

**City of Keene**  
**New Hampshire**

**FINANCE, ORGANIZATION AND PERSONNEL COMMITTEE**  
**SPECIAL MEETING MINUTES**

**Tuesday, May 10, 2016**

**5:30 PM**

**Council Chambers**

**Members Present:**

Mitchell H. Greenwald, Chair  
Carl B. Jacobs, Vice-Chair  
Thomas F. Powers  
Terry M. Clark  
Jay Kahn

**Members Not Present**

**Councilors Present**

Bettina Chadbourne  
Robert Sutherland

**Staff Present:**

Medard Kopczynski, City Manager  
Mark Howard, Fire Chief  
Steve Thornton, Finance Director  
Beth Fox, HR Director  
Andy Bohannon, Parks & Rec Director  
Brian Costa, Police Chief  
Scott Martin, Facilities Manager  
Liz Sayre, Human Services Manager  
Elisabeth (LB) Brown, Youth Services  
Manager  
Nancy Vincent, Library Director  
Ginger Hill, Parking Ops. Manager  
Steve Russo, Police Captain

**1. Call to order – Committee Chair**

Chair Greenwald called this Special Meeting to order at 5:30 PM. Chair Greenwald noted this is a continuation of the Budget review process. Chair Greenwald asked Mr. Kopczynski, the City Manager if he had any opening comments. Mr. Kopczynski commented he thinks so far the Committee testimony has been very good, the staff has done a good job, and the questions have been precise and penetrating.

**2. Resolution R-2016-17 Relating to the 2016/2017 Fiscal Year Budget**

**Departmental Budget Review-Community Services**

**1. Fire - Page 87 Cost Center(s) 00800 through 00812**

Mark Howard, Fire Chief said he would provide a brief overview of the Fire Department for FY16 and what is proposed for FY17. Chief Howard noted the narrative, objectives, matrix, Organizational chart and proposed operating budget for FY17 can be found on Page 87. The Fire Department continues to strive to be the best Fire Department in the State of New Hampshire. The ability of our staff and their desire to provide great service to our customers are what we build on daily. Chief Howard commended his staff for their efforts this year; he also thanked the Finance Department and City Council for the support they provided. He continued our ability to adapt and provide high levels of service in fire, emergency medical service, hazardous materials response, and a wide range of technical rescue response disciplines separates us from many Departments in the State. Chief Howard noted in many instances we have been

the leaders in development when it comes to these services. Our Fire Prevention and Public Education opportunities continue to develop and expand.

Chief Howard noted the FY16 increase in emergency calls by 9.19% with an increase over the past five years of 15.66% in call volume. In 2015 the estimated property loss was \$1,029,050, we had one civilian death and two civilians injured from fire related incidents. Chief Howard noted the time devoted to training is very important for the quality and efficiency of the services we provide.

Chief Howard commented on the three retirements and one resignation within the Department this year; he added he is in the process of hiring one Fire Fighter/EMT which will restore the Fire Department to the allocated staff levels. Chief Howard also made note of the staff transitions that took place since his taking over in 2013 due to retirements (12 members have been replaced). He pointed out this equates to 25% suppression in our EMS force; he also noted the efforts of his Department to recruit quality people.

Looking forward to FY17 Chief Howard noted the Department would move forward to meet all of its objectives as listed on Page 88. The Department will also work to complete four CIP Projects, and continue to work with various City Departments along with county and state agencies to combat the opiate abuse problems that we face within our community. Chief Howard made note of the Life Safety Program beginning in FY17 that will involve the inspections of all commercial and multi-unit residential occupancies. With over 1,400 occupancies to inspect it is anticipated this project will take four years to complete.

Chief Howard said the Department will continue its efforts to secure grants noting the award of \$82,000 in equipment and training funds in FY16; in FY15 \$75,550 was secured and allocated. Addressing the Department's revenues Chief Howard noted an increase of 1.85% in FY15. Chief Howard continued he expects to see more retirements over the next five years of Department members with 20 years or more of service to the community. He continued these retirements will continue to create challenges for the Department that we will work to minimize.

Addressing the budget Chief Howard noted the budget is up approximately .35% which equates to \$22,990 overall. The increase to personnel services is \$10,693 which comes from increases in retirement contributions of a little over \$39,000 and then decreases in health and dental insurance line items, and decreases in salaries for top step employees (retirement of top step employees and the hiring of entry level personnel). Continuing Chief Howard said the overall increase in operating expenditures equates to \$12,297 with noted increases specifically in dispatch costs (\$12,265), a fleet charge increase of a little over \$1,000, and a vehicle insurance increase of approximately \$665. Chief Howard also noted the operating charge reduction (savings) in PC replacement of \$1,284. Chief Howard addressed the supplemental increase of \$161,294 which is specific to overtime funds needed to balance the budget. Chief Howard noted the overtime is used to maintain staffing levels and to meet the calls for service. Chief Howard pointed out the 12 retirements and two long-term injuries over the past two years have affected our overtime accounts. He also noted the increase in call levels (32.2%) requires us to provide safe staffing levels to adequate to deliver the services we are providing.

