

City of Keene  
New Hampshire

FINANCE, ORGANIZATION AND PERSONNEL COMMITTEE  
MEETING MINUTES

**Thursday, September 14, 2017**

**6:30 PM**

**Council Chambers**

**Members Present:**

Mitchell H. Greenwald, Chair  
Carl B. Jacobs, Vice-Chair  
Thomas F. Powers  
Terry M. Clark  
Bettina A. Chadbourne

Mayor Kendal Lane

**Staff Present:**

Medard Kopczynski, City Manager  
Thomas Mullins, City Attorney  
Rebecca Landry, Asst. City Manager/IT  
Director  
Beth Fox, Asst. City Manager/Human  
Resources Director  
Sherryl Zinn, Administrative Assistant,  
Human Resources  
Vicky Flanders, HR Assistant  
Andrew Bohannon, Parks, Recreation and  
Facilities Director  
Don Lussier, City Engineer  
Steve Stewart, Police Captain  
Merri Howe, Asst. Finance Director

Chair Greenwald called the meeting to order at 6:30 PM.

**1) Department Presentation - Career Span Within the City of Keene - Human Resources Department**

Beth Fox Assistant City Manager/Human Resources Director, Sherryl Zinn, Administrative Assistant and Vicki Flanders, Human Resources Assistant addressed the Committee.

The HR department's mission is to work in partnership and support of an engaged and highly skilled workforce to provide services and amenities that enhance the quality of life for those who live, learn, work in, as well as enjoy the City of Keene.

The HR Department interacts with the more than 386 regular, seasonal, temporary and contract employees. She used a hypothetical employee "M" to explain some of the tasks of the department. This employee for instance started working for the city as a part-time

employee, moved to full-time, had a couple of promotions during his career, and retired after 33 years. Then he became a city volunteer. At this point Ms. Zinn spoke about the career span of this hypothetical employee.

Ms. Zinn noted that if M had been hired today his application would have been one of about 750 employment applications received during a typical fiscal year. This excludes Police Officers and Parks & Rec seasonal positions, for which HR does not coordinate recruitment. If hired today, M would have been one of about 120 people coming on board during a given year. 30 years ago applications were handled manually; today applications are processed online for greater efficiency.

M received a job description and was placed on one of the city's 11 different pay schedules. After he became a full-time employee (one of about 223 as of today) he was placed on a different pay schedule. After achieving regular status, M was in a position governed by a collective bargaining agreement, one of six in the City and was moved to a third schedule. Ms. Flanders went on to speak about the various benefits afforded to hypothetical employee M.

Ms. Flanders explained that M was also enrolled in the NH Retirement System and chose to contribute to a 457(b) account, received paid leave benefits, enrolled in health and dental insurances. During his time with the city his life status changed which required updates to his benefits; one of at least 150 processed by HR each year. If he had left the city before he could retire, M he would have been eligible to receive COBRA benefits.

Ms. Fox added that HR often has to interpret policies to employees – performance discipline, grievances, formal complaints which at times require Human Resources to conduct investigations with findings that require a policy be updated to clarify employee conduct needs.

The presentation moved forward where the group talked about the multiple jobs this hypothetical employee had with the city and the training and development opportunities he received. Those opportunities may have ranged from policy training to safety training to improving his performance. There were various trainings this employee might have had to help him move forward in his career. They added it is never known when such training will benefit an employee and referred to the Active Shooter training received through the city which assisted an employee in Tuesday's incident in Lebanon.

They went on to talk about a sustained a serious injury employee M received which required him to have some time away from work to recuperate. Reports were coordinated, the accident was investigated, and payment was made by the city's worker's compensation insurance carrier. Because the accident involved a vehicle, a post-accident drug test was coordinated, as well. His injury caused a review of similar accidents to determine whether organization-wide retraining might be needed. This employee was one of about 12 worker's compensation injuries that incurred greater than \$5,000 in claims during the year.

The group described what kind of leave status an employee like M would have received under the Family & Medical Leave Act.

It was stated as the city focuses on priorities; Washington and Concord are making critical government-affairs decisions on the legislative, regulatory and judicial fronts that will affect the city's day-to-day operations in Human Resources.

When this employee decided to retire he was one of 120 terminations of employment processed that year for various reasons. A retirement resolution was drafted, approved, and submitted to City Council. The department provided this employee and his family the guidance they required through this process.

Now that this employee has retired, he joins the City's approximately 358 retirees.

