



Fiscal Years
2023-2024

OPERATING BUDGET

Sustainability
Innovation
Collaboration

Resilient Community
Cultural Hub
Economic Core



SPEED
LIMIT
30



May 1, 2023

Mayor Hansel and Members of the Keene City Council:

Your City staff and the City Manager are pleased to present the proposed Operating Budget for fiscal year 2024. The budget proposed incorporates necessary cost increases in capital projects while also attempting to balance operational requirements needed to provide essential services with overall rate increases. The proposed budget advances City Council goals and continues to leverage grant funding opportunities for our community.

The Operating Budget for FY 2024 supports delivery of services for our dynamic and vibrant community that supports innovation, entrepreneurship, education, arts, culture and recreation opportunities that maintain Keene’s desirability as a community to live, work, learn, and play. Balancing service levels, long-term capital investments, meeting City obligations, following adopted Fiscal Policies, moving forward City Council Goals, aspirations of the Comprehensive Master Plan and other strategic documents, to strike the right balance is always a challenge. A detailed narrative of the general fund operating budget factors and fiscal policy measures is contained in the “Overview and Summary” section of this budget document (pages 1-7).

In 2021, the City went through a city-wide property revaluation to bring its real estate assessments to market value. This was done at a time when values were significantly increasing compared to previous years. Shortly after, there was some speculation that the market was peaking and may even begin to decrease. However, as of early 2023 real estate prices have only continued to increase. Residential properties are consistently selling for prices considerably higher than their assessments with no signs of change. Low inventory and high demand continue to be factors as houses on the market see multiple offers ending in above-asking price transactions. Construction costs also remain high for any new housing. The rental market is no different with vacancy rates at minimal levels and rents remaining high. The NH Department of Revenue set the assessment equalization ratio for the City this past year at 80.9%. This means that the median sale price in the City is 19.1% more than its assessed value. Concerning property taxes, since all properties are around the same level, there remains fairness and equity in the assessments. However, the equalization ratio still has some effects. The overall value of utility property in the City for 2022 was 119 million. By state law, annually, our utility values must be equalized by the ratio. While utility values are reviewed every year to account for changes and the value may increase from the previous year, the equalization ratio of 80.9% will still need to be applied. When this is done the result could be an overall loss in taxable value for utility property, shifting some tax burden over to other property owners and affecting the overall tax rate for the year. This budget includes an estimated six-million-dollar loss in utility values.

The tight housing market has made purchasing and renting residential properties a challenge in our state. The City just completed a housing study, and it is anticipated several of the recommendations, if adopted by the City Council, will require additional resources (human and financial) in future budgets.

This year we successfully negotiated five out of six union contracts. A consistent message across the organization was concerns about recruitment, retention, employee wellbeing and overall mental health. Several departments and/or divisions have been running short staffed for an extended period of time. During the recession (2008-2012) positions were cut across the organization but services were not reduced. In fact, since that time the city has added recreational facilities (parks, trails, amenities), expanded the library space, managed more grant funded projects than ever before, taken on a multi-year financial software project, increased efforts related to Diversity, Equity, Inclusion goals and training, increased call volume in our emergency services departments and more. Each year we strive to strike a balance between the needs of the department and the pressure of the tax rate. This year it was necessary to make staffing adjustments in several departments/divisions including the addition of four firefighters to the fire department.

The Finance department has been short staffed since the retirement of former finance director back in 2018. Recruitment of qualified staff has proven to be difficult in this market. Meanwhile, the department has undertaken a significant software conversion project spanning multiple years. In addition, the number of grants that we have been awarded and now manage has grown significantly. In 2019, we had 33 active (27 Federal + 6 State/Other) and in 2022 we had 50 active (39 Federal + 11 State/Other). The federal grants alone in 2022 have brought 27 million dollars to the City of Keene. However, we have not added staff to support this effort. The FY 2024 budget does not add staff to the finance department, but includes restructuring/regrading of several positions (Sr. Staff Accountant and Administrative Assistant I) to include skill sets and experience required to support expanded duties establishing including two Accounting and Fund Manager positions. Additional administrative support for the finance department will be provided through temporary part-time contracts and internships. Related to the increase in grants is a corresponding increase in projects. Therefore, the FY 2024 budget also adds a project management position in the Public Works department.

The Police department has had at least six vacancies in the department for the past six years. This year, with several retirements, we reached an all-time high of nine vacancies. Meanwhile, the public expects more (not less) from the department. This summer the police department will implement a body worn camera program which will increase transparency. Training requirements continue to grow and each year we hear from the public that a greater presence downtown along with increased traffic enforcement is desired. However, with less staffing we are often left to prioritize our time to emergency calls, detective efforts, and other safety related demands. Labor market forces are further complicating recruitment and retention efforts. The Keene Police Department at one time was one of the highest paying departments in our region. The pay differential between Keene and surrounding communities has been reduced in response to industry wide staffing challenges and officers can now work in nearby

communities and receive comparable compensation with a much lighter workload. I am currently evaluating methods to improve recruitment and retain our talented well-trained officers. Since we continue to underspend the police department budget due to ongoing vacancies, no additional funds have been requested in the FY 2024 budget. I am working with the Human Resources department to bring forward proposals in the next few months.

The rising need to re-grade positions across the organization, the challenges we have faced with recruitment, and recent concerns with retention in the police department - all point to the need for a comprehensive wage study. As it has been more than a decade since a limited wage study was completed, The Human Resources department will be looking at the cost of a wage study and potential implementation options for the future.

The Human Resources (H.R.) role in our organization has also evolved over the years and is continuing to adapt to maximize the use of technology. Utilizing the new financial software system, the organization is transitioning to electronic systems to manage a multitude of employment and life changes that occur over the course of employment with the City. To support expanding institutional knowledge and internal controls, workflow is shifting to improve accuracy and support development of more efficient processes. In addition, the expected transition of long-term staff members included a scheduled retirement early in 2024, transfer of institutional knowledge and re-alignment of certain responsibilities, positions the department to better meet organizational needs. To prepare for the retirements and adjust for the workload changes, the FY 2024 budget includes an adjustment to the H.R administrative position. The position is proposed as an H.R. Specialist with an increase in hours from 25 hours per week to 37.5 hours per week and will be assuming additional responsibilities related to database management, financial/payroll related functions and other duties currently handled by our H.R. Director.

This year the Patricia T. Russell Park project will be complete. As anticipated, this budget includes the necessary Maintenance Aid I position to maintain this park and our growing trail network. The Library Annex project was a wonderful example of community generosity and creative funding scenarios to build this additional community resource. However, the plan to utilize volunteers to staff the space has proven to be ineffective and placed additional burdens on our existing staff. The FY 2024 budget proposal combines two part-time positions at the library into one full time position and expands one qualified part-time partially benefited position (32hrs) to a fulltime Librarian II. The tight labor market has led to quick turnover and fewer applicants for part-time positions across the organization. This has been especially challenging for the library because part-time positions currently make up nearly 60% of library staffing.

In 2022, we conducted a Fire department staffing analysis. One of the report's recommendations includes the hiring of four additional firefighters to maintain a staffing level of 10 firefighters per shift. We have been staffing the 10th person per shift utilizing overtime. This was in response to increased call volumes (from 3,638 calls in 2009 to 5,508 calls in 2022) without a corresponding increase in staffing levels. In 2022, an Assistance to Fire Fighters

(SAFER) Grant was sought to assist with the costs of adding additional personnel for the first four years. Unfortunately, the city was not awarded the grant. In April 2023, the council voted to move forward with the hiring of the additional firefighters in FY 2023 and to exclude the increased costs from the fiscal policy budget limitation for FY 2024. The FY 2024 budget proposal includes an increase of \$452,323 in personnel costs for the additional positions.

The launch of Keene's Community Power program and the recently built 1.35-megawatt solar project at the wastewater treatment plant has helped stabilize electric expenses while also sourcing more renewable energy. The Community Power program will provide electricity for all electricity rate payers in Keene with 10% voluntary renewable energy in the default rate of 11.47cents/kwh (vs Eversource's rate of 20.221 cents/kwh) for the next thirty months. The FY 2024 budget proposal includes increases in heat, electricity, and fuel costs across all City departments. The electricity cost increases would have been greater without the efforts of the City.

In the context of current economic challenges including inflationary cost impacts, the municipal team has worked diligently to structure a proposed City budget with little increase on the City portion of the tax rate, raising it slightly 3.47% or to \$12.74. This recommended increase follows two years of budgets resulting in no increase in the City portion of the tax rate. The City property tax revenue is within the increase limit set by fiscal policy (excluding the additional fire personnel added in April 2023), which is net of expenditures required by law, and debt service payments and capital leases. It is within these parameters City staff had developed operating and capital budget proposals supported by the vision of the City's Comprehensive Master Plan, City Council Goals and Fiscal Policy to continue to move the City to a sustainable future.

This budget conservatively estimates City revenues associated with state municipal aid as we know them. In addition, the tax rate estimates are based on a projection of a decline in the tax base of \$6 million dollars. This decline is associated with utility values and the required adjustment associated with the City's equalization rate discussed above. At this point, in the City's overall tax rate process, both School & County have approved budgets, providing projections for the local and state education as well as county portions of the overall rate. Considering these projections and the recommended City budget, the total property tax rate is estimated to increase by 5.21% combined. This projected overall (local and state education, county and City) tax rate increase follows several years of overall rate decreases.

This recommended budget considers the second year of the Capital Improvement Program 2023-2029. The City's Capital Improvement Program (CIP) provides for considerable advance project identification, planning, evaluation, scope definition, design, public discussion, cost estimating and financial planning. The CIP goal is to provide for continued reinvestment in existing assets combined with strategic investments in new assets essential to the City's future success. The proposed projects, and ultimately those projects approved by the City Council through adoption of the fiscal year operating budget, improve the daily lives of our residents as well as the experience of those visiting our community. Many projects are also important to the City's success in supporting our business community and encouraging economic activity and

future development for Keene. One such project, the Downtown Infrastructure and Improvement project is working its way through the process. It is anticipated that a design decision will be made by the City Council this summer and we will move to the preliminary design phase. In the meantime, we will continue to aggressively seek grant funds to support this investment including a recent submission for consideration in the next round of Northern Borders funding and RAISE grant.

The capital funding for FY 2024 continues to incorporate ARPA LFRF grant funds as debt reduction for the Roadway Preservation and Rehabilitation Program (\$850,000/years FY23-FY25). FY24 is also the second year in the plan where surplus funds (\$875,000 per year) are deposited into a capital reserve account for IT Systems and Infrastructure, Parks and Facilities Infrastructure (new) and Road and Sidewalk Infrastructure. In addition, in FY 2024 an additional \$903,474 of fund balance was used to offset the increase in costs of capital projects impacted by COVID supply shortages and inflation.

The bi-annual Capital Improvement Program 2023-2029 has been updated and modified in the FY 2024 City recommended budget to reflect the changes that have occurred since the adoption of the 2023-2029 Capital Improvement Plan in March 2022. In order for the proposed FY 2024 operating budget to comply with fiscal policy, changes were made to the CIP in FY 2024 to funding sources. Capital reserves increased by \$200,487, current revenues increased by \$345,101, debt increased by \$1,443,000 (due mostly to Thompson Road reconstruction not previously in the CIP), and grant totals increased \$5,031,913. A comprehensive capital plan update will occur during the Fiscal 2024 year.

2024 ADDITIONAL POINTS OF INTEREST

There is a different look to the information presented in the FY 2023-2024 budget book. The City is transitioning from the legacy financial software package to the Tyler Technologies Enterprise ERP (Munis) software. The features of the budgeting portion of the new software are in the exploratory stages. Over the next couple of budget cycles updates to reports and information presented in the budget will take place as the City staff settles into the new software and reporting features.

BOND RATING, DEBT SERVICE AND CAPITAL

Larger projects, including those identified in the City's CIP, are typically financed through the sale of bonds or other long-term obligations. The City's fiscal health was affirmed by Standard and Poor's assignment of an AA/Stable long-term rating when the City went to market with debt in September 2018. The City's fiscal practices, including incorporation of operating budget and capital program projections and relatively rapid amortization of debt and fund stabilization policies are factors viewed favorably by rating agencies. This assessment attracts investors to City bonds and helps keep interest rates relatively low.

The next anticipated issuance of financial obligations is in the summer of 2023. The City Council authorizes the issuance of financial obligations annually, however, in order to save issuance costs, the City normally issues long-term debt every other year.

| Resolution | Fund | Description | Amount | Term |
|------------|--------------|--|--------------------|------|
| R-2023-14 | General Fund | Road Preservation and Rehabilitation Program | \$520,000 | 10 |
| R-2023-15 | General Fund | Stormwater Resiliency Program | \$1,374,000 | 15 |
| R-2023-16 | General Fund | Thompson Road Stabilization | \$1,057,000 | 10 |
| | | Subtotal - General Fund | \$2,951,000 | |
| | | Total - All Funds | \$2,951,000 | |

In addition to capital budget projects funded through long-term debt, this year’s capital plan includes many projects identified as City priorities that are funded through current revenues, capital reserves, grants, and reallocation of project balances.

PERSONNEL

The City workforce includes unionized and non-union employees. The unionized employees fall under one of six collective bargaining agreements (CBAs). Ratified agreements are in place for each of the City collective bargaining units.

| Group | Contract Expiration |
|---------------------------------|---------------------|
| AFSCME - Public Works | 6/30/2025 |
| IAAF - Keene Firefighters | 6/30/2026 |
| IAAF - Keene Fire Supervisors | 6/30/2026 |
| NHFT - Keene City Employees | 6/30/2025 |
| NHFT - Keene Police Officers | 6/30/2025 |
| NHFT - Keene Police Supervisors | 6/30/2026 |

An allowance is included as part of the employee benefits cost center to support adjustments for non-union employees and collective bargaining agreements to be negotiated.

TAX INCREMENT FINANCING

Tax Increment Financing District activities for the Library Campus project and parking and downtown investments in the General Fund and Parking Fund are funded through the Wells Street Tax Increment Financing District (TIFD). The General Fund includes TIFD expenditures related to the Library Campus Development Project. These include debt service on the Library Campus Development bond issue, and property taxes related to the financing arrangement for the library project, New Market Tax Credit (NMTC) audit fees, a project management fee to be paid to the Monadnock Economic Development Corporation (MEDC), an operating lease for the Library property, and the ongoing annual appropriation for the Downtown Infrastructure Capital Reserve.

The following table illustrates the uses of TIF District resources in the proposed General and Parking Funds FY 2024 budgets:

| Tax Increment Financing FY 2024 Budget | |
|---|--------------------|
| Assessments in District | 91,867,000 |
| LESS: Original Assessed Value | (48,867,000) |
| Captured Assessed Value | 43,000,000 |
| Value needed for District Expenses | 37,038,700 |
| Property Tax Rate | \$32.65 |
| Tax Revenues Available to Fund District Expenses | \$1,209,314 |
| NMTC Financing Development Interest Payment | \$89,698 |
| Courthouse Revenues Supporting Debt Service | \$16,530 |
| Total District Revenues | \$1,315,542 |
| District Expenses: | |
| Principal | \$207,000 |
| Interest | \$69,720 |
| Capital Reserve Appropriations | \$255,000 |
| Library Campus Development Management Fee | \$36,000 |
| Library Campus Development NMTC Audit | \$12,500 |
| NMTC Financing Library Lease | \$220,586 |
| Property Taxes - Library | \$183,883 |
| Total District Expenses | \$984,689 |

CONCLUSION

The budget process is a complex orchestration of events, goals and finances. City staff, in preparation for the submittal of the Operating Budget, has presented, during a series of meetings, complete information about budget requests as well as multiple breakdowns of the revenue and spending required to complete projects, service debt, and provide the services requested by the public. The Operating Budget and the Capital Budget were put together to support the service needs of our community, increasing budget flexibility by lowering long-term debt, providing for physical improvements to the City and its infrastructure and furthering the goals of the City Council and Comprehensive Master Plan. The physical condition of the City, the willingness of the citizens to support improvements, and the judicious use of resources, in addition to high-level service delivery to citizens are the key components that will allow for the short-term recovery and long-term redevelopment of the City, maintaining Keene as a great place to live, work, and play.

The table below provides the calendar for the balance of the FY 2024 Budget process. As part of our collective effort to protect the health and welfare of the community, we anticipate at least initiating the schedule below using the tools and technologies currently deployed for public meetings. Regardless of the format that the budget review process uses, its outcome should ensure the City is nimbly positioned to respond rapidly to changing conditions to serve its residents, businesses, industries, and institutions, and partner with the community to respond to emerging conditions, leveraging opportunity for recovery for our long-term health of our community.

| Budget Meeting Calendar | | | |
|-------------------------|-----------|---------|---|
| Date | Day | Time | Description |
| May 1, 2023 | Monday | | City Manager Budget distributed to City Council |
| May 4, 2023 | Thursday | 7:00 PM | Regular Council Meeting - Budget resolution first reading - referred to FOP Committee |
| May 11, 2023 | Thursday | 5:30 PM | Regular FOP Meeting (start 5:30) - Budget Review - Overview, General Fund Revenues & Expenditures, Debt Service, Mayor & City Council, Outside Agencies, Unclassified Items, Capital Appropriations, Employee Benefits, Risk Management, City Manager's Office, City Attorney, City Clerk, Assessment, Finance, Human Resources, Information Technology, PC Replacement Fund |
| May 17, 2023 | Wednesday | 5:30 PM | Special FOP meeting (start 5:30) - Budget Review -Library, Parks, Recreation & Facilities, Fire, Police, Airport, Community Development |
| May 18, 2023 | Thursday | 7:00 PM | Regular Council Meeting - Introduce bond resolutions; introduce salary ordinance |
| May 23, 2023 | Tuesday | 5:30 PM | Special FOP Meeting (start 5:30) -Budget Review - Parking Fund, Public Works, Solid Waste Fund, Sewer Fund, Water Fund, Equipment (Fleet Fund) |
| May 25, 2023 | Thursday | 6:00 PM | Regular FOP Meeting -Make recommendation on budget, salary ordinance, bond resolutions |
| June 1, 2023 | Thursday | 7:00 PM | Regular Council Meeting - Public Hearing |
| June 15, 2023 | Thursday | 7:00 PM | Regular Council Meeting - Vote on budget, salary ordinance, bond resolutions |
| July 1, 2023 | Saturday | | Start of FY 2024 |

Thank you for letting us serve you.

Respectfully submitted,

Elizabeth A. Dragon
City Manager

City of Keene
FY 2023 – 2024 Operating Budget
Table of Contents



| Message & Overview | |
|---|--------|
| City Manager Message | Insert |
| General Fund | |
| Overview & Summary | 2-7 |
| Revenue Budget (chart) | 8 |
| Expenditure Budget (chart) | 9 |
| Allocation of Proposed Property Tax to City Departments | 10 |
| Operating Revenues & Expenditures / Operating Budget Fiscal Policy Compliance | 11-15 |
| Revenue Budget | 16-19 |
| Supplemental Requests | 20-22 |
| Expenditure Budget – by Department; by Account; by Personnel/Operating | 23-30 |
| Long-Term Debt | 31-34 |
| ELECTED & APPOINTED OFFICIALS | |
| Elected & Appointed Officials with Terms & Standing Committees | 36 |
| Organizational Chart | 37 |
| Mayor & Council / Other Financing | 38 |
| Mayor & Council / Transfer-Capital & Other | 38 |
| Mayor & Council | 38 |
| Mayor & Council / Boards & Commissions | 38 |
| Mayor & Council / Outside Agencies | 39-42 |
| Mayor & Council / Community Funded Events (Revenues & Expenditures) | 43-44 |
| Mayor & Council / Capital Appropriations | 45-50 |
| City Manager’s Office | 51-56 |
| City Attorney | 57-60 |
| City Clerk | 61-67 |
| ADMINISTRATIVE SERVICES | |
| Assessing | 70-75 |
| Finance | 76-86 |
| Human Resources | 87-90 |
| Information Technology | 91-94 |

| COMMUNITY SERVICES | |
|---|---------|
| Fire | 96-103 |
| Library | 104-108 |
| Parks, Recreation & Facilities | 109-125 |
| Police | 126-133 |
| MUNICIPAL SERVICES | |
| Airport | 136-140 |
| Community Development | 141-145 |
| Public Works | 146-157 |
| Parking Fund | |
| Overview; Services; Objectives; Metrics | 160-164 |
| Operating Revenues & Expenditures | 165 |
| Capital Improvement Program | 166 |
| Long-Term Debt | 167 |
| Revenue Budget | 168 |
| Supplemental Requests | 169 |
| Expenditure Budget | 170-171 |
| PC Replacement Fund | |
| Overview; Services; Objectives; Metrics | 174-175 |
| Operating Revenues & Expenditures | 176 |
| Revenue Budget | 177 |
| Expenditure Budget | 178 |
| Solid Waste Fund | |
| Overview; Services; Objectives; Metrics | 180-182 |
| Operating Revenues & Expenditures | 183 |
| Capital Improvement Program | 184 |
| Long-Term Debt | 185 |
| Revenue Budget | 186 |
| Supplemental Requests | 187 |
| Expenditure Budget | 188-190 |
| Sewer Fund | |
| Overview; Services; Objectives; Metrics | 192-193 |
| Operating Revenues & Expenditures | 194 |
| Capital Improvement Program | 195 |
| Long-Term Debt | 196 |
| Revenue Budget | 197 |
| Supplemental Requests | 198 |
| Expenditure Budget | 199-203 |
| Water Fund | |
| Overview; Services; Objectives; Metrics | 206-207 |
| Operating Revenues & Expenditures | 208 |
| Capital Improvement Program | 209 |
| Long-Term Debt | 210 |
| Revenue Budget | 211 |
| Supplemental Requests | 212 |
| Expenditure Budget | 213-217 |

| Equipment (Fleet) Fund | |
|---|---------|
| Overview; Services; Objectives; Metrics | 220-222 |
| Operating Revenues & Expenditures | 223 |
| Capital Improvement Program | 224 |
| Revenue Budget | 225 |
| Supplemental Requests | 226 |
| Expenditure Budget | 227-228 |
| Appendix | |
| R-2022-33 Fiscal Policies | 230-240 |
| Wage Schedules | 241-249 |

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City of Keene
FY 2023 – 2024 Operating Budget
Table of Contents
Alphabetic Index

| Description | Page # |
|---|---------------|
| Administrative Services | 69-94 |
| Airport - General Fund | 136-140 |
| Allocation of Proposed Property Tax to City Departments - General Fund | 10 |
| Appendix | 230-249 |
| Assessing - General Fund | 70-75 |
| Boards & Commissions - General Fund | 38 |
| Capital Improvement Program - Equipment (Fleet) Fund | 224 |
| Capital Improvement Program - General Fund | 45-50 |
| Capital Improvement Program - Parking Fund | 166 |
| Capital Improvement Program - Sewer Fund | 195 |
| Capital Improvement Program - Solid Waste Fund | 184 |
| Capital Improvement Program - Water Fund | 209 |
| City Attorney - General Fund | 57-60 |
| City Clerk - General Fund | 61-67 |
| City Manager Message | Insert |
| City Manager's Office -General Fund | 51-56 |
| Community Development - General Fund | 141-145 |
| Community Funded Events (Revenues & Expenditures) - General Fund | 43-44 |
| Community Services | 95-134 |
| Elected & Appointed Officials | 35-68 |
| Elected & Appointed Officials with Terms & Standing Committees | 36 |
| Equipment (Fleet) Fund | 220-228 |
| Expenditure Budget – by Department; by Account; by Personnel/Operating - General Fund | 23-30 |
| Expenditure Budget - Equipment (Fleet) Fund | 227-228 |
| Expenditure Budget - Parking Fund | 170-171 |
| Expenditure Budget - PC Replacement Fund | 178 |
| Expenditure Budget - Sewer Fund | 199-203 |
| Expenditure Budget - Solid Waste Fund | 188-190 |
| Expenditure Budget - Water Fund | 213-217 |
| Expenditure Budget (chart) - General Fund | 9 |
| Finance - General Fund | 76-86 |
| Fire - General Fund | 96-103 |
| Fiscal Policies R-2022-33 | 230-240 |

| <u>Description</u> | <u>Page #</u> |
|--|----------------------|
| General Fund | 2-157 |
| Human Resources - General Fund | 87-90 |
| Information Technology - General Fund | 91-94 |
| Library - General Fund | 104-108 |
| Long-Term Debt - General Fund | 31-34 |
| Long-Term Debt - Parking Fund | 167 |
| Long-Term Debt - Sewer Fund | 196 |
| Long-Term Debt - Solid Waste Fund | 185 |
| Long-Term Debt - Water Fund | 210 |
| Mayor & Council - General Fund | 38 |
| Message & Overview | 2-34 |
| Municipal Services | 135-158 |
| Operating Revenues & Expenditures - Equipment (Fleet) Fund | 223 |
| Operating Revenues & Expenditures - Parking Fund | 165 |
| Operating Revenues & Expenditures - PC Replacement Fund | 176 |
| Operating Revenues & Expenditures - Sewer Fund | 194 |
| Operating Revenues & Expenditures - Solid Waste Fund | 183 |
| Operating Revenues & Expenditures - Water Fund | 208 |
| Operating Revenues & Expenditures / Operating Budget Fiscal Policy Compliance - General Fund | 11-15 |
| Organizational Chart | 37 |
| Other Financing - General Fund | 38 |
| Outside Agencies - General Fund | 39-42 |
| Overview & Summary - General Fund | 2-7 |
| Overview; Services; Objectives; Metrics - Equipment (Fleet) Fund | 220-222 |
| Overview; Services; Objectives; Metrics - Parking Fund | 160-164 |
| Overview; Services; Objectives; Metrics - PC Replacement Fund | 174-175 |
| Overview; Services; Objectives; Metrics - Sewer Fund | 192-193 |
| Overview; Services; Objectives; Metrics - Solid Waste Fund | 180-182 |
| Overview; Services; Objectives; Metrics - Water Fund | 206-207 |
| Parking Fund | 160-171 |
| Parks, Recreation & Facilities - General Fund | 109-125 |
| PC Replacement Fund | 174-178 |
| Police - General Fund | 126-133 |
| Public Works - General Fund | 146-157 |
| Revenue Budget - Equipment (Fleet) Fund | 225 |
| Revenue Budget - General Fund | 16-19 |
| Revenue Budget - Parking Fund | 168 |

| <u>Description</u> | <u>Page #</u> |
|--|----------------------|
| Revenue Budget - PC Replacement Fund | 177 |
| Revenue Budget - Sewer Fund | 197 |
| Revenue Budget - Solid Waste Fund | 186 |
| Revenue Budget - Water Fund | 211 |
| Revenue Budget (chart) - General Fund | 8 |
| Sewer Fund | 192-203 |
| Solid Waste Fund | 180-190 |
| Supplemental Requests - Equipment (Fleet) Fund | 226 |
| Supplemental Requests - General Fund | 20-22 |
| Supplemental Requests - Parking Fund | 169 |
| Supplemental Requests - Sewer Fund | 198 |
| Supplemental Requests - Solid Waste Fund | 187 |
| Supplemental Requests - Water Fund | 212 |
| Transfer-Capital & Other -General Fund | 38 |
| Wage Schedules | 241-249 |
| Water Fund | 206-217 |

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General Fund #010

The General Fund is the governmental fund that is used to account for those activities that are not recorded in one of the other City funds that have been established under the authority of the City Council.

| DESCRIPTION | PAGE # |
|---|---------|
| Overview & Summary | 2-7 |
| Revenue Budget (chart) | 8 |
| Expenditure Budget (chart) | 9 |
| Allocation of Proposed Property Tax to City Departments | 10 |
| Operating Revenues & Expenditures / Operating Budget Fiscal Policy Compliance | 11-15 |
| Revenue Budget | 16-19 |
| Supplemental Requests | 20-22 |
| Expenditure Budget – by Department; by Account; by Personnel/Operating | 23-30 |
| Long-Term Debt | 31-34 |
| Elected & Appointed Officials | 35-68 |
| Administrative Services | 69-94 |
| Community Services | 95-134 |
| Municipal Services | 135-158 |



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GENERAL FUND

The General Fund is the main operating fund for the City of Keene. It accounts for the resources of the general operations of the City. Services, activities, and programs that are deemed necessary and desirable to the community, such as police, fire, road maintenance, library, and recreation, are accounted for in this type of fund. The resources and funds within the General Fund are considered to be discretionary funds meaning the Mayor and Council can allocate these funds to programs and services with few restrictions.

The City also has other types of funds that are considered non-general funds. These funds are dedicated and/or consist of non-discretionary resources such as grants, revenues from services such as water and sewer, and revenues dedicated for a particular purpose such as the equipment and maintenance fund. Use of these resources are limited to the purpose in which the fund was created.

FISCAL POLICY IMPACT

The City budgeting process begins each year with the creation of fiscal policies. Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and financial related issues. This document sets the boundaries for both the Capital Improvements Program and the City operating budget and provides direction that incorporates City Council goals and objectives. Current fiscal policies in place were adopted by resolution in the fall of 2022 and used to create and provide guidance for the FY2024 operating budget. The FY2023 Fiscal Policies saw no significant changes. The final version was presented to the City Council as resolution R-2022-33 and adopted November 3, 2022.

Debt

“The City of Keene will contain its General Fund debt service, on a five (5) year average, at or less than twelve percent (12%) of the General Fund operating budget”.

All authorized issued, unissued, and proposed debt is within the 12% cap established in the fiscal policy.

| Adopted Budget 2022-2023 | PROPOSED BUDGET 2023-2024 | Projected 2024-2025 | Projected 2025-2026 |
|-----------------------------|------------------------------|------------------------|------------------------|
| 10.31% | 9.50% | 8.78% | 8.24% |

Property Taxes

“The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston-Cambridge-Newton, (MA-NH) CPI net of expenditures required by law, and debt service payments and capital leases. The City chooses to utilize the CPI, not because it reflects inflation in the City’s costs, but because it reflects the overall inflation in what citizens purchase. This manages City spending such that increases in a citizen’s tax bill are in line with increases in all of their other expenses. The goal is to have the cost of City services as a percentage of taxpayer’s total expenses remain constant”.

The following table illustrates the FY2024 operating budget’s compliance with fiscal policies. Prior to the inclusion of the 4 additional firefighters and related costs, the property tax revenue increase was under the fiscal policy threshold. Including the additional costs, the FY2024 budget is over fiscal policy.

| Fiscal Policy on Property Tax Revenue Increase | | |
|---|-----------|--------------------|
| FY 2023 Tax Revenues (Tax Year 2022) | | \$27,291,423 |
| Three Year Average CPI Change | 4.40% | |
| Jan 2021 | 0.50% | |
| Jan 2022 | 6.30% | |
| Jan 2023 | 6.40% | |
| Allowance Under CPI Policy | | \$1,200,823 |
| FY 2024 Proposed Property Tax Revenue Increase | | |
| 2022-2023 Property Tax Revenue-Tax Effort | \$ | 27,291,423 |
| Less Debt Service | \$ | (3,919,092) |
| Less NH Retirement | \$ | (3,936,730) |
| | \$ | 19,435,601 |
| 2023-2024 Property Tax Revenue-Tax Effort (as proposed) | \$ | 28,179,522 |
| Less Debt Service | \$ | (3,324,493) |
| Less NH Retirement | \$ | (3,863,964) |
| | \$ | 20,991,065 |
| Actual Property Tax Revenue Increase | \$ | 1,555,464 |
| Fiscal Policy Compliance | | |
| Amount Over (Under) Fiscal Policy | \$ | 354,641 |

Unassigned Fund Balance

“Unassigned fund balance for the General Fund will be maintained at between seven percent (7%) and ten percent (10%) of the sum of the total of the General Fund annual operating budget and the property tax commitment for the school (both local and state) and the county.”

The recommended range of unassigned fund balance by the GFOA (Government Finance Officers Association) is 5%-15% and the New Hampshire Department of Revenue Administration recommends 5%-17%. This portion of the fiscal policy will be reviewed and updated to reflect these recommended ranges. Currently, the City has a range of 7%-10%.

In the General Fund, unassigned fund balance is a key indicator of the City’s ability to withstand and respond to fiscal challenges and opportunities. An adequate unassigned fund balance benefits City cash flows and investment earnings, which in turn enables the City to avoid the need to issue short-term tax anticipation notes to fund ongoing operations.

As shown below, the unassigned fund balance as of June 30, 2023 is estimated to be at 15.09%, exceeding the fiscal policy target, however, is within the range recommended by the New Hampshire Department of Revenue Administration.

The adopted 2023-2029 Capital Improvements Program created a funding plan that incorporates the use of an additional \$875,000 per year of fund balance for capital reserve funding for projects to reduce the issuance of future debt. For fiscal 2024, an additional \$903,474 of fund balance is used to offset the increase in costs of capital projects impacted by inflation and reduce the burden on the taxpayer.

| ESTIMATED YEAR END 06/30/23 INFORMATION: | | | | |
|---|--------------|----------------------|--------------------------------|----------------------|
| Policy to retain unassigned fund balance at 7% = | | \$ | 6,410,891 | |
| Policy to retain unassigned fund balance at 10% = | | \$ | 9,158,416 | |
| Estimated Unassigned Fund Balance For FY23 | | | | |
| Unassigned Fund Balance @ 06/30/22 | | \$ | 14,815,397 | |
| Less: estimated addition to (use of) fund balance in FY23 | | | (1,725,000) | |
| Est: carryovers | | | (472,082) | |
| Est: encumbrances | | | (661,448) | |
| Est: budgetary savings | | | 1,969,736 | |
| Use of fund balance R-2023-18 | | | (102,417) | |
| Net unassigned fund balance at year end | | \$ | <u>13,824,186</u> | |
| | | | Total Budget & Tax Assessments | Policy Target |
| | | | | <u>7.00%</u> |
| | | | | <u>10.00%</u> |
| City's operating budget | FY23/24 | \$ 47,736,757 | \$ 3,341,573 | \$ 4,773,676 |
| School tax assessment | 2023 | \$ 33,571,724 | \$ 2,350,021 | \$ 3,357,172 |
| State education tax assessment | 2023 | \$ 3,330,484 | \$ 233,134 | \$ 333,048 |
| County property tax assessment | 2023 | \$ 6,945,199 | \$ 486,164 | \$ 694,520 |
| | TOTAL | \$ 91,584,164 | \$ 6,410,891 | \$ 9,158,416 |
| Estimated Unassigned Fund Balance at Year End | | | 15.09% | June 30, 2023 |

REVENUES

The recommended FY2024 budget projects a \$1,029,441 increase in general property tax revenue to contribute towards the funding of City operations. The City share of the tax rate, inclusive of the additional firefighters, is expected to increase \$0.43, or 3.47%, to \$12.74 per \$1,000 of assessed value.

Each year the adopted budget tax rate includes an appropriation to fund the overlay account, which is a balance sheet account (meaning activity funded through this account is not an expenditure) used to pay for property tax abatement costs. The overlay appropriation is included in the amount of taxes to be raised as well as the amount of war service tax property credits. For FY2024, combined amount of overlay and war service credits decreased by \$141,342.

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

| Revenue Changes FY 2023 to FY 2024 | |
|--|--------------------|
| Property Taxes Revenue (net change in overlay and war service credits) | \$1,029,441 |
| Other Revenues | |
| TIF Taxes | (165,908) |
| Motor Vehicle Registrations, Permits and Licenses | 209,525 |
| Intergovernmental | 248,460 |
| Charges for Services | 200,000 |
| Use of Surplus (Capital Reserve & Capital Project Funding) | 903,474 |
| Interest Income | 200,000 |
| Miscellaneous | 155,528 |
| Subtotal Other Revenues | 1,751,079 |
| Proposed Revenue Increase | \$2,780,520 |

Revenue change highlights include:

- Decrease in TIF (Tax Increment Finance) revenue for related TIF expenses
- Increase in Motor Vehicle Registrations, Permits, and Licenses
- Increase in Increase in Airport Rents
- Increase in anticipated intergovernmental Rooms and Meal Tax Revenues
- Increase in interest income due to increase in interest rates
- Decrease in local revenue from towns
- Additional use of surplus to fund capital reserves and capital projects

EXPENDITURES

The proposed budget consists of three major parts:

- Operations
Includes payroll and benefits, supplies, utilities, payments to social service agencies, and many other costs associated with the daily operations of the City
- Debt Service
Includes all authorized issued, unissued and proposed debt
- Capital
Includes projects in the second year of the 2023-2029 Capital Improvement Program and capital reserve funding

The increase in the operations portion of the proposed budget is \$1,712,781 or 4.60%.

| Changes in General Fund Operations FY 2023 to FY 2024 | |
|---|---------------------|
| Personnel Changes | \$ 864,204 |
| New Hampshire Retirement System and Social Security | (30,721) |
| New Positions - Fire/Human Services/Parks & Recreation/Public Works | 191,803 |
| Positions reclassifications-Finance/Human Resources/Library | 167,693 |
| Health and Dental Insurance | 419,419 |
| Miscellaneous changes - Contractual incentives, safety program, outside agency temps, standby | 116,010 |
| | 864,204 |
| Other Than Payroll Changes | \$ 848,577 |
| Utility costs including heating | 95,343 |
| Plowing and road maintenance costs | 56,995 |
| Fire - Uniforms, protective clothing, gear, supplies etc. | 145,908 |
| Shelter Services | 25,000 |
| GPS survey receiver replacement | 27,000 |
| Shelter Services | 25,000 |
| Election costs | 23,050 |
| Department training and licensing | 45,485 |
| Right to Know software | 10,000 |
| Miscellaneous other increases and decreases | 394,796 |
| | 848,577 |
| Changes in General Fund Operations | \$ 1,712,781 |

While every proposed budget contains many increases and decreases in operation costs, the FY2024 operating budget is no exception. Inflation over the past year has impacted every department and division within the city and is attributable to a good portion of the increase in operations. Outside of the items listed above, the remaining increase is in routine changes and expense that occur in the ordinary course of business such as supplies, copier leases, postage, books etc.

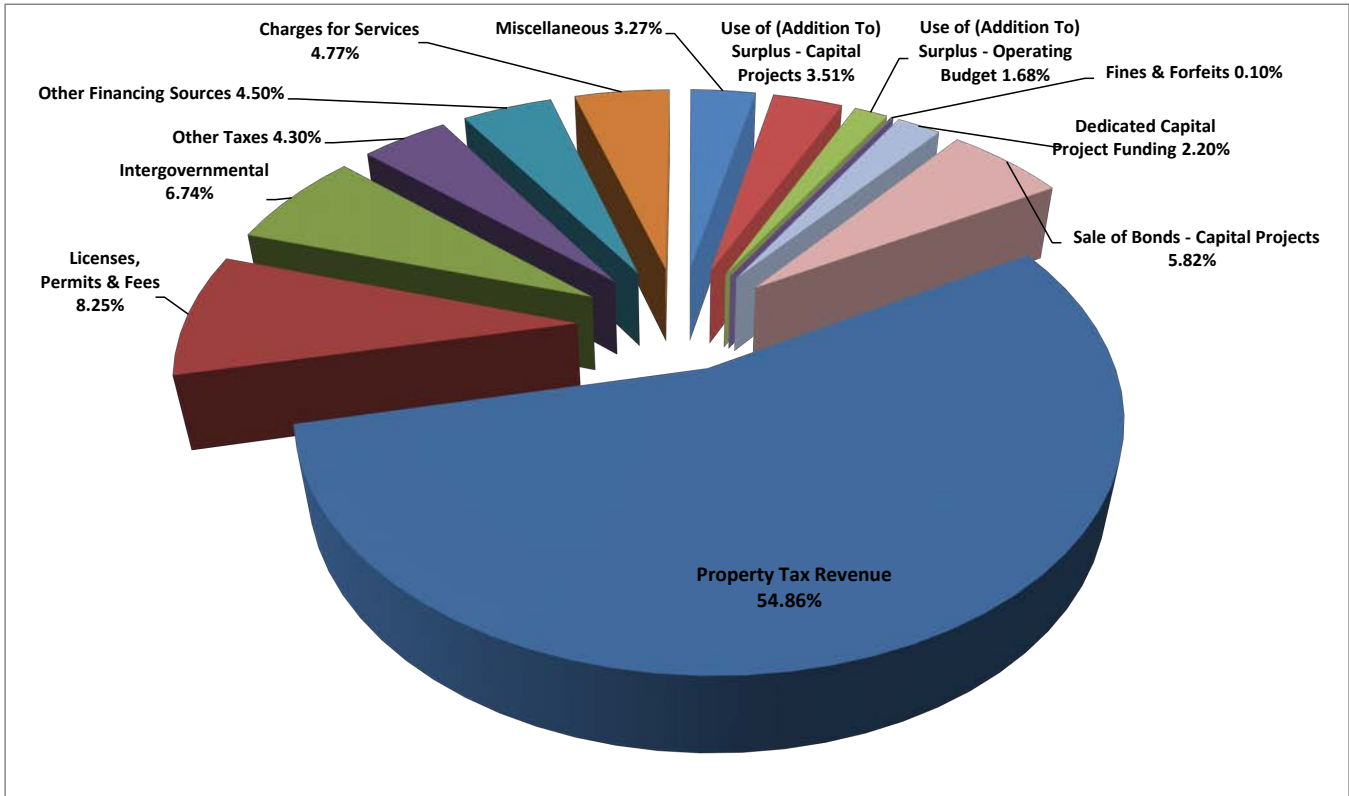
Expenditure change highlights include:

- Personnel Changes
 - 4 additional firefighters including benefits
 - Maintenance Aid I position - Park and Recreation
 - Change in status of 2 Library positions from 2 part time positions to 1 full time position
 - Upgrade administrative assistant position in Finance to senior staff accountant
 - Creation of a Public Works project manager
 - Reduction in the New Hampshire Retirement System Employer contribution rates effective July 1, 2023 through June 30, 2025

| Employee Group | Employer Contribution | |
|----------------|-----------------------|---------|
| | FY 2023 | FY 2024 |
| Fire | 32.99% | 30.35% |
| Police | 33.88% | 31.28% |
| Group 1 | 14.53% | 13.53% |

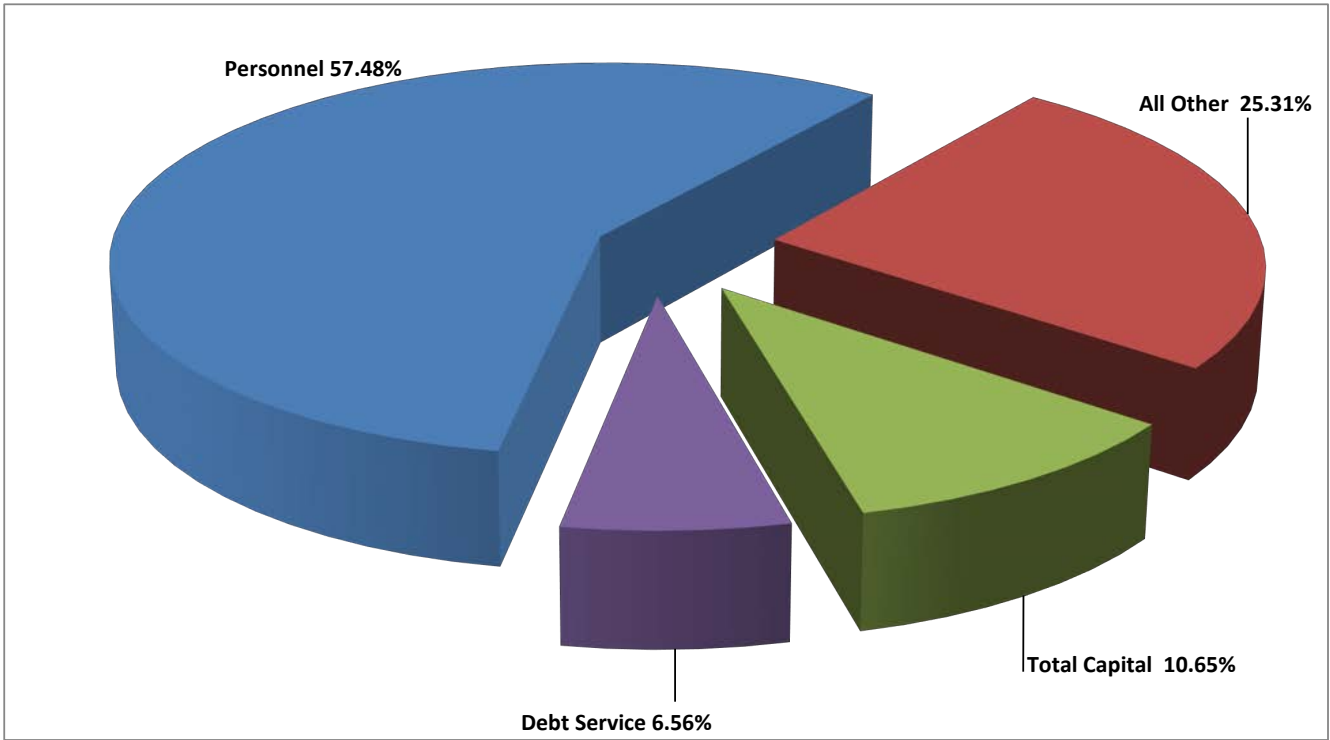
- Operating Expense
 - City Clerk’s Office - Increase in election related expenses, polling stations, software
 - Outside Agencies - Increase in requested amounts
 - Human Services - Increase in shelter services
 - Fire department - Protective clothing, medical services, disposable equipment
 - Parks, Recreation and Facilities – Increase in heating and utility costs for city buildings
 - IT – Purchase of cloud base Right To Know software for City Attorney and Clerk’s Office
 - Public works – CDL training and equipment

FY 2023-2024 Proposed General Fund Revenue Budget



| | FY 2024 Proposed Budget | Percent of Total |
|--|----------------------------|---------------------|
| Current Revenues | | |
| Property Tax Revenue | \$ 27,808,122 | 54.86% |
| Licenses, Permits & Fees | 4,183,392 | 8.25% |
| Intergovernmental | 3,416,783 | 6.74% |
| Other Taxes | 2,179,867 | 4.30% |
| Other Financing Sources | 2,282,397 | 4.50% |
| Charges for Services | 2,415,896 | 4.77% |
| Miscellaneous | 1,657,871 | 3.27% |
| Use of (Addition To) Surplus - Capital Projects | 1,778,474 | 3.51% |
| Use of (Addition To) Surplus - Operating Budget | 850,000 | 1.68% |
| Fines & Forfeits | 51,332 | 0.10% |
| Total Current Revenues | \$ 46,624,134 | 91.98% |
| Noncurrent Revenues ⁽¹⁾ | | |
| Dedicated Capital Project Funding | 1,112,623 | 2.20% |
| Sale of Bonds - Capital Projects | 2,951,000 | 5.82% |
| Total Noncurrent Revenues | \$ 4,063,623 | 8.02% |
| Total Proposed Budget | \$ 50,687,757 | 100.00% |
| ⁽¹⁾ <u>Noncurrent / Dedicated Revenue Capital Funding</u> | | |
| Bonds To Be Issued | \$ 2,951,000 | |
| Dedicated Capital Project Funding | | |
| Capital Project Balances | | |
| Use of Capital Reserves | 1,112,623 | |
| Total Noncurrent Revenues | \$ 4,063,623 | |

FY 2023-2024 Proposed General Fund Expenditure Budget



| | <u>FY 2024 Proposed Budget</u> | <u>Percent of Total</u> |
|--------------------------------|------------------------------------|-----------------------------|
| Personnel | \$ 29,136,000 | 57.48% |
| All Other | 12,827,496 | 25.31% |
| Operations Budget | \$ 41,963,496 | 82.79% |
| Capital (Net of Sale of Bonds) | 2,448,768 | 4.83% |
| Debt Service | 3,324,493 | 6.56% |
| Operating Budget | \$ 47,736,757 | 94.18% |
| Capital (Sale of Bonds) | 2,951,000 | 5.82% |
| Total Proposed Budget | \$ 50,687,757 | 100.00% |

Allocation of Proposed FY 2023-2024 Property Tax to Various City Departments and Activities Based Upon Proposed Expenditure Budget

Proposed City Tax Rate per \$1,000 of Assessed Value \$ **12.74**

| Department/Activity | Proposed Budget | Percent of Total | Proposed Property Tax | Department / Activity Proposed Property Tax Funding By Property Value | | | | | | |
|-------------------------------------|----------------------|------------------|-----------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | \$ 100,000 | \$ 150,000 | \$ 200,000 | \$ 250,000 | \$ 300,000 | \$ 400,000 | \$ 500,000 |
| Fire | \$ 8,573,001 | 16.91% | \$ 4,703,287 | \$ 215.48 | \$ 323.21 | \$ 430.95 | \$ 538.69 | \$ 646.43 | \$ 861.90 | \$ 1,077.38 |
| Police | 8,423,467 | 16.62% | 4,621,250 | 211.72 | 317.58 | 423.44 | 529.29 | 635.15 | 846.87 | 1,058.59 |
| Capital Projects | 8,350,768 | 16.47% | 4,581,366 | 209.89 | 314.84 | 419.78 | 524.73 | 629.67 | 839.56 | 1,049.45 |
| Public Works | 5,297,166 | 10.45% | 2,906,111 | 133.14 | 199.71 | 266.28 | 332.85 | 399.42 | 532.56 | 665.70 |
| Parks, Rec, Facilities & Youth Svcs | 4,306,013 | 8.50% | 2,362,348 | 108.23 | 162.34 | 216.46 | 270.57 | 324.69 | 432.91 | 541.14 |
| Debt Service | 3,324,493 | 6.56% | 1,823,871 | 83.56 | 125.34 | 167.12 | 208.90 | 250.68 | 334.23 | 417.79 |
| Finance & Human Svcs | 2,940,406 | 5.80% | 1,613,154 | 73.90 | 110.86 | 147.81 | 184.76 | 221.71 | 295.62 | 369.52 |
| Library | 1,716,209 | 3.39% | 941,540 | 43.14 | 64.70 | 86.27 | 107.84 | 129.41 | 172.54 | 215.68 |
| Information Technology | 1,674,335 | 3.30% | 918,567 | 42.08 | 63.12 | 84.17 | 105.21 | 126.25 | 168.33 | 210.42 |
| Community Development | 1,532,190 | 3.02% | 840,584 | 38.51 | 57.77 | 77.02 | 96.28 | 115.53 | 154.04 | 192.55 |
| Human Resources | 766,480 | 1.51% | 420,503 | 19.26 | 28.90 | 38.53 | 48.16 | 57.79 | 77.06 | 96.32 |
| Airport | 750,760 | 1.48% | 411,879 | 18.87 | 28.30 | 37.74 | 47.17 | 56.61 | 75.48 | 94.35 |
| City Clerk | 732,594 | 1.45% | 401,913 | 18.41 | 27.62 | 36.83 | 46.03 | 55.24 | 73.65 | 92.07 |
| City Manager's Office | 730,792 | 1.44% | 400,924 | 18.37 | 27.55 | 36.74 | 45.92 | 55.10 | 73.47 | 91.84 |
| City Attorney | 464,688 | 0.92% | 254,935 | 11.68 | 17.52 | 23.36 | 29.20 | 35.04 | 46.72 | 58.40 |
| Assessment | 427,990 | 0.84% | 234,802 | 10.76 | 16.14 | 21.51 | 26.89 | 32.27 | 43.03 | 53.79 |
| Outside Agencies | 306,938 | 0.61% | 168,391 | 7.71 | 11.57 | 15.43 | 19.29 | 23.14 | 30.86 | 38.57 |
| Mayor & City Council | 223,442 | 0.44% | 122,584 | 5.62 | 8.42 | 11.23 | 14.04 | 16.85 | 22.46 | 28.08 |
| Unclassified | 146,025 | 0.29% | 80,112 | 3.67 | 5.51 | 7.34 | 9.18 | 11.01 | 14.68 | 18.35 |
| Totals | \$ 50,687,757 | 100.00% | \$ 27,808,122 | \$ 1,274.00 | \$ 1,911.00 | \$ 2,548.00 | \$ 3,185.00 | \$ 3,822.00 | \$ 5,096.00 | \$ 6,370.00 |

| | | | |
|---|---------------|---|----------|
| Property Taxes Raised For Operations FY 2022-2023 Budget Year | \$ 26,778,681 | City of Keene Municipal Tax Rate FY 2022-2023 | \$ 12.31 |
| Proposed Increase in Property Tax Dollars Raised | \$ 1,029,441 | Proposed Increase in Municipal Tax Rate | \$ 0.43 |
| Proposed Change Overlay & War Service Credits | \$ (141,342) | Percent Increase in Proposed Municipal Tax Rate | 3.47% |
| Percent Increase in Proposed Property Tax Dollars Raised | 3.32% | | |

**General Fund - Excluding 4 Additional Firefighters
Operating Revenues and Expenditures**

FY 2023 - 2024 Proposed Budget

| | ACTUAL 2021/2022 | ADOPTED BUDGET 2022/2023 | Dept Requests - Including Supplemental 2023/2024 | City Manager Recommended 2023/2024 |
|--|-----------------------------|-------------------------------------|---|---|
| REVENUES | | | | |
| Property Tax | \$26,866,304 | \$26,778,681 | \$27,611,308 | \$27,355,799 |
| Other Local Taxes | 1,149,232 | 1,152,565 | 1,174,025 | 1,174,025 |
| Tax Increment Financing | 840,892 | 1,171,750 | 1,005,842 | 1,005,842 |
| Licenses, Permits & Fees | 4,235,766 | 3,973,867 | 4,183,392 | 4,183,392 |
| Intergovernmental | 3,255,571 | 3,168,323 | 3,416,783 | 3,416,783 |
| Charges for Services | 2,883,528 | 2,197,792 | 2,415,896 | 2,415,896 |
| Fines & Forfeits | 73,360 | 51,832 | 51,332 | 51,332 |
| Miscellaneous | 1,232,883 | 1,401,946 | 1,657,871 | 1,657,871 |
| Other Financing Sources (including capital reserve) | 2,240,540 | 3,974,004 | 3,395,020 | 3,395,020 |
| Use of Surplus - Operating Budget | - | 850,000 | 850,000 | 850,000 |
| Use of Surplus - Capital Projects | - | 875,000 | 1,778,474 | 1,778,474 |
| SUBTOTAL - current revenues | \$42,778,076 | \$45,595,760 | \$47,539,943 | \$47,284,434 |
| Sale of Bonds | 2,949,000 | 1,278,000 | 2,951,000 | 2,951,000 |
| TOTAL REVENUES | \$45,727,076 | \$46,873,760 | \$50,490,943 | \$50,235,434 |
| EXPENDITURES | | | | |
| ELECTED/APPOINTED OFFICIALS: | | | | |
| Mayor & City Council* | \$188,004 | \$196,205 | \$223,442 | \$223,442 |
| Outside Agencies | 288,300 | 295,650 | 384,738 | 306,938 |
| City Manager's Office | 509,292 | 541,087 | 730,792 | 730,792 |
| City Clerk & Elections | 642,763 | 678,528 | 732,594 | 732,594 |
| City Attorney | 377,117 | 463,427 | 464,688 | 464,688 |
| Total Elected/Appointed Officials | \$2,005,475 | \$2,174,896 | \$2,536,254 | \$2,458,454 |
| ADMINISTRATIVE SERVICES: | | | | |
| Assessment | \$443,472 | \$439,938 | \$427,990 | 427,990 |
| Finance | 2,262,462 | 2,746,076 | 2,940,406 | 2,940,406 |
| Human Resources | 689,209 | 1,122,192 | 766,495 | 766,480 |
| Information Technology | 1,448,556 | 1,734,205 | 1,674,335 | 1,674,335 |
| Total Administrative Services | \$4,843,699 | \$6,042,412 | \$5,809,226 | \$5,809,211 |
| COMMUNITY SERVICES: | | | | |
| Fire & Ambulance | \$7,861,106 | \$7,799,173 | \$8,147,678 | \$8,120,678 |
| Library | 1,554,163 | 1,664,684 | 1,716,209 | 1,716,209 |
| Parks, Recreation & Facilities | 3,708,338 | 3,944,243 | 4,314,152 | 4,306,013 |
| Police | 7,661,481 | 8,266,499 | 8,423,467 | 8,423,467 |
| Total Community Services | \$20,785,088 | \$21,674,599 | \$22,601,506 | \$22,566,367 |
| MUNICIPAL DEVELOPMENT SERVICES: | | | | |
| Airport | \$664,603 | \$746,104 | \$750,760 | \$750,760 |
| Community Development | 1,397,935 | 1,460,966 | 1,658,044 | 1,532,190 |
| Public Works | 4,560,738 | 5,050,713 | 5,313,867 | 5,297,166 |
| Total Mun. Development Services | \$6,623,275 | \$7,257,783 | \$7,722,671 | \$7,580,116 |
| TRANSFERS - CAPITAL PROGRAM AND OTHER | | | | |
| Debt Service (including repayment of interfund loan) | \$4,409,361 | \$3,919,092 | \$3,324,493 | \$3,324,493 |
| Capital Projects (not funded by debt) | 1,838,458 | 4,375,412 | 5,399,768 | 5,399,768 |
| Conservation - LUCT | 25,000 | 26,565 | 46,025 | 46,025 |
| Special Revenue Fund - Retirement | 875,000 | 125,000 | 100,000 | 100,000 |
| Total Capital | \$7,147,819 | \$8,446,069 | \$8,870,286 | \$8,870,286 |
| SUBTOTAL - current expenditures | \$41,405,357 | \$45,595,759 | \$47,539,943 | \$47,284,434 |
| CAPITAL PROJECTS (funded by Debt) | 2,949,000 | 1,278,000 | 2,951,000 | 2,951,000 |
| TOTAL EXPENDITURES | \$44,354,357 | \$46,873,759 | \$50,490,943 | \$50,235,434 |

*Includes Community Funded Events and Boards/Commissions

| Fiscal Policies R-2022-33 | | | | |
|---|---------------------------------------|---------------------------------------|--|---|
| FY 2023 - 2024 Proposed Budget | | | | |
| | Tax Rate Setting 2021/2022 | Tax Rate Setting 2022/2023 | Dept Requests - Including Supplementals 2023/2024 | City Manager Recommended 2023/2024 |
| GROSS CITY PROPERTY TAX REVENUE INCREASE | | | | |
| Property Tax Revenue - Increase (Decrease) adjusted for change in Debt and NHRS | (\$317,476) | \$201,835 | \$3,089,540 | \$1,170,337 |
| Fiscal Policy Increase Limit (FY24 4.4%) | 598,043 | 704,329 | 1,200,823 | 1,200,823 |
| Over (Under) Limit ** | (\$915,519) | (\$502,494) | \$1,888,717 | (\$30,486) |
| CITY PROPERTY TAX REVENUE | | | | |
| Property Tax Revenue-net overlay and war service credits | \$26,484,246 | \$26,778,681 | \$27,611,308 | \$27,355,799 |
| ADD: Overlay | \$231,642 | \$141,342 | \$100,000 | \$0 |
| ADD: War Service Credits | \$373,700 | \$371,400 | \$371,400 | \$371,400 |
| Property Tax Revenue - Gross tax effort | \$27,089,588 | \$27,291,423 | \$28,082,708 | \$27,727,199 |
| City Tax Rate | \$12.31 | \$12.31 | \$12.69 | \$12.53 |
| Percent increase (decrease) | -16.90% | 0.00% | 3.12% | 1.81% |
| PROPERTY TAX CALCULATION | | | | |
| Assessed Value for local tax calc | \$2,201,301,020 | \$2,218,286,000 | \$2,212,286,000 | \$2,212,286,000 |
| Assessed Value for state tax calc | \$2,090,372,820 | \$2,099,146,400 | \$2,099,146,400 | \$2,099,146,400 |
| Tax Rate | | | | |
| City | \$12.31 | \$12.31 | \$12.69 | \$12.53 |
| Local Education | \$14.02 | \$14.38 | \$15.18 | \$15.18 |
| State Education | \$1.67 | \$1.21 | \$1.59 | \$1.59 |
| County | \$3.28 | \$3.13 | \$3.14 | \$3.14 |
| Total Tax Rate | \$31.28 | \$31.03 | \$32.60 | \$32.44 |
| Percent increase (decrease) | -16.09% | -0.80% | 5.04% | 4.54% |
| Property Taxes to be Raised | | | | |
| Local Education | \$30,860,128 | \$31,907,557 | \$33,571,724 | \$33,571,724 |
| State Education | \$3,494,360 | \$2,545,092 | \$3,330,484 | \$3,330,484 |
| County | \$7,227,370 | \$6,945,184 | \$6,945,199 | \$6,945,199 |
| City | \$27,089,588 | \$27,291,423 | \$28,082,708 | \$27,727,199 |

**Under fiscal policy threshold- excluding 4 additional firefighters

**General Fund - Tax Impact 4 Additional Firefighters
Expenditures and Tax Rate Impact**

FY 2023 - 2024 Proposed Budget

| Fire Department-4 Additional Firefighters | Fire Department Request 2023/2024 | City Manager Recommended 2023/2024 |
|--|--|---|
| Personnel | | |
| Wages | \$239,104 | \$239,104 |
| Medicare | \$3,220 | \$3,220 |
| New Hampshire Retirement | \$72,568 | \$72,568 |
| Worker's Compensation | \$13,423 | \$13,423 |
| Health Insurance | \$79,368 | \$79,368 |
| Dental Insurance | \$3,812 | \$3,812 |
| Total Personnel | \$411,495 | \$411,495 |
| Operating | | |
| Administration - Minor Safety Equipment | \$980 | \$980 |
| Administration - Training | \$3,400 | \$3,400 |
| Administration - First Aid & Medical Services | \$5,200 | \$5,200 |
| Fire Suppression - Protective Clothing | \$21,228 | \$21,228 |
| Fire Suppression - Uniforms | \$5,720 | \$5,720 |
| Ambulance - Protective Clothing | \$2,300 | \$2,300 |
| Ambulance - Licenses & Certifications | \$2,000 | \$2,000 |
| Total Operating | \$40,828 | \$40,828 |
| Total Cost of 4 additional Firefighters | \$452,323 | \$452,323 |
| Tax Rate Impact | | |
| Property Tax Revenue Increase | \$452,323 | \$452,323 |
| City Tax Rate Impact | \$0.2045 | \$0.2045 |

**General Fund - Including 4 Additional Firefighters
Operating Revenues and Expenditures**

FY 2023 - 2024 Proposed Budget

| | ACTUAL 2021/2022 | ADOPTED BUDGET 2022/2023 | Dept Requests - Including Supplementals 2023/2024 | City Manager Recommended 2023/2024 | PROJECTED 2024/2025 | PROJECTED 2025/2026 |
|--|-----------------------------|-------------------------------------|--|---|--------------------------------|--------------------------------|
| REVENUES | | | | | | |
| Property Tax | \$26,866,304 | \$26,778,681 | \$28,063,631 | \$27,808,122 | \$29,315,642 | \$29,980,606 |
| Other Local Taxes | 1,149,232 | 1,152,565 | 1,174,025 | 1,174,025 | 1,197,506 | 1,221,456 |
| Tax Increment Financing | 840,892 | 1,171,750 | 1,005,842 | 1,005,842 | 1,025,959 | 1,046,478 |
| Licenses, Permits & Fees | 4,235,766 | 3,973,867 | 4,183,392 | 4,183,392 | 4,267,060 | 4,352,401 |
| Intergovernmental | 3,255,571 | 3,168,323 | 3,416,783 | 3,416,783 | 3,485,119 | 3,554,821 |
| Charges for Services | 2,883,528 | 2,197,792 | 2,415,896 | 2,415,896 | 2,464,214 | 2,513,498 |
| Fines & Forfeits | 73,360 | 51,832 | 51,332 | 51,332 | 52,359 | 53,406 |
| Miscellaneous | 1,232,883 | 1,401,946 | 1,657,871 | 1,657,871 | 1,691,028 | 1,724,849 |
| Other Financing Sources (including capital reserve) | 2,240,540 | 3,974,004 | 3,395,020 | 3,395,020 | 5,742,712 | 3,910,893 |
| Use of Surplus - Operating Budget | 0 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 |
| Use of Surplus - Capital Projects | 0 | 875,000 | 1,778,474 | 1,778,474 | 1,375,000 | 875,000 |
| SUBTOTAL - current revenues | \$42,778,076 | \$45,595,760 | \$47,992,266 | \$47,736,757 | \$51,466,598 | \$50,083,408 |
| Sale of Bonds | 2,949,000 | 1,278,000 | 2,951,000 | 2,951,000 | 4,997,000 | 4,806,000 |
| TOTAL REVENUES | \$45,727,076 | \$46,873,760 | \$50,943,266 | \$50,687,757 | \$56,463,598 | \$54,889,408 |
| EXPENDITURES | | | | | | |
| ELECTED/APPOINTED OFFICIALS: | | | | | | |
| Mayor & City Council* | \$188,004 | \$196,205 | \$223,442 | \$223,442 | \$229,028 | \$233,609 |
| Outside Agencies | 288,300 | 295,650 | 384,738 | 306,938 | 314,611 | 288,300 |
| City Manager's Office | 509,292 | 541,087 | 730,792 | 730,792 | 749,062 | 764,043 |
| City Clerk & Elections | 642,763 | 678,528 | 732,594 | 732,594 | 750,909 | 765,927 |
| City Attorney | 377,117 | 463,427 | 464,688 | 464,688 | 476,305 | 485,831 |
| Total Elected/Appointed Officials | \$2,005,475 | \$2,174,896 | \$2,536,254 | \$2,458,454 | \$2,519,915 | \$2,537,710 |
| ADMINISTRATIVE SERVICES: | | | | | | |
| Assessment | \$443,472 | \$439,938 | \$427,990 | 427,990 | \$438,690 | \$447,464 |
| Finance | 2,262,462 | \$2,746,076 | 2,940,406 | 2,940,406 | \$3,013,916 | 3,074,194 |
| Human Resources | 689,209 | \$1,122,192 | 766,495 | 766,480 | \$785,642 | 801,355 |
| Information Technology | 1,448,556 | \$1,734,205 | 1,674,335 | 1,674,335 | \$1,716,193 | 1,750,517 |
| Total Administrative Services | \$4,843,699 | \$6,042,412 | \$5,809,226 | \$5,809,211 | \$5,954,441 | \$6,073,530 |
| COMMUNITY SERVICES: | | | | | | |
| Fire & Ambulance-includes 4 additional firefighters | \$7,861,106 | \$7,799,173 | \$8,600,001 | 8,573,001 | \$8,787,326 | \$8,963,073 |
| Library | 1,554,163 | 1,664,684 | 1,716,209 | 1,716,209 | 1,759,114 | 1,794,297 |
| Parks, Recreation & Facilities | 3,708,338 | 3,944,243 | 4,314,152 | 4,306,013 | 4,413,663 | 4,501,937 |
| Police | 7,661,481 | 8,266,499 | 8,423,467 | 8,423,467 | 8,634,054 | 8,806,735 |
| Total Community Services | \$20,785,088 | \$21,674,599 | \$23,053,829 | \$23,018,690 | \$23,594,157 | \$24,066,040 |
| MUNICIPAL DEVELOPMENT SERVICES: | | | | | | |
| Airport | \$664,603 | \$746,104 | \$750,760 | 750,760 | \$769,529 | \$784,920 |
| Community Development | 1,397,935 | 1,460,966 | 1,658,044 | 1,532,190 | 1,570,495 | 1,601,905 |
| Public Works | 4,560,738 | 5,050,713 | 5,313,867 | 5,297,166 | 5,429,595 | 5,538,187 |
| Total Mun. Development Services | \$6,623,275 | \$7,257,783 | \$7,722,671 | \$7,580,116 | \$7,769,619 | \$7,925,011 |
| TRANSFERS - CAPITAL PROGRAM AND OTHER | | | | | | |
| Debt Service (including repayment of interfund loan) | \$4,409,361 | \$3,919,092 | \$3,324,493 | 3,324,493 | \$4,085,166 | \$4,246,613 |
| Capital Projects (not funded by debt) | 1,838,458 | 4,375,412 | 5,399,768 | 5,399,768 | 7,543,299 | 5,234,503 |
| Conservation - LUCT | 25,000 | 26,565 | 46,025 | 46,025 | 25,000 | 25,000 |
| Special Revenue Fund - Retirement | 875,000 | 125,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Total Capital | \$7,147,819 | \$8,446,069 | \$8,870,286 | \$8,870,286 | \$11,628,465 | \$9,481,116 |
| SUBTOTAL - current expenditures | \$41,405,357 | \$45,595,759 | \$47,992,266 | \$47,736,757 | \$51,466,598 | \$50,083,408 |
| CAPITAL PROJECTS (funded by Debt) | 2,949,000 | 1,278,000 | 2,951,000 | 2,951,000 | 1,508,000 | 4,997,000 |
| TOTAL EXPENDITURES | \$44,354,357 | \$46,873,759 | \$50,943,266 | \$50,687,757 | \$52,974,598 | \$55,080,408 |

*Includes Community Funded Events and Boards/Commissions

Fiscal Policies R-2022-33

FY 2023 - 2024 Proposed Budget

| | Tax Rate Setting 2021/2022 | Tax Rate Setting 2022/2023 | Dept Requests - Including Supplementals 2023/2024 | City Manager Recommended 2023/2024 | PROJECTED 2024/2025 | PROJECTED 2025/2026 |
|---|-------------------------------|-------------------------------|--|--|------------------------|------------------------|
| GROSS CITY PROPERTY TAX REVENUE INCREASE | | | | | | |
| Property Tax Revenue - Increase (Decrease) adjusted for change in Debt and NHRS | (\$317,476) | \$201,835.00 | \$1,810,973.00 | \$1,555,464.00 | \$1,507,519.95 | \$664,964.10 |
| Fiscal Policy Increase Limit (FY24 4.4%) | 598,043 | 704,329 | 1,200,823 | 1,200,823 | 986,283 | 893,611 |
| Over (Under) Limit ** | (\$915,519) | (\$502,494) | \$610,150 | \$354,641 | \$521,237 | (\$228,647) |
| CITY PROPERTY TAX REVENUE | | | | | | |
| Property Tax Revenue-net overlay and war service credits | \$26,484,246 | \$26,778,681 | \$28,063,631 | \$27,808,122 | \$29,315,642 | \$29,980,606 |
| ADD: Overlay | 231,642 | 141,342 | | | 100,000 | 300,000 |
| ADD: War Service Credits | 373,700 | 371,400 | 371,400 | 371,400 | 371,400 | 371,400 |
| Property Tax Revenue - Gross tax effort | \$27,089,588 | \$27,291,423 | \$28,435,031 | \$28,179,522 | \$29,787,042 | \$30,652,006 |
| City Tax Rate | \$12.31 | \$12.31 | \$12.85 | \$12.74 | \$13.46 | \$13.86 |
| Percent increase (decrease) | -16.90% | 0.00% | 4.41% | 3.47% | 5.70% | 2.90% |
| PROPERTY TAX CALCULATION | | | | | | |
| Assessed Value for local tax calc | \$2,201,301,020 | \$2,201,301,020 | \$2,212,286,000 | \$2,212,286,000 | \$2,212,286,000 | \$2,212,286,000 |
| Assessed Value for state tax calc | \$2,090,372,820 | \$2,099,146,400 | \$2,099,146,400 | \$2,099,146,400 | \$2,099,146,400 | \$2,099,146,400 |
| Tax Rate | | | | | | |
| City | \$12.31 | \$12.31 | \$12.85 | \$12.74 | \$13.46 | \$13.86 |
| Local Education | \$14.02 | \$14.38 | \$15.18 | \$15.18 | \$15.63 | \$15.94 |
| State Education | \$1.67 | \$1.21 | \$1.59 | \$1.59 | \$1.63 | \$1.67 |
| County | \$3.28 | \$3.13 | \$3.14 | \$3.14 | \$3.23 | \$3.30 |
| Total Tax Rate | \$31.28 | \$31.03 | \$32.76 | \$32.65 | \$33.96 | \$34.76 |
| Percent increase (decrease) | -16.09% | -0.80% | 5.58% | 5.21% | 4.03% | 2.36% |
| Property Taxes to be Raised | | | | | | |
| Local Education | \$30,860,128 | \$31,907,557 | \$33,571,724 | \$33,571,724 | \$34,578,876 | \$35,270,453 |
| State Education | \$3,494,360 | \$2,545,092 | \$3,330,484 | \$3,330,484 | \$3,430,399 | \$3,499,006 |
| County | \$7,227,370 | \$6,945,184 | \$6,945,199 | \$6,945,199 | \$7,153,555 | \$7,296,626 |
| City | \$27,089,588 | \$27,291,423 | \$28,435,031 | \$28,179,522 | \$29,787,042 | \$30,652,006 |

**Over fiscal policy threshold- including 4 additional firefighters

**City of Keene
Fiscal Year 2023-2024
Revenue Budget
General Fund #010
Revenue Summary by Category**

| Category | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|-------------------------|-----------------------------|-----------------------------|-----------------------------------|-------------------------------|-----------------------------------|
| CHARGES FOR SERVICES | (2,883,528) | (2,197,792) | (2,415,896) | - | (2,415,896) |
| FINES & FORFEITS | (73,360) | (51,832) | (51,332) | - | (51,332) |
| INTERGOVERNMENTAL | (3,255,571) | (3,168,323) | (3,416,783) | - | (3,416,783) |
| MISCELLANEOUS | (957,101) | (1,076,946) | (1,357,871) | - | (1,357,871) |
| OTHER FINANCING SOURCES | (2,240,540) | (5,699,004) | (6,023,494) | - | (6,023,494) |
| PERMIT FEES | (4,235,766) | (3,973,867) | (4,183,392) | - | (4,183,392) |
| PROCEEDS LT FINANCING | (2,949,000) | (1,278,000) | (2,951,000) | - | (2,951,000) |
| TAXES | (29,132,210) | (29,427,996) | (30,543,498) | - | (30,287,989) |
| | | | | | |
| Grand Total | (45,727,076) | (46,873,760) | (50,943,266) | - | (50,687,757) |

City of Keene
Fiscal Year 2023-2024
Revenue Budget
General Fund #010
Revenue Line Items by Category

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|-----------------------------------|--------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| CHARGES FOR SERVICES | | | | | | |
| 441090 | DIRECT REIMBURSEMENT | (1,012,294) | (476,338) | (490,641) | - | (490,641) |
| 441110 | CHARGES-PROGRAMS | (106,910) | (121,500) | (121,500) | - | (121,500) |
| 441120 | CHARGES-EQUIPMENT | (300) | (1,500) | (1,000) | - | (1,000) |
| 441130 | CHARGES-REPORTS | (899) | (958) | (958) | - | (958) |
| 441140 | CHARGES-PHOTOS/TAPES | (1,615) | (856) | (856) | - | (856) |
| 441150 | CHARGES-INSPECTION SERVICES | - | - | - | - | - |
| 441160 | CHARGES-PUBLIC WAY IMPEDIMENT | (750) | (1,000) | (500) | - | (500) |
| 441170 | CHARGES-EXCAVATION | (6,825) | (4,000) | (4,000) | - | (4,000) |
| 441220 | CHARGES-INTERMENTS | (46,520) | (38,000) | (38,000) | - | (38,000) |
| 441230 | CHARGES-AMBULANCE SVCS | (1,439,986) | (1,300,000) | (1,500,000) | - | (1,500,000) |
| 441240 | CHARGES-FIRE MASTER BOX | (84,456) | (85,000) | (85,000) | - | (85,000) |
| 441310 | CHARGES-REPAIRS | - | - | - | - | - |
| 441340 | CHARGES-POLICE DETAILS | - | - | - | - | - |
| 441350 | CHARGES-RECORDS CENTER | (25,984) | (26,980) | (27,650) | - | (27,650) |
| 441380 | SSI INTERIM ASSISTANCE | (1,022) | (2,500) | (2,500) | - | (2,500) |
| 441390 | MEDICAID REIMBURSEMENTS | - | (2,500) | (2,500) | - | (2,500) |
| 441400 | CHARGES-CRIMINAL RECORDS CHECK | (35) | (45) | (45) | - | (45) |
| 441410 | CHARGES-POLICE DISCOVERIES | (10) | (128) | (128) | - | (128) |
| 441420 | CHARGES-ACCIDENT REPORTS | (13,791) | (10,443) | (10,443) | - | (10,443) |
| 441430 | CHARGES-LOG SEARCH | (60) | (5) | (5) | - | (5) |
| 441440 | CHARGES-FINGERPRINTS | (23,380) | (10,520) | (10,520) | - | (10,520) |
| 441460 | CHARGES-SPECIAL SEARCH & MISC | - | - | - | - | - |
| 441470 | CHARGES-SMALL WIRELESS (SWF) | (1,620) | (1,620) | (1,000) | - | (1,000) |
| 441480 | CHARGES-DRAIN CONNECT PERMIT | - | (200) | (500) | - | (500) |
| 442010 | CHARGES-RENTAL LIBRARY | (335) | (600) | (1,000) | - | (1,000) |
| 442030 | CHARGES-RENTAL REC CENTER | (20,537) | (15,900) | (16,300) | - | (16,300) |
| 442050 | CHARGES-RENTAL SUMNER KNIGHT | (214) | - | - | - | - |
| 443010 | CHARGES-CAMPGROUNDS | (200) | (400) | - | - | - |
| 443020 | CHARGES-BALL FIELDS | (18,944) | (15,500) | (15,500) | - | (15,500) |
| 443030 | CHARGES-BALL FIELD LIGHTS | - | - | - | - | - |
| 443040 | CHARGES-POOLS | (16,801) | (21,500) | (21,500) | - | (21,500) |
| 444010 | CHARGES-LIBRARY NON RESIDENT | (15,705) | (15,000) | (19,000) | - | (19,000) |
| 445010 | CHARGES-AIRPORT LANDING | (9,159) | (10,000) | (12,000) | - | (12,000) |
| 445050 | CHARGES-AIRPORT GROSS REV | (13,657) | (16,800) | (12,850) | - | (12,850) |
| 445060 | CHARGES-AVIATION FUELING | (21,519) | (18,000) | (20,000) | - | (20,000) |
| 445080 | CHARGES-AIRPORT RENTAL CAR | - | - | - | - | - |
| CHARGES FOR SERVICES Total | | (2,883,528) | (2,197,792) | (2,415,896) | - | (2,415,896) |
| FINES & FORFEITS | | | | | | |
| 451050 | FINES-COURT | (24,498) | (28,103) | (28,103) | - | (28,103) |
| 451060 | FINES-LIBRARY OVERDUE | (8,495) | (8,000) | (8,000) | - | (8,000) |
| 451070 | FINES-FALSE ALARM | (14,460) | (6,857) | (6,857) | - | (6,857) |
| 452010 | VIOLATIONS-FIRE CODE | - | (200) | (200) | - | (200) |
| 452020 | VIOLATIONS-CODE | (2,485) | (500) | (500) | - | (500) |
| 453020 | FORFEIT-DOG | (2,795) | (5,172) | (5,172) | - | (5,172) |
| 453030 | FORFEIT-DRUG | (9,765) | - | - | - | - |
| 453040 | LOST LIBRARY MATERIALS | (2,208) | (3,000) | (2,500) | - | (2,500) |
| 453050 | CHARGES-EVIDENCE / PROPERTY | (8,653) | - | - | - | - |
| FINES & FORFEITS Total | | (73,360) | (51,832) | (51,332) | - | (51,332) |
| INTERGOVERNMENTAL | | | | | | |
| 431010 | FEDERAL-OTHER GRANTS | - | - | - | - | - |
| 432010 | STATE-FLOOD CONTROL | (36,031) | (36,100) | (36,100) | - | (36,100) |
| 432020 | STATE-AERONAUTICAL | (8,722) | (8,780) | (8,780) | - | (8,780) |
| 432030 | STATE-HIGHWAY | (474,081) | (380,772) | (475,000) | - | (475,000) |
| 432040 | STATE-ROOMS & MEALS | (1,719,310) | (1,719,310) | (1,960,197) | - | (1,960,197) |

City of Keene
Fiscal Year 2023-2024
Revenue Budget
General Fund #010
Revenue Line Items by Category

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------------------------------------|------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 432050 | STATE-SHARED REVENUES | - | - | - | - | - |
| 432080 | STATE-KEENE STATE COLLEGE | (659,913) | (655,402) | (663,312) | - | (663,312) |
| 433050 | COUNTY-JCC & YIP | (23,100) | (23,100) | (23,100) | - | (23,100) |
| 434010 | LOCAL-KEENE SCHOOL DISTRICT | (102,714) | (103,858) | (125,984) | - | (125,984) |
| 434030 | LOCAL-OTHER TOWNS | (231,698) | (241,001) | (124,310) | - | (124,310) |
| INTERGOVERNMENTAL Total | | (3,255,571) | (3,168,323) | (3,416,783) | - | (3,416,783) |
| MISCELLANEOUS | | | | | | |
| 461010 | INTEREST EARNINGS | (62,194) | (125,000) | (325,000) | - | (325,000) |
| 461030 | INTEREST ACCTS RECEIVABLE | (379) | (100) | - | - | - |
| 461050 | OTHER LOANS | (89,698) | (89,698) | (89,698) | - | (89,698) |
| 461110 | OTHER | (7) | (50) | (50) | - | (50) |
| 461130 | PUBLIC PRINTER COPIER FEE | (4,353) | (5,000) | (6,500) | - | (6,500) |
| 461135 | COPIES | (453) | (100) | (100) | - | (100) |
| 461140 | MAPS BLUEPRINTS ETC | - | (100) | (100) | - | (100) |
| 462030 | DONATIONS & CONTRIBUTIONS | - | - | - | - | - |
| 463000 | RENTS | - | - | - | - | - |
| 463010 | RENT-CITY HALL | (64,464) | (65,676) | (71,282) | - | (71,282) |
| 463040 | RENT-TRANSPORTATION CENTER | (33,058) | (35,096) | (36,513) | - | (36,513) |
| 463060 | RENT-AIRPORT T-HANGAR | (118,041) | (122,275) | (141,960) | - | (141,960) |
| 463070 | RENT-AIRPORT TERMINAL | (26,243) | (28,067) | (29,246) | - | (29,246) |
| 463080 | RENT-AIRPORT LAND | (74,871) | (76,573) | (86,434) | - | (86,434) |
| 463110 | RENT-FUEL FARM | (16,799) | (17,768) | (19,003) | - | (19,003) |
| 463120 | RENT-AIRPORT WWTP | (159,294) | (205,254) | (212,445) | - | (212,445) |
| 463170 | RENT-350 MARLBORO | (236,747) | (242,903) | (253,590) | - | (253,590) |
| 464010 | TRUST-CEMETERY | (57,494) | (47,500) | (66,635) | - | (66,635) |
| 464030 | TRUST-CHARITABLE | (1,988) | (1,650) | (2,288) | - | (2,288) |
| 464040 | TRUST-DELUGE HOSE | (166) | (135) | (190) | - | (190) |
| 464050 | TRUST-DOWNTOWN MEMORIAL TREE | (5,261) | (3,825) | (3,825) | - | (3,825) |
| 464060 | TRUST-FLOWER FUND | (49) | (2,100) | (2,934) | - | (2,934) |
| 464070 | TRUST-LIBRARY | (470) | (3,500) | (3,500) | - | (3,500) |
| 464080 | TRUST-PARKS & REC | (2,492) | (2,075) | (2,868) | - | (2,868) |
| 464100 | TRUST-SUMNER KNIGHT CHPL | (2,520) | (2,500) | (3,710) | - | (3,710) |
| 464110 | TRUST-INGERSOLL COLLECTION | (60) | - | - | - | - |
| 464130 | TRUST-WOODWARD FUND | - | - | - | - | - |
| MISCELLANEOUS Total | | (957,101) | (1,076,946) | (1,357,871) | - | (1,357,871) |
| OTHER FINANCING SOURCES | | | | | | |
| 470010 | USE (ADDITION) TO SURPLUS | - | (1,725,000) | (2,628,474) | - | (2,628,474) |
| 470030 | CAPITAL RESERVE | - | (1,714,946) | (1,112,623) | - | (1,112,623) |
| 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| 471020 | ADMIN CHG - EQUIPMENT | (301,082) | (323,835) | (287,892) | - | (287,892) |
| 471040 | ADMIN CHG - PARKING | (96,364) | (85,946) | (96,339) | - | (96,339) |
| 471060 | ADMIN CHG - SEWER | (697,543) | (785,730) | (761,239) | - | (761,239) |
| 471070 | ADMIN CHG - SOLID WASTE | (494,420) | (535,928) | (597,372) | - | (597,372) |
| 471080 | ADMIN CHG - WATER | (488,380) | (485,884) | (534,820) | - | (534,820) |
| 472010 | CAPITAL PROJECTS FUND | - | (37,000) | - | - | - |
| 472040 | SPECIAL REVENUE FUND | (154,751) | - | - | - | - |
| 472060 | PC REPLACEMENT FUND | - | - | - | - | - |
| 473020 | PROPERTY SURPLUS SALE | (8,000) | (50) | (50) | - | (50) |
| 473030 | EQUIPMENT SURPLUS SALE | - | - | - | - | - |
| 473040 | SALE OF FOUND PROPERTY | - | (4,685) | (4,685) | - | (4,685) |
| OTHER FINANCING SOURCES Total | | (2,240,540) | (5,699,004) | (6,023,494) | - | (6,023,494) |
| PERMIT FEES | | | | | | |
| 421050 | FEE-HEALTH FOOD LICENSES | (51,890) | (51,900) | (51,900) | - | (51,900) |
| 421100 | FEES-STATE VITAL RECORDS | (20,357) | (30,000) | (30,000) | - | (30,000) |

City of Keene
Fiscal Year 2023-2024
Revenue Budget
General Fund #010
Revenue Line Items by Category

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|------------------------------------|-----------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 421150 | FEES-CITY LICENSES | (6,911) | (8,592) | (8,592) | - | (8,592) |
| 421160 | PERMITS-HAZ MAT STORAGE | (19,100) | (19,000) | (19,000) | - | (19,000) |
| 421200 | LICENSES-DOGS | (20,975) | (9,280) | (9,280) | - | (9,280) |
| 422010 | FEE-FIRE ALARM ACCESS APP | (90) | - | - | - | - |
| 422020 | PERMITS-FIRE ALARM ACCESS | (11,880) | (13,000) | (13,000) | - | (13,000) |
| 422050 | FEE-PERMITS | (491,405) | (380,000) | (480,000) | - | (480,000) |
| 422100 | PERMITS-PISTOLS | (530) | (620) | (620) | - | (620) |
| 422150 | PERMITS-MOTOR VEHICLE | (3,402,677) | (3,280,000) | (3,385,000) | - | (3,385,000) |
| 422180 | FEE-TRANSPORTATION IMP FUND | (98,570) | (90,000) | (90,000) | - | (90,000) |
| 423010 | FEE-NSF CHECK | (773) | (850) | (750) | - | (750) |
| 423060 | FEE-MISCELLANEOUS | (11,567) | (10,500) | (10,500) | - | (10,500) |
| 423150 | FEE-MAIL-IN & E-REG | (7,682) | (8,000) | (7,500) | - | (7,500) |
| 423160 | FEE-MUNICIPAL AGENT FEE | (63,343) | (59,000) | (60,000) | - | (60,000) |
| 423220 | FEE-CLSS LICENSES | (227) | - | (4,125) | - | (4,125) |
| 423230 | FEE-PLANNING BOARD | (21,167) | (9,625) | (9,275) | - | (9,275) |
| 423240 | FEE-HISTORIC DIST COMM | - | - | (350) | - | (350) |
| 423370 | FEE-ZBA | (6,622) | (3,500) | (3,500) | - | (3,500) |
| PERMIT FEES Total | | (4,235,766) | (3,973,867) | (4,183,392) | - | (4,183,392) |
| PROCEEDS LT FINANCING | | | | | | |
| 481010 | SALE OF BONDS | (2,949,000) | (1,278,000) | (2,951,000) | - | (2,951,000) |
| PROCEEDS LT FINANCING Total | | (2,949,000) | (1,278,000) | (2,951,000) | - | (2,951,000) |
| TAXES | | | | | | |
| 411050 | TAX-NET PROPERTY | (26,866,304) | (26,778,681) | (28,063,631) | - | (27,808,122) |
| 411100 | TAX-PAYMENT IN LIEU | (1,114,363) | (1,120,000) | (1,120,000) | - | (1,120,000) |
| 411150 | TAX-TIMBER YIELD | (6,738) | (6,000) | (8,000) | - | (8,000) |
| 411200 | TAX-LAND USE CHANGE | (28,130) | (26,565) | (46,025) | - | (46,025) |
| 411250 | TAX-INCREMENT FINANCING | (840,892) | (1,171,750) | (1,005,842) | - | (1,005,842) |
| 416050 | TAX-INTEREST | (275,782) | (325,000) | (300,000) | - | (300,000) |
| TAXES Total | | (29,132,210) | (29,427,996) | (30,543,498) | - | (30,287,989) |
| Grand Total | | (45,727,076) | (46,873,760) | (50,943,266) | - | (50,687,757) |

General Fund

FY 2023 - 2024 Supplemental Requests

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation |
|-----------------------------|----------|---------|---|--|
| Outside Agencies | 01030500 | 521320 | Community Volunteer Transportation Company (CVTC) | \$ 750 \$ 750 |
| Outside Agencies | 01030500 | 521330 | Keene Senior Center | \$ 1,500 \$ - |
| Outside Agencies | 01030500 | 521340 | Monadnock Substance Abuse | \$ 10,000 \$ - |
| Outside Agencies | 01030500 | 521350 | Big Brothers Big Sisters of NH | \$ 2,250 \$ (5,250) |
| Outside Agencies | 01030500 | 521360 | Community Kitchen | \$ 40,000 \$ 10,000 |
| Outside Agencies | 01030500 | 521370 | Meals on Wheels | \$ 1,888 \$ 1,888 |
| Outside Agencies | 01030500 | 521390 | 100 Nights Shelter | \$ 15,000 \$ 5,000 |
| Outside Agencies | 01030500 | 521410 | Monadonck Regional Child Advocacy | \$ 10,000 \$ 2,500 |
| Outside Agencies | 01030500 | 521420 | Home Health Care City Express Bus (transporting) | \$ 2,900 \$ 2,900 |
| Outside Agencies | 01030500 | 521430 | CASA | \$ 1,000 \$ 1,000 |
| Outside Agencies | 01030500 | 521480 | Samaritans of NH | \$ 1,000 \$ - |
| Outside Agencies | 01030500 | 521500 | MDEBIC | \$ (10,000) \$ (10,000) |
| Outside Agencies | 01030500 | 521510 | MCVP | \$ 12,800 \$ 2,500 |
| Boards & Commission | 01031500 | 524620 | Human Rights Committee | \$ 1,000 \$ 1,000 |
| City Attorney | 15000000 | 527150 | Westlaw legal books | \$ 2,000 \$ 2,000 |
| City Clerk - Elections | 20100000 | 521070 | Election workers for Presidential Primary polls | \$ 13,200 \$ 13,200 |
| City Clerk - Elections | 20100000 | 523010 | Accuvote battery replacement | \$ 200 \$ 200 |
| City Clerk - Elections | 20100000 | 524160 | Accuvote coding for Presidential Primary; ballot printing | \$ 3,800 \$ 3,800 |
| City Clerk - Elections | 20100000 | 524250 | Presidential primary additional public licenses | \$ 900 \$ 900 |
| City Clerk - Elections | 20100000 | 524500 | Polling station requirements due to Presidential Primary; carpet cleaning | \$ 2,350 \$ 2,350 |
| City Clerk - Elections | 20100000 | 526060 | Presidential Primary rental Monadnock Covenant Church | \$ 500 \$ 500 |
| City Clerk - Elections | 20100000 | 527010 | Supplies for Presidential Primary | \$ 600 \$ 600 |
| City Clerk - Elections | 20100000 | 527100 | Increased absentee ballots for Presidential Primary | \$ 1,500 \$ 1,500 |
| City Clerk - Record Storage | 20100000 | 527010 | Bar code labels | \$ 1,000 \$ 1,000 |
| City Clerk - Record Storage | 20100000 | 527600 | Document and ballot shredding | \$ 1,500 \$ 1,500 |
| City Clerk - Record Storage | 20100000 | 527010 | Bar scanner equipment upgrade | \$ 2,360 \$ 2,360 |
| Community Development | 3000000 | 513040+ | New position: GIS Manager | \$ 125,854 \$ - |
| Finance - Administration | 35000000 | 513040+ | Position elimination: Administrative Assistant | \$ (85,723) \$ (85,723) |
| Finance - Accounting | 35100000 | 513040+ | Reclass existing & revised position: Accounting & Fund Managers | \$ 130,891 \$ 130,891 |
| Finance - Purchasing | 35200000 | 527010 | Increased cost of paper | \$ 2,500 \$ 2,500 |
| Finance - Revenue | 35300000 | 513070+ | Position change: PT Account Clerk increased hours (22.5 to 28) | \$ 7,507 \$ 7,507 |
| Finance - Revenue | 35300000 | 523010 | Annual maintenance agreement on new folding machine | \$ 1,200 \$ 1,200 |
| Finance - Revenue | 35300000 | 524350 | Required trainings for Tax Collector & Deputy Tax Collector | \$ 1,500 \$ 1,500 |
| Finance - Revenue | 35300000 | 527100 | Increased cost of postage | \$ 5,000 \$ 5,000 |
| Finance - Human Services | 35400000 | 513080+ | New position: Contracted - Outreach Services | \$ 21,027 \$ 21,027 |
| Finance - HS General Assist | 35404000 | 524515 | Southwest Community Services | \$ 25,000 \$ 25,000 |
| Fire - Administration | 40000000 | 523100 | Annual contractor assessment of turn-out gear | \$ 12,500 \$ 12,500 |
| Fire - Administration | 40000000 | 524511 | Increased cost of staff annual physicals | \$ 31,750 \$ 31,750 |
| Fire - Administration | 40000000 | 527630 | Increased repair cost of vehicles | \$ 10,000 \$ - |
| Fire - Administration | 40000000 | 580080 | Match requirement for AFG Rope Technician Training grant | \$ 15,110 \$ 15,110 |
| Fire - Suppression | 40100000 | 527560 | Update aged turn-out gear to bring replacement cycle to current | \$ 30,260 \$ 30,260 |
| Fire - Ambulance | 40200000 | 527650 | Increased cost of oxygen; vendor to invoice according to State contract | \$ 2,000 \$ - |
| Fire - Ambulance | 40200000 | 527660 | Increased cost and usage of disposable equipment | \$ 30,000 \$ 15,000 |
| Fire - Ambulance | 40200000 | 580080 | Match requirement for 2022 AFG grant | \$ 15,570 \$ 15,570 |

FY 2024 Supplemental Requests (Cont'd)

