



FINANCE, ORGANIZATION AND PERSONNEL COMMITTEE  
Council Chambers B, Keene City Hall  
May 12, 2022  
5:30 PM

**A. AGENDA ITEMS**

1. Adam Toepfer - Keene Pride - Request that the City Absorb the Cost for Police, Public Works and Fire Personnel for Block Party - September 18, 2022
2. Public TV Programming Services Agreement - ACM/IT Director
3. Fire Staffing Committee Report and Recommendation - City Manager
4. Relating to the Appropriation of Funds for the Patricia T. Russell Park Project and the Carpenter Street Flood Management Project  
Resolution R-2022-16  
Resolution R-2022-19
5. Patricia T. Russell Park / Carpenter St. Flood Management Project – Request to Reallocate Funds - City Engineer
6. Patricia T. Russell Park/ Carpenter St. Flood Management Project – Consultant Selection for Construction Engineering Services - City Engineer
7. Relating to the Appropriation of Funds for George Street Bridge Replacement Project  
Resolution R-2022-17
8. George Street Bridge Replacement Design Consultant Selection - City Engineer
9. Relating to the FY 2022-2023 Fiscal Year Budget  
Resolution R-2022-09

**B. MORE TIME ITEMS**

1. Councilor Filiault - Charter Amendment Related to Municipal Primary

**NON PUBLIC SESSION**

## ADJOURNMENT

Keene Pride  
411 Winchester St.  
Suite 1  
Keene, NH  
keenepride@gmail.com



The Honorable Mayor and City Council  
Keene City Hall  
3 Washington St.  
Keene, NH 03431

January 27, 2022

Re: 2022 Keene Pride

The LGBTQIA+ Community has long been an underserved and under-recognized part of the greater Keene community. We would like to establish the first annual Keene Pride celebration to support this community, creating a week-long celebration from September 11, 2022 through September 18, 2022.

Starting Sunday September 11, 2022, we are asking the City Council for permission to decorate the following City areas with Pride related decorations and lighting: City Square, the trees lining Main Street, and the exterior of City Hall. We will also be coordinating with local businesses along Main Street in providing options and support in decorating exteriors and providing Pride themed services or products, if they so choose.

The week-long pride event will culminate on Sunday September 18, 2022 with a "block party" from 10am – 6pm which will include entertainment, food, and local vendors. For this day, we request from the City:

- Close the streets surrounding Central Square
- Close Railroad Street from Main street to parking garage
- Request proper barriers from Public Works Department to provide adequate safety
- Request use of City Power/Electricity
- Request the support of Police and Fire
- Request City water in the event that vendors require it

In a manner consistent with community event protocols, we ask that the City please give due consideration to absorbing any additional cost of Police Offices, Public Works, and Fire Department Personnel for the day. We are requesting that Police and Fire Department personnel be detailed to the event from the hours of 9am – 9pm.

We believe this will be a highly desirable attraction that will bring tourism to local businesses. We plan on marketing this event to the Monadnock Community and beyond. We also plan to leverage the beauty of the fall foliage season in conjunction with the event to draw more people.

As required, we will provide a \$1 Million certificate of insurance to the City, and work closely with City staff to ensure this event is safe and enjoyable for all.

We are proceeding with the understanding that should conditions in our overall community dictate a stricter than usual protocol, such as COVID-19 flare ups, we may need to cancel the event.

We would like to stress that this is intended to be a family friendly event. Our intention is to reach out to local schools to be involved with helping to decorate and plan. The primary purpose of Pride is to celebrate diversity, bring awareness, and support our LGBTQIA+ community; however, ALL are welcome and encouraged to attend.

  
Adam Toepfer  
President  
Keene Pride



City of Keene  
New Hampshire

## COMMUNITY FUNDED EVENT APPLICATION

Date completed:	04/14/2022
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Sponsoring Organization	Keene Pride
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1. Is your organization incorporated as a non-profit? (Please provide date of incorporation/founding date and list of current board members)
See Attached

2. Please provide copies of the following financial statements <u>for your organization</u> : <ul style="list-style-type: none"><li>• Profit &amp; loss statement for previous fiscal year</li><li>• A current balance sheet</li></ul>
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4. Has your organization received community funding in the past for this or other events? Please indicate other events.	YES	<input checked="" type="checkbox"/> NO
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### Proposed Event Information (Funding Request FY 2023, July 1, 2022 to June 30, 2023)

Name of Event:	Keene Pride
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Anticipated Event Date(s):	September 18, 2022
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1. Please complete Attachment A (Use of City Property Questionnaire) to provide a detailed description of the proposed event.
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2. Does your event take place on public property? (Please indicate location(s) below)
Yes, Central Square and Railroad Square

(over)

<p>3. Is your event a leisure time activity that is open to the public free of charge?</p> <p style="text-align: center;"><input checked="" type="checkbox"/> YES      NO</p> <p>If NO, provide information regarding anticipated admission charges as part of event budget documentation.</p>	<p>4. Has your group successfully run this event two consecutive times or more prior to this request?</p> <p style="text-align: center;">YES      <input checked="" type="checkbox"/> NO</p> <p>When did this event receive community funded event status?</p>
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5. Confirm whether anticipated event scope (activities planned) and location (event footprint) as described on the Use of City Property Questionnaire will be similar to the prior year or most recent event. Describe anticipated support to be provided for set up, break down and event security by event sponsor.

Event scope has changed?       YES      NO      New event not previously held

See Attached

6. Does your event appeal to a cross-section of the community? (Please explain briefly)

See attached

7. Please attach documentation detailing the costs incurred and revenue generated (excluding community funding received from the city) by this event last year or when last conducted (if a bi-annual event).

See attached

8. Please attach documentation demonstrating your organization's efforts to raise monies through other sources for last year's event. Please include all donations received and the names of major sponsors.

See attached

9. What is the anticipated total budget (exclusive of in-kind services) that will be required for the upcoming event?

See attached

10. List anticipated funding sources, their level of funding and the percentage of the total event budget. *Demonstration of progress toward fund raising may be required.*

See attached



City of Keene, New Hampshire  
Community Funded Event Application  
Keene Pride  
Event Date: September 18, 2022

1. Is your organization incorporated as a non-profit?

Keene Pride was established on March 8, 2022 when we received our certificate of existence as a New Hampshire Nonprofit Corporation Business ID: 892067. We are pending 501c3 status. Keene Pride submitted Form 1023 – Application for Recognition of Exemption to the IRS on March 25, 2022 (Agency Tracking ID: 76217992455). We are exploring options for a fiscal sponsor until we receive our official tax exempt status

2. Does your event take place on public property?

Yes, on Sunday, September 18<sup>th</sup>, Central Square and Railroad Square as outlined at the City of Keene Planning, Licensing, and Development Committee meeting on April 13, 2022. Traffic closed to Central Square at Court Street, Washington Street, and West Street with limited traffic on Main Street South bound and Main Street North Bound. Events are to take place surrounding and in Central Square as well as Railroad Square and the amphitheater off of Railroad Square.

5. Confirm whether anticipated event scope (activities planned) and location (event footprint) as described on the Use of City Property Questionnaire will be similar to the prior year or most recent event. Describe anticipated support to be provided for set up, break down, and event security by event sponsor

Keene Pride on September 18, 2022 will be the first Pride event hosted on Keene City Property. It is also the first event of its kind in the City of Keene as well as the first event sponsored by Keene Pride. While we are unable to reference past years, we do have a detailed plan in place that has been thoroughly reviewed by the board. We have consulted with other like nonprofit events including Manchester Pride and Northampton, MA Pride. We have also consulted with members of organizations who have hosted similarly structured events on City of Keene property, most notably, the Keene Young Professionals and their taste of Keene event in June of 2021.

Our event will run from 10am – 6pm on Sunday, September 18<sup>th</sup> with a slate of entertainment events occurring through the day on the gazebo in Central Square, the amphitheater off of Railroad Square and Railroad Square itself. We will also host spots for vendors and local businesses, artists, entertainers, merchants, and other nonprofits

in support of the LGBTQIA+ community. Food vendors and food trucks will also be located in the private parking lot behind Modest Man.

We will be enlisting the support of volunteers overseen by the Keene Pride Board for set up, and break down. We also plan to use volunteer “peace keepers” to work with the Police on event day to diffuse any protests or unfriendly visitors on event day. We will need the support of City Public Works to place and remove traffic barricades at the designated locations. We will also need the help of Keene City Police for the security and safety of our attendees.

