



City of Keene

#KeeneConnects

Operating
Budget



Fiscal Year 2020-2021

City of Keene
FY 2020 – 2021 Operating Budget
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City of Keene

New Hampshire

May 1, 2020

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 2021. The budget proposed is the best balancing of ideas and requirements possible and positions the City to continue to provide essential services, and work nimbly with partners to respond to new challenges and leverage recovery opportunities for our community.

The COVID 19 crises has caused us all to step back, late in this budget development process, and consider what our future may hold. This pandemic will no doubt have lasting effects on our community for years to come, increasing the importance that City leaders be both thoughtful and strategic as it responds, and avoiding rash decisions, which could bring unintended consequences. At this point in the City's overall tax rate process - both the School & County have approved budgets setting the education and county portions of the overall rate. The approved County and School budgets are estimated to increase the total property tax rate by 1.35% combined. The City is the last piece of the puzzle for the FY21 tax rate and the proposed city budget will not increase the City portion of the tax rate. The portion of the tax rate required for essential services, community and capital investment is projected to be the same as last year. The recommended City budget, while meeting service delivery and capital investment needs, is \$281,134 less than the City's fiscal policy budget index and have not contributed to an increase in the overall tax rate this year.

While responding to the crises, we have been tracking unanticipated expenses and impacts to City revenue. FEMA funds, State grants, and Federal stimulus funds will be flowing to the state and to our community. We will recover 75% of the majority of funds we have had to expend to respond to this crisis and likely, for some expenses we will recover 100%. In addition, we will receive stimulus dollars. When, how much, and for what is unknown. In fact, we have already begun to receive small amounts from the federal CARES Act in various departments (such as fire, police, and the airport).

We have reviewed our Capital Plan and begun to strategize "shovel ready" projects to compete for potential grant sources as they become available. There is an ongoing concerted effort to maximize our stimulus and grant funding potentials - to both reinvigorate the community and invest in identified priorities related to infrastructure, resiliency and sustainability.

While we will see some impacts to our municipal revenue sources during the FY21 budget year, the real budget crunch will likely come in FY22. It is during FY22 that the State will be going through its two-year budget process and likely downshifting any revenue losses to local communities. How much will depend on how quickly the state rebounds over the next year and how much the state and local communities can recover and capture from economic stimulus programs advanced by the federal government. FY22 is also when we will begin to feel impacts that may result to assessed value and the City's tax base. Note the FY21 tax rate analysis is based on a projection of no increase to the tax base. This is a good conservative estimate as values were set as of April 1st for the year.

This proposed budget considers the first year of the Capital Improvement Program 2021-2027. 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. As it did in 2009 and 2010 when ARRA funding opportunities arose in response to economic conditions, this carefully developed long-range plan with identified priorities positions the City to leverage outside funding opportunities to advance City priorities that emerge as part of COVID recovery. Success in these efforts allows local government activity to be a tool to enhance growth and stability for our local economy bringing additional resources and investment to our City. Capital plan priorities adjusted or identified as high potential for leveraging as part of a COVID recovery strategy include the following:

- A few modifications are included to the first year of the Capital Improvements Plan adopted by Council and included in the budget as part of the initial City's COVID response actions. The first moves the Ductwork at Central Fire Station (\$107,136) and Municipal Building Improvements (\$100,000) from current revenue funding to bonding. In addition, to further take advantage of low interest rates, the proposed budget advances the FY 22 Dispatch Console Replacement Project (\$233,486) and the FY 22 Municipal Building Improvements (\$100,000) to both be bond funded in this budget year (instead of FY22). In addition to taking advantage of low bond interest rates, this change strategically reduces our capital plan requirements for FY22.
- Federal Aviation Administration (FAA) grant dollars have been awarded for the Taxiway A reconstruction at the Dilliant-Hopkins Airport. In addition, we expect additional stimulus funds to assist with this project and advance other projects in the current Capital plan for the airport.
- The City's downtown is the heart of the community and reflects our health and vitality. A sometimes forgotten piece are the infrastructure needs that lie beneath the surface. The Downtown project is needed to replace existing infrastructure, eliminate barriers to accessibility, improve traffic operation efficiency and safety and connect all transportation choices in the downtown. Infrastructure improvements on Gilbo Ave are also connected to our downtown efforts. This project is scheduled to coordinate with downtown work and any potential Arts & Culture corridor future improvements.
- City gateway improvements continue with the next phase of construction for the Marlboro Street Corridor and the design of Lower Winchester Street improvements. These improvements will better position these parts of the community for redevelopment and provide enhanced biking and pedestrian safety.

The Operating Budget for FY 2021 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.

The staff worked diligently to bring forward a proposed city budget with no change in the city portion of the tax rate, keeping it at \$14.81. The anticipated overall tax rate is projected at \$38.11 a 1.35% increase over the prior year. The City property tax revenue increase of \$316,910 is just over half that is permitted considering the benchmark provided by fiscal policies. 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.

In good times and bad, investing in our staffing models to meet our needs is a wise investment. This budget responds and includes several personnel adjustments. A priority is re-instatement of a Deputy position eliminated ten years ago in the Fire Department. The position is included in the budget for half the year at total cost of \$77,901 (\$49,070 wages plus benefits). Over the past ten years, the department has become busier and it has become apparent that the workload exceeds the capacity of one deputy. This position is needed to restore and improve our ability for planning, accountability of operations, and accountability with fire prevention and training divisions. Reinstatement of this position will provide the Fire Department with greater resources to focus on these objectives and a structure that has been effectively deployed in other large City departments including the Police Department and Public Works.

The Keene Public Library expanded campus opened with an official ribbon cutting ceremony in June last year. This would not have been possible without the generous donations of the community, which totaled more than five million dollars. Since opening the space, the Library Director has had time to evaluate, the staffing needs for support of programming opportunities for our community in this expanded space. This budget includes a small staffing adjustment, repurposing existing resources primarily focused on use of meeting room space by others with additional resources for library sponsored programming by taking a 13 hour a week meeting room supervisor position and converting it to an 28 hour per week library aide .

Other adjustments include funding for a part time maintenance worker focused on facility grounds, with custodial maintenance as a secondary role. Funding for this 28 hour a week position in large part is achieved by redirecting landscape contract resources within the operating budget. Other staffing adjustments incorporated into the budget include a position reclassification in the Community Development Department changing a Code Enforcement Officer position to Commercial Building Inspector. Final proposed adjustments include augmenting by 4 hours a week an administrative support position in Human Services and additional personnel resources to support required activities connected to upcoming primary and presidential election cycle.

A part-time position considered as part of staff's budget discussions, but not advanced includes a request from the Fire Department for additional administrative support.

BUDGET DEVELOPMENT

The cycle prescribed for preparation of the Annual Operating Budget and Capital Improvements Program (CIP) has a focus of the City's fiscal condition and long-term objectives. Shortly after adoption of our last annual operating budget, staff began development, review, and deliberation of the CIP considering capital needs over a seven-year cycle. This planning period facilitates a longer perspective toward operational expenses and supports projecting operational costs over a three-year horizon. As City Council initiates review of the CIP, staff begins development of the operating budget.

Council action on the CIP provides one component, the capital plan, which is integrated into the budget document presented in May. The first year of the CIP is then incorporated into the FY 21 budget. The second year of the CIP will be incorporated into the FY 22 budget, with modifications discussed during the operating budget process. Both the CIP and annual operating budget documents focus City officials and staff on the community's vision and values identified through the Comprehensive Master Plan. While these efforts require investment of staff resources, these efforts provide the City with the ability to anticipate and respond to challenges and opportunities in a thoughtful and deliberate manner.

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance related issues. The 2020 Fiscal Policies, adopted by the City Council on September 5, 2019, are included in the appendix of this document.

Annual balanced budgets for the General, Parking, PC Replacement, Solid Waste, Sewer, Water, and Equipment Funds are proposed in this budget document and the budget process. Each of these funds are self-balancing. Inter-fund revenues are in the form of user fees and charges to other City departments (for PC replacement, utilities and fleet) and administrative charges reimbursing the General Fund for administrative services that support the operation of the other funds.

Budget information contained within this document is organized, in accordance with the fund structure detailed in the City Fiscal Policy. Separate sections and budget presentations detail proposed budget information for the General Fund, Special Revenue Funds (Parking, PC Replacement, and Solid Waste Funds), Proprietary Funds (Sewer and Water Funds), and the Equipment Fund which is an internal service fund.

2021 POINTS OF INTEREST

The proposed budget advances fiscal policy objectives diversifying our fiscal tools through the creation and funding of several new capital reserve accounts and a police revolving fund. New capital reserve accounts include new accounts for Emergency Communications, IT Systems and Infrastructure, Reappraisal, and a Road Infrastructure capital reserve. These new accounts allow us to pay for these goods and services over time spreading out the financial impact of these purchases over budget cycles. The police revolving fund will support activity related to police outside details. These details are billed out to other organizations and the revenue received more than offsets the expense for providing the service.

Parking Services shifted from the Police department to the City Manager's office last year. This move required a corresponding change in how we account for the oversight and administration of the Parking office. Instead, of allocating a portion of administration to the police department, it is now allocated to the City Manager's office. Specifically, the Economic Development, Initiatives and Special Project Director's responsibilities include Parking Services is now partially supported through the Parking Fund.

Outside agency funding recommendations included in the budget are those developed by an expanded committee that included three City Councilors selected by the Mayor. In addition, the committee added additional meetings to allow presentations of requests by organizations following the United Way announcement that they would be reducing funding to several non-profits.

The FY21 Community Funded Events budget, as recommended, increases slightly by \$3,752. The budget does not include any expansion of the scope for these events. Most of the change results from an increase in the blended rate used to calculate the cost of city service needed to supporting the event. In addition, it was necessary to increase services needed from the Fire Department to support the Music Festival.

In December of 2019, the City kicked off a Water and Sewer rate study. Water and sewer fees provide the primary sources of revenue for the Water and Sewer utility enterprise funds. The current rate structure considers meter size and volume. The last time the City performed a rate study was in 2004. The purpose of this study is to ensure the utility rates cover the true cost of providing services to the City's customers. This study will take into account all aspects of the water/sewer utility services including costs associated with treatment, operations and maintenance, equipment repair and replacement, maintaining appropriate working capital and cash balances, debt services requirements as well as capital improvement needs. The project deliverables include rate-modeling software specifically built for the City of Keene, a final report of the findings and recommendations, public outreach and staff training. Currently, the rate modeling

software has been developed. Given the current state of emergency related to COVID 19, steps related to a final report and public presentation will occur in the fall.

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, 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 September 2018 bonds were issued with a true interest cost of approximately 2.74%, with lives ranging from five to twenty years. Prior to the COVID 19 emergency, Interest rates on municipal bond issues were rising, forecasting an increase in future borrowing costs. Current conditions have revised that forecast and borrowing costs are anticipated to be more favorable, and several adjustments recommended to the capital budget respond to this changing condition.

The City anticipates issuing financial obligations in the autumn of 2020 totaling \$9,661,000 (all funds) which includes the 2020 CIP projects of \$4,699,000 approved by City Council on June 6, 2019 in addition to the following projects identified in the FY 2021-2027 CIP approved by the City Council in March of 2020.

				TERM
R-2020-05	General Fund	Airport Fuel Tanks	\$508,000	10
R-2020-06	General Fund	Arts & Culture Corridor	\$770,000	10
R-2020-07	General Fund	Flood Management	\$733,000	15
R-2020-08	General Fund	Road Rehabilitation	\$893,000	10
R-2020-11	General Fund	Municipal Building Improvements	\$310,000	5
R-2020-12	General Fund	Police Dispatch Console	\$235,000	5
SUBTOTAL - GENERAL FUND			\$3,449,000	
R-2020-09	Sewer Fund	Colony Court - Bloomer Swamp Main	\$1,513,000	15
SUBTOTAL - SEWER FUND			\$1,513,000	
TOTAL - ALL FUNDS			\$4,962,000	

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 providing wage adjustments effective 7/1/2020 as listed below:

<u>Group</u>	<u>Contract Expiration</u>	<u>FY 2021 Increase</u>
AFSCME - Public Works	6/30/2022	2.5%
IAAF - Keene Firefighters	6/30/2022	2.5%
IAAF - Keene Fire Supervisors	6/30/2022	2.5%
NHFT - Keene City Employees	6/30/2022	2.5%
NHFT - Keene Police Officers	6/30/2021	2.5%
NHFT - Keene Police Supervisors	6/30/2022	2.5%

An allowance providing for non-union employees is included within employee benefits. Continued adjustment of employee contributions toward health care has been a component of total compensation consideration for employee groups.

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), and an operating lease for the library property. In addition, the ongoing annual appropriation for the Downtown Infrastructure Capital Reserve is recorded in the General Fund.

The following table illustrates the uses of TIF district resources budgeted in the General and Parking Funds in the proposed budget:

Wells Street TIF District FY 20-21 Budget	
Assessments in District	83,442,900
LESS: Original Assessed Value	(48,867,000)
Captured Assessed Value	34,575,900
Property Tax Rate	\$38.11
Tax Revenues Available to Fund District Expenses	\$1,317,688
NMTC Financing Development Interest Payment	\$89,698
Courthouse Revenues Supporting Debt Service	\$18,463
Total District Revenues	\$1,425,849
District Expenses:	
Principal	\$568,000
Interest	\$95,453
Capital Reserve Appropriations	\$230,000
Library Campus Development Management Fee	\$36,000
Library Campus Development NMTC Audit	\$12,500
NMTC Financing Library Lease	\$220,586
Property Taxes (Courthouse & Library)	\$176,743
Total District Expenses	\$1,339,282

CONCLUSION

It is not anticipated that the actions taken in preparation of this proposed budget will have a detrimental impact on the FY 2021-2027 capital program as approved by the City Council. That being said, during the coming year staff will revisit the balance between the operations and capital sides of the utilities budgets. Given limited resources over the long term, the City needs to strike the right balance in the allocation of these funds. This will be the focus of the Water & Sewer Rate Study and the implementation of changes in the fall.

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

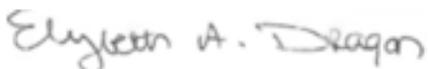
Capital Budget were put together to support the service needs of our community, increasing budget flexibility by lowering long term debt, providing for physical improvements to the City and its infrastructure and furthering the goals of the City Council and Comprehensive Master Plan. The physical condition 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 2021 Budget process. When staff began the budget process and even in March when the CIP was adopted, it was anticipated budget review would occur in its customary location at City Hall in Council Chambers. At this time, those in-person sessions seem unlikely. 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 occurs, its outcome should ensure the city is nimbly positioned to respond rapidly 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.

DATE(S)	DAY	TIME	DESCRIPTION
May 7, 2020	Thursday	7:00 PM	Regular Council Meeting - budget resolution first reading - referred to FOP Committee
May 12, 2020	Tuesday	5:30 PM	Special FOP meeting - Budget review - overview, Elected/Appointed, Administrative Services, General Fund Revenues
May 14, 2020	Thursday	5:30 PM	Regular FOP Meeting - Budget Review - Community Services
May 18, 2020	Monday	5:30 PM	Special FOP Meeting -Budget Review - Municipal Development Services
May 20, 2020	Wednesday	5:30 PM	Special FOP Meeting -Tentative - Budget Review
May 21, 2020	Thursday	7:00 PM	Regular Council Meeting - Introduce bond resolutions; introduce salary ordinance
May 28, 2020	Thursday	6:30 PM	Regular FOP Meeting -Make recommendation on budget, salary ordinance, bond resolutions
June 4, 2020	Thursday	7:00 PM	Regular Council Meeting - Public Hearing
June 18, 2020	Thursday	7:00 PM	Regular Council Meeting - Vote on budget, salary ordinance, bond resolutions
July 1, 2020	Monday		Start of FY 2021

Thank You for Letting Us Serve You!

Respectfully submitted,



Elizabeth A. Dragon
City Manager

General Fund

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.

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GENERAL FUND

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

The following pages are intended to provide an overview of the General Fund Operating Budget as proposed for FY 2020-2021.

FISCAL POLICY IMPACT

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance related issues. These policies establish budgetary and fiscal benchmarks for the purpose of monitoring the City’s budgetary and financial stability. In the fall of 2019, the City Council participated in a Fiscal Policies Workshop designed to review and update the City’s fiscal practices. Subsequently, the Council adopted revised Fiscal Policies that provided greater budgetary flexibility and removed the incentive to use bonded debt when funding capital outlay with current resources and alternative financing sources.

The 2020 Fiscal Policies, adopted by the City Council on September 5, 2019, are included in the appendix of this document.

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”.

The proposed Capital Improvement Program is within the 12% cap established in the fiscal policy.

Adopted Budget 2019-2020	PROPOSED BUDGET 2020-2021	Projected 2021-2022	Projected 2022-2023
11.50%	10.35%	10.52%	9.94%

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 City’s compliance with regards to the fiscal policy:

Fiscal Policy on Property Tax Revenue Increase		
FY 2020 Tax Revenues (Tax Year 2019)		\$25,269,436
Three Year Average CPI Change	2.37%	
Sep 2017	2.70%	
Sep 2018	3.30%	
Sep 2019	1.10%	
Allowance Under CPI Policy		\$598,043
FY 2021 Proposed Property Tax Revenue Increase		
2019-2020 Property Tax Revenue	\$	25,269,436
2020-2021 Property Tax Revenue (as proposed)	\$	25,586,346
Actual Property Tax Revenue Increase		\$316,910
Fiscal Policy Compliance		
Amount Over (Under) Fiscal Policy		(\$281,134)

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.”

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 enable the City to avoid the need to issue short term tax anticipation notes to fund ongoing operations.

In developing this fiscal condition benchmark estimate, we begin with a number from the audited financials for FY 2019: the unassigned fund balance or that available for expenditure. An estimate is developed as to the anticipated budgetary savings or unanticipated uses of fund balance during the current fiscal year. Any future assignments of fund balance in the coming fiscal year are included.

As shown, unassigned fund balance at the close of FY 2019, which includes estimated uses of fund balance to fund the FY 2020 budget, as well the use of fund balance to fund carryovers and encumbrance rollovers in FY 2020, is estimated to be 7.93%, which is in compliance with the fiscal policy target.

ESTIMATED YEAR END 06/30/20 INFORMATION:			
Policy to retain unassigned fund balance at 7% =		\$	5,895,552
Policy to retain unassigned fund balance at 10% =		\$	8,422,217
<u>Estimated Unappropriated Fund Balance For FY20</u>			
EST Unassigned Fund Balance @ 06/30/19		\$	6,651,244
Less: estimated addition to (use of) fund balance in FY21			(850,000)
est: carryovers			(100,000)
est: encumbrances			(250,000)
est: budgetary savings			1,225,966
Net unappropriated fund balance at year end		\$	<u>6,677,210</u>
		Total Budget & Tax Assessments	Policy Target
			7.00%
			10.00%
city's operating budget	FY20/21	\$ 42,097,827	\$ 2,946,848
school tax assessment	2020	\$ 31,204,874	\$ 2,184,341
state education tax assessment	2020	\$ 3,618,594	\$ 253,302
county property tax assessment	2020	\$ 7,300,870	\$ 511,061
	TOTAL	\$ 84,222,165	\$ 5,895,552
			\$ 8,422,217
Estimated Unassigned Fund Balance at Year End			7.93% June 30, 2020

REVENUES

The following table highlights the FY 2021 operating budget changes when compared to the FY 2020 adopted budget.

Proposed Revenues					
	<u>FY 2020</u>	<u>FY 2021</u>	<u>Change</u>	<u>% Change</u>	
Operations	\$ 34,424,312	\$ 34,990,667	\$ 566,355	1.65%	
Capital	6,062,467	6,197,908	135,441	24.02%	
Debt Service	4,898,455	4,358,252	(540,203)	-11.03%	
Total Gross Revenues	\$ 45,385,234	\$ 45,546,827	\$ 161,593	0.36%	
Less: Sale of Bonds	(2,804,000)	(3,449,000)	(645,000)	23.00%	
Total Operating Revenues	\$ 42,581,234	\$ 42,097,827	\$ (483,407)	-1.14%	

The recommended FY 2021 budget projects an \$316,910 increase in general property taxes to fund City operations and decrease in debt service. The City share of the tax rate is expected to remain unchanged at \$14.81 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. This has become a critical item recently due to potential state level changes in the way utility properties are assessed. To prepare for this change, and the impact on potential abatements, the tax overlay account was increased to \$1,306,438 in FY 2020 and is budgeted at \$1,000,000 in FY 2021.

The balance of the funding increase necessary to pay for the operating budget changes comes from a wide variety of sources. It should be noted that from year to year the funding profile for the annual

budget changes in many small and some significant ways, as revenue estimates for the various line items are reviewed in the context of past history, the economic and legislative environment, new or revised local fee schedules, and other factors. Each year, all of the revenue line items are reviewed, and many are increased or decreased, as the circumstances warrant.

With that being said, the following chart illustrates several of the revenue operations budget estimated changes (when compared with the 2020 Adopted Operating Budget) incorporated within the Proposed FY 2021 Operations Budget:

Operations Budget Increase FY 2020 to FY 2021		
Property Taxes		\$316,910
Other Revenues		
TIF Taxes	31,774	
Bond Premium	(52,098)	
Airport Fueling Fees	(9,000)	
Ambulance	25,000	
Permits	10,000	
Administrative Charge	(8,068)	
Interest on Investments and Taxes	(125,000)	
Library Overdue Fines	(6,500)	
Increase Sale of Surplus	315,000	
Increase in Use of Surplus and Carryover	204,539	
Miscellaneous	(136,202)	
Subtotal Other Revenues		249,445
Current Operations Revenue Budget Increase		\$566,355

Discussion of Other Revenues

Non-tax revenues overall are projected to remain steady again in FY 2021, with a few exceptions as noted below.

A steady trend of growth in motor vehicle registrations, which began in FY 2012, continued through 2018. The growth trend appears to be slowing down and may be levelling off. That being said, no budget increase is projected in the FY 2021 budget as revenues appear to be leveling off.

Ambulance fees have grown steadily, from \$1,008,000 in FY 2017, to a projected \$1,200,000 in FY 2020. The proposed FY 2021 budget of \$1,225,000 reflects that steady growth.

TIFD revenues are \$31,774 higher than in FY 2020, balancing out TIFD costs associated with the Library NMTC project funding, as well as the funding of the Downtown Infrastructure Capital Reserve. Offsetting those costs, in addition to the TIFD property taxes, is an annual payment of \$89,698 as defined in the project development agreement. This represents interest on the “sale” of Heberton Hall to the NMTC partnership.

Use of bond premium is budgeted \$204,539 higher than in FY 2020. These funds offset debt service, and were received as a part of the 2016 and 2018 bond issues. The 2018 bond issue, as noted at the time, was issued with a true interest cost of 2.74%, and a bond premium was paid by investors. The premium reduced the net cost of the issue at the expense of a higher coupon rate, which made the tax exempt status of more attractive to investors in a low interest environment. The use of the premium is restricted to debt service. The City’s financial advisor indicates that as a result of rising interest rates, future bond issues are unlikely to be issued at a premium.

Interest on investments has been budgeted \$125,000 lower than in FY 2020. This reflects lower earnings rates on cash and investments.

Intergovernmental revenues factored into this budget include those received from the State government, agencies or institutions, local governments, the school, or county. During prior fiscal cycles, most notably FY 2010 and FY 2011, these non-tax revenues were reduced due to the elimination of State revenue sharing (resulting in a revenue loss of approximately \$1 million dollars annually) and reductions in highway block grant revenue.

State shared revenues, including the highway block grant and the rooms and meals tax sharing are stable.

The Keene School District continues to reimburse the City for 75% of the budget for the School Resource Officer, and a small increase in that budget and reimbursement is included in the proposed budget. Keene State College continues to reimburse the City in the amount of \$10,000 in recognition of the cost impact of the college population on the Keene Police Department’s prosecutorial load, as well as reimbursing the City for the budget amount of one police officer. Continuing of funding provided by the Municipal Services Agreement with Keene State College has been included in the FY 2021 revenue projections budget.

EXPENDITURES

The proposed budget consists of three major parts; operations, debt service and capital. The capital budget reflects the capital program adopted by the City Council with the approval of the FY 2021-2027 Capital Improvements Program (CIP) in March, 2020. The first year (FY 2021) of the CIP is the capital portion of the Proposed FY 2021 Operating Budget. The debt service portion of the budget is made up of principal and interest payments on bonds which have been issued in prior years to fund capital projects. The balance of the Proposed Budget is the operations budget and includes payroll and benefits, supplies, utilities, payments to social service agencies, and many other things.

The General Fund Operations Proposed FY 2021 Budget is \$566,355 or 1.65% higher than the Adopted FY 2020 Operations Budget.

Proposed Revenues				
	FY 2020	FY 2021	Change	% Change
Operations	\$ 34,424,312	\$ 34,990,667	\$ 566,355	1.65%
Capital	6,062,467	6,197,908	135,441	24.02%
Debt Service	4,898,455	4,358,252	(540,203)	-11.03%
Total Gross Revenues	\$ 45,385,234	\$ 45,546,827	\$ 161,593	0.36%
Less: Sale of Bonds	(2,804,000)	(3,449,000)	(645,000)	23.00%
Total Operating Revenues	\$ 42,581,234	\$ 42,097,827	\$ (483,407)	-1.14%

While every proposed budget contains many increases and decreases in operations costs, the following table highlights specific requested budget changes included in the proposed FY 2021 Operating Budget.

General Fund Operations Budget Changes FY 2020 to FY 2021	
Personnel Changes	\$474,961
New Hampshire Retirement System and Social Security	81,456
Health and dental insurance premiums	89,717
Workers Compensation	18,570
Deputy fire chief - starting January 2021	77,901
Part-time facilities maintenance aide (reallocate from "other" budget lines)	29,022
Additional hours PT administrative assistant at P&R and Human Services	15,718
Part-time library aide	23,569
Clerk - increase funding for regular and Presidential elections	5,067
Cost of living increases (both not under contract and those included in the COLA allowance)	187,138
Miscellaneous changes - recruitment, safety program, outside agency temps, incentives, standby	(53,197)
	474,961
Other Than Payroll Changes	\$91,394
City Clerk - dog license database	4,875
City Clerk - printing, equipment, Presidential election costs	8,340
Facilities - Airport - upgrade lighting to LED and replace concrete walkways	25,000
Facilities - Central Fire Station - annual floor maintenance	6,000
Facilities - PM equipment programs at Airport and Central Fire Station	7,000
Facilities - reallocated to fund part-time maintenance aide	(25,000)
Facilities camera system maintenance	7,500
Fire - four (4) sets of gear for Call Personnel	6,400
Human Services home health care agreement	(34,800)
Information technology annual support & maintenance increases	28,657
Library - books & periodicals; training	11,530
Library - repair and replacement of aging equipment	4,000
Mayor & Council - Novus software license and support	9,571
Outside Agencies and Community Funded Events	13,667
Public Works - pavement marking	32,019
Public Works - replacement of engineering COORS	15,507
Miscellaneous other increases and decreases	(28,872)
Proposed General Fund Operations Budget Changes	\$566,355

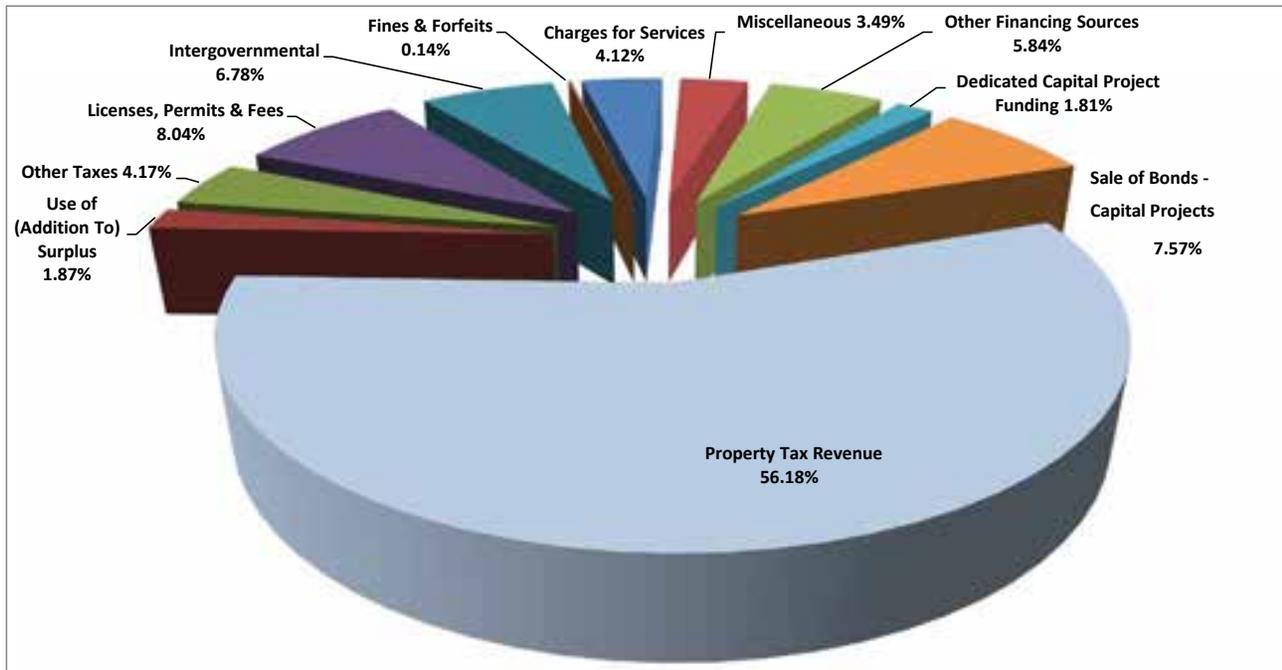
Some of the cost increases are routine changes which occur in the ordinary course of business such as utility rate increases, retirements and new hires, changes in benefit enrollment, increases in the cost of other contracted services or supplies, cost of living adjustments in payroll, and so forth. Some of the general increases in the cost of doing business can be significant. While in FY 2021, the City is anticipating 9.6% increase in health insurance premium rates the impact on operational costs is moderated by plan changes implemented this past year. After an 11% adjustments to dental plan rates in FY 2020 we are recommending no change to the rates in FY 2021.

Other increases are the result of operational changes or requirements to meet changing circumstance, as noted in the previous table. Following is additional information on several of those items:

- A. Public Works – Increased cost of pavement markings such as bicycle boxes and sharrows.
- B. Technology software and maintenance – funding is included across several department budgets for the annual increases in support and maintenance contracts (IT), replacement of the engineering COORS (PW), and transition to a new dog licensing software (City Clerk).
- C. Police – In order to lessen budget spikes, both the revenues and expenditures for the additional police details have been removed from the operating budget and will be moved to a revolving fund.
- D. Facilities (Airport) – Supplemental funding has been included to establish a PM program for equipment maintenance, and needed repairs including replacement of the concrete walkways and upgrading the lighting to LED.
- E. Facilities (Central Fire Station) – Supplemental funding includes the establishment of a PM program for equipment maintenance and annual floor maintenance.
- F. City Clerk – Funding is needed for additional hours for election clerks and officials along with related expenses for the Presidential election which falls within the FY 2021 fiscal year.
- G. Library – Supplemental funding is included to offset expenditures that were previously funded by the Library Trustees and the Friends of KPL including books, repair and replacement of aging equipment and training.
- H. Personnel Adjustments
 - Addition of a Deputy Fire Chief starting in January 2021
 - Additional hours for two (2) part-time administrative assistant position, one at Parks and Recreation and one in Human Services
 - Facilities part-time maintenance aide that is mostly offset by a reduction in operating supply lines
 - Library part-time aide

Additional information on these and other budget items will be provided during the course of department budget presentations to the City Council.

FY 2020-2021 Proposed General Fund Revenue Budget

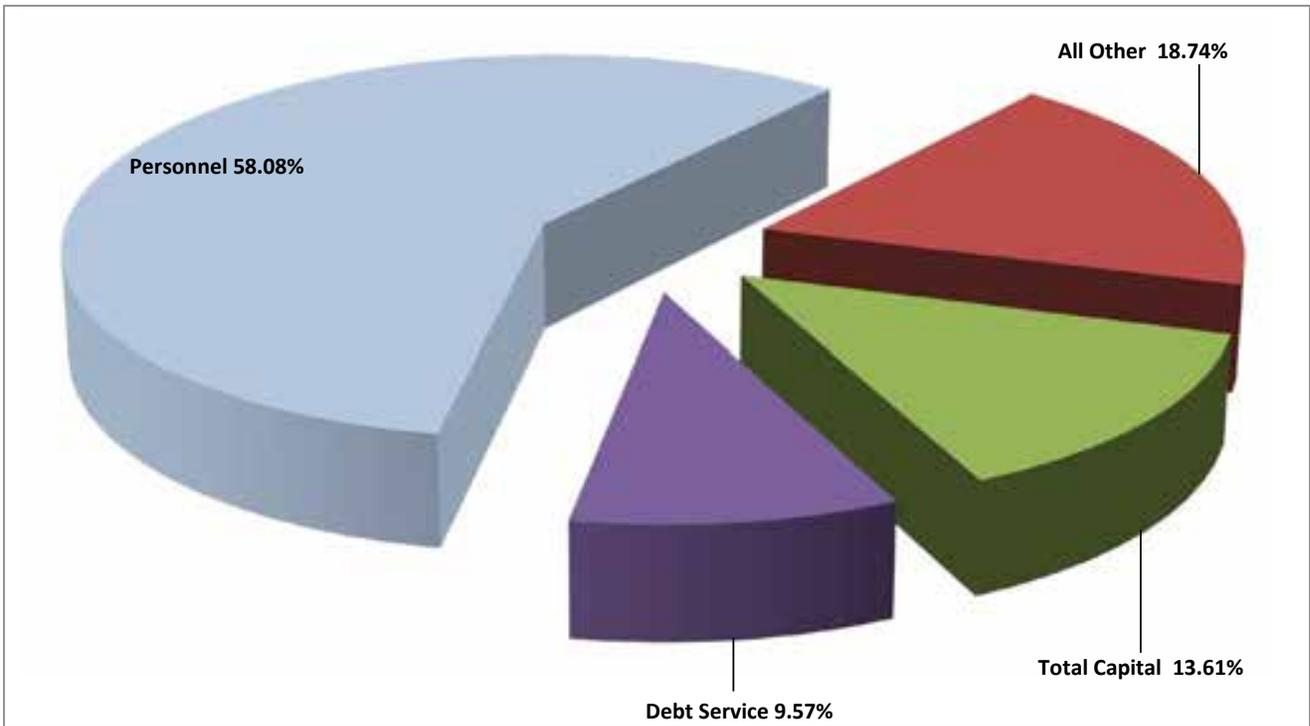


	FY 2021 Proposed Budget	Percent of Total
Current Revenues		
Property Tax Revenue	\$ 25,586,346	56.18%
Use of (Addition To) Surplus	850,000	1.87%
Other Taxes	1,897,613	4.17%
Licenses, Permits & Fees	3,661,664	8.04%
Intergovernmental	3,087,578	6.78%
Fines & Forfeits	63,766	0.14%
Charges for Services	1,877,110	4.12%
Miscellaneous	1,587,619	3.49%
Other Financing Sources	2,661,810	5.84%
Total Current Revenues	\$ 41,273,506	90.62%
Noncurrent Revenues ⁽¹⁾		
Dedicated Capital Project Funding	824,321	1.81%
Sale of Bonds - Capital Projects	3,449,000	7.57%
Total Noncurrent Revenues	\$ 4,273,321	9.38%
Total Proposed Budget	\$ 45,546,827	100.00%

⁽¹⁾ Noncurrent / Dedicated Revenue Capital Funding

Bonds To Be Issued	\$ 3,449,000
Dedicated Capital Project Funding	
Capital Project Balances	197,520
Use of Capital Reserves	311,801
Sale of Property (Airport)	210,000
Sale of Property (560 Main Street)	105,000
Total Noncurrent Revenues	\$ 4,273,321

FY 2020-2021 Proposed General Fund Expenditure Budget



	<u>FY 2021 Proposed Budget</u>	<u>Percent of Total</u>
Personnel	\$ 26,454,654	58.08%
All Other	8,536,013	18.74%
Operations Budget	\$ 34,990,667	76.82%
Capital (Net of Sale of Bonds)	2,748,908	6.04%
Debt Service	4,358,252	9.57%
Operating Budget	\$ 42,097,827	92.43%
Capital (Sale of Bonds)	3,449,000	7.57%
Total Proposed Budget	\$ 45,546,827	100.00%

General Fund

FY 2020 - 2021 Supplemental Requests

Cost Center	Account	Notes	requested amount	amount included in CM recommendation
Mayor & Council	00001 62175	Novus software annual license & support (was cable franchise fee)	\$ 9,571	\$ 9,571
Outside Agencies	00002 62133	Keene Senior Center	\$ 1,800	\$ -
Outside Agencies	00002 62136	The Community Kitchen	\$ 8,000	\$ 4,000
Outside Agencies	00002 62137	Meals on Wheels	\$ 415	\$ 415
Outside Agencies	00002 62142	Home Health Care City Express Bus (transporting)	\$ 800	\$ -
Outside Agencies	00002 62149	100 Nights Shelter	\$ 5,000	\$ -
Outside Agencies	00002 62151	Volunteers Enabling Transportation (VET)	\$ 2,000	\$ 2,000
Outside Agencies	00002 62156	CASA	\$ 1,000	\$ -
Outside Agencies	00002 62157	Humane Society	\$ 5,475	\$ -
Outside Agencies	00002 62158	Keene Serenity Center	\$ 12,423	\$ -
Outside Agencies	00002 62159	Project Share	\$ 7,200	\$ -
Outside Agencies	00002 62187	KH Kids Collaborative	\$ 7,500	\$ 2,500
Outside Agencies	00002 62189	Samaritans of NH	\$ 10,000	\$ 1,000
City Clerk	00200 62761	Dog license database	\$ 4,875	\$ 4,875
City Clerk - Elections	00201 61000	Elections clerks - State primary, general & Presidential elections	\$ 5,067	\$ 5,067
City Clerk - Elections	00201 62107	Election officials - State primary; general & Presidential elections	\$ 3,600	\$ 3,600
City Clerk - Elections	00201 62425	Additional display ads for 10 year purge	\$ 140	\$ 140
City Clerk - Elections	00201 62701	Additional supplies for Presidential election	\$ 600	\$ 600
City Clerk - Elections	00201 62760	Absentee ballots for Presidential election and 10 year purge	\$ 4,000	\$ 4,000
Finance - Human Services	01000 61000	Increase PT administrative assistant from 24 to 28 hours/wk	\$ 4,687	\$ 4,687
Fire - Admin	00800 61000	Deputy fire chief (start January 2021)	\$ 77,901	\$ 77,901
Fire - Call Personnel	00808 62756	Four (4) new sets of gear	\$ 6,400	\$ 6,400
Library	01100 61000	Re-define meeting room supervisor from "pool" to PT library aide	\$ 23,569	\$ 23,569
Library	01100 62435	Training - previously paid by Library Trustees and Friends of KPL	\$ 3,250	\$ 3,250
Library	01100 62701	Office supplies - previously paid by Library Trustees and Friends of KPL	\$ 900	\$ 900
Library	01100 62313	Repair of aging equipment	\$ 2,000	\$ 2,000
Library	01100 62715	Books & periodicals - annual 5% increase previously paid by Library Trustees and Friends of KPL	\$ 8,280	\$ 8,280
Library	01100 62734	Replacement of aging equipment that is unable to be fixed	\$ 2,000	\$ 2,000
Facilities - City Hall Maint	01325 61000	PT maintenance aide (partially offset by reduction in op budget)	\$ 29,022	\$ 29,022
Facilities - City Hall Maint	01325 62736	PT maintenance aide (partially offset by reduction in op budget)	\$ (4,000)	\$ (4,000)
Facilities - City Hall Maint	01325 62201	PT maintenance aide (partially offset by reduction in op budget)	\$ (1,000)	\$ (1,000)
Facilities - Library Maint	01328 62736	PT maintenance aide (partially offset by reduction in op budget)	\$ (6,000)	\$ (6,000)
Facilities - Library Maint	01328 62201	PT maintenance aide (partially offset by reduction in op budget)	\$ (1,000)	\$ (1,000)
Facilities - Rec Cntr Maint	01328 62736	PT maintenance aide (partially offset by reduction in op budget)	\$ (6,000)	\$ (6,000)
Facilities - Central Fire Station	01330 62201	Annual floor maintenance (stripping and waxing VCT)	\$ 6,000	\$ 6,000
Facilities - Central Fire Station	01330 62311	PM equipment maintenance program	\$ 5,000	\$ 5,000
Facilities - Central Fire Station	01330 62350	Upgrade to LED lighting (offset by CIP project revenues 90220 & 90236)	\$ 20,000	\$ 20,000
Facilities - Airport	01333 62311	PM equipment maintenance program	\$ 2,000	\$ 2,000
Facilities - Airport	01333 62350	Upgrade to LED lighting	\$ 10,000	\$ 10,000
Facilities - Airport	01333 62350	Replace concrete walkways	\$ 15,000	\$ 15,000
Facilities - 350 Marlboro St	01335 62736	PT maintenance aide (partially offset by reduction in op budget)	\$ (6,000)	\$ (6,000)
Facilities - 350 Marlboro St	01335 62201	PT maintenance aide (partially offset by reduction in op budget)	\$ (1,000)	\$ (1,000)
TOTAL General Fund			\$ 280,475	\$ 228,777

**General Fund
Operating Revenues and Expenditures**

FY 2020 - 2021 Proposed Budget

	ACTUAL FY 18/19	ADOPTED BUDGET FY 19/20	DEPT REQ FY 20/21	CITY MANAGER RECOMMENDED FY 20/21	Projected FY 21/22	Projected FY 22/23
REVENUES						
Property Tax	\$24,864,983	\$25,269,436	\$25,638,044	\$25,586,346	\$26,405,007	\$27,242,987
Other Local Taxes	449,121	1,107,250	1,107,000	1,107,000	1,107,000	1,107,000
Tax Increment Financing	725,732	758,839	790,613	790,613	790,613	790,613
Licenses, Permits & Fees	3,987,991	3,651,852	3,661,664	3,661,664	3,679,972	3,689,172
Intergovernmental	2,683,389	3,081,316	3,087,578	3,087,578	3,087,578	3,087,578
Charges for Services	2,434,399	1,958,705	1,877,110	1,877,110	1,886,496	1,891,212
Fines & Forfeits	65,743	76,291	63,766	63,766	64,085	64,405
Miscellaneous	1,867,486	1,987,201	1,902,619	1,902,619	1,731,700	1,712,619
Other Financing Sources (including capital reserve)	2,487,084	3,397,780	3,171,131	3,171,131	5,663,296	3,737,999
Noncurrent Revenue Sources to Fund Capital		647,103				
Use of Fund Balance		645,461	850,000	850,000	300,000	500,000
SUBTOTAL - current revenues	\$39,565,928	\$42,581,234	\$42,149,525	\$42,097,827	\$44,715,747	\$43,823,585
Sale of Bonds	2,766,000	2,804,000	3,449,000	3,449,000	2,949,000	2,476,000
TOTAL REVENUES	\$42,331,928	\$45,385,234	\$45,598,525	\$45,546,827	\$47,664,747	\$46,299,585
EXPENDITURES						
ELECTED/APPOINTED OFFICIALS:						
Mayor & City Council	\$132,458	\$146,260	\$157,331	\$157,331	\$160,478	\$162,885
City Manager	453,062	466,784	396,706	396,706	404,640	410,710
City Clerk & Elections	589,438	637,635	659,817	659,817	673,013	683,109
City Attorney	299,471	347,787	348,802	348,802	355,778	361,115
Outside Agencies	262,550	277,365	336,478	336,478	284,780	284,780
Unclassified	73,793	98,072	101,961	101,961	101,961	101,961
Employee Benefits	365,543	681,753	521,457	521,457	531,886	539,864
Risk Management	284,654	265,813	260,005	260,005	265,205	265,205
Total Elected/Appointed Officials	\$2,460,969	\$2,921,469	\$2,782,557	\$2,730,859	\$2,777,741	\$2,809,628
ADMINISTRATIVE SERVICES:						
Assessment	\$481,024	\$492,891	\$507,149	\$507,149	\$517,292	\$525,051
Finance	2,166,523	2,485,810	2,490,517	2,490,517	2,540,327	2,578,432
Human Resources	366,155	392,353	380,593	380,593	388,205	394,028
Information Technology	1,262,813	1,316,822	1,380,404	1,380,404	1,408,012	1,429,132
Total Administrative Services	\$4,276,515	\$4,687,876	\$4,758,662	\$4,758,662	\$4,853,836	\$4,926,643
COMMUNITY SERVICES:						
Fire & Ambulance	\$6,934,590	\$7,184,300	\$7,388,300	\$7,388,300	\$7,536,066	\$7,649,107
Library	1,421,022	1,472,295	1,554,752	1,554,752	1,585,847	1,609,635
Parks, Recreation & Facilities	3,397,972	3,705,994	3,874,164	3,874,164	3,951,647	4,010,922
Police	7,264,419	7,637,775	7,854,747	7,854,747	8,011,842	8,132,019
Total Community Services	\$19,018,003	\$20,000,364	\$20,671,963	\$20,671,963	\$21,085,402	\$21,401,683
MUNICIPAL DEVELOPMENT SERVICES:						
Airport	\$638,410	\$743,817	\$677,413	\$677,413	\$690,961	\$701,325
Community Development	1,424,771	1,492,501	1,520,486	1,520,486	1,550,896	1,574,159
Public Works	4,009,678	4,578,285	4,631,284	4,631,284	4,723,909	4,794,768
Total Mun. Development Services	\$6,072,859	\$6,814,603	\$6,829,183	\$6,829,183	\$6,965,766	\$7,070,253
CAPITAL PROGRAM:						
Debt Service (including repayment of interfund loan)	4,467,463	4,898,455	4,358,252	4,358,252	4,701,976	4,357,181
CAPITAL PROJECTS (not funded by debt)	1,653,434	3,258,467	2,748,908	2,748,908	4,331,026	3,258,197
Total Capital	\$6,120,897	\$8,156,922	\$7,107,160	\$7,107,160	\$9,033,002	\$7,615,378
SUBTOTAL - current expenditures	\$37,949,243	\$42,581,234	\$42,149,525	\$42,097,827	\$44,715,747	\$43,823,585
CAPITAL PROJECTS (funded by bonds)	2,766,000	2,804,000	3,449,000	3,449,000	2,949,000	2,476,000
TOTAL EXPENDITURES	\$40,715,243	\$45,385,234	\$45,598,525	\$45,546,827	\$47,664,747	\$46,299,585

**General Fund
Fiscal Policies R-2019-26**

FY 2020 - 2021 Proposed Budget

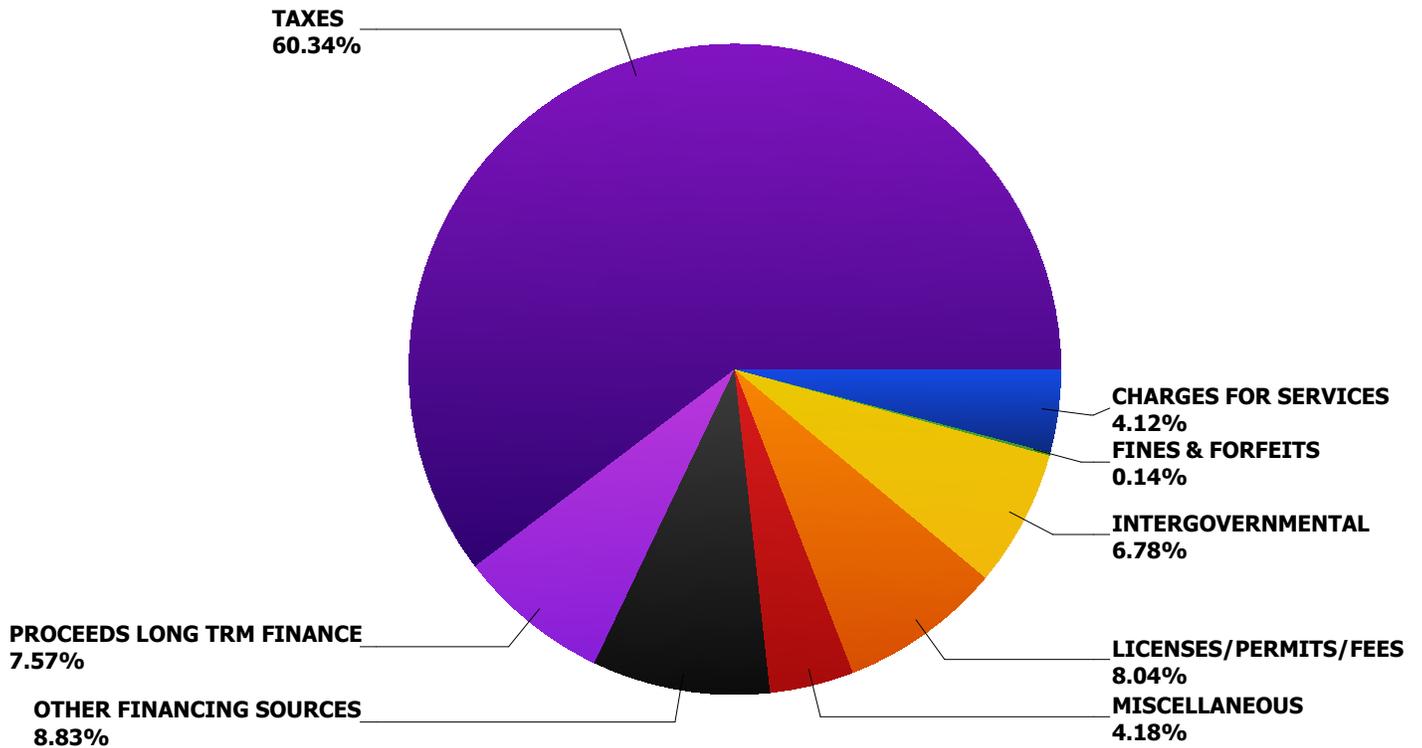
	ACTUAL FY 18/19	ADOPTED BUDGET FY 19/20	DEPT REQ FY 20/21	CITY MANAGER RECOMMENDED FY 20/21	Projected FY 21/22	Projected FY 22/23
Debt Service as % of Operating Budget- Policy Limit 12%	11.03%	11.50%	10.34%	10.35%	10.52%	9.94%
GROSS CITY PROPERTY TAX REVENUE INCREASE						
Property Tax Revenue - Increase (Decrease)	\$171,920	\$67,917	\$368,608	\$316,910	\$818,662	\$837,979
Fiscal Policy Increase Limit	\$367,101	\$596,436	\$598,043	\$598,043	\$528,100	\$544,860
Over (Under) Limit	(\$195,181)	(\$528,519)	(\$229,435)	(\$281,133)	\$290,562	\$293,120
CITY PROPERTY TAX REVENUE INCREASE (%)	0.69%	0.27%	1.46%	1.25%	3.20%	3.17%
Assessments	\$1,827,082,043	\$1,815,127,254	\$1,815,127,254	\$1,815,127,254	\$1,815,127,254	\$1,815,127,254
ADD: Overlay	\$824,593	\$1,306,438	\$1,306,438	\$1,000,000	\$1,000,000	\$1,000,000
ADD: War Service Credits	\$226,613	\$303,063	\$303,063	\$303,063	\$303,063	\$303,063
Property Tax Rate - City Share	\$14.36	\$14.81	\$14.84	\$14.81	\$15.27	\$15.73
City Tax Rate Increase (Decrease)	2.13%	3.13%	0.22%	0%	3.04%	3.02%
PROPERTY TAX CALCULATION						
Assessed Value (in thousands) for local tax calc.	\$1,827,082,043	\$1,815,127,254	\$1,815,127,254	\$1,815,127,254	\$1,815,127,254	\$1,815,127,254
Assessed Value (in thousands) for state tax calc.	\$1,738,962,743	\$1,740,953,554	\$1,740,953,554	\$1,740,953,554	\$1,740,953,554	\$1,740,953,554
Tax Rate						
City	\$14.36	\$14.81	\$14.84	\$14.81	\$15.15	\$15.51
Local Education	\$16.64	\$16.68	\$17.19	\$17.19	\$17.28	\$17.45
State Education	\$2.21	\$2.14	\$2.08	\$2.08	\$2.09	\$2.11
County	\$3.91	\$3.97	\$4.02	\$4.02	\$4.04	\$4.08
TOTAL TAX RATE	\$37.12	\$37.60	\$38.13	\$38.11	\$38.56	\$39.15
Property Tax Rate Increase	-0.27%	1.29%	1.42%	1.35%	1.20%	1.52%
Property Taxes to be Raised						
Local Education	\$30,396,719	\$30,283,362	\$31,204,874	\$31,204,874	\$31,360,898	\$31,360,898
State Education	\$3,727,087	\$3,727,087	\$3,618,594	\$3,618,594	\$3,636,687	\$3,636,687
County	\$7,141,942	\$7,200,668	\$7,300,870	\$7,300,870	\$7,337,374	\$7,337,374
City	\$26,252,725	\$26,878,937	\$26,941,107	\$26,889,409	\$27,508,070	\$28,146,050

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Summary**

GENERAL FUND

Revenue Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41000 - TAXES	25,783,984	26,039,836	27,135,525	28,447,875	27,535,657	27,483,959
42000 - LICENSES/PERMITS/FEES	4,148,628	3,987,991	3,651,852	3,664,186	3,661,664	3,661,664
43000 - INTERGOVERNMENTAL	3,083,763	2,683,389	3,081,316	3,070,336	3,087,578	3,087,578
44000 - CHARGES FOR SERVICES	2,881,067	2,434,399	1,958,705	1,922,286	1,877,110	1,877,110
45000 - FINES & FORFEITS	72,806	65,743	76,291	72,022	63,766	63,766
46000 - MISCELLANEOUS	1,405,794	1,867,486	1,987,201	2,135,151	1,902,619	1,902,619
47000 - OTHER FINANCING SOURCES	2,414,196	2,487,084	4,690,344	2,650,780	4,021,131	4,021,131
48000 - PROCEEDS LONG TRM FINANCE	2,692,500	0	2,804,000	0	3,449,000	3,449,000
TOTAL	42,482,738	39,565,927	45,385,234	41,962,636	45,598,525	45,546,827

Fiscal Year 2020-2021 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

GENERAL FUND

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41105 - NET PROPERTY TAX	24,733,654	24,864,983	25,269,436	26,595,655	25,638,044	25,586,346
41110 - IN LIEU OF TAX	444,471	443,461	1,101,250	1,101,250	1,101,000	1,101,000
41115 - TIMBER YIELD TAX	17,669	5,660	6,000	8,000	6,000	6,000
41120 - LAND USE CHANGE TAX	124,920	0	0	0	0	0
41125 - TAX INCREMENT FINANCING	463,270	725,732	758,839	742,970	790,613	790,613
41000 - TAXES	25,783,984	26,039,836	27,135,525	28,447,875	27,535,657	27,483,959
42105 - HEALTH	49,150	49,090	51,900	51,950	51,900	51,900
42110 - CLERK - STATE	31,447	33,865	29,820	35,736	35,700	35,700
42115 - CLERK - CITY	11,487	10,647	11,000	9,600	9,500	9,500
42116 - HAZ MAT STORAGE PERMITS	17,625	18,275	18,000	18,400	18,600	18,600
42120 - DOGS	11,899	12,598	11,600	11,600	11,600	11,600
42202 - FIRE ALARM ACCESS PERMIT	9,570	9,135	9,500	10,500	11,000	11,000
42205 - PERMITS	660,307	386,067	275,000	282,000	285,000	285,000
42210 - PISTOL PERMITS	630	650	407	737	539	539
42215 - MOTOR VEHICLE PERMITS	3,170,954	3,278,216	3,050,000	3,055,000	3,050,000	3,050,000
42218 - TRANSPORTATION IMP FUND	95,185	95,186	100,000	100,000	100,000	100,000
42301 - NSF CHECK FEE	1,599	1,975	2,300	1,800	2,300	2,300
42306 - MISC FEES & CHARGES	8,972	10,235	17,400	9,500	9,700	9,700
42315 - MAIL-IN & E-REG FEES	4,787	4,860	4,800	4,600	4,700	4,700
42316 - MUNICIPAL AGENT FEES	57,885	60,383	57,000	58,000	58,000	58,000
42318 - MAIL-IN REGISTRATION FEE	0	(1)	0	0	0	0
42330 - SITE PLAN APPLICATIONS	7,313	7,575	6,500	6,500	6,500	6,500
42331 - SUBDIVISION APPLICATIONS	3,735	2,322	1,500	2,139	1,500	1,500
42332 - MINOR AMENDMENTS APPPL.	2,000	2,420	750	1,625	750	750
42333 - VOLUNTARY MERGER	100	75	75	75	75	75
42334 - CONDITIONAL USE APPLICAT.	0	621	500	500	500	500
42335 - DRIVEWAY CURB CUT APPS.	277	513	300	424	300	300
42337 - ZBA FEES	3,706	3,284	3,500	3,500	3,500	3,500
42000 - LICENSES/PERMITS/FEES	4,148,628	3,987,991	3,651,852	3,664,186	3,661,664	3,661,664
43201 - FLOOD CONTROL	49,459	49,459	36,797	35,817	35,800	35,800
43202 - AERONAUTICAL	15,137	7,977	8,000	8,000	8,000	8,000
43203 - HIGHWAY	910,383	498,135	505,968	505,968	500,000	500,000
43204 - ROOMS & MEALS	1,193,062	1,188,362	1,186,791	1,186,791	1,189,791	1,189,791
43205 - SHARED REVENUES	0	0	391,627	391,627	391,627	391,627
43208 - KEENE STATE COLLEGE	629,797	634,833	632,902	622,902	646,418	646,418
43305 - CHESHIRE CTY JCC / YIP	23,100	23,100	23,100	23,100	23,100	23,100
43401 - KEENE SCHOOL DISTRICT	92,098	95,875	94,427	94,427	97,063	97,063
43403 - OTHER TOWNS	170,727	185,648	201,704	201,704	195,780	195,780
43000 - INTERGOVERNMENTAL	3,083,763	2,683,389	3,081,316	3,070,336	3,087,578	3,087,578
44109 - DIRECT REIMBURSEMENT	1,360,589	771,620	285,689	225,461	229,047	229,047
44111 - PROGRAMS	107,033	107,119	116,300	111,500	116,300	116,300

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
44112 - EQUIPMENT CHARGES	1,500	1,500	2,500	2,000	2,500	2,500
44113 - REPORTS	1,056	964	1,001	807	1,021	1,021
44114 - PHOTOS/TAPES	555	925	537	977	600	600
44115 - INSPECTION SERVICES	2,845	0	5,500	200	200	200
44116 - PUBLIC WAY IMPEDIMENT	1,050	950	600	500	500	500
44117 - EXCAVATION	2,500	5,475	4,000	4,500	4,000	4,000
44122 - INTERMENTS	37,812	35,369	30,000	38,272	35,200	35,200
44123 - AMBULANCE SVCS	1,056,775	1,136,493	1,200,000	1,200,000	1,225,000	1,225,000
44124 - FIRE MASTER BOX	78,336	80,512	78,336	80,000	82,000	82,000
44131 - REPAIRS	15	0	0	0	0	0
44134 - DETAIL CHARGES	34,361	117,918	34,671	78,660	0	0
44135 - RECORDS CENTER CHARGES	21,814	23,134	23,976	24,749	25,738	25,738
44138 - SSI INTERIM ASSISTANCE	6,214	9,032	4,500	3,909	4,500	4,500
44139 - MEDICAID REIMBURSEMENTS	0	0	250	150	250	250
44140 - PD CRIMINAL RECORDS CHECK	70	65	85	34	72	72
44141 - PD DISCOVERIES	270	65	237	145	246	246
44142 - PD ACCIDENT REPORTS	7,325	11,395	7,042	12,900	8,346	8,346
44143 - PD LOG SEARCH	3	6	3	0	3	3
44144 - PD FINGERPRINT FEES	6,840	7,820	6,378	5,382	6,187	6,187
44146 - PD SPECIAL SEARCH & MISC	25	0	0	0	0	0
44201 - LIBRARY FACILITY RENTAL	1,150	360	3,500	2,800	1,000	1,000
44203 - RECREATION CENTER	22,782	22,985	28,000	24,842	28,000	28,000
44205 - SUMNER KNIGHT CHAPEL FEE	0	425	0	0	0	0
44301 - CAMPGROUNDS	17,209	2,500	3,500	2,500	2,500	2,500
44302 - BALL FIELDS	12,758	5,720	8,200	4,800	5,000	5,000
44303 - BALL FIELD LIGHTS	6,550	7,300	6,900	4,800	6,900	6,900
44304 - POOLS	18,922	17,243	23,000	21,398	23,000	23,000
44401 - LIBRARY NON RESIDENT FEE	18,936	17,873	22,000	21,000	21,000	21,000
44501 - LANDING FEES	10,159	9,304	13,000	11,000	11,000	11,000
44505 - GROSS REVENUE PERCENTAGE	10,088	10,087	13,000	12,000	12,000	12,000
44506 - FUELING FEES	35,522	30,239	34,000	27,000	25,000	25,000
44508 - AIRPORT RENTAL CAR INC.	0	0	2,000	0	0	0
44000 - CHARGES FOR SERVICES	2,881,067	2,434,399	1,958,705	1,922,286	1,877,110	1,877,110
45105 - COURT FINES	36,469	27,903	36,255	36,833	31,839	31,839
45106 - LIBRARY OVERDUE FINES	21,832	19,530	22,000	20,000	15,500	15,500
45107 - FALSE ALARM FINES	6,675	6,950	7,791	3,977	6,689	6,689
45201 - FIRE CODE VIOLATIONS	550	500	300	150	200	200
45202 - BUILDING CODE VIOLATIONS	125	0	500	1,200	500	500
45203 - HEALTH CODE VIOLATIONS	125	125	0	0	0	0
45302 - DOG FORFEITURE	1,975	3,850	4,067	5,828	3,844	3,844
45303 - DRUG FORFEITURE	0	2,967	0	0	0	0
45304 - LOST LIBRARY MATERIALS	2,815	2,492	3,500	3,500	3,500	3,500

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
45305 - SALE EVIDENCE/FOUND PROP	2,241	1,426	1,878	534	1,694	1,694
45000 - FINES & FORFEITS	72,806	65,743	76,291	72,022	63,766	63,766
41605 - INTEREST: TAXES	348,052	331,841	390,000	680,000	370,000	370,000
46000 - MISCELLANEOUS	290	399	300	101	200	200
46101 - INTEREST EARNINGS	273,827	627,695	425,000	550,000	300,000	300,000
46103 - INTEREST: A/R	(1,009)	(237)	0	100	100	100
46105 - OTHER LOANS	0	89,698	89,648	89,698	89,698	89,698
46113 - PUBLIC PRINTER/COPIER FEE	0	0	0	0	7,583	7,583
46203 - DONATIONS	0	0	275,000	0	0	0
46301 - CITY HALL	46,332	58,397	58,043	58,043	59,199	59,199
46304 - TRANSPORTATION CENTER	31,012	32,488	33,687	33,687	33,488	33,488
46306 - AIRPORT T-HANGAR	102,909	101,623	109,917	109,917	112,871	112,871
46307 - AIRPORT TERMINAL	7,400	8,600	24,152	24,152	26,239	26,239
46308 - AIRPORT LAND	90,500	93,348	74,134	74,134	75,487	75,487
46311 - FUEL FARM LEASE	15,484	15,758	15,927	15,927	16,200	16,200
46312 - AIRPORT WWTP INCOME	150,312	154,178	154,178	154,178	156,324	156,324
46317 - 350 MARLBORO RENTS	223,404	229,141	236,587	236,587	232,333	232,333
46401 - CEMETERY TRUST FUND	90,555	86,514	80,847	87,823	83,752	83,752
46403 - CHARITABLE TRUST FUND	3,181	3,022	2,816	3,058	2,909	2,909
46404 - DELUGE HOSE TRUST FUND	265	252	234	255	242	242
46405 - DOWNTOWN MEM TREE TRST FD	835	50	2,079	1,386	5,000	5,000
46406 - FLOWER TRUST FUND	4,079	3,875	3,611	3,921	3,730	3,730
46407 - LIBRARY TRUST FUND	8,332	2,006	3,500	3,000	3,500	3,500
46408 - PARKS & REC TRUST FUND	3,988	3,789	3,530	3,834	3,647	3,647
46410 - SUMNER KNIGHT CHPL TST FD	3,325	4,348	3,511	5,150	4,717	4,717
46411 - INGERSOLL COLLECTION	300	456	0	0	0	0
46413 - WOODWARD FUND	1,075	6,938	0	0	0	0
47302 - SALE OF SURPLUS PROPERTY	0	13,021	200	0	315,200	315,200
47303 - SALE OF SURPLUS EQUIPMNT	0	10	0	0	0	0
47304 - MAPS,BLUEPRINTS,ETC	0	0	100	100	100	100
47305 - COPIES	1,345	276	200	100	100	100
46000 - MISCELLANEOUS	1,405,794	1,867,486	1,987,201	2,135,151	1,902,619	1,902,619
47001 - USE (ADDITION) TO SURPLUS	0	0	645,461	0	850,000	850,000
47003 - CAPITAL RESERVE	0	0	1,280,000	0	311,801	311,801
47102 - ADMIN CHG - EQUIPMENT	272,484	278,146	302,646	302,646	317,362	317,362
47104 - ADMIN CHG - PARKING	245,748	248,362	220,363	220,363	99,308	99,308
47106 - ADMIN CHG - SEWER	665,472	678,472	620,643	620,643	671,186	671,186
47107 - ADMIN CHG - SOLID WASTE	476,208	489,972	488,324	488,324	539,851	539,851
47108 - ADMIN CHG - WATER	457,524	467,094	485,804	485,804	482,005	482,005
47201 - CAPITAL PROJECTS FUND	85,139	38	114,103	0	197,520	197,520
47204 - GRANTS FUND	211,621	325,000	500,000	500,000	552,098	552,098
47206 - PC REPLACEMENT FUND	0	0	33,000	33,000	0	0

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
47000 - OTHER FINANCING SOURCES	2,414,196	2,487,084	4,690,344	2,650,780	4,021,131	4,021,131
48101 - SALE OF BONDS	2,692,500	0	2,804,000	0	3,449,000	3,449,000
48000 - PROCEEDS LONG TRM FINANCE	2,692,500	0	2,804,000	0	3,449,000	3,449,000
TOTAL	42,482,738	39,565,927	45,385,234	41,962,636	45,598,525	45,546,827

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department**

GENERAL FUND

Department	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
05 - AIRPORT	625,709	638,410	743,817	719,206	677,413	0	677,413	677,413
10 - ASSESSMENT	473,805	481,024	492,891	498,174	507,149	0	507,149	507,149
15 - CITY ATTORNEY	336,634	299,471	347,787	311,461	348,802	0	348,802	348,802
20 - CITY CLERK	575,137	589,438	637,635	638,050	641,535	18,282	659,817	659,817
25 - CITY MANAGER	292,535	453,062	466,784	478,464	396,706	0	396,706	396,706
30 - FINANCE	2,157,386	2,166,523	2,485,810	2,393,659	2,485,830	4,687	2,490,517	2,490,517
35 - FIRE	6,764,146	6,934,590	7,184,300	7,378,050	7,304,001	84,301	7,388,302	7,388,302
41 - COMMUNITY DEVELOPMENT	1,490,023	1,424,771	1,492,501	1,492,501	1,520,486	0	1,520,486	1,520,486
45 - HUMAN RESOURCES	346,212	366,155	392,353	394,583	380,593	0	380,593	380,593
55 - INFORMATION TECHNOLOGY	1,233,253	1,262,813	1,316,822	1,357,558	1,380,404	0	1,380,404	1,380,404
60 - LIBRARY	1,352,972	1,421,022	1,472,295	1,471,502	1,514,753	39,999	1,554,752	1,554,752
65 - MAYOR & CITY COUNCIL	4,874,971	2,772,432	7,531,730	7,131,901	7,503,956	71,184	7,575,140	7,523,442
70 - PARKS, REC AND FACILITIES	3,105,899	3,397,972	3,705,994	3,627,965	3,812,142	62,022	3,874,164	3,874,164
80 - POLICE	6,957,173	7,264,419	7,637,775	7,456,341	7,854,747	0	7,854,747	7,854,747
85 - PUBLIC WORKS	4,314,729	4,009,678	4,578,286	4,389,386	4,631,284	0	4,631,284	4,631,284
95 - DEBT SERVICE	4,697,914	4,467,463	4,898,455	4,898,455	4,358,252	0	4,358,252	4,358,252
TOTAL	39,598,497	37,949,243	45,385,234	44,637,257	45,318,050	280,475	45,598,525	45,546,827

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Cost Center Detail**

DEBT SERVICE

99998 - DEBT SERVICE

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
65101 - PRINCIPAL	3,827,587	3,596,825	3,874,575	3,874,575	3,397,985	0	3,397,985	3,397,985
65102 - INTEREST ON BONDED DEBT	835,127	839,143	909,920	909,920	850,012	0	850,012	850,012
65200 - NOTES PAYABLE	0	0	86,170	86,170	86,170	0	86,170	86,170
65202 - INTEREST ON NOTES PAYABLE	35,200	31,495	27,790	27,790	24,085	0	24,085	24,085
62000 - OPERATING EXPENDITURES	4,697,914	4,467,463	4,898,455	4,898,455	4,358,252	0	4,358,252	4,358,252
99998 - DEBT SERVICE	4,697,914	4,467,463	4,898,455	4,898,455	4,358,252	0	4,358,252	4,358,252

General Fund
FY 2020 - 2021 Operating Budget
Statement of Long-Term Debt

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2020/2021	INTEREST 2020/2021	PRINCIPAL BALANCE 06/30/21
T-Hangar	3/1/2002	3/1/2022	avg 4.57%	\$ 250,000	\$ 12,500	\$ 1,250	\$ 12,500
Bridges	3/1/2002	3/1/2022	avg 4.57%	100,000	5,000	500	5,000
Drainage	3/1/2002	3/1/2022	avg 4.57%	655,000	32,750	3,275	32,750
Emergency Services Facility	3/1/2002	3/1/2022	avg 4.57%	890,000	44,500	4,450	44,500
Intersections	3/1/2002	3/1/2022	avg 4.57%	440,098	22,000	2,200	22,000
Emergency Services & PW Facility	3/1/2002	3/1/2023	avg 4.57%	4,715,000	235,750	35,363	471,500
Public Improvements 2003 issue	5/15/2003	5/15/2023	avg 3.45%	5,391,161	200,000	24,200	400,000
Drainage Program	10/15/2010	10/15/2020	avg 2.505277%	920,000	90,000	1,125	0
Road Reconstruction	10/15/2010	10/15/2020	avg 2.505277%	1,020,000	100,000	1,250	0
Central Fire Station	10/15/2010	10/15/2030	avg 2.505277%	5,000,000	250,000	79,063	2,500,000
Robin Hood Dam Upgrade	10/15/2010	10/15/2030	avg 2.505277%	630,000	30,000	9,488	300,000
Energy Improvements	12/1/2011	12/1/2021	avg 1.627218%	1,897,900	190,000	8,400	185,000
Consolidated Infrastructure	12/1/2011	12/1/2021	avg 1.627218%	2,013,300	200,000	9,000	200,000
Consolidated Infrastructure - 2012	5/2/2013	1/15/2023	2.00%	1,146,200	115,000	6,824	226,200
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	345,000	38,988	1,604,400
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	5,000	600	25,000
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	25,000	2,700	110,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,325,000	130,000	23,100	545,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,330,000	135,000	22,150	520,000
Airport Road Culvert	6/12/2015	6/12/2025	avg 2.17%	135,000	15,000	2,350	55,000
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	31,526	910,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.61%	2,141,033	176,485	51,736	1,220,058
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	135,000	35,100	810,000
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	10,000	2,600	60,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	68,000	10,000	1,320	28,000
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	40,000	10,280	237,000
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	146,000	37,720	870,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	66,000	9,000	1,260	27,000
Goose Pond Dam Design - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	107,000	21,000	1,220	20,000
Library Campus (TIF) Develop - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	103,000	58,353	1,592,000
LED Street Lighting - Series 2018 A	9/27/2018	9/15/2023	avg 2.739879%	285,000	60,000	10,000	170,000
Airport Terminal Improvements - Series 2018 A	9/27/2018	9/15/2025	avg 2.739879%	200,000	30,000	7,750	140,000
2018 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,301,500	130,000	55,250	1,040,000
2019 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,267,500	130,000	53,750	1,010,000
Flood Management - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	906,000	60,000	34,575	780,000
Winchester Street Bypass - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	610,000	45,000	23,175	520,000
Goose Pond Dam Improvements - Series 2018 A	9/27/2018	9/15/2038	avg 2.739879%	885,000	45,000	33,063	795,000
Total Outstanding				46,176,592	3,397,985	724,952	17,487,908
FY 2019-2020 Authorized/Unissued Bond Issue	est 2021		est 4.00%	2,804,000		56,080	2,804,000
FY 2020-2021 Proposed Bond Issue	est 2021		est 4.00%	3,449,000		68,980	3,449,000
Interfund Loan - Roundabout Project	7/1/2006	1/1/2027	4.30%	1,723,400	86,170	24,085	517,020

Authorized, Unissued:

R-2019-16	City Hall Rear Wall	176,000
R-2019-17	Flood Management	505,000
R-2019-18	Road Rehabilitation	1,264,000
R-2019-19	Winchester Street Bypass	859,000

Total Authorized, Unissued \$2,804,000

Anticipated, FY20/21:

R-2020-05	Airport Fuel Tanks	508,000
R-2020-06	Arts & Culture Corridor	770,000
R-2020-07	Flood Management	733,000
R-2020-08	Road Rehabilitation	893,000
R-2020-11	Municipal Building Improvements	310,000
R-2020-12	Police Dispatch Console	235,000

Total Anticipated Bond Issue - New \$ 3,449,000

CALCULATION OF GENERAL FUND DEBT LIMIT AND BORROWING CAPACITY

Debt Limit on 07/01/20 computed at 3% of 2019 equalized assessed value \$1,815,127,254 per RSA 33:4-a	\$	54,453,818
LESS: outstanding principal balance @ 07/01/20		(20,885,893)
LESS: solid waste fund principal balance @ 07/01/20 (s.w. does not have separate limit)		(342,000)
EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)		1,695,000
advanced refunded debt issued 2013		2,114,400
advanced refunded debt issued 2016		1,396,543
debt issued to fund landfill cleanup (RSA 33:6-d)		N/A
GENERAL FUND BORROWING CAPACITY FOR FY2020 - 2021	\$	38,431,868

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Elected & Appointed Officials

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City Government Keene, New Hampshire

ELECTED OFFICIALS

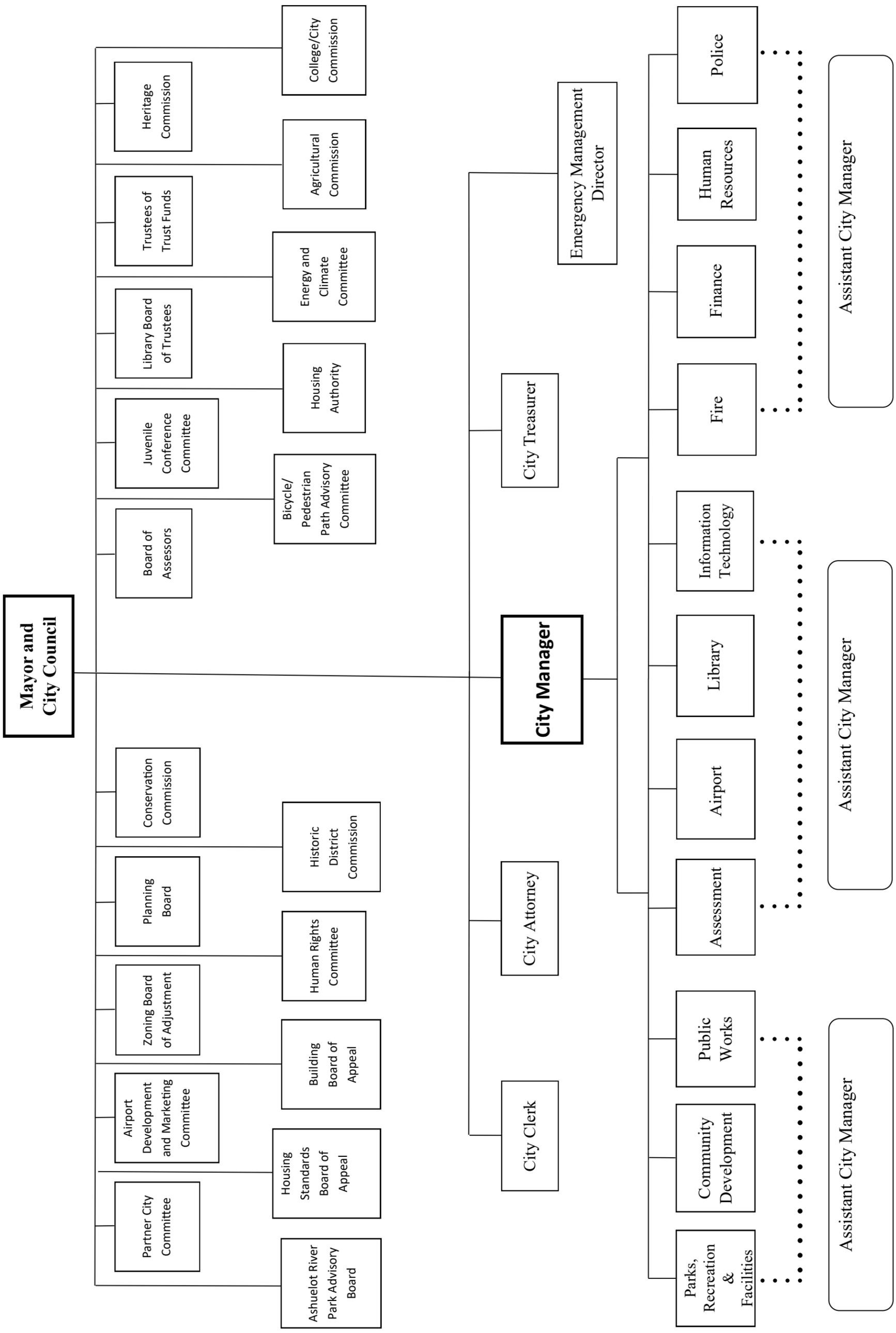
	Name	Term Expires*	2020 Standing Committee Assignments
Mayor	George S. Hansel	2021	N/A
City Council			
Ward One	Janis O. Manwaring Raleigh C. Ormerod	2021 2023	Municipal Services, Facilities & Infrastructure (Chair) Finance, Organization & Personnel
Ward Two	Mitchell H. Greenwald Robert C. Williams	2021 2023	Planning, Licenses & Development (Vice-Chair) Municipal Services, Facilities & Infrastructure
Ward Three	Terry M. Clark Michael Giacomo	2021 2023	Finance, Organization & Personnel Municipal Services, Facilities & Infrastructure (Vice-Chair)
Ward Four	Gladys Johnsen Catherine Workman	2023 2021	Planning, Licenses & Development Planning, Licenses & Development
Ward Five	Philip M. Jones Thomas F. Powers	2021 2023	Planning, Licenses & Development Finance, Organization & Personnel (Chair)
At Large Councilors	Kate M. Bosley Bettina A. Chadbourne Randy L. Filiault Stephen L. Hooper Michael J. Remy	2021 2021 2021 2021 2021	Planning, Licenses & Development (Chair) Municipal Services, Facilities & Infrastructure Municipal Services, Facilities & Infrastructure Finance, Organization & Personnel (Vice-Chair) Finance, Organization & Personnel

**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, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00001 - MAYOR & COUNCIL

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61101 - MAYOR	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
61102 - CITY COUNCIL	34,750	33,750	37,500	37,500	37,500	0	37,500	37,500
61305 - ADMINISTRATIVE PERSONNEL	0	15,647	0	18,208	19,151	0	19,151	19,151
61307 - PART TIME EMPLOYEES	38,272	34,351	55,708	37,500	37,500	0	37,500	37,500
61704 - SOCIAL SECURITY	5,892	6,713	7,436	7,436	7,509	0	7,509	7,509
61705 - WORKERS COMPENSATION	117	139	130	131	138	0	138	138
61901 - RECRUITMENT	2,588	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	85,619	94,600	104,775	104,775	105,798	0	105,798	105,798
62175 - OTHER SERVICES	23,854	23,778	25,555	25,555	23,906	9,571	33,477	33,477
62205 - PC REPLACEMENT CHARGE	996	1,470	1,908	1,908	2,385	0	2,385	2,385
62301 - OFFICE EQUIPMENT MAINT.	3,965	5,136	3,748	3,748	4,904	0	4,904	4,904
62425 - ADVERTISING	1,904	1,882	1,200	1,200	1,500	0	1,500	1,500
62442 - MAYOR'S OFFICIAL EXPENSE	2,254	1,039	2,900	2,900	2,900	0	2,900	2,900
62443 - COUNCIL'S OFFICIAL EXP	4,274	3,383	5,499	5,000	4,492	0	4,492	4,492
62510 - TELEPHONE	390	1,170	400	600	600	0	600	600
62701 - OFFICE SUPPLIES	0	0	275	275	275	0	275	275
62708 - CITY HALL PUBLIC AREAS	0	0	0	500	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	37,638	37,857	41,485	41,686	41,962	9,571	51,533	51,533
00001 - MAYOR & COUNCIL	123,257	132,458	146,260	146,461	147,760	9,571	157,331	157,331

FY 2020 – 2021 Outside Agencies

Big Brothers/Big Sisters of New Hampshire (BB/BS): BB/BS provides successful mentoring relationships to all children who need and want them, contributing to brighter futures, better schools and stronger, healthier communities for all. Outcome goals for BB/BS are that youth do better in school and graduate, form stronger relationships, and avoid risky behaviors such as substance use, bullying and skipping school. This current fiscal they are serving 60 residents from the City of Keene.

CASA (Court Appointed Special Advocates of NEW Hampshire (CASA): CASA provides children with a consistent, caring voice, reminding them that they are valued and deserve a chance to be safe from harm; is proven to deliver better short and long term outcomes for children the agency serves. The funding supports efforts to recruit and train new volunteer advocates in Keene who will speak directly for children who reside in the City of Keene and whose cases are being heard in the Keene District Court. Last year CASA assisted 56 Keene Residents. The goal is to increase its capacity of available CASA volunteer advocates to ensure that the needs are being met when presented by Keene District Court.

The Community Kitchen (TCK): TCK provides quality food to registered clients of 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 meal through the Hot Meals Program. Pantry boxes are available for City General Assistance clients as requested by Human Services staff. . Funding from the City will be used to provide and deliver its mission – to provide a weekday evening meal, a lunch on Sunday and a weekly choice food pantry to those in need. In addition, funds pay toward the operational costs of the organization.

HIV Aids Task Force: This agency provides full-time medical case management to low-income persons living with HIV/AIDS, and supports to link them to medical care, health insurance, and social supports including housing, financial assistance, food and transportation. Administrative and management responsibilities are performed at the Nashua based agency headquarters which assumes the majority of that expense. HIV/Aids Task Force assisted 12 Keene residents in 2019. City of Keene funding pays to support the cost of the medical case management program for Keene residents, and overhead for the Keene office space.

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 maintained or improved the health and safety of frail residents, and assisted them in maintaining their independence at home. In addition to a nutritious meal, the drivers provided 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 help provide \$41,500 meals to 298 Keene residents and a safety check to 325 at-risk seniors.

Home Health Care City Express Bus (Transporting): City funds provide matching funds for the City Express, Keene's public transportation service operating Monday through Friday. It is the only public transportation service for the City. In FY '19, the service provided 31,000 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including job, 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 Shelter: The cold weather shelter dedicates itself to providing emergency shelter to anyone in need 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 has done fundraising and receives some assistance from other towns. Hundred Nights assists individual participants with applications for other services, City funding pay for the shelter program.

Keene Senior Center: The Center acts as a community focal point for persons aged 50 and over where they may come together as individuals or in groups for educational, wellness, and recreational events and activities that enhance life's quality, supports independence, and encourages involvement in and with the community. The Center's goal is to prevent social isolation with a cost affordable program. The Center assists 274 Keene residents and funding is used for operating expenses.

Keene Serenity Center: The Keene Serenity Center (KSC) is a Nationally Accredited Recovery Community Organization that helps participants to establish or maintain recovery from addictions. KSC's mission is to build a community that embraces all pathways to recovery from addiction through education and peer support in a safe environment. KSC helps people get the treatment needed to overcome addiction and become productive citizens, improving personal health and wealth through four programs: GROW Services, Recovery Coaching, Workforce Initiative and Sober Social Events. The center served 72 Keene residents in 2019. The funding is used to support the GROW Syringe Safety Program and Transportation Services programs.

Keene Housing Kids Collaborative: This program provides tuition and fees for children who live in a Keene Housing property or in a Section 8 unit subsidized through Keene Housing to participate in camps and programs. The Kids Collaborative's goal for children who participate will improve school performance, behavior and attendance. Youth will participate in at least one activity in the community. Keene Housing children will be an active part of the larger community and as a result will improve their school performance, behavior and attendance. In FY '19 the Kids Collaborative assisted 221 Keene residents with this service. City funding by the Kids Collaborative will pay costs for children from Keene Housing 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.

