



# CITY OF KEENE

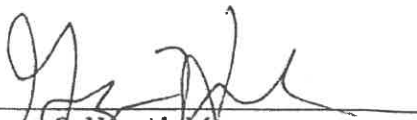
R-2022-09-B

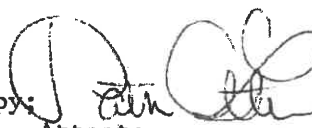
In the Year of Our Lord Two Thousand and Twenty-one

A RESOLUTION Relating to the 2022/2023 fiscal year budget

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

That the sum of \$26,778,681 be raised by taxation during the current year which together with \$38,227,487 for estimated operating revenues aggregating \$65,006,168 is hereby appropriated for the use of the several departments of the City Government, and further that the sum of \$6,959,868 be appropriated for capital expenditures and capital reserve appropriations in the City proprietary funds, funded by the use of capital reserves, fund balance and current revenues, for the fiscal year beginning July 1, 2022, as attached hereto and made a part thereof.

  
George S. Hensel, Mayor

A true copy:   
Attest:  
City Clerk

**2022/2023 Annual Operating Budget**

**R-2022-09-B**

<b>General Fund Revenue &amp; Other Financing Sources:</b>	<i>Adopted</i>	<b>General Fund Appropriations:</b>	<i>Adopted</i>
Property Tax Revenue	\$26,778,681	Elected & Appointed Officials	\$3,254,994
Use of Surplus	1,725,000	Capital Projects	4,401,977
Other Taxes	1,152,565	Administrative Services	5,065,171
Tax Increment Financing	1,171,750	Community Services	21,688,996
Licenses, Permits & Fees	3,973,867	Municipal Development Services	7,265,530
Intergovernmental	3,168,323	Debt Service	3,919,092
Charges for Services	2,197,792		
Fines & Forfeits	56,517		
Miscellaneous	1,401,996		
Other Financing Sources	3,969,269		
<b>NET GENERAL FUND OPERATING REVENUES</b>	<b>\$45,595,760</b>	<b>NET GENERAL FUND OPERATING APPROPRIATIONS</b>	<b>\$45,595,760</b>
<b>TOTAL PARKING FUND REVENUES</b>	<b>\$1,040,446</b>	<b>TOTAL PARKING FUND APPROPRIATIONS</b>	<b>\$1,040,446</b>
<b>TOTAL PC REPLACEMENT FUND REVENUES</b>	<b>\$93,160</b>	<b>TOTAL PC REPLACEMENT FUND APPROPRIATIONS</b>	<b>\$93,160</b>
<b>TOTAL SOLID WASTE FUND REVENUES</b>	<b>\$5,304,423</b>	<b>TOTAL SOLID WASTE FUND APPROPRIATIONS</b>	<b>\$5,304,423</b>
<b>TOTAL SEWER FUND REVENUES</b>	<b>\$6,134,188</b>	<b>TOTAL SEWER FUND APPROPRIATIONS</b>	<b>\$6,134,188</b>
<b>TOTAL WATER FUND REVENUES</b>	<b>\$4,152,007</b>	<b>TOTAL WATER FUND APPROPRIATIONS</b>	<b>\$4,152,007</b>
<b>TOTAL EQUIPMENT FUND REVENUES</b>	<b>\$2,686,184</b>	<b>TOTAL EQUIPMENT FUND APPROPRIATIONS</b>	<b>\$2,686,184</b>
<b>TOTAL OPERATING REVENUES - ALL FUNDS</b>	<b>\$65,006,168</b>	<b>TOTAL OPERATING APPROPRIATIONS - ALL FUNDS</b>	<b>\$65,006,168</b>
<b>CAPITAL:</b>			
PARKING FUND CAPITAL FUNDING	\$954,800	PARKING FUND CAPITAL APPROPRIATIONS	\$954,800
SOLID WASTE FUND CAPITAL FUNDING	\$375,000	SOLID WASTE FUND CAPITAL APPROPRIATIONS	\$375,000
SEWER FUND CAPITAL FUNDING	\$2,618,893	SEWER FUND CAPITAL APPROPRIATIONS	\$2,618,893
WATER FUND CAPITAL FUNDING	\$1,599,251	WATER FUND CAPITAL APPROPRIATIONS	\$1,599,251
EQUIPMENT FUND CAPITAL FUNDING	\$1,411,924	EQUIPMENT FUND CAPITAL APPROPRIATIONS	\$1,411,924
<b>TOTAL CAPITAL FUNDING - OTHER FUNDS</b>	<b>\$6,959,868</b>	<b>TOTAL CAPITAL APPROPRIATIONS - OTHER FUNDS</b>	<b>\$6,959,868</b>

**General Fund  
Operating Revenues and Expenditures**

**FY 2022 - 2023 Adopted Budget**

	<b>ACTUAL 2020/2021</b>	<b>ADOPTED BUDGET 2021/2022</b>	<b>DEPARTMENT REQUEST 2022/2023</b>	<b>DEPARTMENT SUPPLEMENTAL 2022/2023</b>	<b>CITY MANAGER RECOMMENDED 2022/2023</b>	<b>FOP Recommended 2022/2023</b>	<b>Council Changes</b>	<b>Adopted Budget 2022/2023</b>
<b>REVENUES</b>								
Property Tax	\$27,308,757	\$26,484,246	\$26,326,494	\$431,187	\$26,757,681	\$26,772,681	\$6,000	\$26,778,681
Other Local Taxes	1,125,992	1,116,350	1,152,565		1,152,565	1,152,565		\$1,152,565
Tax Increment Financing	807,331	840,892	1,171,750		1,171,750	1,171,750		\$1,171,750
Licenses, Permits & Fees	4,159,133	3,857,571	3,973,867		3,973,867	3,973,867		\$3,973,867
Intergovernmental	3,063,989	3,215,862	3,168,323		3,168,323	3,168,323		\$3,168,323
Charges for Services	1,672,364	2,329,606	2,197,792		2,197,792	2,197,792		\$2,197,792
Fines & Forfeits	37,015	56,951	56,517		56,517	56,517		\$56,517
Miscellaneous	1,445,928	1,330,499	1,401,996		1,401,996	1,401,996		\$1,401,996
Other Financing Sources (including capital reserve)	2,686,517	4,842,600	3,969,269		3,969,269	3,969,269		\$3,969,269
Use of Surplus - Operating Budget	0	850,000	850,000		850,000	850,000		\$850,000
Use of Surplus - Capital Projects	0	0	875,000		875,000	875,000		\$875,000
<b>SUBTOTAL - current revenues</b>	<b>\$42,307,026</b>	<b>\$44,924,577</b>	<b>\$45,143,573</b>	<b>\$431,187</b>	<b>\$45,574,760</b>	<b>\$45,589,760</b>	<b>\$6,000</b>	<b>\$45,595,760</b>
Sale of Bonds	2,679,000	2,949,000	1,278,000		1,278,000	1,278,000		\$1,278,000
<b>TOTAL REVENUES</b>	<b>\$44,986,026</b>	<b>\$47,873,577</b>	<b>\$46,421,573</b>	<b>\$431,187</b>	<b>\$46,852,760</b>	<b>\$46,867,760</b>	<b>\$6,000</b>	<b>\$46,873,760</b>
<b>EXPENDITURES</b>								
<b>ELECTED/APPOINTED OFFICIALS:</b>								
Mayor & City Council	\$136,984	\$142,723	\$120,443		\$120,443	\$120,443		\$120,443
City Manager's Office	398,088	414,786	447,759	1,828	449,587	449,587		\$449,587
City Clerk & Elections	657,168	646,976	657,315	21,660	678,975	678,975		\$678,975
City Attorney	305,372	422,081	463,427		463,427	463,427		\$463,427
Outside Agencies	298,080	288,300	283,300	(8,150)	275,150	290,150	6,000	\$296,150
Unclassified	111,240	145,360	153,745	13,017	166,762	166,762		\$166,762
Employee Benefits	357,516	631,323	770,269	20,000	790,269	790,269		\$790,269
Risk Management	258,900	272,633	289,381		289,381	289,381		\$289,381
<b>Total Elected/Appointed Officials</b>	<b>\$2,523,348</b>	<b>\$2,964,182</b>	<b>\$3,185,639</b>	<b>\$48,355</b>	<b>\$3,233,994</b>	<b>\$3,248,994</b>	<b>\$6,000</b>	<b>\$3,254,994</b>
<b>ADMINISTRATIVE SERVICES:</b>								
Assessment	\$479,496	\$493,525	\$439,938		\$439,938	\$439,938		\$439,938
Finance	2,171,340	2,480,218	2,446,851		2,446,851	2,446,851		\$2,446,851
Human Resources	388,470	437,131	444,177		444,177	444,177		\$444,177
Information Technology	1,397,680	1,485,148	1,567,016	167,189	1,734,205	1,734,205		\$1,734,205
<b>Total Administrative Services</b>	<b>\$4,436,986</b>	<b>\$4,896,022</b>	<b>\$4,897,982</b>	<b>\$167,189</b>	<b>\$5,065,171</b>	<b>\$5,065,171</b>	<b>\$0</b>	<b>\$5,065,171</b>
<b>COMMUNITY SERVICES:</b>								
Fire & Ambulance	\$7,223,594	\$7,715,663	\$7,746,651	\$61,269	\$7,807,920	\$7,807,920		\$7,807,920
Library	1,400,697	1,626,577	1,631,246	33,438	1,664,684	1,664,684		\$1,664,684
Parks, Recreation & Facilities	3,529,130	3,927,343	3,880,987	68,906	3,949,893	3,949,893		\$3,949,893
Police	7,263,164	8,130,157	8,266,499		8,266,499	8,266,499		\$8,266,499
<b>Total Community Services</b>	<b>\$19,416,585</b>	<b>\$21,399,740</b>	<b>\$21,525,383</b>	<b>\$163,613</b>	<b>\$21,688,996</b>	<b>\$21,688,996</b>	<b>\$0</b>	<b>\$21,688,996</b>
<b>MUNICIPAL DEVELOPMENT SERVICES:</b>								
Airport	\$656,350	\$707,278	\$694,074	\$52,030	\$746,104	\$746,104		\$746,104
Community Development	1,427,694	1,522,033	1,460,966		1,460,966	1,460,966		\$1,460,966
Public Works	4,507,192	4,792,194	5,058,460		5,058,460	5,058,460		\$5,058,460
<b>Total Mun. Development Services</b>	<b>\$6,591,236</b>	<b>\$7,021,505</b>	<b>\$7,213,500</b>	<b>\$52,030</b>	<b>\$7,265,530</b>	<b>\$7,265,530</b>	<b>\$0</b>	<b>\$7,265,530</b>
<b>CAPITAL PROGRAM:</b>								
Debt Service (including repayment of interfund loan)	\$4,170,900	\$4,539,979	\$3,919,092		\$3,919,092	\$3,919,092		\$3,919,092
Capital Projects (not funded by debt)	3,376,777	4,078,149	4,375,412		4,375,412	4,375,412		\$4,375,412
Conservation - LUCT	25,000	25,000	26,565		26,565	26,565		\$26,565
<b>Total Capital</b>	<b>\$7,572,677</b>	<b>\$8,643,128</b>	<b>\$8,321,069</b>	<b>\$0</b>	<b>\$8,321,069</b>	<b>\$8,321,069</b>	<b>\$0</b>	<b>\$8,321,069</b>
<b>SUBTOTAL - current expenditures</b>	<b>\$40,540,832</b>	<b>\$44,924,577</b>	<b>\$45,143,573</b>	<b>\$431,187</b>	<b>\$45,574,760</b>	<b>\$45,589,760</b>	<b>\$6,000</b>	<b>\$45,595,760</b>
CAPITAL PROJECTS (funded by Debt)	2,679,000	2,949,000	1,278,000		1,278,000	1,278,000		\$1,278,000
<b>TOTAL EXPENDITURES</b>	<b>\$43,219,832</b>	<b>\$47,873,577</b>	<b>\$46,421,573</b>	<b>\$431,187</b>	<b>\$46,852,760</b>	<b>\$46,867,760</b>	<b>\$6,000</b>	<b>\$46,873,760</b>

City of Keene  
FY 2022 - 2023 Operating Budget

**FINAL FY23 OPERATING BUDGET AMENDMENTS**

<u>By</u>	<u>Date</u>	<u>Page</u>	<u>Department</u>	<u>Cost Center</u>	<u>Account #</u>	<u>Name</u>	<u>Manager Recommended</u>	<u>FOP Recommended New Amount</u>	<u>Change Amount</u>	
Bryan Lake	5/24/2022	35	Myr/Cncl Outside Agcy	00002	62133	Senior Citizens Center	\$10,000	\$15,000	\$5,000	Maintain at PY level
Michael Remy	5/26/2022	35	Myr/Cncl Outside Agcy	00002	62196	MDEIBC	\$0	\$10,000	\$10,000	Add new agency
		67	Assessment	00400	41105	Net Property Tax	\$26,757,681	\$26,772,681	\$15,000	Tax Adjustment
<b>TOTAL FOP PROPOSED EXPENDITURE CHANGES</b>							<b>\$10,000</b>	<b>\$25,000</b>	<b>\$15,000</b>	

<u>By</u>	<u>Date</u>	<u>Page</u>	<u>Department</u>	<u>Cost Center</u>	<u>Account #</u>	<u>Name</u>	<u>FOP Recommended</u>	<u>City Council Request New Amount</u>	<u>Change Amount</u>	
Andrew Madison/Kate Bosley/Robert Williams	6/11/2022 / 6/13/22	35	Myr/Cncl Outside Agcy	00002	62187	KH Kids Collaborative	\$5,000	\$10,000	\$5,000	Maintain at PY level
Kate Bosley/Robert Williams	6/13/2022	35	Myr/Cncl Outside Agcy	00002	62189	Samaritans of NH	\$4,500	\$5,000	\$500	Additional support
Andrew Madison	6/11/2022	39	Myr/Cncl Unclassified	00003	62179	Conservation Commission	\$1,500	\$2,000	\$500	Educational events
		67	Assessment	00400	41105	Net Property Tax	\$26,772,681	\$26,778,681	\$6,000	Tax Adjustment
<b>TOTAL CITY COUNCIL ADOPTED EXPENDITURE CHANGES</b>							<b>\$11,000</b>	<b>\$17,000</b>	<b>\$6,000</b>	

<b>TOTAL ADOPTED CHANGES (FOP AND CITY COUNCIL)</b>							<b>\$21,000</b>	<b>\$42,000</b>	<b>\$21,000</b>	
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Fiscal Year 2022-2023



# CITY OF KEENE OPERATING BUDGET



*Strategic  
Governance  
the path to our future*







# City of Keene

*New Hampshire*

May 1, 2022

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 2023. The budget proposed is the best balancing of ideas and requirements possible and positions the City to continue to provide essential services, and to work nimbly with partners to respond to new challenges, advance City Council goals and leverage recovery opportunities for our community.

This past year we have been fortunate to see a robust rebound of our local economy. While Covid-19 remains a part of our daily lives, our downtown is bustling with activity. Our storefronts are full and open for business. The Colonial Theater's major renovation project is complete and their second entertainment venue (The Showroom) has opened its doors on Gilbo Ave.

The housing market continues to be extremely tight. Low supply coupled with high demand has driven housing prices up. We saw this in our most recent City-wide revaluation. Market conditions increased single family home values on average by 25% while commercial and industrial values increased only 10%. A revaluation is the process of performing a market analysis and valuation to determine accurate and equitable values for all properties within a municipality. A revaluation does not increase the amount of taxes collected. It instead creates new values for all property to create an equitable distribution of the property taxes required to meet the needs of local schools, government and county.

The market for goods and services is also changing. City departments have been extremely successful accessing various grant funding sources available to offset the impacts of Covid-19. The widespread access to Federal funding sources has created an increasing demand for both contractors and supplies. This demand has begun driving up the cost of projects. Recent projects are being bid substantially above estimates. Some projects are generating little interest from bidders. In addition, supply chain issues are impacting access to operating supplies and supplies needed for various projects. We are experiencing backorders of twelve weeks or more. As funds from the Federal infrastructure bill become more available this trend is likely to continue and will need to be monitored. It may become necessary to make further adjustments to our capital plan, the scope of projects, and/or to adjust funding sources.

The Operating Budget for FY 2023 supports delivery of services for our dynamic and vibrant community that supports innovation, entrepreneurship, education, arts, culture and recreation opportunities that maintain Keene's desirability as a community to live, work, learn, and play. Balancing service levels, long-term capital investments, meeting City obligations, following adopted fiscal policies, moving forward City Council Goals, aspirations of the Comprehensive Master Plan and other strategic documents, to strike the right balance is always a challenge. A detailed narrative of the general fund operating budget factors and fiscal policy measures is contained in the "Overview and Summary" section of this budget document (pages 2-7).

The municipal team has worked diligently to structure a proposed City budget with little increase on the City portion of the tax rate, raising it slightly 0.49% or to \$12.37. The City property tax revenue is within the increase limit set by fiscal policies, which is net of expenditures required by law, and debt service payments and capital leases. It is within these parameters City staff have developed operating and capital budget proposals supported by the vision of the City's Comprehensive Master Plan, City Council Goals and Fiscal Policies to continue to move the City to a sustainable future.

This budget conservatively estimates City revenues associated with state municipal aid as we know them. In addition, the tax rate estimates are based on a projection of no increase to the tax base. This is a good conservative estimate for the City. At this point in the City's overall tax rate process, both the School District and the County have approved budgets, providing projections for the local and state education as well as County portions of the overall rate. Considering these projections and the recommended City budget, the total property tax rate is estimated to increase by 3.25%.

Given the escalating cost of goods, services, and the recent revaluation of property in the City placing additional pressure on single family homes, this budget attempts to strike a balance between needs and affordability. In order to stay within fiscal policies it was necessary to prioritize and in some cases only partially fund requests. In particular, the Parks, Recreation and Facilities Department continues to feel pressure as we attempt to manage and maintain more facilities. The addition of the Library Annex project has created a new space that needs to be cleaned and maintained and the FY 2023 budget proposal addresses that need with additional hours for part time Facilities staffing at the library. The Patricia T. Russell Park will create another community asset requiring regular maintenance, and our trail system is growing. Next year, once the Patricia T. Russell Park is built, it will be necessary to add another parks maintenance position. The Library Annex project was a wonderful example of community generosity and creative funding scenarios to build this additional community resource. However, the plan to utilize volunteers to staff the additional entry space has proven to be a challenge, especially during Covid-19. The FY 2023 budget proposal adds additional hours to the library budget to assist, but this will need to be evaluated again next year. The Fire Department has been going through a staffing analysis and the committee is expected to put forward recommendations later in the year, which will likely impact the budget. Call volumes have grown from 3,638 calls in 2009 to 5,005 calls in 2021. During this time period the Department has seen a sharp decline in the number and involvement of call firefighters. In anticipation of a proposal to add more firefighters, the Fire Department has submitted an Assistance to Fire Fighters (SAFER) Grant application. This grant would provide funds over the period of three years to assist with the cost of adding up to four additional firefighter/EMT/AEMT/PARA positions. Awards are expected to begin in May and continue through September until all grant funds have been distributed.

This recommended budget considers the first year of the Capital Improvement Program 2023-2029. The City's Capital Improvement Program (CIP) provides for considerable advance project identification, planning, evaluation, scope definition, design, public discussion, cost estimating and financial planning. The CIP goal is to provide for continued reinvestment in existing assets combined with strategic investments in new assets essential to the City's future success. The proposed projects, and ultimately those projects approved by the City Council through adoption of the fiscal year operating budget, improve the daily lives of our residents as well as the experience of those visiting our community. Many projects are also important to the City's success in supporting our business community and encouraging economic activity and future development for Keene. One such project, the Downtown Infrastructure and Improvement project, is in the early stages of planning. This project will be working its way through the process with the assistance of the Mayor's recently created ad hoc steering committee. We will continue to aggressively seek grant funds to support this investment over the next several years, including a recent submission for consideration in the next round of congressionally directed funds.



The approved CIP incorporates ARPA LFRF grant funds totaling \$2,550,000 for the Roadway Preservation and Rehabilitation Program (\$850,000/year FY23-FY25) in lieu of debt issuance. FY23 is also the first year in the plan where surplus funds (\$875,000 per year) are deposited into capital reserve accounts for IT Systems and Infrastructure, Parks and Facilities Infrastructure (new) and Road and Sidewalk Infrastructure.

The first year of the bi-annual Capital Improvement Program 2023-2029 has been updated and modified in the FY 2023 City recommended budget to reflect the changes that have occurred since the adoption in March 2022. In order for the proposed FY 2023 operating budget to comply with fiscal policies, changes were made to the funding sources in FY 2023 and FY 2024. With these adjustments, planning years of the 2023-2029 CIP increase by \$100,000 and anticipated project start dates have been shifted for several projects. Reflected in FY 2025 and FY 2026 is an increase to additional IT infrastructure Capital reserve funding of \$50,000/year.

Additional CIP program adjustments incorporated into the recommended budget include debt changes to capture recent Council actions related to the Winchester Street By-pass construction project authorizing bonding in the amount of \$584,000 which increases interest expense by \$9,490 in FY 2023. The City Council also approved use of unallocated fund balance for the Thompson Road design in the amount of \$210,000. Once the road design is complete, construction financing will needed to be added to FY 2024 and/or FY 2025 capital budget.

As department and service needs evolve so does our staffing model. In FY 2022 The City Attorney's budget re-established the position of Assistant City Attorney to primarily handle the ever-growing number of Right-To-Know and related record requests received by the City and the anticipated increase of requests related to the Body Worn Camera program. This position was included in the FY 2022 budget for 10 months and in FY 2023 it is included for the full year. A Parks, Recreation and Facilities Department maintenance aide position was handled in the same manner.

For FY 2023, several adjustments are recommended. A maintenance aide part-time contract position at the Airport is proposed to upgrade to full time. This is the first position change at the airport in many years. The City Clerk's office budget includes five additional hours per week for two part-time front desk support employees. The Library budget includes an upgrade of a part-time librarian to a 32 hr/week position qualifying for some employee benefits.

The Fire Department's budget includes a new part-time administrative employee to assist in the fire inspection and prevention division. As previously mentioned, the Fire Department staffing committee is also expected to make a recommendation to City Council related to staffing for fire and EMS operations.

The Police Department's animal control officer position is adjusted to regular part-time with duties related to traffic signals and signal controllers transferred to the Public Works Department. The Police Department budget includes several increases in wage lines to support increased in-service training mandated by the Law Enforcement Accountability and Transparency (LEACT).

Other personnel adjustments include wage changes for several positions in the Parks and Recreation Division (pools, camp counselors, head camp counselor, and the recreation assistant). As previously mentioned, the Facilities Division requests incorporate additional custodial wages and hours for part-time staffing.

As part of the budget process several other notable salary schedule changes will be advancing including the addition of a Deputy City Manager position and a Communications and Marketing Director. Both of these positions anticipate the elimination of other related positions and the reallocation of associated funding to these new roles. When the current Economic Development Special Projects Director retires, duties and the position funding will be directed to support a Deputy City Manager position. Making the salary schedule change now will provide maximum flexibility to allow recruitment to be timed with anticipated retirement. In addition, the Assistant Information Technology (IT) Director position will be eliminated and funding, responsibilities and staff will be re-assigned and aligned to fill the role of Communications and Marketing Director. Current IT functions will be transferred to this new role including website management, social media posting and monitoring, and the emergency management public information officer role. This position will support City Council’s goals focused on improving communication and information sharing and public engagement. It will also support the City’s upcoming investment in branding and marketing. Creating a successful branding and marketing campaign will require a communication plan and staff dedicated to implementing it.

**2023 ADDITIONAL POINTS OF INTEREST**

Outside agency funding recommendations included in the budget are those developed by an expanded committee that included three City Councilors selected by the Mayor. The recommended amount included in the budget is \$8,150 less than last year. Community funded events increased by \$22,141. This year we saw the return of the Keene Pumpkin Festival which did not request funding last year. In addition, this year the City Council has a new request from the Taste of Keene event organized by the Keene Young Professionals group included in the budget. A maximum City contribution of \$10,000 per event was used in the calculation of this budget.

**BOND RATING, DEBT SERVICE AND CAPITAL**

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

The next anticipated issuance of financial obligations is in the fall of 2022. The City Council authorizes the issuance of financial obligations annually, however, in order to save issuance costs, the City normally issues long-term debt every other year. This would include the following projects identified in the FY 2023 budget relating to the FY 2023 CIP in addition to other projects that will be identified in the first year of the 2023-2029 CIP.

Resolution	Fund	Description	Amount	Term
R-2022-10	General Fund	Municipal Building Roofs	\$541,000	10
R-2022-11	General Fund	Road Rehabilitation	\$298,000	10
R-2022-12	General Fund	Salt Shed Replacement	\$439,000	10
		<b>Subtotal - General Fund</b>	<b>\$1,278,000</b>	
R-2022-15	Parking Fund	Wells Street Parking Structure Maintenance	\$523,000	10
R-2022-14	Water Fund	3MG Water Tank Repairs	\$2,433,000	15
		<b>Subtotal - Other Funds</b>	<b>\$2,433,000</b>	
		<b>Total - All Funds</b>	<b>\$3,711,000</b>	

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 union and non-union employees. The union 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 7/1/2022 as listed below:

Group	Contract Expiration	FY 2023 Increase
AFSCME - Public Works	6/30/2022	to be negotiated
IAAF - Keene Firefighters	6/30/2022	to be negotiated
IAAF - Keene Fire Supervisors	6/30/2022	to be negotiated
NHFT - Keene City Employees	6/30/2022	to be negotiated
NHFT - Keene Police Officers	6/30/2025	2.0%
NHFT - Keene Police Supervisors	6/30/2022	to be negotiated

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

**TAX INCREMENT FINANCING**

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

<b>Wells Street TIF District FY 2023 Budget</b>	
Assessments in District	91,867,000
LESS: Original Assessed Value	(48,867,000)
Captured Assessed Value	43,000,000
Property Tax Rate	\$32.30
Tax Revenues Available to Fund District Expens	\$1,388,900
NMTC Financing Development Interest Payment	\$89,698
Courthouse Revenues Supporting Debt Service	\$16,734
<b>Total District Revenues</b>	<b>\$1,495,332</b>
District Expenses:	
Principal	\$207,000
Interest	\$69,720
Capital Reserve Appropriations	\$255,000
Library Campus Development Management Fee	\$36,000
Library Campus Development NMTC Audit	\$12,500
NMTC Financing Library Lease	\$220,586
Property Taxes - Library	\$183,883
<b>Total District Expenses</b>	<b>\$984,689</b>

**CONCLUSION**

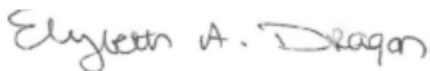
The budget process is a complex orchestration of events, goals and finances. City staff, in preparation for the submittal of the Operating Budget, has presented, during a series of meetings, complete information about budget requests as well as multiple breakdowns of the revenue and spending required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

The table below provides the calendar for the balance of the FY 2023 Budget process. As part of our collective effort to protect the health and welfare of the community, we anticipate at least initiating the schedule below using the tools and technologies currently deployed for public meetings. Regardless of the format that the budget review process uses, its outcome should ensure the City is nimbly positioned to respond rapidly to changing conditions to serve its residents, businesses, industries, and institutions, and partner with the community to respond to emerging conditions, leveraging opportunity for recovery of our long term health of our community.

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

Thank you for letting us serve you.

Respectfully submitted,



Elizabeth A. Dragon  
City Manager

**City of Keene**  
**FY 2022 – 2023 Operating Budget**  
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# 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 City budgeted funds account for activities related to the production and distribution of drinking water, the collection and treatment of wastewater, recycling or disposing of refuse generated by the City's residents and businesses, parking-related activities, and the timely maintenance and replacement of equipment utilized by the various departments of the City. Everything else (police, fire, and ambulance service, street, sidewalk and bike path maintenance, elections, library functions, cemeteries, maintenance of parks, drainage system maintenance, airport activity, and so forth) is budgeted and accounted for in the General Fund.

Formatting of the proposed budget book remains similar to prior years, however, there are two changes worth mentioning:

- Traffic control signal maintenance transitions from the Police Department Special Services (cost center 01405) to a new Public Works Traffic Signals/Controls (cost center 02030)
- To enhance reporting, budgeting for multi-function printers have been segregated into separate line items (62305)

The following pages are intended to provide an overview of the General Fund Operating Budget as proposed for FY 2022-2023.

### FISCAL POLICY IMPACT

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance-related issues. This document sets the boundaries for which both the Capital Improvements Program and City operating budget need to stay within while providing direction that incorporates City Council goals and objectives. In the fall of 2021, the City Council participated in a Fiscal Policies Workshop designed to review and update the City's fiscal practices. As part of the update, newly adopted City Council goals and strategic governance were considered. Outside Agencies were touched upon in this year's fiscal policy reiterating the annual application and joint staff and Council committee agency selection process. The 2022 Fiscal Policies changes were minimal and policy language was updated for clarity. The final version was presented to the City Council as resolution R-2021-37 and approved on September 2, 2021.

Updates include:

- Removal of resolution R-2020-10A Related to Emergency Management which ended June 30, 2021
- Clarification on submission of a memo for approval vs. a resolution for adoption as it relates to the transfer of funds
- Language added pertaining to the presentation of capital reserve activity in the CIP stating the monetary limitation is not applicable

In order for the proposed FY 2023 operating budget to comply with fiscal policy, changes were made to 2023-2029 Capital Improvement Program. The changes amount to \$0 in FY 2023 and FY 2024 in the CIP, though funding sources were changed. The total seven-year proposed CIP increases by \$100,000 that is reflected in FY25 and FY26 for additional IT Infrastructure Capital Reserve funding of \$50,000/year. Anticipated project start dates have also been shifted for several projected in later years.



**Debt**

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

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

Adopted Budget 2021-2022	PROPOSED BUDGET 2022-2023	Projected 2023-2024	Projected 2024-2025
11.05%	10.27%	9.77%	10.07%

**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 regard to the fiscal policy:

<b>Fiscal Policy on Property Tax Revenue Increase</b>	
FY 2022 Tax Revenues (Tax Year 2021)	\$27,089,588
Three Year Average CPI Change	2.60%
Nov 2019	2.10%
Nov 2020	0.40%
Nov 2021	5.30%
<b>Allowance Under CPI Policy</b>	<b>\$704,329</b>
<b>FY 2023 Proposed Property Tax Revenue Increase</b>	
2021-2022 Property Tax Revenue-Tax Effort	\$ 27,089,588
Less Debt Service	\$ (4,539,979)
Less NH Retirement	\$ (3,851,813)
	\$ 18,697,796
2022-2023 Property Tax Revenue-Tax Effort (as proposed)	\$ 27,231,381
Less Debt Service	\$ (3,919,092)
Less NH Retirement	\$ (3,936,730)
	\$ 19,375,559
<b>Actual Property Tax Revenue Increase</b>	<b>\$ 677,763</b>
<b>Fiscal Policy Compliance</b>	
<b>Amount Over (Under) Fiscal Policy</b>	<b>\$ (26,566)</b>

**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 enables the City to avoid the need to issue short-term tax anticipation notes to fund ongoing operations.

As shown below, the projected unassigned fund balance as of June 30, 2022 is 14.94%, exceeding the fiscal policy target.

The adopted 2023-2029 Capital Improvements Program created a funding plan that incorporates the use of an additional \$875,000 per year of fund balance for capital reserve funding for projects to reduce the issuance of future debt. This funding plan creates an estimated \$1,550,656 in bond interest savings and aligns the unassigned fund balance with fiscal policy.

<b>ESTIMATED YEAR END 06/30/22 INFORMATION:</b>					
Policy to retain unassigned fund balance at 7% =			\$		<b>6,251,110</b>
Policy to retain unassigned fund balance at 10% =			\$		<b>8,930,157</b>
<b>Estimated Unassigned Fund Balance For FY22</b>					
Unassigned Fund Balance @ 06/30/21			\$		<b>14,491,673</b>
Less: estimated addition to (use of) fund balance in FY23					(1,725,000)
Est: carryovers					(350,000)
Est: encumbrances					(300,000)
Est: budgetary savings					1,423,750
Use of fund balance FY22-R-2022-05 Thompson Rd repair and stabilization project					(210,000)
Net unassigned fund balance at year end			\$		<b>13,330,423</b>
		Total Budget & Tax Assessments		Policy Target	
				<u>7.00%</u>	<u>10.00%</u>
City's operating budget	FY22/23	\$ 45,574,760	\$	3,190,233	\$ 4,557,476
School tax assessment	2022	\$ 33,859,959	\$	2,370,197	\$ 3,385,996
State education tax assessment	2022	\$ 2,545,092	\$	178,156	\$ 254,509
County property tax assessment	2022	\$ 7,321,754	\$	512,523	\$ 732,175
	<b>TOTAL</b>	<b>\$ 89,301,565</b>	<b>\$</b>	<b>6,251,110</b>	<b>\$ 8,930,157</b>
<b>Estimated Unassigned Fund Balance at Year End</b>				<b>14.93%</b>	<b>June 30, 2022</b>

## REVENUES

The recommended FY 2023 budget projects a \$273,435 increase in general property tax revenue to contribute towards the funding of City operations. The City share of the tax rate is expected to increase \$0.06, or .49%, to \$12.37 per \$1,000 of assessed value.

Each year the adopted budget tax rate includes an appropriation to fund the overlay account, which is a balance sheet account (meaning activity funded through this account is not an expenditure) used to pay for property tax abatement costs. The overlay appropriation is included in the amount of taxes to be raised as well as the amount of war service tax property credits. For FY 2023, the amount of overlay is \$100,000, down \$131,642 from FY 2022.

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 analyzed and adjusted accordingly.

The following chart illustrates several of the proposed revenue changes:

<b>Revenue Changes FY 2022 to FY 2023</b>	
Property Taxes Revenue (net change in overlay and war service credits)	\$273,435
<b>Other Revenues</b>	
TIF Taxes	330,858
Land Use Change Tax	26,565
Bond Premium	(154,751)
Direct Reimbursement-Library	(195,985)
Intergovernmental-Highway	(95,354)
Motor Vehicle Registrations, Permits and Licenses	80,000
Use of Surplus (Capital Reserve Funding)	875,000
Miscellaneous	368,530
Subtotal Other Revenues	1,234,863
<b>Proposed Revenue Increase</b>	<b>\$1,508,298</b>

Changes in revenue highlights include:

- Increase in TIF (Tax Increment Finance) revenue for related TIF expenses
- Reduction of \$154,751 in bond premium -remaining premium used in FY 2022
- Reduction of \$195,985 in reimbursement from Library trustee building pledges
- Reduction in anticipated intergovernmental Highway Block funds
- Additional use of surplus to fund capital reserves

**EXPENDITURES**

The proposed budget consists of three major parts:

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

The increase in the operations portion of the proposed budget is \$972,244 or 2.68%.

While every proposed budget contains many increases and decreases in operations costs, the following table highlights specific budget changes:

<b>Changes in General Fund Operations FY 2022 to FY 2023</b>	
<b>Personnel Changes</b>	<b>\$ 550,516</b>
New Hampshire Retirement System and Social Security	96,971
Cost of Living Adjustments and position reclassifications	150,605
Community Funded Events - addition of Taste of Keene event	10,000
Airport temporary position transition to full-time	43,320
City Clerk increase to front desk support	14,000
Fire Department part-time administrative assistant	31,344
Library part-time Librarian I to Librarian II and increase in hours	32,837
Parks and Recreation program hourly employee wage alignment	49,272
Facilities increase in custodial hours	17,634
Miscellaneous changes - recruitment, safety program, outside agency temps, incentives, standby	104,533
	550,516
<b>Other Than Payroll Changes</b>	<b>\$ 421,728</b>
IT-Cyber Security Software and Services	90,076
IT-Microsoft Office 365	77,112
Professional Services - Human Resources/negotiations	20,000
Year 2 AFG Paramedic Training Grant Match	21,000
Miscellaneous other increases and decreases	213,540
<b>Changes in General Fund Operations</b>	<b>\$ 972,244</b>

Other personnel expense highlights include:

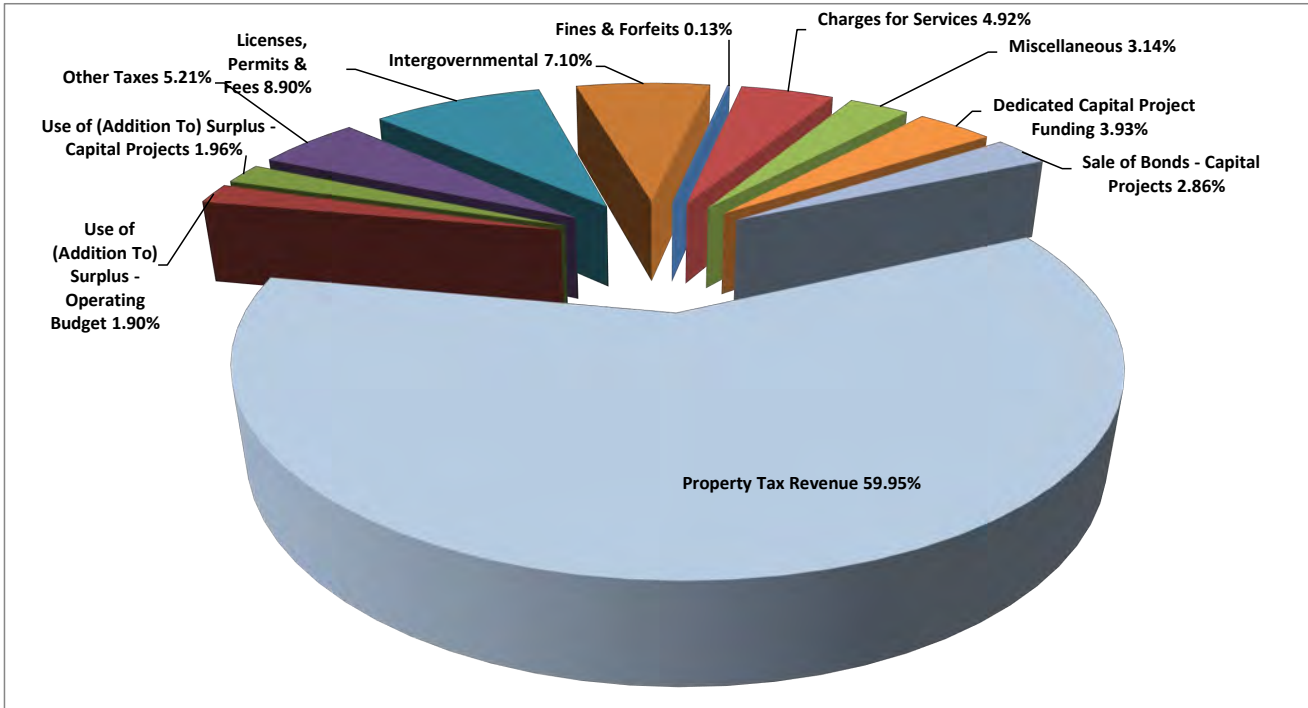
- Full year funding for Assistant City Attorney and Parks and Recreation Maintenance Aide positions funded at 10 months in FY 2022
- Workers' compensation rate adjustments

The New Hampshire Retirement System employer contribution rates remain the same for FY 2023. The Retirement System reviews rates every two years. The next rate adjustment will be effective July 1, 2023.

Employee Group	Employer Contribution	
	<u>FY 2022</u>	<u>FY 2023</u>
Fire	32.99%	32.99%
Police	33.88%	33.88%
Group 1	14.53%	14.53%

Costs other than payroll increase \$421,728. The majority of the increases are routine changes that occur in the ordinary course of business such as supplies, copier leases, postage, books etc., while cyber security, Microsoft Office 365, professional services, and paramedic training grant match account for \$208,188 of the total increase.

## FY 2022-2023 Proposed General Fund Revenue Budget

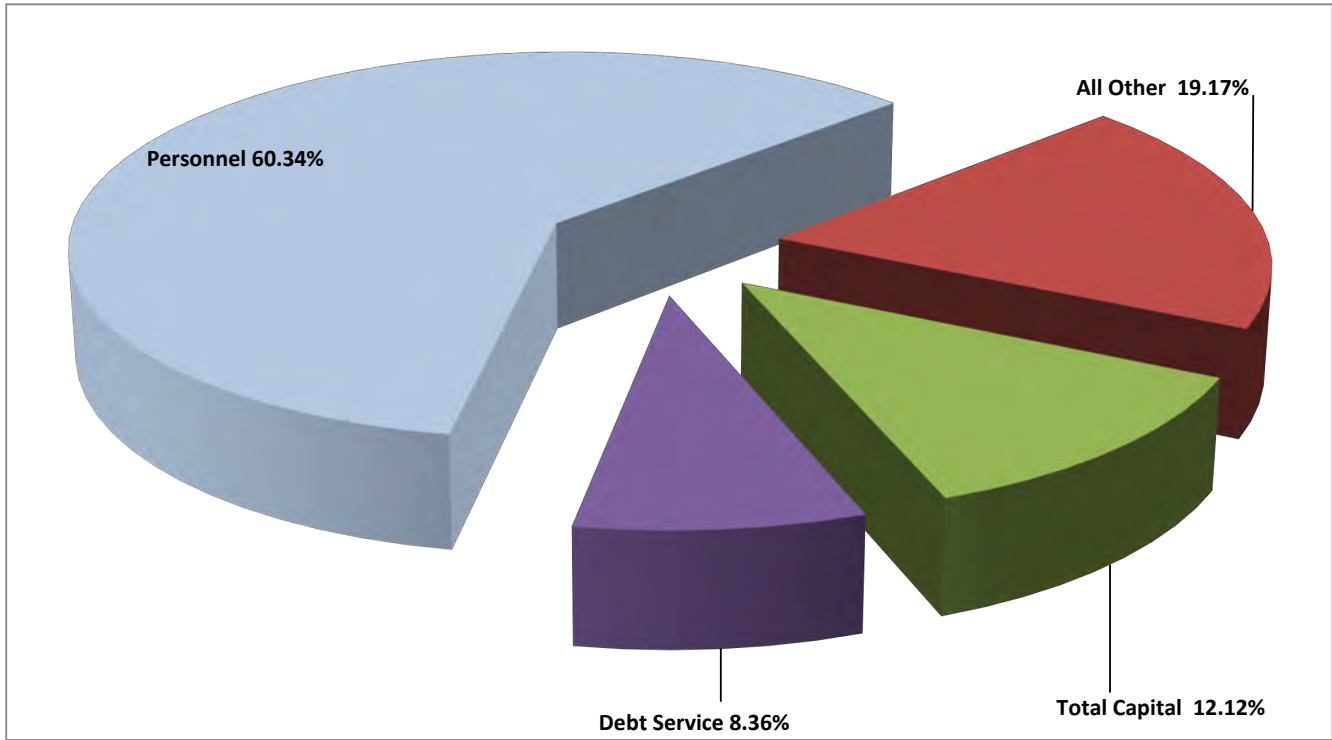


	FY 2023 <u>Proposed Budget</u>	Percent of <u>Total</u>
<b>Current Revenues</b>		
Property Tax Revenue	\$ 26,757,681	57.11%
Use of (Addition To) Surplus - Operating Budget	850,000	1.81%
Use of (Addition To) Surplus - Capital Projects	875,000	1.87%
Other Taxes	2,324,315	4.96%
Licenses, Permits & Fees	3,973,867	8.48%
Intergovernmental	3,168,323	6.76%
Fines & Forfeits	56,517	0.12%
Charges for Services	2,197,792	4.69%
Miscellaneous	1,401,996	2.99%
Other Financing Sources	2,217,323	4.73%
<b>Total Current Revenues</b>	<b>\$ 43,822,814</b>	<b>93.53%</b>
<b>Noncurrent Revenues <sup>(1)</sup></b>		
Dedicated Capital Project Funding	1,751,946	3.74%
Sale of Bonds - Capital Projects	1,278,000	2.73%
<b>Total Noncurrent Revenues</b>	<b>\$ 3,029,946</b>	<b>6.47%</b>
<b>Total Proposed Budget</b>	<b>\$ 46,852,760</b>	<b>100.00%</b>

<sup>(1)</sup> Noncurrent / Dedicated Revenue Capital Funding

Bonds To Be Issued	\$ 1,278,000
Dedicated Capital Project Funding	
Capital Project Balances	37,000
Use of Capital Reserves	1,714,946
<b>Total Noncurrent Revenues</b>	<b>\$ 3,029,946</b>

## FY 2022-2023 Proposed General Fund Expenditure Budget



	<b>FY 2023 Proposed Budget</b>	<b>Percent of Total</b>
Personnel	\$ 28,271,797	60.34%
All Other	8,981,894	19.17%
<b>Operations Budget</b>	<b>\$ 37,253,691</b>	<b>79.51%</b>
Capital (Net of Sale of Bonds)	4,401,977	9.40%
Debt Service	3,919,092	8.36%
<b>Operating Budget</b>	<b>\$ 45,574,760</b>	<b>97.27%</b>
Capital (Sale of Bonds)	1,278,000	2.73%
<b>Total Proposed Budget</b>	<b>\$ 46,852,760</b>	<b>100.00%</b>



**Allocation of Proposed FY 2022-2023 Property Tax to Various City Departments and Activities  
Based Upon Proposed Expenditure Budget**

Proposed City Tax Rate per \$1,000 of Assessed Value \$ 12.37

Department / Activity	Proposed Budget	Percent of Total	Proposed Property Tax	Department / Activity Proposed Property Tax Funding By Property Value						
				\$ 100,000	\$ 150,000	\$ 200,000	\$ 250,000	\$ 300,000	\$ 400,000	\$ 500,000
Police	\$ 8,266,499	17.64%	\$ 4,721,010	\$ 218.25	\$ 327.38	\$ 436.50	\$ 545.63	\$ 654.75	\$ 873.00	\$ 1,091.25
Fire	7,807,920	16.66%	4,459,115	206.14	309.22	412.29	515.36	618.43	824.57	1,030.72
Capital Projects	5,679,977	12.12%	3,243,843	149.96	224.94	299.92	374.90	449.89	599.85	749.81
Public Works	5,058,460	10.80%	2,888,894	133.55	200.33	267.11	333.88	400.66	534.21	667.76
Parks, Rec, Facilities & Youth Svcs	3,949,893	8.43%	2,255,790	104.28	156.43	208.57	260.71	312.85	417.14	521.42
Debt Service	3,919,092	8.36%	2,238,199	103.47	155.21	206.94	258.68	310.41	413.89	517.36
Finance & Human Svcs	2,446,851	5.22%	1,397,400	64.60	96.90	129.20	161.50	193.80	258.41	323.01
Information Technology	1,734,205	3.70%	990,407	45.79	68.68	91.57	114.47	137.36	183.14	228.93
Library	1,664,684	3.55%	950,704	43.95	65.93	87.90	109.88	131.85	175.80	219.75
Community Development	1,460,966	3.12%	834,360	38.57	57.86	77.14	96.43	115.72	154.29	192.86
Employee Benefits	790,269	1.69%	451,324	20.86	31.30	41.73	52.16	62.59	83.46	104.32
Airport	746,104	1.59%	426,101	19.70	29.55	39.40	49.25	59.10	78.79	98.49
City Clerk	678,975	1.45%	387,764	17.93	26.89	35.85	44.82	53.78	71.70	89.63
City Attorney	463,427	0.99%	264,664	12.24	18.35	24.47	30.59	36.71	48.94	61.18
City Manager's Office	449,587	0.96%	256,760	11.87	17.80	23.74	29.67	35.61	47.48	59.35
Human Resources	444,177	0.95%	253,670	11.73	17.59	23.45	29.32	35.18	46.91	58.64
Assessment	439,938	0.94%	251,249	11.62	17.42	23.23	29.04	34.85	46.46	58.08
Risk Management	289,381	0.62%	165,266	7.64	11.46	15.28	19.10	22.92	30.56	38.20
Outside Agencies	275,150	0.59%	157,139	7.26	10.90	14.53	18.16	21.79	29.06	36.32
Unclassified	166,762	0.36%	95,238	4.40	6.60	8.81	11.01	13.21	17.61	22.01
Mayor & City Council	120,443	0.26%	68,785	3.18	4.77	6.36	7.95	9.54	12.72	15.90
<b>Totals</b>	<b>\$ 46,852,760</b>	<b>100.00%</b>	<b>\$ 26,757,681</b>	<b>\$ 1,237.00</b>	<b>\$ 1,855.50</b>	<b>\$ 2,474.00</b>	<b>\$ 3,092.50</b>	<b>\$ 3,711.00</b>	<b>\$ 4,948.00</b>	<b>\$ 6,185.00</b>

Property Taxes Raised For Operations FY 2021-2022 Budget Year \$ 26,484,246 City of Keene Municipal Tax Rate FY 2021-2022 \$ 12.31  
Proposed Increase in Property Tax Dollars Raised \$ 273,435 Proposed Increase in Municipal Tax Rate \$ 0.06  
Proposed Change Overlay & War Service Credits \$ (131,642) Percent Increase in Proposed Municipal Tax Rate 0.49%  
Percent Increase in Proposed Property Tax Dollars Raised 0.54%

**General Fund  
Operating Revenues and Expenditures**

**FY 2022 - 2023 Proposed Budget**

	<b>ACTUAL 2020/2021</b>	<b>ADOPTED BUDGET 2021/2022</b>	<b>CITY MANAGER RECOMMENDED 2022/2023</b>	<b>PROJECTED 2023/2024</b>	<b>PROJECTED 2024/2025</b>
<b>REVENUES</b>					
Property Tax	\$27,308,757	\$26,484,246	\$26,757,681	\$27,957,113	\$28,714,539
Other Local Taxes	1,125,992	1,116,350	1,152,565	1,175,616	1,199,129
Tax Increment Financing	807,331	840,892	1,171,750	1,195,185	1,219,089
Licenses, Permits & Fees	4,159,133	3,857,571	3,973,867	4,053,344	4,134,411
Intergovernmental	3,063,989	3,215,862	3,168,323	3,231,689	3,296,323
Charges for Services	1,672,364	2,329,606	2,197,792	2,241,748	2,286,583
Fines & Forfeits	37,015	56,951	56,517	57,647	58,800
Miscellaneous	1,445,928	1,330,499	1,401,996	1,430,036	1,458,637
Other Financing Sources (including capital reserve)	2,686,517	4,842,600	3,969,269	3,166,459	5,588,838
Use of Surplus - Operating Budget	0	850,000	850,000	850,000	850,000
Use of Surplus - Capital Projects	0	0	875,000	875,000	875,000
SUBTOTAL - current revenues	\$42,307,026	\$44,924,577	\$45,574,760	\$46,233,838	\$49,681,348
Sale of Bonds	2,679,000	2,949,000	1,278,000	1,508,000	4,997,000
<b>TOTAL REVENUES</b>	<b>\$44,986,026</b>	<b>\$47,873,577</b>	<b>\$46,852,760</b>	<b>\$47,741,838</b>	<b>\$54,678,348</b>
<b>EXPENDITURES</b>					
<b>ELECTED/APPOINTED OFFICIALS:</b>					
Mayor & City Council	\$136,984	\$142,723	\$120,443	\$122,852	\$125,309
City Manager's Office	398,088	414,786	449,587	458,579	467,750
City Clerk & Elections	657,168	646,976	678,975	692,555	706,406
City Attorney	305,372	422,081	463,427	472,696	482,149
Outside Agencies	298,080	288,300	275,150	288,300	288,300
Unclassified	111,240	145,360	166,762	170,097	173,499
Employee Benefits	357,516	631,323	790,269	806,075	822,196
Risk Management	258,900	272,633	289,381	295,169	301,072
Total Elected/Appointed Officials	\$2,523,348	\$2,964,182	\$3,233,994	\$3,306,321	\$3,366,682
<b>ADMINISTRATIVE SERVICES:</b>					
Assessment	\$479,496	\$493,525	\$439,938	\$448,737	\$457,711
Finance	2,171,340	2,480,218	2,446,851	2,495,788	2,545,704
Human Resources	388,470	437,131	444,177	453,061	462,122
Information Technology	1,397,680	1,485,148	1,734,205	1,768,889	1,804,267
Total Administrative Services	\$4,436,986	\$4,896,022	\$5,065,171	\$5,166,474	\$5,269,804
<b>COMMUNITY SERVICES:</b>					
Fire & Ambulance	\$7,223,594	\$7,715,663	\$7,807,920	\$7,964,078	\$8,123,360
Library	1,400,697	1,626,577	1,664,684	1,697,978	1,731,937
Parks, Recreation & Facilities	3,529,130	3,927,343	3,949,893	4,028,891	4,109,469
Police	7,263,164	8,130,157	8,266,499	8,431,829	8,600,466
Total Community Services	\$19,416,585	\$21,399,740	\$21,688,996	\$22,122,776	\$22,565,231
<b>MUNICIPAL DEVELOPMENT SERVICES:</b>					
Airport	\$656,350	\$707,278	\$746,104	\$761,026	\$776,247
Community Development	1,427,694	1,522,033	1,460,966	1,490,185	1,519,989
Public Works	4,507,192	4,792,194	5,058,460	5,159,629	5,262,822
Total Mun. Development Services	\$6,591,236	\$7,021,505	\$7,265,530	\$7,410,841	\$7,559,057
<b>CAPITAL PROGRAM:</b>					
Debt Service (including repayment of interfund loan)	\$4,170,900	\$4,539,979	\$3,919,092	\$3,747,928	\$3,773,663
Capital Projects (not funded by debt)	3,376,777	4,078,149	4,375,412	4,479,498	7,146,911
Conservation - LUCT	25,000	25,000	26,565	25,000	25,000
Total Capital	\$7,572,677	\$8,643,128	\$8,321,069	\$8,222,426	\$10,920,574
SUBTOTAL - current expenditures	\$40,540,832	\$44,924,577	\$45,574,760	\$46,233,838	\$49,681,348
CAPITAL PROJECTS (funded by Debt)	2,679,000	2,949,000	1,278,000	1,508,000	4,997,000
<b>TOTAL EXPENDITURES</b>	<b>\$43,219,832</b>	<b>\$47,873,577</b>	<b>\$46,852,760</b>	<b>\$47,741,838</b>	<b>\$54,678,348</b>

**General Fund  
Fiscal Policies R-2021-37**

**FY 2022 - 2023 Proposed Budget**

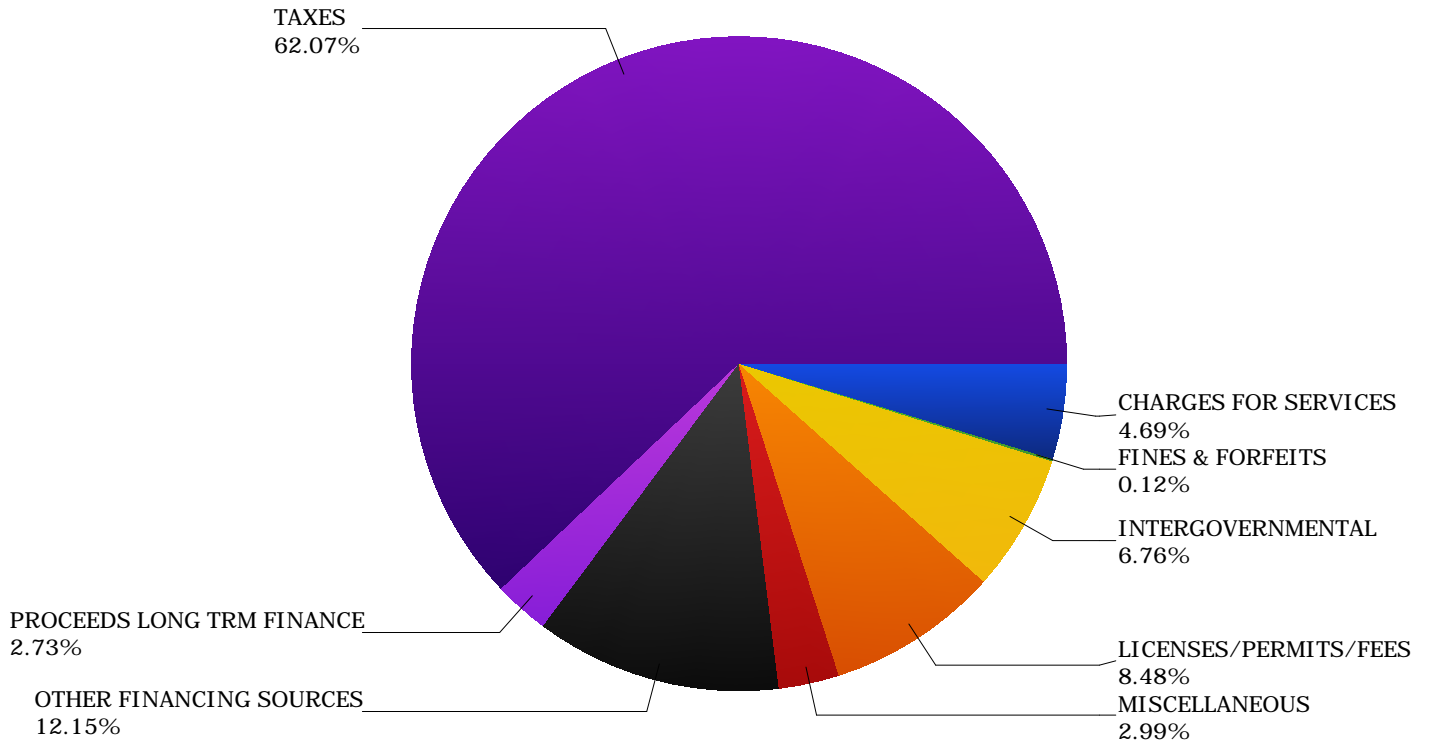
	Tax Rate Setting 2020/2021	Tax Rate Setting 2021/2022	CITY MANAGER RECOMMENDED 2022/2023	PROJECTED 2023/2024	PROJECTED 2024/2025
<b>Debt Service - Fiscal Policies Limit 12%</b>	<b>11.52%</b>	<b>11.05%</b>	<b>10.27%</b>	<b>9.77%</b>	<b>10.07%</b>
<b>GROSS CITY PROPERTY TAX REVENUE INCREASE</b>					
Property Tax Revenue - Increase (Decrease)	\$ 800,108	\$ (317,476)	\$ 677,763	\$ 1,199,432	\$ 757,426
Fiscal Policy Increase Limit	598,043	598,043	\$ 704,329	708,016	743,101
Over (Under) Limit	\$ 202,065	\$ (915,519)	\$ (26,566)	\$ 491,416	\$ 14,325
<b>CITY PROPERTY TAX REVENUE</b>					
Property Tax Revenue-net overlay and war service credits	\$ 26,069,544	\$ 26,484,246	\$ 26,757,681	\$ 27,957,113	\$ 28,714,539
ADD: Overlay	1,021,995	231,642	100,000	250,000	300,000
ADD: War Service Credits	315,525	373,700	373,700	373,700	373,700
Property Tax Revenue - Gross tax effort	\$ 27,407,064	\$ 27,089,588	\$ 27,231,381	\$ 28,580,813	\$ 29,388,239
City Tax Rate	\$14.81	\$12.31	\$12.37	\$12.98	\$13.35
Percent increase (decrease)	0.00%	-16.90%	0.49%	4.96%	2.83%
<b>PROPERTY TAX CALCULATION</b>					
Assessed Value for local tax calc	\$ 1,849,704,064	\$ 2,201,301,020	\$ 2,201,301,020	\$ 2,201,301,020	\$ 2,201,301,020
Assessed Value for state tax calc	\$ 1,750,950,464	\$ 2,090,372,820	\$ 2,090,372,820	\$ 2,090,372,820	\$ 2,090,372,820
<b>Tax Rate</b>					
City	\$14.81	\$12.31	\$12.37	\$12.98	\$13.35
Local Education	\$16.54	\$14.02	\$15.38	\$15.69	\$16.00
State Education	\$2.07	\$1.67	\$1.22	\$1.24	\$1.27
County	\$3.86	\$3.28	\$3.33	\$3.39	\$3.46
Total Tax Rate	\$37.28	\$31.28	\$32.30	\$33.31	\$34.08
Percent increase (decrease)	-0.86%	-16.09%	3.25%	3.13%	2.32%
<b>Property Taxes to be Raised</b>					
Local Education	\$ 30,594,793	\$ 30,860,128	\$ 33,859,969	\$ 34,537,168	\$ 35,227,912
State Education	\$ 3,618,594	\$ 3,494,360	\$ 2,545,092	\$ 2,595,994	\$ 2,647,914
County	\$ 7,132,096	\$ 7,227,370	\$ 7,321,754	\$ 7,468,189	\$ 7,617,553
City	\$ 27,407,064	\$ 27,089,588	\$ 27,231,381	\$ 28,580,813	\$ 29,388,239

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget  
Summary

GENERAL FUND

Revenue Category	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
41000 - TAXES	28,269,288	29,242,080	28,441,488	29,088,610	29,126,246	29,081,996
42000 - LICENSES/PERMITS/FEES	4,096,909	4,159,133	3,857,571	3,982,824	3,973,867	3,973,867
43000 - INTERGOVERNMENTAL	3,078,791	3,063,989	3,215,862	3,243,919	3,168,323	3,168,323
44000 - CHARGES FOR SERVICES	1,880,025	1,672,364	2,329,606	2,166,034	2,197,792	2,197,792
45000 - FINES & FORFEITS	61,401	37,015	56,951	61,886	56,517	56,517
46000 - MISCELLANEOUS	2,116,357	1,445,928	1,330,499	1,310,503	1,401,996	1,401,996
47000 - OTHER FINANCING SOURCES	3,019,657	2,686,517	5,692,600	2,232,530	5,694,269	5,694,269
48000 - PROCEEDS LONG TRM FINANCE	2,804,000	2,679,000	2,949,000	3,533,000	1,278,000	1,278,000
TOTAL	45,326,427	44,986,026	47,873,577	45,619,306	46,897,010	46,852,760

Fiscal Year 2022-2023 Anticipated Revenue by Category



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

GENERAL FUND

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
41105 - NET PROPERTY TAX	26,412,989	27,308,757	26,484,246	27,089,588	26,801,931	26,757,681
41110 - IN LIEU OF TAX	1,107,500	1,111,350	1,110,350	1,118,000	1,120,000	1,120,000
41115 - TIMBER YIELD TAX	5,829	13,442	6,000	12,000	6,000	6,000
41120 - LAND USE CHANGE TAX	0	1,200	0	28,130	26,565	26,565
41125 - TAX INCREMENT FINANCING	742,970	807,331	840,892	840,892	1,171,750	1,171,750
41000 - TAXES	28,269,288	29,242,080	28,441,488	29,088,610	29,126,246	29,081,996
42105 - HEALTH	52,310	50,440	51,900	51,900	51,900	51,900
42110 - CLERK - STATE	32,309	29,953	30,000	28,000	30,000	30,000
42115 - CLERK - CITY	7,097	6,225	8,592	5,000	8,592	8,592
42116 - HAZ MAT STORAGE PERMITS	17,975	18,700	18,600	19,000	19,000	19,000
42120 - DOGS	11,277	13,288	9,280	9,200	9,280	9,280
42202 - FIRE ALARM ACCESS PERMIT	10,935	11,486	12,000	12,500	13,000	13,000
42205 - PERMITS	385,183	370,887	335,000	380,900	380,000	380,000
42210 - PISTOL PERMITS	820	600	574	549	620	620
42215 - MOTOR VEHICLE PERMITS	3,381,346	3,456,635	3,200,000	3,280,000	3,280,000	3,280,000
42218 - TRANSPORTATION IMP FUND	96,086	98,865	100,000	91,000	90,000	90,000
42301 - NSF CHECK FEE	1,330	1,221	1,000	820	850	850
42306 - MISC FEES & CHARGES	12,230	10,156	10,500	9,700	10,500	10,500
42315 - MAIL-IN & E-REG FEES	6,938	8,136	8,000	8,000	8,000	8,000
42316 - MUNICIPAL AGENT FEES	61,304	64,460	59,000	59,000	59,000	59,000
42330 - SITE PLAN APPLICATIONS	9,172	4,729	6,500	11,100	6,500	6,500
42331 - SUBDIVISION APPLICATIONS	3,502	2,701	1,500	3,660	1,500	1,500
42332 - MINOR AMENDMENTS APPL.	2,525	2,665	750	3,750	750	750
42333 - VOLUNTARY MERGER	100	350	75	175	75	75
42334 - CONDITIONAL USE APPLICAT.	421	628	500	3,045	500	500
42335 - DRIVEWAY CURB CUT APPS.	824	1,125	300	300	300	300
42337 - ZBA FEES	3,225	5,883	3,500	5,225	3,500	3,500
42000 - LICENSES/PERMITS/FEES	4,096,909	4,159,133	3,857,571	3,982,824	3,973,867	3,973,867
43201 - FLOOD CONTROL	35,817	35,817	37,040	36,031	36,100	36,100
43202 - AERONAUTICAL	9,473	8,780	8,000	8,780	8,780	8,780
43203 - HIGHWAY	505,913	479,026	475,966	475,965	380,772	380,772
43204 - ROOMS & MEALS	1,186,791	1,185,571	1,719,310	1,719,310	1,719,310	1,719,310
43205 - SHARED REVENUES	391,627	378,584	0	0	0	0
43208 - KEENE STATE COLLEGE	632,902	649,961	653,952	653,952	655,402	655,402
43305 - CHESHIRE CTY JCC / YIP	23,100	23,100	23,100	23,100	23,100	23,100
43401 - KEENE SCHOOL DISTRICT	94,427	97,063	102,714	102,732	103,858	103,858
43403 - OTHER TOWNS	198,742	206,088	195,780	224,049	241,001	241,001
43000 - INTERGOVERNMENTAL	3,078,791	3,063,989	3,215,862	3,243,919	3,168,323	3,168,323
44109 - DIRECT REIMBURSEMENT	564,249	540,354	709,189	459,179	476,338	476,338
44111 - PROGRAMS	54,512	78,589	116,000	101,500	121,500	121,500
44112 - EQUIPMENT CHARGES	1,000	0	2,000	750	1,500	1,500

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
44113 - REPORTS	930	762	1,196	910	958	958
44114 - PHOTOS/TAPES	915	775	644	1,268	856	856
44116 - PUBLIC WAY IMPEDIMENT	1,150	2,050	1,000	900	1,000	1,000
44117 - EXCAVATION	5,800	4,650	3,000	4,000	4,000	4,000
44122 - INTERMENTS	30,545	39,125	35,200	47,500	38,000	38,000
44123 - AMBULANCE SVCS	923,262	792,001	1,225,000	1,300,000	1,300,000	1,300,000
44124 - FIRE MASTER BOX	80,784	84,730	82,000	85,000	85,000	85,000
44131 - REPAIRS	45	100	0	0	0	0
44134 - DETAIL CHARGES	87,309	(1,022)	0	0	0	0
44135 - RECORDS CENTER CHARGES	24,546	24,547	24,622	25,942	26,980	26,980
44138 - SSI INTERIM ASSISTANCE	3,237	3,681	2,500	975	2,500	2,500
44139 - MEDICAID REIMBURSEMENTS	0	53	250	0	2,500	2,500
44140 - PD CRIMINAL RECORDS CHECK	25	60	68	17	45	45
44141 - PD DISCOVERIES	105	60	143	17	128	128
44142 - PD ACCIDENT REPORTS	11,031	8,930	8,842	13,556	10,443	10,443
44143 - PD LOG SEARCH	0	30	8	6	5	5
44144 - PD FINGERPRINT FEES	5,890	13,340	8,464	21,531	10,520	10,520
44147 - SMALL WIRELESS (SWF)	0	1,672	1,080	1,620	1,620	1,620
44149 - DRAIN CONNECT PERMIT	0	0	0	0	200	200
44201 - LIBRARY FACILITY RENTAL	1,410	0	1,000	160	600	600
44203 - RECREATION CENTER	13,607	11,235	15,900	11,900	15,900	15,900
44205 - SUMNER KNIGHT CHAPEL FEE	85	0	0	0	0	0
44301 - CAMPGROUNDS	2,500	0	0	200	400	400
44302 - BALL FIELDS	3,925	5,025	6,500	13,443	15,500	15,500
44303 - BALL FIELD LIGHTS	2,400	0	9,000	0	0	0
44304 - POOLS	11,398	7,612	16,000	16,660	21,500	21,500
44401 - LIBRARY NON RESIDENT FEE	12,819	16,352	19,000	14,000	15,000	15,000
44501 - LANDING FEES	6,881	7,268	9,000	10,500	10,000	10,000
44505 - GROSS REVENUE PERCENTAGE	9,346	13,831	12,000	16,500	16,800	16,800
44506 - FUELING FEES	20,320	16,554	20,000	18,000	18,000	18,000
44000 - CHARGES FOR SERVICES	1,880,025	1,672,364	2,329,606	2,166,034	2,197,792	2,197,792
45105 - COURT FINES	27,701	14,311	27,403	25,469	28,103	28,103
45106 - LIBRARY OVERDUE FINES	12,711	5,128	14,000	6,327	8,000	8,000
45107 - FALSE ALARM FINES	6,702	13,125	7,223	6,761	6,857	6,857
45201 - FIRE CODE VIOLATIONS	0	0	200	0	200	200
45202 - BUILDING CODE VIOLATIONS	2,075	525	500	1,690	500	500
45302 - DOG FORFEITURE	9,202	400	2,993	4,650	5,172	5,172
45303 - DRUG FORFEITURE	732	0	0	0	0	0
45304 - LOST LIBRARY MATERIALS	1,639	2,220	3,000	2,212	3,000	3,000
45305 - SALE EVIDENCE/FOUND PROP	639	1,306	1,632	14,777	4,685	4,685
45000 - FINES & FORFEITS	61,401	37,015	56,951	61,886	56,517	56,517
41605 - INTEREST: TAXES	633,927	302,195	315,000	310,000	325,000	325,000

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
46000 - MISCELLANEOUS	0	(40)	50	0	50	50
46101 - INTEREST EARNINGS	593,374	247,688	125,000	105,451	125,000	125,000
46103 - INTEREST: A/R	(87)	(1,965)	100	181	100	100
46105 - OTHER LOANS	89,698	89,698	89,698	89,698	89,698	89,698
46113 - PUBLIC PRINTER/COPIER FEE	0	1,756	6,079	3,430	5,000	5,000
46301 - CITY HALL	58,257	62,477	63,297	63,857	65,676	65,676
46304 - TRANSPORTATION CENTER	31,961	31,672	32,977	33,482	35,096	35,096
46306 - AIRPORT T-HANGAR	106,932	110,022	114,664	119,500	122,275	122,275
46307 - AIRPORT TERMINAL	15,633	23,089	21,975	23,500	28,067	28,067
46308 - AIRPORT LAND	81,403	73,973	75,181	75,181	76,573	76,573
46311 - FUEL FARM LEASE	14,700	16,275	16,680	16,680	17,768	17,768
46312 - AIRPORT WWTP INCOME	159,189	156,324	159,294	159,294	205,254	205,254
46317 - 350 MARLBORO RENTS	233,811	232,333	236,747	236,747	242,903	242,903
46401 - CEMETERY TRUST FUND	87,824	79,554	55,900	57,494	47,500	47,500
46403 - CHARITABLE TRUST FUND	3,058	2,762	1,935	1,989	1,650	1,650
46404 - DELUGE HOSE TRUST FUND	255	230	162	166	135	135
46405 - DOWNTOWN MEM TREE TRST FD	1,386	0	4,000	5,261	3,825	3,825
46406 - FLOWER TRUST FUND	3,922	1,042	2,480	2,550	2,100	2,100
46407 - LIBRARY TRUST FUND	600	5,625	3,500	600	3,500	3,500
46408 - PARKS & REC TRUST FUND	3,834	3,463	2,450	2,492	2,075	2,075
46410 - SUMNER KNIGHT CHPL TST FD	5,151	3,203	3,150	2,520	2,500	2,500
46413 - WOODWARD FUND	0	4,355	0	0	0	0
47302 - SALE OF SURPLUS PROPERTY	(8,673)	70	50	0	50	50
47304 - MAPS,BLUEPRINTS,ETC	8	0	100	100	100	100
47305 - COPIES	196	127	30	330	100	100
46000 - MISCELLANEOUS	2,116,357	1,445,928	1,330,499	1,310,503	1,401,996	1,401,996
47001 - USE (ADDITION) TO SURPLUS	0	0	850,000	0	1,725,000	1,725,000
47003 - CAPITAL RESERVE	0	0	2,465,980	0	1,714,946	1,714,946
47102 - ADMIN CHG - EQUIPMENT	302,646	317,362	301,082	301,082	323,835	323,835
47104 - ADMIN CHG - PARKING	220,363	99,308	96,364	96,364	85,946	85,946
47106 - ADMIN CHG - SEWER	620,643	671,186	697,542	697,543	785,730	785,730
47107 - ADMIN CHG - SOLID WASTE	488,324	539,851	494,420	494,420	535,928	535,928
47108 - ADMIN CHG - WATER	485,804	482,005	488,380	488,380	485,884	485,884
47201 - CAPITAL PROJECTS FUND	368,877	24,217	144,081	0	37,000	37,000
47204 - GRANTS FUND	500,000	552,588	154,751	154,741	0	0
47206 - PC REPLACEMENT FUND	33,000	0	0	0	0	0
47000 - OTHER FINANCING SOURCES	3,019,657	2,686,517	5,692,600	2,232,530	5,694,269	5,694,269
48101 - SALE OF BONDS	2,804,000	2,679,000	2,949,000	3,533,000	1,278,000	1,278,000
48000 - PROCEEDS LONG TRM FINANCE	2,804,000	2,679,000	2,949,000	3,533,000	1,278,000	1,278,000
TOTAL	45,326,427	44,986,026	47,873,577	45,619,306	46,897,010	46,852,760

## General Fund

### FY 2022 - 2023 Supplemental Requests

Cost Center	Account	Notes	requested supplemental amount	amount included in CM recommendation
Outside Agencies	00002 62133	Keene Senior Center	\$ -	\$ (5,000)
Outside Agencies	00002 62135	Big Brothers Big Sisters of NH	\$ -	\$ (5,250)
Outside Agencies	00002 62137	Meals on Wheels	\$ 1,600	\$ 1,600
Outside Agencies	00002 62142	Home Health Care City Express Bus (transporting)	\$ 4,500	\$ 4,500
Outside Agencies	00002 62149	100 Nights Shelter	\$ 5,000	\$ -
Outside Agencies	00002 62156	CASA	\$ 2,000	\$ 1,000
Outside Agencies	00002 62156	Community Volunteer Transportation Company (CVTC)	\$ 1,500	\$ -
Outside Agencies	00002 62187	Keene Housing Kids Collaborative	\$ 2,500	\$ (5,000)
Outside Agencies	00002 62189	Samaritans of NH	\$ 9,000	\$ -
Outside Agencies	00002 62193	Ruck-Up Inc.	\$ 10,000	\$ -
Unclassified	00003 61000	Comm Funded Events - Taste of Keene	\$ 10,000	\$ 10,000
Unclassified	00003 62605	Comm Funded Events - utilization of parking spaces	\$ 2,517	\$ 2,517
Unclassified	00003 62462	Human Rights Commission; increase City support to \$1,000	\$ 500	\$ 500
Employee Benefits	00081 62102	Professional services for HR related issues; negotiations	\$ 36,400	\$ 20,000
Airport	01700 61000	Increased temporary/seasonal position to a full-time Maint Aide I	\$ 43,230	\$ 43,230
Airport	01700 61000	New position; PT Administrative Assistant; marketing	\$ 17,560	\$ -
Airport	01700 62102	Air service consultant for SCAST grant application assistance	\$ 5,000	\$ 5,000
Airport	01700 62209	Portable toilets for T-hangars and fuel farm area	\$ 3,800	\$ 3,800
City Clerk	00200 61000	Additional front desk support; 1 @ 5 hours/week	\$ 7,155	\$ 7,155
City Clerk	00200 61000	Additional front desk support; 1 @ 5 hours/week	\$ 6,845	\$ 6,845
City Clerk	00200 62744	Receipt printer	\$ 925	\$ 925
City Clerk - Elections	00201 62107	Restore full complement of elected officials in each ward	\$ 2,000	\$ 2,000
City Clerk - Record Storage	00204 62761	Concurrent license for records management software	\$ 4,735	\$ 4,735
City Mgr - Emergency Ops Ctr	00310 61000	Assistant Emergency Management Director	\$ 1,828	\$ 1,828
Community Development	01910 61000	New position/transfer; Mapping Technician to GIS Manager	\$ 12,763	\$ -
Community Development	01910 61000	New position; Asset Management Technician	\$ 100,160	\$ -
Fire - Administration	00800 61000	New position; PT Administrative Assistant	\$ 31,344	\$ 31,344
Fire - Administration	00800 62435	Formal course tuition; NFA meal plans; training props; consumables	\$ 20,000	\$ -
Fire - Ambulance	00810 61000	Year 2 budget/COLA adjustment (pending staffing analysis)	\$ 45,415	\$ -
Fire - Ambulance	00810 61000	Increased off duty time for EMS licensure & certifications	\$ 15,913	\$ -
Fire - Ambulance	00810 62311	Maintenance plans for grant purchased items; IV pumps, ventilators	\$ 7,500	\$ 7,500
Fire - Ambulance	00810 62435	Training props & consumables for continuing medical licensures	\$ 10,000	\$ -
Fire - Ambulance	00810 62438	Recertification CPR, ACLS, PALS, NRP	\$ 1,425	\$ 1,425
Fire - Ambulance	00810 68008	Year 2 AFG Paramedic Training grant match; \$8,500 from tuition line	\$ 21,000	\$ 21,000
Fire - Suppression	00811 61000	Year 2 budget/COLA adjustment (pending staffing analysis)	\$ 59,388	\$ -
Fire - Suppression	00811 61000	Increased training for HAZWOPER	\$ 35,279	\$ -
IT	00700 62195	Cybersecurity services; Tyler Detect; Phone Pretexting, etc.	\$ 37,538	\$ 37,538
IT	00700 62785	Cybersecurity software; Nessus; DUO, Knowbe4, etc.	\$ 52,539	\$ 52,539
IT-Cloud Applications	00701 62812	Microsoft Office 365 annual license	\$ 77,112	\$ 77,112
Library	01100 61000	Position change; PT Librarian I to Librarian II; increased hours	\$ 32,837	\$ 32,837
Library	01100 62704	DVD repair; budgetary inflation; previously paid by Friends/Trustees	\$ 950	\$ -
Library	01100 62709	Program supplies; previously paid by Friends/Trustees	\$ 3,600	\$ -
Library	01100 62713	Increased supply cost for public printer/copier	\$ 601	\$ 601
Library	01100 62761	Software; previously paid by Friends/Trustees	\$ 4,200	\$ -
P&R - Administration	01200 62510	Increased public meetings; Zoom room; phones; Ipads	\$ 4,500	\$ 2,000
P&R - Maint & Develop	01201 61000	New position; Maintenance Aide I	\$ 68,528	\$ -



**FY 2023 Supplemental Requests (Cont'd)**

<b>Cost Center</b>	<b>Account</b>	<b>Notes</b>	<b>requested supplemental amount</b>	<b>amount included in CM recommendation</b>
P&R - Pools	01202 61000	Increased hourly wages; pool supervisor, lifeguards, attendants	\$ 18,331	\$ 18,331
P&R - Parks Programs	01207 61000	Increased hourly wages; camp counselors, recreation assistants	\$ 30,941	\$ 30,941
P&R - Facilities-Library	01328 61000	Increased custodial hours worked; 20 hrs to 28 hrs/week	\$ 8,817	\$ 8,817
P&R - Facilities-Recreation Cntr	01329 61000	Increased custodial hours worked; 20 hrs to 28 hrs/week	\$ 8,817	\$ 8,817
Public Works - Engineering	02001 61000	New position; Engineer	\$ 113,671	\$ -
<b>TOTAL General Fund</b>			<b>\$ 1,001,764</b>	<b>\$ 431,187</b>

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Summary by Department

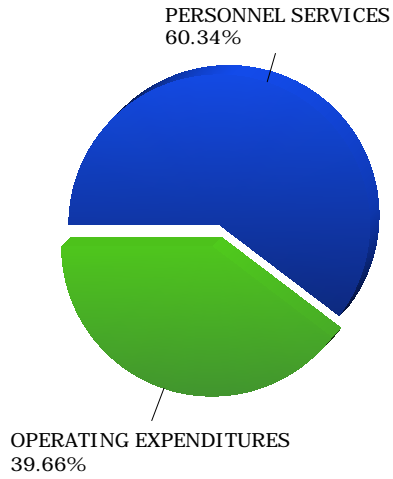
GENERAL FUND

Department	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
05 - AIRPORT	650,399	656,350	707,278	717,524	694,074	52,030	746,104	746,104
10 - ASSESSMENT	500,180	479,496	493,525	460,218	439,938	0	439,938	439,938
15 - CITY ATTORNEY	299,859	305,372	422,081	354,495	463,427	0	463,427	463,427
20 - CITY CLERK	628,558	657,168	646,976	649,001	657,315	21,660	678,975	678,975
25 - CITY MANAGER'S OFFICE	475,203	398,088	414,786	441,678	447,759	1,828	449,587	449,587
30 - FINANCE	2,066,707	2,171,340	2,480,218	2,159,903	2,446,851	0	2,446,851	2,446,851
35 - FIRE	7,114,013	7,223,594	7,715,663	7,666,644	7,746,651	61,269	7,807,920	7,807,920
41 - COMMUNITY DEVELOPMENT	1,422,219	1,427,694	1,522,032	1,369,155	1,460,966	0	1,460,966	1,460,966
45 - HUMAN RESOURCES	392,820	388,470	437,130	424,687	444,177	0	444,177	444,177
55 - INFORMATION TECHNOLOGY	1,300,752	1,397,680	1,485,148	1,476,882	1,567,016	167,189	1,734,205	1,734,205
60 - LIBRARY	1,403,318	1,400,697	1,626,577	1,593,140	1,631,246	33,438	1,664,684	1,664,684
65 - MAYOR & CITY COUNCIL	3,639,922	4,564,497	8,532,488	3,080,853	7,297,115	69,117	7,366,232	7,321,982
70 - PARKS, REC AND FACILITIES	3,483,454	3,529,063	3,927,343	3,790,495	3,880,987	68,906	3,949,893	3,949,893
80 - POLICE	7,178,238	7,263,164	8,130,157	7,838,502	8,266,499	0	8,266,499	8,266,499
85 - PUBLIC WORKS	4,415,127	4,507,192	4,792,194	5,061,456	5,058,460	0	5,058,460	5,058,460
95 - DEBT SERVICE	4,838,868	4,257,070	4,539,979	4,539,979	3,919,092	0	3,919,092	3,919,092
TOTAL	39,809,639	40,626,934	47,873,577	41,624,614	46,421,573	475,437	46,897,010	46,852,760

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Summary by Fund

GENERAL FUND

Budget Category	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61000 - PERSONNEL SERVICES	24,698,532	24,854,644	27,721,282	26,847,198	28,071,652	200,145	28,271,797	28,271,797
62000 - OPERATING EXPENDITURES	15,111,107	15,772,290	20,152,294	14,777,417	18,349,921	275,292	18,625,213	18,580,963
Fund Total	39,809,639	40,626,934	47,873,577	41,624,614	46,421,573	475,437	46,897,010	46,852,760



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

GENERAL FUND

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61101 - MAYOR	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
61102 - CITY COUNCIL	35,000	34,750	37,500	37,500	37,500	0	37,500	37,500
61201 - CITY ATTORNEY	136,873	139,764	139,731	139,731	142,527	0	142,527	142,527
61202 - CITY CLERK	110,568	112,903	112,877	114,695	115,136	0	115,136	115,136
61203 - CITY MANAGER	162,715	168,078	167,740	171,096	171,096	0	171,096	171,096
61301 - DEPARTMENT HEAD	1,296,013	1,330,573	1,336,228	1,370,398	1,341,952	0	1,341,952	1,341,952
61302 - ASST DEPARTMENT HEAD	298,075	303,520	506,190	453,370	538,804	0	538,804	538,804
61303 - SUPERVISORY PERSONNEL	2,807,294	2,879,951	2,972,733	2,958,240	3,033,537	0	3,033,537	3,033,537
61304 - GENERAL PERSONNEL	6,978,737	6,647,994	8,133,081	7,266,623	8,313,985	94,511	8,408,496	8,408,496
61305 - ADMINISTRATIVE PERSONNEL	1,462,167	1,396,359	1,409,835	1,426,240	1,415,176	29,077	1,444,253	1,444,253
61306 - HOURLY PERSONNEL	29,722	212,144	390,889	320,000	391,963	(29,968)	361,995	361,995
61307 - PART TIME EMPLOYEES	860,916	787,380	771,970	764,844	800,109	28,997	829,106	829,106
61308 - SEASONAL HELP	78,653	67,702	84,545	59,987	84,545	(23,000)	61,545	61,545
61309 - RECREATION SUPERVISION	95,324	81,616	136,097	136,097	136,097	28,219	164,316	164,316
61312 - POOL PERSONNEL	35,887	21,089	56,362	56,896	56,362	16,719	73,081	73,081
61316 - COMM FUNDED EVENT WAGES	19,743	6,471	19,213	12,707	31,354	10,000	41,354	41,354
61317 - CALL PERSONNEL	0	10,423	10,423	10,423	9,466	0	9,466	9,466
61401 - TEMPORARY PERSONNEL	58,687	67,160	56,852	38,855	57,353	0	57,353	57,353
61501 - REGULAR OVERTIME	225,973	285,508	207,521	269,083	212,521	0	212,521	212,521
61502 - DOUBLE OVERTIME	5,105	3,681	5,779	5,000	5,895	0	5,895	5,895
61506 - REIMBURSABLE DETAIL	66,189	0	0	0	0	0	0	0
61507 - COURT OVERTIME	16,190	18,997	44,000	20,633	44,000	0	44,000	44,000
61509 - OT-WEAPONS TRAINING	17,444	16,027	25,000	25,000	25,000	0	25,000	25,000
61511 - OT-HAZ MAT TRAINING	5,357	7,383	10,815	10,815	10,815	0	10,815	10,815
61512 - OT-TACTICAL TEAM TRAINING	14,882	22,526	20,000	20,000	25,000	0	25,000	25,000
61513 - OT-TRAINING	87,600	112,192	129,400	129,400	129,400	0	129,400	129,400
61514 - OT-FIELD TRAINING OFFICER	0	0	0	13,381	21,000	0	21,000	21,000
61520 - OT-VACATION REPLACEMENT	375,741	415,662	321,100	446,374	321,100	0	321,100	321,100
61521 - OT-SICK REPLACEMENT	284,245	288,252	77,050	269,270	77,050	0	77,050	77,050
61522 - OT-PERSONAL DAY REPLACE	56,395	73,583	43,800	57,912	43,800	0	43,800	43,800
61525 - OT-FIRST ALARM	71,665	83,761	40,000	181,174	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	4,440	7,171	5,000	11,199	5,000	0	5,000	5,000
61527 - OT-CALL BACK	31,081	22,987	24,000	31,958	24,000	0	24,000	24,000
61529 - OT-SHIFT VACANCIES	66,406	48,814	8,000	29,271	8,000	0	8,000	8,000
61531 - HOLIDAY OVERTIME	69,186	56,266	64,292	72,493	64,857	0	64,857	64,857
61601 - HOLIDAY PAY	254,951	260,331	292,681	256,663	294,916	0	294,916	294,916
61602 - STAND-BY PAY	41,472	41,662	41,354	41,976	41,899	0	41,899	41,899
61603 - CAR ALLOWANCE	3,600	3,300	3,600	3,600	3,600	0	3,600	3,600
61604 - TRAINING INCENTIVE	44,265	41,505	43,680	43,680	42,120	0	42,120	42,120
61605 - SICK & INJURY	31,587	43,590	30,554	28,200	32,314	0	32,314	32,314
61607 - VACATION	142,077	126,578	138,200	136,500	137,092	0	137,092	137,092
61608 - POLICE INCENTIVES	51,600	44,900	61,650	61,600	72,850	0	72,850	72,850
61610 - FIRE DEPT INCENTIVES	14,200	14,200	15,050	15,050	16,200	0	16,200	16,200
61612 - POLICE HIRING INCENTIVES	5,000	6,943	0	4,500	0	0	0	0
61701 - HEALTH INSURANCE	3,659,669	3,813,082	4,080,121	3,789,715	3,951,057	25,873	3,976,930	3,976,930
61702 - DENTAL INSURANCE	208,860	235,072	261,947	242,393	249,934	1,253	251,187	251,187
61703 - RETIREMENT CONTRIBUTIONS	829,434	879,366	1,212,235	1,151,498	1,245,288	5,595	1,250,883	1,250,883
61704 - SOCIAL SECURITY	763,191	784,322	861,513	830,397	903,876	11,058	914,934	914,934

