

City of Keene



Operating Budget 2018-2019

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CITY OF KEENE, NEW HAMPSHIRE
2018/2019 Proposed Operating Budget
Table of Contents

| | Page | | Page |
|--|------|--|------|
| City Manager Budget Message | 1 | FY2018 Budget Reconciliation | 273 |
| Budget Development | 12 | Tax Increment Financing Districts Statement | 274 |
| Organization Chart | 14 | Fiscal Policies (R-2017-26) | 275 |
| Introduction to General Fund Proposed Budget | 15 | Annual Salary - Council Appointments | 285 |
| Supplemental Items List | 25 | Hourly Wage Schedule - PW Non Union | 286 |
| Property Tax Rate Calculation & Projection | 26 | Hourly Wage Schedule - Probationary Firefighter | 287 |
| General Fund Revenue Descriptions | 29 | Hourly Wage Schedule - Probationary Police Officer | 287 |
| General Fund Revenue Detail | 33 | Annual Salary - Administrative - Non Union | 288 |
| General Fund Revenue & Expenditure Summaries | 37 | Hourly Wage Schedule - Public Works Union | 290 |
| General Fund Debt Service | 39 | Hourly & Annual Wage - Keene City Employees Union | 291 |
| Statement of General Fund Long-Term Debt | 40 | Annual Salary Schedule - Fire Unions | 292 |
| Mayor, City Council & Appointed Officials | 43 | Hourly Pay Schedule - Police Unions | 292 |
| Mayor & City Council | 44 | General Fund Balance Sheet (6/30/17) | 293 |
| Outside Agencies | 45 | Parking Fund Balance Sheet (6/30/17) | 296 |
| Unclassified Items | 48 | PC Replacement Fund Balance Sheet (6/30/17) | 297 |
| General Fund Capital Appropriations | 49 | Solid Waste Fund Balance Sheet (6/30/17) | 298 |
| General Fund Capital Appropriations Detail | 50 | Sewer Fund Balance Sheet (06/30/17) | 299 |
| Employee Benefits | 51 | Water Fund Balance Sheet (06/30/17) | 301 |
| Risk Management | 52 | Equipment Fund Balance Sheet (6/30/17) | 303 |
| City Manager | 53 | | |
| City Attorney | 57 | | |
| City Clerk | 62 | | |
| Administrative Services Portfolio | 69 | | |
| Assessment Department | 70 | | |
| Finance Department | 76 | | |
| Human Resources Department | 83 | | |
| Information Technology Department | 88 | | |
| Community Services Portfolio | 95 | | |
| Fire Department | 96 | | |
| Human Services Department | 103 | | |
| Library Department | 109 | | |
| Parks, Recreation & Facilities Department | 115 | | |
| Police Department | 124 | | |
| Youth Services Department | 131 | | |
| Municipal Development Portfolio | 137 | | |
| Airport Department | 138 | | |
| Community Development Department | 146 | | |
| Public Works Department | 153 | | |
| Parking Fund | 163 | | |
| PC Replacement Fund | 173 | | |
| Solid Waste Fund | 181 | | |
| Sewer Fund | 191 | | |
| Water Fund | 203 | | |
| Equipment Fund | 215 | | |
| Cost Center Detail | 225 | | |

CITY OF KEENE, NEW HAMPSHIRE
2018/2019 Proposed Operating Budget
Index

| | Page | | Page |
|--|------|---|------|
| Administrative Services Portfolio | 69 | Parking Fund Balance Sheet (6/30/17) | 296 |
| Airport Department | 138 | Parks, Recreation & Facilities Department | 115 |
| Annual Salary - Administrative - Non Union | 288 | PC Replacement Fund | 173 |
| Annual Salary - Council Appointments | 285 | PC Replacement Fund Balance Sheet (6/30/17) | 297 |
| Annual Salary Schedule - Fire Unions | 292 | Police Department | 124 |
| Assessment Department | 70 | Property Tax Rate Calculation & Projection | 26 |
| Budget Development | 12 | Public Works Department | 153 |
| City Attorney | 57 | Risk Management | 52 |
| City Clerk | 62 | Sewer Fund | 191 |
| City Manager | 53 | Sewer Fund Balance Sheet (06/30/17) | 299 |
| City Manager Budget Message | 1 | Solid Waste Fund | 181 |
| Community Development Department | 146 | Solid Waste Fund Balance Sheet (6/30/17) | 298 |
| Community Services Portfolio | 95 | Statement of General Fund Long-Term Debt | 40 |
| Cost Center Detail | 225 | Supplemental Items List | 25 |
| Employee Benefits | 51 | Tax Increment Financing Districts Statement | 274 |
| Equipment Fund | 215 | Unclassified Items | 48 |
| Equipment Fund Balance Sheet (6/30/17) | 303 | Water Fund | 203 |
| Finance Department | 76 | Water Fund Balance Sheet (06/30/17) | 301 |
| Fire Department | 96 | Youth Services Department | 131 |
| Fiscal Policies (R-2017-26) | 275 | | |
| FY2018 Budget Reconciliation | 273 | | |
| General Fund Balance Sheet (6/30/17) | 293 | | |
| General Fund Capital Appropriations | 49 | | |
| General Fund Capital Appropriations Detail | 50 | | |
| General Fund Debt Service | 39 | | |
| General Fund Revenue & Expenditure Summaries | 37 | | |
| General Fund Revenue Descriptions | 29 | | |
| General Fund Revenue Detail | 33 | | |
| Hourly & Annual Wage - Keene City Employees Union | 291 | | |
| Hourly Pay Schedule - Police Unions | 292 | | |
| Hourly Wage Schedule - Probationary Firefighter | 287 | | |
| Hourly Wage Schedule - Probationary Police Officer | 287 | | |
| Hourly Wage Schedule - Public Works Union | 290 | | |
| Hourly Wage Schedule - PW Non Union | 286 | | |
| Human Resources Department | 83 | | |
| Human Services Department | 103 | | |
| Information Technology Department | 88 | | |
| Introduction to General Fund Proposed Budget | 15 | | |
| Library Department | 109 | | |
| Mayor & City Council | 44 | | |
| Mayor, City Council & Appointed Officials | 43 | | |
| Municipal Development Portfolio | 137 | | |
| Organization Chart | 14 | | |
| Outside Agencies | 45 | | |
| Parking Fund | 163 | | |



City of Keene

New Hampshire

May 1, 2018

Mayor Lane 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 2019. The budget proposed is the best balancing of ideas and requirements possible.

This proposed budget considers the first year of the Capital Improvement Program (which is a six-year planning document). The 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 which are 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, impact 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. The Operating Budget for FY 2019 supports both capital investments and 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 while balancing service levels, reducing debt, carrying out City obligations, following adopted Fiscal Policies, and striving to meet City Council Goals. Striking the right balance is always a challenge.

This budget proposes a completely reorganized structure for the fourth floor at City Hall. The Planning, Health and Code Departments are being combined into one Community Development Department. The new organizational structure of the Community Development Department advances many City Council goals such as streamlining city government, enhancing the organizational structure of the City, facilitating communication and collaboration, and implementing the priorities and recommendations identified in the Economic Development Action Plan. This budget also continues the work needed to rewrite the Land Use code to a more user friendly condensed version that reflects today's conditions. The goal is to create a unified development code and process which will make the permitting process easier to navigate, will reduce frustrations and confusion, and send a clear signal to potential businesses and developers that the City of Keene is open and ready to do business. This eighteen month project is an ambitious one that takes the time and attention of many staff members.

With the Council's support we have added to the City team, through a contracted position, the role of an Economic Development and Special Projects Director. This position is closely tied to implementing recommendations of the Economic Development Action Plan. This position will oversee the Land Use Code rewrite, inventory and create recommendations related to the city's parking infrastructure, participate in the oversight of the Library Annex construction phase, work closely with Monadnock Economic Development Corporation (MEDC) and others looking to do business in Keene, and work with various community partners like the Downtown group and Chamber of Commerce to implement outreach, marketing and branding efforts.

This budget continues to build past investments in the City's Marlboro Street Corridor better positioning it for redevelopment with inclusion of some funding for Marlboro Street infrastructure improvements that will contribute to the desirability of this area. The Council has taken several steps to make the area more desirable for re-development. Such steps include-the adoption of Marlboro Street corridor zoning changes, the adoption of RSA 79E and the establishment of an Economic Revitalization Zone (ERZ). These development incentive programs are very important economic development tools that we have added to the toolbox for this area.

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Working Toward a Sustainable Community

While discussed in further detail later in this memo, I feel it is important to highlight a couple of pieces of good news. The staff worked diligently to bring forward a proposed budget which incorporates only a 1.45% or \$361,855 recommended increase in general property taxes to fund FY 2019 City operations. In comparison, last year's budget adopted a 1.99% or \$487,521 (FY 2018) increase and the year before was 1.56% or \$377,675 (FY 2017) increase to fund city operations. As proposed this year's budget, would be year three of what I would characterize as minimal increases. It should also be noted that debt service is scheduled to decrease over the next several years, as outlined in the FY2019-2024 Capital Improvements Program (CIP), and improve the City's performance measured against this fiscal policy ratio. Projections indicate a reduction in this ratio from 16.16% in FY 2017 to 14.95% in FY 2022. The Budgetary Discussion section following this introductory message provides detail analysis focused considering fiscal policy benchmarks and current year budget conditions. It is within these parameters City staff had developed operating and capital budget proposals supported by the vision of the City's Comprehensive Master Plan, City Council Goals and Fiscal Policy to continue to move the City to a sustainable future.

BUDGETARY DISCUSSION

GENERAL FUND FINANCIAL INDICATORS

The City has developed and adopted several fiscal policies establishing budgetary and fiscal benchmarks for the purpose of monitoring the City's budgetary and financial stability.

RATIO OF GENERAL FUND DEBT SERVICE AND CURRENT REVENUE FUNDED CAPITAL OUTLAY TO OPERATING BUDGET FISCAL POLICY

In the development of the annual capital improvements program and operating budgets, City staff are guided by the following fiscal policy:

"The City of Keene will contain its General Fund debt service and current revenue capital outlay appropriations, on a five (5) year average, at or less than fifteen percent (15%) of the General Fund operating budget".

The purpose of the fiscal policies is to establish a balance between capital related expenditure (debt service plus current revenue funded capital projects) and operations expenditure. The following table illustrates the City's performance with regard to this benchmark:

| Fiscal Year | Annual Benchmark | Five Year Average |
|--------------------|-------------------------|--------------------------|
| 2016-2017 | 15.86% | 16.16% |
| 2017-2018 | 15.57% | 15.94% |
| 2018-2019 | 15.23% | 15.70% |

Historically, the City has exceeded this benchmark due to debt service related to facilities investments between 2003 and 2010, including a new fire station, police station, and public works facility. As this debt is retired, progress continues to be made to meet the benchmark.

Projected debt service is scheduled to decrease over the next several years, as outlined in the FY2019-2024 Capital Improvements Program (CIP), which will improve the ratio. Projections indicate a reduction in this ratio from 16.16% in FY 2017 to 14.95% in FY 2022, when the City attains compliance with this fiscal policy, and 14.46% in FY 23. Should the trend continue, compliance will be reached one fiscal year earlier than previously projected.

FISCAL POLICY: PROPERTY TAX REVENUE

In development of the annual budget, guidance to City staff is provided by the following fiscal policy:

“The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston CPI, (as of June 30th) net of expenditures required by law, and debt service payments. 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”.

The following table illustrates the City’s performance with regards to the fiscal policy:

| Fiscal Year | Tax Revenue Increase | | Tax Increase for Operations | |
|-----------------|----------------------|-------|-----------------------------|-------|
| | per Fiscal Policy | | At Tax Rate Setting | |
| 2011-2012 | 1,313,275 | 6.30% | 531,651 | 2.46% |
| 2012-2013 | 701,352 | 3.30% | 624,748 | 2.92% |
| 2013-2014 | 826,463 | 3.76% | 471,504 | 2.15% |
| 2014-2015 | 314,590 | 1.40% | 881,317 | 3.93% |
| 2015-2016 | 987,896 | 4.23% | 840,655 | 3.60% |
| 2016-2017 | 145,047 | 0.60% | 377,675 | 1.56% |
| 2017-2018 | 641,861 | 2.61% | 477,487 | 1.94% |
| 2018-2019 (est) | 367,101 | 1.47% | 361,855 | 1.45% |

The following table illustrates the calculation of compliance with the fiscal policy:

| | | |
|---|----------------|-------------------------------|
| Tax Year 2017 | 25,029,599 | Boston Consumer Price Index* |
| Three Year Average CPI Change (Boston - All Urban Consumers) | 1.47% | Jul-15 0.70% |
| | | Jul-16 1.50% |
| Allowance Under CPI Policy | 367,101 | Jul-17 2.20% |
| Other Factors: | | Total 4.40% |
| N/A | | Property Tax CPI 1.47% |
| Fiscal Policy on Property Tax | 367,101 | 3 year average |
| | | *All Urban Consumers |
| Proposed Operating Budget | 361,855 | |
| Amount under Fiscal Policy Allow | 5,246 | |

Please note that the July index has been utilized as the basis of this calculation, as it is more readily available.

FISCAL POLICY: GENERAL FUND UNASSIGNED FUND BALANCE

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

City fiscal policy establishes a target range for unassigned fund balances of 7% to 10% of the total of the City’s General Fund budget, local and state education taxes, and the county tax.

This year's capital budget, as endorsed by the City Council in March, 2018, includes the following projects to be financed through the sale of bonds in FY2018-2019:

| | | | | <i>term</i> |
|-----------|--------------|-------------------------------------|-------------|-------------|
| R-2018-10 | General Fund | Consolidated Infrastructure | \$1,271,000 | 10 |
| | | | | |
| R-2018-09 | General Fund | Winchester Street By Pass Project | \$610,000 | 15 |
| | | | | |
| R-2018-08 | General Fund | Goose Pond Dam Improvements | \$885,000 | 20 |
| | | SUBTOTAL - GENERAL FUND | \$2,766,000 | |
| R-2018-11 | Sewer Fund | Martell Court Headworks Replacement | \$1,350,000 | 15 |
| | | SUBTOTAL - SEWER FUND | \$1,350,000 | |
| | | TOTAL - ALL FUNDS | \$4,116,000 | |

In addition to capital budget projects funded through long-term debt, this year's CIP includes many projects identified as City priorities that are funded through current revenues, capital reserves, grants, and donations.

PERSONNEL

The City workforce is made up of unionized and non-union employees. The unionized employees fall under one of six collective bargaining agreements (CBAs). Agreements have been negotiated providing wage adjustments in FY2019 as listed below:

| <u>Group</u> | <u>Contract Expiration</u> | <u>FY2019 Increase</u> |
|---------------------------------|----------------------------|-------------------------|
| AFSCME - Public Works | 6/30/2019 | 3.0% |
| IAAF - Keene Firefighters | 7/01/2018 | 2.0% |
| IAAF - Keene Fire Supervisors | 7/01/2018 | 2.0% |
| NHFT - Keene City Employees | 6/30/2019 | 2.25% |
| NHFT - Keene Police Officers | 6/30/2021 | 2.0% |
| NHFT - Keene Police Supervisors | 6/30/2018 | <i>To be negotiated</i> |

At the time of this writing, all bargaining units are under contract. Funding of wage adjustments for unionized employees under contract is included in the proposed operating budget in the appropriate departments. An allowance for non-union and bargaining units not under contract or with expiring contracts is included within employee benefits. Continued adjustment of employee contributions toward health care has been a consideration in negotiated agreements.

Bi-annual rate adjustments by the NH Retirement System (NHRS) occur in even numbered fiscal years. The employer and employee rates through June 30, 2019 are as follows:

| <u>Employee Group</u> | <u>Employer Contribution</u> | <u>Employee Contribution</u> |
|-----------------------|------------------------------|------------------------------|
| Fire | 31.89% | 11.80% |
| Police | 29.43% | 11.55% |
| Group 1 | 11.38% | 7.00% |

GENERAL FUND – DISCUSSION OF OPERATIONS BUDGET EXPENDITURE CHANGES

The proposed budget consists of three major parts; operations, debt service and capital. The capital budget reflects the capital program adopted by the City Council with the approval of the FY 2019-2024 Capital Improvements Program (CIP) in March, 2018. The first year (FY 2019) of the CIP is the capital portion of the Proposed FY 2019 Operating Budget. The debt service portion of the budget is made up of principal and interest payments on bonds which have been issued in prior years to fund capital projects. The balance of the Proposed Budget is the operations budget and includes payroll and benefits, supplies, utilities, payments to social service agencies, and many other things.

The General Fund Operations Proposed FY 2019 Budget is \$1,320,903, or 4.08% higher than the Adopted FY 2018 Operations Budget.

While every proposed budget contains many increases and decreases in operations costs, the following table highlights specific requested budget changes included in the proposed FY 2019 Operating Budget, as well as three significant operating cost increases :

| <u>Description</u> | <u>Amount</u> | <u>Subtotal</u> | <u>%</u> |
|---|----------------|-----------------|--------------|
| Payroll Budget Increase | 991,052 | | 4.04% |
| Health Insurance premiums | (551,015) | | |
| Personnel Changes - net retirement & health insurance (included above) | | | |
| Community Events Wages-Pumpkin Festival supplemental | (15,000) | | |
| Community Development - Contract position building inspections | (20,489) | | |
| Full year added cost - Planning Technician, HR Administrative Assistant, Library Building Mechanic - partial year funding was appropriated in FY 2018 | (68,045) | | |
| Economic Development, Initiatives, and Special Projects Director | (142,726) | | |
| Custodial services - final conversion of custodial services to part time employees | (67,389) | | |
| Airport -increases in overtime and standby pay | (4,858) | (869,522) | |
| Miscellaneous net other changes*** | 121,530 | | |
| ***Cost of living increases (both under contract and included in the COLA allowance), personnel changes, step increases, etc | | | |
| Operations Budget Increase - Other Than Payroll | 329,851 | | 4.24% |
| Increase in TIFD expenditures | (255,063) | | |
| Fleet Charges | (30,230) | | |
| Software maintenance - City Clerk, Community Development, Human Resources | (27,000) | | |
| Keene Link Software - replacement and maint. cost increase of Library software | (15,094) | | |
| Outside Agencies | (4,550) | | |
| Veteran's Council | (325) | | |
| City Clerk - Elections costs for 2018 Fall election | (3,583) | | |
| Facilities - custodial services contract conversion to part time employees | 63,889 | | |
| City Attorney - quiet title action costs and reference materials | (2,800) | | |
| Assessing - appraisal services for new development | (3,500) | | |
| IT - additional caretograph licenses and phone system improvements - hearing aid | (2,992) | | |
| Police - union contract cost increase for cold weather gear and / or protective gloves | (3,100) | | |
| Airport - increases for trash removal and water | (5,600) | | |
| Public Works - pavement markings contract - unit costs and increased scope of work | (11,353) | (301,301) | |
| Miscellaneous net other non payroll changes | 28,550 | | |

Some of the cost increases are routine changes which occur in the ordinary course of business such as utility rate increases, retirements and new hires, changes in benefit enrollment, increases in the cost of other contracted services or supplies, cost of living adjustments in payroll, and so forth. Some of the general increases in the cost of doing business can be significant. For FY 2019, the City is budgeting health insurance rates incorporating a 15.14% projected rate increase.

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

- A. Assessing – supplemental funding has been included in the proposed budget for specialty property valuation assistance to ensure that new developments are properly valued for taxation purposes.

- B. Community Development – a contract Building Inspector is budgeted in the amount of \$20,489 for oversight of ongoing construction projects during the 2018 construction season.
- C. Parks, Recreation, and Facilities (PRF), Community Development (CD), and Human Resources (HR) – In FY 2018, a Building Mechanic position at the Library and a Planning Technician were added to the PRF and CD Departments, respectively. In addition a part time Administrative Assistant position in HR was converted to a full time position. In FY 2018, these changes were funded for partial years, of various durations. The estimated additional full year cost to fund these personnel changes are included in the proposed FY 2019 Operating Budget at an estimated cost of \$68,045.
- D. Facilities – In prior years, the City privatized custodial services for various municipal facilities. A bid process was used to select a janitorial services firm to provide custodial services previously provided by City employees. Various firms were employed by the City over a period of three years. During FY 2018, it was determined that services received were unsatisfactory for a variety of reasons. In November, the City Council approved the reallocation of funds from the janitorial services contract to hire contract employees to provide additional custodial services. The FY 2019 proposed budget includes supplemental requests to provide part time custodian at the Library, Recreation Center, and at 350 Marlboro which would complete the transition from a contract for services to part time employees providing custodial services. The net cost of the transition is about \$3,500, reflecting offsetting decreases a decrease in the Janitorial Services contract services line items in the Facilities budget.
- E. Economic Development, Initiatives, and Special Projects Director – a position held by the former City Manager and budgeted within the City Managers' Office.
- F. TIFD Expenditure – has increased by \$255,063 when compared to FY 2018. These costs are related to the Library Campus Development Project and the Downtown Infrastructure Capital reserve.
- G. Personnel Adjustments – included in the planning for this budget were a few proposals for reclassifying certain positions in light of ongoing reorganizations and transition planning initiatives. These adjustments will be presented to the City Council as part of the annual Salary Ordinance review and update, which happens concurrently with the Council budget review process. A small allowance is included in the budget should these initiatives be approved by the City Council.
- H. Health Insurance – Early in 2018, the City received a not to exceed premium quote reflecting a 15.14% rate increase. In FY 2018, the premium increase for employee health insurance coverage was 9.89%. As a result of the recent increases, a request for proposals (RFP) was issued for health insurance coverage. At the time of this writing, the RFP process has not been completed, and the proposed budget reflects the quoted 15.14% rate increase.

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

GENERAL FUND – DISCUSSION OF CHANGES IN REVENUE ESTIMATES

The Proposed FY 2019 Operating Budget incorporates a current revenue funded expenditure increase of \$1,268,061 (3.30%) when compared to the FY 2018 Adopted Budget. The following table highlights the budget changes driving the increase in current revenue requirements:

| <u>Budget Category</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>Current Revenue</u> |
|------------------------|------------------|----------------|------------------------|
| | | | <u>Change</u> |
| Operations | 32,337,440 | 33,658,343 | 1,320,903 |
| Capital | 1,204,149 | 1,514,967 | 310,818 |
| Debt Service | 4,897,288 | 4,533,629 | (363,659) |
| Adopted / Proposed | 38,438,877 | 39,706,939 | 1,268,062 |
| | Percent Increase | | 3.30% |

As discussed earlier, the recommended FY 2019 budget projects a 1.45% or \$361,855 increase in general property taxes to fund City operations. The City share of the tax rate is expected to rise by \$0.37 from \$14.06 per \$1,000 of assessed value to \$14.43.

It is important to remember that the FY 2018 Budget adopted by the City Council indicated a preliminary municipal tax rate of \$14.29 not \$14.06.

Each year the adopted budget tax rate includes an appropriation to fund the Overlay Account, which is a balance sheet account (meaning activity funded through this account is not an expenditure) used to pay for property tax abatement costs. This has become a critical item recently due to potential state level changes in the way utility properties are assessed. For most fiscal years, this allocation is about \$300,000.

During the FY 2017-2018 tax rate setting process with the State of New Hampshire Department of Revenue Administration (DRA), the City chose not to raise taxes to fund the Overlay Account. There was a sufficient balance in the account to cover anticipated requirements in FY 2018, and there was no need to raise additional dollars for overlay. (This action was communicated to the City Council in an informational memorandum dated November 6, 2017, and presented to the City Council by the City Manager at the November 20, 2017 meeting of the Finance, Organization and Personnel Committee.)

As noted in the informational memorandum, the DRA increased various non – property tax revenues by \$10,033, reduced the amount of veteran's credits by \$1,075, and decreased the property tax revenues raised for tax overlay by \$295,331, a total decrease in property tax requirements of \$306,439. Property values also increased from those applied during the budget process by .41%. Due to these changes, the tax rate calculated by the DRA during tax rate setting was \$14.06 rather than the \$14.29 adopted by the City Council.

If the only change made by the DRA had been the change in assessed value, the applied tax rate would have been \$14.24. As the assessed values used for FY 2019 budget preparation are the same as used by the DRA in setting the FY 2018 tax rate, using the same assessed values allows for a comparison and analysis of the proposed FY 2019 tax rate increase, which can be broken into two parts, as follows:

The projected property tax rate increase included in FY 2019 (\$14.43 – \$14.06) is \$.37. The first part is directed towards operating budget cash requirements, and is \$.19 (\$14.43-\$14.24). The second part of the rate increase funds the reestablishment of the Overlay Account allocation, and is \$.18 (\$14.22-\$14.06).

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

With that being said, the following chart illustrates several of the revenue estimate changes (when compared with the 2018 Adopted Operating Budget) incorporated within the Proposed FY 2019 Operating Budget:

| CURRENT REVENUE BUDGET: Changes from the FY 2018 Adopted Budget | |
|--|-----------|
| Property Taxes | 363,192 |
| Other Revenue | |
| Tax Increment District Revenue | 165,595 |
| NMTC (Library Project) Loan Interest | 89,648 |
| Bond Premium | 125,000 |
| Motor Vehicle Fees | 173,496 |
| Ambulance | 125,000 |
| Building Permits | (31,000) |
| Administrative Charge | 44,609 |
| Refunds (purchasing card rebate program - new) | 18,000 |
| Police Detail Charges | (61,572) |
| Interest on Investments | 176,000 |
| Increase in Use of Surplus | 67,403 |
| Net Miscellaneous Other Changes | 12,690 |
| | |
| Subtotal - Other Revenue | 904,869 |
| | |
| Current Revenue Budget Increase | 1,268,061 |

GENERAL FUND TAX INCREMENT FINANCING REVENUE

Tax Increment Financing Expenditures in the General Fund are funded through the Wells Street Tax Increment Financing District (TIFD). In FY 2018, outstanding debt on the Black Brook TIF District was retired and no funds will be raised through the TIFD in FY 2019. The full amount of assessed value of properties in the Black Brook TIF district becomes available for the support of city, education, and county services.

The Proposed FY 2019 Operating Budget 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 annual appropriation for the Downtown Infrastructure Capital Reserve is recorded in the General Fund.

The TIF district revenues are equal to the TIF district expenditure. The following table illustrates the uses of TIF district resources budgeted in the General Fund in the proposed budget:

| General Fund Wells St Tax Increment Financing District FY 19 | |
|---|----------------|
| Description | Amount |
| Library Campus Development Debt Service | 171,188 |
| Downtown Infrastructure Capital Reserve | 200,000 |
| Library Property Taxes (NMTC financing) | 78,059 |
| New Market Tax Credit Audit Fee | 12,500 |
| MEDC Library Project Management Fee | 36,000 |
| NMTC Operating Lease | 220,586 |
| NMTC Financing Loan Interest | (89,648) |
| Total Wells Street TIF District Funding - General Fund | 628,685 |

Discussion of Other Revenues

Non-tax revenues overall are projected to remain steady again in FY2019, with a few exceptions as noted earlier.

A steady trend of growth in motor vehicle registrations, which began in FY2012, continued through 2018. As noted in the FY 2018 budget message, the growth trend appears to be slowing down and may be levelling off. That being said, a budget increase of \$173,496 brings the FY 2019 budget in line with revenues over the last three years.

Ambulance fees have grown steadily, from \$931,000 in FY 2016, to \$1,008,000 in FY 2017, and a projected \$1,040,000 in FY 2018. The proposed FY 2019 budget of \$1,100,000 reflects that steady growth.

Building Permit revenue has been budgeted at \$220,000 returning to the long term average budget for this line item. The budget for this line item was increased in FY 2018 reflecting anticipated large projects now under construction.

As previously noted, TIFD revenues are \$165,596 higher than in FY 2017, balancing out TIFD costs associated with the Library NMTC project funding, as well as the funding of the Downtown Infrastructure Capital Reserve. Offsetting those costs, in addition to the TIFD property taxes, is an annual payment of \$89,648 as defined in the project development agreement. This represents interest on the "sale" of Heberton Hall to the NMTC partnership.

Use of bond premium is budgeted \$125,000 higher than in FY 2017. These funds offset debt service, and were received as a part of the 2016 bond issue. The 2016 bond issue, as noted at the time, was issued with a true interest cost of 1.85%, and a bond premium was paid by investors. The premium reduced the net cost of the issue at the expense of a higher coupon rate, which made the tax exempt status of more attractive to investors in a low interest environment. The use of the premium is restricted to debt service. The City's financial advisor indicates that as a result of rising interest rates, future bond issues are unlikely to be issued at a premium.

A small increase (\$18,000) in refunds in the Finance Department has been budgeted. The increase is in anticipation of a new purchasing card rebate program with Citizens Bank. As the City uses the purchasing card to pay invoices, a small percentage of payment will be rebated to the City after a certain dollar threshold has been reached.

Interest on investments has been budgeted \$176,000 higher than in FY 2018. This reflects higher earnings rates on cash and investments, as well as a new banking relationship which has no fees. The previous relationship required a significant offsetting cash balance be held in the bank to pay for banking services.

Intergovernmental revenues factored into this budget include those received from the State government, agencies or institutions, local governments, the school, or county. During prior fiscal cycles, most notably FY2010 and FY2011, these non-tax revenues were reduced due to the elimination of State revenue sharing (resulting in a revenue loss of approximately \$1 million dollars annually) and reductions in highway block grant revenue.

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

The Keene School District continues to reimburse the City for 75% of the budget for the School Resource Officer, and a small increase in that budget and reimbursement is included in the proposed budget. Keene State College continues to reimburse the City in the amount of \$10,000 in recognition of the cost impact of the college population on the Keene Police Department's prosecutorial load, as well as reimbursing the City for the budget amount of one police officer. The Municipal Services Agreement (2015) with Keene State College funding has been included in the FY2019 budget.

UTILITY FUNDS (WATER AND SEWER)

Rate projections were developed for the Water and Sewer Funds during the FY 2019 - FY 2024 CIP process. These projected a combined utility bill increase of about 3.09% or \$37.32 per year for a typical household using 27 hundred cubic feet of water per quarter to fund debt service, capital appropriations and operations in FY 2019.

The operating budget requests submitted for the funds requested an operations budget increase approximately \$384,000 higher than the operations budget projections used during CIP preparation. The change was largely due to a health insurance cost increase of \$108,000 compared to the prior year and operations cost supplemental budget requests totaling \$244,513.

The supplemental budget requests were carefully reviewed, and \$127,235 of the requests (please refer to the Supplemental Items List) were considered to be critical, and approved for inclusion in the Recommended Budget by the City Manager.

The end result of the budget review was a projected combined utility bill of about 6.2% or \$79.68 per year. This increase is not included in the Proposed FY 19 Budget.

Staff revisited FY 2019 capital reserve appropriations, and after reviewing impacts on projects included in the CIP, those appropriations have been recommended to be reduced by \$100,000 in each fund. Other revenues have also been adjusted slightly.

These actions result in a projected rate increase of about 3.26% or \$41.88 for a typical household and that has been included in the proposed budget.

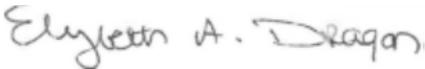
It is not anticipated that the actions taken in preparation of this proposed budget will have a detrimental impact on the FY 2019-2024 capital program as approved by the City Council other than smaller capital reserve balances during the period covered by the CIP. That being said, during the coming year, and throughout the FY 2020 CIP and operating budget processes, staff will revisit the balance between the operations and capital sides of the utilities budgets. Given limited resources over the long term, the City needs to strike the right balance in the allocation of funds.

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 with the goal of maintaining programs, reducing debt, providing for physical improvements to the City and furthering the goals of the 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 redevelopment of the City, maintaining Keene as a great place to live, work, and play.

Thank You for Letting Us Serve You!

Respectfully submitted,



Elizabeth A. Dragon
City Manager

BUDGET DEVELOPMENT

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance related issues.

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

Each of these funds accounts for a particular type of activity, and is funded through specific designated funding sources, as follows:

1. The General Fund – is the largest fund, and the only fund receiving property tax support. Property taxes have historically provided 66-68%+ of funding. The General Fund includes the Police, Fire, Public Works (Engineering and Highway), Parks, Recreation, Cemeteries, and Facilities, the Library, Community Development (Health and Code and Planning), the Airport, the City Clerk, and various administrative departments (Finance, Human Resources, Assessing, Information Technology, City Manager, City Attorney).
2. Parking Fund – funded with parking meter fees and reserved parking space rentals. The primary duties of the parking function are to enforce parking regulations to encourage the flow of traffic and to assure the availability of parking in the downtown area, coordinate parking activities with downtown businesses, and to maintain parking areas and facilities.
3. PC Replacement Fund – funded with user fees paid by City departments. The primary purpose of this fund is to replace desktop hardware and software on a routine basis.
4. Solid Waste Fund – funded with the landfill tip fee (paid when refuse is dropped off at the transfer station) and recycling fees received for commodities processed through the recycling operation. Primary duties are the collection of refuse generated within the City of Keene, and either arranging for transfer and disposal of refuse at a licensed landfill, or separating recyclables, and processing them for sale to commodity brokers. Other services include household hazardous waste disposal and recycling of household yard waste.
5. Sewer Fund - funded through user fees. Responsible for the safe and hygienic collection and treatment of wastewater. Includes planning, maintenance, and replacement of the wastewater collection system, pump stations, and wastewater treatment plant.
6. Water Fund – funded through user fees. Responsible for the provision and distribution of clean and safe drinking water. Includes planning, maintenance, and replacement of wellfields, reservoir facilities, water treatment facilities, pump stations, water tanks, and the water distribution system.
7. Equipment Fund – funded through user fees charged to user departments. The primary responsibilities are the maintenance and orderly replacement of large pieces of equipment used by various City departments, including police cruisers, dump trucks, staff cars, backhoes, sidewalk plows, etc.

The 2018 Fiscal Policies, adopted by the City Council on September 7, 2017, are included in the appendix of this document.

BUDGET FORMAT

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

For each fund, summary and more detailed information is provided that includes:

- Revenue and expense reports incorporating prior years' budget data as well as requested and recommended FY2019 funding levels; estimates of revenue; and budget projections for FY2019/2020 and FY2020/2021. These summary reports also include capital appropriation and debt service reflecting City Council action adopting the City's six (6) year Capital Improvements Program adopted in March, 2018.

- Recommended personnel and operational expenses summarized for each general fund department and the City's other funds with a roll up of staffing included in the FY2018/2019 recommended appropriations.
- Narratives detailing mission, primary services and responsibilities, fiscal year objectives, and metrics along with information about the upcoming year's work plan, accomplishments, and challenges.
- Operating budget detail for General Fund departments, and other funds, with all cost centers summarized.

