



# OPERATING BUDGET

Fiscal Year  
**2025**





# Table of Contents

<b>General Fund</b> .....	<b>5</b>	Operating Revenue and Expenditures .....	165
Overview & Summary .....	6	Revenue Budget .....	165
Revenue Budget Chart .....	11	Expenditure Budget .....	166
Expenditure Budget Chart .....	12		
Allocation of Proposed Property Tax to City Departments .....	13	<b>Parking Fund</b> .....	<b>167</b>
Operating Revenues & Expenditures .....	14	Overview & Summary .....	168
Operating Budget Fiscal Policy Compliance .....	15	Operating Revenue and Expenditures .....	172
General Fund Revenue Summary by Category .....	16	Capital Appropriations .....	173
General Fund Revenue Line Item by Category .....	17	Long-Term Debt .....	174
Supplemental Requests .....	21	Revenue Budget .....	175
General Fund Department Summary .....	23	Supplemental Requests .....	177
General Fund Summary by Object Code .....	24	Expenditure Budget .....	178
Department Summary by Expenditure Category .....	31		
Long-Term Debt .....	33	<b>PC Replacement Fund</b> .....	<b>181</b>
		Overview & Summary .....	182
<b>Elected &amp; Appointed Officials</b> .....	<b>37</b>	Operating Revenue and Expenditures .....	184
City of Keene Organizational Chart .....	39	Revenue Budget .....	185
Mayor & Council .....	40	Expenditure Budget .....	186
Outside Agencies .....	42		
Community Funded Events .....	45	<b>Solid Waste Fund</b> .....	<b>187</b>
Capital Appropriations .....	47	Overview & Summary .....	188
City Manager's Office .....	52	Operating Revenue and Expenditures .....	191
City Attorney .....	58	Capital Appropriations .....	192
City Clerk .....	62	Long-Term Debt .....	193
		Revenue Budget .....	194
<b>Administrative Services</b> .....	<b>69</b>	Supplemental Requests .....	195
Assessing .....	70	Expenditure Budget .....	196
Finance .....	75		
Human Resources .....	87	<b>Sewer Fund</b> .....	<b>201</b>
Information Technology .....	92	Overview & Summary .....	202
		Operating Revenue and Expenditures .....	204
<b>Community Services</b> .....	<b>97</b>	Capital Appropriations .....	205
Fire .....	98	Long-Term Debt .....	206
Library .....	107	Revenue Budget .....	207
Parks, Recreation & Facilities .....	112	Supplemental Requests .....	208
Police .....	129	Expenditure Budget .....	209
<b>Municipal Services</b> .....	<b>139</b>	<b>Water Fund</b> .....	<b>217</b>
Airport .....	140	Overview & Summary .....	218
Community Development .....	146	Operating Revenue and Expenditures .....	220
Public Works .....	153	Capital Appropriations .....	221
		Long-Term Debt .....	222
<b>Compensated Absences Fund</b> .....	<b>163</b>	Revenue Budget .....	223
Overview & Summary .....	164	Supplemental Requests .....	224

Expenditure Budget .....	225	Revenue Budget .....	238
<b>Equipment (Fleet) .....</b>	<b>233</b>	Expenditure Budget .....	239
Overview & Summary .....	234	<b>Appendix .....</b>	<b>241</b>
Operating Revenue and Expenditures .....	236	Fiscal Policies .....	242
Capital Appropriations .....	237	Wage Schedules .....	253

**KEENE**



# General Fund

## Overview & Summary

The FY 2025 Proposed Operating Budget Book has been revamped to coordinate with the City’s logo and updated color palette. With the use of a publishing tool associated with the Tyler Technologies platform, the budget book now aligns with the City’s branding and new visual identity, providing consistency throughout the document in print and in digital format.

### GENERAL FUND

The General Fund is the main operating fund for the City of Keene encompassing resources necessary for day-to-day City operations. Services, activities, and programs vital and desirable to the community, are found in the General Fund including police, fire, road maintenance, library, and recreation. The resources and funds within the General Fund are discretionary, allowing Mayor and Council to allocate the funds to programs and services as needed and with few restrictions.

Beyond the General Fund, the City has other specialized funds that are considered non-general funds which serve specific purposes. These funds consist of dedicated resources and limited to the purpose in which they were created. These specialized funds consist of:

- Grants
- Revenues from services such as water and sewer
- Funds dedicated for a particular purpose such as compensated absences, parking, solid waste, and equipment and maintenance

### FISCAL POLICY IMPACT

The City’s budgeting process begins each year with the creation of fiscal policies. Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and financial related issues. This document sets the boundaries for both the Capital Improvements Program and the City operating budget and provides direction that incorporates City Council goals and objectives.

Part I of the Fiscal Polies is dedicated to Budgetary Policies. Departments prepare budgets with proposed strategies to advance the goals of the Master Plan along with three to five Council priorities which have been stated as outcome focused goals. Budget strategies may involve multiple years of investment above and beyond the City’s base budget. This budget strategy is a hybrid of the priority based and the more traditional base budgeting approach. Priority based budgeting helps the City work towards its high-level goals and ensures budget dollars are tied to community and council priorities and desired outcomes. The base budgeting approach separates budget items which are supplemental requests from those that are included in the base budget. The base budget is the amount required to maintain the current level of services.

### Property Taxes

This section establishes the limit in which property tax revenues can increase. Using a rolling three (3) year average of the Boston-Cambridge-Newton (MA-NH) CPI, net of expenditure required by law, and excluding debt service payments and capital leases, the City is able to align citizen’s property tax bills with the increase in their overall expenses.

For FY 2025, the average CPI is 4.9% which limits property tax revenue as follows:

Fiscal Policy Tax Revenue Increase	2025	2024	Change
Property Tax Revenue	30,217,286	28,061,537	2,155,749
Less: Debt Service	(3,823,035)	(3,324,493)	(498,542)
Welfare Assistance	(750,000)	(300,000)	(450,000)
NH Retirement System	(4,124,894)	(3,869,336)	(255,558)
Property Tax Revenue-Fiscal Policy	21,519,357	20,567,708	951,649
CPI Increase FY24 to FY25	4.90%	28,061,537	1,375,015
Over/(Under) Policy			(423,366)

**Debt**

Debt service limitations are also guided by fiscal policies. The debt service policy of the City is capped at a five (5) year average of 12% or less of the General fund operating budget. The policy sets a boundary on how much debt the City can take on specifically when it comes to the repayment of principal and interest. By imposing this cap, the City ensures that it does not overextend itself financially by issuing excessive debt and takes into consideration the potential of budgetary spikes.

All authorized issued, unissued, and proposed debt is within the 12% cap established in the fiscal policy, ranging from 9.3% to 9.8% from FY 2023 to FY 2027.

**Unassigned Fund Balance**

“Unassigned fund balance for the General Fund will be maintained at between seven percent (7%) and seventeen percent (17%) 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.”

The recommended range of unassigned fund balance by the GFOA (Government Finance Officers Association) is 5%-15% and the New Hampshire Department of Revenue Administration recommends 5%-17%. This portion of the fiscal policy will be reviewed and updated to reflect these recommended ranges on an annual basis. Currently, the range for the City is 7%-17% to be in alignment with the State of New Hampshire recommendation. As shown below, the unassigned fund balance as of June 30, 2024 is estimated to be at 15.57%, which is within the range recommended by the New Hampshire Department of Revenue Administration and fiscal policy.

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. An adequate unassigned fund balance benefits City cash flows and investment earnings, which in turn enables the City to avoid the need to issue short-term tax anticipation notes to fund ongoing operations. It also serves as a stabilization fund that can be used as a revenue source to avoid spikes in the City’s portion of the tax rate. In the recently adopted 2025-2031 Capital Improvements Program a funding plan was designed that incorporates the use of unassigned balance for rate stabilization and reduce the reliance on debt funding. For FY 2025 an additional \$1,490,946 is used to offset the increase in costs of capital projects impacted by inflation and reduce the burden on the taxpayer. The use of unassigned fund balance is reviewed annually to ensure unassigned fund balance remains within fiscal policy which may shift the funding for future capital projects.

Estimated Unassigned Fund Balance For FY24		
Unassigned Fund Balance - 06/30/23	\$ 17,323,574	
Use of Unassigned Fund Balance FY24 Budget	(1,778,474)	
Estimated carryovers and encumbrances	(500,000)	
Estimated FY 24 increase in Fund Balance	500,000	
Additional FY24 Use of Fund Balance approved by Council	(1,412,500)	
Projected Unassigned Fund Balance - 6/30/2024	\$ 14,132,600	15.57%

Fiscal Policy Fund Unassigned Fund Balance Range Calculation			
FY 2024 Operating Budget /Commitment	Property Tax Commitment	7.00%	17.00%
City's operating budget	\$ 47,736,757	\$ 3,341,573	\$ 8,115,249
School tax commitment	\$ 32,824,979	\$ 2,297,749	\$ 5,580,246
State education tax commitment	\$ 3,330,484	\$ 233,134	\$ 566,182
County property tax commitment	\$ 6,880,262	\$ 481,618	\$ 1,169,645
<b>TOTAL</b>	<b>\$ 90,772,482</b>	<b>\$ 6,354,074</b>	<b>\$ 15,431,322</b>

**REVENUES**

The recommended FY 2025 budget projects a \$2,155,749 increase in general property tax revenue to contribute towards the funding of City operations. The City share of the tax rate is expected to increase \$0.95, or 7.57%, to \$13.50 per \$1,000 of assessed value.

Each year the adopted budget tax rate includes an appropriation to fund the overlay account, which is a balance sheet account (meaning activity funded through this account is not an expenditure) used to pay for property tax abatement costs. The overlay appropriation is included in the amount of taxes to be raised as well as the amount of war service tax property credits. For FY 2025 the combined amount of overlay and war service credits is projected to remain at the FY 2024 amount of \$400,300.

The balance of the funding increase necessary to pay for the operating budget changes comes from a wide variety of sources. It should be noted that from year to year the funding profile for the annual budget changes in many small and some significant ways, as revenue estimates for the various line items are reviewed in the context of past history, the economic and legislative environment, new or revised local fee schedules, and other factors. Each year, all revenue line items are analyzed and adjusted accordingly.

<b>Changes in General Fund Revenues FY 2024 to FY 2025</b>	
Property Taxes Revenue (net change in overlay and war service credits)	2,008,864
<b>Other Revenues</b>	
TIF Taxes	80,707
Motor Vehicle Registrations, Permits and Licenses	184,500
Intergovernmental	247,671
Charges for Services	205,701
Other Financing Sources including Capital Reserve	1,978,688
Use of Surplus	(287,528)
Interest Income	325,000
Miscellaneous	41,532
Subtotal Other Revenues	2,776,271
<b>Proposed Revenue Increase</b>	<b>4,785,135</b>

Revenue change highlights include:

- Increase in TIF (Tax Increment Finance) revenue for related TIF expenses - \$80,707
- Increase in motor vehicle registrations, permits, and licenses - \$165,000
- Increase in ambulance fees - \$200,000
- Increase in funding from Cheshire County for Youth Services JCC and YIP program - \$28,080
- Increase in recreation program fees - \$23,990
- Increase in interest income due to increase in interest rates - \$325,000
- Increase in local revenue from towns - \$51,092
- Special revenue funding from InvestNH BEA 310 Marlboro St- \$150,000
- Additional use of surplus to fund capital reserves and capital projects - \$1,492,192

## EXPENDITURES

The proposed budget consists of three major parts:

- Operations - Includes payroll and benefits, supplies, utilities, payments to social service agencies, and many other costs associated with the daily operations of the City
- Debt Service - Includes all authorized issued, unissued and proposed debt
- Capital - Includes projects in the first year of the 2025-2031 Capital Improvement Program and capital reserve funding



The increase in the operations portion of the proposed budget is \$2,251,547 or 5.79%. The majority of the increase is personnel related and tied to contracted bargaining union agreements totaling \$1,463,730. The remaining increase of \$787,817 is for non-personnel related operating costs throughout the City. The increase in Welfare Assistance of \$400,000 is approximately one-half of the operating budget increase, leaving \$387,817 for City operations, building maintenance, supplies, and utilities. Requested supplemental amounts and those included in the City Manager Recommendation can be found in the Supplemental section of the General Fund.

Changes in General Fund Operations FY 2024 to FY 2025		
<b>Personnel Changes</b>		<b>1,463,730</b>
Salaries and Wage	1,010,980	
Position Supplemental Requests	80,943	
Health and Dental Insurance	116,986	
NH Retirement and Social Security	254,821	
Workers' Compensation	19,111	
	<b>Subtotal Wages and Benefits</b>	<b>1,463,730</b>
<b>Other Than Payroll Changes</b>		<b>787,817</b>
Utility costs including heating	77,917	
Insurance	43,198	
Outside Agencies	52,115	
Shelter Services	400,000	
Professional Services/Audit	16,000	
Shelter Services	25,000	
Equipment charges	52,777	
Software/Supplies	85,988	
Supplies/Chemicals/Disposable Equipment	22,000	
Miscellaneous other increases and decreases	12,822	
	<b>Subtotal Other Than Payroll Changes</b>	<b>787,817</b>
<b>Changes in General Fund Operations</b>		<b>2,251,547</b>

Expenditure change highlights include:

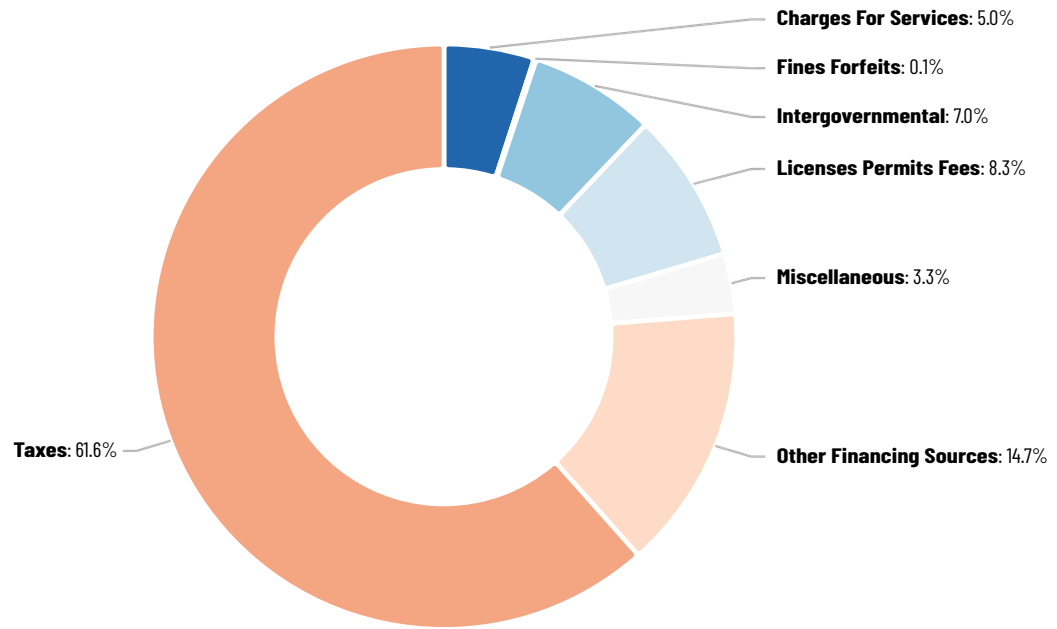
- Personnel Changes
  - Assistant City Clerk to Deputy City Clerk and City Clerk succession planning
  - Emergency Operations Manager contract
  - 40% AV Prod Specialist moved from Franchise Fees
  - Community Development position changes and reduction in funding for Building/Health Official to 50%
  - Outreach worker increase to 28 hours per week
  - Position change to reduce funding for Deputy Fire Chief and increase contractual obligation for Call Back OT
  - Position change from hourly wages to FT Recreation Coordinator with funding offset by the additional program revenue
  - PT case worker moved from Youth Services DHHS grant to operating budget
  - 2 Vacant Police Officer positions unfunded
- Operating Expense
  - Outside Agencies – Addition of MFS Street Outreach and MIP Housing Fund
  - City Clerk’s Office - Increase in election related expenses, polling stations, software

10 | **General Fund**  
Overview & Summary

- Human Services - Increase in shelter services and welfare assistance
- Fire department - Protective clothing, medical services, disposable equipment
- Human Resources - Additional request for legal fees associated with contract negotiations, staff tuition reimbursement, City-wide training
- IT – Increase in licensing, Civic Clerk agenda software moved from Cable Franchise Fee to General Fund, PatternStream budget book software, and Assessing Vision Software
- Parks, Recreation and Facilities – Increase in hydrants, fire lines, and utility costs

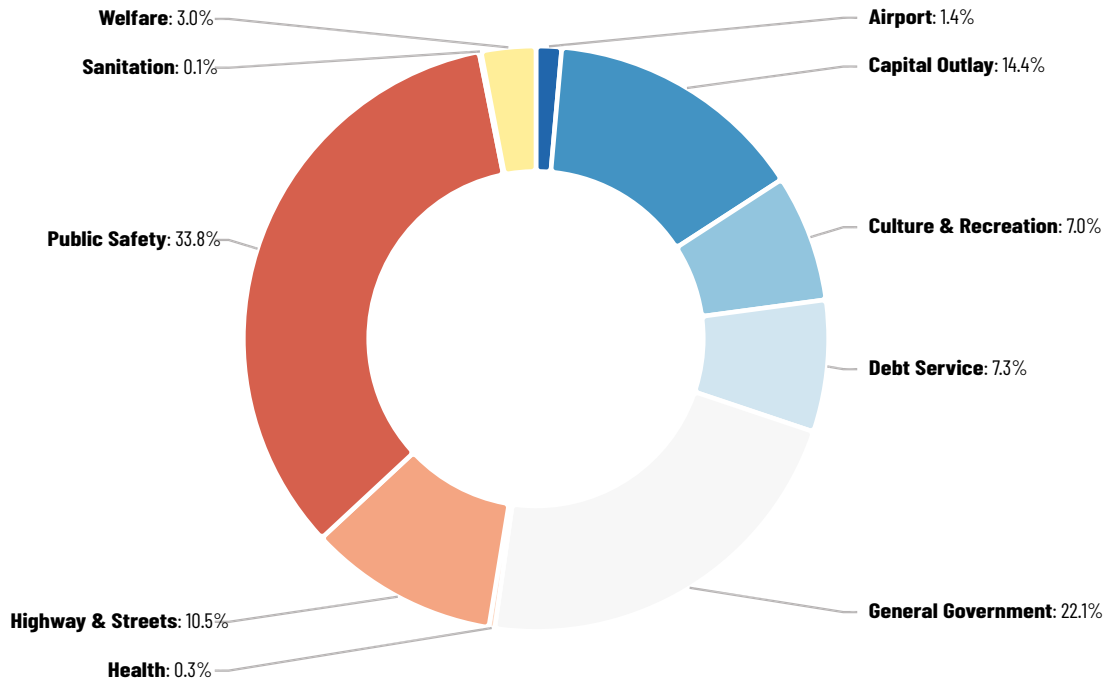
In summary, the proposed budget reflects a strategic balance between operational needs, personnel requirements, and essential services. While the increase in personnel costs is driven by contractual agreements, the operating budget allocation ensures continued citizen service excellence while complying with fiscal policies.

### Revenue Budget Chart



Charges For Services	\$2,621,597
Fines Forfeits	\$68,310
Intergovernmental	\$3,664,454
Licenses Permits Fees	\$4,367,892
Miscellaneous	\$1,748,450
Other Financing Sources	\$7,714,654
Proceeds Long Term Financing	—
Taxes	\$32,336,535
<b>Total</b>	<b>\$52,521,892</b>

### Expenditure Budget Chart



Airport	\$741,202
Capital Outlay	\$7,580,839
Culture & Recreation	\$3,690,520
Debt Service	\$3,823,035
General Government	\$11,609,771
Health	\$171,000
Highway & Streets	\$5,510,426
Public Safety	\$17,754,331
Sanitation	\$58,965
Welfare	\$1,581,803
<b>Total</b>	<b>\$52,521,892</b>

### Allocation of Proposed Property Tax to City Departments

Department / Activity	Proposed Budget	Percent of Total	Proposed Property Tax				
			\$ 29,816,986	\$ 200,000	\$ 400,000	\$ 600,000	\$ 800,000
Fire	8,927,928	17.00%	5,068,437	458.96	917.92	1,376.88	1,835.84
Police	8,658,260	16.49%	4,915,345	445.10	890.19	1,335.29	1,780.39
Capital Projects	7,580,839	14.43%	4,303,687	389.71	779.42	1,169.13	1,558.84
Public Works	5,569,391	10.60%	3,161,776	286.31	572.61	858.92	1,145.23
Parks, Rec, Facilities & Youth Svcs	4,400,902	8.38%	2,498,418	226.24	452.48	678.71	904.95
Debt Service	3,823,035	7.28%	2,170,359	196.53	393.06	589.59	786.13
Finance & Human Svcs	3,570,385	6.80%	2,026,928	183.54	367.09	550.63	734.17
Information Technology	1,816,620	3.46%	1,031,306	93.39	186.77	280.16	373.55
Library	1,801,126	3.43%	1,022,510	92.59	185.18	277.77	370.36
Community Development	1,658,498	3.16%	941,539	85.26	170.52	255.78	341.03
City Manager's Office	851,880	1.62%	483,617	43.79	87.59	131.38	175.17
City Clerk	782,700	1.49%	444,343	40.24	80.47	120.71	160.95
Human Resources	777,280	1.48%	441,266	39.96	79.92	119.87	159.83
Airport	741,202	1.41%	420,785	38.10	76.21	114.31	152.41
City Attorney	484,320	0.92%	274,951	24.90	49.80	74.69	99.59
Assessment	446,216	0.85%	253,319	22.94	45.88	68.82	91.75
M&C - Outside Agencies	374,053	0.71%	212,352	19.23	38.46	57.69	76.92
Mayor & City Council	132,747	0.25%	75,361	6.82	13.65	20.47	27.30
M&C - Community Funded Events	95,091	0.18%	53,984	4.89	9.78	14.67	19.55
M&C - Boards & Commissions	29,419	0.06%	16,701	1.51	3.02	4.54	6.05
<b>Totals</b>	<b>\$ 52,521,892</b>	<b>100.00%</b>	<b>\$ 29,816,986</b>	<b>\$ 2,700</b>	<b>\$ 5,400</b>	<b>\$ 8,100</b>	<b>\$ 10,800</b>

Property Taxes Raised For Operations FY 2023-2024 Budget Year	\$ 27,661,237	City of Keene Municipal Tax Rate FY 2023-2024	\$ 12.55
Proposed Increase in Property Tax Dollars Raised	\$ 2,155,749	Proposed Increase in Municipal Tax Rate	\$ 0.95
Proposed Change Overlay & War Service Credits	\$ -	Percent Increase in Proposed Municipal Tax Rate	7.57%
Percent Increase in Proposed Property Tax Dollars Raised	7.79%		

## Operating Revenues & Expenditures

	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
	Actual	Adopted Budget	Dept Request- Including Supplementals	City Manager	Projected	Projected
<b>REVENUES</b>						
Property Tax	26,669,277	27,808,122	30,828,660	29,816,986	31,144,958	31,518,312
Other Local Taxes	1,265,456	1,174,025	1,133,000	1,133,000	1,155,660	1,178,773
Tax Increment Financing	1,107,771	1,005,842	1,086,549	1,086,549	1,108,280	1,130,446
Licenses, Permits & Fees	4,197,238	4,183,392	4,367,892	4,367,892	4,455,250	4,544,355
Intergovernmental	4,011,281	3,416,783	3,664,454	3,664,454	3,737,743	3,812,498
Charges for Services	2,317,966	2,415,896	2,621,597	2,621,597	2,674,029	2,727,510
Fines & Forfeits	74,845	51,332	68,310	68,310	69,676	71,070
Miscellaneous	2,043,061	1,657,871	2,048,450	2,048,450	2,089,419	2,131,207
Other Financing Sources (incl capital reserve)	2,218,378	3,395,020	5,223,708	5,373,708	5,034,523	5,136,534
Use of Surplus - Operating Budget	-	850,000	850,000	850,000	850,000	850,000
Use of Surplus - Capital Projects	-	1,778,474	1,207,946	1,490,946	1,174,288	1,072,277
SUBTOTAL - Current Revenues	43,905,273	47,736,757	53,100,566	52,521,892	53,493,826	54,172,982
Sale of Bonds		2,951,000	5,613,000	5,613,000	5,350,000	8,995,000
<b>TOTAL REVENUES</b>	43,905,273	50,687,757	58,713,566	58,134,892	58,843,826	63,167,982
<b>EXPENDITURES</b>						
<b>ELECTED/APPOINTED OFFICIALS:</b>						
Mayor & City Council	184,718	223,442	257,257	257,257	263,688	270,281
Outside Agencies	295,650	306,938	436,150	374,053	383,404	392,989
City Manager's Office	692,040	730,792	822,711	851,880	873,177	895,006
City Clerk & Elections	676,049	732,594	801,567	782,700	802,268	822,324
City Attorney	423,127	464,688	484,320	484,320	496,428	508,839
Total Elected/Appointed Officials	2,271,584	2,458,454	2,802,005	2,750,210	2,818,965	2,889,439
<b>ADMINISTRATIVE SERVICES:</b>						
Assessment	447,840	427,990	446,216	446,216	457,371	468,806
Finance	2,759,112	2,940,406	3,570,385	3,570,385	3,659,645	3,751,136
Human Resources	710,029	766,480	777,280	777,280	796,712	816,630
Information Technology	1,413,030	1,674,335	1,816,620	1,816,620	1,862,036	1,908,586
Total Administrative Services	5,330,011	5,809,211	6,610,501	6,610,501	6,775,764	6,945,158
<b>COMMUNITY SERVICES:</b>						
Fire & Ambulance	8,133,843	8,573,001	9,016,351	8,927,928	9,151,126	9,379,904
Library	1,606,345	1,716,209	1,801,127	1,801,126	1,846,154	1,892,308
Parks, Recreation & Facilities	4,002,058	4,306,013	4,421,294	4,400,902	4,510,925	4,623,698
Police	7,890,296	8,423,467	8,866,614	8,658,260	8,874,717	9,096,584
Total Community Services	21,632,542	23,018,690	24,105,386	23,788,216	24,382,921	24,992,494
<b>MUNICIPAL DEVELOPMENT SERVICES:</b>						
Airport	590,242	750,760	741,202	741,202	759,732	778,725
Community Development	1,447,701	1,532,190	1,793,092	1,658,498	1,699,960	1,742,459
Public Works	5,137,933	5,297,166	5,574,506	5,569,391	5,708,626	5,851,341
Total Mun. Development Services	7,175,876	7,580,116	8,108,800	7,969,091	8,168,318	8,372,526
<b>TRANSFERS - CAPITAL PROGRAM AND OTHER</b>						
Debt Service	3,754,497	3,324,493	3,823,035	3,823,035	4,396,595	4,749,771
Capital Projects (not funded by debt)	2,823,463	5,399,768	7,525,839	7,455,839	6,826,263	6,048,593
Conservation - LUCT	46,025	46,025	25,000	25,000	25,000	25,000
Special Revenue Fund - Retirement	152,525	100,000	100,000	100,000	100,000	150,000
Total Capital	6,776,510	8,870,286	11,473,874	11,403,874	11,347,858	10,973,364
SUBTOTAL - current expenditures	43,186,523	47,736,757	53,100,566	52,521,892	53,493,826	54,172,982
CAPITAL PROJECTS (funded by Debt)		2,951,000	5,613,000	5,613,000	5,350,000	8,995,000
<b>TOTAL EXPENDITURES</b>	43,186,523	50,687,757	58,713,566	58,134,892	58,843,826	63,167,982

## Operating Budget Fiscal Policy Compliance

	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
	Tax Rate Setting	Tax Rate Setting	Dept Request- Including Supplementals	City Manager	PROJECTED	PROJECTED
<b>GROSS CITY PROPERTY TAX REVENUE INCREASE</b>						
Property Tax Revenue - Increase (Decrease) adjusted for change in Debt and NHRS	201,835	770,114	1,963,323	951,649	1,327,972	373,354
Fiscal Policy Increase Limit (FY25 4.9%)	704,329	1,200,823	1,375,015	1,375,015	1,057,605	952,358
Over (Under) Limit	(502,494)	(430,709)	588,308	(423,366)	270,367	(579,004)
<b>CITY PROPERTY TAX REVENUE</b>						
Property Tax Revenue-net overlay and war service credits	26,778,681	27,661,237	30,828,660	29,816,986	31,144,958	31,518,312
ADD: Overlay	141,342	-	-	-	200,000	400,000
ADD: War Service Credits	371,400	400,300	400,300	400,300	400,300	400,300
Property Tax Revenue - Gross tax effort	27,291,423	28,061,537	31,228,960	30,217,286	31,745,258	32,318,612
City Tax Rate	\$12.31	\$12.55	\$13.95	\$13.50	\$14.18	\$14.43
Percent increase (decrease)	-16.90%	1.95%	11.13%	7.57%	5.02%	1.81%
<b>PROPERTY TAX CALCULATION FY25</b>						
<b>Assessed Value</b>						
Assessed Value for local tax calc	2,201,301,020	2,235,081,865	2,239,081,865	2,239,081,865	2,239,081,865	2,239,081,865
Assessed Value for state tax calc	2,099,146,400	2,120,751,465	2,124,751,465	2,124,751,465	2,124,751,465	2,124,751,465
<b>Tax Rate</b>						
City	12.31	12.55	13.95	13.50	14.18	14.43
Local Education	14.38	14.69	16.24	16.24	16.72	17.23
State Education	1.21	1.57	1.54	1.54	1.59	1.64
County	3.13	3.08	3.07	3.07	3.16	3.26
Total Tax Rate	31.03	31.89	34.81	34.35	35.66	36.56
Percent increase (decrease)	-0.80%	2.77%	9.15%	5.30%	3.82%	2.53%
<b>PROPERTY TAXES TO BE RAISED</b>						
Local Education	31,907,557	32,824,979	36,357,474	36,357,474	37,448,198	38,571,644
State Education	2,545,092	3,330,484	3,282,162	3,282,162	3,380,627	3,482,046
County	6,945,184	6,880,262	6,874,164	6,874,164	7,080,389	7,292,801
City	27,291,423	28,061,537	31,228,960	30,217,286	31,745,258	32,318,612

### General Fund Revenue Summary by Category

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
20 Taxes	29,132,177	29,170,256	30,287,989	33,348,209	—	32,336,535
21 Licenses Permits Fees	4,235,766	4,197,238	4,183,392	4,367,892	—	4,367,892
22 Intergovernmental	3,255,571	4,011,281	3,416,783	3,664,454	28,080	3,664,454
23 Charges For Services	2,883,528	2,317,965	2,415,896	2,621,597	23,990	2,621,597
24 Miscellaneous	957,101	1,915,309	1,357,871	1,748,450	—	1,748,450
25 Other Financing Sources	2,240,540	2,218,378	6,023,494	7,281,654	433,000	7,714,654
26 Proceeds Long Term Financing	—	—	2,951,000	—	—	—
27 Fines Forfeits	73,360	74,845	51,332	68,310	—	68,310
<b>Total Revenues</b>	<b>42,778,042</b>	<b>43,905,273</b>	<b>50,687,757</b>	<b>53,100,566</b>	<b>485,070</b>	<b>52,521,892</b>



### General Fund Revenue Line Item by Category

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>20 - Taxes</b>							
411050	Tax-Net Property	26,866,304	26,669,277	27,808,122	30,828,660	—	29,816,986
411100	Tax-Payment In Lieu	1,114,363	1,124,908	1,120,000	1,125,000	—	1,125,000
411150	Tax-Timber Yield	6,738	73,498	8,000	8,000	—	8,000
411200	Tax-Land Use Change	28,130	67,050	46,025	—	—	—
411250	Tax-Increment Financing	840,892	1,107,771	1,005,842	1,086,549	—	1,086,549
416050	Tax-Interest	275,748	127,752	300,000	300,000	—	300,000
<b>20 - Taxes Subtotal</b>		<b>29,132,177</b>	<b>29,170,256</b>	<b>30,287,989</b>	<b>33,348,209</b>	<b>—</b>	<b>32,336,535</b>
<b>21 - Licenses Permits Fees</b>							
421050	Fee-Health Food Licenses	51,890	49,770	51,900	51,900	—	51,900
421100	Fees-State Vital Records	20,357	37,984	30,000	30,000	—	30,000
421150	Fees-City Licenses	6,911	8,219	8,592	8,592	—	8,592
421160	Permits-Haz Mat Storage	19,100	18,141	19,000	19,000	—	19,000
421200	Fees-Dog Licenses	20,975	15,897	9,280	9,280	—	9,280
422010	Fee-Fire Alarm Access App	90	—	—	—	—	—
422020	Permits-Fire Alarm Access	11,880	11,140	13,000	13,000	—	13,000
422050	Fee-Permits	491,405	427,699	480,000	483,000	—	483,000
422100	Permits-Pistols	530	570	620	620	—	620
422150	Permits-Motor Vehicle	3,402,677	3,411,114	3,385,000	3,550,000	—	3,550,000
422180	Fee-Tranportation Imp Fund	98,570	98,590	90,000	95,000	—	95,000
423010	Fee-NSF Check	773	1,475	750	750	—	750
423060	Fee-Miscellaneous	11,567	10,017	10,500	10,500	—	10,500
423150	Fee-Mail-In & E-Reg	7,682	8,255	7,500	7,500	—	7,500
423160	Fee-Municipal Agent Fee	63,343	63,164	60,000	60,000	—	60,000
423220	Fee-Cls Licenses	227	3,462	4,125	4,125	—	4,125
423230	Fee-Planning Board	21,167	23,405	9,275	19,275	—	19,275
423240	Fee-Historic Dist Comm	—	1,136	350	350	—	350
423370	Fee-Zba	6,622	7,201	3,500	5,000	—	5,000
<b>21 - Licenses Permits Fees Subtotal</b>		<b>4,235,766</b>	<b>4,197,238</b>	<b>4,183,392</b>	<b>4,367,892</b>	<b>—</b>	<b>4,367,892</b>
<b>22 - Intergovernmental</b>							
431160	Federal-Fema Reimbursements	—	104,461	—	—	—	—
432010	State-Flood Control	36,031	36,031	36,100	36,100	—	36,100
432020	State-Aeronautical	8,722	10,445	8,780	10,000	—	10,000
432030	State-Highway	474,081	907,197	475,000	475,000	—	475,000
432040	State-Rooms & Meals	1,719,310	1,960,197	1,960,197	2,114,342	—	2,114,342
432080	State-Keene State College	659,913	658,059	663,312	668,800	—	668,800

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
433050 County-JCC & YIP	23,100	23,100	23,100	51,180	28,080	51,180
434010 Local-Keene School District	102,714	122,348	125,984	133,630	—	133,630
434030 Local-Other Towns	231,698	189,443	124,310	175,402	—	175,402
<b>22 - Intergovernmental Subtotal</b>	<b>3,255,571</b>	<b>4,011,281</b>	<b>3,416,783</b>	<b>3,664,454</b>	<b>28,080</b>	<b>3,664,454</b>
<b>23 - Charges For Services</b>						
441090 Direct Reimbursement	1,012,294	523,051	490,641	464,074	—	464,074
441110 Charges-Programs	106,910	110,093	121,500	132,352	23,990	132,352
441120 Charges-Equipment	300	1,152	1,000	1,500	—	1,500
441130 Charges-Reports	899	1,049	958	1,150	—	1,150
441140 Charges-Photos/Tapes	1,615	1,240	856	1,050	—	1,050
441150 Charges-Inspection Services	—	165	—	—	—	—
441160 Charges-Public Way Impediment	750	1,300	500	500	—	500
441170 Charges-Excavation	6,825	6,075	4,000	4,000	—	4,000
441220 Charges-Internments	46,520	47,005	38,000	38,000	—	38,000
441230 Charges-Ambulance Services	1,439,986	1,348,434	1,500,000	1,700,000	—	1,700,000
441240 Charges-Fire Master Box	84,456	92,411	85,000	90,168	—	90,168
441310 Charges-Repairs	—	125	—	—	—	—
441340 Charges-Police Details	—	(7)	—	—	—	—
441350 Charges-Records Center	25,984	26,613	27,650	28,243	—	28,243
441380 SSI Interim Assistance	1,022	—	2,500	2,500	—	2,500
441390 Medicaid Reimbursements	—	—	2,500	2,500	—	2,500
441400 Charges-Criminal Records Check	35	60	45	50	—	50
441410 Charges-Police Discoveries	10	37	128	50	—	50
441420 Charges-Accident Reports	13,791	13,422	10,443	11,000	—	11,000
441430 Charges-Log Search	60	15	5	10	—	10
441440 Charges-Fingerprints	23,380	22,454	10,520	22,500	—	22,500
441460 Charges-Special Search & Misc	—	100	—	—	—	—
441470 Charges-Small Wireless (Swf)	1,620	1,620	1,000	1,000	—	1,000
441480 Charges-Drain Connect Permit	—	—	500	500	—	500
442010 Charges-Rental Library	335	1,815	1,000	1,800	—	1,800
442030 Charges-Rental Rec Center	20,537	18,610	16,300	16,300	—	16,300
442050 Charges-Rental Sumner Knight	214	169	—	—	—	—
443010 Charges-Campgrounds	200	—	—	—	—	—
443020 Charges-Ball Fields	18,944	16,450	15,500	15,500	—	15,500
443040 Charges-Pools	16,801	16,678	21,500	21,500	—	21,500
444010 Charges-Library Non Resident	15,705	18,800	19,000	20,500	—	20,500
445010 Charges-Airport Landing	9,159	9,150	12,000	12,000	—	12,000

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
445050 Charges-Airport Gross Revenue	13,657	14,645	12,850	12,850	—	12,850
445060 Charges-Aviation Fueling	21,519	25,235	20,000	20,000	—	20,000
<b>23 - Charges For Services Subtotal</b>	<b>2,883,528</b>	<b>2,317,965</b>	<b>2,415,896</b>	<b>2,621,597</b>	<b>23,990</b>	<b>2,621,597</b>
<b>24 - Miscellaneous</b>						
461010 Interest Earnings	62,194	920,325	325,000	650,000	—	650,000
461030 Interest Accts Receivable	379	2	—	—	—	—
461050 Other Loans	89,698	89,698	89,698	89,698	—	89,698
461110 Other	7	33,713	50	50	—	50
461130 Public Printer Copier Fee	4,353	7,559	6,500	6,600	—	6,600
461135 Copies	453	141	100	100	—	100
461140 Maps Blueprints Etc	—	112	100	100	—	100
463010 Rent-City Hall	64,464	65,480	71,282	71,911	—	71,911
463040 Rent-Transportation Center	33,058	31,570	36,513	36,513	—	36,513
463060 Rent-Airport T-Hangar	118,041	121,653	141,960	149,877	—	149,877
463070 Rent-Airport Terminal	26,243	29,041	29,246	30,244	—	30,244
463080 Rent-Airport Land	74,871	83,932	86,434	88,195	—	88,195
463110 Rent-Fuel Farm	16,799	17,176	19,003	19,209	—	19,209
463120 Rent-Airport Wwtp	159,294	205,253	212,445	216,270	—	216,270
463170 Rent-350 Marlboro	236,747	242,903	253,590	259,276	—	259,276
464010 Trust-Cemetery	57,494	55,245	66,635	106,252	—	106,252
464030 Trust-Charitable	1,988	1,903	2,288	3,625	—	3,625
464040 Trust-Deluge Hose	166	159	190	302	—	302
464050 Trust-Downtown Memorial Tree	5,261	—	3,825	3,825	—	3,825
464060 Trust-Flower Fund	49	2,440	2,934	4,648	—	4,648
464070 Trust-Library	470	—	3,500	3,500	—	3,500
464080 Trust-Parks & Rec	2,492	2,385	2,868	4,545	—	4,545
464100 Trust-Sumner Knight Chpl	2,520	4,619	3,710	3,710	—	3,710
464110 Trust-Ingersoll Collection	60	—	—	—	—	—
<b>24 - Miscellaneous Subtotal</b>	<b>957,101</b>	<b>1,915,309</b>	<b>1,357,871</b>	<b>1,748,450</b>	<b>—</b>	<b>1,748,450</b>
<b>25 - Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	—	2,628,474	2,057,946	283,000	2,340,946
470030 Capital Reserve	—	—	1,112,623	2,892,343	—	2,892,343
471020 Admin Chg - Equipment	301,082	323,835	287,892	362,745	—	362,745
471040 Admin Chg - Parking	96,364	85,946	96,339	127,158	—	127,158
471060 Admin Chg - Sewer	697,543	785,730	761,239	749,177	—	749,177
471070 Admin Chg - Solid Waste	494,420	535,928	597,372	541,804	—	541,804
471080 Admin Chg - Water	488,380	485,884	534,820	545,746	—	545,746

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
472040 Special Revenue Fund	154,751	—	—	—	150,000	150,000
473020 Property Surplus Sale	8,000	1,055	50	50	—	50
473040 Sale of Found Property	—	—	4,685	4,685	—	4,685
<b>25 - Other Financing Sources Subtotal</b>	<b>2,240,540</b>	<b>2,218,378</b>	<b>6,023,494</b>	<b>7,281,654</b>	<b>433,000</b>	<b>7,714,654</b>
<b>26 - Proceeds Long Term Financing</b>						
481010 Sale of Bonds	—	—	2,951,000	—	—	—
<b>26 - Proceeds Long Term Financing Subtotal</b>	<b>—</b>	<b>—</b>	<b>2,951,000</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>27 - Fines Forfeits</b>						
451050 Fines-Court	24,498	22,673	28,103	23,500	—	23,500
451060 Fines-Library Overdue	8,495	9,064	8,000	9,000	—	9,000
451070 Fines-False Alarm	14,460	26,445	6,857	20,610	—	20,610
452010 Violations-Fire Code	—	—	200	200	—	200
452020 Violations-Code	2,485	1,640	500	500	—	500
453020 Forfeit-Dog	2,795	6,350	5,172	4,500	—	4,500
453030 Forfeit-Drug	9,765	—	—	—	—	—
453040 Lost Library Materials	2,208	3,241	2,500	3,000	—	3,000
453050 Charges-Evidence / Property	8,653	5,432	—	7,000	—	7,000
<b>27 - Fines Forfeits Subtotal</b>	<b>73,360</b>	<b>74,845</b>	<b>51,332</b>	<b>68,310</b>	<b>—</b>	<b>68,310</b>
<b>Total Revenues</b>	<b>42,778,042</b>	<b>43,905,273</b>	<b>50,687,757</b>	<b>53,100,566</b>	<b>485,070</b>	<b>52,521,892</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Mayor & Council	01000000	524520	Increased advertising for public hearings	1,000	1,000
Mayor & Council	01000000	527440	Replacement of City Council chromebooks	7,000	7,000
Mayor & Council	01000000	527610	Adobe Pro licenses	1,485	1,485
Outside Agencies	01030500	521330	Keene Senior Center	2,850	-
Outside Agencies	01030500	521350	Big Brothers Big Sisters of NH	10,500	-
Outside Agencies	01030500	521360	Community Kitchen	28,810	10,000
Outside Agencies	01030500	521370	Meals on Wheels	874	874
Outside Agencies	01030500	521390	100 Nights Shelter - no longer Outside Agency - refer to Human Services	(35,000)	(35,000)
Outside Agencies	01030500	521410	Monadonck Regional Child Advocacy	5,750	-
Outside Agencies	01030500	521420	Transporting - HCS City Express	2,991	2,991
Outside Agencies	01030500	521430	CASA	1,000	-
Outside Agencies	01030500	521470	KH Kids Collaborative	5,000	2,500
Outside Agencies	01030500	521510	MCVP	21,437	750
Outside Agencies	01030500	521520	MFS - Street Outreach (City Manager recommend)	35,000	35,000
Outside Agencies	01030500	521530	MIP - Housing Fund (City Manager recommend)	50,000	50,000
Community Funded Events	01030100	515010	Increase city funding from \$5,000 to \$10,000 - Demar Marathon	5,000	5,000
Community Funded Events	01030100	515010	Addition of Keene Pride Festival to CFE status	10,000	10,000
Transfer-Capital & Other	01191500	580110	Remove Comprehensive Master Plan funded by CC R-2023-42	(70,000)	(70,000)
City Clerk	20000000	513040+	Position change: Assistant City Clerk to Deputy City Clerk	4,365	4,365
City Clerk	20000000	513040+	City Clerk succession planning of 8 months; CM recommended 4 months	46,451	30,635
City Clerk	20000000	513040+	Position change: Administrative Assistant I	3,051	-
City Clerk - Elections	20100000	521070	Additional poll workers for poll pad technology; 10 workers per election	2,000	2,000
City Clerk - Elections	20100000	521070	National election pay differential	225	225
City Clerk - Elections	20100000	523010	Poll pad units maintenance, warranty and programming; wi-fi hot spots	6,500	6,500
City Clerk - Elections	20100000	524500	National election meals for election officials	530	530
City Clerk - Elections	20100000	527100	National election increased absentee ballots	2,000	2,000
City Mgr - Emergency Ops	25100000	513080+	Position change: Emergency Operations Manager contract	25,060	25,060
City Mgr - DCM Facilities	25200000	524360	Meeting dues; conferences i.e. ICMA, Primex, MMANH	1,985	1,985
City Mgr - DCM Information	25300000	513040+	Position change: 40% AV Prod Specialist moved from Franchise Fees to Op Bud	39,169	39,169
City Mgr - DCM Information	25300000	521020	Support for Keene Chamber promoting the region	10,000	-
Community Development	30000000	513030+	Position change: Building/Health Official; funded at 50%	(70,646)	(70,646)
Community Development	30000000	513040+	Position change: Mapping Technician	4,377	4,377
Community Development	30000000	513040+	Position change: FT Planning Technician to FT Planner	1,385	1,385
Community Development	30000000	513040+	New position: PT QPT Planning Technician	52,120	52,120
Community Development	30000000	513040+	New position: GIS Technician - QPT part-time	63,033	-
Community Development	30000000	513040+	New position: Admin Assistant - QPT part-time	54,420	-
Finance - Administration	35000000	527610	Adobe Pro licenses	2,125	2,125
Finance - Accounting	35100000	521290	Increased annual audit costs including Single Audit & OPEB	16,000	16,000
Finance - Purchasing	35200000	523010	City Hall postage meter lease agreement	600	600
Finance - Revenue	35300000	524350	Required trainings for Tax Collector & Deputy Tax Collector	2,800	2,800
Finance - Revenue	35300000	527100	Increased cost of postage and certified mailings	8,550	8,550
Finance - Human Services	35400000	513080+	Position change: Outreach Worker - increase to 28 hrs/wk	23,377	23,377
Finance - HS General Assist	35404000	521390	100 Nights Shelter - moved from Outside Agency classification	35,000	35,000
Finance - HS General Assist	35404000	524540	Increased cost of shelter for homeless individuals	400,000	400,000
Fire - Administration	40000000	513030+	Position change: Deputy Fire Chief; funded at 50%	(85,063)	(85,063)
Fire - Administration	40000000	513040+	Position change: Fire administrator; split 50/50 with ambulance	1,680	-
Fire - Suppression	40100000	515270+	Call back OT; contractual Code 1 calls from 1 hr to 2 hrs; split 80/20 w ambulance	5,535	5,535
Fire - Ambulance	40200000	513040+	Position change: Fire administrator; split 50/50 with ambulance	1,680	-
Fire - Ambulance	40200000	515270+	Call back OT; contractual Code 1 calls from 1 hr to 2 hrs; split 80/20 w ambulance	22,141	22,141
Fire - Ambulance	40200000	523110	Service contracts for durable medical equipment	10,000	10,000
Fire - Ambulance	40200000	580080	AFG grant match; AFG no longer reimburses for benefit costs	14,059	14,059

22 | **General Fund**  
Supplemental Requests

**FY 2025 Supplemental Requests (Cont'd)**

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
HR- Administration	45000000	524350	Training to support increased staffing	1,490	1,490
HR- Administration	45000000	524360	Meetings & dues to support increased staffing	113	113
HR- Administration	45000000	527610	Adobe Pro licenses	2,125	2,125
HR - Citywide Benefits	45100000	521020	Consultation support for CBA negotiations	7,500	7,500
HR- Citywide Benefits	45100000	524350	City-wide staff training	15,000	15,000
HR- Citywide Benefits	45100000	524370	Funding for staff tuition reimbursement	21,900	21,900
IT - Cloud Applications	50100000	5280140	Civic Clerk agenda software; moved from Cable Franchise Fee to Op Budget	24,657	24,657
IT - Cloud Applications	50100000	528030	Finance softwares support; PatternStream budget book software	17,528	17,528
IT - Cloud Applications	50100000	528050	Assessing Vision software	3,820	3,820
IT - Cloud Applications	50100000	528120	Office 365 licensing	18,262	18,262
Library	55000000	527150	Inflation and replacement costs for books & collections	3,650	3,650
P&R - Maint & Develop	65013000	513080+	Position change: increased hours for seasonal workers	20,392	-
P&R - Maint & Develop	65013000	523720	Cost for removal of city trees that border private residences	5,500	5,500
P&R - Pools	65013100	527640	Increased cost of pool chemicals	2,000	2,000
P&R - Recreation Programs	65100000	513040+	Position change: hourly wages to FT Recreation Coordinator	67,851	67,851
P&R - Recreation Programs	65100000	513080+	Position change: hourly wages to FT Recreation Coordinator note: offset by the generation of add program revenue estimated at \$23,999	(50,755)	(50,755)
P&R - Recreation Programs	65100000	521150	Increased cost for professional performers	1,000	1,000
P&R - Sumner Knight	65215300	527350	Increased cost of maintaining the aging structure	2,500	2,500
P&R - Fac - City Hall	65316000	525030	Increased electricity cost	10,159	10,159
P&R - Fac - DPW	65316675	525060	Reflect the City's rate increase in firelines & hydrants	14,963	14,963
P&R - Youth Services	65400000	513080+	Position change: PT caseworker moved from YS DHHS grant to op budget	27,805	27,805
P&R - Youth Services	65400000	521020	Professional services previously paid by YS DHHS grant	2,000	2,000
P&R - Youth Services	65400000	524300	Travel previously paid by YS DHHS grant	210	210
P&R - Youth Services	65400000	524350	Training previously paid by YS DHHS grant note: additional Cheshire County funding for YS program \$28,080	2,650	2,650
Police - Patrols	70111500	513040+	Position change: 1 vacant Officer position unfunded	(104,177)	(104,177)
Police - Investigations	70111600	513040+	Position change: 1 vacant Officer position unfunded	(104,177)	(104,177)
Public Works - Administration	75000000	513040+	Position change: succession for Transport & Stormwater Mgr (CM fund @ 3 mos)	31,869	26,754
<b>TOTAL General Fund</b>				<b>834,041</b>	<b>596,757</b>

### General Fund Department Summary

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
01	Mayor & Council	7,624,123	7,256,878	12,351,666	12,167,281	21,600	12,035,184
05	Airport	664,603	590,242	750,760	741,202	—	741,202
10	Assessment	443,472	447,841	427,990	446,216	—	446,216
15	City Attorney	377,117	423,127	464,688	484,320	—	484,320
20	City Clerk	642,763	676,049	732,594	801,567	46,255	782,700
25	City Managers Office	509,292	692,040	730,792	822,711	66,214	851,880
30	Community Development	1,397,935	1,447,702	1,532,190	1,793,092	(12,764)	1,658,498
35	Finance	2,262,462	2,759,112	2,940,406	3,570,385	488,452	3,570,385
40	Fire	7,861,106	8,133,842	8,573,001	9,016,351	(33,328)	8,927,928
45	Human Resources	689,209	710,029	766,480	777,280	48,128	777,280
50	Information Technology	1,448,556	1,413,030	1,674,335	1,816,620	64,267	1,816,620
55	Library	1,554,163	1,606,345	1,716,209	1,801,127	3,649	1,801,126
65	Parks, Rec & Facilities	3,714,672	4,002,058	4,306,013	4,421,294	85,883	4,400,902
70	Police	7,655,147	7,890,296	8,423,467	8,866,614	(208,354)	8,658,260
75	Public Works	4,560,738	5,137,932	5,297,166	5,574,506	26,754	5,569,391
<b>Total Expenditures</b>		<b>41,405,357</b>	<b>43,186,523</b>	<b>50,687,757</b>	<b>53,100,566</b>	<b>596,756</b>	<b>52,521,892</b>

### General Fund Summary by Object Code

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
511010 Wages-Elected Officials	29,417	50,375	41,500	41,500	—	41,500
512010 Wages-Charter Officers	432,358	437,300	448,727	462,187	—	462,187
513010 Wages-Dept Head	1,474,135	1,426,036	1,414,013	1,497,705	—	1,497,705
513030 Wages-Supervisory	3,795,269	3,919,665	4,369,705	4,791,585	(89,197)	4,681,663
513040 Wages-Full Time	8,037,367	8,487,814	9,902,389	10,499,444	(35,140)	10,374,230
513070 Wages-Part Time	1,046,951	912,666	931,420	1,055,215	35,793	1,003,552
513080 Wages-Hourly	278,297	344,574	535,115	578,804	22,676	560,250
514010 Wages-Temporary	8,588	44,746	13,300	13,300	—	13,300
515010 OT-Regular	287,517	294,548	262,019	285,767	15,000	285,767
515020 OT-Double	1,569	4,490	5,895	5,895	—	5,895
515060 OT-Reimbursable Detail	(380)	—	—	—	—	—
515070 OT-Court	34,255	37,621	44,000	44,000	—	44,000
515090 OT-Weapons Training	27,393	23,125	25,000	25,000	—	25,000
515110 OT-Haz Mat Training	5,072	3,106	10,815	10,815	—	10,815
515120 OT-Tactical Team Training	20,241	21,346	25,000	25,000	—	25,000
515130 OT-Training	201,389	145,531	129,400	129,400	—	129,400
515140 OT-Field Training Officer	11,959	21,788	21,000	21,000	—	21,000
515150 OT-Fire Alarms	1,004	10,725	3,000	3,000	—	3,000
515200 OT-Vacation Replacement	392,675	361,072	321,640	321,640	—	321,640
515210 OT-Sick Replacement	304,477	339,692	77,665	77,665	—	77,665
515220 OT-Personal Day Replace	66,065	78,119	44,114	44,114	—	44,114
515250 OT-Multi Alarm	211,282	196,135	15,000	15,000	—	15,000
515260 OT-Supplemental Staffing	14,916	19,936	39,675	39,675	—	39,675
515270 OT-Call Back	26,413	30,535	24,000	44,000	20,000	44,000
515290 OT-Shift Vacancies	26,641	102,884	8,000	8,000	—	8,000
515310 OT-Holiday	66,256	66,465	64,857	64,857	—	64,857
516010 Holiday	258,369	268,429	294,555	307,112	—	307,112
516020 Stand-By	41,821	36,426	41,899	41,899	—	41,899
516030 Car Allowance	—	3,600	3,600	3,600	—	3,600
516040 Incentives-Training	40,050	43,947	39,975	35,880	—	35,880
516050 Sick & Injury	16,331	31,268	—	—	—	—
516070 Vacation	141,727	131,711	—	—	—	—
516080 Incentives-Police	46,364	59,587	68,150	125,645	—	125,645
516100 Incentives-Fire	13,350	8,800	12,500	16,500	—	16,500
516120 Incentives-Police Hiring	4,000	1,500	—	—	—	—
517010 Health Insurance	3,544,598	3,661,491	4,385,610	4,549,446	(2,299)	4,498,652



Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517020	Dental Insurance	231,151	234,616	261,926	248,015	337	246,759
517030	Retirement Contributions	1,112,719	1,110,610	1,270,632	1,313,837	14,105	1,312,950
517040	Social Security	810,167	843,503	915,725	984,894	7,921	973,634
517050	Workers Compensation	367,588	370,777	465,475	491,836	(4,734)	484,586
517130	Retirement-Fire	1,411,077	1,438,436	1,344,553	1,441,854	(11,115)	1,424,669
517140	Retirement-Police	1,263,653	1,374,254	1,254,151	1,371,221	(42,592)	1,328,629
521000	Professional/Tech Services	6,504	6,550	7,100	7,100	—	7,100
521010	Administrative Services	55,378	67,087	75,000	75,000	—	75,000
521020	Professional Services	204,486	214,853	261,857	254,279	9,500	244,279
521030	Technical Services	92,385	71,195	99,709	111,707	—	111,707
521070	Elections	10,750	12,762	28,843	17,868	2,225	17,868
521080	Cybersecurity Services	—	7,400	12,400	40,633	—	40,633
521100	Life Insurance	28,718	30,922	33,442	38,410	—	38,410
521110	Lt Disability Insurance	40,696	42,120	51,124	51,124	—	51,124
521120	Safety Program	478	430	8,200	8,200	—	8,200
521130	Wellness Program	9,143	9,040	3,800	3,800	—	3,800
521140	Pension/Retirement	9,466	9,610	9,063	9,063	—	9,063
521150	Artists & Performers	6,516	7,268	11,800	12,800	1,000	12,800
521160	Dispatch	245,001	251,126	256,149	265,114	—	265,114
521170	Unemployment Insurance	—	1,081	6,833	6,833	—	6,833
521200	Laboratory Services	3,847	3,453	8,215	8,215	—	8,215
521210	Monitor & Inspections	6,305	10,225	45,000	45,000	—	45,000
521250	Appraisal Services	12,800	12,800	12,800	12,800	—	12,800
521270	K-9 Unit Support	18,363	4,599	4,500	4,500	—	4,500
521290	Audit Services	33,530	29,280	44,000	60,000	16,000	60,000
521320	OA-Community Volunteer Trans	—	—	750	750	—	750
521330	OA-Senior Citizens Center	15,000	15,000	16,500	19,350	—	16,500
521340	OA-Monadnock Substance Abuse	5,000	—	—	—	—	—
521350	OA-Big Brothers/Big Sisters	10,500	5,250	—	10,500	—	—
521360	OA-Keene Community Kitchen	90,000	90,000	100,000	128,810	10,000	110,000
521370	OA-Elderly Meals On Wheels	14,000	15,600	17,488	18,362	874	18,362
521380	OA-Sw Community Services	10,000	10,000	10,000	10,000	—	10,000
521390	100 Nights Shelter	30,000	30,000	35,000	35,000	—	35,000
521400	OA-Harbor Care Was Hiv Aides	5,000	5,000	5,000	5,000	—	5,000
521410	OA-Mon Reg Child Advocacy	—	—	4,250	10,000	—	4,250
521420	OA-Transporting	94,475	99,532	103,950	106,941	2,991	106,941
521430	OA-Casa	2,000	3,000	4,000	5,000	—	4,000

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
521470	OA-Kh Kids Collaborative	10,000	10,000	10,000	15,000	2,500	12,500
521480	OA-Samaritans of Nh	4,500	5,000	—	—	—	—
521500	OA-Mond Div Equity (Mdeibc)	—	10,000	—	—	—	—
521510	OA-Mcyp Monad Cris Viol Prvnt	—	—	4,250	25,687	750	5,000
521520	OA-Mfs Street Outreach	—	—	—	35,000	35,000	35,000
521530	OA-Mip Housing Fund	—	—	—	50,000	50,000	50,000
521600	Court & Hearing Exp	750	899	2,000	2,000	—	2,000
521610	Legal Services	51,080	10,781	35,000	35,000	—	35,000
521740	Zoning Board	60	50	250	250	—	250
521752	Home Health Care	88,833	56,493	95,000	95,000	—	95,000
521755	Mental Health Services	—	25,000	25,000	25,000	—	25,000
521759	Other Services	66,538	38,164	40,025	39,975	—	39,975
521770	Justice of The Peace	75	—	375	375	—	375
521780	Planning Board	110	120	250	250	—	250
521790	Conservation Commission	1,404	2,000	2,000	2,000	—	2,000
521800	Heritage Commission	1,200	1,200	1,200	1,200	—	1,200
521810	Partner City	5,000	5,000	5,000	5,000	—	5,000
521815	Arts Alive	28	500	500	500	—	500
521830	Historic District Commision	—	—	200	200	—	200
521840	Energy & Climate Committe	525	546	850	850	—	850
521920	Market/Brand/Communicate	39,318	44,240	27,000	27,000	—	27,000
522010	Janitorial	9,227	7,699	24,514	21,000	—	21,000
522030	Snow Plowing	5,409	7,165	5,750	5,750	—	5,750
522050	PC Replacement Charge	93,943	101,613	110,294	110,604	—	110,604
522060	PW Fleet Charge	1,966,883	2,014,338	2,034,459	2,088,236	—	2,088,236
522080	Taxes	188,775	189,686	227,626	223,771	—	223,771
522090	Rubbish Pick-Up	21,089	25,029	21,429	27,855	—	27,855
523000	Repair & Maintenance Services	39,145	46,274	102,351	102,351	—	102,351
523010	Maint-Office Equipment	42,182	7,908	12,015	20,040	7,100	20,040
523040	Maint-Communications Eqp	48,232	22,140	26,404	26,404	—	26,404
523050	MF Printer Lease/Copies/Maint	880	37,252	43,393	55,500	—	55,500
523060	Maint-Software	4,180	4,274	4,700	4,700	—	4,700
523070	Maint-Computer System	201,098	234,578	224,720	196,443	—	196,443
523080	Maint-Network	45,528	35,986	48,289	46,282	—	46,282
523090	Vehicle Certification	3,340	4,680	16,000	16,000	—	16,000
523100	Maint-Safety Program	17,586	16,043	24,000	24,000	—	24,000
523110	Maint-Equipment	72,815	66,038	119,283	125,380	10,000	125,380

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
523130	Maint-General	2,350	1,126	2,000	2,500	—	2,500
523150	Maint-Fuel System	4,909	4,660	3,600	6,225	—	6,225
523160	Maint-Esco	—	—	—	(616)	—	(616)
523170	Repair-Equipment	77,412	104,209	54,855	61,855	—	61,855
523180	Repair-Building	49,363	55,453	48,632	43,432	—	43,432
523200	Maint-Mapping & GIS	8,800	9,100	9,550	10,000	—	10,000
523310	Maint-Road & Street	283,432	586,428	474,057	474,057	—	474,057
523400	Maint-Grounds	50,620	30,357	34,964	34,964	—	34,964
523410	Maint-Playground	4,701	8,384	5,000	5,000	—	5,000
523420	Maint-Skate Park	783	356	1,000	1,000	—	1,000
523430	Maint-Signage	3,230	1,245	2,000	2,000	—	2,000
523440	Maint-Trail	3,954	2,083	2,000	2,000	—	2,000
523450	Maint-Camera System	9,473	535	9,250	14,250	—	14,250
523500	Maint-Building	97,872	80,246	66,563	68,911	—	68,911
523510	Maint-Sec Equipment	—	—	—	100	—	100
523550	Maint-Brush & Obstr Clearing	1,206	1,764	10,000	6,275	—	6,275
523700	Maint-Other Improvements	—	—	—	100	—	100
523720	Maint-Tree & Forestry	61,674	49,211	56,200	61,700	5,500	61,700
523730	Tree Planting	—	2,386	3,000	3,000	—	3,000
523740	Maint-Street Light	42,685	(2,203)	6,517	6,517	—	6,517
523750	Permits	3,449	6,995	3,630	4,214	—	4,214
524010	Insurance-General Liability	209,342	267,241	286,220	328,672	—	328,672
524020	Insurance-Airport Liability	4,554	5,520	11,520	11,500	—	11,500
524070	Insurance-Vehicles	1,318	1,639	1,883	2,015	—	2,015
524090	Insurance-Youth Services Liability	682	—	700	750	—	750
524160	Printing	16,825	10,748	20,425	13,700	—	13,700
524250	Advertising	10,733	13,923	14,187	14,437	1,000	14,437
524300	Travel	3,563	2,135	6,184	6,944	210	6,944
524340	Training-Incidentals	2,387	—	—	—	—	—
524350	Training	74,926	94,899	160,007	163,959	21,940	163,959
524360	Meetings & Dues	41,713	54,876	52,528	57,098	2,098	57,098
524365	Keene Chamber of Commerce	425	425	425	525	—	525
524366	Regional Planning	12,886	12,676	12,373	12,394	—	12,394
524370	Tuition Assistance	9,544	13,454	38,496	46,894	21,900	46,894
524380	Licenses & Certifications	356	4,306	3,925	3,925	—	3,925
524390	Paramedic Tuition	8,500	—	8,500	8,500	—	8,500
524410	Meeting Expenses	538	1,867	1,072	1,856	—	1,856

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
524420	Mayors Official Expense	725	1,088	2,500	2,500	—	2,500
524430	Councils Official Expense	13,206	1,890	4,348	4,685	—	4,685
524440	Recognition & Awards	—	1,046	4,700	5,700	—	5,700
524450	Photography & Processing	1,738	779	950	950	—	950
524460	Cleaning Allowance	2,100	1,433	2,100	2,100	—	2,100
524470	Public Awareness	2,301	1,600	3,900	5,100	—	5,100
524480	Hauling & Disposal	—	1,261	6,400	6,400	—	6,400
524500	Polling Stations Set Up	7,486	2,326	4,070	2,250	530	2,250
524510	Personal & Household	—	55	500	—	—	—
524511	First Aid & Medical Services	44,373	17,137	89,050	89,050	—	89,050
524512	Dental Works	7,000	7,000	7,000	7,000	—	7,000
524515	SCS Shelter Services	50,000	50,000	75,000	75,000	—	75,000
524520	Burial Transport & Misc	18,608	19,025	20,000	16,625	—	16,625
524530	Heating Fuel & Utilities	9,340	29,539	25,750	25,750	—	25,750
524540	Rentals	151,645	593,022	300,000	700,000	400,000	700,000
524550	Contracted Services	—	23,017	—	—	—	—
524560	Comm Funded Event Other	900	—	—	2,000	—	2,000
524570	Veterans Council	4,250	4,250	4,250	4,250	—	4,250
524620	Human Rights Committee	500	1,000	2,000	2,000	—	2,000
524980	Trust-Income Use	3,744	6,538	9,046	12,172	—	12,172
525010	Water	54,199	42,342	43,733	50,065	—	50,065
525020	Sewer	28,284	29,693	29,950	31,863	—	31,863
525030	Electricity	455,445	533,429	493,203	534,224	10,159	534,224
525040	Heating Fuel	162,491	215,711	206,977	221,579	—	221,579
525050	Electricity Beacon & Obst Lgts	9,877	14,317	12,000	12,000	—	12,000
525060	Fireline & Hydrants	7,772	16,328	4,556	20,619	14,963	20,619
525100	Communications & Phone	64,019	71,261	76,424	74,410	—	74,410
525130	Propane	—	—	250	250	—	250
526030	Rental-Building	220,586	220,586	220,586	220,586	—	220,586
526040	Rental-Equipment	—	9,752	10,200	10,200	—	10,200
526050	Rental-Parking Space	50,389	60,993	61,040	68,208	—	68,208
526060	Rental-Other	931	1,000	2,000	1,500	—	1,500
526070	Rental- Vehicles	6,300	5,226	7,000	7,000	—	7,000
527000	Supplies & Materials	5,270	7,162	5,165	5,165	—	5,165
527010	Supplies-Office	57,723	56,481	56,688	56,017	—	56,017
527020	Supplies-Copier	43	—	—	—	—	—
527030	Lost Material Replacement	3,334	3,476	3,500	3,600	—	3,600

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527040	Supplies-Book Mending	3,131	2,844	2,900	3,200	—	3,200
527080	Supplies-Ch Public Area	4,964	2,554	1,000	1,000	—	1,000
527090	Supplies-Program	—	136	—	—	—	—
527100	Postage	50,743	55,386	72,867	83,353	10,550	83,353
527110	Supplies-Small Wireless	—	21	—	—	—	—
527130	Supplies-Pub Printer & Copier	8,514	6,555	6,680	6,700	—	6,700
527150	Books & Collections	174,109	188,121	180,935	173,120	3,650	173,120
527200	Repair-Parts	2,524	211	—	—	—	—
527330	Tools	11,593	6,046	4,050	3,650	—	3,650
527340	Equipt-Minor	18,741	12,123	21,945	22,245	—	22,245
527350	Supplies-Building Maint	29,519	19,560	12,100	17,200	2,500	17,200
527360	Supplies-Grounds Maint	60,185	36,461	48,773	50,385	—	50,385
527370	Supplies-Janitorial	41,660	28,055	24,580	26,550	—	26,550
527380	Furniture	—	348	—	—	—	—
527400	Supplies-Other Maint	348,963	565,895	486,867	485,867	—	485,867
527410	Evidence Security	622	1,113	900	900	—	900
527420	Equipt-Communication Minor	7,252	23	11,350	11,350	—	11,350
527430	Equipt-Minor Safety	18,630	10,484	20,280	20,730	—	20,730
527440	Equipt-Computer Minor	14,423	13,217	9,000	15,500	7,000	15,500
527450	Supplies-Tactical	10,549	8,049	9,800	9,800	—	9,800
527550	Supplies-Uniforms	78,110	101,625	93,100	97,772	14,059	97,772
527560	Supplies-Protective Clothing	15,527	60,967	105,413	56,028	—	56,028
527600	Supplies-Operating	170,518	135,470	118,610	119,263	—	119,263
527610	Supplies-Software	32,927	17,359	17,830	37,855	5,735	37,855
527620	Licenses & Permits	760	996	1,000	1,100	—	1,100
527630	Supplies-Vehicles	123,321	104,808	73,600	83,600	—	83,600
527640	Supplies-Chemicals	4,266	12,662	5,600	7,600	2,000	7,600
527650	Supplies-Oxygen	10,916	12,340	6,000	6,000	—	6,000
527660	Supplies-Disposable Equipment	51,978	44,227	49,200	59,200	—	59,200
527670	Prisoner Care	—	—	25	25	—	25
527730	Supplies-Weapons Training	16,650	56,842	33,000	33,000	—	33,000
527750	Supplies-Playground Material	5,569	4,611	4,000	4,000	—	4,000
527780	Supplies-Athletic	7,001	5,396	5,500	5,500	—	5,500
527790	Supplies-Game Room	912	1,093	1,000	1,000	—	1,000
527800	Supplies-Arts & Crafts	655	1,008	1,000	1,000	—	1,000
527840	Supplies-Catch Program	1,020	1,073	1,000	1,000	—	1,000
527850	Supplies-Cyber Software	—	47,030	52,815	54,362	—	54,362