Ms. Flanders, Ms. Fox and Ms. Zinn talked about the experiences other employees have had and have shared working for the city and how honored they are to be part of this organization. They went on to say that Human Resources align its work with the City of Keene's vision, values, and priorities. Moving forward they have many challenges and multiple strategies to meet the community's vision.

This department is in transition as they focus on recruiting, retaining, and retraining to meet the community's vision and priorities.

Employee performance, motivation and success are influenced by the importance the organization places on them. Providing a positive employee culture, in which employees are valued, involved and appreciated, promotes a strong city government and helps ensure excellent public service. In this changing world, an organization's employees are its ambassadors. This concluded the HR Department presentation.

Chair Greenwald stated this was one of the most creative presentations and noted this department deals with a lot of complex issues.

Councilor Clark asked how many applications the city receives in any given year. Ms. Zinn stated 750 a year is the number they came up with but this also depends on the type of job. The higher level positions will have more skills that are geared towards that position and may not have as many applications but an administrative position could bring in about 30 to 40 applications. Councilor Clark asked whether the city has a policy regarding promoting from within the city. Ms. Fox stated with the exception of the Public Works positions which are covered by the AFSCME Agreement, all other positions are posted internally and externally concurrently. The AFSCME Agreement has a clause that requires the city to post positions just to the bargaining units first and then externally.

The City Manager stated one of the tasks of the manager is to work closely with Human Resources. He indicated one of the challenges for the organization is succession planning that they have to start doing; retaining and retraining is one of the most important tasks –

some of the positions the city has can be hard to fill at times, especially with those specialized positions.

Councilor Clark made the following motion which was seconded by Councilor Powers.

On 5-0 vote, Finance Organization and Personnel Committee accepted this report as informational.

## **2) Acceptance of Donation - Pickle Ball - Parks, Recreation and Facilities Department**

Parks, Recreation and Facilities Director Andrew Bohannon stated he is before the Committee with a donation of \$600 from St. James Episcopal Church for the support of pickle ball. Mr. Bohannon stated this activity grew considerably at the Rec. Center last year and the department has been approached by Ron Farina about placing permanent lines on the floor. He noted this is a sport that seems to be embraced by many in the community mostly for the social aspect of it.

Ron Farina of Fairview Street stated Rich Collage who is the individual who introduced this sport to this area recently turned it over to Mr. Farina. As of this morning Mr. Farina has recruited his 100<sup>th</sup> member to this sport in this area. He noted there are 5,000 pickle ball courts throughout the United States and it is the fastest growing recreational sport today.

Councilor Jacobs asked whether these lines won't conflict with other lines on the courts. Mr. Bohannon stated the Recreation Center currently has basketball and volley ball lines. Unfortunately, volley ball is not something that has caught on. This will enable them to put down brighter lines for the pickle ball players who might have some line distraction, but when the courts are re-sanded in a few years this issue will be corrected and the volley ball lines will be eliminated.

Councilor Powers made the following motion which was seconded by Councilor Jacobs.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Manager be authorized to do all things necessary to accept the donation of \$600.00 for pickle ball lines at the Recreation Center from St. James Episcopal Church for the purpose of growing the activity.

## **3) Law Enforcement Opioid Abuse Reduction Grant - Police Department**

Police Captain Steve Stewart stated he was before the Committee regarding the Opioid Reduction Grant in the amount of \$25,000. This grant is for the goal of reducing overdoses in Keene and the crimes connected to opioid use. These funds will be used for police overtime operations.

Councilor Clark stated he is glad the Police Department is getting these funds but hoped the State will invest money in treatment, prevention and recovery.

Councilor Jacobs made the following motion which was seconded by Councilor Powers.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Manager be authorized to do all things necessary to accept the NH Department of Safety 2017/2018 Law Enforcement Opioid Abuse Reduction Grant in the amount of \$25,000.

#### **4) Emerald Street Sidewalk Project - Public Works Department**

Chair Greenwald asked to be recused from this item because he owns property on Emerald Street.

A motion was made by Councilor Powers to recuse Chair Greenwald from this item. The motion was seconded by Councilor Jacobs and was unanimously approved.

Vice Chair Jacobs took over as Chair.