New for 2019

1. **The Planning Department and the Health and Code Department are presented as a combined new department, Community Development. For comparison purposes, the FY 2018 budget and estimates for the departments have been combined to provide a comparison with the proposed 2019 budget.**
2. **Departmental organization charts have been updated and renamed "Service Delivery Staffing Charts". These charts are designed to provide a more complete picture of the full staffing in each department, including regular full and part time, temporary, contract and seasonal personnel resources.**

BUDGET PROCESS

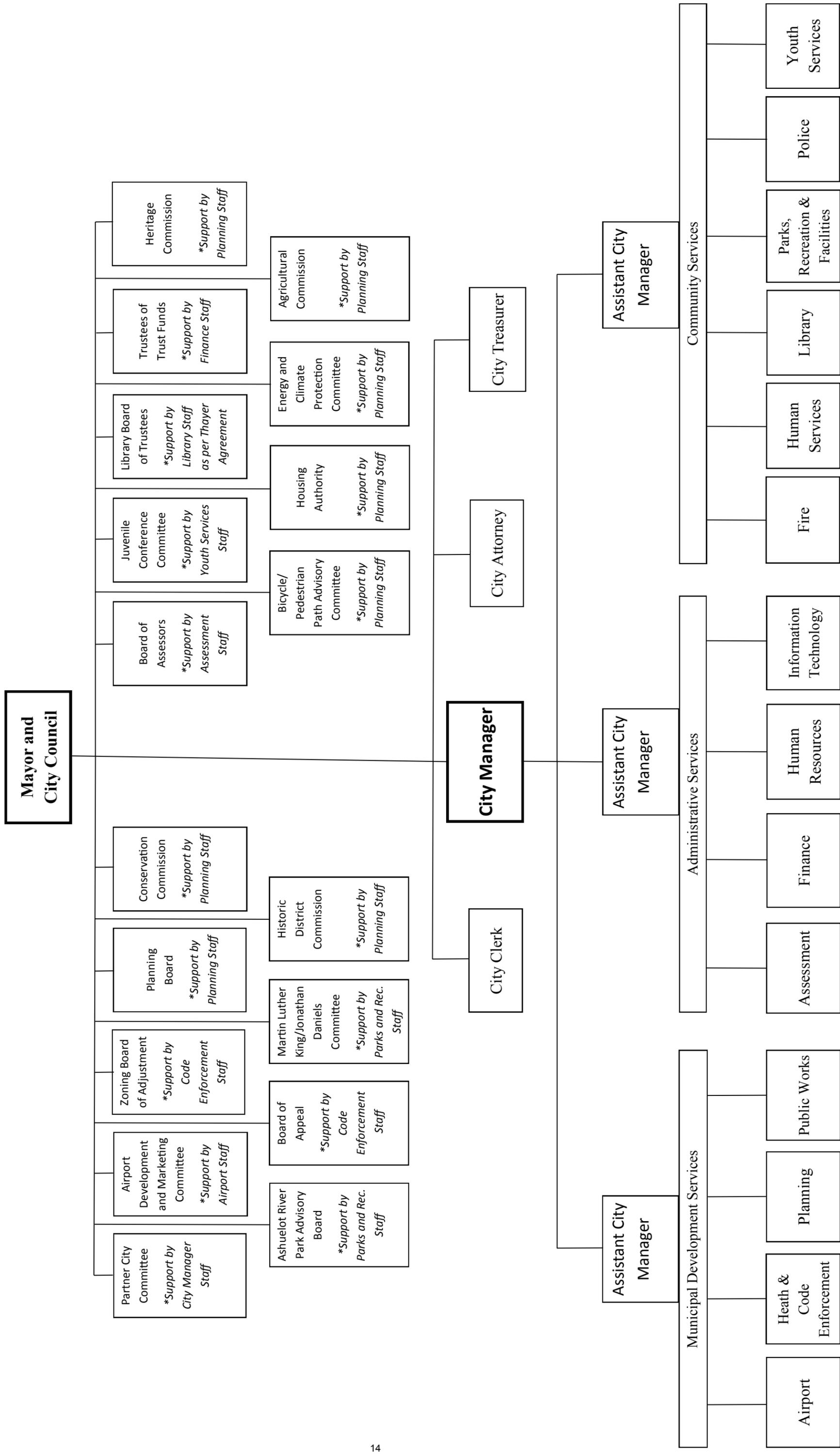
The cycle prescribed for preparation of the Annual Operating Budget and Capital Improvements Program (CIP) has a focus of the City's fiscal condition and long term objectives. Shortly after adoption of an annual operating budget, staff begins development, review, and deliberation of the CIP considering capital needs over a six year cycle. This planning period facilitates a longer perspective toward operational expenses and supports projecting operational costs over a three year horizon. As City Council initiates review of the CIP, staff begins development of the operating budget. Council action on the CIP provides one component, the capital plan which is integrated into the budget document presented in May. Both the CIP and annual operating budget documents focus City officials and staff on the community's vision and values identified through the Comprehensive Master Plan. While these efforts require investment of staff resources, these efforts provide the City with the ability to anticipate and respond to challenges and opportunities in a thoughtful and deliberate manner.

The table below provides the calendar for the balance of the FY 2019 Budget process. All meetings are to be held in City Hall Council Chambers, at 3 Washington Street, Keene.

| DATE(s) | TIME | DESCRIPTION | LOCATION |
|--------------|---------|---|------------------|
| May 1, 2018 | | Budget Submission - document distributed to City Council | |
| May 3, 2018 | 7:00 PM | Regular Council meeting - budget resolution first reading - referred to FOP Committee | Council Chambers |
| May 10, 2018 | 5:30 PM | REGULAR FOP meeting - Budget review - overview, Elected/Appointed, Administrative Services, General Fund Revenues | Council Chambers |
| May 14, 2018 | 5:30 PM | Special FOP meeting - Budget review - Community Services | Council Chambers |
| May 15, 2018 | 5:30 PM | Special FOP meeting - Budget review - Municipal Development Services | Council Chambers |
| May 17, 2018 | 7:00 PM | Regular Council Meeting - budget public hearing; introduce bond resolutions; introduce salary ordinance | Council Chambers |
| May 24, 2018 | 6:30PM | Regular FOP meeting - make recommendation on budget, salary ordinance, bond resolutions | Council Chambers |
| June 7, 2018 | 7:00 PM | Regular Council Meeting - vote on budget, salary ordinance, bond resolutions | Council Chambers |

City of Keene

Organizational Chart



Introduction to the General Fund Proposed FY 2018-2019 Operating Budget

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

The following eight pages are intended to provide an overview of the General Fund Operating Budget as proposed for FY 2018-2019, and to compare that budget to the FY 2017-2018 Adopted Operating Budget using charts and tables of associated information, along with definitions of terms. The definitions will not be included in this introduction.

Revenue

The first two report pages, “**Proposed General Fund Revenue by Category – FY 2018-2019 Proposed General Fund Revenue by Category - All Sources**” and “**FY 2018-2019 Proposed General Fund Revenue by Category and Excluding Bonds and Dedicated Capital Project Funding**”, summarize the major funding sources of the General Fund.

The first report includes all sources of funding, and is the proposed revenue budget (\$44,065,864) to fund all activities budgeted for in the General Fund. The reader will note that two categories of revenues (Dedicated Capital Project Funding and Sale of Bonds – Capital Projects) are dedicated to funding specific capital projects and total \$4,358,925, or 9.89% of the total revenue budget. In FY 18 these figures were \$3,503,824 and 8.36%.

The cost of budgeted capital projects can and does fluctuate dramatically from year to year, depending on projects approved by the City Council and included in the Capital Improvements Program. The fluctuation can make year to year comparisons of both revenue and expenditure budgets complicated.

Capital projects are funded from many sources. These include withdrawals from capital reserve savings accounts (funded in prior years), trusts, donations, use of capital project balances, bonds (long term debt), and grants. These types of funding sources are dedicated funding sources, and nonrecurring in the sense that they are directly tied to specific projects. In FY 2019, projects to be funded by dedicated revenues include bonded projects, projects funded with capital reserves and trust funds and the use of project balances from completed projects to fund projects.

A second type of capital project funding is cash to be generated through property taxes and other regular and recurring revenues such as state revenue sharing, motor vehicle registrations, and various fees and charges during the budget year, in this case FY 2019. In the budget document, these revenue streams are referred to as **current revenue**. ***Current revenues are***

also the source of funding for all other General fund activity, including operations and debt service.

One way to clarify year to year comparisons is to utilize the concept of budgets funded through **current revenues**. This impacts the manner in which capital projects funded through bond issues and dedicated revenue streams not funded through the normal and recurring revenues (**current revenues**) of the City are presented. Such projects are excluded from the year to year comparison, as the inclusion of those capital items can give the impression of large increases and decreases in the operating budget overall presentation.

The second report page of revenue information, “**FY 2018-2019 Proposed General Fund Revenue by Category Excluding Bonds and Dedicated Capital Project Funding**” excludes bond funding and dedicated capital project funding. Excluding the nonrecurring, dedicated revenues allows a meaningful year to year comparison to be made. The focus is on the ongoing and recurring revenues (**current revenue**) to be raised during the year to fund operations and debt service, in addition to capital projects to be funded with cash generated by recurring revenue.

Expenditure

The last six pages are concerned with expenditure.

The third report page report titled “**FY 2018-2019 Proposed Budget – General Fund Budget Expenditure Analysis**” details and reconciles the total proposed General Fund Budget with the proposed Current Revenue budget, which excludes bond funded capital projects and capital projects funded with dedicated revenue sources. The budget is presented in the categories of Operations, Capital, and Debt Service.

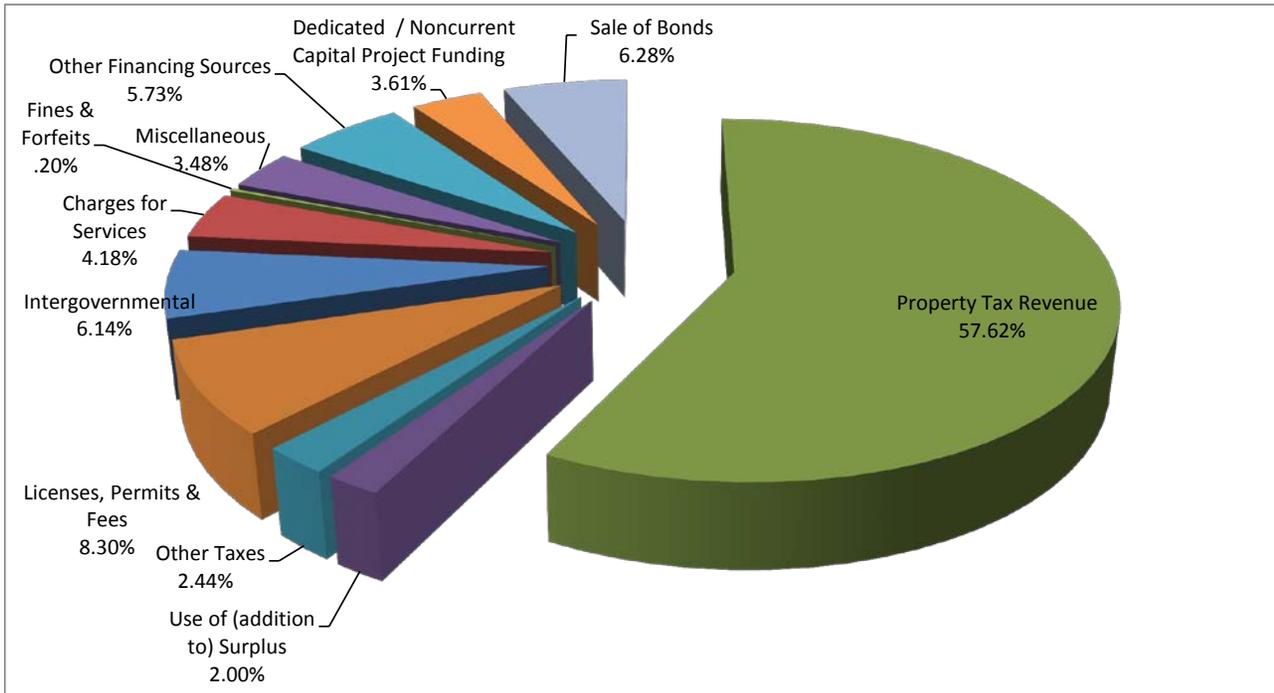
The fourth report page, titled “**FY 2018-2019 Proposed General Fund Operations Budget Analysis**” provides a picture of the composition of the Operations portion of the budget; the fifth report page. “**Analysis of FY 2019 Proposed Operations Budget Net of Payroll**” provides some of the detail behind the non-payroll portion of the Proposed Operations budget.

The sixth report “**Budget Change – FY 2017-2018 Adopted to FY 2018-2019 Proposed**” provides budgetary comparisons between the two budget years, and highlights the changing composition of the budget in the context of activity funded by current revenue.

The seventh report “**FY 2018-2019 Proposed General Fund Operating Budget Allocation % by Department and Activity**” provides a graphic representation of the financial magnitude of the various activities undertaken by the various General Fund Departments.

The eighth and final report “**Allocation of Proposed FY 2018-2019 Property Tax to Various City Departments and Activities**” allocates property tax funding to departments and activities based upon the size of the activity budget. It answers the question “Where do the tax dollars go?” Included in this report are estimates of the tax impact by department and in total of proposed municipal property taxes on an assortment of properties of various assessed value, and an analysis of tax dollar and tax rate impacts generated by the proposed budget.

FY 2018-2019 Proposed General Fund Revenue by Category All Sources



| <u>Revenue Source</u> | <u>FY 2019 Proposed Budget</u> | <u>Percent of Total</u> |
|--|------------------------------------|-----------------------------|
| Property Tax Revenue | 25,391,454 | 57.62% |
| Use of (addition to) Surplus | 882,403 | 2.00% |
| Other Taxes | 1,076,685 | 2.44% |
| Licenses, Permits & Fees | 3,657,935 | 8.30% |
| Intergovernmental | 2,705,635 | 6.14% |
| Charges for Services | 1,842,673 | 4.18% |
| Fines & Forfeits | 89,821 | 0.20% |
| Miscellaneous | 1,533,287 | 3.48% |
| Other Financing Sources | 2,527,046 | 5.73% |
| Dedicated Capital Project Funding | 1,592,925 | 3.61% |
| Sale of Bonds - Capital Projects | 2,766,000 | 6.28% |
| Totals | <u>44,065,864</u> | <u>100.00%</u> |

The following revenues have been reallocated to "Dedicated Capital Project Funding" for the purpose of this presentation:

Miscellaneous:

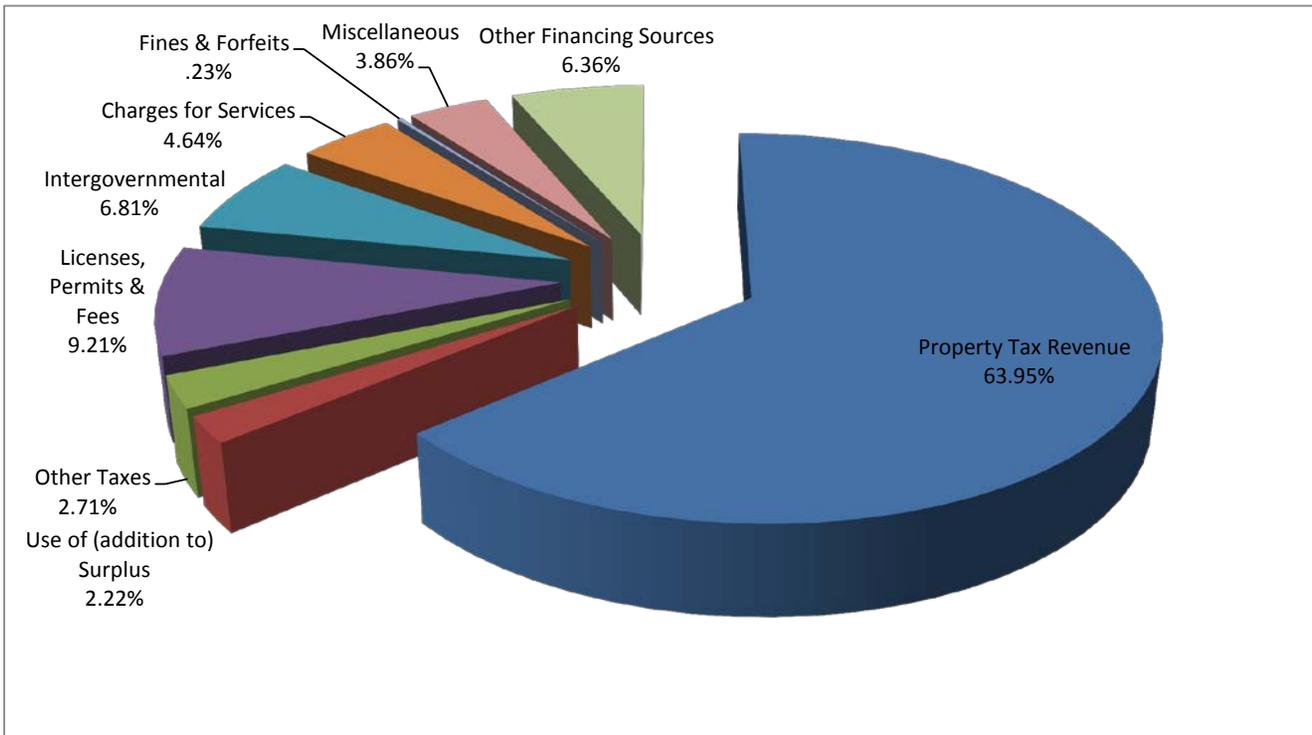
| | |
|-------------------------|-----------|
| Use of Trust Funds | 40,000 |
| Sale of 560 Main Street | 1,000,000 |

Other Financing Sources:

| | |
|--------------------------|---------|
| Capital Project Balances | 111,908 |
| Use of Capital Reserves | 441,017 |

Total **1,592,925**

**FY 2018-2019 Proposed General Fund Current Revenue by Category
All Sources excluding Bonds and Dedicated Capital Project Funding**

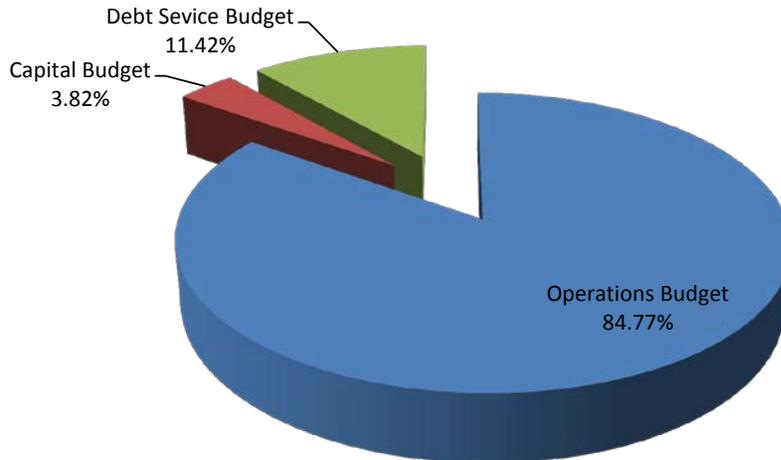


| <u>Revenue Source</u> | <u>FY 2019 Proposed Budget</u> | <u>Percent of Total</u> |
|---------------------------------------|------------------------------------|-----------------------------|
| Property Tax Revenue | 25,391,454 | 63.95% |
| Use of (addition to) Surplus | 882,403 | 2.22% |
| Other Taxes | 1,076,685 | 2.71% |
| Licensures, Permits & Fees | 3,657,935 | 9.21% |
| Intergovernmental | 2,705,635 | 6.81% |
| Charges for Services | 1,842,673 | 4.64% |
| Fines & Forfeits | 89,821 | 0.23% |
| Miscellaneous | 1,533,287 | 3.86% |
| Other Financing Sources | 2,527,046 | 6.36% |
| Totals | <u>39,706,939</u> | <u>100.00%</u> |

This subset of total revenues represents those revenues used to pay for ongoing operations, debt service, and capital projects paid for with cash to be raised in FY 2019 through regular, recurring revenue sources. Excluded are bonds to be issued to pay for capital projects (cash will be raised in future years as debt service is paid), and dedicated capital projects funding sources not derived from regular, recurring revenue sources (capital reserves, donations, project balances, and trust funds.)

FY 2018-2019 Proposed General Fund Budget Expenditure Analysis

FY 2018-2019 Proposed Budget - General Fund Operating Budget Current Revenue Funded



| | <u>Total Proposed Budget</u> | <u>Less: Noncurrent Revenues</u> | <u>Proposed Budget Current Revenue</u> | <u>Percentage Allocation</u> |
|--------------------------|----------------------------------|--------------------------------------|--|----------------------------------|
| Operations Budget | 33,658,343 | | 33,658,343 | 84.77% |
| Capital Budget | 5,873,892 | (4,358,925) | 1,514,967 | 3.82% |
| Debt Service | 4,533,629 | | 4,533,629 | 11.42% |
| Totals | <u>44,065,864</u> | <u>(4,358,925)</u> | <u>39,706,939</u> | <u>100.00%</u> |

Noncurrent / Dedicated Revenue Capital Funding

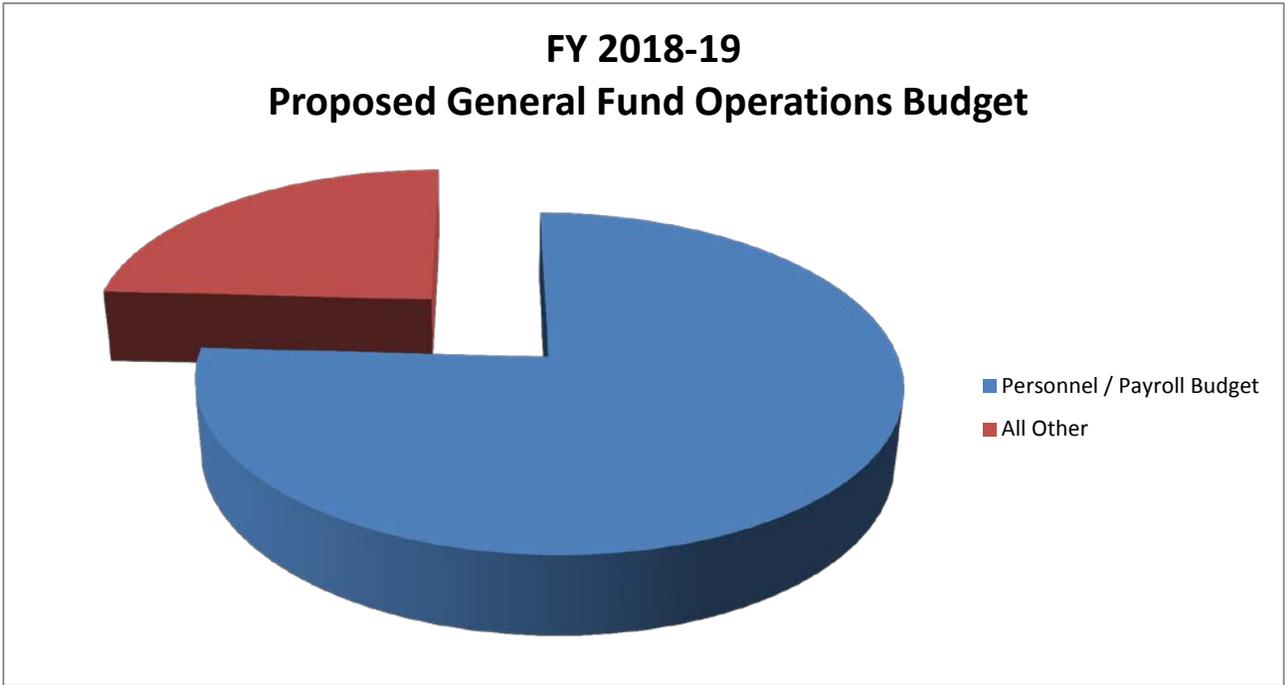
| | | |
|---|------------------|------------------|
| Bonds to be issued - | 2,766,000 | 2,766,000 |
| <i>Dedicated Capital Project Funding</i> | | |
| Capital project balances | 111,908 | |
| Use of Capital Reserves | 441,017 | |
| Use of Trust Funds | 40,000 | |
| Sale of 560 Main Street | 1,000,000 | 1,592,925 |
| Total | <u>4,358,925</u> | <u>4,358,925</u> |

Current Revenue - property taxes, motor vehicle registrations, ambulance fees, and other charges for services, state revenue sharing, and all other ordinary and recurring annual revenues.

Noncurrent Revenues - bonds or other dedicated or one time revenues used to fund capital activity.

Debt Service Budget - principal and interest payments on bonds issued to fund capital activity in current and prior years.

**FY 2018-2019 Proposed General Fund Operations Budget
Analysis**



| | Proposed Operations Budget | Percentage Allocation |
|-----------------------------------|---------------------------------------|----------------------------------|
| Personnel / Payroll Budget | 25,543,526 | 75.89% |
| All Other | 8,114,817 | 24.11% |
| Total Operations Budget | <u>33,658,343</u> | <u>100.00%</u> |

Operations Budget - Total budget minus capital projects and debt service.

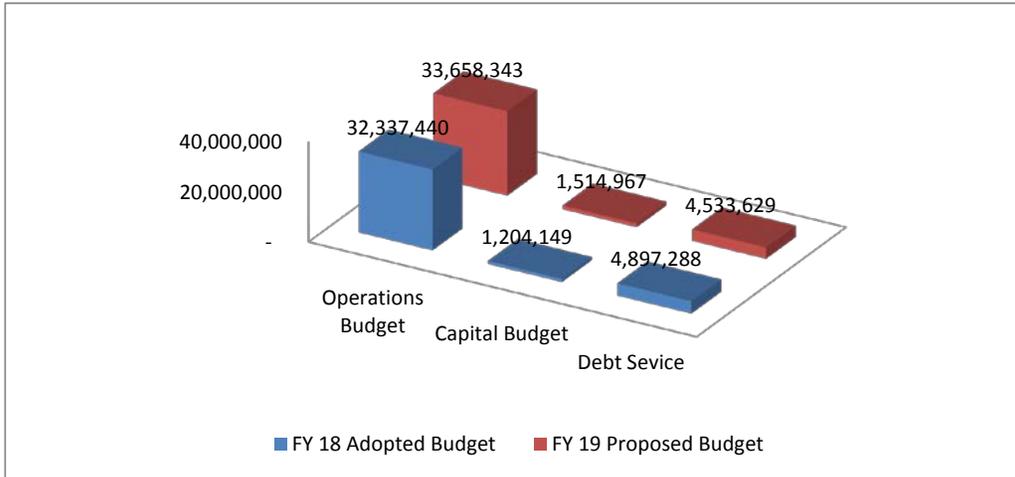
Personnel / Payroll Budget - All labor costs including salaries, wages, and benefits.

All Other - general operating costs including utilities, energy, maintenance, vehicles, supplies (such as paper and road salt), uniforms, training, and contracted services (such as street sweeping, line painting, and paving not included in the capital budget). Also includes programs such as community events and agency funding.

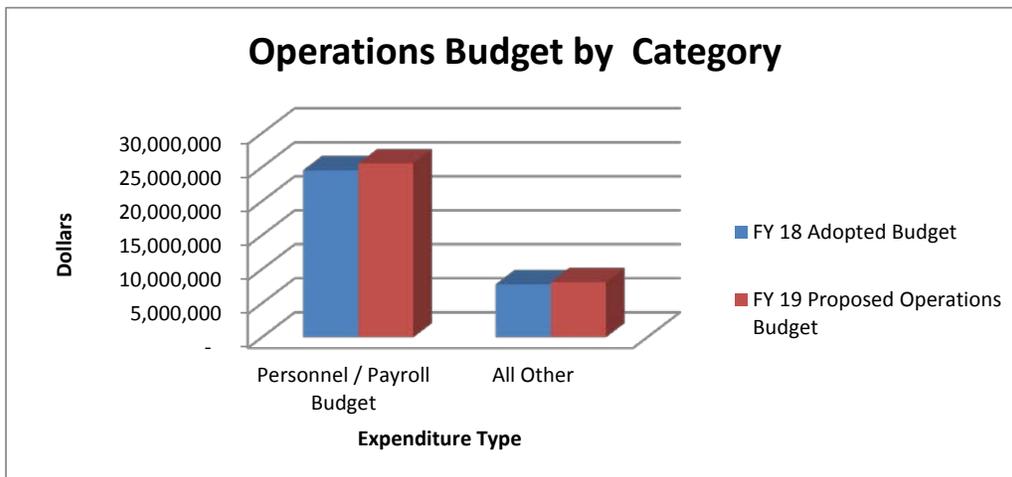
Analysis of FY 2019 Proposed Operations Budget Net of Payroll

| | | |
|--|----------------------|--------------------------|
| Total Proposed Budget General Fund Operations (net payroll) | 8,114,817 | |
| <i>Contracted, Utility, and Non Operational Cost Detail</i> | | |
| <u><i>Item</i></u> | <u><i>Amount</i></u> | <u><i>% of Total</i></u> |
| Financial Audit & OPEB Actuarial Report | 42,250 | 0.52% |
| Legal Services | 70,000 | 0.86% |
| Library Campus Development - Fees funded by TIFD | 269,086 | 3.32% |
| Unclassified Cost Center 00003 | 84,962 | 1.05% |
| Mosquito Control | 56,000 | 0.69% |
| Hazardous Waste Site Monitoring | 57,702 | 0.71% |
| Ambulance Billing | 62,000 | 0.76% |
| Public Works - Pavement Marking Contract | 77,968 | 0.96% |
| PC Replacement Charges | 75,222 | 0.93% |
| Property Taxes | 145,432 | 1.79% |
| Police Prosecutor - County Contract | 99,512 | 1.23% |
| Health & Code Contracted Services (Home Health Care, etc) | 177,800 | 2.19% |
| Southwest New Hampshire Mutual Aid | 220,368 | 2.72% |
| Computer / Network Systems Contracted Maintenance and Support - IT | 355,603 | 4.38% |
| Outside Agencies | 260,050 | 3.20% |
| Public Works - Road Repairs Contracts and Supplies | 293,698 | 3.62% |
| Liability Insurance - Cost Center 00082 and Departments | 348,889 | 4.30% |
| Public Works - Salt, Sand, Road Treatment product | 305,021 | 3.76% |
| Public Works - Tree Cutting Contract | 30,600 | 0.38% |
| Human Services General Assistance | 484,250 | 5.97% |
| Utilities (telephone, water , sewer, electric, heat) | 809,276 | 9.97% |
| Fleet Charges (operation, maintenance, repair, and replacement) | 1,787,829 | 22.03% |
| Total Contracted, Utility, and Non-Operational Costs | 6,113,518 | 75.34% |
| All Other General Operations Costs (net payroll)* | 2,001,299 | 24.66% |
| *Supplies, repairs and maintenance, equipment and tools, training, library books, uniforms, etc. | | |

Budget Change - FY 2017-18 Adopted to FY 2018-2019 Proposed
 (using Current Revenue Funded Capital Projects)

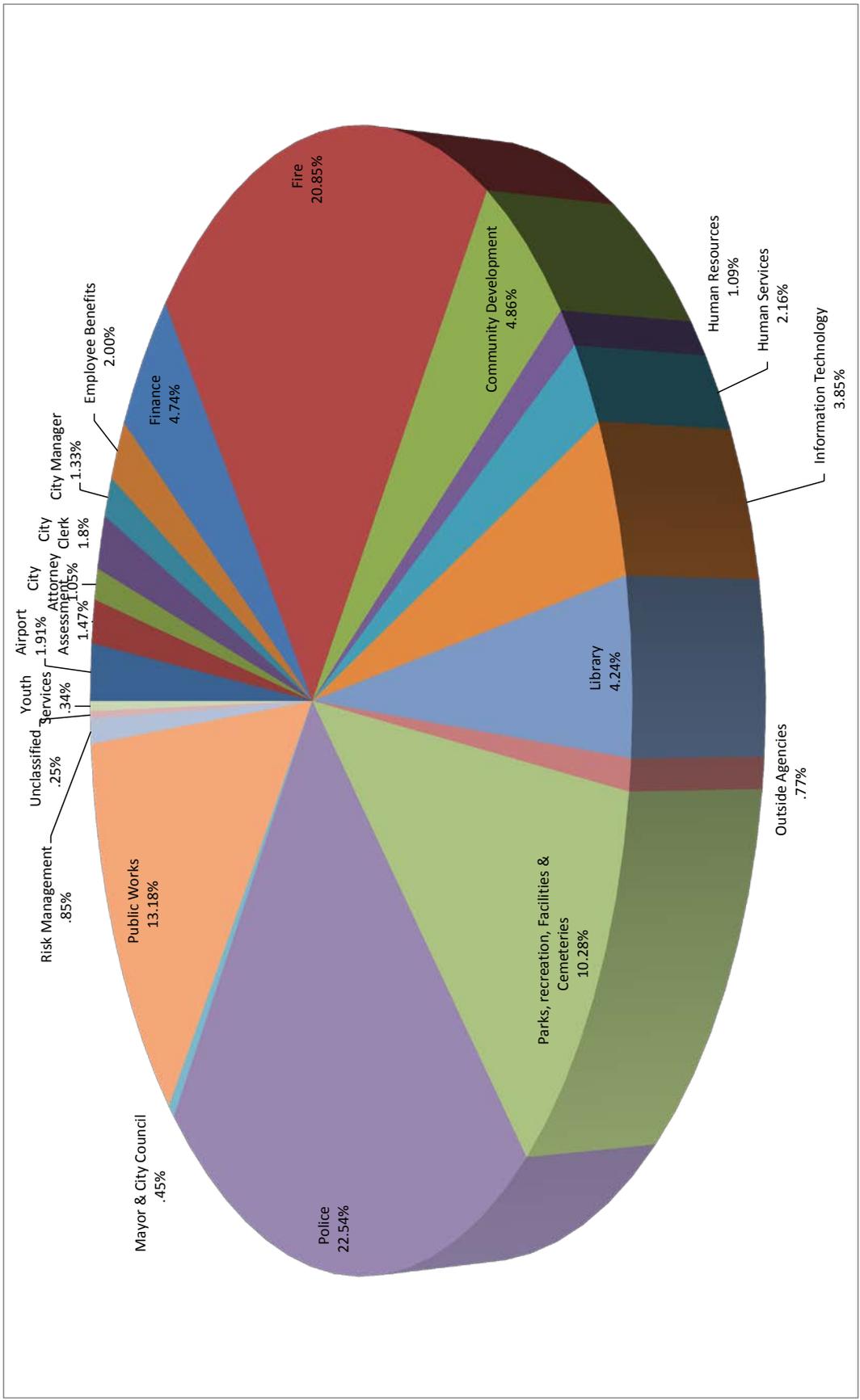


| <u>Budget Category</u> | <u>FY 18 Adopted Budget</u> | <u>FY 19 Proposed Budget</u> | <u>Year to Year Change</u> | <u>Percent Change</u> |
|--------------------------|-----------------------------|------------------------------|----------------------------|-----------------------|
| Operations Budget | 32,337,440 | 33,658,343 | 1,320,903 | 4.08% |
| Capital Budget | 1,204,149 | 1,514,967 | 310,818 | 25.81% |
| Debt Service | 4,897,288 | 4,533,629 | (363,659) | -7.43% |
| Totals | <u>38,438,877</u> | <u>39,706,939</u> | <u>1,268,062</u> | <u>3.30%</u> |



| <u>Budget Category</u> | <u>FY 18 Adopted Budget</u> | <u>FY 19 Proposed Operations Budget</u> | <u>Year to Year Change</u> | <u>Percent Change</u> |
|-----------------------------------|-----------------------------|---|----------------------------|-----------------------|
| Personnel / Payroll Budget | 24,552,474 | 25,543,526 | 991,052 | 4.04% |
| All Other | 7,784,966 | 8,114,817 | 329,851 | 4.24% |
| Total Operations Budget | <u>32,337,440</u> | <u>33,658,343</u> | <u>1,320,903</u> | <u>4.08%</u> |

FY 2018-2019 Proposed General Fund Operations Budget Allocation % by Department and Activity



**Allocation of Proposed FY 2018-2019 Property Tax to Various City Departments and Activities
Proposed Operations, Debt Service, Current Revenue Funded Capital Projects
Based Upon Proposed Expenditure Budget**

Proposed City Tax Rate per \$1,000 of Assessed Value \$ 14.43

| 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 | 7,587,103 | 19.11% | 4,851,736 | \$ 275.72 | \$ 413.59 | \$ 551.45 | \$ 689.31 | \$ 827.17 | \$ 1,102.90 | \$ 1,378.62 |
| Fire | 7,016,898 | 17.67% | 4,487,106 | \$ 255.00 | \$ 382.50 | \$ 510.01 | \$ 637.51 | \$ 765.01 | \$ 1,020.01 | \$ 1,275.01 |
| Debt Service | 4,533,629 | 11.42% | 2,899,126 | \$ 164.76 | \$ 247.14 | \$ 329.52 | \$ 411.89 | \$ 494.27 | \$ 659.03 | \$ 823.79 |
| Public Works | 4,435,484 | 11.17% | 2,836,365 | \$ 161.19 | \$ 241.79 | \$ 322.38 | \$ 402.98 | \$ 483.57 | \$ 644.76 | \$ 805.96 |
| Parks, Rec., Facilities & Cemeteries | 3,460,815 | 8.72% | 2,213,092 | \$ 125.77 | \$ 188.66 | \$ 251.54 | \$ 314.43 | \$ 377.31 | \$ 503.08 | \$ 628.85 |
| Community Development | 1,634,322 | 4.12% | 1,045,102 | \$ 59.39 | \$ 89.09 | \$ 118.79 | \$ 148.48 | \$ 178.18 | \$ 237.57 | \$ 296.97 |
| Finance | 1,594,417 | 4.02% | 1,019,584 | \$ 57.94 | \$ 86.91 | \$ 115.89 | \$ 144.86 | \$ 173.83 | \$ 231.77 | \$ 289.72 |
| Capital Projects - Current Revenue | 1,514,967 | 3.82% | 968,778 | \$ 55.06 | \$ 82.58 | \$ 110.11 | \$ 137.64 | \$ 165.17 | \$ 220.22 | \$ 275.28 |
| Library | 1,426,396 | 3.59% | 912,140 | \$ 51.84 | \$ 77.76 | \$ 103.67 | \$ 129.59 | \$ 155.51 | \$ 207.35 | \$ 259.19 |
| Information Technology | 1,296,484 | 3.27% | 829,064 | \$ 47.12 | \$ 70.67 | \$ 94.23 | \$ 117.79 | \$ 141.35 | \$ 188.46 | \$ 235.58 |
| Human Services | 725,362 | 1.83% | 463,848 | \$ 26.36 | \$ 39.54 | \$ 52.72 | \$ 65.90 | \$ 79.08 | \$ 105.44 | \$ 131.80 |
| Employee Benefits | 672,479 | 1.69% | 430,031 | \$ 24.44 | \$ 36.66 | \$ 48.88 | \$ 61.10 | \$ 73.32 | \$ 97.75 | \$ 122.19 |
| Airport | 643,835 | 1.62% | 411,714 | \$ 23.40 | \$ 35.10 | \$ 46.80 | \$ 58.49 | \$ 70.19 | \$ 93.59 | \$ 116.99 |
| City Clerk | 605,610 | 1.53% | 387,270 | \$ 22.01 | \$ 33.01 | \$ 44.02 | \$ 55.02 | \$ 66.03 | \$ 88.03 | \$ 110.04 |
| Assessment | 493,226 | 1.24% | 315,404 | \$ 17.92 | \$ 26.89 | \$ 35.85 | \$ 44.81 | \$ 53.77 | \$ 71.70 | \$ 89.62 |
| City Manager | 446,552 | 1.12% | 285,557 | \$ 16.23 | \$ 24.34 | \$ 32.46 | \$ 40.57 | \$ 48.68 | \$ 64.91 | \$ 81.14 |
| Human Resources | 368,320 | 0.93% | 235,530 | \$ 13.39 | \$ 20.08 | \$ 26.77 | \$ 33.46 | \$ 40.16 | \$ 53.54 | \$ 66.93 |
| City Attorney | 352,184 | 0.89% | 225,212 | \$ 12.80 | \$ 19.20 | \$ 25.60 | \$ 32.00 | \$ 38.40 | \$ 51.20 | \$ 63.99 |
| Risk Management | 286,127 | 0.72% | 182,970 | \$ 10.40 | \$ 15.60 | \$ 20.80 | \$ 26.00 | \$ 31.19 | \$ 41.59 | \$ 51.99 |
| Outside Agencies | 260,050 | 0.65% | 166,295 | \$ 9.45 | \$ 14.18 | \$ 18.90 | \$ 23.63 | \$ 28.35 | \$ 37.80 | \$ 47.25 |
| Mayor & City Council | 152,882 | 0.39% | 97,764 | \$ 5.56 | \$ 8.33 | \$ 11.11 | \$ 13.89 | \$ 16.67 | \$ 22.22 | \$ 27.78 |
| Youth Services | 114,836 | 0.29% | 73,434 | \$ 4.17 | \$ 6.26 | \$ 8.35 | \$ 10.43 | \$ 12.52 | \$ 16.69 | \$ 20.87 |
| Unclassified | 84,962 | 0.21% | 54,331 | \$ 3.09 | \$ 4.63 | \$ 6.18 | \$ 7.72 | \$ 9.26 | \$ 12.35 | \$ 15.44 |
| Totals | 39,706,940 | 100.00% | 25,391,454 | \$ 1,443.00 | \$ 2,164.50 | \$ 2,886.00 | \$ 3,607.50 | \$ 4,329.00 | \$ 5,772.00 | \$ 7,215.00 |

| | | | |
|---|---------------|---|----------|
| Property Taxes Raised For Operations FY 2017-2018 Budget Year | \$ 25,029,599 | City of Keene Municipal Tax Rate FY 2017-2018** | \$ 14.06 |
| Proposed Increase in Property Tax Dollars Raised | \$ 361,855 | Proposed Increase in Municipal tax Rate | \$ 0.27 |
| Percent Increase in Proposed Property Tax Dollars Raised | 1.45% | Percent Increase in Proposed Municipal Tax Rate | 1.92% |

**There were no tax dollars raised to fund property tax overlay in FY 2017-2018. The impact of the adjustment on the municipal tax rate was approximately \$.18. The property tax rate increase to fund the change in operating budget costs is \$.19. Please see the Budgetary Discussion section of the City Manager's Budget Message.