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
528010	Cloud-City Clerk	5,177	—	—	24,657	24,657	24,657
528020	Cloud-Human Resources	14,507	15,383	18,200	18,200	—	18,200
528030	Cloud-Finance	2,220	2,331	148,329	166,826	17,528	166,826
528040	Cloud-Comm Development	17,950	20,750	21,720	22,837	—	22,837
528050	Cloud-Assessing	18,673	20,541	23,055	26,875	3,820	26,875
528060	Cloud-Fire Dept	15,042	10,846	14,930	16,000	—	16,000
528070	Cloud-Library	28,689	32,952	31,366	31,759	—	31,759
528080	Cloud-Public Works	30,544	—	—	—	—	—
528090	Cloud-City Council	—	14,119	14,120	13,000	—	13,000
528100	Cloud-Parks & Rec	—	4,800	5,200	5,200	—	5,200
528110	Cloud-Human Services	—	—	1,575	—	—	—
528120	Cloud-Citywide	—	36,157	84,414	102,676	18,262	102,676
528130	Cloud-Legal Rtk	—	—	10,000	9,295	—	9,295
529010	Recruitment	35,789	25,811	—	—	—	—
529020	Outside Agency Temps	759	8,740	6,713	7,463	—	7,463
529999	Pcard Clearing	—	181	—	—	—	—
534090	Acq-Equipment	2,296	46,384	27,000	—	—	—
542060	Minor Improvements	13,655	—	—	—	—	—
551010	Debt-Principal	3,740,985	3,207,734	2,636,485	2,938,464	—	2,938,464
551020	Debt-Interest	647,997	530,089	588,869	789,138	—	789,138
552000	Debt-Notes Payable	—	—	86,170	86,170	—	86,170
552020	Debt-Int On Notes	20,379	16,674	12,969	9,263	—	9,263
580080	Transfer-Grant Match	3,035	35,379	64,130	47,509	—	47,509
580100	Transfer-Capital Reserve	1,023,430	2,231,051	2,292,670	2,270,000	—	2,270,000
580110	Transfer-Cap Project	815,028	592,412	6,058,098	5,255,839	(70,000)	5,185,839
580120	Transfer-Conservation Luct	25,000	46,025	46,025	25,000	—	25,000
580140	Transfer-Comp Absence	875,000	152,525	100,000	100,000	—	100,000
<b>Total Expenditures</b>		<b>41,405,357</b>	<b>43,186,523</b>	<b>50,687,757</b>	<b>53,100,566</b>	<b>596,756</b>	<b>52,521,892</b>

### Department Summary by Expenditure Category

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>Mayor &amp; Council</b>							
Mayor & Council	Personnel	99,330	121,899	151,454	176,109	15,000	176,109
Mayor & Council	Operating	7,524,793	7,134,978	12,200,212	11,991,172	6,600	11,859,075
<b>Mayor &amp; Council Total</b>		<b>7,624,123</b>	<b>7,256,878</b>	<b>12,351,666</b>	<b>12,167,281</b>	<b>21,600</b>	<b>12,035,184</b>
<b>Airport</b>							
Airport	Personnel	340,242	257,918	398,280	429,874	—	429,874
Airport	Operating	324,361	332,324	352,480	311,328	—	311,328
<b>Airport Total</b>		<b>664,603</b>	<b>590,242</b>	<b>750,760</b>	<b>741,202</b>	<b>—</b>	<b>741,202</b>
<b>Assessment</b>							
Assessment	Personnel	404,549	403,918	381,348	398,881	—	398,881
Assessment	Operating	38,922	43,923	46,642	47,335	—	47,335
<b>Assessment Total</b>		<b>443,472</b>	<b>447,841</b>	<b>427,990</b>	<b>446,216</b>	<b>—</b>	<b>446,216</b>
<b>City Attorney</b>							
City Attorney	Personnel	314,592	401,971	414,574	434,196	—	434,196
City Attorney	Operating	62,524	21,156	50,114	50,124	—	50,124
<b>City Attorney Total</b>		<b>377,117</b>	<b>423,127</b>	<b>464,688</b>	<b>484,320</b>	<b>—</b>	<b>484,320</b>
<b>City Clerk</b>							
City Clerk	Personnel	583,009	614,179	634,496	723,017	35,000	704,150
City Clerk	Operating	59,754	61,870	98,098	78,550	11,255	78,550
<b>City Clerk Total</b>		<b>642,763</b>	<b>676,049</b>	<b>732,594</b>	<b>801,567</b>	<b>46,255</b>	<b>782,700</b>
<b>City Managers Office</b>							
City Managers Office	Personnel	407,279	607,493	629,730	708,734	64,229	747,903
City Managers Office	Operating	102,013	84,548	101,062	113,977	1,985	103,977
<b>City Managers Office Total</b>		<b>509,292</b>	<b>692,040</b>	<b>730,792</b>	<b>822,711</b>	<b>66,214</b>	<b>851,880</b>
<b>Community Development</b>							
Community Development	Personnel	1,263,728	1,294,221	1,378,728	1,633,785	(12,764)	1,499,191
Community Development	Operating	134,207	153,481	153,462	159,307	—	159,307
<b>Community Development Total</b>		<b>1,397,935</b>	<b>1,447,702</b>	<b>1,532,190</b>	<b>1,793,092</b>	<b>(12,764)</b>	<b>1,658,498</b>
<b>Finance</b>							
Finance	Personnel	1,559,296	1,522,818	1,871,652	1,972,755	23,377	1,972,755
Finance	Operating	703,167	1,236,294	1,068,754	1,597,630	465,075	1,597,630
<b>Finance Total</b>		<b>2,262,462</b>	<b>2,759,112</b>	<b>2,940,406</b>	<b>3,570,385</b>	<b>488,452</b>	<b>3,570,385</b>
<b>Fire</b>							
Fire	Personnel	7,014,515	7,218,858	7,501,589	7,992,378	(57,387)	7,903,955
Fire	Operating	846,591	914,984	1,071,412	1,023,973	24,059	1,023,973
<b>Fire Total</b>		<b>7,861,106</b>	<b>8,133,842</b>	<b>8,573,001</b>	<b>9,016,351</b>	<b>(33,328)</b>	<b>8,927,928</b>

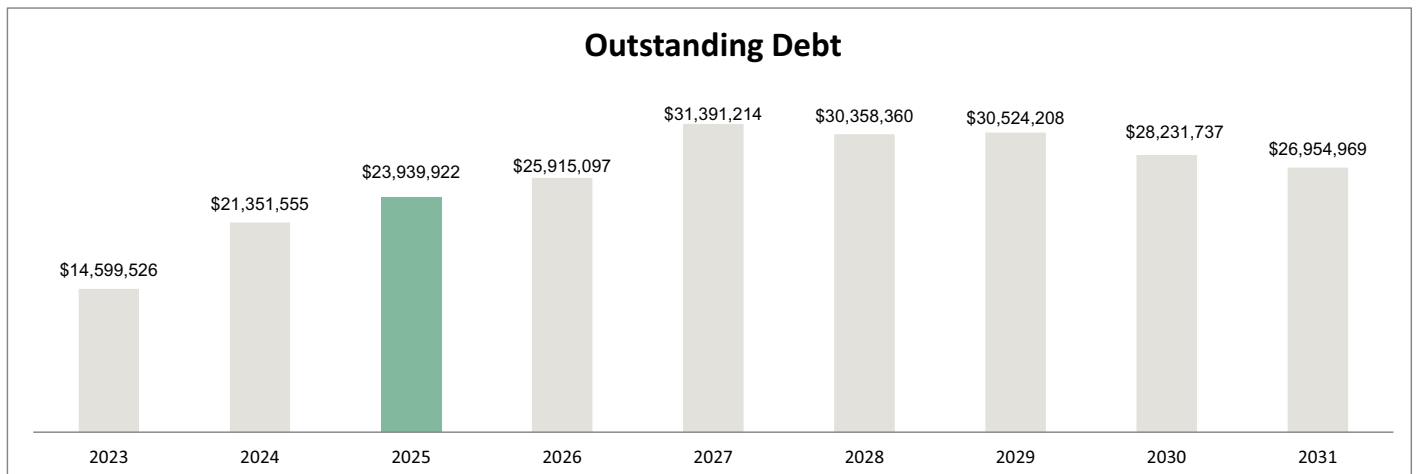
Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>Human Resources</b>							
Human Resources	Personnel	488,894	474,137	503,657	487,915	—	487,915
Human Resources	Operating	200,315	235,891	262,823	289,365	48,128	289,365
<b>Human Resources Total</b>		<b>689,209</b>	<b>710,029</b>	<b>766,480</b>	<b>777,280</b>	<b>48,128</b>	<b>777,280</b>
<b>Information Technology</b>							
Information Technology	Personnel	950,411	847,265	888,772	966,720	—	966,720
Information Technology	Operating	498,145	565,765	785,563	849,900	64,267	849,900
<b>Information Technology Total</b>		<b>1,448,556</b>	<b>1,413,030</b>	<b>1,674,335</b>	<b>1,816,620</b>	<b>64,267</b>	<b>1,816,620</b>
<b>Library</b>							
Library	Personnel	1,339,281	1,385,191	1,492,715	1,570,347	(1)	1,570,346
Library	Operating	214,881	221,154	223,494	230,780	3,650	230,780
<b>Library Total</b>		<b>1,554,163</b>	<b>1,606,345</b>	<b>1,716,209</b>	<b>1,801,127</b>	<b>3,649</b>	<b>1,801,126</b>
<b>Parks, Rec &amp; Facilities</b>							
Parks, Rec & Facilities	Personnel	1,884,959	2,116,360	2,391,472	2,440,238	44,901	2,419,846
Parks, Rec & Facilities	Operating	1,829,714	1,885,697	1,914,541	1,981,056	40,982	1,981,056
<b>Parks, Rec &amp; Facilities Total</b>		<b>3,714,672</b>	<b>4,002,058</b>	<b>4,306,013</b>	<b>4,421,294</b>	<b>85,883</b>	<b>4,400,902</b>
<b>Police</b>							
Police	Personnel	6,943,791	7,166,430	7,672,129	8,125,662	(208,354)	7,917,308
Police	Operating	711,356	723,866	751,338	740,952	—	740,952
<b>Police Total</b>		<b>7,655,147</b>	<b>7,890,296</b>	<b>8,423,467</b>	<b>8,866,614</b>	<b>(208,354)</b>	<b>8,658,260</b>
<b>Public Works</b>							
Public Works	Personnel	2,510,216	2,566,590	2,825,404	2,975,696	26,754	2,970,581
Public Works	Operating	2,050,522	2,571,342	2,471,762	2,598,810	—	2,598,810
<b>Public Works Total</b>		<b>4,560,738</b>	<b>5,137,932</b>	<b>5,297,166</b>	<b>5,574,506</b>	<b>26,754</b>	<b>5,569,391</b>
<b>Total Expenditures</b>		<b>41,405,357</b>	<b>43,186,523</b>	<b>50,687,757</b>	<b>53,100,566</b>	<b>596,756</b>	<b>52,521,892</b>



### Long-Term Debt

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>01190000 - Debt Service</b>							
551010	Debt-Principal	3,740,985	3,207,734	2,636,485	2,938,464	—	2,938,464
551020	Debt-Interest	647,997	530,089	588,869	789,138	—	789,138
552000	Debt-Notes Payable	—	—	86,170	86,170	—	86,170
552020	Debt-Int On Notes	20,379	16,674	12,969	9,263	—	9,263
<b>01190000 - Debt Service Total</b>		<b>4,409,361</b>	<b>3,754,497</b>	<b>3,324,493</b>	<b>3,823,035</b>	<b>—</b>	<b>3,823,035</b>
<b>Total Expenditures</b>		<b>4,409,361</b>	<b>3,754,497</b>	<b>3,324,493</b>	<b>3,823,035</b>	<b>—</b>	<b>3,823,035</b>

### General Fund Outstanding Long-Term Debt



### General Fund Statement of Long-Term Debt

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2024/2025	INTEREST 2024/2025	PRINCIPAL BALANCE 06/30/25
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	315,000	12,402	305,100
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	5,000	200	5,000
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	20,000	800	20,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,325,000	140,000	2,800	0
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,330,000	130,000	2,600	0
Airport Road Culvert	6/12/2015	6/12/2025	avg 2.17%	135,000	10,000	200	0
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	21,776	650,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.61%	2,141,033	168,656	23,430	521,948
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	135,000	13,500	270,000
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	10,000	1,000	20,000
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	39,000	3,900	78,000
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	145,000	14,500	290,000
Library Campus (TIF) Develop - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	101,000	42,113	1,187,000
Airport Terminal Improvements - Series 2018 A	9/27/2018	9/15/2025	avg 2.739879%	200,000	25,000	1,875	25,000
2018 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,301,500	130,000	29,250	520,000
2019 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,267,500	125,000	28,125	500,000
Flood Management - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	906,000	60,000	22,575	540,000
Winchester Street Bypass - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	610,000	40,000	15,050	360,000
Goose Pond Dam Improvements - Series 2018 A	9/27/2018	9/15/2038	avg 2.739879%	885,000	45,000	24,063	615,000
City Hall Rear Wall - Series 2020 A	9/15/2020	9/15/2027	1.65%	176,000	25,000	1,444	75,000
Winchester Street Bypass - Series 2020 A	9/15/2020	9/15/2035	1.65%	859,000	57,000	10,848	629,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	505,000	34,000	6,451	374,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	1,264,000	125,000	13,636	764,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	733,000	49,000	9,264	537,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	893,000	89,000	9,594	537,000
Airport Fuel Tanks - Series 2020 A	9/15/2020	9/15/2030	1.65%	508,000	51,000	5,436	304,000
Police Dispatch Console - Series 2020 A	9/15/2020	9/15/2025	1.65%	235,000	48,000	1,105	43,000
Municipal Building Improvements - Series 2020 A	9/15/2020	9/15/2025	1.65%	310,000	62,000	1,534	62,000
Central Fire Station - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	2,556,000	258,000	21,610	1,460,000
Robin Hood Dam Upgrade - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	305,000	32,000	2,598	175,000
Municipal Building Roofs - Series 2023 B	8/15/2023	8/15/2033	5.10%	489,976	48,998	23,739	440,978
Road Rehabilitation - Series 2023 B	8/15/2023	8/15/2033	5.10%	269,895	26,990	13,076	242,905
Salt Shed Replacement - Series 2023 B	8/15/2023	8/15/2033	5.10%	397,596	39,760	19,264	357,836
Flood Management - Series 2023 B	8/15/2023	8/15/2038	5.10%	665,278	44,352	32,798	620,926
Patricia T. Russell Park - Series 2023 B	8/15/2023	8/15/2038	5.10%	1,147,247	76,484	56,559	1,070,763
Carpenter St. Flood Management - Series 2023 B	8/15/2023	8/15/2038	5.10%	89,420	5,962	4,408	83,458
Patricia T. Russell Park - Series 2023 B	8/15/2023	8/15/2038	5.10%	312,968	20,865	15,429	292,103
Winchester Street By-Pass - Series 2023 B	8/15/2023	8/15/2033	5.10%	528,920	52,892	25,626	476,028
Road Rehabilitation - Series 2023 B	8/15/2023	8/15/2033	5.10%	835,042	83,505	40,458	751,537
<b>Total Outstanding</b>				<b>33,662,275</b>	<b>2,938,464</b>	<b>575,038</b>	<b>15,203,582</b>
<b>Total Authorized, Unissued</b>	<b>est 2025</b>		<b>est 5.0%</b>	<b>2,951,000</b>		<b>73,775</b>	<b>2,951,000</b>
<b>FY 2024-2025 Proposed Bond Issue</b>	<b>est 2025</b>		<b>est 5.0%</b>	<b>5,613,000</b>		<b>140,325</b>	<b>5,613,000</b>

## FY 2025 Statement of Long-Term Debt (Cont'd)

**Authorized, Unissued:**

R-2023-14	Road Rehabilitation	\$	520,000
R-2023-15	Stormwater Resiliency		1,374,000
R-2023-16A	Thompson Road		1,057,000
<b>Total Authorized, Unissued Bonds</b>		\$	<b>2,951,000</b>

**Anticipated, FY24/25:**

R-2024-10	City Hall Structural Repairs	\$	1,258,000
R-2024-11	Lower Winchester Street		805,000
R-2024-12	Stormwater Resiliency		3,550,000
<b>Total Anticipated - New Bonds</b>		\$	<b>5,613,000</b>

**Anticipated, Future FY26-FY31:**

FY26 Downtown Restroom	\$	432,000	<sup>(1)</sup> FY27 West Keene Fire Station	\$	1,511,000
FY26 Fire Apparatus Replacement		1,308,000	FY28 Beaver Brook Flood Mitigation		503,000
FY26 Lower Winchester Street		687,000	FY28 Road Rehabilitation		1,527,000
FY26 Road Rehabilitation		1,402,000	FY28 Transportation Heritage Trail		720,000
FY26 Stormwater Resiliency		1,320,000	FY29 Beaver Brook Flood Mitigation		503,000
FY26 T-hangar Apron Maintenance		201,000	FY29 Road Rehabilitation		1,536,000
FY27 Ashuelot River Dam		1,239,000	FY29 Stormwater Resiliency		2,034,000
FY27 Downtown Infrastructure		1,283,000	FY30 Road Rehabilitation		1,633,000
FY27 Road Rehabilitation		1,354,000	FY31 Road Rehabilitation		1,633,000
FY27 Robin Hood Park Improvements		1,117,000	FY31 Stormwater Resiliency		1,174,000
FY27 Stormwater Resiliency		2,491,000	<hr/>		
			<b>Total Anticipated - Future Bonds</b>	\$	<b>25,608,000</b>

<sup>(1)</sup> West Keene Fire Station construction is a placeholder contingent upon grant funding.



**KEENE**



# **Elected & Appointed Officials**

### City Government Keene, New Hampshire

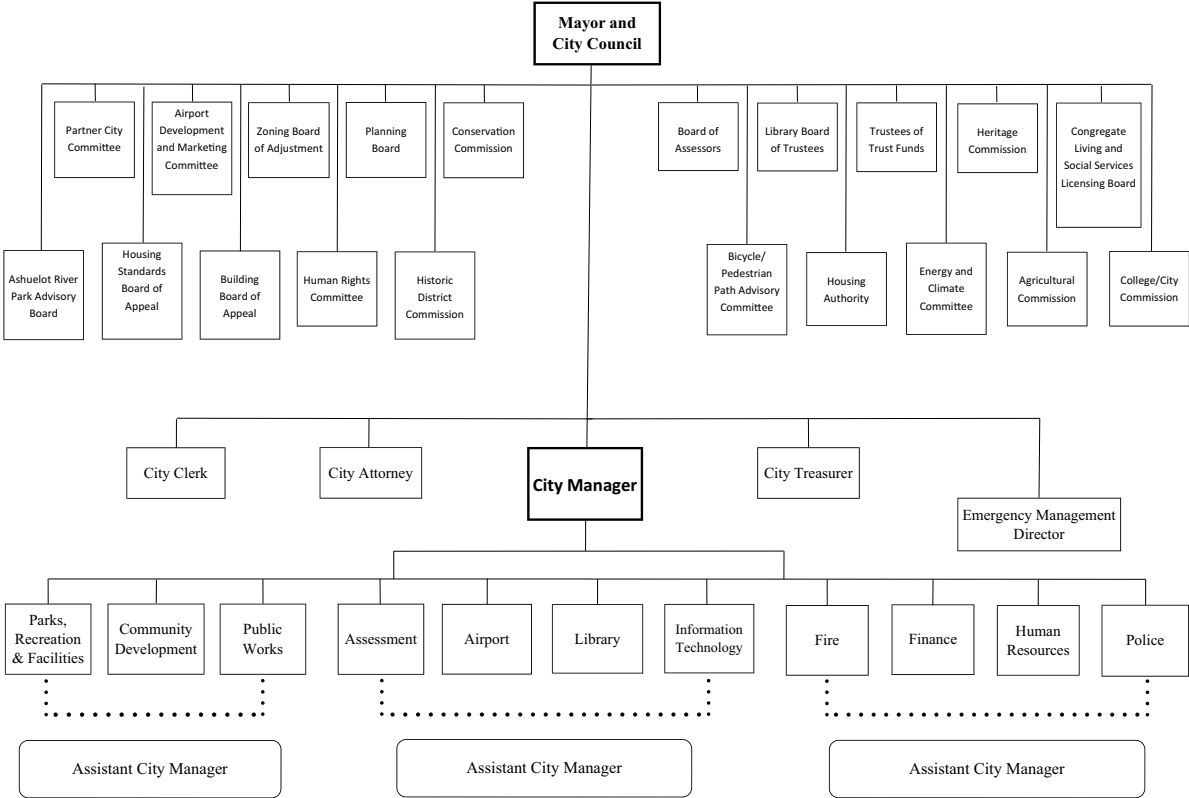
	Name	Term Expires*	2025 Standing Committee Assignments
Mayor	Jay Kahn	2025	N/A
<b>City Council</b>			
Ward One	Raleigh C. Ormerod	2027	Planning, Licenses & Development
	Kris E. Roberts	2025	Finance, Organization & Personnel
Ward Two	Robert C. Williams	2027	Planning, Licenses & Development
	Mitchell H. Greenwald	2025	Municipal Services, Facilities & Infrastructure (Chair)
Ward Three	Bryan J. Lake	2027	Finance, Organization & Personnel
	Andrew M. Madison	2025	Municipal Services, Facilities & Infrastructure
Ward Four	Laura E. Tobin	2027	Municipal Services, Facilities & Infrastructure
	Catherine I. Workman	2025	Municipal Services, Facilities & Infrastructure
Ward Five	Thomas F. Powers	2027	Finance, Organization & Personnel (Chair)
	Philip M. Jones	2025	Planning, Licenses & Development (Vice-Chair)
At Large Councilors	Kate M. Bosley	2025	Planning, Licenses & Development (Chair)
	Bettina A. Chadbourne	2025	Finance, Organization & Personnel
	Randy L. Filiault	2025	Municipal Services, Facilities & Infrastructure (Vice-Chair)
	Edward J. Haas	2025	Planning, Licenses & Development
	Michael J. Remy	2025	Finance, Organization & Personnel (Vice-Chair)

*\*term expires December 31 of year indicated*

#### APPOINTED OFFICIALS

Elizabeth A. Dragon	City Manager
Thomas P. Mullins	City Attorney
Patricia A. Little	City Clerk

### City of Keene Organizational Chart



## Mayor & Council

### Revenues

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>01025506 - GF-M&amp;C-Other Financing</b>						
470010 Use (Addition) To Surplus	—	—	2,628,474	2,057,946	283,000	2,340,946
473020 Property Surplus Sale	8,000	500	—	—	—	—
<b>01025506 - GF-M&amp;C-Other Financing Subtotal</b>	<b>8,000</b>	<b>500</b>	<b>2,628,474</b>	<b>2,057,946</b>	<b>283,000</b>	<b>2,340,946</b>
<b>01125506 - GF-M&amp;C-Trans-Capital &amp; Other</b>						
470030 Capital Reserve	—	—	1,112,623	2,892,343	—	2,892,343
472040 Special Revenue Fund	154,751	—	—	—	150,000	150,000
<b>01125506 - GF-M&amp;C-Trans-Capital &amp; Other Subtotal</b>	<b>154,751</b>	<b>—</b>	<b>1,112,623</b>	<b>2,892,343</b>	<b>150,000</b>	<b>3,042,343</b>
<b>Total Revenues</b>	<b>162,751</b>	<b>500</b>	<b>3,741,097</b>	<b>4,950,289</b>	<b>433,000</b>	<b>5,383,289</b>

### Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>01000000 - GF-Mayor &amp; Council</b>						
<b>Personnel</b>						
511010 Wages-Elected Officials	29,417	50,375	41,500	41,500	—	41,500
513040 Wages-Full Time	3,356	(429)	—	—	—	—
513070 Wages-Part Time	37,092	36,273	42,500	42,500	—	42,500
517040 Social Security	5,938	6,001	6,422	6,454	—	6,454
517050 Workers Compensation	112	114	152	1,027	—	1,027
<b>Personnel Subtotal</b>	<b>75,915</b>	<b>92,335</b>	<b>90,574</b>	<b>91,481</b>	<b>—</b>	<b>91,481</b>
<b>Operating</b>						
521759 Other Services	29,074	5,269	8,800	8,800	—	8,800
522050 PC Replacement Charge	2,443	2,510	3,011	3,201	—	3,201
523010 Maint-Office Equipment	3,412	—	—	—	—	—
523050 MF Printer Lease/Copies/Maint	—	2,453	6,663	6,400	—	6,400
524250 Advertising	3,601	5,471	2,000	3,000	1,000	3,000
524420 Mayors Official Expense	725	1,088	2,500	2,500	—	2,500
524430 Councils Official Expense	13,206	1,890	4,348	4,685	—	4,685
525100 Communications & Phone	2,076	1,876	2,420	2,420	—	2,420
527010 Supplies-Office	—	—	275	275	—	275
527080 Supplies-Ch Public Area	4,964	2,554	1,000	1,000	—	1,000
527100 Postage	—	216	—	500	—	500
527440 Equipt-Computer Minor	—	—	—	7,000	7,000	7,000



## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527610	Supplies-Software	—	—	—	1,485	1,485	1,485
<b>Operating Subtotal</b>		<b>59,501</b>	<b>23,327</b>	<b>31,017</b>	<b>41,266</b>	<b>9,485</b>	<b>41,266</b>
<b>01000000 - GF-Mayor &amp; Council Subtotal</b>		<b>135,416</b>	<b>115,662</b>	<b>121,591</b>	<b>132,747</b>	<b>9,485</b>	<b>132,747</b>
<b>01031500 - GF-M&amp;C-Boards &amp; Commissions</b>							
<b>Operating</b>							
521740	Zoning Board	60	50	250	250	—	250
521780	Planning Board	110	120	250	250	—	250
521790	Conservation Commission	1,404	2,000	2,000	2,000	—	2,000
521800	Heritage Commission	1,200	1,200	1,200	1,200	—	1,200
521810	Partner City	5,000	5,000	5,000	5,000	—	5,000
521815	Arts Alive	28	500	500	500	—	500
521830	Historic District Commission	—	—	200	200	—	200
521840	Energy & Climate Committee	525	546	850	850	—	850
524365	Keene Chamber of Commerce	425	425	425	525	—	525
524366	Regional Planning	12,886	12,676	12,373	12,394	—	12,394
524570	Veterans Council	4,250	4,250	4,250	4,250	—	4,250
524620	Human Rights Committee	500	1,000	2,000	2,000	—	2,000
<b>Operating Subtotal</b>		<b>26,388</b>	<b>27,767</b>	<b>29,298</b>	<b>29,419</b>	<b>—</b>	<b>29,419</b>
<b>01031500 - GF-M&amp;C-Boards &amp; Commissions Subtotal</b>		<b>26,388</b>	<b>27,767</b>	<b>29,298</b>	<b>29,419</b>	<b>—</b>	<b>29,419</b>
<b>Total Expenditures</b>		<b>161,805</b>	<b>143,429</b>	<b>150,889</b>	<b>162,166</b>	<b>9,485</b>	<b>162,166</b>

## Outside Agencies

### Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>01030500 - GF-M&amp;C-Outside Agencies</b>							
<b>Operating</b>							
521320	OA-Community Volunteer Trans	—	—	750	750	—	750
521330	OA-Senior Citizens Center	15,000	15,000	16,500	19,350	—	16,500
521340	OA-Monadnock Substance Abuse	5,000	—	—	—	—	—
521350	OA-Big Brothers/Big Sisters	10,500	5,250	—	10,500	—	—
521360	OA-Keene Community Kitchen	90,000	90,000	100,000	128,810	10,000	110,000
521370	OA-Elderly Meals On Wheels	14,000	15,600	17,488	18,362	874	18,362
521380	OA-Sw Community Services	10,000	10,000	10,000	10,000	—	10,000
521390	100 Nights Shelter	30,000	30,000	35,000	—	(35,000)	—
521400	OA-Harbor Care Was Hiv Aides	5,000	5,000	5,000	5,000	—	5,000
521410	OA-Mon Reg Child Advocacy	—	—	4,250	10,000	—	4,250
521420	OA-Transporting	92,300	96,800	99,700	102,691	2,991	102,691
521430	OA-Casa	2,000	3,000	4,000	5,000	—	4,000
521470	OA-Kh Kids Collaborative	10,000	10,000	10,000	15,000	2,500	12,500
521480	OA-Samaritans of Nh	4,500	5,000	—	—	—	—
521500	OA-Mond Div Equity (Mdeibc)	—	10,000	—	—	—	—
521510	OA-Mcyp Monad Cris Viol Prvnt	—	—	4,250	25,687	750	5,000
521520	OA-Mfs Street Outreach	—	—	—	35,000	35,000	35,000
521530	OA-Mip Housing Fund	—	—	—	50,000	50,000	50,000
<b>Operating Subtotal</b>		<b>288,300</b>	<b>295,650</b>	<b>306,938</b>	<b>436,150</b>	<b>67,115</b>	<b>374,053</b>
<b>01030500 - GF-M&amp;C-Outside Agencies Subtotal</b>		<b>288,300</b>	<b>295,650</b>	<b>306,938</b>	<b>436,150</b>	<b>67,115</b>	<b>374,053</b>
<b>Total Expenditures</b>		<b>288,300</b>	<b>295,650</b>	<b>306,938</b>	<b>436,150</b>	<b>67,115</b>	<b>374,053</b>

## Agency Descriptions

**Big Brothers/Big Sisters of New Hampshire (BBBSNH):** Big Brothers Big Sisters of New Hampshire's (BBBSNH) mission is to create and support one-to-one mentoring relationships that ignite the power and promise of youth. BBBSNH has been providing mentoring services in the Granite State to youth ages 6-18 for more than 55 years. Successful mentoring involves far more than pairing any adult with a child. All BBBSNH efforts, service delivery systems, child safety procedures, volunteer training, parent coaching and match activities focus solely on providing positive outcomes for children. BBBSNH partners with parents/guardians, volunteers and others in the community and hold themselves accountable for each child in the program aspiring to achieve higher aspirations, greater confidence, stronger relationships, avoidance of risky behaviors, and educational success.

**Community Volunteer Transportation Company (CVTC):** CVTC's Volunteer Drivers provide a "no fee" transportation for people who do not have access to transportation because of age, ability, economic situation, or other limiting circumstances. Trip purposes include non-emergency medical and social service appointments, as well as trips to the grocery store, the pharmacy, and post office. Riders report that since getting rides through CVTC, they feel less of a burden on family and friends, can remain independent, do not hesitate in making necessary medical appointments, eat healthier meals and are satisfied with CVTC's services. A total of 3,686 trips were booked by 340 riders in 2023 from 34 towns in the Monadnock Region. Specifically, in Keene, 31 residents were served in 2023.

**Court Appointed Special Advocates (CASA):** CASA provides a voice for the abused and neglected children and youth by empowering a statewide network of trained volunteers to advocate on their behalf so they can thrive in safe, permanent homes. A CASA volunteer is appointed to advocate for the best possible future of victimized children, providing a powerful voice on their behalf in the court system. CASA volunteers are trained to help the child navigate this court process efficiently so he or she may find stability in a safe, permanent, loving home as quickly as possible while enduring the least amount of trauma and upheaval. Last year volunteers advocated for 1481 children with 68 from Keene.

**Harbor Care:** Harbor Care, formerly HIV Aids Task Force, provides medical case management and supports to link persons living with HIV/AIDS in the City of Keene to medical care, health insurance and social support including housing, financial assistance, food, and transportation. City funding is used to support services for residents of Keene and overhead for the Keene office space. Harbor Care has assisted 18

Keene residents that have a 98% viral suppression. This is achieved by individual service plans, so that they may have improved health outcomes, enjoy a better quality of life, and reduce their risk of transmitting the virus.

**Home Health Care Meals on Wheels:** This program provides nutritious meals for elderly and disabled residents in the City of Keene, particularly those who are in social and economic need and/or home-bound due to illness or disability. The service maintains or improves the health and safety of frail residents, and assists them in maintaining their independence at home. In addition to a nutritious meal, the drivers provide a daily safety check on the well-being of the participants and an opportunity for brief social interaction. When requested, a breakfast meal can be included in the delivery. City funding helped provide 42,000 meals to 221 at risk seniors.

**Home Health Care City Express (Transporting):** City funds provide matching funds for the City Express, Keene's public transportation service operating Monday through Friday. It is the only public transportation service for the city. In FY '23 the service provided 19,902 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including jobs, shopping, recreation, and medical care. They make every effort to make rides affordable by offering specials throughout the year and especially toward the end of the month when people on fixed income have exhausted their resources.

**Keene Housing Kids Collaborative:** The Kids Collaborative provides children living in properties subsidized through Keene Housing access to programs that they would otherwise not be able to afford. The Kids Collaborative served 224 Keene residents and helps kids in poverty to reach their full potential. The services provided by the Kids Collaborative are exclusive to tenants of Keene Housing and Southwestern Community Services properties. Kids Collaborative mission is building the foundation for successful adulthood. The community benefits when all children have an equal chance to be an active part of that community. Funds from the City would be used to pay costs for children to participate in existing activities in the community that will give them the skills and competencies to succeed at home, in school and eventually in the workplace.

**Keene Senior Center:** The Keene Senior Center continues to focus on "wellness" and include intergenerational activities, fitness and mobility, health and nutrition, services/education, lifelong learning, meaningful volunteer opportunities, social interaction, and mental

stimulation. The Center currently has 389 members and 258 exclusively from the Keene community. The Keene Senior Center will continue to use the City of Keene funds to support these “wellness” programs. Every program has a social component, a critical element in the lives of older adults. The funds will also help the Center strategically expand programs and, importantly, measure their impact on those who are socially isolated and lonely.

**Monadnock Family Services Street Outreach Program (MFS):** Street Outreach in the Monadnock Region is covered by MFS, the primary provider of this service to homeless individuals. MFS has been implementing Homeless Outreach for three decades (since 1993). On any given month, street outreach works with an average of 40 people. Each month, 6-7 individuals can find suitable shelter. Many of the 40 individuals choose to get help to relocate to a different state. The goal of Street Outreach is to meet people experiencing long-term or multiple episode homelessness and develop the critical relationships necessary for supporting transition to affordable housing and/or needed treatment. Street Outreach is a process designed to contact individuals in non-traditional settings who might otherwise be ignored or underserved. City assistance will be used to continue the work of the Homeless Outreach Specialist.

**Monadnock Crisis & Prevention Center (MCVP):** MCVP is the only non-profit in the Monadnock region serving survivors of domestic and sexual violence, stalking, and human sex trafficking. MCVP’s services range from crisis intervention and support services to prevention education and community engagement. Services are offered to the 44 towns of the Monadnock region. MCVP responds to domestic and sexual violence, stalking, and human sex trafficking in our community by providing a care and support system for survivors and works to end interpersonal violence in all forms through primary prevention, community engagement, and collaboration. Prevention education is essential to ending the cycle of violence in the community. City assistance will go to MCVP’s Annual Fund, which supports crisis intervention services and prevention education programming.

**Monadnock Region Child Advocacy Center (MRCAC):** The mission of MRCAC is to provide all victims of child abuse in Cheshire County a neutral environment where justice, healing, equity, and prevention are fostered through the consistent, high quality and sustaining collaboration of community partners. MRCAC consistently employs evidence-based, trauma-informed techniques to support fact-finding during child abuse investigations. MRCAC actively works to expand the behavioral health program to offer timely and effective support in all the service areas. Funds from the City of Keene will be used to directly support Forensic Interviewing, Family Support Services, and Behavioral Health Assessments and Treatment at MRCAC.

**Southwestern Community Services (SCS):** SCS strives to empower and aid low-income people and families. SCS is a major provider of social and human services to the residents of Keene as well as all of Cheshire and Sullivan Counties. Last fiscal year, SCS provided 6361 units of service to 3000 Keene households totaling \$6,296,243.00 in direct assistance with the following programs: workforce housing 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 housing stabilization services. Also, a non-profit developer, in 2023 SCS paid the City of Keene \$161,121.00 in local property taxes. SCS uses the funds to focus on Keene-targeted outreach and intake activities, limited emergency services, and funding to pursue new services and activities that have been determined through SCS’ Needs Assessment and Strategic Plan to be needed by, and beneficial to Keene residents.

**The Community Kitchen (TCK):** TCK provides a safety net for food insecure residents that is efficient, effective, and essential. TCK’s constant goal is to provide quality food to families registered in the Pantry Program and guests of the Hot Meals Program. TCK is committed to providing enough food for 3 days for each family/household member through the Pantry Program and a healthy, nourishing weekday evening meal and a lunch on Sunday through the Hot Meal Program. TCK is focusing on developing strong foundations in human resource, financial sustainability, and Board development in 2024. They are also beginning to focus on future program development, especially related to advocacy work, further developing the mobile food pantry network through the Monadnock Food program, and strengthening the regional food pantry network through the Monadnock Food Pantries Collective, and improving capacity to connect guests to non-food resources through referral and other types of support.

**MIP Housing Development Fund:** The MIP Housing Fund’s objective is to increase and improve the Monadnock Region’s housing stock. MEDC, the fiscal sponsor, will be managing low interest loans to private developers, property owners, non-profit organizations, investors, businesses, and other similar entities. Funds may be used for many purposes including real estate acquisition, new construction, rehabilitation, infrastructure and energy efficiency. Rehabilitation can include assistance for improvements such as correcting code violation, sprinkler system, life safety, and disability accessibility improvements. Priority will be given to projects with units available to low-to moderate-income individuals and/or projects featuring substantial energy efficiency improvements. City of Keene funds will be designated for Keene projects.

### Community Funded Events

The City Council established a policy for the designation and potential funding of a Community Event through R-2012-19. The process is for a sponsor to apply to the City Council for first determination that the event meets the criteria for a Community Event and then for funding through the City's Community Funded Event budget in the City's annual operating budget.

For an event to be a Community Event the Council must find the following.

Event takes place on public property, which may require street closures or traffic coordination, and which has an expected attendance of a least 500 participants or observers,

Event applicant must be registered with the State of New Hampshire as a not-for-profit organization, and,

The event shall have been previously produced at least twice prior to the request for Community Event status.

And then to be eligible for funding;

The applicant requesting Community Event status shall annually provide the City with documentation showing its efforts to raise monies through the private sector, its actual costs for producing the event and any fund balance prior to its request to the City for funding; and,

The sponsor of a Community Event must show proof of its ability to pay all reasonable and customary expenses associated with the planned event or provide the City with sufficient surety of payment which in the City Council's sole discretion it may require in the event that the sponsor fails to raise said funds.

The Community Funded Events budget may fund:

Personnel, equipment and material costs that would otherwise not be incurred by the respective City departments involved in any particular event, and,

Equipment used and overtime incurred during pre-event set-up, activities during the event and any after hour cleanup.

Expenses associated with administrative planning or personnel cost of work performed during a regular working week, day or shift are absorbed as part of the various department operating budgets and not charged to the Community Funded Events budget.

Event	2021-2022	2022-2023	2023-2024	2023-2024	2024-2025	2024-2025	2024-2025
	Actual	Actual	Budget	Act (3/1)	Est. City Svcs	Sponsor Contribution	City Manager (Net Budget)
Independence Eve	3,666	2,311	4,469	2,190	4,613	0	4,613
4 on the 4th Road Race	964	2,145	1,346	2,489	2,906	0	2,906
Clarence Demar Marathon/Half Marathon	5,000	11,250	14,447	9,078	17,020	-7,020	10,000
Fire Prevention Parade	680	781	717	1,567	2,774	0	2,774
Keene Music Festival	3,423	4,100	8,633	2,708	8,810	0	8,810
Kiwanis Keene Tree Lighting Event	4,545	5,039	7,047	5,025	6,671	0	6,671
Keene Ice & Snow Festival	1,028	841	1,536	1,073	8,061	0	8,061
Keene Pumpkin Festival	No Event	5,216	20,239	13,413	19,403	-9,403	10,000
The Taste of Keene	6,994	9,608	14,117	N/A	13,253	-3,253	10,000
Keene Pride Festival	0	0	0	0	11,580	-1,580	10,000
<b>Total Community Funded Events</b>	<b>26,300</b>	<b>41,291</b>	<b>72,551</b>	<b>37,543</b>	<b>95,091</b>	<b>-21,256</b>	<b>73,835</b>

## Revenues

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>01023503 - GF-Cfe-Charges For Services</b>						
441090 Direct Reimbursement	—	6,250	23,803	21,256	—	21,256
<b>01023503 - GF-Cfe-Charges For Services Subtotal</b>	<b>—</b>	<b>6,250</b>	<b>23,803</b>	<b>21,256</b>	<b>—</b>	<b>21,256</b>
<b>Total Revenues</b>	<b>—</b>	<b>6,250</b>	<b>23,803</b>	<b>21,256</b>	<b>—</b>	<b>21,256</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>01031000 - GF-M&amp;C-Community Funded Events</b>						
<b>Personnel</b>						
515010 OT-Regular	19,121	22,576	60,880	84,628	15,000	84,628
517030 Retirement Contributions	866	1,344	—	—	—	—
517040 Social Security	594	923	—	—	—	—
517050 Workers Compensation	259	375	—	—	—	—
517130 Retirement-Fire	658	799	—	—	—	—
517140 Retirement-Police	1,917	3,548	—	—	—	—
<b>Personnel Subtotal</b>	<b>23,416</b>	<b>29,564</b>	<b>60,880</b>	<b>84,628</b>	<b>15,000</b>	<b>84,628</b>
<b>Operating</b>						
523720 Maint-Tree & Forestry	—	800	1,000	1,000	—	1,000
524560 Comm Funded Event Other	900	—	—	2,000	—	2,000
526050 Rental-Parking Space	1,125	2,185	3,960	—	—	—
529020 Outside Agency Temps	759	8,740	6,713	7,463	—	7,463
<b>Operating Subtotal</b>	<b>2,784</b>	<b>11,724</b>	<b>11,673</b>	<b>10,463</b>	<b>—</b>	<b>10,463</b>
<b>01031000 - GF-M&amp;C-Community Funded Events Subtotal</b>	<b>26,199</b>	<b>41,289</b>	<b>72,553</b>	<b>95,091</b>	<b>15,000</b>	<b>95,091</b>
<b>Total Expenditures</b>	<b>26,199</b>	<b>41,289</b>	<b>72,553</b>	<b>95,091</b>	<b>15,000</b>	<b>95,091</b>

## Capital Appropriations

### Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>01191500 - GF-Transfer-Capital &amp; Other</b>						
<b>Operating</b>						
580100 Transfer-Capital Reserve	1,023,430	2,231,051	2,292,670	2,270,000	—	2,270,000
580110 Transfer-Cap Project	815,028	592,412	6,058,098	5,255,839	(70,000)	5,185,839
580120 Transfer-Conservation Luct	25,000	46,025	46,025	25,000	—	25,000
580140 Transfer-Comp Absence	875,000	152,525	100,000	100,000	—	100,000
<b>Operating Subtotal</b>	<b>2,738,458</b>	<b>3,022,013</b>	<b>8,496,793</b>	<b>7,650,839</b>	<b>(70,000)</b>	<b>7,580,839</b>
<b>01191500 - GF-Transfer-Capital &amp; Other Subtotal</b>	<b>2,738,458</b>	<b>3,022,013</b>	<b>8,496,793</b>	<b>7,650,839</b>	<b>(70,000)</b>	<b>7,580,839</b>
<b>Total Expenditures</b>	<b>2,738,458</b>	<b>3,022,013</b>	<b>8,496,793</b>	<b>7,650,839</b>	<b>(70,000)</b>	<b>7,580,839</b>

## 2025-2031 Capital Improvement Program Summary by Department

PROJECT NAME	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
Ambulance Replacement Capital Reserve	300,000	175,000	175,000	175,000	175,000	175,000	175,000	1,350,000
Apparatus (Fire) Replacement Capital Reserve	375,000	375,000	375,000	375,000	375,000	375,000	375,000	2,625,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	120,000	840,000
Downtown Infrastructure Capital Reserve	500,000	500,000	350,000	350,000	350,000	350,000	350,000	2,750,000
Emergency Communication Capital Reserve	75,000	75,000	75,000	75,000	75,000	75,000	75,000	525,000
IT Systems & Infrastructure Capital Reserve	125,000	125,000	150,000	150,000	150,000	150,000	150,000	1,000,000
Parks & Facilities Infrastructure Capital Reserve	350,000	500,000	500,000	500,000	500,000	500,000	500,000	3,350,000
Reappraisal Capital Reserve	35,000	35,000	35,000	35,000	35,000	35,000	35,000	245,000
Road & Sidewalk Infrastructure Capital Reserve	300,000	300,000	400,000	400,000	400,000	500,000	500,000	2,800,000
Transportation Improvement Capital Reserve	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 2,270,000</b>	<b>\$ 2,295,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,370,000</b>	<b>\$ 2,370,000</b>	<b>\$ 16,115,000</b>
<b>AIRPORT</b>								
Beacon Replacement Project						500,000		500,000
Fiber Optic Replacement Project			22,500					22,500
Obstruction Management Program		500,000	650,000					1,150,000
Pavement Maintenance & Marking Program		166,700			166,700			333,400
Snow Removal Equipment Project	600,000							600,000
T-hangar Apron Maintenance Project		201,000						201,000
Terminal Apron Expansion Project				195,000	3,400,000			3,595,000
Terminal Improvements Project	800,000							800,000
Wildlife Perimeter Fence Project	1,984,000	1,984,000						3,968,000
<b>TOTAL AIRPORT</b>	<b>\$ 3,384,000</b>	<b>\$ 2,851,700</b>	<b>\$ 672,500</b>	<b>\$ 195,000</b>	<b>\$ 3,566,700</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 11,169,900</b>
<b>ASSESSMENT</b>								
Revaluation Program	138,000					138,000		276,000
<b>TOTAL ASSESSMENT</b>	<b>138,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,000</b>	<b>-</b>	<b>276,000</b>
<b>CITY CLERK</b>								
Vote Tabulation Equipment Project			50,000					50,000
<b>TOTAL CITY CLERK</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
<b>COMMUNITY DEVELOPMENT</b>								
10-Year Digital Base Map Update Project	150,000							150,000
Bicycle Master Plan Project	50,000							50,000
<sup>(2)</sup> Comprehensive Master Plan Update Project	-							-
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>200,000</b>
<b>FIRE</b>								
Ambulance Replacement Program	452,186			468,186			474,255	1,394,627
Durable Equipment Program		202,440	120,186		50,188		34,000	406,814
Fire Apparatus Replacement Program	524,000	1,308,000			198,104			2,030,104
Gear Washer/Extractor & Drying System Project				50,000				50,000
SCBA Fill Station Project			60,000					60,000
SIG COM TRX-50 Integrated Master Box Project	138,000							138,000
<b>TOTAL FIRE</b>	<b>\$ 1,114,186</b>	<b>\$ 1,510,440</b>	<b>\$ 180,186</b>	<b>\$ 518,186</b>	<b>\$ 248,292</b>	<b>\$ -</b>	<b>\$ 508,255</b>	<b>\$ 4,079,545</b>
<b>INFORMATION TECHNOLOGY</b>								
Database Software Upgrade Program	24,000			24,000				48,000
Network Equipment Replacement Program		37,800	142,400	100,800	6,500		18,000	305,500
Phone System Replacement Project					252,000			252,000
Server Replacement Program	36,000	15,000	53,000	12,000	15,000	36,000		167,000
Storage Area Network Project				192,000				192,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$ 60,000</b>	<b>\$ 52,800</b>	<b>\$ 195,400</b>	<b>\$ 328,800</b>	<b>\$ 273,500</b>	<b>\$ 36,000</b>	<b>\$ 18,000</b>	<b>\$ 964,500</b>
<b>PARKS, RECREATION, CEMETERIES &amp; FACILITIES</b>								
Ashuelot River Dam Repair or Removal Project			1,239,000					1,239,000
Forestry Assessment Project		35,000						35,000
Municipal Parks Maintenance Program	75,000	75,000	150,000	300,000	300,000	75,000	75,000	1,050,000
Open Space and Trails Program	50,000	35,000	35,000	127,500	35,000	35,000	35,000	352,500
Robin Hood Park Improvement Project			2,692,000	1,175,000				3,867,000
Trail Bridge Maintenance Project	113,000	120,100	59,900					293,000
Transportation Heritage Trail Program		413,200		3,581,520				3,994,720
<i>Subtotal Parks, Recreation &amp; Cemeteries</i>	<i>238,000</i>	<i>678,300</i>	<i>4,175,900</i>	<i>5,184,020</i>	<i>335,000</i>	<i>110,000</i>	<i>110,000</i>	<i>10,831,220</i>
City Hall Structural Repairs Project	1,258,000							1,258,000
City Wide Security Upgrades Project		75,000	50,000	75,000	50,000			250,000
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Municipal Building Roofs Program	184,477	129,548	170,875	323,570	194,375	81,250	297,500	1,381,595
Parks and Cemetery Operations Building Project	180,000							180,000
Paving Parking Lots Program		372,000	370,000	174,000				916,000
<sup>(1)</sup> W Keene Fire Station Project			7,518,980					7,518,980
<i>Subtotal Facilities</i>	<i>1,722,477</i>	<i>676,548</i>	<i>8,209,855</i>	<i>672,570</i>	<i>344,375</i>	<i>181,250</i>	<i>397,500</i>	<i>12,204,575</i>
<b>TOTAL PARKS, RECREATION, CEMETERIES &amp; FACILITIES</b>	<b>\$ 1,960,477</b>	<b>\$ 1,354,848</b>	<b>\$ 12,385,755</b>	<b>\$ 5,856,590</b>	<b>\$ 679,375</b>	<b>\$ 291,250</b>	<b>\$ 507,500</b>	<b>\$ 23,035,795</b>



**2025-2031 General Fund Project Listing By Department - (Cont'd)**

<b>PROJECT NAME</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>TOTAL</b>
<b>POLICE</b>								
Body-worn & In-car Camera Replace Project				489,940				489,940
<sup>(1)</sup> Crime Scene Van Replacement Project	283,000							283,000
EXACOM Hindsight System Replace/Refresh Project			41,300					41,300
Mobile Radio Replacement Program	61,669							61,669
Portable Radios Program				86,328	88,920	96,672		271,920
<b>TOTAL POLICE</b>	<b>\$ 344,669</b>	<b>\$ -</b>	<b>\$ 41,300</b>	<b>\$ 576,268</b>	<b>\$ 88,920</b>	<b>\$ 96,672</b>	<b>\$ -</b>	<b>\$ 1,147,829</b>
<b>PUBLIC WORKS</b>								
Beaver Brook Flood Mitigation Project				503,000	503,000			1,006,000
Bridge Repair & Replacement Program				218,496	6,218	1,231,887		1,456,601
Bridge Preservation Program							300,000	300,000
Dam Maintenance Program		196,100		173,800		184,500		554,400
Downtown Infra Improve & Reconstruct Project	1,204,000	1,240,000	1,283,000					3,727,000
Downtown Restroom Project		432,000						432,000
Lower Winchester Street Reconstruction Project	4,005,000	5,918,640						9,923,640
Roadway Preservation & Rehabilitation Program	1,418,473	1,402,000	1,354,000	1,527,000	1,581,000	1,633,000	1,633,000	10,548,473
Sidewalk Asset Management Program	289,488	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Stormwater Channel Maintenance Program	100,000	200,000	200,000	200,000	200,000	200,000	200,000	1,300,000
Stormwater Main Lining Program	226,050	220,400	252,000	185,160	174,820	160,200	200,150	1,418,780
Stormwater Resiliency Program	3,550,000	1,436,900	2,491,000	170,400	2,034,000	123,600	1,174,000	10,979,900
Stormwater Spot Repairs Program	77,500	79,800	82,000	84,000	87,000	90,000	93,000	593,300
Stormwater System Analysis Program			35,000	35,000	35,000	35,000	35,000	175,000
Traffic Signal Replacement Program	40,000	277,400	232,000	158,000				707,400
West Street Corridor Improvements Project			806,081			335,118		1,141,199
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 10,910,511</b>	<b>\$ 11,691,840</b>	<b>\$ 7,018,797</b>	<b>\$ 3,534,465</b>	<b>\$ 4,914,522</b>	<b>\$ 4,267,586</b>	<b>\$ 3,913,649</b>	<b>\$ 46,251,370</b>
<b>GRAND TOTAL - GENERAL FUND 2025-2031</b>	<b>\$ 20,381,843</b>	<b>\$ 19,756,628</b>	<b>\$ 22,813,938</b>	<b>\$ 13,279,309</b>	<b>\$ 12,041,309</b>	<b>\$ 7,699,508</b>	<b>\$ 7,317,404</b>	<b>\$ 103,289,939</b>

<sup>(1)</sup> W Keene Fire Station Project - the construction phase (FY27) of this project is a placeholder contingent upon grant funding.

<sup>(2)</sup> \$70,000 Comprehensive Master Plan removed by City Manager - was previously funded by CC R-2023-42

<sup>(3)</sup> \$283,000 Crime Scene Van funding source changed from Current Revenues to Use of Fund Balance

## 2025-2031 Capital Improvement Program Summary by Funding Source

PROJECT NAME	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
	\$ 20,381,843	\$ 19,756,628	\$ 22,813,938	\$ 13,279,309	\$ 12,041,309	\$ 7,699,508	\$ 7,317,404	\$ 103,289,939
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
<b>CURRENT REVENUES</b>								
Ambulance Replacement Capital Reserve	300,000	175,000	175,000	175,000	175,000	175,000	175,000	1,350,000
Apparatus (Fire) Replacement Capital Reserve	375,000	375,000	375,000	375,000	375,000	375,000	375,000	2,625,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	120,000	840,000
Downtown Infrastructure Capital Reserve	500,000	500,000	350,000	350,000	350,000	350,000	350,000	2,750,000
Emergency Communication Capital Reserve	75,000	75,000	75,000	75,000	75,000	75,000	75,000	525,000
IT Systems & Infrastructure Capital Reserve	125,000	125,000	150,000	150,000	150,000	150,000	150,000	1,000,000
Parks & Facilities Infrastructure Capital Reserve	350,000	500,000	500,000	500,000	500,000	500,000	500,000	3,350,000
Reappraisal Capital Reserve	35,000	35,000	35,000	35,000	35,000	35,000	35,000	245,000
Road & Sidewalk Infrastructure Capital Reserve	300,000	300,000	400,000	400,000	400,000	500,000	500,000	2,800,000
Transportation Improvement Capital Reserve	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 2,270,000</b>	<b>\$ 2,295,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,370,000</b>	<b>\$ 2,370,000</b>	<b>\$ 16,115,000</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>FUND BALANCE</b>								
10 Year Digital Base Map Update Project	150,000	-	-	-	-	-	-	150,000
Beacon Replacement Project	-	-	-	-	-	25,000	-	25,000
<sup>(3)</sup> Crime Scene Van Replacement Project	283,000	-	-	-	-	-	-	283,000
Dam Maintenance Program	-	196,100	-	173,800	-	184,500	-	554,400
Durable Equipment Program	-	202,440	120,186	-	50,188	-	34,000	406,814
Lower Winchester Street Reconstruction	-	-	-	-	-	-	-	-
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Municipal Building Roofs Program	184,477	129,548	170,875	323,570	194,375	81,250	297,500	1,381,595
Municipal Parks Maintenance Program	75,000	75,000	150,000	100,000	100,000	75,000	75,000	650,000
Parks & Cemetery Operations Building	180,000	-	-	-	-	-	-	180,000
Paving Parking Lots Program	-	372,000	370,000	174,000	-	-	-	916,000
Phone System Replacement	-	-	-	-	252,000	-	-	252,000
Roadway Preservation & Rehabilitation Program	281,269	-	-	-	-	-	-	281,269
SIG COM TRX-50 Integrated Master Box Project	138,000	-	-	-	-	-	-	138,000
West Street Corridor Improvements Project	-	-	161,216	-	-	67,024	-	228,240
Wildlife Perimeter Fence Project	99,200	99,200	-	-	-	-	-	198,400
<b>TOTAL PROJECTS FUNDED WITH FUND BALANCE</b>	<b>\$ 1,490,946</b>	<b>\$ 1,174,288</b>	<b>\$ 1,072,277</b>	<b>\$ 871,370</b>	<b>\$ 696,563</b>	<b>\$ 532,774</b>	<b>\$ 506,500</b>	<b>\$ 6,344,718</b>
<b>CAPITAL RESERVES</b>								
Ambulance Replacement Program	452,186	-	-	468,186	-	-	474,255	1,394,627
Bridge Repair & Replacement Program	-	-	-	43,699	1,244	246,377	-	291,320
Bridge Preservation Program	-	-	-	-	-	-	300,000	300,000
Database Software Upgrade Program	24,000	-	-	24,000	-	-	-	48,000
Downtown Infra Improve & Reconstruct Project	1,204,000	1,240,000	-	-	-	-	-	2,444,000
EXACOM Hindsight System Replacement	-	-	41,300	-	-	-	-	41,300
Fire Apparatus Replacement Program	524,000	-	-	-	198,104	-	-	722,104
Lower Winchester Street Reconstruction (Bridge)	-	500,000	-	-	-	-	-	500,000
Mobile Radio Replacement Program (Police)	61,669	-	-	-	-	-	-	61,669
Network Equipment Replacement Program	-	37,800	142,400	100,800	6,500	-	18,000	305,500
Open Space and Trails Program	50,000	35,000	35,000	127,500	35,000	35,000	35,000	352,500
Portable Radios Program (Police)	-	-	-	86,328	88,920	96,672	-	271,920
Revaluation Program	138,000	-	-	-	-	138,000	-	276,000
Robin Hood Park Improvement Project	-	-	1,075,000	1,175,000	-	-	-	2,250,000
Server Replacement Program	36,000	15,000	53,000	12,000	15,000	36,000	-	167,000
Sidewalk Asset Management Program	289,488	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Storage Area Network Project	-	-	-	192,000	-	-	-	192,000
Trail Bridge Maintenance Project	113,000	120,100	59,900	-	-	-	-	293,000
<b>TOTAL PROJECTS FUNDED WITH CAPITAL RESERVES</b>	<b>\$ 2,892,343</b>	<b>\$ 2,236,500</b>	<b>\$ 1,690,316</b>	<b>\$ 2,509,122</b>	<b>\$ 638,252</b>	<b>\$ 826,330</b>	<b>\$ 1,105,754</b>	<b>\$ 11,898,617</b>

**2025-2031 General Fund Capital Improvement Program By Funding Source - (Cont'd)**

PROJECT NAME	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
<b>CURRENT REVENUES</b>								
Bicycle Master Plan Project	50,000							50,000
Body-worn & In-car Camera Replace Project				489,940				489,940
City Wide Security Upgrades Project		75,000	50,000	75,000	50,000			250,000
<sup>(2)</sup> Comprehensive Master Plan Update Project	-							-
<sup>(3)</sup> Crime Scene Van Replacement Project	-							-
Fiber Optic Replacement Project			22,500					22,500
Forestry Assessment Project		35,000						35,000
Gear Washer/Extractor & Drying System Project				50,000				50,000
Obstruction Management Program		25,000	32,500					57,500
Pavement Maintenance & Marking Program		8,335			8,335			16,670
Roadway Preservation & Rehabilitation Program	250,000				45,000			295,000
SCBA Fill Station			60,000					60,000
Snow Removal Equipment Project	30,000							30,000
Stormwater Channel Maintenance Program	100,000	200,000	200,000	200,000	200,000	200,000	200,000	1,300,000
Stormwater Main Lining Program	226,050	220,400	252,000	185,160	174,820	160,200	200,150	1,418,780
Stormwater Resiliency Program		116,900		170,400		123,600		410,900
Stormwater Spot Repairs Program	77,500	79,800	82,000	84,000	87,000	90,000	93,000	593,300
Stormwater System Analysis Program			35,000	35,000	35,000	35,000	35,000	175,000
Terminal Apron Expansion Project				9,750	170,000			179,750
Terminal Improvements Project	29,000							29,000
Traffic Signal Replacement Program	40,000	277,400	232,000	158,000				707,400
Transportation Heritage Trail Program		82,640						82,640
Vote Tabulation Equipment Project			50,000					50,000
<b>TOTAL PROJECTS FUNDED WITH CURRENT REVENUES</b>	<b>\$ 802,550</b>	<b>\$ 1,120,475</b>	<b>\$ 1,016,000</b>	<b>\$ 1,457,250</b>	<b>\$ 770,155</b>	<b>\$ 608,800</b>	<b>\$ 528,150</b>	<b>\$ 6,303,380</b>
<b>DEBT</b>								
Ashuelot River Dam Repair or Removal			1,239,000					1,239,000
Beaver Brook Flood Mitigation Project				503,000	503,000			1,006,000
City Hall Structural Repairs Project	1,258,000							1,258,000
Downtown Infra Improve & Reconstruct Project			1,283,000					1,283,000
Downtown Restroom Project		432,000						432,000
Fire Apparatus Replacement Program		1,308,000						1,308,000
Lower Winchester Street Reconstruction	805,000	687,000						1,492,000
Roadway Preservation & Rehabilitation Program		1,402,000	1,354,000	1,527,000	1,536,000	1,633,000	1,633,000	9,085,000
Robin Hood Park Improvement Project			1,117,000					1,117,000
Stormwater Resiliency Program	3,550,000	1,320,000	2,491,000		2,034,000		1,174,000	10,569,000
T-hangar Apron Maintenance Project		201,000						201,000
Transportation Heritage Trail Program				720,000				720,000
<sup>(1)</sup> W Keene Fire Station Project			1,511,000					1,511,000
<b>TOTAL PROJECTS FUNDED WITH DEBT</b>	<b>\$ 5,613,000</b>	<b>\$ 5,350,000</b>	<b>\$ 8,995,000</b>	<b>\$ 2,750,000</b>	<b>\$ 4,073,000</b>	<b>\$ 1,633,000</b>	<b>\$ 2,807,000</b>	<b>\$ 31,221,000</b>
<b>OTHER FUNDING SOURCES</b>								
Municipal Parks Maintenance Program (Donations)				50,000	50,000			100,000
<b>TOTAL PROJECTS FUNDED WITH OTHER SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>GRANTS</b>								
Beacon Replacement (90/5/5)						475,000		475,000
Bridge Repair & Replacement Program (80/20)				174,797	4,974	985,510		1,165,281
Lower Winchester Street Reconstruction (80/20)	3,200,000	4,731,640						7,931,640
Municipal Parks Maintenance Program (50/50)				150,000	150,000			300,000
Obstruction Management Program (90/5/5)		475,000	617,500					1,092,500
Pavement Maintenance & Marking Program (90/5/5)		158,365			158,365			316,730
Roadway Preservation & Rehabilitation Program (100)	887,204							887,204
Robin Hood Park Improvement Project (80/20)			500,000					500,000
Snow Removal Equipment Project (90/5/5)	570,000							570,000
Terminal Apron Expansion Project (90/5/5)				185,250	3,230,000			3,415,250
Terminal Improvements Project (90/5/5)	771,000							771,000
Transportation Heritage Trail Program (80/20)		330,560		2,861,520				3,192,080
West Street Corridor Improvements Project (80/20)			644,865			268,094		912,959
Wildlife Perimeter Fence Project (90/5/5)	1,884,800	1,884,800						3,769,600
<sup>(1)</sup> W Keene Fire Station Project (80/20)			6,007,980					6,007,980
<b>TOTAL PROJECTS FUNDED WITH GRANTS</b>	<b>\$ 7,313,004</b>	<b>\$ 7,580,365</b>	<b>\$ 7,770,345</b>	<b>\$ 3,371,567</b>	<b>\$ 3,543,339</b>	<b>\$ 1,728,604</b>	<b>\$ -</b>	<b>\$ 31,307,224</b>
	<b>\$ 20,381,843</b>	<b>\$ 19,756,628</b>	<b>\$ 22,813,938</b>	<b>\$ 13,279,309</b>	<b>\$ 12,041,309</b>	<b>\$ 7,699,508</b>	<b>\$ 7,317,404</b>	<b>\$ 103,289,939</b>

**2025-2031 New Cash Requirement**

Capital Reserve Appropriation	\$ 2,270,000	\$ 2,295,000	\$ 2,270,000	\$ 2,270,000	\$ 2,270,000	\$ 2,370,000	\$ 2,370,000	\$ 16,115,000
Use of Current Revenues for Projects	802,550	1,120,475	1,016,000	1,457,250	770,155	608,800	528,150	6,303,380
Use of Fund Balance for Projects	1,490,946	1,174,288	1,072,277	871,370	696,563	532,774	506,500	6,344,718
<b>New Funds Needed</b>	<b>\$ 4,563,496</b>	<b>\$ 4,589,763</b>	<b>\$ 4,358,277</b>	<b>\$ 4,598,620</b>	<b>\$ 3,736,718</b>	<b>\$ 3,511,574</b>	<b>\$ 3,404,650</b>	<b>\$ 28,763,098</b>

<sup>(1)</sup> W Keene Fire Station Project - the construction phase (FY27) of this project is a placeholder contingent upon grant funding.

<sup>(2)</sup> \$70,000 Comprehensive Master Plan removed by City Manager - was previously funded by CC R-2023-42

<sup>(3)</sup> \$283,000 Crime Scene Van funding source changed from Current Revenues to Use of Fund Balance

## City Manager's Office

### Mission Statement

The City of Keene functions within a Council-Manager form of government, which combines the political leadership of elected officials with the professional experience of an appointed Manager. The City Manager serves as the Chief Executive Officer of the City. Pursuant to Statutes, 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 the expenditure of all funds appropriated for City purposes. In addition, the City Manager is responsible for the personnel system and provides administrative supervision to ten department heads.

### Description

#### 2025 Budget Priorities

##### Core Business

- Provide overall administration of City operations in accordance with State Law, City Charter, City Code and City Council goals and policies.
- Manage Department Heads, agencies, and offices to achieve goals with available resources.
- Provide oversight in preparation and execution of the City's Capital and Operating budgets.
- Continue to increase communication, outreach and engagement 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 citizens.
- Foster economic growth and development of the City and its neighborhoods in accordance with the City's Comprehensive Master Plan and other adopted planning documents.

#### 2025 Strategic Priorities

##### City Manager

- Continue to strengthen the tie between the City Council goals and the city capital and operating budgets.
- Continue to integrate the new financial software system more fully into operations and decision making across the organization including Human Resources, electronic time sheets, online payment functions, and additional systems as necessary and appropriate.
- Continue implementation of elements of the City's energy plan including the community power program and the development of EV infrastructure.

- Continue to evaluate fire and ambulance service in our region.
- Create retention and recruitment policies to address longstanding vacancy concerns and complete an organizational classification and compensation study.
- Fill leadership positions and plan for retirements across the organization.
- Work with social service providers to better integrate response to homelessness.
- Seek funding for the Downtown Infrastructure plan.

### Economic Development

- Monitor and support the second phase of the Land Use Code revisions with an emphasis on housing and parking.
- Align and streamline the building and fire application and permitting processes to improve the customer experience.
- Facilitate the effort to support community quality of life issues consistent with the Comprehensive Master Plan.
- Revise Chapter 18 of the Code of Ordinances.
- Assist Parking Services implementation of the 2021 Strategic Parking Plan, including amending Main Street parking enforcement times and installation of additional Pay Stations.
  - Create a workforce parking system within the downtown and adjacent districts.
  - Create on-street parking programs where possible.
  - Create a process to improve Main Street parking enforcement.
- Continue implementation of the 2019 economic development action plans.
- Continue to work with our business partners to provide services and assistance to support continued community growth and sustainability.
- Collaborate with federal and state authorities to define and capitalize on Federal Recovery and Infrastructure Investment and Job Act Funding and congressionally designated funding.
- Maximize use of grant and other funding sources (CDBG, NHCDFA, Banks, New Markets Tax Credit, NH RSA 79 e, SBA, REDC, MEDC, InvestNH, etc.) to minimize expenses to the local tax- and rate-payers and to encourage economic activity.

### Communications

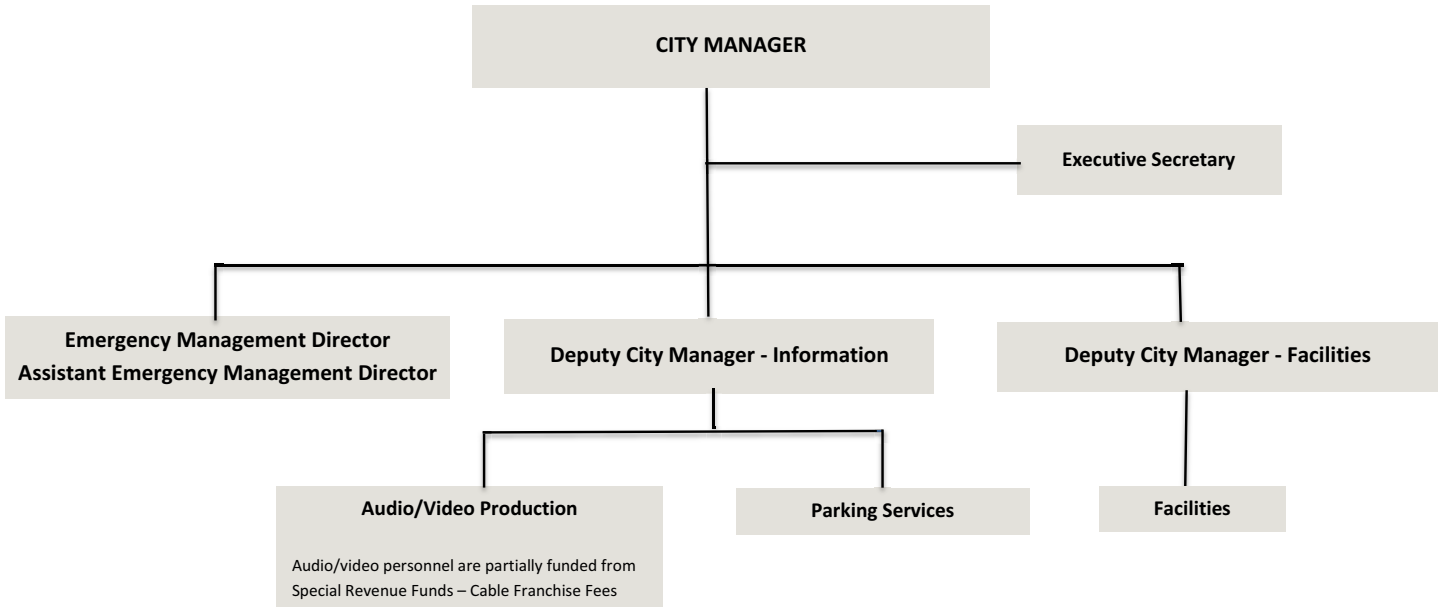
- Proactively lead strategic organizational communications and engagement strategies.
- Advance City goals through proactive communications supporting economic development and City priorities.