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61705 - WORKERS COMPENSATION	285,952	341,222	393,109	366,966	418,640	1,811	420,451	420,451
61706 - UNEMPLOYMENT INSURANCE	0	0	7,313	0	8,102	0	8,102	8,102
61707 - LIFE INSURANCE	28,828	28,366	30,402	28,800	30,402	0	30,402	30,402
61708 - LT DISABILITY INSURANCE	39,781	40,100	41,985	42,000	41,985	0	41,985	41,985
61710 - SAFETY PROGRAM	1,340	253	4,200	1,265	4,200	0	4,200	4,200
61711 - WELLNESS PROGRAM	1,000	17,265	3,800	9,145	3,800	0	3,800	3,800
61712 - DEPT HEAD RETIREMENT	4,881	5,033	5,032	5,241	5,241	0	5,241	5,241
61713 - RET - FIRE	1,176,469	1,199,575	1,347,732	1,384,924	1,356,314	0	1,356,314	1,356,314
61714 - RET - POLICE	1,028,062	1,041,739	1,337,113	1,315,435	1,333,434	0	1,333,434	1,333,434
61715 - RETIREMENT BENEFITS	125,000	125,000	125,000	125,000	125,000	0	125,000	125,000
61901 - RECRUITMENT	25,680	21,076	5,000	24,879	12,747	0	12,747	12,747
61902 - OUTSIDE AGENCY TEMPS	63,356	5,478	5,986	3,105	2,240	0	2,240	2,240
61000 - PERSONNEL SERVICES	24,698,532	24,854,644	27,721,282	26,847,198	28,071,652	200,145	28,271,797	28,271,797
62100 - PROFESSIONAL/TECH SVCS	3,978	7,569	7,100	6,500	7,100	0	7,100	7,100
62101 - ADMINISTRATIVE SERVICES	54,315	46,164	62,000	62,000	62,000	0	62,000	62,000
62102 - PROFESSIONAL SERVICES	164,397	173,787	242,787	244,392	246,631	25,000	271,631	271,631
62103 - TECHNICAL SERVICES	79,093	64,013	100,187	96,583	97,210	0	97,210	97,210
62107 - ELECTIONS	19,040	13,914	13,460	10,630	13,643	2,000	15,643	15,643
62115 - ARTISTS & PERFORMERS	3,313	7,096	7,550	7,550	7,550	0	7,550	7,550
62116 - DISPATCH	226,538	233,334	245,001	245,001	251,126	0	251,126	251,126
62120 - LABORATORY SERVICES	2,290	2,807	7,965	6,838	8,215	0	8,215	8,215
62121 - MONITORING/INSPECTIONS	56,011	7,550	43,745	43,745	45,000	0	45,000	45,000
62125 - APPRAISAL SERVICES	12,800	12,800	12,800	12,800	12,800	0	12,800	12,800
62129 - AUDIT SERVICES	36,280	49,780	44,000	44,000	44,000	0	44,000	44,000
62133 - SENIOR CITIZENS CENTER	15,000	16,800	15,000	15,000	15,000	0	15,000	10,000
62134 - MONADNOCK SUBSTANCE ABUSE	7,500	5,000	5,000	5,000	0	0	0	0
62135 - BIG BROTHERS/BIG SISTERS	10,500	10,500	10,500	10,500	10,500	0	10,500	5,250
62136 - KEENE COMMUNITY KITCHEN	82,000	90,000	90,000	90,000	90,000	0	90,000	90,000
62137 - ELDERLY MEALS ON WHEELS	12,865	13,280	14,000	14,000	14,000	1,600	15,600	15,600
62138 - SW COMMUNITY SERVICES	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000
62142 - TRANSPORTING	95,674	94,409	96,550	94,950	96,550	4,500	101,050	101,050
62143 - HOME HEALTH CARE	47,647	88,534	95,000	95,000	95,000	0	95,000	95,000
62145 - FIRST AID & MEDICAL SVCS	52,275	41,872	54,100	41,725	52,100	0	52,100	52,100
62146 - MENTAL HEALTH SERVICES	25,000	25,000	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
62149 - 100 NIGHTS SHELTER	25,000	30,000	30,000	30,000	30,000	5,000	35,000	30,000
62151 - VOLUNTEERS ENABLING TRANS	0	2,000	0	0	0	0	0	0
62152 - SCS SHELTER SERVICES	50,000	62,500	50,000	50,000	50,000	0	50,000	50,000
62154 - HARBOR CARE WAS HIV AIDES	5,000	5,000	5,000	5,000	5,000	0	5,000	5,000
62155 - MON REG CHILD ADVOCACY	7,500	7,500	0	0	0	0	0	0
62156 - CASA	2,000	2,000	2,000	2,000	2,000	2,000	4,000	3,000
62157 - MONADNOCK HUMANE SOCIETY	2,500	0	0	0	0	0	0	0
62160 - COURT & HEARING EXP	7,745	1,162	2,000	2,000	2,000	0	2,000	2,000
62161 - LEGAL SERVICES	16,743	23,276	35,000	35,000	35,000	0	35,000	35,000
62173 - REGIONAL PLANNING	12,756	12,868	12,886	12,886	12,676	0	12,676	12,676
62174 - ZONING BOARD	70	70	250	250	250	0	250	250
62175 - OTHER SERVICES	51,128	66,124	61,250	62,300	40,710	0	40,710	40,710
62177 - JUSTICE OF THE PEACE	442	221	375	75	375	0	375	375

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62178 - PLANNING BOARD	130	100	250	250	250	0	250	250
62179 - CONSERVATION COMMISSION	1,500	1,500	1,500	1,500	1,500	0	1,500	1,500
62180 - HERITAGE COMMISSION	1,200	1,272	1,200	1,268	1,200	0	1,200	1,200
62181 - PARTNER CITY	5,000	0	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	850	0	850	850	850	0	850	850
62185 - MARKETING & DEVELOPMENT	45,745	56,611	0	5,933	0	0	0	0
62187 - KH KIDS COLLABORATIVE	2,500	10,000	10,000	10,000	10,000	2,500	12,500	5,000
62188 - ARTS ALIVE	500	500	500	500	500	0	500	500
62189 - SAMARITANS OF NH	3,500	4,500	4,500	4,500	4,500	9,000	13,500	4,500
62192 - BRANDING & COMMUNICATIONS	0	0	37,500	37,500	37,500	0	37,500	37,500
62193 - RUCK-UP INC	0	0	0	0	0	10,000	10,000	0
62194 - COMM VOL TRANS CO	0	0	0	0	0	1,500	1,500	0
62195 - CYBERSECURITY SVC	0	0	0	0	0	37,538	37,538	37,538
62201 - JANITORIAL	19,608	19,065	24,514	25,566	24,514	0	24,514	24,514
62203 - SNOW PLOWING	6,438	3,105	5,750	1,200	5,750	0	5,750	5,750
62205 - PC REPLACEMENT CHARGE	80,353	87,831	93,943	93,943	101,613	0	101,613	101,613
62206 - PW FLEET CHARGE	1,871,650	1,928,109	1,966,883	1,966,883	2,014,338	0	2,014,338	2,014,338
62208 - TAXES	238,872	233,792	246,477	246,477	214,404	0	214,404	214,404
62209 - RUBBISH PICK-UP	14,346	14,985	16,829	19,685	16,629	3,800	20,429	20,429
62300 - REPAIR & MAINTENANCE SVCS	23,089	31,559	36,525	37,901	102,351	0	102,351	102,351
62301 - OFFICE EQUIPMENT MAINT.	41,442	43,218	50,106	42,910	16,867	0	16,867	16,867
62304 - COMMUNICATIONS EQP MAINT.	12,992	47,562	31,754	45,350	31,754	0	31,754	31,754
62305 - MF PRINTER LEASE & MISC	0	0	0	0	29,500	0	29,500	29,500
62306 - SOFTWARE MAINTENANCE	2,000	395	2,000	2,180	2,300	0	2,300	2,300
62307 - COMPUTER SYS MAINTENANCE	253,375	299,773	206,789	237,360	249,578	0	249,578	249,578
62308 - NETWORK MAINTENANCE	41,641	47,039	52,005	47,763	48,957	0	48,957	48,957
62309 - VEHICLE CERTIFICATION	3,931	8,615	4,000	4,000	16,000	0	16,000	16,000
62310 - SAFETY PROGRAM MAINT.	22,578	13,655	26,241	16,804	15,500	0	15,500	15,500
62311 - EQUIPMENT MAINTENANCE	73,116	59,430	101,931	98,634	101,931	7,500	109,431	109,431
62312 - K-9 UNIT SUPPORT	0	0	4,500	18,000	4,500	0	4,500	4,500
62313 - REPAIRS & MAINTENANCE	565	2,178	2,000	2,000	2,000	0	2,000	2,000
62315 - FUEL SYSTEM MAINTENANCE	16,875	10,433	2,000	21,000	2,000	0	2,000	2,000
62316 - ESCO MAINTENANCE	18,396	6,995	0	0	0	0	0	0
62317 - EQUIPMENT REPAIR	56,224	93,762	54,855	70,934	54,855	0	54,855	54,855
62318 - BUILDING REPAIR	32,218	55,219	45,632	46,038	45,632	0	45,632	45,632
62319 - BEARCAT MAINTENANCE	0	0	100	100	100	0	100	100
62320 - MAPPING / GIS MAINTENANCE	8,800	9,612	9,550	9,550	9,550	0	9,550	9,550
62331 - ROAD AND STREET MAINT.	388,832	407,125	419,532	443,207	472,856	0	472,856	472,856
62340 - GROUNDS MAINTENANCE	44,805	41,667	47,564	44,145	47,564	0	47,564	47,564
62341 - PLAYGROUND MAINTENANCE	2,417	2,572	5,000	3,417	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	671	463	1,000	924	1,000	0	1,000	1,000
62343 - SIGNAGE	495	4,123	2,000	2,890	2,000	0	2,000	2,000
62344 - TRAIL MAINTENANCE	1,894	4,694	7,000	5,700	2,000	0	2,000	2,000
62345 - CAMERA SYSTEM MAINTENANCE	2,669	8,304	9,250	9,774	9,250	0	9,250	9,250
62350 - BUILDING MAINTENANCE	134,496	135,991	66,563	114,652	66,563	0	66,563	66,563
62355 - BRUSH & OBSTR CLEARING	3,372	2,650	19,000	10,000	10,000	0	10,000	10,000
62372 - TREE/FORESTRY MAINTENANCE	70,948	56,503	60,200	61,300	55,200	0	55,200	55,200

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62373 - TREE PLANTING	3,322	1,987	3,000	3,000	3,000	0	3,000	3,000
62374 - STREET LIGHT MAINTENANCE	86,688	40,313	6,517	30,340	6,517	0	6,517	6,517
62375 - PERMITS	4,915	5,688	3,630	2,500	3,630	0	3,630	3,630
62401 - GENERAL LIABILITY INS	243,774	251,336	263,708	203,088	278,531	0	278,531	278,531
62402 - AIRPORT LIABILITY INS	8,365	8,215	9,554	9,000	11,500	0	11,500	11,500
62404 - PROPERTY INSURANCE	414	413	435	335	447	0	447	447
62407 - VEHICLE INSURANCE	9,735	9,717	10,222	7,866	10,507	0	10,507	10,507
62416 - PRINTING	20,204	9,099	18,575	16,081	16,625	0	16,625	16,625
62425 - ADVERTISING	9,955	11,538	13,327	11,516	12,687	0	12,687	12,687
62430 - TRAVEL	1,448	1,160	6,634	3,266	6,634	0	6,634	6,634
62434 - TRAINING-INCIDENTALS	0	0	0	2,755	0	0	0	0
62435 - TRAINING	61,513	71,508	112,576	96,712	114,522	0	114,522	114,522
62436 - MEETINGS & DUES	40,923	39,671	50,799	47,760	51,928	0	51,928	51,928
62437 - TUITION ASSISTANCE	22,824	22,769	30,711	30,711	24,994	0	24,994	24,994
62438 - LICENSES & CERTIFICATIONS	450	801	500	500	500	1,425	1,925	1,925
62439 - PARAMEDIC TUITION	5,737	3,686	8,500	8,500	8,500	(8,500)	0	0
62441 - MEETING EXPENSES	662	100	1,322	1,050	1,322	0	1,322	1,322
62442 - MAYOR'S OFFICIAL EXPENSE	2,925	720	2,500	2,500	2,500	0	2,500	2,500
62443 - COUNCIL'S OFFICIAL EXP	6,275	1,155	5,828	13,000	4,348	0	4,348	4,348
62444 - AWARDS	3,185	2,762	2,700	2,700	2,700	0	2,700	2,700
62445 - PHOTOGRAPHY & PROCESSING	388	397	950	881	950	0	950	950
62446 - CLEANING ALLOWANCE	2,100	2,100	2,350	2,100	2,350	0	2,350	2,350
62447 - PUBLIC AWARENESS	2,159	800	3,100	3,786	3,900	0	3,900	3,900
62448 - HAULING AND DISPOSAL	719	1,856	6,320	6,320	6,400	0	6,400	6,400
62450 - POLLING STATIONS SET UP	4,992	(1,679)	1,720	7,129	1,720	0	1,720	1,720
62451 - PERSONAL & HOUSEHOLD	0	0	500	500	500	0	500	500
62452 - BURIAL, TRANSPORT & MISC.	16,400	12,730	20,000	14,000	20,000	0	20,000	20,000
62453 - HEATING FUEL & UTILITIES	14,820	3,144	25,750	15,000	25,750	0	25,750	25,750
62454 - RENTS	219,289	159,683	300,000	200,000	300,000	0	300,000	300,000
62455 - CONTRACTED SERVICES	0	24,350	0	0	0	0	0	0
62456 - COMM FUNDED EVENT OTHER	1,000	900	1,000	900	1,000	0	1,000	1,000
62457 - VETERAN'S COUNCIL	0	4,250	4,250	4,250	4,250	0	4,250	4,250
62461 - KEENE CHAMBER OF COMMERCE	425	425	425	425	425	0	425	425
62462 - HUMAN RIGHTS COMMITTEE	500	500	500	500	500	500	1,000	1,000
62498 - USE OF TRUST FUNDS	7,952	13,675	6,862	3,966	6,862	0	6,862	6,862
62501 - WATER	49,257	27,743	42,433	50,393	42,933	0	42,933	42,933
62502 - SEWER	31,018	28,690	29,950	26,428	29,950	0	29,950	29,950
62503 - ELECTRICITY	424,864	389,803	429,062	426,544	429,062	0	429,062	429,062
62504 - HEATING FUEL	132,283	155,197	179,979	163,733	179,979	0	179,979	179,979
62505 - BEACON & OBST LIGHTS ELEC	13,265	12,295	9,500	9,000	9,500	0	9,500	9,500
62506 - FIRELINE / HYDRANTS	7,707	5,999	4,556	6,279	4,556	0	4,556	4,556
62510 - COMMUNICATIONS/PHONE	65,655	62,214	73,696	80,150	73,520	2,000	75,520	75,520
62513 - PROPANE	0	0	250	0	250	0	250	250
62603 - BUILDING RENTAL	220,586	220,586	220,587	220,586	220,586	0	220,586	220,586
62604 - EQUIPMENT RENTAL	8,265	5,850	10,200	9,500	10,200	0	10,200	10,200
62605 - PARKING SPACE RENTAL	49,320	49,320	49,320	49,320	58,808	2,517	61,325	61,325
62606 - OTHER RENTALS	1,665	1,060	1,500	931	1,500	0	1,500	1,500
62607 - RENTAL VEHICLES	7,332	5,600	7,000	7,000	7,000	0	7,000	7,000

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62700 - SUPPLIES AND MATERIALS	5,519	4,831	5,165	5,700	5,165	0	5,165	5,165
62701 - OFFICE SUPPLIES	44,794	52,750	49,258	53,778	47,713	0	47,713	47,713
62702 - COPIER SUPPLIES	0	0	50	0	0	0	0	0
62703 - LOST MATERIAL REPLACEMENT	31	3,556	3,500	3,500	3,500	0	3,500	3,500
62704 - BOOK MENDING SUPPLIES	2,968	2,930	2,900	3,150	2,900	0	2,900	2,900
62708 - CITY HALL PUBLIC AREAS	878	1,102	1,000	900	1,000	0	1,000	1,000
62709 - PROGRAM SUPPLIES	0	(153)	0	0	0	0	0	0
62710 - POSTAGE	49,310	61,345	66,070	57,865	66,367	0	66,367	66,367
62711 - SMALL WIRELESS EXP	0	920	0	0	0	0	0	0
62713 - PUBLIC PRINTER/COPIER	3,475	4,464	6,079	6,679	6,079	601	6,680	6,680
62715 - BOOKS & COLLECTIONS	150,551	157,526	177,370	174,697	178,705	0	178,705	178,705
62733 - TOOLS	3,709	8,411	3,150	3,599	3,150	0	3,150	3,150
62734 - MINOR EQUIPMENT	21,144	5,846	20,145	27,665	20,445	0	20,445	20,445
62735 - BUILDING MAINT. SUPPLIES	20,101	23,655	13,100	22,692	12,100	0	12,100	12,100
62736 - GROUNDS MAINT SUPPLIES	38,481	37,023	43,832	48,607	43,832	0	43,832	43,832
62737 - JANITORIAL SUPPLIES	35,757	38,440	24,130	26,893	24,230	0	24,230	24,230
62740 - OTHER MAINT. SUPPLIES	400,573	348,290	429,672	429,522	429,872	0	429,872	429,872
62741 - EVIDENCE SECURITY	1,807	1,144	900	900	900	0	900	900
62742 - MINOR COMMUNICATION EQUIP	5,263	6,000	6,000	7,031	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	13,866	16,467	19,000	19,000	19,000	0	19,000	19,000
62744 - MINOR COMPUTER EQUIPMENT	8,113	7,079	6,200	10,663	9,000	925	9,925	9,925
62745 - TACTICAL SUPPLIES	6,680	11,296	9,800	10,691	9,800	0	9,800	9,800
62755 - UNIFORMS	80,961	89,244	84,330	82,306	84,330	0	84,330	84,330
62756 - PROTECTIVE CLOTHING	41,399	41,329	51,625	46,057	51,625	0	51,625	51,625
62760 - OPERATING SUPPLIES	115,161	115,838	107,816	156,733	112,786	0	112,786	112,786
62761 - SOFTWARE	56,331	50,022	14,081	35,238	11,945	4,735	16,680	16,680
62762 - LICENSES & PERMITS	500	700	800	700	900	0	900	900
62763 - VEHICLE SUPPLIES	82,520	103,518	85,600	75,000	73,600	0	73,600	73,600
62764 - CHEMICALS	825	3,233	5,600	3,298	5,600	0	5,600	5,600
62765 - OXYGEN	8,796	6,837	6,000	10,059	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	29,640	44,935	34,200	40,101	34,200	0	34,200	34,200
62767 - PRISONER CARE	0	0	25	0	25	0	25	25
62773 - WEAPONS TRAINING SUPPLIES	23,272	23,667	33,000	25,000	33,000	0	33,000	33,000
62775 - PLAYGROUND MATERIAL	4,161	3,601	4,000	3,899	4,000	0	4,000	4,000
62778 - ATHLETIC SUPPLIES	7,237	5,112	5,500	5,428	5,500	0	5,500	5,500
62779 - GAME ROOM SUPPLIES	893	2,860	1,000	1,029	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	1,035	1,117	1,000	997	1,000	0	1,000	1,000
62784 - CATCH PROGRAM	977	823	1,000	1,019	1,000	0	1,000	1,000
62785 - CYBER SEC SOFTWARE	0	0	0	0	1,500	52,539	54,039	54,039
62801 - CLOUD CITY CLERK	0	0	4,890	5,177	0	0	0	0
62802 - CLOUD HUMAN RESOURCES	0	0	14,519	14,507	23,754	0	23,754	23,754
62803 - CLOUD FINANCE	0	0	2,220	2,220	2,331	0	2,331	2,331
62804 - CLOUD COMM DEVELOPMENT	0	0	17,250	16,750	17,250	0	17,250	17,250
62805 - CLOUD ASSESSING	0	0	19,125	18,673	20,991	0	20,991	20,991
62806 - CLOUD FIRE DEPT	0	0	16,000	15,042	15,043	0	15,043	15,043
62807 - CLOUD LIBRARY	0	0	28,180	28,689	32,936	0	32,936	32,936
62808 - CLOUD PUBLIC WORKS	0	0	32,725	30,544	31,000	0	31,000	31,000
62809 - CLOUD CITY COUNCIL	0	0	0	0	15,954	0	15,954	15,954



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62810 - CLOUD PARKS & REC	0	0	0	0	4,800	0	4,800	4,800
62811 - CLOUD HUMAN SERVICES	0	0	0	0	1,900	0	1,900	1,900
62812 - CLOUD CITYWIDE	0	0	0	0	3,725	77,112	80,837	80,837
63407 - COMPUTER EQUIPMENT	0	5,594	0	0	0	0	0	0
63409 - EQUIPMENT ACQUISITION	120	46,290	1,500	1,597	0	0	0	0
64206 - MINOR IMPROVEMENTS	21,684	39,017	23,563	35,000	23,563	0	23,563	23,563
65101 - PRINCIPAL	3,874,575	3,438,985	3,740,985	3,740,985	3,207,735	0	3,207,735	3,207,735
65102 - INTEREST ON BONDED DEBT	850,334	707,830	692,445	692,445	608,513	0	608,513	608,513
65200 - NOTES PAYABLE	86,170	86,170	86,170	86,170	86,170	0	86,170	86,170
65202 - INTEREST ON NOTES PAYABLE	27,790	24,085	20,379	20,379	16,674	0	16,674	16,674
68008 - GRANT MATCH	3,638	51,159	3,950	5,588	3,950	29,500	33,450	33,450
68010 - CAPITAL RESERVE	696,086	1,515,692	1,024,860	1,024,860	2,259,336	0	2,259,336	2,259,336
68011 - CAPITAL PROJECT TRANSFER	1,714,278	1,861,085	6,002,289	605,029	3,394,076	0	3,394,076	3,394,076
68012 - CONSERVATION-LUCT	0	25,000	25,000	25,000	26,565	0	26,565	26,565
68013 - SPEC REV PROJECT TRANSFER	0	26,660	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	15,111,107	15,772,290	20,152,294	14,777,417	18,349,921	275,292	18,625,213	18,580,963
TOTAL	39,809,639	40,626,934	47,873,577	41,624,614	46,421,573	475,437	46,897,010	46,852,760

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AIRPORT	61000 - PERSONNEL SERVICES	338,320	279,958	367,621	355,459	369,097	43,230	412,327	412,327
	62000 - OPERATING EXPENDITURES	312,079	376,392	339,657	362,065	324,977	8,800	333,777	333,777
	AIRPORT - Total	650,399	656,350	707,278	717,524	694,074	52,030	746,104	746,104
ASSESSMENT	61000 - PERSONNEL SERVICES	462,926	440,563	450,263	418,442	394,683	0	394,683	394,683
	62000 - OPERATING EXPENDITURES	37,254	38,933	43,262	41,776	45,255	0	45,255	45,255
	ASSESSMENT - Total	500,180	479,496	493,525	460,218	439,938	0	439,938	439,938
CITY ATTORNEY	61000 - PERSONNEL SERVICES	268,780	274,181	376,794	306,858	416,053	0	416,053	416,053
	62000 - OPERATING EXPENDITURES	31,079	31,191	45,287	47,637	47,374	0	47,374	47,374
	CITY ATTORNEY - Total	299,859	305,372	422,081	354,495	463,427	0	463,427	463,427
CITY CLERK	61000 - PERSONNEL SERVICES	546,502	572,467	578,502	583,149	591,219	14,000	605,219	605,219
	62000 - OPERATING EXPENDITURES	82,056	84,701	68,474	65,853	66,096	7,660	73,756	73,756
	CITY CLERK - Total	628,558	657,168	646,976	649,001	657,315	21,660	678,975	678,975
CITY MANAGER'S OFFICE	61000 - PERSONNEL SERVICES	466,624	392,008	401,334	428,158	433,875	1,828	435,703	435,703
	62000 - OPERATING EXPENDITURES	8,580	6,080	13,452	13,520	13,884	0	13,884	13,884
	CITY MANAGER'S OFFICE - Total	475,203	398,088	414,786	441,678	447,759	1,828	449,587	449,587
COMMUNITY DEVELOPMENT	61000 - PERSONNEL SERVICES	1,228,396	1,282,320	1,374,168	1,236,729	1,305,670	0	1,305,670	1,305,670
	62000 - OPERATING EXPENDITURES	193,823	145,375	147,864	132,426	155,296	0	155,296	155,296
	COMMUNITY DEVELOPMENT - Total	1,422,219	1,427,694	1,522,032	1,369,155	1,460,966	0	1,460,966	1,460,966
DEBT SERVICE	62000 - OPERATING EXPENDITURES	4,838,868	4,257,070	4,539,979	4,539,979	3,919,092	0	3,919,092	3,919,092
	DEBT SERVICE - Total	4,838,868	4,257,070	4,539,979	4,539,979	3,919,092	0	3,919,092	3,919,092
FINANCE	61000 - PERSONNEL SERVICES	1,502,108	1,616,174	1,750,820	1,563,815	1,721,956	0	1,721,956	1,721,956
	62000 - OPERATING EXPENDITURES	564,599	555,166	729,399	596,088	724,895	0	724,895	724,895
	FINANCE - Total	2,066,707	2,171,340	2,480,218	2,159,903	2,446,851	0	2,446,851	2,446,851
FIRE	61000 - PERSONNEL SERVICES	6,347,592	6,376,092	6,901,097	6,865,360	6,903,336	31,344	6,934,680	6,934,680
	62000 - OPERATING EXPENDITURES	766,421	847,501	814,566	801,284	843,315	29,925	873,240	873,240
	FIRE - Total	7,114,013	7,223,594	7,715,663	7,666,644	7,746,651	61,269	7,807,920	7,807,920
HUMAN RESOURCES	61000 - PERSONNEL SERVICES	369,403	368,598	419,682	407,309	426,678	0	426,678	426,678
	62000 - OPERATING EXPENDITURES	23,417	19,872	17,448	17,378	17,499	0	17,499	17,499
	HUMAN RESOURCES - Total	392,820	388,470	437,130	424,687	444,177	0	444,177	444,177
INFORMATION TECHNOLOGY	61000 - PERSONNEL SERVICES	948,721	971,220	1,000,186	951,083	1,018,002	0	1,018,002	1,018,002
	62000 - OPERATING EXPENDITURES	352,031	426,460	484,962	525,799	549,014	167,189	716,203	716,203
	INFORMATION TECHNOLOGY - Total	1,300,752	1,397,680	1,485,148	1,476,882	1,567,016	167,189	1,734,205	1,734,205
LIBRARY	61000 - PERSONNEL SERVICES	1,230,401	1,199,921	1,407,518	1,375,289	1,410,539	32,837	1,443,376	1,443,376
	62000 - OPERATING EXPENDITURES	172,917	200,776	219,059	217,851	220,707	601	221,308	221,308
	LIBRARY - Total	1,403,318	1,400,697	1,626,577	1,593,140	1,631,246	33,438	1,664,684	1,664,684
MAYOR & CITY COUNCIL	61000 - PERSONNEL SERVICES	502,958	377,236	667,673	650,833	807,694	10,000	817,694	817,694
	62000 - OPERATING EXPENDITURES	3,136,964	4,187,261	7,864,815	2,430,021	6,489,421	59,117	6,548,538	6,504,288
	MAYOR & CITY COUNCIL - Total	3,639,922	4,564,497	8,532,488	3,080,853	7,297,115	69,117	7,366,232	7,321,982
PARKS, REC AND FACILITIES	61000 - PERSONNEL SERVICES	1,748,043	1,742,981	2,074,738	1,881,342	2,073,558	66,906	2,140,464	2,140,464
	62000 - OPERATING EXPENDITURES	1,735,412	1,786,082	1,852,604	1,909,153	1,807,429	2,000	1,809,429	1,809,429
	PARKS, REC AND FACILITIES - Total	3,483,454	3,529,063	3,927,343	3,790,495	3,880,987	68,906	3,949,893	3,949,893
POLICE	61000 - PERSONNEL SERVICES	6,526,210	6,555,430	7,390,680	7,103,457	7,548,358	0	7,548,358	7,548,358
	62000 - OPERATING EXPENDITURES	652,028	707,734	739,477	735,045	718,141	0	718,141	718,141
	POLICE - Total	7,178,238	7,263,164	8,130,157	7,838,502	8,266,499	0	8,266,499	8,266,499
PUBLIC WORKS	61000 - PERSONNEL SERVICES	2,211,548	2,405,495	2,560,205	2,719,915	2,650,934	0	2,650,934	2,650,934
	62000 - OPERATING EXPENDITURES	2,203,579	2,101,696	2,231,989	2,341,541	2,407,525	0	2,407,525	2,407,525
	PUBLIC WORKS - Total	4,415,127	4,507,192	4,792,194	5,061,456	5,058,460	0	5,058,460	5,058,460
Overall - Total		39,809,639	40,626,934	47,873,577	41,624,614	46,421,573	475,437	46,897,010	46,852,760

**General Fund**  
**FY 2022 - 2023 Operating Budget**  
**Statement of Long-Term Debt**

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2022/2023	INTEREST 2022/2023	PRINCIPAL BALANCE 06/30/23
Emergency Services & PW Facility	3/1/2002	3/1/2023	avg 4.57%	4,715,000	235,750	11,788	0
Public Improvements 2003 issue	5/15/2003	5/15/2023	avg 3.45%	5,391,161	200,000	8,200	0
Consolidated Infrastructure - 2012	5/2/2013	1/15/2023	2.00%	1,146,200	111,200	2,224	0
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	329,300	25,388	940,100
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	5,000	400	15,000
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	25,000	1,700	60,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,325,000	135,000	13,700	275,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,330,000	130,000	13,000	260,000
Airport Road Culvert	6/12/2015	6/12/2025	avg 2.17%	135,000	15,000	1,300	25,000
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	26,976	780,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.61%	2,141,033	176,485	37,619	867,088
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	135,000	24,300	540,000
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	10,000	1,800	40,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	68,000	9,000	540	9,000
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	40,000	7,080	157,000
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	145,000	26,100	580,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	66,000	9,000	540	9,000
Library Campus (TIF) Develop - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	102,000	50,253	1,390,000
LED Street Lighting - Series 2018 A	9/27/2018	9/15/2023	avg 2.739879%	285,000	55,000	4,125	55,000
Airport Terminal Improvements - Series 2018 A	9/27/2018	9/15/2025	avg 2.739879%	200,000	30,000	4,750	80,000
2018 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,301,500	130,000	42,250	780,000
2019 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,267,500	130,000	40,750	750,000
Flood Management - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	906,000	60,000	28,575	660,000
Winchester Street Bypass - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	610,000	40,000	19,050	440,000
Goose Pond Dam Improvements - Series 2018 A	9/27/2018	9/15/2038	avg 2.739879%	885,000	45,000	28,563	705,000
City Hall Rear Wall - Series 2020 A	9/15/2020	9/15/2027	1.65%	176,000	25,000	2,269	125,000
Winchester Street Bypass - Series 2020 A	9/15/2020	9/15/2035	1.65%	859,000	58,000	12,754	744,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	505,000	33,000	7,548	441,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	1,264,000	125,000	17,761	1,014,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	733,000	49,000	10,881	635,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	893,000	89,000	12,531	715,000
Airport Fuel Tanks - Series 2020 A	9/15/2020	9/15/2030	1.65%	508,000	51,000	7,119	406,000
Police Dispatch Console - Series 2020 A	9/15/2020	9/15/2025	1.65%	235,000	48,000	2,689	139,000
Municipal Building Improvements - Series 2020 A	9/15/2020	9/15/2025	1.65%	310,000	62,000	3,580	186,000
Central Fire Station - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	2,556,000	268,000	28,764	1,981,000
Robin Hood Dam Upgrade - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	305,000	32,000	3,468	239,000
<b>Total Outstanding</b>				<b>40,597,294</b>	<b>3,207,735</b>	<b>530,335</b>	<b>16,042,188</b>
<b>Total Authorized, Unissued</b>	<b>est 2023</b>		<b>est 3.25%</b>	<b>3,533,000</b>		<b>57,411</b>	<b>3,533,000</b>
<b>FY 2022-2023 Proposed Bond Issue</b>	<b>est 2023</b>		<b>est 3.25%</b>	<b>1,278,000</b>		<b>20,767</b>	<b>1,278,000</b>
<b>Interfund Loan - Roundabout Project</b>	<b>7/1/2006</b>	<b>1/1/2027</b>	<b>4.30%</b>	<b>1,723,400</b>	<b>86,170</b>	<b>16,674</b>	<b>344,680</b>

## FY 2023 Statement of Long-Term Debt (Cont'd)

**Authorized, Unissued:**

R-2021-15	Flood Management	744,000
R-2021-16	Patricia T. Russell Park	1,283,000
R-2021-17	Road Rehabilitation	922,000
R-2022-03	Winchester Street By-Pass	584,000
<b>Total Authorized, Unissued Bonds</b>		<b>\$ 3,533,000</b>

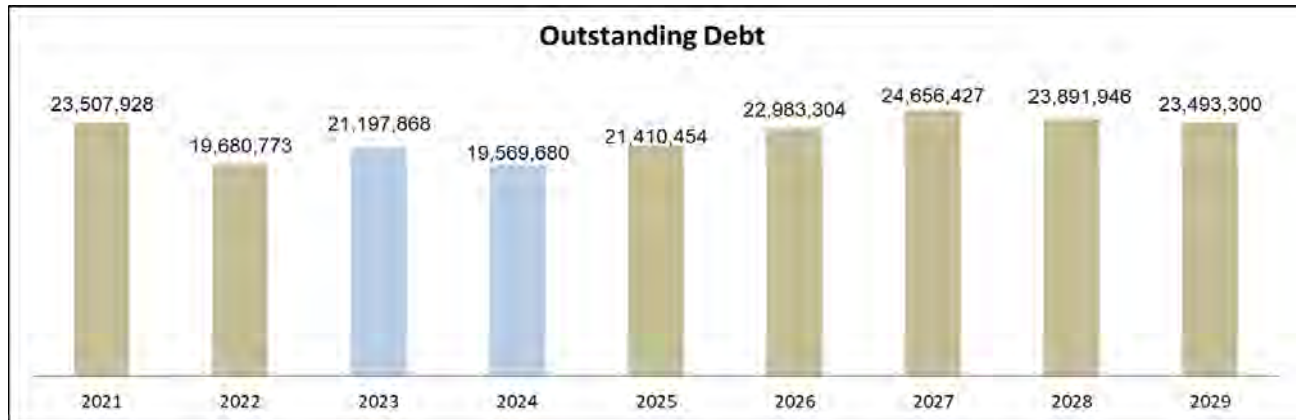
**Anticipated, FY22/23:**

R-2022-10	Municipal Building Roofs	541,000
R-2022-11	Road Rehabilitation	298,000
R-2022-12	Salt Shed Replacement	439,000
<b>Total Anticipated - New Bonds</b>		<b>\$ 1,278,000</b>

**Anticipated, Future FY24-FY29:**

FY24 Road Rehabilitation	520,000	FY26 Stormwater Resiliency	1,428,000
FY24 Stormwater Resiliency	988,000	FY27 Beaver Brook Flood Mitigation	504,000
FY25 City Hall Structural Repairs	1,386,000	FY27 Road Rehabilitation	1,290,000
FY25 Lower Winchester Street	830,000	FY27 Robin Hood Park Improvements	1,113,000
FY25 Road Rehabilitation	488,000	FY27 Stormwater Resiliency	397,000
FY25 Stormwater Resiliency	2,293,000	<sup>(1)</sup> FY27 West Keene Fire Station	1,514,000
FY26 Ashuelot River Dam	802,000	FY28 Road Rehabilitation	1,571,000
FY26 Beaver Brook Flood Mitigation	504,000	FY28 Stormwater Resiliency	750,000
FY26 Lower Winchester Street	655,000	FY29 Road Rehabilitation	1,525,000
FY26 Road Rehabilitation	1,417,000	FY29 Stormwater Resiliency	1,235,000
<b>Total Anticipated - Future Bonds</b>		<b>\$ 21,210,000</b>	

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



City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Cost Center Detail by Fund/Dept/CC

DEBT SERVICE

99998 - DEBT SERVICE

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
65101 - PRINCIPAL	3,874,575	3,438,985	3,740,985	3,740,985	3,207,735	0	3,207,735	3,207,735
65102 - INTEREST ON BONDED DEBT	850,334	707,830	692,445	692,445	608,513	0	608,513	608,513
65200 - NOTES PAYABLE	86,170	86,170	86,170	86,170	86,170	0	86,170	86,170
65202 - INTEREST ON NOTES PAYABLE	27,790	24,085	20,379	20,379	16,674	0	16,674	16,674
62000 - OPERATING EXPENDITURES	4,838,868	4,257,070	4,539,979	4,539,979	3,919,092	0	3,919,092	3,919,092
99998 - DEBT SERVICE	4,838,868	4,257,070	4,539,979	4,539,979	3,919,092	0	3,919,092	3,919,092
TOTAL	4,838,868	4,257,070	4,539,979	4,539,979	3,919,092	0	3,919,092	3,919,092

## Elected & Appointed Officials

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CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene's municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene's Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

# City Government Keene, New Hampshire

## ELECTED OFFICIALS

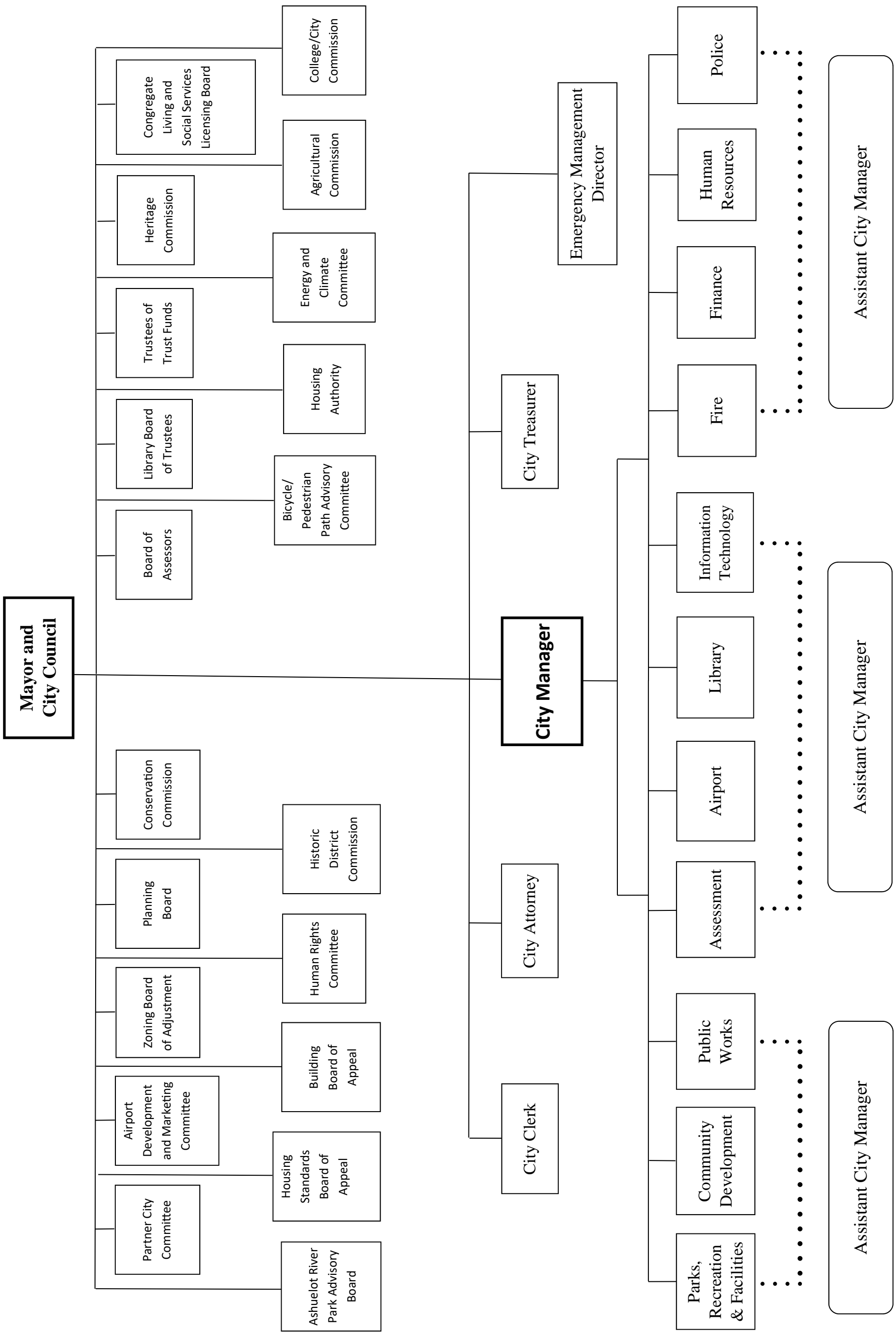
	Name	Term Expires*	2022 Standing Committee Assignments
Mayor	George S. Hansel	2023	N/A
<b>City Council</b>			
Ward One	Raleigh C. Ormerod Kris E. Roberts	2023 2025	Planning, Licenses & Development Municipal Services, Facilities & Infrastructure
Ward Two	Robert C. Williams Mitchell H. Greenwald	2023 2025	Municipal Services, Facilities & Infrastructure Municipal Services, Facilities & Infrastructure (Chair)
Ward Three	Bryan J. Lake Andrew M. Madison	2023 2025	Finance, Organization & Personnel Finance, Organization & Personnel
Ward Four	Gladys Johnsen Catherine I. Workman	2023 2025	Planning, Licenses & Development Municipal Services, Facilities & Infrastructure
Ward Five	Thomas F. Powers Philip M. Jones	2023 2025	Finance, Organization & Personnel (Chair) Planning, Licenses & Development
At Large Councilors	Kate M. Bosley Bettina A. Chadbourne Randy L. Filiault Michael Giacomo Michael J. Remy	2023 2023 2023 2023 2023	Planning, Licenses & Development (Chair) Finance, Organization & Personnel Municipal Services, Facilities & Infrastructure (Vice-Chair) Planning, Licenses & Development (Vice-Chair) Finance, Organization & Personnel (Vice-Chair)

*\*term expires December 31 of year indicated*

## APPOINTED OFFICIALS

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

# City of Keene Organizational Chart





City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Cost Center Detail by Fund/Dept/CC

MAYOR & CITY COUNCIL

00001 - MAYOR & COUNCIL

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61101 - MAYOR	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
61102 - CITY COUNCIL	35,000	34,750	37,500	37,500	37,500	0	37,500	37,500
61305 - ADMINISTRATIVE PERSONNEL	10,892	10,121	3,298	3,010	0	0	0	0
61307 - PART TIME EMPLOYEES	34,816	44,249	42,500	38,362	42,500	0	42,500	42,500
61501 - REGULAR OVERTIME	0	14	0	0	0	0	0	0
61704 - SOCIAL SECURITY	6,480	7,125	6,678	5,074	6,426	0	6,426	6,426
61705 - WORKERS COMPENSATION	137	131	125	96	126	0	126	126
61901 - RECRUITMENT	140	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	91,465	100,390	94,102	88,042	90,552	0	90,552	90,552
62175 - OTHER SERVICES	18,784	21,594	28,150	28,150	9,485	0	9,485	9,485
62205 - PC REPLACEMENT CHARGE	1,908	2,385	2,443	2,443	2,510	0	2,510	2,510
62301 - OFFICE EQUIPMENT MAINT.	4,790	4,809	4,904	3,731	5,852	0	5,852	5,852
62425 - ADVERTISING	1,985	2,162	2,000	2,000	1,500	0	1,500	1,500
62442 - MAYOR'S OFFICIAL EXPENSE	2,925	720	2,500	2,500	2,500	0	2,500	2,500
62443 - COUNCIL'S OFFICIAL EXP	6,275	1,155	5,828	13,000	4,348	0	4,348	4,348
62510 - COMMUNICATIONS/PHONE	358	2,607	1,521	2,420	2,420	0	2,420	2,420
62701 - OFFICE SUPPLIES	0	60	275	275	275	0	275	275
62708 - CITY HALL PUBLIC AREAS	878	1,102	1,000	900	1,000	0	1,000	1,000
62710 - POSTAGE	7	0	0	0	0	0	0	0
63409 - EQUIPMENT ACQUISITION	120	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	38,029	36,593	48,621	55,419	29,890	0	29,890	29,890
00001 - MAYOR & COUNCIL	129,495	136,984	142,723	143,460	120,443	0	120,443	120,443
TOTAL	129,495	136,984	142,723	143,460	120,443	0	120,443	120,443

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Cost Center Detail

MAYOR & CITY COUNCIL

00002 - MYR/CNCL OUTSIDE AGCY

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Agency Base	2022-2023 Agency Additional Request	2022-2023 Agency Request	2022-2023 Manager Recommended
62133 - SENIOR CITIZENS CENTER	15,000	16,800	15,000	15,000	15,000	0	15,000	10,000
62134 - MONADNOCK SUBSTANCE ABUSE	7,500	5,000	5,000	5,000	0	0	0	0
62135 - BIG BROTHERS/BIG SISTERS	10,500	10,500	10,500	10,500	10,500	0	10,500	5,250
62136 - KEENE COMMUNITY KITCHEN	82,000	90,000	90,000	90,000	90,000	0	90,000	90,000
62137 - ELDERLY MEALS ON WHEELS	12,865	13,280	14,000	14,000	14,000	1,600	15,600	15,600
62138 - SW COMMUNITY SERVICES	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000
62142 - TRANSPORTING	91,500	91,500	92,300	92,300	92,300	4,500	96,800	96,800
62149 - 100 NIGHTS SHELTER	25,000	30,000	30,000	30,000	30,000	5,000	35,000	30,000
62151 - VOLUNTEERS ENABLING TRANS	0	2,000	0	0	0	0	0	0
62154 - HARBOR CARE WAS HIV AIDES	5,000	5,000	5,000	5,000	5,000	0	5,000	5,000
62155 - MON REG CHILD ADVOCACY	7,500	7,500	0	0	0	0	0	0
62156 - CASA	2,000	2,000	2,000	2,000	2,000	2,000	4,000	3,000
62157 - MONADNOCK HUMANE SOCIETY	2,500	0	0	0	0	0	0	0
62187 - KH KIDS COLLABORATIVE	2,500	10,000	10,000	10,000	10,000	2,500	12,500	5,000
62189 - SAMARITANS OF NH	3,500	4,500	4,500	4,500	4,500	9,000	13,500	4,500
62193 - RUCK-UP INC	0	0	0	0	0	10,000	10,000	0
62194 - COMM VOL TRANS CO	0	0	0	0	0	1,500	1,500	0
<b>00002 - MYR/CNCL OUTSIDE AGCY</b>	<b>277,365</b>	<b>298,080</b>	<b>288,300</b>	<b>288,300</b>	<b>283,300</b>	<b>36,100</b>	<b>319,400</b>	<b>275,150</b>

## FY 2022-2023 Outside Agencies

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

**Community Volunteer Transportation Company (CVTC):** CVTC's Volunteer Drivers provide "no fee" transportation for people who do not have access to transportation because of age, ability, economic situation or other limiting circumstances. Trip purposes include non-emergency medical and social service appointments, as well as trips to the grocery store, the pharmacy, and post office. Riders report that since getting rides through CVTC, they feel less of a burden on family and friends, are able to remain independent, do not hesitate in making necessary medical appointments, eat healthier meals and are satisfied with CVTC's services. A total of 5,835 trips were booked by 289 riders in 2021 from 34 towns in the Monadnock Region.

**Court Appointed Special Advocates (CASA):** CASA provides a voice for abused and neglected children and youth by empowering a statewide network of trained volunteers to advocate on their behalf so they can thrive in safe, permanent homes. A CASA volunteer is appointed to advocate for the best possible futures of victimized children, providing a powerful voice on their behalf in the court system. CASA volunteers are trained to help the child navigate this court process efficiently so he or she may find stability in a safe, permanent, loving home as quickly as possible while enduring the least amount of trauma and upheaval. Last year volunteers spent a collective 88,859 hours advocating for 1,417 children.

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

**Home Health Care Meals on Wheels:** This program provides nutritious meals for elderly and disabled residents in the City of Keene, particularly those who are in social and economic need and/or homebound due to illness or disability. The service maintains or improves the health and safety of frail residents, and assists them in maintaining their independence at home. In addition to a nutritious meal, the drivers provide a daily safety check on the well-being of the participants and an opportunity for brief social interaction. When requested, a breakfast meal can be included in the delivery. City funding helped provide \$43,000 meals to 358 at risk seniors.

**Home Health Care City Express (Transporting):** City funds provide matching funds for the City Express, Keene's public transportation service operating Monday through Friday. It is the only public transportation service for the City. In FY21 the service provided 25,137 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including jobs, shopping, recreation and medical care. They make every effort to make rides affordable by offering specials throughout the year and especially toward the end of the month when persons on fixed-incomes have exhausted their resources. Due to COVID-19 the number of rides has been reduced. City Express has been successful in obtaining funding for safety measures for buses in order to continue their services. Increased fuel prices and the need to keep qualified CDL Drivers with a passenger endorsement are the reason for the request increase.

**Hundred Nights:** Hundred Nights emergency shelter provides overnight shelter to people experiencing homelessness on a year-round basis. Shelter participants including Keene residents, persons considering themselves as Keene residents, and persons from other communities and states can access a warm, dry bed during the harsh New England winters. Due to COVID-19, Hundred Nights had to cancel many fundraising events, and expenses due to increased staff were substantial, as shelter locations remained open until mid-July. City funding is used to support the shelter program.

**Keene Housing Kids Collaborative:** The Kids Collaborative provides children living in properties subsidized through Keene Housing access to programs that they would otherwise not be able to afford. The Kids Collaborative served 155 Keene residents and helps kids in poverty to reach their full potential. The services provided by the Kids Collaborative are exclusive to tenants of Keene Housing. Last year, Kids Collaborative assisted children in Keene Housing Properties in Swanzey and Keene. Due to COVID-19, many of the community activities and programs that children were given access to were closed beginning in March 2020. Summer camps and other programs were greatly reduced. Kids Collaborative anticipates that participation in 2022 will increase from 2021 as programs reopen and public health risks are reduced as the year progresses.

**Keene Senior Center:** The Keene Senior Center continues to focus on "wellness" and include inter-generational activities, fitness and mobility, health and nutrition, services/education, lifelong learning, meaningful volunteer opportunities, social interaction and mental stimulation. The Center re-opened in August 2021 and retained 169 members of the Keene community. The Keene Senior Center will continue to use the City of Keene funds to support these "wellness" programs. Every program has a social component, a critical element in the lives of older adults. The funds will also help the Center strategically expand programs and, importantly, measure their impact on those who are socially isolated and lonely. The Center used Covid-19 closure time to implement a building improvement project that increased space for programs and made the building more accessible.

**Ruck-Up, Inc.:** RUCK UP is focused on trying to help Veterans in New England by "filling the gap" on services and assistance that other organizations miss or are unable to help with. Ruck-Up does that by keeping their 3 "Pillars" of supportive service – Advocacy, Outreach (to include efforts in suicide prevention), and Counseling. All this is done by the work of volunteers and with donations only. Ruck-Up receives no State or Federal Funds. In 2021 Ruck-Up served 363 Veterans and families in New England.

**Southwestern Community Services (SCS):** SCS strives to empower and provide assistance to low income people and families. SCS is a major provider of social and human services to the residents of Keene as well as all of Cheshire and Sullivan Counties. Last fiscal year, SCS provided service to 2500 Keene households totaling \$4,514,090.00 in direct assistance with the following programs: workforce housing and senior rental housing, education and childcare, nutrition and health, energy conservation, utility programs, day and employment services for individuals with developmental disabilities, workforce development for consumers and dislocated workers, and housing stabilization services. Also a non-profit developer, in 2020, SCS paid the City of Keene \$159,636.00 in local property taxes. SCS uses the funds to focus on Keene-targeted outreach and intake activities, Limited emergency services, and Funding to pursue new services and activities that have been determined through SCS' Needs Assessment and Strategic Plan to be needed by, and beneficial to, Keene residents.

**The Community Kitchen (TCK):** TCK provides a safety net for food insecure residents that is efficient, effective and essential. TCK's constant goal is to provide quality food to families registered in the Pantry Program and guests of the Hot Meals Program. TCK is committed to providing enough food for 3 days for each family/household member through the Pantry Program and a healthy, nourishing weekday evening meal and a lunch on Sunday through the Hot Meal Program. 2021 continued to be a challenging year and one of the challenges they faced is the loss of food that was received through food drives. The second major renovation at the Kitchen is nearing its end, including a 150 panel solar array that has the potential of saving 30%-40% in electrical costs. Funding from the City of Keene will be used to help TCK provide and deliver its mission for Keene's residents in need of a weekday evening meal or lunch on Sunday or supplemental food from a weekly food pantry.

**The Samaritans, Inc.:** Samaritans' mission is to reduce the incidence and impact of suicide through prevention and postvention education, support and outreach. Samaritans operate two suicide crisis hotlines, host a weekly support group and provide a variety of programs and services for individuals, families, schools, organizations, businesses and others. The Samaritans primarily serve the community of Keene and the surrounding towns, including Swanzey, and provided outreach to 40,000+ individuals in 2021. The goal is to reduce the incidence and impact of suicide. City funding is used for program expenses.

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Cost Center Detail by Fund/Dept/CC

MAYOR & CITY COUNCIL

00003 - UNCLASSIFIED

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61316 - COMM FUNDED EVENT WAGES	19,743	6,471	19,213	12,707	31,354	10,000	41,354	41,354
61703 - RETIREMENT CONTRIBUTIONS	324	419	0	274	0	0	0	0
61704 - SOCIAL SECURITY	318	316	0	247	0	0	0	0
61705 - WORKERS COMPENSATION	149	129	0	136	0	0	0	0
61713 - RET - FIRE	197	373	0	377	0	0	0	0
61714 - RET - POLICE	1,760	420	0	1,459	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	856	1,145	5,986	3,105	2,240	0	2,240	2,240
<b>61000 - PERSONNEL SERVICES</b>	<b>23,346</b>	<b>9,273</b>	<b>25,199</b>	<b>18,305</b>	<b>33,594</b>	<b>10,000</b>	<b>43,594</b>	<b>43,594</b>
62102 - PROFESSIONAL SERVICES	0	0	35,000	35,000	35,000	0	35,000	35,000
62173 - REGIONAL PLANNING	12,756	12,868	12,886	12,886	12,676	0	12,676	12,676
62174 - ZONING BOARD	70	70	250	250	250	0	250	250
62178 - PLANNING BOARD	130	100	250	250	250	0	250	250
62179 - CONSERVATION COMMISSION	1,500	1,500	1,500	1,500	1,500	0	1,500	1,500
62180 - HERITAGE COMMISSION	1,200	1,272	1,200	1,268	1,200	0	1,200	1,200
62181 - PARTNER CITY	5,000	0	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	850	0	850	850	850	0	850	850
62185 - MARKETING & DEVELOPMENT	45,745	56,611	0	5,933	0	0	0	0
62188 - ARTS ALIVE	500	500	500	500	500	0	500	500
62192 - BRANDING & COMMUNICATIONS	0	0	37,500	37,500	37,500	0	37,500	37,500
62436 - MEETINGS & DUES	18,715	18,621	18,800	18,991	19,000	0	19,000	19,000
62455 - CONTRACTED SERVICES	0	4,350	0	0	0	0	0	0
62456 - COMM FUNDED EVENT OTHER	1,000	900	1,000	900	1,000	0	1,000	1,000
62457 - VETERAN'S COUNCIL	0	4,250	4,250	4,250	4,250	0	4,250	4,250
62461 - KEENE CHAMBER OF COMMERCE	425	425	425	425	425	0	425	425
62462 - HUMAN RIGHTS COMMITTEE	500	500	500	500	500	500	1,000	1,000
62605 - PARKING SPACE RENTAL	0	0	0	0	0	2,517	2,517	2,517
<b>62000 - OPERATING EXPENDITURES</b>	<b>88,391</b>	<b>101,967</b>	<b>120,161</b>	<b>126,253</b>	<b>120,151</b>	<b>3,017</b>	<b>123,168</b>	<b>123,168</b>
00003 - UNCLASSIFIED	111,737	111,240	145,360	144,558	153,745	13,017	166,762	166,762
<b>TOTAL</b>	<b>111,737</b>	<b>111,240</b>	<b>145,360</b>	<b>144,558</b>	<b>153,745</b>	<b>13,017</b>	<b>166,762</b>	<b>166,762</b>

## FY 2022 – 2023 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	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Actual (3/24/22)	2022-2023 Est. City Svcs	2022-2023 Sponsor Contribution	2022-2023 Manager Recommended
61316 - COMM FUNDED EVENT WAGES	19,743	0	22,624	12,707	73,963	(32,609)	41,354
61703 - RETIREMENT CONTRIBUTIONS	324	0	0	274	0	0	0
61704 - SOCIAL SECURITY	318	0	0	247	0	0	0
61705 - WORKERS COMPENSATION	149	0	0	136	0	0	0
61713 - RET - FIRE	197	0	0	377	0	0	0
61714 - RET - POLICE	1,760	0	0	1,459	0	0	0
61902 - OUTSIDE AGENCY TEMPS	856	0	6,694	3,105	2,240	0	2,240
62456 - COMM FUNDED EVENT OTHER	1,000	900	1,000	900	1,000	0	1,000
62605 - PARKING SPACE RENTAL	0	0	0	0	2,517	0	2,517
<b>COMMUNITY FUNDED EVENTS</b>	<b>24,347</b>	<b>900</b>	<b>30,318</b>	<b>19,205</b>	<b>79,720</b>	<b>(32,609)</b>	<b>47,111</b>

### PARTIAL COST CENTER DETAIL 00003 - UNCLASSIFIED - BY EVENT

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Actual (3/24/22)	2022-2023 Est. City Svcs	2022-2023 Sponsor Contribution	2022-2023 Manager Recommended
INDEPENDENCE EVE	3,045	0	4,148	3,666	4,332	0	4,332
4 ON THE 4TH ROAD RACE (19TH ANNUAL)	681	0	1,177	964	1,411	0	1,411
CLARENCE DEMAR MARATHON/HALF MARATHON	5,000	0	5,000	5,000	13,444	(8,444)	5,000
FIRE PREVENTION PARADE	633	0	653	680	708	0	708
KEENE MUSIC FESTIVAL	3,524	0	7,161	3,423	7,842	0	7,842
KIWANIS KEENE TREE LIGHTING EVENT	5,097	900	5,527	4,445	6,179	0	6,179
KEENE ICE & SNOW FESTIVAL	1,044	0	1,163	1,028	1,640	0	1,640
RED CAP RUN	323	0	488	NO EVENT	NO REQUEST	0	0
KEENE PUMPKIN FESTIVAL	5,000	0	5,000	NO EVENT	29,137	(19,137)	10,000
THE TASTE OF KEENE	0	0	0	0	15,028	(5,028)	10,000
<b>COMMUNITY FUNDED EVENTS</b>	<b>24,347</b>	<b>900</b>	<b>30,318</b>	<b>19,205</b>	<b>79,720</b>	<b>(32,609)</b>	<b>47,111</b>

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
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 Cost Center Detail by Fund/Dept/CC  
 MAYOR & CITY COUNCIL

00004 - CAPITAL APPROPRIATIONS

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
68010 - CAPITAL RESERVE	696,086	1,515,692	1,024,860	1,024,860	2,259,336	0	2,259,336	2,259,336
68011 - CAPITAL PROJECT TRANSFER	1,714,278	1,861,085	6,002,289	605,029	3,394,076	0	3,394,076	3,394,076
68012 - CONSERVATION-LUCT	0	25,000	25,000	25,000	26,565	0	26,565	26,565
62000 - OPERATING EXPENDITURES	2,410,364	3,401,777	7,052,149	1,654,889	5,679,977	0	5,679,977	5,679,977
00004 - CAPITAL APPROPRIATIONS	2,410,364	3,401,777	7,052,149	1,654,889	5,679,977	0	5,679,977	5,679,977
TOTAL	2,410,364	3,401,777	7,052,149	1,654,889	5,679,977	0	5,679,977	5,679,977



## General Fund

# 2023-2029 Capital Improvement Program By Funding Source

PROJECT NAME	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
	\$ 8,150,875	\$ 8,387,114	\$ 17,720,375	\$ 14,595,742	\$ 19,666,853	\$ 9,161,021	\$ 10,107,124	\$ 87,789,104
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
<b>CURRENT REVENUES</b>								
Ambulance Replacement Capital Reserve	90,000	90,000	100,000	110,000	110,000	110,000	110,000	720,000
Apparatus (Fire) Replacement Capital Reserve	350,000	350,000	375,000	375,000	375,000	375,000	400,000	2,600,000
Bridges Capital Reserve	119,336	127,670	127,670	105,210	105,210	125,000	125,000	835,096
Downtown Infrastructure Capital Reserve	225,000	250,000	250,000	250,000	250,000	250,000	250,000	1,725,000
Emergency Communication Capital Reserve	60,000	60,000	60,000	60,000	60,000	60,000	60,000	420,000
IT Systems & Infrastructure Capital Reserve	100,000	100,000	150,000	150,000	150,000	125,000	100,000	875,000
Reappraisal Capital Reserve	50,000	50,000	35,000	35,000	35,000	35,000	35,000	275,000
Road & Sidewalk Infrastructure Capital Reserve	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Transportation Improvement Capital Reserve	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
<i>Current Revenues</i>	\$ 1,384,336	\$ 1,417,670	\$ 1,487,670	\$ 1,475,210	\$ 1,475,210	\$ 1,470,000	\$ 1,470,000	\$ 10,180,096
<b>FUND BALANCE</b>								
IT Systems & Infrastructure Capital Reserve	175,000	-	-	-	-	-	-	175,000
Parks & Facilities Infrastructure Capital Reserve	550,000	875,000	875,000	875,000	875,000	875,000	875,000	5,800,000
Road & Sidewalk Infrastructure Capital Reserve	150,000	-	-	-	-	-	-	150,000
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
<i>Fund Balance</i>	\$ 875,000	\$ 875,000	\$ 875,000	\$ 875,000	\$ 875,000	\$ 875,000	\$ 875,000	\$ 6,125,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>								
	\$ 2,259,336	\$ 2,292,670	\$ 2,362,670	\$ 2,350,210	\$ 2,350,210	\$ 2,345,000	\$ 2,345,000	\$ 16,305,096
<b>PROJECT FUNDING DETAIL</b>								
<b>CAPITAL RESERVES</b>								
Ambulance Replacement Program			285,000			310,000		595,000
Apparatus Replacement Program	115,000		756,396			760,000	198,104	1,829,500
Bridge Rehabilitation & Replacement Program	3,131	130,904			34,456	4,594	190,659	363,744
Database Software Upgrade Program		24,000			25,000	24,000		73,000
Downtown Infrastructure Improve & Reconstruction			500,000	500,000	500,000			1,500,000
EXACOM Hindsight System Replacement					41,300			41,300
Marlboro Street Corridor/Trail Connector	203,800							203,800
Municipal Building Capital Maintenance Program	175,000							175,000
Municipal Parks Maintenance Program	75,000							75,000
Mobile Radio Replacement Program	55,935	58,732	61,669					176,336
Network Equipment Replacement Program		18,000	50,200	37,800	112,800	73,500	8,000	300,300
Open Space and Trails Program	50,000	104,900	35,000	35,000	35,000	35,000	35,000	329,900
Paving Parking Lots Program				350,000		126,676	359,400	836,076
Phone System Replacement	261,500							261,500
Portable Radios Program						86,328	88,920	175,248
Recreation Center Renovation		285,000	1,181,250					1,466,250
Revaluation Program			138,000					138,000
Roadway Preservation & Rehabilitation Program							45,000	45,000
Robin Hood Park Improvements	35,000				1,175,000	1,175,000		2,385,000
Server Replacement Program	25,000		30,000	15,000	53,000	10,000		133,000
Sidewalk Asset Management Program	272,400	290,600	297,000	291,840	261,000	279,000	286,800	1,978,640
Storage Area Network				189,400				189,400
Traffic Signal Replacement Program	190,900							190,900
Transportation Heritage Trail Program	77,280			175,000				252,280
<sup>(1)</sup> W Keene Fire Station Project	175,000							175,000
<b>TOTAL PROJECTS FUNDED WITH CAPITAL RESERVES</b>								
	\$ 1,714,946	\$ 912,136	\$ 3,334,515	\$ 1,653,496	\$ 2,182,694	\$ 3,070,163	\$ 1,021,224	\$ 13,889,174
<b>CURRENT REVENUES</b>								
10 Year Digital Base Map Update			150,000					150,000
Ashuelot River Dam Repair or Removal		172,910						172,910
Beacon Replacement			25,000					25,000
Comprehensive Master Plan Update		50,000	40,000					90,000
Dam Maintenance Program		144,400			171,500			490,800
EMS Non-disposable Equipment Program		18,700	21,000	76,000	76,000	40,500	20,700	252,900
Gear Washer/Extractor & Drying System		25,000				30,000		55,000
Hydraulic Rescue Tools					60,000			60,000
Lower Winchester Street Reconstruction	46,530							46,530
Municipal Building Capital Maintenance Program	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Municipal Building Roofs Program		138,782	95,639	128,700	105,256	147,500	57,000	672,877
Municipal Parks Maintenance Program	-	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Obstruction Management Program			8,335	8,335	8,335	16,500	8,335	49,840
Parks and Cemetery Operations Building			180,000					180,000
Pavement Maintenance & Marking			8,335	3,700	2,700			14,735

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

PROJECT NAME	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
Perimeter Fence	13,500	54,000						67,500
Phone System Replacement	-							-
Roadway Preservation & Rehabilitation Program			40,000					40,000
SCBA Fill Station					60,000			60,000
Snow Removal Equipment			27,778					27,778
Stormwater Channel Maintenance Program			100,000	200,000	200,000	200,000	200,000	900,000
Stormwater Main Lining Program	144,500	223,900	194,200	170,400	179,100	184,500	190,000	1,286,600
Stormwater Resiliency Program	86,600							86,600
Stormwater Spot Repairs	73,000	75,200	77,500	79,800	82,200	84,700	87,200	559,600
Stormwater System Analysis Program				40,000	41,200	42,400	43,700	167,300
Terminal Apron Expansion						9,750	170,000	179,750
Traffic Signal Replacement Program	-	196,800	242,700	208,800	221,500			869,800
Transportation Heritage Trail Program	-		64,239	197,462	76,337			338,038
West Street Corridor Improvements Project					157,055			157,055
<sup>(1)</sup> W Keene Fire Station Project								-
<b>TOTAL PROJECTS FUNDED WITH CURRENT REVENUES</b>	<b>\$ 364,130</b>	<b>\$ 1,274,692</b>	<b>\$ 1,449,726</b>	<b>\$ 1,459,697</b>	<b>\$ 1,444,683</b>	<b>\$ 1,105,750</b>	<b>\$ 951,935</b>	<b>\$ 8,050,613</b>
<b>DEBT</b>								
Ashuelot River Dam Repair or Removal				802,000				802,000
Beaver Brook Flood Mitigation				504,000	504,000			1,008,000
City Hall Structural Repairs			1,386,000					1,386,000
Lower Winchester Street Reconstruction			830,000	655,000				1,485,000
Municipal Building Roofs Program	541,000							541,000
Roadway Preservation & Rehabilitation Program	298,000	520,000	488,000	1,417,000	1,290,000	1,571,000	1,525,000	7,109,000
Robin Hood Park Improvements					1,113,000			1,113,000
Salt Shed Replacement	439,000							439,000
Stormwater Resiliency Program		988,000	2,293,000	1,428,000	397,000	750,000	1,235,000	7,091,000
<sup>(1)</sup> W Keene Fire Station Project					1,514,000			1,514,000
<b>TOTAL PROJECTS FUNDED WITH DEBT</b>	<b>\$ 1,278,000</b>	<b>\$ 1,508,000</b>	<b>\$ 4,997,000</b>	<b>\$ 4,806,000</b>	<b>\$ 4,818,000</b>	<b>\$ 2,321,000</b>	<b>\$ 2,760,000</b>	<b>\$ 22,488,000</b>
<b>OTHER FUNDING SOURCES</b>								
Marlboro Street Corridor Improvements/Trail Connector (project balance)	37,000							37,000
<b>TOTAL PROJECTS FUNDED WITH OTHER SOURCES</b>	<b>\$ 37,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,000</b>
<b>GRANTS</b>								
Beacon Replacement (90/5/5)			475,000					475,000
Bridge Rehabilitation & Replacement Program (80/20)	12,522	523,616		137,826	18,377	762,634		1,454,975
Lower Winchester Street Reconstruction (80/20)	186,121		3,200,000	2,520,000				5,906,121
Marlboro Street Corridor/Trail Connector (80/20)	883,200							883,200
Obstruction Management Program (90/5/5)			158,365	158,365	158,365	313,500	158,365	946,960
Pavement Maintenance & Marking (90/5/5)			158,365	70,300	51,300			279,965
Perimeter Fence (90/5/5)	256,500	1,026,000						1,282,500
Roadway Preservation & Rehabilitation Program (100)	850,000	850,000	850,000					2,550,000
Robin Hood Park Improvements (80/20)					400,000			400,000
Snow Removal Equipment (90/5/5)			527,778					527,778
Terminal Apron Expansion (90/5/5)						185,250	3,230,000	3,415,250
Transportation Heritage Trail (80/20)	309,120		256,956	1,489,848	305,348			2,361,272
West Street Corridor Improvements Project (80/20)					628,220			628,220
<sup>(1)</sup> W Keene Fire Station Project (80/20)					6,007,980			6,007,980
<b>TOTAL PROJECTS FUNDED WITH GRANTS</b>	<b>\$ 2,497,463</b>	<b>\$ 2,399,616</b>	<b>\$ 5,626,464</b>	<b>\$ 4,376,339</b>	<b>\$ 7,569,590</b>	<b>\$ 1,261,384</b>	<b>\$ 3,388,365</b>	<b>\$ 27,119,221</b>
	<b>\$ 8,150,875</b>	<b>\$ 8,387,114</b>	<b>\$ 17,770,375</b>	<b>\$ 14,645,742</b>	<b>\$ 18,365,177</b>	<b>\$ 10,103,297</b>	<b>\$ 10,466,524</b>	<b>\$ 87,889,104</b>

**2023-2029 New Cash Requirement**

Uses of Current Revenues/Cash (Capital Reserve Appropriations plus Projects Funded with Current Revenues)	\$ 1,748,466	\$ 2,692,362	\$ 2,937,396	\$ 2,934,907	\$ 2,919,893	\$ 2,575,750	\$ 2,421,935	\$ 18,230,709
Use of Fund Balance for Capital Reserves	875,000	875,000	875,000	875,000	875,000	875,000	875,000	6,125,000
Use of Retained Earnings/Project Balances	37,000	-	-	-	-	-	-	37,000
<b>New Funds Needed</b>	<b>\$ 2,660,466</b>	<b>\$ 3,567,362</b>	<b>\$ 3,812,396</b>	<b>\$ 3,809,907</b>	<b>\$ 3,794,893</b>	<b>\$ 3,450,750</b>	<b>\$ 3,296,935</b>	<b>\$ 24,392,709</b>

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

**NOTE: PROJECTS COLORED BURGUNDY HAVE CHANGED FROM THE PRINTED 2023-2029 CIP BOOK. The change to the proposed FY23 CIP = \$0. FY23 funding sources have been moved to better reflect compliance with fiscal policies and transparency. The total seven-year proposed CIP increases by \$100,000 that is reflected in FY25 & FY26 (an increase of capital reserve funding of \$50,000/year to the IT Infrastructure Capital Reserve). Anticipated project start dates have also been shifted for several outer year projects.**

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Cost Center Detail by Fund/Dept/CC

MAYOR & CITY COUNCIL

00081 - EMPLOYEE BENEFITS

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61304 - GENERAL PERSONNEL	176,301	0	215,545	189,683	335,651	0	335,651	335,651
61401 - TEMPORARY PERSONNEL	0	6,340	0	0	0	0	0	0
61701 - HEALTH INSURANCE	22,325	49,365	56,467	89,400	40,048	0	40,048	40,048
61703 - RETIREMENT CONTRIBUTIONS	(6,429)	0	49,701	46,666	62,926	0	62,926	62,926
61704 - SOCIAL SECURITY	0	875	11,364	10,662	25,678	0	25,678	25,678
61705 - WORKERS COMPENSATION	0	9	2,595	1,865	5,755	0	5,755	5,755
61706 - UNEMPLOYMENT INSURANCE	0	0	7,313	0	8,102	0	8,102	8,102
61707 - LIFE INSURANCE	28,828	28,366	30,402	28,800	30,402	0	30,402	30,402
61708 - LT DISABILITY INSURANCE	39,781	40,100	41,985	42,000	41,985	0	41,985	41,985
61710 - SAFETY PROGRAM	1,340	253	4,200	1,265	4,200	0	4,200	4,200
61711 - WELLNESS PROGRAM	1,000	17,265	3,800	9,145	3,800	0	3,800	3,800
61715 - RETIREMENT BENEFITS	125,000	125,000	125,000	125,000	125,000	0	125,000	125,000
<b>61000 - PERSONNEL SERVICES</b>	<b>388,147</b>	<b>267,573</b>	<b>548,372</b>	<b>544,486</b>	<b>683,547</b>	<b>0</b>	<b>683,547</b>	<b>683,547</b>
62102 - PROFESSIONAL SERVICES	0	0	0	0	0	20,000	20,000	20,000
62310 - SAFETY PROGRAM MAINT.	227	935	4,000	3,750	4,000	0	4,000	4,000
62435 - TRAINING	0	18,000	0	11,000	0	0	0	0
62437 - TUITION ASSISTANCE	22,824	22,769	30,711	30,711	24,994	0	24,994	24,994
62605 - PARKING SPACE RENTAL	48,240	48,240	48,240	48,240	57,728	0	57,728	57,728
<b>62000 - OPERATING EXPENDITURES</b>	<b>71,291</b>	<b>89,944</b>	<b>82,951</b>	<b>93,701</b>	<b>86,722</b>	<b>20,000</b>	<b>106,722</b>	<b>106,722</b>
<b>00081 - EMPLOYEE BENEFITS</b>	<b>459,437</b>	<b>357,516</b>	<b>631,323</b>	<b>638,187</b>	<b>770,269</b>	<b>20,000</b>	<b>790,269</b>	<b>790,269</b>
<b>TOTAL</b>	<b>459,437</b>	<b>357,516</b>	<b>631,323</b>	<b>638,187</b>	<b>770,269</b>	<b>20,000</b>	<b>790,269</b>	<b>790,269</b>

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Cost Center Detail by Fund/Dept/CC

MAYOR & CITY COUNCIL

00082 - RISK MANAGEMENT

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62401 - GENERAL LIABILITY INS	243,159	250,685	263,079	202,459	277,881	0	277,881	277,881
62402 - AIRPORT LIABILITY INS	8,365	8,215	9,554	9,000	11,500	0	11,500	11,500
62000 - OPERATING EXPENDITURES	251,523	258,900	272,633	211,459	289,381	0	289,381	289,381
00082 - RISK MANAGEMENT	251,523	258,900	272,633	211,459	289,381	0	289,381	289,381
TOTAL	251,523	258,900	272,633	211,459	289,381	0	289,381	289,381

<b>Department:</b>	<b>City Manager's Office</b>	<b>Fund:</b>	<b>General</b>
<b>Division (s): Cost Center:</b>	<b>City Manager, Economic Development Initiatives &amp; Emergency Mgt. 00300 through 00320</b>		
<b>Mission:</b>	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.		

## 2023 Budget Priorities

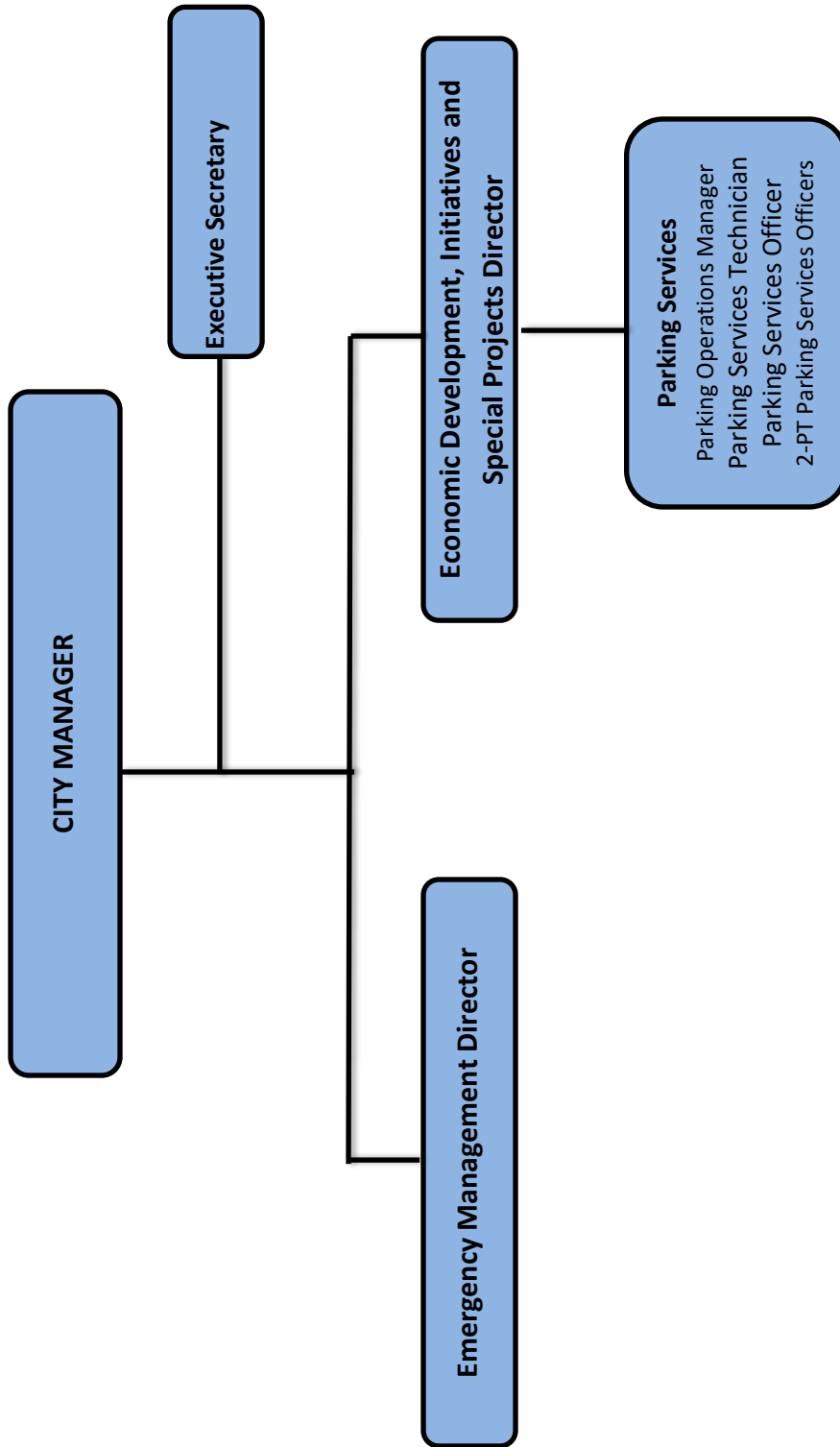
### Core Business

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

### 2023 Strategic Priorities

- Continue to strengthen the tie between the City Council goals and the city capital and operating budgets through the principals of Strategic Governance. Implement and monitor progress of Strategic Governance themes.
- Monitor the implementation of the Land Use Code phase one, further changes needed in the Land Use code to facilitate new housing/business opportunities. Monitor changes made to Community Development operations and supporting Departments to continue improvements to the overall effectiveness and efficiency of related processes.
- Implement elements of the 2021 Strategic Parking Plan, to include equipment, technology and focus on service provision to multiple customer bases. Further programs that support workforce housing and parking.
- Continue implementation of elements of the 2017 & 2019 economic development action plans.
- Continue the implementation of the financial model for Water & Sewer rates to ensure that these services are adequately funded.
- Continue implementation of elements of the City's energy plan including the community power program and the development of EV infrastructure.
- Facilitate the decision making process for the facility needs for Fire Station 2.
- Implement marketing and branding initiatives at the City level and monitor those efforts at the State and regional level.
- Improve City communications and engagement with residents, businesses and the general public.
- Create more opportunities for remote civic participation and service availability.
- Utilize technology to increase efficiency. This includes implementation of a new financial software package, implementing software and cloud base services to improve various City Department operations and services including Parking Services and Community Development.

- Continue to work with our business partners to provide services and assistance, which allows for continued community growth and sustainability.
- Collaborate with federal and state authorities to define and capitalize on Federal Recovery and Infrastructure Investment and Job Act Funding and congressionally designated funding. Maximize use of grant and other funding sources to minimize expense to the local tax and ratepayers and to encourage economic activity.
- Continue Emergency Management partner collaboration efforts established during the COVID-19 Pandemic Emergency to assist the City in planning and being prepared to respond and recover to unplanned events.



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

CITY MANAGER'S OFFICE

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61203 - CITY MANAGER	162,715	168,078	167,740	171,096	171,096	0	171,096	171,096
61304 - GENERAL PERSONNEL	125,211	64,180	64,164	65,195	69,448	1,500	70,948	70,948
61305 - ADMINISTRATIVE PERSONNEL	62,394	63,741	63,702	64,976	64,976	0	64,976	64,976
61603 - CAR ALLOWANCE	3,600	3,300	3,600	3,600	3,600	0	3,600	3,600
61701 - HEALTH INSURANCE	40,302	30,869	31,121	49,589	49,964	0	49,964	49,964
61702 - DENTAL INSURANCE	2,756	2,460	2,453	3,434	3,434	0	3,434	3,434
61703 - RETIREMENT CONTRIBUTIONS	39,131	33,293	41,562	42,864	43,462	211	43,673	43,673
61704 - SOCIAL SECURITY	25,076	20,639	21,534	21,724	22,154	115	22,269	22,269
61705 - WORKERS COMPENSATION	556	415	425	440	500	2	502	502
61712 - DEPT HEAD RETIREMENT	4,881	5,033	5,032	5,241	5,241	0	5,241	5,241
61000 - PERSONNEL SERVICES	466,624	392,008	401,334	428,158	433,875	1,828	435,703	435,703
62205 - PC REPLACEMENT CHARGE	864	1,578	1,799	1,799	2,231	0	2,231	2,231
62435 - TRAINING	45	169	750	750	750	0	750	750
62436 - MEETINGS & DUES	4,939	1,946	6,156	6,156	6,156	0	6,156	6,156
62441 - MEETING EXPENSES	462	30	1,072	1,050	1,072	0	1,072	1,072
62510 - COMMUNICATIONS/PHONE	1,165	1,420	1,400	1,400	1,400	0	1,400	1,400
62701 - OFFICE SUPPLIES	642	593	600	740	600	0	600	600
62710 - POSTAGE	44	34	175	125	175	0	175	175
62715 - BOOKS & COLLECTIONS	100	100	400	450	400	0	400	400
62760 - OPERATING SUPPLIES	319	210	1,100	1,050	1,100	0	1,100	1,100
62000 - OPERATING EXPENDITURES	8,580	6,080	13,452	13,520	13,884	0	13,884	13,884
Department	475,203	398,088	414,786	441,678	447,759	1,828	449,587	449,587
TOTAL	475,203	398,088	414,786	441,678	447,759	1,828	449,587	449,587



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

CITY MANAGER'S OFFICE

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00300 - CITY MANAGER'S OFFICE	61203 - CITY MANAGER	162,715	168,078	167,740	171,096	171,096	0	171,096	171,096
	61305 - ADMINISTRATIVE PERSONNEL	62,394	63,741	63,702	64,976	64,976	0	64,976	64,976
	61603 - CAR ALLOWANCE	3,600	3,300	3,600	3,600	3,600	0	3,600	3,600
	61701 - HEALTH INSURANCE	20,190	20,579	21,248	39,971	39,971	0	39,971	39,971
	61702 - DENTAL INSURANCE	1,840	1,968	1,962	2,944	2,944	0	2,944	2,944
	61703 - RETIREMENT CONTRIBUTIONS	25,145	26,067	32,541	33,698	33,698	0	33,698	33,698
	61704 - SOCIAL SECURITY	15,664	15,815	16,626	16,841	16,841	0	16,841	16,841
	61705 - WORKERS COMPENSATION	357	325	333	347	347	0	347	347
	61712 - DEPT HEAD RETIREMENT	4,881	5,033	5,032	5,241	5,241	0	5,241	5,241
	61000 - PERSONNEL SERVICES	296,787	304,907	312,783	338,713	338,713	0	338,713	338,713
	62205 - PC REPLACEMENT CHARGE	108	479	537	537	776	0	776	776
	62435 - TRAINING	0	169	250	250	250	0	250	250
	62436 - MEETINGS & DUES	3,482	1,518	4,156	4,156	4,156	0	4,156	4,156
	62441 - MEETING EXPENSES	412	30	550	550	550	0	550	550
	62510 - COMMUNICATIONS/PHONE	1,078	1,356	1,200	1,200	1,200	0	1,200	1,200
	62701 - OFFICE SUPPLIES	642	593	600	740	600	0	600	600
	62710 - POSTAGE	44	34	125	125	125	0	125	125
	62715 - BOOKS & COLLECTIONS	100	100	350	350	350	0	350	350
62000 - OPERATING EXPENDITURES	5,865	4,279	7,768	7,908	8,007	0	8,007	8,007	
00300 - CITY MANAGER'S OFFICE		302,652	309,186	320,551	346,621	346,720	0	346,720	346,720
00310 - EMERGENCY OPERATIONS CTR	61304 - GENERAL PERSONNEL	0	0	0	0	4,000	1,500	5,500	5,500
	61703 - RETIREMENT CONTRIBUTIONS	0	0	0	0	562	211	773	773
	61704 - SOCIAL SECURITY	0	0	0	0	306	115	421	421
	61705 - WORKERS COMPENSATION	0	0	0	0	57	2	59	59
	61000 - PERSONNEL SERVICES	0	0	0	0	4,925	1,828	6,753	6,753
	62205 - PC REPLACEMENT CHARGE	648	744	870	870	1,080	0	1,080	1,080
	62760 - OPERATING SUPPLIES	132	120	1,000	500	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	780	864	1,870	1,370	2,080	0	2,080	2,080
00310 - EMERGENCY OPERATIONS CTR		780	864	1,870	1,370	7,005	1,828	8,833	8,833
00320 - ECONOMIC DEVELOP DIRECTOR	61304 - GENERAL PERSONNEL	125,211	64,180	64,164	65,195	65,448	0	65,448	65,448
	61701 - HEALTH INSURANCE	20,111	10,290	9,874	9,618	9,993	0	9,993	9,993
	61702 - DENTAL INSURANCE	916	492	491	490	491	0	491	491
	61703 - RETIREMENT CONTRIBUTIONS	13,986	7,226	9,022	9,166	9,202	0	9,202	9,202
	61704 - SOCIAL SECURITY	9,412	4,824	4,909	4,883	5,007	0	5,007	5,007
	61705 - WORKERS COMPENSATION	199	90	92	93	96	0	96	96
	61000 - PERSONNEL SERVICES	169,836	87,101	88,551	89,445	90,236	0	90,236	90,236
	62205 - PC REPLACEMENT CHARGE	108	355	392	392	375	0	375	375
	62435 - TRAINING	45	0	500	500	500	0	500	500
	62436 - MEETINGS & DUES	1,457	428	2,000	2,000	2,000	0	2,000	2,000
	62441 - MEETING EXPENSES	50	0	522	500	522	0	522	522
	62510 - COMMUNICATIONS/PHONE	87	64	200	200	200	0	200	200
	62710 - POSTAGE	0	0	50	0	50	0	50	50

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00320 - ECONOMIC DEVELOP DIRECTOR	62715 - BOOKS & COLLECTIONS	0	0	50	100	50	0	50	50
	62760 - OPERATING SUPPLIES	187	90	100	550	100	0	100	100
	62000 - OPERATING EXPENDITURES	1,935	937	3,814	4,242	3,797	0	3,797	3,797
00320 - ECONOMIC DEVELOP DIRECTOR		171,771	88,038	92,365	93,687	94,033	0	94,033	94,033
DEPARTMENT TOTAL		475,203	398,088	414,786	441,678	447,759	1,828	449,587	449,587
TOTAL		475,203	398,088	414,786	441,678	447,759	1,828	449,587	449,587

<b>Department:</b>	<b>City Attorney</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	00100		
<b>Mission:</b>	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.		

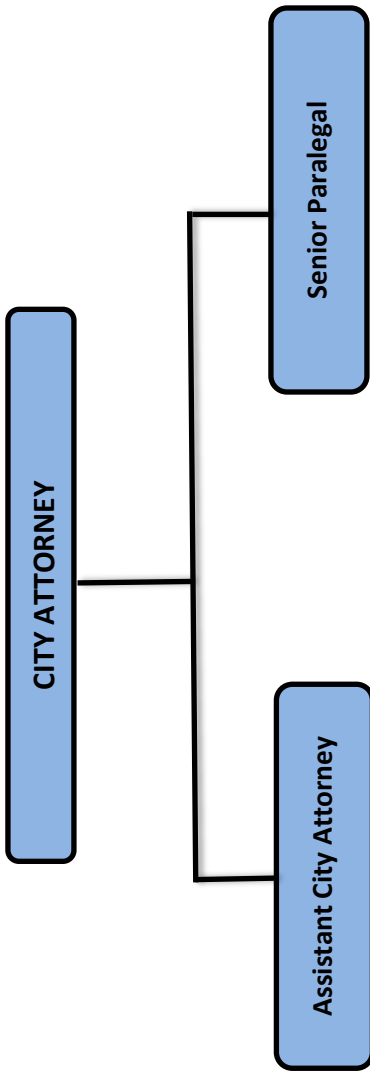
For FY23, the highest priority for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City’s officials, and board and committee members, 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.