Monadnock Humane Society (MHS): MHS has nurtured the well-being of animals and their human companions. This is done by providing education, programs, and services that create a healthier, more compassionate community for all. MHS provides care for over 1,600 animals each year. These animals reach MHS as strays, surrenders, through court-ordered or protective custody situations, and via transports from other parts of the nation. MHS provides low-income programs and services such as free boarding and medical care to the pets of community members who are fleeing domestic violence, are homeless, or entering a drug treatment program. Emergency boarding and medical care is provided free of charge for community members who have had a house fire or flooding in their home. The pet food pantry provides free pet food to low-income persons who are struggling to navigate difficult financial times and low-cost clinics for spay/neuter/rabies and microchip services to prevent low-level neglect to animal populations. MHS has assisted 649 Keene residents and the funding will directly cover the costs of the Animal Safety Net program for shelter, food, medical care, transportation, and staff/overhead for domestic violence, treatment and/or homeless citizens, the pet food pantry and medical services for low-income families.

Monadnock Substance Abuse Services – a division of Monadnock Family Services: MFS is the non-profit, community mental health center serving Keene that houses Monadnock Substance Abuse Services (MSAS). The program's goal is to help individuals with substance use difficulties or disorders to learn tools and skills that will enable them to reduce their substance use difficulties, symptomology, and related personal difficulties. City funds are helping support treatment for Keene residents dealing with substance misuse who are unable to pay the full cost of their care. City funding assisted 116 Keene residents in 2019 and City funding helps to pay a portion of salaries and benefits of treating Keene residents with lack of means to pay the full cost. No funds from the City of Keene are for administrative costs.

Monadnock Region Child Advocacy Center (MR-CAC) The mission of MR-CAC is to provide all victims of child abuse a neutral environment where justice, healing, equity, and prevention is fostered through consistent, high quality and sustaining collaboration of community partners. The Center coordinates a forensic interview for child abuse investigations. With coordination, children are not re-victimized by the system and can achieve long-term positive outcomes that impact a child for life. This program can result in guilty convictions for child abuse offenders. City funding helps to support the agencies occupancy costs and staffing expenses. The agency served 31 Keene Residents in 2019.

Project Share The mission of Project Share is to help area residents by offering affordable clothing, Christmas help for those in need, and assisting the Red Cross for those faced with disaster with clothing and household items. City funding pays the annual cost of overhead for the space the store occupies.

The Samaritans, Inc. The goal of Samaritans is to reduce the incidence and impact of suicide. Their services include community education and outreach, anonymous crisis hotline, weekly support groups, and volunteer services for students, adults and seniors. City funding will be used for program expenses to provide free, confidential suicide prevention and postvention services. The Samaritans provided services to 19,686 residents of Keene in 2019.

Southwestern Community Services (SCS): SCS strives to empower and provide 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 service to 3000 City of Keene households. SCS provides 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. As a local non-profit developer, in FY '19 SCS paid \$146,894 in Keene property taxes.

Volunteers Enabling Transportation (VET): The goal for VET is to provide Free rides to medical appointments and procedures for indigent, isolated, elderly, and have a medical need for the residents of Cheshire County. VET uses their volunteers' own vehicles to provide rides to Hanover, Concord, White River Junction, Boston, Manchester, Springfield, MA, and Greenfield, MA. Last year, VET provided rides for 100 Keene residents. Funding is for vehicle maintenance and client services.

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00002 - MYR/CNCL OUTSIDE AGCY

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62133 - SENIOR CITIZENS CENTER	15,000	15,000	15,000	15,000	15,000	1,800	16,800	15,000
62134 - MONADNOCK SUBSTANCE ABUSE	5,000	7,500	7,500	7,500	5,000	0	5,000	5,000
62135 - BIG BROTHERS/BIG SISTERS	10,500	10,500	10,500	10,500	10,500	0	10,500	10,500
62136 - KEENE COMMUNITY KITCHEN	82,000	82,000	82,000	82,000	82,000	8,000	90,000	86,000
62137 - ELDERLY MEALS ON WHEELS	12,000	12,450	12,865	12,865	12,865	415	13,280	13,280
62138 - SW COMMUNITY SERVICES	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000
62142 - TRANSPORTING	88,500	90,100	91,500	91,500	91,500	800	92,300	91,500
62149 - 100 NIGHTS SHELTER	20,000	20,000	25,000	25,000	25,000	5,000	30,000	25,000
62151 - VOLUNTEERS ENABLING TRANS	0	0	0	0	0	2,000	2,000	2,000
62154 - HIV AIDES TASK FORCE	5,000	5,000	5,000	5,000	5,000	0	5,000	5,000
62155 - MON REG CHILD ADVOCACY	5,000	5,000	7,500	7,500	7,500	0	7,500	7,500
62156 - CASA	0	0	2,000	2,000	2,000	1,000	3,000	2,000
62157 - MONADNOCK HUMANE SOCIETY	0	0	2,500	2,500	2,500	5,475	7,975	2,500
62158 - KEENE SERENITY CENTER	0	0	0	0	0	12,423	12,423	0
62159 - PROJECT SHARE	0	0	0	0	0	7,200	7,200	0
62187 - KH KIDS COLLABORATIVE	0	2,500	2,500	2,500	2,500	7,500	10,000	5,000
62189 - SAMARITANS OF NH	2,500	2,500	3,500	3,500	3,500	10,000	13,500	4,500
62000 - OPERATING EXPENDITURES	255,500	262,550	277,365	277,365	274,865	61,613	336,478	284,780
00002 - MYR/CNCL OUTSIDE AGCY	255,500	262,550	277,365	277,365	274,865	61,613	336,478	284,780

FY 2020 – 2021 Community Funded Events

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

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

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

And then to be eligible for funding;

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

The Community Funded Events budget may fund:

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

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

PARTIAL COST CENTER DETAIL 00003 - UNCLASSIFIED - BY EXPENDITURE BUDGET LINE

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Actual	2020-2021 Est. City Svcs	2020-2021 Sponsor Contribution	2020-2021 Manager Recommended
61316 - COMM FUNDED EVENT WAGES	17,194	18,328	17,872	19,743	44,832	(22,208)	22,624
61703 - RETIREMENT CONTRIBUTIONS	165	109	0	324	0	0	0
61704 - SOCIAL SECURITY	269	177	0	318	0	0	0
61705 - WORKERS COMPENSATION	201	108	0	149	0	0	0
61713 - RET - FIRE	762	274	0	197	0	0	0
61714 - RET - POLICE	2,606	1,916	0	1,760	0	0	0
61902 - OUTSIDE AGENCY TEMPS	1,914	189	7,694	730	6,694	0	6,694
62456 - COMM FUNDED EVENT OTHER	1,500	950	1,000	1,000	1,000	0	1,000
COMMUNITY FUNDED EVENTS	24,611	22,052	26,566	24,220	52,526	(22,208)	30,318

PARTIAL COST CENTER DETAIL 00003 - UNCLASSIFIED - BY EVENT

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Actual	2020-2021 Est. City Svcs	2020-2021 Sponsor Contribution	2020-2021 Manager Recommended
INDEPENDENCE EVE	3,110	2,957	4,059	3,045	4,148	0	4,148
4 ON THE 4TH ROAD RACE (19TH ANNUAL)	885	835	1,154	681	1,177	0	1,177
CLARENCE DEMAR MARATHON AND HALF MARATHON	5,000	5,000	5,000	5,000	11,955	(6,955)	5,000
FIRE PREVENTION PARADE	656	642	637	633	653	0	653
KEENE MUSIC FESTIVAL	2,811	3,243	3,669	3,524	7,161	0	7,161
KIWANIS KEENE TREE LIGHTING EVENT	4,367	2,997	5,571	5,096	5,527	0	5,527
KEENE ICE & SNOW FESTIVAL	884	996	991	1,044	1,163	0	1,163
RED CAP RUN	440	382	482	197	488	0	488
FALL FESTIVAL	6,457	0	0	0	0	0	0
KEENE PUMPKIN FESTIVAL	0	5,000	5,000	5,000	20,253	(15,253)	5,000
COMMUNITY FUNDED EVENTS	24,611	22,052	26,566	24,220	52,526	(22,208)	30,318

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00003 - UNCLASSIFIED

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61316 - COMM FUNDED EVENT WAGES	17,194	18,328	17,872	19,744	22,624	0	22,624	22,624
61703 - RETIREMENT CONTRIBUTIONS	165	109	0	324	0	0	0	0
61704 - SOCIAL SECURITY	269	177	0	318	0	0	0	0
61705 - WORKERS COMPENSATION	201	108	0	150	0	0	0	0
61713 - RET - FIRE	762	274	0	198	0	0	0	0
61714 - RET - POLICE	2,606	1,916	0	1,760	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	1,914	593	7,694	730	6,694	0	6,694	6,694
61000 - PERSONNEL SERVICES	23,111	21,506	25,566	23,224	29,318	0	29,318	29,318
62173 - REGIONAL PLANNING	12,953	12,730	12,756	12,756	12,868	0	12,868	12,868
62174 - ZONING BOARD	2,883	1,569	250	250	250	0	250	250
62178 - PLANNING BOARD	130	110	250	250	250	0	250	250
62179 - CONSERVATION COMMISSION	1,142	1,500	1,500	1,500	1,500	0	1,500	1,500
62180 - HERITAGE COMMISSION	1,200	1,250	1,200	1,200	1,200	0	1,200	1,200
62181 - PARTNER CITY	5,000	5,000	5,000	5,000	5,000	0	5,000	5,000
62183 - HISTORIC DISTRICT CMMSN	0	0	250	250	250	0	250	250
62184 - ENERGY & CLIMATE COMMITTE	700	600	850	850	850	0	850	850
62185 - MARKETING & DEVELOPMENT	0	4,167	25,000	25,000	25,000	0	25,000	25,000
62188 - ARTS ALIVE	500	500	500	500	500	0	500	500
62436 - MEETINGS & DUES	18,506	18,687	18,800	18,715	18,800	0	18,800	18,800
62456 - COMM FUNDED EVENT OTHER	1,500	950	1,000	1,000	1,000	0	1,000	1,000
62457 - VETERAN'S COUNCIL	3,600	4,250	4,250	4,250	4,250	0	4,250	4,250
62461 - KEENE CHAMBER OF COMMERCE	375	475	400	425	425	0	425	425
62462 - HUMAN RIGHTS COMMITTEE	500	500	500	500	500	0	500	500
62000 - OPERATING EXPENDITURES	48,989	52,287	72,506	72,446	72,643	0	72,643	72,643
00003 - UNCLASSIFIED	72,099	73,793	98,072	95,670	101,961	0	101,961	101,961

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00004 - CAPITAL APPROPRIATIONS

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
68010 - CAPITAL RESERVE	645,185	730,186	700,000	700,000	1,516,827	0	1,516,827	1,516,827
68011 - CAPITAL PROJECT TRANSFER	3,173,727	923,248	5,362,467	5,362,467	4,656,081	0	4,656,081	4,656,081
68012 - CONSERVATION-LUCT	0	0	0	0	25,000	0	25,000	25,000
62000 - OPERATING EXPENDITURES	3,818,912	1,653,434	6,062,467	6,062,467	6,197,908	0	6,197,908	6,197,908
00004 - CAPITAL APPROPRIATIONS	3,818,912	1,653,434	6,062,467	6,062,467	6,197,908	0	6,197,908	6,197,908

General Fund

FY 2020 - 2021 Capital Appropriations

Project Description	Capital Project Appropriation FY 19	Capital Project Appropriation FY 20	Capital Project Appropriation FY 21	City Manager Recommended FY 21	City Manager Recommended Net
Capital Reserve Appropriations (00004-68010) General Revenue:					
Ambulance Reserve	\$ 35,000	\$ -	\$ 130,000	\$ -	\$ 130,000
Apparatus (Fire) Reserve	400,000	400,000	385,000		385,000
Bridges Reserve			137,700		137,700
Downtown Infrastructure Reserve	200,000	200,000	200,000		200,000
Emergency Communication Reserve			40,000		40,000
IT Systems & Infrastructure Reserve			50,000		50,000
Reappraisal Reserve			82,500		82,500
Road Infrastructure Reserve			391,627		391,627
Transportation System Improvements Fund	100,000	100,000	100,000		100,000
Total General Revenue Capital Reserve Appropriation	\$ 735,000	\$ 700,000	\$ 1,516,827	\$ -	\$ 1,516,827
Capital Project Appropriations (00004-68011) General Revenue:					
560 Main Street Site Assessment	\$ 1,000,000			\$ -	\$ -
Airport Fuel Tank Removal & Replacement			10,194		10,194
Aerial Imagery Updates 5 & 10 Years		55,000			-
Airport Beacon Replacement			25,000		25,000
Airport Pavement Maintenance & Marking	8,337	7,425			-
Airport Runway 14/32 Reconstruction					-
Airport Runway 20 Obstruction Removal					-
Airport Taxiway A Reconstruction / Extension	19,500	130,000	210,000		210,000
Ambulance Replacement	240,000				-
Apparatus Replacement - Fire		1,100,000	45,000		45,000
Beaver Brook Hydrological Study					-
Bridge Replacement					-
Campground Repurposed			40,000		40,000
Cemetery Road Repaving					-
Climate Adaptation Vulnerability Assessment					-
Community Center Feasibility Study					-
Curb Repair / Replacement	63,571	65,478	68,752		68,752
Downtown Revitalization	30,000	180,000	100,000		100,000
Ductwork Central Fire Station			107,136	(107,136)	-
Guardrail Replacement	77,506	44,024			-
Lower Winchester Street Reconstruction			196,586		196,586
Marlboro Street Corridor Improvements	171,017				-
Mobile Radio Replacement - Fire		52,500			-
Mobile Radio Replacement - Police	73,497	86,796			-
Municipal Buildings Improvements	100,000	100,000	100,000	(100,000)	-
Municipal Park Improvements	90,000	50,000	50,000		50,000
Network Equipment Replacement	40,500	6,000	31,000		31,000
Patricia T. Russell Park		125,000			-
Portable Radio Replacement - Fire	52,500				-
Portable Radio Replacement - Police			49,097		49,097
Revaluation			82,500		82,500
Robin Hood Park Swimming Pool Improvements	25,000				-
Salt Shed Replacement			105,000		105,000
Server Replacement	54,343	27,000	14,000		14,000
Sidewalk Repair / Replacement	63,571	65,478	68,752		68,752
Skate Park		300,000			-
Storage Area Network					-
Stormwater Drainage Maintenance	64,890				-
Stormwater Management System	40,000	41,200	42,400		42,400
Stormwater Spot Repair / General Drainage	63,571	65,478	68,800		68,800
Voting Booths		32,088			-
West Keene Fire Station Study	20,000				-
Subtotal General Revenue Capital Project Appropriation	\$ 2,297,803	\$ 2,533,467	\$ 1,414,217	\$ (207,136)	\$ 1,207,081
Capital Projects Appropriations (00004-68011) Bond Funded:					
Airport Fuel Tank Removal & Replacement			508,000		508,000
Airport Terminal Improvements					-
Arts and Culture Corridor			770,000		770,000
Curb Installation					-
City Hall Rear Wall		176,000			-
Dispatch Console Replacement				235,000	235,000
Flood Management		505,000	733,000		733,000
Goose Pond Dam Improvements	885,000				-
LED Streetlight Replacement					-
Municipal Buildings Improvements (FY21 & FY22 + FD Ductwork)				310,000	310,000
Road Rehabilitation	1,271,000	1,264,000	893,000		893,000
State Bypass Improvements	610,000	859,000			-
Subtotal Bond Funded Capital Project Appropriation	\$ 2,766,000	\$ 2,804,000	\$ 2,904,000	\$ 545,000	\$ 3,449,000
Total Capital Project Appropriation	\$ 5,063,803	\$ 5,337,467	\$ 4,318,217	\$ 337,864	\$ 4,656,081
TOTAL CAPITAL RESERVE & PROJECT APPROPRIATIONS ⁽¹⁾	\$ 5,798,803	\$ 6,037,467	\$ 5,835,044	\$ 337,864	\$ 6,172,908

1) Does not include grant funds.

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00081 - EMPLOYEE BENEFITS

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61304 - GENERAL PERSONNEL	50,498	5,191	340,756	0	143,290	0	143,290	143,290
61701 - HEALTH INSURANCE	17,883	14,524	40,003	20,754	38,666	0	38,666	38,666
61703 - RETIREMENT CONTRIBUTIONS	0	11,388	0	0	32,129	0	32,129	32,129
61704 - SOCIAL SECURITY	0	158	0	0	10,962	0	10,962	10,962
61705 - WORKERS COMPENSATION	0	67	0	0	759	0	759	759
61706 - UNEMPLOYMENT INSURANCE	9,094	0	9,549	0	7,313	0	7,313	7,313
61707 - LIFE INSURANCE	27,438	28,650	30,206	28,681	30,402	0	30,402	30,402
61708 - LT DISABILITY INSURANCE	38,054	39,709	41,824	39,609	41,985	0	41,985	41,985
61710 - SAFETY PROGRAM	1,942	1,061	4,200	0	4,200	0	4,200	4,200
61711 - WELLNESS PROGRAM	2,086	3,920	3,800	2,000	3,800	0	3,800	3,800
61715 - RETIREMENT BENEFITS	107,575	196,811	125,000	125,000	125,000	0	125,000	125,000
61000 - PERSONNEL SERVICES	254,570	301,479	595,338	216,044	438,506	0	438,506	438,506
62310 - SAFETY PROGRAM MAINT.	3,765	2,345	4,000	1,000	4,000	0	4,000	4,000
62437 - TUITION ASSISTANCE	11,259	16,530	36,015	34,970	30,711	0	30,711	30,711
62605 - PARKING SPACE RENTAL	40,444	45,188	46,400	46,400	48,240	0	48,240	48,240
62000 - OPERATING EXPENDITURES	55,468	64,064	86,415	82,370	82,951	0	82,951	82,951
00081 - EMPLOYEE BENEFITS	310,038	365,543	681,753	298,414	521,457	0	521,457	521,457

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00082 - RISK MANAGEMENT

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62401 - GENERAL LIABILITY INS	288,891	277,689	257,453	243,159	250,551	0	250,551	250,551
62402 - AIRPORT LIABILITY INS	6,274	6,965	8,360	8,365	9,454	0	9,454	9,454
62000 - OPERATING EXPENDITURES	295,165	284,654	265,813	251,524	260,005	0	260,005	260,005
00082 - RISK MANAGEMENT	295,165	284,654	265,813	251,524	260,005	0	260,005	260,005

Department:	City Manager	Fund:	General
Division (s): Cost Center:	City Manager, Economic Development Initiatives & Emergency Mgt. 00300 through 00320		
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.		

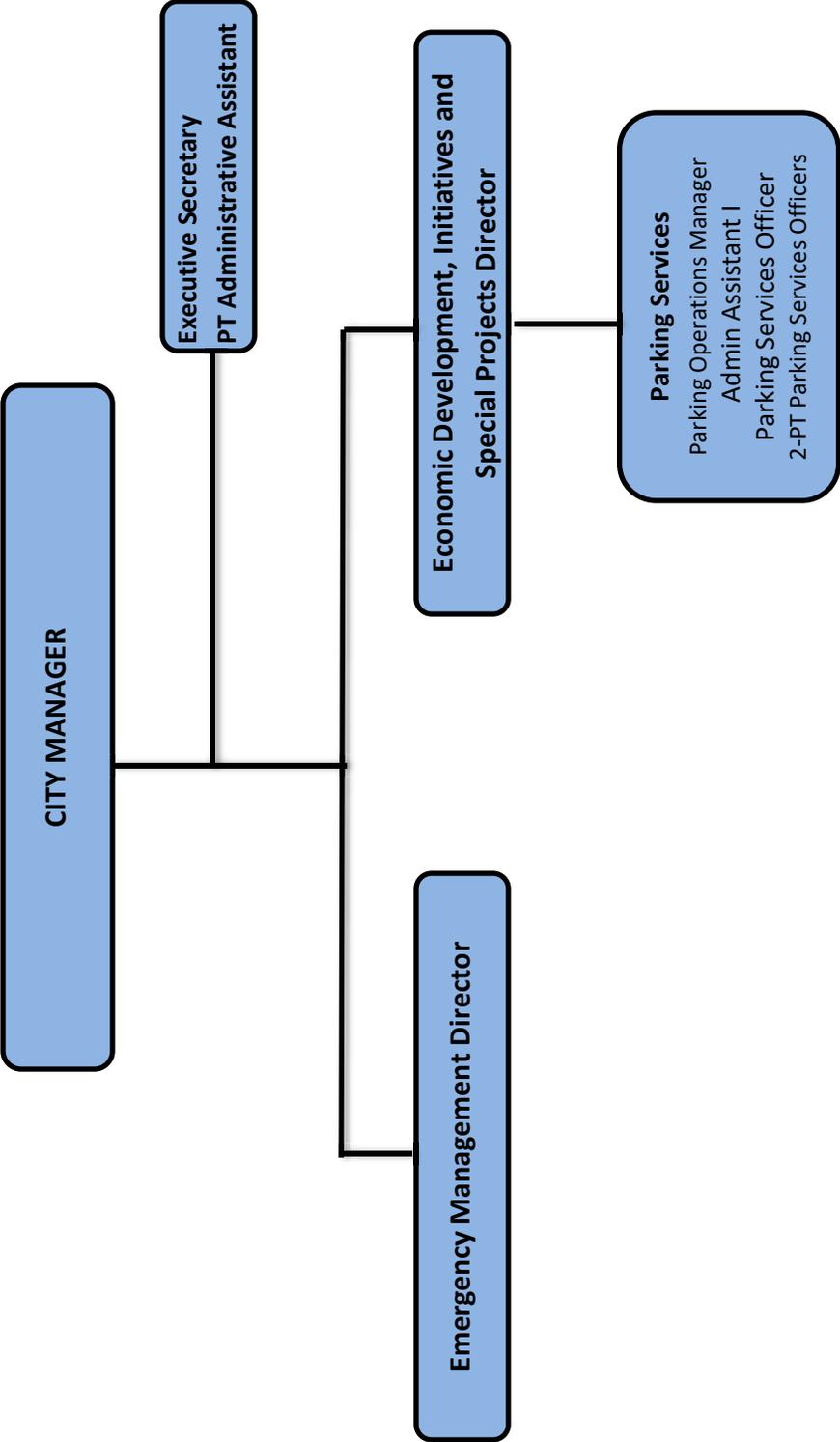
2021 Budget Priorities

Core Business

- Provide overall administration of City operations in accordance with State Law, City Charter, City Code and City Council goals and policies
- Supervise Department Heads, agencies and offices to achieve goals with available resources
- Provide oversight in preparation and execution of budget
- Continue to increase the effectiveness of communication 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 citizen
- Foster the economic growth and development of the City and its neighborhoods

2021 Strategic Priorities

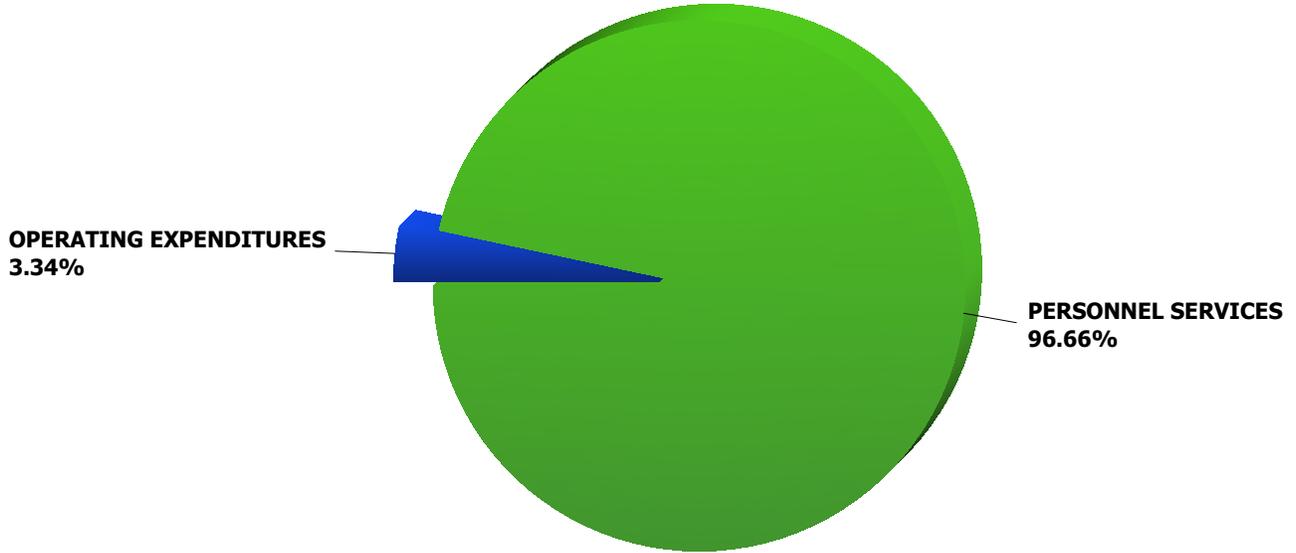
- Implement the Land Use Code revisions
- Monitor the implementation of the Land Use Code and changes made to Community Development operations with the goals of effectiveness and efficiency as well as economic health
- Foster economic development efforts in cooperation with the City Council. This includes increasing the close working relationship with business and industry to assist in their efforts to develop and expand; the close working relationship with our education partners to include SAU 29, River Valley College, Antioch New England and Keene State College to include those efforts that create jobs and workers; continue to explore and implement where possible efforts that create a better environment for workforce retention and recruitment; work with all of our partners to rehabilitate neighborhoods that will attract workers.
- Review parking service needs to include the area defined by the Land Use Code as the form-based downtown to create plans that address day and night parking possibility for our several customers based that include neighborhoods, students, workers, residents and our businesses
- Increase our relationship with the business on Main Street as well as out manufacturers
- Work to create long-term plans for the City's parking infrastructure



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY MANAGER

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	285,120	443,709	457,497	466,428	383,475	0	383,475	383,475
62000 - OPERATING EXPENDITURES	7,415	9,353	9,287	12,036	13,231	0	13,231	13,231
Department Total	292,535	453,062	466,784	478,464	396,706	0	396,706	396,706



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

CITY MANAGER

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61203 - CITY MANAGER	145,299	150,685	158,636	162,603	163,650	0	163,650	163,650
61304 - GENERAL PERSONNEL	0	121,677	122,613	124,719	62,599	0	62,599	62,599
61305 - ADMINISTRATIVE PERSONNEL	59,063	60,398	60,863	61,906	62,144	0	62,144	62,144
61603 - CAR ALLOWANCE	2,760	3,600	3,600	3,600	3,600	0	3,600	3,600
61701 - HEALTH INSURANCE	16,135	37,388	40,046	40,046	30,772	0	30,772	30,772
61702 - DENTAL INSURANCE	1,314	2,646	2,944	2,646	2,452	0	2,452	2,452
61703 - RETIREMENT CONTRIBUTIONS	23,257	37,855	38,616	39,010	32,214	0	32,214	32,214
61704 - SOCIAL SECURITY	15,692	24,411	24,851	26,452	20,729	0	20,729	20,729
61705 - WORKERS COMPENSATION	313	529	460	556	405	0	405	405
61712 - DEPT HEAD RETIREMENT	21,287	4,520	4,867	4,890	4,910	0	4,910	4,910
61000 - PERSONNEL SERVICES	285,120	443,709	457,497	466,428	383,475	0	383,475	383,475
62205 - PC REPLACEMENT CHARGE	924	816	864	864	1,578	0	1,578	1,578
62435 - TRAINING	119	327	150	600	750	0	750	750
62436 - MEETINGS & DUES	2,117	4,211	4,156	6,000	6,156	0	6,156	6,156
62441 - MEETING EXPENSES	283	434	550	600	600	0	600	600
62510 - TELEPHONE	1,643	875	1,317	1,797	1,872	0	1,872	1,872
62701 - OFFICE SUPPLIES	1,145	1,271	600	600	600	0	600	600
62710 - POSTAGE	24	198	175	175	175	0	175	175
62715 - BOOKS AND PERIODICALS	100	346	375	400	400	0	400	400
62760 - OPERATING SUPPLIES	1,060	875	1,100	1,000	1,100	0	1,100	1,100
62000 - OPERATING EXPENDITURES	7,415	9,353	9,287	12,036	13,231	0	13,231	13,231
Department	292,535	453,062	466,784	478,464	396,706	0	396,706	396,706
TOTAL	292,535	453,062	466,784	478,464	396,706	0	396,706	396,706

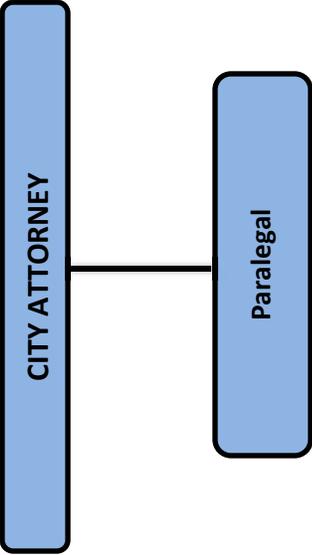
Department:	City Attorney	Fund:	General
Division (s): Cost Center:	00100		
Mission:	To provide the highest quality legal services and legal counsel to the City's municipal officials, City Manager, department heads, and boards and commissions in the most economical and efficient manner possible; and to provide high-quality services to the City of Keene.		

For FY21 the highest priority for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City's officials, and board and committee members, relative to their roles and responsibilities, meeting protocols, and public access to governmental records and meetings. The City Attorney is committed to providing professional, efficient, and cost-effective legal services to the City of Keene.

Notable achievements for the past fiscal year include assisting with the sale and redevelopment of a portion of the former public works property located at 560 Main Street; performing the legal work necessary for the unwinding of the New Market Tax Credit financing of the Cheshire County Courthouse project to facilitate the purchase of the Courthouse by Cheshire County; and providing legal services on behalf of the City of Keene associated with the Walldogs mural project. 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 continues to provide legal support to the City's various departments, including handling matters involving enforcement of the City Code, and 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 City Attorney is a Charter Officer of the City of Keene appointed by the Mayor and City Council. The City Attorney strives to provide the highest quality legal advice and counseling to the City Council, the City Manager, administrative staff, boards and commissions, committees, and the various departments of the City of Keene. The City Attorney represents the City of Keene in all legal matters affecting the City, and defends and advocates the rights and interests of the City in any suit or prosecution put before it.

PRIMARY SERVICES & 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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
To assist the City's municipal officers, department heads, boards and commissions in understanding and complying with applicable statutes, ordinances, and regulations.			Municipal Governance & Fin Stability	V, E
To engage in litigation only when necessary to bring a disputed matter to an efficient conclusion and at a minimum cost to the taxpayer in a manner that is consistent with the best interests of the City.			Municipal Governance & Fin Stability	V, E
To work with the City Clerk in providing a legal review of the City's Code of Ordinances and recodification.			Municipal Governance & Fin Stability	O, I, E
To assist in the revision of the City's Land Use Code and the impact of proposed revisions on economic development.			Municipal Governance & Fin Stability	V, E
To collaborate with City staff in providing training for employees geared toward risk analysis and liability exposure.			Municipal Governance & Fin Stability	V, E
Continue to provide training to the volunteers on the City's boards and commissions with regard to respective board regulations, Rules of Procedure, and the Right-to-Know Law.			Municipal Governance & Fin Stability	V, E
METRICS:		FY19	FY20	FY21
<i>Not Applicable</i>				

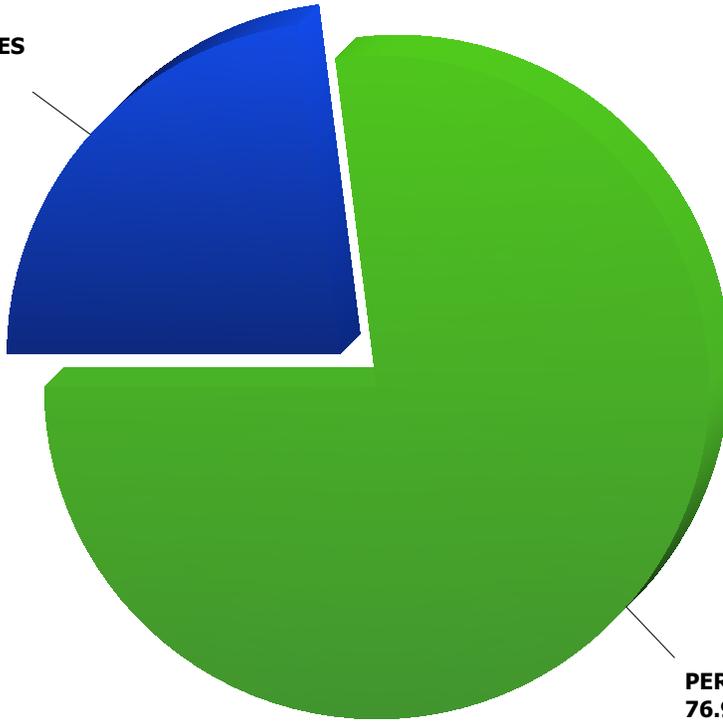


**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY ATTORNEY

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	259,773	259,271	262,837	266,711	268,536	0	268,536	268,536
62000 - OPERATING EXPENDITURES	76,861	40,200	84,950	44,750	80,266	0	80,266	80,266
Department Total	336,634	299,471	347,787	311,461	348,802	0	348,802	348,802

**OPERATING EXPENDITURES
23.01%**



**PERSONNEL SERVICES
76.99%**

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

CITY ATTORNEY

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61201 - CITY ATTORNEY	129,574	132,490	133,509	135,803	136,324	0	136,324	136,324
61305 - ADMINISTRATIVE PERSONNEL	59,063	60,398	60,863	61,906	62,144	0	62,144	62,144
61701 - HEALTH INSURANCE	33,707	28,119	30,113	30,113	30,877	0	30,877	30,877
61702 - DENTAL INSURANCE	1,345	1,374	1,526	1,375	1,526	0	1,526	1,526
61703 - RETIREMENT CONTRIBUTIONS	21,467	21,943	21,711	22,084	22,169	0	22,169	22,169
61704 - SOCIAL SECURITY	14,316	14,624	14,832	15,099	15,183	0	15,183	15,183
61705 - WORKERS COMPENSATION	301	322	284	331	313	0	313	313
61000 - PERSONNEL SERVICES	259,773	259,271	262,837	266,711	268,536	0	268,536	268,536
62160 - COURT & HEARING EXP	5,509	650	2,000	2,000	2,000	0	2,000	2,000
62161 - LEGAL SERVICES	58,238	25,214	70,000	35,000	70,000	0	70,000	70,000
62205 - PC REPLACEMENT CHARGE	348	798	600	600	616	0	616	616
62435 - TRAINING	763	726	1,500	1,500	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	2,289	990	1,000	1,000	1,000	0	1,000	1,000
62510 - TELEPHONE	390	387	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	164	2,052	350	350	350	0	350	350
62710 - POSTAGE	223	235	300	300	300	0	300	300
62715 - BOOKS AND PERIODICALS	8,937	9,147	8,700	3,500	4,000	0	4,000	4,000
62000 - OPERATING EXPENDITURES	76,861	40,200	84,950	44,750	80,266	0	80,266	80,266
Department	336,634	299,471	347,787	311,461	348,802	0	348,802	348,802
TOTAL	336,634	299,471	347,787	311,461	348,802	0	348,802	348,802

Department:	City Clerk	Fund:	General
Division (s): Cost Center:	City Clerk, Elections, Archives & Record Storage 00200 through 00204		
Mission:	To support the function of government by providing an accurate recording of the community's events and the actions of the City Council on the behalf of its citizens.		

For FY 21, the City Clerk's Office identified three major statutory obligations:

- Conduct a State Primary and a State General/Presidential Election
- Conduct the 10-year purge of inactive voters from the checklist
- Redistrict the City's five ward lines to equalize the populations based upon the 2020 census

For FY 20, the Municipal Primary and the Municipal General were held. 7,252 voters participated in these two elections, which resulted in a new Mayor, many new Councilors and many new Ward Selectmen. The office assisted in the orientation process for the Mayor and Councilors and has trained the new Ward Selectmen in their responsibilities.

In addition, the 1st in the Nation, Presidential Primary was held. Nearly 8,500 ballots were cast. Through our on-line web portal we secured the assistance of 108 citizens who performed various responsibilities that supported the election process, such as greeting and directing voters as they entered the polling location. Volunteers also assisted in registering 1,360 Keene residents on Election Day. A team of volunteers was also utilized in the auditing function that occurs at the end of an election. The assistance of these volunteers contributed to the success of the Presidential Primary and gave each volunteer an opportunity to directly participate in the election process.

We have also continued our efforts at improving the audio, visual and presentation effectiveness in the Council Chambers. Flat screen televisions are now being utilized for PowerPoint presentations. This has eliminated the need for the Mayor and Charter Officers to move from their seats during these presentations. In addition, the dais has been expanded to accommodate the relocation of one of the Standing Committees to the dais, which will allow for more public seating when the Chambers is split for Committee meetings. Improvements were also made to the lighting in the Chambers to reduce shadows in the broadcasts.

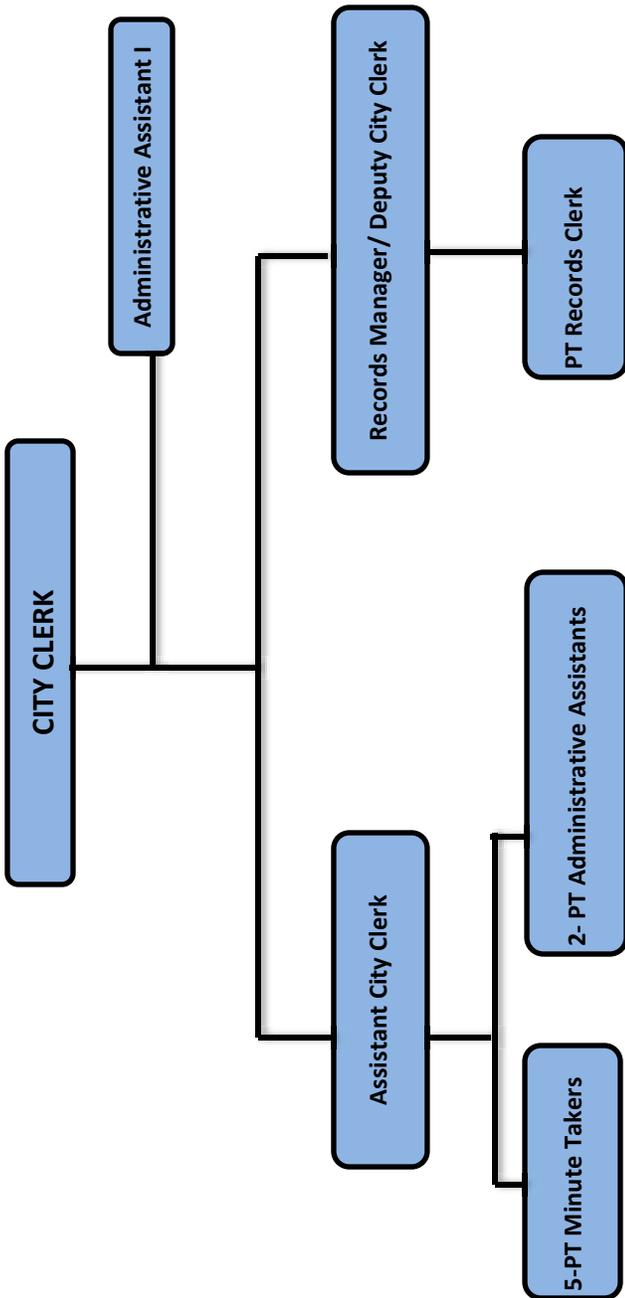
The office successfully implemented a new records management software, which included the conversion and upload of 9,500 records into the new database. Use of the database offers greater efficiency with work order processing, pick lists and billing support documentation for invoicing outside clients.

Background

The City Clerk is a Constitutional Officer under the New Hampshire State Constitution and acts as an agent of the State in conducting elections and registering vital events that occur in the City. The City Clerk is also a Charter Officer appointed by the Mayor and City Council. The Clerk serves as the Clerk to the City Council.

The City Clerk's Office operates an off-site records center and archives for municipal records as well as 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 recording of all official documents of the City.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally		Leadership		
Conduct local, state, and federal elections to ensure compliance with statutory requirements		Leadership		
Manage paper-based and electronic records to ensure compliance with statutory requirements		Leadership		
FISCAL YEAR 2020/2021 OBJECTIVES:	STATUTE	CMP	VOICE	
Conduct State Primary and Presidential Election	RSA 652	Municipal Governance & Fin Stability		
Conduct 10-year purge of Voter Checklist based upon voting activity	RSA 654:39	Municipal Governance & Fin Stability		
Redistrict ward lines to ensure equalization of populations between wards	RSA 662	Municipal Governance & Fin Stability		
Work with the City Attorney in the legal review of the City's Code of Ordinances and recodification		Municipal Governance & Fin Stability	O,I,E	
Transition dog licensing application to new platform to provide better online payment options		Municipal Governance & Fin Stability	V,C,E	
Review and replace mechanical systems at the Records Center in coordination with the Facilities Division		Municipal Governance & Fin Stability	I,C	
METRICS:	FY19	FY20	FY21	
Dog licenses issued	2,728	2,779	2,800	
Dog owners with unlicensed dogs on warrant	355	473	400	
Vital records issued	5,238	5,693	5,700	
Municipal records boxes in custody	5,651	5,248	5,448	
Municipal records boxes retrieved and re-filed	904	857	875	
Municipal record boxes purged	403	260	260	
Right-to-Know requests received/ No. of responsive pages/Hrs. spent processing	115/1834/125	120/1850/128	125/1900/130	



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

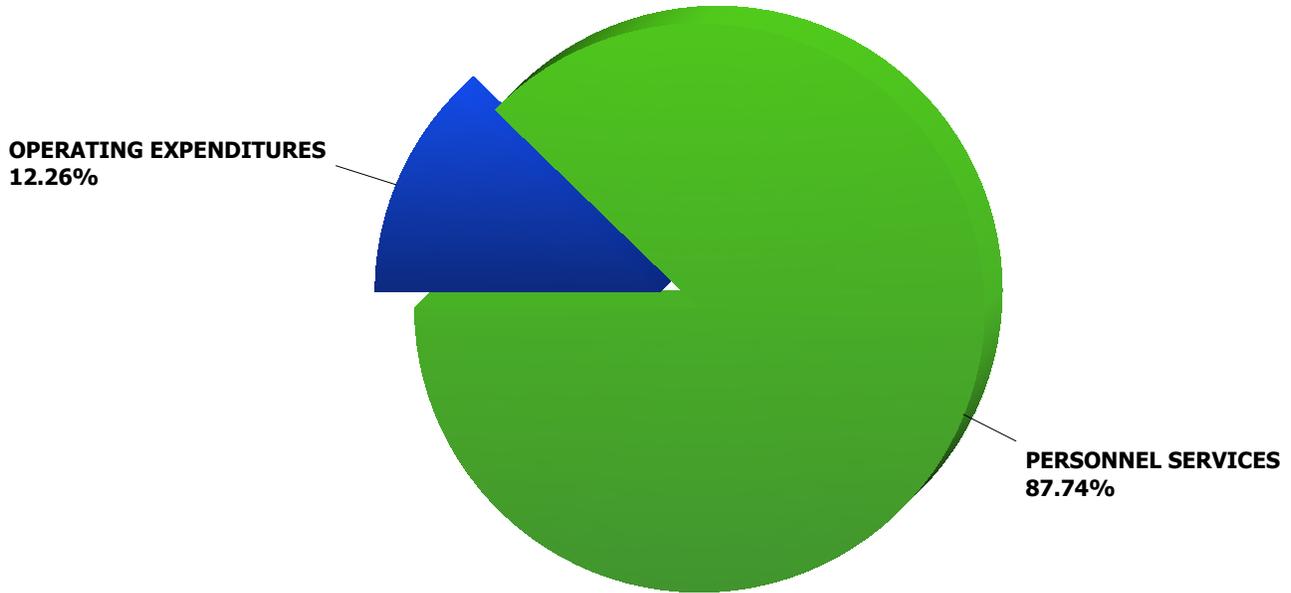
GENERAL FUND

Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
CITY CLERK	42110 - CLERK - STATE	31,447	33,865	29,820	35,736	35,700	35,700
	42115 - CLERK - CITY	11,487	10,647	11,000	9,600	9,500	9,500
	42120 - DOGS	11,899	12,598	11,600	11,600	11,600	11,600
	42306 - MISC FEES & CHARGES	8,972	10,235	8,700	8,700	8,700	8,700
	42000 - LICENSES/PERMITS/FEES	63,805	67,345	61,120	65,636	65,500	65,500
	44109 - DIRECT REIMBURSEMENT	361	134	0	0	0	0
	44135 - RECORDS CENTER CHARGES	21,814	23,134	23,976	24,749	25,738	25,738
	44000 - CHARGES FOR SERVICES	22,175	23,268	23,976	24,749	25,738	25,738
	46103 - INTEREST: A/R	38	0	0	0	0	0
	46411 - INGERSOLL COLLECTION	300	456	0	0	0	0
	46000 - MISCELLANEOUS	338	456	0	0	0	0
	TOTAL	86,319	91,069	85,096	90,385	91,238	91,238

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY CLERK

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	516,214	526,919	554,338	554,332	573,888	5,067	578,955	578,955
62000 - OPERATING EXPENDITURES	58,923	62,519	83,297	83,718	67,647	13,215	80,862	80,862
Department Total	575,137	589,438	637,635	638,050	641,535	18,282	659,817	659,817



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

CITY CLERK

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61202 - CITY CLERK	104,672	107,027	107,850	107,850	110,125	0	110,125	110,125
61302 - ASST DEPARTMENT HEAD	78,393	78,654	79,259	79,259	80,928	0	80,928	80,928
61305 - ADMINISTRATIVE PERSONNEL	111,539	116,069	118,172	118,172	121,906	0	121,906	121,906
61307 - PART TIME EMPLOYEES	69,469	69,218	85,321	85,321	92,784	4,700	97,484	97,484
61701 - HEALTH INSURANCE	85,542	87,679	93,812	93,812	96,162	0	96,162	96,162
61702 - DENTAL INSURANCE	4,801	4,906	5,418	5,418	5,418	0	5,418	5,418
61703 - RETIREMENT CONTRIBUTIONS	33,526	34,327	34,100	34,100	34,958	0	34,958	34,958
61704 - SOCIAL SECURITY	27,368	28,200	29,881	29,881	31,038	360	31,398	31,398
61705 - WORKERS COMPENSATION	552	589	525	519	569	7	576	576
61901 - RECRUITMENT	353	250	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	516,214	526,919	554,338	554,332	573,888	5,067	578,955	578,955
62107 - ELECTIONS	13,831	12,521	23,160	23,160	13,310	3,600	16,910	16,910
62205 - PC REPLACEMENT CHARGE	1,980	2,502	1,906	1,906	2,139	0	2,139	2,139
62206 - PW FLEET CHARGE	14,604	15,754	15,965	15,965	16,562	0	16,562	16,562
62301 - OFFICE EQUIPMENT MAINT.	3,049	3,507	3,700	3,700	2,700	0	2,700	2,700
62404 - PROPERTY INSURANCE	414	414	414	414	414	0	414	414
62416 - PRINTING	5,734	3,192	6,700	6,967	3,700	0	3,700	3,700
62425 - ADVERTISING	494	616	990	784	700	140	840	840
62435 - TRAINING	4,385	4,116	4,166	3,750	4,034	0	4,034	4,034
62436 - MEETINGS & DUES	1,739	808	1,400	1,390	1,390	0	1,390	1,390
62450 - POLLING STATIONS SET UP	974	1,612	2,510	2,117	1,720	0	1,720	1,720
62498 - USE OF TRUST FUNDS	348	456	200	200	200	0	200	200
62510 - TELEPHONE	2,322	1,828	2,610	2,610	2,610	0	2,610	2,610
62606 - OTHER RENTALS	0	1,668	1,500	1,665	1,500	0	1,500	1,500
62701 - OFFICE SUPPLIES	2,290	3,102	2,579	2,579	2,172	600	2,772	2,772
62710 - POSTAGE	3,599	1,676	4,253	3,460	3,246	4,000	7,246	7,246
62715 - BOOKS AND PERIODICALS	273	292	494	100	500	0	500	500
62740 - OTHER MAINT. SUPPLIES	168	1,490	1,000	1,000	1,000	0	1,000	1,000
62755 - UNIFORMS	250	0	250	250	250	0	250	250
62760 - OPERATING SUPPLIES	1,927	2,153	3,550	5,752	3,550	0	3,550	3,550
62761 - SOFTWARE	0	4,250	5,250	5,250	5,250	4,875	10,125	10,125
62762 - LICENSES & PERMITS	541	563	700	700	700	0	700	700
62000 - OPERATING EXPENDITURES	58,923	62,519	83,297	83,718	67,647	13,215	80,862	80,862
Department	575,137	589,438	637,635	638,050	641,535	18,282	659,817	659,817
TOTAL	575,137	589,438	637,635	638,050	641,535	18,282	659,817	659,817

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
Rebecca Landry	Assistant City Manager/IT Director

DEPARTMENT	COST CENTER	PAGE
Assessment	00400	56-61
Finance <ul style="list-style-type: none"> • Finance • Human Services 	00600 – 00603 01000 - 01002	62-71
Human Resources	00500	72-76
Information Technology	00700	77-82

Department:	Assessing	Fund:	General
Division (s): Cost Center:	All 00400		
Mission:	To ensure the fair and equitable taxation of all property within the City of Keene in accordance with New Hampshire law.		

In FY21 the Department will be focusing on the beginning phases of the revaluation of all real estate assessments in the City. A revaluation is required under RSA 75:8-a once every five years and 2016 was the last time this was done. Initial steps include collecting and analyzing market data, verifying and updating existing property records, and working with both contractors and the New Hampshire Department of Revenue to ensure that the project is completed in accordance with state laws and assessing standards. The revaluation work will continue into the following fiscal until it is finalized in the Fall of 2021.

During FY20 the Department continued with our annual processes of making valuation adjustments for changes resulting from building permits, sub-divisions, and discovery. There were a number of significant building projects that came to a completion during the year, which either directly added to the tax base or payments in lieu of taxes were successfully negotiated.

Background

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
- Maintain an accurate and updated property database
- Maintain 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
- Monitor and provide testimony when appropriate to proposed legislative changes regarding property assessing practices and taxation
- Maintaining a certified and professional staff

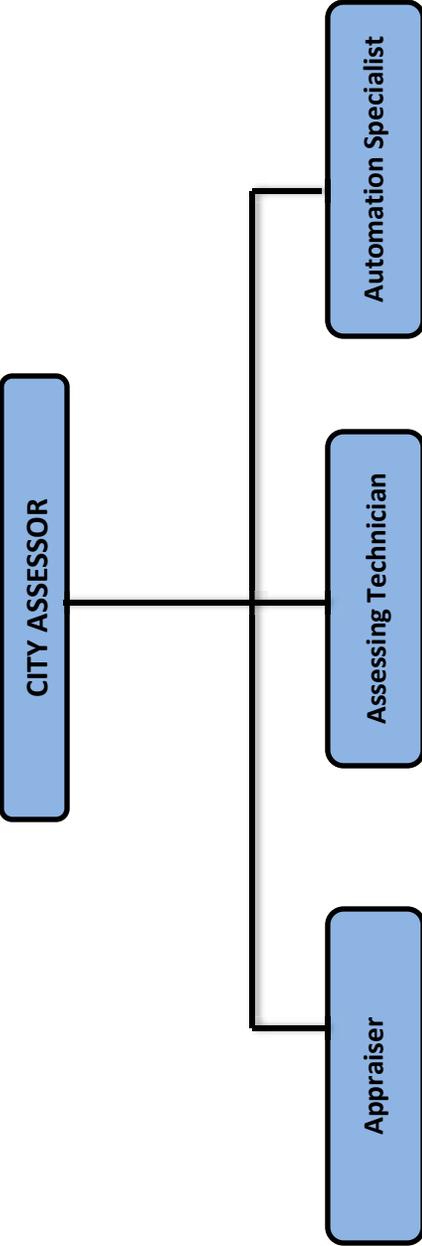
In addition to the above and daily administrative duties, the Department's functions are governed by:

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.

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 2020/2021 OBJECTIVES:	STATUTE	CMP	VOICE
Appraise real property in accordance with State law	RSA 75:1 & 75:8	Municipal Governance & Fin Stability	I
Meet the Standards for Assessing Standards Board (ASB) Certification	RSA 21-J:11 a	Municipal Governance & Fin Stability	I
Utilize technology for effective, efficient, and transparent assessing practices		Municipal Governance & Fin Stability	I, E

METRICS:	FY18	FY19	FY20
Equalization ratio (expresses relationship between assessment and market; Assessing Standards Board standard is between 90% and 110%)	98.1	96.6	95.0
Total Taxable Assessed Value used for General Fund	1.796 billion	1.827 billion	1.815 billion
Total Taxable Assessed Value retained for TIF Funding	43.4 million	46 million	42 million
PILOT Agreement Revenue	\$431,900	\$443,000	\$1,101,250



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

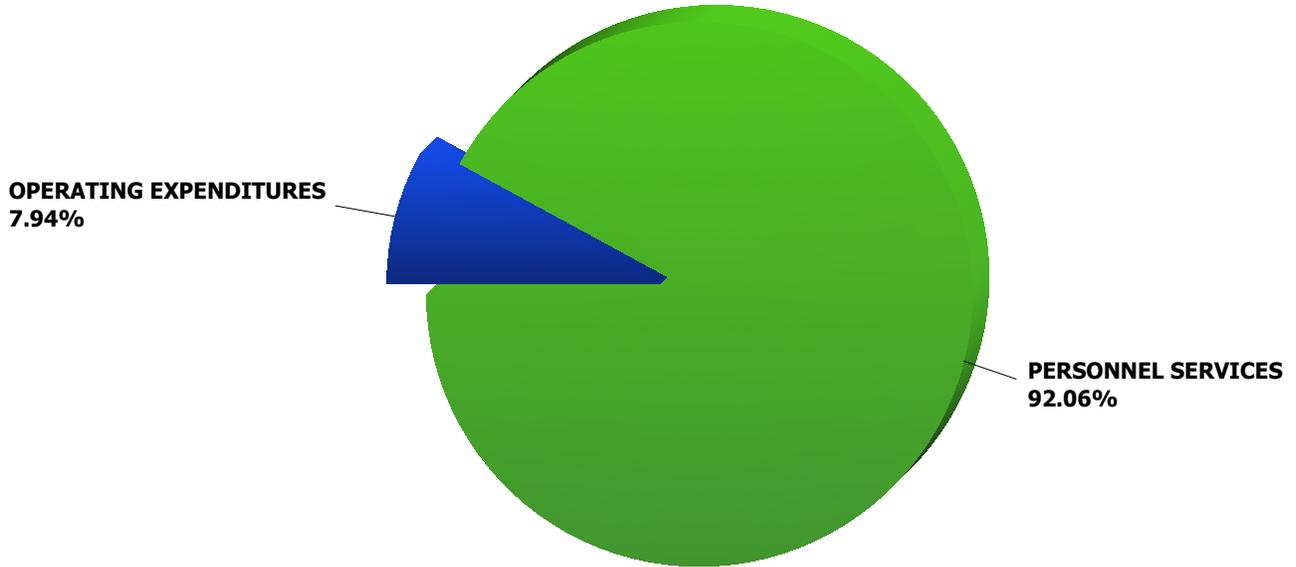
GENERAL FUND

Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
ASSESSMENT	41105 - NET PROPERTY TAX	24,733,654	24,864,983	25,269,436	26,595,655	25,638,044	25,586,346
	41110 - IN LIEU OF TAX	444,471	443,461	1,101,250	1,101,250	1,101,000	1,101,000
	41115 - TIMBER YIELD TAX	17,669	5,660	6,000	8,000	6,000	6,000
	41120 - LAND USE CHANGE TAX	124,920	0	0	0	0	0
	41125 - TAX INCREMENT FINANCING	463,270	725,732	758,839	742,970	790,613	790,613
	41000 - TAXES	25,783,984	26,039,836	27,135,525	28,447,875	27,535,657	27,483,959
	47305 - COPIES	1,345	276	200	100	100	100
	46000 - MISCELLANEOUS	1,345	276	200	100	100	100
TOTAL	25,785,329	26,040,113	27,135,725	28,447,975	27,535,757	27,484,059	

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

ASSESSMENT

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	432,631	442,906	453,212	458,515	466,875	0	466,875	466,875
62000 - OPERATING EXPENDITURES	41,174	38,118	39,679	39,659	40,274	0	40,274	40,274
Department Total	473,805	481,024	492,891	498,174	507,149	0	507,149	507,149



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

ASSESSMENT

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	109,379	109,703	112,714	114,647	115,088	0	115,088	115,088
61304 - GENERAL PERSONNEL	73,602	75,267	75,846	77,146	77,443	0	77,443	77,443
61305 - ADMINISTRATIVE PERSONNEL	107,916	110,344	111,193	113,102	116,376	0	116,376	116,376
61701 - HEALTH INSURANCE	76,950	81,070	86,625	85,716	88,817	0	88,817	88,817
61702 - DENTAL INSURANCE	3,791	4,217	4,672	4,217	4,672	0	4,672	4,672
61703 - RETIREMENT CONTRIBUTIONS	33,103	33,529	33,482	34,057	34,505	0	34,505	34,505
61704 - SOCIAL SECURITY	21,764	22,281	22,931	22,836	23,631	0	23,631	23,631
61705 - WORKERS COMPENSATION	6,126	6,495	5,749	6,733	6,343	0	6,343	6,343
61901 - RECRUITMENT	0	0	0	61	0	0	0	0
61000 - PERSONNEL SERVICES	432,631	442,906	453,212	458,515	466,875	0	466,875	466,875
62125 - APPRAISAL SERVICES	16,513	13,100	12,800	12,800	12,800	0	12,800	12,800
62175 - OTHER SERVICES	0	0	0	0	250	0	250	250
62205 - PC REPLACEMENT CHARGE	2,952	2,919	2,961	2,961	3,076	0	3,076	3,076
62206 - PW FLEET CHARGE	7,380	7,289	7,613	7,613	7,843	0	7,843	7,843
62301 - OFFICE EQUIPMENT MAINT.	111	0	200	200	200	0	200	200
62320 - MAPPING / GIS MAINTENANCE	5,800	8,800	8,800	8,800	8,800	0	8,800	8,800
62435 - TRAINING	2,396	2,450	2,200	2,200	2,200	0	2,200	2,200
62436 - MEETINGS & DUES	1,313	1,066	1,600	1,600	1,600	0	1,600	1,600
62510 - TELEPHONE	766	768	750	750	760	0	760	760
62701 - OFFICE SUPPLIES	2,812	281	1,000	1,000	1,000	0	1,000	1,000
62710 - POSTAGE	337	643	950	850	900	0	900	900
62715 - BOOKS AND PERIODICALS	794	803	805	885	845	0	845	845
62000 - OPERATING EXPENDITURES	41,174	38,118	39,679	39,659	40,274	0	40,274	40,274
Department	473,805	481,024	492,891	498,174	507,149	0	507,149	507,149
TOTAL	473,805	481,024	492,891	498,174	507,149	0	507,149	507,149

Department:	Finance	Fund:	General
Division (s): Cost Center:	Administration, Accounting, Purchasing & Revenue Collection 00600 through 00603		
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.

FY 21 initiatives will include:

- Implementation of Employee Access Module and online timesheet portal.
- Team approach with Human Resources in the new employee onboarding process for efficiency and accuracy of employee and payroll information.
- Continued emphasis on financial planning and communication of financial information to City elected officials, the public, and City staff.

In general terms in FY 21 and beyond, the Department will continue to efficiently and accurately perform the business functions of the City, monitoring fiscal trends and legislative and regulatory activity that could impact the City's operations and fiscal condition. While working to fulfill the primary services and responsibilities of the Department, staff will explore opportunities to use technology to improve performance and investigate succession planning and training that will further advance the Department's mission and efforts to maintain compliance with best-practice standards.

During FY 20 the Finance Department undertook several initiatives, including:

- The implementation of the Clerkworks motor vehicle software in Revenue collection.
- Recipient of the Certificate of Achievement for Excellence in Financial Reports for the June 30, 2018 financial statements.
- Maintained the use of P-Card to an average of over \$350,000 a month which resulted in a rebate of \$32,129.

Background

The Finance Department's three divisions (Finance / Accounting/ Treasurer, Purchasing, and Revenue Collection / Tax Collection) conduct and manage all of the standard business functions of the City, as follows:

A. Finance / Accounting / Treasurer: 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.

B. 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.

C. 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.

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		
FISCAL YEAR 2020/2021 OBJECTIVES:	STATUTE	CMP	VOICE	
Present financial data in formats that are informative and user friendly		Municipal Governance & Fin Stability	C,I	
Work with the Parking Division to expand accepting credit card payments		Municipal Governance & Fin Stability	C	
Finalize tax billing system implementation; implement Purchasing and Payroll software enhancements		Municipal Governance & Fin Stability	C	
Finalize documentation of Purchasing policies and procedures		Municipal Governance & Fin Stability	C	
Continue department training and cross-training advancing succession planning		Municipal Governance & Fin Stability	C	
METRICS:	FY19	FY20	FY21	
Timely issuance of Council Reports	100.00%	100.00%	100.00%	
Number of bids, RFP's & contracts issued	250	250	250	
P-Card - combined purchase volume (dollars)	\$ 4,158,604	\$ 4,449,587	\$ 4,500,000	
P-Card - rebate payment amount (dollars)	\$ 31,345	\$ 32,129	\$ 33,000	
Property tax & utility bills issued	41,550	41,550	41,550	
Motor vehicle transactions	21,082	21,100	21,100	
Parcels going to tax lien	264	264	264	
Liens as % of warrant (Tax Year 2018, 2019 and 2020)	1.76%	1.87%	1.90%	

Department:	Finance Department	Fund:	General
Division (s): Cost Center:	Human Services 01000 through 01002		
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.

Human Services is the “safety net” for citizens of Keene who have hit a bump in the road. Reduced employment hours, loss of employment, medical emergencies, prescriptions and/or a death in the family are some of the reasons that people come to apply for assistance. Human Services provides short term emergency financial assistance with housing, utilities, burial/cremation, and life threatening medications.

The Human Services Department recently added the General Assistance Application to its webpage allowing applicants to file an application for assistance from any electronic device. This will streamline the application process going forward and save both City staff and applicant’s time and money.

Human Services will increase advocacy and partnerships of area services to meet customer needs and provide more directed case management to help clients return to a state of financial self-sufficiency. Providing client budgeting and work readiness education along with accountability of client resources will reduce the number of months a client receives assistance. Human Services will implement educational classes in the following areas:

- Basic Budgeting Workshops
- Banking Literacy Classes
- Employment Work Readiness Workshops

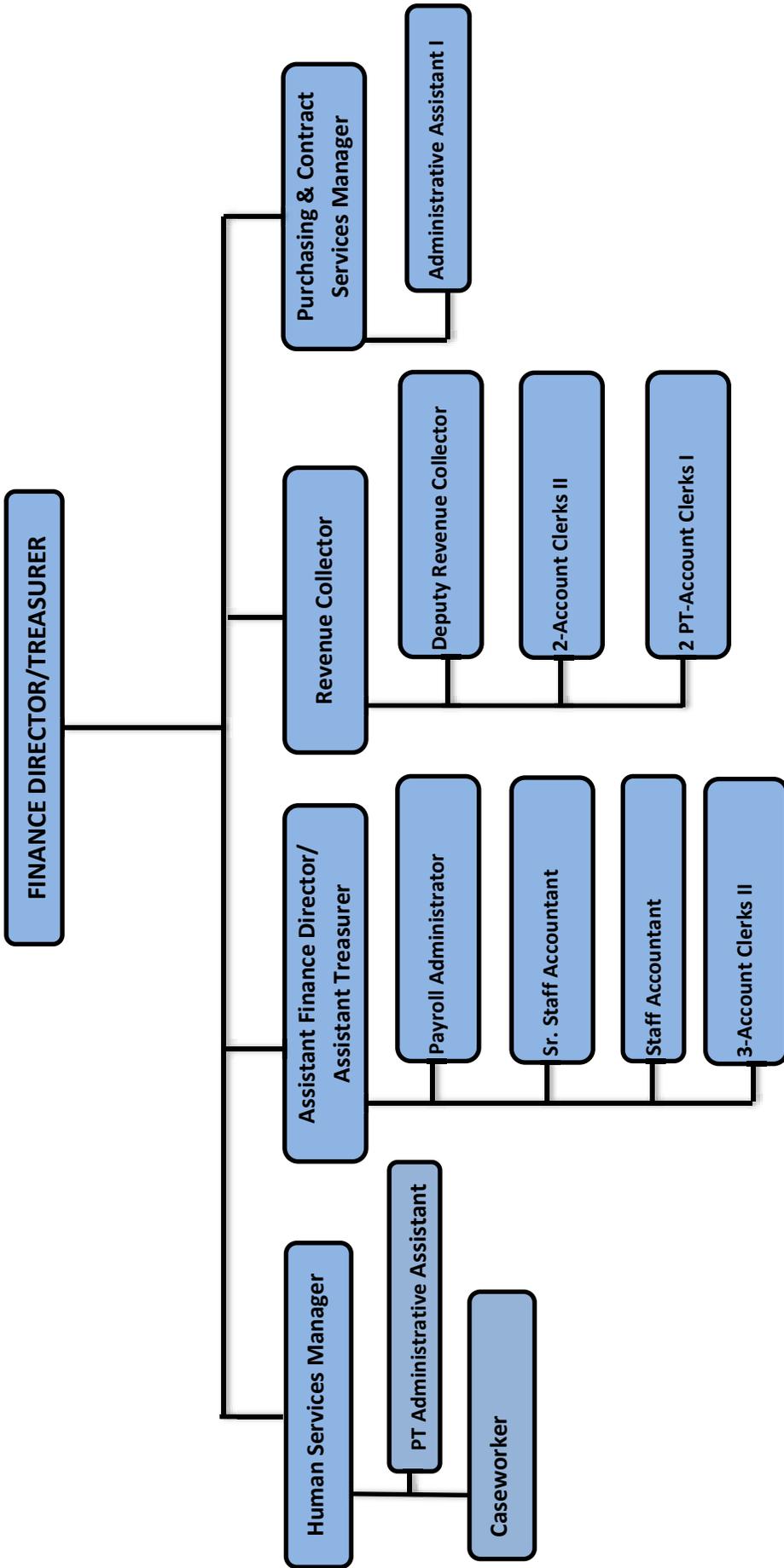
The Workfare Program will be increased in FY20 to promote client accountability for reimbursement to the City and provide job experience and references for a job well done. Payment Plans, Applied Rents, Social Security, Property Liens as well as direct reimbursements from consumers will continue to be used to reimburse the City for assistance received.

Generous donations from City staff, community individuals, service clubs and businesses provided Holiday gifts, services, and gift cards for over 300 individuals in 2018. Holiday generosity helps reduce the need for General Assistance and inspires recipients with a desire to “pay it forward” once they have returned to a state of self-sufficiency.

Challenges continue to be:

- The many issues associated with substance misuse and mental health conditions resulting in more applicants applying to Human Services in a state of crisis with extensive needs, having limited money and skills. As a result, jobs are lost, money is misused and individuals face eviction or homelessness.
- There has been a steep increase in the number of cremation services that Human Services has had to pay. This increase was unanticipated and a result of opioid related deaths, elderly deaths, and deaths of the indigent poor in Keene. While the number of deaths went up in FY '20 it is anticipated that this should decrease this coming year.
- The Human Services Department has undergone staffing changes as a result of a department member’s retirement. This has led to insufficient staffing over the course of several months. New staff need to be trained which takes time. It is fully anticipated that this staffing shortage will be resolved in FY20.

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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Provide short-term emergency financial assistance when no other resource is available.		RSA 165	Social Services	V,O,I,C,E
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	O,I,E
Update Human Services procedures manual to reflect changes in policy and General Assistance Guidelines		RSA 165	Social Services	OIE
Present workshops addressing financial literacy. Develop and present a workshop addressing work readiness.		RSA 165	Community Health & Wellness	O,I,E
Update Human Services web page to inform the public and obtain public input.		RSA165	Social Services	O,I,E
METRICS:		FY19	FY20	FY21
Total client contacts including appointments, walk-ins, emergency walk-ins, home visits, partner agency contacts, phone, mail and fax.		4100	4625	5310
Total adults in household receiving assistance		1,253	1,708	2,076
Average length of monthly assistance		1.5 mo	1.6 mo	1.5 mo
Average cost of monthly assistance provided per recipient per month.		\$579	\$596	\$540
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		\$25,500	\$38,426	\$20,000
Medicaid Reimbursements (Changes in expanded Medicaid resulted in less prescription assistance thus fewer opportunities for reimbursement from Medicaid.)		\$280	\$0	\$150
SSI Interim Assistance Reimbursements		\$4,500	\$3,909	\$1,200
Other Reimbursements including liens, cash reimbursements		\$7,500	\$9,530	\$8,591



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

GENERAL FUND

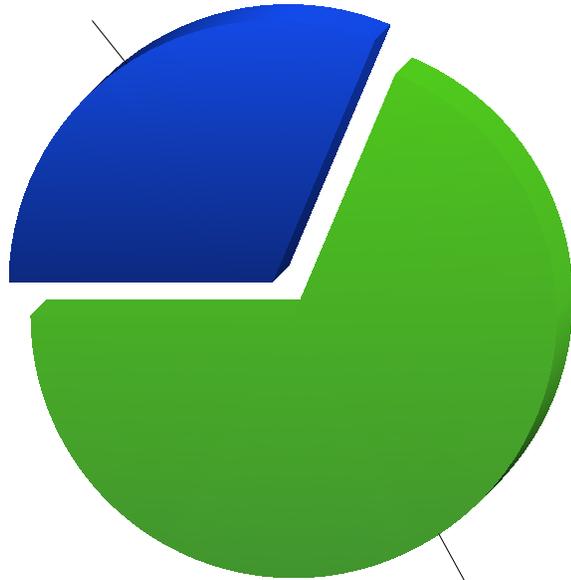
Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
FINANCE	42215 - MOTOR VEHICLE PERMITS	3,170,954	3,278,216	3,050,000	3,055,000	3,050,000	3,050,000
	42218 - TRANSPORTATION IMP FUND	95,185	95,186	100,000	100,000	100,000	100,000
	42301 - NSF CHECK FEE	1,599	1,975	2,300	1,800	2,300	2,300
	42315 - MAIL-IN & E-REG FEES	4,787	4,860	4,800	4,600	4,700	4,700
	42316 - MUNICIPAL AGENT FEES	57,885	60,383	57,000	58,000	58,000	58,000
	42318 - MAIL-IN REGISTRATION FEE	0	(1)	0	0	0	0
	42000 - LICENSES/PERMITS/FEES	3,330,410	3,440,619	3,214,100	3,219,400	3,215,000	3,215,000
	43204 - ROOMS & MEALS	1,193,062	1,188,362	1,186,791	1,186,791	1,189,791	1,189,791
	43205 - SHARED REVENUES	0	0	391,627	391,627	391,627	391,627
	43000 - INTERGOVERNMENTAL	1,193,062	1,188,362	1,578,418	1,578,418	1,581,418	1,581,418
	44109 - DIRECT REIMBURSEMENT	1,052,666	444,829	49,400	69,530	68,000	68,000
	44138 - SSI INTERIM ASSISTANCE	6,214	9,032	4,500	3,909	4,500	4,500
	44139 - MEDICAID REIMBURSEMENTS	0	0	250	150	250	250
	44000 - CHARGES FOR SERVICES	1,058,880	453,861	54,150	73,589	72,750	72,750
	41605 - INTEREST: TAXES	348,052	331,841	390,000	680,000	370,000	370,000
	46000 - MISCELLANEOUS	250	399	200	101	200	200
	46101 - INTEREST EARNINGS	273,827	627,695	425,000	550,000	300,000	300,000
	46105 - OTHER LOANS	0	89,698	89,648	89,698	89,698	89,698
	46301 - CITY HALL	46,332	58,397	58,043	58,043	59,199	59,199
	46304 - TRANSPORTATION CENTER	31,012	32,488	33,687	33,687	33,488	33,488
	46403 - CHARITABLE TRUST FUND	3,181	3,022	2,816	3,058	2,909	2,909
	46413 - WOODWARD FUND	1,075	6,938	0	0	0	0
	47302 - SALE OF SURPLUS PROPERTY	0	12,976	200	0	200	200
	47303 - SALE OF SURPLUS EQUIPMNT	0	10	0	0	0	0
	46000 - MISCELLANEOUS	703,729	1,163,465	999,594	1,414,587	855,694	855,694
	47102 - ADMIN CHG - EQUIPMENT	272,484	278,146	302,646	302,646	317,362	317,362
	47104 - ADMIN CHG - PARKING	245,748	248,362	220,363	220,363	99,308	99,308
	47106 - ADMIN CHG - SEWER	665,472	678,472	620,643	620,643	671,186	671,186
	47107 - ADMIN CHG - SOLID WASTE	476,208	489,972	488,324	488,324	539,851	539,851
	47108 - ADMIN CHG - WATER	457,524	467,094	485,804	485,804	482,005	482,005
	47000 - OTHER FINANCING SOURCES	2,117,436	2,162,046	2,117,780	2,117,780	2,109,712	2,109,712
	48101 - SALE OF BONDS	2,692,500	0	2,804,000	0	3,449,000	3,449,000
	48000 - PROCEEDS LONG TRM FINANCE	2,692,500	0	2,804,000	0	3,449,000	3,449,000
	TOTAL	11,096,017	8,408,353	10,768,042	8,403,774	11,283,574	11,283,574

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

FINANCE

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	1,528,941	1,510,854	1,642,518	1,646,441	1,704,843	4,687	1,709,530	1,709,530
62000 - OPERATING EXPENDITURES	628,444	655,669	843,292	747,218	780,987	0	780,987	780,987
Department Total	2,157,386	2,166,523	2,485,810	2,393,659	2,485,830	4,687	2,490,517	2,490,517

**OPERATING EXPENDITURES
31.36%**



**PERSONNEL SERVICES
68.64%**

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

FINANCE

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	114,301	127,475	116,876	116,876	120,267	0	120,267	120,267
61302 - ASST DEPARTMENT HEAD	104,669	43,226	94,518	28,000	100,852	0	100,852	100,852
61303 - SUPERVISORY PERSONNEL	153,828	159,124	147,572	147,573	153,826	0	153,826	153,826
61304 - GENERAL PERSONNEL	275,790	292,536	327,233	305,088	344,292	0	344,292	344,292
61305 - ADMINISTRATIVE PERSONNEL	333,024	342,589	347,111	345,882	363,003	0	363,003	363,003
61307 - PART TIME EMPLOYEES	61,542	64,084	74,857	70,942	73,661	4,348	78,009	78,009
61401 - TEMPORARY PERSONNEL	4,418	13,538	0	0	0	0	0	0
61501 - REGULAR OVERTIME	957	1,868	2,000	1,000	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	264,193	255,058	310,852	273,847	314,228	0	314,228	314,228
61702 - DENTAL INSURANCE	16,755	16,177	19,433	16,890	18,687	0	18,687	18,687
61703 - RETIREMENT CONTRIBUTIONS	111,638	109,725	115,644	261,229	121,109	0	121,109	121,109
61704 - SOCIAL SECURITY	79,045	79,165	84,927	77,757	88,580	333	88,913	88,913
61705 - WORKERS COMPENSATION	1,589	1,660	1,494	1,357	4,339	6	4,345	4,345
61901 - RECRUITMENT	534	2,858	0	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	6,656	1,771	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,528,941	1,510,854	1,642,518	1,646,441	1,704,843	4,687	1,709,530	1,709,530
62103 - TECHNICAL SERVICES	10,941	8,980	10,931	16,944	11,434	0	11,434	11,434
62129 - AUDIT SERVICES	47,505	51,000	42,250	42,250	43,250	0	43,250	43,250
62143 - HOME HEALTH CARE	0	0	124,800	84,000	90,000	0	90,000	90,000
62145 - FIRST AID & MEDICAL SVCS	8,024	11,297	7,750	11,000	12,000	0	12,000	12,000
62146 - MENTAL HEALTH SERVICES	0	0	25,000	25,000	25,000	0	25,000	25,000
62148 - DENTAL WORKS	7,000	7,000	7,000	7,000	7,000	0	7,000	7,000
62152 - SCS SHELTER SERVICES	50,000	50,000	50,000	50,000	50,000	0	50,000	50,000
62175 - OTHER SERVICES	5,208	8,231	35,000	17,272	7,000	0	7,000	7,000
62205 - PC REPLACEMENT CHARGE	4,572	4,237	4,303	4,303	4,779	0	4,779	4,779
62301 - OFFICE EQUIPMENT MAINT.	18,904	15,779	21,700	20,600	21,000	0	21,000	21,000
62416 - PRINTING	7,211	8,494	8,428	8,350	6,825	0	6,825	6,825
62425 - ADVERTISING	2,833	2,564	2,500	2,500	2,500	0	2,500	2,500
62430 - TRAVEL	0	66	400	100	400	0	400	400
62435 - TRAINING	987	578	5,500	18,320	5,450	0	5,450	5,450
62436 - MEETINGS & DUES	1,020	1,435	1,540	1,615	1,540	0	1,540	1,540
62447 - PUBLIC AWARENESS	955	551	1,300	1,300	1,300	0	1,300	1,300
62451 - PERSONAL & HOUSEHOLD	353	225	500	250	500	0	500	500
62452 - BURIAL, TRANSPORT & MISC.	22,000	25,000	17,000	18,000	17,000	0	17,000	17,000
62453 - HEATING FUEL & UTILITIES	21,876	23,837	27,000	20,000	25,750	0	25,750	25,750
62454 - RENTS	353,532	363,484	375,000	310,000	372,000	0	372,000	372,000
62498 - USE OF TRUST FUNDS	4,256	9,960	3,000	3,000	3,000	0	3,000	3,000
62510 - TELEPHONE	4,064	4,024	4,270	4,230	4,270	0	4,270	4,270
62701 - OFFICE SUPPLIES	14,915	12,617	16,400	15,600	16,400	0	16,400	16,400
62710 - POSTAGE	40,513	45,210	44,976	44,520	45,070	0	45,070	45,070

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62715 - BOOKS AND PERIODICALS	1,774	1,100	1,878	328	878	0	878	878
62761 - SOFTWARE	0	0	4,866	20,736	6,641	0	6,641	6,641
62000 - OPERATING EXPENDITURES	628,444	655,669	843,292	747,218	780,987	0	780,987	780,987
Department	2,157,386	2,166,523	2,485,810	2,393,659	2,485,830	4,687	2,490,517	2,490,517
TOTAL	2,157,386	2,166,523	2,485,810	2,393,659	2,485,830	4,687	2,490,517	2,490,517

Department:	Human Resources	Fund:	General
Division(s): Cost Center:	All 00500		
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 strategic operational and organizational goals toward achieving the vision of Keene’s *Comprehensive Master Plan* to be the best community in America by 2028—an engaged, talented, and adaptable workforce. This workforce invested in and dedicated to quality public services and programs, contribute to a vibrant, dynamic, beautiful, and functional City.

For FY 21, our core business and strategic activities remain the same. Much of HR’s time is focused on employee relations, collective bargaining negotiations, position recruitment, employee benefits administration, and medical leave administration in accordance with law and internal policies. Frequently, HR is the first contact that a prospective employee may have with the City and once hired it is the beginning of a relationship could last a lifetime so HR recognizing the value of the City’s employer brand strives daily to improve the quality of that experience. A day in HR is an interactive experience as this small department’s team works to manage, respond and provide guidance on diverse topics to managers and employees providing services to our community.

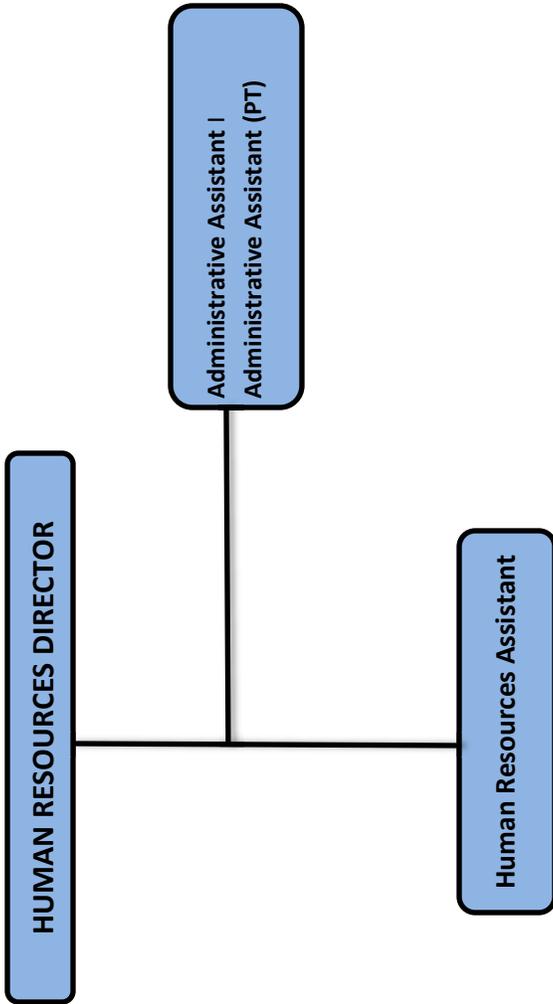
For FY20 our work plan has focused the department toward the following initiatives:

- 1) Training and guiding hiring managers and teams on the hiring process opportunities supported by the online applicant tracking system, developing promotion and recruitment processes aimed at attracting high-quality candidates to fill diverse positions within our workforce. To attract the right additions to our workforce, spanning five generations, requires creativity, flexibility and quality experience in our candidate processes.
- 2) Maximizing deployment of the city’s small HR team by leveraging additional part-time general administrative support in a manner that maximizes internal HR skill sets to benefit the organization.
- 3) Working with our partners across the city organization to LEAN internal and external business processes core to the employer/employee relationship.
- 4) Ongoing employee and retiree education programs educating employees, and retirees, to a variety of options that provide to support health, wellness, and as well as other tools supporting employees in their work and personal lives.
- 5) Continuing support for in-house and external development programs meet quality service, employee safety, and succession planning needs advancing a culture of continual learning across the organization. With a workforce in transition, developing our current employees providing opportunities that grow their skills and prepare for new opportunities as future leaders for our community.

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.