CITY OF KEENE, NEW HAMPSHIRE
Supplemental Items List - FY18/19 Budget

| Cost Center | Cost Center | Account | Amount | Notes | requested amount | amount included in CM recommendation |
|--|-------------|---------|-------------------|---|--|--------------------------------------|
| <u>General Fund</u> | | | | | | |
| Outside Agencies | 00002 | 62133 | \$ 5,000 | Keene Senior Center | \$ 5,000 | \$ - |
| Outside Agencies | 00002 | 62134 | \$ 2,500 | Monadnock Family Services (substance abuse) | \$ 2,500 | \$ 2,500 |
| Outside Agencies | 00002 | 62136 | \$ 8,000 | The Community Kitchen | \$ 8,000 | \$ - |
| Outside Agencies | 00002 | 62137 | \$ 450 | Meals on Wheels | \$ 450 | \$ 450 |
| Outside Agencies | 00002 | 62142 | \$ 1,600 | Home Health Care City Express Bus (transporting) | \$ 1,600 | \$ 1,600 |
| Outside Agencies | 00002 | 62155 | \$ 2,500 | Monadnock Region Child Advocacy Center | \$ 2,500 | \$ - |
| Outside Agencies | 00002 | 62187 | \$ 5,000 | Keene Housing Authority Kids Collaborative | \$ 5,000 | \$ - |
| Outside Agencies | 00002 | 62189 | \$ 7,500 | The Samaritans, Inc. | \$ 7,500 | \$ - |
| Unclassified | 00003 | 62457 | \$ 650 | Veteran's Council | \$ 650 | \$ 650 |
| Unclassified | 00003 | 61316 | \$ 15,000 | Community Events (Pumpkin Festival) | \$ 15,000 | \$ 15,000 |
| Parks, Recreation and Facilities | 01328 | 61307 | \$ 16,631 | Library-convert contract janitorial services to PT employee | \$ 16,631 | \$ 16,631 |
| Parks, Recreation and Facilities | 01328 | 61704 | \$ 1,272 | Library-convert contract janitorial services to PT employee | \$ 1,272 | \$ 1,272 |
| Parks, Recreation and Facilities | 01328 | 61705 | \$ 303 | Library-convert contract janitorial services to PT employee | \$ 303 | \$ 303 |
| Parks, Recreation and Facilities | 01328 | 62201 | \$ (18,206) | Library-convert contract janitorial services to PT employee | \$ (18,206) | \$ (18,206) |
| Parks, Recreation and Facilities | 01329 | 61307 | \$ 16,640 | Rec Center - convert contract janitorial services to PT employee | \$ 16,640 | \$ 16,640 |
| Parks, Recreation and Facilities | 01329 | 61704 | \$ 1,273 | Rec Center - convert contract janitorial services to PT employee | \$ 1,273 | \$ 1,273 |
| Parks, Recreation and Facilities | 01329 | 61705 | \$ 303 | Rec Center - convert contract janitorial services to PT employee | \$ 303 | \$ 303 |
| Parks, Recreation and Facilities | 01329 | 62201 | \$ (18,216) | Rec Center - convert contract janitorial services to PT employee | \$ (18,216) | \$ (18,216) |
| Parks, Recreation and Facilities | 01335 | 61307 | \$ 28,288 | Marlboro St - convert contract janitorial services to PT employee | \$ 28,288 | \$ 28,288 |
| Parks, Recreation and Facilities | 01335 | 61704 | \$ 2,164 | Marlboro St - convert contract janitorial services to PT employee | \$ 2,164 | \$ 2,164 |
| Parks, Recreation and Facilities | 01335 | 61705 | \$ 515 | Marlboro St - convert contract janitorial services to PT employee | \$ 515 | \$ 515 |
| Parks, Recreation and Facilities | 01335 | 62201 | \$ (27,467) | Marlboro St - convert contract janitorial services to PT employee | \$ (27,467) | \$ (27,467) |
| Public Works | 02017 | 62331 | \$ 11,353 | Contractual increase due to additional pavement markings | \$ 11,353 | \$ 11,353 |
| TOTAL General Fund Requested | | | \$ 63,053 | | TOTAL General Fund Included | \$ 35,053 |
| <u>Sewer Fund</u> | | | | | | |
| Sewer Administration | 08000 | 62310 | \$ 600 | Safety program maintenance | \$ 600 | \$ - |
| Sewer Administration | 08000 | 62435 | \$ 500 | Training | \$ 500 | \$ - |
| Sewer Administration | 08000 | 62734 | \$ 4,000 | Minor equipment | \$ 4,000 | \$ - |
| Sewer Administration | 08000 | 66105 | \$ 2,200 | Claims & judgements | \$ 2,200 | \$ - |
| Sewer System Maintenance | 08005 | 62435 | \$ 2,495 | SCADA training for electrician (shared CC 05008) | \$ 2,495 | \$ 2,495 |
| Sewer System Maintenance | 08005 | 62501 | \$ 200 | Water | \$ 200 | \$ - |
| Wastewater Treatment | 08006 | 61501 | \$ 4,025 | Regular overtime | \$ 4,025 | \$ - |
| Wastewater Treatment | 08006 | 61502 | \$ 20 | Double overtime | \$ 20 | \$ - |
| Wastewater Treatment | 08006 | 62311 | \$ 10,164 | 1-year maintenance contract for new WEDECO UV system | \$ 10,164 | \$ 10,164 |
| Wastewater Treatment | 08006 | 62760 | \$ 44,076 | UV Disinfection System Bulbs and Blades - 4 year cycle | \$ 44,076 | \$ 44,076 |
| TOTAL Sewer Fund Requested | | | \$ 68,280 | | TOTAL Sewer Fund Included | \$ 56,735 |
| <u>Water Fund</u> | | | | | | |
| Water Administration | 05000 | 62103 | \$ 4,290 | Support of the Econics Software | \$ 4,290 | \$ - |
| Water Administration | 05000 | 62310 | \$ 500 | Safety program equipment | \$ 500 | \$ - |
| Water Administration | 05000 | 62340 | \$ 5,350 | Demolish former YMCA on White Brook well site land (Arch St) | \$ 5,350 | \$ - |
| Water Administration | 05000 | 62447 | \$ 2,899 | Reflect 5-year average for public awareness | \$ 2,899 | \$ - |
| Water Administration | 05000 | 62733 | \$ 600 | Reflect 5-year average for tools | \$ 600 | \$ - |
| Water Administration | 05000 | 62755 | \$ 600 | New employee rain and winter gear | \$ 600 | \$ - |
| Water Main/Trench Repairs | 05001 | 62760 | \$ 3,000 | Compactor for road patching after trench repairs | \$ 3,000 | \$ 3,000 |
| Water Supply | 05002 | 62503 | \$ 17,522 | Electricity | \$ 17,522 | \$ - |
| Water Hydrants | 05003 | 62340 | \$ 576 | Quarterly hydrant payments to No. Swanzey (new account code) | \$ 576 | \$ - |
| Water Hydrants | 05003 | 62760 | \$ 5,000 | Increased cost of repairing and replacing 900+ fire hydrants | \$ 5,000 | \$ 5,000 |
| Water Meters | 05004 | 62306 | \$ 725 | Software maintenance | \$ 725 | \$ - |
| Water Meters | 05004 | 62760 | \$ 117,311 | Replace meter reading device; restore meter replacement cycle | \$ 117,311 | \$ 50,000 |
| Water Services | 05005 | 62760 | \$ 2,225 | Reflect 5-year average for curb stops | \$ 2,225 | \$ - |
| Water Treatment Facility | 05006 | 62503 | \$ 3,135 | Electricity | \$ 3,135 | \$ - |
| Water System Maintenance | 05008 | 62311 | \$ 10,000 | Cost of maintaining water system stations and wells | \$ 10,000 | \$ 10,000 |
| Water System Maintenance | 05008 | 62435 | \$ 2,500 | SCADA training for electrician (shared CC 08005) | \$ 2,500 | \$ 2,500 |
| TOTAL Water Fund Requested | | | \$ 176,233 | | TOTAL Water Fund Included | \$ 70,500 |
| TOTAL Other Funds Requested | | | \$ 244,513 | | TOTAL Other Funds Included | \$ 127,235 |
| GRAND TOTAL - ALL FUNDS REQUESTED | | | \$ 307,566 | | GRAND TOTAL - ALL FUNDS - RECOMMENDED | \$ 162,288 |

CITY OF KEENE, NEW HAMPSHIRE

PROPERTY TAX RATE CALCULATION & PROJECTION

FY 2018 / 2019 Proposed Operating Budget

| | Actual 16/17 | Revised Budget 17/18 | Estimate | Base | Dept Request Supplemental 18/19 | Total | CM Recommended | Projection FY 19/20 | Projection FY 20/21 |
|---|-----------------|----------------------------|---------------|---------------|---------------------------------------|---------------|-------------------|---------------------------|---------------------------|
| | | | | | | | | | |
| PROPERTY TAX CALCULATION: | | | | | | | | | |
| Assessed Value (in thousands) for local tax calc. | 1,788,633.815 | 1,796,036.300 | 1,796,036.300 | 1,796,036.300 | 1,796,036.300 | 1,796,036.300 | 1,796,036.300 | 1,796,036.300 | 1,796,036.300 |
| Assessed Value (in thousands) for state tax calc. | 1,715,079.215 | 1,717,122.300 | 1,717,122.300 | 1,717,122.300 | 1,717,122.300 | 1,717,122.300 | 1,717,122.300 | 1,717,122.300 | 1,717,122.300 |
| Tax Rate: | | | | | | | | | |
| City | \$14.02 | \$14.06 | \$14.06 | \$14.41 | \$0.04 | \$14.45 | \$14.43 | \$14.91 | \$15.39 |
| Local Education | 16.36 | \$17.26 | 17.26 | 17.65 | | 17.65 | 17.65 | 18.01 | \$18.37 |
| State Education | 2.43 | \$2.36 | 2.36 | 2.23 | | 2.23 | 2.24 | 2.28 | \$2.32 |
| County | 3.58 | \$3.54 | 3.54 | 4.10 | | 4.10 | 4.10 | 4.18 | 4.26 |
| TOTAL TAX RATE | \$36.39 | \$37.22 | \$37.22 | \$38.40 | \$0.04 | \$38.43 | \$38.42 | \$39.37 | \$40.35 |
| | | 2.28% | | 3.17% | | 3.26% | 3.23% | 2.48% | 2.47% |
| <i>Property Tax Rate Increase</i> | | | | | | | | | |
| Total Property Taxes to be raised | \$64,909,646 | \$66,662,235 | \$66,662,235 | \$68,786,479 | | \$68,849,532 | \$68,821,532 | \$70,538,777 | \$72,283,450 |
| LESS: Local Education | (29,254,779) | (30,997,133) | (30,997,133) | (31,704,012) | | (31,704,012) | (31,704,012) | (32,338,092) | (32,984,854) |
| State Education | (4,167,984) | (4,046,103) | (4,046,103) | (3,835,156) | | (3,835,156) | (3,835,156) | (3,911,859) | (3,990,096) |
| County | (6,406,066) | (6,357,101) | (6,357,101) | (7,362,209) | | (7,362,209) | (7,362,209) | (7,509,453) | (7,659,642) |
| Gross City Property Tax | 25,080,817 | 25,261,898 | 25,261,898 | 25,885,102 | 63,053 | 25,948,155 | 25,920,155 | 26,779,373 | 27,648,857 |
| LESS: War Service Credits | (229,775) | (228,700) | (228,700) | (228,700) | | (228,700) | (228,700) | (228,700) | (228,700) |
| Tax Overlay | (298,930) | (3,599) | (3,599) | (300,000) | | (300,000) | (300,000) | (300,000) | (300,000) |
| NET PROPERTY TAX RAISED | \$24,552,112 | \$25,029,599 | \$25,029,599 | \$25,356,402 | \$63,053 | \$25,419,455 | \$25,391,455 | \$26,250,673 | \$27,120,157 |
| | | 0.72% | | 2.47% | | 2.72% | 2.61% | 3.31% | 3.25% |
| <i>Gross City Property Tax change</i> | | | | | | | | | |
| | | 1.94% | | 1.31% | | 1.56% | 1.45% | 3.38% | 3.31% |
| <i>Net Property Tax change</i> | | | | | | | | | |

CITY OF KEENE, NEW HAMPSHIRE

PROPERTY TAX RATE CALCULATION & PROJECTION

FY 2018 / 2019 Proposed Operating Budget

| | Actual 16/17 | Revised Budget 17/18 | Estimate 17/18 | Base | Dept Request Supplemental 18/19 | Total | CM Recommended | Projection FY 19/20 | Projection FY 20/21 |
|--|-----------------|----------------------------|-------------------|---------------|---------------------------------------|---------------|-------------------|---------------------------|---------------------------|
| General Fund Revenue: | | | | | | | | | |
| Property Tax Revenue | \$24,742,331 | \$25,029,599 | \$25,033,483 | 326,803 | | \$25,356,402 | \$361,856 | \$ 859,218 | \$ 869,484 |
| Use of (addition to) Surplus | | 3,333,522 | | \$25,356,402 | \$ 63,053 | \$25,419,455 | \$25,391,455 | \$26,250,673 | 27,120,157 |
| Other Taxes | 454,648 | 446,900 | 572,678 | 882,403 | 0 | 882,403 | 882,403 | 900,000 | 870,000 |
| Tax Increment Financing | 66,109 | 463,270 | 463,270 | 448,000 | 0 | 448,000 | 448,000 | 450,240 | 452,491 |
| Licenses, Permits & Fees | 3,775,470 | 3,497,363 | 3,862,717 | 628,685 | 0 | 628,685 | 628,685 | 852,155 | 853,625 |
| Intergovernmental | 2,655,476 | 3,127,984 | 3,111,096 | 3,657,935 | 0 | 3,657,935 | 3,657,935 | 3,694,514 | 3,722,223 |
| Charges for Services | 1,854,651 | 1,759,402 | 1,942,348 | 2,705,635 | 0 | 2,705,635 | 2,705,635 | 2,732,691 | 2,746,355 |
| Fines & Forfeits | 85,640 | 86,746 | 89,977 | 1,842,673 | 0 | 1,842,673 | 1,842,673 | 1,875,288 | 1,903,418 |
| Miscellaneous | 1,656,158 | 1,322,533 | 1,408,530 | 89,821 | 0 | 89,821 | 89,821 | 90,719 | 91,626 |
| Other Financing Sources | 2,199,999 | 3,053,221 | 2,410,413 | 2,573,287 | 0 | 2,573,287 | 2,573,287 | 1,631,153 | 1,635,231 |
| Sale of Bonds | 3,638,000 | 2,757,500 | 2,757,000 | 3,079,971 | 0 | 3,079,971 | 3,079,971 | 2,710,566 | 2,209,873 |
| TOTAL GENERAL FUND REVENUE | \$41,128,483 | \$44,878,041 | \$41,651,512 | 2,766,000 | - | 2,766,000 | 2,766,000 | 2,817,133 | 2,807,647 |
| LESS: Sale of Bonds | (3,638,000) | (2,757,500) | (2,757,000) | \$44,030,812 | \$63,053 | \$44,093,865 | \$44,065,865 | \$44,005,134 | \$44,412,647 |
| TOTAL GF OPERATING REVENUE | \$37,490,483 | \$42,120,541 | \$38,894,512 | (2,766,000) | - | (2,766,000) | (2,766,000) | (2,817,133) | (2,807,647) |
| TOTAL GENERAL FUND EXPENDITURES | \$ 40,232,745 | \$ 44,878,040 | \$ 43,128,472 | \$44,030,812 | \$63,053 | \$44,093,865 | \$ 44,065,865 | \$ 44,005,134 | \$ 44,412,647 |
| LESS: Capital Funded by LT Debt | (3,638,000) | (2,757,500) | (2,757,000) | (2,766,000) | - | (2,766,000) | (2,766,000) | (2,817,133) | (2,807,647) |
| TOTAL GF OPERATING EXPENDITURES | \$36,594,745 | \$42,120,540 | \$40,371,472 | \$ 41,264,812 | \$ 63,053 | \$ 41,327,865 | \$41,299,865 | \$ 41,188,001 | \$ 41,605,000 |

**CITY OF KEENE, NEW HAMPSHIRE
GENERAL FUND EXPENDITURES
FY 2018 / 2019 Proposed Operating Budget**

| | Actual 16/17 | Revised Budget 17/18 | Estimate 17/18 | Dept Request Base 18/19 | Supplemental | Total | CM Recommended FY 2018-19 | Projection FY 19/20 | Projection FY 20/21 |
|--|-----------------|----------------------------|-------------------|-------------------------------|--------------|---------------|---------------------------------|---------------------------|---------------------------|
| ELECTED & APPOINTED OFFICIALS | | | | | | | | | |
| Mayor & City Council | \$ 159,500 | \$ 164,712 | \$ 168,427 | \$ 152,882 | | \$ 152,882 | \$ 152,882 | \$ 155,405 | \$ 157,969 |
| Outside Agencies | 253,000 | 255,500 | 255,500 | 255,500 | 32,550 | 288,050 | 260,050 | 260,050 | 260,050 |
| Unclassified | 66,833 | 75,091 | 80,257 | 69,312 | 15,650 | 84,962 | 84,962 | 86,364 | 87,789 |
| Employee Benefits | 690,076 | 490,978 | 306,559 | 672,479 | | 672,479 | 672,479 | 879,204 | 812,246 |
| Risk Management | 295,399 | 295,466 | 295,165 | 286,127 | | 286,127 | 286,127 | 290,848 | 295,647 |
| City Manager | 289,974 | 299,587 | 291,006 | 446,552 | | 446,552 | 446,552 | 453,920 | 461,410 |
| City Attorney | 305,711 | 342,063 | 346,209 | 352,184 | | 352,184 | 352,184 | 357,995 | 363,902 |
| City Clerk | 561,099 | 588,951 | 581,810 | 605,610 | | 605,610 | 605,610 | 615,603 | 625,760 |
| TOTAL LEGISLATIVE BODY | \$ 2,621,592 | \$ 2,512,347 | \$ 2,324,933 | \$ 2,840,646 | \$ 48,200 | \$ 2,888,846 | \$ 2,860,846 | \$ 3,099,388 | \$ 3,064,772 |
| ADMINISTRATIVE SERVICES | | | | | | | | | |
| Assessment | \$ 437,566 | \$ 478,100 | \$ 477,522 | \$ 493,226 | | \$ 493,226 | \$ 493,226 | \$ 503,091 | \$ 513,152 |
| Finance | 1,511,335 | 1,604,993 | 1,501,188 | 1,594,417 | | 1,594,417 | 1,594,417 | 1,626,305 | 1,658,831 |
| Human Resources | 297,389 | 356,901 | 356,359 | 368,320 | | 368,320 | 368,320 | 375,686 | 383,200 |
| Information Technology | 1,186,863 | 1,324,092 | 1,323,583 | 1,296,484 | | 1,296,484 | 1,296,484 | 1,322,414 | 1,348,862 |
| Debt Service | 4,504,973 | 4,897,288 | 4,897,288 | 4,533,629 | | 4,533,629 | 4,533,629 | 4,849,286 | 4,580,387 |
| TOTAL ADMIN. SERVICES | \$ 7,938,126 | \$ 8,661,374 | \$ 8,555,940 | \$ 8,286,076 | \$ - | \$ 8,286,076 | \$ 8,286,076 | \$ 8,676,782 | \$ 8,484,433 |
| COMMUNITY SERVICES | | | | | | | | | |
| Fire | \$ 6,427,769 | \$ 6,689,214 | \$ 6,832,278 | \$ 7,016,898 | | \$ 7,016,898 | \$ 7,016,898 | \$ 7,192,320 | \$ 7,372,128 |
| Human Services | 702,670 | 726,533 | 717,429 | 725,362 | | 725,362 | 725,362 | 743,496 | 762,083 |
| Library | 1,357,082 | 1,418,679 | 1,417,694 | 1,426,396 | | 1,426,396 | 1,426,396 | 1,462,769 | 1,500,070 |
| Parks, Recreation and Facilities | 2,812,031 | 3,143,289 | 3,015,170 | 3,457,315 | 3,500 | 3,460,815 | 3,460,815 | 3,765,802 | 3,853,220 |
| Police | 6,821,337 | 7,506,853 | 7,017,046 | 7,587,103 | | 7,587,103 | 7,587,103 | 7,776,781 | 7,971,200 |
| Youth Services | 114,903 | 129,141 | 112,719 | 114,836 | | 114,836 | 114,836 | 117,707 | 120,650 |
| TOTAL COMMUNITY SVCS | \$ 18,235,792 | \$ 19,613,708 | \$ 19,112,336 | \$ 20,327,910 | \$ 3,500 | \$ 20,331,410 | \$ 20,331,410 | \$ 21,058,875 | \$ 21,579,351 |
| MUNICIPAL DEVELOPMENT SVCS | | | | | | | | | |
| Airport | \$ 614,614 | \$ 623,536 | \$ 623,004 | \$ 643,835 | | \$ 643,835 | \$ 643,835 | \$ 658,643 | \$ 673,792 |
| Community Development | | 1,720,747 | 1,582,763 | 1,634,322 | | 1,634,322 | 1,634,322 | 1,671,911 | 1,710,365 |
| Health & Code Enforcement | 844,551 | | | | | | | | |
| Planning | 503,593 | | | | | | | | |
| Public Works | 4,132,353 | 4,539,316 | 4,468,769 | 4,424,131 | 11,353 | 4,435,484 | 4,435,484 | 4,537,500 | 4,641,863 |
| TOTAL MUN. DEV. SVCS | \$ 6,095,111 | \$ 6,883,600 | \$ 6,674,536 | \$ 6,702,288 | \$ 11,353 | \$ 6,713,641 | \$ 6,713,641 | \$ 6,868,055 | \$ 7,026,020 |
| CAPITAL PROJECTS: | | | | | | | | | |
| 5,342,124 | 7,207,011 | 6,460,727 | 5,873,892 | | | 5,873,892 | 5,873,892 | 4,302,034 | 4,258,071 |
| \$ 40,232,745 | \$ 44,878,040 | \$ 43,128,472 | \$ 44,030,812 | | | \$ 44,093,865 | \$ 44,065,865 | \$ 44,005,134 | \$ 44,412,647 |
| (3,638,000) | (2,757,500) | (2,757,500) | (2,766,000) | | | (2,766,000) | (2,766,000) | (2,817,133) | (2,807,647) |
| \$ 36,594,745 | \$ 42,120,540 | \$ 40,370,972 | \$ 41,264,812 | \$ 63,053 | \$ 63,053 | \$ 41,327,865 | \$ 41,299,865 | \$ 41,188,001 | \$ 41,605,000 |
| GENERAL FUND OPERATING EXP | | | | | | | | | |

TAXES

- 41105 - **NET PROPERTY TAX:** taxes assessed to property owners based on property valuation
- 41110 - **IN LIEU OF TAX:** voluntary payments from owners of real estate with real property tax-exempt status
- 41115 - **TIMBER YIELD TAX:** yield tax assessed on the stumpage value at the time of cutting for the purpose of encouraging forest conservation
- 41116 - **EXCAVATION TAX:** taxes assessed for the excavation of earth to be removed.
- 41120 - **LAND USE CHANGE TAX:** taxes assessed on property no longer qualifying for open space assessment
- 41125 - **TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

LICENSES/PERMITS/FEES

- 42105 - **HEALTH:** fees charged for food licenses
- 42110 - **CITY CLERK STATE FEES:** State fees collected by the City Clerk for marriage licenses and death, birth and marriage certified copies
- 42115 - **CITY CLERK LICENSES:** licenses for all amusement machines, periodic events, public amusements, employment offices, lodging houses, raffles, carnivals, sidewalk obstructions, public ways, temporary signs on right of way, charitable and commercial solicitation, hawkers and peddlers
- 42116 - **HAZ MAT STORAGE PERMITS:** permit fees to store hazardous materials
- 42120 - **DOG LICENSES:** fees for all dog licenses
- 42201 - **FIRE ALARM ACCESS APPLICATION FEE:** application fee for first time fire alarm panel access
- 42202 - **FIRE ALARM ACCESS PERMIT:** permit fee for access to fire alarm panels
- 42205 - **FIRE PERMITS:** permit fees for suppression, sprinkler, alarm, and detection systems, storage tanks and other miscellaneous inspections
- 42205 - **BUILDING PERMITS:** fees for new construction and additions, alterations, sign permits and mobile home parks
- 42210 - **PISTOL PERMITS:** fee for annual permit to carry a concealed weapon in the State of NH
- 42215 - **MOTOR VEHICLE PERMITS:** City portion of vehicle registration fees
- 42301 - **NSF CHECK FEES:** fee charged to the customer for returned checks
- 42306 - **MISC FEES & CHARGES:** money received for financing statements, copies of city code, voter certificates, check lists, zoning maps, ward maps, incorporation papers, general copies, vital record search, publications, notaries, dog registration late fees, replacement dog tags, affidavit of paternity (AOP), vital records amendments (VSX), vital records amendments older than 6 months (VSCR)
- 42315 - **MAIL-IN & E-REGISTRATION FEES:** fees received for mail-in and E-Reg motor vehicle registrations
- 42316 - **MUNICIPAL AGENT FEES:** additional fee charged to issue, renew or transfer a motor vehicle registration
- 42218 - **TRANSPORTATION IMPROVEMENT FUND:** fees charge on registrations for road improvements
- 42330 - **SITE PLAN APPLICATIONS:** fees received from site plan applications
- 42331 - **SUBDIVISION APPLICATIONS:** fees received from subdivision applications
- 42332 - **MINOR AMENDMENTS APPLICATION:** fees received from minor amendments applications
- 42333 - **VOLUNTARY MERGER:** fees received for voluntary mergers

- 42334 - **CONDITIONAL USE APPLICATION:** fees received from conditional use applications
- 42335 - **DRIVEWAY CURB CUT APPLICATIONS:** fees received from driveway curb cut applications
- 42337 - **ZBA FEES:** fees received for ZBA zoning petition fees

INTERGOVERNMENTAL

- 43201 - **FLOOD CONTROL:** State funds distributed to flood-prone communities
- 43202 - **AERONAUTICAL FUND:** funds from operating budget of State Aeronautic Department plus a quarter of the registration fees of locally-based aircraft
- 43203 - **HIGHWAY BLOCK GRANT:** State funds for maintenance of highways
- 43204 - **ROOMS & MEALS:** State funds distributed to municipalities
- 43207 - **STATE BOND REIMBURSEMENT:** the State's portion of the bond
- 43208 - **KEENE STATE COLLEGE:** funds to defray cost of extra community police patrol
- 43305 - **YOUTH SVCS/EARN IT GRANTS:** grant funding to supplement Youth Services and Earn-It operations
- 43401 - **KEENE SCHOOL DISTRICT:** fees received for police officer on duty at Keene High School
- 43403 - **OTHER TOWNS:** ambulance stand-by fees paid by contract towns

CHARGES FOR SERVICES

- 44109 - **DIRECT REIMBURSEMENT:** miscellaneous reimbursements for services provided by various departments
- 44109 - **DIRECT REIMBURSEMENT (PW Admin):** reimbursement for downtown maintenance from parking fund
- 44111 - **PRK/REC-PROGRAMS:** fees raised by programs
- 44112 - **PRK/REC-EQUIPMENT RENTAL:** fees charged for rental of recreation equipment
- 44113 - **FIRE REPORT FEES:** fire report copies
- 44113 - **AMBULANCE REPORT FEES:** ambulance report copies
- 44113 - **POLICE REPORT FEES:** accident and investigative report copies
- 44114 - **POLICE PHOTOS/VCR FEES:** investigative photos and video copies
- 44115 - **PW INSPECTION FEE:** charge for job inspection
- 44116 - **PW PUBLIC WAY IMPEDIMENT FEE:** charge for encumbrances or obstacles placed on roads and sidewalks during construction projects
- 44117 - **PW EXCAVATION FEES:** charge for excavating in City of Keene
- 44122 - **CEMETERY INTERMENT:** tomb service and burials
- 44123 - **AMBULANCE SERVICE BILLINGS:** user charges for ambulance services
- 44124 - **FIRE MASTER BOX:** false alarm response fees and system hookups
- 44131 - **REPAIRS:** money received for shrub, rose or lilac permits and repairs caused by vandalism
- 44134 - **DETAIL CHARGES:** charge for police officer and cruiser details
- 44135 - **RECORD CENTER CHARGES:** income from outside client use of records facility
- 44138 - **SSI INTERIM ASSISTANCE:** money received as reimbursement from State of NH for interim assistance provided by the City of Keene
- 44139 - **MEDICAID REIMBURSEMENTS:** money received as reimbursement from Medicaid for interim assistance provided by the City of Keene
- 44140 - **PD CRIMINAL RECORDS CHECK:** fees for processing criminal records checks
- 44141 - **PD DISCOVERIES:** fees for discoveries
- 44142 - **PD INSURANCE REQUESTS:** fees for insurance requests
- 44143 - **PD LOG SEARCH:** fees for log search
- 44144 - **PD FINGERPRINT FEES:** fees for fingerprinting

- 44146 - **PD SPECIAL SEARCH & MISC:** fees for special search & miscellaneous
- 44201 - **LIBRARY FACILITY RENTAL:** meeting room rental
- 44203 - **PRK/REC-FACILITY RENTAL:** fees for use of Recreation Center and park facilities
- 44301 - **RECREATION CAMPGROUNDS:** fees for use of campsites
- 44302 - **PRK/REC-BALLFIELD USER FEES:** fees for field preparations
- 44303 - **PRK/REC-BALLFIELD LIGHTS:** fees for use of outdoor lighting
- 44304 - **RECREATION POOLS:** pool admittance fees
- 44401 - **LIBRARY NON-RESIDENT FEES:** library cards for non-residents
- 44501 - **AIRPORT GENRL AVIATN LNDNG FEE:** all aircraft over 12,500 pounds assessed \$15 landing fee
- 44505 - **AIRPORT RGR FEES:** percentage of recognized gross revenues from privately-owned and operated airport concerns
- 44506 - **AIRPORT FUELING FEES:** aviation fuels at airport

FINES AND FORFEITS

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

MISCELLANEOUS

- 41605 - **INTEREST ON TAXES:** interest charged upon all taxes not paid on or before due date (twelve percent on delinquent taxes and eighteen percent on liens)
- 46000 - **MISCELLANEOUS:** money received not accounted for elsewhere by various departments
- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103 - **INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old for various departments
- 46105 - **OTHER LOANS:** library renovation NMTC financing development loan interest
- 46107 - **GRANT MATCH TRANSFER:** return of grant match from special revenue fund
- 46301 - **CITY HALL:** rental income from city hall space leased for retail usage
- 46304 - **TRANSPORTATION CENTER:** rent & utilities from transportation center & retail space
- 46306 - **AIRPORT T-HANGAR:** rents paid for use of municipal t-hangar building
- 46307 - **AIRPORT BUILDING:** rental of office space in terminal
- 46308 - **AIRPORT LAND:** rental income from land leased to private concerns
- 46311 - **FUEL FARM LEASE:** payments made to City by airport FBO for lease of fuel farm
- 46312 - **AIRPORT WWTP INCOME:** rental of airport property to wastewater treatment plant
- 46317 - **350 MARLBORO RENTS:** rental income from space leased to private concerns