For the past fiscal year, in addition to assisting with COVID-19 related legal issues, the City Attorney’s office provided legal services related to the installation of a solar array at the Wastewater Treatment Plant, various land matters, and the Winchester Street Development Project. This office has also been working closely with outside council and others to ensure a favorable outcome for the City with respect to the national opioid settlement litigation. This office continues to work with the City Council and City Manager to identify and pursue projects that contribute to the economic development and vitality of the City of Keene, both on a project-specific level, and as a function of regional cooperation. The City Attorney’s office is heavily involved in the understanding of and response to numerous requests for governmental records in accordance with NH RSA 91-A. The City Attorney also continues to work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

FY23 will also include the addition of an Assistant City Attorney to the City Attorney’s office, who will be responsible for assisting with and responding to governmental records requests including those related to Keene Police Department body-worn cameras. In addition, the Assistant City Attorney will work closely with the City Attorney in providing legal services to the City Council, its various standing and ad hoc committees, boards and commissions, the City Manager and City departments.

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.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
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		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
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	
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	
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.			Municipal Governance & Fin Stability	3
To collaborate with City staff in providing training for employees geared toward risk analysis and liability exposure.			Municipal Governance & Fin Stability	
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	
To assist the City Manager and City departments in accomplishing the goals of the City Council.			Municipal Governance & Fin Stability	1-8
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
<i>Not Applicable</i>				



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

CITY ATTORNEY

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61201 - CITY ATTORNEY	136,873	139,764	139,731	139,731	142,527	0	142,527	142,527
61304 - GENERAL PERSONNEL	0	0	65,900	21,073	84,617	0	84,617	84,617
61305 - ADMINISTRATIVE PERSONNEL	62,394	63,324	63,702	63,702	71,091	0	71,091	71,091
61701 - HEALTH INSURANCE	30,365	30,973	46,182	30,631	50,068	0	50,068	50,068
61702 - DENTAL INSURANCE	1,433	1,530	2,344	2,142	2,507	0	2,507	2,507
61703 - RETIREMENT CONTRIBUTIONS	22,258	22,914	37,869	31,529	41,932	0	41,932	41,932
61704 - SOCIAL SECURITY	15,125	15,355	20,604	17,086	22,815	0	22,815	22,815
61705 - WORKERS COMPENSATION	333	321	461	378	495	0	495	495
61901 - RECRUITMENT	0	0	0	586	0	0	0	0
61000 - PERSONNEL SERVICES	268,780	274,181	376,794	306,858	416,053	0	416,053	416,053
62160 - COURT & HEARING EXP	7,745	1,162	2,000	2,000	2,000	0	2,000	2,000
62161 - LEGAL SERVICES	16,743	23,276	35,000	35,000	35,000	0	35,000	35,000
62205 - PC REPLACEMENT CHARGE	600	616	637	637	674	0	674	674
62435 - TRAINING	471	427	1,500	1,500	2,500	0	2,500	2,500
62436 - MEETINGS & DUES	713	1,725	1,000	1,200	2,000	0	2,000	2,000
62510 - COMMUNICATIONS/PHONE	358	282	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	379	350	350	2,500	400	0	400	400
62710 - POSTAGE	131	94	300	300	300	0	300	300
62715 - BOOKS & COLLECTIONS	3,938	3,259	4,000	4,000	4,000	0	4,000	4,000
62000 - OPERATING EXPENDITURES	31,079	31,191	45,287	47,637	47,374	0	47,374	47,374
Department	299,859	305,372	422,081	354,495	463,427	0	463,427	463,427
TOTAL	299,859	305,372	422,081	354,495	463,427	0	463,427	463,427

<b>Department:</b>	<b>City Clerk</b>	<b>Fund:</b>	General
<b>Division (s):</b> <b>Cost Center:</b>	<b>City Clerk, Elections, Archives &amp; Record Storage</b> 00200 through 00204		
<b>Mission:</b>	The mission of the City Clerk’s Office is to promote transparency and trust in government by meeting its obligations and responsibilities as detailed in New Hampshire State Statutes, the Keene City Charter, and the Keene City Code.		

For FY23, the City Clerk’s office identified the following objectives:

- Conduct a State Primary and State General Election;
- Verify the completeness, integrity, and accessibility of permanent record series;
- Migrate the legacy City Council agenda packets into the new agenda management application.

Over the past several years, the City Clerk’s Office has focused on physical improvements in the Council Chambers, as well as the technology and the associated protocols for hybrid public meetings. Now it is time to refocus our attention internally on the operations in the City Clerk’s Office. The majority of the records in the City Clerk’s vault are required to be maintained permanently. Of those, there are certain permanent record series that are so vital to the organization that they need focused attention in terms of their organization and verification of completeness. Two of the most important series include the City Charter and the Rules of Order. Our goal is to review these two record series, organize their contents, confirm their completeness and integrity and make the revisions of those two record series accessible for online research.

For FY22, the Municipal Primary and Municipal General elections were held. Election officials had the benefit of many COVID PPEs that were provided by the State for the 2020 Presidential Election. Several new voters joined the ranks of elected officials, which is important for the continuity of operations and securing the succession of new leadership. The ten-year redistricting effort is nearing completion. Due to COVID, the release of the census data was many months behind schedule. This prevented the typical review and ultimate adoption of ward line changes by Keene’s voters. In response to this delay, the City Council and Keene’s voters supported the introduction and passage of a Charter amendment that shifted the authority for the redistricting of the ward lines to the City Council. The Office staff is currently working with the GIS data to identify and then notify those Keene voters who are impacted by changes in Keene’s ward lines.

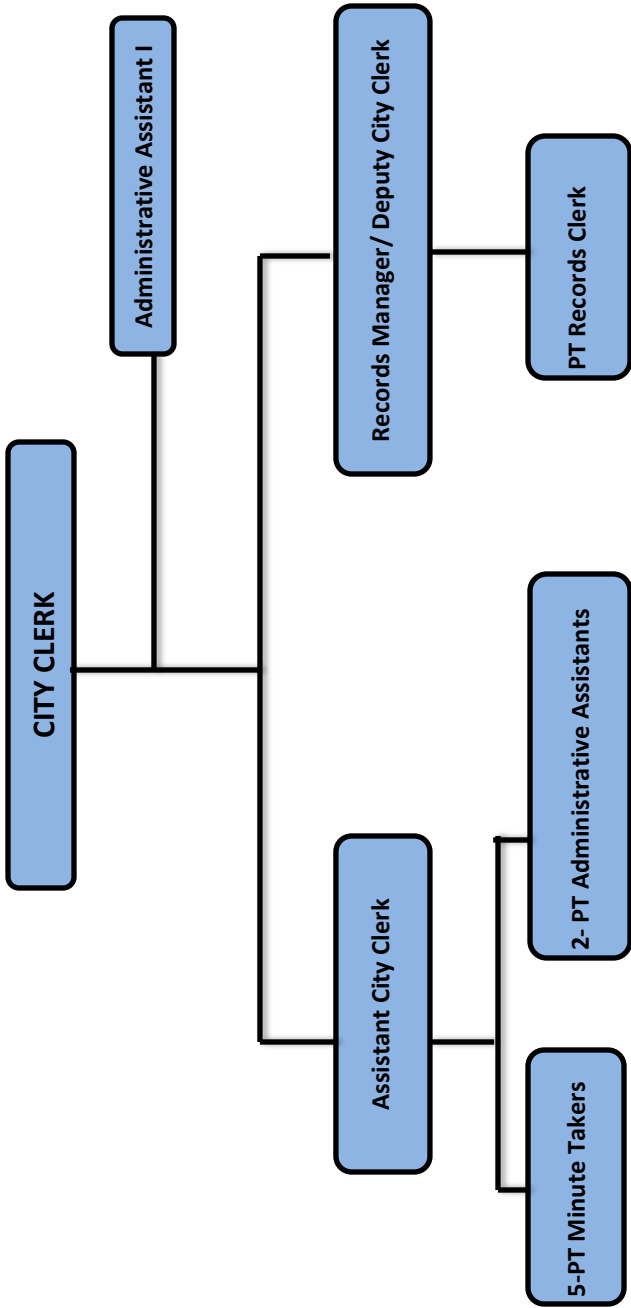
Again, with COVID as a backdrop, the City Council has returned to face-to-face meetings while following recommended protocols to minimize exposure to the virus. It is clear that many City Councilors want to have the ability to participate remotely. Although the qualifications have yet to be determined, the technical improvements, as well as the dedicated AV staffing, will support hybrid public meetings to any extent desired by the City Council.

**Background**

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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		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	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Conduct State Primary and State General Election	RSA 652	Municipal Governance & Fin Stability	
Verify completeness, integrity and accessibility of permanent record series	RSA 48:9	Municipal Governance & Fin Stability	
Migrate the NOVUS legacy data into the new CivicClerk agenda management system	RSA 48:9	Municipal Governance & Fin Stability	
Review Chapter 46 "Licenses" for internal inconsistencies and opportunities to improve the management and delivery of various licenses		Municipal Governance & Fin Stability	3
Implement the module for board memberships within the current CivicClerk application		Municipal Governance & Fin Stability	8
Perform a comprehensive audit of record center holdings to maximize storage capacity	RSA 33-A	Municipal Governance & Fin Stability	
<b>METRICS:</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Dog licenses issued	2,350	2,751	2,800
Dog owners with unlicensed dogs on warrant	603	545	500
Vital records issued	4,718	3,838	4,000
Municipal records boxes in custody	5,366	5,599	5,750
Municipal records boxes retrieved and re-filed	795	900	1,000
Municipal record boxes purged	358	375	400
Right-to-Know requests received/No. of responsive pages	102/3,465	100/1,125	105/1,800





City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Revenue Budget  
 Department Summary by Account

**GENERAL FUND**

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
CITY CLERK	42110 - CLERK - STATE	32,309	29,953	30,000	28,000	30,000	30,000
	42115 - CLERK - CITY	7,097	6,225	8,592	5,000	8,592	8,592
	42120 - DOGS	11,277	13,288	9,280	9,200	9,280	9,280
	42306 - MISC FEES & CHARGES	11,364	10,069	9,500	9,500	9,500	9,500
	42000 - LICENSES/PERMITS/FEES	62,047	59,534	57,372	51,700	57,372	57,372
	44109 - DIRECT REIMBURSEMENT	306	2,417	0	0	0	0
	44135 - RECORDS CENTER CHARGES	24,546	24,547	24,622	25,942	26,980	26,980
	44000 - CHARGES FOR SERVICES	24,852	26,964	24,622	25,942	26,980	26,980
	TOTAL	86,898	86,498	81,994	77,642	84,352	84,352

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

CITY CLERK

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61202 - CITY CLERK	110,568	112,903	112,877	114,695	115,136	0	115,136	115,136
61302 - ASST DEPARTMENT HEAD	81,254	82,976	82,957	84,293	84,617	0	84,617	84,617
61305 - ADMINISTRATIVE PERSONNEL	121,148	123,693	124,704	125,695	126,178	0	126,178	126,178
61307 - PART TIME EMPLOYEES	69,403	83,072	83,103	84,013	87,674	12,987	100,661	100,661
61501 - REGULAR OVERTIME	0	485	0	0	0	0	0	0
61701 - HEALTH INSURANCE	94,370	96,467	92,918	92,199	94,120	0	94,120	94,120
61702 - DENTAL INSURANCE	5,105	5,417	5,418	5,448	5,418	0	5,418	5,418
61703 - RETIREMENT CONTRIBUTIONS	34,958	36,036	45,068	45,256	45,826	0	45,826	45,826
61704 - SOCIAL SECURITY	29,090	30,446	30,877	30,959	31,641	994	32,635	32,635
61705 - WORKERS COMPENSATION	607	562	579	591	608	19	627	627
61901 - RECRUITMENT	0	410	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	546,502	572,467	578,502	583,149	591,219	14,000	605,219	605,219
62107 - ELECTIONS	19,040	13,914	13,460	10,630	13,643	2,000	15,643	15,643
62205 - PC REPLACEMENT CHARGE	1,906	2,139	2,005	2,005	2,350	0	2,350	2,350
62206 - PW FLEET CHARGE	15,965	16,562	16,850	16,850	17,641	0	17,641	17,641
62301 - OFFICE EQUIPMENT MAINT.	2,948	2,826	4,500	4,500	3,815	0	3,815	3,815
62305 - MF PRINTER LEASE & MISC	0	0	0	0	1,000	0	1,000	1,000
62404 - PROPERTY INSURANCE	414	413	435	335	447	0	447	447
62416 - PRINTING	6,967	3,184	5,700	5,109	3,700	0	3,700	3,700
62425 - ADVERTISING	926	644	1,000	1,000	860	0	860	860
62435 - TRAINING	4,925	0	3,863	200	3,699	0	3,699	3,699
62436 - MEETINGS & DUES	595	705	1,390	1,390	1,390	0	1,390	1,390
62450 - POLLING STATIONS SET UP	4,992	(1,679)	1,720	7,129	1,720	0	1,720	1,720
62498 - USE OF TRUST FUNDS	0	0	200	200	200	0	200	200
62510 - COMMUNICATIONS/PHONE	2,582	2,206	2,610	2,410	2,610	0	2,610	2,610
62606 - OTHER RENTALS	1,665	1,060	1,500	931	1,500	0	1,500	1,500
62701 - OFFICE SUPPLIES	5,550	2,766	2,172	2,150	2,172	0	2,172	2,172
62710 - POSTAGE	2,914	6,673	3,269	3,266	3,269	0	3,269	3,269
62715 - BOOKS & COLLECTIONS	416	454	500	500	280	0	280	280
62740 - OTHER MAINT. SUPPLIES	400	39	1,000	1,000	1,000	0	1,000	1,000
62744 - MINOR COMPUTER EQUIPMENT	0	0	0	0	0	925	925	925
62755 - UNIFORMS	83	80	250	250	250	0	250	250
62760 - OPERATING SUPPLIES	3,018	2,584	3,550	3,500	3,550	0	3,550	3,550
62761 - SOFTWARE	6,250	8,433	200	200	100	4,735	4,835	4,835
62762 - LICENSES & PERMITS	500	700	800	700	900	0	900	900
63409 - EQUIPMENT ACQUISITION	0	0	1,500	1,597	0	0	0	0
68008 - GRANT MATCH	0	10,300	0	0	0	0	0	0
68013 - SPEC REV PROJECT TRANSFER	0	10,700	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	82,056	84,701	68,474	65,853	66,096	7,660	73,756	73,756
Department	628,558	657,168	646,976	649,001	657,315	21,660	678,975	678,975
TOTAL	628,558	657,168	646,976	649,001	657,315	21,660	678,975	678,975

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

CITY CLERK

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00200 - CITY CLERK	61202 - CITY CLERK	110,568	112,903	112,877	114,695	115,136	0	115,136	115,136
	61305 - ADMINISTRATIVE PERSONNEL	121,148	123,693	124,704	125,695	126,178	0	126,178	126,178
	61307 - PART TIME EMPLOYEES	44,707	48,570	51,727	51,727	52,864	12,987	65,851	65,851
	61501 - REGULAR OVERTIME	0	485	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	67,152	68,698	66,206	66,206	67,046	0	67,046	67,046
	61702 - DENTAL INSURANCE	3,472	3,702	3,690	3,690	3,690	0	3,690	3,690
	61703 - RETIREMENT CONTRIBUTIONS	25,883	26,693	33,404	33,404	33,929	0	33,929	33,929
	61704 - SOCIAL SECURITY	21,006	21,541	22,132	22,132	22,505	994	23,499	23,499
	61705 - WORKERS COMPENSATION	439	396	416	416	433	19	452	452
	61901 - RECRUITMENT	0	410	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	394,376	407,092	415,157	417,966	421,781	14,000	435,781	435,781
	62205 - PC REPLACEMENT CHARGE	1,377	1,435	1,349	1,349	1,589	0	1,589	1,589
	62301 - OFFICE EQUIPMENT MAINT.	0	0	0	0	80	0	80	80
	62425 - ADVERTISING	84	365	300	300	300	0	300	300
	62435 - TRAINING	1,431	0	1,613	200	1,449	0	1,449	1,449
	62436 - MEETINGS & DUES	395	505	825	825	825	0	825	825
	62498 - USE OF TRUST FUNDS	0	0	200	200	200	0	200	200
	62510 - COMMUNICATIONS/PHONE	1,365	1,591	1,710	1,710	1,710	0	1,710	1,710
	62701 - OFFICE SUPPLIES	1,155	1,995	1,622	1,600	1,622	0	1,622	1,622
	62710 - POSTAGE	1,638	2,059	1,723	1,720	1,723	0	1,723	1,723
	62715 - BOOKS & COLLECTIONS	384	447	400	400	180	0	180	180
	62744 - MINOR COMPUTER EQUIPMENT	0	0	0	0	0	925	925	925
	62761 - SOFTWARE	6,250	8,433	200	200	100	0	100	100
62762 - LICENSES & PERMITS	500	700	800	700	900	0	900	900	
62000 - OPERATING EXPENDITURES	14,580	17,530	10,742	9,204	10,678	925	11,603	11,603	
00200 - CITY CLERK		408,955	424,622	425,899	427,170	432,459	14,925	447,384	447,384
00201 - CITY CLERK ELECTIONS	61307 - PART TIME EMPLOYEES	12,652	14,308	10,496	11,205	11,740	0	11,740	11,740
	61704 - SOCIAL SECURITY	968	1,108	802	862	898	0	898	898
	61705 - WORKERS COMPENSATION	20	20	14	23	17	0	17	17
	61000 - PERSONNEL SERVICES	13,639	15,437	11,312	12,091	12,656	0	12,656	12,656
	62107 - ELECTIONS	19,040	13,914	13,460	10,630	13,643	2,000	15,643	15,643
	62205 - PC REPLACEMENT CHARGE	108	248	290	290	360	0	360	360
	62301 - OFFICE EQUIPMENT MAINT.	2,948	2,826	4,500	4,500	3,735	0	3,735	3,735
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	1,000	0	1,000	1,000
	62416 - PRINTING	6,967	3,184	5,700	5,109	3,700	0	3,700	3,700
	62425 - ADVERTISING	842	279	700	700	560	0	560	560
	62450 - POLLING STATIONS SET UP	4,992	(1,679)	1,720	7,129	1,720	0	1,720	1,720
	62606 - OTHER RENTALS	1,665	1,060	1,500	931	1,500	0	1,500	1,500
	62701 - OFFICE SUPPLIES	4,395	760	370	370	370	0	370	370
	62710 - POSTAGE	1,275	4,614	1,546	1,546	1,546	0	1,546	1,546
	63409 - EQUIPMENT ACQUISITION	0	0	1,500	1,597	0	0	0	0
	68008 - GRANT MATCH	0	10,300	0	0	0	0	0	0
	68013 - SPEC REV PROJECT TRANSFER	0	10,700	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	42,231	46,205	31,286	32,803	28,134	2,000	30,134	30,134	
00201 - CITY CLERK ELECTIONS		55,871	61,642	42,598	44,893	40,790	2,000	42,790	42,790
00202 - CITY	61302 - ASST DEPARTMENT HEAD	73,128	74,678	74,661	75,864	76,155	0	76,155	76,155

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
CLERK ARCHIVES	61701 - HEALTH INSURANCE	24,496	24,993	24,040	23,390	24,367	0	24,367	24,367
	61702 - DENTAL INSURANCE	1,469	1,542	1,555	1,585	1,555	0	1,555	1,555
	61703 - RETIREMENT CONTRIBUTIONS	8,168	8,408	10,497	10,667	10,707	0	10,707	10,707
	61704 - SOCIAL SECURITY	5,575	5,627	5,712	5,707	5,826	0	5,826	5,826
	61705 - WORKERS COMPENSATION	116	105	107	109	112	0	112	112
	61000 - PERSONNEL SERVICES	112,952	115,354	116,573	117,322	118,723	0	118,723	118,723
	62404 - PROPERTY INSURANCE	414	413	435	335	447	0	447	447
	62435 - TRAINING	3,494	0	2,250	0	2,250	0	2,250	2,250
	62436 - MEETINGS & DUES	200	200	565	565	565	0	565	565
	62701 - OFFICE SUPPLIES	0	0	100	100	100	0	100	100
	62715 - BOOKS & COLLECTIONS	32	8	100	100	100	0	100	100
	62740 - OTHER MAINT. SUPPLIES	400	39	1,000	1,000	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	2,206	1,665	2,400	2,350	2,400	0	2,400	2,400
	62000 - OPERATING EXPENDITURES	6,746	2,324	6,850	4,450	6,862	0	6,862	6,862
	00202 - CITY CLERK ARCHIVES	119,698	117,678	123,423	121,772	125,585	0	125,585	125,585
00204 - CLERK RECORDS STORAGE	61302 - ASST DEPARTMENT HEAD	8,126	8,298	8,296	8,429	8,462	0	8,462	8,462
	61307 - PART TIME EMPLOYEES	12,044	20,194	20,880	21,080	23,069	0	23,069	23,069
	61701 - HEALTH INSURANCE	2,722	2,775	2,671	2,602	2,707	0	2,707	2,707
	61702 - DENTAL INSURANCE	163	173	173	173	173	0	173	173
	61703 - RETIREMENT CONTRIBUTIONS	908	934	1,166	1,185	1,190	0	1,190	1,190
	61704 - SOCIAL SECURITY	1,541	2,170	2,232	2,258	2,412	0	2,412	2,412
	61705 - WORKERS COMPENSATION	32	40	42	43	46	0	46	46
	61000 - PERSONNEL SERVICES	25,535	34,584	35,460	35,770	38,059	0	38,059	38,059
	62205 - PC REPLACEMENT CHARGE	421	456	366	366	401	0	401	401
	62206 - PW FLEET CHARGE	15,965	16,562	16,850	16,850	17,641	0	17,641	17,641
	62510 - COMMUNICATIONS/PHONE	1,217	614	900	700	900	0	900	900
	62701 - OFFICE SUPPLIES	0	10	80	80	80	0	80	80
	62755 - UNIFORMS	83	80	250	250	250	0	250	250
	62760 - OPERATING SUPPLIES	812	919	1,150	1,150	1,150	0	1,150	1,150
	62761 - SOFTWARE	0	0	0	0	0	4,735	4,735	4,735
	62000 - OPERATING EXPENDITURES	18,499	18,642	19,596	19,396	20,422	4,735	25,157	25,157
	00204 - CLERK RECORDS STORAGE	44,034	53,226	55,056	55,166	58,481	4,735	63,216	63,216
	DEPARTMENT TOTAL	628,558	657,168	646,976	649,001	657,315	21,660	678,975	678,975
	TOTAL	628,558	657,168	646,976	649,001	657,315	21,660	678,975	678,975

## 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	64-68
Finance <ul style="list-style-type: none"> <li>• Finance</li> <li>• Human Services</li> </ul>	00600 – 00603 01000 - 01002	69-80
Human Resources	00500	81-84
Information Technology	00700-00701	85-90

CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

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

In FY23 the Department will begin its focus on our upcoming Assessment Review which is an audit of our assessing practices conducted by the NH Department of Revenue. Completed once every five years, our department will begin to requalify those receiving property tax exemptions, review properties in Current Use, and ensure that our procedures continue to meet the standards set by the NH Assessing Standards Board.

During FY22 the Department completed the revaluation of all real estate in the City with assessments reflecting the market value as of April 1, 2021. As a result of the revaluation, the City for the first time in its history has a tax base that exceeds two billion dollars. At the same time, increases were made to the City’s property tax exemption and credit amounts to continue to provide property tax relief for those in need and to honor the veterans in the community.

Core Responsibilities

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

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

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

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

**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

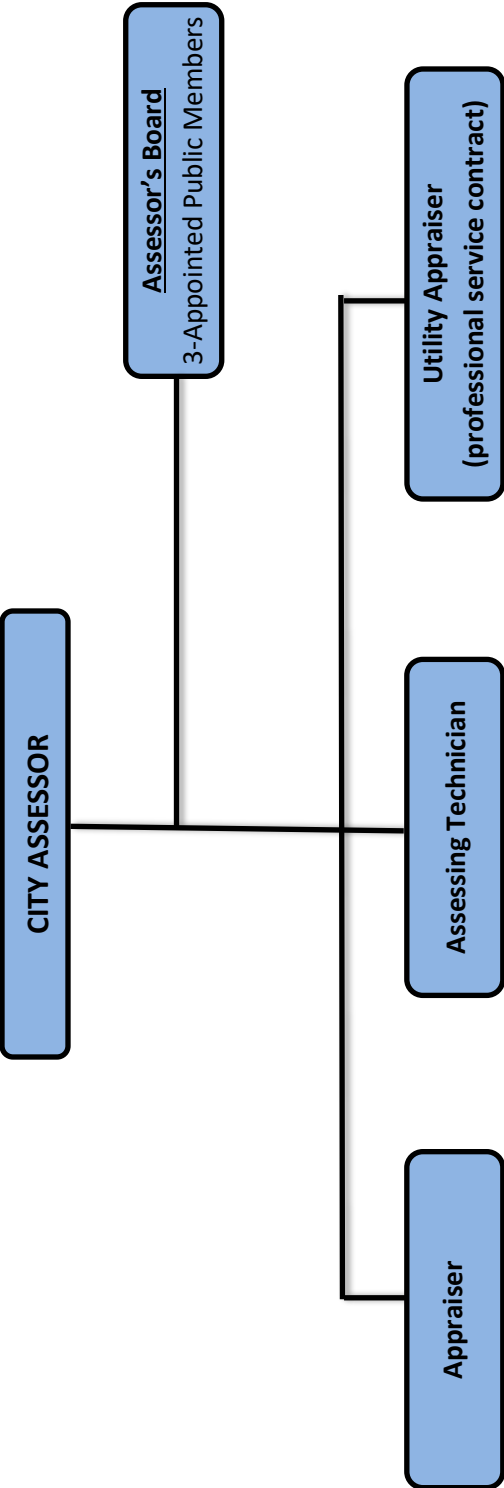
**FISCAL YEAR 2022/2023 OBJECTIVES:**

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

**METRICS:**

	FY21	FY22	FY23
Equalization ratio (expresses relationship between assessment and market; Assessing Standards Board standard is between 90% and 110%)	95.0	89.2	94.6
Total Taxable Assessed Value used for General Fund	\$1.815 billion	\$1.885 billion	\$2.201 billion
Total Taxable Assessed Value retained for TIF Funding	\$42 million	\$36 million	\$43 million
PILOT Agreement Revenue	\$1,101,250	\$1,108,100	\$1,110,350





City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Revenue Budget  
 Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
ASSESSMENT	41105 - NET PROPERTY TAX	26,412,989	27,308,757	26,484,246	27,089,588	26,801,931	26,757,681
	41110 - IN LIEU OF TAX	1,107,500	1,111,350	1,110,350	1,118,000	1,120,000	1,120,000
	41115 - TIMBER YIELD TAX	5,829	13,442	6,000	12,000	6,000	6,000
	41120 - LAND USE CHANGE TAX	0	1,200	0	28,130	26,565	26,565
	41125 - TAX INCREMENT FINANCING	742,970	807,331	840,892	840,892	1,171,750	1,171,750
	41000 - TAXES	28,269,288	29,242,080	28,441,488	29,088,610	29,126,246	29,081,996
	44109 - DIRECT REIMBURSEMENT	0	35	0	0	0	0
	44000 - CHARGES FOR SERVICES	0	35	0	0	0	0
	47305 - COPIES	196	127	30	330	100	100
	46000 - MISCELLANEOUS	196	127	30	330	100	100
	TOTAL	28,269,484	29,242,242	28,441,518	29,088,940	29,126,346	29,082,096

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

ASSESSMENT

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	115,551	118,001	117,974	120,334	120,334	0	120,334	120,334
61304 - GENERAL PERSONNEL	77,754	79,402	103,372	80,663	80,973	0	80,973	80,973
61305 - ADMINISTRATIVE PERSONNEL	113,994	99,096	77,513	77,513	59,351	0	59,351	59,351
61701 - HEALTH INSURANCE	86,896	79,092	76,080	69,513	67,046	0	67,046	67,046
61702 - DENTAL INSURANCE	4,392	4,203	4,181	3,935	3,690	0	3,690	3,690
61703 - RETIREMENT CONTRIBUTIONS	34,325	32,091	42,020	39,158	36,649	0	36,649	36,649
61704 - SOCIAL SECURITY	23,122	22,202	22,863	21,306	19,940	0	19,940	19,940
61705 - WORKERS COMPENSATION	6,782	6,475	6,260	6,019	6,700	0	6,700	6,700
61901 - RECRUITMENT	109	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	462,926	440,563	450,263	418,442	394,683	0	394,683	394,683
62125 - APPRAISAL SERVICES	12,800	12,800	12,800	12,800	12,800	0	12,800	12,800
62175 - OTHER SERVICES	0	362	250	100	175	0	175	175
62205 - PC REPLACEMENT CHARGE	2,961	3,076	3,204	3,204	3,769	0	3,769	3,769
62206 - PW FLEET CHARGE	7,613	7,843	8,103	8,103	8,941	0	8,941	8,941
62301 - OFFICE EQUIPMENT MAINT.	0	240	200	200	200	0	200	200
62307 - COMPUTER SYS MAINTENANCE	0	0	400	414	400	0	400	400
62320 - MAPPING / GIS MAINTENANCE	8,800	9,612	9,550	9,550	9,550	0	9,550	9,550
62435 - TRAINING	742	781	3,500	2,500	3,500	0	3,500	3,500
62436 - MEETINGS & DUES	1,007	1,028	1,600	1,200	1,600	0	1,600	1,600
62510 - COMMUNICATIONS/PHONE	749	860	910	900	1,500	0	1,500	1,500
62701 - OFFICE SUPPLIES	1,286	923	1,000	1,000	1,000	0	1,000	1,000
62710 - POSTAGE	411	690	900	900	900	0	900	900
62715 - BOOKS & COLLECTIONS	885	717	845	905	920	0	920	920
62000 - OPERATING EXPENDITURES	37,254	38,933	43,262	41,776	45,255	0	45,255	45,255
Department	500,180	479,496	493,525	460,218	439,938	0	439,938	439,938
TOTAL	500,180	479,496	493,525	460,218	439,938	0	439,938	439,938

<b>Department:</b>	<b>Finance</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b> 00600 through 00603		
<b>Mission:</b>	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.

FY23 initiatives will include:

- Continued implementation of its new Enterprise Resource Planning (ERP) computer system. The new system (Munis) is fully integrated which allows for real time visibility, opportunity to automate current manual processes, improved reporting and improved productivity throughout the organization. The first phase will be to rollout property tax, general ledger and general billing. In FY23 the City will roll out the personnel management module;
- Supporting the City’s mission in the most environmentally friendly possible ways in accordance with its policies and procedures;
- Continued emphasis on financial planning and enhancing communication of financial information to City elected officials, the public, and City staff.

In general, terms, for FY23 and beyond, the Department will continue to efficiently and accurately perform the business functions of the City, monitor fiscal trends, legislative and regulatory activity that could impact the City’s operations and fiscal condition, and review and understand any changes to GASB standards. While working to fulfill the primary services and responsibilities of the Finance Department, staff has worked to restructure data that will be used in the new system. This will allow the City to purge obsolete data thereby enhancing data entry and improving reporting going forward. The new system also allows documents to be stored electronically and these documents will be accessible for authorized users and will further reduce unnecessary paper. In addition, electronic workflow (approvals) will be automated, streamlining our current manual process. With the implementation of a new system the City will be cross training within departments which is an added benefit as it pertains to succession planning.

During FY22 the Finance Department received notification that the City of Keene was the recipient—for the third year in a row—of the Certificate of Achievement for Excellence in Financial Reporting award relating to the June 30, 2020 financial statements. Also, the Department continues to participate in the P-Card rebate program which in FY22 resulted in \$31,360.38 of revenue.

### 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;
- Support staff in identifying, preparing, and implementing programs, and projects' components to address environmental and climate change issues including the promotion of activities and investments in sectors that will reduce risks, minimize costs of recovery from intense storms, and enable climate change mitigation and/or adaptation.

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.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>	
Perform, manage, and oversee all standard business functions for the entire City organization.		Municipal Governance & Fin Stability	
Perform short and long-term financial analysis and planning.		Municipal Governance & Fin Stability	
Prepare and implement operating and capital budgets in conformance with policies and plans adopted by the City Council.		Municipal Governance & Fin Stability	
Promote and coordinate the integration of environmental friendly processes and services to make the City perform more efficiently while promoting sustainable, environmental, and social improvements.		Municipal Governance & Fin Stability	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Present financial data in formats that are informative and user friendly		Municipal Governance & Fin Stability	1
Continued implementation of new property tax and utility billing and financial software		Municipal Governance & Fin Stability	1
Evaluate and implement tools to simplify services electronically		Municipal Governance & Fin Stability	2
Streamline purchasing and contract services processes		Municipal Governance & Fin Stability	1
Enhance the use of Public Purchase, Public Contracts, and Public Vendors		Municipal Governance & Fin Stability	1
Support strategies and plans that continuously improve the City of Keene's sustainability performance		Municipal Governance & Fin Stability	7
<b>METRICS:</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Number of bids, RFP's & contracts issued	200	150	200
P-Card - combined purchase volume (dollars)	\$3,981,499	\$4,223,895	\$4,500,000
P-Card - rebate payment amount (dollars)	\$30,149	\$31,360	\$35,000
Property tax & utility bills issued	41,550	41,550	41,550
Motor vehicle transactions	21,269	21,300	21,300
Parcels going to tax lien	271	275	300
Liens as % of warrant (Tax Year 2018, 2019 and 2020)	1.79%	1.83%	1.70%

<b>Department:</b>	<b>Finance Department</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	<b>Human Services</b> 01000 through 01002		
<b>Mission:</b>	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.

FY23 Initiatives will include:

- Increase advocacy and partnership of area services to meet customer needs and provide more directed case management to help clients return to a state of financial self-sufficiency. This includes assisting clients with completing applications and necessary paperwork to receive assistance that they are eligible for outside of City assistance;
- Continued participation in the regional Community Mapping Process in reference to housing stability and homeless response coordination.

In FY22 and beyond, Human Services will continue to efficiently and accurately perform the administration of General Assistance, and monitor legislative and regulatory activity that could impact our division. Human Services will continue to fulfill primary services, as well as timely assistance to those presenting as homeless.

During FY22 Human Services undertook several initiatives, including:

- Human Services Manager was named Chair to the Training Committee for the NH Local Welfare Administrators Association.
- Human Services successfully provided timely, in-person assistance, during the pandemic, where other social services remain closed to the public.

During FY22 Human Services challenges included:

- Individuals presenting as homeless or in danger of imminent homelessness due to eviction requesting shelter/motel assistance. This was due to, in part, a variety of factors including Covid-19 restrictions and shelter renovations. The City of Keene assumed a greater role in assisting homeless individuals both financially and in case management hours.
- Due to stimulus checks, and the New Hampshire Emergency Rental Assistance Program, the need for General Assistance was limited. The Administrative Assistant position remains unfilled temporarily.

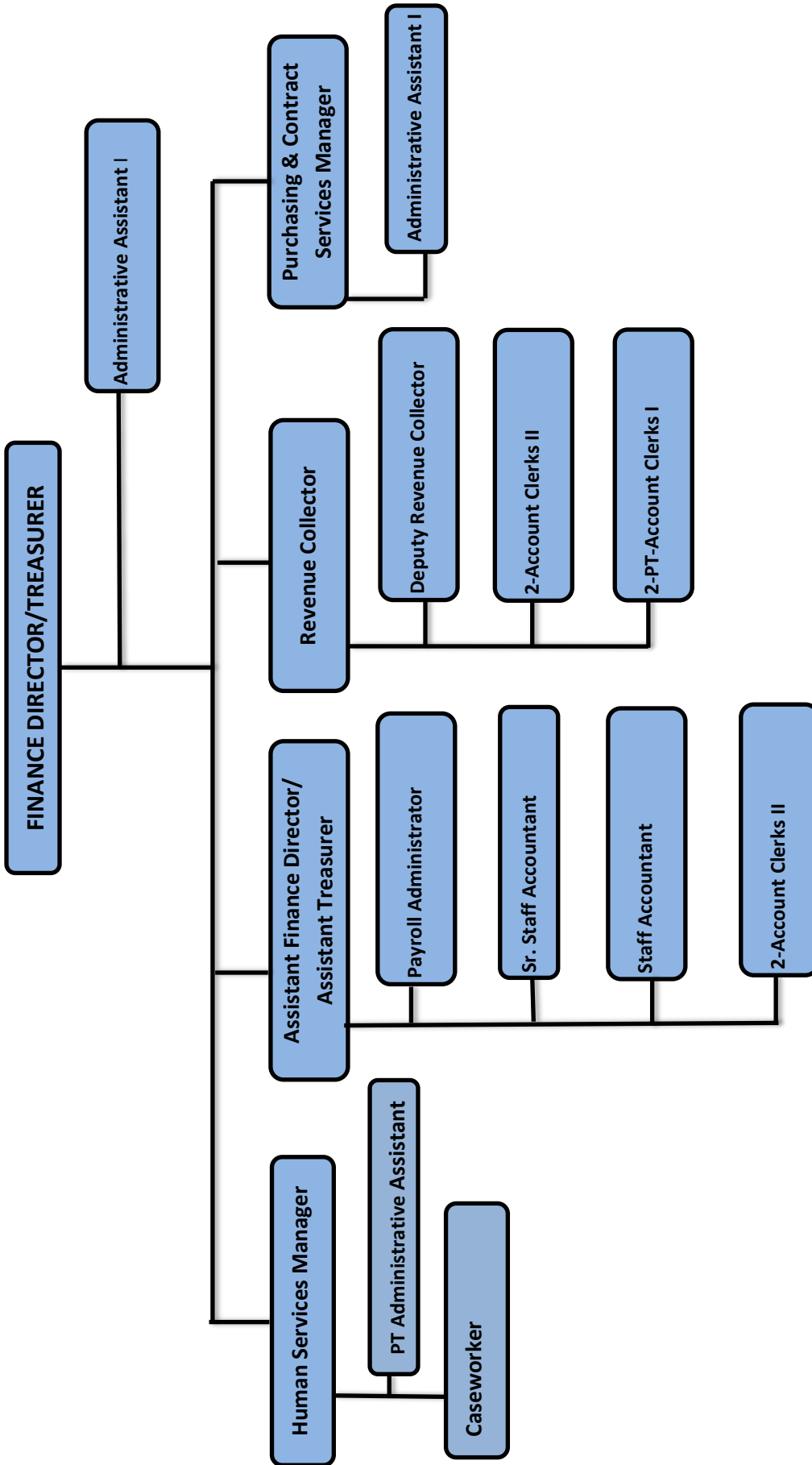
### Background

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

- Administer General Assistance in accordance with applicable state law (RSA 165) and guidelines, including assisting with eligible basic needs such as rent/mortgage, utilities, prescription medication, cremation assistance and home heating fuel, while delivering excellent and professional customer service;
- Support decisions concerning the applicants'/recipients' eligibility; maintain accurate information;
- Provide a complete history of applicants'/recipients' needs and assistance to facilitate Human Services with ongoing case management and referral of persons to appropriate agencies, and the determination of residence under RSA 21:6-a.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		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	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Provide short-term emergency financial assistance when no other resource is available.	RSA 165	Community Health & Wellness	1
Advocate for clients and support efforts toward self-sufficiency through collaborations that focus on client needs, improve coordination of services, especially housing, employment, medication, and medical assistance, and reduce the need for General Assistance	RSA 165	Community Health & Wellness	2
Assist clients who have become dependent on Federal Government cash, rental and utility assistance to return to a state of self-sufficiency. This may include expanded casework, completing applications and necessary paperwork to receive assistance that they are eligible for outside of the City's General Assistance program.	RSA 165	Social Services	2
Continue to work with area homeless population to assist in finding emergency shelter, affordable housing and return to a state of self-sufficiency through collaboration with area homeless shelters.	RSA 165	Social Services	2
Present workshops addressing financial literacy. Develop and present a workshop addressing work readiness.	RSA165	Education	2
<b>METRICS:</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Total client contacts including appointments, walk-ins, emergency walk-ins, home visits, partner agency contacts, phone, mail and fax	5,298	4,909	2,169
Total adults in household receiving assistance	1,692	1,008	563
Average length of monthly assistance	1.71	1.68	1.51
Average cost of monthly assistance provided per recipient per month.	\$624	\$717	\$645
Rent assistance for clients paid directly to the City that is applied toward delinquent property tax bills, water/sewer tax bills owed by the property owner/landlord	\$18,376	\$18,929	\$3,888
Total number of individuals reporting homelessness, seeking assistance for shelter/motel/hotel/first month's rent. This includes all individuals in a household including children	245	481	337
Covid-19 related assistance	35	228	84
Other reimbursements including liens, cash reimbursements	\$19,975	\$2,255	\$3,510





City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget  
Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
FINANCE	42215 - MOTOR VEHICLE PERMITS	3,381,346	3,456,635	3,200,000	3,280,000	3,280,000	3,280,000
	42218 - TRANSPORTATION IMP FUND	96,086	98,865	100,000	91,000	90,000	90,000
	42301 - NSF CHECK FEE	1,330	1,221	1,000	820	850	850
	42315 - MAIL-IN & E-REG FEES	6,938	8,136	8,000	8,000	8,000	8,000
	42316 - MUNICIPAL AGENT FEES	61,304	64,460	59,000	59,000	59,000	59,000
	42000 - LICENSES/PERMITS/FEES	3,547,004	3,629,318	3,368,000	3,438,820	3,437,850	3,437,850
	43204 - ROOMS & MEALS	1,186,791	1,185,571	1,719,310	1,719,310	1,719,310	1,719,310
	43205 - SHARED REVENUES	391,627	378,584	0	0	0	0
	43000 - INTERGOVERNMENTAL	1,578,418	1,564,155	1,719,310	1,719,310	1,719,310	1,719,310
	44109 - DIRECT REIMBURSEMENT	198,466	370,568	531,000	314,223	329,500	329,500
	44138 - SSI INTERIM ASSISTANCE	3,237	3,681	2,500	975	2,500	2,500
	44139 - MEDICAID REIMBURSEMENTS	0	53	250	0	2,500	2,500
	44000 - CHARGES FOR SERVICES	201,703	374,302	533,750	315,198	334,500	334,500
	41605 - INTEREST: TAXES	633,927	302,195	315,000	310,000	325,000	325,000
	46000 - MISCELLANEOUS	0	(40)	50	0	50	50
	46101 - INTEREST EARNINGS	593,374	247,688	125,000	105,451	125,000	125,000
	46103 - INTEREST: A/R	4	0	0	0	0	0
	46105 - OTHER LOANS	89,698	89,698	89,698	89,698	89,698	89,698
	46301 - CITY HALL	58,257	62,477	63,297	63,857	65,676	65,676
	46304 - TRANSPORTATION CENTER	31,961	31,672	32,977	33,482	35,096	35,096
	46403 - CHARITABLE TRUST FUND	3,058	2,762	1,935	1,989	1,650	1,650
	46413 - WOODWARD FUND	0	4,355	0	0	0	0
	47302 - SALE OF SURPLUS PROPERTY	(8,673)	45	50	0	50	50
	46000 - MISCELLANEOUS	1,401,605	740,852	628,007	604,477	642,221	642,221
	47102 - ADMIN CHG - EQUIPMENT	302,646	317,362	301,082	301,082	323,835	323,835
	47104 - ADMIN CHG - PARKING	220,363	99,308	96,364	96,364	85,946	85,946
	47106 - ADMIN CHG - SEWER	620,643	671,186	697,542	697,543	785,730	785,730
	47107 - ADMIN CHG - SOLID WASTE	488,324	539,851	494,420	494,420	535,928	535,928
	47108 - ADMIN CHG - WATER	485,804	482,005	488,380	488,380	485,884	485,884
	47000 - OTHER FINANCING SOURCES	2,117,780	2,109,712	2,077,788	2,077,789	2,217,323	2,217,323
	48101 - SALE OF BONDS	2,804,000	2,679,000	2,949,000	3,533,000	1,278,000	1,278,000
	48000 - PROCEEDS LONG TRM FINANCE	2,804,000	2,679,000	2,949,000	3,533,000	1,278,000	1,278,000
	TOTAL	11,650,510	11,097,338	11,275,855	11,688,594	9,629,204	9,629,204

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

FINANCE

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	118,667	123,311	123,282	125,267	125,749	0	125,749	125,749
61302 - ASST DEPARTMENT HEAD	0	0	103,380	88,239	115,152	0	115,152	115,152
61303 - SUPERVISORY PERSONNEL	151,228	157,668	161,045	161,144	164,268	0	164,268	164,268
61304 - GENERAL PERSONNEL	313,299	386,953	343,884	293,748	348,495	0	348,495	348,495
61305 - ADMINISTRATIVE PERSONNEL	360,120	357,132	367,152	365,837	371,670	0	371,670	371,670
61307 - PART TIME EMPLOYEES	57,782	55,543	83,775	53,170	79,983	0	79,983	79,983
61401 - TEMPORARY PERSONNEL	23,137	26,899	0	0	0	0	0	0
61501 - REGULAR OVERTIME	839	0	2,000	0	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	277,274	282,533	297,551	232,413	244,325	0	244,325	244,325
61702 - DENTAL INSURANCE	16,782	17,831	18,997	14,853	15,448	0	15,448	15,448
61703 - RETIREMENT CONTRIBUTIONS	104,317	118,516	154,483	144,978	158,222	0	158,222	158,222
61704 - SOCIAL SECURITY	75,866	83,508	90,998	81,769	92,440	0	92,440	92,440
61705 - WORKERS COMPENSATION	1,604	1,590	4,272	1,542	4,205	0	4,205	4,205
61901 - RECRUITMENT	1,193	357	0	854	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	0	4,333	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,502,108	1,616,174	1,750,820	1,563,815	1,721,956	0	1,721,956	1,721,956
62103 - TECHNICAL SERVICES	9,974	4,871	10,334	10,334	11,000	0	11,000	11,000
62129 - AUDIT SERVICES	36,280	49,780	44,000	44,000	44,000	0	44,000	44,000
62143 - HOME HEALTH CARE	47,647	88,534	95,000	95,000	95,000	0	95,000	95,000
62145 - FIRST AID & MEDICAL SVCS	5,597	2,559	12,000	4,250	10,000	0	10,000	10,000
62146 - MENTAL HEALTH SERVICES	25,000	25,000	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	62,500	50,000	50,000	50,000	0	50,000	50,000
62175 - OTHER SERVICES	18,488	18,320	12,000	12,000	12,000	0	12,000	12,000
62205 - PC REPLACEMENT CHARGE	4,303	4,779	6,149	6,149	6,520	0	6,520	6,520
62301 - OFFICE EQUIPMENT MAINT.	15,646	17,553	21,750	17,809	6,400	0	6,400	6,400
62305 - MF PRINTER LEASE & MISC	0	0	0	0	10,000	0	10,000	10,000
62416 - PRINTING	9,519	3,838	10,325	7,687	10,225	0	10,225	10,225
62425 - ADVERTISING	2,815	3,913	2,500	2,400	2,500	0	2,500	2,500
62430 - TRAVEL	63	0	200	0	200	0	200	200
62435 - TRAINING	381	165	5,450	4,000	5,450	0	5,450	5,450
62436 - MEETINGS & DUES	664	1,164	2,250	1,570	2,250	0	2,250	2,250
62447 - PUBLIC AWARENESS	469	262	1,300	2,362	2,100	0	2,100	2,100
62451 - PERSONAL & HOUSEHOLD	0	0	500	500	500	0	500	500
62452 - BURIAL, TRANSPORT & MISC.	16,400	12,730	20,000	14,000	20,000	0	20,000	20,000
62453 - HEATING FUEL & UTILITIES	14,820	3,144	25,750	15,000	25,750	0	25,750	25,750
62454 - RENTS	219,289	159,683	300,000	200,000	300,000	0	300,000	300,000
62498 - USE OF TRUST FUNDS	3,175	6,455	3,000	3,000	3,000	0	3,000	3,000
62510 - COMMUNICATIONS/PHONE	3,806	3,528	4,640	4,203	4,640	0	4,640	4,640
62701 - OFFICE SUPPLIES	13,904	20,381	17,900	18,195	18,000	0	18,000	18,000
62710 - POSTAGE	38,019	43,946	45,070	44,093	46,150	0	46,150	46,150
62715 - BOOKS & COLLECTIONS	603	694	640	640	450	0	450	450

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Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62744 - MINOR COMPUTER EQUIPMENT	0	225	0	255	0	0	0	0
62761 - SOFTWARE	20,736	14,141	6,641	6,641	6,760	0	6,760	6,760
62000 - OPERATING EXPENDITURES	564,599	555,166	729,399	596,088	724,895	0	724,895	724,895
Department	2,066,707	2,171,340	2,480,218	2,159,903	2,446,851	0	2,446,851	2,446,851
TOTAL	2,066,707	2,171,340	2,480,218	2,159,903	2,446,851	0	2,446,851	2,446,851

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Department Cost Center Detail

FINANCE

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Departmental Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended	
00600 - FINANCE ADMIN	61301 - DEPARTMENT HEAD	118,667	123,311	123,282	125,267	125,749	0	125,749	125,749	
	61302 - ASST DEPARTMENT HEAD	0	0	103,380	88,239	115,152	0	115,152	115,152	
	61305 - ADMINISTRATIVE PERSONNEL	0	0	0	42,951	52,141	0	52,141	52,141	
	61701 - HEALTH INSURANCE	1,500	1,500	28,211	10,264	10,097	0	10,097	10,097	
	61702 - DENTAL INSURANCE	920	984	2,709	1,415	2,071	0	2,071	2,071	
	61703 - RETIREMENT CONTRIBUTIONS	13,255	13,884	31,869	36,058	41,202	0	41,202	41,202	
	61704 - SOCIAL SECURITY	9,213	9,547	17,531	19,895	22,418	0	22,418	22,418	
	61705 - WORKERS COMPENSATION	188	194	326	331	431	0	431	431	
	61901 - RECRUITMENT	1,193	0	0	360	0	0	0	0	
	61000 - PERSONNEL SERVICES	144,936	149,420	307,309	324,781	369,260	0	369,260	369,260	
00600 - FINANCE ADMIN		144,936	149,420	307,309	324,781	369,260	0	369,260	369,260	
00601 - FINANCE ACCTING	61304 - GENERAL PERSONNEL	173,704	228,941	207,901	163,305	211,863	0	211,863	211,863	
	61305 - ADMINISTRATIVE PERSONNEL	144,686	121,759	152,664	110,089	104,019	0	104,019	104,019	
	61401 - TEMPORARY PERSONNEL	23,137	0	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	95,281	95,210	90,468	57,368	70,054	0	70,054	70,054	
	61702 - DENTAL INSURANCE	5,652	5,916	5,451	3,838	4,470	0	4,470	4,470	
	61703 - RETIREMENT CONTRIBUTIONS	35,564	39,786	50,695	37,976	44,413	0	44,413	44,413	
	61704 - SOCIAL SECURITY	24,019	26,631	27,774	20,869	24,165	0	24,165	24,165	
	61705 - WORKERS COMPENSATION	519	506	518	388	465	0	465	465	
	61901 - RECRUITMENT	0	79	0	494	0	0	0	0	
	61000 - PERSONNEL SERVICES	502,563	518,829	535,472	394,327	459,448	0	459,448	459,448	
	62103 - TECHNICAL SERVICES	8,500	3,221	8,500	8,500	8,500	0	8,500	8,500	
	62129 - AUDIT SERVICES	36,280	49,780	44,000	44,000	44,000	0	44,000	44,000	
	62205 - PC REPLACEMENT CHARGE	1,927	2,094	3,164	3,164	3,271	0	3,271	3,271	
	62301 - OFFICE EQUIPMENT MAINT.	8,392	8,394	13,000	8,537	1,000	0	1,000	1,000	
	62416 - PRINTING	9,405	3,689	10,000	7,500	10,000	0	10,000	10,000	
	62430 - TRAVEL	63	0	200	0	200	0	200	200	
	62435 - TRAINING	0	0	4,500	4,000	4,500	0	4,500	4,500	
	62436 - MEETINGS & DUES	275	687	1,300	700	1,300	0	1,300	1,300	
	62510 - COMMUNICATIONS/PHONE	698	658	1,370	1,133	1,370	0	1,370	1,370	
	62701 - OFFICE SUPPLIES	5,043	6,309	6,000	6,795	6,000	0	6,000	6,000	
	62710 - POSTAGE	5,200	5,454	6,000	5,818	6,000	0	6,000	6,000	
	62715 - BOOKS & COLLECTIONS	449	499	200	200	200	0	200	200	
	62761 - SOFTWARE	0	7,900	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	76,232	88,685	98,234	90,348	86,341	0	86,341	86,341	
	00601 - FINANCE ACCTING		578,796	607,514	633,706	484,676	545,789	0	545,789	545,789
	00602 - FINANCE PURCHASING	61304 - GENERAL PERSONNEL	88,731	103,767	79,384	73,864	77,486	0	77,486	77,486
		61305 - ADMINISTRATIVE PERSONNEL	50,069	51,130	51,118	51,940	52,141	0	52,141	52,141
61401 - TEMPORARY PERSONNEL		0	26,899	0	0	0	0	0	0	
61701 - HEALTH INSURANCE		47,408	45,132	46,459	35,745	37,171	0	37,171	37,171	
61702 - DENTAL INSURANCE		2,552	2,597	2,709	2,271	2,273	0	2,273	2,273	
61703 - RETIREMENT CONTRIBUTIONS		15,504	20,417	18,349	17,688	18,226	0	18,226	18,226	
61704 - SOCIAL SECURITY		10,509	13,684	9,983	9,311	9,916	0	9,916	9,916	
61705 - WORKERS COMPENSATION		220	255	2,757	180	2,622	0	2,622	2,622	
61902 - OUTSIDE AGENCY TEMPS		0	4,333	0	0	0	0	0	0	
61000 - PERSONNEL SERVICES		214,994	268,214	210,759	190,999	199,835	0	199,835	199,835	
62205 - PC REPLACEMENT CHARGE		516	603	682	682	735	0	735	735	
62301 - OFFICE EQUIPMENT MAINT.		1,232	2,454	1,750	2,272	2,400	0	2,400	2,400	
62305 - MF PRINTER LEASE & MISC		0	0	0	0	6,000	0	6,000	6,000	
62416 - PRINTING	0	55	250	0	150	0	150	150		

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Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00602 - FINANCE PURCHASING	62425 - ADVERTISING	2,815	3,913	2,500	2,400	2,500	0	2,500	2,500
	62435 - TRAINING	321	0	500	0	500	0	500	500
	62436 - MEETINGS & DUES	127	417	600	600	600	0	600	600
	62510 - COMMUNICATIONS/PHONE	698	895	700	700	700	0	700	700
	62701 - OFFICE SUPPLIES	4,358	10,878	7,500	7,500	7,500	0	7,500	7,500
	62710 - POSTAGE	0	8	500	150	100	0	100	100
	62715 - BOOKS & COLLECTIONS	0	0	300	300	150	0	150	150
	62000 - OPERATING EXPENDITURES	10,068	19,224	15,282	14,604	21,335	0	21,335	21,335
00602 - FINANCE PURCHASING		225,062	287,437	226,041	205,603	221,170	0	221,170	221,170
00603 - FINANCE REV COLLECTION	61303 - SUPERVISORY PERSONNEL	81,254	82,976	82,957	83,320	84,617	0	84,617	84,617
	61305 - ADMINISTRATIVE PERSONNEL	165,364	184,243	163,370	160,857	163,370	0	163,370	163,370
	61307 - PART TIME EMPLOYEES	33,584	26,800	50,873	45,390	50,004	0	50,004	50,004
	61501 - REGULAR OVERTIME	839	0	2,000	0	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	86,293	92,631	85,954	82,576	87,031	0	87,031	87,031
	61702 - DENTAL INSURANCE	5,105	5,616	5,418	4,620	4,672	0	4,672	4,672
	61703 - RETIREMENT CONTRIBUTIONS	26,496	29,910	34,634	34,359	34,867	0	34,867	34,867
	61704 - SOCIAL SECURITY	21,219	22,035	22,889	20,817	22,949	0	22,949	22,949
	61705 - WORKERS COMPENSATION	446	413	430	402	450	0	450	450
	61901 - RECRUITMENT	0	278	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	420,600	444,902	448,524	432,341	449,961	0	449,961	449,961
	62175 - OTHER SERVICES	1,988	18,320	12,000	12,000	12,000	0	12,000	12,000
	62205 - PC REPLACEMENT CHARGE	648	744	870	870	1,080	0	1,080	1,080
	62301 - OFFICE EQUIPMENT MAINT.	6,022	6,705	7,000	7,000	3,000	0	3,000	3,000
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	4,000	0	4,000	4,000
	62435 - TRAINING	0	0	150	0	150	0	150	150
	62436 - MEETINGS & DUES	100	60	200	170	200	0	200	200
	62447 - PUBLIC AWARENESS	469	262	1,300	2,362	2,100	0	2,100	2,100
	62510 - COMMUNICATIONS/PHONE	1,713	1,380	1,900	1,700	1,900	0	1,900	1,900
	62701 - OFFICE SUPPLIES	3,874	2,084	3,700	3,200	3,700	0	3,700	3,700
62710 - POSTAGE	32,626	38,270	38,350	38,000	39,850	0	39,850	39,850	
62761 - SOFTWARE	20,736	6,241	6,641	6,641	6,760	0	6,760	6,760	
62000 - OPERATING EXPENDITURES	68,177	74,067	72,111	71,943	74,740	0	74,740	74,740	
00603 - FINANCE REV COLLECTION		488,776	518,970	520,635	504,284	524,701	0	524,701	524,701
01000 - HUMAN SERVICES	61303 - SUPERVISORY PERSONNEL	69,974	74,693	78,088	77,824	79,650	0	79,650	79,650
	61304 - GENERAL PERSONNEL	50,864	54,244	56,600	56,579	59,146	0	59,146	59,146
	61307 - PART TIME EMPLOYEES	24,197	28,742	32,902	7,780	29,979	0	29,979	29,979
	61701 - HEALTH INSURANCE	46,793	48,060	46,459	46,459	39,971	0	39,971	39,971
	61702 - DENTAL INSURANCE	2,552	2,718	2,709	2,709	1,962	0	1,962	1,962
	61703 - RETIREMENT CONTRIBUTIONS	13,498	14,520	18,937	18,897	19,515	0	19,515	19,515
	61704 - SOCIAL SECURITY	10,907	11,610	12,821	10,877	12,991	0	12,991	12,991
	61705 - WORKERS COMPENSATION	230	222	241	241	237	0	237	237
	61000 - PERSONNEL SERVICES	219,015	234,808	248,756	221,367	243,452	0	243,452	243,452
	62103 - TECHNICAL SERVICES	1,474	1,650	1,834	1,834	2,500	0	2,500	2,500
	62205 - PC REPLACEMENT CHARGE	1,212	1,338	1,433	1,433	1,434	0	1,434	1,434
	62416 - PRINTING	114	94	75	187	75	0	75	75
	62435 - TRAINING	60	165	300	0	300	0	300	300
	62436 - MEETINGS & DUES	162	0	150	100	150	0	150	150
	62498 - USE OF TRUST FUNDS	3,175	6,455	3,000	3,000	3,000	0	3,000	3,000
	62510 - COMMUNICATIONS/PHONE	698	595	670	670	670	0	670	670
	62701 - OFFICE SUPPLIES	628	1,109	700	700	800	0	800	800
62710 - POSTAGE	193	213	220	125	200	0	200	200	

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Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
01000 - HUMAN SERVICES	62715 - BOOKS & COLLECTIONS	154	195	140	140	100	0	100	100
	62744 - MINOR COMPUTER EQUIPMENT	0	225	0	255	0	0	0	0
	62000 - OPERATING EXPENDITURES	7,869	12,040	8,522	8,443	9,229	0	9,229	9,229
01000 - HUMAN SERVICES		226,883	246,848	257,278	229,810	252,681	0	252,681	252,681
01001 - HS: GENERAL ASSISTANCE	62145 - FIRST AID & MEDICAL SVCS	5,597	2,559	12,000	4,250	10,000	0	10,000	10,000
	62148 - DENTAL WORKS	7,000	7,000	7,000	7,000	7,000	0	7,000	7,000
	62152 - SCS SHELTER SERVICES	50,000	62,500	50,000	50,000	50,000	0	50,000	50,000
	62451 - PERSONAL & HOUSEHOLD	0	0	500	500	500	0	500	500
	62452 - BURIAL, TRANSPORT & MISC.	16,400	12,730	20,000	14,000	20,000	0	20,000	20,000
	62453 - HEATING FUEL & UTILITIES	14,820	3,144	25,750	15,000	25,750	0	25,750	25,750
	62454 - RENTS	219,289	159,683	300,000	200,000	300,000	0	300,000	300,000
	62000 - OPERATING EXPENDITURES	313,106	247,616	415,250	290,750	413,250	0	413,250	413,250
01001 - HS: GENERAL ASSISTANCE		313,106	247,616	415,250	290,750	413,250	0	413,250	413,250
01002 - HEALTH SVCS CONTRACTS	62143 - HOME HEALTH CARE	47,647	88,534	95,000	95,000	95,000	0	95,000	95,000
	62146 - MENTAL HEALTH SERVICES	25,000	25,000	25,000	25,000	25,000	0	25,000	25,000
	62175 - OTHER SERVICES	16,500	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	89,147	113,534	120,000	120,000	120,000	0	120,000	120,000
01002 - HEALTH SVCS CONTRACTS		89,147	113,534	120,000	120,000	120,000	0	120,000	120,000
DEPARTMENT TOTAL		2,066,707	2,171,340	2,480,218	2,159,903	2,446,851	0	2,446,851	2,446,851
TOTAL		2,066,707	2,171,340	2,480,218	2,159,903	2,446,851	0	2,446,851	2,446,851

<b>Department:</b>	<b>Human Resources</b>	<b>Fund:</b>	General
<b>Division(s):</b> <b>Cost Center:</b>	00500		
<b>Mission:</b>	Work strategically in partnership with managers and their team members to identify and respond to changing needs, thus fostering a work environment that attracts and inspires excellence in people to ensure the City is successful in its mission.		

Human Resources supports an engaged, talented and adaptable workforce with a focus toward achieving the vision of Keene’s *Comprehensive Master Plan* to be the best community in America by 2028 supporting quality public services and programs, contributing to a vibrant, dynamic, beautiful, and functional City. This workforce’s dedication and investment in our City’s mission advancing high quality and critical services, despite a global pandemic, served to showcase the creativity, flexibility, and agility of all departments and employees across the organization. Moving forward, this workforce in partnership with our community, achieving this vision is our future.

FY 23 initiatives will include working with organizational partners on ERP implementation of the Human Capital Management and Payroll modules of the MUNIS System. Transition to this new system and the opportunity it represents to improve employee access to information, streamline operations, reduce duplication and develop a database to support strategic operations are anticipated benefits. This fiscal year also represents an opportunity to refocus on strategic activities relate to organization culture and policies, employee training, programs to recruit, retain, and continuously improve talent and succession strategies toward the objective of ensuring that we have talent to meet diverse workforce needs. It expected that demographic driven personnel transitions will continue in FY23 providing opportunity for internal talent to step into new roles and a continuing focus on recruiting for new team members committed to the City’s vision. Outputs from the City’s branding initiative, just now underway, will be incorporated into the work of attracting high quality talent and elevate the City’s profile as an employer. Following almost two years of pandemic constraints, staff is so looking forward to a workplace environment where a day in HR supporting and providing guidance, training, programs and information on diverse topics to managers, employees is a dynamic in-person experience.

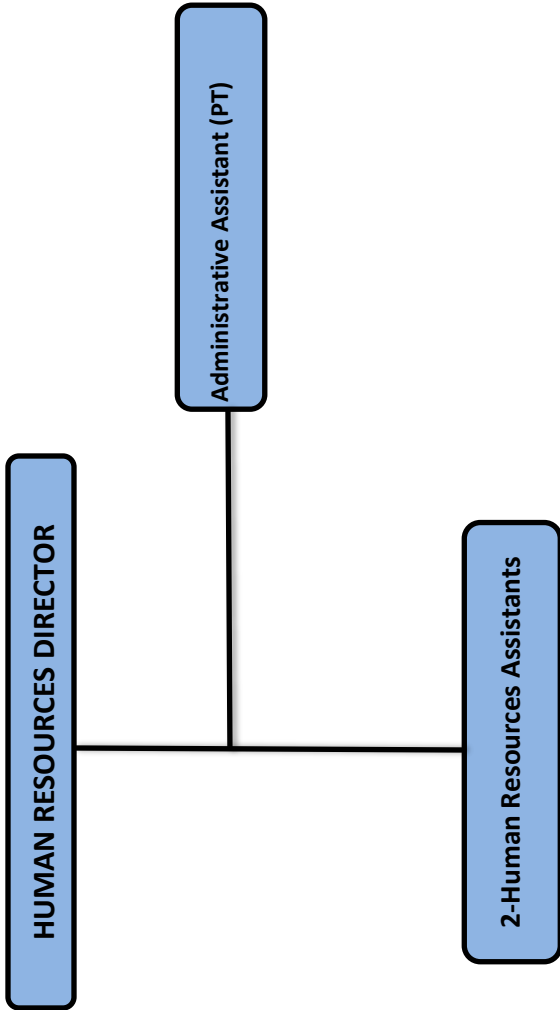
FY22 regretfully saw COVID-19 continue to overshadow HR activities requiring continued management focused on maintaining the health and safety of the City’s essential workforce. Demographic changes anticipated in our workforce, and pandemic impacts, collided and seem to be accelerating what was expected to be a time of transition in our organization. This resultant labor market has brought both new challenges, as well as new opportunities as we compete for talent. Working with our partners, new tools have been deployed with the goal of expanding the City’s reach as candidates are sought for a number of hard to fill positions.

#### 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.



<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Alignment with CMP</b>		
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			
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Continue to develop employee talent to meet quality service, employee safety, and succession planning needs through in-house and external training opportunities.	Not Applicable	Municipal Governance & Financial Stability	1, 2, 4	
With organizational partners implement new software and seeking efficiency, effective service, efficiency, and databases supporting strategic operational and organizational goals.	Not Applicable	Municipal Governance & Financial Stability	1, 2, 4	
Partner across the organization to develop and support implementation of strategies to attract, engage, and retain a quality workforce.	Not Applicable	Municipal Governance & Financial Stability	1, 2, 4	
<b>METRICS:</b>	<b>FY21 (final)</b>	<b>FY22 (projected)</b>	<b>FY23 (projected)</b>	
Recruitment (for centralized recruitment processes):				
# External applications for full-time   part-time regular   temporary vacancies	502   246   85	625   400   80	600   450   80	
# Full-time   part-time regular   temporary external hires	19   11   8	35   20   10	35   20   10	
# Promotions or internal transfers to full-time   part-time for non-centralized recruitment	14   3	18   3	12   3	
Temporary or seasonal employees   unpaid volunteers for noncentralized recruitment	39   75	40   75	85   75	
Full-time   part-time regular employee count at year end	236   45	232   90	236   91	
Workforce demographics:				
Employees by age: Under 40   40-64   65 and over	42%   49%   9%	43%   47%   10%	45%   45%   10%	
Employee years of service: 0-5   6-19   20 and over	44%   36%   20%	31%   47%   22%	40%   35%   25%	
Training: # sessions   # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	38   82	35   150	40   180	
Risk Management: # worker's compensation claims   # claims incurring \$0   # claims incurring greater than \$5,000	93   40   4	115   90   4	95   45   4	
Regular employees eligible to retire as of fiscal year-end: FT   PT	27%   50%	26%   50%	28%   39%	
Turnover rate for full-time   part-time regular	7.3%   7.2%	8.1%   15.85%	8%   13%	
Retirees or spouses eligible and continuing benefits	57%	56%	60%	
Employee and retiree benefits status changes processed	246	253	265	
Family or Medical Leaves processed	51	43	45	
HR staff ratio to full-time employees   to all employees   to all employees + all retirees	1:65   1:103   1:158	1:65   1:109   1:177	1:66   1:109   1:177	



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HUMAN RESOURCES

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	120,751	123,311	123,282	125,748	125,749	0	125,749	125,749
61305 - ADMINISTRATIVE PERSONNEL	121,837	109,444	136,348	136,322	144,926	0	144,926	144,926
61307 - PART TIME EMPLOYEES	8,044	16,691	29,313	29,823	33,263	0	33,263	33,263
61401 - TEMPORARY PERSONNEL	2,378	8,757	7,800	7,000	7,800	0	7,800	7,800
61701 - HEALTH INSURANCE	65,262	55,992	59,243	44,727	50,068	0	50,068	50,068
61702 - DENTAL INSURANCE	3,224	2,677	4,672	2,464	2,507	0	2,507	2,507
61703 - RETIREMENT CONTRIBUTIONS	27,097	26,174	37,251	36,847	38,057	0	38,057	38,057
61704 - SOCIAL SECURITY	19,131	19,300	21,359	22,773	23,849	0	23,849	23,849
61705 - WORKERS COMPENSATION	399	360	415	405	458	0	458	458
61901 - RECRUITMENT	1,280	5,892	0	1,200	0	0	0	0
61000 - PERSONNEL SERVICES	369,403	368,598	419,682	407,309	426,678	0	426,678	426,678
62103 - TECHNICAL SERVICES	4,388	1,116	4,465	4,420	3,851	0	3,851	3,851
62205 - PC REPLACEMENT CHARGE	845	1,598	1,910	1,910	1,961	0	1,961	1,961
62435 - TRAINING	3,024	323	3,980	3,370	4,990	0	4,990	4,990
62436 - MEETINGS & DUES	2,233	2,441	2,248	2,162	2,177	0	2,177	2,177
62441 - MEETING EXPENSES	149	70	0	0	0	0	0	0
62444 - AWARDS	3,185	2,762	2,700	2,700	2,700	0	2,700	2,700
62510 - COMMUNICATIONS/PHONE	358	282	530	301	365	0	365	365
62701 - OFFICE SUPPLIES	1,194	2,750	650	1,136	800	0	800	800
62710 - POSTAGE	352	386	600	367	400	0	400	400
62715 - BOOKS & COLLECTIONS	340	20	365	182	255	0	255	255
62761 - SOFTWARE	7,350	8,123	0	830	0	0	0	0
62000 - OPERATING EXPENDITURES	23,417	19,872	17,448	17,378	17,499	0	17,499	17,499
Department	392,820	388,470	437,130	424,687	444,177	0	444,177	444,177
TOTAL	392,820	388,470	437,130	424,687	444,177	0	444,177	444,177

<b>Department:</b>	<b>Information Technology (IT) &amp; Cloud Applications</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	00700 through 00701		
<b>Mission:</b>	To consistently improve customer service by driving technological innovation and business process advancement in a cost-effective manner.		

Cybersecurity, Office 365 and full migration of the City financial database software will be priorities in FY23.

IT staff has implemented many cybersecurity controls in FY22 and continue to do so. The FY23 IT Operating Budget includes the addition of cybersecurity accounts that will be utilized going forward for the funding of cybersecurity services, software and equipment. These together with IT staff efforts are a top priority and necessary to meet minimum cybersecurity requirements.

The City has utilized Microsoft Office desktop publishing software for over two decades now. The time has come to shift from local installations to the cloud version known as Office 365. In addition to providing a platform in FY23 that is automatically patched and upgraded over time, this also avails applications not previously available to City staff such as Sharepoint, Teams and OneDrive that will enhance collaboration and provide document management solutions to streamline operations. In FY23 IT staff will engage the necessary services to design, plan and migrate to the new platform and train City staff.

IT also plans to continue to assist the Finance Department with the implementation of finance and tax billing software. Once this process is complete, an evaluation will be conducted to determine if the new system has the capability to accommodate and centralize other City applications that involve billing and payment functions or could benefit from centralized data.

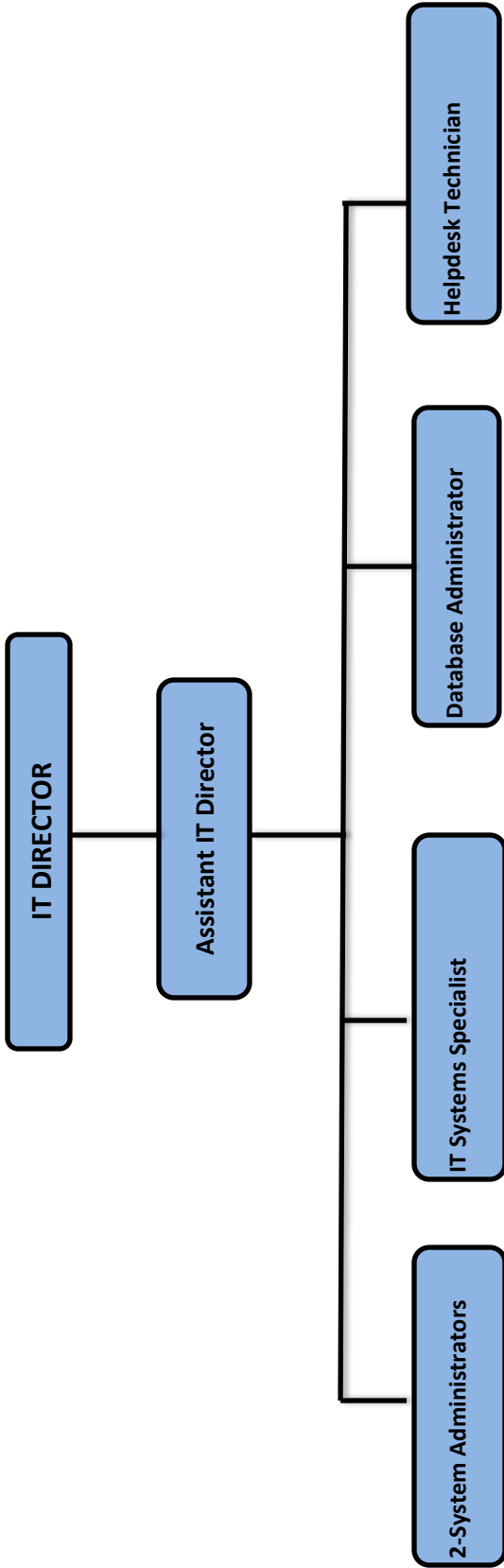
Cloud-based database applications started moving to cost center 00701 in FY22 and are added again in FY23 organized by department.

By the end of FY22, the City website will have been updated to provide more information in fewer clicks and to allow each department to provide additional functionality on their landing pages. The first phases of the City branding, marketing and communications project will also be complete, and government programming will continue to expand on the channels provided by Spectrum.

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.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>	
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	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>
Implement and update cybersecurity controls for all City information systems.			Municipal Governance & Fin Stability <b>4</b>
Manage technical migration of financial system (tax, UB, fund accounting, payroll, etc.).			Municipal Governance & Fin Stability <b>4</b>
Replace EOL network equipment to maintain minimum security and system interoperability requirements.			Municipal Governance & Fin Stability <b>4</b>
Replace 44 end user computers.			Municipal Governance & Fin Stability <b>4</b>
Support departmental information system installations and upgrades.			Municipal Governance & Fin Stability <b>4</b>
Design, spec and install new phone system.			Municipal Governance & Fin Stability <b>4</b>
Evaluate online backup services available to meet cybersecurity requirements.			Municipal Governance & Fin Stability <b>4</b>
Design, plan, implement, transition and train the organization to Microsoft Outlook 365.			Municipal Governance & Fin Stability <b>4</b>
Train users on new Office applications such as Sharepoint, Teams and OneDrive.			Municipal Governance & Fin Stability <b>4</b>
Evaluate organizational Internet usage and scale as necessary.			Municipal Governance & Fin Stability <b>4</b>
Complete branding, marketing and communications project.			Municipal Governance & Fin Stability <b>4</b>
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>
End Users		345	345
Desktop and Laptop Computers		318	323
Servers: Physical/Virtual		5/53	5/55



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

INFORMATION TECHNOLOGY

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	131,837	134,683	134,627	137,321	137,321	0	137,321	137,321
61302 - ASST DEPARTMENT HEAD	105,814	108,057	108,032	110,193	110,193	0	110,193	110,193
61304 - GENERAL PERSONNEL	388,194	411,666	424,129	387,186	431,562	0	431,562	431,562
61602 - STAND-BY PAY	17,805	17,953	18,029	18,701	18,624	0	18,624	18,624
61701 - HEALTH INSURANCE	175,347	162,271	156,318	146,971	158,365	0	158,365	158,365
61702 - DENTAL INSURANCE	7,825	9,448	9,419	8,929	9,419	0	9,419	9,419
61703 - RETIREMENT CONTRIBUTIONS	71,895	75,703	96,285	91,024	98,097	0	98,097	98,097
61704 - SOCIAL SECURITY	48,958	50,515	52,388	49,602	53,374	0	53,374	53,374
61705 - WORKERS COMPENSATION	998	923	959	906	1,047	0	1,047	1,047
61901 - RECRUITMENT	48	0	0	250	0	0	0	0
61000 - PERSONNEL SERVICES	948,721	971,220	1,000,186	951,083	1,018,002	0	1,018,002	1,018,002
62102 - PROFESSIONAL SERVICES	5,242	6,000	6,000	6,000	6,000	0	6,000	6,000
62103 - TECHNICAL SERVICES	21,309	39,796	50,000	50,000	41,000	0	41,000	41,000
62195 - CYBERSECURITY SVC	0	0	0	0	0	37,538	37,538	37,538
62205 - PC REPLACEMENT CHARGE	3,653	4,253	4,721	4,721	4,912	0	4,912	4,912
62307 - COMPUTER SYS MAINTENANCE	253,375	299,773	206,389	236,946	249,178	0	249,178	249,178
62308 - NETWORK MAINTENANCE	36,271	41,275	46,723	42,000	42,675	0	42,675	42,675
62311 - EQUIPMENT MAINTENANCE	200	3,914	2,870	2,870	2,870	0	2,870	2,870
62430 - TRAVEL	831	851	900	600	900	0	900	900
62435 - TRAINING	12,940	11,044	13,950	13,950	13,950	0	13,950	13,950
62436 - MEETINGS & DUES	400	455	500	450	500	0	500	500
62441 - MEETING EXPENSES	0	0	250	0	250	0	250	250
62510 - COMMUNICATIONS/PHONE	4,683	4,611	4,500	3,500	4,500	0	4,500	4,500
62701 - OFFICE SUPPLIES	1,683	938	1,200	1,200	1,200	0	1,200	1,200
62710 - POSTAGE	179	118	300	300	300	0	300	300
62734 - MINOR EQUIPMENT	29	0	0	0	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	6,195	5,528	4,750	5,000	4,750	0	4,750	4,750
62761 - SOFTWARE	5,040	2,308	7,000	26,660	4,845	0	4,845	4,845
62785 - CYBER SEC SOFTWARE	0	0	0	0	1,500	52,539	54,039	54,039
62801 - CLOUD CITY CLERK	0	0	4,890	5,177	0	0	0	0
62802 - CLOUD HUMAN RESOURCES	0	0	14,519	14,507	23,754	0	23,754	23,754
62803 - CLOUD FINANCE	0	0	2,220	2,220	2,331	0	2,331	2,331
62804 - CLOUD COMM DEVELOPMENT	0	0	17,250	16,750	17,250	0	17,250	17,250
62805 - CLOUD ASSESSING	0	0	19,125	18,673	20,991	0	20,991	20,991
62806 - CLOUD FIRE DEPT	0	0	16,000	15,042	15,043	0	15,043	15,043
62807 - CLOUD LIBRARY	0	0	28,180	28,689	32,936	0	32,936	32,936
62808 - CLOUD PUBLIC WORKS	0	0	32,725	30,544	31,000	0	31,000	31,000
62809 - CLOUD CITY COUNCIL	0	0	0	0	15,954	0	15,954	15,954
62810 - CLOUD PARKS & REC	0	0	0	0	4,800	0	4,800	4,800
62811 - CLOUD HUMAN SERVICES	0	0	0	0	1,900	0	1,900	1,900

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62812 - CLOUD CITYWIDE	0	0	0	0	3,725	77,112	80,837	80,837
63407 - COMPUTER EQUIPMENT	0	5,594	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	352,031	426,460	484,962	525,799	549,014	167,189	716,203	716,203
Department	1,300,752	1,397,680	1,485,148	1,476,882	1,567,016	167,189	1,734,205	1,734,205
TOTAL	1,300,752	1,397,680	1,485,148	1,476,882	1,567,016	167,189	1,734,205	1,734,205



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

INFORMATION TECHNOLOGY

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00700 - INFORMATION TECHNOLOGY	61301 - DEPARTMENT HEAD	131,837	134,683	134,627	137,321	137,321	0	137,321	137,321
	61302 - ASST DEPARTMENT HEAD	105,814	108,057	108,032	110,193	110,193	0	110,193	110,193
	61304 - GENERAL PERSONNEL	388,194	411,666	424,129	387,186	431,562	0	431,562	431,562
	61602 - STAND-BY PAY	17,805	17,953	18,029	18,701	18,624	0	18,624	18,624
	61701 - HEALTH INSURANCE	175,347	162,271	156,318	146,971	158,365	0	158,365	158,365
	61702 - DENTAL INSURANCE	7,825	9,448	9,419	8,929	9,419	0	9,419	9,419
	61703 - RETIREMENT CONTRIBUTIONS	71,895	75,703	96,285	91,024	98,097	0	98,097	98,097
	61704 - SOCIAL SECURITY	48,958	50,515	52,388	49,602	53,374	0	53,374	53,374
	61705 - WORKERS COMPENSATION	998	923	959	906	1,047	0	1,047	1,047
	61901 - RECRUITMENT	48	0	0	250	0	0	0	0
	61000 - PERSONNEL SERVICES	948,721	971,220	1,000,186	951,083	1,018,002	0	1,018,002	1,018,002
	62102 - PROFESSIONAL SERVICES	5,242	6,000	6,000	6,000	6,000	0	6,000	6,000
	62103 - TECHNICAL SERVICES	21,309	39,796	50,000	50,000	41,000	0	41,000	41,000
	62195 - CYBERSECURITY SVC	0	0	0	0	0	37,538	37,538	37,538
	62205 - PC REPLACEMENT CHARGE	3,653	4,253	4,721	4,721	4,912	0	4,912	4,912
	62307 - COMPUTER SYS MAINTENANCE	253,375	299,773	206,389	236,946	249,178	0	249,178	249,178
	62308 - NETWORK MAINTENANCE	36,271	41,275	46,723	42,000	42,675	0	42,675	42,675
	62311 - EQUIPMENT MAINTENANCE	200	3,914	2,870	2,870	2,870	0	2,870	2,870
	62430 - TRAVEL	831	851	900	600	900	0	900	900
	62435 - TRAINING	12,940	11,044	13,950	13,950	13,950	0	13,950	13,950
	62436 - MEETINGS & DUES	400	455	500	450	500	0	500	500
	62441 - MEETING EXPENSES	0	0	250	0	250	0	250	250
	62510 - COMMUNICATIONS/PHONE	4,683	4,611	4,500	3,500	4,500	0	4,500	4,500
	62701 - OFFICE SUPPLIES	1,683	938	1,200	1,200	1,200	0	1,200	1,200
	62710 - POSTAGE	179	118	300	300	300	0	300	300
	62734 - MINOR EQUIPMENT	29	0	0	0	0	0	0	0
	62744 - MINOR COMPUTER EQUIPMENT	6,195	5,528	4,750	5,000	4,750	0	4,750	4,750
	62761 - SOFTWARE	5,040	2,308	7,000	4,845	4,845	0	4,845	4,845
	62785 - CYBER SEC SOFTWARE	0	0	0	0	1,500	52,539	54,039	54,039
	63407 - COMPUTER EQUIPMENT	0	5,594	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	352,031	426,460	350,053	372,382	379,330	90,077	469,407	469,407
	00700 - INFORMATION TECHNOLOGY	1,300,752	1,397,680	1,350,239	1,323,465	1,397,332	90,077	1,487,409	1,487,409
	00701 - CLOUD APPLICATIONS	62761 - SOFTWARE	0	0	0	21,815	0	0	0
62801 - CLOUD CITY CLERK		0	0	4,890	5,177	0	0	0	0
62802 - CLOUD HUMAN RESOURCES		0	0	14,519	14,507	23,754	0	23,754	23,754
62803 - CLOUD FINANCE		0	0	2,220	2,220	2,331	0	2,331	2,331
62804 - CLOUD COMM DEVELOPMENT		0	0	17,250	16,750	17,250	0	17,250	17,250
62805 - CLOUD ASSESSING		0	0	19,125	18,673	20,991	0	20,991	20,991
62806 - CLOUD FIRE DEPT		0	0	16,000	15,042	15,043	0	15,043	15,043
62807 - CLOUD LIBRARY		0	0	28,180	28,689	32,936	0	32,936	32,936
62808 - CLOUD PUBLIC WORKS		0	0	32,725	30,544	31,000	0	31,000	31,000
62809 - CLOUD CITY COUNCIL		0	0	0	0	15,954	0	15,954	15,954
62810 - CLOUD PARKS & REC		0	0	0	0	4,800	0	4,800	4,800
62811 - CLOUD HUMAN SERVICES		0	0	0	0	1,900	0	1,900	1,900
62812 - CLOUD CITYWIDE		0	0	0	0	3,725	77,112	80,837	80,837
62000 - OPERATING EXPENDITURES		0	0	134,909	153,417	169,684	77,112	246,796	246,796
00701 - CLOUD APPLICATIONS	0	0	134,909	153,417	169,684	77,112	246,796	246,796	
DEPARTMENT TOTAL	1,300,752	1,397,680	1,485,148	1,476,882	1,567,016	167,189	1,734,205	1,734,205	
TOTAL	1,300,752	1,397,680	1,485,148	1,476,882	1,567,016	167,189	1,734,205	1,734,205	

## Community Services

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

### Department Heads

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

DEPARTMENT	COST CENTER	PAGE #
Fire	00800 - 00812	92-102
Library	01100 - 01102	103-108
Parks, Recreation & Facilities <ul style="list-style-type: none"> <li>• Parks &amp; Recreation</li> <li>• Facilities</li> <li>• Youth Services</li> </ul>	01200 – 01314 01325 – 01336 01600	109-126
Police	01400 - 01408	127-137

CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

<b>Department:</b>	<b>Fire</b>	<b>Fund:</b>	General
<b>Division (s):</b> <b>Cost Center:</b>	00800 through 00812		
<b>Mission:</b>	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.		

FY22 to date has brought continued challenges related to COVID-19 however, the pandemic has also brought opportunities that the Department has been able to leverage. The Department continues with its strong historical record of successful state and federal grant awards resulting in total grant awards of \$ 565,439. Those grants have deferred tens of thousands of operational budget dollars in medical supplies and allowed us to acquire important durable medical equipment. As example, the \$ 55,500 Locality Equipment grant award will purchase ten (10) AED's and two (2) Lucas chest compression devices that were scheduled for future CIP purchases. Our fire-based EMS system continues to produce superior levels of service to our customers. In 2021 our out-of-hospital cardiac arrest (OHCA) save rate, the key metric of EMS system efficacy, was in line with some of the highest performing EMS systems in the country. Best in class EMS systems and adequate fire protection services are fundamentally dependent on staffing levels and resource deployment schemes. In response to increased call volume and unit utilization times (amount of time units are committed on incidents) the Department has increased staffing from nine (9) to ten (10) per shift until the end of FY22. This additional staffing has had immediate positive impacts on service delivery. For the long term, City Manager Dragon had formed a staffing committee that is actively reviewing the effectiveness of fire and EMS service delivery in the City.

All FY22 goals set in the last budget year are on track to be completed by the end of FY22, which is a reflection of the efforts of many within the Department to accomplish these goals.

In FY23 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:

- 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;
- Transitioning to new operating software to replace our fire department software that is being discontinued;
- Finalize and begin implementation of the staffing recommendations;
- Review, refine and improve fire and life safety inspection services.

In FY23 we expect the following challenges in our Department:

- Recruitment of career and part-time positions;
- Meeting the demands of overlapping calls (30%) with current shift staffing levels and decreasing numbers of personnel returning on emergency callback and availability of our part-time call company members;
- Recovery from COVID-19 and impacts on revenue and operating costs.

**Fire Staffing Committee:**

The Fire Staffing Committee commenced in January of this year. The recommendation of the Committee will set forth a continuous improvement plan for a justifiable and sustainable future. Staffing Committee outcomes will provide the framework for how the Department develops its initiatives and forms its programs to supplement, enhance, strengthen, and support fire protection and prevention services, in addition to the emergency medical services contracted from the city.

**Recruitment:**

An organization's greatest asset lies in its people, yet its people also comprise its greatest financial cost. Thus, we must pay special attention to managing human resources in a way that achieves maximum productivity while ensuring a high level of employee job satisfaction. With a persistent human capital crisis of persons who can expertly fill the dual roles of Firefighter and Advanced Life Support practitioner, becoming an employer of choice is critical to long-term organizational success. Becoming an employer of choice is best achieved by consistent management practices combined with a safe working environment, equitable treatment, the opportunity for input, a recognition of the workforce's commitment and sacrifice and robust, positive union labor relations. The Department will continue its efforts to be a best in class organization and employer of choice within the fire and EMS services community.