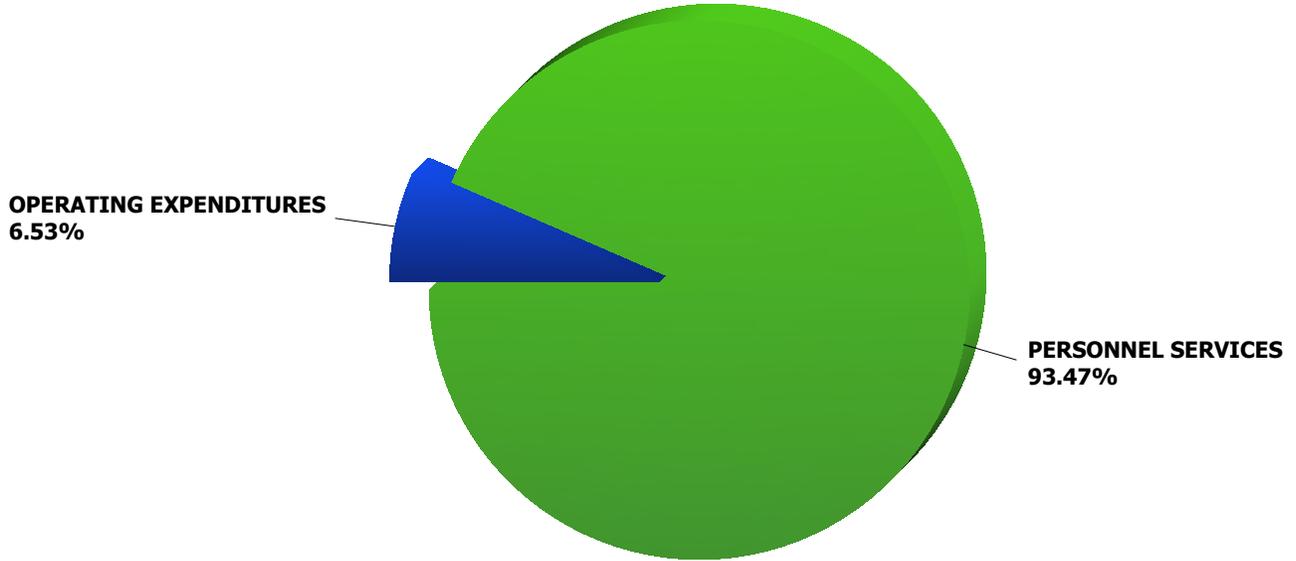
PRIMARY SERVICES & RESPONSIBILITIES:		Alignment with CMP	
Provide business leadership regarding the processes and activities used during the strategic planning process, aligning the human resource management plan with the City's strategic plan to ensure compliance with all employment laws and regulations, 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 2020/2021 OBJECTIVES:			
	STATUTE	CMP	VOICE
Continue to develop employee talent to meet quality service, employee safety and succession planning needs providing in house and external training opportunities.	Not Applicable	Municipal Governance & Financial Stability	V, C, E
Enhance use of tools and processes across the organization, focusing on quality customer service, efficiency, and support of strategic operational and organizational goals	Not Applicable	Municipal Governance & Financial Stability	V, C, E
Partner across the organization developing and supporting implementation of strategies to attract, engage, and retain a quality workforce.	Not Applicable	Municipal Governance & Financial Stability	V, C, E
METRICS:			
	FY19	FY20 (est.)	FY21 (est.)
Recruitment (for centralized recruitment processes):			
# External applications for full-time part-time regular vacancies	737 491	695 225	550 225
# Full-time part-time regular external hires	13 11	20 26	18 18
# Promotions or internal transfers to full-time part-time for non-centralized recruitment	27 9	10 3	10 3
Temporary or seasonal employees unpaid volunteers for noncentralized recruitment	86 72	85 75	85 75
Full-time part-time regular employee count at year-end	235 69	236 91	236 91
Workforce demographics:			
Employees by age: Under 40 40-64 65 and over	6% 41% 53%	9% 48% 43%	9% 49% 42%
Employee years of service: 0-5 6-19 20 and over	44% 19% 40%	44% 16% 40%	44% 19% 40%
Training: # sessions # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	28 319	25 175	20 180
Risk Management: # worker's compensation claims # claims incurring \$0 # claims incurring greater than \$5,000	58 36 4	50 25 10	50 20 6
Regular employees eligible to retire as of fiscal year-end: FT PT	30% 24%	26% 50%	27% 50%
Turnover rate for full-time part-time regular (maintain turnover for FTEs at under 5% per year)	5% 5%	5% 5%	5% 7%
Retirees or spouses continuing benefits eligible but not continuing currently not eligible	135 81 32	140 87 33	140 87 33
Benefits status changes processed	425	150	150
Family or Medical Leaves processed	42	42	45
HR staff ratio to full-time employees to all employees to all employees + all retirees	1:78 1:116 1:187	1:66 1:98 1:158	1:66 1:98 1:158



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

HUMAN RESOURCES

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	327,500	345,176	368,933	371,167	355,740	0	355,740	355,740
62000 - OPERATING EXPENDITURES	18,712	20,979	23,420	23,416	24,853	0	24,853	24,853
Department Total	346,212	366,155	392,353	394,583	380,593	0	380,593	380,593



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

HUMAN RESOURCES

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	114,301	116,887	117,786	119,806	120,267	0	120,267	120,267
61305 - ADMINISTRATIVE PERSONNEL	67,400	116,160	118,293	120,322	120,785	0	120,785	120,785
61307 - PART TIME EMPLOYEES	51,793	(405)	12,522	12,324	12,767	0	12,767	12,767
61401 - TEMPORARY PERSONNEL	0	0	3,600	3,600	7,800	0	7,800	7,800
61701 - HEALTH INSURANCE	49,946	62,586	67,038	64,716	61,545	0	61,545	61,545
61702 - DENTAL INSURANCE	2,135	3,335	3,690	3,654	2,944	0	2,944	2,944
61703 - RETIREMENT CONTRIBUTIONS	22,577	26,465	26,370	26,823	26,925	0	26,925	26,925
61704 - SOCIAL SECURITY	17,480	17,570	19,293	19,588	2,335	0	2,335	2,335
61705 - WORKERS COMPENSATION	354	370	340	334	372	0	372	372
61901 - RECRUITMENT	1,513	2,208	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	327,500	345,176	368,933	371,167	355,740	0	355,740	355,740
62103 - TECHNICAL SERVICES	904	4,236	4,655	4,445	4,515	0	4,515	4,515
62205 - PC REPLACEMENT CHARGE	1,140	809	845	845	1,598	0	1,598	1,598
62435 - TRAINING	4,094	3,066	3,935	3,993	3,980	0	3,980	3,980
62436 - MEETINGS & DUES	2,594	2,058	2,000	2,032	2,058	0	2,058	2,058
62441 - MEETING EXPENSES	573	46	300	225	274	0	274	274
62444 - AWARDS	2,831	1,083	2,700	2,700	2,700	0	2,700	2,700
62510 - TELEPHONE	390	387	325	387	396	0	396	396
62701 - OFFICE SUPPLIES	523	1,283	650	622	650	0	650	650
62710 - POSTAGE	631	690	700	478	600	0	600	600
62715 - BOOKS AND PERIODICALS	301	320	310	339	365	0	365	365
62761 - SOFTWARE	4,731	7,000	7,000	7,350	7,717	0	7,717	7,717
62000 - OPERATING EXPENDITURES	18,712	20,979	23,420	23,416	24,853	0	24,853	24,853
Department	346,212	366,155	392,353	394,583	380,593	0	380,593	380,593
TOTAL	346,212	366,155	392,353	394,583	380,593	0	380,593	380,593

Department:	Information Technology (IT)	Fund:	General
Division (s): Cost Center:	All 00700		
Mission:	To consistently improve customer service by driving technological innovation and business process advancement in a cost-effective manner.		

In FY21 IT will continue to focus on cyber security as a top priority. This will entail behind-the-scenes backup and recovery operations as well as strategic network maintenance and user training. Plans call for the replacement of two virtual server host systems, ten network switches in eight different City buildings, and 96 computers (including desktops, laptops, Toughbooks and tablets) in multiple City buildings and vehicles. These projects will be completed by IT staff and will not require third party services.

The current Storage Area Network (SAN) platform has been very reliable and scalable to meet City data and system needs since it was selected and implemented three years ago. The manufacturer, however, has stated that they will no longer sell or support the platform. This presents an unexpected challenge for IT staff to maintain the current system until the projected replacement year, FY23. Staff will investigate and negotiate all options to keep the capable solution up and running in a secure fashion for two more years.

The IT Department includes in its budget the cost of software support, maintenance and licensing contracts as well as system warranties. Over time, the individual line items in this budget have varied annually in a reasonably manageable fashion to the extent that level funding these costs from year to year has been possible. In FY21, however, contract prices for the financial system, work order tracking, GIS, property appraisal and other systems are increasing to the point that a total increase in this budget item is expected.

Finally, IT staff expect continued demand for end-user software support, data analysis and system automation and migrations. IT will partner with departments to optimize the use of existing software solutions, take advantage of opportunities to integrate data and execute online customer service opportunities.

In FY20 IT is in the process of replacing over 140 computers as scheduled. This is more than three times the number of computers replaced in the previous year and requires a team approach. The variation in total devices replaced from year to year is the result of the switch from a three-year replacement schedule years ago to a five-year schedule for many of the City's computers. The result has been three high-volume years and two lower-volume years. Three of the five primary host servers have also been replaced. These servers house dozens of software and database applications that provide essential functionality to each City department. In addition to these host servers, the financial system virtual server operating system has also been upgraded.

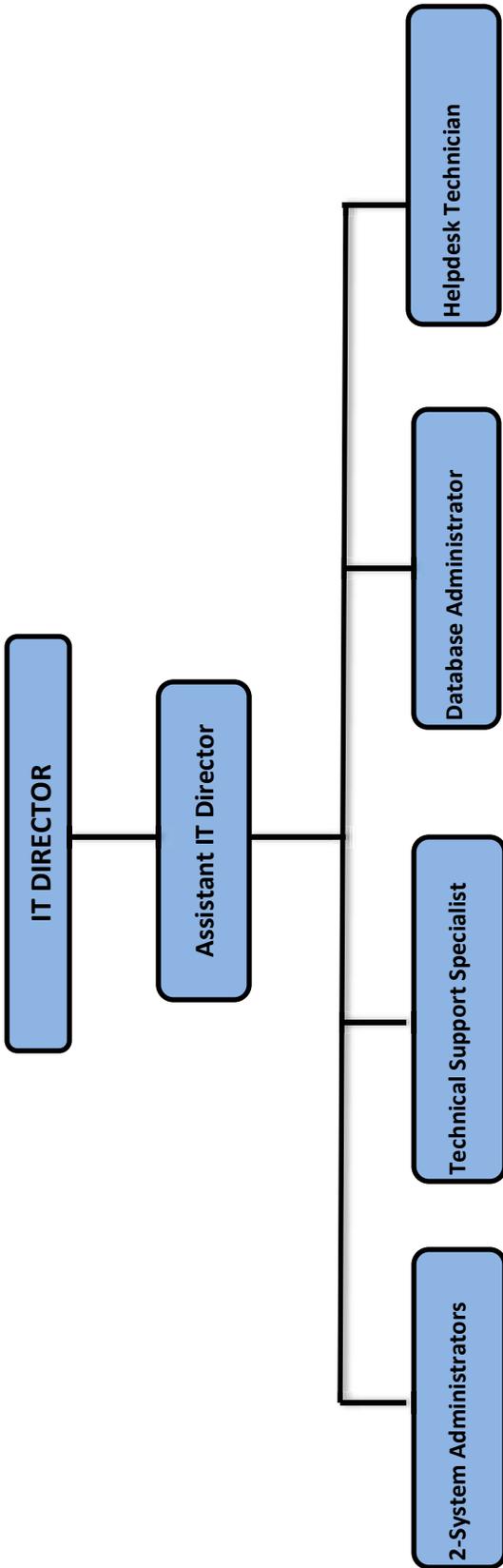
The GIS, Cartegraph server and database platform upgrades are in process or have been completed including a substantial migration of data affecting applications such as Cartegraph, Ticketrak, CFA, EARNiT, Firehouse, and GIS databases and others.

IT has also implemented new firewall functionality made possible by the FY19 replacements that enhance security, such as new monitoring, intrusion detection, filtering and notification features.

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

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

PRIMARY SERVICES & 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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Replace two EOL server hosts.			Municipal Governance & Fin Stability	C
Replace EOL network equipment to maintain minimum security and system interoperability requirements			Municipal Governance & Fin Stability	C
Replace 96 end-user computers.			Municipal Governance & Fin Stability	V, C
Research SAN replacement platforms.			Municipal Governance & Fin Stability	C, E
Assist Finance with EAC implementation, system optimization and budget process automation.			Municipal Governance & Fin Stability	V, C, E
Work with Public Works, Facilities and Parks & Recreation to further evolve Cartegraph use.			Municipal Governance & Fin Stability	V, C, E
Assist departments with software optimization and replacements.			Municipal Governance & Fin Stability	V, C, E
Transition paper and online forms to standard, fillable forms for digital submission.			Municipal Governance & Fin Stability	V, O
Continue to prioritize ongoing network security analysis, mediation and training.			Municipal Governance & Fin Stability	C, E
Improve desktop imaging improvements to streamline PC rollouts.			Municipal Governance & Fin Stability	V, C
Negotiate service contracts and/or use RFPs to replace contract services as necessary to minimize costs			Municipal Governance & Fin Stability	C, E
METRICS:		FY19	FY20	FY21
End Users		330	340	345
Desktop and Laptop Computers		316	312	315
Servers: Physical/Virtual		5/39	5/47	5/47

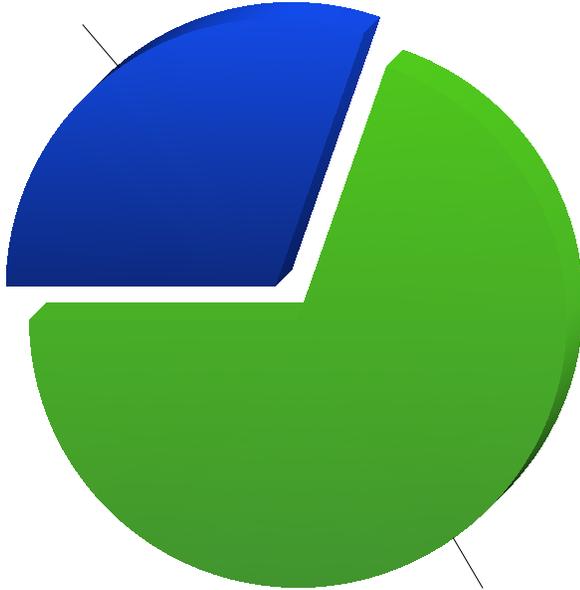


**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

INFORMATION TECHNOLOGY

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	870,982	876,038	926,982	887,927	961,307	0	961,307	961,307
62000 - OPERATING EXPENDITURES	362,271	386,775	389,840	469,631	419,097	0	419,097	419,097
Department Total	1,233,253	1,262,813	1,316,822	1,357,558	1,380,404	0	1,380,404	1,380,404

**OPERATING EXPENDITURES
30.36%**



**PERSONNEL SERVICES
69.64%**

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

INFORMATION TECHNOLOGY

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	124,820	127,644	128,626	131,334	131,334	0	131,334	131,334
61302 - ASST DEPARTMENT HEAD	100,162	102,428	103,216	105,390	105,390	0	105,390	105,390
61304 - GENERAL PERSONNEL	378,346	385,475	405,551	354,615	410,803	0	410,803	410,803
61602 - STAND-BY PAY	16,286	16,821	16,500	16,632	16,650	0	16,650	16,650
61701 - HEALTH INSURANCE	125,587	114,067	140,907	161,922	161,783	0	161,783	161,783
61702 - DENTAL INSURANCE	7,750	7,855	8,236	6,433	9,419	0	9,419	9,419
61703 - RETIREMENT CONTRIBUTIONS	70,470	71,941	73,040	65,840	74,189	0	74,189	74,189
61704 - SOCIAL SECURITY	46,560	48,184	50,023	44,848	50,810	0	50,810	50,810
61705 - WORKERS COMPENSATION	917	981	883	913	930	0	930	930
61901 - RECRUITMENT	84	643	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	870,982	876,038	926,982	887,927	961,307	0	961,307	961,307
62102 - PROFESSIONAL SERVICES	6,638	8,483	6,000	6,000	6,000	0	6,000	6,000
62103 - TECHNICAL SERVICES	51,900	40,055	50,000	99,050	50,000	0	50,000	50,000
62205 - PC REPLACEMENT CHARGE	3,684	3,064	3,653	3,653	4,253	0	4,253	4,253
62307 - COMPUTER SYS MAINTENANCE	230,927	269,199	259,516	285,028	284,595	0	284,595	284,595
62308 - NETWORK MAINTENANCE	37,162	24,512	38,291	38,291	41,869	0	41,869	41,869
62311 - EQUIPMENT MAINTENANCE	922	121	3,200	3,200	2,870	0	2,870	2,870
62430 - TRAVEL	730	822	900	900	900	0	900	900
62435 - TRAINING	6,870	11,366	14,150	14,150	13,950	0	13,950	13,950
62436 - MEETINGS & DUES	155	371	250	500	500	0	500	500
62441 - MEETING EXPENSES	56	0	250	250	250	0	250	250
62510 - TELEPHONE	3,278	2,816	3,500	3,600	3,660	0	3,660	3,660
62701 - OFFICE SUPPLIES	1,162	1,922	1,200	1,200	1,200	0	1,200	1,200
62710 - POSTAGE	151	419	300	150	300	0	300	300
62715 - BOOKS AND PERIODICALS	0	76	0	0	0	0	0	0
62734 - MINOR EQUIPMENT	19	4,644	0	0	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	8,098	3,847	4,630	4,630	4,750	0	4,750	4,750
62761 - SOFTWARE	10,520	1,389	4,000	9,029	4,000	0	4,000	4,000
63407 - COMPUTER EQUIPMENT	0	13,671	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	362,271	386,775	389,840	469,631	419,097	0	419,097	419,097
Department	1,233,253	1,262,813	1,316,822	1,357,558	1,380,404	0	1,380,404	1,380,404
TOTAL	1,233,253	1,262,813	1,316,822	1,357,558	1,380,404	0	1,380,404	1,380,404

Community Services

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

Department Heads

Mark F. Howard	Fire Chief
Martine Fiske	Library Director
Andrew Bohannon	Parks, Recreation & Facilities Director
Steven Russo	Police Chief

DEPARTMENT	COST CENTER	PAGE #
Fire	0800 - 00812	84-91
Library	01100 - 01102	92-97
Parks, Recreation & Facilities <ul style="list-style-type: none"> • Parks & Recreation • Facilities • Youth Services 	01200 – 01314 01325 – 01336 01600	98-108
Police	01400 - 01408	109-116

Department:	Fire	Fund:	General
Division (s): Cost Center:	All 00800 through 00812		
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.		

In FY21 the Department has set objectives to continue to move us forward in the most efficient manner while meeting all of our mission goals. Those objectives include:

- Complete study of Station 2. Phase 2- review of building structure, systems, and space requirements and needs moving forward.
- Complete final inspections and delivery of Tower Ladder 1.
- Meet response time goal for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710).
- Complete all required annual testing, certifications, and licensing of personnel, apparatus, and equipment.
- Review alternative deployment staffing model for peak incident response periods.

In FY21 we expect the following challenges in our Department:

- Recruitment of career and part-time positions.
- Meeting the demands of multiple overlapping calls with current shift staffing levels and decreasing numbers of personnel returning on emergency callback.
- Meeting the administrative requirements and support of all operations with allocated staff.

Recruitment of personnel that have compassion, strong character traits, good work ethic, critical thinking ability and ability to grow in their profession is critical for all emergency services candidates. The workforce and number of applicants entering the fire/EMS service is dwindling and we need to continue to expand what we do now for recruitment and retention. The process to obtain required certifications needed for the services we provided is difficult. Firefighter Level 1 (212 Hours) and Firefighter Level 2 (116 hours) certifications that are required within the first year of hire for full-time staff are limited in the number of classes in state annually. We also require minimum of Emergency Medical Technician (EMT) at hire (200 hours) and prefer Advanced EMT (200 +/- hours) or Paramedic (1,600 +/- Hours). These classes are limited in the state for someone wanting to attend, and the cost range from \$850 for Firefighter 1 and over \$10,000 for paramedic programs.

We have always worked to improve service levels and efficiency annually. FY21 budget request includes adding a part-time administrative assistant and the second deputy fire chief position.

Our allocated staffing levels have remained at 45 career personnel and 1 civilian department administrator with the last changes made in 2010. In 2010, one of the two deputy chief positions was not funded and a training officer position was eliminated. Those eliminations help fund four new suppression personnel. The administrative requirements to support the operations of the department today continue to expand with all aspects of our operations. Those administrative tasks that were the primary responsibility of four personnel in 2009 are now covered by three.

Since 2010 our call volume has increased by 38%, overlapping or simultaneous occurring calls has increased by 60%. In 2019 1,612 calls of 5,025 were overlapping by one or more calls. The level of care required on EMS calls for advanced life support (ALS) care has increased by 99% to 1,685 transports in 2019 at the ALS level. In 2019 we had 368 incidents that required callback of off duty personnel for station coverage and to cover additional calls. Our ability to recall off duty staff however has decreased from an average of 3.95 members returning on callback in 2009 to 2.76 returning in 2019. In FY21 we will be working to prepare an alternative staffing model to increase suppression staffing during peak response periods with options of possible available funding sources to offset the new cost of such changes.

To date in FY20 the Fire Department has accomplished a broad range of our objectives for FY20.

- The required annual testing, inspections, and certifications of all fire apparatus, ambulances, pumps (fire truck), self-contained breathing apparatus, ground ladders, aerial ladders, and bucket truck were completed.
- In December the Station 2 Phase 1 Committee GIS Review was completed under the direction of the City Manager and reported out to the MSFI Committee and Council in Feb 2020.
- Recruitment for new career and call firefighters has progressed. Since the fall of 2019 we have thirteen candidates to fill the call company vacancies. We currently have hired two and have three candidates in the final three step hiring process. In the fall of 2019 we conducted our annual process to establish a hiring list for career firefighter/EMT/Medics candidates. Letters were sent to over 150 candidates that were on the approved NH Recruitment list and also posted via many sources for open application. We received 30 applications, 15 personnel met the minimum requirements as posted. Those candidates went through a two-step review process by the department. Seven candidates completed the process and made the 2019-2020 hiring list. To date two candidates on the list have been hired to replace members who retired.
- Required National Registry and State Emergency Medical Service Recertification/Licensing of our medical personnel that were due, was completed In February 2020.
- FY20 the Department was awarded \$25,000 in grant funds. The funds were awarded through the 2019 Homeland Security Grant – Haz Mat allocation and will be used for the purchase of hazardous materials response related-equipment.
- The Department has provided public education related to fire safety, cardio pulmonary resuscitation, and a juvenile fire starters programs. All 2nd grade students in the Keene Schools were presented a targeted fire safety program for the age group in the fall of 2019. In October 2019, we held our 4th. Annual Open House during Fire Prevention Week. The event was considered a great success with an estimated 500 children and adults attending and a lot of positive feedback received from the public.
- The Department has continued our collaboration with many local and state agencies related to the opiate response.
- In FY19 the Department responded to 4,821 incidents. Of those incidents 1,496 were fire, rescue, and hazardous material response related. The remaining 3,325 incidents were emergency medical responses including motor vehicle accident-related calls.

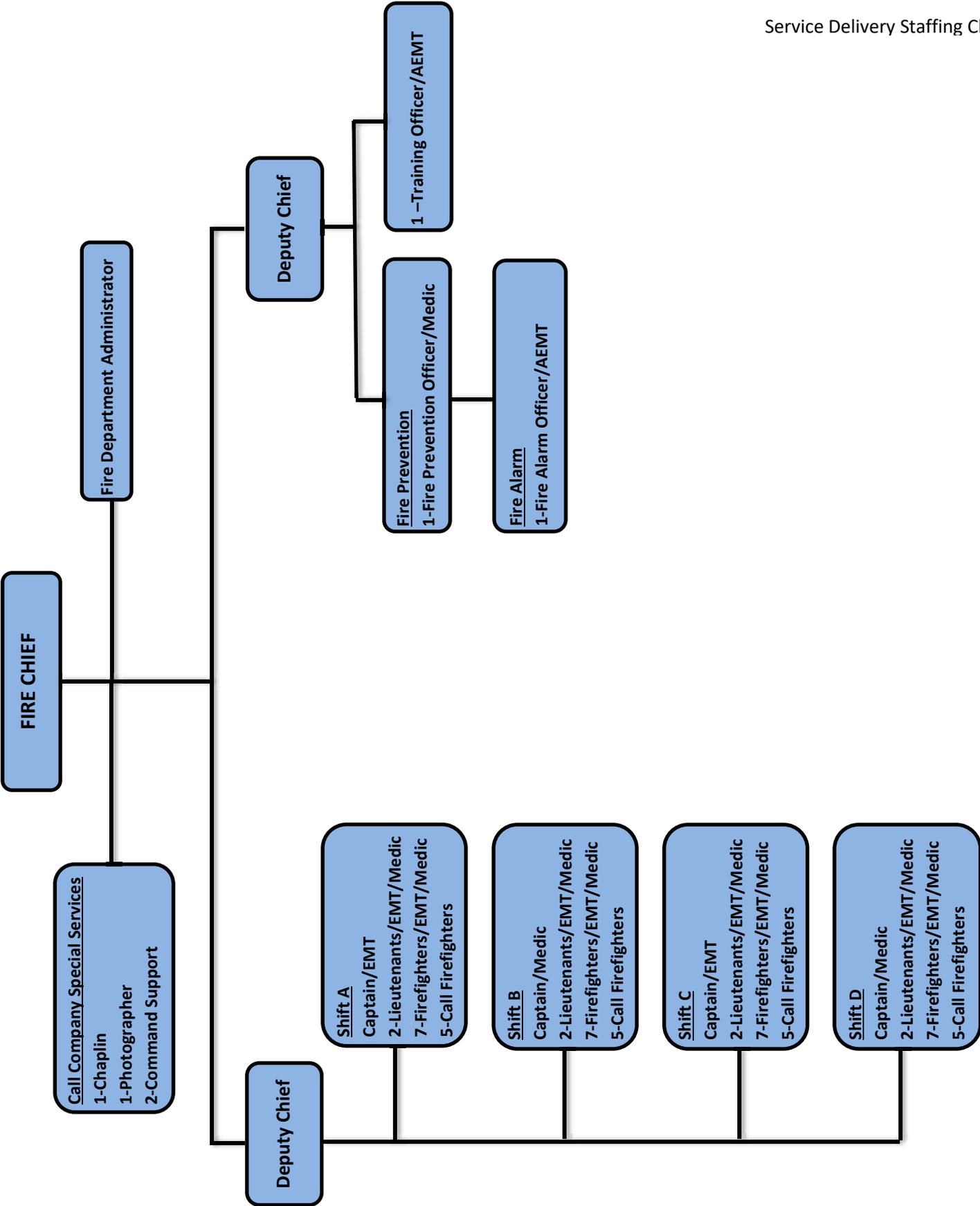
For FY21 as the Department continues to provide emergency responses, training, public education, and fire prevention/inspection activities, we will continue to seek efficiencies to maintain our service levels. We will continue to respond to the emergency response needs of our residents, businesses, and visitors to our great community. The Fire Department's efforts to review and evaluate operations focused toward provision of a cost-effective and efficient service while maintaining the safety of responders and the community is our mission.

PRIMARY SERVICES & RESPONSIBILITIES:	Align w/CMP
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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 2020/2021 OBJECTIVES:	STATUTE	CMP	VOICE
Complete study of Station 2: Phase 2 Building Review of the building structure, size, and utility systems as well as the needs moving forward		Safe Community	V,O,I,C,E
Meet response time goals for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710)		Safe Community	V,I,E
Complete required training, recertification, and licensing of personnel. (NFPA 1500, 1001) (OSHA 1910.120)	RSA-154-A:11	Safe Community	I,C,E
Provide public education programs related to fire safety, first aid, and safety planning		Safe Community	V,O,I,E
Review alternative staffing levels and needs during peak service demands.		Safe Community	V,I,E

METRICS:	FY19	FY20	FY21
Number of incident responses by fiscal year. (**-projected for FY20 and 21)	4,821	5,400**	5,500**
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (** projected for FY20 and 21)	79%	79%**	80%
Fire Prevention/Fire Alarm Inspections (**-projected for FY20 and 21)	538	852**	850**
Fire Department Permits (**-projected for FY20 and 21)	1,968	1,770**	1,900**
Personnel Yearly Training Hours (**- projected for FY20 and 21)	6,384	5,000**	5,000**



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

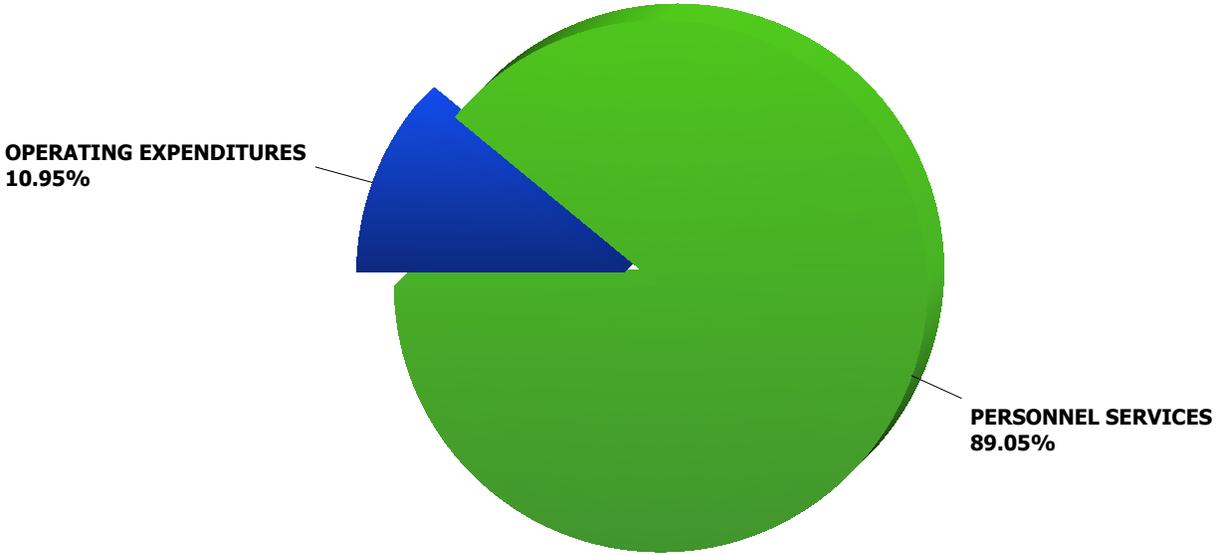
GENERAL FUND

Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
FIRE	42116 - HAZ MAT STORAGE PERMITS	17,625	18,275	18,000	18,400	18,600	18,600
	42202 - FIRE ALARM ACCESS PERMIT	9,570	9,135	9,500	10,500	11,000	11,000
	42205 - PERMITS	86,550	73,128	55,000	62,000	65,000	65,000
	42000 - LICENSES/PERMITS/FEES	113,745	100,538	82,500	90,900	94,600	94,600
	43208 - KEENE STATE COLLEGE	497,000	497,000	497,000	497,000	497,000	497,000
	43403 - OTHER TOWNS	170,727	185,648	201,704	201,704	195,780	195,780
	43000 - INTERGOVERNMENTAL	667,727	682,648	698,704	698,704	692,780	692,780
	44109 - DIRECT REIMBURSEMENT	14,580	6,564	0	0	800	800
	44113 - REPORTS	600	450	450	350	500	500
	44123 - AMBULANCE SVCS	1,056,775	1,136,493	1,200,000	1,200,000	1,225,000	1,225,000
	44124 - FIRE MASTER BOX	78,336	80,512	78,336	80,000	82,000	82,000
	44000 - CHARGES FOR SERVICES	1,150,292	1,224,018	1,278,786	1,280,350	1,308,300	1,308,300
	45107 - FALSE ALARM FINES	0	0	0	300	0	0
	45201 - FIRE CODE VIOLATIONS	550	500	300	150	200	200
	45000 - FINES & FORFEITS	550	500	300	450	200	200
	46103 - INTEREST: A/R	40	12	0	100	100	100
	46404 - DELUGE HOSE TRUST FUND	265	252	234	255	242	242
	46000 - MISCELLANEOUS	306	264	234	355	342	342
	TOTAL	1,932,619	2,007,969	2,060,524	2,070,760	2,096,222	2,096,222

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

FIRE

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	6,041,595	6,183,288	6,400,441	6,578,179	6,501,016	77,901	6,578,917	6,578,917
62000 - OPERATING EXPENDITURES	722,551	751,301	783,859	799,871	802,985	6,400	809,385	809,385
Department Total	6,764,146	6,934,590	7,184,300	7,378,050	7,304,001	84,301	7,388,302	7,388,302



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

FIRE

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	119,445	122,147	123,087	123,087	125,679	0	125,679	125,679
61302 - ASST DEPARTMENT HEAD	100,295	102,388	107,860	107,860	110,132	49,070	159,202	159,202
61303 - SUPERVISORY PERSONNEL	920,253	885,320	1,014,278	966,544	1,032,248	0	1,032,248	1,032,248
61304 - GENERAL PERSONNEL	1,633,561	1,775,683	1,895,719	1,820,869	1,946,756	0	1,946,756	1,946,756
61305 - ADMINISTRATIVE PERSONNEL	56,513	57,797	58,242	58,242	62,144	0	62,144	62,144
61307 - PART TIME EMPLOYEES	18,528	15,124	34,000	5,429	34,000	0	34,000	34,000
61317 - CALL PERSONNEL	5,791	8,941	9,462	9,466	10,423	0	10,423	10,423
61501 - REGULAR OVERTIME	8,259	14,134	14,082	10,643	14,082	0	14,082	14,082
61506 - REIMBURSABLE DETAIL	48	0	0	0	0	0	0	0
61511 - OT-HAZ MAT TRAINING	2,625	4,015	10,815	10,815	10,815	0	10,815	10,815
61513 - OT-TRAINING	63,052	63,967	92,400	92,400	92,400	0	92,400	92,400
61520 - OT-VACATION REPLACEMENT	313,218	293,097	218,000	350,589	218,000	0	218,000	218,000
61521 - OT-SICK REPLACEMENT	117,343	122,762	18,500	229,615	18,450	0	18,450	18,450
61522 - OT-PERSONAL DAY REPLACE	40,168	40,741	26,500	33,926	26,500	0	26,500	26,500
61525 - OT-FIRST ALARM	75,316	57,147	40,000	70,176	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	7,321	5,174	5,000	2,902	5,000	0	5,000	5,000
61527 - OT-CALL BACK	40,448	38,326	24,000	28,708	24,000	0	24,000	24,000
61531 - HOLIDAY OVERTIME	28,101	32,473	33,600	30,703	36,051	0	36,051	36,051
61601 - HOLIDAY PAY	106,165	114,111	121,507	118,402	124,348	0	124,348	124,348
61604 - TRAINING INCENTIVE	77,309	63,840	47,060	47,060	44,460	0	44,460	44,460
61610 - FIRE DEPT INCENTIVES	16,167	13,350	15,900	15,900	15,050	0	15,050	15,050
61701 - HEALTH INSURANCE	879,440	904,860	1,009,312	926,044	1,007,307	10,258	1,017,565	1,017,565
61702 - DENTAL INSURANCE	52,513	54,822	60,080	52,734	61,372	491	61,863	61,863
61703 - RETIREMENT CONTRIBUTIONS	6,431	6,575	6,506	6,506	6,942	0	6,942	6,942
61704 - SOCIAL SECURITY	58,152	60,081	63,230	65,983	64,378	712	65,090	65,090
61705 - WORKERS COMPENSATION	124,597	126,004	199,489	150,150	208,278	2,605	210,883	210,883
61713 - RET - FIRE	1,170,017	1,199,895	1,151,813	1,243,427	1,162,202	14,765	1,176,967	1,176,967
61901 - RECRUITMENT	517	514	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	6,041,595	6,183,288	6,400,441	6,578,179	6,501,016	77,901	6,578,917	6,578,917
62101 - ADMINISTRATIVE SERVICES	65,082	51,811	62,000	62,000	62,000	0	62,000	62,000
62102 - PROFESSIONAL SERVICES	601	3,780	600	867	600	0	600	600
62116 - DISPATCH	216,684	220,368	226,538	226,538	233,334	0	233,334	233,334
62120 - LABORATORY SERVICES	0	0	1,200	1,200	1,200	0	1,200	1,200
62145 - FIRST AID & MEDICAL SVCS	22,188	23,328	33,835	45,000	41,250	0	41,250	41,250
62205 - PC REPLACEMENT CHARGE	13,332	13,776	14,022	14,022	14,650	0	14,650	14,650
62206 - PW FLEET CHARGE	95,088	105,890	110,414	110,414	114,721	0	114,721	114,721
62301 - OFFICE EQUIPMENT MAINT.	3,416	2,215	3,000	3,000	3,000	0	3,000	3,000
62304 - COMMUNICATIONS EQP MAINT.	3,289	3,242	5,350	5,350	5,350	0	5,350	5,350
62309 - VEHICLE CERTIFICATION	2,694	2,997	2,750	3,931	4,000	0	4,000	4,000
62310 - SAFETY PROGRAM MAINT.	4,940	6,984	4,500	4,500	4,500	0	4,500	4,500
62311 - EQUIPMENT MAINTENANCE	9,284	4,049	8,550	8,550	8,550	0	8,550	8,550
62407 - VEHICLE INSURANCE	9,735	9,735	9,735	9,735	9,735	0	9,735	9,735
62430 - TRAVEL	459	0	500	500	500	0	500	500
62435 - TRAINING	17,255	16,108	24,470	25,569	24,500	0	24,500	24,500
62436 - MEETINGS & DUES	1,884	1,758	1,280	1,280	1,280	0	1,280	1,280

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62438 - LICENSES & CERTIFICATIONS	405	474	500	500	500	0	500	500
62439 - PARAMEDIC TUITION	1,867	2,396	8,500	8,500	8,500	0	8,500	8,500
62446 - CLEANING ALLOWANCE	100	8	500	250	250	0	250	250
62447 - PUBLIC AWARENESS	644	1,178	800	1,174	800	0	800	800
62498 - USE OF TRUST FUNDS	265	252	250	250	250	0	250	250
62510 - TELEPHONE	13,691	13,244	16,000	14,750	14,750	0	14,750	14,750
62605 - PARKING SPACE RENTAL	1,440	1,080	1,080	1,080	1,080	0	1,080	1,080
62701 - OFFICE SUPPLIES	1,296	1,398	2,135	2,135	2,135	0	2,135	2,135
62710 - POSTAGE	752	478	550	500	550	0	550	550
62715 - BOOKS AND PERIODICALS	2,008	1,610	1,600	1,600	1,600	0	1,600	1,600
62734 - MINOR EQUIPMENT	0	80	0	0	0	0	0	0
62742 - MINOR COMMUNICATION EQUIP	1,423	2,297	6,000	6,000	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	21,010	26,051	19,000	19,000	19,000	0	19,000	19,000
62755 - UNIFORMS	33,932	45,528	36,100	36,100	36,100	0	36,100	36,100
62756 - PROTECTIVE CLOTHING	48,719	39,078	49,500	49,500	49,500	6,400	55,900	55,900
62760 - OPERATING SUPPLIES	14,524	15,656	7,000	8,276	7,000	0	7,000	7,000
62763 - VEHICLE SUPPLIES	64,092	94,696	85,600	85,600	85,600	0	85,600	85,600
62765 - OXYGEN	5,265	6,422	6,000	8,200	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	45,059	33,333	34,000	34,000	34,200	0	34,200	34,200
68008 - GRANT MATCH	128	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	722,551	751,301	783,859	799,871	802,985	6,400	809,385	809,385
Department	6,764,146	6,934,590	7,184,300	7,378,050	7,304,001	84,301	7,388,302	7,388,302
TOTAL	6,764,146	6,934,590	7,184,300	7,378,050	7,304,001	84,301	7,388,302	7,388,302

Department:	Library	Fund:	General
Division (s): Cost Center:	All 01100 through 01102		
Mission:	To provide free, open, and convenient access for all Keene residents to acquire information for growth in their personal knowledge, for life-long learning and enjoyment, for the fulfillment of informational needs, desires and curiosities, and for enhancing quality of life in the community.		

In June 2019, the library celebrated a beautifully renovated and greatly expanded building which is now the largest in New Hampshire. The community has good reason to be proud of what they have created. It was all possible thanks to generous donations by the community and a five-year partnership of the Trustees, Friends, City and the Monadnock Economic Development Corporation. Library Director Nancy Vincent retired in August 2019, with 33 years of dedicated service, and oversight of the improved library was passed to Marti Fiske.

The library has been a terrific bargain for the taxpayers of Keene. About 15% of the over \$14 million dollar building and renovation project, was taxpayer-funded. The Library Trustees have spent additional tens of thousands of dollars outfitting the library with items that were not covered in the project, for blinds, interior locks, furniture, sound and lighting systems. Plus, for many years Trustees and the Friends of the Library have funded over 40% on non-personnel budget lines to augment level funding from the City. Those lines were paid through their volunteer work on book sales and interest dividends on private donations. Private funding has paid for all library programs and outreach, over 90% of staff training, supplemented the books and circulating materials budget by more than 20% each year and paid for the repair and purchase of all furniture and equipment outside of the building project, and more. In addition, the library staff apply for and receive significant grants for programs and continuing education.

The last year brought a lot of change to the library in staff transitions and the building project. In FY 21, the focus will be on developing a strategic plan that directs the staff's efforts to create a library which is invaluable to the community and uses the building to its best potential.

Background

The Keene Public Library is a vital community resource. The library provides access for all Keene residents who want to read, learn, or connect with the community at all stages of life. The library is a vibrant institution, bridging the digital divide, making information freely available, and providing services and programs to people of all ages, abilities, and socio-economic standing. All library services coordinate with the Community Master Plan's educational goals. Arts and culture, diversity, and leadership goals are also supported by the variety of library and community programs.

The library offers quality services on a daily basis by providing materials in a variety of formats for all ages and abilities. The Library website provides online remote access to a vast variety of information resources that include journals, ebooks and audiobooks which can also be accessed from the library's public access computers. Digital resources and the ability to help the members of the community utilize the latest technologies are essential components of library service. For many, the library serves as their only access to online resources. Knowing that the need for technology in everyday lives will continue to evolve, the library carefully incorporates these technologies.

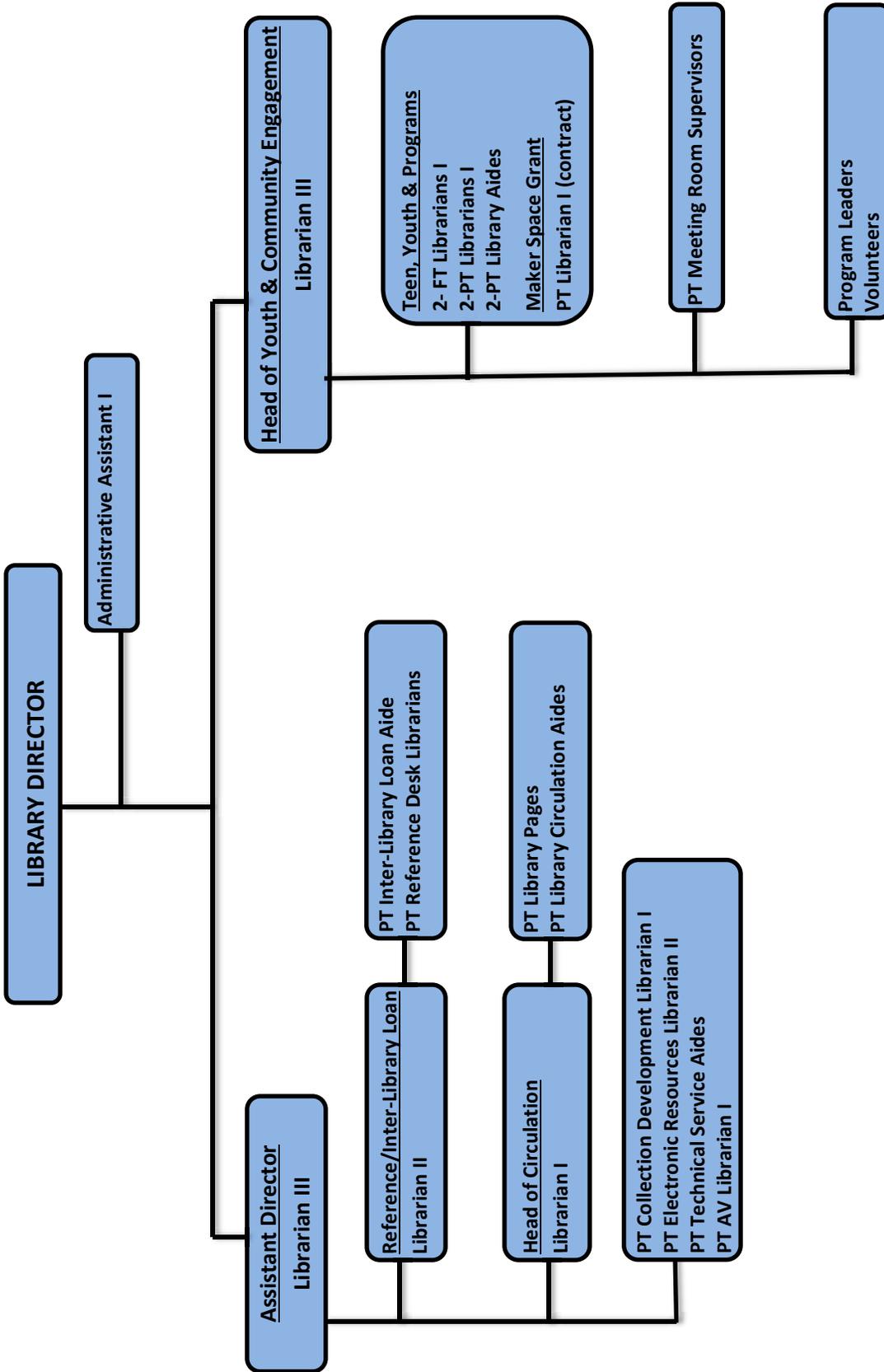
Another major component of library services is the wide range of programming for all ages, with an emphasis on the very young and teens. The library is both a designated Family Place Library—providing specific programming for families and their young children and a Maker Corps Library where patrons of varying ages can work together, alone, or with librarians on special projects. The purpose is to allow patrons to learn through experimentation. The library continually collaborates with schools and community groups by offering programs and tours, and by visiting schools.

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 and abilities and backgrounds.		Education	
Assist patrons of all ages with information research and reader advisory services both in-house and remotely through the library website, public access computers, and community meeting space.		Education	
Introduce the youngest members of the community to reading and learning activities through library programs, and encourage digital literacy at all levels throughout the community.		Education	
FISCAL YEAR 2020/2021 OBJECTIVES:	STATUTE	CMP	VOICE
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 including increasing the availability of e-books		Education	I, E
Provide and promote use of electronic information databases with remote access as appropriate		Education	I, E
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	I, E, O
Provide meeting spaces for community use		Education	I, C
Staff the library appropriately to support quality services and best use the newly renovated library.		Historic & Cultural	V, O, C, E
Work with staff from Mason Library at Keene State College, to maintain and improve partnerships that benefit the community.		Education	I, E
Provide public access to computers and internet and offer assistance and training in evolving technologies		Education	I
Insure high quality services through staff training and support.		Education	V
Review Library policies and procedures regularly; revise as necessary to ensure good management of the expanded facility		Education	V
METRICS:	FY19	FY20	FY21
Circulation, including downloadable books	230,257	234,000	235,000
Circulation of downloadable books	30,224	32,000	33,000
Databases searches and library website page views*	37,522/164,386	33,000/165,000	33,000/167,000
Library programs for adults and children and number of people attending	1,477/21,485	1,480/22,500	1,480/22,500
Number of times City/community groups held events in the Library or Library Annex**	70	650	700
Number of people attending City/community programs**	758	7,000	7,200
Number of library card holders (does not include KSC community of approx. 6,000)	15,604	16,000	16,200
Use of library public access computers***	15,139	15,000	14,500
Number of reference questions answered in-house	12,392	12,500	12,750

*The library expects to lose access to one of the best used databases because the state has not been able to negotiate a satisfactory contract.

**Meeting room space was extremely limited due to construction, most rooms were closed. Current estimate projection is based on the reopening and expansion of available rooms.

*** Visitors use library wifi on their personal devices as well. As cost of wifi enabled personal devices drop a reduction in library PC use is expected. There is currently no reliable measure of wifi usage.



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

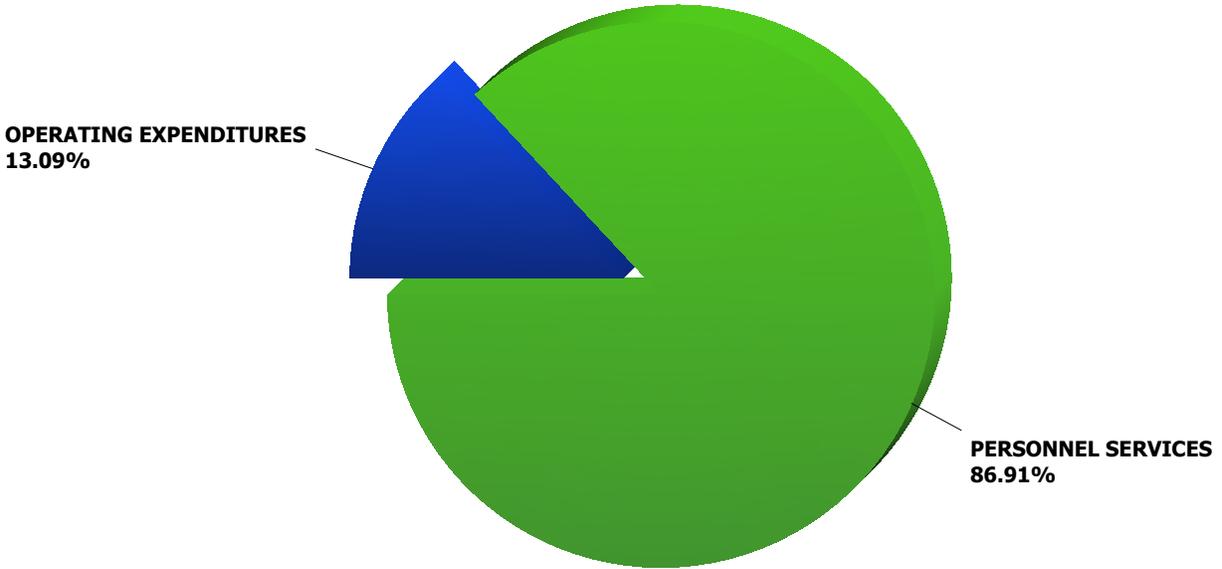
GENERAL FUND

Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
LIBRARY	44109 - DIRECT REIMBURSEMENT	59	43	0	29	0	0
	44201 - LIBRARY FACILITY RENTAL	1,150	360	3,500	2,800	1,000	1,000
	44401 - LIBRARY NON RESIDENT FEE	18,936	17,873	22,000	21,000	21,000	21,000
	44000 - CHARGES FOR SERVICES	20,145	18,277	25,500	23,829	22,000	22,000
	45106 - LIBRARY OVERDUE FINES	21,832	19,530	22,000	20,000	15,500	15,500
	45304 - LOST LIBRARY MATERIALS	2,815	2,492	3,500	3,500	3,500	3,500
	45000 - FINES & FORFEITS	24,647	22,022	25,500	23,500	19,000	19,000
	46113 - PUBLIC PRINTER/COPIER FEE	0	0	0	0	7,583	7,583
	46407 - LIBRARY TRUST FUND	8,332	2,006	3,500	3,000	3,500	3,500
	46000 - MISCELLANEOUS	8,332	2,006	3,500	3,000	11,083	11,083
	TOTAL	53,124	42,305	54,500	50,329	52,083	52,083

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

LIBRARY

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	1,177,663	1,246,358	1,292,686	1,294,484	1,327,714	23,569	1,351,283	1,351,283
62000 - OPERATING EXPENDITURES	175,309	174,664	179,609	177,018	187,039	16,430	203,469	203,469
Department Total	1,352,972	1,421,022	1,472,295	1,471,502	1,514,753	39,999	1,554,752	1,554,752



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

LIBRARY

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	104,669	107,037	107,860	143,882	100,219	0	100,219	100,219
61303 - SUPERVISORY PERSONNEL	226,361	216,097	220,647	180,307	216,222	0	216,222	216,222
61304 - GENERAL PERSONNEL	181,795	198,185	182,588	181,432	183,089	0	183,089	183,089
61305 - ADMINISTRATIVE PERSONNEL	43,298	46,751	48,718	50,069	50,989	0	50,989	50,989
61306 - HOURLY PERSONNEL	0	0	0	0	237,320	(6,236)	231,084	231,084
61307 - PART TIME EMPLOYEES	365,604	407,044	452,426	462,000	226,419	28,101	254,520	254,520
61701 - HEALTH INSURANCE	116,403	118,928	127,125	130,880	164,912	0	164,912	164,912
61702 - DENTAL INSURANCE	6,730	8,350	9,997	7,316	8,035	0	8,035	8,035
61703 - RETIREMENT CONTRIBUTIONS	58,098	64,480	62,531	57,413	61,493	0	61,493	61,493
61704 - SOCIAL SECURITY	70,044	73,981	77,436	74,664	77,591	1,673	79,264	79,264
61705 - WORKERS COMPENSATION	1,423	1,549	1,357	1,324	1,424	31	1,455	1,455
61901 - RECRUITMENT	3,238	3,956	2,000	5,197	0	0	0	0
61000 - PERSONNEL SERVICES	1,177,663	1,246,358	1,292,686	1,294,484	1,327,714	23,569	1,351,283	1,351,283
62205 - PC REPLACEMENT CHARGE	8,496	8,410	10,903	10,903	11,700	0	11,700	11,700
62301 - OFFICE EQUIPMENT MAINT.	2,820	3,175	3,256	3,175	3,256	0	3,256	3,256
62313 - REPAIRS & MAINTENANCE	0	0	0	0	0	2,000	2,000	2,000
62435 - TRAINING	0	0	250	250	250	3,250	3,500	3,500
62436 - MEETINGS & DUES	56	60	400	400	600	0	600	600
62498 - USE OF TRUST FUNDS	8,332	2,006	3,500	3,000	3,500	0	3,500	3,500
62510 - TELEPHONE	2,918	2,821	3,500	3,200	3,200	0	3,200	3,200
62701 - OFFICE SUPPLIES	6,471	8,261	6,000	6,450	6,100	900	7,000	7,000
62703 - LOST MATERIAL REPLACEMENT	45	1,940	3,500	1,500	3,500	0	3,500	3,500
62704 - BOOK MENDING SUPPLIES	2,862	2,910	2,900	2,940	2,900	0	2,900	2,900
62710 - POSTAGE	463	3,067	2,900	2,700	2,900	0	2,900	2,900
62713 - PUBLIC PRINTER/COPIER	0	0	0	0	7,583	0	7,583	7,583
62715 - BOOKS AND PERIODICALS	141,649	141,311	141,550	141,550	141,550	8,280	149,830	149,830
62734 - MINOR EQUIPMENT	0	0	300	300	0	2,000	2,000	2,000
62744 - MINOR COMPUTER EQUIPMENT	1,197	703	650	650	0	0	0	0
62000 - OPERATING EXPENDITURES	175,309	174,664	179,609	177,018	187,039	16,430	203,469	203,469
Department	1,352,972	1,421,022	1,472,295	1,471,502	1,514,753	39,999	1,554,752	1,554,752
TOTAL	1,352,972	1,421,022	1,472,295	1,471,502	1,514,753	39,999	1,554,752	1,554,752

Department:	Parks, Recreation & Facilities	Fund:	General
Division (s): Cost Center:	Parks, Recreation & Cemeteries 01200 through 01314		
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.		

In the Active and Passive Recreation Management Plan, community stakeholders identified nine values and a vision statement for the Department to prioritize its planning initiatives. The top identified issue was “Access and Equity for All”, creating neighborhood access to parks, facilities, trails and programs. Ongoing efforts are aligned with meeting these values, while the Department’s mission and vision statements remain the central focus.

The planning and design phase for Patricia T. Russell Park has begun and will carry over into the next fiscal year. The construction phase is scheduled for FY21. A steering team of local organizations and neighborhood groups will challenge the community to create a park designed for all, and a true representation of Mayor Russell’s leadership. The park will focus on safety, access for all, active living, and provide a variety of activity spaces, which will make a significant step toward the east side redevelopment.

Included in the conversation and for the larger impact of the parks and trail system, the City will seek to participate in the “10-minute walk challenge”. This national initiative to provide connectivity to our parks and trails by no more than a 10-minute walk will provide access to educational opportunities and increase the awareness within the City to the current park and trails systems. This relatively new initiative complements the findings in the Active and Passive Recreation Management Plan that relate to how connected the City was to various recreational opportunities.

The Recreation Division has focused during the FY20 budget year on greater community engagement, programs for children throughout grades K-12 with positive opportunities for physical activity and social connections. Programs will focus on families’ ability to participate together, and seek to collaborate on additional community events through the Human Rights Committee such as the Keene International Festival, Keene HOLI Festival, and the Martin Luther King Jr. Day Celebration. Community events inspire cultural shifts and diversity and welcome all of Keene’s citizens to the parks and recreational programs.

Beginning in the spring of 2020, the Cheshire Rail Trail Phase 3 project will begin construction. This phase, which is financially supported by Pathways for Keene and the Monadnock Conservancy, highlights the community partnerships that have made the trail network a great success. In addition, the New England Mountain Bike Association – Keene/Brattleboro Chapter will begin construction on the pump track in Wheelock Park after an initial fundraising campaign. These improvements, along with efforts from the City’s Bicycle Pedestrian Pathways Advisory Committee will look to implement a new wayfinding project to create a uniform messaging system along all the city trails. The Ashuelot Rail Trail will also have a new trailhead established on the Emerald Street connection. This starting point of the trail connects as far south as Hinsdale, and has sparked a multi-jurisdictional conversation with the Town of Swanzey and Southwest Regional Planning for future planning considerations and grant applications.

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 internment services and accurate burial records.		Community Health & Wellness		
FISCAL YEAR 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Continue to follow recommendations in the Master Plan toward increasing our level of service			Leadership	C, E
Continue to collaborate and increase program opportunities focused on health and wellness			Community Health & Wellness	I, C
Continue to grow the after school program by encouraging healthy lifestyles			Community Health & Wellness	C
Enhance community services through expansion of outreach and sponsorship initiatives			Community Health & Wellness	I, C
Continue to maintain and promote the multi-use trail system to increase usage			Open Space/Greenway Connect	C
Implement a Comprehensive Maintenance Management System for operations efficiency			Infrastructure	V,C, E
Continue the development of a turf management program in the parks and cemeteries			Open Space/Greenway Connect	C
Develop new and expand existing City inter-department programs			Leadership	C
METRICS:		FY19	FY20	FY21
Youth Recreational Programs: sports, summer playground program, swim lessons, archery		1,250	1,397	1,466
Adult Recreational Programs: sports - basketball, soccer, kickball, pickleball, cornhole, archery		225	476	500
Active Senior Programs: walking, Zumba gold, pickleball, chair yoga, senior shape up		150	184	193
Recreation Memberships: youth, adult, senior		120	135	150
Recreation and Park Volunteers		350	350	350
Recreation Facility Rentals		166	143	160
Recreation Community Events: International Festival, Concerts, Friday Fun Nights, Peanut Carnival		1,250	2,500	3,500
Cemetery Single Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED		131	279	261
Cemetery Sales		30	18	20
Cemetery Burials		86	102	108
Cartograph - Work tasks submitted		NA	2,689	2,800
Cartograph - Planned or In-Progress		NA	198	200
Cartograph - Work tasks completed		2,192	2,491	2,700

Department:	Parks, Recreation & Facilities	Fund:	General
Division (s): Cost Center:	Facilities 01325 through 01336		
Mission:	To provide the community and City employees with clean, safe, and efficiently operated municipal buildings.		

The Facilities Division through the Capital Improvement Projects (CIP) budget has gained significant advantage on implementing new initiatives. As previously expressed in past narratives, the EMG report is now going on seven years since implementation. This blueprint has provided the direction for the planning process in the CIP and operating budgets that allow staff to monitor and evaluate current assets. Combined with Cartegraph, these two tools have provided a preventative maintenance plan for many years to come.

The current budget has provided the allowance to maintain each facility to a degree of standard maintenance practices. However, many of the buildings continue to age and as we provide consistent maintenance, issues will arise beyond the scope of operations. When these situations arise, an evaluation of the CIP is reviewed for the Division's ability to complete the task. The CIP is designed for larger projects, such as a replacing floor tiles in the Recreation Center's multipurpose room, or building security systems.

The Division continues to learn more about green energy and various efficiencies to comply with larger City initiatives. Participation with the EP3 program continues to foster the relationship between City departments and the Comprehensive Master Plan. A consistent review of operations to seek compliance or explore various innovative ways to implement such practices leads to strong environmental stewardship.

Facilities continues to participate in a collaboration with local agencies and the City's Purchasing Department. The initiative was designed for the City to continue to find cost-saving measures across various platforms. Although there are multiple degrees of differences, the City has been seeking as many partnerships as possible, which allow greater cost-saving measures through joint purchasing contracts. In addition to local outreach, contracts with state and national organizations have provided stronger purchasing power for the City.

This year's budget will reflect the ongoing need to support the Central Fire Station and Airport terminal building. Like other City facilities, a concentrated effort for ongoing preventative maintenance is needed as the Central Fire Station undergoes its first major renovation of heating ducts and proper insulation. This will prevent the recurring problems of leaks, stained ceiling tiles and potential mold issues. While West Fire Station #2 is on the list for ongoing maintenance concerns, the Division awaits a clear direction on the future of the location.

The Municipal Services Building at 350 Marlboro Street will continue to convert to LED lights in the maintenance bays. A small conversion has been completed, and another section of lights will be replaced to provide a brighter and safer work environment for Public Works. The Division has been successful in transitioning, as much of the City as possible and this conversion will continue at additional facilities during the fiscal year.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Review and monitor the use of contracted cleaning services			Infrastructure	C, E
Collaborate toward the use of contracted supplies and services with other governmental agencies			Infrastructure	V, C, E
Utilize a Comprehensive Maintenance Management System for operations efficiency			Infrastructure	V, C, E
Evaluate opportunities to expand on energy conservation systems			Infrastructure	V, C, E
METRICS:		FY19	FY20	FY21
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 to adopted preventative maintenance Standard Operating Procedures		100%	100%	100%
Cartograph - Work tasks submitted		453	1742	1829
Cartograph - Planned or In-Progress		0	58	55
Cartograph - Work tasks completed		1895	1684	1774

Department:	Parks, Recreation & Facilities	Fund:	General
Division (s): Cost Center:	Youth Services 01600		
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 vision of the Youth Services Department is to provide our City's youth with opportunities for learning and growth while also assisting them in recognizing their full potential. The goal of each program is to promote community engagement and a sense of belonging through participation in community-based activities as well as exercises surrounding self-reflection. In addition, we assist first-time juvenile offenders in taking accountability for their actions while also teaching them to make better choices in the future.

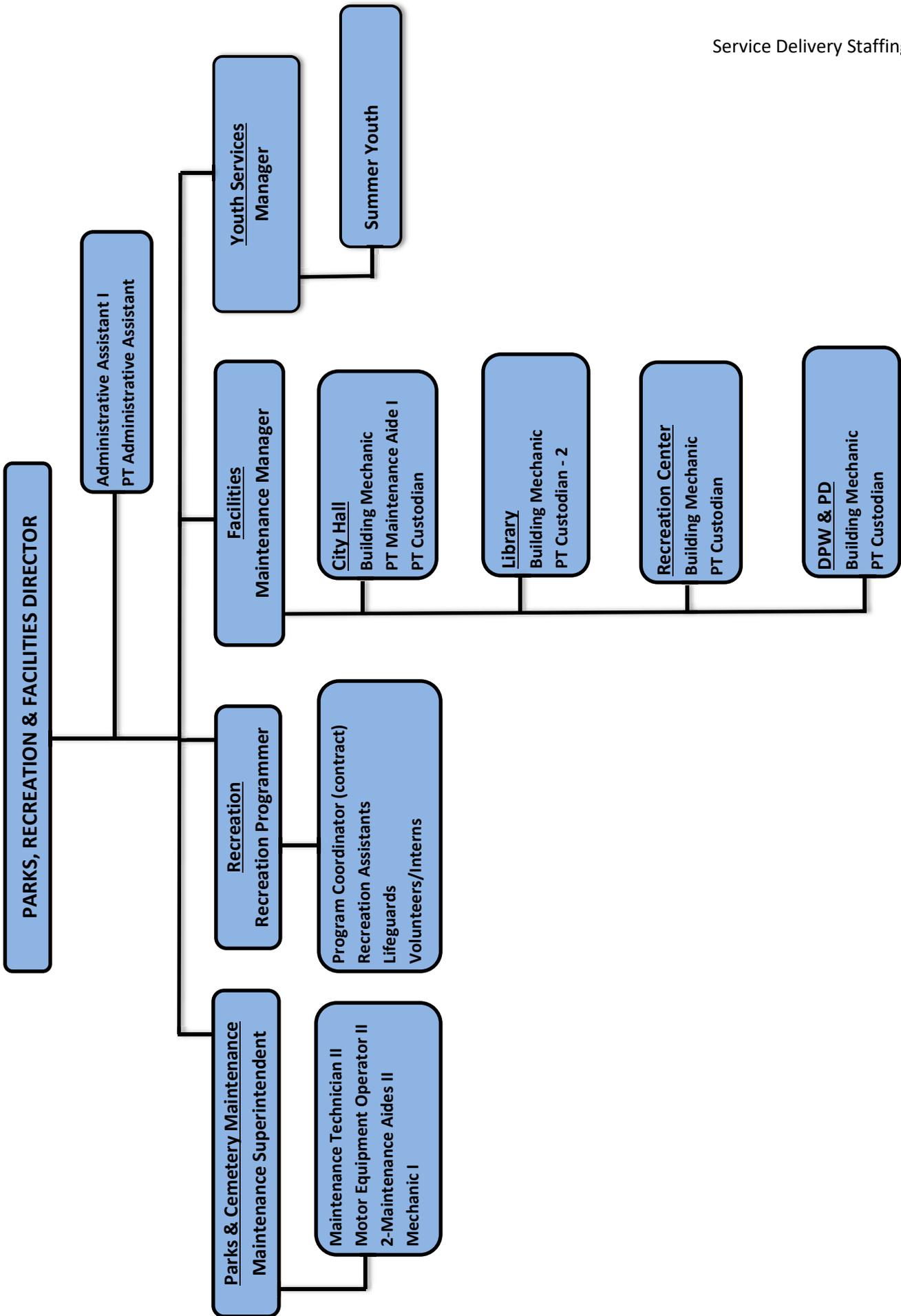
Throughout FY 19/20, relationships between program staff and community professionals continued to grow to the benefit of the program. The Youth Services Manager focused efforts on increasing education and awareness in regard to the services offered. Further, the Youth Services Manager participated in many community coalitions and committees to ensure that the youth coming into the program continued to have many opportunities for learning, growth, and re-engagement within the community. The amount of youth served through the Juvenile Court Diversion Program was almost doubled compared to the previous year.

The major objective of the Youth Intervention Program is to provide families with brief intervention services while also facilitating connections with long term prevention/intervention programs within the area to support in overcoming difficult adolescent behaviors such as truancy and running away. We continue to intervene with youth and families before they enter the systems of juvenile justice, DCYF or long-term placement. This has proven to bring more beneficial long-term outcomes for these families and is more cost-effective. Youth Services will continue to collaborate with local schools, police departments and community coalitions to enhance prevention/intervention strategies and work together to build community involvement and resources.

JCC, the Juvenile Court Diversion Program, is effective in working with youth in trouble and focuses these youth and their families on addressing major issues before they become unmanageable. NH Court Statute RSA169-B: 10 is an alternative method of dispute resolution in which a minor may complete an individually designed program of services in lieu of court proceedings. JCC is one of the 19 accredited diversion programs that meet rigorous accreditation standards and demonstrates a high level of proficiency. Since the 1970s, the Keene Juvenile Conference Committee has been supported by the community, court system and juvenile justice systems. Engaging the youth and families at this early stage has been shown to aid with early legal issues and bring attention where it may be addressed. Within this coming year, the landscape of Juvenile Justice in New Hampshire will be changing dramatically. In collaboration with Department of Health and Human Services, the State Juvenile Court Diversion Network will be amending their eligibility criteria to accept repeat offending youth that score low to moderate risk on a statewide risk and needs assessment. The potential to work with the same youth on more than occasion will likely present itself, creating an increase in number of families served per fiscal year through this program. These changes will require Youth Services to continue to work closely with both law enforcement and the court system to ensure that all avenues are being considered to most effectively meet youth's needs. It will also require much more education and outreach on behalf of the Diversion program.

The Summer Youth Program will take steps to incorporate local workforce development by hiring seasoned youth, education/training for supervisors and youth from collaborating agencies and local colleges, and redesigning the interview process. This program continues to make efforts in ensuring that quality opportunities are being provided to area youth, rather than quantity. In light of this, the numbers of Summer Youth positions has been decreased but the learning opportunities provided to each youth participating in the program only continues to grow.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/Comp Plan		
Intervention Programs: Juvenile Court Diversion (JCC) intervention for 1st-time offenders 10-18 that is an alternative to formal court proceedings. Earn-It is a victim restitution program for young offenders (12-18) assisting youth to complete community service and restitution for damages youth caused within the community. Youth Intervention program (YIP) is a brief intervention program serving ages 7-18 and their families to assist in case management and resources.		Safe Community		
Prevention: <i>Summer Youth Employment (SYE)</i> -a six-week summer employment opportunity for approximately 25 Keene youth (age 14-15) who gain first-time work experience through part-time jobs in City of Keene. A leadership program (age16-17) for returning SYP youth to engage in workforce development.		Safe Community		
Collaboration : Engage community in the 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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Continue early intervention programs that divert youth from the Court system		NH RSA169	Safe Community	V,O,I,
Maintain program completion rates, as well as, recidivism rates: youth who do not re-offend for one year from program completion:			Safe Community	V,C, E
Maintain prevention efforts, teen activities, and Summer Youth Employment that focus on positive youth development, education, and quality services to families			Safe Community	V, E,
Provide parent education through the City website with a focus on prevention, education, and community resources.			Safe Community	O,I,C,E
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	O,I,C E
METRICS:		FY19	FY20	FY21
The number of youth/families served in JCC Court Diversion program		13	35	35
The percentage of youth successfully completed the Juvenile Court Diversion program		90%	90%	90%
The number of families assisted through the youth intervention program		20	10	10
The number of youth employed by the City for Summer Youth Program		19	20	20
The total number of hours youth worked in the Summer Youth Program		1425	1500	1500



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

GENERAL FUND

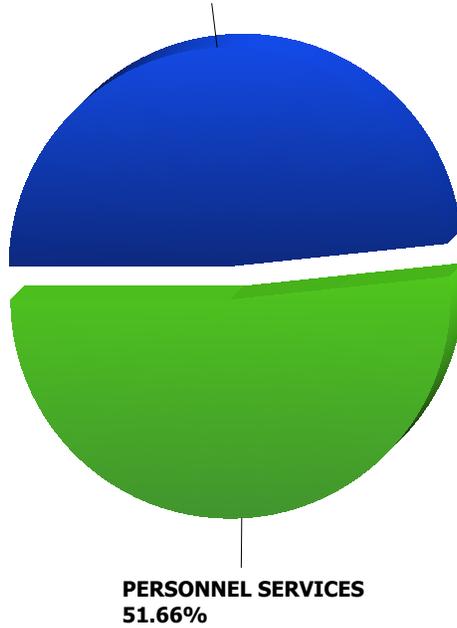
Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
PARKS, REC AND FACILITIES	43305 - CHESHIRE CTY JCC / YIP	23,100	23,100	23,100	23,100	23,100	23,100
	43000 - INTERGOVERNMENTAL	23,100	23,100	23,100	23,100	23,100	23,100
	44109 - DIRECT REIMBURSEMENT	30,614	59,811	15,000	35,189	21,438	21,438
	44111 - PROGRAMS	107,033	107,119	116,300	111,500	116,300	116,300
	44112 - EQUIPMENT CHARGES	1,500	1,500	2,500	2,000	2,500	2,500
	44122 - INTERMENTS	37,812	35,369	30,000	38,272	35,200	35,200
	44131 - REPAIRS	15	0	0	0	0	0
	44203 - RECREATION CENTER	22,782	22,985	28,000	24,842	28,000	28,000
	44205 - SUMNER KNIGHT CHAPEL FEE	0	425	0	0	0	0
	44301 - CAMPGROUNDS	17,209	2,500	3,500	2,500	2,500	2,500
	44302 - BALL FIELDS	12,758	5,720	8,200	4,800	5,000	5,000
	44303 - BALL FIELD LIGHTS	6,550	7,300	6,900	4,800	6,900	6,900
	44304 - POOLS	18,922	17,243	23,000	21,398	23,000	23,000
	44000 - CHARGES FOR SERVICES	255,196	259,973	233,400	245,301	240,838	240,838
	46103 - INTEREST: A/R	(742)	(172)	0	0	0	0
	46317 - 350 MARLBORO RENTS	223,404	229,141	236,587	236,587	232,333	232,333
	46401 - CEMETERY TRUST FUND	90,555	86,514	80,847	87,823	83,752	83,752
	46406 - FLOWER TRUST FUND	4,079	3,875	3,611	3,921	3,730	3,730
	46408 - PARKS & REC TRUST FUND	3,988	3,789	3,530	3,834	3,647	3,647
	46410 - SUMNER KNIGHT CHPL TST FD	3,325	4,348	3,511	5,150	4,717	4,717
	46412 - LOT SALES	0	0	0	0	0	0
	46000 - MISCELLANEOUS	324,609	327,495	328,086	337,315	328,179	328,179
	TOTAL	602,905	610,567	584,586	605,716	592,117	592,117

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

PARKS, REC AND FACILITIES

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	1,633,431	1,757,366	1,869,436	1,796,227	1,972,422	29,022	2,001,444	2,001,444
62000 - OPERATING EXPENDITURES	1,472,468	1,640,606	1,836,558	1,831,738	1,839,720	33,000	1,872,720	1,872,720
Department Total	3,105,899	3,397,972	3,705,994	3,627,965	3,812,142	62,022	3,874,164	3,874,164

**OPERATING EXPENDITURES
48.34%**



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

PARKS, REC AND FACILITIES

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	104,669	111,854	112,714	112,714	115,088	0	115,088	115,088
61303 - SUPERVISORY PERSONNEL	76,220	77,203	75,846	75,844	77,443	0	77,443	77,443
61304 - GENERAL PERSONNEL	583,063	638,567	640,229	604,423	661,045	0	661,045	661,045
61305 - ADMINISTRATIVE PERSONNEL	39,581	42,113	44,188	44,187	72,663	0	72,663	72,663
61307 - PART TIME EMPLOYEES	81,987	139,595	155,116	139,420	158,679	26,179	184,858	184,858
61308 - SEASONAL HELP	57,215	66,092	66,855	66,855	60,545	0	60,545	60,545
61309 - RECREATION SUPERVISION	66,620	96,223	136,097	135,097	136,097	0	136,097	136,097
61312 - POOL PERSONNEL	41,289	40,423	56,362	52,485	56,362	0	56,362	56,362
61313 - PLAYGROUND PERSONNEL	30,409	0	0	0	0	0	0	0
61314 - CAMP AREA SUPERVISOR	5,100	0	0	0	0	0	0	0
61318 - YOUTH TRAILS PROGRAM	4,579	2,771	0	0	0	0	0	0
61401 - TEMPORARY PERSONNEL	41,316	19,126	21,790	14,000	18,800	0	18,800	18,800
61501 - REGULAR OVERTIME	26,816	25,069	31,800	26,126	31,800	0	31,800	31,800
61701 - HEALTH INSURANCE	259,786	263,482	281,627	289,927	324,882	0	324,882	324,882
61702 - DENTAL INSURANCE	13,479	15,160	18,839	17,781	20,022	0	20,022	20,022
61703 - RETIREMENT CONTRIBUTIONS	89,420	101,084	99,577	96,130	106,253	0	106,253	106,253
61704 - SOCIAL SECURITY	85,789	93,908	101,746	96,721	104,364	2,003	106,367	106,367
61705 - WORKERS COMPENSATION	19,054	21,929	23,051	20,686	24,780	840	25,620	25,620
61901 - RECRUITMENT	7,038	2,768	3,600	3,830	3,600	0	3,600	3,600
61000 - PERSONNEL SERVICES	1,633,431	1,757,366	1,869,436	1,796,227	1,972,422	29,022	2,001,444	2,001,444
62102 - PROFESSIONAL SERVICES	3,412	1,160	38,850	38,750	40,350	0	40,350	40,350
62103 - TECHNICAL SERVICES	0	0	13,000	12,900	13,000	0	13,000	13,000
62115 - ARTISTS & PERFORMERS	6,827	6,930	7,550	7,000	7,550	0	7,550	7,550
62120 - LABORATORY SERVICES	0	0	600	150	600	0	600	600
62142 - TRANSPORTING	1,500	1,045	4,250	3,200	4,250	0	4,250	4,250
62145 - FIRST AID & MEDICAL SVCS	564	750	800	775	800	0	800	800
62175 - OTHER SERVICES	12,079	15,157	18,200	17,985	18,200	0	18,200	18,200
62201 - JANITORIAL	19,969	11,088	19,500	26,400	21,492	3,000	24,492	24,492
62205 - PC REPLACEMENT CHARGE	3,528	2,676	3,102	3,102	3,644	0	3,644	3,644
62206 - PW FLEET CHARGE	207,372	215,916	216,477	216,477	223,010	0	223,010	223,010
62208 - TAXES	56,470	55,036	195,178	195,777	197,743	0	197,743	197,743
62209 - RUBBISH PICK-UP	13,934	14,045	16,055	13,100	15,915	0	15,915	15,915
62301 - OFFICE EQUIPMENT MAINT.	2,268	4,969	3,411	3,411	3,411	0	3,411	3,411
62311 - EQUIPMENT MAINTENANCE	38,144	35,358	48,694	58,955	52,001	7,000	59,001	59,001
62316 - ESCO MAINTENANCE	14,526	17,625	23,400	23,400	24,822	0	24,822	24,822
62317 - EQUIPMENT REPAIR	56,361	56,787	43,912	56,100	54,605	0	54,605	54,605
62318 - BUILDING REPAIR	40,644	30,716	42,500	42,110	46,632	0	46,632	46,632
62340 - GROUNDS MAINTENANCE	19,858	21,767	22,564	22,386	22,564	0	22,564	22,564
62341 - PLAYGROUND MAINTENANCE	3,484	3,107	5,000	3,800	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	5,196	1,974	1,000	540	1,000	0	1,000	1,000
62343 - SIGNAGE	0	1,652	1,000	967	1,000	0	1,000	1,000
62344 - TRAIL MAINTENANCE	1,929	1,704	2,000	1,373	2,000	0	2,000	2,000
62345 - CAMERA SYSTEM MAINTENANCE	0	0	400	2,500	9,750	0	9,750	9,750
62350 - BUILDING MAINTENANCE	185,936	163,666	85,901	95,649	59,200	45,000	104,200	104,200
62370 - OTHER IMPROVEMNTS - MAINT	0	20,324	0	0	0	0	0	0

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62372 - TREE/FORESTRY MAINTENANCE	19,163	11,016	9,500	12,198	9,500	0	9,500	9,500
62375 - PERMITS	4,186	6,044	2,550	1,870	2,130	0	2,130	2,130
62401 - GENERAL LIABILITY INS	586	596	600	596	600	0	600	600
62416 - PRINTING	4,074	935	1,100	1,289	1,100	0	1,100	1,100
62425 - ADVERTISING	875	374	1,000	899	1,000	0	1,000	1,000
62430 - TRAVEL	136	63	740	253	734	0	734	734
62435 - TRAINING	4,779	1,957	7,350	6,363	11,300	0	11,300	11,300
62436 - MEETINGS & DUES	3,457	3,949	4,900	3,914	4,900	0	4,900	4,900
62445 - PHOTOGRAPHY & PROCESSING	156	147	200	119	200	0	200	200
62498 - USE OF TRUST FUNDS	4,079	3,875	0	0	0	0	0	0
62501 - WATER	30,677	29,676	31,283	23,646	29,933	0	29,933	29,933
62502 - SEWER	29,418	29,646	31,493	27,500	29,950	0	29,950	29,950
62503 - ELECTRICITY	286,548	298,311	303,846	307,415	318,325	0	318,325	318,325
62504 - HEATING FUEL	189,666	204,554	212,441	178,013	189,979	0	189,979	189,979
62506 - FIRELINE / HYDRANTS	7,129	7,129	4,078	4,578	4,578	0	4,578	4,578
62510 - TELEPHONE	14,091	12,015	11,713	12,001	13,311	0	13,311	13,311
62603 - BUILDING RENTAL	0	220,586	220,586	220,586	220,586	0	220,586	220,586
62604 - EQUIPMENT RENTAL	0	0	200	0	200	0	200	200
62607 - RENTAL VEHICLES	3,536	2,875	7,000	0	7,000	0	7,000	7,000
62701 - OFFICE SUPPLIES	2,131	1,384	3,550	3,389	3,550	0	3,550	3,550
62710 - POSTAGE	135	274	410	261	410	0	410	410
62733 - TOOLS	3,713	2,068	2,700	1,611	2,650	0	2,650	2,650
62734 - MINOR EQUIPMENT	15,567	5,387	24,627	33,164	11,200	0	11,200	11,200
62735 - BUILDING MAINT. SUPPLIES	15,811	10,631	12,450	18,446	9,600	0	9,600	9,600
62736 - GROUNDS MAINT SUPPLIES	60,625	41,489	51,244	49,680	61,332	(22,000)	39,332	39,332
62737 - JANITORIAL SUPPLIES	29,960	27,188	21,500	26,000	23,730	0	23,730	23,730
62740 - OTHER MAINT. SUPPLIES	3,299	1,753	850	942	1,100	0	1,100	1,100
62755 - UNIFORMS	6,476	4,514	5,400	5,442	5,380	0	5,380	5,380
62756 - PROTECTIVE CLOTHING	866	1,393	1,500	1,281	1,500	0	1,500	1,500
62760 - OPERATING SUPPLIES	3,157	3,428	3,500	3,390	3,500	0	3,500	3,500
62761 - SOFTWARE	396	509	240	240	240	0	240	240
62764 - CHEMICALS	5,761	7,651	5,600	5,489	5,600	0	5,600	5,600
62775 - PLAYGROUND MATERIAL	3,644	3,492	4,000	3,945	4,000	0	4,000	4,000
62778 - ATHLETIC SUPPLIES	7,659	2,515	8,500	8,195	5,500	0	5,500	5,500
62779 - GAME ROOM SUPPLIES	1,462	492	1,000	987	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	503	1,500	1,000	875	1,000	0	1,000	1,000
62783 - YOUTH TRAILS PROGRAM SUP.	200	300	0	0	0	0	0	0
62784 - CATCH PROGRAM	720	814	1,000	855	1,000	0	1,000	1,000
64206 - MINOR IMPROVEMENTS	13,826	6,624	23,563	19,500	23,563	0	23,563	23,563
62000 - OPERATING EXPENDITURES	1,472,468	1,640,606	1,836,558	1,831,738	1,839,720	33,000	1,872,720	1,872,720
Department	3,105,899	3,397,972	3,705,994	3,627,965	3,812,142	62,022	3,874,164	3,874,164
TOTAL	3,105,899	3,397,972	3,705,994	3,627,965	3,812,142	62,022	3,874,164	3,874,164

Department:	Police	Fund:	General
Division (s): Cost Center:	All 01400 through 01408		
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 2021

A. Objectives;

- 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.

B. Challenges;

- 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 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 the same pool of applicants. Many of our applicants would prefer to live and work in Massachusetts, southeastern New Hampshire or the Seacoast Region.

Fiscal Year 2020

A. Accomplishments;

- Continued quality enforcement activity of controlled drug laws, particularly illegal opioids.
- Continued enhanced recruiting, hiring, and training efforts.
- 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.
- Maintained a presence in the downtown area that fell short of our 2018 accomplishments but still showed an increase over what we were able to achieve in 2016 and 2017 despite having fewer sworn officers available to us.

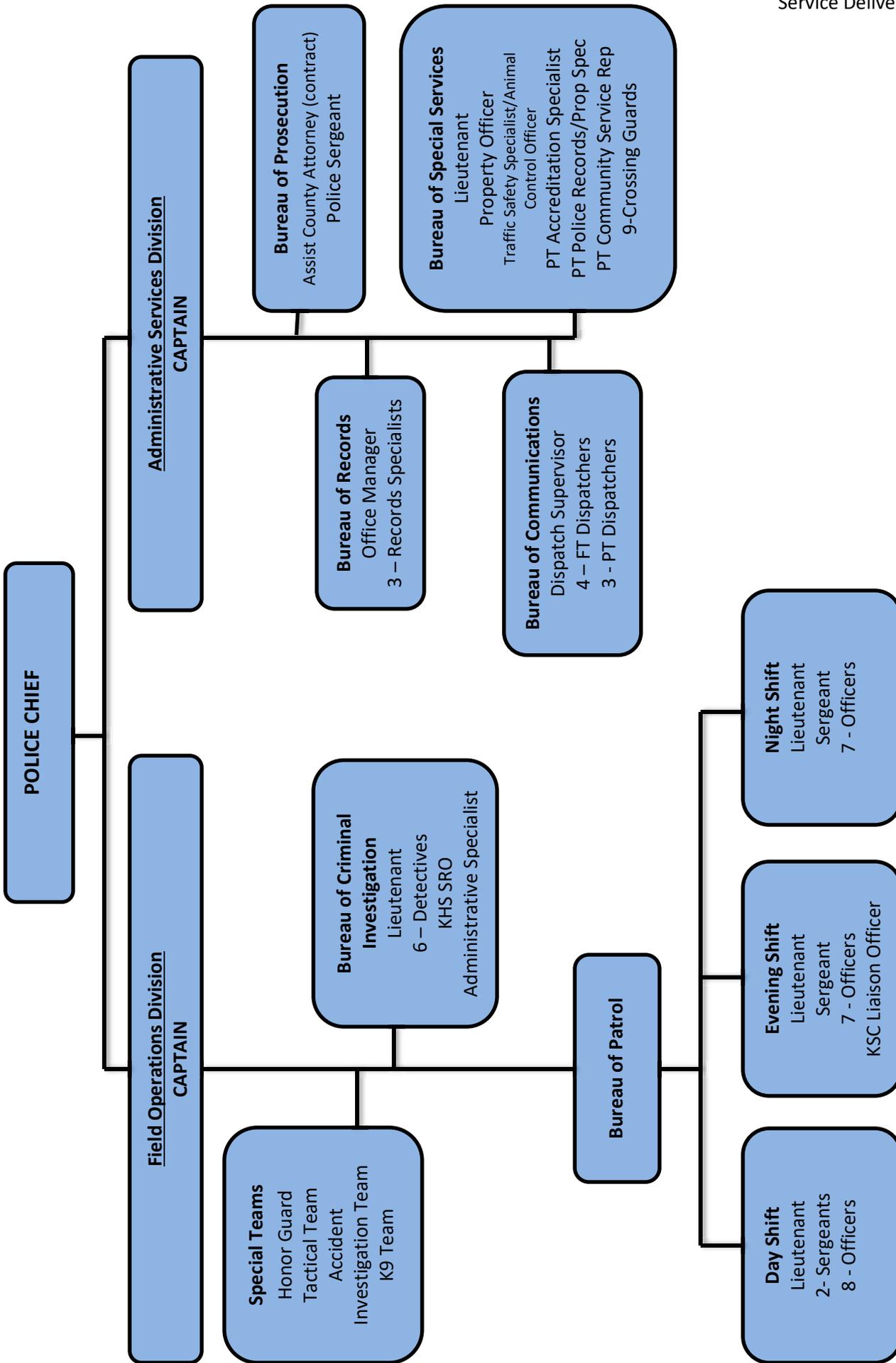
B. Challenges;

- Staffing levels have challenged us in all aspects of our operations, and specifically in our downtown presence.
- Recruiting and hiring.