- Enhance stakeholder confidence and engagement in City initiatives with consistent, clear, and informative communications regarding City projects and services.
- Maintain and execute the City's strategic crisis communications plan.
- Manage media and public relations priorities and activities.
- Brand management - maintain a visible community presence using the guiding principles of the City's brand.
- Leverage Keene's distinct advantages to enhance City recruitment and retention.
- Assist departments in improving community engagement in City initiatives.

## **Emergency Management**

- Advance City goals to prepare the City to respond and recover from natural and manmade events.
- Communicate with community on how they can be prepared for manmade and natural events.
- Provide training to new emergency management team members.
- Complete update of City's Hazard Mitigation Plan.
- Continue participation in School Security.
- Continue the relocation of the City's Emergency Operation Center.

## Current Personnel Resources



## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>25000000 - GF-City Managers Office</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	174,695	174,502	179,062	184,435	—	184,435
513040 Wages-Full Time	64,941	66,835	67,997	73,563	—	73,563
516030 Car Allowance	—	3,600	3,600	3,600	—	3,600
517010 Health Insurance	20,708	11,497	14,654	12,919	—	12,919
517020 Dental Insurance	1,970	1,542	1,469	1,508	—	1,508
517030 Retirement Contributions	38,327	39,069	40,013	46,706	—	46,706
517040 Social Security	16,479	17,058	18,391	18,919	—	18,919
517050 Workers Compensation	339	358	453	552	—	552
<b>Personnel Subtotal</b>	<b>317,459</b>	<b>314,461</b>	<b>325,639</b>	<b>342,202</b>	<b>—</b>	<b>342,202</b>
<b>Operating</b>						
521020 Professional Services	35,038	—	15,000	15,000	—	15,000
522050 PC Replacement Charge	537	776	638	648	—	648
524350 Training	—	300	250	250	—	250
524360 Meetings & Dues	22,413	23,176	23,706	23,706	—	23,706
524410 Meeting Expenses	538	1,829	550	550	—	550
525100 Communications & Phone	1,036	1,075	1,200	1,200	—	1,200
527010 Supplies-Office	830	359	600	600	—	600
527100 Postage	10	23	125	125	—	125
527150 Books & Collections	120	150	350	350	—	350
527610 Supplies-Software	—	—	—	425	—	425
<b>Operating Subtotal</b>	<b>60,522</b>	<b>27,689</b>	<b>42,419</b>	<b>42,854</b>	<b>—</b>	<b>42,854</b>
<b>25000000 - GF-City Managers Office Subtotal</b>	<b>377,981</b>	<b>342,151</b>	<b>368,058</b>	<b>385,056</b>	<b>—</b>	<b>385,056</b>
<b>25100000 - GF-City Mgr-Emergency Ops Ctr</b>						
<b>Personnel</b>						
513080 Wages-Hourly	—	4,000	6,000	28,800	22,800	28,800
517030 Retirement Contributions	—	10	812	—	—	—
517040 Social Security	—	6	459	2,204	1,745	2,204
517050 Workers Compensation	—	0	84	651	515	651
<b>Personnel Subtotal</b>	<b>—</b>	<b>4,016</b>	<b>7,355</b>	<b>31,655</b>	<b>25,060</b>	<b>31,655</b>
<b>Operating</b>						
522050 PC Replacement Charge	870	1,080	1,080	1,140	—	1,140
527600 Supplies-Operating	—	150	1,000	1,000	—	1,000
<b>Operating Subtotal</b>	<b>870</b>	<b>1,230</b>	<b>2,080</b>	<b>2,140</b>	<b>—</b>	<b>2,140</b>
<b>25100000 - GF-City Mgr-Emergency Ops Ctr Subtotal</b>	<b>870</b>	<b>5,246</b>	<b>9,435</b>	<b>33,795</b>	<b>25,060</b>	<b>33,795</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>25200000 - GF-City Mgr-Dcm Facilities</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	65,448	66,752	68,496	143,238	—	143,238
517010 Health Insurance	9,704	9,904	11,102	34,814	—	34,814
517020 Dental Insurance	492	493	476	1,671	—	1,671
517030 Retirement Contributions	9,202	9,379	9,267	19,380	—	19,380
517040 Social Security	4,880	5,012	5,167	10,731	—	10,731
517050 Workers Compensation	94	96	124	2,473	—	2,473
<b>Personnel Subtotal</b>	<b>89,820</b>	<b>91,636</b>	<b>94,632</b>	<b>212,307</b>	<b>—</b>	<b>212,307</b>
<b>Operating</b>						
522050 PC Replacement Charge	392	375	458	458	—	458
524350 Training	—	382	500	500	—	500
524360 Meetings & Dues	109	2,023	2,000	4,507	1,985	4,507
524410 Meeting Expenses	—	—	522	—	—	—
525100 Communications & Phone	406	351	200	635	—	635
527100 Postage	—	—	50	—	—	—
527150 Books & Collections	—	—	50	—	—	—
527600 Supplies-Operating	396	39	100	200	—	200
<b>Operating Subtotal</b>	<b>1,303</b>	<b>3,170</b>	<b>3,880</b>	<b>6,300</b>	<b>1,985</b>	<b>6,300</b>
<b>25200000 - GF-City Mgr-Dcm Facilities Subtotal</b>	<b>91,123</b>	<b>94,806</b>	<b>98,512</b>	<b>218,607</b>	<b>1,985</b>	<b>218,607</b>
<b>25300000 - GF-City Mgr-Dcm Information</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	—	139,525	143,711	85,943	—	85,943
513040 Wages-Full Time	—	—	—	—	24,430	24,430
517010 Health Insurance	—	25,854	26,029	17,305	8,553	25,858
517020 Dental Insurance	—	1,729	1,666	1,003	977	1,980
517030 Retirement Contributions	—	19,603	19,444	11,628	3,306	14,934
517040 Social Security	—	10,467	10,994	6,576	1,870	8,446
517050 Workers Compensation	—	201	260	115	33	148
<b>Personnel Subtotal</b>	<b>—</b>	<b>197,379</b>	<b>202,104</b>	<b>122,570</b>	<b>39,169</b>	<b>161,739</b>
<b>Operating</b>						
521020 Professional Services	—	(38)	5,000	10,000	—	—
521030 Technical Services	—	1,125	8,500	13,500	—	13,500
521920 Market/Brand/Communicate	39,318	44,240	27,000	27,000	—	27,000
522050 PC Replacement Charge	—	—	617	617	—	617
524350 Training	—	2,882	5,000	5,000	—	5,000
524360 Meetings & Dues	—	—	450	450	—	450



## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
525100	Communications & Phone	—	—	504	504	—	504
527010	Supplies-Office	—	371	500	500	—	500
527340	Equipt-Minor	—	2,168	1,500	1,500	—	1,500
527610	Supplies-Software	—	1,711	3,612	3,612	—	3,612
<b>Operating Subtotal</b>		<b>39,318</b>	<b>52,458</b>	<b>52,683</b>	<b>62,683</b>	<b>—</b>	<b>52,683</b>
<b>25300000 - GF-City Mgr-Dcm Information Subtotal</b>		<b>39,318</b>	<b>249,837</b>	<b>254,787</b>	<b>185,253</b>	<b>39,169</b>	<b>214,422</b>
<b>Total Expenditures</b>		<b>509,292</b>	<b>692,040</b>	<b>730,792</b>	<b>822,711</b>	<b>66,214</b>	<b>851,880</b>

## City Attorney

### Mission Statement

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.

### Description

The highest priority in FY25, 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.

For the past fiscal year, the City Attorney's Office continued to provide legal services related to the Winchester Street development project; the downtown infrastructure project; amendments to the City Code of Ordinances relative to Chapter 18, Building Regulations; and work related to various land matters. In addition, in FY24, legal assistance and training was provided to the Keene Police Department for the successful deployment of body-worn cameras. Discussions have also commenced with the negotiation of the renewal of City's Cable Franchise Agreement, which are expected to extend into the new fiscal year. Substantial legal services are expected in Fiscal Year 2025, associated with the complex

unwinding of the New Markets Tax Credits related to the redevelopment and expansion of the Keene Public Library and Annex building. Also, in collaboration with the City Clerk's Office, this office will be providing legal services and assistance with the implementation of open-records management software.

This office continues to work with the City Council and City Manager to identify and pursue projects that contribute to the economic development and vitality of the City of Keene, both on a project-specific level, and as a function of regional cooperation. The City Attorney's Office is heavily involved in the understanding of and response to numerous requests for governmental records in accordance with NH RSA 91-A. The City Attorney also continues to work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

### Background

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.

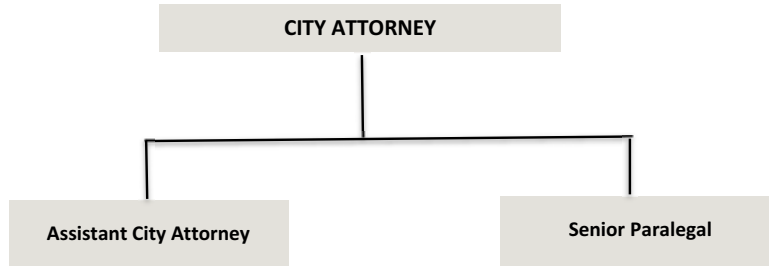
## Primary Services

	Align with CMP
Provide 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
Provide 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
Assist the City Manager with negotiation and drafting of legal documents relative to the development of City properties.	Municipal Governance & Fin Stability

## Objectives

	Statute	CMP	CC Goal
To assist the City's municipal officers, department heads, boards and commissions in understanding and complying with applicable statutes, ordinances, and regulations.	N/A	Municipal Governance & Fin Stability	
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.	N/A	Municipal Governance & Fin Stability	
To work with the City Council and City Manager to identify and pursue projects that contribute to the economic development and vitality of the City of Keene.	N/A	Municipal Governance & Fin Stability	3
To collaborate with City staff in providing training for employees geared toward risk analysis and liability exposure.	N/A	Municipal Governance & Fin Stability	
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.	N/A	Municipal Governance & Fin Stability	
To assist the City Manager and City departments in accomplishing the goals of the City Council.	N/A	Municipal Governance & Fin Stability	8

## Current Personnel Resources



## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>15000000 - GF-City Attorney</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	142,527	145,366	149,165	153,639	—	153,639
513040 Wages-Full Time	90,270	159,932	171,222	183,051	—	183,051
517010 Health Insurance	29,435	28,488	24,308	23,604	—	23,604
517020 Dental Insurance	1,531	1,496	1,548	2,733	—	2,733
517030 Retirement Contributions	32,731	42,894	43,349	45,082	—	45,082
517040 Social Security	17,703	23,298	24,436	25,675	—	25,675
517050 Workers Compensation	394	497	546	412	—	412
<b>Personnel Subtotal</b>	<b>314,592</b>	<b>401,971</b>	<b>414,574</b>	<b>434,196</b>	<b>—</b>	<b>434,196</b>
<b>Operating</b>						
521600 Court & Hearing Exp	750	899	2,000	2,000	—	2,000
521610 Legal Services	51,080	10,781	35,000	35,000	—	35,000
522050 PC Replacement Charge	637	674	1,414	1,424	—	1,424
524350 Training	1,260	1,468	2,500	2,500	—	2,500
524360 Meetings & Dues	2,020	2,341	2,000	2,000	—	2,000
525100 Communications & Phone	256	265	500	500	—	500
527010 Supplies-Office	3,167	476	400	400	—	400
527100 Postage	56	58	300	300	—	300
527150 Books & Collections	3,300	4,194	6,000	6,000	—	6,000
<b>Operating Subtotal</b>	<b>62,524</b>	<b>21,156</b>	<b>50,114</b>	<b>50,124</b>	<b>—</b>	<b>50,124</b>
<b>15000000 - GF-City Attorney Subtotal</b>	<b>377,117</b>	<b>423,127</b>	<b>464,688</b>	<b>484,320</b>	<b>—</b>	<b>484,320</b>
<b>Total Expenditures</b>	<b>377,117</b>	<b>423,127</b>	<b>464,688</b>	<b>484,320</b>	<b>—</b>	<b>484,320</b>

## City Clerk

### Mission Statement

The mission of the City Clerk's Office is to promote transparency and trust in government by meeting its obligations and responsibilities as detailed in New Hampshire State Statutes, the Keene City Charter, and the Keene City Code.

### Description

The three main priorities for the upcoming year include:

- Conduct the 2024 State Primary and Presidential Election
- Design and implement Office 365 Teams and Communications Page
- Retirement Transition

The 2024 State Primary and Presidential Election offer some exciting opportunities to improve the voting experience of Keene residents. At the recent Presidential Primary, an electronic check-in process was deployed. It replaces the marking of a paper checklist with an iPad tablet that can scan the barcode on a driver's license to locate the voter's name on the checklist. This technology was well received by voters and election officials alike. But as with any introduction of technology, there are always operational impacts. Our experiences at the Presidential Primary election will require adjustments to our training programs, staffing levels, and facility support issues – all of which will have a budgetary impact going forward.

With the City's migration to the Office 365 environment, another exciting challenge presents itself in terms of our digital information. As we move away from the original "nested tree" architecture there is an opportunity to redesign how we organize our digital information for ease of accessibility and collaboration both within the department and with other departments. This is a very exciting initiative that will lay the foundation for a more efficient, collaborative, and responsive government.

The final priority for this year is in preparation for my anticipated retirement. There are several components of a smooth transition to the next City Clerk following my tenure of over 45 years. Although there is a solid understanding of the core functions in the department by all staff members; elections are undoubtedly the responsibility that is the most challenging and ever-changing. One of my priorities would be to create operational plans for local, school, state, and national elections to use as a roadmap to guide staffing, records, logistics, and statutory deadlines. The second priority involves two personnel changes, which will be submitted as part of the annual class allocation adjustments. These personnel changes will build a smooth transition to the next City Clerk.

In FY 23, a charter amendment was passed that modifies the Municipal Primary. The amendment recognizes the value of retaining the Municipal Primary while restricting the Municipal Primary ballot to the offices of Mayor, Ward Councilor, and Councilor-at-Large positions. This change will result in savings in the coding costs for a Municipal Primary ballot.

The second priority for FY 23 involved an internal review of various permanent record series to verify their completeness, integrity, and accessibility for research purposes. This initiative will continue to show as an objective for the upcoming fiscal year.

### Background

The City Clerk is a Constitutional Officer under the NH State Constitution and acts as an agent of the State. The City Clerk is also a Charter Officer appointed by the Mayor and City Council and serves as Clerk to the City Council. The City Clerk's Office operates an off-site records center and archive for municipal records as well as for contracted outside clients. The Office is responsible for the creation and filing of all public minutes. It works closely with the City Attorney in responding to right-to-know requests. Additional responsibilities include recording vital records for citizens and issuing various types of licenses. Finally, the Office is responsible for the codification of all adopted ordinances and the recording of all official documents of the City.

## Primary Services

	Align with CMP
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

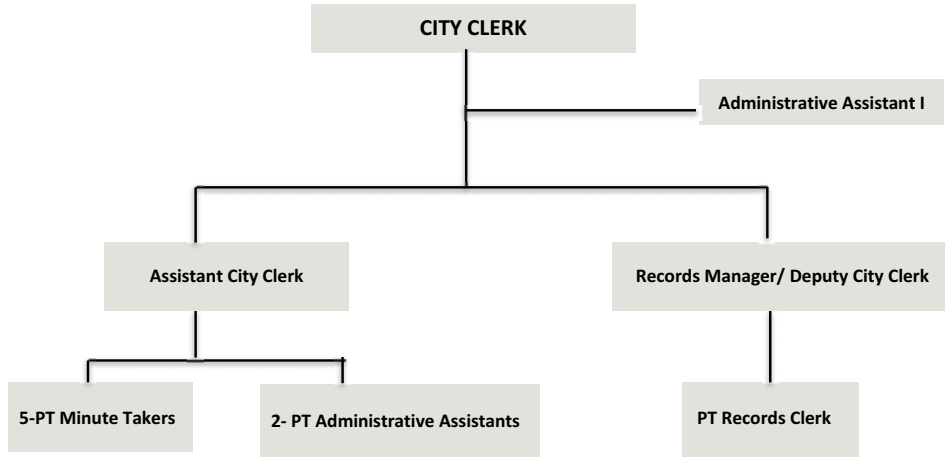
## Objectives

	Statute	CMP	CC Goal
Conduct State Primary and Presidential Election	RSA 652	Municipal Governance & Fin Stability	N/A
Deploy JustFOIA application for right-to-know requests		Municipal Governance & Fin Stability	N/A
Design and implement Office 365 Communication and Departmental Team pages		Municipal Governance & Fin Stability	N/A
Verify completeness, integrity and accessibility of permanent record series		Municipal Governance & Fin Stability	N/A
Design a baseline "to-do" list for elections in the Office 365 planner application for planning and collaboration		Municipal Governance & Fin Stability	N/A

## Metrics

	2023	2024	2025
Dog licenses issued	3,402	3,127	3,200
Dog owners with unlicensed dogs on warrant	718	441	450
Vital records issued	3,500	3,850	3,800
Municipal records boxes in custody	6,053	6,167	6,275
Municipal records boxes retrieved and re-filed	507	450	500
Municipal record boxes purged	372	370	370

### Current Personnel Resources





**Revenues**

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>20021501 - GF-Clerk-Lic Permits Fees</b>						
421100 Fees-State Vital Records	20,357	37,984	30,000	30,000	—	30,000
421150 Fees-City Licenses	6,911	8,219	8,592	8,592	—	8,592
421200 Fees-Dog Licenses	20,975	15,897	9,280	9,280	—	9,280
423060 Fee-Miscellaneous	10,819	9,168	9,500	9,500	—	9,500
<b>20021501 - GF-Clerk-Lic Permits Fees Subtotal</b>	<b>59,062</b>	<b>71,268</b>	<b>57,372</b>	<b>57,372</b>	<b>—</b>	<b>57,372</b>
<b>20023503 - GF-Clerk-Charges For Services</b>						
441090 Direct Reimbursement	(1,501)	2,021	—	—	—	—
<b>20023503 - GF-Clerk-Charges For Services Subtotal</b>	<b>(1,501)</b>	<b>2,021</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>20024505 - GF-Clerk-Miscellaneous</b>						
464110 Trust-Ingersoll Collection	60	—	—	—	—	—
<b>20024505 - GF-Clerk-Miscellaneous Subtotal</b>	<b>60</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>20223503 - GF-Cc Records-Charges For Services</b>						
441350 Charges-Records Center	25,984	26,613	27,650	28,243	—	28,243
<b>20223503 - GF-Cc Records-Charges For Services Subtotal</b>	<b>25,984</b>	<b>26,613</b>	<b>27,650</b>	<b>28,243</b>	<b>—</b>	<b>28,243</b>
<b>20224505 - GF-Cc Records-Miscellaneous</b>						
461135 Copies	115	—	—	—	—	—
<b>20224505 - GF-Cc Records-Miscellaneous Subtotal</b>	<b>115</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Revenues</b>	<b>83,719</b>	<b>99,902</b>	<b>85,022</b>	<b>85,615</b>	<b>—</b>	<b>85,615</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>20000000 - GF-City Clerk</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	115,136	117,431	120,500	124,113	—	124,113
513040 Wages-Full Time	126,179	129,808	131,771	172,738	25,152	160,882
513070 Wages-Part Time	52,797	68,080	69,108	71,188	—	71,188
514010 Wages-Temporary	—	209	—	—	—	—
517010 Health Insurance	64,959	66,457	73,934	94,034	4,307	89,728
517020 Dental Insurance	3,705	3,733	3,572	3,979	177	3,802
517030 Retirement Contributions	33,929	34,737	34,132	40,166	3,404	38,562
517040 Social Security	21,901	23,434	24,064	27,535	1,926	26,627
517050 Workers Compensation	428	453	580	494	34	478
<b>Personnel Subtotal</b>	<b>419,033</b>	<b>444,342</b>	<b>457,661</b>	<b>534,247</b>	<b>35,000</b>	<b>515,380</b>
<b>Operating</b>						
522050 PC Replacement Charge	2,005	2,350	2,404	2,494	—	2,494
523010 Maint-Office Equipment	80	60	80	80	—	80
523050 MF Printer Lease/Copies/Maint	—	2,388	1,000	1,600	—	1,600
524250 Advertising	315	—	300	300	—	300
524350 Training	464	319	1,449	2,074	—	2,074
524360 Meetings & Dues	420	640	825	925	—	925
524980 Trust-Income Use	60	392	200	200	—	200
525100 Communications & Phone	943	1,141	1,710	800	—	800
527010 Supplies-Office	1,249	1,891	2,547	2,547	—	2,547
527100 Postage	1,482	2,064	1,723	1,723	—	1,723
527150 Books & Collections	—	175	180	265	—	265
527440 Equipt-Computer Minor	925	—	—	—	—	—
527620 Licenses & Permits	760	996	1,000	1,100	—	1,100
<b>Operating Subtotal</b>	<b>8,703</b>	<b>12,416</b>	<b>13,418</b>	<b>14,108</b>	<b>—</b>	<b>14,108</b>
<b>20000000 - GF-City Clerk Subtotal</b>	<b>427,737</b>	<b>456,758</b>	<b>471,079</b>	<b>548,355</b>	<b>35,000</b>	<b>529,488</b>
<b>20100000 - GF-City Clerk-Elections</b>						
<b>Personnel</b>						
513080 Wages-Hourly	9,261	10,158	11,740	11,740	—	11,740
517040 Social Security	712	890	898	899	—	899
517050 Workers Compensation	13	17	22	266	—	266
<b>Personnel Subtotal</b>	<b>9,986</b>	<b>11,064</b>	<b>12,660</b>	<b>12,905</b>	<b>—</b>	<b>12,905</b>
<b>Operating</b>						
521070 Elections	10,750	12,762	28,843	17,868	2,225	17,868
523010 Maint-Office Equipment	2,653	2,135	3,935	10,235	6,500	10,235

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
523110	Maint-Equipment	—	—	1,000	1,000	—	1,000
524160	Printing	5,109	3,868	7,500	3,700	—	3,700
524250	Advertising	606	276	1,460	560	—	560
524500	Polling Stations Set Up	7,486	2,326	4,070	2,250	530	2,250
526060	Rental-Other	931	1,000	2,000	1,500	—	1,500
527010	Supplies-Office	749	306	970	370	—	370
527100	Postage	1,142	944	3,046	3,546	2,000	3,546
534090	Acq-Equipment	1,597	—	—	—	—	—
<b>Operating Subtotal</b>		<b>31,023</b>	<b>23,616</b>	<b>52,824</b>	<b>41,029</b>	<b>11,255</b>	<b>41,029</b>
<b>20100000 - GF-City Clerk-Elections Subtotal</b>		<b>41,009</b>	<b>34,680</b>	<b>65,484</b>	<b>53,934</b>	<b>11,255</b>	<b>53,934</b>
<b>20201000 - GF-City Clerk-Archives</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	76,156	77,669	79,699	82,103	—	82,103
517010	Health Insurance	23,608	24,146	27,042	31,332	—	31,332
517020	Dental Insurance	1,579	1,563	1,499	1,503	—	1,503
517030	Retirement Contributions	10,708	10,912	10,783	11,108	—	11,108
517040	Social Security	5,708	5,800	5,921	6,076	—	6,076
517050	Workers Compensation	110	112	144	109	—	109
<b>Personnel Subtotal</b>		<b>117,869</b>	<b>120,202</b>	<b>125,088</b>	<b>132,231</b>	<b>—</b>	<b>132,231</b>
<b>Operating</b>							
524350	Training	65	147	2,250	2,250	—	2,250
524360	Meetings & Dues	215	304	590	590	—	590
527010	Supplies-Office	—	—	85	85	—	85
527150	Books & Collections	—	—	100	100	—	100
527400	Supplies-Other Maint	—	2,708	1,000	1,000	—	1,000
527600	Supplies-Operating	1,998	—	2,362	2,362	—	2,362
<b>Operating Subtotal</b>		<b>2,278</b>	<b>3,159</b>	<b>6,387</b>	<b>6,387</b>	<b>—</b>	<b>6,387</b>
<b>20201000 - GF-City Clerk-Archives Subtotal</b>		<b>120,147</b>	<b>123,362</b>	<b>131,475</b>	<b>138,618</b>	<b>—</b>	<b>138,618</b>
<b>20201100 - GF-City Clerk-Records</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	8,462	8,630	8,855	9,123	—	9,123
513070	Wages-Part Time	21,354	23,391	23,358	26,846	—	26,846
517010	Health Insurance	2,625	2,683	3,005	3,482	—	3,482
517020	Dental Insurance	173	173	167	168	—	168
517030	Retirement Contributions	1,190	1,213	1,198	1,235	—	1,235
517040	Social Security	2,275	2,434	2,445	2,731	—	2,731

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517050	Workers Compensation	43	46	59	49	—	49
<b>Personnel Subtotal</b>		<b>36,121</b>	<b>38,569</b>	<b>39,087</b>	<b>43,634</b>	<b>—</b>	<b>43,634</b>
<b>Operating</b>							
522060	PW Fleet Charge	16,850	17,641	18,229	11,893	—	11,893
525100	Communications & Phone	432	443	900	600	—	600
527010	Supplies-Office	28	54	1,080	520	—	520
527550	Supplies-Uniforms	—	—	250	250	—	250
527600	Supplies-Operating	439	994	2,650	3,103	—	3,103
527610	Supplies-Software	—	3,547	2,360	660	—	660
<b>Operating Subtotal</b>		<b>17,750</b>	<b>22,680</b>	<b>25,469</b>	<b>17,026</b>	<b>—</b>	<b>17,026</b>
<b>20201100 - GF-City Clerk-Records Subtotal</b>		<b>53,871</b>	<b>61,249</b>	<b>64,556</b>	<b>60,660</b>	<b>—</b>	<b>60,660</b>
<b>Total Expenditures</b>		<b>642,763</b>	<b>676,049</b>	<b>732,594</b>	<b>801,567</b>	<b>46,255</b>	<b>782,700</b>

**KEENE**



# **Administrative Services**

## Assessing

### Mission Statement

To ensure the fair and equitable taxation of all property within the City of Keene in accordance with New Hampshire law.

### Description

In FY25 the Department will continue to update assessments resulting from building permit activity, zoning changes, ownership changes, subdivisions, lot line adjustments, mergers, or any other changes affecting value. In addition, towards the end of FY25, the Department will begin planning and preparing for the next city-wide revaluation.

During FY24 the Department finalized our Assessment Review which is an audit of our assessing practices conducted by the NH Department of Revenue. Completed once every five years, our department requalified those receiving property tax exemptions, reviewed all properties in Current Use, and ensured our procedures continue to meet the standards set by the NH Assessing Standards Board.

### Core Responsibilities

The Department of Assessment ensures the fair and equitable taxation of all property within the City. Additionally, we make a concerted effort to both educate and provide valuable property information to the public. These objectives are 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;
- Maintenance of an accurate and updated property database;

- Maintenance of accurate and updated parcel maps and an online public GIS site;
- 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;
- Monitoring and providing testimony to proposed legislative changes regarding property assessing practices and taxation;
- Maintaining a certified and professional staff.

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

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.

## Primary Services

	Align with CMP
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
Provide excellent customer service through the following: Offer education and transparency regarding the property valuation process; meet with property owners to review exemption and credit options; provide property information to residents, other City Departments, real estate professionals, appraisers, speculative buyers and/or sellers as well as any other member of the public.	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, making 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

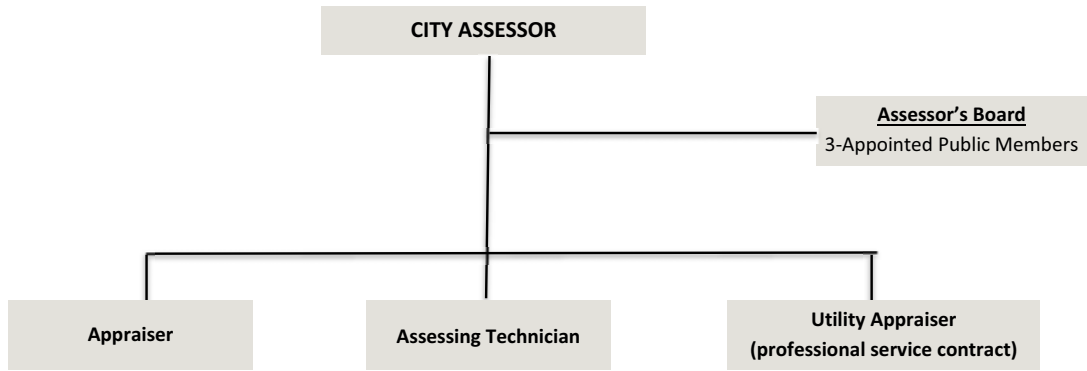
## Objectives

	Statute	CMP	CC Goal
Appraise real property in accordance with State law.	RSA 75:1 & 75:8	Municipal Governance & Fin Stability	N/A
Meet the Standards for Assessing Standards Board (ASB) Certification.	RSA 21-J:11-a	Municipal Governance & Fin Stability	N/A
Utilize technology for effective, efficient, and transparent assessing practices.		Municipal Governance & Fin Stability	N/A

## Metrics

	2023	2024	2025
Equalization ratio (expresses relationship between assessed value and market value)	80.9	72.8	N/A
Total Taxable Assessed Value used for General Fund	\$2.218 billion	\$2.235 billion	N/A
Total Taxable Assessed Value retained for TIF Funding	\$42 million	\$38 million	N/A
PILOT Agreement Revenue	\$1,113,290	\$1,124,900	N/A

## Current Personnel Resources





## Revenues

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>10020500 - GF-Assmt-Taxes</b>						
411050 Tax-Net Property	26,866,304	26,669,277	27,808,122	30,828,660	—	29,816,986
411100 Tax-Payment In Lieu	1,114,363	1,124,908	1,120,000	1,125,000	—	1,125,000
411150 Tax-Timber Yield	6,738	73,498	8,000	8,000	—	8,000
411200 Tax-Land Use Change	28,130	67,050	46,025	—	—	—
411250 Tax-Increment Financing	840,892	1,107,771	1,005,842	1,086,549	—	1,086,549
<b>10020500 - GF-Assmt-Taxes Subtotal</b>	<b>28,856,428</b>	<b>29,042,504</b>	<b>29,987,989</b>	<b>33,048,209</b>	<b>—</b>	<b>32,036,535</b>
<b>10023503 - GF-Assmt-Charges For Services</b>						
441090 Direct Reimbursement	—	143	—	—	—	—
<b>10023503 - GF-Assmt-Charges For Services Subtotal</b>	<b>—</b>	<b>143</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>10024505 - GF-Assmt-Miscellaneous</b>						
461135 Copies	338	141	100	100	—	100
<b>10024505 - GF-Assmt-Miscellaneous Subtotal</b>	<b>338</b>	<b>141</b>	<b>100</b>	<b>100</b>	<b>—</b>	<b>100</b>
<b>Total Revenues</b>	<b>28,856,766</b>	<b>29,042,789</b>	<b>29,988,089</b>	<b>33,048,309</b>	<b>—</b>	<b>32,036,635</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>10000000 - GF-Assessment</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	120,334	122,726	125,933	129,730	—	129,730
513040 Wages-Full Time	147,405	145,396	129,642	139,190	—	139,190
517010 Health Insurance	68,369	66,389	60,644	65,266	—	65,266
517020 Dental Insurance	3,931	3,969	3,135	3,179	—	3,179
517030 Retirement Contributions	37,644	37,673	34,580	36,386	—	36,386
517040 Social Security	19,990	20,000	19,163	20,407	—	20,407
517050 Workers Compensation	6,877	7,765	8,251	4,723	—	4,723
<b>Personnel Subtotal</b>	<b>404,549</b>	<b>403,918</b>	<b>381,348</b>	<b>398,881</b>	<b>—</b>	<b>398,881</b>
<b>Operating</b>						
521250 Appraisal Services	12,800	12,800	12,800	12,800	—	12,800
521759 Other Services	18	444	175	125	—	125
522050 PC Replacement Charge	3,204	3,769	3,463	3,513	—	3,513
522060 PW Fleet Charge	8,103	8,941	9,204	8,397	—	8,397
523010 Maint-Office Equipment	—	1,718	400	400	—	400
523070 Maint-Computer System	414	—	400	450	—	450
523200 Maint-Mapping & GIS	8,800	9,100	9,550	10,000	—	10,000
524350 Training	—	3,123	3,800	4,500	—	4,500
524360 Meetings & Dues	992	1,085	2,200	2,600	—	2,600
525100 Communications & Phone	429	415	1,500	1,000	—	1,000
527010 Supplies-Office	1,285	1,341	1,000	1,000	—	1,000
527100 Postage	1,689	351	900	900	—	900
527150 Books & Collections	1,189	836	1,250	1,250	—	1,250
527610 Supplies-Software	—	—	—	400	—	400
<b>Operating Subtotal</b>	<b>38,922</b>	<b>43,923</b>	<b>46,642</b>	<b>47,335</b>	<b>—</b>	<b>47,335</b>
<b>10000000 - GF-Assessment Subtotal</b>	<b>443,472</b>	<b>447,841</b>	<b>427,990</b>	<b>446,216</b>	<b>—</b>	<b>446,216</b>
<b>Total Expenditures</b>	<b>443,472</b>	<b>447,841</b>	<b>427,990</b>	<b>446,216</b>	<b>—</b>	<b>446,216</b>

## Finance

### Mission Statement

Financial Divisions – To manage the financial resources of the City of Keene in an efficient, ethical, and transparent manner. Provide timely and accurate financial information to the public, elected officials, and City staff.

Human Services Division – To provide short-term, emergency, an 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.

### Description

The Finance Department administers the financial activity of the City of Keene while safeguarding the City's assets.

FY24 saw the implementation of the final 2 modules of the Tyler Enterprise software. Human Capital which includes payroll processing went live July 1, 2023 and Utility Billing went live in December of 2023. All parties involved continue monitor activity and fine tune the process for accuracy and efficiency.

The Purchasing division of Finance increased its use of GovDeals (Public auction portal used by several municipalities) to auction the surplus – retired equipment and vehicles, and the City received about \$100,000 in revenues for the sale of surplus through GovDeals online auctions.

It was also in FY24 that the Finance Department received notification that the City of Keene was the recipient of the Certificate of Achievement for Excellence in Financial Reporting award relating to the June 30, 2022 financial statements. This is the fifth consecutive year the department has received this award.

FY25 initiatives will include:

- Supporting the City's mission in the most environmentally friendly possible ways in accordance with its policies and procedures
- Continued emphasis on financial planning and enhancing communication of financial information to City elected officials, the public, and City staff
- Continue to improve customer service and online capabilities for conducting City business

The Department will continue to perform the business functions of the City, monitor legislative and regulatory activity that could impact the City's operations and fiscal condition, and review and understand any changes to GASB standards. Modernization and streamlining processes will continue to be a priority in each division with the focus on customer

service and efficiency. The staff is adapting to the newly implemented robust financial enterprise software and adjusting processes based on its functionality and transition to a reduced paper environment.

Planning for the staffing future of the department continues to be challenging as staff retire. Succession planning and cross-training within the department is a priority in the department. As the department transitions, shared knowledge is critical in maintaining daily operations and contributes to the success of new employees.

### Background

The Finance Department is comprised of four financial divisions and the Human Services Division:

#### Administration: 2 FTE

- Finance Director/Treasurer
- Assistant Finance Director/Deputy Treasurer

#### Accounting: 6 FTE

- Accounts Payable – payment for all goods and services necessary for City operations
- Accounts Receivable – billing and collections for all services provided by City departments other than property taxes and water and sewer bills
- Payroll – preparation of payroll and all associated state and federal payroll reporting
- Trustees of Trust Funds – liaison and staff support to the board charged with the custody of City trust funds and capital reserves
- General ledger accounting - budget monitoring, capital projects accounting, financial reporting, reconciliation of accounts, fixed asset accounting, financial management and reporting for grants, internal control review and development, ongoing and ad hoc financial analysis, managing the annual audit, and other activities necessary to safeguard City assets and the accuracy of financial reporting
- Operating Budget and Capital Improvements Program development and preparation
- Long term financial planning
- Cash management, debt management, and all other treasury functions

#### Purchasing & Contract Services: 2 FTE

- Ensure that City acquisition of goods and services are conducted as arm's length transactions ethically and in accordance with established ordinances, resolutions, and guidelines

- Establish and maintain procedures and practices to maximize the City's purchasing power
- Establish and maintain procedures to ensure that purchases comply with state or federal purchasing guidelines when using grant or contract dollars
- Support staff in identifying, preparing, and implementing programs, and projects' components to address environmental and climate change issues including the promotion of activities and investments in sectors that will reduce risks, minimize costs of recovery from intense storms, and enable climate change mitigation and/or adaptation

### **Revenue Collection/Tax Collector: 4 FTE and 2 PTE**

- Manage the Property Tax cycle in accordance with applicable state law and guidelines, including billing, collections, the lien and tax deed process, and state reporting
- Manage water and sewer billing and collections
- Motor vehicle registration
- Provide excellent customer service in the areas of receiving payments from the public for a wide variety of City activities
- Accurately account for cash receipts for all departments and operations of the City

### **Human Services**

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.

FY25 Initiatives will include:

- Increase advocacy and partnership of area services to meet customer needs and provide more directed case management to help clients return to a state of financial self-sufficiency.
- Initiate a workfare program to improve client employability and encourage individuals to move into regular employment while reimbursing the city of assistance paid on their behalf.
- Continue to work with the Homeless Coalition and homeless shelters to find the best possible housing options for clients and guests.
- Increase engagement of homeless populations through development and implementation of targeted outreach, through the new Human Services Outreach Worker.

In FY25 and beyond, Human Services will continue to efficiently, and accurately perform the administration of General Assistance, and monitor legislative and regulatory activity that could impact our division. Human Services will continue to provide primary services, as well as timely assistance to those presenting as homeless.

During FY24 Human Services undertook several initiatives, including:

- Human Services Manager continues the role as Secretary to the NH Local Welfare Administrators Association and remains Chair of the NHLWAA Training Committee.
- Human Services collaborates with area hospitals, and correctional facility to find best housing options for homeless before discharge date.
- Human Services hired a part-time Outreach Worker and a part-time Administrative Assistant.
- Human Services Caseworker worked in collaboration with donors for a successful Holiday Sponsorship Program.
- Human Services continues to successfully provide timely, in person services to prevent eviction and homelessness.
- Outreach Worker has trained and is using the HMIS (Homeless Management Information System) to enter those who are homeless and residing in a motel/hotel.

During FY24 Human Services challenges included:

- Many Individuals presenting as homeless or in danger of imminent homelessness due to eviction requesting shelter/motel assistance.
- Increase referrals to Human Services, from other agencies and 211 State of NH homeless hotline
- NH Emergency Rental Assistance Program (NHERAP) program funds ended, as well as Security Deposit loan program and Homeless Prevention program, leaving the city responsible for the cost of these services.
- Area homeless shelters are all at capacity.
- Lack of low-income housing.
- Applicants for General Assistance have been applying for a 2-3 month rent arrearage. Human Services must prevent the eviction and keep individuals housed.

### **Background**

Human Services, a division of the Finance Department, is responsible for the day-to day administration of General Assistance. Human Services shall administer General Assistance in accordance with the written approved City of Keene General Assistance Guidelines. Keene City Council is responsible for the adoption of the Guidelines relative to General Assistance, which were adopted in February 2018.

**Human Services: 2 FTE and 1 PTE**

- Provide basic needs assistance in accordance with state statute
- Provide short-term, emergency, and timely assistance to eligible persons
- Collaborate with other agencies to provide shelter for the homeless
- Collaborate with donors for the annual Holiday Sponsorship Program

## Primary Services

Align with CMP	
<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b>	
Perform, manage, and oversee all standard business functions for the entire City organization.	Municipal Governance & Fin Stability
Perform short and long-term financial analysis and planning.	Municipal Governance & Fin Stability
Prepare and implement operating and capital budgets in conformance with policies and plans adopted by the City Council.	Municipal Governance & Fin Stability
Promote and coordinate the integration of environmental friendly processes and services to make the City perform more efficiently while promoting sustainable, environmental, and social improvements.	Municipal Governance & Fin Stability
<b>Human Services</b>	
Administer General Assistance (GA) (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

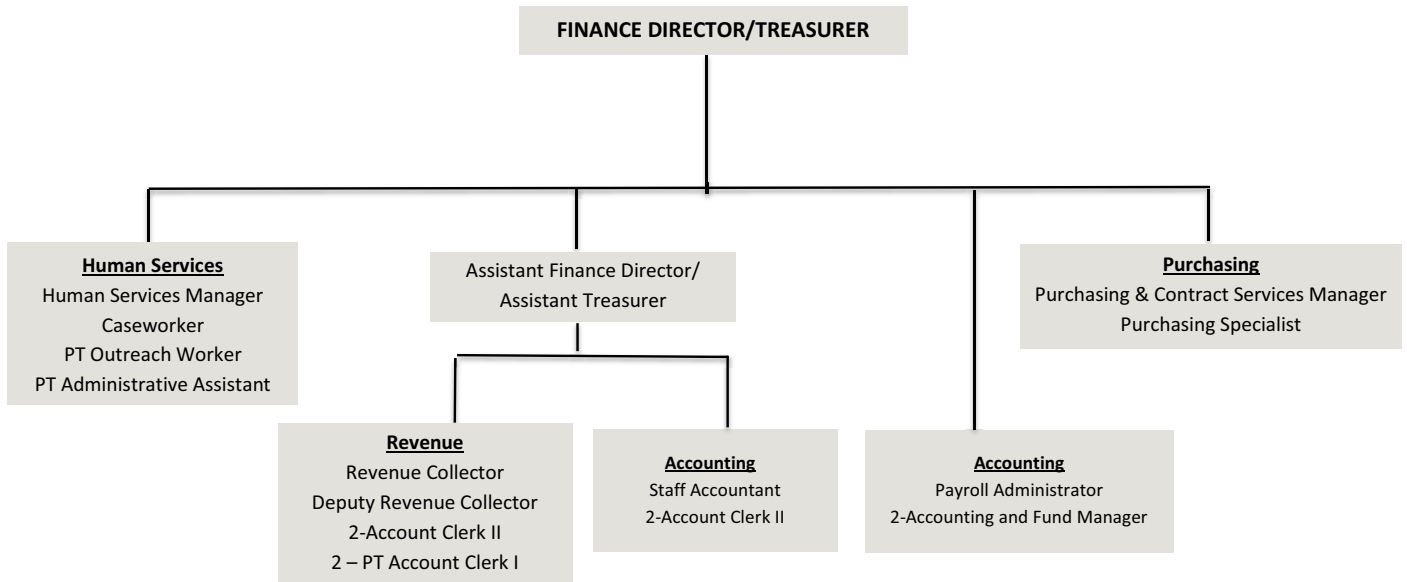
## Objectives

	Statute	CMP	CC Goal
<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b>			
Present financial data in formats that are informative and user friendly	N/A	Municipal Governance & Fin Stability	1
Continued implementation of new property tax and utility billing and financial software	N/A	Municipal Governance & Fin Stability	1
Evaluate and implement tools to simplify services electronically	N/A	Municipal Governance & Fin Stability	2
Streamline purchasing and contract services processes	N/A	Municipal Governance & Fin Stability	1
Enhance the use of Public Purchase, Public Contracts, and Public Vendors	N/A	Municipal Governance & Fin Stability	1
Support strategies and plans that continuously improve the City of Keene's sustainability performance	N/A	Municipal Governance & Fin Stability	7
<b>Human Services</b>			
Provide short-term emergency financial assistance when no other resource is available.	RSA 165	Community Health & Wellness	1
Advocate for clients and support efforts toward self-sufficiency through collaborations that focus on client needs, improve coordination of services, especially housing, employment, medication, and medical assistance, and reduce the need for General Assistance	RSA 165	Community Health & Wellness	2
Impliment a Workfare program to improve client employability and encourage individuals to move into regular employment while working to reimburse the City for assistance paid in their behalf.	RSA 165	Social Services	2
Continue to work with area homeless population to assist in finding emergency shelter, affordable housing and return to a state of self-sufficiency through collaboration with area homeless shelters, and agencies.	RSA 165	Social Services	2
Increase engagement of homeless populations through development and implimentation of targeted outreach, through the new Human Services Outreach Worker.	RSA165	Social Services	2

## Metrics

	2023	2024	2025
<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b>			
Number of bids, RFP's & contracts issued	115	120	120
P-Card - combined purchase volume (dollars)	\$4,204,551	\$5,000,000	\$5,000,000
P-Card - rebate payment amount (dollars)	\$30,544	\$31,800	\$31,800
Auctions & Sales of City-Wide Surplus Equipment Materials & Vehicles	\$1,500	\$75,000	\$8,500
Property tax & utility bills issued	41,550	41,550	41,550
Motor vehicle transactions	21,300	21,350	21,400
<b>Human Services</b>			
Total client contacts including appointments, walk-ins, emergency walk-ins, home visits, partner agency contacts, phone, mail and fax	3,293	3,768	5,865
Total active cases	505	532	891
Average length of monthly assistance	1.75	1.62	2.36
Average cost of monthly assistance provided per recipient per month.	\$645	\$662	\$1,322
Rent assistance for clients paid directly to the City that is applied toward delinquent property tax bills, water/sewer tax bills owed by the property owner/landlord	\$3,888	\$7,536	\$22,700
Total number of individuals reporting homelessness, seeking assistance for shelter/motel/hotel (figures only include the case head)	150	212	258
Reimbursement of General Assistance including lien payoff, SSI and cash reimbursements	\$5,361	\$1,455	\$36,773
Cost of motels/hotels to house homeless individuals	\$50,602	\$278,869	\$632,019
New applications filed for General Assistance (does not include repeat clients)	70	105	243

## Current Personnel Resources





## Revenues

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>35022502 - GF-Finance-Intergovernmental</b>						
432040 State-Rooms & Meals	1,719,310	1,960,197	1,960,197	2,114,342	—	2,114,342
<b>35022502 - GF-Finance-Intergovernmental Subtotal</b>	<b>1,719,310</b>	<b>1,960,197</b>	<b>1,960,197</b>	<b>2,114,342</b>	<b>—</b>	<b>2,114,342</b>
<b>35023503 - GF-Finance-Charges For Services</b>						
441090 Direct Reimbursement	785,310	313,509	325,000	325,000	—	325,000
<b>35023503 - GF-Finance-Charges For Services Subtotal</b>	<b>785,310</b>	<b>313,509</b>	<b>325,000</b>	<b>325,000</b>	<b>—</b>	<b>325,000</b>
<b>35024505 - GF-Finance-Miscellaneous</b>						
461010 Interest Earnings	62,194	920,325	325,000	650,000	—	650,000
461050 Other Loans	89,698	89,698	89,698	89,698	—	89,698
461110 Other	7	(2,417)	50	50	—	50
463010 Rent-City Hall	64,464	65,480	71,282	71,911	—	71,911
463040 Rent-Transportation Center	33,058	31,570	36,513	36,513	—	36,513
<b>35024505 - GF-Finance-Miscellaneous Subtotal</b>	<b>249,421</b>	<b>1,104,657</b>	<b>522,543</b>	<b>848,172</b>	<b>—</b>	<b>848,172</b>
<b>35025506 - GF-Finance-Other Fin Sources</b>						
471020 Admin Chg - Equipment	301,082	323,835	287,892	362,745	—	362,745
471040 Admin Chg - Parking	96,364	85,946	96,339	127,158	—	127,158
471060 Admin Chg - Sewer	697,543	785,730	761,239	749,177	—	749,177
471070 Admin Chg - Solid Waste	494,420	535,928	597,372	541,804	—	541,804
471080 Admin Chg - Water	488,380	485,884	534,820	545,746	—	545,746
473020 Property Surplus Sale	—	555	50	50	—	50
<b>35025506 - GF-Finance-Other Fin Sources Subtotal</b>	<b>2,077,789</b>	<b>2,217,878</b>	<b>2,277,712</b>	<b>2,326,680</b>	<b>—</b>	<b>2,326,680</b>
<b>35026507 - GF-Finance-Proceeds Lt Fin</b>						
481010 Sale of Bonds	—	—	2,951,000	—	—	—
<b>35026507 - GF-Finance-Proceeds Lt Fin Subtotal</b>	<b>—</b>	<b>—</b>	<b>2,951,000</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>35320500 - GF-Revenue-Taxes</b>						
416050 Tax-Interest	275,748	127,752	300,000	300,000	—	300,000
<b>35320500 - GF-Revenue-Taxes Subtotal</b>	<b>275,748</b>	<b>127,752</b>	<b>300,000</b>	<b>300,000</b>	<b>—</b>	<b>300,000</b>
<b>35321501 - GF-Revenue-Lic Permits Fees</b>						
422150 Permits-Motor Vehicle	3,402,677	3,411,114	3,385,000	3,550,000	—	3,550,000
422180 Fee-Transportation Imp Fund	98,570	98,590	90,000	95,000	—	95,000
423010 Fee-NSF Check	773	1,475	750	750	—	750
423150 Fee-Mail-In & E-Reg	7,682	8,255	7,500	7,500	—	7,500
423160 Fee-Municipal Agent Fee	63,343	63,164	60,000	60,000	—	60,000
<b>35321501 - GF-Revenue-Lic Permits Fees Subtotal</b>	<b>3,573,045</b>	<b>3,582,597</b>	<b>3,543,250</b>	<b>3,713,250</b>	<b>—</b>	<b>3,713,250</b>
<b>35423503 - GF-Human Services-Charges For Services</b>						
441090 Direct Reimbursement	5,742	3,886	4,500	4,500	—	4,500
441380 SSI Interim Assistance	1,022	—	2,500	2,500	—	2,500

**Revenues**

<b>Account</b>	<b>2021-2022 Actual</b>	<b>2022-2023 Actual</b>	<b>2023-2024 Budget</b>	<b>2024-2025 Dept Request</b>	<b>2024-2025 CM Suppl</b>	<b>2024-2025 City Manager</b>
441390 Medicaid Reimbursements	—	—	2,500	2,500	—	2,500
<b>35423503 - GF-Human Services-Charges For Services Subtotal</b>	<b>6,765</b>	<b>3,886</b>	<b>9,500</b>	<b>9,500</b>	<b>—</b>	<b>9,500</b>
<b>35424505 - GF-Human Services-Miscellaneous</b>						
464030 Trust-Charitable	1,988	1,903	2,288	3,625	—	3,625
<b>35424505 - GF-Human Services-Miscellaneous Subtotal</b>	<b>1,988</b>	<b>1,903</b>	<b>2,288</b>	<b>3,625</b>	<b>—</b>	<b>3,625</b>
<b>Total Revenues</b>	<b>8,689,375</b>	<b>9,312,379</b>	<b>11,891,490</b>	<b>9,640,569</b>	<b>—</b>	<b>9,640,569</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>35000000 - GF-Finance-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	125,749	128,209	131,600	145,169	—	145,169
513030 Wages-Supervisory	90,004	117,441	120,510	127,645	—	127,645
513040 Wages-Full Time	44,165	35,071	—	—	—	—
517010 Health Insurance	9,980	10,242	7,008	—	—	—
517020 Dental Insurance	1,443	1,344	1,469	977	—	977
517030 Retirement Contributions	36,544	39,417	34,110	35,966	—	35,966
517040 Social Security	20,014	21,683	19,286	20,871	—	20,871
517050 Workers Compensation	353	406	455	365	—	365
<b>Personnel Subtotal</b>	<b>328,251</b>	<b>353,814</b>	<b>314,438</b>	<b>330,993</b>	<b>—</b>	<b>330,993</b>
<b>Operating</b>						
522050 PC Replacement Charge	6,149	6,520	7,101	8,215	—	8,215
523050 MF Printer Lease/Copies/Maint	126	12,799	16,000	18,000	—	18,000
527610 Supplies-Software	—	—	—	2,125	2,125	2,125
<b>Operating Subtotal</b>	<b>6,275</b>	<b>19,319</b>	<b>23,101</b>	<b>28,340</b>	<b>2,125</b>	<b>28,340</b>
<b>35000000 - GF-Finance-Administration Subtotal</b>	<b>334,526</b>	<b>373,133</b>	<b>337,539</b>	<b>359,333</b>	<b>2,125</b>	<b>359,333</b>
<b>35100000 - GF-Finance-Accounting</b>						
<b>Personnel</b>						
513040 Wages-Full Time	277,366	265,802	424,645	442,855	—	442,855
517010 Health Insurance	55,819	50,514	106,490	98,336	—	98,336
517020 Dental Insurance	3,839	3,504	5,994	4,078	—	4,078
517030 Retirement Contributions	38,703	37,344	57,453	59,448	—	59,448
517040 Social Security	21,068	20,153	31,927	33,348	—	33,348
517050 Workers Compensation	396	384	767	593	—	593
<b>Personnel Subtotal</b>	<b>397,190</b>	<b>377,702</b>	<b>627,276</b>	<b>638,658</b>	<b>—</b>	<b>638,658</b>
<b>Operating</b>						
521030 Technical Services	6,726	10,000	8,500	8,500	—	8,500
521290 Audit Services	33,530	29,280	44,000	60,000	16,000	60,000
523010 Maint-Office Equipment	9,872	—	1,000	2,000	—	2,000
524160 Printing	8,025	4,030	10,000	7,000	—	7,000
524300 Travel	—	608	200	700	—	700
524350 Training	—	—	4,500	4,500	—	4,500
524360 Meetings & Dues	275	652	1,300	900	—	900
525100 Communications & Phone	1,099	1,407	1,370	1,600	—	1,600
527010 Supplies-Office	7,343	6,575	6,000	7,070	—	7,070
527100 Postage	5,241	5,994	6,000	6,300	—	6,300

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527150	Books & Collections	499	499	200	500	—	500
<b>Operating Subtotal</b>		<b>72,611</b>	<b>59,045</b>	<b>83,070</b>	<b>99,070</b>	<b>16,000</b>	<b>99,070</b>
<b>35100000 - GF-Finance-Accounting Subtotal</b>		<b>469,801</b>	<b>436,747</b>	<b>710,346</b>	<b>737,728</b>	<b>16,000</b>	<b>737,728</b>
<b>35200000 - GF-Finance-Purchasing</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	74,149	42,672	85,782	92,331	—	92,331
513040	Wages-Full Time	52,141	93,413	59,592	64,135	—	64,135
514010	Wages-Temporary	—	780	—	—	—	—
517010	Health Insurance	36,015	26,533	28,962	32,066	—	32,066
517020	Dental Insurance	2,281	1,607	1,469	1,508	—	1,508
517030	Retirement Contributions	17,756	19,120	19,669	21,171	—	21,171
517040	Social Security	9,330	10,275	11,122	11,971	—	11,971
517050	Workers Compensation	182	199	263	210	—	210
<b>Personnel Subtotal</b>		<b>191,854</b>	<b>194,598</b>	<b>206,859</b>	<b>223,392</b>	<b>—</b>	<b>223,392</b>
<b>Operating</b>							
521030	Technical Services	—	—	—	17,328	—	17,328
523010	Maint-Office Equipment	2,542	2,396	2,400	3,000	600	3,000
524160	Printing	97	—	150	150	—	150
524250	Advertising	2,322	2,120	2,500	2,500	—	2,500
524350	Training	—	349	500	1,000	—	1,000
524360	Meetings & Dues	304	240	600	600	—	600
525100	Communications & Phone	581	565	700	700	—	700
527010	Supplies-Office	6,074	8,739	10,000	10,000	—	10,000
527100	Postage	69	4	100	100	—	100
527150	Books & Collections	—	—	150	150	—	150
<b>Operating Subtotal</b>		<b>11,989</b>	<b>14,413</b>	<b>17,100</b>	<b>35,528</b>	<b>600</b>	<b>35,528</b>
<b>35200000 - GF-Finance-Purchasing Subtotal</b>		<b>203,843</b>	<b>209,011</b>	<b>223,959</b>	<b>258,920</b>	<b>600</b>	<b>258,920</b>
<b>35300000 - GF-Finance-Revenue Collection</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	85,705	76,295	74,259	83,552	—	83,552
513040	Wages-Full Time	158,979	155,016	163,548	159,893	—	159,893
513070	Wages-Part Time	36,564	16,361	61,125	69,358	—	69,358
514010	Wages-Temporary	—	3,213	—	—	—	—
515010	OT-Regular	7	2	2,000	2,000	—	2,000
517010	Health Insurance	81,310	68,657	72,328	78,314	—	78,314
517020	Dental Insurance	4,494	3,928	3,812	3,462	—	3,462
517030	Retirement Contributions	34,404	32,315	32,446	33,211	—	33,211

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517040	Social Security	21,001	18,639	22,660	23,826	—	23,826
517050	Workers Compensation	405	346	544	466	—	466
<b>Personnel Subtotal</b>		<b>422,868</b>	<b>374,772</b>	<b>432,722</b>	<b>454,082</b>	<b>—</b>	<b>454,082</b>
<b>Operating</b>							
521759	Other Services	14,105	360	12,000	12,000	—	12,000
523010	Maint-Office Equipment	5,659	488	4,200	4,325	—	4,325
524350	Training	—	160	1,650	2,950	2,800	2,950
524360	Meetings & Dues	170	55	200	200	—	200
524470	Public Awareness	1,877	—	2,100	2,100	—	2,100
525100	Communications & Phone	865	1,257	1,900	1,900	—	1,900
527010	Supplies-Office	1,171	8,557	7,600	7,600	—	7,600
527100	Postage	32,765	34,282	44,850	53,400	8,550	53,400
527610	Supplies-Software	6,641	6,758	6,760	7,175	—	7,175
534090	Acq-Equipment	—	22,134	—	—	—	—
<b>Operating Subtotal</b>		<b>63,254</b>	<b>74,051</b>	<b>81,260</b>	<b>91,650</b>	<b>11,350</b>	<b>91,650</b>
<b>35300000 - GF-Finance-Revenue Collection Subtotal</b>		<b>486,122</b>	<b>448,822</b>	<b>513,982</b>	<b>545,732</b>	<b>11,350</b>	<b>545,732</b>
<b>35400000 - GF-Finance-Human Services</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	79,677	83,142	88,554	91,226	—	91,226
513040	Wages-Full Time	57,815	61,656	65,777	69,536	—	69,536
513070	Wages-Part Time	7,780	2,646	33,910	31,200	—	31,200
513080	Wages-Hourly	—	1,814	19,500	40,768	21,268	40,768
517010	Health Insurance	41,365	39,265	43,887	50,607	—	50,607
517020	Dental Insurance	2,263	1,972	1,906	1,954	—	1,954
517030	Retirement Contributions	19,331	20,265	20,881	21,752	—	21,752
517040	Social Security	10,692	10,958	15,567	17,408	1,628	17,408
517050	Workers Compensation	209	216	375	1,179	481	1,179
<b>Personnel Subtotal</b>		<b>219,132</b>	<b>221,933</b>	<b>290,357</b>	<b>325,630</b>	<b>23,377</b>	<b>325,630</b>
<b>Operating</b>							
521030	Technical Services	1,590	2,119	2,500	4,670	—	4,670
524160	Printing	187	112	75	150	—	150
524350	Training	433	405	750	750	—	750
524360	Meetings & Dues	175	110	150	150	—	150
524980	Trust-Income Use	1,391	1,425	2,288	3,625	—	3,625
525100	Communications & Phone	256	265	670	1,000	—	1,000
527010	Supplies-Office	903	747	800	2,000	—	2,000
527100	Postage	109	174	200	250	—	250

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527150	Books & Collections	228	297	100	150	—	150
527440	Equipt-Computer Minor	435	—	—	—	—	—
<b>Operating Subtotal</b>		<b>5,708</b>	<b>5,653</b>	<b>7,533</b>	<b>12,745</b>	<b>—</b>	<b>12,745</b>
<b>35400000 - GF-Finance-Human Services Subtotal</b>		<b>224,840</b>	<b>227,586</b>	<b>297,890</b>	<b>338,375</b>	<b>23,377</b>	<b>338,375</b>
<b>35404000 - GF-Finance-HS General Assist</b>							
<b>Operating</b>							
521390	100 Nights Shelter	—	—	—	35,000	35,000	35,000
524510	Personal & Household	—	55	500	—	—	—
524511	First Aid & Medical Services	3,327	10,738	10,000	10,000	—	10,000
524512	Dental Works	7,000	7,000	7,000	7,000	—	7,000
524515	SCS Shelter Services	50,000	50,000	75,000	75,000	—	75,000
524520	Burial Transport & Misc	18,608	19,025	20,000	16,625	—	16,625
524530	Heating Fuel & Utilities	9,340	29,539	25,750	25,750	—	25,750
524540	Rentals	151,645	593,022	300,000	700,000	400,000	700,000
<b>Operating Subtotal</b>		<b>239,920</b>	<b>709,379</b>	<b>438,250</b>	<b>869,375</b>	<b>435,000</b>	<b>869,375</b>
<b>35404000 - GF-Finance-HS General Assist Subtotal</b>		<b>239,920</b>	<b>709,379</b>	<b>438,250</b>	<b>869,375</b>	<b>435,000</b>	<b>869,375</b>
<b>35404100 - GF-Finance-HS Health Services Cont</b>							
<b>Operating</b>							
521752	Home Health Care	88,833	56,493	95,000	95,000	—	95,000
521755	Mental Health Services	—	25,000	25,000	25,000	—	25,000
<b>Operating Subtotal</b>		<b>88,833</b>	<b>81,493</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>	<b>120,000</b>
<b>35404100 - GF-Finance-HS Health Services Cont Subtotal</b>		<b>88,833</b>	<b>81,493</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>	<b>120,000</b>
<b>35500000 - GF-Finance-Property &amp; Liab Ins</b>							
<b>Operating</b>							
524010	Insurance-General Liability	209,342	267,241	286,220	328,672	—	328,672
524020	Insurance-Airport Liability	4,554	5,520	11,520	11,500	—	11,500
524090	Insurance-Youth Services Liability	682	—	700	750	—	750
<b>Operating Subtotal</b>		<b>214,577</b>	<b>272,761</b>	<b>298,440</b>	<b>340,922</b>	<b>—</b>	<b>340,922</b>
<b>35500000 - GF-Finance-Property &amp; Liab Ins Subtotal</b>		<b>214,577</b>	<b>272,761</b>	<b>298,440</b>	<b>340,922</b>	<b>—</b>	<b>340,922</b>
<b>35600000 - GF-Finance-Citywide Pcard</b>							
<b>Operating</b>							
529999	Pcard Clearing	—	181	—	—	—	—
<b>Operating Subtotal</b>		<b>—</b>	<b>181</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>35600000 - GF-Finance-Citywide Pcard Subtotal</b>		<b>—</b>	<b>181</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Expenditures</b>		<b>2,262,462</b>	<b>2,759,112</b>	<b>2,940,406</b>	<b>3,570,385</b>	<b>488,452</b>	<b>3,570,385</b>

## Human Resources

### Mission Statement

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.

### Description

Human Resources supports an engaged, talented and adaptable workforce supporting quality public services and programs, contributing to a vibrant, dynamic, beautiful, and functional City. Key to achieving this community vision is the City's workforce of created, adaptive and talented workforce invested in delivering high quality services and working in partnership without our community.

FY 25 initiatives will continue to focus on development of the Human Resources Capital Management system working to create a database within the new MUNIS software system to manage the multitude of employment and life changes that occur over the course employment with the City. Evaluation of organization needs, and system opportunities pertaining to recruitment, performance and learning management systems begun in FY24 will be part of this fiscal year's work plan as well. In partnership with Finance, HR expects to deploy employee self-service creating new opportunities for communication and access to information for employees. Adapting and positioning the City's HR department to maximize technology, enhance continuity of operations in the context of personnel transition within the organization and the department in the near future, are continuing priorities.

In addition to system's work the department will continue to focus on strategic activities relate to organization culture and policies, employee training, programs to recruit, retain, and continuously improve talent

and succession strategies toward the objective of ensuring that we have talent to meet diverse workforce needs. As expected, demographic driven personnel transitions in FY24 provided significant opportunity for internal talent to step into new roles. Labor market conditions support maintaining as a priority employee development. Work with partners across the organization developing, promoting, and recruiting team members remains a focus as demographic and labor market conditions impact this effort.

FY 24 began with the launch of a new payroll system. This objective could not have been achieved without the support of the personnel in all of the City departments engaged in payroll and the cooperation of city employees. HR's partnership with Finance in this effort continues to provide a foundation for continuing MUNIS software implementation.

### Background

HR's 4 person team provides guidance and expertise impacting change management, organizational development, employee engagement, workforce planning, succession planning, talent management and acquisition, employee communications and labor relations, education and learning, leadership development, personal development, compensation, negotiations, benefits strategy (both delivery and administration), performance management, employee assistance program availability, work environment diversity, policy development, legal compliance, drug and alcohol testing, safety programs, security protocols, risk management, community relations, and department administration.

## Primary Services

	Align with CMP
Provide business leadership regarding the processes and activities used during the strategic planning process, aligning the human resource management plan with the City's strategic plan to ensure compliance with all employment laws and regulations, and to maximize 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 that balance fairness to taxpayers and employees and that advance an engaged healthy workforce.	Municipal Governance & Financial Stability

## Objectives

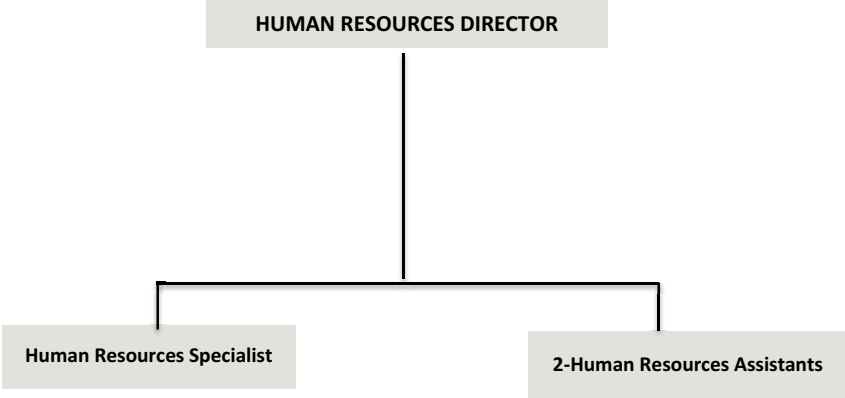
	Statute	CMP	CC Goal
Continue to develop employee talent to meet quality service, employee safety, and succession planning needs through in-house and external training opportunities.	N/A	Municipal Governance & Financial Stability	1, 2, 4
With organizational partners, implement new software and seeking efficiency, effective service, efficiency, and databases supporting strategic operational and organizational goals.	N/A	Municipal Governance & Financial Stability	1, 2, 4
Partner across the organization to develop and support implementation of strategies to attract, engage, and retain a quality workforce.	N/A	Municipal Governance & Financial Stability	1, 2, 4

## Metrics

	2023	2024	2025
<b>Recruitment</b>			
# External applications for full-time   part-time regular   temporary vacancies	425   254   151	540   420   100	650   450   100
# Full-time   part-time regular   temporary external hires	20   17   68	25   25   40	30   25   40
# Promotions or internal transfers to full-time   part-time	10   12	17   2	15   3
Temporary or seasonal employees   unpaid volunteers for noncentralized recruitment	90   53	92   54	92   54
Full-time   part-time regular employee count at year end	245   44	245   45	245   45
<b>Workforce demographics</b>			
Employees by age: Under 40   40-64   65 and over	47%   42%   11%	48%   42%   10%	47%   41%   12%
Employee years of service: 0-5   6-19   20 and over	56%   30%   14%	59%   27%   14%	56%   28%   16%
Training: # sessions   # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	35   543	55   700	55   700
Risk Management: # worker's compensation claims   # claims incurring \$0   #claims incurring grereater than \$5,000	45   26   7	48   27   8	50   30   8
Regular employees eligible to retire as of fiscal year-end: FT   PT	19%   24%	18%   22%	19%   22%
Turnover rate for full-time   part-time regular	8%   10%	14%   19%	16%   21%
Retirees or spouses eligible and continuing benefits	57%	57%	57%
Employee and retiree benefits status changes processed	492	486	535
Family or Medical Leaves processed	25	39	39
HR staff ratio to full-time employees   to all employees   to all employees + all retirees	1:61   1:110   1:173	1:58   1:08   1:171	1:58   1:08   1:171



### Current Personnel Resources



## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>45000000 - GF-Human Resources</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	125,749	128,249	131,600	141,669	—	141,669
513040 Wages-Full Time	137,369	148,217	214,574	223,802	—	223,802
513070 Wages-Part Time	32,410	32,940	—	—	—	—
514010 Wages-Temporary	8,588	—	7,800	7,800	—	7,800
517010 Health Insurance	48,036	48,575	71,970	32,066	—	32,066
517020 Dental Insurance	2,480	2,518	3,375	4,850	—	4,850
517030 Retirement Contributions	36,994	38,843	46,837	48,502	—	48,502
517040 Social Security	22,958	23,395	26,862	28,560	—	28,560
517050 Workers Compensation	439	446	639	666	—	666
<b>Personnel Subtotal</b>	<b>415,025</b>	<b>423,184</b>	<b>503,657</b>	<b>487,915</b>	<b>—</b>	<b>487,915</b>
<b>Operating</b>						
521030 Technical Services	5,814	2,695	3,850	3,850	—	3,850
522050 PC Replacement Charge	1,910	1,961	2,181	2,211	—	2,211
524350 Training	3,897	3,860	7,200	6,480	1,490	6,480
524360 Meetings & Dues	2,305	2,543	2,177	2,290	113	2,290
524410 Meeting Expenses	—	38	—	—	—	—
525100 Communications & Phone	256	265	365	365	—	365
527010 Supplies-Office	1,184	1,169	800	800	—	800
527100 Postage	233	293	400	400	—	400
527150 Books & Collections	124	161	255	255	—	255
527610 Supplies-Software	828	—	—	2,125	2,125	2,125
<b>Operating Subtotal</b>	<b>16,551</b>	<b>12,985</b>	<b>17,228</b>	<b>18,776</b>	<b>3,728</b>	<b>18,776</b>
<b>45000000 - GF-Human Resources Subtotal</b>	<b>431,575</b>	<b>436,169</b>	<b>520,885</b>	<b>506,691</b>	<b>3,728</b>	<b>506,691</b>
<b>45100000 - GF-Hr-Citywide Benefits</b>						
<b>Personnel</b>						
517010 Health Insurance	71,943	50,953	—	—	—	—
517030 Retirement Contributions	(750)	—	—	—	—	—
517040 Social Security	2,677	—	—	—	—	—
<b>Personnel Subtotal</b>	<b>73,870</b>	<b>50,953</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Operating</b>						
521020 Professional Services	—	35,728	27,500	27,500	7,500	27,500
521100 Life Insurance	28,718	30,922	33,442	38,410	—	38,410
521110 Lt Disability Insurance	40,696	42,120	51,124	51,124	—	51,124
521120 Safety Program	478	430	8,200	8,200	—	8,200
521130 Wellness Program	9,143	9,040	3,800	3,800	—	3,800

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
521170	Unemployment Insurance	—	1,081	6,833	6,833	—	6,833
523100	Maint-Safety Program	212	1,461	—	—	—	—
524350	Training	11,000	4,086	15,500	15,000	15,000	15,000
524370	Tuition Assistance	9,544	13,454	38,496	46,894	21,900	46,894
524440	Recognition & Awards	—	1,046	4,700	5,700	—	5,700
526050	Rental-Parking Space	48,184	57,728	56,000	67,128	—	67,128
529010	Recruitment	35,789	25,811	—	—	—	—
<b>Operating Subtotal</b>		<b>183,765</b>	<b>222,907</b>	<b>245,595</b>	<b>270,589</b>	<b>44,400</b>	<b>270,589</b>
<b>45100000 - GF-Hr-Citywide Benefits Subtotal</b>		<b>257,634</b>	<b>273,860</b>	<b>245,595</b>	<b>270,589</b>	<b>44,400</b>	<b>270,589</b>
<b>Total Expenditures</b>		<b>689,209</b>	<b>710,029</b>	<b>766,480</b>	<b>777,280</b>	<b>48,128</b>	<b>777,280</b>

## Information Technology

### Mission Statement

Securing our municipality's digital infrastructure through innovative solutions and proactive measures, ensuring the safety and confidentiality of data while responsibly fostering technological advancement and ensuring good customer service.