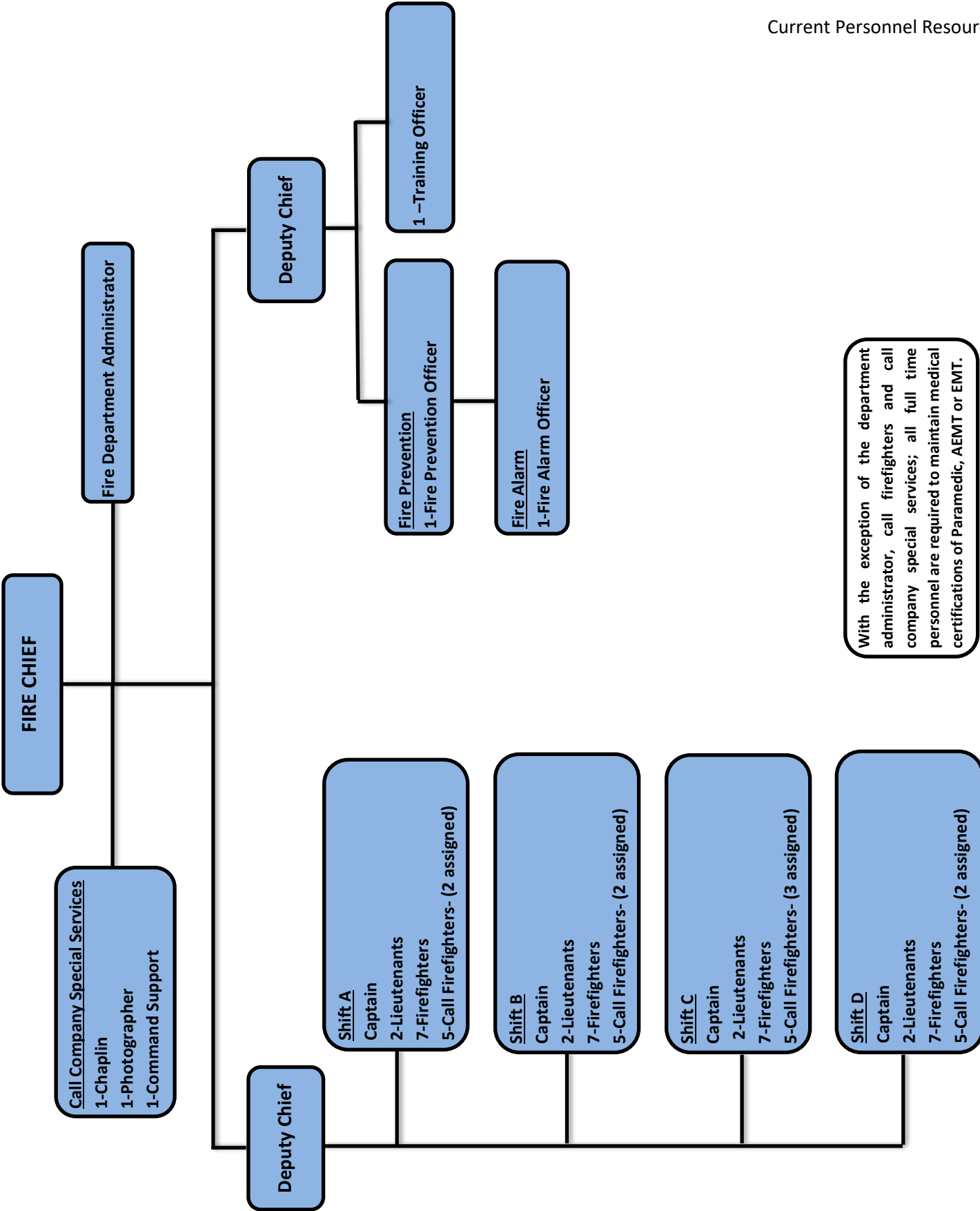
**Fire/EMS Response Time Goal:**

Our goal of arriving on scene in the city within 4 minutes 90% of the time (Per NFPA 1710 Standards) is currently at 73.6%. This trend is trending a little downward from FY20 where 74.2% of the time we arrived on scene in 4 minutes or less. Response times can be affected by many things, including traffic, weather, available resources and required travel distance. Although we are not meeting our goal and national standard of arriving 90% of the time in four minutes or less, we are consistent.

**Training and Certifications:**

In FY22 we have continued to meet all training requirements and re-certifications of all members in the required areas. Training and development of our staff is vital to the services we provide. In FY21 5,458 hours were spent in training. The projected hours in both FY 22 and FY 23 is 8750.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
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		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Meet response time goals for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710)	NFPA-1710	Safe Community	2,4	
Complete required training, recertification, and licensing of personnel (NFPA 1500, 1001) (OSHA 1910.120)	RSA-154-A:11	Safe Community	2	
Provide public education programs related to fire safety, first aid, and safety planning		Safe Community	8	
Review staffing levels and needs by the 2022 Staffing Committee	NFPA 1710	Safe Community	1,2	
Perform Fire Department inspections as required		Safe Community	4,8	
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Number of incident responses by fiscal year. (**projected for FY22 and 23)	4,664	5,460**	5500**	
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (** projected for FY22 and 23)	74%	71%**	90% (goal)	
Fire Prevention/Fire Alarm Inspections (**projected for FY22 and 23)	548	600**	650**	
Fire Department Fire Prevention Permits (**projected for FY22 and 23)	898	925**	950**	
Personnel Yearly Training Hours (**projected for FY22 and 23)	5,458	8750**	8750**	



With the exception of the department administrator, call firefighters and call company special services; all full time personnel are required to maintain medical certifications of Paramedic, AEMT or EMT.

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Revenue Budget  
 Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
FIRE	42116 - HAZ MAT STORAGE PERMITS	17,975	18,700	18,600	19,000	19,000	19,000
	42201 - FIRE ALARM ACCESS APP FEE	0	0	0	0	0	0
	42202 - FIRE ALARM ACCESS PERMIT	10,935	11,486	12,000	12,500	13,000	13,000
	42205 - PERMITS	71,296	65,075	65,000	55,000	65,000	65,000
	42000 - LICENSES/PERMITS/FEES	100,206	95,260	95,600	86,500	97,000	97,000
	43208 - KEENE STATE COLLEGE	497,000	497,000	497,000	497,000	497,000	497,000
	43403 - OTHER TOWNS	198,742	206,088	195,780	224,049	241,001	241,001
	43000 - INTERGOVERNMENTAL	695,742	703,088	692,780	721,049	738,001	738,001
	44109 - DIRECT REIMBURSEMENT	3,161	(9,976)	800	500	500	500
	44113 - REPORTS	582	339	500	405	500	500
	44123 - AMBULANCE SVCS	923,262	792,001	1,225,000	1,300,000	1,300,000	1,300,000
	44124 - FIRE MASTER BOX	80,784	84,730	82,000	85,000	85,000	85,000
	44000 - CHARGES FOR SERVICES	1,007,789	867,095	1,308,300	1,385,905	1,386,000	1,386,000
	45107 - FALSE ALARM FINES	275	0	0	110	110	110
	45201 - FIRE CODE VIOLATIONS	0	0	200	0	200	200
	45000 - FINES & FORFEITS	275	0	200	110	310	310
	46103 - INTEREST: A/R	(143)	16	100	181	100	100
	46404 - DELUGE HOSE TRUST FUND	255	230	162	166	135	135
	46000 - MISCELLANEOUS	112	246	262	346	235	235
		TOTAL	1,804,124	1,665,689	2,097,142	2,193,910	2,221,546

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

FIRE

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	126,678	128,366	128,830	130,904	131,407	0	131,407	131,407
61302 - ASST DEPARTMENT HEAD	111,008	112,487	211,822	170,645	228,842	0	228,842	228,842
61303 - SUPERVISORY PERSONNEL	972,561	981,659	1,033,183	1,006,757	1,037,674	0	1,037,674	1,037,674
61304 - GENERAL PERSONNEL	1,775,953	1,579,186	1,971,151	1,707,798	1,940,168	0	1,940,168	1,940,168
61305 - ADMINISTRATIVE PERSONNEL	62,638	63,473	63,702	64,727	64,976	29,077	94,053	94,053
61307 - PART TIME EMPLOYEES	7,804	7,427	34,000	7,934	34,000	0	34,000	34,000
61317 - CALL PERSONNEL	0	10,423	10,423	10,423	9,466	0	9,466	9,466
61501 - REGULAR OVERTIME	16,517	8,499	14,082	8,787	14,082	0	14,082	14,082
61511 - OT-HAZ MAT TRAINING	5,357	7,383	10,815	10,815	10,815	0	10,815	10,815
61513 - OT-TRAINING	49,908	64,855	92,400	92,400	92,400	0	92,400	92,400
61520 - OT-VACATION REPLACEMENT	269,776	311,629	253,000	326,883	253,000	0	253,000	253,000
61521 - OT-SICK REPLACEMENT	240,031	232,857	53,450	222,370	53,450	0	53,450	53,450
61522 - OT-PERSONAL DAY REPLACE	33,029	51,126	31,500	37,755	31,500	0	31,500	31,500
61525 - OT-FIRST ALARM	71,665	83,761	40,000	181,174	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	4,440	7,171	5,000	11,199	5,000	0	5,000	5,000
61527 - OT-CALL BACK	31,081	22,987	24,000	31,958	24,000	0	24,000	24,000
61531 - HOLIDAY OVERTIME	35,023	26,930	36,051	32,493	36,051	0	36,051	36,051
61601 - HOLIDAY PAY	113,594	118,297	124,888	114,085	124,091	0	124,091	124,091
61604 - TRAINING INCENTIVE	44,265	41,505	43,680	43,680	42,120	0	42,120	42,120
61610 - FIRE DEPT INCENTIVES	14,200	14,200	15,050	15,050	16,200	0	16,200	16,200
61701 - HEALTH INSURANCE	933,040	976,123	998,415	907,852	994,564	0	994,564	994,564
61702 - DENTAL INSURANCE	53,875	60,108	65,030	60,744	63,612	0	63,612	63,612
61703 - RETIREMENT CONTRIBUTIONS	6,997	7,147	8,957	9,028	9,136	0	9,136	9,136
61704 - SOCIAL SECURITY	60,940	62,904	64,021	66,753	67,185	2,224	69,409	69,409
61705 - WORKERS COMPENSATION	130,042	194,269	219,916	206,298	223,283	43	223,326	223,326
61713 - RET - FIRE	1,176,272	1,199,202	1,347,732	1,384,547	1,356,314	0	1,356,314	1,356,314
61901 - RECRUITMENT	896	2,120	0	2,300	0	0	0	0
61000 - PERSONNEL SERVICES	6,347,592	6,376,092	6,901,097	6,865,360	6,903,336	31,344	6,934,680	6,934,680
62101 - ADMINISTRATIVE SERVICES	54,315	46,164	62,000	62,000	62,000	0	62,000	62,000
62102 - PROFESSIONAL SERVICES	1,317	3,901	600	1,985	600	0	600	600
62116 - DISPATCH	226,538	233,334	245,001	245,001	251,126	0	251,126	251,126
62120 - LABORATORY SERVICES	36	0	1,200	300	1,200	0	1,200	1,200
62145 - FIRST AID & MEDICAL SVCS	46,403	38,838	41,250	36,800	41,250	0	41,250	41,250
62205 - PC REPLACEMENT CHARGE	14,022	14,650	13,777	13,777	14,650	0	14,650	14,650
62206 - PW FLEET CHARGE	110,414	114,721	115,459	115,459	136,925	0	136,925	136,925
62301 - OFFICE EQUIPMENT MAINT.	2,198	2,562	3,000	3,000	0	0	0	0
62304 - COMMUNICATIONS EQP MAINT.	5,524	4,632	5,350	5,350	5,350	0	5,350	5,350
62305 - MF PRINTER LEASE & MISC	0	0	0	0	3,000	0	3,000	3,000
62309 - VEHICLE CERTIFICATION	3,931	8,615	4,000	4,000	16,000	0	16,000	16,000
62310 - SAFETY PROGRAM MAINT.	3,201	2,864	4,500	4,500	4,500	0	4,500	4,500
62311 - EQUIPMENT MAINTENANCE	10,920	12,269	8,550	11,000	8,550	7,500	16,050	16,050
62407 - VEHICLE INSURANCE	9,735	9,717	10,222	7,866	10,507	0	10,507	10,507
62430 - TRAVEL	0	0	500	0	500	0	500	500
62435 - TRAINING	14,706	13,679	24,500	22,500	24,500	0	24,500	24,500
62436 - MEETINGS & DUES	885	1,056	1,280	695	1,280	0	1,280	1,280



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
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Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62438 - LICENSES & CERTIFICATIONS	450	801	500	500	500	1,425	1,925	1,925
62439 - PARAMEDIC TUITION	5,737	3,686	8,500	8,500	8,500	(8,500)	0	0
62446 - CLEANING ALLOWANCE	0	0	250	0	250	0	250	250
62447 - PUBLIC AWARENESS	1,174	537	800	424	800	0	800	800
62498 - USE OF TRUST FUNDS	255	230	162	166	162	0	162	162
62510 - COMMUNICATIONS/PHONE	14,446	11,558	14,750	14,750	14,750	0	14,750	14,750
62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080
62701 - OFFICE SUPPLIES	584	1,268	1,785	3,200	1,785	0	1,785	1,785
62710 - POSTAGE	538	572	550	550	550	0	550	550
62715 - BOOKS & COLLECTIONS	1,916	193	1,600	0	1,600	0	1,600	1,600
62734 - MINOR EQUIPMENT	34	129	0	0	0	0	0	0
62742 - MINOR COMMUNICATION EQUIP	5,263	6,000	6,000	7,031	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	13,866	16,467	19,000	19,000	19,000	0	19,000	19,000
62755 - UNIFORMS	41,605	41,117	36,100	35,141	36,100	0	36,100	36,100
62756 - PROTECTIVE CLOTHING	39,694	39,959	49,500	44,000	49,500	0	49,500	49,500
62760 - OPERATING SUPPLIES	14,676	8,742	7,000	7,550	7,000	0	7,000	7,000
62763 - VEHICLE SUPPLIES	82,520	103,518	85,600	75,000	73,600	0	73,600	73,600
62765 - OXYGEN	8,796	6,837	6,000	10,059	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	29,640	44,935	34,200	40,101	34,200	0	34,200	34,200
68008 - GRANT MATCH	0	36,909	0	0	0	29,500	29,500	29,500
68013 - SPEC REV PROJECT TRANSFER	0	15,960	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	766,421	847,501	814,566	801,284	843,315	29,925	873,240	873,240
Department	7,114,013	7,223,594	7,715,663	7,666,644	7,746,651	61,269	7,807,920	7,807,920
TOTAL	7,114,013	7,223,594	7,715,663	7,666,644	7,746,651	61,269	7,807,920	7,807,920

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

FIRE

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00800 - FIRE ADMIN	61301 - DEPARTMENT HEAD	126,678	128,366	128,830	130,904	131,407	0	131,407	131,407
	61302 - ASST DEPARTMENT HEAD	111,008	112,487	211,822	170,645	228,842	0	228,842	228,842
	61305 - ADMINISTRATIVE PERSONNEL	31,319	31,737	31,851	32,364	32,488	29,077	61,565	61,565
	61501 - REGULAR OVERTIME	3,921	0	0	0	0	0	0	0
	61604 - TRAINING INCENTIVE	31,116	29,319	31,200	31,200	29,640	0	29,640	29,640
	61610 - FIRE DEPT INCENTIVES	14,200	14,200	15,050	15,050	16,200	0	16,200	16,200
	61701 - HEALTH INSURANCE	68,311	69,038	93,490	66,589	67,686	0	67,686	67,686
	61702 - DENTAL INSURANCE	4,098	4,390	5,301	5,119	6,048	0	6,048	6,048
	61703 - RETIREMENT CONTRIBUTIONS	3,498	3,573	4,478	4,478	4,568	0	4,568	4,568
	61704 - SOCIAL SECURITY	6,421	6,447	7,783	7,436	8,815	2,224	11,039	11,039
	61705 - WORKERS COMPENSATION	8,611	12,833	20,497	16,510	23,750	43	23,793	23,793
	61713 - RET - FIRE	84,034	85,548	127,639	114,314	144,027	0	144,027	144,027
	61901 - RECRUITMENT	558	2,071	0	2,300	0	0	0	0
	61000 - PERSONNEL SERVICES	493,772	500,008	677,940	596,910	693,470	31,344	724,814	724,814
	62102 - PROFESSIONAL SERVICES	1,317	3,901	600	1,985	600	0	600	600
	62116 - DISPATCH	226,538	233,334	245,001	245,001	251,126	0	251,126	251,126
	62205 - PC REPLACEMENT CHARGE	10,515	11,079	12,621	12,621	13,930	0	13,930	13,930
	62206 - PW FLEET CHARGE	51,844	53,670	54,606	54,606	65,195	0	65,195	65,195
	62301 - OFFICE EQUIPMENT MAINT.	2,198	2,562	3,000	3,000	0	0	0	0
	62304 - COMMUNICATIONS EQP MAINT.	5,524	4,632	5,350	5,350	5,350	0	5,350	5,350
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	3,000	0	3,000	3,000
	62309 - VEHICLE CERTIFICATION	3,931	8,615	4,000	4,000	16,000	0	16,000	16,000
	62310 - SAFETY PROGRAM MAINT.	3,201	2,864	4,500	4,500	4,500	0	4,500	4,500
	62407 - VEHICLE INSURANCE	8,104	8,089	8,509	6,548	8,747	0	8,747	8,747
	62435 - TRAINING	5,513	2,513	10,000	10,000	10,000	0	10,000	10,000
	62436 - MEETINGS & DUES	760	791	950	330	950	0	950	950
	62446 - CLEANING ALLOWANCE	0	0	250	0	250	0	250	250
	62498 - USE OF TRUST FUNDS	255	230	162	166	162	0	162	162
	62510 - COMMUNICATIONS/PHONE	14,446	11,558	14,750	14,750	14,750	0	14,750	14,750
	62701 - OFFICE SUPPLIES	584	1,268	1,785	3,200	1,785	0	1,785	1,785
	62710 - POSTAGE	538	572	550	550	550	0	550	550
	62715 - BOOKS & COLLECTIONS	85	85	100	0	100	0	100	100
	62734 - MINOR EQUIPMENT	34	129	0	0	0	0	0	0
	62742 - MINOR COMMUNICATION EQUIP	5,263	6,000	6,000	7,031	6,000	0	6,000	6,000
	62743 - MINOR SAFETY EQUIPMENT	13,866	16,467	19,000	19,000	19,000	0	19,000	19,000
	62755 - UNIFORMS	3,325	5,091	4,000	6,141	4,000	0	4,000	4,000
	62760 - OPERATING SUPPLIES	9,542	5,261	3,500	3,500	3,500	0	3,500	3,500
	62763 - VEHICLE SUPPLIES	82,520	103,518	85,600	75,000	73,600	0	73,600	73,600
	68008 - GRANT MATCH	0	36,909	0	0	0	0	0	0
	68013 - SPEC REV PROJECT TRANSFER	0	15,960	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	449,904	535,099	484,834	477,279	503,095	0	503,095	503,095	
	00800 - FIRE ADMIN	943,677	1,035,106	1,162,774	1,074,189	1,196,565	31,344	1,227,909	1,227,909
00802 - FIRE HEALTH & SAFETY	62120 - LABORATORY SERVICES	36	0	1,200	300	1,200	0	1,200	1,200
	62145 - FIRST AID & MEDICAL SVCS	46,403	38,838	41,250	36,800	41,250	0	41,250	41,250
	62760 - OPERATING SUPPLIES	3,366	2,123	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	49,806	40,961	43,450	38,100	43,450	0	43,450	43,450
	00802 - FIRE HEALTH & SAFETY	49,806	40,961	43,450	38,100	43,450	0	43,450	43,450
00803 - FIRE INSPECT & PREVENT	61304 - GENERAL PERSONNEL	76,790	78,728	87,226	87,226	87,225	0	87,225	87,225
	61501 - REGULAR OVERTIME	6,139	1,811	3,000	3,000	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	3,229	3,310	3,677	3,523	3,677	0	3,677	3,677

City of Keene, New Hampshire  
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Expenditure Budget  
Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00803 - FIRE INSPECT & PREVENT	61701 - HEALTH INSURANCE	26,433	27,130	26,440	26,440	27,074	0	27,074	27,074
	61702 - DENTAL INSURANCE	1,639	1,695	1,728	1,728	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,217	1,171	1,308	1,308	1,362	0	1,362	1,362
	61705 - WORKERS COMPENSATION	3,032	4,422	4,780	4,780	5,108	0	5,108	5,108
	61713 - RET - FIRE	26,181	25,305	29,766	29,766	30,978	0	30,978	30,978
	61000 - PERSONNEL SERVICES	144,660	143,572	157,925	157,771	160,152	0	160,152	160,152
	62206 - PW FLEET CHARGE	17,281	17,890	18,202	18,202	16,295	0	16,295	16,295
	62435 - TRAINING	925	598	2,000	2,000	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	125	265	125	285	125	0	125	125
	62447 - PUBLIC AWARENESS	1,174	537	800	424	800	0	800	800
	62715 - BOOKS & COLLECTIONS	1,831	108	1,500	0	1,500	0	1,500	1,500
	62755 - UNIFORMS	612	519	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	332	0	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	22,281	19,917	24,377	22,661	22,470	0	22,470	22,470
00803 - FIRE INSPECT & PREVENT		166,941	163,489	182,302	180,432	182,622	0	182,622	182,622
00805 - FIRE ALARMS	61304 - GENERAL PERSONNEL	74,618	96,994	71,096	72,359	74,286	0	74,286	74,286
	61501 - REGULAR OVERTIME	1,442	1,584	3,000	1,521	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	2,730	2,799	3,257	2,983	3,117	0	3,117	3,117
	61701 - HEALTH INSURANCE	25,674	39,348	26,440	26,440	27,074	0	27,074	27,074
	61702 - DENTAL INSURANCE	1,572	2,458	1,728	1,728	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,104	1,452	1,122	1,122	1,166	0	1,166	1,166
	61705 - WORKERS COMPENSATION	2,818	5,395	4,098	4,098	4,374	0	4,374	4,374
	61713 - RET - FIRE	23,708	30,909	25,519	25,519	26,525	0	26,525	26,525
	61000 - PERSONNEL SERVICES	133,667	180,939	136,260	135,769	141,269	0	141,269	141,269
	62311 - EQUIPMENT MAINTENANCE	2,060	2,732	1,000	1,000	1,000	0	1,000	1,000
	62435 - TRAINING	965	(238)	500	500	500	0	500	500
	62436 - MEETINGS & DUES	0	0	80	80	80	0	80	80
	62755 - UNIFORMS	1,291	703	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	1,070	39	1,000	1,000	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	5,386	3,237	3,330	3,330	3,330	0	3,330	3,330	
00805 - FIRE ALARMS		139,052	184,176	139,590	139,099	144,599	0	144,599	144,599
00808 - CALL PERSONNEL	61307 - PART TIME EMPLOYEES	7,804	7,427	34,000	7,934	34,000	0	34,000	34,000
	61317 - CALL PERSONNEL	0	10,423	10,423	10,423	9,466	0	9,466	9,466
	61704 - SOCIAL SECURITY	441	1,228	2,601	1,404	2,601	0	2,601	2,601
	61705 - WORKERS COMPENSATION	128	948	1,801	973	1,850	0	1,850	1,850
	61901 - RECRUITMENT	338	49	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	8,710	20,075	48,826	20,734	47,916	0	47,916	47,916
	62435 - TRAINING	564	0	2,000	0	2,000	0	2,000	2,000
	62755 - UNIFORMS	6,809	1,359	1,250	1,000	1,250	0	1,250	1,250
	62756 - PROTECTIVE CLOTHING	3,099	163	9,000	3,500	9,000	0	9,000	9,000
62000 - OPERATING EXPENDITURES	10,472	1,522	12,250	4,500	12,250	0	12,250	12,250	
00808 - CALL PERSONNEL		19,182	21,597	61,076	25,234	60,166	0	60,166	60,166
00810 - AMBULANCE	61303 - SUPERVISORY PERSONNEL	307,158	290,429	345,502	287,322	345,855	0	345,855	345,855
	61304 - GENERAL PERSONNEL	565,072	401,645	641,687	587,884	634,415	0	634,415	634,415
	61305 - ADMINISTRATIVE PERSONNEL	31,319	31,736	31,851	32,363	32,488	0	32,488	32,488
	61513 - OT-TRAINING	30,123	18,089	30,000	30,000	30,000	0	30,000	30,000
	61520 - OT-VACATION REPLACEMENT	105,295	122,706	80,400	106,827	80,400	0	80,400	80,400
	61521 - OT-SICK REPLACEMENT	84,381	73,489	20,500	66,164	20,500	0	20,500	20,500
	61522 - OT-PERSONAL DAY REPLACE	11,493	18,123	10,450	13,188	10,450	0	10,450	10,450
	61525 - OT-FIRST ALARM	(6,559)	71	0	0	0	0	0	0
61527 - OT-CALL BACK	22,171	17,363	19,000	27,343	19,000	0	19,000	19,000	

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended	
00810 - AMBULANCE	61601 - HOLIDAY PAY	39,150	42,838	41,082	37,670	40,910	0	40,910	40,910	
	61604 - TRAINING INCENTIVE	13,149	12,186	12,480	12,480	12,480	0	12,480	12,480	
	61701 - HEALTH INSURANCE	288,330	308,645	309,591	290,251	318,291	0	318,291	318,291	
	61702 - DENTAL INSURANCE	13,253	17,492	19,384	19,384	18,839	0	18,839	18,839	
	61703 - RETIREMENT CONTRIBUTIONS	3,498	3,573	4,478	4,550	4,568	0	4,568	4,568	
	61704 - SOCIAL SECURITY	19,076	19,256	17,428	19,963	19,798	0	19,798	19,798	
	61705 - WORKERS COMPENSATION	38,875	56,983	65,321	60,847	64,954	0	64,954	64,954	
	61713 - RET - FIRE	352,460	345,784	396,260	398,716	393,904	0	393,904	393,904	
	61000 - PERSONNEL SERVICES	1,918,246	1,780,407	2,045,414	1,994,951	2,046,853	0	2,046,853	2,046,853	
	62101 - ADMINISTRATIVE SERVICES	54,315	46,164	62,000	62,000	62,000	0	62,000	62,000	
	62205 - PC REPLACEMENT CHARGE	3,507	3,571	1,156	1,156	720	0	720	720	
	62206 - PW FLEET CHARGE	41,289	43,161	42,651	42,651	55,435	0	55,435	55,435	
	62311 - EQUIPMENT MAINTENANCE	8,861	9,537	7,550	10,000	7,550	7,500	15,050	15,050	
	62407 - VEHICLE INSURANCE	1,631	1,628	1,713	1,318	1,760	0	1,760	1,760	
	62430 - TRAVEL	0	0	500	0	500	0	500	500	
	62435 - TRAINING	6,739	10,806	10,000	10,000	10,000	0	10,000	10,000	
	62436 - MEETINGS & DUES	0	0	125	0	125	0	125	125	
	62438 - LICENSES & CERTIFICATIONS	450	801	500	500	500	1,425	1,925	1,925	
	62439 - PARAMEDIC TUITION	5,737	3,686	8,500	8,500	8,500	(8,500)	0	0	
	62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080	
	62755 - UNIFORMS	9,069	10,807	10,375	10,375	10,375	0	10,375	10,375	
	62756 - PROTECTIVE CLOTHING	62	31	3,000	3,000	3,000	0	3,000	3,000	
	62760 - OPERATING SUPPLIES	366	1,318	250	800	250	0	250	250	
	62765 - OXYGEN	8,796	6,837	6,000	10,059	6,000	0	6,000	6,000	
	62766 - DISPOSABLE EQUIPMENT	29,640	44,935	34,200	40,101	34,200	0	34,200	34,200	
	68008 - GRANT MATCH	0	0	0	0	0	29,500	29,500	29,500	
	62000 - OPERATING EXPENDITURES	171,541	184,363	189,600	201,540	201,995	29,925	231,920	231,920	
		00810 - AMBULANCE	2,089,787	1,964,770	2,235,014	2,196,490	2,248,848	29,925	2,278,773	2,278,773
	00811 - FIRE SUPPRESSION	61303 - SUPERVISORY PERSONNEL	590,491	618,063	610,389	642,439	614,527	0	614,527	614,527
		61304 - GENERAL PERSONNEL	897,833	825,111	979,765	773,568	950,606	0	950,606	950,606
61501 - REGULAR OVERTIME		5,015	5,103	8,082	4,266	8,082	0	8,082	8,082	
61511 - OT-HAZ MAT TRAINING		5,357	7,383	10,815	10,815	10,815	0	10,815	10,815	
61513 - OT-TRAINING		19,785	46,766	62,400	62,400	62,400	0	62,400	62,400	
61520 - OT-VACATION REPLACEMENT		164,480	188,923	172,600	220,056	172,600	0	172,600	172,600	
61521 - OT-SICK REPLACEMENT		155,650	159,369	32,950	156,206	32,950	0	32,950	32,950	
61522 - OT-PERSONAL DAY REPLACE		21,536	33,003	21,050	24,566	21,050	0	21,050	21,050	
61525 - OT-FIRST ALARM		78,223	83,690	40,000	181,174	40,000	0	40,000	40,000	
61526 - OT-SECOND ALARM		4,440	7,171	5,000	11,199	5,000	0	5,000	5,000	
61527 - OT-CALL BACK		0	97	0	29	0	0	0	0	
61531 - HOLIDAY OVERTIME		35,023	26,930	36,051	32,493	36,051	0	36,051	36,051	
61601 - HOLIDAY PAY		63,313	58,945	65,813	58,614	64,990	0	64,990	64,990	
61701 - HEALTH INSURANCE		437,969	447,780	460,634	411,786	468,216	0	468,216	468,216	
61702 - DENTAL INSURANCE		27,973	28,384	31,160	27,058	29,541	0	29,541	29,541	
61704 - SOCIAL SECURITY		29,098	29,559	29,651	31,293	29,277	0	29,277	29,277	
61705 - WORKERS COMPENSATION		67,644	99,691	108,334	103,933	107,616	0	107,616	107,616	
61713 - RET - FIRE		613,951	631,538	674,618	721,239	666,091	0	666,091	666,091	
61000 - PERSONNEL SERVICES		3,217,783	3,297,506	3,349,312	3,473,134	3,319,812	0	3,319,812	3,319,812	

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
00811 - FIRE SUPPRESSION	62755 - UNIFORMS	18,395	19,235	16,125	16,125	16,125	0	16,125	16,125
	62756 - PROTECTIVE CLOTHING	36,533	39,765	37,500	37,500	37,500	0	37,500	37,500
	62760 - OPERATING SUPPLIES	0	0	250	250	250	0	250	250
	62000 - OPERATING EXPENDITURES	54,928	58,999	53,875	53,875	53,875	0	53,875	53,875
00811 - FIRE SUPPRESSION		3,272,711	3,356,505	3,403,187	3,527,009	3,373,687	0	3,373,687	3,373,687
00812 - FIRE SUPPRESSION W KEENE	61303 - SUPERVISORY PERSONNEL	74,912	73,167	77,292	76,996	77,292	0	77,292	77,292
	61304 - GENERAL PERSONNEL	161,640	176,707	191,376	186,761	193,637	0	193,637	193,637
	61527 - OT-CALL BACK	8,910	5,526	5,000	4,586	5,000	0	5,000	5,000
	61601 - HOLIDAY PAY	5,172	10,406	11,059	11,295	11,397	0	11,397	11,397
	61701 - HEALTH INSURANCE	86,322	84,182	81,820	86,346	86,223	0	86,223	86,223
	61702 - DENTAL INSURANCE	5,340	5,689	5,729	5,728	5,729	0	5,729	5,729
	61704 - SOCIAL SECURITY	3,583	3,792	4,129	4,227	4,166	0	4,166	4,166
	61705 - WORKERS COMPENSATION	8,935	13,998	15,084	15,158	15,631	0	15,631	15,631
	61713 - RET - FIRE	75,939	80,118	93,932	94,993	94,789	0	94,789	94,789
	61000 - PERSONNEL SERVICES	430,754	453,586	485,421	486,091	493,863	0	493,863	493,863
	62755 - UNIFORMS	2,103	3,404	2,850	0	2,850	0	2,850	2,850
	62000 - OPERATING EXPENDITURES	2,103	3,404	2,850	0	2,850	0	2,850	2,850
	00812 - FIRE SUPPRESSION W KEENE		432,857	456,989	488,271	486,091	496,713	0	496,713
DEPARTMENT TOTAL		7,114,013	7,223,594	7,715,663	7,666,644	7,746,651	61,269	7,807,920	7,807,920
TOTAL		7,114,013	7,223,594	7,715,663	7,666,644	7,746,651	61,269	7,807,920	7,807,920

<b>Department:</b>	<b>Library</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01100 through 01103		
<b>Mission:</b>	To provide free, open, and convenient access for all Keene residents to acquire information for growth in their personal knowledge, life-long learning, enjoyment, informational needs, desires, curiosities, and enhanced quality of life in the community.		

Library services stabilized in FY22 as the COVID pandemic continued. The Library maintained uninterrupted services for 51 hours per week, reopened meeting rooms and restarted smaller in-person programs. Some programs remain virtual-only and some in-person programs have a remote option. Library statistics are increasing as people adjust to the “new normal,” but likely will remain below pre-pandemic levels for a while. This is quite an improvement over last year when the Library went through four service changes, ranging from curbside only, to a maximum of 29 hours per week of public access in the building, and all programs were virtual.

Decreased access to the Library in FY21 led to reduced revenues. There were no facility rental fees collected, reduced public printing and fewer opportunities to collect overdue fines and sell non-resident cards. Rates for non-resident cards and public printing/copying increased in FY22. Volunteer recruitment has yielded 15 hours per week but staffing the expanded building remains very challenging. The existing employees still need to absorb 59 additional staff hours each week at the new service desks, plus the management of volunteers and double the number of meeting rooms. Lack of regular janitorial staff in the new spaces requires outside janitorial service costs be passed on along with the rental fee. This has inhibited rentals since the event spaces reopened in September 2021.

The Friends of the Library and the Library Trustees continue to subsidize Library operations. In FY21, the Friends provided \$54,560 and the Trustees provided \$11,796 in support. Together, they provided 31% of the Library’s non-personnel expenditures including 100% of programs costs (\$27,920), 80% of equipment purchases (\$11,613), 9% of Collection costs (\$16,867), \$1,327 for Maker Space interns, and \$8,631 for general administrative costs. The pandemic continued to affect the fundraising capabilities of the Friends of the Library and this lowered their support last year. In FY22, the Library won \$49,756 in ARPA grants to relieve pandemic-related costs and increase Library access.

In FY23, the Library will revise the current strategic plan that focuses on communications, optimizing assets and inclusivity for all residents. Implementation of ARPA funding is starting now and will continue through the coming year, including the installation of exterior lockers and improved equipment and technology for programs.

Background

The Keene Public Library is a vital community resource for residents who want to read, learn, or connect with the community. The Library makes information freely available, through services and programs for all ages, abilities, and socio-economic standing. All Library services coordinate with the Community Master Plan for education, diversity, arts leadership, economic development, and culture and the City Council Goals.

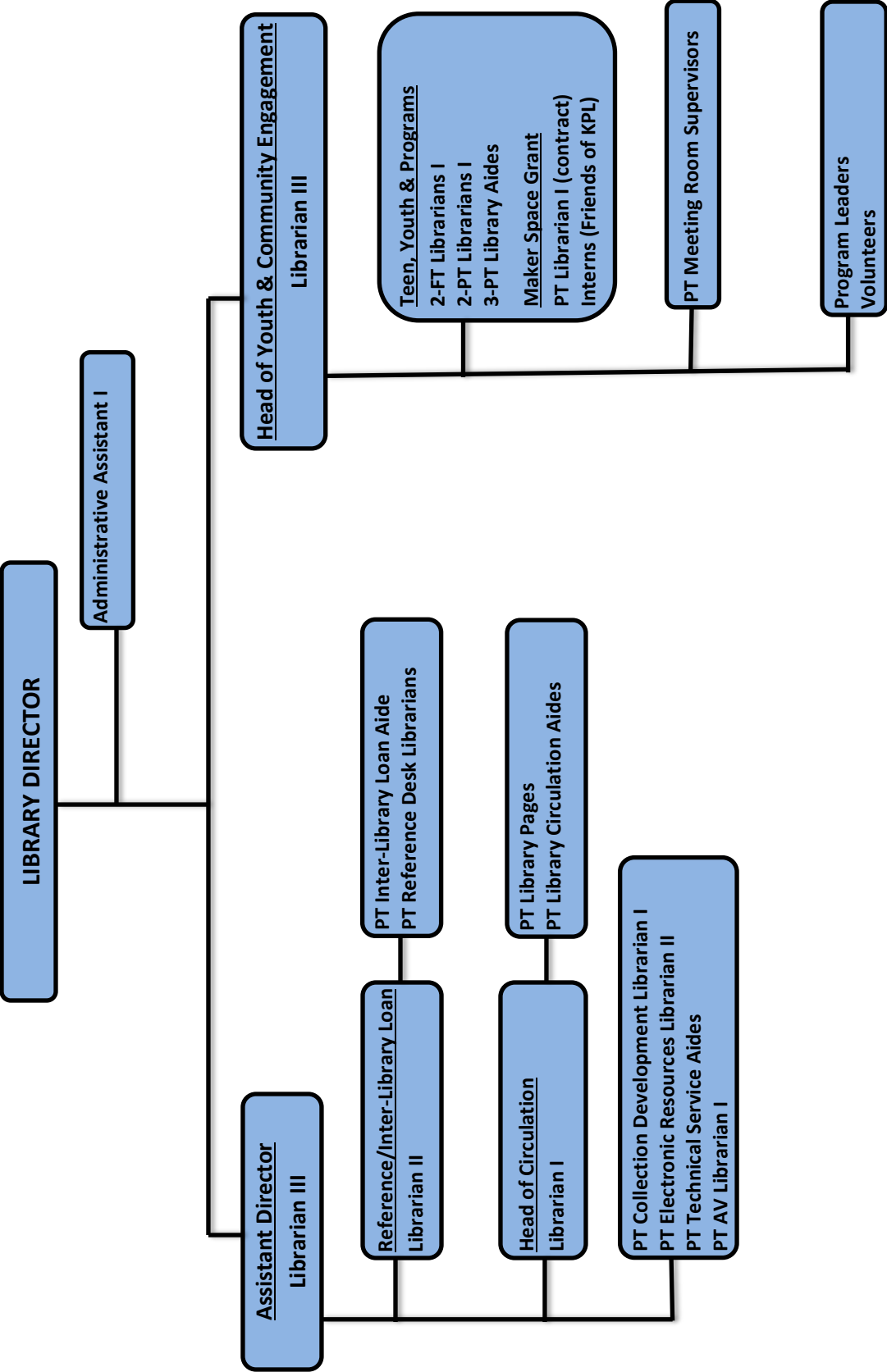
The Library’s collection offers materials for all ages and abilities in a variety of formats and online. Staff are available to help the community utilize technologies through our website and Maker Space. Visitors and those without computers and Wi-Fi may use these resources at the Library. Remote printing is available for those who need to print from their homes, phones and other Wi-Fi-enabled devices.

The Keene Public Library continually collaborates with schools and community groups to offer a wide range of entertaining educational programming for all ages, in-person and virtually. The Library is designated as a 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 to learn through experimentation.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>	
Provide an excellent collection including classic and high-demand materials in print, audio, video, and electronic formats for people of all ages, abilities and backgrounds.		Education	
Assist patrons of all ages with information research, reader advisory and technology services both in-house and remotely through the library website, public access computers, and community meeting space.		Education	
Introduce concepts and deepen knowledge of residents through activities and programs that encourage life-long learning and digital literacy at all levels and ages throughout the community.		Education	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>			
	<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Fund library materials based on an ongoing evaluation of new formats and the appropriate collection balance, with the target of replacing 5% of library materials yearly while increasing the availability of digital services & collections.	202A	Education	1, 5, 2, 3
Provide and promote use of digital collections and services with remote access as appropriate.		Education	2, 3, 5
Provide a comprehensive series of high-quality library programs that support and empower adults and children to their highest potential and promote community involvement.		Education	2, 8
Provide meeting spaces for community use.		Education	2, 3, 8
Staff the library appropriately to support safety, quality services and appropriate management and use of facilities.	202A	Historic & Cultural	1, 2, 5
Work with staff from Mason Library at Keene State College, to maintain and improve partnerships that benefit the community.		Education	1, 2, 3, 8
Provide public access, assistance and training on computers, internet and evolving technologies.		Education	2, 3, 8
Ensure high quality services through staff training and support.	202A	Education	1, 2, 5, 8
Review Library policies and procedures regularly; revise as necessary to ensure good management.		Education	1, 2, 4, 5
<b>METRICS:</b>			
	<b>FY20</b>	<b>FY21</b>	<b>FY22 Estimate</b>
Circulation, including downloadable books	188,468	155,658	188,000
Circulation of downloadable books	35,479	37,586	39,000
Databases searches and library website page views	32,627/164,386	22,594/178,496	30,000/180,000
Library programs for adults and children and number of people attending	907/7,964	548/6,136	800/7,500
Number of times City/community groups held events in the Library	373	6	80
Number of people attending City/community programs	4,283	100	800
Number of library card holders (does not include KSC community of approx. 6,000)	14,474	14,500	15,000
Use of library public access computers**	10,279	3,940	5,500
Number of reference questions answered in-house	5,200	3,000	4,000

\*All statistics were reduced or skewed through duration of COVID pandemic which reduced services. FY23 is expected to be similar to FY20. Adoption of new technologies used during pandemic will affect various future statistics.

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





City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Revenue Budget  
 Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
LIBRARY	44109 - DIRECT REIMBURSEMENT	900	0	0	0	0	0
	44201 - LIBRARY FACILITY RENTAL	1,410	0	1,000	160	600	600
	44401 - LIBRARY NON RESIDENT FEE	12,819	16,352	19,000	14,000	15,000	15,000
	44000 - CHARGES FOR SERVICES	15,130	16,352	20,000	14,160	15,600	15,600
	45106 - LIBRARY OVERDUE FINES	12,711	5,128	14,000	6,327	8,000	8,000
	45304 - LOST LIBRARY MATERIALS	1,639	2,220	3,000	2,212	3,000	3,000
	45000 - FINES & FORFEITS	14,350	7,347	17,000	8,539	11,000	11,000
	46113 - PUBLIC PRINTER/COPIER FEE	0	1,756	6,079	3,430	5,000	5,000
	46407 - LIBRARY TRUST FUND	600	5,625	3,500	600	3,500	3,500
	46000 - MISCELLANEOUS	600	7,381	9,579	4,030	8,500	8,500
	TOTAL	30,080	31,081	46,579	26,729	35,100	35,100

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

LIBRARY

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	144,640	102,756	107,372	114,468	114,468	0	114,468	114,468
61303 - SUPERVISORY PERSONNEL	169,896	152,066	224,773	243,600	263,603	0	263,603	263,603
61304 - GENERAL PERSONNEL	206,535	225,249	190,801	195,000	194,928	54,717	249,645	249,645
61305 - ADMINISTRATIVE PERSONNEL	50,473	51,001	52,009	52,009	52,009	0	52,009	52,009
61306 - HOURLY PERSONNEL	0	187,249	337,163	270,000	337,163	(29,968)	307,195	307,195
61307 - PART TIME EMPLOYEES	383,934	204,885	167,108	188,100	134,353	0	134,353	134,353
61701 - HEALTH INSURANCE	129,149	139,610	154,868	144,396	144,396	5,887	150,283	150,283
61702 - DENTAL INSURANCE	7,271	7,511	8,471	8,034	8,035	272	8,307	8,307
61703 - RETIREMENT CONTRIBUTIONS	60,788	55,574	80,839	83,500	87,876	0	87,876	87,876
61704 - SOCIAL SECURITY	71,576	68,471	82,561	74,000	72,094	1,893	73,987	73,987
61705 - WORKERS COMPENSATION	1,521	1,280	1,552	1,532	1,613	36	1,649	1,649
61901 - RECRUITMENT	4,618	4,270	0	650	0	0	0	0
61000 - PERSONNEL SERVICES	1,230,401	1,199,921	1,407,518	1,375,289	1,410,539	32,837	1,443,376	1,443,376
62205 - PC REPLACEMENT CHARGE	10,903	11,700	13,304	13,304	14,484	0	14,484	14,484
62301 - OFFICE EQUIPMENT MAINT.	4,091	3,378	3,256	3,256	0	0	0	0
62305 - MF PRINTER LEASE & MISC	0	0	0	0	3,344	0	3,344	3,344
62313 - REPAIRS & MAINTENANCE	165	2,178	2,000	2,000	2,000	0	2,000	2,000
62435 - TRAINING	175	3,509	3,500	3,500	3,500	0	3,500	3,500
62436 - MEETINGS & DUES	85	655	600	600	600	0	600	600
62498 - USE OF TRUST FUNDS	600	5,625	3,500	600	3,500	0	3,500	3,500
62510 - COMMUNICATIONS/PHONE	2,805	2,967	3,200	3,200	3,200	0	3,200	3,200
62701 - OFFICE SUPPLIES	6,879	6,672	7,000	7,600	7,000	0	7,000	7,000
62703 - LOST MATERIAL REPLACEMENT	31	3,556	3,500	3,500	3,500	0	3,500	3,500
62704 - BOOK MENDING SUPPLIES	2,968	2,930	2,900	3,150	2,900	0	2,900	2,900
62709 - PROGRAM SUPPLIES	0	(153)	0	0	0	0	0	0
62710 - POSTAGE	949	2,556	2,000	1,000	1,400	0	1,400	1,400
62713 - PUBLIC PRINTER/COPIER	3,475	4,464	6,079	6,679	6,079	601	6,680	6,680
62715 - BOOKS & COLLECTIONS	139,226	149,058	165,320	165,320	166,000	0	166,000	166,000
62734 - MINOR EQUIPMENT	407	1,680	2,900	2,900	3,200	0	3,200	3,200
62744 - MINOR COMPUTER EQUIPMENT	157	0	0	1,242	0	0	0	0
62000 - OPERATING EXPENDITURES	172,917	200,776	219,059	217,851	220,707	601	221,308	221,308
Department	1,403,318	1,400,697	1,626,577	1,593,140	1,631,246	33,438	1,664,684	1,664,684
TOTAL	1,403,318	1,400,697	1,626,577	1,593,140	1,631,246	33,438	1,664,684	1,664,684

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

**LIBRARY**

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
01100 - LIBRARY	61301 - DEPARTMENT HEAD	144,640	102,756	107,372	114,468	114,468	0	114,468	114,468
	61303 - SUPERVISORY PERSONNEL	169,896	152,066	224,773	243,600	263,603	0	263,603	263,603
	61304 - GENERAL PERSONNEL	206,535	225,249	190,801	195,000	194,928	54,717	249,645	249,645
	61305 - ADMINISTRATIVE PERSONNEL	50,473	51,001	52,009	52,009	52,009	0	52,009	52,009
	61306 - HOURLY PERSONNEL	0	187,249	337,163	270,000	337,163	(29,968)	307,195	307,195
	61307 - PART TIME EMPLOYEES	383,934	204,885	167,108	188,100	134,353	0	134,353	134,353
	61701 - HEALTH INSURANCE	129,149	139,610	154,868	144,396	144,396	5,887	150,283	150,283
	61702 - DENTAL INSURANCE	7,271	7,511	8,471	8,034	8,035	272	8,307	8,307
	61703 - RETIREMENT CONTRIBUTIONS	60,788	55,574	80,839	83,500	87,876	0	87,876	87,876
	61704 - SOCIAL SECURITY	71,576	68,471	82,561	74,000	72,094	1,893	73,987	73,987
	61705 - WORKERS COMPENSATION	1,521	1,280	1,552	1,532	1,613	36	1,649	1,649
	61901 - RECRUITMENT	4,618	4,270	0	650	0	0	0	0
	61000 - PERSONNEL SERVICES	1,230,401	1,199,921	1,407,518	1,375,289	1,410,539	32,837	1,443,376	1,443,376
	62205 - PC REPLACEMENT CHARGE	10,903	11,700	13,304	13,304	14,484	0	14,484	14,484
	62301 - OFFICE EQUIPMENT MAINT.	4,091	3,378	3,256	3,256	0	0	0	0
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	3,344	0	3,344	3,344
	62313 - REPAIRS & MAINTENANCE	165	2,178	2,000	2,000	2,000	0	2,000	2,000
	62435 - TRAINING	175	3,509	3,500	3,500	3,500	0	3,500	3,500
	62436 - MEETINGS & DUES	85	655	600	600	600	0	600	600
	62510 - COMMUNICATIONS/PHONE	2,805	2,967	3,200	3,200	3,200	0	3,200	3,200
	62701 - OFFICE SUPPLIES	6,879	6,672	7,000	7,600	7,000	0	7,000	7,000
	62703 - LOST MATERIAL REPLACEMENT	31	3,556	3,500	3,500	3,500	0	3,500	3,500
	62704 - BOOK MENDING SUPPLIES	2,968	2,930	2,900	3,150	2,900	0	2,900	2,900
	62710 - POSTAGE	949	2,556	2,000	1,000	1,400	0	1,400	1,400
	62713 - PUBLIC PRINTER/COPIER	3,475	4,464	6,079	6,679	6,079	601	6,680	6,680
	62715 - BOOKS & COLLECTIONS	139,226	149,058	165,320	165,320	166,000	0	166,000	166,000
	62734 - MINOR EQUIPMENT	407	1,680	2,900	2,900	3,200	0	3,200	3,200
	62744 - MINOR COMPUTER EQUIPMENT	157	0	0	1,242	0	0	0	0
	62000 - OPERATING EXPENDITURES	172,317	195,304	215,559	217,251	217,207	601	217,808	217,808
	01100 - LIBRARY		1,402,718	1,395,225	1,623,077	1,592,540	1,627,746	33,438	1,661,184
01102 - LIBRARY: CITY TRUSTS	62498 - USE OF TRUST FUNDS	600	5,625	3,500	600	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	600	5,625	3,500	600	3,500	0	3,500	3,500
01102 - LIBRARY: CITY TRUSTS		600	5,625	3,500	600	3,500	0	3,500	3,500
01103 - FRIENDS OF KPL & OTHER	62709 - PROGRAM SUPPLIES	0	(153)	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	0	(153)	0	0	0	0	0	0
01103 - FRIENDS OF KPL & OTHER		0	(153)	0	0	0	0	0	0
DEPARTMENT TOTAL		1,403,318	1,400,697	1,626,577	1,593,140	1,631,246	33,438	1,664,684	1,664,684
TOTAL		1,403,318	1,400,697	1,626,577	1,593,140	1,631,246	33,438	1,664,684	1,664,684

<b>Department:</b>	<b>Parks, Recreation &amp; Facilities</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	<b>Parks, Recreation &amp; Cemeteries</b> 01200 through 01314		
<b>Mission:</b>	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.		

Strategic alignment with the Active and Passive Master Plan and Comprehensive Master Plan continues to shape the direction of the Parks and Recreation Department. Implementation of the recommendations toward sustainability, long-range planning, park-specific revitalization, establishing amenity programs, program diversity and cost recovery, as well as enhanced trail systems have all proven to provide a quality recreational experience for all to enjoy. This has been especially important during the COVID-19 pandemic, that our citizens have a safe place for all to find a way to enjoy an active lifestyle.

The design for Patricia T. Russell Park is completed and the construction phase is out for bid. The project will begin in the spring of 2022 and will be a tremendous asset for the east side of Keene. With accessibility and connection to nature in mind, the Park was designed for all citizens to enjoy and experience the location that provides close connections to the Cheshire Rail Trail, and to Downtown. It will provide two natural play areas that are fully ADA compliant, public restrooms, a walking path and play areas for local large field space programs. Collaboration with the local rugby club has been a great partnership for introducing new programs to the area, such a youth rugby. With the growth of programs, the Park will provide additional capacity for the Recreation Department to expand offerings for all age levels to enjoy. The Park will meet the Master Plan and City Council goals through sustainable environmental stewardship and program diversity.

Another successful public/private partnership has demonstrated once again that Keene residents value their recreational opportunities. The Keene Skatepark project donated \$200,000 to the City in the fall of 2021 to start the design effort. Once completed, the skate park will become a destination for many to enjoy. The fundraising team still seeks donations for continued expansion with a total goal of \$300,000.

In the fall of 2021, two groups came forward to advocate for use of the former campground in Wheelock Park to become either a disc golf course or a dog park, or a combined facility. The City is in the process of hiring a consultant with a public process to conceptually design the area and provide a financial outline for each group to fundraise for the construction phase. Similar to the bike park and the skate park, these projects will be privately funded to benefit the community.

The Ashuelot River Park Advisory Board through the adoption of the Climate Resiliency Plan provided strong community-led efforts to plant more native plants and pollinator gardens within the Park. In addition, they have sought grants to fulfill the Plan’s direction. The work has led to a stronger collaboration with the Friends of Ashuelot River Park, Antioch University and the Conservation Commission. Educational signage will be installed, along with a new kiosk to help the public learn how to bring native and pollinator plantings to their home gardens. Additionally, the collaboration with the Franklin School art students will showcase public art around the park.

Robin Hood Park—another east side park known for its giant boulders, winter fun, physical and natural playgrounds, tennis courts and swimming pool— will begin the process much like Wheelock Park and Patricia T. Russell Park to explore updates needed to better serve the community. The Active and Passive Recreation Management plan calls for park-specific master plans to determine the best and most appropriate ways to serve the community. A concept design study that includes community forums will provide direction for the future Capital Improvement Program schedules.

The final report from the UNH Extension Office for Economic Development will help further the mission to improve the trail system in Keene and promote the Downtown’s connection to the rail trails. The City’s miles of trails provides economic development growth opportunities that will continue to drive the fundraising of the Transportation Heritage Trail project connecting the Cheshire Rail Trail over Route 101 and Swanzey Factory Road to the border of Swanzey.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		Align w/CMP		
Provide community services to assist organizations that focus on the health and well being of all citizens.		Community Health & Wellness		
Coordinate and maintain the safety and quality of trails, ballfields, parks, forested lands, park buildings, play equipment, pools, and other recreational areas.		Community Health & Wellness		
Maintain and improve cemetery grounds, roads, and buildings; provide professional interment services and maintain accurate burial records.		Community Health & Wellness		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Continue to follow recommendations in the Master Plan toward increasing our level of service			Leadership	1,2,4,5,7,8
Continue to collaborate and increase program opportunities focused on health and wellness			Community Health & Wellness	2
Continue to grow the after school program by encouraging healthy lifestyles			Community Health & Wellness	2
Enhance community services through expansion of outreach and sponsorship initiatives			Community Health & Wellness	1
Continue to maintain and promote the multi-use trail system to increase usage			Open Space/Greenway Connect	2
Implement a Comprehensive Maintenance Management System for operations efficiency			Infrastructure	4
Continue the development of a turf management program in the parks and cemeteries			Open Space/Greenway Connect	4
Develop new and expand existing City inter-department programs			Leadership	5
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Youth Recreational Programs: sports, summer playground program, swim lessons, archery		583	1,657	2,000
Adult Recreational Programs: sports - basketball, soccer, kickball, pickleball, corn hole, archery		55	55	85
Active Senior Programs: walking, Zumba gold, pickleball, chair yoga, senior shape up		152	290	350
Recreation Memberships: youth, adult, senior		75	395	500
Recreation and Park Volunteers		45	400	400
Recreation Facility Rentals		15	600	750
Recreation Community Events: International Festival, concerts, Friday Fun Nights, Peanut Carnival		110	1,925	2,200
Cemetery Single Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED		265	199	169
Cemetery Lot Sales		66	30	40
Cemetery Burials		87	110	85

<b>Department:</b>	<b>Parks, Recreation &amp; Facilities</b>	<b>Fund:</b>	General
<b>Department (s): Cost Center:</b>	<b>Facilities</b> 01325 through 01336		
<b>Mission:</b>	To provide the community and City employees with clean, safe, and efficiently managed municipal buildings.		

In 2021, the Facilities Department continued its significant role in the COVID-19 pandemic response. As funding became available via different response packages, the City took full advantage to combine these funds with already planned projects. A completion of the City Hall HVAC project provided a higher quality and more efficient air exchange within City Hall. The project was a major upgrade to the existing system, and timely related to the pandemic, and City employees and Council Chambers will be better served for decades to come. In addition to the control systems, upgraded air filters plus additional ionizers were installed to improve the circulating air exchange.

City Hall has also been the focal point for a new generator that was installed with funding from the award of a FEMA grant. This project had been years in the application process, and is now completed, adding the security of knowing should a failure occur, EOC and normal City functions can continue without interruption. Additionally, the ongoing investigation to the structural integrity of City Hall is nearly complete with reports from Dubois & King. The Facilities Department is collaborating closely with the Public Works Engineering Department. This has presented opportunities to learn more about “Town Brook”. A stabilization plan will be included in the next Capital Improvement Program cycle. In addition, the Community Development Department customer service area has been completely renovated to provide safe, quality interactions with visiting customers.

As the City moves forward through these uncertain times, the Facilities Department has been ready for any response needed. The pandemic prepared us for various levels of response, and the standard operating procedures developed will not change. Additional staffing has been shuffled in and out of every City facility depending on the need of the Department. The Facilities team will continue to make sure each facility is properly signed to provide visual awareness of the current state of response, and maintain necessary supplies to ensure public safety.

In the next fiscal year, the Facilities Department will continue to implement the long-range planning program through the Capital Improvement Program with continuation of grant readiness for the West Keene Fire Station with a Schematic Design. The next phase will take concept to budget-ready designs. This will allow the City to respond to future grants through FEMA with construction-ready financials. However, the project is contingent on grant funding. While the design process is occurring, funding has been dedicated to provide minor upgrades to the facility. Additionally, the roofs at the Police Station and part of the Recreation Center will be replaced. The airport is another location that will receive the support of the Facilities Department to replace the sidewalks and investigate the replacement of the tile floor in the terminal building.

As the City Council goals have tasked the City to take more sustainable energy measures, the Facilities Department provides leadership in these initiatives. As a participant with the EP3 program, bid documents and project scopes include various ways to increase savings through conservation of energy, working with local contractors to install LED lighting and more energy efficient HVAC control systems. Facilities continues to lead long range climate resiliency efforts.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		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	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		STATUTE	CMP
Review and monitor the use of contracted services			Infrastructure 1
Collaborate the use of contracted supplies and services with other governmental agencies			Infrastructure 1
Utilize a Comprehensive Maintenance Management System for operations efficiency			Infrastructure 4
Evaluate opportunities to expand on energy conservation systems			Infrastructure 7
<b>METRICS:</b>		FY21	FY22
City staff conforms to adopted custodial Standard Operating Procedures		100%	100%
Contract cleaning service conforms to basic custodial Standard Operating Procedures		100%	100%
Conforms with adopted preventative maintenance Standard Operating Procedures		100%	100%

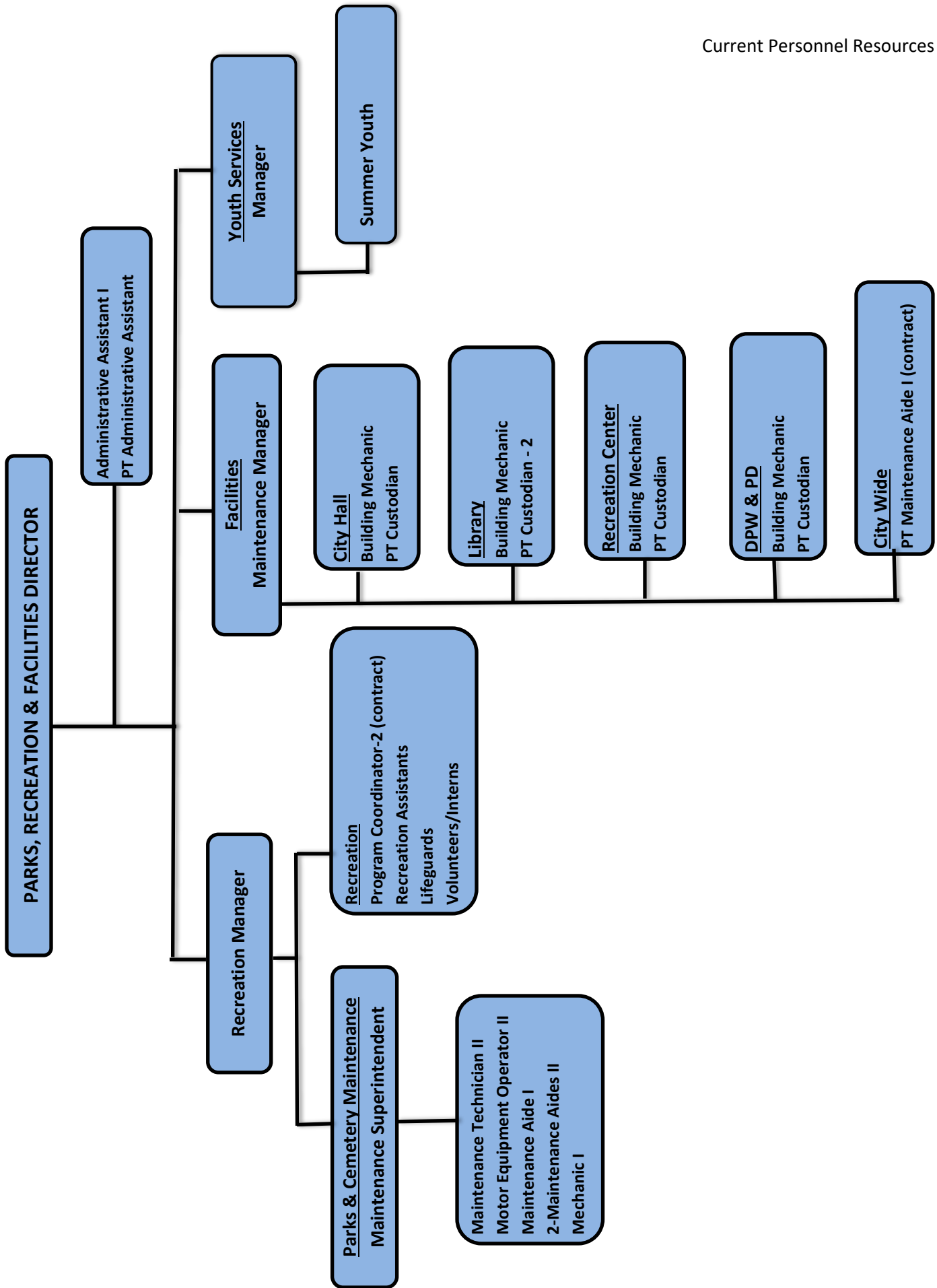
<b>Department:</b>	<b>Parks, Recreation &amp; Facilities</b>	<b>Fund:</b>	General
<b>Division (s):</b>	<b>Youth Services</b>		
<b>Cost Center:</b>	01600		
<b>Mission:</b>	Reduce the impact of adolescent problem behaviors on the community and empower youth to make responsible decisions while holding them accountable for their actions. Create positive opportunities for youth while strengthening community participation in youth and family concerns.		

During the fiscal year, the Youth Services Department had an ample amount of growth. Due to the obstacles this department faced during the pandemic, virtual engagement enabled the programs to continue offering resources and opportunities for youth and families. The juvenile justice program has seen an increase in numbers over the last year and plans to continue to see an increase. Over the last year, the Juvenile Diversion Network underwent a transformation that drastically changed the Juvenile Justice system in New Hampshire. In collaboration with the Department of Health and Human Services, the State Juvenile Court Diversion Network changed their criteria on eligibility to accept repeat offenders who score low to moderate risk on a statewide risk and needs assessment. Youth who have interactions with law enforcement are voluntarily asked to complete a risk and needs assessment offered by the Department of Health and Human Services. This assessment will help the state of New Hampshire ensure that they are able to give the youth the best care and resources needed. This requires the Youth Services Department to continue to work closely with both law enforcement and the court system, especially the Department of Health and Human Services, to make certain that all avenues are being considered to most effectively meet the youths' needs.

Within this coming year, the Youth Services Department will be expanding its Diversion program to include young adults, ages 18-21 years. This program, known as Young Adult Diversion, will work closely with law enforcement, the court system, and surrounding colleges. This program will hold individuals accountable for their actions while providing education, community engagement, and outreach resources. This program will allow for more community connections while working with local colleges. Young Adult Diversion has been created and implemented in a few different diversion programs in New Hampshire and has proven to be just as effective as the Juvenile Diversion Program. The Summer Youth Program will continue to provide an educational opportunity around introductory experience to employment to youth in the Keene area. The youth will have to collaborate with each other and the community to put on a community service event. The Youth Services Department has been working with other Departments on expanding the community involvement to add more community service days throughout the summer. These community service opportunities will help support the Department's mission to further engagement between youth and the community, while also developing leadership and teamwork skills. The Department will continue to keep the youth participant numbers lower to ensure each youth is getting the maximum amount of support and skills training they need to grow and succeed.



<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>		
<b>Intervention Programs:</b> Juvenile Court Diversion (JCC) intervention for juvenile offenders up to age 17 at the time of the offense that is an alternative to formal court proceedings. Earn-It is a victim restitution program for young offenders up to age 17 at the time of the offense assisting youth with completing community service for damages youth caused within the community. Youth Intervention Program (YIP) is a brief intervention program serving youth up to age 17 and their families to provide brief intervention services and facilitate connections to long-term supports within the community.		Safe Community		
<b>Prevention:</b> <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 with the City of Keene. A leadership program (age16-17) for returning SYP youth to engage in workforce development.		Safe Community		
<b>Collaboration:</b> Engage community in the identification of community risk factors, protective factors, prevention and early intervention of problematic adolescent behaviors such as drug and alcohol use and abuse, violence, delinquency, and school failure in collaboration with local, regional, and state agencies.		Safe Community		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>	
Continue early intervention programs that divert youth from the court system.	NH RSA169	Safe Community	2	
Maintain program completion rates, as well as, recidivism rates: youth who do not re-offend for one year from program completion.		Safe Community	2	
Maintain prevention efforts, teen activities, and Summer Youth Employment programs that focus on positive youth development, education, and quality services to families.		Safe Community	2	
Provide caregiver and community education through social media as well as other engagement opportunities with a focus on prevention, education, and community resources.		Safe Community	8	
Continue collaborating with the local coalitions around prevention/intervention issues in order to create a more effective effort to offer services and resources for the community.		Safe Community	1, 2	
<b>METRICS:</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	
The number of youth/families served in JCC Court Diversion Program	35	35	40	
The percentage of youth that successfully complete the Juvenile Court Diversion Program	85%	85%	85%	
The number of community service hours completed by program participants	70	150	150	
The number of families assisted through the Youth Intervention Program	15	15	20	
The number of youth employed by the City for Summer Youth Program	12	12	12	
The total number of hours youth worked in the Summer Youth Program	1,200	1200	1200	



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget  
Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 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	53,952	13,902	10,500	15,740	10,500	10,500
	44111 - PROGRAMS	54,512	78,589	116,000	101,500	121,500	121,500
	44112 - EQUIPMENT CHARGES	1,000	0	2,000	750	1,500	1,500
	44122 - INTERMENTS	30,545	39,125	35,200	47,500	38,000	38,000
	44131 - REPAIRS	45	100	0	0	0	0
	44203 - RECREATION CENTER	13,607	11,235	15,900	11,900	15,900	15,900
	44205 - SUMNER KNIGHT CHAPEL FEE	85	0	0	0	0	0
	44301 - CAMPGROUNDS	2,500	0	0	200	400	400
	44302 - BALL FIELDS	3,925	5,025	6,500	13,443	15,500	15,500
	44303 - BALL FIELD LIGHTS	2,400	0	9,000	0	0	0
	44304 - POOLS	11,398	7,612	16,000	16,660	21,500	21,500
	44000 - CHARGES FOR SERVICES	173,969	155,588	211,100	207,693	224,800	224,800
	46103 - INTEREST: A/R	(24)	(1,948)	0	0	0	0
	46317 - 350 MARLBORO RENTS	233,811	232,333	236,747	236,747	242,903	242,903
	46401 - CEMETERY TRUST FUND	87,824	79,554	55,900	57,494	47,500	47,500
	46406 - FLOWER TRUST FUND	3,922	1,042	2,480	2,550	2,100	2,100
	46408 - PARKS & REC TRUST FUND	3,834	3,463	2,450	2,492	2,075	2,075
	46410 - SUMNER KNIGHT CHPL TST FD	5,151	3,203	3,150	2,520	2,500	2,500
46412 - LOT SALES	0	0	0	0	0	0	
46000 - MISCELLANEOUS	334,517	317,647	300,727	301,803	297,078	297,078	
	TOTAL	531,586	496,335	534,927	532,596	544,978	544,978

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

PARKS, REC AND FACILITIES

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	115,551	118,001	117,974	117,974	120,334	0	120,334	120,334
61303 - SUPERVISORY PERSONNEL	79,998	79,707	79,384	79,384	80,973	0	80,973	80,973
61304 - GENERAL PERSONNEL	634,589	645,068	715,746	631,993	708,826	0	708,826	708,826
61305 - ADMINISTRATIVE PERSONNEL	40,623	48,189	51,520	51,250	51,529	0	51,529	51,529
61307 - PART TIME EMPLOYEES	136,340	156,462	189,945	189,945	194,438	16,010	210,448	210,448
61308 - SEASONAL HELP	55,480	47,507	61,545	43,987	61,545	0	61,545	61,545
61309 - RECREATION SUPERVISION	95,324	81,616	136,097	136,097	136,097	28,219	164,316	164,316
61312 - POOL PERSONNEL	35,887	21,089	56,362	56,896	56,362	16,719	73,081	73,081
61401 - TEMPORARY PERSONNEL	12,041	1,667	18,800	6,900	18,800	0	18,800	18,800
61501 - REGULAR OVERTIME	17,271	14,473	30,800	17,643	30,800	0	30,800	30,800
61701 - HEALTH INSURANCE	292,241	291,727	309,836	264,470	298,185	0	298,185	298,185
61702 - DENTAL INSURANCE	15,623	19,758	24,061	19,468	21,858	0	21,858	21,858
61703 - RETIREMENT CONTRIBUTIONS	97,937	101,831	138,340	129,660	147,419	0	147,419	147,419
61704 - SOCIAL SECURITY	91,395	89,579	109,844	103,351	111,668	4,662	116,330	116,330
61705 - WORKERS COMPENSATION	21,966	22,866	29,484	27,610	29,722	1,296	31,018	31,018
61901 - RECRUITMENT	5,777	3,442	5,000	4,713	5,000	0	5,000	5,000
61000 - PERSONNEL SERVICES	1,748,043	1,742,981	2,074,738	1,881,342	2,073,558	66,906	2,140,464	2,140,464
62102 - PROFESSIONAL SERVICES	760	1,214	40,350	42,000	40,000	0	40,000	40,000
62103 - TECHNICAL SERVICES	50	1,380	13,000	13,000	13,000	0	13,000	13,000
62115 - ARTISTS & PERFORMERS	3,313	7,096	7,550	7,550	7,550	0	7,550	7,550
62120 - LABORATORY SERVICES	250	288	500	318	500	0	500	500
62142 - TRANSPORTING	4,174	2,909	4,250	2,650	4,250	0	4,250	4,250
62145 - FIRST AID & MEDICAL SVCS	274	474	800	675	800	0	800	800
62175 - OTHER SERVICES	13,675	24,978	18,300	18,300	18,300	0	18,300	18,300
62201 - JANITORIAL	19,608	19,065	24,514	25,566	24,514	0	24,514	24,514
62205 - PC REPLACEMENT CHARGE	3,102	5,378	4,709	4,709	5,251	0	5,251	5,251
62206 - PW FLEET CHARGE	216,477	223,010	231,167	231,167	230,290	0	230,290	230,290
62208 - TAXES	192,225	192,352	197,351	197,351	165,278	0	165,278	165,278
62209 - RUBBISH PICK-UP	13,666	13,743	15,629	14,685	15,429	0	15,429	15,429
62301 - OFFICE EQUIPMENT MAINT.	3,412	3,637	3,411	3,059	0	0	0	0
62305 - MF PRINTER LEASE & MISC	0	0	0	0	2,556	0	2,556	2,556
62311 - EQUIPMENT MAINTENANCE	61,280	41,741	89,398	83,664	89,398	0	89,398	89,398
62313 - REPAIRS & MAINTENANCE	400	0	0	0	0	0	0	0
62316 - ESCO MAINTENANCE	18,396	6,995	0	0	0	0	0	0
62317 - EQUIPMENT REPAIR	56,224	93,762	54,855	70,934	54,855	0	54,855	54,855
62318 - BUILDING REPAIR	32,218	55,219	45,632	44,176	45,632	0	45,632	45,632
62340 - GROUNDS MAINTENANCE	21,799	12,179	22,564	19,145	22,564	0	22,564	22,564
62341 - PLAYGROUND MAINTENANCE	2,417	2,572	5,000	3,417	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	671	463	1,000	924	1,000	0	1,000	1,000
62343 - SIGNAGE	495	4,123	2,000	2,890	2,000	0	2,000	2,000
62344 - TRAIL MAINTENANCE	1,894	4,694	7,000	5,700	2,000	0	2,000	2,000
62345 - CAMERA SYSTEM MAINTENANCE	2,669	8,304	9,250	9,774	9,250	0	9,250	9,250
62350 - BUILDING MAINTENANCE	124,291	118,706	59,200	108,652	59,200	0	59,200	59,200
62372 - TREE/FORESTRY MAINTENANCE	12,318	18,286	14,500	13,900	9,500	0	9,500	9,500
62375 - PERMITS	4,915	4,188	2,130	1,500	2,130	0	2,130	2,130

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62401 - GENERAL LIABILITY INS	615	651	629	629	650	0	650	650
62416 - PRINTING	1,003	83	1,100	1,071	1,100	0	1,100	1,100
62425 - ADVERTISING	720	460	1,000	456	1,000	0	1,000	1,000
62430 - TRAVEL	173	79	734	346	734	0	734	734
62435 - TRAINING	2,927	6,955	11,300	7,742	11,300	0	11,300	11,300
62436 - MEETINGS & DUES	3,179	1,603	5,400	3,260	5,400	0	5,400	5,400
62441 - MEETING EXPENSES	51	0	0	0	0	0	0	0
62445 - PHOTOGRAPHY & PROCESSING	36	81	200	0	200	0	200	200
62498 - USE OF TRUST FUNDS	3,922	1,364	0	0	0	0	0	0
62501 - WATER	35,618	21,465	29,933	22,464	29,933	0	29,933	29,933
62502 - SEWER	31,018	28,690	29,950	26,428	29,950	0	29,950	29,950
62503 - ELECTRICITY	300,510	277,872	318,362	316,828	318,362	0	318,362	318,362
62504 - HEATING FUEL	132,283	155,197	179,979	163,733	179,979	0	179,979	179,979
62506 - FIRELINE / HYDRANTS	7,707	5,999	4,556	6,279	4,556	0	4,556	4,556
62510 - COMMUNICATIONS/PHONE	12,943	14,508	13,260	15,259	13,260	2,000	15,260	15,260
62603 - BUILDING RENTAL	220,586	220,586	220,587	220,586	220,586	0	220,586	220,586
62604 - EQUIPMENT RENTAL	0	0	200	0	200	0	200	200
62607 - RENTAL VEHICLES	7,332	5,600	7,000	7,000	7,000	0	7,000	7,000
62701 - OFFICE SUPPLIES	2,749	3,026	3,550	3,182	1,950	0	1,950	1,950
62710 - POSTAGE	133	208	410	490	427	0	427	427
62733 - TOOLS	1,313	6,184	2,650	3,449	2,650	0	2,650	2,650
62734 - MINOR EQUIPMENT	18,774	3,227	16,200	24,565	16,200	0	16,200	16,200
62735 - BUILDING MAINT. SUPPLIES	19,991	23,655	10,600	22,492	10,600	0	10,600	10,600
62736 - GROUNDS MAINT SUPPLIES	38,481	37,023	43,832	48,607	43,832	0	43,832	43,832
62737 - JANITORIAL SUPPLIES	35,222	37,554	23,730	25,693	23,730	0	23,730	23,730
62740 - OTHER MAINT. SUPPLIES	561	1,291	1,100	950	1,300	0	1,300	1,300
62755 - UNIFORMS	5,328	6,481	5,380	5,215	5,380	0	5,380	5,380
62756 - PROTECTIVE CLOTHING	668	583	1,500	1,432	1,500	0	1,500	1,500
62760 - OPERATING SUPPLIES	3,531	2,872	3,500	3,712	3,500	0	3,500	3,500
62761 - SOFTWARE	252	266	240	907	240	0	240	240
62764 - CHEMICALS	825	3,233	5,600	3,298	5,600	0	5,600	5,600
62775 - PLAYGROUND MATERIAL	4,161	3,601	4,000	3,899	4,000	0	4,000	4,000
62778 - ATHLETIC SUPPLIES	7,237	5,112	5,500	5,428	5,500	0	5,500	5,500
62779 - GAME ROOM SUPPLIES	893	2,860	1,000	1,029	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	1,035	1,117	1,000	997	1,000	0	1,000	1,000
62784 - CATCH PROGRAM	977	823	1,000	1,019	1,000	0	1,000	1,000
64206 - MINOR IMPROVEMENTS	21,684	39,017	23,563	35,000	23,563	0	23,563	23,563
62000 - OPERATING EXPENDITURES	1,735,412	1,786,082	1,852,604	1,909,153	1,807,429	2,000	1,809,429	1,809,429
Department	3,483,454	3,529,063	3,927,343	3,790,495	3,880,987	68,906	3,949,893	3,949,893
TOTAL	3,483,454	3,529,063	3,927,343	3,790,495	3,880,987	68,906	3,949,893	3,949,893

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PARKS, REC AND FACILITIES

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01200 - PARKS & FACILITIES ADMIN	61301 - DEPARTMENT HEAD	115,551	118,001	117,974	117,974	120,334	0	120,334	120,334
	61305 - ADMINISTRATIVE PERSONNEL	40,623	48,189	51,520	51,250	51,529	0	51,529	51,529
	61307 - PART TIME EMPLOYEES	15,992	0	23,552	23,552	22,739	0	22,739	22,739
	61701 - HEALTH INSURANCE	50,705	53,256	51,967	51,967	53,213	0	53,213	53,213
	61702 - DENTAL INSURANCE	3,265	3,500	3,456	3,456	3,456	0	3,456	3,456
	61703 - RETIREMENT CONTRIBUTIONS	17,445	18,712	23,831	23,831	24,164	0	24,164	24,164
	61704 - SOCIAL SECURITY	12,531	11,614	14,768	14,768	14,887	0	14,887	14,887
	61705 - WORKERS COMPENSATION	2,280	2,367	2,653	2,653	2,508	0	2,508	2,508
	61901 - RECRUITMENT	4,944	2,695	5,000	4,650	5,000	0	5,000	5,000
	61000 - PERSONNEL SERVICES	263,336	258,335	294,721	294,101	297,829	0	297,829	297,829
	62205 - PC REPLACEMENT CHARGE	516	603	682	682	735	0	735	735
	62206 - PW FLEET CHARGE	7,614	7,843	8,103	8,103	8,941	0	8,941	8,941
	62301 - OFFICE EQUIPMENT MAINT.	3,412	3,637	3,411	3,059	0	0	0	0
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	2,556	0	2,556	2,556
	62435 - TRAINING	341	189	200	200	200	0	200	200
	62436 - MEETINGS & DUES	819	1,313	1,500	1,200	1,500	0	1,500	1,500
	62498 - USE OF TRUST FUNDS	3,922	1,364	0	0	0	0	0	0
	62510 - COMMUNICATIONS/PHONE	6,423	7,476	6,303	7,475	6,303	2,000	8,303	8,303
	62701 - OFFICE SUPPLIES	2,351	2,055	3,100	2,556	1,500	0	1,500	1,500
	62710 - POSTAGE	133	208	350	413	350	0	350	350
	62761 - SOFTWARE	252	266	240	907	240	0	240	240
	62000 - OPERATING EXPENDITURES	25,783	24,954	23,889	24,595	22,325	2,000	24,325	24,325
	01200 - PARKS & FACILITIES ADMIN	289,119	283,290	318,610	318,696	320,154	2,000	322,154	322,154
01201 - PARKS MAINT & DEVELOPMENT	61303 - SUPERVISORY PERSONNEL	39,999	39,854	39,692	39,692	40,487	0	40,487	40,487
	61304 - GENERAL PERSONNEL	133,838	149,710	188,452	156,897	183,093	0	183,093	183,093
	61308 - SEASONAL HELP	55,480	47,036	61,545	43,987	61,545	0	61,545	61,545
	61501 - REGULAR OVERTIME	5,570	7,475	12,000	7,968	12,000	0	12,000	12,000
	61701 - HEALTH INSURANCE	69,261	77,924	98,981	77,884	84,023	0	84,023	84,023
	61702 - DENTAL INSURANCE	2,960	4,618	5,746	4,481	5,036	0	5,036	5,036
	61703 - RETIREMENT CONTRIBUTIONS	20,056	22,244	33,765	28,878	41,776	0	41,776	41,776
	61704 - SOCIAL SECURITY	17,467	18,294	23,078	19,750	22,730	0	22,730	22,730
	61705 - WORKERS COMPENSATION	5,115	5,351	6,736	5,854	7,398	0	7,398	7,398
	61000 - PERSONNEL SERVICES	349,748	372,507	469,994	385,391	458,088	0	458,088	458,088
	62120 - LABORATORY SERVICES	250	172	500	318	500	0	500	500
	62175 - OTHER SERVICES	13,675	24,978	18,300	18,300	18,300	0	18,300	18,300
	62205 - PC REPLACEMENT CHARGE	492	508	674	674	694	0	694	694
	62206 - PW FLEET CHARGE	118,370	121,816	126,663	126,663	119,821	0	119,821	119,821
	62340 - GROUNDS MAINTENANCE	3,728	4,005	4,000	3,896	4,000	0	4,000	4,000
	62341 - PLAYGROUND MAINTENANCE	2,417	2,572	5,000	3,417	5,000	0	5,000	5,000
	62342 - SKATE PARK MAINTENANCE	671	463	1,000	924	1,000	0	1,000	1,000
	62343 - SIGNAGE	495	4,123	2,000	2,890	2,000	0	2,000	2,000
	62344 - TRAIL MAINTENANCE	1,894	4,694	7,000	5,700	2,000	0	2,000	2,000
	62350 - BUILDING MAINTENANCE	3,714	8,169	4,000	2,985	4,000	0	4,000	4,000
	62372 - TREE/FORESTRY MAINTENANCE	5,168	14,564	9,500	9,400	4,500	0	4,500	4,500
	62436 - MEETINGS & DUES	493	0	1,300	500	1,300	0	1,300	1,300
	62501 - WATER	13,397	2,558	4,498	2,586	4,498	0	4,498	4,498
	62503 - ELECTRICITY	15,556	18,152	24,000	23,179	24,000	0	24,000	24,000
	62504 - HEATING FUEL	2,866	2,555	2,320	2,270	2,320	0	2,320	2,320
	62607 - RENTAL VEHICLES	7,332	5,600	7,000	7,000	7,000	0	7,000	7,000
62733 - TOOLS	478	969	800	786	800	0	800	800	

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01201 - PARKS MAINT & DEVELOPMENT	62735 - BUILDING MAINT. SUPPLIES	2,200	2,832	2,800	2,784	2,800	0	2,800	2,800
	62736 - GROUNDS MAINT SUPPLIES	31,436	28,503	32,944	32,944	32,944	0	32,944	32,944
	62755 - UNIFORMS	1,131	950	1,500	1,350	1,500	0	1,500	1,500
	62756 - PROTECTIVE CLOTHING	668	583	1,500	1,432	1,500	0	1,500	1,500
	62760 - OPERATING SUPPLIES	3,531	2,872	3,500	3,712	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	229,963	251,637	260,799	253,710	243,977	0	243,977	243,977
01201 - PARKS MAINT & DEVELOPMENT		579,710	624,143	730,794	639,101	702,065	0	702,065	702,065
01202 - PARKS POOLS	61312 - POOL PERSONNEL	33,589	6,405	56,362	56,896	56,362	16,719	73,081	73,081
	61501 - REGULAR OVERTIME	1,179	57	2,000	1,626	2,000	0	2,000	2,000
	61704 - SOCIAL SECURITY	2,660	494	4,465	3,123	4,465	1,279	5,744	5,744
	61705 - WORKERS COMPENSATION	639	134	1,259	862	1,259	333	1,592	1,592
	61000 - PERSONNEL SERVICES	38,067	7,090	64,086	62,507	64,086	18,331	82,417	82,417
	62435 - TRAINING	0	512	3,200	2,400	3,200	0	3,200	3,200
	62501 - WATER	7,351	2,951	9,140	5,854	9,140	0	9,140	9,140
	62503 - ELECTRICITY	4,667	2,803	5,000	4,852	5,000	0	5,000	5,000
	62510 - COMMUNICATIONS/PHONE	0	0	473	473	473	0	473	473
	62734 - MINOR EQUIPMENT	329	130	200	2,811	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	193	29	300	5,119	300	0	300	300
	62740 - OTHER MAINT. SUPPLIES	171	1,189	300	300	300	0	300	300
	62764 - CHEMICALS	825	3,233	5,600	3,298	5,600	0	5,600	5,600
	62000 - OPERATING EXPENDITURES	13,535	10,847	24,213	25,106	24,213	0	24,213	24,213
01202 - PARKS POOLS		51,602	17,937	88,299	87,613	88,299	18,331	106,630	106,630
01203 - CAMPING AREAS	62209 - RUBBISH PICK-UP	0	0	300	0	100	0	100	100
	62501 - WATER	142	17	255	195	255	0	255	255
	62503 - ELECTRICITY	561	395	800	484	800	0	800	800
	62740 - OTHER MAINT. SUPPLIES	390	102	800	650	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	1,093	514	2,155	1,329	2,155	0	2,155	2,155
01203 - CAMPING AREAS		1,093	514	2,155	1,329	2,155	0	2,155	2,155
01204 - HORSESHOE COURTS	62501 - WATER	201	1,014	440	210	440	0	440	440
	62503 - ELECTRICITY	955	779	2,500	1,968	2,500	0	2,500	2,500
	62000 - OPERATING EXPENDITURES	1,156	1,793	2,940	2,178	2,940	0	2,940	2,940
01204 - HORSESHOE COURTS		1,156	1,793	2,940	2,178	2,940	0	2,940	2,940
01205 - PARKS MAINTENANCE	62503 - ELECTRICITY	116	349	0	0	0	0	0	0
	62504 - HEATING FUEL	12	37	0	0	0	0	0	0
	62736 - GROUNDS MAINT SUPPLIES	105	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	234	386	0	0	0	0	0	0
01205 - PARKS MAINTENANCE		234	386	0	0	0	0	0	0
01207 - PARKS PROGRAMS	61304 - GENERAL PERSONNEL	65,592	65,873	74,921	74,921	74,149	0	74,149	74,149
	61309 - RECREATION SUPERVISION	95,324	81,616	136,097	136,097	136,097	28,219	164,316	164,316
	61312 - POOL PERSONNEL	2,298	14,684	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	3,400	102	3,300	2,541	3,300	0	3,300	3,300
	61701 - HEALTH INSURANCE	8,816	10,699	9,978	9,978	19,986	0	19,986	19,986
	61702 - DENTAL INSURANCE	205	688	545	545	981	0	981	981
	61703 - RETIREMENT CONTRIBUTIONS	7,327	7,418	10,998	10,998	10,425	0	10,425	10,425
	61704 - SOCIAL SECURITY	12,841	12,330	16,396	16,396	16,336	2,159	18,495	18,495
	61705 - WORKERS COMPENSATION	2,996	2,705	4,625	4,625	4,057	563	4,620	4,620
	61000 - PERSONNEL SERVICES	198,799	196,116	256,859	256,100	265,332	30,941	296,273	296,273
	62115 - ARTISTS & PERFORMERS	3,313	7,096	7,550	7,550	7,550	0	7,550	7,550
	62142 - TRANSPORTING	4,174	2,909	4,250	2,650	4,250	0	4,250	4,250
	62145 - FIRST AID & MEDICAL SVCS	274	474	800	675	800	0	800	800
	62205 - PC REPLACEMENT CHARGE	408	765	682	682	930	0	930	930