Chair Greenwald asked for Committee questions.

Councilor Jacobs noted the supplemental request was not recommended by the City Manager; Chief Howard affirmed this noting the overtime funds are being requested to cover vacation and sick leave replacements to maintain our minimum staffing level of nine between the two fire stations. Councilor Jacobs asked if more full-time people would reduce these costs. Chief Howard explained the work in trying to balance the department's need and what the City could afford. Chief Howard provided an example noting in 2008 we ran with nine personnel; he noted other transitions bringing the number to 10 with the elimination of other positions such as the Deputy Chief. At that time it was determined the number needed to meet full-service needs was 12; this would also limit overtime. Chief Howard explained the 2012 reorganization and how 66 out of 100 times people had to be called back to cover the station and go on additional calls. Chief Howard provided additional facts to support his position explaining the \$160,000 will equate to less than two new people, and two people are not going to fix the problem. Chief Howard also noted this issue will continue to be reviewed with staff over the coming year to make changes if required.

Councilor Clark said he was going to ask the same question as Councilor Jacobs but to the City Manager with the difference being the Fire Department is staffed 24 hours a day. Councilor Clark continued he does not understand the overtime part and asked the City Manager to explain his rejection of the request. Mr. Kopczynski said he would like the Fire Department to explain how they utilize the overtime. Continuing Mr. Kopczynski said they utilize overtime for vacancies on the line and those vacancies can be caused by a number of different issues (sickness, training, vacation). People are called back in when there is an incident which drives a lot of the overtime costs. Mr. Kopczynski continued his comments noting from the City Manager's perspective \$161,000 is a bit extreme for the City Manager to recommend. Mr. Kopczynski would like to see control of that overtime utilization, as best as possible, followed up by a study from the Fire Department that justifies the actual manpower needs of the Department.

Addressing Chief Howard Chair Greenwald noted the question is really level of service; he then asked Chief Howard how many people he really needs. Chief Howard indicated he was not prepared to provide that number this evening. Chief Howard also noted he didn't disagree with the City Manager; he added the current staff needs more time to review it and come back with a number.

Councilor Kahn said he wants to understand the flow of Chief Howard's spending noting the overall spending is up a lot this year (\$260,000), with the Department over budget by \$100,000. Councilor Kahn referred to other City departments as examples and asked how the differences are covered. From his budget's standpoint Chief Howard explained the overruns are caused by the transitions of people. Chief Howard continued once someone leaves it is two to three months before someone can be put back in that position, and even then that person is still in training. Chief Howard explained his efforts to reduce daily staffing noting during the day he has gone to eight people not nine. Chief Howard also noted he and the Deputy Chief have responded to calls daily. Chief Howard noted the Department's mission is to respond to calls; he advised this situation is evaluated daily. Steve Thornton, Finance Director commented he believes in this estimate Chief Howard is also including the estimates for the retirement payouts that we've made

in the year. Mr. Thornton also addressed the question is this made up from overages noting it's not made up from overages; we do fund for retirement. Councilor Kahn concurred noting some of those buyouts are major.

Councilor Powers noted the overrun of \$100,000 suggesting we need to put this in perspective; Chief Howard pays this year within the estimated amount of money to be spent and he had two individuals on disability (injured on the job) which creates a drain on the system. Continuing his comments Councilor Powers said it's hard to use the past year as an example; he added he doesn't think this is a dire situation that hasn't come up in other departments, and indicated it works itself out at the end of the year. Councilor Powers suggested it has been a tough year for the City across the board trying to keep costs down.

Councilor Kahn said his reason for delving into this is to understand how much flow there is among City departments in order to cover unanticipated, unbudgeted overtime costs. If this isn't covered upfront there must be some assumption that should this occur in the coming year 1) it won't occur to the frequency it has, and 2) or if there is sufficient turnover/savings elsewhere within the budget to cover this in the event there is a similar circumstance. Mr. Thornton replied this is not how we do it; in this case we had some retirements at the end of the year. Mr. Thornton continued he believes this estimate is high as we transfer retirement payouts to our retirements set aside. Mr. Thornton further explained each department stands by itself; we don't move expenses between departments. Reiterating his comments on the unfunded \$161,000 Councilor Kahn noted this is not expected to level out over the next few years; he noted the additional dollars are related to overtime. Councilor Kahn then asked what is the assumption of how this gets covered? Chief Howard explained this is not a new problem and pointed out it was a problem under Chief Lamoureux. Chief Howard suggested it has been a little worse over the past three years because of the impact of the turnover we've had with retirements and the collateral damage that creates beyond a buyout. Chief Howard reiterated his earlier comments noting it is three to four months before that new person is vetted, in uniform, and filling that role. Continuing Chief Howard noted the other problem is the overtime which he has worked on with the Finance Director and City Manager. After additional comments Chief Howard said it is critical for the safety of his people and the people we serve to have a minimum number of nine on duty. Chief Howard said he understands the confines of budgeting; he pointed out there has been a spending freeze in his department for the last three months.