- 46318 - **KEENE DISTRICT COURT:** rental income from space leased to the State of NH for the district court
- 46401 - **CEMETERY TRUST FUND:** income on trust funds for the maintenance of cemetery lots
- 46402 - **CEMETERY IMPROV TRUST FUND:** reimbursement for miscellaneous cemetery signage
- 46403 - **CHARITABLE TRUST FUND:** income from various funds distributed for "relief and comfort" in the holiday season
- 46404 - **DELUGE HOSE TRUST FUND:** income from Milan Jones trust to provide assistance to, or provide flowers on Memorial Day for, members of the Deluge Hose Company
- 46405 - **DOWNTOWN MEM TREE TRUST FUND:** income to maintain and principal to replace specific trees planted in the downtown area
- 46406 - **FLOWER TRUST FUND:** income from various funds for the purchase of flowers for cemetery lots on Memorial Day and/or special dates
- 46407 - **LIBRARY TRUST FUNDS:** income from trusts for maintenance of the Library and the purchase of books and materials
- 46408 - **PARKS & RECREATION TRUST FUNDS:** income from various trust funds to help offset costs of park maintenance
- 46410 - **SUMNER KNIGHT CHAPEL TRUST FUND:** money received for rental fees
- 47303 - **SALE OF SURPLUS EQUIPMENT:** money received from the sale of surplus equipment
- 47304 - **MAPS, BLUEPRINTS, ETC:** money received from the sale of copies of maps, blueprints, etc
- 47305 - **COPIES:** City maps, roll paper, tax maps, computer printouts, Chamber of Commerce maps, tax fax

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

GENERAL FUND

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 41105 - NET PROPERTY TAX | 24,352,010 | 24,742,331 | 25,029,599 | 25,033,483 | 25,419,454 | 25,391,454 |
| 41110 - IN LIEU OF TAX | 412,492 | 433,772 | 431,900 | 440,000 | 440,000 | 440,000 |
| 41115 - TIMBER YIELD TAX | 14,696 | 20,875 | 15,000 | 7,500 | 8,000 | 8,000 |
| 41120 - LAND USE CHANGE TAX | 2,020 | 0 | 0 | 125,178 | 0 | 0 |
| 41125 - TAX INCREMENT FINANCING | 66,446 | 66,109 | 463,270 | 463,270 | 628,685 | 628,685 |
| 41000 - TAXES | 24,847,665 | 25,263,088 | 25,939,769 | 26,069,431 | 26,496,139 | 26,468,139 |
| 42105 - HEALTH | 51,595 | 49,860 | 51,900 | 51,900 | 51,900 | 51,900 |
| 42110 - CLERK - STATE | 31,897 | 31,188 | 28,500 | 28,500 | 29,500 | 29,500 |
| 42115 - CLERK - CITY | 12,405 | 12,366 | 11,250 | 11,250 | 12,000 | 12,000 |
| 42116 - HAZ MAT STORAGE PERMITS | 17,400 | 17,525 | 17,000 | 17,000 | 18,000 | 18,000 |
| 42120 - DOGS | 14,102 | 14,206 | 12,200 | 12,200 | 13,000 | 13,000 |
| 42201 - FIRE ALARM ACCESS APP FEE | 0 | 240 | 0 | 0 | 0 | 0 |
| 42202 - FIRE ALARM ACCESS PERMIT | 5,070 | 4,875 | 5,000 | 9,345 | 9,500 | 9,500 |
| 42205 - PERMITS | 274,042 | 312,391 | 307,111 | 520,203 | 279,000 | 279,000 |
| 42210 - PISTOL PERMITS | 3,000 | 2,270 | 2,673 | 531 | 410 | 410 |
| 42215 - MOTOR VEHICLE PERMITS | 3,005,853 | 3,128,771 | 2,876,504 | 3,025,911 | 3,050,000 | 3,050,000 |
| 42218 - TRANSPORTATION IMP FUND | 100,097 | 97,972 | 100,000 | 100,000 | 100,000 | 100,000 |
| 42301 - NSF CHECK FEE | 2,849 | 2,450 | 2,600 | 1,919 | 2,300 | 2,300 |
| 42306 - MISC FEES & CHARGES | 8,344 | 13,072 | 8,700 | 8,700 | 17,400 | 17,400 |
| 42315 - MAIL-IN & E-REG FEES | 4,652 | 4,705 | 4,800 | 4,650 | 4,800 | 4,800 |
| 42316 - MUNICIPAL AGENT FEES | 56,930 | 57,231 | 56,500 | 58,083 | 57,000 | 57,000 |
| 42330 - SITE PLAN APPLICATIONS | 5,477 | 19,138 | 6,500 | 6,675 | 6,500 | 6,500 |
| 42331 - SUBDIVISION APPLICATIONS | 1,902 | 2,786 | 1,500 | 1,500 | 1,500 | 1,500 |
| 42332 - MINOR AMENDMENTS APPPL. | 1,350 | 1,950 | 750 | 1,000 | 750 | 750 |
| 42333 - VOLUNTARY MERGER | 50 | 150 | 75 | 50 | 75 | 75 |
| 42334 - CONDITIONAL USE APPLICAT. | 0 | 0 | 500 | 0 | 500 | 500 |
| 42335 - DRIVEWAY CURB CUT APPS. | 550 | 200 | 300 | 300 | 300 | 300 |
| 42337 - ZBA FEES | 4,054 | 2,125 | 3,000 | 3,000 | 3,500 | 3,500 |
| 42000 - LICENSES/PERMITS/FEES | 3,601,619 | 3,775,470 | 3,497,363 | 3,862,717 | 3,657,935 | 3,657,935 |
| 43201 - FLOOD CONTROL | 23,395 | 20,438 | 50,398 | 49,459 | 49,450 | 49,450 |
| 43202 - AERONAUTICAL | 16,039 | 20,031 | 18,500 | 18,500 | 18,500 | 18,500 |
| 43203 - HIGHWAY | 485,270 | 485,473 | 910,665 | 910,665 | 493,400 | 493,400 |
| 43204 - ROOMS & MEALS | 1,132,110 | 1,217,759 | 1,193,062 | 1,193,062 | 1,193,062 | 1,193,062 |
| 43208 - KEENE STATE COLLEGE | 607,127 | 620,284 | 631,619 | 629,797 | 634,833 | 634,833 |
| 43305 - EARN IT / CHINS ABIP /JCC | 23,100 | 23,100 | 23,100 | 23,100 | 23,100 | 23,100 |
| 43401 - KEENE SCHOOL DISTRICT | 84,658 | 86,330 | 92,098 | 92,098 | 95,875 | 95,875 |
| 43403 - OTHER TOWNS | 152,910 | 182,062 | 208,542 | 194,415 | 197,415 | 197,415 |
| 43000 - INTERGOVERNMENTAL | 2,524,610 | 2,655,476 | 3,127,984 | 3,111,096 | 2,705,635 | 2,705,635 |
| 44109 - DIRECT REIMBURSEMENT | 352,706 | 296,547 | 244,218 | 443,659 | 254,038 | 254,038 |
| 44111 - PROGRAMS | 103,039 | 118,431 | 112,500 | 112,500 | 116,300 | 116,300 |
| 44112 - EQUIPMENT CHARGES | 300 | 500 | 0 | 2,500 | 2,500 | 2,500 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 44113 - REPORTS | 1,287 | 977 | 1,105 | 905 | 1,073 | 1,073 |
| 44114 - PHOTOS/TAPES | 215 | 549 | 233 | 489 | 332 | 332 |
| 44115 - INSPECTION SERVICES | 0 | 210 | 10,500 | 2,500 | 11,500 | 11,500 |
| 44116 - PUBLIC WAY IMPEDIMENT | 300 | 510 | 200 | 800 | 500 | 500 |
| 44117 - EXCAVATION | 800 | 1,700 | 1,500 | 2,000 | 1,500 | 1,500 |
| 44122 - INTERMENTS | 31,028 | 41,700 | 25,500 | 31,000 | 32,000 | 32,000 |
| 44123 - AMBULANCE SVCS | 931,521 | 1,008,569 | 975,000 | 1,040,000 | 1,100,000 | 1,100,000 |
| 44124 - FIRE MASTER BOX | 73,440 | 77,112 | 76,296 | 76,296 | 76,296 | 76,296 |
| 44131 - REPAIRS | 145 | 20 | 0 | 15 | 0 | 0 |
| 44134 - DETAIL CHARGES | 63,269 | 115,105 | 96,593 | 39,381 | 35,021 | 35,021 |
| 44135 - RECORDS CENTER CHARGES | 17,834 | 22,133 | 21,643 | 21,870 | 22,308 | 22,308 |
| 44138 - SSI INTERIM ASSISTANCE | 8,940 | 7,195 | 6,700 | 3,500 | 3,500 | 3,500 |
| 44139 - MEDICAID REIMBURSEMENTS | 884 | 0 | 0 | 0 | 250 | 250 |
| 44140 - PD CRIMINAL RECORDS CHECK | 100 | 80 | 99 | 51 | 100 | 100 |
| 44141 - PD DISCOVERIES | 390 | 280 | 254 | 326 | 334 | 334 |
| 44142 - PD ACCIDENT REPORTS | 6,090 | 4,995 | 6,058 | 6,506 | 6,120 | 6,120 |
| 44143 - PD LOG SEARCH | 50 | 1 | 0 | 5 | 0 | 0 |
| 44144 - PD FINGERPRINT FEES | 7,485 | 5,570 | 5,805 | 5,931 | 6,151 | 6,151 |
| 44146 - PD SPECIAL SEARCH & MISC | 25 | 50 | 23 | 0 | 0 | 0 |
| 44201 - LIBRARY | 1,740 | 1,870 | 2,500 | 1,750 | 1,750 | 1,750 |
| 44203 - RECREATION CENTER | 26,060 | 21,976 | 30,500 | 19,800 | 28,000 | 28,000 |
| 44205 - SUMNER KNIGHT CHAPEL FEE | 85 | 0 | 0 | 0 | 0 | 0 |
| 44301 - CAMPGROUNDS | 20,778 | 18,866 | 25,300 | 19,709 | 25,000 | 25,000 |
| 44302 - BALL FIELDS | 8,238 | 3,717 | 8,200 | 7,398 | 8,200 | 8,200 |
| 44303 - BALL FIELD LIGHTS | 5,285 | 6,190 | 7,000 | 6,850 | 6,900 | 6,900 |
| 44304 - POOLS | 20,382 | 20,334 | 24,000 | 19,407 | 23,000 | 23,000 |
| 44401 - LIBRARY NON RESIDENT FEE | 18,220 | 18,374 | 21,000 | 20,000 | 20,000 | 20,000 |
| 44501 - LANDING FEES | 4,660 | 13,320 | 12,900 | 12,852 | 13,000 | 13,000 |
| 44502 - RAMP FEES | 420 | 0 | 0 | 0 | 0 | 0 |
| 44504 - READY CAR SPACES | 600 | 350 | 0 | 0 | 0 | 0 |
| 44505 - GROSS REVENUE PERCENTAGE | 7,013 | 12,813 | 12,275 | 12,598 | 13,000 | 13,000 |
| 44506 - FUELING FEES | 24,149 | 34,608 | 31,500 | 31,750 | 34,000 | 34,000 |
| 44000 - CHARGES FOR SERVICES | 1,737,477 | 1,854,651 | 1,759,402 | 1,942,348 | 1,842,673 | 1,842,673 |
| 45103 - GENERAL VIOLATIONS - STG1 | 0 | (12) | 0 | 0 | 0 | 0 |
| 45105 - COURT FINES | 40,294 | 44,295 | 40,100 | 41,617 | 42,771 | 42,771 |
| 45106 - LIBRARY OVERDUE FINES | 26,167 | 24,172 | 28,000 | 28,000 | 28,000 | 28,000 |
| 45107 - FALSE ALARM FINES | 7,320 | 6,810 | 8,277 | 9,283 | 8,615 | 8,615 |
| 45201 - FIRE CODE VIOLATIONS | 270 | 875 | 300 | 315 | 300 | 300 |
| 45202 - BUILDING CODE VIOLATIONS | 1,190 | 1,375 | 500 | 125 | 500 | 500 |
| 45203 - HEALTH CODE VIOLATIONS | 0 | 0 | 0 | 0 | 0 | 0 |
| 45302 - DOG FORFEITURE | 2,750 | 3,318 | 3,016 | 3,343 | 3,509 | 3,509 |
| 45304 - LOST LIBRARY MATERIALS | 3,665 | 3,004 | 4,000 | 4,000 | 4,000 | 4,000 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 45305 - SALE EVIDENCE/FOUND PROP | 1,387 | 1,804 | 2,554 | 3,294 | 2,126 | 2,126 |
| 45000 - FINES & FORFEITS | 83,044 | 85,640 | 86,746 | 89,977 | 89,821 | 89,821 |
| 41605 - INTEREST: TAXES | 417,754 | 557,627 | 410,000 | 409,976 | 410,000 | 410,000 |
| 46000 - MISCELLANEOUS | 1,034 | 1,407 | 800 | 286 | 300 | 300 |
| 46101 - INTEREST EARNINGS | 71,117 | 145,394 | 99,000 | 225,000 | 275,000 | 275,000 |
| 46103 - INTEREST: A/R | (839) | 417 | 0 | 206 | 0 | 0 |
| 46105 - OTHER LOANS | 0 | 0 | 0 | 0 | 89,648 | 89,648 |
| 46203 - DONATIONS | 0 | 0 | 10,000 | 0 | 0 | 0 |
| 46301 - CITY HALL | 54,894 | 66,655 | 57,117 | 49,554 | 57,350 | 57,350 |
| 46304 - TRANSPORTATION CENTER | 36,433 | 34,599 | 36,636 | 32,300 | 32,321 | 32,321 |
| 46306 - AIRPORT T-HANGAR | 79,809 | 90,055 | 102,600 | 103,750 | 109,917 | 109,917 |
| 46307 - AIRPORT TERMINAL | 0 | 6,084 | 9,716 | 9,700 | 24,152 | 24,152 |
| 46308 - AIRPORT LAND | 95,774 | 90,100 | 98,807 | 73,500 | 74,134 | 74,134 |
| 46311 - FUEL FARM LEASE | 15,034 | 13,932 | 15,353 | 15,420 | 15,927 | 15,927 |
| 46312 - AIRPORT WWTP INCOME | 146,772 | 148,240 | 150,315 | 150,315 | 154,178 | 154,178 |
| 46317 - 350 MARLBORO RENTS | 215,270 | 220,313 | 223,399 | 223,404 | 229,140 | 229,140 |
| 46401 - CEMETERY TRUST FUND | 86,174 | 81,275 | 82,244 | 90,555 | 82,834 | 82,834 |
| 46403 - CHARITABLE TRUST FUND | 3,051 | 2,869 | 2,928 | 3,181 | 2,896 | 2,896 |
| 46404 - DELUGE HOSE TRUST FUND | 254 | 239 | 244 | 265 | 244 | 244 |
| 46405 - DOWNTOWN MEM TREE TRST FD | 771 | 6,770 | 6,400 | 1,975 | 2,000 | 2,000 |
| 46406 - FLOWER TRUST FUND | 3,912 | 3,679 | 3,755 | 4,079 | 3,714 | 3,714 |
| 46407 - LIBRARY TRUST FUND | 11,394 | 6,636 | 3,500 | 3,500 | 3,500 | 3,500 |
| 46408 - PARKS & REC TRUST FUND | 3,825 | 3,597 | 3,671 | 3,988 | 3,631 | 3,631 |
| 46410 - SUMNER KNIGHT CHPL TST FD | 4,947 | 3,613 | 4,748 | 3,325 | 602 | 602 |
| 46411 - INGERSOLL COLLECTION | 0 | 9 | 0 | 0 | 0 | 0 |
| 46412 - LOT SALES | 0 | 0 | 0 | 3,250 | 0 | 0 |
| 47302 - SALE OF SURPLUS PROPERTY | 5,150 | 162,363 | 200 | 0 | 1,000,000 | 1,000,000 |
| 47303 - SALE OF SURPLUS EQUIPMNT | 0 | 8,780 | 0 | 0 | 0 | 0 |
| 47304 - MAPS,BLUEPRINTS,ETC | 6 | 174 | 100 | 0 | 1,000 | 1,000 |
| 47305 - COPIES | 1,843 | 1,331 | 1,000 | 1,000 | 800 | 800 |
| 46000 - MISCELLANEOUS | 1,254,379 | 1,656,158 | 1,322,533 | 1,408,530 | 2,573,287 | 2,573,287 |
| 47001 - USE(ADDITION) TO SURPLUS | 0 | 0 | 815,000 | 0 | 882,403 | 882,403 |
| 47003 - CAPITAL RESERVE | 0 | 0 | 184,000 | 0 | 441,017 | 441,017 |
| 47007 - USE OF SURPLUS: CARRYOVER | 0 | 0 | 2,518,522 | 0 | 0 | 0 |
| 47102 - ADMIN CHG - EQUIPMENT | 270,699 | 284,632 | 272,485 | 272,485 | 278,146 | 278,146 |
| 47104 - ADMIN CHG - PARKING | 247,856 | 244,095 | 245,744 | 245,744 | 248,362 | 248,362 |
| 47106 - ADMIN CHG - SEWER | 623,776 | 640,675 | 665,472 | 665,472 | 678,472 | 678,472 |
| 47107 - ADMIN CHG - SOLID WASTE | 457,172 | 491,982 | 476,209 | 476,209 | 489,972 | 489,972 |
| 47108 - ADMIN CHG - WATER | 460,507 | 435,357 | 457,527 | 457,527 | 467,094 | 467,094 |
| 47201 - CAPITAL PROJECTS FUND | 15,171 | 3,258 | 551,784 | 82,406 | 111,908 | 111,908 |
| 47204 - GRANTS FUND | 0 | 100,000 | 200,000 | 210,570 | 325,000 | 325,000 |
| 47210 - TRUST FUNDS | 0 | 0 | 0 | 0 | 40,000 | 40,000 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

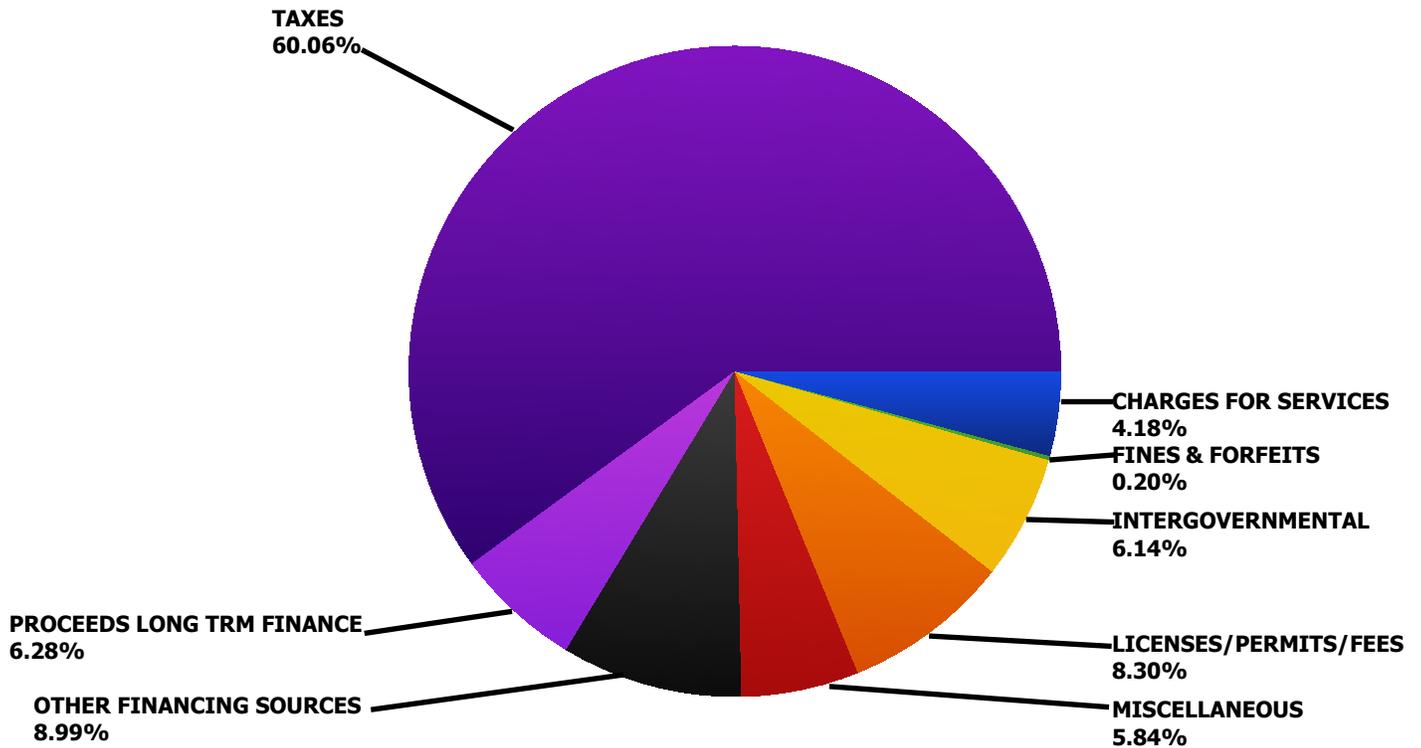
| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 47000 - OTHER FINANCING SOURCES | 2,075,181 | 2,199,999 | 6,386,743 | 2,410,413 | 3,962,374 | 3,962,374 |
| 48101 - SALE OF BONDS | 1,933,000 | 3,638,000 | 2,757,500 | 2,757,000 | 2,766,000 | 2,766,000 |
| 48000 - PROCEEDS LONG TRM FINANCE | 1,933,000 | 3,638,000 | 2,757,500 | 2,757,000 | 2,766,000 | 2,766,000 |
| TOTAL | 38,056,975 | 41,128,483 | 44,878,041 | 41,651,512 | 44,093,864 | 44,065,864 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Summary**

GENERAL FUND

| Revenue Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|------------------------------|-------------------------------|
| 41000 - TAXES | 24,847,665 | 25,263,088 | 25,939,769 | 26,069,431 | 26,496,139 | 26,468,139 |
| 42000 - LICENSES/PERMITS/FEES | 3,601,619 | 3,775,470 | 3,497,363 | 3,862,717 | 3,657,935 | 3,657,935 |
| 43000 - INTERGOVERNMENTAL | 2,524,610 | 2,655,476 | 3,127,984 | 3,111,096 | 2,705,635 | 2,705,635 |
| 44000 - CHARGES FOR SERVICES | 1,737,477 | 1,854,651 | 1,759,402 | 1,942,348 | 1,842,673 | 1,842,673 |
| 45000 - FINES & FORFEITS | 83,044 | 85,640 | 86,746 | 89,977 | 89,821 | 89,821 |
| 46000 - MISCELLANEOUS | 1,254,379 | 1,656,158 | 1,322,533 | 1,408,530 | 2,573,287 | 2,573,287 |
| 47000 - OTHER FINANCING SOURCES | 2,075,181 | 2,199,999 | 6,386,743 | 2,410,413 | 3,962,374 | 3,962,374 |
| 48000 - PROCEEDS LONG TRM FINANCE | 1,933,000 | 3,638,000 | 2,757,500 | 2,757,000 | 2,766,000 | 2,766,000 |
| TOTAL | 38,056,975 | 41,128,483 | 44,878,041 | 41,651,512 | 44,093,864 | 44,065,864 |

Fiscal Year 2018-2019 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department**

GENERAL FUND

| Department | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 05 - AIRPORT | 579,707 | 614,614 | 623,536 | 623,004 | 643,835 | 0 | 643,835 | 643,835 |
| 10 - ASSESSMENT | 426,060 | 437,566 | 478,100 | 477,522 | 493,226 | 0 | 493,226 | 493,226 |
| 15 - CITY ATTORNEY | 283,152 | 305,711 | 342,063 | 346,209 | 352,184 | 0 | 352,184 | 352,184 |
| 20 - CITY CLERK | 551,363 | 561,099 | 588,951 | 581,810 | 605,610 | 0 | 605,610 | 605,610 |
| 25 - CITY MANAGER | 234,728 | 289,974 | 299,587 | 291,006 | 446,552 | 0 | 446,552 | 446,552 |
| 30 - FINANCE | 1,493,064 | 1,511,335 | 1,604,993 | 1,501,188 | 1,594,417 | 0 | 1,594,417 | 1,594,417 |
| 35 - FIRE | 6,255,436 | 6,427,769 | 6,689,214 | 6,832,278 | 7,016,898 | 0 | 7,016,898 | 7,016,898 |
| 40 - HEALTH & CODE ENFORCEMENT | 857,605 | 844,551 | 0 | 0 | 0 | 0 | 0 | 0 |
| 41 - COMMUNITY DEVELOPMENT | 0 | 0 | 1,720,747 | 1,582,763 | 1,634,322 | 0 | 1,634,322 | 1,634,322 |
| 45 - HUMAN RESOURCES | 311,829 | 297,389 | 356,901 | 356,359 | 368,320 | 0 | 368,320 | 368,320 |
| 50 - HUMAN SERVICES | 694,867 | 702,670 | 726,533 | 717,429 | 725,362 | 0 | 725,362 | 725,362 |
| 55 - INFORMATION TECHNOLOGY | 1,103,899 | 1,186,863 | 1,324,092 | 1,323,583 | 1,296,484 | 0 | 1,296,484 | 1,296,484 |
| 60 - LIBRARY | 1,314,055 | 1,357,082 | 1,418,679 | 1,417,694 | 1,426,396 | 0 | 1,426,396 | 1,426,396 |
| 65 - MAYOR & CITY COUNCIL | 4,417,573 | 6,806,933 | 8,488,758 | 7,566,635 | 7,310,192 | 48,200 | 7,358,392 | 7,330,392 |
| 70 - PARKS, REC AND FACILITIES | 2,873,316 | 2,812,031 | 3,143,289 | 3,015,170 | 3,457,315 | 3,500 | 3,460,815 | 3,460,815 |
| 75 - PLANNING | 468,346 | 503,593 | 0 | 0 | 0 | 0 | 0 | 0 |
| 80 - POLICE | 6,831,254 | 6,821,337 | 7,506,853 | 7,017,046 | 7,587,103 | 0 | 7,587,103 | 7,587,103 |
| 85 - PUBLIC WORKS | 3,734,483 | 4,132,353 | 4,539,316 | 4,468,769 | 4,424,131 | 11,353 | 4,435,484 | 4,435,484 |
| 90 - YOUTH SERVICES | 114,164 | 114,903 | 129,141 | 112,719 | 114,836 | 0 | 114,836 | 114,836 |
| 95 - DEBT SERVICE | 5,139,006 | 4,504,973 | 4,897,288 | 4,897,288 | 4,533,629 | 0 | 4,533,629 | 4,533,629 |
| TOTAL | 37,683,907 | 40,232,745 | 44,878,040 | 43,128,472 | 44,030,812 | 63,053 | 44,093,865 | 44,065,865 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

DEBT SERVICE

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 65101 - PRINCIPAL | 4,207,482 | 3,638,256 | 3,853,730 | 3,853,730 | 3,596,825 | 0 | 3,596,825 | 3,596,825 |
| 65102 - INTEREST ON BONDED DEBT | 888,912 | 827,812 | 922,188 | 922,188 | 819,139 | 0 | 819,139 | 819,139 |
| 65200 - NOTES PAYABLE | 0 | 0 | 86,170 | 86,170 | 86,170 | 0 | 86,170 | 86,170 |
| 65202 - INTEREST ON NOTES PAYABLE | 42,611 | 38,906 | 35,200 | 35,200 | 31,495 | 0 | 31,495 | 31,495 |
| 62000 - OPERATING EXPENDITURES | 5,139,006 | 4,504,973 | 4,897,288 | 4,897,288 | 4,533,629 | 0 | 4,533,629 | 4,533,629 |
| TOTAL | 5,139,006 | 4,504,973 | 4,897,288 | 4,897,288 | 4,533,629 | 0 | 4,533,629 | 4,533,629 |

CITY OF KEENE, NEW HAMPSHIRE
FY2018/2019 Operating Budget
STATEMENT OF GENERAL FUND LONG-TERM DEBT

| ISSUE | DATED | MATURITY | RATE | ORIGINAL BOND | PRINCIPAL 2018/2019 | INTEREST 2018/2019 | PRINCIPAL BALANCE 06/30/19 |
|--|----------------------|-----------------|------------------|----------------------|----------------------------|---------------------------|-----------------------------------|
| T-Hangar | 3/1/2002 | 3/1/2022 | avg 4.57% | \$ 250,000 | \$ 12,500 | \$ 2,500 | \$ 37,500 |
| Bridges | 3/1/2002 | 3/1/2022 | avg 4.57% | 100,000 | 5,000 | 1,000 | 15,000 |
| Drainage | 3/1/2002 | 3/1/2022 | avg 4.57% | 655,000 | 32,750 | 6,550 | 98,250 |
| Emergency Services Facility | 3/1/2002 | 3/1/2022 | avg 4.57% | 890,000 | 44,500 | 8,900 | 133,500 |
| Intersections | 3/1/2002 | 3/1/2022 | avg 4.57% | 440,098 | 22,000 | 4,400 | 66,000 |
| Emergency Services & PW Facility | 3/1/2002 | 3/1/2023 | avg 4.57% | 4,715,000 | 235,750 | 58,938 | 943,000 |
| Public Improvements 2003 issue | 5/15/2003 | 5/15/2023 | avg 3.45% | 5,391,161 | 200,000 | 40,200 | 800,000 |
| Robin Hood Park Drainage | 7/1/2008 | 7/1/2018 | avg 4.0198479% | 150,000 | 15,000 | 375 | 0 |
| Court Street Culvert Drainage | 7/1/2008 | 7/1/2018 | avg 4.0198479% | 85,000 | 8,500 | 213 | 0 |
| Road Reconstruction | 7/1/2008 | 7/1/2018 | avg 4.0198479% | 1,340,000 | 134,000 | 3,350 | 0 |
| Sidewalk Repairs | 7/1/2008 | 7/1/2018 | avg 4.0198479% | 300,000 | 30,000 | 750 | 0 |
| Victoria Street Extension | 7/1/2008 | 7/1/2018 | avg 4.0198479% | 160,000 | 16,000 | 400 | 0 |
| Drainage Program | 7/1/2008 | 7/1/2028 | avg 4.0198479% | 640,000 | 32,475 | 812 | 0 |
| Bridge Program | 7/1/2008 | 7/1/2028 | avg 4.0198479% | 480,000 | 24,350 | 609 | 0 |
| Municipal Complex - roof repair | 11/1/2009 | 11/1/2019 | avg 2.3396173% | 510,000 | 25,000 | 1,281 | 25,000 |
| Bike Path - North Bridge | 11/1/2009 | 11/1/2019 | avg 2.3396173% | 655,000 | 35,000 | 1,794 | 35,000 |
| Drainage Program | 11/1/2009 | 11/1/2019 | avg 2.3396173% | 700,000 | 40,000 | 2,050 | 40,000 |
| Road Reconstruction | 11/1/2009 | 11/1/2019 | avg 2.3396173% | 1,815,000 | 150,000 | 7,688 | 150,000 |
| Drainage Program | 10/15/2010 | 10/15/2020 | avg 2.505277% | 920,000 | 90,000 | 6,750 | 180,000 |
| Road Reconstruction | 10/15/2010 | 10/15/2020 | avg 2.505277% | 1,020,000 | 100,000 | 7,500 | 200,000 |
| Central Fire Station | 10/15/2010 | 10/15/2030 | avg 2.505277% | 5,000,000 | 250,000 | 94,688 | 3,000,000 |
| Robin Hood Dam Upgrade | 10/15/2010 | 10/15/2030 | avg 2.505277% | 630,000 | 30,000 | 11,363 | 360,000 |
| Energy Improvements | 12/1/2011 | 12/1/2021 | avg 1.627218% | 1,897,900 | 190,000 | 18,850 | 565,000 |
| Consolidated Infrastructure | 12/1/2011 | 12/1/2021 | avg 1.627218% | 2,013,300 | 200,000 | 20,000 | 600,000 |
| Consolidated Infrastructure - 2012 | 5/2/2013 | 1/15/2023 | 2.00% | 1,146,200 | 115,000 | 11,424 | 456,200 |
| Municipal Facilities Complex - Advance Refunded 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 3,540,300 | 354,200 | 53,058 | 2,298,700 |
| Sidewalk Construction - Advance Refunded 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 54,600 | 5,800 | 830 | 35,700 |
| Drainage Improvements - Advance Refunded 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 256,000 | 25,000 | 3,700 | 160,000 |
| Tax Parcel Correction | 6/12/2015 | 6/12/2020 | avg 2.17% | 305,000 | 60,000 | 1,800 | 60,000 |
| Financial Software Upgrade | 6/12/2015 | 6/12/2020 | avg 2.17% | 190,000 | 35,000 | 1,050 | 35,000 |
| Digital Base Map | 6/12/2015 | 6/12/2020 | avg 2.17% | 185,000 | 40,000 | 1,200 | 40,000 |
| Consolidated Infrastructure - 2015 | 6/12/2015 | 6/12/2025 | avg 2.17% | 1,325,000 | 130,000 | 28,300 | 805,000 |
| Consolidated Infrastructure - 2015 | 6/12/2015 | 6/12/2025 | avg 2.17% | 1,330,000 | 135,000 | 27,550 | 790,000 |
| Airport Road Culvert | 6/12/2015 | 6/12/2025 | avg 2.17% | 135,000 | 15,000 | 2,950 | 85,000 |
| Ice Rink | 6/12/2015 | 6/12/2035 | avg 2.17% | 1,300,000 | 65,000 | 34,126 | 1,040,000 |
| 2017 Refunding Series 2016B | 11/1/2016 | 7/1/2028 | avg 1.611% | 2,141,033 | 210,000 | 69,216 | 1,649,618 |
| Consolidated Infrastructure - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 1,365,000 | 140,000 | 45,500 | 1,085,000 |
| Boiler Replacement - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 103,000 | 11,000 | 3,405 | 81,000 |
| Defibrillator Replacement - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 68,000 | 10,000 | 2,070 | 48,000 |
| Flood Management - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 397,000 | 40,000 | 13,280 | 317,000 |
| Consolidated Infrastructure - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 1,454,000 | 146,000 | 48,670 | 1,162,000 |
| Defibrillator Replacement - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 66,000 | 10,000 | 1,990 | 46,000 |
| Goose Pond Dam Design - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 107,000 | 22,000 | 2,850 | 63,000 |
| Library Campus (TIF) Develop. - Series 2016 A | 9/15/2016 | 9/15/2026 | avg 1.85% | 2,011,000 | 105,000 | 66,188 | 1,800,000 |
| Total Outstanding | | | | 48,236,592 | 3,596,825 | 720,115 | 19,305,468 |
| FY 2017-2018 Authorized Bond Issue | <i>est Fall 2018</i> | | <i>estimated</i> | 2,757,500 | | 48,256 | 2,757,500 |
| FY 2015 Authorized -Maple Ave Bridge | <i>est Fall 2018</i> | | <i>estimated</i> | 135,000 | | 2,363 | 135,000 |
| FY 2018-2019 Proposed Bond Issue | <i>est Fall 2018</i> | | <i>estimated</i> | 2,766,000 | | 48,405 | 2,766,000 |
| Interfund Loan - Roundabout Project | 7/1/2006 | 1/1/2027 | 4.30% | 1,723,400 | 86,170 | 31,495 | 775,530 |

Authorized, Unissued:

N/A

Total Authorized, Unissued

Anticipated, FY18/19:

| | | |
|-----------|-------------------------------|--------------|
| R-2017-12 | Consolidated Infrastructure | 1,301,500 |
| R-2017-13 | LED Streetlights | 350,000 |
| R-2017-14 | Flood Management | 906,000 |
| R-2017-15 | Airport Terminal Imp. | 200,000 |
| R-2018-08 | Goose Pond Dam Rehabilitation | 885,000 |
| R-2018-09 | Consolidated Infrastructure | 610,000 |
| R-2018-10 | Road Rehabilitation | 1,271,000 |
| R-2014-14 | Maple Ave Bridge Replacement | 135,000 |
| | | <hr/> |
| | | \$ 5,658,500 |

CALCULATION OF GENERAL FUND DEBT LIMIT AND BORROWING CAPACITY

| | |
|--|----------------------|
| Debt Limit on 07/01/18 computed at 3% of 2017 equalized assessed value at \$1,796,036,300 per RSA 33:4-a | \$ 53,881,089 |
| LESS: outstanding principal balance @ 07/01/18 | (22,902,293) |
| LESS: solid waste fund principal balance @ 07/01/18 (s.w. does not have separate limit) | (184,000) |
| EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8) | 1,800,000 |
| advanced refunded debt issued 2013 | 2,879,400 |
| advanced refunded debt issued 2016 | 1,859,618 |
| debt issued to fund landfill cleanup (RSA 33:6-d) | <u>N/A</u> |
| GENERAL FUND BORROWING CAPACITY FOR FY18/19 | \$ 37,333,814 |

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City Government Keene, New Hampshire

ELECTED OFFICIALS

| | Name | Term Expires* | 2017 Standing Committee Assignments |
|---------------------|--|--------------------------------------|--|
| Mayor | Kendall W. Lane | 2019 | N/A |
| City Council | | | |
| Ward One | Janis O. Manwaring Stephen L. Hooper | 2021 2019 | Municipal Services, Facilities & Infrastructure (Chair) Municipal Services, Facilities & Infrastructure |
| Ward Two | Mitchell H. Greenwald Carl B. Jacobs | 2021 2019 | Finance, Organization & Personnel (Chair) Finance, Organization & Personnel (Vice Chair) |
| Ward Three | Terry M. Clark David C. Richards | 2021 2019 | Finance, Organization & Personnel Planning, Licenses & Development (Chair) |
| Ward Four | Margaret M. Rice Robert B. Sutherland | 2021 2019 | Planning, Licenses & Development Municipal Services, Facilities & Infrastructure |
| Ward Five | Philip M. Jones Thomas F. Powers | 2021 2019 | Planning, Licenses & Development (Vice Chair) Finance, Organization & Personnel |
| At Large Councilors | Bettina A. Chadbourne Randy Filiault George S. Hansel Bartlomiej K. Sapeta Gary P. Lamoureux | 2019 2019 2019 2019 2019 | Finance, Organization & Personnel Municipal Services, Facilities & Infrastructure (Vice Chair) Planning, Licenses & Development Planning, Licenses & Development Municipal Services, Facilities & Infrastructure |

**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, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00001 - MAYOR & COUNCIL

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61101 - MAYOR | 3,375 | 4,000 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| 61102 - CITY COUNCIL | 25,916 | 33,375 | 37,500 | 37,500 | 37,500 | 0 | 37,500 | 37,500 |
| 61307 - PART TIME EMPLOYEES | 45,851 | 52,846 | 54,774 | 54,774 | 54,422 | 0 | 54,422 | 54,422 |
| 61704 - SOCIAL SECURITY | 5,748 | 6,902 | 7,365 | 7,365 | 7,338 | 0 | 7,338 | 7,338 |
| 61705 - WORKERS COMPENSATION | 2 | 58 | 144 | 144 | 153 | 0 | 153 | 153 |
| 61901 - RECRUITMENT | 182 | 30,227 | 11,931 | 16,716 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 81,075 | 127,407 | 115,714 | 120,499 | 103,413 | 0 | 103,413 | 103,413 |
| 62175 - OTHER SERVICES | 19,573 | 19,551 | 35,079 | 35,079 | 34,074 | 0 | 34,074 | 34,074 |
| 62205 - PC REPLACEMENT CHARGE | 1,247 | 992 | 994 | 994 | 1,470 | 0 | 1,470 | 1,470 |
| 62301 - OFFICE EQUIPMENT MAINT. | 3,622 | 4,802 | 3,700 | 3,700 | 4,386 | 0 | 4,386 | 4,386 |
| 62425 - ADVERTISING | 1,535 | 1,787 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| 62442 - MAYOR'S OFFICIAL EXPENSE | 3,000 | 1,072 | 2,900 | 2,400 | 2,900 | 0 | 2,900 | 2,900 |
| 62443 - COUNCIL'S OFFICIAL EXP | 4,738 | 3,513 | 4,450 | 3,975 | 4,764 | 0 | 4,764 | 4,764 |
| 62510 - TELEPHONE | 303 | 378 | 225 | 380 | 400 | 0 | 400 | 400 |
| 62701 - OFFICE SUPPLIES | 60 | 0 | 450 | 200 | 275 | 0 | 275 | 275 |
| 63409 - EQUIPMENT ACQUISITION | 24,780 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 58,857 | 32,093 | 48,998 | 47,928 | 49,469 | 0 | 49,469 | 49,469 |
| 00001 - MAYOR & COUNCIL | 139,933 | 159,500 | 164,712 | 168,427 | 152,882 | 0 | 152,882 | 152,882 |

OUTSIDE AGENCIES

Keene Senior Center: The Center acts as a community focal point for persons aged 50 and over where they may come together as individuals or in groups for educational, wellness, and recreational events and activities that enhance life's quality, supports independence, and encourages involvement in and with the community. City funding is for operating expenses.