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01207 - PARKS PROGRAMS	62206 - PW FLEET CHARGE	15,965	16,562	16,850	16,850	17,641	0	17,641	17,641
	62416 - PRINTING	863	83	1,000	986	1,000	0	1,000	1,000
	62425 - ADVERTISING	720	460	1,000	456	1,000	0	1,000	1,000
	62430 - TRAVEL	0	0	300	0	300	0	300	300
	62435 - TRAINING	1,253	5,858	1,200	1,475	1,200	0	1,200	1,200
	62436 - MEETINGS & DUES	1,287	240	2,200	1,450	2,200	0	2,200	2,200
	62445 - PHOTOGRAPHY & PROCESSING	36	81	200	0	200	0	200	200
	62755 - UNIFORMS	1,081	2,090	1,500	1,500	1,500	0	1,500	1,500
	62775 - PLAYGROUND MATERIAL	4,161	3,601	4,000	3,899	4,000	0	4,000	4,000
	62778 - ATHLETIC SUPPLIES	7,237	5,112	5,500	5,428	5,500	0	5,500	5,500
	62779 - GAME ROOM SUPPLIES	893	2,860	1,000	1,029	1,000	0	1,000	1,000
	62780 - ARTS & CRAFTS	1,035	1,117	1,000	997	1,000	0	1,000	1,000
	62784 - CATCH PROGRAM	977	823	1,000	1,019	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	43,677	50,131	50,032	46,646	51,071	0	51,071	51,071
01207 - PARKS PROGRAMS		242,477	246,247	306,891	302,746	316,403	30,941	347,344	347,344
01310 - CEMETERY MAINTENANCE	61303 - SUPERVISORY PERSONNEL	39,999	39,853	39,692	39,692	40,487	0	40,487	40,487
	61304 - GENERAL PERSONNEL	94,818	99,450	101,401	101,401	102,145	0	102,145	102,145
	61308 - SEASONAL HELP	0	470	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	2,928	4,396	4,000	3,978	4,000	0	4,000	4,000
	61701 - HEALTH INSURANCE	62,152	64,291	62,776	62,776	63,829	0	63,829	63,829
	61702 - DENTAL INSURANCE	3,104	3,959	3,947	3,947	3,947	0	3,947	3,947
	61703 - RETIREMENT CONTRIBUTIONS	15,386	16,179	20,400	20,400	20,616	0	20,616	20,616
	61704 - SOCIAL SECURITY	10,009	10,384	11,100	11,100	11,217	0	11,217	11,217
	61705 - WORKERS COMPENSATION	2,985	2,938	3,158	3,158	3,651	0	3,651	3,651
	61000 - PERSONNEL SERVICES	231,382	241,921	246,474	246,451	249,892	0	249,892	249,892
	62205 - PC REPLACEMENT CHARGE	362	1,950	399	399	409	0	409	409
	62206 - PW FLEET CHARGE	62,894	64,767	67,208	67,208	72,330	0	72,330	72,330
	62311 - EQUIPMENT MAINTENANCE	2,570	1,443	3,000	2,133	3,000	0	3,000	3,000
	62340 - GROUNDS MAINTENANCE	17,460	8,025	17,564	14,365	18,564	0	18,564	18,564
	62350 - BUILDING MAINTENANCE	0	0	0	0	200	0	200	200
	62372 - TREE/FORESTRY MAINTENANCE	7,150	3,722	5,000	4,500	5,000	0	5,000	5,000
	62435 - TRAINING	0	0	50	0	50	0	50	50
	62436 - MEETINGS & DUES	455	0	300	60	300	0	300	300
	62501 - WATER	491	506	700	637	700	0	700	700
	62503 - ELECTRICITY	0	0	0	0	1,813	0	1,813	1,813
	62504 - HEATING FUEL	0	0	0	0	2,829	0	2,829	2,829
	62734 - MINOR EQUIPMENT	440	224	500	254	500	0	500	500
62755 - UNIFORMS	483	377	600	585	600	0	600	600	
62000 - OPERATING EXPENDITURES	92,305	81,014	95,321	90,141	106,295	0	106,295	106,295	
01310 - CEMETERY MAINTENANCE		323,687	322,935	341,794	336,592	356,187	0	356,187	356,187
01311 - BURIAL	62340 - GROUNDS MAINTENANCE	611	150	1,000	884	0	0	0	0
	62000 - OPERATING EXPENDITURES	611	150	1,000	884	0	0	0	0
01311 - BURIAL		611	150	1,000	884	0	0	0	0
01312 - CEMETERIES OPS MAINT	62350 - BUILDING MAINTENANCE	13,687	1,999	200	1,604	0	0	0	0
	62503 - ELECTRICITY	1,955	1,150	1,813	1,796	0	0	0	0
	62504 - HEATING FUEL	648	932	2,829	1,264	0	0	0	0
	62000 - OPERATING EXPENDITURES	16,290	4,080	4,842	4,664	0	0	0	0
01312 - CEMETERIES OPS MAINT		16,290	4,080	4,842	4,664	0	0	0	0



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01314 - SUMMER KNIGHT CHAPEL	62503 - ELECTRICITY	244	249	267	224	267	0	267	267	
	62504 - HEATING FUEL	2,909	2,271	3,000	0	3,000	0	3,000	3,000	
	62735 - BUILDING MAINT. SUPPLIES	50	0	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	3,203	2,520	3,267	224	3,267	0	3,267	3,267	
	01314 - SUMMER KNIGHT CHAPEL	3,203	2,520	3,267	224	3,267	0	3,267	3,267	
01325 - CITY HALL MAINTENANCE	61304 - GENERAL PERSONNEL	131,170	114,761	128,127	101,101	132,328	0	132,328	132,328	
	61307 - PART TIME EMPLOYEES	38,766	42,219	59,940	59,940	63,522	0	63,522	63,522	
	61501 - REGULAR OVERTIME	373	609	1,500	100	1,500	0	1,500	1,500	
	61701 - HEALTH INSURANCE	48,049	27,750	28,211	28,211	47,060	0	47,060	47,060	
	61702 - DENTAL INSURANCE	2,545	1,734	3,456	1,688	2,709	0	2,709	2,709	
	61703 - RETIREMENT CONTRIBUTIONS	14,693	13,003	18,015	18,014	18,816	0	18,816	18,816	
	61704 - SOCIAL SECURITY	12,609	11,695	14,502	14,501	15,098	0	15,098	15,098	
	61705 - WORKERS COMPENSATION	3,104	2,878	3,997	3,997	3,945	0	3,945	3,945	
	61901 - RECRUITMENT	315	719	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES	251,624	215,369	257,749	227,553	284,978	0	284,978	284,978	
	62103 - TECHNICAL SERVICES	50	1,380	500	500	500	0	500	500	
	62120 - LABORATORY SERVICES	0	116	0	0	0	0	0	0	
	62201 - JANITORIAL	69	0	2,000	2,000	2,000	0	2,000	2,000	
	62205 - PC REPLACEMENT CHARGE	516	603	1,074	1,074	1,110	0	1,110	1,110	
	62206 - PW FLEET CHARGE	11,634	12,022	12,343	12,343	11,557	0	11,557	11,557	
	62208 - TAXES	9,925	9,737	11,000	11,000	11,000	0	11,000	11,000	
	62209 - RUBBISH PICK-UP	3,531	3,541	3,500	3,500	3,500	0	3,500	3,500	
	62311 - EQUIPMENT MAINTENANCE	11,169	7,058	14,137	14,137	14,137	0	14,137	14,137	
	62316 - ESCO MAINTENANCE	3,429	1,306	0	0	0	0	0	0	
	62317 - EQUIPMENT REPAIR	4,084	18,876	5,000	7,892	5,000	0	5,000	5,000	
	62318 - BUILDING REPAIR	2,906	11,165	10,000	9,878	10,000	0	10,000	10,000	
	62345 - CAMERA SYSTEM MAINTENANCE	2,669	6,340	3,500	4,876	3,500	0	3,500	3,500	
	62350 - BUILDING MAINTENANCE	44,969	28,080	15,000	22,459	15,000	0	15,000	15,000	
	62375 - PERMITS	967	250	250	250	250	0	250	250	
	62430 - TRAVEL	0	0	244	221	244	0	244	244	
	62435 - TRAINING	218	596	2,500	1,500	2,500	0	2,500	2,500	
	62501 - WATER	5,249	5,417	4,500	4,000	4,500	0	4,500	4,500	
	62502 - SEWER	6,861	8,350	7,500	7,000	7,500	0	7,500	7,500	
	62503 - ELECTRICITY	35,426	32,922	38,500	42,500	38,500	0	38,500	38,500	
	62504 - HEATING FUEL	17,440	16,321	21,500	21,264	21,500	0	21,500	21,500	
	62510 - COMMUNICATIONS/PHONE	1,749	1,488	1,975	1,975	1,975	0	1,975	1,975	
	62701 - OFFICE SUPPLIES	247	879	200	390	200	0	200	200	
	62733 - TOOLS	187	1,128	500	480	500	0	500	500	
	62734 - MINOR EQUIPMENT	377	1,720	500	500	500	0	500	500	
	62735 - BUILDING MAINT. SUPPLIES	1,702	5,613	1,000	1,000	1,000	0	1,000	1,000	
	62736 - GROUNDS MAINT SUPPLIES	280	690	1,388	1,388	1,388	0	1,388	1,388	
	62737 - JANITORIAL SUPPLIES	6,747	9,438	3,680	4,800	3,680	0	3,680	3,680	
	62755 - UNIFORMS	208	907	380	380	380	0	380	380	
	64206 - MINOR IMPROVEMENTS	8,547	22,781	5,000	5,000	5,000	0	5,000	5,000	
	62000 - OPERATING EXPENDITURES	181,158	208,723	167,671	182,307	166,921	0	166,921	166,921	
		01325 - CITY HALL MAINTENANCE	432,782	424,092	425,420	409,860	451,899	0	451,899	451,899
	01326 - TRANSPORT CTR MAINTENANCE	62208 - TAXES	7,922	9,722	10,000	10,000	10,000	0	10,000	10,000
		62311 - EQUIPMENT MAINTENANCE	0	0	500	2,500	500	0	500	500
		62317 - EQUIPMENT REPAIR	2,311	90	1,200	1,200	1,200	0	1,200	1,200
		62318 - BUILDING REPAIR	6,061	3,607	2,000	2,000	2,000	0	2,000	2,000
		62350 - BUILDING MAINTENANCE	11,565	2,758	1,500	1,500	1,500	0	1,500	1,500

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01326 - TRANSPORT CTR MAINTENANCE	62501 - WATER	1,765	1,927	2,000	2,000	2,000	0	2,000	2,000
	62502 - SEWER	2,370	3,197	4,000	4,000	4,000	0	4,000	4,000
	62503 - ELECTRICITY	6,302	5,686	14,597	10,000	14,597	0	14,597	14,597
	62504 - HEATING FUEL	4,020	1,246	0	0	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	39	0	500	500	500	0	500	500
	62737 - JANITORIAL SUPPLIES	0	86	250	250	250	0	250	250
	64206 - MINOR IMPROVEMENTS	0	11,950	8,563	20,000	8,563	0	8,563	8,563
	62000 - OPERATING EXPENDITURES	42,356	40,270	45,110	53,950	45,110	0	45,110	45,110
01326 - TRANSPORT CTR MAINTENANCE		42,356	40,270	45,110	53,950	45,110	0	45,110	45,110
01328 - LIBRARY MAINTENANCE	61304 - GENERAL PERSONNEL	44,268	47,251	52,096	52,095	52,096	0	52,096	52,096
	61307 - PART TIME EMPLOYEES	46,438	53,315	51,854	51,854	55,178	8,005	63,183	63,183
	61501 - REGULAR OVERTIME	107	0	2,000	0	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	1,500	1,500	1,500	1,500	1,500	0	1,500	1,500
	61702 - DENTAL INSURANCE	1,632	1,734	1,728	1,728	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	4,890	5,321	7,325	7,325	7,606	0	7,606	7,606
	61704 - SOCIAL SECURITY	7,061	7,742	8,067	8,067	8,359	612	8,971	8,971
	61705 - WORKERS COMPENSATION	1,942	2,448	2,754	2,754	2,721	200	2,921	2,921
	61000 - PERSONNEL SERVICES	107,839	119,310	127,323	125,322	131,187	8,817	140,004	140,004
	62102 - PROFESSIONAL SERVICES	240	1,000	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	684	0	4,022	4,022	4,022	0	4,022	4,022
	62205 - PC REPLACEMENT CHARGE	200	235	258	258	288	0	288	288
	62208 - TAXES	174,378	172,893	176,351	176,351	144,278	0	144,278	144,278
	62209 - RUBBISH PICK-UP	1,325	1,188	2,500	2,500	2,500	0	2,500	2,500
	62311 - EQUIPMENT MAINTENANCE	15,379	6,204	19,025	15,000	19,025	0	19,025	19,025
	62316 - ESCO MAINTENANCE	5,307	1,770	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	5,151	16,231	4,000	4,000	4,000	0	4,000	4,000
	62318 - BUILDING REPAIR	3,339	8,199	3,000	2,986	3,000	0	3,000	3,000
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	1,750	1,698	1,750	0	1,750	1,750
	62350 - BUILDING MAINTENANCE	10,045	13,841	6,000	12,509	6,000	0	6,000	6,000
	62375 - PERMITS	220	1,346	300	250	300	0	300	300
	62435 - TRAINING	840	0	1,500	1,438	1,500	0	1,500	1,500
	62501 - WATER	1,720	1,093	1,800	1,500	1,800	0	1,800	1,800
	62502 - SEWER	5,137	3,485	3,500	3,123	3,500	0	3,500	3,500
	62503 - ELECTRICITY	57,133	51,936	50,000	54,325	50,000	0	50,000	50,000
	62504 - HEATING FUEL	27,442	20,141	35,000	31,394	35,000	0	35,000	35,000
	62506 - FIRELINE / HYDRANTS	578	508	578	578	578	0	578	578
	62510 - COMMUNICATIONS/PHONE	845	679	800	1,026	800	0	800	800
	62603 - BUILDING RENTAL	220,586	220,586	220,587	220,586	220,586	0	220,586	220,586
	62733 - TOOLS	63	1,300	600	708	600	0	600	600
	62734 - MINOR EQUIPMENT	16,434	412	2,500	2,500	2,500	0	2,500	2,500
	62735 - BUILDING MAINT. SUPPLIES	2,769	3,381	1,500	2,500	1,500	0	1,500	1,500
	62736 - GROUNDS MAINT SUPPLIES	2,584	4,455	6,000	9,986	6,000	0	6,000	6,000
62737 - JANITORIAL SUPPLIES	6,251	5,627	6,000	5,152	6,000	0	6,000	6,000	
62755 - UNIFORMS	717	790	600	600	600	0	600	600	
62000 - OPERATING EXPENDITURES	559,366	537,298	596,671	603,490	564,627	0	564,627	564,627	
01328 - LIBRARY MAINTENANCE		667,205	656,608	723,993	728,812	695,814	8,817	704,631	704,631
01329 - RECREATION CTR MAINT	61304 - GENERAL PERSONNEL	49,650	51,084	52,096	52,096	52,096	0	52,096	52,096
	61307 - PART TIME EMPLOYEES	11,545	16,366	19,050	19,050	19,914	8,005	27,919	27,919
	61501 - REGULAR OVERTIME	410	110	2,000	0	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	0	0	1,500	1,500	1,500	0	1,500	1,500

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01329 - RECREATION CTR MAINT	61702 - DENTAL INSURANCE	0	0	1,728	1,728	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	5,596	5,680	7,325	7,325	7,577	0	7,577	7,577
	61704 - SOCIAL SECURITY	4,769	5,017	5,557	5,557	5,662	612	6,274	6,274
	61705 - WORKERS COMPENSATION	1,222	1,622	1,885	1,885	1,843	200	2,043	2,043
	61000 - PERSONNEL SERVICES	73,193	79,879	91,140	89,140	92,319	8,817	101,136	101,136
	62102 - PROFESSIONAL SERVICES	520	0	1,500	1,500	1,500	0	1,500	1,500
	62201 - JANITORIAL	0	0	992	992	992	0	992	992
	62205 - PC REPLACEMENT CHARGE	200	235	258	258	288	0	288	288
	62209 - RUBBISH PICK-UP	2,922	2,927	2,800	2,800	2,800	0	2,800	2,800
	62311 - EQUIPMENT MAINTENANCE	4,634	6,005	8,387	8,500	8,387	0	8,387	8,387
	62316 - ESCO MAINTENANCE	3,219	1,306	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	6,841	15,306	5,000	6,014	5,000	0	5,000	5,000
	62318 - BUILDING REPAIR	4,184	7,019	7,200	7,086	7,200	0	7,200	7,200
	62350 - BUILDING MAINTENANCE	19,538	16,323	12,000	20,095	12,000	0	12,000	12,000
	62375 - PERMITS	848	290	600	480	600	0	600	600
	62435 - TRAINING	0	75	800	479	800	0	800	800
	62441 - MEETING EXPENSES	51	0	0	0	0	0	0	0
	62501 - WATER	560	511	900	865	900	0	900	900
	62502 - SEWER	1,562	1,976	2,200	2,216	2,200	0	2,200	2,200
	62503 - ELECTRICITY	14,572	11,356	17,500	17,000	17,500	0	17,500	17,500
	62504 - HEATING FUEL	18,079	18,160	20,000	17,500	20,000	0	20,000	20,000
	62510 - COMMUNICATIONS/PHONE	1,451	1,807	1,200	2,000	1,200	0	1,200	1,200
	62604 - EQUIPMENT RENTAL	0	0	200	0	200	0	200	200
	62733 - TOOLS	0	524	400	545	400	0	400	400
	62735 - BUILDING MAINT. SUPPLIES	2,719	3,707	1,000	7,490	1,000	0	1,000	1,000
	62736 - GROUNDS MAINT SUPPLIES	215	1,385	1,000	1,500	1,000	0	1,000	1,000
	62737 - JANITORIAL SUPPLIES	8,775	6,613	5,200	6,106	5,200	0	5,200	5,200
	62755 - UNIFORMS	789	339	300	300	300	0	300	300
	62000 - OPERATING EXPENDITURES	91,678	95,863	89,437	103,726	89,467	0	89,467	89,467
	01329 - RECREATION CTR MAINT	164,871	175,742	180,577	192,866	181,786	8,817	190,603	190,603
01330 - CENTRAL FIRE STATION MAIN	62201 - JANITORIAL	0	11,125	6,000	7,897	6,000	0	6,000	6,000
	62209 - RUBBISH PICK-UP	1,791	1,570	1,830	1,570	1,830	0	1,830	1,830
	62311 - EQUIPMENT MAINTENANCE	7,221	8,713	11,775	12,498	11,775	0	11,775	11,775
	62313 - REPAIRS & MAINTENANCE	400	0	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	5,966	12,441	6,634	14,835	6,634	0	6,634	6,634
	62318 - BUILDING REPAIR	7,124	9,862	5,682	5,682	5,682	0	5,682	5,682
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	2,000	1,200	2,000	0	2,000	2,000
	62350 - BUILDING MAINTENANCE	283	10,695	1,500	11,500	1,500	0	1,500	1,500
	62375 - PERMITS	728	558	440	280	440	0	440	440
	62501 - WATER	1,800	1,733	1,750	1,101	1,750	0	1,750	1,750
	62502 - SEWER	3,877	3,803	3,650	2,200	3,650	0	3,650	3,650
	62503 - ELECTRICITY	29,354	28,251	31,784	32,500	31,784	0	31,784	31,784
	62504 - HEATING FUEL	21,060	28,163	25,300	22,500	25,300	0	25,300	25,300
	62506 - FIRELINE / HYDRANTS	578	578	578	578	578	0	578	578
	62735 - BUILDING MAINT. SUPPLIES	462	484	1,000	1,000	1,000	0	1,000	1,000
	62736 - GROUNDS MAINT SUPPLIES	0	0	1,000	1,039	1,000	0	1,000	1,000
	62737 - JANITORIAL SUPPLIES	2,081	2,454	1,000	1,750	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	82,726	120,429	101,923	118,130	101,923	0	101,923	101,923	
01330 - CENTRAL FIRE STATION MAIN	82,726	120,429	101,923	118,130	101,923	0	101,923	101,923	

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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	1,640	1,790	1,815	1,815	1,815	0	1,815	1,815
	62311 - EQUIPMENT MAINTENANCE	1,975	1,606	3,000	5,000	3,000	0	3,000	3,000
	62317 - EQUIPMENT REPAIR	6,340	3,838	9,500	10,991	9,500	0	9,500	9,500
	62318 - BUILDING REPAIR	1,541	2,746	6,000	6,578	6,000	0	6,000	6,000
	62350 - BUILDING MAINTENANCE	900	3,298	3,000	3,000	3,000	0	3,000	3,000
	62375 - PERMITS	866	558	0	0	0	0	0	0
	62501 - WATER	700	633	450	517	450	0	450	450
	62502 - SEWER	2,616	2,582	1,600	2,471	1,600	0	1,600	1,600
	62503 - ELECTRICITY	9,577	8,076	9,800	9,500	9,800	0	9,800	9,800
	62504 - HEATING FUEL	11,177	10,905	11,000	12,541	11,000	0	11,000	11,000
	62735 - BUILDING MAINT. SUPPLIES	0	256	500	250	500	0	500	500
62000 - OPERATING EXPENDITURES	37,332	36,287	46,665	52,664	46,665	0	46,665	46,665	
01332 - W KEENE FIRE MAINTENANCE	37,332	36,287	46,665	52,664	46,665	0	46,665	46,665	
01333 - AIRPORT MAINTENANCE	62311 - EQUIPMENT MAINTENANCE	1,025	3,072	10,437	5,000	10,437	0	10,437	10,437
	62316 - ESCO MAINTENANCE	3,000	1,306	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	0	3,088	905	3,500	905	0	905	905
	62318 - BUILDING REPAIR	763	912	1,750	1,750	1,750	0	1,750	1,750
	62350 - BUILDING MAINTENANCE	388	0	1,000	16,500	1,000	0	1,000	1,000
	62375 - PERMITS	408	408	0	0	0	0	0	0
	62501 - WATER	0	392	500	0	500	0	500	500
	62503 - ELECTRICITY	32,128	30,048	31,750	28,500	31,750	0	31,750	31,750
	62504 - HEATING FUEL	14,526	14,169	19,030	15,000	19,030	0	19,030	19,030
	62735 - BUILDING MAINT. SUPPLIES	9,202	17	500	250	500	0	500	500
	62737 - JANITORIAL SUPPLIES	938	0	600	650	600	0	600	600
62000 - OPERATING EXPENDITURES	62,377	53,412	66,472	71,150	66,472	0	66,472	66,472	
01333 - AIRPORT MAINTENANCE	62,377	53,412	66,472	71,150	66,472	0	66,472	66,472	
01335 - 350 MARLBORO STREET	61304 - GENERAL PERSONNEL	49,332	51,084	52,096	38,925	52,096	0	52,096	52,096
	61307 - PART TIME EMPLOYEES	23,599	44,563	35,549	35,549	33,086	0	33,086	33,086
	61501 - REGULAR OVERTIME	3,303	1,724	4,000	1,430	4,000	0	4,000	4,000
	61701 - HEALTH INSURANCE	26,615	27,468	28,211	21,159	27,074	0	27,074	27,074
	61702 - DENTAL INSURANCE	1,632	1,734	1,728	1,296	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	5,959	5,954	7,325	5,490	7,887	0	7,887	7,887
	61704 - SOCIAL SECURITY	5,733	7,027	6,820	5,114	6,822	0	6,822	6,822
	61705 - WORKERS COMPENSATION	1,536	2,328	2,322	1,741	2,221	0	2,221	2,221
	61000 - PERSONNEL SERVICES	117,710	141,881	138,050	110,704	134,914	0	134,914	134,914
	62102 - PROFESSIONAL SERVICES	0	0	2,500	4,500	2,500	0	2,500	2,500
	62201 - JANITORIAL	18,855	7,940	11,500	10,655	11,500	0	11,500	11,500
	62205 - PC REPLACEMENT CHARGE	108	124	145	145	180	0	180	180
	62209 - RUBBISH PICK-UP	2,457	2,727	2,884	2,500	2,884	0	2,884	2,884
	62311 - EQUIPMENT MAINTENANCE	17,307	7,640	19,137	18,896	19,137	0	19,137	19,137
	62316 - ESCO MAINTENANCE	3,442	1,306	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	25,530	23,893	22,616	22,502	22,616	0	22,616	22,616
	62318 - BUILDING REPAIR	6,300	11,710	10,000	8,216	10,000	0	10,000	10,000
	62345 - CAMERA SYSTEM MAINTENANCE	0	1,964	2,000	2,000	2,000	0	2,000	2,000
	62350 - BUILDING MAINTENANCE	19,201	33,543	15,000	16,500	15,000	0	15,000	15,000
	62375 - PERMITS	878	778	540	240	540	0	540	540
	62435 - TRAINING	0	0	1,500	0	1,500	0	1,500	1,500
	62501 - WATER	2,242	2,714	3,000	3,000	3,000	0	3,000	3,000

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01335 - 350 MARLBORO STREET	62502 - SEWER	8,595	5,297	7,500	5,418	7,500	0	7,500	7,500
	62503 - ELECTRICITY	91,916	85,713	90,051	90,000	90,051	0	90,051	90,051
	62504 - HEATING FUEL	11,947	40,298	40,000	40,000	40,000	0	40,000	40,000
	62506 - FIRELINE / HYDRANTS	6,551	4,913	3,400	5,123	3,400	0	3,400	3,400
	62510 - COMMUNICATIONS/PHONE	2,116	2,768	2,149	1,950	2,149	0	2,149	2,149
	62733 - TOOLS	585	2,264	350	931	350	0	350	350
	62734 - MINOR EQUIPMENT	1,195	742	12,500	18,500	12,500	0	12,500	12,500
	62735 - BUILDING MAINT. SUPPLIES	655	7,336	1,500	1,600	1,500	0	1,500	1,500
	62736 - GROUNDS MAINT SUPPLIES	3,862	1,990	1,500	1,750	1,500	0	1,500	1,500
	62737 - JANITORIAL SUPPLIES	10,430	13,336	7,000	6,985	7,000	0	7,000	7,000
	62755 - UNIFORMS	920	1,028	500	500	500	0	500	500
	64206 - MINOR IMPROVEMENTS	13,137	4,286	10,000	10,000	10,000	0	10,000	10,000
	62000 - OPERATING EXPENDITURES	248,227	264,310	267,272	271,911	267,307	0	267,307	267,307
01335 - 350 MARLBORO STREET		365,937	406,191	405,322	382,615	402,221	0	402,221	402,221
01336 - PUBLIC LIBRARY ANNEX	62503 - ELECTRICITY	39	0	0	0	0	0	0	0
	62504 - HEATING FUEL	156	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	196	0	0	0	0	0	0	0
01336 - PUBLIC LIBRARY ANNEX		196	0	0	0	0	0	0	0
01600 - YOUTH SERVICES	61304 - GENERAL PERSONNEL	65,921	65,854	66,558	54,558	60,824	0	60,824	60,824
	61401 - TEMPORARY PERSONNEL	12,041	1,667	18,800	6,900	18,800	0	18,800	18,800
	61701 - HEALTH INSURANCE	25,142	28,838	26,711	9,495	0	0	0	0
	61702 - DENTAL INSURANCE	279	1,791	1,728	600	545	0	545	545
	61703 - RETIREMENT CONTRIBUTIONS	6,584	7,319	9,358	7,400	8,552	0	8,552	8,552
	61704 - SOCIAL SECURITY	5,715	4,981	5,092	4,975	6,091	0	6,091	6,091
	61705 - WORKERS COMPENSATION	146	95	96	82	119	0	119	119
	61901 - RECRUITMENT	518	28	0	63	0	0	0	0
	61000 - PERSONNEL SERVICES	116,345	110,572	128,343	84,073	94,932	0	94,932	94,932
	62102 - PROFESSIONAL SERVICES	0	214	350	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	300	355	537	537	617	0	617	617
	62401 - GENERAL LIABILITY INS	615	651	629	629	650	0	650	650
	62416 - PRINTING	140	0	100	85	100	0	100	100
	62430 - TRAVEL	173	79	190	125	190	0	190	190
	62435 - TRAINING	275	(275)	350	250	350	0	350	350
	62436 - MEETINGS & DUES	125	50	100	50	100	0	100	100
	62510 - COMMUNICATIONS/PHONE	358	291	360	360	360	0	360	360
	62701 - OFFICE SUPPLIES	151	92	250	236	250	0	250	250
	62710 - POSTAGE	0	0	60	77	77	0	77	77
	62000 - OPERATING EXPENDITURES	2,138	1,456	2,926	2,349	2,694	0	2,694	2,694
01600 - YOUTH SERVICES		118,483	112,029	131,269	86,422	97,626	0	97,626	97,626
DEPARTMENT TOTAL		3,483,454	3,529,063	3,927,343	3,790,495	3,880,987	68,906	3,949,893	3,949,893
TOTAL		3,483,454	3,529,063	3,927,343	3,790,495	3,880,987	68,906	3,949,893	3,949,893

<b>Department:</b>	<b>Police</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01400 through 01408		
<b>Mission:</b>	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 2023

A. Objectives:

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

B. Challenges:

- The coronavirus pandemic continues to challenge nearly all facets of our work, and collaborations remain key to an effective response.
- Statutorily dictated training requirements for sworn officers.
- Enforcement is only one portion of the nationwide effort to deal with the opioid crisis and will yield diminished results if prevention/education efforts and treatment options are not effectively implemented.
- Drug investigations are highly specialized, time consuming, and costly.
- Foot and bicycle patrols are the most effective forms of establishing a downtown police presence that fosters an increased sense of security; unfortunately, they are also the least efficient in terms of comprehensive police operations.
- Staffing challenges and the need to continue to respond to routine and emergency calls for service, as well as criminal investigations and patrols in other parts of the City, can make achieving a sustained downtown presence very difficult.
- Finding a sufficient number of qualified applicants remains challenging. Applicants must pass a written test, physical fitness test, oral board, background check, polygraph examination, medical exam and a psychological assessment.
- Those who pass that portion must then complete a rigorous in-house training program and the NH Police Academy, for a combined total of approximately 36 weeks of training before they can work alone.
- We also face geographical challenges in that we are competing with larger metro areas for candidates.
- Transition of the Department's police chief in CY 2022.

Fiscal Year 2022

A. Accomplishments:

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

B. Challenges:

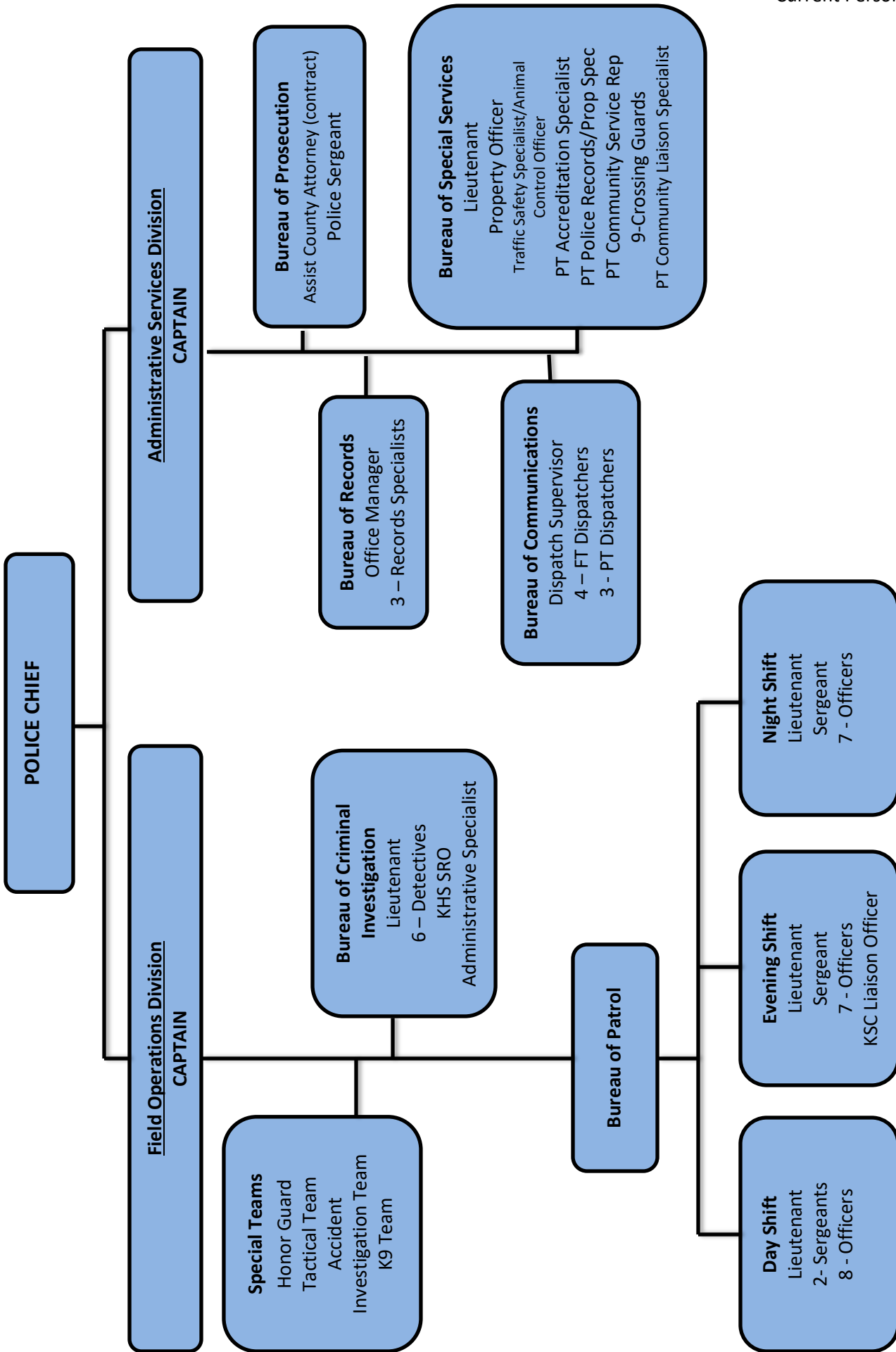
- The coronavirus pandemic made every task more challenging.
- Staffing levels have challenged us in all aspects of our operations, and specifically in our downtown presence.
- Recruiting and hiring; while substantial efforts were made, we still have 4 open positions.

Background

The Keene Police Department has an authorized sworn staffing level of 44 officers. Additionally it employs another 12 full-time and 15 part-time non-sworn civilian employees who serve in support roles. In 2021, the Department handled 30,701 calls for service, made 1,159 arrests, completed 2,480 offense reports, handled 749 reportable motor vehicle accidents, conducted 4,682 motor vehicle stops and performed 2,665 hours of training.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		Align w/CMP		
<b>Public Safety:</b> Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, community event planning and security; all of which contribute to the maintenance of public order and fulfillment of the goals outlined in the Keene Comprehensive Master Plan.			Safe Community	
<b>Law Enforcement:</b> 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	
<b>Prosecution:</b> 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	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>				
	<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>	
Review budget on a bi-monthly basis for discrepancies and to ensure we stay within budget and fiscal policies		Governance & Fin Stability	1	
Collaborate with federal and state authorities to support effective pandemic response		Safe Community	5	
Support the diverse needs of residents through continued collaboration with other City departments and		Leadership	2	
Maintain (increased) enforcement activity with the goal of reducing both the supply of and demand for illegal opioids, while continuing to work with outside agencies on education, prevention, and treatment		Safe Community	3	
Provide a steady police presence in the downtown area to improve our visibility		Safe Community	3,8	
Maintain recruiting, hiring, and training efforts that continually seek diversity		Leadership	2	
Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards		Leadership	2	
<b>METRICS:</b>				
	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	
Felony Drug Arrests	43	56	60	
Downtown Foot and Bike Patrols	610	850	900	
Officer Hired and Enrolled in Police Academy (or already full-time certified)	6	2	4	
Training Hours	3,335	2,665	3,000	





City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget  
Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
POLICE	42210 - PISTOL PERMITS	820	600	574	549	620	620
	42000 - LICENSES/PERMITS/FEES	820	600	574	549	620	620
	43208 - KEENE STATE COLLEGE	135,902	152,961	156,952	156,952	158,402	158,402
	43401 - KEENE SCHOOL DISTRICT	94,427	97,063	102,714	102,732	103,858	103,858
	43000 - INTERGOVERNMENTAL	230,329	250,024	259,666	259,684	262,260	262,260
	44109 - DIRECT REIMBURSEMENT	100,327	16,099	500	2,633	18,528	18,528
	44113 - REPORTS	348	423	696	505	458	458
	44114 - PHOTOS/TAPES	915	775	644	1,268	856	856
	44134 - DETAIL CHARGES	87,309	(1,022)	0	0	0	0
	44140 - PD CRIMINAL RECORDS CHECK	25	60	68	17	45	45
	44141 - PD DISCOVERIES	105	60	143	17	128	128
	44142 - PD ACCIDENT REPORTS	11,031	8,930	8,842	13,556	10,443	10,443
	44143 - PD LOG SEARCH	0	30	8	6	5	5
	44144 - PD FINGERPRINT FEES	5,890	13,340	8,464	21,531	10,520	10,520
	44000 - CHARGES FOR SERVICES	205,950	38,695	19,365	39,533	40,983	40,983
	45105 - COURT FINES	27,701	14,311	27,403	25,469	28,103	28,103
	45107 - FALSE ALARM FINES	6,427	13,125	7,223	6,651	6,747	6,747
	45302 - DOG FORFEITURE	9,202	400	2,993	4,650	5,172	5,172
	45303 - DRUG FORFEITURE	732	0	0	0	0	0
	45305 - SALE EVIDENCE/FOUND PROP	639	1,306	1,632	14,777	4,685	4,685
	45000 - FINES & FORFEITS	44,701	29,142	39,251	51,547	44,707	44,707
	46103 - INTEREST: A/R	76	(33)	0	0	0	0
	46000 - MISCELLANEOUS	76	(33)	0	0	0	0
	TOTAL	481,875	318,428	318,856	351,313	348,569	348,569

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

POLICE

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	126,678	128,366	128,830	131,191	131,407	0	131,407	131,407
61303 - SUPERVISORY PERSONNEL	1,137,448	1,202,215	1,167,873	1,208,517	1,193,136	0	1,193,136	1,193,136
61304 - GENERAL PERSONNEL	1,900,794	1,795,400	2,317,688	2,004,346	2,370,484	0	2,370,484	2,370,484
61305 - ADMINISTRATIVE PERSONNEL	258,635	262,070	267,057	274,624	268,277	0	268,277	268,277
61306 - HOURLY PERSONNEL	29,722	24,895	53,726	50,000	54,800	0	54,800	54,800
61307 - PART TIME EMPLOYEES	135,311	172,573	142,227	173,497	193,898	0	193,898	193,898
61501 - REGULAR OVERTIME	97,028	149,055	89,000	121,413	89,000	0	89,000	89,000
61502 - DOUBLE OVERTIME	5,105	3,681	5,779	5,000	5,895	0	5,895	5,895
61506 - REIMBURSABLE DETAIL	66,189	0	0	0	0	0	0	0
61507 - COURT OVERTIME	16,190	18,997	44,000	20,633	44,000	0	44,000	44,000
61509 - OT-WEAPONS TRAINING	17,444	16,027	25,000	25,000	25,000	0	25,000	25,000
61512 - OT-TACTICAL TEAM TRAINING	14,882	22,526	20,000	20,000	25,000	0	25,000	25,000
61513 - OT-TRAINING	37,692	47,338	37,000	37,000	37,000	0	37,000	37,000
61514 - OT-FIELD TRAINING OFFICER	0	0	0	13,381	21,000	0	21,000	21,000
61520 - OT-VACATION REPLACEMENT	105,966	104,034	68,100	119,491	68,100	0	68,100	68,100
61521 - OT-SICK REPLACEMENT	44,214	55,394	23,600	46,900	23,600	0	23,600	23,600
61522 - OT-PERSONAL DAY REPLACE	23,366	22,457	12,300	20,157	12,300	0	12,300	12,300
61529 - OT-SHIFT VACANCIES	66,406	48,814	8,000	29,271	8,000	0	8,000	8,000
61531 - HOLIDAY OVERTIME	34,163	29,335	28,241	40,000	28,806	0	28,806	28,806
61601 - HOLIDAY PAY	141,357	142,034	167,793	142,579	170,825	0	170,825	170,825
61608 - POLICE INCENTIVES	51,600	44,900	61,650	61,600	72,850	0	72,850	72,850
61612 - POLICE HIRING INCENTIVES	5,000	6,943	0	4,500	0	0	0	0
61701 - HEALTH INSURANCE	888,156	924,033	1,032,911	915,914	1,035,268	0	1,035,268	1,035,268
61702 - DENTAL INSURANCE	56,915	62,151	69,389	60,677	67,913	0	67,913	67,913
61703 - RETIREMENT CONTRIBUTIONS	61,427	62,348	100,002	79,559	82,580	0	82,580	82,580
61704 - SOCIAL SECURITY	105,294	107,686	115,646	112,576	118,797	0	118,797	118,797
61705 - WORKERS COMPENSATION	66,135	57,818	67,755	61,055	66,987	0	66,987	66,987
61714 - RET - POLICE	1,026,302	1,041,319	1,337,113	1,313,976	1,333,434	0	1,333,434	1,333,434
61901 - RECRUITMENT	6,791	3,022	0	10,600	0	0	0	0
61000 - PERSONNEL SERVICES	6,526,210	6,555,430	7,390,680	7,103,457	7,548,358	0	7,548,358	7,548,358
62100 - PROFESSIONAL/TECH SVCS	3,978	7,569	7,100	6,500	7,100	0	7,100	7,100
62102 - PROFESSIONAL SERVICES	102,079	103,899	104,837	104,837	109,031	0	109,031	109,031
62103 - TECHNICAL SERVICES	2,468	3,988	4,000	4,300	4,000	0	4,000	4,000
62120 - LABORATORY SERVICES	0	0	400	200	400	0	400	400
62145 - FIRST AID & MEDICAL SVCS	0	0	50	0	50	0	50	50
62175 - OTHER SERVICES	0	720	750	750	750	0	750	750
62177 - JUSTICE OF THE PEACE	442	221	375	75	375	0	375	375
62205 - PC REPLACEMENT CHARGE	19,723	20,442	22,248	22,248	23,288	0	23,288	23,288
62206 - PW FLEET CHARGE	389,423	405,372	408,338	408,338	398,709	0	398,709	398,709
62301 - OFFICE EQUIPMENT MAINT.	4,192	4,212	4,800	4,399	0	0	0	0
62304 - COMMUNICATIONS EQP MAINT.	7,468	42,930	26,404	40,000	26,404	0	26,404	26,404
62305 - MF PRINTER LEASE & MISC	0	0	0	0	4,800	0	4,800	4,800
62308 - NETWORK MAINTENANCE	5,370	5,763	5,282	5,763	6,282	0	6,282	6,282
62310 - SAFETY PROGRAM MAINT.	14,222	1,723	10,741	2,304	0	0	0	0
62311 - EQUIPMENT MAINTENANCE	715	1,506	1,113	1,100	1,113	0	1,113	1,113

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62312 - K-9 UNIT SUPPORT	0	0	4,500	18,000	4,500	0	4,500	4,500
62319 - BEARCAT MAINTENANCE	0	0	100	100	100	0	100	100
62434 - TRAINING-INCIDENTALS	0	0	0	2,755	0	0	0	0
62435 - TRAINING	13,580	12,091	26,200	15,000	26,200	0	26,200	26,200
62436 - MEETINGS & DUES	524	816	600	500	600	0	600	600
62445 - PHOTOGRAPHY & PROCESSING	352	316	750	881	750	0	750	750
62446 - CLEANING ALLOWANCE	2,100	2,100	2,100	2,100	2,100	0	2,100	2,100
62503 - ELECTRICITY	7,081	6,583	7,200	6,216	0	0	0	0
62510 - COMMUNICATIONS/PHONE	8,828	6,797	9,700	3,941	9,700	0	9,700	9,700
62700 - SUPPLIES AND MATERIALS	4,438	4,766	5,165	5,700	5,165	0	5,165	5,165
62701 - OFFICE SUPPLIES	4,805	4,703	5,000	5,000	5,000	0	5,000	5,000
62710 - POSTAGE	908	707	1,949	1,949	1,949	0	1,949	1,949
62715 - BOOKS & COLLECTIONS	755	441	1,000	0	1,000	0	1,000	1,000
62741 - EVIDENCE SECURITY	1,807	1,144	900	900	900	0	900	900
62744 - MINOR COMPUTER EQUIPMENT	492	544	500	710	500	0	500	500
62745 - TACTICAL SUPPLIES	6,680	11,296	9,800	10,691	9,800	0	9,800	9,800
62755 - UNIFORMS	22,689	29,467	30,600	29,200	30,600	0	30,600	30,600
62767 - PRISONER CARE	0	0	25	0	25	0	25	25
62773 - WEAPONS TRAINING SUPPLIES	23,272	23,667	33,000	25,000	33,000	0	33,000	33,000
68008 - GRANT MATCH	3,638	3,950	3,950	5,588	3,950	0	3,950	3,950
62000 - OPERATING EXPENDITURES	652,028	707,734	739,477	735,045	718,141	0	718,141	718,141
Department	7,178,238	7,263,164	8,130,157	7,838,502	8,266,499	0	8,266,499	8,266,499
TOTAL	7,178,238	7,263,164	8,130,157	7,838,502	8,266,499	0	8,266,499	8,266,499

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

POLICE

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
01400 - POLICE ADMIN	61301 - DEPARTMENT HEAD	126,678	128,366	128,830	131,191	131,407	0	131,407	131,407
	61303 - SUPERVISORY PERSONNEL	111,113	112,487	112,894	114,963	115,152	0	115,152	115,152
	61305 - ADMINISTRATIVE PERSONNEL	203,885	206,594	210,268	217,927	211,487	0	211,487	211,487
	61506 - REIMBURSABLE DETAIL	66,189	0	0	0	0	0	0	0
	61608 - POLICE INCENTIVES	6,000	6,000	6,000	6,000	6,000	0	6,000	6,000
	61701 - HEALTH INSURANCE	97,611	99,287	96,140	96,622	97,336	0	97,336	97,336
	61702 - DENTAL INSURANCE	5,031	5,319	5,325	5,333	5,325	0	5,325	5,325
	61703 - RETIREMENT CONTRIBUTIONS	22,774	23,261	29,564	29,664	29,735	0	29,735	29,735
	61704 - SOCIAL SECURITY	19,859	18,928	19,677	19,370	19,841	0	19,841	19,841
	61705 - WORKERS COMPENSATION	4,523	3,856	6,917	4,020	4,156	0	4,156	4,156
	61714 - RET - POLICE	88,127	70,587	83,929	86,882	85,567	0	85,567	85,567
	61901 - RECRUITMENT	0	857	0	500	0	0	0	0
	61000 - PERSONNEL SERVICES	751,791	675,542	699,542	712,472	706,008	0	706,008	706,008
	62145 - FIRST AID & MEDICAL SVCS	0	0	50	0	50	0	50	50
	62177 - JUSTICE OF THE PEACE	442	221	375	75	375	0	375	375
	62205 - PC REPLACEMENT CHARGE	2,499	2,842	3,095	3,095	2,827	0	2,827	2,827
	62206 - PW FLEET CHARGE	24,337	25,216	25,713	25,713	24,563	0	24,563	24,563
	62301 - OFFICE EQUIPMENT MAINT.	4,192	4,212	4,800	4,399	0	0	0	0
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	4,800	0	4,800	4,800
	62436 - MEETINGS & DUES	524	816	600	500	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	4,752	4,841	4,900	4,900	4,900	0	4,900	4,900
	62710 - POSTAGE	908	707	1,949	1,949	1,949	0	1,949	1,949
	62715 - BOOKS & COLLECTIONS	384	85	200	0	200	0	200	200
	62755 - UNIFORMS	17,384	24,073	22,800	22,800	22,800	0	22,800	22,800
	62000 - OPERATING EXPENDITURES	57,522	65,112	66,582	65,531	65,164	0	65,164	65,164
	01400 - POLICE ADMIN	809,312	740,654	766,124	778,003	771,172	0	771,172	771,172
01401 - POLICE DISPATCH	61303 - SUPERVISORY PERSONNEL	62,400	63,447	63,702	64,976	64,976	0	64,976	64,976
	61304 - GENERAL PERSONNEL	155,092	128,825	193,684	102,267	188,992	0	188,992	188,992
	61307 - PART TIME EMPLOYEES	22,744	46,681	10,000	43,832	10,000	0	10,000	10,000
	61501 - REGULAR OVERTIME	24,351	64,509	12,000	57,741	12,000	0	12,000	12,000
	61502 - DOUBLE OVERTIME	5,105	3,681	5,779	5,000	5,895	0	5,895	5,895
	61520 - OT-VACATION REPLACEMENT	3,977	1,284	18,000	9,535	18,000	0	18,000	18,000
	61521 - OT-SICK REPLACEMENT	7,439	2,551	5,000	2,497	5,000	0	5,000	5,000
	61522 - OT-PERSONAL DAY REPLACE	957	1,499	2,500	1,449	2,500	0	2,500	2,500
	61601 - HOLIDAY PAY	5,810	5,043	11,703	3,842	11,703	0	11,703	11,703
	61701 - HEALTH INSURANCE	57,366	37,212	54,473	45,314	87,087	0	87,087	87,087
	61702 - DENTAL INSURANCE	3,089	2,610	3,597	2,779	5,217	0	5,217	5,217
	61703 - RETIREMENT CONTRIBUTIONS	26,988	25,311	43,863	27,945	44,861	0	44,861	44,861
	61704 - SOCIAL SECURITY	20,545	21,363	23,872	19,815	24,409	0	24,409	24,409
	61705 - WORKERS COMPENSATION	4,787	4,326	4,717	3,987	4,850	0	4,850	4,850
	61714 - RET - POLICE	6,630	13,333	136	16,145	0	0	0	0
	61901 - RECRUITMENT	227	122	0	100	0	0	0	0
	61000 - PERSONNEL SERVICES	407,507	421,796	453,027	407,224	485,489	0	485,489	485,489
	62205 - PC REPLACEMENT CHARGE	756	868	1,633	1,633	1,234	0	1,234	1,234
	62304 - COMMUNICATIONS EQP MAINT.	7,468	42,930	26,404	40,000	26,404	0	26,404	26,404
	62510 - COMMUNICATIONS/PHONE	8,828	6,797	9,700	3,941	9,700	0	9,700	9,700
62700 - SUPPLIES AND MATERIALS	62	210	280	200	280	0	280	280	
62701 - OFFICE SUPPLIES	0	30	0	0	0	0	0	0	

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
01401 - POLICE DISPATCH	62755 - UNIFORMS	1,105	1,194	2,200	2,200	2,200	0	2,200	2,200
	62767 - PRISONER CARE	0	0	25	0	25	0	25	25
	62000 - OPERATING EXPENDITURES	18,219	52,029	40,242	47,974	39,843	0	39,843	39,843
01401 - POLICE DISPATCH		425,726	473,825	493,269	455,198	525,332	0	525,332	525,332
01402 - POLICE TRAINING	61509 - OT-WEAPONS TRAINING	17,444	16,027	25,000	25,000	25,000	0	25,000	25,000
	61512 - OT-TACTICAL TEAM TRAINING	14,882	22,526	20,000	20,000	25,000	0	25,000	25,000
	61513 - OT-TRAINING	37,692	47,338	37,000	37,000	37,000	0	37,000	37,000
	61514 - OT-FIELD TRAINING OFFICER	0	0	0	13,381	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	19	32	0	100	0	0	0	0
	61704 - SOCIAL SECURITY	1,016	1,256	1,189	1,309	1,262	0	1,262	1,262
	61705 - WORKERS COMPENSATION	820	846	1,238	895	1,322	0	1,322	1,322
	61714 - RET - POLICE	19,914	24,416	27,782	29,901	29,476	0	29,476	29,476
	61000 - PERSONNEL SERVICES	91,789	112,440	112,209	127,586	119,060	0	119,060	119,060
	62319 - BEARCAT MAINTENANCE	0	0	100	100	100	0	100	100
	62434 - TRAINING-INCIDENTALS	0	0	0	2,755	0	0	0	0
	62435 - TRAINING	13,580	12,091	26,200	15,000	26,200	0	26,200	26,200
	62700 - SUPPLIES AND MATERIALS	1,038	83	1,000	1,000	1,000	0	1,000	1,000
	62745 - TACTICAL SUPPLIES	6,680	11,296	9,800	10,691	9,800	0	9,800	9,800
	62773 - WEAPONS TRAINING SUPPLIES	23,272	23,667	33,000	25,000	33,000	0	33,000	33,000
62000 - OPERATING EXPENDITURES	44,569	47,137	70,100	54,546	70,100	0	70,100	70,100	
01402 - POLICE TRAINING		136,358	159,577	182,309	182,132	189,160	0	189,160	189,160
01403 - POLICE PATROL	61303 - SUPERVISORY PERSONNEL	698,024	756,070	721,626	749,499	736,647	0	736,647	736,647
	61304 - GENERAL PERSONNEL	1,272,839	1,204,207	1,518,688	1,408,617	1,616,688	0	1,616,688	1,616,688
	61501 - REGULAR OVERTIME	51,410	57,358	54,000	48,351	54,000	0	54,000	54,000
	61507 - COURT OVERTIME	16,190	18,997	44,000	20,633	44,000	0	44,000	44,000
	61514 - OT-FIELD TRAINING OFFICER	0	0	0	0	21,000	0	21,000	21,000
	61520 - OT-VACATION REPLACEMENT	101,989	102,750	50,100	109,956	50,100	0	50,100	50,100
	61521 - OT-SICK REPLACEMENT	36,774	52,843	18,600	44,403	18,600	0	18,600	18,600
	61522 - OT-PERSONAL DAY REPLACE	22,409	20,958	9,800	18,708	9,800	0	9,800	9,800
	61529 - OT-SHIFT VACANCIES	66,406	48,814	8,000	29,271	8,000	0	8,000	8,000
	61531 - HOLIDAY OVERTIME	34,163	29,335	28,241	40,000	28,806	0	28,806	28,806
	61601 - HOLIDAY PAY	99,714	100,185	105,499	105,030	107,609	0	107,609	107,609
	61608 - POLICE INCENTIVES	31,100	23,750	34,050	34,000	42,900	0	42,900	42,900
	61612 - POLICE HIRING INCENTIVES	5,000	6,943	0	4,500	0	0	0	0
	61701 - HEALTH INSURANCE	520,078	569,759	623,294	554,738	587,298	0	587,298	587,298
	61702 - DENTAL INSURANCE	33,221	38,065	43,046	36,991	39,312	0	39,312	39,312
	61703 - RETIREMENT CONTRIBUTIONS	(1,149)	676	0	45	0	0	0	0
	61704 - SOCIAL SECURITY	34,887	36,298	37,592	39,027	39,704	0	39,704	39,704
	61705 - WORKERS COMPENSATION	40,281	35,218	39,154	37,649	41,620	0	41,620	41,620
	61714 - RET - POLICE	693,378	709,211	878,374	913,228	927,686	0	927,686	927,686
	61901 - RECRUITMENT	6,564	2,043	0	10,000	0	0	0	0
	61000 - PERSONNEL SERVICES	3,763,278	3,813,482	4,214,064	4,204,646	4,373,770	0	4,373,770	4,373,770
	62120 - LABORATORY SERVICES	0	0	400	200	400	0	400	400
	62205 - PC REPLACEMENT CHARGE	11,972	12,167	12,400	12,400	12,780	0	12,780	12,780
	62206 - PW FLEET CHARGE	226,373	236,008	236,197	236,197	227,406	0	227,406	227,406
	62308 - NETWORK MAINTENANCE	5,370	5,763	5,282	5,763	6,282	0	6,282	6,282
	62312 - K-9 UNIT SUPPORT	0	0	4,500	18,000	4,500	0	4,500	4,500
	62700 - SUPPLIES AND MATERIALS	2,769	3,286	3,085	3,700	3,085	0	3,085	3,085
62701 - OFFICE SUPPLIES	0	(167)	0	0	0	0	0	0	
68008 - GRANT MATCH	3,638	3,950	3,950	5,588	3,950	0	3,950	3,950	
62000 - OPERATING EXPENDITURES	250,121	261,007	265,814	281,848	258,403	0	258,403	258,403	
01403 - POLICE PATROL		4,013,399	4,074,490	4,479,878	4,486,494	4,632,173	0	4,632,173	4,632,173

City of Keene, New Hampshire  
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Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
01405 - POLICE SPECIAL SERVICES	61303 - SUPERVISORY PERSONNEL	92,750	93,974	93,974	96,197	96,307	0	96,307	96,307
	61304 - GENERAL PERSONNEL	199,664	178,609	204,126	192,795	139,990	0	139,990	139,990
	61306 - HOURLY PERSONNEL	29,722	24,895	53,726	50,000	54,800	0	54,800	54,800
	61307 - PART TIME EMPLOYEES	112,567	125,892	132,227	129,665	183,898	0	183,898	183,898
	61601 - HOLIDAY PAY	12,180	12,485	13,281	8,901	13,547	0	13,547	13,547
	61608 - POLICE INCENTIVES	3,800	3,300	4,900	4,900	6,000	0	6,000	6,000
	61701 - HEALTH INSURANCE	71,394	70,657	75,235	66,485	80,654	0	80,654	80,654
	61702 - DENTAL INSURANCE	4,308	4,358	4,546	4,450	5,184	0	5,184	5,184
	61703 - RETIREMENT CONTRIBUTIONS	6,680	6,822	18,591	13,834	0	0	0	0
	61704 - SOCIAL SECURITY	17,473	17,763	19,491	21,021	15,477	0	15,477	15,477
	61705 - WORKERS COMPENSATION	6,960	5,739	5,854	6,231	5,411	0	5,411	5,411
	61714 - RET - POLICE	70,768	65,036	125,359	70,416	80,057	0	80,057	80,057
	61000 - PERSONNEL SERVICES	628,266	609,529	751,310	664,895	681,325	0	681,325	681,325
	62100 - PROFESSIONAL/TECH SVCS	3,978	7,569	7,100	6,500	7,100	0	7,100	7,100
	62205 - PC REPLACEMENT CHARGE	1,604	1,741	1,948	1,948	2,581	0	2,581	2,581
	62206 - PW FLEET CHARGE	78,404	81,695	82,144	82,144	85,333	0	85,333	85,333
	62310 - SAFETY PROGRAM MAINT.	14,222	1,723	10,741	2,304	0	0	0	0
	62311 - EQUIPMENT MAINTENANCE	715	1,506	1,113	1,100	1,113	0	1,113	1,113
	62503 - ELECTRICITY	7,081	6,583	7,200	6,216	0	0	0	0
	62741 - EVIDENCE SECURITY	1,807	1,144	900	900	900	0	900	900
62000 - OPERATING EXPENDITURES	107,812	101,961	111,146	101,112	97,027	0	97,027	97,027	
01405 - POLICE SPECIAL SERVICES	736,078	711,490	862,456	766,007	778,352	0	778,352	778,352	
01407 - POLICE INVESTIGATION	61303 - SUPERVISORY PERSONNEL	92,750	93,974	93,974	96,302	96,307	0	96,307	96,307
	61304 - GENERAL PERSONNEL	273,200	283,759	401,190	300,667	424,813	0	424,813	424,813
	61305 - ADMINISTRATIVE PERSONNEL	54,750	55,476	56,790	56,697	56,790	0	56,790	56,790
	61501 - REGULAR OVERTIME	21,268	27,188	23,000	15,321	23,000	0	23,000	23,000
	61601 - HOLIDAY PAY	19,436	20,000	32,858	20,398	33,515	0	33,515	33,515
	61608 - POLICE INCENTIVES	9,200	10,000	14,500	14,500	15,450	0	15,450	15,450
	61701 - HEALTH INSURANCE	115,773	120,245	157,330	125,818	155,818	0	155,818	155,818
	61702 - DENTAL INSURANCE	9,627	10,072	11,147	9,336	11,147	0	11,147	11,147
	61703 - RETIREMENT CONTRIBUTIONS	6,116	6,246	7,985	7,971	7,985	0	7,985	7,985
	61704 - SOCIAL SECURITY	10,273	10,801	12,544	10,649	16,790	0	16,790	16,790
	61705 - WORKERS COMPENSATION	7,280	6,548	8,541	6,893	8,250	0	8,250	8,250
	61714 - RET - POLICE	123,088	133,297	191,599	164,424	179,920	0	179,920	179,920
	61000 - PERSONNEL SERVICES	742,760	777,607	1,011,458	828,976	1,029,786	0	1,029,786	1,029,786
	62103 - TECHNICAL SERVICES	2,468	3,988	4,000	4,300	4,000	0	4,000	4,000
	62175 - OTHER SERVICES	0	720	750	750	750	0	750	750
	62205 - PC REPLACEMENT CHARGE	2,292	2,114	2,388	2,388	3,116	0	3,116	3,116
	62206 - PW FLEET CHARGE	60,309	62,453	64,284	64,284	61,407	0	61,407	61,407
	62445 - PHOTOGRAPHY & PROCESSING	352	316	750	881	750	0	750	750
	62700 - SUPPLIES AND MATERIALS	568	1,187	800	800	800	0	800	800
	62744 - MINOR COMPUTER EQUIPMENT	492	544	500	710	500	0	500	500
62755 - UNIFORMS	3,500	3,500	4,900	3,500	4,900	0	4,900	4,900	
62000 - OPERATING EXPENDITURES	69,982	74,822	78,372	77,613	76,223	0	76,223	76,223	
01407 - POLICE INVESTIGATION	812,742	852,429	1,089,830	906,589	1,106,009	0	1,106,009	1,106,009	
01408 - POLICE PROSECUTION	61303 - SUPERVISORY PERSONNEL	80,410	82,262	81,702	86,580	83,746	0	83,746	83,746
	61601 - HOLIDAY PAY	4,216	4,321	4,451	4,408	4,451	0	4,451	4,451
	61608 - POLICE INCENTIVES	1,500	1,850	2,200	2,200	2,500	0	2,500	2,500
	61701 - HEALTH INSURANCE	25,935	26,874	26,440	26,937	27,074	0	27,074	27,074
	61702 - DENTAL INSURANCE	1,639	1,727	1,728	1,788	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,240	1,277	1,281	1,385	1,315	0	1,315	1,315

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
01408 - POLICE PROSECUTION	61705 - WORKERS COMPENSATION	1,483	1,285	1,334	1,380	1,379	0	1,379	1,379
	61714 - RET - POLICE	24,397	25,439	29,934	32,980	30,728	0	30,728	30,728
	61000 - PERSONNEL SERVICES	140,820	145,034	149,070	157,658	152,921	0	152,921	152,921
	62102 - PROFESSIONAL SERVICES	102,079	103,899	104,837	104,837	109,031	0	109,031	109,031
	62205 - PC REPLACEMENT CHARGE	600	710	784	784	750	0	750	750
	62701 - OFFICE SUPPLIES	54	0	100	100	100	0	100	100
	62715 - BOOKS & COLLECTIONS	371	356	800	0	800	0	800	800
	62755 - UNIFORMS	700	700	700	700	700	0	700	700
	62000 - OPERATING EXPENDITURES	103,803	105,665	107,221	106,421	111,381	0	111,381	111,381
	01408 - POLICE PROSECUTION	244,623	250,700	256,291	264,079	264,302	0	264,302	264,302
	DEPARTMENT TOTAL	7,178,238	7,263,164	8,130,157	7,838,502	8,266,499	0	8,266,499	8,266,499
	TOTAL	7,178,238	7,263,164	8,130,157	7,838,502	8,266,499	0	8,266,499	8,266,499



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## Municipal Services

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

### Department Heads

David Hickling	Airport Director
John Rogers	Interim Community Development Director
Kürt Blomquist	Assistant City Manager/Public Works Director & Emergency Management Director

DEPARTMENT	COST CENTER	PAGE #
Airport	01700	140-145
Community Development	01910 - 01930	146-151
Public Works	02000 - 02030	152-167

CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

<b>Department:</b>	<b>Airport</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01700		
<b>Mission:</b>	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.		

The Keene Dillant-Hopkins Airport will focus on five primary objectives in FY23:

1. The Airport has several important projects in our CIP. We will work to maximize Federal and State grant opportunities to complete priority projects at minimal cost to taxpayers.
2. Recent efforts have identified the necessity of securing a letter of support from an air service provider to competitively solicit federal grants for air service incentives. In the coming year we will market our community to commercial air service providers to obtain that support, which we will then use to seek federal funding to further our efforts in returning commercial service to Keene.
3. Since the operating rights agreement with Monadnock Choppers was initiated, the Airport has realized increased revenues in both gross revenue percentages and lease revenues. Growing existing businesses to provide additional services and increase clientele will create a win/win situation for both the business and the City. This, along with continued efforts to attract new business development at the Airport will further advance the economic impact the Airport has to the region.
4. The Airport provides an immeasurable asset to the region’s business community. In the coming year we will work to grow the value of the Airport to all residents through community events and activities.
5. The Airport has been experiencing a significant shortage of hangar space; we will explore opportunities to address that shortage in the coming year.

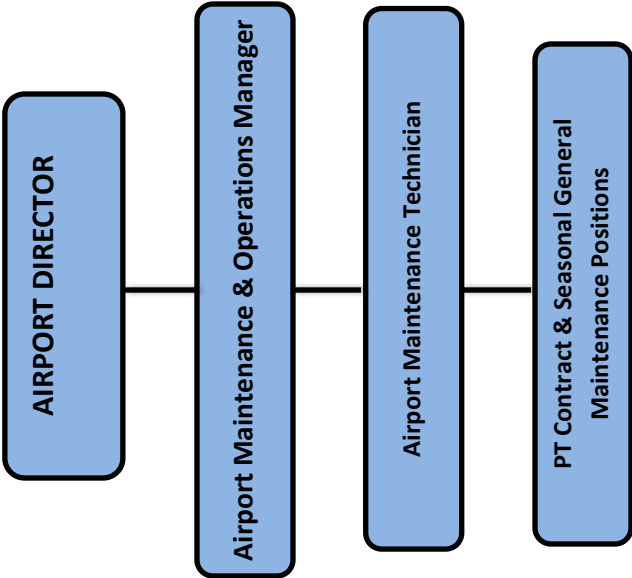
In FY22 the Airport saw some growth in activity over the previous year that was impacted by the COVID pandemic, particularly with corporate flight operations. Although not completely back to previous years’ activity, we are cautiously optimistic that this growth will continue in FY23.

Background

The Keene Dillant-Hopkins Airport has and continues to be an economic asset to our community providing convenient access to and from our community as well as providing economic growth opportunities. The Airport provides jobs through its support of several local businesses as well as providing tax revenue to the town of Swanzey.

One of the region’s biggest employers is a regular user of our facilities and we are the base for their corporate aircraft operations. The Airport also continues to experience a significant amount of transient corporate aircraft that further demonstrates the Airport’s value to our community.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		Align w/CMP		
To provide a safe, efficient facility for regional aviation needs.		Transportation		
Provide convenient access to and from region allowing for effectual business activities.		Economic Development		
Increase Airport viability by attracting new, and growing existing business activities both at the Airport and in the surrounding communities.		Economic Development		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Maximize grant opportunities to complete Airport capital projects at minimal cost to taxpayers.		FAR's	Transportation	1, 4
Market Airport to commercial air service providers and seek federal funding for air service incentives.			Transportation	2, 3
Attract new aviation business and grow existing businesses.		RSA 423	Economic Development	2
Cultivate value of Airport to community.		RSA 423	Economic Development	8
Explore opportunities to meet hangar shortage.		FAR's	Transportation	1, 2
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Number of based aircraft		80	70	70
Number of denied landings due to airfield conditions (weather-related)		0	0	0
Fuel flowage (gallons)		211,798	350,000 est.	212,000 est.
Total revenue		Budget \$443,121	Budget \$436,794	Budget \$503,517
Revenue to Expense ratio		Budget 65.41%	Budget 61.76%	Budget 67.49%
T-Hangar occupancy		99.00%	100.00%	100.00%



City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Revenue Budget  
 Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
AIRPORT	43202 - AERONAUTICAL	9,473	8,780	8,000	8,780	8,780	8,780
	43000 - INTERGOVERNMENTAL	9,473	8,780	8,000	8,780	8,780	8,780
	44109 - DIRECT REIMBURSEMENT	959	0	0	0	0	0
	44501 - LANDING FEES	6,881	7,268	9,000	10,500	10,000	10,000
	44505 - GROSS REVENUE PERCENTAGE	9,346	13,831	12,000	16,500	16,800	16,800
	44506 - FUELING FEES	20,320	16,554	20,000	18,000	18,000	18,000
	44000 - CHARGES FOR SERVICES	37,506	37,652	41,000	45,000	44,800	44,800
	46306 - AIRPORT T-HANGAR	106,932	110,022	114,664	119,500	122,275	122,275
	46307 - AIRPORT TERMINAL	15,633	23,089	21,975	23,500	28,067	28,067
	46308 - AIRPORT LAND	81,403	73,973	75,181	75,181	76,573	76,573
	46311 - FUEL FARM LEASE	14,700	16,275	16,680	16,680	17,768	17,768
	46312 - AIRPORT WWTP INCOME	159,189	156,324	159,294	159,294	205,254	205,254
	46000 - MISCELLANEOUS	377,857	379,683	387,794	394,155	449,937	449,937
		TOTAL	424,836	426,115	436,794	447,935	503,517

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

AIRPORT

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	36,248	90,959	96,398	92,050	98,327	0	98,327	98,327
61304 - GENERAL PERSONNEL	123,061	57,209	129,237	130,333	133,069	38,294	171,363	171,363
61308 - SEASONAL HELP	23,173	20,195	23,000	16,000	23,000	(23,000)	0	0
61501 - REGULAR OVERTIME	5,744	6,250	5,000	7,000	7,000	0	7,000	7,000
61602 - STAND-BY PAY	10,829	10,920	10,550	10,500	10,500	0	10,500	10,500
61701 - HEALTH INSURANCE	34,109	39,164	38,189	35,032	31,582	19,986	51,568	51,568
61702 - DENTAL INSURANCE	2,145	3,252	3,254	3,666	2,507	981	3,488	3,488
61703 - RETIREMENT CONTRIBUTIONS	19,589	26,356	33,910	34,294	34,995	5,384	40,379	40,379
61704 - SOCIAL SECURITY	14,763	19,428	20,210	19,509	20,800	1,170	21,970	21,970
61705 - WORKERS COMPENSATION	4,697	6,226	7,873	7,075	7,317	415	7,732	7,732
61901 - RECRUITMENT	1,463	0	0	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	62,500	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	338,320	279,958	367,621	355,459	369,097	43,230	412,327	412,327
62102 - PROFESSIONAL SERVICES	0	5,273	0	0	0	5,000	5,000	5,000
62120 - LABORATORY SERVICES	278	227	0	250	250	0	250	250
62175 - OTHER SERVICES	180	150	1,800	3,000	0	0	0	0
62203 - SNOW PLOWING	6,438	3,105	5,750	1,200	5,750	0	5,750	5,750
62205 - PC REPLACEMENT CHARGE	716	838	1,007	1,007	1,118	0	1,118	1,118
62206 - PW FLEET CHARGE	178,639	190,063	194,806	194,806	191,495	0	191,495	191,495
62208 - TAXES	46,647	41,440	49,126	49,126	49,126	0	49,126	49,126
62209 - RUBBISH PICK-UP	681	1,242	1,200	5,000	1,200	3,800	5,000	5,000
62301 - OFFICE EQUIPMENT MAINT.	382	263	480	480	0	0	0	0
62315 - FUEL SYSTEM MAINTENANCE	16,875	10,433	2,000	21,000	2,000	0	2,000	2,000
62318 - BUILDING REPAIR	0	0	0	1,861	0	0	0	0
62340 - GROUNDS MAINTENANCE	23,006	29,488	25,000	25,000	25,000	0	25,000	25,000
62350 - BUILDING MAINTENANCE	10,205	17,285	7,363	6,000	7,363	0	7,363	7,363
62355 - BRUSH & OBSTR CLEARING	3,372	2,650	19,000	10,000	10,000	0	10,000	10,000
62372 - TREE/FORESTRY MAINTENANCE	0	0	0	1,700	0	0	0	0
62416 - PRINTING	44	233	100	100	100	0	100	100
62425 - ADVERTISING	115	0	2,750	2,750	2,750	0	2,750	2,750
62430 - TRAVEL	0	0	4,000	2,000	4,000	0	4,000	4,000
62435 - TRAINING	0	130	1,900	2,000	1,900	0	1,900	1,900
62436 - MEETINGS & DUES	300	300	1,275	1,115	1,275	0	1,275	1,275
62447 - PUBLIC AWARENESS	516	0	1,000	1,000	1,000	0	1,000	1,000
62455 - CONTRACTED SERVICES	0	20,000	0	0	0	0	0	0
62501 - WATER	2,959	3,578	2,500	2,700	3,000	0	3,000	3,000
62505 - BEACON & OBST LIGHTS ELEC	13,265	12,295	9,500	9,000	9,500	0	9,500	9,500
62510 - COMMUNICATIONS/PHONE	2,323	1,493	1,900	16,500	1,900	0	1,900	1,900
62513 - PROPANE	0	0	250	0	250	0	250	250
62604 - EQUIPMENT RENTAL	0	110	2,000	1,500	2,000	0	2,000	2,000
62701 - OFFICE SUPPLIES	499	836	450	400	450	0	450	450
62702 - COPIER SUPPLIES	0	0	50	0	0	0	0	0

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62710 - POSTAGE	24	41	50	20	50	0	50	50
62733 - TOOLS	2,396	2,227	500	150	500	0	500	500
62735 - BUILDING MAINT. SUPPLIES	110	0	2,500	200	1,500	0	1,500	1,500
62737 - JANITORIAL SUPPLIES	534	886	400	1,200	500	0	500	500
62755 - UNIFORMS	1,574	262	1,000	1,000	1,000	0	1,000	1,000
63409 - EQUIPMENT ACQUISITION	0	31,544	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	312,079	376,392	339,657	362,065	324,977	8,800	333,777	333,777
Department	650,399	656,350	707,278	717,524	694,074	52,030	746,104	746,104
TOTAL	650,399	656,350	707,278	717,524	694,074	52,030	746,104	746,104



<b>Department:</b>	<b>Community Development</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01910 through 01930		
<b>Mission:</b>	To develop and implement community-based strategies to enhance economic opportunity, build strong neighborhoods, protect Keene’s environment and natural resources and ensure a dynamic framework for quality growth and development while providing professional advice and technical expertise to promote and protect health, safety and the environment.		

During the past fiscal year, a major focus of the Community Development Department has been to prepare for and implement the new Land Development Code (LDC), which went into effect on September 1, 2021. Several key positions within the Department became vacant, including the Director position, the Senior Planner position, which was filled with an internal promotion, and the Planner position, which is anticipated to be filled in March 2022. Finding a permanent replacement for the Director position is a priority as the Department prepares for the upcoming Comprehensive Master Plan update. Supplemental requests for reclassification of the current GIS Technician position to a GIS Manager and the addition of an Asset Management Technician were submitted for budget consideration to augment the 97 GIS projects and services identified in the GIS Strategic Plan and Needs Assessment.

An important goal of this department is to provide excellent customer service through a permit center where applications for most common permits are processed quickly and by staff at the point of contact with the customer. Both the Permit Technician and Planning Technician positions 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 Department continues to support multiple City Boards and Commissions such as the Planning Board, the Zoning Board of Adjustment, the Historic District Commission, the new Minor Project Review Committee, and the new Congregate Living & Social Services Licensing Board.

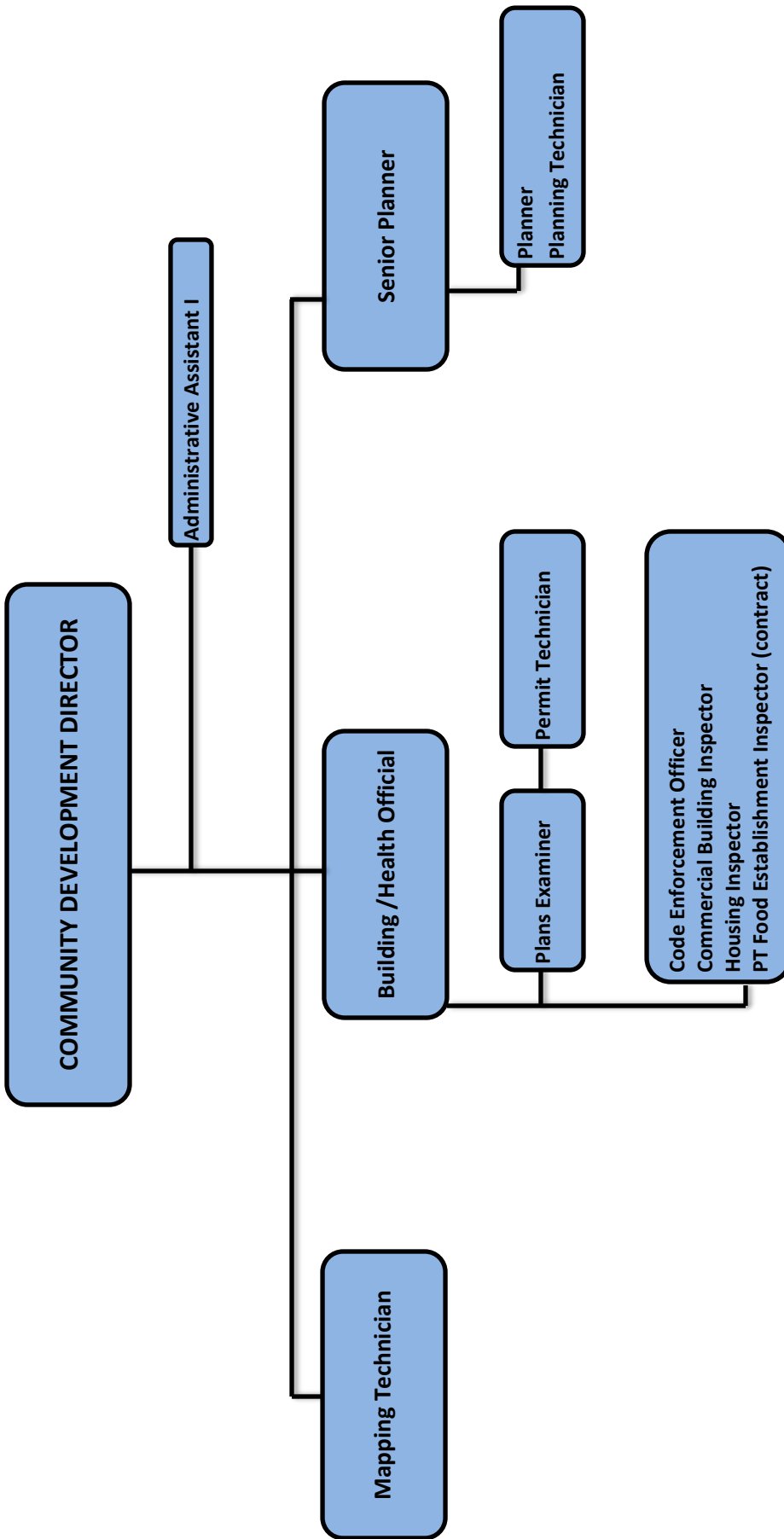
With the adoption of the LDC, the focus for FY23 will shift to continued implementation and education. This process will include working with internal and external users of the updated code and members of the public, and setting up new systems for application processing and review. A key component will be to develop educational materials for the community and staff to use in navigating the new code.

The Department will see a continuation of major development activity into FY23 with multiple vacant retail spaces undergoing renovations, several new multi-use buildings on West St., Island St., and Gilbo Ave. In addition, FY23 will see Cheshire Medical Center’s expansion of services with renovations on Maple Ave., the demolition and reconstruction of 147 Main St., the ongoing renovations of 31 Washington St. and the completion of the expansion and renovation of the Colonial Theatre. Large projects continuing into FY23 include implementing the top recommendations of the recently adopted Energy Plan, launching a Community Power program, updating the City’s property standards, and expanding online application options to allow more convenient and streamlined permitting. Other FY23 projects include establishing the groundwork for the Comprehensive Master Plan Update, which is proposed in the CIP to begin in FY24, and active support of the Downtown Project. The Department will also continue its role in projects implementing the Economic Development Action Plan including expanding the 79E Program.

#### Background

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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Develop the Comprehensive Master Plan and Community Vision and implement that Plan and Vision through specific projects, policies, and programs.		Economic Development		
Administer the Planning Board's Subdivision and Site Plan review including the inspection process and related permits to work with Keene residents and businesses as they seek approval for projects before the Planning Board, City Council, and other boards.		Future Land Use & Policy		
Provide staff support, information, and services to a variety of City Boards and Commissions, City departments, officials, and citizens.		Leadership		
Administer the plan review and inspection program which includes reviewing plans, issuing permits, and conducting inspections for compliance with state building, accessibility, and energy code as well as City Zoning and Natural Resources Ordinances (including the sign code). Manage third party plans reviewers and special inspectors.		Economic Development		
Respond to citizen concerns and complaints related to permit and construction activity. Provide the public with information on codes and development processes.		Economic Development		
Investigate buildings and properties for compliance with the Property and Housing Safety Standards Ordinance, issue citations, and prosecute court cases.		Neighborhoods		
Promote and protect public health and safety, provide advice on public health issues, and enforce State and local health laws.		Community Health & Wellness		
Conduct an Environmental Sanitation Program which includes regulating and inspecting restaurants, food stores, schools, daycare centers, foster homes, nursing homes, and private sewerage disposal facilities.		Community Health & Wellness		
Maintain Public Health Mosquito Control Program through contracted services which monitors and larvicides 2,200 catch basins and other mosquito breeding locations.		Community Health & Wellness		
Administer the FEMA Community Rating System to manage floodplain activities that exceed the minimum National Flood Insurance Program which provides a cost savings to the community flood insurance premiums.		Community Health & Wellness		
Provide GIS support and services across the organization, to the public and community partners.		Leadership		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Continue Comprehensive Master Plan implementation process with Planning Board and Planning, Licenses and Development Committee		674:1	Municipal Governance & Fin Stability	2,3,4,5,7
Continue implementation of the software system and expand online permitting options		155/674	Municipal Governance & Fin Stability	2,5
Continue implementation of the Land Use Code Update, including community education and Minor Project Review Committee		674	Future Land Use & Policy	1,2,3,6,7,8
Continue implementation of the Energy Plan including Community Power		53-E	Climate Change	2,4,6,7,8
Establish the groundwork for the Comprehensive Master Plan Update scheduled for FY24 including neighborhood outreach		674:1	Municipal Governance & Fin Stability	2,3,4,7,8
Write grants for funding to support programs/initiatives			Municipal Governance & Fin	1,2,4
Continue to support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones			Municipal Governance & Fin Stability	2,3,6,8
Continued Implementation of the GIS Strategic Plan			Leadership	2,4,5,8
Increase the present level of review and inspection efficiency		155/674	Safe Community	2,3,5,8
Continue training and certification of Department staff		155/674	Education	1,2,6
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Complete the initial review of new residential permit applications in 7 working days (target 95%)		95%	95%	95%
Complete the initial plan review on new commercial permit applications in 10 working days (target 95%)		95%	95%	95%
Total building permits		487	500	450
Total building permit inspections		2,156	2,400	2,300
Property and Housing Standard complaints		245	200	300
Food Establishment and Health Code Inspections		263	300	300
Adoption of revisions to the Land Development Code in the same year they are proposed/identified		n/a	4	5
Completion of projects identified in the GIS Needs Assessment.		n/a	30	30
Initial completeness reviews for new subdivision, site plan applications within 5 business days		93%	100%	100%
Complete minor amendment applications in 14 calendar days of receiving a complete application		99%	100%	100%



City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Revenue Budget  
 Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
COMMUNITY DEVELOPMENT	42105 - HEALTH	52,310	50,440	51,900	51,900	51,900	51,900
	42205 - PERMITS	313,887	305,812	270,000	325,900	315,000	315,000
	42306 - MISC FEES & CHARGES	866	87	1,000	200	1,000	1,000
	42330 - SITE PLAN APPLICATIONS	9,172	4,729	6,500	11,100	6,500	6,500
	42331 - SUBDIVISION APPLICATIONS	3,502	2,701	1,500	3,660	1,500	1,500
	42332 - MINOR AMENDMENTS APPPL.	2,525	2,665	750	3,750	750	750
	42333 - VOLUNTARY MERGER	100	350	75	175	75	75
	42334 - CONDITIONAL USE APPLICAT.	421	628	500	3,045	500	500
	42335 - DRIVEWAY CURB CUT APPS.	824	1,125	300	300	300	300
	42337 - ZBA FEES	3,225	5,883	3,500	5,225	3,500	3,500
	42000 - LICENSES/PERMITS/FEES	386,832	374,420	336,025	405,255	381,025	381,025
	44109 - DIRECT REIMBURSEMENT	200	0	0	55	0	0
	44000 - CHARGES FOR SERVICES	200	0	0	55	0	0
	45202 - BUILDING CODE VIOLATIONS	2,075	525	500	1,690	500	500
	45000 - FINES & FORFEITS	2,075	525	500	1,690	500	500
	47304 - MAPS,BLUEPRINTS,ETC	8	0	100	100	100	100
	46000 - MISCELLANEOUS	8	0	100	100	100	100
	TOTAL	389,114	374,945	336,625	407,100	381,625	381,625

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

COMMUNITY DEVELOPMENT

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	126,184	128,859	128,830	141,241	105,448	0	105,448	105,448
61303 - SUPERVISORY PERSONNEL	185,732	194,857	194,722	175,478	188,882	0	188,882	188,882
61304 - GENERAL PERSONNEL	361,455	437,541	515,584	450,936	528,045	0	528,045	528,045
61305 - ADMINISTRATIVE PERSONNEL	114,205	59,374	52,168	59,616	52,009	0	52,009	52,009
61307 - PART TIME EMPLOYEES	27,483	46,478	0	0	0	0	0	0
61401 - TEMPORARY PERSONNEL	21,131	23,498	30,252	24,955	30,753	0	30,753	30,753
61501 - REGULAR OVERTIME	294	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	217,244	209,603	230,539	171,280	184,160	0	184,160	184,160
61702 - DENTAL INSURANCE	11,948	12,579	14,636	12,147	12,908	0	12,908	12,908
61703 - RETIREMENT CONTRIBUTIONS	88,004	92,239	125,318	121,605	122,938	0	122,938	122,938
61704 - SOCIAL SECURITY	63,210	66,961	70,882	65,982	69,243	0	69,243	69,243
61705 - WORKERS COMPENSATION	9,960	10,200	11,239	10,489	11,284	0	11,284	11,284
61901 - RECRUITMENT	1,545	131	0	3,000	0	0	0	0
61000 - PERSONNEL SERVICES	1,228,396	1,282,320	1,374,168	1,236,729	1,305,670	0	1,305,670	1,305,670
62102 - PROFESSIONAL SERVICES	55,000	53,500	56,000	54,570	56,000	0	56,000	56,000
62103 - TECHNICAL SERVICES	650	0	1,859	0	1,859	0	1,859	1,859
62121 - MONITORING/INSPECTIONS	44,600	4,000	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	5,576	6,105	6,945	6,945	7,124	0	7,124	7,124
62206 - PW FLEET CHARGE	32,421	31,373	32,412	32,412	35,765	0	35,765	35,765
62301 - OFFICE EQUIPMENT MAINT.	3,175	3,175	3,205	1,851	0	0	0	0
62305 - MF PRINTER LEASE & MISC	0	0	0	0	4,800	0	4,800	4,800
62416 - PRINTING	2,671	1,761	1,350	2,114	1,500	0	1,500	1,500
62425 - ADVERTISING	3,394	4,360	4,077	2,910	4,077	0	4,077	4,077
62435 - TRAINING	6,152	2,190	8,983	6,000	8,983	0	8,983	8,983
62436 - MEETINGS & DUES	4,670	4,492	5,300	5,300	5,300	0	5,300	5,300
62510 - COMMUNICATIONS/PHONE	4,216	4,010	7,775	4,838	6,275	0	6,275	6,275
62700 - SUPPLIES AND MATERIALS	1,081	65	0	0	0	0	0	0
62701 - OFFICE SUPPLIES	1,958	3,689	4,326	4,200	4,081	0	4,081	4,081
62710 - POSTAGE	4,702	5,320	10,497	4,505	10,497	0	10,497	10,497
62715 - BOOKS & COLLECTIONS	2,372	2,589	2,700	2,700	3,800	0	3,800	3,800
62734 - MINOR EQUIPMENT	1,900	810	1,045	200	1,045	0	1,045	1,045
62744 - MINOR COMPUTER EQUIPMENT	1,194	269	500	3,106	3,300	0	3,300	3,300
62756 - PROTECTIVE CLOTHING	1,036	787	625	625	625	0	625	625
62760 - OPERATING SUPPLIES	352	131	265	150	265	0	265	265
62761 - SOFTWARE	16,703	16,750	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	193,823	145,375	147,864	132,426	155,296	0	155,296	155,296
Department	1,422,219	1,427,694	1,522,032	1,369,155	1,460,966	0	1,460,966	1,460,966
TOTAL	1,422,219	1,427,694	1,522,032	1,369,155	1,460,966	0	1,460,966	1,460,966

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

COMMUNITY DEVELOPMENT

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended	
01910 - COMMUNITY DEVELOPMENT	61301 - DEPARTMENT HEAD	126,184	128,859	128,830	141,241	105,448	0	105,448	105,448	
	61303 - SUPERVISORY PERSONNEL	185,732	194,857	194,722	175,478	188,882	0	188,882	188,882	
	61304 - GENERAL PERSONNEL	361,455	437,541	515,584	450,936	528,045	0	528,045	528,045	
	61305 - ADMINISTRATIVE PERSONNEL	114,205	59,374	52,168	59,616	52,009	0	52,009	52,009	
	61307 - PART TIME EMPLOYEES	27,483	46,478	0	0	0	0	0	0	
	61401 - TEMPORARY PERSONNEL	21,131	23,498	30,252	24,955	30,753	0	30,753	30,753	
	61501 - REGULAR OVERTIME	294	0	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	217,244	209,603	230,539	171,280	184,160	0	184,160	184,160	
	61702 - DENTAL INSURANCE	11,948	12,579	14,636	12,147	12,908	0	12,908	12,908	
	61703 - RETIREMENT CONTRIBUTIONS	88,004	92,239	125,318	121,605	122,938	0	122,938	122,938	
	61704 - SOCIAL SECURITY	63,210	66,961	70,882	65,982	69,243	0	69,243	69,243	
	61705 - WORKERS COMPENSATION	9,960	10,200	11,239	10,489	11,284	0	11,284	11,284	
	61901 - RECRUITMENT	1,545	131	0	3,000	0	0	0	0	
	61000 - PERSONNEL SERVICES	1,228,396	1,282,320	1,374,168	1,236,729	1,305,670	0	1,305,670	1,305,670	
	62102 - PROFESSIONAL SERVICES	55,000	53,500	56,000	54,570	56,000	0	56,000	56,000	
	62103 - TECHNICAL SERVICES	650	0	1,859	0	1,859	0	1,859	1,859	
	62121 - MONITORING/INSPECTIONS	44,600	4,000	0	0	0	0	0	0	
	62205 - PC REPLACEMENT CHARGE	5,576	6,105	6,945	6,945	7,124	0	7,124	7,124	
	62206 - PW FLEET CHARGE	32,421	31,373	32,412	32,412	35,765	0	35,765	35,765	
	62301 - OFFICE EQUIPMENT MAINT.	3,175	3,175	3,205	1,851	0	0	0	0	
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	4,800	0	4,800	4,800	
	62416 - PRINTING	2,671	1,761	1,350	2,114	1,500	0	1,500	1,500	
	62425 - ADVERTISING	544	129	250	0	250	0	250	250	
	62435 - TRAINING	6,152	2,190	8,983	6,000	8,983	0	8,983	8,983	
	62436 - MEETINGS & DUES	4,670	4,492	5,300	5,300	5,300	0	5,300	5,300	
	62510 - COMMUNICATIONS/PHONE	4,216	4,010	7,775	4,838	6,275	0	6,275	6,275	
	62700 - SUPPLIES AND MATERIALS	1,081	65	0	0	0	0	0	0	
	62701 - OFFICE SUPPLIES	1,958	3,689	4,326	4,200	4,081	0	4,081	4,081	
	62710 - POSTAGE	1,203	863	1,164	500	1,164	0	1,164	1,164	
	62715 - BOOKS & COLLECTIONS	2,372	2,589	2,700	2,700	3,800	0	3,800	3,800	
	62734 - MINOR EQUIPMENT	1,900	810	1,045	200	1,045	0	1,045	1,045	
	62744 - MINOR COMPUTER EQUIPMENT	1,194	269	500	3,106	3,300	0	3,300	3,300	
	62756 - PROTECTIVE CLOTHING	1,036	787	625	625	625	0	625	625	
	62760 - OPERATING SUPPLIES	352	131	265	150	265	0	265	265	
	62761 - SOFTWARE	16,703	16,750	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	187,474	136,687	134,704	125,511	142,136	0	142,136	142,136	
	01910 - COMMUNITY DEVELOPMENT	1,415,870	1,419,007	1,508,872	1,362,240	1,447,806	0	1,447,806	1,447,806	
	01930 - REGULATORY NOTICES	62425 - ADVERTISING	2,849	4,231	3,827	2,910	3,827	0	3,827	3,827
		62710 - POSTAGE	3,500	4,457	9,333	4,005	9,333	0	9,333	9,333
		62000 - OPERATING EXPENDITURES	6,349	8,687	13,160	6,915	13,160	0	13,160	13,160
	01930 - REGULATORY NOTICES	6,349	8,687	13,160	6,915	13,160	0	13,160	13,160	
	DEPARTMENT TOTAL	1,422,219	1,427,694	1,522,032	1,369,155	1,460,966	0	1,460,966	1,460,966	
TOTAL	1,422,219	1,427,694	1,522,032	1,369,155	1,460,966	0	1,460,966	1,460,966		

<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	<b>Administration, Engineering &amp; Highway</b> 02000 through 02030		
<b>Mission:</b>	Provide resource planning, quality management of transportation, water, wastewater, stormwater and solid waste infrastructure and community education for Keene residents and visitors. Provide Public Works services at the highest level of efficient, economical, and environmentally sensitive manner.		