6. Does your event appeal to a cross-section of the community?

Yes! While the goal of this event is to celebrate and honor our LGBTQIA+ community, the events planned are to be welcoming to anyone in the community who is interested in performances, entertainment, shopping, and food. The event is family friendly and we welcome any youth groups, organization, businesses and individuals who would like to be a productive part of the event. We want everyone to join in the celebration of the LGBTQIA+ community. Given that over 20% of Generation Z identifies as LGBTQIA+ this community is one that touches many, if not all, of our lives and aspects of our community.

7. Please attach documentation detailing the costs incurred and revenue generated (excluding community funding received from the city) by this event last year.

While we do not have prior years to reflect on, please see question 9 for our detailed anticipated budget.

8. Please attach documentation demonstrating your organization’s efforts to raise monies through other sources for last year’s event. Please include all donations received and the names of major sponsors.

We are currently ramping up our fundraising efforts for 2022 Keene Pride. We are in the preliminary conversations with a number of interested sponsors.

9. What is the anticipated total budget (exclusive of in-kind services) that will be required for the upcoming event?

Anticipated Revenue:

Individual Donations	\$10,000
Corporate Sponsorships	\$60,000
In-Kind Donations	\$5,000
Event/Fundraisers	\$10,000
<u>Merchandise Sales</u>	<u>\$5,000</u>
TOTAL	\$90,000

Anticipated Expenses:

Insurance	\$2,000
Administrative	\$4,000
Marketing	\$5,000
Fundraising	\$3,000
Events	\$20,000
Block Party	\$40,000
<u>Decorations</u>	<u>\$15,000</u>
TOTAL	\$89,000

10. List anticipated funding sources, their level of funding and the percentage of the total event budget.

We are currently ramping up our fundraising efforts for the 2022 Keene Pride. We expect the majority of our funding to come from business partners, and sponsors. We are also seeking individual donations, grant funds, and proceeds from the sale of merchandise.

11. How much financial assistance is requested from the City?

We request the City provide financial assistance to cover expenses that we will owe to the City for holding Keene Pride on City property. We anticipate the bills we will pay to Public Works, the Fire Department, and the Police Department will be our largest expenses. Any assistance the City can give to offset these expenses would be greatly appreciated.

12. Please explain why financial assistance is needed from the City.

The City's commitment to Keene Pride for use City property was done with great trust in our organization that we don't take lightly. The City of Keene has a strong commitment to Community Development, Human Rights, Diversity and Inclusion and we are honored that the City believes we are a good steward of this message. We believe that this event

can be mutually beneficial to the City by highlighting the open and accepting atmosphere we all wish to be a part of. While on paper the Keene community is not vastly diverse, we believe Keene is committed to welcoming diversity. We believe this event is a great way for us to show that welcoming spirit. In highlighting this aspect of our community, we hope that it makes Keene not only a place where everyone can be proud to live, but also a place that people want to live, work, and play. As stated above, our largest expense will be those owed to the City of Keene, any assistance that the City can provide to help offset those expenses will allow Keene Pride to focus our resources on programming. We understand that this request would require an exception to the current policy and are extremely appreciative of your consideration.



# CITY OF KEENE

R-2012-19

In the Year of Our Lord Two Thousand and .....Twelve.....

A RESOLUTION RELATING TO COUNCIL POLICY: FUNDING FOR COMMUNITY EVENTS.....

*Resolved by the City Council of the City of Keene, as follows:*

WHEREAS: Community events are important because they help to financially enhance, showcase and build upon the community's investment in itself, provide social, cultural and recreational opportunities; provide economic stimulus for both area non-profit and for-profit organizations and businesses; promote the quality-of-life and economic vitality of the community and that such fairs, events and promotions are consistent with Keene's Comprehensive Master Plan and

WHEREAS: RSA 31:100 provides that the governing body of a City may grant a license to an applicant to use and occupy a portion of any street or sidewalk as may be designated for the purpose of conducting thereon street fairs or other community events, including but not limited to the sale of merchandise by commercial retailers or by community associations conducting street fairs or other promotions. Such licenses may include the right to encumber the designated area with boxes, shelves, stands or other devices useful in conducting such sales and shall be issued for not more than 3 consecutive business days; and

WHEREAS: The City may also authorize a community event to occur on other public property not consisting of a public street or sidewalk; and

WHEREAS: The City of Keene owns significant real property in the Towns of Roxbury and Swanzev, which also may be suitable sites for community events; and

WHEREAS: The City Council may at its sole discretion budget from year to year funds to support those community events which it determines to be appropriate for financial participation by the City, and based upon the standards contained in this policy; and

WHEREAS: Licenses may also be subject to such other terms and conditions, to be expressed in the license, as the public convenience and safety may require; and

WHEREAS: A community event is defined by the City of Keene as an event that takes place on public property, and which may require street closures or traffic coordination, and which has a expected attendance of at least 500 participants or observers; and

WHEREAS: A community event may accept donations and may charge attendees for general admission; and for participation at special venues within the event or for parking in private parking areas; and

PASSED May 17, 2012

WHEREAS: the event applicant must be registered with the State of New Hampshire as a not-for-profit organization; and

WHEREAS: The event shall have been previously produced at least twice prior to the request for community event status; and

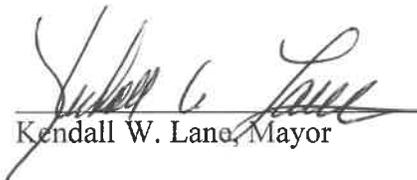
WHEREAS: the applicant requesting community event status shall annually provide the City with documentation showing its efforts to raise monies through the private sector, its actual costs for producing the event and any fund balance prior to its request to the City for funding; and

WHEREAS: 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. In the event that the sponsor is not able to repay the City, the City Manager shall be authorized to negotiate a settlement of the amount due and for consideration by the City Council; and

WHEREAS: The community event budget is intended to fund personnel, equipment and material costs that would otherwise not be incurred by the respective City department involved in any particular event. It is intended to fund equipment used and overtime incurred during pre-event set-up, activities during the event and any after hour cleanup. The community events budget is not intended to fund those costs associated with administrative planning or personnel cost of work performed during a regular working week, day or shift.

NOW THEREFORE BE IT RESOLVED:

The total annual appropriation for all community events shall be at the discretion of the Keene City Council.

  
Kendall W. Lana, Mayor



## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** May 12, 2022  
**To:** Finance, Organization and Personnel Committee  
**From:** Rebecca Landry, ACM/IT Director  
**Through:** Elizabeth Dragon, City Manager  
**Subject:** **Public TV Programming Services Agreement - ACM/IT Director**

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**Recommendation:**

That the Finance, Organization and Personnel Committee recommend that the City Council authorize the City Manager to negotiate and execute an agreement with Falls Area Community Television for the operation of public programming services on the local public community access television channels provided by Spectrum.

**Attachments:**

None

**Background:**

Falls Area Community Television (FACT) is a Non-Profit 503c organization based in Bellows Falls, Vermont. They are a community access center that has operated the public, educational, and government cable channels for the towns of Rockingham, Westminster, Brookline, Athens, Grafton, Bellows Falls, and Westminster since 1998. After the City of Keene's recent RFQ for public programming services yielded no responses, FACT learned of the need for public programming in Keene and, after some discussion with City staff, decided that they are well positioned to operate public services in a manner that will benefit both the Keene and Bellows Falls area communities. FACT is prepared to provide the following minimum services.

1. Train residents and provide technical support and outreach for the production of TV content.
2. Operate, schedule and manage the studio space for the public.
3. Coordinate volunteers.
4. Schedule and broadcast content.
5. Maintain the community bulletin board.
6. Market and promote the public access channel.
7. Provide video-on-demand services.
8. Provide access to Keene public content to other communities in the Falls area and vice versa.

Going forward, the City will continue to own and manage the TV studio and equipment. After receiving no responses to the RFQ, staff did hear from a couple of individuals who were interested in being involved in the return of public programming services but did not have the business structure needed for a full and sustainable operating plan. The FACT solution provides an opportunity to work

with an established and experienced nonprofit organization to bring public programming services back to Keene.



ITEM #A.3.

## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** May 12, 2022  
**To:** Finance, Organization and Personnel Committee  
**From:** Elizabeth Dragon, City Manager  
**Through:**  
**Subject:** **Fire Staffing Committee Report and Recommendation - City Manager**

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**Recommendation:**

That the Finance, Organization and Personnel Committee recommend that the City Council accept the report from the Fire Staffing Committee which includes a recommendation to hire four firefighters (one per shift). This recommendation will be revisited once the department is notified of the outcome of their AFG Safer grant submission. If awarded, the Safer grant would temporarily assist with the funding of these positions. Other recommendations of the committee should be pursued immediately.