Big Brothers/Big Sisters of Western New Hampshire (BB/BS): BB/BS provides children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better. They support two mentoring programs: Community Based Mentoring matching adult volunteers with youth; and Site Based Mentoring utilizing schools, after school programs and workplace mentoring programs as the venue. Funding from the City will be used to support these mentoring services. This current fiscal year they are serving 91 from the City of Keene.

The Community Kitchen (TCK): TCK provides a safety net for food insecure residents that is efficient, effective and essential. There are two programs: the healthy and nutritious hot meals served weeknights and a Sunday brunch; and the Pantry Program providing food boxes for low and moderate income individuals and families in the Monadnock Region. Pantry boxes are available for City General Assistance clients as requested by Human Services staff. City funding assists with the costs of the Pantry program.

Home Health Care Meals on Wheels: This program provides nutritious meals for elderly and disabled City of Keene residents, particularly those who are in social and economic need and/or homebound due to illness or disability. The service maintained or improved the health and safety of frail residents, and assisted them in maintaining their independence at home. In addition to a nutritious meal, the drivers provided a daily safety check on the well-being of the participants and an opportunity for brief social interaction. When requested, a breakfast meal can be included in the delivery. City funding helps provide 41,500 meals and a daily safety check to 293 Keene residents.

Southwestern Community Services (SCS): SCS strives to empower and provide low income people and families. SCS is a major provider of social and human services to the residents of Keene as well as all of Cheshire and Sullivan Counties. Last fiscal year, SCS provided service to 2,439 City of Keene households totaling \$2,920,534.03 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 local non-profit developer, in FY'17 SCS paid \$114,000 to the City of Keene in local property taxes.

Home Health Care City Express Bus (Transporting): City funds provide matching funds for the City Express, Keene's public transportation service operating Monday through Friday. It is the only public transportation service for the City. In FY17, the service provided 33,000 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including jobs, shopping, recreation and medical care. They make every effort to make rides affordable by offering specials throughout the year and especially toward the end of the month when persons on fixed income have exhausted their resources.

Hundred Nights Shelter: The cold weather shelter is dedicated to providing emergency shelter to anyone in need on the coldest nights of the year from mid- November to mid-April. 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. City funding is used to pay for the shelter program.

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

Monadnock Region Child Advocacy Center (MR-CAC): The mission of MR-CAC is to provide all victims of child abuse a neutral environment where justice, healing, equity, and prevention are fostered through consistent, high quality and sustaining collaboration of community partners. The Center coordinates a forensic interview for child abuse investigations. With coordination, children are not re-victimized by the system and can achieve long-term positive outcomes that impact a child for life. This program can result in guilty convictions for child abuse offenders. City funding helps support the agencies occupancy costs and staffing expenses. The agency served 27 Keene children last year.

Monadnock Substance Abuse Services – a division of Monadnock Family Services: MFS is the non-profit, community mental health center serving Keene that houses Monadnock Substance Abuse Services (MSAS). City funds are helping support treatment for Keene residents dealing with substance misuse who are unable to pay the full cost of their care.

The Samaritans, Inc.: The goal of Samaritans is to reduce the incidence and impact of suicide. Their services include community education and outreach, anonymous crisis hotline, weekly support groups, and volunteer services for students, adults, and seniors.

Keene Housing Kids Collaborative: This program provides tuition and fees for children who live in a Keene Housing property or in a Section 8 unit subsidized through Keene Housing to participate in camps and programs.

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00002 - MYR/CNCL OUTSIDE AGCY

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Agency Base | 2018-2019 Agency Additional Request | 2018-2019 Agency Request | 2018-2019 Manager Recommended |
|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|-----------------------------|--|--------------------------------|-------------------------------------|
| 62133 - SENIOR CITIZENS CENTER | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 5,000 | 20,000 | 15,000 |
| 62134 - MONADNOCK SUBSTANCE ABUSE | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 2,500 | 7,500 | 7,500 |
| 62135 - BIG BROTHERS/BIG SISTERS | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 | 0 | 10,500 | 10,500 |
| 62136 - KEENE COMMUNITY KITCHEN | 75,000 | 82,000 | 82,000 | 82,000 | 82,000 | 8,000 | 90,000 | 82,000 |
| 62137 - ELDERLY MEALS ON WHEELS | 9,500 | 12,000 | 12,000 | 12,000 | 12,000 | 450 | 12,450 | 12,450 |
| 62138 - SW COMMUNITY SERVICES | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| 62142 - TRANSPORTING | 88,500 | 88,500 | 88,500 | 88,500 | 88,500 | 1,600 | 90,100 | 90,100 |
| 62149 - 100 NIGHTS SHELTER | 15,500 | 20,000 | 20,000 | 20,000 | 20,000 | 0 | 20,000 | 20,000 |
| 62154 - HIV AIDES TASK FORCE | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 0 | 5,000 | 5,000 |
| 62155 - MON REG CHILD ADVOCACY | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 2,500 | 7,500 | 5,000 |
| 62187 - KH KIDS COLLABORATIVE | 0 | 0 | 0 | 0 | 0 | 5,000 | 5,000 | 0 |
| 62189 - SAMARITANS OF NH | 0 | 0 | 2,500 | 2,500 | 2,500 | 7,500 | 10,000 | 2,500 |
| 00002 - MYR/CNCL OUTSIDE AGCY | 239,000 | 253,000 | 255,500 | 255,500 | 255,500 | 32,550 | 288,050 | 260,050 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00003 - UNCLASSIFIED

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61316 - COMMUNITY EVENTS WAGES | 9,174 | 14,681 | 25,591 | 25,591 | 20,482 | 15,000 | 35,482 | 35,482 |
| 61703 - RETIREMENT CONTRIBUTIONS | 27 | 338 | 0 | 165 | 0 | 0 | 0 | 0 |
| 61704 - SOCIAL SECURITY | 111 | 351 | 0 | 269 | 0 | 0 | 0 | 0 |
| 61705 - WORKERS COMPENSATION | 2 | 26 | 0 | 201 | 0 | 0 | 0 | 0 |
| 61713 - RET - FIRE | 149 | 469 | 0 | 762 | 0 | 0 | 0 | 0 |
| 61714 - RET - POLICE | 1,395 | 1,859 | 0 | 2,606 | 0 | 0 | 0 | 0 |
| 61902 - OUTSIDE AGENCY TEMPS | 2,000 | 2,000 | 0 | 1,914 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 12,857 | 19,725 | 25,591 | 31,508 | 20,482 | 15,000 | 35,482 | 35,482 |
| 62173 - REGIONAL PLANNING | 12,945 | 12,948 | 13,200 | 12,953 | 12,730 | 0 | 12,730 | 12,730 |
| 62174 - ZONING BOARD | 4,239 | 2,553 | 2,500 | 2,500 | 2,500 | 0 | 2,500 | 2,500 |
| 62178 - PLANNING BOARD | 185 | 130 | 250 | 240 | 250 | 0 | 250 | 250 |
| 62179 - CONSERVATION COMMISSION | 1,187 | 1,184 | 1,500 | 1,375 | 1,500 | 0 | 1,500 | 1,500 |
| 62180 - HERITAGE COMMISSION | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| 62181 - PARTNER CITY | 5,000 | 3,500 | 5,000 | 5,000 | 5,000 | 0 | 5,000 | 5,000 |
| 62183 - HISTORIC DISTRICT CMMSN | 0 | 0 | 250 | 0 | 250 | 0 | 250 | 250 |
| 62184 - CITIES FOR CLIMATE PRTCTN | 800 | 1,300 | 600 | 500 | 600 | 0 | 600 | 600 |
| 62188 - ARTS ALIVE | 500 | 500 | 500 | 500 | 500 | 0 | 500 | 500 |
| 62436 - MEETINGS & DUES | 17,961 | 18,479 | 18,800 | 18,506 | 18,800 | 0 | 18,800 | 18,800 |
| 62456 - COMMUNITY EVENTS-OTHER | 600 | 850 | 1,200 | 1,500 | 1,000 | 0 | 1,000 | 1,000 |
| 62457 - VETERAN'S COUNCIL | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 | 650 | 4,250 | 4,250 |
| 62461 - KEENE CHAMBER OF COMMERCE | 299 | 365 | 400 | 375 | 400 | 0 | 400 | 400 |
| 62462 - ML KING / J DANIELS DAY | 500 | 500 | 500 | 500 | 500 | 0 | 500 | 500 |
| 62000 - OPERATING EXPENDITURES | 49,016 | 47,109 | 49,500 | 48,749 | 48,830 | 650 | 49,480 | 49,480 |
| 00003 - UNCLASSIFIED | 61,873 | 66,833 | 75,091 | 80,257 | 69,312 | 15,650 | 84,962 | 84,962 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00004 - CAPITAL APPROPRIATIONS

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 68010 - CAPITAL RESERVE | 435,097 | 567,972 | 650,000 | 650,000 | 735,000 | 0 | 735,000 | 735,000 |
| 68011 - CAPITAL PROJECT TRANSFER | 2,689,305 | 4,774,152 | 6,557,011 | 5,810,727 | 5,138,892 | 0 | 5,138,892 | 5,138,892 |
| 62000 - OPERATING EXPENDITURES | 3,124,402 | 5,342,124 | 7,207,011 | 6,460,727 | 5,873,892 | 0 | 5,873,892 | 5,873,892 |
| 00004 - CAPITAL APPROPRIATIONS | 3,124,402 | 5,342,124 | 7,207,011 | 6,460,727 | 5,873,892 | 0 | 5,873,892 | 5,873,892 |

CITY OF KEENE, NEW HAMPSHIRE
FY 2018/19 GENERAL FUND CAPITAL APPROPRIATIONS

| Project Description | Capital Project Appropriation FY16 | Capital Project Appropriation FY17 | Capital Project Appropriation FY 18 | Capital Project Appropriation FY 19 | Supplemental Requests FY19 | City Manager Recommended Net |
|--|---|---|--|--|-----------------------------------|-------------------------------------|
| Capital Reserve Appropriations (00004-68010) General Revenue: | | | | | | |
| Ambulance Reserve | \$ 70,000 | \$ 70,000 | \$ 100,000 | \$ 35,000 | \$ - | \$ 35,000 |
| Downtown Infrastructure Capital Reserve | | | \$ 150,000 | 200,000 | | 200,000 |
| Fire Equipment Reserve | 265,000 | 400,000 | 300,000 | 400,000 | - | 400,000 |
| Transportation System Improvements Fund | 125,000 | 100,000 | 100,000 | 100,000 | | 100,000 |
| Total General Revenue Capital Reserve Appropriation | \$ 460,000 | \$ 570,000 | \$ 650,000 | \$ 735,000 | \$ - | \$ 735,000 |
| Capital Project Appropriations (00004-68011) General Revenue: | | | | | | |
| 560 Main Street Site Assessment | - | - | - | 1,000,000 | - | \$ 1,000,000 |
| Airfield Pavement Maintenance & Marking | 46,000 | | | 8,337 | - | 8,337 |
| Taxiway A Relocation | - | | | 19,500 | - | 19,500 |
| Airfield Runway 14/32 Reconstruction | | 14,450 | 189,250 | | - | - |
| Airport Runway 20 Obstruction Removal | 33,333 | | 50,000 | | - | - |
| Airport Snow Removal Equipment | 36,100 | | | | - | - |
| Ambulance Replacement | 215,000 | | | 240,000 | | 240,000 |
| Apparatus Replacement - Fire | 450,000 | | | | | - |
| Beaver Brook Hydrological Study | | | 150,000 | | | - |
| Bike Path - Cheshire Branch North Trail (reserve & donation) | 80,000 | | | | - | - |
| Bridge Replacement (Bridge Capital Reserve) | 380,000 | | 184,000 | | - | - |
| Castle Sreet Rehabilitation (Donation) | | 100,000 | | | | - |
| Cemetery Road Repaving | | 36,410 | 22,137 | | | - |
| Climate Adaptation Vulnerability Assessment | - | | 50,000 | | - | - |
| Community Center Feasibility Study | | | 35,890 | | | - |
| Conservation | 25,000 | 25,000 | 25,000 | 75,089 | - | 75,089 |
| Curb Installation | | | | 63,571 | | 63,571 |
| Database Software | | 86,000 | | | | - |
| Downtown Revitalization Study | | 45,000 | 30,000 | 30,000 | | 30,000 |
| Fire Alarm System Infrastructure | | 50,000 | | | | - |
| Guardrail Replacement | | | 77,506 | 77,506 | | 77,506 |
| Library Campus Development | | 6,800,000 | | | | - |
| Marlboro Street Corridor Improvements (capital reserve) | - | 25,000 | | 171,017 | - | 171,017 |
| Mobile Radio Replacement - Fire | 23,500 | 23,000 | | | | - |
| Mobile Radio Replacement - Police | | | | 73,497 | | 73,497 |
| Mobile Shelving | | 49,000 | | | | - |
| Municipal Buildings Improvements | 28,000 | 46,500 | 50,000 | 100,000 | - | 100,000 |
| Network Equipment Replacement | - | - | 64,000 | 40,500 | - | 40,500 |
| Parks Improvements | - | - | - | 90,000 | - | 90,000 |
| Portable Radio Replacement - Fire | - | 30,000 | 52,500 | 52,500 | - | 52,500 |
| Revaluation | 138,000 | 107,000 | | | | - |
| Robin Hood Park Tennis Courts | | 28,390 | | | | - |
| Robin Hood Park Swimming Pool Improvements | | | | 25,000 | | 25,000 |
| Server Replacement | 25,000 | 12,000 | 23,000 | 54,343 | - | 54,343 |
| Sidewalk Repair / Replacement | | | 61,720 | 63,571 | | 63,571 |
| Sidewalks - New (capital reserve - \$155,000 FY 17) | - | 208,927 | | | | - |
| Storage Area Network | - | | 40,000 | | | - |
| Stormwater Drainage Maintenance | 104,731 | 106,506 | 63,000 | 64,890 | - | 64,890 |
| Stormwater System Management | 50,000 | 51,500 | 53,045 | 40,000 | | 40,000 |
| StormwaterSpot Repair / General Drainage | | 30,000 | 61,720 | 63,571 | | 63,571 |
| West Keene Fire Station Study | - | | | 20,000 | - | 20,000 |
| Wheelock Park Improvements (property sale) | 374,000 | 314,013 | | | | - |
| Subtotal General Revenue Capital Project Appropriation | 2,008,664 | 8,188,696 | 1,282,768 | 2,372,892 | - | 2,372,892 |
| Capital Projects Appropriations (00004-68011) Bond Funded: | | | | | | |
| Airport Terminal Improvements | | | 200,000 | | | - |
| Castle Street Rehabilitation | | 115,000 | | | | - |
| City Hall Boiler Replacement and Oil Tank Removal | 103,000 | | | | | - |
| Curb Installation | 60,000 | 60,000 | 62,500 | | | - |
| Defibrillator Replacement | 68,000 | 66,000 | | | | - |
| Flood Management | 397,000 | | 906,000 | | | - |
| Goose Pond Dam Improvements | | 107,000 | | 885,000 | | 885,000 |
| LED Streetlight Replacement | | | 350,000 | | | - |
| Library Campus Development | - | 2,011,000 | | | | - |
| Road Overlay | 1,185,000 | 1,189,000 | 1,239,000 | 1,271,000 | | 1,271,000 |
| Sidewalks - Replacement/Repair | 60,000 | 60,000 | | | | - |
| StormwaterSpot Repair / General Drainage | 60,000 | 30,000 | | | | - |
| State Bypass Improvements | - | - | - | 610,000 | | 610,000 |
| Subtotal Bond Funded Capital Project Appropriation | 1,933,000 | 3,638,000 | 2,757,500 | 2,766,000 | - | 2,766,000 |
| Total Capital Project Appropriation | 3,941,664 | 11,826,696 | 4,040,268 | 5,138,892 | - | 5,138,892 |
| TOTAL CAPITAL RESERVE & PROJECT APPROPRIATIONS | \$ 4,401,664 | \$ 12,396,696 | \$ 4,690,268 | \$ 5,873,892 | \$ - | \$ 5,873,892 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00081 - EMPLOYEE BENEFITS

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61304 - GENERAL PERSONNEL | 0 | 0 | 172,473 | 0 | 347,133 | 0 | 347,133 | 347,133 |
| 61701 - HEALTH INSURANCE | 29,240 | 29,590 | 25,000 | 29,035 | 40,000 | 0 | 40,000 | 40,000 |
| 61706 - UNEMPLOYMENT INSURANCE | 19,413 | 14,436 | 14,797 | 9,094 | 9,549 | 0 | 9,549 | 9,549 |
| 61707 - LIFE INSURANCE | 26,864 | 27,042 | 29,833 | 27,439 | 28,716 | 0 | 28,716 | 28,716 |
| 61708 - LT DISABILITY INSURANCE | 37,651 | 37,403 | 41,198 | 37,958 | 39,856 | 0 | 39,856 | 39,856 |
| 61710 - SAFETY PROGRAM | 4,731 | 3,757 | 5,800 | 3,900 | 4,200 | 0 | 4,200 | 4,200 |
| 61711 - WELLNESS PROGRAM | 1,480 | 1,980 | 3,800 | 3,840 | 3,800 | 0 | 3,800 | 3,800 |
| 61715 - RETIREMENT BENEFITS | 420,563 | 525,000 | 125,000 | 125,000 | 125,000 | 0 | 125,000 | 125,000 |
| 61000 - PERSONNEL SERVICES | 539,942 | 639,208 | 417,901 | 236,266 | 598,254 | 0 | 598,254 | 598,254 |
| 62310 - SAFETY PROGRAM MAINT. | 0 | 2,060 | 8,000 | 7,095 | 4,000 | 0 | 4,000 | 4,000 |
| 62437 - TUITION ASSISTANCE | 5,684 | 11,270 | 25,037 | 23,158 | 25,037 | 0 | 25,037 | 25,037 |
| 62605 - PARKING SPACE RENTAL | 33,420 | 37,539 | 40,040 | 40,040 | 45,188 | 0 | 45,188 | 45,188 |
| 62000 - OPERATING EXPENDITURES | 39,104 | 50,869 | 73,077 | 70,293 | 74,225 | 0 | 74,225 | 74,225 |
| 00081 - EMPLOYEE BENEFITS | 579,046 | 690,076 | 490,978 | 306,559 | 672,479 | 0 | 672,479 | 672,479 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00082 - RISK MANAGEMENT

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62401 - GENERAL LIABILITY INS | 267,226 | 289,136 | 288,891 | 288,891 | 278,069 | 0 | 278,069 | 278,069 |
| 62402 - AIRPORT LIABILITY INS | 6,093 | 6,263 | 6,575 | 6,274 | 8,058 | 0 | 8,058 | 8,058 |
| 62000 - OPERATING EXPENDITURES | 273,319 | 295,399 | 295,466 | 295,165 | 286,127 | 0 | 286,127 | 286,127 |
| 00082 - RISK MANAGEMENT | 273,319 | 295,399 | 295,466 | 295,165 | 286,127 | 0 | 286,127 | 286,127 |

City Manager's Office

About the City Manager's Office:

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 fifteen department heads.

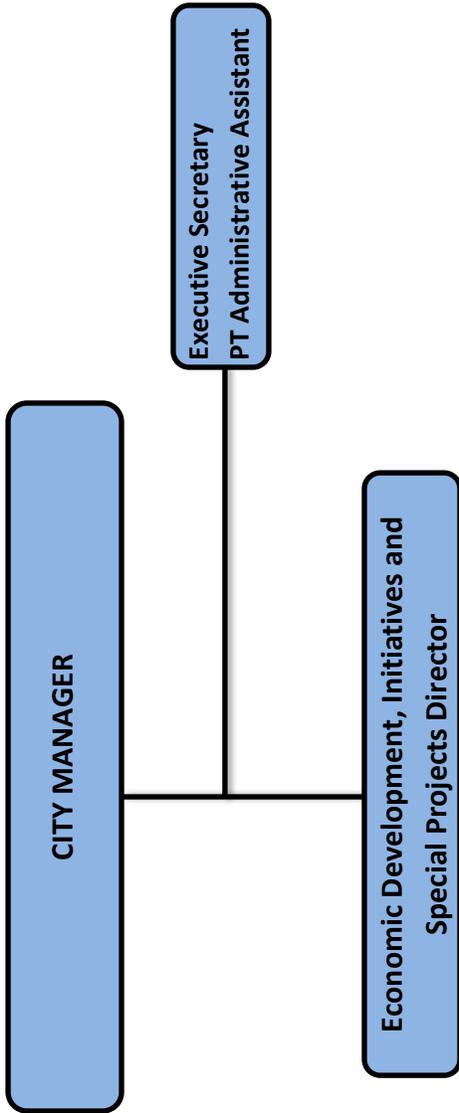
2019 Budget Priorities

Core Business

- Provide overall administration of City operations in accordance with State Law, City Charter, City Code and City Council goals and policies
- Supervise Department Heads, agencies and offices to achieve goals with available resources
- Provide oversight in preparation and execution of budget
- Continue to increase the effectiveness of communication with the City Council, employees and citizens
- Ensure organizational expectations are incorporated into daily work processes
- Focus the service delivery of the City to the needs of the citizen

2019 Strategic Priorities

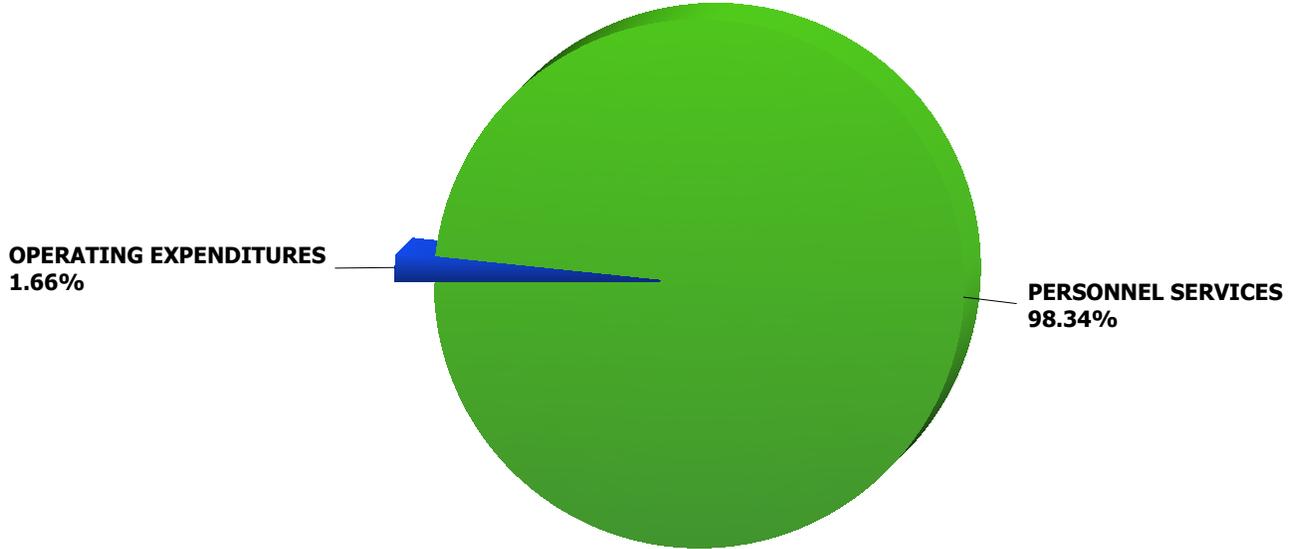
- Implement Organizational changes for the newly re-organized Community Development Department
- Develop the Land Use Code revisions
- Foster economic development efforts in cooperation with the City Council. This includes completion of Brownfields phase I and II at the Kingsbury site, focus on the Marlboro Street Corridor, increased efforts around marketing of the city, increased efforts with newly organized airport marketing and development committee, and work on the Downtown revitalization project
- Work to create long-term plans for the city's parking infrastructure
- Create a Dig Once policy and Broadband plan
- Monitor recruitment and other workforce challenges in the city



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY MANAGER

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 229,409 | 286,767 | 291,727 | 283,332 | 439,148 | 0 | 439,148 | 439,148 |
| 62000 - OPERATING EXPENDITURES | 5,319 | 3,207 | 7,860 | 7,674 | 7,404 | 0 | 7,404 | 7,404 |
| Department Total | 234,728 | 289,974 | 299,587 | 291,006 | 446,552 | 0 | 446,552 | 446,552 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-----------------------------------|-------------|----------------------------|
| 00300 | 61203 | CITY MANAGER | 1.00 | 147,344 |
| | 61304 | ECON DEV, INITIATIVES & SPEC PROJ | 1.00 | 119,000 |
| | 61305 | EXECUTIVE SECRETARY | 1.00 | 59,063 |
| TOTAL | | | 3.00 | 325,407 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

CITY MANAGER

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61203 - CITY MANAGER | 120,140 | 153,779 | 155,547 | 145,295 | 147,344 | 0 | 147,344 | 147,344 |
| 61304 - GENERAL PERSONNEL | 0 | 0 | 0 | 0 | 119,000 | 0 | 119,000 | 119,000 |
| 61305 - ADMINISTRATIVE PERSONNEL | 56,970 | 58,420 | 59,061 | 59,060 | 59,063 | 0 | 59,063 | 59,063 |
| 61603 - CAR ALLOWANCE | 1,050 | 0 | 0 | 2,760 | 3,600 | 0 | 3,600 | 3,600 |
| 61701 - HEALTH INSURANCE | 12,616 | 16,331 | 17,708 | 16,086 | 41,506 | 0 | 41,506 | 41,506 |
| 61702 - DENTAL INSURANCE | 1,711 | 1,767 | 1,821 | 1,080 | 2,666 | 0 | 2,666 | 2,666 |
| 61703 - RETIREMENT CONTRIBUTIONS | 16,113 | 23,711 | 24,422 | 23,257 | 37,031 | 0 | 37,031 | 37,031 |
| 61704 - SOCIAL SECURITY | 13,480 | 14,620 | 14,849 | 14,203 | 23,995 | 0 | 23,995 | 23,995 |
| 61705 - WORKERS COMPENSATION | 7 | 139 | 319 | 307 | 522 | 0 | 522 | 522 |
| 61712 - DEPT HEAD RETIREMENT | 4,362 | 18,000 | 18,000 | 21,284 | 4,420 | 0 | 4,420 | 4,420 |
| 61901 - RECRUITMENT | 2,960 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 229,409 | 286,767 | 291,727 | 283,332 | 439,148 | 0 | 439,148 | 439,148 |
| 62205 - PC REPLACEMENT CHARGE | 232 | 218 | 922 | 1,218 | 816 | 0 | 816 | 816 |
| 62435 - TRAINING | 100 | 149 | 100 | 75 | 100 | 0 | 100 | 100 |
| 62436 - MEETINGS & DUES | 3,326 | 1,085 | 2,718 | 1,235 | 3,656 | 0 | 3,656 | 3,656 |
| 62441 - LOCAL MEALS & MEETING EXP | 188 | 268 | 500 | 435 | 500 | 0 | 500 | 500 |
| 62510 - TELEPHONE | 649 | 1,037 | 645 | 1,276 | 645 | 0 | 645 | 645 |
| 62701 - OFFICE SUPPLIES | 498 | 439 | 600 | 1,300 | 600 | 0 | 600 | 600 |
| 62710 - POSTAGE | 92 | 12 | 125 | 25 | 125 | 0 | 125 | 125 |
| 62715 - BOOKS AND PERIODICALS | 234 | 0 | 350 | 210 | 350 | 0 | 350 | 350 |
| 62760 - OPERATING SUPPLIES | 0 | 0 | 1,900 | 1,900 | 612 | 0 | 612 | 612 |
| 62000 - OPERATING EXPENDITURES | 5,319 | 3,207 | 7,860 | 7,674 | 7,404 | 0 | 7,404 | 7,404 |
| TOTAL | 234,728 | 289,974 | 299,587 | 291,006 | 446,552 | 0 | 446,552 | 446,552 |

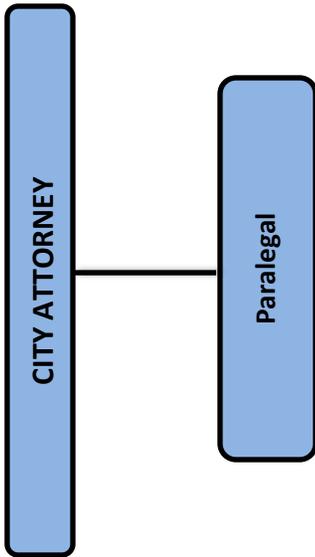
| | | | |
|---------------------------------------|--|--------------|---------|
| Department: | City Attorney | Fund: | General |
| Division (s): Cost Center: | 00100 | | |
| Mission: | To provide the highest quality legal services and legal counsel to the City's municipal officials, City Manager, department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

For FY19 the highest priority for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City's officials, and board and committee members, relative to their roles and responsibilities, meeting protocols, and public access to governmental records and meetings. The City Attorney is committed to providing professional, efficient, and cost-effective legal services to the City of Keene.