### Administration and Engineering

In FY23, the Engineering Division faces a daunting Capital Improvement Program, with many large complex projects in design or under construction simultaneously. In addition, we will continue to support other projects outside the Capital Improvement Program. Major anticipated projects for the next fiscal year will include:

- Constructing the Carpenter Street flood Improvements and Pat Russell Park project;
- Continuing the \$8.7M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street and the Island Street Bridge;
- Planning the \$7.4M Downtown Infrastructure Improvements project;
- Designing the \$9.1M Lower Winchester Street reconstruction project (from Rt. 101 to the Swanzey Town Line);
- Rehabilitation of approximately 8.6 miles of roadways throughout the city;
- On-call engineering review and inspection services for new site plan and subdivision projects;
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
  - Cartegraph/GIS integration
  - Downtown Revitalization
  - Patricia T. Russell Park

In FY23, the Administration will continue to engage, educate, and inform the City residents, businesses, and visitors about the activities and programs of the Department through the Department’s social media and other platforms. Administration will continue to assist the Public Works Division in the management of its information, records, and correspondence.

### Highway Division

The Highway Division will meet the following objectives in FY 23:

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

## Background

### Administration

Public Works Administration provides leadership and management for the Public Works Department. The Administrative function has two areas, senior leadership and administration. Administration is responsible for customer interface, directing all incoming calls, directing and tracking correspondence, dispatching of Public Works resources, providing records management, and managing the public information programs for the various Public Works Divisions. Administration is composed of an Office Manager, and an Administrative Assistant. The Public Works senior leadership team is comprised of the Public Works Director and two Assistant Public Works Directors/Division Heads. Together this group leads and oversees 66 FT and 4 PT employees, oversees all operations of the Department, budget preparation and implementation, capital planning, and strategic visioning and planning for the City's infrastructure assets. During FY22, the Public Works Administration continued to respond to the public interest and demand for information on Department activities, operations, and projects. Administration also supported the City's overall public communication efforts on the COVID-19 pandemic emergency. Staff continued to expand its social media presence. In measuring how well the Department's social media platforms are functioning, we look at post reach. Post reach is the number of people who saw a post at least once. During calendar year 2020, the total post reach for our Facebook page was 99,867. In calendar year 2021, the total post reach for our Facebook page was 263,856. In FY23, it is anticipated that, along with the traditional media outlets, the use of social media tools will continue and be expanded to better reach our customers with activities concerning the Public Works Department, and to keep our customers well informed regarding all things Public Works.

### Engineering

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

During FY22, the Division's accomplishments included:

- Overseeing the design of the Pat Russell Park and associated Carpenter Street Flood Management project;
- Rehabilitating and preserving over 4.75 miles of roadways throughout the City;
- Beginning construction of the Winchester Street Reconstruction Project from the Rte. 101 roundabout to Island Street;
- Administering the City's Request for Public Assistance related to two declared natural disasters;
- Applying for numerous grant and funding opportunities, including: Transportation Heritage Trail – Phase 1 (selected), West Street Corridor Improvements (selected), Clean Water SRF / American Rescue Plan Act (selected for 5 separate projects), U.S. Economic Development Administration "Travel & Tourism" (pending), Northern Borders Regional Commission (not selected);
- Completing the Colony Court sewer replacement project;
- Issuing and overseeing an estimated 175 excavation permits related to private work within roadways;
- Updating the Public Works detailed construction standards in conjunction with the Land Development Code update;
- Developing an asset management plan to plan and prioritize improvements to the City's 52 miles of sidewalk.



## Highway Division

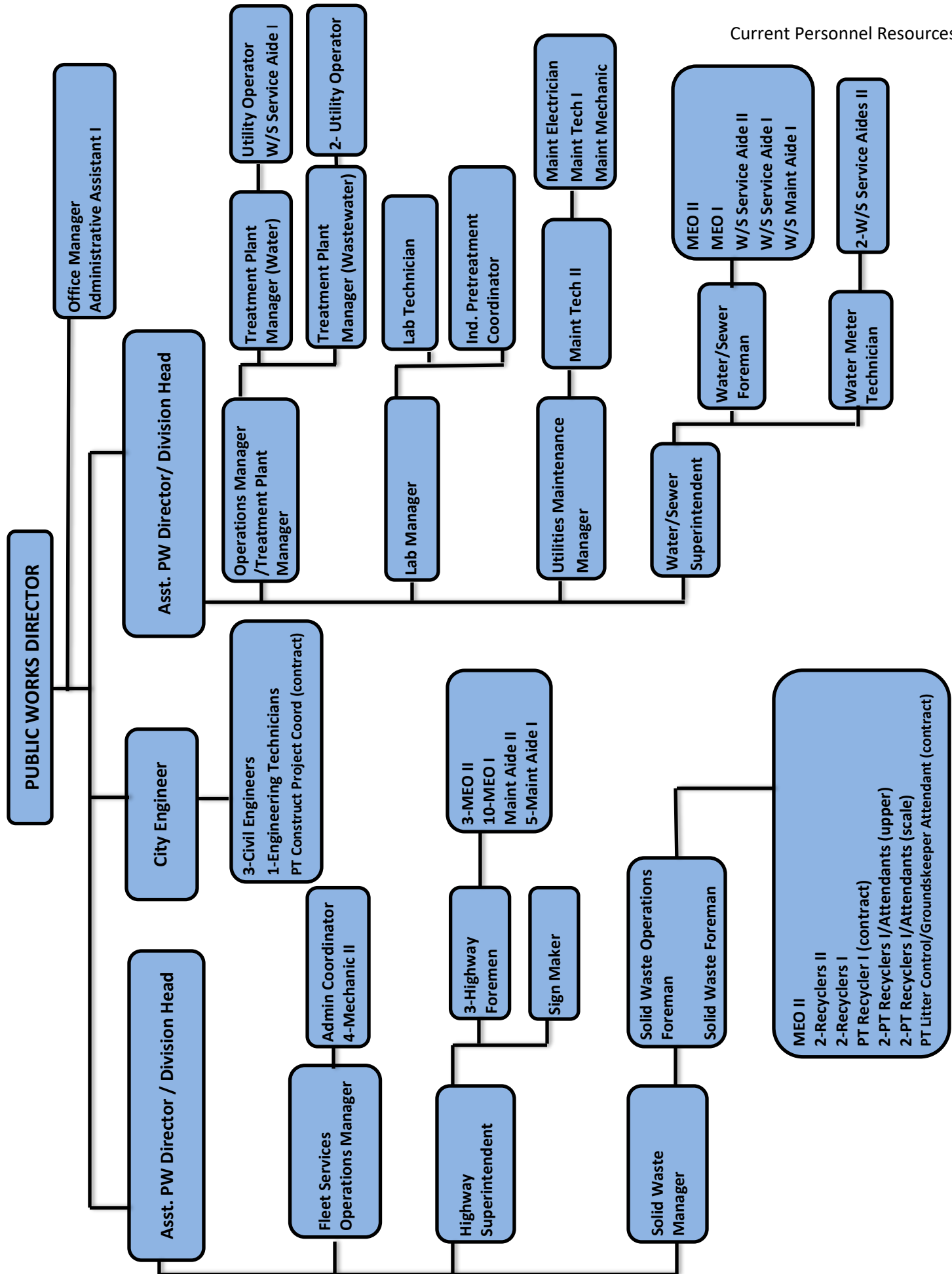
The Highway Division is staffed with 23 full-time employees and is responsible for the maintenance of the City's transportation infrastructure that includes 52 miles of sidewalks, 32 bridges, 80 miles of drain lines, over 4,500 catch basins, 126 center lane miles of road, 2 parking structures, 5 surface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

Some of our major accomplishments in FY22 included:

- Using the Division's asset management system enabled us to track the resources used toward the accomplishment of FY22 Division's goals including:
  - Leaf Collection Drain Cleaning Program
  - Open drainage ditch cleaning
  - Mowing tax ditches and roadside mowing
  - Assisting other departments and divisions
  - Asphalt road repairs
  - Beaver dam removal
  - Bridge repairs
  - Community events
  - Leaf collection
  - Snow management, and
  - Response to severe weather events, including FEMA declared flooding events on July 17-18, 2022 and July 29 - August 1, 2022.

In FY23, the Department added to its responsibilities for the management and operations of the City's Traffic Signals. A new cost center has been created, 02030, which will provide the resources for the eight (8) signalized intersections and three (3) flashing signals.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
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		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC Goals</b>
Plow, salt, and sand roadways and sidewalks at appropriate times following Public Works Standard Operating Guidelines.			Safe Community	2
Respond to deficiencies reported through our Asset Management System within 72 hours.	RSA 230:90-92A		Infrastructure	4
Continue City-wide Drain Maintenance Program using data compiled from Drain Cleaning and Line Flushing Program.			Infrastructure	4,7
Continue roadside mowing, roadside ditching and open drainage system maintenance.			Infrastructure	4,7
Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments.			Infrastructure	2,4,7
Implement Pavement Preservation Program as outlined in the FY20-25 Capital Improvement Program.			Infrastructure	4
Maintain and expand the Department's public communication programs through increased use of social media platforms and maintain public engagement events (National Public Works Week, Water Science Fair, Green Up Keene, etc.).			Leadership	8
Continue to develop Asset Management plans for critical infrastructure components.			Infrastructure	4,7
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Catch Basin and Drain Line Cleaning Program (# CB, # feet DL)		800 / 4,370	1,400/10,560	1,400/10,560
Pavement Preservation Techniques (Spot Repair, Micro Surfacing and Crack Seal)		127,333	65,000	65,000
Devoted over 200 hours to open ditch mowing (Tax Ditches) as well as 121 hours of roadside mowing		321	375	350
Percent of excavation and encumbrance permits issued within three business days of submission.		90%	95%	95%
Social Media (Facebook) Reach		99,867	263,856	300,000



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget  
Department Summary by Account

GENERAL FUND

Department	Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
PUBLIC WORKS	43201 - FLOOD CONTROL	35,817	35,817	37,040	36,031	36,100	36,100
	43203 - HIGHWAY	505,913	479,026	475,966	475,965	380,772	380,772
	43000 - INTERGOVERNMENTAL	541,730	514,843	513,006	511,996	416,872	416,872
	44109 - DIRECT REIMBURSEMENT	205,977	147,309	166,389	126,028	117,310	117,310
	44116 - PUBLIC WAY IMPEDIMENT	1,150	2,050	1,000	900	1,000	1,000
	44117 - EXCAVATION	5,800	4,650	3,000	4,000	4,000	4,000
	44147 - SMALL WIRELESS (SWF)	0	1,672	1,080	1,620	1,620	1,620
	44149 - DRAIN CONNECT PERMIT	0	0	0	0	200	200
	44000 - CHARGES FOR SERVICES	212,927	155,682	171,469	132,548	124,130	124,130
	46103 - INTEREST: A/R	0	0	0	0	0	0
	46405 - DOWNTOWN MEM TREE TRST FD	1,386	0	4,000	5,261	3,825	3,825
	46000 - MISCELLANEOUS	1,386	0	4,000	5,261	3,825	3,825
		TOTAL	756,043	670,525	688,475	649,805	544,827

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

PUBLIC WORKS

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61301 - DEPARTMENT HEAD	133,229	133,961	128,830	133,900	131,407	0	131,407	131,407
61303 - SUPERVISORY PERSONNEL	110,431	111,779	111,754	83,360	105,002	0	105,002	105,002
61304 - GENERAL PERSONNEL	895,591	966,141	1,075,878	1,108,668	1,087,719	0	1,087,719	1,087,719
61305 - ADMINISTRATIVE PERSONNEL	82,814	85,701	86,959	86,959	88,183	0	88,183	88,183
61501 - REGULAR OVERTIME	88,280	106,732	66,639	114,241	69,639	0	69,639	69,639
61602 - STAND-BY PAY	12,838	12,789	12,775	12,775	12,775	0	12,775	12,775
61605 - SICK & INJURY	31,587	43,590	30,554	28,200	32,314	0	32,314	32,314
61607 - VACATION	142,077	126,578	138,200	136,500	137,092	0	137,092	137,092
61701 - HEALTH INSURANCE	373,589	445,261	499,483	595,327	508,897	0	508,897	508,897
61702 - DENTAL INSURANCE	19,565	26,146	29,621	36,451	30,676	0	30,676	30,676
61703 - RETIREMENT CONTRIBUTIONS	166,815	188,724	220,631	215,256	235,174	0	235,174	235,174
61704 - SOCIAL SECURITY	112,846	119,011	119,684	127,023	145,771	0	145,771	145,771
61705 - WORKERS COMPENSATION	40,067	37,650	39,197	40,529	58,540	0	58,540	58,540
61901 - RECRUITMENT	1,819	1,432	0	726	7,747	0	7,747	7,747
61000 - PERSONNEL SERVICES	2,211,548	2,405,495	2,560,205	2,719,915	2,650,934	0	2,650,934	2,650,934
62103 - TECHNICAL SERVICES	40,254	12,862	16,529	14,529	22,500	0	22,500	22,500
62120 - LABORATORY SERVICES	1,726	2,292	5,865	5,770	5,865	0	5,865	5,865
62121 - MONITORING/INSPECTIONS	11,411	3,550	43,745	43,745	45,000	0	45,000	45,000
62205 - PC REPLACEMENT CHARGE	9,271	8,294	9,085	9,085	10,771	0	10,771	10,771
62206 - PW FLEET CHARGE	920,698	939,165	959,748	959,748	994,572	0	994,572	994,572
62300 - REPAIR & MAINTENANCE SVCS	23,089	31,559	36,525	37,901	102,351	0	102,351	102,351
62301 - OFFICE EQUIPMENT MAINT.	609	563	600	625	600	0	600	600
62306 - SOFTWARE MAINTENANCE	2,000	395	2,000	2,180	2,300	0	2,300	2,300
62310 - SAFETY PROGRAM MAINT.	4,928	8,133	7,000	6,250	7,000	0	7,000	7,000
62331 - ROAD AND STREET MAINT.	388,832	407,125	419,532	443,207	472,856	0	472,856	472,856
62372 - TREE/FORESTRY MAINTENANCE	58,630	38,218	45,700	45,700	45,700	0	45,700	45,700
62373 - TREE PLANTING	3,322	1,987	3,000	3,000	3,000	0	3,000	3,000
62374 - STREET LIGHT MAINTENANCE	86,688	40,313	6,517	30,340	6,517	0	6,517	6,517
62375 - PERMITS	0	1,500	1,500	1,000	1,500	0	1,500	1,500
62430 - TRAVEL	381	231	300	320	300	0	300	300
62435 - TRAINING	1,444	2,045	3,200	2,700	3,300	0	3,300	3,300
62436 - MEETINGS & DUES	2,013	2,664	2,400	3,171	2,400	0	2,400	2,400
62448 - HAULING AND DISPOSAL	719	1,856	6,320	6,320	6,400	0	6,400	6,400
62501 - WATER	10,680	2,699	10,000	25,229	10,000	0	10,000	10,000
62503 - ELECTRICITY	117,273	105,348	103,500	103,500	110,700	0	110,700	110,700
62510 - COMMUNICATIONS/PHONE	6,033	5,086	6,500	6,028	6,500	0	6,500	6,500
62604 - EQUIPMENT RENTAL	8,265	5,740	8,000	8,000	8,000	0	8,000	8,000
62701 - OFFICE SUPPLIES	2,682	3,797	3,000	3,000	3,000	0	3,000	3,000
62711 - SMALL WIRELESS EXP	0	920	0	0	0	0	0	0
62740 - OTHER MAINT. SUPPLIES	399,612	346,960	427,572	427,572	427,572	0	427,572	427,572
62744 - MINOR COMPUTER EQUIPMENT	75	513	450	350	450	0	450	450
62755 - UNIFORMS	9,682	11,836	11,000	11,500	11,000	0	11,000	11,000
62760 - OPERATING SUPPLIES	93,264	101,299	92,401	140,771	97,371	0	97,371	97,371

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
63409 - EQUIPMENT ACQUISITION	0	14,746	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	2,203,579	2,101,696	2,231,989	2,341,541	2,407,525	0	2,407,525	2,407,525
Department	4,415,127	4,507,192	4,792,194	5,061,456	5,058,460	0	5,058,460	5,058,460
TOTAL	4,415,127	4,507,192	4,792,194	5,061,456	5,058,460	0	5,058,460	5,058,460

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

**PUBLIC WORKS**

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
02000 - PW ADMINISTRATION	61301 - DEPARTMENT HEAD	133,229	133,961	128,830	133,900	131,407	0	131,407	131,407
	61303 - SUPERVISORY PERSONNEL	110,431	111,779	111,754	83,360	105,002	0	105,002	105,002
	61304 - GENERAL PERSONNEL	1,583	527	0	0	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	82,814	85,701	86,959	86,959	88,183	0	88,183	88,183
	61501 - REGULAR OVERTIME	568	1,194	0	2,120	0	0	0	0
	61602 - STAND-BY PAY	12,838	12,789	12,775	12,775	12,775	0	12,775	12,775
	61605 - SICK & INJURY	31,587	43,590	30,554	28,200	32,314	0	32,314	32,314
	61607 - VACATION	142,077	126,578	138,200	136,500	137,092	0	137,092	137,092
	61701 - HEALTH INSURANCE	58,591	70,954	68,226	72,754	85,013	0	85,013	85,013
	61702 - DENTAL INSURANCE	3,646	4,686	4,531	4,155	4,669	0	4,669	4,669
	61703 - RETIREMENT CONTRIBUTIONS	57,540	58,119	53,129	56,250	69,456	0	69,456	69,456
	61704 - SOCIAL SECURITY	38,574	38,661	29,120	37,526	37,791	0	37,791	37,791
	61705 - WORKERS COMPENSATION	8,684	7,592	3,967	7,478	9,786	0	9,786	9,786
	61901 - RECRUITMENT	968	1,120	0	726	0	0	0	0
	61000 - PERSONNEL SERVICES	683,130	697,252	668,044	662,703	713,488	0	713,488	713,488
	62103 - TECHNICAL SERVICES	0	1,718	0	0	0	0	0	0
	62120 - LABORATORY SERVICES	771	1,612	1,800	1,705	1,800	0	1,800	1,800
	62205 - PC REPLACEMENT CHARGE	3,171	2,350	2,940	2,940	3,902	0	3,902	3,902
	62206 - PW FLEET CHARGE	7,613	7,843	8,103	8,103	8,941	0	8,941	8,941
	62301 - OFFICE EQUIPMENT MAINT.	609	563	600	625	600	0	600	600
	62310 - SAFETY PROGRAM MAINT.	4,928	8,133	7,000	6,250	7,000	0	7,000	7,000
	62375 - PERMITS	0	1,500	1,500	1,000	1,500	0	1,500	1,500
	62430 - TRAVEL	305	231	300	320	300	0	300	300
	62435 - TRAINING	700	780	1,200	1,200	1,300	0	1,300	1,300
	62436 - MEETINGS & DUES	463	1,435	900	950	900	0	900	900
	62510 - COMMUNICATIONS/PHONE	6,033	5,086	6,500	6,028	6,500	0	6,500	6,500
	62701 - OFFICE SUPPLIES	1,563	2,584	2,500	2,350	2,500	0	2,500	2,500
	62711 - SMALL WIRELESS EXP	0	920	0	0	0	0	0	0
	62755 - UNIFORMS	9,682	11,836	11,000	11,500	11,000	0	11,000	11,000
	62000 - OPERATING EXPENDITURES	35,837	46,591	44,343	42,971	46,243	0	46,243	46,243
02000 - PW ADMINISTRATION		718,968	743,843	712,387	705,674	759,731	0	759,731	759,731
02001 - ENGINEERING	61304 - GENERAL PERSONNEL	179,670	186,896	190,386	190,386	194,196	0	194,196	194,196
	61701 - HEALTH INSURANCE	54,436	55,501	53,423	53,423	54,149	0	54,149	54,149
	61702 - DENTAL INSURANCE	3,265	3,467	3,456	3,456	3,456	0	3,456	3,456
	61703 - RETIREMENT CONTRIBUTIONS	20,069	21,044	26,768	26,768	27,304	0	27,304	27,304
	61704 - SOCIAL SECURITY	13,603	13,905	14,565	14,565	14,856	0	14,856	14,856
	61705 - WORKERS COMPENSATION	6,135	6,000	6,435	6,435	6,379	0	6,379	6,379
	61901 - RECRUITMENT	80	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	277,258	286,812	295,033	295,033	300,339	0	300,339	300,339
	62103 - TECHNICAL SERVICES	34,954	11,144	14,500	12,500	14,500	0	14,500	14,500
	62205 - PC REPLACEMENT CHARGE	4,100	3,944	4,145	4,145	4,869	0	4,869	4,869
	62206 - PW FLEET CHARGE	28,477	29,306	29,853	29,853	31,482	0	31,482	31,482
	62306 - SOFTWARE MAINTENANCE	2,000	395	2,000	2,180	2,300	0	2,300	2,300
	62435 - TRAINING	654	1,195	2,000	1,500	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	1,550	1,139	1,500	2,221	1,500	0	1,500	1,500
	62701 - OFFICE SUPPLIES	1,119	1,212	500	650	500	0	500	500
	62744 - MINOR COMPUTER EQUIPMENT	75	513	450	350	450	0	450	450
	62760 - OPERATING SUPPLIES	4,158	5,460	4,500	4,000	4,500	0	4,500	4,500
63409 - EQUIPMENT ACQUISITION	0	14,746	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES	77,087	69,054	59,448	57,400	62,101	0	62,101	62,101	
02001 - ENGINEERING		354,346	355,866	354,481	352,433	362,440	0	362,440	362,440
02002 - NON-	61304 - GENERAL PERSONNEL	88,007	61,806	66,246	66,246	71,578	0	71,578	71,578

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
DEPARTMENTAL	61501 - REGULAR OVERTIME	8,119	5,534	2,317	9,577	2,317	0	2,317	2,317
	61701 - HEALTH INSURANCE	2,910	0	28,266	28,266	29,618	0	29,618	29,618
	61702 - DENTAL INSURANCE	0	0	1,618	1,618	1,806	0	1,806	1,806
	61703 - RETIREMENT CONTRIBUTIONS	10,737	7,454	10,528	10,528	10,390	0	10,390	10,390
	61704 - SOCIAL SECURITY	7,272	5,001	5,685	7,747	5,653	0	5,653	5,653
	61705 - WORKERS COMPENSATION	3,025	1,846	2,154	2,841	2,209	0	2,209	2,209
	61000 - PERSONNEL SERVICES	120,070	81,641	116,814	126,823	123,571	0	123,571	123,571
	62206 - PW FLEET CHARGE	18,231	29,394	18,992	18,992	21,854	0	21,854	21,854
	62436 - MEETINGS & DUES	0	90	0	0	0	0	0	0
	62740 - OTHER MAINT. SUPPLIES	12,595	0	10,000	10,000	10,000	0	10,000	10,000
	62760 - OPERATING SUPPLIES	9,592	1,811	1,838	1,838	1,838	0	1,838	1,838
	62000 - OPERATING EXPENDITURES	40,418	31,295	30,830	30,830	33,692	0	33,692	33,692
02002 - NON-DEPARTMENTAL		160,488	112,935	147,644	157,653	157,263	0	157,263	157,263
02003 - STREET PLOWING	61304 - GENERAL PERSONNEL	14,540	12,137	22,577	22,577	22,808	0	22,808	22,808
	61501 - REGULAR OVERTIME	13,340	18,179	29,240	29,240	29,240	0	29,240	29,240
	61701 - HEALTH INSURANCE	384	0	9,633	9,633	9,438	0	9,438	9,438
	61702 - DENTAL INSURANCE	20	0	552	552	576	0	576	576
	61703 - RETIREMENT CONTRIBUTIONS	3,114	3,386	3,588	7,499	3,613	0	3,613	3,613
	61704 - SOCIAL SECURITY	2,109	2,267	1,938	3,999	1,966	0	1,966	1,966
	61705 - WORKERS COMPENSATION	781	735	734	1,097	739	0	739	739
	61000 - PERSONNEL SERVICES	34,287	36,703	68,262	74,597	68,380	0	68,380	68,380
	62206 - PW FLEET CHARGE	79,162	82,845	85,276	85,276	98,126	0	98,126	98,126
	62000 - OPERATING EXPENDITURES	79,162	82,845	85,276	85,276	98,126	0	98,126	98,126
02003 - STREET PLOWING		113,449	119,548	153,538	159,873	166,506	0	166,506	166,506
02004 - SIDEWALK PLOWING	61304 - GENERAL PERSONNEL	5,532	5,816	5,930	5,930	6,634	0	6,634	6,634
	61501 - REGULAR OVERTIME	5,536	5,546	3,840	7,177	3,840	0	3,840	3,840
	61701 - HEALTH INSURANCE	0	0	2,530	2,530	2,745	0	2,745	2,745
	61702 - DENTAL INSURANCE	0	0	145	145	167	0	167	167
	61703 - RETIREMENT CONTRIBUTIONS	1,236	1,011	942	2,424	1,473	0	1,473	1,473
	61704 - SOCIAL SECURITY	838	857	509	1,297	801	0	801	801
	61705 - WORKERS COMPENSATION	312	225	193	364	313	0	313	313
	61000 - PERSONNEL SERVICES	13,454	13,456	14,089	19,868	15,973	0	15,973	15,973
	62206 - PW FLEET CHARGE	57,572	54,889	53,076	53,076	61,074	0	61,074	61,074
	62000 - OPERATING EXPENDITURES	57,572	54,889	53,076	53,076	61,074	0	61,074	61,074
02004 - SIDEWALK PLOWING		71,026	68,345	67,165	72,944	77,047	0	77,047	77,047
02005 - STREET SALTING & SANDING	61304 - GENERAL PERSONNEL	12,397	6,835	15,004	15,004	15,340	0	15,340	15,340
	61501 - REGULAR OVERTIME	24,158	30,505	19,800	21,011	19,800	0	19,800	19,800
	61701 - HEALTH INSURANCE	111	0	6,402	6,402	6,348	0	6,348	6,348
	61702 - DENTAL INSURANCE	4	0	367	367	387	0	387	387
	61703 - RETIREMENT CONTRIBUTIONS	4,083	4,164	2,385	1,615	2,430	0	2,430	2,430
	61704 - SOCIAL SECURITY	2,759	2,777	1,288	2,130	4,941	0	4,941	4,941
	61705 - WORKERS COMPENSATION	928	764	488	0	2,688	0	2,688	2,688
	61000 - PERSONNEL SERVICES	44,439	45,046	45,734	46,529	51,934	0	51,934	51,934
	62206 - PW FLEET CHARGE	88,566	89,239	92,259	92,259	96,162	0	96,162	96,162
	62430 - TRAVEL	76	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	88,642	89,239	92,259	92,259	96,162	0	96,162	96,162
02005 - STREET SALTING & SANDING		133,081	134,285	137,993	138,788	148,095	0	148,095	148,095
02006 - SIDEWALK SALT & SANDING	61304 - GENERAL PERSONNEL	2,578	770	2,829	4,261	2,798	0	2,798	2,798
	61701 - HEALTH INSURANCE	0	0	1,207	0	1,158	0	1,158	1,158
	61702 - DENTAL INSURANCE	0	0	69	0	71	0	71	71
	61703 - RETIREMENT CONTRIBUTIONS	288	71	450	0	556	0	556	556



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02006 - SIDEWALK SALT & SANDING	61704 - SOCIAL SECURITY	195	58	243	0	303	0	303	303
	61705 - WORKERS COMPENSATION	83	18	92	0	118	0	118	118
	61000 - PERSONNEL SERVICES	3,144	918	4,890	4,261	5,004	0	5,004	5,004
	62206 - PW FLEET CHARGE	22,645	42,673	23,589	23,589	27,144	0	27,144	27,144
	62000 - OPERATING EXPENDITURES	22,645	42,673	23,589	23,589	27,144	0	27,144	27,144
02006 - SIDEWALK SALT & SANDING		25,789	43,591	28,479	27,850	32,148	0	32,148	32,148
02007 - HAULING SNOW	61304 - GENERAL PERSONNEL	3,528	4,475	8,248	8,248	8,652	0	8,652	8,652
	61501 - REGULAR OVERTIME	596	755	2,406	2,406	2,406	0	2,406	2,406
	61701 - HEALTH INSURANCE	0	0	3,519	3,519	3,580	0	3,580	3,580
	61702 - DENTAL INSURANCE	0	0	201	218	218	0	218	218
	61703 - RETIREMENT CONTRIBUTIONS	461	584	1,311	1,311	1,555	0	1,555	1,555
	61704 - SOCIAL SECURITY	314	393	708	708	846	0	846	846
	61705 - WORKERS COMPENSATION	210	193	268	268	331	0	331	331
	61000 - PERSONNEL SERVICES	5,108	6,400	16,661	16,678	17,587	0	17,587	17,587
	62206 - PW FLEET CHARGE	67,743	64,183	65,570	65,570	75,451	0	75,451	75,451
62000 - OPERATING EXPENDITURES	67,743	64,183	65,570	65,570	75,451	0	75,451	75,451	
02007 - HAULING SNOW		72,851	70,583	82,231	82,248	93,038	0	93,038	93,038
02008 - SAND STOCK PILING	61304 - GENERAL PERSONNEL	1,124	1,839	3,377	3,377	3,226	0	3,226	3,226
	61701 - HEALTH INSURANCE	0	0	1,441	1,441	1,335	0	1,335	1,335
	61702 - DENTAL INSURANCE	0	0	83	83	81	0	81	81
	61703 - RETIREMENT CONTRIBUTIONS	126	205	537	537	511	0	511	511
	61704 - SOCIAL SECURITY	84	138	290	290	278	0	278	278
	61705 - WORKERS COMPENSATION	36	52	110	110	105	0	105	105
	61000 - PERSONNEL SERVICES	1,370	2,234	5,838	5,838	5,536	0	5,536	5,536
	62206 - PW FLEET CHARGE	4,701	4,794	4,897	4,897	5,635	0	5,635	5,635
	62000 - OPERATING EXPENDITURES	4,701	4,794	4,897	4,897	5,635	0	5,635	5,635
02008 - SAND STOCK PILING		6,071	7,028	10,735	10,735	11,171	0	11,171	11,171
02009 - OTHER WINTER MAINTENANCE	61304 - GENERAL PERSONNEL	51,685	53,621	86,852	86,852	79,865	0	79,865	79,865
	61501 - REGULAR OVERTIME	1,849	298	1,950	10,125	1,950	0	1,950	1,950
	61701 - HEALTH INSURANCE	0	0	37,056	0	33,045	0	33,045	33,045
	61702 - DENTAL INSURANCE	0	0	2,122	0	2,016	0	2,016	2,016
	61703 - RETIREMENT CONTRIBUTIONS	5,980	5,910	13,803	0	11,503	0	11,503	11,503
	61704 - SOCIAL SECURITY	4,043	4,013	7,454	0	6,259	0	6,259	6,259
	61705 - WORKERS COMPENSATION	1,730	1,482	2,824	0	2,446	0	2,446	2,446
	61000 - PERSONNEL SERVICES	65,287	65,323	152,061	96,977	137,085	0	137,085	137,085
	62206 - PW FLEET CHARGE	37,422	29,254	29,886	29,886	34,390	0	34,390	34,390
	62503 - ELECTRICITY	2,221	459	500	500	500	0	500	500
	62604 - EQUIPMENT RENTAL	8,265	5,740	8,000	8,000	8,000	0	8,000	8,000
	62740 - OTHER MAINT. SUPPLIES	246,684	274,620	305,021	305,021	305,021	0	305,021	305,021
	62760 - OPERATING SUPPLIES	5,367	6,426	5,342	5,342	5,342	0	5,342	5,342
62000 - OPERATING EXPENDITURES	299,959	316,499	348,749	348,749	353,253	0	353,253	353,253	
02009 - OTHER WINTER MAINTENANCE		365,245	381,823	500,810	445,726	490,337	0	490,337	490,337
02010 - STREET MAINTENANCE	61304 - GENERAL PERSONNEL	179,714	226,381	241,511	241,511	257,881	0	257,881	257,881
	61501 - REGULAR OVERTIME	22,208	29,492	1,203	16,707	1,203	0	1,203	1,203
	61701 - HEALTH INSURANCE	184,630	208,903	103,069	196,330	106,719	0	106,719	106,719
	61702 - DENTAL INSURANCE	8,474	11,603	5,901	12,854	6,509	0	6,509	6,509
	61703 - RETIREMENT CONTRIBUTIONS	22,129	40,390	38,388	25,679	40,860	0	40,860	40,860
	61704 - SOCIAL SECURITY	15,250	19,750	20,730	13,939	36,427	0	36,427	36,427
	61705 - WORKERS COMPENSATION	6,282	7,020	7,854	4,896	19,820	0	19,820	19,820
	61901 - RECRUITMENT	771	312	0	0	7,747	0	7,747	7,747
	61000 - PERSONNEL SERVICES	439,457	543,852	418,656	511,916	477,166	0	477,166	477,166
	62206 - PW FLEET CHARGE	128,579	126,215	148,942	148,942	89,838	0	89,838	89,838
	62331 - ROAD AND STREET MAINT.	145,305	166,132	180,462	180,462	180,462	0	180,462	180,462

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02010 - STREET MAINTENANCE	62435 - TRAINING	90	70	0	0	0	0	0	0
	62740 - OTHER MAINT. SUPPLIES	138,883	72,340	111,551	111,551	111,551	0	111,551	111,551
	62760 - OPERATING SUPPLIES	7,973	11,084	3,500	16,762	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	420,830	375,842	444,455	457,717	385,351	0	385,351	385,351
02010 - STREET MAINTENANCE		860,287	919,694	863,111	969,633	862,517	0	862,517	862,517
02011 - SIDEWALK REPAIRS	61304 - GENERAL PERSONNEL	268	3,117	8,170	8,170	5,281	0	5,281	5,281
	61501 - REGULAR OVERTIME	0	385	380	380	380	0	380	380
	61701 - HEALTH INSURANCE	0	0	3,486	3,486	2,185	0	2,185	2,185
	61702 - DENTAL INSURANCE	0	0	200	200	133	0	133	133
	61703 - RETIREMENT CONTRIBUTIONS	30	399	1,298	1,298	796	0	796	796
	61704 - SOCIAL SECURITY	20	259	701	701	433	0	433	433
	61705 - WORKERS COMPENSATION	9	125	266	266	169	0	169	169
	61000 - PERSONNEL SERVICES	327	4,284	14,501	14,501	9,377	0	9,377	9,377
	62206 - PW FLEET CHARGE	64,481	37,412	48,869	48,869	56,233	0	56,233	56,233
	62760 - OPERATING SUPPLIES	10,627	3,568	10,000	10,000	10,000	0	10,000	10,000
62000 - OPERATING EXPENDITURES	75,108	40,980	58,869	58,869	66,233	0	66,233	66,233	
02011 - SIDEWALK REPAIRS		75,436	45,263	73,370	73,370	75,610	0	75,610	75,610
02012 - STREET SWEEPING	61304 - GENERAL PERSONNEL	0	0	378	378	379	0	379	379
	61701 - HEALTH INSURANCE	0	0	161	161	157	0	157	157
	61702 - DENTAL INSURANCE	0	0	9	9	10	0	10	10
	61703 - RETIREMENT CONTRIBUTIONS	0	0	60	60	75	0	75	75
	61704 - SOCIAL SECURITY	0	0	32	32	41	0	41	41
	61705 - WORKERS COMPENSATION	0	0	12	12	16	0	16	16
	61000 - PERSONNEL SERVICES	0	0	652	652	678	0	678	678
	62331 - ROAD AND STREET MAINT.	131,228	130,837	139,125	162,800	162,800	0	162,800	162,800
62000 - OPERATING EXPENDITURES	131,228	130,837	139,125	162,800	162,800	0	162,800	162,800	
02012 - STREET SWEEPING		131,228	130,837	139,777	163,452	163,478	0	163,478	163,478
02013 - BRIDGE REPAIRS	61304 - GENERAL PERSONNEL	6,241	2,321	3,895	4,094	4,362	0	4,362	4,362
	61701 - HEALTH INSURANCE	0	0	1,662	1,662	1,805	0	1,805	1,805
	61702 - DENTAL INSURANCE	0	0	95	95	110	0	110	110
	61703 - RETIREMENT CONTRIBUTIONS	697	269	619	619	691	0	691	691
	61704 - SOCIAL SECURITY	470	174	334	334	376	0	376	376
	61705 - WORKERS COMPENSATION	201	65	127	127	141	0	141	141
	61000 - PERSONNEL SERVICES	7,609	2,829	6,732	6,931	7,485	0	7,485	7,485
	62206 - PW FLEET CHARGE	2,398	2,250	2,298	2,298	2,644	0	2,644	2,644
	62760 - OPERATING SUPPLIES	837	649	1,000	1,608	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	3,235	2,899	3,298	3,906	3,644	0	3,644	3,644	
02013 - BRIDGE REPAIRS		10,844	5,728	10,030	10,837	11,129	0	11,129	11,129
02014 - ROAD SIDES & GRAVEL ROADS	61304 - GENERAL PERSONNEL	89,355	113,404	84,627	109,535	95,911	0	95,911	95,911
	61501 - REGULAR OVERTIME	612	1,041	0	1,179	0	0	0	0
	61701 - HEALTH INSURANCE	60,272	75,304	36,108	72,426	39,687	0	39,687	39,687
	61702 - DENTAL INSURANCE	3,510	4,451	2,067	4,494	2,420	0	2,420	2,420
	61703 - RETIREMENT CONTRIBUTIONS	10,049	12,222	13,450	27,293	15,195	0	15,195	15,195
	61704 - SOCIAL SECURITY	6,837	8,435	7,263	13,937	8,267	0	8,267	8,267
	61705 - WORKERS COMPENSATION	2,908	3,197	2,752	5,330	3,108	0	3,108	3,108
	61000 - PERSONNEL SERVICES	173,543	218,055	146,267	234,196	164,588	0	164,588	164,588
	62206 - PW FLEET CHARGE	55,269	54,399	55,575	55,575	63,950	0	63,950	63,950
	62740 - OTHER MAINT. SUPPLIES	0	0	1,000	1,000	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	9,150	11,697	7,500	40,274	7,500	0	7,500	7,500
62000 - OPERATING EXPENDITURES	64,419	66,096	64,075	96,849	72,450	0	72,450	72,450	
02014 - ROAD SIDES & GRAVEL ROADS		237,962	284,151	210,342	331,045	237,038	0	237,038	237,038
02015 - TRASH PICK-UP	61304 - GENERAL PERSONNEL	5,014	4,012	3,235	3,357	3,790	0	3,790	3,790
	61701 - HEALTH INSURANCE	0	0	1,380	1,380	1,568	0	1,568	1,568

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02015 - TRASH PICK-UP	61702 - DENTAL INSURANCE	0	0	79	79	96	0	96	96
	61703 - RETIREMENT CONTRIBUTIONS	560	463	514	514	600	0	600	600
	61704 - SOCIAL SECURITY	381	296	278	278	327	0	327	327
	61705 - WORKERS COMPENSATION	162	113	105	105	123	0	123	123
	61000 - PERSONNEL SERVICES	6,117	4,883	5,591	5,713	6,504	0	6,504	6,504
	62206 - PW FLEET CHARGE	10,555	10,860	11,095	11,095	12,767	0	12,767	12,767
	62760 - OPERATING SUPPLIES	1,143	1,636	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	11,698	12,496	12,095	12,095	13,767	0	13,767	13,767
02015 - TRASH PICK-UP		17,815	17,379	17,686	17,808	20,271	0	20,271	20,271
02016 - SIGN MAINTENANCE	61304 - GENERAL PERSONNEL	46,313	43,202	46,634	46,634	46,488	0	46,488	46,488
	61501 - REGULAR OVERTIME	464	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	4,590	10,288	19,897	19,897	19,235	0	19,235	19,235
	61702 - DENTAL INSURANCE	248	546	1,139	1,139	1,173	0	1,173	1,173
	61703 - RETIREMENT CONTRIBUTIONS	5,267	4,845	7,411	7,411	7,365	0	7,365	7,365
	61704 - SOCIAL SECURITY	3,555	3,271	4,002	4,002	4,007	0	4,007	4,007
	61705 - WORKERS COMPENSATION	1,512	1,213	1,516	1,516	1,507	0	1,507	1,507
	61000 - PERSONNEL SERVICES	61,950	63,366	80,599	80,599	79,775	0	79,775	79,775
	62205 - PC REPLACEMENT CHARGE	2,000	2,000	2,000	2,000	2,000	0	2,000	2,000
	62206 - PW FLEET CHARGE	15,352	24,551	24,988	24,988	28,753	0	28,753	28,753
	62740 - OTHER MAINT. SUPPLIES	1,450	0	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	20,443	16,250	23,271	23,271	23,271	0	23,271	23,271
	62000 - OPERATING EXPENDITURES	39,245	42,801	50,259	50,259	54,024	0	54,024	54,024
02016 - SIGN MAINTENANCE		101,195	106,167	130,858	130,858	133,799	0	133,799	133,799
02017 - PAVEMENT MARKINGS	61304 - GENERAL PERSONNEL	6,044	2,076	2,588	2,588	2,196	0	2,196	2,196
	61501 - REGULAR OVERTIME	444	1,285	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	0	0	1,104	1,104	909	0	909	909
	61702 - DENTAL INSURANCE	0	0	63	63	55	0	55	55
	61703 - RETIREMENT CONTRIBUTIONS	725	375	411	411	348	0	348	348
	61704 - SOCIAL SECURITY	491	252	222	222	189	0	189	189
	61705 - WORKERS COMPENSATION	256	121	84	84	71	0	71	71
	61000 - PERSONNEL SERVICES	7,959	4,109	4,472	4,472	3,768	0	3,768	3,768
	62206 - PW FLEET CHARGE	4,605	4,696	4,797	4,797	5,520	0	5,520	5,520
	62331 - ROAD AND STREET MAINT.	112,298	110,156	99,945	99,945	129,594	0	129,594	129,594
	62760 - OPERATING SUPPLIES	199	1,128	2,000	2,000	2,000	0	2,000	2,000
	62000 - OPERATING EXPENDITURES	117,102	115,980	106,742	106,742	137,114	0	137,114	137,114
02017 - PAVEMENT MARKINGS		125,062	120,089	111,214	111,214	140,882	0	140,882	140,882
02018 - STREET LIGHTING	62372 - TREE/FORESTRY MAINTENANCE	0	318	0	0	0	0	0	0
	62374 - STREET LIGHT MAINTENANCE	52,566	31,751	5,000	7,096	5,000	0	5,000	5,000
	62503 - ELECTRICITY	104,861	96,567	95,000	95,000	95,000	0	95,000	95,000
	62000 - OPERATING EXPENDITURES	157,426	128,635	100,000	102,096	100,000	0	100,000	100,000
02018 - STREET LIGHTING		157,426	128,635	100,000	102,096	100,000	0	100,000	100,000
02019 - FORESTRY	61304 - GENERAL PERSONNEL	4,377	1,565	14,003	14,003	8,985	0	8,985	8,985
	61501 - REGULAR OVERTIME	1,441	532	133	133	133	0	133	133
	61701 - HEALTH INSURANCE	0	0	5,975	5,975	3,718	0	3,718	3,718
	61702 - DENTAL INSURANCE	0	0	342	342	227	0	227	227
	61703 - RETIREMENT CONTRIBUTIONS	650	234	2,225	2,225	1,282	0	1,282	1,282
	61704 - SOCIAL SECURITY	441	155	1,202	1,202	698	0	698	698
	61705 - WORKERS COMPENSATION	221	53	455	455	273	0	273	273
	61000 - PERSONNEL SERVICES	7,130	2,539	24,335	24,335	15,315	0	15,315	15,315
	62206 - PW FLEET CHARGE	6,812	6,066	6,197	6,197	7,131	0	7,131	7,131
	62372 - TREE/FORESTRY MAINTENANCE	58,630	29,450	40,600	40,600	40,600	0	40,600	40,600

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02019 - FORESTRY	62373 - TREE PLANTING	3,322	1,987	3,000	3,000	3,000	0	3,000	3,000
	62760 - OPERATING SUPPLIES	4,266	2,849	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	73,030	40,352	50,797	50,797	51,731	0	51,731	51,731
02019 - FORESTRY		80,160	42,891	75,132	75,132	67,046	0	67,046	67,046
02020 - DOWNTOWN MEMORIAL TREES	62372 - TREE/FORESTRY MAINTENANCE	0	8,450	5,100	5,100	5,100	0	5,100	5,100
	62000 - OPERATING EXPENDITURES	0	8,450	5,100	5,100	5,100	0	5,100	5,100
02020 - DOWNTOWN MEMORIAL TREES		0	8,450	5,100	5,100	5,100	0	5,100	5,100
02021 - ENCLOSED DRAINAGE MAINT	61304 - GENERAL PERSONNEL	94,313	100,675	137,588	137,588	121,611	0	121,611	121,611
	61501 - REGULAR OVERTIME	323	1,981	1,970	6,903	1,970	0	1,970	1,970
	61701 - HEALTH INSURANCE	0	0	58,704	58,704	50,320	0	50,320	50,320
	61702 - DENTAL INSURANCE	0	0	3,361	3,361	3,069	0	3,069	3,069
	61703 - RETIREMENT CONTRIBUTIONS	10,571	11,453	21,867	21,867	17,375	0	17,375	17,375
	61704 - SOCIAL SECURITY	7,140	7,612	11,808	11,808	9,454	0	9,454	9,454
	61705 - WORKERS COMPENSATION	3,042	2,835	4,474	4,474	3,695	0	3,695	3,695
	61000 - PERSONNEL SERVICES	115,389	124,556	239,772	244,705	207,495	0	207,495	207,495
	62206 - PW FLEET CHARGE	134,351	141,722	145,733	145,733	152,694	0	152,694	152,694
	62760 - OPERATING SUPPLIES	13,627	29,372	25,150	25,150	25,150	0	25,150	25,150
62000 - OPERATING EXPENDITURES	147,978	171,094	170,883	170,883	177,844	0	177,844	177,844	
02021 - ENCLOSED DRAINAGE MAINT		263,367	295,650	410,655	415,588	385,338	0	385,338	385,338
02022 - CATCH BASIN CLEANING	62760 - OPERATING SUPPLIES	0	7	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	0	7	0	0	0	0	0	0
02022 - CATCH BASIN CLEANING		0	7	0	0	0	0	0	0
02023 - ASHUELOT RIVER DRAINAGE	61304 - GENERAL PERSONNEL	2,651	4,675	2,977	2,977	3,910	0	3,910	3,910
	61701 - HEALTH INSURANCE	0	0	1,270	1,270	1,618	0	1,618	1,618
	61702 - DENTAL INSURANCE	0	0	73	73	99	0	99	99
	61703 - RETIREMENT CONTRIBUTIONS	296	522	473	473	619	0	619	619
	61704 - SOCIAL SECURITY	202	349	256	256	337	0	337	337
	61705 - WORKERS COMPENSATION	85	131	97	97	127	0	127	127
	61000 - PERSONNEL SERVICES	3,235	5,678	5,146	5,146	6,710	0	6,710	6,710
	62206 - PW FLEET CHARGE	14,201	14,480	19,490	19,490	22,427	0	22,427	22,427
	62760 - OPERATING SUPPLIES	500	0	0	400	0	0	0	0
62000 - OPERATING EXPENDITURES	14,701	14,480	19,490	19,890	22,427	0	22,427	22,427	
02023 - ASHUELOT RIVER DRAINAGE		17,936	20,158	24,636	25,036	29,137	0	29,137	29,137
02024 - OPEN DRAINAGE MAINT	61304 - GENERAL PERSONNEL	5,233	16,017	5,644	11,773	8,299	0	8,299	8,299
	61701 - HEALTH INSURANCE	0	0	2,408	2,408	3,434	0	3,434	3,434
	61702 - DENTAL INSURANCE	0	0	138	138	210	0	210	210
	61703 - RETIREMENT CONTRIBUTIONS	585	1,719	897	897	1,315	0	1,315	1,315
	61704 - SOCIAL SECURITY	394	1,159	484	1,477	716	0	716	716
	61705 - WORKERS COMPENSATION	169	433	184	568	269	0	269	269
	61000 - PERSONNEL SERVICES	6,380	19,328	9,755	17,261	14,243	0	14,243	14,243
	62206 - PW FLEET CHARGE	23,027	12,522	8,095	8,095	9,315	0	9,315	9,315
	62760 - OPERATING SUPPLIES	1,316	6,615	3,750	4,972	3,750	0	3,750	3,750
62000 - OPERATING EXPENDITURES	24,343	19,137	11,845	13,067	13,065	0	13,065	13,065	
02024 - OPEN DRAINAGE MAINT		30,723	38,465	21,600	30,328	27,308	0	27,308	27,308
02025 - BEAVER BROOK DRAINAGE	61304 - GENERAL PERSONNEL	907	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	101	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	69	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	29	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	1,106	0	0	0	0	0	0	0

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
02025 - BEAVER BROOK DRAINAGE	62760 - OPERATING SUPPLIES	250	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	250	0	0	0	0	0	0	0
	02025 - BEAVER BROOK DRAINAGE	1,356	0	0	0	0	0	0	0
02026 - DRAINAGE AREA CLEANING	62760 - OPERATING SUPPLIES	1,650	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	1,650	0	0	0	0	0	0	0
	02026 - DRAINAGE AREA CLEANING	1,650	0	0	0	0	0	0	0
02027 - DOWNTOWN MAINTENANCE	61304 - GENERAL PERSONNEL	63,480	84,286	89,672	89,672	89,345	0	89,345	89,345
	61501 - REGULAR OVERTIME	615	562	0	16	0	0	0	0
	61701 - HEALTH INSURANCE	7,666	20,439	38,259	38,259	36,968	0	36,968	36,968
	61702 - DENTAL INSURANCE	399	1,127	2,191	2,191	2,255	0	2,255	2,255
	61703 - RETIREMENT CONTRIBUTIONS	7,159	9,515	14,252	14,252	14,155	0	14,155	14,155
	61704 - SOCIAL SECURITY	4,842	6,329	7,696	7,696	7,701	0	7,701	7,701
	61705 - WORKERS COMPENSATION	2,051	2,362	2,916	2,916	2,896	0	2,896	2,896
	61000 - PERSONNEL SERVICES	86,211	124,619	154,986	155,002	153,320	0	153,320	153,320
	62206 - PW FLEET CHARGE	18,615	18,891	19,391	19,391	22,313	0	22,313	22,313
	62300 - REPAIR & MAINTENANCE SVCS	23,089	31,559	36,525	37,901	36,525	0	36,525	36,525
	62374 - STREET LIGHT MAINTENANCE	34,123	8,562	1,517	23,244	1,517	0	1,517	1,517
	62501 - WATER	10,680	2,699	10,000	25,229	10,000	0	10,000	10,000
	62503 - ELECTRICITY	10,191	8,322	8,000	8,000	8,000	0	8,000	8,000
	62760 - OPERATING SUPPLIES	1,051	489	0	603	0	0	0	0
	62000 - OPERATING EXPENDITURES	97,749	70,523	75,433	114,368	78,355	0	78,355	78,355
	02027 - DOWNTOWN MAINTENANCE	183,960	195,142	230,419	269,370	231,675	0	231,675	231,675
02028 - HAZARDOUS WASTE SITE	62103 - TECHNICAL SERVICES	5,300	0	2,029	2,029	2,000	0	2,000	2,000
	62120 - LABORATORY SERVICES	955	680	4,065	4,065	4,065	0	4,065	4,065
	62121 - MONITORING/INSPECTIONS	11,411	3,550	43,745	43,745	45,000	0	45,000	45,000
	62448 - HAULING AND DISPOSAL	719	1,856	6,320	6,320	6,400	0	6,400	6,400
	62760 - OPERATING SUPPLIES	345	457	1,530	1,530	1,500	0	1,500	1,500
	62000 - OPERATING EXPENDITURES	18,730	6,543	57,689	57,689	58,965	0	58,965	58,965
	02028 - HAZARDOUS WASTE SITE	18,730	6,543	57,689	57,689	58,965	0	58,965	58,965
02029 - LEAF PICKUP	61304 - GENERAL PERSONNEL	31,036	29,686	33,507	33,507	34,184	0	34,184	34,184
	61501 - REGULAR OVERTIME	8,008	9,444	3,400	7,267	3,400	0	3,400	3,400
	61701 - HEALTH INSURANCE	0	3,872	14,297	14,297	14,145	0	14,145	14,145
	61702 - DENTAL INSURANCE	0	266	819	819	863	0	863	863
	61703 - RETIREMENT CONTRIBUTIONS	4,361	4,371	5,325	5,325	5,284	0	5,284	5,284
	61704 - SOCIAL SECURITY	2,964	2,900	2,876	2,876	2,875	0	2,875	2,875
	61705 - WORKERS COMPENSATION	1,218	1,074	1,090	1,090	1,124	0	1,124	1,124
	61000 - PERSONNEL SERVICES	47,587	51,613	61,314	65,181	61,875	0	61,875	61,875
	62206 - PW FLEET CHARGE	30,321	50,681	52,777	52,777	60,730	0	60,730	60,730
	62760 - OPERATING SUPPLIES	768	1,801	1,020	1,020	1,020	0	1,020	1,020
62000 - OPERATING EXPENDITURES	31,089	52,482	53,797	53,797	61,750	0	61,750	61,750	
	02029 - LEAF PICKUP	78,676	104,095	115,111	118,978	123,625	0	123,625	123,625
02030 - TRAFFIC SIGNALS/ CONTROLS	61501 - REGULAR OVERTIME	0	0	0	0	3,000	0	3,000	3,000
	61703 - RETIREMENT CONTRIBUTIONS	0	0	0	0	422	0	422	422
	61704 - SOCIAL SECURITY	0	0	0	0	230	0	230	230
	61705 - WORKERS COMPENSATION	0	0	0	0	86	0	86	86
	61000 - PERSONNEL SERVICES	0	0	0	0	3,738	0	3,738	3,738
	62103 - TECHNICAL SERVICES	0	0	0	0	6,000	0	6,000	6,000
	62300 - REPAIR & MAINTENANCE SVCS	0	0	0	0	65,826	0	65,826	65,826

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Department Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
02030 - TRAFFIC SIGNALS/ CONTROLS	62503 - ELECTRICITY	0	0	0	0	7,200	0	7,200	7,200
	62760 - OPERATING SUPPLIES	0	0	0	0	5,000	0	5,000	5,000
	62000 - OPERATING EXPENDITURES	0	0	0	0	84,026	0	84,026	84,026
02030 - TRAFFIC SIGNALS/CONTROLS		0	0	0	0	87,764	0	87,764	87,764
DEPARTMENT TOTAL		4,415,127	4,507,192	4,792,194	5,061,456	5,058,460	0	5,058,460	5,058,460
TOTAL		4,415,127	4,507,192	4,792,194	5,061,456	5,058,460	0	5,058,460	5,058,460

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## 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 #
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Long-Term Debt	176
Revenue Budget	177-178
Expenditure Budget Summary	179
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CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.



<b>Department:</b>	<b>City Manager – Economic Development</b>	<b>Fund:</b>	Parking
<b>Division (s): Cost Center:</b>	<b>Parking Services &amp; Public Works</b> 01500 through 01503		
<b>Mission:</b>	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.		

In FY23 Parking Services will continue to meet City Council Goals and meet Strategic Government Themes to diversify revenue and implement plans and asset management strategies for parking. We will continue our efforts to:

- Develop, adopt and begin implementing an EV charging strategic plan;
- Create methods to densify permit areas that could allow additional housing units to be built, as well as address the existing Downtown Core and Downtown Growth district parking requirements through implementation of the Parking Services Strategic Plan;
- Modernize our software and parking system, further outreach to the community and visitors, and support a vibrant and dynamic downtown for visitors, residents, and workforce.

In FY22, we completed a number of projects including implementing a new back office and enforcement software with Passport Inc., converting certain areas to pay-by-app only, hiring a part-time enforcement officer, and evaluating signage for better effectiveness. We achieved converting Wells Garage to be entirely reserved parking to meet parking demand for the diverse needs of the public. Through this conversion, 24/7 reserved parking was developed and we have had a waiting list for 24/7 areas ever since. In addition to these changes, pay stations were installed in front of City Hall and the Library, loading zones were added in strategic locations and others implemented during the first summer of pandemic were identified for permanency. Public Works assisted with installing enhanced lighting at Wells Garage lower level and the Police Department increased monitoring that built customer confidence in the safety and security of the garage. We assisted the public through several big Public Works projects, including the reconstruction of Roxbury Street, by ensuring parking access and alternative parking areas for permit holders and business owners. We continued our community outreach and communication with downtown businesses and residents to ensure the highest level of customer service. An example of this is the ongoing construction of the Colonial theater and ensuring they have the spaces required to effectively serve their construction and personnel needs as well as access for neighboring businesses to continue their operations.

In FY23, we will maintain our efforts of collaborating and coordinating communications with Economic Development and downtown groups to continue optimizing the Parking Program to meet the competing parking needs of customers, downtown workforce and residents. We will promote pay stations, pay-by-app areas, and increase the effort toward providing more permitted parking in strategic areas of the City. We will continue in our educational and communication efforts through visibility and social media.

We will be adding a new application with Passport for parking via pay-by-app that integrates with our back office and enforcement software. This will allow more choice to consumers, modern options, and updates to our parking infrastructure to expand the possibilities and convenience to customers. Passport allows for white-listing for residents and workers, tiered and demand-driven rates, and integration with Google Maps and individual vehicles to allow customers ease of access to available parking. Passport’s real-time information will allow data-driven decisions to better serve residents, workers, and visitors to the City. The ParkMobile app will continue to be a viable form of payment and the addition of Passport pay-by-app will allow users of ParkMobile to access parking payments through the Passport app, increasing the convenience to consumers. We have seen increased transactions with ParkMobile’s pay-by-app and allowing consumer choice with Passport’s addition will allow for more increase of this use.

Outreach, communication, and educational efforts will include utilizing our social media account to grow our online consumer following that will allow a wider audience to be informed of changes and further our education and customer service efforts. Part of our outreach will include communicating with the public about how the Parking Fund helps with the beautification of Downtown in such ways as the plants, sprinkler systems, Central Square flowers, adding safety features to our crosswalks, installation of bike racks, cleaned and maintained benches, and trash removal, all of which are done with the assistance of Public Works. In addition to Downtown beautification, our Department will continue to work with Public Works to provide consistent parking for reserved parking permit holders while projects such as maintenance at Wells and City Hall Garages, and resurfacing of Commercial and Gilbo West lots occur.

In addition to the two pay stations that were installed in FY22 in front of City Hall and the Library, Parking Services will continue to evaluate certain areas that would benefit from a pay station. This conversion allows staff to rotate meters into reserve for replacement and repair of other meters. This will also expand the usable areas of the sidewalks to allow for increased foot traffic, outside dining, and ease of maintenance. Staff will also be able to streamline collections in those areas, allowing them to better utilize their time. In an effort to maximize utility and reduce costs, other suitable areas for pay station installation will be evaluated.

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

Cost Center 01501 Outside Services provides for snow and ice control, general maintenance and repair support to the surface parking lots (Commercial Street, Elm Street, Gilbo East and West, and Library), marked spaces (metered and unmetered) and the upkeep of the downtown areas. The funds in this area do not fully support all activities (for example street sweeping, line painting) but provide a contribution to the General Fund that shoulders the majority of the cost.

In FY22, the Public Works Department continued numerous projects:

- Downtown beautification efforts that included:
  - Repairing and maintaining the sprinkler system;
  - Performing annual plantings around Central Square and Downtown (spring and then fall flowers);
- Maintaining and cleaning benches;
- Twice weekly sweeping of Downtown and surface parking lots;
- Annual painting of parking stalls;
- Weekly trash removal and policing Downtown for trash;
- Removal of snow, and ice control from Downtown parking spaces.

The FY23 Budget continues these same activities at the same level as in FY22.

Cost Centers 01502 and 01503 provide funding for the City Hall and Wells Street Parking Structures. The FY23 Operating budget allows the Department to continue basic maintenance plans for the City Hall and Wells Street Parking Structures.

Under 01502 and 01503 Public Works performed:

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

For FY23, the proposed budget provides for the same services at the same level as FY22.

## Background

The City's Parking Services serves thousands of residents, workers, and visitors per year through meters and parking lots, daily rentals, leases, and reserved spaces. Our enforcement staff maintains more than 500 parking meters, multiple parking lots, and several multi-space pay stations. Our in-office staff interacts with and assists customers daily, provides outreach to our customers, collects payments, coordinates equipment repair and maintenance, works on collections of customers' overdue tickets and stays updated on new technology and methods of paying for parking. Our staff collaborates with many departments within the City of Keene such as Economic Development, Public Works, Police, Planning, IT, and Finance.

Our team communicates with other towns and cities on ways to modernize our process. We research and study what other places are using and how we can incorporate new technology in Keene to meet the needs and demands of the City. We work with ParkMobile, and soon will work with Passport, on how to encourage our customers to go coinless and use the app. Parking Services does outreach to local businesses, residents, workforce and visitors to determine the needs in our area.

Our staff will continue to educate, communicate and work with the community. We will listen to needs and provide solutions to current problems and issues. We will provide outreach to our customers and maintain an open dialogue. Parking Services will stay up to date on technology and strive to adapt to the changing needs of our community.

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

<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>	STATUTE	CMP	CC GOAL
Identify and improve public parking needs; develop new strategies and solutions to meet needs.		Downtown	1, 2, 4, 6
Promote benefits of long-term parking lots, mobile app and other resources, as well as expanded reserved permit program geared toward downtown workforce and residents.		Downtown	1, 2, 3, 4, 6, 8
Optimize long-term reserved Parking Program to meet resident and workforce needs.		Economic Development	1, 2, 3, 4, 6, 8
Engage further with users of the Parking Program to augment parking signage and visibility as needed in the core downtown, particularly regarding directional signs to and in long-term public.		Downtown	8
Modernize all aspects of parking, including enforcement, maintenance and planning for future needs.		Transportation	1, 2, 3, 4, 6, 8
Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance.		Economic Development	1, 2, 3, 6

<b>METRICS:</b>	FY21	FY22	FY23
Number of spaces managed by Parking Services - metered / leased / permit	808/71/360	811/71/360	761/71 /406
Number of public reserved parking permits sold per year	1,440	1,530	1,700
Number of Level 1 violations issued collection	20,165	13,000	15,000
Number of single-space meters replaced with multi-space paystations (accumulative)	545	545	522
Average number of Pay Station transactions per year	30,000	40,000	55,000
Average ParkMobile transactions per month	4,927	7,050	8,000
Average SemaConnect EV charger sessions per month	34	70	85

**Parking Fund  
Operating Revenues and Expenditures**

**Proposed FY 2022 - 2023 Budget**

	ACTUAL FY 19/20	ACTUAL FY20/21	BUDGET FY 21/22	ESTIMATE FY 21/22	DEPT REQ FY 22/23	CITY MGR FY 22/23	PROJECTED FY 23/24	PROJECTED FY 24/25
<b>REVENUES</b>								
Taxes	\$836,230	\$534,749	\$545,108	\$545,108	\$210,648	\$210,648	\$267,009	\$282,956
Parking Meter Fees / Space Rentals	638,316	574,595	686,942	756,909	778,560	778,560	794,131	810,014
Fines & Forfeits	249,139	208,993	271,200	251,000	260,300	260,300	265,506	270,816
Miscellaneous	24,300	16,429	15,837	15,837	15,897	15,897	16,215	16,539
County Courthouse Payment	27,120	12,797	16,938	16,938	16,734	16,734	16,530	16,326
Capital Reserve / Project Balances			95,061		155,800	155,800	57,400	32,700
Use of (Addition to) Surplus			(21,299)		34,307	34,307	(54,086)	32,246
Sale of Bond					523,000	523,000		871,000
<b>TOTAL REVENUES</b>	<b>\$1,775,105</b>	<b>\$1,347,563</b>	<b>\$1,609,787</b>	<b>\$1,585,792</b>	<b>\$1,995,246</b>	<b>\$1,995,246</b>	<b>\$1,362,705</b>	<b>\$2,332,598</b>
<b>EXPENDITURES</b>								
Lots & Meters	\$633,416	\$513,747	\$617,171	\$631,120	\$609,780	\$609,780	\$621,976	\$634,415
Outside Services	239,995	232,831	241,183	252,209	249,235	249,235	254,220	259,304
City Hall Parking Facility	18,980	17,439	21,976	22,119	22,701	22,701	23,155	23,618
Wells Street Parking Facility	18,411	28,646	33,245	35,368	34,262	34,262	34,947	35,646
Property Taxes: Courthouse	255,402							
Debt Service-TIFD	589,025	498,769	489,851	489,851	124,468	\$124,468	181,008	190,054
<b>SUBTOTAL</b>	<b>\$1,755,229</b>	<b>\$1,291,431</b>	<b>\$1,403,426</b>	<b>\$1,430,667</b>	<b>\$1,040,446</b>	<b>\$1,040,446</b>	<b>\$1,115,305</b>	<b>\$1,143,038</b>
<b>CAPITAL</b>	<b>60,000</b>	<b>\$94,045</b>	<b>206,361</b>	<b>206,361</b>	<b>954,800</b>	<b>954,800</b>	<b>247,400</b>	<b>1,189,560</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,815,229</b>	<b>\$1,385,476</b>	<b>\$1,609,787</b>	<b>\$1,637,028</b>	<b>\$1,995,246</b>	<b>\$1,995,246</b>	<b>\$1,362,705</b>	<b>\$2,332,598</b>
<b>NET REVENUE (EXPENDITURES)</b>	<b>(\$40,124)</b>	<b>(\$37,914)</b>	<b>\$0</b>	<b>(\$51,236)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Parking Fund

### 2023 - 2029 Capital Improvement Program Summary

<u>Project Name</u>	<u>2022/2023</u>	<u>2023/2024</u>	<u>2024/2025</u>	<u>2025/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>TOTAL</u>
CR Appropriation: City Hall Parking Facility	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 225,000
CR Appropriation: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
City Hall Parking Structure Maint Program	-	57,400	32,700	218,000	-	-	-	308,100
EV Charging Stations Project	-	-	167,860	-	-	-	-	167,860
Pay Stations Project	-	125,000	-	-	-	-	-	125,000
Surface Lot Maintenance Program	-	-	53,000	-	-	50,000	-	103,000
Wells Street Parking Structure Maint Program	678,800	-	-	-	-	-	-	678,800
West Side Downtown Parking Structure	216,000	-	871,000	-	9,798,000	-	-	10,885,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 954,800</b>	<b>\$ 247,400</b>	<b>\$ 1,189,560</b>	<b>\$ 283,000</b>	<b>\$ 9,858,000</b>	<b>\$ 110,000</b>	<b>\$ 60,000</b>	<b>\$ 12,702,760</b>

#### PROJECT FUNDING DETAIL

##### Reserve Funded Projects

City Hall Parking Structure Maint Program	\$ -	\$ 57,400	\$ 32,700	\$ 218,000	\$ -	\$ -	\$ -	\$ 308,100
Wells Street Parking Structure Maint Program	155,800	-	-	-	-	-	-	155,800
<b>Total: Reserve Funded Projects</b>	<b>\$ 155,800</b>	<b>\$ 57,400</b>	<b>\$ 32,700</b>	<b>\$ 218,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 463,900</b>

##### Projects Funded with Debt

Wells Street Parking Structure Maint Program	\$ 523,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 523,000
West Side Downtown Parking Structure	-	-	871,000	-	9,798,000	-	-	10,669,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 523,000</b>	<b>\$ -</b>	<b>\$ 871,000</b>	<b>\$ -</b>	<b>\$ 9,798,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,192,000</b>

##### Capital Reserve Appropriations

Capital Reserve: City Hall Parking Facility	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 225,000
Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 60,000</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 435,000</b>

##### Projects Funded with Cash

EV Charging Stations Project	\$ -	\$ -	\$ 167,860	\$ -	\$ -	\$ -	\$ -	\$ 167,860
Pay Stations Project	-	125,000	-	-	-	-	-	125,000
Surface Lot Maintenance Program	-	-	53,000	-	-	50,000	-	103,000
West Side Downtown Parking Structure	216,000	-	-	-	-	-	-	216,000
<b>Total: Projects Funded with Cash</b>	<b>\$ 216,000</b>	<b>\$ 125,000</b>	<b>\$ 220,860</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 611,860</b>

##### **Subtotal: Uses of Cash**

(Capital Reserve Appropriations plus Projects Funded with Cash)

<b>Subtotal: Uses of Cash</b>	<b>\$ 276,000</b>	<b>\$ 190,000</b>	<b>\$ 285,860</b>	<b>\$ 65,000</b>	<b>\$ 60,000</b>	<b>\$ 110,000</b>	<b>\$ 60,000</b>	<b>\$ 1,046,860</b>
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#### **TOTAL CAPITAL PROGRAM**

<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 954,800</b>	<b>\$ 247,400</b>	<b>\$ 1,189,560</b>	<b>\$ 283,000</b>	<b>\$ 9,858,000</b>	<b>\$ 110,000</b>	<b>\$ 60,000</b>	<b>\$ 12,702,760</b>
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##### New Cash Requirement FY 23-29: Reconciliation

Total: Uses of Cash	\$ 276,000	\$ 190,000	\$285,860	\$65,000	\$60,000	\$110,000	\$60,000	\$1,046,860
Use of Retained Earnings/Project Balance	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 276,000</b>	<b>\$ 190,000</b>	<b>\$285,860</b>	<b>\$65,000</b>	<b>\$60,000</b>	<b>\$110,000</b>	<b>\$60,000</b>	<b>\$1,046,860</b>

## Parking Fund

### FY 2022 - 2023 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2022/2023</u>	<u>INTEREST 2022/2023</u>	<u>PRINCIPAL BALANCE 06/30/23</u>
Wells St TIFD Courthouse Project (advance refunded 2020 Series B)	9/15/2020	10/15/2030	1.36%	327,000	30,000	3,468	240,000
Wells St TIFD Infrastructure (Norway/93rd)	6/12/2015	6/12/2025	avg 2.17%	760,000	75,000	7,500	150,000
				\$ 1,087,000	\$ 105,000	\$ 10,968	\$ 390,000

**Authorized, Unissued:**

N/A \$ -

**Total Authorized / Unissued**

\$ -

**Anticipated, FY22/23:**

R-2022-14 Well Street Structure Maintenance \$ 523,000

**Total Anticipated Bond Issue - New**

\$ 523,000

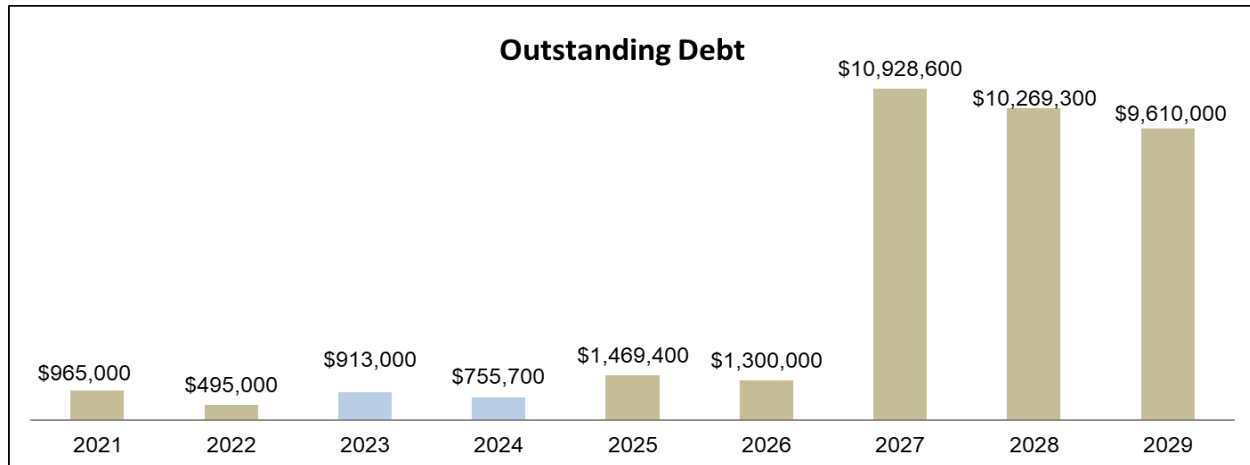
**Anticipated, Future FY24 - FY29:**

FY25 West Side Downtown Parking Structure \$ 871,000

FY27 West Side Downtown Parking Structure \$ 9,798,000

**Total Anticipated Bond Issue - Future**

\$ 10,669,000



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

PARKING FUND

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
41125 - TAX INCREMENT FINANCING	836,230	534,749	545,108	545,108	210,648	210,648
41000 - TAXES	836,230	534,749	545,108	545,108	210,648	210,648
42306 - MISC FEES & CHARGES	2,601	1,482	0	1,240	0	0
42307 - CITY HALL: UPPER LOT METER	2,099	1,769	990	4,095	2,040	2,040
42308 - COMMERCIAL LOT METERS	22,005	13,066	17,250	19,575	21,600	21,600
42309 - ELM LOT METERS	14,630	5,760	9,570	14,418	11,500	11,500
42310 - GILBO LOT EAST METERS	27,282	26,038	27,600	29,788	33,200	33,200
42311 - LIBRARY ANNEX LOT METERS	5,454	3,021	5,405	3,569	5,090	5,090
42313 - ON STREET METERS	190,831	137,315	221,000	188,282	228,000	228,000
42314 - WELLS LOT METERS	9,902	16,712	15,030	15,000	7,550	7,550
42320 - MAIN STREET METERS	132,315	109,209	140,000	138,908	129,517	129,517
42000 - LICENSES/PERMITS/FEES	407,119	314,372	436,845	414,875	438,497	438,497
45101 - METER VIOLATIONS - STG 1	95,983	86,502	104,000	95,000	100,400	100,400
45102 - METER VIOLATIONS - STG 2	115,998	100,017	121,200	110,000	113,900	113,900
45103 - GENERAL VIOLATIONS - STG1	9,519	6,735	14,000	14,000	14,000	14,000
45104 - GENERAL VIOLATIONS - STG2	16,104	9,712	20,000	20,000	20,000	20,000
45105 - COURT FINES	11,535	6,026	12,000	12,000	12,000	12,000
45000 - FINES & FORFEITS	249,139	208,993	271,200	251,000	260,300	260,300
46000 - MISCELLANEOUS	0	44	0	0	0	0
46101 - INTEREST EARNINGS	12,556	1,751	1,000	1,000	500	500
46112 - PARKING-SMARTCARD FEE	34	0	0	0	0	0
46300 - RENTS	11,710	14,415	14,837	14,837	15,397	15,397
46305 - PARKING LOTS (LEASED)	32,405	35,589	36,067	36,067	36,808	36,808
46310 - PARKING SPACES-EMPLOYEES	47,480	47,480	47,480	47,480	57,080	57,080
46318 - KEENE DISTRICT COURT	27,120	0	0	0	0	0
46319 - COUNTY COURTHOUSE	0	12,797	16,938	16,938	16,734	16,734
46320 - COMMERCIAL LOT RESERVED	12,810	20,702	19,475	57,014	31,600	31,600
46321 - CYPRESS LOT RESERVED	2,030	0	0	0	0	0
46322 - ELM LOT RESERVED	19,702	22,805	16,690	19,165	24,500	24,500
46323 - GILBO WEST RESERVED	20,669	20,901	20,095	32,496	33,000	33,000
46324 - WELLS LOT RESERVED	76,783	79,775	90,000	120,070	129,000	129,000
46325 - LOT 6-CITY HALL UPPER LOT	0	0	2,500	0	0	0
46326 - ON STREET RESERVED	19,317	16,762	17,790	29,742	28,075	28,075
46000 - MISCELLANEOUS	282,616	273,020	282,872	374,809	372,694	372,694
47001 - USE (ADDITION) TO SURPLUS	0	0	(21,299)	0	34,307	34,307
47003 - CAPITAL RESERVE	0	0	55,100	0	155,800	155,800
47201 - CAPITAL PROJECTS FUND	0	16,429	39,961	0	0	0
47000 - OTHER FINANCING SOURCES	0	16,429	73,762	0	190,107	190,107
48101 - SALE OF BONDS	0	0	0	0	523,000	523,000
48000 - PROCEEDS LONG TRM FINANCE	0	0	0	0	523,000	523,000



City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Revenue Budget

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
TOTAL	1,775,105	1,347,563	1,609,787	1,585,791	1,995,246	1,995,246

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

PARKING FUND

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61303 - SUPERVISORY PERSONNEL	61,431	132,859	129,822	129,822	140,096	0	140,096	140,096
61304 - GENERAL PERSONNEL	100,411	110,887	130,716	130,743	136,944	0	136,944	136,944
61307 - PART TIME EMPLOYEES	68,825	46,313	77,136	68,379	74,361	0	74,361	74,361
61401 - TEMPORARY PERSONNEL	365	1,965	0	0	0	0	0	0
61501 - REGULAR OVERTIME	6,403	11,472	6,164	7,500	6,164	0	6,164	6,164
61701 - HEALTH INSURANCE	49,715	74,901	66,311	70,451	68,529	0	68,529	68,529
61702 - DENTAL INSURANCE	2,342	4,292	3,868	4,562	3,996	0	3,996	3,996
61703 - RETIREMENT CONTRIBUTIONS	18,735	28,697	37,498	37,498	39,818	0	39,818	39,818
61704 - SOCIAL SECURITY	17,652	22,235	26,305	26,305	27,354	0	27,354	27,354
61705 - WORKERS COMPENSATION	4,102	3,989	3,951	3,951	5,019	0	5,019	5,019
61901 - RECRUITMENT	0	627	0	114	0	0	0	0
61000 - PERSONNEL SERVICES	329,982	438,237	481,770	479,323	502,280	0	502,280	502,280
62102 - PROFESSIONAL SERVICES	78,932	94	0	1,163	0	0	0	0
62103 - TECHNICAL SERVICES	17,350	14,609	29,648	50,000	18,000	0	18,000	18,000
62176 - CITY ADMIN CHARGE	220,363	99,308	96,364	96,364	85,946	0	85,946	85,946
62185 - MARKETING & DEVELOPMENT	0	0	0	0	523	0	523	523
62203 - SNOW PLOWING	62,082	63,288	64,371	64,371	65,658	0	65,658	65,658
62204 - STREET SWEEPING	4,000	8,000	8,000	13,000	8,000	0	8,000	8,000
62205 - PC REPLACEMENT CHARGE	845	1,087	1,187	1,187	1,275	0	1,275	1,275
62206 - PW FLEET CHARGE	20,469	20,953	21,497	21,497	24,344	0	24,344	24,344
62208 - TAXES	257,672	0	2,310	2,310	2,304	0	2,304	2,304
62311 - EQUIPMENT MAINTENANCE	770	0	3,900	3,900	3,900	0	3,900	3,900
62330 - PARKING LOT MAINTENANCE	0	0	4,000	4,000	4,000	0	4,000	4,000
62340 - GROUNDS MAINTENANCE	120,713	92,685	116,389	116,389	115,838	0	115,838	115,838
62435 - TRAINING	408	289	2,000	2,000	3,000	0	3,000	3,000
62446 - CLEANING ALLOWANCE	600	400	600	600	600	0	600	600
62503 - ELECTRICITY	6,655	5,025	6,840	6,840	6,840	0	6,840	6,840
62510 - COMMUNICATIONS/PHONE	1,849	1,852	2,484	2,484	2,484	0	2,484	2,484
62602 - OFFICE SPACE RENTAL	10,854	11,111	11,322	11,322	11,617	0	11,617	11,617
62701 - OFFICE SUPPLIES	1,391	3,992	8,523	6,000	6,000	0	6,000	6,000
62710 - POSTAGE	1,755	1,425	4,000	3,000	3,000	0	3,000	3,000
62720 - REPAIR PARTS	330	336	5,000	5,000	5,000	0	5,000	5,000
62740 - OTHER MAINT. SUPPLIES	1,832	11,255	14,370	14,370	14,370	0	14,370	14,370
62755 - UNIFORMS	2,890	971	3,500	3,500	3,500	0	3,500	3,500
62760 - OPERATING SUPPLIES	21,739	17,745	25,500	29,596	27,500	0	27,500	27,500
63409 - EQUIPMENT ACQUISITION	2,724	0	0	2,600	0	0	0	0
65101 - PRINCIPAL	520,000	467,000	470,000	470,000	105,000	0	105,000	105,000
65102 - INTEREST ON BONDED DEBT	69,025	31,769	19,851	19,851	19,467	0	19,467	19,467
68010 - CAPITAL RESERVE	60,000	60,000	60,000	60,000	60,000	0	60,000	60,000
68011 - CAPITAL PROJECT TRANSFER	0	34,045	146,361	146,361	894,800	0	894,800	894,800
62000 - OPERATING EXPENDITURES	1,485,247	947,239	1,128,017	1,157,705	1,492,966	0	1,492,966	1,492,966
TOTAL	1,815,229	1,385,476	1,609,787	1,637,028	1,995,246	0	1,995,246	1,995,246

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

PARKING FUND

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
01500 - PARKING LOTS & METERS	61303 - SUPERVISORY PERSONNEL	61,431	132,859	129,822	129,822	140,096	0	140,096	140,096
	61304 - GENERAL PERSONNEL	83,300	84,819	107,817	107,817	109,714	0	109,714	109,714
	61307 - PART TIME EMPLOYEES	68,825	46,313	77,136	68,379	74,361	0	74,361	74,361
	61401 - TEMPORARY PERSONNEL	0	1,965	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	25,935	49,891	56,541	56,541	57,261	0	57,261	57,261
	61702 - DENTAL INSURANCE	1,369	2,879	3,308	3,308	3,308	0	3,308	3,308
	61703 - RETIREMENT CONTRIBUTIONS	16,108	24,520	33,412	33,412	35,123	0	35,123	35,123
	61704 - SOCIAL SECURITY	15,867	19,409	24,081	24,081	24,799	0	24,799	24,799
	61705 - WORKERS COMPENSATION	3,212	2,607	3,114	3,114	4,028	0	4,028	4,028
	61901 - RECRUITMENT	0	627	0	114	0	0	0	0
	61000 - PERSONNEL SERVICES	276,046	365,889	435,230	426,587	448,690	0	448,690	448,690
	62102 - PROFESSIONAL SERVICES	78,932	94	0	1,163	0	0	0	0
	62103 - TECHNICAL SERVICES	17,350	14,609	29,648	50,000	18,000	0	18,000	18,000
	62176 - CITY ADMIN CHARGE	220,363	99,308	96,364	96,364	85,946	0	85,946	85,946
	62185 - MARKETING & DEVELOPMENT	0	0	0	0	523	0	523	523
	62205 - PC REPLACEMENT CHARGE	845	1,087	1,187	1,187	1,275	0	1,275	1,275
	62206 - PW FLEET CHARGE	7,613	7,843	8,103	8,103	8,941	0	8,941	8,941
	62208 - TAXES	2,270	0	2,310	2,310	2,304	0	2,304	2,304
	62311 - EQUIPMENT MAINTENANCE	770	0	3,900	3,900	3,900	0	3,900	3,900
	62435 - TRAINING	408	289	2,000	2,000	3,000	0	3,000	3,000
	62446 - CLEANING ALLOWANCE	600	400	600	600	600	0	600	600
	62510 - COMMUNICATIONS/PHONE	1,849	1,852	2,484	2,484	2,484	0	2,484	2,484
	62602 - OFFICE SPACE RENTAL	10,854	11,111	11,322	11,322	11,617	0	11,617	11,617
	62701 - OFFICE SUPPLIES	1,391	3,992	8,523	6,000	6,000	0	6,000	6,000
	62710 - POSTAGE	1,755	1,425	4,000	3,000	3,000	0	3,000	3,000
	62720 - REPAIR PARTS	330	336	5,000	5,000	5,000	0	5,000	5,000
	62755 - UNIFORMS	2,890	971	3,500	3,500	3,500	0	3,500	3,500
	62760 - OPERATING SUPPLIES	6,427	4,541	3,000	5,000	5,000	0	5,000	5,000
	63409 - EQUIPMENT ACQUISITION	2,724	0	0	2,600	0	0	0	0
	62000 - OPERATING EXPENDITURES	357,370	147,858	181,941	204,533	161,090	0	161,090	161,090
01500 - PARKING LOTS & METERS	633,416	513,747	617,171	631,120	609,780	0	609,780	609,780	
01501 - OUTSIDE SERVICES	61304 - GENERAL PERSONNEL	13,834	23,668	18,422	18,422	22,878	0	22,878	22,878
	61401 - TEMPORARY PERSONNEL	365	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	5,823	9,553	4,664	6,000	4,664	0	4,664	4,664
	61701 - HEALTH INSURANCE	18,256	19,200	7,860	12,000	9,467	0	9,467	9,467
	61702 - DENTAL INSURANCE	747	1,084	450	1,000	577	0	577	577
	61703 - RETIREMENT CONTRIBUTIONS	2,196	3,694	3,246	3,246	3,872	0	3,872	3,872
	61704 - SOCIAL SECURITY	1,498	2,499	1,766	1,766	2,107	0	2,107	2,107
	61705 - WORKERS COMPENSATION	772	1,279	665	665	824	0	824	824
	61000 - PERSONNEL SERVICES	43,490	60,977	37,073	43,099	44,389	0	44,389	44,389
	62203 - SNOW PLOWING	62,082	63,288	64,371	64,371	65,658	0	65,658	65,658
	62204 - STREET SWEEPING	4,000	8,000	8,000	13,000	8,000	0	8,000	8,000
	62330 - PARKING LOT MAINTENANCE	0	0	4,000	4,000	4,000	0	4,000	4,000
	62340 - GROUNDS MAINTENANCE	120,713	92,685	116,389	116,389	115,838	0	115,838	115,838
	62503 - ELECTRICITY	1,579	859	850	850	850	0	850	850
	62740 - OTHER MAINT. SUPPLIES	229	0	2,000	2,000	2,000	0	2,000	2,000
	62760 - OPERATING SUPPLIES	7,901	7,022	8,500	8,500	8,500	0	8,500	8,500
	62000 - OPERATING EXPENDITURES	196,505	171,854	204,110	209,110	204,846	0	204,846	204,846
01501 - OUTSIDE SERVICES	239,995	232,831	241,183	252,209	249,235	0	249,235	249,235	
01502 - CITY HALL PRKNG	61304 - GENERAL PERSONNEL	417	735	1,786	1,786	1,634	0	1,634	1,634
	61501 - REGULAR OVERTIME	431	454	600	600	600	0	600	600

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
FACILITY	61701 - HEALTH INSURANCE	3,963	4,167	762	762	676	0	676	676
	61702 - DENTAL INSURANCE	162	236	44	187	41	0	41	41
	61703 - RETIREMENT CONTRIBUTIONS	95	133	335	335	314	0	314	314
	61704 - SOCIAL SECURITY	61	93	183	183	171	0	171	171
	61705 - WORKERS COMPENSATION	21	29	69	69	64	0	64	64
	61000 - PERSONNEL SERVICES	5,150	5,847	3,779	3,922	3,500	0	3,500	3,500
	62206 - PW FLEET CHARGE	6,428	6,555	6,697	6,697	7,702	0	7,702	7,702
	62740 - OTHER MAINT. SUPPLIES	0	0	500	500	500	0	500	500
	62760 - OPERATING SUPPLIES	7,401	5,036	11,000	11,000	11,000	0	11,000	11,000
	62000 - OPERATING EXPENDITURES	13,829	11,591	18,197	18,197	19,202	0	19,202	19,202
	01502 - CITY HALL PRKNG FACILITY	18,980	17,439	21,976	22,119	22,701	0	22,701	22,701
01503 - WELLS ST PRKNG FACILITY	61304 - GENERAL PERSONNEL	2,861	1,663	2,691	2,718	2,718	0	2,718	2,718
	61501 - REGULAR OVERTIME	149	1,466	900	900	900	0	900	900
	61701 - HEALTH INSURANCE	1,562	1,643	1,148	1,148	1,125	0	1,125	1,125
	61702 - DENTAL INSURANCE	64	93	66	66	69	0	69	69
	61703 - RETIREMENT CONTRIBUTIONS	336	350	505	505	509	0	509	509
	61704 - SOCIAL SECURITY	227	235	275	275	277	0	277	277
	61705 - WORKERS COMPENSATION	97	74	103	103	103	0	103	103
	61000 - PERSONNEL SERVICES	5,295	5,523	5,688	5,715	5,701	0	5,701	5,701
	62206 - PW FLEET CHARGE	6,428	6,555	6,697	6,697	7,702	0	7,702	7,702
	62503 - ELECTRICITY	5,076	4,166	5,990	5,990	5,990	0	5,990	5,990
	62740 - OTHER MAINT. SUPPLIES	1,602	11,255	11,870	11,870	11,870	0	11,870	11,870
	62760 - OPERATING SUPPLIES	10	1,146	3,000	5,096	3,000	0	3,000	3,000
	62000 - OPERATING EXPENDITURES	13,116	23,122	27,557	29,653	28,562	0	28,562	28,562
01503 - WELLS ST PRKNG FACILITY	18,411	28,646	33,245	35,368	34,262	0	34,262	34,262	
01520 - CAPITAL APPROPRIATION	62208 - TAXES	255,402	0	0	0	0	0	0	0
	65101 - PRINCIPAL	520,000	467,000	470,000	470,000	105,000	0	105,000	105,000
	65102 - INTEREST ON BONDED DEBT	69,025	31,769	19,851	19,851	19,467	0	19,467	19,467
	68010 - CAPITAL RESERVE	60,000	60,000	60,000	60,000	60,000	0	60,000	60,000
	68011 - CAPITAL PROJECT TRANSFER	0	34,045	146,361	146,361	894,800	0	894,800	894,800
	62000 - OPERATING EXPENDITURES	904,427	592,814	696,212	696,212	1,079,267	0	1,079,267	1,079,267
	01520 - CAPITAL APPROPRIATION	904,427	592,814	696,212	696,212	1,079,267	0	1,079,267	1,079,267
TOTAL	1,815,229	1,385,476	1,609,787	1,637,028	1,995,246	0	1,995,246	1,995,246	

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## 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.