**Attachments:**

1. Fire Staffing\_FOP memo

**Background:**

Fire staffing committee report attached

City of Keene  
New Hampshire

Date: April 29, 2022  
TO: Finance, Organization and Personnel Committee  
FROM: Fire Staffing Committee  
Through: Elizabeth A. Dragon, City Manager   
SUBJECT: Fire Staffing Committee recommendations

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**Recommendation:**

That the Finance, Organization and Personnel Committee recommend that the City Council accept the report from the Fire Staffing Committee which includes a recommendation to hire four firefighters (one per shift). This recommendation will be revisited once the department is notified of the outcome of their AFG Safer grant submission. If awarded, the Safer grant would temporarily assist with the funding of these positions. Other recommendations of the committee should be pursued immediately.

**Attachments:**

- Chief Howard's memo dated January 27, 2022 reference Fire Department staffing.
- History of staffing
- Call Volume and staffing numbers
- Day of week/time of day graphs

**Background:**

The Fire Department Staffing Committee began its regular meetings on February 4, 2022.

Membership included:

Chair - Councilor Powers, Councilor Remy, Former Chief Mark Howard, Chief Don Farquhar, Deputy Jeff Chickering, Finance Director Merri Howe, ACM/H.R. Director Beth Fox, Union membership included; Christopher Staples, Daniel Nowill (Union President), Jason Martin, and Bradley Riley. Also participating Administrative Assistant Kelly Derosier and Helen Mattson.

Chief Howard had requested hiring additional firefighters over the past few years. Last fiscal year (FY21), the return of the second deputy position was funded and as a result Deputy Farquhar was hired. In addition, in fiscal year 2022, overtime lines which had been continually overspent were increased by approximately \$100,000 with the intention of making second adjustment of \$100,000 in the upcoming FY 2023 budget. That second

adjustment has not been made in the City Manager’s FY 2023 budget proposal. Overtime was not adjusted because the decision related to fire operations staffing will impact overtime and other lines in the budget. Therefore, it should be put forth as one package for the City Council to consider.

In January 2022, the City Manager requested the Chief put forward a memo explaining the staffing issues and include recommendations for short and long term solutions (memo attached). As a result of this memo, it was agreed that the increased minimum staffing number of 10 should continue through the end of the fiscal year. This strategy had been put in place back on December 8, 2021, when the demands of COVID were overburdening the department. In addition, Chief Howard submitted and received a grant (\$84,425 NHDOJ grant) to help offset some of this expense.

The department currently has the ability to hire ten members per shift and maintain a minimum of nine per shift working at all times (this allows for a vacancy related to sick, vacations, personal days, etc.).

**Data collected:**

The Fire Staffing committee collected and analyzed several data points. Below is a summary of the most relevant information collected.

<u>FY 21 call stats</u>	<u>total # calls</u>	<u>total hours</u>
EMS in town	65%	68%
Fires in town	28%	20%
EMS out of town	6%	10%
Fires out of town	1%	2%

\*Note –71% (65% +6%) of our total calls are EMS related.

**Available staffing**

We have had 40 firefighters (does not include administrative and chief officers) since 2009, our call department involvement has significantly declined from about 30 active members to 2 active members in 2021.

\*History of staffing attached

**Call volume**

#of calls have increased from 3,638 in 2009 to 5,005 in 2021 (increase of 1,367)

While at the same time call firefighter involvement has sharply declined.

\*Bar graphs showing staffing & calls since 2009 (an excellent graph illustrating this).

Since 2009 fire calls have only increased by 165 calls on average while EMS 1,202.

\*Note – 4 firefighters were added in 2008.

\*Call Volume graph attached.

**Overlapping calls**

Since 2010, we have seen a gradual increase of overlapping calls –from 28% of calls in 2010 to 32% of calls in 2021. A change of (1590 -1105) 485 calls.

#### Day of week/Time of day

Number of calls are fairly consistent across time of day and day of week.

Sunday is the quietest day of the week (only slightly).

7am through about 10 or 11pm is our busiest times.

Therefore, midnight until 5 or 6am is the quietest time on average.

\*See graph attached.

#### Call backs

More firefighters are coming in for “call backs” when there is a second alarm or more. It was shared that most firefighters wait for the second alarm to know that it’s a real incident before responding.

#### Mutual aid

We did not compare mutual aid response numbers or trends as part of this effort as it is not something tracked in our system. However, it was shared that lack of response from surrounding towns as part of mutual aid or to respond to a call in their own town is placing additional burdens on the KFD. Mutual aid to Keene is value added but cannot be relied on.

#### Sick time usage and other overtime drivers

Overtime has increased significantly for a variety of reasons.

Long-term vacancies was discussed and ways to keep the hiring process moving.

COVID sick time is tracked separately. However, it was noted before COVID, employees would come in with minor cold symptoms, but now because of COVID we see more sick call outs.

Several ways to reduce overtime were discussed by the group. Strategies would involve contract changes and work rules/policy changes (Ex: policy change related to Lieutenant covering for Lieutenant, or Captain covering for Captain, etc). This will need to be evaluated by the Chief to create more flexibility across ranks. Overtime should be based on hours worked (Ex: Right now, employees are using sick time and then coming in during the same week and getting overtime). This issue would require a contract change.

Overtime for vacation replacement, sick replacement, and personal day replacement should be considered as part of the financial analysis for additional staff. Some overtime costs could be reduced with the addition of more firefighters. In addition, call back overtime may also be impacted by changes in the staffing model.

#### Ambulance contract revenue

The City of Keene receives a standby fee of \$218,048 per year from our five contract towns (Nelson, Westmoreland, Roxbury, Chesterfield and Surry).

In addition, Ambulance billing revenue from residents in our contract towns shows \$326,217 charged and of that only \$133,005 was invoiced due to insurance/Medicare/Medicaid rules. Of that, the amount paid was \$104,662. Therefore, we collected a total of \$322,710 from people in contract towns (\$218,048 standby fee & \$104,662 billing revenue).

Our Ambulance total cost including our ambulance capital reserve was \$2,094,770. Keene calculates the standby charges based on population. Keene is 81.5 % based on population. = \$1,707,237.55 would be our share of budget based on this billing formula. Using the same methodology, contract towns are 18.5% based on population formula, we would need \$387,532, but we actually collected \$322,710 for a loss of over 20%.

Keene ambulance billing collected \$796,614 (note that this is not even half of Keene's 81.5% of the \$1,707,237 share of the budget).

- We bill a lot more than is insurance ends up agreeing to and we collect even less.
- Contracts with five towns does not include language to guarantee reimbursement to Keene for non-payment so Keene taxpayers cover the costs of non-payment and expenses not allowed by insurance in the contract towns.

#### Cost of 1 fire fighter

\$115,982.03

#### County Ambulance & DiLuzio Ambulance Service & Brattleboro services

Regional ambulance service is currently in flux and will be for the next several years.

#### Timeline

KFD has submitted an AFG (Safer) grant for 4 new firefighters. Grants will begin to be awarded in May and will continue until September until all available funds have been awarded.

Managers budget is complete (does not include staffing or O.T. changes).

FOP reviews budget in May

Any proposed changes to staffing should be aligned with notification of the outcome of AFG grant.

#### **Committee Recommendations:**

- Hire four firefighters (one per shift). Align with AFG grant notification if possible.
- Audit ambulance billing/coding.

- Make Fire union contract and department policy changes needed to reduce overtime.
- Shorten timeframe for hiring process.
- Include language in ambulance agreements to guarantee payments.
- Increase call department involvement.
- Look for ways to reduce expenses or increase revenue, including investigating contract and mutual aid expenses.
- Continue to monitor EMS changes in the region.

# **FIRE DEPARTMENT**

## **CITY OF KEENE** **NEW HAMPSHIRE**

### **M E M O R A N D U M**

**DATE:** January 27, 2022  
**TO:** Elizabeth Dragon, City Manager  
**FROM:** Mark Howard, Fire Chief  
**SUBJECT:** Fire Department Staffing

#### **RECOMMENDATION**

That the City Manager approve the two recommendations to assist with immediate/interim staffing solutions to assist with fire department staffing; while a full review of the long term service levels, staffing needs and solutions in review over the next year by your assigned committee in collaboration of the fire department committee assigned.

1. Immediate- provide additional funding estimated to cost \$172,000 to allow the fire department to raise on duty minimum staffing from nine (9) personnel to Ten (10). This has been in place since December 8, 2021 due to the demands on the department.
2. Hire four fulltime personnel as soon as possible, on board them, get them trained and orientated now to the department to get assigned personnel to eleven (11) per shift with a minimum deployment of ten (10). Estimated cost \$411,000.00

#### **BACKGROUND**

We have been asked to explain what the current problem is with staffing and what interim solutions there are to address those problems while a deeper review of services, demands and needs is conducted over the next year in preparation of the FY24 Operating Budget.