Notable achievements for the City Attorney's office for the past fiscal year include the legal work associated with the redevelopment and expansion of the Keene Public Library and Annex, including understanding of complex financing documents; assisting the Planning Department with the Marlboro Street development project; and working with various departments on the adoption of the provisions of RSA 79-E, relative to community revitalization tax relief incentives. The City Attorney is working with the City Clerk and staff in providing a legal review of the City's Code of Ordinances, which is expected to be recodified in FY19. The City Attorney continues to assist the City's various departments with their legal issues including matters involving enforcement of the City Code, and numerous right-to-know requests. The City Attorney will also work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

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

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|---|--|--------------------------------------|--------------------------------------|----------------|
| Provide legal services to the Mayor and City Council, the various standing and ad-hoc committees, and to the City's boards and commissions. | | Municipal Governance & Fin Stability | | |
| Provide legal services to the City Manager and department heads. | | Municipal Governance & Fin Stability | | |
| To act as legal counsel through the expertise of independent professional judgment necessary to render candid legal advice. | | Municipal Governance & Fin Stability | | |
| Assist the City Manager with negotiation and drafting of legal documents relative to the development of City properties. | | Municipal Governance & Fin Stability | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| To assist the City's municipal officers, department heads, boards and commissions in understanding and complying with applicable statutes, ordinances, and regulations. | | | Municipal Governance & Fin Stability | V, E |
| To engage in litigation only when necessary to bring a disputed matter to an efficient conclusion and at a minimum cost to the taxpayer in a manner that is consistent with the best interests of the City. | | | Municipal Governance & Fin Stability | V, E |
| To work with the City Clerk in providing a legal review of the City's Code of Ordinances and recodification. | | | Municipal Governance & Fin Stability | O, I, E |
| To assist in the revision of the City's Land Use Code and the impact of proposed revisions on economic development. | | | Municipal Governance & Fin Stability | V, E |
| To collaborate with City staff in providing training for employees geared toward risk analysis and liability exposure. | | | Municipal Governance & Fin Stability | V, E |
| Continue to provide training to the volunteers on the City's boards and commissions with regard to respective board regulations, Rules of Procedure, and the Right-to-Know Law. | | | Municipal Governance & Fin Stability | V, E |
| METRICS: | | FY17 | FY18 | FY19 |
| <i>Not Applicable</i> | | | | |

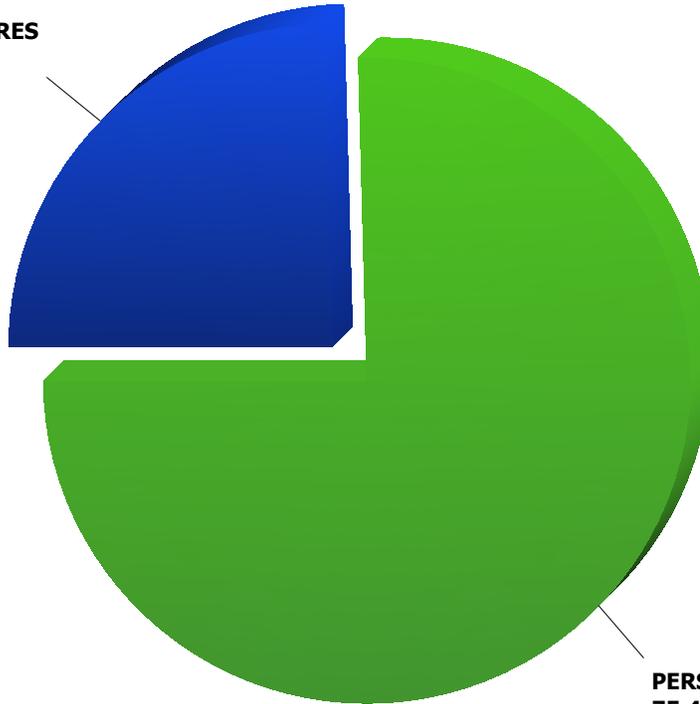


**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY ATTORNEY

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 246,426 | 253,681 | 258,761 | 258,761 | 265,636 | 0 | 265,636 | 265,636 |
| 62000 - OPERATING EXPENDITURES | 36,726 | 52,030 | 83,302 | 87,448 | 86,548 | 0 | 86,548 | 86,548 |
| Department Total | 283,152 | 305,711 | 342,063 | 346,209 | 352,184 | 0 | 352,184 | 352,184 |

**OPERATING EXPENDITURES
24.57%**



**PERSONNEL SERVICES
75.43%**

Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|---------------|-------------|----------------------------|
| 00100 | 61201 | CITY ATTORNEY | 1.00 | 129,574 |
| | 61305 | PARALEGAL | 1.00 | 59,063 |
| TOTAL | | | 2.00 | 188,637 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

CITY ATTORNEY

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61201 - CITY ATTORNEY | 123,158 | 128,045 | 129,574 | 129,574 | 129,574 | 0 | 129,574 | 129,574 |
| 61305 - ADMINISTRATIVE PERSONNEL | 56,941 | 58,371 | 57,903 | 57,903 | 59,063 | 0 | 59,063 | 59,063 |
| 61701 - HEALTH INSURANCE | 31,210 | 31,080 | 33,703 | 33,703 | 39,491 | 0 | 39,491 | 39,491 |
| 61702 - DENTAL INSURANCE | 1,483 | 1,356 | 1,388 | 1,388 | 1,364 | 0 | 1,364 | 1,364 |
| 61703 - RETIREMENT CONTRIBUTIONS | 20,117 | 20,830 | 21,467 | 21,467 | 21,467 | 0 | 21,467 | 21,467 |
| 61704 - SOCIAL SECURITY | 13,511 | 13,865 | 14,431 | 14,431 | 14,358 | 0 | 14,358 | 14,358 |
| 61705 - WORKERS COMPENSATION | 7 | 134 | 296 | 296 | 318 | 0 | 318 | 318 |
| 61000 - PERSONNEL SERVICES | 246,426 | 253,681 | 258,761 | 258,761 | 265,636 | 0 | 265,636 | 265,636 |
| 62160 - COURT & HEARING EXP | 1,421 | 675 | 1,200 | 5,521 | 3,500 | 0 | 3,500 | 3,500 |
| 62161 - LEGAL SERVICES | 24,038 | 40,230 | 70,000 | 70,000 | 70,000 | 0 | 70,000 | 70,000 |
| 62205 - PC REPLACEMENT CHARGE | 348 | 327 | 352 | 352 | 798 | 0 | 798 | 798 |
| 62435 - TRAINING | 509 | 551 | 1,500 | 1,100 | 1,500 | 0 | 1,500 | 1,500 |
| 62436 - MEETINGS & DUES | 834 | 820 | 1,000 | 775 | 1,000 | 0 | 1,000 | 1,000 |
| 62510 - TELEPHONE | 371 | 378 | 500 | 375 | 500 | 0 | 500 | 500 |
| 62701 - OFFICE SUPPLIES | 742 | 259 | 250 | 225 | 250 | 0 | 250 | 250 |
| 62710 - POSTAGE | 197 | 158 | 300 | 300 | 300 | 0 | 300 | 300 |
| 62715 - BOOKS AND PERIODICALS | 8,267 | 8,632 | 8,200 | 8,800 | 8,700 | 0 | 8,700 | 8,700 |
| 62000 - OPERATING EXPENDITURES | 36,726 | 52,030 | 83,302 | 87,448 | 86,548 | 0 | 86,548 | 86,548 |
| TOTAL | 283,152 | 305,711 | 342,063 | 346,209 | 352,184 | 0 | 352,184 | 352,184 |

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

For FY 19, the City Clerk's Office set objectives to meet our statutory obligations and to meet the needs of the organization. The three main objectives this year will include:

- Conduct a State Primary and State General Election
- Improve the audio, visual, and presentation effectiveness in the Council Chambers
- Recodify the City Code

For FY 18, Keene was one of 13 cities in the State that implemented new voter registration requirements that require new voters to provide verification of their domicile. The City Clerk's Office will continue to respond to challenges from the State Legislature, which has enacted and is continuing to consider tighter election requirements.

Compact shelving was installed in the archives center, which has doubled the capacity to store both records from the City and outside clients. A project balance allowed the acquisition of additional compact shelving for the City Clerk's vault. The office also acquired shelving from a local business, which will allow voter registration records to be transferred from elected Checklist Supervisors to the custody of the City.

The City Council and its Standing Committees moved away from a paper agenda packet at their meetings. Using an on-line application for the submittal, review, production, and publication of agendas has resulted in significant savings in labor and paper costs.

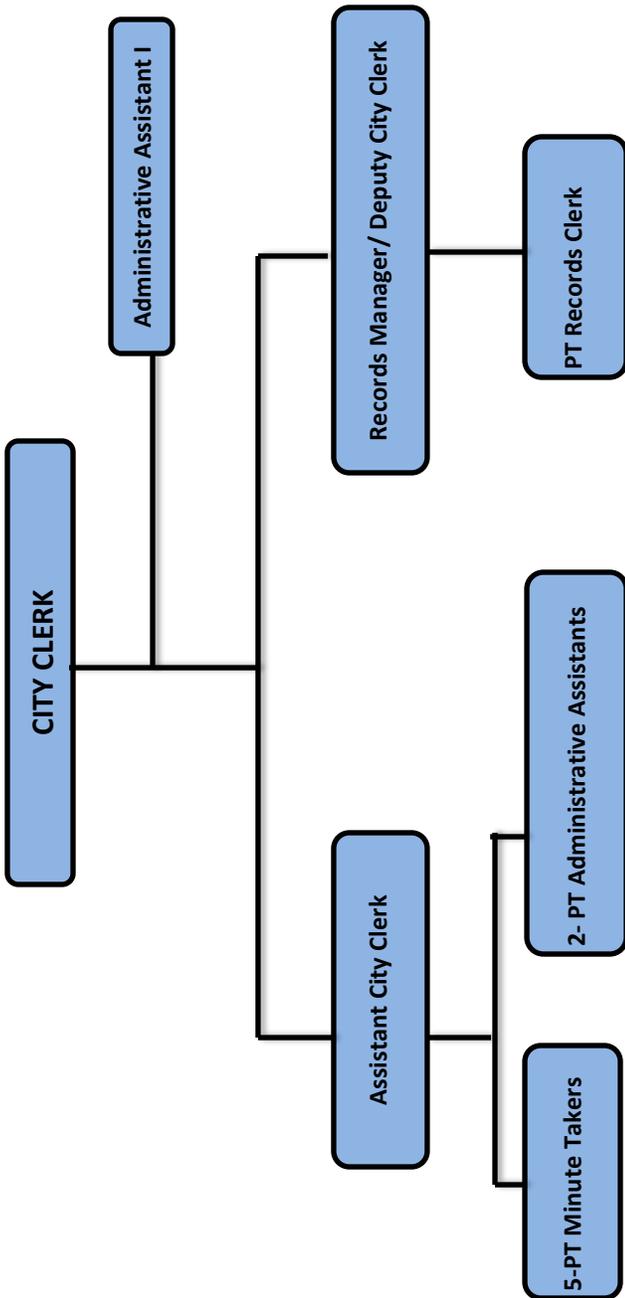
Background

The City Clerk is a Constitutional officer under the New Hampshire State Constitution. The City Clerk is also a Charter officer appointed by the Mayor and City Council. In these capacities, the Clerk is responsible for municipal, state, and federal elections and serves as the Clerk to the City Council. The office receives and processes all right to know request on behalf of the City by gathering governmental records from responsible departments, coordinating their review for a determination of the public record status and arranging for the delivery to the requestor.

The City Clerk's Office operates an off-site records center and archives for municipal records and contracted outside clients. The office also provides support services in the creation of public minutes for over 25 public bodies

Additional responsibilities include recording vital records for Keene's citizens, issuing various types of licenses, and managing electronic and paper records. The office is also responsible for codifying all adopted ordinances, and filing and preserving all contracts, leases, licenses, deeds, easements, and oaths of office.

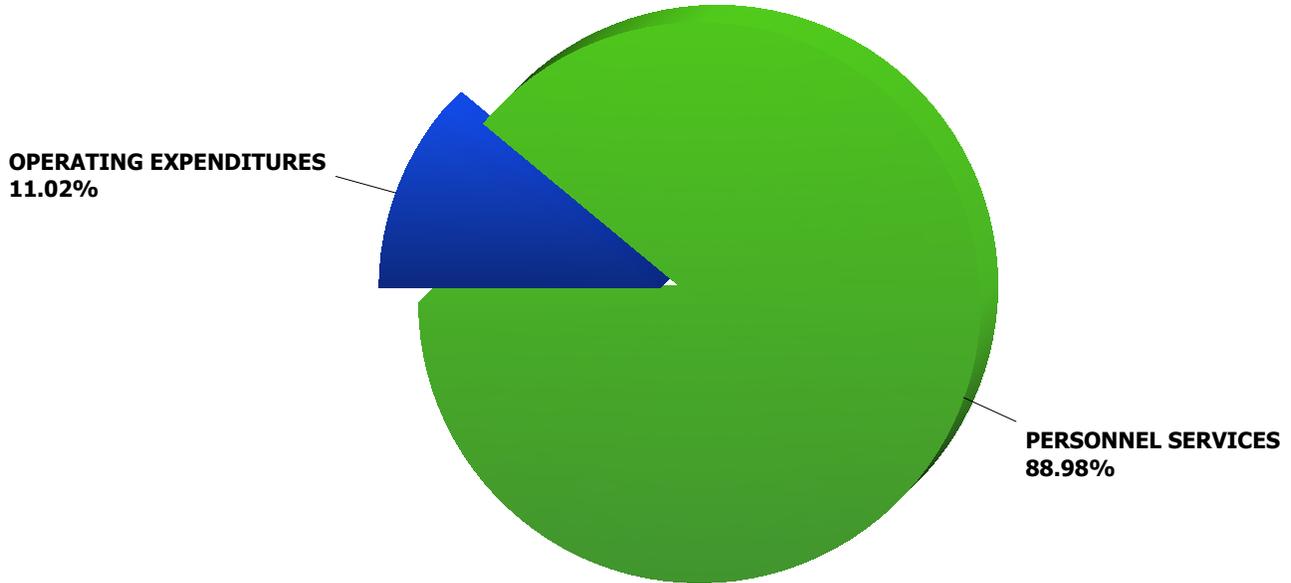
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|---|------------|--------------|--------------|-------|
| Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally | | Leadership | | |
| Conduct local, state, and federal elections to ensure compliance with statutory requirements | | Leadership | | |
| Manage paper-based and electronic records to ensure compliance with statutory requirements | | Leadership | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Conduct State Primary and State General Elections | | RSA 652 | | |
| Reconcile and merge voter registration records from Checklist Supervisors | | RSA 654:13-a | | V,E |
| Assist in recodification of the City Code | | | | V,C |
| Review all electronic record series for compliance with retention requirements | | RSA 33-A | | |
| Identify all established fees for codification in the City Code for right-to-know requests | | RSA 91-A | | |
| Improve the audio, visual, and presentation effectiveness in the Council Chambers | | | | V,C,E |
| Close out Council subject files as a record series | | | | V,C,E |
| METRICS: | FY17 | FY18 | FY19 | |
| Dog licenses issued | 2,771 | 2,705 | 2,800 | |
| Dog owners with unlicensed dogs on warrant | 147 | 330 | 350 | |
| Vital records issued | 4,946 | 5,100 | 5,100 | |
| Hours spent supporting City public bodies (City Council, Boards, Commissions) | 3,020 | 2,660 | 2,590 | |
| Municipal records boxes in custody | 4,781 | 4,961 | 5,150 | |
| Municipal records boxes retrieved and re-filed | 1,002 | 1,097 | 2,000 | |
| Municipal record boxes purged | 160 | 157 | 160 | |
| Right-to-Know requests received/ No. of responsive pages/Hrs. spent processing | 62/1139/52 | 105/1906/64 | 168/3050/116 | |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY CLERK

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 493,359 | 501,966 | 524,315 | 519,436 | 538,878 | 0 | 538,878 | 538,878 |
| 62000 - OPERATING EXPENDITURES | 58,004 | 59,133 | 64,636 | 62,373 | 66,732 | 0 | 66,732 | 66,732 |
| Department Total | 551,363 | 561,099 | 588,951 | 581,810 | 605,610 | 0 | 605,610 | 605,610 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|----------------------------|-------------|----------------------------|
| 00200 | 61202 | CITY CLERK | 1.00 | 104,672 |
| | 61305 | ADMINISTRATIVE ASSISTANT I | 1.00 | 47,145 |
| | | ASSISTANT CITY CLERK | 1.00 | 67,400 |
| | 61307 | ADMINISTRATIVE ASSISTANT | 1.06 | 49,348 |
| 00202 | 61302 | RECORDS MGR / DEP CITY CL | 0.90 | 69,223 |
| 00204 | 61302 | RECORDS MGR / DEP CITY CL | 0.10 | 7,691 |
| | 61307 | RECORDS CLERK | 0.53 | 20,575 |
| TOTAL | | | 5.59 | 366,054 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

CITY CLERK

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61202 - CITY CLERK | 100,937 | 103,448 | 104,671 | 104,671 | 104,672 | 0 | 104,672 | 104,672 |
| 61302 - ASST DEPARTMENT HEAD | 74,171 | 76,013 | 76,912 | 76,912 | 76,914 | 0 | 76,914 | 76,914 |
| 61305 - ADMINISTRATIVE PERSONNEL | 104,058 | 108,386 | 111,533 | 111,533 | 114,545 | 0 | 114,545 | 114,545 |
| 61307 - PART TIME EMPLOYEES | 70,169 | 69,548 | 77,715 | 73,185 | 74,619 | 0 | 74,619 | 74,619 |
| 61501 - REGULAR OVERTIME | 264 | 77 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61530 - OT:STRAIGHT TIME | 215 | 51 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61701 - HEALTH INSURANCE | 80,031 | 79,714 | 86,033 | 86,033 | 100,600 | 0 | 100,600 | 100,600 |
| 61702 - DENTAL INSURANCE | 5,449 | 4,843 | 5,063 | 5,063 | 4,870 | 0 | 4,870 | 4,870 |
| 61703 - RETIREMENT CONTRIBUTIONS | 31,236 | 32,178 | 33,466 | 33,466 | 33,700 | 0 | 33,700 | 33,700 |
| 61704 - SOCIAL SECURITY | 26,549 | 27,004 | 28,369 | 28,003 | 28,362 | 0 | 28,362 | 28,362 |
| 61705 - WORKERS COMPENSATION | 10 | 233 | 551 | 548 | 595 | 0 | 595 | 595 |
| 61901 - RECRUITMENT | 271 | 471 | 0 | 21 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 493,359 | 501,966 | 524,315 | 519,436 | 538,878 | 0 | 538,878 | 538,878 |
| 62107 - ELECTIONS | 18,477 | 15,526 | 13,310 | 13,145 | 14,115 | 0 | 14,115 | 14,115 |
| 62205 - PC REPLACEMENT CHARGE | 1,712 | 1,986 | 1,987 | 1,987 | 2,502 | 0 | 2,502 | 2,502 |
| 62206 - PW FLEET CHARGE | 13,446 | 13,722 | 14,600 | 14,600 | 15,754 | 0 | 15,754 | 15,754 |
| 62301 - OFFICE EQUIPMENT MAINT. | 2,815 | 3,474 | 2,700 | 2,700 | 2,776 | 0 | 2,776 | 2,776 |
| 62404 - PROPERTY INSURANCE | 414 | 448 | 448 | 414 | 414 | 0 | 414 | 414 |
| 62416 - PRINTING | 6,402 | 3,294 | 6,850 | 6,616 | 3,700 | 0 | 3,700 | 3,700 |
| 62425 - ADVERTISING | 566 | 377 | 980 | 727 | 720 | 0 | 720 | 720 |
| 62435 - TRAINING | 2,374 | 3,819 | 3,915 | 4,313 | 3,842 | 0 | 3,842 | 3,842 |
| 62436 - MEETINGS & DUES | 1,168 | 1,150 | 1,390 | 1,369 | 1,390 | 0 | 1,390 | 1,390 |
| 62450 - POLLING STATIONS SET UP | 883 | 2,027 | 310 | 974 | 1,610 | 0 | 1,610 | 1,610 |
| 62498 - USE OF TRUST FUNDS | 63 | 9 | 200 | 200 | 200 | 0 | 200 | 200 |
| 62510 - TELEPHONE | 2,261 | 2,265 | 2,610 | 2,600 | 2,580 | 0 | 2,580 | 2,580 |
| 62606 - OTHER RENTALS | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,000 | 1,000 |
| 62701 - OFFICE SUPPLIES | 2,413 | 3,073 | 2,457 | 2,450 | 2,409 | 0 | 2,409 | 2,409 |
| 62710 - POSTAGE | 1,407 | 3,247 | 4,772 | 4,654 | 3,245 | 0 | 3,245 | 3,245 |
| 62715 - BOOKS AND PERIODICALS | 906 | 56 | 375 | 375 | 425 | 0 | 425 | 425 |
| 62740 - OTHER MAINT. SUPPLIES | 18 | 909 | 1,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| 62755 - UNIFORMS | 156 | 0 | 250 | 250 | 250 | 0 | 250 | 250 |
| 62760 - OPERATING SUPPLIES | 1,959 | 3,128 | 5,882 | 3,400 | 3,950 | 0 | 3,950 | 3,950 |
| 62761 - SOFTWARE | 0 | 0 | 0 | 0 | 4,250 | 0 | 4,250 | 4,250 |
| 62762 - LICENSES & PERMITS | 562 | 621 | 600 | 600 | 600 | 0 | 600 | 600 |
| 62000 - OPERATING EXPENDITURES | 58,004 | 59,133 | 64,636 | 62,373 | 66,732 | 0 | 66,732 | 66,732 |
| TOTAL | 551,363 | 561,099 | 588,951 | 581,810 | 605,610 | 0 | 605,610 | 605,610 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| CITY CLERK | 42110 - CLERK - STATE | 31,897 | 31,188 | 28,500 | 28,500 | 29,500 | 29,500 |
| | 42115 - CLERK - CITY | 12,405 | 12,366 | 11,250 | 11,250 | 12,000 | 12,000 |
| | 42120 - DOGS | 14,102 | 14,206 | 12,200 | 12,200 | 13,000 | 13,000 |
| | 42306 - MISC FEES & CHARGES | 8,344 | 13,072 | 8,700 | 8,700 | 8,700 | 8,700 |
| | 42000 - LICENSES/PERMITS/FEES | 66,747 | 70,831 | 60,650 | 60,650 | 63,200 | 63,200 |
| | 44109 - DIRECT REIMBURSEMENT | 0 | 0 | 0 | 244 | 0 | 0 |
| | 44135 - RECORDS CENTER CHARGES | 17,834 | 22,133 | 21,643 | 21,870 | 22,308 | 22,308 |
| | 44000 - CHARGES FOR SERVICES | 17,834 | 22,133 | 21,643 | 22,113 | 22,308 | 22,308 |
| | 46103 - INTEREST: A/R | 49 | (2) | 0 | 38 | 0 | 0 |
| | 46411 - INGERSOLL COLLECTION | 0 | 9 | 0 | 0 | 0 | 0 |
| | 46000 - MISCELLANEOUS | 49 | 7 | 0 | 38 | 0 | 0 |
| | TOTAL | 84,631 | 92,971 | 82,293 | 82,802 | 85,508 | 85,508 |

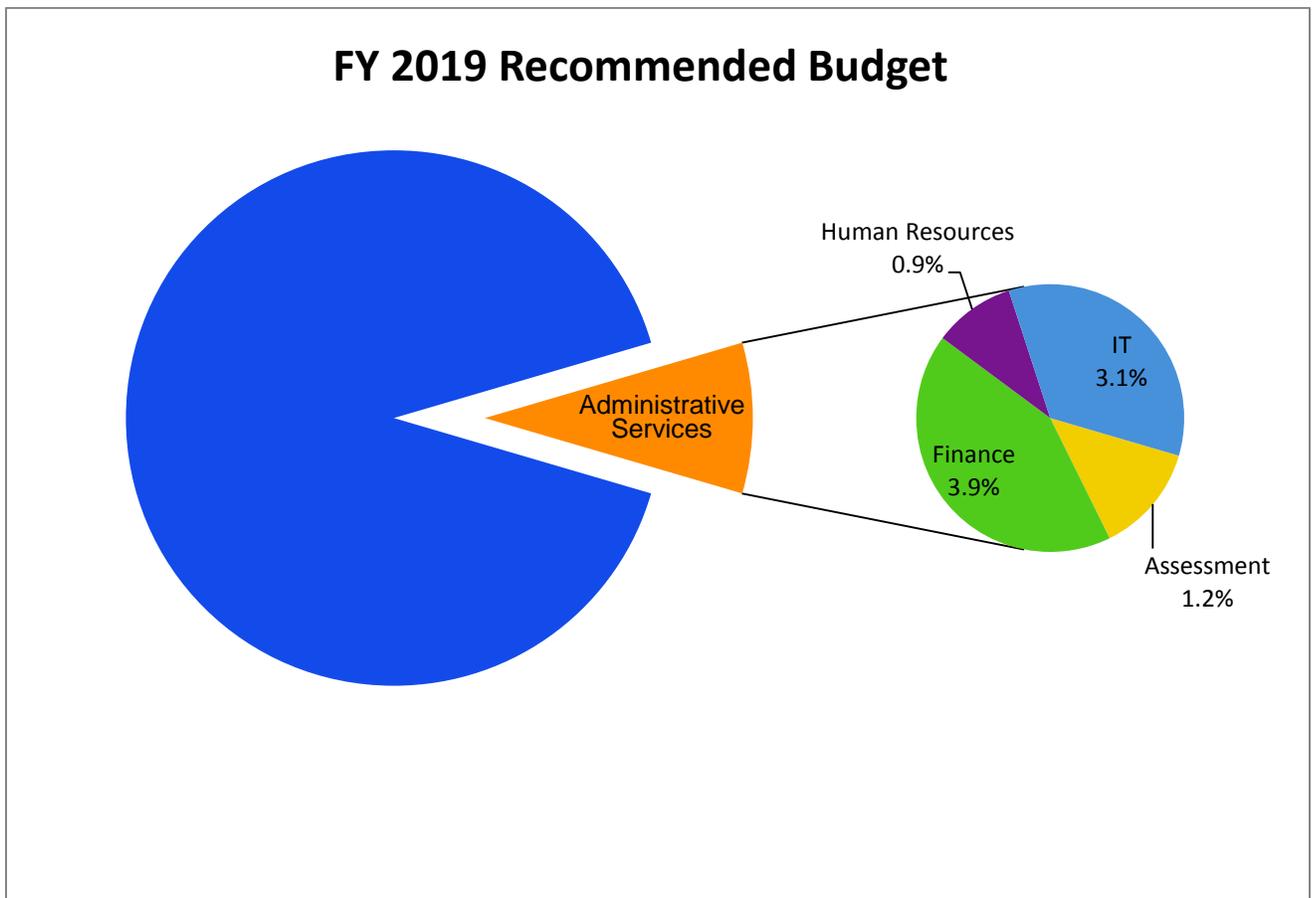
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Administrative Services Portfolio

The Administrative Services Portfolio is a grouping of City Departments that provides services to other departments as well as the general public.

Department Heads:

| | |
|-----------------|--|
| Daniel Langille | City Assessor |
| Steve Thornton | Finance Director |
| Elizabeth Fox | Assistant City Manager for Community Services/Human Resources Director |
| Rebecca Landry | Assistant City Manager for Administrative Services/IT Director |



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

In FY19 the Department will be going through our Assessment Review with the NH Department of Revenue. This process ensures that our Department is adhering to the standards and procedures set for all functions that are carried out in an assessing office. Additionally, the Department will continue to make valuation adjustments for changes resulting from building permits, sub-divisions, and discovery. Overall, the FY19 Budget will provide the means for the Department of Assessment to meet our statutory obligations.

During FY18 the Department of Assessment completed the final phase of a three year Parcel Mapping Project. This project was designed to significantly improve the accuracy and availability of the City’s parcel maps and was aligned with one of our Departmental objectives; implementing new technology for effective, efficient, and transparent assessing practices. The final phase, Phase III, focused on completing parcel compilation and created a public GIS site.

Background

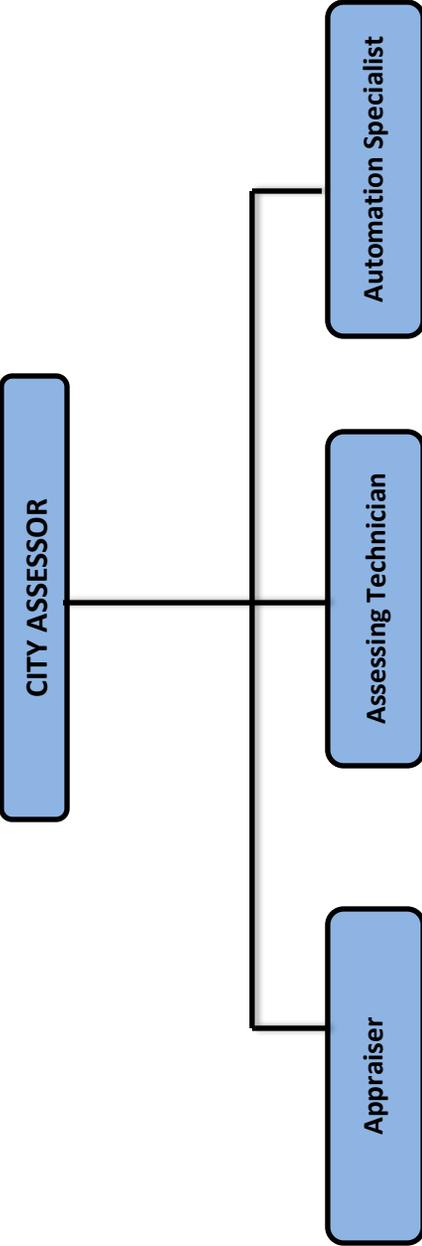
The Department of Assessment ensures the fair and equitable taxation of all property within the City. Additionally, we make a concerted effort to both educate and provide valuable property information to the public. These objectives are accomplished through the following:

- Valuation of property changes in accordance with RSA 75:8 and caused by building permits, zoning changes, sub-divisions, mergers, variances, and discovery
- Collection and validation of all real estate transactions
- Maintain an accurate and updated property database
- 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
- 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.

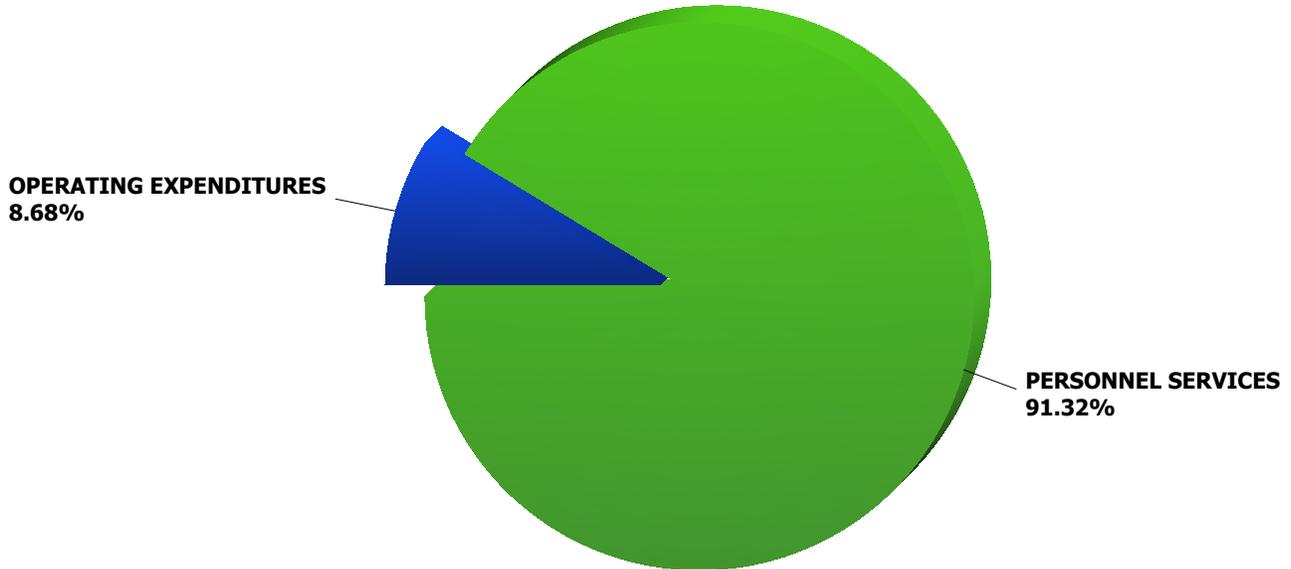
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|---|--|--------------------------------------|--------------------------------------|---------------|
| Annually analyze the real estate market to ensure equity and fairness in the valuation of real property. This process includes inspecting, 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 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Appraise real property in accordance with State law | | RSA 75:1 & 75:8 | Municipal Governance & Fin Stability | I |
| Meet the Standards for Assessing Standards Board (ASB) Certification | | RSA 21-J:11-a | Municipal Governance & Fin Stability | I |
| Implement new technology for effective, efficient, and transparent assessing practices | | | Municipal Governance & Fin Stability | I, E |
| METRICS: | | FY16 | FY17 | FY18 |
| Equalization ratio (expresses relationship between assessment and market; Assessing Standards Board standard is between 90% and 110%) | | 106.0 | 100.2 | 100.0 |
| Total Taxable Assessed Value including Retained Value used for TIF funds | | 1.882 billion | 1.788 billion | 1.796 billion |
| PILOT Agreement Revenue | | \$412,492 | \$433,772 | \$431,900 |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

ASSESSMENT

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 402,912 | 418,190 | 434,861 | 434,861 | 450,413 | 0 | 450,413 | 450,413 |
| 62000 - OPERATING EXPENDITURES | 23,148 | 19,376 | 43,239 | 42,661 | 42,813 | 0 | 42,813 | 42,813 |
| Department Total | 426,060 | 437,566 | 478,100 | 477,522 | 493,226 | 0 | 493,226 | 493,226 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-----------------------|-------------|----------------------------|
| 00400 | 61301 | CITY ASSESSOR | 1.00 | 109,379 |
| | 61304 | APPRAISER | 1.00 | 73,602 |
| | 61305 | ASSESSING TECHNICIAN | 1.00 | 55,172 |
| | | AUTOMATION SPECIALIST | 1.00 | 55,172 |
| TOTAL | | | 4.00 | 293,325 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

ASSESSMENT

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 98,636 | 105,574 | 109,376 | 109,376 | 109,379 | 0 | 109,379 | 109,379 |
| 61304 - GENERAL PERSONNEL | 70,433 | 72,740 | 73,600 | 73,600 | 73,602 | 0 | 73,602 | 73,602 |
| 61305 - ADMINISTRATIVE PERSONNEL | 104,068 | 106,695 | 107,916 | 107,916 | 110,344 | 0 | 110,344 | 110,344 |
| 61701 - HEALTH INSURANCE | 73,814 | 72,907 | 78,253 | 78,253 | 91,222 | 0 | 91,222 | 91,222 |
| 61702 - DENTAL INSURANCE | 4,641 | 4,189 | 4,352 | 4,352 | 3,555 | 0 | 3,555 | 3,555 |
| 61703 - RETIREMENT CONTRIBUTIONS | 30,510 | 31,847 | 33,103 | 33,103 | 33,380 | 0 | 33,380 | 33,380 |
| 61704 - SOCIAL SECURITY | 20,667 | 21,467 | 22,253 | 22,253 | 22,439 | 0 | 22,439 | 22,439 |
| 61705 - WORKERS COMPENSATION | 143 | 2,771 | 6,007 | 6,007 | 6,491 | 0 | 6,491 | 6,491 |
| 61000 - PERSONNEL SERVICES | 402,912 | 418,190 | 434,861 | 434,861 | 450,413 | 0 | 450,413 | 450,413 |
| 62125 - APPRAISAL SERVICES | 3,637 | 0 | 16,600 | 16,600 | 16,300 | 0 | 16,300 | 16,300 |
| 62205 - PC REPLACEMENT CHARGE | 2,438 | 2,453 | 2,953 | 2,953 | 2,919 | 0 | 2,919 | 2,919 |
| 62206 - PW FLEET CHARGE | 7,483 | 7,811 | 7,381 | 7,381 | 7,289 | 0 | 7,289 | 7,289 |
| 62301 - OFFICE EQUIPMENT MAINT. | 969 | 0 | 250 | 250 | 220 | 0 | 220 | 220 |
| 62320 - MAPPING / GIS MAINTENANCE | 0 | 0 | 8,600 | 8,600 | 8,800 | 0 | 8,800 | 8,800 |
| 62435 - TRAINING | 1,658 | 2,389 | 2,050 | 1,975 | 2,200 | 0 | 2,200 | 2,200 |
| 62436 - MEETINGS & DUES | 1,149 | 1,496 | 1,450 | 1,375 | 1,580 | 0 | 1,580 | 1,580 |
| 62510 - TELEPHONE | 722 | 751 | 800 | 800 | 750 | 0 | 750 | 750 |
| 62701 - OFFICE SUPPLIES | 1,497 | 3,062 | 1,200 | 997 | 1,000 | 0 | 1,000 | 1,000 |
| 62710 - POSTAGE | 2,546 | 447 | 990 | 765 | 950 | 0 | 950 | 950 |
| 62715 - BOOKS AND PERIODICALS | 1,050 | 966 | 965 | 965 | 805 | 0 | 805 | 805 |
| 62000 - OPERATING EXPENDITURES | 23,148 | 19,376 | 43,239 | 42,661 | 42,813 | 0 | 42,813 | 42,813 |
| TOTAL | 426,060 | 437,566 | 478,100 | 477,522 | 493,226 | 0 | 493,226 | 493,226 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------|---------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| ASSESSMENT | 41105 - NET PROPERTY TAX | 24,352,010 | 24,742,331 | 25,029,599 | 25,033,483 | 25,419,454 | 25,391,454 |
| | 41110 - IN LIEU OF TAX | 412,492 | 433,772 | 431,900 | 440,000 | 440,000 | 440,000 |
| | 41115 - TIMBER YIELD TAX | 14,696 | 20,875 | 15,000 | 7,500 | 8,000 | 8,000 |
| | 41120 - LAND USE CHANGE TAX | 2,020 | 0 | 0 | 125,178 | 0 | 0 |
| | 41125 - TAX INCREMENT FINANCING | 66,446 | 66,109 | 463,270 | 463,270 | 628,685 | 628,685 |
| | 41000 - TAXES | 24,847,665 | 25,263,088 | 25,939,769 | 26,069,431 | 26,496,139 | 26,468,139 |
| | 47305 - COPIES | 1,843 | 1,331 | 1,000 | 1,000 | 800 | 800 |
| | 46000 - MISCELLANEOUS | 1,843 | 1,331 | 1,000 | 1,000 | 800 | 800 |
| TOTAL | 24,849,508 | 25,264,419 | 25,940,769 | 26,070,431 | 26,496,939 | 26,468,939 | |

| | | | |
|---------------------------------------|--|--------------|---------|
| Department: | Finance | Fund: | General |
| Division (s): Cost Center: | Accounting, Revenue, and Purchasing 00600 through 00603 | | |
| Mission: | To manage the financial resources of the City of Keene in an efficient, ethical, and transparent manner. Provide timely and accurate financial information to the public, elected officials, and City staff. | | |

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

FY 19 initiatives will include:

- Continuation of Human Resource and Payroll Software optimization and implementation of Employee Access Module.
- Continued emphasis on financial planning and communication of financial information to City elected officials, the public, and City staff.