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CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

<b>Department:</b>	<b>Information Technology (IT)</b>	<b>Fund:</b>	PC Replacement
<b>Division (s): Cost Center:</b>	<b>PC Replacement 00799</b>		
<b>Mission:</b>	Through the Computer Equipment Replacement Plan, regular replacement of computer equipment will ensure maximum levels of reliability and performance in the City's computing environment.		

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

IT plans to replace 44 computers in FY23, which will be completed entirely by IT staff. Printers and monitors are only replaced as necessary rather than on a fixed schedule. Overall, the printer inventory is aging to the extent that the budget now accounts for the replacement of at least five printers per year. Going forward, printers that reach end-of-life will be evaluated on a case by case basis for their necessity as the multi-function copiers may potentially cover printing needs.

The annual fees charged for each type of computer have increased to reflect the increase in purchase prices. They have only escalated enough to cover a portion of the increasing costs, however, the hope is that the costs will recover some in the next 1-2 years as the industry overcomes chip shortages, supply chain challenges, and supply and demand pressures. If not, the annual fees will have to increase in future years.

The increase in use of laptops among City users that started at the onset of the COVID-19 pandemic has caused an increase in the annual cost of replacing computers since laptops and tablets are more costly than desktop computers. The market prices of computers is having an even greater impact on the cost increases budgeted in the FY23 00799 budget. To alleviate some of the expense we have extended the life of laptops from three to four years. For a couple of years there will be some existing laptops that will be in use beyond the 3-year warranties they were purchased with. IT staff is keeping a few retired laptops in storage to be available if necessary in the event that a system that is yet to be replaced has become inoperable outside of its warranty period. New laptops will be purchased with 4-year warranties.

IT is planning to conduct a Microsoft Office 365 study in FY22 which will include a test group of "power users" from multiple departments. The goal is to determine if the cloud-based productivity platform will improve organizational document management, archival, collaboration and discovery to the extent that it is both necessary and cost effective. Though a shift in this direction in the future would increase the cost of desktop productivity software captured in the PC Replacement Fund budget, it has the potential to also replace certain other costs in areas such as email security, email archive and email server platforms.

The cost of Microsoft Office licensing (Word, Excel, Outlook, Powerpoint, OneNote, etc.) was historically included in cost center 00799, PC Replacement Fund, budget at \$75,000-\$100,000 every five years. This covered the cost of upgrades to provide current desktop publishing capabilities for all City computers. In FY23 the cost of Office is moving to cost center 00701 (Cloud Software). This reduces the impact on annual computer fees – which are increasing due to rising replacement costs – and recognizes that the products are moving from installation on each individual computer to the cloud.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
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		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Replace 44 computers as well as EOL printers, monitors and computer equipment.			Municipal Governance & Fin Stability	
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.			Municipal Governance & Fin Stability	
Complete migration of all City computers from local MS Office to Office 365.			Municipal Governance & Fin Stability	
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
PC1 Purchase Cost		\$550	\$600	\$950
PC1 Replacement Schedule		5 years	5 years	5 years
PC2 Purchase Cost		\$900	\$900	\$1,250
PC2 Replacement Schedule		3 years	3 years	3 years
Tablet Purchase Cost		\$1,400	\$1,400	\$2,150
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	\$1,200
Laptop Replacement Schedule		3 years	3 years	4 years
Total Annual Contributions to Fund		\$95,913	\$103,895	\$115,236
Total Computers		328	338	341



**PC Replacement Fund**  
**Operating Revenues and Expenditures**

**Proposed FY 2022 - 2023 Budget**

	ACTUAL FY 19/20	ACTUAL FY 20/21	BUDGET FY 21/22	ESTIMATE FY 21/22	DEPT REQ FY 22/23	CITY MGR FY 22/23	PROJECTED FY 23/24	PROJECTED FY 24/25
<b>REVENUES</b>								
Charges for Services	\$89,583	\$96,037	\$104,185	\$104,185	\$115,241	\$115,241	\$115,241	\$115,241
Use of (Addition to) Surplus			(42,625)	0	(23,081)	(\$23,081)	40,759	51,859
Miscellaneous	5,915	6,615	2,000	767	1,000	\$1,000	1,000	1,000
<b>TOTAL REVENUES</b>	\$95,498	\$102,652	\$63,560	\$104,952	\$93,160	\$93,160	\$157,000	\$168,100
<b>EXPENDITURES</b>								
PC Replacement	\$154,656	\$103,415	\$63,560	\$86,000	\$93,160	\$93,160	\$157,000	\$168,100
Capital Project Transfer	33,000	0						
<b>TOTAL EXPENDITURES</b>	\$187,656	\$103,415	\$63,560	\$86,000	\$93,160	\$93,160	\$157,000	\$168,100
<b>NET REVENUE (EXPENDITURES)</b>	(\$92,158)	(\$763)	\$0	\$18,952	\$0	\$0	\$0	\$0

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

PC REPLACEMENT FUND

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
46109 - USER FEES	89,583	96,037	104,185	104,185	115,241	115,241
44000 - CHARGES FOR SERVICES	89,583	96,037	104,185	104,185	115,241	115,241
46101 - INTEREST EARNINGS	4,856	742	0	0	0	0
47303 - SALE OF SURPLUS EQUIPMNT	1,059	5,873	2,000	767	1,000	1,000
46000 - MISCELLANEOUS	5,915	6,615	2,000	767	1,000	1,000
47001 - USE (ADDITION) TO SURPLUS	0	0	(42,625)	0	(23,081)	(23,081)
47000 - OTHER FINANCING SOURCES	0	0	(42,625)	0	(23,081)	(23,081)
TOTAL	95,498	102,652	63,560	104,952	93,160	93,160

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Department Summary by Account

PC REPLACEMENT FUND

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62301 - OFFICE EQUIPMENT MAINT.	7,233	7,362	9,600	7,500	9,600	0	9,600	9,600
62307 - COMPUTER SYS MAINTENANCE	1,274	2,304	5,000	5,000	5,000	0	5,000	5,000
62744 - MINOR COMPUTER EQUIPMENT	142,450	92,605	48,960	73,500	78,560	0	78,560	78,560
62761 - SOFTWARE	3,699	1,144	0	0	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	33,000	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	187,656	103,415	63,560	86,000	93,160	0	93,160	93,160
TOTAL	187,656	103,415	63,560	86,000	93,160	0	93,160	93,160

## 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.

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CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
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Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	Solid Waste
<b>Division (s): Cost Center:</b>	<b>Solid Waste</b> 10000 through 10009		
<b>Mission:</b>	Manage the community's solid waste and recycling in an efficient, economical, and environmentally sensitive manner and ensure Keene's ability to use the most appropriate disposal solutions at all times.		

In FY23, the Solid Waste Division will be in the first year of a new three (3) year contract for the transport and disposal of approximately 35,000 tons of solid waste from the City Transfer Station with Waste Management of New Hampshire (WMNH). The ability of the City to maintain the Solid Waste Fund business model is secure for the next three (3) years, albeit with some likely adjustments in disposal fees to match contractual increases incorporated in the current agreement. This business model, which has been successfully used for almost 3 decades, is funded entirely outside of the property tax revenues, and is supported by the disposal fees charged at the facility as well as revenue from the sale of recycling commodities. Keene is the only municipality in the State of New Hampshire to not be supported wholly or in part from property tax revenue. As the current contract begins to wind down, the Solid Waste Division will be updating its business plan that outlines the available options for consideration by the City Manager and ultimately the City Council when decision points are reached.

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

The Solid Waste Division also oversees the closed landfill as part of a required 30-year EPA monitoring program currently in year 23 of the required 30-year monitoring commitment. The Solid Waste Division has two years of operating a 99.9% post-consumer biofuel generator that provides primary power to the adjacent recycling center and transfer station. This was a partially funded project by the Environmental Protection Agency through the Climate Showcase Communities program and remains the only biofuel generator that operates on renewable non-petroleum diesel fuel in the country. The Solid Waste Division worked with the New Hampshire Department of Environmental Services Air Resources Bureau to conduct stack testing and analytical data to acquire a General Air Permit as well as demonstrate the benefits of reduced emissions from non-petroleum diesel, and it is anticipated a General Air Permit will be received in FY23. The Solid Waste Division also manages 24 household hazardous collections annually that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream.

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

Perhaps the most profound change the Solid Waste Division sees is the continued light weighting of containers, most notably in plastics. The processing requirements to recycle materials increase due the fact that while the tonnage amounts remain constant, there are more containers received, which requires 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 strictly processing perspective, it is a challenge to continue to process more pieces of material with existing human resources.

Expansion of organics diversion will be a focus of FY23. New composting rules are expected by the New Hampshire Department of Environmental Services that will allow food waste to be more readily accepted into existing composting operations, and the Solid Waste Division will continue to promote backyard composting for those residents for which backyard composting is a better option than bringing it to the facility.

### Background

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

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

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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		Align w/CMP	
Provide access for Keene residents to economically discard waste materials according to Federal and State guidelines through an operating permit issued by New Hampshire Department of Environmental Services.		Community Health & Wellness	
Operate transfer station to dispose of non-recyclable commercial and household refuse as well as construction debris generated in the City of Keene.		Community Health & Wellness	
Recycling operations- Process private contractor collected recyclables at recycling center (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 19,000 vehicles per year with expanded recycling opportunities.		Climate Change	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		STATUTE	CC Goals
Maximize weight per trailer at Transfer Station (within legal weight limits)		Municipal Governance & Financial Stability	1
Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material)		Municipal Governance & Financial Stability	1
Assess current market conditions and project future market conditions to evaluate hauling and disposal of waste from Transfer Station prior to current contract expiration on 12/31/24		Leadership	1, 7
Obtain NHDES General Air Permit for Biofuel Generator as operating as prime power source at the Solid Waste Division		Leadership	7
<b>METRICS:</b>		FY21	FY22
Average weight per transfer station load (tons). Contractual penalties incurred if under 26 tons		26	26
Transport/Disposal Cost (per ton)- contract price with contractor hauling material from Transfer Station, ensures stability of Solid Waste Fund		\$71.00	\$72.00
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)		\$40.00	\$41.00
Maintain reasonable wait time for residents to access facility (on Saturdays)		< 5 min	< 5 min

## Solid Waste Fund Operating Revenues and Expenditures

### Proposed FY 2022 - 2023 Budget

	ACTUAL FY 19/20	ACTUAL FY 20/21	BUDGET FY 21/22	ESTIMATE FY 21/22	DEPT REQ FY 22/23	CITY MGR FY 22/23	PROJECTED FY 23/24	PROJECTED FY 24/25
<b>REVENUES</b>								
Charges for Services	\$4,721,176	\$5,094,780	\$4,601,291	\$4,979,030	\$5,125,601	\$5,125,601	\$5,304,997	\$5,517,197
Other Financing Sources	69,958	35,420	1,000	20,379	1,000	1,000	1,000	1,000
Use of (Addition to) Surplus			(170,216)		302,822	302,822	226,551	144,575
Bond Issue								
Capital Reserve			75,000	75,000	250,000	250,000		351,040
Miscellaneous	30,336	225						
<b>TOTAL REVENUES</b>	<b>\$4,821,470</b>	<b>\$5,130,425</b>	<b>\$4,507,075</b>	<b>\$5,074,409</b>	<b>\$5,679,423</b>	<b>\$5,679,423</b>	<b>\$5,532,548</b>	<b>\$6,013,812</b>
<b>EXPENDITURES</b>								
Management/Admin.	\$632,555	\$682,169	\$639,715	\$639,325	\$683,496	\$683,496	\$697,166	\$711,108
Transfer/Recycling Facility	165,927	215,187	159,922	162,716	163,645	163,645	166,918	170,256
Landfill / Operations	2,766,614	3,025,829	2,399,120	2,686,762	3,244,530	3,244,530	3,309,421	3,375,609
Recycling	616,931	620,575	622,086	630,236	625,917	625,917	638,435	651,204
Household Hazardous Waste	30,907	25,303	94,799	101,570	99,450	99,450	101,439	103,468
Demolition Transfer/Disposal	175,319	172,395	167,628	162,326	194,081	194,081	197,963	201,922
Landfill Monitoring	13,940	49,111	59,500	104,625	87,000	87,000	88,740	90,515
Landfill Gas System	141,373	97,314	125,420	147,029	148,904	148,904	151,882	154,920
Debt Service	76,850	75,421	86,885	90,385	57,400	57,400	55,585	53,770
<b>SUBTOTAL</b>	<b>\$4,620,416</b>	<b>\$4,963,304</b>	<b>\$4,355,075</b>	<b>\$4,724,974</b>	<b>\$5,304,423</b>	<b>\$5,304,423</b>	<b>\$5,407,548</b>	<b>\$5,512,772</b>
<b>CAPITAL</b>	<b>65,000</b>	<b>70,000</b>	<b>152,000</b>	<b>152,000</b>	<b>375,000</b>	<b>375,000</b>	<b>125,000</b>	<b>501,040</b>
<b>TOTAL EXPENDITURES</b>	<b>\$4,685,416</b>	<b>\$5,033,304</b>	<b>\$4,507,075</b>	<b>\$4,876,974</b>	<b>\$5,679,423</b>	<b>\$5,679,423</b>	<b>\$5,532,548</b>	<b>\$6,013,812</b>
<b>NET REVENUE (EXPENDITURES)</b>	<b>\$136,054</b>	<b>\$97,121</b>	<b>\$0</b>	<b>\$197,435</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Solid Waste Fund

### 2023 - 2029 Capital Improvement Program Summary

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
CR Appropriation: Recycling/Transfer Facility	\$ 125,000	\$ 125,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 900,000
Pavement Replacement Project	-	-	200,340	-	-	-	-	200,340
Recycling Equipment Replacement Program	75,000	-	50,000	-	-	75,000	-	200,000
Refurbish Facility Interior Project	175,000	-	-	-	-	-	-	175,000
Upper Level Pavement Project	-	-	-	-	-	236,000	-	236,000
Weight Scale Replacement Project	-	-	100,700	-	-	-	-	100,700
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 375,000</b>	<b>\$ 125,000</b>	<b>\$ 501,040</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 436,000</b>	<b>\$ 125,000</b>	<b>\$ 1,812,040</b>

#### PROJECT FUNDING DETAIL

##### Reserve Funded Projects

Pavement Replacement Project	\$ -	\$ -	\$ 200,340	\$ -	\$ -	\$ -	\$ -	\$ 200,340
Recycling Equipment Replacement Program	75,000	-	50,000	-	-	75,000	-	200,000
Refurbish Facility Interior Project	175,000	-	-	-	-	-	-	175,000
Upper Level Pavement Project	-	-	-	-	-	236,000	-	236,000
Weight Scale Replacement Project	-	-	100,700	-	-	-	-	100,700
<b>Total: Reserve Funded Projects</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 351,040</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 311,000</b>	<b>\$ -</b>	<b>\$ 912,040</b>

##### Projects Funded with Debt

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

##### Capital Reserve Appropriations

Capital Reserve: Recycling/Transfer Facility	\$ 125,000	\$ 125,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 900,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 900,000</b>

##### Projects Funded with State Grant

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with State Grant</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

##### Projects Funded with Cash

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Subtotal: Uses of Cash</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 900,000</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)								

<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 375,000</b>	<b>\$ 125,000</b>	<b>\$ 501,040</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 436,000</b>	<b>\$ 125,000</b>	<b>\$ 1,812,040</b>
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##### New Cash Requirement FY 23-29: Reconciliation

Total: Uses of Cash	\$ 125,000	\$ 125,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 900,000
Use of Retained Earnings/Project Balance	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 900,000</b>

## Solid Waste Fund

### FY 2022 - 2023 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2022/2023</u>	<u>INTEREST 2022/2023</u>	<u>PRINCIPAL BALANCE 06/30/23</u>
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	10,000	1,800	40,000
Transfer Station Energy Source	9/27/2018	9/15/2028	avg 2.74%	250,000	25,000	8,125	150,000
Transfer Station Roof Replacement	9/15/2020	9/15/2035	1.65%	168,000	10,000	2,475	145,000
				\$ 523,000	\$ 45,000	\$ 12,400	\$ 335,000

**Authorized, Unissued:**

N/A \$ -

**Total Authorized / Unissued** \$ -

**Anticipated, FY22/23:**

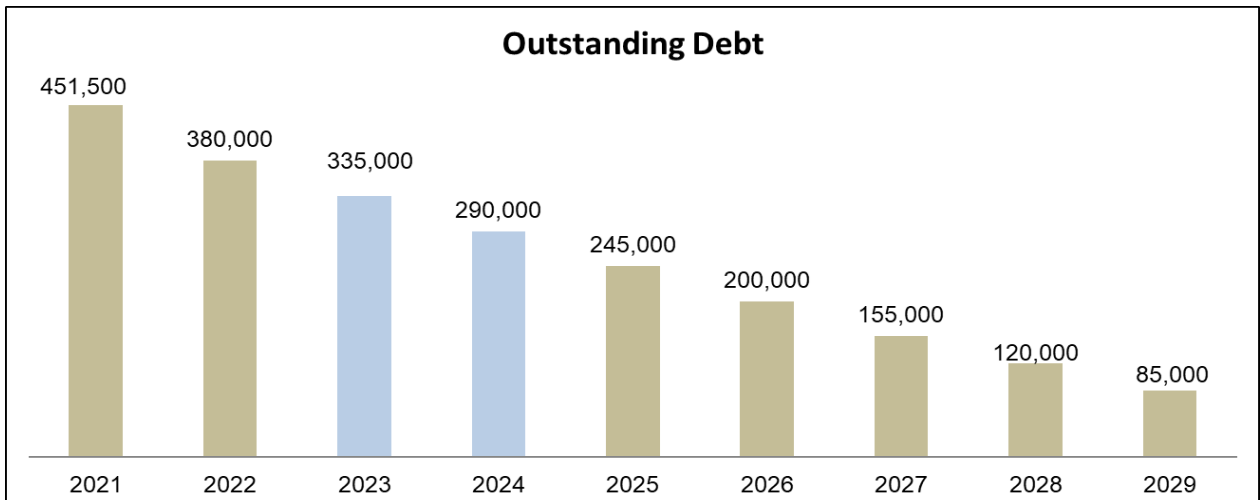
N/A \$ -

**Total Anticipated Bond Issue - New** \$ -

**Anticipated, Future FY24 - FY29:**

N/A \$ -

**Total Anticipated Bond Issue - Future** \$ -



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

SOLID WASTE

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
42306 - MISC FEES & CHARGES	30,336	225	0	0	0	0
42000 - LICENSES/PERMITS/FEES	30,336	225	0	0	0	0
44119 - TIPPING FEES	3,987,533	4,325,994	4,119,291	4,419,644	4,643,601	4,643,601
44120 - RECYCLING FEES	677,313	710,557	430,000	504,414	430,000	430,000
44121 - WASTE TRANSFER	68	0	0	0	0	0
44145 - RECLAMATION TRUST FUND	56,262	58,229	52,000	54,972	52,000	52,000
44000 - CHARGES FOR SERVICES	4,721,176	5,094,780	4,601,291	4,979,030	5,125,601	5,125,601
46101 - INTEREST EARNINGS	69,956	35,420	1,000	20,379	1,000	1,000
46103 - INTEREST: A/R	2	0	0	0	0	0
46000 - MISCELLANEOUS	69,958	35,420	1,000	20,379	1,000	1,000
47001 - USE (ADDITION) TO SURPLUS	0	0	(170,216)	0	302,822	302,822
47003 - CAPITAL RESERVE	0	0	75,000	75,000	250,000	250,000
47000 - OTHER FINANCING SOURCES	0	0	(95,216)	75,000	552,822	552,822
TOTAL	4,821,470	5,130,425	4,507,075	5,074,409	5,679,423	5,679,423

## Solid Waste Fund

### FY 2022 - 2023 Supplemental Requests

Cost Center	Account	Notes	requested supplemental amount	amount included in CM recommendation	
Transfer/Recycling Facility	10001	62510	Data link for City network	\$ 2,300	\$ 2,300

**TOTAL Solid Waste Fund \$ 2,300 \$ 2,300**

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

SOLID WASTE

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61303 - SUPERVISORY PERSONNEL	81,265	82,988	82,969	82,968	84,628	0	84,628	84,628
61304 - GENERAL PERSONNEL	332,109	346,262	356,942	344,944	356,785	0	356,785	356,785
61307 - PART TIME EMPLOYEES	114,060	120,361	144,436	113,729	140,682	0	140,682	140,682
61501 - REGULAR OVERTIME	69,798	58,954	71,730	78,930	73,882	0	73,882	73,882
61701 - HEALTH INSURANCE	151,319	153,775	150,329	148,994	152,292	0	152,292	152,292
61702 - DENTAL INSURANCE	8,628	9,092	9,127	9,222	9,127	0	9,127	9,127
61703 - RETIREMENT CONTRIBUTIONS	53,963	54,717	71,936	71,545	72,450	0	72,450	72,450
61704 - SOCIAL SECURITY	44,931	45,585	50,189	46,747	50,182	0	50,182	50,182
61705 - WORKERS COMPENSATION	13,281	11,654	13,663	12,798	13,250	0	13,250	13,250
61901 - RECRUITMENT	76	327	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	869,430	883,715	951,323	909,877	953,280	0	953,280	953,280
62103 - TECHNICAL SERVICES	30,217	104,040	107,080	127,163	111,609	0	111,609	111,609
62120 - LABORATORY SERVICES	184	3,052	15,300	56,562	35,300	0	35,300	35,300
62121 - MONITORING/INSPECTIONS	8,122	26,809	28,500	35,750	36,000	0	36,000	36,000
62176 - CITY ADMIN CHARGE	488,324	539,851	494,420	494,420	535,928	0	535,928	535,928
62201 - JANITORIAL	6,225	4,800	4,600	7,200	7,200	0	7,200	7,200
62205 - PC REPLACEMENT CHARGE	1,037	1,085	1,148	1,148	1,435	0	1,435	1,435
62206 - PW FLEET CHARGE	97,063	99,340	104,724	104,724	109,057	0	109,057	109,057
62301 - OFFICE EQUIPMENT MAINT.	3,258	1,001	0	0	0	0	0	0
62310 - SAFETY PROGRAM MAINT.	2,359	967	2,200	1,939	2,200	0	2,200	2,200
62311 - EQUIPMENT MAINTENANCE	33,708	91,406	30,500	28,137	30,500	0	30,500	30,500
62314 - SYSTEMS MAINTENANCE	130,422	73,008	117,420	140,489	140,904	0	140,904	140,904
62350 - BUILDING MAINTENANCE	67,724	22,367	25,000	22,771	25,000	0	25,000	25,000
62425 - ADVERTISING	11,993	9,514	9,000	9,574	9,000	0	9,000	9,000
62435 - TRAINING	350	1,241	1,500	975	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	2,963	1,654	1,200	1,200	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	9,117	8,025	10,000	9,500	10,000	0	10,000	10,000
62448 - HAULING AND DISPOSAL	2,589,599	2,775,497	2,134,718	2,459,757	3,011,060	0	3,011,060	3,011,060
62455 - CONTRACTED SERVICES	69,520	68,433	53,750	62,222	53,750	0	53,750	53,750
62503 - ELECTRICITY	17,183	25,055	11,500	11,788	11,500	0	11,500	11,500
62510 - COMMUNICATIONS/PHONE	1,517	1,422	1,200	0	1,200	2,300	3,500	3,500
62604 - EQUIPMENT RENTAL	550	5,405	1,200	1,200	1,200	0	1,200	1,200
62701 - OFFICE SUPPLIES	5	0	0	0	0	0	0	0
62733 - TOOLS	266	831	500	500	500	0	500	500
62755 - UNIFORMS	4,262	4,357	4,017	4,400	4,400	0	4,400	4,400
62760 - OPERATING SUPPLIES	31,430	43,532	63,500	46,417	63,500	0	63,500	63,500
65101 - PRINCIPAL	58,500	58,500	71,500	71,500	45,000	0	45,000	45,000
65102 - INTEREST ON BONDED DEBT	18,350	16,921	15,385	15,385	12,400	0	12,400	12,400
65301 - LEASE PAYMENTS	66,739	91,478	93,891	100,376	87,500	0	87,500	87,500
68010 - CAPITAL RESERVE	65,000	70,000	70,000	70,000	125,000	0	125,000	125,000
68011 - CAPITAL PROJECT TRANSFER	0	0	82,000	82,000	250,000	0	250,000	250,000
62000 - OPERATING EXPENDITURES	3,815,985	4,149,588	3,555,753	3,967,097	4,723,843	2,300	4,726,143	4,726,143
TOTAL	4,685,415	5,033,304	4,507,075	4,876,974	5,677,123	2,300	5,679,423	5,679,423

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

SOLID WASTE

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
10000 - SW ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	81,265	82,988	82,969	82,968	84,628	0	84,628	84,628
	61701 - HEALTH INSURANCE	20,903	21,312	20,514	20,514	20,793	0	20,793	20,793
	61702 - DENTAL INSURANCE	1,254	1,332	1,327	1,327	1,327	0	1,327	1,327
	61703 - RETIREMENT CONTRIBUTIONS	9,077	9,344	11,665	11,665	11,899	0	11,899	11,899
	61704 - SOCIAL SECURITY	6,132	6,214	6,347	6,347	6,474	0	6,474	6,474
	61705 - WORKERS COMPENSATION	1,241	1,145	1,223	1,223	1,196	0	1,196	1,196
	61901 - RECRUITMENT	48	327	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	119,919	122,661	124,045	124,044	126,318	0	126,318	126,318
	62120 - LABORATORY SERVICES	184	142	300	212	300	0	300	300
	62176 - CITY ADMIN CHARGE	488,324	539,851	494,420	494,420	535,928	0	535,928	535,928
	62350 - BUILDING MAINTENANCE	0	222	0	0	0	0	0	0
	62425 - ADVERTISING	11,993	9,514	9,000	9,574	9,000	0	9,000	9,000
	62435 - TRAINING	50	100	750	375	750	0	750	750
	62436 - MEETINGS & DUES	2,963	1,654	1,200	1,200	1,200	0	1,200	1,200
	62447 - PUBLIC AWARENESS	9,117	8,025	10,000	9,500	10,000	0	10,000	10,000
	62701 - OFFICE SUPPLIES	5	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	512,636	559,508	515,670	515,281	557,178	0	557,178	557,178
10000 - SW ADMINISTRATION	632,555	682,169	639,715	639,325	683,496	0	683,496	683,496	
10001 - TFR/RECYCLING FACILITY	61307 - PART TIME EMPLOYEES	68,135	83,941	88,790	83,720	87,547	0	87,547	87,547
	61501 - REGULAR OVERTIME	62	172	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	5,097	6,400	6,792	6,455	6,697	0	6,697	6,697
	61705 - WORKERS COMPENSATION	1,222	1,305	1,391	1,382	1,266	0	1,266	1,266
	61901 - RECRUITMENT	28	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	74,545	91,818	96,974	91,557	95,510	0	95,510	95,510
	62103 - TECHNICAL SERVICES	0	79,274	16,500	28,852	16,500	0	16,500	16,500
	62201 - JANITORIAL	6,225	4,800	4,600	7,200	7,200	0	7,200	7,200
	62205 - PC REPLACEMENT CHARGE	1,037	1,085	1,148	1,148	1,435	0	1,435	1,435
	62301 - OFFICE EQUIPMENT MAINT.	3,258	1,001	0	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	60,196	6,568	25,000	22,771	25,000	0	25,000	25,000
	62503 - ELECTRICITY	17,183	25,055	11,500	11,788	11,500	0	11,500	11,500
	62510 - COMMUNICATIONS/PHONE	1,517	1,422	1,200	0	1,200	2,300	3,500	3,500
	62760 - OPERATING SUPPLIES	1,966	4,165	3,000	2,900	3,000	0	3,000	3,000
	65101 - PRINCIPAL	58,500	58,500	71,500	71,500	45,000	0	45,000	45,000
	65102 - INTEREST ON BONDED DEBT	18,350	16,921	15,385	15,385	12,400	0	12,400	12,400
	62000 - OPERATING EXPENDITURES	168,232	198,790	149,833	161,544	123,235	2,300	125,535	125,535
10001 - TFR/RECYCLING FACILITY	242,777	290,608	246,807	253,101	218,745	2,300	221,045	221,045	
10002 - SW OPERATIONS	61304 - GENERAL PERSONNEL	97,475	109,474	111,310	111,300	113,651	0	113,651	113,651
	61501 - REGULAR OVERTIME	25,360	21,875	31,564	23,278	32,511	0	32,511	32,511
	61701 - HEALTH INSURANCE	37,540	37,756	36,689	36,318	37,171	0	37,171	37,171
	61702 - DENTAL INSURANCE	2,164	2,280	2,273	2,299	2,273	0	2,273	2,273
	61703 - RETIREMENT CONTRIBUTIONS	13,721	14,755	20,088	19,206	20,550	0	20,550	20,550
	61704 - SOCIAL SECURITY	9,296	9,879	10,930	10,276	11,181	0	11,181	11,181
	61705 - WORKERS COMPENSATION	3,193	3,010	3,258	3,311	3,525	0	3,525	3,525
	61000 - PERSONNEL SERVICES	188,747	199,029	216,112	205,988	220,863	0	220,863	220,863
	62103 - TECHNICAL SERVICES	377	0	0	0	0	0	0	0
	62311 - EQUIPMENT MAINTENANCE	7,224	54,467	7,500	8,853	7,500	0	7,500	7,500
	62448 - HAULING AND DISPOSAL	2,459,463	2,640,884	2,021,867	2,324,180	2,868,917	0	2,868,917	2,868,917
	62455 - CONTRACTED SERVICES	41,656	35,635	28,750	30,621	28,750	0	28,750	28,750

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
10002 - SW OPERATIONS	62760 - OPERATING SUPPLIES	2,409	4,335	31,000	16,744	31,000	0	31,000	31,000
	65301 - LEASE PAYMENTS	66,739	91,478	93,891	100,376	87,500	0	87,500	87,500
	62000 - OPERATING EXPENDITURES	2,577,867	2,826,800	2,183,008	2,480,774	3,023,667	0	3,023,667	3,023,667
10002 - SW OPERATIONS		2,766,614	3,025,829	2,399,120	2,686,762	3,244,530	0	3,244,530	3,244,530
10003 - SW RECYCLING	61304 - GENERAL PERSONNEL	234,633	236,788	245,632	233,644	243,133	0	243,133	243,133
	61501 - REGULAR OVERTIME	43,518	36,502	36,763	53,003	37,866	0	37,866	37,866
	61701 - HEALTH INSURANCE	92,876	94,706	93,126	92,162	94,328	0	94,328	94,328
	61702 - DENTAL INSURANCE	5,211	5,480	5,527	5,596	5,527	0	5,527	5,527
	61703 - RETIREMENT CONTRIBUTIONS	31,069	30,574	39,705	40,302	39,508	0	39,508	39,508
	61704 - SOCIAL SECURITY	20,829	20,276	21,603	21,176	21,496	0	21,496	21,496
	61705 - WORKERS COMPENSATION	6,482	5,427	6,439	6,156	6,051	0	6,051	6,051
	61000 - PERSONNEL SERVICES	434,617	429,753	448,795	452,039	447,910	0	447,910	447,910
	62206 - PW FLEET CHARGE	97,063	99,340	104,724	104,724	109,057	0	109,057	109,057
	62310 - SAFETY PROGRAM MAINT.	2,359	967	2,200	1,939	2,200	0	2,200	2,200
	62311 - EQUIPMENT MAINTENANCE	15,534	12,632	15,000	12,744	15,000	0	15,000	15,000
	62350 - BUILDING MAINTENANCE	7,529	15,577	0	0	0	0	0	0
	62435 - TRAINING	300	1,141	750	600	750	0	750	750
	62448 - HAULING AND DISPOSAL	5,935	7,589	7,600	7,441	7,600	0	7,600	7,600
	62455 - CONTRACTED SERVICES	27,864	32,798	25,000	31,601	25,000	0	25,000	25,000
	62733 - TOOLS	266	831	500	500	500	0	500	500
	62755 - UNIFORMS	4,262	4,357	4,017	4,400	4,400	0	4,400	4,400
62760 - OPERATING SUPPLIES	21,202	15,590	13,500	14,248	13,500	0	13,500	13,500	
62000 - OPERATING EXPENDITURES	182,313	190,822	173,291	178,197	178,007	0	178,007	178,007	
10003 - SW RECYCLING		616,931	620,575	622,086	630,236	625,917	0	625,917	625,917
10005 - SW HAZARDOUS WASTE	61501 - REGULAR OVERTIME	858	406	3,403	2,649	3,505	0	3,505	3,505
	61703 - RETIREMENT CONTRIBUTIONS	96	45	478	372	493	0	493	493
	61704 - SOCIAL SECURITY	65	30	260	198	268	0	268	268
	61705 - WORKERS COMPENSATION	14	6	78	40	75	0	75	75
	61000 - PERSONNEL SERVICES	1,033	487	4,219	3,259	4,341	0	4,341	4,341
	62103 - TECHNICAL SERVICES	29,840	24,766	90,580	98,311	95,109	0	95,109	95,109
	62760 - OPERATING SUPPLIES	34	50	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	29,874	24,816	90,580	98,311	95,109	0	95,109	95,109	
10005 - SW HAZARDOUS WASTE		30,907	25,303	94,799	101,570	99,450	0	99,450	99,450
10006 - SW DEMOLITION TFR/DISP	61307 - PART TIME EMPLOYEES	45,925	36,420	55,646	30,009	53,136	0	53,136	53,136
	61704 - SOCIAL SECURITY	3,513	2,786	4,257	2,295	4,065	0	4,065	4,065
	61705 - WORKERS COMPENSATION	1,130	761	1,274	686	1,137	0	1,137	1,137
	61000 - PERSONNEL SERVICES	50,568	39,967	61,177	32,990	58,338	0	58,338	58,338
	62448 - HAULING AND DISPOSAL	124,201	127,023	105,251	128,136	134,543	0	134,543	134,543
	62604 - EQUIPMENT RENTAL	550	5,405	1,200	1,200	1,200	0	1,200	1,200
62000 - OPERATING EXPENDITURES	124,751	132,428	106,451	129,336	135,743	0	135,743	135,743	
10006 - SW DEMOLITION TFR/DISP		175,319	172,395	167,628	162,326	194,081	0	194,081	194,081
10008 - SW LANDFILL MONITORING	62120 - LABORATORY SERVICES	0	2,910	15,000	56,350	35,000	0	35,000	35,000
	62121 - MONITORING/INSPECTIONS	8,122	26,809	28,500	35,750	36,000	0	36,000	36,000
	62760 - OPERATING SUPPLIES	5,818	19,391	16,000	12,525	16,000	0	16,000	16,000
	62000 - OPERATING EXPENDITURES	13,940	49,111	59,500	104,625	87,000	0	87,000	87,000
10008 - SW LANDFILL MONITORING		13,940	49,111	59,500	104,625	87,000	0	87,000	87,000
10009 - SW LANDFILL GAS SYSTEM	62311 - EQUIPMENT MAINTENANCE	10,951	24,307	8,000	6,540	8,000	0	8,000	8,000
	62314 - SYSTEMS MAINTENANCE	130,422	73,008	117,420	140,489	140,904	0	140,904	140,904
	62000 - OPERATING EXPENDITURES	141,373	97,314	125,420	147,029	148,904	0	148,904	148,904
10009 - SW LANDFILL GAS SYSTEM		141,373	97,314	125,420	147,029	148,904	0	148,904	148,904

City of Keene, New Hampshire  
 Fiscal Year 2022-2023  
 Expenditure Budget  
 Fund Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
10050 - CAPITAL APPROPRIATIONS	68010 - CAPITAL RESERVE	65,000	70,000	70,000	70,000	125,000	0	125,000	125,000
	68011 - CAPITAL PROJECT TRANSFER	0	0	82,000	82,000	250,000	0	250,000	250,000
	62000 - OPERATING EXPENDITURES	65,000	70,000	152,000	152,000	375,000	0	375,000	375,000
	10050 - CAPITAL APPROPRIATIONS	65,000	70,000	152,000	152,000	375,000	0	375,000	375,000
	TOTAL	4,685,415	5,033,304	4,507,075	4,876,974	5,677,123	2,300	5,679,423	5,679,423



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## 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.

DESCRIPTION	PAGE #
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Long-Term Debt	208
Revenue Budget	209
Supplemental Requests	210
Expenditure Budget Summary	211-212
Cost Center Expenditure Detail	213-217

CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	Sewer
<b>Division (s): Cost Center:</b>	<b>Sewer</b> 08000 through 08006		
<b>Mission:</b>	To reduce the community's impact on its natural environment through proper maintenance and operation of the City's collection and treatment infrastructure, while maintaining compliance with State and Federal regulations and fiscal responsibility.		

In FY23, staff will continue to improve the treatment and collections systems with the goal of maintaining economical and high quality services for its customers and coordinate with the City Engineer on critical sewer infrastructure projects. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY23 objectives include:

- Installation of emergency generators for Martell Court and the Wastewater Treatment Plant;
- Installation of new electrical transformer at Martell Court Pump Station;
- Sludge dryer feasibility assessment;
- Replacement of six original WWTP sludge pumps;
- Installation of new duct work insulation in the grit chamber at the WWTP;
- Replacement of original roof at WWTP.

Challenges in FY23 include the implementation of the WWTP's newly issued National Pollution Discharge Elimination System (NPDES) permit.

The FY22 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY22 included:

- Installation of 1 megawatt solar farm at the WWTP;
- Completion of Aeration pipe replacement project;
- Construction of screening system at Martell Court Pump station;
- Continuing video inspection and cleaning sections of sewer main to identify and repair operational deficiencies and reduce number of sewer overflows;
- Laboratory renovation;
- Installation of eight (8) original gates at the WWTP;
- Inspection of manholes, sewer main flushing and camera inspections;
- Continued partnership with Keene State College, sampling for Covid-19 in wastewater;

#### 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.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>	
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	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>CC Goals</b>
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections	CWA-NPDES	Infrastructure	4
Complete sludge drier feasibility study	CWA-NPDES	Infrastructure	4
Install new generator and transformer to replace original (circa 1985) at Martell Court Pump Station	CWA-NPDES	Infrastructure	4
Replace 6 original (circa 1985) sludge pumps at the WWTP	CWA-NPDES	Infrastructure	4
<b>METRICS:</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Million gallons of wastewater transported and treated	775	1,050	910
Number of blockages cleared	38	28	10
Percent of scheduled sewer main flushed (linear feet) compared to scheduled feet	42	65	85
Number of grease traps inspected (out of 115)	30	71	90
Wastewater Treatment Plant discharge permit violations (goal =0)	1	0	0
Sanitary sewer overflows not related to private sources (goal =0)	0	4	0

**Sewer Fund**  
**Operating Revenues and Expenditures**

**FY 2022-2023 Proposed Budget**

	ACTUAL FY 19/20	ACTUAL FY 20/21	BUDGET FY 21/22	ESTIMATE FY 21/22	DEPT REQ FY 22/23	CITY MGR FY 22/23	PROJECTED FY 23/24	PROJECTED FY 24/25
<b>REVENUES</b>								
<b>Operating Revenues</b>								
Intergovernmental	\$390,293	\$566,123	\$155,000	\$457,394	\$453,232	\$453,232	\$451,170	\$289,706
Charges for Services	6,035,086	6,006,167	5,890,400	5,805,389	5,818,300	5,818,300	5,905,575	6,008,922
Miscellaneous	222,364	54,080	1,500	8,346	750	750	1,500	1,500
Use of (Addition to) Surplus			(60,754)		(138,094)	(138,094)	(164,492)	(42,834)
<b>TOTAL REVENUES</b>	\$6,647,743	\$6,626,370	\$5,986,146	\$6,271,129	\$6,134,188	\$6,134,188	\$6,193,753	\$6,257,294
<b>EXPENDITURES</b>								
<b>Operating Expenditures</b>								
Sewer Administration	\$619,636	\$603,648	\$718,445	\$696,433	\$868,848	\$868,848	\$886,225	\$903,949
Mains & Manholes	439,915	348,859	379,499	387,562	405,332	405,332	413,439	421,707
Services	6,136	3,949	7,299	4,095	7,913	7,913	8,071	8,233
Martell Court Pump Station	89,994	108,592	143,806	137,848	147,210	147,210	150,154	153,157
Laboratory	211,045	261,726	265,314	242,498	247,189	247,189	252,133	257,175
Maintenance	140,939	120,674	160,100	133,486	155,589	155,589	158,701	161,875
WWTP	2,547,538	2,428,917	2,696,250	2,655,058	2,759,549	2,759,549	2,814,740	2,871,035
Depreciation Expense	1,358,977	1,350,908	1,415,200	1,415,200	1,375,000	1,375,000	1,375,000	1,375,000
Debt Service	261,063	226,327	200,234	200,234	167,559	167,559	135,290	105,163
Loss on Sale of Fixed Assets								
Capital Project Transfer								
<b>TOTAL EXPENDITURES</b>	\$5,675,242	\$5,570,500	\$5,986,146	\$6,096,112	\$6,134,188	\$6,134,188	\$6,193,753	\$6,257,295
<b>NET REVENUE (EXPENDITURES)</b>	\$972,501	\$1,055,870	\$0	\$175,017	\$0	\$0	\$0	\$0
<b>Reconciliation of Operating Income (Loss) to Net Cash</b>								
Operating Income (Loss)					\$0	\$0	\$0	\$0
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:								
Depreciation								
Debt Service Principal Payments					1,375,000	1,375,000	1,375,000	1,375,000
Transfer to Capital Reserves					(1,504,223)	(1,504,223)	(1,376,223)	(1,123,280)
CIP Projects Funded with Current Revenue					(1,100,000)	(1,100,000)	(1,125,000)	(1,250,000)
Net Cash Provided by (Used for) Operating Activities					(\$1,229,223)	(\$1,229,223)	(\$1,136,708)	(\$1,335,780)

## Sewer Fund

### 2023 - 2029 Capital Improvement Program Summary

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
CR Appropriation: Martell Court	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000
CR Appropriation: Sewer Infrastructure	800,000	800,000	900,000	900,000	950,000	950,000	950,000	6,250,000
CR Appropriation: Wastewater Treatment Plant	300,000	300,000	325,000	325,000	375,000	375,000	400,000	2,400,000
Laboratory Instrument & Equip Replace	-	-	-	73,000	-	-	-	73,000
Lower Winchester Infrastructure	-	-	337,500	-	-	-	-	337,500
Martell Court Roof Replacement	-	70,000	-	-	-	-	-	70,000
Sewer Improvements Program	755,600	556,900	738,000	364,900	493,900	491,900	633,400	4,034,600
Sewer Main Lining Program	195,700	201,600	207,600	425,000	425,000	600,000	618,000	2,672,900
Sewer Manhole Lining Program	157,600	162,300	167,200	172,200	177,400	-	-	836,700
WWTP Access Road Repavement	-	418,600	-	-	-	-	-	418,600
WWTP Air Compressor Replacement Project	-	51,591	-	-	-	-	-	51,591
WWTP Building Renovation & Demolition Program	-	50,000	-	52,000	-	110,000	-	212,000
WWTP Grit Chamber Duct Insulation Replace	35,892	-	-	-	-	-	-	35,892
WWTP HVAC Replacement Project	-	-	45,000	-	325,000	-	375,000	745,000
WWTP Service Water System Upgrade Project	-	-	231,000	-	-	-	-	231,000
WWTP Sludge Drier Project	-	-	300,000	-	-	3,161,000	-	3,461,000
WWTP Sludge Pump Replacement Project	374,101	-	-	-	-	-	-	374,101
WWTP Tank Repair Program	-	150,000	150,000	150,000	150,000	-	300,000	900,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 2,618,893</b>	<b>\$ 2,785,991</b>	<b>\$ 3,426,300</b>	<b>\$ 2,487,100</b>	<b>\$ 2,921,300</b>	<b>\$ 5,712,900</b>	<b>\$ 3,301,400</b>	<b>\$ 23,253,884</b>

### PROJECT FUNDING DETAIL

#### Reserve Funded Projects

Martell Court Roof Replacement	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Sewer Improvements Program	755,600	556,900	738,000	364,900	493,900	491,900	633,400	4,034,600
Sewer Main Lining Program	195,700	201,600	207,600	425,000	425,000	600,000	618,000	2,672,900
Sewer Manhole Lining Program	157,600	162,300	167,200	172,200	177,400	-	-	836,700
WWTP Access Road Repavement	-	418,600	-	-	-	-	-	418,600
WWTP Air Compressor Replacement Project	-	41,106	-	-	-	-	-	41,106
WWTP Building Renovation & Demolition Program	-	50,000	-	52,000	-	110,000	-	212,000
WWTP Grit Chamber Duct Insulation Replace	35,892	-	-	-	-	-	-	35,892
WWTP HVAC Replacement Project	-	-	45,000	-	325,000	-	375,000	745,000
WWTP Service Water System Upgrade Project	-	-	231,000	-	-	-	-	231,000
WWTP Sludge Drier Project	-	-	300,000	-	-	-	-	300,000
WWTP Sludge Pump Replacement Project	374,101	-	-	-	-	-	-	374,101
WWTP Tank Repair Program	-	150,000	150,000	150,000	150,000	-	300,000	900,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 1,518,893</b>	<b>\$ 1,650,506</b>	<b>\$ 1,838,800</b>	<b>\$ 1,164,100</b>	<b>\$ 1,571,300</b>	<b>\$ 1,201,900</b>	<b>\$ 1,926,400</b>	<b>\$ 10,871,899</b>

#### Projects Funded with Debt

WWTP Sludge Drier Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,161,000	\$ -	\$ 3,161,000
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,161,000</b>	<b>\$ -</b>	<b>\$ 3,161,000</b>

#### Projects Funded with Grants

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with State Grant</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### Capital Reserve Appropriations

Capital Reserve: Martell Court	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000
Capital Reserve: Sewer Infrastructure	800,000	800,000	900,000	900,000	950,000	950,000	950,000	6,250,000
Capital Reserve: Wastewater Treatment Plant	300,000	300,000	325,000	325,000	375,000	375,000	400,000	2,400,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 1,100,000</b>	<b>\$ 1,125,000</b>	<b>\$ 1,250,000</b>	<b>\$ 1,250,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,375,000</b>	<b>\$ 8,800,000</b>

#### Projects Funded with Cash

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

<b>Subtotal: Uses of Current Cash</b>	<b>\$ 1,100,000</b>	<b>\$ 1,135,485</b>	<b>\$ 1,587,500</b>	<b>\$ 1,323,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,375,000</b>	<b>\$ 9,220,985</b>
<i>(Capital Reserve Appropriations plus Projects Funded with Current Cash)</i>								

<b>TOTAL: CAPITAL PROGRAM</b>	<b>\$ 2,618,893</b>	<b>\$ 2,785,991</b>	<b>\$ 3,426,300</b>	<b>\$ 2,487,100</b>	<b>\$ 2,921,300</b>	<b>\$ 5,712,900</b>	<b>\$ 3,301,400</b>	<b>\$ 23,253,884</b>
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#### New Cash Requirement FY 23-29: Reconciliation

Total: Uses of Cash	\$ 1,100,000	\$ 1,135,485	\$ 1,587,500	\$ 1,323,000	\$ 1,350,000	\$ 1,350,000	\$ 1,375,000	\$ 9,220,985
Use of Retained Earnings/Project Balance	-	(10,485)	-	-	-	-	-	(10,485)
<b>New Funds Needed</b>	<b>\$ 1,100,000</b>	<b>\$ 1,125,000</b>	<b>\$ 1,587,500</b>	<b>\$ 1,323,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,350,000</b>	<b>\$ 1,375,000</b>	<b>\$ 9,210,500</b>

## Sewer Fund

### FY 2022 - 2023 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2022/2023</u>	<u>INTEREST 2022/2023</u>	<u>PRINCIPAL BALANCE 06/30/23</u>
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.23%	945,000	48,400	11,443	430,000
Martell Court Pump and Motor Controls	5/2/2013	1/15/2023	2.00%	1,184,300	111,100	2,222	0
WW Treatment 2005 - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	212,900	20,000	1,598	59,900
Sewer Main Improvements 2005 - Advance Refunded 2013	5/2/2103	1/15/2026	2.00%	713,900	65,000	5,100	190,000
Rose Lane WWTP Closure	6/12/2015	6/12/2025	avg 2.17%	805,000	40,000	16,600	480,000
2016 Refunding Series B	11/1/2016	7/1/2028	avg 1.61%	1,210,565	118,515	24,781	592,912
2019 Martell Court Headworks Replacement	9/27/2018	9/15/2033	avg 2.74%	1,350,000	90,000	42,863	990,000
Colony Court-Bloomer Swamp Main	9/15/2020	9/15/2035	1.65%	1,513,000	100,000	22,439	1,310,000
				\$ 7,934,665	\$ 593,015	\$ 127,045	\$ 4,052,812
<b>ARRA loan through NH-DES - FY 10 Infrastructure</b>	<b>9/1/2013</b>	<b>9/1/2023</b>	<b>1.85%</b>	<b>1,378,114</b>	<b>137,811</b>	<b>5,085</b>	<b>137,811</b>
<b>ARRA loan through NH-DES - FY 09 Infrastructure</b>	<b>12/1/2014</b>	<b>12/1/2024</b>	<b>1.98%</b>	<b>1,129,608</b>	<b>112,961</b>	<b>4,473</b>	<b>112,961</b>
<b>WWTP Advanced Treatment through NH-DES</b>	<b>5/1/2016</b>	<b>5/1/2025</b>	<b>1.94%</b>	<b>6,469,354</b>	<b>646,935</b>	<b>30,956</b>	<b>1,293,871</b>

**Authorized, Unissued:**

N/A \$ -

**Total Authorized, Unissued**

\$ -

**Anticipated, FY22/23:**

N/A \$ -

**Total Anticipated Bond Issue - New**

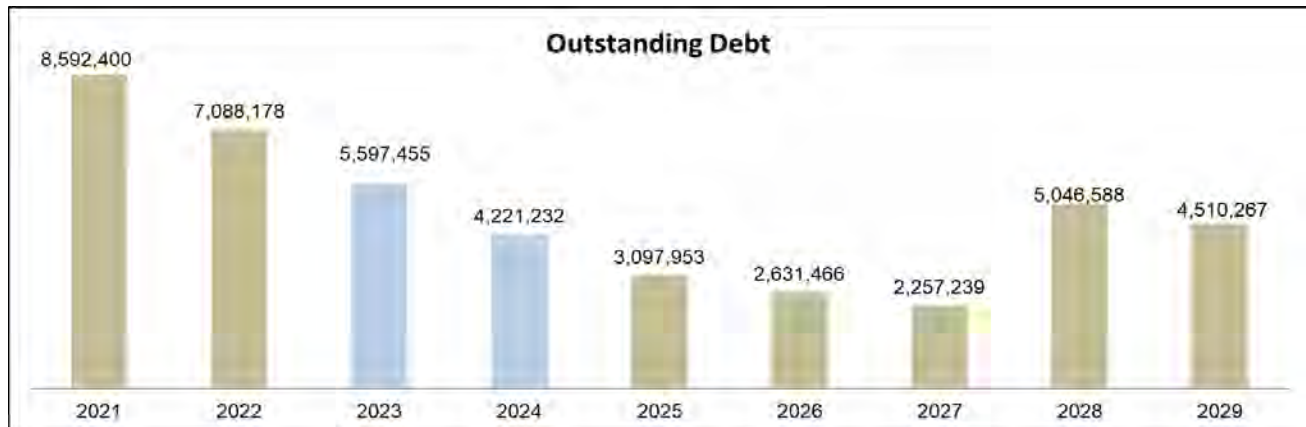
\$ -

**Anticipated, Future FY24 - FY29:**

FY28 WWTP Sludge Drier \$ 3,161,000

**Total Anticipated Bond Issue - Future**

\$ 3,161,000



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

SEWER FUND

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
43214 - STATE AID (UTILITIES)	231,733	410,795	0	305,296	303,232	303,232
43403 - OTHER TOWNS	158,560	155,328	155,000	152,098	150,000	150,000
43000 - INTERGOVERNMENTAL	390,293	566,123	155,000	457,394	453,232	453,232
44105 - SEWER CHARGES	5,541,475	5,423,973	5,400,000	5,046,391	5,298,000	5,298,000
44106 - SEPTIC WASTE	451,700	540,880	455,000	500,000	485,000	485,000
44107 - SEWER SERVICES	1,561	576	200	100	100	100
44108 - INDUSTRIAL PRE-TREATMENT	35,177	34,738	32,000	32,000	32,000	32,000
44109 - DIRECT REIMBURSEMENT	0	526	0	0	0	0
44110 - TESTING	5,172	5,474	3,200	3,200	3,200	3,200
44000 - CHARGES FOR SERVICES	6,035,086	6,006,167	5,890,400	5,581,691	5,818,300	5,818,300
46000 - MISCELLANEOUS	0	1,112	0	0	0	0
46101 - INTEREST EARNINGS	181,409	61,121	1,500	750	750	750
46103 - INTEREST: A/R	8	11	0	11	0	0
46204 - CONTRIBUTIONS	0	18,125	0	0	0	0
46000 - MISCELLANEOUS	181,417	80,368	1,500	761	750	750
47001 - USE (ADDITION) TO SURPLUS	0	0	(60,754)	(223,698)	(138,094)	(138,094)
47005 - GAIN/LOSS ON INVESTMENTS	1,816	1	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	31,546	(33,874)	0	0	0	0
47290 - INTRAFUND APPROPRIATION	0	116,901	0	0	0	0
47000 - OTHER FINANCING SOURCES	33,362	83,027	(60,754)	(223,698)	(138,094)	(138,094)
48104 - AMORT OF REFI PREMIUM	7,585	7,585	0	7,585	0	0
48000 - PROCEEDS LONG TRM FINANCE	7,585	7,585	0	7,585	0	0
TOTAL	6,647,743	6,743,272	5,986,146	5,823,733	6,134,188	6,134,188



## Sewer Fund

### FY 2022 - 2023 Supplemental Requests

Cost Center	Account	Notes	requested supplemental amount	amount included in CM recommendation
Martell Court	08003 62504	Propane for new building addition at Martell Court	\$ 1,000	\$ 1,000
WW Treatment	08006 62448	Increase in contractual tonnage \$121/ton to \$125.24/ton	\$ 34,455	\$ 34,455
WW Treatment	08006 62601	Annual lease payment of 3 acres for solar farm	\$ 41,818	\$ 41,818
WW Treatment	08006 62764	Price increase in cost of chemicals	\$ 25,000	\$ 25,000

<b>TOTAL Sewer Fund</b>	<b>\$ 102,273</b>	<b>\$ 102,273</b>
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City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

SEWER FUND

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61303 - SUPERVISORY PERSONNEL	150,679	198,129	229,962	195,779	236,510	0	236,510	236,510
61304 - GENERAL PERSONNEL	709,724	662,085	708,258	658,363	711,673	0	711,673	711,673
61305 - ADMINISTRATIVE PERSONNEL	6,008	6,417	6,760	6,606	6,761	0	6,761	6,761
61401 - TEMPORARY PERSONNEL	0	719	1,750	1,230	0	0	0	0
61501 - REGULAR OVERTIME	40,486	36,810	42,515	40,987	44,315	0	44,315	44,315
61502 - DOUBLE OVERTIME	660	715	910	800	900	0	900	900
61508 - SUPERVISORY OVERTIME	2,609	1,382	0	0	0	0	0	0
61602 - STAND-BY PAY	25,983	28,985	21,293	27,751	27,681	0	27,681	27,681
61701 - HEALTH INSURANCE	338,546	315,910	330,936	257,628	302,733	0	302,733	302,733
61702 - DENTAL INSURANCE	19,797	19,579	21,067	16,190	17,761	0	17,761	17,761
61703 - RETIREMENT CONTRIBUTIONS	104,507	105,273	132,864	127,617	144,514	0	144,514	144,514
61704 - SOCIAL SECURITY	69,560	69,719	72,610	68,328	78,630	0	78,630	78,630
61705 - WORKERS COMPENSATION	18,355	16,483	18,446	17,133	18,487	0	18,487	18,487
61715 - RETIREMENT BENEFITS	40,664	(22,386)	0	0	0	0	0	0
61901 - RECRUITMENT	38	509	0	1,020	0	0	0	0
61000 - PERSONNEL SERVICES	1,527,616	1,440,328	1,587,372	1,419,432	1,589,965	0	1,589,965	1,589,965
62102 - PROFESSIONAL SERVICES	645	275	0	22,360	0	0	0	0
62103 - TECHNICAL SERVICES	5,540	6,216	8,675	10,000	7,000	0	7,000	7,000
62120 - LABORATORY SERVICES	10,072	12,274	12,200	15,088	12,200	0	12,200	12,200
62176 - CITY ADMIN CHARGE	620,643	671,186	697,543	697,543	785,730	0	785,730	785,730
62201 - JANITORIAL	6,390	4,860	4,860	4,860	4,860	0	4,860	4,860
62205 - PC REPLACEMENT CHARGE	2,281	2,495	2,691	2,691	3,043	0	3,043	3,043
62206 - PW FLEET CHARGE	130,284	133,659	149,057	149,057	171,953	0	171,953	171,953
62301 - OFFICE EQUIPMENT MAINT.	9	0	0	0	0	0	0	0
62305 - MF PRINTER LEASE & MISC	0	0	0	2,028	2,028	0	2,028	2,028
62306 - SOFTWARE MAINTENANCE	18,656	21,538	23,674	26,458	22,918	0	22,918	22,918
62310 - SAFETY PROGRAM MAINT.	8,770	11,709	10,271	27,099	10,171	0	10,171	10,171
62311 - EQUIPMENT MAINTENANCE	164,878	197,550	139,000	116,549	139,000	0	139,000	139,000
62314 - SYSTEMS MAINTENANCE	76,368	1,500	18,650	22,255	18,650	0	18,650	18,650
62316 - ESCO MAINTENANCE	5,999	2,613	0	0	0	0	0	0
62317 - EQUIPMENT REPAIR	209	1,176	49,518	46,235	48,518	0	48,518	48,518
62318 - BUILDING REPAIR	0	0	14,134	11,323	14,134	0	14,134	14,134
62331 - ROAD AND STREET MAINT.	95	7,311	6,000	5,000	6,000	0	6,000	6,000
62350 - BUILDING MAINTENANCE	19,976	25,086	45,027	18,485	44,027	0	44,027	44,027
62370 - OTHER IMPROVEMNTS - MAINT	4,978	0	10,500	17,173	10,500	0	10,500	10,500
62371 - RIVER GAUGE STATION MAINT	8,400	8,400	11,175	9,100	9,100	0	9,100	9,100
62375 - PERMITS	125	151	150	150	150	0	150	150
62430 - TRAVEL	952	891	728	1,146	1,274	0	1,274	1,274
62435 - TRAINING	4,126	1,383	3,112	2,845	3,112	0	3,112	3,112
62436 - MEETINGS & DUES	477	889	1,135	888	1,135	0	1,135	1,135
62438 - LICENSES & CERTIFICATIONS	372	370	400	500	400	0	400	400
62448 - HAULING AND DISPOSAL	385,152	382,782	542,613	545,200	542,613	34,455	577,068	577,068
62501 - WATER	11,952	8,887	13,921	8,095	14,021	0	14,021	14,021
62503 - ELECTRICITY	252,139	254,349	264,511	348,110	264,511	0	264,511	264,511

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
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Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62504 - HEATING FUEL	49,716	33,714	44,524	39,087	44,524	1,000	45,524	45,524
62510 - COMMUNICATIONS/PHONE	8,583	9,995	8,354	9,409	8,654	0	8,654	8,654
62512 - INDUSTRIAL PRE-TREATMENT	5,320	4,755	4,780	4,780	4,780	0	4,780	4,780
62601 - LAND RENTAL	159,189	156,324	159,294	159,294	163,436	41,818	205,254	205,254
62602 - OFFICE SPACE RENTAL	74,202	72,880	74,265	74,265	76,196	0	76,196	76,196
62604 - EQUIPMENT RENTAL	90	0	500	0	400	0	400	400
62606 - OTHER RENTALS	0	0	600	300	600	0	600	600
62701 - OFFICE SUPPLIES	1,194	2,004	3,620	4,179	3,695	0	3,695	3,695
62710 - POSTAGE	58	81	0	0	0	0	0	0
62733 - TOOLS	953	1,886	1,225	5,986	4,225	0	4,225	4,225
62734 - MINOR EQUIPMENT	23,530	3,816	6,850	0	6,850	0	6,850	6,850
62735 - BUILDING MAINT. SUPPLIES	2,897	1,279	3,800	1,818	2,800	0	2,800	2,800
62736 - GROUNDS MAINT SUPPLIES	739	320	700	200	700	0	700	700
62737 - JANITORIAL SUPPLIES	225	279	450	250	450	0	450	450
62744 - MINOR COMPUTER EQUIPMENT	110	625	0	0	0	0	0	0
62755 - UNIFORMS	8,143	8,705	7,356	6,515	7,356	0	7,356	7,356
62760 - OPERATING SUPPLIES	92,159	53,862	44,000	35,915	44,000	0	44,000	44,000
62762 - LICENSES & PERMITS	614	549	1,000	750	1,000	0	1,000	1,000
62764 - CHEMICALS	341,977	320,230	392,478	384,563	392,678	25,000	417,678	417,678
63403 - FURNITURE & FIXTURE ACQ	6,406	0	0	0	0	0	0	0
63409 - EQUIPMENT ACQUISITION	19,429	5,362	0	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	172,480	155,617	144,622	144,622	127,045	0	127,045	127,045
65202 - INTEREST ON NOTES PAYABLE	85,808	70,710	55,612	55,612	40,514	0	40,514	40,514
66102 - CAPITALIZED EXPENDITURES	(8,536)	0	0	0	0	0	0	0
66105 - CLAIMS & JUDGEMENTS	1,100	1,821	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	293,932	293,274	296,100	296,100	300,000	0	300,000	300,000
66202 - DEPRECIATION - OTHER IMPR	557,919	554,602	570,100	570,100	565,000	0	565,000	565,000
66203 - DEPRECIATION - MACH/EQUIP	509,901	503,031	549,000	549,000	510,000	0	510,000	510,000
68011 - CAPITAL PROJECT TRANSFER	0	116,901	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	4,147,626	4,130,173	4,398,775	4,452,982	4,441,950	102,273	4,544,223	4,544,223
TOTAL	5,675,242	5,570,501	5,986,146	5,872,414	6,031,915	102,273	6,134,188	6,134,188

City of Keene, New Hampshire  
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Fund Cost Center Detail

SEWER FUND

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
08000 - SEWER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	5,523	5,987	41,969	16,838	42,872	0	42,872	42,872
	61304 - GENERAL PERSONNEL	127,239	142,479	156,640	167,235	159,652	0	159,652	159,652
	61305 - ADMINISTRATIVE PERSONNEL	6,008	6,417	6,760	6,606	6,761	0	6,761	6,761
	61401 - TEMPORARY PERSONNEL	0	719	1,750	1,230	0	0	0	0
	61501 - REGULAR OVERTIME	157	186	0	67	0	0	0	0
	61602 - STAND-BY PAY	5,593	5,789	0	6,388	6,388	0	6,388	6,388
	61701 - HEALTH INSURANCE	59,874	62,973	70,516	60,486	67,450	0	67,450	67,450
	61702 - DENTAL INSURANCE	3,375	3,911	4,379	3,832	3,963	0	3,963	3,963
	61703 - RETIREMENT CONTRIBUTIONS	16,143	18,099	28,875	24,835	30,324	0	30,324	30,324
	61704 - SOCIAL SECURITY	10,822	11,981	15,846	13,234	16,499	0	16,499	16,499
	61705 - WORKERS COMPENSATION	4,697	4,770	5,795	5,265	5,764	0	5,764	5,764
	61715 - RETIREMENT BENEFITS	40,664	(22,386)	0	0	0	0	0	0
	61901 - RECRUITMENT	14	509	0	1,000	0	0	0	0
	61000 - PERSONNEL SERVICES	280,109	241,434	332,530	307,016	339,674	0	339,674	339,674
	62103 - TECHNICAL SERVICES	0	1,716	0	3,000	0	0	0	0
	62120 - LABORATORY SERVICES	503	312	200	350	200	0	200	200
	62176 - CITY ADMIN CHARGE	248,257	263,791	289,407	289,407	432,007	0	432,007	432,007
	62205 - PC REPLACEMENT CHARGE	192	50	50	50	167	0	167	167
	62206 - PW FLEET CHARGE	0	0	4,052	4,052	4,863	0	4,863	4,863
	62306 - SOFTWARE MAINTENANCE	6,165	7,507	8,713	8,713	6,213	0	6,213	6,213
	62310 - SAFETY PROGRAM MAINT.	4,070	5,656	1,600	3,300	1,600	0	1,600	1,600
	62430 - TRAVEL	606	414	578	450	578	0	578	578
	62435 - TRAINING	0	95	1,000	895	1,000	0	1,000	1,000
	62436 - MEETINGS & DUES	212	649	250	300	250	0	250	250
	62438 - LICENSES & CERTIFICATIONS	50	0	150	100	150	0	150	150
	62510 - COMMUNICATIONS/PHONE	1,419	1,536	1,400	1,778	1,700	0	1,700	1,700
	62602 - OFFICE SPACE RENTAL	74,202	72,880	74,265	74,265	76,196	0	76,196	76,196
	62701 - OFFICE SUPPLIES	365	794	1,900	1,223	1,900	0	1,900	1,900
	62755 - UNIFORMS	2,327	2,793	2,350	1,535	2,350	0	2,350	2,350
	62760 - OPERATING SUPPLIES	58	2,201	0	0	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	105,281	147,581	90,739	90,739	123,225	0	123,225	123,225
	65202 - INTEREST ON NOTES PAYABLE	23,896	19,117	14,338	14,338	9,558	0	9,558	9,558
	66105 - CLAIMS & JUDGEMENTS	1,100	1,821	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	2,775	293,274	3,000	3,000	300,000	0	300,000	300,000	
66202 - DEPRECIATION - OTHER IMPR	557,919	554,602	570,000	570,000	565,000	0	565,000	565,000	
66203 - DEPRECIATION - MACH/EQUIP	8,113	503,031	9,000	9,000	510,000	0	510,000	510,000	
68011 - CAPITAL PROJECT TRANSFER	0	116,901	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES	1,037,511	1,996,720	1,072,992	1,076,495	2,036,956	0	2,036,956	2,036,956	
08000 - SEWER ADMINISTRATION	1,317,620	2,238,154	1,405,522	1,383,511	2,376,631	0	2,376,631	2,376,631	
08001 - SEWER MAINS & MANHOLES	61304 - GENERAL PERSONNEL	139,983	132,296	125,691	133,536	128,116	0	128,116	128,116
	61501 - REGULAR OVERTIME	11,945	9,492	11,500	11,043	11,500	0	11,500	11,500
	61602 - STAND-BY PAY	0	0	0	70	0	0	0	0
	61701 - HEALTH INSURANCE	58,452	50,897	48,425	35,020	49,182	0	49,182	49,182
	61702 - DENTAL INSURANCE	3,720	3,109	3,323	2,173	2,742	0	2,742	2,742
	61703 - RETIREMENT CONTRIBUTIONS	16,909	15,951	17,672	20,251	19,630	0	19,630	19,630
	61704 - SOCIAL SECURITY	10,678	10,593	9,701	10,837	10,681	0	10,681	10,681
	61705 - WORKERS COMPENSATION	3,443	2,667	2,684	3,037	2,881	0	2,881	2,881
	61000 - PERSONNEL SERVICES	245,130	225,005	218,997	215,967	224,731	0	224,731	224,731
	62206 - PW FLEET CHARGE	87,838	89,898	99,752	99,752	119,751	0	119,751	119,751
	62310 - SAFETY PROGRAM MAINT.	69	370	0	9,600	0	0	0	0
	62314 - SYSTEMS MAINTENANCE	76,368	1,500	18,650	22,255	18,650	0	18,650	18,650

City of Keene, New Hampshire  
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Fund Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
08001 - SEWER MAINS & MANHOLES	62331 - ROAD AND STREET MAINT.	95	7,311	6,000	5,000	6,000	0	6,000	6,000
	62370 - OTHER IMPROVEMNTS - MAINT	4,978	0	10,500	17,173	10,500	0	10,500	10,500
	62430 - TRAVEL	254	228	0	100	100	0	100	100
	62606 - OTHER RENTALS	0	0	600	300	600	0	600	600
	62760 - OPERATING SUPPLIES	25,183	24,547	25,000	17,415	25,000	0	25,000	25,000
	62000 - OPERATING EXPENDITURES	194,785	123,855	160,502	171,595	180,601	0	180,601	180,601
08001 - SEWER MAINS & MANHOLES		439,915	348,859	379,499	387,562	405,332	0	405,332	405,332
08002 - SEWER SERVICES	61304 - GENERAL PERSONNEL	1,701	371	2,909	579	2,963	0	2,963	2,963
	61501 - REGULAR OVERTIME	5	5	0	3	0	0	0	0
	61701 - HEALTH INSURANCE	1,291	1,178	1,124	824	1,141	0	1,141	1,141
	61702 - DENTAL INSURANCE	83	73	77	52	64	0	64	64
	61703 - RETIREMENT CONTRIBUTIONS	191	42	409	82	417	0	417	417
	61704 - SOCIAL SECURITY	124	28	224	44	227	0	227	227
	61705 - WORKERS COMPENSATION	41	5	61	17	62	0	62	62
	61000 - PERSONNEL SERVICES	3,436	1,702	4,805	1,601	4,874	0	4,874	4,874
	62206 - PW FLEET CHARGE	2,196	2,247	2,494	2,494	3,039	0	3,039	3,039
	62760 - OPERATING SUPPLIES	503	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	2,699	2,247	2,494	2,494	3,039	0	3,039	3,039
08002 - SEWER SERVICES		6,136	3,949	7,299	4,095	7,913	0	7,913	7,913
08003 - MARTEL COURT PUMPING STN	61304 - GENERAL PERSONNEL	16,630	17,868	22,071	16,330	21,590	0	21,590	21,590
	61501 - REGULAR OVERTIME	1,985	654	1,533	1,729	1,533	0	1,533	1,533
	61602 - STAND-BY PAY	2,465	1,932	4,259	4,259	4,259	0	4,259	4,259
	61701 - HEALTH INSURANCE	9,001	7,962	8,989	6,209	7,581	0	7,581	7,581
	61702 - DENTAL INSURANCE	526	481	555	387	448	0	448	448
	61703 - RETIREMENT CONTRIBUTIONS	2,355	2,294	3,103	3,389	3,850	0	3,850	3,850
	61704 - SOCIAL SECURITY	1,663	1,522	1,688	1,797	2,095	0	2,095	2,095
	61705 - WORKERS COMPENSATION	334	264	329	353	352	0	352	352
	61000 - PERSONNEL SERVICES	34,958	32,976	42,528	34,453	41,708	0	41,708	41,708
	62206 - PW FLEET CHARGE	3,012	3,113	3,206	3,206	6,430	0	6,430	6,430
	62310 - SAFETY PROGRAM MAINT.	871	1,179	1,978	866	1,978	0	1,978	1,978
	62311 - EQUIPMENT MAINTENANCE	12,920	13,965	15,000	9,489	15,000	0	15,000	15,000
	62316 - ESCO MAINTENANCE	3,000	1,306	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	0	1,176	5,487	5,503	5,487	0	5,487	5,487
	62318 - BUILDING REPAIR	0	0	1,134	0	1,134	0	1,134	1,134
	62350 - BUILDING MAINTENANCE	3,549	120	2,000	1,156	2,000	0	2,000	2,000
	62375 - PERMITS	0	125	0	0	0	0	0	0
	62448 - HAULING AND DISPOSAL	0	0	1,800	0	1,800	0	1,800	1,800
	62501 - WATER	873	625	4,800	632	4,800	0	4,800	4,800
	62503 - ELECTRICITY	27,096	52,217	62,835	79,756	62,835	0	62,835	62,835
	62504 - HEATING FUEL	3,314	1,550	2,238	2,466	2,238	1,000	3,238	3,238
	62510 - COMMUNICATIONS/PHONE	400	240	300	320	300	0	300	300
	62734 - MINOR EQUIPMENT	0	0	100	0	100	0	100	100
	62735 - BUILDING MAINT. SUPPLIES	0	0	100	0	100	0	100	100
	62736 - GROUNDS MAINT SUPPLIES	0	0	100	0	100	0	100	100
	62737 - JANITORIAL SUPPLIES	0	0	200	0	200	0	200	200
	65102 - INTEREST ON BONDED DEBT	64,584	5,821	51,884	51,884	2,222	0	2,222	2,222
66201 - DEPRECIATION - BUILDINGS	3,046	0	3,100	3,100	0	0	0	0	
66203 - DEPRECIATION - MACH/EQUIP	81,473	0	90,000	90,000	0	0	0	0	
62000 - OPERATING EXPENDITURES	204,139	81,437	246,262	248,378	106,724	1,000	107,724	107,724	
08003 - MARTEL COURT PUMPING STN		239,097	114,413	288,790	282,832	148,432	1,000	149,432	149,432
08004 - LABORATORY - SEWER	61303 - SUPERVISORY PERSONNEL	4,755	42,650	41,478	40,480	42,309	0	42,309	42,309
	61304 - GENERAL PERSONNEL	93,415	86,686	88,376	83,246	84,233	0	84,233	84,233
	61501 - REGULAR OVERTIME	1,311	2,561	1,000	2,800	2,800	0	2,800	2,800

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
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Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
08004 - LABORATORY - SEWER	61701 - HEALTH INSURANCE	35,667	47,478	46,620	20,270	26,803	0	26,803	26,803
	61702 - DENTAL INSURANCE	2,000	2,822	2,817	1,145	1,374	0	1,374	1,374
	61703 - RETIREMENT CONTRIBUTIONS	11,112	14,849	18,258	17,048	18,185	0	18,185	18,185
	61704 - SOCIAL SECURITY	7,415	9,768	9,934	9,511	9,895	0	9,895	9,895
	61705 - WORKERS COMPENSATION	2,247	2,499	2,666	2,156	2,451	0	2,451	2,451
	61000 - PERSONNEL SERVICES	157,922	209,313	211,150	176,656	188,048	0	188,048	188,048
	62120 - LABORATORY SERVICES	9,162	11,270	11,500	14,560	11,500	0	11,500	11,500
	62205 - PC REPLACEMENT CHARGE	604	712	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	3,991	4,140	4,264	4,264	8,828	0	8,828	8,828
	62306 - SOFTWARE MAINTENANCE	980	213	0	213	213	0	213	213
	62311 - EQUIPMENT MAINTENANCE	11,542	12,835	13,000	24,155	13,000	0	13,000	13,000
	62435 - TRAINING	584	350	500	350	500	0	500	500
	62438 - LICENSES & CERTIFICATIONS	122	50	100	50	100	0	100	100
	62448 - HAULING AND DISPOSAL	1,134	0	200	200	200	0	200	200
	62701 - OFFICE SUPPLIES	140	314	300	300	300	0	300	300
	62734 - MINOR EQUIPMENT	8,536	0	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	11,557	10,823	11,500	12,000	11,500	0	11,500	11,500
	62762 - LICENSES & PERMITS	614	549	1,000	750	1,000	0	1,000	1,000
	62764 - CHEMICALS	12,693	11,156	11,800	9,000	12,000	0	12,000	12,000
	66102 - CAPITALIZED EXPENDITURES	(8,536)	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	53,122	52,412	54,164	65,842	59,141	0	59,141	59,141	
08004 - LABORATORY - SEWER		211,045	261,726	265,314	242,498	247,189	0	247,189	247,189
08005 - SEWER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	18,687	20,820	19,937	16,466	20,223	0	20,223	20,223
	61304 - GENERAL PERSONNEL	14,314	21,795	34,333	30,043	33,585	0	33,585	33,585
	61501 - REGULAR OVERTIME	1,794	3,502	4,335	3,069	4,335	0	4,335	4,335
	61508 - SUPERVISORY OVERTIME	779	468	0	0	0	0	0	0
	61602 - STAND-BY PAY	4,987	8,199	4,259	4,259	4,259	0	4,259	4,259
	61701 - HEALTH INSURANCE	19,845	17,364	19,609	15,328	18,561	0	18,561	18,561
	61702 - DENTAL INSURANCE	1,171	1,106	1,227	959	1,129	0	1,129	1,129
	61703 - RETIREMENT CONTRIBUTIONS	4,531	6,179	7,630	7,803	8,774	0	8,774	8,774
	61704 - SOCIAL SECURITY	3,034	4,070	4,152	4,104	4,774	0	4,774	4,774
	61705 - WORKERS COMPENSATION	625	694	803	798	771	0	771	771
	61000 - PERSONNEL SERVICES	69,766	84,197	96,285	82,829	96,411	0	96,411	96,411
	62205 - PC REPLACEMENT CHARGE	485	553	1,196	1,196	1,267	0	1,267	1,267
	62206 - PW FLEET CHARGE	10,995	11,394	11,736	11,736	6,941	0	6,941	6,941
	62306 - SOFTWARE MAINTENANCE	2,519	3,812	4,672	4,672	4,784	0	4,784	4,784
	62310 - SAFETY PROGRAM MAINT.	591	635	3,668	1,242	3,568	0	3,568	3,568
	62311 - EQUIPMENT MAINTENANCE	13,558	10,277	11,000	11,013	11,000	0	11,000	11,000
	62317 - EQUIPMENT REPAIR	0	0	9,172	8,252	9,172	0	9,172	9,172
	62318 - BUILDING REPAIR	0	0	3,000	2,756	3,000	0	3,000	3,000
	62350 - BUILDING MAINTENANCE	1,601	1,165	4,621	1,891	4,621	0	4,621	4,621
	62375 - PERMITS	125	0	0	0	0	0	0	0
	62435 - TRAINING	1,878	0	0	0	0	0	0	0
	62436 - MEETINGS & DUES	175	0	0	0	0	0	0	0
	62501 - WATER	73	97	100	185	200	0	200	200
	62503 - ELECTRICITY	35,996	6,628	8,500	5,060	8,500	0	8,500	8,500
	62504 - HEATING FUEL	757	483	800	708	800	0	800	800
	62510 - COMMUNICATIONS/PHONE	820	788	900	733	900	0	900	900
	62604 - EQUIPMENT RENTAL	90	0	500	0	400	0	400	400
	62701 - OFFICE SUPPLIES	0	0	425	0	500	0	500	500
	62733 - TOOLS	803	645	1,225	1,213	1,225	0	1,225	1,225
	62734 - MINOR EQUIPMENT	0	0	2,000	0	2,000	0	2,000	2,000
62735 - BUILDING MAINT. SUPPLIES	482	0	200	0	200	0	200	200	

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
08005 - SEWER SYSTEM MAINTENANCE	62736 - GROUNDS MAINT SUPPLIES	0	0	100	0	100	0	100	100
	62737 - JANITORIAL SUPPLIES	225	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	71,173	36,477	63,815	50,657	59,178	0	59,178	59,178
08005 - SEWER SYSTEM MAINTENANCE		140,939	120,674	160,100	133,486	155,589	0	155,589	155,589
08006 - WASTEWATER TREATMENT	61303 - SUPERVISORY PERSONNEL	121,713	128,671	126,578	121,995	131,106	0	131,106	131,106
	61304 - GENERAL PERSONNEL	316,442	260,590	278,236	227,394	281,533	0	281,533	281,533
	61501 - REGULAR OVERTIME	23,288	20,410	24,147	22,276	24,147	0	24,147	24,147
	61502 - DOUBLE OVERTIME	660	715	910	800	900	0	900	900
	61508 - SUPERVISORY OVERTIME	1,830	915	0	0	0	0	0	0
	61602 - STAND-BY PAY	12,939	13,066	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	154,415	128,059	135,654	119,491	132,016	0	132,016	132,016
	61702 - DENTAL INSURANCE	8,922	8,077	8,689	7,642	8,040	0	8,040	8,040
	61703 - RETIREMENT CONTRIBUTIONS	53,266	47,858	56,917	54,209	63,335	0	63,335	63,335
	61704 - SOCIAL SECURITY	35,824	31,757	31,064	28,801	34,460	0	34,460	34,460
	61705 - WORKERS COMPENSATION	6,968	5,583	6,108	5,507	6,207	0	6,207	6,207
	61901 - RECRUITMENT	24	0	0	20	0	0	0	0
	61000 - PERSONNEL SERVICES	736,293	645,700	681,077	600,910	694,519	0	694,519	694,519
	62102 - PROFESSIONAL SERVICES	645	275	0	22,360	0	0	0	0
	62103 - TECHNICAL SERVICES	5,540	4,500	8,675	7,000	7,000	0	7,000	7,000
	62120 - LABORATORY SERVICES	408	692	500	178	500	0	500	500
	62176 - CITY ADMIN CHARGE	372,386	407,395	408,136	408,136	353,723	0	353,723	353,723
	62201 - JANITORIAL	6,390	4,860	4,860	4,860	4,860	0	4,860	4,860
	62205 - PC REPLACEMENT CHARGE	1,000	1,180	1,445	1,445	1,609	0	1,609	1,609
	62206 - PW FLEET CHARGE	22,252	22,867	23,553	23,553	22,101	0	22,101	22,101
	62301 - OFFICE EQUIPMENT MAINT.	9	0	0	0	0	0	0	0
	62305 - MF PRINTER LEASE & MISC	0	0	0	2,028	2,028	0	2,028	2,028
	62306 - SOFTWARE MAINTENANCE	8,991	10,006	10,289	12,860	11,708	0	11,708	11,708
	62310 - SAFETY PROGRAM MAINT.	3,168	3,868	3,025	12,091	3,025	0	3,025	3,025
	62311 - EQUIPMENT MAINTENANCE	126,858	160,473	100,000	71,892	100,000	0	100,000	100,000
	62316 - ESCO MAINTENANCE	3,000	1,306	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	209	0	34,859	32,480	33,859	0	33,859	33,859
	62318 - BUILDING REPAIR	0	0	10,000	8,567	10,000	0	10,000	10,000
	62350 - BUILDING MAINTENANCE	14,826	23,801	38,406	15,438	37,406	0	37,406	37,406
	62371 - RIVER GAUGE STATION MAINT	8,400	8,400	11,175	9,100	9,100	0	9,100	9,100
	62375 - PERMITS	0	26	150	150	150	0	150	150
	62430 - TRAVEL	91	249	150	596	596	0	596	596
	62435 - TRAINING	1,665	938	1,612	1,600	1,612	0	1,612	1,612
	62436 - MEETINGS & DUES	90	240	885	588	885	0	885	885
	62438 - LICENSES & CERTIFICATIONS	200	320	150	350	150	0	150	150
	62448 - HAULING AND DISPOSAL	384,018	382,782	540,613	545,000	540,613	34,455	575,068	575,068
	62501 - WATER	11,007	8,166	9,021	7,278	9,021	0	9,021	9,021
	62503 - ELECTRICITY	189,047	195,504	193,176	263,294	193,176	0	193,176	193,176
	62504 - HEATING FUEL	45,645	31,682	41,486	35,913	41,486	0	41,486	41,486
	62510 - COMMUNICATIONS/PHONE	5,944	7,431	5,754	6,578	5,754	0	5,754	5,754
62512 - INDUSTRIAL PRE-TREATMENT	5,320	4,755	4,780	4,780	4,780	0	4,780	4,780	
62601 - LAND RENTAL	159,189	156,324	159,294	159,294	163,436	41,818	205,254	205,254	
62701 - OFFICE SUPPLIES	689	896	995	2,656	995	0	995	995	
62710 - POSTAGE	58	81	0	0	0	0	0	0	
62733 - TOOLS	150	1,241	0	4,773	3,000	0	3,000	3,000	
62734 - MINOR EQUIPMENT	14,994	3,816	4,750	0	4,750	0	4,750	4,750	
62735 - BUILDING MAINT. SUPPLIES	2,415	1,279	3,500	1,818	2,500	0	2,500	2,500	
62736 - GROUNDS MAINT SUPPLIES	739	320	500	200	500	0	500	500	
62737 - JANITORIAL SUPPLIES	0	279	250	250	250	0	250	250	

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
08006 - WASTEWATER TREATMENT	62744 - MINOR COMPUTER EQUIPMENT	110	625	0	0	0	0	0	0
	62755 - UNIFORMS	5,816	5,913	5,006	4,980	5,006	0	5,006	5,006
	62760 - OPERATING SUPPLIES	54,857	16,290	7,500	6,500	7,500	0	7,500	7,500
	62764 - CHEMICALS	329,284	309,074	380,678	375,563	380,678	25,000	405,678	405,678
	63403 - FURNITURE & FIXTURE ACQ	6,406	0	0	0	0	0	0	0
	63409 - EQUIPMENT ACQUISITION	19,429	5,362	0	0	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	2,615	2,215	1,998	1,998	1,598	0	1,598	1,598
	65202 - INTEREST ON NOTES PAYABLE	61,912	51,593	41,274	41,274	30,956	0	30,956	30,956
	66201 - DEPRECIATION - BUILDINGS	288,111	0	290,000	290,000	0	0	0	0
	66202 - DEPRECIATION - OTHER IMPR	0	0	100	100	0	0	0	0
	66203 - DEPRECIATION - MACH/EQUIP	420,315	0	450,000	450,000	0	0	0	0
	62000 - OPERATING EXPENDITURES	2,584,197	1,837,025	2,798,545	2,837,521	1,996,311	101,273	2,097,584	2,097,584
	08006 - WASTEWATER TREATMENT	3,320,491	2,482,725	3,479,622	3,438,431	2,690,830	101,273	2,792,103	2,792,103
	TOTAL	5,675,242	5,570,501	5,986,146	5,872,414	6,031,915	102,273	6,134,188	6,134,188



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## 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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CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	Water
<b>Division (s): Cost Center:</b>	<b>Water</b> 05000 through 05008		
<b>Mission:</b>	Provide reliable and good quality drinking water that consistently meets consumer expectations and State and Federal standards in sufficient quantities and pressure for fire protection and commercial and domestic use through effective and efficient maintenance, repair and operation of the water infrastructure.		