### Description

FY25 sees Cybersecurity remaining at the forefront of our priority list and with it user education and the continuous implementation of the Microsoft 365 environment.

The IT Team continues to harden our cybersecurity footprint through controls, software management and managed services. With the changing cybersecurity landscape this will be an ongoing process. New operating systems with greater built in security and taking advantage of breakthroughs in advanced threat detection will help secure our environment in this constantly evolving area. The FY25 IT Operating Budget includes funding for implemented cybersecurity software, further implementation of Multi Factor Authentication, and periodic testing for vulnerabilities.

A large part of keeping our environment secure relies on user education and IT will continue training and testing the employees of the City to ensure relevant knowledge, security and vigilance.

FY24 saw the City fully migrated to Office 365 as well as building out its SharePoint and Teams environment. This provided users with a more secure and versatile way to access data and do work. FY25 will see the

continuation of this effort as departments become more familiar with how this software can streamline their workflows and improve their overall collaboration. IT will continue to push this initiative forward as we help our user base realize the potential of M365. This will remain a large undertaking and priority for the IT team which will lean on outside professional services to ensure maximum attention to proper architecture and security.

The purpose of the IT Department is to guide and support the information technology needs of all City departments. This includes procurement, maintenance, and support of network and computer hardware as well as an incredibly valuable organizational asset – 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.

## Primary Services

Align with CMP	
Implement, maintain, and support information technology and communications hardware and software.	Municipal Governance & Fin Stability
Secure City information system resources.	Municipal Governance & Fin Stability
Advise and 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 information and technology solutions.	Municipal Governance & Fin Stability

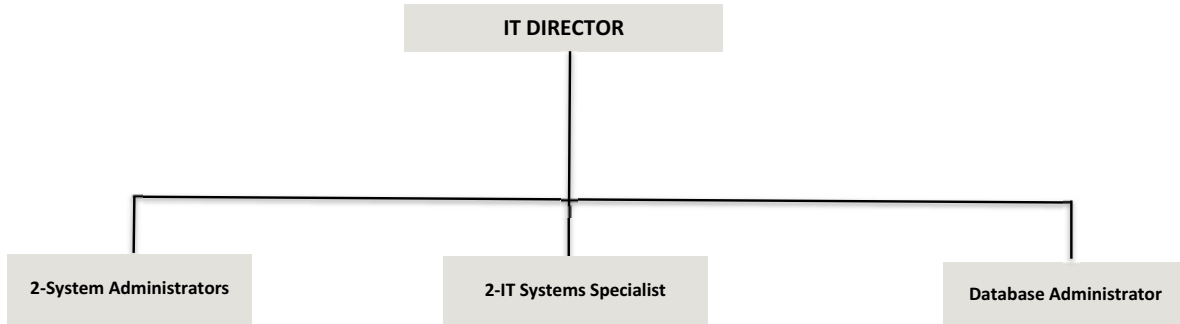
## Objectives

	Statute	CMP	CC Goal
Implement and update cybersecurity controls for all City information systems.	N/A	Municipal Governance & Fin Stability	4
Migrate desktops to new Microsoft Operating System.	N/A	Municipal Governance & Fin Stability	4
Replace EOL network equipment to maintain minimum security and system interoperability requirements.	N/A	Municipal Governance & Fin Stability	4
Replace 138 end user devices.	N/A	Municipal Governance & Fin Stability	4
Support departmental information system installations and upgrades.	N/A	Municipal Governance & Fin Stability	4
Test, identify and mitigate cybersecurity threats both at the user level and end point.	N/A	Municipal Governance & Fin Stability	4
Work with Finance to ensure new software is functioning as advertised.	N/A	Municipal Governance & Fin Stability	4
Continue our design and implementation of SharePoint and Microsoft Teams.	N/A	Municipal Governance & Fin Stability	4
Continue training users on new M365 environment and how it can be used to eliminate redundant software.	N/A	Municipal Governance & Fin Stability	4

## Metrics

	2023	2024	2025
End Users	345	347	342
Desktop and Laptop Computers	323	325	324
Servers: Physical/Virtual	5/55	6/52	6/58

## Current Personnel Resources



## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>50000000 - GF-Information Technology</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	137,321	117,526	125,933	135,568	—	135,568
513030 Wages-Supervisory	110,597	422	—	—	—	—
513040 Wages-Full Time	389,662	447,243	469,869	491,957	—	491,957
516020 Stand-By	18,178	20,570	18,624	18,624	—	18,624
517010 Health Insurance	143,420	126,227	136,167	174,431	—	174,431
517020 Dental Insurance	8,945	7,742	7,420	8,638	—	8,638
517030 Retirement Contributions	92,199	82,298	83,131	87,427	—	87,427
517040 Social Security	49,083	44,416	46,519	48,814	—	48,814
517050 Workers Compensation	1,006	820	1,109	1,261	—	1,261
<b>Personnel Subtotal</b>	<b>950,411</b>	<b>847,265</b>	<b>888,772</b>	<b>966,720</b>	<b>—</b>	<b>966,720</b>
<b>Operating</b>						
521020 Professional Services	4,500	—	6,000	6,000	—	6,000
521030 Technical Services	69,980	45,860	35,000	35,000	—	35,000
521080 Cybersecurity Services	—	7,400	12,400	40,633	—	40,633
522050 PC Replacement Charge	4,721	4,912	4,804	4,874	—	4,874
523070 Maint-Computer System	200,684	234,578	224,320	195,993	—	195,993
523080 Maint-Network	39,765	29,994	42,007	40,000	—	40,000
523110 Maint-Equipment	282	2,705	5,000	5,000	—	5,000
524300 Travel	463	1,046	950	1,000	—	1,000
524350 Training	4,618	10,724	13,950	14,080	—	14,080
524360 Meetings & Dues	654	400	—	—	—	—
525100 Communications & Phone	3,616	4,830	4,000	4,000	—	4,000
527010 Supplies-Office	1,379	2,373	1,500	1,500	—	1,500
527100 Postage	191	40	300	300	—	300
527150 Books & Collections	125	—	—	—	—	—
527340 Equipt-Minor	2,020	—	—	—	—	—
527440 Equipt-Computer Minor	8,141	11,232	4,750	4,250	—	4,250
527610 Supplies-Software	24,204	4,762	4,858	5,583	—	5,583
527850 Supplies-Cyber Software	—	47,030	52,815	54,362	—	54,362
<b>Operating Subtotal</b>	<b>365,343</b>	<b>407,885</b>	<b>412,654</b>	<b>412,575</b>	<b>—</b>	<b>412,575</b>
<b>50000000 - GF-Information Technology Subtotal</b>	<b>1,315,754</b>	<b>1,255,150</b>	<b>1,301,426</b>	<b>1,379,295</b>	<b>—</b>	<b>1,379,295</b>
<b>50100000 - GF-It-Cloud Applications</b>						
<b>Operating</b>						
528010 Cloud-City Clerk	5,177	—	—	24,657	24,657	24,657
528020 Cloud-Human Resources	14,507	15,383	18,200	18,200	—	18,200

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
528030	Cloud-Finance	2,220	2,331	148,329	166,826	17,528	166,826
528040	Cloud-Comm Development	17,950	20,750	21,720	22,837	—	22,837
528050	Cloud-Assessing	18,673	20,541	23,055	26,875	3,820	26,875
528060	Cloud-Fire Dept	15,042	10,846	14,930	16,000	—	16,000
528070	Cloud-Library	28,689	32,952	31,366	31,759	—	31,759
528080	Cloud-Public Works	30,544	—	—	—	—	—
528090	Cloud-City Council	—	14,119	14,120	13,000	—	13,000
528100	Cloud-Parks & Rec	—	4,800	5,200	5,200	—	5,200
528110	Cloud-Human Services	—	—	1,575	—	—	—
528120	Cloud-Citywide	—	36,157	84,414	102,676	18,262	102,676
528130	Cloud-Legal Rtk	—	—	10,000	9,295	—	9,295
<b>Operating Subtotal</b>		<b>132,802</b>	<b>157,879</b>	<b>372,909</b>	<b>437,325</b>	<b>64,267</b>	<b>437,325</b>
<b>50100000 - GF-It-Cloud Applications Subtotal</b>		<b>132,802</b>	<b>157,879</b>	<b>372,909</b>	<b>437,325</b>	<b>64,267</b>	<b>437,325</b>
<b>Total Expenditures</b>		<b>1,448,556</b>	<b>1,413,030</b>	<b>1,674,335</b>	<b>1,816,620</b>	<b>64,267</b>	<b>1,816,620</b>



**KEENE**



# Community Services

## Fire

### Mission Statement

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.

### Description

The City of Keene Fire Department is a professional organization dedicated to serving our community, visitors and region with pride, excellence, and professionalism. Despite a year of significant challenges, the department provided exceptional service to our city and surrounding communities. Our fire-based EMS system continues to produce superior levels of service for our customers. In 2023 our out-of-hospital cardiac arrest (OHCA) save rate, the key metric of EMS system efficacy, was in line with some of the highest performing EMS systems in the country.

The department's call volume continues to grow in number, duration, and complexity. The department members and support staff have, as they always do, responded to these challenges with great fortitude and resilience. Their efforts and dedication to duty helped ensure the department responded to, managed, and mitigated the record high call volume efficiently and safely.

Recruitment and retention remain a priority. We are actively involved with the states recruitment and retention coordinator and are actively participating in the Cheshire Career Center's firefighter program. Our call company has been replenished with new members and we hope to reestablish our explorer program. Of note, eighteen of our current members began their careers in either the explorer program or call company.

Financial resources allow us to efficiently provide high-quality services that our community depends on. We understand and appreciate the importance of being fiscally responsible. As such, we continue our commitment to make the most efficient use of existing resources and strengthening our service delivery through strong, interdisciplinary collaboration.

Like all paid municipal fire departments personnel costs account for over 80 % of our operating budget, leaving a small percentage funds available as discretionary. Discretionary funds include but are not limited to facilities, apparatus, training, licenses/certifications, equipment, and supplies. These discretionary funds have been continually

evaluated for cost and efficiency. Moreover, we have realigned the prioritization of capital purchases and grant acquisitions to reduce operating expenses.

We have put great effort into the identification and pursuit of grant opportunities for programs, projects, equipment, apparatus, and personnel needs. Grant funding is vital to ensuring a sustainable funding path exists for items that are mission critical. The department was able to continue its strong historical record of successful state and federal grant awards and is currently managing twelve separate grants with a combined value of \$ 1.9 million.

We recently completed both the FY 20 AFG Paramedic Training Grant (\$411,349) and the FY 21 AFG Rope Rescue Technician training (\$241,547). The FY 22 AFG Grant for Trench Rescue Technician training (\$275,482) will be conducted in the fall. All these programs enhance the members' skills and abilities while taking considerable pressure off our operating budget.

Other grant initiatives: 1) 2023 (SHSP) Hazmat Team Grant (\$60,715.00) replacement of our 2006 UTV, which will realize reduction of repair costs, 2) 2023 Competitive Homeland Security Grant (\$157,920.00) allowed for the purchase of a Redwave Xplorir gas/vapor detector, and an Ap4C+universal chemical detector. These modern detectors greatly enhance our Haz Mat team's capabilities while eliminating the significant operational and repair cost of the equipment they replace ,3) Pending 2023 AFG Grant (\$479,140.94) for power load cots and lifts for our four (4) ambulances. This equipment will provide enhanced safety for our members and patients, while eliminating the significant expenses associated with the legacy equipment in current use.

We are seeking a supplemental request for overtime callbacks; Code 1's. Code 1 is a recall of off duty personnel that is transmitted when there is one or zero staffed resource available to respond to an additional emergency in the city. The confluence of increased calls, longer call durations and multiple overlapping emergency calls has created a dramatic increase in Code 1 conditions. It is increasingly common to have multiple Code 1 conditions on any given day which threatens our ability to provide a timely response.

Best in class Fire and EMS systems and adequate fire protection services are fundamentally dependent on staffing levels and resource deployment schemes. Proper resource deployment affects community outcomes in three important areas: firefighter injury and death; civilian injury and death; and economic loss.

The City of Keene Fire Department is committed to the continued pursuit of excellence and ongoing improvement. We are honored to protect our residents, visitors and neighbors with our all-hazard services and are grateful for the continued support from our community.

## Primary Services

	Align with CMP
Provide highest level of fire, rescue, EMS, and hazardous materials emergency response to the community in an efficient and safe manner.	Safe Community
Provide required plans review, fire permitting, fire inspections, fire 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

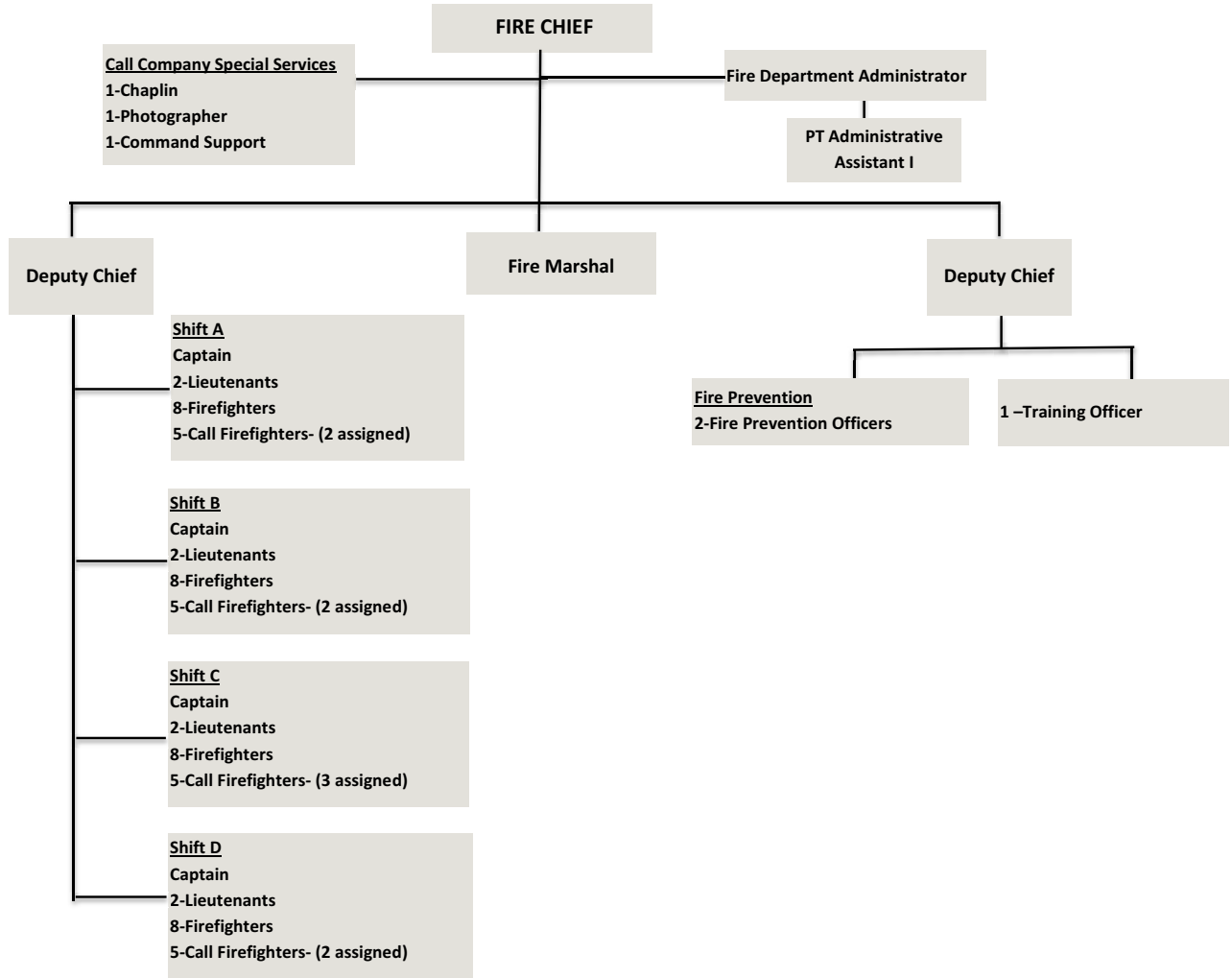
## Objectives

	Statute	CMP	CC Goal
Meet response time goals for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710)	NFPA-1710	Safe Community	2, 4
Implement, monitor and refine staffing and budgeting recommendations as described in the FY 22 staffing study. Assure adequate emergency response services including, the number of appropriately staffed and deployed apparatus necessary to mitigate emergencies that occur, assure optimal performance of responders on scene, and best facilitate positive outcomes of incidents.	NFPA 1710	Safe Community	1, 2
Continue to identify and pursue grant opportunities for programs, projects, equipment, apparatus, and personnel needs, ensuring that a sustainable funding path exists for items that are mission critical.		Municipal Governance & Fin Stability	1
Continue our commitment to make the most efficient use of existing resources, strengthen our service delivery through strong, interdisciplinary collaboration and identify the need for additional resources when the continued safety of our members and community requires it.		Leadership	1
Continue last years meaningful progress in enhancing fire prevention programming and community engagement efforts to properly address existing and emerging fire/life safety challenges with focus on our highest risk hazards		Safe Community	2, 4, 6, 8
Refine and enhance partnerships with agencies across the municipality that play important roles in the success of the Community Fire and Life Safety Risk Reduction practices.		Safe Community	4, 8
Work with Community Development and other allied stakeholders to address critical fire and life safety concerns without impeding growth, development, and needed housing.		Housing	2, 6, 8
Support the City and other regional partners to address public safety needs associated with the growing unshoused population		Social Services	2

## Metrics

	2023	2024	2025
Number of incident responses by fiscal year. (**projected for FY 24)	5,500	5,700	5,900
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (** projected for 24 )	79%	80%	80%
Personnel Yearly Training Hours (**projected for FY 24)	8,768	9,990	10,233

## Current Personnel Resources



## Revenues

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>40021501 - GF-Fire-Licenses Permits Fees</b>						
421160 Permits-Haz Mat Storage	19,100	18,141	19,000	19,000	—	19,000
422010 Fee-Fire Alarm Access App	90	—	—	—	—	—
422020 Permits-Fire Alarm Access	11,880	11,140	13,000	13,000	—	13,000
422050 Fee-Permits	41,766	38,700	65,000	68,000	—	68,000
<b>40021501 - GF-Fire-Licenses Permits Fees Subtotal</b>	<b>72,836</b>	<b>67,981</b>	<b>97,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>
<b>40022502 - GF-Fire-Intergovernmental</b>						
432080 State-Keene State College	497,000	497,000	497,000	497,000	—	497,000
<b>40022502 - GF-Fire-Intergovernmental Subtotal</b>	<b>497,000</b>	<b>497,000</b>	<b>497,000</b>	<b>497,000</b>	<b>—</b>	<b>497,000</b>
<b>40023503 - GF-Fire-Charges For Services</b>						
441090 Direct Reimbursement	(2,842)	—	10,500	1,500	—	1,500
441130 Charges-Reports	240	456	200	300	—	300
441240 Charges-Fire Master Box	84,456	92,411	85,000	90,168	—	90,168
<b>40023503 - GF-Fire-Charges For Services Subtotal</b>	<b>81,854</b>	<b>92,866</b>	<b>95,700</b>	<b>91,968</b>	<b>—</b>	<b>91,968</b>
<b>40024505 - GF-Fire-Miscellaneous</b>						
461030 Interest Accts Receivable	22	—	—	—	—	—
464040 Trust-Deluge Hose	166	159	190	302	—	302
<b>40024505 - GF-Fire-Miscellaneous Subtotal</b>	<b>188</b>	<b>159</b>	<b>190</b>	<b>302</b>	<b>—</b>	<b>302</b>
<b>40027504 - GF-Fire-Fines Forfeits</b>						
451070 Fines-False Alarm	55	—	110	110	—	110
452010 Violations-Fire Code	—	—	200	200	—	200
<b>40027504 - GF-Fire-Fines Forfeits Subtotal</b>	<b>55</b>	<b>—</b>	<b>310</b>	<b>310</b>	<b>—</b>	<b>310</b>
<b>40222502 - GF-Ambulance-Intergovernmental</b>						
434030 Local-Other Towns	231,698	189,443	124,310	175,402	—	175,402
<b>40222502 - GF-Ambulance-Intergovernmental Subtotal</b>	<b>231,698</b>	<b>189,443</b>	<b>124,310</b>	<b>175,402</b>	<b>—</b>	<b>175,402</b>
<b>40223503 - GF-Ambulance-Charges For Services</b>						
441130 Charges-Reports	120	60	300	300	—	300
441230 Charges-Ambulance Services	1,439,986	1,348,434	1,500,000	1,700,000	—	1,700,000
<b>40223503 - GF-Ambulance-Charges For Services Subtotal</b>	<b>1,440,106</b>	<b>1,348,494</b>	<b>1,500,300</b>	<b>1,700,300</b>	<b>—</b>	<b>1,700,300</b>
<b>Total Revenues</b>	<b>2,323,737</b>	<b>2,195,944</b>	<b>2,314,810</b>	<b>2,565,282</b>	<b>—</b>	<b>2,565,282</b>

**Expenditures**

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>40000000 - GF-Fire-Administration</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	182,429	123,253	133,081	151,545	—	151,545
513030	Wages-Supervisory	178,248	135,026	214,752	367,005	(56,624)	310,381
513040	Wages-Full Time	32,354	33,277	33,998	36,417	—	35,032
513070	Wages-Part Time	—	7,004	30,277	34,308	—	34,308
515010	OT-Regular	322	144	—	—	—	—
516040	Incentives-Training	27,705	32,375	29,055	27,300	—	27,300
516100	Incentives-Fire	13,350	8,800	12,500	16,500	—	16,500
517010	Health Insurance	59,028	37,193	72,595	90,005	(6,459)	83,546
517020	Dental Insurance	5,010	3,926	5,831	6,045	(265)	5,780
517030	Retirement Contributions	4,594	4,698	4,600	4,927	—	4,740
517040	Social Security	8,218	7,402	10,525	13,451	(805)	12,540
517050	Workers Compensation	18,947	14,000	25,469	37,068	(3,725)	33,341
517130	Retirement-Fire	131,490	95,576	118,180	169,589	(17,185)	152,404
<b>Personnel Subtotal</b>		<b>661,696</b>	<b>502,673</b>	<b>690,863</b>	<b>954,160</b>	<b>(85,063)</b>	<b>867,417</b>
<b>Operating</b>							
521020	Professional Services	1,985	265	600	600	—	600
521160	Dispatch	245,001	251,126	256,149	265,114	—	265,114
521200	Laboratory Services	108	94	1,200	1,200	—	1,200
522050	PC Replacement Charge	13,777	14,650	15,192	8,588	—	8,588
522060	PW Fleet Charge	72,808	81,490	84,321	69,389	—	69,389
523010	Maint-Office Equipment	2,089	—	—	—	—	—
523040	Maint-Communications Eqp	8,264	4,237	—	—	—	—
523050	MF Printer Lease/Copies/Maint	—	2,217	3,000	3,500	—	3,500
523090	Vehicle Certification	3,340	4,680	16,000	16,000	—	16,000
523100	Maint-Safety Program	4,106	8,103	17,000	17,000	—	17,000
524350	Training	10,239	11,172	13,400	13,400	—	13,400
524360	Meetings & Dues	560	230	1,050	1,050	—	1,050
524460	Cleaning Allowance	—	33	—	—	—	—
524511	First Aid & Medical Services	38,945	4,916	78,200	78,200	—	78,200
524980	Trust-Income Use	166	159	190	302	—	302
525100	Communications & Phone	14,002	18,630	14,750	14,750	—	14,750
527100	Postage	954	477	550	550	—	550
527420	Equipt-Communication Minor	7,252	23	11,350	11,350	—	11,350
527430	Equipt-Minor Safety	18,373	9,535	19,980	19,980	—	19,980
527550	Supplies-Uniforms	6,297	4,156	4,000	4,000	—	4,000

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527600	Supplies-Operating	11,922	8,688	8,785	8,785	—	8,785
527630	Supplies-Vehicles	123,321	104,808	73,600	83,600	—	83,600
580080	Transfer-Grant Match	—	(267)	15,110	—	—	—
<b>Operating Subtotal</b>		<b>583,510</b>	<b>529,422</b>	<b>634,427</b>	<b>617,358</b>	<b>—</b>	<b>617,358</b>
<b>40000000 - GF-Fire-Administration Subtotal</b>		<b>1,245,205</b>	<b>1,032,096</b>	<b>1,325,290</b>	<b>1,571,518</b>	<b>(85,063)</b>	<b>1,484,775</b>
<b>40007100 - GF-Fire-Prevent/Inspect/Alarm</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	154,362	103,459	165,634	176,771	—	176,771
515010	OT-Regular	14,929	17,520	3,000	3,000	—	3,000
515150	OT-Fire Alarms	1,004	10,725	3,000	3,000	—	3,000
516010	Holiday	7,467	—	—	—	—	—
517010	Health Insurance	43,326	6,350	16,154	54,031	—	54,031
517020	Dental Insurance	2,870	1,109	1,469	2,648	—	2,648
517040	Social Security	2,500	1,913	2,476	2,613	—	2,613
517050	Workers Compensation	9,137	6,504	9,636	12,024	—	12,024
517130	Retirement-Fire	58,726	43,355	52,092	55,473	—	55,473
<b>Personnel Subtotal</b>		<b>294,320</b>	<b>190,934</b>	<b>253,461</b>	<b>309,560</b>	<b>—</b>	<b>309,560</b>
<b>Operating</b>							
523110	Maint-Equipment	4,727	338	1,000	1,000	—	1,000
523170	Repair-Equipment	—	8,439	—	—	—	—
524350	Training	2,107	2,500	4,000	4,000	—	4,000
524360	Meetings & Dues	375	—	205	205	—	205
524470	Public Awareness	424	1,600	800	800	—	800
527150	Books & Collections	—	1,387	1,500	1,500	—	1,500
527550	Supplies-Uniforms	1,491	1,089	1,600	1,600	—	1,600
<b>Operating Subtotal</b>		<b>9,124</b>	<b>15,353</b>	<b>9,105</b>	<b>9,105</b>	<b>—</b>	<b>9,105</b>
<b>40007100 - GF-Fire-Prevent/Inspect/Alarm Subtotal</b>		<b>303,444</b>	<b>206,287</b>	<b>262,566</b>	<b>318,665</b>	<b>—</b>	<b>318,665</b>
<b>40100000 - GF-Fire-Suppression</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	711,570	742,295	729,497	743,740	—	743,740
513040	Wages-Full Time	1,028,972	1,139,016	1,372,499	1,383,043	—	1,383,043
515110	OT-Haz Mat Training	5,072	3,106	10,815	10,815	—	10,815
515130	OT-Training	63,758	34,851	62,400	62,400	—	62,400
515200	OT-Vacation Replacement	196,333	189,448	172,600	172,600	—	172,600
515210	OT-Sick Replacement	168,195	194,183	32,950	32,950	—	32,950
515220	OT-Personal Day Replace	29,504	37,518	21,050	21,050	—	21,050
515250	OT-Multi Alarm	211,239	194,154	15,000	15,000	—	15,000



**Expenditures**

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
515260	OT-Supplemental Staffing	14,916	19,936	39,675	39,675	—	39,675
515270	OT-Call Back	4,435	5,744	5,000	9,000	4,000	9,000
515310	OT-Holiday	32,493	36,380	36,051	36,051	—	36,051
516010	Holiday	69,909	79,864	81,755	93,128	—	93,128
517010	Health Insurance	503,178	582,052	668,736	685,674	—	685,674
517020	Dental Insurance	33,988	37,759	38,273	36,619	—	36,619
517040	Social Security	36,348	38,304	35,990	37,245	58	37,245
517050	Workers Compensation	121,502	130,128	144,803	172,300	263	172,300
517130	Retirement-Fire	836,451	886,274	771,772	791,360	1,214	791,360
<b>Personnel Subtotal</b>		<b>4,067,863</b>	<b>4,351,012</b>	<b>4,238,866</b>	<b>4,342,650</b>	<b>5,535</b>	<b>4,342,650</b>
<b>Operating</b>							
524350	Training	2,651	—	—	—	—	—
527550	Supplies-Uniforms	22,404	21,763	26,020	26,020	—	26,020
527560	Supplies-Protective Clothing	11,370	49,200	88,988	38,728	—	38,728
<b>Operating Subtotal</b>		<b>36,425</b>	<b>70,963</b>	<b>115,008</b>	<b>64,748</b>	<b>—</b>	<b>64,748</b>
<b>40100000 - GF-Fire-Suppression Subtotal</b>		<b>4,104,288</b>	<b>4,421,975</b>	<b>4,353,874</b>	<b>4,407,398</b>	<b>5,535</b>	<b>4,407,398</b>
<b>40107300 - GF-Fire-Call Personnel</b>							
<b>Personnel</b>							
513070	Wages-Part Time	6,644	8,511	34,000	34,000	—	34,000
517040	Social Security	1,130	621	2,601	2,601	—	2,601
517050	Workers Compensation	854	116	1,909	769	—	769
<b>Personnel Subtotal</b>		<b>8,628</b>	<b>9,247</b>	<b>38,510</b>	<b>37,370</b>	<b>—</b>	<b>37,370</b>
<b>Operating</b>							
521140	Pension/Retirement	9,466	9,610	9,063	9,063	—	9,063
524350	Training	—	2,000	500	500	—	500
527550	Supplies-Uniforms	1,258	13	1,250	1,250	—	1,250
527560	Supplies-Protective Clothing	—	9,000	9,000	9,000	—	9,000
<b>Operating Subtotal</b>		<b>10,723</b>	<b>20,623</b>	<b>19,813</b>	<b>19,813</b>	<b>—</b>	<b>19,813</b>
<b>40107300 - GF-Fire-Call Personnel Subtotal</b>		<b>19,351</b>	<b>29,870</b>	<b>58,323</b>	<b>57,183</b>	<b>—</b>	<b>57,183</b>
<b>40200000 - GF-Fire-Ambulance</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	308,717	342,916	363,994	372,054	—	372,054
513040	Wages-Full Time	612,217	639,608	806,025	814,389	—	813,004
515010	OT-Regular	(75,135)	2,827	—	—	—	—
515130	OT-Training	103,248	65,478	30,000	30,000	—	30,000
515200	OT-Vacation Replacement	92,067	72,325	80,400	80,400	—	80,400
515210	OT-Sick Replacement	76,469	72,119	21,115	21,115	—	21,115

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
515220	OT-Personal Day Replace	13,554	16,087	10,764	10,764	—	10,764
515250	OT-Multi Alarm	42	1,981	—	—	—	—
515270	OT-Call Back	21,977	24,567	19,000	35,000	16,000	35,000
516010	Holiday	38,415	38,095	38,492	39,676	—	39,676
516040	Incentives-Training	12,345	11,573	10,920	8,580	—	8,580
517010	Health Insurance	290,977	357,707	371,477	382,839	—	382,839
517020	Dental Insurance	18,365	20,341	21,716	20,428	—	20,428
517030	Retirement Contributions	4,594	4,696	4,600	4,928	—	4,740
517040	Social Security	19,309	20,444	21,363	22,357	232	22,252
517050	Workers Compensation	61,094	61,799	77,514	90,558	1,053	90,556
517130	Retirement-Fire	383,753	412,431	402,509	415,550	4,856	415,550
<b>Personnel Subtotal</b>		<b>1,982,008</b>	<b>2,164,991</b>	<b>2,279,889</b>	<b>2,348,638</b>	<b>22,141</b>	<b>2,346,958</b>
<b>Operating</b>							
521010	Administrative Services	55,378	67,087	75,000	75,000	—	75,000
522060	PW Fleet Charge	42,651	55,435	60,176	61,445	—	61,445
523110	Maint-Equipment	13,218	14,668	15,050	25,050	10,000	25,050
524070	Insurance-Vehicles	1,318	1,639	1,883	2,015	—	2,015
524300	Travel	26	—	—	—	—	—
524350	Training	9,303	12,271	10,625	10,625	—	10,625
524380	Licenses & Certifications	356	4,306	3,925	3,925	—	3,925
524390	Paramedic Tuition	8,500	—	8,500	8,500	—	8,500
526050	Rental-Parking Space	1,080	1,080	1,080	1,080	—	1,080
527550	Supplies-Uniforms	8,182	10,147	11,000	11,000	14,059	11,000
527560	Supplies-Protective Clothing	2,153	499	5,300	5,300	—	5,300
527600	Supplies-Operating	1,751	1,779	250	250	—	250
527650	Supplies-Oxygen	10,916	12,340	6,000	6,000	—	6,000
527660	Supplies-Disposable Equipment	51,978	44,227	49,200	59,200	—	59,200
534090	Acq-Equipment	—	24,250	—	—	—	—
580080	Transfer-Grant Match	—	28,895	45,070	43,559	—	43,559
<b>Operating Subtotal</b>		<b>206,809</b>	<b>278,623</b>	<b>293,059</b>	<b>312,949</b>	<b>24,059</b>	<b>312,949</b>
<b>40200000 - GF-Fire-Ambulance Subtotal</b>		<b>2,188,817</b>	<b>2,443,615</b>	<b>2,572,948</b>	<b>2,661,587</b>	<b>46,200</b>	<b>2,659,907</b>
<b>Total Expenditures</b>		<b>7,861,106</b>	<b>8,133,842</b>	<b>8,573,001</b>	<b>9,016,351</b>	<b>(33,328)</b>	<b>8,927,928</b>

## Library

### Mission Statement

Keene Public Library is your place for community and learning.

### Description

This year Keene Public Library celebrates the 125th anniversary of Thayer library building donation. The Keene Public Library was organized under the general laws of the State of New Hampshire in 1857 and was relinquished to the City of Keene in 1875. However, the Library did not have a permanent home for the first 24 years. It was moved four times to various downtown locations until Edward Carrington Thayer gifted the former home of Henry Colony to the City for use as the public library. Renovations were completed in 1899 and thanks to the continued generosity of individuals and the City of Keene, the Library has had multiple expansions and renovations since. Keene Public Library is now the largest public library building in New Hampshire, measuring approximately 70,000 square feet. A birthday party is planned for April 13 which will include a timeline display, behind-the-scenes tours, games, music and literature from the turn of the 20th century.

Library services have changed dramatically since Keene Public Library was established. Libraries' newer services sometimes include a Library of Things. KPL's Library of Things collection now has 181 items. There was a dramatic increase in 2023 with the addition of outdoor recreational gear. The gear, which includes items like folding kayaks, paddleboard, tents, fishing gear, snowshoes and more, was received through donation and partnership with the Cheshire County Conservation District (CCCD) and Health Monadnock Alliance. The purpose of the project is to improve residents' health and assist those with limited incomes and limited storage in accessing the equipment needed to increase their connections with nature. This is our third Library of Things partnership with CCCD. The organization had previously helped establish, and continues to support, the Library's Seed and Garden Tool collections. The Outdoor Gear, Seed and Tool Libraries are available free of charge to all Cheshire County residents.

The Library receives support from the Friends of the Library and the Library Trustees, in addition to taxpayer funding. The Friends donated over \$69,000 in FY23 for programs, collections, equipment, equipment maintenance, museum passes, and wages for Makerspace interns. In the same year, the Trustees paid over \$44,300 for purchases towards programs, collections, equipment, staff training, and professional memberships. The Friends and the Trustees pay for 100% of library programs and 7% of the library's total operating budget.

A cadre of volunteers also aid the Library. Collectively they provide about 30 hours per week in assistance, primarily at the Atrium service desk.

A strategic plan was adopted for FY2024-2029. The Library's focus for the next five years includes providing a commons environment to help address people's need to meet and interact in the community and participate in public discourse about community issues; providing community referrals to address the need for information related to services provided by community agencies and organizations; helping residents gain cultural awareness of their own heritage and the cultural heritage of others; and helping residents achieve lifelong learning through self-directed personal growth and development opportunities.

Keene Public Library makes information freely available to Keene residents through services and programs for all ages, abilities, and socioeconomic standing. Materials are offered in a variety of formats, including online. A wide range of entertaining educational programs for all ages, in-person and virtually, is presented through collaborations with schools and community organizations. The Library is a designated Family Place Library, providing specific programming for families and their young children, and a Maker Corps Library where patrons learn through experimentation.

## Primary Services

	Align with CMP
Provide an excellent collection including classic and high-demand materials in print, audio, video, and electronic formats for people of all ages, abilities and backgrounds.	Education
Assist patrons of all ages with information research, reader advisory and technology services both in-house and remotely through the library website, public access computers, and community meeting space.	Education
Introduce concepts and deepen knowledge of residents through activities and programs that encourage life-long learning and digital literacy at all levels and ages throughout the community.	Education

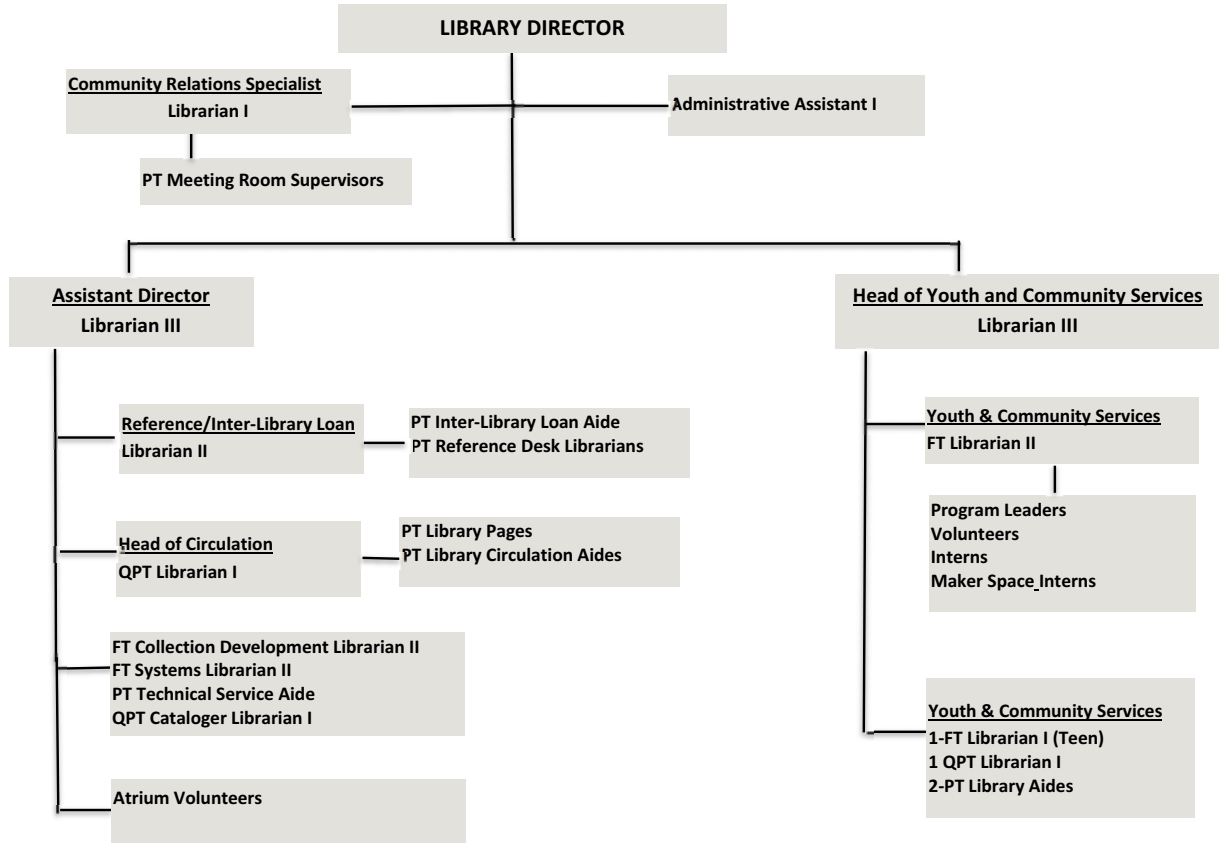
## Objectives

	Statute	CMP	CC Goal
Fund 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 while increasing the availability of digital services & collections.	202A	Education	1, 2, 8
Provide and promote use of digital collections and services with remote access as appropriate.		Education	2, 8
Provide a comprehensive series of high-quality library programs that support and empower adults and children to their highest potential and promote community involvement.		Education	2, 8
Provide meeting spaces for community use.		Education	2, 3, 8
Staff the library appropriately to support safety, quality services and appropriate management and use of facilities.	202A	Historic & Cultural	1, 2, 8
Work with staff from Mason Library at Keene State College, to maintain and improve partnerships that benefit the community.		Education	1, 2, 3, 8
Provide public access, assistance and training on computers, internet and evolving technologies.		Education	2, 3, 8
Ensure high quality services through staff training and support.	202A	Education	1, 2, 8
Review Library policies and procedures regularly; revise as necessary to ensure good management.		Education	1, 2, 8

## Metrics

	2023	2024	2025
Circulation, including downloadable books	181,630	186,213	196,000
Circulation of downloadable books	37,222	42,244	45,000
Databases searches and library website page views	29,526/ 142,966	36,499/ 164,899	39,000/ 175,000
Library programs for adults and children and number of people attending	825/6,314	546/10,705	575/12,000
Number of times City/community groups held events in the Library	356	512	550
Number of people attending City/community programs	3,025	7,337	7,700
Number of library card holders (does not include KSC community of approx. 6,000)	13,528	14,006	14,750
Use of library public access computers	5,664	7,595	7,900
Number of reference questions answered in-house	28,392	22,074	25,000

## Current Personnel Resources



**Revenues**

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>55023503 - GF-Library-Charges For Services</b>						
441090 Direct Reimbursement	184	—	—	—	—	—
442010 Charges-Rental Library	335	1,815	1,000	1,800	—	1,800
444010 Charges-Library Non Resident	15,705	18,800	19,000	20,500	—	20,500
<b>55023503 - GF-Library-Charges For Services Subtotal</b>	<b>16,224</b>	<b>20,615</b>	<b>20,000</b>	<b>22,300</b>	<b>—</b>	<b>22,300</b>
<b>55024505 - GF-Library-Miscellaneous</b>						
461130 Public Printer Copier Fee	4,353	7,559	6,500	6,600	—	6,600
464070 Trust-Library	470	—	3,500	3,500	—	3,500
<b>55024505 - GF-Library-Miscellaneous Subtotal</b>	<b>4,823</b>	<b>7,559</b>	<b>10,000</b>	<b>10,100</b>	<b>—</b>	<b>10,100</b>
<b>55027504 - GF-Library-Fines Forfeits</b>						
451060 Fines-Library Overdue	8,495	9,064	8,000	9,000	—	9,000
453040 Lost Library Materials	2,208	3,241	2,500	3,000	—	3,000
<b>55027504 - GF-Library-Fines Forfeits Subtotal</b>	<b>10,703</b>	<b>12,305</b>	<b>10,500</b>	<b>12,000</b>	<b>—</b>	<b>12,000</b>
<b>Total Revenues</b>	<b>31,749</b>	<b>40,479</b>	<b>40,500</b>	<b>44,400</b>	<b>—</b>	<b>44,400</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>55000000 - GF-Library</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	109,430	117,998	120,510	129,730	—	129,730
513030 Wages-Supervisory	218,034	249,760	168,963	165,755	—	165,755
513040 Wages-Full Time	246,206	357,789	457,626	491,766	(1)	491,765
513070 Wages-Part Time	459,388	333,524	309,654	319,681	—	319,681
513080 Wages-Hourly	—	7,708	13,600	13,600	—	13,600
514010 Wages-Temporary	—	6,569	—	—	—	—
517010 Health Insurance	139,444	140,063	228,462	243,334	—	243,334
517020 Dental Insurance	7,974	7,872	11,132	10,863	—	10,863
517030 Retirement Contributions	80,658	83,078	101,081	106,521	—	106,521
517040 Social Security	76,662	79,690	79,755	83,695	—	83,695
517050 Workers Compensation	1,486	1,140	1,932	5,402	—	5,402
<b>Personnel Subtotal</b>	<b>1,339,281</b>	<b>1,385,191</b>	<b>1,492,715</b>	<b>1,570,347</b>	<b>(1)</b>	<b>1,570,346</b>
<b>Operating</b>						
522050 PC Replacement Charge	13,304	14,484	15,770	16,230	—	16,230
523010 Maint-Office Equipment	3,175	1,082	—	—	—	—
523050 MF Printer Lease/Copies/Maint	—	4,518	3,344	5,000	—	5,000
523130 Maint-General	1,993	1,126	2,000	2,500	—	2,500
524350 Training	1,252	3,749	3,500	3,800	—	3,800
524360 Meetings & Dues	670	715	600	650	—	650
524980 Trust-Income Use	600	—	3,500	3,500	—	3,500
525100 Communications & Phone	3,711	4,232	4,100	4,400	—	4,400
527010 Supplies-Office	7,162	7,302	7,000	7,500	—	7,500
527030 Lost Material Replacement	3,334	3,476	3,500	3,600	—	3,600
527040 Supplies-Book Mending	3,131	2,844	2,900	3,200	—	3,200
527090 Supplies-Program	—	136	—	—	—	—
527100 Postage	531	1,227	1,400	1,400	—	1,400
527130 Supplies-Pub Printer & Copier	8,514	6,555	6,680	6,700	—	6,700
527150 Books & Collections	164,541	166,467	166,000	155,000	3,650	155,000
527340 Equipt-Minor	1,722	3,203	3,200	3,500	—	3,500
527380 Furniture	—	(49)	—	—	—	—
527440 Equipt-Computer Minor	1,242	87	—	—	—	—
527610 Supplies-Software	—	—	—	13,800	—	13,800
<b>Operating Subtotal</b>	<b>214,881</b>	<b>221,154</b>	<b>223,494</b>	<b>230,780</b>	<b>3,650</b>	<b>230,780</b>
<b>55000000 - GF-Library Subtotal</b>	<b>1,554,163</b>	<b>1,606,345</b>	<b>1,716,209</b>	<b>1,801,127</b>	<b>3,649</b>	<b>1,801,126</b>
<b>Total Expenditures</b>	<b>1,554,163</b>	<b>1,606,345</b>	<b>1,716,209</b>	<b>1,801,127</b>	<b>3,649</b>	<b>1,801,126</b>

## Parks, Recreation & Facilities

### Mission Statement

#### Parks, Recreation, and Cemeteries

To provide the citizens of Keene with a quality community and amenities including a park and cemetery system, balanced environmental stewardship and diverse programming to inspire and support active lifestyles for all ages.

#### Facilities

To provide the community and City employees with clean, safe, and efficiently managed municipal buildings.

#### Youth Services

Reduce the impact of adolescent problem behaviors on the community and empower youth to make responsible decisions while holding them accountable for their actions. Create positive opportunities for youth while strengthening community participation in youth and family concerns.

### Description

#### Parks, Recreation, and Cemeteries

In the fall of 2023, Patricia T. Russell Park opened to the public and the project delivered on the effort to improve the quality of life on the east side of the city. The vision to create such a destination was a result of the Active and Passive Recreation Management Plan to create a long-term strategic plan for each park. As a result, the City was able to leverage Land and Water Conservations Funds (LWCF), a federal fifty percent grant match program. The LWCF grant funding has been instrumental in the development of all our parks in Keene, most recently Russell Park and Skate Park. The skate park will be completed along with the demolition of the Findings Building at 160 Water Street. In addition, funding has been requested for the upcoming Robin Hood Park in FY27. These capital projects have allowed the City to transform these east-side neighborhoods into places where community members can live, work, and play.

In a recent study by the National Recreation and Parks Association, nearly 3 out of 5 adults say access to local parks and recreation is very or extremely essential to their mental and physical health. The City's efforts to continuously improve its parks and trails are a vital component of why people choose to live here in Keene. However, during the fall 2023 semester, the Department worked with a doctoral candidate and undergraduate from UNH in a pilot program to create a living

learning lab to provide a gap analysis of the impacts of our local mountain biking. This study revealed that there is potential for an annual economic impact of over \$1.4 million on our local economy. This opportunity did not go unnoticed by local businesses, local riders, the Greater Goose Pond Stewardship Committee, and the Bicycle Pedestrian Pathways Advisory Committee. As the study indicated, almost 10,000 visitors utilize Goose Pond on a yearly basis and the City needs to be a good steward of the land by continuing the efforts placed in the Capital Improvement Program (CIP) for the Open Space and Trails Program. During the summer of 2024, the \$35,000 donation from the Keene Rotary Club will be utilized to help locals and visitors navigate their way to our downtown, helping the UNH studies become a reality.

The long-awaited dog park will open in 2024 in the former campground area of Wheelock Park. The old grounds are active again with the addition of the 9-hole disc golf course and a 1.25-acre dog park. This will complete the upgrades to Wheelock Park that were identified if the concept plan is completed in 2012. Along with many of the amenities here in Keene, these parks have been created by donations with an effort from their user groups to actively maintain them. The City is fortunate to continue this ability, and by creating the Parks Maintenance Program in the CIP, as a result, we are able to maintain the facilities at a higher level than we had in the past.

The Recreation Division continues to be a leading provider of youth activities in the greater Keene area. The Better Sports for Kids Quality program designation provided by the National Alliance for Youth Sports focuses its attention on youth sports philosophy, parent and volunteer management, and risk management. All the staff members are Certified Youth Sports Administrators, demonstrating a high level of commitment to providing excellence in our programs. In addition, this designation carries over into the standards we provide in our summer camp, aquatic program, and afterschool programs. The benefits of utilizing social media platforms continue to enhance and reach new audiences, making for an increase in annual participation.

#### Facilities

In 2023, the City received a CDBG loan for the purpose of upgrading the Brain A. Mattson Recreation Center. The project progress is meeting the requirements and bringing the building to a higher Level 2 Energy standard in the process. The project will include an updated lobby area, improved HVAC in the multipurpose room, new boilers, and an ADA-accessible ramp from the parking lot down to the park. This feature will allow more users to experience the various events and ceremonies located in Fuller Park. In addition, the HVAC upgrade will allow for air



conditioning in the multipurpose room during the warm weather months, thus providing more opportunities for year-round programming at the Recreation Center.

The Facilities Department continues to utilize its various tools to navigate the ongoing project management of all the city facilities. Cartegraph is a tool that provides a daily review of the asset management program and tracks preventative maintenance needs and the identification of problems that arise from other City departments. Utilization of these software platforms allows us to schedule long-term planning and forecast projects related to optimal scheduling.

The department is heavily focused on the Capital Improvement Program (CIP) which provides the ability to integrate large-scale projects on an ongoing basis. The program's ability to create flexibility to meet the needs of each building only after consideration of the long-range planning forecast of needs from the EMG report, current identification, and contractor availability. The coordination of working with each department to identify needs outside of the schedule is an additional key to the success of the program.

In FY25, the Clerk's office will undergo a carpet replacement, painting of the interior walls and will investigate any abatement needed during the process. In addition to the project, the Clerk's office will need to relocate during the process; this coordination will be strategically navigated in relation to the upcoming United States Presidential election cycle. The most important factor in the success of this project will be the least amount of disruption to the operations and customer experience possible. This will include working with the Communications department to provide the public with information related to timely and accessible services.

Additional projects are scheduled for FY25 as outlined in the CIP:

- City Hall Structural repairs
- Parks and Cemeteries Operations Building
- Municipal Building Roofs for the Public Works Building and Recreation Center
- City Hall Automation (HVAC) system controls

Ongoing resource allocation will be the trend for the Facilities division moving forward. As varying costs continue to rise, this seems to be the biggest obstacle moving forward. The team is used to making changes

on the fly and working with other departments to meet project goals. We will continue to prioritize not on wants but on the long-term needs and sustainability of the operations that meet the mission statement.

### Youth Services

The Youth Services Department has significantly advanced in supporting our communities' youth. Youth Services provided more support and services to youth through the Juvenile Court Diversion Program. Case numbers increased significantly showing the need for support services. Through the Juvenile Justice Transformation two years ago, Youth Services has been able to work closely with local law enforcement and the Keene District Court than ever before. The Juvenile Conference Committee worked together to ensure that all youth in Juvenile Court Diversion were given the best opportunity to succeed. Juvenile Conference Committee members volunteered in over 70 meetings that can range from 1-3 hours working with youth and families.

Youth Services programming within all public-school districts, charter schools, and private schools encompasses a variety of new services. Taking an upstream approach, Youth Services has partnered with local organizations and schools to offer prevention education for common substances seen among youth, as well as work with those who have been in possession of substances at schools. Providing alternatives to suspension programs ensures students are not missing valuable class time and limiting the outcast feeling that comes with suspension. Youth Services has offered wellness classes for all students and programs to work with at-risk students and encourage them to engage in positive opportunities and responsible decision-making. Wellness groups focus on goal setting, social emotional development, giving back to the community and building peer to peer relationships.

The Summer Youth Program continues to provide educational opportunities for youth in the Keene area, from introductory experience to employment. This program has increased its focus on specifically sought-out soft skills for employment and has created additional opportunities for youth to strengthen their skills outside of their job site.

Previous grant funding from state agencies is no longer being offered to support programming and staff training. Youth Services is continuing to look for outside funding to provide ongoing programs within our community.

## Primary Services

	Align with CMP
<b>Parks, Recreation &amp; Cemeteries</b>	
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 interment services and maintain accurate burial records.	Community Health & Wellness
<b>Facilities</b>	
Implement daily cleaning and maintenance of buildings	Infrastructure
Monitor and upgrade building systems for both safety and efficiency	Infrastructure
Assist in identifying and implementing contract repairs, routine cleaning, and maintenance of buildings when appropriate	Infrastructure
<b>Youth Services</b>	
Intervention Programs: Juvenile Court Diversion (JCC) intervention for juvenile offenders up to age 17 at the time of the offense that is an alternative to formal court proceedings. Youth Intervention Program (YIP) is a brief intervention program serving youth up to age 17 and their families to provide brief intervention services and facilitate connections to long-term supports within the community.	Safe Community
Prevention: Summer Youth Employment (SYE)-a six-week summer employment opportunity for approximately 15 Keene youth (age 14-15) who gain first-time work experience through part-time jobs with the City of Keene. A leadership program (age 16-17) for returning SYP youth to engage in workforce development.	Safe Community
Collaboration: Engage community in the identification of community risk factors, protective factors, 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

## Objectives

	Statute	CMP	CC Goal
<b>Parks, Recreation &amp; Cemeteries</b>			
Continue to follow recommendations in the Master Plan toward increasing our level of service	N/A	Leadership	1, 2, 4, 5, 7, 8
Continue to collaborate and increase program opportunities focused on health and wellness	N/A	Community Health & Wellness	2
Continue to grow the after school program by encouraging healthy lifestyles	N/A	Community Health & Wellness	2
Enhance community services through expansion of outreach and sponsorship initiatives	N/A	Community Health & Wellness	1
Continue to maintain and promote the multi-use trail system to increase usage	N/A	Open Space/Greenway Connect	2
Implement a Comprehensive Maintenance Management System for operations efficiency	N/A	Infrastructure	4
Continue the development of a turf management program in the parks and cemeteries	N/A	Open Space/Greenway Connect	4
Develop new and expand existing City inter-department programs	N/A	Leadership	5
<b>Facilities</b>			
Review and monitor the use of contracted services	N/A	Infrastructure	1
Collaborate the use of contracted supplies and services with other governmental agencies	N/A	Infrastructure	1
Utilize a Comprehensive Maintenance Management System for operations efficiency	N/A	Infrastructure	4
Evaluate opportunities to expand on energy conservation systems	N/A	Infrastructure	7

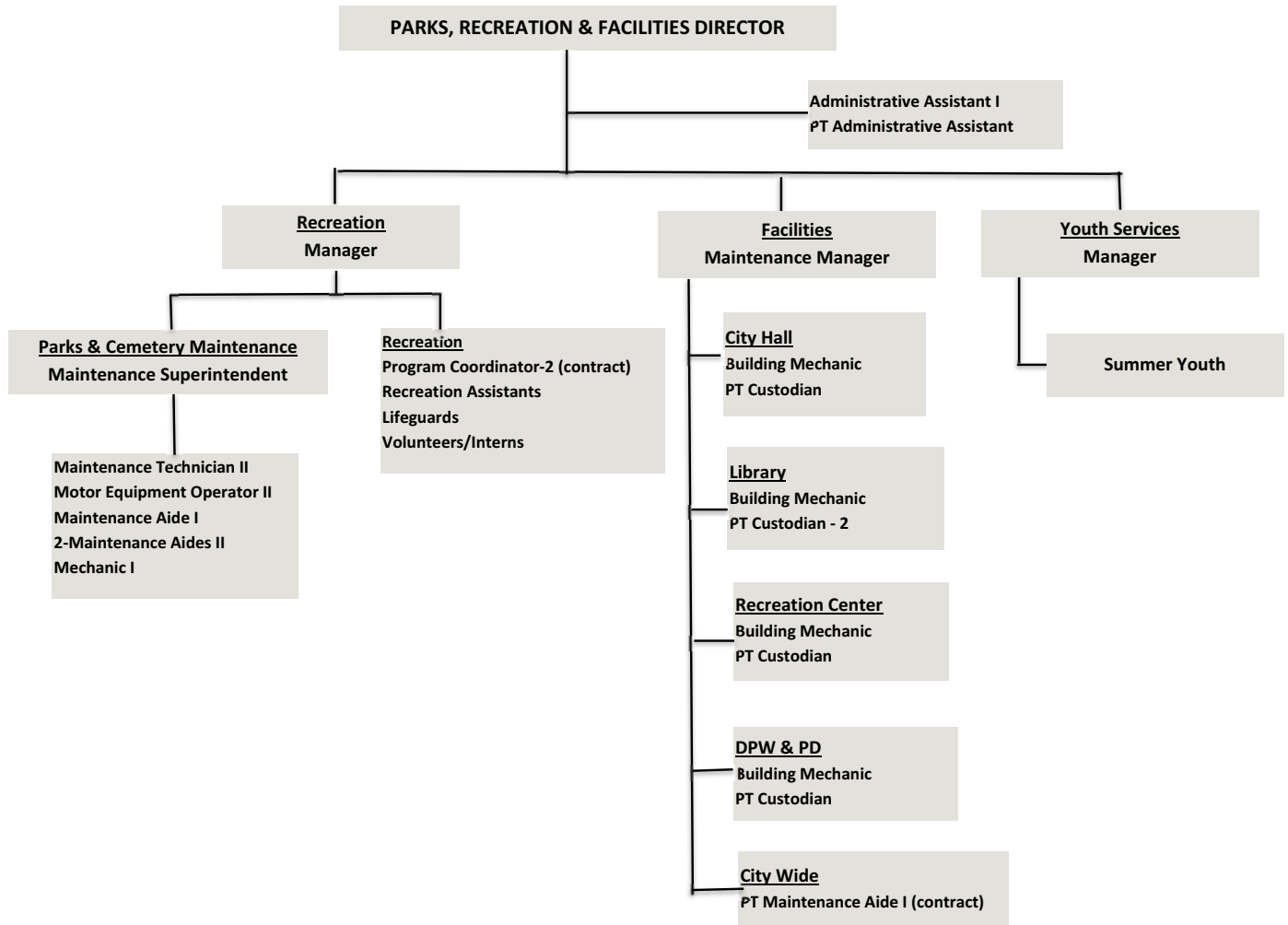
## Objectives

	Statute	CMP	CC Goal
<b>Youth Services</b>			
Continue early intervention programs that divert youth from the court system.	NH RSA169	Safe Community	2
Maintain program completion rates, as well as, recidivism rates: youth who do not re-offend for one year from program completion.		Safe Community	2
Maintain prevention efforts, teen activities, and Summer Youth Employment programs that focus on positive youth development, education, and quality services to families.		Safe Community	2
Provide caregiver and community education through social media as well as other engagement opportunities with a focus on prevention, education, and community resources.		Safe Community	7
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	2, 7

## Metrics

	2023	2024	2025
<b>Parks, Recreation &amp; Cemeteries</b>			
Youth Recreational Programs: sports, summer playground program, swim lessons, archery	2,229	2,233	2,233
Adult Recreational Programs: sports - basketball, soccer, kickball, pickleball, corn hole, archery	402	382	400
Active Senior Programs: walking, Zumba gold, pickleball, chair yoga, senior shape up	263	280	280
Recreation Memberships: youth, adult, senior, pools	525	565	585
Other Recreation Programs Served	700	700	700
Recreation Facility Rentals	2,389	2,804	3,000
Recreation Community Events: International Festival, concerts, Friday Fun Nights, Peanut Carnival	2,445	2,445	2,445
Cemetery Single Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED	199	159	129
Cemetery Lot Sales	40	30	40
Cemetery Burials	80	80	80
Cartegraph Maintenance Entered Tasks	1,417	2,000	2,200
Cartegraph Maintenance Completed Tasks	1,415	2,000	2,200
<b>Facilities</b>			
City staff conforms to adopted custodial Standard Operating Procedures	100%	100%	100%
Contract cleaning service conforms to basic custodial Standard Operating Procedures	100%	100%	100%
Conforms with adopted preventative maintenance Standard Operating Procedures	100%	100%	100%
Cartegraph Maintenance Entered Tasks	1,067	1,500	1,500
Cartegraph Maintenance Completed Tasks	1,067	1,500	1,500
<b>Youth Services</b>			
The number of youth/families served in JCC Court Diversion Program	37	61	50
The percentage of youth that successfully complete the Juvenile Court Diversion Program	85%	85%	85%
The number of community service hours completed by program participants	200	200	200
The number of families assisted through the Youth Intervention Program	17	10	15
The number of youth employed by the City for Summer Youth Program	8	10	10
The total number of hours youth worked in the Summer Youth Program	800	1,000	1,000

## Current Personnel Resources



## Revenues

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>65023503 - GF-P&amp;R-Parks-Charges For Services</b>						
441090 Direct Reimbursement	5,490	7,200	8,500	8,500	—	8,500
442030 Charges-Rental Rec Center	20,537	18,610	16,300	16,300	—	16,300
443010 Charges-Campgrounds	200	—	—	—	—	—
443020 Charges-Ball Fields	18,944	16,450	15,500	15,500	—	15,500
443040 Charges-Pools	16,801	16,678	21,500	21,500	—	21,500
<b>65023503 - GF-P&amp;R-Parks-Charges For Services Subtotal</b>	<b>61,972</b>	<b>58,937</b>	<b>61,800</b>	<b>61,800</b>	<b>—</b>	<b>61,800</b>
<b>65024505 - GF-P&amp;R-Miscellaneous</b>						
461030 Interest Accts Receivable	45	—	—	—	—	—
464010 Trust-Cemetery	57,494	55,245	66,635	106,252	—	106,252
464060 Trust-Flower Fund	49	2,440	2,934	4,648	—	4,648
464080 Trust-Parks & Rec	2,492	2,385	2,868	4,545	—	4,545
464100 Trust-Sumner Knight Chpl	2,520	4,619	3,710	3,710	—	3,710
<b>65024505 - GF-P&amp;R-Miscellaneous Subtotal</b>	<b>62,601</b>	<b>64,689</b>	<b>76,147</b>	<b>119,155</b>	<b>—</b>	<b>119,155</b>
<b>65123503 - GF-Recreation-Charges For Services</b>						
441110 Charges-Programs	106,910	110,093	121,500	132,352	23,990	132,352
441120 Charges-Equipment	300	1,152	1,000	1,500	—	1,500
<b>65123503 - GF-Recreation-Charges For Services Subtotal</b>	<b>107,210</b>	<b>111,245</b>	<b>122,500</b>	<b>133,852</b>	<b>23,990</b>	<b>133,852</b>
<b>65223503 - GF-Cem-Charges For Services</b>						
441090 Direct Reimbursement	—	150	—	—	—	—
441220 Charges-Internments	46,520	47,005	38,000	38,000	—	38,000
441310 Charges-Repairs	—	125	—	—	—	—
442050 Charges-Rental Sumner Knight	214	169	—	—	—	—
<b>65223503 - GF-Cem-Charges For Services Subtotal</b>	<b>46,734</b>	<b>47,449</b>	<b>38,000</b>	<b>38,000</b>	<b>—</b>	<b>38,000</b>
<b>65323503 - GF-Facility-Charges For Services</b>						
441090 Direct Reimbursement	22,472	25,736	2,000	2,000	—	2,000
<b>65323503 - GF-Facility-Charges For Services Subtotal</b>	<b>22,472</b>	<b>25,736</b>	<b>2,000</b>	<b>2,000</b>	<b>—</b>	<b>2,000</b>
<b>65324505 - GF-Facility-Miscellaneous</b>						
463170 Rent-350 Marlboro	236,747	242,903	253,590	259,276	—	259,276
<b>65324505 - GF-Facility-Miscellaneous Subtotal</b>	<b>236,747</b>	<b>242,903</b>	<b>253,590</b>	<b>259,276</b>	<b>—</b>	<b>259,276</b>
<b>65422502 - GF-Yth Services-Intergovernmental</b>						
433050 County-JCC & YIP	23,100	23,100	23,100	51,180	28,080	51,180
<b>65422502 - GF-Yth Services-Intergovernmental Subtotal</b>	<b>23,100</b>	<b>23,100</b>	<b>23,100</b>	<b>51,180</b>	<b>28,080</b>	<b>51,180</b>
<b>Total Revenues</b>	<b>560,836</b>	<b>574,059</b>	<b>577,137</b>	<b>665,263</b>	<b>52,070</b>	<b>665,263</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>65000000 - GF-Parks &amp; Rec-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	120,334	122,726	125,933	113,683	—	113,683
513040 Wages-Full Time	51,505	54,184	54,171	50,776	—	50,776
513070 Wages-Part Time	16,180	12,227	23,430	24,640	—	24,640
517010 Health Insurance	51,121	58,930	59,313	37,786	—	37,786
517020 Dental Insurance	3,469	3,497	3,332	1,062	—	1,062
517030 Retirement Contributions	24,161	24,856	24,368	22,252	—	22,252
517040 Social Security	13,261	13,694	15,132	14,153	—	14,153
517050 Workers Compensation	2,691	2,496	4,367	1,912	—	1,912
<b>Personnel Subtotal</b>	<b>282,721</b>	<b>292,610</b>	<b>310,046</b>	<b>266,264</b>	<b>—</b>	<b>266,264</b>
<b>Operating</b>						
522050 PC Replacement Charge	4,709	5,251	5,679	6,390	—	6,390
522060 PW Fleet Charge	231,167	230,290	230,919	238,627	—	238,627
523010 Maint-Office Equipment	4,544	30	—	—	—	—
523050 MF Printer Lease/Copies/Maint	349	3,922	2,556	5,000	—	5,000
524350 Training	218	30	200	200	—	200
524360 Meetings & Dues	781	3,930	2,500	2,500	—	2,500
524980 Trust-Income Use	1,527	4,563	2,868	4,545	—	4,545
525100 Communications & Phone	10,715	10,015	8,303	8,303	—	8,303
527010 Supplies-Office	1,443	1,305	1,500	1,500	—	1,500
527100 Postage	171	581	350	350	—	350
527610 Supplies-Software	1,254	358	240	240	—	240
<b>Operating Subtotal</b>	<b>256,877</b>	<b>260,275</b>	<b>255,115</b>	<b>267,655</b>	<b>—</b>	<b>267,655</b>
<b>65000000 - GF-Parks &amp; Rec-Administration Subtotal</b>	<b>539,598</b>	<b>552,885</b>	<b>565,161</b>	<b>533,919</b>	<b>—</b>	<b>533,919</b>
<b>65013000 - GF-P&amp;R-Parks-Maint &amp; Develop</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	40,545	41,466	42,371	78,833	—	78,833
513040 Wages-Full Time	167,695	193,116	225,969	240,549	—	240,549
513080 Wages-Hourly	38,665	53,202	63,391	81,945	—	63,391
515010 OT-Regular	8,903	12,231	12,000	12,000	—	12,000
517010 Health Insurance	80,602	98,443	145,191	102,761	—	102,761
517020 Dental Insurance	4,965	6,203	8,094	6,606	—	6,606
517030 Retirement Contributions	30,508	34,563	46,507	42,741	—	42,741
517040 Social Security	19,042	21,993	25,140	30,771	—	29,352
517050 Workers Compensation	6,093	6,263	7,375	9,198	—	8,779
<b>Personnel Subtotal</b>	<b>397,018</b>	<b>467,480</b>	<b>576,038</b>	<b>605,404</b>	<b>—</b>	<b>585,012</b>