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 2019, the Department handled 29,165 calls for service, made 1,384 arrests, completed 2,390 offense reports, handled 881 reportable motor vehicle accidents, conducted 4,881 motor vehicle stops and performed 4,359 hours of training.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
<u>Public Safety:</u> 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 in fulfillment of the goals outlined in the Keene Comprehensive Master Plan.		Safe Community		
<u>Law Enforcement:</u> 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		
<u>Prosecution:</u> 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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Maintain increased enforcement activity with the hopes of reducing both the supply of and demand for illegal opioids.			Safe Community	O,I,E
Provide an increased police presence in the downtown area to improve our visibility.			Safe Community	O,I,E
Maintain recruiting, hiring, and training efforts			Leadership	V,I,C,E
Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards			Leadership	V,O,E
METRICS:		FY19	FY20	FY21
Felony Drug Arrests		74	50	65
Downtown Foot and Bike Patrols (number conducted/hours)		904/857	824/744	906/820
Officer Hired and Enrolled in Police Academy (or already full-time certified)		7	3	5
Training Hours		3,656	4,359	3,867



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

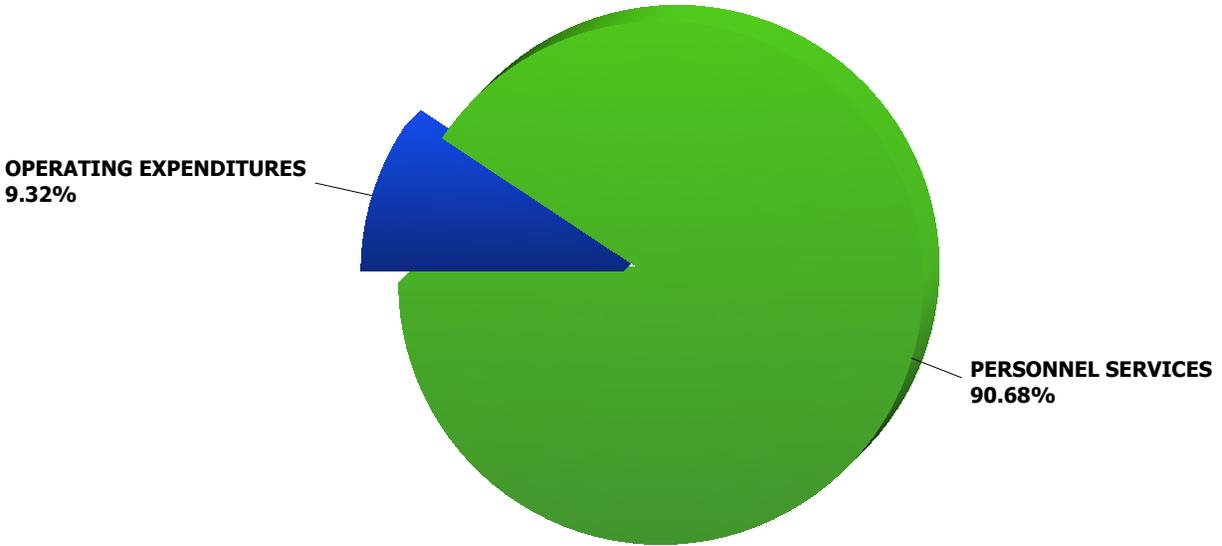
GENERAL FUND

Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
POLICE	42210 - PISTOL PERMITS	630	650	407	737	539	539
	42000 - LICENSES/PERMITS/FEES	630	650	407	737	539	539
	43208 - KEENE STATE COLLEGE	132,797	137,833	135,902	125,902	149,418	149,418
	43401 - KEENE SCHOOL DISTRICT	92,098	95,875	94,427	94,427	97,063	97,063
	43000 - INTERGOVERNMENTAL	224,895	233,708	230,329	220,329	246,481	246,481
	44109 - DIRECT REIMBURSEMENT	106,980	112,800	100,576	0	31,809	31,809
	44113 - REPORTS	456	514	551	457	521	521
	44114 - PHOTOS/TAPES	555	925	537	977	600	600
	44134 - DETAIL CHARGES	34,361	117,918	34,671	78,660	0	0
	44140 - PD CRIMINAL RECORDS CHECK	70	65	85	34	72	72
	44141 - PD DISCOVERIES	270	65	237	145	246	246
	44142 - PD ACCIDENT REPORTS	7,325	11,395	7,042	12,900	8,346	8,346
	44143 - PD LOG SEARCH	3	6	3	0	3	3
	44144 - PD FINGERPRINT FEES	6,840	7,820	6,378	5,382	6,187	6,187
	44146 - PD SPECIAL SEARCH & MISC	25	0	0	0	0	0
	44000 - CHARGES FOR SERVICES	156,885	251,508	150,080	98,555	47,784	47,784
	45105 - COURT FINES	36,469	27,903	36,255	36,833	31,839	31,839
	45107 - FALSE ALARM FINES	6,675	6,950	7,791	3,677	6,689	6,689
	45302 - DOG FORFEITURE	1,975	3,850	4,067	5,828	3,844	3,844
	45303 - DRUG FORFEITURE	0	2,967	0	0	0	0
	45305 - SALE EVIDENCE/FOUND PROP	2,241	1,426	1,878	534	1,694	1,694
	45000 - FINES & FORFEITS	47,360	43,096	49,991	46,872	44,066	44,066
	46103 - INTEREST: A/R	31	(78)	0	0	0	0
	46000 - MISCELLANEOUS	31	(78)	0	0	0	0
	TOTAL	429,801	528,885	430,807	366,493	338,870	338,870

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

POLICE

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	6,330,720	6,616,506	6,924,172	6,751,472	7,122,448	0	7,122,448	7,122,448
62000 - OPERATING EXPENDITURES	626,453	647,913	713,603	704,869	732,299	0	732,299	732,299
Department Total	6,957,173	7,264,419	7,637,775	7,456,341	7,854,747	0	7,854,747	7,854,747



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

POLICE

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	119,445	122,147	123,087	125,197	125,679	0	125,679	125,679
61303 - SUPERVISORY PERSONNEL	1,074,049	1,147,037	1,131,075	1,110,775	1,160,792	0	1,160,792	1,160,792
61304 - GENERAL PERSONNEL	1,875,366	1,913,443	2,271,036	1,976,442	2,355,146	0	2,355,146	2,355,146
61305 - ADMINISTRATIVE PERSONNEL	243,254	249,379	251,297	252,802	261,526	0	261,526	261,526
61306 - HOURLY PERSONNEL	52,780	47,793	51,138	51,138	52,416	0	52,416	52,416
61307 - PART TIME EMPLOYEES	110,824	139,827	122,183	142,692	126,426	0	126,426	126,426
61501 - REGULAR OVERTIME	76,990	102,237	89,000	111,558	89,000	0	89,000	89,000
61502 - DOUBLE OVERTIME	5,616	4,807	5,528	5,528	5,666	0	5,666	5,666
61506 - REIMBURSABLE DETAIL	23,440	83,117	26,400	61,843	0	0	0	0
61507 - COURT OVERTIME	46,781	27,889	44,000	22,459	44,000	0	44,000	44,000
61509 - OT-WEAPONS TRAINING	20,772	17,296	25,000	25,000	25,000	0	25,000	25,000
61512 - OT-TACTICAL TEAM TRAINING	20,046	15,874	20,000	20,000	20,000	0	20,000	20,000
61513 - OT-TRAINING	42,512	50,180	37,000	49,471	37,000	0	37,000	37,000
61520 - OT-VACATION REPLACEMENT	126,826	118,559	68,100	137,873	68,100	0	68,100	68,100
61521 - OT-SICK REPLACEMENT	45,091	79,083	23,600	45,707	23,600	0	23,600	23,600
61522 - OT-PERSONAL DAY REPLACE	18,329	17,417	12,300	24,868	12,300	0	12,300	12,300
61529 - OT-SHIFT VACANCIES	87,151	69,266	8,000	68,112	8,000	0	8,000	8,000
61531 - HOLIDAY OVERTIME	25,219	27,843	26,880	51,831	27,552	0	27,552	27,552
61601 - HOLIDAY PAY	134,370	134,118	159,705	157,184	163,698	0	163,698	163,698
61608 - POLICE INCENTIVES	50,667	61,150	60,850	60,200	56,950	0	56,950	56,950
61612 - POLICE HIRING INCENTIVES	0	0	0	1,500	0	0	0	0
61701 - HEALTH INSURANCE	805,512	796,436	987,349	883,838	1,043,606	0	1,043,606	1,043,606
61702 - DENTAL INSURANCE	51,524	51,860	65,152	62,057	68,877	0	68,877	68,877
61703 - RETIREMENT CONTRIBUTIONS	65,632	67,458	68,537	69,412	70,799	0	70,799	70,799
61704 - SOCIAL SECURITY	103,085	108,338	108,456	90,701	116,685	0	116,685	116,685
61705 - WORKERS COMPENSATION	69,321	67,255	63,304	68,039	65,023	0	65,023	65,023
61714 - RET - POLICE	1,017,470	1,072,360	1,075,196	1,070,104	1,094,606	0	1,094,606	1,094,606
61901 - RECRUITMENT	11,517	24,337	0	5,140	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	7,129	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	6,330,720	6,616,506	6,924,172	6,751,472	7,122,448	0	7,122,448	7,122,448
62100 - PROFESSIONAL/TECH SVCS	7,096	6,401	7,100	6,500	7,100	0	7,100	7,100
62102 - PROFESSIONAL SERVICES	98,339	100,142	101,403	101,403	103,431	0	103,431	103,431
62103 - TECHNICAL SERVICES	1,855	5,115	8,800	3,500	4,000	0	4,000	4,000
62120 - LABORATORY SERVICES	0	0	400	400	400	0	400	400
62145 - FIRST AID & MEDICAL SVCS	0	0	50	0	50	0	50	50
62175 - OTHER SERVICES	649	65	750	700	750	0	750	750
62177 - JUSTICE OF THE PEACE	0	196	375	300	375	0	375	375
62205 - PC REPLACEMENT CHARGE	18,828	19,265	19,723	19,723	20,442	0	20,442	20,442
62206 - PW FLEET CHARGE	357,996	366,530	389,423	389,423	405,372	0	405,372	405,372
62301 - OFFICE EQUIPMENT MAINT.	3,442	5,293	4,800	4,700	4,800	0	4,800	4,800
62304 - COMMUNICATIONS EQP MAINT.	5,384	5,708	25,404	29,000	25,404	0	25,404	25,404
62308 - NETWORK MAINTENANCE	4,841	5,281	5,282	4,526	5,282	0	5,282	5,282
62310 - SAFETY PROGRAM MAINT.	7,962	1,970	5,941	13,668	10,741	0	10,741	10,741
62311 - EQUIPMENT MAINTENANCE	4,335	741	1,113	1,226	1,113	0	1,113	1,113
62312 - K-9 UNIT SUPPORT	3,964	50	4,500	0	4,500	0	4,500	4,500

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62319 - BEARCAT MAINTENANCE	0	0	100	0	100	0	100	100
62435 - TRAINING	14,237	16,962	24,000	24,000	26,200	0	26,200	26,200
62436 - MEETINGS & DUES	559	577	600	600	600	0	600	600
62445 - PHOTOGRAPHY & PROCESSING	595	0	750	604	750	0	750	750
62446 - CLEANING ALLOWANCE	2,100	2,100	2,100	2,100	2,100	0	2,100	2,100
62503 - ELECTRICITY	6,491	7,354	4,900	7,170	7,200	0	7,200	7,200
62510 - TELEPHONE	11,957	11,269	14,200	10,250	9,700	0	9,700	9,700
62700 - SUPPLIES AND MATERIALS	2,862	13,545	5,165	3,321	5,165	0	5,165	5,165
62701 - OFFICE SUPPLIES	4,717	5,185	5,000	4,600	5,000	0	5,000	5,000
62710 - POSTAGE	2,038	933	1,949	1,949	1,949	0	1,949	1,949
62715 - BOOKS AND PERIODICALS	1,099	846	1,000	600	1,000	0	1,000	1,000
62741 - EVIDENCE SECURITY	885	73	900	900	900	0	900	900
62744 - MINOR COMPUTER EQUIPMENT	469	227	500	492	500	0	500	500
62745 - TACTICAL SUPPLIES	7,174	6,456	9,800	9,800	9,800	0	9,800	9,800
62755 - UNIFORMS	26,735	30,244	30,600	26,820	30,600	0	30,600	30,600
62767 - PRISONER CARE	0	0	25	0	25	0	25	25
62773 - WEAPONS TRAINING SUPPLIES	26,545	31,895	33,000	32,644	33,000	0	33,000	33,000
68008 - GRANT MATCH	3,296	3,492	3,950	3,950	3,950	0	3,950	3,950
62000 - OPERATING EXPENDITURES	626,453	647,913	713,603	704,869	732,299	0	732,299	732,299
Department	6,957,173	7,264,419	7,637,775	7,456,341	7,854,747	0	7,854,747	7,854,747
TOTAL	6,957,173	7,264,419	7,637,775	7,456,341	7,854,747	0	7,854,747	7,854,747

Municipal Services

Municipal Services provide 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
W. Rhett Lamb Assistant City Manager/Community Development Director
Kürt Blomquist Public Works Director & Emergency Management Director

DEPARTMENT	COST CENTER	PAGE #
Airport	01700	118-124
Community Development	01910 - 01930	125-131
Public Works	00200 - 02029	132-140

Department:	Airport	Fund:	General
Division (s): Cost Center:	All 01700		
Mission:	To provide a modern, efficient, safe, and secure air transportation facility capable of accommodating a wide range of uses; and aircraft that will facilitate the economic, recreational, and social development of the Monadnock Region.		

This coming year we will be focused on several objectives. We will work to further grow the economic impact the airport has on our region by pursuing additional aviation businesses with the intent of attracting them to the Keene Dillant-Hopkins Airport. To do so we will need to get connected with national and regional organizations allowing for networking opportunities.

We will soon be working with CMT consultants to study the possibility of bringing daily scheduled air service back to Keene. This is an exciting project that could have a significant impact on the airport viability as well as our budget in the future.

This coming year we will also work on a public relations/education campaign to grow community support for the airport. Both traditional and social media as well as face to face public interaction and exciting public events will be utilized to educate the community on the positive impact the airport has on our community.

The airport has a small but very effective staff that does a tremendous job meeting the high demands of maintaining a safe, secure and attractive facility for our region's aviation needs. We are able to do so with assistance from other departments during time when workload exceeds the airport staff's capacity. This is a resource that we hope to maintain. Additionally, we must take action to ensure we maintain the talented and dedicated staff that we currently have.

Background

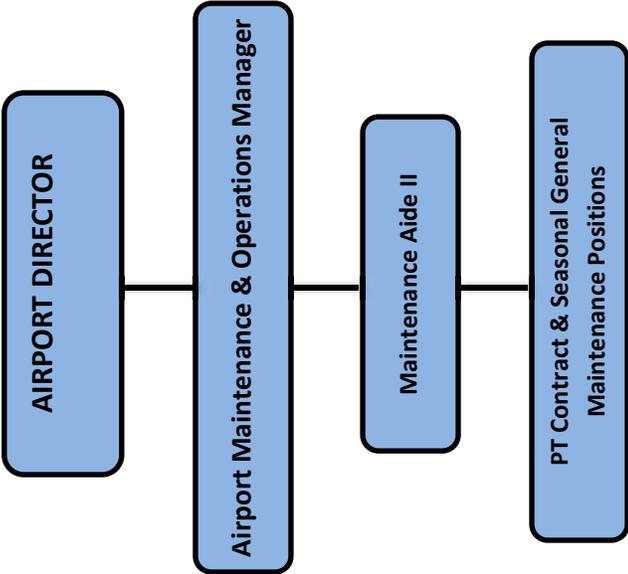
The Keene Dillant-Hopkins Airport has been and continues to be a significant asset to our community offering safe, efficient travel options as well as providing for economic growth opportunities.

Several businesses continue to thrive at the airport including The Flight Deck, which continues to be a destination Restaurant attracting local customers who enjoy watching the airport activity while they dine as well as making our airport a popular stop for aircrews. The Flight Deck also attracts recreational pilots who fly into our airport specifically to dine there. Monadnock Aviation continues to expand and will soon be purchasing the "green" hangar from the City. They provide essential ground servicing to based and transient aircraft and their flight school also continues to be very successful.

C&S Wholesale Foods operates several corporate aircraft from their hangar at our facility and continues to be a significant factor in the airport's value to the region.

The airport T-hangars continue to be filled with an ongoing waiting list. We have 80 based aircraft, an extraordinary number for a community our size which contributes to this being a very active and vibrant airport that we can certainly be proud of.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
To provide safe, efficient facility for regional aviation needs		Transportation		
Provide convenient access to and from region allowing for effectual business activities.		Economic Development		
Market airport as valuable asset to attract new, and grow existing business activities both at the airport and in the surrounding communities.		Economic Development		
FISCAL YEAR 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Complete the construction phase of taxiway A extension		FAR's	Transportation	O, C
Explore viability of commercial air service at Keene Dillant-Hopkins Airport			Transportation	O, C
Market airport to attract new aviation business		RSA 423	Economic Development	C
Engage community in public relations/education campaign to increase awareness of airport's value to region		RSA 423	Economic Development	C
Maintain full occupancy in the City's 32 T-hangars		FAR's	Transportation	O
METRICS:				
		FY19	FY20	FY21
Number of based aircraft		80	80	80
Number of denied landings due to airfield conditions (weather-related)		0	0	0
Fuel flowage (gallons)		410,000 est.	410,000 est.	375,000 est.
Total revenue		Budget \$456,908	Budget \$448,308	Budget \$440,216
Revenue to Expense ratio		Budget 70.79%	Budget 60.28%	Budget 64.85%
T-Hangar occupancy		99.00%	98.00%	99.00%



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

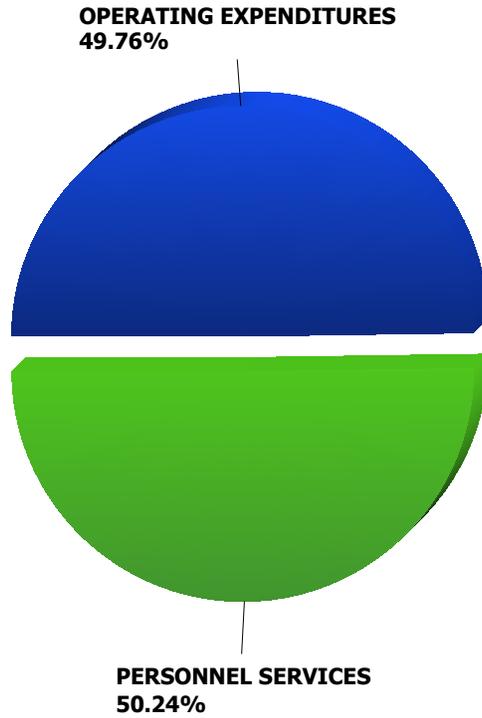
GENERAL FUND

Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
AIRPORT	43202 - AERONAUTICAL	15,137	7,977	8,000	8,000	8,000	8,000
	43000 - INTERGOVERNMENTAL	15,137	7,977	8,000	8,000	8,000	8,000
	44109 - DIRECT REIMBURSEMENT	1,485	0	0	0	0	0
	44501 - LANDING FEES	10,159	9,304	13,000	11,000	11,000	11,000
	44505 - GROSS REVENUE PERCENTAGE	10,088	10,087	13,000	12,000	12,000	12,000
	44506 - FUELING FEES	35,522	30,239	34,000	27,000	25,000	25,000
	44508 - AIRPORT RENTAL CAR INC.	0	0	2,000	0	0	0
	44000 - CHARGES FOR SERVICES	57,254	49,630	62,000	50,000	48,000	48,000
	46000 - MISCELLANEOUS	40	0	100	0	0	0
	46306 - AIRPORT T-HANGAR	102,909	101,623	109,917	109,917	112,871	112,871
	46307 - AIRPORT TERMINAL	7,400	8,600	24,152	24,152	26,239	26,239
	46308 - AIRPORT LAND	90,500	93,348	74,134	74,134	75,487	75,487
	46311 - FUEL FARM LEASE	15,484	15,758	15,927	15,927	16,200	16,200
	46312 - AIRPORT WWTP INCOME	150,312	154,178	154,178	154,178	156,324	156,324
	46000 - MISCELLANEOUS	366,645	373,507	378,408	378,308	387,121	387,121
	TOTAL	439,037	431,113	448,408	436,308	443,121	443,121

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

AIRPORT

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	317,558	321,094	369,708	345,113	340,303	0	340,303	340,303
62000 - OPERATING EXPENDITURES	308,151	317,316	374,109	374,093	337,110	0	337,110	337,110
Department Total	625,709	638,410	743,817	719,206	677,413	0	677,413	677,413



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

AIRPORT

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	0	0	103,216	35,996	89,991	0	89,991	89,991
61304 - GENERAL PERSONNEL	110,958	117,576	119,355	124,214	124,214	0	124,214	124,214
61308 - SEASONAL HELP	17,823	21,652	23,000	23,000	23,000	0	23,000	23,000
61401 - TEMPORARY PERSONNEL	102,413	66,402	0	0	0	0	0	0
61501 - REGULAR OVERTIME	7,112	5,961	4,000	4,500	4,000	0	4,000	4,000
61602 - STAND-BY PAY	8,280	7,710	10,550	10,550	10,550	0	10,550	10,550
61701 - HEALTH INSURANCE	32,234	31,450	53,876	35,431	35,431	0	35,431	35,431
61702 - DENTAL INSURANCE	1,993	2,063	3,254	3,254	3,254	0	3,254	3,254
61703 - RETIREMENT CONTRIBUTIONS	14,658	14,930	26,487	25,552	23,927	0	23,927	23,927
61704 - SOCIAL SECURITY	18,549	16,329	19,899	19,260	19,260	0	19,260	19,260
61705 - WORKERS COMPENSATION	3,517	3,687	6,071	6,676	6,676	0	6,676	6,676
61901 - RECRUITMENT	21	0	0	1,347	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	0	33,333	0	55,333	0	0	0	0
61000 - PERSONNEL SERVICES	317,558	321,094	369,708	345,113	340,303	0	340,303	340,303
62102 - PROFESSIONAL SERVICES	0	1,150	1,500	0	0	0	0	0
62120 - LABORATORY SERVICES	171	2,478	200	0	200	0	200	200
62122 - DRUG/ALCOHOL TESTING	106	0	0	0	0	0	0	0
62175 - OTHER SERVICES	585	777	1,800	180	1,800	0	1,800	1,800
62203 - SNOW PLOWING	6,000	1,983	5,250	4,000	5,750	0	5,750	5,750
62205 - PC REPLACEMENT CHARGE	744	674	716	838	838	0	838	838
62206 - PW FLEET CHARGE	170,052	171,329	178,639	178,639	190,063	0	190,063	190,063
62208 - TAXES	47,857	56,777	49,126	49,126	49,126	0	49,126	49,126
62209 - RUBBISH PICK-UP	680	794	1,200	1,200	1,200	0	1,200	1,200
62301 - OFFICE EQUIPMENT MAINT.	1,223	240	480	400	480	0	480	480
62315 - FUEL SYSTEM MAINTENANCE	3,413	2,408	16,495	28,608	2,400	0	2,400	2,400
62318 - BUILDING REPAIR	923	1,874	0	0	0	0	0	0
62340 - GROUNDS MAINTENANCE	28,578	29,199	20,000	25,000	25,550	0	25,550	25,550
62350 - BUILDING MAINTENANCE	9,538	11,676	7,363	8,500	7,363	0	7,363	7,363
62355 - BRUSH & OBSTR CLEARING	12,868	4,014	19,000	19,000	19,000	0	19,000	19,000
62416 - PRINTING	62	984	1,000	20	500	0	500	500
62425 - ADVERTISING	989	1,245	1,250	1,250	2,750	0	2,750	2,750
62430 - TRAVEL	0	3,500	4,000	3,000	4,000	0	4,000	4,000
62435 - TRAINING	350	0	400	400	1,900	0	1,900	1,900
62436 - MEETINGS & DUES	25	0	1,275	500	1,275	0	1,275	1,275
62438 - LICENSES & CERTIFICATIONS	0	155	0	0	0	0	0	0
62445 - PHOTOGRAPHY & PROCESSING	0	0	115	0	115	0	115	115
62447 - PUBLIC AWARENESS	49	0	1,000	0	1,000	0	1,000	1,000
62455 - CONTRACTED SERVICES	78	0	35,000	35,000	0	0	0	0
62501 - WATER	2,092	4,528	4,400	1,000	2,500	0	2,500	2,500
62505 - BEACON & OBST LIGHTS ELEC	12,097	12,206	9,500	9,500	9,500	0	9,500	9,500
62510 - TELEPHONE	1,832	3,543	1,900	1,850	1,900	0	1,900	1,900
62513 - PROPANE	0	192	5,000	0	250	0	250	250

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62604 - EQUIPMENT RENTAL	17	2,500	4,000	0	2,000	0	2,000	2,000
62701 - OFFICE SUPPLIES	165	422	450	300	450	0	450	450
62702 - COPIER SUPPLIES	0	0	0	0	150	0	150	150
62710 - POSTAGE	297	16	150	100	150	0	150	150
62733 - TOOLS	172	0	0	1,782	500	0	500	500
62735 - BUILDING MAINT. SUPPLIES	5,578	284	500	2,500	2,500	0	2,500	2,500
62737 - JANITORIAL SUPPLIES	22	770	400	400	400	0	400	400
62738 - FURNITURE	0	0	1,000	0	0	0	0	0
62743 - MINOR SAFETY EQUIPMENT	0	0	0	0	500	0	500	500
62755 - UNIFORMS	1,590	1,597	1,000	1,000	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	308,151	317,316	374,109	374,093	337,110	0	337,110	337,110
Department	625,709	638,410	743,817	719,206	677,413	0	677,413	677,413
TOTAL	625,709	638,410	743,817	719,206	677,413	0	677,413	677,413

Department:	Community Development	Fund:	General
Division (s): Cost Center:	ALL 01910 through 01930		
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 and safety.		

The Community Development Department is in the second year of its realignment of departments and personnel. This last year saw the combining of two part-time Housing Inspectors positions into one full-time position and a Planner position was also converted from part-time to a full-time position. This budget purposes to continue the personnel realignment by taking one of the two current Code Enforcement Officers and tasking one Officer with residential inspections and the other Officer reclassified as a Commercial Building Inspector tasked with commercial inspections. These changes will help to better serve the public and the needs of the City with a streamlined and simplified development process for those who want to do business or build in Keene.

As the department moves to a more efficient development process, primary functions have continued including long-range planning, building permit/land use development review and inspections, property and housing inspections, food establishment licenses and inspections, and health inspections under State Statutes and City Codes.

An important goal of this realignment is to provide better customer service through a permit center where applications for most common permits can be processed quickly and by staff at the point of contact with the customer. Both the Permit Technician and Planning Technician positions, which were vacant but have recently been filled, are central to this approach. Where possible, these positions will be cross-trained to allow better coordination and interaction with other involved departments such as Public Works and Fire. The focus of a permit center will be on routine permits. The department continues to support City Boards and Commissions responsible for land use approvals such as the Planning Board, the Zoning Board of Adjustment and the Historic District Commission.

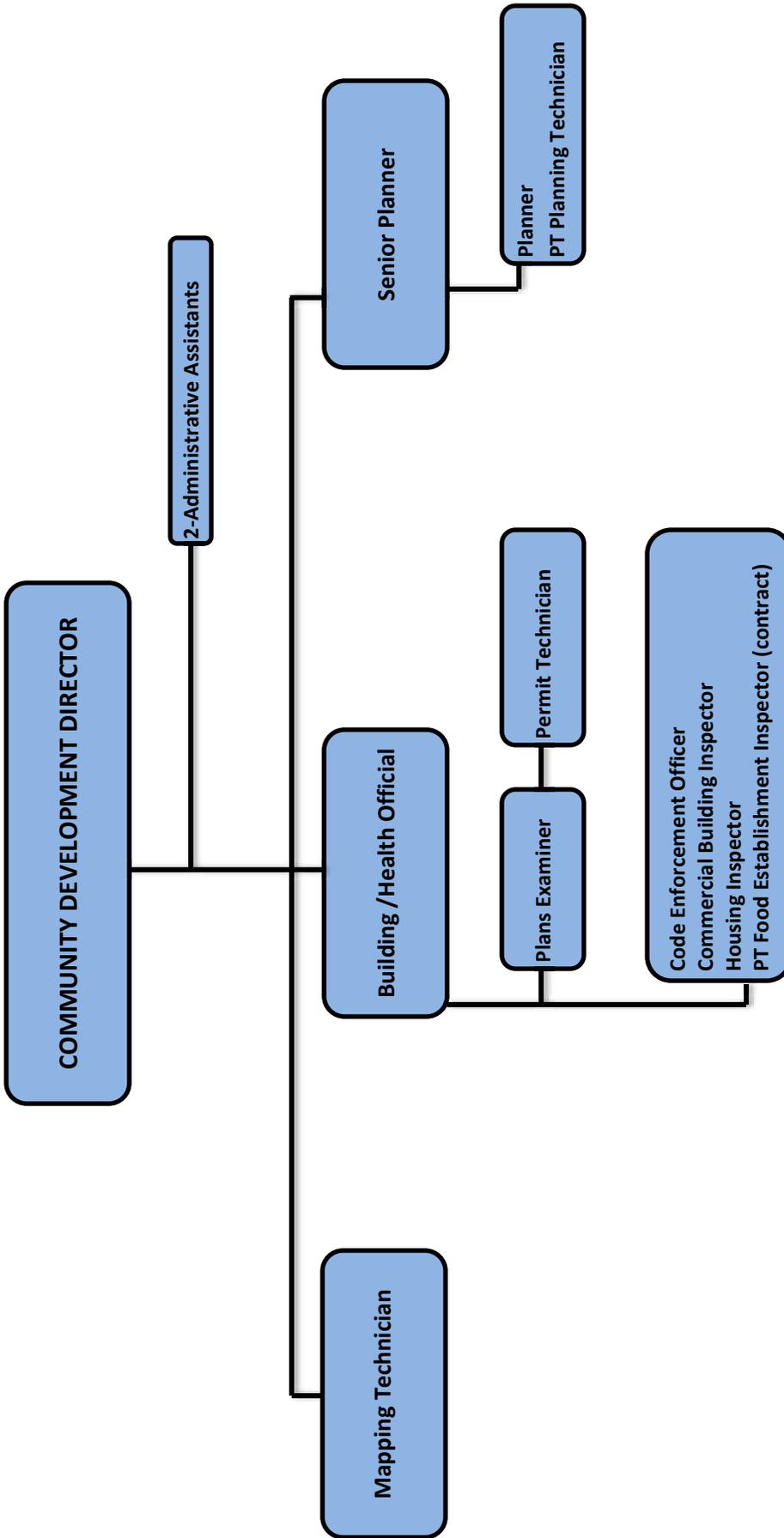
The Land Use Code Update project continues to be a priority in FY21. This evaluation and future implementation will further the mission statement of the new department while pursuing the goals of the 2010 Comprehensive Mater Plan (CMP).

The department will see a continuation of large projects into FY 21 with the expansion of the Monadnock Coop, the Froling Energy facility at 560 Main St, and the ongoing renovation of 17 Washington St. Other large projects continuing into FY 21 will be the design of the Cheshire Rail Trail Phase III project, and continued implementation of the CMP with the Planning Board and City Council. The department continues its role in projects related to the Economic Development Action Plan including expanding the 79E Program. The staff is also tasked with developing an energy plan by December 2020 detailing how the City can move toward 100% renewable energy by 2050, a goal adopted by City Council Resolution in 2019. In writing the plan, staff will conduct community outreach and engagement projects, collect baseline data from both energy experts and the community.

Background

The Community Development Department's merge of the City's former Planning, Health and Code Enforcement Departments has been in the works for the past few years. The merge was implemented after careful evaluation of tasks with the premise of streamlining for the betterment of our citizens, businesses and community. These former departments functioned under many of the same State Statutes and City Codes. All staff under this new umbrella will continue with certifications, training and memberships required in maintaining proper skills and knowledge of the ever-progressing codes and standards.

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 review plans, issue permits, and conduct inspections for compliance to 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		
FISCAL YEAR 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Continue Comprehensive Master Plan implementation process with Planning Board and Planning, Licenses and Development Committee		674:01:00	Municipal Governance & Fin Stability	O,I,E
Continue the implementation of the new software system to incorporate citizen engagement with online permitting and centralized applications		155/674	Municipal Governance & Fin Stability	O,C,E
Continue Phase II of the Land Use Code Update			Future Land Use & Policy	O, I, E
Write grants for funding to support programs/initiatives			Municipal Governance & Fin Stability	I
Complete the City's Energy Plan			Climate Change	O, I, E
Continue to support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones			Municipal Governance & Fin Stability	O, I, E
Give presentations to community groups and professional organizations			Leadership	O, I
Increase the present level of review and inspection efficiency		155/674	Safe Community	V,C,E
Continue training and certification of department staff		155/674	Education	V,C,E
METRICS:		FY19	FY20	FY21
Complete the initial review of new residential permits applications in 7 working days (target 95%)		95%	90%	95%
Complete the initial plan review on new commercial permit applications in 10 working days (target 95%)		95%	90%	95%
Total building permits		425	450	450
Total building permit inspections		2,200	2,300	2,300
Maintain and conduct a Voluntary Housing Inspection Program		350	200	250
Property and Housing Standard complaints		350	300	350
Food Establishment and Health Code Inspections		350	350	350
Adoption of revisions or updates to the Comprehensive Master Plan the same year they are proposed/identified		1	0	1
Complete 90% of the initial completeness reviews for new subdivision, site plan applications within 5 business days		93%	93%	93%
Complete 95% of minor amendment applications in 10 business days		99%	99%	99%
Complete 95% of all inspection requests within 5 business days		99%	99%	99%



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

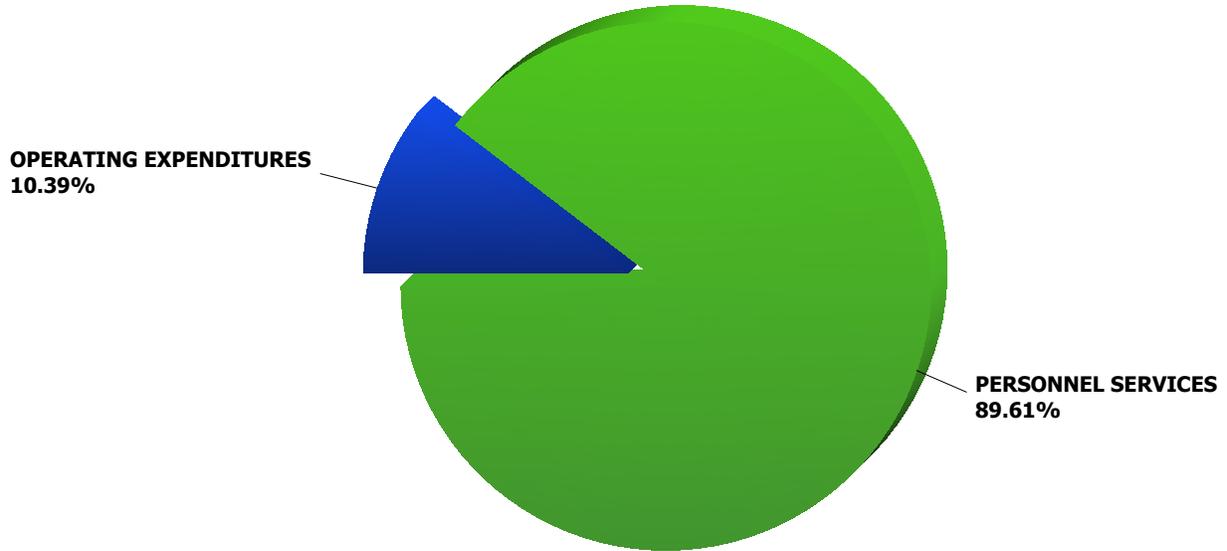
GENERAL FUND

Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
COMMUNITY DEVELOPMENT	42105 - HEALTH	49,150	49,090	51,900	51,950	51,900	51,900
	42205 - PERMITS	573,757	312,939	220,000	220,000	220,000	220,000
	42306 - MISC FEES & CHARGES	0	0	8,700	800	1,000	1,000
	42330 - SITE PLAN APPLICATIONS	7,313	7,575	6,500	6,500	6,500	6,500
	42331 - SUBDIVISION APPLICATIONS	3,735	2,322	1,500	2,139	1,500	1,500
	42332 - MINOR AMENDMENTS APPPL.	2,000	2,420	750	1,625	750	750
	42333 - VOLUNTARY MERGER	100	75	75	75	75	75
	42334 - CONDITIONAL USE APPLICAT.	0	621	500	500	500	500
	42335 - DRIVEWAY CURB CUT APPS.	277	513	300	424	300	300
	42337 - ZBA FEES	3,706	3,284	3,500	3,500	3,500	3,500
	42000 - LICENSES/PERMITS/FEES	640,038	378,838	293,725	287,513	286,025	286,025
	44109 - DIRECT REIMBURSEMENT	200	974	0	0	0	0
	44115 - INSPECTION SERVICES	0	0	5,000	0	0	0
	44000 - CHARGES FOR SERVICES	200	974	5,000	0	0	0
	45202 - BUILDING CODE VIOLATIONS	125	0	500	1,200	500	500
	45203 - HEALTH CODE VIOLATIONS	125	125	0	0	0	0
	45000 - FINES & FORFEITS	250	125	500	1,200	500	500
	47304 - MAPS,BLUEPRINTS,ETC	0	0	100	100	100	100
	46000 - MISCELLANEOUS	0	0	100	100	100	100
	TOTAL	640,488	379,937	299,325	288,813	286,625	286,625

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

COMMUNITY DEVELOPMENT

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	1,234,430	1,195,846	1,329,511	1,329,511	1,362,515	0	1,362,515	1,362,515
62000 - OPERATING EXPENDITURES	255,593	228,925	162,990	162,990	157,971	0	157,971	157,971
Department Total	1,490,023	1,424,771	1,492,501	1,492,501	1,520,486	0	1,520,486	1,520,486



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

COMMUNITY DEVELOPMENT

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	215,356	122,147	123,087	123,087	125,679	0	125,679	125,679
61303 - SUPERVISORY PERSONNEL	0	122,321	179,062	179,062	189,695	0	189,695	189,695
61304 - GENERAL PERSONNEL	410,000	343,486	361,947	361,947	442,611	0	442,611	442,611
61305 - ADMINISTRATIVE PERSONNEL	105,327	137,214	145,824	144,645	97,588	0	97,588	97,588
61307 - PART TIME EMPLOYEES	123,781	60,545	46,089	46,089	46,469	0	46,469	46,469
61401 - TEMPORARY PERSONNEL	49,307	44,556	29,136	29,136	29,634	0	29,634	29,634
61501 - REGULAR OVERTIME	1,015	2,322	0	0	0	0	0	0
61701 - HEALTH INSURANCE	164,149	198,318	260,685	260,685	239,985	0	239,985	239,985
61702 - DENTAL INSURANCE	8,916	11,102	14,636	14,636	13,655	0	13,655	13,655
61703 - RETIREMENT CONTRIBUTIONS	82,437	81,153	90,982	90,982	95,568	0	95,568	95,568
61704 - SOCIAL SECURITY	66,738	63,267	67,714	67,714	71,273	0	71,273	71,273
61705 - WORKERS COMPENSATION	7,073	9,184	10,350	10,350	10,359	0	10,359	10,359
61901 - RECRUITMENT	332	230	0	1,179	0	0	0	0
61000 - PERSONNEL SERVICES	1,234,430	1,195,846	1,329,511	1,329,511	1,362,515	0	1,362,515	1,362,515
62102 - PROFESSIONAL SERVICES	51,000	51,107	56,000	56,000	56,000	0	56,000	56,000
62103 - TECHNICAL SERVICES	3,659	1,595	1,859	1,859	1,859	0	1,859	1,859
62121 - MONITORING/INSPECTIONS	585	1,750	0	0	0	0	0	0
62143 - HOME HEALTH CARE	50,163	35,502	0	0	0	0	0	0
62146 - MENTAL HEALTH SERVICES	25,154	25,000	0	0	0	0	0	0
62175 - OTHER SERVICES	24,169	24,804	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	5,628	5,498	5,576	5,576	6,105	0	6,105	6,105
62206 - PW FLEET CHARGE	33,672	31,089	32,421	32,421	31,373	0	31,373	31,373
62301 - OFFICE EQUIPMENT MAINT.	2,904	3,540	3,205	3,205	3,205	0	3,205	3,205
62416 - PRINTING	2,633	2,235	3,250	3,250	3,250	0	3,250	3,250
62425 - ADVERTISING	1,713	2,598	2,546	2,546	2,546	0	2,546	2,546
62435 - TRAINING	9,578	6,764	8,983	8,983	8,983	0	8,983	8,983
62436 - MEETINGS & DUES	2,944	2,147	5,300	5,300	5,300	0	5,300	5,300
62510 - TELEPHONE	5,058	4,353	5,875	5,875	5,875	0	5,875	5,875
62700 - SUPPLIES AND MATERIALS	266	30	500	924	500	0	500	500
62701 - OFFICE SUPPLIES	4,433	2,520	5,050	4,626	5,050	0	5,050	5,050
62710 - POSTAGE	3,283	4,009	11,264	11,264	6,764	0	6,764	6,764
62715 - BOOKS AND PERIODICALS	959	6,084	2,700	2,472	2,700	0	2,700	2,700
62734 - MINOR EQUIPMENT	1,294	1,167	1,045	1,273	1,045	0	1,045	1,045
62744 - MINOR COMPUTER EQUIPMENT	669	591	500	873	500	0	500	500
62756 - PROTECTIVE CLOTHING	789	725	625	625	625	0	625	625
62760 - OPERATING SUPPLIES	1,038	66	541	168	541	0	541	541
62761 - SOFTWARE	24,000	15,750	15,750	15,750	15,750	0	15,750	15,750
62000 - OPERATING EXPENDITURES	255,593	228,925	162,990	162,990	157,971	0	157,971	157,971
Department	1,490,023	1,424,771	1,492,501	1,492,501	1,520,486	0	1,520,486	1,520,486
TOTAL	1,490,023	1,424,771	1,492,501	1,492,501	1,520,486	0	1,520,486	1,520,486

Department:	Public Works	Fund:	General
Division (s): Cost Center:	Administration, Engineering & Highway 02000 through 02029		
Mission:	The City of Keene Public Works Department provides quality management of transportation, water, wastewater, stormwater and solid waste infrastructure for Keene residents and visitors. In addition, the department provides community education, resource planning, and strives to provide the highest level of efficient, economical, and environmentally sensitive service to the community.		

Administration and Engineering

In FY21, the Engineering Division will continue to meet the challenges presented by the infrastructure construction program, along with supporting other projects outside the Capital Improvement Program. Major anticipated Projects for the next fiscal year will include:

- Design and construction of the Roxbury Street drainage and streetscape improvement project.
- Replacement of approximately 2,400 feet of sewer mains on Blossom Street and Ridgewood Ave
- Rehabilitation of approximately 4.75 miles of roadways throughout the city.
- Beginning the construction of the \$7.9M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street & the Island Street Bridge.
- Begin the design of the \$9.1M Lower Winchester Street reconstruction project (from Rt. 101 to the Swanzey Town Line).
- Oversight and Administration of the Taxiway and Extension Project.
- Planning and design of the new Public Works salt storage shed.
- On-call engineering review and inspection services for new site plan and subdivision projects
- Reviewing and updating the Public Works Department's "*Street and Utility Detailed Standards*".
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
 - Cartegraph/GIS integration
 - Arts & Culture Corridor project
 - Downtown Revitalization

Highway Division

The Highway Division will meet the following objectives in FY 21:

- Continue with enclosed drainage system maintenance cleaning 1450 catch basins and inspecting up to two miles of drain line and clean as needed.
- Hold Arbor Day Ceremony celebrating Keene as Tree City U.S.A
- Remove and replace failing streets trees throughout the city
- Provide citywide street sweeping services to enhance the cities infrastructure as well as help eliminate enclosed drainage system blockages
- Repair enclosed drainage system deficiencies identified through inspection performing enclosed drainage system maintenance

BACKGROUND

Administration

Public Works Administration provides overall 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 assisting in public information programs for the various divisions. Administration is composed Office Manager, and an Administrative Assistant. 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 over oversees 66 FTE and 4 PTE, all operations of the Department, budget preparation and implementation, Capital Planning, and strategic visioning and planning for the City's infrastructure assets. During FY20, the Public Works Administration continued to respond to the public interest and demand for information on Department activities, operations, and projects. Staff has continued to expand its social media presence. In measuring how well the Department's social media outlets are functioning, we look at engagements. Engagements are the number of people who take an active action on a post or story. It is a measure of how people are reacting to information being posted. From January 1, 2018 – December 31, 2018 the total engagements of 27,341 on social media increased to 28,876 for the same period in 2019. This is a slight increase over the previous years it is showing that we have a consistent level of viewership of the information we are sharing. In FY21, 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 happenings 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 sewer permitting, and inspection.

During FY20, the Division's accomplishments included:

- Rehabilitating and preserving of over 5 lane-miles of roadways throughout the City.
- Completing the Preliminary Design for the Winchester Street reconstruction from the Rte. 101 roundabout to Island Street.
- Completing the Perham Street Sewer Rehabilitation project at a final cost that was more than \$800,000 below budget.
- Implementing an innovative process to clean and line approximately 2,500 feet of water mains.
- Completing construction of the improvements to the Goose Pond Dam.
- Completing the construction of the Baker Street Infrastructure Project.
- Alleviating neighborhood flooding by installing additional stormwater capacity on Ralston Street and Winchester Street.
- Overseeing the design and environmental permitting for both Woodward Pond Dam improvements.
- Issuing and overseeing an estimated 125 excavation permits related to private work within the roadway.

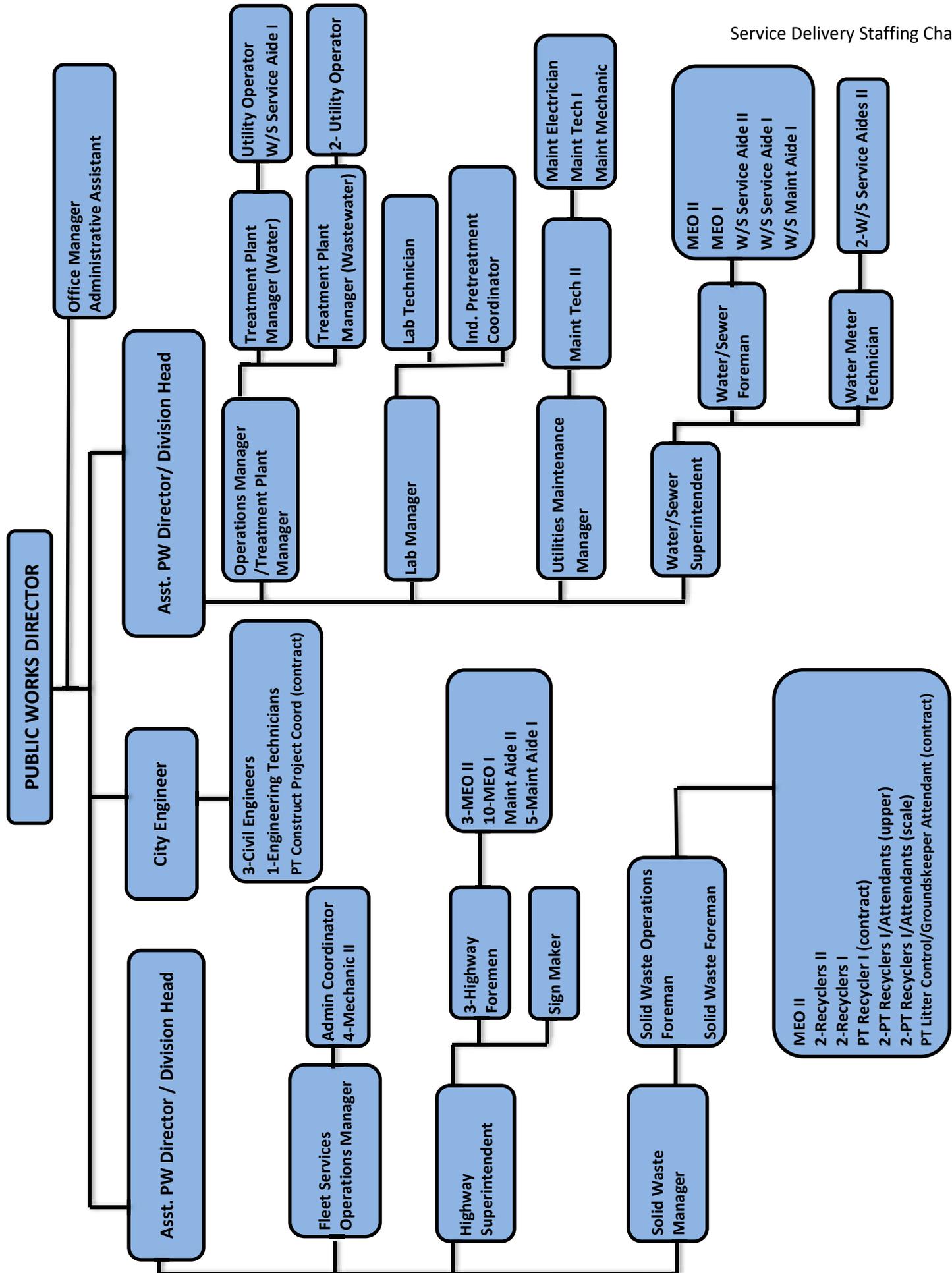
Highway Division

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 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 drain and maintenance of over 4,000 street/traffic signs.

Some of our major accomplishments in FY20 include:

- Using the Divisions Asset Management System, this tool enabled us to track the effort taken devoted to some of the divisions FY 19 goals:
 1. 321 hours roadside mowing including the Open Ditch Maintenance Program,
 2. 7.5 miles of grader patching streets (River St, Dickerson Rd, Summit Rd, Concord Rd, Base Hill Rd and Old Walpole Rd),
 3. 1657 hours roadside ditching,
 4. 2070 hours assisting others (city departments and divisions, community events and contractors)
 5. 2685 hours street asphalt patching.
 6. Resulting from inspection through our Enclosed Drainage System Cleaning Program deficiencies were reported. Staff devoted 1,249 hours making these repairs.
- Installed drain system and block wall at Transfer Station to eliminate icing.

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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Plow, salt, and sand roadways and sidewalks at appropriate times following Public Works Standard Operating Guidelines			Safe Community	E
Respond to deficiencies reported through our Asset Management System within 72 hours.	RSA 230:90-92A	Infrastructure		C, E
Continue City-wide Drain Maintenance Program using data compiled from Drain Cleaning and Line Flushing Program		Infrastructure		E
Continue roadside mowing , roadside ditching and open drainage system maintenance		Infrastructure		E
Continue to transition grass belt areas to low maintenance gardens in downtown by adding pedestrian walkways and perennial/annual gardens		Infrastructure		E
Advance the goals of the February 2017 Economic Development Action Plan by streamlining Department permitting processes		Economic Development		V, I, C
Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments.		Infrastructure		C, E
Implement pavement preservation program as outlined in the FY20-25 Capital Improvement Program.		Infrastructure		C, E
Continue to develop detailed asset management plans for critical asset types.		Infrastructure		C,E
METRICS:		FY19	FY20	FY21
Catch Basin and Drain Line Cleaning Program (# CB, # feet DL)	1,400/10,560	800 / 4370	1,400/10,560	
Pavement Preservation Techniques (Spot Repair, Micro Surfacing and Crack Seal)	91,525	127,333	65,000	
Devoted over 200 hours to open ditch mowing (Tax Ditches) as well as 121 hours of roadside mowing	N/A	321	375	
Percent of excavation and encumbrance permits issued within three business days of submission.	80%	90%	95%	
Social Media (Facebook) Engagements	38,000	41,000	41,000	



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Department Summary by Account**

GENERAL FUND

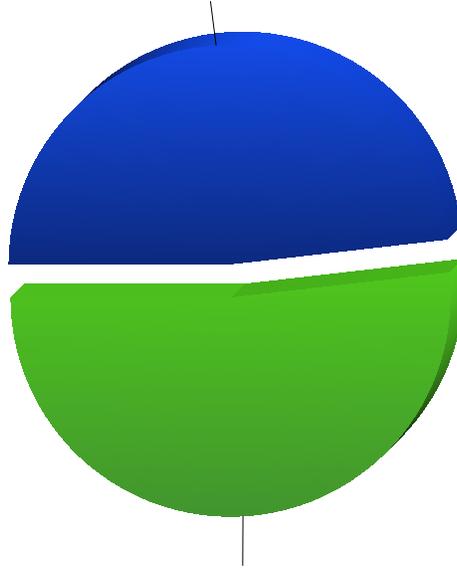
Department	Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
PUBLIC WORKS	43201 - FLOOD CONTROL	49,459	49,459	36,797	35,817	35,800	35,800
	43203 - HIGHWAY	910,383	498,135	505,968	505,968	500,000	500,000
	43000 - INTERGOVERNMENTAL	959,842	547,594	542,765	541,785	535,800	535,800
	44109 - DIRECT REIMBURSEMENT	153,643	146,464	120,713	120,713	107,000	107,000
	44115 - INSPECTION SERVICES	2,845	0	500	200	200	200
	44116 - PUBLIC WAY IMPEDIMENT	1,050	950	600	500	500	500
	44117 - EXCAVATION	2,500	5,475	4,000	4,500	4,000	4,000
	44000 - CHARGES FOR SERVICES	160,038	152,889	125,813	125,913	111,700	111,700
	46103 - INTEREST: A/R	(377)	0	0	0	0	0
	46405 - DOWNTOWN MEM TREE TRST FD	835	50	2,079	1,386	5,000	5,000
	46000 - MISCELLANEOUS	458	50	2,079	1,386	5,000	5,000
	TOTAL	1,120,339	700,533	670,657	669,084	652,500	652,500

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Department
GENERAL FUND**

PUBLIC WORKS

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	2,141,889	2,171,038	2,401,743	2,123,693	2,399,707	0	2,399,707	2,399,707
62000 - OPERATING EXPENDITURES	2,172,841	1,838,639	2,176,543	2,265,693	2,231,577	0	2,231,577	2,231,577
Department Total	4,314,729	4,009,678	4,578,286	4,389,386	4,631,284	0	4,631,284	4,631,284

**OPERATING EXPENDITURES
48.18%**



**PERSONNEL SERVICES
51.82%**

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

PUBLIC WORKS

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61301 - DEPARTMENT HEAD	124,249	127,087	123,087	125,679	125,679	0	125,679	125,679
61303 - SUPERVISORY PERSONNEL	103,711	105,956	106,771	109,849	109,020	0	109,020	109,020
61304 - GENERAL PERSONNEL	875,736	907,421	1,011,352	796,941	1,032,911	0	1,032,911	1,032,911
61305 - ADMINISTRATIVE PERSONNEL	77,572	78,979	81,552	83,590	83,865	0	83,865	83,865
61401 - TEMPORARY PERSONNEL	1,880	120	0	0	0	0	0	0
61501 - REGULAR OVERTIME	92,509	64,430	66,639	74,984	66,639	0	66,639	66,639
61602 - STAND-BY PAY	12,670	12,740	12,775	12,775	12,775	0	12,775	12,775
61605 - SICK & INJURY	28,951	30,498	30,228	24,160	28,645	0	28,645	28,645
61607 - VACATION	126,060	146,034	131,436	140,200	136,126	0	136,126	136,126
61611 - OUT OF CLASS PAY	0	0	2,000	0	0	0	0	0
61701 - HEALTH INSURANCE	369,147	360,932	460,671	427,792	440,395	0	440,395	440,395
61702 - DENTAL INSURANCE	19,418	19,325	27,177	23,368	25,111	0	25,111	25,111
61703 - RETIREMENT CONTRIBUTIONS	163,338	165,064	185,093	155,961	178,285	0	178,285	178,285
61704 - SOCIAL SECURITY	108,099	111,579	124,671	109,640	121,501	0	121,501	121,501
61705 - WORKERS COMPENSATION	37,309	39,315	38,292	37,464	38,755	0	38,755	38,755
61901 - RECRUITMENT	1,241	1,557	0	1,289	0	0	0	0
61000 - PERSONNEL SERVICES	2,141,889	2,171,038	2,401,743	2,123,693	2,399,707	0	2,399,707	2,399,707
62103 - TECHNICAL SERVICES	17,664	27,089	16,529	41,551	16,529	0	16,529	16,529
62120 - LABORATORY SERVICES	4,326	2,601	5,865	5,239	5,865	0	5,865	5,865
62121 - MONITORING/INSPECTIONS	2,780	3,392	43,754	43,754	43,745	0	43,745	43,745
62205 - PC REPLACEMENT CHARGE	6,504	8,308	9,271	9,271	8,294	0	8,294	8,294
62206 - PW FLEET CHARGE	837,816	874,032	920,698	920,698	939,165	0	939,165	939,165
62300 - REPAIR & MAINTENANCE SVCS	15,694	19,207	36,525	25,000	36,525	0	36,525	36,525
62301 - OFFICE EQUIPMENT MAINT.	558	558	600	560	600	0	600	600
62306 - SOFTWARE MAINTENANCE	1,717	1,560	2,000	1,700	2,000	0	2,000	2,000
62310 - SAFETY PROGRAM MAINT.	4,861	5,712	7,000	7,000	7,000	0	7,000	7,000
62331 - ROAD AND STREET MAINT.	412,845	158,475	399,987	399,987	421,487	0	421,487	421,487
62372 - TREE/FORESTRY MAINTENANCE	55,750	28,975	45,700	64,033	45,700	0	45,700	45,700
62373 - TREE PLANTING	1,485	2,823	3,000	2,600	3,000	0	3,000	3,000
62374 - STREET LIGHT MAINTENANCE	25,486	57,971	6,517	79,408	6,517	0	6,517	6,517
62430 - TRAVEL	259	666	300	280	300	0	300	300
62435 - TRAINING	5,140	6,270	3,600	4,500	3,200	0	3,200	3,200
62436 - MEETINGS & DUES	2,086	1,997	1,950	1,950	2,400	0	2,400	2,400
62448 - HAULING AND DISPOSAL	0	0	6,324	6,324	6,320	0	6,320	6,320
62501 - WATER	9,100	15,633	10,000	10,650	10,000	0	10,000	10,000
62503 - ELECTRICITY	132,986	119,545	103,500	75,891	103,500	0	103,500	103,500
62510 - TELEPHONE	6,245	6,596	6,200	6,395	6,500	0	6,500	6,500
62604 - EQUIPMENT RENTAL	0	0	8,000	8,265	8,000	0	8,000	8,000
62701 - OFFICE SUPPLIES	2,755	2,173	2,800	2,880	3,000	0	3,000	3,000
62740 - OTHER MAINT. SUPPLIES	470,511	407,698	427,572	461,616	427,572	0	427,572	427,572
62744 - MINOR COMPUTER EQUIPMENT	419	131	450	400	450	0	450	450
62755 - UNIFORMS	9,353	9,570	11,000	10,500	11,000	0	11,000	11,000
62760 - OPERATING SUPPLIES	93,865	77,657	97,401	75,241	97,401	0	97,401	97,401

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
63409 - EQUIPMENT ACQUISITION	52,636	0	0	0	15,507	0	15,507	15,507
62000 - OPERATING EXPENDITURES	2,172,841	1,838,639	2,176,543	2,265,693	2,231,577	0	2,231,577	2,231,577
Department	4,314,729	4,009,678	4,578,286	4,389,386	4,631,284	0	4,631,284	4,631,284
TOTAL	4,314,729	4,009,678	4,578,286	4,389,386	4,631,284	0	4,631,284	4,631,284

Parking Fund

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	142-145
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Department:	City Manager – Economic Development	Fund:	Parking
Division (s): Cost Center:	Parking Services & Public Works 01500 through 01503		
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.		

(FY21) Parking Services will continue to modernize and optimize the program and offerings with more current technology to provide enhanced customer experience, payment convenience, and other more up-to-date industry services. This includes rehabilitation and preventative maintenance of the City’s downtown on-street parking, public lots, and parking structures to continue providing a variety of reasonable short and long-term parking options that support a vibrant and dynamic downtown for visitors, residents, and workforce. Key elements of the comprehensive plan include:

Outreach and Engagement

- Collaborate and coordinate 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.
- Promote parking card and benefits of long-term parking lots, mobile app and other resources, as well as expanded reserved permit program geared toward downtown workforce and residents.
- 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 lots.
- Work closely with Public Works to ensure enhanced lighting at Wells Garage lower level, and Police Department for patrol that helps build customer confidence.

Strategic Analysis and Operational Enhancements

- Acquire modern parking enforcement system with real-time information that enables parking officer efficiency and access to data that identifies scofflaws and reduces errors in violation issuance. Integrated parking management system also delivers real-time payment convenience, advanced data intelligence for more informed decision making, and a simplified self-service solution for customers to conveniently reload a parking card or renew a permit online.
- Invest in a parking permit management solution to optimize existing reserved permit parking to accommodate more residents and workforce, as well as provide a higher level of customer service through online renewal option and other self-service capabilities.
- Further the smart meter technology offering and program, including public engagement and on-street proof-of-concept/pilot program to support goal of nearly 100% compliance for all vehicles.
- Stay current with services, industry best practices, parking management solutions and new technology, as well as demand by continuing to closely monitor and analyze current and projected downtown parking needs through survey, usage, outreach, and changes to the downtown landscape.

(FY20) Accomplishments were focused on a changing business and service model as Parking Services transitioned from a Police Department enforcement bureau to an integrated Economic Development downtown service:

Outreach and Engagement

- Reinforced value of Parking Services, fairness of ‘pay-to-use’ parking model for Keene as a regional hub, reinvestment of parking monies into downtown maintenance and improvements, as well as comparable city programs and rates in response to negative feedback from City’s 2019 fee increase.
- Expanded response to negative customer feedback, and engagement to build relationship, better awareness and understanding for support of the downtown parking services, benefits, and value.

- Enhanced communications, including effective messaging, refreshed website, informational handouts, data visualization for infographics and presentation talking points; promotion of mobile app, FAQs, and re-loadable parking card for pay station purchase convenience and security.
- In partnership with Economic Development and Public Works, kicked off joint communications by connecting with downtown businesses; continued outreach with monthly newsletter updates, and periodic questionnaires for data gathering and preferences to incorporate into strategic planning.

Strategic Analysis and Operational Enhancements

- Analyzed use and feedback to implement enhanced programming for improvements to public lot pay station functionality; expanded reserved permit parking offering and marketing to better meet the needs of residents and downtown workforce.
- Monitored use and feedback re outdated meters; identified preferred vendor for smart technology that aligns with Master Plan to expand payment options and convenience.
- Evaluated outreach, current and past use of parking spaces on-street and in public parking lots to develop short, mid and long-term recommendations in preparation for the Strategic Downtown Parking Plan (master plan).
- Developed comprehensive study and recommendations for enhanced parking-related signage throughout downtown, including directionals to long-term parking as well as pay station clarity.
- Secured services of a debt recovery partner for an expanded collection program in lieu of towing.

01501 Outside Services- Provides 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 supports the upkeep of the downtown areas. The funds in this area do not fully support all activities (for example street sweeping, line painting, snow and ice control) but provide a contribution to the general fund that shoulders the majority of the cost.

In FY20 the Public Works Department continued its:

- Beautification efforts in the downtown that included;
- Upgrading areas to perennial planting,
- Repair and maintenance of the sprinkler system,
- Performing annual plantings around Central Square and downtown (spring and then fall flowers),
- Installation of addition lighting in crosswalk area,
- Installation of bicycle racks in coordination with the Bicycle Pedestrian Advisory Committee
- Maintenance, clean, and installation of 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.

The FY21 Budget continues these same activities at the same level as in FY20.

01502 and 01503 City Hall and Wells Street parking Structure: For the parking structures, the FY20 Operating budget allowed the department to begin implementing maintenance plans for the City Hall and Wells Street Parking Structure.

- On the City Hall parking structure Public Works performed repairs to the joints on the ramp and spot repairs on the deck surface,
- Performed the annual power washing of each deck,
- Spot repairs to the membrane and the surface of the Wells Street Parking Structure,
- Provided weekly trash pick, and
- Snow and ice control and clean up on each facility.

For FY21, the proposed budget provides for the same services and the same level as FY20.

BACKGROUND

In preparation to the creation of the 2010 Comprehensive Master Plan the business community identified six goals that would support business growth (that is Economic Health and Vitality). Three of the goals are center to the mission of parking services; increase availability of parking, maintain streets and sidewalks, support and maintain downtown as the economic hub of the community. The majority of responses to the Master Plan questionnaire identified fees, ticket fines and signage as issues. Clearly to operate the system user fees are needed to support movement as well as pay to maintain and improve parking, but with the move to the City Manager's office for the Division enforcement is a goal, not the purpose of the division.

The City's Parking Services provides convenient access for the transition from driving to walking in the downtown area in conformance to the goals outlined in the Master Plan. Primary goals are (1) to ensure the turnover of vehicles for equal access to prime and busy spaces on-street, and (2) to provide longer-term parking for the downtown workforce, residents, and visitors intending to stay for more than a couple hours or an evening. *Parking monies are reinvested into downtown events, maintenance and improvements, such as grounds maintenance, snow removal, street lighting and future capital projects.*

Serving more than 70,000 customers per year, parking services officers encourage compliance with meter payment, time limits and parking ordinances, as well as the maintenance and repair of the existing 1950's parking meters, assisting customers and troubleshooting the multi-space smart meter pay stations in the public parking lots, as well as the collection of coins from more than 500 meters every week. This is in addition to other duties such as monitoring parking in time restricted areas where there are no meters or residential parking areas. The team continues to study industry advances, new technology, comparable city programs, needs and demands of the community.

Parking operations staff offer effective customer engagement, payment services and collections, manage parking resources and the reserved parking permit program, develop outreach material and data analysis to support informed decision-making, as well as ongoing program enhancements and strategic planning for future developments in the downtown core. Collaboration with Economic Development, Public Works, Police, Planning, IT and Finance departments, provides cross-functional knowledge sharing to integrate and coordinate strategies into parking plans, maintenance, and investment programs that help achieve the mission of Parking Services and goals of the City's Comprehensive Master Plan.

PRIMARY SERVICES & RESPONSIBILITIES:	Align w/Comp Plan
<u>Parking Services:</u> Provide convenient, safe, and well-maintained downtown public parking services for the community of users	Economic Development
<u>Parking Management:</u> Manage on street and off-street parking to provide availability to residents, employees and the public.	Economic Development
<u>Assess Parking Needs:</u> 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
<u>Infrastructure:</u> Oversee maintenance, repairs, and snow and ice control of the parking structures, surface parking lots, and on-street parking spaces.	Infrastructure
<u>Communication:</u> Collaborate and coordinate communications to continue optimizing the parking program meeting the competing parking needs of customers, downtown workforce and residents.	Future Land Use & Policy

FISCAL YEAR 2020/2021 OBJECTIVES:	STATUTE	CMP	VOICE
Continue to identify and improve public parking needs; develop new strategies and solutions to meet needs.		Downtown	O,I,C
Promote parking card and 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	O,I,C
Optimize long-term reserved parking program to meet resident and workforce needs.		Economic Development	V,O,I
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	C, E
Modernize all aspects of parking, including enforcement, maintenance and planning for future needs		Transportation	O,I,C
Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance.		Economic Development	V, O, I

METRICS:	FY19	FY20	FY21
Number of spaces managed by Parking Services - metered / leased / permit	811/71/337	808/71/360	811/71/360
Percent of metered spaces occupied; collected by weekly random survey	40	30	30
Number of violations issued	31,200	20,165	20,100
Number of single-space meters replaced with multi-space kiosk (accumulative)	462	545	545
Percent of weekly time completing enforcement / collections, surveys, repairs	71/29	40/60	40/60

Parking Fund

FY 2020 - 2021 Supplemental Requests

Cost Center	Account	Notes	requested amount	amount included in CM recommendation	
Lots & Meters	01500	62103	New software with handhelds including ongoing violation fee	\$ 33,000	\$ 33,000
Lots & Meters	01500	63409	Phase I smart meters (20)	\$ 19,100	\$ -
Lots & Meters	01500	63409	Ongoing annual fees for 20 smart meters	\$ 1,400	\$ -
TOTAL Parking Fund			\$ 53,500	\$ 33,000	

**Parking Fund
Operating Revenues and Expenditures**

Proposed FY 2020 - 2021 Budget

	ACTUAL FY 17/18	ACTUAL FY 18/19	BUDGET FY 19/20	ESTIMATE FY 19/20	DEPT REQ FY 20/21	CITY MGR FY 20/21	PROJECTED FY 21/22	PROJECTED FY 22/23
REVENUES								
Taxes	\$1,027,467	\$981,743	\$836,230	\$836,230	\$527,075	\$527,075	\$518,337	\$144,300
Parking Meter Fees / Space Rentals	656,215	741,534	754,596	786,204	814,405	814,405	816,441	820,523
Fines & Forfeits	287,786	268,228	295,485	295,485	296,487	296,487	297,228	298,714
Miscellaneous	52,750	15,562	14,848	16,597	14,848	14,848	12,000	12,000
Capital Reserve / Project Balances			52,300				107,900	98,200
Use of (Addition to) Surplus	42,500	42,500	(57,979)	(101,679)	(204,744)	(204,744)	(133,505)	(171,552)
County Courthouse Payment			42,500	42,500	18,463	18,463	16,181	15,900
Bond Issue								
TOTAL REVENUES	\$2,066,718	\$2,049,567	\$1,937,980	\$1,875,337	\$1,466,534	\$1,466,534	\$1,634,582	\$1,218,086
EXPENDITURES								
Lots & Meters	\$649,179	\$654,332	\$676,158	\$637,468	\$623,655	\$623,655	\$639,246	\$652,031
Outside Services	217,324	224,860	244,018	238,384	226,479	226,479	232,141	\$236,784
City Hall Parking Facility	19,082	15,525	21,449	18,374	21,999	21,999	22,549	\$23,000
Wells Street Parking Facility	14,715	17,342	35,325	24,385	32,301	32,301	33,109	\$33,771
Capital	178,708	119,700	112,300	112,300	60,000	60,000	219,200	158,200
Property Taxes: Courthouse	252,899	252,141	259,705	255,401				
Debt Service-TIFD	784,750	601,250	589,025	589,025	502,100	502,100	488,338	114,300
TOTAL EXPENDITURES	\$2,116,656	\$1,885,150	\$1,937,980	\$1,875,337	\$1,466,534	\$1,466,534	\$1,634,583	\$1,218,086
NET REVENUE (EXPENDITURES)	(\$49,938)	\$164,417	\$0	\$0	\$0	\$0	\$0	\$0

Parking Fund

FY 2020 - 2021 Statement of Long-Term Debt

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2020/2021	INTEREST 2020/2021	PRINCIPAL BALANCE 06/30/21
Wells St TIFD Courthouse Project	5/2/2013	5/1/2033	avg 2.46%	1,629,000	25,000	7,925	295,000
Wells St TIFD Infrastructure (R-2011-26)	12/1/2011	12/1/2021	avg 1.627218%	3,653,100	365,000	16,425	365,000
Wells St TIFD Infrastructure (Norway/93rd)	6/12/2015	6/12/2025	avg 2.17%	760,000	75,000	12,750	300,000
				\$ 6,042,100	\$ 465,000	\$ 37,100	\$ 960,000
Authorized, Unissued:							
N/A							\$ -
Total Authorized / Unissued							\$ -
Anticipated, FY20/21:							
N/A							\$ -
Total Anticipated Bond Issue - New							\$ -

CALCULATION OF PARKING FUND DEBT LIMIT AND BORROWING CAPACITY

Debt Limit on 07/01/20 computed at 0.5% of 2019 equalized assessed value at \$1,815,127,254 per RSA 33:4-a	\$ 9,075,636
LESS: outstanding principal balance @ 07/01/20	(1,425,000)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	1,425,000
PARKING FUND BORROWING CAPACITY FOR FY20/21	\$ 9,075,636

FY2020/21 Capital Appropriations

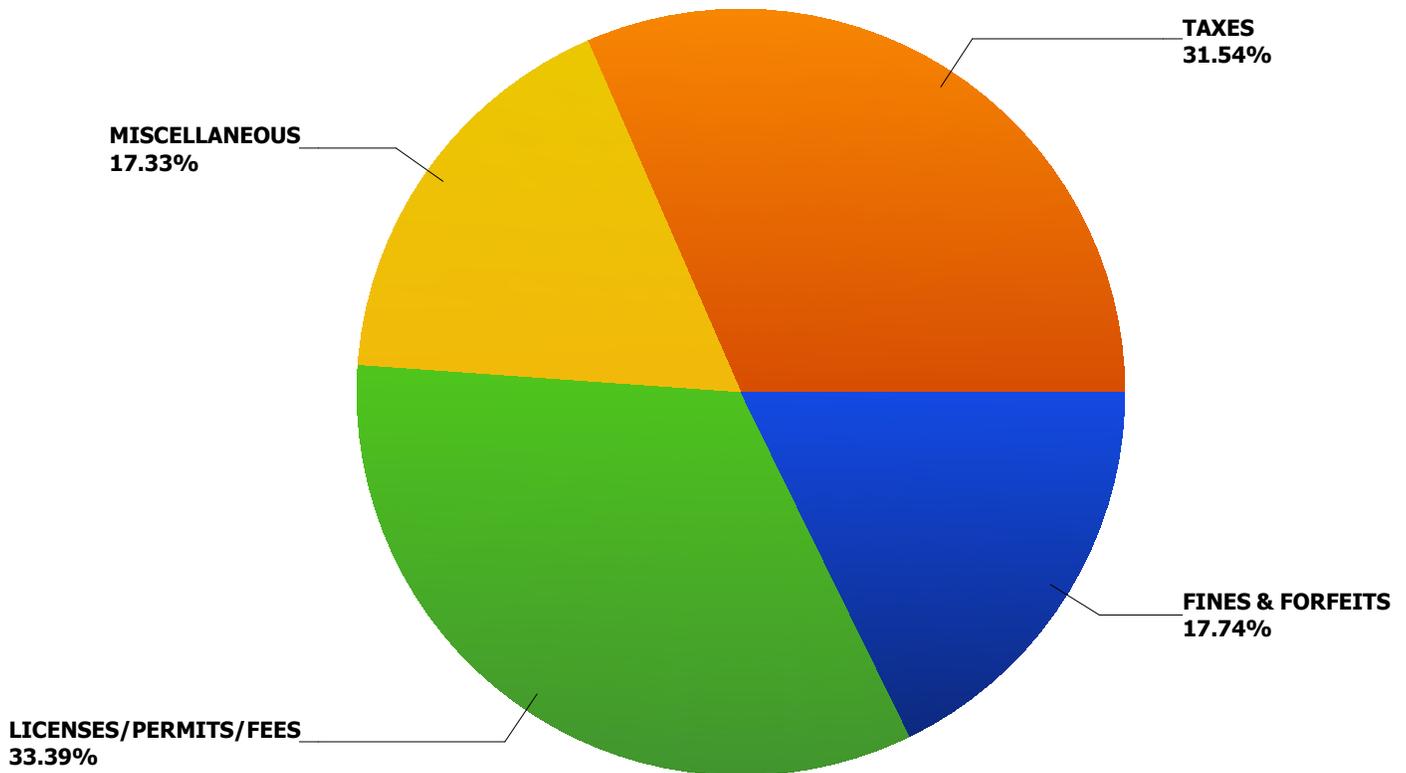
Project Description		Capital Project Appropriation FY 19	Capital Project Appropriation FY 20	Capital Project Appropriation FY 21
<u>Capital Reserve Appropriations:</u>				
City Hall Parking Facility	01520-68010	\$ 30,000	\$ 30,000	\$ 30,000
Wells Street Parking Facility	01520-68010	30,000	30,000	30,000
Total General Revenue Capital Reserve Appropriation		\$ 60,000	\$ 60,000	\$ 60,000
<u>Capital Project Appropriations:</u>				
Parking Structure Maintenance	01520-68011			
Gilbo Ave East Parking Lot	01520-68011	\$ 59,700		
Surface Parking Lot Maintenance	01520-68011		52,300	
Total Capital Project Appropriation		\$ 59,700	\$ 52,300	\$ -
TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS		\$ 119,700	\$ 112,300	\$ 60,000

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Summary**

PARKING FUND

Revenue Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41000 - TAXES	1,027,467	981,743	836,230	836,230	527,075	527,075
42000 - LICENSES/PERMITS/FEES	463,158	495,991	549,135	558,961	558,105	558,105
44000 - CHARGES FOR SERVICES	38,000	0	0	0	0	0
45000 - FINES & FORFEITS	287,786	268,229	295,485	295,485	296,487	296,487
46000 - MISCELLANEOUS	250,307	303,604	262,809	286,340	289,611	289,611
47000 - OTHER FINANCING SOURCES	0	0	(5,679)	(101,679)	(204,744)	(204,744)
TOTAL	2,066,718	2,049,567	1,937,980	1,875,337	1,466,534	1,466,534

Fiscal Year 2020-2021 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

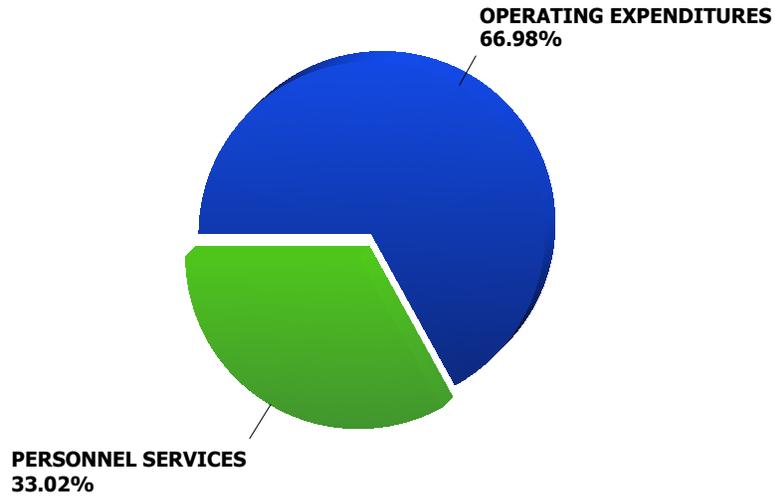
PARKING FUND

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41125 - TAX INCREMENT FINANCING	1,027,467	981,743	836,230	836,230	527,075	527,075
41000 - TAXES	1,027,467	981,743	836,230	836,230	527,075	527,075
42306 - MISC FEES & CHARGES	883	2,650	655	1,500	0	0
42307 - CITY HALL:UPPER LOT METER	960	2,107	1,774	2,200	2,500	2,500
42308 - COMMERCIAL LOT METERS	23,670	32,477	28,851	30,000	30,000	30,000
42309 - ELM LOT METERS	12,160	14,965	13,622	20,000	20,000	20,000
42310 - GILBO LOT EAST METERS	46,180	23,310	36,605	36,605	36,605	36,605
42311 - LIBRARY ANNEX LOT METERS	7,618	2,449	6,656	6,656	7,000	7,000
42313 - ON STREET METERS	356,383	378,218	443,848	300,000	300,000	300,000
42314 - WELLS LOT METERS	15,304	8,590	17,124	12,000	12,000	12,000
42320 - MAIN STREET METERS	0	31,224	0	150,000	150,000	150,000
42000 - LICENSES/PERMITS/FEES	463,158	495,991	549,135	558,961	558,105	558,105
44109 - DIRECT REIMBURSEMENT	38,000	0	0	0	0	0
44000 - CHARGES FOR SERVICES	38,000	0	0	0	0	0
45101 - METER VIOLATIONS - STG 1	106,563	112,283	106,696	106,696	107,000	107,000
45102 - METER VIOLATIONS - STG 2	137,855	121,252	139,302	139,302	140,000	140,000
45103 - GENERAL VIOLATIONS - STG1	10,739	8,665	14,126	14,126	14,126	14,126
45104 - GENERAL VIOLATIONS - STG2	17,107	14,070	19,109	19,109	19,109	19,109
45105 - COURT FINES	15,522	11,959	16,252	16,252	16,252	16,252
45000 - FINES & FORFEITS	287,786	268,229	295,485	295,485	296,487	296,487
46000 - MISCELLANEOUS	50	1,114	0	0	0	0
46101 - INTEREST EARNINGS	3,276	2,768	2,251	4,000	2,251	2,251
46300 - RENTS	11,424	11,680	12,597	12,597	12,597	12,597
46305 - PARKING LOTS (LEASED)	29,687	31,330	23,392	30,000	30,000	30,000
46310 - PARKING SPACES-EMPLOYEES	40,044	44,428	37,669	45,000	47,480	47,480
46318 - KEENE DISTRICT COURT	42,500	42,500	42,500	42,500	0	0
46319 - COUNTY COURTHOUSE	0	0	0	0	18,463	18,463
46320 - COMMERCIAL LOT RESERVED	15,735	16,151	18,213	18,213	46,320	46,320
46321 - CYPRESS LOT RESERVED	3,625	6,510	6,920	2,030	0	0
46322 - ELM LOT RESERVED	18,895	19,602	21,095	22,000	22,000	22,000
46323 - GILBO WEST RESERVED	11,943	22,019	16,617	20,000	20,000	20,000
46324 - WELLS LOT RESERVED	57,098	85,404	66,391	70,000	70,000	70,000
46325 - LOT 6-CITY HALL UPPER LOT	0	0	376	0	500	500
46326 - ON STREET RESERVED	16,030	20,097	14,788	20,000	20,000	20,000
46000 - MISCELLANEOUS	250,307	303,604	262,809	286,340	289,611	289,611
47001 - USE (ADDITION) TO SURPLUS	0	0	(57,979)	(101,679)	(204,744)	(204,744)
47003 - CAPITAL RESERVE	0	0	52,300	0	0	0
47000 - OTHER FINANCING SOURCES	0	0	(5,679)	(101,679)	(204,744)	(204,744)
TOTAL	2,066,718	2,049,567	1,937,980	1,875,337	1,466,534	1,466,534

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Fund**

PARKING FUND

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	307,918	342,350	353,783	317,262	484,299	0	484,299	484,299
62000 - OPERATING EXPENDITURES	1,807,017	1,542,800	1,584,197	1,558,076	949,236	33,000	982,236	982,236
Fund Total	2,114,934	1,885,150	1,937,980	1,875,338	1,433,535	33,000	1,466,535	1,466,535



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

PARKING FUND

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61303 - SUPERVISORY PERSONNEL	57,559	63,254	59,992	61,642	126,609	0	126,609	126,609
61304 - GENERAL PERSONNEL	85,767	99,056	115,292	84,622	126,151	0	126,151	126,151
61307 - PART TIME EMPLOYEES	71,182	72,061	77,779	78,437	83,120	0	83,120	83,120
61401 - TEMPORARY PERSONNEL	11,423	10,641	12,180	10,333	12,179	0	12,179	12,179
61501 - REGULAR OVERTIME	8,057	6,923	6,164	3,655	6,164	0	6,164	6,164
61701 - HEALTH INSURANCE	32,906	45,587	35,427	44,878	66,718	0	66,718	66,718
61702 - DENTAL INSURANCE	2,254	1,961	2,000	2,210	2,646	0	2,646	2,646
61703 - RETIREMENT CONTRIBUTIONS	17,227	19,226	20,402	16,705	28,995	0	28,995	28,995
61704 - SOCIAL SECURITY	17,583	18,793	20,786	12,231	27,144	0	27,144	27,144
61705 - WORKERS COMPENSATION	3,960	4,523	3,762	2,550	4,573	0	4,573	4,573
61901 - RECRUITMENT	0	325	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	307,918	342,350	353,783	317,262	484,299	0	484,299	484,299
62102 - PROFESSIONAL SERVICES	76,742	78,528	78,576	78,576	0	0	0	0
62103 - TECHNICAL SERVICES	9,287	9,239	16,900	16,900	11,648	33,000	44,648	44,648
62176 - CITY ADMIN CHARGE	245,748	248,362	220,363	220,363	99,308	0	99,308	99,308
62203 - SNOW PLOWING	56,113	58,576	62,082	62,082	63,288	0	63,288	63,288
62204 - STREET SWEEPING	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
62205 - PC REPLACEMENT CHARGE	588	527	845	845	1,087	0	1,087	1,087
62206 - PW FLEET CHARGE	19,068	19,477	20,469	20,469	20,953	0	20,953	20,953
62208 - TAXES	254,040	254,366	264,113	259,810	2,339	0	2,339	2,339
62311 - EQUIPMENT MAINTENANCE	3,868	0	3,900	3,900	3,900	0	3,900	3,900
62330 - PARKING LOT MAINTENANCE	0	1,014	4,000	3,265	4,000	0	4,000	4,000
62340 - GROUNDS MAINTENANCE	90,676	92,685	120,713	120,713	92,685	0	92,685	92,685
62435 - TRAINING	0	718	500	500	2,000	0	2,000	2,000
62446 - CLEANING ALLOWANCE	600	600	600	600	600	0	600	600
62503 - ELECTRICITY	4,895	6,083	6,840	4,417	6,840	0	6,840	6,840
62510 - TELEPHONE	2,850	1,974	2,484	2,484	2,484	0	2,484	2,484
62602 - OFFICE SPACE RENTAL	10,248	10,513	10,854	10,854	11,111	0	11,111	11,111
62701 - OFFICE SUPPLIES	7,012	8,162	10,523	10,523	9,523	0	9,523	9,523
62710 - POSTAGE	3,528	2,948	4,000	4,000	4,000	0	4,000	4,000
62720 - REPAIR PARTS	1,927	339	5,000	5,000	5,000	0	5,000	5,000
62740 - OTHER MAINT. SUPPLIES	7,319	1,512	14,370	6,571	14,370	0	14,370	14,370
62755 - UNIFORMS	2,381	2,356	3,500	3,500	3,500	0	3,500	3,500
62760 - OPERATING SUPPLIES	21,850	17,589	28,240	17,379	24,500	0	24,500	24,500
63409 - EQUIPMENT ACQUISITION	20,821	2,284	0	0	0	0	0	0
65101 - PRINCIPAL	685,000	520,000	520,000	520,000	465,000	0	465,000	465,000
65102 - INTEREST ON BONDED DEBT	99,750	81,250	69,025	69,025	37,100	0	37,100	37,100
68010 - CAPITAL RESERVE	60,000	60,000	60,000	60,000	60,000	0	60,000	60,000
68011 - CAPITAL PROJECT TRANSFER	118,708	59,700	52,300	52,300	0	0	0	0
62000 - OPERATING EXPENDITURES	1,807,017	1,542,800	1,584,197	1,558,076	949,236	33,000	982,236	982,236
TOTAL	2,114,934	1,885,150	1,937,980	1,875,338	1,433,535	33,000	1,466,535	1,466,535

PC Replacement Fund

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	154-155
Operating Revenue & Expenditures	156
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Expenditure Budget	159

Department:	Information Technology (IT)	Fund:	PC Replacement
Division (s): Cost Center:	PC Replacement 00799		
Mission:	Through the Computer Equipment Replacement Plan, regular replacement of computer equipment will ensure minimum 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, Microsoft Office software, virus and malware protection software, computer repair, and some maintenance services.