Chair Greenwald asked if there were any further questions.

Toby Tousley, of 499 Washington Street said he's hearing we have a problem with employees and overtime; he asked why we're launching a program to inspect all the commercial buildings. Chief Howard advised this program will not take more personnel; we intend to do it with the personnel we have from the fire prevention and suppression standpoint. Chief Howard explained how the inspections would take place after a call.

Councilor Kahn said he wanted to clarify a couple of questions; he believes he understands the dollars that are budgeted will be sufficient to cover your overtime expenses in the coming year; it's a balancing act. Councilor Kahn asked Chair Greenwald if this is something to come back and visit; noting there are many conversations to be had he explained this is why he pursued the

conversation. After additional comments Councilor Kahn referred to consequences; he continued he is good at the moment, understanding management accepts the consequences and will work through it.

Councilor Hooper, indicated he wanted to get away from the staffing/personnel issue and asked Chief Howard what his comfort zone is with his fleet looking ahead and in general. Chief Howard said the fleet projections are forecasted long beyond his tenure (currently projected through 2033). Chief Howard continued he is comfortable with the fleet and the funding where we are.

Councilor Chadbourne asked if there was such a thing as succession planning where we anticipate people retiring and have people in training and ready so there isn't such a gap. Mr. Kopczynski replied not as a formal program, but we are looking into creating more of a formal program. After additional comments regarding the 4<sup>th</sup> floor being involved in the budget process, and people leaving Mr. Kopczynski said even though the request for \$161,000 was denied you have to recognize the City is small enough that we have pretty much instant communication, and if it looked at all like the Fire Department was going off the cliff we'd be coming back to the City Council. Councilor Chadbourne also noted after perusing the budget a lot of the supplemental requests were not recommended by the City Manager which is an effort to conserve and maintain a low tax increase. She continued this is part of the bigger scheme of things.

There being nothing further for the Fire Department Chair Greenwald moved onto the next department.

## 2. Human Services- Page 99 Cost Center(s) 001000 & 01001

Beth Fox, Assistant City Manager/HR Director explained the mission of the Human Services Department under RSA 165: Aid to Assisted Persons. Ms. Fox turned the floor over to Liz Sayre, Human Services Manager to discuss the department's work. She noted she and Ms. Sayre would also be happy to answer any questions regarding the budget which is very similar to last year's; most of it is directed towards client services whether it be rent, medical needs or utilities.

Ms. Sayre said she has a staff of 2.6 people; she is the Manager and carries a full case load in addition to being responsible for all the administrative aspects of the department. Ms. Sayre provided the names and responsibilities of the other staff members. Reiterating Ms. Fox's comments regarding the statutory requirements Ms. Sayre also noted there is an application process. She continued we go through an eligibility process which is primarily based on financial eligibility, but we are not a formula like other Social Service providers (funded by state and federal sources). Ms. Sayre said we are funded 100% by the City of Keene. Ms. Sayre explained the eligibility appointment noting we look at how much money is available to that household to pay for their basic needs; we verify what they spend that money on to determine if they do need help from taxpayer dollars. Continuing Ms. Sayre noted there may also be some situations where there is a catastrophic event or loss of employment that would constitute need for assistance. Ms. Sayre reported we spend a lot of time doing referrals, and advocacy with other agencies to obtain the services they need. With the funding decreases to other agencies we

are finding we're doing a lot more financial literacy training, work readiness training, and explaining tenant responsibilities to the clients which is taking more and more staff time.

Ms. Sayre noted the finding in the past year that the complexities that are in these peoples' lives are more diverse than ever before. We are seeing a lot of people with a mental health issue or someone in the family has a substance abuse issue. She continued we see people in their 50's who have lost their jobs, don't have the skills to find work, and aren't eligible for any type of benefit or are not old enough for Social Security. Ms. Sayre then explained the benefits of the Workfare Program where clients are connected with tasks within the City to help reimburse the City for the assistance they have received. Ms. Sayre noted we started off with 12; five have secured gainful employment, five are currently working in tasks around the City, and we have five in the pipeline which is three more than we started with last year. Ms. Sayre noted the success of the program and added we are hoping to see it grow in the future. She also reported the need to do more one-on-one budgeting for households. Ms. Sayre noted the collaboration with the Youth Services Department and obtaining the services of an Antioch intern who provides some emergency counseling. Ms. Sayre concluded by saying we are very proud as a Department to work in a municipality that understands the intent of the law. Ms. Sayre outlined the people served by her Department.

There being no questions from the Committee members Chair Greenwald asked for questions from the public.

Councilor Manwaring asked for clarification; she referred to General Assistance line item 62152-SCS Shelter Services in the amount of \$50,000 (Page 104). Councilor Manwaring referred also to Keith Thibault's comments regarding keeping people in their homes by paying the rent. Councilor Manwaring said she was confused, this Department has a line item 62454-Rents in the amount of \$374,000; she then asked who pays the rents when people are in trouble. Ms. Sayre replied it's very abbreviated by saying Shelter Services as it's now Housing Stabilization Services and we have a Memorandum of Understanding with SCS. If someone homeless comes into our office SCS is our resource, the \$50,000 covers all aspects of getting that person into a shelter. Ms. Sayre agreed with Councilor Manwaring this is separate from the funding from the outside agencies. In response to Councilor Manwaring Ms. Sayre said it was her understanding that Mr. Thibault was giving a very brief overview of all of the services SCS provides to benefit the City of Keene. Ms. Sayre provided examples such as security deposits and fuel assistance.