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>Operating</b>							
521200	Laboratory Services	278	222	500	500	—	500
521759	Other Services	20,191	31,077	18,300	18,300	—	18,300
522090	Rubbish Pick-Up	—	—	100	—	—	—
523400	Maint-Grounds	6,612	4,088	4,000	4,000	—	4,000
523410	Maint-Playground	4,701	8,384	5,000	5,000	—	5,000
523420	Maint-Skate Park	783	356	1,000	1,000	—	1,000
523430	Maint-Signage	3,230	1,245	2,000	2,000	—	2,000
523440	Maint-Trail	3,954	2,083	2,000	2,000	—	2,000
523500	Maint-Building	2,858	2,496	4,000	4,000	—	4,000
523720	Maint-Tree & Forestry	9,203	2,646	4,500	10,000	5,500	10,000
524360	Meetings & Dues	1,197	230	1,300	2,600	—	2,600
525010	Water	2,875	3,934	5,193	5,193	—	5,193
525030	Electricity	25,461	25,862	31,275	31,275	—	31,275
525040	Heating Fuel	3,682	3,092	2,668	2,668	—	2,668
526070	Rental- Vehicles	6,300	5,226	7,000	7,000	—	7,000
527330	Tools	1,042	796	800	800	—	800
527350	Supplies-Building Maint	1,704	2,289	2,800	2,800	—	2,800
527360	Supplies-Grounds Maint	43,516	32,035	37,885	38,885	—	38,885
527400	Supplies-Other Maint	—	—	1,000	—	—	—
527550	Supplies-Uniforms	1,500	887	1,500	3,000	—	3,000
527560	Supplies-Protective Clothing	1,488	1,666	1,500	2,000	—	2,000
527600	Supplies-Operating	4,174	2,921	3,500	3,500	—	3,500
<b>Operating Subtotal</b>		<b>144,748</b>	<b>131,535</b>	<b>137,821</b>	<b>146,521</b>	<b>5,500</b>	<b>146,521</b>
<b>65013000 - GF-P&amp;R-Parks-Maint &amp; Develop Subtotal</b>		<b>541,766</b>	<b>599,015</b>	<b>713,859</b>	<b>751,925</b>	<b>5,500</b>	<b>731,533</b>
<b>65013100 - GF-P&amp;R-Parks-Pools</b>							
<b>Personnel</b>							
513080	Wages-Hourly	46,306	75,131	75,273	75,273	—	75,273
515010	OT-Regular	2,359	3,891	2,000	2,000	—	2,000
517040	Social Security	3,723	6,058	5,911	5,912	—	5,912
517050	Workers Compensation	1,023	1,443	1,658	1,747	—	1,747
<b>Personnel Subtotal</b>		<b>53,411</b>	<b>86,523</b>	<b>84,842</b>	<b>84,932</b>	<b>—</b>	<b>84,932</b>
<b>Operating</b>							
524350	Training	1,764	(640)	3,200	3,200	—	3,200
525010	Water	5,854	3,213	9,140	9,140	—	9,140
525030	Electricity	5,620	6,778	5,000	5,750	—	5,750
525100	Communications & Phone	470	—	473	473	—	473

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527340	Equipt-Minor	4,360	58	200	200	—	200
527350	Supplies-Building Maint	5,733	2,482	300	300	—	300
527400	Supplies-Other Maint	4,236	2,215	300	300	—	300
527640	Supplies-Chemicals	4,266	12,662	5,600	7,600	2,000	7,600
<b>Operating Subtotal</b>		<b>32,302</b>	<b>26,768</b>	<b>24,213</b>	<b>26,963</b>	<b>2,000</b>	<b>26,963</b>
<b>65013100 - GF-P&amp;R-Parks-Pools Subtotal</b>		<b>85,714</b>	<b>113,290</b>	<b>109,055</b>	<b>111,895</b>	<b>2,000</b>	<b>111,895</b>
<b>65100000 - GF-Recreation-Programs</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	70,956	80,941	81,092	87,297	—	87,297
513040	Wages-Full Time	—	—	—	46,689	46,689	46,689
513080	Wages-Hourly	123,350	130,928	169,245	122,556	(46,689)	122,556
515010	OT-Regular	2,716	2,225	3,000	3,000	—	3,000
517010	Health Insurance	19,408	19,807	22,204	45,580	10,766	45,580
517020	Dental Insurance	989	1,024	953	2,114	443	2,114
517030	Retirement Contributions	9,976	10,207	34,276	18,129	6,317	18,129
517040	Social Security	14,970	16,457	18,663	19,632	562	19,632
517050	Workers Compensation	3,298	3,859	5,436	4,290	(992)	4,290
<b>Personnel Subtotal</b>		<b>245,664</b>	<b>265,449</b>	<b>334,869</b>	<b>349,287</b>	<b>17,096</b>	<b>349,287</b>
<b>Operating</b>							
521150	Artists & Performers	6,516	7,268	11,800	12,800	1,000	12,800
521420	OA-Transporting	2,175	2,732	4,250	4,250	—	4,250
524160	Printing	533	1,172	1,000	1,000	—	1,000
524250	Advertising	389	935	1,000	1,000	—	1,000
524300	Travel	—	—	300	300	—	300
524350	Training	3,404	6,490	1,200	1,200	—	1,200
524360	Meetings & Dues	460	1,512	2,200	2,700	—	2,700
524450	Photography & Processing	814	72	200	200	—	200
524511	First Aid & Medical Services	2,101	579	800	800	—	800
527550	Supplies-Uniforms	1,316	1,703	1,500	1,500	—	1,500
527750	Supplies-Playground Material	5,569	4,611	4,000	4,000	—	4,000
527780	Supplies-Athletic	7,001	5,396	5,500	5,500	—	5,500
527790	Supplies-Game Room	912	1,093	1,000	1,000	—	1,000
527800	Supplies-Arts & Crafts	655	1,008	1,000	1,000	—	1,000
527840	Supplies-Catch Program	1,020	1,073	1,000	1,000	—	1,000
<b>Operating Subtotal</b>		<b>32,864</b>	<b>35,643</b>	<b>36,750</b>	<b>38,250</b>	<b>1,000</b>	<b>38,250</b>
<b>65100000 - GF-Recreation-Programs Subtotal</b>		<b>278,528</b>	<b>301,092</b>	<b>371,619</b>	<b>387,537</b>	<b>18,096</b>	<b>387,537</b>



## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>65215000 - GF-Cemetery-Maint &amp; Op</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	40,544	41,291	42,371	—	—	—
513040 Wages-Full Time	102,145	110,060	106,392	104,243	—	104,243
513080 Wages-Hourly	436	—	—	—	—	—
515010 OT-Regular	5,380	3,180	4,000	4,000	—	4,000
517010 Health Insurance	61,864	62,985	68,213	67,160	—	67,160
517020 Dental Insurance	3,961	4,007	3,808	3,342	—	3,342
517030 Retirement Contributions	20,819	21,712	20,669	14,647	—	14,647
517040 Social Security	10,662	11,030	10,958	7,658	—	7,658
517050 Workers Compensation	3,182	3,195	3,278	2,620	—	2,620
<b>Personnel Subtotal</b>	<b>248,993</b>	<b>257,460</b>	<b>259,689</b>	<b>203,670</b>	<b>—</b>	<b>203,670</b>
<b>Operating</b>						
523110 Maint-Equipment	843	286	3,000	3,000	—	3,000
523400 Maint-Grounds	17,996	12,598	18,564	18,564	—	18,564
523500 Maint-Building	1,604	90	200	200	—	200
523720 Maint-Tree & Forestry	36	1,900	5,000	5,000	—	5,000
524350 Training	500	—	50	100	—	100
524360 Meetings & Dues	180	230	300	300	—	300
525010 Water	796	985	700	1,400	—	1,400
525030 Electricity	1,092	3,907	1,840	2,325	—	2,325
525040 Heating Fuel	1,206	3,356	3,254	3,754	—	3,754
527340 Equipt-Minor	233	157	500	500	—	500
527550 Supplies-Uniforms	585	—	600	1,200	—	1,200
<b>Operating Subtotal</b>	<b>25,071</b>	<b>23,508</b>	<b>34,008</b>	<b>36,343</b>	<b>—</b>	<b>36,343</b>
<b>65215000 - GF-Cemetery-Maint &amp; Op Subtotal</b>	<b>274,064</b>	<b>280,969</b>	<b>293,697</b>	<b>240,013</b>	<b>—</b>	<b>240,013</b>
<b>65215300 - GF-Cemetery-Sumner Knight</b>						
<b>Operating</b>						
525030 Electricity	242	893	307	307	—	307
525040 Heating Fuel	4,849	3,874	3,450	3,450	—	3,450
527350 Supplies-Building Maint	36	206	—	2,500	2,500	2,500
<b>Operating Subtotal</b>	<b>5,127</b>	<b>4,974</b>	<b>3,757</b>	<b>6,257</b>	<b>2,500</b>	<b>6,257</b>
<b>65215300 - GF-Cemetery-Sumner Knight Subtotal</b>	<b>5,127</b>	<b>4,974</b>	<b>3,757</b>	<b>6,257</b>	<b>2,500</b>	<b>6,257</b>
<b>65316000 - GF-Facility-City Hall</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	—	1,653	88,554	91,226	—	91,226
513040 Wages-Full Time	114,878	137,839	54,267	55,889	—	55,889

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
513070	Wages-Part Time	60,167	63,673	42,238	43,510	—	43,510
513080	Wages-Hourly	—	358	23,566	24,273	—	24,273
515010	OT-Regular	86	—	1,500	1,500	—	1,500
517010	Health Insurance	34,596	28,822	68,601	46,142	—	46,142
517020	Dental Insurance	2,293	3,477	3,590	1,936	—	1,936
517030	Retirement Contributions	16,087	20,006	22,714	20,108	—	20,108
517040	Social Security	12,928	15,193	15,364	16,108	—	16,108
517050	Workers Compensation	3,118	2,343	5,498	3,471	—	3,471
<b>Personnel Subtotal</b>		<b>244,153</b>	<b>273,364</b>	<b>325,892</b>	<b>304,163</b>	<b>—</b>	<b>304,163</b>
<b>Operating</b>							
521020	Professional Services	610	—	—	—	—	—
521030	Technical Services	—	—	500	500	—	500
522010	Janitorial	2,082	389	2,000	2,000	—	2,000
522080	Taxes	9,229	9,299	22,000	13,000	—	13,000
522090	Rubbish Pick-Up	4,709	5,913	3,500	6,020	—	6,020
523110	Maint-Equipment	7,748	8,602	14,137	14,137	—	14,137
523170	Repair-Equipment	7,268	14,521	5,000	5,000	—	5,000
523180	Repair-Building	9,176	8,971	10,000	10,000	—	10,000
523450	Maint-Camera System	5,501	535	3,500	3,500	—	3,500
523500	Maint-Building	23,242	17,045	15,000	15,000	—	15,000
523750	Permits	240	353	250	170	—	170
524300	Travel	—	—	244	244	—	244
524350	Training	157	150	2,500	1,000	—	1,000
525010	Water	5,608	5,724	4,500	5,724	—	5,724
525020	Sewer	7,898	7,697	7,500	7,697	—	7,697
525030	Electricity	45,709	55,992	44,275	55,992	10,159	55,992
525040	Heating Fuel	21,096	29,910	24,725	29,909	—	29,909
525100	Communications & Phone	1,339	1,780	1,975	2,460	—	2,460
527010	Supplies-Office	1,183	334	200	200	—	200
527330	Tools	611	403	500	300	—	300
527340	Equipt-Minor	200	724	500	500	—	500
527350	Supplies-Building Maint	4,403	6,156	1,000	1,000	—	1,000
527360	Supplies-Grounds Maint	893	770	1,388	1,000	—	1,000
527370	Supplies-Janitorial	9,493	3,589	3,680	3,680	—	3,680
527550	Supplies-Uniforms	326	429	380	380	—	380

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
542060	Minor Improvements	3,985	—	—	—	—	—
<b>Operating Subtotal</b>		<b>172,704</b>	<b>179,287</b>	<b>169,254</b>	<b>179,413</b>	<b>10,159</b>	<b>179,413</b>
<b>65316000 - GF-Facility-City Hall Subtotal</b>		<b>416,857</b>	<b>452,651</b>	<b>495,146</b>	<b>483,576</b>	<b>10,159</b>	<b>483,576</b>
<b>65316100 - GF-Facility-Tran Ctr</b>							
<b>Operating</b>							
522080	Taxes	7,740	8,313	10,000	10,000	—	10,000
523110	Maint-Equipment	1,737	4,200	500	500	—	500
523170	Repair-Equipment	834	—	1,200	1,200	—	1,200
523180	Repair-Building	—	4,100	2,000	2,000	—	2,000
523500	Maint-Building	—	50	1,500	7,000	—	7,000
525010	Water	1,670	1,517	2,000	2,000	—	2,000
525020	Sewer	2,583	2,136	4,000	3,500	—	3,500
525030	Electricity	5,078	6,820	16,787	7,500	—	7,500
525040	Heating Fuel	42	92	—	—	—	—
527350	Supplies-Building Maint	—	—	500	500	—	500
527370	Supplies-Janitorial	360	—	250	250	—	250
542060	Minor Improvements	9,670	—	—	—	—	—
<b>Operating Subtotal</b>		<b>29,714</b>	<b>27,229</b>	<b>38,737</b>	<b>34,450</b>	<b>—</b>	<b>34,450</b>
<b>65316100 - GF-Facility-Tran Ctr Subtotal</b>		<b>29,714</b>	<b>27,229</b>	<b>38,737</b>	<b>34,450</b>	<b>—</b>	<b>34,450</b>
<b>65316200 - GF-Facility-Library</b>							
<b>Personnel</b>							
513040	Wages-Full Time	59,770	52,480	54,267	55,889	—	55,889
513070	Wages-Part Time	55,977	57,793	63,155	65,055	—	65,055
515010	OT-Regular	1,438	(54)	2,000	2,000	—	2,000
517010	Health Insurance	5,146	26,720	2,256	44,908	—	44,908
517020	Dental Insurance	2,049	1,726	1,666	1,936	—	1,936
517030	Retirement Contributions	8,404	7,387	7,613	7,833	—	7,833
517040	Social Security	9,058	7,665	9,135	8,874	—	8,874
517050	Workers Compensation	3,087	3,799	3,125	2,377	—	2,377
<b>Personnel Subtotal</b>		<b>144,928</b>	<b>157,517</b>	<b>143,217</b>	<b>188,872</b>	<b>—</b>	<b>188,872</b>
<b>Operating</b>							
521020	Professional Services	—	—	36,000	—	—	—
521030	Technical Services	—	—	12,500	—	—	—
522010	Janitorial	—	169	4,022	1,500	—	1,500
522080	Taxes	139,734	138,617	150,626	155,771	—	155,771
522090	Rubbish Pick-Up	1,619	1,972	2,500	4,471	—	4,471
523110	Maint-Equipment	9,835	11,250	20,928	20,928	—	20,928

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
523170	Repair-Equipment	10,605	30,276	4,000	8,500	—	8,500
523180	Repair-Building	5,047	2,512	3,000	3,000	—	3,000
523450	Maint-Camera System	—	—	1,750	10,750	—	10,750
523500	Maint-Building	11,965	14,050	6,000	6,348	—	6,348
523750	Permits	170	758	300	300	—	300
524350	Training	719	—	1,500	750	—	750
525010	Water	1,191	2,068	1,800	2,067	—	2,067
525020	Sewer	2,525	3,436	3,500	3,666	—	3,666
525030	Electricity	77,225	86,197	75,000	86,197	—	86,197
525040	Heating Fuel	23,785	32,353	40,250	40,250	—	40,250
525060	Fireline & Hydrants	434	990	578	1,128	—	1,128
525100	Communications & Phone	859	815	800	444	—	444
526030	Rental-Building	220,586	220,586	220,586	220,586	—	220,586
527330	Tools	1,806	528	600	400	—	400
527340	Equipt-Minor	—	—	2,500	2,500	—	2,500
527350	Supplies-Building Maint	4,945	3,117	1,500	2,500	—	2,500
527360	Supplies-Grounds Maint	5,704	1,542	6,000	7,500	—	7,500
527370	Supplies-Janitorial	4,198	6,451	6,000	6,000	—	6,000
527550	Supplies-Uniforms	692	75	600	750	—	750
<b>Operating Subtotal</b>		<b>523,643</b>	<b>557,762</b>	<b>602,840</b>	<b>586,306</b>	<b>—</b>	<b>586,306</b>
<b>65316200 - GF-Facility-Library Subtotal</b>		<b>668,572</b>	<b>715,279</b>	<b>746,057</b>	<b>775,178</b>	<b>—</b>	<b>775,178</b>
<b>65316300 - GF-Facility-Rec Ctr</b>							
<b>Personnel</b>							
513040	Wages-Full Time	52,096	53,159	54,267	49,481	—	49,481
513070	Wages-Part Time	23,843	31,044	34,671	35,892	—	35,892
515010	OT-Regular	—	5	2,000	2,000	—	2,000
517010	Health Insurance	—	—	—	33,580	—	33,580
517020	Dental Insurance	—	5	—	1,936	—	1,936
517030	Retirement Contributions	7,409	7,469	7,613	6,966	—	6,966
517040	Social Security	5,872	6,442	6,957	6,353	—	6,353
517050	Workers Compensation	2,031	2,058	2,380	1,691	—	1,691
<b>Personnel Subtotal</b>		<b>91,251</b>	<b>100,184</b>	<b>107,888</b>	<b>137,899</b>	<b>—</b>	<b>137,899</b>
<b>Operating</b>							
521020	Professional Services	—	—	1,500	1,500	—	1,500
522010	Janitorial	—	—	992	—	—	—
522090	Rubbish Pick-Up	3,024	3,175	2,800	3,207	—	3,207
523110	Maint-Equipment	4,808	6,198	8,771	8,771	—	8,771

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
523170	Repair-Equipment	10,715	3,947	5,000	5,000	—	5,000
523180	Repair-Building	7,683	8,074	7,200	5,000	—	5,000
523500	Maint-Building	21,435	14,956	12,000	10,000	—	10,000
523750	Permits	648	658	600	600	—	600
524350	Training	—	75	800	1,200	—	1,200
524410	Meeting Expenses	—	—	—	1,306	—	1,306
525010	Water	1,255	2,207	900	2,208	—	2,208
525020	Sewer	2,503	3,509	2,200	4,085	—	4,085
525030	Electricity	17,848	22,011	20,125	22,962	—	22,962
525040	Heating Fuel	17,470	25,835	23,000	23,708	—	23,708
525100	Communications & Phone	1,999	1,888	1,200	1,000	—	1,000
526040	Rental-Equipment	—	—	200	200	—	200
527330	Tools	1,192	188	400	400	—	400
527350	Supplies-Building Maint	8,723	1,897	1,000	3,000	—	3,000
527360	Supplies-Grounds Maint	3,637	424	1,000	500	—	500
527370	Supplies-Janitorial	9,837	4,758	5,200	5,400	—	5,400
527550	Supplies-Uniforms	400	—	300	300	—	300
<b>Operating Subtotal</b>		<b>113,175</b>	<b>99,801</b>	<b>95,188</b>	<b>100,347</b>	<b>—</b>	<b>100,347</b>
<b>65316300 - GF-Facility-Rec Ctr Subtotal</b>		<b>204,426</b>	<b>199,985</b>	<b>203,076</b>	<b>238,246</b>	<b>—</b>	<b>238,246</b>
<b>65316474 - GF-Facility-Fire Cntrl</b>							
<b>Operating</b>							
522010	Janitorial	—	—	6,000	6,000	—	6,000
522090	Rubbish Pick-Up	1,663	2,082	1,830	1,830	—	1,830
523110	Maint-Equipment	7,880	4,767	12,953	10,000	—	10,000
523130	Maint-General	357	—	—	—	—	—
523170	Repair-Equipment	21,870	6,476	6,634	8,634	—	8,634
523180	Repair-Building	4,908	3,722	5,682	5,682	—	5,682
523450	Maint-Camera System	—	—	2,000	—	—	—
523500	Maint-Building	3,279	600	1,500	1,500	—	1,500
523750	Permits	966	1,594	440	508	—	508
525010	Water	1,929	2,022	1,750	2,021	—	2,021
525020	Sewer	3,318	3,114	3,650	3,114	—	3,114
525030	Electricity	34,125	38,566	36,552	38,566	—	38,566
525040	Heating Fuel	32,430	28,072	29,095	28,072	—	28,072
525060	Fireline & Hydrants	578	990	578	1,128	—	1,128
527340	Equipt-Minor	9,233	—	—	—	—	—
527350	Supplies-Building Maint	—	58	1,000	1,000	—	1,000

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527360	Supplies-Grounds Maint	1,039	440	1,000	1,000	—	1,000
527370	Supplies-Janitorial	2,527	1,577	1,000	1,577	—	1,577
<b>Operating Subtotal</b>		<b>126,101</b>	<b>94,080</b>	<b>111,664</b>	<b>110,632</b>	<b>—</b>	<b>110,632</b>
<b>65316474 - GF-Facility-Fire Cntrl Subtotal</b>		<b>126,101</b>	<b>94,080</b>	<b>111,664</b>	<b>110,632</b>	<b>—</b>	<b>110,632</b>
<b>65316475 - GF-Facility-Fire West</b>							
<b>Operating</b>							
522090	Rubbish Pick-Up	1,728	1,672	1,815	1,970	—	1,970
523110	Maint-Equipment	1,390	1,974	3,300	3,300	—	3,300
523170	Repair-Equipment	3,764	9,981	9,500	10,000	—	10,000
523180	Repair-Building	6,578	3,807	6,000	3,000	—	3,000
523500	Maint-Building	—	81	3,000	1,500	—	1,500
523750	Permits	—	50	—	50	—	50
525010	Water	1,210	1,254	450	1,254	—	1,254
525020	Sewer	2,428	2,196	1,600	2,196	—	2,196
525030	Electricity	9,006	11,952	11,270	11,952	—	11,952
525040	Heating Fuel	13,459	18,149	12,650	18,149	—	18,149
527350	Supplies-Building Maint	62	631	500	500	—	500
<b>Operating Subtotal</b>		<b>39,625</b>	<b>51,748</b>	<b>50,085</b>	<b>53,871</b>	<b>—</b>	<b>53,871</b>
<b>65316475 - GF-Facility-Fire West Subtotal</b>		<b>39,625</b>	<b>51,748</b>	<b>50,085</b>	<b>53,871</b>	<b>—</b>	<b>53,871</b>
<b>65316500 - GF-Facility-Airport</b>							
<b>Operating</b>							
523110	Maint-Equipment	1,453	225	11,481	11,481	—	11,481
523170	Repair-Equipment	—	—	905	905	—	905
523180	Repair-Building	3,038	419	1,750	1,750	—	1,750
523500	Maint-Building	14,820	17,745	1,000	1,000	—	1,000
523750	Permits	—	408	—	—	—	—
525010	Water	—	—	500	—	—	—
525030	Electricity	27,021	35,583	36,513	36,513	—	36,513
525040	Heating Fuel	19,303	35,619	21,885	25,619	—	25,619
527350	Supplies-Building Maint	13	615	500	500	—	500
527370	Supplies-Janitorial	549	1,644	600	1,643	—	1,643
<b>Operating Subtotal</b>		<b>66,197</b>	<b>92,258</b>	<b>75,134</b>	<b>79,411</b>	<b>—</b>	<b>79,411</b>
<b>65316500 - GF-Facility-Airport Subtotal</b>		<b>66,197</b>	<b>92,258</b>	<b>75,134</b>	<b>79,411</b>	<b>—</b>	<b>79,411</b>
<b>65316672 - GF-Facility-Dpw</b>							
<b>Personnel</b>							
513040	Wages-Full Time	30,938	51,674	54,267	55,889	—	55,889
513070	Wages-Part Time	30,230	35,526	36,012	38,136	—	38,136

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
515010	OT-Regular	1,430	586	4,000	4,000	—	4,000
515270	OT-Call Back	—	225	—	—	—	—
517010	Health Insurance	15,757	19,534	28,596	21,381	—	21,381
517020	Dental Insurance	1,043	1,001	1,211	977	—	977
517030	Retirement Contributions	4,551	7,262	7,883	8,104	—	8,104
517040	Social Security	4,391	6,721	6,996	7,501	—	7,501
517050	Workers Compensation	1,645	2,150	2,467	1,903	—	1,903
<b>Personnel Subtotal</b>		<b>89,985</b>	<b>124,679</b>	<b>141,432</b>	<b>137,891</b>	<b>—</b>	<b>137,891</b>
<b>Operating</b>							
521020	Professional Services	2,500	11,400	2,500	2,500	—	2,500
522010	Janitorial	7,145	7,141	11,500	11,500	—	11,500
522090	Rubbish Pick-Up	3,233	3,737	2,884	3,857	—	3,857
523110	Maint-Equipment	18,092	10,060	21,050	20,000	—	20,000
523160	Maint-Esco	—	—	—	(616)	—	(616)
523170	Repair-Equipment	22,357	30,569	22,616	22,616	—	22,616
523180	Repair-Building	8,042	18,922	10,000	10,000	—	10,000
523450	Maint-Camera System	3,973	—	2,000	—	—	—
523500	Maint-Building	13,050	5,531	15,000	15,000	—	15,000
523750	Permits	1,425	1,674	540	1,086	—	1,086
524350	Training	—	—	1,500	750	—	750
525010	Water	3,132	4,257	3,000	4,258	—	4,258
525020	Sewer	7,030	7,605	7,500	7,605	—	7,605
525030	Electricity	112,037	130,287	103,559	120,185	—	120,185
525040	Heating Fuel	25,169	35,358	46,000	46,000	—	46,000
525060	Fireline & Hydrants	6,761	14,348	3,400	18,363	14,963	18,363
525100	Communications & Phone	1,203	1,417	2,149	1,896	—	1,896
527330	Tools	3,375	642	350	350	—	350
527340	Equipt-Minor	—	4,996	12,500	12,500	—	12,500
527350	Supplies-Building Maint	3,797	2,113	1,500	1,500	—	1,500
527360	Supplies-Grounds Maint	5,397	1,251	1,500	1,500	—	1,500
527370	Supplies-Janitorial	12,581	8,610	7,000	7,000	—	7,000
527550	Supplies-Uniforms	570	620	500	500	—	500
<b>Operating Subtotal</b>		<b>260,869</b>	<b>300,538</b>	<b>278,548</b>	<b>308,350</b>	<b>14,963</b>	<b>308,350</b>
<b>65316672 - GF-Facility-Dpw Subtotal</b>		<b>350,854</b>	<b>425,217</b>	<b>419,980</b>	<b>446,241</b>	<b>14,963</b>	<b>446,241</b>
<b>65400000 - GF-P&amp;R-Youth Services</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	54,628	59,626	66,514	71,580	—	71,580

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
513070	Wages-Part Time	2,799	7,258	—	—	—	—
513080	Wages-Hourly	8,411	6,716	18,800	44,097	25,297	44,097
514010	Wages-Temporary	—	1,029	—	—	—	—
517010	Health Insurance	8,220	1,250	3,504	25,740	—	25,740
517020	Dental Insurance	783	588	516	977	—	977
517030	Retirement Contributions	6,943	8,717	11,543	9,685	—	9,685
517040	Social Security	4,955	5,805	6,528	8,684	1,936	8,684
517050	Workers Compensation	95	106	154	1,093	572	1,093
<b>Personnel Subtotal</b>		<b>86,834</b>	<b>91,095</b>	<b>107,559</b>	<b>161,856</b>	<b>27,805</b>	<b>161,856</b>
<b>Operating</b>							
521020	Professional Services	47	27	—	2,000	2,000	2,000
524160	Printing	55	—	100	100	—	100
524300	Travel	126	—	190	400	210	400
524350	Training	10	—	350	3,000	2,650	3,000
524360	Meetings & Dues	50	—	100	100	—	100
525100	Communications & Phone	256	265	360	360	—	360
527010	Supplies-Office	123	—	250	250	—	250
527100	Postage	31	—	77	77	—	77
<b>Operating Subtotal</b>		<b>697</b>	<b>292</b>	<b>1,427</b>	<b>6,287</b>	<b>4,860</b>	<b>6,287</b>
<b>65400000 - GF-P&amp;R-Youth Services Subtotal</b>		<b>87,532</b>	<b>91,387</b>	<b>108,986</b>	<b>168,143</b>	<b>32,665</b>	<b>168,143</b>
<b>Total Expenditures</b>		<b>3,714,672</b>	<b>4,002,058</b>	<b>4,306,013</b>	<b>4,421,294</b>	<b>85,883</b>	<b>4,400,902</b>



## Police

### Mission Statement

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.

### Description

### Fiscal Year 2025

#### Objectives:

- Bi-monthly budget review to ensure fiscal policies are being met.
- Continued support of the diverse needs of Keene.
- Maintain increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Continue an increased police presence in the downtown and other evolving problem areas to improve our visibility.
- Continue enhanced recruiting, hiring, and training efforts.
- Continued self-assessment and evaluation consistent with maintaining our CALEA accreditation.
- Implementation of the Police Social Worker position.

#### Challenges:

- Statutorily dictated training requirements for sworn officers.
- Enforcement is only one portion of the nationwide effort to deal with the opioid crisis and will yield diminished results if prevention/education efforts and treatment options are not effectively implemented.
- Drug investigations are highly specialized, time consuming, and costly.
- Foot and bicycle patrols are the most effective forms of establishing a downtown police presence that fosters an increased sense of security; unfortunately, they are also the least efficient in terms of comprehensive police operations.
- Staffing challenges and the need to continue to respond to routine and emergency calls for service, as well as criminal investigations and patrols in other parts of the City, can make achieving a sustained downtown presence very difficult.
- Finding a sufficient number of qualified applicants remains challenging. Applicants must pass a written test, physical fitness test, oral board, background check, polygraph examination, medical exam and a psychological assessment.

- Those who pass that portion must then complete a rigorous in-house training program and the NH Police Academy, for a combined total of approximately 36 weeks of training before they can work alone.
- We also face challenges in that we are competing with other departments nationally who are also understaffed for candidates.
- Continue to work with our local partners to address and reduce homelessness and other quality of life issues in our area.

### Fiscal Year 2024

#### Accomplishments:

- Continued quality enforcement activity of controlled drug laws, particularly illegal opioids.
- Continued enhanced recruiting, hiring, and training efforts that resulted in the hiring of 2 police officers, a dispatcher, a full-time police social worker, an office manager and a part time animal control officer.
- Continued cooperation with KSC and other departments to help address quality of life concerns such as noise and other disorderly behaviors in neighborhoods that have a large off-campus student population.
- A continued presence in the downtown area.
- Satisfied all newly mandated in-service training requirements for all sworn police personnel.
- Passed our in-person CALEA accreditation assessment.

#### Challenges:

- Staffing levels have challenged us in all aspects of our operations, and specifically in our downtown presence.
- Recruiting and hiring; while substantial efforts were made, we still have 7 open positions.

### Background

The Keene Police Department has an authorized sworn staffing level of 44 officers. Additionally, it employs another 13 full-time and 15 part-time non-sworn civilian employees who serve in support roles. In CY2023, the Department handled 29,888 calls for service, made 1249 arrests, completed 2866 offense reports, handled 852 reportable motor vehicle accidents, conducted 3360 motor vehicle stops and performed 4106 hours of training.

## Primary Services

	Align with CMP
Public Safety: Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, community event planning and security; all of which contribute to the maintenance of public order and fulfillment of the goals outlined in the Keene Comprehensive Master Plan.	Safe Community
Law Enforcement: 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
Prosecution: 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

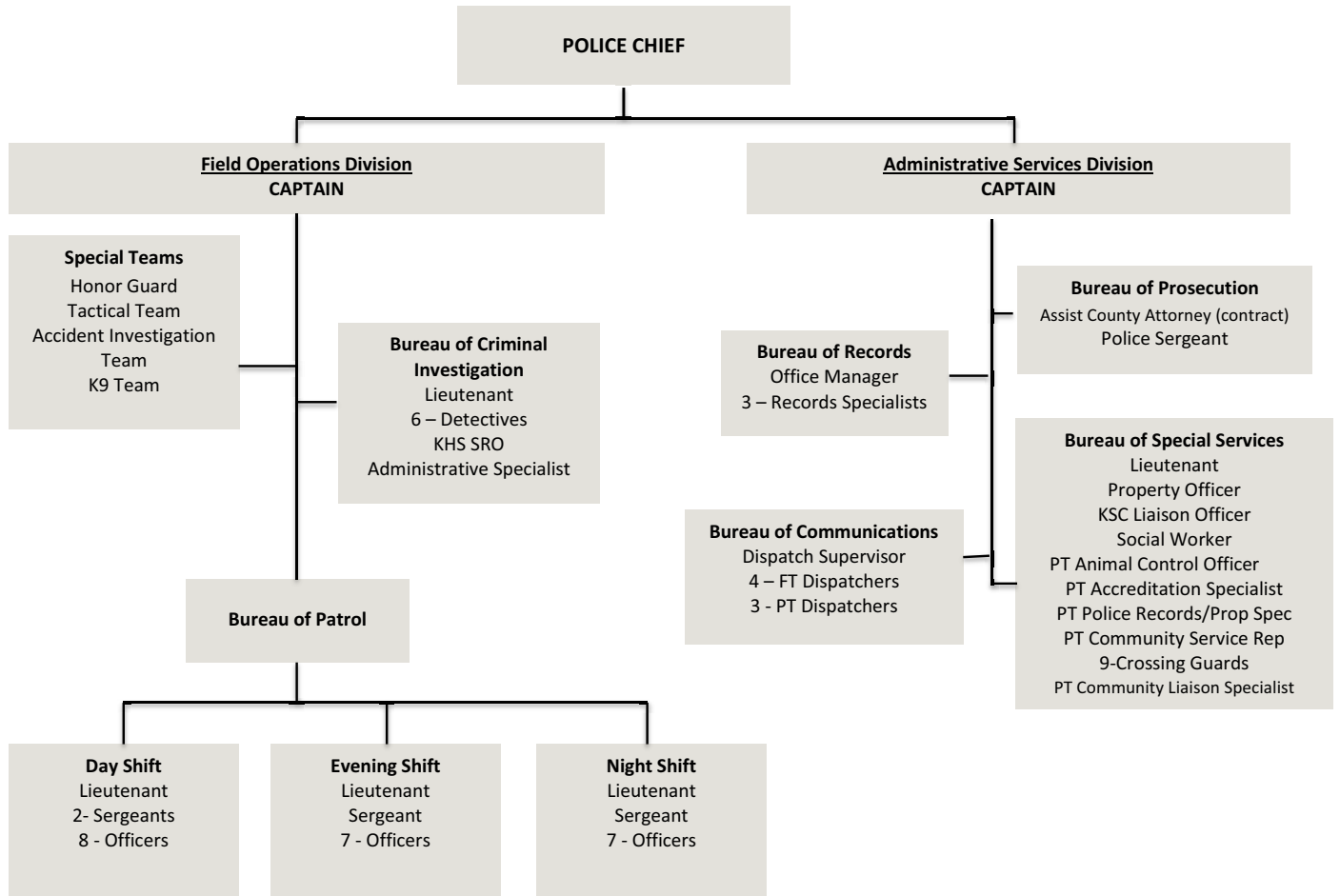
## Objectives

	Statute	CMP	CC Goal
Review budget on a bi-monthly basis for discrepancies and to ensure we stay within budget and fiscal policies	N / A	Municipal Governance & Fin Stability	1
Continue to work with our local partners to address and reduce homelessness in our area	N / A	Safe Community	6, 8
Support the diverse needs of residents through continued collaboration with other City departments and outside agencies	N / A	Leadership	2
Maintain (increased) enforcement activity with the goal of reducing both the supply of and demand for illegal opioids, while continuing to work with outside agencies on education, prevention, and treatment	N / A	Safe Community	3
Provide a steady police presence in the downtown area to improve our visibility	N / A	Safe Community	3, 8
Maintain recruiting, hiring, and training efforts that continually seek diversity	N / A	Leadership	2
Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards	N / A	Leadership	2

## Metrics

	2023	2024	2025
Felony Drug Arrests	84	75	75
Downtown Foot and Bike Patrols	735	775	850
Officer Hired and Enrolled in Police Academy (or already full-time certified)	2	3	3
Training Hours	4,106	3,660	3,700

## Current Personnel Resources



**Revenues**

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>70021501 - GF-Pd-Licenses Permits Fees</b>						
422100 Permits-Pistols	530	570	620	620	—	620
<b>70021501 - GF-Pd-Licenses Permits Fees Subtotal</b>	<b>530</b>	<b>570</b>	<b>620</b>	<b>620</b>	<b>—</b>	<b>620</b>
<b>70022502 - GF-Pd-Intergovernmental</b>						
432080 State-Keene State College	162,913	161,059	166,312	171,800	—	171,800
434010 Local-Keene School District	102,714	122,348	125,984	133,630	—	133,630
<b>70022502 - GF-Pd-Intergovernmental Subtotal</b>	<b>265,627</b>	<b>283,407</b>	<b>292,296</b>	<b>305,430</b>	<b>—</b>	<b>305,430</b>
<b>70023503 - GF-Pd-Charges For Services</b>						
441090 Direct Reimbursement	22,045	4,348	500	500	—	500
441130 Charges-Reports	539	533	458	550	—	550
441140 Charges-Photos/Tapes	1,615	1,240	856	1,050	—	1,050
441340 Charges-Police Details	—	(7)	—	—	—	—
441400 Charges-Criminal Records Check	35	60	45	50	—	50
441410 Charges-Police Discoveries	10	37	128	50	—	50
441420 Charges-Accident Reports	13,791	13,422	10,443	11,000	—	11,000
441430 Charges-Log Search	60	15	5	10	—	10
441440 Charges-Fingerprints	23,380	22,454	10,520	22,500	—	22,500
441460 Charges-Special Search & Misc	—	100	—	—	—	—
<b>70023503 - GF-Pd-Charges For Services Subtotal</b>	<b>61,475</b>	<b>42,202</b>	<b>22,955</b>	<b>35,710</b>	<b>—</b>	<b>35,710</b>
<b>70024505 - GF-Pd-Miscellaneous</b>						
461030 Interest Accts Receivable	264	2	—	—	—	—
<b>70024505 - GF-Pd-Miscellaneous Subtotal</b>	<b>264</b>	<b>2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>70025506 - GF-Pd-Other Financing</b>						
473040 Sale of Found Property	—	—	4,685	4,685	—	4,685
<b>70025506 - GF-Pd-Other Financing Subtotal</b>	<b>—</b>	<b>—</b>	<b>4,685</b>	<b>4,685</b>	<b>—</b>	<b>4,685</b>
<b>70027504 - GF-Pd-Fines Forfeits</b>						
451050 Fines-Court	24,498	22,673	28,103	23,500	—	23,500
451070 Fines-False Alarm	14,405	26,445	6,747	20,500	—	20,500
453020 Forfeit-Dog	2,795	6,350	5,172	4,500	—	4,500
453030 Forfeit-Drug	9,765	—	—	—	—	—
453050 Charges-Evidence / Property	8,653	5,432	—	7,000	—	7,000
<b>70027504 - GF-Pd-Fines Forfeits Subtotal</b>	<b>60,117</b>	<b>60,900</b>	<b>40,022</b>	<b>55,500</b>	<b>—</b>	<b>55,500</b>
<b>Total Revenues</b>	<b>388,013</b>	<b>387,082</b>	<b>360,578</b>	<b>401,945</b>	<b>—</b>	<b>401,945</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>70000000 - GF-Police-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	131,987	211,214	137,523	148,045	—	148,045
513030 Wages-Supervisory	116,253	68,208	241,020	262,960	—	262,960
513040 Wages-Full Time	210,469	217,431	220,565	218,923	—	218,923
515010 OT-Regular	—	6,504	—	—	—	—
515060 OT-Reimbursable Detail	(380)	—	—	—	—	—
516080 Incentives-Police	6,000	4,000	6,000	12,000	—	12,000
517010 Health Insurance	95,223	98,126	119,969	118,611	—	118,611
517020 Dental Insurance	5,319	5,621	7,936	7,583	—	7,583
517030 Retirement Contributions	29,592	8,803	30,655	29,622	—	29,622
517040 Social Security	19,227	20,236	22,403	22,456	—	22,456
517050 Workers Compensation	4,010	4,522	7,492	6,125	—	6,125
517140 Retirement-Police	85,441	157,733	120,284	131,223	—	131,223
<b>Personnel Subtotal</b>	<b>703,140</b>	<b>802,398</b>	<b>913,847</b>	<b>957,548</b>	<b>—</b>	<b>957,548</b>
<b>Operating</b>						
521770 Justice of The Peace	75	—	375	375	—	375
522050 PC Replacement Charge	22,248	23,288	25,302	26,042	—	26,042
522060 PW Fleet Charge	408,338	398,709	427,266	394,518	—	394,518
523010 Maint-Office Equipment	4,125	—	—	—	—	—
523050 MF Printer Lease/Copies/Maint	—	3,135	4,800	5,000	—	5,000
524360 Meetings & Dues	776	920	600	600	—	600
524460 Cleaning Allowance	2,100	1,400	2,100	2,100	—	2,100
524511 First Aid & Medical Services	—	905	50	50	—	50
527010 Supplies-Office	4,536	5,561	4,900	4,900	—	4,900
527100 Postage	879	1,833	1,949	1,949	—	1,949
527150 Books & Collections	116	570	200	200	—	200
527550 Supplies-Uniforms	18,134	24,800	22,800	22,800	—	22,800
<b>Operating Subtotal</b>	<b>461,328</b>	<b>461,122</b>	<b>490,342</b>	<b>458,534</b>	<b>—</b>	<b>458,534</b>
<b>70000000 - GF-Police-Administration Subtotal</b>	<b>1,164,469</b>	<b>1,263,520</b>	<b>1,404,189</b>	<b>1,416,082</b>	<b>—</b>	<b>1,416,082</b>
<b>70011000 - GF-Police-Dispatch</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	64,691	43,538	67,995	70,054	—	70,054
513040 Wages-Full Time	100,789	164,245	202,434	211,501	—	211,501
513070 Wages-Part Time	40,987	25,382	10,300	10,000	—	10,000
515010 OT-Regular	61,926	45,383	12,000	12,000	—	12,000
515020 OT-Double	1,569	4,490	5,895	5,895	—	5,895

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
515200	OT-Vacation Replacement	6,407	6,020	18,540	18,540	—	18,540
515210	OT-Sick Replacement	1,975	14,212	5,000	5,000	—	5,000
515220	OT-Personal Day Replace	1,392	2,707	2,500	2,500	—	2,500
516010	Holiday	3,842	5,023	12,054	12,054	—	12,054
517010	Health Insurance	45,198	47,545	69,461	48,520	—	48,520
517020	Dental Insurance	2,987	3,665	4,880	2,655	—	2,655
517030	Retirement Contributions	27,234	34,002	45,559	45,371	—	45,371
517040	Social Security	18,472	21,122	25,513	26,278	—	26,278
517050	Workers Compensation	3,912	4,264	6,212	5,375	—	5,375
517140	Retirement-Police	16,565	14,063	—	—	—	—
<b>Personnel Subtotal</b>		<b>397,944</b>	<b>435,663</b>	<b>488,343</b>	<b>475,743</b>	<b>—</b>	<b>475,743</b>
<b>Operating</b>							
523040	Maint-Communications Eqp	39,968	17,902	26,404	26,404	—	26,404
525100	Communications & Phone	4,398	4,973	9,700	9,700	—	9,700
527000	Supplies & Materials	144	137	280	280	—	280
527010	Supplies-Office	294	—	—	—	—	—
527550	Supplies-Uniforms	833	1,105	2,200	2,200	—	2,200
527670	Prisoner Care	—	—	25	25	—	25
<b>Operating Subtotal</b>		<b>45,636</b>	<b>24,117</b>	<b>38,609</b>	<b>38,609</b>	<b>—</b>	<b>38,609</b>
<b>70011000 - GF-Police-Dispatch Subtotal</b>		<b>443,581</b>	<b>459,780</b>	<b>526,952</b>	<b>514,352</b>	<b>—</b>	<b>514,352</b>
<b>70011200 - GF-Police-Special Services</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	98,694	99,015	100,630	108,951	—	108,951
513040	Wages-Full Time	160,079	32,806	147,560	153,338	—	153,338
513070	Wages-Part Time	162,740	151,033	117,682	121,445	—	121,445
513080	Wages-Hourly	—	36,178	105,000	105,000	—	105,000
514010	Wages-Temporary	—	9,113	—	—	—	—
516010	Holiday	8,901	8,978	13,380	13,380	—	13,380
516080	Incentives-Police	3,300	3,300	8,400	12,115	—	12,115
517010	Health Insurance	70,475	52,304	73,553	70,601	—	70,601
517020	Dental Insurance	4,694	3,487	4,285	3,873	—	3,873
517030	Retirement Contributions	8,070	(26,225)	—	9,600	—	9,600
517040	Social Security	17,929	13,308	20,913	23,361	—	23,361
517050	Workers Compensation	5,769	3,603	9,088	6,785	—	6,785
517140	Retirement-Police	71,404	62,450	84,447	67,828	—	67,828
<b>Personnel Subtotal</b>		<b>612,055</b>	<b>449,351</b>	<b>684,938</b>	<b>696,277</b>	<b>—</b>	<b>696,277</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>Operating</b>						
521000 Professional/Tech Services	6,504	6,550	7,100	7,100	—	7,100
523100 Maint-Safety Program	7,202	—	—	—	—	—
523110 Maint-Equipment	803	766	1,113	1,113	—	1,113
527410 Evidence Security	622	1,113	900	900	—	900
<b>Operating Subtotal</b>	<b>15,131</b>	<b>8,429</b>	<b>9,113</b>	<b>9,113</b>	<b>—</b>	<b>9,113</b>
<b>70011200 - GF-Police-Special Services Subtotal</b>	<b>627,186</b>	<b>457,780</b>	<b>694,051</b>	<b>705,390</b>	<b>—</b>	<b>705,390</b>
<b>70011300 - GF-Police-Prosecution</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	94,990	170,502	87,506	94,744	—	94,744
516010 Holiday	4,408	4,408	4,450	4,450	—	4,450
516080 Incentives-Police	1,700	5,600	4,300	5,625	—	5,625
517010 Health Insurance	29,473	51,951	26,858	34,072	—	34,072
517020 Dental Insurance	1,945	3,453	1,666	1,671	—	1,671
517040 Social Security	1,451	2,570	1,313	1,467	—	1,467
517050 Workers Compensation	1,488	2,634	1,776	1,446	—	1,446
517140 Retirement-Police	33,961	59,217	30,109	32,788	—	32,788
<b>Personnel Subtotal</b>	<b>169,417</b>	<b>300,333</b>	<b>157,978</b>	<b>176,263</b>	<b>—</b>	<b>176,263</b>
<b>Operating</b>						
521020 Professional Services	105,235	110,939	111,757	133,179	—	133,179
527010 Supplies-Office	28	—	100	100	—	100
527150 Books & Collections	271	—	800	800	—	800
527550 Supplies-Uniforms	700	700	700	700	—	700
<b>Operating Subtotal</b>	<b>106,233</b>	<b>111,639</b>	<b>113,357</b>	<b>134,779</b>	<b>—</b>	<b>134,779</b>
<b>70011300 - GF-Police-Prosecution Subtotal</b>	<b>275,650</b>	<b>411,973</b>	<b>271,335</b>	<b>311,042</b>	<b>—</b>	<b>311,042</b>
<b>70011400 - GF-Police-Training</b>						
<b>Personnel</b>						
515090 OT-Weapons Training	27,393	23,125	25,000	25,000	—	25,000
515120 OT-Tactical Team Training	20,241	21,346	25,000	25,000	—	25,000
515130 OT-Training	34,384	45,202	37,000	37,000	—	37,000
515140 OT-Field Training Officer	11,959	21,788	21,000	21,000	—	21,000
517030 Retirement Contributions	119	945	—	—	—	—
517040 Social Security	1,474	1,940	1,568	1,568	—	1,568
517050 Workers Compensation	944	1,086	1,993	1,490	—	1,490
517140 Retirement-Police	31,485	35,336	33,783	33,783	—	33,783
<b>Personnel Subtotal</b>	<b>127,999</b>	<b>150,769</b>	<b>145,344</b>	<b>144,841</b>	<b>—</b>	<b>144,841</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>Operating</b>						
524340 Training-Incidentals	2,387	—	—	—	—	—
524350 Training	11,472	20,260	26,200	26,200	—	26,200
527000 Supplies & Materials	88	—	1,000	1,000	—	1,000
527450 Supplies-Tactical	10,549	8,049	9,800	9,800	—	9,800
527730 Supplies-Weapons Training	16,650	56,842	33,000	33,000	—	33,000
<b>Operating Subtotal</b>	<b>41,146</b>	<b>85,150</b>	<b>70,000</b>	<b>70,000</b>	<b>—</b>	<b>70,000</b>
<b>70011400 - GF-Police-Training Subtotal</b>	<b>169,145</b>	<b>235,920</b>	<b>215,344</b>	<b>214,841</b>	<b>—</b>	<b>214,841</b>
<b>70111500 - GF-Police-Patrols</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	723,914	734,269	638,349	697,724	—	697,724
513040 Wages-Full Time	1,409,592	1,439,209	1,548,635	1,724,350	(68,079)	1,656,271
514010 Wages-Temporary	—	12,548	—	—	—	—
515010 OT-Regular	60,340	45,102	54,000	54,000	—	54,000
515070 OT-Court	33,523	37,461	44,000	44,000	—	44,000
515200 OT-Vacation Replacement	97,868	93,278	50,100	50,100	—	50,100
515210 OT-Sick Replacement	57,838	59,178	18,600	18,600	—	18,600
515220 OT-Personal Day Replace	21,615	21,806	9,800	9,800	—	9,800
515290 OT-Shift Vacancies	26,641	102,884	8,000	8,000	—	8,000
515310 OT-Holiday	33,763	30,085	28,806	28,806	—	28,806
516010 Holiday	105,030	111,090	114,936	114,936	—	114,936
516080 Incentives-Police	28,500	42,101	36,500	74,350	—	74,350
516120 Incentives-Police Hiring	4,000	1,500	—	—	—	—
517010 Health Insurance	551,770	560,622	667,982	658,497	(12,368)	646,129
517020 Dental Insurance	37,414	37,282	39,988	35,062	(531)	34,531
517030 Retirement Contributions	45	—	—	—	—	—
517040 Social Security	37,340	39,255	35,207	40,521	(964)	39,557
517050 Workers Compensation	37,020	38,083	47,070	38,938	(939)	37,999
517140 Retirement-Police	871,102	905,152	798,174	882,011	(21,296)	860,715
<b>Personnel Subtotal</b>	<b>4,137,314</b>	<b>4,310,904</b>	<b>4,140,147</b>	<b>4,479,695</b>	<b>(104,177)</b>	<b>4,375,518</b>
<b>Operating</b>						
521200 Laboratory Services	240	—	400	400	—	400
521270 K-9 Unit Support	18,363	4,599	4,500	4,500	—	4,500
523080 Maint-Network	5,763	5,991	6,282	6,282	—	6,282
527000 Supplies & Materials	4,118	5,363	3,085	3,085	—	3,085



**Expenditures**

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
580080	Transfer-Grant Match	3,035	6,750	3,950	3,950	—	3,950
<b>Operating Subtotal</b>		<b>31,519</b>	<b>22,703</b>	<b>18,217</b>	<b>18,217</b>	<b>—</b>	<b>18,217</b>
<b>70111500 - GF-Police-Patrols Subtotal</b>		<b>4,168,833</b>	<b>4,333,608</b>	<b>4,158,364</b>	<b>4,497,912</b>	<b>(104,177)</b>	<b>4,393,735</b>
<b>70111600 - GF-Police-Investigations</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	97,064	92,383	98,014	114,727	—	114,727
513040	Wages-Full Time	348,174	324,322	560,114	598,938	(68,079)	530,859
515010	OT-Regular	21,531	16,436	23,000	23,000	—	23,000
515070	OT-Court	732	160	—	—	—	—
516010	Holiday	20,398	20,971	29,488	29,488	—	29,488
516080	Incentives-Police	6,864	4,586	12,950	21,555	—	21,555
517010	Health Insurance	115,081	89,046	182,114	140,907	(12,368)	128,539
517020	Dental Insurance	9,084	7,783	13,131	9,785	(531)	9,254
517030	Retirement Contributions	7,950	8,176	8,002	8,245	—	8,245
517040	Social Security	10,700	10,442	14,017	14,960	(964)	13,996
517050	Workers Compensation	6,564	5,954	13,348	10,102	(939)	9,163
517140	Retirement-Police	151,778	136,756	187,354	223,588	(21,296)	202,292
<b>Personnel Subtotal</b>		<b>795,920</b>	<b>717,012</b>	<b>1,141,532</b>	<b>1,195,295</b>	<b>(104,177)</b>	<b>1,091,118</b>
<b>Operating</b>							
521030	Technical Services	3,954	4,486	4,000	4,000	—	4,000
521759	Other Services	650	1,015	750	750	—	750
524450	Photography & Processing	924	707	750	750	—	750
527000	Supplies & Materials	921	1,169	800	800	—	800
527440	Equipt-Computer Minor	414	528	500	500	—	500
527550	Supplies-Uniforms	3,500	2,800	4,900	4,900	—	4,900
<b>Operating Subtotal</b>		<b>10,363</b>	<b>10,705</b>	<b>11,700</b>	<b>11,700</b>	<b>—</b>	<b>11,700</b>
<b>70111600 - GF-Police-Investigations Subtotal</b>		<b>806,283</b>	<b>727,717</b>	<b>1,153,232</b>	<b>1,206,995</b>	<b>(104,177)</b>	<b>1,102,818</b>
<b>Total Expenditures</b>		<b>7,655,147</b>	<b>7,890,296</b>	<b>8,423,467</b>	<b>8,866,614</b>	<b>(208,354)</b>	<b>8,658,260</b>



**KEENE**



# Municipal Services

## Airport

### Mission Statement

To provide a safe, secure, and efficient air transportation gateway that meets the travel needs of the Monadnock Region, encouraging opportunities for economic growth.

### Description

The Keene Dillant-Hopkins Airport will focus on four primary objectives in FY25:

Continue to market aviation development opportunities with the goal of increasing airport viability with increased based aircraft and aircraft operations. Additional aeronautical businesses will also provide additional revenues to decrease dependence on local tax funds.

The airport plays a crucial role in our community, providing essential transportation and economic development resources. We're committed to reducing local financial dependency by using cost-saving measures and maximizing revenue from airport user fees and leases, and by exploring new revenue producing opportunities, thus reducing our reliance on local funding.

Our capital projects for the coming year focus on the safety and sustainability of our airport. We will continue to maximize federal and state funding opportunities to minimize the local financial obligation for infrastructure improvements.

After completing an airport marketing and communications plan in 2024, we will work to implement that plan in the coming year by implementing the recommendations identified in that plan to draw more regional businesses to use this airport, attract new business development to the airport, maintain the image and reputation of the airport and better communicate the value of the airport to the community.

The airport serves as a prominent hub for general aviation in New England, accommodating a wide range of aircraft including private, recreational, corporate, charter, military, medical transportation, law enforcement, and utility operations. Our commitment to safety, efficiency, and aesthetics ensures a welcoming environment that promotes a positive first impression for visitors to our community.

### Background

Although the specific services provided at the airport have evolved over time, its core function remains constant: providing convenient air travel for the Monadnock region. Residents, businesses, and visitors alike benefit from this accessibility, which allows for private, corporate, and charter flights easy access to our community. This valuable asset serves not only the present community but also acts as a powerful tool to attract new growth and economic opportunities.

## Primary Services

	Align with CMP
To provide a safe, efficient facility for regional aviation needs.	Transportation
Provide convenient access to and from region allowing for effectual business activities.	Economic Development
Increase airport viability by attracting new, and growing existing business activities both at the airport and in the surrounding communities.	Economic Development

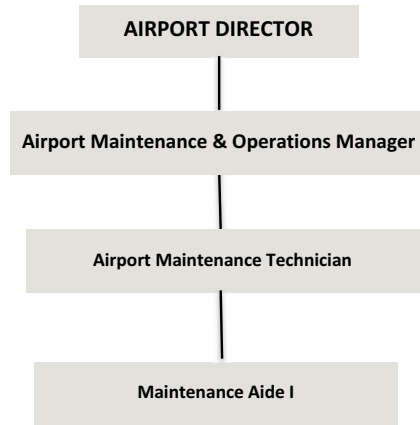
## Objectives

	Statute	CMP	CC Goal
Implement airport marketing and communications plan	FAR's	Transportation	3, 6
Reduce dependency on local tax revenues.	F.A.A.		1
Develop available airport parcels by attracting new aviation business and hangar development	F.A.A.	Economic Development	1, 3, 6
Maximize Federal and State funding to complete essential capital projects.		Transportation	1, 6

## Metrics

	2023	2024	2025
Number of based aircraft	50	50	50
Number of annual operations	25,000 est.	25,000 est.	25,000 est.
Fuel flowage (gallons)	268,993	212,000 est.	250,000
Total revenue	Budget \$503,517	Budget \$542,718	Budget \$558,645
Revenue to expense ratio	Budget 67.49%	Budget 72.29%	Budget 74.14%
T-hangar occupancy	100.00%	100.00%	100.00%

## Current Personnel Resources



**Revenues**

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>05022502 - GF-Airport-Intergovernmental</b>						
432020 State-Aeronautical	8,722	10,445	8,780	10,000	—	10,000
<b>05022502 - GF-Airport-Intergovernmental Subtotal</b>	<b>8,722</b>	<b>10,445</b>	<b>8,780</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>05023503 - GF-Airport-Charges For Services</b>						
445010 Charges-Airport Landing	9,159	9,150	12,000	12,000	—	12,000
445050 Charges-Airport Gross Revenue	13,657	14,645	12,850	12,850	—	12,850
445060 Charges-Aviation Fueling	21,519	25,235	20,000	20,000	—	20,000
<b>05023503 - GF-Airport-Charges For Services Subtotal</b>	<b>44,336</b>	<b>49,030</b>	<b>44,850</b>	<b>44,850</b>	<b>—</b>	<b>44,850</b>
<b>05024505 - GF-Airport-Miscellaneous</b>						
463060 Rent-Airport T-Hangar	118,041	121,653	141,960	149,877	—	149,877
463070 Rent-Airport Terminal	26,243	29,041	29,246	30,244	—	30,244
463080 Rent-Airport Land	74,871	83,932	86,434	88,195	—	88,195
463110 Rent-Fuel Farm	16,799	17,176	19,003	19,209	—	19,209
463120 Rent-Airport Wwtp	159,294	205,253	212,445	216,270	—	216,270
<b>05024505 - GF-Airport-Miscellaneous Subtotal</b>	<b>395,248</b>	<b>457,056</b>	<b>489,088</b>	<b>503,795</b>	<b>—</b>	<b>503,795</b>
<b>Total Revenues</b>	<b>448,306</b>	<b>516,530</b>	<b>542,718</b>	<b>558,645</b>	<b>—</b>	<b>558,645</b>

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>05000000 - GF-Airport</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	92,404	100,575	112,361	127,645	—	127,645
513030	Wages-Supervisory	—	1,327	73,632	79,239	—	79,239
513040	Wages-Full Time	123,497	79,399	88,959	95,663	—	95,663
513080	Wages-Hourly	12,645	576	—	—	—	—
515010	OT-Regular	10,242	2,010	7,000	7,000	—	7,000
516020	Stand-By	10,854	3,102	10,500	10,500	—	10,500
517010	Health Insurance	29,089	17,938	33,678	33,828	—	33,828
517020	Dental Insurance	3,032	1,941	2,501	2,570	—	2,570
517030	Retirement Contributions	32,416	29,417	39,569	42,832	—	42,832
517040	Social Security	19,084	16,113	22,281	24,372	—	24,372
517050	Workers Compensation	6,979	5,521	7,799	6,225	—	6,225
<b>Personnel Subtotal</b>		<b>340,242</b>	<b>257,918</b>	<b>398,280</b>	<b>429,874</b>	<b>—</b>	<b>429,874</b>
<b>Operating</b>							
521020	Professional Services	—	2,912	—	—	—	—
521200	Laboratory Services	106	88	250	250	—	250
521759	Other Services	2,500	—	—	—	—	—
522030	Snow Plowing	5,409	7,165	5,750	5,750	—	5,750
522050	PC Replacement Charge	1,007	1,118	1,479	1,489	—	1,489
522060	PW Fleet Charge	194,806	191,495	218,613	177,301	—	177,301
522080	Taxes	32,073	33,456	45,000	45,000	—	45,000
522090	Rubbish Pick-Up	5,113	6,477	6,000	6,500	—	6,500
523010	Maint-Office Equipment	299	—	—	—	—	—
523050	MF Printer Lease/Copies/Maint	—	78	350	500	—	500
523110	Maint-Equipment	—	—	—	100	—	100
523150	Maint-Fuel System	4,909	4,660	3,600	6,225	—	6,225
523180	Repair-Building	4,892	4,925	3,000	3,000	—	3,000
523400	Maint-Grounds	26,012	13,671	12,400	12,400	—	12,400
523500	Maint-Building	5,620	7,601	7,363	7,363	—	7,363
523510	Maint-Sec Equipment	—	—	—	100	—	100
523550	Maint-Brush & Obstr Clearing	1,206	1,764	10,000	6,275	—	6,275
523700	Maint-Other Improvements	—	—	—	100	—	100
523720	Maint-Tree & Forestry	1,700	—	—	—	—	—
524160	Printing	—	—	100	100	—	100
524250	Advertising	—	—	2,750	2,750	—	2,750
524300	Travel	2,484	397	4,000	4,000	—	4,000



## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
524350	Training	1,704	495	1,900	1,900	—	1,900
524360	Meetings & Dues	1,390	1,440	1,275	1,275	—	1,275
524470	Public Awareness	—	—	1,000	1,000	—	1,000
524550	Contracted Services	—	23,017	—	—	—	—
525010	Water	3,378	4,637	3,800	3,800	—	3,800
525050	Electricity Beacon & Obst Lgts	9,877	14,317	12,000	12,000	—	12,000
525100	Communications & Phone	1,231	1,848	1,900	1,900	—	1,900
525130	Propane	—	—	250	250	—	250
526040	Rental-Equipment	—	—	2,000	2,000	—	2,000
527010	Supplies-Office	9,184	2,154	1,600	1,600	—	1,600
527020	Supplies-Copier	43	—	—	—	—	—
527100	Postage	9	1	50	50	—	50
527200	Repair-Parts	2,524	211	—	—	—	—
527330	Tools	3,567	3,489	1,400	1,400	—	1,400
527350	Supplies-Building Maint	102	(4)	1,500	1,100	—	1,100
527370	Supplies-Janitorial	2,115	1,426	850	1,000	—	1,000
527380	Furniture	—	397	—	—	—	—
527430	Equipt-Minor Safety	257	949	300	750	—	750
527550	Supplies-Uniforms	846	2,142	2,000	2,000	—	2,000
527600	Supplies-Operating	—	—	—	100	—	100
<b>Operating Subtotal</b>		<b>324,361</b>	<b>332,324</b>	<b>352,480</b>	<b>311,328</b>	<b>—</b>	<b>311,328</b>
<b>05000000 - GF-Airport Subtotal</b>		<b>664,603</b>	<b>590,242</b>	<b>750,760</b>	<b>741,202</b>	<b>—</b>	<b>741,202</b>
<b>Total Expenditures</b>		<b>664,603</b>	<b>590,242</b>	<b>750,760</b>	<b>741,202</b>	<b>—</b>	<b>741,202</b>

## Community Development

### Mission Statement

To develop and implement community-based strategies to enhance economic opportunity, build strong neighborhoods, protect Keene's environment and natural resources, and ensure a dynamic framework for quality growth and development while providing professional advice and technical expertise to promote and protect health, safety, and the environment.

### Description

The Community Development Department remains committed to improving customer service and reducing barriers to development in the City of Keene. These efforts, in concert with the Fire Department, continue to evolve. We are also making efforts to improve communication during our enforcement efforts for both complainants and for property owners. Our planning team has spent the last year focusing on expanding housing development opportunities. In the coming fiscal year, we plan to focus on developing clear procedures for code enforcement and building permits and the planning team will be focusing on a comprehensive revision of our city's Master Plan.

The demand for citywide GIS support continues to increase, with over 100 projects identified through the organizational GIS needs assessment. To increase capacity and continue to meet customer service demand, the department is seeking a supplemental request for the reclassification of the current GIS Technician to a GIS Coordinator and the addition of a part-time GIS Technician. This new position will support departments citywide and enable the department to address long-term and one-off projects that crop up throughout the year.

As we focus on processes and procedures to make our permitting and enforcement efforts more standardized, we are also seeking the creation of a part-time administrative assistant position. The department's dual role as a planning and permitting agency means we have a significant amount of interaction with the public and a large administrative burden. A new part-time staff person can help address that need.

The Department continues to support multiple City Boards and Commissions such as the Planning Board, Zoning Board of Adjustment, Historic District Commission, Congregate Living & Social Services Licensing Board, and the Minor Project Review Committee.

As one of only a few self-inspecting municipalities in the State, the Department continues to issue food licenses and conduct food safety inspections to over 200 food establishments within the City. The Department is also reviewing a possible Food Code update to align with the next food license annual renewal in September. This possible update would fall more in line with the State-followed food codes.

In FY24 our planning team supported multiple updates to the Land Development Code. Through a grant from InvestNH, the planning team began the process of creating a Cottage Court Overlay district and exploring options for on-street parking to reduce zoning-based parking requirements. At the very beginning of the fiscal year the department successfully updated the Land Development Code to permit accessory dwelling units (ADUs) on all lots with single family homes.

We expect FY25 to be a busy year in construction similar to FY24. FY25 will see the opening of approximately 140 multi-family housing units, most of them affordable or workforce housing. Monadnock Marketplace on Ashbrook Road continues to grow not just with tenant turnover but also tenants creating new spaces throughout the development. This year we expect to see renovation of the Fuller and Jonathan Daniels Schools. In the current fiscal year our department has issued a total of 567 permits, 10 for single family or duplex homes. In that same time, we've issued 20 Certificates of Occupancy, seven for dwelling units.

### Background

The Community Development Department is actively engaged in the growth and development of the City. The Department is responsible for the administration of various codes and ordinances that pertain to public health, safety, property standards, new and existing construction. In addition, the Department provides support and technical expertise to elected and appointed officials, boards, and citizens in understanding key community issues. Primary functions of the department include long-range planning, building permit/land use development review and inspections, providing GIS technical support to all City Departments, property and housing inspections, food establishment licenses and inspections, and health inspections under State Statutes and City Codes.