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation |
|--|------------------|--|-------------------------------------|--|
| HR- Administration | 45000000 513040+ | Position elimination: PT Administrative Assistant | \$ (34,444) | \$ (34,444) |
| HR- Administration | 45000000 513070+ | Revised position: FT Human Resource Specialist | \$ 95,349 | \$ 95,349 |
| HR- Administration | 45000000 524350 | Additional training due to HR staff transitions | \$ 2,210 | \$ 2,210 |
| HR - Citywide Benefits | 45100000 521020 | DEI consultant | \$ 7,500 | \$ 7,500 |
| HR- Citywide Benefits | 45100000 524350 | Employee training; web based learning system | \$ 15,500 | \$ 15,500 |
| HR- Citywide Benefits | 45100000 524370 | Employee tuition assistance | \$ 13,502 | \$ 13,502 |
| IT - Cloud Applications | 50100000 528130 | RTK (Right-To-Know) software | \$ 10,000 | \$ 10,000 |
| Library | 55000000 513070+ | Positions elimination: PT Youth Svcs -Librarian I-28 hrs; Librarian I-16 hrs | \$ (74,410) | \$ (74,410) |
| Library | 55000000 513040+ | Revised position: Youth Svcs - FT Librarian I - 38 hrs | \$ 99,816 | \$ 99,816 |
| Library | 55000000 513070+ | Position elimination: PT Collections Librarian II - 32 hrs | \$ (76,976) | \$ (76,976) |
| Library | 55000000 513040+ | Revised position: FT Collections Librarian II - 38 hrs | \$ 105,683 | \$ 105,683 |
| P&R - Maint & Develop | 65013000 513040+ | Position new: Maintenance Aide I; 10 mos - start September | \$ 71,630 | \$ 63,491 |
| P&R - Maint & Develop | 65013000 525030 | Increased electricity cost | \$ 3,600 | \$ 3,600 |
| P&R - Maint & Develop | 65013000 525040 | Increased heating fuel cost | \$ 348 | \$ 348 |
| P&R - Maint & Develop | 65013000 527360 | Increased cost of grounds maintenance goods & materials | \$ 4,941 | \$ 4,941 |
| P&R - Horseshoe Court | 65013300 525030 | Increased electricity cost | \$ 375 | \$ 375 |
| P&R - Cemeteries | 65215000 525030 | Increased electricity cost | \$ 27 | \$ 27 |
| P&R - Cemeteries | 65215300 525040 | Increased heating fuel cost | \$ 425 | \$ 425 |
| P&R - Sumner Knight | 65215300 525030 | Increased electricity cost | \$ 40 | \$ 40 |
| P&R - Sumner Knight | 65215000 525040 | Increased heating fuel cost | \$ 450 | \$ 450 |
| P&R - Fac - City Hall | 65316000 525030 | Increased electricity cost | \$ 5,775 | \$ 5,775 |
| P&R - Fac - City Hall | 65316000 525040 | Increased heating fuel cost | \$ 3,225 | \$ 3,225 |
| P&R - Fac - Transport Cntr | 65316100 525030 | Increased electricity cost | \$ 2,190 | \$ 2,190 |
| P&R - Fac - Library | 65316200 523110 | Increased cost of preventative maintenance | \$ 1,903 | \$ 1,903 |
| P&R - Fac - Library | 65316200 525030 | Increased electricity cost; increased usage | \$ 25,000 | \$ 25,000 |
| P&R - Fac - Library | 65316200 525040 | Increased heating fuel cost; increased usage | \$ 5,250 | \$ 5,250 |
| P&R - Fac - Rec Center | 65316300 523110 | Increased cost of preventative maintenance | \$ 384 | \$ 384 |
| P&R - Fac - Rec Center | 65316300 525030 | Increased electricity cost | \$ 2,625 | \$ 2,625 |
| P&R - Fac - Rec Center | 65316300 525040 | Increased heating fuel cost | \$ 3,000 | \$ 3,000 |
| P&R - Fac - Fire Central | 65316474 523110 | Increased cost of preventative maintenance | \$ 1,178 | \$ 1,178 |
| P&R - Fac - Fire Central | 65316474 525030 | Increased electricity cost | \$ 4,768 | \$ 4,768 |
| P&R - Fac - Fire Central | 65316474 525040 | Increased heating fuel cost | \$ 3,795 | \$ 3,795 |
| P&R - Fac - Fire West | 65316475 523110 | Increased cost of preventative maintenance | \$ 300 | \$ 300 |
| P&R - Fac - Fire West | 65316475 525030 | Increased electricity cost | \$ 1,470 | \$ 1,470 |
| P&R - Fac - Fire West | 65316475 525040 | Increased heating fuel cost | \$ 1,650 | \$ 1,650 |
| P&R - Fac - Airport | 65316500 523110 | Increased cost of preventative maintenance | \$ 1,044 | \$ 1,044 |
| P&R - Fac - Airport | 65316500 525030 | Increased electricity cost | \$ 4,763 | \$ 4,763 |
| P&R - Fac - Airport | 65316500 525040 | Increased heating fuel cost | \$ 2,855 | \$ 2,855 |
| P&R - Fac - DPW | 65316675 523110 | Increased cost of preventative maintenance | \$ 1,913 | \$ 1,913 |
| P&R - Fac - DPW | 65316675 525030 | Increased electricity cost | \$ 13,508 | \$ 13,508 |
| P&R - Fac - DPW | 65316675 525040 | Increased heating fuel cost | \$ 6,000 | \$ 6,000 |
| Public Works - Administration | 75000000 513040+ | New position: Project Manager; 10 mos - start September | \$ 123,986 | \$ 107,285 |
| Public Works - Administration | 75000000 524350 | CDL training | \$ 15,000 | \$ 15,000 |
| Public Works - Engineering | 75100000 523060 | Annual licensing; AutoCAD | \$ 2,400 | \$ 2,400 |
| Public Works - Engineering | 75100000 534090 | GPS survey receiver replacement | \$ 27,000 | \$ 27,000 |
| Public Works - Winter Maint | 75221700 527400 | Increased price of salt and other materials | \$ 56,995 | \$ 56,995 |
| Public Works - Street Maint | 75221800 523310 | City Council directed parking space painting | \$ 1,200 | \$ 1,200 |
| Public Works - Sign Maint | 75222400 527600 | Increased cost of sign fabrication goods & materials | \$ 2,327 | \$ 2,327 |
| TOTAL General Fund - excluding 4 Firefighters | | | \$ 1,069,014 | \$ 813,520 |

FY 2024 Supplemental Requests (Cont'd)

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation |
|---|----------|--------|---|--|
| Additional Four (4) Firefighters/EMT | | | | |
| Fire - Administration | 40000000 | 524350 | Training - contractual; 4 @ \$850 | \$ 3,400 \$ 3,400 |
| Fire - Administration | 40000000 | 524511 | NFPA physicals; 4 @ \$1,300 | \$ 5,200 \$ 5,200 |
| Fire - Administration | 40000000 | 527340 | Safety equipment; 4 @ \$245 | \$ 980 \$ 980 |
| Fire - Supression | 40100000 | 513040 | Full-time Wages (64%); 4 @ \$38,357 - total wages \$59,776 per person | \$ 153,028 \$ 153,028 |
| Fire - Supression | 40100000 | 517010 | Health Ins (64%); 4 @ \$12,699 - total ER premium \$19,982 per person | \$ 50,796 \$ 50,796 |
| Fire - Supression | 40100000 | 517020 | Dental Ins (64%); 4 @ \$610 - total ER premium \$953 per person | \$ 2,440 \$ 2,440 |
| Fire - Supression | 40100000 | 517040 | Medicare (64%); 4 @ \$515 - 1.45% of wages | \$ 2,060 \$ 2,060 |
| Fire - Supression | 40100000 | 517050 | Workers Comp (64%); 4 @ \$2,148 - 5.6141% of wages | \$ 8,591 \$ 8,591 |
| Fire - Supression | 40100000 | 517130 | FD Retirement (64%); 4 @ \$11,611 -30.35% of wages | \$ 46,444 \$ 46,444 |
| Fire - Supression | 40100000 | 527550 | Uniforms; 4 @ \$1,430 | \$ 5,720 \$ 5,720 |
| Fire - Supression | 40100000 | 527560 | Protective clothing; 4 @ \$5,307 | \$ 21,228 \$ 21,228 |
| Fire - Ambulance | 40200000 | 513040 | Full-time Wages (36%); 4 @ \$21,519 - total wages \$59,776 per person | \$ 86,076 \$ 86,076 |
| Fire - Ambulance | 40200000 | 517010 | Health Ins (36%); 4 @ \$7,143 - total ER premium \$19,982 per person | \$ 28,572 \$ 28,572 |
| Fire - Ambulance | 40200000 | 517020 | Dental Ins (36%); 4 @ \$343 - total ER premium \$953 per person | \$ 1,372 \$ 1,372 |
| Fire - Ambulance | 40200000 | 517040 | Medicare (36%); 4 @ \$290 - 1.45% of wages | \$ 1,160 \$ 1,160 |
| Fire - Ambulance | 40200000 | 517050 | Workers Comp (36%); 4 @ \$537 -5.6141% of wages | \$ 4,832 \$ 4,832 |
| Fire - Ambulance | 40200000 | 517130 | FD Retirement (36%); 4 @ \$6,531- 30.35% of wages | \$ 26,124 \$ 26,124 |
| Fire - Ambulance | 40200000 | 524380 | Licenses & certifications; 4 @ \$500 | \$ 2,000 \$ 2,000 |
| Fire - Ambulance | 40200000 | 527560 | Protective clothing; 4 @ \$575 | \$ 2,300 \$ 2,300 |
| TOTAL Additional Four (4) Firefighters | | | \$ 452,323 | \$ 452,323 |
| TOTAL General Fund | | | \$ 1,521,337 | \$ 1,265,843 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Department Summary**

| Department | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|-------------------------|-----------------------------|-----------------------------|-----------------------------------|-------------------------------|-----------------------------------|
| AIRPORT | 664,603 | 746,104 | 750,760 | - | 750,760 |
| ASSESSMENT | 443,472 | 439,938 | 427,990 | - | 427,990 |
| CITY ATTORNEY | 377,117 | 463,427 | 464,688 | 2,000 | 464,688 |
| CITY CLERK | 642,763 | 678,528 | 732,594 | 27,910 | 732,594 |
| CITY MANAGERS OFFICE | 509,292 | 541,087 | 730,792 | - | 730,792 |
| COMMUNITY DEVELOPMENT | 1,397,935 | 1,460,966 | 1,658,044 | - | 1,532,190 |
| FINANCE | 2,262,462 | 2,746,076 | 2,940,406 | 108,902 | 2,940,406 |
| FIRE | 7,861,106 | 7,799,173 | 8,600,001 | 572,513 | 8,573,001 |
| HUMAN RESOURCES | 689,209 | 1,122,192 | 766,495 | 99,617 | 766,480 |
| INFORMATION TECHNOLOGY | 1,448,556 | 1,734,205 | 1,674,335 | 10,000 | 1,674,335 |
| LIBRARY | 1,554,163 | 1,664,684 | 1,716,209 | 54,113 | 1,716,209 |
| MAYOR & COUNCIL | 7,624,123 | 10,215,924 | 12,429,466 | 12,288 | 12,351,666 |
| PARKS, REC & FACILITIES | 3,708,338 | 3,944,243 | 4,314,152 | 166,293 | 4,306,013 |
| POLICE | 7,661,481 | 8,266,499 | 8,423,467 | - | 8,423,467 |
| PUBLIC WORKS | 4,560,738 | 5,050,713 | 5,313,867 | 212,207 | 5,297,166 |
| | | | | | |
| Grand Total | 41,405,357 | 46,873,760 | 50,943,266 | 1,265,843 | 50,687,757 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Summary by Object Code**

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------|---------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 511010 | WAGES-ELECTED OFFICIALS | 29,417 | 41,500 | 41,500 | - | 41,500 |
| 512010 | WAGES-CHARTER OFFICERS | 432,358 | 428,759 | 448,727 | - | 448,727 |
| 513010 | WAGES-DEPT HEAD | 1,474,135 | 1,341,952 | 1,414,013 | - | 1,414,013 |
| 513030 | WAGES-SUPERVISORY | 3,795,269 | 4,011,760 | 4,369,705 | - | 4,369,705 |
| 513040 | WAGES-FULL TIME | 8,037,367 | 9,413,331 | 10,013,143 | 568,322 | 9,908,389 |
| 513070 | WAGES-PART TIME | 1,046,951 | 1,179,361 | 931,420 | (156,521) | 931,420 |
| 513080 | WAGES-HOURLY | 278,297 | 360,235 | 529,115 | 19,500 | 529,115 |
| 514010 | WAGES-TEMPORARY | 8,588 | 7,800 | 13,300 | - | 13,300 |
| 515010 | OT-REGULAR | 287,517 | 242,793 | 262,019 | - | 262,019 |
| 515020 | OT-DOUBLE | 1,569 | 5,895 | 5,895 | - | 5,895 |
| 515060 | OT-REIMBURSABLE DETAIL | (380) | - | - | - | - |
| 515070 | OT-COURT | 34,255 | 44,000 | 44,000 | - | 44,000 |
| 515090 | OT-WEAPONS TRAINING | 27,393 | 25,000 | 25,000 | - | 25,000 |
| 515110 | OT-HAZ MAT TRAINING | 5,072 | 10,815 | 10,815 | - | 10,815 |
| 515120 | OT-TACTICAL TEAM TRAINING | 20,241 | 25,000 | 25,000 | - | 25,000 |
| 515130 | OT-TRAINING | 201,389 | 129,400 | 129,400 | - | 129,400 |
| 515140 | OT-FIELD TRAINING OFFICER | 11,959 | 21,000 | 21,000 | - | 21,000 |
| 515150 | OT-FIRE ALARMS | 1,004 | 3,000 | 3,000 | - | 3,000 |
| 515200 | OT-VACATION REPLACEMENT | 392,675 | 321,100 | 321,640 | - | 321,640 |
| 515210 | OT-SICK REPLACEMENT | 304,477 | 77,050 | 77,665 | - | 77,665 |
| 515220 | OT-PERSONAL DAY REPLACE | 66,065 | 43,800 | 44,114 | - | 44,114 |
| 515250 | OT-MULTI ALARM | 211,282 | 40,000 | 15,000 | - | 15,000 |
| 515260 | OT-SUPPLEMENTAL STAFFING | 14,916 | 13,082 | 39,675 | - | 39,675 |
| 515270 | OT-CALL BACK | 26,413 | 24,000 | 24,000 | - | 24,000 |
| 515290 | OT-SHIFT VACANCIES | 26,641 | 8,000 | 8,000 | - | 8,000 |
| 515310 | OT-HOLIDAY | 66,256 | 64,857 | 64,857 | - | 64,857 |
| 516010 | HOLIDAY | 258,369 | 294,916 | 294,555 | - | 294,555 |
| 516020 | STAND-BY | 41,821 | 41,899 | 41,899 | - | 41,899 |
| 516030 | CAR ALLOWANCE | - | 3,600 | 3,600 | - | 3,600 |
| 516040 | INCENTIVES-TRAINING | 40,050 | 42,120 | 39,975 | - | 39,975 |
| 516050 | SICK & INJURY | 16,331 | 32,314 | - | - | - |
| 516070 | VACATION | 141,727 | 137,092 | - | - | - |
| 516080 | INCENTIVES-POLICE | 46,364 | 72,850 | 68,150 | - | 68,150 |
| 516100 | INCENTIVES-FIRE | 13,350 | 16,200 | 12,500 | - | 12,500 |
| 516110 | OUT OF CLASS PAY | - | - | - | - | - |
| 516120 | INCENTIVES-POLICE HIRING | 4,000 | - | - | - | - |
| 517010 | HEALTH INSURANCE | 3,544,598 | 3,976,930 | 4,407,814 | 176,754 | 4,385,610 |
| 517020 | DENTAL INSURANCE | 231,151 | 251,187 | 262,879 | 7,606 | 261,926 |
| 517030 | RETIREMENT CONTRIBUTIONS | 1,107,584 | 1,250,883 | 1,279,432 | 44,543 | 1,265,260 |
| 517040 | SOCIAL SECURITY | 810,167 | 914,934 | 923,594 | 21,643 | 915,725 |
| 517050 | WORKERS COMPENSATION | 367,588 | 420,451 | 466,232 | 16,576 | 465,475 |
| 517120 | DEPT HEAD RETIREMENT | 5,135 | 5,241 | 5,372 | - | 5,372 |
| 517130 | RETIREMENT-FIRE | 1,411,077 | 1,356,314 | 1,344,553 | 72,568 | 1,344,553 |
| 517140 | RETIREMENT-POLICE | 1,263,653 | 1,333,434 | 1,254,151 | - | 1,254,151 |
| 521000 | PROFESSIONAL/TECH SVCS | 6,504 | 7,100 | 7,100 | - | 7,100 |
| 521010 | ADMINISTRATIVE SERVICES | 55,378 | 62,000 | 75,000 | - | 75,000 |
| 521020 | PROFESSIONAL SERVICES | 204,486 | 271,631 | 261,857 | 7,500 | 261,857 |
| 521030 | TECHNICAL SERVICES | 92,385 | 97,210 | 99,709 | - | 99,709 |
| 521070 | ELECTIONS | 10,750 | 15,643 | 28,843 | 13,200 | 28,843 |
| 521080 | CYBERSECURITY SERVICES | - | 37,538 | 12,400 | - | 12,400 |
| 521100 | LIFE INSURANCE | 28,718 | 30,402 | 33,442 | - | 33,442 |
| 521110 | LT DISABILITY INSURANCE | 40,696 | 41,985 | 51,124 | - | 51,124 |
| 521120 | SAFETY PROGRAM | 478 | 4,200 | 8,200 | - | 8,200 |
| 521130 | WELLNESS PROGRAM | 9,143 | 3,800 | 3,800 | - | 3,800 |
| 521140 | PENSION/RETIREMENT | 9,466 | 9,466 | 9,063 | - | 9,063 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Summary by Object Code**

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------|-------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 521150 | ARTISTS & PERFORMERS | 6,516 | 7,550 | 11,800 | - | 11,800 |
| 521160 | DISPATCH | 245,001 | 251,126 | 256,149 | - | 256,149 |
| 521170 | UNEMPLOYMENT INSURANCE | - | 8,102 | 6,833 | - | 6,833 |
| 521200 | LABORATORY SERVICES | 3,847 | 8,215 | 8,215 | - | 8,215 |
| 521210 | MONITOR & INSPECTIONS | 6,305 | 45,000 | 45,000 | - | 45,000 |
| 521250 | APPRAISAL SERVICES | 12,800 | 12,800 | 12,800 | - | 12,800 |
| 521270 | K-9 UNIT SUPPORT | 18,363 | 4,500 | 4,500 | - | 4,500 |
| 521290 | AUDIT SERVICES | 33,530 | 44,000 | 44,000 | - | 44,000 |
| 521310 | OA-RUCK-UP INC | - | - | - | - | - |
| 521320 | OA-COMMUNITY VOLUNTEER TRANS | - | - | 750 | 750 | 750 |
| 521330 | OA-SENIOR CITIZENS CENTER | 15,000 | 15,000 | 16,500 | - | 15,000 |
| 521340 | OA-MONADNOCK SUBSTANCE ABUSE | 5,000 | - | 10,000 | - | - |
| 521350 | OA-BIG BROTHERS/BIG SISTERS | 10,500 | 5,250 | 7,500 | (5,250) | - |
| 521360 | OA-KEENE COMMUNITY KITCHEN | 90,000 | 90,000 | 130,000 | 10,000 | 100,000 |
| 521370 | OA-ELDERLY MEALS ON WHEELS | 14,000 | 15,600 | 17,488 | 1,888 | 17,488 |
| 521380 | OA-SW COMMUNITY SERVICES | 10,000 | 10,000 | 10,000 | - | 10,000 |
| 521390 | OA-100 NIGHTS SHELTER | 30,000 | - | 45,000 | 5,000 | 35,000 |
| 521400 | OA-HARBOR CARE WAS HIV AIDES | 5,000 | 5,000 | 5,000 | - | 5,000 |
| 521410 | OA-MON REG CHILD ADVOCACY | - | - | 10,000 | 2,500 | 2,500 |
| 521420 | OA-TRANSPORTING | 92,300 | 96,800 | 99,700 | 2,900 | 99,700 |
| 521420 | TRANSPORTING | 2,175 | 4,250 | 4,250 | - | 4,250 |
| 521430 | OA-CASA | 2,000 | 3,000 | 4,000 | 1,000 | 4,000 |
| 521440 | OA-MONADNOCK HUMANE SOCIETY | - | - | - | - | - |
| 521450 | OA-KEENE SERENITY CENTER | - | - | - | - | - |
| 521460 | OA-PROJECT SHARE | - | - | - | - | - |
| 521470 | OA-KH KIDS COLLABORATIVE | 10,000 | 10,000 | 10,000 | - | 10,000 |
| 521480 | OA-SAMARITANS OF NH | 4,500 | 5,000 | 6,000 | - | 5,000 |
| 521490 | OA-VOLUNTEERS ENABLING TRANS | - | 30,000 | - | - | - |
| 521500 | OA-MOND DIV EQUITY (MDEIBC) | - | 10,000 | - | (10,000) | - |
| 521510 | OA-MCVP MONAD CRIS VIOL PRVNT | - | - | 12,800 | 2,500 | 2,500 |
| 521600 | COURT & HEARING EXP | 750 | 2,000 | 2,000 | - | 2,000 |
| 521610 | LEGAL SERVICES | 51,080 | 35,000 | 35,000 | - | 35,000 |
| 521740 | ZONING BOARD | 60 | 250 | 250 | - | 250 |
| 521752 | HOME HEALTH CARE | 88,833 | 95,000 | 95,000 | - | 95,000 |
| 521755 | MENTAL HEALTH SERVICES | - | 25,000 | 25,000 | - | 25,000 |
| 521759 | OTHER SERVICES | 66,538 | 40,710 | 40,025 | - | 40,025 |
| 521770 | JUSTICE OF THE PEACE | 75 | 375 | 375 | - | 375 |
| 521780 | PLANNING BOARD | 110 | 250 | 250 | - | 250 |
| 521790 | CONSERVATION COMMISSION | 1,404 | 2,000 | 2,000 | - | 2,000 |
| 521800 | HERITAGE COMMISSION | 1,200 | 1,200 | 1,200 | - | 1,200 |
| 521810 | PARTNER CITY | 5,000 | 5,000 | 5,000 | - | 5,000 |
| 521815 | ARTS ALIVE | 28 | 500 | 500 | - | 500 |
| 521830 | HISTORIC DISTRICT CMMSN | - | 250 | 200 | - | 200 |
| 521840 | ENERGY & CLIMATE COMMITTE | 525 | 850 | 850 | - | 850 |
| 521920 | MARKET/BRAND/COMMUNICATE | 39,318 | 37,500 | 27,000 | - | 27,000 |
| 522010 | JANITORIAL | 9,227 | 24,514 | 24,514 | - | 24,514 |
| 522030 | SNOW PLOWING | 5,409 | 5,750 | 5,750 | - | 5,750 |
| 522050 | PC REPLACEMENT CHARGE | 93,943 | 101,613 | 110,294 | - | 110,294 |
| 522060 | PW FLEET CHARGE | 1,966,883 | 2,014,338 | 2,034,459 | - | 2,034,459 |
| 522080 | TAXES | 188,775 | 214,404 | 227,626 | - | 227,626 |
| 522090 | RUBBISH PICK-UP | 21,089 | 20,429 | 21,429 | - | 21,429 |
| 523000 | REPAIR & MAINTENANCE SVCS | 39,145 | 102,351 | 102,351 | - | 102,351 |
| 523010 | MAINT-OFFICE EQUIPMENT | 42,182 | 16,867 | 12,015 | 1,400 | 12,015 |
| 523040 | MAINT-COMMUNICATIONS EQP | 48,232 | 31,754 | 26,404 | - | 26,404 |
| 523050 | MF PRINTER LEASE/COPIES/MAINT | 880 | 29,500 | 43,393 | - | 43,393 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Summary by Object Code**

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------|--------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 523060 | MAINT-SOFTWARE | 4,180 | 2,300 | 4,700 | 2,400 | 4,700 |
| 523070 | MAINT-COMPUTER SYSTEM | 201,098 | 249,578 | 224,720 | - | 224,720 |
| 523080 | MAINT-NETWORK | 45,528 | 48,957 | 48,289 | - | 48,289 |
| 523090 | VEHICLE CERTIFICATION | 3,340 | 16,000 | 16,000 | - | 16,000 |
| 523100 | MAINT-SAFETY PROGRAM | 17,586 | 15,500 | 24,000 | 12,500 | 24,000 |
| 523110 | MAINT-EQUIPMENT | 72,815 | 109,431 | 119,283 | 6,722 | 119,283 |
| 523130 | MAINT-GENERAL | 2,350 | 2,000 | 2,000 | - | 2,000 |
| 523150 | MAINT-FUEL SYSTEM | 4,909 | 2,000 | 3,600 | - | 3,600 |
| 523160 | MAINT-ESCO | - | - | - | - | - |
| 523170 | REPAIR-EQUIPMENT | 77,412 | 54,855 | 54,855 | - | 54,855 |
| 523180 | REPAIR-BUILDING | 49,363 | 45,632 | 48,632 | - | 48,632 |
| 523200 | MAINT-MAPPING & GIS | 8,800 | 9,550 | 9,550 | - | 9,550 |
| 523310 | MAINT-ROAD & STREET | 283,432 | 472,857 | 474,057 | 1,200 | 474,057 |
| 523400 | MAINT-GROUNDS | 50,620 | 47,564 | 34,964 | - | 34,964 |
| 523410 | MAINT-PLAYGROUND | 4,701 | 5,000 | 5,000 | - | 5,000 |
| 523420 | MAINT-SKATE PARK | 783 | 1,000 | 1,000 | - | 1,000 |
| 523430 | MAINT-SIGNAGE | 3,230 | 2,000 | 2,000 | - | 2,000 |
| 523440 | MAINT-TRAIL | 3,954 | 2,000 | 2,000 | - | 2,000 |
| 523450 | MAINT-CAMERA SYSTEM | 9,473 | 9,250 | 9,250 | - | 9,250 |
| 523500 | MAINT-BUILDING | 97,872 | 66,563 | 66,563 | - | 66,563 |
| 523550 | MAINT-BRUSH & OBSTR CLEARING | 1,206 | 10,000 | 10,000 | - | 10,000 |
| 523700 | MAINT-OTHER IMPROVEMENTS | - | - | - | - | - |
| 523720 | MAINT-TREE & FORESTRY | 61,674 | 55,200 | 56,200 | - | 56,200 |
| 523730 | TREE PLANTING | - | 3,000 | 3,000 | - | 3,000 |
| 523740 | MAINT-STREET LIGHT | 42,685 | 6,517 | 6,517 | - | 6,517 |
| 523750 | PERMITS | 3,449 | 3,630 | 3,630 | - | 3,630 |
| 524010 | INSURANCE-GENERAL LIABILITY | 209,342 | 287,075 | 286,220 | - | 286,220 |
| 524020 | INSURANCE-AIRPORT LIABILITY | 4,554 | 11,500 | 11,520 | - | 11,520 |
| 524070 | INSURANCE-VEHICLES | 1,318 | 1,760 | 1,883 | - | 1,883 |
| 524090 | INSURANCE-YOUTH SVCS LIABILITY | 682 | 650 | 700 | - | 700 |
| 524160 | PRINTING | 16,825 | 16,625 | 20,425 | 3,800 | 20,425 |
| 524250 | ADVERTISING | 10,733 | 12,687 | 14,187 | 900 | 14,187 |
| 524300 | TRAVEL | 3,563 | 6,634 | 6,184 | - | 6,184 |
| 524340 | TRAINING-INCIDENTALS | 2,387 | - | - | - | - |
| 524350 | TRAINING | 74,926 | 114,522 | 160,007 | 37,610 | 160,007 |
| 524360 | MEETINGS & DUES | 41,713 | 51,928 | 52,528 | - | 52,528 |
| 524365 | KEENE CHAMBER OF COMMERCE | 425 | 425 | 425 | - | 425 |
| 524366 | REGIONAL PLANNING | 12,886 | 12,676 | 12,373 | - | 12,373 |
| 524370 | TUITION ASSISTANCE | 9,544 | 24,994 | 38,496 | 13,502 | 38,496 |
| 524380 | LICENSES & CERTIFICATIONS | 356 | 1,925 | 3,925 | 2,000 | 3,925 |
| 524390 | PARAMEDIC TUITION | 8,500 | - | 8,500 | - | 8,500 |
| 524410 | MEETING EXPENSES | 538 | 1,322 | 1,072 | - | 1,072 |
| 524420 | MAYORS OFFICIAL EXPENSE | 725 | 2,500 | 2,500 | - | 2,500 |
| 524430 | COUNCILS OFFICIAL EXPENSE | 13,206 | 4,348 | 4,348 | - | 4,348 |
| 524440 | AWARDS | - | 2,700 | 4,700 | - | 4,700 |
| 524450 | PHOTOGRAPHY & PROCESSING | 1,738 | 950 | 950 | - | 950 |
| 524460 | CLEANING ALLOWANCE | 2,100 | 2,350 | 2,100 | - | 2,100 |
| 524470 | PUBLIC AWARENESS | 2,301 | 3,900 | 3,900 | - | 3,900 |
| 524480 | HAULING & DISPOSAL | - | 6,400 | 6,400 | - | 6,400 |
| 524500 | POLLING STATIONS SET UP | 7,486 | 1,720 | 4,070 | 2,350 | 4,070 |
| 524510 | PERSONAL & HOUSEHOLD | - | 500 | 500 | - | 500 |
| 524511 | FIRST AID & MEDICAL SVCS | 44,373 | 52,100 | 89,050 | 36,950 | 89,050 |
| 524512 | DENTAL WORKS | 7,000 | 7,000 | 7,000 | - | 7,000 |
| 524515 | SCS SHELTER SERVICES | 50,000 | 50,000 | 75,000 | 25,000 | 75,000 |
| 524520 | BURIAL TRANSPORT & MISC | 18,608 | 20,000 | 20,000 | - | 20,000 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Summary by Object Code**

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------|--------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 524530 | HEATING FUEL & UTILITIES | 9,340 | 25,750 | 25,750 | - | 25,750 |
| 524540 | RENTALS | 151,645 | 300,000 | 300,000 | - | 300,000 |
| 524550 | CONTRACTED SERVICES | - | - | - | - | - |
| 524560 | COMM FUNDED EVENT OTHER | 900 | 1,000 | - | - | - |
| 524570 | VETERANS COUNCIL | 4,250 | 4,250 | 4,250 | - | 4,250 |
| 524620 | HUMAN RIGHTS COMMITTEE | 500 | 1,000 | 2,000 | 1,000 | 2,000 |
| 524980 | TRUST-INCOME USE | 3,744 | 6,862 | 9,046 | - | 9,046 |
| 525010 | WATER | 54,199 | 42,933 | 43,733 | - | 43,733 |
| 525020 | SEWER | 28,284 | 29,950 | 29,950 | - | 29,950 |
| 525030 | ELECTRICITY | 455,445 | 429,062 | 493,203 | 64,141 | 493,203 |
| 525040 | HEATING FUEL | 162,491 | 179,979 | 206,977 | 26,998 | 206,977 |
| 525050 | ELECTRICITY BEACON & OBST LGTS | 9,877 | 9,500 | 12,000 | - | 12,000 |
| 525060 | FIRELINE & HYDRANTS | 7,772 | 4,556 | 4,556 | - | 4,556 |
| 525100 | COMMUNICATIONS & PHONE | 64,019 | 75,520 | 76,424 | - | 76,424 |
| 525130 | PROPANE | - | 250 | 250 | - | 250 |
| 526030 | RENTAL-BUILDING | 220,586 | 220,586 | 220,586 | - | 220,586 |
| 526040 | RENTAL-EQUIPMENT | - | 10,200 | 10,200 | - | 10,200 |
| 526050 | RENTAL-PARKING SPACE | 50,389 | 61,325 | 61,040 | - | 61,040 |
| 526060 | RENTAL-OTHER | 931 | 1,500 | 2,000 | 500 | 2,000 |
| 526070 | RENTAL- VEHICLES | 6,300 | 7,000 | 7,000 | - | 7,000 |
| 527000 | SUPPLIES & MATERIALS | 5,270 | 5,165 | 5,165 | - | 5,165 |
| 527010 | SUPPLIES-OFFICE | 57,723 | 45,928 | 56,688 | 4,100 | 56,688 |
| 527020 | SUPPLIES-COPIER | 43 | - | - | - | - |
| 527030 | LOST MATERIAL REPLACEMENT | 3,334 | 3,500 | 3,500 | - | 3,500 |
| 527040 | SUPPLIES-BOOK MENDING | 3,131 | 2,900 | 2,900 | - | 2,900 |
| 527080 | SUPPLIES-CH PUBLIC AREA | 4,964 | 1,000 | 1,000 | - | 1,000 |
| 527090 | SUPPLIES-PROGRAM | - | - | - | - | - |
| 527100 | POSTAGE | 50,743 | 66,367 | 72,867 | 6,500 | 72,867 |
| 527110 | SUPPLIES-SMALL WIRELESS | - | - | - | - | - |
| 527130 | SUPPLIES-PUB PRINTER & COPIER | 8,514 | 6,680 | 6,680 | - | 6,680 |
| 527150 | BOOKS & COLLECTIONS | 174,109 | 178,705 | 180,935 | 2,000 | 180,935 |
| 527200 | REPAIR-PARTS | 2,524 | - | - | - | - |
| 527330 | TOOLS | 11,593 | 3,150 | 4,050 | - | 4,050 |
| 527340 | EQUIPT-MINOR | 18,741 | 20,445 | 21,945 | - | 21,945 |
| 527350 | SUPPLIES-BUILDING MAINT | 29,519 | 12,100 | 12,100 | - | 12,100 |
| 527360 | SUPPLIES-GROUNDS MAINT | 60,185 | 43,832 | 48,773 | 4,941 | 48,773 |
| 527370 | SUPPLIES-JANITORIAL | 41,660 | 24,230 | 24,580 | - | 24,580 |
| 527380 | FURNITURE | - | - | - | - | - |
| 527400 | SUPPLIES-OTHER MAINT | 348,963 | 429,872 | 486,867 | 56,995 | 486,867 |
| 527410 | EVIDENCE SECURITY | 622 | 900 | 900 | - | 900 |
| 527420 | EQUIPT-COMMUNICATION MINOR | 7,252 | 6,000 | 11,350 | - | 11,350 |
| 527430 | EQUIPT-MINOR SAFETY | 18,630 | 19,000 | 20,280 | 980 | 20,280 |
| 527440 | EQUIPT-COMPUTER MINOR | 14,423 | 9,925 | 9,000 | - | 9,000 |
| 527450 | SUPPLIES-TACTICAL | 10,549 | 9,900 | 9,800 | - | 9,800 |
| 527550 | SUPPLIES-UNIFORMS | 78,110 | 84,330 | 93,100 | 5,720 | 93,100 |
| 527560 | SUPPLIES-PROTECTIVE CLOTHING | 15,527 | 51,625 | 105,413 | 53,788 | 105,413 |
| 527600 | SUPPLIES-OPERATING | 170,518 | 114,571 | 118,610 | 3,827 | 118,610 |
| 527610 | SUPPLIES-SOFTWARE | 32,927 | 16,680 | 17,830 | 2,360 | 17,830 |
| 527620 | LICENSES & PERMITS | 760 | 900 | 1,000 | - | 1,000 |
| 527630 | SUPPLIES-VEHICLES | 123,321 | 73,600 | 83,600 | - | 73,600 |
| 527640 | SUPPLIES-CHEMICALS | 4,266 | 5,600 | 5,600 | - | 5,600 |
| 527650 | SUPPLIES-OXYGEN | 10,916 | 6,000 | 8,000 | - | 6,000 |
| 527660 | SUPPLIES-DISPOSABLE EQUIPMENT | 51,978 | 34,200 | 64,200 | 15,000 | 49,200 |
| 527670 | PRISONER CARE | - | 25 | 25 | - | 25 |
| 527730 | SUPPLIES-WEAPONS TRAINING | 16,650 | 33,000 | 33,000 | - | 33,000 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Summary by Object Code**

| Object | Description | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------------|-------------------------------|-----------------------------------|
| 527750 | SUPPLIES-PLAYGROUND MATERIAL | 5,569 | 4,000 | 4,000 | - | 4,000 |
| 527760 | SUPPLIES-HANDICAPPEDD ATHLETE | - | - | - | - | - |
| 527780 | SUPPLIES-ATHLETIC | 7,001 | 5,500 | 5,500 | - | 5,500 |
| 527790 | SUPPLIES-GAME ROOM | 912 | 1,000 | 1,000 | - | 1,000 |
| 527800 | SUPPLIES-ARTS & CRAFTS | 655 | 1,000 | 1,000 | - | 1,000 |
| 527830 | SUPPLIES-YOUTH TRAILS PROGRAM | - | - | - | - | - |
| 527840 | SUPPLIES-CATCH PROGRAM | 1,020 | 1,000 | 1,000 | - | 1,000 |
| 527850 | SUPPLIES-CYBER SOFTWARE | - | 54,039 | 52,815 | - | 52,815 |
| 527860 | EQUIPT-CYBERSECURITY | - | - | - | - | - |
| 528010 | CLOUD-CITY CLERK | 5,177 | - | - | - | - |
| 528020 | CLOUD-HUMAN RESOURCES | 14,507 | 23,754 | 18,200 | - | 18,200 |
| 528030 | CLOUD-FINANCE | 2,220 | 2,331 | 148,329 | - | 148,329 |
| 528040 | CLOUD-COMM DEVELOPMENT | 17,950 | 17,250 | 21,720 | - | 21,720 |
| 528050 | CLOUD-ASSESSING | 18,673 | 20,991 | 23,055 | - | 23,055 |
| 528060 | CLOUD-FIRE DEPT | 15,042 | 15,043 | 14,930 | - | 14,930 |
| 528070 | CLOUD-LIBRARY | 28,689 | 32,936 | 31,366 | - | 31,366 |
| 528080 | CLOUD-PUBLIC WORKS | 30,544 | 31,000 | - | - | - |
| 528090 | CLOUD-CITY COUNCIL | - | 15,954 | 14,120 | - | 14,120 |
| 528100 | CLOUD-PARKS & REC | - | 4,800 | 5,200 | - | 5,200 |
| 528110 | CLOUD-HUMAN SERVICES | - | 1,900 | 1,575 | - | 1,575 |
| 528120 | CLOUD-CITYWIDE | - | 80,837 | 84,414 | - | 84,414 |
| 528130 | CLOUD-LEGAL RTK | - | - | 10,000 | 10,000 | 10,000 |
| 529010 | RECRUITMENT | 35,789 | 12,747 | - | - | - |
| 529020 | OUTSIDE AGENCY TEMPS | 759 | 2,240 | 6,713 | - | 6,713 |
| 529999 | PCARD CLEARING | - | - | - | - | - |
| 534070 | ACQ-COMPUTER EQUIPMENT | - | - | - | - | - |
| 534090 | ACQ-EQUIPMENT | 2,296 | - | 27,000 | 27,000 | 27,000 |
| 542060 | MINOR IMPROVEMENTS | 13,655 | 23,563 | - | - | - |
| 551010 | DEBT-PRINCIPAL | 3,740,985 | 3,207,735 | 2,636,485 | - | 2,636,485 |
| 551020 | DEBT-INTEREST | 647,997 | 608,513 | 588,869 | - | 588,869 |
| 552000 | DEBT-NOTES PAYABLE | - | 86,170 | 86,170 | - | 86,170 |
| 552020 | DEBT-INT ON NOTES | 20,379 | 16,674 | 12,969 | - | 12,969 |
| 580080 | TRANSFER-GRANT MATCH | 3,035 | 33,450 | 64,130 | 30,680 | 64,130 |
| 580100 | TRANS-CAP RESERVE | 1,023,430 | 2,259,336 | 2,292,670 | - | 2,292,670 |
| 580110 | TRANS-CAP PROJ | 815,028 | 3,394,076 | 6,058,098 | - | 6,058,098 |
| 580120 | TRANSFER-CONSERVATION LUCT | 25,000 | 26,565 | 46,025 | - | 46,025 |
| 580130 | TRANSFER-SPEC REVENUE | - | - | - | - | - |
| 580140 | TRANSFER-SPEC REV RETIRE | 875,000 | 125,000 | 100,000 | - | 100,000 |
| | | | | | | |
| Grand Total | | 41,405,357 | 46,873,760 | 50,943,266 | 1,265,843 | 50,687,757 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Department Summary by Expenditure Category

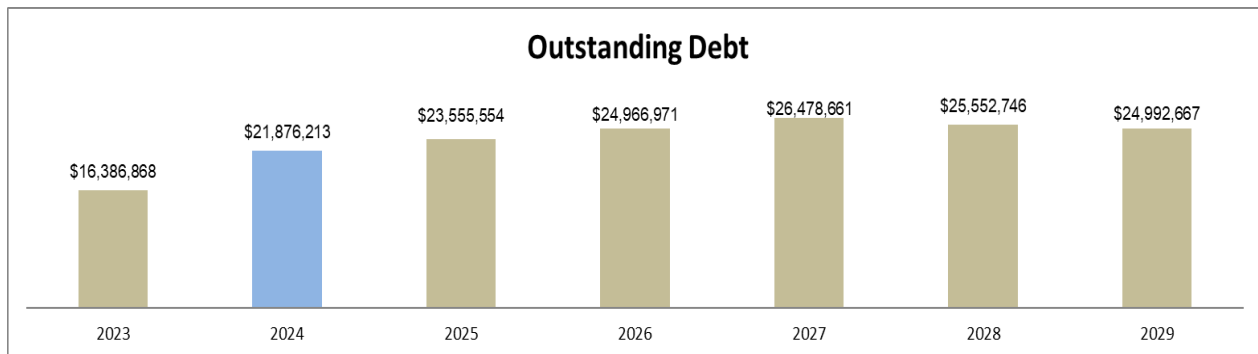
| Department | Expenditure Category | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--|----------------------|------------------|-------------------|------------------------|--------------------|------------------------|
| AIRPORT | Personnel | 340,242 | 412,327 | 398,280 | - | 398,280 |
| AIRPORT | Operating | 324,361 | 333,777 | 352,480 | - | 352,480 |
| AIRPORT Total | | 664,603 | 746,104 | 750,760 | - | 750,760 |
| ASSESSMENT | Personnel | 404,549 | 394,683 | 381,348 | - | 381,348 |
| ASSESSMENT | Operating | 38,922 | 45,255 | 46,642 | - | 46,642 |
| ASSESSMENT Total | | 443,472 | 439,938 | 427,990 | - | 427,990 |
| CITY ATTORNEY | Personnel | 314,592 | 416,053 | 414,574 | - | 414,574 |
| CITY ATTORNEY | Operating | 62,524 | 47,374 | 50,114 | 2,000 | 50,114 |
| CITY ATTORNEY Total | | 377,117 | 463,427 | 464,688 | 2,000 | 464,688 |
| CITY CLERK | Personnel | 583,009 | 605,219 | 634,496 | - | 634,496 |
| CITY CLERK | Operating | 59,754 | 73,309 | 98,098 | 27,910 | 98,098 |
| CITY CLERK Total | | 642,763 | 678,528 | 732,594 | 27,910 | 732,594 |
| CITY MANAGERS OFFICE | Personnel | 407,279 | 435,703 | 629,730 | - | 629,730 |
| CITY MANAGERS OFFICE | Operating | 102,013 | 105,384 | 101,062 | - | 101,062 |
| CITY MANAGERS OFFICE Total | | 509,292 | 541,087 | 730,792 | - | 730,792 |
| COMMUNITY DEVELOPMENT | Personnel | 1,263,728 | 1,305,670 | 1,504,582 | - | 1,378,728 |
| COMMUNITY DEVELOPMENT | Operating | 134,207 | 155,296 | 153,462 | - | 153,462 |
| COMMUNITY DEVELOPMENT Total | | 1,397,935 | 1,460,966 | 1,658,044 | - | 1,532,190 |
| FINANCE | Personnel | 1,559,296 | 1,721,956 | 1,871,652 | 73,702 | 1,871,652 |
| FINANCE | Operating | 703,167 | 1,024,120 | 1,068,754 | 35,200 | 1,068,754 |
| FINANCE Total | | 2,262,462 | 2,746,076 | 2,940,406 | 108,902 | 2,940,406 |
| FIRE | Personnel | 7,014,515 | 6,925,214 | 7,501,589 | 411,495 | 7,501,589 |
| FIRE | Operating | 846,591 | 873,959 | 1,098,412 | 161,018 | 1,071,412 |
| FIRE Total | | 7,861,106 | 7,799,173 | 8,600,001 | 572,513 | 8,573,001 |
| HUMAN RESOURCES | Personnel | 488,894 | 896,736 | 503,672 | 60,905 | 503,657 |
| HUMAN RESOURCES | Operating | 200,315 | 225,457 | 262,823 | 38,712 | 262,823 |
| HUMAN RESOURCES Total | | 689,209 | 1,122,192 | 766,495 | 99,617 | 766,480 |
| INFORMATION TECHNOLOGY | Personnel | 950,411 | 1,018,002 | 888,772 | - | 888,772 |
| INFORMATION TECHNOLOGY | Operating | 498,145 | 716,203 | 785,563 | 10,000 | 785,563 |
| INFORMATION TECHNOLOGY Total | | 1,448,556 | 1,734,205 | 1,674,335 | 10,000 | 1,674,335 |
| LIBRARY | Personnel | 1,339,281 | 1,443,376 | 1,492,715 | 54,113 | 1,492,715 |
| LIBRARY | Operating | 214,881 | 221,308 | 223,494 | - | 223,494 |
| LIBRARY Total | | 1,554,163 | 1,664,684 | 1,716,209 | 54,113 | 1,716,209 |
| MAYOR & COUNCIL | Personnel | 99,330 | 131,906 | 151,454 | - | 151,454 |
| MAYOR & COUNCIL | Operating | 7,524,793 | 10,084,017 | 12,278,012 | 12,288 | 12,200,212 |
| MAYOR & COUNCIL Total | | 7,624,123 | 10,215,924 | 12,429,466 | 12,288 | 12,351,666 |
| PARKS, REC & FACILITIES | Personnel | 1,884,959 | 2,135,464 | 2,399,611 | 63,491 | 2,391,472 |
| PARKS, REC & FACILITIES | Operating | 1,823,379 | 1,808,779 | 1,914,541 | 102,802 | 1,914,541 |
| PARKS, REC & FACILITIES Total | | 3,708,338 | 3,944,243 | 4,314,152 | 166,293 | 4,306,013 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
General Fund #010
Department Summary by Expenditure Category

| Department | Expenditure Category | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|---------------------------|----------------------|-------------------|-------------------|------------------------|--------------------|------------------------|
| POLICE | Personnel | 6,943,791 | 7,548,358 | 7,672,129 | - | 7,672,129 |
| POLICE | Operating | 717,690 | 718,141 | 751,338 | - | 751,338 |
| POLICE Total | | 7,661,481 | 8,266,499 | 8,423,467 | - | 8,423,467 |
| PUBLIC WORKS | Personnel | 2,510,216 | 2,643,188 | 2,842,105 | 107,285 | 2,825,404 |
| PUBLIC WORKS | Operating | 2,050,522 | 2,407,525 | 2,471,762 | 104,922 | 2,471,762 |
| PUBLIC WORKS Total | | 4,560,738 | 5,050,713 | 5,313,867 | 212,207 | 5,297,166 |
| Grand Total | | 41,405,357 | 46,873,760 | 50,943,266 | 1,265,843 | 50,687,757 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail**

| | | | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------------------|------------------------|--------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 01190000 | GF-DEBT SERVICE | | | | | | |
| | Operating | | | | | | |
| 01190000 | 551010 | DEBT-PRINCIPAL | 3,740,985 | 3,207,735 | 2,636,485 | - | 2,636,485 |
| 01190000 | 551020 | DEBT-INTEREST | 647,997 | 608,513 | 588,869 | - | 588,869 |
| 01190000 | 552000 | DEBT-NOTES PAYABLE | - | 86,170 | 86,170 | - | 86,170 |
| 01190000 | 552020 | DEBT-INT ON NOTES | 20,379 | 16,674 | 12,969 | - | 12,969 |
| | Operating Total | | 4,409,361 | 3,919,092 | 3,324,493 | - | 3,324,493 |
| 01190000 | Total | | 4,409,361 | 3,919,092 | 3,324,493 | - | 3,324,493 |
| | | | | | | | |
| Grand Total | | | 4,409,361 | 3,919,092 | 3,324,493 | - | 3,324,493 |



General Fund
FY 2023 - 2024 Operating Budget
Statement of Long-Term Debt

| ISSUE | DATED | MATURITY | RATE | ORIGINAL BOND | PRINCIPAL 2023/2024 | INTEREST 2023/2024 | PRINCIPAL BALANCE 06/30/24 |
|---|-----------------|-----------------|-----------------|-------------------|---------------------|--------------------|----------------------------|
| Municipal Facilities Complex - Advance Refunded 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 3,540,300 | 320,000 | 18,802 | 620,100 |
| Sidewalk Construction - Advance Refunded 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 54,600 | 5,000 | 300 | 10,000 |
| Drainage Improvements - Advance Refunded 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 256,000 | 20,000 | 1,200 | 40,000 |
| Consolidated Infrastructure - 2015 | 6/12/2015 | 6/12/2025 | avg 2.17% | 1,325,000 | 135,000 | 8,300 | 140,000 |
| Consolidated Infrastructure - 2015 | 6/12/2015 | 6/12/2025 | avg 2.17% | 1,330,000 | 130,000 | 7,800 | 130,000 |
| Airport Road Culvert | 6/12/2015 | 6/12/2025 | avg 2.17% | 135,000 | 15,000 | 700 | 10,000 |
| Ice Rink | 6/12/2015 | 6/12/2035 | avg 2.17% | 1,300,000 | 65,000 | 24,376 | 715,000 |
| 2017 Refunding Series 2016B | 11/1/2016 | 7/1/2028 | avg 1.61% | 2,141,033 | 176,485 | 30,441 | 690,603 |
| Consolidated Infrastructure - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 1,365,000 | 135,000 | 18,900 | 405,000 |
| Boiler Replacement - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 103,000 | 10,000 | 1,400 | 30,000 |
| Defibrillator Replacement - Series 2016 A | 9/15/2016 | 9/15/2023 | avg 1.85% | 68,000 | 9,000 | 180 | 0 |
| Flood Management - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 397,000 | 40,000 | 5,480 | 117,000 |
| Consolidated Infrastructure - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 1,454,000 | 145,000 | 20,300 | 435,000 |
| Defibrillator Replacement - Series 2016 A | 9/15/2016 | 9/15/2023 | avg 1.85% | 66,000 | 9,000 | 180 | 0 |
| Library Campus (TIF) Develop - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 2,011,000 | 102,000 | 46,173 | 1,288,000 |
| LED Street Lighting - Series 2018 A | 9/27/2018 | 9/15/2023 | avg 2.739879% | 285,000 | 55,000 | 1,375 | 0 |
| Airport Terminal Improvements - Series 2018 A | 9/27/2018 | 9/15/2025 | avg 2.739879% | 200,000 | 30,000 | 3,250 | 50,000 |
| 2018 Consolidated Infrastructure - Series 2018 A | 9/27/2018 | 9/15/2028 | avg 2.739879% | 1,301,500 | 130,000 | 35,750 | 650,000 |
| 2019 Consolidated Infrastructure - Series 2018 A | 9/27/2018 | 9/15/2028 | avg 2.739879% | 1,267,500 | 125,000 | 34,375 | 625,000 |
| Flood Management - Series 2018 A | 9/27/2018 | 9/15/2033 | avg 2.739879% | 906,000 | 60,000 | 25,575 | 600,000 |
| Winchester Street Bypass - Series 2018 A | 9/27/2018 | 9/15/2033 | avg 2.739879% | 610,000 | 40,000 | 17,050 | 400,000 |
| Goose Pond Dam Improvements - Series 2018 A | 9/27/2018 | 9/15/2038 | avg 2.739879% | 885,000 | 45,000 | 26,313 | 660,000 |
| City Hall Rear Wall - Series 2020 A | 9/15/2020 | 9/15/2027 | 1.65% | 176,000 | 25,000 | 1,856 | 100,000 |
| Winchester Street Bypass - Series 2020 A | 9/15/2020 | 9/15/2035 | 1.65% | 859,000 | 58,000 | 11,797 | 686,000 |
| Flood Management - Series 2020 A | 9/15/2020 | 9/15/2035 | 1.65% | 505,000 | 33,000 | 7,004 | 408,000 |
| Road Rehabilitation - Series 2020 A | 9/15/2020 | 9/15/2030 | 1.65% | 1,264,000 | 125,000 | 15,699 | 889,000 |
| Flood Management - Series 2020 A | 9/15/2020 | 9/15/2035 | 1.65% | 733,000 | 49,000 | 10,073 | 586,000 |
| Road Rehabilitation - Series 2020 A | 9/15/2020 | 9/15/2030 | 1.65% | 893,000 | 89,000 | 11,063 | 626,000 |
| Airport Fuel Tanks - Series 2020 A | 9/15/2020 | 9/15/2030 | 1.65% | 508,000 | 51,000 | 6,278 | 355,000 |
| Police Dispatch Console - Series 2020 A | 9/15/2020 | 9/15/2025 | 1.65% | 235,000 | 48,000 | 1,897 | 91,000 |
| Municipal Building Improvements - Series 2020 A | 9/15/2020 | 9/15/2025 | 1.65% | 310,000 | 62,000 | 2,557 | 124,000 |
| Central Fire Station - Advance Refunded 2020 Series B | 9/15/2020 | 10/15/2030 | 1.36% | 2,556,000 | 263,000 | 25,153 | 1,718,000 |
| Robin Hood Dam Upgrade - Advance Refunded 2020 Series B | 9/15/2020 | 10/15/2030 | 1.36% | 305,000 | 32,000 | 3,033 | 207,000 |
| Total Outstanding | | | | 29,344,933 | 2,636,485 | 424,629 | 13,405,703 |
| Total Authorized, Unissued | est 2024 | | est 4.0% | 5,261,000 | | 105,220 | 5,261,000 |
| FY 2023-2024 Proposed Bond Issue | est 2024 | | est 4.0% | 2,951,000 | | 59,020 | 2,951,000 |
| Interfund Loan - Roundabout Project | 7/1/2006 | 1/1/2027 | 4.30% | 1,723,400 | 86,170 | 12,969 | 258,510 |

FY 2024 Statement of Long-Term Debt (Cont'd)

Authorized, Unissued:

| | | |
|---|------------------------------|---------------------|
| R-2021-15 | Flood Management | 744,000 |
| R-2021-16 | Patricia T. Russell Park | 1,283,000 |
| R-2021-17 | Road Rehabilitation | 922,000 |
| R-2022-03 | Winchester Street By-Pass | 584,000 |
| R-2022-10 | Municipal Building Roofs | 541,000 |
| R-2022-11 | Road Rehabilitation | 298,000 |
| R-2022-12 | Salt Shed Replacement | 439,000 |
| R-2022-19 | Flood Mgt - Carpenter Street | 100,000 |
| R-2022-16 | Patricia T. Russell Park | 350,000 |
| Total Authorized, Unissued Bonds | | \$ 5,261,000 |

Anticipated, FY23/24:

| | | |
|--------------------------------------|-----------------------------|---------------------|
| R-2023-15 | Stormwater Resiliency | 1,374,000 |
| R-2023-14 | Road Rehabilitation | 520,000 |
| R-2023-16 | Thompson Road Stabilization | 1,057,000 |
| Total Anticipated - New Bonds | | \$ 2,951,000 |

Anticipated, Future FY25-FY29:

| | | | |
|---|-----------|---|-----------|
| FY25 City Hall Structural Repairs | 1,386,000 | FY27 Beaver Brook Flood Mitigation | 504,000 |
| FY25 Lower Winchester Street | 830,000 | FY27 Road Rehabilitation | 1,290,000 |
| FY25 Road Rehabilitation | 488,000 | FY27 Robin Hood Park Improvements | 1,113,000 |
| FY25 Stormwater Resiliency | 2,293,000 | FY27 Stormwater Resiliency | 397,000 |
| FY26 Ashuelot River Dam | 802,000 | ⁽¹⁾ FY27 West Keene Fire Station | 1,514,000 |
| FY26 Beaver Brook Flood Mitigation | 504,000 | FY28 Road Rehabilitation | 1,571,000 |
| FY26 Lower Winchester Street | 655,000 | FY28 Stormwater Resiliency | 750,000 |
| FY26 Road Rehabilitation | 1,417,000 | FY29 Road Rehabilitation | 1,525,000 |
| FY26 Stormwater Resiliency | 1,428,000 | FY29 Stormwater Resiliency | 1,235,000 |
| Total Anticipated - Future Bonds | | \$ 19,702,000 | |

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

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Elected & Appointed Officials

| DESCRIPTION | DEPARTMENT | PAGE # |
|---|------------|--------|
| Elected & Appointed Officials | | 36 |
| Organizational Chart | | 37 |
| Mayor & City Council | 01 | 38-50 |
| Mayor & Council; Outside Agencies; Community Funded Events; Boards & Commissions; Debt Service; Other Financing; Transfer-Capital & Other | | |
| <ul style="list-style-type: none"> • Other Financing | | 38 |
| <ul style="list-style-type: none"> • Transfer-Capital & Other | | 38 |
| <ul style="list-style-type: none"> • Mayor & Council | | 38 |
| <ul style="list-style-type: none"> • Boards & Commission | | 38 |
| <ul style="list-style-type: none"> • Outside Agencies | | 39-42 |
| <ul style="list-style-type: none"> • Community Funded Events (Revenues & Expenditures) | | 43-44 |
| <ul style="list-style-type: none"> • Capital Appropriations | | 45-50 |
| City Manager's Office | 25 | 51-56 |
| City Attorney | 15 | 57-60 |
| City Clerk | 20 | 61-67 |



City Government Keene, New Hampshire

ELECTED OFFICIALS

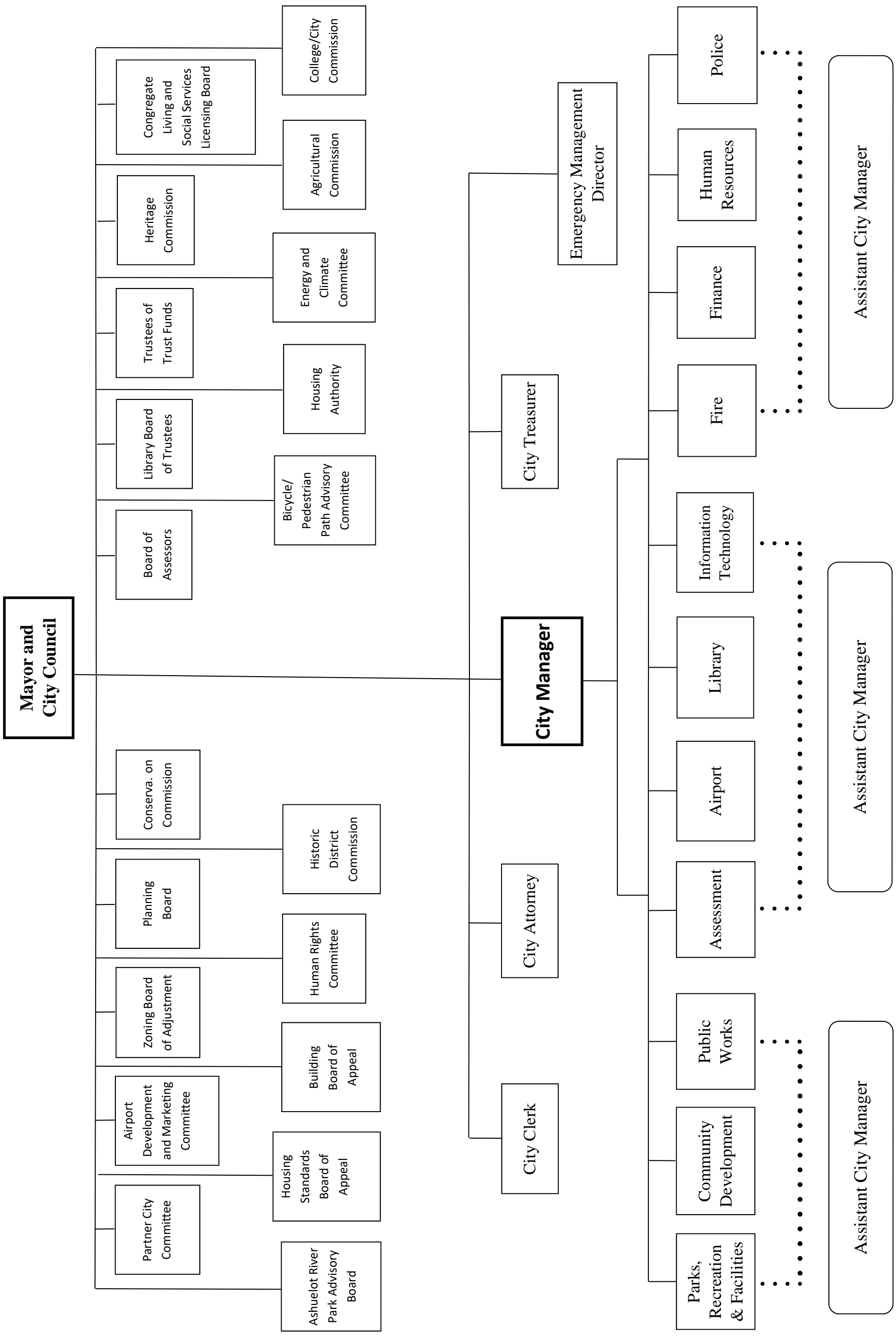
| | Name | Term Expires* | 2023 Standing Committee Assignments |
|---------------------|--|--------------------------------------|--|
| Mayor | George S. Hansel | 2023 | N/A |
| City Council | | | |
| Ward One | Raleigh C. Ormerod Kris E. Roberts | 2023 2025 | Planning, Licenses & Development Municipal Services, Facilities & Infrastructure |
| Ward Two | Robert C. Williams Mitchell H. Greenwald | 2023 2025 | Municipal Services, Facilities & Infrastructure Municipal Services, Facilities & Infrastructure (Chair) |
| Ward Three | Bryan J. Lake Andrew M. Madison | 2023 2025 | Finance, Organization & Personnel Finance, Organization & Personnel |
| Ward Four | Gladys Johnsen Catherine I. Workman | 2023 2025 | Planning, Licenses & Development Municipal Services, Facilities & Infrastructure |
| Ward Five | Thomas F. Powers Philip M. Jones | 2023 2025 | Finance, Organization & Personnel (Chair) Planning, Licenses & Development |
| At Large Councilors | Kate M. Bosley Bettina A. Chadbourne Randy L. Filiault Michael Giacomo Michael J. Remy | 2023 2023 2023 2023 2023 | Planning, Licenses & Development (Chair) Finance, Organization & Personnel Municipal Services, Facilities & Infrastructure (Vice-Chair) Planning, Licenses & Development (Vice-Chair) Finance, Organization & Personnel (Vice-Chair) |

**term expires December 31 of year indicated*

APPOINTED OFFICIALS

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

City of Keene Organizational Chart



City of Keene
Fiscal Year 2023-2024
Mayor & Council
Revenues & Expenditures - Department Cost Center Detail

REVENUES

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|---|---------------------------|------------------|--------------------|--------------------|-----------|--------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 01025506 | GF-M&C-OTHER FINANCING | | | | | | |
| 01025506 | 470010 | USE (ADDITION) TO SURPLUS | - | (1,725,000) | (2,628,474) | - | (2,628,474) |
| 01025506 | 473020 | PROPERTY SURPLUS SALE | (8,000) | - | - | - | - |
| | GF-M&C-OTHER FINANCING Total | | (8,000) | (1,725,000) | (2,628,474) | - | (2,628,474) |
| 01125506 | GF-M&C-TRANS-CAPITAL & OTHER | | | | | | |
| 01125506 | 470030 | CAPITAL RESERVE | - | (1,714,946) | (1,112,623) | - | (1,112,623) |
| 01125506 | 472010 | CAPITAL PROJECTS FUND | - | (37,000) | - | - | - |
| 01125506 | 472040 | SPECIAL REVENUE FUND | (154,751) | - | - | - | - |
| 01125506 | 472060 | PC REPLACEMENT FUND | - | - | - | - | - |
| | GF-M&C-TRANS-CAPITAL & OTHER Total | | (154,751) | (1,751,946) | (1,112,623) | - | (1,112,623) |
| Grand Total | | | (162,751) | (3,476,946) | (3,741,097) | - | (3,741,097) |

EXPENDITURES

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|--|-------------------------------|----------------|----------------|----------------|--------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 01000000 | GF-MAYOR & COUNCIL | | | | | | |
| | Personnel | | | | | | |
| 01000000 | 511010 | WAGES-ELECTED OFFICIALS | 29,417 | 41,500 | 41,500 | - | 41,500 |
| 01000000 | 513040 | WAGES-FULL TIME | 3,356 | - | - | - | - |
| 01000000 | 513070 | WAGES-PART TIME | 37,092 | 42,500 | 42,500 | - | 42,500 |
| 01000000 | 515010 | OT-REGULAR | - | - | - | - | - |
| 01000000 | 517040 | SOCIAL SECURITY | 5,938 | 6,426 | 6,422 | - | 6,422 |
| 01000000 | 517050 | WORKERS COMPENSATION | 112 | 126 | 152 | - | 152 |
| | Personnel Total | | 75,915 | 90,552 | 90,574 | - | 90,574 |
| | Operating | | | | | | |
| 01000000 | 521759 | OTHER SERVICES | 29,074 | 9,485 | 8,800 | - | 8,800 |
| 01000000 | 522050 | PC REPLACEMENT CHARGE | 2,443 | 2,510 | 3,011 | - | 3,011 |
| 01000000 | 523010 | MAINT-OFFICE EQUIPMENT | 3,412 | 5,852 | - | - | - |
| 01000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | - | 6,663 | - | 6,663 |
| 01000000 | 524250 | ADVERTISING | 3,601 | 1,500 | 2,000 | - | 2,000 |
| 01000000 | 524420 | MAYORS OFFICIAL EXPENSE | 725 | 2,500 | 2,500 | - | 2,500 |
| 01000000 | 524430 | COUNCILS OFFICIAL EXPENSE | 13,206 | 4,348 | 4,348 | - | 4,348 |
| 01000000 | 525100 | COMMUNICATIONS & PHONE | 2,076 | 2,420 | 2,420 | - | 2,420 |
| 01000000 | 527010 | SUPPLIES-OFFICE | - | 275 | 275 | - | 275 |
| 01000000 | 527080 | SUPPLIES-CH PUBLIC AREA | 4,964 | 1,000 | 1,000 | - | 1,000 |
| 01000000 | 527100 | POSTAGE | - | - | - | - | - |
| 01000000 | 534090 | ACQ-EQUIPMENT | - | - | - | - | - |
| | Operating Total | | 59,501 | 29,890 | 31,017 | - | 31,017 |
| 01000000 Total | | | 135,416 | 120,443 | 121,591 | - | 121,591 |
| 01031500 | GF-M&C-BOARDS & COMMISSIONS | | | | | | |
| | Operating | | | | | | |
| 01031500 | 521740 | ZONING BOARD | 60 | 250 | 250 | - | 250 |
| 01031500 | 521780 | PLANNING BOARD | 110 | 250 | 250 | - | 250 |
| 01031500 | 521790 | CONSERVATION COMMISSION | 1,404 | 2,000 | 2,000 | - | 2,000 |
| 01031500 | 521800 | HERITAGE COMMISSION | 1,200 | 1,200 | 1,200 | - | 1,200 |
| 01031500 | 521810 | PARTNER CITY | 5,000 | 5,000 | 5,000 | - | 5,000 |
| 01031500 | 521815 | ARTS ALIVE | 28 | 500 | 500 | - | 500 |
| 01031500 | 521830 | HISTORIC DISTRICT CMMSN | - | 250 | 200 | - | 200 |
| 01031500 | 521840 | ENERGY & CLIMATE COMMITTEE | 525 | 850 | 850 | - | 850 |
| 01031500 | 524365 | KEENE CHAMBER OF COMMERCE | 425 | 425 | 425 | - | 425 |
| 01031500 | 524366 | REGIONAL PLANNING | 12,886 | 12,676 | 12,373 | - | 12,373 |
| 01031500 | 524570 | VETERANS COUNCIL | 4,250 | 4,250 | 4,250 | - | 4,250 |
| 01031500 | 524620 | HUMAN RIGHTS COMMITTEE | 500 | 1,000 | 2,000 | 1,000 | 2,000 |
| | Operating Total | | 26,388 | 28,651 | 29,298 | 1,000 | 29,298 |
| 01031500 Total | | | 26,388 | 28,651 | 29,298 | 1,000 | 29,298 |
| Grand Total | | | 161,805 | 149,094 | 150,889 | 1,000 | 150,889 |

FY 2023-2024 Outside Agencies

| City of Keene Fiscal Year 2023-2024 Expenditure Budget Department Cost Center Detail | | | | | | | | | |
|---|------------------------------------|-------------------------------|---------------------|---------------------|--------------------------|--|--------------------------------|---|--|
| | | | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Agency Base | 2023-2024 Agency Additional Request | 2023-2024 Agency Request | 2023-2024 Committee & City Manager Suppl Recommend | 2023-2024 Committee & City Manager |
| 01030500 | GF-M&C-OUTSIDE AGENCIES | | | | | | | | |
| | Operating | | | | | | | | |
| 01030500 | 521310 | OA-RUCK-UP INC | - | - | - | - | - | - | - |
| 01030500 | 521320 | OA-COMMUNITY VOLUNTEER TRANS | - | - | - | 750 | 750 | 750 | 750 |
| 01030500 | 521330 | OA-SENIOR CITIZENS CENTER | 15,000 | 15,000 | 15,000 | 1,500 | 16,500 | - | 15,000 |
| 01030500 | 521340 | OA-MONADNOCK SUBSTANCE ABUSE | 5,000 | - | - | 10,000 | 10,000 | - | - |
| 01030500 | 521350 | OA-BIG BROTHERS/BIG SISTERS | 10,500 | 5,250 | 5,250 | 2,250 | 7,500 | (5,250) | - |
| 01030500 | 521360 | OA-KEENE COMMUNITY KITCHEN | 90,000 | 90,000 | 90,000 | 40,000 | 130,000 | 10,000 | 100,000 |
| 01030500 | 521370 | OA-ELDERLY MEALS ON WHEELS | 14,000 | 15,600 | 15,600 | 1,888 | 17,488 | 1,888 | 17,488 |
| 01030500 | 521380 | OA-SW COMMUNITY SERVICES | 10,000 | 10,000 | 10,000 | - | 10,000 | - | 10,000 |
| 01030500 | 521390 | OA-100 NIGHTS SHELTER | 30,000 | 30,000 | 30,000 | 15,000 | 45,000 | 5,000 | 35,000 |
| 01030500 | 521400 | OA-HARBOR CARE WAS HIV AIDES | 5,000 | 5,000 | 5,000 | - | 5,000 | - | 5,000 |
| 01030500 | 521410 | OA-MON REG CHILD ADVOCACY | - | - | - | 10,000 | 10,000 | 2,500 | 2,500 |
| 01030500 | 521420 | OA-TRANSPORTING | 92,300 | 96,800 | 96,800 | 2,900 | 99,700 | 2,900 | 99,700 |
| 01030500 | 521430 | OA-CASA | 2,000 | 3,000 | 3,000 | 1,000 | 4,000 | 1,000 | 4,000 |
| 01030500 | 521440 | OA-MONADNOCK HUMANE SOCIETY | - | - | - | - | - | - | - |
| 01030500 | 521450 | OA-KEENE SERENITY CENTER | - | - | - | - | - | - | - |
| 01030500 | 521460 | OA-PROJECT SHARE | - | - | - | - | - | - | - |
| 01030500 | 521470 | OA-KH KIDS COLLABORATIVE | 10,000 | 10,000 | 10,000 | - | 10,000 | - | 10,000 |
| 01030500 | 521480 | OA-SAMARITANS OF NH | 4,500 | 5,000 | 5,000 | 1,000 | 6,000 | - | 5,000 |
| 01030500 | 521490 | OA-VOLUNTEERS ENABLING TRANS | - | - | - | - | - | - | - |
| 01030500 | 521500 | OA-MOND DIV EQUITY (MDEIBC) | - | 10,000 | 10,000 | (10,000) | - | (10,000) | - |
| 01030500 | 521510 | OA-MCVP MONAD CRIS VIOL PRVNT | - | - | - | 12,800 | 12,800 | 2,500 | 2,500 |
| | Operating Total | | 288,300 | 295,650 | 295,650 | 89,088 | 384,738 | 11,288 | 306,938 |
| 01030500 | Total | | 288,300 | 295,650 | 295,650 | 89,088 | 384,738 | 11,288 | 306,938 |
| Grand Total | | | 288,300 | 295,650 | 295,650 | 89,088 | 384,738 | 11,288 | 306,938 |

AGENCY DESCRIPTIONS

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

Community Volunteer Transportation Company (CVTC): CVTC’s Volunteer Drivers provide “no fee” transportation for people who do not have access to transportation because of age, ability, economic situation or other limiting circumstances. Trip purposes include non-emergency medical and social service appointments, as well as trips to the grocery store, the pharmacy, and post office. Riders report that since getting rides through CVTC, they feel less of a burden on family and friends, are able to remain independent, do not hesitate in making necessary medical appointments, eat healthier meals and are satisfied with CVTC’s services. A total of 3,149 trips were booked by 324 riders in 2022 from 34 towns in the Monadnock Region.

Court Appointed Special Advocates (CASA): CASA provides a voice for abused and neglected children and youth by empowering a statewide network of trained volunteers to advocate on their behalf so they can thrive in safe, permanent homes. A CASA volunteer is appointed to advocate for the best possible futures of victimized children, providing a powerful voice on their behalf in the court system. CASA volunteers are trained to help the child navigate this court process efficiently so he or she may find stability in a safe, permanent, loving home as quickly as possible while enduring the least amount of trauma and upheaval. Last year volunteers spent a collective 92,258 hours advocating for 1,552 children.

Harbor Care: Harbor Care, formerly HIV Aids Task Force, provides medical case management and supports to link persons living with HIV/AIDS in the City of Keene to medical care, health insurance and social support including housing, financial assistance, food and transportation. City funding is used to support services for residents of Keene and overhead for the Keene office space. Harbor Care has assisted 15 Keene residents that have a 100% viral suppression. During the pandemic, clients have been challenged to modify their healthcare habits, such as adopting telehealth technologies and getting prescriptions. Case managers helped clients adapt and maintain all necessary care and services.

Home Health Care Meals on Wheels: This program provides nutritious meals for elderly and disabled residents in the City of Keene, particularly those who are in social and economic need and/or homebound due to illness or disability. The service maintains or improves the health and safety of frail residents, and assists them in maintaining their independence at home. In addition to a nutritious meal, the drivers provide a daily safety check on the well-being of the participants and an opportunity for brief social interaction. When requested, a breakfast meal can be included in the delivery. City funding helped provide 48,578 meals to 262 at risk seniors.

Home Health Care City Express (Transporting): City funds provide matching funds for the City Express, Keene's public transportation service operating Monday through Friday. It is the only public transportation service for the City. In FY21 the service provided 22,600 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including jobs, shopping, recreation and medical care. They make every effort to make rides affordable by offering specials throughout the year and especially toward the end of the month when persons on fixed-income have exhausted their resources.

Hundred Nights: Hundred Nights emergency shelter provides overnight shelter to people experiencing homelessness on a year-round basis. Shelter participants including Keene residents, persons considering themselves as Keene residents, and persons from other communities and states can access a warm, dry bed during the harsh New England winters. Hundred Nights will have a new shelter facility opening in the Spring of 2023 and will have the capacity to house 46 individuals. City funding is used to support the shelter program.

Keene Housing Kids Collaborative: The Kids Collaborative provides children living in properties subsidized through Keene Housing access to programs that they would otherwise not be able to afford. The Kids Collaborative served 155 Keene residents and helps kids in poverty to reach their full potential. The services provided by the Kids Collaborative are exclusive to tenants of Keene Housing and Southwestern Community Services properties. Kids Collaborative mission is building the foundation for successful adulthood. The community benefits when all children have an equal chance to be an active part of that community. Funds from the City would be used to pay costs for children living in Keene Housing and Southwestern Community Service households to participate in existing activities in the community that will give them the skills and competencies to succeed at home, in school and eventually in the workplace.

Keene Senior Center: The Keene Senior Center continues to focus on “wellness” and include inter-generational activities, fitness and mobility, health and nutrition, services/education, lifelong learning, meaningful volunteer opportunities, social interaction and mental stimulation. The Center currently has 360 members and 219 exclusively from the Keene community. The Keene Senior Center will continue to use the City of Keene funds to support these “wellness” programs. Every program has a social component, a critical element in the lives of older adults. The funds will also help the Center strategically expand programs and, importantly, measure their impact on those who are socially isolated and lonely.

MFS – Monadnock Substance Abuse Services Program: (MSAS): The mission of MFS is to be a source of health and hope for people and the communities in which they live; to foster mental and emotional wellness for individuals of all ages; and to create services that heal, education that transforms, and advocacy that brings a just society. MSAS provides a range of services starting with a comprehensive assessment, education and treatment for the individual, and when needed, couples and families on an outpatient basis. MSAS work with other entities through the state, court legal systems, rehab centers, hospitals, physicians and other treatment providers. Offices are in Keene and Peterborough. City funding will assist the MSAS program in the effort to meet goals and objectives, treating those with substance use disorders with therapy, group sessions, case management and medication assistance treatment.

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

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

Southwestern Community Services (SCS): SCS strives to empower and provide assistance to low-income people and families. SCS is a major provider of social and human services to the residents of Keene as well as all of Cheshire and Sullivan Counties. Last fiscal year, SCS provided 12,542 units of service to 2,500 Keene households totaling \$3,522,788.00 in direct assistance with the following programs: workforce housing and senior rental housing, education and childcare, nutrition and health, energy conservation, utility programs, day and employment services for individuals with developmental disabilities, workforce development for consumers and dislocated workers, and housing stabilization services. Also, a non-profit developer, in 2021, SCS paid the City of Keene \$180,875.00 in local property taxes. SCS uses the funds to focus on Keene-targeted outreach and intake activities, Limited emergency services, and Funding to pursue new services and activities that have been determined through SCS’ Needs Assessment and Strategic Plan to be needed by, and beneficial to, Keene residents.

The Community Kitchen (TCK): TCK provides a safety net for food insecure residents that is efficient, effective and essential. TCK's constant goal is to provide quality food to families registered in the Pantry Program and guests of the Hot Meals Program. TCK is committed to providing enough food for 3 days for each family/household member through the Pantry Program and a healthy, nourishing weekday evening meal and a lunch on Sunday through the Hot Meal Program. TCK has started their new advocacy and mobile food pantry programs. Funding from the City of Keene will be used to help TCK provide and deliver its mission for Keene's residents in need of a weekday evening meal or lunch on Sunday or supplemental food from a weekly food pantry. Inflation has driven costs up by over 50%, food supplies have been less reliable, and the pandemic has limited fund raising efforts.

The Samaritans, Inc.: Samaritans' mission is to reduce the incidence and impact of suicide through prevention and postvention education, support, and outreach. Samaritans operate two suicide crisis hotlines, host a weekly support group and provide a variety of programs and services for individuals, families, schools, organizations, businesses and others. The Samaritans primarily serve the community of Keene and the surrounding towns, including Swanzey, and provided outreach to 1,500 individuals in 2022. The goal is to reduce the incidence and impact of suicide. City funding is used for program expenses.

FY 2023 – 2024 Community Funded Events

| REVENUES | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|---|--------------------------|---------------|---------------|-----------------|-----------|-----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 01023503 | GF-CFE-CHARGES FOR SERVICES | | | | | | |
| 01023503 | 441090 | DIRECT REIMBURSEMENT | - | - | (23,803) | - | (23,803) |
| | GF-CFE-CHARGES FOR SERVICES Total | | - | - | (23,803) | - | (23,803) |
| Grand Total | | | - | - | (23,803) | - | (23,803) |
| EXPENDITURES | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 01031000 | GF-M&C-COMMUNITY FUNDED EVENTS | | | | | | |
| | Personnel | | | | | | |
| 01031000 | 515010 | OT-REGULAR | 19,121 | 41,354 | 60,880 | - | 60,880 |
| 01031000 | 517030 | RETIREMENT CONTRIBUTIONS | 866 | - | - | - | - |
| 01031000 | 517040 | SOCIAL SECURITY | 594 | - | - | - | - |
| 01031000 | 517050 | WORKERS COMPENSATION | 259 | - | - | - | - |
| 01031000 | 517130 | RETIREMENT-FIRE | 658 | - | - | - | - |
| 01031000 | 517140 | RETIREMENT-POLICE | 1,917 | - | - | - | - |
| | Personnel Total | | 23,416 | 41,354 | 60,880 | - | 60,880 |
| | Operating | | | | | | |
| 01031000 | 523720 | MAINT-TREE & FORESTRY | - | - | 1,000 | - | 1,000 |
| 01031000 | 524560 | COMM FUNDED EVENT OTHER | 900 | 1,000 | - | - | - |
| 01031000 | 526050 | RENTAL-PARKING SPACE | 1,125 | 2,517 | 3,960 | - | 3,960 |
| 01031000 | 529020 | OUTSIDE AGENCY TEMPS | 759 | 2,240 | 6,713 | - | 6,713 |
| | Operating Total | | 2,784 | 5,757 | 11,673 | - | 11,673 |
| 01031000 Total | | | 26,199 | 47,111 | 72,553 | - | 72,553 |
| Grand Total | | | 26,199 | 47,111 | 72,553 | - | 72,553 |

ORG 01031000 - COMMUNITY FUNDED EVENTS - BY EVENT

| Account | 2020-2021 Actual | 2021-2022 Actual | 2022-2023 Budget | 2022-2023 Actual (3/7/23) | 2023-2024 Est. City Svcs | 2023-2024 Sponsor Contribution | 2023-2024 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|------------------------------|-----------------------------|-----------------------------------|----------------------------------|
| INDEPENDENCE EVE | 0 | 3,666 | 4,332 | 2,387 | 4,469 | 0 | 4,469 |
| 4 ON THE 4TH ROAD RACE (19TH ANNUAL) | 0 | 964 | 1,411 | 2,068 | 1,346 | 0 | 1,346 |
| CLARENCE DEMAR MARATHON/HALF MARATHON | 0 | 5,000 | 5,000 | 11,250 | 14,447 | (9,447) | 5,000 |
| FIRE PREVENTION PARADE | 0 | 680 | 708 | 781 | 717 | 0 | 717 |
| KEENE MUSIC FESTIVAL | 0 | 3,423 | 7,842 | 4,099 | 8,633 | 0 | 8,633 |
| KIWANIS KEENE TREE LIGHTING EVENT | 900 | 4,545 | 6,179 | 5,039 | 7,047 | 0 | 7,047 |
| KEENE ICE & SNOW FESTIVAL | 0 | 1,028 | 1,640 | 841 | 1,536 | 0 | 1,536 |
| KEENE PUMPKIN FESTIVAL | 0 | NO EVENT | 10,000 | 5,215 | 20,239 | (10,239) | 10,000 |
| THE TASTE OF KEENE | 0 | 6,994 | 10,000 | 0 | 14,117 | (4,117) | 10,000 |
| COMMUNITY FUNDED EVENTS | 900 | 26,299 | 47,111 | 31,681 | 72,553 | (23,803) | 48,750 |

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

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

- Event takes place on public property, which may require street closures or traffic coordination, and which has an expected attendance of a least 500 participants or observers,
- Event applicant must be registered with the State of New Hampshire as a not-for-profit organization, and,
- The event shall have been previously produced at least twice prior to the request for Community Event status.

And then to be eligible for funding;

- The applicant requesting Community Event status shall annually provide the City with documentation showing its efforts to raise monies through the private sector, its actual costs for producing the event and any fund balance prior to its request to the City for funding; and,
- The sponsor of a Community Event must show proof of its ability to pay all reasonable and customary expenses associated with the planned event or provide the City with sufficient surety of payment which in the City Council's sole discretion it may require in the event that the sponsor fails to raise said funds.

The Community Funded Events budget may fund:

- Personnel, equipment and material costs that would otherwise not be incurred by the respective City departments involved in any particular event, and,
- Equipment used and overtime incurred during pre-event set-up, activities during the event and any after hour cleanup.