Councilor Hansel asked how the Workfare Program worked. Ms. Sayre explained City Assistance is technically a loan, it is not an entitlement, it is expected that the person receiving assistance when financially stable will reimburse the City. One of the options provided by RSA 165 is that a consumer assisted by the City can participate in a Workfare program. This is a paper exchange for us that does not show up in the budget; Ms. Sayre also noted the City may have a Worker's Compensation expense. Ms. Sayre explained how the hours they work reduce their balance owed within the system. Councilor Chadbourne asked how effective this was, and if it was successful. As far as the Workfare Program, Ms. Sayre explained it is still very new; she added people are showing up and doing what they need to do. Ms. Sayre reiterated her earlier statistics on the program. Ms. Sayre further explained if someone is receiving City assistance while their SSI benefits are pending we put what is basically a lien on their lump sum

payment. Ms. Sayre also explained people who are receiving SSDI (disability income) get their lump sum payment directly to them; some do reimburse us. Additionally we have the opportunity to put a lien on property; if their home is sold the City is then reimbursed. Councilor Chadbourne apologized saying she should have been more specific; she was looking for someone who came to the City unable to pay their rent and was given assistance for a month. Councilor Chadbourne wanted to know the success rate of being reimbursed for these loans. Ms. Sayre noted some people make monthly payments or other arrangements; she added the success rate is not 100%. Ms. Sayre commented people do genuinely indicate their desire to pay back; she also provided examples of how people payback other than in dollars.

Toby Tousley, of 499 Washington Street stated he had no direct questions but wanted to clarify how benefits work. Mr. Tousley referred to the 2.6 employees in the Department and asked if the 6/10 of an employee gets paid for retirement benefits. Ms. Fox responded by noting under the State Retirement System the threshold is under 35 hours does not require participation. There is not a retirement component for this shared employee; but they are eligible to purchase a compensation package that the City offers.

Councilor Clark commented the Human Services Department does an extremely good job considering we spend more money putting people in jail than we do diverting them or educating them. After additional comments Councilor Clark said we don't even have enough confidence in that Department to fund a full-time Director. He commended the Manager for the job she does and suggested other departments might think about this as well; maybe they don't need Directors. Councilor Clark also suggested our priorities may be a little off-centered and that people come to this Department because we are failing them. Councilor Clark suggested perhaps we should think about that. He also noted those less fortunate in the community are being derided and he wishes that would stop, and that we would do more to make everyone an equal part of the community. Councilor Clark thanked Ms. Sayre for the job she does. Ms. Sayre noted she has a great team.

There being no further questions for the Human Services Department Chair Greenwald move onto the next Department.

### 3. Youth Services- Page 144 Cost Center (s) 01600

Beth Fox, HR Director introduced Elisabeth (LB) Brown, Youth Services Manager and provided an overview of this Department and the services provided.

Elisabeth (LB) Brown, Youth Services Manager reported the JCC Program which is the court program served 38 youth last year. Ms. Brown noted the program now serves youth under 18 due to changes in the law last year. This program diverts the youth from court and has a 95% success rate. Ms. Brown also said the success rate for not re-offending within one year has been 90% over the last 10 years. Ms. Brown explained the program also has a nine member Committee that facilitates hearings for the youth and families. Ms. Brown commented on the gratitude and appreciate expressed by parents this year.

Ms. Brown addressed the Youth Intervention Program which helps all of our community with youth and family issues (prevent youth from going to court). Ms. Brown pointed out the

percentages have been climbing over the past five years due to stress of family issues. Mental health issues (family only) accounts for about 70%, substance abuse in the family is about 55%, divorce/separation/jail accounts for 40%, housing 25%, loss of income 45%, major health issues is 65%, and death of a family member 35%. Ms. Brown explained this is just the family coming in; she has not talked about the charge of the youth who come in with their own issues. Ms. Brown pointed out we have lost a lot of resources in the community so this Department is trying to help people navigate through the system.

Ms. Brown noted the Earn-It Program helps anybody coming through court or a diversion program to get their community service or restitution paid. She noted the payback rate is high; 95% pay back their restitution or complete their community service orders/contracts with diversion. Ms. Brown said this program has been around since 1989 with over 150 sites established within Cheshire County. Ms. Brown also said the community is very supportive of this program.

Addressing prevention Ms. Brown reported she is still hanging onto the websites; she has a teen and parent working on the Teen and Parent website to provide local information and critical resources along with substance free events for youth and families in the Monadnock area.