City Engineer Don Lussier stated he was before the Committee regarding expanding the scope of the Emerald Street sidewalk project. This project was originally going to be new sidewalk installation on the north side of Emerald Street (School Street to Main Street). Last winter staff came forward to augment this scope of work to add streetscape to keep with the newly adopted complete streets policy. During the public outreach process, recommendation came forward from a property owner to add curbing on the south side of Emerald Street (between School Street and Wilson Street). The idea was justified but staff wasn't sure whether this extra work could be fit within the project budget.

The project as currently scoped has been fully funded and construction will begin next week, this will include sidewalk, streetscape and drainage improvements. There is an opportunity with some completed infrastructure work which has been closed out (93<sup>rd</sup> and Norway), which projects were under budget to use those funds to do this curbing work on the south side.

Vice-Chair Jacobs asked why curbing was not included in the original plan as curbing is a preferred method for new sidewalk work. Mr. Lussier stated the original scope of work was new sidewalk with granite curbing on the north side of Emerald Street and this work is already in the scope. What is being referred to now is the south side of Emerald Street.

Vice-Chair Jacobs asked what streetscape improvements mean. Mr. Lussier explained these are things like green spaces, curb extensions, planters etc. between the roadway and the proposed sidewalk.

Councilor Powers asked whether there will be any overlay added here as well. Mr. Lussier stated it won't be for the entire road, there will be some pavement work to replace the drainage or structures on the edges of the curb. Also some of the curb cuts on the north side would also be closed down and some would be formalized with some definite elements.

Councilor Clark asked about the artscape that was discussed for this stretch of the road. Mr. Lussier stated there was an individual who had expressed interest in some public art in the green space area being proposed and an area has been created for public art to be placed.

The City Manager felt this work will provide for some connectivity to Main Street and spur some economic activity on Main Street.

Councilor Chadbourne made the following motion which was seconded by Councilor Powers.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Manager be authorized to do all things necessary to negotiate and execute a construction change order with Twin State Utilities, Corp. for an amount not to exceed \$40,326 for the Emerald Street Sidewalk Project, with funding to be taken from the unspent balance of the Norway & 93RD Street Infrastructure Project (90268).

Chair Greenwald rejoined the Committee.

#### **5) Airport Land Lease - Norton Air LLC - Airport Department**

Airport Manager Jack Wozmak stated this is the second time this item has been before the Council; the first time it came before the Committee, staff had asked for an assignment of the land lease. However, it has been realized an assignment of the lease for the short term is inconsistent with the long term depreciation of the financing schedule. Hence, staff is requesting that the assignment be deleted and a 15-year lease be put in place. This would be more consistent with the depreciation and renovations. They will surrender the old lease and the legal department will draft a new one.

Councilor Clark made the following motion which was seconded by Councilor Powers.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends the City Manager be authorized to do all things necessary to negotiate and execute a new land lease with Christopher Norton, d/b/a Norton Air, LLC on city-owned land currently leased to Carl and Betty Thomas.

#### **6) Airport Lease Amendment - Monadnock Aviation - Airport Department**

Mr. Wozmak stated it was discussed previously as to the renovation of the former baggage handling area so some revenue could be earned from this space. The work is

nearly complete - Monadnock Aviation is the current fixed based operator who runs a number of locations out of the airport and would like to lease this space. This would be a modification of her existing lease, which would take a small room she already leases (approximately 90 square feet) and replace it with this larger area. There would be a net increase of about 300 to 400 square feet.

Mr. Wozmak stated this benefits the client as it provides her with some extra space and it benefits the airport as it provides them with some extra revenue and takes some unusable space and puts it to good use. Chair Greenwald asked about the term of this lease. Mr. Wozmak thought it was about ten years and stated he would confirm this.

Councilor Clark asked because this is new space whether it needs to go out to bid. Mr. Kopczynski stated it is an internally created space, it is within the guidelines of the FAA and the space is being expanded for an existing tenant, which he did not think compels the City to put it out to bid.

Councilor Chadbourne asked how the city would go about finding a person for the new space. Mr. Wozmak stated there is someone interested in this space; the Civil Air Patrol was displaced when the space was renovated. The Civil Air Patrol was being given this space to use for no charge and they have been using it in such a manner for decades. Mr. Wozmak stated his recommendation would be to invite them back into this space when the work is completed so they can continue with their training.

Councilor Powers made the following motion which was seconded by Councilor Jacobs.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Manager be authorized to do all things necessary to negotiate and execute an amendment to the current lease with Monadnock Aviation.