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

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|--|----------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 01191500 | GF-TRANSFER-CAPITAL & OTHER | | | | | | |
| | Operating | | | | | | |
| 01191500 | 580100 | TRANS-CAP RESERVE | 1,023,430 | 2,259,336 | 2,292,670 | - | 2,292,670 |
| 01191500 | 580110 | TRANS-CAP PROJ | 815,028 | 3,394,076 | 6,058,098 | - | 6,058,098 |
| 01191500 | 580120 | TRANSFER-CONSERVATION LUCT | 25,000 | 26,565 | 46,025 | - | 46,025 |
| 01191500 | 580140 | TRANSFER-SPEC REV RETIRE | 875,000 | 125,000 | 100,000 | - | 100,000 |
| | Operating Total | | 2,738,458 | 5,804,977 | 8,496,793 | - | 8,496,793 |
| 01191500 | Total | | 2,738,458 | 5,804,977 | 8,496,793 | - | 8,496,793 |
| | | | | | | | |
| Grand Total | | | 2,738,458 | 5,804,977 | 8,496,793 | - | 8,496,793 |

General Fund

YEAR 2 - 2024 (2023-2029 Capital Improvement Program)

By Department

| <u>PROJECT NAME</u> | <u>2023/2024</u> | <u>2024/2025</u> | <u>2025/2026</u> | <u>2026/2027</u> | <u>2027/2028</u> | <u>2028/2029</u> | <u>TOTAL</u> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| <u>CAPITAL RESERVE APPROPRIATIONS</u> | | | | | | | |
| Ambulance Replacement Capital Reserve | 90,000 | 100,000 | 110,000 | 110,000 | 110,000 | 110,000 | 630,000 |
| Apparatus (Fire) Replacement Capital Reserve | 350,000 | 375,000 | 375,000 | 375,000 | 375,000 | 400,000 | 2,250,000 |
| Bridges Capital Reserve | 127,670 | 127,670 | 105,210 | 105,210 | 125,000 | 125,000 | 715,760 |
| Downtown Infrastructure Capital Reserve | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,500,000 |
| Emergency Communication Capital Reserve | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 360,000 |
| IT Systems & Infrastructure Capital Reserve | 100,000 | 150,000 | 150,000 | 150,000 | 125,000 | 100,000 | 775,000 |
| Reappraisal Capital Reserve | 50,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 225,000 |
| Road & Sidewalk Infrastructure Capital Reserve | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,800,000 |
| Transportation Improvement Capital Reserve | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 540,000 |
| <u>CAPITAL RESERVE APPROPRIATIONS</u> | | | | | | | |
| <i>Current Revenues</i> | \$ 1,417,670 | \$ 1,487,670 | \$ 1,475,210 | \$ 1,475,210 | \$ 1,470,000 | \$ 1,470,000 | \$ 8,795,760 |
| <u>CAPITAL RESERVE APPROPRIATIONS</u> | | | | | | | |
| IT Systems & Infrastructure Capital Reserve | | | | | | | - |
| Parks & Facilities Infrastructure Capital Reserve | 875,000 | 875,000 | 875,000 | 875,000 | 875,000 | 875,000 | 5,250,000 |
| Road & Sidewalk Infrastructure Capital Reserve | | | | | | | - |
| <u>CAPITAL RESERVE APPROPRIATIONS</u> | | | | | | | |
| <i>Fund Balance</i> | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 5,250,000 |
| <u>TOTAL CAPITAL RESERVE APPROPRIATIONS</u> | | | | | | | |
| | \$ 2,292,670 | \$ 2,362,670 | \$ 2,350,210 | \$ 2,350,210 | \$ 2,345,000 | \$ 2,345,000 | \$ 14,045,760 |
| <u>AIRPORT</u> | | | | | | | |
| Beacon Replacement | | 500,000 | | | | | 500,000 |
| Obstruction Management Program | | 166,700 | 166,700 | 166,700 | 330,000 | 166,700 | 996,800 |
| Pavement Maintenance & Marking | | 166,700 | 74,000 | 54,000 | | | 294,700 |
| Perimeter Fence | 3,914,188 | | | | | | 3,914,188 |
| Snow Removal Equipment | | 555,556 | | | | | 555,556 |
| Taxiway A Reconstruction | 716,737 | | | | | | 716,737 |
| Terminal Apron Expansion | | | | | 195,000 | 3,400,000 | 3,595,000 |
| TOTAL AIRPORT | \$ 4,630,925 | \$ 1,388,956 | \$ 240,700 | \$ 220,700 | \$ 525,000 | \$ 3,566,700 | \$ 10,572,981 |
| <u>ASSESSMENT</u> | | | | | | | |
| Revaluation Program | | 138,000 | | | | | 138,000 |
| TOTAL ASSESSMENT | - | 138,000 | - | - | - | - | 138,000 |
| <u>COMMUNITY DEVELOPMENT</u> | | | | | | | |
| 10-Year Digital Base Map Update | | 150,000 | | | | | 150,000 |
| Comprehensive Master Plan Update | 50,000 | 40,000 | | | | | 90,000 |
| TOTAL COMMUNITY DEVELOPMENT | \$ 50,000 | \$ 190,000 | \$ - | \$ - | \$ - | \$ - | \$ 240,000 |
| <u>FIRE</u> | | | | | | | |
| Ambulance Replacement Program | | 360,000 | | | 385,000 | | 745,000 |
| Apparatus Replacement Program | | 756,396 | | | 760,000 | 198,104 | 1,714,500 |
| EMS Non-disposable Equipment Program | 107,632 | 18,800 | 42,500 | 90,140 | 42,500 | 35,700 | 337,272 |
| Gear Washer/Extractor & Drying System | 45,000 | | | | 30,000 | | 75,000 |
| Hydraulic Rescue Tools | 60,000 | | | | | | 60,000 |
| SCBA Fill Station | | | | 60,000 | | | 60,000 |
| TOTAL FIRE | \$ 212,632 | \$ 1,135,196 | \$ 42,500 | \$ 150,140 | \$ 1,217,500 | \$ 233,804 | \$ 2,991,772 |
| <u>INFORMATION TECHNOLOGY</u> | | | | | | | |
| Database Software Upgrade Program | | 24,000 | | | 24,000 | | 48,000 |
| Network Equipment Replacement Program | 21,000 | 68,000 | 37,800 | 151,000 | 103,000 | 11,000 | 391,800 |
| Phone System Replacement | | | | | | | - |
| Server Replacement Program | | 39,000 | 15,000 | 53,000 | 13,000 | 15,000 | 135,000 |
| Storage Area Network | | | 189,400 | | | | 189,400 |
| TOTAL INFORMATION TECHNOLOGY | \$ 21,000 | \$ 131,000 | \$ 242,200 | \$ 204,000 | \$ 140,000 | \$ 26,000 | \$ 764,200 |

Year 2 - 2024 (2023-2029 General Fund Project Listing By Department - Cont'd)

| <u>PROJECT NAME</u> | <u>2023/2024</u> | <u>2024/2025</u> | <u>2025/2026</u> | <u>2026/2027</u> | <u>2027/2028</u> | <u>2028/2029</u> | <u>TOTAL</u> |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <u>PARKS, RECREATION, CEMETERIES & FACILITIES</u> | | | | | | | |
| Ashuelot River Dam Repair or Removal | 205,332 | | 802,000 | | | | 1,007,332 |
| Marlboro Street Corridor/Trail Connector | 241,181 | | | | | | 241,181 |
| Municipal Parks Maintenance Program | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 450,000 |
| Open Space and Trails Program | - | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 |
| Robin Hood Park Improvements | | | | 2,688,000 | 1,175,000 | | 3,863,000 |
| Transportation Heritage Trail Program | 887,975 | 321,195 | 1,862,310 | 381,685 | | | 3,453,165 |
| <i>Subtotal Parks, Recreation & Cemeteries</i> | <i>1,409,488</i> | <i>431,195</i> | <i>2,774,310</i> | <i>3,179,685</i> | <i>1,285,000</i> | <i>110,000</i> | <i>9,189,678</i> |
| <u>PROJECT NAME</u> | | | | | | | |
| City Hall Structural Repairs | | 1,386,000 | | | | | 1,386,000 |
| Municipal Building Capital Maintenance Program | 150,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 650,000 |
| Municipal Building Roofs Program | 225,000 | 174,477 | 128,700 | 105,256 | 147,500 | 57,000 | 837,933 |
| Parks and Cemetery Operations Building | | 180,000 | | | | | 180,000 |
| Paving Parking Lots Program | | | 350,000 | | 126,676 | 359,400 | 836,076 |
| Recreation Center Renovation | 285,000 | 1,181,250 | | | | | 1,466,250 |
| W Keene Fire Station Project | | | | 7,521,980 | | | 7,521,980 |
| <i>Subtotal Facilities</i> | <i>660,000</i> | <i>3,021,727</i> | <i>578,700</i> | <i>7,727,236</i> | <i>374,176</i> | <i>516,400</i> | <i>12,878,239</i> |
| TOTAL PARKS, RECREATION, CEMETERIES & FACILITIES | \$ 2,069,488 | \$ 3,452,922 | \$ 3,353,010 | \$ 10,906,921 | \$ 1,659,176 | \$ 626,400 | \$ 22,067,917 |
| <u>POLICE</u> | | | | | | | |
| EXACOM Hindsight System Replacement/Refresh | | | | 41,300 | | | 41,300 |
| Mobile Radio Replacement Program | 58,732 | 61,669 | | | | | 120,401 |
| Portable Radios Program | | | | | 86,328 | 88,920 | 175,248 |
| TOTAL POLICE | \$ 58,732 | \$ 61,669 | \$ - | \$ 41,300 | \$ 86,328 | \$ 88,920 | \$ 336,949 |
| <u>PUBLIC WORKS</u> | | | | | | | |
| Beaver Brook Flood Mitigation | | | 504,000 | 504,000 | | | 1,008,000 |
| Bridge Rehabilitation & Replacement Program | 1,425,300 | | 172,282 | 22,971 | 953,293 | | 2,573,846 |
| Culvert Replacement - North Lincoln | 100,000 | | | | | | 100,000 |
| Dam Maintenance Program | 169,800 | | 171,500 | | 174,900 | | 516,200 |
| Downtown Infrastructure Improve & Reconstruction | | 500,000 | 500,000 | 500,000 | | | 1,500,000 |
| Lower Winchester Street Reconstruction | | 4,030,000 | 3,175,000 | | | | 7,205,000 |
| Roadway Preservation & Rehabilitation Program | 1,370,000 | 1,378,000 | 1,417,000 | 1,290,000 | 1,571,000 | 1,570,000 | 8,596,000 |
| Salt Shed Replacement | | | | | | | - |
| Sidewalk Asset Management Program | 290,600 | 297,000 | 291,840 | 261,000 | 279,000 | 286,800 | 1,706,240 |
| Stormwater Channel Maintenance Program | | 100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 900,000 |
| Stormwater Main Lining Program | 388,150 | 388,150 | - | - | 184,500 | 190,000 | 1,150,800 |
| Stormwater Resiliency Program | 1,374,000 | 2,293,000 | 1,428,000 | 397,000 | 750,000 | 1,235,000 | 7,477,000 |
| Stormwater Spot Repairs Program | 75,200 | 77,500 | 79,800 | 82,200 | 84,700 | 87,200 | 486,600 |
| Stormwater System Analysis Program | | | 40,000 | 41,200 | 42,400 | 43,700 | 167,300 |
| Thompson Road Stabilization | 1,057,000 | - | - | - | - | - | 1,057,000 |
| Traffic Signal Replacement Program | 196,800 | 242,700 | 208,800 | 221,500 | | | 869,800 |
| West Street Corridor Improvements | | | | 785,275 | | | 785,275 |
| TOTAL PUBLIC WORKS | \$ 6,446,850 | \$ 9,306,350 | \$ 8,188,222 | \$ 4,305,146 | \$ 4,239,793 | \$ 3,612,700 | \$ 36,099,061 |
| GRAND TOTAL - GENERAL FUND 2024-2029 | \$ 15,782,297 | \$ 18,166,763 | \$ 14,416,842 | \$ 18,178,417 | \$ 10,212,797 | \$ 10,499,524 | \$ 87,256,640 |

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

General Fund

Year 2 - 2024 (2023-2029 Capital Improvement Program)

By Funding Source

| PROJECT NAME | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | TOTAL |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | \$ 15,782,297 | \$ 18,166,763 | \$ 14,416,842 | \$ 18,178,417 | \$ 10,212,797 | \$ 10,499,524 | \$ 87,256,640 |
| CAPITAL RESERVE APPROPRIATIONS | | | | | | | |
| CURRENT REVENUES | | | | | | | |
| Ambulance Replacement Capital Reserve | 90,000 | 100,000 | 110,000 | 110,000 | 110,000 | 110,000 | 630,000 |
| Apparatus (Fire) Replacement Capital Reserve | 350,000 | 375,000 | 375,000 | 375,000 | 375,000 | 400,000 | 2,250,000 |
| Bridges Capital Reserve | 127,670 | 127,670 | 105,210 | 105,210 | 125,000 | 125,000 | 715,760 |
| Downtown Infrastructure Capital Reserve | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,500,000 |
| Emergency Communication Capital Reserve | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 360,000 |
| IT Systems & Infrastructure Capital Reserve | 100,000 | 150,000 | 150,000 | 150,000 | 125,000 | 100,000 | 775,000 |
| Reappraisal Capital Reserve | 50,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 225,000 |
| Road & Sidewalk Infrastructure Capital Reserve | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,800,000 |
| Transportation Improvement Capital Reserve | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 540,000 |
| CAPITAL RESERVE APPROPRIATIONS | | | | | | | |
| <i>Current Revenues</i> | \$ 1,417,670 | \$ 1,487,670 | \$ 1,475,210 | \$ 1,475,210 | \$ 1,470,000 | \$ 1,470,000 | \$ 8,795,760 |
| FUND BALANCE | | | | | | | |
| IT Systems & Infrastructure Capital Reserve | - | - | - | - | - | - | - |
| Parks & Facilities Infrastructure Capital Reserve | 875,000 | 875,000 | 875,000 | 875,000 | 875,000 | 875,000 | 5,250,000 |
| Road & Sidewalk Infrastructure Capital Reserve | - | - | - | - | - | - | - |
| CAPITAL RESERVE APPROPRIATIONS | | | | | | | |
| <i>Fund Balance</i> | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 5,250,000 |
| TOTAL CAPITAL RESERVE APPROPRIATIONS | | | | | | | |
| | \$ 2,292,670 | \$ 2,362,670 | \$ 2,350,210 | \$ 2,350,210 | \$ 2,345,000 | \$ 2,345,000 | \$ 14,045,760 |
| PROJECT FUNDING DETAIL | | | | | | | |
| CAPITAL RESERVES | | | | | | | |
| Ambulance Replacement Program | | 360,000 | | | 385,000 | | 745,000 |
| Apparatus Replacement Program | | 378,198 | 378,198 | | 760,000 | 198,104 | 1,714,500 |
| Bridge Rehabilitation & Replacement Program | 285,060 | | 34,456 | 4,594 | 190,659 | | 514,769 |
| Database Software Upgrade Program | | 24,000 | | | 24,000 | | 48,000 |
| Downtown Infrastructure Improve & Reconstruction | | 500,000 | 500,000 | 500,000 | | | 1,500,000 |
| EXACOM Hindsight System Replacement | | | | 41,300 | | | 41,300 |
| Marlboro Street Corridor/Trail Connector | 48,236 | | | | | | 48,236 |
| Municipal Building Capital Maintenance Program | | | | | | | - |
| Municipal Parks Maintenance Program | | | | | | | - |
| Mobile Radio Replacement Program | 58,732 | 61,669 | | | | | 120,401 |
| Network Equipment Replacement Program | 21,000 | 68,000 | 37,800 | 151,000 | 103,000 | 11,000 | 391,800 |
| Open Space and Trails Program | | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 |
| Paving Parking Lots Program | | | 350,000 | | 126,676 | 359,400 | 836,076 |
| Phone System Replacement | | | | | | | - |
| Portable Radios Program | | | | | 86,328 | 88,920 | 175,248 |
| Recreation Center Renovation | 285,000 | 1,181,250 | | | | | 1,466,250 |
| Revaluation Program | | 138,000 | | | | | 138,000 |
| Roadway Preservation & Rehabilitation Program | | | | | | 45,000 | 45,000 |
| Robin Hood Park Improvements | | | | 1,175,000 | 1,175,000 | | 2,350,000 |
| Server Replacement Program | | 39,000 | 15,000 | 53,000 | 13,000 | 15,000 | 135,000 |
| Sidewalk Asset Management Program | 290,600 | 297,000 | 291,840 | 261,000 | 279,000 | 286,800 | 1,706,240 |
| Storage Area Network | | | 189,400 | | | | 189,400 |
| Traffic Signal Replacement Program | | | | | | | - |
| Transportation Heritage Trail Program | 123,995 | | 175,000 | | | | 298,995 |
| ⁽¹⁾ W Keene Fire Station Project | | | | | | | - |
| TOTAL PROJECTS FUNDED WITH CAPITAL RESERVES | | | | | | | |
| | \$ 1,112,623 | \$ 3,082,117 | \$ 2,006,694 | \$ 2,220,894 | \$ 3,177,663 | \$ 1,039,224 | \$ 12,639,215 |
| FUND BALANCE | | | | | | | |
| 10 Year Digital Base Map Update | | 150,000 | | | | | 150,000 |
| Beacon Replacement | | 25,000 | | | | | 25,000 |
| Ashuelot River Dam Repair or Removal | 205,332 | | | | | | 205,332 |
| Dam Maintenance Program | 169,800 | | 171,500 | | 174,900 | | 516,200 |
| EMS Non-disposable Equipment Program | 107,632 | 18,800 | 42,500 | 90,140 | 42,500 | 35,700 | 337,272 |
| Municipal Building Roofs Program | 225,000 | 174,477 | 128,700 | 105,256 | 147,500 | 57,000 | 837,933 |
| Parks and Cemetery Operations Building | | 180,000 | | | | | 180,000 |
| Perimeter Fence | 195,710 | | | | | | 195,710 |
| TOTAL PROJECTS FUNDED WITH FUND BALANCE | | | | | | | |
| | \$ 903,474 | \$ 548,277 | \$ 342,700 | \$ 195,396 | \$ 364,900 | \$ 92,700 | \$ 2,447,447 |

Year 2 - 2024 (2023-2029 General Fund Capital Improvement Program By Funding Source - Cont'd)

| <u>PROJECT NAME</u> | <u>2023/2024</u> | <u>2024/2025</u> | <u>2025/2026</u> | <u>2026/2027</u> | <u>2027/2028</u> | <u>2028/2029</u> | <u>TOTAL</u> |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <u>CURRENT REVENUES</u> | | | | | | | |
| Comprehensive Master Plan Update | 50,000 | 40,000 | | | | | 90,000 |
| Culvert Replacement - North Lincoln | 25,000 | | | | | | 25,000 |
| Gear Washer/Extractor & Drying System | 45,000 | | | | 30,000 | | 75,000 |
| Hydraulic Rescue Tools | 60,000 | | | | | | 60,000 |
| Lower Winchester Street Reconstruction | | | | | | | - |
| Municipal Building Capital Maintenance Program | 150,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 650,000 |
| Municipal Parks Maintenance Program | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 450,000 |
| Obstruction Management Program | | 8,335 | 8,335 | 8,335 | 16,500 | 8,335 | 49,840 |
| Pavement Maintenance & Marking | | 8,335 | 3,700 | 2,700 | | | 14,735 |
| Phone System Replacement | | | | | | | - |
| Roadway Preservation & Rehabilitation Program | | 40,000 | | | | | 40,000 |
| SCBA Fill Station | | | | 60,000 | | | 60,000 |
| Snow Removal Equipment | | 27,778 | | | | | 27,778 |
| Stormwater Channel Maintenance Program | | 100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 900,000 |
| Stormwater Main Lining Program | 388,150 | 388,150 | | | 184,500 | 190,000 | 1,150,800 |
| Stormwater Resiliency Program | | | | | | | - |
| Stormwater Spot Repairs | 75,200 | 77,500 | 79,800 | 82,200 | 84,700 | 87,200 | 486,600 |
| Stormwater System Analysis Program | | | 40,000 | 41,200 | 42,400 | 43,700 | 167,300 |
| Taxiway A Reconstruction | 25,851 | | | | | | 25,851 |
| Terminal Apron Expansion | | | | | 9,750 | 170,000 | 179,750 |
| Traffic Signal Replacement Program | 196,800 | 242,700 | 208,800 | 221,500 | | | 869,800 |
| Transportation Heritage Trail Program | | 64,239 | 197,462 | 76,337 | | | 338,038 |
| West Street Corridor Improvements Project | | | | 157,055 | | | 157,055 |
| ⁽¹⁾ W Keene Fire Station Project | | | | | | | - |
| TOTAL PROJECTS FUNDED WITH CURRENT REVENUES | \$ 1,091,001 | \$ 1,172,037 | \$ 913,097 | \$ 1,024,327 | \$ 742,850 | \$ 874,235 | \$ 5,817,547 |
| <u>DEBT</u> | | | | | | | |
| Ashuelot River Dam Repair or Removal | | | 802,000 | | | | 802,000 |
| Beaver Brook Flood Mitigation | | | 504,000 | 504,000 | | | 1,008,000 |
| City Hall Structural Repairs | | 1,386,000 | | | | | 1,386,000 |
| Lower Winchester Street Reconstruction | | 830,000 | 655,000 | | | | 1,485,000 |
| Municipal Building Roofs Program | | | | | | | - |
| Roadway Preservation & Rehabilitation Program | 520,000 | 488,000 | 1,417,000 | 1,290,000 | 1,571,000 | 1,525,000 | 6,811,000 |
| Robin Hood Park Improvements | | | | 1,113,000 | | | 1,113,000 |
| Salt Shed Replacement | | | | | | | - |
| Stormwater Resiliency Program | 1,374,000 | 2,293,000 | 1,428,000 | 397,000 | 750,000 | 1,235,000 | 7,477,000 |
| Thompson Road Stabilization | 1,057,000 | | | | | | 1,057,000 |
| ⁽¹⁾ W Keene Fire Station Project | | | | 1,514,000 | | | 1,514,000 |
| TOTAL PROJECTS FUNDED WITH DEBT | \$ 2,951,000 | \$ 4,997,000 | \$ 4,806,000 | \$ 4,818,000 | \$ 2,321,000 | \$ 2,760,000 | \$ 22,653,000 |
| <u>OTHER FUNDING SOURCES</u> | | | | | | | |
| N/A | | | | | | | - |
| TOTAL PROJECTS FUNDED WITH OTHER SOURCES | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <u>GRANTS</u> | | | | | | | |
| Beacon Replacement (90/5/5) | | 475,000 | | | | | 475,000 |
| Bridge Rehabilitation & Replacement Program (80/20) | 1,140,240 | | 137,826 | 18,377 | 762,634 | | 2,059,077 |
| Culvert Replacement - North Lincoln | 75,000 | | | | | | 75,000 |
| Lower Winchester Street Reconstruction (80/20) | | 3,200,000 | 2,520,000 | | | | 5,720,000 |
| Marlboro Street Corridor/Trail Connector (80/20) | 192,945 | | | | | | 192,945 |
| Obstruction Management Program (90/5/5) | | 158,365 | 158,365 | 158,365 | 313,500 | 158,365 | 946,960 |
| Pavement Maintenance & Marking (90/5/5) | | 158,365 | 70,300 | 51,300 | | | 279,965 |
| Perimeter Fence (90/5/5) | 3,718,478 | | | | | | 3,718,478 |
| Roadway Preservation & Rehabilitation Program (100) | 850,000 | 850,000 | | | | | 1,700,000 |
| Robin Hood Park Improvements (80/20) | | | | 400,000 | | | 400,000 |
| Snow Removal Equipment (90/5/5) | | 527,778 | | | | | 527,778 |
| Taxiway A Reconstruction (90/5/5) | 690,886 | | | | | | 690,886 |
| Terminal Apron Expansion (90/5/5) | | | | | 185,250 | 3,230,000 | 3,415,250 |
| Transportation Heritage Trail (80/20) | 763,980 | 256,956 | 1,489,848 | 305,348 | | | 2,816,132 |
| West Street Corridor Improvements Project (80/20) | | | | 628,220 | | | 628,220 |
| ⁽¹⁾ W Keene Fire Station Project (80/20) | | | | 6,007,980 | | | 6,007,980 |
| TOTAL PROJECTS FUNDED WITH GRANTS | \$ 7,431,529 | \$ 5,626,464 | \$ 4,376,339 | \$ 7,569,590 | \$ 1,261,384 | \$ 3,388,365 | \$ 29,653,671 |
| | \$ 15,782,297 | \$ 17,788,565 | \$ 14,795,040 | \$ 18,178,417 | \$ 10,212,797 | \$ 10,499,524 | \$ 87,256,640 |

Year 2 - 2024 (2023-2029 General Fund Capital Improvement Program By Funding Source - Cont'd)

| 2024-2029 New Cash Requirement | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--|
| Uses of Current Revenues/Cash | \$ 2,508,671 | \$ 2,659,707 | \$ 2,388,307 | \$ 2,499,537 | \$ 2,212,850 | \$ 2,344,235 | \$ 14,613,307 | |
| (Capital Reserve Appropriations plus Projects Funded with Current Revenues) | | | | | | | | |
| Use of Fund Balance for Capital Reserves | 875,000 | 875,000 | 875,000 | 875,000 | 875,000 | 875,000 | 5,250,000 | |
| Use of Fund Balance for Projects | 903,474 | 548,277 | 342,700 | 195,396 | 364,900 | 92,700 | 2,447,447 | |
| Use of Project Balances | - | - | - | - | - | - | - | |
| New Funds Needed | \$ 4,287,145 | \$ 4,082,984 | \$ 3,606,007 | \$ 3,569,933 | \$ 3,452,750 | \$ 3,311,935 | \$ 22,310,754 | |

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

| | | | |
|--|---|--------------|-------------|
| Department: | City Manager's Office | Fund: | 010-General |
| EXPENDITURE Organization Codes: | City Manager, Economic Development Initiatives, Emergency Management and Communications & Marketing 25000000; 25100000; 25200000; 25300000 | | |
| REVENUE Organization Codes: | N/A | | |
| Mission: | The City of Keene functions within a Council-Manager form of government, which combines the political leadership of elected officials with the professional experience of an appointed Manager. The City Manager serves as the Chief Executive Officer of the City. Pursuant to Statutes, the City Charter and City Code, the City Manager has a large number of duties and responsibilities. In general, the position supervises all property and business affairs of the City, and oversees the expenditure of all funds appropriated for City purposes. In addition, the City Manager is responsible for the personnel system and provides administrative supervision to ten department heads. | | |

2024 Budget Priorities

Core Business

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

2024 Strategic Priorities

City Manager

- Continue to strengthen the tie between the City Council goals and the city capital and operating budgets.
- Continue implementation of the city's new financial software system and integrate it more fully into decision making across the organization.
- Continue implementation of elements of the City's energy plan including the community power program and the development of EV infrastructure.
- Continue to evaluate fire and ambulance service in our region.
- Create retention and recruitment policies to address longstanding vacancy concerns at the police department.
- Fill leadership positions and plan for retirements across the organization.
- Work with social service providers to better integrate response to homelessness.
- Pursue Opioid Grant funding to support a social worker position integrated into community policing.
- Implement body worn camera system at the police department.
- Seek funding for the Downtown Infrastructure plan.

Economic Development

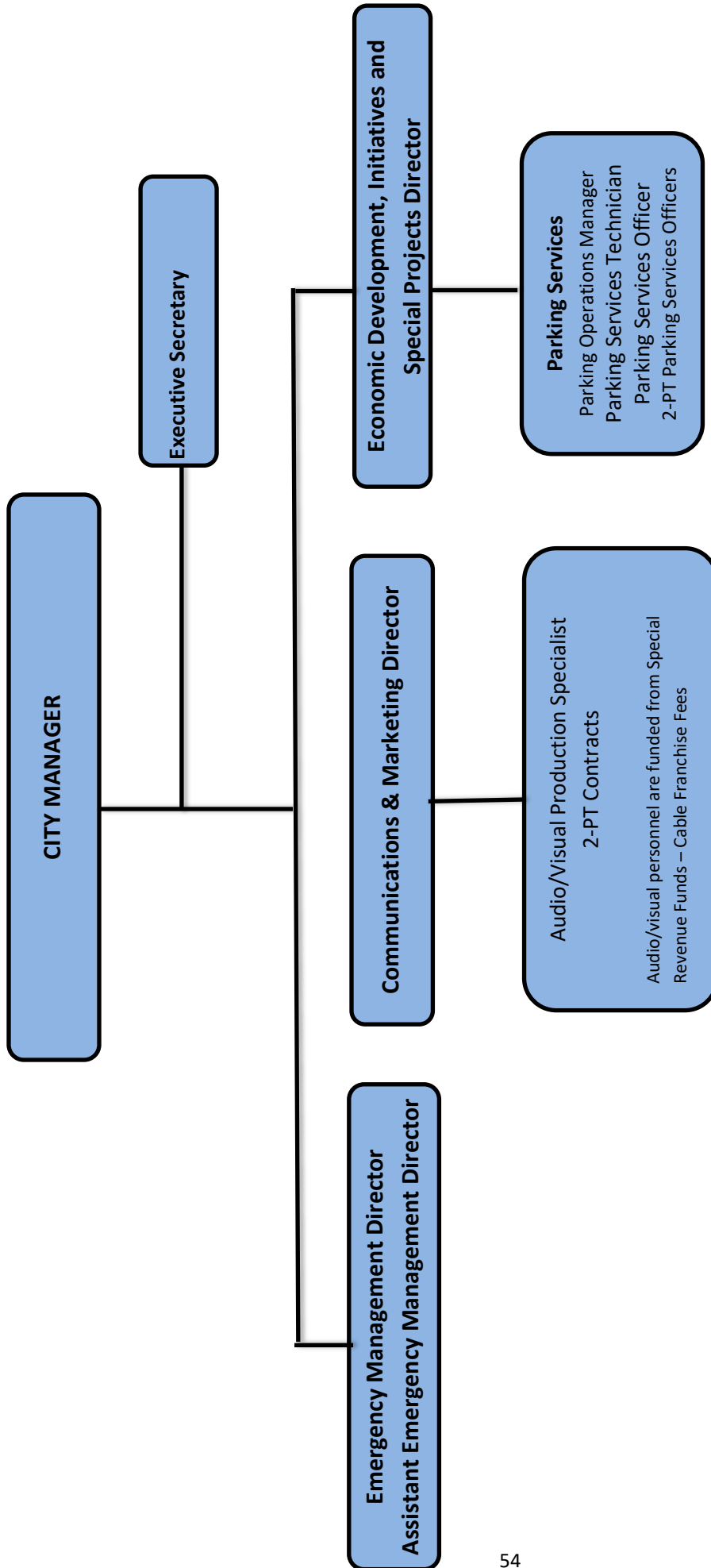
- Monitor and support the second phase of the Land Use Code revisions with an emphasis on housing and parking.
- Monitor and support efforts to improve the processes that center on customer services for the permit process. Facilitate the creation of a permit center to allow one stop permitting. Monitor and support permit initiatives thru the planning process as well as building code/fires code compliance.
- Facilitate the effort to support community quality of life issues.
- Revise Chapter 18 of the Code of Ordinances.
- Assist Parking Services implementation of the 2021 Strategic Parking Plan. Including, amending Main Street parking enforcement times and installation of fifteen Pay Stations. Create
- Create work force parking system within the downtown and adjacent districts.
- Create on street parking programs where possible.
- Continue implementation of the 2017 & 2019 economic development action plans.
- Continue to work with our business partners to provide services and assistance to support continued community growth and sustainability.
- Collaborate with federal and state authorities to define and capitalize on Federal Recovery and Infrastructure Investment and Job Act Funding and congressionally designated funding.
- Maximize use of grant and other funding sources (CDBG, NHCDFA, Banks, New Markets Tax Credit, NH RSA 79 e, SBA, REDC, MEDC, InvestNH etc.) to minimize expense to the local tax and ratepayers and to encourage economic activity.
- Review possible expansion of 79 E program.

Communications

- Proactively lead strategic organizational communications and engagement strategies.
- Advance City goals through proactive communications supporting economic development and City priorities.
- Enhance stakeholder confidence and engagement in City initiatives with consistent, clear and informative communications regarding City projects and services.
- Maintain and execute the City's strategic crisis communications plan.
- Manage media and public relations priorities and activities.
- Brand management - maintain a visible community presence using the guiding principles of the City's brand.
 - Bring consistency to how the City's identity is used across all communications and platforms, develop standards for consistency in how the City is represented in writing and visually.
 - Implement consistent messaging to communicate the City's vision to attract and retain partners and businesses.
 - Make Keene's image visually present throughout the city to highlight assets with consistent signage and messaging that align with the guiding principles of the City's brand.
 - Update City processes to strengthen communication channels with residents and partners.
- Leverage Keene's distinct advantages to enhance City recruitment and retention.

Emergency Management

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



City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|---|--------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 25000000 | GF-CITY MANAGERS OFFICE | | | | | | |
| | Personnel | | | | | | |
| 25000000 | 512010 | WAGES-CHARTER OFFICERS | 174,695 | 171,096 | 179,062 | - | 179,062 |
| 25000000 | 513040 | WAGES-FULL TIME | 64,941 | 64,976 | 67,997 | - | 67,997 |
| 25000000 | 516030 | CAR ALLOWANCE | - | 3,600 | 3,600 | - | 3,600 |
| 25000000 | 517010 | HEALTH INSURANCE | 20,708 | 39,971 | 14,654 | - | 14,654 |
| 25000000 | 517020 | DENTAL INSURANCE | 1,970 | 2,944 | 1,469 | - | 1,469 |
| 25000000 | 517030 | RETIREMENT CONTRIBUTIONS | 33,191 | 33,698 | 34,641 | - | 34,641 |
| 25000000 | 517040 | SOCIAL SECURITY | 16,479 | 16,841 | 18,391 | - | 18,391 |
| 25000000 | 517050 | WORKERS COMPENSATION | 339 | 347 | 453 | - | 453 |
| 25000000 | 517120 | DEPT HEAD RETIREMENT | 5,135 | 5,241 | 5,372 | - | 5,372 |
| | Personnel Total | | 317,459 | 338,713 | 325,639 | - | 325,639 |
| | Operating | | | | | | |
| 25000000 | 521020 | PROFESSIONAL SERVICES | 35,038 | 35,000 | 15,000 | - | 15,000 |
| 25000000 | 522050 | PC REPLACEMENT CHARGE | 537 | 776 | 638 | - | 638 |
| 25000000 | 524350 | TRAINING | - | 250 | 250 | - | 250 |
| 25000000 | 524360 | MEETINGS & DUES | 22,413 | 23,156 | 23,706 | - | 23,706 |
| 25000000 | 524410 | MEETING EXPENSES | 538 | 550 | 550 | - | 550 |
| 25000000 | 525100 | COMMUNICATIONS & PHONE | 1,036 | 1,200 | 1,200 | - | 1,200 |
| 25000000 | 527010 | SUPPLIES-OFFICE | 830 | 600 | 600 | - | 600 |
| 25000000 | 527100 | POSTAGE | 10 | 125 | 125 | - | 125 |
| 25000000 | 527150 | BOOKS & COLLECTIONS | 120 | 350 | 350 | - | 350 |
| | Operating Total | | 60,522 | 62,007 | 42,419 | - | 42,419 |
| 25000000 | Total | | 377,981 | 400,720 | 368,058 | - | 368,058 |
| 25100000 | GF-CITY MGR-EMERGENCY OPS CTR | | | | | | |
| | Personnel | | | | | | |
| 25100000 | 513040 | WAGES-FULL TIME | - | 5,500 | 6,000 | - | 6,000 |
| 25100000 | 517030 | RETIREMENT CONTRIBUTIONS | - | 773 | 812 | - | 812 |
| 25100000 | 517040 | SOCIAL SECURITY | - | 421 | 459 | - | 459 |
| 25100000 | 517050 | WORKERS COMPENSATION | - | 59 | 84 | - | 84 |
| | Personnel Total | | - | 6,753 | 7,355 | - | 7,355 |
| | Operating | | | | | | |
| 25100000 | 522050 | PC REPLACEMENT CHARGE | 870 | 1,080 | 1,080 | - | 1,080 |
| 25100000 | 527600 | SUPPLIES-OPERATING | - | 1,000 | 1,000 | - | 1,000 |
| 25100000 | Operating Total | | 870 | 2,080 | 2,080 | - | 2,080 |
| 25100000 | Total | | 870 | 8,833 | 9,435 | - | 9,435 |
| 25200000 | GF-CITY MGR-ECONOMIC DEVEL | | | | | | |
| | Personnel | | | | | | |
| 25200000 | 513030 | WAGES-SUPERVISORY | 65,448 | 65,448 | 68,496 | - | 68,496 |
| 25200000 | 517010 | HEALTH INSURANCE | 9,704 | 9,993 | 11,102 | - | 11,102 |
| 25200000 | 517020 | DENTAL INSURANCE | 492 | 491 | 476 | - | 476 |
| 25200000 | 517030 | RETIREMENT CONTRIBUTIONS | 9,202 | 9,202 | 9,267 | - | 9,267 |
| 25200000 | 517040 | SOCIAL SECURITY | 4,880 | 5,007 | 5,167 | - | 5,167 |
| 25200000 | 517050 | WORKERS COMPENSATION | 94 | 96 | 124 | - | 124 |
| | Personnel Total | | 89,820 | 90,236 | 94,632 | - | 94,632 |
| | Operating | | | | | | |
| 25200000 | 522050 | PC REPLACEMENT CHARGE | 392 | 375 | 458 | - | 458 |
| 25200000 | 524350 | TRAINING | - | 500 | 500 | - | 500 |
| 25200000 | 524360 | MEETINGS & DUES | 109 | 2,000 | 2,000 | - | 2,000 |
| 25200000 | 524410 | MEETING EXPENSES | - | 522 | 522 | - | 522 |
| 25200000 | 525100 | COMMUNICATIONS & PHONE | 406 | 200 | 200 | - | 200 |
| 25200000 | 527100 | POSTAGE | - | 50 | 50 | - | 50 |
| 25200000 | 527150 | BOOKS & COLLECTIONS | - | 50 | 50 | - | 50 |
| 25200000 | 527600 | SUPPLIES-OPERATING | 396 | 100 | 100 | - | 100 |
| | Operating Total | | 1,303 | 3,797 | 3,880 | - | 3,880 |
| 25200000 | Total | | 91,123 | 94,033 | 98,512 | - | 98,512 |
| 25300000 | GF-CITY MGR-COMM & MARKETING | | | | | | |
| | Personnel | | | | | | |
| 25300000 | 513030 | WAGES-SUPERVISORY | - | - | 143,711 | - | 143,711 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|------------------------|--------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 25300000 | 517010 | HEALTH INSURANCE | - | - | 26,029 | - | 26,029 |
| 25300000 | 517020 | DENTAL INSURANCE | - | - | 1,666 | - | 1,666 |
| 25300000 | 517030 | RETIREMENT CONTRIBUTIONS | - | - | 19,444 | - | 19,444 |
| 25300000 | 517040 | SOCIAL SECURITY | - | - | 10,994 | - | 10,994 |
| 25300000 | 517050 | WORKERS COMPENSATION | - | - | 260 | - | 260 |
| | Personnel Total | | - | - | 202,104 | - | 202,104 |
| | Operating | | | | | | |
| 25300000 | 521020 | PROFESSIONAL SERVICES | - | - | 5,000 | - | 5,000 |
| 25300000 | 521030 | TECHNICAL SERVICES | - | - | 8,500 | - | 8,500 |
| 25300000 | 521920 | MARKET/BRAND/COMMUNICATE | 39,318 | 37,500 | 27,000 | - | 27,000 |
| 25300000 | 522050 | PC REPLACEMENT CHARGE | - | - | 617 | - | 617 |
| 25300000 | 524350 | TRAINING | - | - | 5,000 | - | 5,000 |
| 25300000 | 524360 | MEETINGS & DUES | - | - | 450 | - | 450 |
| 25300000 | 525100 | COMMUNICATIONS & PHONE | - | - | 504 | - | 504 |
| 25300000 | 527010 | SUPPLIES-OFFICE | - | - | 500 | - | 500 |
| 25300000 | 527340 | EQUIPT-MINOR | - | - | 1,500 | - | 1,500 |
| 25300000 | 527610 | SUPPLIES-SOFTWARE | - | - | 3,612 | - | 3,612 |
| | Operating Total | | 39,318 | 37,500 | 52,683 | - | 52,683 |
| 25300000 | Total | | 39,318 | 37,500 | 254,787 | - | 254,787 |
| Grand Total | | | 509,292 | 541,087 | 730,792 | - | 730,792 |

| | | | |
|--|---|--------------|-------------|
| Department: | City Attorney | Fund: | 010-General |
| EXPENDITURE Organization Codes: | 15000000 | | |
| REVENUE Organization Codes: | N/A | | |
| Mission: | To provide the highest quality legal services and legal counsel to the City's municipal officials, City Manager, department heads, and boards and commissions, in the most economical and efficient manner possible; and to provide high quality services to the City of Keene. | | |

The highest priority in FY24, for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City's officials, and board and committee members, relative to their roles and responsibilities, meeting protocols, and public access to governmental records and meetings. In addition, the City Attorney is collaborating with the City Manager and Human Resources Department on training initiatives relative to diversity, equity, and inclusion in the workplace. The City Attorney is committed to providing professional, efficient, and cost-effective legal services to the City of Keene.

For the past fiscal year, the City Attorney's office provided legal services related to the Winchester Street Development Project; amendments to the City Code of Ordinances relative to Chapter 58, Parks, Recreation and Public Facilities, and Chapter 18, Building Regulations; revisions to the Sidewalk Café Ordinance; and work related to various land matters. Discussions have also commenced with the negotiation of the renewal of City's Cable Franchise Agreement, which are expected to extend into the new fiscal year. This office continues to work with the City Council and City Manager to identify and pursue projects that contribute to the economic development and vitality of the City of Keene, both on a project-specific level, and as a function of regional cooperation. The City Attorney's office is heavily involved in the understanding of and response to numerous requests for governmental records in accordance with NH RSA 91-A. The City Attorney also continues to work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

The current fiscal year included the addition of an Assistant City Attorney to the City Attorney's office. Responsibilities include assisting with and responding to governmental records requests, which will include those related to Keene Police Department body-worn cameras, expected to be implemented in FY24. In addition, the Assistant City Attorney will work closely with the City Attorney in providing legal services to the City Council, its various standing and ad hoc committees, boards and commissions, the City Manager and City departments.

BACKGROUND

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

CITY ATTORNEY

PRIMARY SERVICES & RESPONSIBILITIES:

Align w/CMP

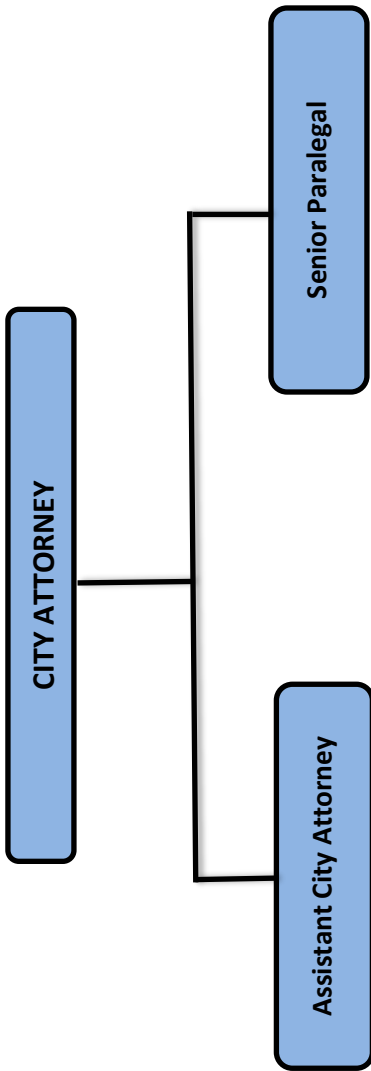
| | |
|---|--------------------------------------|
| Provide legal services to the Mayor and City Council, the various standing and ad-hoc committees, and to the City's boards and commissions. | Municipal Governance & Fin Stability |
| Provide legal services to the City Manager and department heads. | Municipal Governance & Fin Stability |
| To act as legal counsel through the expertise of independent professional judgment necessary to render candid legal advice. | Municipal Governance & Fin Stability |
| Assist the City Manager with negotiation and drafting of legal documents relative to the development of City properties. | Municipal Governance & Fin Stability |

FISCAL YEAR 2023/2024 OBJECTIVES:

| STATUTE | CMP | CC GOAL |
|---------|--------------------------------------|---------|
| | Municipal Governance & Fin Stability | |
| | Municipal Governance & Fin Stability | |
| | Municipal Governance & Fin Stability | 3 |
| | Municipal Governance & Fin Stability | |
| | Municipal Governance & Fin Stability | |
| | Municipal Governance & Fin Stability | 1-8 |

METRICS:

| FY22 | FY23 | FY24 |
|-----------------------|------|------|
| <i>Not Applicable</i> | | |



City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|-------------------------|--------------------------|----------------|----------------|----------------|--------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 15000000 | GF-CITY ATTORNEY | | | | | | |
| | Personnel | | | | | | |
| 15000000 | 512010 | WAGES-CHARTER OFFICERS | 142,527 | 142,527 | 149,165 | - | 149,165 |
| 15000000 | 513040 | WAGES-FULL TIME | 90,270 | 155,708 | 171,222 | - | 171,222 |
| 15000000 | 517010 | HEALTH INSURANCE | 29,435 | 50,068 | 24,308 | - | 24,308 |
| 15000000 | 517020 | DENTAL INSURANCE | 1,531 | 2,507 | 1,548 | - | 1,548 |
| 15000000 | 517030 | RETIREMENT CONTRIBUTIONS | 32,731 | 41,932 | 43,349 | - | 43,349 |
| 15000000 | 517040 | SOCIAL SECURITY | 17,703 | 22,815 | 24,436 | - | 24,436 |
| 15000000 | 517050 | WORKERS COMPENSATION | 394 | 495 | 546 | - | 546 |
| | Personnel Total | | 314,592 | 416,053 | 414,574 | - | 414,574 |
| | Operating | | | | | | |
| 15000000 | 521600 | COURT & HEARING EXP | 750 | 2,000 | 2,000 | - | 2,000 |
| 15000000 | 521610 | LEGAL SERVICES | 51,080 | 35,000 | 35,000 | - | 35,000 |
| 15000000 | 522050 | PC REPLACEMENT CHARGE | 637 | 674 | 1,414 | - | 1,414 |
| 15000000 | 524350 | TRAINING | 1,260 | 2,500 | 2,500 | - | 2,500 |
| 15000000 | 524360 | MEETINGS & DUES | 2,020 | 2,000 | 2,000 | - | 2,000 |
| 15000000 | 525100 | COMMUNICATIONS & PHONE | 256 | 500 | 500 | - | 500 |
| 15000000 | 527010 | SUPPLIES-OFFICE | 3,167 | 400 | 400 | - | 400 |
| 15000000 | 527100 | POSTAGE | 56 | 300 | 300 | - | 300 |
| 15000000 | 527150 | BOOKS & COLLECTIONS | 3,300 | 4,000 | 6,000 | 2,000 | 6,000 |
| | Operating Total | | 62,524 | 47,374 | 50,114 | 2,000 | 50,114 |
| 15000000 | Total | | 377,117 | 463,427 | 464,688 | 2,000 | 464,688 |
| Grand Total | | | 377,117 | 463,427 | 464,688 | 2,000 | 464,688 |

| | | | |
|--|---|--------------|-------------|
| Department: | City Clerk | Fund: | 010-General |
| EXPENDITURE Organization Codes: | City Clerk, Elections, Archives & Record Storage 20000000; 20100000; 20201000; 20201100 | | |
| REVENUE Organization Codes: | 20021501; 20023503; 20024505; 20223503; 20224505 | | |
| Mission: | The mission of the City Clerk’s Office is to promote transparency and trust in government by meeting its obligations and responsibilities as detailed in New Hampshire State Statutes, the Keene City Charter, and the Keene City Code. | | |

For FY24, the City Clerk’s office identified the following objectives:

- Conduct a Municipal Primary and Municipal General Election
- Facilitate a Charter amendment regarding the Municipal Primary Election
- Verify the completeness, integrity, and accessibility of permanent record series.

In either late January or early February – the start of the Presidential Election year kicks off with New Hampshire holding its “First in the Nation” Presidential Primary. Although the date may be in flux; a significant statutory change is anticipated to play out at this primary. Recently enacted legislation provided that an “affidavit ballot” be given to any voter registering in NH for the 1st time whose identity cannot be proven. Although most voters bring identification to the polls when registering to vote, not all do. In the case of a voter who casts an “affidavit ballot,” the voter is given 7 days to prove their identity with the State. If they fail to do so, the legislation provides a public process where the voters’ choices on their “affidavit ballot” are subtracted from the total votes for each office, and amended election results are reported. With over a thousand new voters registering for the Presidential Primary, the true impact of this legislation will be felt by Keene’s voters, local election officials, and candidates on the ballot.

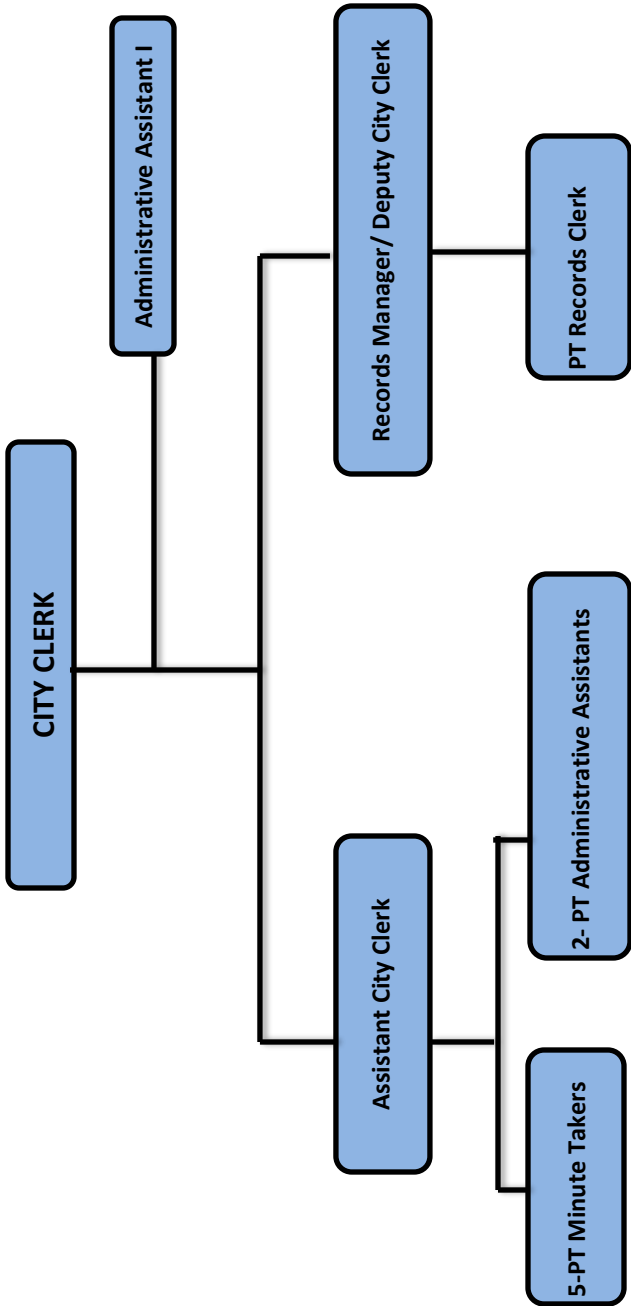
The discussion of whether there needs to be a charter amendment on the municipal primary has recently been placed before the City Council. The recommended changes would clarify what happens when there is no contest for the Mayor or an At-Large Council seat, but there is a contest for a single Ward Council seat. The Charter amendment would also clarify that the only offices to appear on the primary ballot are those in which there is a primary contest. If the City Council approves, the charter amendment would go on the ballot for the November General Election for the voter’s ultimate decision.

In FY 23, the office initiated an internal review of various permanent record series to verify their completeness, integrity, and accessibility for research purposes. The first record series reviewed was the Keene City Charter. The 1st phase of this audit focused on gathering and organizing in chronological order any documents located in the vault that record the history of Keene’s charter starting from 1873 when the General Court approved Keene’s Charter (ratified by Keene’s voters in March of 1874) as a Board of Alderman and Common Council. Organizing the documents in chronological order revealed significant gaps in the integrity of this important record series. Over the next year, the focus will be to augment the records on file with information from Council minutes, the Keene Sentinel’s digital archive series, and records with the Secretary of State’s Archives. The office will continue its audit of the permanent record series with a review of the Zoning Ordinance covering its original creation in 1926 until the adoption of the Land Development Code. Another series that will be reviewed include the Planning Board’s Master Plan, Site Plan, and Sub-division Regulations, which are required by law to be filed with the City Clerk’s office.

Background

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

| CITY CLERK | | | |
|--|----------------|--------------------------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | <i>Align w/CMP</i> |
| Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally | | | Leadership |
| Conduct local, state, and federal elections to ensure compliance with statutory requirements | | | Leadership |
| Manage paper-based and electronic records to ensure compliance with statutory requirements | | | Leadership |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Conduct Municipal Primary, Municipal General and Presidential Primary Elections | RSA 652 | Municipal Governance & Fin Stability | |
| Facilitate a Charter amendment regarding the Municipal Primary Election | RSA 49-B:5 | Municipal Governance & Fin Stability | |
| Verify completeness, integrity and accessibility of permanent record series | RSA 48:9 | Municipal Governance & Fin Stability | |
| Identify gaps in the series of Municipal Charter amendments and complete the series by gathering documentation from other sources | RSA 49-B:5 | Municipal Governance & Fin Stability | |
| Deploy the module for board memberships within the current CivicClerk application | | Municipal Governance & Fin Stability | |
| Implement a web based portal for records management software, allowing end users the ability to add new records, access their department's stored inventory and request retrieval services | | Municipal Governance & Fin Stability | |
| METRICS: | FY22 | FY23 | FY24 |
| Dog licenses issued | 2,751 | 3,402 | 3,500 |
| Dog owners with unlicensed dogs on warrant | 545 | 718 | 600 |
| Vital records issued | 3,838 | 3,500 | 3,500 |
| Municipal records boxes in custody | 5,366 | 5,599 | 6,245 |
| Municipal records boxes retrieved and re-filed | 795 | 900 | 885 |
| Municipal record boxes purged | 358 | 375 | 355 |
| Right-to-Know requests received/No. of responsive pages | 103/3,500 | 108/9,550 | 105/6,720 |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---|--------|----------------------------|-----------------|-----------------|-----------------|-----------|-----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-CC RECORDS-CHARGES FOR SVCS | | | | | | | |
| 20223503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| 20223503 | 441350 | CHARGES-RECORDS CENTER | (25,984) | (26,980) | (27,650) | - | (27,650) |
| GF-CC RECORDS-CHARGES FOR SVCS Total | | | (25,984) | (26,980) | (27,650) | - | (27,650) |
| GF-CC RECORDS-MISCELLANEOUS | | | | | | | |
| 20224505 | 461135 | COPIES | (115) | - | - | - | - |
| GF-CC RECORDS-MISCELLANEOUS Total | | | (115) | - | - | - | - |
| GF-CCLERK-MISCELLANEOUS | | | | | | | |
| 20024505 | 464110 | TRUST-INGERSOLL COLLECTION | (60) | - | - | - | - |
| GF-CCLERK-MISCELLANEOUS Total | | | (60) | - | - | - | - |
| GF-CLERK-CHARGES FOR SVCS | | | | | | | |
| 20023503 | 441090 | DIRECT REIMBURSEMENT | 1,501 | - | - | - | - |
| GF-CLERK-CHARGES FOR SVCS Total | | | 1,501 | - | - | - | - |
| GF-CLERK-LIC PERMITS FEES | | | | | | | |
| 20021501 | 421100 | FEES-STATE VITAL RECORDS | (20,357) | (30,000) | (30,000) | - | (30,000) |
| 20021501 | 421150 | FEES-CITY LICENSES | (6,911) | (8,592) | (8,592) | - | (8,592) |
| 20021501 | 421200 | LICENSES-DOGS | (20,975) | (9,280) | (9,280) | - | (9,280) |
| 20021501 | 423060 | FEE-MISCELLANEOUS | (10,819) | (9,500) | (9,500) | - | (9,500) |
| GF-CLERK-LIC PERMITS FEES Total | | | (59,062) | (57,372) | (57,372) | - | (57,372) |
| CITY CLERK Total | | | (83,719) | (84,352) | (85,022) | - | (85,022) |
| Grand Total | | | (83,719) | (84,352) | (85,022) | - | (85,022) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|--------------------------------|-------------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 20000000 | GF-CITY CLERK | | | | | | |
| | Personnel | | | | | | |
| 20000000 | 512010 | WAGES-CHARTER OFFICERS | 115,136 | 115,136 | 120,500 | - | 120,500 |
| 20000000 | 513040 | WAGES-FULL TIME | 126,179 | 126,178 | 131,771 | - | 131,771 |
| 20000000 | 513070 | WAGES-PART TIME | 52,797 | 65,851 | 69,108 | - | 69,108 |
| 20000000 | 515010 | OT-REGULAR | - | - | - | - | - |
| 20000000 | 517010 | HEALTH INSURANCE | 64,959 | 67,046 | 73,934 | - | 73,934 |
| 20000000 | 517020 | DENTAL INSURANCE | 3,705 | 3,690 | 3,572 | - | 3,572 |
| 20000000 | 517030 | RETIREMENT CONTRIBUTIONS | 33,929 | 33,929 | 34,132 | - | 34,132 |
| 20000000 | 517040 | SOCIAL SECURITY | 21,901 | 23,499 | 24,064 | - | 24,064 |
| 20000000 | 517050 | WORKERS COMPENSATION | 428 | 452 | 580 | - | 580 |
| | Personnel Total | | 419,033 | 435,781 | 457,661 | - | 457,661 |
| | Operating | | | | | | |
| 20000000 | 522050 | PC REPLACEMENT CHARGE | 2,005 | 2,350 | 2,404 | - | 2,404 |
| 20000000 | 523010 | MAINT-OFFICE EQUIPMENT | 80 | 80 | 80 | - | 80 |
| 20000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | 1,000 | 1,000 | - | 1,000 |
| 20000000 | 524250 | ADVERTISING | 315 | 300 | 300 | - | 300 |
| 20000000 | 524350 | TRAINING | 464 | 1,449 | 1,449 | - | 1,449 |
| 20000000 | 524360 | MEETINGS & DUES | 420 | 825 | 825 | - | 825 |
| 20000000 | 524980 | TRUST-INCOME USE | 60 | 200 | 200 | - | 200 |
| 20000000 | 525100 | COMMUNICATIONS & PHONE | 943 | 1,710 | 1,710 | - | 1,710 |
| 20000000 | 527010 | SUPPLIES-OFFICE | 1,249 | 1,622 | 2,547 | - | 2,547 |
| 20000000 | 527100 | POSTAGE | 1,482 | 1,723 | 1,723 | - | 1,723 |
| 20000000 | 527150 | BOOKS & COLLECTIONS | - | 180 | 180 | - | 180 |
| 20000000 | 527400 | SUPPLIES-OTHER MAINT | - | - | - | - | - |
| 20000000 | 527440 | EQUIPT-COMPUTER MINOR | 925 | 925 | - | - | - |
| 20000000 | 527610 | SUPPLIES-SOFTWARE | - | 100 | - | - | - |
| 20000000 | 527620 | LICENSES & PERMITS | 760 | 900 | 1,000 | - | 1,000 |
| | Operating Total | | 8,703 | 13,364 | 13,418 | - | 13,418 |
| 20000000 | Total | | 427,737 | 449,145 | 471,079 | - | 471,079 |
| 20100000 | GF-CITY CLERK-ELECTIONS | | | | | | |
| | Personnel | | | | | | |
| 20100000 | 513080 | WAGES-HOURLY | 9,261 | 11,740 | 11,740 | - | 11,740 |
| 20100000 | 517040 | SOCIAL SECURITY | 712 | 898 | 898 | - | 898 |
| 20100000 | 517050 | WORKERS COMPENSATION | 13 | 17 | 22 | - | 22 |
| | Personnel Total | | 9,986 | 12,656 | 12,660 | - | 12,660 |
| | Operating | | | | | | |
| 20100000 | 521070 | ELECTIONS | 10,750 | 15,643 | 28,843 | 13,200 | 28,843 |
| 20100000 | 523010 | MAINT-OFFICE EQUIPMENT | 2,653 | 3,735 | 3,935 | 200 | 3,935 |
| 20100000 | 523110 | MAINT-EQUIPMENT | - | - | 1,000 | - | 1,000 |
| 20100000 | 524160 | PRINTING | 5,109 | 3,700 | 7,500 | 3,800 | 7,500 |
| 20100000 | 524250 | ADVERTISING | 606 | 560 | 1,460 | 900 | 1,460 |
| 20100000 | 524500 | POLLING STATIONS SET UP | 7,486 | 1,720 | 4,070 | 2,350 | 4,070 |
| 20100000 | 526060 | RENTAL-OTHER | 931 | 1,500 | 2,000 | 500 | 2,000 |
| 20100000 | 527010 | SUPPLIES-OFFICE | 749 | 370 | 970 | 600 | 970 |
| 20100000 | 527100 | POSTAGE | 1,142 | 1,546 | 3,046 | 1,500 | 3,046 |
| 20100000 | 527600 | SUPPLIES-OPERATING | - | - | - | - | - |
| 20100000 | 534090 | ACQ-EQUIPMENT | 1,597 | - | - | - | - |
| 20100000 | 580080 | TRANSFER-GRANT MATCH | - | - | - | - | - |
| 20100000 | 580130 | TRANSFER-SPEC REVENUE | - | - | - | - | - |
| | Operating Total | | 31,023 | 28,774 | 52,824 | 23,050 | 52,824 |
| 20100000 | Total | | 41,009 | 41,430 | 65,484 | 23,050 | 65,484 |
| 20201000 | GF-CITY CLERK-ARCHIVES | | | | | | |
| | Personnel | | | | | | |
| 20201000 | 513030 | WAGES-SUPERVISORY | 76,156 | 76,155 | 79,699 | - | 79,699 |
| 20201000 | 517010 | HEALTH INSURANCE | 23,608 | 24,367 | 27,042 | - | 27,042 |
| 20201000 | 517020 | DENTAL INSURANCE | 1,579 | 1,555 | 1,499 | - | 1,499 |
| 20201000 | 517030 | RETIREMENT CONTRIBUTIONS | 10,708 | 10,707 | 10,783 | - | 10,783 |
| 20201000 | 517040 | SOCIAL SECURITY | 5,708 | 5,826 | 5,921 | - | 5,921 |
| 20201000 | 517050 | WORKERS COMPENSATION | 110 | 112 | 144 | - | 144 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|------------------------------|--------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| | Personnel Total | | 117,869 | 118,723 | 125,088 | - | 125,088 |
| | Operating | | | | | | |
| 20201000 | 524350 | TRAINING | 65 | 2,250 | 2,250 | - | 2,250 |
| 20201000 | 524360 | MEETINGS & DUES | 215 | 565 | 590 | - | 590 |
| 20201000 | 527010 | SUPPLIES-OFFICE | - | 100 | 85 | - | 85 |
| 20201000 | 527150 | BOOKS & COLLECTIONS | - | 100 | 100 | - | 100 |
| 20201000 | 527400 | SUPPLIES-OTHER MAINT | - | 1,000 | 1,000 | - | 1,000 |
| 20201000 | 527600 | SUPPLIES-OPERATING | 1,998 | 2,400 | 2,362 | - | 2,362 |
| | Operating Total | | 2,278 | 6,415 | 6,387 | - | 6,387 |
| 20201000 | Total | | 120,147 | 125,138 | 131,475 | - | 131,475 |
| | | | | | | | |
| 20201100 | GF-CITY CLERK-RECORDS | | | | | | |
| | Personnel | | | | | | |
| 20201100 | 513030 | WAGES-SUPERVISORY | 8,462 | 8,462 | 8,855 | - | 8,855 |
| 20201100 | 513070 | WAGES-PART TIME | 21,354 | 23,069 | 23,358 | - | 23,358 |
| 20201100 | 517010 | HEALTH INSURANCE | 2,625 | 2,707 | 3,005 | - | 3,005 |
| 20201100 | 517020 | DENTAL INSURANCE | 173 | 173 | 167 | - | 167 |
| 20201100 | 517030 | RETIREMENT CONTRIBUTIONS | 1,190 | 1,190 | 1,198 | - | 1,198 |
| 20201100 | 517040 | SOCIAL SECURITY | 2,275 | 2,412 | 2,445 | - | 2,445 |
| 20201100 | 517050 | WORKERS COMPENSATION | 43 | 46 | 59 | - | 59 |
| | Personnel Total | | 36,121 | 38,059 | 39,087 | - | 39,087 |
| 20201100 | Operating | | | | | | |
| 20201100 | 522060 | PW FLEET CHARGE | 16,850 | 17,641 | 18,229 | - | 18,229 |
| 20201100 | 525100 | COMMUNICATIONS & PHONE | 432 | 900 | 900 | - | 900 |
| 20201100 | 527010 | SUPPLIES-OFFICE | 28 | 80 | 1,080 | 1,000 | 1,080 |
| 20201100 | 527550 | SUPPLIES-UNIFORMS | - | 250 | 250 | - | 250 |
| 20201100 | 527600 | SUPPLIES-OPERATING | 439 | 1,150 | 2,650 | 1,500 | 2,650 |
| 20201100 | 527610 | SUPPLIES-SOFTWARE | - | 4,735 | 2,360 | 2,360 | 2,360 |
| | Operating Total | | 17,750 | 24,756 | 25,469 | 4,860 | 25,469 |
| 20201100 | Total | | 53,871 | 62,815 | 64,556 | 4,860 | 64,556 |
| | | | | | | | |
| Grand Total | | | 642,763 | 678,528 | 732,594 | 27,910 | 732,594 |

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Administrative Services

Administrative Services provide services to other departments as well as the general public.

Department Heads

| | |
|-----------------|---|
| Daniel Langille | City Assessor |
| Merri Howe | Finance Director |
| Elizabeth Fox | Assistant City Manager/Human Resources Director |
| Andrew Mueller | IT Director |

| DESCRIPTION | DEPARTMENT | PAGE |
|---|------------|-------|
| Assessment | 10 | 70-75 |
| Finance <ul style="list-style-type: none"> • Finance • Human Services | 35 | 76-86 |
| Human Resources | 45 | 87-90 |
| Information Technology | 50 | 91-84 |



| | | | |
|--|--|--------------|-------------|
| Department: | Assessing | Fund: | 010-General |
| EXPENDITURE Organization Codes: | 10000000 | | |
| REVENUE Organization Codes: | 10020500; 10023503; 10024505 | | |
| Mission: | To ensure the fair and equitable taxation of all property within the City of Keene in accordance with New Hampshire law. | | |

In FY24 the Department will finalize our Assessment Review with the NH Department of Revenue. In addition, we will begin a project to remeasure and list every property in the city. This project will take several years with the goal of completion coinciding with our next revaluation, scheduled for 2026. Remeasuring and listing all property is an important step in maintaining accurate records and equitable appraisals.

During FY23 the Department began our Assessment Review which is an audit of our assessing practices conducted by the NH Department of Revenue. Completed once every five years, our department requalifies those receiving property tax exemptions, review properties in Current Use, and ensures our procedures continue to meet the standards set by the NH Assessing Standards Board.

Core Responsibilities

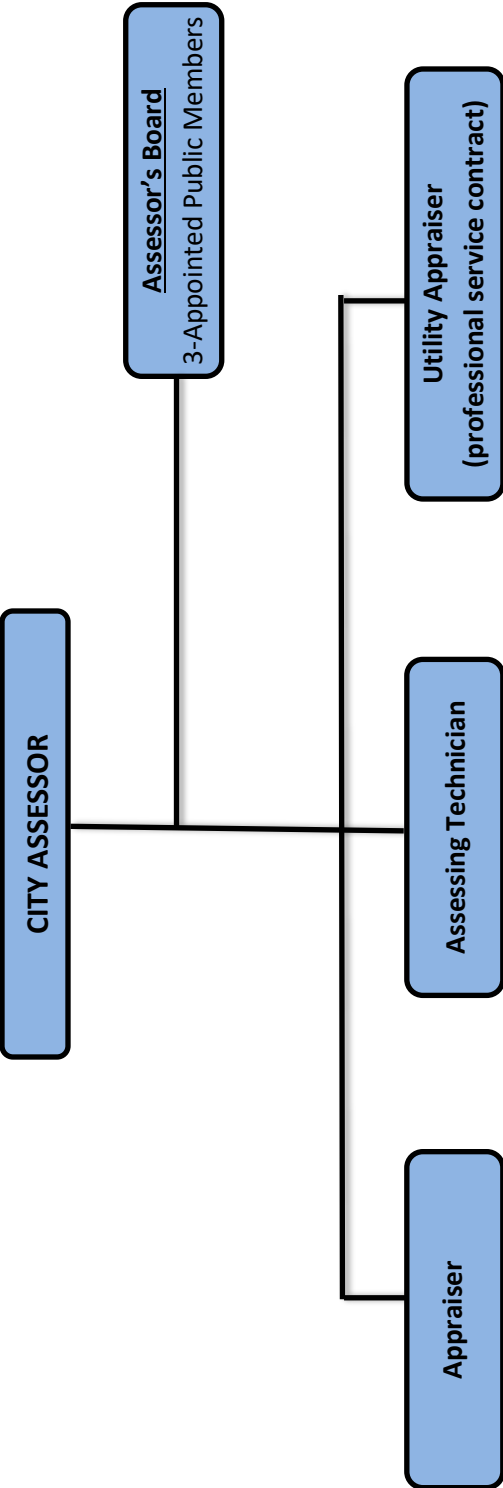
The Department of Assessment ensures the fair and equitable taxation of all property within the City. Additionally, we make a concerted effort to both educate and provide valuable property information to the public. These objectives are accomplished through the following:

- Valuation of property changes in accordance with RSA 75:8 and caused by building permits, zoning changes, sub-divisions, mergers, variances, and discovery;
- Collection and validation of all real estate transactions;
- Maintenance of an accurate and updated property database;
- Maintenance of accurate and updated parcel maps and an online public GIS site;
- Statistical analysis of sales and annual equalization study;
- Processing of property tax abatements and defending valuations;
- Administration of exemptions for the elderly, deaf, disabled, blind, and wind, wood, or solar systems; tax credits for veterans, spouses, and disabled veterans;
- Administration of Current Use program;
- Administration of timber cutting permits and valuation of timber for timber taxes;
- Monitoring and providing testimony to proposed legislative changes regarding property assessing practices and taxation;
- Maintaining a certified and professional staff.

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

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

| ASSESSMENT | | | |
|--|-----------------|--------------------------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Annually analyze the real estate market to ensure equity and fairness in the valuation of real property. This process includes inspecting, listing, and valuing real estate due to building permits, changes in use from rezoning or other actions, monitoring market trends, and uniformly applying those indicators. | | Municipal Governance & Fin Stability | |
| Provide excellent customer service through the following: Offer education and transparency regarding the property valuation process; meet with property owners to review exemption and credit options; provide property information to residents, other City Departments, real estate professionals, appraisers, speculative buyers and/or sellers as well as any other member of the public. | | Municipal Governance & Fin Stability | |
| Meet the Assessing Standards Board standards on data quality and statistics which may include a re-inspection program, requalification of credits and exemptions, and other performance measures. This includes certification every 5 years, making values anew every 5 years, writing applicable Uniform Standards of Professional Appraisal Practice compliance reports, and meeting required professional certification/designations. | | Municipal Governance & Fin Stability | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Appraise real property in accordance with State law. | RSA 75:1 & 75:8 | Municipal Governance & Fin Stability | N/A |
| Meet the Standards for Assessing Standards Board (ASB) Certification. | RSA 21-J:11-a | Municipal Governance & Fin Stability | N/A |
| Utilize technology for effective, efficient, and transparent assessing practices. | | Municipal Governance & Fin Stability | N/A |
| METRICS: | FY22 | FY23 | FY24 |
| Equalization ratio (expresses relationship between assessment and market; Assessing Standards Board standard is between 90% and 110%) | 89.2 | 94.6 | 80.9 |
| Total Taxable Assessed Value used for General Fund | \$1.885 billion | \$2.201 billion | \$2.218 billion |
| Total Taxable Assessed Value retained for TIF Funding | \$36 million | \$43 million | \$42 million |
| PILOT Agreement Revenue | \$1,108,100 | \$1,110,350 | \$1,113,290 |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|-------------------------|---------------------|---------------------|---------------------|-----------|---------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-ASSMT-CHARGES FOR SVCS | | | | | | | |
| 10023503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| GF-ASSMT-CHARGES FOR SVCS Total | | | - | - | - | - | - |
| GF-ASSMT-MISCELLANOUS | | | | | | | |
| 10024505 | 461135 | COPIES | (338) | (100) | (100) | - | (100) |
| 10024505 | 461140 | MAPS BLUEPRINTS ETC | - | - | - | - | - |
| GF-ASSMT-MISCELLANOUS Total | | | (338) | (100) | (100) | - | (100) |
| GF-ASSMT-TAXES | | | | | | | |
| 10020500 | 411050 | TAX-NET PROPERTY | (26,866,304) | (26,778,681) | (28,063,631) | - | (27,808,122) |
| 10020500 | 411100 | TAX-PAYMENT IN LIEU | (1,114,363) | (1,120,000) | (1,120,000) | - | (1,120,000) |
| 10020500 | 411150 | TAX-TIMBER YIELD | (6,738) | (6,000) | (8,000) | - | (8,000) |
| 10020500 | 411200 | TAX-LAND USE CHANGE | (28,130) | (26,565) | (46,025) | - | (46,025) |
| 10020500 | 411250 | TAX-INCREMENT FINANCING | (840,892) | (1,171,750) | (1,005,842) | - | (1,005,842) |
| GF-ASSMT-TAXES Total | | | (28,856,428) | (29,102,996) | (30,243,498) | - | (29,987,989) |
| ASSESSMENT Total | | | (28,856,766) | (29,103,096) | (30,243,598) | - | (29,988,089) |
| Grand Total | | | (28,856,766) | (29,103,096) | (30,243,598) | - | (29,988,089) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|------------------------|--------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 10000000 | GF-ASSESSMENT | | | | | | |
| | Personnel | | | | | | |
| 10000000 | 513010 | WAGES-DEPT HEAD | 120,334 | 120,334 | 125,933 | - | 125,933 |
| 10000000 | 513040 | WAGES-FULL TIME | 147,405 | 140,325 | 129,642 | - | 129,642 |
| 10000000 | 517010 | HEALTH INSURANCE | 68,369 | 67,046 | 60,644 | - | 60,644 |
| 10000000 | 517020 | DENTAL INSURANCE | 3,931 | 3,690 | 3,135 | - | 3,135 |
| 10000000 | 517030 | RETIREMENT CONTRIBUTIONS | 37,644 | 36,649 | 34,580 | - | 34,580 |
| 10000000 | 517040 | SOCIAL SECURITY | 19,990 | 19,940 | 19,163 | - | 19,163 |
| 10000000 | 517050 | WORKERS COMPENSATION | 6,877 | 6,700 | 8,251 | - | 8,251 |
| 10000000 | Personnel Total | | 404,549 | 394,683 | 381,348 | - | 381,348 |
| | Operating | | | | | | |
| 10000000 | 521250 | APPRAISAL SERVICES | 12,800 | 12,800 | 12,800 | - | 12,800 |
| 10000000 | 521759 | OTHER SERVICES | 18 | 175 | 175 | - | 175 |
| 10000000 | 522050 | PC REPLACEMENT CHARGE | 3,204 | 3,769 | 3,463 | - | 3,463 |
| 10000000 | 522060 | PW FLEET CHARGE | 8,103 | 8,941 | 9,204 | - | 9,204 |
| 10000000 | 523010 | MAINT-OFFICE EQUIPMENT | - | 200 | 400 | - | 400 |
| 10000000 | 523070 | MAINT-COMPUTER SYSTEM | 414 | 400 | 400 | - | 400 |
| 10000000 | 523200 | MAINT-MAPPING & GIS | 8,800 | 9,550 | 9,550 | - | 9,550 |
| 10000000 | 524350 | TRAINING | - | 3,500 | 3,800 | - | 3,800 |
| 10000000 | 524360 | MEETINGS & DUES | 992 | 1,600 | 2,200 | - | 2,200 |
| 10000000 | 525100 | COMMUNICATIONS & PHONE | 429 | 1,500 | 1,500 | - | 1,500 |
| 10000000 | 527010 | SUPPLIES-OFFICE | 1,285 | 1,000 | 1,000 | - | 1,000 |
| 10000000 | 527100 | POSTAGE | 1,689 | 900 | 900 | - | 900 |
| 10000000 | 527150 | BOOKS & COLLECTIONS | 1,189 | 920 | 1,250 | - | 1,250 |
| | Operating Total | | 38,922 | 45,255 | 46,642 | - | 46,642 |
| 10000000 | Total | | 443,472 | 439,938 | 427,990 | - | 427,990 |
| Grand Total | | | 443,472 | 439,938 | 427,990 | - | 427,990 |

| | | | |
|--|--|--------------|-------------|
| Department: | Finance | Fund: | 010-General |
| EXPENDITURE Organization Codes: | Administration, Accounting, Purchasing, Revenue Collection, Property and Liability Insurance, and Citywide PCards 35000000; 35100000; 35200000; 35300000; 35500000; 35600000 | | |
| REVENUE Organization Codes: | 35022502; 35023503; 35024505; 35025506; 35026507; 35320500; 35321501 | | |
| Mission: | To manage the financial resources of the City of Keene in an efficient, ethical, and transparent manner. Provide timely and accurate financial information to the public, elected officials, and City staff. | | |

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

FY24 initiatives will include:

- Continued implementation of its new Enterprise Resource Planning (ERP) computer system. The new system (Munis) is fully integrated which allows for real time information and visibility. The transition to the new utility billing and payroll as of July 1, 2023. Electronic employee time sheets and human capital management will be implemented throughout the year
- Supporting the City's mission in the most environmentally friendly possible ways in accordance with its policies and procedures
- Continued emphasis on financial planning and enhancing communication of financial information to City elected officials, the public, and City staff

The Department will continue to efficiently and accurately perform the business functions of the City, monitor fiscal trends, legislative and regulatory activity that could impact the City's operations and fiscal condition, and review and understand any changes to GASB standards. While working to fulfill the primary services and responsibilities of the Finance Department, staff has worked to restructure data that will be used in the new system. This will allow the City to purge obsolete data thereby enhancing data entry and improve reporting going forward. The new system also allows documents to be stored electronically and these documents will be accessible for authorized users and will further reduce unnecessary paper. In addition, electronic workflow (approvals) are being automated, streamlining our current manual process. With the implementation of a new system the City will be cross training within departments which is an added benefit as it pertains to succession planning.

With recent retirements and departure of several finance staff, the department has been functioning with vacant positions in three out of the four divisions. Though there have been candidates recommended for these positions, offers were rejected shortly before the first day of employment. The priority in FY24 will be to fully staff all divisions.

During FY23 the Finance Department received notification that the City of Keene was the recipient of the Certificate of Achievement for Excellence in Financial Reporting award relating to the June 30, 2021 financial statements. This is the fourth year in a row the department has received this award.

Background

The Finance Department is comprised of four divisions:

1. Accounting: 8 FTE
 - Accounts Payable – payment for all goods and services necessary for City operations
 - Accounts Receivable – billing and collections for all services provided by City departments other than property taxes and water and sewer bills
 - Payroll – preparation of payroll and all associated state and federal payroll reporting
 - Trustees of Trust Funds – liaison and staff support to the board charged with the custody of City trust funds and capital reserves
 - General ledger accounting - budget monitoring, capital projects accounting, financial reporting, reconciliation of accounts, fixed asset accounting, financial management and reporting for grants, internal control review and development, ongoing and ad hoc financial analysis, managing the annual audit, and other activities necessary to safeguard City assets and the accuracy of financial reporting
 - Operating Budget and Capital Improvements Program development and preparation
 - Long term financial planning
 - Cash management, debt management, and all other treasury functions
2. Purchasing: 2 FTE
 - Ensure that City acquisition of goods and services are conducted as arm's length transactions ethically and in accordance with established ordinances, resolutions, and guidelines
 - Establish and maintain procedures and practices to maximize the City's purchasing power
 - Establish and maintain procedures to ensure that purchases comply with state or federal purchasing guidelines when using grant or contract dollars
 - Support staff in identifying, preparing, and implementing programs, and projects' components to address environmental and climate change issues including the promotion of activities and investments in sectors that will reduce risks, minimize costs of recovery from intense storms, and enable climate change mitigation and/or adaptation
3. Revenue Collection/Tax Collector: 4 FTE and 2 PTE
 - Manage the Property Tax cycle in accordance with applicable state law and guidelines, including billing, collections, the lien and tax deeding process, and state reporting
 - Manage water and sewer billing and collections
 - Motor vehicle registration
 - Provide excellent customer service in the areas of receiving payments from the public for a wide variety of City activities
 - Accurately account for cash receipts for all departments and operations of the City
4. Human Services: 2 FTE and 1 PTE
 - Provide basic needs assistance in accordance with state statute
 - Provide short-term, emergency, and timely assistance to eligible persons
 - Collaborate with other agencies to provide shelter for the homeless
 - Collaborate with donors for the annual Holiday Sponsorship Program

| FINANCE | | | |
|--|----------------|--------------------------------------|--------------------|
| Administration, Accounting, Purchasing & Revenue Collection | | | |
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Perform, manage, and oversee all standard business functions for the entire City organization. | | Municipal Governance & Fin Stability | |
| Perform short and long-term financial analysis and planning. | | Municipal Governance & Fin Stability | |
| Prepare and implement operating and capital budgets in conformance with policies and plans adopted by the City Council. | | Municipal Governance & Fin Stability | |
| Promote and coordinate the integration of environmental friendly processes and services to make the City perform more efficiently while promoting sustainable, environmental, and social improvements. | | Municipal Governance & Fin Stability | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Present financial data in formats that are informative and user friendly | | Municipal Governance & Fin Stability | 1 |
| Continued implementation of new property tax and utility billing and financial software | | Municipal Governance & Fin Stability | 1 |
| Evaluate and implement tools to simplify services electronically | | Municipal Governance & Fin Stability | 2 |
| Streamline purchasing and contract services processes | | Municipal Governance & Fin Stability | 1 |
| Enhance the use of Public Purchase, Public Contracts, and Public Vendors | | Municipal Governance & Fin Stability | 1 |
| Support strategies and plans that continuously improve the City of Keene's sustainability performance | | Municipal Governance & Fin Stability | 7 |
| METRICS: | FY22 | FY23 | FY24 |
| Number of bids, RFP's & contracts issued | 150 | 200 | 200 |
| P-Card - combined purchase volume (dollars) | \$4,223,895 | \$4,204,551 | \$5,000,000 |
| P-Card - rebate payment amount (dollars) | \$31,360 | \$30,544 | \$35,000 |
| Property tax & utility bills issued | 41,550 | 41,550 | 41,550 |
| Motor vehicle transactions | 21,300 | 21,300 | 21,300 |
| Parcels going to tax lien | 275 | 300 | 300 |
| Liens as % of warrant (Tax Year 2018, 2019 and 2020) | 1.83% | 1.70% | 1.81% |

| | | | |
|--|--|--------------|-------------|
| Department: | Finance Department | Fund: | 010-General |
| EXPENDITURE Organization Codes: | Human Services 35400000; 35404000; 35404100 | | |
| REVENUE Organization Codes: | 35423503; 35424505 | | |
| Mission: | To provide short-term, emergency, and timely assistance to eligible persons in the most economical manner, while aiding residents with long-term solutions for returning to a state of financial self-sufficiency. | | |

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

FY24 Initiatives will include:

- Increase advocacy and partnership of area services to meet customer needs and provide more directed case management to help clients return to a state of financial self-sufficiency.
- Collaborate with area hospitals, and correctional facility to find best housing options for homeless before discharge date.
- Continue work with the Homeless Coalition and homeless shelters to find the best possible housing options for clients and guests.

In FY23 and beyond, Human Services will continue to efficiently, and accurately perform the administration of General Assistance, and monitor legislative and regulatory activity that could impact our division. Human Services will continue to fulfill primary services, as well as timely assistance to those presenting as homeless.

During FY23 Human Services undertook several initiatives, including:

- Human Services Manager voted as Secretary to the NH Local Welfare Administrators Association and remains Chair of the NHLWAA Training Committee.
- Human Services Manager worked on the NHLWAA Ethics Resolution. Wording from the Resolution has been added to Senate Bill 110 relative to administration of the emergency shelter program by cities and towns.
- Human Services Manager was a member of the Ad Hoc Housing Stability Committee
- Human Services Caseworker worked in collaboration with donors for a successful Holiday Sponsorship Program.
- Human Services continues to successfully provide timely, in person services to prevent eviction and homelessness.
- Human Services Manager has trained and is using the HMIS (Homeless Management Information System) to enter those who are homeless and residing in a motel/hotel.

During FY23 Human Services challenges included:

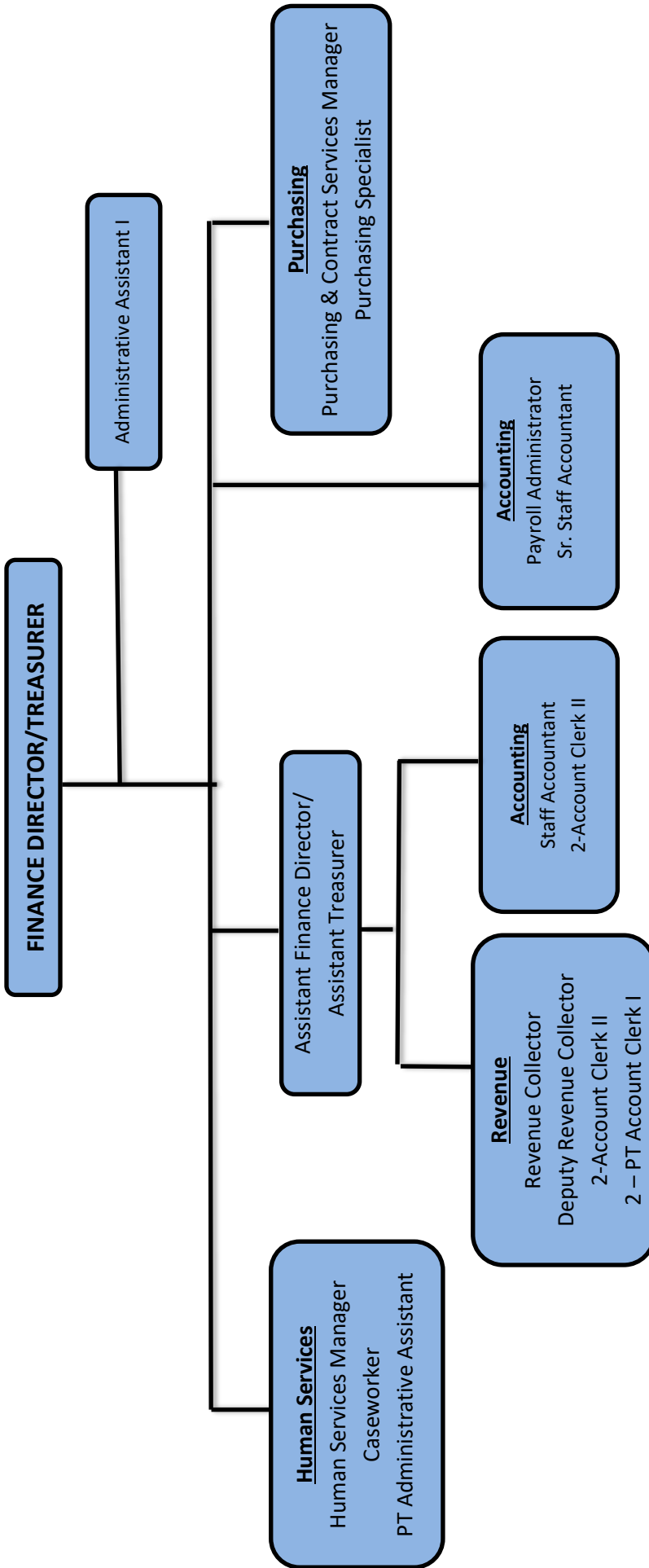
- Many Individuals presenting as homeless or in danger of imminent homelessness due to eviction requesting shelter/motel assistance. This is due to the lack of affordable housing resources in the State.
- Behavioral issues of individuals receiving motel assistance has resulted in area hotels/motels to be unwilling to accept clients from Human Services.

- NH Emergency Rental Assistance Program (NHERAP) program funds ended creating a big surge in requests for rent, electric, home heating fuel, and motel assistance. Human Services is short staffed, as the department currently does not have an Administrative Assistant.

Background

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

| FINANCE Human Services | | | |
|---|----------------|-----------------------------|-----------------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Administer General Assistance(GA) (RSA: 165) "To relieve and maintain the poor" in accordance with General Assistance Guidelines adopted by the City Council. | | | Community Health & Wellness |
| Provide emergency financial assistance and/or service referrals for basic life necessities including but not limited to housing, utilities, and medical needs. | | | Community Health & Wellness |
| Provide case management for HS clients where no other local option is available, screen for other resources to support a return to financial self-sufficiency. | | | Social Services |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Provide short-term emergency financial assistance when no other resource is available. | RSA 165 | Community Health & Wellness | 1 |
| Advocate for clients and support efforts toward self-sufficiency through collaborations that focus on client needs, improve coordination of services, especially housing, employment, medication, and medical assistance, and reduce the need for General Assistance | RSA 165 | Community Health & Wellness | 2 |
| Assist clients who have become dependent on Federal Government cash, rental and utility assistance to return to a state of self-sufficiency. This may include expanded casework, completing applications and necessary paperwork to receive assistance that they are eligible for outside of the City's General Assistance program. | RSA 165 | Social Services | 2 |
| Continue to work with area homeless population to assist in finding emergency shelter, affordable housing and return to a state of self-sufficiency through collaboration with area homeless shelters. | RSA 165 | Social Services | 2 |
| Update Welfare Guidelines and Procedure Manual | RSA165 | Social Services | 2 |
| METRICS: | FY21 | FY22 | FY23 |
| Total client contacts including appointments, walk-ins, emergency walk-ins, home visits, partner agency contacts, phone, mail and fax | 4,909 | 3,293 | 3,614 |
| Total adults in household receiving assistance | 1,047 | 969 | 1,713 |
| Average length of monthly assistance | 1.54 | 1.75 | 1.62 |
| Average cost of monthly assistance provided per recipient per month. | \$613 | \$645 | \$651 |
| Rent assistance for clients paid directly to the City that is applied toward delinquent property tax bills, water/sewer tax bills owed by the property owner/landlord | \$18,929 | \$3,888 | \$7,536 |
| Total number of individuals reporting homelessness, seeking assistance for shelter/motel/hotel/first month's rent. This includes all individuals in a household including children | 60 | 94 | 357 |
| Covid-19 related assistance | 228 | 84 | 28 |
| Cost of Motels/Hotels to house homeless individuals | \$35,196 | \$50,602 | \$246,000 |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---|--------|-----------------------------|---------------------|--------------------|---------------------|-----------|---------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-FINANCE-CHARGES FOR SVCS | | | | | | | |
| 35023503 | 441090 | DIRECT REIMBURSEMENT | (785,310) | (325,000) | (325,000) | - | (325,000) |
| GF-FINANCE-CHARGES FOR SVCS Total | | | (785,310) | (325,000) | (325,000) | - | (325,000) |
| GF-FINANCE-INTERGOVERNMENTAL | | | | | | | |
| 35022502 | 432040 | STATE-ROOMS & MEALS | (1,719,310) | (1,719,310) | (1,960,197) | - | (1,960,197) |
| 35022502 | 432050 | STATE-SHARED REVENUES | - | - | - | - | - |
| GF-FINANCE-INTERGOVERNMENTAL Total | | | (1,719,310) | (1,719,310) | (1,960,197) | - | (1,960,197) |
| GF-FINANCE-MISCELLANEOUS | | | | | | | |
| 35024505 | 461010 | INTEREST EARNINGS | (62,194) | (125,000) | (325,000) | - | (325,000) |
| 35024505 | 461030 | INTEREST ACCTS RECEIVABLE | - | - | - | - | - |
| 35024505 | 461050 | OTHER LOANS | (89,698) | (89,698) | (89,698) | - | (89,698) |
| 35024505 | 461110 | OTHER | (7) | (50) | (50) | - | (50) |
| 35024505 | 463010 | RENT-CITY HALL | (64,464) | (65,676) | (71,282) | - | (71,282) |
| 35024505 | 463040 | RENT-TRANSPORTATION CENTER | (33,058) | (35,096) | (36,513) | - | (36,513) |
| GF-FINANCE-MISCELLANEOUS Total | | | (249,421) | (315,521) | (522,543) | - | (522,543) |
| GF-FINANCE-OTHER FIN SOURCES | | | | | | | |
| 35025506 | 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| 35025506 | 471020 | ADMIN CHG - EQUIPMENT | (301,082) | (323,835) | (287,892) | - | (287,892) |
| 35025506 | 471040 | ADMIN CHG - PARKING | (96,364) | (85,946) | (96,339) | - | (96,339) |
| 35025506 | 471060 | ADMIN CHG - SEWER | (697,543) | (785,730) | (761,239) | - | (761,239) |
| 35025506 | 471070 | ADMIN CHG - SOLID WASTE | (494,420) | (535,928) | (597,372) | - | (597,372) |
| 35025506 | 471080 | ADMIN CHG - WATER | (488,380) | (485,884) | (534,820) | - | (534,820) |
| 35025506 | 473020 | PROPERTY SURPLUS SALE | - | (50) | (50) | - | (50) |
| 35025506 | 473030 | EQUIPMENT SURPLUS SALE | - | - | - | - | - |
| GF-FINANCE-OTHER FIN SOURCES Total | | | (2,077,789) | (2,217,373) | (2,277,712) | - | (2,277,712) |
| GF-FINANCE-PROCEEDS LT FIN | | | | | | | |
| 35026507 | 481010 | SALE OF BONDS | (2,949,000) | (1,278,000) | (2,951,000) | - | (2,951,000) |
| GF-FINANCE-PROCEEDS LT FIN Total | | | (2,949,000) | (1,278,000) | (2,951,000) | - | (2,951,000) |
| GF-HUMAN SVCS-CHARGES FOR SVCS | | | | | | | |
| 35423503 | 441090 | DIRECT REIMBURSEMENT | (5,742) | (4,500) | (4,500) | - | (4,500) |
| 35423503 | 441380 | SSI INTERIM ASSISTANCE | (1,022) | (2,500) | (2,500) | - | (2,500) |
| 35423503 | 441390 | MEDICAID REIMBURSEMENTS | - | (2,500) | (2,500) | - | (2,500) |
| GF-HUMAN SVCS-CHARGES FOR SVCS Total | | | (6,765) | (9,500) | (9,500) | - | (9,500) |
| GF-HUMAN SVCS-MISCELLANEOUS | | | | | | | |
| 35424505 | 464030 | TRUST-CHARITABLE | (1,988) | (1,650) | (2,288) | - | (2,288) |
| 35424505 | 464130 | TRUST-WOODWARD FUND | - | - | - | - | - |
| GF-HUMAN SVCS-MISCELLANEOUS Total | | | (1,988) | (1,650) | (2,288) | - | (2,288) |
| GF-REVENUE-LIC PERMITS FEES | | | | | | | |
| 35321501 | 422150 | PERMITS-MOTOR VEHICLE | (3,402,677) | (3,280,000) | (3,385,000) | - | (3,385,000) |
| 35321501 | 422180 | FEE-TRANSPORTATION IMP FUND | (98,570) | (90,000) | (90,000) | - | (90,000) |
| 35321501 | 423010 | FEE-NSF CHECK | (773) | (850) | (750) | - | (750) |
| 35321501 | 423150 | FEE-MAIL-IN & E-REG | (7,682) | (8,000) | (7,500) | - | (7,500) |
| 35321501 | 423160 | FEE-MUNICIPAL AGENT FEE | (63,343) | (59,000) | (60,000) | - | (60,000) |
| GF-REVENUE-LIC PERMITS FEES Total | | | (3,573,045) | (3,437,850) | (3,543,250) | - | (3,543,250) |
| GF-REVENUE-TAXES | | | | | | | |
| 35320500 | 416050 | TAX-INTEREST | (275,782) | (325,000) | (300,000) | - | (300,000) |
| GF-REVENUE-TAXES Total | | | (275,782) | (325,000) | (300,000) | - | (300,000) |
| FINANCE Total | | | (8,689,409) | (9,629,204) | (11,891,490) | - | (11,891,490) |
| Grand Total | | | (11,638,409) | (9,629,204) | (11,891,490) | - | (11,891,490) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|----------------------------------|-------------------------------|----------------|----------------|----------------|-----------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 35000000 | GF-FINANCE-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 35000000 | 513010 | WAGES-DEPT HEAD | 125,749 | 125,749 | 131,600 | - | 131,600 |
| 35000000 | 513030 | WAGES-SUPERVISORY | 90,004 | 115,152 | 120,510 | - | 120,510 |
| 35000000 | 513040 | WAGES-FULL TIME | 44,165 | 52,141 | - | (47,814) | - |
| 35000000 | 517010 | HEALTH INSURANCE | 9,980 | 10,097 | 7,008 | (26,029) | 7,008 |
| 35000000 | 517020 | DENTAL INSURANCE | 1,443 | 2,071 | 1,469 | (1,666) | 1,469 |
| 35000000 | 517030 | RETIREMENT CONTRIBUTIONS | 36,544 | 41,202 | 34,110 | (6,469) | 34,110 |
| 35000000 | 517040 | SOCIAL SECURITY | 20,014 | 22,418 | 19,286 | (3,658) | 19,286 |
| 35000000 | 517050 | WORKERS COMPENSATION | 353 | 431 | 455 | (87) | 455 |
| | Personnel Total | | 328,251 | 369,260 | 314,438 | (85,723) | 314,438 |
| | Operating | | | | | | |
| 35000000 | 522050 | PC REPLACEMENT CHARGE | 6,149 | 6,520 | 7,101 | - | 7,101 |
| 35000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | 126 | 10,000 | 16,000 | - | 16,000 |
| | Operating Total | | 6,275 | 16,520 | 23,101 | - | 23,101 |
| 35000000 | Total | | 334,526 | 385,780 | 337,539 | (85,723) | 337,539 |
| 35100000 | GF-FINANCE-ACCOUNTING | | | | | | |
| | Personnel | | | | | | |
| 35100000 | 513040 | WAGES-FULL TIME | 277,366 | 315,882 | 424,645 | 88,890 | 424,645 |
| 35100000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 35100000 | 517010 | HEALTH INSURANCE | 55,819 | 70,054 | 106,490 | 22,204 | 106,490 |
| 35100000 | 517020 | DENTAL INSURANCE | 3,839 | 4,470 | 5,994 | 953 | 5,994 |
| 35100000 | 517030 | RETIREMENT CONTRIBUTIONS | 38,703 | 44,413 | 57,453 | 12,027 | 57,453 |
| 35100000 | 517040 | SOCIAL SECURITY | 21,068 | 24,165 | 31,927 | 6,656 | 31,927 |
| 35100000 | 517050 | WORKERS COMPENSATION | 396 | 465 | 767 | 161 | 767 |
| | Personnel Total | | 397,190 | 459,448 | 627,276 | 130,891 | 627,276 |
| | Operating | | | | | | |
| 35100000 | 521030 | TECHNICAL SERVICES | 6,726 | 8,500 | 8,500 | - | 8,500 |
| 35100000 | 521290 | AUDIT SERVICES | 33,530 | 44,000 | 44,000 | - | 44,000 |
| 35100000 | 523010 | MAINT-OFFICE EQUIPMENT | 9,872 | 1,000 | 1,000 | - | 1,000 |
| 35100000 | 524160 | PRINTING | 8,025 | 10,000 | 10,000 | - | 10,000 |
| 35100000 | 524300 | TRAVEL | - | 200 | 200 | - | 200 |
| 35100000 | 524350 | TRAINING | - | 4,500 | 4,500 | - | 4,500 |
| 35100000 | 524360 | MEETINGS & DUES | 275 | 1,300 | 1,300 | - | 1,300 |
| 35100000 | 525100 | COMMUNICATIONS & PHONE | 1,099 | 1,370 | 1,370 | - | 1,370 |
| 35100000 | 527010 | SUPPLIES-OFFICE | 7,343 | 6,000 | 6,000 | - | 6,000 |
| 35100000 | 527100 | POSTAGE | 5,241 | 6,000 | 6,000 | - | 6,000 |
| 35100000 | 527150 | BOOKS & COLLECTIONS | 499 | 200 | 200 | - | 200 |
| 35100000 | 527610 | SUPPLIES-SOFTWARE | - | - | - | - | - |
| | Operating Total | | 72,611 | 83,070 | 83,070 | - | 83,070 |
| 35100000 | Total | | 469,801 | 542,518 | 710,346 | 130,891 | 710,346 |
| 35200000 | GF-FINANCE-PURCHASING | | | | | | |
| | Personnel | | | | | | |
| 35200000 | 513030 | WAGES-SUPERVISORY | 74,149 | 77,486 | 85,782 | - | 85,782 |
| 35200000 | 513040 | WAGES-FULL TIME | 52,141 | 52,141 | 59,592 | - | 59,592 |
| 35200000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 35200000 | 517010 | HEALTH INSURANCE | 36,015 | 37,171 | 28,962 | - | 28,962 |
| 35200000 | 517020 | DENTAL INSURANCE | 2,281 | 2,273 | 1,469 | - | 1,469 |
| 35200000 | 517030 | RETIREMENT CONTRIBUTIONS | 17,756 | 18,226 | 19,669 | - | 19,669 |
| 35200000 | 517040 | SOCIAL SECURITY | 9,330 | 9,916 | 11,122 | - | 11,122 |
| 35200000 | 517050 | WORKERS COMPENSATION | 182 | 2,622 | 263 | - | 263 |
| | Personnel Total | | 191,854 | 199,835 | 206,859 | - | 206,859 |
| | Operating | | | | | | |
| 35200000 | 523010 | MAINT-OFFICE EQUIPMENT | 2,542 | 2,400 | 2,400 | - | 2,400 |
| 35200000 | 524160 | PRINTING | 97 | 150 | 150 | - | 150 |
| 35200000 | 524250 | ADVERTISING | 2,322 | 2,500 | 2,500 | - | 2,500 |
| 35200000 | 524350 | TRAINING | - | 500 | 500 | - | 500 |
| 35200000 | 524360 | MEETINGS & DUES | 304 | 600 | 600 | - | 600 |
| 35200000 | 525100 | COMMUNICATIONS & PHONE | 581 | 700 | 700 | - | 700 |
| 35200000 | 527010 | SUPPLIES-OFFICE | 6,074 | 7,500 | 10,000 | 2,500 | 10,000 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|--------------------------------------|--------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 35200000 | 527100 | POSTAGE | 69 | 100 | 100 | - | 100 |
| 35200000 | 527150 | BOOKS & COLLECTIONS | - | 150 | 150 | - | 150 |
| 35200000 | 529020 | OUTSIDE AGENCY TEMPS | - | - | - | - | - |
| | Operating Total | | 11,989 | 14,600 | 17,100 | 2,500 | 17,100 |
| 35200000 | Total | | 203,843 | 214,435 | 223,959 | 2,500 | 223,959 |
| 35300000 | GF-FINANCE-REVENUE COLLECTION | | | | | | |
| | Personnel | | | | | | |
| 35300000 | 513030 | WAGES-SUPERVISORY | 85,705 | 84,617 | 74,259 | - | 74,259 |
| 35300000 | 513040 | WAGES-FULL TIME | 158,979 | 163,370 | 163,548 | - | 163,548 |
| 35300000 | 513070 | WAGES-PART TIME | 36,564 | 50,004 | 61,125 | 6,961 | 61,125 |
| 35300000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 35300000 | 515010 | OT-REGULAR | 7 | 2,000 | 2,000 | - | 2,000 |
| 35300000 | 517010 | HEALTH INSURANCE | 81,310 | 87,031 | 72,328 | - | 72,328 |
| 35300000 | 517020 | DENTAL INSURANCE | 4,494 | 4,672 | 3,812 | - | 3,812 |
| 35300000 | 517030 | RETIREMENT CONTRIBUTIONS | 34,404 | 34,867 | 32,446 | - | 32,446 |
| 35300000 | 517040 | SOCIAL SECURITY | 21,001 | 22,949 | 22,660 | 533 | 22,660 |
| 35300000 | 517050 | WORKERS COMPENSATION | 405 | 450 | 544 | 13 | 544 |
| | Personnel Total | | 422,868 | 449,961 | 432,722 | 7,507 | 432,722 |
| | Operating | | | | | | |
| 35300000 | 521759 | OTHER SERVICES | 14,105 | 12,000 | 12,000 | - | 12,000 |
| 35300000 | 523010 | MAINT-OFFICE EQUIPMENT | 5,659 | 3,000 | 4,200 | 1,200 | 4,200 |
| 35300000 | 524350 | TRAINING | - | 150 | 1,650 | 1,500 | 1,650 |
| 35300000 | 524360 | MEETINGS & DUES | 170 | 200 | 200 | - | 200 |
| 35300000 | 524470 | PUBLIC AWARENESS | 1,877 | 2,100 | 2,100 | - | 2,100 |
| 35300000 | 525100 | COMMUNICATIONS & PHONE | 865 | 1,900 | 1,900 | - | 1,900 |
| 35300000 | 527010 | SUPPLIES-OFFICE | 1,171 | 3,700 | 7,600 | - | 7,600 |
| 35300000 | 527100 | POSTAGE | 32,765 | 39,850 | 44,850 | 5,000 | 44,850 |
| 35300000 | 527150 | BOOKS & COLLECTIONS | - | - | - | - | - |
| 35300000 | 527440 | EQUIPT-COMPUTER MINOR | - | - | - | - | - |
| 35300000 | 527610 | SUPPLIES-SOFTWARE | 6,641 | 6,760 | 6,760 | - | 6,760 |
| 35300000 | 534090 | ACQ-EQUIPMENT | - | - | - | - | - |
| | Operating Total | | 63,254 | 69,660 | 81,260 | 7,700 | 81,260 |
| 35300000 | Total | | 486,122 | 519,621 | 513,982 | 15,207 | 513,982 |
| 35400000 | GF-FINANCE-HUMAN SERVICES | | | | | | |
| | Personnel | | | | | | |
| 35400000 | 513030 | WAGES-SUPERVISORY | 79,677 | 79,650 | 88,554 | - | 88,554 |
| 35400000 | 513040 | WAGES-FULL TIME | 57,815 | 59,146 | 65,777 | - | 65,777 |
| 35400000 | 513070 | WAGES-PART TIME | 7,780 | 29,979 | 33,910 | - | 33,910 |
| 35400000 | 513080 | WAGES-HOURLY | - | - | 19,500 | 19,500 | 19,500 |
| 35400000 | 517010 | HEALTH INSURANCE | 41,365 | 39,971 | 43,887 | - | 43,887 |
| 35400000 | 517020 | DENTAL INSURANCE | 2,263 | 1,962 | 1,906 | - | 1,906 |
| 35400000 | 517030 | RETIREMENT CONTRIBUTIONS | 19,331 | 19,515 | 20,881 | - | 20,881 |
| 35400000 | 517040 | SOCIAL SECURITY | 10,692 | 12,991 | 15,567 | 1,492 | 15,567 |
| 35400000 | 517050 | WORKERS COMPENSATION | 209 | 237 | 375 | 35 | 375 |
| | Personnel Total | | 219,132 | 243,452 | 290,357 | 21,027 | 290,357 |
| | Operating | | | | | | |
| 35400000 | 521030 | TECHNICAL SERVICES | 1,590 | 2,500 | 2,500 | - | 2,500 |
| 35400000 | 524160 | PRINTING | 187 | 75 | 75 | - | 75 |
| 35400000 | 524350 | TRAINING | 433 | 300 | 750 | - | 750 |
| 35400000 | 524360 | MEETINGS & DUES | 175 | 150 | 150 | - | 150 |
| 35400000 | 524980 | TRUST-INCOME USE | 1,391 | 3,000 | 2,288 | - | 2,288 |
| 35400000 | 525100 | COMMUNICATIONS & PHONE | 256 | 670 | 670 | - | 670 |
| 35400000 | 527010 | SUPPLIES-OFFICE | 903 | 800 | 800 | - | 800 |
| 35400000 | 527100 | POSTAGE | 109 | 200 | 200 | - | 200 |
| 35400000 | 527150 | BOOKS & COLLECTIONS | 228 | 100 | 100 | - | 100 |
| 35400000 | 527440 | EQUIPT-COMPUTER MINOR | 435 | - | - | - | - |
| 35400000 | 529020 | OUTSIDE AGENCY TEMPS | - | - | - | - | - |
| | Operating Total | | 5,708 | 7,795 | 7,533 | - | 7,533 |
| 35400000 | Total | | 224,840 | 251,247 | 297,890 | 21,027 | 297,890 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|---|--------------------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 35404000 | GF-FINANCE-HS GENERAL ASSIST | | | | | | |
| | Operating | | | | | | |
| 35404000 | 524510 | PERSONAL & HOUSEHOLD | - | 500 | 500 | - | 500 |
| 35404000 | 524511 | FIRST AID & MEDICAL SVCS | 3,327 | 10,000 | 10,000 | - | 10,000 |
| 35404000 | 524512 | DENTAL WORKS | 7,000 | 7,000 | 7,000 | - | 7,000 |
| 35404000 | 524515 | SCS SHELTER SERVICES | 50,000 | 50,000 | 75,000 | 25,000 | 75,000 |
| 35404000 | 524520 | BURIAL TRANSPORT & MISC | 18,608 | 20,000 | 20,000 | - | 20,000 |
| 35404000 | 524530 | HEATING FUEL & UTILITIES | 9,340 | 25,750 | 25,750 | - | 25,750 |
| 35404000 | 524540 | RENTALS | 151,645 | 300,000 | 300,000 | - | 300,000 |
| | Operating Total | | 239,920 | 413,250 | 438,250 | 25,000 | 438,250 |
| 35404000 | Total | | 239,920 | 413,250 | 438,250 | 25,000 | 438,250 |
| 35404100 | GF-FINANCE-HS HEALTH SVCS CONT | | | | | | |
| | Operating | | | | | | |
| 35404100 | 521752 | HOME HEALTH CARE | 88,833 | 95,000 | 95,000 | - | 95,000 |
| 35404100 | 521755 | MENTAL HEALTH SERVICES | - | 25,000 | 25,000 | - | 25,000 |
| 35404100 | 521759 | OTHER SERVICES | - | - | - | - | - |
| | Operating Total | | 88,833 | 120,000 | 120,000 | - | 120,000 |
| 35404100 | Total | | 88,833 | 120,000 | 120,000 | - | 120,000 |
| 35500000 | GF-FINANCE-PROPERTY & LIAB INS | | | | | | |
| | Operating | | | | | | |
| 35500000 | 524010 | INSURANCE-GENERAL LIABILITY | 209,342 | 287,075 | 286,220 | - | 286,220 |
| 35500000 | 524020 | INSURANCE-AIRPORT LIABILITY | 4,554 | 11,500 | 11,520 | - | 11,520 |
| 35500000 | 524090 | INSURANCE-YOUTH SVCS LIABILITY | 682 | 650 | 700 | - | 700 |
| | Operating Total | | 214,577 | 299,225 | 298,440 | - | 298,440 |
| 35500000 | Total | | 214,577 | 299,225 | 298,440 | - | 298,440 |
| 35600000 | GF-FINANCE-CITYWIDE PCARD | | | | | | |
| | Operating | | | | | | |
| 35600000 | 529999 | PCARD CLEARING | - | - | - | - | - |
| | Operating Total | | - | - | - | - | - |
| 35600000 | Total | | - | - | - | - | - |
| Grand Total | | | 2,262,462 | 2,746,076 | 2,940,406 | 108,902 | 2,940,406 |

| | | | |
|--|--|--------------|-------------|
| Department: | Human Resources | Fund: | 010-General |
| EXPENDITURE Organization Codes: | Human Resources & Citywide Benefits 45000000; 45100000 | | |
| REVENUE Organization Codes: | N/A | | |
| Mission: | Work strategically in partnership with managers and their team members to identify and respond to changing needs, thus fostering a work environment that attracts and inspires excellence in people to ensure the City is successful in its mission. | | |

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

FY 24 initiatives will include development of the Human Resources Capital Management system working to create a database within the new MUNIS software system to manage the multitude of employment and life changes that occur over the course employment with the City. Evaluation of organization needs, and system opportunities pertaining to recruitment, performance and learning management systems will be part of this fiscal year’s work plan as well. In partnership with Finance, HR expects to deploy employee self-service creating new opportunities for communication and access to information for employees. Adapting and positioning the City’s HR department to maximize technology, in the context of personnel transition expected within the department in the near future, are priorities reflected in the supplemental requests included in this year’s department submission.