## Primary Services

	Align with CMP
Develop the Comprehensive Master Plan and Community Vision and implement that Plan and Vision through specific projects, policies, and programs.	Economic Development
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
Administer the plan review and inspection program which includes reviewing plans, issuing permits, and conducting inspections for compliance with 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
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, daycare 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
Administer the FEMA Community Rating System to manage floodplain activities that exceed the minimum National Flood Insurance Program which provides a cost savings to the community flood insurance premiums.	Community Health & Wellness
Provide GIS support and services across the organization, to the public and community partners.	Leadership
Increased development and support for Cartegraph assets and infrastructure data.	Infrastructure

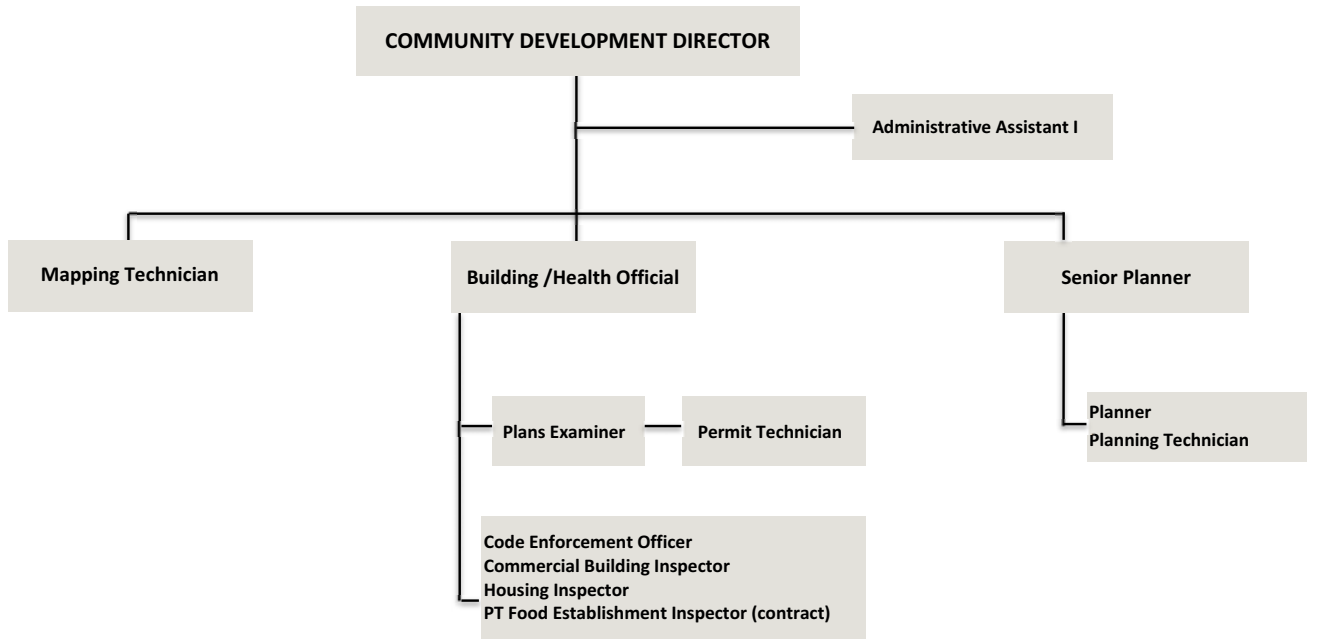
## Objectives

	Statute	CMP	CC Goal
Continue Comprehensive Master Plan implementation process with Planning Board and Planning, Licenses and Development Committee	674:1	Municipal Governance & Fin Stability	2, 3, 4, 5, 7
Continue implementation of the software system and expand online permitting options	155/674	Municipal Governance & Fin Stability	2, 5
Continue implementation of the Land Use Code Update, including community education and Minor Project Review Committee	674	Future Land Use & Policy	1, 2, 3, 6, 7, 8
Continue implementation of the Energy Plan including Community Power	53-E	Climate Change	2, 4, 6, 7, 8
Carryout the Comprehensive Master Plan Update	674:1	Municipal Governance & Fin Stability	2, 3, 4, 7, 8
Write grants for funding to support programs/initiatives		Municipal Governance & Fin Stability	1, 2, 4
Continue to support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones		Municipal Governance & Fin Stability	2, 3, 6, 8
Continued Implementation of the GIS Strategic Plan and Needs Assessment Projects		Leadership	2, 4, 5, 8
Increase the present level of review and inspection efficiency	155/674	Safe Community	2, 3, 5, 8
Continue training and certification of Department staff	155/674	Education	1, 2, 6

## Metrics

	2023	2024	2025
Complete the initial review of new residential permit applications in 7 working days (target 95%)	95%	95%	95%
Complete the initial plan review on new commercial permit applications in 10 working days (target 95%)	95%	95%	95%
Total building permits	586	567	450
Total building permit inspections	2,400	2,398	2,300
Property and Housing Standard complaints	141	167	300
Food Establishment and Health Code Inspections	283	275	300
Adoption of revisions to the Land Development Code in the same year they are proposed/identified	4	4	4
Organizational project support by KGIS (GIS Needs Assessment Projects).	107 (30)	109 (37)	125 (37)
Initial completeness reviews for new subdivision, site plan applications within 5 business days	100%	100%	100%
Complete administrative applications in 14 calendar days of receiving a complete application	100%	100%	100%

## Current Personnel Resources



**Revenues**

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>30021501 - GF-Comm Dev-Lic Permits Fees</b>						
421050 Fee-Health Food Licenses	51,890	49,770	51,900	51,900	—	51,900
422050 Fee-Permits	449,639	388,999	415,000	415,000	—	415,000
423060 Fee-Miscellaneous	748	849	1,000	1,000	—	1,000
423220 Fee-Cls Licenses	227	3,462	4,125	4,125	—	4,125
423230 Fee-Planning Board	21,167	23,405	9,275	19,275	—	19,275
423240 Fee-Historic Dist Comm	—	1,136	350	350	—	350
423370 Fee-Zba	6,622	7,201	3,500	5,000	—	5,000
<b>30021501 - GF-Comm Dev-Lic Permits Fees Subtotal</b>	<b>530,293</b>	<b>474,822</b>	<b>485,150</b>	<b>496,650</b>	<b>—</b>	<b>496,650</b>
<b>30023503 - GF-Comm Dev-Charges For Services</b>						
441090 Direct Reimbursement	55	672	—	—	—	—
441150 Charges-Inspection Services	—	165	—	—	—	—
<b>30023503 - GF-Comm Dev-Charges For Services Subtotal</b>	<b>55</b>	<b>837</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>30024505 - GF-Comm Dev-Miscellaneous</b>						
461140 Maps Blueprints Etc	—	112	100	100	—	100
<b>30024505 - GF-Comm Dev-Miscellaneous Subtotal</b>	<b>—</b>	<b>112</b>	<b>100</b>	<b>100</b>	<b>—</b>	<b>100</b>
<b>30027504 - GF-Comm Dev-Fines Forfeits</b>						
452020 Violations-Code	2,485	1,640	500	500	—	500
<b>30027504 - GF-Comm Dev-Fines Forfeits Subtotal</b>	<b>2,485</b>	<b>1,640</b>	<b>500</b>	<b>500</b>	<b>—</b>	<b>500</b>
<b>Total Revenues</b>	<b>532,833</b>	<b>477,410</b>	<b>485,750</b>	<b>497,250</b>	<b>—</b>	<b>497,250</b>

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>30000000 - GF-Community Development</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	188,962	107,207	115,361	133,252	—	133,252
513030	Wages-Supervisory	137,197	189,964	198,560	226,244	(51,852)	174,392
513040	Wages-Full Time	532,031	598,803	628,626	669,346	4,748	670,487
513070	Wages-Part Time	—	—	—	87,456	35,793	35,793
513080	Wages-Hourly	39,224	17,806	29,000	30,752	—	30,752
514010	Wages-Temporary	—	—	5,500	5,500	—	5,500
515010	OT-Regular	217	—	—	—	—	—
517010	Health Insurance	164,376	163,471	186,210	227,704	2,039	207,087
517020	Dental Insurance	12,144	11,610	12,737	13,743	(66)	13,147
517030	Retirement Contributions	116,021	125,882	127,526	133,551	(1,531)	131,532
517040	Social Security	64,159	68,289	73,444	84,786	(779)	77,037
517050	Workers Compensation	9,397	11,188	1,764	11,569	(1,116)	10,330
517130	Retirement-Fire	—	—	—	9,882	—	9,882
<b>Personnel Subtotal</b>		<b>1,263,728</b>	<b>1,294,221</b>	<b>1,378,728</b>	<b>1,633,785</b>	<b>(12,764)</b>	<b>1,499,191</b>
<b>Operating</b>							
521020	Professional Services	3,571	2,622	5,000	5,000	—	5,000
521030	Technical Services	—	380	1,859	1,859	—	1,859
522050	PC Replacement Charge	6,945	7,124	7,788	8,763	—	8,763
522060	PW Fleet Charge	32,412	35,765	33,267	33,590	—	33,590
523010	Maint-Office Equipment	3,175	—	—	—	—	—
523050	MF Printer Lease/Copies/Maint	405	3,684	4,800	6,000	—	6,000
524160	Printing	2,820	1,566	1,500	1,500	—	1,500
524250	Advertising	251	—	350	500	—	500
524350	Training	4,578	7,010	10,983	12,500	—	12,500
524360	Meetings & Dues	2,238	6,086	3,300	3,300	—	3,300
524470	Public Awareness	—	—	—	1,200	—	1,200
525100	Communications & Phone	5,177	5,677	6,275	5,000	—	5,000
527000	Supplies & Materials	—	493	—	—	—	—
527010	Supplies-Office	4,959	3,555	3,981	1,700	—	1,700
527100	Postage	723	1,172	1,164	1,800	—	1,800
527150	Books & Collections	3,596	13,386	3,800	6,600	—	6,600
527340	Equipt-Minor	973	818	1,045	1,045	—	1,045
527440	Equipt-Computer Minor	3,101	1,248	3,300	3,300	—	3,300
527560	Supplies-Protective Clothing	516	602	625	1,000	—	1,000
527600	Supplies-Operating	62	300	265	265	—	265

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527610	Supplies-Software	—	222	—	225	—	225
<b>Operating Subtotal</b>		<b>75,501</b>	<b>91,708</b>	<b>89,302</b>	<b>95,147</b>	<b>—</b>	<b>95,147</b>
<b>30000000 - GF-Community Development Subtotal</b>		<b>1,339,229</b>	<b>1,385,929</b>	<b>1,468,030</b>	<b>1,728,932</b>	<b>(12,764)</b>	<b>1,594,338</b>
<b>30010000 - GF-Comm Dev-Pest Control</b>							
<b>Operating</b>							
521020	Professional Services	51,000	51,000	51,000	51,000	—	51,000
<b>Operating Subtotal</b>		<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>—</b>	<b>51,000</b>
<b>30010000 - GF-Comm Dev-Pest Control Subtotal</b>		<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>—</b>	<b>51,000</b>
<b>30010100 - GF-Comm Dev-Regulatory Notices</b>							
<b>Operating</b>							
524250	Advertising	3,250	5,121	3,827	3,827	—	3,827
527100	Postage	4,456	5,651	9,333	9,333	—	9,333
<b>Operating Subtotal</b>		<b>7,706</b>	<b>10,773</b>	<b>13,160</b>	<b>13,160</b>	<b>—</b>	<b>13,160</b>
<b>30010100 - GF-Comm Dev-Regulatory Notices Subtotal</b>		<b>7,706</b>	<b>10,773</b>	<b>13,160</b>	<b>13,160</b>	<b>—</b>	<b>13,160</b>
<b>Total Expenditures</b>		<b>1,397,935</b>	<b>1,447,702</b>	<b>1,532,190</b>	<b>1,793,092</b>	<b>(12,764)</b>	<b>1,658,498</b>



## Public Works

### Mission Statement

Provide resource planning, quality management of transportation, water, wastewater, stormwater and solid waste infrastructure and community education for Keene residents and visitors. Provide Public Works services at the highest level of efficient, economical, and environmentally sensitive manner.

### Description

#### Administration and Engineering

In FY25, the pace of Capital Improvements will remain high, with several large complex projects in design or under construction simultaneously. In addition, The Engineering Division will continue to support other projects outside the Capital Improvement Program. Major anticipated projects for the next fiscal year will include:

- Completing Final Design and beginning Phase I Construction for the Downtown Infrastructure Project;
- Designing the \$9.1M Lower Winchester Street reconstruction project (from Rt. 101 to the Swanzey Town Line);
- Completing the design and beginning construction of the Transportation Heritage Trail – Phase I project
- Completing the design and beginning construction of the George Street Bridge replacement
- Rehabilitation of approximately 5.6 miles of roadways throughout the city;
- 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:
  - Comprehensive Master Plan update
  - Robin Hood Park Improvements
  - West Side Parking Garage Feasibility Study
  - NHDOT Reconstruction of Rt. 101
  - West Side Downtown Parking Structure Project

In FY25, the Administration will continue to engage, educate, and inform the City residents, businesses, and visitors about the activities and programs of the Department through the Department's social media and other platforms. Administration will continue to assist the Public Works Division in the management of its information, records, and correspondence.

### Highway Division

The Highway Division will meet the following objectives in FY24:

- Restart with enclosed drainage system maintenance cleaning 1,450 catch basins and inspecting up to two miles of drain line and cleaning as needed;
- Hold an Arbor Day Ceremony celebrating Keene as Tree City U.S.A;
- Remove and replace failing trees throughout the city;
- Manage city-wide street sweeping services to enhance the City's infrastructure as well as help eliminate enclosed drainage system blockages;
- Mow and maintain City tax ditches;
- Repair enclosed drainage system deficiencies identified through inspection; perform enclosed drainage system maintenance;
- Continue to improve sidewalk maintenance and repair;
- Continue to improve street maintenance and repair;
- Continue to improve bridge inspection and maintenance.

### Background

#### Administration

Public Works Administration provides leadership and management for the Public Works Department. The Administrative function has two areas, senior leadership and administration. Administration is responsible for customer interface, directing all incoming calls, directing and tracking correspondence, dispatching of Public Works resources, providing records management, and managing the public information programs for the various Public Works Divisions. Administration is composed of an Office Manager, and an Administrative Assistant I. The Public Works senior leadership team is comprised of the Public Works Director and two Assistant Public Works Directors/Division Heads. Together this group leads and oversees 65 FT and 7 PT employees, oversees all operations of the Department, budget preparation and implementation, capital planning, and strategic visioning and planning for the City's infrastructure assets. During FY24, the Public Works Administration continued to respond to the public interest and demand for information on Department activities, operations, and projects by continuing to expand its social media presence. In measuring how well the Department's social media platforms are functioning, we look at Facebook Page reach. This metric counts reach from the organic or paid distribution of our Facebook content, including posts, stories and ads. It also includes reach from other sources, such as tags, check-ins and Page or profile visits. In FY22 our Facebook Page reach was 37.3K. In FY23 our Facebook Page reach was 57.6K. In FY25, 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 activities concerning the Public Works Department, and to keep our customers well informed regarding all things Public Works.

### Engineering

The Engineering Division has a staff of five employees: the City Engineer, three Civil Engineers, and one Engineering Technician. 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 Global Positioning System (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 utility connection permitting, and inspection of infrastructure construction.

During FY24, the Division’s accomplishments included:

- Completion of the Winchester Street Reconstruction Project and Island Street Bridge replacement;
- Rehabilitating and preserving over 3.5 miles of roadways throughout the City;
- Designing and beginning construction of the Island Street Infrastructure project;
- Completing the Martel Court Sewer Force Main investigation;
- Applying for numerous grant and funding opportunities, such as the Downtown Infrastructure project RAISE Grant and Congressionally Directed Spending (multiple projects);
- Issuing and overseeing an estimated 140 excavation permits related to private work within roadways;
- Developing a comprehensive grant-funded “Roadway Safety Action Plan”.

### Highway Division

The Highway Division is staffed with 23 full-time employees and is responsible for the maintenance of the City’s transportation infrastructure that includes 52 miles of sidewalks, 32 bridges, 80 miles of drain lines, over 4,500 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 tree removal. The Division’s responsibilities include grounds maintenance in the downtown area that currently includes Central Square to the Main, Marlboro, and Winchester Street roundabout, including the crosswalk maintenance south of the MMW roundabout; Railroad Square to the east and the Gilbo Avenue and Commercial Street parking areas to the west as well as policing for debris approximately 200 feet down accompanying side streets. The Division is also responsible for citywide litter collection, leaf collection in areas with enclosed drainage system drains, and maintenance of over 4,000 street/traffic signs, 139 traffic control devices, and 1,311 street lights.

Using the Division’s asset management system enabled us to track the resources used toward the accomplishment of FY23 Division’s goals including:

- Leaf Collection Drain Cleaning Program
- Open drainage ditch cleaning
- Mowing tax ditches and roadside mowing
- Assisting other departments and divisions
- Asphalt road repairs
- Beaver dam removal
- Bridge repairs
- Community events
- Operation of traffic control signals
- Leaf collection
- Snow management
- Drag box paving of Cornwell Drive and portions of Hurricane Road

## Primary Services

	Align with CMP
Provide efficient and effective management of the City's transportation, water, wastewater, stormwater, and solid waste infrastructure.	Infrastructure
Operate and maintain the City's transportation and stormwater systems; maintain the City's downtown, and manage emergency vegetation control along the City's rights-of-way.	Infrastructure
Provide planning, design, and implementation of construction projects that support the City's transportation, stormwater, water, sewer, parking, airport and other department infrastructure.	Infrastructure
Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments.	Infrastructure

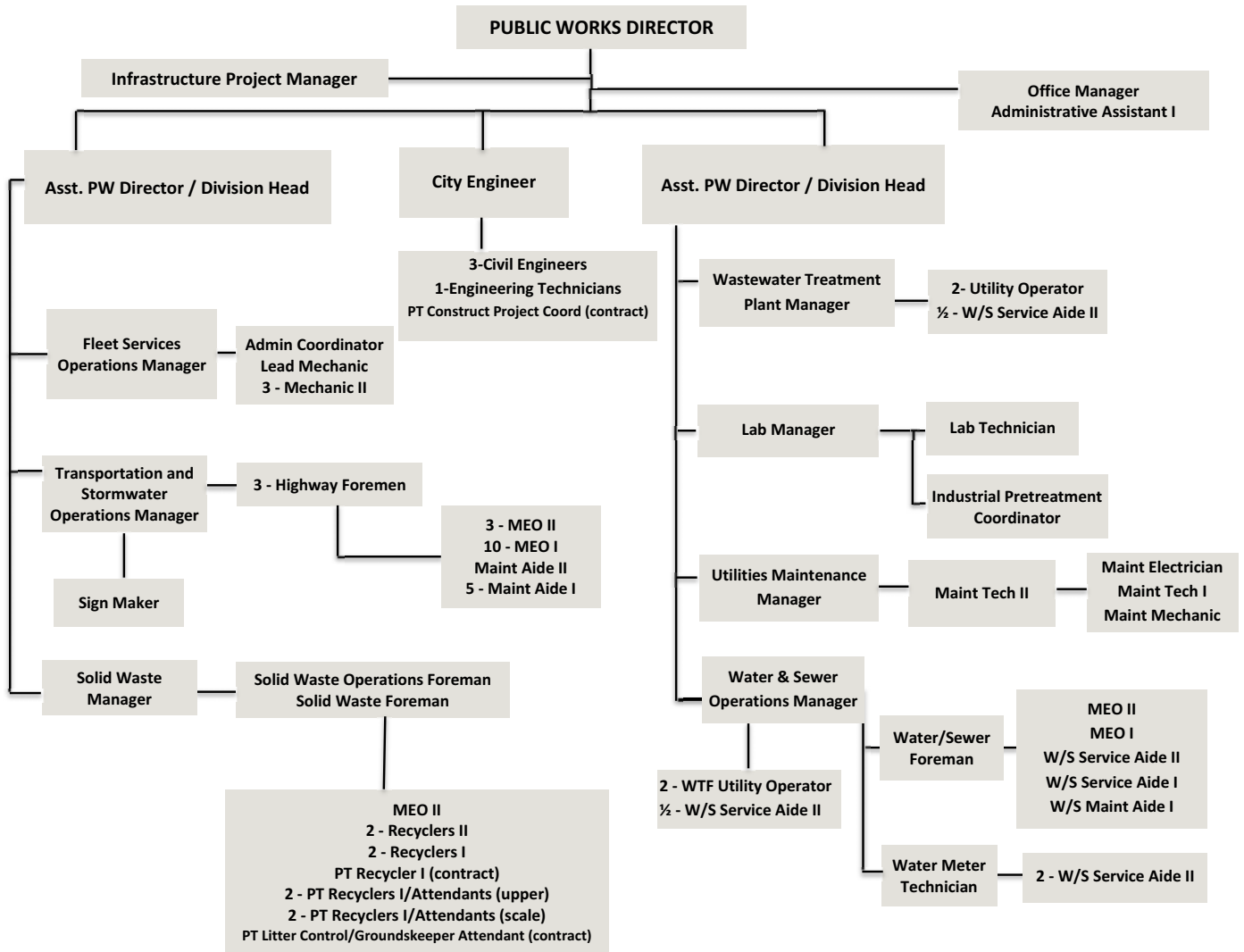
## Objectives

	Statute	CMP	CC Goal
Plow, salt, and sand roadways and sidewalks at appropriate times following Public Works Standard Operating Guidelines.		Safe Community	2
Respond to deficiencies reported through our Asset Management System within 72 hours.	RSA 230:90-92A	Infrastructure	4
Continue City-wide Drain Maintenance Program using data compiled from Drain Cleaning and Line Flushing Program.		Infrastructure	4, 7
Continue roadside mowing , roadside ditching and open drainage system maintenance.		Infrastructure	4, 7
Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments.		Infrastructure	2, 4, 7
Implement Pavement Preservation Program as outlined in the FY25-31 Capital Improvement Program.		Infrastructure	4
Maintain and expand the Department's public communication programs through increased use of social media platforms and maintain public engagement events (National Public Works Week, Water Science Fair, Green Up Keene, etc.).		Leadership	8
Continue to develop Asset Management plans for critical infrastructure components.		Infrastructure	4, 7

## Metrics

	2023	2024	2025
Catch Basin and Drain Line Cleaning Program (# CB, # feet DL)	vactor out of service	1,400/10,560	1,400/10,560
Pavement Preservation Techniques (Spot Repair, Micro Surfacing and Crack Seal)	32,900	74,000	62,250
Devoted over 200 hours to open ditch mowing (Tax Ditches) as well as 121 hours of roadside mowing	350	350	350
Percent of excavation and encumbrance permits issued within three business days of submission.	95%	95%	95%

## Current Personnel Resources



**Revenues**

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>75022502 - GF-Pw-Intergovernmental</b>						
431160 Federal-Fema Reimbursements	—	104,461	—	—	—	—
432010 State-Flood Control	36,031	36,031	36,100	36,100	—	36,100
432030 State-Highway	474,081	907,197	475,000	475,000	—	475,000
<b>75022502 - GF-Pw-Intergovernmental Subtotal</b>	<b>510,113</b>	<b>1,047,689</b>	<b>511,100</b>	<b>511,100</b>	<b>—</b>	<b>511,100</b>
<b>75023503 - GF-Pw-Charges For Services</b>						
441090 Direct Reimbursement	175,341	159,136	115,838	100,818	—	100,818
441160 Charges-Public Way Impediment	750	1,300	500	500	—	500
441170 Charges-Excavation	6,825	6,075	4,000	4,000	—	4,000
441470 Charges-Small Wireless (Swf)	1,620	1,620	1,000	1,000	—	1,000
441480 Charges-Drain Connect Permit	—	—	500	500	—	500
<b>75023503 - GF-Pw-Charges For Services Subtotal</b>	<b>184,536</b>	<b>168,131</b>	<b>121,838</b>	<b>106,818</b>	<b>—</b>	<b>106,818</b>
<b>75024505 - GF-Pw-Miscellaneous</b>						
461030 Interest Accts Receivable	49	—	—	—	—	—
461110 Other	—	36,130	—	—	—	—
464050 Trust-Downtown Memorial Tree	5,261	—	3,825	3,825	—	3,825
<b>75024505 - GF-Pw-Miscellaneous Subtotal</b>	<b>5,310</b>	<b>36,130</b>	<b>3,825</b>	<b>3,825</b>	<b>—</b>	<b>3,825</b>
<b>Total Revenues</b>	<b>699,958</b>	<b>1,251,950</b>	<b>636,763</b>	<b>621,743</b>	<b>—</b>	<b>621,743</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>75000000 - GF-Pw-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	139,438	146,354	154,178	141,669	—	141,669
513030 Wages-Supervisory	94,664	107,485	115,070	143,532	19,279	142,086
513040 Wages-Full Time	90,897	61,157	148,252	182,041	—	182,041
514010 Wages-Temporary	—	11,287	—	—	—	—
515010 OT-Regular	2,600	1,001	—	—	—	—
516020 Stand-By	12,789	12,754	12,775	12,775	—	12,775
516050 Sick & Injury	16,331	31,268	—	—	—	—
516070 Vacation	141,727	131,711	—	—	—	—
517010 Health Insurance	75,672	69,916	96,690	104,027	3,231	100,798
517020 Dental Insurance	4,345	3,867	4,595	5,485	133	5,352
517030 Retirement Contributions	69,973	68,971	58,215	64,949	2,609	64,754
517040 Social Security	37,427	38,340	32,433	36,476	1,476	36,366
517050 Workers Compensation	7,602	7,738	11,366	4,521	26	4,519
<b>Personnel Subtotal</b>	<b>693,465</b>	<b>691,848</b>	<b>633,574</b>	<b>695,475</b>	<b>26,754</b>	<b>690,360</b>
<b>Operating</b>						
521200 Laboratory Services	1,291	3,049	1,800	1,800	—	1,800
522050 PC Replacement Charge	9,085	10,771	11,913	14,307	—	14,307
522060 PW Fleet Charge	8,103	8,941	8,021	8,397	—	8,397
523010 Maint-Office Equipment	558	—	—	—	—	—
523050 MF Printer Lease/Copies/Maint	—	2,058	880	4,500	—	4,500
523100 Maint-Safety Program	6,066	6,479	7,000	7,000	—	7,000
523750 Permits	—	1,500	1,500	1,500	—	1,500
524300 Travel	465	84	300	300	—	300
524350 Training	384	295	16,300	16,300	—	16,300
524360 Meetings & Dues	758	1,460	900	900	—	900
525100 Communications & Phone	6,407	5,567	6,500	6,500	—	6,500
527010 Supplies-Office	2,293	2,145	2,500	2,500	—	2,500
527110 Supplies-Small Wireless	—	21	—	—	—	—
527550 Supplies-Uniforms	9,077	29,196	11,000	13,422	—	13,422
<b>Operating Subtotal</b>	<b>44,486</b>	<b>71,565</b>	<b>68,614</b>	<b>77,426</b>	<b>—</b>	<b>77,426</b>
<b>75000000 - GF-Pw-Administration Subtotal</b>	<b>737,951</b>	<b>763,414</b>	<b>702,188</b>	<b>772,901</b>	<b>26,754</b>	<b>767,786</b>
<b>75020000 - GF-Pw-Nondepartmental</b>						
<b>Personnel</b>						
513040 Wages-Full Time	108,684	64,795	—	—	—	—
515010 OT-Regular	11,249	9,938	2,317	2,317	—	2,317

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517010	Health Insurance	—	2,794	—	—	—	—
517020	Dental Insurance	233	165	—	—	—	—
517030	Retirement Contributions	16,861	10,506	313	314	—	314
517040	Social Security	8,926	5,653	178	178	—	178
517050	Workers Compensation	3,351	2,077	78	53	—	53
<b>Personnel Subtotal</b>		<b>149,304</b>	<b>95,928</b>	<b>2,886</b>	<b>2,862</b>	<b>—</b>	<b>2,862</b>
<b>Operating</b>							
522060	PW Fleet Charge	18,992	21,854	18,563	21,322	—	21,322
527400	Supplies-Other Maint	6,029	9,487	10,000	10,000	—	10,000
527600	Supplies-Operating	2,406	5	1,838	1,838	—	1,838
<b>Operating Subtotal</b>		<b>27,427</b>	<b>31,346</b>	<b>30,401</b>	<b>33,160</b>	<b>—</b>	<b>33,160</b>
<b>75020000 - GF-Pw-Nondepartmental Subtotal</b>		<b>176,730</b>	<b>127,274</b>	<b>33,287</b>	<b>36,022</b>	<b>—</b>	<b>36,022</b>
<b>75100000 - GF-Pw-Engineering</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	—	1,992	115,321	123,988	—	123,988
513040	Wages-Full Time	194,154	196,531	88,554	79,941	—	79,941
517010	Health Insurance	52,385	51,952	52,058	41,760	—	41,760
517020	Dental Insurance	3,469	3,472	3,332	2,202	—	2,202
517030	Retirement Contributions	27,298	27,892	27,584	27,592	—	27,592
517040	Social Security	14,478	14,974	15,596	15,517	—	15,517
517050	Workers Compensation	6,560	6,397	6,807	4,608	—	4,608
<b>Personnel Subtotal</b>		<b>298,344</b>	<b>303,210</b>	<b>309,252</b>	<b>295,608</b>	<b>—</b>	<b>295,608</b>
<b>Operating</b>							
521030	Technical Services	4,321	3,000	14,500	14,500	—	14,500
522060	PW Fleet Charge	29,853	31,482	31,150	31,150	—	31,150
523060	Maint-Software	4,180	4,274	4,700	4,700	—	4,700
524350	Training	2,728	838	1,500	1,500	—	1,500
524360	Meetings & Dues	2,228	4,552	2,000	2,000	—	2,000
527010	Supplies-Office	1,155	1,166	500	500	—	500
527440	Equipt-Computer Minor	166	122	450	450	—	450
527600	Supplies-Operating	3,239	6,225	4,500	4,500	—	4,500
534090	Acq-Equipment	699	—	27,000	—	—	—
<b>Operating Subtotal</b>		<b>48,570</b>	<b>51,659</b>	<b>86,300</b>	<b>59,300</b>	<b>—</b>	<b>59,300</b>
<b>75100000 - GF-Pw-Engineering Subtotal</b>		<b>346,914</b>	<b>354,869</b>	<b>395,552</b>	<b>354,908</b>	<b>—</b>	<b>354,908</b>
<b>75221100 - GF-Pw-Winter Maintenance</b>							
<b>Personnel</b>							
513040	Wages-Full Time	109,796	113,398	243,000	268,500	—	268,500

## Expenditures

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
515010	OT-Regular	90,528	57,166	57,236	57,236	—	57,236
517010	Health Insurance	—	20	91,385	101,793	—	101,793
517020	Dental Insurance	—	—	5,823	5,670	—	5,670
517030	Retirement Contributions	27,942	23,979	39,171	43,996	—	43,996
517040	Social Security	14,884	12,936	21,974	24,511	—	24,511
517050	Workers Compensation	4,798	4,584	10,026	8,008	—	8,008
<b>Personnel Subtotal</b>		<b>247,948</b>	<b>212,082</b>	<b>468,615</b>	<b>509,714</b>	<b>—</b>	<b>509,714</b>
<b>Operating</b>							
522060	PW Fleet Charge	354,553	397,981	374,970	445,852	—	445,852
525030	Electricity	6	88	500	500	—	500
526040	Rental-Equipment	—	9,752	8,000	8,000	—	8,000
527400	Supplies-Other Maint	280,309	310,639	362,016	362,016	—	362,016
527600	Supplies-Operating	8,459	9,284	5,342	5,342	—	5,342
<b>Operating Subtotal</b>		<b>643,327</b>	<b>727,743</b>	<b>750,828</b>	<b>821,710</b>	<b>—</b>	<b>821,710</b>
<b>75221100 - GF-Pw-Winter Maintenance Subtotal</b>		<b>891,275</b>	<b>939,825</b>	<b>1,219,443</b>	<b>1,331,424</b>	<b>—</b>	<b>1,331,424</b>
<b>75221800 - GF-Pw-Street Maintenance</b>							
<b>Personnel</b>							
513040	Wages-Full Time	384,526	473,050	540,999	598,022	—	598,022
515010	OT-Regular	32,131	34,989	4,583	4,583	—	4,583
517010	Health Insurance	281,187	355,505	208,780	232,465	—	232,465
517020	Dental Insurance	18,525	22,118	13,309	13,056	—	13,056
517030	Retirement Contributions	58,182	68,635	70,918	81,407	—	81,407
517040	Social Security	31,307	38,590	39,765	45,348	—	45,348
517050	Workers Compensation	11,644	13,214	18,216	15,083	—	15,083
<b>Personnel Subtotal</b>		<b>817,502</b>	<b>1,006,101</b>	<b>896,570</b>	<b>989,964</b>	<b>—</b>	<b>989,964</b>
<b>Operating</b>							
521030	Technical Services	—	1,132	6,000	6,000	—	6,000
522060	PW Fleet Charge	296,564	259,705	259,880	287,847	—	287,847
523000	Repair & Maintenance Services	140	6,231	65,826	65,826	—	65,826
523310	Maint-Road & Street	283,432	586,428	474,057	474,057	—	474,057
523720	Maint-Tree & Forestry	—	4,650	—	—	—	—
523740	Maint-Street Light	4,998	8,933	5,000	5,000	—	5,000
525030	Electricity	80,588	91,853	102,200	102,200	—	102,200
527400	Supplies-Other Maint	58,390	240,847	112,551	112,551	—	112,551
527600	Supplies-Operating	97,741	77,407	55,598	55,598	—	55,598
<b>Operating Subtotal</b>		<b>821,852</b>	<b>1,277,185</b>	<b>1,081,112</b>	<b>1,109,079</b>	<b>—</b>	<b>1,109,079</b>
<b>75221800 - GF-Pw-Street Maintenance Subtotal</b>		<b>1,639,354</b>	<b>2,283,286</b>	<b>1,977,682</b>	<b>2,099,043</b>	<b>—</b>	<b>2,099,043</b>



## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>75222800 - GF-Pw-Downtown Maint</b>						
<b>Personnel</b>						
513040 Wages-Full Time	73,951	93,452	69,306	24,641	—	24,641
515010 OT-Regular	561	3,142	133	133	—	133
517010 Health Insurance	14,706	2,691	22,668	5,343	—	5,343
517020 Dental Insurance	1,072	223	1,349	266	—	266
517030 Retirement Contributions	10,468	13,571	9,395	3,352	—	3,352
517040 Social Security	5,554	7,374	5,312	1,897	—	1,897
517050 Workers Compensation	2,156	2,704	2,319	620	—	620
<b>Personnel Subtotal</b>	<b>108,468</b>	<b>123,157</b>	<b>110,482</b>	<b>36,252</b>	<b>—</b>	<b>36,252</b>
<b>Operating</b>						
522060 PW Fleet Charge	25,588	29,444	27,844	31,983	—	31,983
523000 Repair & Maintenance Services	39,005	40,043	36,525	36,525	—	36,525
523720 Maint-Tree & Forestry	50,735	39,215	45,700	45,700	—	45,700
523730 Tree Planting	—	2,386	3,000	3,000	—	3,000
523740 Maint-Street Light	37,688	(11,136)	1,517	1,517	—	1,517
525010 Water	25,301	10,523	10,000	11,000	—	11,000
525030 Electricity	14,387	16,639	8,000	12,000	—	12,000
527600 Supplies-Operating	1,456	2,918	1,000	1,000	—	1,000
<b>Operating Subtotal</b>	<b>194,161</b>	<b>130,032</b>	<b>133,586</b>	<b>142,725</b>	<b>—</b>	<b>142,725</b>
<b>75222800 - GF-Pw-Downtown Maint Subtotal</b>	<b>302,628</b>	<b>253,189</b>	<b>244,068</b>	<b>178,977</b>	<b>—</b>	<b>178,977</b>
<b>75223000 - GF-Pw-Drainage &amp; Leaf Pickup</b>						
<b>Personnel</b>						
513040 Wages-Full Time	142,305	99,053	243,000	268,500	—	268,500
515010 OT-Regular	14,639	7,746	5,370	5,370	—	5,370
517010 Health Insurance	—	1,372	91,372	101,821	—	101,821
517020 Dental Insurance	—	78	5,826	5,694	—	5,694
517030 Retirement Contributions	22,066	14,970	32,153	36,997	—	36,997
517040 Social Security	11,723	8,088	18,011	20,585	—	20,585
517050 Workers Compensation	4,453	2,957	8,293	6,854	—	6,854
<b>Personnel Subtotal</b>	<b>195,185</b>	<b>134,265</b>	<b>404,025</b>	<b>445,821</b>	<b>—</b>	<b>445,821</b>
<b>Operating</b>						
522060 PW Fleet Charge	226,095	245,165	232,036	266,525	—	266,525
527600 Supplies-Operating	36,475	24,761	29,920	29,920	—	29,920
<b>Operating Subtotal</b>	<b>262,570</b>	<b>269,927</b>	<b>261,956</b>	<b>296,445</b>	<b>—</b>	<b>296,445</b>
<b>75223000 - GF-Pw-Drainage &amp; Leaf Pickup Subtotal</b>	<b>457,755</b>	<b>404,191</b>	<b>665,981</b>	<b>742,266</b>	<b>—</b>	<b>742,266</b>

## Expenditures

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>75223400 - GF-Pw-Hazardous Waste Site</b>						
<b>Operating</b>						
521030 Technical Services	—	399	2,000	2,000	—	2,000
521200 Laboratory Services	1,825	—	4,065	4,065	—	4,065
521210 Monitor & Inspections	6,305	10,225	45,000	45,000	—	45,000
524480 Hauling & Disposal	—	1,261	6,400	6,400	—	6,400
527600 Supplies-Operating	—	—	1,500	1,500	—	1,500
<b>Operating Subtotal</b>	<b>8,130</b>	<b>11,885</b>	<b>58,965</b>	<b>58,965</b>	<b>—</b>	<b>58,965</b>
<b>75223400 - GF-Pw-Hazardous Waste Site Subtotal</b>	<b>8,130</b>	<b>11,885</b>	<b>58,965</b>	<b>58,965</b>	<b>—</b>	<b>58,965</b>
<b>Total Expenditures</b>	<b>4,560,738</b>	<b>5,137,932</b>	<b>5,297,166</b>	<b>5,574,506</b>	<b>26,754</b>	<b>5,569,391</b>

**KEENE**



# **Compensated Absences Fund**

## Overview & Summary

### Mission Statement

To effectively manage and account for compensated absences within the organization through transparent and consistent practices.

### Description

Recent updates to the Governmental Accounting Standards Board (GASB) require the recognition, measurement, and disclosure for compensated absences in state and local governments.

GASB Statement No. 101 establishes a unified model for accounting and reporting of compensated absences. It requires disclosures to enhance the recognition and measurement guidance for compensated absences creating uniformly in state and local governments to ensure transparency and consistency in financial reporting.

Compensated absences are benefits provided to government employees that include:

- Unused leave time – employee accrual of vacation, sick, or other forms of paid time off not used.
- Cash payments – payments for employee accrued but unused leave time upon departure, whether voluntary or involuntary.

The Compensated Absence Fund is a City fund created to track earned but unused leave time. It funds and facilitates the payment of accrued leave day ensuring the employees receive their rightful compensation upon departure.

By using the Compensated Absence Fund and GASB Statement No. 101, state and local governments have a viable plan for accounting for compensated absences that provides accountability, consistency, and transparency.

### Operating Revenue and Expenditures Revenue Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>48091500 - Comp Ab-Trans-Capital &amp; Other</b>						
472000 Inter (Multi) Fund Approp	—	2,391,363	—	—	—	—
472030 General Fund	—	125,000	—	100,000	—	100,000
<b>Subtotal</b>	—	<b>2,516,363</b>	—	<b>100,000</b>	—	<b>100,000</b>
<b>Total Revenues</b>	—	<b>2,516,363</b>	—	<b>100,000</b>	—	<b>100,000</b>

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>48000000 - Comp Absence-Administration</b>							
<b>Personnel</b>							
513040	Wages-Full Time	—	400,134	—	—	—	—
517030	Retirement Contributions	—	99,296	—	—	—	—
517040	Social Security	—	15,111	—	—	—	—
517050	Workers Compensation	—	8,864	—	—	—	—
517130	Retirement-Fire	—	27,282	—	—	—	—
517140	Retirement-Police	—	16,263	—	—	—	—
<b>Personnel Subtotal</b>		—	<b>566,951</b>	—	—	—	—
<b>48000000 - Comp Absence-Administration Subtotal</b>		—	<b>566,951</b>	—	—	—	—
<b>Total Expenditures</b>		—	<b>566,951</b>	—	—	—	—

**KEENE**



# Parking Fund

## Overview & Summary

### Mission Statement

Provide convenient, safe, and well-maintained downtown public parking services for the community of users, leveraging innovative excellence, efficiency and modern business practices via courteous customer service, proactive operations and enforcement that supports turnover for economic vitality.

### Description

**FY 25** Parking Services remains committed to fulfilling City Council Goals 1, 2, 4, 6, 7, and 8, in alignment with Strategic Government Themes focusing on revenue diversification and effective asset management strategies for parking. Through collaborative efforts with various city departments, we will develop, adopt, and initiate the implementation of an EV charging strategic plan. Working closely with Community Development and following consultation with Public Works, we will devise methods to enable on-street permitted parking, facilitating the potential construction of additional housing units while addressing parking requirements in the Downtown Core and Downtown Growth district as outlined in the Parking Services Strategic Plan. As the Main Street Infrastructure Project and West Side Downtown Parking Structure Project evolve, Parking Services remains integral in the furthering of these initiatives.

Our ongoing efforts include the modernization of the parking system, particularly through the expansion of pay stations and mobile payment options, as well as enhanced outreach to the community and visitors to support a vibrant and dynamic downtown environment for all demographics. These objectives align with the overarching goals of the Strategic Parking Plan, aiming to provide convenient, safe, and readily available parking options throughout the Downtown area.

**In FY24**, we expanded our pay station operations to allow more payment options in formerly on-street metered-only areas. Along with this expansion, a trial of 15-minute complimentary sessions proved to serve customers and businesses in greater capacity by allowing each space covered by the pay stations to be loading zones and quick-run parking spaces. Further, the pay stations' coverage allowed for removal of meters, meter posts, and unnecessary signage, opening up the street scape and reducing snow removal difficulties and maintenance and inevitable replacement of meter parts. Reusing meters in other areas has improved the function and esthetics by replacing rusty and older-modeled meters. Removing meters and posts expanded the usable areas of the sidewalks to allow for increased foot traffic, outside dining, and ease of maintenance. Staff has also been able to streamline collections in those areas, allowing them to better utilize their time.

In addition to the pay station expansion, the trend towards mobile app payment is increasing. We have experienced an increase of nearly 1,300 transactions per month over FY23, providing evidence that the adoption of mobile app payments is becoming commonplace. Pay station transactions have increased from 4,600 per month in FY 22 to nearly 10,000 per month with our expanded pay station program. Customers are comfortable with using the pay stations. Parking personnel and outreach have been important in the customers' transition to modern parking options.

Our new back-office system has allowed convenience for parking ticket payments, and we have seen an increase in the same-day payment of tickets. The instant upload feature of the ticketing program has fostered this increase. Web-based payments are now the most utilized form of payment for tickets.

In collaboration with Public Works and other departments, EV charging has been a subject of discussion with how to best suit the customers who would utilize EV chargers. Funds for an EV charger infrastructure study has been set aside to determine the best locations, costs, financial impacts, etc. to ensure the best financial and service outcomes with an expanded EV charger program. EV charger use has again increased over FY23, and we anticipate that trend will continue in addition to private EV charger programs in the Downtown area.

On 1/1/2023, the parking rates and ticket fees were increased to \$1.00/hr. on-street, and \$.50 off street. The tickets were increased by \$5 with fees increased to being either \$15 or \$20. These rate and fee increases are important to the parking fund to offset the loss of certain taxes and TIF district monies and to compensate for the increase in materials to maintain the Downtown Core. The Downtown maintenance area is expanding and the Parking Fund also needs to expand with the increased maintenance. Several large CIP and maintenance projects need funding such as the maintenance of Wells Garage and the expansion of the pay station program. The rate increases allow the Parking Fund increases longevity which decreases the burden to the property tax payer, who would have to pick up any deficit in funds through property taxes. Proper fund management allows the fund to continue to be self-sustaining and generate revenue for these efforts.

We have collaborated with the Marketing and Communications Director to forward new information as well as refresh existing information such as availability of permits and instructions on how to use Pay Stations. Outreach, communication, and educational efforts will include utilizing



our social media account to grow our online consumer following that will allow a wider audience to be informed of changes and further our education and customer service efforts.

**In FY25**, we will persist in our efforts to collaborate with Economic Development and downtown groups, aiming to enhance the parking program to address the diverse needs of customers, downtown workers, and residents. Our focus will remain on modernizing the parking system by expanding pay stations, pay-by-app areas, and increasing permitted parking in strategic city locations. Educational and communication initiatives will continue through various channels, including social media, to ensure transparency and accessibility.

To optimize utility and reduce costs, we will evaluate additional areas suitable for pay station installation. The Fiscal Year 2024 Capital Improvement Plan (CIP) includes provisions for more pay stations and their expansion into areas like West Central Square, South Gilbo Avenue, median parking on Main Street, and Main Street from Gilbo Avenue to West Street, among others. We will also maintain the ongoing 15-minute trial for pay stations covering on-street parking areas.

As downtown events become more frequent and the scope expands, parking will play a crucial role in ensuring adequate space for event set-up and attendees. The parking fund continues to provide substantial support for downtown events and holidays, totaling nearly \$100,000.

Demand for reserved parking, particularly for 24/7 and overnight use, remains high. We will assess underutilized areas such as Lower Main near Keene State College and Gilbo Avenue for better suitability as permitted parking, providing guaranteed parking access for residents, students, and workers. Responsible asset management and revenue diversification are essential for the prosperity of the Downtown Core. A study to evaluate the need for these changes is currently underway in collaboration with Community Development, Public Works, and the Police Department.

As the parking system evolves, so will its management. We will evaluate staffing needs and positional duties annually, adapting to the changing downtown landscape and demographics. It is anticipated that a part-time Parking Services Officer position may transition to full-time to enhance efficiency and availability, preventing burnout and providing valuable information about parking and city amenities. To retain skilled and abled staff, provide compensation for the increased scope of responsibilities and work tasks, and adjust for current market trend, consideration for reclassification of the Parking Technician position will be evaluated. Reclassification for Parking Service Officers will be evaluated in FY 26.

Cost Center 22021501, Outside Services, supports snow and ice control, general maintenance, beautification, and repair and maintenance of surface parking lots and downtown areas. The funds from the parking fund offsets the cost to the general fund, funded by taxpayers. We remain committed to decreasing the burden on taxpayers. Public Works will continue various projects under the parking fund.

Staying current with industry best practices, parking management solutions, and new technology remains a priority. We will closely monitor downtown parking inventory, conducting surveys, outreach, and analyzing changes in the downtown landscape, especially with increased residential growth.

In FY24 the Public Works Department continued numerous projects:

- Beautification efforts in the downtown that included:
  - Upgrading limited areas to perennial planting
  - Repairing and maintaining the sprinkler system
  - Performing annual plantings around Central Square and downtown (spring and then fall flowers);
- Installation of additional lighting in crosswalk area;
- Maintaining and cleaning benches;
- Twice weekly sweeping of downtown and surface parking lots;
- Annual painting of parking stalls;
- Weekly trash removal and policing the downtown for trash;
- Provision of snow and ice control in parking spaces and the removal of snow from the downtown.
- Repair of the City Hall parking ramp.
- Resurfacing and restriping of several parking lots, street spaces, and crosswalks.

The FY25 Budget continues these same activities at the same level as in FY24.

Cost Centers 22021502 and 22021503 provide funding for the City Hall and Wells Street Parking Structure. For the parking structures, the FY24 Operating budget allows the department to continue basic maintenance plans for the City Hall and Wells Street Parking Structure.

Cost Centers 22021502 and 22021503 provide funding for City Hall and Wells Street Parking Structure maintenance. Public Works will conduct annual power washing, trash pickup, and snow and ice control for these facilities, maintaining the same level of service as in Fiscal Year 2024.

## Background

Parking Services in the City serves a diverse clientele, including residents, workers, and visitors, facilitating their parking needs through various means such as meters, parking lots, daily rentals, leases, and reserved spaces. Our Parking Services team oversees more than 400 parking meters, multiple parking lots, and 25 multi-space pay stations, managing equipment repair and maintenance, and provides customer service, education, and information about the City to the public. In-office staff engage with customers daily, providing assistance, conducting outreach and education, processing payments. Additionally, they handle overdue ticket collections and stay updated on advancements in parking technology and payment methods.

Collaboration is a cornerstone of our operations, with Parking Services actively engaging with numerous city departments such as Economic Development, Public Works, Community Development, Police, Planning, IT, and Finance. We also maintain communication with other municipalities to stay informed about modernization trends and best practices in parking management. Working closely with various parking

vendors, we promote the adoption of modern technology, encouraging customers to utilize coinless payment options and digital platforms like mobile apps and pay stations.

Our outreach efforts extend to engaging with local businesses, residents, workers, and visitors to assess their parking needs and preferences. Through effective customer engagement, payment services, and resource management, Parking Services strives to provide efficient and user-friendly parking solutions. We develop and disseminate outreach materials, while also implementing strategic planning initiatives to address future developments in the Downtown Core and align with the objectives of the Strategic Parking Plan and the City's Comprehensive Master Plan.

Collaboration with departments like Economic Development, Public Works, Police, and Community Development facilitates cross-functional knowledge sharing and ensures coordinated efforts in parking program development. By integrating strategies across departments, we aim to support the long-term goals of the city and enhance the overall parking experience for residents and visitors alike.

## Primary Services

	Align with CMP
Parking Services: Provide convenient, safe, and well-maintained downtown public parking services for the community of users.	Economic Development
Parking Management: Manage on-street and off-street parking to provide availability to residents, employees and the public.	Economic Development
Assess Parking Needs: Provide strategic and administrative support to study current and projected parking needs, review parking rates, and new technology/concepts in parking to make the function of parking more efficient in management and to the customer.	Downtown
Infrastructure: Oversee maintenance, repairs, and snow and ice control of the parking structures, surface parking lots, and on-street parking spaces.	Infrastructure
Communication: Collaborate and coordinate communications to continue optimizing the Parking Program meeting the competing parking needs of customers, downtown workforce and residents.	Downtown

## Objectives

	Statute	CMP	CC Goal
Identify and improve public parking needs; develop new strategies and solutions to meet needs.	N/A	Downtown	1, 2, 4, 6, 8
Promote benefits of long-term parking lots, mobile app and other resources, as well as expanded reserved permit program geared toward downtown workforce and residents.	N/A	Downtown	1, 2, 3, 4, 6, 8
Optimize long-term reserved Parking Program to meet resident and workforce needs.	N/A	Economic Development	1, 2, 3, 4, 6, 8
Engage further with users of the Parking Program to augment parking signage and visibility as needed in the core downtown, particularly regarding directional signs to and in long-term public.	N/A	Downtown	8
Modernize all aspects of parking, including enforcement, maintenance and planning for future needs.	N/A	Transportation	1, 2, 3, 4, 6, 8
Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance.	N/A	Economic Development	1, 2, 3, 6

## Metrics

	2023	2024	2025
Number of spaces managed by Parking Services - metered / leased / permit	761/71 /406	761/71/406	761/71/406
Number of public reserved parking permits sold per year	1,700	1,700	1,700
Number of Level 1 violations issued collection	15,000	15,200	15,200
Number of single-space meters replaced with multi-space paystations (accumulative)	522	585	685
Average number of Pay Station transactions per year	55,000	108,000	110,000
Average ParkMobile transactions per month	8,000	9,000	10,300
Average SemaConnect EV charger sessions per month	85	100	110

### Operating Revenue and Expenditures

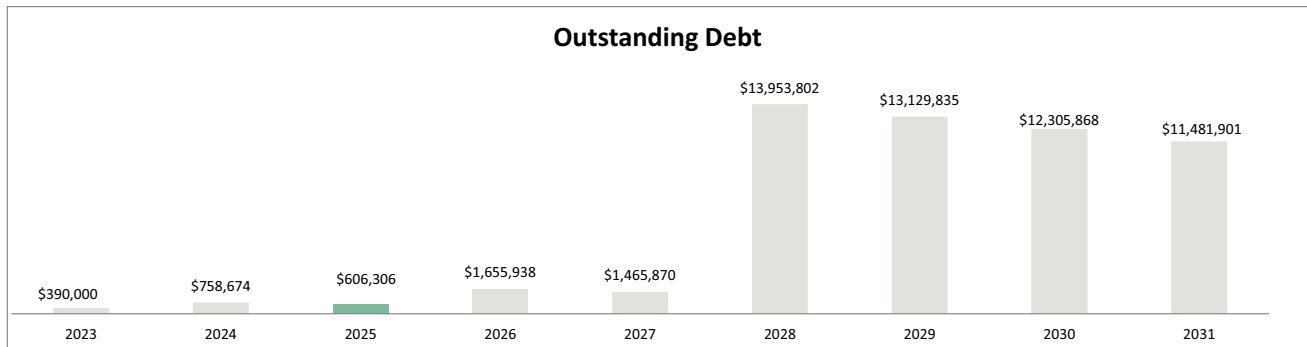
	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
Revenues	Actual	Adopted Budget	Dept Request	City Manager	Projected	Projected
Taxes	195,489	203,470	238,511	238,511	169,591	314,967
Parking Meter Fees / Space Rentals	810,432	861,814	880,103	880,103	902,106	924,658
Fines & Forfeits	266,882	296,550	298,550	298,550	304,521	310,611
Miscellaneous	21,472	1,000	1,000	1,000	1,000	1,000
County Courthouse Payment	16,734	16,530	16,326	16,326	16,122	16,326
Capital Reserve / Project Balances		57,400	32,700	32,700	328,000	
Use of (Addition to) Surplus		(117,277)	(75,251)	(78,958)	(110,825)	(248)
Sale of Bond					1,127,000	
<b>Total Revenues</b>	<b>1,311,009</b>	<b>1,319,487</b>	<b>1,391,939</b>	<b>1,388,232</b>	<b>2,737,515</b>	<b>1,567,314</b>
<b>Expenditures</b>						
Lots & Meters	617,807	666,425	710,486	706,779	720,915	735,332
Outside Services	254,742	233,531	228,782	228,782	233,358	238,024
City Hall Parking Facility	13,802	19,686	22,925	22,925	23,384	23,851
Wells Street Parking Facility	20,855	29,425	34,577	34,577	35,269	35,974
Debt Service-TIFD	115,968	123,020	179,469	179,469	139,591	284,967
Subtotal	1,023,174	1,072,087	1,176,239	1,172,532	1,152,515	1,318,148
Capital Reserve / Project Balances	276,000	247,400	215,700	215,700	1,585,000	249,166
<b>Total Expenditures</b>	<b>1,299,174</b>	<b>1,319,487</b>	<b>1,391,939</b>	<b>1,388,232</b>	<b>2,737,515</b>	<b>1,567,314</b>
<b>Net Revenues (Expenditures)</b>	<b>11,835</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: City Hall Parking Facility	\$ 100,000	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
CR Appropriation: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
City Hall Parking Structure Maint Program	32,700	328,000	-	-	-	-	-	360,700
EV Charging Stations Project	-	-	189,166	-	-	-	-	189,166
Surface Parking Lot Maintenance Program	53,000	-	-	50,000	-	-	-	103,000
Wells Street Parking Structure Maint Program	-	-	-	35,000	-	-	-	35,000
West Side Downtown Parking Structure	-	1,127,000	-	12,678,000	-	-	-	13,805,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 215,700</b>	<b>\$ 1,585,000</b>	<b>\$ 249,166</b>	<b>\$ 12,823,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 15,052,866</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>Capital Reserve Appropriations</b>								
Capital Reserve: City Hall Parking Facility	\$ 100,000	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 560,000</b>
<b>Reserve Funded Projects</b>								
City Hall Parking Structure Maint Program	\$ 32,700	\$ 328,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,700
Wells Street Parking Structure Maint Program	-	-	-	35,000	-	-	-	35,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 32,700</b>	<b>\$ 328,000</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 395,700</b>
<b>Projects Funded with Debt</b>								
West Side Downtown Parking Structure	\$ -	\$ 1,127,000	\$ -	\$ 12,678,000	\$ -	\$ -	\$ -	\$ 13,805,000
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ 1,127,000</b>	<b>\$ -</b>	<b>\$ 12,678,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,805,000</b>
<b>Projects Funded with Cash</b>								
EV Charging Stations Project	\$ -	\$ -	\$ 189,166	\$ -	\$ -	\$ -	\$ -	\$ 189,166
Surface Parking Lot Maintenance Program	53,000	-	-	50,000	-	-	-	103,000
<b>Total: Projects Funded with Cash</b>	<b>\$ 53,000</b>	<b>\$ -</b>	<b>\$ 189,166</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 292,166</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 183,000</b>	<b>\$ 130,000</b>	<b>\$ 249,166</b>	<b>\$ 110,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 852,166</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 215,700</b>	<b>\$ 1,585,000</b>	<b>\$ 249,166</b>	<b>\$ 12,823,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 15,052,866</b>
<b>New Cash Requirement FY 25-31: Reconciliation</b>								
Capital Reserve Appropriation	\$ 130,000	\$ 130,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 560,000
Use of Current Revenues for Projects	53,000	-	189,166	50,000	-	-	-	292,166
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 183,000</b>	<b>\$ 130,000</b>	<b>\$ 249,166</b>	<b>\$ 110,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 852,166</b>

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2024/2025</u>	<u>INTEREST 2024/2025</u>	<u>PRINCIPAL BALANCE 06/30/25</u>
Wells St TIFD Courthouse Project <small>(advance refunded 2020 Series B)</small>	9/15/2020	10/15/2030	1.36%	327,000	30,000	2,652	180,000
Wells St TIFD Infrastructure (Norway/93rd)	6/12/2015	6/12/2025	avg 2.17%	760,000	75,000	1,500	0
Wells St TIFD Parking Structure Maintenance	8/15/2023	8/15/2033	5.10%	473,674	47,368	22,949	426,306
				\$ 1,560,674	\$ 152,368	\$ 27,101	\$ 606,306
<b>Authorized, Unissued:</b>							
N/A				\$ -			
<b>Total Authorized / Unissued</b>				\$ -			
<b>Anticipated, FY24/25:</b>							
N/A				\$ -			
<b>Total Anticipated Bond Issue - New</b>				\$ -			
<b>Anticipated, Future FY26 - FY31:</b>							
FY26 West Side Downtown Parking Structure				\$ 1,127,000			
FY28 West Side Downtown Parking Structure				12,678,000			
<b>Total Anticipated Bond Issue - Future</b>				\$13,805,000			



### Revenue Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>22020500 - Parking-Taxes</b>						
411250 Tax-Increment Financing	545,108	195,489	203,470	238,511	—	238,511
<b>Subtotal</b>	<b>545,108</b>	<b>195,489</b>	<b>203,470</b>	<b>238,511</b>	<b>—</b>	<b>238,511</b>
<b>22021501 - Parking-Licenses Permits Fees</b>						
423060 Fee-Miscellaneous	2,599	3,324	—	—	—	—
423070 Meters-City Hall-Upper Lot	3,834	2,395	2,310	2,275	—	2,275
423080 Meters-Commercial Lot	18,919	24,213	25,050	24,750	—	24,750
423090 Meters-Elm Lot	11,814	13,805	14,245	14,275	—	14,275
423100 Meters-Gilbo Lot East	30,097	34,012	46,000	46,000	—	46,000
423110 Meters-Library Annex Lot	3,387	6,551	7,630	7,870	—	7,870
423130 Meters-On Street	196,184	252,243	253,700	262,500	—	262,500
423140 Meters-Wells Lot	15,284	14,154	12,175	12,150	—	12,150
423190 Fee-Parking Smartcards	1	(25)	—	—	—	—
423200 Meters-Main Street	128,084	105,597	128,300	129,000	—	129,000
423210 Meters-Central Square	1,506	4,752	5,390	5,400	—	5,400
<b>Subtotal</b>	<b>411,708</b>	<b>461,019</b>	<b>494,800</b>	<b>504,220</b>	<b>—</b>	<b>504,220</b>
<b>22024505 - Parking-Miscellaneous</b>						
461010 Interest Earnings	3,273	21,356	1,000	1,000	—	1,000
461110 Other	7	116	—	—	—	—
463000 Rents	13,912	33,187	20,875	21,563	—	21,563
463050 Rent-Leased Parking Lots	37,160	4,356	4,356	4,356	—	4,356
463100 Rent-Employee Parking Spaces	47,480	45,880	45,880	54,208	—	54,208
463190 County Courthouse	16,938	16,734	16,530	16,326	—	16,326
463200 Rent-Commercial Lot Reserved	42,512	18,391	30,100	30,100	—	30,100
463220 Rent-Elm Lot Reserved	23,138	17,014	24,500	24,500	—	24,500
463230 Rent-Gilbo West Reserved	31,489	30,379	33,000	33,000	—	33,000
463240 Rent-Wells Lot Reserved	126,909	125,996	124,000	115,000	—	115,000
463260 Rent-On Street Reserved	31,423	31,039	28,400	28,400	—	28,400
<b>Subtotal</b>	<b>374,242</b>	<b>344,447</b>	<b>328,641</b>	<b>328,453</b>	<b>—</b>	<b>328,453</b>
<b>22025506 - Parking-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	(117,277)	(75,251)	—	(78,958)
470030 Capital Reserve	—	—	57,400	32,700	—	32,700
<b>Subtotal</b>	<b>—</b>	<b>—</b>	<b>(59,877)</b>	<b>(42,551)</b>	<b>—</b>	<b>(46,258)</b>
<b>22027504 - Parking-Fines &amp; Forfeits</b>						
451010 Fines-Meter Violations Stage 1	95,085	119,679	141,750	143,750	—	143,750
451020 Fines-Meter Violations Stage 2	100,818	113,120	117,000	117,000	—	117,000
451030 Fines-Gen Violations Stage 1	10,010	8,990	12,225	12,225	—	12,225

### Revenue Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
451040	Fines-Gen Violations Stage 2	10,849	18,105	13,575	13,575	—	13,575
451050	Fines-Court	10,375	6,989	12,000	12,000	—	12,000
<b>Subtotal</b>		<b>227,137</b>	<b>266,882</b>	<b>296,550</b>	<b>298,550</b>	<b>—</b>	<b>298,550</b>
<b>22324505 - Parking-Wells-Miscellaneous</b>							
463050	Rent-Leased Parking Lots	—	31,972	32,803	38,856	—	38,856
463100	Rent-Employee Parking Spaces	—	11,200	11,200	14,000	—	14,000
463240	Rent-Wells Lot Reserved	—	—	11,900	11,900	—	11,900
<b>Subtotal</b>		<b>—</b>	<b>43,172</b>	<b>55,903</b>	<b>64,756</b>	<b>—</b>	<b>64,756</b>
<b>Total Revenues</b>		<b>1,558,195</b>	<b>1,311,009</b>	<b>1,319,487</b>	<b>1,391,939</b>	<b>—</b>	<b>1,388,232</b>



## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Administration	22000000	513040+	Position change: Parking Services Technician	3,707	-
Maint-Wells Deck	22145231	525030	Lighting upgrade in the Wells Parking Deck	1,910	1,910
<b>TOTAL Parking Fund</b>				<b>5,617</b>	<b>1,910</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>22000000 - Parking-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	130,917	136,480	146,096	141,412	—	141,412
513040 Wages-Full Time	106,496	111,279	116,427	125,869	—	122,846
513070 Wages-Part Time	55,290	75,993	85,199	85,500	—	85,500
514010 Wages-Temporary	39	—	—	—	—	—
517010 Health Insurance	55,473	55,496	76,227	84,403	—	84,403
517020 Dental Insurance	3,319	3,321	3,691	3,666	—	3,666
517030 Retirement Contributions	33,380	34,810	35,520	36,164	—	35,755
517040 Social Security	21,438	23,923	26,159	26,569	—	26,336
517050 Workers Compensation	3,527	3,936	6,353	4,151	—	4,109
<b>Personnel Subtotal</b>	<b>409,879</b>	<b>445,239</b>	<b>495,672</b>	<b>507,734</b>	<b>—</b>	<b>504,027</b>
<b>Operating</b>						
521020 Professional Services	1,584	4,697	—	—	—	—
521030 Technical Services	31,481	18,395	19,000	19,000	—	19,000
521950 Marketing & Development	—	—	523	523	—	523
522050 PC Replacement Charge	1,187	1,275	1,358	1,388	—	1,388
522060 PW Fleet Charge	8,103	8,941	8,021	8,397	—	8,397
522070 City Admin Charge	96,364	85,946	96,339	127,158	—	127,158
522080 Taxes	—	—	1,900	2,402	—	2,402
523110 Maint-Equipment	2,068	869	3,900	3,900	—	3,900
524180 Violation Collection Fees	1,765	21,652	—	—	—	—
524190 Refunds	—	2,678	—	—	—	—
524350 Training	1,958	1,799	3,000	3,000	—	3,000
524460 Cleaning Allowance	400	600	600	600	—	600
525100 Communications & Phone	1,256	2,246	2,484	2,484	—	2,484
526020 Rental-Office Space	11,322	11,617	12,128	12,400	—	12,400
527010 Supplies-Office	1,274	2,054	6,000	6,000	—	6,000
527100 Postage	1,041	250	2,000	2,000	—	2,000
527200 Repair-Parts	(295)	1,910	5,000	5,000	—	5,000
527550 Supplies-Uniforms	2,002	1,976	3,500	3,500	—	3,500
527600 Supplies-Operating	5,652	5,641	5,000	5,000	—	5,000
529010 Recruitment	380	23	—	—	—	—
534090 Acq-Equipment	2,300	—	—	—	—	—
<b>Operating Subtotal</b>	<b>169,843</b>	<b>172,568</b>	<b>170,753</b>	<b>202,752</b>	<b>—</b>	<b>202,752</b>
<b>22000000 - Parking-Administration Subtotal</b>	<b>579,721</b>	<b>617,807</b>	<b>666,425</b>	<b>710,486</b>	<b>—</b>	<b>706,779</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>22090000 - Parking-Debt Service</b>						
<b>Operating</b>						
551010 Debt-Principal	470,000	105,000	105,000	152,368	—	152,368
551020 Debt-Interest	19,851	10,968	18,020	27,101	—	27,101
<b>Operating Subtotal</b>	<b>489,851</b>	<b>115,968</b>	<b>123,020</b>	<b>179,469</b>	<b>—</b>	<b>179,469</b>
<b>22090000 - Parking-Debt Service Subtotal</b>	<b>489,851</b>	<b>115,968</b>	<b>123,020</b>	<b>179,469</b>	<b>—</b>	<b>179,469</b>
<b>22091500 - Parking-Trans-Capital &amp; Other</b>						
<b>Operating</b>						
580100 Transfer-Capital Reserve	60,000	60,000	65,000	130,000	—	130,000
580110 Transfer-Cap Project	71,300	216,000	182,400	85,700	—	85,700
<b>Operating Subtotal</b>	<b>131,300</b>	<b>276,000</b>	<b>247,400</b>	<b>215,700</b>	<b>—</b>	<b>215,700</b>
<b>22091500 - Parking-Trans-Capital &amp; Other Subtotal</b>	<b>131,300</b>	<b>276,000</b>	<b>247,400</b>	<b>215,700</b>	<b>—</b>	<b>215,700</b>
<b>22145100 - Parking-Outside Services</b>						
<b>Personnel</b>						
513040 Wages-Full Time	15,903	22,970	25,189	24,641	—	24,641
515010 OT-Regular	9,003	8,372	4,804	4,804	—	4,804
517010 Health Insurance	19,248	19,834	13,015	5,342	—	5,342
517020 Dental Insurance	1,446	1,260	833	265	—	265
517030 Retirement Contributions	3,475	4,404	4,058	3,984	—	3,984
517040 Social Security	1,886	2,406	2,296	2,253	—	2,253
517050 Workers Compensation	943	1,204	554	726	—	726
<b>Personnel Subtotal</b>	<b>51,904</b>	<b>60,448</b>	<b>50,749</b>	<b>42,015</b>	<b>—</b>	<b>42,015</b>
<b>Operating</b>						
522030 Snow Plowing	64,371	65,658	66,971	68,645	—	68,645
522040 Street Sweeping	9,900	8,000	8,000	8,000	—	8,000
523300 Maint-Parking Lot	1,520	—	4,000	4,000	—	4,000
523400 Maint-Grounds	116,389	115,838	92,461	94,772	—	94,772
525030 Electricity	763	684	850	850	—	850
527400 Supplies-Other Maint	—	3,850	2,000	2,000	—	2,000
527600 Supplies-Operating	4,072	263	8,500	8,500	—	8,500
<b>Operating Subtotal</b>	<b>197,015</b>	<b>194,294</b>	<b>182,782</b>	<b>186,767</b>	<b>—</b>	<b>186,767</b>
<b>22145100 - Parking-Outside Services Subtotal</b>	<b>248,919</b>	<b>254,742</b>	<b>233,531</b>	<b>228,782</b>	<b>—</b>	<b>228,782</b>
<b>22145230 - Parking-Maint-City Hall Deck</b>						
<b>Personnel</b>						
513040 Wages-Full Time	825	602	—	—	—	—
515010 OT-Regular	184	461	618	618	—	618
517010 Health Insurance	4,179	4,305	—	—	—	—

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517020	Dental Insurance	315	275	—	—	—	—
517030	Retirement Contributions	138	149	84	84	—	84
517040	Social Security	80	84	47	48	—	48
517050	Workers Compensation	27	22	12	14	—	14
<b>Personnel Subtotal</b>		<b>5,749</b>	<b>5,898</b>	<b>761</b>	<b>764</b>	<b>—</b>	<b>764</b>
<b>Operating</b>							
522060	PW Fleet Charge	6,697	7,702	7,425	10,661	—	10,661
527400	Supplies-Other Maint	—	133	500	500	—	500
527600	Supplies-Operating	—	69	11,000	11,000	—	11,000
<b>Operating Subtotal</b>		<b>6,697</b>	<b>7,904</b>	<b>18,925</b>	<b>22,161</b>	<b>—</b>	<b>22,161</b>
<b>22145230 - Parking-Maint-City Hall Deck Subtotal</b>		<b>12,446</b>	<b>13,802</b>	<b>19,686</b>	<b>22,925</b>	<b>—</b>	<b>22,925</b>
<b>22145231 - Parking-Maint-Wells Deck</b>							
<b>Personnel</b>							
513040	Wages-Full Time	2,639	1,172	—	—	—	—
515010	OT-Regular	508	884	927	927	—	927
517010	Health Insurance	1,646	1,696	—	—	—	—
517020	Dental Insurance	124	108	—	—	—	—
517030	Retirement Contributions	441	289	125	126	—	126
517040	Social Security	237	158	70	72	—	72
517050	Workers Compensation	85	63	18	21	—	21
<b>Personnel Subtotal</b>		<b>5,680</b>	<b>4,371</b>	<b>1,140</b>	<b>1,146</b>	<b>—</b>	<b>1,146</b>
<b>Operating</b>							
522060	PW Fleet Charge	6,697	7,702	7,425	10,661	—	10,661
525030	Electricity	6,568	8,670	5,990	7,900	1,910	7,900
527400	Supplies-Other Maint	—	—	11,870	11,870	—	11,870
527600	Supplies-Operating	5,096	114	3,000	3,000	—	3,000
<b>Operating Subtotal</b>		<b>18,361</b>	<b>16,485</b>	<b>28,285</b>	<b>33,431</b>	<b>1,910</b>	<b>33,431</b>
<b>22145231 - Parking-Maint-Wells Deck Subtotal</b>		<b>24,041</b>	<b>20,855</b>	<b>29,425</b>	<b>34,577</b>	<b>1,910</b>	<b>34,577</b>
<b>Total Expenditures</b>		<b>1,486,278</b>	<b>1,299,174</b>	<b>1,319,487</b>	<b>1,391,939</b>	<b>1,910</b>	<b>1,388,232</b>

**KEENE**



# PC Replacement Fund

## Overview & Summary

### Mission Statement

Through the Computer Equipment Replacement Plan, regular replacement of computer equipment will ensure maximum levels of reliability and performance in the City's computing environment.

### Description

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, virus and malware protection software, computer repair, and some maintenance services.

IT plans to replace 138 computers in FY25, which will be completed entirely by IT staff. Printers and monitors are only replaced as necessary rather than on a fixed schedule. Overall, the printer inventory is aging to the extent that the budget now accounts for the replacement of at least five printers per year. Going forward, printers that reach end-of-life will be evaluated on a case by case basis for their necessity as the multi-function copiers may potentially cover printing needs.

Technology prices are starting to stabilize at the moment, and the hope is that we may see lower prices moving forward. However, currently costs are still up and to help combat this IT continues to keep laptops at a 4-year replacement cycle.