Councilor Kahn asked if there were any partnerships with the state that provide funding for any of the programs Ms. Brown administers. Ms. Brown replied this Department collaborates with a lot of Departments in the City, especially the Recreation Department and Human Services due to the fact there is very little state funding. Ms. Brown noted she currently has a proposal into the state for SAG Grant funding. Ms. Brown reported the state has limited its funding dramatically over the past 10 years for intervention, prevention, and treatment. She reported support is received from the County to offset the budget. Councilor Kahn referred to testimony regarding the United Way helping with youth programming in greater numbers than in the past. Ms. Brown noted this may be true for the general public but a lot of those systems are not able to handle families under extreme stress (mental health, medications, education).

There being no further questions for Youth Services Chair Greenwald moved onto the next Department.

#### 4. Library- Page 106 Cost Center (s) 001100

Nancy Vincent, Library Director reported the budget request maintains the current service levels and supports the fiscal objectives which can be found on Page 107. These include providing a collection of materials in a variety of formats for all ages and abilities, information in-house and remotely through the Library website which provides links to electronic information databases, provide access to computers and the internet. Ms. Vincent continued the Programs and Materials budget are supplemented by the Friends of the Library, the Trustees and through grants.

Ms. Vincent said a major operational component of our services that is coming up is KeeneLink. This is a partnership with the Keene State College Library that we've had since 1992; it provides a shared online catalog and reciprocal borrowing privileges. KeeneLink is the basis of all our Library operations. Ms. Vincent reported the Millennium software that supports KeeneLink will



no longer be updated by its vendor; a new product is being evaluated by a Committee of public and Library staff.

In terms of staff Ms. Vincent reported the Library has eight full-time employees and 20 part-time employees. Ms. Vincent noted the budget numbers are on Page 111. She noted personnel levels are the same but there are some increases/decreases in benefits. Ms. Vincent reported the total budget is down approximately \$11,000.

Chair Greenwald asked for questions.

Councilor Kahn asked if the new software has the potential to be a Capital Improvement request. Ms. Vincent reported the Committee will be issuing a Request for Information to determine what the cost will be.

Councilor Jacobs asked if KeeneLink also includes the Historical Society. Ms. Vincent replied in the affirmative adding that Antioch is not included.

Chuck Redfern, 9 Colby Street noted he is a volunteer as a Trustee of the Library. Mr. Redfern commented what you don't see in this book is the amount of volunteers that are involved in the Library. Mr. Redfern made note of the important role played by the Friends of the Library specifically the two book sales they hold annually and what that encompasses. Mr. Redfern also addressed the array of populations served by the Library. Again referring to the many volunteers Mr. Redfern said it is those people who are looking forward to what a new renovated annex will do for the Library programs. He also pointed out how hard these people are willing to work for this project. Mr. Redfern recommended visiting [www.Techsoup.org](http://www.Techsoup.org) to see what kind of things can happen at the Keene Library (software programs available to libraries). Mr. Redfern said he looks forward to you folks getting as excited about this as you were for the ice rink; he added it is a great asset to the City. Mr. Redfern encouraged the Committee to support the Library and its budget. Mr. Redfern also commended the Mayor's office for putting out the Citizen's Guide to the City Budget publication. Chair Greenwald advised the Committee had a large hand in putting it together.

Joe Mirzoeff, 50 Summit Road noted it used to be when you looked at these pages you could see full-time equivalents; he asked if these were taken out. Mr. Thornton replied those were taken out in lieu of the Organization Charts this year.

Councilor Clark echoed Mr. Redfern's support for the Library; he added we don't always note the importance it has to our community. Councilor Clark also noted the value of the new construction and opportunities it will provide for the community.

Councilor Chadbourne commented the Library is really a community center; rather than a spoke in the wheel it is one of the hubs. She noted the many places she hears about various groups meeting at the Library (such as writing groups, LGBT families). Councilor Chadbourne suggested it is more and more important to see the Library as a community center and not just a place of books. Councilor Kahn also shared his experience at the Library while attending a

forum on Muslim religion; he also commented it is a terrific center noting the 900 forums hosted there.

There being no additional Library questions/comments Chair Greenwald moved onto the next Department.

6. Parks, Recreation & Cemeteries- Page 112 Cost Center (s) 01200 through 01314

Director Andy Bohannon noted Pages 112 through 115 would reflect the Parks, Recreation, and Facilities budget narrative goals in alignment to the Comprehensive Master Plan, the Active and Passive Recreation Management Plan, and the Building Conditions Survey. Mr. Bohannon commented that as he moves through the narrative he will be tying both Facilities and Parks & Recreation together; he won't be keeping them separate.

Mr. Bohannon referred to Page 116 which reflects the overall summary of Personnel; he added we have 14 full-time and two part-time employees. Continuing, Mr. Bohannon noted Pages 118 through 132 will reflect the Operating Budgets. Mr. Bohannon said the biggest impact towards creating a more data driven budget will be the implementation of a comprehensive maintenance management software program. This software will enable the Parks, Cemeteries, and Facilities Divisions to forecast replacement costs, maintain and record daily activities, streamline the budgeting process, improve our current assets, and increase our operational efficiencies.