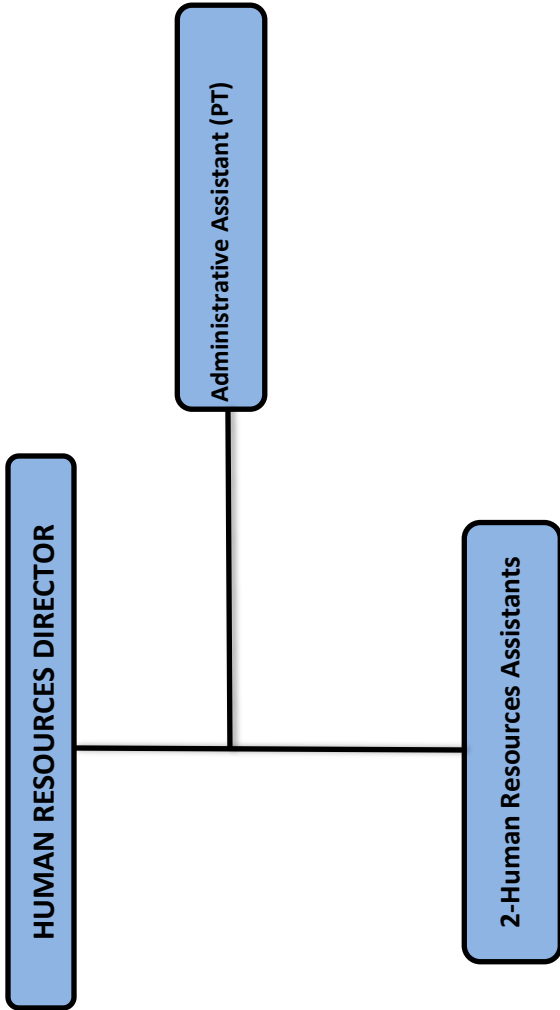
In addition to system’s work the department will continue to focus on strategic activities relate to organization culture and policies, employee training, programs to recruit, retain, and continuously improve talent and succession strategies toward the objective of ensuring that we have talent to meet diverse workforce needs. Demographic driven personnel transitions will continue in FY24 providing opportunity for internal talent to step into new roles and a continuing focus on recruiting for new team members committed to the City’s vision.

FY23 is anticipated to close out with the launch of a new payroll system. As a partner with Finance, extensive attention has been put toward its development engaging the entire HR team. A byproduct of this effort benefits the transfer of institutional knowledge, expanded department responsibilities in the new environment and future systems development. Working with partners across the organization developing, promoting and recruiting team members remains a focus as demographic and labor market conditions impact this effort.

Background

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

| HUMAN RESOURCES | | | |
|---|----------------------|--|-------------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | Alignment with CMP | |
| Provide business leadership regarding the processes and activities used during the strategic planning process, aligning the human resource management plan with the City's strategic plan to ensure compliance with all employment laws and regulations, and to maximize use of available technology. | | Municipal Governance & Financial Stability | |
| Develop, implement, and evaluate programs to attract, recognize, and retain workers with the knowledge, skills, abilities, and performance to enhance the effectiveness of the organization. | | Municipal Governance & Financial Stability | |
| Provide internal management consulting, dispute resolution, and problem solving to maintain relationships and working conditions that balance employer, employee, and community needs. | | Municipal Governance & Financial Stability | |
| Develop, implement, and administer compensation, benefit, and risk management programs that balance fairness to taxpayers and employees and that advance an engaged healthy workforce. | | Municipal Governance & Financial Stability | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Continue to develop employee talent to meet quality service, employee safety, and succession planning needs through in-house and external training opportunities. | Not Applicable | Municipal Governance & Financial Stability | 1, 2, 4 |
| With organizational partners, implement new software and seeking efficiency, effective service, efficiency, and databases supporting strategic operational and organizational goals. | Not Applicable | Municipal Governance & Financial Stability | 1, 2, 4 |
| Partner across the organization to develop and support implementation of strategies to attract, engage, and retain a quality workforce. | Not Applicable | Municipal Governance & Financial Stability | 1, 2, 4 |
| METRICS: | | | |
| | FY22 (final) | FY23 (projected) | FY24 (projected) |
| Recruitment (for centralized recruitment processes): | | | |
| # External applications for full-time part-time regular temporary vacancies | 508 369 105 | 500 300 80 | 550 375 100 |
| # Full-time part-time regular temporary external hires | 28 14 12 | 30 20 40 | 35 20 15 |
| # Promotions or internal transfers to full-time part-time for non-centralized recruitment | 11 2 | 8 3 | 12 3 |
| Temporary or seasonal employees unpaid volunteers for noncentralized recruitment | 60 34 | 85 54 | 85 54 |
| Full-time part-time regular employee count at year end | 236 80 | 241 81 | 241 81 |
| Workforce demographics: | | | |
| Employees by age: Under 40 40-64 65 and over | 47% 44% 9% | 50% 41% 9% | 51% 40% 9% |
| Employee years of service: 0-5 6-19 20 and over | 48% 35% 17% | 50% 27% 23% | 50% 27% 23% |
| Training: # sessions # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly) | 37 181 | 30 650 | 35 400 |
| Risk Management: # worker's compensation claims # claims incurring \$0 # claims incurring greater than \$5,000 | 97 94 3 | 47 27 8 | 80 53 5 |
| Regular employees eligible to retire as of fiscal year-end: FT PT | 17% 13% | 20% 15% | 20% 15% |
| Turnover rate for full-time part-time regular | 8% 16% | 8% 13% | 8% 13% |
| Retirees or spouses eligible and continuing benefits | 56% | 60% | 60% |
| Employee and retiree benefits status changes processed | 174 | 200 | 206 |
| Family or Medical Leaves processed | 45 | 42 | 45 |
| HR staff ratio to full-time employees to all employees to all employees + all retirees | 1:62 1:111 1:238 | 1:63 1:107 1:240 | 1:66 1:109 1:243 |



City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|--------------------------------|--------------------------|----------------|------------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 45000000 | GF-HUMAN RESOURCES | | | | | | |
| | Personnel | | | | | | |
| 45000000 | 513010 | WAGES-DEPT HEAD | 125,749 | 125,749 | 131,600 | - | 131,600 |
| 45000000 | 513040 | WAGES-FULL TIME | 137,369 | 144,926 | 214,574 | 59,592 | 214,574 |
| 45000000 | 513070 | WAGES-PART TIME | 32,410 | 33,263 | - | (31,943) | - |
| 45000000 | 514010 | WAGES-TEMPORARY | 8,588 | 7,800 | 7,800 | - | 7,800 |
| 45000000 | 517010 | HEALTH INSURANCE | 48,036 | 50,068 | 71,970 | 22,204 | 71,970 |
| 45000000 | 517020 | DENTAL INSURANCE | 2,480 | 2,507 | 3,375 | 953 | 3,375 |
| 45000000 | 517030 | RETIREMENT CONTRIBUTIONS | 36,994 | 38,057 | 46,837 | 8,063 | 46,837 |
| 45000000 | 517040 | SOCIAL SECURITY | 22,958 | 23,849 | 26,862 | 1,971 | 26,862 |
| 45000000 | 517050 | WORKERS COMPENSATION | 439 | 458 | 654 | 65 | 639 |
| | Personnel Total | | 415,025 | 426,678 | 503,672 | 60,905 | 503,657 |
| | Operating | | | | | | |
| 45000000 | 521030 | TECHNICAL SERVICES | 5,814 | 3,851 | 3,850 | - | 3,850 |
| 45000000 | 522050 | PC REPLACEMENT CHARGE | 1,910 | 1,961 | 2,181 | - | 2,181 |
| 45000000 | 524160 | PRINTING | - | - | - | - | - |
| 45000000 | 524350 | TRAINING | 3,897 | 4,990 | 7,200 | 2,210 | 7,200 |
| 45000000 | 524360 | MEETINGS & DUES | 2,305 | 2,177 | 2,177 | - | 2,177 |
| 45000000 | 524410 | MEETING EXPENSES | - | - | - | - | - |
| 45000000 | 525100 | COMMUNICATIONS & PHONE | 256 | 365 | 365 | - | 365 |
| 45000000 | 527010 | SUPPLIES-OFFICE | 1,184 | 800 | 800 | - | 800 |
| 45000000 | 527100 | POSTAGE | 233 | 400 | 400 | - | 400 |
| 45000000 | 527150 | BOOKS & COLLECTIONS | 124 | 255 | 255 | - | 255 |
| 45000000 | 527610 | SUPPLIES-SOFTWARE | 828 | - | - | - | - |
| 45000000 | 534070 | ACQ-COMPUTER EQUIPMENT | - | - | - | - | - |
| | Operating Total | | 16,551 | 14,799 | 17,228 | 2,210 | 17,228 |
| 45000000 Total | | | 431,575 | 441,477 | 520,900 | 63,115 | 520,885 |
| 45100000 | GF-HR-CITYWIDE BENEFITS | | | | | | |
| | Personnel | | | | | | |
| 45100000 | 513040 | WAGES-FULL TIME | - | 335,651 | - | - | - |
| 45100000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 45100000 | 517010 | HEALTH INSURANCE | 71,943 | 40,048 | - | - | - |
| 45100000 | 517030 | RETIREMENT CONTRIBUTIONS | (750) | 62,926 | - | - | - |
| 45100000 | 517040 | SOCIAL SECURITY | 2,677 | 25,678 | - | - | - |
| 45100000 | 517050 | WORKERS COMPENSATION | - | 5,755 | - | - | - |
| | Personnel Total | | 73,870 | 470,058 | - | - | - |
| | Operating | | | | | | |
| 45100000 | 521020 | PROFESSIONAL SERVICES | - | 20,000 | 27,500 | 7,500 | 27,500 |
| 45100000 | 521100 | LIFE INSURANCE | 28,718 | 30,402 | 33,442 | - | 33,442 |
| 45100000 | 521110 | LT DISABILITY INSURANCE | 40,696 | 41,985 | 51,124 | - | 51,124 |
| 45100000 | 521120 | SAFETY PROGRAM | 478 | 4,200 | 8,200 | - | 8,200 |
| 45100000 | 521130 | WELLNESS PROGRAM | 9,143 | 3,800 | 3,800 | - | 3,800 |
| 45100000 | 521170 | UNEMPLOYMENT INSURANCE | - | 8,102 | 6,833 | - | 6,833 |
| 45100000 | 523100 | MAINT-SAFETY PROGRAM | 212 | 4,000 | - | - | - |
| 45100000 | 524350 | TRAINING | 11,000 | - | 15,500 | 15,500 | 15,500 |
| 45100000 | 524370 | TUITION ASSISTANCE | 9,544 | 24,994 | 38,496 | 13,502 | 38,496 |
| 45100000 | 524440 | AWARDS | - | 2,700 | 4,700 | - | 4,700 |
| 45100000 | 526050 | RENTAL-PARKING SPACE | 48,184 | 57,728 | 56,000 | - | 56,000 |
| 45100000 | 529010 | RECRUITMENT | 35,789 | 12,747 | - | - | - |
| | Operating Total | | 183,765 | 210,658 | 245,595 | 36,502 | 245,595 |
| 45100000 Total | | | 257,634 | 680,716 | 245,595 | 36,502 | 245,595 |
| Grand Total | | | 689,209 | 1,122,192 | 766,495 | 99,617 | 766,480 |

| | | | |
|--|---|--------------|---------------|
| Department: | Information Technology (IT) | Fund: | 010 - General |
| EXPENDITURE Organization Codes: | Information Technology (IT) & Cloud Applications 50000000; 50100000 | | |
| REVENUE Organization Codes: | N/A | | |
| Mission: | To consistently improve customer service by driving technological innovation and business process advancement in a cost-effective manner. | | |

Cybersecurity and user education as well as the continued migration to Microsoft 365 will be top priorities in FY24.

The IT Team has implemented many cybersecurity controls as well as cybersecurity software in the past year. IT will continue to evaluate the City’s cybersecurity footprint as it relates to the ever-changing cyber threat landscape. The FY24 IT Operating Budget includes funding for recently implemented cybersecurity software, further implementation of Multi Factor Authentication, and periodic testing for vulnerabilities.

User education is a large factor in keeping the infrastructure secure and IT will continue training and testing the employees of the City to ensure relevant knowledge, security and vigilance.

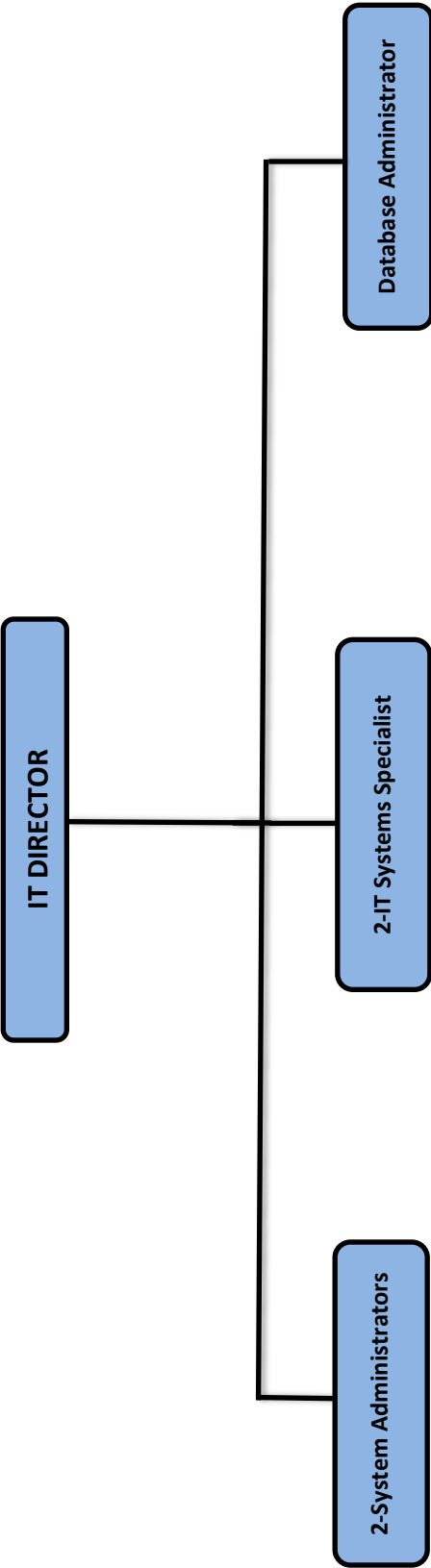
FY24 will also bring a replacement of critical networking infrastructure that will allow IT to further strengthen its security posture. This networking hardware will integrate with existing security initiatives and provide greater insight into and stronger protection of our digital infrastructure.

In FY23 IT began the City’s migration of its Office suite to Office 365. Moving this infrastructure to the Cloud was complicated and was done carefully and methodically to ensure minimal disruption. Care was also given to ensure we did not open the City up to security vulnerabilities while conversely strengthening overall cybersecurity. FY24 will mark the beginning of realizing more of what Microsoft365 has to offer with the building out and implementation of SharePoint and Microsoft Teams. These are large undertakings and will be a priority for the IT team which will lean on outside professional services to ensure maximum attention to proper architecture and security.

The purpose of the IT Department is to guide and support the information technology needs of all City departments. This includes procurement, maintenance, and support of network and computer hardware as well as an incredibly valuable organizational asset – the information we collect and disburse with the technology tools we use. The IT Department plays a leadership role in guiding departments to information systems that promise to improve customer service. This includes creative planning, change management, business process reengineering, technical training, and prioritizing IT staff development and recruitment.

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

| INFORMATION TECHNOLOGY | | | |
|---|----------------|--------------------------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Implement, maintain, and support information technology and communications hardware and software. | | Municipal Governance & Fin Stability | |
| Secure City information system resources. | | Municipal Governance & Fin Stability | |
| Advise and supply City departments with current effective tools to inform and educate the public. | | Municipal Governance & Fin Stability | |
| Train and empower users to take full advantage of information and technology solutions. | | Municipal Governance & Fin Stability | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Implement and update cybersecurity controls for all City information systems. | | Municipal Governance & Fin Stability | 4 |
| Finish up migration of financial system (tax, UB, fund accounting, payroll, etc.). | | Municipal Governance & Fin Stability | 4 |
| Replace EOL network equipment to maintain minimum security and system interoperability requirements. | | Municipal Governance & Fin Stability | 4 |
| Replace 63 end user devices. | | Municipal Governance & Fin Stability | 4 |
| Support departmental information system installations and upgrades. | | Municipal Governance & Fin Stability | 4 |
| Test, identify and mitigate cybersecurity threats both at user and end points | | Municipal Governance & Fin Stability | 4 |
| Evaluate online backup services and necessity for Office 365 environment. | | Municipal Governance & Fin Stability | 4 |
| Design and implement SharePoint and Microsoft Teams | | Municipal Governance & Fin Stability | 4 |
| Continue training users on new M365 environment and how it can be used to eliminate redundant software. | | Municipal Governance & Fin Stability | 4 |
| Upgrade ArcGis environment and assist in deployment of ArcGis portal | | Municipal Governance & Fin Stability | 4 |
| | | Municipal Governance & Fin Stability | 4 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| End Users | 345 | 345 | 347 |
| Desktop and Laptop Computers | 318 | 323 | 325 |
| Servers: Physical/Virtual | 5/53 | 5/55 | 6/52 |



City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|----------------------------------|--------------------------|------------------|------------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 50000000 | GF-INFORMATION TECHNOLOGY | | | | | | |
| | Personnel | | | | | | |
| 50000000 | 513010 | WAGES-DEPT HEAD | 137,321 | 137,321 | 125,933 | - | 125,933 |
| 50000000 | 513030 | WAGES-SUPERVISORY | 110,597 | 110,193 | - | - | - |
| 50000000 | 513040 | WAGES-FULL TIME | 389,662 | 431,562 | 469,869 | - | 469,869 |
| 50000000 | 516020 | STAND-BY | 18,178 | 18,624 | 18,624 | - | 18,624 |
| 50000000 | 517010 | HEALTH INSURANCE | 143,420 | 158,365 | 136,167 | - | 136,167 |
| 50000000 | 517020 | DENTAL INSURANCE | 8,945 | 9,419 | 7,420 | - | 7,420 |
| 50000000 | 517030 | RETIREMENT CONTRIBUTIONS | 92,199 | 98,097 | 83,131 | - | 83,131 |
| 50000000 | 517040 | SOCIAL SECURITY | 49,083 | 53,374 | 46,519 | - | 46,519 |
| 50000000 | 517050 | WORKERS COMPENSATION | 1,006 | 1,047 | 1,109 | - | 1,109 |
| | Personnel Total | | 950,411 | 1,018,002 | 888,772 | - | 888,772 |
| | Operating | | | | | | |
| 50000000 | 521020 | PROFESSIONAL SERVICES | 4,500 | 6,000 | 6,000 | - | 6,000 |
| 50000000 | 521030 | TECHNICAL SERVICES | 69,980 | 41,000 | 35,000 | - | 35,000 |
| 50000000 | 521080 | CYBERSECURITY SERVICES | - | 37,538 | 12,400 | - | 12,400 |
| 50000000 | 522050 | PC REPLACEMENT CHARGE | 4,721 | 4,912 | 4,804 | - | 4,804 |
| 50000000 | 523070 | MAINT-COMPUTER SYSTEM | 200,684 | 249,178 | 224,320 | - | 224,320 |
| 50000000 | 523080 | MAINT-NETWORK | 39,765 | 42,675 | 42,007 | - | 42,007 |
| 50000000 | 523110 | MAINT-EQUIPMENT | 282 | 2,870 | 5,000 | - | 5,000 |
| 50000000 | 524300 | TRAVEL | 463 | 900 | 950 | - | 950 |
| 50000000 | 524350 | TRAINING | 4,618 | 13,950 | 13,950 | - | 13,950 |
| 50000000 | 524360 | MEETINGS & DUES | 654 | 500 | - | - | - |
| 50000000 | 524410 | MEETING EXPENSES | - | 250 | - | - | - |
| 50000000 | 525100 | COMMUNICATIONS & PHONE | 3,616 | 4,500 | 4,000 | - | 4,000 |
| 50000000 | 527010 | SUPPLIES-OFFICE | 1,379 | 1,200 | 1,500 | - | 1,500 |
| 50000000 | 527100 | POSTAGE | 191 | 300 | 300 | - | 300 |
| 50000000 | 527150 | BOOKS & COLLECTIONS | 125 | - | - | - | - |
| 50000000 | 527340 | EQUIPT-MINOR | 2,020 | - | - | - | - |
| 50000000 | 527440 | EQUIPT-COMPUTER MINOR | 8,141 | 4,750 | 4,750 | - | 4,750 |
| 50000000 | 527610 | SUPPLIES-SOFTWARE | 24,204 | 4,845 | 4,858 | - | 4,858 |
| 50000000 | 527850 | SUPPLIES-CYBER SOFTWARE | - | 54,039 | 52,815 | - | 52,815 |
| 50000000 | 527860 | EQUIPT-CYBERSECURITY | - | - | - | - | - |
| 50000000 | 534070 | ACQ-COMPUTER EQUIPMENT | - | - | - | - | - |
| | Operating Total | | 365,343 | 469,407 | 412,654 | - | 412,654 |
| 50000000 | Total | | 1,315,754 | 1,487,409 | 1,301,426 | - | 1,301,426 |
| 50100000 | GF-IT-CLOUD APPLICATIONS | | | | | | |
| | Operating | | | | | | |
| 50100000 | 528010 | CLOUD-CITY CLERK | 5,177 | - | - | - | - |
| 50100000 | 528020 | CLOUD-HUMAN RESOURCES | 14,507 | 23,754 | 18,200 | - | 18,200 |
| 50100000 | 528030 | CLOUD-FINANCE | 2,220 | 2,331 | 148,329 | - | 148,329 |
| 50100000 | 528040 | CLOUD-COMM DEVELOPMENT | 17,950 | 17,250 | 21,720 | - | 21,720 |
| 50100000 | 528050 | CLOUD-ASSESSING | 18,673 | 20,991 | 23,055 | - | 23,055 |
| 50100000 | 528060 | CLOUD-FIRE DEPT | 15,042 | 15,043 | 14,930 | - | 14,930 |
| 50100000 | 528070 | CLOUD-LIBRARY | 28,689 | 32,936 | 31,366 | - | 31,366 |
| 50100000 | 528080 | CLOUD-PUBLIC WORKS | 30,544 | 31,000 | - | - | - |
| 50100000 | 528090 | CLOUD-CITY COUNCIL | - | 15,954 | 14,120 | - | 14,120 |
| 50100000 | 528100 | CLOUD-PARKS & REC | - | 4,800 | 5,200 | - | 5,200 |
| 50100000 | 528110 | CLOUD-HUMAN SERVICES | - | 1,900 | 1,575 | - | 1,575 |
| 50100000 | 528120 | CLOUD-CITYWIDE | - | 80,837 | 84,414 | - | 84,414 |
| 50100000 | 528130 | CLOUD-LEGAL RTK | - | - | 10,000 | 10,000 | 10,000 |
| 50100000 | Operating Total | | 132,802 | 246,796 | 372,909 | 10,000 | 372,909 |
| 50100000 | Total | | 132,802 | 246,796 | 372,909 | 10,000 | 372,909 |
| Grand Total | | | 1,448,556 | 1,734,205 | 1,674,335 | 10,000 | 1,674,335 |

Community Services

Community Services provides direct services to the community in the areas of public safety, recreation, cemeteries, youth services, facilities and library.

Department Heads

| | |
|--------------------|---|
| Donald M. Farquhar | Fire Chief |
| Martine Fiske | Library Director |
| Andrew Bohannon | Parks, Recreation & Facilities Director |
| Steven Stewart | Police Chief |

| DESCRIPTION | DEPARTMENT | PAGE # |
|---|------------|---------|
| Fire | 40 | 96-103 |
| Library | 55 | 104-108 |
| Parks, Recreation & Facilities <ul style="list-style-type: none"> • Parks & Recreation • Facilities • Youth Services | 65 | 109-125 |
| Police | 70 | 126-133 |



| | | | |
|--|--|--------------|-------------|
| Department: | Fire | Fund: | 010-General |
| EXPENDITURE Organization Codes: | 40000000; 40007100; 40100000; 40107300; 40200000 | | |
| REVENUE Organization Codes: | 40021501; 40022502; 40023503; 40024505; 40027504; 40222502; 40223503 | | |
| Mission: | To achieve excellence in emergency response, prevention, education, and community services minimizing loss of life and property damage due to fire, hazardous materials, medical, and other emergencies in a safe, efficient, professional, and fiscally responsible manner. | | |

The City of Keene Fire Department is a professional organization dedicated to serving our community, visitors and region with pride, excellence and professionalism. Despite a year of significant challenges, the department provided exceptional service to our community. The fortitude and resilience of the department members and support staff helped ensure the department’s ability to respond to, manage and mitigate a record high call volume efficiently and safely.

Our fire-based EMS system continues to produce superior levels of service to our customers. In 2022 our out-of-hospital cardiac arrest (OHCA) save rate, the key metric of EMS system efficacy, was in line with some of the highest performing EMS systems in the country. Our EMS program continues to grow and keep pace with national best practices. Through the dedicated work of the departments EMS committee, Keene fire was able to add a new, lifesaving treatment option to our program; Rapid Sequence Intubation (RSI). RSI is an advanced airway management procedure used to intubate patients under general anesthesia administered by specially trained advanced care providers. The RSI program has been used to great effect. This advanced procedure, used by our highly skilled providers, led to improved patient outcomes in several medical and traumatic injury cases both in Keene and in our surrounding communities.

The superior EMS care provided by the department, was formally recognized by our public safety colleagues throughout the state of New Hampshire. The City of Keene Fire Department was awarded the distinction of EMS Unit of the Year. The award recognizes EMS units that have improved their community through acts such as patient care, their relationship with the public, education programs, prevention-oriented initiatives or other related activities. At the same ceremony, Firefighter Brad Keay was honored with the NH EMT Association - David F. Dow Memorial EMS Provider of the Year Award. The Dow award recognized him as an EMS provider who demonstrated exemplary prehospital patient care by providing consistently strong clinical skills to patients.

Best in class EMS systems and adequate fire protection services are fundamentally dependent on staffing levels and resource deployment schemes. Proper resource deployment affects community outcomes in three important areas: firefighter injury and death; civilian injury and death; and economic loss. Financial resources allow us to efficiently provide high-quality services that our community depends on. We understand and appreciate the importance of being fiscally responsible. As such, we continue our commitment to make the most efficient use of existing resources and strengthening our service delivery through strong, interdisciplinary collaboration.

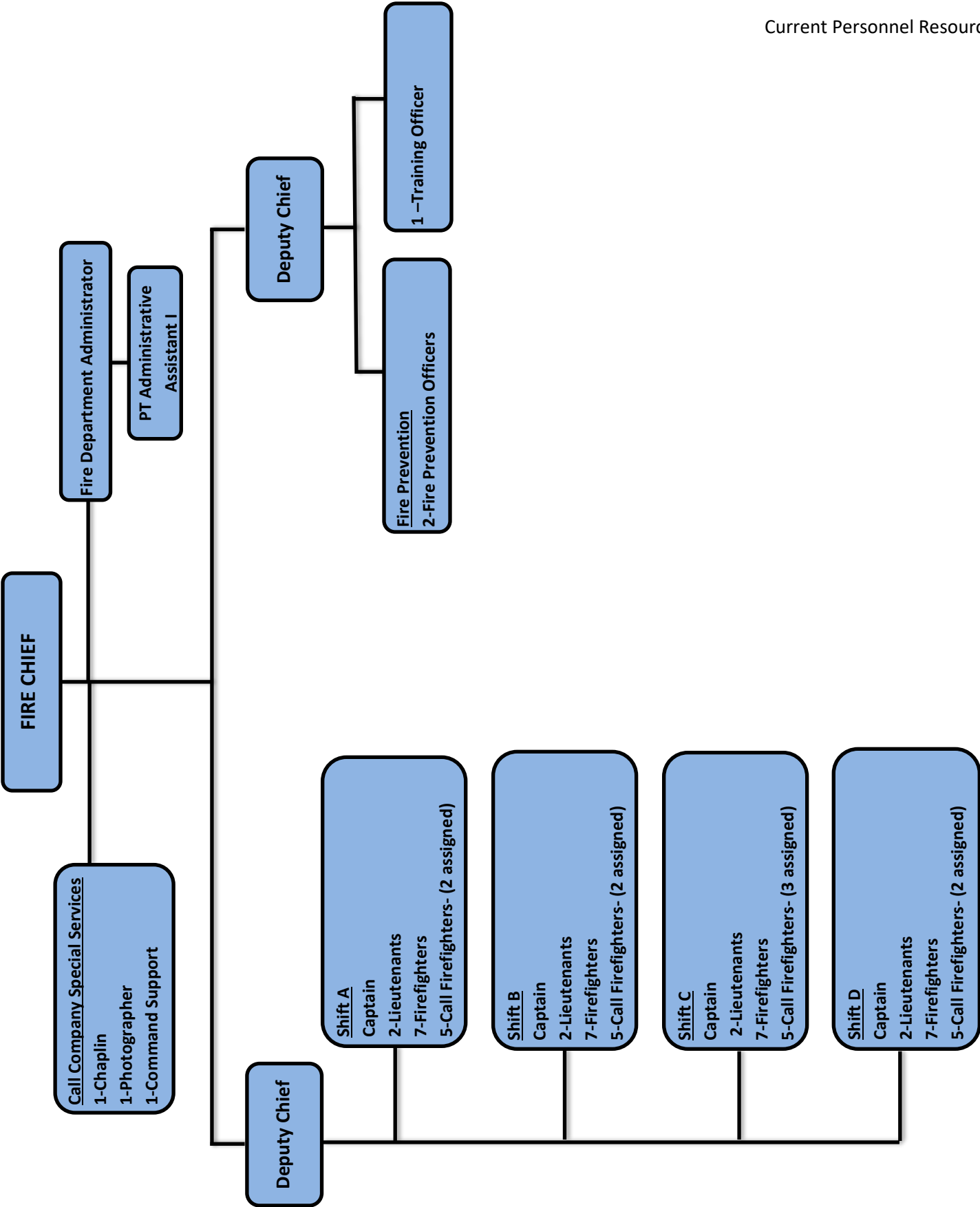
In an effort to honor the ideals of good governance and responsible stewardship of public resources we have worked hard to ensure accurate accounting of costs associated with all current contracts, agreements, and ongoing operational expenses. Additionally, we have endeavored to identify additional strategies to address operational and capital needs outside of current revenue streams. Our primary financial strategy has been

and continues to be the identification and pursuit of grant opportunities for programs, projects, equipment, apparatus, and personnel needs. Grant funding is vital to ensuring that a sustainable funding path exists for items that are mission critical. The Department was able to continue its strong historical record of successful state and federal grant awards. In addition to the continued administration of the \$411,349 FY20 Assistance to Firefighters (AFG) Grant Paramedic Program funding we were awarded an additional \$498,000 in federal, state and private grant funding in FY 23. We have applied for \$ 598,000 in grant funding in FY 24.

As the department strives for industry best practices and excellence in all hazards emergency preparedness and response we recognize one of our greatest challenges is articulating our value in a quantifiable manner; this can only be achieved through robust and accurate data collection. To that end, we have (after much delay) transitioned from our legacy software platform into ESO. The effective use of this new technology will allow for data-based decision making and proper insights needed to optimize and measure our performance.

In line with our vision of providing premier emergency and non-emergency services, we have greatly enhance our programming and community engagement efforts to prevent emergencies before they happen through our Fire Prevention services. Improvements within this division have allowed for increased routine inspections and timely response to complaints in existing properties to ensure code compliance for the protection of life and property. Increased inspections have also allowed for the opportunity to educate business owners and occupants on fire safety and how to institute best practices to achieve code compliance. We are grateful for the support and cooperation that our community has extended to us over the last year. In working together we can help prevent tragic fire injury, death and property loss.

| FIRE | | | |
|---|----------------|--------------------------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Provide highest level of fire, rescue, EMS, and hazardous materials emergency response to the community in an efficient and safe manner. | | Safe Community | |
| Provide required plans review, fire permitting, fire inspections, fire code violation enforcement, and public education through the Fire Prevention Bureau to create and maintain a safe community. | | Safe Community | |
| Deliver professional training to Department personnel and surrounding departments within the mutual aid district to ensure compatibility while working together during incidents. | | Safe Community | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Meet response time goals for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710) | NFPA-1710 | Safe Community | 2,4 |
| Implement, monitor and refine staffing and budgeting recommendations as described in the FY 22 staffing study. Assure adequate emergency response services including, the number of appropriately staffed and deployed apparatus necessary to mitigate emergencies that occur, assure optimal performance of responders on scene, and best facilitate positive outcomes of incidents. | NFPA 1710 | Safe Community | 1,2 |
| Continue to identify and pursue grant opportunities for programs, projects, equipment, apparatus, and personnel needs, ensuring that a sustainable funding path exists for items that are mission critical. | | Municipal Governance & Fin Stability | 1 |
| Continue our commitment to make the most efficient use of existing resources, strengthen our service delivery through strong, interdisciplinary collaboration and identify the need for additional resources when the continued safety of our members and community requires it. | | Leadership | 1 |
| Continue last years meaningful progress in enhancing fire prevention programming and community engagement efforts to properly address existing and emerging fire/life safety challenges with focus on our highest risk hazards | | Safe Community | 2,4,6,8 |
| Refine and enhance partnerships with agencies across the municipality that play important roles in the success of the Community Fire and Life Safety Risk Reduction practices. | | Safe Community | 4,8 |
| Work with Community Development and other allied stakeholders to address critical fire and life safety concerns without impeding growth, development, and needed housing. | | Housing | 2,6,8 |
| Support the City and other regional partners to address public safety needs associated with the growing unhoused population | | Social Services | 2 |
| METRICS: | FY22 | FY23 | FY24 |
| Number of incident responses by fiscal year. (**projected for FY 24) | 5,005 | 5,500 | 5,700 |
| Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (** projected for 24) | 71% | 79% | 80% |
| Personnel Yearly Training Hours (**projected for FY 24) | 8,324 | 8,768 | 9,990 |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---|--------|---------------------------|--------------------|--------------------|--------------------|-----------|--------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-AMBULANCE-CHARGES FOR SVCS | | | | | | | |
| 40223503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| 40223503 | 441130 | CHARGES-REPORTS | (120) | (300) | (300) | - | (300) |
| 40223503 | 441230 | CHARGES-AMBULANCE SVCS | (1,439,986) | (1,300,000) | (1,500,000) | - | (1,500,000) |
| GF-AMBULANCE-CHARGES FOR SVCS Total | | | (1,440,106) | (1,300,300) | (1,500,300) | - | (1,500,300) |
| GF-AMBULANCE-INTERGOVERNMENTAL | | | | | | | |
| 40222502 | 431010 | FEDERAL-OTHER GRANTS | - | - | - | - | - |
| 40222502 | 434030 | LOCAL-OTHER TOWNS | (231,698) | (241,001) | (124,310) | - | (124,310) |
| GF-AMBULANCE-INTERGOVERNMENTAL Total | | | (231,698) | (241,001) | (124,310) | - | (124,310) |
| GF-FIRE-CHARGES FOR SVCS | | | | | | | |
| 40023503 | 441090 | DIRECT REIMBURSEMENT | 2,842 | (500) | (10,500) | - | (10,500) |
| 40023503 | 441130 | CHARGES-REPORTS | (240) | (200) | (200) | - | (200) |
| 40023503 | 441240 | CHARGES-FIRE MASTER BOX | (84,456) | (85,000) | (85,000) | - | (85,000) |
| GF-FIRE-CHARGES FOR SVCS Total | | | (81,854) | (85,700) | (95,700) | - | (95,700) |
| GF-FIRE-FINES FORFEITS | | | | | | | |
| 40027504 | 451070 | FINES-FALSE ALARM | (55) | (110) | (110) | - | (110) |
| 40027504 | 452010 | VIOLATIONS-FIRE CODE | - | (200) | (200) | - | (200) |
| GF-FIRE-FINES FORFEITS Total | | | (55) | (310) | (310) | - | (310) |
| GF-FIRE-INTERGOVERNMENTAL | | | | | | | |
| 40022502 | 432080 | STATE-KEENE STATE COLLEGE | (497,000) | (497,000) | (497,000) | - | (497,000) |
| GF-FIRE-INTERGOVERNMENTAL Total | | | (497,000) | (497,000) | (497,000) | - | (497,000) |
| GF-FIRE-LICENSES PERMITS FEES | | | | | | | |
| 40021501 | 421160 | PERMITS-HAZ MAT STORAGE | (19,100) | (19,000) | (19,000) | - | (19,000) |
| 40021501 | 422010 | FEE-FIRE ALARM ACCESS APP | (90) | - | - | - | - |
| 40021501 | 422020 | PERMITS-FIRE ALARM ACCESS | (11,880) | (13,000) | (13,000) | - | (13,000) |
| 40021501 | 422050 | FEE-PERMITS | (41,766) | (65,000) | (65,000) | - | (65,000) |
| GF-FIRE-LICENSES PERMITS FEES Total | | | (72,836) | (97,000) | (97,000) | - | (97,000) |
| GF-FIRE-MISCELLANEOUS | | | | | | | |
| 40024505 | 461030 | INTEREST ACCTS RECEIVABLE | (22) | (100) | - | - | - |
| 40024505 | 464040 | TRUST-DELUGE HOSE | (166) | (135) | (190) | - | (190) |
| GF-FIRE-MISCELLANEOUS Total | | | (188) | (235) | (190) | - | (190) |
| FIRE Total | | | (2,323,737) | (2,221,546) | (2,314,810) | - | (2,314,810) |
| Grand Total | | | (2,323,737) | (2,221,546) | (2,314,810) | - | (2,314,810) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|--------------------------------------|-------------------------------|------------------|------------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 40000000 | GF-FIRE-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 40000000 | 513010 | WAGES-DEPT HEAD | 182,429 | 131,407 | 133,081 | - | 133,081 |
| 40000000 | 513030 | WAGES-SUPERVISORY | 178,248 | 228,842 | 214,752 | - | 214,752 |
| 40000000 | 513040 | WAGES-FULL TIME | 32,354 | 61,565 | 33,998 | - | 33,998 |
| 40000000 | 513070 | WAGES-PART TIME | - | - | 30,277 | - | 30,277 |
| 40000000 | 515010 | OT-REGULAR | 322 | - | - | - | - |
| 40000000 | 516040 | INCENTIVES-TRAINING | 27,705 | 29,640 | 29,055 | - | 29,055 |
| 40000000 | 516100 | INCENTIVES-FIRE | 13,350 | 16,200 | 12,500 | - | 12,500 |
| 40000000 | 517010 | HEALTH INSURANCE | 59,028 | 67,686 | 72,595 | - | 72,595 |
| 40000000 | 517020 | DENTAL INSURANCE | 5,010 | 6,048 | 5,831 | - | 5,831 |
| 40000000 | 517030 | RETIREMENT CONTRIBUTIONS | 4,594 | 4,568 | 4,600 | - | 4,600 |
| 40000000 | 517040 | SOCIAL SECURITY | 8,218 | 11,039 | 10,525 | - | 10,525 |
| 40000000 | 517050 | WORKERS COMPENSATION | 18,947 | 23,793 | 25,469 | - | 25,469 |
| 40000000 | 517130 | RETIREMENT-FIRE | 131,490 | 144,027 | 118,180 | - | 118,180 |
| | Personnel Total | | 661,696 | 724,814 | 690,863 | - | 690,863 |
| | Operating | | | | | | |
| 40000000 | 521020 | PROFESSIONAL SERVICES | 1,985 | 600 | 600 | - | 600 |
| 40000000 | 521160 | DISPATCH | 245,001 | 251,126 | 256,149 | - | 256,149 |
| 40000000 | 521200 | LABORATORY SERVICES | 108 | 1,200 | 1,200 | - | 1,200 |
| 40000000 | 522050 | PC REPLACEMENT CHARGE | 13,777 | 14,650 | 15,192 | - | 15,192 |
| 40000000 | 522060 | PW FLEET CHARGE | 72,808 | 81,490 | 84,321 | - | 84,321 |
| 40000000 | 523010 | MAINT-OFFICE EQUIPMENT | 2,089 | - | - | - | - |
| 40000000 | 523040 | MAINT-COMMUNICATIONS EQP | 8,264 | 5,350 | - | - | - |
| 40000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | 3,000 | 3,000 | - | 3,000 |
| 40000000 | 523090 | VEHICLE CERTIFICATION | 3,340 | 16,000 | 16,000 | - | 16,000 |
| 40000000 | 523100 | MAINT-SAFETY PROGRAM | 4,106 | 4,500 | 17,000 | 12,500 | 17,000 |
| 40000000 | 524350 | TRAINING | 10,239 | 10,000 | 13,400 | 3,400 | 13,400 |
| 40000000 | 524360 | MEETINGS & DUES | 560 | 950 | 1,050 | - | 1,050 |
| 40000000 | 524460 | CLEANING ALLOWANCE | - | 250 | - | - | - |
| 40000000 | 524511 | FIRST AID & MEDICAL SVCS | 38,945 | 41,250 | 78,200 | 36,950 | 78,200 |
| 40000000 | 524980 | TRUST-INCOME USE | 166 | 162 | 190 | - | 190 |
| 40000000 | 525100 | COMMUNICATIONS & PHONE | 14,002 | 14,750 | 14,750 | - | 14,750 |
| 40000000 | 527100 | POSTAGE | 954 | 550 | 550 | - | 550 |
| 40000000 | 527150 | BOOKS & COLLECTIONS | - | 100 | - | - | - |
| 40000000 | 527340 | EQUIPT-MINOR | - | - | - | - | - |
| 40000000 | 527420 | EQUIPT-COMMUNICATION MINOR | 7,252 | 6,000 | 11,350 | - | 11,350 |
| 40000000 | 527430 | EQUIPT-MINOR SAFETY | 18,373 | 19,000 | 19,980 | 980 | 19,980 |
| 40000000 | 527440 | EQUIPT-COMPUTER MINOR | - | - | - | - | - |
| 40000000 | 527550 | SUPPLIES-UNIFORMS | 6,297 | 4,000 | 4,000 | - | 4,000 |
| 40000000 | 527600 | SUPPLIES-OPERATING | 11,922 | 8,535 | 8,785 | - | 8,785 |
| 40000000 | 527630 | SUPPLIES-VEHICLES | 123,321 | 73,600 | 83,600 | - | 73,600 |
| 40000000 | 580080 | TRANSFER-GRANT MATCH | - | - | 15,110 | 15,110 | 15,110 |
| 40000000 | 580130 | TRANSFER-SPEC REVENUE | - | - | - | - | - |
| | Operating Total | | 583,510 | 557,063 | 644,427 | 68,940 | 634,427 |
| 40000000 | Total | | 1,245,205 | 1,281,877 | 1,335,290 | 68,940 | 1,325,290 |
| 40007100 | GF-FIRE-PREVENT/INSPECT/ALARM | | | | | | |
| | Personnel | | | | | | |
| 40007100 | 513030 | WAGES-SUPERVISORY | 154,362 | 161,511 | 165,634 | - | 165,634 |
| 40007100 | 515010 | OT-REGULAR | 14,929 | 3,000 | 3,000 | - | 3,000 |
| 40007100 | 515150 | OT-FIRE ALARMS | 1,004 | 3,000 | 3,000 | - | 3,000 |
| 40007100 | 516010 | HOLIDAY | 7,467 | 6,793 | - | - | - |
| 40007100 | 517010 | HEALTH INSURANCE | 43,326 | 54,149 | 16,154 | - | 16,154 |
| 40007100 | 517020 | DENTAL INSURANCE | 2,870 | 3,456 | 1,469 | - | 1,469 |
| 40007100 | 517040 | SOCIAL SECURITY | 2,500 | 2,527 | 2,476 | - | 2,476 |
| 40007100 | 517050 | WORKERS COMPENSATION | 9,137 | 9,482 | 9,636 | - | 9,636 |
| 40007100 | 517130 | RETIREMENT-FIRE | 58,726 | 57,503 | 52,092 | - | 52,092 |
| | Personnel Total | | 294,320 | 301,421 | 253,461 | - | 253,461 |
| | Operating | | | | | | |
| 40007100 | 523110 | MAINT-EQUIPMENT | 4,727 | 1,000 | 1,000 | - | 1,000 |
| 40007100 | 524350 | TRAINING | 2,107 | 2,500 | 4,000 | - | 4,000 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-------------------------------|------------------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 40007100 | 524360 | MEETINGS & DUES | 375 | 205 | 205 | - | 205 |
| 40007100 | 524470 | PUBLIC AWARENESS | 424 | 800 | 800 | - | 800 |
| 40007100 | 527150 | BOOKS & COLLECTIONS | - | 1,500 | 1,500 | - | 1,500 |
| 40007100 | 527550 | SUPPLIES-UNIFORMS | 1,491 | 1,500 | 1,600 | - | 1,600 |
| | Operating Total | | 9,124 | 7,505 | 9,105 | - | 9,105 |
| 40007100 | Total | | 303,444 | 308,926 | 262,566 | - | 262,566 |
| 40100000 | GF-FIRE-SUPPRESSION | | | | | | |
| | Personnel | | | | | | |
| 40100000 | 513030 | WAGES-SUPERVISORY | 711,570 | 691,819 | 729,497 | - | 729,497 |
| 40100000 | 513040 | WAGES-FULL TIME | 1,028,972 | 1,144,242 | 1,372,499 | 153,028 | 1,372,499 |
| 40100000 | 515110 | OT-HAZ MAT TRAINING | 5,072 | 10,815 | 10,815 | - | 10,815 |
| 40100000 | 515130 | OT-TRAINING | 63,758 | 62,400 | 62,400 | - | 62,400 |
| 40100000 | 515200 | OT-VACATION REPLACEMENT | 196,333 | 172,600 | 172,600 | - | 172,600 |
| 40100000 | 515210 | OT-SICK REPLACEMENT | 168,195 | 32,950 | 32,950 | - | 32,950 |
| 40100000 | 515220 | OT-PERSONAL DAY REPLACE | 29,504 | 21,050 | 21,050 | - | 21,050 |
| 40100000 | 515250 | OT-MULTI ALARM | 211,239 | 40,000 | 15,000 | - | 15,000 |
| 40100000 | 515260 | OT-SUPPLEMENTAL STAFFING | 14,916 | 13,082 | 39,675 | - | 39,675 |
| 40100000 | 515270 | OT-CALL BACK | 4,435 | 5,000 | 5,000 | - | 5,000 |
| 40100000 | 515310 | OT-HOLIDAY | 32,493 | 36,051 | 36,051 | - | 36,051 |
| 40100000 | 516010 | HOLIDAY | 69,909 | 76,387 | 81,755 | - | 81,755 |
| 40100000 | 517010 | HEALTH INSURANCE | 503,178 | 554,439 | 668,736 | 50,796 | 668,736 |
| 40100000 | 517020 | DENTAL INSURANCE | 33,988 | 35,270 | 38,273 | 2,440 | 38,273 |
| 40100000 | 517040 | SOCIAL SECURITY | 36,348 | 33,443 | 35,990 | 2,060 | 35,990 |
| 40100000 | 517050 | WORKERS COMPENSATION | 121,502 | 123,247 | 144,803 | 8,591 | 144,803 |
| 40100000 | 517130 | RETIREMENT-FIRE | 836,451 | 760,880 | 771,772 | 46,444 | 771,772 |
| | Personnel Total | | 4,067,863 | 3,813,675 | 4,238,866 | 263,359 | 4,238,866 |
| | Operating | | | | | | |
| 40100000 | 524350 | TRAINING | 2,651 | - | - | - | - |
| 40100000 | 527550 | SUPPLIES-UNIFORMS | 22,404 | 18,975 | 26,020 | 5,720 | 26,020 |
| 40100000 | 527560 | SUPPLIES-PROTECTIVE CLOTHING | 11,370 | 37,500 | 88,988 | 51,488 | 88,988 |
| | Operating Total | | 36,425 | 56,475 | 115,008 | 57,208 | 115,008 |
| 40100000 | Total | | 4,104,288 | 3,870,150 | 4,353,874 | 320,567 | 4,353,874 |
| 40107300 | GF-FIRE-CALL PERSONNEL | | | | | | |
| | Personnel | | | | | | |
| 40107300 | 513070 | WAGES-PART TIME | 6,644 | 34,000 | 34,000 | - | 34,000 |
| 40107300 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 40107300 | 517040 | SOCIAL SECURITY | 1,130 | 2,601 | 2,601 | - | 2,601 |
| 40107300 | 517050 | WORKERS COMPENSATION | 854 | 1,850 | 1,909 | - | 1,909 |
| | Personnel Total | | 8,628 | 38,451 | 38,510 | - | 38,510 |
| | Operating | | | | | | |
| 40107300 | 521140 | PENSION/RETIREMENT | 9,466 | 9,466 | 9,063 | - | 9,063 |
| 40107300 | 524350 | TRAINING | - | 2,000 | 500 | - | 500 |
| 40107300 | 527550 | SUPPLIES-UNIFORMS | 1,258 | 1,250 | 1,250 | - | 1,250 |
| 40107300 | 527560 | SUPPLIES-PROTECTIVE CLOTHING | - | 9,000 | 9,000 | - | 9,000 |
| 40107300 | Operating Total | | 10,723 | 21,716 | 19,813 | - | 19,813 |
| 40107300 | Total | | 19,351 | 60,166 | 58,323 | - | 58,323 |
| 40200000 | GF-FIRE-AMBULANCE | | | | | | |
| | Personnel | | | | | | |
| 40200000 | 513030 | WAGES-SUPERVISORY | 308,717 | 345,855 | 363,994 | - | 363,994 |
| 40200000 | 513040 | WAGES-FULL TIME | 612,217 | 666,903 | 806,025 | 86,076 | 806,025 |
| 40200000 | 515010 | OT-REGULAR | (75,135) | - | - | - | - |
| 40200000 | 515130 | OT-TRAINING | 103,248 | 30,000 | 30,000 | - | 30,000 |
| 40200000 | 515200 | OT-VACATION REPLACEMENT | 92,067 | 80,400 | 80,400 | - | 80,400 |
| 40200000 | 515210 | OT-SICK REPLACEMENT | 76,469 | 20,500 | 21,115 | - | 21,115 |
| 40200000 | 515220 | OT-PERSONAL DAY REPLACE | 13,554 | 10,450 | 10,764 | - | 10,764 |
| 40200000 | 515250 | OT-MULTI ALARM | 42 | - | - | - | - |
| 40200000 | 515270 | OT-CALL BACK | 21,977 | 19,000 | 19,000 | - | 19,000 |
| 40200000 | 516010 | HOLIDAY | 38,415 | 40,910 | 38,492 | - | 38,492 |
| 40200000 | 516040 | INCENTIVES-TRAINING | 12,345 | 12,480 | 10,920 | - | 10,920 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|------------------------|-------------------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 40200000 | 517010 | HEALTH INSURANCE | 290,977 | 318,291 | 371,477 | 28,572 | 371,477 |
| 40200000 | 517020 | DENTAL INSURANCE | 18,365 | 18,839 | 21,716 | 1,372 | 21,716 |
| 40200000 | 517030 | RETIREMENT CONTRIBUTIONS | 4,594 | 4,568 | 4,600 | - | 4,600 |
| 40200000 | 517040 | SOCIAL SECURITY | 19,309 | 19,798 | 21,363 | 1,160 | 21,363 |
| 40200000 | 517050 | WORKERS COMPENSATION | 61,094 | 64,954 | 77,514 | 4,832 | 77,514 |
| 40200000 | 517130 | RETIREMENT-FIRE | 383,753 | 393,904 | 402,509 | 26,124 | 402,509 |
| | Personnel Total | | 1,982,008 | 2,046,853 | 2,279,889 | 148,136 | 2,279,889 |
| | Operating | | | | | | |
| 40200000 | 521010 | ADMINISTRATIVE SERVICES | 55,378 | 62,000 | 75,000 | - | 75,000 |
| 40200000 | 522060 | PW FLEET CHARGE | 42,651 | 55,435 | 60,176 | - | 60,176 |
| 40200000 | 523110 | MAINT-EQUIPMENT | 13,218 | 15,050 | 15,050 | - | 15,050 |
| 40200000 | 524070 | INSURANCE-VEHICLES | 1,318 | 1,760 | 1,883 | - | 1,883 |
| 40200000 | 524300 | TRAVEL | 26 | 500 | - | - | - |
| 40200000 | 524350 | TRAINING | 9,303 | 10,000 | 10,625 | - | 10,625 |
| 40200000 | 524360 | MEETINGS & DUES | - | 125 | - | - | - |
| 40200000 | 524380 | LICENSES & CERTIFICATIONS | 356 | 1,925 | 3,925 | 2,000 | 3,925 |
| 40200000 | 524390 | PARAMEDIC TUITION | 8,500 | - | 8,500 | - | 8,500 |
| 40200000 | 526050 | RENTAL-PARKING SPACE | 1,080 | 1,080 | 1,080 | - | 1,080 |
| 40200000 | 527550 | SUPPLIES-UNIFORMS | 8,182 | 10,375 | 11,000 | - | 11,000 |
| 40200000 | 527560 | SUPPLIES-PROTECTIVE CLOTHING | 2,153 | 3,000 | 5,300 | 2,300 | 5,300 |
| 40200000 | 527600 | SUPPLIES-OPERATING | 1,751 | 250 | 250 | - | 250 |
| 40200000 | 527650 | SUPPLIES-OXYGEN | 10,916 | 6,000 | 8,000 | - | 6,000 |
| 40200000 | 527660 | SUPPLIES-DISPOSABLE EQUIPMENT | 51,978 | 34,200 | 64,200 | 15,000 | 49,200 |
| 40200000 | 580080 | TRANSFER-GRANT MATCH | - | 29,500 | 45,070 | 15,570 | 45,070 |
| | Operating Total | | 206,809 | 231,200 | 310,059 | 34,870 | 293,059 |
| 40200000 Total | | | 2,188,817 | 2,278,053 | 2,589,948 | 183,006 | 2,572,948 |
| Grand Total | | | 7,861,106 | 7,799,173 | 8,600,001 | 572,513 | 8,573,001 |

| | | | |
|--|--|--------------|-------------|
| Department: | Library | Fund: | 010-General |
| EXPENDITURE Organization Codes: | 55000000; 55008100 | | |
| REVENUE Organizational Codes: | 55023503; 55024505; 55027504 | | |
| Mission: | To provide free, open, and convenient access for all Keene residents to acquire information for growth in their personal knowledge, life-long learning, enjoyment, informational needs, desires, curiosities, and enhanced quality of life in the community. | | |

Library usage is returning more to normal as the COVID pandemic wanes and revenues are rebounding. Fees for room rentals, non-resident cards and printing are expected to exceed COVID revised estimates. Fines for overdue materials continue to drop as more people take advantage of online renewal. It will take some time to find new normal. Persistent COVID awareness, new user habits and new technologies are expected to cause some ripple effects in library usage for some time.

Volunteer recruitment yielded about 28 hours per week in assistance, but staffing the expanded building remains challenging. The tight labor market has led to quick turnover for the part-time positions that make up nearly 60% of library staffing. In addition to costs for continual advertising, staff time for interviewing and training makes the library even more short-handed in covering the 59 additional weekly staff hours needed for the service areas added during the expansion.

The Friends of the Library and the Library Trustees have continued their support of Library operations. The Friends donated almost \$65,000 in FY22 for programs, collections, equipment, equipment maintenance, museum passes, and wages for Makerspace interns. In FY22 the Trustees paid over \$44,000 for purchases towards programs, collections, equipment, staff training, and professional memberships. The Friends and the Trustees pay for 100% of library programs and 5% of the library's total operating budget. Last year, the Trustees also paid off the bridge loan balance of \$185,235 for the Library's renovation project. The Library staff would not be able to provide quality services without funding from the Friends and Trustees.

The Library staff continue the work of ensuring that services and information are accessible and inclusive for all. For the last three years, the Library has aimed for a minimum of 30% diversity for new materials. Thanks to the Trustees, the Library had a one-year subscription to a Diversity, Equity and Inclusion analysis software to review the existing library collection. The software enabled staff to take a snap shot of current holdings, in all formats, and evaluate authors and subjects across ten categories, including race, ability and health, LGBTQIA and gender studies, religion, equity and social issues. Next year, the Library will transition to a DEI software that allows staff to review each purchase as it is made. With a collection of over 130,000 items, full diversification of the collections may take several years.

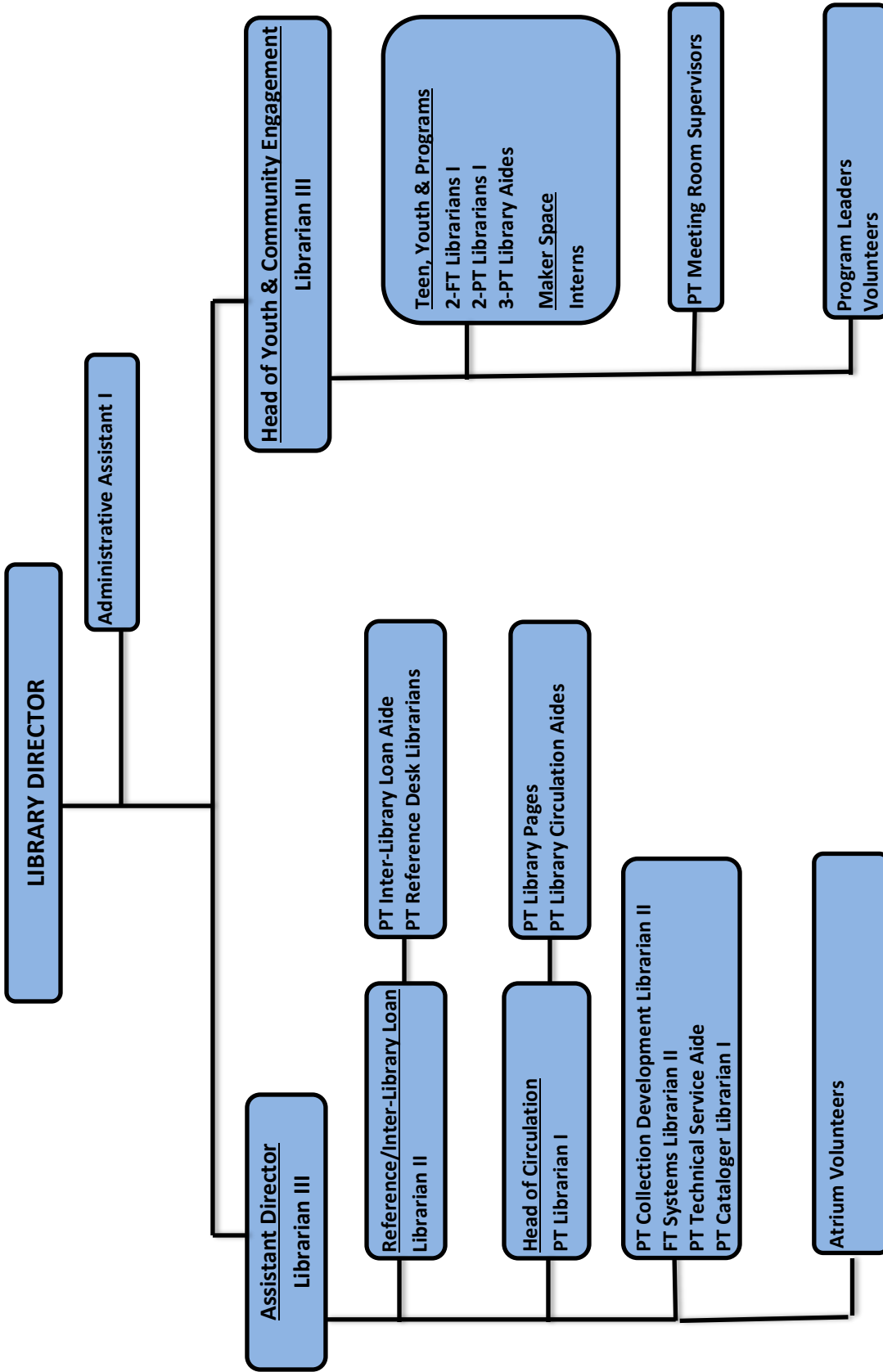
The Library is working on a strategic plan to go into effect at the beginning for FY24. A series of community conversations, scheduled in March 2023, will be used to gage the community needs and desires. These listening sessions will help the Library make informed changes, be more efficient in our efforts, and better at sharing resources and information with the public.

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

| LIBRARY | | | |
|---|----------------|---------------------|----------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Provide an excellent collection including classic and high-demand materials in print, audio, video, and electronic formats for people of all ages, abilities and backgrounds. | | Education | |
| Assist patrons of all ages with information research, reader advisory and technology services both in-house and remotely through the library website, public access computers, and community meeting space. | | Education | |
| Introduce concepts and deepen knowledge of residents through activities and programs that encourage life-long learning and digital literacy at all levels and ages throughout the community. | | Education | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Fund library materials based on an ongoing evaluation of new formats and the appropriate collection balance, with the target of replacing 5% of library materials yearly while increasing the availability of digital services & collections. | 202A | Education | 1, 5, 2, 3 |
| Provide and promote use of digital collections and services with remote access as appropriate. | | Education | 2, 3, 5 |
| Provide a comprehensive series of high-quality library programs that support and empower adults and children to their highest potential and promote community involvement. | | Education | 2, 8 |
| Provide meeting spaces for community use. | | Education | 2, 3, 8 |
| Staff the library appropriately to support safety, quality services and appropriate management and use of facilities. | 202A | Historic & Cultural | 1, 2, 5 |
| Work with staff from Mason Library at Keene State College, to maintain and improve partnerships that benefit the community. | | Education | 1, 2, 3, 8 |
| Provide public access, assistance and training on computers, internet and evolving technologies. | | Education | 2, 3, 8 |
| Ensure high quality services through staff training and support. | 202A | Education | 1, 2, 5, 8 |
| Review Library policies and procedures regularly; revise as necessary to ensure good management. | | Education | 1, 2, 4, 5 |
| METRICS: | FY21 | FY22 | FY23 Estimate |
| Circulation, including downloadable books | 155,658 | 181,630 | 190,000 |
| Circulation of downloadable books | 37,586 | 37,222 | 39,000 |
| Databases searches and library website page views | 22,594/178,496 | 29,526/142,966 | 33,000/155,000 |
| Library programs for adults and children and number of people attending | 548/6,136 | 825/6,314 | 860/6,600 |
| Number of times City/community groups held events in the Library | 6 | 356 | 375 |
| Number of people attending City/community programs | 100 | 3,025 | 3,500 |
| Number of library card holders (does not include KSC community of approx. 6,000) | 14,500 | 13,528 | 14,200 |
| Use of library public access computers** | 3,940 | 5,664 | 5,600 |
| Number of reference questions answered in-house | 3,000 | 28,392 | 30,000 |

*All statistics were reduced or skewed through duration of COVID pandemic which reduced services. Adoption of new technologies used during pandemic will affect various future statistics.

** Visitors use library Wi-Fi on their personal devices as well. Library PC use is expected to drop as the cost of Wi-Fi enabled personal devices goes down. There is currently no reliable measure of the library's Wi-Fi usage.



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|------------------------------|-----------------|-----------------|-----------------|-----------|-----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-LIBRARY-CHARGES FOR SVCS | | | | | | | |
| 55023503 | 441090 | DIRECT REIMBURSEMENT | (184) | - | - | - | - |
| 55023503 | 442010 | CHARGES-RENTAL LIBRARY | (335) | (600) | (1,000) | - | (1,000) |
| 55023503 | 444010 | CHARGES-LIBRARY NON RESIDENT | (15,705) | (15,000) | (19,000) | - | (19,000) |
| GF-LIBRARY-CHARGES FOR SVCS Total | | | (16,224) | (15,600) | (20,000) | - | (20,000) |
| GF-LIBRARY-FINES FORFEITS | | | | | | | |
| 55027504 | 451060 | FINES-LIBRARY OVERDUE | (8,495) | (8,000) | (8,000) | - | (8,000) |
| 55027504 | 453040 | LOST LIBRARY MATERIALS | (2,208) | (3,000) | (2,500) | - | (2,500) |
| GF-LIBRARY-FINES FORFEITS Total | | | (10,703) | (11,000) | (10,500) | - | (10,500) |
| GF-LIBRARY-MISCELLANEOUS | | | | | | | |
| 55024505 | 461130 | PUBLIC PRINTER COPIER FEE | (4,353) | (5,000) | (6,500) | - | (6,500) |
| 55024505 | 464070 | TRUST-LIBRARY | (470) | (3,500) | (3,500) | - | (3,500) |
| GF-LIBRARY-MISCELLANEOUS Total | | | (4,823) | (8,500) | (10,000) | - | (10,000) |
| LIBRARY Total | | | (31,749) | (35,100) | (40,500) | - | (40,500) |
| Grand Total | | | (31,749) | (35,100) | (40,500) | - | (40,500) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|---|-------------------------------|------------------|------------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 55000000 | GF-LIBRARY | | | | | | |
| | Personnel | | | | | | |
| 55000000 | 513010 | WAGES-DEPT HEAD | 109,430 | 114,468 | 120,510 | - | 120,510 |
| 55000000 | 513030 | WAGES-SUPERVISORY | 218,034 | 263,603 | 168,963 | - | 168,963 |
| 55000000 | 513040 | WAGES-FULL TIME | 246,206 | 301,654 | 457,626 | 127,597 | 457,626 |
| 55000000 | 513070 | WAGES-PART TIME | 459,388 | 441,549 | 309,654 | (131,539) | 309,654 |
| 55000000 | 513080 | WAGES-HOURLY | - | - | 13,600 | - | 13,600 |
| 55000000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 55000000 | 517010 | HEALTH INSURANCE | 139,444 | 150,283 | 228,462 | 35,120 | 228,462 |
| 55000000 | 517020 | DENTAL INSURANCE | 7,974 | 8,307 | 11,132 | 1,648 | 11,132 |
| 55000000 | 517030 | RETIREMENT CONTRIBUTIONS | 80,658 | 87,876 | 101,081 | 17,263 | 101,081 |
| 55000000 | 517040 | SOCIAL SECURITY | 76,662 | 73,987 | 79,755 | 4,031 | 79,755 |
| 55000000 | 517050 | WORKERS COMPENSATION | 1,486 | 1,649 | 1,932 | (7) | 1,932 |
| | Personnel Total | | 1,339,281 | 1,443,376 | 1,492,715 | 54,113 | 1,492,715 |
| | Operating | | | | | | |
| 55000000 | 522050 | PC REPLACEMENT CHARGE | 13,304 | 14,484 | 15,770 | - | 15,770 |
| 55000000 | 523010 | MAINT-OFFICE EQUIPMENT | 3,175 | - | - | - | - |
| 55000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | 3,344 | 3,344 | - | 3,344 |
| 55000000 | 523130 | MAINT-GENERAL | 1,993 | 2,000 | 2,000 | - | 2,000 |
| 55000000 | 524350 | TRAINING | 1,252 | 3,500 | 3,500 | - | 3,500 |
| 55000000 | 524360 | MEETINGS & DUES | 670 | 600 | 600 | - | 600 |
| 55000000 | 524980 | TRUST-INCOME USE | 600 | 3,500 | 3,500 | - | 3,500 |
| 55000000 | 525100 | COMMUNICATIONS & PHONE | 3,711 | 3,200 | 4,100 | - | 4,100 |
| 55000000 | 527010 | SUPPLIES-OFFICE | 7,162 | 7,000 | 7,000 | - | 7,000 |
| 55000000 | 527030 | LOST MATERIAL REPLACEMENT | 3,334 | 3,500 | 3,500 | - | 3,500 |
| 55000000 | 527040 | SUPPLIES-BOOK MENDING | 3,131 | 2,900 | 2,900 | - | 2,900 |
| 55000000 | 527090 | SUPPLIES-PROGRAM | - | - | - | - | - |
| 55000000 | 527100 | POSTAGE | 531 | 1,400 | 1,400 | - | 1,400 |
| 55000000 | 527130 | SUPPLIES-PUB PRINTER & COPIER | 8,514 | 6,680 | 6,680 | - | 6,680 |
| 55000000 | 527150 | BOOKS & COLLECTIONS | 164,541 | 166,000 | 166,000 | - | 166,000 |
| 55000000 | 527340 | EQUIPT-MINOR | 1,722 | 3,200 | 3,200 | - | 3,200 |
| 55000000 | 527380 | FURNITURE | - | - | - | - | - |
| 55000000 | 527440 | EQUIPT-COMPUTER MINOR | 1,242 | - | - | - | - |
| 55000000 | 527610 | SUPPLIES-SOFTWARE | - | - | - | - | - |
| | Operating Total | | 214,881 | 221,308 | 223,494 | - | 223,494 |
| 55000000 Total | | | 1,554,163 | 1,664,684 | 1,716,209 | 54,113 | 1,716,209 |
| 55008100 | GF-LIBRARY-FRIENDS KPL & OTHER | | | | | | |
| | Operating | | | | | | |
| 55008100 | 527090 | SUPPLIES-PROGRAM | - | - | - | - | - |
| | Operating Total | | - | - | - | - | - |
| 55008100 Total | | | - | - | - | - | - |
| Grand Total | | | 1,554,163 | 1,664,684 | 1,716,209 | 54,113 | 1,716,209 |

| | | | |
|--|---|--------------|-------------|
| Department: | Parks, Recreation & Facilities | Fund: | 010-General |
| EXPENDITURE Organization Codes: | Parks, Recreation & Cemeteries 65000000; 65013000; 65013100; 65013200; 65013300; 65100000; 65215000; 65215100; 65215200; 65215300 | | |
| REVENUE Organization Codes: | 65023503; 65024505; 65123503; 65223503; 65224505 | | |
| Mission: | To provide the citizens of Keene with a quality community and amenities including a park and cemetery system, balanced environmental stewardship and diverse programming to inspire and support active lifestyles for all ages. | | |

It has been 10 years since the adoption of the Active and Passive Recreation Management Plan and yet the plan is still engaging and directing the department towards its success. In the past year, the department has had a specific focus on our trails and two long term community projects that are being carried forward by the public. The skate park raised a total of \$245,000 for creation of a community asset, and the dog park will be seeking close to \$125,000 to make their project a reality. Included in these developments is a new disc golf course which will utilize the outer edge of the dog park area which was formerly used as a campground. These projects reflect the plan implementation focused on park specific long range capital planning, and the most appropriate use of specific parks.

In 2022, the Patricia T. Russell Park construction started as a coordinated effort with Public Works. This project has been managed and promoted to keep the community engaged with its progress. In the spring of 2023, the project will come to a completion with the installation of the north and south playgrounds, public restrooms, parking lot, and walking track completed. Despite the pandemic, the community was engaged through a public process for a successful design. With a focused effort to improve the east side parks, the City purchased the old Findings property. The addition of this property will allow for the skate park to be built in a multiuse area. Eventually a parking area will be built servicing recreation needs for the skate park, Cheshire Rail Trail, and the basketball courts, along with overflow parking for Russell Park. This overall project has demonstrated the City’s commitment towards sustainable design, park revitalization, and greater access for all. Additionally, these same measures of success will be used in the creation of Robin Hood Park concept plan to engage the community about the best uses of the park for future enjoyment by the community.

The Human Rights Committee, Ashuelot River Park Advisory Board and the Greater Goose Pond Stewardship Committee through the Parks and Recreation department have been able to meet their missions with various programming offerings. In collaboration, the Conservation Commission offers nature walks in Goose Pond. The Human Rights Committee will once again offer a Juneteenth celebration and the Keene International Festival. The Ashuelot River Park Advisory Board applauds the great volunteer work of the Friends of Ashuelot River Park Arboretum, and is looking forward to working with the Library offering a series of book walks that were recently installed throughout the park. The Greater Goose Pond Stewardship committee will be implementing part of its plan by making improvements to the Loop Trail around the pond. The committee has also had public workshops on trail building with a focus on future project management with a knowledgeable volunteer base.

The City of Keene continues to build out a trail system designed to attract users of all ability levels. In 2022, the completion of the Cheshire Rail Trail Phase III Loop project was celebrated. This extension allows trail users to connect via the Ammi Brown Trail to Park Avenue, users can continue and reconnect with the Cheshire Rail Trail on West Street, or connect with the Appel Way Trail or Bike Park in Wheelock Park, or test the figure eight loop in Ladies Wildwood Park. As part of the UNH Cooperative Extension study on the Downtown to Trails study, it was found that Keene needed to improve the wayfinding signage along the trail corridor and parks. This would help improve the economic impact that the trails are providing to our downtown businesses. Through the City’s branding effort, this wayfinding program was created and funded

through a community partnership with the Keene Rotary Club. The trails system will become a greater focus moving forward as the City and the Greater Monadnock Collaborative promote the region through branding efforts, highlighting the trail network as a destination, not just as an amenity.

In closing, the Cemetery operations will be leading an effort to create a new master plan for their operations and future growth. All projects will continue to be logged in Cartegraph for both accountability and data collection needs for the new plan. The new master plan will provide direction for future space allocation at Monadnock View and review operational needs and growth to move the division forward in the coming years.

| PARKS, RECREATION & FACILITIES | | | |
|---|----------------|-----------------------------|----------------|
| Parks, Recreation & Cemeteries | | | |
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Provide community services to assist organizations that focus on the health and well being of all citizens. | | Community Health & Wellness | |
| Coordinate and maintain the safety and quality of trails, ballfields, parks, forested lands, park buildings, play equipment, pools, and other recreational areas. | | Community Health & Wellness | |
| Maintain and improve cemetery grounds, roads, and buildings; provide professional interment services and maintain accurate burial records. | | Community Health & Wellness | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Continue to follow recommendations in the Master Plan toward increasing our level of service | | Leadership | 1,2,4,5,7,8 |
| Continue to collaborate and increase program opportunities focused on health and wellness | | Community Health & Wellness | 2 |
| Continue to grow the after school program by encouraging healthy lifestyles | | Community Health & Wellness | 2 |
| Enhance community services through expansion of outreach and sponsorship initiatives | | Community Health & Wellness | 1 |
| Continue to maintain and promote the multi-use trail system to increase usage | | Open Space/Greenway Connect | 2 |
| Implement a Comprehensive Maintenance Management System for operations efficiency | | Infrastructure | 4 |
| Continue the development of a turf management program in the parks and cemeteries | | Open Space/Greenway Connect | 4 |
| Develop new and expand existing City inter-department programs | | Leadership | 5 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| Youth Recreational Programs: sports, summer playground program, swim lessons, archery | 1,925 | 2,229 | 2,233 |
| Adult Recreational Programs: sports - basketball, soccer, kickball, pickleball, corn hole, archery | 278 | 402 | 422 |
| Active Senior Programs: walking, Zumba gold, pickleball, chair yoga, senior shape up | 260 | 263 | 280 |
| Recreation Memberships: youth, adult, senior, pools | 506 | 525 | 565 |
| Other Recreation Programs Served | 695 | 700 | 700 |
| Recreation Facility Rentals | 2,331 | 2,389 | 2,400 |
| Recreation Community Events: International Festival, concerts, Friday Fun Nights, Peanut Carnival | 2,270 | 2,445 | 2,445 |
| Cemetery Single Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED | 199 | 162 | 120 |
| Cemetery Lot Sales | 37 | 42 | 45 |
| Cemetery Burials | 107 | 93 | 90 |
| Cartograph Maintenance Entered Tasks | 1996 | 2380 | 2500 |
| Cartograph Maintenance Completed Tasks | 1876 | 2361 | 2500 |

| | | | |
|--|--|--------------|-------------|
| Department: | Parks, Recreation & Facilities | Fund: | 010-General |
| EXPENDITURE Organization Codes: | Facilities 65316000; 65316100; 65316200; 65316300; 65316474; 65316475; 65316500; 65316672 | | |
| REVENUE Organization Codes: | 65323503; 65324505 | | |
| Mission: | To provide the community and City employees with clean, safe, and efficiently managed municipal buildings. | | |

The Facilities Department along with other City departments continues to strive towards improved use of the Cartegraph system which allows tracking of assets and accountability. Along with an asset management approach, the Capital Improvement Program has allowed the Facilities Department to focus on long term planning. Although this program is in constant flux, the priority never changes. Being able to track, manage and schedule long term planning projects allows the department to forecast projects related to optimal scheduling. The difficulty that has arisen is the significant cost increase in project materials, contractors and the ability to complete projects in a timely manner.

Project management is an essential key function of the department as in many circumstances the projects are working closely with other departments. For example, the Public Works Engineering team has been instrumental in the progress towards determining the structural integrity of City Hall. Through the work of contractors and ongoing monitoring, information is being processed to determine the root cause of the cracking around the building. As known by many, a corner of City Hall was built over the Town Brook. Investigation was needed to confirm the integrity of the structure before moving forward and now the project is being monitored for movement.

Additional projects completed utilizing the Municipal Facilities Improvement Program included the Airport terminal sidewalks and lobby flooring. The outside painting of City Hall will be completed in the spring. The department is working with consultants to determine the root cause and corrective measures for the Central Fire Station HVAC, and repairs to the overhead door operations at the station as well.

Through the Roof Replacement Program, repairs at the Recreation Center and Police Department have been awarded. The roofs at the Public Works Department were placed on hold until funding becomes available in the next fiscal year. Estimations from development through bid have drastically changed. The fiscal responsibility to manage the projects through multiple years will occur until the projects are completed. This includes, the Recreation Center, Airport and now the Library and could include the Central Fire Station. The program stretches over several years and will be updated in the next Capital Improvement Planning cycle.

The Recreation Center will be replacing the emergency generator and the boilers. The inefficiency and unreliability of the current system highlights the need to upgrade towards meeting the City's energy efficiency program. Along with the replacement, the building envelope of the multipurpose room will be improved for increased insulation for heating efficiencies which will include the office areas. In addition, the public restrooms will be brought up to current ADA standards, and the lobby will transform into a more welcoming entrance to the recently renamed Brain A. Mattson Recreation Center.

The Facilities Department will continue to implement the long-range planning program through the Capital Improvement Program with support to the West Keene Fire Station. The next phase towards a successful grant application will include a Schematic Design, this will depend on the success of a FEMA grant award. The next phase will take concept to budget-ready designs. Until the design process occurs, funding has been utilized to provide minor upgrades to the facility.

As the City Council continues focus on more sustainable energy measures, the Facilities Department continues provide leadership in these initiatives. As a participant with the EP3 program, bid documents and project scopes include various ways for the City to increase savings through conservation of energy, working with local contractors and other City departments, Facilities continues to lead long range climate resiliency efforts.

| PARKS, RECREATION & FACILITIES | | | |
|--|----------------|----------------|--------------------|
| Facilities | | | |
| PRIMARY SERVICES & RESPONSIBILITIES: | | | <i>Align w/CMP</i> |
| Implement daily cleaning and maintenance of buildings | | Infrastructure | |
| Monitor and upgrade building systems for both safety and efficiency | | Infrastructure | |
| Assist in identifying and implementing contract repairs, routine cleaning, and maintenance of buildings when appropriate | | Infrastructure | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Review and monitor the use of contracted services | | Infrastructure | 1 |
| Collaborate the use of contracted supplies and services with other governmental agencies | | Infrastructure | 1 |
| Utilize a Comprehensive Maintenance Management System for operations efficiency | | Infrastructure | 4 |
| Evaluate opportunities to expand on energy conservation systems | | Infrastructure | 7 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| City staff conforms to adopted custodial Standard Operating Procedures | 100% | 100% | 100% |
| Contract cleaning service conforms to basic custodial Standard Operating Procedures | 100% | 100% | 100% |
| Conforms with adopted preventative maintenance Standard Operating Procedures | 100% | 100% | 100% |
| Cartegraph Maintenance Entered Tasks | 1553 | 1650 | 1800 |
| Cartegraph Maintenance Completed Tasks | 1553 | 1650 | 1800 |

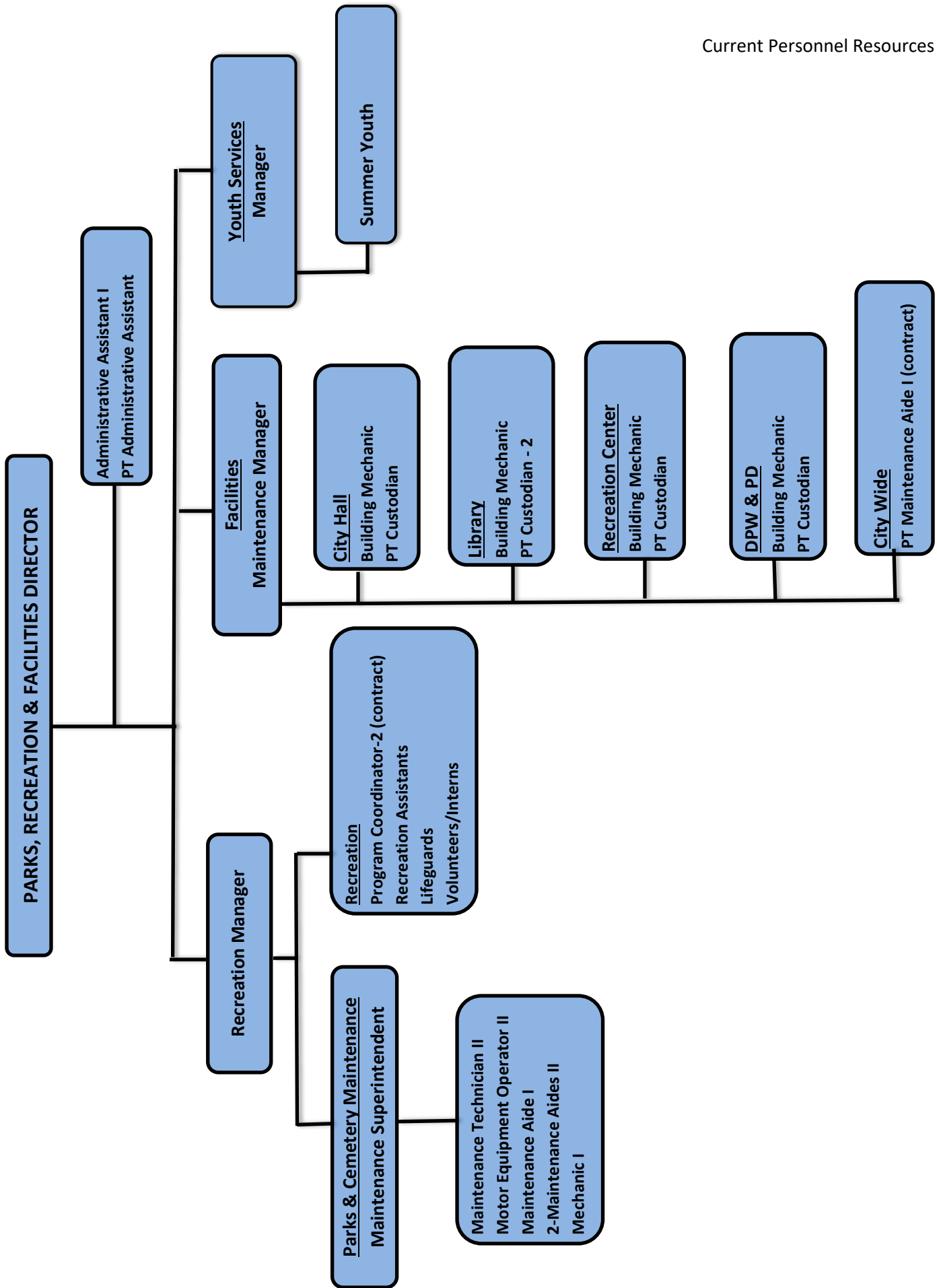
| | | | |
|--|--|--------------|-------------|
| Department: | Parks, Recreation & Facilities | Fund: | 010-General |
| EXPENDITURE Organization Codes: | Youth Services 65400000 | | |
| REVENUE Organization Codes: | 65422502 | | |
| Mission: | Reduce the impact of adolescent problem behaviors on the community and empower youth to make responsible decisions while holding them accountable for their actions. Create positive opportunities for youth while strengthening community participation in youth and family concerns. | | |

The Youth Services Department has seen multiple changes over the past year. As of January 1st, 2022, the 8th Circuit Court - Keene was part of the first cohort to start in the Juvenile Justice Transformation process. This transformation focused on the strengths and needs of youth who can become court involved. In collaboration with the Department of Health and Human Services, the State Juvenile Court Diversion Network changed the criteria for eligibility to accept repeat offenders who score low to moderate risk on a statewide risk and needs assessment. This allows Youth Services to provide more support and services to youth who need it. Case numbers for Juvenile Court Diversion have increased and are expected to continue to increase. Youth Services continues to work closely with law enforcement and the court system.

Youth Services has expanded programs to encompass all public-school districts, charter and private schools with referrals, assistance with families and youth, and prevention work. The Youth Intervention Program is actively used in schools throughout Cheshire County. Youth can obtain resources and work on behaviors to make positive and responsible decisions. Youth Services is working in the school districts to offer more intervention and prevention to the youth around substance use and delinquency. In partnership with community organizations, youth are offered peer support and tobacco support groups to assist with knowledge, support, resources, and more.