Our department provides a wide range of services to the City of Keene. The three primary services are Fire Protection, Advanced Life Support Emergency Medical Service- Transport, and Fire Prevention/Inspection/Education services.

The current problems are not new and have been growing over the last several years due to a variety of reasons. The intent of this memo is try to provide some general information as to the underlying problems and a couple of immediate solutions to consider.

I would like to start out by providing information that is provided by the International City/County Management Association (ICMA) and is related to fire department staffing. ICMA reports that American City's with a population over 10,000 people have an average of 1.52 firefighters per thousand population. For Keene to be in the average range our number based on this formula would be 34.96 firefighters assigned to fire apparatus. (8.74 firefighters per shift).

In comparison, the National Fire Protection Association NFPA 1710 minimum standard for response to a residential structure fire requires 14 firefighters. That number can double in urban areas and communities with multiple target hazards (nursing homes/assisted living, medical facilities, educational facilities, multi-unit apartment buildings). The minimum standard also in this case requires the first arriving unit arriving within four minutes of travel time and all remaining units within two minutes.

The NFPA 1710 standard is based upon a combination of accepted practices and more than 30 years of study, research, testing and validation. Members of the 1710 committee that developed the standard and updates have include representatives from various fire agencies and the International Association of City/County Managers (ICMA).

On all Fire and EMS calls, the NFPA 1710 standard establishes a turnout time of one minute, and four minutes or less for the arrival of a unit with first responder or higher-level capability at an emergency medical incident. This objective should be met 90% of the time.

The ability to assemble the necessary resources to effectively manage even a smaller residential or commercial structure fire is significant. As mentioned above, the NFPA standard (NFPA-1710) recommends a minimum of 14 personnel as the initial response to a fire at single-family residential structure. An actual fire of any significance will require 14 to 17 personnel or more for extended periods of time. As an incident grows in size and complexity, it is not unusual to see staffing needs that can exceed 30 to 40 personnel. Though these larger incidents do not occur frequently, when they do occur, the ability to assemble sufficient resources rapidly can significantly impact the outcome.

The base minimum of response of 14 firefighters to the single-family residential home staffs the minimum deployment of apparatus. Command unit- 1 Incident Commander, Engine Company- 4 firefighters, 2<sup>nd</sup>. Engine Company - 4 firefighters, Ladder company- 5 firefighters for a total of fourteen (14) firefighters to be assigned to the minimum tasks required to safely operate.

The NFPA 1710 standards also provide deployment minimum standards for Emergency Medical Services. Calling for a Basic Life Support (BLS) unit arrival within four minutes of travel time and if the department provides (ALS) service that unit arriving with eight minutes from the time of call. Today in Keene, we have three ambulances, however at any given time only one or none may be staffed depending on fire call activity. The Central Station ambulance is staffed with two members. The Ambulance at Station 2 is crossed staffed by the crew also responsible to staff the fire unit in that station (Ladder 2). Two meet the minimum personnel assigned and to staff two ambulances to cover both our response districts it would require four personnel just assigned to our ambulances.

I provide this overview of what is recommended minimum deployment personnel required only to prompt the discussions, as I believe it also helps to understand further what the underlying staffing problem is for our department.

Understand that we have ten members per shift allocated today our budget and we operate with a minimum of nine working. In comparison with what I have provided above from that NFPA Standard 1710 and the average number of staffing as listed by the ICMA, to meet those minimums you are looking at fourteen (14) fire personnel and four (4) EMS personnel for a total of 18 personnel needed to meet minimum standards.

We pride ourselves in being efficient and have reviewed and made changes in operations three times since 2008. Those changes have resulted in lowering the staffing on the first due engine at Central from Four (4 ) to three (3) and the first due ambulance at central from Three (3) to two (2). We had to do this to dedicate personnel to fixed units due to the overlapping call frequency and call volume. Example: If the engine was out with four on a call there only remained one for the ambulance. We are fortunate to have highly trained staff certified to provide Fire and EMS services and beyond. However, we are trying to do that with only nine members for a minimum deployment. The nine members allow us to assign 1- Shift Commander, 3- personnel Central Engine, 2- Central Ambulance, 3- personnel at Station 2 to cross staff Ladder 2 and the Ambulance.

These minimum numbers of personnel needed to fill positions does not start to take in to consideration the impact of personnel using earned time off, sick-time, FMLA, injury leave, and open vacant positions. In our budget of ten assigned per shift there is no consideration or factor used that would be a multiplier and provide the number of personnel that would need to be allocated to shifts to maintain a minimum staffing level. Currently to maintain the nine (9) personnel, (half of what is recommended per NFPA 1710) is covered by hiring members via overtime.

The number of overtime hours that personnel are working for us to maintain minimum staffing levels is projected to total over 17,000 hours and a average of 423 hours per person by FY22 year end. Some members will far exceed that number on top of the 42-hour average work-week. In comparison, the same overtime categories totaled 9,082 hours and average of 206 hours per employee in FY12.

When we review and try to understand why our ability to get employees back on emergency callback has dropped to non-supportive levels the reason is clear to me; our members are working twice the overtime today they were working ten years ago as listed above.

Fire Departments have also historically supplemented staffing when needed using call company personnel or volunteers. Call Company personnel currently consist of ten members. In the last year only four of those members have been have been active on callback and only one or three have met the annual training requirements to remain efficient and competent in their firefighting responsibility.

In recruitment over the last three years the issue hasn't been with the number of applications received. The issues have arisen with getting applicants in for on boarding pre-employment phases that include the background, medical and polygraph exam. Some applicants just fall of the radar by not making appointments and or others dismissed from process due to results. The remaining 25-30% are then required to come in for three hours per month for training and in the first year required to complete Firefighter Level 1 certifications (248 hours) . In the last three years, only one of approximately eight candidates that have entered the hiring phase have completed the entire process. We have added two other retired career members back into the call company that have limited availability but fully trained so beneficial when available.

Fire Departments have also supplemented personnel by using mutual aid resources within their geographic areas. Understand that in areas that have career full-time personnel in stations available those response times may be much less depending on their availability. In comparison to our area, the first career department that is available to us with three or more members on the unit is Brattleboro Vt. That has an estimated twenty-five minute response time into the City. We do also rely on the area paid on call and volunteer departments as well on all reported fires in the city. Their response times however are longer as in most cases they are not staffing stations and in some cases have no one able to respond or available for various reasons. I want to be clear, all departments that we currently work with and collaborate with within are mutual aid system are appreciated and helpful but they too have their own staffing and deployment issues.

We have reviewed various data areas in our operations that you may find helpful in making your decisions on the two recommendations above and we are happy to provide that information. We are also happy to work further with you, Human Resource Department and the Finance Department on the interim solutions. Data in a fiscal year format includes:

1. Call Volume- year to date reviews for last two years, five years back and ten years
2. Personnel hours on calls EMS only currently
3. Overtime Cost
4. Ambulance Revenue by Town
5. Ambulance call duration and # of personnel for out of town calls
6. Overtime hours worked by personnel- last two year and ten years ago
7. Benefits of adding minimum staffing- unit utilization hours

As we look at funding solutions for the immediate recommendations, I could suggest but not limit to:

1. Pending DOJ Grant that is pending for \$85,000
2. Fire Chiefs salary if there is any available balance pending retirement 3/31- 6/30/22  
00800-61301
3. Call Company Personnel Cost Center- 00808-61307

The decision as to what is the proper staffing level for a specific community's protection is perhaps the most difficult assessment faced by policy makers and fire department leadership across the nation. As communities adjust their level of response, the costs associated with maintaining a desired level of readiness can be significant.

## ( HISTORY )

Keene Fire Department Reference information

5-2-22

The Ambulance service was taken over by the City in 1977. Fire Fighters, EMTs and police Officers were paid the same salary. Annual pay \$8,391.00.

1977: 6 EMTs and a floater were hired to staff the ambulance.

In 1981 the personnel went from a 56 hours schedule to the 42 hour schedule, and staffing alignments were made at that time, with the shift changes the floater worked in to the schedule. Strength was 38.

Prior to 1992 the deputies rotated on 24 hour shift and shared the car. 2 Days on 2 Days off.

In 2010 the shift Captain began staffing the Command Car.  
In 2017 2 personnel rather than 3 staffed the ambulance

1982/83: The City Budget book shows 1 less Firefighter. Did not show a Training Officer for EMS. Strength was 37.

1992: Strength was 37.

1994: City Council reviews Fire Department Staffing

1997: Late in fiscal year Station 2 staffed part time. Strength was 39.

1998: Part time Secretary added to staff. Add to strength for Secretary .80.