## Primary Services

	Align with CMP
Replace PC1, PC2, laptop, tablet and Toughbook computers on schedule to ensure short and long-term operability.	Municipal Governance & Fin Stability
Manage a print services contract for affordable printer and multifunction device maintenance, repair and replacement.	Municipal Governance & Fin Stability
Implement and maintain system imaging practices for efficient computer build and rebuild operations.	Municipal Governance & Fin Stability

## Objectives

	Statute	CMP	CC Goal
Replace 138 computers as well as EOL printers, monitors and computer equipment.	N/A	Municipal Governance & Fin Stability	
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.	N/A	Municipal Governance & Fin Stability	

## Metrics

	2023	2024	2025
PC1 Purchase Cost	\$950	\$900	\$950
PC1 Replacement Schedule	5 years	5 years	5 years
PC2 Purchase Cost	\$1,250	\$1,150	\$1,250
PC2 Replacement Schedule	3 years	3 years	3 years
Tablet Purchase Cost	\$2,150	\$1,975	\$2,150
Tablet Replacement Schedule	3 years	3 years	4 years
iPad Purchase Cost	\$500	\$500	\$500
iPad Replacement Schedule	3 years	3 years	3 years
Laptop Purchase Cost	\$1,200	\$1,150	\$1,200
Laptop Replacement Schedule	4 years	4 years	4 years
Total Annual Contributions to Fund	\$115,236	\$121,523	\$123,591
Total Computers	341	353	358

## Operating Revenue and Expenditures

	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
Revenues	Actual	Adopted Budget	Dept Request	City Manager	Projected	Projected
Charges for Services	113,665	123,621	123,591	123,591	125,000	127,000
Use of (Addition to) Surplus	-	9,039	15,809	15,809	(16,500)	6,500
Miscellaneous	11,587	1,500	1,500	1,500	1,500	1,500
<b>Total Revenues</b>	<b>125,252</b>	<b>134,160</b>	<b>140,900</b>	<b>140,900</b>	<b>110,000</b>	<b>135,000</b>
Expenditures						
PC Replacement	86,637	134,160	140,900	140,900	110,000	135,000
<b>Total Expenditures</b>	<b>86,637</b>	<b>134,160</b>	<b>140,900</b>	<b>140,900</b>	<b>110,000</b>	<b>135,000</b>
<b>Net Revenues (Expenditures)</b>	<b>38,615</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Revenue Budget**

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>46023503 - PC Repl-Charges For Services</b>						
441260 Charges-PC Replacement	104,185	113,665	123,621	123,591	—	123,591
<b>Subtotal</b>	<b>104,185</b>	<b>113,665</b>	<b>123,621</b>	<b>123,591</b>	<b>—</b>	<b>123,591</b>
<b>46024505 - PC Repl-Miscellaneous</b>						
461010 Interest Earnings	1,355	10,845	500	500	—	500
<b>Subtotal</b>	<b>1,355</b>	<b>10,845</b>	<b>500</b>	<b>500</b>	<b>—</b>	<b>500</b>
<b>46025506 - PC Repl-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	9,039	15,809	—	15,809
473030 Equipment Surplus Sale	1,877	742	1,000	1,000	—	1,000
<b>Subtotal</b>	<b>1,877</b>	<b>742</b>	<b>10,039</b>	<b>16,809</b>	<b>—</b>	<b>16,809</b>
<b>Total Revenues</b>	<b>107,418</b>	<b>125,252</b>	<b>134,160</b>	<b>140,900</b>	<b>—</b>	<b>140,900</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>46000000 - PC Repl-Operating</b>						
<b>Operating</b>						
523010 Maint-Office Equipment	6,815	6,390	9,600	9,600	—	9,600
523070 Maint-Computer System	2,533	1,601	5,000	5,000	—	5,000
527440 Equipt-Computer Minor	68,137	76,030	119,560	126,300	—	126,300
527610 Supplies-Software	—	2,616	—	—	—	—
<b>Operating Subtotal</b>	<b>77,485</b>	<b>86,637</b>	<b>134,160</b>	<b>140,900</b>	<b>—</b>	<b>140,900</b>
<b>46000000 - PC Repl-Operating Subtotal</b>	<b>77,485</b>	<b>86,637</b>	<b>134,160</b>	<b>140,900</b>	<b>—</b>	<b>140,900</b>
<b>Total Expenditures</b>	<b>77,485</b>	<b>86,637</b>	<b>134,160</b>	<b>140,900</b>	<b>—</b>	<b>140,900</b>

**KEENE**



# **Solid Waste Fund**

## Overview & Summary

### Mission Statement

Manage the community's solid waste and recycling in an efficient, economical, and environmentally sensitive manner and ensure Keene's ability to use the most appropriate disposal solutions at all times.

### Description

In FY25, the Solid Waste Division will be in the final year of a three (3) year contract for the transport and disposal of approximately 35,000 tons of solid waste from the City Transfer Station with Waste Management of New Hampshire (WMNH). The ability of the City to maintain the Solid Waste Fund business model will be able to be evaluated after receipt of bids expected in the fall of 2024. This business model, which has been successfully used for almost 3 decades, is funded entirely outside of the property tax revenues, and is supported by the disposal fees charged at the facility as well as revenue from the sale of recycling commodities. Keene is the only municipality in the State of New Hampshire to not be supported wholly or in part from property tax revenue. As the current contract begins to wind down, the Solid Waste Division will be updating its business plan that outlines the available options for consideration by the City Manager and ultimately the City Council when decision points are reached.

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 19,000 vehicles bring refuse, recycling, compostable material, brush, scrap metal, demolition material, shingles, and textiles. As part of our customer service emphasis, the Solid Waste Division will continue with expanded hours at the Recycling Center and Transfer Station on Saturdays between Memorial Day and Labor Day from 8am-1pm to 7am-3pm. This change has resulted in better spacing of the traffic that reaches up to 700 vehicles during an 8-hour period, however, on the busiest Saturdays traffic backs up to Route 12 resulting in an unsafe queuing of vehicles off the facility property. In an effort to relieve the pressure on Saturdays, through a supplemental request, the facility proposes to expand operations on Wednesdays from 7am-3pm to 7am-6pm between Memorial Day and Labor Day.

The Solid Waste Division also oversees the closed landfill as part of a required 30-year EPA monitoring program currently in year 24 of the required 30-year monitoring commitment. With new regulations and changing limits on PFAS chemicals, the cost of monitoring will continue to expand as the New Hampshire Department of Environmental Services enlarges the testing areas within and outside of the established groundwater monitoring zone. The original detection limit

established by the EPA was 70 parts per trillion. New Hampshire placed a 12 parts per trillion detection limit within the past years, and it is believed that the limit will be further reduced to 4 parts per trillion. These changes make it more likely that domestic wells within a certain radius of the landfill will see exceedances of the limits and require either carbon filtration to remove the contaminants or consideration of expanding water utilities to previously unserved areas. At this moment, and for the near future the PFAS issue will mostly see characterization studies done to determine the scope of the issue before large scale mitigation infrastructure is required. This issue will be monitored closely by the Solid Waste Division.

The Solid Waste Division has four years of operating a 99.9% post-consumer biofuel generator that provides primary power to the adjacent recycling center and transfer station. This was a partially funded project by the Environmental Protection Agency through the Climate Showcase Communities program and remains the only biofuel generator that operates on renewable non-petroleum diesel fuel in the country. The Solid Waste Division works with the New Hampshire Department of Environmental Services Air Resources Bureau to conduct stack testing every three years for air emissions compliance.

The Solid Waste Division also manages 24 household hazardous collections annually that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream. A new vendor will be in place starting in July 2024 as the City's current vendor will no longer offer household hazardous waste collections.

The amount of recycling processed remains stable (approximately 5,000 tons per year) and recycling markets are relatively stabilized due to increased domestic capacity, however commodity pricing has been volatile due to global economic factors. Because the City operates a dual stream processing facility that ensures the highest possible quality control given the inflow and available processing technology, Keene continues to enjoy access to the high-end markets and should be able to successfully market recycled commodities in the years to come. Changes in packaging technology continue to evolve and have an impact at the Keene Recycling Center. Single use packaging continues to grow exponentially, and light weighting of packaging requires more processing to achieve critical mass volume. Fiber markets appear to be taking two paths. Cardboard processed at the facility has increased as consumers shift to online purchasing, and fiber such as office paper, magazines, mailers, etc. continue to decrease due to lesser presence of people in offices, online documents, and online content replacing traditional media printing.

## 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 Division oversees collection of household hazardous waste and provides outlets for the composting of organic material into useable compost available to the citizens of Keene at no charge.

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. Based on evaluation of a decade 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 33,000 tons of material from all sources (including material from outside the City limits). The contract with WMNH to transport and dispose of refuse and construction debris results in a cost of disposal of \$87 per ton in FY24. In addition, WMNH is also contractually obligated to bring in 11,000 tons in 2024 from outside the City limits.

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 biofuel generator project, which is used as the source of primary power for the adjacent recycling center and transfer station, uses 99.9% post-consumer vegetable oil to reduce the carbon footprint of energy generation and is the first primary power generator to be fueled by renewable biofuel in the country.

## Primary Services

	Align with CMP
Provide access for Keene residents to economically discard waste materials according to Federal and State guidelines through an operating permit issued by New Hampshire Department of Environmental Services.	Community Health & Wellness
Operate transfer station to dispose of non-recyclable commercial and household refuse as well as construction debris generated in the City of Keene.	Community Health & Wellness
Recycling operations- Process private contractor collected recyclables at recycling center (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 19,000 vehicles per year with expanded recycling opportunities.	Climate Change

## Objectives

	Statute	CMP	CC Goal
Maximize weight per trailer at Transfer Station (within legal weight limits)	N/A	Municipal Governance & Fin Stability	1
Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material)	N/A	Municipal Governance & Fin Stability	1
Assess current market conditions and project future market conditions to evaluate hauling and disposal of waste from Transfer Station prior to current contract expiration on 12/31/24	N/A	Leadership	1, 7
Obtain NHDES General Air Permit for Biofuel Generator as operating as prime power source at the Solid Waste Division	N/A	Leadership	7

## Metrics

	2023	2024	2025
Average weight per transfer station load (tons). Contractual penalties incurred if under 26 tons	26	26	26
Transport/Disposal Cost (per ton)- contract price with contractor hauling material from Transfer Station, ensures stability of Solid Waste Fund	\$77.00	\$82.00	\$80.00
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)	\$41.00	\$45.00	\$45.00
Maintain reasonable wait time for residents to access facility (on Saturdays)	< 5 min	< 5 min	< 5 min

## Operating Revenue and Expenditures

	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
Revenues	Actual	Adopted Budget	Dept Request	City Manager	Projected	Projected
Charges for Services	5,271,641	5,302,259	5,525,928	5,525,928	5,746,965	5,948,109
Other Financing Sources	143,037	10,000	10,000	10,000	10,000	10,000
Use of (Addition to) Surplus		312,835	292,361	292,361	235,106	174,286
Capital Reserve	-	-	347,500	347,500	138,980	-
Miscellaneous	4,855	-	-	-	-	-
<b>Total Revenues</b>	<b>5,419,534</b>	<b>5,625,094</b>	<b>6,175,789</b>	<b>6,175,789</b>	<b>6,131,051</b>	<b>6,132,395</b>
<b>Expenditures</b>						
Management/Admin.	682,320	753,122	696,701	696,701	717,602	735,542
Transfer/Recycling Facility	211,872	179,083	192,348	192,348	198,118	203,071
Landfill / Operations	2,980,110	3,257,695	3,428,181	3,428,181	3,531,026	3,619,302
Recycling	693,031	642,027	670,094	670,094	690,197	707,452
Household Hazardous Waste	59,719	99,563	99,567	99,567	102,554	105,118
Demolition Transfer/Disposal	127,908	189,615	197,124	197,124	203,038	208,114
Landfill Monitoring	37,520	87,000	87,000	87,000	89,610	91,850
Landfill Gas System	130,235	148,904	148,904	148,904	153,371	157,205
Debt Service	144,900	143,085	158,370	158,370	156,555	154,740
Capital Reserve Appropriations	125,000	125,000	150,000	150,000	150,000	150,000
Capital Project Transfer	52,564		347,500	347,500	138,980	-
<b>Total Expenditures</b>	<b>5,245,178</b>	<b>5,625,094</b>	<b>6,175,789</b>	<b>6,175,789</b>	<b>6,131,052</b>	<b>6,132,394</b>
<b>Net Revenues (Expenditures)</b>	<b>174,356</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/31	TOTAL
CR Appropriation: Recycling/Transfer Facility	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
Pavement Replacement Project	297,500	-	-	-	-	-	-	297,500
Recycling Equipment Replacement Program	50,000	-	-	75,000	-	-	375,000	500,000
Upper Level Pavement Project	-	-	-	217,600	-	-	-	217,600
Weight Scale Replacement Project	-	138,980	-	-	-	-	-	138,980
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 497,500</b>	<b>\$ 288,980</b>	<b>\$ 150,000</b>	<b>\$ 442,600</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 500,000</b>	<b>\$ 2,129,080</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Recycling/Transfer Facility	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 975,000</b>
<b>Reserve Funded Projects</b>								
Pavement Replacement Project	\$ 297,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 297,500
Recycling Equipment Replacement Program	50,000	-	-	75,000	-	-	375,000	500,000
Upper Level Pavement Project	-	-	-	217,600	-	-	-	217,600
Weight Scale Replacement Project	-	138,980	-	-	-	-	-	138,980
<b>Total: Reserve Funded Projects</b>	<b>\$ 347,500</b>	<b>\$ 138,980</b>	<b>\$ -</b>	<b>\$ 292,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 1,154,080</b>
<b>Projects Funded with Debt</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Grants</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Cash</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 975,000</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 497,500</b>	<b>\$ 288,980</b>	<b>\$ 150,000</b>	<b>\$ 442,600</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 500,000</b>	<b>\$ 2,129,080</b>
<b>New Cash Requirement FY 25-31: Reconciliation</b>								
Capital Reserve Appropriation	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
User of Current Revenues for Projects	-	-	-	-	-	-	-	-
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 975,000</b>



### Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2024/2025</u>	<u>INTEREST 2024/2025</u>	<u>PRINCIPAL BALANCE 06/30/25</u>
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	10,000	1,000	20,000
Transfer Station Energy Source	9/27/2018	9/15/2028	avg 2.74%	250,000	25,000	5,625	100,000
Transfer Station Roof Replacement	9/15/2020	9/15/2035	1.65%	168,000	10,000	2,145	125,000
				\$ 523,000	\$ 45,000	\$ 8,770	\$ 245,000

**Authorized, Unissued:**

N/A \$ -

**Total Authorized / Unissued**

\$ -

**Anticipated, FY24/25:**

N/A \$ -

**Total Anticipated Bond Issue - New**

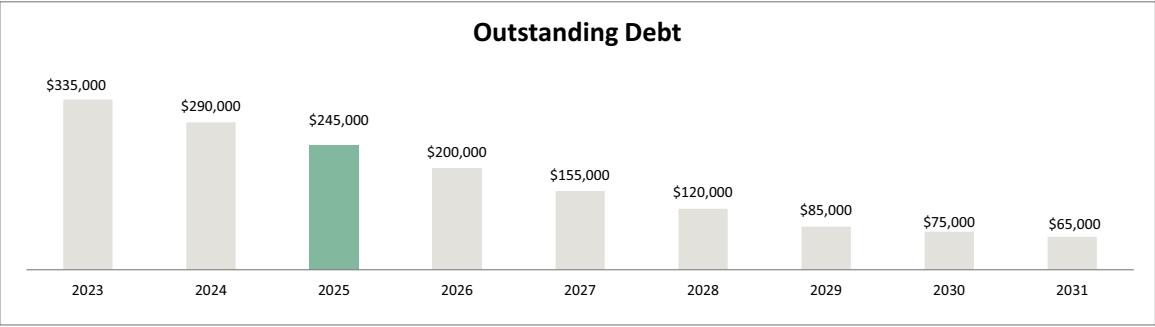
\$ -

**Anticipated, Future FY26 - FY31:**

N/A \$ -

**Total Anticipated Bond Issue - Future**

\$ -



### Revenue Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>21021501 - Sw-Licenses Permits Fees</b>						
423060 Fee-Miscellaneous	5,045	4,855	—	—	—	—
<b>Subtotal</b>	<b>5,045</b>	<b>4,855</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>21023503 - Sw-Charges For Services</b>						
441090 Direct Reimbursement	100	365	—	—	—	—
441190 Charges-Sw Tipping	4,655,682	4,654,148	4,801,706	4,950,375	—	4,950,375
441200 Charges-Recycling	839,451	559,255	448,553	523,553	—	523,553
441210 Charges-Waste Transfer	60	—	—	—	—	—
441450 Charges-Reclamation Trust Fund	57,644	57,873	52,000	52,000	—	52,000
<b>Subtotal</b>	<b>5,552,936</b>	<b>5,271,641</b>	<b>5,302,259</b>	<b>5,525,928</b>	<b>—</b>	<b>5,525,928</b>
<b>21024505 - Sw-Miscellaneous</b>						
461010 Interest Earnings	37,248	143,037	10,000	10,000	—	10,000
461030 Interest Accts Receivable	2	—	—	—	—	—
<b>Subtotal</b>	<b>37,250</b>	<b>143,037</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>21025506 - Sw-Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	—	312,835	292,361	—	292,361
470030 Capital Reserve	—	—	—	347,500	—	347,500
<b>Subtotal</b>	<b>—</b>	<b>—</b>	<b>312,835</b>	<b>639,861</b>	<b>—</b>	<b>639,861</b>
<b>Total Revenues</b>	<b>5,595,231</b>	<b>5,419,534</b>	<b>5,625,094</b>	<b>6,175,789</b>	<b>—</b>	<b>6,175,789</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Transfer Station	21100082	513070+	Additional staffing for Wednesday 3pm - 6pm; total of 4 persons @ 3 hours/week - Memorial Day through October - split 4 Orgs	1,854	1,854
Operations	21200000	515010+	Additional staffing for Wednesday 3pm - 6pm; total of 4 persons @ 3 hours/week - Memorial Day through October - split 4 Orgs	3,901	3,901
Operations	21200000	524480	Hauling and disposal; est. contractual increase - offset by increased tipping fees	148,669	148,669
Recycling	21242000	515010+	Additional staffing for Wednesday 3pm - 6pm; total of 4 persons @ 3 hours/week - Memorial Day through October - split 4 Orgs	3,090	3,090
Demolition	21242200	513070+	Additional staffing for Wednesday 3pm - 6pm; total of 4 persons @ 3 hours/week - Memorial Day through October - split 4 Orgs	1,739	1,739
Demolition	21242200	524480	Hauling and disposal; est. contractual increase - offset by increased tipping fees	6,727	6,727
<b>TOTAL Solid Waste Fund</b>				<b>165,980</b>	<b>165,980</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>21000000 - Sw-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	84,628	86,311	91,762	95,344	—	95,344
517010 Health Insurance	20,116	19,510	19,990	16,420	—	16,420
517020 Dental Insurance	1,332	1,234	1,279	750	—	750
517030 Retirement Contributions	11,899	12,127	12,416	12,900	—	12,900
517040 Social Security	6,310	6,528	7,020	7,293	—	7,293
517050 Workers Compensation	1,247	1,197	2,033	940	—	940
<b>Personnel Subtotal</b>	<b>125,532</b>	<b>126,907</b>	<b>134,500</b>	<b>133,647</b>	<b>—</b>	<b>133,647</b>
<b>Operating</b>						
521200 Laboratory Services	322	790	300	300	—	300
522070 City Admin Charge	494,420	535,928	597,372	541,804	—	541,804
523050 MF Printer Lease/Copies/Maint	—	40	—	—	—	—
523500 Maint-Building	222	—	—	—	—	—
524250 Advertising	13,523	12,156	9,000	9,000	—	9,000
524350 Training	50	278	750	750	—	750
524360 Meetings & Dues	723	2,655	1,200	1,200	—	1,200
524470 Public Awareness	12	3,438	10,000	10,000	—	10,000
527010 Supplies-Office	—	105	—	—	—	—
529010 Recruitment	362	23	—	—	—	—
<b>Operating Subtotal</b>	<b>509,634</b>	<b>555,413</b>	<b>618,622</b>	<b>563,054</b>	<b>—</b>	<b>563,054</b>
<b>21000000 - Sw-Administration Subtotal</b>	<b>635,166</b>	<b>682,320</b>	<b>753,122</b>	<b>696,701</b>	<b>—</b>	<b>696,701</b>
<b>21090000 - Sw-Debt Service</b>						
<b>Operating</b>						
551010 Debt-Principal	71,500	45,000	45,000	45,000	—	45,000
551020 Debt-Interest	15,385	12,400	10,585	8,770	—	8,770
553010 Debt-Lease Payments	100,376	87,500	87,500	104,600	—	104,600
<b>Operating Subtotal</b>	<b>187,261</b>	<b>144,900</b>	<b>143,085</b>	<b>158,370</b>	<b>—</b>	<b>158,370</b>
<b>21090000 - Sw-Debt Service Subtotal</b>	<b>187,261</b>	<b>144,900</b>	<b>143,085</b>	<b>158,370</b>	<b>—</b>	<b>158,370</b>
<b>21091500 - Sw-Transfers-Capital &amp; Other</b>						
<b>Operating</b>						
580100 Transfer-Capital Reserve	(47,364)	125,000	125,000	150,000	—	150,000
580110 Transfer-Cap Project	402,183	52,564	—	347,500	—	347,500
<b>Operating Subtotal</b>	<b>354,819</b>	<b>177,564</b>	<b>125,000</b>	<b>497,500</b>	<b>—</b>	<b>497,500</b>
<b>21091500 - Sw-Transfers-Capital &amp; Other Subtotal</b>	<b>354,819</b>	<b>177,564</b>	<b>125,000</b>	<b>497,500</b>	<b>—</b>	<b>497,500</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>21100082 - Sw-Transfer Station Facility</b>						
<b>Personnel</b>						
513070 Wages-Part Time	89,458	104,164	53,446	65,324	1,698	65,324
513080 Wages-Hourly	—	600	35,138	36,192	—	36,192
515010 OT-Regular	393	109	—	—	—	—
517040 Social Security	6,874	8,023	6,778	7,768	129	7,768
517050 Workers Compensation	1,422	1,472	1,963	1,883	27	1,883
<b>Personnel Subtotal</b>	<b>98,146</b>	<b>114,368</b>	<b>97,325</b>	<b>111,167</b>	<b>1,854</b>	<b>111,167</b>
<b>Operating</b>						
521030 Technical Services	18,081	398	16,500	16,500	—	16,500
522010 Janitorial	4,800	4,828	7,200	7,200	—	7,200
522050 PC Replacement Charge	1,148	1,435	1,558	981	—	981
523010 Maint-Office Equipment	5	39	—	—	—	—
523500 Maint-Building	14,970	41,828	25,000	25,000	—	25,000
525030 Electricity	25,614	38,354	25,000	25,000	—	25,000
525100 Communications & Phone	3,929	4,678	3,500	3,500	—	3,500
527600 Supplies-Operating	2,668	5,944	3,000	3,000	—	3,000
<b>Operating Subtotal</b>	<b>71,215</b>	<b>97,504</b>	<b>81,758</b>	<b>81,181</b>	<b>—</b>	<b>81,181</b>
<b>21100082 - Sw-Transfer Station Facility Subtotal</b>	<b>169,361</b>	<b>211,872</b>	<b>179,083</b>	<b>192,348</b>	<b>1,854</b>	<b>192,348</b>
<b>21200000 - Sw-Operations</b>						
<b>Personnel</b>						
513040 Wages-Full Time	113,470	103,615	110,822	121,185	—	121,185
515010 OT-Regular	20,075	18,824	33,486	36,646	3,160	36,646
517010 Health Insurance	35,830	31,259	36,895	41,299	—	41,299
517020 Dental Insurance	2,281	1,836	2,182	2,202	—	2,202
517030 Retirement Contributions	18,776	17,061	19,526	21,357	428	21,357
517040 Social Security	10,023	9,176	10,950	11,962	242	11,962
517050 Workers Compensation	3,257	2,736	3,198	4,225	71	4,225
<b>Personnel Subtotal</b>	<b>203,712</b>	<b>184,506</b>	<b>217,059</b>	<b>238,876</b>	<b>3,901</b>	<b>238,876</b>
<b>Operating</b>						
523110 Maint-Equipment	14,811	7,944	7,500	7,500	—	7,500
524480 Hauling & Disposal	2,732,804	2,696,614	2,973,386	3,122,055	148,669	3,122,055
524550 Contracted Services	33,078	40,395	28,750	28,750	—	28,750
527600 Supplies-Operating	29,722	50,651	31,000	31,000	—	31,000
<b>Operating Subtotal</b>	<b>2,810,415</b>	<b>2,795,604</b>	<b>3,040,636</b>	<b>3,189,305</b>	<b>148,669</b>	<b>3,189,305</b>
<b>21200000 - Sw-Operations Subtotal</b>	<b>3,014,127</b>	<b>2,980,110</b>	<b>3,257,695</b>	<b>3,428,181</b>	<b>152,570</b>	<b>3,428,181</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>21242000 - Sw-Recycling</b>						
<b>Personnel</b>						
513040 Wages-Full Time	234,265	252,486	253,324	264,714	—	264,714
515010 OT-Regular	51,196	52,852	39,002	41,506	2,504	41,506
517010 Health Insurance	90,893	91,533	98,711	107,465	—	107,465
517020 Dental Insurance	5,546	5,551	5,317	5,381	—	5,381
517030 Retirement Contributions	40,136	42,903	39,552	41,433	339	41,433
517040 Social Security	21,041	22,722	21,758	22,968	191	22,968
517050 Workers Compensation	6,138	5,958	6,477	5,254	56	5,254
<b>Personnel Subtotal</b>	<b>449,215</b>	<b>474,004</b>	<b>464,141</b>	<b>488,721</b>	<b>3,090</b>	<b>488,721</b>
<b>Operating</b>						
522060 PW Fleet Charge	104,724	109,057	101,936	105,423	—	105,423
523100 Maint-Safety Program	2,092	2,220	2,200	2,200	—	2,200
523110 Maint-Equipment	11,469	42,752	15,000	15,000	—	15,000
523500 Maint-Building	3,182	565	—	—	—	—
524350 Training	702	1,283	750	750	—	750
524480 Hauling & Disposal	7,752	9,879	7,600	7,600	—	7,600
524550 Contracted Services	32,638	33,005	32,000	32,000	—	32,000
527330 Tools	587	431	500	500	—	500
527550 Supplies-Uniforms	4,630	11,055	4,400	4,400	—	4,400
527600 Supplies-Operating	16,504	8,781	13,500	13,500	—	13,500
<b>Operating Subtotal</b>	<b>184,280</b>	<b>219,027</b>	<b>177,886</b>	<b>181,373</b>	<b>—</b>	<b>181,373</b>
<b>21242000 - Sw-Recycling Subtotal</b>	<b>633,495</b>	<b>693,031</b>	<b>642,027</b>	<b>670,094</b>	<b>3,090</b>	<b>670,094</b>
<b>21242100 - Sw-Hazardous Waste</b>						
<b>Personnel</b>						
515010 OT-Regular	2,002	1,780	3,610	3,610	—	3,610
517030 Retirement Contributions	281	250	488	489	—	489
517040 Social Security	149	136	276	277	—	277
517050 Workers Compensation	31	25	80	82	—	82
<b>Personnel Subtotal</b>	<b>2,463</b>	<b>2,192</b>	<b>4,454</b>	<b>4,458</b>	<b>—</b>	<b>4,458</b>
<b>Operating</b>						
521030 Technical Services	39,950	57,500	95,109	95,109	—	95,109
527600 Supplies-Operating	—	26	—	—	—	—
<b>Operating Subtotal</b>	<b>39,950</b>	<b>57,527</b>	<b>95,109</b>	<b>95,109</b>	<b>—</b>	<b>95,109</b>
<b>21242100 - Sw-Hazardous Waste Subtotal</b>	<b>42,413</b>	<b>59,719</b>	<b>99,563</b>	<b>99,567</b>	<b>—</b>	<b>99,567</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>21242200 - Sw-Demolition</b>						
<b>Personnel</b>						
513070 Wages-Part Time	28,543	27,619	49,034	50,010	1,591	50,010
517040 Social Security	2,183	2,113	3,751	3,828	122	3,828
517050 Workers Compensation	653	561	1,087	816	26	816
<b>Personnel Subtotal</b>	<b>31,379</b>	<b>30,293</b>	<b>53,872</b>	<b>54,654</b>	<b>1,739</b>	<b>54,654</b>
<b>Operating</b>						
524480 Hauling & Disposal	110,678	95,299	134,543	141,270	6,727	141,270
526040 Rental-Equipment	150	2,315	1,200	1,200	—	1,200
<b>Operating Subtotal</b>	<b>110,828</b>	<b>97,614</b>	<b>135,743</b>	<b>142,470</b>	<b>6,727</b>	<b>142,470</b>
<b>21242200 - Sw-Demolition Subtotal</b>	<b>142,207</b>	<b>127,908</b>	<b>189,615</b>	<b>197,124</b>	<b>8,466</b>	<b>197,124</b>
<b>21342300 - Sw-Landfill Monitoring</b>						
<b>Operating</b>						
521200 Laboratory Services	41,058	18,398	35,000	35,000	—	35,000
521210 Monitor & Inspections	22,628	16,771	36,000	36,000	—	36,000
527600 Supplies-Operating	8,735	2,350	16,000	16,000	—	16,000
<b>Operating Subtotal</b>	<b>72,421</b>	<b>37,520</b>	<b>87,000</b>	<b>87,000</b>	<b>—</b>	<b>87,000</b>
<b>21342300 - Sw-Landfill Monitoring Subtotal</b>	<b>72,421</b>	<b>37,520</b>	<b>87,000</b>	<b>87,000</b>	<b>—</b>	<b>87,000</b>
<b>21342400 - Sw-Landfill Gas System</b>						
<b>Operating</b>						
523110 Maint-Equipment	24,679	1,511	8,000	8,000	—	8,000
523140 Maint-Systems	35,295	128,724	140,904	140,904	—	140,904
<b>Operating Subtotal</b>	<b>59,975</b>	<b>130,235</b>	<b>148,904</b>	<b>148,904</b>	<b>—</b>	<b>148,904</b>
<b>21342400 - Sw-Landfill Gas System Subtotal</b>	<b>59,975</b>	<b>130,235</b>	<b>148,904</b>	<b>148,904</b>	<b>—</b>	<b>148,904</b>
<b>Total Expenditures</b>	<b>5,311,244</b>	<b>5,245,178</b>	<b>5,625,094</b>	<b>6,175,789</b>	<b>165,980</b>	<b>6,175,789</b>





**KEENE**



# Sewer Fund

## Overview & Summary

### Mission Statement

To reduce the community's impact on its natural environment through proper maintenance and operation of the City's collection and treatment infrastructure, while maintaining compliance with State and Federal regulations and fiscal responsibility.

### Description

In FY25, staff will continue to improve the treatment and collections systems with the goal of maintaining economical and high-quality services for its customers and coordinate with the City Engineer on critical sewer infrastructure projects. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY25 objectives include:

- Repair and resurface the 1.5-mile long WWTP access road;
- Replacement of original roof at Martell Court Pump Station;
- Replacement of Control Building HVAC system at the WWTP;
- Replacement of original WWTP service water system;
- Repair, refurbish and install coating system for one primary clarifier, three septage tanks and chip building located at the WWTP;
- Complete Martell Court Pump Station Permanent Bypass system;
- Replace 240 Ultraviolet Disinfection lamps at WWTP

The FY24 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY24 included:

- Installation of new electrical transformer at Martell Court Pump Station;
- Replacement of two original (1985) air compressors at the WWTP;
- Purchase of new 48kW portable generator.
- Perform inspection of sewer force main from MCPS to the WWTP;
- Replacement of six original WWTP sludge pumps;
- Video inspected 14,371 linear feet of sewer pipe;
- Cleaned 76,520 linear feet of sewer pipe

### Background

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

- Wastewater collection
- Wastewater Treatment Plant
- 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.

## Primary Services

	Align with CMP
Operate and maintain more than 94 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

## Objectives

	Statute	CMP	CC Goal
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections	CWA-NPDES	Infrastructure	4
Complete Martell Court Pump Station Permanent Bypass system	CWA-NPDES	Infrastructure	4
Replace Control Building HVAC system at the WWTP	CWA-NPDES	Infrastructure	4
Replace original WWTP service water system	CWA-NPDES	Infrastructure	4

## Metrics

	2023	2024	2025
Million gallons of wastewater transported and treated	820	1,000	900
Number of blockages cleared	32	15	20
Percent of overall sewer mains flushed (497,376 lf)	19	22	25
Number of grease traps inspected (out of 132)	36	90	132
Wastewater Treatment Plant discharge permit violations (goal =0)	7	0	0
Sanitary sewer overflows not related to private sources (goal =0)	2	1	0

## Operating Revenue and Expenditures

Revenues	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager	Projected	Projected
Intergovernmental	449,637	456,170	299,706	299,706	287,642	285,578
Charges for Services	6,325,910	5,920,300	6,797,500	6,797,500	7,001,425	7,281,482
Miscellaneous	7,586	17,586	17,586	17,586	7,500	7,500
Use of (Addition to) Surplus	-	874,328	306,010	306,010	(869,981)	(525,061)
Capital Reserve	-	2,048,906	1,260,100	1,260,100	882,200	998,700
<b>Total Revenues</b>	<b>6,783,133</b>	<b>9,317,290</b>	<b>8,680,902</b>	<b>8,680,902</b>	<b>8,634,321</b>	<b>9,179,791</b>
<b>Expenditures</b>						
Sewer Administration & Comp Absence	868,704	809,174	649,680	649,680	669,170	682,554
Manholes and Services	409,761	404,657	435,638	435,638	448,707	457,681
Sewer System Maintenance	122,090	154,631	158,979	158,980	163,749	167,024
Martell Court Pump Station	162,242	158,514	167,963	167,963	173,002	176,462
WWTP	2,828,310	2,817,388	2,916,087	2,916,086	3,061,890	3,123,128
Laboratory	254,094	252,822	276,617	276,617	284,916	290,614
Depreciation Expense	1,358,606	1,405,000	1,375,000	1,375,000	1,400,000	1,400,000
Compensated Absence	31,082	-	-	-	-	-
Debt Service	162,540	141,198	215,838	215,838	325,686	358,628
Capitalized Expenditures	(2,817,492)	-	-	-	-	-
Capital Reserve Appropriations	1,100,000	1,125,000	1,225,000	1,225,000	1,225,000	1,225,000
Capital Project Transfer	-	2,048,906	1,260,100	1,260,100	882,200	1,298,700
<b>Total Expenditures</b>	<b>4,479,936</b>	<b>9,317,290</b>	<b>8,680,902</b>	<b>8,680,902</b>	<b>8,634,321</b>	<b>9,179,791</b>
<b>Net Revenues (Expenditures)</b>	<b>2,303,197</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Martell Court	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
CR Appropriation: Sewer Infrastructure	750,000	750,000	750,000	750,000	750,000	750,000	750,000	5,250,000
CR Appropriation: Wastewater Treatment Plant	450,000	450,000	450,000	500,000	500,000	550,000	550,000	3,450,000
Blackbrook Wastewater Pumpstation Upgrade Project			300,000		1,910,000			2,210,000
Lower Winchester Infrastructure	418,000	-	-					418,000
Martell Court Bypass Project	3,420,000	-	-					3,420,000
Sewer Improvements Program	615,300	1,275,000	1,481,800	506,500	444,700	1,038,000	1,140,100	6,501,400
Sewer Main Lining Program	207,600	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Sewer Manhole Lining Program	167,200	172,200	177,400					516,800
Sewer Utility Work - Bridges Program								-
WWTP Building Renovation & Demolition Program		65,000		110,000		280,000		455,000
WWTP Chemical Feed System Upgrade Project							500,000	500,000
WWTP Clarifier Equipment Replacement Project		190,000		100,000				290,000
WWTP Fiber Optic Replacement Project			22,500		65,000			87,500
WWTP Grit Removal-Clamshell Replace Project		80,000						80,000
WWTP HVAC Replacement Project	372,000				422,000		447,000	1,241,000
WWTP Lab Instrumentation & Equip Replace Program			105,000					105,000
WWTP Roof Replacement Project				150,000				150,000
WWTP Septage Pumps Replacement Project							280,000	280,000
WWTP Service Water System Upgrade Project	262,000							262,000
WWTP Sludge Dryer Project			150,000	150,000		12,275,000		12,575,000
WWTP Sludge Replacement Project						180,000		180,000
WWTP Tank Repair Program	150,000	150,000	150,000	150,000		300,000	300,000	1,200,000
WWTP UV Lamp Replacement Program	75,000					80,000		155,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 6,912,100</b>	<b>\$ 3,382,200</b>	<b>\$ 3,836,700</b>	<b>\$ 2,666,500</b>	<b>\$ 4,341,700</b>	<b>\$ 15,703,000</b>	<b>\$ 4,217,100</b>	<b>\$ 41,059,300</b>

### PROJECT FUNDING DETAIL

#### Capital Reserve Appropriations

Capital Reserve: Martell Court	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
Capital Reserve: Sewer Infrastructure	750,000	750,000	750,000	750,000	750,000	750,000	750,000	5,250,000
Capital Reserve: Wastewater Treatment Plant	450,000	450,000	450,000	500,000	500,000	550,000	550,000	3,450,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 1,225,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,325,000</b>	<b>\$ 8,875,000</b>

#### Reserve Funded Projects

Sewer Improvements Program	\$ 615,300	-	\$ 168,800	\$ 506,500	\$ 444,700	\$ 1,038,000	\$ 1,140,100	\$ 3,913,400
Sewer Main Lining Program	207,600	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Sewer Manhole Lining Program	167,200	172,200	177,400					516,800
Sewer Utility Work - Bridges Program	-	-	-	-	-	-	-	-
WWTP Building Renovation & Demolition Program	-	65,000	-	110,000	-	280,000	-	455,000
WWTP Chemical Feed System Upgrade Project	-	-	-	-	-	-	500,000	500,000
WWTP Clarifier Equipment Replacement Project	-	190,000	-	100,000	-	-	-	290,000
WWTP Fiber Optic Replacement Project	-	-	22,500	-	65,000	-	-	87,500
WWTP Grit Removal-Clamshell Replace Project	-	80,000	-	-	-	-	-	80,000
WWTP Sludge Replacement Project	-	-	-	-	-	180,000	-	180,000
WWTP HVAC Replacement Project	45,000	-	-	-	45,000	-	45,000	135,000
WWTP Lab Instrumentation & Equip Replace Program	-	-	105,000	-	-	-	-	105,000
WWTP Roof Replacement Project	-	-	-	150,000	-	-	-	150,000
WWTP Septage Pumps Replacement Project	-	-	-	-	-	-	280,000	280,000
WWTP Sludge Dryer Project	-	-	150,000	150,000	-	250,000	-	550,000
WWTP Tank Repair Program	150,000	150,000	150,000	150,000	-	300,000	300,000	1,200,000
WWTP UV Lamp Replacement Program	75,000	-	-	-	-	80,000	-	155,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 1,260,100</b>	<b>\$ 882,200</b>	<b>\$ 998,700</b>	<b>\$ 1,391,500</b>	<b>\$ 779,700</b>	<b>\$ 2,353,000</b>	<b>\$ 2,490,100</b>	<b>\$ 10,155,300</b>

#### Projects Funded with Debt

Blackbrook Wastewater Pumpstation Upgrade Project	\$ -	\$ -	\$ -	\$ -	\$ 1,760,000	\$ -	\$ -	\$ 1,760,000
Lower Winchester Infrastructure	418,000	-	-	-	-	-	-	418,000
Martell Court Bypass Project	3,420,000	-	-	-	-	-	-	3,420,000
Sewer Improvements Program	-	1,275,000	1,313,000	-	-	-	-	2,588,000
WWTP HVAC Replacement Project	327,000	-	-	-	377,000	-	402,000	1,106,000
WWTP Service Water System Upgrade Project	262,000	-	-	-	-	-	-	262,000
WWTP Sludge Dryer Project	-	-	-	-	-	12,025,000	-	12,025,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 4,427,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,313,000</b>	<b>\$ -</b>	<b>\$ 2,137,000</b>	<b>\$ 12,025,000</b>	<b>\$ 402,000</b>	<b>\$ 21,579,000</b>

#### Projects Funded with Grants

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### Projects Funded with Cash

Blackbrook Wastewater Pumpstation Upgrade Project	\$ -	\$ -	\$ 300,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 450,000
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>

<b>Subtotal: Uses of Current Cash</b>	<b>\$ 1,225,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,525,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,425,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,325,000</b>	<b>\$ 9,325,000</b>
(Capital Reserve Appropriations plus Projects Funded with Current Cash)								

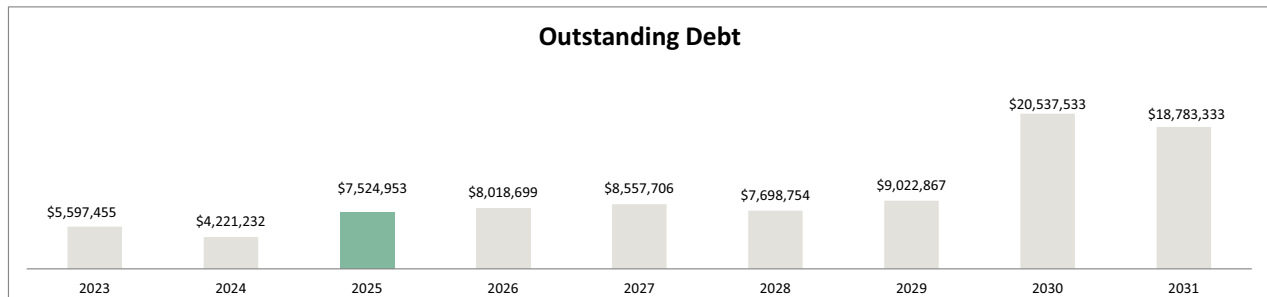
<b>TOTAL: CAPITAL PROGRAM</b>	<b>\$ 6,912,100</b>	<b>\$ 3,382,200</b>	<b>\$ 3,836,700</b>	<b>\$ 2,666,500</b>	<b>\$ 4,341,700</b>	<b>\$ 15,703,000</b>	<b>\$ 4,217,100</b>	<b>\$ 41,059,300</b>
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#### New Cash Requirement FY 25-31: Reconciliation

Capital Reserve Appropriation	\$ 1,225,000	\$ 1,225,000	\$ 1,225,000	\$ 1,275,000	\$ 1,275,000	\$ 1,325,000	\$ 1,325,000	\$ 8,875,000
User of Current Revenues for Projects	-	-	300,000	-	150,000	-	-	450,000
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 1,225,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,525,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,425,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,325,000</b>	<b>\$ 9,325,000</b>

### Long-Term Debt

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2024/2025	INTEREST 2024/2025	PRINCIPAL BALANCE 06/30/25
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.23%	945,000	45,000	9,575	340,000
WW Treatment 2005 - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	212,900	20,000	798	19,900
Sewer Main Improvements 2005 - Advance Refunded 2013	5/2/2103	1/15/2026	2.00%	713,900	65,000	2,500	60,000
Rose Lane WWTP Closure	6/12/2015	6/12/2025	avg 2.17%	805,000	40,000	13,400	400,000
2016 Refunding Series B	11/1/2016	7/1/2028	avg 1.61%	1,210,565	116,344	15,570	358,053
2019 Martell Court Headworks Replacement	9/27/2018	9/15/2033	avg 2.74%	1,350,000	90,000	33,863	810,000
Colony Court-Bloomer Swamp Main	9/15/2020	9/15/2035	1.65%	1,513,000	100,000	19,139	1,110,000
				\$ 6,750,365	\$ 476,344	\$ 94,844	\$ 3,097,953
WWTP Advanced Treatment through NH-DES	5/1/2016	5/1/2025	1.94%	6,469,354	646,935	10,319	0
<b>Authorized, Unissued:</b>							
N/A				\$ -			
<b>Total Authorized, Unissued</b>				\$ -			
<b>Anticipated, FY24/25:</b>							
R-2024-13 Lower Winchester Infrastructure				\$ 418,000	\$ -	\$ 10,450	\$ 418,000
R-2024-14 Martell Court Bypass				3,420,000	-	85,500	3,420,000
R-2024-15 WWTP HVAC Replacement				327,000	-	8,175	327,000
R-2024-16 WWTP Service Water System Upgrade				262,000	-	6,550	262,000
<b>Total Anticipated Bond Issue - New</b>				\$ 4,427,000	\$ -	\$ 110,675	\$ 4,427,000
<b>Anticipated, Future FY26 - FY31:</b>							
FY26 Sewer Improvements				\$ 1,275,000			
FY27 Sewer Improvements				1,313,000			
FY29 Blackbrook Wastewater Pumpstation				1,760,000			
FY29 WWTP HVAC Replacement				377,000			
FY30 WWTP HVAC Replacement				402,000			
FY30 WWTP Sludge Dryer				12,025,000			
<b>Total Anticipated Bond Issue - Future</b>				\$ 17,152,000			



### Revenue Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>32022502 - Sewer-Intergovernmental</b>						
431160 Federal-Fema Reimbursements	—	13,169	—	—	—	—
432140 State-Utilities Aid	305,296	303,232	301,170	139,706	—	139,706
434030 Local-Other Towns	147,836	133,236	155,000	160,000	—	160,000
<b>Subtotal</b>	<b>453,132</b>	<b>449,637</b>	<b>456,170</b>	<b>299,706</b>	<b>—</b>	<b>299,706</b>
<b>32023503 - Sewer-Charges For Services</b>						
441050 Charges-Sewer	5,736,687	5,714,372	5,400,000	6,250,000	—	6,250,000
441060 Charges-Septic Waste	527,139	450,442	485,000	500,000	—	500,000
441070 Charges-Sewer Services	1,295	2,249	100	2,000	—	2,000
441080 Charges-Indust Pre-Treatment	33,724	33,775	32,000	40,000	—	40,000
441090 Direct Reimbursement	—	119,723	—	—	—	—
441100 Charges-Testing	4,266	5,349	3,200	5,500	—	5,500
<b>Subtotal</b>	<b>6,303,111</b>	<b>6,325,910</b>	<b>5,920,300</b>	<b>6,797,500</b>	<b>—</b>	<b>6,797,500</b>
<b>32024505 - Sewer-Miscellaneous</b>						
461010 Interest Earnings	17,163	—	10,000	10,000	—	10,000
461030 Interest Accts Receivable	11	—	—	—	—	—
<b>Subtotal</b>	<b>17,174</b>	<b>—</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>32025506 - Sewer-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	(223,698)	—	874,328	306,010	—	306,010
470030 Capital Reserve	—	—	2,048,906	1,260,100	—	1,260,100
472900 Intra (Same) Fund Approp	(1,290,000)	—	—	—	—	—
<b>Subtotal</b>	<b>(1,513,698)</b>	<b>—</b>	<b>2,923,234</b>	<b>1,566,110</b>	<b>—</b>	<b>1,566,110</b>
<b>32026507 - Sewer-Proceeds Lt Fin</b>						
481040 Amort of Refund Premium	7,585	7,585	7,586	7,586	—	7,586
<b>Subtotal</b>	<b>7,585</b>	<b>7,585</b>	<b>7,586</b>	<b>7,586</b>	<b>—</b>	<b>7,586</b>
<b>Total Revenues</b>	<b>5,267,304</b>	<b>6,783,133</b>	<b>9,317,290</b>	<b>8,680,902</b>	<b>—</b>	<b>8,680,902</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Administration	32000000	514010+	Summer intern	4,124	4,124
Manholes/Services	32140000	523110	Camera maintenance	5,000	5,000
Martell Court	32200079	523110	Increased cost of parts and maintenance services	7,500	7,500
Laboratory Services	32340583	521200	Increase in contractual laboratory processing of wastewater samples	5,000	5,000
<b>TOTAL Sewer Fund</b>				<b>21,624</b>	<b>21,624</b>



### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>32000000 - Sewer Fund-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	5,718	7,633	2,418	2,907	—	2,907
513040 Wages-Full Time	187,196	197,096	168,153	176,913	—	176,913
514010 Wages-Temporary	1,230	—	—	3,750	3,750	3,750
515010 OT-Regular	362	12	—	—	—	—
517010 Health Insurance	65,242	68,824	59,478	67,377	—	67,377
517020 Dental Insurance	4,120	4,321	3,233	3,251	—	3,251
517030 Retirement Contributions	2,969	29,900	23,941	24,327	—	24,327
517040 Social Security	14,517	15,812	13,214	13,699	288	13,699
517050 Workers Compensation	5,646	5,755	2,644	3,979	85	3,979
<b>Personnel Subtotal</b>	<b>287,001</b>	<b>329,354</b>	<b>273,081</b>	<b>296,203</b>	<b>4,123</b>	<b>296,203</b>
<b>Operating</b>						
521030 Technical Services	2,996	770	—	—	—	—
521200 Laboratory Services	108	156	200	200	—	200
522050 PC Replacement Charge	1,246	1,434	1,413	—	—	—
522060 PW Fleet Charge	4,052	4,863	7,906	7,540	—	7,540
522070 City Admin Charge	289,407	432,007	418,785	236,164	—	236,164
523060 Maint-Software	8,548	5,793	10,213	10,213	—	10,213
523100 Maint-Safety Program	3,622	3,656	2,600	2,600	—	2,600
524300 Travel	243	—	428	428	—	428
524350 Training	945	13	8,500	8,500	—	8,500
524360 Meetings & Dues	300	431	250	250	—	250
524380 Licenses & Certifications	—	—	150	150	—	150
525100 Communications & Phone	2,175	2,706	1,700	1,700	—	1,700
526020 Rental-Office Space	74,265	76,196	79,548	81,332	—	81,332
527010 Supplies-Office	1,252	347	1,400	1,400	—	1,400
527550 Supplies-Uniforms	2,109	10,914	3,000	3,000	—	3,000
527600 Supplies-Operating	—	13	—	—	—	—
529010 Recruitment	1,771	51	—	—	—	—
<b>Operating Subtotal</b>	<b>393,040</b>	<b>539,350</b>	<b>536,093</b>	<b>353,477</b>	<b>—</b>	<b>353,477</b>
<b>32000000 - Sewer Fund-Administration Subtotal</b>	<b>680,041</b>	<b>868,704</b>	<b>809,174</b>	<b>649,680</b>	<b>4,123</b>	<b>649,680</b>
<b>32000480 - Sewer-Comp Absence</b>						
<b>Personnel</b>						
513040 Wages-Full Time	—	25,219	—	—	—	—
517030 Retirement Contributions	—	3,546	—	—	—	—
517040 Social Security	—	1,929	—	—	—	—

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517050	Workers Compensation	—	387	—	—	—	—
<b>Personnel Subtotal</b>		—	<b>31,082</b>	—	—	—	—
<b>32000480 - Sewer-Comp Absence Subtotal</b>		—	<b>31,082</b>	—	—	—	—
<b>32090000 - Sewer-Debt Service</b>							
<b>Operating</b>							
551020	Debt-Interest	143,770	122,025	115,781	205,519	—	205,518
552020	Debt-Int On Notes	55,612	40,514	25,417	10,319	—	10,319
<b>Operating Subtotal</b>		<b>199,382</b>	<b>162,540</b>	<b>141,198</b>	<b>215,838</b>	—	<b>215,837</b>
<b>32090000 - Sewer-Debt Service Subtotal</b>		<b>199,382</b>	<b>162,540</b>	<b>141,198</b>	<b>215,838</b>	—	<b>215,837</b>
<b>32090500 - Sewer-Depreciation</b>							
<b>Operating</b>							
562010	Deprec-Buildings	293,274	293,274	300,000	300,000	—	300,000
562020	Deprec-Other Impr	559,470	576,427	580,000	575,000	—	575,000
562030	Deprec-Mach/Equip	491,499	488,904	525,000	500,000	—	500,000
<b>Operating Subtotal</b>		<b>1,344,244</b>	<b>1,358,606</b>	<b>1,405,000</b>	<b>1,375,000</b>	—	<b>1,375,000</b>
<b>32090500 - Sewer-Depreciation Subtotal</b>		<b>1,344,244</b>	<b>1,358,606</b>	<b>1,405,000</b>	<b>1,375,000</b>	—	<b>1,375,000</b>
<b>32091500 - Sewer-Trans-Capital &amp; Others</b>							
<b>Operating</b>							
561020	Capitalized Expenditures	(3,005,150)	(2,817,492)	—	—	—	—
580100	Transfer-Capital Reserve	—	1,100,000	1,125,000	1,225,000	—	1,225,000
580110	Transfer-Cap Project	—	—	2,048,906	1,260,100	—	1,260,100
<b>Operating Subtotal</b>		<b>(3,005,150)</b>	<b>(1,717,492)</b>	<b>3,173,906</b>	<b>2,485,100</b>	—	<b>2,485,100</b>
<b>32091500 - Sewer-Trans-Capital &amp; Others Subtotal</b>		<b>(3,005,150)</b>	<b>(1,717,492)</b>	<b>3,173,906</b>	<b>2,485,100</b>	—	<b>2,485,100</b>
<b>32140000 - Sewer-Manholes/Services</b>							
<b>Personnel</b>							
513040	Wages-Full Time	131,707	154,190	127,205	146,475	—	146,475
515010	OT-Regular	11,774	9,889	11,845	11,845	—	11,845
517010	Health Insurance	34,267	34,285	52,910	61,398	—	61,398
517020	Dental Insurance	2,130	2,253	3,045	2,818	—	2,818
517030	Retirement Contributions	20,528	22,651	18,816	21,422	—	21,422
517040	Social Security	10,943	12,126	10,369	11,489	—	11,489
517050	Workers Compensation	3,023	3,240	2,078	2,466	—	2,466
<b>Personnel Subtotal</b>		<b>214,372</b>	<b>238,633</b>	<b>226,268</b>	<b>257,913</b>	—	<b>257,913</b>
<b>Operating</b>							
522060	PW Fleet Charge	102,246	122,790	122,539	116,875	—	116,875
523100	Maint-Safety Program	7,394	—	—	—	—	—
523110	Maint-Equipment	—	—	—	5,000	5,000	5,000

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
523140	Maint-Systems	21,261	18,961	18,650	18,650	—	18,650
523310	Maint-Road & Street	911	3,728	5,000	5,000	—	5,000
523700	Maint-Other Improvements	13,043	—	7,500	7,500	—	7,500
524300	Travel	225	196	100	100	—	100
526060	Rental-Other	—	—	600	600	—	600
527330	Tools	675	—	5,000	5,000	—	5,000
527600	Supplies-Operating	11,900	25,454	19,000	19,000	—	19,000
<b>Operating Subtotal</b>		<b>157,654</b>	<b>171,128</b>	<b>178,389</b>	<b>177,725</b>	<b>5,000</b>	<b>177,725</b>
<b>32140000 - Sewer-Manholes/Services Subtotal</b>		<b>372,026</b>	<b>409,761</b>	<b>404,657</b>	<b>435,638</b>	<b>5,000</b>	<b>435,638</b>
<b>32140100 - Sewer-System Maintenance</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	16,358	17,454	22,139	22,807	—	22,807
513040	Wages-Full Time	28,194	28,195	34,626	36,683	1	36,684
515010	OT-Regular	2,573	3,787	4,465	4,465	—	4,465
517010	Health Insurance	14,998	16,342	17,656	20,425	1	20,426
517020	Dental Insurance	991	1,160	1,087	993	—	993
517030	Retirement Contributions	7,191	7,566	8,860	8,649	—	8,649
517040	Social Security	3,778	4,043	4,943	4,713	—	4,713
517050	Workers Compensation	736	686	979	734	—	734
<b>Personnel Subtotal</b>		<b>74,820</b>	<b>79,233</b>	<b>94,755</b>	<b>99,469</b>	<b>2</b>	<b>99,471</b>
<b>Operating</b>							
522060	PW Fleet Charge	11,736	6,941	7,906	7,540	—	7,540
523060	Maint-Software	4,190	4,781	4,784	4,784	—	4,784
523100	Maint-Safety Program	643	3,614	3,568	3,568	—	3,568
523110	Maint-Equipment	7,409	11,727	21,300	21,300	—	21,300
523170	Repair-Equipment	6,490	4,759	—	—	—	—
523180	Repair-Building	1,590	610	—	—	—	—
523500	Maint-Building	1,560	—	7,900	7,900	—	7,900
525010	Water	210	226	200	200	—	200
525030	Electricity	6,284	6,927	8,500	8,500	—	8,500
525040	Heating Fuel	417	1,596	1,193	1,193	—	1,193
525100	Communications & Phone	1,699	1,282	900	900	—	900
526040	Rental-Equipment	—	—	400	400	—	400
527330	Tools	1,182	155	1,225	1,225	—	1,225
527340	Equipmt-Minor	50	—	2,000	2,000	—	2,000

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527350	Supplies-Building Maint	—	238	—	—	—	—
<b>Operating Subtotal</b>		<b>43,462</b>	<b>42,857</b>	<b>59,876</b>	<b>59,510</b>	<b>—</b>	<b>59,510</b>
<b>32140100 - Sewer-System Maintenance Subtotal</b>		<b>118,282</b>	<b>122,090</b>	<b>154,631</b>	<b>158,979</b>	<b>2</b>	<b>158,981</b>
<b>32200079 - Sewer-Martell Court</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	—	142	7,970	8,211	—	8,211
513040	Wages-Full Time	16,930	32,849	22,260	23,583	—	23,583
515010	OT-Regular	1,085	1,084	1,579	1,579	—	1,579
517010	Health Insurance	6,173	7,038	9,510	11,104	—	11,104
517020	Dental Insurance	402	514	582	526	—	526
517030	Retirement Contributions	3,181	5,475	4,880	4,518	—	4,518
517040	Social Security	1,690	2,913	2,716	2,450	—	2,450
517050	Workers Compensation	337	500	539	380	—	380
<b>Personnel Subtotal</b>		<b>29,798</b>	<b>50,515</b>	<b>50,036</b>	<b>52,351</b>	<b>—</b>	<b>52,351</b>
<b>Operating</b>							
522060	PW Fleet Charge	3,206	6,430	7,906	7,540	—	7,540
523100	Maint-Safety Program	1,582	2,272	1,978	1,978	—	1,978
523110	Maint-Equipment	12,149	16,207	20,500	28,000	7,500	28,000
523170	Repair-Equipment	3,175	7,355	—	—	—	—
523180	Repair-Building	—	1,917	—	—	—	—
523500	Maint-Building	1,027	1,485	3,600	3,600	—	3,600
523750	Permits	125	—	—	—	—	—
524480	Hauling & Disposal	128	1,838	1,800	1,800	—	1,800
525010	Water	1,003	11,500	6,300	6,300	—	6,300
525030	Electricity	83,646	57,307	62,835	62,835	—	62,835
525040	Heating Fuel	2,272	5,263	3,559	3,559	—	3,559
525100	Communications & Phone	160	152	—	—	—	—
527350	Supplies-Building Maint	42	—	—	—	—	—
<b>Operating Subtotal</b>		<b>108,516</b>	<b>111,727</b>	<b>108,478</b>	<b>115,612</b>	<b>7,500</b>	<b>115,612</b>
<b>32200079 - Sewer-Martell Court Subtotal</b>		<b>138,314</b>	<b>162,242</b>	<b>158,514</b>	<b>167,963</b>	<b>7,500</b>	<b>167,963</b>
<b>32300083 - Sewer-Wwtp</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	123,071	132,551	136,189	104,264	—	104,264
513040	Wages-Full Time	232,302	274,129	292,669	275,683	—	275,683
515010	OT-Regular	24,688	23,684	24,871	24,871	—	24,871
515020	OT-Double	755	563	927	900	—	900
516020	Stand-By	25,943	27,038	27,681	25,550	—	25,550

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517010	Health Insurance	119,740	142,132	145,129	131,143	(1)	131,142
517020	Dental Insurance	7,904	9,468	8,096	6,344	—	6,344
517030	Retirement Contributions	55,320	62,304	63,240	58,356	—	58,356
517040	Social Security	29,343	33,303	34,968	31,844	—	31,844
517050	Workers Compensation	5,793	5,793	6,983	5,180	—	5,180
<b>Personnel Subtotal</b>		<b>624,859</b>	<b>710,963</b>	<b>740,753</b>	<b>664,135</b>	<b>(1)</b>	<b>664,134</b>
<b>Operating</b>							
521020	Professional Services	26,160	35,335	—	—	—	—
521030	Technical Services	9,400	15,277	7,000	7,000	—	7,000
521200	Laboratory Services	602	207	500	500	—	500
522010	Janitorial	4,860	4,881	4,860	4,860	—	4,860
522050	PC Replacement Charge	1,445	1,609	2,129	3,502	—	3,502
522060	PW Fleet Charge	23,553	22,101	19,764	18,851	—	18,851
522070	City Admin Charge	408,136	353,723	342,454	513,014	—	513,014
523010	Maint-Office Equipment	1,221	1,447	—	—	—	—
523050	MF Printer Lease/Copies/Maint	521	200	2,028	2,500	—	2,500
523060	Maint-Software	11,293	11,805	11,708	11,708	—	11,708
523100	Maint-Safety Program	14,146	6,971	3,025	3,025	—	3,025
523110	Maint-Equipment	85,245	109,388	134,515	134,515	—	134,515
523160	Maint-Esco	—	278	—	—	—	—
523170	Repair-Equipment	29,598	33,316	—	—	—	—
523180	Repair-Building	19,446	24,543	—	—	—	—
523500	Maint-Building	44,109	20,998	50,000	50,000	—	50,000
523710	River Gauge Station Maint	9,100	16,150	9,100	9,100	—	9,100
523750	Permits	—	—	150	150	—	150
524300	Travel	588	376	596	596	—	596
524350	Training	1,328	3,984	1,612	1,612	—	1,612
524360	Meetings & Dues	753	1,747	885	885	—	885
524380	Licenses & Certifications	350	440	150	150	—	150
524480	Hauling & Disposal	540,144	555,753	592,568	592,568	—	592,568
525010	Water	9,917	11,093	9,021	9,021	—	9,021
525030	Electricity	235,121	185,277	193,176	193,176	—	193,176
525040	Heating Fuel	32,548	57,441	41,486	41,486	—	41,486
525100	Communications & Phone	7,377	7,511	5,754	5,754	—	5,754
525120	Industrial Pre-Treatment	5,023	5,108	4,780	4,780	—	4,780
526010	Rental-Land	159,294	205,253	212,445	216,270	—	216,270
527010	Supplies-Office	2,008	297	995	995	—	995

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527100	Postage	—	9	—	—	—	—
527330	Tools	4,108	3,271	3,000	3,000	—	3,000
527340	Equipt-Minor	9,932	9,667	4,750	4,750	—	4,750
527350	Supplies-Building Maint	2,390	1,259	—	—	—	—
527360	Supplies-Grounds Maint	635	802	—	—	—	—
527370	Supplies-Janitorial	165	472	—	—	—	—
527440	Equipt-Computer Minor	—	8,413	—	—	—	—
527550	Supplies-Uniforms	5,775	9,092	5,006	5,006	—	5,006
527600	Supplies-Operating	4,379	2,952	7,500	7,500	—	7,500
527640	Supplies-Chemicals	388,697	388,904	405,678	405,678	—	405,678
<b>Operating Subtotal</b>		<b>2,099,367</b>	<b>2,117,347</b>	<b>2,076,635</b>	<b>2,251,952</b>	<b>—</b>	<b>2,251,952</b>
<b>32300083 - Sewer-Wwtp Subtotal</b>		<b>2,724,227</b>	<b>2,828,310</b>	<b>2,817,388</b>	<b>2,916,087</b>	<b>(1)</b>	<b>2,916,086</b>
<b>32340583 - Sewer-Wwtp-Laboratory</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	41,927	43,149	44,277	45,613	—	45,613
513040	Wages-Full Time	87,079	85,396	89,386	93,867	—	93,867
515010	OT-Regular	2,761	1,447	2,884	2,884	—	2,884
517010	Health Insurance	22,894	25,649	25,777	38,037	—	38,037
517020	Dental Insurance	1,258	1,379	1,319	1,352	—	1,352
517030	Retirement Contributions	17,615	18,257	18,474	19,262	—	19,262
517040	Social Security	9,863	9,799	10,446	10,735	—	10,735
517050	Workers Compensation	2,335	2,421	2,040	2,014	—	2,014
<b>Personnel Subtotal</b>		<b>185,733</b>	<b>187,498</b>	<b>194,603</b>	<b>213,764</b>	<b>—</b>	<b>213,764</b>
<b>Operating</b>							
521200	Laboratory Services	15,542	17,544	11,500	16,500	5,000	16,500
522060	PW Fleet Charge	4,264	8,828	7,906	7,540	—	7,540
523060	Maint-Software	213	213	213	213	—	213
523110	Maint-Equipment	19,458	14,372	13,000	13,000	—	13,000
524350	Training	735	618	500	500	—	500
524380	Licenses & Certifications	—	100	100	100	—	100
524480	Hauling & Disposal	—	—	200	200	—	200
527010	Supplies-Office	391	341	300	300	—	300
527340	Equipt-Minor	18	—	—	—	—	—
527600	Supplies-Operating	10,876	11,815	11,500	11,500	—	11,500

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527620	Licenses & Permits	374	890	1,000	1,000	—	1,000
527640	Supplies-Chemicals	10,774	11,876	12,000	12,000	—	12,000
<b>Operating Subtotal</b>		<b>62,643</b>	<b>66,597</b>	<b>58,219</b>	<b>62,853</b>	<b>5,000</b>	<b>62,853</b>
<b>32340583 - Sewer-Wwtp-Laboratory Subtotal</b>		<b>248,376</b>	<b>254,094</b>	<b>252,822</b>	<b>276,617</b>	<b>5,000</b>	<b>276,617</b>
<b>Total Expenditures</b>		<b>2,819,742</b>	<b>4,479,936</b>	<b>9,317,290</b>	<b>8,680,902</b>	<b>21,624</b>	<b>8,680,902</b>





**KEENE**



# Water Fund

## Overview & Summary

### Mission Statement

Provide reliable and 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 through effective and efficient maintenance, repair and operation of the water infrastructure.

### Description

In FY25, the Water Operations and Water & Sewer Divisions will continue their work to improve the treatment and distribution systems with the goal of maintaining economical, high quality drinking water for its customers. The annual work plan includes comprehensive system-wide water main flushing and maintenance of fire hydrants and water main gates. Divisional staff will perform weekly sample collection and analysis, dam inspections, and ongoing equipment maintenance.