The Summer Youth Program will continue to provide an educational opportunity around introductory experience to employment to youth in the Keene area. This coming year, youth will be in one of two groups. One focuses on service/maintenance in the city's departments, and the other focuses on administration and paraprofessional work. Youth will be able to learn about more departments through this transition. This opportunity will help support the department's mission to further engagement around youth and the community while also developing leadership and teamwork skills. With the changes to the program, the department will continue to keep the youth participant numbers lower to ensure they get the maximum amount of support and skills training they need to grow and succeed.

| PARKS, RECREATION & FACILITIES Youth Services | | | |
|--|----------------|----------------|--------------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/Comp Plan |
| Intervention Programs: Juvenile Court Diversion (JCC) intervention for juvenile offenders up to age 17 at the time of the offense that is an alternative to formal court proceedings. Earn-It is a victim restitution program for young offenders up to age 17 at the time of the offense assisting youth with completing community service for damages youth caused within the community. Youth Intervention Program (YIP) is a brief intervention program serving youth up to age 17 and their families to provide brief intervention services and facilitate connections to long-term supports within the community. | Safe Community | | |
| Prevention: <u>Summer Youth Employment (SYE)</u> -a six-week summer employment opportunity for approximately 25 Keene youth (age 14-15) who gain first-time work experience through part-time jobs with the City of Keene. A leadership program (age16-17) for returning SYP youth to engage in workforce development. | Safe Community | | |
| Collaboration: Engage community in the identification of community risk factors, protective factors, prevention and early intervention of problematic adolescent behaviors such as drug and alcohol use and abuse, violence, delinquency, and school failure in collaboration with local, regional, and state agencies. | Safe Community | | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Continue early intervention programs that divert youth from the court system. | NH RSA169 | Safe Community | 2 |
| Maintain program completion rates, as well as, recidivism rates: youth who do not re-offend for one year from program completion. | | Safe Community | 2 |
| Maintain prevention efforts, teen activities, and Summer Youth Employment programs that focus on positive youth development, education, and quality services to families. | | Safe Community | 2 |
| Provide caregiver and community education through social media as well as other engagement opportunities with a focus on prevention, education, and community resources. | | Safe Community | 8 |
| Continue collaborating with the local coalitions around prevention/intervention issues in order to create a more effective effort to offer services and resources for the community. | | Safe Community | 1, 2 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| The number of youth/families served in JCC Court Diversion Program | 35 | 37 | 42 |
| The percentage of youth that successfully complete the Juvenile Court Diversion Program | 85% | 85% | 85% |
| The number of community service hours completed by program participants | 150 | 220 | 220 |
| The number of families assisted through the Youth Intervention Program | 6 | 17 | 20 |
| The number of youth employed by the City for Summer Youth Program | 12 | 11 | 12 |
| The total number of hours youth worked in the Summer Youth Program | 1200 | 1200 | 1200 |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|------------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-CEM-CHARGES FOR SVCS | | | | | | | |
| 65223503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| 65223503 | 441220 | CHARGES-INTERNSMENTS | (46,520) | (38,000) | (38,000) | - | (38,000) |
| 65223503 | 441310 | CHARGES-REPAIRS | - | - | - | - | - |
| 65223503 | 442050 | CHARGES-RENTAL SUMNER KNIGHT | (214) | - | - | - | - |
| GF-CEM-CHARGES FOR SVCS Total | | | (46,734) | (38,000) | (38,000) | - | (38,000) |
| GF-FACILITY-CHARGES FOR SVCS | | | | | | | |
| 65323503 | 441090 | DIRECT REIMBURSEMENT | (22,472) | (2,000) | (2,000) | - | (2,000) |
| GF-FACILITY-CHARGES FOR SVCS Total | | | (22,472) | (2,000) | (2,000) | - | (2,000) |
| GF-FACILITY-MISCELLANEOUS | | | | | | | |
| 65324505 | 463170 | RENT-350 MARLBORO | (236,747) | (242,903) | (253,590) | - | (253,590) |
| GF-FACILITY-MISCELLANEOUS Total | | | (236,747) | (242,903) | (253,590) | - | (253,590) |
| GF-P&R-MISCELLANEOUS | | | | | | | |
| 65024505 | 461030 | INTEREST ACCTS RECEIVABLE | (45) | - | - | - | - |
| 65024505 | 461110 | OTHER | - | - | - | - | - |
| 65024505 | 464010 | TRUST-CEMTERY | (57,494) | (47,500) | (66,635) | - | (66,635) |
| 65024505 | 464060 | TRUST-FLOWER FUND | (49) | (2,100) | (2,934) | - | (2,934) |
| 65024505 | 464080 | TRUST-PARKS & REC | (2,492) | (2,075) | (2,868) | - | (2,868) |
| 65024505 | 464100 | TRUST-SUMNER KNIGHT CHPL | (2,520) | (2,500) | (3,710) | - | (3,710) |
| GF-P&R-MISCELLANEOUS Total | | | (62,601) | (54,175) | (76,147) | - | (76,147) |
| GF-P&R-PARKS-CHARGES FOR SVCS | | | | | | | |
| 65023503 | 441090 | DIRECT REIMBURSEMENT | (5,490) | (8,500) | (8,500) | - | (8,500) |
| 65023503 | 442030 | CHARGES-RENTAL REC CENTER | (20,537) | (15,900) | (16,300) | - | (16,300) |
| 65023503 | 443010 | CHARGES-CAMPGROUNDS | (200) | (400) | - | - | - |
| 65023503 | 443020 | CHARGES-BALL FIELDS | (18,944) | (15,500) | (15,500) | - | (15,500) |
| 65023503 | 443030 | CHARGES-BALL FIELD LIGHTS | - | - | - | - | - |
| 65023503 | 443040 | CHARGES-POOLS | (16,801) | (21,500) | (21,500) | - | (21,500) |
| GF-P&R-PARKS-CHARGES FOR SVCS Total | | | (61,972) | (61,800) | (61,800) | - | (61,800) |
| GF-RECREATION-CHARGES FOR SVCS | | | | | | | |
| 65123503 | 441110 | CHARGES-PROGRAMS | (106,910) | (121,500) | (121,500) | - | (121,500) |
| 65123503 | 441120 | CHARGES-EQUIPMENT | (300) | (1,500) | (1,000) | - | (1,000) |
| GF-RECREATION-CHARGES FOR SVCS Total | | | (107,210) | (123,000) | (122,500) | - | (122,500) |
| GF-YTH SVCS-INTERGOVERNMENTAL | | | | | | | |
| 65422502 | 433050 | COUNTY-JCC & YIP | (23,100) | (23,100) | (23,100) | - | (23,100) |
| GF-YTH SVCS-INTERGOVERNMENTAL Total | | | (23,100) | (23,100) | (23,100) | - | (23,100) |
| PARKS, REC & FACILITIES Total | | | (560,836) | (544,978) | (577,137) | - | (577,137) |
| Grand Total | | | (560,836) | (544,978) | (577,137) | - | (577,137) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|---|-------------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 65000000 | GF-PARKS & REC-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 65000000 | 513010 | WAGES-DEPT HEAD | 120,334 | 120,334 | 125,933 | - | 125,933 |
| 65000000 | 513040 | WAGES-FULL TIME | 51,505 | 51,529 | 54,171 | - | 54,171 |
| 65000000 | 513070 | WAGES-PART TIME | 16,180 | 22,739 | 23,430 | - | 23,430 |
| 65000000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 65000000 | 517010 | HEALTH INSURANCE | 51,121 | 53,213 | 59,313 | - | 59,313 |
| 65000000 | 517020 | DENTAL INSURANCE | 3,469 | 3,456 | 3,332 | - | 3,332 |
| 65000000 | 517030 | RETIREMENT CONTRIBUTIONS | 24,161 | 24,164 | 24,368 | - | 24,368 |
| 65000000 | 517040 | SOCIAL SECURITY | 13,261 | 14,887 | 15,132 | - | 15,132 |
| 65000000 | 517050 | WORKERS COMPENSATION | 2,691 | 2,508 | 4,367 | - | 4,367 |
| | Personnel Total | | 282,721 | 292,829 | 310,046 | - | 310,046 |
| | Operating | | | | | | |
| 65000000 | 522050 | PC REPLACEMENT CHARGE | 4,709 | 5,251 | 5,679 | - | 5,679 |
| 65000000 | 522060 | PW FLEET CHARGE | 231,167 | 230,290 | 230,919 | - | 230,919 |
| 65000000 | 523010 | MAINT-OFFICE EQUIPMENT | 4,544 | - | - | - | - |
| 65000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | 349 | 2,556 | 2,556 | - | 2,556 |
| 65000000 | 524350 | TRAINING | 218 | 200 | 200 | - | 200 |
| 65000000 | 524360 | MEETINGS & DUES | 781 | 1,500 | 2,500 | - | 2,500 |
| 65000000 | 524980 | TRUST-INCOME USE | 1,527 | - | 2,868 | - | 2,868 |
| 65000000 | 525100 | COMMUNICATIONS & PHONE | 10,715 | 8,303 | 8,303 | - | 8,303 |
| 65000000 | 527010 | SUPPLIES-OFFICE | 1,443 | 1,500 | 1,500 | - | 1,500 |
| 65000000 | 527100 | POSTAGE | 171 | 350 | 350 | - | 350 |
| 65000000 | 527610 | SUPPLIES-SOFTWARE | 1,254 | 240 | 240 | - | 240 |
| | Operating Total | | 256,877 | 250,190 | 255,115 | - | 255,115 |
| 65000000 | Total | | 539,598 | 543,019 | 565,161 | - | 565,161 |
| 65013000 | GF-P&R-PARKS-MAINT & DEVELOP | | | | | | |
| | Personnel | | | | | | |
| 65013000 | 513030 | WAGES-SUPERVISORY | 40,545 | 40,487 | 42,371 | - | 42,371 |
| 65013000 | 513040 | WAGES-FULL TIME | 167,695 | 183,093 | 232,569 | 33,274 | 225,969 |
| 65013000 | 513080 | WAGES-HOURLY | 38,665 | 61,545 | 63,391 | - | 63,391 |
| 65013000 | 515010 | OT-REGULAR | 8,903 | 12,000 | 12,000 | - | 12,000 |
| 65013000 | 517010 | HEALTH INSURANCE | 80,602 | 84,023 | 145,191 | 21,683 | 145,191 |
| 65013000 | 517020 | DENTAL INSURANCE | 4,965 | 5,036 | 8,094 | 953 | 8,094 |
| 65013000 | 517030 | RETIREMENT CONTRIBUTIONS | 30,508 | 41,776 | 47,400 | 4,502 | 46,507 |
| 65013000 | 517040 | SOCIAL SECURITY | 19,042 | 22,730 | 25,645 | 2,365 | 25,140 |
| 65013000 | 517050 | WORKERS COMPENSATION | 6,093 | 7,398 | 7,516 | 714 | 7,375 |
| | Personnel Total | | 397,018 | 458,088 | 584,177 | 63,491 | 576,038 |
| | Operating | | | | | | |
| 65013000 | 521200 | LABORATORY SERVICES | 278 | 500 | 500 | - | 500 |
| 65013000 | 521759 | OTHER SERVICES | 20,191 | 18,300 | 18,300 | - | 18,300 |
| 65013000 | 523400 | MAINT-GROUNDS | 6,612 | 4,000 | 4,000 | - | 4,000 |
| 65013000 | 523410 | MAINT-PLAYGROUND | 4,701 | 5,000 | 5,000 | - | 5,000 |
| 65013000 | 523420 | MAINT-SKATE PARK | 783 | 1,000 | 1,000 | - | 1,000 |
| 65013000 | 523430 | MAINT-SIGNAGE | 3,230 | 2,000 | 2,000 | - | 2,000 |
| 65013000 | 523440 | MAINT-TRAIL | 3,954 | 2,000 | 2,000 | - | 2,000 |
| 65013000 | 523500 | MAINT-BUILDING | 2,858 | 4,000 | 4,000 | - | 4,000 |
| 65013000 | 523720 | MAINT-TREE & FORESTRY | 9,203 | 4,500 | 4,500 | - | 4,500 |
| 65013000 | 524360 | MEETINGS & DUES | 1,197 | 1,300 | 1,300 | - | 1,300 |
| 65013000 | 525010 | WATER | 2,586 | 4,498 | 4,498 | - | 4,498 |
| 65013000 | 525030 | ELECTRICITY | 24,069 | 24,000 | 27,600 | 3,600 | 27,600 |
| 65013000 | 525040 | HEATING FUEL | 3,682 | 2,320 | 2,668 | 348 | 2,668 |
| 65013000 | 526070 | RENTAL- VEHICLES | 6,300 | 7,000 | 7,000 | - | 7,000 |
| 65013000 | 527330 | TOOLS | 1,042 | 800 | 800 | - | 800 |
| 65013000 | 527350 | SUPPLIES-BUILDING MAINT | 1,704 | 2,800 | 2,800 | - | 2,800 |
| 65013000 | 527360 | SUPPLIES-GROUNDS MAINT | 43,516 | 32,944 | 37,885 | 4,941 | 37,885 |
| 65013000 | 527550 | SUPPLIES-UNIFORMS | 1,500 | 1,500 | 1,500 | - | 1,500 |
| 65013000 | 527560 | SUPPLIES-PROTECTIVE CLOTHING | 1,488 | 1,500 | 1,500 | - | 1,500 |
| 65013000 | 527600 | SUPPLIES-OPERATING | 4,174 | 3,500 | 3,500 | - | 3,500 |
| | Operating Total | | 143,066 | 123,462 | 132,351 | 8,889 | 132,351 |
| 65013000 | Total | | 540,084 | 581,550 | 716,528 | 72,380 | 708,389 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|---|--------------------------|----------------|----------------|----------------|------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 65013100 | GF-P&R-PARKS-POOLS | | | | | | |
| | Personnel | | | | | | |
| 65013100 | 513080 | WAGES-HOURLY | 46,306 | 73,081 | 75,273 | - | 75,273 |
| 65013100 | 515010 | OT-REGULAR | 2,359 | 2,000 | 2,000 | - | 2,000 |
| 65013100 | 517040 | SOCIAL SECURITY | 3,723 | 5,744 | 5,911 | - | 5,911 |
| 65013100 | 517050 | WORKERS COMPENSATION | 1,023 | 1,592 | 1,658 | - | 1,658 |
| | Personnel Total | | 53,411 | 82,417 | 84,842 | - | 84,842 |
| | Operating | | | | | | |
| 65013100 | 523700 | MAINT-OTHER IMPROVEMENTS | - | - | - | - | - |
| 65013100 | 524350 | TRAINING | 1,764 | 3,200 | 3,200 | - | 3,200 |
| 65013100 | 525010 | WATER | 5,854 | 9,140 | 9,140 | - | 9,140 |
| 65013100 | 525030 | ELECTRICITY | 5,620 | 5,000 | 5,000 | - | 5,000 |
| 65013100 | 525100 | COMMUNICATIONS & PHONE | 470 | 473 | 473 | - | 473 |
| 65013100 | 527340 | EQUIPT-MINOR | 4,360 | 200 | 200 | - | 200 |
| 65013100 | 527350 | SUPPLIES-BUILDING MAINT | 5,733 | 300 | 300 | - | 300 |
| 65013100 | 527400 | SUPPLIES-OTHER MAINT | 4,236 | 300 | 300 | - | 300 |
| 65013100 | 527640 | SUPPLIES-CHEMICALS | 4,266 | 5,600 | 5,600 | - | 5,600 |
| | Operating Total | | 32,302 | 24,213 | 24,213 | - | 24,213 |
| 65013100 | Total | | 85,714 | 106,630 | 109,055 | - | 109,055 |
| 65013200 | GF-P&R-PARKS-CAMPING AREAS | | | | | | |
| | Operating | | | | | | |
| 65013200 | 522090 | RUBBISH PICK-UP | - | 100 | 100 | - | 100 |
| 65013200 | 525010 | WATER | 195 | 255 | 255 | - | 255 |
| 65013200 | 525030 | ELECTRICITY | 477 | 800 | 800 | - | 800 |
| 65013200 | 527400 | SUPPLIES-OTHER MAINT | - | 1,000 | 1,000 | - | 1,000 |
| | Operating Total | | 672 | 2,155 | 2,155 | - | 2,155 |
| 65013200 | Total | | 672 | 2,155 | 2,155 | - | 2,155 |
| 65013300 | GF-P&R-PARKS-HORSESHOE COURT | | | | | | |
| | Operating | | | | | | |
| 65013300 | 525010 | WATER | 94 | 440 | 440 | - | 440 |
| 65013300 | 525030 | ELECTRICITY | 916 | 2,500 | 2,875 | 375 | 2,875 |
| | Operating Total | | 1,010 | 2,940 | 3,315 | 375 | 3,315 |
| 65013300 | Total | | 1,010 | 2,940 | 3,315 | 375 | 3,315 |
| 65100000 | GF-RECREATION-PROGRAMS | | | | | | |
| | Personnel | | | | | | |
| 65100000 | 513030 | WAGES-SUPERVISORY | 70,956 | 74,149 | 81,092 | - | 81,092 |
| 65100000 | 513080 | WAGES-HOURLY | 123,350 | 164,316 | 169,245 | - | 169,245 |
| 65100000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 65100000 | 515010 | OT-REGULAR | 2,716 | 3,300 | 3,000 | - | 3,000 |
| 65100000 | 517010 | HEALTH INSURANCE | 19,408 | 19,986 | 22,204 | - | 22,204 |
| 65100000 | 517020 | DENTAL INSURANCE | 989 | 981 | 953 | - | 953 |
| 65100000 | 517030 | RETIREMENT CONTRIBUTIONS | 9,976 | 10,425 | 34,276 | - | 34,276 |
| 65100000 | 517040 | SOCIAL SECURITY | 14,970 | 18,495 | 18,663 | - | 18,663 |
| 65100000 | 517050 | WORKERS COMPENSATION | 3,298 | 4,620 | 5,436 | - | 5,436 |
| | Personnel Total | | 245,664 | 296,273 | 334,869 | - | 334,869 |
| | Operating | | | | | | |
| 65100000 | 521150 | ARTISTS & PERFORMERS | 6,516 | 7,550 | 11,800 | - | 11,800 |
| 65100000 | 521420 | TRANSPORTING | 2,175 | 4,250 | 4,250 | - | 4,250 |
| 65100000 | 524160 | PRINTING | 533 | 1,000 | 1,000 | - | 1,000 |
| 65100000 | 524250 | ADVERTISING | 389 | 1,000 | 1,000 | - | 1,000 |
| 65100000 | 524300 | TRAVEL | - | 300 | 300 | - | 300 |
| 65100000 | 524350 | TRAINING | 3,404 | 1,200 | 1,200 | - | 1,200 |
| 65100000 | 524360 | MEETINGS & DUES | 460 | 2,200 | 2,200 | - | 2,200 |
| 65100000 | 524450 | PHOTOGRAPHY & PROCESSING | 814 | 200 | 200 | - | 200 |
| 65100000 | 524511 | FIRST AID & MEDICAL SVCS | 2,101 | 800 | 800 | - | 800 |
| 65100000 | 525030 | ELECTRICITY | - | - | - | - | - |
| 65100000 | 525040 | HEATING FUEL | - | - | - | - | - |
| 65100000 | 527360 | SUPPLIES-GROUNDS MAINT | - | - | - | - | - |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-----------------------------------|-------------------------------|----------------|----------------|----------------|------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 65100000 | 527550 | SUPPLIES-UNIFORMS | 1,316 | 1,500 | 1,500 | - | 1,500 |
| 65100000 | 527750 | SUPPLIES-PLAYGROUND MATERIAL | 5,569 | 4,000 | 4,000 | - | 4,000 |
| 65100000 | 527760 | SUPPLIES-HANDICAPPEDD ATHLETE | - | - | - | - | - |
| 65100000 | 527780 | SUPPLIES-ATHLETIC | 7,001 | 5,500 | 5,500 | - | 5,500 |
| 65100000 | 527790 | SUPPLIES-GAME ROOM | 912 | 1,000 | 1,000 | - | 1,000 |
| 65100000 | 527800 | SUPPLIES-ARTS & CRAFTS | 655 | 1,000 | 1,000 | - | 1,000 |
| 65100000 | 527830 | SUPPLIES-YOUTH TRAILS PROGRAM | - | - | - | - | - |
| 65100000 | 527840 | SUPPLIES-CATCH PROGRAM | 1,020 | 1,000 | 1,000 | - | 1,000 |
| | Operating Total | | 32,864 | 32,500 | 36,750 | - | 36,750 |
| 65100000 | Total | | 278,528 | 328,773 | 371,619 | - | 371,619 |
| 65215000 | GF-CEMETERY-MAINT & OP | | | | | | |
| | Personnel | | | | | | |
| 65215000 | 513030 | WAGES-SUPERVISORY | 40,544 | 40,487 | 42,371 | - | 42,371 |
| 65215000 | 513040 | WAGES-FULL TIME | 102,145 | 102,145 | 106,392 | - | 106,392 |
| 65215000 | 513080 | WAGES-HOURLY | 436 | - | - | - | - |
| 65215000 | 515010 | OT-REGULAR | 5,380 | 4,000 | 4,000 | - | 4,000 |
| 65215000 | 517010 | HEALTH INSURANCE | 61,864 | 63,829 | 68,213 | - | 68,213 |
| 65215000 | 517020 | DENTAL INSURANCE | 3,961 | 3,947 | 3,808 | - | 3,808 |
| 65215000 | 517030 | RETIREMENT CONTRIBUTIONS | 20,819 | 20,616 | 20,669 | - | 20,669 |
| 65215000 | 517040 | SOCIAL SECURITY | 10,662 | 11,217 | 10,958 | - | 10,958 |
| 65215000 | 517050 | WORKERS COMPENSATION | 3,182 | 3,651 | 3,278 | - | 3,278 |
| | Personnel Total | | 248,993 | 249,892 | 259,689 | - | 259,689 |
| | Operating | | | | | | |
| 65215000 | 523110 | MAINT-EQUIPMENT | 843 | 3,000 | 3,000 | - | 3,000 |
| 65215000 | 523400 | MAINT-GROUNDS | 17,996 | 18,564 | 18,564 | - | 18,564 |
| 65215000 | 523500 | MAINT-BUILDING | 1,604 | 200 | 200 | - | 200 |
| 65215000 | 523720 | MAINT-TREE & FORESTRY | 36 | 5,000 | 5,000 | - | 5,000 |
| 65215000 | 524350 | TRAINING | 500 | 50 | 50 | - | 50 |
| 65215000 | 524360 | MEETINGS & DUES | 180 | 300 | 300 | - | 300 |
| 65215000 | 525010 | WATER | 796 | 700 | 700 | - | 700 |
| 65215000 | 525030 | ELECTRICITY | 1,092 | 1,813 | 1,840 | 27 | 1,840 |
| 65215000 | 525040 | HEATING FUEL | 1,206 | 2,829 | 3,254 | 425 | 3,254 |
| 65215000 | 527340 | EQUIPT-MINOR | 233 | 500 | 500 | - | 500 |
| 65215000 | 527550 | SUPPLIES-UNIFORMS | 585 | 600 | 600 | - | 600 |
| 65215000 | Operating Total | | 25,071 | 33,556 | 34,008 | 452 | 34,008 |
| 65215000 | Total | | 274,064 | 283,448 | 293,697 | 452 | 293,697 |
| 65215300 | GF-CEMETERY-SUMNER KNIGHT | | | | | | |
| | Operating | | | | | | |
| 65215300 | 525030 | ELECTRICITY | 242 | 267 | 307 | 40 | 307 |
| 65215300 | 525040 | HEATING FUEL | 4,849 | 3,000 | 3,450 | 450 | 3,450 |
| 65215300 | 527350 | SUPPLIES-BUILDING MAINT | 36 | - | - | - | - |
| | Operating Total | | 5,127 | 3,267 | 3,757 | 490 | 3,757 |
| 65215300 | Total | | 5,127 | 3,267 | 3,757 | 490 | 3,757 |
| 65316000 | GF-FACILITY-CITY HALL | | | | | | |
| | Personnel | | | | | | |
| 65316000 | 513030 | WAGES-SUPERVISORY | - | - | 88,554 | - | 88,554 |
| 65316000 | 513040 | WAGES-FULL TIME | 114,878 | 132,328 | 54,267 | - | 54,267 |
| 65316000 | 513070 | WAGES-PART TIME | 60,167 | 63,522 | 42,238 | - | 42,238 |
| 65316000 | 513080 | WAGES-HOURLY | - | - | 23,566 | - | 23,566 |
| 65316000 | 515010 | OT-REGULAR | 86 | 1,500 | 1,500 | - | 1,500 |
| 65316000 | 517010 | HEALTH INSURANCE | 34,596 | 47,060 | 68,601 | - | 68,601 |
| 65316000 | 517020 | DENTAL INSURANCE | 2,293 | 2,709 | 3,590 | - | 3,590 |
| 65316000 | 517030 | RETIREMENT CONTRIBUTIONS | 16,087 | 18,816 | 22,714 | - | 22,714 |
| 65316000 | 517040 | SOCIAL SECURITY | 12,928 | 15,098 | 15,364 | - | 15,364 |
| 65316000 | 517050 | WORKERS COMPENSATION | 3,118 | 3,945 | 5,498 | - | 5,498 |
| | Personnel Total | | 244,153 | 284,978 | 325,892 | - | 325,892 |
| | Operating | | | | | | |
| 65316000 | 521020 | PROFESSIONAL SERVICES | 610 | - | - | - | - |
| 65316000 | 521030 | TECHNICAL SERVICES | - | 500 | 500 | - | 500 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-----------------------------|--------------------------|----------------|----------------|----------------|--------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 65316000 | 521200 | LABORATORY SERVICES | - | - | - | - | - |
| 65316000 | 522010 | JANITORIAL | 2,082 | 2,000 | 2,000 | - | 2,000 |
| 65316000 | 522080 | TAXES | 9,229 | 11,000 | 22,000 | - | 22,000 |
| 65316000 | 522090 | RUBBISH PICK-UP | 4,709 | 3,500 | 3,500 | - | 3,500 |
| 65316000 | 523110 | MAINT-EQUIPMENT | 7,748 | 14,137 | 14,137 | - | 14,137 |
| 65316000 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 65316000 | 523170 | REPAIR-EQUIPMENT | 7,268 | 5,000 | 5,000 | - | 5,000 |
| 65316000 | 523180 | REPAIR-BUILDING | 9,176 | 10,000 | 10,000 | - | 10,000 |
| 65316000 | 523450 | MAINT-CAMERA SYSTEM | 5,501 | 3,500 | 3,500 | - | 3,500 |
| 65316000 | 523500 | MAINT-BUILDING | 23,242 | 15,000 | 15,000 | - | 15,000 |
| 65316000 | 523750 | PERMITS | 240 | 250 | 250 | - | 250 |
| 65316000 | 524300 | TRAVEL | - | 244 | 244 | - | 244 |
| 65316000 | 524350 | TRAINING | 157 | 2,500 | 2,500 | - | 2,500 |
| 65316000 | 525010 | WATER | 5,608 | 4,500 | 4,500 | - | 4,500 |
| 65316000 | 525020 | SEWER | 7,898 | 7,500 | 7,500 | - | 7,500 |
| 65316000 | 525030 | ELECTRICITY | 45,709 | 38,500 | 44,275 | 5,775 | 44,275 |
| 65316000 | 525040 | HEATING FUEL | 21,096 | 21,500 | 24,725 | 3,225 | 24,725 |
| 65316000 | 525100 | COMMUNICATIONS & PHONE | 1,339 | 1,975 | 1,975 | - | 1,975 |
| 65316000 | 527010 | SUPPLIES-OFFICE | 1,183 | 200 | 200 | - | 200 |
| 65316000 | 527330 | TOOLS | 611 | 500 | 500 | - | 500 |
| 65316000 | 527340 | EQUIPT-MINOR | 200 | 500 | 500 | - | 500 |
| 65316000 | 527350 | SUPPLIES-BUILDING MAINT | 4,403 | 1,000 | 1,000 | - | 1,000 |
| 65316000 | 527360 | SUPPLIES-GROUNDS MAINT | 893 | 1,388 | 1,388 | - | 1,388 |
| 65316000 | 527370 | SUPPLIES-JANITORIAL | 9,493 | 3,680 | 3,680 | - | 3,680 |
| 65316000 | 527550 | SUPPLIES-UNIFORMS | 326 | 380 | 380 | - | 380 |
| 65316000 | 527610 | SUPPLIES-SOFTWARE | - | - | - | - | - |
| 65316000 | 542060 | MINOR IMPROVEMENTS | 3,985 | 5,000 | - | - | - |
| | Operating Total | | 172,704 | 154,254 | 169,254 | 9,000 | 169,254 |
| 65316000 | Total | | 416,857 | 439,232 | 495,146 | 9,000 | 495,146 |
| 65316100 | GF-FACILITY-TRAN CTR | | | | | | |
| | Operating | | | | | | |
| 65316100 | 522080 | TAXES | 7,740 | 10,000 | 10,000 | - | 10,000 |
| 65316100 | 523110 | MAINT-EQUIPMENT | 1,737 | 500 | 500 | - | 500 |
| 65316100 | 523170 | REPAIR-EQUIPMENT | 834 | 1,200 | 1,200 | - | 1,200 |
| 65316100 | 523180 | REPAIR-BUILDING | - | 2,000 | 2,000 | - | 2,000 |
| 65316100 | 523500 | MAINT-BUILDING | - | 1,500 | 1,500 | - | 1,500 |
| 65316100 | 525010 | WATER | 1,670 | 2,000 | 2,000 | - | 2,000 |
| 65316100 | 525020 | SEWER | 2,583 | 4,000 | 4,000 | - | 4,000 |
| 65316100 | 525030 | ELECTRICITY | 5,078 | 14,597 | 16,787 | 2,190 | 16,787 |
| 65316100 | 525040 | HEATING FUEL | 42 | - | - | - | - |
| 65316100 | 527350 | SUPPLIES-BUILDING MAINT | - | 500 | 500 | - | 500 |
| 65316100 | 527370 | SUPPLIES-JANITORIAL | 360 | 250 | 250 | - | 250 |
| 65316100 | 542060 | MINOR IMPROVEMENTS | 9,670 | 8,563 | - | - | - |
| | Operating Total | | 29,714 | 45,110 | 38,737 | 2,190 | 38,737 |
| 65316100 | Total | | 29,714 | 45,110 | 38,737 | 2,190 | 38,737 |
| 65316200 | GF-FACILITY-LIBRARY | | | | | | |
| | Personnel | | | | | | |
| 65316200 | 513040 | WAGES-FULL TIME | 59,770 | 52,096 | 54,267 | - | 54,267 |
| 65316200 | 513070 | WAGES-PART TIME | 55,977 | 63,183 | 63,155 | - | 63,155 |
| 65316200 | 515010 | OT-REGULAR | 1,438 | 2,000 | 2,000 | - | 2,000 |
| 65316200 | 517010 | HEALTH INSURANCE | 5,146 | 1,500 | 2,256 | - | 2,256 |
| 65316200 | 517020 | DENTAL INSURANCE | 2,049 | 1,728 | 1,666 | - | 1,666 |
| 65316200 | 517030 | RETIREMENT CONTRIBUTIONS | 8,404 | 7,606 | 7,613 | - | 7,613 |
| 65316200 | 517040 | SOCIAL SECURITY | 9,058 | 8,971 | 9,135 | - | 9,135 |
| 65316200 | 517050 | WORKERS COMPENSATION | 3,087 | 2,921 | 3,125 | - | 3,125 |
| | Personnel Total | | 144,928 | 140,004 | 143,217 | - | 143,217 |
| | Operating | | | | | | |
| 65316200 | 521020 | PROFESSIONAL SERVICES | - | 36,000 | 36,000 | - | 36,000 |
| 65316200 | 521030 | TECHNICAL SERVICES | - | 12,500 | 12,500 | - | 12,500 |
| 65316200 | 522010 | JANITORIAL | - | 4,022 | 4,022 | - | 4,022 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|----------------------------|--------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 65316200 | 522080 | TAXES | 139,734 | 144,278 | 150,626 | - | 150,626 |
| 65316200 | 522090 | RUBBISH PICK-UP | 1,619 | 2,500 | 2,500 | - | 2,500 |
| 65316200 | 523110 | MAINT-EQUIPMENT | 9,835 | 19,025 | 20,928 | 1,903 | 20,928 |
| 65316200 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 65316200 | 523170 | REPAIR-EQUIPMENT | 10,605 | 4,000 | 4,000 | - | 4,000 |
| 65316200 | 523180 | REPAIR-BUILDING | 5,047 | 3,000 | 3,000 | - | 3,000 |
| 65316200 | 523450 | MAINT-CAMERA SYSTEM | - | 1,750 | 1,750 | - | 1,750 |
| 65316200 | 523500 | MAINT-BUILDING | 11,965 | 6,000 | 6,000 | - | 6,000 |
| 65316200 | 523750 | PERMITS | 170 | 300 | 300 | - | 300 |
| 65316200 | 524350 | TRAINING | 719 | 1,500 | 1,500 | - | 1,500 |
| 65316200 | 525010 | WATER | 1,191 | 1,800 | 1,800 | - | 1,800 |
| 65316200 | 525020 | SEWER | 2,525 | 3,500 | 3,500 | - | 3,500 |
| 65316200 | 525030 | ELECTRICITY | 77,225 | 50,000 | 75,000 | 25,000 | 75,000 |
| 65316200 | 525040 | HEATING FUEL | 23,785 | 35,000 | 40,250 | 5,250 | 40,250 |
| 65316200 | 525060 | FIRELINE & HYDRANTS | 434 | 578 | 578 | - | 578 |
| 65316200 | 525100 | COMMUNICATIONS & PHONE | 859 | 800 | 800 | - | 800 |
| 65316200 | 526030 | RENTAL-BUILDING | 220,586 | 220,586 | 220,586 | - | 220,586 |
| 65316200 | 527330 | TOOLS | 1,806 | 600 | 600 | - | 600 |
| 65316200 | 527340 | EQUIPT-MINOR | - | 2,500 | 2,500 | - | 2,500 |
| 65316200 | 527350 | SUPPLIES-BUILDING MAINT | 4,945 | 1,500 | 1,500 | - | 1,500 |
| 65316200 | 527360 | SUPPLIES-GROUNDS MAINT | 5,704 | 6,000 | 6,000 | - | 6,000 |
| 65316200 | 527370 | SUPPLIES-JANITORIAL | 4,198 | 6,000 | 6,000 | - | 6,000 |
| 65316200 | 527550 | SUPPLIES-UNIFORMS | 692 | 600 | 600 | - | 600 |
| | Operating Total | | 523,643 | 564,339 | 602,840 | 32,153 | 602,840 |
| 65316200 | Total | | 668,572 | 704,343 | 746,057 | 32,153 | 746,057 |
| 65316300 | GF-FACILITY-REC CTR | | | | | | |
| | Personnel | | | | | | |
| 65316300 | 513040 | WAGES-FULL TIME | 52,096 | 52,096 | 54,267 | - | 54,267 |
| 65316300 | 513070 | WAGES-PART TIME | 23,843 | 27,919 | 34,671 | - | 34,671 |
| 65316300 | 515010 | OT-REGULAR | - | 2,000 | 2,000 | - | 2,000 |
| 65316300 | 517010 | HEALTH INSURANCE | - | 1,500 | - | - | - |
| 65316300 | 517020 | DENTAL INSURANCE | - | 1,728 | - | - | - |
| 65316300 | 517030 | RETIREMENT CONTRIBUTIONS | 7,409 | 7,577 | 7,613 | - | 7,613 |
| 65316300 | 517040 | SOCIAL SECURITY | 5,872 | 6,274 | 6,957 | - | 6,957 |
| 65316300 | 517050 | WORKERS COMPENSATION | 2,031 | 2,043 | 2,380 | - | 2,380 |
| | Personnel Total | | 91,251 | 101,136 | 107,888 | - | 107,888 |
| | Operating | | | | | | |
| 65316300 | 521020 | PROFESSIONAL SERVICES | - | 1,500 | 1,500 | - | 1,500 |
| 65316300 | 522010 | JANITORIAL | - | 992 | 992 | - | 992 |
| 65316300 | 522090 | RUBBISH PICK-UP | 3,024 | 2,800 | 2,800 | - | 2,800 |
| 65316300 | 523110 | MAINT-EQUIPMENT | 4,808 | 8,387 | 8,771 | 384 | 8,771 |
| 65316300 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 65316300 | 523170 | REPAIR-EQUIPMENT | 10,715 | 5,000 | 5,000 | - | 5,000 |
| 65316300 | 523180 | REPAIR-BUILDING | 7,683 | 7,200 | 7,200 | - | 7,200 |
| 65316300 | 523500 | MAINT-BUILDING | 21,435 | 12,000 | 12,000 | - | 12,000 |
| 65316300 | 523750 | PERMITS | 648 | 600 | 600 | - | 600 |
| 65316300 | 524350 | TRAINING | - | 800 | 800 | - | 800 |
| 65316300 | 524410 | MEETING EXPENSES | - | - | - | - | - |
| 65316300 | 525010 | WATER | 1,255 | 900 | 900 | - | 900 |
| 65316300 | 525020 | SEWER | 2,503 | 2,200 | 2,200 | - | 2,200 |
| 65316300 | 525030 | ELECTRICITY | 17,848 | 17,500 | 20,125 | 2,625 | 20,125 |
| 65316300 | 525040 | HEATING FUEL | 17,470 | 20,000 | 23,000 | 3,000 | 23,000 |
| 65316300 | 525100 | COMMUNICATIONS & PHONE | 1,999 | 1,200 | 1,200 | - | 1,200 |
| 65316300 | 526040 | RENTAL-EQUIPMENT | - | 200 | 200 | - | 200 |
| 65316300 | 527330 | TOOLS | 1,192 | 400 | 400 | - | 400 |
| 65316300 | 527340 | EQUIPT-MINOR | - | - | - | - | - |
| 65316300 | 527350 | SUPPLIES-BUILDING MAINT | 8,723 | 1,000 | 1,000 | - | 1,000 |
| 65316300 | 527360 | SUPPLIES-GROUNDS MAINT | 3,637 | 1,000 | 1,000 | - | 1,000 |
| 65316300 | 527370 | SUPPLIES-JANITORIAL | 9,837 | 5,200 | 5,200 | - | 5,200 |
| 65316300 | 527550 | SUPPLIES-UNIFORMS | 400 | 300 | 300 | - | 300 |
| | Operating Total | | 113,175 | 89,179 | 95,188 | 6,009 | 95,188 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-------------------------------|-------------------------|----------------|----------------|----------------|--------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 65316300 | Total | | 204,426 | 190,315 | 203,076 | 6,009 | 203,076 |
| 65316474 | GF-FACILITY-FIRE CNTRL | | | | | | |
| | Operating | | | | | | |
| 65316474 | 522010 | JANITORIAL | - | 6,000 | 6,000 | - | 6,000 |
| 65316474 | 522090 | RUBBISH PICK-UP | 1,663 | 1,830 | 1,830 | - | 1,830 |
| 65316474 | 523110 | MAINT-EQUIPMENT | 7,880 | 11,775 | 12,953 | 1,178 | 12,953 |
| 65316474 | 523130 | MAINT-GENERAL | 357 | - | - | - | - |
| 65316474 | 523170 | REPAIR-EQUIPMENT | 21,870 | 6,634 | 6,634 | - | 6,634 |
| 65316474 | 523180 | REPAIR-BUILDING | 4,908 | 5,682 | 5,682 | - | 5,682 |
| 65316474 | 523450 | MAINT-CAMERA SYSTEM | - | 2,000 | 2,000 | - | 2,000 |
| 65316474 | 523500 | MAINT-BUILDING | 3,279 | 1,500 | 1,500 | - | 1,500 |
| 65316474 | 523750 | PERMITS | 966 | 440 | 440 | - | 440 |
| 65316474 | 525010 | WATER | 1,929 | 1,750 | 1,750 | - | 1,750 |
| 65316474 | 525020 | SEWER | 3,318 | 3,650 | 3,650 | - | 3,650 |
| 65316474 | 525030 | ELECTRICITY | 34,125 | 31,784 | 36,552 | 4,768 | 36,552 |
| 65316474 | 525040 | HEATING FUEL | 32,430 | 25,300 | 29,095 | 3,795 | 29,095 |
| 65316474 | 525060 | FIRELINE & HYDRANTS | 578 | 578 | 578 | - | 578 |
| 65316474 | 527340 | EQUIPT-MINOR | 9,233 | - | - | - | - |
| 65316474 | 527350 | SUPPLIES-BUILDING MAINT | - | 1,000 | 1,000 | - | 1,000 |
| 65316474 | 527360 | SUPPLIES-GROUNDS MAINT | 1,039 | 1,000 | 1,000 | - | 1,000 |
| 65316474 | 527370 | SUPPLIES-JANITORIAL | 2,527 | 1,000 | 1,000 | - | 1,000 |
| | Operating Total | | 126,101 | 101,923 | 111,664 | 9,741 | 111,664 |
| 65316474 | Total | | 126,101 | 101,923 | 111,664 | 9,741 | 111,664 |
| 65316475 | GF-FACILITY-FIRE WEST | | | | | | |
| | Operating | | | | | | |
| 65316475 | 522090 | RUBBISH PICK-UP | 1,728 | 1,815 | 1,815 | - | 1,815 |
| 65316475 | 523110 | MAINT-EQUIPMENT | 1,390 | 3,000 | 3,300 | 300 | 3,300 |
| 65316475 | 523170 | REPAIR-EQUIPMENT | 3,764 | 9,500 | 9,500 | - | 9,500 |
| 65316475 | 523180 | REPAIR-BUILDING | 6,578 | 6,000 | 6,000 | - | 6,000 |
| 65316475 | 523500 | MAINT-BUILDING | - | 3,000 | 3,000 | - | 3,000 |
| 65316475 | 523750 | PERMITS | - | - | - | - | - |
| 65316475 | 525010 | WATER | 1,210 | 450 | 450 | - | 450 |
| 65316475 | 525020 | SEWER | 2,428 | 1,600 | 1,600 | - | 1,600 |
| 65316475 | 525030 | ELECTRICITY | 9,006 | 9,800 | 11,270 | 1,470 | 11,270 |
| 65316475 | 525040 | HEATING FUEL | 13,459 | 11,000 | 12,650 | 1,650 | 12,650 |
| 65316475 | 527350 | SUPPLIES-BUILDING MAINT | 62 | 500 | 500 | - | 500 |
| | Operating Total | | 39,625 | 46,665 | 50,085 | 3,420 | 50,085 |
| 65316475 | Total | | 39,625 | 46,665 | 50,085 | 3,420 | 50,085 |
| 65316500 | GF-FACILITY-AIRPORT | | | | | | |
| | Operating | | | | | | |
| 65316500 | 523110 | MAINT-EQUIPMENT | 1,453 | 10,437 | 11,481 | 1,044 | 11,481 |
| 65316500 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 65316500 | 523170 | REPAIR-EQUIPMENT | - | 905 | 905 | - | 905 |
| 65316500 | 523180 | REPAIR-BUILDING | 3,038 | 1,750 | 1,750 | - | 1,750 |
| 65316500 | 523500 | MAINT-BUILDING | 14,820 | 1,000 | 1,000 | - | 1,000 |
| 65316500 | 523750 | PERMITS | - | - | - | - | - |
| 65316500 | 525010 | WATER | - | 500 | 500 | - | 500 |
| 65316500 | 525030 | ELECTRICITY | 27,021 | 31,750 | 36,513 | 4,763 | 36,513 |
| 65316500 | 525040 | HEATING FUEL | 19,303 | 19,030 | 21,885 | 2,855 | 21,885 |
| 65316500 | 527350 | SUPPLIES-BUILDING MAINT | 13 | 500 | 500 | - | 500 |
| 65316500 | 527360 | SUPPLIES-GROUNDS MAINT | - | - | - | - | - |
| 65316500 | 527370 | SUPPLIES-JANITORIAL | 549 | 600 | 600 | - | 600 |
| | Operating Total | | 66,197 | 66,472 | 75,134 | 8,662 | 75,134 |
| 65316500 | Total | | 66,197 | 66,472 | 75,134 | 8,662 | 75,134 |
| 65316672 | GF-FACILITY-DPW | | | | | | |
| | Personnel | | | | | | |
| 65316672 | 513040 | WAGES-FULL TIME | 30,938 | 52,096 | 54,267 | - | 54,267 |
| 65316672 | 513070 | WAGES-PART TIME | 30,230 | 33,086 | 36,012 | - | 36,012 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|----------------------------------|--------------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 65316672 | 515010 | OT-REGULAR | 1,430 | 4,000 | 4,000 | - | 4,000 |
| 65316672 | 515270 | OT-CALL BACK | - | - | - | - | - |
| 65316672 | 517010 | HEALTH INSURANCE | 15,757 | 27,074 | 28,596 | - | 28,596 |
| 65316672 | 517020 | DENTAL INSURANCE | 1,043 | 1,728 | 1,211 | - | 1,211 |
| 65316672 | 517030 | RETIREMENT CONTRIBUTIONS | 4,551 | 7,887 | 7,883 | - | 7,883 |
| 65316672 | 517040 | SOCIAL SECURITY | 4,391 | 6,822 | 6,996 | - | 6,996 |
| 65316672 | 517050 | WORKERS COMPENSATION | 1,645 | 2,221 | 2,467 | - | 2,467 |
| | Personnel Total | | 89,985 | 134,914 | 141,432 | - | 141,432 |
| | Operating | | | | | | |
| 65316672 | 521020 | PROFESSIONAL SERVICES | 2,500 | 2,500 | 2,500 | - | 2,500 |
| 65316672 | 522010 | JANITORIAL | 7,145 | 11,500 | 11,500 | - | 11,500 |
| 65316672 | 522090 | RUBBISH PICK-UP | 3,233 | 2,884 | 2,884 | - | 2,884 |
| 65316672 | 523110 | MAINT-EQUIPMENT | 18,092 | 19,137 | 21,050 | 1,913 | 21,050 |
| 65316672 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 65316672 | 523170 | REPAIR-EQUIPMENT | 22,357 | 22,616 | 22,616 | - | 22,616 |
| 65316672 | 523180 | REPAIR-BUILDING | 8,042 | 10,000 | 10,000 | - | 10,000 |
| 65316672 | 523450 | MAINT-CAMERA SYSTEM | 3,973 | 2,000 | 2,000 | - | 2,000 |
| 65316672 | 523500 | MAINT-BUILDING | 13,050 | 15,000 | 15,000 | - | 15,000 |
| 65316672 | 523750 | PERMITS | 1,425 | 540 | 540 | - | 540 |
| 65316672 | 524350 | TRAINING | - | 1,500 | 1,500 | - | 1,500 |
| 65316672 | 525010 | WATER | 3,132 | 3,000 | 3,000 | - | 3,000 |
| 65316672 | 525020 | SEWER | 7,030 | 7,500 | 7,500 | - | 7,500 |
| 65316672 | 525030 | ELECTRICITY | 105,703 | 90,051 | 103,559 | 13,508 | 103,559 |
| 65316672 | 525040 | HEATING FUEL | 25,169 | 40,000 | 46,000 | 6,000 | 46,000 |
| 65316672 | 525060 | FIRELINE & HYDRANTS | 6,761 | 3,400 | 3,400 | - | 3,400 |
| 65316672 | 525100 | COMMUNICATIONS & PHONE | 1,203 | 2,149 | 2,149 | - | 2,149 |
| 65316672 | 527330 | TOOLS | 3,375 | 350 | 350 | - | 350 |
| 65316672 | 527340 | EQUIPT-MINOR | - | 12,500 | 12,500 | - | 12,500 |
| 65316672 | 527350 | SUPPLIES-BUILDING MAINT | 3,797 | 1,500 | 1,500 | - | 1,500 |
| 65316672 | 527360 | SUPPLIES-GROUNDS MAINT | 5,397 | 1,500 | 1,500 | - | 1,500 |
| 65316672 | 527370 | SUPPLIES-JANITORIAL | 12,581 | 7,000 | 7,000 | - | 7,000 |
| 65316672 | 527550 | SUPPLIES-UNIFORMS | 570 | 500 | 500 | - | 500 |
| 65316672 | 542060 | MINOR IMPROVEMENTS | - | 10,000 | - | - | - |
| | Operating Total | | 254,535 | 267,127 | 278,548 | 21,421 | 278,548 |
| 65316672 | Total | | 344,520 | 402,041 | 419,980 | 21,421 | 419,980 |
| | | | | | | | |
| | GF-P&R-YOUTH SERVICES | | | | | | |
| | Personnel | | | | | | |
| 65400000 | 513030 | WAGES-SUPERVISORY | 54,628 | 60,824 | 66,514 | - | 66,514 |
| 65400000 | 513070 | WAGES-PART TIME | 2,799 | - | - | - | - |
| 65400000 | 513080 | WAGES-HOURLY | 8,411 | 18,800 | 18,800 | - | 18,800 |
| 65400000 | 517010 | HEALTH INSURANCE | 8,220 | - | 3,504 | - | 3,504 |
| 65400000 | 517020 | DENTAL INSURANCE | 783 | 545 | 516 | - | 516 |
| 65400000 | 517030 | RETIREMENT CONTRIBUTIONS | 6,943 | 8,552 | 11,543 | - | 11,543 |
| 65400000 | 517040 | SOCIAL SECURITY | 4,955 | 6,091 | 6,528 | - | 6,528 |
| 65400000 | 517050 | WORKERS COMPENSATION | 95 | 119 | 154 | - | 154 |
| | Personnel Total | | 86,834 | 94,932 | 107,559 | - | 107,559 |
| | Operating | | | | | | |
| 65400000 | 521020 | PROFESSIONAL SERVICES | 47 | - | - | - | - |
| 65400000 | 524160 | PRINTING | 55 | 100 | 100 | - | 100 |
| 65400000 | 524300 | TRAVEL | 126 | 190 | 190 | - | 190 |
| 65400000 | 524350 | TRAINING | 10 | 350 | 350 | - | 350 |
| 65400000 | 524360 | MEETINGS & DUES | 50 | 100 | 100 | - | 100 |
| 65400000 | 525100 | COMMUNICATIONS & PHONE | 256 | 360 | 360 | - | 360 |
| 65400000 | 527010 | SUPPLIES-OFFICE | 123 | 250 | 250 | - | 250 |
| 65400000 | 527100 | POSTAGE | 31 | 77 | 77 | - | 77 |
| | Operating Total | | 697 | 1,427 | 1,427 | - | 1,427 |
| 65400000 | Total | | 87,532 | 96,359 | 108,986 | - | 108,986 |
| | | | | | | | |
| Grand Total | | | 3,708,338 | 3,944,243 | 4,314,152 | 166,293 | 4,306,013 |

| | | | |
|--|--|--------------|-------------|
| Department: | Police | Fund: | 010-General |
| EXPENDITURE Organization Codes: | 70000000; 70011000; 7011200; 70011300; 70011400; 70111500; 70111600 | | |
| REVENUE Organization Codes: | 70021501; 70022502; 70023503; 70024505; 70027504 | | |
| Mission: | The mission of the Keene Police Department is to protect life and property and to maintain order within the City while assuring fair and respectful treatment of everyone. | | |

Fiscal Year 2024

A. Objectives:

- Bi-monthly budget review to ensure fiscal policies are being met.
- Continued collaboration with federal and state authorities to support effective pandemic response.
- Continued support of the diverse needs of Keene.
- Maintain increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Continue an increased police presence in the downtown area to improve our visibility.
- Continue enhanced recruiting, hiring, and training efforts.
- Continued self-assessment and evaluation consistent with maintaining our CALEA accreditation.
- Full implementation of a Body-Worn and In-Car Camera system program.

B. Challenges:

- Statutorily dictated training requirements for sworn officers.
- Enforcement is only one portion of the nationwide effort to deal with the opioid crisis and will yield diminished results if prevention/education efforts and treatment options are not effectively implemented.
- Drug investigations are highly specialized, time consuming, and costly.
- Foot and bicycle patrols are the most effective forms of establishing a downtown police presence that fosters an increased sense of security; unfortunately, they are also the least efficient in terms of comprehensive police operations.
- Staffing challenges and the need to continue to respond to routine and emergency calls for service, as well as criminal investigations and patrols in other parts of the City, can make achieving a sustained downtown presence very difficult.
- Finding a sufficient number of qualified applicants remains challenging. Applicants must pass a written test, physical fitness test, oral board, background check, polygraph examination, medical exam and a psychological assessment.
- Those who pass that portion must then complete a rigorous in-house training program and the NH Police Academy, for a combined total of approximately 36 weeks of training before they can work alone.
- We also face geographical challenges in that we are competing with larger metro areas for candidates.
- Transition of the Department's Command Staff in CY 2023.
- Continue to work with our local partners to address and reduce homelessness in our area.

Fiscal Year 2023

A. Accomplishments:

- Continued quality enforcement activity of controlled drug laws, particularly illegal opioids.
- Continued enhanced recruiting, hiring, and training efforts that resulted in the hiring of 2 police officers and 2 dispatchers.
- Continued cooperation with KSC and other departments to help address quality of life concerns such as noise and other disorderly behaviors in neighborhoods that have a large off-campus student population.
- A continued presence in the downtown area.
- The achievement of all practicable recommendations from the NH LEACT.

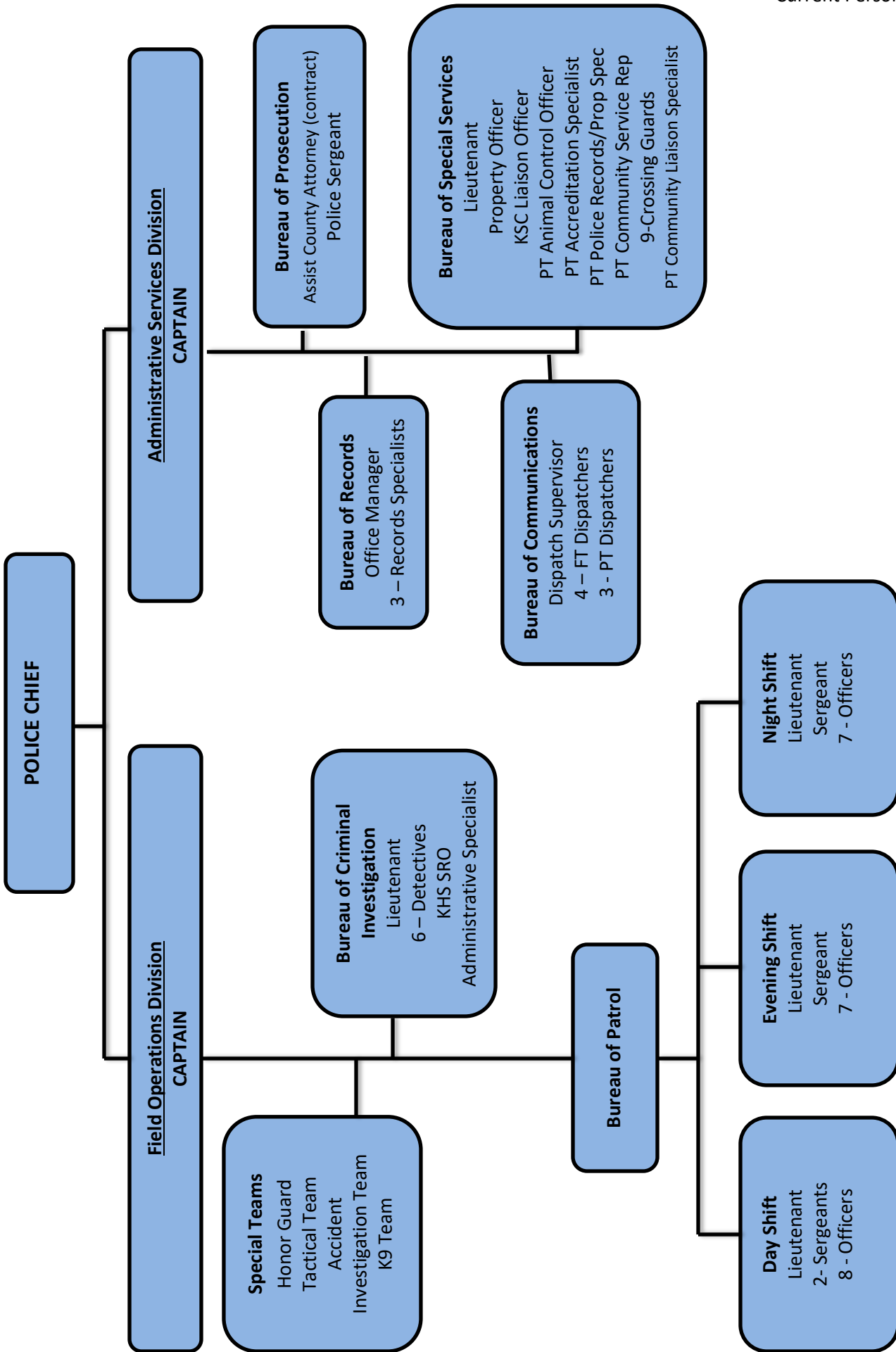
B. Challenges:

- The coronavirus pandemic made every task more challenging.
- Staffing levels have challenged us in all aspects of our operations, and specifically in our downtown presence.
- Recruiting and hiring; while substantial efforts were made, we still have 9 open positions.

Background

The Keene Police Department has an authorized sworn staffing level of 44 officers. Additionally it employs another 12 full-time and 15 part-time non-sworn civilian employees who serve in support roles. In 2022, the Department handled 29,193 calls for service, made 1178 arrests, completed 2674 offense reports, handled 783 reportable motor vehicle accidents, conducted 3918 motor vehicle stops and performed 3009 hours of training.

| POLICE | | | |
|---|----------------|----------------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Public Safety: Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, community event planning and security; all of which contribute to the maintenance of public order and fulfillment of the goals outlined in the Keene Comprehensive Master Plan. | | | Safe Community |
| Law Enforcement: Achieved through enforcement of criminal laws, City Ordinances, and through criminal investigations consistent with the standards of the NH Police Standards and Training Council and CALEA best practices. | | | Safe Community |
| Prosecution: Achieved through the preparation, participation, and prosecution of criminal cases in the 8th Circuit-District Division-Keene and Cheshire County Superior Courts commensurate with our law enforcement responsibilities. | | | Safe Community |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Review budget on a bi-monthly basis for discrepancies and to ensure we stay within budget and fiscal policies | | Governance & Fin Stability | 1 |
| Continue to work with our local partners to address and reduce homelessness in our area | | Safe Community | 6,8 |
| Support the diverse needs of residents through continued collaboration with other City departments and | | Leadership | 2 |
| Maintain (increased) enforcement activity with the goal of reducing both the supply of and demand for illegal opioids, while continuing to work with outside agencies on education, prevention, and treatment | | Safe Community | 3 |
| Provide a steady police presence in the downtown area to improve our visibility | | Safe Community | 3,8 |
| Maintain recruiting, hiring, and training efforts that continually seek diversity | | Leadership | 2 |
| Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards | | Leadership | 2 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| Felony Drug Arrests | 56 | 20 | 40 |
| Downtown Foot and Bike Patrols | 850 | 819 | 900 |
| Officer Hired and Enrolled in Police Academy (or already full-time certified) | 2 | 2 | 2 |
| Training Hours | 2,665 | 3,009 | 3,000 |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|--------------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-PD-CHARGES FOR SVCS | | | | | | | |
| 70023503 | 441090 | DIRECT REIMBURSEMENT | (22,045) | (18,528) | (500) | - | (500) |
| 70023503 | 441130 | CHARGES-REPORTS | (539) | (458) | (458) | - | (458) |
| 70023503 | 441140 | CHARGES-PHOTOS/TAPES | (1,615) | (856) | (856) | - | (856) |
| 70023503 | 441340 | CHARGES-POLICE DETAILS | - | - | - | - | - |
| 70023503 | 441400 | CHARGES-CRIMINAL RECORDS CHECK | (35) | (45) | (45) | - | (45) |
| 70023503 | 441410 | CHARGES-POLICE DISCOVERIES | (10) | (128) | (128) | - | (128) |
| 70023503 | 441420 | CHARGES-ACCIDENT REPORTS | (13,791) | (10,443) | (10,443) | - | (10,443) |
| 70023503 | 441430 | CHARGES-LOG SEARCH | (60) | (5) | (5) | - | (5) |
| 70023503 | 441440 | CHARGES-FINGERPRINTS | (23,380) | (10,520) | (10,520) | - | (10,520) |
| 70023503 | 441460 | CHARGES-SPECIAL SEARCH & MISC | - | - | - | - | - |
| GF-PD-CHARGES FOR SVCS Total | | | (61,475) | (40,983) | (22,955) | - | (22,955) |
| GF-PD-FINES FORFEITS | | | | | | | |
| 70027504 | 451050 | FINES-COURT | (24,498) | (28,103) | (28,103) | - | (28,103) |
| 70027504 | 451070 | FINES-FALSE ALARM | (14,405) | (6,747) | (6,747) | - | (6,747) |
| 70027504 | 453020 | FORFEIT-DOG | (2,795) | (5,172) | (5,172) | - | (5,172) |
| 70027504 | 453030 | FORFEIT-DRUG | (9,765) | - | - | - | - |
| 70027504 | 453050 | CHARGES-EVIDENCE / PROPERTY | (8,653) | - | - | - | - |
| GF-PD-FINES FORFEITS Total | | | (60,117) | (40,022) | (40,022) | - | (40,022) |
| GF-PD-INTERGOVERNMENTAL | | | | | | | |
| 70022502 | 432080 | STATE-KEENE STATE COLLEGE | (162,913) | (158,402) | (166,312) | - | (166,312) |
| 70022502 | 434010 | LOCAL-KEENE SCHOOL DISTRICT | (102,714) | (103,858) | (125,984) | - | (125,984) |
| GF-PD-INTERGOVERNMENTAL Total | | | (265,627) | (262,260) | (292,296) | - | (292,296) |
| GF-PD-LICENSES PERMITS FEES | | | | | | | |
| 70021501 | 422100 | PERMITS-PISTOLS | (530) | (620) | (620) | - | (620) |
| GF-PD-LICENSES PERMITS FEES Total | | | (530) | (620) | (620) | - | (620) |
| GF-PD-MISCELLANEOUS | | | | | | | |
| 70024505 | 461030 | INTEREST ACCTS RECEIVABLE | (264) | - | - | - | - |
| GF-PD-MISCELLANEOUS Total | | | (264) | - | - | - | - |
| GF-PD-OTHER FINANCING | | | | | | | |
| 70025506 | 473040 | SALE OF FOUND PROPERTY | - | (4,685) | (4,685) | - | (4,685) |
| GF-PD-OTHER FINANCING Total | | | - | (4,685) | (4,685) | - | (4,685) |
| POLICE Total | | | (388,013) | (348,569) | (360,578) | - | (360,578) |
| Grand Total | | | (388,013) | (348,569) | (360,578) | - | (360,578) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-----------------------------------|-------------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 70000000 | GF-POLICE-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 70000000 | 513010 | WAGES-DEPT HEAD | 131,987 | 131,407 | 137,523 | - | 137,523 |
| 70000000 | 513030 | WAGES-SUPERVISORY | 116,253 | 115,152 | 241,020 | - | 241,020 |
| 70000000 | 513040 | WAGES-FULL TIME | 210,469 | 211,487 | 220,565 | - | 220,565 |
| 70000000 | 515060 | OT-REIMBURSABLE DETAIL | (380) | - | - | - | - |
| 70000000 | 516080 | INCENTIVES-POLICE | 6,000 | 6,000 | 6,000 | - | 6,000 |
| 70000000 | 517010 | HEALTH INSURANCE | 95,223 | 97,336 | 119,969 | - | 119,969 |
| 70000000 | 517020 | DENTAL INSURANCE | 5,319 | 5,325 | 7,936 | - | 7,936 |
| 70000000 | 517030 | RETIREMENT CONTRIBUTIONS | 29,592 | 29,735 | 30,655 | - | 30,655 |
| 70000000 | 517040 | SOCIAL SECURITY | 19,227 | 19,841 | 22,403 | - | 22,403 |
| 70000000 | 517050 | WORKERS COMPENSATION | 4,010 | 4,156 | 7,492 | - | 7,492 |
| 70000000 | 517140 | RETIREMENT-POLICE | 85,441 | 85,567 | 120,284 | - | 120,284 |
| | Personnel Total | | 703,140 | 706,008 | 913,847 | - | 913,847 |
| | Operating | | | | | | |
| 70000000 | 521770 | JUSTICE OF THE PEACE | 75 | 375 | 375 | - | 375 |
| 70000000 | 522050 | PC REPLACEMENT CHARGE | 22,248 | 23,288 | 25,302 | - | 25,302 |
| 70000000 | 522060 | PW FLEET CHARGE | 408,338 | 398,709 | 427,266 | - | 427,266 |
| 70000000 | 523010 | MAINT-OFFICE EQUIPMENT | 4,125 | - | - | - | - |
| 70000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | 4,800 | 4,800 | - | 4,800 |
| 70000000 | 524360 | MEETINGS & DUES | 776 | 600 | 600 | - | 600 |
| 70000000 | 524460 | CLEANING ALLOWANCE | 2,100 | 2,100 | 2,100 | - | 2,100 |
| 70000000 | 524511 | FIRST AID & MEDICAL SVCS | - | 50 | 50 | - | 50 |
| 70000000 | 527010 | SUPPLIES-OFFICE | 4,536 | 4,900 | 4,900 | - | 4,900 |
| 70000000 | 527100 | POSTAGE | 879 | 1,949 | 1,949 | - | 1,949 |
| 70000000 | 527150 | BOOKS & COLLECTIONS | 116 | 200 | 200 | - | 200 |
| 70000000 | 527550 | SUPPLIES-UNIFORMS | 18,134 | 22,800 | 22,800 | - | 22,800 |
| | Operating Total | | 461,328 | 459,771 | 490,342 | - | 490,342 |
| 70000000 | Total | | 1,164,469 | 1,165,779 | 1,404,189 | - | 1,404,189 |
| 70011000 | GF-POLICE-DISPATCH | | | | | | |
| | Personnel | | | | | | |
| 70011000 | 513030 | WAGES-SUPERVISORY | 64,691 | 64,976 | 67,995 | - | 67,995 |
| 70011000 | 513040 | WAGES-FULL TIME | 100,789 | 188,992 | 202,434 | - | 202,434 |
| 70011000 | 513070 | WAGES-PART TIME | 40,987 | 10,000 | 10,300 | - | 10,300 |
| 70011000 | 515010 | OT-REGULAR | 61,926 | 12,000 | 12,000 | - | 12,000 |
| 70011000 | 515020 | OT-DOUBLE | 1,569 | 5,895 | 5,895 | - | 5,895 |
| 70011000 | 515200 | OT-VACATION REPLACEMENT | 6,407 | 18,000 | 18,540 | - | 18,540 |
| 70011000 | 515210 | OT-SICK REPLACEMENT | 1,975 | 5,000 | 5,000 | - | 5,000 |
| 70011000 | 515220 | OT-PERSONAL DAY REPLACE | 1,392 | 2,500 | 2,500 | - | 2,500 |
| 70011000 | 516010 | HOLIDAY | 3,842 | 11,703 | 12,054 | - | 12,054 |
| 70011000 | 517010 | HEALTH INSURANCE | 45,198 | 87,087 | 69,461 | - | 69,461 |
| 70011000 | 517020 | DENTAL INSURANCE | 2,987 | 5,217 | 4,880 | - | 4,880 |
| 70011000 | 517030 | RETIREMENT CONTRIBUTIONS | 27,234 | 44,861 | 45,559 | - | 45,559 |
| 70011000 | 517040 | SOCIAL SECURITY | 18,472 | 24,409 | 25,513 | - | 25,513 |
| 70011000 | 517050 | WORKERS COMPENSATION | 3,912 | 4,850 | 6,212 | - | 6,212 |
| 70011000 | 517140 | RETIREMENT-POLICE | 16,565 | - | - | - | - |
| | Personnel Total | | 397,944 | 485,489 | 488,343 | - | 488,343 |
| | Operating | | | | | | |
| 70011000 | 521030 | TECHNICAL SERVICES | - | - | - | - | - |
| 70011000 | 523040 | MAINT-COMMUNICATIONS EQP | 39,968 | 26,404 | 26,404 | - | 26,404 |
| 70011000 | 525100 | COMMUNICATIONS & PHONE | 4,398 | 9,700 | 9,700 | - | 9,700 |
| 70011000 | 527000 | SUPPLIES & MATERIALS | 144 | 280 | 280 | - | 280 |
| 70011000 | 527010 | SUPPLIES-OFFICE | 294 | - | - | - | - |
| 70011000 | 527550 | SUPPLIES-UNIFORMS | 833 | 2,200 | 2,200 | - | 2,200 |
| 70011000 | 527670 | PRISONER CARE | - | 25 | 25 | - | 25 |
| | Operating Total | | 45,636 | 38,609 | 38,609 | - | 38,609 |
| 70011000 | Total | | 443,581 | 524,098 | 526,952 | - | 526,952 |
| 70011200 | GF-POLICE-SPECIAL SERVICES | | | | | | |
| | Personnel | | | | | | |
| 70011200 | 513030 | WAGES-SUPERVISORY | 98,694 | 96,307 | 100,630 | - | 100,630 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---------------------------------------|------------------------|---------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 70011200 | 513040 | WAGES-FULL TIME | 160,079 | 139,990 | 147,560 | - | 147,560 |
| 70011200 | 513070 | WAGES-PART TIME | 162,740 | 238,698 | 117,682 | - | 117,682 |
| 70011200 | 513080 | WAGES-HOURLY | - | - | 105,000 | - | 105,000 |
| 70011200 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 70011200 | 516010 | HOLIDAY | 8,901 | 13,547 | 13,380 | - | 13,380 |
| 70011200 | 516080 | INCENTIVES-POLICE | 3,300 | 6,000 | 8,400 | - | 8,400 |
| 70011200 | 517010 | HEALTH INSURANCE | 70,475 | 80,654 | 73,553 | - | 73,553 |
| 70011200 | 517020 | DENTAL INSURANCE | 4,694 | 5,184 | 4,285 | - | 4,285 |
| 70011200 | 517030 | RETIREMENT CONTRIBUTIONS | 8,070 | - | - | - | - |
| 70011200 | 517040 | SOCIAL SECURITY | 17,929 | 15,477 | 20,913 | - | 20,913 |
| 70011200 | 517050 | WORKERS COMPENSATION | 5,769 | 5,411 | 9,088 | - | 9,088 |
| 70011200 | 517140 | RETIREMENT-POLICE | 71,404 | 80,057 | 84,447 | - | 84,447 |
| | Personnel Total | | 612,055 | 681,325 | 684,938 | - | 684,938 |
| | Operating | | | | | | |
| 70011200 | 521000 | PROFESSIONAL/TECH SVCS | 6,504 | 7,100 | 7,100 | - | 7,100 |
| 70011200 | 523100 | MAINT-SAFETY PROGRAM | 7,202 | - | - | - | - |
| 70011200 | 523110 | MAINT-EQUIPMENT | 803 | 1,113 | 1,113 | - | 1,113 |
| 70011200 | 525030 | ELECTRICITY | 6,334 | - | - | - | - |
| 70011200 | 527410 | EVIDENCE SECURITY | 622 | 900 | 900 | - | 900 |
| | Operating Total | | 21,465 | 9,113 | 9,113 | - | 9,113 |
| 70011200 Total | | | 633,520 | 690,438 | 694,051 | - | 694,051 |
| | | | | | | | |
| 70011300 GF-POLICE-PROSECUTION | | | | | | | |
| | Personnel | | | | | | |
| 70011300 | 513030 | WAGES-SUPERVISORY | 94,990 | 83,746 | 87,506 | - | 87,506 |
| 70011300 | 516010 | HOLIDAY | 4,408 | 4,451 | 4,450 | - | 4,450 |
| 70011300 | 516080 | INCENTIVES-POLICE | 1,700 | 2,500 | 4,300 | - | 4,300 |
| 70011300 | 517010 | HEALTH INSURANCE | 29,473 | 27,074 | 26,858 | - | 26,858 |
| 70011300 | 517020 | DENTAL INSURANCE | 1,945 | 1,728 | 1,666 | - | 1,666 |
| 70011300 | 517040 | SOCIAL SECURITY | 1,451 | 1,315 | 1,313 | - | 1,313 |
| 70011300 | 517050 | WORKERS COMPENSATION | 1,488 | 1,379 | 1,776 | - | 1,776 |
| 70011300 | 517140 | RETIREMENT-POLICE | 33,961 | 30,728 | 30,109 | - | 30,109 |
| | Personnel Total | | 169,417 | 152,921 | 157,978 | - | 157,978 |
| | Operating | | | | | | |
| 70011300 | 521020 | PROFESSIONAL SERVICES | 105,235 | 109,031 | 111,757 | - | 111,757 |
| 70011300 | 527010 | SUPPLIES-OFFICE | 28 | 100 | 100 | - | 100 |
| 70011300 | 527150 | BOOKS & COLLECTIONS | 271 | 800 | 800 | - | 800 |
| 70011300 | 527550 | SUPPLIES-UNIFORMS | 700 | 700 | 700 | - | 700 |
| | Operating Total | | 106,233 | 110,631 | 113,357 | - | 113,357 |
| 70011300 Total | | | 275,650 | 263,552 | 271,335 | - | 271,335 |
| | | | | | | | |
| 70011400 GF-POLICE-TRAINING | | | | | | | |
| | Personnel | | | | | | |
| 70011400 | 515090 | OT-WEAPONS TRAINING | 27,393 | 25,000 | 25,000 | - | 25,000 |
| 70011400 | 515120 | OT-TACTICAL TEAM TRAINING | 20,241 | 25,000 | 25,000 | - | 25,000 |
| 70011400 | 515130 | OT-TRAINING | 34,384 | 37,000 | 37,000 | - | 37,000 |
| 70011400 | 515140 | OT-FIELD TRAINING OFFICER | 11,959 | 21,000 | 21,000 | - | 21,000 |
| 70011400 | 517030 | RETIREMENT CONTRIBUTIONS | 119 | - | - | - | - |
| 70011400 | 517040 | SOCIAL SECURITY | 1,474 | 1,262 | 1,568 | - | 1,568 |
| 70011400 | 517050 | WORKERS COMPENSATION | 944 | 1,322 | 1,993 | - | 1,993 |
| 70011400 | 517140 | RETIREMENT-POLICE | 31,485 | 29,476 | 33,783 | - | 33,783 |
| | Personnel Total | | 127,999 | 140,060 | 145,344 | - | 145,344 |
| | Operating | | | | | | |
| 70011400 | 524340 | TRAINING-INCIDENTALS | 2,387 | - | - | - | - |
| 70011400 | 524350 | TRAINING | 11,472 | 26,200 | 26,200 | - | 26,200 |
| 70011400 | 527000 | SUPPLIES & MATERIALS | 88 | 1,000 | 1,000 | - | 1,000 |
| 70011400 | 527450 | SUPPLIES-TACTICAL | 10,549 | 9,900 | 9,800 | - | 9,800 |
| 70011400 | 527730 | SUPPLIES-WEAPONS TRAINING | 16,650 | 33,000 | 33,000 | - | 33,000 |
| | Operating Total | | 41,146 | 70,100 | 70,000 | - | 70,000 |
| 70011400 Total | | | 169,145 | 210,160 | 215,344 | - | 215,344 |
| | | | | | | | |
| 70111500 GF-POLICE-PATROLS | | | | | | | |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|---------------------------------|--------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| | Personnel | | | | | | |
| 70111500 | 513030 | WAGES-SUPERVISORY | 723,914 | 736,647 | 638,349 | - | 638,349 |
| 70111500 | 513040 | WAGES-FULL TIME | 1,409,592 | 1,616,688 | 1,548,635 | - | 1,548,635 |
| 70111500 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 70111500 | 515010 | OT-REGULAR | 60,340 | 54,000 | 54,000 | - | 54,000 |
| 70111500 | 515070 | OT-COURT | 33,523 | 44,000 | 44,000 | - | 44,000 |
| 70111500 | 515200 | OT-VACATION REPLACEMENT | 97,868 | 50,100 | 50,100 | - | 50,100 |
| 70111500 | 515210 | OT-SICK REPLACEMENT | 57,838 | 18,600 | 18,600 | - | 18,600 |
| 70111500 | 515220 | OT-PERSONAL DAY REPLACE | 21,615 | 9,800 | 9,800 | - | 9,800 |
| 70111500 | 515290 | OT-SHIFT VACANCIES | 26,641 | 8,000 | 8,000 | - | 8,000 |
| 70111500 | 515310 | OT-HOLIDAY | 33,763 | 28,806 | 28,806 | - | 28,806 |
| 70111500 | 516010 | HOLIDAY | 105,030 | 107,609 | 114,936 | - | 114,936 |
| 70111500 | 516080 | INCENTIVES-POLICE | 28,500 | 42,900 | 36,500 | - | 36,500 |
| 70111500 | 516120 | INCENTIVES-POLICE HIRING | 4,000 | - | - | - | - |
| 70111500 | 517010 | HEALTH INSURANCE | 551,770 | 587,298 | 667,982 | - | 667,982 |
| 70111500 | 517020 | DENTAL INSURANCE | 37,414 | 39,312 | 39,988 | - | 39,988 |
| 70111500 | 517030 | RETIREMENT CONTRIBUTIONS | 45 | - | - | - | - |
| 70111500 | 517040 | SOCIAL SECURITY | 37,340 | 39,704 | 35,207 | - | 35,207 |
| 70111500 | 517050 | WORKERS COMPENSATION | 37,020 | 41,620 | 47,070 | - | 47,070 |
| 70111500 | 517140 | RETIREMENT-POLICE | 871,102 | 927,686 | 798,174 | - | 798,174 |
| | Personnel Total | | 4,137,314 | 4,352,770 | 4,140,147 | - | 4,140,147 |
| | Operating | | | | | | |
| 70111500 | 521200 | LABORATORY SERVICES | 240 | 400 | 400 | - | 400 |
| 70111500 | 521270 | K-9 UNIT SUPPORT | 18,363 | 4,500 | 4,500 | - | 4,500 |
| 70111500 | 523080 | MAINT-NETWORK | 5,763 | 6,282 | 6,282 | - | 6,282 |
| 70111500 | 527000 | SUPPLIES & MATERIALS | 4,118 | 3,085 | 3,085 | - | 3,085 |
| 70111500 | 527010 | SUPPLIES-OFFICE | - | - | - | - | - |
| 70111500 | 580080 | TRANSFER-GRANT MATCH | 3,035 | 3,950 | 3,950 | - | 3,950 |
| | Operating Total | | 31,519 | 18,217 | 18,217 | - | 18,217 |
| 70111500 Total | | | 4,168,833 | 4,370,987 | 4,158,364 | - | 4,158,364 |
| 70111600 | GF-POLICE-INVESTIGATIONS | | | | | | |
| | Personnel | | | | | | |
| 70111600 | 513030 | WAGES-SUPERVISORY | 97,064 | 96,307 | 98,014 | - | 98,014 |
| 70111600 | 513040 | WAGES-FULL TIME | 348,174 | 481,603 | 560,114 | - | 560,114 |
| 70111600 | 515010 | OT-REGULAR | 21,531 | 23,000 | 23,000 | - | 23,000 |
| 70111600 | 515070 | OT-COURT | 732 | - | - | - | - |
| 70111600 | 516010 | HOLIDAY | 20,398 | 33,515 | 29,488 | - | 29,488 |
| 70111600 | 516080 | INCENTIVES-POLICE | 6,864 | 15,450 | 12,950 | - | 12,950 |
| 70111600 | 517010 | HEALTH INSURANCE | 115,081 | 155,818 | 182,114 | - | 182,114 |
| 70111600 | 517020 | DENTAL INSURANCE | 9,084 | 11,147 | 13,131 | - | 13,131 |
| 70111600 | 517030 | RETIREMENT CONTRIBUTIONS | 7,950 | 7,985 | 8,002 | - | 8,002 |
| 70111600 | 517040 | SOCIAL SECURITY | 10,700 | 16,790 | 14,017 | - | 14,017 |
| 70111600 | 517050 | WORKERS COMPENSATION | 6,564 | 8,250 | 13,348 | - | 13,348 |
| 70111600 | 517140 | RETIREMENT-POLICE | 151,778 | 179,920 | 187,354 | - | 187,354 |
| | Personnel Total | | 795,920 | 1,029,786 | 1,141,532 | - | 1,141,532 |
| | Operating | | | | | | |
| 70111600 | 521030 | TECHNICAL SERVICES | 3,954 | 4,000 | 4,000 | - | 4,000 |
| 70111600 | 521759 | OTHER SERVICES | 650 | 750 | 750 | - | 750 |
| 70111600 | 524450 | PHOTOGRAPHY & PROCESSING | 924 | 750 | 750 | - | 750 |
| 70111600 | 527000 | SUPPLIES & MATERIALS | 921 | 800 | 800 | - | 800 |
| 70111600 | 527440 | EQUIPT-COMPUTER MINOR | 414 | 500 | 500 | - | 500 |
| 70111600 | 527550 | SUPPLIES-UNIFORMS | 3,500 | 4,900 | 4,900 | - | 4,900 |
| | Operating Total | | 10,363 | 11,700 | 11,700 | - | 11,700 |
| 70111600 Total | | | 806,283 | 1,041,486 | 1,153,232 | - | 1,153,232 |
| Grand Total | | | 7,661,481 | 8,266,499 | 8,423,467 | - | 8,423,467 |

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Municipal Services

Municipal Services provides direct services to the community in the areas of airport, health, code enforcement, planning and all phases of public works.

Department Heads

| | |
|----------------|--|
| David Hickling | Airport Director |
| Jesse Rounds | Community Development Director |
| Kürt Blomquist | Assistant City Manager/Public Works Director & Emergency Management Director |

| DESCRIPTION | DEPARTMENT | PAGE # |
|-----------------------|------------|---------|
| Airport | 05 | 136-140 |
| Community Development | 30 | 141-145 |
| Public Works | 75 | 146-157 |



| | | | |
|--|---|--------------|---------------|
| Department: | Airport | Fund: | 010 - General |
| EXPENDITURE Organization Codes: | 05000000 | | |
| REVENUE Organization Codes: | 05022502; 05023503; 05024505 | | |
| Mission: | To provide a modern, efficient, safe, and secure air transportation facility capable of accommodating a wide range of uses, and aircraft, which will facilitate the economic, recreational, and social development of the Monadnock Region. | | |

The Keene Dillant-Hopkins Airport will focus on four primary objectives in FY24:

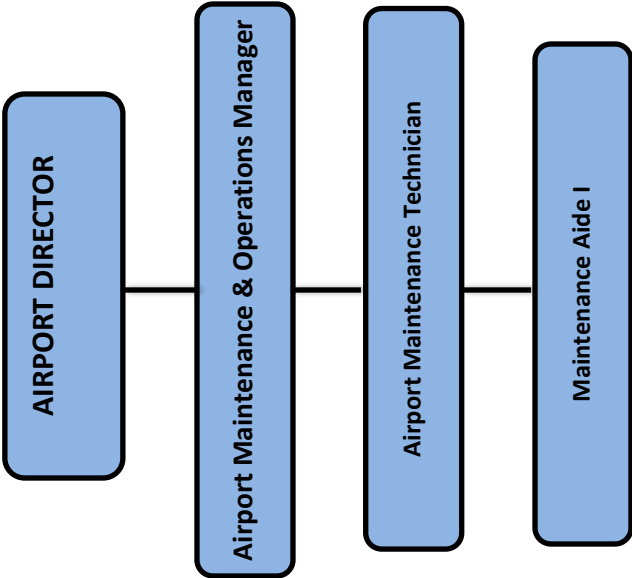
1. The lack of available hangar space continues to be a challenge to airport growth. In this coming year we will work to attract developers to increase available hangars and develop processes that will result in better use and control of existing hangars.
2. The airport continues to provide important resources for our community at minimal cost to taxpayers through frugal management practices and by leveraging revenues generated through airport fees and leases. We will work to further reduce local revenue dependence through adjusting rates and charges and acquiring additional leases.
3. Several important Capital Projects are scheduled for the coming year. We will work to maximize Federal and State funding to complete these projects with minimal local contribution while we make vital infrastructure improvements that address both safety and sustainability of our airport.
4. We have developed a website that identifies and describes available developable sites for aviation development at the airport and we have developed a marketing plan for attracting business development. Our next step is to execute the marketing plan and attract a substantial new aviation tenant to our airport. This will likely be a multi-year effort that we hope has significant return.

The Airport continues to thrive with substantial activity in all areas of general aviation including private recreational, corporate, charter, military, medical, law enforcement, utilities, and many others. In support of this activity our staff continues to maintain a safe, efficient, and attractive airport that provides an exceptional first impression for visitors arriving to our community.

Background

The specific services the airport provided in our community may have had some changes throughout the decades, however it's primary roll remains the same. The airport continues to provide convenient access for air travel needs offering access to countless destinations through private, corporate or charter services. Many Monadnock region residents and businesses as well as those visiting our region enjoy this convenience and it is an asset that can be used to attract new growth in our community.

| AIRPORT | | | |
|--|----------------------|----------------------|---------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| To provide a safe, efficient facility for regional aviation needs. | Transportation | | |
| Provide convenient access to and from region allowing for effectual business activities. | Economic Development | | |
| Increase airport viability by attracting new, and growing existing business activities both at the airport and in the surrounding communities. | Economic Development | | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Explore opportunities to meet hangar shortage. | FAR's | Transportation | 3, 6 |
| Reduce dependency on local tax revenues. | F.A.A. | | 1 |
| Attract new aviation business and grow existing businesses. | F.A.A. | Economic Development | 1, 3, 6 |
| Maximize Federal and State funding to complete essential capital projects. | | Transportation | 1, 6 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| Number of based aircraft | 70 | 70 | 53 |
| Number of annual operations | 25,000 est. | 25,000 est. | 25,000 est. |
| Fuel flowage (gallons) | 268,993 | 212,000 est. | 250,000 |
| Total revenue | Budget \$436,794 | Budget \$503,517 | Budget \$527,606 |
| Revenue to expense ratio | Budget 61.76% | Budget 67.49% | Budget 69.86% |
| T-hangar occupancy | 100.00% | 100.00% | 100.00% |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---|--------|----------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-AIRPORT-CHARGES FOR SVCS | | | | | | | |
| 05023503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| 05023503 | 445010 | CHARGES-AIRPORT LANDING | (9,159) | (10,000) | (12,000) | - | (12,000) |
| 05023503 | 445050 | CHARGES-AIRPORT GROSS REV | (13,657) | (16,800) | (12,850) | - | (12,850) |
| 05023503 | 445060 | CHARGES-AVIATION FUELING | (21,519) | (18,000) | (20,000) | - | (20,000) |
| 05023503 | 445080 | CHARGES-AIRPORT RENTAL CAR | - | - | - | - | - |
| GF-AIRPORT-CHARGES FOR SVCS Total | | | (44,336) | (44,800) | (44,850) | - | (44,850) |
| GF-AIRPORT-INTERGOVERNMENTAL | | | | | | | |
| 05022502 | 432020 | STATE-AERONAUTICAL | (8,722) | (8,780) | (8,780) | - | (8,780) |
| GF-AIRPORT-INTERGOVERNMENTAL Total | | | (8,722) | (8,780) | (8,780) | - | (8,780) |
| GF-AIRPORT-MISCELLANEOUS | | | | | | | |
| 05024505 | 461110 | OTHER | - | - | - | - | - |
| 05024505 | 463000 | RENTS | - | - | - | - | - |
| 05024505 | 463060 | RENT-AIRPORT T-HANGAR | (118,041) | (122,275) | (141,960) | - | (141,960) |
| 05024505 | 463070 | RENT-AIRPORT TERMINAL | (26,243) | (28,067) | (29,246) | - | (29,246) |
| 05024505 | 463080 | RENT-AIRPORT LAND | (74,871) | (76,573) | (86,434) | - | (86,434) |
| 05024505 | 463110 | RENT-FUEL FARM | (16,799) | (17,768) | (19,003) | - | (19,003) |
| 05024505 | 463120 | RENT-AIRPORT WWTP | (159,294) | (205,254) | (212,445) | - | (212,445) |
| GF-AIRPORT-MISCELLANEOUS Total | | | (395,248) | (449,937) | (489,088) | - | (489,088) |
| AIRPORT Total | | | (448,306) | (503,517) | (542,718) | - | (542,718) |
| Grand Total | | | (448,306) | (503,517) | (542,718) | - | (542,718) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|------------------------|--------------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 05000000 | GF-AIRPORT | | | | | | |
| | Personnel | | | | | | |
| 05000000 | 513010 | WAGES-DEPT HEAD | 92,404 | 98,327 | 112,361 | - | 112,361 |
| 05000000 | 513030 | WAGES-SUPERVISORY | - | - | 73,632 | - | 73,632 |
| 05000000 | 513040 | WAGES-FULL TIME | 123,497 | 171,363 | 88,959 | - | 88,959 |
| 05000000 | 513080 | WAGES-HOURLY | 12,645 | - | - | - | - |
| 05000000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 05000000 | 515010 | OT-REGULAR | 10,242 | 7,000 | 7,000 | - | 7,000 |
| 05000000 | 516020 | STAND-BY | 10,854 | 10,500 | 10,500 | - | 10,500 |
| 05000000 | 517010 | HEALTH INSURANCE | 29,089 | 51,568 | 33,678 | - | 33,678 |
| 05000000 | 517020 | DENTAL INSURANCE | 3,032 | 3,488 | 2,501 | - | 2,501 |
| 05000000 | 517030 | RETIREMENT CONTRIBUTIONS | 32,416 | 40,379 | 39,569 | - | 39,569 |
| 05000000 | 517040 | SOCIAL SECURITY | 19,084 | 21,970 | 22,281 | - | 22,281 |
| 05000000 | 517050 | WORKERS COMPENSATION | 6,979 | 7,732 | 7,799 | - | 7,799 |
| | Personnel Total | | 340,242 | 412,327 | 398,280 | - | 398,280 |
| | Operating | | | | | | |
| 05000000 | 521020 | PROFESSIONAL SERVICES | - | 5,000 | - | - | - |
| 05000000 | 521200 | LABORATORY SERVICES | 106 | 250 | 250 | - | 250 |
| 05000000 | 521759 | OTHER SERVICES | 2,500 | - | - | - | - |
| 05000000 | 522030 | SNOW PLOWING | 5,409 | 5,750 | 5,750 | - | 5,750 |
| 05000000 | 522050 | PC REPLACEMENT CHARGE | 1,007 | 1,118 | 1,479 | - | 1,479 |
| 05000000 | 522060 | PW FLEET CHARGE | 194,806 | 191,495 | 218,613 | - | 218,613 |
| 05000000 | 522080 | TAXES | 32,073 | 49,126 | 45,000 | - | 45,000 |
| 05000000 | 522090 | RUBBISH PICK-UP | 5,113 | 5,000 | 6,000 | - | 6,000 |
| 05000000 | 523010 | MAINT-OFFICE EQUIPMENT | 299 | - | - | - | - |
| 05000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | - | 350 | - | 350 |
| 05000000 | 523150 | MAINT-FUEL SYSTEM | 4,909 | 2,000 | 3,600 | - | 3,600 |
| 05000000 | 523180 | REPAIR-BUILDING | 4,892 | - | 3,000 | - | 3,000 |
| 05000000 | 523400 | MAINT-GROUNDS | 26,012 | 25,000 | 12,400 | - | 12,400 |
| 05000000 | 523500 | MAINT-BUILDING | 5,620 | 7,363 | 7,363 | - | 7,363 |
| 05000000 | 523550 | MAINT-BRUSH & OBSTR CLEARING | 1,206 | 10,000 | 10,000 | - | 10,000 |
| 05000000 | 523720 | MAINT-TREE & FORESTRY | 1,700 | - | - | - | - |
| 05000000 | 524160 | PRINTING | - | 100 | 100 | - | 100 |
| 05000000 | 524250 | ADVERTISING | - | 2,750 | 2,750 | - | 2,750 |
| 05000000 | 524300 | TRAVEL | 2,484 | 4,000 | 4,000 | - | 4,000 |
| 05000000 | 524350 | TRAINING | 1,704 | 1,900 | 1,900 | - | 1,900 |
| 05000000 | 524360 | MEETINGS & DUES | 1,390 | 1,275 | 1,275 | - | 1,275 |
| 05000000 | 524380 | LICENSES & CERTIFICATIONS | - | - | - | - | - |
| 05000000 | 524450 | PHOTOGRAPHY & PROCESSING | - | - | - | - | - |
| 05000000 | 524470 | PUBLIC AWARENESS | - | 1,000 | 1,000 | - | 1,000 |
| 05000000 | 524550 | CONTRACTED SERVICES | - | - | - | - | - |
| 05000000 | 525010 | WATER | 3,378 | 3,000 | 3,800 | - | 3,800 |
| 05000000 | 525050 | ELECTRICITY BEACON & OBST LGTS | 9,877 | 9,500 | 12,000 | - | 12,000 |
| 05000000 | 525100 | COMMUNICATIONS & PHONE | 1,231 | 1,900 | 1,900 | - | 1,900 |
| 05000000 | 525130 | PROPANE | - | 250 | 250 | - | 250 |
| 05000000 | 526040 | RENTAL-EQUIPMENT | - | 2,000 | 2,000 | - | 2,000 |
| 05000000 | 527010 | SUPPLIES-OFFICE | 9,184 | 450 | 1,600 | - | 1,600 |
| 05000000 | 527020 | SUPPLIES-COPIER | 43 | - | - | - | - |
| 05000000 | 527100 | POSTAGE | 9 | 50 | 50 | - | 50 |
| 05000000 | 527200 | REPAIR-PARTS | 2,524 | - | - | - | - |
| 05000000 | 527330 | TOOLS | 3,567 | 500 | 1,400 | - | 1,400 |
| 05000000 | 527350 | SUPPLIES-BUILDING MAINT | 102 | 1,500 | 1,500 | - | 1,500 |
| 05000000 | 527370 | SUPPLIES-JANITORIAL | 2,115 | 500 | 850 | - | 850 |
| 05000000 | 527380 | FURNITURE | - | - | - | - | - |
| 05000000 | 527430 | EQUIPT-MINOR SAFETY | 257 | - | 300 | - | 300 |
| 05000000 | 527550 | SUPPLIES-UNIFORMS | 846 | 1,000 | 2,000 | - | 2,000 |
| 05000000 | 529020 | OUTSIDE AGENCY TEMPS | - | - | - | - | - |
| 05000000 | 534090 | ACQ-EQUIPMENT | - | - | - | - | - |
| | Operating Total | | 324,361 | 333,777 | 352,480 | - | 352,480 |
| 05000000 | Total | | 664,603 | 746,104 | 750,760 | - | 750,760 |
| Grand Total | | | 664,603 | 746,104 | 750,760 | - | 750,760 |

| | | | |
|--|---|--------------|-------------|
| Department: | Community Development | Fund: | 010-General |
| EXPENDITURE Organization Codes: | 30000000; 30010000; 30010100 | | |
| REVENUE Organization Codes: | 30021501; 30023503; 30024505; 30027504 | | |
| Mission: | To develop and implement community-based strategies to enhance economic opportunity, build strong neighborhoods, protect Keene’s environment and natural resources, and ensure a dynamic framework for quality growth and development while providing professional advice and technical expertise to promote and protect health, safety, and the environment. | | |

During this past year, the Department remained focused on improving customer experience by streamlining processes to coordinate with the Land Development Code (LDC). Also, there was collaboration with the Fire Department to establish a common permitting system from a single location with additional functionality of online permitting options, worked to address community housing needs, and identified and corrected issues in the LDC.

The demand for citywide GIS project support continues to increase, with over 100 projects identified through the organizational GIS needs assessment. To increase capacity and continue to meet customer service demand, the department is seeking a supplemental request for the reclassification of the current GIS Technician to a GIS Manager and the addition of a GIS Technician. This new position will support Public Works; Parks, Recreation, Cemeteries and Facilities; and Parking Services through increased asset development and tracking for better forecasting. This will also increase the ability to meet the queries of internal and external customers.

The Department continues to support multiple City Boards and Commissions such as the Planning Board, Zoning Board of Adjustment, Historic District Commission, Congregate Living & Social Services Licensing Board, and the Minor Project Review Committee. In addition, the Board of Appeals met more frequently due to state-level changes that include the Fire Code in their purview.