IT plans to replace 96 computers in FY21, which will be completed entirely by IT staff. 140 computers were replaced or are being replaced on schedule in FY20 including the Toughbook systems in Police and Fire vehicles. The Conway Office Solutions Managed Print Services contract was implemented in FY14 and continues to cover printer maintenance, supplies, repair, and replacement via fees charged to users and captured in the PC Replacement plan.

Computer equipment purchase costs have leveled off after a period of years of declining prices. The department contributions into the fund can be discounted 10% in FY20, but this discount will be eliminated in FY22 as the extra fund balance availed by the lower device costs over the past five years is depleted.

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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Replace 96 computers.			Municipal Governance & Fin Stability	V, C
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.			Municipal Governance & Fin Stability	V, C
Provide training for Microsoft Office applications and cyber security.			Municipal Governance & Fin Stability	C, E
			Municipal Governance & Fin Stability	V, C
METRICS:		FY19	FY20	FY21
PC1 Purchase Cost		\$550	\$550	\$550
PC1 Replacement Schedule		5 years	5 years	5 years
PC2 Purchase Cost		\$900	\$900	\$900
PC2 Replacement Schedule		3 years	3 years	3 years
Tablet Purchase Cost		\$1,400	\$1,400	\$1,400
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	\$700	\$700
Laptop Replacement Schedule		3 years	3 years	3 years
Total Annual Contributions to Fund		\$83,406	\$89,183	\$95,913
Total Computers		316	325	328

PC Replacement Fund
Operating Revenues and Expenditures
Proposed FY 2020 - 2021 Budget

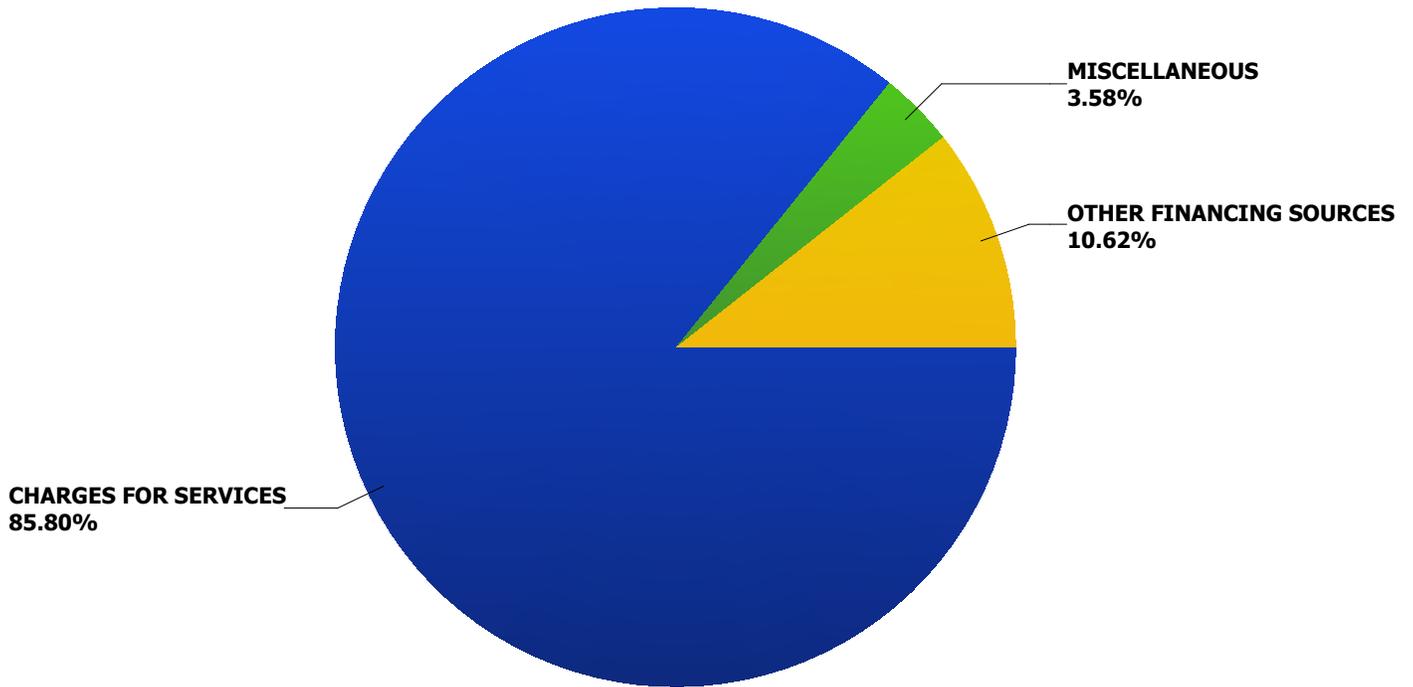
	ACTUAL FY 17/18	ACTUAL FY 18/19	BUDGET FY 19/20	ESTIMATE FY 19/20	DEPT REQ FY 20/21	CITY MGR FY 20/21	PROJECTED FY 21/22	PROJECTED FY 22/23
REVENUES								
Charges for Services	\$83,172	\$83,884	\$89,583	\$89,583	\$95,913	\$95,913	\$95,913	\$95,913
Use of (Addition to) Surplus			116,452	114,917	11,872	11,872	(39,138)	(8,728)
Miscellaneous	6,800	6,540	4,000	5,500	4,000	4,000		
TOTAL REVENUES	\$89,972	\$90,424	\$210,035	\$210,000	\$111,785	\$111,785	\$56,775	\$87,185
EXPENDITURES								
PC Replacement	\$63,434	\$111,939	\$177,035	\$177,000	\$111,785	\$111,785	\$56,775	\$87,185
Capital Project Transfer			33,000	33,000				
TOTAL EXPENDITURES	\$63,434	\$111,939	\$210,035	\$210,000	\$111,785	\$111,785	\$56,775	\$87,185
NET REVENUE (EXPENDITURES)	\$26,538	(\$21,515)	\$0	\$0	\$0	\$0	\$0	\$0

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Summary**

PC REPLACEMENT FUND

Revenue Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
44000 - CHARGES FOR SERVICES	83,172	83,884	89,583	89,583	95,913	95,913
46000 - MISCELLANEOUS	6,800	6,540	4,000	5,500	4,000	4,000
47000 - OTHER FINANCING SOURCES	0	0	116,452	114,917	11,872	11,872
TOTAL	89,972	90,424	210,035	210,000	111,785	111,785

Fiscal Year 2020-2021 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

PC REPLACEMENT FUND

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
46109 - USER FEES	83,172	83,884	89,583	89,583	95,913	95,913
44000 - CHARGES FOR SERVICES	83,172	83,884	89,583	89,583	95,913	95,913
46101 - INTEREST EARNINGS	2,668	4,540	0	1,500	0	0
47303 - SALE OF SURPLUS EQUIPMNT	4,131	2,000	4,000	4,000	4,000	4,000
46000 - MISCELLANEOUS	6,800	6,540	4,000	5,500	4,000	4,000
47001 - USE (ADDITION) TO SURPLUS	0	0	116,452	114,917	11,872	11,872
47000 - OTHER FINANCING SOURCES	0	0	116,452	114,917	11,872	11,872
TOTAL	89,972	90,424	210,035	210,000	111,785	111,785

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

PC REPLACEMENT FUND

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62301 - OFFICE EQUIPMENT MAINT.	7,099	6,864	9,600	9,600	9,600	0	9,600	9,600
62307 - COMPUTER SYS MAINTENANCE	3,147	2,849	5,000	5,000	5,000	0	5,000	5,000
62744 - MINOR COMPUTER EQUIPMENT	52,288	35,220	162,435	162,400	97,185	0	97,185	97,185
62761 - SOFTWARE	900	67,005	0	0	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	0	33,000	33,000	0	0	0	0
62000 - OPERATING EXPENDITURES	63,434	111,939	210,035	210,000	111,785	0	111,785	111,785
TOTAL	63,434	111,939	210,035	210,000	111,785	0	111,785	111,785

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Solid Waste Fund

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 #
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Expenditure Budget	170-172

Department:	Public Works	Fund:	Solid Waste
Division (s): Cost Center:	Solid Waste 10000 through 10009		
Mission:	The Solid Waste Division manages the community's solid waste in an efficient, economical, and environmentally sensitive manner as well as ensures Keene's ability to use the most appropriate disposal solutions at all times.		

In FY21, the Solid Waste Division will be in the fourth year of a five (5) 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). While this business arrangement is successful for both parties, the ability of the business relationship to be able to continue past the existing contract is unknown at this time (the existing contract has renewal options and it should be known by the end of year four if WMNH intends to continue to partner with the City). The focus on the discussions with WMNH will determine what options are available to either extend the existing contract or look for other long-term solutions. At stake is the business model that has been successfully used for almost 3 decades. The Solid Waste Division will be updating a 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 17,000 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 experimented with expanding the hours of the Recycling Center and Transfer Station on Wednesdays between Memorial Day and Labor Day. This was well received by the public with 70+ customers using the facility between our normal 3pm closing time and 7pm. The expanded hours did not relieve the traffic issues on Saturdays and some structural changes to the traffic flow will have been implemented in Spring 2020 to help move the hundreds of vehicles accessing the facility on any given Saturday. The Solid Waste Division also oversees the closed landfill as part of a required 30 year EPA monitoring program, completed the transition from a landfill gas to energy system to a 99.9% post-consumer biofuel generator that will provide power to the adjacent recycling center and transfer station, and manages 24 household hazardous collections 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 beginning to stabilize as capacity that is more domestic comes on line. 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. As fiber materials continue to decrease (due to many consumers receiving their reading material electronically), and light weighting of containers increases, the processing requirements to recycle materials increases, because more containers are received requiring more physical handling of the material to separate the material into saleable commodities. This trend does have some positive benefits from an energy efficiency and reduced carbon footprint standpoint, but from a strict processing perspective, it is a challenge to continue to process more pieces of material with existing human resources.

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 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 \$71 per ton in FY21. In addition, WMNH is also contractually obligated to bring in 12,000 tons in 2021 from outside the City limits. The revenue from the Transfer Station operation continues to stabilize the solid waste fund, although beyond the existing contract term, it is questionable whether the current economic model can function. Revenues and expenditures will be evaluated as we conclude the fourth year of the WMNH contract to gauge various potential scenarios and how the special revenue fund can continue to be sustainable.

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

PRIMARY SERVICES & 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 17,000 vehicles per year with expanded recycling opportunities.				Climate Change
FISCAL YEAR 2020/2021 OBJECTIVES:		STATUTE	CPM	VOICE
Maximize weight per trailer at Transfer Station (within legal weight limits)			Municipal Governance & Fin Stability	E
Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material)			Municipal Governance & Fin Stability	E
Determine whether WMNH wants to continue to partner with City to haul and dispose of waste from Transfer Station			Leadership	I
Operate Biofuel Generator as prime power source in Compliance with NHDES Air Permit during operating hours			Leadership	C,E
METRICS:		FY19	FY20	FY21
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 Waste Management of NH, ensures stability of Solid Waste Fund		\$69.25	\$69.50	\$71.00
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)		\$37	\$39	\$40
Reduce wait time for residents to access facility (on Saturdays)		n/a	<10 min	<5 min

Solid Waste Fund

FY 2020 - 2021 Supplemental Requests

Cost Center	Account	Notes	requested amount	amount included in CM recommendation
SW Operations	10002 61000	Extended Saturday hours	\$ 1,313	\$ 1,313
SW Recycling	10003 61000	Extended Saturday hours	\$ 3,855	\$ 3,855
TOTAL Solid Waste Fund			\$ 5,168	\$ 5,168

**Solid Waste Fund
Operating Revenues and Expenditures**

Proposed FY 2020 - 2021 Budget

	ACTUAL FY 17/18	ACTUAL FY 18/19	BUDGET FY 19/20	ESTIMATE FY 19/20	DEPT REQ FY 20/21	CITY MGR FY 20/21	PROJECTED FY 21/22	PROJECTED FY 22/23
REVENUES								
Charges for Services	\$4,740,065	\$5,018,731	\$4,725,068	\$4,872,455	\$4,709,109	\$4,709,109	\$4,850,382	\$4,995,894
Other Financing Sources	49,787	69,369	42,700	30,000	21,000	21,000	21,000	21,000
Use of (Addition to) Surplus			62,372	(168,623)	113,821	113,821	75,026	24,903
Bond Issue			168,000					
Capital Reserve		195	300,000				75,000	242,000
Miscellaneous								
TOTAL REVENUES	\$4,789,852	\$5,088,295	\$5,298,140	\$5,033,832	\$4,843,930	\$4,843,930	\$5,021,408	\$5,283,797
EXPENDITURES								
Management/Admin.	\$594,808	\$624,876	\$626,586	\$628,402	\$681,235	\$681,235	\$694,860	\$708,757
Transfer/Recycling Facility	140,752	135,400	124,139	191,897	208,436	208,436	212,605	216,857
Landfill / Operations	2,925,381	3,056,340	2,936,818	2,629,671	2,865,991	2,865,991	2,923,311	2,981,777
Recycling	597,561	611,709	580,577	571,458	606,976	606,976	619,116	631,498
Household Hazardous Waste	38,017	18,012	99,156	86,879	91,937	91,937	93,776	95,651
Demolition Transfer/Disposal	176,792	188,098	153,124	195,755	168,585	168,585	171,957	175,396
Landfill Monitoring	17,653	18,246	59,500	50,372	59,500	59,500	60,690	61,904
Landfill Gas System	72,985	166,835	104,400	146,398	91,270	91,270	93,095	94,957
Debt Service	48,135	47,318	80,840					
SUBTOTAL	\$4,612,084	\$4,866,834	\$4,765,140	\$4,500,832	\$4,773,930	\$4,773,930	\$4,869,409	\$4,966,797
CAPITAL	50,000	65,000	533,000	533,000	70,000	70,000	152,000	317,000
TOTAL EXPENDITURES	\$4,662,084	\$4,931,834	\$5,298,140	\$5,033,832	\$4,843,930	\$4,843,930	\$5,021,409	\$5,283,797
NET REVENUE (EXPENDITURES)	\$127,768	\$156,461	\$0	\$0	\$0	\$0	\$0	\$0

Solid Waste Fund

FY 2020 - 2021 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2020/2021</u>	<u>INTEREST 2020/2021</u>	<u>PRINCIPAL BALANCE 06/30/21</u>
Transfer Station Addition	3/1/2002	3/1/2022	avg 4.57%	520,000	22,500	2,250	22,500
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	11,000	2,660	61,000
Transfer Station Energy Source	9/27/2018	9/15/2028	avg 2.74%	250,000	25,000	10,625	200,000
Transfer Station Roof Replacement	est 2021	2036	est 4.00%	168,000	0	3,360	168,000
				\$ 1,043,000	\$ 58,500	\$ 18,895	\$ 451,500

Authorized, Unissued

Transfer Station Roof	R-2019-20	\$ 168,000
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Total Authorized / Unissued

168,000

Anticipated, FY20/21

N/A		\$ 0
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Total Anticipated Bond Issue - New

\$ 0

CALCULATION OF SOLID WASTE FUND DEBT LIMIT AND BORROWING CAPACITY

Solid Waste Fund does not have a debt limit outside that of the General Fund, therefore the principal balance of the issues noted above have been subtracted from the available debt limit identified in the General Fund.

FY2020/2021 Capital Appropriations

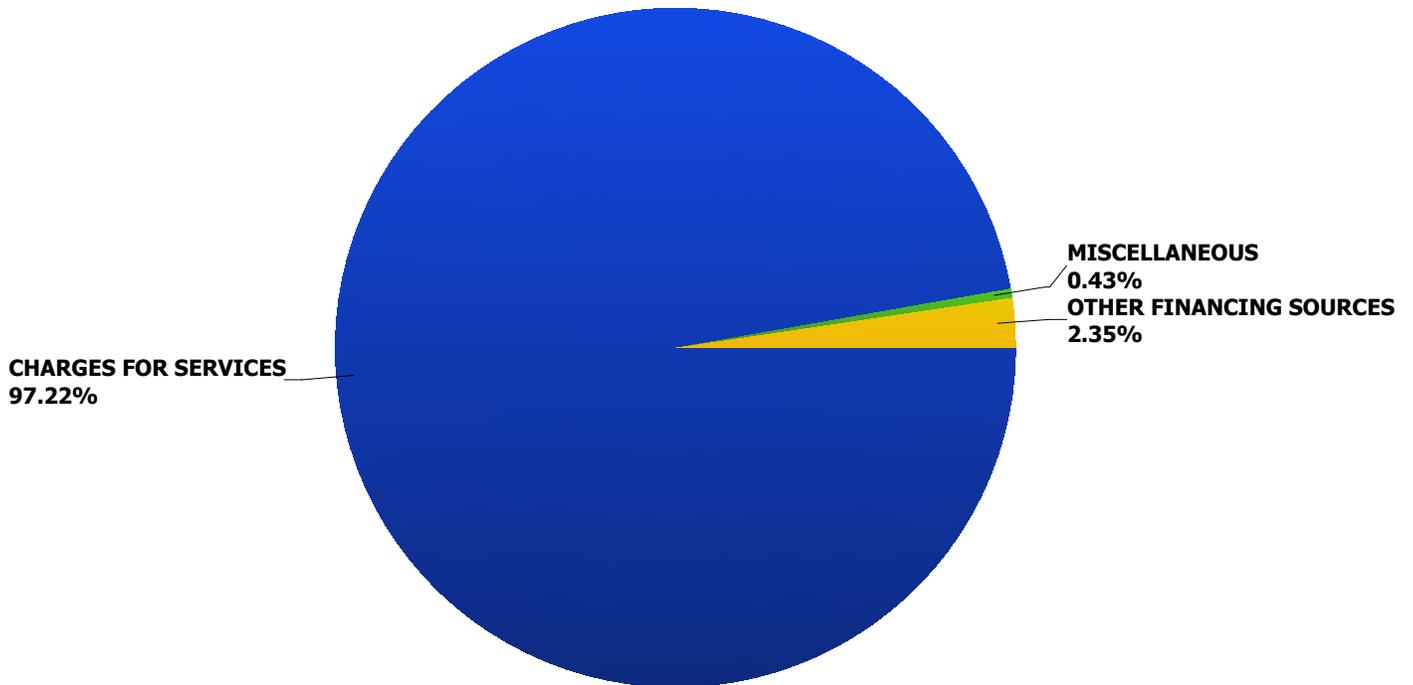
Project Description	Capital Project Appropriation <u>FY 19</u>	Capital Project Appropriation <u>FY 20</u>	Capital Project Appropriation <u>FY 21</u>
<u>Capital Reserve Appropriations:</u>			
Recycling Center/Transfer Station Capital Reserve	\$ 65,000	\$ 65,000	\$ 70,000
Total General Revenue Capital Reserve Appropriation	\$ 65,000	\$ 65,000	\$ 70,000
<u>Capital Project Appropriations:</u>			
Recycling Equipment Replacement		300,000	
Transfer Station Roof Replacement		168,000	
Total Capital Project Appropriation	\$ -	\$ 468,000	\$ -
TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS	\$ 65,000	\$ 533,000	\$ 70,000

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Summary**

SOLID WASTE

Revenue Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
42000 - LICENSES/PERMITS/FEES	15	195	0	0	0	0
44000 - CHARGES FOR SERVICES	4,740,050	5,018,731	4,725,068	4,872,455	4,709,109	4,709,109
46000 - MISCELLANEOUS	49,787	69,369	42,700	30,000	21,000	21,000
47000 - OTHER FINANCING SOURCES	0	0	362,372	131,377	113,821	113,821
48000 - PROCEEDS LONG TRM FINANCE	0	0	168,000	0	0	0
TOTAL	4,789,852	5,088,295	5,298,140	5,033,832	4,843,930	4,843,930

Fiscal Year 2020-2021 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

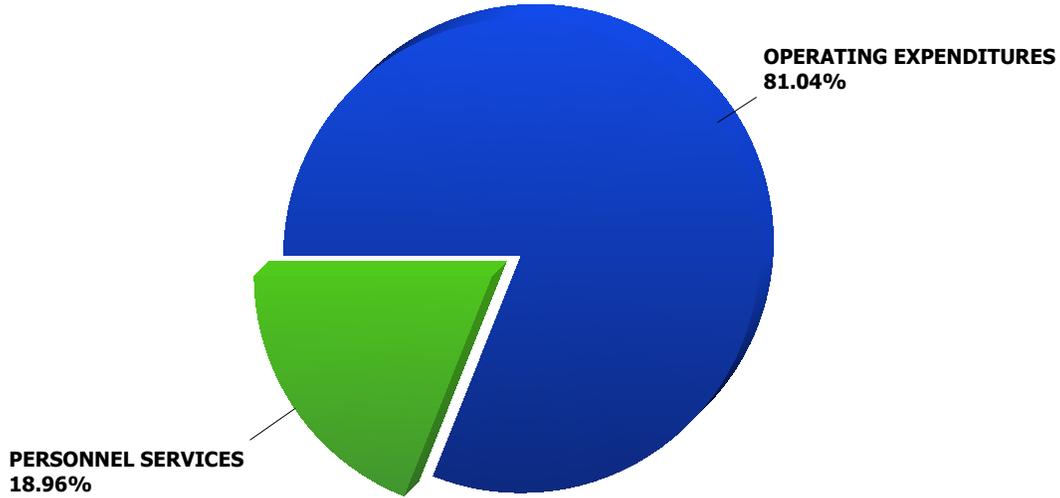
SOLID WASTE

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
42306 - MISC FEES & CHARGES	15	195	0	0	0	0
42000 - LICENSES/PERMITS/FEES	15	195	0	0	0	0
44119 - TIPPING FEES	4,211,419	4,402,939	4,267,068	4,277,108	4,227,109	4,227,109
44120 - RECYCLING FEES	473,004	560,135	400,000	541,759	430,000	430,000
44145 - RECLAMATION TRUST FUND	55,627	55,657	58,000	53,588	52,000	52,000
44000 - CHARGES FOR SERVICES	4,740,050	5,018,731	4,725,068	4,872,455	4,709,109	4,709,109
46101 - INTEREST EARNINGS	49,787	69,369	42,700	30,000	21,000	21,000
46000 - MISCELLANEOUS	49,787	69,369	42,700	30,000	21,000	21,000
47001 - USE (ADDITION) TO SURPLUS	0	0	62,372	(168,623)	113,821	113,821
47003 - CAPITAL RESERVE	0	0	300,000	300,000	0	0
47000 - OTHER FINANCING SOURCES	0	0	362,372	131,377	113,821	113,821
48101 - SALE OF BONDS	0	0	168,000	0	0	0
48000 - PROCEEDS LONG TRM FINANCE	0	0	168,000	0	0	0
TOTAL	4,789,852	5,088,295	5,298,140	5,033,832	4,843,930	4,843,930

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Fund**

SOLID WASTE

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	817,351	853,200	875,020	828,503	913,178	5,168	918,346	918,346
62000 - OPERATING EXPENDITURES	3,844,733	4,078,635	4,423,120	4,205,329	3,925,583	0	3,925,583	3,925,583
Fund Total	4,662,084	4,931,835	5,298,140	5,033,832	4,838,761	5,168	4,843,929	4,843,929



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

SOLID WASTE

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61303 - SUPERVISORY PERSONNEL	76,941	78,665	79,270	81,251	80,939	0	80,939	80,939
61304 - GENERAL PERSONNEL	320,009	331,171	333,759	312,261	352,265	0	352,265	352,265
61307 - PART TIME EMPLOYEES	104,274	106,333	116,377	100,342	129,415	0	129,415	129,415
61401 - TEMPORARY PERSONNEL	2,171	0	0	0	0	0	0	0
61501 - REGULAR OVERTIME	61,402	67,146	67,880	72,740	69,238	4,275	73,513	73,513
61701 - HEALTH INSURANCE	136,591	149,759	160,392	146,557	154,553	0	154,553	154,553
61702 - DENTAL INSURANCE	8,789	8,668	9,563	8,019	9,127	0	9,127	9,127
61703 - RETIREMENT CONTRIBUTIONS	52,066	54,259	53,726	52,076	56,123	478	56,601	56,601
61704 - SOCIAL SECURITY	42,410	44,127	45,698	42,909	48,337	326	48,663	48,663
61705 - WORKERS COMPENSATION	12,618	13,072	8,354	12,348	13,181	89	13,270	13,270
61901 - RECRUITMENT	81	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	817,351	853,200	875,020	828,503	913,178	5,168	918,346	918,346
62103 - TECHNICAL SERVICES	27,008	19,865	95,241	82,964	87,942	0	87,942	87,942
62120 - LABORATORY SERVICES	381	2,303	15,000	12,500	15,000	0	15,000	15,000
62121 - MONITORING/INSPECTIONS	8,450	8,451	28,500	22,833	28,500	0	28,500	28,500
62176 - CITY ADMIN CHARGE	476,208	489,972	488,324	488,324	539,851	0	539,851	539,851
62201 - JANITORIAL	3,672	4,690	4,000	4,596	4,600	0	4,600	4,600
62205 - PC REPLACEMENT CHARGE	852	1,019	1,037	1,037	1,085	0	1,085	1,085
62206 - PW FLEET CHARGE	106,152	92,240	97,063	97,063	99,340	0	99,340	99,340
62301 - OFFICE EQUIPMENT MAINT.	1,147	7,410	5,775	4,621	5,500	0	5,500	5,500
62310 - SAFETY PROGRAM MAINT.	1,060	6,095	2,200	1,514	2,200	0	2,200	2,200
62311 - EQUIPMENT MAINTENANCE	59,684	23,442	25,500	31,191	30,870	0	30,870	30,870
62314 - SYSTEMS MAINTENANCE	64,603	163,044	101,400	138,028	82,900	0	82,900	82,900
62350 - BUILDING MAINTENANCE	56,802	41,350	25,000	26,350	25,000	0	25,000	25,000
62425 - ADVERTISING	6,886	13,333	9,000	9,333	9,000	0	9,000	9,000
62435 - TRAINING	1,399	1,079	1,500	1,500	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	819	1,819	1,200	1,159	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	1,639	3,490	10,000	10,000	10,000	0	10,000	10,000
62448 - HAULING AND DISPOSAL	2,718,929	2,853,965	2,703,252	2,478,427	2,635,412	0	2,635,412	2,635,412
62455 - CONTRACTED SERVICES	66,881	68,121	54,650	39,330	53,750	0	53,750	53,750
62503 - ELECTRICITY	12,895	19,820	3,500	7,714	7,500	0	7,500	7,500
62510 - TELEPHONE	1,495	1,675	1,200	1,200	1,200	0	1,200	1,200
62604 - EQUIPMENT RENTAL	600	600	1,200	1,200	1,200	0	1,200	1,200
62701 - OFFICE SUPPLIES	80	0	0	0	0	0	0	0
62733 - TOOLS	197	0	500	500	500	0	500	500
62755 - UNIFORMS	3,917	3,957	3,700	3,801	3,900	0	3,900	3,900
62760 - OPERATING SUPPLIES	54,430	55,118	63,800	59,566	63,500	0	63,500	63,500
65101 - PRINCIPAL	48,675	33,500	58,500	58,500	58,500	0	58,500	58,500
65102 - INTEREST ON BONDED DEBT	9,635	13,818	22,340	22,340	18,895	0	18,895	18,895
65301 - LEASE PAYMENTS	60,237	83,460	66,738	66,738	66,738	0	66,738	66,738

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
68010 - CAPITAL RESERVE	50,000	65,000	65,000	65,000	70,000	0	70,000	70,000
68011 - CAPITAL PROJECT TRANSFER	0	0	468,000	468,000	0	0	0	0
62000 - OPERATING EXPENDITURES	3,844,733	4,078,635	4,423,120	4,205,329	3,925,583	0	3,925,583	3,925,583
TOTAL	4,662,084	4,931,835	5,298,140	5,033,832	4,838,761	5,168	4,843,929	4,843,929

Sewer Fund

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.

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Long-Term Debt	177
Revenue Budget	178-179
Expenditure Budget	180-182

Department:	Public Works	Fund:	Sewer
Division (s): Cost Center:	Sewer 08000 through 08006		
Mission:	To reduce the community's impact on its natural environment through proper maintenance and operation of its collection and treatment infrastructure, while continuing to maintain compliance with State and Federal regulations and fiscal responsibility. To provide a level of service expected of the rate payer.		

In FY21 Staff will continue its sewer line maintenance program while coordinating with the City Engineer on critical sewer infrastructure projects. FY21 objectives include:

- Emergency generator replacement design for Martell Court and the Wastewater Treatment plant.
- Replacement of the Aeration line at the Wastewater Treatment Plant
- Design of the Screening system at Martell Court Pump station
- Development of an emergency action plan for Martell Court Pump Station.
- Continue video inspection and cleaning sections of sewer main to identify and repair operational deficiencies and reduce number of sewer overflows.
- Optimize the operation of the Waste Water Treatment Plant's (WWTP) sludge dewatering equipment to yield the lightest practical weight product for disposal.

The FY21 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY20 included:

- Completion of the Mixer Project at the Wastewater Treatment Plant.
- Implementation of the repairs noted from the Inflow and Infiltration (I&I) study.
- Completion of the Rose Lane Closure
- Installed a Primary scum mixing system
- Completed additional sewer spot repairs identified through the Priority Inspection Program.
- Cleaned/Flushed 46,544 feet of sewer main and continued to televise the mains that were not inspected during the Priority Cleaning Program.
- Renovated the second floor to the WWTP, bringing it up to modern standards.

Background

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

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

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

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/Comp Plan		
Operate and maintain more than 86 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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections		CWA-NPDES	Infrastructure	C
Optimize operation of WWTP's new dewatering equipment to produce the driest solids possible to minimize disposal costs		CWA-NPDES	Infrastructure	C
Implementation of the repairs from the Inflow and Infiltration study		CWA-NPDES	Infrastructure	C
METRICS:		FY19	FY20	FY21
Million gallons of wastewater transported and treated		1,205	910	910
Number of blockages cleared		5	18	10
Percent of scheduled sewer main flushed (linear feet) compared to scheduled feet		85	87	95
Number of grease traps inspected (out of 115)		80	90	90
Kilowatts of electricity used in sewer fund sites		1,659,800	1,750,000	1,750,000
Wastewater Treatment Plant discharge permit violations (goal =0)		0	1	0
Sanitary sewer overflows not related to private sources (goal =0)		3	4	3

Sewer Fund
Operating Revenues and Expenditures

FY 2020 -2021 Proposed Budget

	ACTUAL FY 17/18	ACTUAL FY 18/19	BUDGET FY 19/20	ESTIMATE FY 19/20	DEPT REQ FY 20/21	CITY MGR FY 20/21	PROJECTED FY 21/22	PROJECTED FY 22/23
REVENUES								
Operating Revenues								
Taxes	\$36,518							
Intergovernmental	177,878	220,560	160,000	160,000	150,000	150,000	150,000	150,000
Charges for Services	6,492,294	6,017,722	6,490,676	5,949,216	6,419,482	6,419,482	6,483,677	6,548,514
Miscellaneous	58,115	239,385	30,000	30,000	15,000	15,000	50,000	50,000
Use of (Addition to) Surplus			(1,040,832)	(798,771)	(876,548)	(876,548)	(890,961)	(871,498)
TOTAL REVENUES	\$6,764,805	\$6,477,667	\$5,639,844	\$5,340,445	\$5,707,934	\$5,707,934	\$5,792,716	\$5,877,016
EXPENDITURES								
Operating Expenditures								
Sewer Administration	\$672,602	\$582,438	\$657,420	\$592,761	\$665,569	\$665,569	\$682,208	\$695,852
Mains & Manholes	253,430	298,272	360,849	297,615	385,008	385,008	394,633	402,526
Services	9,772	3,282	6,838	5,750	7,342	7,342	7,526	7,676
Martell Court Pump Station	113,905	115,783	129,030	112,449	128,639	128,639	131,855	134,492
Laboratory	217,677	237,715	177,884	152,556	259,222	259,222	265,703	271,017
Maintenance	133,544	132,042	153,243	144,336	163,838	163,838	167,934	171,293
WWTP	2,504,066	2,641,014	2,602,231	2,482,629	2,546,457	2,546,457	2,571,922	2,623,360
Depreciation Expense	1,189,849	1,354,653	1,314,700	1,314,700	1,314,700	1,314,700	1,327,847	1,327,847
Debt Service	237,804	232,012	237,650	237,650	237,160	237,160	243,089	242,953
Loss on Sale of Fixed Assets		49,568						
TOTAL EXPENDITURES	\$5,332,649	\$5,646,778	\$5,639,844	\$5,340,445	\$5,707,934	\$5,707,934	\$5,792,716	\$5,877,016
NET REVENUE (EXPENDITURES)	\$1,432,156	\$830,889	\$0	\$0	\$0	\$0	\$0	\$0

Sewer Fund

FY 2020 - 2021 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2020/2021</u>	<u>INTEREST 2020/2021</u>	<u>PRINCIPAL BALANCE 06/30/21</u>
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.23%	945,000	50,000	13,443	528,400
Martell Court Pump and Motor Controls	5/2/2013	1/15/2023	2.00%	1,184,300	120,000	6,922	226,100
WW Treatment 2005 - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	212,900	20,000	2,398	99,900
Sewer Main Improvments 2005 - Advance Refunded 2013	5/2/2103	1/15/2026	2.00%	713,900	70,000	7,900	325,000
Rose Lane WWTP Closure	6/12/2015	6/12/2025	avg 2.17%	805,000	40,000	19,400	560,000
2016 Refunding Series B	11/1/2016	7/1/2028	avg 1.61%	1,210,565	118,515	34,264	829,942
2019 Martell Court Headworks Replacement	9/27/2018	9/15/2033	avg 2.74%	1,350,000	90,000	51,863	1,170,000
Colony Court-Bloomer Swamp Main	est 2021	2036	est 4.00%	1,513,000	-	30,260	1,513,000
				\$ 7,934,665	\$ 508,515	\$ 166,449	\$ 5,252,342
ARRA loan through NH-DES - FY 10 Infrastructure	9/1/2013	9/1/2023	1.85%	1,378,114	137,811	10,170	413,434
ARRA loan through NH-DES - FY 09 Infrastructure	12/1/2014	12/1/2024	1.98%	1,129,608	112,961	8,947	338,882
WWTP Advanced Treatment through NH-DES	5/1/2016	5/1/2025	1.94%	6,469,354	646,935	51,593	2,587,742
Authorized, Unissued							
N/A							\$ -
Total Authorized, Unissued							\$ -
Anticipated, FY20/21							
R-2020-09	Colony Court-Bloomer Swamp Main						\$ 1,513,000
Total Anticipated Bond Issue - New							\$ 1,513,000

CALCULATION OF SEWER FUND DEBT LIMIT AND BORROWING CAPACITY

No specific debt limit is identified in RSA's; all projects, both mandated and voluntary for sewer systems and improvements are excluded from the City's calculation of overall debt limit (RSA 33:5 and 33:5-b)

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Summary**

SEWER FUND

Revenue Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41000 - TAXES	36,518	0	0	0	0	0
43000 - INTERGOVERNMENTAL	177,878	220,560	160,000	160,000	150,000	150,000
44000 - CHARGES FOR SERVICES	6,492,294	6,017,722	6,490,676	5,949,216	6,419,482	6,419,482
46000 - MISCELLANEOUS	96,924	189,794	30,000	30,000	15,000	15,000
47000 - OTHER FINANCING SOURCES	(46,395)	42,006	(1,040,832)	(798,771)	(876,548)	(876,548)
48000 - PROCEEDS LONG TRM FINANCE	7,586	7,585	0	0	0	0
TOTAL	6,764,805	6,477,667	5,639,844	5,340,445	5,707,934	5,707,934

Fiscal Year 2020-2021 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

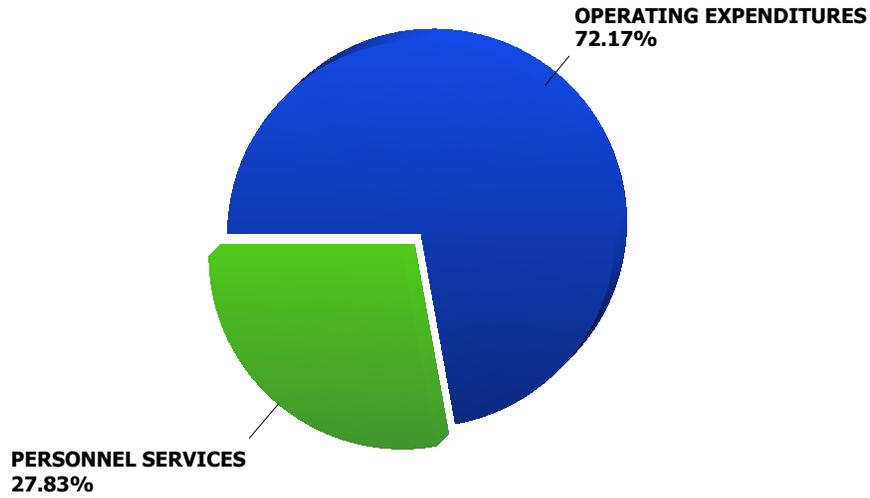
SEWER FUND

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41125 - TAX INCREMENT FINANCING	36,518	0	0	0	0	0
41000 - TAXES	36,518	0	0	0	0	0
43214 - STATE AID (UTILITIES)	4,829	66,056	0	0	0	0
43403 - OTHER TOWNS	173,049	154,503	160,000	160,000	150,000	150,000
43000 - INTERGOVERNMENTAL	177,878	220,560	160,000	160,000	150,000	150,000
44105 - SEWER CHARGES	5,713,593	5,538,842	6,083,876	5,540,216	6,012,982	6,012,982
44106 - SEPTIC WASTE	376,022	430,485	370,800	372,500	370,800	370,800
44107 - SEWER SERVICES	75	7,633	200	0	200	200
44108 - INDUSTRIAL PRE-TREATMENT	36,195	35,808	32,300	33,000	32,000	32,000
44109 - DIRECT REIMBURSEMENT	363,292	0	0	0	0	0
44110 - TESTING	3,118	4,954	3,500	3,500	3,500	3,500
44000 - CHARGES FOR SERVICES	6,492,294	6,017,722	6,490,676	5,949,216	6,419,482	6,419,482
46101 - INTEREST EARNINGS	96,926	189,846	30,000	30,000	15,000	15,000
46103 - INTEREST: A/R	(1)	(51)	0	0	0	0
46000 - MISCELLANEOUS	96,924	189,794	30,000	30,000	15,000	15,000
47001 - USE (ADDITION) TO SURPLUS	0	0	(1,040,832)	(798,771)	(876,548)	(876,548)
47005 - GAIN/LOSS ON INVESTMENTS	0	853	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	(46,395)	51,152	0	0	0	0
47290 - INTRAFUND APPROPRIATION	0	(10,000)	0	0	0	0
47000 - OTHER FINANCING SOURCES	(46,395)	42,006	(1,040,832)	(798,771)	(876,548)	(876,548)
48104 - AMORT OF REFI PREMIUM	7,586	7,585	0	0	0	0
48000 - PROCEEDS LONG TRM FINANCE	7,586	7,585	0	0	0	0
TOTAL	6,764,805	6,477,667	5,639,844	5,340,445	5,707,934	5,707,934

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Fund**

SEWER FUND

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	1,541,919	1,482,890	1,564,785	1,255,117	1,588,643	0	1,588,643	1,588,643
62000 - OPERATING EXPENDITURES	3,790,731	4,163,888	4,075,059	4,085,328	4,119,291	0	4,119,291	4,119,291
Fund Total	5,332,649	5,646,778	5,639,844	5,340,445	5,707,934	0	5,707,934	5,707,934



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

SEWER FUND

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61303 - SUPERVISORY PERSONNEL	183,250	229,062	222,897	72,583	180,946	0	180,946	180,946
61304 - GENERAL PERSONNEL	677,005	689,523	682,248	625,192	733,509	0	733,509	733,509
61305 - ADMINISTRATIVE PERSONNEL	5,255	5,507	6,061	4,422	6,343	0	6,343	6,343
61501 - REGULAR OVERTIME	65,763	45,396	48,994	38,521	49,416	0	49,416	49,416
61502 - DOUBLE OVERTIME	517	752	953	953	950	0	950	950
61508 - SUPERVISORY OVERTIME	2,849	2,729	3,848	3,848	3,848	0	3,848	3,848
61602 - STAND-BY PAY	28,887	26,338	28,270	25,474	28,270	0	28,270	28,270
61701 - HEALTH INSURANCE	304,639	310,266	348,411	289,300	357,260	0	357,260	357,260
61702 - DENTAL INSURANCE	16,741	17,958	21,458	16,777	21,712	0	21,712	21,712
61703 - RETIREMENT CONTRIBUTIONS	108,942	112,743	110,041	98,314	112,067	0	112,067	112,067
61704 - SOCIAL SECURITY	71,286	75,256	75,365	65,304	76,751	0	76,751	76,751
61705 - WORKERS COMPENSATION	17,927	18,228	16,240	14,429	17,572	0	17,572	17,572
61715 - RETIREMENT BENEFITS	58,792	(51,278)	0	0	0	0	0	0
61901 - RECRUITMENT	65	410	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,541,919	1,482,890	1,564,785	1,255,117	1,588,643	0	1,588,643	1,588,643
62102 - PROFESSIONAL SERVICES	500	508	0	645	0	0	0	0
62103 - TECHNICAL SERVICES	2,643	4,097	10,875	10,457	8,675	0	8,675	8,675
62120 - LABORATORY SERVICES	14,436	14,891	12,661	12,961	12,300	0	12,300	12,300
62176 - CITY ADMIN CHARGE	665,472	678,472	620,643	620,643	671,186	0	671,186	671,186
62201 - JANITORIAL	4,160	5,604	8,672	8,380	4,860	0	4,860	4,860
62205 - PC REPLACEMENT CHARGE	2,640	2,890	2,281	2,281	2,495	0	2,495	2,495
62206 - PW FLEET CHARGE	117,372	123,174	130,284	130,284	133,659	0	133,659	133,659
62301 - OFFICE EQUIPMENT MAINT.	0	90	0	0	0	0	0	0
62306 - SOFTWARE MAINTENANCE	16,310	14,844	16,956	17,155	15,588	0	15,588	15,588
62310 - SAFETY PROGRAM MAINT.	12,333	7,154	11,545	13,034	11,545	0	11,545	11,545
62311 - EQUIPMENT MAINTENANCE	138,874	168,014	191,471	200,680	188,567	0	188,567	188,567
62314 - SYSTEMS MAINTENANCE	0	0	18,109	18,094	18,109	0	18,109	18,109
62316 - ESCO MAINTENANCE	4,842	5,875	8,032	7,535	8,274	0	8,274	8,274
62317 - EQUIPMENT REPAIR	0	48	0	0	0	0	0	0
62331 - ROAD AND STREET MAINT.	0	0	6,000	5,987	6,000	0	6,000	6,000
62350 - BUILDING MAINTENANCE	26,619	53,166	58,440	69,940	58,440	0	58,440	58,440
62370 - OTHER IMPROVEMNTS - MAINT	0	510	10,500	10,385	10,500	0	10,500	10,500
62371 - RIVER GAUGE STATION MAINT	8,290	8,290	11,175	16,800	11,175	0	11,175	11,175
62375 - PERMITS	275	0	150	150	150	0	150	150
62430 - TRAVEL	1,472	1,093	1,261	800	728	0	728	728
62435 - TRAINING	4,921	5,749	6,112	4,868	6,112	0	6,112	6,112
62436 - MEETINGS & DUES	1,693	1,012	1,335	1,548	1,335	0	1,335	1,335
62438 - LICENSES & CERTIFICATIONS	300	440	400	422	400	0	400	400
62448 - HAULING AND DISPOSAL	354,859	378,577	365,459	364,609	364,809	0	364,809	364,809
62501 - WATER	9,984	9,395	10,021	9,648	10,021	0	10,021	10,021
62502 - SEWER	0	0	2,500	2,500	2,500	0	2,500	2,500
62503 - ELECTRICITY	246,308	281,432	257,813	244,828	264,176	0	264,176	264,176
62504 - HEATING FUEL	45,899	37,330	55,083	35,732	55,083	0	55,083	55,083
62510 - TELEPHONE	8,578	8,727	8,463	7,906	8,463	0	8,463	8,463

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62512 - INDUSTRIAL PRE-TREATMENT	3,453	4,581	4,780	4,582	4,780	0	4,780	4,780
62601 - LAND RENTAL	150,312	154,178	159,189	159,189	156,324	0	156,324	156,324
62602 - OFFICE SPACE RENTAL	70,068	71,867	74,202	74,202	72,880	0	72,880	72,880
62604 - EQUIPMENT RENTAL	192	272	500	454	500	0	500	500
62606 - OTHER RENTALS	0	0	600	351	600	0	600	600
62701 - OFFICE SUPPLIES	2,912	2,601	3,670	3,400	3,670	0	3,670	3,670
62733 - TOOLS	2,044	1,374	250	938	250	0	250	250
62734 - MINOR EQUIPMENT	9,083	27,505	4,950	15,180	4,950	0	4,950	4,950
62735 - BUILDING MAINT. SUPPLIES	3,956	2,266	3,800	3,783	3,800	0	3,800	3,800
62736 - GROUNDS MAINT SUPPLIES	174	140	800	771	800	0	800	800
62737 - JANITORIAL SUPPLIES	474	110	350	337	350	0	350	350
62744 - MINOR COMPUTER EQUIPMENT	234	0	0	110	0	0	0	0
62755 - UNIFORMS	8,266	6,299	7,348	6,737	7,348	0	7,348	7,348
62760 - OPERATING SUPPLIES	22,701	50,917	42,551	90,558	42,551	0	42,551	42,551
62762 - LICENSES & PERMITS	835	796	1,000	900	1,000	0	1,000	1,000
62764 - CHEMICALS	406,167	401,069	392,478	353,213	392,478	0	392,478	392,478
63403 - FURNITURE & FIXTURE ACQ	0	1,799	0	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	121,801	131,106	151,842	151,842	166,450	0	166,450	166,450
65202 - INTEREST ON NOTES PAYABLE	116,004	100,906	85,808	85,808	70,710	0	70,710	70,710
66102 - CAPITALIZED EXPENDITURES	(7,675)	(9,504)	0	0	0	0	0	0
66104 - LOSS ON FIXED ASSETS	0	49,568	0	0	0	0	0	0
66105 - CLAIMS & JUDGEMENTS	1,100	0	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	287,478	293,932	301,100	301,100	301,100	0	301,100	301,100
66202 - DEPRECIATION - OTHER IMPR	549,950	554,507	555,100	555,100	555,100	0	555,100	555,100
66203 - DEPRECIATION - MACH/EQUIP	352,421	506,214	458,500	458,500	458,500	0	458,500	458,500
62000 - OPERATING EXPENDITURES	3,790,731	4,163,888	4,075,059	4,085,328	4,119,291	0	4,119,291	4,119,291
TOTAL	5,332,649	5,646,778	5,639,844	5,340,445	5,707,934	0	5,707,934	5,707,934

Water Fund

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.

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Department:	Public Works	Fund:	Water
Division (s): Cost Center:	Water 05000 through 05008		
Mission:	To reliably provide 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.		

In FY21 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. It is supported by weekly sample collection, dam inspections, and ongoing equipment maintenance.

In FY21 Staff will continue its capital program while coordinating with the City Engineer and Staff on critical water infrastructure projects. FY21 objectives include:

- The completion of Drummer Hill water tank and pump station
- Water Treatment Facility filter media replacement and underdrain repair-1 filter
- Water Valve replacement

FY20 Water Fund activities continued the Department's focus on infrastructure and water quality improvement at the capital and operating budget levels. FY20 accomplishments included:

- Replacement of the Programmable Logic Controllers for the SCADA system at the Water Treatment Facility.
- Completion of the Water Shed Management Plan
- Completed first year Cyanobacteria source water protection monitoring
- Completed water and sewer rate study
- Completed installation of security fencing at Court Street well field
- Completed design and began construction of the Drummer Hill storage tank and pumping station
- Completed installation of online analyzers at Fox Ave and Glenn Road water booster stations

Background

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

The focus areas are:

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

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 2020/2021 OBJECTIVES:	STATUTE	CMP	VOICE
Complete the installation of the Drummer Hill Water Tank and Pump Station	SDWA	Infrastructure	I,C,E
Continued monitoring plan for Cyanobacteria at reservoirs		Infrastructure	I,C,E
Woodward Dam construction		Infrastructure	C

METRICS:	FY19	FY20	FY21
Million gallons of water treated to meet drinking water standards	719	720	715
Number of water main breaks/ service leaks/repairs	60	61	65
Number of fire hydrants exercised	475	531	550
Number of water meters changed (out of 9,200 total)	400	462	500
Number of kilowatts of electricity used in water fund sites	702,626	748,716	741,384
Percent of non-metered water	18	16	14-15
Number of water quality/discolored water complaints	28	19	10

Water Fund Operating Revenues and Expenditures

FY 2020 - 2021 Proposed Budget

	ACTUAL FY 17/18	ACTUAL FY 18/19	BUDGET FY 19/20	ESTIMATE FY 19/20	DEPT REQ FY 20/21	CITY MGR FY 20/21	PROJECTED FY 21/22	PROJECTED FY 22/23
REVENUES								
Taxes	\$100,228							
Intergovernmental								
Charges for Services	3,903,050	4,075,327	4,208,645	4,092,968	4,467,823	4,467,823	4,472,291	4,539,375
Miscellaneous	42,908	132,717	17,500	18,000	10,000	10,000	17,500	20,000
Use of (Addition to) Surplus			(197,853)	(336,336)	(381,876)	(381,876)	(276,919)	(222,316)
TOTAL REVENUES	\$4,046,186	\$4,208,044	\$4,028,292	\$3,774,632	\$4,095,947	\$4,095,947	\$4,212,872	\$4,337,059
EXPENDITURES								
Public Works Water	\$759,368	\$828,010	\$893,168	\$829,756	\$895,915	\$895,915	\$918,313	\$936,679
Water Main & Trench Repairs	182,696	234,398	226,115	221,104	239,476	239,476	245,463	250,372
Water Supply	177,060	180,253	200,380	193,220	207,417	207,417	212,602	216,854
Hydrants	105,051	131,652	133,902	136,581	138,148	138,148	141,602	144,434
Meters	409,642	401,042	452,230	387,037	466,500	466,500	478,163	487,726
Water Services	70,915	53,354	48,390	51,554	51,100	51,100	52,378	53,425
Water Treatment Facility	629,093	569,783	697,026	622,439	710,168	710,168	727,922	742,481
Laboratory	195,803	215,215	186,146	148,913	202,021	202,021	207,072	211,213
Maintenance	152,864	185,112	151,781	144,874	156,215	156,215	160,120	163,323
Depreciation Expense	952,237	934,271	962,376	962,376	963,100	963,100	975,000	975,000
Debt Service	47,022	41,234	76,778	76,778	65,887	65,887	94,238	155,553
Loss on Sale of Fixed Assets		9,328						
TOTAL EXPENDITURES	\$3,681,751	\$3,783,650	\$4,028,292	\$3,774,632	\$4,095,947	\$4,095,947	\$4,212,872	\$4,337,059
NET REVENUE (EXPENDITURES)	\$364,435	\$424,394	\$0	\$0	\$0	\$0	\$0	\$0

Water Fund

FY 2020 - 2021 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2020/2021</u>	<u>INTEREST 2020/2021</u>	<u>PRINCIPAL BALANCE 06/30/21</u>
Babbidge Reservoir Dam Repairs	9/15/2016	9/15/1936	avg 1.85%	850,000	45,000	24,700	670,000
Woodward Pond Dam	est 2021	2041	est 4.00%	1,727,000	0	34,540	1,727,000
				\$ 2,577,000	\$ 45,000	\$ 59,240	\$ 2,397,000
ARRA loan through NH-DES - FY 10 Infrastructure	9/1/2012	9/1/2021	1.94%	666,379	73,753	2,889	75,183
ARRA loan through NH-DES - FY 09 Infrastructure	8/30/2013	11/1/2022	1.70%	655,395	72,445	3,758	148,605

Authorized, Unissued

R-2019-21 Woodward Pond Dam \$ 1,727,000

Total Authorized, Unissued \$ 1,727,000

Anticipated, FY20/21

N/A \$ -

Total Anticipated Bond Issue - New \$ -

CALCULATION OF WATER FUND DEBT LIMIT AND BORROWING CAPACITY

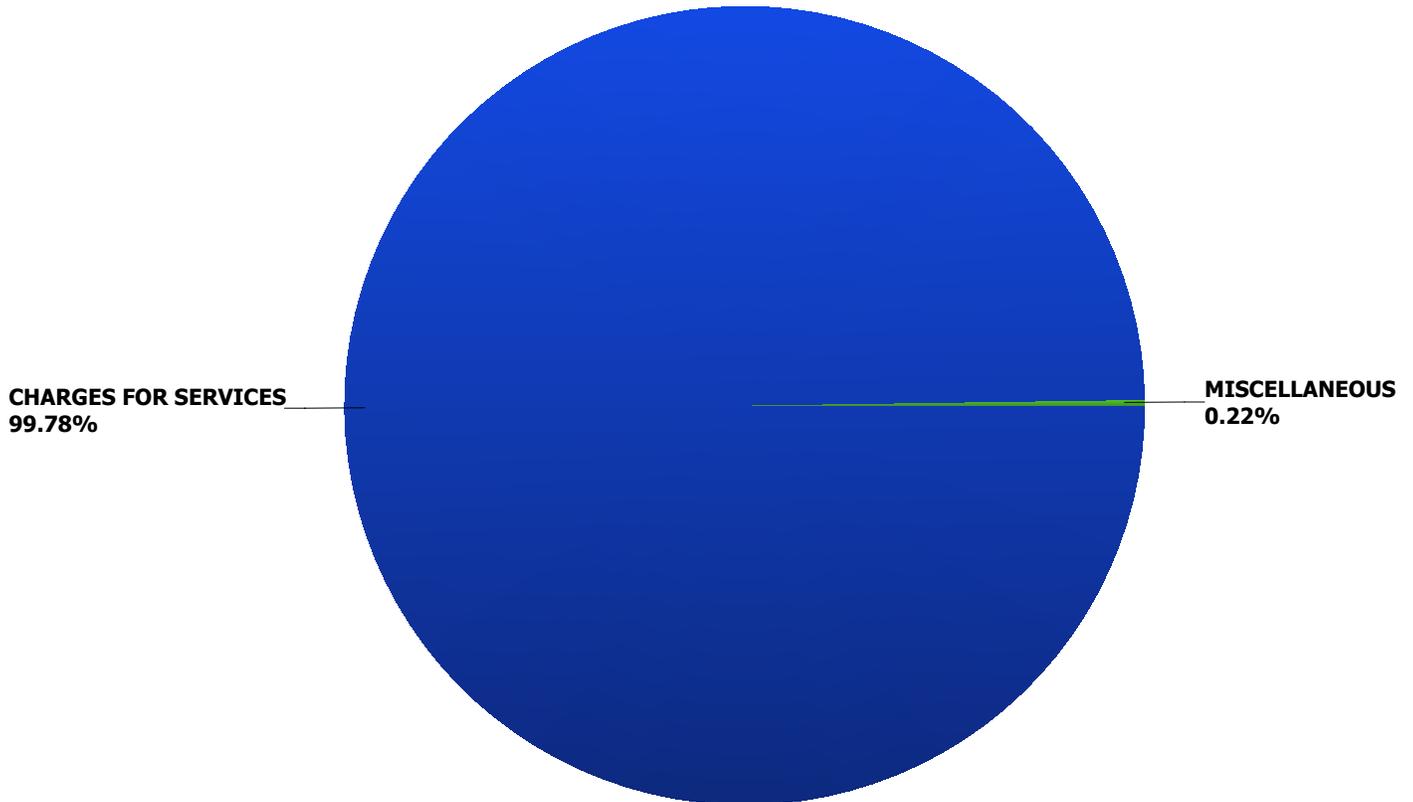
Debt Limit on 07/01/20 computed at 10% of 2019 equalized assessed value at \$1,815,127,254 per RSA 33:4-a	\$ 181,512,725
LESS: outstanding principal balance @ 07/01/20	(3,186,584)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	N/A
WATER FUND BORROWING CAPACITY FOR FY20/21	\$ 178,326,141

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Summary**

WATER FUND

Revenue Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41000 - TAXES	100,228	0	0	0	0	0
44000 - CHARGES FOR SERVICES	3,903,050	4,075,327	4,208,645	4,092,968	4,467,823	4,467,823
46000 - MISCELLANEOUS	77,171	110,980	17,500	18,000	10,000	10,000
47000 - OTHER FINANCING SOURCES	(34,291)	21,709	(197,853)	(336,336)	(381,876)	(381,876)
48000 - PROCEEDS LONG TRM FINANCE	28	28	0	0	0	0
TOTAL	4,046,186	4,208,044	4,028,292	3,774,632	4,095,947	4,095,947

Fiscal Year 2020-2021 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

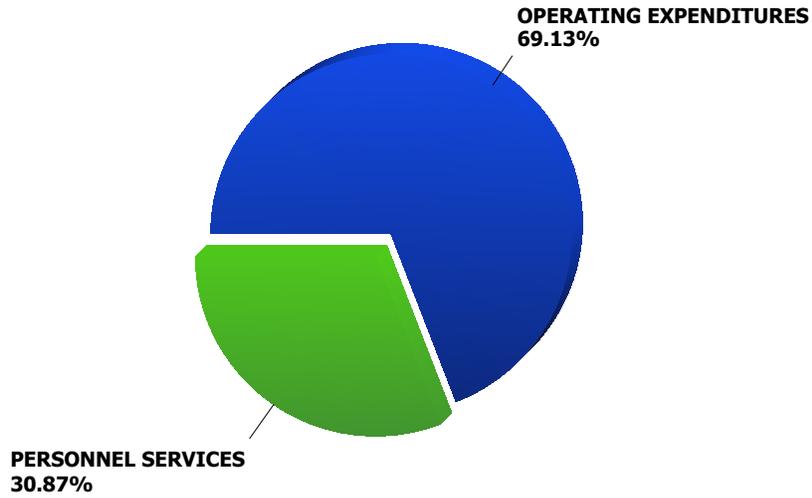
WATER FUND

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
41125 - TAX INCREMENT FINANCING	100,228	0	0	0	0	0
41000 - TAXES	100,228	0	0	0	0	0
44101 - WATER SALES	3,655,966	3,825,710	3,956,650	3,841,232	4,215,828	4,215,828
44102 - WATER SERVICES	11,546	8,573	11,330	10,000	11,330	11,330
44103 - FIRE PROTECTION	155,041	159,783	160,165	161,308	160,165	160,165
44104 - HYDRANT RENTAL	80,498	81,262	80,500	80,428	80,500	80,500
44000 - CHARGES FOR SERVICES	3,903,050	4,075,327	4,208,645	4,092,968	4,467,823	4,467,823
46101 - INTEREST EARNINGS	77,274	110,591	17,500	18,000	10,000	10,000
46103 - INTEREST: A/R	(103)	389	0	0	0	0
46000 - MISCELLANEOUS	77,171	110,980	17,500	18,000	10,000	10,000
47001 - USE (ADDITION) TO SURPLUS	0	0	(197,853)	(336,336)	(381,876)	(381,876)
47005 - GAIN/LOSS ON INVESTMENTS	0	(76)	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	(34,291)	37,187	0	0	0	0
47290 - INTRAFUND APPROPRIATION	0	(15,402)	0	0	0	0
47000 - OTHER FINANCING SOURCES	(34,291)	21,709	(197,853)	(336,336)	(381,876)	(381,876)
48104 - AMORT OF REFI PREMIUM	28	28	0	0	0	0
48000 - PROCEEDS LONG TRM FINANCE	28	28	0	0	0	0
TOTAL	4,046,186	4,208,044	4,028,292	3,774,632	4,095,947	4,095,947

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Fund**

WATER FUND

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	1,069,622	1,091,664	1,188,117	1,022,339	1,264,380	0	1,264,380	1,264,380
62000 - OPERATING EXPENDITURES	2,612,128	2,691,986	2,840,175	2,752,293	2,831,567	0	2,831,567	2,831,567
Fund Total	3,681,751	3,783,650	4,028,292	3,774,632	4,095,947	0	4,095,947	4,095,947



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

WATER FUND

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61303 - SUPERVISORY PERSONNEL	147,803	124,579	185,221	100,214	142,555	0	142,555	142,555
61304 - GENERAL PERSONNEL	497,106	513,295	488,726	469,360	581,909	0	581,909	581,909
61305 - ADMINISTRATIVE PERSONNEL	4,851	5,084	5,594	4,955	5,855	0	5,855	5,855
61307 - PART TIME EMPLOYEES	0	1,719	1,550	1,381	0	0	0	0
61401 - TEMPORARY PERSONNEL	0	0	5,141	5,141	0	0	0	0
61501 - REGULAR OVERTIME	43,854	29,915	35,864	33,273	35,864	0	35,864	35,864
61508 - SUPERVISORY OVERTIME	851	815	1,850	1,850	1,850	0	1,850	1,850
61602 - STAND-BY PAY	21,793	24,588	23,748	24,062	23,748	0	23,748	23,748
61609 - STIPEND	4,160	2,320	0	0	0	0	0	0
61701 - HEALTH INSURANCE	215,392	222,612	275,599	238,255	297,929	0	297,929	297,929
61702 - DENTAL INSURANCE	11,560	12,137	16,557	11,857	17,796	0	17,796	17,796
61703 - RETIREMENT CONTRIBUTIONS	82,661	78,751	81,073	71,324	87,458	0	87,458	87,458
61704 - SOCIAL SECURITY	54,136	52,632	55,644	48,121	56,718	0	56,718	56,718
61705 - WORKERS COMPENSATION	13,876	13,091	11,550	12,546	12,699	0	12,699	12,699
61715 - RETIREMENT BENEFITS	(28,484)	9,797	0	0	0	0	0	0
61901 - RECRUITMENT	65	330	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,069,622	1,091,664	1,188,117	1,022,339	1,264,380	0	1,264,380	1,264,380
62102 - PROFESSIONAL SERVICES	12,157	9,811	3,000	4,325	3,000	0	3,000	3,000
62103 - TECHNICAL SERVICES	13,266	1,438	17,190	14,380	14,590	0	14,590	14,590
62120 - LABORATORY SERVICES	24,619	20,564	25,484	21,819	25,484	0	25,484	25,484
62121 - MONITORING/INSPECTIONS	3,402	21,152	34,800	30,633	34,800	0	34,800	34,800
62176 - CITY ADMIN CHARGE	457,524	467,094	485,804	485,796	482,005	0	482,005	482,005
62205 - PC REPLACEMENT CHARGE	3,780	2,776	3,276	3,276	3,434	0	3,434	3,434
62206 - PW FLEET CHARGE	183,888	193,577	204,635	204,785	213,159	0	213,159	213,159
62208 - TAXES	80,614	78,262	87,785	87,785	90,418	0	90,418	90,418
62305 - COPIER MAINTENANCE	861	318	1,234	222	1,234	0	1,234	1,234
62306 - SOFTWARE MAINTENANCE	17,932	16,314	15,384	17,193	17,862	0	17,862	17,862
62310 - SAFETY PROGRAM MAINT.	3,961	7,439	3,200	3,537	3,200	0	3,200	3,200
62311 - EQUIPMENT MAINTENANCE	113,526	106,635	86,142	101,558	102,690	0	102,690	102,690
62314 - SYSTEMS MAINTENANCE	0	0	4,990	3,118	4,990	0	4,990	4,990
62316 - ESCO MAINTENANCE	4,842	5,875	8,032	7,535	8,274	0	8,274	8,274
62317 - EQUIPMENT REPAIR	30	0	0	0	0	0	0	0
62331 - ROAD AND STREET MAINT.	3,203	2,524	10,000	12,889	10,000	0	10,000	10,000
62340 - GROUNDS MAINTENANCE	0	4,995	0	0	0	0	0	0
62350 - BUILDING MAINTENANCE	4,716	32,014	11,224	14,886	11,224	0	11,224	11,224
62375 - PERMITS	300	510	150	150	150	0	150	150
62430 - TRAVEL	210	408	468	450	468	0	468	468
62435 - TRAINING	6,273	9,791	8,077	6,454	8,077	0	8,077	8,077
62436 - MEETINGS & DUES	3,941	3,777	3,313	4,051	3,313	0	3,313	3,313
62438 - LICENSES & CERTIFICATIONS	1,524	140	1,200	1,100	300	0	300	300
62447 - PUBLIC AWARENESS	7,961	7,886	6,630	6,600	6,630	0	6,630	6,630
62448 - HAULING AND DISPOSAL	0	0	850	0	200	0	200	200
62501 - WATER	350	280	580	437	580	0	580	580
62502 - SEWER	128,223	139,554	159,850	138,482	159,850	0	159,850	159,850

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
62503 - ELECTRICITY	124,749	124,320	113,024	122,189	121,524	0	121,524	121,524
62504 - HEATING FUEL	12,891	14,150	11,458	8,073	11,458	0	11,458	11,458
62510 - TELEPHONE	7,214	8,150	7,230	6,727	7,225	0	7,225	7,225
62512 - INDUSTRIAL PRE-TREATMENT	164	170	360	170	360	0	360	360
62602 - OFFICE SPACE RENTAL	70,068	71,867	74,202	74,202	72,880	0	72,880	72,880
62604 - EQUIPMENT RENTAL	290	144	1,000	649	1,000	0	1,000	1,000
62701 - OFFICE SUPPLIES	1,726	1,725	1,625	1,316	1,625	0	1,625	1,625
62710 - POSTAGE	0	30	0	0	0	0	0	0
62733 - TOOLS	3,513	4,831	3,900	4,891	3,900	0	3,900	3,900
62734 - MINOR EQUIPMENT	5,002	9,623	4,700	5,194	4,700	0	4,700	4,700
62735 - BUILDING MAINT. SUPPLIES	239	608	994	917	994	0	994	994
62736 - GROUNDS MAINT SUPPLIES	402	621	500	504	500	0	500	500
62737 - JANITORIAL SUPPLIES	0	79	100	85	100	0	100	100
62744 - MINOR COMPUTER EQUIPMENT	114	0	0	0	0	0	0	0
62755 - UNIFORMS	4,030	3,691	4,000	4,057	4,000	0	4,000	4,000
62760 - OPERATING SUPPLIES	198,472	219,644	248,267	209,985	248,267	0	248,267	248,267
62762 - LICENSES & PERMITS	4,506	5,352	5,200	3,000	3,000	0	3,000	3,000
62764 - CHEMICALS	102,387	109,013	141,163	99,719	115,115	0	115,115	115,115
65102 - INTEREST ON BONDED DEBT	32,382	29,404	67,516	67,516	59,240	0	59,240	59,240
65202 - INTEREST ON NOTES PAYABLE	14,640	11,829	9,262	9,262	6,647	0	6,647	6,647
66104 - LOSS ON FIXED ASSETS	0	9,328	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	104,903	95,528	111,018	111,018	107,000	0	107,000	107,000
66202 - DEPRECIATION - OTHER IMPR	642,886	639,133	658,282	658,282	663,000	0	663,000	663,000
66203 - DEPRECIATION - MACH/EQUIP	204,447	199,610	193,076	193,076	193,100	0	193,100	193,100
62000 - OPERATING EXPENDITURES	2,612,128	2,691,986	2,840,175	2,752,293	2,831,567	0	2,831,567	2,831,567
TOTAL	3,681,751	3,783,650	4,028,292	3,774,632	4,095,947	0	4,095,947	4,095,947

Equipment (Fleet) Fund

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 #
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Department:	Public Works	Fund:	Equipment
Division (s): Cost Center:	Fleet Services 11000		
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 FY20, 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 FY20, it is expected that fuel prices will rise slightly from FY20 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 \$2.82 (compared to \$2.73 per gallon in FY20) 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.

Background

The Fleet Division is responsible for the procurement, maintenance, and repair of the City's vehicle and equipment fleet which includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 170 vehicles/equipment of the 266 vehicles/equipment serviced by Fleet Services Division, that are part of the Fleet capital replacement program. 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 Operations Manager, one Administrative Coordinator, and four 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 replacement 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 \$117 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 \$97 per hour rate, and area shops that service heavy-duty vehicles range in the \$143 per hour rate. The \$117 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 which allows Fleet Services to keep the equipment operational and minimize downtime.

Fleet Services manages and maintains a diesel fuel station at 350 Marlboro Street and administers gas and diesel purchases for the City fleet as well as several outside users. Total fuel used (gasoline and diesel) by internal and external users exceeds 104,000 gallons per year.

The Fleet Operations Manager in close consultation with the receiving Department evaluates vehicle purchases. Changes to the replacement program continue to be made with the goal of reducing the cost of the vehicle replacement, increasing fuel efficiency, and increasing vehicle and equipment functionality. In the past several years, with City Council approval, the Fleet Services Division along with the City's Purchasing Agent oversaw a change in the purchasing policies to enable Fleet Services to purchase "new" used and "demo" vehicles when appropriate opportunities arise at a much lower price. One area of focus in the next several years will be to evaluate the opportunities to incorporate electric vehicles into the City fleet. While in general most of the staff cars do not travel enough miles to justify the expense of an electric vehicle, the transition to larger trucks and equipment to electric warrants exploration and a possible demonstration project in the next few years. One aspect to consider when transitioning from petroleum fuels are the service requirements including outfitting service bays as well as having trained staff. With an eye to the future, the Fleet Services Division will be in front of this technology as it becomes viable.

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 2020/2021 OBJECTIVES:		STATUTE	CMP	VOICE
Maintain workload at a level of 80% scheduled, 20% unscheduled maintenance			Municipal Governance & Fin Stability	C, E
Provide appropriate training and tools for service technicians to maintain skills			Leadership	V, E
Complete 90% of preventative maintenance work orders on schedule			Infrastructure	C, E
Monitor fuel consumption, administer fuel billing, and promote conservation			Climate Change	I, E
Evaluate and procure "new" used vehicles when determined to be a better alternative than new			Leadership	I, E
METRICS:		FY19	FY20	FY21
Staff training hours (goal/actual)		170	150/150	150/150
% Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time		99%	98%	99%
% Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime		80%-20%	80%-20%	80%-20%
% Completion of preventative work orders on schedule (goal/actual)		91%	90%/91%	90%

Equipment (Fleet) Fund Operating Revenues and Expenditures

Proposed FY 2020 - 2021 Budget

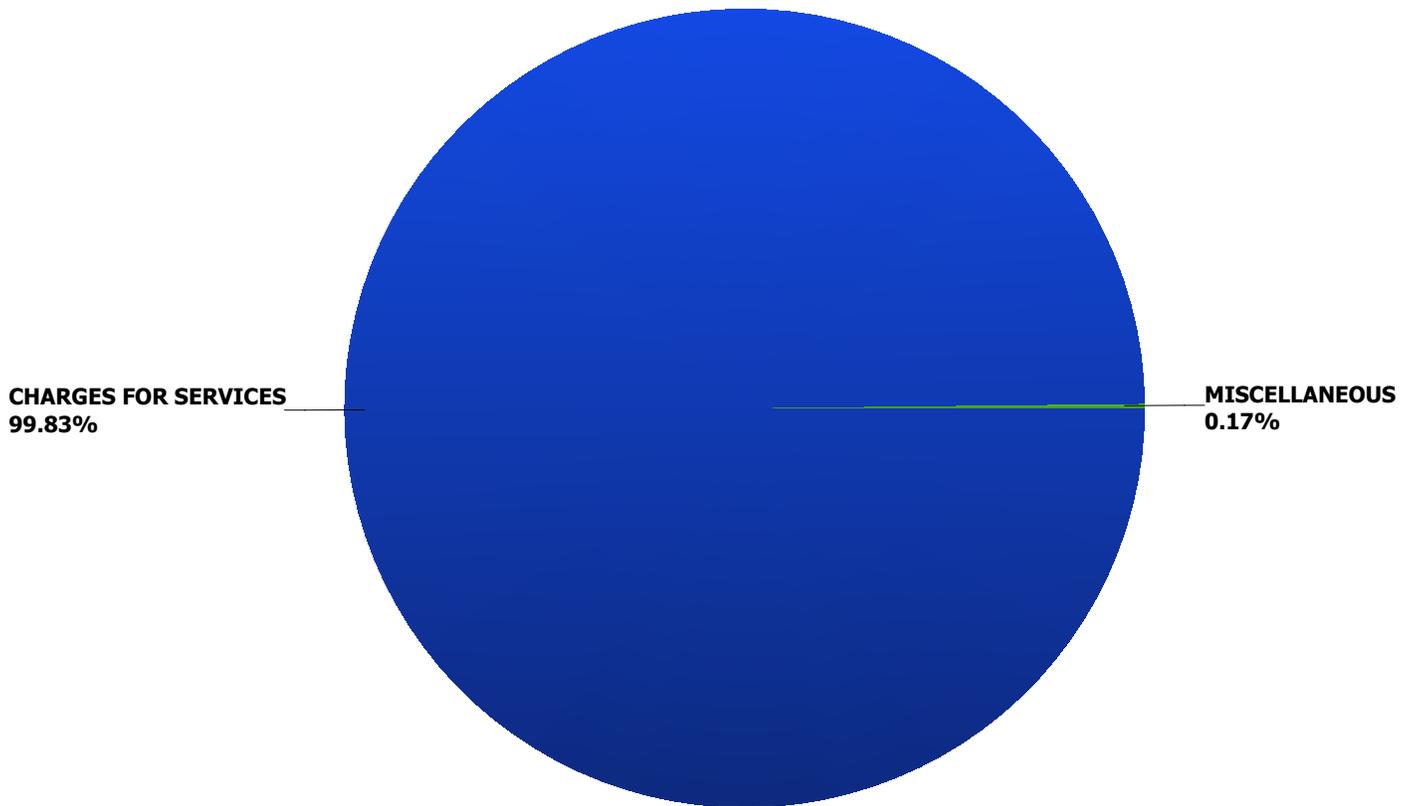
	ACTUAL FY 17/18	ACTUAL FY 18/19	BUDGET FY 19/20	ESTIMATE FY 19/20	DEPT REQ FY 20/21	CITY MGR FY 20/21	PROJECTED FY 21/22	PROJECTED FY 22/23
REVENUES								
Charges for Services	\$2,367,654	\$2,440,536	\$2,511,295	\$2,489,522	\$2,592,051	\$2,592,051	\$2,669,813	\$2,723,209
Miscellaneous	16,472	33,782	4,495	6,003	4,500	4,500	4,500	4,500
Use of (Addition to) Surplus			(128,987)	(369,997)	(147,899)	(147,899)	(166,037)	(173,983)
Equipment Sales	23,910							
TOTAL REVENUES	\$2,408,036	\$2,474,318	\$2,386,803	\$2,125,528	\$2,448,652	\$2,448,652	\$2,508,276	\$2,553,726
EXPENDITURES								
Personnel & Benefits	\$572,204	\$583,722	\$609,582	\$500,219	\$640,981	\$640,981	\$657,006	\$673,431
Operating Costs	1,310,451	1,269,718	1,387,221	1,235,309	1,417,671	1,417,671	1,451,270	1,480,295
Depreciation	364,852	397,702	390,000	390,000	390,000	390,000	400,000	400,000
TOTAL EXPENDITURES	\$2,247,507	\$2,251,142	\$2,386,803	\$2,125,528	\$2,448,652	\$2,448,652	\$2,508,275	\$2,553,726
NET REVENUE (EXPENDITURES)	\$160,529	\$223,176	\$0	\$0	\$0	\$0	\$0	\$0

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget
Summary**

FLEET MANAGEMENT FUND

Revenue Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
44000 - CHARGES FOR SERVICES	2,367,654	2,440,536	2,511,295	2,489,522	2,592,051	2,592,051
46000 - MISCELLANEOUS	47,395	26,075	4,495	6,003	4,500	4,500
47000 - OTHER FINANCING SOURCES	(7,014)	7,707	(128,987)	(369,997)	(147,899)	(147,899)
TOTAL	2,408,035	2,474,319	2,386,803	2,125,528	2,448,652	2,448,652

Fiscal Year 2020-2021 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Revenue Budget**

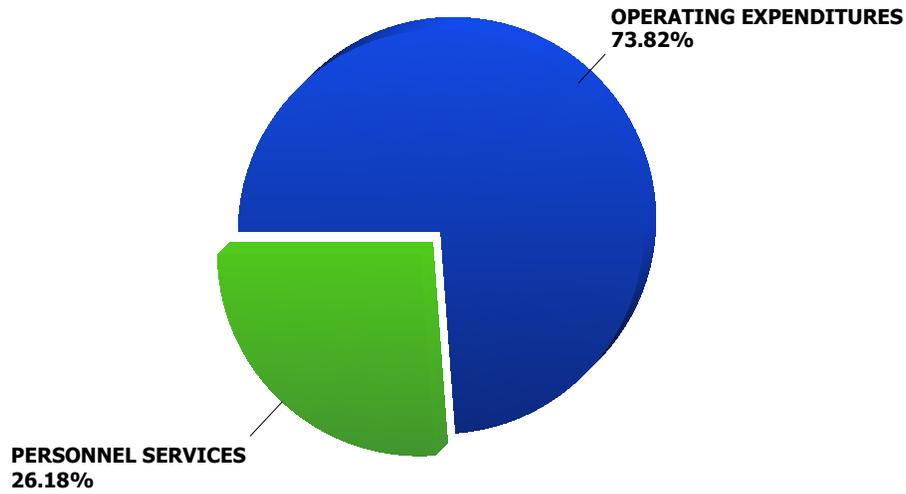
FLEET MANAGEMENT FUND

Account Title	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Request	2020-2021 Manager Recommended
44109 - DIRECT REIMBURSEMENT	58,563	69,488	64,000	50,375	55,000	55,000
44112 - EQUIPMENT CHARGES	32,126	27,245	29,000	20,852	22,000	22,000
44128 - FLEET CHARGES	2,276,965	2,343,803	2,418,295	2,418,295	2,515,051	2,515,051
44000 - CHARGES FOR SERVICES	2,367,654	2,440,536	2,511,295	2,489,522	2,592,051	2,592,051
46101 - INTEREST EARNINGS	16,552	26,075	4,495	6,003	4,500	4,500
46206 - INSURANCE PAYMENTS	6,933	17,062	0	0	0	0
47303 - SALE OF SURPLUS EQUIPMNT	23,910	(17,062)	0	0	0	0
46000 - MISCELLANEOUS	47,395	26,075	4,495	6,003	4,500	4,500
47001 - USE (ADDITION) TO SURPLUS	0	0	(128,987)	(369,997)	(147,899)	(147,899)
47005 - GAIN/LOSS ON INVESTMENTS	0	121	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	(7,014)	7,586	0	0	0	0
47000 - OTHER FINANCING SOURCES	(7,014)	7,707	(128,987)	(369,997)	(147,899)	(147,899)
TOTAL	2,408,035	2,474,319	2,386,803	2,125,528	2,448,652	2,448,652

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Summary by Fund**

FLEET MANAGEMENT FUND

Budget Category	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61000 - PERSONNEL SERVICES	572,204	583,722	609,582	500,219	640,981	0	640,981	640,981
62000 - OPERATING EXPENDITURES	1,675,303	1,667,420	1,777,221	1,625,309	1,807,671	0	1,807,671	1,807,671
Fund Total	2,247,508	2,251,142	2,386,803	2,125,528	2,448,652	0	2,448,652	2,448,652



**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

FLEET MANAGEMENT FUND

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
61304 - GENERAL PERSONNEL	310,292	335,998	338,670	285,290	348,168	0	348,168	348,168
61305 - ADMINISTRATIVE PERSONNEL	10,106	10,591	11,655	11,183	12,198	0	12,198	12,198
61401 - TEMPORARY PERSONNEL	3,336	268	0	0	0	0	0	0
61501 - REGULAR OVERTIME	17,765	12,160	23,594	8,533	24,066	0	24,066	24,066
61602 - STAND-BY PAY	12,740	12,670	17,430	12,342	12,775	0	12,775	12,775
61609 - STIPEND	4,160	4,160	4,160	4,160	4,160	0	4,160	4,160
61701 - HEALTH INSURANCE	116,110	115,059	123,300	105,222	145,363	0	145,363	145,363
61702 - DENTAL INSURANCE	6,876	7,412	8,138	6,684	9,321	0	9,321	9,321
61703 - RETIREMENT CONTRIBUTIONS	40,406	42,716	44,178	35,897	44,833	0	44,833	44,833
61704 - SOCIAL SECURITY	26,091	27,645	30,257	23,475	30,705	0	30,705	30,705
61705 - WORKERS COMPENSATION	7,307	8,137	8,200	6,921	9,392	0	9,392	9,392
61715 - RETIREMENT BENEFITS	16,911	6,906	0	0	0	0	0	0
61901 - RECRUITMENT	104	0	0	512	0	0	0	0
61000 - PERSONNEL SERVICES	572,204	583,722	609,582	500,219	640,981	0	640,981	640,981
62120 - LABORATORY SERVICES	458	250	300	150	300	0	300	300
62176 - CITY ADMIN CHARGE	272,484	278,146	302,646	302,646	317,362	0	317,362	317,362
62201 - JANITORIAL	826	0	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	1,656	1,450	1,791	1,791	1,839	0	1,839	1,839
62206 - PW FLEET CHARGE	70,392	68,930	72,081	72,081	74,393	0	74,393	74,393
62304 - COMMUNICATIONS EQP MAINT.	0	0	2,500	1,777	2,500	0	2,500	2,500
62310 - SAFETY PROGRAM MAINT.	1,565	1,007	1,250	600	1,250	0	1,250	1,250
62316 - ESCO MAINTENANCE	2,421	2,938	3,000	3,000	3,000	0	3,000	3,000
62350 - BUILDING MAINTENANCE	9,343	27,033	12,000	13,441	12,000	0	12,000	12,000
62370 - OTHER IMPROVEMNTS - MAINT	0	535	1,900	1,700	1,900	0	1,900	1,900
62407 - VEHICLE INSURANCE	63,427	61,051	61,051	61,051	61,051	0	61,051	61,051
62435 - TRAINING	4,980	2,236	6,000	3,080	6,000	0	6,000	6,000
62436 - MEETINGS & DUES	466	446	1,500	600	1,500	0	1,500	1,500
62501 - WATER	726	3,218	1,891	1,600	1,600	0	1,600	1,600
62502 - SEWER	2,004	0	1,840	1,600	1,600	0	1,600	1,600
62503 - ELECTRICITY	9,988	10,695	7,700	9,911	7,700	0	7,700	7,700
62504 - HEATING FUEL	28,676	30,100	31,403	31,594	32,973	0	32,973	32,973
62510 - TELEPHONE	2,530	1,393	7,500	1,200	1,200	0	1,200	1,200
62603 - BUILDING RENTAL	83,268	85,407	85,407	85,407	86,573	0	86,573	86,573
62701 - OFFICE SUPPLIES	2,157	759	1,995	900	1,500	0	1,500	1,500
62720 - REPAIR PARTS	277,135	275,433	329,513	269,608	341,721	0	341,721	341,721
62721 - ACCIDENT REPAIR	12,829	6,187	13,390	6,965	11,000	0	11,000	11,000
62733 - TOOLS	3,812	9,535	4,000	5,831	4,000	0	4,000	4,000
62755 - UNIFORMS	5,782	6,334	5,300	6,001	5,300	0	5,300	5,300
62760 - OPERATING SUPPLIES	19,353	14,596	14,000	14,357	14,000	0	14,000	14,000
62761 - SOFTWARE	5,580	108	4,500	4,500	4,500	0	4,500	4,500
62769 - GASOLINE AND DIESEL FUEL	264,349	282,779	335,957	276,597	344,103	0	344,103	344,103
62770 - OIL AND LUBRICANTS	19,982	15,970	20,806	9,028	20,806	0	20,806	20,806
62772 - TIRES	56,274	64,204	49,000	37,894	49,000	0	49,000	49,000
63414 - SHOP EQUIPMENT	8,687	610	7,000	10,399	7,000	0	7,000	7,000

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Summary by Account**

Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
66104 - LOSS ON FIXED ASSETS	79,304	18,366	0	0	0	0	0	0
66203 - DEPRECIATION - MACH/EQUIP	364,852	397,702	390,000	390,000	390,000	0	390,000	390,000
62000 - OPERATING EXPENDITURES	1,675,303	1,667,420	1,777,221	1,625,309	1,807,671	0	1,807,671	1,807,671
TOTAL	2,247,508	2,251,142	2,386,803	2,125,528	2,448,652	0	2,448,652	2,448,652

Cost Center Detail

Description	Page #
City Clerk	204-205
City Manager	206
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Finance (incl. Human Svcs)	210-212
Fire	213-215
Library	216
Parks, Recreation & Facilities (incl. Youth Svcs)	217-224
Police	225-227
Public Works	228-234
Parking Fund	235-236
Solid Waste Fund	237-238
Sewer Fund	239-243
Water Fund	244-248