In general terms in FY 19 and beyond, the Department will continue to efficiently and accurately perform the business functions of the City, monitoring fiscal trends and legislative and regulatory activity that could impact the City's operations and fiscal condition. While working to fulfill the primary services and responsibilities of the Department, staff will explore opportunities to use technology to improve performance and investigate succession planning and training that will further advance the Department's mission and efforts to maintain compliance with best practice standards

During FY18 the Finance Department undertook several initiatives, including:

- Planning for Human Resource and Payroll software Optimization workshop to maximize utilization and efficiency of the software and Implementation of Employee Access Center.
- Purchasing RFP and contract management software implements.
- Communication of financial information with City elected officials, staff, and the public were prioritized through the use of Council Workshops and presentations and the reorganization and expanded narrative of the FY 2019-2024 CIP and FY 2018 Operating Budget.
- Award and implementation of new banking contract.
- Award and implementation of new Ambulance billing contract

Background

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

A. Finance / Accounting / Treasurer: 8 FTE

- Accounts Payable – payment for all goods and services necessary for City operations
- Accounts Receivable – billing and collections for all services provided by City departments other than property taxes and water and sewer bills
- Payroll – preparation of payroll and all associated state and federal payroll reporting.
- Trustees of Trust Funds – liaison and staff support to the board charged with the custody of City trust funds and capital reserves

- General ledger accounting - budget monitoring, capital projects accounting, financial reporting, reconciliation of accounts, fixed asset accounting, financial management and reporting for grants, internal control review and development, ongoing and ad hoc financial analysis, managing the annual audit, and other activities necessary to safeguard City assets and the accuracy of financial reporting.
- Operating Budget and Capital Improvements Program development and preparation.
- Long term financial planning.
- Cash management, debt management, and all other treasury functions.

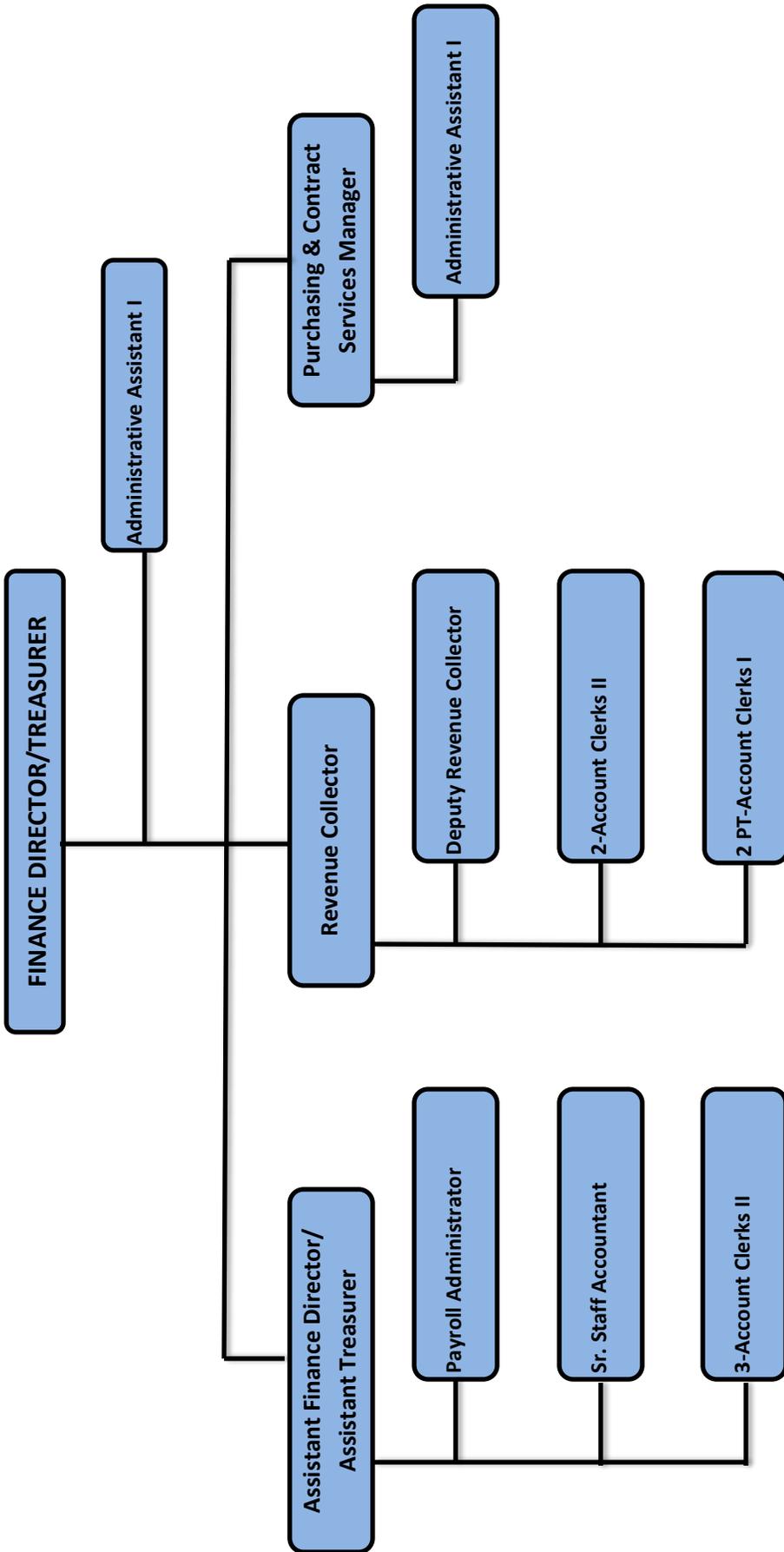
B. Purchasing : 2 FTE

- Ensure that City acquisition of goods and services are conducted as arm's length transactions ethically and in accordance with established ordinances, resolutions, and guidelines.
- Establish and maintain procedures and practices to maximize the City's purchasing power.
- Establish and maintain procedures to ensure that purchases comply with state or federal purchasing guidelines when using grant or contract dollars.

C. Revenue Collection / Tax Collector 4 FTE and 2 PTE

- Manage the Property Tax cycle in accordance with applicable state law and guidelines, including billing, collections, the lien and tax deeding process, and state reporting.
- Manage water and sewer billing and collections.
- Motor vehicle registration.
- Provide excellent customer service in the areas of receiving payments from the public for a wide variety of City activities.
- Accurately account for cash receipts for all departments and operations of the City.

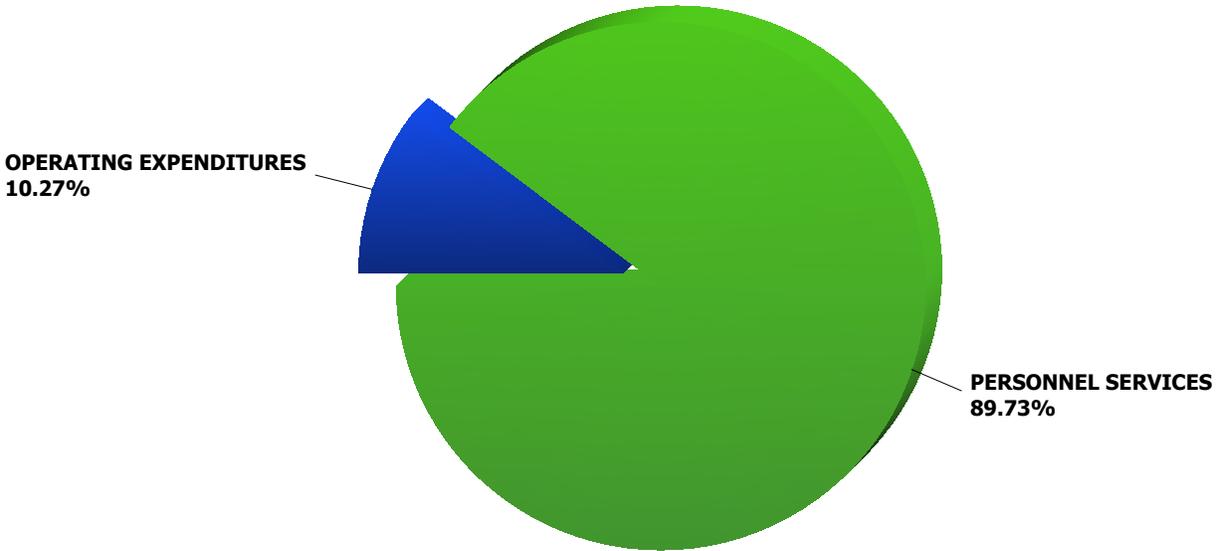
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|--------------------------------------|--------------------------------------|--------------|
| Perform, manage, and oversee all standard business functions for the entire city organization | | Municipal Governance & Fin Stability | | |
| Perform short and long term financial analysis and planning | | Municipal Governance & Fin Stability | | |
| Prepare and implement operating and capital budgets in conformance with policies and plans adopted by the City Council | | Municipal Governance & Fin Stability | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Present financial data in formats that are informative and user friendly | | | Municipal Governance & Fin Stability | C,I |
| Work with the Parking Division to expand accepting credit card payments | | | Municipal Governance & Fin Stability | C |
| Finalize tax billing system implementation; implement Purchasing and Payroll software enhancements | | | Municipal Governance & Fin Stability | C |
| Finalize documentation of Purchasing policies and procedures | | | Municipal Governance & Fin Stability | C |
| Continue department training and cross-training advancing succession planning | | | Municipal Governance & Fin Stability | C |
| METRICS: | | FY17 | FY18 | FY19 |
| Invoices paid within vendor stipulated pay period | | 94.00% | 90.00% | 92.00% |
| Timely issuance of Council Reports | | 100.00% | 100.00% | 100.00% |
| Number of bids, RFP's & contracts issued | | 200 | 225 | 250 |
| Property tax & utility bills issued | | 41,531 | 41,550 | 41,550 |
| Motor vehicle transactions | | 20,742 | 20,610 | 20,610 |
| Parcels going to tax lien | | 232 | 250(est) | 250 |
| Liens as % of warrant (Tax Year 2016, 2017 and 2018) | | 1.65% | 1.65(est)% | 1.65% |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

FINANCE

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 1,348,791 | 1,362,637 | 1,422,584 | 1,320,671 | 1,430,702 | 0 | 1,430,702 | 1,430,702 |
| 62000 - OPERATING EXPENDITURES | 144,274 | 148,698 | 182,409 | 180,517 | 163,715 | 0 | 163,715 | 163,715 |
| Department Total | 1,493,064 | 1,511,335 | 1,604,993 | 1,501,188 | 1,594,417 | 0 | 1,594,417 | 1,594,417 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|---------------------------|--------------|----------------------------|
| 00600 | 61301 | FINANCE DIRECTOR/TREASURE | 1.00 | 114,301 |
| | 61302 | ASST. FINANCE DIR/TREAS | 1.00 | 104,669 |
| | 61305 | ADMINISTRATIVE ASST I | 1.00 | 41,532 |
| 00601 | 61304 | PAYROLL ADMINISTRATOR | 1.00 | 67,400 |
| | | SR STAFF ACCOUNTANT | 1.00 | 67,400 |
| | 61305 | ACCOUNT CLERK II | 3.00 | 145,038 |
| 00602 | 61304 | PURCH & CONTR SERV MGR | 1.00 | 83,992 |
| | 61305 | ADMINISTRATIVE ASST I | 1.00 | 47,395 |
| 00603 | 61303 | REVENUE COLLECTOR | 1.00 | 76,914 |
| | 61305 | ACCOUNT CLERK II | 2.00 | 96,692 |
| | | DEPUTY REVENUE COLLECTOR | 1.00 | 51,922 |
| | 61307 | ACCOUNT CLERK I | 1.18 | 49,040 |
| TOTAL | | | 15.18 | 946,295 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

FINANCE

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 110,224 | 112,961 | 114,297 | 114,297 | 114,301 | 0 | 114,301 | 114,301 |
| 61302 - ASST DEPARTMENT HEAD | 92,430 | 99,847 | 104,665 | 104,655 | 104,669 | 0 | 104,669 | 104,669 |
| 61303 - SUPERVISORY PERSONNEL | 74,174 | 76,300 | 76,912 | 76,912 | 76,914 | 0 | 76,914 | 76,914 |
| 61304 - GENERAL PERSONNEL | 264,781 | 265,354 | 283,369 | 217,292 | 218,792 | 0 | 218,792 | 218,792 |
| 61305 - ADMINISTRATIVE PERSONNEL | 316,609 | 326,565 | 332,405 | 332,405 | 382,579 | 0 | 382,579 | 382,579 |
| 61307 - PART TIME EMPLOYEES | 43,778 | 45,079 | 48,262 | 48,262 | 49,040 | 0 | 49,040 | 49,040 |
| 61401 - TEMPORARY PERSONNEL | 0 | 0 | 0 | 339 | 0 | 0 | 0 | 0 |
| 61501 - REGULAR OVERTIME | 1,586 | 2,758 | 2,000 | 2,000 | 2,000 | 0 | 2,000 | 2,000 |
| 61701 - HEALTH INSURANCE | 262,303 | 248,191 | 264,674 | 242,320 | 290,916 | 0 | 290,916 | 290,916 |
| 61702 - DENTAL INSURANCE | 19,024 | 16,578 | 17,009 | 15,842 | 15,318 | 0 | 15,318 | 15,318 |
| 61703 - RETIREMENT CONTRIBUTIONS | 95,588 | 98,447 | 103,974 | 96,453 | 102,108 | 0 | 102,108 | 102,108 |
| 61704 - SOCIAL SECURITY | 67,595 | 69,534 | 73,586 | 68,531 | 72,544 | 0 | 72,544 | 72,544 |
| 61705 - WORKERS COMPENSATION | 28 | 1,023 | 1,429 | 1,362 | 1,522 | 0 | 1,522 | 1,522 |
| 61901 - RECRUITMENT | 673 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 1,348,791 | 1,362,637 | 1,422,584 | 1,320,671 | 1,430,702 | 0 | 1,430,702 | 1,430,702 |
| 62103 - TECHNICAL SERVICES | 9,300 | 8,500 | 11,600 | 11,600 | 9,470 | 0 | 9,470 | 9,470 |
| 62129 - AUDIT SERVICES | 41,400 | 39,000 | 49,530 | 49,530 | 42,250 | 0 | 42,250 | 42,250 |
| 62175 - OTHER SERVICES | 7,057 | 7,248 | 7,500 | 8,000 | 8,000 | 0 | 8,000 | 8,000 |
| 62205 - PC REPLACEMENT CHARGE | 3,325 | 3,245 | 3,370 | 3,370 | 2,965 | 0 | 2,965 | 2,965 |
| 62301 - OFFICE EQUIPMENT MAINT. | 13,974 | 14,296 | 18,500 | 20,050 | 21,700 | 0 | 21,700 | 21,700 |
| 62416 - PRINTING | 6,049 | 6,841 | 8,300 | 7,952 | 8,300 | 0 | 8,300 | 8,300 |
| 62425 - ADVERTISING | 1,648 | 1,892 | 2,500 | 2,500 | 2,500 | 0 | 2,500 | 2,500 |
| 62430 - TRAVEL | 0 | 17 | 750 | 300 | 400 | 0 | 400 | 400 |
| 62435 - TRAINING | 992 | 1,031 | 11,000 | 10,150 | 5,250 | 0 | 5,250 | 5,250 |
| 62436 - MEETINGS & DUES | 827 | 703 | 1,915 | 1,450 | 1,915 | 0 | 1,915 | 1,915 |
| 62447 - PUBLIC AWARENESS | 57 | 1,085 | 1,200 | 1,100 | 1,200 | 0 | 1,200 | 1,200 |
| 62510 - TELEPHONE | 3,145 | 3,271 | 3,640 | 3,640 | 3,600 | 0 | 3,600 | 3,600 |
| 62701 - OFFICE SUPPLIES | 13,163 | 12,787 | 18,889 | 17,200 | 15,650 | 0 | 15,650 | 15,650 |
| 62710 - POSTAGE | 41,846 | 38,757 | 42,150 | 42,050 | 38,665 | 0 | 38,665 | 38,665 |
| 62715 - BOOKS AND PERIODICALS | 1,490 | 1,837 | 1,565 | 1,625 | 1,850 | 0 | 1,850 | 1,850 |
| 62734 - MINOR EQUIPMENT | 0 | 8,188 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 144,274 | 148,698 | 182,409 | 180,517 | 163,715 | 0 | 163,715 | 163,715 |
| TOTAL | 1,493,064 | 1,511,335 | 1,604,993 | 1,501,188 | 1,594,417 | 0 | 1,594,417 | 1,594,417 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|------------|--|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| FINANCE | 42215 - MOTOR VEHICLE PERMITS | 3,005,853 | 3,128,771 | 2,876,504 | 3,025,911 | 3,050,000 | 3,050,000 |
| | 42218 - TRANSPORTATION IMP FUND | 100,097 | 97,972 | 100,000 | 100,000 | 100,000 | 100,000 |
| | 42301 - NSF CHECK FEE | 2,849 | 2,450 | 2,600 | 1,919 | 2,300 | 2,300 |
| | 42315 - MAIL-IN & E-REG FEES | 4,652 | 4,705 | 4,800 | 4,650 | 4,800 | 4,800 |
| | 42316 - MUNICIPAL AGENT FEES | 56,930 | 57,231 | 56,500 | 58,083 | 57,000 | 57,000 |
| | 42000 - LICENSES/PERMITS/FEES | 3,170,381 | 3,291,129 | 3,040,404 | 3,190,563 | 3,214,100 | 3,214,100 |
| | 43204 - ROOMS & MEALS | 1,132,110 | 1,217,759 | 1,193,062 | 1,193,062 | 1,193,062 | 1,193,062 |
| | 43000 - INTERGOVERNMENTAL | 1,132,110 | 1,217,759 | 1,193,062 | 1,193,062 | 1,193,062 | 1,193,062 |
| | 44109 - DIRECT REIMBURSEMENT | 72,826 | 19,526 | 22,000 | 223,500 | 40,000 | 40,000 |
| | 44000 - CHARGES FOR SERVICES | 72,826 | 19,526 | 22,000 | 223,500 | 40,000 | 40,000 |
| | 41605 - INTEREST: TAXES | 417,754 | 557,627 | 410,000 | 409,976 | 410,000 | 410,000 |
| | 46000 - MISCELLANEOUS | 617 | 303 | 300 | 211 | 200 | 200 |
| | 46101 - INTEREST EARNINGS | 71,117 | 145,394 | 99,000 | 225,000 | 275,000 | 275,000 |
| | 46103 - INTEREST: A/R | (652) | 8 | 0 | 0 | 0 | 0 |
| | 46105 - OTHER LOANS | 0 | 0 | 0 | 0 | 89,648 | 89,648 |
| | 46301 - CITY HALL | 54,894 | 66,655 | 57,117 | 49,554 | 57,350 | 57,350 |
| | 46304 - TRANSPORTATION CENTER | 36,433 | 34,599 | 36,636 | 32,300 | 32,321 | 32,321 |
| | 47302 - SALE OF SURPLUS PROPERTY | 5,150 | 145,000 | 200 | 0 | 1,000,000 | 1,000,000 |
| | 47303 - SALE OF SURPLUS EQUIPMNT | 0 | 8,780 | 0 | 0 | 0 | 0 |
| | 46000 - MISCELLANEOUS | 585,313 | 958,366 | 603,253 | 717,041 | 1,864,518 | 1,864,518 |
| | 47007 - USE OF SURPLUS: CARRYOVER | 0 | 0 | 2,518,522 | 0 | 0 | 0 |
| | 47102 - ADMIN CHG - EQUIPMENT | 270,699 | 284,632 | 272,485 | 272,485 | 278,146 | 278,146 |
| | 47104 - ADMIN CHG - PARKING | 247,856 | 244,095 | 245,744 | 245,744 | 248,362 | 248,362 |
| | 47106 - ADMIN CHG - SEWER | 623,776 | 640,675 | 665,472 | 665,472 | 678,472 | 678,472 |
| | 47107 - ADMIN CHG - SOLID WASTE | 457,172 | 491,982 | 476,209 | 476,209 | 489,972 | 489,972 |
| | 47108 - ADMIN CHG - WATER | 460,507 | 435,357 | 457,527 | 457,527 | 467,094 | 467,094 |
| | 47000 - OTHER FINANCING SOURCES | 2,060,010 | 2,096,741 | 4,635,959 | 2,117,437 | 2,162,046 | 2,162,046 |
| | 48101 - SALE OF BONDS | 1,933,000 | 3,638,000 | 2,757,500 | 2,757,000 | 2,766,000 | 2,766,000 |
| | 48000 - PROCEEDS LONG TRM FINANCE | 1,933,000 | 3,638,000 | 2,757,500 | 2,757,000 | 2,766,000 | 2,766,000 |
| | TOTAL | 8,953,640 | 11,221,521 | 12,252,178 | 10,198,603 | 11,239,726 | 11,239,726 |

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

As a community with its focus toward the future, Human Resources (HR) staff supports an ingredient key to achieving the vision of Keene’s Comprehensive Master Plan to be the best community in America by 2028 – an engaged, talented, and progressive workforce. The coordinated efforts of City personnel, invested in and dedicated to quality public services and programs, contribute to a vibrant, dynamic, beautiful, and functional City. HR teams with and encourages City employees to ensure they are supported and managed fairly, trained well, and assigned duties that accomplish the City’s goals in a cost-effective, efficient, and safe manner. This leads to an empowered workforce, required to continually adapt and respond to community priorities, needs, and emerging issues in an ever-changing environment.

HR is a small department with three employees, serving a workforce with varied training, experience, and expertise focused on the diversity of services necessary to support a City moving toward its future. HR must be both personal and efficient in its efforts to assist and partner with the multitude of business operations within our organization. HR is frequently a point of first contact and sets a welcoming tone for these interactions. Through its customer contacts, internal and external, are opportunities to positively impact the culture of our workplace and community.

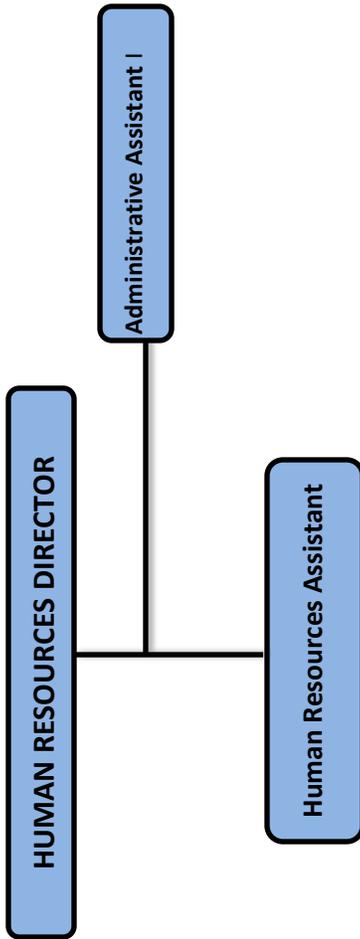
Working with individual and organizational customers, HR provides guidance and expertise impacting change management, organizational development, employee engagement, workforce planning, succession planning, talent management and acquisition, employee communications and labor relations, education and 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.

Development of new tools to support recruitment and onboarding for HR customers has been the focus of much of the past year’s work plan. Enhancing these new tools with our partners during the upcoming year will provide a foundation for the City’s response to changing workforce dynamics. Continued focus on use of software and streamlined, organization-wide processes that provide support for operations will continue in the upcoming year. HR will continue to outreach to the various City business operations with the goal of strengthening and creating efficiencies in our shared systems.

Building on past efforts to promote ourselves and the opportunities that a career with the City of Keene can provide recognizes that the impact of the exiting “baby boomer” generation is looming and that organization sustainability requires proactive planning and actions to minimize the impact of those transitions on the knowledge base of the organization. Continual support of internal development programs and a culture of continual learning are required to develop, retain, and attract engaged employees to focus on providing the outstanding public service the community demands. In this effort, we are partners with our leadership team, analyzing and cultivating our talent to develop future leaders who can step in to advance our community’s sustainability into the future.

Employee performance, motivation, and success are influenced by the importance our municipality places on them. Providing a positive employee culture in which employees are valued, involved, and appreciated promotes a strong City government and assures outstanding public service. It takes a team – and that team is supported by HR.

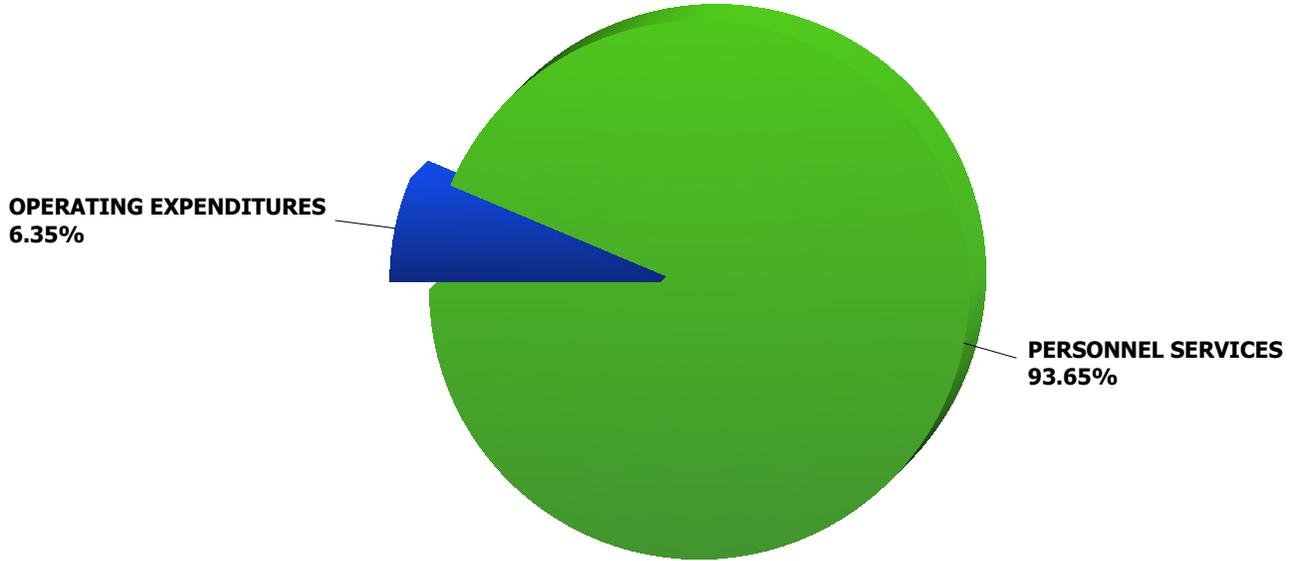
| PRIMARY SERVICES & RESPONSIBILITIES: | | Alignment with CMP | |
|---|--|--|----------------------|
| Provide business leadership regarding the processes and activities used during the strategic planning process, aligning the human resource management plan with the City's strategic plan to ensure compliance with all employment laws and regulations, and to maximize use of available technology. | Municipal Governance & Financial Stability | | |
| Develop, implement, and evaluate programs to attract, recognize, and retain workers with the knowledge, skills, abilities, and performance to enhance the effectiveness of the organization. | Municipal Governance & Financial Stability | | |
| Provide internal management consulting, dispute resolution, and problem solving to maintain relationships and working conditions that balance employer, employee, and community needs. | Municipal Governance & Financial Stability | | |
| Develop, implement, and administer compensation, benefit, and risk management programs that balance fairness to taxpayers and employees and that advance an engaged healthy workforce. | Municipal Governance & Financial Stability | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | STATUTE | CMP | VOICE |
| Continue to develop employee talent to meet quality service, employee safety and succession planning needs providing in house and external training opportunities. | N/A | Municipal Governance & Financial Stability | V, C |
| Enhance use of tools and processes across the organization, focusing on quality customer service, efficiency, and support of strategic operational and organizational goals | N/A | Municipal Governance & Financial Stability | V, C, E |
| Partner across the organization developing and supporting implementation of strategies to attract, engage, and retain a quality workforce. | N/A | Municipal Governance & Financial Stability | V, C, E |
| METRICS: | FY17 | FY18 (est.) | FY19 (est.) |
| Recruitment (for centralized recruitment processes): | | | |
| # External applications for full-time part-time regular vacancies. | 377 451 | 453 220 | 450 275 |
| # Full-time part-time regular external hires. | 14 10 | 14 11 | 16 10 |
| # Promotions or internal transfers from full-time part-time for vacancies | 10 2 | 9 3 | 10 3 |
| Temporary or seasonal employees unpaid volunteers | 47 45 | 50 35 | 50 45 |
| Full-time part-time temporary employees that vary with season (shows workforce utilization, as well as services required) | 235 73 82 | 235 71 74 | 237 73 75 |
| Workforce demographics: | | | |
| Employees by age: Under 40 40-64 65 and over | 33% 56% 11% | 34% 55% 11% | 34% 55% 11% |
| Employee years of service between 0-5 6-19 20 and over | 32% 48% 20% | 31% 47% 22% | 31% 47% 22% |
| Training: # sessions # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly) | 6 114 | 18 227 | 10 200 |
| Risk Management: # worker's compensation claims # claims incurring \$0 # claims incurring greater than \$5,000 | 54 27 7 | 60 12 5 | 50 20 6 |
| Regular employees eligible to retire as of fiscal year-end: FT PT | 30% 13% | 34% 16% | 35% 17% |
| Turnover rate for full-time part-time regular (maintain turnover for FTEs at under 5% per year) | 6% 17% | 6% 15% | 6% 16% |
| Retirees or spouses continuing benefits eligible but not continuing currently not eligible | 119 217 28 | 119 220 30 | 119 223 32 |
| HR staff ratio to full-time employees all employees employees+retirees | 1:79 1:138 1:207 | 1:79 1:123 1:242 | 1:79 1:123 1:242 |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

HUMAN RESOURCES

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 286,356 | 279,225 | 330,159 | 329,893 | 344,937 | 0 | 344,937 | 344,937 |
| 62000 - OPERATING EXPENDITURES | 25,473 | 18,164 | 26,742 | 26,467 | 23,383 | 0 | 23,383 | 23,383 |
| Department Total | 311,829 | 297,389 | 356,901 | 356,359 | 368,320 | 0 | 368,320 | 368,320 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|---------------------------|-------------|----------------------------|
| 00500 | 61301 | ACM / HR DIRECTOR | 1.00 | 114,301 |
| | 61305 | HUMAN RESOURCES ASSISTANT | 1.00 | 67,400 |
| | | ADMINISTRATIVE ASST I | 1.00 | 45,849 |
| TOTAL | | | 3.00 | 227,550 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

HUMAN RESOURCES

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 110,224 | 112,961 | 114,297 | 114,297 | 114,301 | 0 | 114,301 | 114,301 |
| 61305 - ADMINISTRATIVE PERSONNEL | 64,997 | 66,611 | 67,399 | 67,399 | 113,249 | 0 | 113,249 | 113,249 |
| 61307 - PART TIME EMPLOYEES | 30,877 | 22,242 | 50,766 | 50,678 | 0 | 0 | 0 | 0 |
| 61701 - HEALTH INSURANCE | 39,726 | 39,570 | 49,625 | 48,714 | 71,053 | 0 | 71,053 | 71,053 |
| 61702 - DENTAL INSURANCE | 2,724 | 2,185 | 2,166 | 2,166 | 2,666 | 0 | 2,666 | 2,666 |
| 61703 - RETIREMENT CONTRIBUTIONS | 19,572 | 20,065 | 22,778 | 22,614 | 25,895 | 0 | 25,895 | 25,895 |
| 61704 - SOCIAL SECURITY | 15,603 | 15,176 | 17,784 | 17,784 | 17,408 | 0 | 17,408 | 17,408 |
| 61705 - WORKERS COMPENSATION | 6 | 131 | 345 | 344 | 365 | 0 | 365 | 365 |
| 61901 - RECRUITMENT | 2,626 | 284 | 5,000 | 5,898 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 286,356 | 279,225 | 330,159 | 329,893 | 344,937 | 0 | 344,937 | 344,937 |
| 62103 - TECHNICAL SERVICES | 1,080 | 1,989 | 5,000 | 4,270 | 4,910 | 0 | 4,910 | 4,910 |
| 62161 - LEGAL SERVICES | 13,635 | 4,336 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62205 - PC REPLACEMENT CHARGE | 1,047 | 1,142 | 1,142 | 1,142 | 809 | 0 | 809 | 809 |
| 62416 - PRINTING | 0 | 0 | 5,000 | 5,000 | 0 | 0 | 0 | 0 |
| 62435 - TRAINING | 3,233 | 3,118 | 4,856 | 4,545 | 3,825 | 0 | 3,825 | 3,825 |
| 62436 - MEETINGS & DUES | 1,762 | 2,403 | 1,725 | 1,785 | 1,820 | 0 | 1,820 | 1,820 |
| 62441 - LOCAL MEALS & MEETING EXP | 235 | 447 | 300 | 291 | 300 | 0 | 300 | 300 |
| 62444 - AWARDS | 2,616 | 2,768 | 2,700 | 2,695 | 2,700 | 0 | 2,700 | 2,700 |
| 62510 - TELEPHONE | 432 | 378 | 384 | 396 | 384 | 0 | 384 | 384 |
| 62701 - OFFICE SUPPLIES | 677 | 633 | 650 | 649 | 650 | 0 | 650 | 650 |
| 62710 - POSTAGE | 494 | 668 | 725 | 681 | 700 | 0 | 700 | 700 |
| 62715 - BOOKS AND PERIODICALS | 262 | 282 | 260 | 282 | 285 | 0 | 285 | 285 |
| 62761 - SOFTWARE | 0 | 0 | 4,000 | 4,731 | 7,000 | 0 | 7,000 | 7,000 |
| 62000 - OPERATING EXPENDITURES | 25,473 | 18,164 | 26,742 | 26,467 | 23,383 | 0 | 23,383 | 23,383 |
| TOTAL | 311,829 | 297,389 | 356,901 | 356,359 | 368,320 | 0 | 368,320 | 368,320 |

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

In FY19 IT is planning a significant upgrade of server operating systems, desktop and laptop operating systems, organizational email and calendaring software, and desktop productivity software. Research has been conducted to determine the pros and cons of moving to the Microsoft Office 365 cloud solution, however, the sufficiency of locally installed and maintained Office 2016 to meet current and future office productivity and communication needs together with the significantly lower cost relative to the cloud solution warrants moving forward with the local Office 2016 installation. The upgrade of the server operating systems will include a move to a new licensing model that will simplify virtual server operations and reduce long term licensing costs. These projects will be a top priority for IT staff.

IT staff will continue network equipment replacements in FY19 with the replacement of the firewalls that control incoming and outgoing network traffic utilizing impressive features that effectively protect City computers and data. This important project promises to be a substantial task due to technological complexity. The 27 wireless access points in multiple facilities and switches at the Library will also be replaced. The goals continue to be full system reliability and the minimization of any down time that could negatively affect departmental operations (customer service) across the organization.

IT is also looking forward to working with Department Heads to develop strategies for future use of the Superior (formerly Pentamation) financial system, Cartegraph work management system and Halogen performance management system. Each of these sizeable applications is used across the organization and has evolved annually to meet growing needs amongst various operations. It is time to work together with the system vendors to evaluate a) how each application has been applied and tweaked over time, b) what current and future needs will continue to drive their use, and c) what strategic steps can be taken to optimize each system and implement current best practices to meet long term needs as efficiently as possible.

FY18 was one of the busiest years for IT staff. The Superior financial system, Cartegraph work management system and Oracle database system were all replaced or upgraded, and the new systems are being utilized well beyond their previous capacities to improve operations and customer service. With that comes a considerable effort to support the servers, computers, software applications and, most importantly, skills required to use the programs well. The expanded features of these programs will continue to avail new possibilities, but must be applied carefully to ensure long term success, hence the FY19 initiative to partner with departments to strategize for future use.