1998: July 1 Station 2 opened with staff of 3 personnel assigned. The Paramedic program began for the Keene Fire Department. Strength was 43.80.

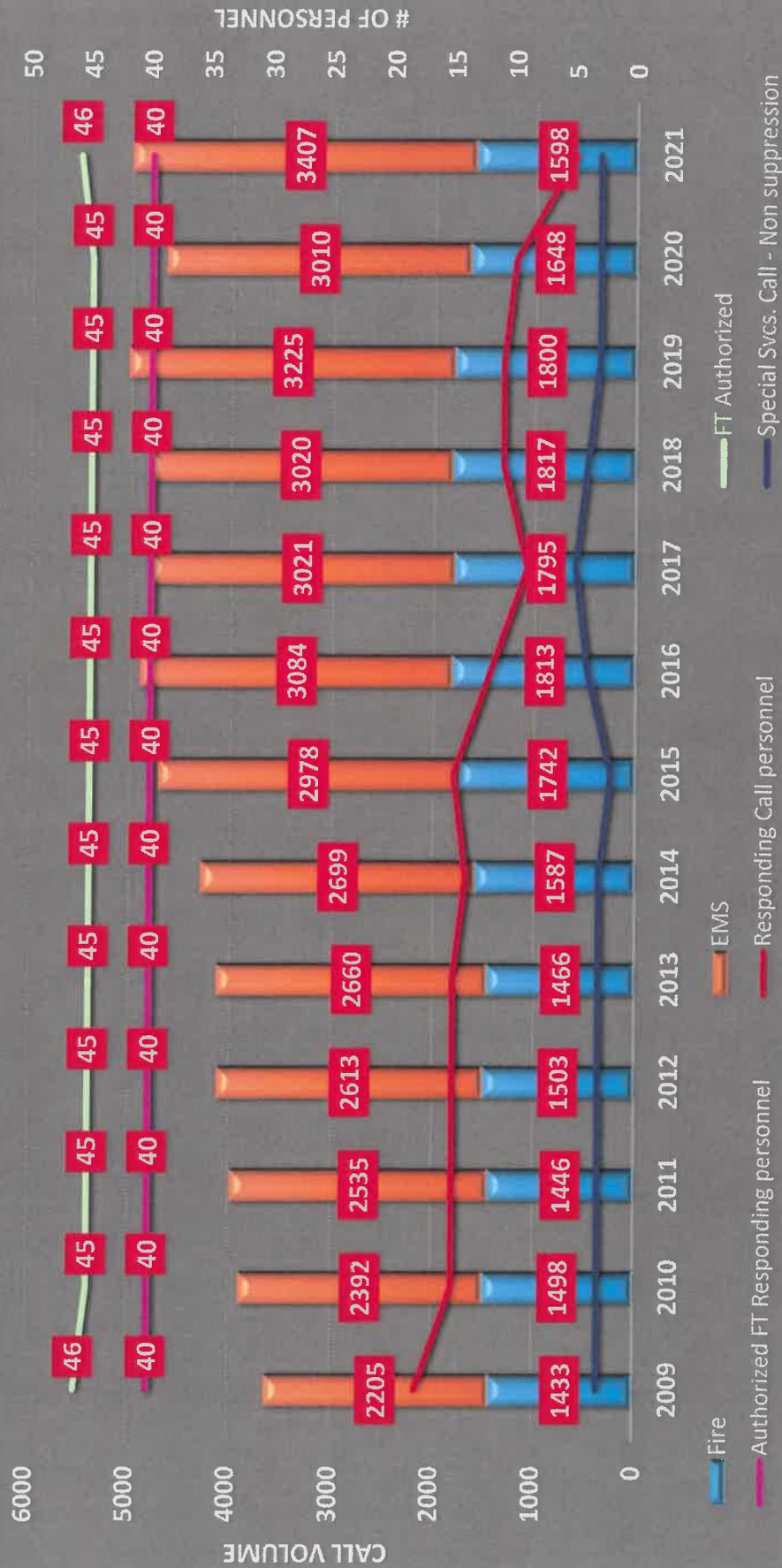
2000: 7.80 Staff, 4 Captains, 8 Lieutenants, 24 Firefighters. Strength was 43.80.

2008: 2<sup>nd</sup> Deputy frozen, EMS Coordinator deleted. 4 fire fighters authorized making 40 line positions. Secretary a full-time position. Strength was 46.

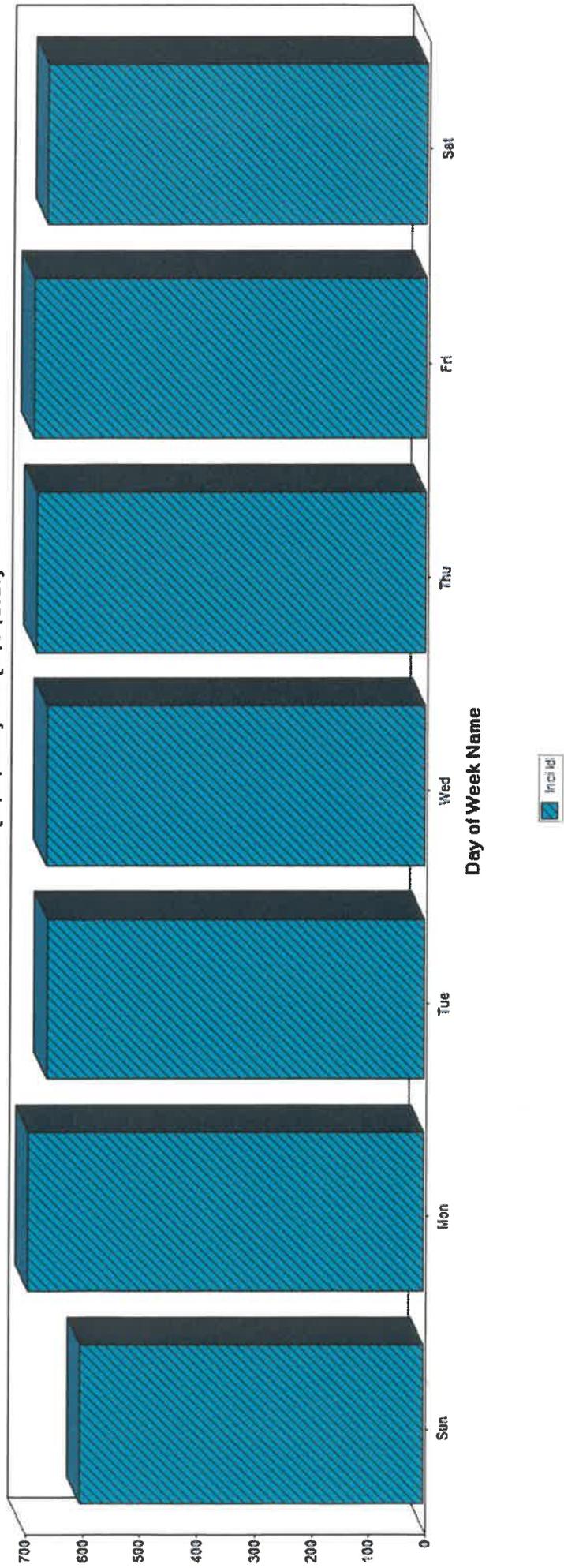
2009: Strategic Plan developed by Fire Chief and staff. Presented to City 4-2009

2020: Second half of budget period 2<sup>nd</sup> Deputy authorized. Strength is 47.