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Cost Center Detail**

CITY CLERK

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended	
00200 - CITY CLERK	61202 - CITY CLERK	104,672	107,027	107,850	107,850	110,125	0	110,125	110,125	
	61305 - ADMINISTRATIVE PERSONNEL	111,539	116,069	118,172	118,172	121,906	0	121,906	121,906	
	61307 - PART TIME EMPLOYEES	46,159	45,887	49,728	49,728	49,645	0	49,645	49,645	
	61701 - HEALTH INSURANCE	60,255	62,481	66,820	66,820	68,498	0	68,498	68,498	
	61702 - DENTAL INSURANCE	3,276	3,335	3,690	3,690	3,690	0	3,690	3,690	
	61703 - RETIREMENT CONTRIBUTIONS	24,605	25,379	25,247	25,247	25,918	0	25,918	25,918	
	61704 - SOCIAL SECURITY	19,667	20,414	21,095	21,095	21,548	0	21,548	21,548	
	61705 - WORKERS COMPENSATION	398	427	371	371	395	0	395	395	
	61901 - RECRUITMENT	353	250	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES	370,923	381,269	392,973	392,973	401,726	0	401,726	401,726	
	62205 - PC REPLACEMENT CHARGE	1,440	1,889	1,377	1,377	1,435	0	1,435	1,435	
	62425 - ADVERTISING	152	171	290	225	280	0	280	280	
	62435 - TRAINING	1,472	1,219	1,634	1,500	1,634	0	1,634	1,634	
	62436 - MEETINGS & DUES	1,004	608	835	825	825	0	825	825	
	62498 - USE OF TRUST FUNDS	348	456	200	200	200	0	200	200	
	62510 - TELEPHONE	1,567	1,314	1,710	1,710	1,710	0	1,710	1,710	
	62701 - OFFICE SUPPLIES	1,630	2,022	1,429	1,429	1,622	0	1,622	1,622	
	62710 - POSTAGE	843	1,042	1,707	1,225	1,700	0	1,700	1,700	
	62715 - BOOKS AND PERIODICALS	273	292	394	0	400	0	400	400	
	62761 - SOFTWARE	0	4,250	5,250	5,250	5,250	4,875	10,125	10,125	
	62762 - LICENSES & PERMITS	541	563	700	700	700	0	700	700	
	62000 - OPERATING EXPENDITURES	9,271	13,826	15,526	14,441	15,756	4,875	20,631	20,631	
	00200 - CITY CLERK	380,195	395,095	408,499	407,414	417,482	4,875	422,357	422,357	
	00201 - CITY CLERK ELECTIONS	61307 - PART TIME EMPLOYEES	4,602	8,239	15,196	15,196	10,496	4,700	15,196	15,196
		61704 - SOCIAL SECURITY	352	630	1,162	1,162	802	360	1,162	1,162
		61705 - WORKERS COMPENSATION	7	13	20	14	14	7	21	21
61000 - PERSONNEL SERVICES		4,961	8,883	16,378	16,372	11,312	5,067	16,379	16,379	
62107 - ELECTIONS		13,831	12,521	23,160	23,160	13,310	3,600	16,910	16,910	
62205 - PC REPLACEMENT CHARGE		108	204	108	108	248	0	248	248	
62301 - OFFICE EQUIPMENT MAINT.		3,049	3,507	3,700	3,700	2,700	0	2,700	2,700	
62416 - PRINTING		5,734	3,192	6,700	6,967	3,700	0	3,700	3,700	
62425 - ADVERTISING		342	445	700	558	420	140	560	560	
62450 - POLLING STATIONS SET UP		974	1,612	2,510	2,117	1,720	0	1,720	1,720	
62606 - OTHER RENTALS		0	1,668	1,500	1,665	1,500	0	1,500	1,500	
62701 - OFFICE SUPPLIES		557	775	970	970	370	600	970	970	
62710 - POSTAGE		2,756	635	2,546	2,235	1,546	4,000	5,546	5,546	
62760 - OPERATING SUPPLIES		0	298	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES		27,352	24,855	41,894	41,481	25,514	8,340	33,854	33,854	
00201 - CITY CLERK ELECTIONS	32,312	33,737	58,272	57,853	36,826	13,407	50,233	50,233		
00202 - CITY CLERK ARCHIVES	61302 - ASST DEPARTMENT HEAD	70,554	70,789	71,333	71,333	72,835	0	72,835	72,835	
	61701 - HEALTH INSURANCE	22,758	22,678	24,293	24,293	24,898	0	24,898	24,898	
	61702 - DENTAL INSURANCE	1,372	1,414	1,555	1,555	1,555	0	1,555	1,555	
	61703 - RETIREMENT CONTRIBUTIONS	8,029	8,053	7,968	7,968	8,136	0	8,136	8,136	
	61704 - SOCIAL SECURITY	5,326	5,402	5,457	5,457	5,572	0	5,572	5,572	
	61705 - WORKERS COMPENSATION	107	112	96	96	102	0	102	102	
	61000 - PERSONNEL SERVICES	108,146	108,448	110,702	110,702	113,098	0	113,098	113,098	
	62404 - PROPERTY INSURANCE	414	414	414	414	414	0	414	414	
	62435 - TRAINING	2,913	2,897	2,532	2,250	2,400	0	2,400	2,400	
	62436 - MEETINGS & DUES	735	200	565	565	565	0	565	565	
	62701 - OFFICE SUPPLIES	76	255	100	100	100	0	100	100	
62715 - BOOKS AND PERIODICALS	0	0	100	100	100	0	100	100		

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
00202 - CITY CLERK ARCHIVES	62740 - OTHER MAINT. SUPPLIES	168	1,490	1,000	1,000	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	1,196	830	2,400	2,400	2,400	0	2,400	2,400
	62000 - OPERATING EXPENDITURES	5,503	6,085	7,111	6,829	6,979	0	6,979	6,979
00202 - CITY CLERK ARCHIVES		113,649	114,533	117,813	117,531	120,077	0	120,077	120,077
00204 - CLERK RECORDS STORAGE	61302 - ASST DEPARTMENT HEAD	7,839	7,866	7,926	7,926	8,093	0	8,093	8,093
	61307 - PART TIME EMPLOYEES	18,708	15,092	20,397	20,397	32,642	0	32,642	32,642
	61701 - HEALTH INSURANCE	2,529	2,520	2,699	2,699	2,766	0	2,766	2,766
	61702 - DENTAL INSURANCE	152	157	173	173	173	0	173	173
	61703 - RETIREMENT CONTRIBUTIONS	892	895	885	885	904	0	904	904
	61704 - SOCIAL SECURITY	2,023	1,755	2,167	2,167	3,116	0	3,116	3,116
	61705 - WORKERS COMPENSATION	40	37	38	38	57	0	57	57
	61000 - PERSONNEL SERVICES	32,183	28,320	34,285	34,285	47,752	0	47,752	47,752
	62205 - PC REPLACEMENT CHARGE	432	409	421	421	456	0	456	456
	62206 - PW FLEET CHARGE	14,604	15,754	15,965	15,965	16,562	0	16,562	16,562
	62510 - TELEPHONE	755	513	900	900	900	0	900	900
	62701 - OFFICE SUPPLIES	26	51	80	80	80	0	80	80
	62755 - UNIFORMS	250	0	250	250	250	0	250	250
	62760 - OPERATING SUPPLIES	731	1,026	1,150	3,352	1,150	0	1,150	1,150
	62000 - OPERATING EXPENDITURES	16,797	17,753	18,766	20,968	19,398	0	19,398	19,398
00204 - CLERK RECORDS STORAGE		48,981	46,073	53,051	55,252	67,150	0	67,150	67,150
DEPARTMENT TOTAL		575,137	589,438	637,635	638,050	641,535	18,282	659,817	659,817

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Department Cost Center Detail**

CITY MANAGER

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
00300 - CITY MANAGER	61203 - CITY MANAGER	145,299	150,685	158,636	162,603	163,650	0	163,650	163,650
	61305 - ADMINISTRATIVE PERSONNEL	59,063	60,398	60,863	61,906	62,144	0	62,144	62,144
	61603 - CAR ALLOWANCE	2,760	3,600	3,600	3,600	3,600	0	3,600	3,600
	61701 - HEALTH INSURANCE	16,135	18,694	20,023	20,023	20,515	0	20,515	20,515
	61702 - DENTAL INSURANCE	1,314	1,764	1,962	1,764	1,962	0	1,962	1,962
	61703 - RETIREMENT CONTRIBUTIONS	23,257	24,013	24,920	25,078	25,221	0	25,221	25,221
	61704 - SOCIAL SECURITY	15,692	15,188	15,471	17,080	15,940	0	15,940	15,940
	61705 - WORKERS COMPENSATION	313	336	295	357	317	0	317	317
	61712 - DEPT HEAD RETIREMENT	21,287	4,520	4,867	4,890	4,910	0	4,910	4,910
	61000 - PERSONNEL SERVICES	285,120	279,197	290,639	297,301	298,259	0	298,259	298,259
	62205 - PC REPLACEMENT CHARGE	264	204	108	108	479	0	479	479
	62435 - TRAINING	119	327	100	100	250	0	250	250
	62436 - MEETINGS & DUES	2,117	3,284	3,656	4,000	4,156	0	4,156	4,156
	62441 - MEETING EXPENSES	283	389	500	500	550	0	550	550
	62510 - TELEPHONE	1,643	875	645	1,125	1,200	0	1,200	1,200
	62701 - OFFICE SUPPLIES	1,145	1,271	600	600	600	0	600	600
	62710 - POSTAGE	24	131	125	125	125	0	125	125
	62715 - BOOKS AND PERIODICALS	100	307	350	350	350	0	350	350
	62000 - OPERATING EXPENDITURES	5,695	6,788	6,084	6,908	7,710	0	7,710	7,710
	00300 - CITY MANAGER	290,814	285,986	296,723	304,209	305,969	0	305,969	305,969
00310 - EMERGENCY OPERATIONS CTR	62205 - PC REPLACEMENT CHARGE	660	612	648	648	744	0	744	744
	62760 - OPERATING SUPPLIES	1,060	875	1,000	900	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	1,720	1,487	1,648	1,548	1,744	0	1,744	1,744
00310 - EMERGENCY OPERATIONS CTR	1,720	1,487	1,648	1,548	1,744	0	1,744	1,744	
00320 - ECONOMIC DEVELOP DIRECTOR	61304 - GENERAL PERSONNEL	0	121,677	122,613	124,719	62,599	0	62,599	62,599
	61701 - HEALTH INSURANCE	0	18,694	20,023	20,023	10,257	0	10,257	10,257
	61702 - DENTAL INSURANCE	0	882	981	882	490	0	490	490
	61703 - RETIREMENT CONTRIBUTIONS	0	13,842	13,696	13,932	6,993	0	6,993	6,993
	61704 - SOCIAL SECURITY	0	9,223	9,380	9,372	4,789	0	4,789	4,789
	61705 - WORKERS COMPENSATION	0	193	165	199	88	0	88	88
	61000 - PERSONNEL SERVICES	0	164,512	166,858	169,127	85,216	0	85,216	85,216
	62205 - PC REPLACEMENT CHARGE	0	0	108	108	355	0	355	355
	62435 - TRAINING	0	0	50	500	500	0	500	500
	62436 - MEETINGS & DUES	0	926	500	2,000	2,000	0	2,000	2,000
	62441 - MEETING EXPENSES	0	45	50	100	50	0	50	50
	62510 - TELEPHONE	0	0	672	672	672	0	672	672
	62710 - POSTAGE	0	67	50	50	50	0	50	50
	62715 - BOOKS AND PERIODICALS	0	39	25	50	50	0	50	50
	62760 - OPERATING SUPPLIES	0	0	100	100	100	0	100	100
	62000 - OPERATING EXPENDITURES	0	1,078	1,555	3,580	3,777	0	3,777	3,777
00320 - ECONOMIC DEVELOP DIRECTOR	0	165,590	168,413	172,707	88,993	0	88,993	88,993	
DEPARTMENT TOTAL	292,535	453,062	466,784	478,464	396,706	0	396,706	396,706	

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COMMUNITY DEVELOPMENT

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01800 - HEALTH	61301 - DEPARTMENT HEAD	47,991	0	0	0	0	0	0	0
	61304 - GENERAL PERSONNEL	63,232	0	0	0	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	22,662	0	0	0	0	0	0	0
	61401 - TEMPORARY PERSONNEL	25,061	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	26,111	0	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	1,556	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	15,236	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	10,405	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	300	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	212,554	0	0	0	0	0	0	0
	62102 - PROFESSIONAL SERVICES	51,000	0	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	7,380	0	0	0	0	0	0	0
	62301 - OFFICE EQUIPMENT MAINT.	145	0	0	0	0	0	0	0
	62416 - PRINTING	931	0	0	0	0	0	0	0
	62435 - TRAINING	947	0	0	0	0	0	0	0
	62436 - MEETINGS & DUES	35	0	0	0	0	0	0	0
	62510 - TELEPHONE	452	0	0	0	0	0	0	0
	62700 - SUPPLIES AND MATERIALS	266	0	0	0	0	0	0	0
	62710 - POSTAGE	142	0	0	0	0	0	0	0
	62734 - MINOR EQUIPMENT	395	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	61,693	0	0	0	0	0	0	0	
01800 - HEALTH	274,247	0	0	0	0	0	0	0	
01801 - HEALTH CONTRACTED SERV	62143 - HOME HEALTH CARE	50,163	0	0	0	0	0	0	0
	62146 - MENTAL HEALTH SERVICES	25,154	0	0	0	0	0	0	0
	62175 - OTHER SERVICES	24,169	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	99,486	0	0	0	0	0	0	0
01801 - HEALTH CONTRACTED SERV	99,486	0	0	0	0	0	0	0	
01802 - CODE ENFORCEMENT	61301 - DEPARTMENT HEAD	47,920	0	0	0	0	0	0	0
	61304 - GENERAL PERSONNEL	192,800	0	0	0	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	37,418	0	0	0	0	0	0	0
	61307 - PART TIME EMPLOYEES	61,503	0	0	0	0	0	0	0
	61401 - TEMPORARY PERSONNEL	24,247	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	1,015	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	55,578	0	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	2,966	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	31,767	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	27,778	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	6,194	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	489,185	0	0	0	0	0	0	0
	62121 - MONITORING/INSPECTIONS	585	0	0	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	1,824	0	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	26,292	0	0	0	0	0	0	0
	62301 - OFFICE EQUIPMENT MAINT.	1,307	0	0	0	0	0	0	0
	62416 - PRINTING	806	0	0	0	0	0	0	0
	62425 - ADVERTISING	142	0	0	0	0	0	0	0
	62435 - TRAINING	5,229	0	0	0	0	0	0	0
	62436 - MEETINGS & DUES	1,651	0	0	0	0	0	0	0
	62510 - TELEPHONE	3,595	0	0	0	0	0	0	0
	62701 - OFFICE SUPPLIES	2,916	0	0	0	0	0	0	0
	62710 - POSTAGE	241	0	0	0	0	0	0	0
	62715 - BOOKS AND PERIODICALS	706	0	0	0	0	0	0	0
	62734 - MINOR EQUIPMENT	899	0	0	0	0	0	0	0
	62744 - MINOR COMPUTER EQUIPMENT	669	0	0	0	0	0	0	0

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01802 - CODE ENFORCEMENT	62756 - PROTECTIVE CLOTHING	789	0	0	0	0	0	0	0	
	62761 - SOFTWARE	24,000	0	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	71,653	0	0	0	0	0	0	0	
01802 - CODE ENFORCEMENT		560,838	0	0	0	0	0	0	0	
01900 - PLANNING	61301 - DEPARTMENT HEAD	119,445	0	0	0	0	0	0	0	
	61304 - GENERAL PERSONNEL	153,968	0	0	0	0	0	0	0	
	61305 - ADMINISTRATIVE PERSONNEL	45,246	0	0	0	0	0	0	0	
	61307 - PART TIME EMPLOYEES	62,278	0	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	82,461	0	0	0	0	0	0	0	
	61702 - DENTAL INSURANCE	4,394	0	0	0	0	0	0	0	
	61703 - RETIREMENT CONTRIBUTIONS	35,434	0	0	0	0	0	0	0	
	61704 - SOCIAL SECURITY	28,555	0	0	0	0	0	0	0	
	61705 - WORKERS COMPENSATION	579	0	0	0	0	0	0	0	
	61901 - RECRUITMENT	332	0	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES	532,691	0	0	0	0	0	0	0	
	62103 - TECHNICAL SERVICES	3,659	0	0	0	0	0	0	0	
	62205 - PC REPLACEMENT CHARGE	3,804	0	0	0	0	0	0	0	
	62301 - OFFICE EQUIPMENT MAINT.	1,452	0	0	0	0	0	0	0	
	62416 - PRINTING	896	0	0	0	0	0	0	0	
	62425 - ADVERTISING	1,571	0	0	0	0	0	0	0	
	62435 - TRAINING	3,403	0	0	0	0	0	0	0	
	62436 - MEETINGS & DUES	1,258	0	0	0	0	0	0	0	
	62510 - TELEPHONE	1,011	0	0	0	0	0	0	0	
	62701 - OFFICE SUPPLIES	1,516	0	0	0	0	0	0	0	
	62710 - POSTAGE	2,900	0	0	0	0	0	0	0	
	62715 - BOOKS AND PERIODICALS	253	0	0	0	0	0	0	0	
	62760 - OPERATING SUPPLIES	1,038	0	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	22,760	0	0	0	0	0	0	0	
	01900 - PLANNING		555,451	0	0	0	0	0	0	0
	01910 - COMMUNITY DEVELOPMENT	61301 - DEPARTMENT HEAD	0	122,147	123,087	123,087	125,679	0	125,679	125,679
61303 - SUPERVISORY PERSONNEL		0	122,321	179,062	179,062	189,695	0	189,695	189,695	
61304 - GENERAL PERSONNEL		0	343,486	361,947	361,947	442,611	0	442,611	442,611	
61305 - ADMINISTRATIVE PERSONNEL		0	137,214	145,824	144,645	97,588	0	97,588	97,588	
61307 - PART TIME EMPLOYEES		0	60,545	46,089	46,089	46,469	0	46,469	46,469	
61401 - TEMPORARY PERSONNEL		0	44,556	29,136	29,136	29,634	0	29,634	29,634	
61501 - REGULAR OVERTIME		0	2,322	0	0	0	0	0	0	
61701 - HEALTH INSURANCE		0	198,318	260,685	260,685	239,985	0	239,985	239,985	
61702 - DENTAL INSURANCE		0	11,102	14,636	14,636	13,655	0	13,655	13,655	
61703 - RETIREMENT CONTRIBUTIONS		0	81,153	90,982	90,982	95,568	0	95,568	95,568	
61704 - SOCIAL SECURITY		0	63,267	67,714	67,714	71,273	0	71,273	71,273	
61705 - WORKERS COMPENSATION		0	9,184	10,350	10,350	10,359	0	10,359	10,359	
61901 - RECRUITMENT		0	230	0	1,179	0	0	0	0	
61000 - PERSONNEL SERVICES		0	1,195,846	1,329,511	1,329,511	1,362,515	0	1,362,515	1,362,515	
62102 - PROFESSIONAL SERVICES		0	51,107	56,000	56,000	56,000	0	56,000	56,000	
62103 - TECHNICAL SERVICES		0	1,595	1,859	1,859	1,859	0	1,859	1,859	
62121 - MONITORING/INSPECTIONS		0	1,750	0	0	0	0	0	0	
62205 - PC REPLACEMENT CHARGE		0	5,498	5,576	5,576	6,105	0	6,105	6,105	
62206 - PW FLEET CHARGE		0	31,089	32,421	32,421	31,373	0	31,373	31,373	
62301 - OFFICE EQUIPMENT MAINT.		0	3,540	3,205	3,205	3,205	0	3,205	3,205	
62416 - PRINTING		0	2,235	3,250	3,250	3,250	0	3,250	3,250	
62425 - ADVERTISING		0	2,598	250	250	250	0	250	250	
62435 - TRAINING		0	6,764	8,983	8,983	8,983	0	8,983	8,983	
62436 - MEETINGS & DUES		0	2,147	5,300	5,300	5,300	0	5,300	5,300	
62510 - TELEPHONE		0	4,353	5,875	5,875	5,875	0	5,875	5,875	
62700 - SUPPLIES AND MATERIALS		0	30	500	924	500	0	500	500	

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01910 - COMMUNITY DEVELOPMENT	62701 - OFFICE SUPPLIES	0	2,520	5,050	4,626	5,050	0	5,050	5,050
	62710 - POSTAGE	0	4,009	5,664	5,664	1,164	0	1,164	1,164
	62715 - BOOKS AND PERIODICALS	0	6,084	2,700	2,472	2,700	0	2,700	2,700
	62734 - MINOR EQUIPMENT	0	1,167	1,045	1,273	1,045	0	1,045	1,045
	62744 - MINOR COMPUTER EQUIPMENT	0	591	500	873	500	0	500	500
	62756 - PROTECTIVE CLOTHING	0	725	625	625	625	0	625	625
	62760 - OPERATING SUPPLIES	0	66	541	168	541	0	541	541
	62761 - SOFTWARE	0	15,750	15,750	15,750	15,750	0	15,750	15,750
	62000 - OPERATING EXPENDITURES	0	143,619	155,094	155,094	150,075	0	150,075	150,075
01910 - COMMUNITY DEVELOPMENT	0	1,339,465	1,484,605	1,484,605	1,512,590	0	1,512,590	1,512,590	
01920 - HEALTH SVCS CONTRACTS	62143 - HOME HEALTH CARE	0	35,502	0	0	0	0	0	0
	62146 - MENTAL HEALTH SERVICES	0	25,000	0	0	0	0	0	0
	62175 - OTHER SERVICES	0	24,804	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	0	85,306	0	0	0	0	0	0
01920 - HEALTH SVCS CONTRACTS	0	85,306	0	0	0	0	0	0	
01930 - REGULATORY NOTICES	62425 - ADVERTISING	0	0	2,296	2,296	2,296	0	2,296	2,296
	62710 - POSTAGE	0	0	5,600	5,600	5,600	0	5,600	5,600
	62000 - OPERATING EXPENDITURES	0	0	7,896	7,896	7,896	0	7,896	7,896
01930 - REGULATORY NOTICES	0	0	7,896	7,896	7,896	0	7,896	7,896	
DEPARTMENT TOTAL	1,490,023	1,424,771	1,492,501	1,492,501	1,520,486	0	1,520,486	1,520,486	

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FINANCE

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended	
00600 - FINANCE ADMIN	61301 - DEPARTMENT HEAD	114,301	127,475	116,876	116,876	120,267	0	120,267	120,267	
	61302 - ASST DEPARTMENT HEAD	104,669	43,226	94,518	28,000	100,852	0	100,852	100,852	
	61305 - ADMINISTRATIVE PERSONNEL	28,841	426	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	41,863	4,887	26,992	8,000	20,515	0	20,515	20,515	
	61702 - DENTAL INSURANCE	3,957	1,570	2,709	800	1,962	0	1,962	1,962	
	61703 - RETIREMENT CONTRIBUTIONS	28,134	19,421	23,613	171,100	24,699	0	24,699	24,699	
	61704 - SOCIAL SECURITY	18,921	13,208	16,172	11,200	16,916	0	16,916	16,916	
	61705 - WORKERS COMPENSATION	374	272	284	200	310	0	310	310	
	61901 - RECRUITMENT	0	1,233	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES		341,060	211,719	281,164	336,176	285,522	0	285,522	285,522
00600 - FINANCE ADMIN		341,060	211,719	281,164	336,176	285,522	0	285,522	285,522	
00601 - FINANCE ACCTING	61304 - GENERAL PERSONNEL	132,112	172,268	189,945	167,800	202,816	0	202,816	202,816	
	61305 - ADMINISTRATIVE PERSONNEL	141,846	145,038	146,154	146,154	152,968	0	152,968	152,968	
	61701 - HEALTH INSURANCE	76,359	93,444	104,013	86,000	109,067	0	109,067	109,067	
	61702 - DENTAL INSURANCE	4,636	5,692	6,634	6,000	6,634	0	6,634	6,634	
	61703 - RETIREMENT CONTRIBUTIONS	31,175	36,096	37,542	36,000	39,741	0	39,741	39,741	
	61704 - SOCIAL SECURITY	20,589	23,894	25,712	24,020	27,218	0	27,218	27,218	
	61705 - WORKERS COMPENSATION	415	505	452	400	500	0	500	500	
	61901 - RECRUITMENT	241	387	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES		407,373	477,323	510,452	466,374	538,944	0	538,944	538,944
	62103 - TECHNICAL SERVICES	10,941	8,980	9,470	15,470	9,600	0	9,600	9,600	
	62129 - AUDIT SERVICES	47,505	51,000	42,250	42,250	43,250	0	43,250	43,250	
	62205 - PC REPLACEMENT CHARGE	2,424	2,071	1,927	1,927	2,094	0	2,094	2,094	
	62301 - OFFICE EQUIPMENT MAINT.	10,254	8,474	12,950	12,000	12,250	0	12,250	12,250	
	62416 - PRINTING	7,119	8,432	8,000	8,000	6,500	0	6,500	6,500	
	62430 - TRAVEL	0	66	400	100	400	0	400	400	
	62435 - TRAINING	0	81	4,500	17,620	4,500	0	4,500	4,500	
	62436 - MEETINGS & DUES	325	514	650	800	650	0	650	650	
	62510 - TELEPHONE	727	696	1,000	960	1,000	0	1,000	1,000	
	62701 - OFFICE SUPPLIES	2,967	4,516	4,500	4,400	4,500	0	4,500	4,500	
	62710 - POSTAGE	5,345	6,017	6,000	6,000	6,000	0	6,000	6,000	
	62715 - BOOKS AND PERIODICALS	507	479	450	200	450	0	450	450	
	62000 - OPERATING EXPENDITURES		88,114	91,326	92,097	109,727	91,194	0	91,194	91,194
	00601 - FINANCE ACCTING		495,487	568,649	602,549	576,101	630,138	0	630,138	630,138
00602 - FINANCE PURCHASING	61304 - GENERAL PERSONNEL	84,755	85,892	86,553	86,553	88,376	0	88,376	88,376	
	61305 - ADMINISTRATIVE PERSONNEL	19,140	48,466	48,839	48,839	49,868	0	49,868	49,868	
	61401 - TEMPORARY PERSONNEL	4,418	13,538	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	29,941	43,892	47,015	47,015	48,179	0	48,179	48,179	
	61702 - DENTAL INSURANCE	1,609	2,453	2,709	2,709	2,709	0	2,709	2,709	
	61703 - RETIREMENT CONTRIBUTIONS	11,823	15,285	15,123	15,123	15,442	0	15,442	15,442	
	61704 - SOCIAL SECURITY	8,170	11,213	10,357	10,357	10,576	0	10,576	10,576	
	61705 - WORKERS COMPENSATION	166	235	183	183	2,907	0	2,907	2,907	
	61000 - PERSONNEL SERVICES		160,022	220,974	210,780	210,780	218,056	0	218,056	218,056
	62205 - PC REPLACEMENT CHARGE	300	282	516	516	603	0	603	603	
	62301 - OFFICE EQUIPMENT MAINT.	1,402	1,683	1,750	1,600	1,750	0	1,750	1,750	
	62416 - PRINTING	53	0	250	200	250	0	250	250	
	62425 - ADVERTISING	2,833	2,564	2,500	2,500	2,500	0	2,500	2,500	
	62435 - TRAINING	251	332	500	500	500	0	500	500	
	62436 - MEETINGS & DUES	550	469	600	600	600	0	600	600	
	62510 - TELEPHONE	727	724	700	700	700	0	700	700	
	62701 - OFFICE SUPPLIES	7,524	4,556	7,500	7,500	7,500	0	7,500	7,500	

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00602 - FINANCE PURCHASING	62710 - POSTAGE	81	234	500	0	500	0	500	500
	62715 - BOOKS AND PERIODICALS	0	0	300	0	300	0	300	300
	62000 - OPERATING EXPENDITURES	13,721	10,845	15,116	14,116	15,203	0	15,203	15,203
00602 - FINANCE PURCHASING		173,743	231,819	225,896	224,896	233,259	0	233,259	233,259
00603 - FINANCE REV COLLECTION	61303 - SUPERVISORY PERSONNEL	76,914	78,654	79,259	79,260	80,928	0	80,928	80,928
	61305 - ADMINISTRATIVE PERSONNEL	143,198	148,659	152,119	150,889	160,167	0	160,167	160,167
	61307 - PART TIME EMPLOYEES	46,035	44,221	50,915	47,000	47,204	0	47,204	47,204
	61501 - REGULAR OVERTIME	957	1,868	2,000	1,000	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	81,062	80,928	86,330	86,330	88,552	0	88,552	88,552
	61702 - DENTAL INSURANCE	4,801	4,906	4,672	4,672	4,672	0	4,672	4,672
	61703 - RETIREMENT CONTRIBUTIONS	25,048	25,859	26,068	25,708	27,153	0	27,153	27,153
	61704 - SOCIAL SECURITY	20,150	20,721	21,748	21,241	22,208	0	22,208	22,208
	61705 - WORKERS COMPENSATION	404	434	382	382	408	0	408	408
	61901 - RECRUITMENT	0	337	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	398,569	406,586	423,492	416,482	433,292	0	433,292	433,292
	62175 - OTHER SERVICES	5,208	8,231	7,000	7,000	7,000	0	7,000	7,000
	62205 - PC REPLACEMENT CHARGE	660	612	648	648	744	0	744	744
	62301 - OFFICE EQUIPMENT MAINT.	7,248	5,622	7,000	7,000	7,000	0	7,000	7,000
	62435 - TRAINING	346	165	200	0	150	0	150	150
	62436 - MEETINGS & DUES	60	222	200	125	200	0	200	200
	62447 - PUBLIC AWARENESS	955	551	1,300	1,300	1,300	0	1,300	1,300
	62510 - TELEPHONE	1,884	1,880	1,900	1,900	1,900	0	1,900	1,900
	62701 - OFFICE SUPPLIES	3,704	2,510	3,700	3,000	3,700	0	3,700	3,700
	62710 - POSTAGE	34,945	38,515	38,256	38,300	38,350	0	38,350	38,350
	62715 - BOOKS AND PERIODICALS	1,082	523	1,000	0	0	0	0	0
	62761 - SOFTWARE	0	0	4,866	20,736	6,641	0	6,641	6,641
	62000 - OPERATING EXPENDITURES	56,092	58,831	66,070	80,009	66,985	0	66,985	66,985
00603 - FINANCE REV COLLECTION		454,661	465,417	489,562	496,491	500,277	0	500,277	500,277
01000 - HUMAN SERVICES	61303 - SUPERVISORY PERSONNEL	76,914	80,470	68,313	68,313	72,898	0	72,898	72,898
	61304 - GENERAL PERSONNEL	58,924	34,376	50,736	50,736	53,100	0	53,100	53,100
	61307 - PART TIME EMPLOYEES	15,507	19,863	23,942	23,942	26,457	4,348	30,805	30,805
	61701 - HEALTH INSURANCE	34,968	31,907	46,502	46,502	47,914	0	47,914	47,914
	61702 - DENTAL INSURANCE	1,752	1,556	2,709	2,709	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	15,458	13,065	13,298	13,298	14,074	0	14,074	14,074
	61704 - SOCIAL SECURITY	11,215	10,129	10,939	10,939	11,663	333	11,996	11,996
	61705 - WORKERS COMPENSATION	229	214	192	192	214	6	220	220
	61901 - RECRUITMENT	293	902	0	0	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	6,656	1,771	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	221,917	194,252	216,630	216,630	229,030	4,687	233,717	233,717
	62103 - TECHNICAL SERVICES	0	0	1,461	1,474	1,834	0	1,834	1,834
	62205 - PC REPLACEMENT CHARGE	1,188	1,272	1,212	1,212	1,338	0	1,338	1,338
	62416 - PRINTING	39	62	178	150	75	0	75	75
	62435 - TRAINING	389	0	300	200	300	0	300	300
	62436 - MEETINGS & DUES	85	230	90	90	90	0	90	90
	62498 - USE OF TRUST FUNDS	4,256	9,960	3,000	3,000	3,000	0	3,000	3,000
	62510 - TELEPHONE	727	724	670	670	670	0	670	670
	62701 - OFFICE SUPPLIES	720	1,035	700	700	700	0	700	700
	62710 - POSTAGE	142	444	220	220	220	0	220	220
	62715 - BOOKS AND PERIODICALS	185	98	128	128	128	0	128	128
	62000 - OPERATING EXPENDITURES	7,731	13,825	7,959	7,844	8,355	0	8,355	8,355
	01000 - HUMAN SERVICES		229,648	208,077	224,590	224,474	237,385	4,687	242,072
01001 - HS: GENERAL ASSISTANCE	62145 - FIRST AID & MEDICAL SVCS	8,024	11,297	7,750	11,000	12,000	0	12,000	12,000
	62148 - DENTAL WORKS	7,000	7,000	7,000	7,000	7,000	0	7,000	7,000
	62152 - SCS SHELTER SERVICES	50,000	50,000	50,000	50,000	50,000	0	50,000	50,000
	62451 - PERSONAL & HOUSEHOLD	353	225	500	250	500	0	500	500

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01001 - HS: GENERAL ASSISTANCE	62452 - BURIAL, TRANSPORT & MISC.	22,000	25,000	17,000	18,000	17,000	0	17,000	17,000
	62453 - HEATING FUEL & UTILITIES	21,876	23,837	27,000	20,000	25,750	0	25,750	25,750
	62454 - RENTS	353,532	363,484	375,000	310,000	372,000	0	372,000	372,000
	62000 - OPERATING EXPENDITURES	462,786	480,842	484,250	416,250	484,250	0	484,250	484,250
	01001 - HS: GENERAL ASSISTANCE	462,786	480,842	484,250	416,250	484,250	0	484,250	484,250
01002 - HEALTH SVCS CONTRACTS	62143 - HOME HEALTH CARE	0	0	124,800	84,000	90,000	0	90,000	90,000
	62146 - MENTAL HEALTH SERVICES	0	0	25,000	25,000	25,000	0	25,000	25,000
	62175 - OTHER SERVICES	0	0	28,000	10,272	0	0	0	0
	62000 - OPERATING EXPENDITURES	0	0	177,800	119,272	115,000	0	115,000	115,000
	01002 - HEALTH SVCS CONTRACTS	0	0	177,800	119,272	115,000	0	115,000	115,000
	DEPARTMENT TOTAL	2,157,386	2,166,523	2,485,810	2,393,659	2,485,830	4,687	2,490,517	2,490,517

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FIRE

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
00800 - FIRE ADMIN	61301 - DEPARTMENT HEAD	119,445	122,147	123,087	123,087	125,679	0	125,679	125,679
	61302 - ASST DEPARTMENT HEAD	100,295	102,388	107,860	107,860	110,132	49,070	159,202	159,202
	61305 - ADMINISTRATIVE PERSONNEL	27,724	28,899	29,121	29,121	31,072	0	31,072	31,072
	61506 - REIMBURSABLE DETAIL	48	0	0	0	0	0	0	0
	61604 - TRAINING INCENTIVE	32,605	31,680	31,200	31,200	31,980	0	31,980	31,980
	61610 - FIRE DEPT INCENTIVES	16,167	13,350	15,900	15,900	15,050	0	15,050	15,050
	61701 - HEALTH INSURANCE	53,821	62,995	67,480	67,480	69,160	10,258	79,418	79,418
	61702 - DENTAL INSURANCE	3,797	3,928	4,320	4,320	4,320	491	4,811	4,811
	61703 - RETIREMENT CONTRIBUTIONS	3,155	3,288	3,253	3,253	3,471	0	3,471	3,471
	61704 - SOCIAL SECURITY	5,809	5,995	6,259	6,259	6,478	712	7,190	7,190
	61705 - WORKERS COMPENSATION	8,046	8,088	14,434	14,434	15,062	2,605	17,667	17,667
	61713 - RET - FIRE	82,667	83,421	83,664	83,664	85,107	14,765	99,872	99,872
	61901 - RECRUITMENT	517	514	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	454,096	466,692	486,578	486,578	497,510	77,901	575,411	575,411
	62102 - PROFESSIONAL SERVICES	601	3,780	600	867	600	0	600	600
	62116 - DISPATCH	216,684	220,368	226,538	226,538	233,334	0	233,334	233,334
	62205 - PC REPLACEMENT CHARGE	9,708	10,156	10,515	10,515	11,079	0	11,079	11,079
	62206 - PW FLEET CHARGE	42,168	48,615	51,844	51,844	53,670	0	53,670	53,670
	62301 - OFFICE EQUIPMENT MAINT.	3,416	2,215	3,000	3,000	3,000	0	3,000	3,000
	62304 - COMMUNICATIONS EQP MAINT.	3,289	3,242	5,350	5,350	5,350	0	5,350	5,350
	62309 - VEHICLE CERTIFICATION	2,694	2,997	2,750	3,931	4,000	0	4,000	4,000
	62310 - SAFETY PROGRAM MAINT.	4,940	6,984	4,500	4,500	4,500	0	4,500	4,500
	62407 - VEHICLE INSURANCE	8,104	8,104	8,104	8,104	8,104	0	8,104	8,104
	62435 - TRAINING	11,903	6,082	10,000	10,000	10,000	0	10,000	10,000
	62436 - MEETINGS & DUES	939	868	950	950	950	0	950	950
	62446 - CLEANING ALLOWANCE	100	8	500	250	250	0	250	250
	62498 - USE OF TRUST FUNDS	265	252	250	250	250	0	250	250
	62510 - TELEPHONE	13,691	13,244	16,000	14,750	14,750	0	14,750	14,750
	62701 - OFFICE SUPPLIES	1,296	1,398	1,785	1,785	1,785	0	1,785	1,785
	62710 - POSTAGE	752	478	550	500	550	0	550	550
	62715 - BOOKS AND PERIODICALS	361	85	100	100	100	0	100	100
	62734 - MINOR EQUIPMENT	0	80	0	0	0	0	0	0
	62742 - MINOR COMMUNICATION EQUIP	1,423	2,297	6,000	6,000	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	21,010	26,051	19,000	19,000	19,000	0	19,000	19,000	
62755 - UNIFORMS	2,702	4,029	4,000	4,000	4,000	0	4,000	4,000	
62760 - OPERATING SUPPLIES	8,361	9,132	3,500	3,500	3,500	0	3,500	3,500	
62763 - VEHICLE SUPPLIES	64,092	94,696	85,600	85,600	85,600	0	85,600	85,600	
68008 - GRANT MATCH	128	0	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES	418,626	465,163	461,436	461,334	470,372	0	470,372	470,372	
00800 - FIRE ADMIN	872,722	931,855	948,014	947,912	967,882	77,901	1,045,783	1,045,783	
00802 - FIRE HEALTH & SAFETY	62120 - LABORATORY SERVICES	0	0	1,200	1,200	1,200	0	1,200	1,200
	62145 - FIRST AID & MEDICAL SVCS	22,188	23,328	33,835	45,000	41,250	0	41,250	41,250
	62760 - OPERATING SUPPLIES	2,185	3,642	1,000	2,276	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	24,373	26,970	36,035	48,476	43,450	0	43,450	43,450
00802 - FIRE HEALTH & SAFETY	24,373	26,970	36,035	48,476	43,450	0	43,450	43,450	
00803 - FIRE INSPECT & PREVENT	61304 - GENERAL PERSONNEL	71,345	72,960	76,918	76,918	78,532	0	78,532	78,532
	61501 - REGULAR OVERTIME	5,154	7,957	3,000	6,000	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	2,980	3,040	3,229	3,229	3,310	0	3,310	3,310
	61701 - HEALTH INSURANCE	24,994	24,913	26,084	26,084	27,664	0	27,664	27,664
	61702 - DENTAL INSURANCE	1,525	1,571	1,728	1,728	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,115	1,182	1,206	1,273	1,139	0	1,139	1,139
	61705 - WORKERS COMPENSATION	2,834	2,905	4,305	4,660	4,170	0	4,170	4,170
	61713 - RET - FIRE	25,458	26,748	25,019	26,407	23,630	0	23,630	23,630
	61000 - PERSONNEL SERVICES	135,406	141,275	141,488	146,299	143,172	0	143,172	143,172

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00803 - FIRE INSPECT & PREVENT	62206 - PW FLEET CHARGE	14,052	16,205	17,281	17,281	17,890	0	17,890	17,890
	62435 - TRAINING	100	1,369	2,000	2,000	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	845	790	125	125	125	0	125	125
	62447 - PUBLIC AWARENESS	644	1,178	800	1,174	800	0	800	800
	62715 - BOOKS AND PERIODICALS	1,647	1,526	1,500	1,500	1,500	0	1,500	1,500
	62755 - UNIFORMS	557	762	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	1,001	1,190	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	18,847	23,020	23,456	23,830	24,065	0	24,065	24,065
00803 - FIRE INSPECT & PREVENT	154,252	164,295	164,944	170,129	167,237	0	167,237	167,237	
00805 - FIRE ALARMS	61304 - GENERAL PERSONNEL	56,935	62,200	74,517	74,604	70,857	0	70,857	70,857
	61501 - REGULAR OVERTIME	1,125	3,615	3,000	3,000	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	2,612	2,909	3,116	2,730	2,924	0	2,924	2,924
	61701 - HEALTH INSURANCE	24,871	11,608	9,753	26,084	27,664	0	27,664	27,664
	61702 - DENTAL INSURANCE	876	590	545	1,728	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	866	971	1,169	1,169	1,113	0	1,113	1,113
	61705 - WORKERS COMPENSATION	2,194	2,380	4,174	4,174	4,077	0	4,077	4,077
	61713 - RET - FIRE	19,363	21,385	24,262	24,262	23,103	0	23,103	23,103
	61000 - PERSONNEL SERVICES	108,841	105,657	120,536	137,751	134,467	0	134,467	134,467
	62311 - EQUIPMENT MAINTENANCE	1,734	1,054	1,000	1,000	1,000	0	1,000	1,000
	62435 - TRAINING	997	310	470	470	500	0	500	500
	62436 - MEETINGS & DUES	100	100	80	80	80	0	80	80
	62755 - UNIFORMS	726	585	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	2,628	1,065	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	6,186	3,114	3,300	3,300	3,330	0	3,330	3,330
00805 - FIRE ALARMS	115,027	108,771	123,836	141,051	137,797	0	137,797	137,797	
00808 - CALL PERSONNEL	61307 - PART TIME EMPLOYEES	18,528	15,124	34,000	5,429	34,000	0	34,000	34,000
	61317 - CALL PERSONNEL	5,791	8,941	9,462	9,466	10,423	0	10,423	10,423
	61704 - SOCIAL SECURITY	1,600	1,571	3,325	1,139	3,398	0	3,398	3,398
	61705 - WORKERS COMPENSATION	896	862	2,250	771	2,359	0	2,359	2,359
	61000 - PERSONNEL SERVICES	26,815	26,498	49,037	16,805	50,181	0	50,181	50,181
	62435 - TRAINING	465	1,158	2,000	3,099	2,000	0	2,000	2,000
	62755 - UNIFORMS	313	8,298	1,250	1,250	1,250	0	1,250	1,250
	62756 - PROTECTIVE CLOTHING	2,814	0	9,000	9,000	9,000	6,400	15,400	15,400
62000 - OPERATING EXPENDITURES	3,592	9,456	12,250	13,349	12,250	6,400	18,650	18,650	
00808 - CALL PERSONNEL	30,407	35,954	61,287	30,154	62,431	6,400	68,831	68,831	
00810 - AMBULANCE	61303 - SUPERVISORY PERSONNEL	301,931	315,970	335,058	310,957	340,425	0	340,425	340,425
	61304 - GENERAL PERSONNEL	511,459	579,255	601,727	572,194	567,694	0	567,694	567,694
	61305 - ADMINISTRATIVE PERSONNEL	28,789	28,898	29,121	29,121	31,072	0	31,072	31,072
	61513 - OT-TRAINING	21,253	20,861	30,000	30,000	30,000	0	30,000	30,000
	61520 - OT-VACATION REPLACEMENT	96,793	99,082	65,400	113,912	65,400	0	65,400	65,400
	61521 - OT-SICK REPLACEMENT	49,288	47,145	5,550	103,153	5,500	0	5,500	5,500
	61522 - OT-PERSONAL DAY REPLACE	12,304	13,716	7,950	10,524	7,950	0	7,950	7,950
	61525 - OT-FIRST ALARM	0	290	0	0	0	0	0	0
	61527 - OT-CALL BACK	28,051	28,159	19,000	19,588	19,000	0	19,000	19,000
	61601 - HOLIDAY PAY	31,956	34,659	39,764	42,262	37,698	0	37,698	37,698
	61604 - TRAINING INCENTIVE	44,704	32,160	15,860	15,860	12,480	0	12,480	12,480
	61701 - HEALTH INSURANCE	262,882	296,335	335,982	272,936	293,065	0	293,065	293,065
	61702 - DENTAL INSURANCE	15,245	16,452	18,092	12,439	16,846	0	16,846	16,846
	61703 - RETIREMENT CONTRIBUTIONS	3,276	3,287	3,253	3,253	3,471	0	3,471	3,471
	61704 - SOCIAL SECURITY	17,869	19,102	18,702	20,903	18,126	0	18,126	18,126
	61705 - WORKERS COMPENSATION	36,390	38,540	58,039	40,473	57,674	0	57,674	57,674
	61713 - RET - FIRE	350,597	376,535	342,995	369,256	326,822	0	326,822	326,822
	61000 - PERSONNEL SERVICES	1,812,787	1,950,447	1,926,493	1,966,832	1,833,222	0	1,833,222	1,833,222
	62101 - ADMINISTRATIVE SERVICES	65,082	51,811	62,000	62,000	62,000	0	62,000	62,000
	62205 - PC REPLACEMENT CHARGE	3,624	3,620	3,507	3,507	3,571	0	3,571	3,571

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00810 - AMBULANCE	62206 - PW FLEET CHARGE	38,868	41,070	41,289	41,289	43,161	0	43,161	43,161	
	62311 - EQUIPMENT MAINTENANCE	7,550	2,994	7,550	7,550	7,550	0	7,550	7,550	
	62407 - VEHICLE INSURANCE	1,631	1,631	1,631	1,631	1,631	0	1,631	1,631	
	62430 - TRAVEL	459	0	500	500	500	0	500	500	
	62435 - TRAINING	3,790	7,189	10,000	10,000	10,000	0	10,000	10,000	
	62436 - MEETINGS & DUES	0	0	125	125	125	0	125	125	
	62438 - LICENSES & CERTIFICATIONS	405	474	500	500	500	0	500	500	
	62439 - PARAMEDIC TUITION	1,867	2,396	8,500	8,500	8,500	0	8,500	8,500	
	62605 - PARKING SPACE RENTAL	1,440	1,080	1,080	1,080	1,080	0	1,080	1,080	
	62701 - OFFICE SUPPLIES	0	0	350	350	350	0	350	350	
	62755 - UNIFORMS	10,099	8,020	10,375	10,375	9,675	0	9,675	9,675	
	62756 - PROTECTIVE CLOTHING	4,420	2,488	3,000	3,000	3,000	0	3,000	3,000	
	62760 - OPERATING SUPPLIES	334	627	250	250	250	0	250	250	
	62765 - OXYGEN	5,265	6,422	6,000	8,200	6,000	0	6,000	6,000	
	62766 - DISPOSABLE EQUIPMENT	45,059	33,333	34,000	34,000	34,200	0	34,200	34,200	
62000 - OPERATING EXPENDITURES		189,895	163,155	190,657	192,857	192,093	0	192,093	192,093	
00810 - AMBULANCE		2,002,682	2,113,602	2,117,150	2,159,689	2,025,315	0	2,025,315	2,025,315	
00811 - FIRE SUPPRESSION	61303 - SUPERVISORY PERSONNEL	553,947	502,078	605,007	583,302	616,053	0	616,053	616,053	
	61304 - GENERAL PERSONNEL	857,681	888,602	954,223	912,972	1,044,874	0	1,044,874	1,044,874	
	61501 - REGULAR OVERTIME	1,980	2,562	8,082	1,643	8,082	0	8,082	8,082	
	61511 - OT-HAZ MAT TRAINING	2,625	4,015	10,815	10,815	10,815	0	10,815	10,815	
	61513 - OT-TRAINING	41,799	43,106	62,400	62,400	62,400	0	62,400	62,400	
	61520 - OT-VACATION REPLACEMENT	216,425	194,015	152,600	236,678	152,600	0	152,600	152,600	
	61521 - OT-SICK REPLACEMENT	68,055	75,617	12,950	126,462	12,950	0	12,950	12,950	
	61522 - OT-PERSONAL DAY REPLACE	27,864	27,026	18,550	23,401	18,550	0	18,550	18,550	
	61525 - OT-FIRST ALARM	75,316	56,857	40,000	70,176	40,000	0	40,000	40,000	
	61526 - OT-SECOND ALARM	7,321	5,174	5,000	2,902	5,000	0	5,000	5,000	
	61527 - OT-CALL BACK	147	10	0	0	0	0	0	0	
	61531 - HOLIDAY OVERTIME	28,101	32,473	33,600	30,703	36,051	0	36,051	36,051	
	61601 - HOLIDAY PAY	60,790	63,155	64,446	63,313	69,770	0	69,770	69,770	
	61701 - HEALTH INSURANCE	428,625	409,355	465,678	440,718	506,762	0	506,762	506,762	
	61702 - DENTAL INSURANCE	25,901	25,998	28,484	26,934	31,021	0	31,021	31,021	
	61704 - SOCIAL SECURITY	27,770	27,522	28,531	31,289	30,119	0	30,119	30,119	
	61705 - WORKERS COMPENSATION	66,364	64,003	101,869	71,172	110,296	0	110,296	110,296	
	61713 - RET - FIRE	621,240	608,311	592,073	656,257	625,013	0	625,013	625,013	
	61000 - PERSONNEL SERVICES		3,111,948	3,029,879	3,184,308	3,351,137	3,380,356	0	3,380,356	3,380,356
	62755 - UNIFORMS	17,476	22,344	16,125	16,125	16,825	0	16,825	16,825	
	62756 - PROTECTIVE CLOTHING	41,485	36,590	37,500	37,500	37,500	0	37,500	37,500	
62760 - OPERATING SUPPLIES	14	0	250	250	250	0	250	250		
62000 - OPERATING EXPENDITURES		58,975	58,934	53,875	53,875	54,575	0	54,575	54,575	
00811 - FIRE SUPPRESSION		3,170,923	3,088,813	3,238,183	3,405,012	3,434,931	0	3,434,931	3,434,931	
00812 - FIRE SUPPRESSION W KEENE	61303 - SUPERVISORY PERSONNEL	64,375	67,272	74,212	72,285	75,769	0	75,769	75,769	
	61304 - GENERAL PERSONNEL	136,142	172,666	188,335	184,180	184,799	0	184,799	184,799	
	61527 - OT-CALL BACK	12,250	10,157	5,000	9,119	5,000	0	5,000	5,000	
	61601 - HOLIDAY PAY	7,828	10,349	10,952	6,867	10,646	0	10,646	10,646	
	61701 - HEALTH INSURANCE	84,247	99,653	104,335	92,742	82,992	0	82,992	82,992	
	61702 - DENTAL INSURANCE	5,169	6,284	6,912	5,585	5,729	0	5,729	5,729	
	61704 - SOCIAL SECURITY	3,124	3,738	4,038	3,951	4,005	0	4,005	4,005	
	61705 - WORKERS COMPENSATION	7,873	9,226	14,418	14,465	14,639	0	14,639	14,639	
	61713 - RET - FIRE	70,693	83,495	83,800	83,582	78,527	0	78,527	78,527	
	61000 - PERSONNEL SERVICES		391,702	462,839	492,002	472,777	462,107	0	462,107	462,107
	62755 - UNIFORMS	2,058	1,490	2,850	2,850	2,850	0	2,850	2,850	
62000 - OPERATING EXPENDITURES		2,058	1,490	2,850	2,850	2,850	0	2,850	2,850	
00812 - FIRE SUPPRESSION W KEENE		393,759	464,329	494,852	475,627	464,957	0	464,957	464,957	
DEPARTMENT TOTAL		6,764,146	6,934,590	7,184,300	7,378,050	7,304,001	84,301	7,388,302	7,388,302	

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LIBRARY

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended	
01100 - LIBRARY	61301 - DEPARTMENT HEAD	104,669	107,037	107,860	143,882	100,219	0	100,219	100,219	
	61303 - SUPERVISORY PERSONNEL	226,361	216,097	220,647	180,307	216,222	0	216,222	216,222	
	61304 - GENERAL PERSONNEL	181,795	198,185	182,588	181,432	183,089	0	183,089	183,089	
	61305 - ADMINISTRATIVE PERSONNEL	43,298	46,751	48,718	50,069	50,989	0	50,989	50,989	
	61306 - HOURLY PERSONNEL	0	0	0	0	237,320	(6,236)	231,084	231,084	
	61307 - PART TIME EMPLOYEES	365,604	407,044	452,426	462,000	226,419	28,101	254,520	254,520	
	61701 - HEALTH INSURANCE	116,403	118,928	127,125	130,880	164,912	0	164,912	164,912	
	61702 - DENTAL INSURANCE	6,730	8,350	9,997	7,316	8,035	0	8,035	8,035	
	61703 - RETIREMENT CONTRIBUTIONS	58,098	64,480	62,531	57,413	61,493	0	61,493	61,493	
	61704 - SOCIAL SECURITY	70,044	73,981	77,436	74,664	77,591	1,673	79,264	79,264	
	61705 - WORKERS COMPENSATION	1,423	1,549	1,357	1,324	1,424	31	1,455	1,455	
	61901 - RECRUITMENT	3,238	3,956	2,000	5,197	0	0	0	0	
	61000 - PERSONNEL SERVICES		1,177,663	1,246,358	1,292,686	1,294,484	1,327,714	23,569	1,351,283	1,351,283
	62205 - PC REPLACEMENT CHARGE	8,496	8,410	10,903	10,903	11,700	0	11,700	11,700	
	62301 - OFFICE EQUIPMENT MAINT.	2,820	3,175	3,256	3,175	3,256	0	3,256	3,256	
	62313 - REPAIRS & MAINTENANCE	0	0	0	0	0	2,000	2,000	2,000	
	62435 - TRAINING	0	0	250	250	250	3,250	3,500	3,500	
	62436 - MEETINGS & DUES	56	60	400	400	600	0	600	600	
	62510 - TELEPHONE	2,918	2,821	3,500	3,200	3,200	0	3,200	3,200	
	62701 - OFFICE SUPPLIES	6,471	8,261	6,000	6,450	6,100	900	7,000	7,000	
	62703 - LOST MATERIAL REPLACEMENT	45	1,940	3,500	1,500	3,500	0	3,500	3,500	
	62704 - BOOK MENDING SUPPLIES	2,862	2,910	2,900	2,940	2,900	0	2,900	2,900	
	62710 - POSTAGE	463	3,067	2,900	2,700	2,900	0	2,900	2,900	
	62713 - PUBLIC PRINTER/COPIER	0	0	0	0	7,583	0	7,583	7,583	
	62715 - BOOKS AND PERIODICALS	141,649	141,311	141,550	141,550	141,550	8,280	149,830	149,830	
	62734 - MINOR EQUIPMENT	0	0	300	300	0	2,000	2,000	2,000	
62744 - MINOR COMPUTER EQUIPMENT	1,197	703	650	650	0	0	0	0		
62000 - OPERATING EXPENDITURES		166,977	172,658	176,109	174,018	183,539	16,430	199,969	199,969	
01100 - LIBRARY		1,344,640	1,419,016	1,468,795	1,468,502	1,511,253	39,999	1,551,252	1,551,252	
01102 - LIBRARY: CITY TRUSTS	62498 - USE OF TRUST FUNDS	8,332	2,006	3,500	3,000	3,500	0	3,500	3,500	
	62000 - OPERATING EXPENDITURES	8,332	2,006	3,500	3,000	3,500	0	3,500	3,500	
01102 - LIBRARY: CITY TRUSTS		8,332	2,006	3,500	3,000	3,500	0	3,500	3,500	
DEPARTMENT TOTAL		1,352,972	1,421,022	1,472,295	1,471,502	1,514,753	39,999	1,554,752	1,554,752	

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PARKS, REC AND FACILITIES

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended	
01200 - PARKS & FACILITIES ADMIN	61301 - DEPARTMENT HEAD	104,669	111,854	112,714	112,714	115,088	0	115,088	115,088	
	61305 - ADMINISTRATIVE PERSONNEL	39,581	42,113	44,188	44,187	72,663	0	72,663	72,663	
	61307 - PART TIME EMPLOYEES	20,501	22,238	22,253	22,252	33,041	0	33,041	33,041	
	61701 - HEALTH INSURANCE	49,654	47,134	50,569	50,569	52,567	0	52,567	52,567	
	61702 - DENTAL INSURANCE	3,049	3,142	3,456	3,455	3,456	0	3,456	3,456	
	61703 - RETIREMENT CONTRIBUTIONS	11,911	17,248	17,526	17,526	20,972	0	20,972	20,972	
	61704 - SOCIAL SECURITY	11,780	12,676	13,705	13,705	15,146	0	15,146	15,146	
	61705 - WORKERS COMPENSATION	1,974	2,208	3,046	3,046	2,356	0	2,356	2,356	
	61901 - RECRUITMENT	5,760	2,645	3,600	3,600	3,600	0	3,600	3,600	
	61000 - PERSONNEL SERVICES		248,879	261,259	271,058	271,055	318,889	0	318,889	318,889
	62205 - PC REPLACEMENT CHARGE	324	486	516	516	603	0	603	603	
	62206 - PW FLEET CHARGE	14,604	15,754	7,614	7,614	7,843	0	7,843	7,843	
	62301 - OFFICE EQUIPMENT MAINT.	2,268	4,969	3,411	3,411	3,411	0	3,411	3,411	
	62435 - TRAINING	285	163	200	198	200	0	200	200	
	62436 - MEETINGS & DUES	756	2,102	1,500	1,425	1,500	0	1,500	1,500	
	62498 - USE OF TRUST FUNDS	4,079	3,875	0	0	0	0	0	0	
	62510 - TELEPHONE	7,452	6,484	6,303	6,303	6,303	0	6,303	6,303	
	62701 - OFFICE SUPPLIES	1,556	762	3,100	2,989	3,100	0	3,100	3,100	
	62710 - POSTAGE	129	274	350	216	350	0	350	350	
	62734 - MINOR EQUIPMENT	344	0	0	0	0	0	0	0	
	62761 - SOFTWARE	396	227	240	240	240	0	240	240	
	62000 - OPERATING EXPENDITURES		32,192	35,097	23,234	22,912	23,550	0	23,550	23,550
	01200 - PARKS & FACILITIES ADMIN		281,071	296,355	294,292	293,967	342,439	0	342,439	342,439
01201 - PARKS MAINT & DEVELOPMENT	61303 - SUPERVISORY PERSONNEL	38,110	38,601	37,923	37,922	38,721	0	38,721	38,721	
	61304 - GENERAL PERSONNEL	135,074	140,403	142,948	130,947	151,745	0	151,745	151,745	
	61308 - SEASONAL HELP	43,711	66,092	66,855	66,855	60,545	0	60,545	60,545	
	61501 - REGULAR OVERTIME	9,935	11,669	13,000	13,000	13,000	0	13,000	13,000	
	61701 - HEALTH INSURANCE	67,663	70,411	75,148	75,148	77,359	0	77,359	77,359	
	61702 - DENTAL INSURANCE	2,695	3,087	4,181	4,181	4,181	0	4,181	4,181	
	61703 - RETIREMENT CONTRIBUTIONS	20,797	21,636	21,655	18,655	22,727	0	22,727	22,727	
	61704 - SOCIAL SECURITY	16,871	18,870	19,946	17,469	20,197	0	20,197	20,197	
	61705 - WORKERS COMPENSATION	4,801	5,477	4,432	4,234	5,736	0	5,736	5,736	
	61000 - PERSONNEL SERVICES		339,658	376,246	386,088	368,411	394,212	0	394,212	394,212
	62120 - LABORATORY SERVICES	0	0	600	150	600	0	600	600	
	62175 - OTHER SERVICES	12,079	15,157	18,200	17,985	18,200	0	18,200	18,200	
	62205 - PC REPLACEMENT CHARGE	0	0	492	492	508	0	508	508	
	62206 - PW FLEET CHARGE	0	0	118,370	118,370	121,816	0	121,816	121,816	
	62340 - GROUNDS MAINTENANCE	0	0	4,000	4,000	4,000	0	4,000	4,000	
	62341 - PLAYGROUND MAINTENANCE	0	0	5,000	3,800	5,000	0	5,000	5,000	
	62342 - SKATE PARK MAINTENANCE	0	0	1,000	540	1,000	0	1,000	1,000	
	62343 - SIGNAGE	0	0	1,000	967	1,000	0	1,000	1,000	
	62344 - TRAIL MAINTENANCE	0	0	2,000	1,373	2,000	0	2,000	2,000	
	62350 - BUILDING MAINTENANCE	0	0	4,000	3,910	4,000	0	4,000	4,000	
	62372 - TREE/FORESTRY MAINTENANCE	0	0	4,500	5,048	4,500	0	4,500	4,500	
	62436 - MEETINGS & DUES	490	276	1,300	1,170	1,300	0	1,300	1,300	
	62501 - WATER	0	0	4,498	0	4,498	0	4,498	4,498	
	62503 - ELECTRICITY	0	0	30,050	28,971	30,050	0	30,050	30,050	
	62504 - HEATING FUEL	0	0	2,320	0	2,320	0	2,320	2,320	
	62607 - RENTAL VEHICLES	0	0	7,000	0	7,000	0	7,000	7,000	
	62733 - TOOLS	0	0	800	711	800	0	800	800	
	62735 - BUILDING MAINT. SUPPLIES	0	57	2,800	0	2,800	0	2,800	2,800	
	62736 - GROUNDS MAINT SUPPLIES	0	45	32,944	32,180	32,944	0	32,944	32,944	
	62755 - UNIFORMS	0	0	1,500	1,489	1,500	0	1,500	1,500	

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01201 - PARKS MAINT & DEVELOPMENT	62756 - PROTECTIVE CLOTHING	0	0	1,500	1,281	1,500	0	1,500	1,500
	62760 - OPERATING SUPPLIES	0	0	3,500	3,390	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	12,569	15,536	247,374	225,827	250,836	0	250,836	250,836
01201 - PARKS MAINT & DEVELOPMENT		352,227	391,782	633,462	594,238	645,048	0	645,048	645,048
01202 - PARKS POOLS	61312 - POOL PERSONNEL	11,497	40,423	56,362	52,485	56,362	0	56,362	56,362
	61501 - REGULAR OVERTIME	42	387	2,000	1,895	2,000	0	2,000	2,000
	61704 - SOCIAL SECURITY	883	3,122	4,465	3,985	4,465	0	4,465	4,465
	61705 - WORKERS COMPENSATION	217	764	1,004	873	1,418	0	1,418	1,418
	61000 - PERSONNEL SERVICES	12,639	44,696	63,831	59,238	64,245	0	64,245	64,245
	62370 - OTHER IMPROVEMNTS - MAINT	0	20,324	0	0	0	0	0	0
	62435 - TRAINING	0	0	1,300	1,300	3,200	0	3,200	3,200
	62501 - WATER	13,373	13,404	9,140	8,594	9,140	0	9,140	9,140
	62503 - ELECTRICITY	0	5,297	5,000	4,987	5,000	0	5,000	5,000
	62510 - TELEPHONE	0	0	0	138	473	0	473	473
	62734 - MINOR EQUIPMENT	163	182	200	200	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	235	375	300	296	300	0	300	300
	62740 - OTHER MAINT. SUPPLIES	2,567	1,089	300	397	300	0	300	300
	62764 - CHEMICALS	5,761	7,651	5,600	5,489	5,600	0	5,600	5,600
	62000 - OPERATING EXPENDITURES	22,097	48,322	21,840	21,401	24,213	0	24,213	24,213
01202 - PARKS POOLS		34,736	93,018	85,671	80,639	88,458	0	88,458	88,458
01203 - CAMPING AREAS	62209 - RUBBISH PICK-UP	839	0	850	0	300	0	300	300
	62501 - WATER	732	122	355	300	255	0	255	255
	62503 - ELECTRICITY	119	529	400	621	800	0	800	800
	62740 - OTHER MAINT. SUPPLIES	732	663	550	545	800	0	800	800
	62000 - OPERATING EXPENDITURES	2,422	1,314	2,155	1,466	2,155	0	2,155	2,155
01203 - CAMPING AREAS		2,422	1,314	2,155	1,466	2,155	0	2,155	2,155
01204 - HORSESHOE COURTS	62501 - WATER	0	0	440	402	440	0	440	440
	62503 - ELECTRICITY	794	1,641	2,500	1,706	2,500	0	2,500	2,500
	62000 - OPERATING EXPENDITURES	794	1,641	2,940	2,108	2,940	0	2,940	2,940
01204 - HORSESHOE COURTS		794	1,641	2,940	2,108	2,940	0	2,940	2,940
01205 - PARKS MAINTENANCE	61308 - SEASONAL HELP	9,881	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	25	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	290	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	66	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	10,261	0	0	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	444	486	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	107,268	111,420	0	0	0	0	0	0
	62340 - GROUNDS MAINTENANCE	3,878	3,989	0	0	0	0	0	0
	62341 - PLAYGROUND MAINTENANCE	3,484	3,107	0	0	0	0	0	0
	62342 - SKATE PARK MAINTENANCE	5,196	1,974	0	0	0	0	0	0
	62343 - SIGNAGE	0	1,652	0	0	0	0	0	0
	62344 - TRAIL MAINTENANCE	1,929	1,704	0	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	3,817	3,409	0	0	0	0	0	0
	62372 - TREE/FORESTRY MAINTENANCE	10,736	6,066	0	0	0	0	0	0
	62501 - WATER	5,110	3,050	0	0	0	0	0	0
	62503 - ELECTRICITY	32,492	22,109	0	0	0	0	0	0
	62504 - HEATING FUEL	7,994	5,312	0	0	0	0	0	0
	62607 - RENTAL VEHICLES	3,536	2,875	0	0	0	0	0	0
	62733 - TOOLS	744	531	0	0	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	2,716	2,711	0	0	0	0	0	0
	62736 - GROUNDS MAINT SUPPLIES	30,160	32,778	0	0	0	0	0	0
	62755 - UNIFORMS	1,449	1,516	0	0	0	0	0	0

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01205 - PARKS MAINTENANCE	62756 - PROTECTIVE CLOTHING	866	1,393	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	3,157	3,428	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	224,977	209,510	0	0	0	0	0	0
	01205 - PARKS MAINTENANCE	235,238	209,510	0	0	0	0	0	0
01207 - PARKS PROGRAMS	61304 - GENERAL PERSONNEL	70,490	75,078	75,846	52,045	64,244	0	64,244	64,244
	61309 - RECREATION SUPERVISION	66,620	96,223	136,097	135,097	136,097	0	136,097	136,097
	61312 - POOL PERSONNEL	29,792	0	0	0	0	0	0	0
	61313 - PLAYGROUND PERSONNEL	30,409	0	0	0	0	0	0	0
	61314 - CAMP AREA SUPERVISOR	5,100	0	0	0	0	0	0	0
	61318 - YOUTH TRAILS PROGRAM	4,579	2,771	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	4,525	3,337	3,300	4,097	3,300	0	3,300	3,300
	61701 - HEALTH INSURANCE	8,546	9,425	10,090	7,760	10,362	0	10,362	10,362
	61702 - DENTAL INSURANCE	469	492	545	544	545	0	545	545
	61703 - RETIREMENT CONTRIBUTIONS	8,022	8,541	8,472	7,894	7,176	0	7,176	7,176
	61704 - SOCIAL SECURITY	16,152	13,603	16,237	14,987	15,579	0	15,579	15,579
	61705 - WORKERS COMPENSATION	3,606	3,057	3,613	3,102	3,963	0	3,963	3,963
	61000 - PERSONNEL SERVICES	248,309	212,527	254,200	225,526	241,266	0	241,266	241,266
	62115 - ARTISTS & PERFORMERS	6,827	6,930	7,550	7,000	7,550	0	7,550	7,550
	62142 - TRANSPORTING	1,500	1,045	4,250	3,200	4,250	0	4,250	4,250
	62145 - FIRST AID & MEDICAL SVCS	564	750	800	775	800	0	800	800
	62205 - PC REPLACEMENT CHARGE	480	290	408	408	479	0	479	479
	62206 - PW FLEET CHARGE	14,604	15,754	15,965	15,965	16,562	0	16,562	16,562
	62416 - PRINTING	4,074	935	1,000	1,149	1,000	0	1,000	1,000
	62425 - ADVERTISING	875	374	1,000	899	1,000	0	1,000	1,000
	62430 - TRAVEL	0	63	300	63	300	0	300	300
	62435 - TRAINING	957	675	1,200	1,200	1,200	0	1,200	1,200
	62436 - MEETINGS & DUES	2,001	1,390	1,700	899	1,700	0	1,700	1,700
	62445 - PHOTOGRAPHY & PROCESSING	156	147	200	119	200	0	200	200
	62755 - UNIFORMS	1,400	1,619	1,500	1,555	1,500	0	1,500	1,500
	62775 - PLAYGROUND MATERIAL	3,644	3,492	4,000	3,945	4,000	0	4,000	4,000
	62778 - ATHLETIC SUPPLIES	7,659	2,515	8,500	8,195	5,500	0	5,500	5,500
	62779 - GAME ROOM SUPPLIES	1,462	492	1,000	987	1,000	0	1,000	1,000
	62780 - ARTS & CRAFTS	503	1,500	1,000	875	1,000	0	1,000	1,000
	62783 - YOUTH TRAILS PROGRAM SUP.	200	300	0	0	0	0	0	0
	62784 - CATCH PROGRAM	720	814	1,000	855	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	47,626	39,085	51,373	48,089	49,041	0	49,041	49,041
		01207 - PARKS PROGRAMS	295,935	251,612	305,572	273,615	290,307	0	290,307
01310 - CEMETERY MAINTENANCE	61303 - SUPERVISORY PERSONNEL	38,110	38,601	37,923	37,922	38,721	0	38,721	38,721
	61304 - GENERAL PERSONNEL	88,258	92,476	92,802	92,801	99,410	0	99,410	99,410
	61308 - SEASONAL HELP	3,623	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	4,452	3,987	4,000	3,899	4,000	0	4,000	4,000
	61701 - HEALTH INSURANCE	57,724	58,289	62,236	61,009	64,120	0	64,120	64,120
	61702 - DENTAL INSURANCE	2,838	2,894	3,947	2,894	3,947	0	3,947	3,947
	61703 - RETIREMENT CONTRIBUTIONS	14,884	15,365	14,602	14,601	15,876	0	15,876	15,876
	61704 - SOCIAL SECURITY	9,945	10,018	10,000	9,986	10,873	0	10,873	10,873
	61705 - WORKERS COMPENSATION	2,782	2,891	2,491	2,490	2,881	0	2,881	2,881
	61000 - PERSONNEL SERVICES	222,616	224,521	228,001	225,602	239,828	0	239,828	239,828
	62205 - PC REPLACEMENT CHARGE	348	356	362	362	502	0	502	502
	62206 - PW FLEET CHARGE	58,200	60,116	62,894	62,894	64,767	0	64,767	64,767
	62311 - EQUIPMENT MAINTENANCE	1,800	2,253	3,000	2,455	3,000	0	3,000	3,000
	62340 - GROUNDS MAINTENANCE	15,613	17,778	17,564	17,458	17,564	0	17,564	17,564
	62372 - TREE/FORESTRY MAINTENANCE	8,427	4,950	5,000	7,150	5,000	0	5,000	5,000
	62435 - TRAINING	500	0	50	50	50	0	50	50
	62436 - MEETINGS & DUES	160	180	300	295	300	0	300	300
62501 - WATER	306	445	700	0	700	0	700	700	

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01310 - CEMETERY MAINTENANCE	62734 - MINOR EQUIPMENT	436	516	500	464	500	0	500	500
	62755 - UNIFORMS	455	529	600	598	600	0	600	600
	62000 - OPERATING EXPENDITURES	86,246	87,123	90,970	91,726	92,983	0	92,983	92,983
	01310 - CEMETERY MAINTENANCE	308,862	311,643	318,971	317,328	332,811	0	332,811	332,811
01311 - BURIAL	62340 - GROUNDS MAINTENANCE	367	0	1,000	928	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	367	0	1,000	928	1,000	0	1,000	1,000
	01311 - BURIAL	367	0	1,000	928	1,000	0	1,000	1,000
01312 - CEMETERIES OPS MAINT	62350 - BUILDING MAINTENANCE	0	3,446	13,600	13,989	200	0	200	200
	62503 - ELECTRICITY	2,565	2,573	1,813	1,813	1,813	0	1,813	1,813
	62504 - HEATING FUEL	701	283	2,829	744	2,829	0	2,829	2,829
	62000 - OPERATING EXPENDITURES	3,266	6,303	18,242	16,546	4,842	0	4,842	4,842
	01312 - CEMETERIES OPS MAINT	3,266	6,303	18,242	16,546	4,842	0	4,842	4,842
01314 - SUMMER KNIGHT CHAPEL	62503 - ELECTRICITY	160	237	267	267	267	0	267	267
	62504 - HEATING FUEL	4,187	4,913	3,000	2,769	3,000	0	3,000	3,000
	62000 - OPERATING EXPENDITURES	4,348	5,151	3,267	3,036	3,267	0	3,267	3,267
	01314 - SUMMER KNIGHT CHAPEL	4,348	5,151	3,267	3,036	3,267	0	3,267	3,267
01325 - CITY HALL MAINTENANCE	61304 - GENERAL PERSONNEL	121,766	127,108	128,054	128,053	132,001	0	132,001	132,001
	61307 - PART TIME EMPLOYEES	44,354	37,277	37,984	37,983	23,386	26,179	49,565	49,565
	61501 - REGULAR OVERTIME	102	1,044	1,500	205	1,500	0	1,500	1,500
	61701 - HEALTH INSURANCE	43,226	43,811	46,797	46,796	56,593	0	56,593	56,593
	61702 - DENTAL INSURANCE	2,434	2,453	2,709	2,709	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	13,868	14,579	14,471	14,471	14,744	0	14,744	14,744
	61704 - SOCIAL SECURITY	12,307	12,311	12,817	12,817	11,887	2,003	13,890	13,890
	61705 - WORKERS COMPENSATION	3,106	2,986	2,848	2,848	1,612	840	2,452	2,452
	61901 - RECRUITMENT	994	40	0	230	0	0	0	0
	61000 - PERSONNEL SERVICES	242,157	241,608	247,180	246,112	244,431	29,022	273,453	273,453
	62102 - PROFESSIONAL SERVICES	240	0	0	0	0	0	0	0
	62103 - TECHNICAL SERVICES	0	0	500	400	500	0	500	500
	62201 - JANITORIAL	0	2,757	3,000	2,900	3,000	(1,000)	2,000	2,000
	62205 - PC REPLACEMENT CHARGE	1,452	486	516	516	603	0	603	603
	62206 - PW FLEET CHARGE	12,696	12,872	11,634	11,634	12,022	0	12,022	12,022
	62208 - TAXES	9,567	9,574	10,000	11,000	11,000	0	11,000	11,000
	62209 - RUBBISH PICK-UP	3,196	3,480	4,000	2,800	3,500	0	3,500	3,500
	62311 - EQUIPMENT MAINTENANCE	5,778	6,476	10,000	10,000	10,000	0	10,000	10,000
	62316 - ESCO MAINTENANCE	2,421	2,938	3,900	3,900	4,137	0	4,137	4,137
	62317 - EQUIPMENT REPAIR	4,193	6,298	5,000	4,000	5,000	0	5,000	5,000
	62318 - BUILDING REPAIR	5,366	3,465	10,000	8,000	10,000	0	10,000	10,000
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	400	2,500	9,000	0	9,000	9,000
	62350 - BUILDING MAINTENANCE	47,109	44,541	16,500	25,000	15,000	0	15,000	15,000
	62375 - PERMITS	618	868	500	250	250	0	250	250
	62430 - TRAVEL	0	0	250	0	244	0	244	244
	62435 - TRAINING	2,592	226	2,500	1,500	2,500	0	2,500	2,500
	62501 - WATER	3,266	4,461	4,250	5,500	4,500	0	4,500	4,500
	62502 - SEWER	6,431	7,254	7,500	7,000	7,500	0	7,500	7,500
	62503 - ELECTRICITY	38,313	32,966	40,000	38,000	38,500	0	38,500	38,500
	62504 - HEATING FUEL	18,027	17,531	22,404	18,000	21,500	0	21,500	21,500
	62510 - TELEPHONE	2,778	1,671	1,450	1,800	1,975	0	1,975	1,975
	62701 - OFFICE SUPPLIES	450	510	200	150	200	0	200	200
	62733 - TOOLS	122	892	500	300	500	0	500	500
62734 - MINOR EQUIPMENT	406	0	1,500	1,500	500	0	500	500	
62735 - BUILDING MAINT. SUPPLIES	552	1,347	2,000	1,200	1,000	0	1,000	1,000	
62736 - GROUNDS MAINT SUPPLIES	1,571	915	2,000	2,000	5,388	(4,000)	1,388	1,388	
62737 - JANITORIAL SUPPLIES	3,915	3,455	3,500	3,600	3,680	0	3,680	3,680	
62755 - UNIFORMS	474	41	400	400	380	0	380	380	

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01325 - CITY HALL MAINTENANCE	62761 - SOFTWARE	0	282	0	0	0	0	0	0
	64206 - MINOR IMPROVEMENTS	8,246	4,320	5,000	9,000	5,000	0	5,000	5,000
	62000 - OPERATING EXPENDITURES	179,779	169,626	169,404	172,850	177,379	(5,000)	172,379	172,379
01325 - CITY HALL MAINTENANCE		421,937	411,234	416,584	418,962	421,810	24,022	445,832	445,832
01326 - TRANSPORT CTR MAINTENANCE	62208 - TAXES	9,272	8,033	8,947	10,400	10,000	0	10,000	10,000
	62311 - EQUIPMENT MAINTENANCE	165	0	500	0	500	0	500	500
	62317 - EQUIPMENT REPAIR	0	0	1,200	3,000	1,200	0	1,200	1,200
	62318 - BUILDING REPAIR	1,104	0	1,000	6,410	2,000	0	2,000	2,000
	62350 - BUILDING MAINTENANCE	12,237	339	1,400	6,500	1,500	0	1,500	1,500
	62501 - WATER	1,095	1,431	2,000	2,500	2,000	0	2,000	2,000
	62502 - SEWER	2,463	2,651	4,000	3,800	4,000	0	4,000	4,000
	62503 - ELECTRICITY	7,100	6,079	10,000	6,250	9,597	0	9,597	9,597
	62504 - HEATING FUEL	4,274	5,718	7,000	3,000	5,000	0	5,000	5,000
	62735 - BUILDING MAINT. SUPPLIES	0	0	400	150	500	0	500	500
	62737 - JANITORIAL SUPPLIES	289	0	100	100	250	0	250	250
	64206 - MINOR IMPROVEMENTS	2,650	2,304	8,563	3,000	8,563	0	8,563	8,563
	62000 - OPERATING EXPENDITURES	40,649	26,555	45,110	45,110	45,110	0	45,110	45,110
01326 - TRANSPORT CTR MAINTENANCE		40,649	26,555	45,110	45,110	45,110	0	45,110	45,110
01328 - LIBRARY MAINTENANCE	61304 - GENERAL PERSONNEL	21,637	41,358	45,140	45,139	49,376	0	49,376	49,376
	61307 - PART TIME EMPLOYEES	17,132	39,561	47,542	41,482	52,478	0	52,478	52,478
	61401 - TEMPORARY PERSONNEL	5,021	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	667	1,083	2,000	180	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	0	875	0	1,500	1,500	0	1,500	1,500
	61702 - DENTAL INSURANCE	0	1,057	1,728	1,727	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	2,538	4,828	5,042	5,042	5,739	0	5,739	5,739
	61704 - SOCIAL SECURITY	3,401	6,342	7,090	7,090	7,945	0	7,945	7,945
	61705 - WORKERS COMPENSATION	794	1,714	1,724	1,724	2,524	0	2,524	2,524
	61000 - PERSONNEL SERVICES	51,190	96,817	110,267	103,884	123,289	0	123,289	123,289
	62102 - PROFESSIONAL SERVICES	465	0	36,000	36,000	36,000	0	36,000	36,000
	62103 - TECHNICAL SERVICES	0	0	12,500	12,500	12,500	0	12,500	12,500
	62201 - JANITORIAL	4,909	626	5,000	2,500	5,000	(1,000)	4,000	4,000
	62205 - PC REPLACEMENT CHARGE	0	0	200	200	235	0	235	235
	62208 - TAXES	37,631	37,429	176,231	174,377	176,743	0	176,743	176,743
	62209 - RUBBISH PICK-UP	985	977	2,500	1,500	2,500	0	2,500	2,500
	62311 - EQUIPMENT MAINTENANCE	5,752	6,603	8,442	14,500	10,751	0	10,751	10,751
	62316 - ESCO MAINTENANCE	2,421	2,938	7,800	7,800	8,274	0	8,274	8,274
	62317 - EQUIPMENT REPAIR	5,237	7,163	4,212	1,500	4,000	0	4,000	4,000
	62318 - BUILDING REPAIR	7,482	6,447	3,500	3,000	3,000	0	3,000	3,000
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	0	0	750	0	750	750
	62350 - BUILDING MAINTENANCE	24,849	22,281	7,300	8,000	6,000	0	6,000	6,000
	62375 - PERMITS	1,086	1,698	600	140	300	0	300	300
	62435 - TRAINING	0	20	0	840	1,500	0	1,500	1,500
	62501 - WATER	931	735	1,600	1,500	1,800	0	1,800	1,800
	62502 - SEWER	1,649	1,184	2,993	3,500	3,500	0	3,500	3,500
	62503 - ELECTRICITY	48,594	44,064	47,208	48,000	50,000	0	50,000	50,000
	62504 - HEATING FUEL	15,136	22,230	39,518	40,000	35,000	0	35,000	35,000
	62506 - FIRELINE / HYDRANTS	0	0	0	600	600	0	600	600
	62510 - TELEPHONE	798	545	600	600	800	0	800	800
	62603 - BUILDING RENTAL	0	220,586	220,586	220,586	220,586	0	220,586	220,586
	62733 - TOOLS	1,363	505	600	200	600	0	600	600
	62734 - MINOR EQUIPMENT	6,093	1,530	5,000	18,500	2,500	0	2,500	2,500
	62735 - BUILDING MAINT. SUPPLIES	1,978	1,885	1,450	2,500	1,500	0	1,500	1,500
	62736 - GROUNDS MAINT SUPPLIES	10,635	3,393	7,000	4,500	7,500	(6,000)	1,500	1,500

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01328 - LIBRARY MAINTENANCE	62737 - JANITORIAL SUPPLIES	6,773	4,266	5,300	6,000	6,000	0	6,000	6,000	
	62755 - UNIFORMS	1,351	422	600	400	600	0	600	600	
	62000 - OPERATING EXPENDITURES	186,118	387,528	596,740	609,743	598,539	(7,000)	591,539	591,539	
	01328 - LIBRARY MAINTENANCE	237,308	484,346	707,007	713,627	721,828	(7,000)	714,828	714,828	
01329 - RECREATION CTR MAINT	61304 - GENERAL PERSONNEL	30,838	46,124	48,451	48,450	51,072	0	51,072	51,072	
	61307 - PART TIME EMPLOYEES	0	12,963	17,532	17,532	17,864	0	17,864	17,864	
	61401 - TEMPORARY PERSONNEL	7,727	0	0	0	0	0	0	0	
	61501 - REGULAR OVERTIME	717	1,921	2,000	750	2,000	0	2,000	2,000	
	61703 - RETIREMENT CONTRIBUTIONS	3,591	5,466	5,412	5,544	5,928	0	5,928	5,928	
	61704 - SOCIAL SECURITY	3,005	4,667	5,048	5,200	5,427	0	5,427	5,427	
	61705 - WORKERS COMPENSATION	580	1,140	1,123	1,122	1,724	0	1,724	1,724	
	61000 - PERSONNEL SERVICES	46,459	72,282	79,566	78,598	84,015	0	84,015	84,015	
	62102 - PROFESSIONAL SERVICES	1,185	1,160	2,500	1,500	1,500	0	1,500	1,500	
	62201 - JANITORIAL	4,837	0	2,000	1,000	992	0	992	992	
	62205 - PC REPLACEMENT CHARGE	0	188	200	200	235	0	235	235	
	62209 - RUBBISH PICK-UP	2,714	3,035	2,800	2,500	2,800	0	2,800	2,800	
	62311 - EQUIPMENT MAINTENANCE	3,295	2,117	4,320	4,000	4,250	0	4,250	4,250	
	62316 - ESCO MAINTENANCE	2,421	2,938	3,900	3,900	4,137	0	4,137	4,137	
	62317 - EQUIPMENT REPAIR	2,449	2,828	6,000	4,500	5,000	0	5,000	5,000	
	62318 - BUILDING REPAIR	1,647	8,385	6,000	4,500	8,200	0	8,200	8,200	
	62350 - BUILDING MAINTENANCE	21,366	30,455	12,851	21,500	12,000	0	12,000	12,000	
	62375 - PERMITS	698	698	500	500	600	0	600	600	
	62435 - TRAINING	0	470	600	500	800	0	800	800	
	62501 - WATER	869	1,098	900	550	900	0	900	900	
	62502 - SEWER	2,449	3,076	2,200	1,800	2,200	0	2,200	2,200	
	62503 - ELECTRICITY	16,727	15,923	18,700	17,000	17,500	0	17,500	17,500	
	62504 - HEATING FUEL	19,735	24,513	20,908	17,500	20,000	0	20,000	20,000	
	62510 - TELEPHONE	905	1,467	1,200	900	1,200	0	1,200	1,200	
	62604 - EQUIPMENT RENTAL	0	0	200	0	200	0	200	200	
	62733 - TOOLS	0	136	400	50	400	0	400	400	
	62734 - MINOR EQUIPMENT	3,187	306	1,000	500	0	0	0	0	
	62735 - BUILDING MAINT. SUPPLIES	753	1,544	1,000	500	0	0	0	0	
	62736 - GROUNDS MAINT SUPPLIES	7,953	1,011	3,000	5,000	7,000	(6,000)	1,000	1,000	
	62737 - JANITORIAL SUPPLIES	6,733	6,360	3,900	7,500	5,200	0	5,200	5,200	
	62755 - UNIFORMS	334	120	300	500	300	0	300	300	
	64206 - MINOR IMPROVEMENTS	450	0	0	0	0	0	0	0	
		62000 - OPERATING EXPENDITURES	100,707	107,825	95,379	96,400	95,414	(6,000)	89,414	89,414
	01329 - RECREATION CTR MAINT	147,166	180,107	174,945	174,998	179,429	(6,000)	173,429	173,429	
01330 - CENTRAL FIRE STATION MAIN	62201 - JANITORIAL	0	0	0	0	0	6,000	6,000	6,000	
	62209 - RUBBISH PICK-UP	1,447	1,538	2,040	1,500	2,000	0	2,000	2,000	
	62311 - EQUIPMENT MAINTENANCE	5,705	5,631	2,500	5,500	3,200	5,000	8,200	8,200	
	62317 - EQUIPMENT REPAIR	12,602	10,206	3,000	6,500	6,500	0	6,500	6,500	
	62318 - BUILDING REPAIR	1,423	1,229	0	7,500	5,682	0	5,682	5,682	
	62350 - BUILDING MAINTENANCE	7,823	4,993	6,500	1,000	1,500	20,000	21,500	21,500	
	62375 - PERMITS	578	270	150	440	440	0	440	440	
	62501 - WATER	1,775	1,753	1,400	1,800	1,750	0	1,750	1,750	
	62502 - SEWER	4,129	3,814	3,500	3,900	3,650	0	3,650	3,650	
	62503 - ELECTRICITY	28,512	30,382	29,748	30,000	30,748	0	30,748	30,748	
	62504 - HEATING FUEL	25,882	27,430	29,932	22,500	25,300	0	25,300	25,300	
	62506 - FIRELINE / HYDRANTS	578	578	578	578	578	0	578	578	
	62735 - BUILDING MAINT. SUPPLIES	0	279	1,000	500	1,000	0	1,000	1,000	
	62736 - GROUNDS MAINT SUPPLIES	68	711	1,000	0	1,000	0	1,000	1,000	
	62737 - JANITORIAL SUPPLIES	1,624	1,507	2,000	1,200	1,000	0	1,000	1,000	
		62000 - OPERATING EXPENDITURES	92,144	90,320	83,348	82,918	84,348	31,000	115,348	115,348