In FY25, staff will continue implementation of the Water Capital Improvement Program (CIP). Staff will continue to monitor and evaluate the City's water resources and their drought resiliency. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY25 objectives include:

- Replace online Turbidity analyzers at the WTF;
- Perform distribution system flushing;
- Continue valve replacement program throughout the distribution system;
- Replace approx. 1950 feet of water distribution pipe around Central Square;
- Replace water infrastructure on lower Winchester Street

FY24 Water Fund activities continued the Department's focus on infrastructure and water quality improvement at the capital and operating budget levels. FY24 accomplishments included:

- Renovations of the 1.5MG storage tank;
- Replacement of one bulk chemical storage tank (2000 gallon) at the WTF;
- Distribution system flushing;
- Completed electrical building installation at Chapman Road and Blackbrook water tanks;
- Completed Lead Service Line Inventory and grant implementation;
- Installed new emergency power generator at Chapman Road Pump Station;
- Completed West Street Well Field Property survey;
- Completed refurbishment of underdrain system and media replacement for two filter units

### 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 system engineering
- Water maintenance

## Primary Services

	Align with CMP
Maintain and ensure 24/7 operation of water mains, valves, fire hydrants, water meters, water service lines to the curb stop, 4 gravel pack wells, the water treatment facility, storage tanks, and monitoring and inspection of the well head and water supply lands.	Infrastructure
Supply high-quality water that meets customer expectations and state and federal regulations while being mindful of fiscal responsibilities.	Infrastructure
Provide 24 hour/365 days a year preventive, predictive, unscheduled, scheduled, and emergency maintenance services to water infrastructure and all supporting storage, treatment, pumping, and distribution facilities. Emergency response for leaks, equipment malfunction, water quality/volume, and frozen water services.	Infrastructure
Administer sampling and inspection plans for the drinking water system.	Infrastructure

## Objectives

	Statute	CMP	CC Goal
Refurbish underdrain system and media replacement (two filter units at WTF)	SDWA	Infrastructure	4
Install emergency power generator at Chapman Road Pump Station	SDWA	Infrastructure	4
Purchase replacement Trihalomethane analyzer for Laboratory	SDWA	Infrastructure	4
Complete lead service line inventory	SDWA	Infrastructure	4

## Metrics

	2023	2024	2025
Million gallons of water treated to meet drinking water standards	692	682	690
Number of water main breaks/service leaks/repairs	37	32	30
Number of fire hydrants exercised	1,408	834	1,160
Number of water meters changed (out of 6,500 total)	400	450	500
Percent of non-metered water	18	15	12
Number of water quality/discolored water incidents	16	25	15

### Operating Revenue and Expenditures

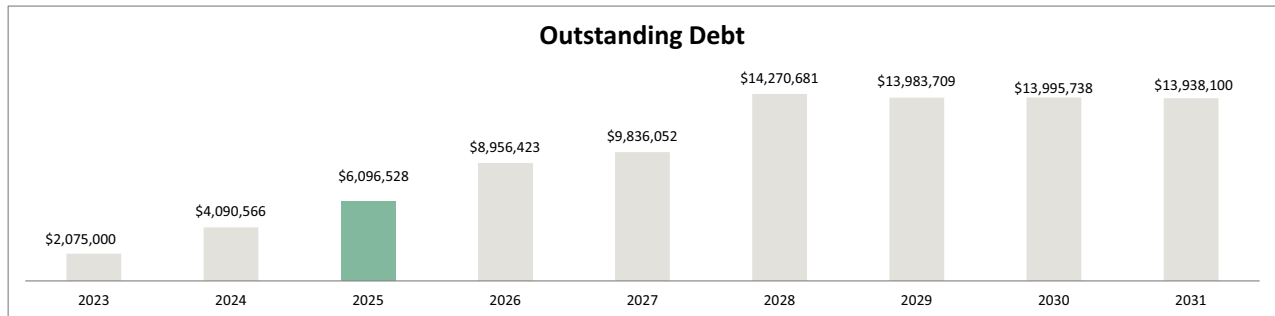
Revenues	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager	Projected	Projected
Charges for Services	5,224,795	5,458,300	5,677,000	5,677,000	5,960,850	6,199,284
Miscellaneous	57,392	10,028	10,028	10,028	7,500	7,500
Use of (Addition to) Surplus	-	266,126	(125,045)	(125,045)	(183,911)	(372,614)
Capital Reserve	-	1,552,647	316,400	316,400	423,183	717,800
Inter (Multi) Fund Appropriation	6,306	-	-	-	-	-
Intra (Same) Fund Appropriation	-	-	-	-	-	-
<b>Total Revenues</b>	<b>5,288,493</b>	<b>7,287,101</b>	<b>5,878,383</b>	<b>5,878,383</b>	<b>6,207,622</b>	<b>6,551,970</b>
<b>Expenditures</b>						
Water Administration	914,427	910,204	928,943	928,943	947,521	966,471
Water Distribution Services	363,118	565,653	606,675	606,675	618,809	631,185
Water System Maintenance	110,145	134,640	147,482	147,482	150,432	153,440
Water Supply	227,976	252,987	251,175	251,175	256,199	261,322
Meters	503,868	439,698	457,534	457,534	466,685	476,018
Water Treatment Facility	730,166	945,319	972,710	972,710	992,164	1,012,007
Laboratory	182,212	208,523	218,114	218,114	222,476	226,926
Depreciation Expense	1,004,448	1,010,000	1,025,000	1,025,000	1,050,000	1,050,000
Compensated Absence	(27,797)	-	-	-	-	-
Debt Service	45,838	91,677	204,350	204,350	330,154	427,800
Capitalized Expenditures	(822,979)	-	-	-	-	-
Capital Reserve Appropriations	875,000	875,000	750,000	750,000	750,000	750,000
Capital Project Transfer	300,000	1,853,400	316,400	316,400	423,183	596,800
<b>Total Expenditures</b>	<b>4,406,422</b>	<b>7,287,101</b>	<b>5,878,383</b>	<b>5,878,383</b>	<b>6,207,622</b>	<b>6,551,970</b>
<b>Net Revenues (Expenditures)</b>	<b>882,071</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Water Infrastructure	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
CR Appropriation: Water Treatment Facility	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Bulk Water Fill Station Project			121,000					121,000
Emergency Generators Replacement Program				280,000			175,000	455,000
Lower Winchester Infrastructure Project	1,004,000							1,004,000
3 MG Storage Tank Repair Project		690,000						690,000
Chapman Water Tank Repairs Project				120,000				120,000
Water Distribution Improvements Program	1,467,400	1,920,000	1,886,800	1,323,900	983,300	1,369,500	1,205,000	10,155,900
Water Supply Dam Maintenance Program						200,000	200,000	400,000
Water Utility Work - Bridges Program						85,000		85,000
Water Valve Replacement Program	110,000	115,000	120,000	125,000	130,000	135,000	140,000	875,000
Well Field Upgrades Program		709,000		4,244,000				4,953,000
WTF Blower Replacement Project		83,783						83,783
WTF HVAC & AC Unit Replacement Project			45,000		145,000			190,000
WTF Instrumentation Replace & Upgrade Program	46,000			40,000				86,000
WTF Lab Instrumentation/Equip Replace Program			105,000					105,000
WTF Water Pump Repair & Replace Program		65,000		75,000		155,000		295,000
WTF Valve & Actuator Replace/Upgrade Project		159,400		171,280		183,000		513,680
WTF Waste Gate Actuator Replacement Project				30,000				30,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,377,400</b>	<b>\$ 4,492,183</b>	<b>\$ 3,027,800</b>	<b>\$ 7,159,180</b>	<b>\$ 2,008,300</b>	<b>\$ 2,877,500</b>	<b>\$ 2,470,000</b>	<b>\$ 25,412,363</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Water Infrastructure	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
Capital Reserve: Water Treatment Facility	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 5,250,000</b>
<b>Reserve Funded Projects</b>								
Chapman Water Tank Repairs Project	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
Water Distribution Improvements Program	160,400		326,800	353,900	143,300	174,500		1,158,900
Water Valve Replacement Program	110,000	115,000	120,000	125,000	130,000	135,000	140,000	875,000
WTF Blower Replacement Project	-	83,783	-	-	-	-	-	83,783
WTF HVAC & AC Unit Replacement Project	-	-	45,000	-	145,000	-	-	190,000
WTF Instrumentation Replace & Upgrade Program	46,000	-	-	40,000	-	-	-	86,000
WTF Lab Instrumentation/Equip Replace Program	-	-	105,000	-	-	-	-	105,000
WTF Water Pump Repair & Replace Program	-	65,000	-	75,000	-	155,000	-	295,000
WTF Valve & Actuator Replace/Upgrade Project	-	159,400	-	171,280	-	183,000	-	513,680
WTF Waste Gate Actuator Replacement Project	-	-	-	30,000	-	-	-	30,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 316,400</b>	<b>\$ 423,183</b>	<b>\$ 596,800</b>	<b>\$ 915,180</b>	<b>\$ 418,300</b>	<b>\$ 647,500</b>	<b>\$ 140,000</b>	<b>\$ 3,457,363</b>
<b>Projects Funded with Debt</b>								
3 MG Storage Tank Repair Project	\$ -	\$ 690,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,000
Lower Winchester Infrastructure Project	1,004,000	-	-	-	-	-	-	1,004,000
Water Distribution Improvements Program	1,307,000	1,920,000	1,560,000	970,000	840,000	1,195,000	1,205,000	8,997,000
Well Field Upgrades Program	-	709,000	-	4,244,000	-	-	-	4,953,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 2,311,000</b>	<b>\$ 3,319,000</b>	<b>\$ 1,560,000</b>	<b>\$ 5,214,000</b>	<b>\$ 840,000</b>	<b>\$ 1,195,000</b>	<b>\$ 1,205,000</b>	<b>\$ 15,644,000</b>
<b>Projects Funded with Grants</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Cash</b>								
Bulk Water Fill Station Project	\$ -	\$ -	\$ 121,000	\$ -	\$ -	\$ -	\$ -	\$ 121,000
Emergency Generators Replacement Program	-	-	-	280,000	-	-	175,000	455,000
Water Supply Dam Maintenance Program	-	-	-	-	-	200,000	200,000	400,000
Water Utility Work - Bridges Program	-	-	-	-	-	85,000	-	85,000
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 121,000</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ 285,000</b>	<b>\$ 375,000</b>	<b>\$ 1,061,000</b>
<b>Subtotal: Uses of Cash</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 871,000</b>	<b>\$ 1,030,000</b>	<b>\$ 750,000</b>	<b>\$ 1,035,000</b>	<b>\$ 1,125,000</b>	<b>\$ 6,311,000</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)								
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,377,400</b>	<b>\$ 4,492,183</b>	<b>\$ 3,027,800</b>	<b>\$ 7,159,180</b>	<b>\$ 2,008,300</b>	<b>\$ 2,877,500</b>	<b>\$ 2,470,000</b>	<b>\$ 25,412,363</b>
<b>New Cash Requirement FY 25-31: Reconciliation</b>								
Capital Reserve Appropriation	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 5,250,000
User of Current Revenues for Projects	-	-	121,000	280,000	-	285,000	375,000	1,061,000
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 871,000</b>	<b>\$ 1,030,000</b>	<b>\$ 750,000</b>	<b>\$ 1,035,000</b>	<b>\$ 1,125,000</b>	<b>\$ 6,311,000</b>

### Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2024/2025</u>	<u>INTEREST 2024/2025</u>	<u>PRINCIPAL BALANCE 06/30/25</u>
Babidge Reservoir Dam Repairs	9/15/2016	9/15/1936	avg 1.85%	850,000	45,000	17,500	490,000
Woodward Pond Dam	9/15/2020	9/15/2035	1.65%	1,727,000	115,000	21,820	1,265,000
3.0 MG Water Tank Repair	8/15/2023	8/15/2038	5.10%	2,175,566	145,038	107,255	2,030,528
				\$ 4,752,566	\$ 305,038	\$ 146,575	\$ 3,785,528
<b>Authorized, Unissued:</b>							
N/A				\$ -			
<b>Total Authorized, Unissued</b>				\$ -			
<b>Anticipated, FY24/25:</b>							
R-2024-17 Lower Winchester Street Infrastructure				\$ 1,004,000	\$ -	\$ 25,100	\$ 1,004,000
R-2024-18 Water Distribution Improvements				1,307,000	-	32,675	1,307,000
<b>Total Anticipated Bond Issue - New</b>				\$ 2,311,000	\$ -	\$ 57,775	\$ 2,311,000
<b>Anticipated, Future FY26 - FY31:</b>							
FY26 3MG Water Tank Repairs				\$ 690,000			
FY26 Water Distribution Improvements				1,920,000			
FY26 Well Field Upgrades				709,000			
FY27 Water Distribution Improvements				1,560,000			
FY28 Water Distribution Improvements				970,000			
FY28 Well Field Upgrades				4,244,000			
FY29 Water Distribution Improvements				840,000			
FY30 Water Distribution Improvements				1,195,000			
FY31 Water Distribution Improvements				1,205,000			
<b>Total Anticipated Bond Issue - Future</b>				\$ 13,333,000			



### Revenue Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>34023503 - Water-Charges For Services</b>						
441010 Charges-Water Sales	4,452,528	4,765,318	4,950,000	5,150,000	—	5,150,000
441020 Charges-Water Services	13,660	7,917	12,000	12,000	—	12,000
441025 Charges-Water Connect Permit	15	—	—	—	—	—
441030 Charges-Fire Protection	162,800	305,307	343,800	350,000	—	350,000
441040 Charges-Hydrant Rental	80,736	145,753	152,500	165,000	—	165,000
441090 Direct Reimbursement	—	500	—	—	—	—
<b>Subtotal</b>	<b>4,709,740</b>	<b>5,224,795</b>	<b>5,458,300</b>	<b>5,677,000</b>	<b>—</b>	<b>5,677,000</b>
<b>34024505 - Water-Miscellaneous</b>						
461010 Interest Earnings	5,880	57,364	10,000	10,000	—	10,000
461030 Interest Accts Receivable	73	—	—	—	—	—
<b>Subtotal</b>	<b>5,953</b>	<b>57,364</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>34025506 - Water-Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	—	266,126	(125,045)	—	(125,045)
470030 Capital Reserve	—	—	1,552,647	316,400	—	316,400
472000 Inter (Multi) Fund Approp	—	6,306	—	—	—	—
472900 Intra (Same) Fund Approp	(1,123,900)	—	—	—	—	—
<b>Subtotal</b>	<b>(1,123,900)</b>	<b>6,306</b>	<b>1,818,773</b>	<b>191,355</b>	<b>—</b>	<b>191,355</b>
<b>34026507 - Water-Proceeds Lt Financing</b>						
481040 Amort of Refund Premium	28	28	28	28	—	28
<b>Subtotal</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>—</b>	<b>28</b>
<b>Total Revenues</b>	<b>3,591,820</b>	<b>5,288,493</b>	<b>7,287,101</b>	<b>5,878,383</b>	<b>—</b>	<b>5,878,383</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
System Maintenance	34140100	523110	Increased equipment maintenance cost	7,500	7,500
<b>TOTAL Water Fund</b>				<b>7,500</b>	<b>7,500</b>



### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>34000000 - Water-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	5,661	7,551	2,418	2,907	—	2,907
513040 Wages-Full Time	119,114	130,446	93,770	96,842	—	96,842
514010 Wages-Temporary	1,230	1,718	3,750	3,750	—	3,750
515010 OT-Regular	109	12	—	—	—	—
517010 Health Insurance	38,776	41,923	29,118	32,282	—	32,282
517020 Dental Insurance	2,376	2,583	1,551	1,568	—	1,568
517030 Retirement Contributions	20,166	20,397	13,879	13,498	—	13,498
517040 Social Security	9,989	11,038	8,007	7,810	—	7,810
517050 Workers Compensation	3,509	3,616	1,535	2,184	—	2,184
<b>Personnel Subtotal</b>	<b>200,930</b>	<b>219,284</b>	<b>154,028</b>	<b>160,841</b>	<b>—</b>	<b>160,841</b>
<b>Operating</b>						
521030 Technical Services	3,700	—	3,500	3,500	—	3,500
521200 Laboratory Services	108	196	400	400	—	400
522050 PC Replacement Charge	2,190	3,258	3,115	2,697	—	2,697
522060 PW Fleet Charge	4,052	4,863	7,906	7,540	—	7,540
522070 City Admin Charge	488,380	485,884	534,820	545,746	—	545,746
522080 Taxes	83,931	75,628	84,418	84,418	—	84,418
523060 Maint-Software	8,504	4,858	9,164	9,164	—	9,164
523100 Maint-Safety Program	3,243	3,073	2,500	2,500	—	2,500
523750 Permits	3,000	3,000	3,000	3,000	—	3,000
524300 Travel	133	855	—	—	—	—
524350 Training	980	1,346	10,500	10,500	—	10,500
524360 Meetings & Dues	2,470	2,378	3,200	3,200	—	3,200
524380 Licenses & Certifications	50	1,315	300	300	—	300
524470 Public Awareness	4,736	6,336	6,630	6,630	—	6,630
525100 Communications & Phone	3,575	4,541	2,800	2,800	—	2,800
526020 Rental-Office Space	74,265	76,196	79,548	81,332	—	81,332
526040 Rental-Equipment	—	4,784	1,000	1,000	—	1,000
527010 Supplies-Office	2,772	433	875	875	—	875
527330 Tools	2,888	4,844	—	—	—	—
527440 Equipt-Computer Minor	338	—	—	—	—	—
527550 Supplies-Uniforms	1,693	10,981	2,500	2,500	—	2,500
527600 Supplies-Operating	65	324	—	—	—	—

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
529010	Recruitment	1,978	51	—	—	—	—
<b>Operating Subtotal</b>		<b>693,051</b>	<b>695,143</b>	<b>756,176</b>	<b>768,102</b>	<b>—</b>	<b>768,102</b>
<b>34000000 - Water-Administration Subtotal</b>		<b>893,982</b>	<b>914,427</b>	<b>910,204</b>	<b>928,943</b>	<b>—</b>	<b>928,943</b>
<b>34000480 - Water-Comp Absence</b>							
<b>Personnel</b>							
513040	Wages-Full Time	—	(22,554)	—	—	—	—
517030	Retirement Contributions	—	(3,171)	—	—	—	—
517040	Social Security	—	(1,725)	—	—	—	—
517050	Workers Compensation	—	(346)	—	—	—	—
<b>Personnel Subtotal</b>		<b>—</b>	<b>(27,797)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>34000480 - Water-Comp Absence Subtotal</b>		<b>—</b>	<b>(27,797)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>34090000 - Water-Debt Service</b>							
<b>Operating</b>							
551020	Debt-Interest	49,344	44,565	91,677	204,350	—	204,350
552020	Debt-Int On Notes	3,985	1,274	—	—	—	—
<b>Operating Subtotal</b>		<b>53,329</b>	<b>45,838</b>	<b>91,677</b>	<b>204,350</b>	<b>—</b>	<b>204,350</b>
<b>34090000 - Water-Debt Service Subtotal</b>		<b>53,329</b>	<b>45,838</b>	<b>91,677</b>	<b>204,350</b>	<b>—</b>	<b>204,350</b>
<b>34090500 - Water-Depreciation</b>							
<b>Operating</b>							
562010	Deprec-Buildings	100,669	200,339	200,000	210,000	—	210,000
562020	Deprec-Other Impr	823,728	804,108	710,000	715,000	—	715,000
562030	Deprec-Mach/Equip	—	—	100,000	100,000	—	100,000
<b>Operating Subtotal</b>		<b>924,397</b>	<b>1,004,448</b>	<b>1,010,000</b>	<b>1,025,000</b>	<b>—</b>	<b>1,025,000</b>
<b>34090500 - Water-Depreciation Subtotal</b>		<b>924,397</b>	<b>1,004,448</b>	<b>1,010,000</b>	<b>1,025,000</b>	<b>—</b>	<b>1,025,000</b>
<b>34091500 - Water-Trans-Capital &amp; Other</b>							
<b>Operating</b>							
561020	Capitalized Expenditures	(1,570,457)	(822,979)	—	—	—	—
580100	Transfer-Capital Reserve	—	875,000	875,000	750,000	—	750,000
580110	Transfer-Cap Project	65,000	300,000	1,853,400	316,400	—	316,400
<b>Operating Subtotal</b>		<b>(1,505,457)</b>	<b>352,021</b>	<b>2,728,400</b>	<b>1,066,400</b>	<b>—</b>	<b>1,066,400</b>
<b>34091500 - Water-Trans-Capital &amp; Other Subtotal</b>		<b>(1,505,457)</b>	<b>352,021</b>	<b>2,728,400</b>	<b>1,066,400</b>	<b>—</b>	<b>1,066,400</b>
<b>34140000 - Water-Distribute Services</b>							
<b>Personnel</b>							
513040	Wages-Full Time	100,252	101,085	190,806	219,713	—	219,713
515010	OT-Regular	21,478	20,119	21,296	20,676	—	20,676
517010	Health Insurance	33,849	34,994	79,364	92,105	—	92,105
517020	Dental Insurance	2,099	2,306	4,572	4,234	—	4,234

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
517030	Retirement Contributions	17,063	17,032	28,696	32,528	—	32,528
517040	Social Security	9,123	9,126	15,826	17,462	—	17,462
517050	Workers Compensation	2,842	2,641	3,062	3,772	—	3,772
<b>Personnel Subtotal</b>		<b>186,707</b>	<b>187,304</b>	<b>343,622</b>	<b>390,490</b>	<b>—</b>	<b>390,490</b>
<b>Operating</b>							
522060	PW Fleet Charge	108,558	129,939	126,491	120,645	—	120,645
523310	Maint-Road & Street	19,222	4,971	15,000	15,000	—	15,000
527330	Tools	59	—	5,000	5,000	—	5,000
527600	Supplies-Operating	48,384	40,904	75,540	75,540	—	75,540
<b>Operating Subtotal</b>		<b>176,223</b>	<b>175,814</b>	<b>222,031</b>	<b>216,185</b>	<b>—</b>	<b>216,185</b>
<b>34140000 - Water-Distribute Services Subtotal</b>		<b>362,931</b>	<b>363,118</b>	<b>565,653</b>	<b>606,675</b>	<b>—</b>	<b>606,675</b>
<b>34140100 - Water-System Maintenance</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	16,358	17,454	22,139	22,807	—	22,807
513040	Wages-Full Time	31,792	37,242	42,048	44,543	—	44,543
515010	OT-Regular	2,876	3,055	3,550	3,550	—	3,550
517010	Health Insurance	17,058	18,555	20,047	23,278	—	23,278
517020	Dental Insurance	1,126	1,328	1,233	1,127	—	1,127
517030	Retirement Contributions	7,761	8,599	9,740	9,595	—	9,595
517040	Social Security	4,063	4,584	5,424	5,222	—	5,222
517050	Workers Compensation	783	803	1,040	807	—	807
<b>Personnel Subtotal</b>		<b>81,816</b>	<b>91,621</b>	<b>105,221</b>	<b>110,929</b>	<b>—</b>	<b>110,929</b>
<b>Operating</b>							
522060	PW Fleet Charge	20,088	6,491	7,906	7,540	—	7,540
523060	Maint-Software	3,765	3,846	4,781	4,781	—	4,781
523110	Maint-Equipment	19,812	6,159	10,332	17,832	7,500	17,832
523170	Repair-Equipment	1,583	372	—	—	—	—
523500	Maint-Building	441	9	1,350	1,350	—	1,350
524350	Training	—	—	2,000	2,000	—	2,000
525040	Heating Fuel	—	1,111	1,200	1,200	—	1,200
525100	Communications & Phone	342	478	900	900	—	900
527330	Tools	—	—	750	750	—	750
527340	Equipmt-Minor	—	—	200	200	—	200
527350	Supplies-Building Maint	—	59	—	—	—	—
<b>Operating Subtotal</b>		<b>46,031</b>	<b>18,524</b>	<b>29,419</b>	<b>36,553</b>	<b>7,500</b>	<b>36,553</b>
<b>34140100 - Water-System Maintenance Subtotal</b>		<b>127,847</b>	<b>110,145</b>	<b>134,640</b>	<b>147,482</b>	<b>7,500</b>	<b>147,482</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>34240200 - Water-Supply</b>						
<b>Personnel</b>						
513040 Wages-Full Time	2,889	5,290	—	—	—	—
515010 OT-Regular	1,517	2,107	1,617	1,617	—	1,617
517010 Health Insurance	4,321	3,347	—	—	—	—
517020 Dental Insurance	273	221	—	—	—	—
517030 Retirement Contributions	611	1,039	219	219	—	219
517040 Social Security	333	562	123	125	—	125
517050 Workers Compensation	69	97	24	37	—	37
<b>Personnel Subtotal</b>	<b>10,013</b>	<b>12,663</b>	<b>1,983</b>	<b>1,998</b>	<b>—</b>	<b>1,998</b>
<b>Operating</b>						
521020 Professional Services	2,041	15,890	23,000	—	—	—
521210 Monitor & Inspections	4,292	3,776	4,300	4,300	—	4,300
522060 PW Fleet Charge	—	6,491	39,529	37,702	—	37,702
523110 Maint-Equipment	2,152	2,039	13,000	13,000	—	13,000
523170 Repair-Equipment	163	1,440	—	—	—	—
523180 Repair-Building	—	25	—	—	—	—
523500 Maint-Building	—	—	3,740	3,740	—	3,740
523750 Permits	300	300	—	—	—	—
525030 Electricity	120,903	147,220	124,240	147,240	—	147,240
525040 Heating Fuel	4,352	2,332	2,870	2,870	—	2,870
527600 Supplies-Operating	5,474	(4,848)	7,210	7,210	—	7,210
527620 Licenses & Permits	—	—	3,000	3,000	—	3,000
527640 Supplies-Chemicals	14,337	40,649	30,115	30,115	—	30,115
<b>Operating Subtotal</b>	<b>154,015</b>	<b>215,313</b>	<b>251,004</b>	<b>249,177</b>	<b>—</b>	<b>249,177</b>
<b>34240200 - Water-Supply Subtotal</b>	<b>164,029</b>	<b>227,976</b>	<b>252,987</b>	<b>251,175</b>	<b>—</b>	<b>251,175</b>
<b>34240400 - Water-Meters</b>						
<b>Personnel</b>						
513040 Wages-Full Time	150,150	143,175	158,975	169,282	—	169,282
515010 OT-Regular	5,653	13,609	3,914	3,914	—	3,914
517010 Health Insurance	61,344	59,236	76,979	82,549	—	82,549
517020 Dental Insurance	4,148	3,835	4,285	4,319	—	4,319
517030 Retirement Contributions	21,924	22,059	22,039	23,436	—	23,436
517040 Social Security	11,626	11,688	12,037	13,021	—	13,021
517050 Workers Compensation	2,251	1,947	2,352	1,896	—	1,896
<b>Personnel Subtotal</b>	<b>257,096</b>	<b>255,549</b>	<b>280,581</b>	<b>298,417</b>	<b>—</b>	<b>298,417</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>Operating</b>						
521200 Laboratory Services	106	10	150	150	—	150
521210 Monitor & Inspections	—	—	5,000	5,000	—	5,000
522060 PW Fleet Charge	34,250	41,031	—	—	—	—
523060 Maint-Software	3,489	4,660	12,100	12,100	—	12,100
523100 Maint-Safety Program	286	—	—	—	—	—
527330 Tools	—	548	450	450	—	450
527550 Supplies-Uniforms	—	750	2,000	2,000	—	2,000
527600 Supplies-Operating	134,705	201,320	139,417	139,417	—	139,417
<b>Operating Subtotal</b>	<b>172,836</b>	<b>248,319</b>	<b>159,117</b>	<b>159,117</b>	<b>—</b>	<b>159,117</b>
<b>34240400 - Water-Meters Subtotal</b>	<b>429,932</b>	<b>503,868</b>	<b>439,698</b>	<b>457,534</b>	<b>—</b>	<b>457,534</b>
<b>34300084 - Water-Wtf</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	58,992	80,842	177,245	221,088	—	221,088
513040 Wages-Full Time	90,296	101,243	141,647	116,616	—	116,616
515010 OT-Regular	6,025	4,611	9,929	9,929	—	9,929
516020 Stand-By	24,905	23,342	23,422	25,550	—	25,550
517010 Health Insurance	40,493	50,605	101,556	102,798	—	102,798
517020 Dental Insurance	2,381	2,728	5,862	6,171	—	6,171
517030 Retirement Contributions	23,544	28,079	46,218	50,494	—	50,494
517040 Social Security	12,574	15,180	25,685	28,470	—	28,470
517050 Workers Compensation	2,422	2,542	4,932	5,138	—	5,138
<b>Personnel Subtotal</b>	<b>261,632</b>	<b>309,171</b>	<b>536,496</b>	<b>566,254</b>	<b>—</b>	<b>566,254</b>
<b>Operating</b>						
521020 Professional Services	1,600	100	—	—	—	—
521030 Technical Services	13,327	6,400	11,090	11,090	—	11,090
521200 Laboratory Services	120	138	100	100	—	100
522050 PC Replacement Charge	1,757	1,869	1,747	2,382	—	2,382
522060 PW Fleet Charge	24,090	32,743	31,623	30,161	—	30,161
523050 MF Printer Lease/Copies/Maint	258	200	2,540	1,000	—	1,000
523060 Maint-Software	10,312	10,870	10,289	10,289	—	10,289
523100 Maint-Safety Program	6,269	2,108	1,700	1,700	—	1,700
523110 Maint-Equipment	68,508	65,480	61,505	61,505	—	61,505
523170 Repair-Equipment	11,626	45,285	—	—	—	—
523180 Repair-Building	—	5,745	—	—	—	—
523500 Maint-Building	6,853	6,206	9,678	9,678	—	9,678
523750 Permits	150	150	150	150	—	150

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
524300	Travel	420	185	200	200	—	200
524350	Training	1,306	1,636	1,577	1,577	—	1,577
524380	Licenses & Certifications	900	50	600	600	—	600
525010	Water	632	529	400	400	—	400
525020	Sewer	156,842	94,782	133,005	133,005	—	133,005
525030	Electricity	28,162	28,437	22,284	22,284	—	22,284
525040	Heating Fuel	8,398	12,144	9,299	9,299	—	9,299
525100	Communications & Phone	3,762	5,136	4,500	4,500	—	4,500
525120	Industrial Pre-Treatment	—	173	360	360	—	360
527010	Supplies-Office	15	176	—	—	—	—
527100	Postage	—	16	—	—	—	—
527330	Tools	389	160	400	400	—	400
527340	Equipt-Minor	5,960	11,176	18,926	18,926	—	18,926
527350	Supplies-Building Maint	438	452	—	—	—	—
527360	Supplies-Grounds Maint	367	473	—	—	—	—
527550	Supplies-Uniforms	1,913	1,976	1,850	1,850	—	1,850
527600	Supplies-Operating	302	9	—	—	—	—
527640	Supplies-Chemicals	82,555	86,192	85,000	85,000	—	85,000
<b>Operating Subtotal</b>		<b>437,233</b>	<b>420,995</b>	<b>408,823</b>	<b>406,456</b>	<b>—</b>	<b>406,456</b>
<b>34300084 - Water-Wtf Subtotal</b>		<b>698,865</b>	<b>730,166</b>	<b>945,319</b>	<b>972,710</b>	<b>—</b>	<b>972,710</b>
<b>34340584 - Water-Wtf-Laboratory</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	41,279	43,798	44,277	45,613	—	45,613
513040	Wages-Full Time	30,968	34,489	35,967	37,931	—	37,931
515010	OT-Regular	976	522	1,030	1,030	—	1,030
517010	Health Insurance	12,453	12,802	12,839	18,896	—	18,896
517020	Dental Insurance	679	700	666	687	—	687
517030	Retirement Contributions	10,386	10,980	10,996	11,444	—	11,444
517040	Social Security	5,521	5,888	6,218	6,398	—	6,398
517050	Workers Compensation	1,331	1,393	1,174	1,125	—	1,125
<b>Personnel Subtotal</b>		<b>103,593</b>	<b>110,572</b>	<b>113,167</b>	<b>123,124</b>	<b>—</b>	<b>123,124</b>
<b>Operating</b>							
521200	Laboratory Services	13,926	13,849	25,000	25,000	—	25,000
521210	Monitor & Inspections	22,834	21,150	30,000	30,000	—	30,000
522060	PW Fleet Charge	4,266	8,828	7,906	7,540	—	7,540
523060	Maint-Software	213	213	250	250	—	250
523110	Maint-Equipment	23,350	10,261	14,000	14,000	—	14,000

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
524350 Training	300	340	500	500	—	500
524380 Licenses & Certifications	100	100	100	100	—	100
524480 Hauling & Disposal	—	—	200	200	—	200
527010 Supplies-Office	446	298	300	300	—	300
527340 Equipt-Minor	48	—	—	—	—	—
527600 Supplies-Operating	7,200	5,403	6,400	6,400	—	6,400
527620 Licenses & Permits	1,068	2,430	1,200	1,200	—	1,200
527640 Supplies-Chemicals	5,847	8,766	9,500	9,500	—	9,500
<b>Operating Subtotal</b>	<b>79,598</b>	<b>71,640</b>	<b>95,356</b>	<b>94,990</b>	<b>—</b>	<b>94,990</b>
<b>34340584 - Water-Wtf-Laboratory Subtotal</b>	<b>183,191</b>	<b>182,212</b>	<b>208,523</b>	<b>218,114</b>	<b>—</b>	<b>218,114</b>
<b>Total Expenditures</b>	<b>2,333,044</b>	<b>4,406,422</b>	<b>7,287,101</b>	<b>5,878,383</b>	<b>7,500</b>	<b>5,878,383</b>





**KEENE**



# **Equipment (Fleet)**

## Overview & Summary

### Mission Statement

Provide City departments with environmentally friendly, dependable, cost-effective, and safe vehicles and equipment.

### Description

The Fleet Services Division provides bumper-to-bumper repair and maintenance of the City's 266 vehicles and equipment 24 hours per day, 365 days a year. This includes fuel, repairs, insurance, and eventual replacement.

As part of an ongoing effort toward sustainable funding for the replacement of the City's equipment and vehicles in FY25, Fleet staff works closely with the Finance Department to evaluate the funding model, and with each department to review scheduled replacements to ensure the replacement vehicle is suitable for the identified need.

In FY25, it is expected that average fuel prices (the combined average of unleaded gasoline and diesel fuel) will remain relatively stable (barring a significant world event or natural disaster that impacts oil extraction and/or refining). Fleet Services uses data from the U.S. Department of Energy and other online sources to forecast fuel pricing. The budget is based on an average (diesel and gasoline) price of \$4.00 (compared to \$3.97 per gallon in FY24) 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 Fleet Division customers to manage changing conditions and increase fuel efficiency while reducing fuel expenses wherever possible. It continues to be the case that the Fleet Services Division budget is vulnerable to unanticipated spikes in fuel costs due to worldwide economic conditions. While we use the best information at hand, because the fuel cost is the biggest line item in the operating budget, unanticipated increases in average fuel costs can have an outsized impact within the fiscal year.

### Background

The Fleet Division is responsible for the procurement, maintenance, and repair of the City's vehicle and equipment fleet that includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 159 vehicles/equipment of the 266 vehicles/equipment serviced by Fleet Services Division, that are part of the Fleet capital replacement program and funds are included in the rental rate that allows for the timely replacement of vehicles when they reach the end of their service life. The Fleet Division operates with established policies, evaluation, recommendations, and validation for the City's vehicle and equipment replacement program.

The Fleet Division is staffed with one Manager, one Administrative Coordinator, one Lead Mechanic, and three Mechanics servicing an average of three 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 costly replacements can be delayed.

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 \$128 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 this middle range. As a comparison, area shops that service light-duty vehicles range in the \$110 per hour rate, and area shops that service heavy-duty vehicles range in the \$156 per hour rate. The \$128 City of Keene shop rate is an indicator that rates charged to service vehicles are competitive with the private sector. In addition, the City maintains a parts department that allows Fleet Services to keep the equipment operational and minimize downtime.

## Primary Services

	Align with CMP
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

## Objectives

	Statute	CMP	CC Goal
Maintain workload at a level of 80% scheduled, 20% unscheduled maintenance	N/A	Municipal Governance & Fin Stability	4
Provide appropriate training and tools for service technicians to maintain skills, and begin to shift focus to repair and servicing of electric vehicles	N/A	Leadership	4
Complete 90% of preventative maintenance work orders on schedule	N/A	Infrastructure	4
Monitor fuel consumption, administer fuel billing, and promote conservation	N/A	Climate Change	7
Evaluate and procure "new" used vehicles when determined to be a better alternative than new	N/A	Leadership	4

## Metrics

	2023	2024	2025
Staff training hours (goal/actual)	150/100	150/150	150
% Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time	99%	99%	99%
% Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime	80%-19%	81%-19%	80%-20%
% Completion of preventative work orders on schedule (goal/actual)	90% - 95%	90% - 95%	90%

### Operating Revenue and Expenditures

Revenues	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager	Projected	Projected
Charges for Services	2,884,706	2,814,522	2,863,861	2,863,861	3,092,970	3,340,407
Miscellaneous	59,215	1,000	1,000	1,000	1,000	1,000
Use of (Addition to) Surplus		55,653	758,438	758,438	356,703	162,603
Capital Reserve		688,965	845,612	845,612	815,892	943,233
Intra (same) Fund Appropriation						
<b>Total Revenues</b>	<b>2,943,921</b>	<b>3,560,140</b>	<b>4,468,911</b>	<b>4,468,911</b>	<b>4,266,565</b>	<b>4,447,243</b>
<b>Expenditures</b>						
Personnel & Benefits	665,122	692,831	764,380	764,380	783,490	803,077
Operating Costs	1,502,725	1,543,344	1,655,419	1,655,419	1,694,652	1,728,544
Machinery, Equipment and Vehicles	504,714	500,000	525,000	525,000	525,000	525,000
Capitalized Assets	(228,398)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Capital Reserve Appropriations	625,000	625,000	950,000	950,000	950,000	950,000
Capital Project Transfer	179,178	698,965	1,074,112	1,074,112	815,982	943,233
<b>Total Expenditures</b>	<b>3,248,342</b>	<b>3,560,140</b>	<b>4,468,911</b>	<b>4,468,911</b>	<b>4,269,124</b>	<b>4,449,854</b>
<b>Net Revenues (Expenditures)</b>	<b>(304,421)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
Equipment Replacement Program	845,612	815,892	943,233	884,666	924,160	1,171,183	988,864	6,573,610
Fleet Services Building Upgrade Project	-	-	-	70,000	300,000	-	-	370,000
Fleet Services Building Fire Suppression Project	90,000	-	-	-	-	-	-	90,000
Fleet Services Roof Replacement Project	138,500	-	-	-	-	-	-	138,500
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 2,024,112</b>	<b>\$ 1,765,892</b>	<b>\$ 1,893,233</b>	<b>\$ 1,904,666</b>	<b>\$ 2,174,160</b>	<b>\$ 2,121,183</b>	<b>\$ 1,938,864</b>	<b>\$ 13,822,110</b>
<b>PROJECT FUNDING DETAIL</b>								
<u>Capital Reserve Appropriations</u>								
Capital Reserve: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 6,650,000</b>
<u>Reserve Funded Projects</u>								
Equipment Replacement Program	\$ 845,612	\$ 815,892	\$ 943,233	\$ 884,666	\$ 924,160	\$ 1,171,183	\$ 988,864	\$ 6,573,610
<b>Total: Reserve Funded Projects</b>	<b>\$ 845,612</b>	<b>\$ 815,892</b>	<b>\$ 943,233</b>	<b>\$ 884,666</b>	<b>\$ 924,160</b>	<b>\$ 1,171,183</b>	<b>\$ 988,864</b>	<b>\$ 6,573,610</b>
<u>Projects Funded with Debt</u>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<u>Projects Funded with Grants</u>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<u>Projects Funded with Cash</u>								
Fleet Services Building Upgrade Project	\$ -	\$ -	\$ -	\$ 70,000	\$ 300,000	\$ -	\$ -	\$ 370,000
Fleet Services Building Fire Suppression Project	90,000	-	-	-	-	-	-	90,000
Fleet Services Roof Replacement Project	138,500	-	-	-	-	-	-	138,500
<b>Total: Projects Funded with Cash</b>	<b>\$ 228,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 598,500</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 1,178,500</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,020,000</b>	<b>\$ 1,250,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 7,248,500</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 2,024,112</b>	<b>\$ 1,765,892</b>	<b>\$ 1,893,233</b>	<b>\$ 1,904,666</b>	<b>\$ 2,174,160</b>	<b>\$ 2,121,183</b>	<b>\$ 1,938,864</b>	<b>\$ 13,822,110</b>
<u>New Cash Requirement FY 25-31: Reconciliation</u>								
Capital Reserve Appropriation	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
User of Current Revenues for Projects	228,500	-	-	70,000	300,000	-	-	598,500
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 1,178,500</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,020,000</b>	<b>\$ 1,250,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 7,248,500</b>

### Revenue Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>41023503 - Equipt Flt-Charges For Services</b>						
441090 Direct Reimbursement	124,434	136,263	55,000	55,000	—	55,000
441120 Charges-Equipment	58,844	48,345	57,000	57,000	—	57,000
441280 Charges-Fleet	2,578,399	2,700,097	2,702,522	2,751,861	—	2,751,861
<b>Subtotal</b>	<b>2,761,677</b>	<b>2,884,706</b>	<b>2,814,522</b>	<b>2,863,861</b>	—	<b>2,863,861</b>
<b>41024505 - Equipt Flt-Miscellaneous</b>						
461010 Interest Earnings	7,582	51,776	1,000	1,000	—	1,000
462060 Insurance Payments	30,830	7,439	—	—	—	—
<b>Subtotal</b>	<b>38,412</b>	<b>59,215</b>	<b>1,000</b>	<b>1,000</b>	—	<b>1,000</b>
<b>41025506 - Equipt Flt-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	55,653	758,438	—	758,438
470030 Capital Reserve	—	—	688,965	845,612	—	845,612
472900 Intra (Same) Fund Approp	(650,000)	—	—	—	—	—
<b>Subtotal</b>	<b>(650,000)</b>	—	<b>744,618</b>	<b>1,604,050</b>	—	<b>1,604,050</b>
<b>Total Revenues</b>	<b>2,150,090</b>	<b>2,943,921</b>	<b>3,560,140</b>	<b>4,468,911</b>	—	<b>4,468,911</b>

### Expenditure Budget

Account	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
<b>41000000 - Equipt Flt-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	4,112	5,893	96,699	103,651	—	103,651
513040 Wages-Full Time	371,702	381,939	307,705	322,463	—	322,463
515010 OT-Regular	7,022	7,854	25,532	25,532	—	25,532
516020 Stand-By	12,789	12,544	13,548	13,548	—	13,548
517010 Health Insurance	137,076	141,411	136,101	183,509	—	183,509
517020 Dental Insurance	8,488	9,292	9,263	9,750	—	9,750
517030 Retirement Contributions	69,904	50,487	60,002	62,946	—	62,946
517040 Social Security	29,309	30,710	33,533	35,055	—	35,055
517050 Workers Compensation	9,861	9,314	10,448	7,926	—	7,926
<b>Personnel Subtotal</b>	<b>650,263</b>	<b>649,444</b>	<b>692,831</b>	<b>764,380</b>	<b>—</b>	<b>764,380</b>
<b>Operating</b>						
521200 Laboratory Services	459	163	300	300	—	300
522010 Janitorial	—	216	3,500	3,500	—	3,500
522050 PC Replacement Charge	1,269	1,357	2,007	2,037	—	2,037
522060 PW Fleet Charge	76,563	84,361	81,310	82,824	—	82,824
522070 City Admin Charge	301,082	323,835	287,892	362,745	—	362,745
523040 Maint-Communications Eqp	—	—	2,500	2,500	—	2,500
523050 MF Printer Lease/Copies/Maint	—	43	200	—	—	—
523100 Maint-Safety Program	110	423	1,500	1,250	—	1,250
523160 Maint-Esco	—	—	2,500	3,000	—	3,000
523500 Maint-Building	38,041	24,460	12,000	12,000	—	12,000
523700 Maint-Other Improvements	4,310	461	1,900	1,900	—	1,900
524070 Insurance-Vehicles	49,333	61,342	65,895	75,444	—	75,444
524300 Travel	484	240	—	—	—	—
524350 Training	5,605	6,998	6,000	6,000	—	6,000
524360 Meetings & Dues	—	20	1,500	1,500	—	1,500
525010 Water	3,221	2,653	800	2,750	—	2,750
525020 Sewer	815	—	800	250	—	250
525030 Electricity	13,164	14,459	13,000	7,700	—	7,700
525040 Heating Fuel	34,814	36,545	38,170	40,079	—	40,079
525100 Communications & Phone	1,364	1,410	1,200	1,200	—	1,200
526030 Rental-Building	88,218	90,512	94,494	96,613	—	96,613
527010 Supplies-Office	1,552	2,499	2,000	2,000	—	2,000
527200 Repair-Parts	288,595	276,270	391,236	402,973	—	402,973
527210 Repair-Accident	3,221	8,457	13,000	13,390	—	13,390

### Expenditure Budget

Account		2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Dept Request	2024-2025 CM Suppl	2024-2025 City Manager
527330	Tools	4,670	2,893	4,000	4,000	—	4,000
527550	Supplies-Uniforms	7,689	12,958	5,300	5,300	—	5,300
527600	Supplies-Operating	(15,058)	7,052	14,000	14,000	—	14,000
527610	Supplies-Software	2,120	—	4,500	4,500	—	4,500
527690	Supplies-Gasoline & Diesel	377,642	417,072	414,640	427,079	—	427,079
527700	Supplies-Oil & Lubricants	17,958	25,581	20,500	21,115	—	21,115
527720	Supplies-Tires	37,479	59,327	49,000	50,470	—	50,470
534140	Acq-Shop Equipment	26,815	41,119	7,700	7,000	—	7,000
<b>Operating Subtotal</b>		<b>1,371,533</b>	<b>1,502,725</b>	<b>1,543,344</b>	<b>1,655,419</b>	<b>—</b>	<b>1,655,419</b>
<b>41000000 - Equip Flt-Administration Subtotal</b>		<b>2,021,796</b>	<b>2,152,169</b>	<b>2,236,175</b>	<b>2,419,799</b>	<b>—</b>	<b>2,419,799</b>
<b>41000480 - Equip Flt-Comp Absence</b>							
<b>Personnel</b>							
513040	Wages-Full Time	—	12,721	—	—	—	—
517030	Retirement Contributions	—	1,789	—	—	—	—
517040	Social Security	—	973	—	—	—	—
517050	Workers Compensation	—	195	—	—	—	—
<b>Personnel Subtotal</b>		<b>—</b>	<b>15,678</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>41000480 - Equip Flt-Comp Absence Subtotal</b>		<b>—</b>	<b>15,678</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>41090500 - Equip Flt-Depreciation</b>							
<b>Operating</b>							
562030	Deprec-Mach/Equip	475,483	504,714	500,000	525,000	—	525,000
<b>Operating Subtotal</b>		<b>475,483</b>	<b>504,714</b>	<b>500,000</b>	<b>525,000</b>	<b>—</b>	<b>525,000</b>
<b>41090500 - Equip Flt-Depreciation Subtotal</b>		<b>475,483</b>	<b>504,714</b>	<b>500,000</b>	<b>525,000</b>	<b>—</b>	<b>525,000</b>
<b>41091500 - Equip Flt-Trans-Cap &amp; Other</b>							
<b>Operating</b>							
561020	Capitalized Expenditures	(491,088)	(228,398)	(500,000)	(500,000)	—	(500,000)
580100	Transfer-Capital Reserve	—	625,000	625,000	950,000	—	950,000
580110	Transfer-Cap Project	—	179,178	698,965	1,074,112	—	1,074,112
<b>Operating Subtotal</b>		<b>(491,088)</b>	<b>575,780</b>	<b>823,965</b>	<b>1,524,112</b>	<b>—</b>	<b>1,524,112</b>
<b>41091500 - Equip Flt-Trans-Cap &amp; Other Subtotal</b>		<b>(491,088)</b>	<b>575,780</b>	<b>823,965</b>	<b>1,524,112</b>	<b>—</b>	<b>1,524,112</b>
<b>Total Expenditures</b>		<b>2,006,192</b>	<b>3,248,342</b>	<b>3,560,140</b>	<b>4,468,911</b>	<b>—</b>	<b>4,468,911</b>



**KEENE**



# Appendix

Fiscal Policies

R-2023-32



CITY OF KEENE

In the Year of Our Lord Two Thousand and Twenty Three

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; and

WHEREAS: The City Manager is granted the authority to appoint a designee to temporarily perform the duties and responsibilities of the City Manager in his or her absence; and

WHEREAS: The City Manager will in writing inform the City Council of the temporary appointment including name and dates of appointment; and

WHEREAS: The Acting City Manager filling the position designated in the city code as "City Manager" shall be vested with all the powers, rights, duties and responsibilities imposed upon the City Manager by the Charter, state statute, or by any city ordinance, resolution, agreement, document or other authority. Whenever the term "City Manager" is utilized in the Charter, state statute, or any such ordinance, resolution, agreement, document, or authority, it shall mean the "City Manager" as so designated; and

NOW, THEREFORE, BE IT RESOLVED that the fiscal policy should be reviewed and adopted by the City Council on an annual basis effective July 1, superseding any prior fiscal policies and

NOW, THEREFORE, BE IT FURTHER RESOLVED by the City Council of the City of Keene that its fiscal policies are as follows:

**PART 1 – Budgetary Policies**

Strategic Governance links both operational and capital budgets to long term goals established by the City's Master Plan and prioritized through the City Council goal's process. Departments prepare budgets with proposed strategies to advance the goals of the Master Plan along with three to five Council priorities which have been stated as outcome focused goals. Budget strategies may involve multiple years of investment above and beyond the City's base budget. This budget strategy is a hybrid of the priority based and the more traditional base budgeting approach. Priority based budgeting helps the city work towards its high-level goals and ensures

budget dollars are tied to community and council priorities and desired outcomes. The base budgeting approach separates budget items which are supplemental requests from those that are included in the base budget. The base budget is the amount required to maintain the current level of services.

I. Budget

- A. The City shall annually adopt and appropriate budgets for the following funds
  - 1) General Fund
  - 2) Parking Fund
  - 3) PC Replacement Fund
  - 4) Solid Waste Fund
  - 5) Sewer Fund
  - 6) Water Fund
  - 7) Equipment Fund
- B. All appropriated budgets shall be balanced.
- 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 financial 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 the first week of October each year.
- D. All departments are authorized to vary actual departmental spending from line item estimates provided the total departmental budget is not exceeded within each fund; provided, however, that any item specifically eliminated by the City Council during budget approval cannot be purchased from another line item without City Council approval.
- E. Outside Agencies seeking funding from the City shall complete an application substantiating their request, the necessity of the services provided, and financial impact on the City if services were not provided. All applicants shall meet eligibility criteria set by the City and eligible applications shall be reviewed by a committee consisting of at least 2 City Councilors, and representation from Human Services, Finance, Community Development, and Police Departments. The committee shall put forth a list of Outside Agencies to the City Manager with recommended funding to be included in the budget.
- F. Any unexpended funds in a personnel line related to a vacancy cannot be expended without prior approval from the City Manager and the City Council unless funds are being expended to fill a vacancy, recruiting, or to employ temporary help including professional and contract services.
- G. It is the City's policy to permit employees to accumulate earned and unused leave. The City shall maintain an amount equivalent to the total of the earned and unused leave at the close of each fiscal year in a special revenue project. All vested earned leave is accrued when incurred and paid to the employee upon separation of employment as specified in the City's then current Employee Handbook and/or current Collective Bargaining Agreements, from the special revenue project. Should the project balance fall below the accumulated total, the city shall budget and transfer funds accordingly.

- H. A periodic budget status report for each fund will be provided to the City Council.
- I. The budget document shall provide multi-year projections of revenues and expenditures/expenses including property taxes and utility (water and sewer) rates.
- J. The budget will take into consideration the City's Policies on unassigned Fund Balance projected at the end of June.
- K. The City of Keene will contain its General Fund debt service, on a five (5) year average, at or less than twelve percent (12%) of the General Fund operating budget.
- L. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- M. Property Taxes.
  - 1) The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston-Cambridge-Newton, (MA-NH) CPI net of expenditures required by law, and excluding debt service payments and capital leases. 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.
  - 2) Property Tax Credits and Exemptions.

All exemptions and credits will be reviewed with the City Council at least every five (5) years in conjunction with the City revaluation unless there are legislative changes that cause a review to occur on a more frequent basis.
  - 3) 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.
- II. Capital Improvement Program
  - A. The City of Keene shall prepare a capital improvement program (CIP) with a span of seven (7) years.
  - B. The CIP shall be prepared biannually with a review each year during the operating budget cycle.
  - C. All capital projects or equipment purchases that have an estimated cost of at least \$35,000 and an estimated useful life of at least five years will be included in the capital improvement program (CIP) planning process. These projects may include capital asset preservation projects (designed to preserve the functionality and condition of major infrastructure systems and City facilities) with an estimated cost of at least \$35,000 and which increases the useful life of the asset by at least five years.
  - D. The CIP shall include all expenditure and funding activity anticipated from any capital reserve fund, including those activities less than \$35,000.

- E. The CIP shall contain revenue projections and rate impacts that support estimated operating costs as well as the proposed capital program. Expenditures included in each year of the CIP (operations, debt service and capital) will be equal to estimated revenue available to finance proposed activity in each year of the CIP. Cost and revenue estimates in projected years will be presented for planning purposes, and are based upon the then current best available information.
- F. City departments will prepare project funding-requests for capital projects as instructed by the City Manager.
- G. CIP Funding Methodology
  - 1) Whenever possible, CIP projects will be funded with available resources, examples of which are current revenues, grants, donations, and reserves, but not debt.
  - 2) Appropriate uses of debt include projects such as:
    - a) One-time nonrecurring investments (e.g. the construction of a new asset, or the expansion or adaptation of an existing asset) to provide added service delivery capacity or to meet changing community needs.
    - b) Projects necessary due to regulatory requirements (e.g. water treatment plant expansion due to EPA permit changes) when resources other than debt are not available.
    - c) Projects necessary due to asset or system operational failure or obsolescence when resources other than debt are not available.
- H. The CIP shall be reviewed by the Finance, Organization and Personnel Committee and the Planning Board.
- I. The CIP will be the subject of a public hearing before adoption.
- J. The funding requests in the first year of the adopted CIP will be included in the next annual budget document. The City Manager after review will include the second year funding request in the subsequent budget document.
- K. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation unless otherwise directed by the City Council.
- L. Project transfer requests:
  - 1) Memorandums shall be presented to City Council for transfer request approval by majority vote for projects:
    - a) Within the same fund and
    - b) Not funded with bond proceeds/debt and/or
    - c) Have prior authorization to expend capital reserve funds and is within the purpose of the capital reserve.
  - 2) Resolutions shall be presented to City Council for transfer request adoption by 2/3 majority vote for projects:
    - a) Within the same fund and
    - b) Funded with bond/debt proceeds and/or
    - c) Funded with a new capital reserve appropriation.

## **PART 2 - Financial Policies**

### **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:
  - 1) Governmental Funds.
    - a) General Fund – shall be used to account for those governmental activities that are not recorded in one of the other City Funds.
    - b) Special Revenue Funds.
      - i. Special Revenue Fund – shall be used for those activities that are funded in part or in whole by contributions from other entities.
      - ii. Parking Fund – shall be used to account for the operations, maintenance and capital outlay needs of the municipal parking areas.
      - iii. 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 landfill.
    - c) Capital Funds.
      - i. Capital Project Fund – shall be used to account for the capital projects funded by any of the governmental funds excluding the Sewer Fund and the Water Fund.
      - ii. Sewer Capital Project Fund – shall be used to account for the capital projects funded by the Sewer Fund.
      - iii. Water Capital Project Fund – shall be used to account for the capital projects funded by the Water Fund.
      - iv. Equipment Capital Project Fund – shall be used to account for the capital projects/assets funded by the Equipment Fund.
  - 2) Proprietary Funds.
    - a) Enterprise Funds.
      - i. Sewer Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems.
      - ii. Water Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the water treatment and distribution systems.
  - 3) Internal Service Funds.
    - a) PC Replacement Fund – shall be used to account for the on-going replacement of PC's, peripherals, and related software utilized by all City departments.
    - b) Equipment Fund - shall be used to account for the operations, maintenance, and capital outlay needs of fleet services.

II. 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 diversify its revenues by maximizing the use of non- property tax revenues such as payments in lieu of taxes, and user fees and charges.

C. Designation of Revenues.

- 1) 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, fifty percent (50%) of the amount over \$25,000 will be designated for 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.
- 2) Direct reimbursements from other entities shall be used to offset the appropriate City expense.
- 3) Except for the provisions stated above, or as provided otherwise by Federal, State law, or by local Code of Ordinances, no unanticipated revenues shall be designated for a specific purpose(s) unless directed by the City Council.

III. 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.

- 1) In the case of general governmental services (such as fire protection, law enforcement, or general street maintenance) there will be no user fee or charge assessed.
- 2) 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 Standard for Fees and Charges.

Cost recovery should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and when permitted organization-wide support costs (e.g. accounting, human resources, data processing, insurance, vehicle maintenance, and regulatory and enforcement costs).

C. Exceptions to Cost Recovery Standard for Fees and Charges:

- 1) Fees and Charges may be set at something less than full cost recovery when:
  - a) A high level of cost recovery will negatively impact the delivery of service to low-income groups.
  - b) Collecting the fees and charges is not cost effective.

- c) There is no intended relationship between the amount paid and the benefit received (e.g. social service programs).
      - d) There is no intent to limit the use of the service (e.g. access to parks and playgrounds).
      - e) 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.
    - 2) Fees and Charges will be set at, or above, full cost recovery when:
      - a) The service is also provided, or could be provided, by the private sector.
      - b) The use of the service is discouraged (e.g. fire or police responses to false alarms).
      - c) The service is regulatory in nature and voluntary compliance is not expected (e.g. building permits, plans review, subdivisions).
      - d) When the fee or charge for the use of City property or resources is incurred by a commercial entity.
    - 3) Ambulance:
      - a) Service fees shall be set at two hundred fifty percent (250%) above the Medicare-determined usual and customary charge.
      - b) 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.
      - c) There will be no charge for responses determined by the Fire Department to be “public assists.”
  - D. 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.
  - E. 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.
  - F. Rate structures should be sensitive to the market price for comparable services in the private sector or other public sector entities.
  - G. Fees and charges shall be adopted by the City Council when required.
  - H. Fees and charges shall be reviewed in accordance with a schedule developed by the City Manager that has each fee reviewed biannually. Recommended changes will be reviewed and approved by the City Council when required.
- IV. Bonded Debt
- A. The City of Keene will periodically incur debt to finance capital projects. All issuances of debt are subject to State of New Hampshire Statutes, RSA 34 and 162-K.
  - B. Debt may be issued to fund 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 provided by law.
  - D. The City of Keene shall not incur debt that exceeds any limits set by State law.



- E. All bonds shall be authorized by resolution of the City Council and require a two-thirds (2/3) vote.
  - F. The City of Keene may use the services of bond counsel and a financial advisor, if required, to assist in preparing for and executing the sale of bonds.
  - G. The City of Keene issues bonds including but not limited to:
    - 1) General Obligation Bonds – repayment is backed by the full taxing power of the City of Keene.
    - 2) 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.
    - 3) 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.
  - H. Competitive sale is the preferred method of sale; however, negotiated sales may occur for a current or advance refunding, or for other appropriate reasons.
  - I. Term.
    - 1) Debt will be incurred only for projects with a useful life of at least seven (7) years.
    - 2) The term of any debt incurred by the City shall be limited to no greater than the expected useful life of the improvement.
- V. Other Sources
- A. To the extent they are available, the City of Keene will consider on a case-by-case basis, the use of other financing mechanisms including but not limited to:
    - 1) Capital leases.
    - 2) State programs (e.g. State Revolving Fund Loan programs).
  - B. To the extent they are available, the City of Keene will actively pursue other funding sources including but not limited to:
    - 1) Grants that reduce the City’s initial investment in project/improvement.
    - 2) Grants that contribute to the on-going debt service for city project(s).
    - 3) Other financing tools such as tax credits that leverage the City’s initial investment in a project.
    - 4) Public-private partnerships.
    - 5) Unanticipated revenues. These sources will be evaluated for placement and designated as committed fund balance for advancing budgetary policies related to bonded debt, capital outlay or property taxes.
- VI. Asset-Management Programs
- A. The City may develop, implement, and refine asset management programs (defined as an integrated business approach involving planning, engineering, finance, facilities management, utilities, technology and operations to effectively manage existing and new facilities and infrastructure to maximize benefits, manage cost, reduce risk, and provide satisfactory levels of service to community

users in a socially, environmentally, and economically sustainable manner). The asset management should contain at least the following elements:

- 1) Periodic inventories and assessment of the physical condition of City capital assets and infrastructure.
- 2) Establishment of condition and functional standards for various types of asset.
- 3) Criteria to evaluate infrastructure and facility assets and set priorities.
- 4) Financing policies to maintain a condition assessment system(s) and promote sufficient funding for capital asset preservation, repair, and maintenance.
- 5) Monitoring and development of periodic plain language status reports on the various components of the City's capital assets and infrastructure.

VII. 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 authorized carry forwards or 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, laws or regulations, or other governments. All other net assets are reported as unrestricted.

VIII. Stabilization Funds

A. Unassigned Fund Balance.

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.

- 1) Unassigned fund balance for the General Fund will be maintained at an amount between seven percent (7%) and seventeen percent (17%) 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.
- 2) Unrestricted fund balance, excluding capital reserves, for the enterprise funds should be maintained at an amount between the equivalent of 180 days to 365 days of the annual operating budget for that fund.
- 3) Unassigned/unrestricted fund balance for all remaining budgeted funds should be maintained at an amount between seven percent (7%) and seventeen percent (17%) of the annual operating budget for that fund.

B. Self-Funded Health Insurance.

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 (3) months of estimated claim costs.

C. Capital Reserves.

The City utilizes capital reserves, classified as committed funds, established under State of New Hampshire law, and 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 NH RSA 34, relating to Capital Reserve Funds for Cities.

D. Expendable Trust Funds.

The City Council may create and fund through annual operating budget appropriations, various expendable trust funds as it deems necessary for the maintenance and operation of the City; and any other public purpose that is not foreign to the City's institution or incompatible with the objects of its organization. The trust funds will be administered by the Trustees of the Trust Funds.

E. Revolving Funds.

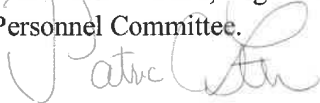
The City Council may authorize the establishment and use of revolving funds as it deems necessary. The purpose of the funds and source of revenues will be determined at the time of creation. Monies in the revolving fund shall be allowed to accumulate from year to year, and shall not be considered a part of the City's general surplus.

IX. Deposits of Funds in Custody of City Treasurer

- A. Objectives (in priority order):
- 1) Safety – the safety of principal is the foremost objective.
  - 2) Liquidity – investments shall remain sufficiently liquid to meet the operational cash needs of the City of Keene.
  - 3) Yield – taking into account the priority objectives of safety of principal and liquidity, a market rate of return.
- B. Authorized Investments:
- 1) US Treasury obligations.
  - 2) US government agency and instrumentality obligations.
  - 3) Repurchase agreements with New Hampshire Banks acting as principal or agent, collateralized by US Treasury/Agency obligations.
  - 4) Certificates of Deposits in New Hampshire Banks (collateralized).
  - 5) New Hampshire Public Deposit Investment Pool.
  - 6) Certificate of Deposit Account Registry Service (CDARS).

  
George S. Hansel, Mayor

In City Council September 7, 2023.  
Referred to the Finance, Organization  
and Personnel Committee.



City Clerk

PASSED September 21, 2023

## Wage Schedules

City Code Section 2-231

### COUNCIL APPOINTMENTS ANNUAL SALARY SCHEDULE (effective July 1, 2023)

<u>GRADE</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
L	96,694	119,697	143,689
E	101,045	125,083	150,155
V	105,592	130,712	156,912
E	110,344	136,594	163,973
L	115,309	142,741	171,352
	120,498	149,164	179,063

**City Code Section 62-194**

**ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT  
ANNUAL SALARY SCHEDULE  
Non-Union  
(effective December 24, 2023)**

STEPS						
Grade	1	2	3	4	5	6
S 4	38,372	40,099	41,903	43,789	45,760	47,819
S 5	40,099	41,903	43,789	45,760	47,819	49,971
S 6	41,903	43,789	45,760	47,819	49,971	52,220
S 7	43,789	45,760	47,819	49,971	52,220	54,570
S 8	45,760	47,819	49,971	52,220	54,570	57,026
S 9	47,819	49,971	52,220	54,570	57,026	59,592
S 10	49,971	52,220	54,570	57,026	59,592	62,274
S 11	52,220	54,570	57,026	59,592	62,274	65,076
S 12	54,570	57,026	59,592	62,274	65,076	68,004
S 13	57,026	59,592	62,274	65,076	68,004	71,064
S 14	59,592	62,274	65,076	68,004	71,064	74,262
S 15	62,274	65,076	68,004	71,064	74,262	77,604
S 16	65,076	68,004	71,064	74,262	77,604	81,096
S 17	68,004	71,064	74,262	77,604	81,096	84,745
S 18	71,064	74,262	77,604	81,096	84,745	88,559
S 19	74,262	77,604	81,096	84,745	88,559	92,544
S 20	77,604	81,096	84,745	88,559	92,544	96,708
S 21	81,096	84,745	88,559	92,544	96,708	101,060
S 22	84,745	88,559	92,544	96,708	101,060	105,608
S 23	88,559	92,544	96,708	101,060	105,608	110,360
S 24	92,544	96,708	101,060	105,608	110,360	115,326
S 25	96,708	101,060	105,608	110,360	115,326	120,516
S 26	101,060	105,608	110,360	115,326	120,516	125,939
S 27	105,608	110,360	115,326	120,516	125,939	131,606
S 28	110,360	115,326	120,516	125,939	131,606	137,528
S 29	115,326	120,516	125,939	131,606	137,528	143,717
S 30	120,516	125,939	131,606	137,528	143,717	150,184
S 31	125,939	131,606	137,528	143,717	150,184	156,942
S 32	131,606	137,528	143,717	150,184	156,942	164,004

**City Code Section 62-194**

**ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT**

(effective April 1, 2024)

<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	Audio Video Production Specialist
S 11	Office Manager; Parking Services Technician
S 12	Librarian I; Planning Technician; Executive Secretary; Staff Accountant; Fire Department Administrator; Purchasing Specialist; Human Resources Specialist
S 13	NO POSITIONS ASSIGNED
S 14	NO POSITIONS ASSIGNED
S 15	Executive Assistant; Librarian II; Payroll Administrator; Human Resources Assistant; Youth Services Manager; Mapping Technician; Engineering Technician; Assistant City Clerk; Senior Paralegal, Police Dispatch Supervisor; Social Worker
S 16	Planner; Laboratory Supervisor
S 17	Appraiser; Recreation Programmer; Librarian III; Airport Maintenance & Operations Manager; IT Systems Specialist; Parking Operations Manger; Recreation Facilities Manager
S 18	Purchasing Agent; Civil Engineer; Solid Waste Manager; Maintenance Manager; Revenue Collector; Records Manager/Deputy City Clerk; Laboratory Manager; Human Services Manager; Treatment Plant Manager
S 19	Transportation/Stormwater Operations Manager; Utilities Treatment Operations/Plant Manager; Senior Planner; Recreation Manager; Fleet Services Manager; Accounting & Fund Manager; Infrastructure Project Manager
S 20	Systems Administrator; Purchasing & Contract Services Manager; Assistant City Attorney; Water/Sewer Operations Manager
S 21	NO POSITIONS ASSIGNED
S 22	NO POSITIONS ASSIGNED
S 23	NO POSITIONS ASSIGNED
S 24	City Engineer; Database Administrator; Building/Health Official
S 25	Assistant Finance Director/Assistant Treasurer; Assistant Public Works Director/Division Head; Airport Director
S 26	City Assessor; Police Captain; Human Resources Director; Library Director; Deputy Fire Chief; Parks & Recreation Director
S 27	IT Director; Community Development Director
S 28	Finance Director/Treasurer
S 29	Police Chief; Fire Chief; Public Works Director
S 30	NO POSITIONS ASSIGNED
S 31	Deputy City Manager
S 32	NO POSITIONS ASSIGNED

**AFT-NH Keene City Employees**  
**HOURLY WAGE SCHEDULE**  
(effective July 1, 2024)

<u>GRADE</u>	<u>STEP</u>				
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
2	18.04	18.79	19.66	20.54	21.46
5	20.60	21.46	22.43	23.43	24.49
7	22.50	23.43	24.49	25.59	26.74
8	23.50	24.49	25.59	26.74	27.93
9	24.56	25.59	26.74	27.93	29.17
12	28.02	29.17	30.50	31.86	33.28

CLASS ALLOCATION

<u>GRADE</u>	
2	Custodian (hired after 12/31/16); Maintenance Aide I
5	Maintenance Aide II; Motor Equipment Operator I; Custodian (GF)
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, 2024)

<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	42,633	44,552	46,561	48,653	50,844	53,131
7	44,552	46,561	48,653	50,844	53,131	55,521
8	46,561	48,653	50,844	53,131	55,521	58,022
9	48,651	50,838	53,127	55,517	58,016	60,625
10	50,844	53,131	55,521	58,022	60,633	63,359
11	53,131	55,521	58,022	60,633	63,359	66,209
12	55,521	58,022	60,633	63,359	66,209	69,191
15	63,359	66,209	69,191	72,302	75,557	78,960
17	69,191	72,302	75,557	78,960	82,513	86,445

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 Services Officer
8	Police Dispatcher
9	Permit Technician; Administrative Specialist - Bureau of Criminal Investigations; Police Administrative/Accrediation Specialist
10	Laboratory Technician; Assessing Technician; Deputy Tax Collector; Fleet Services Administrative Coordinator
11	Animal Control Officer; Housing Inspector



City Code Section 62-166

**PROBATIONARY PUBLIC WORKS  
HOURLY WAGE SCHEDULE  
Non Union  
(effective July 1, 2023)**

<u>GRADE</u>	<u>STEP</u>		
	<u>1</u>	<u>2</u>	<u>3</u>
PPW 2	16.09	16.81	17.57
PPW 4	17.58	18.37	19.20
PPW 5	18.37	19.20	20.06
PPW 7	19.67	20.56	21.49
PPW 8	20.96	21.90	22.89
PPW 9	21.90	22.89	23.92
PPW 10	22.89	23.92	25.00
PPW 11	23.91	24.99	26.11
PPW 12	25.00	26.13	27.31

CLASS ALLOCATION

<u>GRADE</u>	
PPW 2	Maintenance Aide I; Recycler I; Recycler I/Attendant
PPW 4	Water & Sewer Service Aide I
PPW 5	Maintenance Aide II; Motor Equipment Operator I; Recycler II; Water & Sewer Service Aide II
PPW 7	Mechanic I
PPW 8	Motor Equipment Operator II
PPW 9	Mechanic II; Sign Maker; Maintenance Mechanic; Utility Operator
PPW 10	Highway Foreman; Solid Waste Foreman; Maintenance Technician I; Lead Mechanic
PPW 11	Water Meter Technician; Maintenance Electrician
PPW 12	Water & Sewer Foreman; Maintenance Technician II; Shop Manager; Solid Waste Operations Foreman

**AFSCME**  
**HOURLY WAGE SCHEDULE**  
(effective July 1, 2024)

		<u>(+6 Months)</u>	<u>(+12 Months)</u>	<u>(+12 Months)</u>	<u>(+12 Months)</u>
	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>
PW 1	17.46	18.24	19.06	19.92	20.82
PW 2	18.23	19.05	19.91	20.81	21.74
PW 3	19.06	19.92	20.81	21.75	22.73
PW 4	19.87	20.77	21.7	22.68	23.7
PW 5	20.79	21.72	22.7	23.72	24.79
PW 6	21.73	22.71	23.73	24.8	25.92
PW 7	22.69	23.71	24.77	25.89	27.05
PW 8	23.75	24.81	25.93	27.1	28.32
PW 9	24.8	25.92	27.09	28.31	29.58
PW 10	25.86	27.03	28.24	29.51	30.84
PW 11	27.1	28.32	29.6	30.93	32.32
PW 12	28.3	29.58	30.91	32.3	33.75

CLASS ALLOCATION

GRADE

PW 2	Maintenance Aide I; Recycler I; Recycler I/Attendant
PW 4	Water & Sewer Service Aide I
PW 5	Maintenance Aide II; Motor Equipment Operator I; Recycler II; Water & Sewer Service Aide II
PW 7	Mechanic I
PW 8	Motor Equipment Operator II
PW 9	Maintenance Mechanic; Mechanic II; Sign Maker; Utility Operator
PW 10	Highway Foreman; Transfer Station Foreman; Maintenance Technician I; Lead Mechanic
PW 11	Water Meter Technician; Maintenance Electrician
PW 12	Water & Sewer Foreman; Solid Waste Operations Foreman; Maintenance Technician II; Shop Manager

City Code Section 62-191

**PROBATIONARY FIREFIGHTER  
HOURLY WAGE SCHEDULE**

**Non-Union**  
(effective July 1, 2023)

<u>GRADE</u>		<u>STEP 1</u>
F 1	Firefighter/EMT B	\$21.68
F 2	Firefighter/A-EMT	\$22.98
F 3	Firefighter/Medic	\$24.45
F 4	Paramedic Only	\$22.98

City Code Section 62-192

**PROBATIONARY POLICE OFFICER  
HOURLY WAGE SCHEDULE**

**Non-Union**  
(effective July 1, 2023)

<u>GRADE</u>		<u>STEP 1</u>
PP 1		\$27.45
PP 2		\$28.70

**KEENE POLICE OFFICERS ASSOCIATION  
HOURLY PAY SCHEDULE  
(effective July 1, 2024)**

<u>Step</u>	<u>Officers</u>
1	N/A
2	\$31.34
3	\$32.73
4	\$34.24
5	\$35.74
6	\$37.28
7	\$38.07
8	\$38.83
9	\$39.61

**KEENE POLICE DEPARTMENT SUPERVISORS  
HOURLY PAY SCHEDULE  
(effective July 1, 2024)**

<u>Step</u>	<u>Sergeants</u>	<u>Lieutenants</u>
1	\$39.93	\$45.90
2	\$41.82	\$48.08
3	\$43.78	\$50.35
4	\$44.66	\$51.36
5	\$45.55	\$52.38

**PROFESSIONAL FIREFIGHTERS OF KEENE  
HOURLY PAY SCHEDULE  
(effective July 1, 2024)**

<u>Step</u>		F5	F6
		FF / EMT <u>AEMT</u>	FF / <u>Paramedic</u>
1		N/A	N/A
2	(12 month)	\$26.83	\$28.21
3	(18 month)	\$28.12	\$29.50
4	(Annual)	\$29.30	\$30.70
5	(Annual)	\$30.63	\$32.02
6	(Annual)	\$31.99	\$33.38
7	(Annual)	\$32.63	\$34.02

**KEENE FIRE DEPARTMENT SUPERVISORS  
ANNUAL SALARY SCHEDULE  
(effective July 1, 2024)**

<u>Step</u>		F8	F9	F11	F12
		Lieut / EMT & <u>AEMT</u>	Lieut / <u>Paramedic</u>	Capt / EMT & <u>AEMT</u>	Capt / <u>Paramedic</u>
1	(12 month)	\$65,017.68	\$68,053.44	\$74,190.48	\$77,226.24
2	(18 month)	\$69,866.16	\$72,901.92	\$79,716.00	\$82,751.76
3	(Annual)	\$73,032.96	\$76,046.88	\$83,319.60	\$86,377.20
4	(Annual)	\$76,330.80	\$79,366.56	\$87,076.08	\$90,111.84
5	(Annual)	\$79,716.00	\$82,751.76	\$90,985.44	\$94,043.04
6	(Annual)	\$83,319.60	\$86,377.20	\$95,091.36	\$98,127.12

**City Code Section 62-141**

**CALL FIREFIGHTER  
HOURLY WAGE SCALE  
Non-Union  
(effective July 1, 2023)**

<u>Grade</u>		<u>Step 1</u>
CF1	Non-Certified Probationary Firefighter	\$11.25
CF2	Probationary Firefighter (Level 1)	\$14.63
CF3	Probationary Firefighter (Level 2)	\$16.25
CF4	Firefighter (Level 1)	\$16.88
CF5	Firefighter (Level 2)	\$20.25
CF6	Special services (Chaplain, Photographer & Aide)	\$15.75