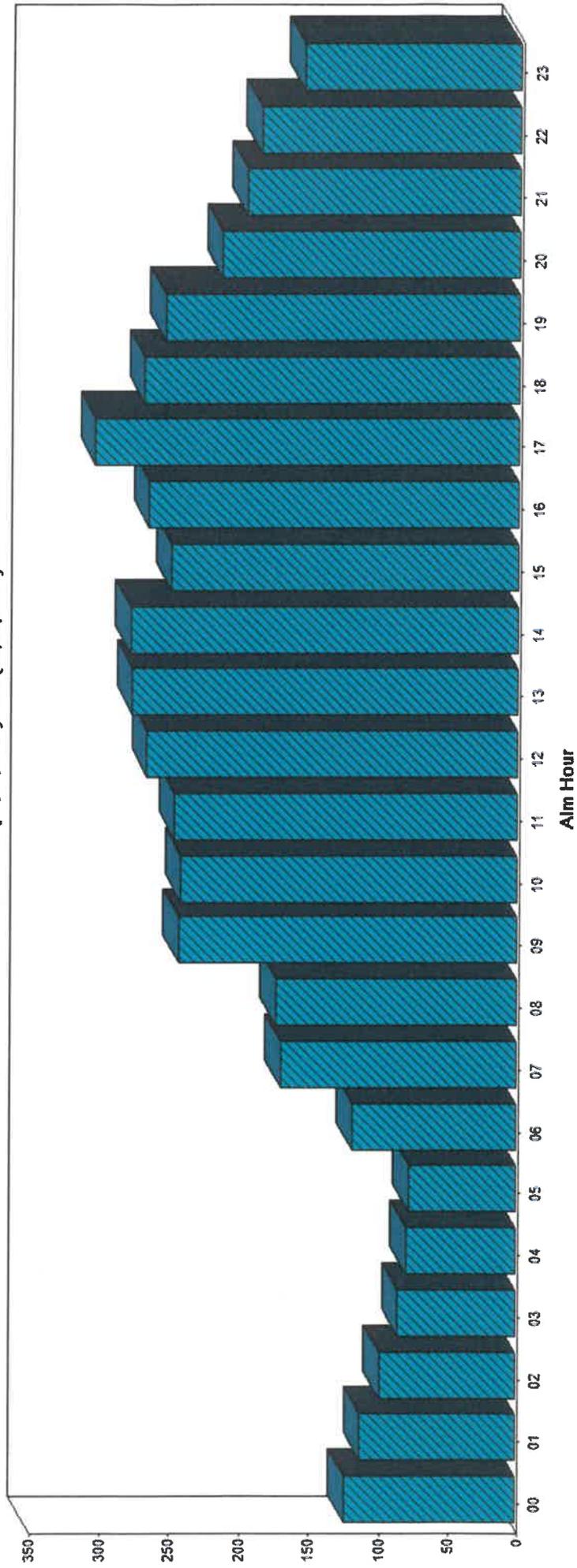
# Call Volume w/FT and Call Staffing



Incident Responses by Day of Week  
Alarm Date Between {07/01/2020} And {06/30/2021}



Count of Incidents by Alarm Hour  
Alarm Date Between {07/01/2020} And {06/30/2021}





# CITY OF KEENE NEW HAMPSHIRE

ITEM #A.4.

**Meeting Date:** May 12, 2022

**To:** Mayor and Keene City Council

**From:** Donald Lussier, City Engineer

**Through:** Elizabeth Dragon, City Manager  
Kurt Blomquist, ACM/Public Works Director

**Subject:** **Relating to the Appropriation of Funds for the Patricia T. Russell Park Project and the Carpenter Street Flood Management Project**  
**Resolution R-2022-16**  
**Resolution R-2022-19**

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**Council Action:**

**In City Council May 5, 2022.**

**Memorandum filed as informational. Resolutions R-2022-16 and R-2022-19 referred to the Finance, Organization and Personnel Committee.**

**Recommendation:**

Recommend that Resolutions R-2022-16 and R-2022-19 be referred to the Finance, Organization and Personnel Committee for their consideration and recommendation.

**Attachments:**

1. Resolution R-2022-16\_Referral
2. Resolution R-2022-19\_Referral

**Background:**

In 2019, the Keene City Council adopted the FY20-FY25 Capital Improvement Program (CIP), which considered redevelopment of Patricia T. Russell Park. The CIP also considered stormwater improvements on Carpenter St. and Church St. through the Flood Management Program. The FY21-FY27 CIP again appropriated funds for these two projects. In 2021, the City successfully applied for and received a grant from the National Park Service, Land and Water Conservation Fund (LWCF) Program for the Park redevelopment project.

In 2020, the City selected a consultant to begin design for the Patricia T. Russell Park project. Due to the proximity of the Carpenter St. Flood Management project, the City combined the two projects for efficiency in design and construction. In conjunction with the ad-hoc design committee, the City and the consultant developed the design for the combined project throughout 2020 and 2021. Although public involvement was hindered by the coronavirus pandemic, the design team was able to successfully use virtual methods to solicit public feedback. Once the design and permitting were complete, easement negotiations began with abutters for work along Beaver Brook. This was completed in early 2022 and the combined project was advertised for construction. Bids were opened on March 31, 2022.

The City received one bid, which was approximately \$1 million over the existing budget. Like most other projects that the City advertised this year, competition is low. Costs for materials and labor have risen beyond the budgeted

amounts. Through close negotiation with the contractor, the City was able to reduce the cost by approximately \$400,000 while still maintaining the essence of the project.

To date, the City Council has appropriated a total of **\$1,400,000** for the Patricia T. Russell Park project. The LWCF grant will contribute **\$400,000** to the Park project. The City Council has also appropriated **\$722,790** for the Carpenter St. Flood Management Project. The appropriations for both of these projects are from the General Fund. The total existing project budget, including the LWCF grant described above, is **\$2,522,790**.

Based on the actual costs of design, easement acquisition, the negotiated price for construction, and construction oversight, the total cost of the project is estimated to be **\$3,367,399**. This amount exceeds currently available funding. A breakdown of the budgets and expenses (current and projected) is shown below:

	Patricia T. Russell Park + LWCF Grant Budget	Carpenter St. Flood Management Budget	Total Budget	Total Expenses	Excess / (Shortage)
Design Phase	\$ 125,000	\$ 107,760	\$ 232,760	\$159,733	\$ 73,027
Right-of Way Phase	\$ 0	\$ 0	\$ 0	\$200	(\$ 200)
Construction Phase	\$ 1,675,000	\$ 615,030	\$ 2,290,030	\$ 3,207,466	(\$ 917,436)
Project Total	\$ 1,800,000	\$ 722,790	\$2,522,790	\$ 3,367,399	<b>(\$ 844,609)</b>

Resolution R-2022-16 would appropriate an additional \$350,000 from the General Fund for the Patricia T. Russell Park project by increasing the amount of planned debt funding. Resolution R-2022-19 would appropriate an additional \$100,000 from the General Fund for the Carpenter St. Flood Management project, also by increasing the project bond.

In addition, staff are recommending reallocation of unspent project balances totaling \$410,000 from other capital projects. These will be brought to the Finance, Organization, and Personnel committee for concurrent consideration on May 12.

The sum of the existing budget, additional bond funding, and reallocation of project balances would provide sufficient funding to cover the known costs and provide a small contingency (approximately 7%) to cover unanticipated changes that may occur during construction.



# CITY OF KEENE

R-2022-16

Twenty-Two

In the Year of Our Lord Two Thousand and .....

Relating to the Appropriation of Funds for the Patricia T. Russell Park Capital

A RESOLUTION ....Project.....

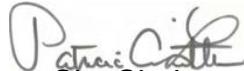
**Resolved by the City Council of the City of Keene, as follows:**

That the sum of three-hundred fifty thousand dollars (\$350,000.00) is hereby appropriated for the Patricia T. Russell Park Capital Project (90316), and to fund said appropriation, the City Treasurer, with the approval of the City Manager, is authorized to borrow up to three-hundred fifty thousand dollars (\$350,000.00) under the provisions of the Municipal Finance Act and to issue bonds or notes thereof.

This authorization shall lapse if not fulfilled within five (5) years from the date of approval.

\_\_\_\_\_  
George S. Hansel, Mayor

In City Council May 5, 2022.  
Referred to the Finance, Organization  
and Personnel Committee.

  
City Clerk

PASSED



# CITY OF KEENE

R-2022-19

Twenty-Two

In the Year of Our Lord Two Thousand and .....

A RESOLUTION Relating to the Appropriation of Funds for the Carpenter St. Flood Management Project .....

**Resolved by the City Council of the City of Keene, as follows:**

That the sum of one-hundred thousand dollars (\$100,000.00) is hereby appropriated for the Carpenter St. Flood Management Project (90298), and to fund said appropriation, the City Treasurer, with the approval of the City Manager, is authorized to borrow up to - \_\_\_\_\_ dollars (\$100,000.00) under the provisions of the Municipal Finance Act and to issue bonds or notes thereof.

This authorization shall lapse if not fulfilled within five (5) years from the date of approval.

\_\_\_\_\_  
George S. Hansel, Mayor

In City Council May 5, 2022.  
Referred to the Finance, Organization  
and Personnel Committee.

  
City Clerk

PASSED



## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** May 12, 2022

**To:** Finance, Organization and Personnel Committee

**From:** Donald Lussier, City Engineer

**Through:** Elizabeth Dragon, City Manager  
Kurt Blomquist, ACM/Public Works Director

**Subject:** **Patricia T. Russell Park / Carpenter St. Flood Management Project – Request to Reallocate Funds - City Engineer**

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**Recommendation:**

Move that the Finance, Organization and Personnel Committee recommend that the City Council reallocate \$310,000 for the Patricia T. Russell Park Project, from the Police Department Equipment project (90324) to the Patricia Russell Park Improvements Project (90316).