Through the course of the year, Mr. Bohannon reported our Recreation Division has been collaborating with Police, Youth Services, and the Senior Center driving our focus on customer service with the bigger picture of community services. Mr. Bohannon continued along with minor changes regarding the cost of living adjustment, health insurance, and fleet services we updated our metrics to reflect our current program offerings, and the data associated with the Spirit of Place projects.

Mr. Bohannon noted the following exceptions were made in developing the budget; Operating Expenditures and Administration Recruitment (61901) Page 121 there was a slight increase of \$400.00. Mr. Bohannon explained with the increase in seasonal employees we needed the increase to cover the background checks, and things that go along with recruitment. In addition we had an increase of \$2,000 on Page 122 for Other Services and Maintenance and Development; this is the City portion of the American Legion agreement that we pay for ballfields. Mr. Bohannon addressed Parks Maintenance (62733 Tools) on Page 123 noting a slight increase of \$400.00; this is to replace the mechanics tool supply used daily. The last increase experienced was in the Programs Division (61312) Pool Personnel; this was an increase of \$2,000 to maintain competitive wages for lifeguards. Mr. Bohannon noted the lifeguards are a dying breed but a position we need to keep our patrons safe at the pools and to be competitive with the YMCA.

Chair Greenwald referred to Page 118 (62102) Professional Services and asked what the \$27,000 was for last year. Mr. Bohannon replied this was for the consultant services the Wheelock Park concept plan. Chair Greenwald also referred to Page 119 (62318) Building Repair for \$80,732. Scott Martin, Facilities Manager noted several projects were pulled forward; he indicated this was for the boilers, floors at Luca's, and some cement repairs.

Councilor Clark asked if the splash pad was this year or next year. Mr. Bohannon replied next year.

Councilor Kahn said he was looking for parallels between recreation activities and other kinds of health related activities throughout the City that are becoming more distributed throughout the community. Councilor Kahn continued his comments and asked if this is something the Recreation world is starting to adjust itself to, and are there community partners that play a vital role today or need to be brought in. Mr. Bohannon liked the question and commented on the history of recreation noting it is one department that really focuses globally on trying to find the means within the community to provide the programs they are trying to serve. Mr. Bohannon noted the Parks & Rec Departments history of working with the School District and the Senior Center which is certainly a topic of conversation recently. To answer Councilor Kahn's question Mr. Bohannon said yes, it is possible to provide services outside of the Rec Center. The City Manager commented Councilors Kahn and Chadbourne, and Mr. Bohannon are hitting on this constant theme. The City Manager pointed out both the Library and Parks & Recreation are beginning to evolve rapidly in their missions; they are both becoming cultural centers in a way. After additional comments the City Manager said he thinks we're beginning to see the assent of a completely different service to the community.

Councilor Manwaring commented she didn't see anything about the dog park in the budget. Mr. Bohannon noted the dog park is not a line item in the budget; it has always been a community based program. Mr. Bohannon noted meeting with the existing members of the group and the discussions held for the Wheelock Park development. Mr. Bohannon continued explaining we are again looking for a new home for the dog park. He also noted the group will be meeting next Monday night as they are trying to get their group back together.

Chair Greenwald asked for any additional questions.

Chuck Redfern, of 9 Colby Street noted his work with Mr. Bohannon through Pathways for Keene and other groups within the community. Mr. Redfern commended Mr. Bohannon for the work he does throughout the community. After additional comments Mr. Redfern pointed out like the Library it is volunteers that make this city what it is.

7. Facilities - Mr. Bohannon noted this was already covered.

There being no further questions for Parks, Recreation, and Facilities Chair Greenwald moved onto the next Department.

8. Police- Page 133 Cost Center (s) 01400, 01401, 01402, 01403, 01405, 01407, 01408

Steve Thornton, Finance Director noted he would like to introduce a couple of budget amendments for discussion. Mr. Thornton explained these amendments do not change the level of expenditure or taxes. First, Mr. Thornton noted the need to correct an oversight; he reported that overtime and holiday pay was not included in the Police Department's budget request. The dollar value for this is approximately \$150,000; this will increase the budget by \$150,000. Mr. Thornton explained the second amendment to the budget is in Reduction to Debt Service

Principal in the amount of \$196, 214. This is the principal payment in FY17 for the bonds that were approved last year. Mr. Thornton suggested what we can do is work with the timing of the issue of that line so we do not have a principal payment this year. Mr. Thornton continued we are suggesting reducing that line item for principal (defer the payment) that would cover the \$150,000, and there would be another \$46,214 that might be available as funding for the City Manager recruiting process.

Chair Greenwald simplified the situation noting an error was observed and a solution to the problem has been proposed. Mr. Thornton agreed adding a formal memo will be forthcoming. Mr. Thornton noted rollout on Page 137 explaining in the Police Department budget this would affect line items 61714, 61704, and 61704; these numbers would be adjusted upwards. Continuing Mr. Thornton said the Debt Service Principal is on Page 83, line item 65101.