**City of Keene, New Hampshire
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Department Cost Center Detail**

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01330 - CENTRAL FIRE STATION MAIN		92,144	90,320	83,348	82,918	84,348	31,000	115,348	115,348
01331 - AP FIRE STATION MAINT	62503 - ELECTRICITY	7	7	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	7	7	0	0	0	0	0	0
01331 - AP FIRE STATION MAINT		7	7	0	0	0	0	0	0
01332 - W KEENE FIRE MAINTENANCE	62209 - RUBBISH PICK-UP	840	1,186	865	1,800	1,815	0	1,815	1,815
	62311 - EQUIPMENT MAINTENANCE	744	1,464	3,000	5,000	3,000	0	3,000	3,000
	62317 - EQUIPMENT REPAIR	5,458	7,840	3,000	8,000	9,500	0	9,500	9,500
	62318 - BUILDING REPAIR	5,884	885	10,000	1,200	6,000	0	6,000	6,000
	62350 - BUILDING MAINTENANCE	1,620	1,571	3,000	3,000	3,000	0	3,000	3,000
	62375 - PERMITS	50	1,224	0	0	0	0	0	0
	62501 - WATER	625	658	1,000	500	450	0	450	450
	62502 - SEWER	2,630	2,564	2,800	1,500	1,600	0	1,600	1,600
	62503 - ELECTRICITY	7,589	8,720	9,000	9,800	9,800	0	9,800	9,800
	62504 - HEATING FUEL	13,487	15,138	13,000	11,000	11,000	0	11,000	11,000
	62735 - BUILDING MAINT. SUPPLIES	0	138	1,000	500	500	0	500	500
	62000 - OPERATING EXPENDITURES	38,928	41,388	46,665	42,300	46,665	0	46,665	46,665
	01332 - W KEENE FIRE MAINTENANCE		38,928	41,388	46,665	42,300	46,665	0	46,665
01333 - AIRPORT MAINTENANCE	62311 - EQUIPMENT MAINTENANCE	1,558	995	1,932	1,000	2,300	2,000	4,300	4,300
	62316 - ESCO MAINTENANCE	2,421	2,938	3,900	3,900	4,137	0	4,137	4,137
	62317 - EQUIPMENT REPAIR	989	0	1,500	600	905	0	905	905
	62318 - BUILDING REPAIR	3,459	264	2,000	1,500	1,750	0	1,750	1,750
	62350 - BUILDING MAINTENANCE	1,710	4,501	2,750	2,750	1,000	25,000	26,000	26,000
	62375 - PERMITS	408	408	0	0	0	0	0	0
	62501 - WATER	0	0	1,000	0	500	0	500	500
	62503 - ELECTRICITY	26,704	32,627	29,160	31,000	31,750	0	31,750	31,750
	62504 - HEATING FUEL	25,056	21,994	16,530	17,500	19,030	0	19,030	19,030
	62735 - BUILDING MAINT. SUPPLIES	99	0	500	12,000	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	300	0	0	0	0	0
	62737 - JANITORIAL SUPPLIES	719	193	400	600	600	0	600	600
	62000 - OPERATING EXPENDITURES	63,122	63,919	59,972	70,850	62,472	27,000	89,472	89,472
01333 - AIRPORT MAINTENANCE		63,122	63,919	59,972	70,850	62,472	27,000	89,472	89,472
01335 - 350 MARLBORO STREET	61304 - GENERAL PERSONNEL	47,341	48,422	48,795	48,794	51,072	0	51,072	51,072
	61307 - PART TIME EMPLOYEES	0	27,556	29,805	20,171	31,911	0	31,911	31,911
	61401 - TEMPORARY PERSONNEL	10,008	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	6,350	1,641	4,000	2,100	4,000	0	4,000	4,000
	61701 - HEALTH INSURANCE	24,427	25,056	26,697	26,697	34,718	0	34,718	34,718
	61702 - DENTAL INSURANCE	1,525	1,571	1,728	1,727	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	6,110	5,695	5,897	5,897	6,152	0	6,152	6,152
	61704 - SOCIAL SECURITY	4,799	5,885	6,319	5,364	6,654	0	6,654	6,654
	61705 - WORKERS COMPENSATION	955	1,518	1,395	1,107	2,114	0	2,114	2,114
	61000 - PERSONNEL SERVICES	101,515	117,346	124,636	111,857	138,348	0	138,348	138,348
	62102 - PROFESSIONAL SERVICES	1,522	0	0	1,250	2,500	0	2,500	2,500
	62201 - JANITORIAL	10,223	7,704	9,500	20,000	12,500	(1,000)	11,500	11,500
	62205 - PC REPLACEMENT CHARGE	132	102	108	108	124	0	124	124
	62209 - RUBBISH PICK-UP	2,426	2,640	3,000	3,000	3,000	0	3,000	3,000
	62311 - EQUIPMENT MAINTENANCE	13,036	9,414	15,000	16,500	15,000	0	15,000	15,000
	62316 - ESCO MAINTENANCE	2,421	2,938	3,900	3,900	4,137	0	4,137	4,137
	62317 - EQUIPMENT REPAIR	25,433	22,452	20,000	28,000	22,500	0	22,500	22,500
	62318 - BUILDING REPAIR	13,778	10,041	10,000	10,000	10,000	0	10,000	10,000
	62350 - BUILDING MAINTENANCE	63,417	46,425	18,000	10,000	15,000	0	15,000	15,000
	62375 - PERMITS	678	678	800	540	540	0	540	540
	62435 - TRAINING	0	404	1,000	500	1,500	0	1,500	1,500
	62501 - WATER	2,441	2,088	4,000	2,000	3,000	0	3,000	3,000
	62502 - SEWER	9,288	8,322	8,500	6,000	7,500	0	7,500	7,500
	62503 - ELECTRICITY	75,777	91,951	80,000	89,000	90,000	0	90,000	90,000

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended	
01335 - 350 MARLBORO STREET	62504 - HEATING FUEL	55,030	53,469	55,000	45,000	45,000	0	45,000	45,000	
	62506 - FIRELINE / HYDRANTS	6,551	6,551	3,500	3,400	3,400	0	3,400	3,400	
	62510 - TELEPHONE	1,768	1,460	1,800	1,900	2,200	0	2,200	2,200	
	62733 - TOOLS	1,484	4	400	350	350	0	350	350	
	62734 - MINOR EQUIPMENT	4,938	2,853	16,427	12,000	7,500	0	7,500	7,500	
	62735 - BUILDING MAINT. SUPPLIES	2,593	2,228	2,000	800	1,500	0	1,500	1,500	
	62736 - GROUNDS MAINT SUPPLIES	8,555	1,795	5,000	6,000	7,500	(6,000)	1,500	1,500	
	62737 - JANITORIAL SUPPLIES	7,860	6,739	6,300	7,000	7,000	0	7,000	7,000	
	62755 - UNIFORMS	1,013	266	500	500	500	0	500	500	
	64206 - MINOR IMPROVEMENTS	2,480	0	10,000	7,500	10,000	0	10,000	10,000	
	62000 - OPERATING EXPENDITURES	312,843	280,525	274,735	275,248	272,251	(7,000)	265,251	265,251	
	01335 - 350 MARLBORO STREET	414,358	397,871	399,371	387,105	410,599	(7,000)	403,599	403,599	
01336 - PUBLIC LIBRARY ANNEX	62209 - RUBBISH PICK-UP	1,489	1,190	0	0	0	0	0	0	
	62311 - EQUIPMENT MAINTENANCE	310	405	0	0	0	0	0	0	
	62316 - ESCO MAINTENANCE	2,421	2,938	0	0	0	0	0	0	
	62318 - BUILDING REPAIR	499	0	0	0	0	0	0	0	
	62350 - BUILDING MAINTENANCE	1,988	1,705	0	0	0	0	0	0	
	62375 - PERMITS	70	200	0	0	0	0	0	0	
	62501 - WATER	154	431	0	0	0	0	0	0	
	62502 - SEWER	379	779	0	0	0	0	0	0	
	62503 - ELECTRICITY	1,093	3,207	0	0	0	0	0	0	
	62504 - HEATING FUEL	156	6,024	0	0	0	0	0	0	
	62735 - BUILDING MAINT. SUPPLIES	6,886	67	0	0	0	0	0	0	
	62736 - GROUNDS MAINT SUPPLIES	1,684	841	0	0	0	0	0	0	
	62737 - JANITORIAL SUPPLIES	2,048	4,668	0	0	0	0	0	0	
		62000 - OPERATING EXPENDITURES	19,179	22,454	0	0	0	0	0	0
	01336 - PUBLIC LIBRARY ANNEX	19,179	22,454	0	0	0	0	0	0	
01600 - YOUTH SERVICES	61304 - GENERAL PERSONNEL	67,659	67,598	58,194	58,194	62,123	0	62,123	62,123	
	61401 - TEMPORARY PERSONNEL	18,560	19,126	21,790	14,000	18,800	0	18,800	18,800	
	61701 - HEALTH INSURANCE	8,546	8,481	10,090	20,448	27,664	0	27,664	27,664	
	61702 - DENTAL INSURANCE	469	464	545	544	1,728	0	1,728	1,728	
	61703 - RETIREMENT CONTRIBUTIONS	7,700	7,727	6,500	6,500	6,939	0	6,939	6,939	
	61704 - SOCIAL SECURITY	6,356	6,413	6,118	6,118	6,191	0	6,191	6,191	
	61705 - WORKERS COMPENSATION	174	174	1,375	140	453	0	453	453	
	61901 - RECRUITMENT	284	83	0	0	0	0	0	0	
		61000 - PERSONNEL SERVICES	109,747	110,065	104,611	105,944	123,899	0	123,899	123,899
	62102 - PROFESSIONAL SERVICES	0	0	350	0	350	0	350	350	
	62205 - PC REPLACEMENT CHARGE	348	282	300	300	355	0	355	355	
	62401 - GENERAL LIABILITY INS	586	596	600	596	600	0	600	600	
	62416 - PRINTING	0	0	100	140	100	0	100	100	
	62430 - TRAVEL	136	0	190	190	190	0	190	190	
	62435 - TRAINING	445	0	500	275	350	0	350	350	
	62436 - MEETINGS & DUES	50	0	100	125	100	0	100	100	
	62510 - TELEPHONE	390	387	360	360	360	0	360	360	
	62701 - OFFICE SUPPLIES	125	111	250	250	250	0	250	250	
	62710 - POSTAGE	6	0	60	45	60	0	60	60	
		62000 - OPERATING EXPENDITURES	2,087	1,376	2,810	2,281	2,715	0	2,715	2,715
	01600 - YOUTH SERVICES	111,834	111,442	107,421	108,225	126,614	0	126,614	126,614	
	DEPARTMENT TOTAL	3,105,899	3,397,972	3,705,994	3,627,965	3,812,142	62,022	3,874,164	3,874,164	

**City of Keene, New Hampshire
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POLICE

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01400 - POLICE ADMIN	61301 - DEPARTMENT HEAD	119,445	122,147	123,087	125,197	125,679	0	125,679	125,679
	61303 - SUPERVISORY PERSONNEL	104,288	107,037	107,860	109,713	110,132	0	110,132	110,132
	61305 - ADMINISTRATIVE PERSONNEL	191,606	196,589	198,101	199,287	205,850	0	205,850	205,850
	61506 - REIMBURSABLE DETAIL	23,440	83,117	26,400	61,843	0	0	0	0
	61608 - POLICE INCENTIVES	3,000	6,000	6,000	6,000	6,000	0	6,000	6,000
	61701 - HEALTH INSURANCE	93,200	90,651	96,870	96,870	99,386	0	99,386	99,386
	61702 - DENTAL INSURANCE	5,051	4,812	5,325	5,325	5,325	0	5,325	5,325
	61703 - RETIREMENT CONTRIBUTIONS	21,805	22,365	22,128	22,603	22,993	0	22,993	22,993
	61704 - SOCIAL SECURITY	18,046	19,426	19,415	19,550	19,254	0	19,254	19,254
	61705 - WORKERS COMPENSATION	4,498	4,359	4,514	4,440	3,869	0	3,869	3,869
	61714 - RET - POLICE	73,585	93,559	83,529	86,607	68,747	0	68,747	68,747
	61901 - RECRUITMENT	1,031	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	658,994	750,061	693,230	737,436	667,235	0	667,235	667,235
	62145 - FIRST AID & MEDICAL SVCS	0	0	50	0	50	0	50	50
	62177 - JUSTICE OF THE PEACE	0	196	375	300	375	0	375	375
	62205 - PC REPLACEMENT CHARGE	2,256	2,583	2,499	2,499	2,842	0	2,842	2,842
	62206 - PW FLEET CHARGE	21,108	21,571	24,337	24,337	25,216	0	25,216	25,216
	62301 - OFFICE EQUIPMENT MAINT.	3,442	5,293	4,800	4,700	4,800	0	4,800	4,800
	62436 - MEETINGS & DUES	559	577	600	600	600	0	600	600
	62446 - CLEANING ALLOWANCE	2,100	2,100	2,100	2,100	2,100	0	2,100	2,100
	62701 - OFFICE SUPPLIES	4,717	5,034	4,900	4,500	4,900	0	4,900	4,900
	62710 - POSTAGE	2,038	933	1,949	1,949	1,949	0	1,949	1,949
	62715 - BOOKS AND PERIODICALS	503	386	200	200	200	0	200	200
	62755 - UNIFORMS	20,260	24,342	22,800	21,000	22,800	0	22,800	22,800
	62000 - OPERATING EXPENDITURES	56,984	63,014	64,610	62,185	65,832	0	65,832	65,832
	01400 - POLICE ADMIN	715,978	813,075	757,840	799,621	733,067	0	733,067	733,067
	01401 - POLICE DISPATCH	61303 - SUPERVISORY PERSONNEL	56,557	57,575	58,242	60,818	62,144	0	62,144
61304 - GENERAL PERSONNEL		186,710	179,955	181,189	156,000	194,778	0	194,778	194,778
61307 - PART TIME EMPLOYEES		8,685	30,715	10,000	30,509	10,000	0	10,000	10,000
61501 - REGULAR OVERTIME		9,018	30,781	12,000	31,971	12,000	0	12,000	12,000
61502 - DOUBLE OVERTIME		5,616	4,807	5,528	5,528	5,666	0	5,666	5,666
61520 - OT-VACATION REPLACEMENT		9,299	5,993	18,000	6,468	18,000	0	18,000	18,000
61521 - OT-SICK REPLACEMENT		1,200	12,229	5,000	11,006	5,000	0	5,000	5,000
61522 - OT-PERSONAL DAY REPLACE		1,713	1,034	2,500	1,641	2,500	0	2,500	2,500
61601 - HOLIDAY PAY		8,024	7,899	11,137	9,960	11,415	0	11,415	11,415
61701 - HEALTH INSURANCE		41,589	50,089	83,398	58,249	58,178	0	58,178	58,178
61702 - DENTAL INSURANCE		2,130	2,088	4,402	3,517	3,908	0	3,908	3,908
61703 - RETIREMENT CONTRIBUTIONS		31,447	31,252	33,912	33,305	34,795	0	34,795	34,795
61704 - SOCIAL SECURITY		21,708	23,787	23,225	20,450	24,594	0	24,594	24,594
61705 - WORKERS COMPENSATION		5,195	5,470	4,389	4,822	4,760	0	4,760	4,760
61714 - RET - POLICE		529	7,174	0	7,500	0	0	0	0
61901 - RECRUITMENT		0	806	0	0	0	0	0	0
61000 - PERSONNEL SERVICES		389,419	451,652	452,922	441,744	447,738	0	447,738	447,738
62103 - TECHNICAL SERVICES		333	1,000	4,800	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE		516	408	756	756	868	0	868	868
62304 - COMMUNICATIONS EQP MAINT.		5,384	5,708	25,404	29,000	25,404	0	25,404	25,404
62510 - TELEPHONE		11,957	11,269	14,200	10,250	9,700	0	9,700	9,700
62700 - SUPPLIES AND MATERIALS		185	1,609	280	280	280	0	280	280
62755 - UNIFORMS		1,575	1,469	2,200	1,620	2,200	0	2,200	2,200
62767 - PRISONER CARE		0	0	25	0	25	0	25	25
62000 - OPERATING EXPENDITURES		19,950	21,462	47,665	41,906	38,477	0	38,477	38,477
01401 - POLICE DISPATCH		409,369	473,114	500,587	483,650	486,215	0	486,215	486,215
01402 - POLICE TRAINING		61509 - OT-WEAPONS TRAINING	20,772	17,296	25,000	25,000	25,000	0	25,000
	61512 - OT-TACTICAL TEAM TRAINING	20,046	15,874	20,000	20,000	20,000	0	20,000	20,000

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01402 - POLICE TRAINING	61513 - OT-TRAINING	42,512	50,180	37,000	49,471	37,000	0	37,000	37,000
	61704 - SOCIAL SECURITY	1,178	1,189	1,189	1,194	1,189	0	1,189	1,189
	61705 - WORKERS COMPENSATION	1,022	973	1,185	973	1,214	0	1,214	1,214
	61714 - RET - POLICE	24,524	24,463	23,313	23,660	23,313	0	23,313	23,313
	61000 - PERSONNEL SERVICES	110,055	109,975	107,687	120,298	107,716	0	107,716	107,716
	62319 - BEARCAT MAINTENANCE	0	0	100	0	100	0	100	100
	62435 - TRAINING	14,237	16,962	24,000	24,000	26,200	0	26,200	26,200
	62700 - SUPPLIES AND MATERIALS	6	2,660	1,000	1,000	1,000	0	1,000	1,000
	62745 - TACTICAL SUPPLIES	7,174	6,456	9,800	9,800	9,800	0	9,800	9,800
	62773 - WEAPONS TRAINING SUPPLIES	26,545	31,895	33,000	32,644	33,000	0	33,000	33,000
62000 - OPERATING EXPENDITURES	47,962	57,972	67,900	67,444	70,100	0	70,100	70,100	
01402 - POLICE TRAINING	158,018	167,947	175,587	187,742	177,816	0	177,816	177,816	
01403 - POLICE PATROL	61303 - SUPERVISORY PERSONNEL	661,425	672,303	699,386	680,638	718,865	0	718,865	718,865
	61304 - GENERAL PERSONNEL	1,154,625	1,253,335	1,496,919	1,307,130	1,550,527	0	1,550,527	1,550,527
	61501 - REGULAR OVERTIME	42,060	48,751	54,000	54,612	54,000	0	54,000	54,000
	61507 - COURT OVERTIME	46,781	27,889	44,000	22,459	44,000	0	44,000	44,000
	61520 - OT-VACATION REPLACEMENT	117,527	112,566	50,100	131,405	50,100	0	50,100	50,100
	61521 - OT-SICK REPLACEMENT	43,891	66,855	18,600	34,701	18,600	0	18,600	18,600
	61522 - OT-PERSONAL DAY REPLACE	16,617	16,383	9,800	23,227	9,800	0	9,800	9,800
	61529 - OT-SHIFT VACANCIES	87,151	69,266	8,000	68,112	8,000	0	8,000	8,000
	61531 - HOLIDAY OVERTIME	25,219	27,843	26,880	51,831	27,552	0	27,552	27,552
	61601 - HOLIDAY PAY	92,543	89,553	100,416	97,048	102,926	0	102,926	102,926
	61608 - POLICE INCENTIVES	36,367	40,200	38,650	38,650	33,350	0	33,350	33,350
	61612 - POLICE HIRING INCENTIVES	0	0	0	1,500	0	0	0	0
	61701 - HEALTH INSURANCE	458,878	468,625	561,776	504,829	624,702	0	624,702	624,702
	61702 - DENTAL INSURANCE	30,046	30,369	38,003	36,931	42,223	0	42,223	42,223
	61703 - RETIREMENT CONTRIBUTIONS	83	1,277	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	33,214	34,750	36,928	36,026	37,957	0	37,957	37,957
	61705 - WORKERS COMPENSATION	40,904	39,690	36,816	41,283	38,742	0	38,742	38,742
	61714 - RET - POLICE	683,308	712,058	724,041	714,022	744,218	0	744,218	744,218
	61901 - RECRUITMENT	10,487	23,531	0	5,140	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	7,129	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	3,588,254	3,735,246	3,944,315	3,849,544	4,105,562	0	4,105,562	4,105,562
	62120 - LABORATORY SERVICES	0	0	400	400	400	0	400	400
	62205 - PC REPLACEMENT CHARGE	12,036	11,900	11,972	11,972	12,167	0	12,167	12,167
	62206 - PW FLEET CHARGE	211,272	216,182	226,373	226,373	236,008	0	236,008	236,008
	62308 - NETWORK MAINTENANCE	4,841	5,281	5,282	4,526	5,282	0	5,282	5,282
	62312 - K-9 UNIT SUPPORT	3,964	50	4,500	0	4,500	0	4,500	4,500
	62700 - SUPPLIES AND MATERIALS	1,941	5,802	3,085	1,595	3,085	0	3,085	3,085
62701 - OFFICE SUPPLIES	0	15	0	0	0	0	0	0	
68008 - GRANT MATCH	3,296	3,492	3,950	3,950	3,950	0	3,950	3,950	
62000 - OPERATING EXPENDITURES	237,350	242,723	255,562	248,816	265,392	0	265,392	265,392	
01403 - POLICE PATROL	3,825,603	3,977,970	4,199,877	4,098,360	4,370,954	0	4,370,954	4,370,954	
01405 - POLICE SPECIAL SERVICES	61303 - SUPERVISORY PERSONNEL	87,648	89,010	92,547	90,658	93,974	0	93,974	93,974
	61304 - GENERAL PERSONNEL	188,903	192,341	198,083	195,024	202,911	0	202,911	202,911
	61306 - HOURLY PERSONNEL	52,780	47,793	51,138	51,138	52,416	0	52,416	52,416
	61307 - PART TIME EMPLOYEES	102,139	109,113	112,183	112,183	116,426	0	116,426	116,426
	61601 - HOLIDAY PAY	4,677	11,882	12,641	12,641	12,957	0	12,957	12,957
	61608 - POLICE INCENTIVES	3,300	4,050	3,800	3,550	4,900	0	4,900	4,900
	61701 - HEALTH INSURANCE	73,211	53,627	70,423	70,000	75,005	0	75,005	75,005
	61702 - DENTAL INSURANCE	4,476	4,127	4,546	4,081	4,546	0	4,546	4,546
	61703 - RETIREMENT CONTRIBUTIONS	6,419	6,559	6,489	6,530	6,792	0	6,792	6,792
	61704 - SOCIAL SECURITY	18,251	18,395	15,654	1,800	19,939	0	19,939	19,939

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01405 - POLICE SPECIAL SERVICES	61705 - WORKERS COMPENSATION	7,169	7,042	5,172	7,152	6,667	0	6,667	6,667
	61714 - RET - POLICE	67,136	70,478	70,183	72,425	72,195	0	72,195	72,195
	61000 - PERSONNEL SERVICES	616,110	614,417	642,860	627,182	668,728	0	668,728	668,728
	62100 - PROFESSIONAL/TECH SVCS	7,096	6,401	7,100	6,500	7,100	0	7,100	7,100
	62205 - PC REPLACEMENT CHARGE	1,584	1,467	1,604	1,604	1,741	0	1,741	1,741
	62206 - PW FLEET CHARGE	72,852	74,849	78,404	78,404	81,695	0	81,695	81,695
	62310 - SAFETY PROGRAM MAINT.	7,962	1,970	5,941	13,668	10,741	0	10,741	10,741
	62311 - EQUIPMENT MAINTENANCE	4,335	741	1,113	1,226	1,113	0	1,113	1,113
	62503 - ELECTRICITY	6,491	7,354	4,900	7,170	7,200	0	7,200	7,200
	62741 - EVIDENCE SECURITY	885	73	900	900	900	0	900	900
	62000 - OPERATING EXPENDITURES	101,205	92,855	99,962	109,472	110,490	0	110,490	110,490
01405 - POLICE SPECIAL SERVICES	717,315	707,271	742,822	736,654	779,218	0	779,218	779,218	
01407 - POLICE INVESTIGATION	61303 - SUPERVISORY PERSONNEL	87,685	143,340	92,547	90,658	93,974	0	93,974	93,974
	61304 - GENERAL PERSONNEL	345,129	287,812	394,843	318,288	406,931	0	406,931	406,931
	61305 - ADMINISTRATIVE PERSONNEL	51,648	52,790	53,196	53,515	55,676	0	55,676	55,676
	61501 - REGULAR OVERTIME	25,911	22,705	23,000	24,975	23,000	0	23,000	23,000
	61601 - HOLIDAY PAY	25,171	20,670	31,275	33,319	32,057	0	32,057	32,057
	61608 - POLICE INCENTIVES	7,750	8,500	10,500	10,500	10,950	0	10,950	10,950
	61701 - HEALTH INSURANCE	113,655	109,315	149,282	128,571	158,530	0	158,530	158,530
	61702 - DENTAL INSURANCE	8,296	8,893	11,147	10,649	11,147	0	11,147	11,147
	61703 - RETIREMENT CONTRIBUTIONS	5,878	6,005	6,008	6,974	6,219	0	6,219	6,219
	61704 - SOCIAL SECURITY	9,527	9,558	10,823	10,415	12,479	0	12,479	12,479
	61705 - WORKERS COMPENSATION	9,024	8,271	9,755	7,859	8,471	0	8,471	8,471
	61714 - RET - POLICE	144,653	139,531	149,388	140,687	161,173	0	161,173	161,173
	61000 - PERSONNEL SERVICES	834,328	817,392	941,764	836,410	980,608	0	980,608	980,608
	62103 - TECHNICAL SERVICES	1,522	4,115	4,000	3,500	4,000	0	4,000	4,000
	62175 - OTHER SERVICES	649	65	750	700	750	0	750	750
	62205 - PC REPLACEMENT CHARGE	1,944	2,343	2,292	2,292	2,114	0	2,114	2,114
	62206 - PW FLEET CHARGE	52,764	53,928	60,309	60,309	62,453	0	62,453	62,453
	62445 - PHOTOGRAPHY & PROCESSING	595	0	750	604	750	0	750	750
	62700 - SUPPLIES AND MATERIALS	731	3,474	800	446	800	0	800	800
	62744 - MINOR COMPUTER EQUIPMENT	469	227	500	492	500	0	500	500
	62755 - UNIFORMS	4,200	3,733	4,900	3,500	4,900	0	4,900	4,900
62000 - OPERATING EXPENDITURES	62,875	67,885	74,301	71,843	76,267	0	76,267	76,267	
01407 - POLICE INVESTIGATION	897,203	885,277	1,016,065	908,253	1,056,875	0	1,056,875	1,056,875	
01408 - POLICE PROSECUTION	61303 - SUPERVISORY PERSONNEL	76,447	77,771	80,493	78,290	81,702	0	81,702	81,702
	61601 - HOLIDAY PAY	3,953	4,113	4,236	4,216	4,342	0	4,342	4,342
	61608 - POLICE INCENTIVES	250	2,400	1,900	1,500	1,750	0	1,750	1,750
	61701 - HEALTH INSURANCE	24,979	24,129	25,600	25,319	27,805	0	27,805	27,805
	61702 - DENTAL INSURANCE	1,525	1,571	1,728	1,554	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,160	1,233	1,222	1,266	1,273	0	1,273	1,273
	61705 - WORKERS COMPENSATION	1,510	1,449	1,473	1,510	1,300	0	1,300	1,300
	61714 - RET - POLICE	23,735	25,097	24,742	25,203	24,960	0	24,960	24,960
	61000 - PERSONNEL SERVICES	133,560	137,763	141,394	138,858	144,861	0	144,861	144,861
	62102 - PROFESSIONAL SERVICES	98,339	100,142	101,403	101,403	103,431	0	103,431	103,431
	62205 - PC REPLACEMENT CHARGE	492	564	600	600	710	0	710	710
	62701 - OFFICE SUPPLIES	0	137	100	100	100	0	100	100
	62715 - BOOKS AND PERIODICALS	596	459	800	400	800	0	800	800
	62755 - UNIFORMS	700	700	700	700	700	0	700	700
62000 - OPERATING EXPENDITURES	100,127	102,002	103,603	103,203	105,741	0	105,741	105,741	
01408 - POLICE PROSECUTION	233,687	239,765	244,997	242,061	250,602	0	250,602	250,602	
DEPARTMENT TOTAL	6,957,173	7,264,419	7,637,775	7,456,341	7,854,747	0	7,854,747	7,854,747	

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PUBLIC WORKS

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02000 - PW ADMINISTRATION	61301 - DEPARTMENT HEAD	124,249	127,087	123,087	125,679	125,679	0	125,679	125,679	
	61303 - SUPERVISORY PERSONNEL	103,711	105,956	106,771	109,849	109,020	0	109,020	109,020	
	61304 - GENERAL PERSONNEL	270	1,468	0	792	0	0	0	0	
	61305 - ADMINISTRATIVE PERSONNEL	77,572	78,979	81,552	83,590	83,865	0	83,865	83,865	
	61501 - REGULAR OVERTIME	1,318	571	0	276	0	0	0	0	
	61602 - STAND-BY PAY	12,670	12,740	12,775	12,775	12,775	0	12,775	12,775	
	61605 - SICK & INJURY	28,951	30,498	30,228	24,160	28,645	0	28,645	28,645	
	61607 - VACATION	126,060	146,034	131,436	140,200	136,126	0	136,126	136,126	
	61701 - HEALTH INSURANCE	69,639	76,769	81,543	58,841	57,449	0	57,449	57,449	
	61702 - DENTAL INSURANCE	4,498	4,421	5,653	3,471	3,976	0	3,976	3,976	
	61703 - RETIREMENT CONTRIBUTIONS	54,025	57,258	54,269	58,035	55,415	0	55,415	55,415	
	61704 - SOCIAL SECURITY	35,588	38,018	37,167	39,388	37,952	0	37,952	37,952	
	61705 - WORKERS COMPENSATION	7,614	8,701	6,629	9,075	6,946	0	6,946	6,946	
	61901 - RECRUITMENT	1,241	703	0	440	0	0	0	0	
	61000 - PERSONNEL SERVICES	647,406	689,201	671,110	666,571	657,848	0	657,848	657,848	
	62103 - TECHNICAL SERVICES	0	10,718	0	0	0	0	0	0	
	62120 - LABORATORY SERVICES	1,986	1,836	1,800	1,174	1,800	0	1,800	1,800	
	62205 - PC REPLACEMENT CHARGE	2,268	2,300	3,171	3,171	2,350	0	2,350	2,350	
	62206 - PW FLEET CHARGE	7,380	7,289	7,613	7,613	7,843	0	7,843	7,843	
	62301 - OFFICE EQUIPMENT MAINT.	558	558	600	560	600	0	600	600	
	62310 - SAFETY PROGRAM MAINT.	4,861	5,712	7,000	7,000	7,000	0	7,000	7,000	
	62430 - TRAVEL	259	666	300	280	300	0	300	300	
	62435 - TRAINING	1,661	3,944	1,100	1,200	1,200	0	1,200	1,200	
	62436 - MEETINGS & DUES	917	959	950	900	900	0	900	900	
	62510 - TELEPHONE	6,245	6,596	6,200	6,395	6,500	0	6,500	6,500	
	62701 - OFFICE SUPPLIES	1,968	1,567	2,300	2,480	2,500	0	2,500	2,500	
	62755 - UNIFORMS	9,353	9,570	11,000	10,500	11,000	0	11,000	11,000	
	62000 - OPERATING EXPENDITURES	37,455	51,716	42,034	41,273	41,993	0	41,993	41,993	
	02000 - PW ADMINISTRATION	684,861	740,917	713,144	707,844	699,841	0	699,841	699,841	
	02001 - ENGINEERING	61304 - GENERAL PERSONNEL	161,907	170,895	175,259	175,631	178,960	0	178,960	178,960
		61401 - TEMPORARY PERSONNEL	1,880	120	0	0	0	0	0	0
61701 - HEALTH INSURANCE		49,688	50,396	53,984	53,984	55,328	0	55,328	55,328	
61702 - DENTAL INSURANCE		3,049	3,142	3,456	3,142	3,456	0	3,456	3,456	
61703 - RETIREMENT CONTRIBUTIONS		18,425	19,441	19,576	19,618	19,990	0	19,990	19,990	
61704 - SOCIAL SECURITY		12,150	12,953	13,407	13,324	13,690	0	13,690	13,690	
61705 - WORKERS COMPENSATION		5,283	5,839	5,204	6,000	5,744	0	5,744	5,744	
61901 - RECRUITMENT		0	586	0	0	0	0	0	0	
61000 - PERSONNEL SERVICES		252,381	263,372	270,887	271,699	277,168	0	277,168	277,168	
62103 - TECHNICAL SERVICES		17,664	16,371	14,500	33,200	14,500	0	14,500	14,500	
62205 - PC REPLACEMENT CHARGE		4,236	4,008	4,100	4,100	3,944	0	3,944	3,944	
62206 - PW FLEET CHARGE		26,880	27,943	28,477	28,477	29,306	0	29,306	29,306	
62306 - SOFTWARE MAINTENANCE		1,717	1,560	2,000	1,700	2,000	0	2,000	2,000	
62435 - TRAINING		3,180	2,326	2,500	3,300	2,000	0	2,000	2,000	
62436 - MEETINGS & DUES		1,169	1,037	1,000	1,050	1,500	0	1,500	1,500	
62701 - OFFICE SUPPLIES		787	606	500	400	500	0	500	500	
62744 - MINOR COMPUTER EQUIPMENT		419	131	450	400	450	0	450	450	
62760 - OPERATING SUPPLIES		3,748	5,195	4,500	4,000	4,500	0	4,500	4,500	
63409 - EQUIPMENT ACQUISITION		0	0	0	0	15,507	0	15,507	15,507	
62000 - OPERATING EXPENDITURES		59,800	59,178	58,027	76,627	74,207	0	74,207	74,207	
02001 - ENGINEERING		312,181	322,550	328,914	348,326	351,375	0	351,375	351,375	
02002 - NON- DEPARTMENTAL	61304 - GENERAL PERSONNEL	49,854	57,766	51,296	80,656	54,269	0	54,269	54,269	
	61501 - REGULAR OVERTIME	4,827	3,781	2,317	8,315	2,317	0	2,317	2,317	
	61701 - HEALTH INSURANCE	18,927	8,301	18,748	4,585	21,611	0	21,611	21,611	
	61702 - DENTAL INSURANCE	1,027	443	1,053	1,053	1,166	0	1,166	1,166	

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
02002 - NON-DEPARTMENTAL	61703 - RETIREMENT CONTRIBUTIONS	6,224	6,818	6,481	8,745	6,321	0	6,321	6,321
	61704 - SOCIAL SECURITY	4,100	4,664	4,439	8,929	4,329	0	4,329	4,329
	61705 - WORKERS COMPENSATION	1,664	2,003	1,589	2,440	1,811	0	1,811	1,811
	61000 - PERSONNEL SERVICES	86,624	83,776	85,923	114,723	91,823	0	91,823	91,823
	62206 - PW FLEET CHARGE	16,560	17,282	18,231	18,231	29,394	0	29,394	29,394
	62740 - OTHER MAINT. SUPPLIES	21	1,867	10,000	12,594	10,000	0	10,000	10,000
	62760 - OPERATING SUPPLIES	3,879	1,471	1,838	10,355	1,838	0	1,838	1,838
	62000 - OPERATING EXPENDITURES	20,460	20,620	30,069	41,180	41,232	0	41,232	41,232
02002 - NON-DEPARTMENTAL		107,084	104,396	115,992	155,903	133,055	0	133,055	133,055
02003 - STREET PLOWING	61304 - GENERAL PERSONNEL	24,947	16,347	22,515	13,481	23,516	0	23,516	23,516
	61501 - REGULAR OVERTIME	34,310	12,461	29,240	14,852	29,240	0	29,240	29,240
	61611 - OUT OF CLASS PAY	0	0	2,000	0	0	0	0	0
	61701 - HEALTH INSURANCE	16,362	7,169	8,229	8,229	9,364	0	9,364	9,364
	61702 - DENTAL INSURANCE	887	383	462	462	505	0	505	505
	61703 - RETIREMENT CONTRIBUTIONS	6,744	3,041	6,004	3,165	5,893	0	5,893	5,893
	61704 - SOCIAL SECURITY	4,452	2,187	4,112	2,147	4,036	0	4,036	4,036
	61705 - WORKERS COMPENSATION	1,465	729	1,473	790	1,477	0	1,477	1,477
	61000 - PERSONNEL SERVICES	89,168	42,317	74,036	43,126	74,031	0	74,031	74,031
	62206 - PW FLEET CHARGE	73,452	76,676	79,162	79,162	82,845	0	82,845	82,845
	62000 - OPERATING EXPENDITURES	73,452	76,676	79,162	79,162	82,845	0	82,845	82,845
02003 - STREET PLOWING		162,620	118,993	153,198	122,288	156,876	0	156,876	156,876
02004 - SIDEWALK PLOWING	61304 - GENERAL PERSONNEL	4,743	5,619	5,243	3,951	5,899	0	5,899	5,899
	61501 - REGULAR OVERTIME	10,508	7,146	3,840	6,607	3,840	0	3,840	3,840
	61701 - HEALTH INSURANCE	7,125	3,112	1,916	1,916	2,349	0	2,349	2,349
	61702 - DENTAL INSURANCE	387	166	108	108	127	0	127	127
	61703 - RETIREMENT CONTRIBUTIONS	1,724	1,286	1,065	1,179	1,088	0	1,088	1,088
	61704 - SOCIAL SECURITY	1,149	968	730	799	745	0	745	745
	61705 - WORKERS COMPENSATION	386	285	261	278	295	0	295	295
	61000 - PERSONNEL SERVICES	26,022	18,582	13,163	14,838	14,343	0	14,343	14,343
	62206 - PW FLEET CHARGE	48,876	51,027	57,572	57,572	54,889	0	54,889	54,889
	62000 - OPERATING EXPENDITURES	48,876	51,027	57,572	57,572	54,889	0	54,889	54,889
02004 - SIDEWALK PLOWING		74,898	69,609	70,735	72,410	69,232	0	69,232	69,232
02005 - STREET SALTING & SANDING	61304 - GENERAL PERSONNEL	10,561	20,576	12,238	8,556	13,942	0	13,942	13,942
	61501 - REGULAR OVERTIME	20,580	22,220	19,800	21,983	19,800	0	19,800	19,800
	61701 - HEALTH INSURANCE	13,559	5,925	4,473	4,473	5,552	0	5,552	5,552
	61702 - DENTAL INSURANCE	736	318	251	251	300	0	300	300
	61703 - RETIREMENT CONTRIBUTIONS	3,545	4,736	3,697	3,396	3,769	0	3,769	3,769
	61704 - SOCIAL SECURITY	2,343	3,248	2,532	2,310	2,581	0	2,581	2,581
	61705 - WORKERS COMPENSATION	795	1,105	907	733	945	0	945	945
	61000 - PERSONNEL SERVICES	52,120	58,128	43,898	41,702	46,889	0	46,889	46,889
	62206 - PW FLEET CHARGE	79,548	83,043	88,566	88,566	89,239	0	89,239	89,239
	62000 - OPERATING EXPENDITURES	79,548	83,043	88,566	88,566	89,239	0	89,239	89,239
02005 - STREET SALTING & SANDING		131,668	141,171	132,464	130,268	136,128	0	136,128	136,128
02006 - SIDEWALK SALT & SANDING	61304 - GENERAL PERSONNEL	4,549	1,831	2,525	2,282	2,391	0	2,391	2,391
	61701 - HEALTH INSURANCE	198	108	923	923	952	0	952	952
	61702 - DENTAL INSURANCE	9	5	52	52	51	0	51	51
	61703 - RETIREMENT CONTRIBUTIONS	503	117	306	253	267	0	267	267
	61704 - SOCIAL SECURITY	341	140	210	171	183	0	183	183
	61705 - WORKERS COMPENSATION	143	34	75	73	76	0	76	76
	61000 - PERSONNEL SERVICES	5,743	2,234	4,091	3,754	3,920	0	3,920	3,920
	62206 - PW FLEET CHARGE	20,568	21,466	22,645	22,645	42,673	0	42,673	42,673
62000 - OPERATING EXPENDITURES	20,568	21,466	22,645	22,645	42,673	0	42,673	42,673	
02006 - SIDEWALK SALT & SANDING		26,311	23,700	26,736	26,399	46,593	0	46,593	46,593
02007 - HAULING SNOW	61304 - GENERAL PERSONNEL	9,155	6,327	9,926	5,045	10,059	0	10,059	10,059
	61501 - REGULAR OVERTIME	1,969	1,343	2,406	847	2,406	0	2,406	2,406

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02007 - HAULING SNOW	61701 - HEALTH INSURANCE	6,362	2,748	3,628	3,628	4,006	0	4,006	4,006
	61702 - DENTAL INSURANCE	374	166	204	204	216	0	216	216
	61703 - RETIREMENT CONTRIBUTIONS	1,266	873	1,473	657	1,392	0	1,392	1,392
	61704 - SOCIAL SECURITY	838	581	1,009	448	954	0	954	954
	61705 - WORKERS COMPENSATION	460	293	361	297	350	0	350	350
	61000 - PERSONNEL SERVICES	20,424	12,331	19,007	11,126	19,383	0	19,383	19,383
	62206 - PW FLEET CHARGE	57,156	59,667	67,743	67,743	64,183	0	64,183	64,183
	62000 - OPERATING EXPENDITURES	57,156	59,667	67,743	67,743	64,183	0	64,183	64,183
02007 - HAULING SNOW	77,580	71,998	86,750	78,869	83,566	0	83,566	83,566	
02008 - SAND STOCK PILING	61304 - GENERAL PERSONNEL	2,708	532	4,645	680	4,182	0	4,182	4,182
	61701 - HEALTH INSURANCE	92	50	1,698	1,698	1,665	0	1,665	1,665
	61702 - DENTAL INSURANCE	5	3	95	95	90	0	90	90
	61703 - RETIREMENT CONTRIBUTIONS	308	60	564	564	467	0	467	467
	61704 - SOCIAL SECURITY	206	40	386	386	320	0	320	320
	61705 - WORKERS COMPENSATION	84	17	138	138	133	0	133	133
	61000 - PERSONNEL SERVICES	3,403	702	7,526	3,561	6,857	0	6,857	6,857
	62206 - PW FLEET CHARGE	4,272	4,457	4,701	4,701	4,794	0	4,794	4,794
62000 - OPERATING EXPENDITURES	4,272	4,457	4,701	4,701	4,794	0	4,794	4,794	
02008 - SAND STOCK PILING	7,675	5,159	12,227	8,262	11,651	0	11,651	11,651	
02009 - OTHER WINTER MAINTENANCE	61304 - GENERAL PERSONNEL	65,251	65,002	101,863	39,376	98,852	0	98,852	98,852
	61501 - REGULAR OVERTIME	2,502	281	1,950	2,029	1,950	0	1,950	1,950
	61701 - HEALTH INSURANCE	16,663	2,296	37,228	37,228	39,362	0	39,362	39,362
	61702 - DENTAL INSURANCE	191	103	2,091	2,091	2,124	0	2,124	2,124
	61703 - RETIREMENT CONTRIBUTIONS	7,674	7,215	12,575	4,624	11,260	0	11,260	11,260
	61704 - SOCIAL SECURITY	5,083	4,943	8,612	3,135	7,111	0	7,111	7,111
	61705 - WORKERS COMPENSATION	2,121	2,041	3,084	1,310	2,822	0	2,822	2,822
	61000 - PERSONNEL SERVICES	99,485	81,882	167,403	89,793	163,481	0	163,481	163,481
	62206 - PW FLEET CHARGE	26,052	27,196	37,422	37,422	29,254	0	29,254	29,254
	62503 - ELECTRICITY	1,159	1,265	500	583	500	0	500	500
	62604 - EQUIPMENT RENTAL	0	0	8,000	8,265	8,000	0	8,000	8,000
	62740 - OTHER MAINT. SUPPLIES	382,553	321,330	305,021	305,021	305,021	0	305,021	305,021
	62760 - OPERATING SUPPLIES	4,046	5,483	5,342	5,342	5,342	0	5,342	5,342
62000 - OPERATING EXPENDITURES	413,810	355,274	356,285	356,633	348,117	0	348,117	348,117	
02009 - OTHER WINTER MAINTENANCE	513,295	437,155	523,688	446,426	511,598	0	511,598	511,598	
02010 - STREET MAINTENANCE	61304 - GENERAL PERSONNEL	208,494	225,027	202,208	157,690	227,920	0	227,920	227,920
	61501 - REGULAR OVERTIME	5,583	6,033	1,203	10,919	1,203	0	1,203	1,203
	61701 - HEALTH INSURANCE	82,943	137,164	73,914	170,418	90,771	0	90,771	90,771
	61702 - DENTAL INSURANCE	3,820	6,472	4,152	7,700	4,899	0	4,899	4,899
	61703 - RETIREMENT CONTRIBUTIONS	24,300	25,511	24,667	19,536	25,593	0	25,593	25,593
	61704 - SOCIAL SECURITY	16,092	17,602	16,894	13,433	17,528	0	17,528	17,528
	61705 - WORKERS COMPENSATION	6,660	7,197	6,051	5,445	6,415	0	6,415	6,415
	61901 - RECRUITMENT	0	268	0	849	0	0	0	0
	61000 - PERSONNEL SERVICES	347,892	425,273	329,089	385,990	374,329	0	374,329	374,329
	62206 - PW FLEET CHARGE	112,404	117,334	128,579	128,579	126,215	0	126,215	126,215
	62331 - ROAD AND STREET MAINT.	224,585	31,548	182,417	182,417	182,417	0	182,417	182,417
	62435 - TRAINING	299	0	0	0	0	0	0	0
	62740 - OTHER MAINT. SUPPLIES	87,937	84,501	111,551	141,551	111,551	0	111,551	111,551
	62760 - OPERATING SUPPLIES	7,902	14,134	3,500	4,055	3,500	0	3,500	3,500
	63409 - EQUIPMENT ACQUISITION	52,636	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	485,762	247,518	426,047	456,602	423,683	0	423,683	423,683	
02010 - STREET MAINTENANCE	833,655	672,791	755,136	842,592	798,012	0	798,012	798,012	
02011 - SIDEWALK REPAIRS	61304 - GENERAL PERSONNEL	6,123	7,332	6,803	3,401	8,195	0	8,195	8,195
	61501 - REGULAR OVERTIME	298	491	380	190	380	0	380	380
	61701 - HEALTH INSURANCE	1,316	717	2,487	1,250	3,263	0	3,263	3,263
	61702 - DENTAL INSURANCE	60	32	140	70	176	0	176	176

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02011 - SIDEWALK REPAIRS	61703 - RETIREMENT CONTRIBUTIONS	731	885	867	430	958	0	958	958
	61704 - SOCIAL SECURITY	480	593	594	293	656	0	656	656
	61705 - WORKERS COMPENSATION	228	246	213	107	240	0	240	240
	61000 - PERSONNEL SERVICES	9,237	10,296	11,484	5,741	13,868	0	13,868	13,868
	62206 - PW FLEET CHARGE	60,036	62,669	64,481	64,481	37,412	0	37,412	37,412
	62760 - OPERATING SUPPLIES	17,808	5,226	15,000	7,000	15,000	0	15,000	15,000
	62000 - OPERATING EXPENDITURES	77,844	67,895	79,481	71,481	52,412	0	52,412	52,412
02011 - SIDEWALK REPAIRS		87,081	78,191	90,965	77,222	66,280	0	66,280	66,280
02012 - STREET SWEEPING	61304 - GENERAL PERSONNEL	1,278	289	366	366	398	0	398	398
	61701 - HEALTH INSURANCE	0	0	134	134	158	0	158	158
	61702 - DENTAL INSURANCE	0	0	8	8	9	0	9	9
	61703 - RETIREMENT CONTRIBUTIONS	145	33	44	44	50	0	50	50
	61704 - SOCIAL SECURITY	96	22	30	30	34	0	34	34
	61705 - WORKERS COMPENSATION	41	9	11	11	13	0	13	13
	61000 - PERSONNEL SERVICES	1,560	353	593	593	662	0	662	662
	62331 - ROAD AND STREET MAINT.	121,645	110,290	139,125	139,125	139,125	0	139,125	139,125
	62000 - OPERATING EXPENDITURES	121,645	110,290	139,125	139,125	139,125	0	139,125	139,125
02012 - STREET SWEEPING		123,205	110,643	139,718	139,718	139,787	0	139,787	139,787
02013 - BRIDGE REPAIRS	61304 - GENERAL PERSONNEL	5,282	3,097	3,887	3,000	2,979	0	2,979	2,979
	61701 - HEALTH INSURANCE	65	36	1,421	1,215	1,186	0	1,186	1,186
	61702 - DENTAL INSURANCE	3	2	80	65	64	0	64	64
	61703 - RETIREMENT CONTRIBUTIONS	601	342	471	471	377	0	377	377
	61704 - SOCIAL SECURITY	394	234	323	323	258	0	258	258
	61705 - WORKERS COMPENSATION	170	100	116	116	95	0	95	95
	61000 - PERSONNEL SERVICES	6,515	3,809	6,298	5,190	4,959	0	4,959	4,959
	62206 - PW FLEET CHARGE	2,004	2,092	2,398	2,398	2,250	0	2,250	2,250
	62760 - OPERATING SUPPLIES	0	193	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	2,004	2,285	3,398	3,398	3,250	0	3,250	3,250
	02013 - BRIDGE REPAIRS		8,519	6,095	9,696	8,588	8,209	0	8,209
02014 - ROAD SIDES & GRAVEL ROADS	61304 - GENERAL PERSONNEL	61,198	91,966	59,803	102,031	71,993	0	71,993	71,993
	61501 - REGULAR OVERTIME	232	431	0	322	0	0	0	0
	61701 - HEALTH INSURANCE	26,999	39,583	21,858	48,441	28,669	0	28,669	28,669
	61702 - DENTAL INSURANCE	1,587	2,408	1,228	2,715	1,547	0	1,547	1,547
	61703 - RETIREMENT CONTRIBUTIONS	6,993	10,441	7,255	11,452	8,042	0	8,042	8,042
	61704 - SOCIAL SECURITY	4,593	6,990	4,968	7,757	5,507	0	5,507	5,507
	61705 - WORKERS COMPENSATION	1,909	3,011	1,780	3,301	2,016	0	2,016	2,016
	61000 - PERSONNEL SERVICES	103,510	154,829	96,892	176,019	117,774	0	117,774	117,774
	62206 - PW FLEET CHARGE	48,456	50,571	55,269	55,269	54,399	0	54,399	54,399
	62740 - OTHER MAINT. SUPPLIES	0	0	1,000	1,000	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	8,949	5,377	7,500	3,737	7,500	0	7,500	7,500
	62000 - OPERATING EXPENDITURES	57,405	55,948	63,769	60,006	62,899	0	62,899	62,899
	02014 - ROAD SIDES & GRAVEL ROADS		160,915	210,776	160,661	236,025	180,673	0	180,673
02015 - TRASH PICK-UP	61304 - GENERAL PERSONNEL	2,785	2,888	1,882	6,917	2,452	0	2,452	2,452
	61701 - HEALTH INSURANCE	209	114	688	688	976	0	976	976
	61702 - DENTAL INSURANCE	9	5	39	39	53	0	53	53
	61703 - RETIREMENT CONTRIBUTIONS	317	304	228	772	274	0	274	274
	61704 - SOCIAL SECURITY	210	219	156	524	188	0	188	188
	61705 - WORKERS COMPENSATION	90	86	56	222	69	0	69	69
	61000 - PERSONNEL SERVICES	3,619	3,616	3,049	9,162	4,011	0	4,011	4,011
	62206 - PW FLEET CHARGE	9,672	10,096	10,555	10,555	10,860	0	10,860	10,860
	62760 - OPERATING SUPPLIES	93	1,588	1,000	1,577	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	9,765	11,684	11,555	12,132	11,860	0	11,860	11,860	
02015 - TRASH PICK-UP		13,383	15,300	14,604	21,294	15,871	0	15,871	15,871
02016 - SIGN MAINTENANCE	61304 - GENERAL PERSONNEL	30,514	41,607	42,640	41,024	43,745	0	43,745	43,745
	61501 - REGULAR OVERTIME	152	8	0	87	0	0	0	0

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02016 - SIGN MAINTENANCE	61701 - HEALTH INSURANCE	20,425	8,899	15,584	885	17,419	0	17,419	17,419
	61702 - DENTAL INSURANCE	1,191	532	875	44	940	0	940	940
	61703 - RETIREMENT CONTRIBUTIONS	3,491	4,733	5,173	4,596	4,886	0	4,886	4,886
	61704 - SOCIAL SECURITY	2,319	3,170	3,543	3,134	3,346	0	3,346	3,346
	61705 - WORKERS COMPENSATION	966	1,340	1,269	1,323	1,225	0	1,225	1,225
	61000 - PERSONNEL SERVICES	59,059	60,288	69,084	51,093	71,562	0	71,562	71,562
	62205 - PC REPLACEMENT CHARGE	0	2,000	2,000	2,000	2,000	0	2,000	2,000
	62206 - PW FLEET CHARGE	21,780	22,739	15,352	15,352	24,551	0	24,551	24,551
	62740 - OTHER MAINT. SUPPLIES	0	0	0	1,450	0	0	0	0
	62760 - OPERATING SUPPLIES	24,708	14,525	23,271	21,500	23,271	0	23,271	23,271
	62000 - OPERATING EXPENDITURES	46,488	39,264	40,623	40,302	49,822	0	49,822	49,822
02016 - SIGN MAINTENANCE	105,547	99,553	109,707	91,395	121,384	0	121,384	121,384	
02017 - PAVEMENT MARKINGS	61304 - GENERAL PERSONNEL	285	628	1,472	4,533	1,418	0	1,418	1,418
	61501 - REGULAR OVERTIME	0	0	0	220	0	0	0	0
	61701 - HEALTH INSURANCE	362	197	538	1,571	564	0	564	564
	61702 - DENTAL INSURANCE	17	9	30	90	30	0	30	30
	61703 - RETIREMENT CONTRIBUTIONS	32	71	179	537	158	0	158	158
	61704 - SOCIAL SECURITY	21	48	122	1,080	108	0	108	108
	61705 - WORKERS COMPENSATION	9	20	44	543	40	0	40	40
	61000 - PERSONNEL SERVICES	726	973	2,385	8,574	2,319	0	2,319	2,319
	62206 - PW FLEET CHARGE	4,188	4,366	4,605	4,605	4,696	0	4,696	4,696
	62331 - ROAD AND STREET MAINT.	66,615	16,637	78,445	78,445	99,945	0	99,945	99,945
	62760 - OPERATING SUPPLIES	231	46	2,000	2,000	2,000	0	2,000	2,000
62000 - OPERATING EXPENDITURES	71,034	21,049	85,050	85,050	106,641	0	106,641	106,641	
02017 - PAVEMENT MARKINGS	71,760	22,022	87,435	93,624	108,960	0	108,960	108,960	
02018 - STREET LIGHTING	62374 - STREET LIGHT MAINTENANCE	15,936	32,047	5,000	61,845	5,000	0	5,000	5,000
	62503 - ELECTRICITY	125,307	108,182	95,000	68,881	95,000	0	95,000	95,000
	62760 - OPERATING SUPPLIES	2,125	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	143,368	140,229	100,000	130,726	100,000	0	100,000	100,000
02018 - STREET LIGHTING	143,368	140,229	100,000	130,726	100,000	0	100,000	100,000	
02019 - FORESTRY	61304 - GENERAL PERSONNEL	11,366	4,534	16,076	4,919	15,323	0	15,323	15,323
	61501 - REGULAR OVERTIME	1,408	463	133	0	133	0	133	133
	61701 - HEALTH INSURANCE	22,667	9,626	5,876	5,876	6,102	0	6,102	6,102
	61702 - DENTAL INSURANCE	801	344	330	330	329	0	329	329
	61703 - RETIREMENT CONTRIBUTIONS	1,454	532	1,965	687	1,726	0	1,726	1,726
	61704 - SOCIAL SECURITY	954	380	1,346	468	1,182	0	1,182	1,182
	61705 - WORKERS COMPENSATION	385	152	482	261	433	0	433	433
	61000 - PERSONNEL SERVICES	39,035	16,030	26,208	12,541	25,229	0	25,229	25,229
	62206 - PW FLEET CHARGE	5,400	5,639	6,812	6,812	6,066	0	6,066	6,066
	62372 - TREE/FORESTRY MAINTENANCE	55,750	27,675	40,600	58,933	40,600	0	40,600	40,600
	62373 - TREE PLANTING	1,485	2,823	3,000	2,600	3,000	0	3,000	3,000
62760 - OPERATING SUPPLIES	552	2,520	1,000	759	1,000	0	1,000	1,000	
62000 - OPERATING EXPENDITURES	63,187	38,657	51,412	69,104	50,666	0	50,666	50,666	
02019 - FORESTRY	102,222	54,687	77,620	81,645	75,895	0	75,895	75,895	
02020 - DOWNTOWN MEMORIAL TREES	61304 - GENERAL PERSONNEL	3	5	0	0	2	0	2	2
	61701 - HEALTH INSURANCE	44	24	0	0	1	0	1	1
	61702 - DENTAL INSURANCE	2	1	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	0	1	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	0	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	0	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	50	31	0	0	3	0	3	3
	62372 - TREE/FORESTRY MAINTENANCE	0	1,300	5,100	5,100	5,100	0	5,100	5,100
	62760 - OPERATING SUPPLIES	0	55	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	0	1,355	5,100	5,100	5,100	0	5,100	5,100	
02020 - DOWNTOWN MEMORIAL TREES	50	1,386	5,100	5,100	5,103	0	5,103	5,103	

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02021 - ENCLOSED DRAINAGE MAINT	61304 - GENERAL PERSONNEL	83,127	70,842	160,634	57,831	143,690	0	143,690	143,690
	61501 - REGULAR OVERTIME	2,858	1,326	1,970	329	1,970	0	1,970	1,970
	61701 - HEALTH INSURANCE	4,305	2,346	62,746	0	57,217	0	57,217	57,217
	61702 - DENTAL INSURANCE	195	105	3,459	0	3,088	0	3,088	3,088
	61703 - RETIREMENT CONTRIBUTIONS	9,667	8,126	19,130	6,495	16,270	0	16,270	16,270
	61704 - SOCIAL SECURITY	6,430	5,472	13,103	4,404	11,143	0	11,143	11,143
	61705 - WORKERS COMPENSATION	2,617	2,300	4,613	1,868	4,078	0	4,078	4,078
	61000 - PERSONNEL SERVICES	109,199	90,517	265,655	70,927	237,457	0	237,457	237,457
	62206 - PW FLEET CHARGE	67,968	70,946	134,351	134,351	141,722	0	141,722	141,722
	62760 - OPERATING SUPPLIES	15,110	16,619	25,150	7,600	25,150	0	25,150	25,150
	62000 - OPERATING EXPENDITURES	83,078	87,565	159,501	141,951	166,872	0	166,872	166,872
02021 - ENCLOSED DRAINAGE MAINT	192,277	178,082	425,156	212,878	404,329	0	404,329	404,329	
02022 - CATCH BASIN CLEANING	61304 - GENERAL PERSONNEL	34,246	15,472	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	1,819	992	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	83	44	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	3,897	1,748	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	2,559	1,169	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	1,062	495	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	43,666	19,919	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	59,076	61,668	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	28	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	59,104	61,668	0	0	0	0	0	0
	02022 - CATCH BASIN CLEANING	102,770	81,587	0	0	0	0	0	0
02023 - ASHUELOT RIVER DRAINAGE	61304 - GENERAL PERSONNEL	1,600	6,113	2,218	4,177	3,189	0	3,189	3,189
	61701 - HEALTH INSURANCE	225	123	811	811	1,270	0	1,270	1,270
	61702 - DENTAL INSURANCE	10	5	46	46	69	0	69	69
	61703 - RETIREMENT CONTRIBUTIONS	182	677	269	466	356	0	356	356
	61704 - SOCIAL SECURITY	119	465	184	316	244	0	244	244
	61705 - WORKERS COMPENSATION	51	197	66	133	89	0	89	89
	61000 - PERSONNEL SERVICES	2,188	7,581	3,594	5,949	5,217	0	5,217	5,217
	62206 - PW FLEET CHARGE	12,900	13,462	14,201	14,201	14,480	0	14,480	14,480
	62760 - OPERATING SUPPLIES	0	241	0	350	0	0	0	0
	62000 - OPERATING EXPENDITURES	12,900	13,703	14,201	14,551	14,480	0	14,480	14,480
	02023 - ASHUELOT RIVER DRAINAGE	15,088	21,283	17,795	20,500	19,697	0	19,697	19,697
02024 - OPEN DRAINAGE MAINT	61304 - GENERAL PERSONNEL	513	518	5,983	6,230	4,920	0	4,920	4,920
	61701 - HEALTH INSURANCE	468	255	2,186	2,420	1,959	0	1,959	1,959
	61702 - DENTAL INSURANCE	21	11	123	323	105	0	105	105
	61703 - RETIREMENT CONTRIBUTIONS	58	59	725	986	550	0	550	550
	61704 - SOCIAL SECURITY	38	39	496	558	376	0	376	376
	61705 - WORKERS COMPENSATION	16	17	178	378	138	0	138	138
	61000 - PERSONNEL SERVICES	1,114	900	9,691	10,895	8,048	0	8,048	8,048
	62206 - PW FLEET CHARGE	6,360	6,640	23,027	23,027	12,522	0	12,522	12,522
	62760 - OPERATING SUPPLIES	0	0	3,750	2,750	3,750	0	3,750	3,750
	62000 - OPERATING EXPENDITURES	6,360	6,640	26,777	25,777	16,272	0	16,272	16,272
	02024 - OPEN DRAINAGE MAINT	7,474	7,540	36,468	36,672	24,320	0	24,320	24,320
02025 - BEAVER BROOK DRAINAGE	61304 - GENERAL PERSONNEL	2,135	3,392	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	222	122	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	10	5	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	243	371	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	160	257	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	65	108	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	2,835	4,255	0	0	0	0	0	0

**City of Keene, New Hampshire
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Department Cost Center Detail**

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
02025 - BEAVER BROOK DRAINAGE	62206 - PW FLEET CHARGE	4,092	4,275	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	3,461	3,975	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	7,553	8,250	0	0	0	0	0	0
02025 - BEAVER BROOK DRAINAGE		10,388	12,505	0	0	0	0	0	0
02026 - DRAINAGE AREA CLEANING	61304 - GENERAL PERSONNEL	213	1,121	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	41	2	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	6,988	3,059	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	379	163	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	29	128	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	19	85	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	8	36	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	7,677	4,594	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	696	728	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	696	728	0	0	0	0	0	0
02026 - DRAINAGE AREA CLEANING		8,373	5,322	0	0	0	0	0	0
02027 - DOWNTOWN MAINTENANCE	61304 - GENERAL PERSONNEL	65,363	62,288	91,148	43,336	83,381	0	83,381	83,381
	61501 - REGULAR OVERTIME	636	769	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	1,474	802	48,829	7,349	33,202	0	33,202	33,202
	61702 - DENTAL INSURANCE	67	36	2,611	378	1,792	0	1,792	1,792
	61703 - RETIREMENT CONTRIBUTIONS	7,053	6,725	14,002	4,892	9,314	0	9,314	9,314
	61704 - SOCIAL SECURITY	4,925	4,743	7,495	3,320	6,379	0	6,379	6,379
	61705 - WORKERS COMPENSATION	2,022	2,032	2,684	1,405	2,335	0	2,335	2,335
	61000 - PERSONNEL SERVICES	81,540	77,396	166,769	60,680	136,402	0	136,402	136,402
	62206 - PW FLEET CHARGE	16,908	17,646	18,615	18,615	18,891	0	18,891	18,891
	62300 - REPAIR & MAINTENANCE SVCS	15,694	19,207	36,525	25,000	36,525	0	36,525	36,525
	62374 - STREET LIGHT MAINTENANCE	9,550	25,923	1,517	17,563	1,517	0	1,517	1,517
	62501 - WATER	9,100	15,633	10,000	10,650	10,000	0	10,000	10,000
	62503 - ELECTRICITY	6,520	10,098	8,000	6,427	8,000	0	8,000	8,000
	62760 - OPERATING SUPPLIES	651	92	0	919	0	0	0	0
	62000 - OPERATING EXPENDITURES	58,423	88,600	74,657	79,174	74,933	0	74,933	74,933
02027 - DOWNTOWN MAINTENANCE		139,963	165,996	241,426	139,854	211,335	0	211,335	211,335
02028 - HAZARDOUS WASTE SITE	62103 - TECHNICAL SERVICES	0	0	2,029	8,351	2,029	0	2,029	2,029
	62120 - LABORATORY SERVICES	2,340	765	4,065	4,065	4,065	0	4,065	4,065
	62121 - MONITORING/INSPECTIONS	2,780	3,392	43,754	43,754	43,745	0	43,745	43,745
	62448 - HAULING AND DISPOSAL	0	0	6,324	6,324	6,320	0	6,320	6,320
	62760 - OPERATING SUPPLIES	120	345	1,530	1,530	1,530	0	1,530	1,530
	62000 - OPERATING EXPENDITURES	5,240	4,502	57,702	64,024	57,689	0	57,689	57,689
02028 - HAZARDOUS WASTE SITE		5,240	4,502	57,702	64,024	57,689	0	57,689	57,689
02029 - LEAF PICKUP	61304 - GENERAL PERSONNEL	27,266	23,941	30,722	31,036	31,236	0	31,236	31,236
	61501 - REGULAR OVERTIME	5,287	7,105	3,400	8,008	3,400	0	3,400	3,400
	61701 - HEALTH INSURANCE	0	0	11,229	11,229	0	0	0	0
	61702 - DENTAL INSURANCE	0	0	631	631	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	3,705	3,533	4,107	4,361	3,869	0	3,869	3,869
	61704 - SOCIAL SECURITY	2,438	2,350	2,812	2,963	2,650	0	2,650	2,650
	61705 - WORKERS COMPENSATION	996	924	1,007	1,217	970	0	970	970
	61000 - PERSONNEL SERVICES	39,692	37,853	53,908	59,445	42,124	0	42,124	42,124
	62206 - PW FLEET CHARGE	45,132	47,115	30,321	30,321	50,681	0	50,681	50,681
	62760 - OPERATING SUPPLIES	455	571	1,020	767	1,020	0	1,020	1,020
62000 - OPERATING EXPENDITURES	45,587	47,686	31,341	31,088	51,701	0	51,701	51,701	
02029 - LEAF PICKUP		85,279	85,539	85,249	90,533	93,825	0	93,825	93,825
DEPARTMENT TOTAL		4,314,729	4,009,678	4,578,286	4,389,386	4,631,284	0	4,631,284	4,631,284
TOTAL		27,009,999	27,661,475	29,661,380	29,325,919	30,161,482	209,291	30,370,773	30,370,773

**City of Keene, New Hampshire
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Fund Cost Center Detail**

PARKING FUND

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01500 - PARKING LOTS & METERS	61303 - SUPERVISORY PERSONNEL	57,559	63,254	59,992	61,642	126,609	0	126,609	126,609
	61304 - GENERAL PERSONNEL	66,377	75,308	97,436	70,974	101,979	0	101,979	101,979
	61307 - PART TIME EMPLOYEES	71,182	72,061	77,779	78,437	83,120	0	83,120	83,120
	61501 - REGULAR OVERTIME	0	146	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	23,348	24,282	28,911	25,982	57,325	0	57,325	57,325
	61702 - DENTAL INSURANCE	1,258	1,070	1,635	1,447	2,126	0	2,126	2,126
	61703 - RETIREMENT CONTRIBUTIONS	14,104	15,779	17,585	14,813	25,533	0	25,533	25,533
	61704 - SOCIAL SECURITY	14,625	15,639	17,993	10,145	23,846	0	23,846	23,846
	61705 - WORKERS COMPENSATION	2,984	3,284	2,761	1,963	3,775	0	3,775	3,775
	61901 - RECRUITMENT	0	325	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	251,437	271,148	304,092	265,402	424,312	0	424,312	424,312
	62102 - PROFESSIONAL SERVICES	76,742	78,528	78,576	78,576	0	0	0	0
	62103 - TECHNICAL SERVICES	9,287	9,239	16,900	16,900	11,648	33,000	44,648	44,648
	62176 - CITY ADMIN CHARGE	245,748	248,362	220,363	220,363	99,308	0	99,308	99,308
	62205 - PC REPLACEMENT CHARGE	588	527	845	845	1,087	0	1,087	1,087
	62206 - PW FLEET CHARGE	7,380	7,289	7,613	7,613	7,843	0	7,843	7,843
	62208 - TAXES	1,142	2,224	4,408	4,408	2,339	0	2,339	2,339
	62311 - EQUIPMENT MAINTENANCE	3,868	0	3,900	3,900	3,900	0	3,900	3,900
	62435 - TRAINING	0	718	500	500	2,000	0	2,000	2,000
	62446 - CLEANING ALLOWANCE	600	600	600	600	600	0	600	600
	62510 - TELEPHONE	2,850	1,974	2,484	2,484	2,484	0	2,484	2,484
	62602 - OFFICE SPACE RENTAL	10,248	10,513	10,854	10,854	11,111	0	11,111	11,111
	62701 - OFFICE SUPPLIES	7,012	8,162	10,523	10,523	9,523	0	9,523	9,523
	62710 - POSTAGE	3,528	2,948	4,000	4,000	4,000	0	4,000	4,000
	62720 - REPAIR PARTS	1,927	339	5,000	5,000	5,000	0	5,000	5,000
	62755 - UNIFORMS	2,381	2,356	3,500	3,500	3,500	0	3,500	3,500
	62760 - OPERATING SUPPLIES	3,622	7,120	2,000	2,000	2,000	0	2,000	2,000
63409 - EQUIPMENT ACQUISITION	20,821	2,284	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES	397,742	383,183	372,066	372,066	166,343	33,000	199,343	199,343	
01500 - PARKING LOTS & METERS	649,179	654,331	676,158	637,468	590,655	33,000	623,655	623,655	
01501 - OUTSIDE SERVICES	61304 - GENERAL PERSONNEL	14,758	21,643	14,151	9,883	19,823	0	19,823	19,823
	61401 - TEMPORARY PERSONNEL	11,423	10,641	12,180	10,333	12,179	0	12,179	12,179
	61501 - REGULAR OVERTIME	7,043	5,306	4,664	2,385	4,664	0	4,664	4,664
	61701 - HEALTH INSURANCE	16,891	16,354	5,167	14,506	7,894	0	7,894	7,894
	61702 - DENTAL INSURANCE	762	685	290	589	426	0	426	426
	61703 - RETIREMENT CONTRIBUTIONS	2,481	3,040	2,201	1,353	2,735	0	2,735	2,735
	61704 - SOCIAL SECURITY	2,528	2,877	2,371	1,747	2,805	0	2,805	2,805
	61705 - WORKERS COMPENSATION	813	1,151	849	468	630	0	630	630
	61000 - PERSONNEL SERVICES	56,700	61,696	41,873	41,264	51,156	0	51,156	51,156
	62203 - SNOW PLOWING	56,113	58,576	62,082	62,082	63,288	0	63,288	63,288
	62204 - STREET SWEEPING	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
	62330 - PARKING LOT MAINTENANCE	0	1,014	4,000	3,265	4,000	0	4,000	4,000
	62340 - GROUNDS MAINTENANCE	90,676	92,685	120,713	120,713	92,685	0	92,685	92,685
	62503 - ELECTRICITY	776	726	850	710	850	0	850	850
	62740 - OTHER MAINT. SUPPLIES	0	0	2,000	1,371	2,000	0	2,000	2,000
	62760 - OPERATING SUPPLIES	9,060	6,162	8,500	4,979	8,500	0	8,500	8,500
	62000 - OPERATING EXPENDITURES	160,624	163,164	202,145	197,120	175,323	0	175,323	175,323
01501 - OUTSIDE SERVICES	217,324	224,860	244,018	238,384	226,479	0	226,479	226,479	
01502 - CITY HALL PRKNG FACILITY	61304 - GENERAL PERSONNEL	1,794	587	1,726	822	1,934	0	1,934	1,934
	61501 - REGULAR OVERTIME	801	1,005	600	397	600	0	600	600
	61701 - HEALTH INSURANCE	1,769	3,551	628	3,149	770	0	770	770

**City of Keene, New Hampshire
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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
01502 - CITY HALL PRKNG FACILITY	61702 - DENTAL INSURANCE	167	148	35	126	42	0	42	42
	61703 - RETIREMENT CONTRIBUTIONS	295	181	276	138	312	0	312	312
	61704 - SOCIAL SECURITY	199	124	189	97	209	0	209	209
	61705 - WORKERS COMPENSATION	68	29	67	17	77	0	77	77
	61000 - PERSONNEL SERVICES	5,093	5,625	3,521	4,746	3,944	0	3,944	3,944
	62206 - PW FLEET CHARGE	5,844	6,094	6,428	6,428	6,555	0	6,555	6,555
	62740 - OTHER MAINT. SUPPLIES	0	0	500	200	500	0	500	500
	62760 - OPERATING SUPPLIES	8,144	3,807	11,000	7,000	11,000	0	11,000	11,000
	62000 - OPERATING EXPENDITURES	13,988	9,901	17,928	13,628	18,055	0	18,055	18,055
	01502 - CITY HALL PRKNG FACILITY	19,082	15,526	21,449	18,374	21,999	0	21,999	21,999
01503 - WELLS ST PRKNG FACILITY	61304 - GENERAL PERSONNEL	2,838	1,518	1,979	2,943	2,415	0	2,415	2,415
	61501 - REGULAR OVERTIME	213	467	900	873	900	0	900	900
	61701 - HEALTH INSURANCE	(9,102)	1,400	721	1,241	729	0	729	729
	61702 - DENTAL INSURANCE	66	58	40	48	52	0	52	52
	61703 - RETIREMENT CONTRIBUTIONS	347	226	340	401	415	0	415	415
	61704 - SOCIAL SECURITY	231	152	233	242	284	0	284	284
	61705 - WORKERS COMPENSATION	94	59	84	102	91	0	91	91
	61000 - PERSONNEL SERVICES	(5,312)	3,880	4,297	5,850	4,886	0	4,886	4,886
	62206 - PW FLEET CHARGE	5,844	6,094	6,428	6,428	6,555	0	6,555	6,555
	62503 - ELECTRICITY	4,119	5,356	5,990	3,707	5,990	0	5,990	5,990
	62740 - OTHER MAINT. SUPPLIES	7,319	1,512	11,870	5,000	11,870	0	11,870	11,870
	62760 - OPERATING SUPPLIES	1,023	500	6,740	3,400	3,000	0	3,000	3,000
	62000 - OPERATING EXPENDITURES	18,305	13,462	31,028	18,535	27,415	0	27,415	27,415
	01503 - WELLS ST PRKNG FACILITY	12,993	17,342	35,325	24,385	32,301	0	32,301	32,301
01520 - CAPITAL APPROPRIATION	62208 - TAXES	252,899	252,141	259,705	255,402	0	0	0	0
	65101 - PRINCIPAL	685,000	520,000	520,000	520,000	465,000	0	465,000	465,000
	65102 - INTEREST ON BONDED DEBT	99,750	81,250	69,025	69,025	37,100	0	37,100	37,100
	68010 - CAPITAL RESERVE	60,000	60,000	60,000	60,000	60,000	0	60,000	60,000
	68011 - CAPITAL PROJECT TRANSFER	118,708	59,700	52,300	52,300	0	0	0	0
	62000 - OPERATING EXPENDITURES	1,216,357	973,091	961,030	956,727	562,100	0	562,100	562,100
01520 - CAPITAL APPROPRIATION	1,216,357	973,091	961,030	956,727	562,100	0	562,100	562,100	
TOTAL	2,114,934	1,885,150	1,937,980	1,875,338	1,433,535	33,000	1,466,535	1,466,535	

**City of Keene, New Hampshire
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SOLID WASTE

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
10000 - SW ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	76,941	78,665	79,270	81,251	80,939	0	80,939	80,939
	61401 - TEMPORARY PERSONNEL	2,171	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	11,823	19,352	20,730	20,060	21,246	0	21,246	21,246
	61702 - DENTAL INSURANCE	1,171	1,206	1,327	1,167	1,327	0	1,327	1,327
	61703 - RETIREMENT CONTRIBUTIONS	8,756	8,949	8,854	9,075	9,041	0	9,041	9,041
	61704 - SOCIAL SECURITY	5,994	5,944	6,064	6,215	6,192	0	6,192	6,192
	61705 - WORKERS COMPENSATION	1,127	1,202	1,066	1,068	1,688	0	1,688	1,688
	61901 - RECRUITMENT	81	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	108,064	115,318	117,311	118,836	120,434	0	120,434	120,434
	62120 - LABORATORY SERVICES	381	212	0	0	0	0	0	0
	62176 - CITY ADMIN CHARGE	476,208	489,972	488,324	488,324	539,851	0	539,851	539,851
	62425 - ADVERTISING	6,886	13,333	9,000	9,333	9,000	0	9,000	9,000
	62435 - TRAINING	732	733	750	750	750	0	750	750
	62436 - MEETINGS & DUES	819	1,819	1,200	1,159	1,200	0	1,200	1,200
	62447 - PUBLIC AWARENESS	1,639	3,490	10,000	10,000	10,000	0	10,000	10,000
	62701 - OFFICE SUPPLIES	80	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	486,745	509,558	509,274	509,566	560,801	0	560,801	560,801
10000 - SW ADMINISTRATION	594,808	624,876	626,585	628,402	681,235	0	681,235	681,235	
10001 - TFR/RECYCLING FACILITY	61307 - PART TIME EMPLOYEES	60,580	63,832	73,930	57,182	75,778	0	75,778	75,778
	61704 - SOCIAL SECURITY	4,634	4,883	5,656	4,383	5,797	0	5,797	5,797
	61705 - WORKERS COMPENSATION	910	1,116	1,041	996	1,581	0	1,581	1,581
	61000 - PERSONNEL SERVICES	66,125	69,831	80,627	62,561	83,156	0	83,156	83,156
	62201 - JANITORIAL	3,672	4,690	4,000	4,596	4,600	0	4,600	4,600
	62205 - PC REPLACEMENT CHARGE	852	1,019	1,037	1,037	1,085	0	1,085	1,085
	62301 - OFFICE EQUIPMENT MAINT.	1,147	7,410	5,775	4,621	5,500	0	5,500	5,500
	62350 - BUILDING MAINTENANCE	50,970	28,766	25,000	26,350	25,000	0	25,000	25,000
	62503 - ELECTRICITY	12,895	19,820	3,500	7,714	7,500	0	7,500	7,500
	62510 - TELEPHONE	1,495	1,675	1,200	1,200	1,200	0	1,200	1,200
	62760 - OPERATING SUPPLIES	3,596	2,188	3,000	2,978	3,000	0	3,000	3,000
	65101 - PRINCIPAL	38,500	33,500	58,500	58,500	58,500	0	58,500	58,500
	65102 - INTEREST ON BONDED DEBT	9,635	13,818	22,340	22,340	18,895	0	18,895	18,895
	62000 - OPERATING EXPENDITURES	122,762	112,887	124,352	129,336	125,280	0	125,280	125,280
10001 - TFR/RECYCLING FACILITY	188,887	182,718	204,979	191,897	208,436	0	208,436	208,436	
10002 - SW OPERATIONS	61304 - GENERAL PERSONNEL	107,325	106,412	107,399	87,219	111,414	0	111,414	111,414
	61501 - REGULAR OVERTIME	16,927	19,070	29,809	25,769	30,405	1,086	31,491	31,491
	61701 - HEALTH INSURANCE	40,270	43,417	46,502	36,588	37,663	0	37,663	37,663
	61702 - DENTAL INSURANCE	2,998	2,453	2,709	2,006	2,273	0	2,273	2,273
	61703 - RETIREMENT CONTRIBUTIONS	14,117	14,274	15,326	12,619	15,841	121	15,962	15,962
	61704 - SOCIAL SECURITY	9,325	9,526	10,496	8,570	10,849	83	10,932	10,932
	61705 - WORKERS COMPENSATION	3,346	3,381	3	2,897	2,958	23	2,981	2,981
	61000 - PERSONNEL SERVICES	194,309	198,533	212,244	175,668	211,404	1,313	212,717	212,717
	62103 - TECHNICAL SERVICES	0	2,552	0	0	0	0	0	0
	62311 - EQUIPMENT MAINTENANCE	15,566	(187)	7,500	7,500	7,500	0	7,500	7,500
	62448 - HAULING AND DISPOSAL	2,580,702	2,702,613	2,590,286	2,325,184	2,519,286	0	2,519,286	2,519,286
	62455 - CONTRACTED SERVICES	39,884	37,671	28,750	24,782	28,750	0	28,750	28,750
	62760 - OPERATING SUPPLIES	34,684	31,699	31,300	29,799	31,000	0	31,000	31,000
	65301 - LEASE PAYMENTS	60,237	83,460	66,738	66,738	66,738	0	66,738	66,738
	62000 - OPERATING EXPENDITURES	2,731,072	2,857,808	2,724,574	2,454,003	2,653,274	0	2,653,274	2,653,274
10002 - SW OPERATIONS	2,925,381	3,056,341	2,936,818	2,629,671	2,864,678	1,313	2,865,991	2,865,991	
10003 - SW RECYCLING	61304 - GENERAL PERSONNEL	212,684	224,759	226,360	225,042	240,851	0	240,851	240,851
	61501 - REGULAR OVERTIME	43,784	47,496	34,832	43,732	35,529	3,189	38,718	38,718