In FY23, the Water Operations and Water/Sewer Divisions will continue their work to improve the treatment and distribution systems with the goal of maintaining economical, high quality drinking water for its customers. The annual work plan includes comprehensive system-wide water main flushing and maintenance of fire hydrants and water main gates. Divisional staff will perform weekly sample collection and analysis, dam inspections, and ongoing equipment maintenance.

In FY23, staff will continue implementation of the Water Capital Improvement Program (CIP). Staff will continue to monitor and evaluate the City’s water resources and their drought resiliency. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY23 objectives include:

- Construction of improvements to 1.5MG storage tank;
- Refurbish interior and exterior of Chapman Road tank;
- Complete electrical upgrades at Chapman Road and Blackbrook water tanks;
- Begin design and complete construction of 3 MG tank renovation project;
- Complete pavement replacement project at the Water Treatment Facility.

FY22 Water Fund activities continued the Department’s focus on infrastructure and water quality improvement at the capital and operating budget levels. Along with addressing issues associated by the COVID-19 Pandemic emergency, the City’s water resources were impacted by severe drought conditions. FY22 accomplishments included:

- Construction of Drummer Hill Pump Station;
- Design for improvements of 1.5MG storage tank;
- Completed Woodward Dam reconstruction;
- Completed Water Supply Master Plan and Well Evaluation;
- Upgraded chemical feed pumps at WTF and Corrosion Control 2,3,4;
- Installed 200 feet of security fence at Babbidge Reservoir;
- Distribution system flushing.

Background

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

The focus areas are:

Water meters  
Water distribution  
Water treatment

Water system engineering  
Water maintenance  
Water testing

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>	
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	
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>CC Goals</b>
Complete construction of 1.5MG impermeable roof cap	SDWA	Infrastructure	4
Complete electrical upgrades at Chapman Rd and Blackbrook water storage tanks	SDWA	Infrastructure	4
Complete pavement replacement project at the Water Treatment Facility	SDWA	Infrastructure	4
Begin design and complete construction of 3MG tank renovation project	SDWA	Infrastructure	4
<b>METRICS:</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Million gallons of water treated to meet drinking water standards	692	643	712
Number of water main breaks/service leaks/repairs	36	30	65
Number of fire hydrants exercised	304	500	550
Number of water meters changed (out of 9,200 total)	220	290	500
Percent of non-metered water	17	11	10
Number of water quality/discolored water incidents	22	12	15

## Water Fund Operating Revenues and Expenditures

### FY 2022 - 2023 Proposed Budget

	ACTUAL FY 19/20	ACTUAL FY 20/21	BUDGET FY 21/22	ESTIMATE FY 21/22	DEPT REQ FY 22/23	CITY MGR FY 22/23	PROJECTED FY 23/24	PROJECTED FY 24/25
<b>REVENUES</b>								
Intergovernmental	\$34,500	\$20,000						
Charges for Services	4,055,576	3,880,013	4,061,840	4,085,989	4,208,365	4,208,365	4,460,867	4,683,910
Miscellaneous	126,051	126,908	1,000	800	750	750	1,000	1,000
Use of (Addition to) Surplus			91,017		(57,108)	(57,108)	(187,592)	(277,087)
<b>TOTAL REVENUES</b>	\$4,216,127	\$4,026,921	\$4,153,857	\$4,086,789	\$4,152,007	\$4,152,007	\$4,274,275	\$4,407,823
<b>EXPENDITURES</b>								
Public Works Water	\$842,972	\$813,787	\$916,128	\$889,799	\$923,042	\$923,042	\$941,502	\$960,332
Water Main & Trench Repairs	222,834	294,657	237,704	243,250	256,638	256,638	261,771	267,006
Water Supply	184,232	155,263	178,214	150,599	202,175	202,175	206,219	210,343
Hydrants	128,328	159,000	139,640	117,718	159,845	159,845	163,042	166,303
Meters	434,485	446,203	475,381	491,578	471,626	471,626	481,059	490,680
Water Services	47,309	50,100	51,688	41,274	56,665	56,665	57,798	58,954
Water Treatment Facility	631,503	683,509	714,344	616,703	730,312	730,312	744,918	759,817
Laboratory	190,817	196,435	227,627	179,991	207,885	207,885	212,043	216,284
Maintenance	163,298	172,419	160,616	121,703	133,794	133,794	136,470	139,199
Depreciation Expense	930,619	895,912	998,100	998,100	922,500	922,500	950,000	1,000,000
Debt Service	35,239	53,355	54,415	54,415	87,525	87,525	119,454	138,906
Capital Project Transfer		118,576		65,000				
Loss on Sale of Fixed Assets								
<b>TOTAL EXPENDITURES</b>	\$3,811,636	\$4,039,216	\$4,153,857	\$3,970,130	\$4,152,007	\$4,152,007	\$4,274,275	\$4,407,823
<b>NET REVENUE (EXPENDITURES)</b>	\$404,491	(\$12,295)	\$0	\$116,659	\$0	\$0	\$0	\$0
Depreciation					\$57,108	\$57,108	\$187,592	\$277,087
Debt Service Principal Payments					922,500	922,500	950,000	1,000,000
Transfer to Capital Reserves					(234,929)	(234,929)	(322,200)	(322,200)
CIP Projects Funded with Current Revenue					(875,000)	(875,000)	(825,000)	(825,000)
					(300,000)	(300,000)	(339,500)	(104,800)
					(\$430,321)	(\$430,321)	(\$349,108)	\$25,087

## Water Fund

### 2023 - 2029 Capital Improvement Program Summary

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
CR Appropriation: Water Infrastructure	700,000	700,000	700,000	700,000	700,000	700,000	700,000	\$ 4,900,000
CR Appropriation: Water Treatment Facility	175,000	175,000	175,000	175,000	175,000	150,000	150,000	1,175,000
Emergency Generators		250,793				280,000		530,793
Laboratory Instrumentation/Equip Replacement		39,000	50,000	73,000				162,000
Lower Winchester Infrastructure			300,000					300,000
3 MG Storage Tank Repairs	2,433,000							2,433,000
Chapman Water Tank Repairs	49,451							49,451
Water Distribution Improvements	113,600	780,100	1,749,000	984,000	957,000	378,200	1,362,000	6,323,900
Water Main Cleaning and Lining	381,300		596,200		450,000	465,000	480,000	2,372,500
Water Utility Work - Bridges		69,700				68,300		138,000
Water Valve Replacement	102,000	105,000	110,000	115,000	120,000	125,000	130,000	807,000
Well Field Upgrades		175,500		2,567,000				2,742,500
WTF Blower Replacement				83,783				83,783
WTF Filter Media Replacement		255,496						255,496
WTF Instrumentation Upgrade			39,000	30,040	33,000			102,040
WTF Pavement Replacement	77,900							77,900
WTF Valve & Actuator Replace/Upgrade				129,400		155,280		284,680
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 4,032,251</b>	<b>\$ 2,550,589</b>	<b>\$ 3,719,200</b>	<b>\$ 4,857,223</b>	<b>\$ 2,435,000</b>	<b>\$ 2,321,780</b>	<b>\$ 2,822,000</b>	<b>\$ 22,738,043</b>

### PROJECT FUNDING DETAIL

#### Reserve Funded Projects

Chapman Water Tank Repairs	\$ 49,451	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,451
Water Distribution Improvements	113,600	780,100	-	-	-	378,200	-	1,271,900
Water Main Cleaning and Lining	81,300	-	596,200	-	450,000	465,000	480,000	2,072,500
Water Utility Work - Bridges	-	69,700	-	-	-	68,300	-	138,000
Water Valve Replacement	102,000	105,000	110,000	115,000	120,000	125,000	130,000	807,000
Well Field Upgrades	-	175,500	-	-	-	-	-	175,500
WTF Blower Replacement	-	-	-	83,783	-	-	-	83,783
WTF Filter Media Replacement	-	255,496	-	-	-	-	-	255,496
WTF Instrumentation Upgrade	-	-	39,000	30,040	33,000	-	-	102,040
WTF Pavement Replacement	77,900	-	-	-	-	-	-	77,900
WTF Valve & Actuator Replace/Upgrade	-	-	-	129,400	-	155,280	-	284,680
<b>Total: Reserve Funded Projects</b>	<b>\$ 424,251</b>	<b>\$ 1,385,796</b>	<b>\$ 745,200</b>	<b>\$ 358,223</b>	<b>\$ 603,000</b>	<b>\$ 1,191,780</b>	<b>\$ 610,000</b>	<b>\$ 5,318,250</b>

#### Projects Funded with Debt

3 MG Storage Tank Repairs	\$ 2,433,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,433,000
Water Distribution Improvements			1,749,000	984,000	957,000	-	1,362,000	5,052,000
Well Field Upgrades			-	2,567,000	-	-	-	2,567,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 2,433,000</b>	<b>\$ -</b>	<b>\$ 1,749,000</b>	<b>\$ 3,551,000</b>	<b>\$ 957,000</b>	<b>\$ -</b>	<b>\$ 1,362,000</b>	<b>\$ 10,052,000</b>

#### Capital Reserve Appropriations

Capital Reserve: Water Infrastructure	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 4,900,000
Capital Reserve: Water Treatment Facility	175,000	175,000	175,000	175,000	175,000	150,000	150,000	1,175,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 875,000</b>	<b>\$ 875,000</b>	<b>\$ 875,000</b>	<b>\$ 875,000</b>	<b>\$ 875,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 6,075,000</b>

#### Projects Funded with State Grant

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with State Grant</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### Projects Funded with Cash

Emergency Generators	\$ -	\$ 250,793	\$ -	\$ -	\$ -	\$ 280,000	\$ -	\$ 530,793
Laboratory Instrumentation/Equip Replacement	-	39,000	50,000	73,000	-	-	-	162,000
Lower Winchester Infrastructure	-	-	300,000	-	-	-	-	300,000
Water Main Cleaning and Lining	300,000	-	-	-	-	-	-	300,000
<b>Total: Projects Funded with Cash</b>	<b>\$ 300,000</b>	<b>\$ 289,793</b>	<b>\$ 350,000</b>	<b>\$ 73,000</b>	<b>\$ -</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ 1,292,793</b>

<b>Subtotal: Uses of Cash</b>	<b>\$ 1,175,000</b>	<b>\$ 1,164,793</b>	<b>\$ 1,225,000</b>	<b>\$ 948,000</b>	<b>\$ 875,000</b>	<b>\$ 1,130,000</b>	<b>\$ 850,000</b>	<b>\$ 7,367,793</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)								

<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 4,032,251</b>	<b>\$ 2,550,589</b>	<b>\$ 3,719,200</b>	<b>\$ 4,857,223</b>	<b>\$ 2,435,000</b>	<b>\$ 2,321,780</b>	<b>\$ 2,822,000</b>	<b>\$ 22,738,043</b>
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#### New Cash Requirement FY 23-29: Reconciliation

Total: Uses of Cash	\$ 1,175,000	\$ 1,164,793	\$ 1,225,000	\$ 948,000	\$ 875,000	\$ 1,130,000	\$ 850,000	\$ 7,367,793
Use of Retained Earnings/Project Balance	(300,000)	-	-	-	-	-	-	-
New Funds Needed	\$ 875,000	\$ 1,164,793	\$ 1,225,000	\$ 948,000	\$ 875,000	\$ 1,130,000	\$ 850,000	\$ 7,367,793

## Water Fund

### FY 2022 - 2023 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2022/2023</u>	<u>INTEREST 2022/2023</u>	<u>PRINCIPAL BALANCE 06/30/23</u>
Babbidge Reservoir Dam Repairs	9/15/2016	9/15/1936	avg 1.85%	850,000	45,000	21,100	580,000
Woodward Pond Dam	9/15/2020	9/15/2035	1.65%	1,727,000	115,000	25,615	1,495,000
				\$ 2,577,000	\$ 160,000	\$ 46,715	\$ 2,075,000
<b>ARRA loan through NH-DES - FY 09 Infrastructure</b>	<b>8/30/2013</b>	<b>11/1/2022</b>		<b>655,395</b>	<b>74,929</b>	<b>1,274</b>	<b>0</b>

**Authorized, Unissued:**

N/A \$ -

**Total Authorized, Unissued** \$ -

**Anticipated, FY22/23:**

R-2022-15 3MG Water Tank Repairs \$ 2,433,000

**Total Anticipated Bond Issue - New** \$ 2,433,000

**Anticipated, Future FY24 - FY29:**

FY25 Water Distribution Improvements \$ 1,749,000

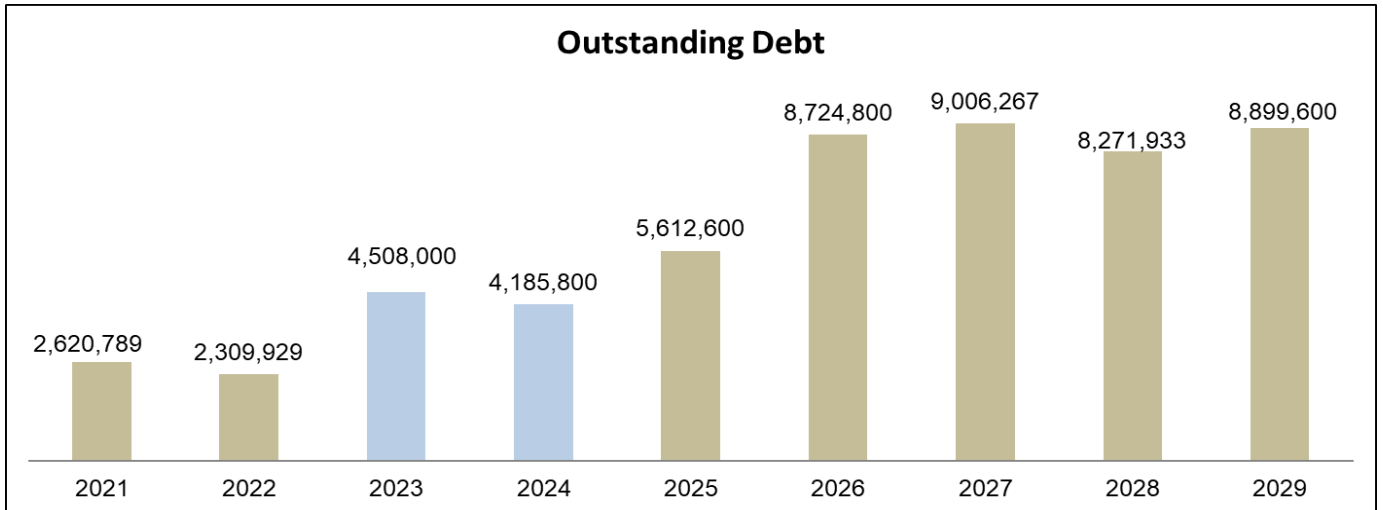
FY26 Water Distribution Improvements \$ 984,000

FY26 Well Field Upgrades \$ 2,567,000

FY27 Water Distribution Improvements \$ 957,000

FY29 Water Distribution Improvements \$ 1,362,000

**Total Anticipated Bond Issue - Future** \$ 7,619,000



City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

WATER FUND

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
43114 - FEDERAL AID (UTILITIES)	20,000	0	0	0	0	0
43210 - OTHER STATE GRANTS	0	20,000	0	0	0	0
43214 - STATE AID (UTILITIES)	14,500	0	0	0	0	0
43000 - INTERGOVERNMENTAL	34,500	20,000	0	0	0	0
44101 - WATER SALES	3,806,254	3,611,177	3,806,000	3,757,149	3,870,000	3,870,000
44102 - WATER SERVICES	5,664	14,087	13,000	12,000	12,000	12,000
44103 - FIRE PROTECTION	162,817	155,629	162,000	236,000	243,100	243,100
44104 - HYDRANT RENTAL	80,841	81,238	80,840	80,840	83,265	83,265
44109 - DIRECT REIMBURSEMENT	0	17,881	0	0	0	0
44000 - CHARGES FOR SERVICES	4,055,576	3,880,013	4,061,840	4,085,989	4,208,365	4,208,365
46101 - INTEREST EARNINGS	107,487	27,600	1,000	750	750	750
46103 - INTEREST: A/R	(279)	0	0	22	0	0
46000 - MISCELLANEOUS	107,209	27,600	1,000	772	750	750
47001 - USE (ADDITION) TO SURPLUS	0	0	91,017	0	(57,108)	(57,108)
47005 - GAIN/LOSS ON INVESTMENTS	1,083	1	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	17,731	(19,297)	0	0	0	0
47290 - INTRAFUND APPROPRIATION	0	118,576	0	0	0	0
47000 - OTHER FINANCING SOURCES	18,814	99,280	91,017	0	(57,108)	(57,108)
48104 - AMORT OF REFI PREMIUM	28	28	0	28	0	0
48000 - PROCEEDS LONG TRM FINANCE	28	28	0	28	0	0
TOTAL	4,216,127	4,026,921	4,153,857	4,086,789	4,152,007	4,152,007



## Water Fund

### FY 2022 - 2023 Supplemental Requests

Cost Center	Account	Notes	requested supplemental amount	amount included in CM recommendation
Water Supply	05002 62102	Cleaning of 6 City water tanks; required by State of NH 3-5 years	\$ 20,000	\$ 20,000
System Maintenance	05008 62504	Fuel for heating above-ground Drummer Hill pumping station	\$ 1,200	\$ 1,200
<b>TOTAL Water Fund</b>			<b>\$ 21,200</b>	<b>\$ 21,200</b>

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

WATER FUND

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
61303 - SUPERVISORY PERSONNEL	113,437	155,721	189,703	124,212	190,022	0	190,022	190,022
61304 - GENERAL PERSONNEL	532,131	531,049	546,511	506,772	554,582	0	554,582	554,582
61305 - ADMINISTRATIVE PERSONNEL	5,545	5,923	6,240	6,100	6,241	0	6,241	6,241
61307 - PART TIME EMPLOYEES	1,381	0	0	0	0	0	0	0
61401 - TEMPORARY PERSONNEL	0	878	1,750	1,230	0	0	0	0
61501 - REGULAR OVERTIME	40,164	38,853	39,633	37,342	40,133	0	40,133	40,133
61508 - SUPERVISORY OVERTIME	779	468	0	0	0	0	0	0
61602 - STAND-BY PAY	25,502	22,353	23,422	23,352	23,422	0	23,422	23,422
61701 - HEALTH INSURANCE	272,905	265,080	271,534	204,707	250,495	0	250,495	250,495
61702 - DENTAL INSURANCE	15,039	16,883	17,057	12,872	14,781	0	14,781	14,781
61703 - RETIREMENT CONTRIBUTIONS	80,145	84,960	123,034	93,932	114,504	0	114,504	114,504
61704 - SOCIAL SECURITY	53,788	56,422	62,187	50,209	62,302	0	62,302	62,302
61705 - WORKERS COMPENSATION	14,072	12,873	14,713	12,397	14,073	0	14,073	14,073
61715 - RETIREMENT BENEFITS	6,633	(21,504)	0	0	0	0	0	0
61901 - RECRUITMENT	66	877	0	1,135	0	0	0	0
61000 - PERSONNEL SERVICES	1,161,586	1,170,834	1,295,785	1,074,260	1,270,555	0	1,270,555	1,270,555
62102 - PROFESSIONAL SERVICES	1,575	2,010	3,000	3,000	3,000	20,000	23,000	23,000
62103 - TECHNICAL SERVICES	7,193	18,714	14,590	11,543	14,590	0	14,590	14,590
62120 - LABORATORY SERVICES	20,534	14,615	25,500	17,950	25,650	0	25,650	25,650
62121 - MONITORING/INSPECTIONS	39,745	30,019	34,300	23,292	34,300	0	34,300	34,300
62176 - CITY ADMIN CHARGE	485,804	482,005	488,380	488,380	485,884	0	485,884	485,884
62205 - PC REPLACEMENT CHARGE	3,276	3,434	3,947	3,947	5,127	0	5,127	5,127
62206 - PW FLEET CHARGE	204,635	213,159	195,304	195,304	230,386	0	230,386	230,386
62208 - TAXES	80,097	81,441	81,260	81,960	84,418	0	84,418	84,418
62305 - MF PRINTER LEASE & MISC	257	255	500	242	2,540	0	2,540	2,540
62306 - SOFTWARE MAINTENANCE	20,369	20,723	26,568	25,314	27,584	0	27,584	27,584
62310 - SAFETY PROGRAM MAINT.	5,000	6,709	3,200	13,276	3,200	0	3,200	3,200
62311 - EQUIPMENT MAINTENANCE	96,896	113,412	87,827	69,472	77,837	0	77,837	77,837
62314 - SYSTEMS MAINTENANCE	0	0	4,990	4,990	4,990	0	4,990	4,990
62316 - ESCO MAINTENANCE	5,999	2,613	0	0	0	0	0	0
62317 - EQUIPMENT REPAIR	0	0	19,000	20,490	19,000	0	19,000	19,000
62318 - BUILDING REPAIR	126	0	3,500	0	3,500	0	3,500	3,500
62331 - ROAD AND STREET MAINT.	10,736	28,765	15,000	16,425	15,000	0	15,000	15,000
62350 - BUILDING MAINTENANCE	13,050	11,903	7,784	2,645	6,784	0	6,784	6,784
62375 - PERMITS	450	3,450	150	3,150	3,150	0	3,150	3,150
62430 - TRAVEL	271	137	200	68	200	0	200	200
62435 - TRAINING	5,828	3,431	7,077	3,368	7,077	0	7,077	7,077
62436 - MEETINGS & DUES	4,294	1,964	3,200	3,200	3,200	0	3,200	3,200
62438 - LICENSES & CERTIFICATIONS	1,025	482	1,300	850	1,000	0	1,000	1,000
62447 - PUBLIC AWARENESS	5,598	4,679	6,630	6,630	6,630	0	6,630	6,630
62448 - HAULING AND DISPOSAL	1,134	0	200	200	200	0	200	200
62501 - WATER	351	209	400	440	400	0	400	400
62502 - SEWER	106,847	129,648	158,005	158,520	158,005	0	158,005	158,005
62503 - ELECTRICITY	121,126	112,278	121,524	119,242	121,524	0	121,524	121,524

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Department Summary by Account

Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
62504 - HEATING FUEL	9,048	7,787	12,169	9,820	12,169	1,200	13,369	13,369
62510 - COMMUNICATIONS/PHONE	7,078	7,095	8,200	7,443	8,200	0	8,200	8,200
62512 - INDUSTRIAL PRE-TREATMENT	200	178	360	360	360	0	360	360
62602 - OFFICE SPACE RENTAL	74,202	72,880	74,265	74,265	76,196	0	76,196	76,196
62604 - EQUIPMENT RENTAL	1,223	3,152	1,000	500	1,000	0	1,000	1,000
62701 - OFFICE SUPPLIES	1,634	1,293	1,175	2,727	1,175	0	1,175	1,175
62710 - POSTAGE	0	15	0	0	0	0	0	0
62733 - TOOLS	6,699	5,460	3,900	3,427	3,900	0	3,900	3,900
62734 - MINOR EQUIPMENT	0	4,544	8,126	8,072	19,126	0	19,126	19,126
62735 - BUILDING MAINT. SUPPLIES	1,087	483	994	422	994	0	994	994
62736 - GROUNDS MAINT SUPPLIES	396	5,463	500	413	500	0	500	500
62737 - JANITORIAL SUPPLIES	79	101	100	100	0	0	0	0
62755 - UNIFORMS	4,666	5,642	4,350	3,493	4,350	0	4,350	4,350
62760 - OPERATING SUPPLIES	196,488	283,970	248,267	287,086	248,267	0	248,267	248,267
62762 - LICENSES & PERMITS	4,789	1,497	4,200	3,650	4,200	0	4,200	4,200
62764 - CHEMICALS	97,127	103,987	124,615	102,679	124,615	0	124,615	124,615
63407 - COMPUTER EQUIPMENT	0	96	0	0	0	0	0	0
63409 - EQUIPMENT ACQUISITION	37,262	10,838	0	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	25,977	46,708	50,429	50,429	86,251	0	86,251	86,251
65202 - INTEREST ON NOTES PAYABLE	9,262	6,647	3,986	3,986	1,274	0	1,274	1,274
66201 - DEPRECIATION - BUILDINGS	95,528	95,380	112,000	112,000	97,500	0	97,500	97,500
66202 - DEPRECIATION - OTHER IMPR	637,209	633,237	681,000	681,000	650,000	0	650,000	650,000
66203 - DEPRECIATION - MACH/EQUIP	197,882	167,295	205,100	205,100	175,000	0	175,000	175,000
68011 - CAPITAL PROJECT TRANSFER	0	118,576	0	65,000	0	0	0	0
62000 - OPERATING EXPENDITURES	2,650,049	2,868,381	2,858,071	2,895,870	2,860,253	21,200	2,881,453	2,881,453
TOTAL	3,811,635	4,039,215	4,153,857	3,970,130	4,130,807	21,200	4,152,007	4,152,007

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

WATER FUND

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
05000 - WATER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	5,442	5,904	41,969	18,246	42,873	0	42,873	42,873
	61304 - GENERAL PERSONNEL	78,045	81,140	91,752	101,231	93,466	0	93,466	93,466
	61305 - ADMINISTRATIVE PERSONNEL	5,545	5,923	6,240	6,100	6,241	0	6,241	6,241
	61401 - TEMPORARY PERSONNEL	0	878	1,750	1,230	0	0	0	0
	61501 - REGULAR OVERTIME	169	26	0	63	0	0	0	0
	61602 - STAND-BY PAY	7,245	7,000	6,388	6,388	6,388	0	6,388	6,388
	61701 - HEALTH INSURANCE	37,249	34,991	43,607	34,749	41,316	0	41,316	41,316
	61702 - DENTAL INSURANCE	2,048	2,167	2,642	2,126	2,298	0	2,298	2,298
	61703 - RETIREMENT CONTRIBUTIONS	10,774	11,252	20,577	16,947	20,945	0	20,945	20,945
	61704 - SOCIAL SECURITY	7,308	7,531	11,868	9,165	11,396	0	11,396	11,396
	61705 - WORKERS COMPENSATION	2,922	2,822	3,600	3,312	3,634	0	3,634	3,634
	61715 - RETIREMENT BENEFITS	6,633	(21,504)	0	0	0	0	0	0
	61901 - RECRUITMENT	42	877	0	1,135	0	0	0	0
	61000 - PERSONNEL SERVICES	163,422	139,006	230,392	200,692	228,557	0	228,557	228,557
	62103 - TECHNICAL SERVICES	0	1,716	3,500	3,000	3,500	0	3,500	3,500
	62120 - LABORATORY SERVICES	377	312	400	200	400	0	400	400
	62176 - CITY ADMIN CHARGE	485,804	482,005	488,380	488,380	485,884	0	485,884	485,884
	62205 - PC REPLACEMENT CHARGE	821	569	611	611	915	0	915	915
	62206 - PW FLEET CHARGE	0	0	4,052	4,052	4,863	0	4,863	4,863
	62208 - TAXES	80,097	81,441	81,260	81,960	84,418	0	84,418	84,418
	62305 - MF PRINTER LEASE & MISC	0	0	0	0	2,040	0	2,040	2,040
	62306 - SOFTWARE MAINTENANCE	7,183	4,098	9,164	9,200	9,164	0	9,164	9,164
	62310 - SAFETY PROGRAM MAINT.	3,579	5,435	1,500	2,868	1,500	0	1,500	1,500
	62316 - ESCO MAINTENANCE	3,000	1,306	0	0	0	0	0	0
	62375 - PERMITS	0	3,000	0	3,000	3,000	0	3,000	3,000
	62430 - TRAVEL	205	0	0	0	0	0	0	0
	62435 - TRAINING	1,543	1,265	3,000	1,500	3,000	0	3,000	3,000
	62436 - MEETINGS & DUES	4,144	1,964	3,200	3,200	3,200	0	3,200	3,200
	62438 - LICENSES & CERTIFICATIONS	325	280	300	150	300	0	300	300
	62447 - PUBLIC AWARENESS	5,598	4,679	6,630	6,630	6,630	0	6,630	6,630
	62510 - COMMUNICATIONS/PHONE	2,449	2,354	2,800	2,717	2,800	0	2,800	2,800
	62602 - OFFICE SPACE RENTAL	74,202	72,880	74,265	74,265	76,196	0	76,196	76,196
	62604 - EQUIPMENT RENTAL	1,156	3,152	1,000	500	1,000	0	1,000	1,000
	62701 - OFFICE SUPPLIES	881	698	875	2,427	875	0	875	875
	62733 - TOOLS	5,499	4,853	2,300	2,592	2,300	0	2,300	2,300
	62755 - UNIFORMS	2,403	2,742	2,500	1,805	2,500	0	2,500	2,500
	62760 - OPERATING SUPPLIES	283	30	0	50	0	0	0	0
65102 - INTEREST ON BONDED DEBT	25,977	46,708	50,429	50,429	86,251	0	86,251	86,251	
65202 - INTEREST ON NOTES PAYABLE	9,262	6,647	3,986	3,986	1,274	0	1,274	1,274	
66201 - DEPRECIATION - BUILDINGS	5,960	95,380	27,000	27,000	97,500	0	97,500	97,500	
66202 - DEPRECIATION - OTHER IMPR	636,726	633,237	680,500	680,500	650,000	0	650,000	650,000	
66203 - DEPRECIATION - MACH/EQUIP	70,654	167,295	83,200	83,200	175,000	0	175,000	175,000	
68011 - CAPITAL PROJECT TRANSFER	0	118,576	0	65,000	0	0	0	0	
62000 - OPERATING EXPENDITURES	1,428,129	1,742,623	1,530,851	1,599,222	1,704,510	0	1,704,510	1,704,510	
05000 - WATER ADMINISTRATION	1,591,551	1,881,630	1,761,243	1,799,914	1,933,067	0	1,933,067	1,933,067	
05001 - WATER MAIN/TRENCH REPAIRS	61304 - GENERAL PERSONNEL	70,403	69,604	69,465	74,640	75,431	0	75,431	75,431
	61501 - REGULAR OVERTIME	19,340	17,849	14,276	16,744	14,276	0	14,276	14,276
	61701 - HEALTH INSURANCE	31,259	28,126	26,754	19,710	28,913	0	28,913	28,913
	61702 - DENTAL INSURANCE	1,974	1,718	1,836	1,222	1,607	0	1,607	1,607
	61703 - RETIREMENT CONTRIBUTIONS	9,998	9,849	11,774	12,795	12,613	0	12,613	12,613

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
05001 - WATER MAIN/TRENCH REPAIRS	61704 - SOCIAL SECURITY	6,499	6,537	6,406	6,869	6,863	0	6,863	6,863
	61705 - WORKERS COMPENSATION	2,231	1,862	1,486	2,213	1,814	0	1,814	1,814
	61000 - PERSONNEL SERVICES	141,703	135,544	131,998	134,193	141,517	0	141,517	141,517
	62206 - PW FLEET CHARGE	50,509	51,693	49,706	49,706	59,121	0	59,121	59,121
	62331 - ROAD AND STREET MAINT.	9,847	28,765	15,000	16,425	15,000	0	15,000	15,000
	62733 - TOOLS	0	36	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	20,775	78,618	41,000	42,926	41,000	0	41,000	41,000
	62000 - OPERATING EXPENDITURES	81,131	159,113	105,706	109,057	115,121	0	115,121	115,121
05001 - WATER MAIN/TRENCH REPAIRS		222,834	294,657	237,704	243,250	256,638	0	256,638	256,638
05002 - WATER SUPPLY	61304 - GENERAL PERSONNEL	11,630	9,147	20,366	4,097	11,506	0	11,506	11,506
	61307 - PART TIME EMPLOYEES	1,381	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	1,093	1,178	1,570	1,124	1,570	0	1,570	1,570
	61701 - HEALTH INSURANCE	9,039	8,252	7,865	4,976	4,506	0	4,506	4,506
	61702 - DENTAL INSURANCE	576	504	538	312	261	0	261	261
	61703 - RETIREMENT CONTRIBUTIONS	1,426	1,158	2,863	800	1,838	0	1,838	1,838
	61704 - SOCIAL SECURITY	1,062	774	1,571	439	1,000	0	1,000	1,000
	61705 - WORKERS COMPENSATION	286	176	429	96	243	0	243	243
	61000 - PERSONNEL SERVICES	26,493	21,190	35,204	11,844	20,924	0	20,924	20,924
	62102 - PROFESSIONAL SERVICES	0	0	3,000	3,000	3,000	20,000	23,000	23,000
	62121 - MONITORING/INSPECTIONS	290	0	4,300	4,292	4,300	0	4,300	4,300
	62206 - PW FLEET CHARGE	27,751	26,969	0	0	6,491	0	6,491	6,491
	62311 - EQUIPMENT MAINTENANCE	0	0	0	0	8,000	0	8,000	8,000
	62314 - SYSTEMS MAINTENANCE	0	0	4,990	4,990	4,990	0	4,990	4,990
	62317 - EQUIPMENT REPAIR	0	0	0	0	3,000	0	3,000	3,000
	62318 - BUILDING REPAIR	0	0	0	0	250	0	250	250
	62331 - ROAD AND STREET MAINT.	889	0	0	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	0	0	0	0	500	0	500	500
	62375 - PERMITS	300	300	0	0	0	0	0	0
	62503 - ELECTRICITY	95,848	87,051	99,240	95,147	99,240	0	99,240	99,240
	62504 - HEATING FUEL	2,608	2,820	2,870	3,083	2,870	0	2,870	2,870
	62760 - OPERATING SUPPLIES	8,449	5,886	7,210	7,200	7,210	0	7,210	7,210
	62762 - LICENSES & PERMITS	3,000	0	3,000	3,000	3,000	0	3,000	3,000
	62764 - CHEMICALS	18,603	11,047	18,400	18,043	18,400	0	18,400	18,400
	62000 - OPERATING EXPENDITURES	157,739	134,073	143,010	138,755	161,251	20,000	181,251	181,251
05002 - WATER SUPPLY		184,232	155,263	178,214	150,599	182,175	20,000	202,175	202,175
05003 - WATER HYDRANTS	61304 - GENERAL PERSONNEL	40,854	49,639	41,416	28,092	49,068	0	49,068	49,068
	61501 - REGULAR OVERTIME	1,115	1,741	4,200	2,578	4,200	0	4,200	4,200
	61701 - HEALTH INSURANCE	18,422	16,310	15,518	12,285	18,856	0	18,856	18,856
	61702 - DENTAL INSURANCE	1,174	997	1,067	762	1,053	0	1,053	1,053
	61703 - RETIREMENT CONTRIBUTIONS	4,699	5,826	6,414	2,413	7,490	0	7,490	7,490
	61704 - SOCIAL SECURITY	3,083	3,850	3,490	1,298	4,075	0	4,075	4,075
	61705 - WORKERS COMPENSATION	1,002	1,072	888	358	1,095	0	1,095	1,095
	61000 - PERSONNEL SERVICES	70,349	79,434	72,993	47,786	85,838	0	85,838	85,838
	62206 - PW FLEET CHARGE	32,939	33,712	36,407	36,407	43,767	0	43,767	43,767
	62760 - OPERATING SUPPLIES	25,040	45,854	30,240	33,525	30,240	0	30,240	30,240
62000 - OPERATING EXPENDITURES	57,979	79,566	66,647	69,932	74,007	0	74,007	74,007	
05003 - WATER HYDRANTS		128,328	159,000	139,640	117,718	159,845	0	159,845	159,845
05004 - WATER METERS	61304 - GENERAL PERSONNEL	151,789	155,577	160,975	155,584	158,751	0	158,751	158,751
	61501 - REGULAR OVERTIME	3,567	2,510	3,800	2,425	3,800	0	3,800	3,800
	61701 - HEALTH INSURANCE	73,919	76,468	74,506	63,977	67,046	0	67,046	67,046
	61702 - DENTAL INSURANCE	4,244	4,538	4,524	4,386	4,437	0	4,437	4,437
	61703 - RETIREMENT CONTRIBUTIONS	17,353	17,815	23,167	22,246	22,855	0	22,855	22,855

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05004 - WATER METERS	61704 - SOCIAL SECURITY	11,680	11,796	12,605	11,825	12,435	0	12,435	12,435
	61705 - WORKERS COMPENSATION	2,358	2,033	2,587	2,303	2,155	0	2,155	2,155
	61000 - PERSONNEL SERVICES	264,909	270,737	282,164	262,746	271,478	0	271,478	271,478
	62120 - LABORATORY SERVICES	344	190	0	150	150	0	150	150
	62121 - MONITORING/INSPECTIONS	0	22	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	31,928	33,124	34,250	34,250	41,031	0	41,031	41,031
	62306 - SOFTWARE MAINTENANCE	2,269	3,084	3,100	3,500	3,100	0	3,100	3,100
	62733 - TOOLS	301	39	450	450	450	0	450	450
	62755 - UNIFORMS	0	532	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	134,733	138,474	155,417	190,482	155,417	0	155,417	155,417
62000 - OPERATING EXPENDITURES	169,575	175,466	193,217	228,832	200,148	0	200,148	200,148	
05004 - WATER METERS		434,485	446,203	475,381	491,578	471,626	0	471,626	471,626
05005 - WATER SERVICES	61304 - GENERAL PERSONNEL	12,212	9,712	11,277	5,351	11,547	0	11,547	11,547
	61501 - REGULAR OVERTIME	3,797	2,603	2,200	2,449	2,200	0	2,200	2,200
	61701 - HEALTH INSURANCE	5,436	4,549	4,282	2,839	4,352	0	4,352	4,352
	61702 - DENTAL INSURANCE	330	275	298	172	234	0	234	234
	61703 - RETIREMENT CONTRIBUTIONS	1,792	1,393	1,895	1,086	1,933	0	1,933	1,933
	61704 - SOCIAL SECURITY	1,194	916	1,031	587	1,052	0	1,052	1,052
	61705 - WORKERS COMPENSATION	342	200	259	145	298	0	298	298
	61000 - PERSONNEL SERVICES	25,103	19,649	21,243	12,629	21,614	0	21,614	21,614
	62206 - PW FLEET CHARGE	19,764	20,227	22,445	22,445	27,051	0	27,051	27,051
	62760 - OPERATING SUPPLIES	2,442	10,224	8,000	6,200	8,000	0	8,000	8,000
62000 - OPERATING EXPENDITURES	22,206	30,451	30,445	28,645	35,051	0	35,051	35,051	
05005 - WATER SERVICES		47,309	50,100	51,688	41,274	56,665	0	56,665	56,665
05006 - WATER TREATMENT FACILITY	61303 - SUPERVISORY PERSONNEL	84,553	86,345	86,319	49,520	84,617	0	84,617	84,617
	61304 - GENERAL PERSONNEL	67,912	73,101	73,779	82,448	80,284	0	80,284	80,284
	61501 - REGULAR OVERTIME	7,410	7,441	9,640	7,759	9,640	0	9,640	9,640
	61602 - STAND-BY PAY	12,768	12,719	12,775	12,705	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	51,821	49,146	49,846	37,515	52,108	0	52,108	52,108
	61702 - DENTAL INSURANCE	2,047	3,797	3,120	2,158	2,982	0	2,982	2,982
	61703 - RETIREMENT CONTRIBUTIONS	19,284	20,231	25,661	21,338	26,337	0	26,337	26,337
	61704 - SOCIAL SECURITY	13,060	13,515	13,962	11,404	14,330	0	14,330	14,330
	61705 - WORKERS COMPENSATION	2,571	2,299	2,865	2,194	2,500	0	2,500	2,500
	61901 - RECRUITMENT	24	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	261,450	268,595	277,969	227,041	285,572	0	285,572	285,572
	62102 - PROFESSIONAL SERVICES	1,575	2,010	0	0	0	0	0	0
	62103 - TECHNICAL SERVICES	7,193	16,998	11,090	8,543	11,090	0	11,090	11,090
	62120 - LABORATORY SERVICES	340	531	100	100	100	0	100	100
	62205 - PC REPLACEMENT CHARGE	1,365	1,600	1,757	1,757	1,869	0	1,869	1,869
	62206 - PW FLEET CHARGE	18,781	23,617	24,090	24,090	32,743	0	32,743	32,743
	62305 - MF PRINTER LEASE & MISC	257	255	500	242	500	0	500	500
	62306 - SOFTWARE MAINTENANCE	8,204	9,969	10,289	8,636	10,289	0	10,289	10,289
	62310 - SAFETY PROGRAM MAINT.	1,421	1,274	1,700	10,408	1,700	0	1,700	1,700
	62311 - EQUIPMENT MAINTENANCE	57,958	69,066	58,505	27,640	48,505	0	48,505	48,505
	62316 - ESCO MAINTENANCE	3,000	1,306	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	0	0	13,000	18,267	13,000	0	13,000	13,000
	62318 - BUILDING REPAIR	0	0	3,000	0	3,000	0	3,000	3,000
	62350 - BUILDING MAINTENANCE	9,374	10,517	6,784	2,645	5,784	0	5,784	5,784
	62375 - PERMITS	150	150	150	150	150	0	150	150
	62430 - TRAVEL	66	137	200	68	200	0	200	200
	62435 - TRAINING	2,494	1,656	1,577	1,473	1,577	0	1,577	1,577
62438 - LICENSES & CERTIFICATIONS	600	202	900	600	600	0	600	600	
62501 - WATER	351	209	400	440	400	0	400	400	

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05006 - WATER TREATMENT FACILITY	62502 - SEWER	106,847	129,648	158,005	158,520	158,005	0	158,005	158,005
	62503 - ELECTRICITY	25,278	25,227	22,284	24,095	22,284	0	22,284	22,284
	62504 - HEATING FUEL	6,439	4,967	9,299	6,737	9,299	0	9,299	9,299
	62510 - COMMUNICATIONS/PHONE	4,075	4,437	4,500	4,472	4,500	0	4,500	4,500
	62512 - INDUSTRIAL PRE-TREATMENT	200	178	360	360	360	0	360	360
	62701 - OFFICE SUPPLIES	448	467	0	0	0	0	0	0
	62710 - POSTAGE	0	15	0	0	0	0	0	0
	62733 - TOOLS	382	532	400	385	400	0	400	400
	62734 - MINOR EQUIPMENT	0	4,544	7,926	8,072	18,926	0	18,926	18,926
	62735 - BUILDING MAINT. SUPPLIES	407	483	494	422	494	0	494	494
	62736 - GROUNDS MAINT SUPPLIES	396	5,463	400	413	400	0	400	400
	62737 - JANITORIAL SUPPLIES	79	101	100	100	0	0	0	0
	62755 - UNIFORMS	2,262	2,368	1,850	1,688	1,850	0	1,850	1,850
	62760 - OPERATING SUPPLIES	1	79	0	303	0	0	0	0
	62764 - CHEMICALS	72,849	85,973	96,715	79,036	96,715	0	96,715	96,715
	63407 - COMPUTER EQUIPMENT	0	96	0	0	0	0	0	0
	63409 - EQUIPMENT ACQUISITION	37,262	10,838	0	0	0	0	0	0
	66201 - DEPRECIATION - BUILDINGS	89,568	0	85,000	85,000	0	0	0	0
	66202 - DEPRECIATION - OTHER IMPR	482	0	500	500	0	0	0	0
	66203 - DEPRECIATION - MACH/EQUIP	127,228	0	121,900	121,900	0	0	0	0
62000 - OPERATING EXPENDITURES	587,331	414,914	643,775	597,062	444,740	0	444,740	444,740	
05006 - WATER TREATMENT FACILITY		848,781	683,509	921,744	824,103	730,312	0	730,312	730,312
05007 - LABORATORY - WATER	61303 - SUPERVISORY PERSONNEL	4,755	42,651	41,478	40,495	42,309	0	42,309	42,309
	61304 - GENERAL PERSONNEL	60,007	35,107	35,790	28,997	33,749	0	33,749	33,749
	61501 - REGULAR OVERTIME	622	1,101	500	1,075	1,000	0	1,000	1,000
	61701 - HEALTH INSURANCE	23,067	27,222	26,550	11,744	13,377	0	13,377	13,377
	61702 - DENTAL INSURANCE	1,309	1,621	1,620	647	698	0	698	698
	61703 - RETIREMENT CONTRIBUTIONS	7,304	8,876	20,934	9,921	10,834	0	10,834	10,834
	61704 - SOCIAL SECURITY	4,872	5,829	5,949	5,283	5,895	0	5,895	5,895
	61705 - WORKERS COMPENSATION	1,357	1,431	1,510	1,126	1,403	0	1,403	1,403
	61000 - PERSONNEL SERVICES	103,292	123,839	134,332	99,288	109,264	0	109,264	109,264
	62120 - LABORATORY SERVICES	19,473	13,582	25,000	17,500	25,000	0	25,000	25,000
	62121 - MONITORING/INSPECTIONS	39,455	29,996	30,000	19,000	30,000	0	30,000	30,000
	62205 - PC REPLACEMENT CHARGE	604	712	1,579	1,579	2,343	0	2,343	2,343
	62206 - PW FLEET CHARGE	3,991	4,141	4,266	4,266	8,828	0	8,828	8,828
	62306 - SOFTWARE MAINTENANCE	193	213	250	213	250	0	250	250
	62311 - EQUIPMENT MAINTENANCE	9,670	10,117	14,000	24,500	14,000	0	14,000	14,000
	62435 - TRAINING	373	438	500	395	500	0	500	500
	62438 - LICENSES & CERTIFICATIONS	100	0	100	100	100	0	100	100
	62448 - HAULING AND DISPOSAL	1,134	0	200	200	200	0	200	200
	62701 - OFFICE SUPPLIES	305	128	300	300	300	0	300	300
	62760 - OPERATING SUPPLIES	4,765	4,805	6,400	6,400	6,400	0	6,400	6,400
62762 - LICENSES & PERMITS	1,789	1,497	1,200	650	1,200	0	1,200	1,200	
62764 - CHEMICALS	5,674	6,967	9,500	5,600	9,500	0	9,500	9,500	
62000 - OPERATING EXPENDITURES	87,525	72,596	93,295	80,703	98,621	0	98,621	98,621	
05007 - LABORATORY - WATER		190,817	196,435	227,627	179,991	207,885	0	207,885	207,885
05008 - WATER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	18,687	20,820	19,937	15,951	20,223	0	20,223	20,223
	61304 - GENERAL PERSONNEL	39,280	48,021	41,690	26,332	40,781	0	40,781	40,781
	61501 - REGULAR OVERTIME	3,050	4,403	3,447	3,125	3,447	0	3,447	3,447
	61508 - SUPERVISORY OVERTIME	779	468	0	0	0	0	0	0
	61602 - STAND-BY PAY	5,489	2,634	4,259	4,259	4,259	0	4,259	4,259
	61701 - HEALTH INSURANCE	22,693	20,017	22,605	16,912	20,021	0	20,021	20,021
	61702 - DENTAL INSURANCE	1,337	1,266	1,412	1,087	1,211	0	1,211	1,211

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05008 - WATER SYSTEM MAINTENANCE	61703 - RETIREMENT CONTRIBUTIONS	7,516	8,561	9,748	6,386	9,661	0	9,661	9,661
	61704 - SOCIAL SECURITY	5,030	5,673	5,304	3,339	5,256	0	5,256	5,256
	61705 - WORKERS COMPENSATION	1,003	978	1,089	650	931	0	931	931
	61000 - PERSONNEL SERVICES	104,864	112,840	109,491	78,041	105,790	0	105,790	105,790
	62205 - PC REPLACEMENT CHARGE	486	553	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	18,972	19,676	20,088	20,088	6,491	0	6,491	6,491
	62306 - SOFTWARE MAINTENANCE	2,519	3,360	3,765	3,765	4,781	0	4,781	4,781
	62311 - EQUIPMENT MAINTENANCE	29,268	34,229	15,322	17,332	7,332	0	7,332	7,332
	62317 - EQUIPMENT REPAIR	0	0	6,000	2,223	3,000	0	3,000	3,000
	62318 - BUILDING REPAIR	126	0	500	0	250	0	250	250
	62350 - BUILDING MAINTENANCE	3,676	1,386	1,000	0	500	0	500	500
	62435 - TRAINING	1,419	72	2,000	0	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	150	0	0	0	0	0	0	0
	62504 - HEATING FUEL	0	0	0	0	0	1,200	1,200	1,200
	62510 - COMMUNICATIONS/PHONE	554	303	900	254	900	0	900	900
	62604 - EQUIPMENT RENTAL	67	0	0	0	0	0	0	0
	62733 - TOOLS	516	0	750	0	750	0	750	750
	62734 - MINOR EQUIPMENT	0	0	200	0	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	680	0	500	0	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	100	0	100	0	100	100
	62000 - OPERATING EXPENDITURES	58,434	59,579	51,125	43,662	26,804	1,200	28,004	28,004
	05008 - WATER SYSTEM MAINTENANCE	163,298	172,419	160,616	121,703	132,594	1,200	133,794	133,794
	TOTAL	3,811,635	4,039,215	4,153,857	3,970,130	4,130,807	21,200	4,152,007	4,152,007



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## 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

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CITY COUNCIL GOALS FOR THE 2022-2023 FISCAL YEAR (ADOPTED MARCH 17, 2022)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Support the diverse needs of all Keene residents.
Goal 3	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones to the community.
Goal 4	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 5	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 6	Make quality housing as affordable and available as possible.
Goal 7	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 8	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.

<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	Equipment
<b>Division (s): Cost Center:</b>	<b>Fleet Services 11000</b>		
<b>Mission:</b>	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 FY23, 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 FY23, it is expected that average fuel prices (the combined average of unleaded gasoline and diesel fuel) will increase approximately 8% from FY22 prices. Fleet Services uses data from the U.S. Department of Energy and other online sources to forecast fuel pricing. The budget is based on an average (diesel and gasoline) price of \$2.75 (compared to \$2.54 per gallon in FY22) per gallon for fuel. The City does not pay Federal gas tax, reducing the price by approximately \$0.18 per gallon as compared with commercial stations. The Division will continue to track fuel prices and usage closely and will work with Fleet Division customers to manage changing conditions and increase fuel efficiency while reducing fuel expenses wherever possible. It should be noted, however, that the Fleet Services Division budget is vulnerable to unanticipated spikes in fuel costs due to worldwide economic conditions. While we use the best information at hand, because the fuel cost is the biggest line item in the operating budget, unanticipated increases in average fuel costs can have an outsized impact within the fiscal year.

Background

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

The Fleet Division is staffed with one 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 replacements can be delayed.

The Fleet Services Division tracks shop rates from area heavy-duty and light-duty vehicle shop rates to compare the City’s performance against the private sector. The City’s shop rate is \$123 per hour. In a repair facility with the diversity of vehicles and equipment that is supported by the Fleet Services Division, it is expected that the shop rate would be in this middle range. As a comparison, area shops that service light-duty vehicles range in the \$108 per hour rate, and area shops that service heavy-duty vehicles range in the \$154 per hour rate. The \$123 City of Keene shop rate is an indicator that rates charged to service vehicles are competitive with the private sector. In addition, the City maintains a parts department that allows Fleet Services to keep the equipment operational and minimize downtime.

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 approaches 104,000 gallons per year. Total fuel usage has remained in the 100,000-104,000 gallon range for a number of years.

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. During the procurement process, the Fleet Services Division often bundles the equipment being replaced into the purchase package, which is more efficient than selling excess vehicles as surplus and results in better replacement pricing. Each vehicle in the City's fleet is tracked through a Computerized Fleet Analysis (CFA) software to track over a dozen metrics that allows each piece of equipment to be evaluated over a number of criteria and helps to target both areas of concern as well as exceptional performance. Of increasing importance is the continued evaluation and incorporation of electric vehicles into the City fleet. It is likely that the first electric vehicles that will arrive in the fleet will be general-purpose staff vehicles. However, the Fleet Division is seeing more and more emphasis from the private sector in developing larger trucks and equipment that are electric and it is only a matter of time before cost effective, proven, electric trucks and equipment begin to appear in the fleet. One aspect to consider when transitioning from petroleum fuels are the service requirements including outfitting service bays as well as having trained staff. In an FY23 Capital Improvements Project, the City will procure a municipal fleet operations consultant to evaluate the Fleet Services Division and make recommendations on what will be necessary to accommodate new technology and service requirements.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
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		
<b>FISCAL YEAR 2022/2023 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>CC GOAL</b>
Maintain workload at a level of 80% scheduled, 20% unscheduled maintenance			Municipal Governance & Fin Stability	4
Provide appropriate training and tools for service technicians to maintain skills, and begin to shift focus to repair and servicing of electric vehicles			Leadership	4
Complete 90% of preventative maintenance work orders on schedule			Infrastructure	4
Monitor fuel consumption, administer fuel billing, and promote conservation			Climate Change	7
Evaluate and procure "new" used vehicles when determined to be a better alternative than new			Leadership	4
<b>METRICS:</b>		<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Staff training hours (goal/actual)		150/0	150/100	150/150
% Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time		98%	99%	99%
% Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime		80%-20%	80%-20%	81%-19%
% Completion of preventative work orders on schedule (goal/actual)		90%/91%	90%/91%	90%

**Equipment (Fleet) Fund  
Operating Revenues and Expenditures**

**Proposed FY 2022 - 2023 Budget**

	ACTUAL FY 19/20	ACTUAL FY 20/21	BUDGET FY 21/22	ESTIMATE FY 21/22	DEPT REQ FY 22/23	CITY MGR FY 22/23	PROJECTED FY 23/24	PROJECTED FY 24/25
<b>REVENUES</b>								
Charges for Services	\$2,564,025	\$2,651,829	\$2,655,399	\$2,588,530	\$2,777,097	\$2,777,097	\$2,860,410	\$2,917,618
Miscellaneous	35,908	13,702	4,500	14,063	1,500	\$1,500	1,500	1,500
Use of (Addition to) Surplus Equipment Sales			(151,844)		(92,413)	(92,413)	(223,046)	(232,059)
<b>TOTAL REVENUES</b>	\$2,599,934	\$2,665,531	\$2,508,055	\$2,602,593	\$2,686,184	\$2,686,184	\$2,638,864	\$2,687,059
<b>EXPENDITURES</b>								
Personnel & Benefits	\$529,076	\$612,546	\$654,262	\$631,435	\$667,075	\$667,075	\$683,752	\$700,846
Operating Costs	1,245,893	1,286,134	1,403,793	1,331,047	1,519,109	\$1,519,109	1,555,112	1,586,213
Depreciation	434,955	483,858	450,000	450,000	500,000	\$500,000	400,000	400,000
<b>TOTAL EXPENDITURES</b>	\$2,209,924	\$2,382,538	\$2,508,055	\$2,412,482	\$2,686,184	\$2,686,184	\$2,638,864	\$2,687,059
<b>NET REVENUE (EXPENDITURES)</b>	\$390,010	\$282,993	\$0	\$190,111	\$0	\$0	\$0	\$0
<b>Reconciliation of Operating Income (Loss) to Net Cash</b>								
Operating Income (Loss)					\$0	\$0	\$0	\$0
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:								
Depreciation					500,000	500,000	400,000	400,000
Transfer to Capital Reserves					(650,000)	(650,000)	(625,000)	(625,000)
CIP Projects Funded with Current Revenue					(179,178)	(179,178)	(10,000)	(90,000)
Net Cash Provided by (Used for) Operating Activities					(\$329,178)	(\$329,178)	(\$235,000)	(\$315,000)

## Equipment (Fleet) Fund

### 2023 - 2029 Capital Improvement Program Summary

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
CR Appropriation: Equipment Replacement	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 4,375,000
Equipment Replacement Program	607,746	688,965	604,011	570,566	654,569	660,922	608,000	4,394,779
Fleet Services Building Assessment Project	70,000	-	-	-	-	-	-	70,000
Fleet Services Building Upgrade Project	-	-	-	-	-	70,000	300,000	370,000
Fleet Services Building Fire Suppression Project	-	10,000	90,000	-	-	-	-	100,000
Fleet Services Roof Replacement Project	109,178	-	-	-	-	-	-	109,178
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,411,924</b>	<b>\$ 1,323,965</b>	<b>\$ 1,319,011</b>	<b>\$ 1,195,566</b>	<b>\$ 1,279,569</b>	<b>\$ 1,355,922</b>	<b>\$ 1,533,000</b>	<b>\$ 9,418,957</b>

#### PROJECT FUNDING DETAIL

##### Reserve Funded Projects

Equipment Replacement Program	\$ 607,746	\$ 688,965	\$ 604,011	\$ 570,566	\$ 654,569	\$ 660,922	\$ 608,000	\$ 4,394,779
<b>Total: Reserve Funded Projects</b>	<b>\$ 607,746</b>	<b>\$ 688,965</b>	<b>\$ 604,011</b>	<b>\$ 570,566</b>	<b>\$ 654,569</b>	<b>\$ 660,922</b>	<b>\$ 608,000</b>	<b>\$ 4,394,779</b>

##### Projects Funded with Debt

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

##### Capital Reserve Appropriations

Capital Reserve: Equipment Replacement	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 4,375,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 4,375,000</b>

##### Projects Funded with State Grant

N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with State Grant</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

##### Projects Funded with Cash

Fleet Services Building Assessment Project	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Fleet Services Building Upgrade Project	-	-	-	-	-	70,000	300,000	370,000
Fleet Services Building Fire Suppression Project	-	10,000	90,000	-	-	-	-	100,000
Fleet Services Roof Replacement Project	109,178	-	-	-	-	-	-	109,178
<b>Total: Projects Funded with Cash</b>	<b>\$ 179,178</b>	<b>\$ 10,000</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 300,000</b>	<b>\$ 649,178</b>

##### **Subtotal: Uses of Cash**

(Capital Reserve Appropriations plus Projects Funded with Cash)

<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,411,924</b>	<b>\$ 1,323,965</b>	<b>\$ 1,319,011</b>	<b>\$ 1,195,566</b>	<b>\$ 1,279,569</b>	<b>\$ 1,355,922</b>	<b>\$ 1,533,000</b>	<b>\$ 9,418,957</b>
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##### New Cash Requirement FY 23-29: Reconciliation

Total: Uses of Cash	\$ 804,178	\$ 635,000	\$ 715,000	\$ 625,000	\$ 625,000	\$ 695,000	\$ 925,000	\$ 5,024,178
Use of Retained Earnings/Project Balance	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 804,178</b>	<b>\$ 635,000</b>	<b>\$ 715,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 695,000</b>	<b>\$ 925,000</b>	<b>\$ 5,024,178</b>

City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Revenue Budget

**FLEET MANAGEMENT FUND**

Account Title	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Request	2022-2023 Manager Recommended
44109 - DIRECT REIMBURSEMENT	62,937	61,544	55,000	66,575	55,000	55,000
44112 - EQUIPMENT CHARGES	42,824	57,384	22,000	54,006	22,000	22,000
44128 - FLEET CHARGES	2,458,264	2,532,901	2,578,399	2,578,399	2,700,097	2,700,097
44000 - CHARGES FOR SERVICES	2,564,025	2,651,829	2,655,399	2,698,980	2,777,097	2,777,097
46101 - INTEREST EARNINGS	26,164	7,242	4,500	3,000	1,500	1,500
46206 - INSURANCE PAYMENTS	6,354	10,066	0	5,000	0	0
46000 - MISCELLANEOUS	32,517	17,307	4,500	8,000	1,500	1,500
47001 - USE (ADDITION) TO SURPLUS	0	0	(151,844)	0	(92,413)	(92,413)
47005 - GAIN/LOSS ON INVESTMENTS	197	0	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	3,194	(3,605)	0	0	0	0
47000 - OTHER FINANCING SOURCES	3,391	(3,604)	(151,844)	0	(92,413)	(92,413)
TOTAL	2,599,934	2,665,531	2,508,055	2,706,980	2,686,184	2,686,184



## Equipment (Fleet) Fund

### FY 2022 - 2023 Supplemental Requests

Cost Center	Account	Notes	requested supplemental amount	amount included in CM recommendation
Fleet Administration	11000 62720	Increased cost for parts	\$ 25,595	\$ 25,595
Fleet Administration	11000 62769	Increased fuel prices	\$ 53,667	\$ 53,667

<b>TOTAL Solid Waste Fund</b>	<b>\$ 79,262</b>	<b>\$ 79,262</b>
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City of Keene, New Hampshire  
Fiscal Year 2022-2023  
Expenditure Budget  
Fund Cost Center Detail

FLEET MANAGEMENT FUND

Cost Center	Account	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Estimate	2022-2023 Department Base	2022-2023 Department Supplemental	2022-2023 Department Request	2022-2023 Manager Recommended
11000 - FLEET MANAGEMENT ADMIN	61304 - GENERAL PERSONNEL	310,286	341,974	351,607	350,023	367,077	0	367,077	367,077
	61305 - ADMINISTRATIVE PERSONNEL	11,553	12,341	13,000	13,119	13,002	0	13,002	13,002
	61501 - REGULAR OVERTIME	7,975	6,747	24,788	11,876	24,788	0	24,788	24,788
	61602 - STAND-BY PAY	12,838	12,789	13,158	12,904	13,548	0	13,548	13,548
	61609 - STIPEND	4,192	4,176	4,160	4,160	4,160	0	4,160	4,160
	61701 - HEALTH INSURANCE	121,469	141,988	140,052	135,440	133,487	0	133,487	133,487
	61702 - DENTAL INSURANCE	7,140	7,603	8,683	8,063	8,247	0	8,247	8,247
	61703 - RETIREMENT CONTRIBUTIONS	38,743	42,562	57,183	56,145	59,928	0	59,928	59,928
	61704 - SOCIAL SECURITY	25,235	27,451	31,114	29,680	32,607	0	32,607	32,607
	61705 - WORKERS COMPENSATION	7,496	8,348	10,516	10,025	10,230	0	10,230	10,230
	61715 - RETIREMENT BENEFITS	(18,738)	6,401	0	0	0	0	0	0
	61901 - RECRUITMENT	886	167	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	529,076	612,546	654,262	631,435	667,075	0	667,075	667,075
	62120 - LABORATORY SERVICES	234	242	300	422	300	0	300	300
	62176 - CITY ADMIN CHARGE	302,646	317,362	301,082	301,082	323,835	0	323,835	323,835
	62201 - JANITORIAL	0	0	3,500	0	3,500	0	3,500	3,500
	62205 - PC REPLACEMENT CHARGE	1,791	1,839	1,269	1,269	1,357	0	1,357	1,357
	62206 - PW FLEET CHARGE	72,081	74,393	76,563	76,563	84,361	0	84,361	84,361
	62304 - COMMUNICATIONS EQP MAINT.	0	2,298	2,500	2,500	2,500	0	2,500	2,500
	62310 - SAFETY PROGRAM MAINT.	989	1,090	1,250	1,250	1,500	0	1,500	1,500
	62316 - ESCO MAINTENANCE	3,000	1,306	2,500	2,500	2,500	0	2,500	2,500
	62350 - BUILDING MAINTENANCE	17,328	23,697	12,000	25,309	12,000	0	12,000	12,000
	62370 - OTHER IMPROVEMNTS - MAINT	0	750	1,900	0	1,900	0	1,900	1,900
	62407 - VEHICLE INSURANCE	61,051	60,937	64,104	49,333	65,895	0	65,895	65,895
	62435 - TRAINING	2,709	5,029	6,000	6,000	6,000	0	6,000	6,000
	62436 - MEETINGS & DUES	0	0	1,500	500	1,500	0	1,500	1,500
	62501 - WATER	2,436	1,624	800	800	800	0	800	800
	62502 - SEWER	802	822	800	800	800	0	800	800
	62503 - ELECTRICITY	10,244	10,833	7,700	7,430	7,700	0	7,700	7,700
	62504 - HEATING FUEL	31,595	33,165	34,622	34,765	36,353	0	36,353	36,353
	62510 - COMMUNICATIONS/PHONE	1,144	974	1,200	1,297	1,200	0	1,200	1,200
	62603 - BUILDING RENTAL	85,407	86,573	88,218	88,217	90,512	0	90,512	90,512
	62701 - OFFICE SUPPLIES	966	1,202	1,955	1,780	2,000	0	2,000	2,000
	62720 - REPAIR PARTS	295,376	295,824	365,641	278,845	365,641	25,595	391,236	391,236
	62721 - ACCIDENT REPAIR	6,372	18,774	13,390	5,403	13,000	0	13,000	13,000
	62733 - TOOLS	3,713	6,698	4,000	4,000	4,000	0	4,000	4,000
	62755 - UNIFORMS	6,421	5,174	5,300	7,996	5,300	0	5,300	5,300
	62760 - OPERATING SUPPLIES	9,523	14,172	14,000	12,192	14,000	0	14,000	14,000
	62761 - SOFTWARE	4,064	3,265	4,500	3,554	4,500	0	4,500	4,500
	62769 - GASOLINE AND DIESEL FUEL	260,756	232,148	309,693	289,923	309,693	53,667	363,360	363,360
	62770 - OIL AND LUBRICANTS	10,873	12,937	20,806	15,703	20,500	0	20,500	20,500
	62772 - TIRES	36,587	55,655	49,000	49,814	49,000	0	49,000	49,000
63414 - SHOP EQUIPMENT	10,399	1,551	7,700	61,800	7,700	0	7,700	7,700	
66104 - LOSS ON FIXED ASSETS	7,384	15,801	0	0	0	0	0	0	
66203 - DEPRECIATION - MACH/EQUIP	434,955	483,858	450,000	450,000	500,000	0	500,000	500,000	
62000 - OPERATING EXPENDITURES	1,680,848	1,769,993	1,853,793	1,781,047	1,939,847	79,262	2,019,109	2,019,109	
11000 - FLEET MANAGEMENT ADMIN	2,209,924	2,382,538	2,508,055	2,412,482	2,606,922	79,262	2,686,184	2,686,184	
	TOTAL	2,209,924	2,382,538	2,508,055	2,412,482	2,606,922	79,262	2,686,184	2,686,184

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**FY 2022: Reconciliation of Adopted Budget to Current Budget**

	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 Pentamont
<b>Elected &amp; Appointed Officials</b>													
Mayor and City Council	142,723	-	-	142,723		2,964,182	2,973	8,547	71.11			154,314	154,313.82
Outside Agencies	288,300	-	-	288,300								288,300	288,300
Unclassified	145,360	-	-	145,360			5,933	21,060	(247,078.90)			151,293	151,293
Employee Benefits	631,323	-	-	631,323								405,304	405,304
Risk Management	272,633	-	-	272,633								272,633	272,633
City Manager	414,786	-	-	414,786				40,000	3,276.40			418,062	418,062
City Attorney	422,081	-	-	422,081					7,369.03			469,450	469,450
City Clerk	646,976	-	-	646,976					6,573.35			653,549	653,549
<b>Administrative Services</b>													
Assessment	493,525	-	-	493,525		9,436,001			5,550.64			499,076	499,075
Finance (incl. Human Svcs)	2,480,218	-	-	2,480,218			16,800		19,046.17			2,516,064	2,516,064
Human Resources	437,130	-	-	437,130			39	28,645	7,073.06			472,887	472,887
IT	1,485,148	-	-	1,485,148			12,599	92,401	14,511.82			1,604,660	1,604,660
Debt Service	4,539,979	-	-	4,539,979								4,539,979	4,539,979
<b>Community Services</b>													
Fire	7,715,663	-	-	7,715,663		21,399,740			11,502.31			7,727,165	7,727,166
Library	1,626,577	-	-	1,626,577					16,891.95			1,643,469	1,643,469
Parks Rec & Facilities (incl. Yth Svcs)	3,927,343	-	-	3,927,343			109,377		11,430.87			4,048,151	4,048,151
Police	8,130,157	-	-	8,130,157			27,807	13,500	119,516.91			8,290,981	8,290,981
<b>Municipal Development Services</b>													
Airport	707,278	-	-	707,278		7,021,504			4,302.99			756,406	756,406
Community Development	1,522,032	-	-	1,522,032			24,575	22,250	7,920.28			1,545,411	1,545,412
Public Works	4,792,194	-	-	4,792,194			72,620	180,400	12,042.01			5,057,256	5,057,256
<b>Capital Projects</b>													
	7,052,149	-	-	7,052,149		4,103,149		161,800			2,949,000	7,213,949	7,213,949
<b>General Fund (01)</b>	47,873,575	-	-	47,873,575	(2,949,000)	44,924,577	270,723	584,062	-	-	2,949,000	48,728,360	48,728,362
<b>Parking Meter Fund (14)</b>	1,609,787	-	-	1,609,787	(206,361)	1,403,426	55,166	33,000	4,892.82		206,361	1,702,846	1,702,846
<b>Water Fund (34) - operating only 05000-05008</b>	4,153,857	-	-	4,153,857		4,153,857	153,415		7,865.14	65,000.00		4,380,137	4,380,137
<b>Sewer Fund (32) - operating only 08000-08006</b>	5,996,146	-	-	5,996,146		5,986,146	132,100		11,737.32	223,698.00		6,353,681	6,353,682
<b>Equipment Fund (41) - operating only 1001</b>	2,508,055	-	-	2,508,055		2,508,055			8,743.44			2,516,798	2,516,798
<b>Solid Waste Fund (19)</b>	4,507,075	-	-	4,507,075	(152,000)	4,355,075	115,379		2,030.11	395,183.00	152,000	5,019,667	5,019,668
<b>PC Replacement Fund (16)</b>	63,560	-	-	63,560		63,560	19,296	14,902				97,758	97,758
<b>Total: All Funds</b>	66,702,055	-	-	66,642,652	(3,307,361)	63,394,696	746,079	631,964	35,268.83	683,881	3,307,361	68,795,248	68,799,250



# CITY OF KEENE

R-2021-37

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

Relating to FISCAL POLICIES

A RESOLUTION .....

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

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

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

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

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

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

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

### **PART 1 – Budgetary Policies**

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

#### **I. Budget**

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

PASSED

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

- 2) Property Tax Credits and Exemptions.  
All exemptions and credits will be reviewed with the City Council at least every five (5) years in conjunction with the City revaluation unless there are legislative changes that cause a review to occur on a more frequent basis.
- 3) The State has chosen to solve its revenue problem by downshifting expenses to the local communities and tapping into the broad based property tax at the local level. Downshifting is an effective strategy for the State; however, it is unsustainable at the local level and would quickly lead to a significant reduction in City services. The City is sensitive to these added expenses to the taxpayers and will attempt to limit the impact; however, as a State expense, the City will pass through the State downshifting to the taxpayers.

II. Capital Improvement Program

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



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

## **PART 2 - Financial Policies**

### **I. Fund Structure**

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

- iii. Solid Waste Fund – shall be used to account for the activities of the transfer and recycling operations and for post-closure costs associated with the landfill.
  - c) Capital 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) PC Replacement Fund – shall be used to account for the on-going replacement of PC's, peripherals, and related software utilized by all City departments.
  - b) Equipment Fund - shall be used to account for the operations, maintenance, and capital outlay needs of fleet services.

## II. Revenues

- A. One-Time Revenues.
 

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

The City will diversify its revenues by maximizing the use of non- property tax revenues such as payments in lieu of taxes, and user fees and charges.
- C. Designation of Revenues.
  - 1) Each year, the City shall designate and set aside \$25,000 for conservation purposes, funded through the allocation of the Land Use Change Tax (LUCT). If the prior years' LUCT revenues are less than \$25,000, the General Fund will provide the difference from general revenues to ensure an annual contribution of \$25,000. Additionally, in the years when the LUCT revenues exceed \$25,000, fifty percent (50%) of the amount over \$25,000 will be designated for conservation purposes, with the total annual designation not to exceed \$100,000. Expenditure of funds to be made upon approval of the City Council. Balance of said sum not to exceed \$500,000.
  - 2) Direct reimbursements from other entities shall be used to offset the appropriate City expense.
  - 3) Except for the provisions stated above, or as provided otherwise by Federal, State law, or by local Code of Ordinances, no unanticipated revenues shall be designated for a specific purpose(s) unless directed by the City Council.

### III. Fees and Charges

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

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

#### IV. Bonded Debt

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

- H. Competitive sale is the preferred method of sale; however, negotiated sales may occur for a current or advance refunding, or for other appropriate reasons.
- I. Term.
  - 1) Debt will be incurred only for projects with a useful life of at least seven (7) years.
  - 2) The term of any debt incurred by the City shall be limited to no greater than the expected useful life of the improvement.

V. Other Sources

- A. To the extent they are available, the City of Keene will consider on a case-by-case basis, the use of other financing mechanisms including but not limited to:
  - 1) Capital leases.
  - 2) State programs (e.g. State Revolving Fund Loan programs).
- B. To the extent they are available, the City of Keene will actively pursue other funding sources including but not limited to:
  - 1) Grants that reduce the City's initial investment in project/improvement.
  - 2) Grants that contribute to the on-going debt service for city project(s).
  - 3) Other financing tools such as tax credits that leverage the City's initial investment in a project.
  - 4) Public-private partnerships.
  - 5) Unanticipated revenues. These sources will be evaluated for placement and designated as committed fund balance for advancing budgetary policies related to bonded debt, capital outlay or property taxes.

VI. Asset-Management Programs

- A. The City may develop, implement, and refine asset management programs (defined as an integrated business approach involving planning, engineering, finance, facilities management, utilities, technology and operations to effectively manage existing and new facilities and infrastructure to maximize benefits, manage cost, reduce risk, and provide satisfactory levels of service to community users in a socially, environmentally, and economically sustainable manner). The asset management should contain at least the following elements:
  - 1) Periodic inventories and assessment of the physical condition of City capital assets and infrastructure.
  - 2) Establishment of condition and functional standards for various types of asset.
  - 3) Criteria to evaluate infrastructure and facility assets and set priorities.
  - 4) Financing policies to maintain a condition assessment system(s) and promote sufficient funding for capital asset preservation, repair, and maintenance.
  - 5) Monitoring and development of periodic plain language status reports on the various components of the City's capital assets and infrastructure.

VII. Fund Balance Classification Policies and Procedures

A. Fund Balance.

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

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

B. Spending Prioritization.

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

C. Net Assets.

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

VIII. Stabilization Funds

A. Unassigned Fund Balance.

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

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

- 2) Unrestricted fund balance, excluding capital reserves, for the enterprise funds should be maintained at an amount between the equivalent of 180 days to 365 days of the annual operating budget for that fund.
- 3) Unassigned/unrestricted fund balance for all remaining budgeted funds should be maintained at an amount between five percent (5%) and fifteen percent (15%) of the annual operating budget for that fund.

B. Self-Funded Health Insurance.

The City shall retain funds for its self-funded health insurance program. The intended purposes for these funds are to provide a measure to smooth rate fluctuations, to accommodate an unforeseen increase in claims, and to provide financial protection from run-out costs in the event the City moves toward a fully insured plan. The amount retained shall not exceed three (3) months of estimated claim costs.

C. Capital Reserves.

The City utilizes capital reserves, classified as committed funds, established under State of New Hampshire law, and invested by the Trustees of Trust Funds, for several purposes that include the construction, reconstruction, or acquisition of a specific capital improvement, or the acquisition of a specific item or of specific items of equipment, or other purposes identified in NH RSA 34, relating to Capital Reserve Funds for Cities.

D. Expendable Trust Funds.

The City Council may create and fund through annual operating budget appropriations, various expendable trust funds as it deems necessary for the maintenance and operation of the City; and any other public purpose that is not foreign to the City's institution or incompatible with the objects of its organization. The trust funds will be administered by the Trustees of the Trust Funds.

E. Revolving Funds.

The City Council may authorize the establishment and use of revolving funds as it deems necessary. The purpose of the funds and source of revenues will be determined at the time of creation. Monies in the revolving fund shall be allowed to accumulate from year to year, and shall not be considered a part of the City's general surplus.

IX. Deposits of Funds in Custody of City Treasurer

A. Objectives (in priority order):

- 1) Safety – the safety of principal is the foremost objective.
- 2) Liquidity – investments shall remain sufficiently liquid to meet the operational cash needs of the City of Keene.
- 3) Yield – taking into account the priority objectives of safety of principal and liquidity, a market rate of return.

B. Authorized Investments:

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



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George S. Hansel, Mayor

In City Council September 2, 2021.  
Referred to the Finance, Organization  
and Personnel Committee.



Deputy City Clerk

PASSED September 16, 2021



**City Code Section 2-231**

**COUNCIL APPOINTMENTS  
ANNUAL SALARY SCHEDULE**  
(effective July 1, 2021)

<u>SALARY</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
L	92,037	113,932	136,769
E	96,179	119,059	142,024
V	100,507	124,417	149,356
E	105,030	130,016	156,077
L	109,756	135,867	163,100
	114,695	141,981	170,440

City Code Section 62-194

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

**Non Union**

(effective July 1, 2021)

Grade	STEPS					
	1	2	3	4	5	6
S 4	36,523	38,167	39,885	41,680	43,556	45,516
S 5	38,167	39,885	41,680	43,556	45,516	47,564
S 6	39,885	41,680	43,556	45,516	47,564	49,704
S 7	41,680	43,556	45,516	47,564	49,704	51,941
S 8	43,556	45,516	47,564	49,704	51,941	54,278
S 9	45,516	47,564	49,704	51,941	54,278	56,721
S 10	47,564	49,704	51,941	54,278	56,721	59,273
S 11	49,704	51,941	54,278	56,271	59,273	61,940
S 12	51,941	54,278	56,721	59,273	61,940	64,727
S 13	54,278	56,721	59,273	61,940	64,727	67,640
S 14	56,721	59,273	61,940	64,727	67,640	70,684
S 15	59,273	61,940	64,727	67,640	70,684	73,865
S 16	61,940	64,727	67,640	70,684	73,865	77,189
S 17	64,727	67,640	70,684	73,865	77,189	80,663
S 18	67,640	70,684	73,865	77,189	80,663	84,293
S 19	70,684	73,865	77,189	80,663	84,293	88,086
S 20	73,865	77,189	80,663	84,293	88,086	92,050
S 21	77,189	80,663	84,293	88,086	92,050	96,192
S 22	80,663	84,293	88,086	92,050	96,192	100,521
S 23	84,293	88,086	92,050	96,192	100,521	105,044
S 24	88,086	92,050	96,192	100,521	105,044	109,771
S 25	92,050	96,192	100,521	105,044	109,771	114,711
S 26	96,192	100,521	105,044	109,771	114,711	119,873
S 27	100,521	105,044	109,771	114,711	119,873	125,267
S 28	105,044	109,771	114,771	119,873	125,267	130,904
S 29	109,771	114,711	119,873	125,267	130,904	136,795
S 30	114,711	119,873	125,267	130,904	136,795	142,951

**City Code Section 62-194**

**ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT**

(effective January 23, 2022)

<u>GRADE</u>	<u>CLASS ALLOCATION</u>
S 4	Library Aide
S 5	Minute Taker
S 6	Administrative Assistant; Records Clerk
S 7	Administrative Assistant I
S 8	NO POSITIONS ASSIGNED
S 9	NO POSITIONS ASSIGNED
S 10	Audio Video Production Specialist
S 11	Office Manager; Parking Services Technician
S 12	Librarian I; Planning Technician; Executive Secretary; Staff Accountant; 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; Assistant City Clerk; Parking Operations Manager; Senior Paralegal
S 16	Planner; Laboratory Supervisor
S 17	Appraiser; Recreation Programmer; Librarian III; Parks & Cemetery Maintenance Superintendent; Fleet Services Operations Manager; Senior Staff Accountant; Airport Maintenance & Operations Manager; IT Systems Specialist
S 18	Water/Sewer Operations Manager; Purchasing Agent; Civil Engineer; Solid Waste Manager; Maintenance Manager; Revenue Collector; Records Manager/Deputy City Clerk; Laboratory Manager; Human Services Manager; Treatment Plant Manager
S 19	Transportation/Stormwater Operations Manager; Utilities Treatment Operations/Plant Manager; Senior Planner; Recreation Manager
S 20	Systems Administrator; Purchasing & Contract Services Manager; Assistant City Attorney
S 21	NO POSITIONS ASSIGNED
S 22	NO POSITIONS ASSIGNED
S 23	NO POSITIONS ASSIGNED
S 24	City Engineer; Assistant Public Works Director/Division Head; 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, 2021)

<u>GRADE</u>	<u>STEP</u>				
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
2	16.83	17.53	18.34	19.17	20.03
5	19.23	20.03	20.93	21.86	22.85
7	20.99	21.86	22.85	23.88	24.95
8	21.93	22.85	23.88	24.95	26.07
9	22.92	23.88	24.95	26.07	27.23
12	26.15	27.23	28.46	29.73	31.06

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, 2021)

<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	39,783	41,574	43,448	45,400	47,445	49,579
7	41,574	43,448	45,400	47,445	49,579	51,810
8	43,448	45,400	47,445	49,579	51,810	54,143
9	45,398	47,439	49,575	51,806	54,137	56,572
10	47,445	49,579	51,810	54,143	56,579	59,124
11	49,579	51,810	54,143	56,579	59,124	61,783
12	51,810	54,143	56,579	59,124	61,783	64,566
15	59,124	61,783	64,566	67,470	70,506	73,681
17	64,566	67,470	70,506	73,681	76,997	80,667

CLASS ALLOCATION

<u>GRADE</u>	
6	Account Clerk I; Administrative Assistant; Police Records Specialist; Police Records/Property Specialist
7	Account Clerk II; Administrative Assistant I; Parking Services Officer
8	Police Dispatcher
9	Permit Technician; Administrative Specialist - Bureau of Criminal Investigations; Police Administrative/Accrediation Specialist
10	Laboratory Technician 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, 2021)**

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
PPW 2	14.73	15.39	16.08	16.80
PPW 4	16.09	16.81	17.57	18.36
PPW 5	16.81	17.57	18.36	19.19
PPW 7	18.35	19.19	20.05	20.95
PPW 8	19.19	20.05	20.95	21.89
PPW 9	20.05	20.95	21.89	22.88
PPW 10	20.95	21.89	22.88	23.91
PPW 11	21.89	22.88	23.91	24.99
PPW 12	22.88	23.91	24.99	26.11

CLASS ALLOCATION

GRADE

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

**AFSCME**  
**HOURLY WAGE SCHEDULE**  
(effective July 1, 2021)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
PW 1	16.45	17.68	18.48	19.29
PW 2	17.18	18.48	19.29	20.15
PW 3	17.96	19.29	20.15	21.08
PW 4	18.73	20.15	21.08	22.00
PW 5	19.59	21.08	22.00	23.01
PW 6	20.48	22.00	23.01	24.01
PW 7	21.38	23.01	24.01	25.12
PW 8	22.38	24.01	25.12	26.25
PW 9	23.38	25.12	26.25	27.45
PW 10	24.37	26.25	27.45	28.67
PW 11	25.54	27.45	28.67	30.01
PW 12	26.67	28.67	30.01	31.32

CLASS ALLOCATION

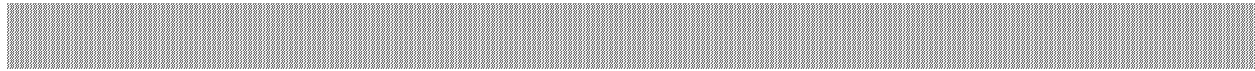
<u>GRADE</u>	
PW 2	Maintenance Aide I, Recycler I, Recycler I/Attendant
PW 4	Water/Sewer Service Aide I
PW 5	Maintenance Aide II, Motor Equipment Operator I, Recycler II, Water/Sewer Service Aide II
PW 6	Mechanic I
PW 8	Motor Equipment Operator II
PW 9	Maintenance Mechanic, Mechanic II, Sign Maker, Utility Operator
PW 10	Highway Foreman, Solid Waste Foreman, Maintenance Technician I, Lead Mechanic
PW 11	Water Meter Technician, Maintenance Electrician
PW 12	Water & Sewer Foreman, Solid Waste Operations Foreman, Maintenance Technician II, Shop Manager

**City Code Section 62-191**

**PROBATIONARY FIREFIGHTER  
HOURLY WAGE SCHEDULE**

**Non-Union**  
(Effective January 23, 2022)

<u>GRADE</u>		<u>STEP 1</u>
F 1	Firefighter/EMT B	\$20.64
F 2	Firefighter/A-EMT	\$21.87
F 3	Firefighter/Medic	\$23.27
F 4	Paramedic Only	\$21.87



**City Code Section 62-192**

**PROBATIONARY POLICE OFFICER  
HOURLY WAGE SCHEDULE**

**Non-Union**  
(effective July 1, 2021)

<u>GRADE</u>		<u>STEP 1</u>
P 1		\$24.93
P 2		\$26.05

**KEENE POLICE OFFICERS ASSOCIATION  
HOURLY PAY SCHEDULE  
(effective July 1, 2022)**

<u>Step</u>	<u>Officers</u>
1	N/A
2	\$29.26
3	\$30.55
4	\$31.96
5	\$33.36
6	\$34.80
7	\$35.54

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**KEENE POLICE DEPARTMENT SUPERVISORS  
HOURLY PAY SCHEDULE  
(effective July 1, 2021)**

<u>Step</u>	<u>Sergeants</u>	<u>Lieutenants</u>
1	\$31.83	\$36.61
2	\$33.33	\$38.33
3	\$34.90	\$40.14
4	\$36.55	\$42.02
5	\$38.27	\$44.00
6	\$40.07	\$46.08



**PROFESSIONAL FIREFIGHTERS OF KEENE  
HOURLY PAY SCHEDULE  
(effective July 1, 2021)**

<u>Step</u>		<b>F5 FF / EMT <u>AEMT</u></b>	<b>F6 FF / <u>Paramedic</u></b>
1		N/A	N/A
2	(12 month)	\$24.79	\$26.07
3	(18 month)	\$25.98	\$27.26
4	(Annual)	\$27.08	\$28.37
5	(Annual)	\$28.30	\$29.59
6	(Annual)	\$29.57	\$30.85
7	(Annual)	\$30.16	\$31.44

**KEENE FIRE DEPARTMENT SUPERVISORS  
ANNUAL SALARY SCHEDULE  
(effective July 1, 2021)**

<u>Step</u>		<b>F8 Lieut / EMT &amp; <u>AEMT</u></b>	<b>F9 Lieut / <u>Paramedic</u></b>	<b>F11 Capt / EMT &amp; <u>AEMT</u></b>	<b>F12 Capt / <u>Paramedic</u></b>
1	(12 month)	\$60,060.72	\$62,869.26	\$68,539.66	\$71,348.21
2	(18 month)	\$64,568.17	\$67,376.72	\$73,674.05	\$76,482.60
3	(Annual)	\$67,473.33	\$70,281.88	\$76,996.26	\$79,804.81
4	(Annual)	\$70,510.02	\$73,318.57	\$80,461.13	\$83,269.67
5	(Annual)	\$73,674.05	\$76,482.60	\$84,082.47	\$86,891.02
6	(Annual)	\$76,996.21	\$79,804.76	\$87,863.93	\$90,672.48

**City Code Section 62-141**

**CALL FIREFIGHTER  
HOURLY WAGE SCALE  
Non-Union  
(effective July 1, 2021)**

<u>Grade</u>		<u>Step 1</u>
CF1	Non-Certified Probationary Firefighter	\$10.71
CF2	Probationary Firefighter (Level 1)	\$13.92
CF3	Probationary Firefighter (Level 2)	\$15.50
CF4	Firefighter (Level 1)	\$16.07
CF5	Firefighter (Level 2)	\$19.28
CF6	Special services (Chaplain, Photographer & Aide)	\$14.99