Councilor Kahn referred to Page 83, line item 65101 and clarified what Mr. Thornton is saying is that this line item can be reduced by \$196,000. Mr. Thornton replied in the affirmative. In response to Councilor Kahn Mr. Thornton also clarified this has no future budget implications. Mr. Thornton noted the ripple effect over the coming years and the repayment of the bond ending six months after the anticipated payoff. Councilor Kahn asked if we had done this before. Mr. Thornton responded not for this particular bond, but we do things with the timing of bond issues regularly. Chair Greenwald commented he was glad Mr. Thornton caught the error before adoption.

Brian Costa, Police Chief apologized to the Committee and thanked the Finance Director noting it was not his plan to have hiccups in his first presentation; Chief Costa also accepted full responsibility for the error.

Chief Costa referred to Page 136 commenting the Police Department budget is just over seven million dollars; approximately 91% of that is personnel with the remaining amount being operating expenses (\$653,317.00). Chief Costa said what he wanted to explain was when you take that operating expenditure for the whole Police Department and you back-out fleet services, the costs of computers, and the Prosecutor position the Police Department's total operating budget is \$178,848.00. Chief Costa said for a Police Department with 44 sworn Officers and 70 total members this is a somewhat modest and reasonable operating budget. Chief Costa said we use that money for what our mission statement says; to protect life and property and to maintain order in the City while assuring fair and respectful treatment of everyone. The first part of that statement is what we do, the second part of that- how we do it, makes all the difference in the world with respect to our position.

Noting the Police Department is a very busy place Chief Costa reported just under 30,000 calls for service, 1,600 arrests, and about 3,000 investigations. Chief Costa also reported having 5,000 training hours. Chief Costa addressed the challenges going forward this year. Chief Costa said because of what is going on in the Northeast area they remain the same. We continue to work with other community agencies in producing and having a positive impact on the heroin epidemic. After additional comments he noted the trifecta approach of prevention, education, enforcement, and treatment. Chief Costa explained no single endeavor will get us out of this situation, and that's what we are focused on. It is as important to us as it is to the community

because it involves quality of life issues. Chief Costa addressed the off-campus students noting the concerted efforts made to decrease the amounts of noise disturbances and alcohol related violations. He noted the cooperation of KSC and the hopes for continued positive outcomes. Chief Costa said the goal is to change the culture that started in the 2000's and culminated in the fall of 2014.

Like the Fire Department Chief Costa said we did submit some supplemental accounts. These accounts are on Page 137, and are all overtime related accounts. Chief Costa referred to the third column from the right explaining how the figures are derived, and noting this includes the previous three years average expenditures. Addressing the Police Department's minimal staffing Chief Costa said we have three Officers in the morning plus a Supervisor (7:00 AM to 5:00), in the afternoon we have a four Officer minimum plus one Supervisor and that's the same from 5:00 PM until 9:00 PM. Continuing Chief Costa reported from 9:00 PM until 3:00 AM we theoretically have a double shift because we have the midnight shift from 9:00 PM until 7:00 AM (six hour overlap). The minimum staffing requirements from 9:00 PM until 3:00 AM is five Officers and one Supervisor. Chief Costa explained why replacements are needed when personnel do not meet the minimum staffing requirements.

Chair Greenwald asked for questions from the Committee.

Councilor Kahn referred to the Drug Court and diverting people who would otherwise be in corrections and asked the following questions: 1) how active is that in Keene, 2) is this taking more of your services to help deliver, and 3) are there any dangers to changes to the program coming down the road. Chief Costa replied the Keene Police Department is a very strong supporter of the Cheshire County Drug Court program. Chief Costa also noted the program is grant funded at this time, and has had 11 graduates since 2013. There are currently 26 participants in the program. Chief Costa reported he attended the first annual Governor's Summit on Substance Abuse today; while there he learned there is current legislation for Drug Courts to be funded in every county in the state. Chief Costa shared it costs approximately \$30,000 to incarcerate someone for a year while it costs about \$8,000 to get someone through the Drug Court program. Addressing resources from the Department Chief Costa reported we assign the Commander of the Investigations Unit to the weekly meetings. Chief Costa listed all the participants in these weekly meetings explaining they meet for approximately three hours before the participant goes to court. Their sole goal is to do what's best for the participant in the court. Councilor Kahn said Chief Costa's comments were consistent with the information all the Professionals have tried to bring to the issue.

Councilor Jacobs agreed the Drug Court is encouraging positive behavior; it's not just putting them in a cell someplace. Councilor Jacobs referred to Page 137 noting line item 61306 was recommended by the City Manager. Councilor Jacobs also noted some of the others were not recommended and asked if this would be resolved with what the Finance Director was talking about earlier. Mr. Thornton explained line item 61306 is the money to carry the Fuller School crossing guard; he noted Workers Comp and Social Security will go along with that. Mr. Thornton noted the balance of those numbers are requests for increases in overtime; 61704, 61705, and 61714 line items will be increased in the City Manager's column. Mr. Thornton

confirmed there are others that are not recommended and this is similar to the Fire Department situation. Mr. Thornton advised he would supply a revised Page 137.