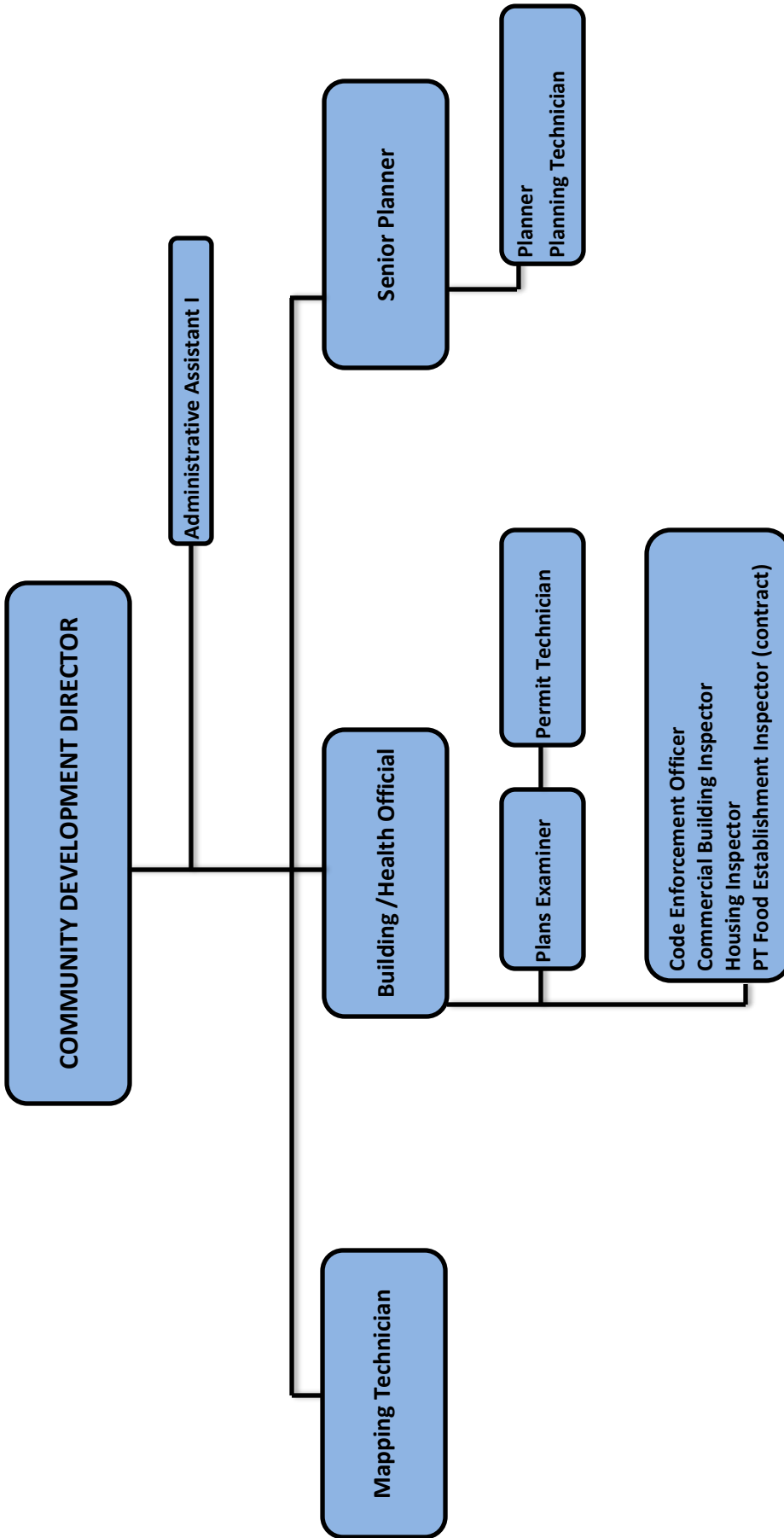
The Staff will continue to identify and update the LDC though our focus will shift to the Comprehensive Master Plan (CMP) update and Neighborhood Planning Initiatives. In FY23, Staff presented a Citywide Housing Needs Analysis, whose insights will be used to support the CMP, focusing on areas such as economic development, transportation, housing, future land use, and neighborhood planning.

We expect FY24 to be a busy year in construction with a record 25 new single-family homes constructed in FY23. The department is seeing the impact of state-level funding for housing, with various proposals totaling 114 multi-family units. Large projects completed in FY23 includes 145 Gilbo Ave.; the Cheshire Medical Center facility on Maple Ave.; Wheelock School Phases 2 and 3 renovations, and new businesses on Island St. Additionally, FY23 saw several solar arrays added to homes and businesses, with a total of 1,110 panels.

Background

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

| COMMUNITY DEVELOPMENT | | | |
|--|----------------|--------------------------------------|-----------------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Develop the Comprehensive Master Plan and Community Vision and implement that Plan and Vision through specific projects, policies, and programs. | | | Economic Development |
| Administer the Planning Board's Subdivision and Site Plan review including the inspection process and related permits to work with Keene residents and businesses as they seek approval for projects before the Planning Board, City Council, and other boards. | | | Future Land Use & Policy |
| Provide staff support, information, and services to a variety of City Boards and Commissions, City departments, officials, and citizens. | | | Leadership |
| Administer the plan review and inspection program which includes reviewing plans, issuing permits, and conducting inspections for compliance with state building, accessibility, and energy code as well as City Zoning and Natural Resources Ordinances (including the sign code). Manage third party plans reviewers and special inspectors. | | | Economic Development |
| Respond to citizen concerns and complaints related to permit and construction activity. Provide the public with information on codes and development processes. | | | Economic Development |
| Investigate buildings and properties for compliance with the Property and Housing Safety Standards Ordinance, issue citations, and prosecute court cases. | | | Neighborhoods |
| Promote and protect public health and safety, provide advice on public health issues, and enforce State and local health laws. | | | Community Health & Wellness |
| Conduct an Environmental Sanitation Program which includes regulating and inspecting restaurants, food stores, schools, daycare centers, foster homes, nursing homes, and private sewerage disposal facilities. | | | Community Health & Wellness |
| Maintain Public Health Mosquito Control Program through contracted services which monitors and larvicides 2,200 catch basins and other mosquito breeding locations. | | | Community Health & Wellness |
| Administer the FEMA Community Rating System to manage floodplain activities that exceed the minimum National Flood Insurance Program which provides a cost savings to the community flood insurance premiums. | | | Community Health & Wellness |
| Provide GIS support and services across the organization, to the public and community partners. | | | Leadership |
| Increased development and support for Cartegraph assets and infrastructure data. | | | Infrastructure |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC GOAL |
| Continue Comprehensive Master Plan implementation process with Planning Board and Planning, Licenses and Development Committee | 674:1 | Municipal Governance & Fin Stability | 2,3,4,5,7 |
| Continue implementation of the software system and expand online permitting options | 155/674 | Municipal Governance & Fin Stability | 2,5 |
| Continue implementation of the Land Use Code Update, including community education and Minor Project Review Committee | 674 | Future Land Use & Policy | 1,2,3,6,7,8 |
| Continue implementation of the Energy Plan including Community Power | 53-E | Climate Change | 2,4,6,7,8 |
| Establish the groundwork for the Comprehensive Master Plan Update scheduled for FY24 including neighborhood outreach | 674:1 | Municipal Governance & Fin Stability | 2,3,4,7,8 |
| Write grants for funding to support programs/initiatives | | Municipal Governance & Fin Stability | 1,2,4 |
| Continue to support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones | | Municipal Governance & Fin Stability | 2,3,6,8 |
| Continued Implementation of the GIS Strategic Plan and Needs Assessment Projects | | Leadership | 2,4,5,8 |
| Increase the present level of review and inspection efficiency | 155/674 | Safe Community | 2,3,5,8 |
| Continue training and certification of Department staff | 155/674 | Education | 1,2,6 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| Complete the initial review of new residential permit applications in 7 working days (target 95%) | 95% | 95% | 95% |
| Complete the initial plan review on new commercial permit applications in 10 working days (target 95%) | 95% | 95% | 95% |
| Total building permits | 500 | 586 | 450 |
| Total building permit inspections | 2,400 | 2,795 | 2,300 |
| Property and Housing Standard complaints | 200 | 141 | 300 |
| Food Establishment and Health Code Inspections | 300 | 266 | 300 |
| Adoption of revisions to the Land Development Code in the same year they are proposed/identified | 4 | 4 | 5 |
| Organizational project support by KGIS (GIS Needs Assessment Projects). | 30 | 30 | 47 (31) |
| Initial completeness reviews for new subdivision, site plan applications within 5 business days | 100% | 100% | 100% |
| Complete administrative applications in 14 calendar days of receiving a complete application | 100% | 100% | 100% |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---|--------|-----------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-COMM DEV-CHARGES FOR SVCS | | | | | | | |
| 30023503 | 441090 | DIRECT REIMBURSEMENT | (55) | - | - | - | - |
| 30023503 | 441150 | CHARGES-INSPECTION SERVICES | - | - | - | - | - |
| GF-COMM DEV-CHARGES FOR SVCS Total | | | (55) | - | - | - | - |
| GF-COMM DEV-FINES FORFEITS | | | | | | | |
| 30027504 | 452020 | VIOLATIONS-CODE | (2,485) | (500) | (500) | - | (500) |
| GF-COMM DEV-FINES FORFEITS Total | | | (2,485) | (500) | (500) | - | (500) |
| GF-COMM DEV-LIC PERMITS FEES | | | | | | | |
| 30021501 | 421050 | FEE-HEALTH FOOD LICENSES | (51,890) | (51,900) | (51,900) | - | (51,900) |
| 30021501 | 422050 | FEE-PERMITS | (449,639) | (315,000) | (415,000) | - | (415,000) |
| 30021501 | 423060 | FEE-MISCELLANEOUS | (748) | (1,000) | (1,000) | - | (1,000) |
| 30021501 | 423220 | FEE-CLSS LICENSES | (227) | - | (4,125) | - | (4,125) |
| 30021501 | 423230 | FEE-PLANNING BOARD | (21,167) | (9,625) | (9,275) | - | (9,275) |
| 30021501 | 423240 | FEE-HISTORIC DIST COMM | - | - | (350) | - | (350) |
| 30021501 | 423370 | FEE-ZBA | (6,622) | (3,500) | (3,500) | - | (3,500) |
| GF-COMM DEV-LIC PERMITS FEES Total | | | (530,293) | (381,025) | (485,150) | - | (485,150) |
| GF-COMM DEV-MISCELLANEOUS | | | | | | | |
| 30024505 | 461135 | COPIES | - | - | - | - | - |
| 30024505 | 461140 | MAPS BLUEPRINTS ETC | - | (100) | (100) | - | (100) |
| GF-COMM DEV-MISCELLANEOUS Total | | | - | (100) | (100) | - | (100) |
| COMMUNITY DEVELOPMENT Total | | | (532,833) | (381,625) | (485,750) | - | (485,750) |
| Grand Total | | | (532,833) | (381,625) | (485,750) | - | (485,750) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|---------------------------------------|-------------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 30000000 | GF-COMMUNITY DEVELOPMENT | | | | | | |
| | Personnel | | | | | | |
| 30000000 | 513010 | WAGES-DEPT HEAD | 188,962 | 105,448 | 115,361 | - | 115,361 |
| 30000000 | 513030 | WAGES-SUPERVISORY | 137,197 | 188,882 | 198,560 | - | 198,560 |
| 30000000 | 513040 | WAGES-FULL TIME | 532,031 | 580,054 | 713,367 | - | 628,626 |
| 30000000 | 513070 | WAGES-PART TIME | - | - | - | - | - |
| 30000000 | 513080 | WAGES-HOURLY | 39,224 | 30,753 | 29,000 | - | 29,000 |
| 30000000 | 514010 | WAGES-TEMPORARY | - | - | 5,500 | - | 5,500 |
| 30000000 | 515010 | OT-REGULAR | 217 | - | - | - | - |
| 30000000 | 517010 | HEALTH INSURANCE | 164,376 | 184,160 | 208,414 | - | 186,210 |
| 30000000 | 517020 | DENTAL INSURANCE | 12,144 | 12,908 | 13,690 | - | 12,737 |
| 30000000 | 517030 | RETIREMENT CONTRIBUTIONS | 116,021 | 122,938 | 138,991 | - | 127,526 |
| 30000000 | 517040 | SOCIAL SECURITY | 64,159 | 69,243 | 79,782 | - | 73,444 |
| 30000000 | 517050 | WORKERS COMPENSATION | 9,397 | 11,284 | 1,917 | - | 1,764 |
| | Personnel Total | | 1,263,728 | 1,305,670 | 1,504,582 | - | 1,378,728 |
| | Operating | | | | | | |
| 30000000 | 521020 | PROFESSIONAL SERVICES | 3,571 | 5,000 | 5,000 | - | 5,000 |
| 30000000 | 521030 | TECHNICAL SERVICES | - | 1,859 | 1,859 | - | 1,859 |
| 30000000 | 521210 | MONITOR & INSPECTIONS | - | - | - | - | - |
| 30000000 | 522050 | PC REPLACEMENT CHARGE | 6,945 | 7,124 | 7,788 | - | 7,788 |
| 30000000 | 522060 | PW FLEET CHARGE | 32,412 | 35,765 | 33,267 | - | 33,267 |
| 30000000 | 523010 | MAINT-OFFICE EQUIPMENT | 3,175 | - | - | - | - |
| 30000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | 405 | 4,800 | 4,800 | - | 4,800 |
| 30000000 | 524160 | PRINTING | 2,820 | 1,500 | 1,500 | - | 1,500 |
| 30000000 | 524250 | ADVERTISING | 251 | 250 | 350 | - | 350 |
| 30000000 | 524350 | TRAINING | 4,578 | 8,983 | 10,983 | - | 10,983 |
| 30000000 | 524360 | MEETINGS & DUES | 2,238 | 5,300 | 3,300 | - | 3,300 |
| 30000000 | 525100 | COMMUNICATIONS & PHONE | 5,177 | 6,275 | 6,275 | - | 6,275 |
| 30000000 | 527000 | SUPPLIES & MATERIALS | - | - | - | - | - |
| 30000000 | 527010 | SUPPLIES-OFFICE | 4,959 | 4,081 | 3,981 | - | 3,981 |
| 30000000 | 527100 | POSTAGE | 723 | 1,164 | 1,164 | - | 1,164 |
| 30000000 | 527150 | BOOKS & COLLECTIONS | 3,596 | 3,800 | 3,800 | - | 3,800 |
| 30000000 | 527340 | EQUIPT-MINOR | 973 | 1,045 | 1,045 | - | 1,045 |
| 30000000 | 527440 | EQUIPT-COMPUTER MINOR | 3,101 | 3,300 | 3,300 | - | 3,300 |
| 30000000 | 527560 | SUPPLIES-PROTECTIVE CLOTHING | 516 | 625 | 625 | - | 625 |
| 30000000 | 527600 | SUPPLIES-OPERATING | 62 | 265 | 265 | - | 265 |
| 30000000 | 527610 | SUPPLIES-SOFTWARE | - | - | - | - | - |
| | Operating Total | | 75,501 | 91,136 | 89,302 | - | 89,302 |
| 30000000 Total | | | 1,339,229 | 1,396,806 | 1,593,884 | - | 1,468,030 |
| 30010000 | GF-COMM DEV-PEST CONTROL | | | | | | |
| | Operating | | | | | | |
| 30010000 | 521020 | PROFESSIONAL SERVICES | 51,000 | 51,000 | 51,000 | - | 51,000 |
| | Operating Total | | 51,000 | 51,000 | 51,000 | - | 51,000 |
| 30010000 Total | | | 51,000 | 51,000 | 51,000 | - | 51,000 |
| 30010100 | GF-COMM DEV-REGULATORY NOTICES | | | | | | |
| | Operating | | | | | | |
| 30010100 | 524250 | ADVERTISING | 3,250 | 3,827 | 3,827 | - | 3,827 |
| 30010100 | 527100 | POSTAGE | 4,456 | 9,333 | 9,333 | - | 9,333 |
| | Operating Total | | 7,706 | 13,160 | 13,160 | - | 13,160 |
| 30010100 Total | | | 7,706 | 13,160 | 13,160 | - | 13,160 |
| Grand Total | | | 1,397,935 | 1,460,966 | 1,658,044 | - | 1,532,190 |

| | | | |
|--|--|--------------|-------------|
| Department: | Public Works | Fund: | 010-General |
| EXPENDITURE Organization Codes: | Administration, Engineering, Highway and Traffic Controls 75000000; 75020000; 75100000; 75221100; 75221300; 75221700; 75221800; 75221900; 75222000; 75222100; 75222200; 75222400; 75222700; 75222800; 75222900; 75223000; 75223100; 75223300; 75223400; 75223500 | | |
| REVENUE Organization Codes: | 75021501; 75022502; 75023503; 75024505 | | |
| Mission: | Provide resource planning, quality management of transportation, water, wastewater, stormwater and solid waste infrastructure and community education for Keene residents and visitors. Provide Public Works services at the highest level of efficient, economical, and environmentally sensitive manner. | | |

Administration and Engineering

In FY24, the Engineering Division expects the pace of Capital Improvements to remain high, with several large complex projects in design or under construction simultaneously. In addition, we will continue to support other projects outside the Capital Improvement Program. Major anticipated projects for the next fiscal year will include:

- Completing the \$8.7M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street and the Island Street Bridge;
- Planning, Design and grant applications in support of the \$7.4M Downtown Infrastructure Improvements project;
- Designing the \$9.1M Lower Winchester Street reconstruction project (from Rt. 101 to the Swanzey Town Line);
- Design of the Transportation Heritage Trail – Phase I project
- Completing the design and beginning construction of the George Street Bridge replacement
- Rehabilitation of approximately 5.6 miles of roadways throughout the city;
- On-call engineering review and inspection services for new site plan and subdivision projects;
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
 - Airport Taxiway “A” Extension
 - Skate Park development
 - Police Department Accident Surveys

In FY24, the Administration will continue to engage, educate, and inform the City residents, businesses, and visitors about the activities and programs of the Department through the Department’s social media and other platforms. Administration will continue to assist the Public Works Division in the management of its information, records, and correspondence.

Highway Division

The Highway Division will meet the following objectives in FY24:

- restart with enclosed drainage system maintenance cleaning 1450 catch basins and inspecting up to two miles of drain line and cleaning as needed;
- Hold Arbor Day Ceremony celebrating Keene as Tree City U.S.A;
- Remove and replace failing trees throughout the city;

- manage city-wide street sweeping services to enhance the City's infrastructure as well as help eliminate enclosed drainage system blockages;
- Mow and maintain City tax ditches
- Repair enclosed drainage system deficiencies identified through inspection; perform enclosed drainage system maintenance;
- Continue to improve sidewalk maintenance and repair;
- Continue to improve street maintenance and repair;
- Continue to improve bridge inspection and maintenance.

Background

Administration

Public Works Administration provides leadership and management for the Public Works Department. The Administrative function has two areas, senior leadership and administration. Administration is responsible for customer interface, directing all incoming calls, directing and tracking correspondence, dispatching of Public Works resources, providing records management, and managing the public information programs for the various Public Works Divisions. Administration is composed of an Office Manager, and an Administrative Assistant I. The Public Works senior leadership team is comprised of the Public Works Director and two Assistant Public Works Directors/Division Heads. Together this group leads and oversees 65 FT and 7 PT employees, oversees all operations of the Department, budget preparation and implementation, capital planning, and strategic visioning and planning for the City's infrastructure assets. During FY23, the Public Works Administration continued to respond to the public interest and demand for information on Department activities, operations, and projects by continuing to expand its social media presence. In measuring how well the Department's social media platforms are functioning, we look at Facebook Page reach. The number of Accounts Center accounts that saw any content from our Page or about our Page. In FY21 our Facebook Page reach was 35,026. In FY22 our Facebook Page reach jumped to 62,065. In FY23, it is anticipated that, along with the traditional media outlets, the use of social media tools will continue and be expanded to better reach our customers with activities concerning the Public Works Department, and to keep our customers well informed regarding all things Public Works.

Engineering

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

During FY23, the Division's accomplishments included:

- Overseeing the construction of the Pat Russell Park and associated Carpenter Street Flood Management project;
- Rehabilitating and preserving over 4.6 miles of roadways throughout the City;
- Overseeing construction of the Winchester Street Reconstruction Project from the Rte. 101

- roundabout to Island Street;
- Administering the City’s Request for Public Assistance related to two declared natural disasters;
- Applying for numerous grant and funding opportunities, including: Transportation Heritage Trail – Phase 2, Rt. 12 / Rt. 32 Intersection Safety Improvements, Clean Water SRF / American Rescue Plan Act, Downtown Infrastructure Transportation Planning; “Safe Streets and Roads for All” planning grant;
- Issuing and overseeing an estimated 180 excavation permits related to private work within roadways;

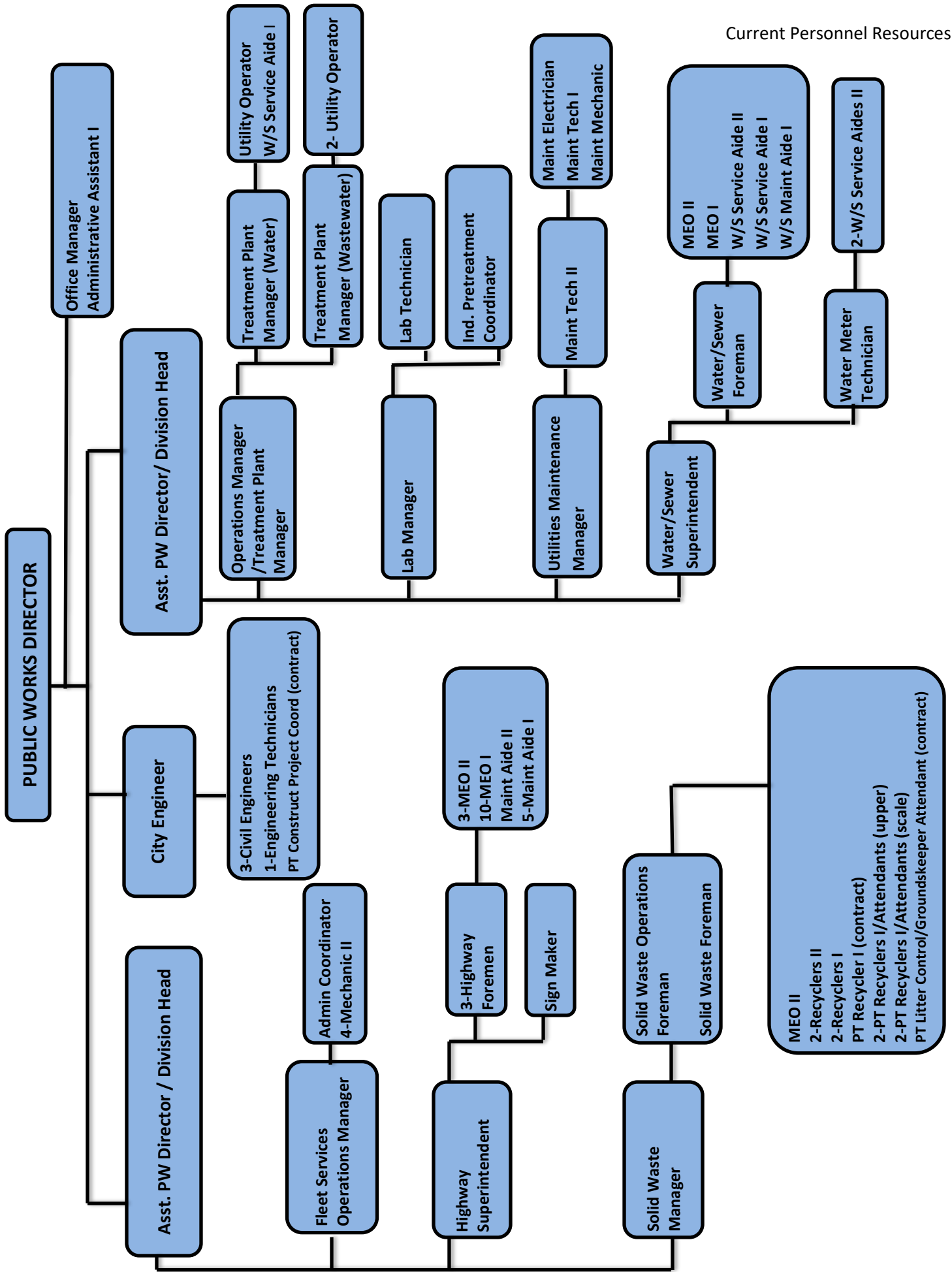
Highway Division

The Highway Division is staffed with 23 full-time employees and is responsible for the maintenance of the City’s transportation infrastructure that includes 52 miles of sidewalks, 32 bridges, 80 miles of drain lines, over 4,500 catch basins, 126 center lane miles of road, 2 parking structures, 5 surface parking lots, and several miles of multi-use trails and bridges. The Division manages several contracts for services including line painting, street sweeping and tree removal. The Division’s responsibilities include grounds maintenance in the downtown area that currently includes Central Square to the Main, Marlboro, and Winchester streets intersection, including the crosswalk maintenance south of the MMW roundabout; Railroad Square to the east and the Gilbo Avenue and Commercial Street parking areas to the west as well as police for debris approximately 200 feet down accompanying side streets. The Division is also responsible for citywide litter collection, leaf collection in areas with enclosed drainage system drains, and maintenance of over 4,000 street/traffic signs.

Some of our major accomplishments in FY23 included:

- Using the Division’s asset management system enabled us to track the resources used toward the accomplishment of FY23 Division’s goals including:
 - Leaf Collection Drain Cleaning Program
 - Open drainage ditch cleaning
 - Mowing tax ditches and roadside mowing
 - Assisting other departments and divisions
 - Asphalt road repairs
 - Beaver dam removal
 - Bridge repairs
 - Community events
 - Operation of traffic Control signals
 - Leaf collection
 - Snow management
 - Drag box paving of Base Hill Road and portions of Hurricane Road

| PUBLIC WORKS | | | |
|--|----------------|-----------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Provide efficient and effective management of the City's transportation, water, wastewater, stormwater, and solid waste infrastructure. | | Infrastructure | |
| Operate and maintain the City's transportation and stormwater systems; maintain the City's downtown, and manage emergency vegetation control along the City's rights-of-way. | | Infrastructure | |
| Provide planning, design, and implementation of construction projects that support the City's transportation, stormwater, water, sewer, parking, airport and other department infrastructure. | | Infrastructure | |
| Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments. | | Infrastructure | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | | | |
| | STATUTE | CMP | CC Goals |
| Plow, salt, and sand roadways and sidewalks at appropriate times following Public Works Standard Operating Guidelines. | | Safe Community | 2 |
| Respond to deficiencies reported through our Asset Management System within 72 hours. | RSA 230:90-92A | Infrastructure | 4 |
| Continue City-wide Drain Maintenance Program using data compiled from Drain Cleaning and Line Flushing Program. | | Infrastructure | 4,7 |
| Continue roadside mowing, roadside ditching and open drainage system maintenance. | | Infrastructure | 4,7 |
| Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments. | | Infrastructure | 2,4,7 |
| Implement Pavement Preservation Program as outlined in the FY20-25 Capital Improvement Program. | | Infrastructure | 4 |
| Maintain and expand the Department's public communication programs through increased use of social media platforms and maintain public engagement events (National Public Works Week, Water Science Fair, Green Up Keene, etc.). | | Leadership | 8 |
| Continue to develop Asset Management plans for critical infrastructure components. | | Infrastructure | 4,7 |
| METRICS: | | | |
| | FY22 | FY23 | FY24 |
| Catch Basin and Drain Line Cleaning Program (# CB, # feet DL) | 1,400/10,560 | vactor out of service | 1,400/10,560 |
| Pavement Preservation Techniques (Spot Repair, Micro Surfacing and Crack Seal) | 65,000 | 32,900 | 74,000 |
| Devoted over 200 hours to open ditch mowing (Tax Ditches) as well as 121 hours of roadside mowing | 375 | 350 | 350 |
| Percent of excavation and encumbrance permits issued within three business days of submission. | 95% | 95% | 95% |
| Social Media (Facebook) Page Reach | 62,065 | 70,000 | 80,000 |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|-------------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| GF-PW-CHARGES FOR SVCS | | | | | | | |
| 75023503 | 441090 | DIRECT REIMBURSEMENT | (175,341) | (117,310) | (115,838) | - | (115,838) |
| 75023503 | 441150 | CHARGES-INSPECTION SERVICES | - | - | - | - | - |
| 75023503 | 441160 | CHARGES-PUBLIC WAY IMPEDIMENT | (750) | (1,000) | (500) | - | (500) |
| 75023503 | 441170 | CHARGES-EXCAVATION | (6,825) | (4,000) | (4,000) | - | (4,000) |
| 75023503 | 441470 | CHARGES-SMALL WIRELESS (SWF) | (1,620) | (1,620) | (1,000) | - | (1,000) |
| 75023503 | 441480 | CHARGES-DRAIN CONNECT PERMIT | - | (200) | (500) | - | (500) |
| GF-PW-CHARGES FOR SVCS Total | | | (184,536) | (124,130) | (121,838) | - | (121,838) |
| GF-PW-INTERGOVERNMENTAL | | | | | | | |
| 75022502 | 432010 | STATE-FLOOD CONTROL | (36,031) | (36,100) | (36,100) | - | (36,100) |
| 75022502 | 432030 | STATE-HIGHWAY | (474,081) | (380,772) | (475,000) | - | (475,000) |
| GF-PW-INTERGOVERNMENTAL Total | | | (510,113) | (416,872) | (511,100) | - | (511,100) |
| GF-PW-LICENSES PERMITS FEES | | | | | | | |
| 75021501 | 422050 | FEE-PERMITS | - | - | - | - | - |
| GF-PW-LICENSES PERMITS FEES Total | | | - | - | - | - | - |
| GF-PW-MISCELLANEOUS | | | | | | | |
| 75024505 | 461030 | INTEREST ACCTS RECEIVABLE | (49) | - | - | - | - |
| 75024505 | 461110 | OTHER | - | - | - | - | - |
| 75024505 | 464050 | TRUST-DOWNTOWN MEMORIAL TREE | (5,261) | (3,825) | (3,825) | - | (3,825) |
| GF-PW-MISCELLANEOUS Total | | | (5,310) | (3,825) | (3,825) | - | (3,825) |
| PUBLIC WORKS Total | | | (699,958) | (544,827) | (636,763) | - | (636,763) |
| Grand Total | | | (699,958) | (544,827) | (636,763) | - | (636,763) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|------------------------------|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 75000000 | GF-PW-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 75000000 | 513010 | WAGES-DEPT HEAD | 139,438 | 131,407 | 154,178 | - | 154,178 |
| 75000000 | 513030 | WAGES-SUPERVISORY | 94,664 | 105,002 | 115,070 | - | 115,070 |
| 75000000 | 513040 | WAGES-FULL TIME | 90,897 | 88,183 | 161,665 | 67,679 | 148,252 |
| 75000000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 75000000 | 515010 | OT-REGULAR | 2,600 | - | - | - | - |
| 75000000 | 516020 | STAND-BY | 12,789 | 12,775 | 12,775 | - | 12,775 |
| 75000000 | 516050 | SICK & INJURY | 16,331 | 32,314 | - | - | - |
| 75000000 | 516070 | VACATION | 141,727 | 137,092 | - | - | - |
| 75000000 | 517010 | HEALTH INSURANCE | 75,672 | 85,013 | 96,690 | 22,204 | 96,690 |
| 75000000 | 517020 | DENTAL INSURANCE | 4,345 | 4,669 | 4,595 | 953 | 4,595 |
| 75000000 | 517030 | RETIREMENT CONTRIBUTIONS | 69,973 | 69,456 | 60,029 | 9,157 | 58,215 |
| 75000000 | 517040 | SOCIAL SECURITY | 37,427 | 37,791 | 33,459 | 5,033 | 32,433 |
| 75000000 | 517050 | WORKERS COMPENSATION | 7,602 | 9,786 | 11,814 | 2,259 | 11,366 |
| | Personnel Total | | 693,465 | 713,488 | 650,275 | 107,285 | 633,574 |
| | Operating | | | | | | |
| 75000000 | 521030 | TECHNICAL SERVICES | - | - | - | - | - |
| 75000000 | 521200 | LABORATORY SERVICES | 1,291 | 1,800 | 1,800 | - | 1,800 |
| 75000000 | 522050 | PC REPLACEMENT CHARGE | 9,085 | 10,771 | 11,913 | - | 11,913 |
| 75000000 | 522060 | PW FLEET CHARGE | 8,103 | 8,941 | 8,021 | - | 8,021 |
| 75000000 | 523010 | MAINT-OFFICE EQUIPMENT | 558 | 600 | - | - | - |
| 75000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | - | 880 | - | 880 |
| 75000000 | 523100 | MAINT-SAFETY PROGRAM | 6,066 | 7,000 | 7,000 | - | 7,000 |
| 75000000 | 523750 | PERMITS | - | 1,500 | 1,500 | - | 1,500 |
| 75000000 | 524300 | TRAVEL | 465 | 300 | 300 | - | 300 |
| 75000000 | 524350 | TRAINING | 384 | 1,300 | 16,300 | 15,000 | 16,300 |
| 75000000 | 524360 | MEETINGS & DUES | 758 | 900 | 900 | - | 900 |
| 75000000 | 525100 | COMMUNICATIONS & PHONE | 6,407 | 6,500 | 6,500 | - | 6,500 |
| 75000000 | 527010 | SUPPLIES-OFFICE | 2,293 | 2,500 | 2,500 | - | 2,500 |
| 75000000 | 527110 | SUPPLIES-SMALL WIRELESS | - | - | - | - | - |
| 75000000 | 527550 | SUPPLIES-UNIFORMS | 9,077 | 11,000 | 11,000 | - | 11,000 |
| | Operating Total | | 44,486 | 53,112 | 68,614 | 15,000 | 68,614 |
| 75000000 | Total | | 737,951 | 766,600 | 718,889 | 122,285 | 702,188 |
| 75020000 | GF-PW-NONDEPARTMENTAL | | | | | | |
| | Personnel | | | | | | |
| 75020000 | 513040 | WAGES-FULL TIME | 108,684 | 71,578 | - | - | - |
| 75020000 | 515010 | OT-REGULAR | 11,249 | 2,317 | 2,317 | - | 2,317 |
| 75020000 | 517010 | HEALTH INSURANCE | - | 29,618 | - | - | - |
| 75020000 | 517020 | DENTAL INSURANCE | 233 | 1,806 | - | - | - |
| 75020000 | 517030 | RETIREMENT CONTRIBUTIONS | 16,861 | 10,390 | 313 | - | 313 |
| 75020000 | 517040 | SOCIAL SECURITY | 8,926 | 5,653 | 178 | - | 178 |
| 75020000 | 517050 | WORKERS COMPENSATION | 3,351 | 2,209 | 78 | - | 78 |
| | Personnel Total | | 149,304 | 123,571 | 2,886 | - | 2,886 |
| | Operating | | | | | | |
| 75020000 | 522060 | PW FLEET CHARGE | 18,992 | 21,854 | 18,563 | - | 18,563 |
| 75020000 | 524360 | MEETINGS & DUES | - | - | - | - | - |
| 75020000 | 527400 | SUPPLIES-OTHER MAINT | 6,029 | 10,000 | 10,000 | - | 10,000 |
| 75020000 | 527600 | SUPPLIES-OPERATING | 2,406 | 1,838 | 1,838 | - | 1,838 |
| | Operating Total | | 27,427 | 33,692 | 30,401 | - | 30,401 |
| 75020000 | Total | | 176,730 | 157,263 | 33,287 | - | 33,287 |
| 75100000 | GF-PW-ENGINEERING | | | | | | |
| | Personnel | | | | | | |
| 75100000 | 513030 | WAGES-SUPERVISORY | - | - | 115,321 | - | 115,321 |
| 75100000 | 513040 | WAGES-FULL TIME | 194,154 | 194,196 | 88,554 | - | 88,554 |
| 75100000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 75100000 | 517010 | HEALTH INSURANCE | 52,385 | 54,149 | 52,058 | - | 52,058 |
| 75100000 | 517020 | DENTAL INSURANCE | 3,469 | 3,456 | 3,332 | - | 3,332 |
| 75100000 | 517030 | RETIREMENT CONTRIBUTIONS | 27,298 | 27,304 | 27,584 | - | 27,584 |
| 75100000 | 517040 | SOCIAL SECURITY | 14,478 | 14,856 | 15,596 | - | 15,596 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|---------------------------------|--------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 75100000 | 517050 | WORKERS COMPENSATION | 6,560 | 6,379 | 6,807 | - | 6,807 |
| | Personnel Total | | 298,344 | 300,339 | 309,252 | - | 309,252 |
| | Operating | | | | | | |
| 75100000 | 521030 | TECHNICAL SERVICES | 4,321 | 14,500 | 14,500 | - | 14,500 |
| 75100000 | 522060 | PW FLEET CHARGE | 29,853 | 31,482 | 31,150 | - | 31,150 |
| 75100000 | 523060 | MAINT-SOFTWARE | 4,180 | 2,300 | 4,700 | 2,400 | 4,700 |
| 75100000 | 524350 | TRAINING | 2,728 | 2,000 | 1,500 | - | 1,500 |
| 75100000 | 524360 | MEETINGS & DUES | 2,228 | 1,500 | 2,000 | - | 2,000 |
| 75100000 | 527010 | SUPPLIES-OFFICE | 1,155 | 500 | 500 | - | 500 |
| 75100000 | 527440 | EQUIPT-COMPUTER MINOR | 166 | 450 | 450 | - | 450 |
| 75100000 | 527600 | SUPPLIES-OPERATING | 3,239 | 4,500 | 4,500 | - | 4,500 |
| 75100000 | 534090 | ACQ-EQUIPMENT | 699 | - | 27,000 | 27,000 | 27,000 |
| | Operating Total | | 48,570 | 57,232 | 86,300 | 29,400 | 86,300 |
| 75100000 | Total | | 346,914 | 357,571 | 395,552 | 29,400 | 395,552 |
| 75221100 | GF-PW-PLOWING | | | | | | |
| | Personnel | | | | | | |
| 75221100 | 513040 | WAGES-FULL TIME | 11,552 | 29,442 | - | - | - |
| 75221100 | 515010 | OT-REGULAR | 50,308 | 33,080 | 33,080 | - | 33,080 |
| 75221100 | 516110 | OUT OF CLASS PAY | - | - | - | - | - |
| 75221100 | 517010 | HEALTH INSURANCE | - | 12,183 | - | - | - |
| 75221100 | 517020 | DENTAL INSURANCE | - | 743 | - | - | - |
| 75221100 | 517030 | RETIREMENT CONTRIBUTIONS | 8,698 | 5,086 | 4,476 | - | 4,476 |
| 75221100 | 517040 | SOCIAL SECURITY | 4,643 | 2,767 | 2,531 | - | 2,531 |
| 75221100 | 517050 | WORKERS COMPENSATION | 1,280 | 1,052 | 1,105 | - | 1,105 |
| | Personnel Total | | 76,480 | 84,353 | 41,192 | - | 41,192 |
| | Operating | | | | | | |
| 75221100 | 522060 | PW FLEET CHARGE | 138,352 | 159,200 | 141,078 | - | 141,078 |
| | Operating Total | | 138,352 | 159,200 | 141,078 | - | 141,078 |
| 75221100 | Total | | 214,832 | 243,553 | 182,270 | - | 182,270 |
| 75221300 | GF-PW-WINTER TREATMENT | | | | | | |
| | Personnel | | | | | | |
| 75221300 | 513040 | WAGES-FULL TIME | 14,433 | 21,364 | - | - | - |
| 75221300 | 515010 | OT-REGULAR | 29,100 | 19,800 | 19,800 | - | 19,800 |
| 75221300 | 517010 | HEALTH INSURANCE | - | 8,841 | - | - | - |
| 75221300 | 517020 | DENTAL INSURANCE | - | 539 | - | - | - |
| 75221300 | 517030 | RETIREMENT CONTRIBUTIONS | 6,121 | 3,497 | 2,679 | - | 2,679 |
| 75221300 | 517040 | SOCIAL SECURITY | 3,258 | 5,521 | 1,515 | - | 1,515 |
| 75221300 | 517050 | WORKERS COMPENSATION | 973 | 2,911 | 662 | - | 662 |
| | Personnel Total | | 53,886 | 62,474 | 24,656 | - | 24,656 |
| | Operating | | | | | | |
| 75221300 | 522060 | PW FLEET CHARGE | 120,745 | 128,940 | 122,515 | - | 122,515 |
| 75221300 | 524300 | TRAVEL | - | - | - | - | - |
| | Operating Total | | 120,745 | 128,940 | 122,515 | - | 122,515 |
| 75221300 | Total | | 174,631 | 191,414 | 147,171 | - | 147,171 |
| 75221700 | GF-PW-WINTER MAINTENANCE | | | | | | |
| | Personnel | | | | | | |
| 75221700 | 513040 | WAGES-FULL TIME | 83,811 | 88,517 | 243,000 | - | 243,000 |
| 75221700 | 515010 | OT-REGULAR | 11,120 | 4,356 | 4,356 | - | 4,356 |
| 75221700 | 517010 | HEALTH INSURANCE | - | 36,625 | 91,385 | - | 91,385 |
| 75221700 | 517020 | DENTAL INSURANCE | - | 2,234 | 5,823 | - | 5,823 |
| 75221700 | 517030 | RETIREMENT CONTRIBUTIONS | 13,124 | 13,058 | 32,016 | - | 32,016 |
| 75221700 | 517040 | SOCIAL SECURITY | 6,983 | 7,105 | 17,928 | - | 17,928 |
| 75221700 | 517050 | WORKERS COMPENSATION | 2,545 | 2,777 | 8,259 | - | 8,259 |
| | Personnel Total | | 117,582 | 154,672 | 402,767 | - | 402,767 |
| | Operating | | | | | | |
| 75221700 | 522060 | PW FLEET CHARGE | 95,456 | 109,840 | 111,377 | - | 111,377 |
| 75221700 | 525030 | ELECTRICITY | 6 | 500 | 500 | - | 500 |
| 75221700 | 526040 | RENTAL-EQUIPMENT | - | 8,000 | 8,000 | - | 8,000 |
| 75221700 | 527400 | SUPPLIES-OTHER MAINT | 280,309 | 305,021 | 362,016 | 56,995 | 362,016 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|--|---------------------------|------------------|------------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 75221700 | 527600 | SUPPLIES-OPERATING | 8,459 | 5,342 | 5,342 | - | 5,342 |
| | Operating Total | | 384,230 | 428,703 | 487,235 | 56,995 | 487,235 |
| 75221700 | Total | | 501,812 | 583,375 | 890,002 | 56,995 | 890,002 |
| 75221800 | GF-PW-STREET MAINTENANCE | | | | | | |
| | Personnel | | | | | | |
| 75221800 | 513040 | WAGES-FULL TIME | 212,446 | 268,608 | 486,004 | - | 486,004 |
| 75221800 | 515010 | OT-REGULAR | 30,213 | 4,203 | 4,203 | - | 4,203 |
| 75221800 | 517010 | HEALTH INSURANCE | 198,298 | 111,158 | 182,751 | - | 182,751 |
| 75221800 | 517020 | DENTAL INSURANCE | 13,377 | 6,780 | 11,643 | - | 11,643 |
| 75221800 | 517030 | RETIREMENT CONTRIBUTIONS | 33,686 | 42,996 | 63,426 | - | 63,426 |
| 75221800 | 517040 | SOCIAL SECURITY | 18,255 | 37,590 | 35,527 | - | 35,527 |
| 75221800 | 517050 | WORKERS COMPENSATION | 6,612 | 20,257 | 16,366 | - | 16,366 |
| | Personnel Total | | 512,887 | 491,593 | 799,920 | - | 799,920 |
| | Operating | | | | | | |
| 75221800 | 521030 | TECHNICAL SERVICES | - | 6,000 | 6,000 | - | 6,000 |
| 75221800 | 522060 | PW FLEET CHARGE | 167,132 | 110,769 | 111,377 | - | 111,377 |
| 75221800 | 523000 | REPAIR & MAINTENANCE SVCS | 140 | 65,826 | 65,826 | - | 65,826 |
| 75221800 | 523310 | MAINT-ROAD & STREET | 283,432 | 472,857 | 474,057 | 1,200 | 474,057 |
| 75221800 | 523720 | MAINT-TREE & FORESTRY | - | - | - | - | - |
| 75221800 | 524350 | TRAINING | - | - | - | - | - |
| 75221800 | 525030 | ELECTRICITY | 534 | 7,200 | 7,200 | - | 7,200 |
| 75221800 | 527400 | SUPPLIES-OTHER MAINT | 58,390 | 111,551 | 111,551 | - | 111,551 |
| 75221800 | 527600 | SUPPLIES-OPERATING | 34,082 | 12,500 | 12,500 | - | 12,500 |
| | Operating Total | | 543,710 | 786,703 | 788,511 | 1,200 | 788,511 |
| 75221800 | Total | | 1,056,597 | 1,278,295 | 1,588,431 | 1,200 | 1,588,431 |
| 75221900 | GF-PW-SIDEWALK MAINTENANCE | | | | | | |
| | Personnel | | | | | | |
| 75221900 | 513040 | WAGES-FULL TIME | 2,911 | 5,281 | - | - | - |
| 75221900 | 515010 | OT-REGULAR | 292 | 380 | 380 | - | 380 |
| 75221900 | 517010 | HEALTH INSURANCE | - | 2,185 | - | - | - |
| 75221900 | 517020 | DENTAL INSURANCE | - | 133 | - | - | - |
| 75221900 | 517030 | RETIREMENT CONTRIBUTIONS | 450 | 796 | 51 | - | 51 |
| 75221900 | 517040 | SOCIAL SECURITY | 237 | 433 | 30 | - | 30 |
| 75221900 | 517050 | WORKERS COMPENSATION | 129 | 169 | 13 | - | 13 |
| | Personnel Total | | 4,020 | 9,377 | 474 | - | 474 |
| | Operating | | | | | | |
| 75221900 | 522060 | PW FLEET CHARGE | 48,869 | 56,233 | 55,689 | - | 55,689 |
| 75221900 | 527600 | SUPPLIES-OPERATING | 1,449 | 10,000 | 10,000 | - | 10,000 |
| | Operating Total | | 50,318 | 66,233 | 65,689 | - | 65,689 |
| 75221900 | Total | | 54,338 | 75,610 | 66,163 | - | 66,163 |
| 75222200 | GF-PW-RD SIDES & GRAVEL RDS | | | | | | |
| | Personnel | | | | | | |
| 75222200 | 513040 | WAGES-FULL TIME | 126,595 | 95,911 | - | - | - |
| 75222200 | 515010 | OT-REGULAR | 1,627 | - | - | - | - |
| 75222200 | 517010 | HEALTH INSURANCE | 71,364 | 39,687 | - | - | - |
| 75222200 | 517020 | DENTAL INSURANCE | 4,454 | 2,420 | - | - | - |
| 75222200 | 517030 | RETIREMENT CONTRIBUTIONS | 18,678 | 15,195 | - | - | - |
| 75222200 | 517040 | SOCIAL SECURITY | 9,610 | 8,267 | - | - | - |
| 75222200 | 517050 | WORKERS COMPENSATION | 3,679 | 3,108 | - | - | - |
| | Personnel Total | | 236,007 | 164,588 | - | - | - |
| | Operating | | | | | | |
| 75222200 | 522060 | PW FLEET CHARGE | 55,575 | 63,950 | 64,970 | - | 64,970 |
| 75222200 | 527400 | SUPPLIES-OTHER MAINT | - | 1,000 | 1,000 | - | 1,000 |
| 75222200 | 527600 | SUPPLIES-OPERATING | 40,357 | 7,500 | 7,500 | - | 7,500 |
| | Operating Total | | 95,932 | 72,450 | 73,470 | - | 73,470 |
| 75222200 | Total | | 331,939 | 237,038 | 73,470 | - | 73,470 |
| 75222400 | GF-PW-SIGN MAINTENANCE | | | | | | |
| | Personnel | | | | | | |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|---------------------------------|--------------------------|----------------|----------------|----------------|--------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 75222400 | 513040 | WAGES-FULL TIME | 42,573 | 46,488 | 54,995 | - | 54,995 |
| 75222400 | 515010 | OT-REGULAR | - | - | - | - | - |
| 75222400 | 517010 | HEALTH INSURANCE | 11,525 | 19,235 | 26,029 | - | 26,029 |
| 75222400 | 517020 | DENTAL INSURANCE | 694 | 1,173 | 1,666 | - | 1,666 |
| 75222400 | 517030 | RETIREMENT CONTRIBUTIONS | 5,367 | 7,365 | 7,441 | - | 7,441 |
| 75222400 | 517040 | SOCIAL SECURITY | 3,204 | 4,007 | 4,208 | - | 4,208 |
| 75222400 | 517050 | WORKERS COMPENSATION | 1,225 | 1,507 | 1,837 | - | 1,837 |
| | Personnel Total | | 64,589 | 79,775 | 96,176 | - | 96,176 |
| | Operating | | | | | | |
| 75222400 | 522060 | PW FLEET CHARGE | 24,988 | 28,753 | 27,844 | - | 27,844 |
| 75222400 | 527400 | SUPPLIES-OTHER MAINT | - | - | - | - | - |
| 75222400 | 527600 | SUPPLIES-OPERATING | 21,852 | 23,271 | 25,598 | 2,327 | 25,598 |
| | Operating Total | | 46,840 | 52,024 | 53,442 | 2,327 | 53,442 |
| 75222400 | Total | | 111,429 | 131,799 | 149,618 | 2,327 | 149,618 |
| 75222700 | GF-PW-STREET LIGHTING | | | | | | |
| | Operating | | | | | | |
| 75222700 | 523740 | MAINT-STREET LIGHT | 4,998 | 5,000 | 5,000 | - | 5,000 |
| 75222700 | 525030 | ELECTRICITY | 80,054 | 95,000 | 95,000 | - | 95,000 |
| | Operating Total | | 85,052 | 100,000 | 100,000 | - | 100,000 |
| 75222700 | Total | | 85,052 | 100,000 | 100,000 | - | 100,000 |
| 75222800 | GF-PW-FORESTRY | | | | | | |
| | Personnel | | | | | | |
| 75222800 | 513040 | WAGES-FULL TIME | 536 | 8,985 | - | - | - |
| 75222800 | 515010 | OT-REGULAR | - | 133 | 133 | - | 133 |
| 75222800 | 517010 | HEALTH INSURANCE | - | 3,718 | - | - | - |
| 75222800 | 517020 | DENTAL INSURANCE | - | 227 | - | - | - |
| 75222800 | 517030 | RETIREMENT CONTRIBUTIONS | 75 | 1,282 | 18 | - | 18 |
| 75222800 | 517040 | SOCIAL SECURITY | 40 | 698 | 10 | - | 10 |
| 75222800 | 517050 | WORKERS COMPENSATION | 15 | 273 | 5 | - | 5 |
| | Personnel Total | | 667 | 15,315 | 166 | - | 166 |
| | Operating | | | | | | |
| 75222800 | 522060 | PW FLEET CHARGE | 6,197 | 7,131 | 9,281 | - | 9,281 |
| 75222800 | 523720 | MAINT-TREE & FORESTRY | 50,735 | 40,600 | 40,600 | - | 40,600 |
| 75222800 | 523730 | TREE PLANTING | - | 3,000 | 3,000 | - | 3,000 |
| 75222800 | 527600 | SUPPLIES-OPERATING | 853 | 1,000 | 1,000 | - | 1,000 |
| | Operating Total | | 57,785 | 51,731 | 53,881 | - | 53,881 |
| 75222800 | Total | | 58,452 | 67,046 | 54,047 | - | 54,047 |
| 75222900 | GF-PW-DOWNTOWN MEM TREES | | | | | | |
| | Personnel | | | | | | |
| 75222900 | 513040 | WAGES-FULL TIME | - | - | - | - | - |
| 75222900 | 517010 | HEALTH INSURANCE | - | - | - | - | - |
| 75222900 | 517020 | DENTAL INSURANCE | - | - | - | - | - |
| 75222900 | 517030 | RETIREMENT CONTRIBUTIONS | - | - | - | - | - |
| 75222900 | 517040 | SOCIAL SECURITY | - | - | - | - | - |
| 75222900 | 517050 | WORKERS COMPENSATION | - | - | - | - | - |
| | Personnel Total | | - | - | - | - | - |
| | Operating | | | | | | |
| 75222900 | 523720 | MAINT-TREE & FORESTRY | - | 5,100 | 5,100 | - | 5,100 |
| 75222900 | 527600 | SUPPLIES-OPERATING | - | - | - | - | - |
| | Operating Total | | - | 5,100 | 5,100 | - | 5,100 |
| 75222900 | Total | | - | 5,100 | 5,100 | - | 5,100 |
| 75223000 | GF-PW-DRAINAGE | | | | | | |
| | Personnel | | | | | | |
| 75223000 | 513040 | WAGES-FULL TIME | 110,884 | 129,910 | 243,000 | - | 243,000 |
| 75223000 | 515010 | OT-REGULAR | 7,372 | 1,970 | 1,970 | - | 1,970 |
| 75223000 | 517010 | HEALTH INSURANCE | - | 53,754 | 91,372 | - | 91,372 |
| 75223000 | 517020 | DENTAL INSURANCE | - | 3,279 | 5,826 | - | 5,826 |
| 75223000 | 517030 | RETIREMENT CONTRIBUTIONS | 16,626 | 18,690 | 31,693 | - | 31,693 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|--------------------------------------|---------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 75223000 | 517040 | SOCIAL SECURITY | 8,828 | 10,170 | 17,751 | - | 17,751 |
| 75223000 | 517050 | WORKERS COMPENSATION | 3,331 | 3,964 | 8,179 | - | 8,179 |
| | Personnel Total | | 147,042 | 221,738 | 399,791 | - | 399,791 |
| | Operating | | | | | | |
| 75223000 | 522060 | PW FLEET CHARGE | 153,828 | 162,008 | 157,784 | - | 157,784 |
| 75223000 | 527600 | SUPPLIES-OPERATING | 35,735 | 28,900 | 28,900 | - | 28,900 |
| | Operating Total | | 189,563 | 190,908 | 186,684 | - | 186,684 |
| 75223000 | Total | | 336,605 | 412,646 | 586,475 | - | 586,475 |
| 75223100 | GF-PW-DRAINAGE-ASHUELOT RIVER | | | | | | |
| | Personnel | | | | | | |
| 75223100 | 513040 | WAGES-FULL TIME | 1,344 | 3,910 | - | - | - |
| 75223100 | 517010 | HEALTH INSURANCE | - | 1,618 | - | - | - |
| 75223100 | 517020 | DENTAL INSURANCE | - | 99 | - | - | - |
| 75223100 | 517030 | RETIREMENT CONTRIBUTIONS | 189 | 619 | - | - | - |
| 75223100 | 517040 | SOCIAL SECURITY | 101 | 337 | - | - | - |
| 75223100 | 517050 | WORKERS COMPENSATION | 39 | 127 | - | - | - |
| | Personnel Total | | 1,672 | 6,710 | - | - | - |
| | Operating | | | | | | |
| 75223100 | 522060 | PW FLEET CHARGE | 19,490 | 22,427 | 18,563 | - | 18,563 |
| 75223100 | 527600 | SUPPLIES-OPERATING | 400 | - | - | - | - |
| | Operating Total | | 19,890 | 22,427 | 18,563 | - | 18,563 |
| 75223100 | Total | | 21,562 | 29,137 | 18,563 | - | 18,563 |
| 75223300 | GF-PW-DOWNTOWN MAINTENANCE | | | | | | |
| | Personnel | | | | | | |
| 75223300 | 513040 | WAGES-FULL TIME | 73,415 | 89,345 | 69,306 | - | 69,306 |
| 75223300 | 515010 | OT-REGULAR | 561 | - | - | - | - |
| 75223300 | 517010 | HEALTH INSURANCE | 14,706 | 36,968 | 22,668 | - | 22,668 |
| 75223300 | 517020 | DENTAL INSURANCE | 1,072 | 2,255 | 1,349 | - | 1,349 |
| 75223300 | 517030 | RETIREMENT CONTRIBUTIONS | 10,393 | 14,155 | 9,377 | - | 9,377 |
| 75223300 | 517040 | SOCIAL SECURITY | 5,514 | 7,701 | 5,302 | - | 5,302 |
| 75223300 | 517050 | WORKERS COMPENSATION | 2,140 | 2,896 | 2,314 | - | 2,314 |
| | Personnel Total | | 107,801 | 153,320 | 110,316 | - | 110,316 |
| | Operating | | | | | | |
| 75223300 | 522060 | PW FLEET CHARGE | 19,391 | 22,313 | 18,563 | - | 18,563 |
| 75223300 | 523000 | REPAIR & MAINTENANCE SVCS | 39,005 | 36,525 | 36,525 | - | 36,525 |
| 75223300 | 523740 | MAINT-STREET LIGHT | 37,688 | 1,517 | 1,517 | - | 1,517 |
| 75223300 | 525010 | WATER | 25,301 | 10,000 | 10,000 | - | 10,000 |
| 75223300 | 525030 | ELECTRICITY | 14,387 | 8,000 | 8,000 | - | 8,000 |
| 75223300 | 527600 | SUPPLIES-OPERATING | 603 | - | - | - | - |
| | Operating Total | | 136,376 | 78,355 | 74,605 | - | 74,605 |
| 75223300 | Total | | 244,177 | 231,675 | 184,921 | - | 184,921 |
| 75223400 | GF-PW-HAZARDOUS WASTE SITE | | | | | | |
| 75223400 | Operating | | | | | | |
| 75223400 | 521030 | TECHNICAL SERVICES | - | 2,000 | 2,000 | - | 2,000 |
| 75223400 | 521200 | LABORATORY SERVICES | 1,825 | 4,065 | 4,065 | - | 4,065 |
| 75223400 | 521210 | MONITOR & INSPECTIONS | 6,305 | 45,000 | 45,000 | - | 45,000 |
| 75223400 | 524480 | HAULING & DISPOSAL | - | 6,400 | 6,400 | - | 6,400 |
| 75223400 | 527600 | SUPPLIES-OPERATING | - | 1,500 | 1,500 | - | 1,500 |
| | Operating Total | | 8,130 | 58,965 | 58,965 | - | 58,965 |
| 75223400 | Total | | 8,130 | 58,965 | 58,965 | - | 58,965 |
| 75223500 | GF-PW-LEAF PICKUP | | | | | | |
| | Personnel | | | | | | |
| 75223500 | 513040 | WAGES-FULL TIME | 30,077 | 34,184 | - | - | - |
| 75223500 | 515010 | OT-REGULAR | 7,267 | 3,400 | 3,400 | - | 3,400 |
| 75223500 | 517010 | HEALTH INSURANCE | - | 14,145 | - | - | - |
| 75223500 | 517020 | DENTAL INSURANCE | - | 863 | - | - | - |
| 75223500 | 517030 | RETIREMENT CONTRIBUTIONS | 5,251 | 5,284 | 460 | - | 460 |
| 75223500 | 517040 | SOCIAL SECURITY | 2,794 | 2,875 | 260 | - | 260 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Department Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|------------------------|----------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 75223500 | 517050 | WORKERS COMPENSATION | 1,083 | 1,124 | 114 | - | 114 |
| | Personnel Total | | 46,472 | 61,875 | 4,234 | - | 4,234 |
| | Operating | | | | | | |
| 75223500 | 522060 | PW FLEET CHARGE | 52,777 | 60,730 | 55,689 | - | 55,689 |
| 75223500 | 527600 | SUPPLIES-OPERATING | 340 | 1,020 | 1,020 | - | 1,020 |
| | Operating Total | | 53,117 | 61,750 | 56,709 | - | 56,709 |
| 75223500 Total | | | 99,589 | 123,625 | 60,943 | - | 60,943 |
| Grand Total | | | 4,560,738 | 5,050,713 | 5,313,867 | 212,207 | 5,297,166 |

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Parking Fund #022

A special revenue fund for accounting for the operations, maintenance, and capital outlay needs of the municipal parking area. The Parking Fund is intended to be self-supporting and revenues derived from parking meters, lots, and facilities are recorded in this fund.

| DESCRIPTION | PAGE # |
|---|---------|
| Overview; Services; Objectives; Metrics | 160-164 |
| Operating Revenues & Expenditures | 165 |
| Capital Improvement Program | 166 |
| Long-Term Debt | 167 |
| Revenue Budget | 168 |
| Supplemental Requests | 169 |
| Expenditure Budget | 170-171 |



| | | | |
|--|--|--------------|-------------|
| Department: | City Manager's Office | Fund: | 022-Parking |
| EXPENDITURE Organizational Codes: | Parking Services & Public Works 22000000; 22090000; 22091500; 22145100; 22145230; 22145231 | | |
| REVENUE Organizational Codes: | 22020500; 22021501; 22023503; 22024505; 22025506; 22026507; 22027504; 22324505 | | |
| Mission: | Provide convenient, safe, and well-maintained downtown public parking services for the community of users, leveraging innovative excellence, efficiency and modern business practices via courteous customer service, proactive operations and enforcement that supports turnover for economic vitality. | | |

(FY 24) Parking Services will continue to meet City Council Goals 1, 2, 4, 6, 7, and 8; and meet Strategic Government Themes to diversify revenue, implement plans and asset management strategies for parking. With inter-departmental collaboration, we will develop, adopt, and begin implementing an EV charging strategic plan; In conjunction with Community Development and after consultation with Public Works, this year we will create methods to allow for on-street permitted parking, that could allow additional housing units to be built as well as address the existing Downtown Core and Downtown Growth district parking requirements through implementation of the Parking Services Strategic Plan. Parking Services will continue to modernize our parking system (specifically with the use of pay stations), further outreach to the community and visitors, and support a vibrant and dynamic downtown for visitors, residents, and workforce. These goals parallel the themes of the Strategic Parking Plan to provide convenient, safe, and available parking to all the Downtown's demographics.

In FY23, we expanded our pay station operations to allow more payment options in formerly on-street metered-only areas. Along with this expansion, a trial of 15-minute complimentary sessions proved to serve customers and businesses in greater capacity by allowing each space covered by the pay stations to be loading zones and quick-run parking spaces. Further, the pay stations' coverage allowed for removal of meters, meter posts, and unnecessary signage, opening the street scape and reducing snow removal difficulties and maintenance and inevitable replacement of meter parts. Reusing meters in other areas has improved the function and esthetics by replacing rusty and older-modeled meters. Removing meters and posts expanded the usable areas of the sidewalks to allow for increased foot traffic, outside dining, and ease of maintenance. Staff has also been able to streamline collections in those areas, allowing them to better utilize their time.

In addition to the pay station expansion, the pay-by-app only areas have also expanded. These areas include east Railroad Street, Ralston Street, and a small section on Mechanic Street. Loss of meters have led to this transition although the trend towards mobile app payment is increasing. We have experienced an increase of nearly 1000 transactions per month over FY23, providing evidence that the adoption of mobile app payments is becoming commonplace. Pay station transactions have increased from 4600 per month to 9000 per month with our expanded pay station program. Customers are comfortable with using the pay stations. Parking personnel and outreach have been important in the customers' transition to modern parking options.

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

In collaboration with Public Works and other departments, EV charging has been a subject of discussion with how to best suit the customers who would utilize EV chargers. Funds for an EV charger infrastructure study has been set aside to determine the best locations, costs, financial impacts, etc. to ensure the best financial and service outcomes with an expanded EV charger program.

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

We have utilized, and will continue to utilize, significant outreach to inform the public of the ticket and rate increase including social media, flyers and meter postings, and collaboration with the Marketing and Communications Director to forward this information. Outreach, communication, and educational efforts will include utilizing our social media account to grow our online consumer following that will allow a wider audience to be informed of changes and further our education and customer service efforts. Parking Services collaborated with the Communications and Marketing Director to streamline and update the Parking Services webpage to provide more pertinent and easy access to information.

In FY24, we will maintain our efforts of collaborating and coordinating communications with Economic Development and downtown groups to continue optimizing the parking program to meet the competing parking needs of customers, downtown workforce, and residents. We will promote further modernization of the parking system with pay stations, pay-by-app areas, and increase the effort towards providing more permitted parking in strategic areas of the City. We will continue in our educational and communication efforts through visibility and social media.

To further maximize utility and reduce costs, other suitable areas for pay station installation will be evaluated. FY24 CIP includes more pay stations and the expansion of the program to other suitable areas such as West Central Square, South Gilbo Avenue, the median parking on Main Street, and Main Street from Gilbo Avenue to West Street, among others. The 15-minute trial for pay stations covering on-street parking areas will continue with the program's expansion.

As the frequency of downtown events increases, parking will play an integral part in ensuring the events have the parking spaces needed to run the events. Parking provides the means for event setup and the footprint for the events themselves, often as community-funded events. The parking fund also provides nearly \$100,000 in parking support to the Downtown for holidays and events.

We have continued to have high demand for reserved parking, especially for 24/7 and overnight use. We will evaluate certain areas that are underutilized for better suitability as permitted parking. These areas include Lower Main near Keene State College and Gilbo Avenue specifically because of their historically low use. These areas would allow residents, students, and workers access to guaranteed parking. Responsible asset management of parking inventory and diversifying revenue streams is vital to the prosperity of the Downtown Core.

As the parking system changes and evolves, so will the management of the system. The management will need to be creative and innovative, especially when it comes to the proposed CIP Gilbo Multi-Use Parking Facility. Evaluation of the number and status (i.e., full-time versus part-time) of positions and positional duties will need to be assessed yearly. As the footprint and residential demographics of Downtown grows, so will the demand on the employees and the upkeep of the Downtown area. It is likely that a part-time Parking Services Officer position will need to become full-time to increase the efficiency and availability of staff, as well as prevent burnout. Having officers in the Downtown area is an asset to the City, as they provide information not only about parking, but the City and its amenities.

Cost Center 01501 Outside Services provides for snow and ice control, general maintenance and repair support to the surface parking lots (Commercial Street, Elm Street, Gilbo East and West, and Library), marked spaces (metered and unmetered) and the upkeep of the downtown areas. The funds in this area do not fully support all activities (for example street sweeping, line painting) but provide a contribution to the general fund that shoulders most of the cost. Public Works completed several projects under the parking fund. They include resurfacing of Gilbo and Commercial Lot, lot and on street restriping, crosswalk maintenance, and city hall garage maintenance. FY 24 projects include maintenance and repair of the waterproof membrane in Wells Garage.

We will stay current with services, industry best practices, parking management and operational solutions, and new technology. We will also closely monitor and analyze current and projected downtown parking inventory through survey, outreach, and changes to the downtown landscape, particularly with increased residential growth.

In FY23 the Public Works Department continued numerous projects:

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

The FY24 Budget continues these same activities at the same level as in FY23.

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

Under 22021502 and 22021503 Public Works performed:

- Annual power washing of each deck;
- Weekly trash pickup;
- Snow and ice control and clean up on each facility.

For FY24, the proposed budget provides for the same services and the same level as FY23.

Background

The City's Parking Services serves thousands of residents, workers, and visitors per year through meters and parking lots, daily rentals, leases, and reserved spaces. Our enforcement staff maintains more than 400 parking meters, multiple parking lots, and 14 multi-space pay stations. Our in-office staff interacts with and assists customers daily, provides outreach and education to our customers, collects payments, equipment repair and maintenance, works on collections of customers' overdue tickets and stays updated on new technology and methods of paying for parking. Our staff collaborates with many departments within the City of Keene such as Economic Development, Public Works, Community Development, Police, Planning, IT, and Finance.

Our team communicates with other towns and cities on ways to modernize our process and stay abreast of current parking trends. We research and study what other places are using and how we can incorporate new technology in Keene to meet the needs and demands of the City. We work with several parking vendors to encourage modern parking technology usage and encourage our customers to go coinless and use the app and pay stations. Parking Services does outreach to local businesses, residents, workforce, and visitors to determine the needs in our area.

Parking staff offer effective customer engagement, payment services and collections, manage parking resources, develop, and utilize outreach material, as well as implement strategic planning for future developments in the Downtown Core. Collaboration with Economic Development, Public Works, Police, Community Development, and other City departments, provides cross-functional knowledge sharing to coordinate strategies into parking programs that help forward the objectives in the Strategic Parking Plan and City's Comprehensive Master Plan.

| PARKING FUND | | | |
|--|----------------|--------------------------|------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/Comp Plan | |
| Parking Services: Provide convenient, safe, and well-maintained downtown public parking services for the community of users. | | Economic Development | |
| Parking Management: Manage on-street and off-street parking to provide availability to residents, employees and the public. | | Economic Development | |
| Assess Parking Needs: Provide strategic and administrative support to study current and projected parking needs, review parking rates, and new technology/concepts in parking to make the function of parking more efficient in management and to the customer. | | Downtown | |
| Infrastructure: Oversee maintenance, repairs, and snow and ice control of the parking structures, surface parking lots, and on-street parking spaces. | | Infrastructure | |
| Communication: Collaborate and coordinate communications to continue optimizing the Parking Program meeting the competing parking needs of customers, downtown workforce and residents. | | Downtown | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Identify and improve public parking needs; develop new strategies and solutions to meet needs. | | Downtown | 1, 2, 4, 6, 8 |
| Promote benefits of long-term parking lots, mobile app and other resources, as well as expanded reserved permit program geared toward downtown workforce and residents. | | Downtown | 1, 2, 3, 4, 6, 8 |
| Optimize long-term reserved Parking Program to meet resident and workforce needs. | | Economic Development | 1, 2, 3, 4, 6, 8 |
| Engage further with users of the Parking Program to augment parking signage and visibility as needed in the core downtown, particularly regarding directional signs to and in long-term public. | | Downtown | 8 |
| Modernize all aspects of parking, including enforcement, maintenance and planning for future needs. | | Transportation | 1, 2, 3, 4, 6, 8 |
| Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance. | | Economic Development | 1, 2, 3, 6 |
| METRICS: | FY22 | FY23 | FY24 |
| Number of spaces managed by Parking Services - metered / leased / permit | 811/71/360 | 761/71 /406 | 761/71/406 |
| Number of public reserved parking permits sold per year | 1,530 | 1,700 | 17,00 |
| Number of Level 1 violations issued collection | 13,000 | 15,000 | 15,200 |
| Number of single-space meters replaced with multi-space paystations (accumulative) | 545 | 522 | 585 |
| Average number of Pay Station transactions per year | 40,000 | 55,000 | 108,000 |
| Average ParkMobile transactions per month | 7,050 | 8,000 | 9,000 |
| Average SemaConnect EV charger sessions per month | 70 | 85 | 100 |

Parking Fund Operating Revenues and Expenditures

Proposed FY 2023 - 2024 Budget

| | ACTUAL FY21/22 | BUDGET FY 22/23 | DEPT REQ FY 23/24 | CITY MGR FY 23/24 | PROJECTED FY 24/25 | PROJECTED FY 25/26 |
|------------------------------------|--------------------|--------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | |
| Taxes | \$545,108 | \$210,648 | \$203,470 | \$203,470 | \$220,000 | \$235,000 |
| Parking Meter Fees / Space Rentals | 765,738 | 793,957 | 861,814 | 861,814 | 883,359 | 905,443 |
| Fines & Forfeits | 227,137 | 260,300 | 296,550 | 296,550 | 302,481 | 308,531 |
| Miscellaneous | 3,273 | 500 | 1,000 | 1,000 | 1,020 | 1,040 |
| County Courthouse Payment | 16,938 | 16,734 | 16,530 | 16,530 | 16,530 | 16,326 |
| Capital Reserve / Project Balances | | 155,800 | 57,400 | 57,400 | 57,400 | 32,700 |
| Use of (Addition to) Surplus | | 34,307 | (117,277) | (117,277) | (13,174) | (38,578) |
| Sale of Bond | | 523,000 | | | 871,000 | |
| TOTAL REVENUES | \$1,558,194 | \$1,995,246 | \$1,319,487 | \$1,319,487 | \$2,338,616 | \$1,460,462 |
| EXPENDITURES | | | | | | |
| Lots & Meters | \$579,721 | \$609,780 | \$666,425 | \$666,425 | \$679,754 | \$693,348 |
| Outside Services | 248,919 | 249,235 | 233,531 | 233,531 | 238,202 | 242,965 |
| City Hall Parking Facility | 12,446 | 22,701 | 19,686 | 19,686 | 20,080 | 20,481 |
| Wells Street Parking Facility | 24,041 | 34,262 | 29,425 | 29,425 | 30,014 | 30,614 |
| Debt Service-TIFD | 489,851 | 124,467 | 123,020 | 123,020 | 181,008 | 190,054 |
| SUBTOTAL | \$1,354,978 | \$1,040,446 | \$1,072,087 | \$1,072,087 | \$1,149,056 | \$1,177,462 |
| CAPITAL | | | | | | |
| TOTAL EXPENDITURES | 131,300 | 954,800 | 247,400 | 247,400 | 1,189,560 | 283,000 |
| NET REVENUE (EXPENDITURES) | \$1,486,278 | \$1,995,246 | \$1,319,487 | \$1,319,487 | \$2,338,616 | \$1,460,462 |
| | \$71,915 | \$0 | \$0 | \$0 | \$0 | \$0 |

Parking Fund

Year 2 - 2024 (2023 - 2029 Capital Improvement Program Summary)

| Project Name | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | TOTAL |
|---|-------------------|---------------------|-------------------|---------------------|-------------------|------------------|----------------------|
| CR Appropriation: City Hall Parking Facility | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 195,000 |
| CR Appropriation: Wells Street Parking Facility | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 180,000 |
| City Hall Parking Structure Maint Program | 57,400 | 32,700 | 218,000 | - | - | - | 308,100 |
| EV Charging Stations Project | - | 167,860 | - | - | - | - | 167,860 |
| Pay Stations Project | 125,000 | - | - | - | - | - | 125,000 |
| Surface Lot Maintenance Program | - | 53,000 | - | - | 50,000 | - | 103,000 |
| Wells Street Parking Structure Maint Program | - | - | - | - | - | - | - |
| West Side Downtown Parking Structure | - | 871,000 | - | 9,798,000 | - | - | 10,669,000 |
| TOTAL CAPITAL PROGRAM | \$ 247,400 | \$ 1,189,560 | \$ 283,000 | \$ 9,858,000 | \$ 110,000 | \$ 60,000 | \$ 11,747,960 |

PROJECT FUNDING DETAIL

Capital Reserve Appropriations

| | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Capital Reserve: City Hall Parking Facility | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 195,000 |
| Capital Reserve: Wells Street Parking Facility | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 180,000 |
| Total: Capital Reserve Appropriations | \$ 65,000 | \$ 65,000 | \$ 65,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 375,000 |

Reserve Funded Projects

| | | | | | | | |
|--|------------------|------------------|-------------------|-------------|-------------|-------------|-------------------|
| City Hall Parking Structure Maint Program | \$ 57,400 | \$ 32,700 | \$ 218,000 | \$ - | \$ - | \$ - | \$ 308,100 |
| Wells Street Parking Structure Maint Program | - | - | - | - | - | - | - |
| Total: Reserve Funded Projects | \$ 57,400 | \$ 32,700 | \$ 218,000 | \$ - | \$ - | \$ - | \$ 308,100 |

Projects Funded with Debt

| | | | | | | | |
|--|-------------|-------------------|-------------|---------------------|-------------|-------------|----------------------|
| Wells Street Parking Structure Maint Program | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| West Side Downtown Parking Structure | - | 871,000 | - | 9,798,000 | - | - | 10,669,000 |
| Total: Projects Funded with Debt | \$ - | \$ 871,000 | \$ - | \$ 9,798,000 | \$ - | \$ - | \$ 10,669,000 |

Projects Funded with Cash

| | | | | | | | |
|---|-------------------|-------------------|-------------|-------------|------------------|-------------|-------------------|
| EV Charging Stations Project | \$ - | \$ 167,860 | \$ - | \$ - | \$ - | \$ - | \$ 167,860 |
| Pay Stations Project | 125,000 | - | - | - | - | - | 125,000 |
| Surface Lot Maintenance Program | - | 53,000 | - | - | 50,000 | - | 103,000 |
| West Side Downtown Parking Structure | - | - | - | - | - | - | - |
| Total: Projects Funded with Cash | \$ 125,000 | \$ 220,860 | \$ - | \$ - | \$ 50,000 | \$ - | \$ 395,860 |

Subtotal: Uses of Cash

(Capital Reserve Appropriations plus Projects Funded with Cash)

| | | | | | | | |
|------------------------------|-------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|
| TOTAL CAPITAL PROGRAM | \$ 190,000 | \$ 285,860 | \$ 65,000 | \$ 60,000 | \$ 110,000 | \$ 60,000 | \$ 770,860 |
|------------------------------|-------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|

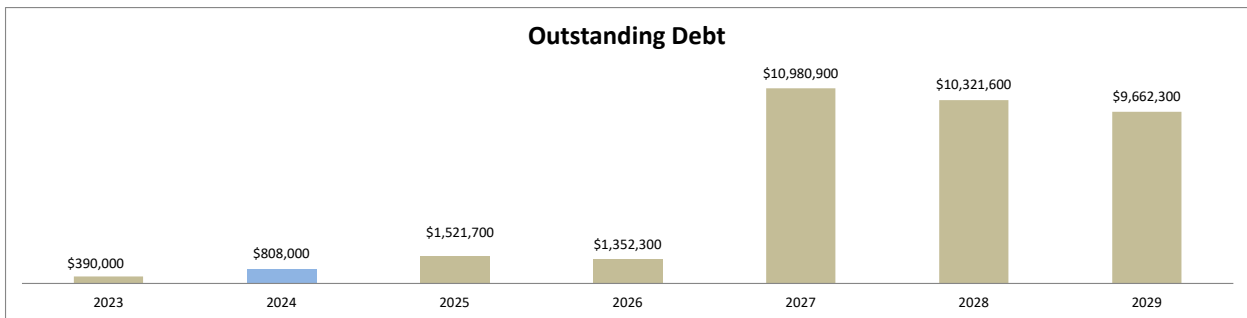
New Cash Requirement FY 24-29: Reconciliation

| | | | | | | | |
|--|-------------------|------------------|-----------------|-----------------|------------------|-----------------|------------------|
| Total: Uses of Cash | \$ 190,000 | \$285,860 | \$65,000 | \$60,000 | \$110,000 | \$60,000 | \$770,860 |
| Use of Retained Earnings/Project Balance | - | - | - | - | - | - | - |
| New Funds Needed | \$ 190,000 | \$285,860 | \$65,000 | \$60,000 | \$110,000 | \$60,000 | \$770,860 |

Parking Fund

FY 2023 - 2024 Statement of Long-Term Debt

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2023/2024</u> | <u>INTEREST 2023/2024</u> | <u>PRINCIPAL BALANCE 06/30/24</u> |
|---|--------------|-----------------|-------------|--------------------------|--------------------------------|-------------------------------|---|
| Wells St TIFD Courthouse Project (advance refunded 2020 Series B) | 9/15/2020 | 10/15/2030 | 1.36% | 327,000 | 30,000 | 3,060 | 210,000 |
| Wells St TIFD Infrastructure (Norway/93rd) | 6/12/2015 | 6/12/2025 | avg 2.17% | 760,000 | 75,000 | 4,500 | 75,000 |
| | | | | <u>\$ 1,087,000</u> | <u>\$ 105,000</u> | <u>\$ 7,560</u> | <u>\$ 285,000</u> |
| Authorized, Unissued: | | | | | | | |
| R-2022-14 Well Street Structure Maintenance | | 2034 | est. 4.0% | \$ 523,000 | \$ - | \$ 10,460 | \$ 523,000 |
| Total Authorized / Unissued | | | | <u>\$ 523,000</u> | <u>\$ -</u> | <u>\$ 10,460</u> | <u>\$ 523,000</u> |
| Anticipated, FY23/24: | | | | | | | |
| N/A | | | | \$ - | | | |
| Total Anticipated Bond Issue - New | | | | <u>\$ -</u> | | | |
| Anticipated, Future FY25 - FY29: | | | | | | | |
| FY25 West Side Downtown Parking Structure | | | | \$ 871,000 | | | |
| FY27 West Side Downtown Parking Structure | | | | \$ 9,798,000 | | | |
| Total Anticipated Bond Issue - Future | | | | <u>\$ 10,669,000</u> | | | |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|--------------------------------|--------------------|--------------------|--------------------|-----------|--------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| PARKING-CHARGES FOR SVCS | | | | | | | |
| 22023503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| PARKING-CHARGES FOR SVCS Total | | | - | - | - | - | - |
| PARKING-FINES & FORFEITS | | | | | | | |
| 22027504 | 451010 | FINES-METER VIOLATIONS STAGE 1 | (95,085) | (100,400) | (141,750) | - | (141,750) |
| 22027504 | 451020 | FINES-METER VIOLATIONS STAGE 2 | (100,818) | (113,900) | (117,000) | - | (117,000) |
| 22027504 | 451030 | FINES-GEN VIOLATIONS STAGE 1 | (10,010) | (14,000) | (12,225) | - | (12,225) |
| 22027504 | 451040 | FINES-GEN VIOLATIONS STAGE 2 | (10,849) | (20,000) | (13,575) | - | (13,575) |
| 22027504 | 451050 | FINES-COURT | (10,375) | (12,000) | (12,000) | - | (12,000) |
| PARKING-FINES & FORFEITS Total | | | (227,137) | (260,300) | (296,550) | - | (296,550) |
| PARKING-LICENSES PERMITS FEES | | | | | | | |
| 22021501 | 423060 | FEE-MISCELLANEOUS | (2,599) | - | - | - | - |
| 22021501 | 423070 | METERS-CITY HALL-UPPER LOT | (3,834) | (2,040) | (2,310) | - | (2,310) |
| 22021501 | 423080 | METERS-COMMERCIAL LOT | (18,919) | (21,600) | (25,050) | - | (25,050) |
| 22021501 | 423090 | METERS-ELM LOT | (11,814) | (11,500) | (14,245) | - | (14,245) |
| 22021501 | 423100 | METERS-GILBO LOT EAST | (30,097) | (33,200) | (46,000) | - | (46,000) |
| 22021501 | 423110 | METERS-LIBRARY ANNEX LOT | (3,387) | (5,090) | (7,630) | - | (7,630) |
| 22021501 | 423120 | METERS-WINTER STREET | - | - | - | - | - |
| 22021501 | 423130 | METERS-ON STREET | (196,184) | (228,000) | (253,700) | - | (253,700) |
| 22021501 | 423140 | METERS-WELLS LOT | (15,284) | (7,550) | (12,175) | - | (12,175) |
| 22021501 | 423190 | FEE-PARKING SMARTCARDS | (1) | - | - | - | - |
| 22021501 | 423200 | METERS-MAIN STREET | (128,084) | (129,517) | (128,300) | - | (128,300) |
| 22021501 | 423210 | METERS-CENTRAL SQUARE | (1,506) | - | (5,390) | - | (5,390) |
| PARKING-LICENSES PERMITS FEES Total | | | (411,708) | (438,497) | (494,800) | - | (494,800) |
| PARKING-MISCELLANEOUS | | | | | | | |
| 22024505 | 461010 | INTEREST EARNINGS | (3,273) | (500) | (1,000) | - | (1,000) |
| 22024505 | 461110 | OTHER | (7) | - | - | - | - |
| 22024505 | 463000 | RENTS | (13,912) | (15,397) | (20,875) | - | (20,875) |
| 22024505 | 463050 | RENT-LEASED PARKING LOTS | (37,160) | (36,808) | (4,356) | - | (4,356) |
| 22024505 | 463100 | RENT-EMPLOYEE PARKING SPACES | (47,480) | (57,080) | (45,880) | - | (45,880) |
| 22024505 | 463180 | KEENE DISTRICT COURT | - | - | - | - | - |
| 22024505 | 463190 | COUNTY COURTHOUSE | (16,938) | (16,734) | (16,530) | - | (16,530) |
| 22024505 | 463200 | RENT-COMMERCIAL LOT RESERVED | (42,512) | (31,600) | (30,100) | - | (30,100) |
| 22024505 | 463210 | RENT-CYPRESS LOT RESERVED | - | - | - | - | - |
| 22024505 | 463220 | RENT-ELM LOT RESERVED | (23,138) | (24,500) | (24,500) | - | (24,500) |
| 22024505 | 463230 | RENT-GILBO WEST RESERVED | (31,489) | (33,000) | (33,000) | - | (33,000) |
| 22024505 | 463240 | RENT-WELLS LOT RESERVED | (126,909) | (129,000) | (124,000) | - | (124,000) |
| 22024505 | 463250 | RENT-LOT 6 CITY HALL UPPER | - | - | - | - | - |
| 22024505 | 463260 | RENT-ON STREET RESERVED | (31,423) | (28,075) | (28,400) | - | (28,400) |
| PARKING-MISCELLANEOUS Total | | | (374,242) | (372,694) | (328,641) | - | (328,641) |
| PARKING-OTHER FIN SOURCES | | | | | | | |
| 22025506 | 470010 | USE (ADDITION) TO SURPLUS | - | (34,307) | 117,277 | - | 117,277 |
| 22025506 | 470030 | CAPITAL RESERVE | - | (155,800) | (57,400) | - | (57,400) |
| 22025506 | 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| 22025506 | 472010 | CAPITAL PROJECTS FUND | - | - | - | - | - |
| 22025506 | 473020 | PROPERTY SURPLUS SALE | - | - | - | - | - |
| PARKING-OTHER FIN SOURCES Total | | | - | (190,107) | 59,877 | - | 59,877 |
| PARKING-PROCEEDS LT FIN | | | | | | | |
| 22026507 | 481010 | SALE OF BONDS | - | (523,000) | - | - | - |
| PARKING-PROCEEDS LT FIN Total | | | - | (523,000) | - | - | - |
| PARKING-TAXES | | | | | | | |
| 22020500 | 411250 | TAX-INCREMENT FINANCING | (545,108) | (210,648) | (203,470) | - | (203,470) |
| PARKING-TAXES Total | | | (545,108) | (210,648) | (203,470) | - | (203,470) |
| PARKING-WELLS-MISCELLANEOUS | | | | | | | |
| 22324505 | 463050 | RENT-LEASED PARKING LOTS | - | - | (32,803) | - | (32,803) |
| 22324505 | 463100 | RENT-EMPLOYEE PARKING SPACES | - | - | (11,200) | - | (11,200) |
| 22324505 | 463240 | RENT-WELLS LOT RESERVED | - | - | (11,900) | - | (11,900) |
| PARKING-WELLS-MISCELLANEOUS Total | | | - | - | (55,903) | - | (55,903) |
| PARKING Total | | | (1,558,195) | (1,995,246) | (1,319,487) | - | (1,319,487) |
| Grand Total | | | (1,558,195) | (1,995,246) | (1,319,487) | - | (1,319,487) |

Parking Fund

FY 2023 - 2024 Supplemental Requests

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation | |
|---------------------------|----------|---------|---|--|----------|
| Administration | 22000000 | 513030+ | Position reclassification: Parking Operations Manager | \$ 7,981 | \$ 7,981 |
| TOTAL Parking Fund | | | \$ 7,981 | \$ 7,981 | |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|--|---------------------------|----------------|----------------|----------------|--------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 22000000 | PARKING-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 22000000 | 513030 | WAGES-SUPERVISORY | 130,917 | 140,096 | 146,096 | 6,539 | 146,096 |
| 22000000 | 513040 | WAGES-FULL TIME | 106,496 | 109,714 | 116,427 | - | 116,427 |
| 22000000 | 513070 | WAGES-PART TIME | 55,290 | 74,361 | 85,199 | - | 85,199 |
| 22000000 | 514010 | WAGES-TEMPORARY | 39 | - | - | - | - |
| 22000000 | 515010 | OT-REGULAR | - | - | - | - | - |
| 22000000 | 517010 | HEALTH INSURANCE | 55,473 | 57,261 | 76,227 | - | 76,227 |
| 22000000 | 517020 | DENTAL INSURANCE | 3,319 | 3,309 | 3,691 | - | 3,691 |
| 22000000 | 517030 | RETIREMENT CONTRIBUTIONS | 33,380 | 35,123 | 35,520 | 884 | 35,520 |
| 22000000 | 517040 | SOCIAL SECURITY | 21,438 | 24,799 | 26,159 | 499 | 26,159 |
| 22000000 | 517050 | WORKERS COMPENSATION | 3,527 | 4,028 | 6,353 | 59 | 6,353 |
| | Personnel Total | | 409,879 | 448,690 | 495,672 | 7,981 | 495,672 |
| | Operating | | | | | | |
| 22000000 | 521020 | PROFESSIONAL SERVICES | 1,584 | - | - | - | - |
| 22000000 | 521030 | TECHNICAL SERVICES | 31,481 | 18,000 | 19,000 | - | 19,000 |
| 22000000 | 521950 | MARKETING & DEVELOPMENT | - | 523 | 523 | - | 523 |
| 22000000 | 522050 | PC REPLACEMENT CHARGE | 1,187 | 1,275 | 1,358 | - | 1,358 |
| 22000000 | 522060 | PW FLEET CHARGE | 8,103 | 8,941 | 8,021 | - | 8,021 |
| 22000000 | 522070 | CITY ADMIN CHARGE | 96,364 | 85,946 | 96,339 | - | 96,339 |
| 22000000 | 522080 | TAXES | - | 2,304 | 1,900 | - | 1,900 |
| 22000000 | 523110 | MAINT-EQUIPMENT | 2,068 | 3,900 | 3,900 | - | 3,900 |
| 22000000 | 524180 | VIOLATION COLLECTION FEES | 1,765 | - | - | - | - |
| 22000000 | 524350 | TRAINING | 1,958 | 3,000 | 3,000 | - | 3,000 |
| 22000000 | 524460 | CLEANING ALLOWANCE | 400 | 600 | 600 | - | 600 |
| 22000000 | 525100 | COMMUNICATIONS & PHONE | 1,256 | 2,484 | 2,484 | - | 2,484 |
| 22000000 | 526020 | RENTAL-OFFICE SPACE | 11,322 | 11,617 | 12,128 | - | 12,128 |
| 22000000 | 527010 | SUPPLIES-OFFICE | 1,274 | 6,000 | 6,000 | - | 6,000 |
| 22000000 | 527100 | POSTAGE | 1,041 | 3,000 | 2,000 | - | 2,000 |
| 22000000 | 527200 | REPAIR-PARTS | (295) | 5,000 | 5,000 | - | 5,000 |
| 22000000 | 527550 | SUPPLIES-UNIFORMS | 2,002 | 3,500 | 3,500 | - | 3,500 |
| 22000000 | 527600 | SUPPLIES-OPERATING | 5,652 | 5,000 | 5,000 | - | 5,000 |
| 22000000 | 529010 | RECRUITMENT | 380 | - | - | - | - |
| 22000000 | 534090 | ACQ-EQUIPMENT | 2,300 | - | - | - | - |
| | Operating Total | | 169,843 | 161,090 | 170,753 | - | 170,753 |
| 22000000 Total | | | 579,721 | 609,780 | 666,425 | 7,981 | 666,425 |
| 22090000 | PARKING-DEBT SERVICE | | | | | | |
| | Operating | | | | | | |
| 22090000 | 551010 | DEBT-PRINCIPAL | 470,000 | 105,000 | 105,000 | - | 105,000 |
| 22090000 | 551020 | DEBT-INTEREST | 19,851 | 19,467 | 18,020 | - | 18,020 |
| | Operating Total | | 489,851 | 124,467 | 123,020 | - | 123,020 |
| 22090000 Total | | | 489,851 | 124,467 | 123,020 | - | 123,020 |
| 22091500 | PARKING-TRANS-CAPITAL & OTHER | | | | | | |
| | Operating | | | | | | |
| 22091500 | 522080 | TAXES | - | - | - | - | - |
| 22091500 | 580100 | TRANS-CAP RESERVE | 60,000 | 60,000 | 65,000 | - | 65,000 |
| 22091500 | 580110 | TRANS-CAP PROJ | 71,300 | 894,800 | 182,400 | - | 182,400 |
| | Operating Total | | 131,300 | 954,800 | 247,400 | - | 247,400 |
| 22091500 Total | | | 131,300 | 954,800 | 247,400 | - | 247,400 |
| 22145100 | PARKING-OUTSIDE SERVICES | | | | | | |
| | Personnel | | | | | | |
| 22145100 | 513040 | WAGES-FULL TIME | 15,903 | 22,878 | 25,189 | - | 25,189 |
| 22145100 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 22145100 | 515010 | OT-REGULAR | 9,003 | 4,664 | 4,804 | - | 4,804 |
| 22145100 | 517010 | HEALTH INSURANCE | 19,248 | 9,467 | 13,015 | - | 13,015 |
| 22145100 | 517020 | DENTAL INSURANCE | 1,446 | 577 | 833 | - | 833 |
| 22145100 | 517030 | RETIREMENT CONTRIBUTIONS | 3,475 | 3,872 | 4,058 | - | 4,058 |
| 22145100 | 517040 | SOCIAL SECURITY | 1,886 | 2,107 | 2,296 | - | 2,296 |
| 22145100 | 517050 | WORKERS COMPENSATION | 943 | 824 | 554 | - | 554 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|--------------------|-------------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| | Personnel Total | 51,904 | 44,389 | 50,749 | - | 50,749 |
| | Operating | | | | | |
| 22145100 | 522030 SNOW PLOWING | 64,371 | 65,658 | 66,971 | - | 66,971 |
| 22145100 | 522040 STREET SWEEPING | 9,900 | 8,000 | 8,000 | - | 8,000 |
| 22145100 | 523300 MAINT-PARKING LOT | 1,520 | 4,000 | 4,000 | - | 4,000 |
| 22145100 | 523400 MAINT-GROUNDS | 116,389 | 115,838 | 92,461 | - | 92,461 |
| 22145100 | 525030 ELECTRICITY | 763 | 850 | 850 | - | 850 |
| 22145100 | 527400 SUPPLIES-OTHER MAINT | - | 2,000 | 2,000 | - | 2,000 |
| 22145100 | 527600 SUPPLIES-OPERATING | 4,072 | 8,500 | 8,500 | - | 8,500 |
| | Operating Total | 197,015 | 204,846 | 182,782 | - | 182,782 |
| 22145100 | Total | 248,919 | 249,235 | 233,531 | - | 233,531 |
| 22145230 | PARKING-MAINT-CITY HALL DECK | | | | | |
| | Personnel | | | | | |
| 22145230 | 513040 WAGES-FULL TIME | 825 | 1,634 | - | - | - |
| 22145230 | 515010 OT-REGULAR | 184 | 600 | 618 | - | 618 |
| 22145230 | 517010 HEALTH INSURANCE | 4,179 | 676 | - | - | - |
| 22145230 | 517020 DENTAL INSURANCE | 315 | 41 | - | - | - |
| 22145230 | 517030 RETIREMENT CONTRIBUTIONS | 138 | 314 | 84 | - | 84 |
| 22145230 | 517040 SOCIAL SECURITY | 80 | 171 | 47 | - | 47 |
| 22145230 | 517050 WORKERS COMPENSATION | 27 | 64 | 12 | - | 12 |
| | Personnel Total | 5,749 | 3,500 | 761 | - | 761 |
| | Operating | | | | | |
| 22145230 | 522060 PW FLEET CHARGE | 6,697 | 7,702 | 7,425 | - | 7,425 |
| 22145230 | 527400 SUPPLIES-OTHER MAINT | - | 500 | 500 | - | 500 |
| 22145230 | 527600 SUPPLIES-OPERATING | - | 11,000 | 11,000 | - | 11,000 |
| | Operating Total | 6,697 | 19,202 | 18,925 | - | 18,925 |
| 22145230 | Total | 12,446 | 22,701 | 19,686 | - | 19,686 |
| 22145231 | PARKING-MAINT-WELLS DECK | | | | | |
| | Personnel | | | | | |
| 22145231 | 513040 WAGES-FULL TIME | 2,639 | 2,718 | - | - | - |
| 22145231 | 515010 OT-REGULAR | 508 | 900 | 927 | - | 927 |
| 22145231 | 517010 HEALTH INSURANCE | 1,646 | 1,125 | - | - | - |
| 22145231 | 517020 DENTAL INSURANCE | 124 | 69 | - | - | - |
| 22145231 | 517030 RETIREMENT CONTRIBUTIONS | 441 | 509 | 125 | - | 125 |
| 22145231 | 517040 SOCIAL SECURITY | 237 | 277 | 70 | - | 70 |
| 22145231 | 517050 WORKERS COMPENSATION | 85 | 103 | 18 | - | 18 |
| | Personnel Total | 5,680 | 5,701 | 1,140 | - | 1,140 |
| | Operating | | | | | |
| 22145231 | 522060 PW FLEET CHARGE | 6,697 | 7,702 | 7,425 | - | 7,425 |
| 22145231 | 525030 ELECTRICITY | 6,568 | 5,990 | 5,990 | - | 5,990 |
| 22145231 | 527400 SUPPLIES-OTHER MAINT | - | 11,870 | 11,870 | - | 11,870 |
| 22145231 | 527600 SUPPLIES-OPERATING | 5,096 | 3,000 | 3,000 | - | 3,000 |
| | Operating Total | 18,361 | 28,562 | 28,285 | - | 28,285 |
| 22145231 | Total | 24,041 | 34,262 | 29,425 | - | 29,425 |
| Grand Total | | 1,486,278 | 1,995,246 | 1,319,487 | 7,981 | 1,319,487 |

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PC Replacement Fund #046

An internal service fund (charges to other City departments) used to account for the on-going replacement of PCs, certain peripherals, and desktop software utilized by all City Departments.

| DESCRIPTION | PAGE # |
|---|---------|
| Overview; Services; Objectives; Metrics | 174-175 |
| Operating Revenues & Expenditures | 176 |
| Revenue Budget | 177 |
| Expenditure Budget | 178 |



| | | | |
|--|---|--------------|----------------------|
| Department: | Information Technology (IT) | Fund: | 046 - PC Replacement |
| EXPENDITURE Organization Codes: | PC Replacement 46000000; 46091000; 46091500 | | |
| REVENUE Organization Codes: | 46023503; 46024505; 46025506 | | |
| Mission: | Through the Computer Equipment Replacement Plan, regular replacement of computer equipment will ensure maximum levels of reliability and performance in the City's computing environment. | | |

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

IT plans to replace 63 computers in FY24, which will be completed entirely by IT staff. Printers and monitors are only replaced as necessary rather than on a fixed schedule. Overall, the printer inventory is aging to the extent that the budget now accounts for the replacement of at least five printers per year. Going forward, printers that reach end-of-life will be evaluated on a case by case basis for their necessity as the multi-function copiers may potentially cover printing needs.