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
10003 - SW RECYCLING	61701 - HEALTH INSURANCE	84,497	86,990	93,160	89,909	95,644	0	95,644	95,644
	61702 - DENTAL INSURANCE	4,620	5,009	5,527	4,846	5,527	0	5,527	5,527
	61703 - RETIREMENT CONTRIBUTIONS	29,115	30,971	29,184	30,020	30,872	357	31,229	31,229
	61704 - SOCIAL SECURITY	19,062	20,479	19,987	20,192	21,143	243	21,386	21,386
	61705 - WORKERS COMPENSATION	6,119	6,316	5,314	6,260	5,765	66	5,831	5,831
	61000 - PERSONNEL SERVICES	399,881	422,019	414,364	420,001	435,331	3,855	439,186	439,186
	62206 - PW FLEET CHARGE	106,152	92,240	97,063	97,063	99,340	0	99,340	99,340
	62310 - SAFETY PROGRAM MAINT.	1,060	6,095	2,200	1,514	2,200	0	2,200	2,200
	62311 - EQUIPMENT MAINTENANCE	35,736	19,838	15,000	15,321	15,000	0	15,000	15,000
	62350 - BUILDING MAINTENANCE	5,832	12,584	0	0	0	0	0	0
	62435 - TRAINING	667	346	750	750	750	0	750	750
	62448 - HAULING AND DISPOSAL	10,174	10,652	7,600	6,210	7,600	0	7,600	7,600
	62455 - CONTRACTED SERVICES	26,997	30,450	25,900	14,548	25,000	0	25,000	25,000
	62733 - TOOLS	197	0	500	500	500	0	500	500
	62755 - UNIFORMS	3,917	3,957	3,700	3,801	3,900	0	3,900	3,900
	62760 - OPERATING SUPPLIES	6,947	13,528	13,500	11,750	13,500	0	13,500	13,500
	62000 - OPERATING EXPENDITURES	197,679	189,689	166,213	151,457	167,790	0	167,790	167,790
10003 - SW RECYCLING	597,561	611,709	580,577	571,458	603,121	3,855	606,976	606,976	
10005 - SW HAZARDOUS WASTE	61501 - REGULAR OVERTIME	691	580	3,239	3,239	3,304	0	3,304	3,304
	61703 - RETIREMENT CONTRIBUTIONS	79	66	362	362	369	0	369	369
	61704 - SOCIAL SECURITY	52	44	248	248	253	0	253	253
	61705 - WORKERS COMPENSATION	12	10	66	66	69	0	69	69
	61000 - PERSONNEL SERVICES	834	699	3,915	3,915	3,995	0	3,995	3,995
	62103 - TECHNICAL SERVICES	27,008	17,313	95,241	82,964	87,942	0	87,942	87,942
	65101 - PRINCIPAL	10,175	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	37,183	17,313	95,241	82,964	87,942	0	87,942	87,942
10005 - SW HAZARDOUS WASTE	38,017	18,012	99,156	86,879	91,937	0	91,937	91,937	
10006 - SW DEMOLITION TFR/DISP	61307 - PART TIME EMPLOYEES	43,693	42,501	42,448	43,160	53,637	0	53,637	53,637
	61704 - SOCIAL SECURITY	3,343	3,251	3,247	3,301	4,103	0	4,103	4,103
	61705 - WORKERS COMPENSATION	1,103	1,047	863	1,061	1,119	0	1,119	1,119
	61000 - PERSONNEL SERVICES	48,139	46,799	46,558	47,522	58,859	0	58,859	58,859
	62448 - HAULING AND DISPOSAL	128,053	140,700	105,366	147,033	108,526	0	108,526	108,526
	62604 - EQUIPMENT RENTAL	600	600	1,200	1,200	1,200	0	1,200	1,200
	62000 - OPERATING EXPENDITURES	128,653	141,300	106,566	148,233	109,726	0	109,726	109,726
10006 - SW DEMOLITION TFR/DISP	176,792	188,098	153,124	195,755	168,585	0	168,585	168,585	
10008 - SW LANDFILL MONITORING	62120 - LABORATORY SERVICES	0	2,091	15,000	12,500	15,000	0	15,000	15,000
	62121 - MONITORING/INSPECTIONS	8,450	8,451	28,500	22,833	28,500	0	28,500	28,500
	62760 - OPERATING SUPPLIES	9,203	7,704	16,000	15,039	16,000	0	16,000	16,000
	62000 - OPERATING EXPENDITURES	17,653	18,246	59,500	50,372	59,500	0	59,500	59,500
10008 - SW LANDFILL MONITORING	17,653	18,246	59,500	50,372	59,500	0	59,500	59,500	
10009 - SW LANDFILL GAS SYSTEM	62311 - EQUIPMENT MAINTENANCE	8,382	3,791	3,000	8,370	8,370	0	8,370	8,370
	62314 - SYSTEMS MAINTENANCE	64,603	163,044	101,400	138,028	82,900	0	82,900	82,900
	62000 - OPERATING EXPENDITURES	72,985	166,835	104,400	146,398	91,270	0	91,270	91,270
10009 - SW LANDFILL GAS SYSTEM	72,985	166,835	104,400	146,398	91,270	0	91,270	91,270	
10050 - CAPITAL APPROPRIATIONS	68010 - CAPITAL RESERVE	50,000	65,000	65,000	65,000	70,000	0	70,000	70,000
	68011 - CAPITAL PROJECT TRANSFER	0	0	468,000	468,000	0	0	0	0
	62000 - OPERATING EXPENDITURES	50,000	65,000	533,000	533,000	70,000	0	70,000	70,000
10050 - CAPITAL APPROPRIATIONS	50,000	65,000	533,000	533,000	70,000	0	70,000	70,000	
TOTAL	4,662,084	4,931,835	5,298,140	5,033,832	4,838,761	5,168	4,843,929	4,843,929	

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SEWER FUND

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
08000 - SEWER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	11,619	51,963	44,805	44,291	39,271	0	39,271	39,271
	61304 - GENERAL PERSONNEL	133,087	120,125	146,643	113,597	144,869	0	144,869	144,869
	61305 - ADMINISTRATIVE PERSONNEL	5,255	5,507	6,061	4,422	6,343	0	6,343	6,343
	61501 - REGULAR OVERTIME	224	186	0	0	0	0	0	0
	61602 - STAND-BY PAY	5,954	6,090	6,388	4,621	6,388	0	6,388	6,388
	61701 - HEALTH INSURANCE	46,305	53,334	66,996	48,508	71,773	0	71,773	71,773
	61702 - DENTAL INSURANCE	2,736	3,040	3,994	3,009	4,338	0	4,338	4,338
	61703 - RETIREMENT CONTRIBUTIONS	17,768	19,974	22,062	17,907	21,991	0	21,991	21,991
	61704 - SOCIAL SECURITY	11,825	13,965	15,110	12,342	15,061	0	15,061	15,061
	61705 - WORKERS COMPENSATION	4,640	4,763	4,788	3,514	5,019	0	5,019	5,019
	61715 - RETIREMENT BENEFITS	58,792	(51,278)	0	0	0	0	0	0
	61901 - RECRUITMENT	65	410	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	298,269	228,079	316,846	252,211	315,053	0	315,053	315,053
	62103 - TECHNICAL SERVICES	0	0	2,200	2,200	0	0	0	0
	62120 - LABORATORY SERVICES	244	145	361	309	0	0	0	0
	62176 - CITY ADMIN CHARGE	284,664	268,606	248,257	248,257	263,791	0	263,791	263,791
	62205 - PC REPLACEMENT CHARGE	336	543	192	192	50	0	50	50
	62306 - SOFTWARE MAINTENANCE	5,103	3,064	5,392	5,392	3,825	0	3,825	3,825
	62310 - SAFETY PROGRAM MAINT.	3,885	3,146	1,600	2,796	1,600	0	1,600	1,600
	62430 - TRAVEL	565	602	578	650	578	0	578	578
	62435 - TRAINING	1,914	1,299	1,000	875	1,000	0	1,000	1,000
	62436 - MEETINGS & DUES	377	275	250	463	250	0	250	250
	62438 - LICENSES & CERTIFICATIONS	50	270	150	150	150	0	150	150
	62510 - TELEPHONE	1,876	1,796	2,150	1,676	2,150	0	2,150	2,150
	62602 - OFFICE SPACE RENTAL	70,068	71,867	74,202	74,202	72,880	0	72,880	72,880
	62701 - OFFICE SUPPLIES	870	984	1,900	1,649	1,900	0	1,900	1,900
	62744 - MINOR COMPUTER EQUIPMENT	114	0	0	0	0	0	0	0
	62755 - UNIFORMS	3,167	1,761	2,342	1,739	2,342	0	2,342	2,342
	65102 - INTEREST ON BONDED DEBT	105,365	117,470	83,359	83,359	105,267	0	105,267	105,267
	65202 - INTEREST ON NOTES PAYABLE	33,455	28,675	23,896	23,896	19,117	0	19,117	19,117
	66104 - LOSS ON FIXED ASSETS	0	49,568	0	0	0	0	0	0
	66105 - CLAIMS & JUDGEMENTS	1,100	0	0	0	0	0	0	0
	66201 - DEPRECIATION - BUILDINGS	2,775	2,775	3,000	3,000	3,000	0	3,000	3,000
66202 - DEPRECIATION - OTHER IMPR	549,950	554,507	555,000	555,000	555,000	0	555,000	555,000	
66203 - DEPRECIATION - MACH/EQUIP	6,730	7,242	7,000	7,000	7,000	0	7,000	7,000	
62000 - OPERATING EXPENDITURES	1,072,608	1,114,596	1,012,829	1,012,805	1,039,900	0	1,039,900	1,039,900	
08000 - SEWER ADMINISTRATION	1,370,877	1,342,675	1,329,675	1,265,016	1,354,953	0	1,354,953	1,354,953	
08001 - SEWER MAINS & MANHOLES	61304 - GENERAL PERSONNEL	109,001	104,460	113,348	79,537	127,291	0	127,291	127,291
	61501 - REGULAR OVERTIME	13,820	12,382	11,454	8,427	11,454	0	11,454	11,454
	61602 - STAND-BY PAY	79	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	32,725	46,469	58,168	42,290	63,152	0	63,152	63,152
	61702 - DENTAL INSURANCE	1,620	2,304	3,659	2,678	3,995	0	3,995	3,995
	61703 - RETIREMENT CONTRIBUTIONS	13,262	13,294	13,940	9,821	15,498	0	15,498	15,498
	61704 - SOCIAL SECURITY	8,517	8,550	9,547	6,865	10,614	0	10,614	10,614
	61705 - WORKERS COMPENSATION	2,528	2,540	2,386	1,551	2,598	0	2,598	2,598
	61000 - PERSONNEL SERVICES	181,551	189,998	212,502	151,169	234,601	0	234,601	234,601
	62120 - LABORATORY SERVICES	0	0	300	280	300	0	300	300
	62206 - PW FLEET CHARGE	78,528	82,462	87,838	87,838	89,898	0	89,898	89,898
	62314 - SYSTEMS MAINTENANCE	0	0	18,109	18,094	18,109	0	18,109	18,109
	62331 - ROAD AND STREET MAINT.	0	0	6,000	5,987	6,000	0	6,000	6,000
	62370 - OTHER IMPROVEMNTS - MAINT	0	510	10,500	10,385	10,500	0	10,500	10,500

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended	
08001 - SEWER MAINS & MANHOLES	62430 - TRAVEL	138	77	0	0	0	0	0	0	
	62448 - HAULING AND DISPOSAL	870	4,700	0	0	0	0	0	0	
	62606 - OTHER RENTALS	0	0	600	351	600	0	600	600	
	62733 - TOOLS	18	0	0	0	0	0	0	0	
	62760 - OPERATING SUPPLIES	0	20,525	25,000	23,511	25,000	0	25,000	25,000	
	66102 - CAPITALIZED EXPENDITURES	(7,675)	0	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	71,879	108,274	148,347	146,446	150,407	0	150,407	150,407	
08001 - SEWER MAINS & MANHOLES	253,430	298,272	360,849	297,615	385,008	0	385,008	385,008		
08002 - SEWER SERVICES	61304 - GENERAL PERSONNEL	1,002	76	2,628	2,047	2,943	0	2,943	2,943	
	61501 - REGULAR OVERTIME	2,083	2	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	1,321	1,071	1,335	971	1,448	0	1,448	1,448	
	61702 - DENTAL INSURANCE	72	54	84	62	92	0	92	92	
	61703 - RETIREMENT CONTRIBUTIONS	351	9	321	256	329	0	329	329	
	61704 - SOCIAL SECURITY	216	6	220	178	225	0	225	225	
	61705 - WORKERS COMPENSATION	59	2	54	40	59	0	59	59	
	61000 - PERSONNEL SERVICES	5,104	1,220	4,642	3,554	5,095	0	5,095	5,095	
	62206 - PW FLEET CHARGE	1,968	2,062	2,196	2,196	2,247	0	2,247	2,247	
	62760 - OPERATING SUPPLIES	2,700	0	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	4,668	2,062	2,196	2,196	2,247	0	2,247	2,247	
08002 - SEWER SERVICES	9,772	3,282	6,838	5,750	7,342	0	7,342	7,342		
08003 - MARTEL COURT PUMPING STN	61304 - GENERAL PERSONNEL	17,023	13,681	20,675	17,387	21,639	0	21,639	21,639	
	61501 - REGULAR OVERTIME	3,403	1,407	811	1,533	1,533	0	1,533	1,533	
	61602 - STAND-BY PAY	2,660	2,835	1,267	1,550	1,267	0	1,267	1,267	
	61701 - HEALTH INSURANCE	9,143	8,394	8,991	6,323	9,227	0	9,227	9,227	
	61702 - DENTAL INSURANCE	540	504	555	404	555	0	555	555	
	61703 - RETIREMENT CONTRIBUTIONS	2,627	2,039	2,542	2,005	2,730	0	2,730	2,730	
	61704 - SOCIAL SECURITY	1,702	1,351	1,741	1,382	1,870	0	1,870	1,870	
	61705 - WORKERS COMPENSATION	352	261	287	217	340	0	340	340	
	61000 - PERSONNEL SERVICES	37,450	30,471	36,869	30,801	39,160	0	39,160	39,160	
	62206 - PW FLEET CHARGE	2,844	2,864	3,012	3,012	3,113	0	3,113	3,113	
	62310 - SAFETY PROGRAM MAINT.	861	919	2,252	2,235	2,252	0	2,252	2,252	
	62311 - EQUIPMENT MAINTENANCE	19,429	20,560	23,391	20,487	20,487	0	20,487	20,487	
	62316 - ESCO MAINTENANCE	2,421	2,938	4,016	4,016	4,137	0	4,137	4,137	
	62317 - EQUIPMENT REPAIR	0	69	0	0	0	0	0	0	
	62350 - BUILDING MAINTENANCE	538	1,381	2,380	2,406	2,380	0	2,380	2,380	
	62375 - PERMITS	125	0	0	0	0	0	0	0	
	62501 - WATER	777	915	1,000	845	1,000	0	1,000	1,000	
	62503 - ELECTRICITY	47,569	53,807	54,500	46,317	54,500	0	54,500	54,500	
	62504 - HEATING FUEL	986	1,620	810	1,600	810	0	810	810	
	62510 - TELEPHONE	360	240	300	269	300	0	300	300	
	62734 - MINOR EQUIPMENT	0	0	100	90	100	0	100	100	
	62735 - BUILDING MAINT. SUPPLIES	0	0	100	97	100	0	100	100	
	62736 - GROUNDS MAINT SUPPLIES	134	0	200	187	200	0	200	200	
	62737 - JANITORIAL SUPPLIES	410	0	100	87	100	0	100	100	
	65102 - INTEREST ON BONDED DEBT	13,021	10,621	65,685	65,685	58,785	0	58,785	58,785	
	66201 - DEPRECIATION - BUILDINGS	3,046	3,046	3,100	3,100	3,100	0	3,100	3,100	
	66203 - DEPRECIATION - MACH/EQUIP	81,473	81,473	151,500	151,500	151,500	0	151,500	151,500	
	62000 - OPERATING EXPENDITURES	173,995	180,453	312,446	301,933	302,864	0	302,864	302,864	
	08003 - MARTEL COURT PUMPING STN	211,445	210,924	349,315	332,734	342,024	0	342,024	342,024	
	08004 - LABORATORY - SEWER	61303 - SUPERVISORY PERSONNEL	38,462	42,600	39,336	0	0	0	0	0
		61304 - GENERAL PERSONNEL	71,403	70,942	37,249	59,910	126,820	0	126,820	126,820
61501 - REGULAR OVERTIME		1,102	1,746	300	1,467	0	0	0	0	
61701 - HEALTH INSURANCE		26,541	26,845	26,765	20,829	47,995	0	47,995	47,995	

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended	
08004 - LABORATORY - SEWER	61702 - DENTAL INSURANCE	1,528	1,467	1,521	1,073	2,817	0	2,817	2,817	
	61703 - RETIREMENT CONTRIBUTIONS	12,628	13,117	8,588	6,855	14,166	0	14,166	14,166	
	61704 - SOCIAL SECURITY	8,262	8,611	5,882	4,572	9,702	0	9,702	9,702	
	61705 - WORKERS COMPENSATION	2,239	2,447	1,639	1,507	2,420	0	2,420	2,420	
	61000 - PERSONNEL SERVICES	162,165	167,777	121,282	96,213	203,920	0	203,920	203,920	
	62120 - LABORATORY SERVICES	12,805	14,334	11,500	11,872	11,500	0	11,500	11,500	
	62205 - PC REPLACEMENT CHARGE	0	286	604	604	712	0	712	712	
	62206 - PW FLEET CHARGE	3,648	3,938	3,991	3,991	4,140	0	4,140	4,140	
	62306 - SOFTWARE MAINTENANCE	907	1,003	907	0	0	0	0	0	
	62311 - EQUIPMENT MAINTENANCE	12,908	15,113	13,000	13,787	13,000	0	13,000	13,000	
	62435 - TRAINING	292	852	1,000	850	1,000	0	1,000	1,000	
	62438 - LICENSES & CERTIFICATIONS	100	50	100	122	100	0	100	100	
	62448 - HAULING AND DISPOSAL	0	0	850	0	200	0	200	200	
	62701 - OFFICE SUPPLIES	406	384	350	356	350	0	350	350	
	62760 - OPERATING SUPPLIES	12,646	20,951	11,500	12,647	11,500	0	11,500	11,500	
	62762 - LICENSES & PERMITS	835	671	1,000	900	1,000	0	1,000	1,000	
	62764 - CHEMICALS	10,964	12,358	11,800	11,213	11,800	0	11,800	11,800	
	62000 - OPERATING EXPENDITURES	55,512	69,939	56,602	56,342	55,302	0	55,302	55,302	
	08004 - LABORATORY - SEWER		217,677	237,715	177,884	152,556	259,222	0	259,222	259,222
	08005 - SEWER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	17,690	19,671	18,682	16,579	19,074	0	19,074	19,074
61304 - GENERAL PERSONNEL		19,578	15,716	32,161	28,484	33,661	0	33,661	33,661	
61501 - REGULAR OVERTIME		4,118	3,808	2,200	2,078	2,200	0	2,200	2,200	
61508 - SUPERVISORY OVERTIME		851	815	1,850	1,850	1,850	0	1,850	1,850	
61602 - STAND-BY PAY		7,350	4,725	7,840	6,528	7,840	0	7,840	7,840	
61701 - HEALTH INSURANCE		19,180	19,100	19,670	17,524	20,178	0	20,178	20,178	
61702 - DENTAL INSURANCE		1,137	1,160	1,227	996	1,227	0	1,227	1,227	
61703 - RETIREMENT CONTRIBUTIONS		5,659	5,090	6,786	5,668	7,219	0	7,219	7,219	
61704 - SOCIAL SECURITY		3,710	3,394	4,648	3,891	4,944	0	4,944	4,944	
61705 - WORKERS COMPENSATION		771	669	767	613	898	0	898	898	
61000 - PERSONNEL SERVICES		80,043	74,148	95,831	84,211	99,091	0	99,091	99,091	
62205 - PC REPLACEMENT CHARGE		1,140	557	485	485	553	0	553	553	
62206 - PW FLEET CHARGE		10,152	10,741	10,995	10,995	11,394	0	11,394	11,394	
62306 - SOFTWARE MAINTENANCE		2,267	2,507	2,267	2,772	2,772	0	2,772	2,772	
62310 - SAFETY PROGRAM MAINT.		1,273	1,216	3,668	3,470	3,668	0	3,668	3,668	
62311 - EQUIPMENT MAINTENANCE		19,600	15,235	20,221	16,562	20,221	0	20,221	20,221	
62317 - EQUIPMENT REPAIR		0	(21)	0	0	0	0	0	0	
62350 - BUILDING MAINTENANCE		800	2,829	7,654	7,125	7,654	0	7,654	7,654	
62435 - TRAINING		1,427	958	2,500	1,938	2,500	0	2,500	2,500	
62436 - MEETINGS & DUES		615	35	200	200	200	0	200	200	
62501 - WATER		68	91	0	0	0	0	0	0	
62503 - ELECTRICITY		12,084	19,743	6,137	12,866	12,500	0	12,500	12,500	
62504 - HEATING FUEL		480	1,329	770	765	770	0	770	770	
62510 - TELEPHONE		1,080	1,011	940	925	940	0	940	940	
62604 - EQUIPMENT RENTAL		192	272	500	454	500	0	500	500	
62701 - OFFICE SUPPLIES		261	333	425	400	425	0	425	425	
62733 - TOOLS		2,026	894	250	803	250	0	250	250	
62734 - MINOR EQUIPMENT		0	0	100	95	100	0	100	100	
62735 - BUILDING MAINT. SUPPLIES		34	162	200	186	200	0	200	200	
62736 - GROUNDS MAINT SUPPLIES		0	0	100	84	100	0	100	100	
62760 - OPERATING SUPPLIES	0	1	0	0	0	0	0	0		
62000 - OPERATING EXPENDITURES	53,501	57,894	57,412	60,125	64,747	0	64,747	64,747		
08005 - SEWER SYSTEM MAINTENANCE		133,544	132,042	153,243	144,336	163,838	0	163,838	163,838	
08006 -	61303 - SUPERVISORY PERSONNEL	115,478	114,827	120,074	11,713	122,600	0	122,600	122,600	

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
WASTEWATER TREATMENT	61304 - GENERAL PERSONNEL	325,912	364,523	329,544	324,230	276,286	0	276,286	276,286
	61501 - REGULAR OVERTIME	41,014	25,865	34,229	25,016	34,229	0	34,229	34,229
	61502 - DOUBLE OVERTIME	517	752	953	953	950	0	950	950
	61508 - SUPERVISORY OVERTIME	1,998	1,914	1,998	1,998	1,998	0	1,998	1,998
	61602 - STAND-BY PAY	12,845	12,688	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	169,424	155,054	166,486	152,855	143,487	0	143,487	143,487
	61702 - DENTAL INSURANCE	9,108	9,429	10,417	8,555	8,689	0	8,689	8,689
	61703 - RETIREMENT CONTRIBUTIONS	56,646	59,220	55,802	55,802	50,135	0	50,135	50,135
	61704 - SOCIAL SECURITY	37,055	39,380	38,217	36,074	34,336	0	34,336	34,336
	61705 - WORKERS COMPENSATION	7,339	7,546	6,319	6,987	6,239	0	6,239	6,239
	61000 - PERSONNEL SERVICES	777,335	791,198	776,814	636,958	691,724	0	691,724	691,724
	62102 - PROFESSIONAL SERVICES	500	508	0	645	0	0	0	0
	62103 - TECHNICAL SERVICES	2,643	4,097	8,675	8,257	8,675	0	8,675	8,675
	62120 - LABORATORY SERVICES	1,387	412	500	500	500	0	500	500
	62176 - CITY ADMIN CHARGE	380,808	409,866	372,386	372,386	407,395	0	407,395	407,395
	62201 - JANITORIAL	4,160	5,604	8,672	8,380	4,860	0	4,860	4,860
	62205 - PC REPLACEMENT CHARGE	1,164	1,504	1,000	1,000	1,180	0	1,180	1,180
	62206 - PW FLEET CHARGE	20,232	21,107	22,252	22,252	22,867	0	22,867	22,867
	62301 - OFFICE EQUIPMENT MAINT.	0	90	0	0	0	0	0	0
	62306 - SOFTWARE MAINTENANCE	8,033	8,270	8,390	8,991	8,991	0	8,991	8,991
	62310 - SAFETY PROGRAM MAINT.	6,314	1,874	4,025	4,533	4,025	0	4,025	4,025
	62311 - EQUIPMENT MAINTENANCE	86,937	117,107	134,859	149,844	134,859	0	134,859	134,859
	62316 - ESCO MAINTENANCE	2,421	2,938	4,016	3,519	4,137	0	4,137	4,137
	62350 - BUILDING MAINTENANCE	25,282	48,956	48,406	60,409	48,406	0	48,406	48,406
	62371 - RIVER GAUGE STATION MAINT	8,290	8,290	11,175	16,800	11,175	0	11,175	11,175
	62375 - PERMITS	150	0	150	150	150	0	150	150
	62430 - TRAVEL	770	415	683	150	150	0	150	150
	62435 - TRAINING	1,288	2,640	1,612	1,205	1,612	0	1,612	1,612
	62436 - MEETINGS & DUES	701	702	885	885	885	0	885	885
	62438 - LICENSES & CERTIFICATIONS	150	120	150	150	150	0	150	150
	62448 - HAULING AND DISPOSAL	353,989	373,877	364,609	364,609	364,609	0	364,609	364,609
	62501 - WATER	9,140	8,390	9,021	8,803	9,021	0	9,021	9,021
	62502 - SEWER	0	0	2,500	2,500	2,500	0	2,500	2,500
	62503 - ELECTRICITY	186,655	207,882	197,176	185,645	197,176	0	197,176	197,176
	62504 - HEATING FUEL	44,433	34,381	53,503	33,367	53,503	0	53,503	53,503
	62510 - TELEPHONE	5,262	5,679	5,073	5,036	5,073	0	5,073	5,073
	62512 - INDUSTRIAL PRE-TREATMENT	3,453	4,581	4,780	4,582	4,780	0	4,780	4,780
	62601 - LAND RENTAL	150,312	154,178	159,189	159,189	156,324	0	156,324	156,324
	62701 - OFFICE SUPPLIES	1,375	901	995	995	995	0	995	995
	62733 - TOOLS	0	480	0	135	0	0	0	0
	62734 - MINOR EQUIPMENT	9,083	27,505	4,750	14,995	4,750	0	4,750	4,750
	62735 - BUILDING MAINT. SUPPLIES	3,922	2,104	3,500	3,500	3,500	0	3,500	3,500
	62736 - GROUNDS MAINT SUPPLIES	40	140	500	500	500	0	500	500
	62737 - JANITORIAL SUPPLIES	64	110	250	250	250	0	250	250
	62744 - MINOR COMPUTER EQUIPMENT	120	0	0	110	0	0	0	0
	62755 - UNIFORMS	5,099	4,538	5,006	4,998	5,006	0	5,006	5,006
	62760 - OPERATING SUPPLIES	7,354	9,440	6,051	54,400	6,051	0	6,051	6,051
	62762 - LICENSES & PERMITS	0	125	0	0	0	0	0	0
	62764 - CHEMICALS	395,203	388,711	380,678	342,000	380,678	0	380,678	380,678
	63403 - FURNITURE & FIXTURE ACQ	0	1,799	0	0	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	3,415	3,015	2,798	2,798	2,398	0	2,398	2,398
	65202 - INTEREST ON NOTES PAYABLE	82,549	72,230	61,912	61,912	51,593	0	51,593	51,593
	66102 - CAPITALIZED EXPENDITURES	0	(9,504)	0	0	0	0	0	0

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
	66201 - DEPRECIATION - BUILDINGS	281,657	288,111	295,000	295,000	295,000	0	295,000	295,000
	66202 - DEPRECIATION - OTHER IMPR	0	0	100	100	100	0	100	100
	66203 - DEPRECIATION - MACH/EQUIP	264,217	417,499	300,000	300,000	300,000	0	300,000	300,000
	62000 - OPERATING EXPENDITURES	2,358,568	2,630,671	2,485,227	2,505,480	2,503,824	0	2,503,824	2,503,824
	08006 - WASTEWATER TREATMENT	3,135,904	3,421,868	3,262,041	3,142,438	3,195,548	0	3,195,548	3,195,548
	TOTAL	5,332,649	5,646,778	5,639,844	5,340,445	5,707,934	0	5,707,934	5,707,934

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WATER FUND

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
05000 - WATER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	11,619	29,677	44,726	4,827	39,272	0	39,272	39,272
	61304 - GENERAL PERSONNEL	65,687	63,130	77,189	69,336	86,902	0	86,902	86,902
	61305 - ADMINISTRATIVE PERSONNEL	4,851	5,084	5,594	4,955	5,855	0	5,855	5,855
	61401 - TEMPORARY PERSONNEL	0	0	5,141	5,141	0	0	0	0
	61501 - REGULAR OVERTIME	339	363	0	0	0	0	0	0
	61602 - STAND-BY PAY	6,708	6,650	6,388	6,090	6,388	0	6,388	6,388
	61609 - STIPEND	4,160	2,320	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	21,642	27,141	39,876	35,103	44,007	0	44,007	44,007
	61702 - DENTAL INSURANCE	1,207	1,487	2,260	1,240	2,604	0	2,604	2,604
	61703 - RETIREMENT CONTRIBUTIONS	10,606	11,251	14,243	9,533	15,461	0	15,461	15,461
	61704 - SOCIAL SECURITY	7,006	8,127	9,754	6,471	10,589	0	10,589	10,589
	61705 - WORKERS COMPENSATION	2,475	2,487	2,724	2,588	3,158	0	3,158	3,158
	61715 - RETIREMENT BENEFITS	(28,484)	9,797	0	0	0	0	0	0
	61901 - RECRUITMENT	65	330	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	107,882	167,845	207,895	145,284	214,237	0	214,237	214,237
	62103 - TECHNICAL SERVICES	4,290	0	3,600	3,590	3,500	0	3,500	3,500
	62120 - LABORATORY SERVICES	244	145	384	355	384	0	384	384
	62176 - CITY ADMIN CHARGE	457,524	467,094	485,804	485,796	482,005	0	482,005	482,005
	62205 - PC REPLACEMENT CHARGE	1,488	646	821	821	569	0	569	569
	62208 - TAXES	80,614	78,262	87,785	87,785	90,418	0	90,418	90,418
	62306 - SOFTWARE MAINTENANCE	7,386	3,064	4,700	4,700	3,825	0	3,825	3,825
	62310 - SAFETY PROGRAM MAINT.	3,308	6,719	1,500	2,284	1,500	0	1,500	1,500
	62316 - ESCO MAINTENANCE	2,421	2,938	4,016	4,016	4,137	0	4,137	4,137
	62340 - GROUNDS MAINTENANCE	0	4,995	0	0	0	0	0	0
	62430 - TRAVEL	165	408	393	390	393	0	393	393
	62435 - TRAINING	2,384	2,166	3,000	1,075	3,000	0	3,000	3,000
	62436 - MEETINGS & DUES	3,506	3,592	3,213	3,951	3,213	0	3,213	3,213
	62438 - LICENSES & CERTIFICATIONS	710	140	100	100	100	0	100	100
	62447 - PUBLIC AWARENESS	7,961	7,886	6,630	6,600	6,630	0	6,630	6,630
	62510 - TELEPHONE	2,814	2,706	2,800	2,080	2,800	0	2,800	2,800
	62602 - OFFICE SPACE RENTAL	70,068	71,867	74,202	74,202	72,880	0	72,880	72,880
	62604 - EQUIPMENT RENTAL	290	144	1,000	649	1,000	0	1,000	1,000
	62701 - OFFICE SUPPLIES	931	1,227	875	591	875	0	875	875
62733 - TOOLS	2,579	3,394	2,300	3,311	2,300	0	2,300	2,300	
62744 - MINOR COMPUTER EQUIPMENT	114	0	0	0	0	0	0	0	
62755 - UNIFORMS	2,302	1,972	2,150	2,176	2,150	0	2,150	2,150	
62760 - OPERATING SUPPLIES	388	800	0	0	0	0	0	0	
65102 - INTEREST ON BONDED DEBT	32,382	29,404	67,516	67,516	59,240	0	59,240	59,240	
65202 - INTEREST ON NOTES PAYABLE	14,640	11,829	9,262	9,262	6,647	0	6,647	6,647	
66104 - LOSS ON FIXED ASSETS	0	9,328	0	0	0	0	0	0	
66201 - DEPRECIATION - BUILDINGS	15,335	5,960	27,000	27,000	27,000	0	27,000	27,000	
66202 - DEPRECIATION - OTHER IMPR	642,886	639,133	655,000	655,000	655,500	0	655,500	655,500	
66203 - DEPRECIATION - MACH/EQUIP	79,348	74,310	81,000	81,000	81,000	0	81,000	81,000	
62000 - OPERATING EXPENDITURES	1,436,077	1,430,130	1,525,051	1,524,250	1,511,066	0	1,511,066	1,511,066	
05000 - WATER ADMINISTRATION	1,543,959	1,597,975	1,732,946	1,669,534	1,725,303	0	1,725,303	1,725,303	
05001 - WATER MAIN/TRENCH REPAIRS	61304 - GENERAL PERSONNEL	66,974	74,179	62,631	59,881	70,361	0	70,361	70,361
	61501 - REGULAR OVERTIME	15,553	8,505	12,276	14,234	12,276	0	12,276	12,276
	61701 - HEALTH INSURANCE	16,777	25,696	32,185	26,371	34,946	0	34,946	34,946
	61702 - DENTAL INSURANCE	817	1,271	2,023	1,625	2,210	0	2,210	2,210
	61703 - RETIREMENT CONTRIBUTIONS	10,082	9,403	8,367	8,888	9,231	0	9,231	9,231

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Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
05001 - WATER MAIN/TRENCH REPAIRS	61704 - SOCIAL SECURITY	6,487	6,026	5,730	5,833	6,322	0	6,322	6,322
	61705 - WORKERS COMPENSATION	2,185	1,967	1,394	1,921	1,439	0	1,439	1,439
	61000 - PERSONNEL SERVICES	118,875	127,046	124,606	118,753	136,783	0	136,783	136,783
	62206 - PW FLEET CHARGE	45,156	47,416	50,509	50,509	51,693	0	51,693	51,693
	62331 - ROAD AND STREET MAINT.	3,203	2,524	10,000	12,000	10,000	0	10,000	10,000
	62760 - OPERATING SUPPLIES	15,462	57,411	41,000	39,842	41,000	0	41,000	41,000
	62000 - OPERATING EXPENDITURES	63,821	107,351	101,509	102,351	102,693	0	102,693	102,693
05001 - WATER MAIN/TRENCH REPAIRS		182,696	234,398	226,115	221,104	239,476	0	239,476	239,476
05002 - WATER SUPPLY	61304 - GENERAL PERSONNEL	4,618	4,620	18,394	10,844	20,599	0	20,599	20,599
	61307 - PART TIME EMPLOYEES	0	1,719	1,550	1,381	0	0	0	0
	61501 - REGULAR OVERTIME	280	1,099	1,070	561	1,070	0	1,070	1,070
	61701 - HEALTH INSURANCE	5,385	7,559	9,342	8,000	10,133	0	10,133	10,133
	61702 - DENTAL INSURANCE	270	381	591	500	643	0	643	643
	61703 - RETIREMENT CONTRIBUTIONS	559	650	2,174	1,281	2,420	0	2,420	2,420
	61704 - SOCIAL SECURITY	360	559	1,608	1,024	1,658	0	1,658	1,658
	61705 - WORKERS COMPENSATION	112	118	390	287	414	0	414	414
	61000 - PERSONNEL SERVICES	11,583	16,705	35,119	23,878	36,938	0	36,938	36,938
	62102 - PROFESSIONAL SERVICES	6,375	1,125	3,000	3,000	3,000	0	3,000	3,000
	62121 - MONITORING/INSPECTIONS	986	580	4,800	783	4,800	0	4,800	4,800
	62206 - PW FLEET CHARGE	23,556	24,739	27,751	27,751	26,969	0	26,969	26,969
	62311 - EQUIPMENT MAINTENANCE	606	(606)	0	0	0	0	0	0
	62314 - SYSTEMS MAINTENANCE	0	0	4,990	3,118	4,990	0	4,990	4,990
	62331 - ROAD AND STREET MAINT.	0	0	0	889	0	0	0	0
	62375 - PERMITS	300	0	0	0	0	0	0	0
	62503 - ELECTRICITY	102,097	102,541	93,240	99,537	99,240	0	99,240	99,240
	62504 - HEATING FUEL	1,762	3,819	2,870	2,388	2,870	0	2,870	2,870
	62760 - OPERATING SUPPLIES	7,214	3,570	7,210	7,858	7,210	0	7,210	7,210
	62762 - LICENSES & PERMITS	3,000	3,300	3,000	3,000	3,000	0	3,000	3,000
62764 - CHEMICALS	19,581	24,479	18,400	21,018	18,400	0	18,400	18,400	
62000 - OPERATING EXPENDITURES	165,477	163,547	165,261	169,342	170,479	0	170,479	170,479	
05002 - WATER SUPPLY		177,060	180,253	200,380	193,220	207,417	0	207,417	207,417
05003 - WATER HYDRANTS	61304 - GENERAL PERSONNEL	30,948	42,997	37,585	46,896	41,960	0	41,960	41,960
	61501 - REGULAR OVERTIME	2,925	2,062	4,228	1,008	4,228	0	4,228	4,228
	61701 - HEALTH INSURANCE	10,862	15,568	19,028	15,703	20,345	0	20,345	20,345
	61702 - DENTAL INSURANCE	543	778	1,217	891	1,291	0	1,291	1,291
	61703 - RETIREMENT CONTRIBUTIONS	3,850	5,128	4,670	5,356	5,159	0	5,159	5,159
	61704 - SOCIAL SECURITY	2,495	3,308	3,199	3,531	353	0	353	353
	61705 - WORKERS COMPENSATION	772	1,146	797	1,145	860	0	860	860
	61000 - PERSONNEL SERVICES	52,393	70,986	70,723	74,530	74,196	0	74,196	74,196
	62206 - PW FLEET CHARGE	29,448	30,923	32,939	32,939	33,712	0	33,712	33,712
	62760 - OPERATING SUPPLIES	23,210	29,743	30,240	29,112	30,240	0	30,240	30,240
62000 - OPERATING EXPENDITURES	52,658	60,666	63,179	62,051	63,952	0	63,952	63,952	
05003 - WATER HYDRANTS		105,051	131,652	133,902	136,581	138,148	0	138,148	138,148
05004 - WATER METERS	61304 - GENERAL PERSONNEL	141,655	147,779	150,522	135,322	157,820	0	157,820	157,820
	61501 - REGULAR OVERTIME	5,750	3,129	3,806	2,884	3,806	0	3,806	3,806
	61701 - HEALTH INSURANCE	68,220	68,845	74,190	65,777	76,488	0	76,488	76,488
	61702 - DENTAL INSURANCE	3,962	4,055	4,486	3,633	4,524	0	4,524	4,524
	61703 - RETIREMENT CONTRIBUTIONS	16,783	17,167	17,238	15,437	18,054	0	18,054	18,054
	61704 - SOCIAL SECURITY	10,971	11,396	11,806	10,455	12,364	0	12,364	12,364
	61705 - WORKERS COMPENSATION	2,367	2,281	1,937	2,088	2,069	0	2,069	2,069
	61000 - PERSONNEL SERVICES	249,706	254,653	263,985	235,596	275,124	0	275,124	275,124
	62120 - LABORATORY SERVICES	145	172	0	0	0	0	0	0
62206 - PW FLEET CHARGE	29,196	31,508	31,928	31,928	33,124	0	33,124	33,124	

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05004 - WATER METERS	62306 - SOFTWARE MAINTENANCE	312	2,006	450	450	2,385	0	2,385	2,385
	62733 - TOOLS	80	534	450	451	450	0	450	450
	62760 - OPERATING SUPPLIES	130,203	112,169	155,417	118,612	155,417	0	155,417	155,417
	62000 - OPERATING EXPENDITURES	159,936	146,389	188,245	151,441	191,376	0	191,376	191,376
05004 - WATER METERS		409,642	401,042	452,230	387,037	466,500	0	466,500	466,500
05005 - WATER SERVICES	61304 - GENERAL PERSONNEL	21,880	14,859	10,076	12,081	11,507	0	11,507	11,507
	61501 - REGULAR OVERTIME	6,603	3,807	2,171	3,548	2,171	0	2,171	2,171
	61701 - HEALTH INSURANCE	2,598	4,267	5,494	4,620	5,993	0	5,993	5,993
	61702 - DENTAL INSURANCE	117	192	336	270	373	0	373	373
	61703 - RETIREMENT CONTRIBUTIONS	3,242	2,122	1,368	1,830	1,528	0	1,528	1,528
	61704 - SOCIAL SECURITY	2,108	1,377	937	1,227	1,046	0	1,046	1,046
	61705 - WORKERS COMPENSATION	594	419	245	359	255	0	255	255
	61000 - PERSONNEL SERVICES	37,143	27,043	20,626	23,935	22,873	0	22,873	22,873
	62206 - PW FLEET CHARGE	17,664	18,554	19,764	19,764	20,227	0	20,227	20,227
	62760 - OPERATING SUPPLIES	16,109	7,757	8,000	7,855	8,000	0	8,000	8,000
	62000 - OPERATING EXPENDITURES	33,773	26,311	27,764	27,619	28,227	0	28,227	28,227
	05005 - WATER SERVICES		70,915	53,354	48,390	51,554	51,100	0	51,100
05006 - WATER TREATMENT FACILITY	61303 - SUPERVISORY PERSONNEL	80,032	32,631	82,477	78,807	84,208	0	84,208	84,208
	61304 - GENERAL PERSONNEL	72,122	75,249	74,929	59,797	76,622	0	76,622	76,622
	61501 - REGULAR OVERTIME	8,512	7,480	9,640	7,943	9,640	0	9,640	9,640
	61602 - STAND-BY PAY	12,530	12,758	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	46,711	31,115	52,786	46,888	55,377	0	55,377	55,377
	61702 - DENTAL INSURANCE	2,108	1,475	3,046	1,713	3,120	0	3,120	3,120
	61703 - RETIREMENT CONTRIBUTIONS	19,710	14,574	20,087	17,738	20,468	0	20,468	20,468
	61704 - SOCIAL SECURITY	13,042	9,665	13,757	12,021	14,018	0	14,018	14,018
	61705 - WORKERS COMPENSATION	2,744	1,889	2,258	2,357	2,346	0	2,346	2,346
	61000 - PERSONNEL SERVICES	257,510	186,836	271,755	240,039	278,574	0	278,574	278,574
	62102 - PROFESSIONAL SERVICES	5,782	8,686	0	1,325	0	0	0	0
	62103 - TECHNICAL SERVICES	8,976	1,438	13,590	10,790	11,090	0	11,090	11,090
	62120 - LABORATORY SERVICES	0	119	100	117	100	0	100	100
	62205 - PC REPLACEMENT CHARGE	1,236	1,287	1,365	1,365	1,600	0	1,600	1,600
	62206 - PW FLEET CHARGE	17,772	17,881	18,781	18,781	23,617	0	23,617	23,617
	62305 - COPIER MAINTENANCE	861	318	1,234	222	1,234	0	1,234	1,234
	62306 - SOFTWARE MAINTENANCE	7,060	7,734	7,060	9,272	8,991	0	8,991	8,991
	62310 - SAFETY PROGRAM MAINT.	653	720	1,700	1,253	1,700	0	1,700	1,700
	62311 - EQUIPMENT MAINTENANCE	71,058	66,255	50,820	64,790	67,368	0	67,368	67,368
	62316 - ESCO MAINTENANCE	2,421	2,938	4,016	3,519	4,137	0	4,137	4,137
	62317 - EQUIPMENT REPAIR	30	0	0	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	4,159	5,380	9,784	8,992	9,784	0	9,784	9,784
	62375 - PERMITS	0	510	150	150	150	0	150	150
	62430 - TRAVEL	46	0	75	60	75	0	75	75
	62435 - TRAINING	1,295	1,152	1,577	2,404	1,577	0	1,577	1,577
	62438 - LICENSES & CERTIFICATIONS	500	0	900	900	100	0	100	100
	62501 - WATER	350	280	580	437	580	0	580	580
	62502 - SEWER	128,223	139,554	159,850	138,482	159,850	0	159,850	159,850
	62503 - ELECTRICITY	22,652	21,780	19,784	22,652	22,284	0	22,284	22,284
	62504 - HEATING FUEL	11,128	10,331	8,588	5,685	8,588	0	8,588	8,588
	62510 - TELEPHONE	3,777	4,903	3,500	3,722	3,500	0	3,500	3,500
	62512 - INDUSTRIAL PRE-TREATMENT	164	170	360	170	360	0	360	360
	62701 - OFFICE SUPPLIES	517	163	450	413	450	0	450	450
	62710 - POSTAGE	0	30	0	0	0	0	0	0
62733 - TOOLS	324	385	400	384	400	0	400	400	
62734 - MINOR EQUIPMENT	4,502	9,623	4,500	4,999	4,500	0	4,500	4,500	

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
05006 - WATER TREATMENT FACILITY	62735 - BUILDING MAINT. SUPPLIES	239	608	494	432	494	0	494	494
	62736 - GROUNDS MAINT SUPPLIES	402	621	400	417	400	0	400	400
	62737 - JANITORIAL SUPPLIES	0	79	100	85	100	0	100	100
	62755 - UNIFORMS	1,728	1,719	1,850	1,881	1,850	0	1,850	1,850
	62764 - CHEMICALS	75,729	78,285	113,263	78,701	96,715	0	96,715	96,715
	66201 - DEPRECIATION - BUILDINGS	89,568	89,568	84,018	84,018	80,000	0	80,000	80,000
	66202 - DEPRECIATION - OTHER IMPR	0	0	3,282	3,282	7,500	0	7,500	7,500
	66203 - DEPRECIATION - MACH/EQUIP	125,099	125,300	112,076	112,076	112,100	0	112,100	112,100
	62000 - OPERATING EXPENDITURES	586,250	597,815	624,647	581,776	631,194	0	631,194	631,194
05006 - WATER TREATMENT FACILITY	843,760	784,651	896,402	821,815	909,768	0	909,768	909,768	
05007 - LABORATORY - WATER	61303 - SUPERVISORY PERSONNEL	38,462	42,600	39,336	0	0	0	0	0
	61304 - GENERAL PERSONNEL	53,040	52,112	18,347	44,753	75,265	0	75,265	75,265
	61501 - REGULAR OVERTIME	542	860	300	722	300	0	300	300
	61701 - HEALTH INSURANCE	21,154	20,525	20,031	15,593	27,387	0	27,387	27,387
	61702 - DENTAL INSURANCE	1,232	1,168	1,187	839	1,620	0	1,620	1,620
	61703 - RETIREMENT CONTRIBUTIONS	10,475	10,874	6,477	5,081	8,441	0	8,441	8,441
	61704 - SOCIAL SECURITY	6,851	7,138	4,436	3,390	5,781	0	5,781	5,781
	61705 - WORKERS COMPENSATION	1,629	1,785	1,078	975	1,375	0	1,375	1,375
	61000 - PERSONNEL SERVICES	133,385	137,062	91,194	71,353	120,168	0	120,168	120,168
	62120 - LABORATORY SERVICES	24,231	20,128	25,000	21,347	25,000	0	25,000	25,000
	62121 - MONITORING/INSPECTIONS	2,416	20,572	30,000	29,850	30,000	0	30,000	30,000
	62205 - PC REPLACEMENT CHARGE	1,056	286	604	604	712	0	712	712
	62206 - PW FLEET CHARGE	3,648	3,938	3,991	4,141	4,141	0	4,141	4,141
	62306 - SOFTWARE MAINTENANCE	907	1,003	907	0	0	0	0	0
	62311 - EQUIPMENT MAINTENANCE	13,687	15,440	14,000	14,000	14,000	0	14,000	14,000
	62435 - TRAINING	1,412	(45)	1,000	500	1,000	0	1,000	1,000
	62438 - LICENSES & CERTIFICATIONS	314	0	200	100	100	0	100	100
	62448 - HAULING AND DISPOSAL	0	0	850	0	200	0	200	200
	62701 - OFFICE SUPPLIES	279	335	300	312	300	0	300	300
	62760 - OPERATING SUPPLIES	5,886	8,194	6,400	6,706	6,400	0	6,400	6,400
	62762 - LICENSES & PERMITS	1,506	2,052	2,200	0	0	0	0	0
	62764 - CHEMICALS	7,077	6,249	9,500	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	62,419	78,152	94,952	77,560	81,853	0	81,853	81,853
	05007 - LABORATORY - WATER	195,803	215,215	186,146	148,913	202,021	0	202,021	202,021
05008 - WATER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	17,690	19,671	18,682	16,580	19,074	0	19,074	19,074
	61304 - GENERAL PERSONNEL	40,183	38,370	39,053	30,450	40,874	0	40,874	40,874
	61501 - REGULAR OVERTIME	3,350	2,610	2,373	2,373	2,373	0	2,373	2,373
	61508 - SUPERVISORY OVERTIME	851	815	1,850	1,850	1,850	0	1,850	1,850
	61602 - STAND-BY PAY	2,555	5,180	4,585	5,197	4,585	0	4,585	4,585
	61701 - HEALTH INSURANCE	22,043	21,897	22,667	20,200	23,254	0	23,254	23,254
	61702 - DENTAL INSURANCE	1,306	1,327	1,412	1,146	1,412	0	1,412	1,412
	61703 - RETIREMENT CONTRIBUTIONS	7,355	7,582	6,449	6,180	6,696	0	6,696	6,696
	61704 - SOCIAL SECURITY	4,816	5,036	4,417	4,169	4,586	0	4,586	4,586
	61705 - WORKERS COMPENSATION	998	998	727	826	784	0	784	784
	61000 - PERSONNEL SERVICES	101,146	103,488	102,214	88,971	105,488	0	105,488	105,488
	62205 - PC REPLACEMENT CHARGE	0	557	486	486	553	0	553	553
	62206 - PW FLEET CHARGE	17,448	18,618	18,972	18,972	19,676	0	19,676	19,676
	62306 - SOFTWARE MAINTENANCE	2,267	2,507	2,267	2,771	2,661	0	2,661	2,661
	62311 - EQUIPMENT MAINTENANCE	28,176	25,545	21,322	22,768	21,322	0	21,322	21,322
	62350 - BUILDING MAINTENANCE	558	26,635	1,440	5,894	1,440	0	1,440	1,440
	62435 - TRAINING	1,181	6,518	2,500	2,475	2,500	0	2,500	2,500
62436 - MEETINGS & DUES	435	185	100	100	100	0	100	100	
62510 - TELEPHONE	623	541	930	925	925	0	925	925	

**City of Keene, New Hampshire
Fiscal Year 2020-2021
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Estimate	2020-2021 Department Base	2020-2021 Department Supplemental	2020-2021 Department Request	2020-2021 Manager Recommended
05008 - WATER SYSTEM MAINTENANCE	62733 - TOOLS	531	518	750	745	750	0	750	750
	62734 - MINOR EQUIPMENT	500	0	200	195	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	0	0	500	485	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	100	87	100	0	100	100
	62000 - OPERATING EXPENDITURES	51,718	81,624	49,567	55,903	50,727	0	50,727	50,727
	05008 - WATER SYSTEM MAINTENANCE	152,864	185,112	151,781	144,874	156,215	0	156,215	156,215
	TOTAL	3,681,751	3,783,650	4,028,292	3,774,632	4,095,947	0	4,095,947	4,095,947

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FY 2020: Reconciliation of Adopted Budget to Current Budget

	Budget Book Amount	Budget Book Amount	Budget Process Changes	Budget Process Changes	Budget Detail	Less Capital & Bonds	Budget Resolution	Encumbrance Adjustment	Carryforward Adjustment	COLA Adjustment	Council Action	Plus Capital & Bonds	Rev Operating Budget	Total Budget Pentamation
Elected & Appointed Officials		2,918,654		2,815			2,921,469		6,154					
Mayor and City Council	146,260				146,260			5,170					157,584	157,584
Outside Agencies	274,550		2,815		277,365								277,365	277,365
Unclassified	98,072				98,072				40,833				138,905	138,905
Employee Benefits	681,753				681,753				18,055	(254,615)			445,193	445,192
Risk Management	265,813				265,813								265,813	265,813
City Manager	466,784				466,784								476,959	476,959
City Attorney	347,787				347,787				2,500	10,175			356,068	356,068
City Clerk	637,635				637,635			2,539	3,350	5,781			653,185	653,185
Administrative Services		9,586,331		-			9,586,331							
Assessment	492,891				492,891			600		9,054			502,545	502,546
Finance (incl. Human Svcs)	2,485,810				2,485,810			21,590	38,500	32,953			2,578,853	2,578,853
Human Resources	392,353				392,353				12,285	7,394			412,012	412,011
IT	1,316,822				1,316,822			82,719	5,029	18,957			1,423,527	1,423,527
Debt Service	4,898,455				4,898,455								4,898,455	4,898,455
Community Services		20,000,364		-			20,000,364							
Fire	7,184,300				7,184,300					11,733			7,196,033	7,196,033
Library	1,472,295				1,472,295			125		30,105			1,502,525	1,502,525
Parks Rec & Facilities (incl. Yth Svcs)	3,705,994				3,705,994			52,429	7,030	17,338			3,782,792	3,782,792
Police	7,637,775				7,637,775			16,914	4,500	31,434			7,690,622	7,690,622
Municipal Development Services		6,814,604		-			6,814,604							
Airport	743,817				743,817					8,874			752,691	752,691
Community Development	1,492,501				1,492,501			49,700	2,087	16,062			1,560,350	1,560,350
Public Works	4,578,286				4,578,286			384,256	30,000	45,095			5,037,637	5,037,637
Capital Projects		7,062,467		(1,000,000)		(2,804,000)	3,258,467		16,424		184,206	2,804,000	6,263,097	6,263,097
General Fund (01)	46,382,420	46,382,420	(997,185)	(997,185)	45,385,235	(2,804,000)	42,581,235	616,042	186,728	-	184,206	2,804,000	46,372,211	46,372,211
Parking Meter Fund (14)	1,937,980			-	1,937,980	(112,300)	1,825,680	4,605		5,055		112,300	1,947,640	1,947,640
Water Fund (34) - operating only 05000-05008	4,028,292			-	4,028,292		4,028,292	97,048	86,800	19,301			4,231,441	4,231,441
Sewer Fund (32) - operating only 05000-08006	5,639,844			-	5,639,844		5,639,844	219,004	60,800	29,794			5,949,441	5,949,441
Equipment Fund (41) - operating only 11000-11002	2,386,803			-	2,386,803	(633,000)	2,386,803	59,213		13,586		533,000	2,389,442	2,389,442
Solid Waste Fund (18)	5,298,140			-	5,298,140		4,765,140						5,370,939	5,370,939
PC Replacement Fund (16)	210,035			-	210,035		210,035						210,035	210,035
Total: All Funds	65,683,514	65,683,514	(997,185)	(997,185)	64,686,329	(3,449,300)	61,437,029	995,912	334,328	70,375	184,206	3,449,300	66,471,149	66,471,150



CITY OF KEENE

R-2019-26-A

In the Year of Our Lord Two Thousand and Nineteen

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 in the month of July, 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

I. Budget

- A. The City shall annually adopt and appropriate budgets for the following funds
 - 1) General Fund
 - 2) Parking Fund
 - 3) PC Replacement Fund
 - 4) Solid Waste Fund
 - 5) Sewer Fund
 - 6) Water Fund
 - 7) Equipment Fund
- B. All appropriated budgets shall be balanced.
- C. All appropriations for annual operating budgets (exclusive of capital projects) shall lapse at fiscal year-end unless encumbered by a City of Keene purchase order that is recorded in the financial system on or before June 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 September each year.
- D. The budget document shall provide multi-year projections of revenues and expenditures/expenses including property taxes and utility (water and sewer) rates.
- E. The budget will take into consideration the City's Policies on unassigned

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Fund Balance projected at the end of June.

- F. 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.
- G. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- H. 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 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 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.

- E. City departments will prepare project funding-requests for capital projects as instructed by the City Manager.
- F. 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.
- G. The CIP shall be reviewed by the Finance, Organization and Personnel Committee and the Planning Board.
- H. The CIP will be the subject of a public hearing before adoption.
- I. 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.
- J. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation unless otherwise directed by the City Council.

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. Grants 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. PC Replacement Fund – shall be used to account for the on-going replacement of PC's, certain peripherals, and desk top software utilized by all City departments.
 - iv. 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 Projects Fund – shall be used to account for the capital projects funded by any of the governmental funds.

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) 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. Capital Assets

- A. Capitalization of equipment, buildings, land and improvements other than buildings (if one or more of the following criteria are met):
- 1) Cost (if known) or fair market value is greater than or equal to \$5,000 and useful life is greater than one (1) year for new or replacement items.
 - 2) In the case of modifications and upgrades, cost is greater than or equal to \$5,000 for equipment, and \$10,000 for buildings and other improvements and the changes accomplish one or more of the following:
 - a) Prolongs the useful life of the asset
 - b) Adapts the asset to a new or different use
 - c) Substantially increases the value of the asset
 - d) Does not substantially replace a current asset
 - 3) All land acquisitions will be capitalized at cost (if known) or fair market value.
 - 4) The total cost of placing an asset into service condition will be capitalized.
- B. Capitalization of Infrastructure.
- 1) Cost greater than or equal to \$10,000, and useful life greater than five (5) years.
 - 2) The depreciation approach will be utilized for the reporting of all infrastructure.
- C. Depreciation.
Straight-line depreciation will be used to depreciate all depreciable capital assets over the estimated useful life of each asset, as determined by industry standards.
- D. Asset Classification.
Assets will be recorded within broad asset groups (e.g. land, buildings, etc.).

E. Budgeting.

The budgeting of capital assets will be in a manner that will facilitate the identification and recording of the asset in accordance with this policy.

F. The City may develop, implement, and refine capital 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 capital asset management plans 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 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) Fund balances in all other budgeted funds should be maintained at 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).


Gerald W. Larré, Mayor

PASSED September 5, 2019

A true copy;

Attest:



Deputy City Clerk

City Code Section 2-231

**COUNCIL APPOINTMENTS
ANNUAL SALARY SCHEDULE**
(effective July 1, 2019)

<u>SALARY</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
L	88,031	108,974	130,817
E	91,992	113,878	136,704
V	96,132	119,003	142,856
E	100,458	124,358	149,285
L	104,979	129,954	156,003
	109,703	135,802	163,023

City Code Section 62-194

**ADMINISTRATIVE AND CLERICAL
ANNUAL SALARY SCHEDULE**

Non Union

(effective July 1, 2019)

STEPS						
Grade	1	2	3	4	5	6
S 4	34,931	36,503	38,146	39,863	41,657	43,532
S 5	36,503	38,146	39,863	41,657	43,532	45,491
S 6	38,146	39,863	41,657	43,532	45,491	47,538
S 7	39,863	41,657	43,532	45,491	47,538	49,677
S 11	47,538	49,677	51,912	54,248	56,689	59,240
S 12	49,677	51,912	54,248	56,689	59,240	61,906
S 15	56,689	59,240	61,906	64,692	67,603	70,645
S 16	59,240	61,906	64,692	67,603	70,645	73,824
S 17	61,906	64,692	67,603	70,645	73,824	77,146
S 18	64,692	67,603	70,645	73,824	77,146	80,618
S 19	67,603	70,645	73,824	77,146	80,618	84,246
S 20	70,645	73,824	77,146	80,618	84,246	88,037
S 24	84,246	88,037	91,999	96,139	100,465	104,986
S 25	88,037	91,999	96,139	100,465	104,986	109,710
S 26	91,999	96,139	100,465	104,986	109,710	114,647
S 27	96,139	100,465	104,986	109,710	114,647	119,806
S 28	100,465	104,986	109,710	114,647	119,806	125,197
S 29	104,986	109,710	114,647	119,806	125,197	130,831
S 30	109,710	114,647	119,806	125,197	130,831	136,718

City Code Section 62-194

ADMINISTRATIVE AND CLERICAL

(effective July 1, 2019)

<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	No Positions Assigned
S 11	Office Manager; Parking Services Technician
S 12	Librarian I; Planning Technician; Paralegal; Executive Secretary; Staff Accountant; Police Dispatch Supervisor; Fire Department Administrator
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; Technical Support Specialist; Assistant City Clerk; Parking Operations Manager
S 16	Planner; Laboratory Supervisor
S 17	Appraiser; Recreation Programmer; Librarian III; Parks & Cemetery Maintenance Superintendent; Treatment Plant Manager; Fleet Services Operations Manager; Senior Staff Accountant; Airport Maintenance & Operations Manager
S 18	Water & Sewer Superintendent; Purchasing Agent; Civil Engineer; Solid Waste Manager; Maintenance Manager; Revenue Collector; Records Manager/Deputy City Clerk; Laboratory Manager; Human Services Manager
S 19	Highway Superintendent; Fleet Services Superintendent; Operations Manager; Senior Planner
S 20	Systems Administrator; Purchasing & Contract Services Manager
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; Assistant IT Director; 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
S 28	Police Chief; Fire Chief; Public Works Director
S 29	No Positions Assigned
S 30	No Positions Assigned

AFT-NH Keene City Employees
HOURLY WAGE SCHEDULE
(effective July 1, 2020)

<u>GRADE</u>	<u>STEP</u>				
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
2	16.50	17.19	17.98	18.79	19.64
5	18.85	19.64	20.52	21.43	22.40
7	20.58	21.43	22.40	23.41	24.46
8	21.50	22.40	23.41	24.46	25.56
9	22.47	23.41	24.46	25.56	26.70
12	25.64	26.70	27.90	29.15	30.45

CLASS ALLOCATION

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

AFT-NH Keene City Employees
ANNUAL SALARY SCHEDULE
(effective July 1, 2020)

<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	39,003	40,759	42,596	44,510	46,515	48,607
7	40,759	42,596	44,510	46,515	48,607	50,794
8	42,596	44,510	46,515	48,607	50,794	53,081
9	44,508	46,509	48,603	50,790	53,075	55,463
10	46,515	48,607	50,794	53,081	55,470	57,965
11	48,607	50,794	53,081	55,470	57,965	60,572
12	50,794	53,081	55,470	57,965	60,572	63,300
15	57,965	60,572	63,300	66,147	69,124	72,236
17	63,300	66,147	69,124	72,236	75,487	79,085

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/Accreditation Specialist
10	Laboratory Technician I; Automation Specialist; Assessing Technician; Deputy Revenue Collector; Fleet Services Administrative Coordinator
11	Traffic Safety Specialist/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, 2019)**

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
H 2	14.09	14.73	15.39	16.08
H 3	14.73	15.39	16.08	16.81
H 4	15.39	16.08	16.80	17.56
H 5	16.08	16.81	17.56	18.35
H 6	16.80	17.56	18.35	19.17
H 7	17.55	18.34	19.16	20.03
H 8	18.35	19.17	20.04	20.94
H 9	19.17	20.03	20.93	21.87
H 10	20.02	20.92	21.86	22.84
H 11	20.93	21.87	22.86	23.89
H 12	21.87	22.86	23.89	24.96

CLASS ALLOCATION

GRADE

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

AFSCME
HOURLY WAGE SCHEDULE
(effective July 1, 2020)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
PW 1	16.13	17.33	18.12	18.91
PW 2	16.84	18.12	18.91	19.76
PW 3	17.61	18.91	19.76	20.66
PW 4	18.36	19.76	20.66	21.57
PW 5	19.21	20.66	21.57	22.56
PW 6	20.08	21.57	22.56	23.54
PW 7	20.96	22.56	23.54	24.62
PW 8	21.94	23.54	24.62	25.73
PW 9	22.92	24.62	25.73	26.91
PW 10	23.90	25.73	26.91	28.11
PW 11	25.04	26.91	28.11	29.42
PW 12	26.15	28.11	29.42	30.71

CLASS ALLOCATION

GRADE

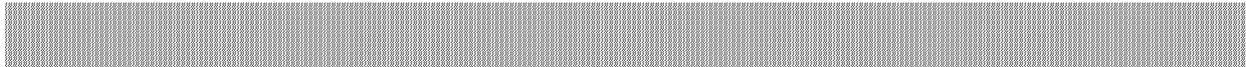
- PW 2 Maintenance Aide I; Recycler I; Recycler I/Attendant
- PW 4 Water/Sewer Service Aide I
- PW 5 Maintenance Aide II; Motor Equipment Operator I; Recycler II; Water/Sewer Service Aide II
- PW 7 Mechanic I
- PW 8 Motor Equipment Operator II
- PW 9 Mechanic II; Sign Maker; Maintenance Mechanic; Utility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

City Code Section 62-191

:

**PROBATIONARY FIREFIGHTER
HOURLY WAGE SCHEDULE
(effective July 1, 2019)**

<u>GRADE</u>		<u>STEP 1</u>
F 1	Level I/EMT B	\$19.75
F 2	Level II/A-EMT	\$20.92
F 3	Level II/Medic	\$22.25



City Code Section 62-192

**PROBATIONARY POLICE OFFICER
HOURLY WAGE SCHEDULE
(effective April 1, 2019)**

<u>GRADE</u>		<u>STEP 1</u>
P 1		\$23.84
P 2		\$24.92

**KEENE POLICE OFFICERS ASSOCIATION
HOURLY PAY SCHEDULE
(effective July 1, 2020)**

<u>Step</u>	<u>Officers</u>
1	N/A
2	\$28.12
3	\$29.36
4	\$30.72
5	\$32.06
6	\$33.45
7	\$34.16

**KEENE POLICE DEPARTMENT SUPERVISORS
HOURLY PAY SCHEDULE
(effective July 1, 2020)**

<u>Step</u>	<u>Sargeants</u>	<u>Lieutenants</u>
1	\$31.21	\$35.89
2	\$32.68	\$37.58
3	\$34.22	\$39.35
4	\$35.83	\$41.20
5	\$37.52	\$43.14
6	\$39.28	\$45.18

**PROFESSIONAL FIREFIGHTERS OF KEENE
HOURLY PAY SCHEDULE
(effective July 1, 2020)**

<u>Step</u>		F5	F6
		FF / EMT	FF /
		<u>AEMT</u>	<u>Paramedic</u>
1		N/A	N/A
2	(12 month)	\$24.30	\$25.56
3	(18 month)	\$25.47	\$26.73
4	(Annual)	\$26.55	\$27.81
5	(Annual)	\$27.75	\$29.01
6	(Annual)	\$28.99	\$30.25
7	(Annual)	\$29.56	\$30.83

**KEENE FIRE DEPARTMENT SUPERVISORS
ANNUAL SALARY SCHEDULE
(effective July 1, 2020)**

<u>Step</u>		F8	F9	F11	F12
		Lieut / EMT &	Lieut /	Capt / EMT &	Capt /
		<u>AEMT</u>	<u>Paramedic</u>	<u>AEMT</u>	<u>Paramedic</u>
1	(12 month)	\$58,883.06	\$61,636.53	\$67,195.75	\$69,949.23
2	(18 month)	\$63,302.13	\$66,055.61	\$72,229.46	\$74,982.94
3	(Annual)	\$66,150.32	\$68,903.80	\$75,486.53	\$78,240.01
4	(Annual)	\$69,127.47	\$71,880.95	\$78,883.46	\$81,636.94
5	(Annual)	\$72,229.46	\$74,982.94	\$82,433.79	\$85,187.27
6	(Annual)	\$75,486.48	\$78,239.96	\$86,141.11	\$88,894.59

FY 2020 – 2021 Revenue Code Descriptions

GENERAL FUND

TAXES

- 41105 - **NET PROPERTY TAX:** taxes assessed to property owners based on property valuation
- 41110 - **IN LIEU OF TAX:** voluntary payments from owners of real estate with real property tax-exempt status
- 41115 - **TIMBER YIELD TAX:** yield tax assessed on the stumpage value at the time of cutting for the purpose of encouraging forest conservation
- 41120 - **LAND USE CHANGE TAX:** taxes assessed on property no longer qualifying for open space assessment
- 41125 - **TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

LICENSES/PERMITS/FEES

- 42105 - **HEALTH:** fees charged for food licenses
- 42110 - **CITY CLERK STATE FEES:** State fees collected by the City Clerk for marriage licenses and death, birth and marriage certified copies
- 42115 - **CITY CLERK LICENSES:** licenses for all amusement machines, periodic events, public amusements, employment offices, lodging houses, raffles, carnivals, sidewalk obstructions, public ways, temporary signs on right of way, charitable and commercial solicitation, hawkers and peddlers
- 42116 - **HAZ MAT STORAGE PERMITS:** permit fees to store hazardous materials
- 42120 - **DOG LICENSES:** fees for all dog licenses
- 42201 - **FIRE ALARM ACCESS APPLICATION FEE:** application fee for first time fire alarm panel access
- 42202 - **FIRE ALARM ACCESS PERMIT:** permit fee for access to fire alarm panels
- 42205 - **FIRE PERMITS:** permit fees for suppression, sprinkler, alarm, and detection systems, storage tanks and other miscellaneous inspections
- 42205 - **BUILDING PERMITS:** fees for new construction and additions, alterations, sign permits and mobile home parks
- 42210 - **PISTOL PERMITS:** fee for annual permit to carry a concealed weapon in the State of NH
- 42215 - **MOTOR VEHICLE PERMITS:** City portion of vehicle registration fees
- 42218 - **TRANSPORTATION IMPROVEMENT FUND:** fees charge on registrations for road improvements
- 42301 - **NSF CHECK FEES:** fee charged to the customer for returned checks
- 42306 - **MISC FEES & CHARGES:** money received for financing statements, copies of city code, voter certificates, check lists, zoning maps, ward maps, incorporation papers, general copies, vital record search, publications, notaries, dog registration late fees, replacement dog tags, affidavit of paternity (AOP), vital records amendments (VSX), vital records amendments older than 6 months (VSCR)
- 42315 - **MAIL-IN & E-REGISTRATION FEES:** fees received for mail-in and E-Reg motor vehicle registrations
- 42316 - **MUNICIPAL AGENT FEES:** additional fee charged to issue, renew or transfer a motor vehicle registration

- 42330 - **SITE PLAN APPLICATIONS:** fees received from site plan applications
- 42331 - **SUBDIVISION APPLICATIONS:** fees received from subdivision applications
- 42332 - **MINOR AMENDMENTS APPLICATION:** fees received from minor amendments applications
- 42333 - **VOLUNTARY MERGER:** fees received for voluntary mergers
- 42334 - **CONDITIONAL USE APPLICATION:** fees received from conditional use applications
- 42335 - **DRIVEWAY CURB CUT APPLICATIONS:** fees received from driveway curb cut applications
- 42337 - **ZBA FEES:** fees received for ZBA zoning petition fees

INTERGOVERNMENTAL

- 43201 - **FLOOD CONTROL:** State funds distributed to flood-prone communities
- 43202 - **AERONAUTICAL FUND:** funds from operating budget of State Aeronautic Department plus a quarter of the registration fees of locally-based aircraft
- 43203 - **HIGHWAY BLOCK GRANT:** State funds for maintenance of highways
- 43204 - **ROOMS & MEALS:** State funds distributed to municipalities
- 43208 - **KEENE STATE COLLEGE:** Municipal Services Agreement with Keene State to help defray the cost of providing life safety services such as an additional police officer, extra community patrols, Keene Fire Department services, and a Referred Learning Program
- 43305 - **CHESHIRE CTY JCC/YIP:** funding from Cheshire County to support Youth Service programs such as the Youth Intervention Program and the Juvenile Court Diversion Program.
- 43401 - **KEENE SCHOOL DISTRICT:** fees received for police officer on duty at Keene High School
- 43403 - **OTHER TOWNS:** ambulance stand-by fees paid by contract towns

CHARGES FOR SERVICES

- 44109 - **DIRECT REIMBURSEMENT:** miscellaneous reimbursements for services provided by various departments
- 44109 - **DIRECT REIMBURSEMENT (PW Admin):** reimbursement for downtown maintenance from parking fund
- 44111 - **PRK/REC-PROGRAMS:** fees raised by programs
- 44112 - **PRK/REC-EQUIPMENT RENTAL:** fees charged for rental of recreation equipment
- 44113 - **FIRE REPORT FEES:** fire report copies
- 44113 - **AMBULANCE REPORT FEES:** ambulance report copies
- 44113 - **POLICE REPORT FEES:** accident and investigative report copies
- 44114 - **POLICE PHOTOS/TAPES:** investigative photos and video copies
- 44115 - **PW INSPECTION FEE:** charge for job inspection
- 44116 - **PW PUBLIC WAY IMPEDIMENT FEE:** charge for encumbrances or obstacles placed on roads and sidewalks during construction projects
- 44117 - **PW EXCAVATION FEES:** charge for excavating in City of Keene
- 44122 - **CEMETERY INTERMENT:** tomb service and burials
- 44123 - **AMBULANCE SERVICE BILLINGS:** user charges for ambulance services
- 44124 - **FIRE MASTER BOX:** false alarm response fees and system hookups
- 44131 - **REPAIRS:** money received for shrub, rose or lilac permits and repairs caused by vandalism
- 44134 - **DETAIL CHARGES:** charge for police officer and cruiser details

- 44135 - **RECORD CENTER CHARGES:** income from outside client use of records facility
- 44138 - **SSI INTERIM ASSISTANCE:** money received as reimbursement from State of NH for interim assistance provided by the City of Keene
- 44139 - **MEDICAID REIMBURSEMENTS:** money received as reimbursement from Medicaid for interim assistance provided by the City of Keene
- 44140 - **PD CRIMINAL RECORDS CHECK:** fees for processing criminal records checks
- 44141 - **PD DISCOVERIES:** fees for discoveries
- 44142 - **PD INSURANCE REQUESTS:** fees for insurance requests
- 44143 - **PD LOG SEARCH:** fees for log search
- 44144 - **PD FINGERPRINT FEES:** fees for fingerprinting
- 44146 - **PD SPECIAL SEARCH & MISC:** fees for special search & miscellaneous
- 44201 - **LIBRARY FACILITY RENTAL:** meeting room rental
- 44203 - **PRK/REC-FACILITY RENTAL:** fees for use of Recreation Center and park facilities
- 44205 - **PRK/REC-SUMNER KNIGHT CHAPEL FEE:** fees for use of Sumner Knight Chapel
- 44301 - **RECREATION CAMPGROUNDS:** fees for use of campsites
- 44302 - **PRK/REC-BALLFIELD USER FEES:** fees for field preparations
- 44303 - **PRK/REC-BALLFIELD LIGHTS:** fees for use of outdoor lighting
- 44304 - **RECREATION POOLS:** pool admittance fees
- 44401 - **LIBRARY NON-RESIDENT FEES:** library cards for non-residents
- 44501 - **AIRPORT GENRL AVIATN LNDNG FEE:** all aircraft over 12,500 pounds assessed \$15 landing fee
- 44504 - **AIRPORT READY CAR SPACES:** rent-a-car parking space spots
- 44505 - **AIRPORT RGR FEES:** percentage of recognized gross revenues from privately-owned and operated airport concerns
- 44506 - **AIRPORT FUELING FEES:** aviation fuels at airport

FINES AND FORFEITS

- 45103 - **GEN VIOLATION FINES-1ST STAGE:** initial fine for a non-metered parking violation
- 45104 - **GEN VIOLATION FINES-2ND STAGE:** fine for non-metered parking violation paid after the grace period
- 45105 - **COURT FINES:** court and police fines, including alcohol offenses and violations for drug paraphernalia
- 45106 - **LIBRARY FINES:** overdue books and material fees; telephone commission
- 45107 - **FALSE ALARM FINES:** false alarm response fees
- 45201 - **FIRE CODE VIOLATIONS:** fines for fire code violations
- 45202 - **BUILDING CODE VIOLATIONS:** fines for building code violations
- 45203 - **HEALTH CODE VIOLATIONS:** fines for health code violations
- 45302 - **DOG FORFEITURE FEES:** civil fees for unlicensed or nuisance dogs
- 45304 - **LIBRARY LOST MATERIAL FEES:** payments for lost or damaged books and materials
- 45305 - **EVIDENCE/FOUND PROP DISPOSAL:** sale of unclaimed property

MISCELLANEOUS

- 41605 - **INTEREST ON TAXES:** interest charged upon all taxes not paid on or before due date (twelve percent on delinquent taxes and eighteen percent on liens)
- 46000 - **MISCELLANEOUS:** money received not accounted for elsewhere by various departments
- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103 - **INTEREST ON A/R:** amount charged on accounts receivable bills over 30 days old for various departments
- 46105 - **OTHER LOANS:** library renovation NMTC financing development loan interest
- 46107 - **GRANT MATCH TRANSFER:** return of grant match from special revenue fund
- 46203 - **DONATIONS:** donations made to city departments
- 46301 - **CITY HALL:** rental income from city hall space leased for retail usage
- 46304 - **TRANSPORTATION CENTER:** rent & utilities from transportation center & retail space
- 46306 - **AIRPORT T-HANGAR:** rents paid for use of municipal t-hangar building
- 46307 - **AIRPORT BUILDING:** rental of office space in terminal
- 46308 - **AIRPORT LAND:** rental income from land leased to private concerns
- 46311 - **FUEL FARM LEASE:** payments made to City by airport FBO for lease of fuel farm
- 46312 - **AIRPORT WWTP INCOME:** rental of airport property to wastewater treatment plant
- 46317 - **350 MARLBORO RENTS:** rental income from space leased to private concerns
- 46318 - **KEENE DISTRICT COURT:** rental income from space leased to the State of NH for the district court
- 46401 - **CEMETERY TRUST FUND:** income on trust funds for the maintenance of cemetery lots
- 46403 - **CHARITABLE TRUST FUND:** income from various funds distributed for "relief and comfort" in the holiday season
- 46404 - **DELUGE HOSE TRUST FUND:** income from Milan Jones trust to provide assistance to, or provide flowers on Memorial Day for, members of the Deluge Hose Company
- 46405 - **DOWNTOWN MEM TREE TRUST FUND:** income to maintain and principal to replace specific trees planted in the downtown area
- 46406 - **FLOWER TRUST FUND:** income from various funds for the purchase of flowers for cemetery lots on Memorial Day and/or special dates
- 46407 - **LIBRARY TRUST FUNDS:** income from trusts for maintenance of the Library and the purchase of books and materials
- 46408 - **PARKS & RECREATION TRUST FUNDS:** income from various trust funds to help offset costs of park maintenance
- 46410 - **SUMNER KNIGHT CHAPEL TRUST FUND:** money received for rental fees
- 46411 - **INGERSOLL COLLECTION:** income from the Ingersoll Collection Trust to offset costs of maintenance of the Ingersoll cabinets.
- 46412 - **LOT SALES:** cemetery lot sales
- 47302 - **SALE OF SURPLUS PROPERTY:** money received from the sale of city property
- 47303 - **SALE OF SURPLUS EQUIPMENT:** money received from the sale of surplus equipment
- 47304 - **MAPS, BLUEPRINTS, ETC:** money received from the sale of copies of maps, blueprints, etc.

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** excess revenue of previous year used to offset taxes
- 47003 - **CAPITAL RESERVE:** funding for capital appropriations
- 47007 - **USE OF SURPLUS: CARRY-OVER:** appropriations extended beyond fiscal year in which they were originally approved
- 47102 - **ADMINISTRATION CHARGE-EQUIPMENT:** charge for portion of overhead services
- 47104 - **ADMINISTRATION CHARGE-PARKING:** charge for portion of overhead services
- 47106 - **ADMINISTRATION CHARGE-SEWER FUND:** charge for portion of overhead services
- 47107 - **ADMINISTRATION CHARGE-SOLID WASTE:** charge for portion of overhead services
- 47108 - **ADMINISTRATION CHARGE-WATER:** charge for portion of overhead services
- 47201 - **CAPITAL PROJECTS FUND:** return of unused portion of appropriation(s) for closed capital project(s)
- 47204 - **GRANTS FUND:** return of local funds matching from grant funded activity
- 47210 - **TRUST FUNDS:** money from trust funds for capital projects

PROCEEDS LONG TERM FINANCE

- 48101 - **SALE OF BONDS:** proceeds expected from bonding to cover capital project items

PARKING FUND

TAXES

- 41125 - **TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

METER COLLECTIONS AND RENTALS

- 42306 - **MISC FEES & CHARGES:** credit card transaction fees
- 42307 - **CITY HALL: UPPER LOT METER:** fees collected from parking meter of upper lot behind City Hall
- 42308 - **COMMERCIAL LOT METERS:** fees collected from parking meters at the Commercial St lot
- 42309 - **ELM LOT METERS:** fees collected from parking meters at the Elm St lot
- 42310 - **GILBO LOT EAST METERS:** fees collected from parking meters at the Gilbo St lot
- 42311 - **LIBRARY ANNEX LOT METERS:** fees collected from parking meters at the Library St annex lot
- 42313 - **ON STREET METERS:** fees collected from parking meters on the side streets
- 42314 - **WELLS LOT METERS:** fees collected from parking meters at the Wells St lot
- 42320 - **MAIN STREET METERS:** fees collected from parking meters on Main Street
- 46300 - **RENTS:** money received from the rental of city-owned property
- 46305,
- 46320- - **PARKING SPACE & LOTS:** charges for parking lot space permits
- 46325
- 46310 - **PARKING SPACES-EMPLOYEES:** charges for parking lot space permits issued to city employees
- 46318 - **KEENE DISTRICT COURT:** rental income from space leased to the State of NH for the district court
- 46326 - **ON-STREET RESERVED PARKING:** fees collected for on-street reserved parking permit

FINES AND FORFEITS

- 45101 - **METER VIOLATIONS-STG 1:** initial amount of ticketed fine for a metered parking violation
- 45102 - **METER VIOLATIONS-STG 2:** fines for metered parking violations paid after the grace period
- 45103 - **GENERAL VIOLATIONS-STG 1:** initial fine for a non-metered parking violation
- 45104 - **GENERAL VIOLATIONS-STG 2:** fine for non-metered parking violation paid after the grace period
- 45105 - **COURT FINES:** court fines for parking summonses
- 45109 - **SMALL CLAIMS COURT PAYMENTS:** court ordered payments for overdue parking tickets

MISCELLANEOUS

- 46000 - **MISCELLANEOUS:** money received not accounted for elsewhere
- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103 - **INTEREST-A/R:** amount charged on Accounts Receivable bills over 30 days old

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs
- 47003 - **CAPITAL RESERVE:** use of capital reserve to cover current costs
- 47007 - **USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved

PROCEEDS LONG TERM FINANCE

- 48101 - **SALE OF BONDS:** proceeds expected from bonding to cover capital project items

PC REPLACEMENT FUND

CHARGES FOR SERVICES

- 46109 - **USER FEES:** charges to departments for maintenance and replacement of computers and printers

MISCELLANEOUS

- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 47303 - **SALE OF SURPLUS EQUIPMENT:** money received from the sale of computers

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs

SOLID WASTE FUND

LICENSES/PERMITS/FEES

- 42306 - **MISC FEES & CHARGES:** money received not accounted for elsewhere

CHARGES FOR SERVICES

- 44109 - **DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities
- 44119 - **TIPPING FEES:** cost for disposal
- 44120 - **RECYCLING FEES:** revenue from disposal of recyclables
- 44145 - **RECLAMATION TRUST FUND:** fee collected upon registration of vehicles for the disposal of motor vehicle waste

MISCELLANEOUS

- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103 - **INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs
- 47007 - **USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved
- 47201 - **CAPITAL PROJECTS FUND:** return of unused portion of appropriation(s) for closed capital project(s)

PROCEEDS LONG TERM FINANCE

- 48101 - **SALE OF BONDS:** proceeds expected from bonding to cover capital project items

SEWER FUND

TAXES

- 41125 - **TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

INTERGOVERNMENTAL

- 43207 - **STATE BOND REIMBURSEMENT:** the State's portion of the bond for the construction of the Waste Water Treatment Plant, Marlboro Interceptor, Ultraviolet Disinfection
- 43403 - **OTHER TOWNS:** charges to surrounding towns for usage of wastewater system

CHARGES FOR SERVICES

- 44105 - **SEWER CHARGES:** fees paid by the City of Keene wastewater system users
- 44106 - **SEPTIC WASTE:** revenue generated from treating septic tank and holding tank wastes
- 44107 - **SEWER SERVICES:** revenue generated from City forces performing new installation and maintenance activities on private service lines
- 44108 - **INDUSTRIAL PRE-TREATMENT:** charge to industrial sewer users for industrial pretreatment services
- 44109 - **DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities
- 44110 - **TESTING:** pretreatment tests
- 44115 - **INSPECTION SERVICES:** charges for job inspection

MISCELLANEOUS

- 46000 - **MISCELLANEOUS:** money received not accounted for elsewhere
- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103 - **INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old
- 46203 - **DONATIONS:** money received from donations

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs
- 47007 - **USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.
- 47003 - **CAPITAL RESERVE AND INTERFUND TRANSFERS:** internal charges for the funding of and accounting for capital project activity
- 47290 -

PROCEEDS LONG TERM FINANCE

- 48101 - **SALE OF BONDS:** proceeds expected from bonding to cover capital project items

WATER FUND

TAXES

- 41125 - **TAX INCREMENT FINANCE:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

INTERGOVERNMENTAL

- 43207 - **STATE BOND REIMBURSEMENT:** the State's portion of the bond for the construction of the Water Treatment Facility

CHARGES FOR SERVICES

- 44101 - **WATER SALES:** the sale of water to City of Keene water system users, metered and flat rate, and to the North Swanzey Water and Fire Precinct system
- 44102 - **WATER SERVICES:** the revenue generated from City forces performing new installation and maintenance activities on private service lines
- 44103 - **FIRE PROTECTION:** charges for the fire protection provided by private fire lines to service sprinklers and other fire protection apparatus
- 44104 - **HYDRANT RENTAL:** charges for fire protection provided by private hydrants in Keene and the North Swanzey Water and Fire Precinct
- 44109 - **DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities
- 44137 - **BACKFLOW PREVENTION:** money received for permits to operate a backflow device

MISCELLANEOUS

- 46000 - **MISCELLANEOUS:** money received not accounted for elsewhere
- 46101 - **INTEREST EARNINGS:** income earned on investment of temporarily idle cash in time deposits and overnight investments
- 46103 - **INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old
- 46203 - **DONATIONS:** money received from donations

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs
- 47007 - **USE OF SURPLUS: CARRYOVER:** appropriations extended beyond the fiscal year in which they were originally approved
- 47003 - **CAPITAL RESERVE AND INTERFUND TRANSFERS:** internal charges for the funding of and accounting & for capital project activity
- 47290

EQUIPMENT (FLEET) FUND

CHARGES FOR SERVICES

- 44109 - **DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities
- 44112 - **EQUIPMENT CHARGES:** fees charged for rental of equipment by other entities
- 44128 - **FLEET CHARGES:** internal charges for vehicles and equipment

MISCELLANEOUS

- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103 - **INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old
- 46203 - **DONATIONS:** money received from donations

- 46206 - **INSURANCE PAYMENTS:** payments from insurance companies for damage to city vehicles and equipment
- 47303 - **SALE OF SURPLUS EQUIPMENT:** money received from the sale of vehicles & equipment

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs
- 47007 - **USE OF SURPLUS: CARRYOVER:** appropriations extended beyond the fiscal year in which they were original approved
- 47290 - **INTRAFUND APPROPRIATIONS:** internal charges for the funding of and accounting for capital project activity