Move that the Finance, Organization and Personnel Committee recommend that the City Council reallocate \$100,000 for the, from the Roxbury Street Flood Management project (90298-21) to the Carpenter Street Flood Management Project (90298-22).

**Attachments:**

None

**Background:**

The City recently advertised the Patricia T. Russel / Carpenter St. Flood Management Project for construction. We received one bid for the work, and that bid was significantly above the project budget. At the City Manager's direction, staff has developed a number of "value engineering" alternatives to lower the total project cost without sacrificing the core elements of the park. The changes include:

- Substitution of a "standard" playground instead of the proposed naturalistic playscape,
- Changing surface materials in select areas (e.g., concrete instead of bluestone),
- Changing the bathroom from a site-built building to a pre-constructed building,
- Changing the proposed benches to match other City park benches,
- Modifying the design of on-site stormwater treatment pond, and
- Eliminating the fixed mounts for a ball netting system.

As a result of these changes, we were able to reduce the total project cost by approximately \$400,000. After deducting these savings, the project still requires additional funding of approximately

**\$845,000.**

On June 3, 2021, the City Council authorized the transfer of \$460,000 in FY21 Operating Budget funds to the Body Worn Cameras capital project (90324). Subsequently, the City received a Congressionally Directed Spending grant through Senator Shaheen’s office that will offset a large portion of the Body Worn Cameras project. Therefore, a portion of those project funds are available to reallocate to the Park project.

The FY20 & FY21 CIPs appropriated a total of \$874,100 for the Roxbury Street Flood Management Project. That project was completed with an unspent General Fund project balance of approximately \$113,000. These funds are available to reallocate to the Carpenter Street Flood Management work.

The table below provides a summary of the project financials and staff’s recommendations for funding the shortfall.

Reallocation of Body Worn Camera Funds	\$ 310,000.00
Reallocation of Roxbury St. Project Balance	\$ 100,000.00
Increase in Park Bond	\$ 350,000.00
Increase in Flood Management Bond	\$ 100,000.00
<b>Total Additional Funding</b>	<b>\$ 860,000.00</b>

The total additional funding listed above will cover the currently known costs for this project and provide a contingency for the City Manager to issue small change orders should they become necessary.



## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** May 12, 2022

**To:** Finance, Organization and Personnel Committee

**From:** Donald Lussier, City Engineer

**Through:** Elizabeth Dragon, City Manager  
Kurt Blomquist, ACM/Public Works Director

**Subject:** **Patricia T. Russell Park/ Carpenter St. Flood Management Project – Consultant Selection for Construction Engineering Services - City Engineer**

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### **Recommendation:**

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to negotiate and execute a professional service contract with SLR International Corporation for an amount not to exceed \$200,000 for Construction Engineering Services required for the Patricia T. Russell Park / Carpenter St. Flood Management Project.

### **Attachments:**

None

### **Background:**

The City is anticipating initiating the construction contract for the Patricia T. Russell Park / Carpenter St. Flood Management Project within the month. This project is primarily city-funded, with partial funding provided by a grant from the National Park Service, Land and Water Conservation Fund (LWCF) Program.

The construction phase requires coordination and oversight to ensure the project is built according to the plans and specifications. This requires on-site and in-office support. Due to the specialized nature of the park and stream restoration work, along with the current workloads of City staff, the full scope of construction engineering services will be provided by the consultant. On-site support includes part-time construction observation, quantity measurement and tracking, materials testing coordination, safety checks, and communication with local businesses and residents. In-office support includes review of submittals, shop drawings, payment requests, change order requests, and design modifications as needed.

In 2020, the City selected SLR (Formerly Milone & MacBroom) through a competitive request for proposals process. Over the past two years, they have completed the design, permitting, public outreach, and bidding for the project. Their work has been to the City's satisfaction. The City has

negotiated with SLR over the past two months to reach an agreeable scope and fee for construction engineering services. It is recommended that the City Manager be authorized to negotiate and execute a professional service contract with SLR International Corporation for an amount not to exceed \$200,000.



# CITY OF KEENE NEW HAMPSHIRE

ITEM #A.7.

**Meeting Date:** May 12, 2022

**To:** Mayor and Keene City Council

**From:** Donald Lussier, City Engineer

**Through:** Elizabeth Dragon, City Manager  
Kurt Blomquist, ACM/Public Works Director

**Subject:** **Relating to the Appropriation of Funds for George Street Bridge Replacement Project Resolution R-2022-17**

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**Council Action:**

**In City Council May 5, 2022.**

**Memorandum filed as informational. Resolution R-2022-17 referred to the Finance, Organization and Personnel Committee.**

**Recommendation:**

Recommend that Resolutions R-2022-17 be referred to the Finance, Organization and Personnel Committee for their consideration and recommendation.

**Attachments:**

1. Resolution R-2022-17\_referral

**Background:**

The George Street Bridge over Beaver Brook (NHDOT Bridge No. 142/072) is one of the City's ten currently "red-listed" bridges. As such, it is eligible for funding under the New Hampshire Department of Transportation's State Bridge Aid (SBA) program. Under this program, the State funds 80% of eligible project costs and the City is responsible for the remaining 20%. The NHDOT estimated the total cost of the replacement project in 2009 at \$690,000. The City Council appropriated a total of \$138,039 into the Bridge Capital Reserve for this project in FY09 and FY12 in order to fund our share of the estimated project cost. The City requested funding through the SBA program in December of 2013. Currently, the project is funded in the NHDOT Ten Year Plan for construction in 2024.

The City's FY22 CIP included an estimated budget for the design phase of \$117,398 (City share of \$23,480). That budget was based on the 2009 cost estimate. Unfortunately, actual costs have increased significantly since 2009.

We expect the actual design cost for this project will be approximately \$245,000 (City share of \$49,000). An additional appropriation of \$30,000 from the Capital Reserve will allow us to match the City's share of the design fee, and will provide an allowance for change orders should they be

needed.

The requested appropriation will be taken from funds that were previously designated for the future replacement of the Maple Avenue Bridge over Black Brook. That project is currently not funded in the State's Ten Year Plan. Additional appropriations for Maple Avenue will be requested in future CIP updates to replace the amount reallocated for the George St. Project.



# CITY OF KEENE

R-2022-17

In the Year of Our Lord Two Thousand and .....Twenty-Two.....

A RESOLUTION ..... Relating to the Appropriation of Funds for the George Street  
..... Bridge Replacement Project.....

*Resolved by the City Council of the City of Keene, as follows:*

That the sum of Thirty Thousand (\$30,000.00) is hereby appropriated from the Bridge Capital Reserve, Maple Avenue sub-account (T0617-K) for the George Street Bridge Replacement Project (90328-22).

\_\_\_\_\_  
George S. Hansel, Mayor

In City Council May 5, 2022.  
Referred to the Finance, Organization  
and Personnel Committee.

City Clerk

PASSED



## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** May 12, 2022

**To:** Finance, Organization and Personnel Committee

**From:** Donald Lussier, City Engineer

**Through:** Elizabeth Dragon, City Manager  
Kurt Blomquist, ACM/Public Works Director

**Subject:** **George Street Bridge Replacement Design Consultant Selection - City Engineer**

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### **Recommendation:**

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to negotiate and execute a professional and technical services contract with McFarland-Johnson for engineering services required for the replacement of the George Street Bridge over Beaver Brook for an amount not to exceed \$245,000 (Subject to NHDOT approval) with funding from Project Cost Center 90328-22.

### **Attachments:**

None

### **Background:**

The George Street Bridge over Beaver Brook (NHDOT Bridge No. 142/072) is one of the City's ten currently "red-listed" bridges. As such, it is eligible for funding under the New Hampshire Department of Transportation's State Bridge Aid (SBA) program. Under this program, the State funds 80% of eligible project costs and the City is responsible for the remaining 20%. The City Council appropriated funds for this project in FY09 and FY12 in order to fund our share of the estimated project cost. The City requested funding through the SBA program in December of 2013. Currently, the project is funded in the NHDOT Ten Year Plan for construction in 2024.

In November 2017, the City requested qualifications to complete the design for replacement of two red-listed bridges, including Roxbury St. over Beaver Brook (140/077) and George St. over Beaver Brook (142/072). On March 15, 2018 the City Council authorized the selection process and approved the design contract with McFarland-Johnson for the Roxbury St. Bridge project.

Between 2018 and 2021, McFarland-Johnson assisted the City with design, permitting, right-of-way, construction, and close-out for the Roxbury St. Bridge over Beaver Brook project. That project is now complete. It is recommended that the City Manager be authorized to do all things necessary to

negotiate and execute a professional services contract with McFarland-Johnson in an amount not to exceed \$245,000 with funding to come from Project Cost Center 90328-22.