Technology prices are starting to stabilize at the moment, and the hope is that we may see lower prices moving forward. However, currently costs are still up and to help combat this IT continues to keep laptops at a 4-year replacement cycle. FY24 will be the first year IT will buy laptops with 4-year warranties.

| PC REPLACEMENT FUND | | | |
|--|----------------|--------------------------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Replace PC1, PC2, laptop, tablet and Toughbook computers on schedule to ensure short and long-term operability. | | Municipal Governance & Fin Stability | |
| Manage a print services contract for affordable printer and multifunction device maintenance, repair and replacement. | | Municipal Governance & Fin Stability | |
| Implement and maintain system imaging practices for efficient computer build and rebuild operations. | | Municipal Governance & Fin Stability | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Replace 63 computers as well as EOL printers, monitors and computer equipment. | | Municipal Governance & Fin Stability | |
| Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services. | | Municipal Governance & Fin Stability | |
| Replace large scale plotter at Public Works | | Municipal Governance & Fin Stability | |
| METRICS: | FY22 | FY23 | FY24 |
| PC1 Purchase Cost | \$600 | \$950 | \$900 |
| PC1 Replacement Schedule | 5 years | 5 years | 5 years |
| PC2 Purchase Cost | \$900 | \$1,250 | \$1,150 |
| PC2 Replacement Schedule | 3 years | 3 years | 3 years |
| Tablet Purchase Cost | \$1,400 | \$2,150 | \$1,975 |
| Tablet Replacement Schedule | 3 years | 3 years | 3 years |
| iPad Purchase Cost | \$500 | \$500 | \$500 |
| iPad Replacement Schedule | 3 years | 3 years | 3 years |
| Laptop Purchase Cost | \$700 | \$1,200 | \$1,150 |
| Laptop Replacement Schedule | 3 years | 4 years | 4 years |
| Total Annual Contributions to Fund | \$103,895 | \$115,236 | \$121,523 |
| Total Computers | 338 | 341 | 353 |

PC Replacement Fund
Operating Revenues and Expenditures
Proposed FY 2023 - 2024 Budget

| | ACTUAL FY 21/22 | BUDGET FY 22/23 | DEPT REQ FY 23/24 | CITY MGR FY 23/24 | PROJECTED FY 24/25 | PROJECTED FY 25/26 |
|-----------------------------------|--------------------|--------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | |
| Charges for Services | \$104,185 | \$115,241 | \$123,621 | \$123,621 | \$123,621 | \$123,621 |
| Use of (Addition to) Surplus | | (23,081) | 9,039 | 9,039 | 15,379 | (14,621) |
| Miscellaneous | 3,232 | 1,000 | 1,500 | 1,500 | 1,000 | 1,000 |
| TOTAL REVENUES | \$107,417 | \$93,160 | \$134,160 | \$134,160 | \$140,000 | \$110,000 |
| EXPENDITURES | | | | | | |
| PC Replacement | \$77,485 | \$93,160 | \$134,160 | \$134,160 | \$140,000 | \$110,000 |
| TOTAL EXPENDITURES | \$77,485 | \$93,160 | \$134,160 | \$134,160 | \$140,000 | \$110,000 |
| NET REVENUE (EXPENDITURES) | \$29,932 | \$0 | \$0 | \$0 | \$0 | \$0 |

City of Keene
Fiscal Year 2023-2024
Revenue Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|---------------------------|------------------|------------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| PC REPL-CHARGES FOR SVCS | | | | | | | |
| 46023503 | 441260 | CHARGES-PC REPLACEMENT | (104,185) | (115,241) | (123,621) | - | (123,621) |
| PC REPL-CHARGES FOR SVCS Total | | | (104,185) | (115,241) | (123,621) | - | (123,621) |
| PC REPL-MISCELLANEOUS | | | | | | | |
| 46024505 | 461010 | INTEREST EARNINGS | (1,355) | - | (500) | - | (500) |
| PC REPL-MISCELLANEOUS Total | | | (1,355) | - | (500) | - | (500) |
| PC REPL-OTHER FIN SOURCES | | | | | | | |
| 46025506 | 470010 | USE (ADDITION) TO SURPLUS | - | 23,081 | (9,039) | - | (9,039) |
| 46025506 | 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| 46025506 | 473030 | EQUIPMENT SURPLUS SALE | (1,877) | (1,000) | (1,000) | - | (1,000) |
| PC REPL-OTHER FIN SOURCES Total | | | (1,877) | 22,081 | (10,039) | - | (10,039) |
| PC REPLACEMENT Total | | | (107,418) | (93,160) | (134,160) | - | (134,160) |
| Grand Total | | | (107,418) | (93,160) | (134,160) | - | (134,160) |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|--|-------------------------------|---------------|---------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 46000000 | PC REPL-OPERATING | | | | | | |
| | Operating | | | | | | |
| 46000000 | 523010 | MAINT-OFFICE EQUIPMENT | 6,815 | 9,600 | 9,600 | - | 9,600 |
| 46000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | - | - | - | - |
| 46000000 | 523070 | MAINT-COMPUTER SYSTEM | 2,533 | 5,000 | 5,000 | - | 5,000 |
| 46000000 | 527440 | EQUIPT-COMPUTER MINOR | 68,137 | 78,560 | 119,560 | - | 119,560 |
| 46000000 | 527610 | SUPPLIES-SOFTWARE | - | - | - | - | - |
| 46000000 | Operating Total | | 77,485 | 93,160 | 134,160 | - | 134,160 |
| 46000000 | Total | | 77,485 | 93,160 | 134,160 | - | 134,160 |
| | | | | | | | |
| 46091000 | PC REPL-OTHER NONCASH EXPENSES | | | | | | |
| | Operating | | | | | | |
| 46091000 | 561040 | LOSS ON FIXED ASSETS | - | - | - | - | - |
| | Operating Total | | - | - | - | - | - |
| 46091000 | Total | | - | - | - | - | - |
| | | | | | | | |
| 46091500 | PC REPL-TRANS-CAPITAL & OTHER | | | | | | |
| | Operating | | | | | | |
| 46091500 | 580100 | TRANS-CAP RESERVE | - | - | - | - | - |
| 46091500 | 580110 | TRANS-CAP PROJ | - | - | - | - | - |
| | Operating Total | | - | - | - | - | - |
| 46091500 | Total | | - | - | - | - | - |
| | | | | | | | |
| Grand Total | | | 77,485 | 93,160 | 134,160 | - | 134,160 |

Solid Waste Fund #021

A special revenue fund for accounting for the activities of the transfer station and recycling operations and for post-closure costs associated with the landfill. The Solid Waste Fund is intended to be self-supporting.

| DESCRIPTION | PAGE # |
|---|---------|
| Overview; Services; Objectives; Metrics | 180-182 |
| Operating Revenues & Expenditures | 183 |
| Capital Improvement Program | 184 |
| Long-Term Debt | 185 |
| Revenue Budget | 186 |
| Supplemental Requests | 187 |
| Expenditure Budget | 188-190 |



| | | | |
|--|--|--------------|-----------------|
| Department: | Public Works | Fund: | 021-Solid Waste |
| EXPENDITURE Organization Codes: | Solid Waste 21000000; 21090000; 21091500; 21100082; 21200000; 21242000; 21242100; 21242200; 21342300; 21342400 | | |
| REVENUE Organization Codes: | 21021501; 21023503; 21024505; 21025506; 21026507 | | |
| Mission: | Manage the community's solid waste and recycling in an efficient, economical, and environmentally sensitive manner and ensure Keene's ability to use the most appropriate disposal solutions at all times. | | |

In FY24, the Solid Waste Division will be in the second year of a three (3) year contract for the transport and disposal of approximately 35,000 tons of solid waste from the City Transfer Station with Waste Management of New Hampshire (WMNH). The ability of the City to maintain the Solid Waste Fund business model is secure for the next two (2) years, albeit with some likely adjustments in disposal fees to match contractual increases incorporated in the current agreement. This business model, which has been successfully used for almost 3 decades, is funded entirely outside of the property tax revenues, and is supported by the disposal fees charged at the facility as well as revenue from the sale of recycling commodities. Keene is the only municipality in the State of New Hampshire to not be supported wholly or in part from property tax revenue. As the current contract begins to wind down, the Solid Waste Division will be updating its business plan that outlines the available options for consideration by the City Manager and ultimately the City Council when decision points are reached.

The Recycling Center will meet the challenge of ever-changing recycling markets and process approximately 5,000 tons of recyclable materials. The Solid Waste facility located at 55 Old Summit Road serves as a drop off center where over 19,000 vehicles bring refuse, recycling, compostable material, brush, scrap metal, demolition material, shingles, and textiles. As part of our customer service emphasis, the Solid Waste Division will continue with expanded hours at the Recycling Center and Transfer Station on Saturdays between Memorial Day and Labor Day from 8am-1pm to 7am-3pm. This change has resulted in better spacing of the traffic that reaches up to 700 vehicles during an 8-hour period, and is expected to continue in upcoming years to relieve congestion, increase facility user safety, and improve customer experience.

The Solid Waste Division also oversees the closed landfill as part of a required 30-year EPA monitoring program currently in year 23 of the required 30-year monitoring commitment. With new regulations and changing limits on PFAS chemicals, the cost of monitoring will continue to expand as the New Hampshire Department of Environmental Services enlarges the testing areas within and outside of the established groundwater monitoring zone. The original detection limit established by the EPA was 70 parts per trillion. New Hampshire placed a 12 parts per trillion detection limit within the past years, and it is believed that the limit will be further reduced to 4 parts per trillion. These changes make it more likely that domestic wells within a certain radius of the landfill will see exceedances of the limits and require either carbon filtration to remove the contaminants or consideration of expanding water utilities to previously unserved areas. At this moment, and for the near future the PFAS issue will mostly see characterization studies done to determine the scope of the issue before large scale mitigation infrastructure is required. This issue will be monitored closely by the Solid Waste Division.

The Solid Waste Division has three years of operating a 99.9% post-consumer biofuel generator that provides primary power to the adjacent recycling center and transfer station. This was a partially funded project by the Environmental Protection Agency through the Climate Showcase Communities program and remains the only biofuel generator that operates on renewable non-petroleum diesel fuel in the country. The Solid

Waste Division worked with the New Hampshire Department of Environmental Services Air Resources Bureau to conduct stack testing and analytical data to acquire a General Air Permit as well as demonstrate the benefits of reduced emissions from non-petroleum diesel, and receipt of a General Air Permit continues to be anticipated in calendar year 23.

The Solid Waste Division also manages 24 household hazardous collections annually that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream.

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

Background

The Solid Waste Division provides efficient, economical, and environmentally-sensitive management of the municipal solid waste stream for the community. The Division provides processing of refuse and construction debris, and recycling of containers, fibers, and other assorted materials at the Recycling Center. The Division oversees collection of household toxic waste and provides outlets for the composting of organic material into useable compost available to the citizens of Keene at no charge.

The City Council enacted a flow control ordinance in October 2010. Refuse and recycling generated within the City of Keene limits and collected by a private contractor, is required to be delivered to the City of Keene Solid Waste Facility. Based on evaluation of a decade of data assembled through the City's computerized scale system, the ordinance is fulfilling its objective of providing a more sustainable funding mechanism for the City's solid waste programs. The City has received an average of 20,000 tons of material from within the City of Keene limits, and an overall average of 33,000 tons of material from all sources (including material from outside the City limits). The contract with WMNH to transport and dispose of refuse and construction debris results in a cost of disposal of \$72 per ton in FY22. In addition, WMNH is also contractually obligated to bring in 12,000 tons in 2022 from outside the City limits. The revenue from the Transfer Station operation continues to stabilize the solid waste fund, although beyond the current contract term, it is questionable whether the current economic model can function. Revenues and expenditures will be evaluated as we began the first year of a new contract with WMNH in January 2022 to gauge whether the special revenue fund can continue to be sustainable during and post WMNH contract.

Solid Waste Division staff are active in the Northeast Resource Recovery Association—a statewide organization that assists communities in marketing recyclable material. Staff continues to research new technologies to determine whether there are alternative disposal options or outlets for diverting materials from disposal. The biofuel generator project, which is used as the source of primary power for the adjacent recycling center and transfer station, uses 99.9% post-consumer vegetable oil to reduce the carbon footprint of energy generation and is the first primary power generator to be fueled by renewable biofuel in the country.

| SOLID WASTE FUND | | | |
|---|----------------|--------------------------------------|-----------------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Provide access for Keene residents to economically discard waste materials according to Federal and State guidelines through an operating permit issued by New Hampshire Department of Environmental Services. | | | Community Health & Wellness |
| Operate transfer station to dispose of non-recyclable commercial and household refuse as well as construction debris generated in the City of Keene. | | | Community Health & Wellness |
| Recycling operations- Process private contractor collected recyclables at recycling center (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 19,000 vehicles per year with expanded recycling opportunities. | | | Climate Change |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CPM | CC Goals |
| Maximize weight per trailer at Transfer Station (within legal weight limits) | | Municipal Governance & Fin Stability | 1 |
| Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material) | | Municipal Governance & Fin Stability | 1 |
| Assess current market conditions and project future market conditions to evaluate hauling and disposal of waste from Transfer Station prior to current contract expiration on 12/31/24 | | Leadership | 1, 7 |
| Obtain NHDES General Air Permit for Biofuel Generator as operating as prime power source at the Solid Waste Division | | Leadership | 7 |
| METRICS: | FY22 | FY23 | FY24 |
| Average weight per transfer station load (tons). Contractual penalties incurred if under 26 tons | 26 | 26 | 26 |
| Transport/Disposal Cost (per ton)- contract price with contractor hauling material from Transfer Station, ensures stability of Solid Waste Fund | \$72.00 | \$77.00 | \$82.00 |
| Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton) | \$41.00 | \$41.00 | \$45.00 |
| Maintain reasonable wait time for residents to access facility (on Saturdays) | < 5 min | < 5 min | < 5 min |

Solid Waste Fund

Operating Revenues and Expenditures

Proposed FY 2023 - 2024 Budget

| | ACTUAL FY 21/22 | BUDGET FY 22/23 | DEPT REQ FY 23/24 | CITY MGR FY 23/24 | PROJECTED FY 24/25 | PROJECTED FY 25/26 |
|-----------------------------------|--------------------|--------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | |
| Charges for Services | \$5,552,936 | \$5,125,601 | \$5,302,259 | \$5,302,259 | \$5,487,838 | \$5,679,912 |
| Other Financing Sources | 37,250 | 1,000 | 10,000 | \$10,000 | 7,500 | 7,500 |
| Use of (Addition to) Surplus | | 302,822 | 312,835 | \$312,835 | 319,758 | 244,312 |
| Bond Issue | | | | | | |
| Capital Reserve | 0 | 250,000 | 0 | 0 | 351,040 | 0 |
| Miscellaneous | 5,045 | 0 | 0 | 0 | 0 | 0 |
| TOTAL REVENUES | \$5,595,231 | \$5,679,423 | \$5,625,094 | \$5,625,094 | \$6,166,136 | \$5,931,724 |
| EXPENDITURES | | | | | | |
| Management/Admin. | \$635,166 | \$683,496 | \$753,122 | \$753,122 | \$775,715 | \$795,109 |
| Transfer/Recycling Facility | 169,361 | 163,645 | 179,083 | 179,083 | 184,455 | 189,067 |
| Landfill / Operations | 3,014,127 | 3,157,030 | 3,257,695 | 3,257,695 | 3,355,426 | 3,439,311 |
| Recycling | 633,495 | 625,917 | 642,027 | 642,027 | 661,288 | 677,820 |
| Household Hazardous Waste | 42,413 | 99,450 | 99,563 | 99,563 | 102,550 | 105,114 |
| Demolition Transfer/Disposal | 142,207 | 194,081 | 189,615 | 189,615 | 195,303 | 200,186 |
| Landfill Monitoring | 72,421 | 87,000 | 87,000 | 87,000 | 89,610 | 91,850 |
| Landfill Gas System | 59,975 | 148,904 | 148,904 | 148,904 | 153,371 | 157,205 |
| Debt Service | 187,261 | 144,900 | 143,085 | 143,085 | 147,378 | 151,062 |
| SUBTOTAL | \$4,956,425 | \$5,304,423 | \$5,500,094 | \$5,500,094 | \$5,665,096 | \$5,806,724 |
| CAPITAL | 354,819 | 375,000 | 125,000 | 125,000 | 501,040 | 125,000 |
| TOTAL EXPENDITURES | \$5,311,244 | \$5,679,423 | \$5,625,094 | \$5,625,094 | \$6,166,136 | \$5,931,724 |
| NET REVENUE (EXPENDITURES) | \$283,987 | \$0 | \$0 | \$0 | \$0 | \$0 |

Solid Waste Fund

Year 2 - 2024 (2023 - 2029 Capital Improvement Program Summary)

| Project Name | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | TOTAL |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| CR Appropriation: Recycling/Transfer Facility | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 775,000 |
| Pavement Replacement Project | - | 200,340 | - | - | - | - | 200,340 |
| Recycling Equipment Replacement Program | - | 50,000 | - | - | 75,000 | - | 125,000 |
| Refurbish Facility Interior Project | - | - | - | - | - | - | - |
| Upper Level Pavement Project | - | - | - | - | 236,000 | - | 236,000 |
| Weight Scale Replacement Project | - | 100,700 | - | - | - | - | 100,700 |
| TOTAL CAPITAL PROGRAM | \$ 125,000 | \$ 501,040 | \$ 125,000 | \$ 125,000 | \$ 436,000 | \$ 125,000 | \$ 1,437,040 |

PROJECT FUNDING DETAIL

Capital Reserve Appropriations

| | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Reserve: Recycling/Transfer Facility | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 775,000 |
| Total: Capital Reserve Appropriations | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 775,000 |

Reserve Funded Projects

| | | | | | | | |
|---|-------------|-------------------|-------------|-------------|-------------------|-------------|-------------------|
| Pavement Replacement Project | \$ - | \$ 200,340 | \$ - | \$ - | \$ - | \$ - | \$ 200,340 |
| Recycling Equipment Replacement Program | - | 50,000 | - | - | 75,000 | - | 125,000 |
| Refurbish Facility Interior Project | - | - | - | - | - | - | - |
| Upper Level Pavement Project | - | - | - | - | 236,000 | - | 236,000 |
| Weight Scale Replacement Project | - | 100,700 | - | - | - | - | 100,700 |
| Total: Reserve Funded Projects | \$ - | \$ 351,040 | \$ - | \$ - | \$ 311,000 | \$ - | \$ 662,040 |

Projects Funded with Debt

| | | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| N/A | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total: Projects Funded with Debt | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projects Funded with State Grant

| | | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| N/A | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total: Projects Funded with State Grant | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projects Funded with Cash

| | | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| N/A | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total: Projects Funded with Cash | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| | | | | | | | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Subtotal: Uses of Cash | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 775,000 |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

(Capital Reserve Appropriations plus Projects Funded with Cash)

TOTAL CAPITAL PROGRAM

| | | | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| \$ 125,000 | \$ 501,040 | \$ 125,000 | \$ 125,000 | \$ 436,000 | \$ 125,000 | \$ 1,437,040 |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|

New Cash Requirement FY 24-29: Reconciliation

| | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total: Uses of Cash | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 775,000 |
| Use of Retained Earnings/Project Balance | - | - | - | - | - | - | - |
| New Funds Needed | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 | \$ 775,000 |

Solid Waste Fund

FY 2023 - 2024 Statement of Long-Term Debt

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2023/2024</u> | <u>INTEREST 2023/2024</u> | <u>PRINCIPAL BALANCE 06/30/24</u> |
|--|--------------|-----------------|-------------|--------------------------|--------------------------------|-------------------------------|---|
| Transfer Station Tip Floor Replacement | 9/15/2016 | 9/15/2026 | avg 1.85% | 105,000 | 10,000 | 1,400 | 30,000 |
| Transfer Station Energy Source | 9/27/2018 | 9/15/2028 | avg 2.74% | 250,000 | 25,000 | 6,875 | 125,000 |
| Transfer Station Roof Replacement | 9/15/2020 | 9/15/2035 | 1.65% | 168,000 | 10,000 | 2,310 | 135,000 |
| | | | | \$ 523,000 | \$ 45,000 | \$ 10,585 | \$ 290,000 |

Authorized, Unissued:

N/A

\$ -

Total Authorized / Unissued

\$ -

Anticipated, FY23/24:

N/A

\$ -

Total Anticipated Bond Issue - New

\$ -

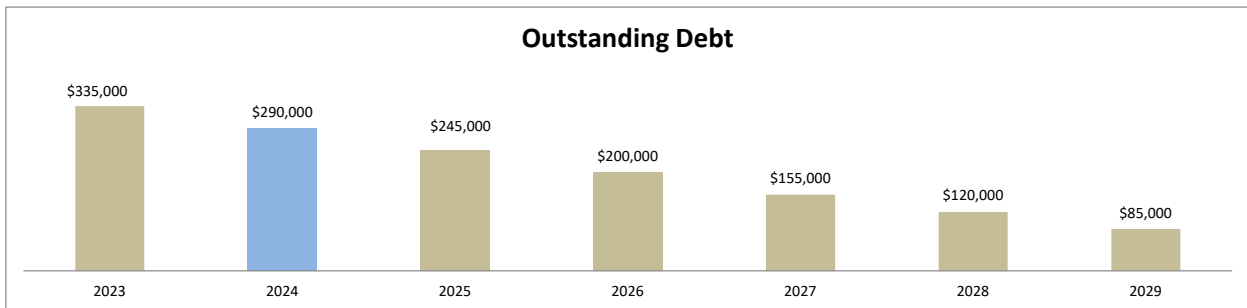
Anticipated, Future FY25 - FY29:

N/A

\$ -

Total Anticipated Bond Issue - Future

\$ -



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---|--------|--------------------------------|--------------------|--------------------|--------------------|-----------|--------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| SW-CHARGES FOR SVCS | | | | | | | |
| 21023503 | 441090 | DIRECT REIMBURSEMENT | (100) | - | - | - | - |
| 21023503 | 441190 | CHARGES-SW TIPPING | (4,655,682) | (4,643,601) | (4,801,706) | - | (4,801,706) |
| 21023503 | 441200 | CHARGES-RECYCLING | (839,451) | (430,000) | (448,553) | - | (448,553) |
| 21023503 | 441210 | CHARGES-WASTE TRANSFER | (60) | - | - | - | - |
| 21023503 | 441450 | CHARGES-RECLAMATION TRUST FUND | (57,644) | (52,000) | (52,000) | - | (52,000) |
| SW-CHARGES FOR SVCS Total | | | (5,552,936) | (5,125,601) | (5,302,259) | - | (5,302,259) |
| SW-LICENSES PERMITS FEES | | | | | | | |
| 21021501 | 423060 | FEE-MISCELLANEOUS | (5,045) | - | - | - | - |
| SW-LICENSES PERMITS FEES Total | | | (5,045) | - | - | - | - |
| SW-MISCELLANEOUS | | | | | | | |
| 21024505 | 461010 | INTEREST EARNINGS | (37,248) | (1,000) | (10,000) | - | (10,000) |
| 21024505 | 461030 | INTEREST ACCTS RECEIVABLE | (2) | - | - | - | - |
| SW-MISCELLANEOUS Total | | | (37,250) | (1,000) | (10,000) | - | (10,000) |
| SW-OTHER FINANCING SOURCES | | | | | | | |
| 21025506 | 470010 | USE (ADDITION) TO SURPLUS | - | (302,822) | (312,835) | - | (312,835) |
| 21025506 | 470030 | CAPITAL RESERVE | - | (250,000) | - | - | - |
| 21025506 | 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| SW-OTHER FINANCING SOURCES Total | | | - | (552,822) | (312,835) | - | (312,835) |
| SW-PROCEEDS LT FIN | | | | | | | |
| 21026507 | 481010 | SALE OF BONDS | - | - | - | - | - |
| SW-PROCEEDS LT FIN Total | | | - | - | - | - | - |
| SOLID WASTE Total | | | (5,595,231) | (5,679,423) | (5,625,094) | - | (5,625,094) |
| Grand Total | | | (5,595,231) | (5,679,423) | (5,625,094) | - | (5,625,094) |

Solid Waste Fund

FY 2023 - 2024 Supplemental Requests

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation |
|-------------------------------|-----------------|---|-------------------------------------|--|
| Transfer Station | 21100082 525030 | Increased cost; leveling costs from transition to biofuel generator | \$ 13,500 | \$ 13,500 |
| Operations | 21200000 524480 | Hauling and disposal; contractual increase - offset by increased tipping fees | \$ 104,469 | \$ 104,469 |
| Recycling | 21242000 524550 | Inflation related costs such as baling wire; NRRRA commodity brokering | \$ 7,000 | \$ 7,000 |
| TOTAL Solid Waste Fund | | | \$ 124,969 | \$ 124,969 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|---|-------------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 21000000 | SW-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 21000000 | 513030 | WAGES-SUPERVISORY | 84,628 | 84,628 | 91,762 | - | 91,762 |
| 21000000 | 517010 | HEALTH INSURANCE | 20,116 | 20,793 | 19,990 | - | 19,990 |
| 21000000 | 517020 | DENTAL INSURANCE | 1,332 | 1,327 | 1,279 | - | 1,279 |
| 21000000 | 517030 | RETIREMENT CONTRIBUTIONS | 11,899 | 11,899 | 12,416 | - | 12,416 |
| 21000000 | 517040 | SOCIAL SECURITY | 6,310 | 6,474 | 7,020 | - | 7,020 |
| 21000000 | 517050 | WORKERS COMPENSATION | 1,247 | 1,196 | 2,033 | - | 2,033 |
| | Personnel Total | | 125,532 | 126,318 | 134,500 | - | 134,500 |
| | Operating | | | | | | |
| 21000000 | 521200 | LABORATORY SERVICES | 322 | 300 | 300 | - | 300 |
| 21000000 | 522070 | CITY ADMIN CHARGE | 494,420 | 535,928 | 597,372 | - | 597,372 |
| 21000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | - | - | - | - |
| 21000000 | 523500 | MAINT-BUILDING | 222 | - | - | - | - |
| 21000000 | 524250 | ADVERTISING | 13,523 | 9,000 | 9,000 | - | 9,000 |
| 21000000 | 524350 | TRAINING | 50 | 750 | 750 | - | 750 |
| 21000000 | 524360 | MEETINGS & DUES | 723 | 1,200 | 1,200 | - | 1,200 |
| 21000000 | 524470 | PUBLIC AWARENESS | 12 | 10,000 | 10,000 | - | 10,000 |
| 21000000 | 527010 | SUPPLIES-OFFICE | - | - | - | - | - |
| 21000000 | 529010 | RECRUITMENT | 362 | - | - | - | - |
| | Operating Total | | 509,634 | 557,178 | 618,622 | - | 618,622 |
| 21000000 Total | | | 635,166 | 683,496 | 753,122 | - | 753,122 |
| 21090000 | SW-DEBT SERVICE | | | | | | |
| | Operating | | | | | | |
| 21090000 | 551010 | DEBT-PRINCIPAL | 71,500 | 45,000 | 45,000 | - | 45,000 |
| 21090000 | 551020 | DEBT-INTEREST | 15,385 | 12,400 | 10,585 | - | 10,585 |
| 21090000 | 553010 | DEBT-LEASE PAYMENTS | 100,376 | 87,500 | 87,500 | - | 87,500 |
| | Operating Total | | 187,261 | 144,900 | 143,085 | - | 143,085 |
| 21090000 Total | | | 187,261 | 144,900 | 143,085 | - | 143,085 |
| 21091500 | SW-TRANSFERS-CAPITAL & OTHER | | | | | | |
| | Operating | | | | | | |
| 21091500 | 580100 | TRANS-CAP RESERVE | (47,364) | 125,000 | 125,000 | - | 125,000 |
| 21091500 | 580110 | TRANS-CAP PROJ | 402,183 | 250,000 | - | - | - |
| | Operating Total | | 354,819 | 375,000 | 125,000 | - | 125,000 |
| 21091500 Total | | | 354,819 | 375,000 | 125,000 | - | 125,000 |
| 21100082 | SW-TRANSFER STATION FACILITY | | | | | | |
| | Personnel | | | | | | |
| 21100082 | 513070 | WAGES-PART TIME | 89,458 | 87,547 | 53,446 | - | 53,446 |
| 21100082 | 513080 | WAGES-HOURLY | - | - | 35,138 | - | 35,138 |
| 21100082 | 515010 | OT-REGULAR | 393 | - | - | - | - |
| 21100082 | 517040 | SOCIAL SECURITY | 6,874 | 6,697 | 6,778 | - | 6,778 |
| 21100082 | 517050 | WORKERS COMPENSATION | 1,422 | 1,266 | 1,963 | - | 1,963 |
| | Personnel Total | | 98,146 | 95,510 | 97,325 | - | 97,325 |
| | Operating | | | | | | |
| 21100082 | 521030 | TECHNICAL SERVICES | 18,081 | 16,500 | 16,500 | - | 16,500 |
| 21100082 | 522010 | JANITORIAL | 4,800 | 7,200 | 7,200 | - | 7,200 |
| 21100082 | 522050 | PC REPLACEMENT CHARGE | 1,148 | 1,435 | 1,558 | - | 1,558 |
| 21100082 | 523010 | MAINT-OFFICE EQUIPMENT | 5 | - | - | - | - |
| 21100082 | 523500 | MAINT-BUILDING | 14,970 | 25,000 | 25,000 | - | 25,000 |
| 21100082 | 525030 | ELECTRICITY | 25,614 | 11,500 | 25,000 | 13,500 | 25,000 |
| 21100082 | 525100 | COMMUNICATIONS & PHONE | 3,929 | 3,500 | 3,500 | - | 3,500 |
| 21100082 | 527600 | SUPPLIES-OPERATING | 2,668 | 3,000 | 3,000 | - | 3,000 |
| | Operating Total | | 71,215 | 68,135 | 81,758 | 13,500 | 81,758 |
| 21100082 Total | | | 169,361 | 163,645 | 179,083 | 13,500 | 179,083 |
| 21200000 | SW-OPERATIONS | | | | | | |
| | Personnel | | | | | | |
| 21200000 | 513040 | WAGES-FULL TIME | 113,470 | 113,651 | 110,822 | - | 110,822 |
| 21200000 | 515010 | OT-REGULAR | 20,075 | 32,511 | 33,486 | - | 33,486 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------------|---------------------------|--------------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 21200000 | 517010 | HEALTH INSURANCE | 35,830 | 37,171 | 36,895 | - | 36,895 |
| 21200000 | 517020 | DENTAL INSURANCE | 2,281 | 2,273 | 2,182 | - | 2,182 |
| 21200000 | 517030 | RETIREMENT CONTRIBUTIONS | 18,776 | 20,550 | 19,526 | - | 19,526 |
| 21200000 | 517040 | SOCIAL SECURITY | 10,023 | 11,181 | 10,950 | - | 10,950 |
| 21200000 | 517050 | WORKERS COMPENSATION | 3,257 | 3,525 | 3,198 | - | 3,198 |
| | Personnel Total | | 203,712 | 220,863 | 217,059 | - | 217,059 |
| | Operating | | | | | | |
| 21200000 | 521030 | TECHNICAL SERVICES | - | - | - | - | - |
| 21200000 | 523110 | MAINT-EQUIPMENT | 14,811 | 7,500 | 7,500 | - | 7,500 |
| 21200000 | 524480 | HAULING & DISPOSAL | 2,732,804 | 2,868,917 | 2,973,386 | 104,469 | 2,973,386 |
| 21200000 | 524550 | CONTRACTED SERVICES | 33,078 | 28,750 | 28,750 | - | 28,750 |
| 21200000 | 527600 | SUPPLIES-OPERATING | 29,722 | 31,000 | 31,000 | - | 31,000 |
| | Operating Total | | 2,810,415 | 2,936,167 | 3,040,636 | 104,469 | 3,040,636 |
| 21200000 Total | | | 3,014,127 | 3,157,030 | 3,257,695 | 104,469 | 3,257,695 |
| | | | | | | | |
| 21242000 | SW-RECYCLING | | | | | | |
| | Personnel | | | | | | |
| 21242000 | 513040 | WAGES-FULL TIME | 234,265 | 243,133 | 253,324 | - | 253,324 |
| 21242000 | 513080 | WAGES-HOURLY | - | - | - | - | - |
| 21242000 | 515010 | OT-REGULAR | 51,196 | 37,866 | 39,002 | - | 39,002 |
| 21242000 | 517010 | HEALTH INSURANCE | 90,893 | 94,328 | 98,711 | - | 98,711 |
| 21242000 | 517020 | DENTAL INSURANCE | 5,546 | 5,527 | 5,317 | - | 5,317 |
| 21242000 | 517030 | RETIREMENT CONTRIBUTIONS | 40,136 | 39,509 | 39,552 | - | 39,552 |
| 21242000 | 517040 | SOCIAL SECURITY | 21,041 | 21,496 | 21,758 | - | 21,758 |
| 21242000 | 517050 | WORKERS COMPENSATION | 6,138 | 6,051 | 6,477 | - | 6,477 |
| | Personnel Total | | 449,215 | 447,910 | 464,141 | - | 464,141 |
| | Operating | | | | | | |
| 21242000 | 522060 | PW FLEET CHARGE | 104,724 | 109,057 | 101,936 | - | 101,936 |
| 21242000 | 523100 | MAINT-SAFETY PROGRAM | 2,092 | 2,200 | 2,200 | - | 2,200 |
| 21242000 | 523110 | MAINT-EQUIPMENT | 11,469 | 15,000 | 15,000 | - | 15,000 |
| 21242000 | 523500 | MAINT-BUILDING | 3,182 | - | - | - | - |
| 21242000 | 524350 | TRAINING | 702 | 750 | 750 | - | 750 |
| 21242000 | 524480 | HAULING & DISPOSAL | 7,752 | 7,600 | 7,600 | - | 7,600 |
| 21242000 | 524550 | CONTRACTED SERVICES | 32,638 | 25,000 | 32,000 | 7,000 | 32,000 |
| 21242000 | 527330 | TOOLS | 587 | 500 | 500 | - | 500 |
| 21242000 | 527550 | SUPPLIES-UNIFORMS | 4,630 | 4,400 | 4,400 | - | 4,400 |
| 21242000 | 527600 | SUPPLIES-OPERATING | 16,504 | 13,500 | 13,500 | - | 13,500 |
| | Operating Total | | 184,280 | 178,007 | 177,886 | 7,000 | 177,886 |
| 21242000 Total | | | 633,495 | 625,917 | 642,027 | 7,000 | 642,027 |
| | | | | | | | |
| 21242100 | SW-HAZARDOUS WASTE | | | | | | |
| | Personnel | | | | | | |
| 21242100 | 515010 | OT-REGULAR | 2,002 | 3,505 | 3,610 | - | 3,610 |
| 21242100 | 517030 | RETIREMENT CONTRIBUTIONS | 281 | 493 | 488 | - | 488 |
| 21242100 | 517040 | SOCIAL SECURITY | 149 | 268 | 276 | - | 276 |
| 21242100 | 517050 | WORKERS COMPENSATION | 31 | 75 | 80 | - | 80 |
| | Personnel Total | | 2,463 | 4,341 | 4,454 | - | 4,454 |
| | Operating | | | | | | |
| 21242100 | 521030 | TECHNICAL SERVICES | 39,950 | 95,109 | 95,109 | - | 95,109 |
| 21242100 | 527600 | SUPPLIES-OPERATING | - | - | - | - | - |
| | Operating Total | | 39,950 | 95,109 | 95,109 | - | 95,109 |
| 21242100 Total | | | 42,413 | 99,450 | 99,563 | - | 99,563 |
| | | | | | | | |
| 21242200 | SW-DEMOLITION | | | | | | |
| | Personnel | | | | | | |
| 21242200 | 513040 | WAGES-FULL TIME | - | - | - | - | - |
| 21242200 | 513070 | WAGES-PART TIME | 28,543 | 53,136 | 49,034 | - | 49,034 |
| 21242200 | 515010 | OT-REGULAR | - | - | - | - | - |
| 21242200 | 517040 | SOCIAL SECURITY | 2,183 | 4,065 | 3,751 | - | 3,751 |
| 21242200 | 517050 | WORKERS COMPENSATION | 653 | 1,137 | 1,087 | - | 1,087 |
| | Personnel Total | | 31,379 | 58,338 | 53,872 | - | 53,872 |
| | Operating | | | | | | |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|------------------------|-----------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 21242200 | 524480 | HAULING & DISPOSAL | 110,678 | 134,543 | 134,543 | - | 134,543 |
| 21242200 | 526040 | RENTAL-EQUIPMENT | 150 | 1,200 | 1,200 | - | 1,200 |
| | Operating Total | | 110,828 | 135,743 | 135,743 | - | 135,743 |
| 21242200 | Total | | 142,207 | 194,081 | 189,615 | - | 189,615 |
| 21342300 SW-LANDFILL MONITORING | | | | | | | |
| | Operating | | | | | | |
| 21342300 | 521200 | LABORATORY SERVICES | 41,058 | 35,000 | 35,000 | - | 35,000 |
| 21342300 | 521210 | MONITOR & INSPECTIONS | 22,628 | 36,000 | 36,000 | - | 36,000 |
| 21342300 | 527600 | SUPPLIES-OPERATING | 8,735 | 16,000 | 16,000 | - | 16,000 |
| | Operating Total | | 72,421 | 87,000 | 87,000 | - | 87,000 |
| 21342300 | Total | | 72,421 | 87,000 | 87,000 | - | 87,000 |
| 21342400 SW-LANDFILL GAS SYSTEM | | | | | | | |
| | Operating | | | | | | |
| 21342400 | 523110 | MAINT-EQUIPMENT | 24,679 | 8,000 | 8,000 | - | 8,000 |
| 21342400 | 523140 | MAINT-SYSTEMS | 35,295 | 140,904 | 140,904 | - | 140,904 |
| | Operating Total | | 59,975 | 148,904 | 148,904 | - | 148,904 |
| 21342400 | Total | | 59,975 | 148,904 | 148,904 | - | 148,904 |
| Grand Total | | | 5,311,244 | 5,679,423 | 5,625,094 | 124,969 | 5,625,094 |

Sewer Fund #032

An enterprise fund used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems. The Sewer Fund ensures that revenues from user charges and other miscellaneous revenue sources fully fund the operational, maintenance and capital needs of the public sewer and collection and treatment systems.

| DESCRIPTION | PAGE # |
|---|---------|
| Overview; Services; Objectives; Metrics | 192-193 |
| Operating Revenues & Expenditures | 194 |
| Capital Improvement Program | 195 |
| Long-Term Debt | 196 |
| Revenue Budget | 197 |
| Supplemental Requests | 198 |
| Expenditure Budget | 199-203 |



| | | | |
|--|--|--------------|-----------|
| Department: | Public Works | Fund: | 032-Sewer |
| EXPENDITURE Organization Codes: | Sewer 32000000; 32090000; 32090500; 32091000; 32091500; 32140000; 32140100; 32200079; 32300083; 32340583 | | |
| REVENUE Organization Codes: | 32022502; 32023503; 32024505; 32025506; 32026507 | | |
| Mission: | To reduce the community's impact on its natural environment through proper maintenance and operation of the City's collection and treatment infrastructure, while maintaining compliance with State and Federal regulations and fiscal responsibility. | | |

In FY24, staff will continue to improve the treatment and collections systems with the goal of maintaining economical and high-quality services for its customers and coordinate with the City Engineer on critical sewer infrastructure projects. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY24 objectives include:

- Repair and resurface the 1.5 mile long WWTP access road;
- Replacement of original roof at Martell Court Pump Station;
- Replacement of two original (1985) air compressors at the WWTP;
- Repair, refurbish and install coating system for one primary clarifier
- Repair and install coating system of chip building located at the WWTP;

The FY23 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY23 included:

- Installation of emergency generators for Martell Court and the Wastewater Treatment Plant;
- Installation of new electrical transformer at Martell Court Pump Station;
- Building addition and installation of screening system at Martell Court Pump Station;
- Sludge dryer feasibility assessment;
- Replacement of six original WWTP sludge pumps;
- Replacement of original roof at WWTP;
- Replacement of 150 feet aeration pipe at the WWTP;
- Cleaned and inspected 167,000 linear feet of sewer pipe
- Completed Laboratory Renovation project
- Completed Emergency Response Plan for wastewater pump stations

Background

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

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

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

| SEWER FUND | | | |
|--|----------------|--------------------------|-----------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/Comp Plan | |
| Operate and maintain more than 94 miles of gravity sewer and force mains and treat all wastewater to meet customer expectations and state and federal standards. | | Infrastructure | |
| Maintain reliable operation of wastewater infrastructure and all supporting collection, pumping, and treatment facilities through preventive, predictive, scheduled and emergency maintenance. | | Infrastructure | |
| Create and administer sampling and inspection plans for the wastewater system and industrial pretreatment programs to protect public health and system reliability. | | Infrastructure | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC Goals |
| Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections | CWA-NPDES | Infrastructure | 4 |
| Replacement of two original (1985) air compressors at the WWTP | CWA-NPDES | Infrastructure | 4 |
| Replacement of original (1985) roof at Martell Court Pump Station | CWA-NPDES | Infrastructure | 4 |
| Repair and resurface 1.5 mile long WWTP access road | CWA-NPDES | Infrastructure | 4 |
| METRICS: | FY22 | FY23 | FY24 |
| Million gallons of wastewater transported and treated | 1,093 | 910 | 900 |
| Number of blockages cleared | 28 | 10 | 15 |
| Percent of overall sewer mains flushed (497,376 lf) | 65 | 29 | 25 |
| Number of grease traps inspected (out of 115) | 71 | 90 | 95 |
| Wastewater Treatment Plant discharge permit violations (goal =0) | 0 | 7 | 0 |
| Sanitary sewer overflows not related to private sources (goal =0) | 4 | 2 | 0 |

Sewer Fund
Operating Revenues and Expenditures

FY 2023-2024 Proposed Budget

| | ACTUAL FY 21/22 | BUDGET FY 22/23 | DEPT REQ FY 23/24 | CITY MGR FY 23/24 | PROJECTED FY 24/25 | PROJECTED FY 25/26 |
|-----------------------------------|--------------------|--------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | |
| Operating Revenues | | | | | | |
| Intergovernmental | \$453,132 | \$453,232 | \$456,170 | \$456,170 | \$451,170 | \$289,706 |
| Charges for Services | 6,303,111 | 5,818,300 | 5,920,300 | 5,920,300 | 6,216,315 | 6,464,968 |
| Miscellaneous | 24,759 | 750 | 17,586 | \$17,586 | 7,500 | 7,500 |
| Use of (Addition to) Surplus | (223,698) | (138,094) | 874,328 | \$874,328 | 804,435 | 780,901 |
| Capital Reserve | | | 2,048,906 | 2,048,906 | 1,838,800 | 1,164,100 |
| TOTAL REVENUES | \$6,557,304 | \$6,134,188 | \$9,317,290 | \$9,317,290 | \$9,318,220 | \$8,707,175 |
| EXPENDITURES | | | | | | |
| Operating Expenditures | | | | | | |
| Sewer Administration | \$685,162 | \$872,143 | \$817,590 | \$817,590 | \$833,942 | \$850,621 |
| Manholes and Services | 372,096 | 413,245 | 404,657 | 404,657 | 412,750 | 421,005 |
| Sewer System Maintenance | 122,305 | 154,321 | 158,890 | 158,890 | 162,068 | 165,309 |
| Martell Court Pump Station | 142,923 | 147,210 | 162,773 | 162,773 | 166,028 | 169,349 |
| WWTP | 2,710,405 | 2,757,521 | 2,800,454 | 2,800,454 | 2,856,463 | 2,913,592 |
| Laboratory | 248,376 | 247,189 | 252,822 | 252,822 | 257,878 | 263,036 |
| Depreciation Expense | 1,344,244 | 1,375,000 | 1,405,000 | 1,405,000 | 1,405,000 | 1,405,000 |
| Debt Service | 199,382 | 167,559 | 141,198 | 141,198 | 135,290 | 105,163 |
| Capital Reserve Appropriations | | | 1,125,000 | 1,125,000 | 1,250,000 | 1,250,000 |
| Capital Project Transfer | | | 2,048,906 | 2,048,906 | 1,838,800 | 1,164,100 |
| TOTAL EXPENDITURES | \$5,824,892 | \$6,134,188 | \$9,317,290 | \$9,317,290 | \$9,318,220 | \$8,707,175 |
| NET REVENUE (EXPENDITURES) | \$732,412 | \$0 | \$0 | \$0 | \$0 | \$0 |

Sewer Fund

Year 2 - 2024 (2023 - 2029 Capital Improvement Program Summary)

| Project Name | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | TOTAL |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| CR Appropriation: Martell Court | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 150,000 |
| CR Appropriation: Sewer Infrastructure | 800,000 | 900,000 | 900,000 | 950,000 | 950,000 | 950,000 | 5,450,000 |
| CR Appropriation: Wastewater Treatment Plant | 300,000 | 325,000 | 325,000 | 375,000 | 375,000 | 400,000 | 2,100,000 |
| Laboratory Instrument & Equip Replace | - | - | 73,000 | - | - | - | 73,000 |
| Lower Winchester Infrastructure | - | 337,500 | - | - | - | - | 337,500 |
| Martell Court Roof Replacement | 70,000 | - | - | - | - | - | 70,000 |
| Sewer Improvements Program | 905,300 | 738,000 | 364,900 | 493,900 | 491,900 | 633,400 | 3,627,400 |
| Sewer Main Lining Program | 201,600 | 207,600 | 425,000 | 425,000 | 600,000 | 618,000 | 2,477,200 |
| Sewer Manhole Lining Program | 162,300 | 167,200 | 172,200 | 177,400 | - | - | 679,100 |
| Sewer Utility Work - Bridges Program | 50,000 | - | - | - | - | - | 50,000 |
| WWTP Access Road Repavement | 418,600 | - | - | - | - | - | 418,600 |
| WWTP Air Compressor Replacement Project | 51,591 | - | - | - | - | - | 51,591 |
| WWTP Building Renovation & Demolition Program | 50,000 | - | 52,000 | - | 110,000 | - | 212,000 |
| WWTP Grit Chamber Duct Insulation Replace | - | - | - | - | - | - | - |
| WWTP HVAC Replacement Project | - | 45,000 | - | 325,000 | - | 375,000 | 745,000 |
| WWTP Service Water System Upgrade Project | - | 231,000 | - | - | - | - | 231,000 |
| WWTP Sludge Drier Project | - | 300,000 | - | - | 3,161,000 | - | 3,461,000 |
| WWTP Sludge Pump Replacement Project | - | - | - | - | - | - | - |
| WWTP Tank Repair Program | 150,000 | 150,000 | 150,000 | 150,000 | - | 300,000 | 900,000 |
| TOTAL CAPITAL PROGRAM | \$ 3,184,391 | \$ 3,426,300 | \$ 2,487,100 | \$ 2,921,300 | \$ 5,712,900 | \$ 3,301,400 | \$ 21,033,391 |

PROJECT FUNDING DETAIL

Reserve Funded Projects

| | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Martell Court Roof Replacement | \$ 70,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 70,000 |
| Sewer Improvements Program | 905,300 | 738,000 | 364,900 | 493,900 | 491,900 | 633,400 | 3,627,400 |
| Sewer Main Lining Program | 201,600 | 207,600 | 425,000 | 425,000 | 600,000 | 618,000 | 2,477,200 |
| Sewer Manhole Lining Program | 162,300 | 167,200 | 172,200 | 177,400 | - | - | 679,100 |
| Sewer Utility Work - Bridges Program | 50,000 | - | - | - | - | - | 50,000 |
| WWTP Access Road Repavement | 418,600 | - | - | - | - | - | 418,600 |
| WWTP Air Compressor Replacement Project | 41,106 | - | - | - | - | - | 41,106 |
| WWTP Building Renovation & Demolition Program | 50,000 | - | 52,000 | - | 110,000 | - | 212,000 |
| WWTP Grit Chamber Duct Insulation Replace | - | - | - | - | - | - | - |
| WWTP HVAC Replacement Project | - | 45,000 | - | 325,000 | - | 375,000 | 745,000 |
| WWTP Service Water System Upgrade Project | - | 231,000 | - | - | - | - | 231,000 |
| WWTP Sludge Drier Project | - | 300,000 | - | - | - | - | 300,000 |
| WWTP Sludge Pump Replacement Project | - | - | - | - | - | - | - |
| WWTP Tank Repair Program | 150,000 | 150,000 | 150,000 | 150,000 | - | 300,000 | 900,000 |
| Total: Reserve Funded Projects | \$ 2,048,906 | \$ 1,838,800 | \$ 1,164,100 | \$ 1,571,300 | \$ 1,201,900 | \$ 1,926,400 | \$ 9,751,406 |

Capital Reserve Appropriations

| | | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Reserve: Martell Court | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 150,000 |
| Capital Reserve: Sewer Infrastructure | 800,000 | 900,000 | 900,000 | 950,000 | 950,000 | 950,000 | 5,450,000 |
| Capital Reserve: Wastewater Treatment Plant | 300,000 | 325,000 | 325,000 | 375,000 | 375,000 | 400,000 | 2,100,000 |
| Total: Capital Reserve Appropriations | \$ 1,125,000 | \$ 1,250,000 | \$ 1,250,000 | \$ 1,350,000 | \$ 1,350,000 | \$ 1,375,000 | \$ 7,700,000 |

Projects Funded with Debt

| | | | | | | | |
|---|-------------|-------------|-------------|-------------|---------------------|-------------|---------------------|
| WWTP Sludge Drier Project | \$ - | \$ - | \$ - | \$ - | \$ 3,161,000 | \$ - | \$ 3,161,000 |
| Total: Projects Funded with Debt | \$ - | \$ - | \$ - | \$ - | \$ 3,161,000 | \$ - | \$ 3,161,000 |

Projects Funded with Grants

| | | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| N/A | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total: Projects Funded with State Grant | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projects Funded with Cash

| | | | | | | | |
|--|------------------|-------------------|------------------|-------------|-------------|-------------|-------------------|
| Laboratory Instrument & Equip Replace | \$ - | \$ - | \$ 73,000 | \$ - | \$ - | \$ - | \$ 73,000 |
| Lower Winchester Infrastructure | - | 337,500 | - | - | - | - | 337,500 |
| WWTP Air Compressor Replacement Project (Rebate) | 10,485 | - | - | - | - | - | 10,485 |
| Total: Projects Funded with Cash | \$ 10,485 | \$ 337,500 | \$ 73,000 | \$ - | \$ - | \$ - | \$ 420,985 |

| | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Subtotal: Uses of Current Cash | \$ 1,135,485 | \$ 1,587,500 | \$ 1,323,000 | \$ 1,350,000 | \$ 1,350,000 | \$ 1,375,000 | \$ 8,120,985 |
| (Capital Reserve Appropriations plus Projects Funded with Current Cash) | | | | | | | |

| | | | | | | | |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| TOTAL: CAPITAL PROGRAM | \$ 3,184,391 | \$ 3,426,300 | \$ 2,487,100 | \$ 2,921,300 | \$ 5,712,900 | \$ 3,301,400 | \$ 21,033,391 |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|

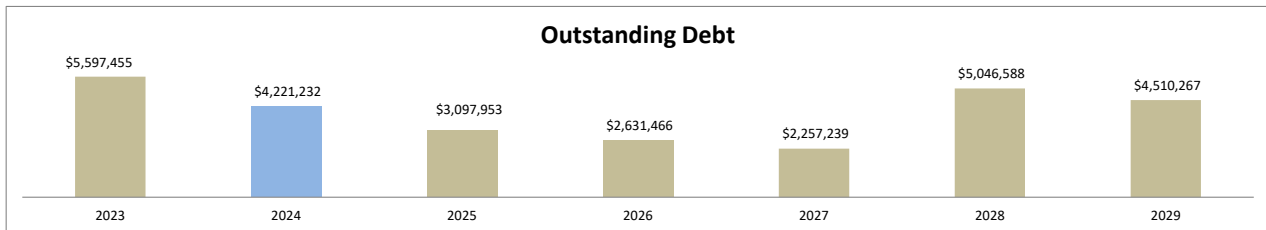
New Cash Requirement FY 24-29: Reconciliation

| | | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Total: Uses of Cash | \$ 1,135,485 | \$ 1,587,500 | \$ 1,323,000 | \$ 1,350,000 | \$ 1,350,000 | \$ 1,375,000 | \$ 8,120,985 |
| Use of Retained Earnings/Project Balance | (10,485) | - | - | - | - | - | (10,485) |
| New Funds Needed | \$ 1,125,000 | \$ 1,587,500 | \$ 1,323,000 | \$ 1,350,000 | \$ 1,350,000 | \$ 1,375,000 | \$ 8,110,500 |

Sewer Fund

FY 2023 - 2024 Statement of Long-Term Debt

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2023/2024</u> | <u>INTEREST 2023/2024</u> | <u>PRINCIPAL BALANCE 06/30/24</u> |
|--|--------------|-----------------|-------------|--------------------------|--------------------------------|-------------------------------|---|
| Sewer Main Improvements | 5/2/2013 | 1/15/2033 | avg 2.23% | 945,000 | 45,000 | 10,565 | 385,000 |
| WW Treatment 2005 - Advance Refunded 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 212,900 | 20,000 | 1,198 | 39,900 |
| Sewer Main Improvements 2005 - Advance Refunded 2013 | 5/2/2103 | 1/15/2026 | 2.00% | 713,900 | 65,000 | 3,800 | 125,000 |
| Rose Lane WWTP Closure | 6/12/2015 | 6/12/2025 | avg 2.17% | 805,000 | 40,000 | 15,000 | 440,000 |
| 2016 Refunding Series B | 11/1/2016 | 7/1/2028 | avg 1.61% | 1,210,565 | 118,515 | 20,159 | 474,397 |
| 2019 Martell Court Headworks Replacement | 9/27/2018 | 9/15/2033 | avg 2.74% | 1,350,000 | 90,000 | 38,363 | 900,000 |
| Colony Court-Bloomer Swamp Main | 9/15/2020 | 9/15/2035 | 1.65% | 1,513,000 | 100,000 | 20,789 | 1,210,000 |
| | | | | \$ 6,750,365 | \$ 478,515 | \$ 109,873 | \$ 3,574,297 |
| | | | | | | | |
| ARRA loan through NH-DES - FY 10 Infrastructure | 9/1/2013 | 9/1/2023 | 1.85% | 1,378,114 | 137,811 | 2,543 | 0 |
| ARRA loan through NH-DES - FY 09 Infrastructure | 12/1/2014 | 12/1/2023 | 1.98% | 1,129,608 | 112,961 | 2,237 | 0 |
| WWTP Advanced Treatment through NH-DES | 5/1/2016 | 5/1/2025 | 1.94% | 6,469,354 | 646,935 | 20,637 | 646,935 |
| | | | | | | | |
| Authorized, Unissued: | | | | | | | |
| N/A | | | | \$ - | | | |
| Total Authorized, Unissued | | | | \$ - | | | |
| | | | | | | | |
| Anticipated, FY23/24: | | | | | | | |
| N/A | | | | \$ - | | | |
| Total Anticipated Bond Issue - New | | | | \$ - | | | |
| | | | | | | | |
| Anticipated, Future FY25 - FY29: | | | | | | | |
| FY28 WWTP Sludge Drier | | | | \$ 3,161,000 | | | |
| Total Anticipated Bond Issue - Future | | | | \$ 3,161,000 | | | |



**City of Keene
Fiscal Year 2023-2024
Revenue Budget
Fund Cost Center Detail**

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------------------------|--------|------------------------------|--------------------|--------------------|--------------------|-----------|--------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| SEWER-CHARGES FOR SVCS | | | | | | | |
| 32023503 | 441050 | CHARGES-SEWER | (5,736,687) | (5,298,000) | (5,400,000) | - | (5,400,000) |
| 32023503 | 441060 | CHARGES-SEPTIC WASTE | (527,139) | (485,000) | (485,000) | - | (485,000) |
| 32023503 | 441070 | CHARGES-SEWER SERVICES | (1,295) | (100) | (100) | - | (100) |
| 32023503 | 441080 | CHARGES-INDUST PRE-TREATMENT | (33,724) | (32,000) | (32,000) | - | (32,000) |
| 32023503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| 32023503 | 441100 | CHARGES-TESTING | (4,266) | (3,200) | (3,200) | - | (3,200) |
| 32023503 | 441110 | CHARGES-PROGRAMS | - | - | - | - | - |
| SEWER-CHARGES FOR SVCS Total | | | (6,303,111) | (5,818,300) | (5,920,300) | - | (5,920,300) |
| SEWER-INTERGOVERNMENTAL | | | | | | | |
| 32022502 | 432140 | STATE-UTILITIES AID | (305,296) | (303,232) | (301,170) | - | (301,170) |
| 32022502 | 434030 | LOCAL-OTHER TOWNS | (147,836) | (150,000) | (155,000) | - | (155,000) |
| SEWER-INTERGOVERNMENTAL Total | | | (453,132) | (453,232) | (456,170) | - | (456,170) |
| SEWER-MISCELLANEOUS | | | | | | | |
| 32024505 | 461010 | INTEREST EARNINGS | (17,163) | (750) | (10,000) | - | (10,000) |
| 32024505 | 461030 | INTEREST ACCTS RECEIVABLE | (11) | - | - | - | - |
| 32024505 | 461110 | OTHER | - | - | - | - | - |
| SEWER-MISCELLANEOUS Total | | | (17,174) | (750) | (10,000) | - | (10,000) |
| SEWER-OTHER FIN SOURCES | | | | | | | |
| 32025506 | 470010 | USE (ADDITION) TO SURPLUS | 223,698 | 138,094 | (874,328) | - | (874,328) |
| 32025506 | 470030 | CAPITAL RESERVE | - | - | (2,048,906) | - | (2,048,906) |
| 32025506 | 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| 32025506 | 472900 | INTRA (SAME) FUND APPROP | - | - | - | - | - |
| 32025506 | 473030 | EQUIPMENT SURPLUS SALE | - | - | - | - | - |
| SEWER-OTHER FIN SOURCES Total | | | 223,698 | 138,094 | (2,923,234) | - | (2,923,234) |
| SEWER-PROCEEDS LT FIN | | | | | | | |
| 32026507 | 481040 | AMORT OF REFUND PREMIUM | (7,585) | - | (7,586) | - | (7,586) |
| SEWER-PROCEEDS LT FIN Total | | | (7,585) | - | (7,586) | - | (7,586) |
| SEWER Total | | | (6,557,304) | (6,134,188) | (9,317,290) | - | (9,317,290) |
| Grand Total | | | (6,557,304) | (6,134,188) | (9,317,290) | - | (9,317,290) |

Sewer Fund

FY 2023 - 2024 Supplemental Requests

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation |
|--------------------|-----------------|--|--------------------------------------|---|
| Administration | 32000000 524350 | CDL training | \$ 7,500 | \$ 7,500 |
| WW Treatment Plant | 32300083 524480 | Hauling and disposal; contractual increase | \$ 17,500 | \$ 17,500 |

| | | | | |
|-------------------------|--|--|------------------|------------------|
| TOTAL Sewer Fund | | | \$ 25,000 | \$ 25,000 |
|-------------------------|--|--|------------------|------------------|

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail**

| | | | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|-----------------------|---|-------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 32000000 | SEWER FUND-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 32000000 | 513030 | WAGES-SUPERVISORY | 5,718 | 42,872 | 2,418 | - | 2,418 |
| 32000000 | 513040 | WAGES-FULL TIME | 187,196 | 166,413 | 168,153 | - | 168,153 |
| 32000000 | 514010 | WAGES-TEMPORARY | 1,230 | - | - | - | - |
| 32000000 | 515010 | OT-REGULAR | 362 | - | - | - | - |
| 32000000 | 515080 | OT-SUPERVISORY | - | - | - | - | - |
| 32000000 | 516020 | STAND-BY | 4,599 | 6,388 | 6,388 | - | 6,388 |
| 32000000 | 517010 | HEALTH INSURANCE | 65,242 | 67,450 | 59,478 | - | 59,478 |
| 32000000 | 517020 | DENTAL INSURANCE | 4,120 | 3,963 | 3,233 | - | 3,233 |
| 32000000 | 517030 | RETIREMENT CONTRIBUTIONS | 2,969 | 30,324 | 23,941 | - | 23,941 |
| 32000000 | 517040 | SOCIAL SECURITY | 14,517 | 16,499 | 13,214 | - | 13,214 |
| 32000000 | 517050 | WORKERS COMPENSATION | 5,646 | 5,764 | 2,644 | - | 2,644 |
| | Personnel Total | | 291,600 | 339,674 | 279,469 | - | 279,469 |
| | Operating | | | | | | |
| 32000000 | 521030 | TECHNICAL SERVICES | 2,996 | - | - | - | - |
| 32000000 | 521200 | LABORATORY SERVICES | 108 | 200 | 200 | - | 200 |
| 32000000 | 522050 | PC REPLACEMENT CHARGE | 1,246 | 1,434 | 1,413 | - | 1,413 |
| 32000000 | 522060 | PW FLEET CHARGE | 4,052 | 4,863 | 7,906 | - | 7,906 |
| 32000000 | 522070 | CITY ADMIN CHARGE | 289,407 | 432,007 | 418,785 | - | 418,785 |
| 32000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | 521 | 2,028 | 2,028 | - | 2,028 |
| 32000000 | 523060 | MAINT-SOFTWARE | 8,548 | 6,213 | 10,213 | - | 10,213 |
| 32000000 | 523100 | MAINT-SAFETY PROGRAM | 3,622 | 1,600 | 2,600 | - | 2,600 |
| 32000000 | 524300 | TRAVEL | 243 | 578 | 428 | - | 428 |
| 32000000 | 524350 | TRAINING | 945 | 1,000 | 8,500 | 7,500 | 8,500 |
| 32000000 | 524360 | MEETINGS & DUES | 300 | 250 | 250 | - | 250 |
| 32000000 | 524380 | LICENSES & CERTIFICATIONS | - | 150 | 150 | - | 150 |
| 32000000 | 525100 | COMMUNICATIONS & PHONE | 2,175 | 1,700 | 1,700 | - | 1,700 |
| 32000000 | 526020 | RENTAL-OFFICE SPACE | 74,265 | 76,196 | 79,548 | - | 79,548 |
| 32000000 | 527010 | SUPPLIES-OFFICE | 1,252 | 1,900 | 1,400 | - | 1,400 |
| 32000000 | 527550 | SUPPLIES-UNIFORMS | 2,109 | 2,350 | 3,000 | - | 3,000 |
| 32000000 | 527600 | SUPPLIES-OPERATING | - | - | - | - | - |
| 32000000 | 529010 | RECRUITMENT | 1,771 | - | - | - | - |
| 32000000 | 561050 | CLAIMS & JUDGEMENTS | - | - | - | - | - |
| | Operating Total | | 393,561 | 532,469 | 538,121 | 7,500 | 538,121 |
| 32000000 Total | | | 685,161 | 872,143 | 817,590 | 7,500 | 817,590 |
| 32090000 | SEWER-DEBT SERVICE | | | | | | |
| | Operating | | | | | | |
| 32090000 | 551020 | DEBT-INTEREST | 143,770 | 127,045 | 115,781 | - | 115,781 |
| 32090000 | 552020 | DEBT-INT ON NOTES | 55,612 | 40,514 | 25,417 | - | 25,417 |
| | Operating Total | | 199,382 | 167,559 | 141,198 | - | 141,198 |
| 32090000 Total | | | 199,382 | 167,559 | 141,198 | - | 141,198 |
| 32090500 | SEWER-DEPRECIATION | | | | | | |
| | Operating | | | | | | |
| 32090500 | 562010 | DEPREC-BUILDINGS | 293,274 | 300,000 | 300,000 | - | 300,000 |
| 32090500 | 562020 | DEPREC-OTHER IMPR | 559,470 | 565,000 | 580,000 | - | 580,000 |
| 32090500 | 562030 | DEPREC-MACH/EQUIP | 491,499 | 510,000 | 525,000 | - | 525,000 |
| | Operating Total | | 1,344,244 | 1,375,000 | 1,405,000 | - | 1,405,000 |
| 32090500 Total | | | 1,344,244 | 1,375,000 | 1,405,000 | - | 1,405,000 |
| 32091000 | SEWER-OTHER NONCASH EXPENSES | | | | | | |
| | Operating | | | | | | |
| 32091000 | 561040 | LOSS ON FIXED ASSETS | - | - | - | - | - |
| | Operating Total | | - | - | - | - | - |
| 32091000 Total | | | - | - | - | - | - |
| 32091500 | SEWER-TRANS-CAPITAL & OTHERS | | | | | | |
| | Operating | | | | | | |
| 32091500 | 561020 | CAPITALIZED EXPENDITURES | - | - | - | - | - |
| 32091500 | 580100 | TRANS-CAP RESERVE | - | - | 1,125,000 | - | 1,125,000 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|------------------------|--------------------------|----------------|----------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 32091500 | 580110 | TRANS-CAP PROJ | - | - | 2,048,906 | - | 2,048,906 |
| | Operating Total | | - | - | 3,173,906 | - | 3,173,906 |
| 32091500 Total | | | - | - | 3,173,906 | - | 3,173,906 |
| 32140000 SEWER-MANHOLES/SVCS | | | | | | | |
| | Personnel | | | | | | |
| 32140000 | 513040 | WAGES-FULL TIME | 131,707 | 131,080 | 127,205 | - | 127,205 |
| 32140000 | 515010 | OT-REGULAR | 11,774 | 11,500 | 11,845 | - | 11,845 |
| 32140000 | 516020 | STAND-BY | 70 | - | - | - | - |
| 32140000 | 517010 | HEALTH INSURANCE | 34,267 | 50,323 | 52,910 | - | 52,910 |
| 32140000 | 517020 | DENTAL INSURANCE | 2,130 | 2,806 | 3,045 | - | 3,045 |
| 32140000 | 517030 | RETIREMENT CONTRIBUTIONS | 20,528 | 20,047 | 18,816 | - | 18,816 |
| 32140000 | 517040 | SOCIAL SECURITY | 10,943 | 10,907 | 10,369 | - | 10,369 |
| 32140000 | 517050 | WORKERS COMPENSATION | 3,023 | 2,943 | 2,078 | - | 2,078 |
| | Personnel Total | | 214,442 | 229,605 | 226,268 | - | 226,268 |
| | Operating | | | | | | |
| 32140000 | 521200 | LABORATORY SERVICES | - | - | - | - | - |
| 32140000 | 522060 | PW FLEET CHARGE | 102,246 | 122,790 | 122,539 | - | 122,539 |
| 32140000 | 523100 | MAINT-SAFETY PROGRAM | 7,394 | - | - | - | - |
| 32140000 | 523140 | MAINT-SYSTEMS | 21,261 | 18,650 | 18,650 | - | 18,650 |
| 32140000 | 523310 | MAINT-ROAD & STREET | 911 | 6,000 | 5,000 | - | 5,000 |
| 32140000 | 523700 | MAINT-OTHER IMPROVEMENTS | 13,043 | 10,500 | 7,500 | - | 7,500 |
| 32140000 | 524300 | TRAVEL | 225 | 100 | 100 | - | 100 |
| 32140000 | 524480 | HAULING & DISPOSAL | - | - | - | - | - |
| 32140000 | 526060 | RENTAL-OTHER | - | 600 | 600 | - | 600 |
| 32140000 | 527010 | SUPPLIES-OFFICE | - | - | - | - | - |
| 32140000 | 527330 | TOOLS | 675 | - | 5,000 | - | 5,000 |
| 32140000 | 527600 | SUPPLIES-OPERATING | 11,900 | 25,000 | 19,000 | - | 19,000 |
| | Operating Total | | 157,654 | 183,640 | 178,389 | - | 178,389 |
| 32140000 Total | | | 372,096 | 413,245 | 404,657 | - | 404,657 |
| 32140100 SEWER-SYSTEM MAINTENANCE | | | | | | | |
| | Personnel | | | | | | |
| 32140100 | 513030 | WAGES-SUPERVISORY | 16,358 | 20,223 | 22,139 | - | 22,139 |
| 32140100 | 513040 | WAGES-FULL TIME | 28,194 | 33,585 | 34,626 | - | 34,626 |
| 32140100 | 515010 | OT-REGULAR | 2,573 | 4,335 | 4,465 | - | 4,465 |
| 32140100 | 515080 | OT-SUPERVISORY | - | - | - | - | - |
| 32140100 | 516020 | STAND-BY | 4,023 | 4,259 | 4,259 | - | 4,259 |
| 32140100 | 517010 | HEALTH INSURANCE | 14,998 | 18,561 | 17,656 | - | 17,656 |
| 32140100 | 517020 | DENTAL INSURANCE | 991 | 1,129 | 1,087 | - | 1,087 |
| 32140100 | 517030 | RETIREMENT CONTRIBUTIONS | 7,191 | 8,774 | 8,860 | - | 8,860 |
| 32140100 | 517040 | SOCIAL SECURITY | 3,778 | 4,774 | 4,943 | - | 4,943 |
| 32140100 | 517050 | WORKERS COMPENSATION | 736 | 771 | 979 | - | 979 |
| | Personnel Total | | 78,843 | 96,411 | 99,014 | - | 99,014 |
| | Operating | | | | | | |
| 32140100 | 522060 | PW FLEET CHARGE | 11,736 | 6,941 | 7,906 | - | 7,906 |
| 32140100 | 523060 | MAINT-SOFTWARE | 4,190 | 4,784 | 4,784 | - | 4,784 |
| 32140100 | 523100 | MAINT-SAFETY PROGRAM | 643 | 3,568 | 3,568 | - | 3,568 |
| 32140100 | 523110 | MAINT-EQUIPMENT | 7,409 | 11,000 | 21,300 | - | 21,300 |
| 32140100 | 523170 | REPAIR-EQUIPMENT | 6,490 | 9,172 | - | - | - |
| 32140100 | 523180 | REPAIR-BUILDING | 1,590 | 3,000 | - | - | - |
| 32140100 | 523500 | MAINT-BUILDING | 1,560 | 4,621 | 7,900 | - | 7,900 |
| 32140100 | 523750 | PERMITS | - | - | - | - | - |
| 32140100 | 524350 | TRAINING | - | - | - | - | - |
| 32140100 | 524360 | MEETINGS & DUES | - | - | - | - | - |
| 32140100 | 525010 | WATER | 210 | 200 | 200 | - | 200 |
| 32140100 | 525030 | ELECTRICITY | 6,284 | 8,500 | 8,500 | - | 8,500 |
| 32140100 | 525040 | HEATING FUEL | 417 | 800 | 1,193 | - | 1,193 |
| 32140100 | 525100 | COMMUNICATIONS & PHONE | 1,699 | 900 | 900 | - | 900 |
| 32140100 | 526040 | RENTAL-EQUIPMENT | - | 400 | 400 | - | 400 |
| 32140100 | 527010 | SUPPLIES-OFFICE | - | 500 | - | - | - |
| 32140100 | 527330 | TOOLS | 1,182 | 1,225 | 1,225 | - | 1,225 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|----------------------------|--------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 32140100 | 527340 | EQUIPT-MINOR | 50 | 2,000 | 2,000 | - | 2,000 |
| 32140100 | 527350 | SUPPLIES-BUILDING MAINT | - | 200 | - | - | - |
| 32140100 | 527360 | SUPPLIES-GROUNDS MAINT | - | 100 | - | - | - |
| 32140100 | 527370 | SUPPLIES-JANITORIAL | - | - | - | - | - |
| 32140100 | 527600 | SUPPLIES-OPERATING | - | - | - | - | - |
| | Operating Total | | 43,462 | 57,911 | 59,876 | - | 59,876 |
| 32140100 | Total | | 122,305 | 154,322 | 158,890 | - | 158,890 |
| 32200079 | SEWER-MARTELL COURT | | | | | | |
| | Personnel | | | | | | |
| 32200079 | 513030 | WAGES-SUPERVISORY | - | - | 7,970 | - | 7,970 |
| 32200079 | 513040 | WAGES-FULL TIME | 16,930 | 21,590 | 22,260 | - | 22,260 |
| 32200079 | 515010 | OT-REGULAR | 1,085 | 1,533 | 1,579 | - | 1,579 |
| 32200079 | 516020 | STAND-BY | 4,609 | 4,259 | 4,259 | - | 4,259 |
| 32200079 | 517010 | HEALTH INSURANCE | 6,173 | 7,581 | 9,510 | - | 9,510 |
| 32200079 | 517020 | DENTAL INSURANCE | 402 | 448 | 582 | - | 582 |
| 32200079 | 517030 | RETIREMENT CONTRIBUTIONS | 3,181 | 3,850 | 4,880 | - | 4,880 |
| 32200079 | 517040 | SOCIAL SECURITY | 1,690 | 2,095 | 2,716 | - | 2,716 |
| 32200079 | 517050 | WORKERS COMPENSATION | 337 | 352 | 539 | - | 539 |
| | Personnel Total | | 34,407 | 41,708 | 54,295 | - | 54,295 |
| | Operating | | | | | | |
| 32200079 | 522060 | PW FLEET CHARGE | 3,206 | 6,430 | 7,906 | - | 7,906 |
| 32200079 | 523100 | MAINT-SAFETY PROGRAM | 1,582 | 1,978 | 1,978 | - | 1,978 |
| 32200079 | 523110 | MAINT-EQUIPMENT | 12,149 | 15,000 | 20,500 | - | 20,500 |
| 32200079 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 32200079 | 523170 | REPAIR-EQUIPMENT | 3,175 | 5,487 | - | - | - |
| 32200079 | 523180 | REPAIR-BUILDING | - | 1,134 | - | - | - |
| 32200079 | 523500 | MAINT-BUILDING | 1,027 | 2,000 | 3,600 | - | 3,600 |
| 32200079 | 523750 | PERMITS | 125 | - | - | - | - |
| 32200079 | 524480 | HAULING & DISPOSAL | 128 | 1,800 | 1,800 | - | 1,800 |
| 32200079 | 525010 | WATER | 1,003 | 4,800 | 6,300 | - | 6,300 |
| 32200079 | 525030 | ELECTRICITY | 83,646 | 62,835 | 62,835 | - | 62,835 |
| 32200079 | 525040 | HEATING FUEL | 2,272 | 3,238 | 3,559 | - | 3,559 |
| 32200079 | 525100 | COMMUNICATIONS & PHONE | 160 | 300 | - | - | - |
| 32200079 | 527340 | EQUIPT-MINOR | - | 100 | - | - | - |
| 32200079 | 527350 | SUPPLIES-BUILDING MAINT | 42 | 100 | - | - | - |
| 32200079 | 527360 | SUPPLIES-GROUNDS MAINT | - | 100 | - | - | - |
| 32200079 | 527370 | SUPPLIES-JANITORIAL | - | 200 | - | - | - |
| | Operating Total | | 108,516 | 105,502 | 108,478 | - | 108,478 |
| 32200079 | Total | | 142,923 | 147,210 | 162,773 | - | 162,773 |
| 32300083 | SEWER-WWTP | | | | | | |
| | Personnel | | | | | | |
| 32300083 | 513030 | WAGES-SUPERVISORY | 123,071 | 131,106 | 136,189 | - | 136,189 |
| 32300083 | 513040 | WAGES-FULL TIME | 232,302 | 281,533 | 292,669 | - | 292,669 |
| 32300083 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 32300083 | 515010 | OT-REGULAR | 24,688 | 24,147 | 24,871 | - | 24,871 |
| 32300083 | 515020 | OT-DOUBLE | 755 | 900 | 927 | - | 927 |
| 32300083 | 515080 | OT-SUPERVISORY | - | - | - | - | - |
| 32300083 | 516020 | STAND-BY | 12,642 | 12,775 | 12,775 | - | 12,775 |
| 32300083 | 517010 | HEALTH INSURANCE | 119,740 | 132,016 | 145,129 | - | 145,129 |
| 32300083 | 517020 | DENTAL INSURANCE | 7,904 | 8,040 | 8,096 | - | 8,096 |
| 32300083 | 517030 | RETIREMENT CONTRIBUTIONS | 55,320 | 63,335 | 63,240 | - | 63,240 |
| 32300083 | 517040 | SOCIAL SECURITY | 29,343 | 34,460 | 34,968 | - | 34,968 |
| 32300083 | 517050 | WORKERS COMPENSATION | 5,793 | 6,207 | 6,983 | - | 6,983 |
| | Personnel Total | | 611,558 | 694,519 | 725,847 | - | 725,847 |
| | Operating | | | | | | |
| 32300083 | 521020 | PROFESSIONAL SERVICES | 26,160 | - | - | - | - |
| 32300083 | 521030 | TECHNICAL SERVICES | 9,400 | 7,000 | 7,000 | - | 7,000 |
| 32300083 | 521200 | LABORATORY SERVICES | 602 | 500 | 500 | - | 500 |
| 32300083 | 522010 | JANITORIAL | 4,860 | 4,860 | 4,860 | - | 4,860 |
| 32300083 | 522050 | PC REPLACEMENT CHARGE | 1,445 | 1,609 | 2,129 | - | 2,129 |

**City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail**

| | | | 2021-2022 Actual | 2022-2023 Budget | 2023-2024 Dept Request | 2023-2024 CM Suppl | 2023-2024 City Manager |
|-----------------|------------------------------|------------------------------|---------------------|---------------------|---------------------------|-----------------------|---------------------------|
| 32300083 | 522060 | PW FLEET CHARGE | 23,553 | 22,101 | 19,764 | - | 19,764 |
| 32300083 | 522070 | CITY ADMIN CHARGE | 408,136 | 353,723 | 342,454 | - | 342,454 |
| 32300083 | 523010 | MAINT-OFFICE EQUIPMENT | 1,221 | - | - | - | - |
| 32300083 | 523060 | MAINT-SOFTWARE | 11,293 | 11,708 | 11,708 | - | 11,708 |
| 32300083 | 523100 | MAINT-SAFETY PROGRAM | 14,146 | 3,025 | 3,025 | - | 3,025 |
| 32300083 | 523110 | MAINT-EQUIPMENT | 85,245 | 100,000 | 134,515 | - | 134,515 |
| 32300083 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 32300083 | 523170 | REPAIR-EQUIPMENT | 29,598 | 33,859 | - | - | - |
| 32300083 | 523180 | REPAIR-BUILDING | 19,446 | 10,000 | - | - | - |
| 32300083 | 523500 | MAINT-BUILDING | 44,109 | 37,406 | 50,000 | - | 50,000 |
| 32300083 | 523710 | RIVER GAUGE STATION MAINT | 9,100 | 9,100 | 9,100 | - | 9,100 |
| 32300083 | 523750 | PERMITS | - | 150 | 150 | - | 150 |
| 32300083 | 524300 | TRAVEL | 588 | 596 | 596 | - | 596 |
| 32300083 | 524350 | TRAINING | 1,328 | 1,612 | 1,612 | - | 1,612 |
| 32300083 | 524360 | MEETINGS & DUES | 753 | 885 | 885 | - | 885 |
| 32300083 | 524380 | LICENSES & CERTIFICATIONS | 350 | 150 | 150 | - | 150 |
| 32300083 | 524480 | HAULING & DISPOSAL | 540,144 | 575,068 | 592,568 | 17,500 | 592,568 |
| 32300083 | 525010 | WATER | 9,917 | 9,021 | 9,021 | - | 9,021 |
| 32300083 | 525020 | SEWER | - | - | - | - | - |
| 32300083 | 525030 | ELECTRICITY | 235,121 | 193,176 | 193,176 | - | 193,176 |
| 32300083 | 525040 | HEATING FUEL | 32,548 | 41,486 | 41,486 | - | 41,486 |
| 32300083 | 525100 | COMMUNICATIONS & PHONE | 7,377 | 5,754 | 5,754 | - | 5,754 |
| 32300083 | 525120 | INDUSTRIAL PRE-TREATMENT | 5,023 | 4,780 | 4,780 | - | 4,780 |
| 32300083 | 526010 | RENTAL-LAND | 159,294 | 205,254 | 212,445 | - | 212,445 |
| 32300083 | 527010 | SUPPLIES-OFFICE | 2,008 | 995 | 995 | - | 995 |
| 32300083 | 527100 | POSTAGE | - | - | - | - | - |
| 32300083 | 527330 | TOOLS | 4,108 | 3,000 | 3,000 | - | 3,000 |
| 32300083 | 527340 | EQUIPT-MINOR | 9,932 | 4,750 | 4,750 | - | 4,750 |
| 32300083 | 527350 | SUPPLIES-BUILDING MAINT | 2,390 | 2,500 | - | - | - |
| 32300083 | 527360 | SUPPLIES-GROUNDS MAINT | 635 | 500 | - | - | - |
| 32300083 | 527370 | SUPPLIES-JANITORIAL | 165 | 250 | - | - | - |
| 32300083 | 527440 | EQUIPT-COMPUTER MINOR | - | - | - | - | - |
| 32300083 | 527550 | SUPPLIES-UNIFORMS | 5,775 | 5,006 | 5,006 | - | 5,006 |
| 32300083 | 527560 | SUPPLIES-PROTECTIVE CLOTHING | - | - | - | - | - |
| 32300083 | 527600 | SUPPLIES-OPERATING | 4,379 | 7,500 | 7,500 | - | 7,500 |
| 32300083 | 527620 | LICENSES & PERMITS | - | - | - | - | - |
| 32300083 | 527640 | SUPPLIES-CHEMICALS | 388,697 | 405,678 | 405,678 | - | 405,678 |
| 32300083 | 534030 | ACQ-FURNITURE & FIXTURE | - | - | - | - | - |
| 32300083 | 534090 | ACQ-EQUIPMENT | - | - | - | - | - |
| 32300083 | 561050 | CLAIMS & JUDGEMENTS | - | - | - | - | - |
| | Operating Total | | 2,098,846 | 2,063,002 | 2,074,607 | 17,500 | 2,074,607 |
| 32300083 | Total | | 2,710,405 | 2,757,521 | 2,800,454 | 17,500 | 2,800,454 |
| | SEWER-WWTP-LABORATORY | | | | | | |
| | Personnel | | | | | | |
| 32340583 | 513030 | WAGES-SUPERVISORY | 41,927 | 42,309 | 44,277 | - | 44,277 |
| 32340583 | 513040 | WAGES-FULL TIME | 87,079 | 84,233 | 89,386 | - | 89,386 |
| 32340583 | 515010 | OT-REGULAR | 2,761 | 2,800 | 2,884 | - | 2,884 |
| 32340583 | 517010 | HEALTH INSURANCE | 22,894 | 26,803 | 25,777 | - | 25,777 |
| 32340583 | 517020 | DENTAL INSURANCE | 1,258 | 1,374 | 1,319 | - | 1,319 |
| 32340583 | 517030 | RETIREMENT CONTRIBUTIONS | 17,615 | 18,185 | 18,474 | - | 18,474 |
| 32340583 | 517040 | SOCIAL SECURITY | 9,863 | 9,895 | 10,446 | - | 10,446 |
| 32340583 | 517050 | WORKERS COMPENSATION | 2,335 | 2,451 | 2,040 | - | 2,040 |
| | Personnel Total | | 185,733 | 188,048 | 194,603 | - | 194,603 |
| | Operating | | | | | | |
| 32340583 | 521200 | LABORATORY SERVICES | 15,542 | 11,500 | 11,500 | - | 11,500 |
| 32340583 | 522060 | PW FLEET CHARGE | 4,264 | 8,828 | 7,906 | - | 7,906 |
| 32340583 | 523060 | MAINT-SOFTWARE | 213 | 213 | 213 | - | 213 |
| 32340583 | 523110 | MAINT-EQUIPMENT | 19,458 | 13,000 | 13,000 | - | 13,000 |
| 32340583 | 524350 | TRAINING | 735 | 500 | 500 | - | 500 |
| 32340583 | 524380 | LICENSES & CERTIFICATIONS | - | 100 | 100 | - | 100 |
| 32340583 | 524480 | HAULING & DISPOSAL | - | 200 | 200 | - | 200 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|------------------------|--------------------|------------------|------------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 32340583 | 527010 | SUPPLIES-OFFICE | 391 | 300 | 300 | - | 300 |
| 32340583 | 527340 | EQUIPT-MINOR | 18 | - | - | - | - |
| 32340583 | 527600 | SUPPLIES-OPERATING | 10,876 | 11,500 | 11,500 | - | 11,500 |
| 32340583 | 527620 | LICENSES & PERMITS | 374 | 1,000 | 1,000 | - | 1,000 |
| 32340583 | 527640 | SUPPLIES-CHEMICALS | 10,774 | 12,000 | 12,000 | - | 12,000 |
| | Operating Total | | 62,643 | 59,141 | 58,219 | - | 58,219 |
| 32340583 | Total | | 248,376 | 247,189 | 252,822 | - | 252,822 |
| Grand Total | | | 5,824,891 | 6,134,188 | 9,317,290 | 25,000 | 9,317,290 |

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Water Fund #034

An enterprise fund for the accounting of the operations, maintenance, and capital outlay needs of the water treatment and distribution systems. The Water Fund ensures that revenues from user charges and other miscellaneous revenue sources fully fund the operational, maintenance, and capital needs of the public water treatment and distribution systems.

| DESCRIPTION | PAGE # |
|---|---------|
| Overview; Services; Objectives; Metrics | 206-207 |
| Operating Revenues & Expenditures | 208 |
| Capital Improvement Program | 209 |
| Long-Term Debt | 210 |
| Revenue Budget | 211 |
| Supplemental Requests | 212 |
| Expenditure Budget | 213-217 |



| | | | |
|--|---|--------------|-------|
| Department: | Public Works | Fund: | Water |
| EXPENDITURE Organization Codes: | Water 34000000; 34090000; 34090500; 34091000; 34091500; 34140000; 34140100; 34240200; 34240400; 34300084; 34340584 | | |
| REVENUE Organization Codes: | 34022502; 34023503; 34024505; 34025506; 34025506; 34026507 | | |
| Mission: | Provide reliable and good quality drinking water that consistently meets consumer expectations and State and Federal standards in sufficient quantities and pressure for fire protection and commercial and domestic use through effective and efficient maintenance, repair and operation of the water infrastructure. | | |

In FY24, the Water Operations and Water/Sewer Divisions will continue their work to improve the treatment and distribution systems with the goal of maintaining economical, high quality drinking water for its customers. The annual work plan includes comprehensive system-wide water main flushing and maintenance of fire hydrants and water main gates. Divisional staff will perform weekly sample collection and analysis, dam inspections, and ongoing equipment maintenance.