Councilor Clark referred to Page 139, line item 61303 noting the Dispatch Supervisor was added last year from unexpended funds. Councilor Clark asked Chief Costa if he was asking for it to be fully funded in the budget. Chief Costa replied we did ask for funding last year. The City Manager approved the position and the funding beginning in May 2016. Chief Costa noted the position is currently not filled, but the intent is to fill it. Chief Costa explained how this group is currently supervised and the difficulties the situation presents; he noted this is the only Department without dedicated Supervision. In response to Councilor Clark Chief Costa noted the position will be filled at Level S-11, he also explained the technical aspects that will be covered by this position. Chief Costa also explained how filling this position will enable him to cover an open eight hour shift every week which will save the City money. The City Manager commented Chief Costa's statement regarding Dispatch being the face of the Department is something you really need to consider. The City Manager pointed out we have been trying to emphasize how we relate to the citizenry and our customers. The City Manager also noted the discussions he and Chief Costa have had on the importance of this position.

Councilor Kahn asked for clarification that Chief Costa does not have a replacement fund for radios/communication with Officers. Chief Costa replied that is correct. Chief Costa added we do have a communication account under Dispatch for replacing radio batteries and doing minor repairs. Chief Costa referred to CIP conversations which Councilor Kahn said he did recall. Councilor Kahn and Chief Costa engaged in a non-budget related discussion regarding headcams with Chief Costa noting he explained his feelings on this to the FOP Committee in November 2015.

Councilor Chadbourne referred to line item 61303 noting she wanted to emphasize the importance of having a leader for the dispatchers. Councilor Chadbourne suggested filling this position would bring cohesiveness, accountability, and consistency rather than having it the way it is now; very fractured. Councilor Chadbourne also commented she feels Chief Costa has a very clear vision of what is needed; she also recommends supporting this issue.

Councilor Jones referred to the High School Resource Officer Program noting its history and origins. Councilor Jones commended the Police Department on the job they are doing with this program. Councilor Jones noted he originally voted no on this issue because he didn't think the sending Districts were paying their fair share. Outlining how that Officer is funded (School Board pays  $\frac{3}{4}$  of the salary), Councilor Jones recommended this contract be looked at/renegotiated before next year's budget process. Councilor Jones also noted since that contract was negotiated three more sending units have come to Keene schools. The City Manager noted the request would be considered. Chief Costa said he thought the SAU paid for 10 months; he also explained the two months when there is no school is our heavy vacation time and we do rely on getting the SRO back to fill some of those open shifts, as opposed to paying overtime.

There being no further Police related questions Chair Greenwald moved onto the final Department presenting for the evening.

### 7. Parking Services- Page 193 Cost Center(s) 01500, 01501, 01502, 01503

Ginger Hill, Parking Operations Manager introduced Steve Russo, Police Captain. Ms. Hill reported in FY17 Parking Services will continue to focus on increased technology, preventative maintenance, and maintaining long and short-term parking options necessary to support a vibrant and dynamic downtown. Ms. Hill outlined the work plan which includes coordination with Public Works to replace sidewalks and curbing between Roxbury Plaza and the Wells Street lot, continued servicing of all surface lots, and multi-year contracts to perform preventive maintenance on the City Hall and Wells Street Parking Decks. Ms. Hill also noted the work with the IT Department to establish an online payment option. Continuing, Ms. Hill noted we are in the process of filling the part-time parking enforcement vacancy; we are also working to replace dated single meters with multi-space meters. Ms. Hill reported no additional funding is being requested pointing out the reduction in the fleet charge by eliminating one vehicle.

Chair Greenwald asked for questions from the Committee.

Councilor Clark asked for an update on the two spots for electric cables. Ms. Hill reported from January to April 2016 we've had 39 transactions totaling \$96.00. Chair Greenwald asked for the revenue from a normal space. Ms. Hill reported up to April in the Commercial lot you would generate \$6,200.00; she noted this is just fewer than 50 spaces. Ms. Hill agreed they are not being used a lot. Chair Greenwald asked the City Manager if the Council wanted to discontinue that facility and return it to a normal parking space, or are we linked to a contract with some company. Mr. Kopczynski responded he would have to research that as he doesn't know. Councilor Lamoureux reported the City did receive a grant for that from the State Department of Transportation. Councilor Lamoureux noted there is plenty of empty space in the Commercial Street lot as it only gets between 30-35% usage during the day. Councilor Lamoureux also noted this is online nationally for all those who drive electric cars to be able to come into this community to stop and charge.

Councilor Hansel addressed the credit card payment system asking if it was through a third-party that would take a portion of the transaction. Ms. Hill agreed the credit card companies do charge a processing fee; she also reported we are not that far along in the process with no company having been chosen. Captain Russo suggested the fees would be passed onto the user and not absorbed by the City.

### **3. Adjournment**

There being no further business before the Committee Chair Greenwald noted there would be more Budget review next Monday. He adjourned the meeting at 8:01 PM.

Respectfully submitted by:  
Mary Lou Sheats-Hall, Minute taker  
May 13, 2016