# CITY OF KEENE NEW HAMPSHIRE

ITEM #A.9.

**Meeting Date:** May 12, 2022  
**To:** Mayor and Keene City Council  
**From:** Merri Howe, Finance Director/Treasurer  
**Through:** Elizabeth Dragon, City Manager  
**Subject:** **Relating to the FY 2022-2023 Fiscal Year Budget  
Resolution R-2022-09**

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**Council Action:**

In City Council May 5, 2022.

Memorandum filed as informational. Resolution R-2022-09 referred to the Finance, Organization & Personnel Committee. Public hearing scheduled for Thursday, June 2, 2022 at 7:00 PM.

**Recommendation:**

That Resolution R-2022-09 relating to the FY 2022-2023 budget be referred to the Finance, Organization & Personnel Committee for their review and recommendation, and that a public hearing be scheduled for Thursday, June 2, 2022.

**Attachments:**

1. Transmittal Memo\_Budget
2. Resolution R-2022-09\_referral

**Background:**

Resolution R-2022-09 summarizes the budget document that has been prepared for FY 2022-2023.

The detailed budget document has been distributed to the Mayor and City Council. The document, in its entirety, has been posted on the City's website. For user convenience, the table of contents throughout the book has been linked to the appropriated pages. A Citizen's Budget Guide will also be available that summarizes the General Fund Proposed Budget, explains the City Budget process, and the role of the Comprehensive Master Plan in that effort.

Any bond resolutions associated with projects recommended for funding in the next fiscal year will be presented under separate cover memos.

The remaining steps in the budget process are outlined below:

Council/FOP Budget Schedule

DATE(S)	DAY	TIME	DESCRIPTION
May 2, 2022	Monday		Budget Books distributed to City Council
May 5, 2022	Thursday	7:00 PM	<b>Regular Council Meeting</b> - Budget resolution first reading - referred to FOP Committee
May 10, 2022	Tuesday	5:30 PM	<b>Special FOP Meeting</b> - Budget review - Overview, General Fund Revenues & Expenditures, Debt Service, Mayor & City Council, Outside Agencies, Unclassified Items, Capital Appropriations, Employee Benefits, Risk Management, City Manager, City Attorney, City Clerk, Assessment, Finance, Human Resources, Information Technology, PC Replacement Fund
May 12, 2022	Thursday	5:30 PM	<b>Regular FOP Meeting (start 5:30 PM)</b> - Budget Review -Library, Parks, Recreation & Facilities, Fire, Police, Airport
May 16, 2022	Monday	5:30 PM	<b>Special FOP Meeting</b> -Budget Review - Community Development, Public Works, Parking Fund, Solid Waste Fund, Sewer Fund, Water Fund, Equipment (Fleet Fund)
May 18, 2022	Wednesday	5:30 PM	<b>Special FOP Meeting</b> -Budget Review if necessary
May 19, 2022	Thursday	7:00 PM	<b>Regular Council Meeting</b> - Introduce bond resolutions; introduce salary ordinance
May 26, 2022	Thursday	6:00 PM	<b>Regular FOP Meeting</b> -Make recommendation on budget, salary ordinance, bond resolutions
June 2, 2022	Thursday	7:00 PM	<b>Regular Council Meeting</b> - Public Hearing
June 16, 2022	Thursday	7:00 PM	<b>Regular Council Meeting</b> - Vote on budget, salary ordinance, bond resolutions
July 1, 2022	Friday		Start of FY 2023



May 1, 2022

To the Honorable Mayor and City Council

From: Merri Howe, Finance Director

Through: Elizabeth Dragon, City Manager

Subject: FY 2022-2023 Proposed Operating Budget – Transmittal Memo

On May 1 each year, the upcoming fiscal year proposed operating budget is distributed to the Mayor and City Council. Below is a brief introduction and overview of the FY 2022-2023 Proposed Operating Budget.

### **GENERAL FUND**

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

The 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 of the revenue and expenditure line items are analyzed and adjusted accordingly to reflect the needs of the City and its departments, while staying within the guidelines established by current fiscal policy and goals set forth by the City Council.

For FY 2023, the proposed City tax rate is \$12.37, up 0.49% from the prior year actual. 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.



# CITY OF KEENE

R-2022-09

In the Year of Our Lord Two Thousand and Twenty-one

Relating to the 2022/2023 fiscal year budget

A RESOLUTION

*Resolved by the City Council of the City of Keene, as follows:*

That the sum of \$26,757,681 be raised by taxation during the current year which together with \$38,227,487 for estimated operating revenues aggregating \$64,985,168 is hereby appropriated for the use of the several departments of the City Government, and further that the sum of \$6,959,868 be appropriated for capital expenditures and capital reserve appropriations in the City proprietary funds, funded by the use of capital reserves, fund balance and current revenues, for the fiscal year beginning July 1, 2022, as attached hereto and made a part thereof.

\_\_\_\_\_  
George S. Hansel, Mayor

In City Council May 5, 2022.  
Referred to the Finance, Organization  
and Personnel Committee.  
Public Hearing set for June 2, 2022 at 7:00PM.

  
City Clerk

PASSED

**2022/2023 Annual Operating Budget**

**R-2022-09**

<b>General Fund Revenue &amp; Other Financing Sources:</b>	<i>Adopted</i>	<b>General Fund Appropriations:</b>	<i>Adopted</i>
Property Tax Revenue	\$26,757,681	Elected & Appointed Officials	\$3,233,994
Use of Surplus	1,725,000	Capital Projects	4,401,977
Other Taxes	1,152,565	Administrative Services	5,065,171
Tax Increment Financing	1,171,750	Community Services	21,688,996
Licenses, Permits & Fees	3,973,867	Municipal Development Services	7,265,530
Intergovernmental	3,168,323	Debt Service	3,919,092
Charges for Services	2,197,792		
Fines & Forfeits	56,517		
Miscellaneous	1,401,996		
Other Financing Sources	3,969,269		
<b>NET GENERAL FUND OPERATING REVENUES</b>	<b>\$45,574,760</b>	<b>NET GENERAL FUND OPERATING APPROPRIATIONS</b>	<b>\$45,574,760</b>
<b>TOTAL PARKING FUND REVENUES</b>	<b>\$1,040,446</b>	<b>TOTAL PARKING FUND APPROPRIATIONS</b>	<b>\$1,040,446</b>
<b>TOTAL PC REPLACEMENT FUND REVENUES</b>	<b>\$93,160</b>	<b>TOTAL PC REPLACEMENT FUND APPROPRIATIONS</b>	<b>\$93,160</b>
<b>TOTAL SOLID WASTE FUND REVENUES</b>	<b>\$5,304,423</b>	<b>TOTAL SOLID WASTE FUND APPROPRIATIONS</b>	<b>\$5,304,423</b>
<b>TOTAL SEWER FUND REVENUES</b>	<b>\$6,134,188</b>	<b>TOTAL SEWER FUND APPROPRIATIONS</b>	<b>\$6,134,188</b>
<b>TOTAL WATER FUND REVENUES</b>	<b>\$4,152,007</b>	<b>TOTAL WATER FUND APPROPRIATIONS</b>	<b>\$4,152,007</b>
<b>TOTAL EQUIPMENT FUND REVENUES</b>	<b>\$2,686,184</b>	<b>TOTAL EQUIPMENT FUND APPROPRIATIONS</b>	<b>\$2,686,184</b>
<b>TOTAL OPERATING REVENUES - ALL FUNDS</b>	<b>\$64,985,168</b>	<b>TOTAL OPERATING APPROPRIATIONS - ALL FUNDS</b>	<b>\$64,985,168</b>
<b>CAPITAL:</b>			
PARKING FUND CAPITAL FUNDING	\$954,800	PARKING FUND CAPITAL APPROPRIATIONS	\$954,800
SOLID WASTE FUND CAPITAL FUNDING	\$375,000	SOLID WASTE FUND CAPITAL APPROPRIATIONS	\$375,000
SEWER FUND CAPITAL FUNDING	\$2,618,893	SEWER FUND CAPITAL APPROPRIATIONS	\$2,618,893
WATER FUND CAPITAL FUNDING	\$1,599,251	WATER FUND CAPITAL APPROPRIATIONS	\$1,599,251
EQUIPMENT FUND CAPITAL FUNDING	\$1,411,924	EQUIPMENT FUND CAPITAL APPROPRIATIONS	\$1,411,924
<b>TOTAL CAPITAL FUNDING - OTHER FUNDS</b>	<b>\$6,959,868</b>	<b>TOTAL CAPITAL APPROPRIATIONS - OTHER FUNDS</b>	<b>\$6,959,868</b>