In FY24, staff will continue implementation of the Water Capital Improvement Program (CIP). Staff will continue to monitor and evaluate the City’s water resources and their drought resiliency. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY24 objectives include:

- Complete refurbishment of underdrain system and media replacement for two filter units;
- Complete electrical upgrades at Chapman Road and Blackbrook water tanks;
- Lead Service Line Inventory and grant implementation;
- Strategic planning grant implementation for new ground water source;
- Install new emergency power generator at Chapman Road Pump Station;
- Purchase replacement Trihalomethane (THM) analyzer for laboratory y
- Complete West Street Well Field Property survey

FY23 Water Fund activities continued the Department’s focus on infrastructure and water quality improvement at the capital and operating budget levels. FY23 accomplishments included:

- Begin design of 3 MG tank renovation project;
- Complete improvements to 1.5MG storage tank;
- Complete pavement replacement project at the Water Treatment Facility;
- Replacement of one bulk chemical storage tank (2000 gallon) at the WTF;
- Rebuild and refurbishment of original 1993 backwash pump;
- Cleaning and inspection of six (6) water storage tanks;
- Continue security fence installation at Babbidge Reservoir;
- Distribution system flushing

Background

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

The focus areas are:

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

WATER FUND

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

| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC Goals |
|---|----------------|----------------|-----------------|
| Refurbish underdrain system and media replacement (two filter units at WTF) | SDWA | Infrastructure | 4 |
| Install emergency power generator at Chapman Road Pump Station | SDWA | Infrastructure | 4 |
| Purchase replacement Trihalomethane analyzer for Laboratory | SDWA | Infrastructure | 4 |
| Complete lead service line inventory | SDWA | Infrastructure | 4 |

| METRICS: | FY22 | FY23 | FY24 |
|---|-------------|-------------|-------------|
| Million gallons of water treated to meet drinking water standards | 643 | 674 | 690 |
| Number of water main breaks/service leaks/repairs | 30 | 26 | 30 |
| Number of fire hydrants exercised | 500 | 413 | 500 |
| Number of water meters changed (out of 6,500 total) | 290 | 400 | 500 |
| Percent of non-metered water | 11 | 18 | 15 |
| Number of water quality/discolored water incidents | 12 | 16 | 12 |

Water Fund Operating Revenues and Expenditures

FY 2023 - 2024 Proposed Budget

| | ACTUAL FY 21/22 | BUDGET FY 22/23 | DEPT REQ FY 23/24 | CITY MGR FY 23/24 | PROJECTED FY 24/25 | PROJECTED FY 25/26 |
|-----------------------------------|--------------------|--------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | |
| Intergovernmental | \$4,709,738 | \$4,208,365 | \$5,458,300 | \$5,458,300 | \$5,622,049 | \$5,790,710 |
| Charges for Services | 5,982 | 750 | 10,028 | 10,028 | 7,500 | 7,500 |
| Miscellaneous | | (57,108) | 266,126 | 266,126 | 141,068 | (114,618) |
| Use of (Addition to) Surplus | | | | | 2,435,000 | 1,689,000 |
| Sale of Bonds | | | 1,552,647 | 1,552,647 | 149,000 | 448,223 |
| Capital Reserve | | | | | | |
| TOTAL REVENUES | \$4,715,720 | \$4,152,007 | \$7,287,101 | \$7,287,101 | \$8,354,617 | \$7,820,815 |
| EXPENDITURES | | | | | | |
| Water Administration | \$902,185 | \$925,885 | \$919,132 | \$919,132 | \$937,514 | \$956,264 |
| Water Distribution Services | 362,931 | 473,147 | 565,653 | 565,653 | 576,966 | 588,505 |
| Water System Maintenance | 132,017 | 133,795 | 138,899 | 138,899 | 141,677 | 144,511 |
| Water Supply | 164,028 | 202,176 | 252,987 | 252,987 | 258,047 | 263,208 |
| Meters | 429,932 | 471,626 | 439,698 | 439,698 | 448,492 | 457,462 |
| Water Treatment Facility | 686,490 | 729,812 | 932,132 | 932,132 | 950,775 | 969,790 |
| Laboratory | 183,192 | 205,541 | 208,523 | 208,523 | 212,693 | 216,947 |
| Depreciation Expense | 924,397 | 922,500 | 1,010,000 | 1,010,000 | 950,000 | 1,000,000 |
| Debt Service | 53,329 | 87,525 | 91,677 | 91,677 | 119,454 | 138,906 |
| Capital Reserve Appropriations | | | 875,000 | 875,000 | 875,000 | 875,000 |
| Capital Project Transfer | 65,000 | | 1,853,400 | 1,853,400 | 2,884,000 | 2,210,223 |
| TOTAL EXPENDITURES | \$3,903,501 | \$4,152,007 | \$7,287,101 | \$7,287,101 | \$8,354,617 | \$7,820,815 |
| NET REVENUE (EXPENDITURES) | \$812,219 | \$0 | \$0 | \$0 | \$0 | \$0 |

Water Fund

Year 2 - 2024 (2023 - 2029 Capital Improvement Program Summary)

| <u>Project Name</u> | <u>2023/2024</u> | <u>2024/2025</u> | <u>2025/2026</u> | <u>2026/2027</u> | <u>2027/2028</u> | <u>2028/2029</u> | <u>TOTAL</u> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| CR Appropriation: Water Infrastructure | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | \$ 4,200,000 |
| CR Appropriation: Water Treatment Facility | 175,000 | 175,000 | 175,000 | 175,000 | 150,000 | 150,000 | 1,000,000 |
| Emergency Generators | 250,793 | | | | 280,000 | | 530,793 |
| Laboratory Instrumentation/Equip Replacement | 50,000 | | 73,000 | | | | 123,000 |
| Lower Winchester Infrastructure | | 300,000 | | | | | 300,000 |
| 3 MG Storage Tank Repairs | | 686,000 | | | | | 686,000 |
| Black Brook Water Tank Repairs | 61,025 | | | | | | 61,025 |
| Chapman Water Tank Repairs | | | 90,000 | | | | 90,000 |
| Water Distribution Improvements | 966,426 | 1,749,000 | 984,000 | 957,000 | 378,200 | 1,362,000 | 6,396,626 |
| Water Main Cleaning and Lining | | | | | | | - |
| Water Utility Work - Bridges | 69,700 | | | | 68,300 | | 138,000 |
| Water Valve Replacement | 105,000 | 110,000 | 115,000 | 120,000 | 125,000 | 130,000 | 705,000 |
| Well Field Upgrades | - | | 705,000 | 4,229,000 | | | 4,934,000 |
| WTF Blower Replacement | | | 83,783 | | | | 83,783 |
| WTF Filter Media Replacement | 350,496 | | | | | | 350,496 |
| WTF Instrumentation Upgrade | | 39,000 | 30,040 | 33,000 | | | 102,040 |
| WTF Pavement Replacement | | | | | | | - |
| WTF Valve & Actuator Replace/Upgrade | | | 129,400 | | 155,280 | | 284,680 |
| TOTAL CAPITAL PROGRAM | \$ 2,728,440 | \$ 3,759,000 | \$ 3,085,223 | \$ 6,214,000 | \$ 1,856,780 | \$ 2,342,000 | \$ 19,985,443 |

PROJECT FUNDING DETAIL

Capital Reserve Appropriations

| | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Capital Reserve: Water Infrastructure | \$ 700,000 | \$ 700,000 | \$ 700,000 | \$ 700,000 | \$ 700,000 | \$ 700,000 | \$ 4,200,000 |
| Capital Reserve: Water Treatment Facility | 175,000 | 175,000 | 175,000 | 175,000 | 150,000 | 150,000 | 1,000,000 |
| Total: Capital Reserve Appropriations | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 875,000 | \$ 850,000 | \$ 850,000 | \$ 5,200,000 |

Reserve Funded Projects

| | | | | | | | |
|---------------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Black Brook Water Tank Repairs | \$ 61,025 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 61,025 |
| Chapman Water Tank Repairs | - | - | 90,000 | - | - | - | 90,000 |
| Water Distribution Improvements | 966,426 | - | - | - | 378,200 | - | 1,344,626 |
| Water Main Cleaning and Lining | - | - | - | - | - | - | - |
| Water Utility Work - Bridges | 69,700 | - | - | - | 68,300 | - | 138,000 |
| Water Valve Replacement | 105,000 | 110,000 | 115,000 | 120,000 | 125,000 | 130,000 | 705,000 |
| Well Field Upgrades | - | - | - | - | - | - | - |
| WTF Blower Replacement | - | - | 83,783 | - | - | - | 83,783 |
| WTF Filter Media Replacement | 350,496 | - | - | - | - | - | 350,496 |
| WTF Instrumentation Upgrade | - | 39,000 | 30,040 | 33,000 | - | - | 102,040 |
| WTF Pavement Replacement | - | - | - | - | - | - | - |
| WTF Valve & Actuator Replace/Upgrade | - | - | 129,400 | - | 155,280 | - | 284,680 |
| Total: Reserve Funded Projects | \$ 1,552,647 | \$ 149,000 | \$ 448,223 | \$ 153,000 | \$ 726,780 | \$ 130,000 | \$ 3,159,650 |

Projects Funded with Debt

| | | | | | | | |
|---|-------------|---------------------|---------------------|---------------------|-------------|---------------------|----------------------|
| 3 MG Storage Tank Repairs | \$ - | \$ 686,000 | \$ - | \$ - | \$ - | \$ - | \$ 686,000 |
| Water Distribution Improvements | - | 1,749,000 | 984,000 | 957,000 | - | 1,362,000 | 5,052,000 |
| Well Field Upgrades | - | - | 705,000 | 4,229,000 | - | - | 4,934,000 |
| Total: Projects Funded with Debt | \$ - | \$ 2,435,000 | \$ 1,689,000 | \$ 5,186,000 | \$ - | \$ 1,362,000 | \$ 10,672,000 |

Projects Funded with State Grant

| | | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| N/A | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total: Projects Funded with State Grant | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projects Funded with Cash

| | | | | | | | |
|--|-------------------|-------------------|------------------|-------------|-------------------|-------------|-------------------|
| Emergency Generators | \$ 250,793 | \$ - | \$ - | \$ - | \$ 280,000 | \$ - | \$ 530,793 |
| Laboratory Instrumentation/Equip Replacement | 50,000 | - | 73,000 | - | - | - | 123,000 |
| Lower Winchester Infrastructure | - | 300,000 | - | - | - | - | 300,000 |
| Water Main Cleaning and Lining | - | - | - | - | - | - | - |
| Total: Projects Funded with Cash | \$ 300,793 | \$ 300,000 | \$ 73,000 | \$ - | \$ 280,000 | \$ - | \$ 953,793 |

| | | | | | | | |
|--|---------------------|---------------------|-------------------|-------------------|---------------------|-------------------|---------------------|
| Subtotal: Uses of Cash (Capital Reserve Appropriations plus Projects Funded with Cash) | \$ 1,175,793 | \$ 1,175,000 | \$ 948,000 | \$ 875,000 | \$ 1,130,000 | \$ 850,000 | \$ 6,153,793 |
|--|---------------------|---------------------|-------------------|-------------------|---------------------|-------------------|---------------------|

| | | | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| TOTAL CAPITAL PROGRAM | \$ 2,728,440 | \$ 3,759,000 | \$ 3,085,223 | \$ 6,214,000 | \$ 1,856,780 | \$ 2,342,000 | \$ 19,985,443 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|

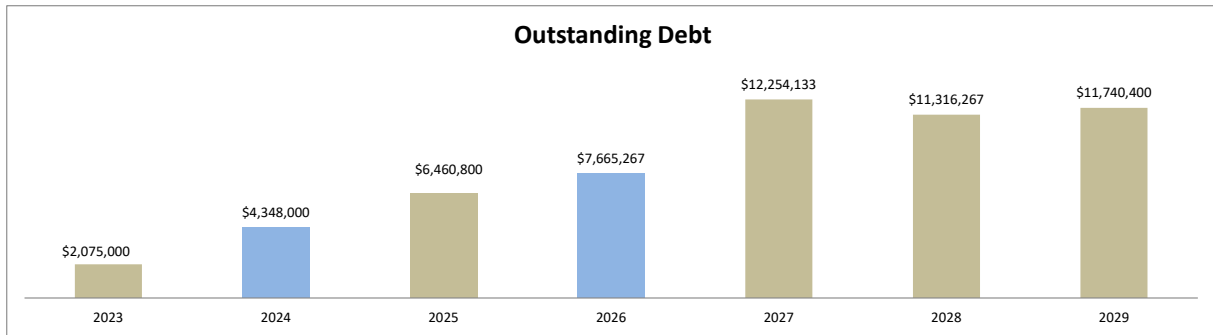
New Cash Requirement FY 24-29: Reconciliation

| | | | | | | | |
|--|---------------------|---------------------|-------------------|-------------------|---------------------|-------------------|---------------------|
| Total: Uses of Cash | \$ 1,175,793 | \$ 1,175,000 | \$ 948,000 | \$ 875,000 | \$ 1,130,000 | \$ 850,000 | \$ 6,153,793 |
| Use of Retained Earnings/Project Balance | - | - | - | - | - | - | - |
| New Funds Needed | \$ 1,175,793 | \$ 1,175,000 | \$ 948,000 | \$ 875,000 | \$ 1,130,000 | \$ 850,000 | \$ 6,153,793 |

Water Fund

FY 2023 - 2024 Statement of Long-Term Debt

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2023/2024</u> | <u>INTEREST 2023/2024</u> | <u>PRINCIPAL BALANCE 06/30/24</u> |
|--|--------------|-----------------|-------------|----------------------|----------------------------|---------------------------|-----------------------------------|
| Babbidge Reservoir Dam Repairs | 9/15/2016 | 9/15/1936 | avg 1.85% | 850,000 | 45,000 | 19,300 | 535,000 |
| Woodward Pond Dam | 9/15/2020 | 9/15/2035 | 1.65% | 1,727,000 | 115,000 | 23,717 | 1,380,000 |
| | | | | \$ 2,577,000 | \$ 160,000 | \$ 43,017 | \$ 1,915,000 |
| Authorized, Unissued: | | | | | | | |
| R-2022-15 3MG Water Tank Repairs | | 2039 | est 4.0% | \$ 2,433,000 | \$ - | 48,660 | \$ 2,433,000 |
| Total Authorized, Unissued | | | | \$ 2,433,000 | | | |
| Anticipated, FY23/24: | | | | | | | |
| N/A | | | | \$ - | | | |
| Total Anticipated Bond Issue - New | | | | \$ - | | | |
| Anticipated, Future FY25 - FY29: | | | | | | | |
| FY25 Water Distribution Improvements | | | | \$ 1,749,000 | | | |
| FY25 3MG Water Tank Repairs | | | | \$ 686,000 | | | |
| FY26 Water Distribution Improvements | | | | \$ 984,000 | | | |
| FY26 Well Field Upgrades | | | | \$ 705,000 | | | |
| FY27 Well Field Upgrades | | | | \$ 4,229,000 | | | |
| FY27 Water Distribution Improvements | | | | \$ 957,000 | | | |
| FY29 Water Distribution Improvements | | | | \$ 1,362,000 | | | |
| Total Anticipated Bond Issue - Future | | | | \$ 10,672,000 | | | |



City of Keene
Fiscal Year 2023-2024
Revenue Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--|--------|------------------------------|--------------------|--------------------|--------------------|-----------|--------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| WATER-CHARGES FOR SVCS | | | | | | | |
| 34023503 | 441010 | CHARGES-WATER SALES | (4,452,528) | (3,870,000) | (4,950,000) | - | (4,950,000) |
| 34023503 | 441020 | CHARGES-WATER SERVICES | (13,660) | (12,000) | (12,000) | - | (12,000) |
| 34023503 | 441025 | CHARGES-WATER CONNECT PERMIT | (15) | - | - | - | - |
| 34023503 | 441030 | CHARGES-FIRE PROTECTION | (162,800) | (243,100) | (343,800) | - | (343,800) |
| 34023503 | 441040 | CHARGES-HYDRANT RENTAL | (80,736) | (83,265) | (152,500) | - | (152,500) |
| 34023503 | 441090 | DIRECT REIMBURSEMENT | - | - | - | - | - |
| 34023503 | 441100 | CHARGES-TESTING | - | - | - | - | - |
| WATER-CHARGES FOR SVCS Total | | | (4,709,740) | (4,208,365) | (5,458,300) | - | (5,458,300) |
| WATER-INTERGOVERNMENTAL | | | | | | | |
| 34022502 | 431140 | FEDERAL-UTILITIES AID | - | - | - | - | - |
| 34022502 | 432140 | STATE-UTILITIES AID | - | - | - | - | - |
| WATER-INTERGOVERNMENTAL Total | | | - | - | - | - | - |
| WATER-MISCELLANEOUS | | | | | | | |
| 34024505 | 461010 | INTEREST EARNINGS | (5,880) | (750) | (10,000) | - | (10,000) |
| 34024505 | 461030 | INTEREST ACCTS RECEIVABLE | (73) | - | - | - | - |
| 34024505 | 461110 | OTHER | - | - | - | - | - |
| WATER-MISCELLANEOUS Total | | | (5,953) | (750) | (10,000) | - | (10,000) |
| WATER-OTHER FINANCING SOURCES | | | | | | | |
| 34025506 | 470010 | USE (ADDITION) TO SURPLUS | - | 57,108 | (266,126) | - | (266,126) |
| 34025506 | 470030 | CAPITAL RESERVE | - | - | (1,552,647) | - | (1,552,647) |
| 34025506 | 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| 34025506 | 472900 | INTRA (SAME) FUND APPROP | - | - | - | - | - |
| WATER-OTHER FINANCING SOURCES Total | | | - | 57,108 | (1,818,773) | - | (1,818,773) |
| WATER-PROCEEDS LT FINANCING | | | | | | | |
| 34026507 | 481040 | AMORT OF REFUND PREMIUM | (28) | - | (28) | - | (28) |
| WATER-PROCEEDS LT FINANCING Total | | | (28) | - | (28) | - | (28) |
| WATER Total | | | (4,715,720) | (4,152,007) | (7,287,101) | - | (7,287,101) |
| Grand Total | | | (4,715,720) | (4,152,007) | (7,287,101) | - | (7,287,101) |

Water Fund

| |
|---|
| FY 2023 - 2024 Supplemental Requests |
|---|

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation |
|--------------------------|------------------|--------------------------------|-------------------------------------|--|
| Administration | 34000000 524350 | CDL training | \$ 7,500 | \$ 7,500 |
| Administration | 34000000 514010+ | Summer intern | \$ 4,091 | \$ 4,091 |
| Water Treatment Facility | 34300084 513040+ | New position: Utility Operator | \$ 92,929 | \$ 92,929 |
| TOTAL Water Fund | | | \$ 104,520 | \$ 104,520 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-------------------------------------|-------------------------------|----------------|----------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 34000000 | WATER-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 34000000 | 513030 | WAGES-SUPERVISORY | 5,661 | 42,873 | 2,418 | - | 2,418 |
| 34000000 | 513040 | WAGES-FULL TIME | 119,114 | 99,707 | 93,770 | - | 93,770 |
| 34000000 | 514010 | WAGES-TEMPORARY | 1,230 | - | 3,750 | 3,750 | 3,750 |
| 34000000 | 515010 | OT-REGULAR | 109 | - | - | - | - |
| 34000000 | 516020 | STAND-BY | 7,945 | 6,388 | 6,388 | - | 6,388 |
| 34000000 | 516090 | STIPEND | - | - | - | - | - |
| 34000000 | 517010 | HEALTH INSURANCE | 38,776 | 41,316 | 29,118 | - | 29,118 |
| 34000000 | 517020 | DENTAL INSURANCE | 2,376 | 2,298 | 1,551 | - | 1,551 |
| 34000000 | 517030 | RETIREMENT CONTRIBUTIONS | 20,166 | 20,945 | 13,879 | - | 13,879 |
| 34000000 | 517040 | SOCIAL SECURITY | 9,989 | 11,396 | 8,007 | 287 | 8,007 |
| 34000000 | 517050 | WORKERS COMPENSATION | 3,509 | 3,634 | 1,535 | 54 | 1,535 |
| | Personnel Total | | 208,875 | 228,557 | 160,416 | 4,091 | 160,416 |
| | Operating | | | | | | |
| 34000000 | 521030 | TECHNICAL SERVICES | 3,700 | 3,500 | 3,500 | - | 3,500 |
| 34000000 | 521200 | LABORATORY SERVICES | 108 | 400 | 400 | - | 400 |
| 34000000 | 522050 | PC REPLACEMENT CHARGE | 2,190 | 3,258 | 3,115 | - | 3,115 |
| 34000000 | 522060 | PW FLEET CHARGE | 4,052 | 4,863 | 7,906 | - | 7,906 |
| 34000000 | 522070 | CITY ADMIN CHARGE | 488,380 | 485,884 | 534,820 | - | 534,820 |
| 34000000 | 522080 | TAXES | 83,931 | 84,418 | 84,418 | - | 84,418 |
| 34000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | 258 | 2,540 | 2,540 | - | 2,540 |
| 34000000 | 523060 | MAINT-SOFTWARE | 8,504 | 9,164 | 9,164 | - | 9,164 |
| 34000000 | 523100 | MAINT-SAFETY PROGRAM | 3,243 | 1,500 | 2,500 | - | 2,500 |
| 34000000 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 34000000 | 523400 | MAINT-GROUNDS | - | - | - | - | - |
| 34000000 | 523750 | PERMITS | 3,000 | 3,000 | 3,000 | - | 3,000 |
| 34000000 | 524300 | TRAVEL | 133 | - | - | - | - |
| 34000000 | 524350 | TRAINING | 980 | 3,000 | 10,500 | 7,500 | 10,500 |
| 34000000 | 524360 | MEETINGS & DUES | 2,470 | 3,200 | 3,200 | - | 3,200 |
| 34000000 | 524380 | LICENSES & CERTIFICATIONS | 50 | 300 | 300 | - | 300 |
| 34000000 | 524470 | PUBLIC AWARENESS | 4,736 | 6,630 | 6,630 | - | 6,630 |
| 34000000 | 525100 | COMMUNICATIONS & PHONE | 3,575 | 2,800 | 2,800 | - | 2,800 |
| 34000000 | 526020 | RENTAL-OFFICE SPACE | 74,265 | 76,196 | 79,548 | - | 79,548 |
| 34000000 | 526040 | RENTAL-EQUIPMENT | - | 1,000 | 1,000 | - | 1,000 |
| 34000000 | 527010 | SUPPLIES-OFFICE | 2,772 | 875 | 875 | - | 875 |
| 34000000 | 527330 | TOOLS | 2,888 | 2,300 | - | - | - |
| 34000000 | 527440 | EQUIPT-COMPUTER MINOR | 338 | - | - | - | - |
| 34000000 | 527550 | SUPPLIES-UNIFORMS | 1,693 | 2,500 | 2,500 | - | 2,500 |
| 34000000 | 527600 | SUPPLIES-OPERATING | 65 | - | - | - | - |
| 34000000 | 529010 | RECRUITMENT | 1,978 | - | - | - | - |
| | Operating Total | | 693,310 | 697,328 | 758,716 | 7,500 | 758,716 |
| 34000000 | Total | | 902,185 | 925,885 | 919,132 | 11,591 | 919,132 |
| 34090000 | WATER-DEBT SERVICE | | | | | | |
| | Operating | | | | | | |
| 34090000 | 551020 | DEBT-INTEREST | 49,344 | 86,251 | 91,677 | - | 91,677 |
| 34090000 | 552020 | DEBT-INT ON NOTES | 3,985 | 1,274 | - | - | - |
| | Operating Total | | 53,329 | 87,525 | 91,677 | - | 91,677 |
| 34090000 | Total | | 53,329 | 87,525 | 91,677 | - | 91,677 |
| 34090500 | WATER-DEPRECIATION | | | | | | |
| | Operating | | | | | | |
| 34090500 | 562010 | DEPREC-BUILDINGS | 100,669 | 97,500 | 200,000 | - | 200,000 |
| 34090500 | 562020 | DEPREC-OTHER IMPR | 823,728 | 650,000 | 710,000 | - | 710,000 |
| 34090500 | 562030 | DEPREC-MACH/EQUIP | - | 175,000 | 100,000 | - | 100,000 |
| | Operating Total | | 924,397 | 922,500 | 1,010,000 | - | 1,010,000 |
| 34090500 | Total | | 924,397 | 922,500 | 1,010,000 | - | 1,010,000 |
| 34091000 | WATER-OTHER NONCASH EXPENSES | | | | | | |
| | Operating | | | | | | |
| 34091000 | 561040 | LOSS ON FIXED ASSETS | - | - | - | - | - |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|--|--------------------------|----------------|----------------|------------------|-----------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| | Operating Total | | - | - | - | - | - |
| 34091000 | Total | | - | - | - | - | - |
| | | | | | | | |
| 34091500 | WATER-TRANS-CAPITAL & OTHER | | | | | | |
| | Operating | | | | | | |
| 34091500 | 561020 | CAPITALIZED EXPENDITURES | - | - | - | - | - |
| 34091500 | 580100 | TRANS-CAP RESERVE | - | - | 875,000 | - | 875,000 |
| 34091500 | 580110 | TRANS-CAP PROJ | 65,000 | - | 1,853,400 | - | 1,853,400 |
| | Operating Total | | 65,000 | - | 2,728,400 | - | 2,728,400 |
| 34091500 | Total | | 65,000 | - | 2,728,400 | - | 2,728,400 |
| | | | | | | | |
| 34140000 | WATER-DISTRIBUTE SVCS | | | | | | |
| | Personnel | | | | | | |
| 34140000 | 513030 | WAGES-SUPERVISORY | - | - | - | - | - |
| 34140000 | 513040 | WAGES-FULL TIME | 100,252 | 136,046 | 190,806 | - | 190,806 |
| 34140000 | 515010 | OT-REGULAR | 21,478 | 20,676 | 21,296 | - | 21,296 |
| 34140000 | 517010 | HEALTH INSURANCE | 33,849 | 52,121 | 79,364 | - | 79,364 |
| 34140000 | 517020 | DENTAL INSURANCE | 2,099 | 2,894 | 4,572 | - | 4,572 |
| 34140000 | 517030 | RETIREMENT CONTRIBUTIONS | 17,063 | 22,035 | 28,696 | - | 28,696 |
| 34140000 | 517040 | SOCIAL SECURITY | 9,123 | 11,989 | 15,826 | - | 15,826 |
| 34140000 | 517050 | WORKERS COMPENSATION | 2,842 | 3,207 | 3,062 | - | 3,062 |
| | Personnel Total | | 186,707 | 248,968 | 343,622 | - | 343,622 |
| | Operating | | | | | | |
| 34140000 | 522060 | PW FLEET CHARGE | 108,558 | 129,939 | 126,491 | - | 126,491 |
| 34140000 | 523310 | MAINT-ROAD & STREET | 19,222 | 15,000 | 15,000 | - | 15,000 |
| 34140000 | 527330 | TOOLS | 59 | - | 5,000 | - | 5,000 |
| 34140000 | 527600 | SUPPLIES-OPERATING | 48,384 | 79,240 | 75,540 | - | 75,540 |
| | Operating Total | | 176,223 | 224,179 | 222,031 | - | 222,031 |
| 34140000 | Total | | 362,931 | 473,147 | 565,653 | - | 565,653 |
| | | | | | | | |
| 34140100 | WATER-SYSTEM MAINTENANCE | | | | | | |
| | Personnel | | | | | | |
| 34140100 | 513030 | WAGES-SUPERVISORY | 16,358 | 20,223 | 22,139 | - | 22,139 |
| 34140100 | 513040 | WAGES-FULL TIME | 31,792 | 40,781 | 42,048 | - | 42,048 |
| 34140100 | 515010 | OT-REGULAR | 2,876 | 3,447 | 3,550 | - | 3,550 |
| 34140100 | 515080 | OT-SUPERVISORY | - | - | - | - | - |
| 34140100 | 516020 | STAND-BY | 4,171 | 4,259 | 4,259 | - | 4,259 |
| 34140100 | 517010 | HEALTH INSURANCE | 17,058 | 20,021 | 20,047 | - | 20,047 |
| 34140100 | 517020 | DENTAL INSURANCE | 1,126 | 1,211 | 1,233 | - | 1,233 |
| 34140100 | 517030 | RETIREMENT CONTRIBUTIONS | 7,761 | 9,661 | 9,740 | - | 9,740 |
| 34140100 | 517040 | SOCIAL SECURITY | 4,063 | 5,256 | 5,424 | - | 5,424 |
| 34140100 | 517050 | WORKERS COMPENSATION | 783 | 931 | 1,040 | - | 1,040 |
| | Personnel Total | | 85,987 | 105,790 | 109,480 | - | 109,480 |
| | Operating | | | | | | |
| 34140100 | 522060 | PW FLEET CHARGE | 20,088 | 6,491 | 7,906 | - | 7,906 |
| 34140100 | 523060 | MAINT-SOFTWARE | 3,765 | 4,781 | 4,781 | - | 4,781 |
| 34140100 | 523110 | MAINT-EQUIPMENT | 19,812 | 7,332 | 10,332 | - | 10,332 |
| 34140100 | 523170 | REPAIR-EQUIPMENT | 1,583 | 3,000 | - | - | - |
| 34140100 | 523180 | REPAIR-BUILDING | - | 250 | - | - | - |
| 34140100 | 523500 | MAINT-BUILDING | 441 | 500 | 1,350 | - | 1,350 |
| 34140100 | 524350 | TRAINING | - | 2,000 | 2,000 | - | 2,000 |
| 34140100 | 524360 | MEETINGS & DUES | - | - | - | - | - |
| 34140100 | 525040 | HEATING FUEL | - | 1,200 | 1,200 | - | 1,200 |
| 34140100 | 525100 | COMMUNICATIONS & PHONE | 342 | 900 | 900 | - | 900 |
| 34140100 | 526040 | RENTAL-EQUIPMENT | - | - | - | - | - |
| 34140100 | 527330 | TOOLS | - | 750 | 750 | - | 750 |
| 34140100 | 527340 | EQUIPT-MINOR | - | 200 | 200 | - | 200 |
| 34140100 | 527350 | SUPPLIES-BUILDING MAINT | - | 500 | - | - | - |
| 34140100 | 527360 | SUPPLIES-GROUNDS MAINT | - | 100 | - | - | - |
| | Operating Total | | 46,031 | 28,004 | 29,419 | - | 29,419 |
| 34140100 | Total | | 132,017 | 133,794 | 138,899 | - | 138,899 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|------------------------|--------------------------|----------------|----------------|----------------|-----------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 34240200 | WATER-SUPPLY | | | | | | |
| | Personnel | | | | | | |
| 34240200 | 513040 | WAGES-FULL TIME | 2,889 | 11,506 | - | - | - |
| 34240200 | 513070 | WAGES-PART TIME | - | - | - | - | - |
| 34240200 | 515010 | OT-REGULAR | 1,517 | 1,570 | 1,617 | - | 1,617 |
| 34240200 | 517010 | HEALTH INSURANCE | 4,321 | 4,506 | - | - | - |
| 34240200 | 517020 | DENTAL INSURANCE | 273 | 261 | - | - | - |
| 34240200 | 517030 | RETIREMENT CONTRIBUTIONS | 611 | 1,838 | 219 | - | 219 |
| 34240200 | 517040 | SOCIAL SECURITY | 333 | 1,000 | 123 | - | 123 |
| 34240200 | 517050 | WORKERS COMPENSATION | 69 | 243 | 24 | - | 24 |
| | Personnel Total | | 10,013 | 20,924 | 1,983 | - | 1,983 |
| | Operating | | | | | | |
| 34240200 | 521020 | PROFESSIONAL SERVICES | 2,041 | 23,000 | 23,000 | - | 23,000 |
| 34240200 | 521210 | MONITOR & INSPECTIONS | 4,292 | 4,300 | 4,300 | - | 4,300 |
| 34240200 | 522060 | PW FLEET CHARGE | - | 6,491 | 39,529 | - | 39,529 |
| 34240200 | 523110 | MAINT-EQUIPMENT | 2,152 | 8,000 | 13,000 | - | 13,000 |
| 34240200 | 523140 | MAINT-SYSTEMS | - | 4,990 | - | - | - |
| 34240200 | 523170 | REPAIR-EQUIPMENT | 163 | 3,000 | - | - | - |
| 34240200 | 523180 | REPAIR-BUILDING | - | 250 | - | - | - |
| 34240200 | 523310 | MAINT-ROAD & STREET | - | - | - | - | - |
| 34240200 | 523500 | MAINT-BUILDING | - | 500 | 3,740 | - | 3,740 |
| 34240200 | 523750 | PERMITS | 300 | - | - | - | - |
| 34240200 | 525030 | ELECTRICITY | 120,903 | 99,240 | 124,240 | - | 124,240 |
| 34240200 | 525040 | HEATING FUEL | 4,352 | 2,870 | 2,870 | - | 2,870 |
| 34240200 | 527600 | SUPPLIES-OPERATING | 5,474 | 7,210 | 7,210 | - | 7,210 |
| 34240200 | 527620 | LICENSES & PERMITS | - | 3,000 | 3,000 | - | 3,000 |
| 34240200 | 527640 | SUPPLIES-CHEMICALS | 14,337 | 18,400 | 30,115 | - | 30,115 |
| | Operating Total | | 154,015 | 181,251 | 251,004 | - | 251,004 |
| 34240200 | Total | | 164,029 | 202,175 | 252,987 | - | 252,987 |
| 34240400 | WATER-METERS | | | | | | |
| | Personnel | | | | | | |
| 34240400 | 513040 | WAGES-FULL TIME | 150,150 | 158,751 | 158,975 | - | 158,975 |
| 34240400 | 515010 | OT-REGULAR | 5,653 | 3,800 | 3,914 | - | 3,914 |
| 34240400 | 517010 | HEALTH INSURANCE | 61,344 | 67,046 | 76,979 | - | 76,979 |
| 34240400 | 517020 | DENTAL INSURANCE | 4,148 | 4,437 | 4,285 | - | 4,285 |
| 34240400 | 517030 | RETIREMENT CONTRIBUTIONS | 21,924 | 22,855 | 22,039 | - | 22,039 |
| 34240400 | 517040 | SOCIAL SECURITY | 11,626 | 12,435 | 12,037 | - | 12,037 |
| 34240400 | 517050 | WORKERS COMPENSATION | 2,251 | 2,155 | 2,352 | - | 2,352 |
| | Personnel Total | | 257,096 | 271,478 | 280,581 | - | 280,581 |
| | Operating | | | | | | |
| 34240400 | 521200 | LABORATORY SERVICES | 106 | 150 | 150 | - | 150 |
| 34240400 | 521210 | MONITOR & INSPECTIONS | - | - | 5,000 | - | 5,000 |
| 34240400 | 522060 | PW FLEET CHARGE | 34,250 | 41,031 | - | - | - |
| 34240400 | 523060 | MAINT-SOFTWARE | 3,489 | 3,100 | 12,100 | - | 12,100 |
| 34240400 | 523100 | MAINT-SAFETY PROGRAM | 286 | - | - | - | - |
| 34240400 | 527330 | TOOLS | - | 450 | 450 | - | 450 |
| 34240400 | 527550 | SUPPLIES-UNIFORMS | - | - | 2,000 | - | 2,000 |
| 34240400 | 527600 | SUPPLIES-OPERATING | 134,705 | 155,417 | 139,417 | - | 139,417 |
| | Operating Total | | 172,836 | 200,148 | 159,117 | - | 159,117 |
| 34240400 | Total | | 429,932 | 471,626 | 439,698 | - | 439,698 |
| 34300084 | WATER-WTF | | | | | | |
| | Personnel | | | | | | |
| 34300084 | 513030 | WAGES-SUPERVISORY | 58,992 | 84,617 | 177,245 | - | 177,245 |
| 34300084 | 513040 | WAGES-FULL TIME | 90,296 | 80,284 | 141,647 | 57,470 | 141,647 |
| 34300084 | 515010 | OT-REGULAR | 6,025 | 9,640 | 9,929 | - | 9,929 |
| 34300084 | 516020 | STAND-BY | 12,789 | 12,775 | 12,775 | - | 12,775 |
| 34300084 | 517010 | HEALTH INSURANCE | 40,493 | 52,108 | 101,556 | 21,684 | 101,556 |
| 34300084 | 517020 | DENTAL INSURANCE | 2,381 | 2,982 | 5,862 | 953 | 5,862 |
| 34300084 | 517030 | RETIREMENT CONTRIBUTIONS | 23,544 | 26,337 | 46,218 | 7,776 | 46,218 |
| 34300084 | 517040 | SOCIAL SECURITY | 12,574 | 14,330 | 25,685 | 4,216 | 25,685 |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-----------------------------|---------------------------|----------------|----------------|----------------|---------------|----------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 34300084 | 517050 | WORKERS COMPENSATION | 2,422 | 2,500 | 4,932 | 830 | 4,932 |
| | Personnel Total | | 249,516 | 285,572 | 525,849 | 92,929 | 525,849 |
| | Operating | | | | | | |
| 34300084 | 521020 | PROFESSIONAL SERVICES | 1,600 | - | - | - | - |
| 34300084 | 521030 | TECHNICAL SERVICES | 13,327 | 11,090 | 11,090 | - | 11,090 |
| 34300084 | 521200 | LABORATORY SERVICES | 120 | 100 | 100 | - | 100 |
| 34300084 | 522050 | PC REPLACEMENT CHARGE | 1,757 | 1,869 | 1,747 | - | 1,747 |
| 34300084 | 522060 | PW FLEET CHARGE | 24,090 | 32,743 | 31,623 | - | 31,623 |
| 34300084 | 523060 | MAINT-SOFTWARE | 10,312 | 10,289 | 10,289 | - | 10,289 |
| 34300084 | 523100 | MAINT-SAFETY PROGRAM | 6,269 | 1,700 | 1,700 | - | 1,700 |
| 34300084 | 523110 | MAINT-EQUIPMENT | 68,508 | 48,505 | 61,505 | - | 61,505 |
| 34300084 | 523160 | MAINT-ESCO | - | - | - | - | - |
| 34300084 | 523170 | REPAIR-EQUIPMENT | 11,626 | 13,000 | - | - | - |
| 34300084 | 523180 | REPAIR-BUILDING | - | 3,000 | - | - | - |
| 34300084 | 523500 | MAINT-BUILDING | 6,853 | 5,784 | 9,678 | - | 9,678 |
| 34300084 | 523750 | PERMITS | 150 | 150 | 150 | - | 150 |
| 34300084 | 524300 | TRAVEL | 420 | 200 | 200 | - | 200 |
| 34300084 | 524350 | TRAINING | 1,306 | 1,577 | 1,577 | - | 1,577 |
| 34300084 | 524380 | LICENSES & CERTIFICATIONS | 900 | 600 | 600 | - | 600 |
| 34300084 | 525010 | WATER | 632 | 400 | 400 | - | 400 |
| 34300084 | 525020 | SEWER | 156,842 | 158,005 | 133,005 | - | 133,005 |
| 34300084 | 525030 | ELECTRICITY | 28,162 | 22,284 | 22,284 | - | 22,284 |
| 34300084 | 525040 | HEATING FUEL | 8,398 | 9,299 | 9,299 | - | 9,299 |
| 34300084 | 525100 | COMMUNICATIONS & PHONE | 3,762 | 4,500 | 4,500 | - | 4,500 |
| 34300084 | 525120 | INDUSTRIAL PRE-TREATMENT | - | 360 | 360 | - | 360 |
| 34300084 | 527010 | SUPPLIES-OFFICE | 15 | - | - | - | - |
| 34300084 | 527100 | POSTAGE | - | - | - | - | - |
| 34300084 | 527330 | TOOLS | 389 | 400 | 400 | - | 400 |
| 34300084 | 527340 | EQUIPT-MINOR | 5,960 | 18,926 | 18,926 | - | 18,926 |
| 34300084 | 527350 | SUPPLIES-BUILDING MAINT | 438 | 494 | - | - | - |
| 34300084 | 527360 | SUPPLIES-GROUNDS MAINT | 367 | 400 | - | - | - |
| 34300084 | 527370 | SUPPLIES-JANITORIAL | - | - | - | - | - |
| 34300084 | 527550 | SUPPLIES-UNIFORMS | 1,913 | 1,850 | 1,850 | - | 1,850 |
| 34300084 | 527600 | SUPPLIES-OPERATING | 302 | - | - | - | - |
| 34300084 | 527640 | SUPPLIES-CHEMICALS | 82,555 | 96,715 | 85,000 | - | 85,000 |
| 34300084 | 534070 | ACQ-COMPUTER EQUIPMENT | - | - | - | - | - |
| 34300084 | 534090 | ACQ-EQUIPMENT | - | - | - | - | - |
| | Operating Total | | 436,974 | 444,240 | 406,283 | - | 406,283 |
| 34300084 | Total | | 686,490 | 729,812 | 932,132 | 92,929 | 932,132 |
| 34340584 | WATER-WTF-LABORATORY | | | | | | |
| | Personnel | | | | | | |
| 34340584 | 513030 | WAGES-SUPERVISORY | 41,279 | 42,309 | 44,277 | - | 44,277 |
| 34340584 | 513040 | WAGES-FULL TIME | 30,968 | 33,749 | 35,967 | - | 35,967 |
| 34340584 | 515010 | OT-REGULAR | 976 | 1,000 | 1,030 | - | 1,030 |
| 34340584 | 517010 | HEALTH INSURANCE | 12,453 | 13,377 | 12,839 | - | 12,839 |
| 34340584 | 517020 | DENTAL INSURANCE | 679 | 698 | 666 | - | 666 |
| 34340584 | 517030 | RETIREMENT CONTRIBUTIONS | 10,386 | 10,834 | 10,996 | - | 10,996 |
| 34340584 | 517040 | SOCIAL SECURITY | 5,521 | 5,895 | 6,218 | - | 6,218 |
| 34340584 | 517050 | WORKERS COMPENSATION | 1,331 | 1,403 | 1,174 | - | 1,174 |
| | Personnel Total | | 103,593 | 109,264 | 113,167 | - | 113,167 |
| | Operating | | | | | | |
| 34340584 | 521200 | LABORATORY SERVICES | 13,926 | 25,000 | 25,000 | - | 25,000 |
| 34340584 | 521210 | MONITOR & INSPECTIONS | 22,834 | 30,000 | 30,000 | - | 30,000 |
| 34340584 | 522060 | PW FLEET CHARGE | 4,266 | 8,828 | 7,906 | - | 7,906 |
| 34340584 | 523060 | MAINT-SOFTWARE | 213 | 250 | 250 | - | 250 |
| 34340584 | 523110 | MAINT-EQUIPMENT | 23,350 | 14,000 | 14,000 | - | 14,000 |
| 34340584 | 524350 | TRAINING | 300 | 500 | 500 | - | 500 |
| 34340584 | 524380 | LICENSES & CERTIFICATIONS | 100 | 100 | 100 | - | 100 |
| 34340584 | 524480 | HAULING & DISPOSAL | - | 200 | 200 | - | 200 |
| 34340584 | 527010 | SUPPLIES-OFFICE | 446 | 300 | 300 | - | 300 |
| 34340584 | 527340 | EQUIPT-MINOR | 48 | - | - | - | - |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|------------------------|--------------------|------------------|------------------|------------------|----------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 34340584 | 527600 | SUPPLIES-OPERATING | 7,200 | 6,400 | 6,400 | - | 6,400 |
| 34340584 | 527620 | LICENSES & PERMITS | 1,068 | 1,200 | 1,200 | - | 1,200 |
| 34340584 | 527640 | SUPPLIES-CHEMICALS | 5,847 | 9,500 | 9,500 | - | 9,500 |
| | Operating Total | | 79,598 | 96,278 | 95,356 | - | 95,356 |
| 34340584 | Total | | 183,191 | 205,542 | 208,523 | - | 208,523 |
| Grand Total | | | 3,903,501 | 4,152,007 | 7,287,101 | 104,520 | 7,287,101 |

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Equipment (Fleet) Fund #041

An internal service fund (charges to other City departments) to account for the operations, maintenance, and capital outlay needs of City vehicles and equipment.

| DESCRIPTION | PAGE # |
|---|---------|
| Overview; Services; Objectives; Metrics | 220-222 |
| Operating Revenues & Expenditures | 223 |
| Capital Improvement Program | 224 |
| Revenue Budget | 225 |
| Supplemental Requests | 226 |
| Expenditure Budget | 227-228 |



| | | | |
|--|--|--------------|---------------|
| Department: | Public Works | Fund: | 041-Equipment |
| EXPENDITURE Organization Codes: | Fleet Services 41000000; 41090500; 41091000; 41091500 | | |
| REVENUE Organization Codes: | 41023503; 41024505; 41025506 | | |
| Mission: | Provide City departments with environmentally friendly, dependable, cost-effective, and safe vehicles and equipment. | | |

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

As part of an ongoing effort toward sustainable funding for the replacement of the City’s equipment and vehicles in FY24, Fleet staff works closely with the Finance Department to evaluate the funding model, and with each department to review scheduled replacements to ensure the replacement vehicle is suitable for the identified need.

In FY24, it is expected that average fuel prices (the combined average of unleaded gasoline and diesel fuel) will increase approximately 56% from FY22 prices. Fleet Services uses data from the U.S. Department of Energy and other online sources to forecast fuel pricing. The budget is based on an average (diesel and gasoline) price of \$3.97 (compared to \$2.54 per gallon in FY22) per gallon for fuel. The City does not pay Federal gas tax, reducing the price by approximately \$0.18 per gallon as compared with commercial stations. The Division will continue to track fuel prices and usage closely and will work with Fleet Division customers to manage changing conditions and increase fuel efficiency while reducing fuel expenses wherever possible. It continues to be the case that the Fleet Services Division budget is vulnerable to unanticipated spikes in fuel costs due to worldwide economic conditions. While we use the best information at hand, because the fuel cost is the biggest line item in the operating budget, unanticipated increases in average fuel costs can have an outsized impact within the fiscal year.

Background

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

The Fleet Division is staffed with one Manager, one Administrative Coordinator, one Lead Mechanic, and three Mechanics servicing an average of three vehicles per day. The Fleet Division staff is unique in that they have the skills necessary to service a broad variety of vehicles that range from heavy equipment to light-duty trucks and specialty vehicles such as fire engines, ambulances, and police cruisers. It is a skill set that is unmatched by any repair facility in the area. With the ability to perform this wide range of maintenance, including preventative maintenance, equipment and vehicles can remain in service longer, and costly replacements can be delayed.

The Fleet Services Division tracks shop rates from area heavy-duty and light-duty vehicle shop rates to compare the City's performance against the private sector. The City's shop rate is \$128 per hour. In a repair facility with the diversity of vehicles and equipment that is supported by the Fleet Services Division, it is expected that the shop rate would be in this middle range. As a comparison, area shops that service light-duty vehicles range in the \$108 per hour rate, and area shops that service heavy-duty vehicles range in the \$154 per hour rate. The \$128 City of Keene shop rate is an indicator that rates charged to service vehicles are competitive with the private sector. In addition, the City maintains a parts department that allows Fleet Services to keep the equipment operational and minimize downtime.

| EQUIPMENT (FLEET) FUND | | | |
|--|----------------|--------------------------------------|--------------------|
| PRIMARY SERVICES & RESPONSIBILITIES: | | | Align w/CMP |
| Provide regular maintenance, repair, fuel, and 24-hour emergency services for the City fleet. | | Transportation | |
| Develop and prepare specifications for purchase of all vehicles and equipment in City fleet as outlined in the Capital Budget. | | Transportation | |
| Consult with City departments that have equipment scheduled to be replaced and evaluate the justification for replacement vehicles and equipment. | | Transportation | |
| FISCAL YEAR 2023/2024 OBJECTIVES: | STATUTE | CMP | CC GOAL |
| Maintain workload at a level of 80% scheduled, 20% unscheduled maintenance | | Municipal Governance & Fin Stability | 4 |
| Provide appropriate training and tools for service technicians to maintain skills, and begin to shift focus to repair and servicing of electric vehicles | | Leadership | 4 |
| Complete 90% of preventative maintenance work orders on schedule | | Infrastructure | 4 |
| Monitor fuel consumption, administer fuel billing, and promote conservation | | Climate Change | 7 |
| Evaluate and procure "new" used vehicles when determined to be a better alternative than new | | Leadership | 4 |
| METRICS: | FY22 | FY23 | FY24 |
| Staff training hours (goal/actual) | 150/100 | 150/150 | 1 |
| % Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time | 99% | 99% | 99% |
| % Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime | 80%-20% | 81%-19% | 80%-20% |
| % Completion of preventative work orders on schedule (goal/actual) | 90%/91% | 90%/95% | 90% |

Equipment (Fleet) Fund Operating Revenues and Expenditures

Proposed FY 2023 - 2024 Budget

| | ACTUAL FY 21/22 | BUDGET FY 22/23 | DEPT REQ FY 23/24 | CITY MGR FY 23/24 | PROJECTED FY 24/25 | PROJECTED FY 25/26 |
|-----------------------------------|--------------------|--------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | |
| Charges for Services | \$2,761,677 | \$2,777,097 | \$2,814,522 | \$2,814,522 | \$2,898,958 | \$2,956,937 |
| Miscellaneous | 38,412 | 1,500 | 1,000 | 1,000 | 1,000 | 1,500 |
| Use of (Addition to) Surplus | | (92,413) | 55,653 | 55,653 | 105,115 | 5,987 |
| Capital Reserve | | | 688,965 | 688,965 | 604,011 | 570,566 |
| Intra (same) Fund Appropriation | (650,000) | | | | | |
| TOTAL REVENUES | \$2,150,089 | \$2,686,184 | \$3,560,140 | \$3,560,140 | \$3,609,084 | \$3,534,990 |
| EXPENDITURES | | | | | | |
| Personnel & Benefits | \$650,263 | \$667,075 | \$692,831 | \$692,831 | \$710,152 | \$727,906 |
| Operating Costs | 1,371,532 | 1,519,109 | 1,543,344 | 1,543,344 | 1,579,921 | 1,611,519 |
| Machinery, Equipment and Vehicles | 475,483 | 500,000 | 500,000 | 500,000 | | |
| Capitalized Assets | (491,088) | | (500,000) | (500,000) | | |
| Capital Reserve Appropriations | | | 625,000 | 625,000 | 625,000 | 625,000 |
| Capital Project Transfer | | | 698,965 | 698,965 | 694,011 | 570,566 |
| TOTAL EXPENDITURES | \$2,006,191 | \$2,686,184 | \$3,560,140 | \$3,560,140 | \$3,609,084 | \$3,534,990 |
| NET REVENUE (EXPENDITURES) | \$143,898 | \$0 | \$0 | \$0 | \$0 | \$0 |

Equipment (Fleet) Fund

Year 2 - 2024 (2023 - 2029 Capital Improvement Program Summary)

| <u>Project Name</u> | <u>2023/2024</u> | <u>2024/2025</u> | <u>2025/2026</u> | <u>2026/2027</u> | <u>2027/2028</u> | <u>2028/2029</u> | <u>TOTAL</u> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| CR Appropriation: Equipment Replacement | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 3,750,000 |
| Equipment Replacement Program | 688,965 | 604,011 | 570,566 | 654,569 | 660,922 | 608,000 | 3,787,033 |
| Fleet Services Building Assessment Project | - | - | - | - | - | - | 0 |
| Fleet Services Building Upgrade Project | - | - | - | - | 70,000 | 300,000 | 370,000 |
| Fleet Services Building Fire Suppression Project | 10,000 | 90,000 | - | - | - | - | 100,000 |
| Fleet Services Roof Replacement Project | - | - | - | - | - | - | - |
| TOTAL CAPITAL PROGRAM | \$ 1,323,965 | \$ 1,319,011 | \$ 1,195,566 | \$ 1,279,569 | \$ 1,355,922 | \$ 1,533,000 | \$ 8,007,033 |

PROJECT FUNDING DETAIL

Capital Reserve Appropriations

| | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Capital Reserve: Equipment Replacement | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 3,750,000 |
| Total: Capital Reserve Appropriations | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 625,000 | \$ 3,750,000 |

Reserve Funded Projects

| | | | | | | | |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Equipment Replacement Program | \$ 688,965 | \$ 604,011 | \$ 570,566 | \$ 654,569 | \$ 660,922 | \$ 608,000 | \$ 3,787,033 |
| Total: Reserve Funded Projects | \$ 688,965 | \$ 604,011 | \$ 570,566 | \$ 654,569 | \$ 660,922 | \$ 608,000 | \$ 3,787,033 |

Projects Funded with Debt

| | | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| N/A | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total: Projects Funded with Debt | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projects Funded with State Grant

| | | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| N/A | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total: Projects Funded with State Grant | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projects Funded with Cash

| | | | | | | | |
|--|------------------|------------------|-------------|-------------|------------------|-------------------|-------------------|
| Fleet Services Building Assessment Project | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fleet Services Building Upgrade Project | - | - | - | - | 70,000 | 300,000 | 370,000 |
| Fleet Services Building Fire Suppression Project | 10,000 | 90,000 | - | - | - | - | 100,000 |
| Fleet Services Roof Replacement Project | - | - | - | - | - | - | - |
| Total: Projects Funded with Cash | \$ 10,000 | \$ 90,000 | \$ - | \$ - | \$ 70,000 | \$ 300,000 | \$ 470,000 |

Subtotal: Uses of Cash

(Capital Reserve Appropriations plus Projects Funded with Cash)

| | | | | | | | |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Subtotal: Uses of Cash | \$ 635,000 | \$ 715,000 | \$ 625,000 | \$ 625,000 | \$ 695,000 | \$ 925,000 | \$ 4,220,000 |
| TOTAL CAPITAL PROGRAM | \$ 1,323,965 | \$ 1,319,011 | \$ 1,195,566 | \$ 1,279,569 | \$ 1,355,922 | \$ 1,533,000 | \$ 8,007,033 |

New Cash Requirement FY 24-29: Reconciliation

| | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Total: Uses of Cash | \$ 635,000 | \$ 715,000 | \$ 625,000 | \$ 625,000 | \$ 695,000 | \$ 925,000 | \$ 4,220,000 |
| Use of Retained Earnings/Project Balance | - | - | - | - | - | - | - |
| New Funds Needed | \$ 635,000 | \$ 715,000 | \$ 625,000 | \$ 625,000 | \$ 695,000 | \$ 925,000 | \$ 4,220,000 |

City of Keene
Fiscal Year 2023-2024
Revenue Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|---|--------|---------------------------|--------------------|--------------------|--------------------|-----------|--------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| EQUIPT FLT-CHARGES FOR SVCS | | | | | | | |
| 41023503 | 441090 | DIRECT REIMBURSEMENT | (124,434) | (55,000) | (55,000) | - | (55,000) |
| 41023503 | 441120 | CHARGES-EQUIPMENT | (58,844) | (22,000) | (57,000) | - | (57,000) |
| 41023503 | 441280 | CHARGES-FLEET | (2,578,399) | (2,700,097) | (2,702,522) | - | (2,702,522) |
| EQUIPT FLT-CHARGES FOR SVCS Total | | | (2,761,677) | (2,777,097) | (2,814,522) | - | (2,814,522) |
| EQUIPT FLT-MISCELLANEOUS | | | | | | | |
| 41024505 | 461010 | INTEREST EARNINGS | (7,582) | (1,500) | (1,000) | - | (1,000) |
| 41024505 | 462060 | INSURANCE PAYMENTS | (30,830) | - | - | - | - |
| EQUIPT FLT-MISCELLANEOUS Total | | | (38,412) | (1,500) | (1,000) | - | (1,000) |
| EQUIPT FLT-OTHER FIN SOURCES | | | | | | | |
| 41025506 | 470010 | USE (ADDITION) TO SURPLUS | - | 92,413 | (55,653) | - | (55,653) |
| 41025506 | 470030 | CAPITAL RESERVE | - | - | (688,965) | - | (688,965) |
| 41025506 | 470070 | CARRYOVER-USE SURPLUS | - | - | - | - | - |
| 41025506 | 472900 | INTRA (SAME) FUND APPROP | 650,000 | - | - | - | - |
| 41025506 | 473030 | EQUIPMENT SURPLUS SALE | - | - | - | - | - |
| EQUIPT FLT-OTHER FIN SOURCES Total | | | 650,000 | 92,413 | (744,618) | - | (744,618) |
| FLEET Total | | | (2,150,090) | (2,686,184) | (3,560,140) | - | (3,560,140) |
| Grand Total | | | (2,150,090) | (2,686,184) | (3,560,140) | - | (3,560,140) |

Equipment (Fleet) Fund

FY 2023 - 2024 Supplemental Requests

| ORG | Account | Notes | requested supplemental amount | amount included in CM recommendation |
|----------------------|-----------------|--------------------------------|-------------------------------|--------------------------------------|
| Fleet Administration | 41000000 527690 | Increased cost of vehicle fuel | \$ 51,280 | \$ 51,280 |

TOTAL Equipment (Fleet) Fund \$ 51,280 \$ 51,280

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|-----------------|-------------------------------------|-------------------------------|------------------|------------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| 41000000 | EQUIPT FLT-ADMINISTRATION | | | | | | |
| | Personnel | | | | | | |
| 41000000 | 513030 | WAGES-SUPERVISORY | - | - | 92,539 | - | 92,539 |
| 41000000 | 513040 | WAGES-FULL TIME | 371,702 | 380,079 | 307,705 | - | 307,705 |
| 41000000 | 514010 | WAGES-TEMPORARY | - | - | - | - | - |
| 41000000 | 515010 | OT-REGULAR | 7,022 | 24,788 | 25,532 | - | 25,532 |
| 41000000 | 516020 | STAND-BY | 12,789 | 13,548 | 13,548 | - | 13,548 |
| 41000000 | 516090 | STIPEND | 4,112 | 4,160 | 4,160 | - | 4,160 |
| 41000000 | 517010 | HEALTH INSURANCE | 137,076 | 133,487 | 136,101 | - | 136,101 |
| 41000000 | 517020 | DENTAL INSURANCE | 8,488 | 8,247 | 9,263 | - | 9,263 |
| 41000000 | 517030 | RETIREMENT CONTRIBUTIONS | 69,904 | 59,928 | 60,002 | - | 60,002 |
| 41000000 | 517040 | SOCIAL SECURITY | 29,309 | 32,607 | 33,533 | - | 33,533 |
| 41000000 | 517050 | WORKERS COMPENSATION | 9,861 | 10,230 | 10,448 | - | 10,448 |
| | Personnel Total | | 650,263 | 667,075 | 692,831 | - | 692,831 |
| | Operating | | | | | | |
| 41000000 | 521200 | LABORATORY SERVICES | 459 | 300 | 300 | - | 300 |
| 41000000 | 522010 | JANITORIAL | - | 3,500 | 3,500 | - | 3,500 |
| 41000000 | 522050 | PC REPLACEMENT CHARGE | 1,269 | 1,357 | 2,007 | - | 2,007 |
| 41000000 | 522060 | PW FLEET CHARGE | 76,563 | 84,361 | 81,310 | - | 81,310 |
| 41000000 | 522070 | CITY ADMIN CHARGE | 301,082 | 323,835 | 287,892 | - | 287,892 |
| 41000000 | 523040 | MAINT-COMMUNICATIONS EQP | - | 2,500 | 2,500 | - | 2,500 |
| 41000000 | 523050 | MF PRINTER LEASE/COPIES/MAINT | - | - | 200 | - | 200 |
| 41000000 | 523100 | MAINT-SAFETY PROGRAM | 110 | 1,500 | 1,500 | - | 1,500 |
| 41000000 | 523160 | MAINT-ESCO | - | 2,500 | 2,500 | - | 2,500 |
| 41000000 | 523500 | MAINT-BUILDING | 38,041 | 12,000 | 12,000 | - | 12,000 |
| 41000000 | 523700 | MAINT-OTHER IMPROVEMENTS | 4,310 | 1,900 | 1,900 | - | 1,900 |
| 41000000 | 524070 | INSURANCE-VEHICLES | 49,333 | 65,895 | 65,895 | - | 65,895 |
| 41000000 | 524300 | TRAVEL | 484 | - | - | - | - |
| 41000000 | 524350 | TRAINING | 5,605 | 6,000 | 6,000 | - | 6,000 |
| 41000000 | 524360 | MEETINGS & DUES | - | 1,500 | 1,500 | - | 1,500 |
| 41000000 | 525010 | WATER | 3,221 | 800 | 800 | - | 800 |
| 41000000 | 525020 | SEWER | 815 | 800 | 800 | - | 800 |
| 41000000 | 525030 | ELECTRICITY | 13,164 | 7,700 | 13,000 | - | 13,000 |
| 41000000 | 525040 | HEATING FUEL | 34,814 | 36,353 | 38,170 | - | 38,170 |
| 41000000 | 525100 | COMMUNICATIONS & PHONE | 1,364 | 1,200 | 1,200 | - | 1,200 |
| 41000000 | 526030 | RENTAL-BUILDING | 88,218 | 90,512 | 94,494 | - | 94,494 |
| 41000000 | 527010 | SUPPLIES-OFFICE | 1,552 | 2,000 | 2,000 | - | 2,000 |
| 41000000 | 527200 | REPAIR-PARTS | 288,595 | 391,236 | 391,236 | - | 391,236 |
| 41000000 | 527210 | REPAIR-ACCIDENT | 3,221 | 13,000 | 13,000 | - | 13,000 |
| 41000000 | 527330 | TOOLS | 4,670 | 4,000 | 4,000 | - | 4,000 |
| 41000000 | 527550 | SUPPLIES-UNIFORMS | 7,689 | 5,300 | 5,300 | - | 5,300 |
| 41000000 | 527600 | SUPPLIES-OPERATING | (15,058) | 14,000 | 14,000 | - | 14,000 |
| 41000000 | 527610 | SUPPLIES-SOFTWARE | 2,120 | 4,500 | 4,500 | - | 4,500 |
| 41000000 | 527660 | SUPPLIES-DISPOSABLE EQUIPMENT | - | - | - | - | - |
| 41000000 | 527690 | SUPPLIES-GASOLINE & DIESEL | 377,642 | 363,360 | 414,640 | 51,280 | 414,640 |
| 41000000 | 527700 | SUPPLIES-OIL & LUBRICANTS | 17,958 | 20,500 | 20,500 | - | 20,500 |
| 41000000 | 527720 | SUPPLIES-TIRES | 37,479 | 49,000 | 49,000 | - | 49,000 |
| 41000000 | 529010 | RECRUITMENT | - | - | - | - | - |
| 41000000 | 534090 | ACQ-EQUIPMENT | - | - | - | - | - |
| 41000000 | 534140 | ACQ-SHOP EQUIPMENT | 26,815 | 7,700 | 7,700 | - | 7,700 |
| | Operating Total | | 1,371,533 | 1,519,109 | 1,543,344 | 51,280 | 1,543,344 |
| 41000000 | Total | | 2,021,796 | 2,186,184 | 2,236,175 | 51,280 | 2,236,175 |
| 41090500 | EQUIPT FLT-DEPRECIATION | | | | | | |
| | Operating | | | | | | |
| 41090500 | 562030 | DEPREC-MACH/EQUIP | 475,483 | 500,000 | 500,000 | - | 500,000 |
| | Operating Total | | 475,483 | 500,000 | 500,000 | - | 500,000 |
| 41090500 | Total | | 475,483 | 500,000 | 500,000 | - | 500,000 |
| 41091000 | EQUIPT FLT-OTHER NONCASH EXP | | | | | | |
| | Operating | | | | | | |
| 41091000 | 561040 | LOSS ON FIXED ASSETS | - | - | - | - | - |

City of Keene
Fiscal Year 2023-2024
Expenditure Budget
Fund Cost Center Detail

| | | | 2021-2022 | 2022-2023 | 2023-2024 | 2023-2024 | 2023-2024 |
|--------------------|---|--------------------------|------------------|------------------|------------------|---------------|------------------|
| | | | Actual | Budget | Dept Request | CM Suppl | City Manager |
| | Operating Total | | - | - | - | - | - |
| 41091000 | Total | | - | - | - | - | - |
| 41091500 | EQUIPT FLT-TRANS-CAP & OTHER | | | | | | |
| | Operating | | | | | | |
| 41091500 | 561020 | CAPITALIZED EXPENDITURES | (491,088) | - | (500,000) | - | (500,000) |
| 41091500 | 580100 | TRANS-CAP RESERVE | - | - | 625,000 | - | 625,000 |
| 41091500 | 580110 | TRANS-CAP PROJ | - | - | 698,965 | - | 698,965 |
| | Operating Total | | (491,088) | - | 823,965 | - | 823,965 |
| 41091500 | Total | | (491,088) | - | 823,965 | - | 823,965 |
| Grand Total | | | 2,006,192 | 2,686,184 | 3,560,140 | 51,280 | 3,560,140 |

Appendix

| DESCRIPTION | EFFECTIVE DATE | PAGE # |
|---|----------------|---------|
| R-2022-33 Fiscal Policies | | 230-240 |
| Council Appointments Annual Salary Schedule | July 1, 2022 | 241 |
| Administrative and Clerical Annual Salary Schedule Non-Union | July 1, 2022 | 242-243 |
| AFT-NH Keene City Employees Hourly Wage Schedule | July 1, 2022 | 244 |
| AFT-NH Keene City Employees Annual Salary Schedule | July 1, 2023 | 244 |
| Probationary Public Works Hourly Wage Schedule Non-Union | July 1, 2022 | 245 |
| AFSCME Hourly Wage Schedule | July 1, 2023 | 246 |
| Probationary Firefighter Hourly Wage Schedule | July 1, 2022 | 247 |
| Probationary Police Officer Hourly Wage Schedule | July 1, 2022 | 247 |
| Keene Police Officers Association Hourly Pay Schedule | July 1, 2023 | 248 |
| Keene Police Department Supervisors Association Hourly Pay Schedule | July 1, 2023 | 248 |
| Professional Firefighters of Keene Hourly Pay Schedule | July 1, 2023 | 249 |
| Keene Fire Department Supervisors Annual Salary Schedule | July 1, 2023 | 249 |
| Call Firefighters Hourly Wage Scale | July 1, 2022 | 249 |



CITY OF KEENE

R-2022-33

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

A RESOLUTION Relating to FISCAL POLICIES

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

WHEREAS: the National Advisory Council on State and Local Budgeting (NACSLB) has developed a comprehensive set of recommended practices on budgeting; and

WHEREAS: one key component of those recommended practices calls for the adoption of fiscal policies by the local legislative body to help frame resource allocation decisions; and

WHEREAS: the Government Finance Officers' Association (GFOA) has endorsed the recommended practice developed by the NACSLB; and

WHEREAS: it is the intent of the City Council, by this resolution, to articulate this financial blueprint as clearly and completely as possible.

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

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

PART 1 – Budgetary Policies

Strategic Governance links both operational and capital budgets to long term goals established by the City's Master Plan and prioritized through the City Council goal's process. Departments prepare budgets with proposed strategies to advance the goals of the Master Plan along with three to five Council priorities which have been stated as outcome focused goals. Budget strategies may involve multiple years of investment above and beyond the City's base budget. This budget strategy is a hybrid of the priority based and the more traditional base budgeting approach. Priority based budgeting helps the city work towards its high level goals and ensures budget dollars are tied to community and council priorities and desired outcomes. The base budgeting approach separates budget items which are supplemental requests from those that are included in the base budget. The base budget is the amount required to maintain the current level of services.

I. Budget

- A. The City shall annually adopt and appropriate budgets for the following funds
 - 1) General Fund
 - 2) Parking Fund
 - 3) PC Replacement Fund
 - 4) Solid Waste Fund
 - 5) Sewer Fund
 - 6) Water Fund
 - 7) Equipment Fund

PASSED

- B. All appropriated budgets shall be balanced.
- C. All appropriations for annual operating budgets (exclusive of capital projects) shall lapse at fiscal year-end unless encumbered by a City of Keene purchase order that is recorded in the financial system on or before June 30th of any year, or as authorized by the City Manager in writing, on a case-by-case basis. Those encumbrances shall be reported to the City Council in an informational memorandum by the first week of October each year.
- D. All departments are authorized to vary actual departmental spending from line item estimates provided the total departmental budget is not exceeded within each fund; provided, however, that any item specifically eliminated by the City Council during budget approval cannot be purchased from another line item without City Council approval.
- E. Outside Agencies seeking funding from the City shall complete an application substantiating their request, the necessity of the services provided, and financial impact on the City if services were not provided. All applicants shall meet eligibility criteria set by the City and eligible applications shall be reviewed by a committee consisting of at least 2 City Councilors, and representation from Human Services, Finance, Community Development, and Police Departments. The committee shall put forth a list of Outside Agencies to the City Manager with recommended funding to be included in the budget.
- F. Any unexpended funds in a personnel line related to a vacancy cannot be expended without prior approval from the City Manager and the City Council unless funds are being expended to fill a vacancy, recruiting, or to employ temporary help including professional and contract services.
- G. A periodic budget status report for each fund will be provided to the City Council.
- H. The budget document shall provide multi-year projections of revenues and expenditures/expenses including property taxes and utility (water and sewer) rates.
- I. The budget will take into consideration the City's Policies on unassigned Fund Balance projected at the end of June.
- J. The City of Keene will contain its General Fund debt service, on a five (5) year average, at or less than twelve percent (12%) of the General Fund operating budget.
- K. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- L. Property Taxes.
 - 1) The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston-Cambridge-Newton, (MA-NH) CPI net of expenditures required by law, and excluding debt service payments and capital leases. The City chooses to utilize the CPI, not because it reflects inflation in the City's costs, but because it reflects the overall inflation in what citizens purchase. This manages City spending such that increases in a citizen's tax bill are in line with increases in all of their other expenses. The goal is to have the cost of City services as a percentage of a taxpayer's total expenses remain constant.

2) Property Tax Credits and Exemptions.

All exemptions and credits will be reviewed with the City Council at least every five (5) years in conjunction with the City revaluation unless there are legislative changes that cause a review to occur on a more frequent basis.

3) The State has chosen to solve its revenue problem by downshifting expenses to the local communities and tapping into the broad based property tax at the local level. Downshifting is an effective strategy for the State; however, it is unsustainable at the local level and would quickly lead to a significant reduction in City services. The City is sensitive to these added expenses to the taxpayers and will attempt to limit the impact; however, as a State expense, the City will pass through the State downshifting to the taxpayers.

II. Capital Improvement Program

- A. The City of Keene shall prepare a capital improvement program (CIP) with a span of seven (7) years.
- B. The CIP shall be prepared biannually with a review each year during the operating budget cycle.
- C. All capital projects or equipment purchases that have an estimated cost of at least \$35,000 and an estimated useful life of at least five years will be included in the capital improvement program (CIP) planning process. These projects may include capital asset preservation projects (designed to preserve the functionality and condition of major infrastructure systems and City facilities) with an estimated cost of at least \$35,000 and which increases the useful life of the asset by at least five years.
- D. The CIP shall include all expenditure and funding activity anticipated from any capital reserve fund, including those activities less than \$35,000.
- E. The CIP shall contain revenue projections and rate impacts that support estimated operating costs as well as the proposed capital program. Expenditures included in each year of the CIP (operations, debt service and capital) will be equal to estimated revenue available to finance proposed activity in each year of the CIP. Cost and revenue estimates in projected years will be presented for planning purposes, and are based upon the then current best available information.
- F. City departments will prepare project funding-requests for capital projects as instructed by the City Manager.
- G. CIP Funding Methodology
 - 1) Whenever possible, CIP projects will be funded with available resources, examples of which are current revenues, grants, donations, and reserves, but not debt.
 - 2) Appropriate uses of debt include projects such as:
 - a) One-time nonrecurring investments (e.g. the construction of a new asset, or the expansion or adaptation of an existing asset) to provide added service delivery capacity or to meet changing community needs.

- b) Projects necessary due to regulatory requirements (e.g. water treatment plant expansion due to EPA permit changes) when resources other than debt are not available.
 - c) Projects necessary due to asset or system operational failure or obsolescence when resources other than debt are not available.
- H. The CIP shall be reviewed by the Finance, Organization and Personnel Committee and the Planning Board.
- I. The CIP will be the subject of a public hearing before adoption.
- J. The funding requests in the first year of the adopted CIP will be included in the next annual budget document. The City Manager after review will include the second year funding request in the subsequent budget document.
- K. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation unless otherwise directed by the City Council.
- L. Project transfer requests:
 - 1) Memorandums shall be presented to City Council for transfer request approval by majority vote for projects:
 - a) Within the same fund and
 - b) Not funded with bond proceeds/debt and/or
 - c) Have prior authorization to expend capital reserve funds and is within the purpose of the capital reserve.
 - 2) Resolutions shall be presented to City Council for transfer request adoption by 2/3 majority vote for projects:
 - a) Within the same fund and
 - b) Funded with bond/debt proceeds and/or
 - c) Funded with a new capital reserve appropriation.

PART 2 - Financial Policies

I. Fund Structure

- A. All funds are intended to be self-supporting, with no subsidies from one fund to another required for operations or capital outlay.
- B. The City will continue to conduct its financial activities through the use of the following funds:
 - 1) Governmental Funds.
 - a) General Fund – shall be used to account for those governmental activities that are not recorded in one of the other City Funds.
 - b) Special Revenue Funds.
 - i. Special Revenue Fund – shall be used for those activities that are funded in part or in whole by contributions from other entities.
 - ii. Parking Fund – shall be used to account for the operations, maintenance and capital outlay needs of the municipal parking areas.

- iii. Solid Waste Fund – shall be used to account for the activities of the transfer and recycling operations and for post-closure costs associated with the landfill.
 - c) Capital Funds.
 - i. Capital Project Fund – shall be used to account for the capital projects funded by any of the governmental funds excluding the Sewer Fund and the Water Fund.
 - ii. Sewer Capital Project Fund – shall be used to account for the capital projects funded by the Sewer Fund.
 - iii. Water Capital Project Fund – shall be used to account for the capital projects funded by the Water Fund.
- 2) Proprietary Funds.
 - a) Enterprise Funds.
 - i. Sewer Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems.
 - ii. Water Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the water treatment and distribution systems.
 - 3) Internal Service Funds.
 - a) PC Replacement Fund – shall be used to account for the on-going replacement of PC's, peripherals, and related software utilized by all City departments.
 - b) Equipment Fund - shall be used to account for the operations, maintenance, and capital outlay needs of fleet services.

II. Revenues

- A. One-Time Revenues.

One-time revenues will only be applied toward one-time expenditures; they will not be used to finance on-going programs or services. On-going revenues should be equal to, or greater than, on-going expenditures.
- B. Diversity.

The City will diversify its revenues by maximizing the use of non- property tax revenues such as payments in lieu of taxes, and user fees and charges.
- C. Designation of Revenues.
 - 1) Each year, the City shall designate and set aside \$25,000 for conservation purposes, funded through the allocation of the Land Use Change Tax (LUCT). If the prior years' LUCT revenues are less than \$25,000, the General Fund will provide the difference from general revenues to ensure an annual contribution of \$25,000. Additionally, in the years when the LUCT revenues exceed \$25,000, fifty percent (50%) of the amount over \$25,000 will be designated for conservation purposes, with the total annual designation not to exceed \$100,000. Expenditure of funds to be made upon approval of the City Council. Balance of said sum not to exceed \$500,000.
 - 2) Direct reimbursements from other entities shall be used to offset the appropriate City expense.

- 3) Except for the provisions stated above, or as provided otherwise by Federal, State law, or by local Code of Ordinances, no unanticipated revenues shall be designated for a specific purpose(s) unless directed by the City Council.

III. Fees and Charges

- A. Certain services provided by the City of Keene will be assigned a fee or charge for the users of the service, dependent upon how the community benefits from the provision of those services.
 - 1) In the case of general governmental services (such as fire protection, law enforcement, or general street maintenance) there will be no user fee or charge assessed.
 - 2) In the event that the service benefits a finite and definable sector of the community then that group will be assessed a fee or charge for provision of the service.
- B. Cost Recovery Standard for Fees and Charges.

Cost recovery should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and when permitted organization-wide support costs (e.g. accounting, human resources, data processing, insurance, vehicle maintenance, and regulatory and enforcement costs).
- C. Exceptions to Cost Recovery Standard for Fees and Charges:
 - 1) Fees and Charges may be set at something less than full cost recovery when:
 - a) A high level of cost recovery will negatively impact the delivery of service to low-income groups.
 - b) Collecting the fees and charges is not cost effective.
 - c) There is no intended relationship between the amount paid and the benefit received (e.g. social service programs).
 - d) There is no intent to limit the use of the service (e.g. access to parks and playgrounds).
 - e) Collecting the fees would discourage compliance with regulatory requirements and adherence to said requirements is self-identified, and as such, failure to comply would not be readily detected by the City of Keene.
 - 2) Fees and Charges will be set at, or above, full cost recovery when:
 - a) The service is also provided, or could be provided, by the private sector.
 - b) The use of the service is discouraged (e.g. fire or police responses to false alarms).
 - c) The service is regulatory in nature and voluntary compliance is not expected (e.g. building permits, plans review, subdivisions).
 - d) When the fee or charge for the use of City property or resources is incurred by a commercial entity.
 - 3) Ambulance:
 - a) Service fees shall be set at two hundred fifty percent (250%) above the Medicare-determined usual and customary charge.

- b) A fee will be implemented for those instances when responses that involve the use of drugs or specialized services are provided but there is no transport.
- c) There will be no charge for responses determined by the Fire Department to be “public assists.”
- D. The method of assessing and collecting fees should be made as simple as possible in order to reduce the administrative and support costs of collection.
- E. The City will periodically utilize the services of a collection agency when all other reasonable efforts to collect fees and fines have been exhausted; fees for such services to be paid from amounts collected.
- F. Rate structures should be sensitive to the market price for comparable services in the private sector or other public sector entities.
- G. Fees and charges shall be adopted by the City Council when required.
- H. Fees and charges shall be reviewed in accordance with a schedule developed by the City Manager that has each fee reviewed biannually. Recommended changes will be reviewed and approved by the City Council when required.

IV. Bonded Debt

- A. The City of Keene will periodically incur debt to finance capital projects. All issuances of debt are subject to State of New Hampshire Statutes, RSA 34 and 162-K.
- B. Debt may be issued to fund projects with a public purpose of a lasting nature or as otherwise allowed by State law.
- C. Debt will not be issued to provide for the payment of expenses for current maintenance and operation except as otherwise provided by law.
- D. The City of Keene shall not incur debt that exceeds any limits set by State law.
- E. All bonds shall be authorized by resolution of the City Council and require a two-thirds (2/3) vote.
- F. The City of Keene may use the services of bond counsel and a financial advisor, if required, to assist in preparing for and executing the sale of bonds.
- G. The City of Keene issues bonds including but not limited to:
 - 1) General Obligation Bonds – repayment is backed by the full taxing power of the City of Keene.
 - 2) Tax Increment Financing Bonds – repayment is first backed by the revenue stream generated by increased revenues created within an established Tax Increment Financing District. To the extent that the increased revenues created within the district are not adequate, the repayment of the bonds would then be backed by the full taxing power of the City of Keene.
 - 3) Refunding Bonds – these bonds are issued to refinance outstanding bonds before their term in order to either remove restrictions on the original bonds and/or to take advantage of lower interest rates. Repayment is backed by the full taxing power of the City of Keene.

- H. Competitive sale is the preferred method of sale; however, negotiated sales may occur for a current or advance refunding, or for other appropriate reasons.
 - I. Term.
 - 1) Debt will be incurred only for projects with a useful life of at least seven (7) years.
 - 2) The term of any debt incurred by the City shall be limited to no greater than the expected useful life of the improvement.
- V. Other Sources
- A. To the extent they are available, the City of Keene will consider on a case-by-case basis, the use of other financing mechanisms including but not limited to:
 - 1) Capital leases.
 - 2) State programs (e.g. State Revolving Fund Loan programs).
 - B. To the extent they are available, the City of Keene will actively pursue other funding sources including but not limited to:
 - 1) Grants that reduce the City's initial investment in project/improvement.
 - 2) Grants that contribute to the on-going debt service for city project(s).
 - 3) Other financing tools such as tax credits that leverage the City's initial investment in a project.
 - 4) Public-private partnerships.
 - 5) Unanticipated revenues. These sources will be evaluated for placement and designated as committed fund balance for advancing budgetary policies related to bonded debt, capital outlay or property taxes.
- VI. Asset-Management Programs
- A. The City may develop, implement, and refine asset management programs (defined as an integrated business approach involving planning, engineering, finance, facilities management, utilities, technology and operations to effectively manage existing and new facilities and infrastructure to maximize benefits, manage cost, reduce risk, and provide satisfactory levels of service to community users in a socially, environmentally, and economically sustainable manner). The asset management should contain at least the following elements:
 - 1) Periodic inventories and assessment of the physical condition of City capital assets and infrastructure.
 - 2) Establishment of condition and functional standards for various types of asset.
 - 3) Criteria to evaluate infrastructure and facility assets and set priorities.
 - 4) Financing policies to maintain a condition assessment system(s) and promote sufficient funding for capital asset preservation, repair, and maintenance.
 - 5) Monitoring and development of periodic plain language status reports on the various components of the City's capital assets and infrastructure.

VII. Fund Balance Classification Policies and Procedures

A. Fund Balance.

Fund balance represents the difference between current assets and liabilities and shall be comprised of non-spendable, restricted, committed, assigned, and unassigned amounts defined as follows:

- 1) Non-spendable fund balance - includes amounts that are not in spendable form such as inventory or prepaid expenses or are required to be maintained intact such as perpetual care or the principal of an endowment fund.
- 2) Restricted fund balance - includes amounts that can only be spent for specific purposes stipulated by external resource providers such as grantors or, as in the case of special revenue funds, as established through enabling legislation.
- 3) Committed fund balance - includes amounts that can be reported and expended as a result of motions passed by the highest decision making authority - the City Council.
- 4) Assigned fund balance - includes amounts to be used for specific purposes including encumbrances and authorized carry forwards or fund balance to be used in the subsequent fiscal year.
- 5) Unassigned fund balance - includes amounts that are not obligated or specifically designated, and is available in future periods.

B. Spending Prioritization.

When an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned, and unassigned.

C. Net Assets.

Net assets represent the difference between assets and liabilities. Net assets invested in capital assets, net of related debt, consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction, or improvement of those assets. Net assets are reported as restricted when there are limitations imposed on their use either through enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, laws or regulations, or other governments. All other net assets are reported as unrestricted.

VIII. Stabilization Funds

A. Unassigned Fund Balance.

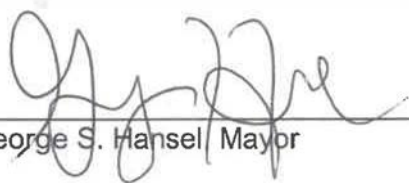
That portion of available funds within each fund that can be used to offset emergency expenditures, a downturn in collection of significant revenues, or other unforeseen events.

- 1) Unassigned fund balance for the General Fund will be maintained at an amount between seven percent (7%) and ten percent (10%) of the sum of the total of the General Fund annual operating budget and the property tax commitment for the school (both local and State) and the county.

- 2) Unrestricted fund balance, excluding capital reserves, for the enterprise funds should be maintained at an amount between the equivalent of 180 days to 365 days of the annual operating budget for that fund.
 - 3) Unassigned/unrestricted fund balance for all remaining budgeted funds should be maintained at an amount between five percent (5%) and fifteen percent (15%) of the annual operating budget for that fund.
- B. Self-Funded Health Insurance.
- The City shall retain funds for its self-funded health insurance program. The intended purposes for these funds are to provide a measure to smooth rate fluctuations, to accommodate an unforeseen increase in claims, and to provide financial protection from run-out costs in the event the City moves toward a fully insured plan. The amount retained shall not exceed three (3) months of estimated claim costs.
- C. Capital Reserves.
- The City utilizes capital reserves, classified as committed funds, established under State of New Hampshire law, and invested by the Trustees of Trust Funds, for several purposes that include the construction, reconstruction, or acquisition of a specific capital improvement, or the acquisition of a specific item or of specific items of equipment, or other purposes identified in NH RSA 34, relating to Capital Reserve Funds for Cities.
- D. Expendable Trust Funds.
- The City Council may create and fund through annual operating budget appropriations, various expendable trust funds as it deems necessary for the maintenance and operation of the City; and any other public purpose that is not foreign to the City's institution or incompatible with the objects of its organization. The trust funds will be administered by the Trustees of the Trust Funds.
- E. Revolving Funds.
- The City Council may authorize the establishment and use of revolving funds as it deems necessary. The purpose of the funds and source of revenues will be determined at the time of creation. Monies in the revolving fund shall be allowed to accumulate from year to year, and shall not be considered a part of the City's general surplus.
- IX. Deposits of Funds in Custody of City Treasurer
- A. Objectives (in priority order):
- 1) Safety – the safety of principal is the foremost objective.
 - 2) Liquidity – investments shall remain sufficiently liquid to meet the operational cash needs of the City of Keene.
 - 3) Yield – taking into account the priority objectives of safety of principal and liquidity, a market rate of return.

B. Authorized Investments:

- 1) US Treasury obligations.
- 2) US government agency and instrumentality obligations.
- 3) Repurchase agreements with New Hampshire Banks acting as principal or agent, collateralized by US Treasury/Agency obligations.
- 4) Certificates of Deposits in New Hampshire Banks (collateralized).
- 5) New Hampshire Public Deposit Investment Pool.
- 6) Certificate of Deposit Account Registry Service (CDARS).



George S. Hansel Mayor

PASSED November 3, 2022

A true copy;
Attest: 
City Clerk

City Code Section 2-231

**COUNCIL APPOINTMENTS
ANNUAL SALARY SCHEDULE**
(effective July 1, 2022)

| <u>SALARY</u> | <u>City Clerk</u> | <u>City Attorney</u> | <u>City Manager</u> |
|---------------|-------------------|----------------------|---------------------|
| L | 93,878 | 116,211 | 139,504 |
| E | 98,103 | 121,440 | 145,782 |
| V | 102,518 | 126,905 | 152,342 |
| E | 107,131 | 132,616 | 159,197 |
| L | 111,952 | 138,584 | 166,361 |
| | 116,990 | 144,820 | 173,847 |

City Code Section 62-194

**ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT
ANNUAL SALARY SCHEDULE**

Non-Union
(effective July 1, 2022)

| STEPS | | | | | | |
|-------|---------|---------|---------|---------|---------|---------|
| Grade | 1 | 2 | 3 | 4 | 5 | 6 |
| S 4 | 37,254 | 38,930 | 40,682 | 42,513 | 44,426 | 46,425 |
| S 5 | 38,930 | 40,682 | 42,513 | 44,426 | 46,425 | 48,514 |
| S 6 | 40,682 | 42,513 | 44,426 | 46,425 | 48,514 | 50,697 |
| S 7 | 42,513 | 44,426 | 46,425 | 48,514 | 50,697 | 52,978 |
| S 8 | 44,426 | 46,425 | 48,514 | 50,697 | 52,978 | 55,362 |
| S 9 | 46,425 | 48,514 | 50,697 | 52,978 | 55,362 | 57,853 |
| S 10 | 48,514 | 50,697 | 52,978 | 55,362 | 57,853 | 60,456 |
| S 11 | 50,697 | 52,978 | 55,362 | 57,853 | 60,456 | 63,177 |
| S 12 | 52,978 | 55,362 | 57,853 | 60,456 | 63,177 | 66,020 |
| S 13 | 55,362 | 57,853 | 60,456 | 63,177 | 66,020 | 68,991 |
| S 14 | 57,853 | 60,456 | 63,177 | 66,020 | 68,991 | 72,096 |
| S 15 | 60,456 | 63,177 | 66,020 | 68,991 | 72,096 | 75,340 |
| S 16 | 63,177 | 66,020 | 68,991 | 72,096 | 75,340 | 78,730 |
| S 17 | 66,020 | 68,991 | 72,096 | 75,340 | 78,730 | 82,273 |
| S 18 | 68,991 | 72,096 | 75,340 | 78,730 | 82,273 | 85,975 |
| S 19 | 72,096 | 75,340 | 78,730 | 82,273 | 85,975 | 89,844 |
| S 20 | 75,340 | 78,730 | 82,273 | 85,975 | 89,844 | 93,887 |
| S 21 | 78,730 | 82,273 | 85,975 | 89,844 | 93,887 | 98,112 |
| S 22 | 82,273 | 85,975 | 89,844 | 93,887 | 98,112 | 102,527 |
| S 23 | 85,975 | 89,844 | 93,887 | 98,112 | 102,527 | 107,141 |
| S 24 | 89,844 | 93,887 | 98,112 | 102,527 | 107,141 | 111,962 |
| S 25 | 93,887 | 98,112 | 102,527 | 107,141 | 111,962 | 117,000 |
| S 26 | 98,112 | 102,527 | 107,141 | 111,962 | 117,000 | 122,265 |
| S 27 | 102,527 | 107,141 | 111,962 | 117,000 | 122,265 | 127,767 |
| S 28 | 107,141 | 111,962 | 117,000 | 122,265 | 127,767 | 133,517 |
| S 29 | 111,962 | 117,000 | 122,265 | 127,767 | 133,517 | 139,525 |
| S 30 | 117,000 | 122,265 | 127,767 | 133,517 | 139,525 | 145,804 |

City Code Section 62-194

ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT

(effective July 1, 2022)

| <u>GRADE</u> | <u>CLASS ALLOCATION</u> |
|--------------|--|
| S 4 | Library Aide |
| S 5 | Minute Taker |
| S 6 | Administrative Assistant; Records Clerk |
| S 7 | Administrative Assistant I |
| S 8 | NO POSITIONS ASSIGNED |
| S 9 | NO POSITIONS ASSIGNED |
| S 10 | Audio Video Production Specialist |
| S 11 | Office Manager; Parking Services Technician |
| S 12 | Librarian I; Planning Technician; Executive Secretary; Staff Accountant; Fire Department Administrator; Purchasing Specialist |
| S 13 | NO POSITIONS ASSIGNED |
| S 14 | NO POSITIONS ASSIGNED |
| S 15 | Executive Assistant; Librarian II; Payroll Administrator; Human Resource Assistant; Youth Services Manager; Mapping Technician; Engineering Technician; Assistant City Clerk; Parking Operations Manager; Senior Paralegal, Police Dispatch Supervisor |
| S 16 | Planner; Laboratory Supervisor |
| S 17 | Appraiser; Recreation Programmer; Librarian III; Parks & Cemetery Maintenance Superintendent; Senior Staff Accountant; Airport Maintenance & Operations Manager; IT Systems Specialist |
| S 18 | Water/Sewer Operations Manager; Purchasing Agent; Civil Engineer; Solid Waste Manager; Maintenance Manager; Revenue Collector; Records Manager/Deputy City Clerk; Laboratory Manager; Human Services Manager; Treatment Plant Manager |
| S 19 | Transportation/Stormwater Operations Manager; Utilities Treatment Operations/Plant Manager; Senior Planner; Recreation Manager; Fleet Services Manager |
| S 20 | Systems Administrator; Purchasing & Contract Services Manager; Assistant City Attorney |
| S 21 | NO POSITIONS ASSIGNED |
| S 22 | NO POSITIONS ASSIGNED |
| S 23 | NO POSITIONS ASSIGNED |
| S 24 | City Engineer; Assistant Public Works Director/Division Head; Database Administrator; Airport Director; Building/Health Official |
| S 25 | Human Resources Director; Library Director; Assistant Finance Director/Assistant Treasurer; Police Captain; Deputy Fire Chief |
| S 26 | Community Development Director; City Assessor; Parks, Recreation & Facilities Director |
| S 27 | Finance Director/Treasurer; IT Director; Communications & Marketing Director |
| S 28 | Police Chief; Fire Chief; Public Works Director |
| S 29 | NO POSITIONS ASSIGNED |
| S 30 | Deputy City Manager |

AFT-NH Keene City Employees
HOURLY WAGE SCHEDULE
(effective July 1, 2023)

| <u>GRADE</u> | <u>STEP</u> | | | | |
|--------------|-------------|----------|----------|----------|----------|
| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| 2 | 17.60 | 18.33 | 19.18 | 20.04 | 20.94 |
| 5 | 20.10 | 20.94 | 21.88 | 22.86 | 23.89 |
| 7 | 21.95 | 22.86 | 23.89 | 24.97 | 26.09 |
| 8 | 22.93 | 23.89 | 24.97 | 26.09 | 27.25 |
| 9 | 23.96 | 24.97 | 26.09 | 27.25 | 28.46 |
| 12 | 27.34 | 28.46 | 29.76 | 31.08 | 32.47 |

CLASS ALLOCATION

| <u>GRADE</u> | |
|--------------|---|
| 2 | Custodian (hired after 12/31/16); Maintenance Aide I |
| 5 | Maintenance Aide II; Motor Equipment Operator I; Custodian (gf) |
| 7 | Mechanic I; Building Mechanic |
| 8 | Motor Equipment Operator II |
| 9 | Maintenance Technician II; Airport Maintenance Technician |
| 12 | Airport Operations & Maintenance Foreman |

AFT-NH Keene City Employees
ANNUAL SALARY SCHEDULE
(effective July 1, 2023)

| <u>GRADE</u> | <u>STEP</u> | | | | | |
|--------------|-------------|----------|----------|----------|----------|----------|
| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> |
| 6 | 41,593 | 43,465 | 45,425 | 47,466 | 49,604 | 51,835 |
| 7 | 43,465 | 45,425 | 47,466 | 49,604 | 51,835 | 54,167 |
| 8 | 45,425 | 47,466 | 49,604 | 51,835 | 54,167 | 56,607 |
| 9 | 47,464 | 49,598 | 51,831 | 54,163 | 56,601 | 59,146 |
| 10 | 49,604 | 51,835 | 54,167 | 56,607 | 59,154 | 61,814 |
| 11 | 51,835 | 54,167 | 56,607 | 59,154 | 61,814 | 64,594 |
| 12 | 54,167 | 56,607 | 59,154 | 61,814 | 64,594 | 67,503 |
| 15 | 61,814 | 64,594 | 67,503 | 70,539 | 73,714 | 77,034 |
| 17 | 67,503 | 70,539 | 73,714 | 77,034 | 80,500 | 84,337 |

CLASS ALLOCATION

| <u>GRADE</u> | |
|--------------|---|
| 6 | Account Clerk I; Administrative Assistant; Police Records Specialist; Police Records/Property Specialist |
| 7 | Account Clerk II; Administrative Assistant I; Parking Services Officer |
| 8 | Police Dispatcher |
| 9 | Permit Technician; Administrative Specialist - Bureau of Criminal Investigations; Police Administrative/Accrediation Specialist |
| 10 | Laboratory Technician; Automation Specialist; Assessing Technician; Deputy Tax Collector; Fleet Services Administrative Coordinator |
| 11 | Animal Control Officer; Housing Inspector |
| 12 | Caseworker; Industrial Pretreatment Coordinator |
| 15 | Laboratory Technician II; Sanitarian; Code Enforcement Officer; Help Desk Technician |
| 17 | Plans Examiner; Commercial Building Inspector |

City Code Section 62-166

**PROBATIONARY PUBLIC WORKS
HOURLY WAGE SCHEDULE
Non Union
(effective July 1, 2022)**

| <u>GRADE</u> | <u>STEP</u> | | |
|--------------|-------------|----------|----------|
| | <u>1</u> | <u>2</u> | <u>3</u> |
| PPW 2 | 15.70 | 16.41 | 17.15 |
| PPW 4 | 17.15 | 17.92 | 18.73 |
| PPW 5 | 17.92 | 18.73 | 19.57 |
| PPW 7 | 19.19 | 20.05 | 20.95 |
| PPW 8 | 20.45 | 21.37 | 22.33 |
| PPW 9 | 21.37 | 22.33 | 23.33 |
| PPW 10 | 22.33 | 23.33 | 24.38 |
| PPW 11 | 23.33 | 24.38 | 25.48 |
| PPW 12 | 24.39 | 25.49 | 26.64 |

CLASS ALLOCATION

GRADE

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

AFSCME
HOURLY WAGE SCHEDULE
(effective July 1, 2023)

| | | <u>(+6 Months)</u> | <u>(+12 Months)</u> | <u>(+12 Months)</u> | <u>(+12 months)</u> |
|-------|---------------|--------------------|---------------------|---------------------|---------------------|
| | <u>Step 1</u> | <u>Step 2</u> | <u>Step 3</u> | <u>Step 4</u> | <u>Step 5</u> |
| PW 1 | 17.03 | 17.80 | 18.60 | 19.44 | 20.31 |
| PW 2 | 17.79 | 18.59 | 19.42 | 20.30 | 21.21 |
| PW 3 | 18.59 | 19.43 | 20.30 | 21.22 | 22.17 |
| PW 4 | 19.39 | 20.26 | 21.17 | 22.12 | 23.12 |
| PW 5 | 20.28 | 21.19 | 22.15 | 23.14 | 24.19 |
| PW 6 | 21.20 | 22.16 | 23.15 | 24.19 | 25.28 |
| PW 7 | 22.13 | 23.13 | 24.17 | 25.26 | 26.39 |
| PW 8 | 23.17 | 24.21 | 25.30 | 26.44 | 27.63 |
| PW 9 | 24.20 | 25.29 | 26.43 | 27.62 | 28.86 |
| PW 10 | 25.23 | 26.37 | 27.55 | 28.79 | 30.09 |
| PW 11 | 26.44 | 27.63 | 28.88 | 30.17 | 31.53 |
| PW 12 | 27.61 | 28.86 | 30.15 | 31.51 | 32.93 |

CLASS ALLOCATION

GRADE

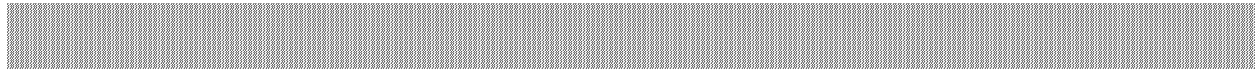
| | |
|-------|---|
| PW 2 | Maintenance Aide I, Recycler I, Recycler I/Attendant |
| PW 4 | Water/Sewer Service Aide I |
| PW 5 | Maintenance Aide II, Motor Equipment Operator I, Recycler II, Water/Sewer Service Aide II |
| PW 7 | Mechanic I |
| PW 8 | Motor Equipment Operator II |
| PW 9 | Maintenance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

City Code Section 62-191

**PROBATIONARY FIREFIGHTER
HOURLY WAGE SCHEDULE**

Non-Union
(Effective July 1, 2022)

| <u>GRADE</u> | | <u>STEP 1</u> |
|--------------|-------------------|---------------|
| F 1 | Firefighter/EMT B | \$21.05 |
| F 2 | Firefighter/A-EMT | \$22.31 |
| F 3 | Firefighter/Medic | \$23.74 |
| F 4 | Paramedic Only | \$22.31 |



City Code Section 62-192

**PROBATIONARY POLICE OFFICER
HOURLY WAGE SCHEDULE**

Non-Union
(effective July 1, 2022)

| <u>GRADE</u> | | <u>STEP 1</u> |
|--------------|--|---------------|
| PP 1 | | \$25.43 |
| PP 2 | | \$26.57 |

**KEENE POLICE OFFICERS ASSOCIATION
HOURLY PAY SCHEDULE
(effective July 1, 2023)**

| <u>Step</u> | <u>Officers</u> |
|-------------|-----------------|
| 1 | N/A |
| 2 | \$29.84 |
| 3 | \$31.16 |
| 4 | \$32.60 |
| 5 | \$34.02 |
| 6 | \$35.50 |
| 7 | \$36.25 |



**KEENE POLICE DEPARTMENT SUPERVISORS
HOURLY PAY SCHEDULE
(effective July 1, 2023)**

| <u>Step</u> | <u>Sergeants</u> | <u>Lieutenants</u> |
|-------------|------------------|--------------------|
| 1 | \$38.40 | \$44.14 |
| 2 | \$40.21 | \$46.23 |
| 3 | \$42.10 | \$48.41 |

**PROFESSIONAL FIREFIGHTERS OF KEENE
HOURLY PAY SCHEDULE
(effective July 1, 2023)**

| <u>Step</u> | | F5 FF / EMT <u>AEMT</u> | F6 FF / <u>Paramedic</u> |
|-------------|------------|--|---|
| 1 | | N/A | N/A |
| 2 | (12 month) | \$26.05 | \$27.39 |
| 3 | (18 month) | \$27.30 | \$28.64 |
| 4 | (Annual) | \$28.45 | \$29.81 |
| 5 | (Annual) | \$29.74 | \$31.09 |
| 6 | (Annual) | \$31.06 | \$32.41 |
| 7 | (Annual) | \$31.68 | \$33.03 |

**KEENE FIRE DEPARTMENT SUPERVISORS
ANNUAL SALARY SCHEDULE
(effective July 1, 2023)**

| <u>Step</u> | | F8 Lieut / EMT & <u>AEMT</u> | F9 Lieut / <u>Paramedic</u> | F11 Capt / EMT & <u>AEMT</u> | F12 Capt / <u>Paramedic</u> |
|-------------|------------|---|--|---|--|
| 1 | (12 month) | \$63,117.60 | \$66,066.00 | \$72,028.32 | \$74,976.72 |
| 2 | (18 month) | \$67,835.04 | \$70,783.44 | \$77,400.96 | \$80,349.36 |
| 3 | (Annual) | \$70,914.48 | \$73,841.04 | \$80,895.36 | \$83,865.60 |
| 4 | (Annual) | \$74,103.12 | \$77,051.52 | \$84,542.64 | \$87,491.04 |
| 5 | (Annual) | \$77,400.96 | \$80,349.36 | \$88,342.80 | \$91,313.04 |
| 6 | (Annual) | \$80,895.36 | \$83,865.60 | \$92,317.68 | \$95,266.08 |

City Code Section 62-141

**CALL FIREFIGHTER
HOURLY WAGE SCALE
Non-Union
(effective July 1, 2022)**

| <u>Grade</u> | | <u>Step 1</u> |
|--------------|--|---------------|
| CF1 | Non-Certified Probationary Firefighter | \$10.92 |
| CF2 | Probationary Firefighter (Level 1) | \$14.20 |
| CF3 | Probationary Firefighter (Level 2) | \$15.81 |
| CF4 | Firefighter (Level 1) | \$16.39 |
| CF5 | Firefighter (Level 2) | \$19.67 |
| CF6 | Special services (Chaplain, Photographer & Aide) | \$15.29 |