#### **7) Airport Disadvantaged Business Enterprise (DBE) Plan - Airport Department**

Mr. Wozmak stated for decades because of FAA requirements the airport has had a Disadvantage Business Enterprise Plan. When a project accepts federal dollars comes the airport reaches out to as many vendors as possible and identify as many woman owned or minority owned businesses. This plan calls for 3.3% of contractors to be minority or women owned. In the past the percentage has been around 3.5%.

Chair Greenwald felt the city is doing well in that the airport's fbo is owned by a woman. Chair Jacobs asked whether the restaurant being owned by a woman would have any bearing on this. Mr. Wozmak felt it could if there was a project that required catering services and they wanted to submit a bid. He did not feel the runway reconstruction being proposed would require any such catering services.

Councilor Jacobs made the following motion which was seconded by Councilor Powers.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Council accept the Airport Disadvantaged Business Enterprise (DBE) Plan as informational.

**8) Airport Lease Renewal Hexagon Hangar - Airport Department**

Mr. Wozmak stated this is another land lease renewal. This is for the hexagon hangar constructed about 40 years ago but the city now owns it. The city renewed the lease on this hangar a few years ago. This hangar is owned by an LLC and the tenants and the LLC are the same. Nothing has changed from the prior lease. The \$4,000 is for the land and buildings.

Councilor Chadbourne made the following motion which was seconded by Councilor Jacobs.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Manager be authorized to do all things necessary to negotiate and execute a multi-year lease renewal with Hexagon Hangar, LLC.

**9) Airport Land Lease Renewal - Dwight Klepacki - Airport Department**

Mr. Wozmak stated this is another lease renewal and this one is for Dwight Klepacki who has been an owner of this hangar for a number of years. This 15 year lease is about to expire.

Councilor Clark made the following motion which was seconded by Councilor Powers.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Manager be authorized to do all things necessary to negotiate and execute a land lease renewal with Dwight Klepacki relative to Lot #18 at the airport.

**10) Airport - New Land Lease - Dwight Klepacki - Airport Department**

This item is for Mr. Klepacki as well and this one is for the construction of a new hangar. This hangar would be located on the side of where the Fire Station used to be. It would be 60' x 60'. This would be the first new hangar at the airport in a while.

Councilor Powers made the following motion which was seconded by Councilor Jacobs.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends that the City Manager be authorized to do all things necessary to negotiate and execute a new, additional land lease with Dwight Klepacki of approximately 10,000 square feet for construction of a new aircraft hangar.

Mr. Kopczynski stated the next item would be his last item as the City Manager and stated he couldn't think of a better item to end his career on.

### **10) Library Pledge Bridge Funding Resolution R-2017-31**

Asst. Finance Director Merri Howe addressed the Committee next. Ms. Howe stated this item was read at the September 2017 meeting of the City Council and referred back to the FOP. She explained there is a 1.8 million cash flow for the library project.

The partners of this project, MEDC, the Library Trustees and the Friends of the Library attempted to secure a bridge loan for this project but were unsuccessful. This Resolution will provide the 1.8 million in funding through the General Fund assigned fund balance ending realization of pledges.

Ms. Howe stated there are some risks – the pledges that come in will be applied on a monthly basis which will reduce the amount owed. There are pledges in the amount of about 79% scheduled to come in between September 2017 through May 2018 and anything additional will be applied against the balance.

Councilor Clark asked what percentage of pledges won't be collected.

Ms. Judy Putnam Co-Chair of the Capital Campaign stated they have been receiving money for two years and so far no one has missed a payment. They continue to get new pledges and felt the risk is low. Chair Greenwald clarified they have a plan for non-collectable pledges. Ms. Putnam stated they will keep raising the money.

Councilor Jacobs asked for the reason the bridge loan was not successful. Ms. Putnam stated it is because the Attorney General did not permit the use of pledges as collateral. Councilor Powers stated he has no reservation providing this money because of the names on the list who have provided these pledges and felt if something comes up short they would take care of it.

Councilor Jacobs made the following motion which was seconded by Councilor Chadbourne.

On 5-0 vote, the Finance, Organization and Personnel Committee recommends the adoption of Resolution R-2017-31: Related to an Appropriated for the Library Campus Development Project.

On behalf of the Finance Committee the Chair thanked Mr. Kopczynski for his service as the City Manager.

The meeting adjourned at 7:35 pm.

Respectfully submitted by,  
Krishni Pahl, Minute Taker