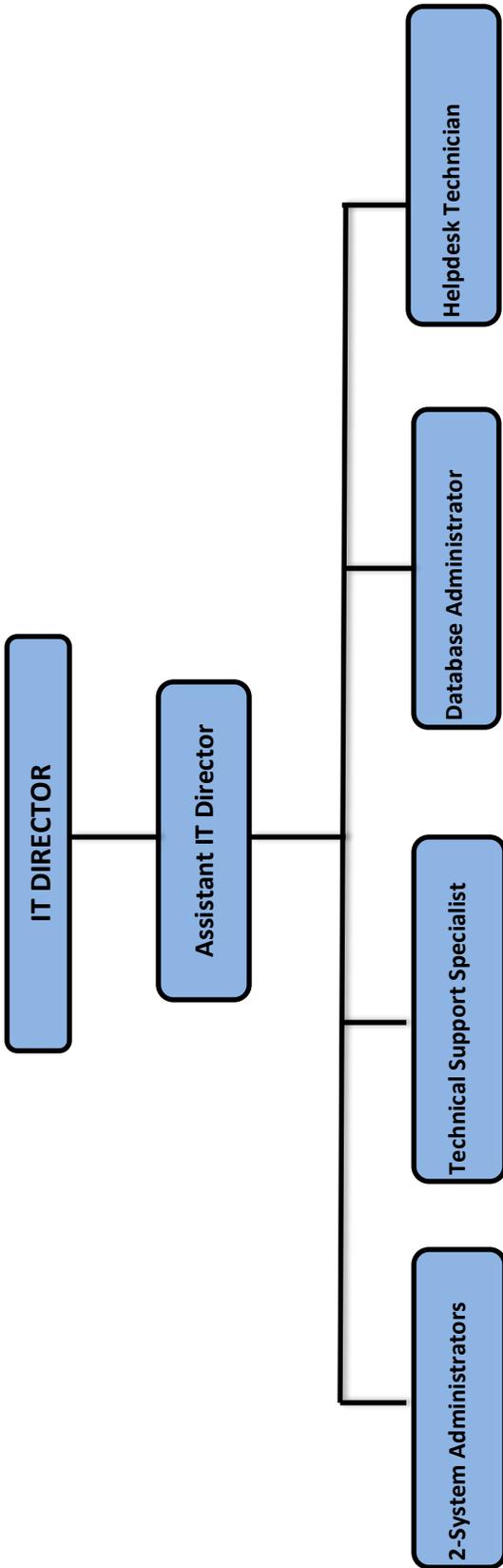
In FY18 IT also completed a number of important network equipment upgrades including eight switch replacements and the installation of new network equipment for improved performance of the wireless network connection at the Transfer Station. The City phone system servers and storage area network (SAN) solutions have also been replaced, both of which were planned and executed carefully to prevent disruptions in service and assure long term system availability, capacity, and reliability.

The purpose of the IT Department is to guide and support the information technology needs of all City departments. This includes procurement, maintenance, and support of network and computer hardware as well as an incredibly valuable organizational asset – the information we collect and disburse with the technology tools we use. The IT Department plays a leadership role in guiding departments to information

systems that promise to improve customer service. This includes creative planning, change management, business process reengineering, technical training, and prioritizing IT staff development and recruitment.

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

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|---|--|--------------------------------------|--------------------------------------|--------------|
| Implement, maintain, and support information technology hardware and software. | | Municipal Governance & Fin Stability | | |
| Secure City information system resources. | | Municipal Governance & Fin Stability | | |
| Advise and supply City departments with current effective tools to inform and educate the public. | | Municipal Governance & Fin Stability | | |
| Train and empower users to take full advantage of information and technology solutions. | | Municipal Governance & Fin Stability | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Assist Finance with Superion System Review | | | Municipal Governance & Fin Stability | E |
| Assist Finance with Superion Employee Access Center Implementation | | | Municipal Governance & Fin Stability | V |
| Assist Public Works, Facilities and Parks & Recreation with Cartegraph Strategy and Training | | | Municipal Governance & Fin Stability | V, E |
| Replace Network Firewalls | | | Municipal Governance & Fin Stability | C |
| Migrate Client Computers to Microsoft Windows 10 Operating System and Train Users | | | Municipal Governance & Fin Stability | V, E |
| Migrate Organization to Microsoft Office 2016 and Train Users | | | Municipal Governance & Fin Stability | V, E |
| Upgrade Microsoft Exchange Software | | | Municipal Governance & Fin Stability | V, E |
| Upgrade Microsoft Windows Server Operating Systems | | | Municipal Governance & Fin Stability | V, E |
| METRICS: | | FY17 | FY18 | FY19 |
| End Users | | 330 | 330 | 330 |
| Desktop and Laptop Computers | | 314 | 315 | 316 |
| Servers: Physical/Virtual | | 7/50 | 7/52 | 5/39 |

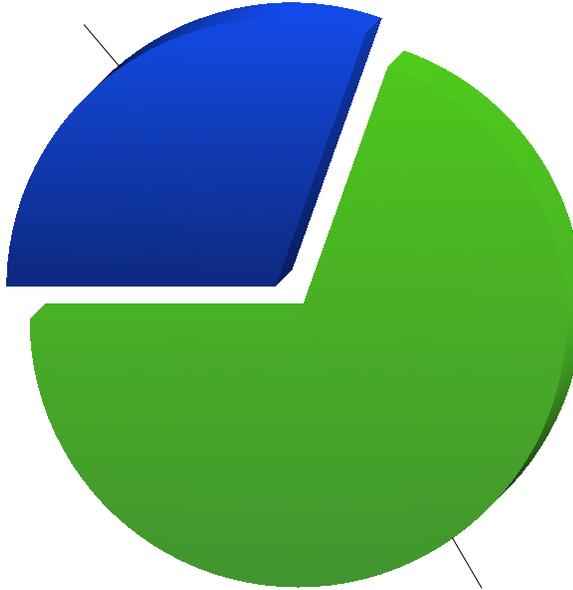


**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

INFORMATION TECHNOLOGY

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 762,341 | 842,831 | 875,075 | 875,072 | 901,727 | 0 | 901,727 | 901,727 |
| 62000 - OPERATING EXPENDITURES | 341,558 | 344,032 | 449,017 | 448,511 | 394,757 | 0 | 394,757 | 394,757 |
| Department Total | 1,103,899 | 1,186,863 | 1,324,092 | 1,323,583 | 1,296,484 | 0 | 1,296,484 | 1,296,484 |

**OPERATING EXPENDITURES
30.45%**



**PERSONNEL SERVICES
69.55%**

Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|-------------|--------------|---------------------------|------|----------------------------|
| 00700 | 61301 | ACM / IT DIRECTOR | 1.00 | 124,820 |
| | 61302 | ASST. IT DIRECTOR | 1.00 | 100,162 |
| | 61304 | DATABASE ADMINISTRATOR | 1.00 | 88,744 |
| | | HELP DESK TECHNICIAN | 1.00 | 68,755 |
| | | SYSTEMS ADMINISTRATOR | 2.00 | 159,250 |
| | | TECHNICAL SUPPORT SPECIAL | 1.00 | 67,400 |
| | TOTAL | | | 7.00 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

INFORMATION TECHNOLOGY

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 120,367 | 123,357 | 124,815 | 124,815 | 124,820 | 0 | 124,820 | 124,820 |
| 61302 - ASST DEPARTMENT HEAD | 96,589 | 98,988 | 100,158 | 100,157 | 100,162 | 0 | 100,162 | 100,162 |
| 61304 - GENERAL PERSONNEL | 311,704 | 365,642 | 379,765 | 379,765 | 384,149 | 0 | 384,149 | 384,149 |
| 61602 - STAND-BY PAY | 16,093 | 16,498 | 16,350 | 16,350 | 16,552 | 0 | 16,552 | 16,552 |
| 61701 - HEALTH INSURANCE | 107,015 | 116,951 | 126,520 | 126,520 | 147,945 | 0 | 147,945 | 147,945 |
| 61702 - DENTAL INSURANCE | 7,737 | 7,962 | 8,350 | 8,349 | 8,026 | 0 | 8,026 | 8,026 |
| 61703 - RETIREMENT CONTRIBUTIONS | 60,849 | 67,545 | 70,680 | 70,680 | 71,203 | 0 | 71,203 | 71,203 |
| 61704 - SOCIAL SECURITY | 41,363 | 45,459 | 47,513 | 47,513 | 47,865 | 0 | 47,865 | 47,865 |
| 61705 - WORKERS COMPENSATION | 16 | 390 | 923 | 923 | 1,005 | 0 | 1,005 | 1,005 |
| 61901 - RECRUITMENT | 608 | 40 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 762,341 | 842,831 | 875,075 | 875,072 | 901,727 | 0 | 901,727 | 901,727 |
| 62102 - PROFESSIONAL SERVICES | 6,000 | 0 | 19,275 | 19,275 | 6,000 | 0 | 6,000 | 6,000 |
| 62103 - TECHNICAL SERVICES | 26,240 | 40,481 | 79,383 | 79,383 | 50,000 | 0 | 50,000 | 50,000 |
| 62205 - PC REPLACEMENT CHARGE | 3,769 | 3,604 | 3,682 | 3,682 | 3,064 | 0 | 3,064 | 3,064 |
| 62307 - COMPUTER SYS MAINTENANCE | 206,435 | 237,185 | 260,778 | 260,778 | 270,938 | 0 | 270,938 | 270,938 |
| 62308 - NETWORK MAINTENANCE | 28,622 | 41,340 | 42,124 | 42,124 | 35,205 | 0 | 35,205 | 35,205 |
| 62311 - EQUIPMENT MAINTENANCE | 146 | 891 | 5,200 | 5,200 | 3,200 | 0 | 3,200 | 3,200 |
| 62430 - TRAVEL | 750 | 801 | 1,000 | 1,000 | 1,100 | 0 | 1,100 | 1,100 |
| 62435 - TRAINING | 983 | 9,268 | 9,400 | 9,400 | 9,400 | 0 | 9,400 | 9,400 |
| 62436 - MEETINGS & DUES | 0 | 0 | 250 | 250 | 250 | 0 | 250 | 250 |
| 62441 - LOCAL MEALS & MEETING EXP | 0 | 0 | 250 | 250 | 250 | 0 | 250 | 250 |
| 62510 - TELEPHONE | 4,052 | 3,399 | 4,050 | 3,500 | 3,500 | 0 | 3,500 | 3,500 |
| 62701 - OFFICE SUPPLIES | 1,139 | 1,215 | 1,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| 62710 - POSTAGE | 250 | 254 | 225 | 250 | 300 | 0 | 300 | 300 |
| 62734 - MINOR EQUIPMENT | 0 | 0 | 0 | 19 | 0 | 0 | 0 | 0 |
| 62744 - MINOR COMPUTER EQUIPMENT | 2,100 | 2,835 | 8,400 | 8,400 | 5,050 | 0 | 5,050 | 5,050 |
| 62761 - SOFTWARE | 21,072 | 2,760 | 14,000 | 14,000 | 5,500 | 0 | 5,500 | 5,500 |
| 68011 - CAPITAL PROJECT TRANSFER | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 341,558 | 344,032 | 449,017 | 448,511 | 394,757 | 0 | 394,757 | 394,757 |
| TOTAL | 1,103,899 | 1,186,863 | 1,324,092 | 1,323,583 | 1,296,484 | 0 | 1,296,484 | 1,296,484 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| INFORMATION TECHNOLOGY | 44109 - DIRECT REIMBURSEMENT | 0 | 97 | 0 | 0 | 0 | 0 |
| | 44000 - CHARGES FOR SERVICES | 0 | 97 | 0 | 0 | 0 | 0 |
| | TOTAL | 0 | 97 | 0 | 0 | 0 | 0 |

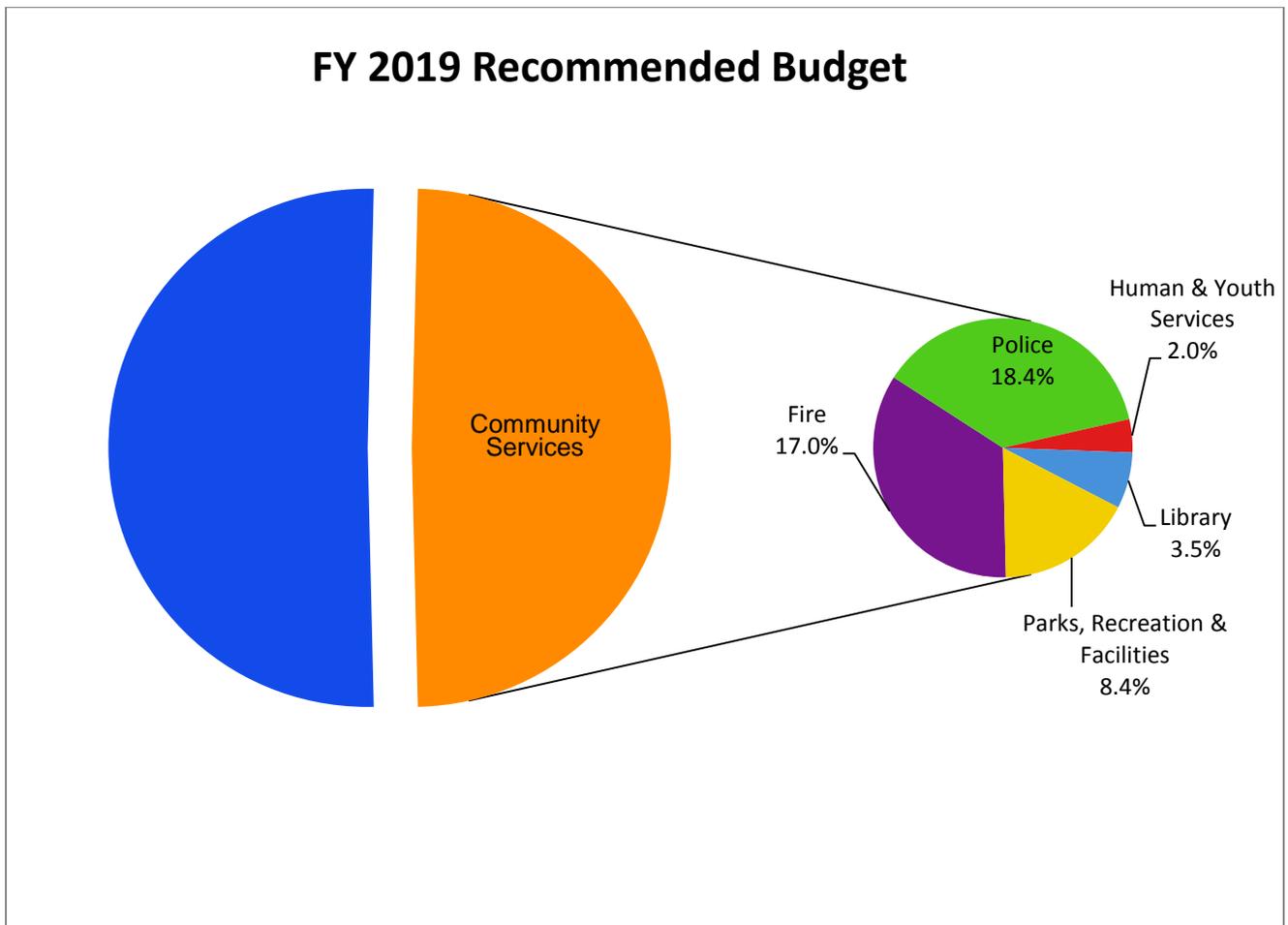
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Community Services Portfolio

The Community Services portfolio is a grouping of City Departments that provide direct services to the community in the areas of public safety, recreation, cemeteries and facilities, library and human services.

Department Heads:

| | |
|-----------------|---|
| Mark F. Howard | Fire Chief |
| Elizabeth Fox | Assistant City Manager for Community Services |
| Nancy Vincent | Library Director |
| Andrew Bohannon | Parks, Recreation & Facilities Director |
| Steven Russo | Police Chief |



| | | | |
|----------------------------------|--|--------------|---------|
| Department: | Fire | Fund: | General |
| Division (s):Cost Center: | All 00800 through 00812 | | |
| Mission: | To achieve excellence in emergency response, prevention, education, and community services minimizing loss of life and property damage due to fire, hazardous materials, medical, and other emergencies in a safe, efficient, professional, and fiscally responsible manner. | | |

In FY19 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:

- Finalize assessment of staffing to maximize efficiency, safety, and identify needs for future staffing considerations.
- Feasibility study of Station 2. Phase 1- review of the location. Phase 2- review of building structure, systems, and size and the needs moving forward.
- Life Safety Inspection Program – year 3, with the roll out of Engine Company level fire safety inspections.
- Apply for all state and federal grants that are available to us.
- Provide public education related to fire safety, CPR, and substance use.
- Complete all required annual testing, certifications, and licensing of personnel, apparatus, and equipment.

In FY19 we expect the following challenges in three specific areas. First is the physical and mental wellness of our staff. It is critical for our operations that our staff to be fit. We continue to explore programs that can improve on the mental wellness of our staff with programs already in place for physical wellness. Our second challenge will be finalizing our Department operations review and staffing assessment needs. Placing “boots on the ground” at the time of an emergency quickly and efficiently impacts the outcome of calls. The ability to accomplish that with career personnel, part-time personnel, and our Fire Mutual Aid partners is ever changing and we need to be prepared for that change. Finally, as we work to recruit the best staff possible, an expanded recruitment for career and part-time personnel needs to occur. The work force entering the fire/EMS service is dwindling and we need to expand what we do now to prepare for that change.

To date in FY18 the Fire Department has accomplished a broad range of our objectives for FY18. The required annual testing, inspections, and certifications of all fire apparatus, ambulances, pumps (fire truck), self-contained breathing apparatus, ground ladders, aerial ladders, and bucket truck have been completed. In August 2016 we started the Life Safety Inspection Program of all multi-family residential and all commercial occupancies. The program was expected to take four years to complete inspections of all occupancies for the first time. As of February 2018 we have inspected 150 buildings and 1,677 living units and 25 businesses since the start of the program.

In FY18 the Department has been awarded \$24,441.59 in grant funds. The funds were awarded through the 2017 Homeland Security Grant – Haz Mat allocation and will be used for the purchase of hazardous materials response related equipment.

The Department has provided public education related to fire safety, cardio pulmonary resuscitation, and a juvenile fire starters program. All 2nd grade students in the Keene Schools were presented a targeted fire safety program for the age group in the fall of 2017. All 6th grade students at Keene Middle School were also presented an age appropriate juvenile fire starter prevention program. The Department has provided CPR programs to City employees and the public in FY18. In October we held our 2nd Annual Open House during Fire Prevention Week which was considered a great success with an estimated 400 children and adults attending. As of February 2018, the Department has responded to 3,107 incidents. Of those incidents 2,116 are related to care and transport of the sick and injured by ambulance. The remaining 991 incidents are fire, rescue, and hazardous material incident responses.

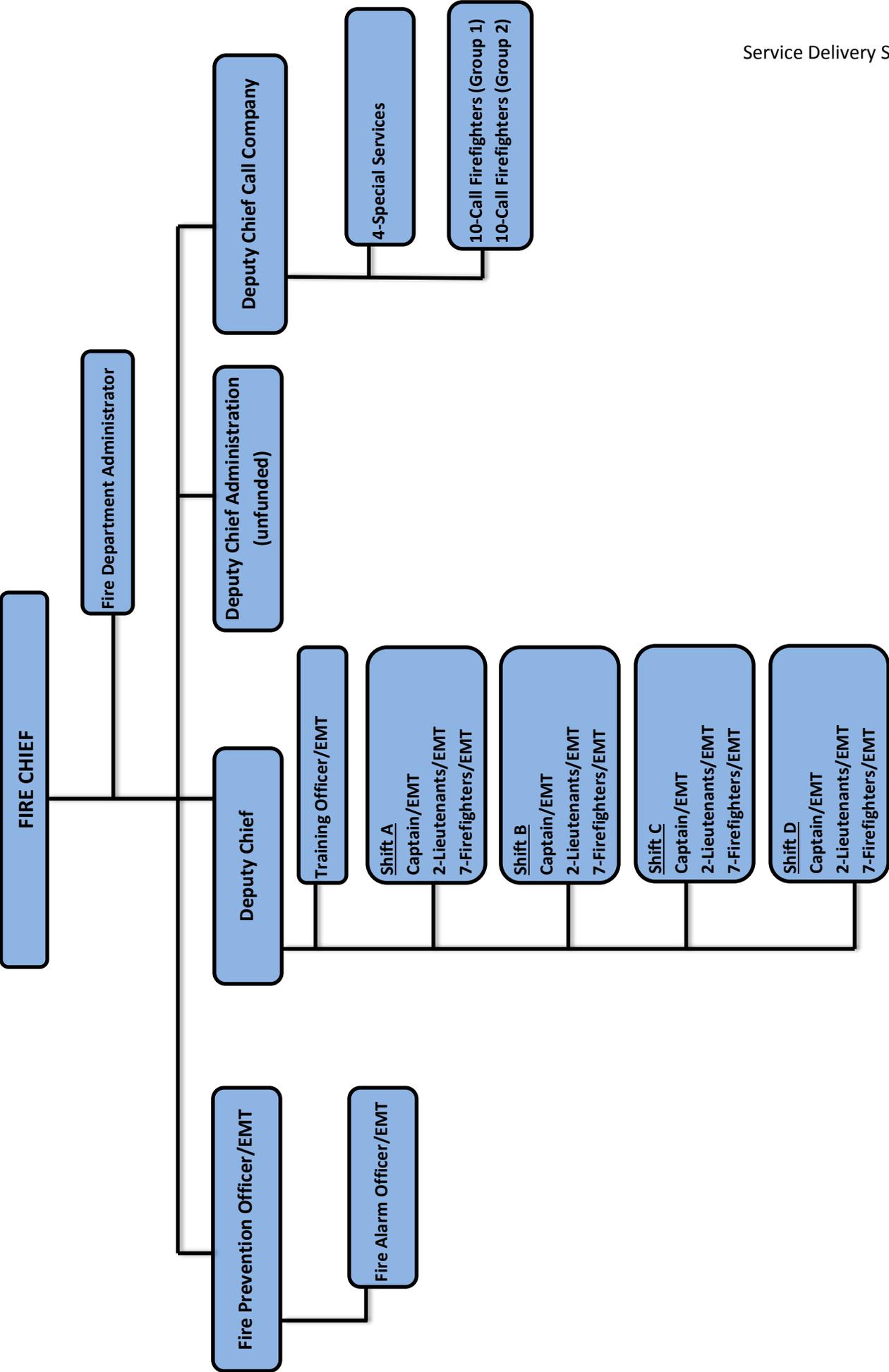
The Department has continued our collaboration with many agencies related to the opiate response. Our

affiliation with the Cheshire County Addiction Assistance Recovery Initiative (CCAARI) and the impact of the services provided to those patients has been positive. The Department has hired one new career member to date in FY18 to replace a member that resigned to take a position in Manchester.

In FY17 the Department responded to 4,816 incidents. Of those incidents 1,501 were fire, rescue, and hazardous material response related. The remaining 3,315 incidents were emergency medical responses including motor vehicle accident related calls. In comparison to FY16 the number of incidents decreased by 49 incidents in FY17. In FY17 the estimated dollar loss due to fire to property was \$846,403 as compared to FY16 estimated at \$719,960.

For FY19 as the Department continues to provide emergency response, training, public education, and fire prevention/inspection activities, we will continue to seek efficiencies to maintain our service levels. We will continue to meet the emergency response needs of our residents, businesses, and visitors to our community. The Fire Department's efforts to review and evaluate operations focused toward provision of a cost effective and efficient service while maintaining the safety of responders and the community is our mission.

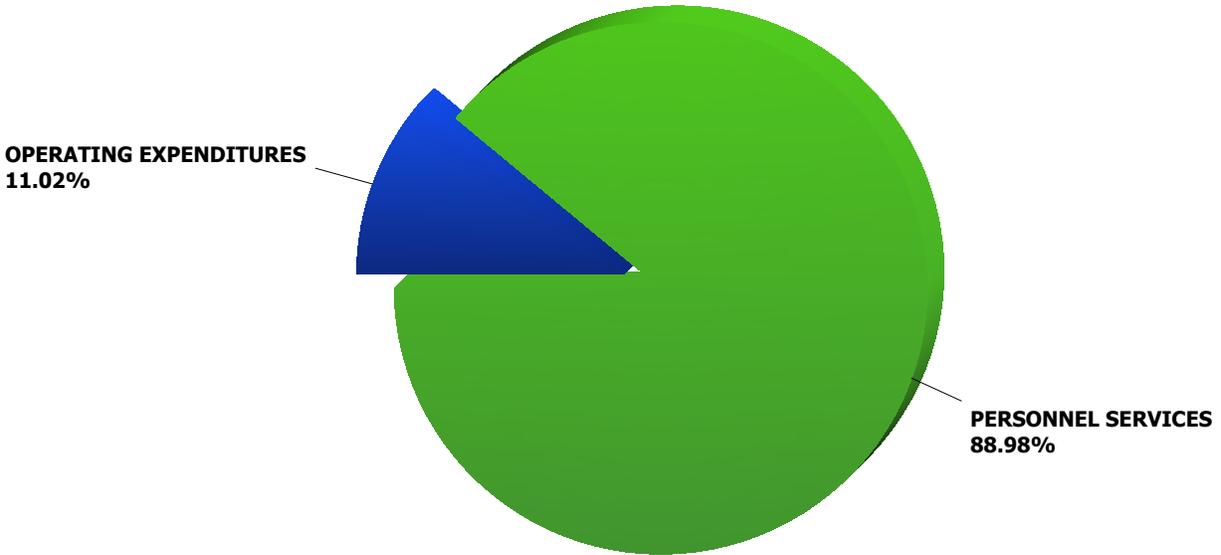
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|---|--|--------------------|-----------------------|-----------------------|
| Provide highest level of fire, rescue, EMS, and hazardous materials emergency response to the community in an efficient and safe manner. | | | Safe Community | |
| Provide required plans review, fire permitting, fire inspections, fire code violation enforcement, and public education through the Fire Prevention Bureau to create and maintain a safe community. | | | Safe Community | |
| Deliver professional training to department personnel and surrounding departments within the mutual aid district to ensure compatibility while working together during incidents. | | | Safe Community | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Continue City-wide fire life safety inspection program for all commercial and multi-family residential occupancies. NFPA 1 and NFPA 101 Life Safety Code | | RSA-154:2 | Safe Community | V,I,E |
| Complete assessment of staffing to maximize efficiency, safety, and identify needs | | | Safe Community | V,O,I,E |
| Continue to pursue State and Federal grant opportunities that are available to the Department | | | Safe Community | C,E |
| Improve fire response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710) | | | Safe Community | V,E |
| Complete required training, recertification, and licensing of personnel. (NFPA 1500, 1001) (OSHA 1910.120) | | RSA-154-A:11 | Safe Community | V,E |
| Complete all required testing, recertification, and licensing of apparatus and equipment. (NFPA-1911) | | | Safe Community | C,E |
| Provide public education and awareness programs | | | Safe Community | V,I,E |
| METRICS: | | FY17 | FY18 projected | FY19 projected |
| Number of incident responses by fiscal year | | 4,816 | 4,900 | 5,100 |
| Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) | | 79.80% | 82% | 90% |
| Fire Prevention/Fire Alarm Inspections | | 561 | 700 | 700 |
| Life Safety Inspections Program (Multi Family Residential and Commercial) # of Bldgs/ # of Units | | 63/303 | 150/600 | 150/600 |
| Fire Department Permits | | 1,591 | 1,700 | 1,700 |
| Personnel training hours | | 8,773 | 6,400 | 7,000 |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

FIRE

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 5,553,601 | 5,693,769 | 5,928,713 | 6,140,664 | 6,243,979 | 0 | 6,243,979 | 6,243,979 |
| 62000 - OPERATING EXPENDITURES | 701,835 | 734,000 | 760,501 | 691,614 | 772,919 | 0 | 772,919 | 772,919 |
| Department Total | 6,255,436 | 6,427,769 | 6,689,214 | 6,832,278 | 7,016,898 | 0 | 7,016,898 | 7,016,898 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-------------------------|--------------|----------------------------|
| 00800 | 61301 | FIRE CHIEF | 1.00 | 119,445 |
| | 61302 | DEPUTY CHIEF | 1.00 | 104,288 |
| | 61305 | FIRE DEPT ADMINISTRATOR | 0.50 | 28,260 |
| 00803 | 61304 | FIRE LIEUTENANT | 1.00 | 72,125 |
| 00805 | 61304 | FIRE LIEUTENANT | 1.00 | 69,297 |
| 00810 | 61303 | FIRE LIEUTENANT | 4.00 | 288,502 |
| | | TRAINING OFFICER | 0.50 | 31,602 |
| | 61304 | FIREFIGHTER/EMT | 11.00 | 626,100 |
| | 61305 | FIRE DEPT ADMINISTRATOR | 0.50 | 28,260 |
| 00811 | 61303 | FIRE CAPTAIN | 4.00 | 328,300 |
| | | FIRE LIEUTENANT | 3.00 | 212,562 |
| | | TRAINING OFFICER | 0.50 | 31,602 |
| | 61304 | FIREFIGHTER/EMT | 15.00 | 899,493 |
| 00812 | 61303 | FIRE LIEUTENANT | 1.00 | 69,371 |
| | 61304 | FIREFIGHTER/EMT | 2.00 | 123,396 |
| TOTAL | | | 46.00 | 3,032,603 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

FIRE

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 110,109 | 112,662 | 114,297 | 119,445 | 119,445 | 0 | 119,445 | 119,445 |
| 61302 - ASST DEPARTMENT HEAD | 68,014 | 91,301 | 91,345 | 100,360 | 104,288 | 0 | 104,288 | 104,288 |
| 61303 - SUPERVISORY PERSONNEL | 879,331 | 886,538 | 933,754 | 909,347 | 961,939 | 0 | 961,939 | 961,939 |
| 61304 - GENERAL PERSONNEL | 1,579,256 | 1,581,546 | 1,720,399 | 1,601,375 | 1,790,411 | 0 | 1,790,411 | 1,790,411 |
| 61305 - ADMINISTRATIVE PERSONNEL | 54,216 | 55,709 | 56,518 | 56,520 | 56,520 | 0 | 56,520 | 56,520 |
| 61307 - PART TIME EMPLOYEES | 29,663 | 19,764 | 34,000 | 18,540 | 34,000 | 0 | 34,000 | 34,000 |
| 61317 - CALL PERSONNEL | 0 | 5,791 | 5,791 | 8,604 | 8,941 | 0 | 8,941 | 8,941 |
| 61501 - REGULAR OVERTIME | 15,401 | 10,228 | 14,082 | 7,440 | 14,082 | 0 | 14,082 | 14,082 |
| 61511 - OT-HAZ MAT TRAINING | 6,445 | 10,109 | 10,815 | 10,815 | 10,815 | 0 | 10,815 | 10,815 |
| 61513 - OT-TRAINING | 73,992 | 76,003 | 92,400 | 92,351 | 92,400 | 0 | 92,400 | 92,400 |
| 61520 - OT-VACATION REPLACEMENT | 357,506 | 305,192 | 218,000 | 348,351 | 218,000 | 0 | 218,000 | 218,000 |
| 61521 - OT-SICK REPLACEMENT | 38,539 | 96,932 | 18,500 | 138,723 | 18,500 | 0 | 18,500 | 18,500 |
| 61522 - OT-PERSONAL DAY REPLACE | 51,034 | 50,918 | 26,500 | 43,968 | 26,500 | 0 | 26,500 | 26,500 |
| 61525 - OT-FIRST ALARM | 95,356 | 116,665 | 40,000 | 79,198 | 40,000 | 0 | 40,000 | 40,000 |
| 61526 - OT-SECOND ALARM | 5,611 | 11,205 | 5,000 | 10,320 | 5,000 | 0 | 5,000 | 5,000 |
| 61527 - OT-CALL BACK | 32,115 | 42,330 | 24,000 | 44,077 | 24,000 | 0 | 24,000 | 24,000 |
| 61531 - HOLIDAY OVERTIME | 6,315 | 22,250 | 22,696 | 30,911 | 29,000 | 0 | 29,000 | 29,000 |
| 61601 - HOLIDAY PAY | 104,525 | 100,987 | 111,013 | 106,166 | 113,612 | 0 | 113,612 | 113,612 |
| 61604 - TRAINING INCENTIVE | 76,938 | 72,882 | 81,900 | 76,111 | 80,080 | 0 | 80,080 | 80,080 |
| 61610 - FIRE DEPT INCENTIVES | 12,250 | 22,450 | 17,350 | 16,442 | 14,200 | 0 | 14,200 | 14,200 |
| 61701 - HEALTH INSURANCE | 809,779 | 772,360 | 902,090 | 879,287 | 1,060,869 | 0 | 1,060,869 | 1,060,869 |
| 61702 - DENTAL INSURANCE | 60,781 | 49,585 | 57,446 | 52,306 | 54,924 | 0 | 54,924 | 54,924 |
| 61703 - RETIREMENT CONTRIBUTIONS | 6,079 | 6,225 | 7,701 | 6,431 | 6,432 | 0 | 6,432 | 6,432 |
| 61704 - SOCIAL SECURITY | 56,317 | 57,603 | 60,037 | 59,988 | 58,015 | 0 | 58,015 | 58,015 |
| 61705 - WORKERS COMPENSATION | 3,126 | 56,615 | 134,787 | 128,306 | 134,106 | 0 | 134,106 | 134,106 |
| 61713 - RET - FIRE | 1,020,238 | 1,058,338 | 1,128,291 | 1,194,990 | 1,167,899 | 0 | 1,167,899 | 1,167,899 |
| 61901 - RECRUITMENT | 665 | 1,581 | 0 | 292 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 5,553,601 | 5,693,769 | 5,928,713 | 6,140,664 | 6,243,979 | 0 | 6,243,979 | 6,243,979 |
| 62101 - ADMINISTRATIVE SERVICES | 62,189 | 77,810 | 60,548 | 60,548 | 62,000 | 0 | 62,000 | 62,000 |
| 62102 - PROFESSIONAL SERVICES | 1,748 | 1,033 | 600 | 600 | 600 | 0 | 600 | 600 |
| 62116 - DISPATCH | 204,419 | 216,684 | 216,684 | 220,368 | 220,368 | 0 | 220,368 | 220,368 |
| 62120 - LABORATORY SERVICES | 0 | 0 | 1,200 | 0 | 1,200 | 0 | 1,200 | 1,200 |
| 62145 - FIRST AID & MEDICAL SVCS | 40,235 | 19,810 | 33,835 | 21,144 | 33,835 | 0 | 33,835 | 33,835 |
| 62205 - PC REPLACEMENT CHARGE | 15,773 | 13,419 | 13,329 | 13,329 | 13,776 | 0 | 13,776 | 13,776 |
| 62206 - PW FLEET CHARGE | 84,957 | 85,344 | 95,085 | 95,085 | 105,890 | 0 | 105,890 | 105,890 |
| 62301 - OFFICE EQUIPMENT MAINT. | 2,847 | 2,818 | 3,000 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| 62304 - COMMUNICATIONS EQP MAINT. | 2,054 | 4,790 | 5,350 | 5,350 | 5,350 | 0 | 5,350 | 5,350 |
| 62309 - VEHICLE CERTIFICATION | 2,066 | 2,089 | 2,750 | 2,750 | 2,750 | 0 | 2,750 | 2,750 |
| 62310 - SAFETY PROGRAM MAINT. | 2,412 | 6,179 | 4,500 | 4,500 | 4,500 | 0 | 4,500 | 4,500 |
| 62311 - EQUIPMENT MAINTENANCE | 1,707 | 8,693 | 8,550 | 8,664 | 8,550 | 0 | 8,550 | 8,550 |
| 62407 - VEHICLE INSURANCE | 9,735 | 10,533 | 10,534 | 9,735 | 9,735 | 0 | 9,735 | 9,735 |
| 62430 - TRAVEL | 0 | 395 | 500 | 500 | 500 | 0 | 500 | 500 |
| 62435 - TRAINING | 21,079 | 15,263 | 24,470 | 24,470 | 24,470 | 0 | 24,470 | 24,470 |
| 62436 - MEETINGS & DUES | 1,420 | 1,563 | 1,280 | 1,470 | 1,280 | 0 | 1,280 | 1,280 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

FIRE

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62438 - LICENSES & CERTIFICATIONS | 1,017 | 500 | 500 | 500 | 500 | 0 | 500 | 500 |
| 62439 - PARAMEDIC TUITION | 8,500 | 0 | 8,500 | 0 | 8,500 | 0 | 8,500 | 8,500 |
| 62446 - CLEANING ALLOWANCE | 34 | 23 | 500 | 500 | 500 | 0 | 500 | 500 |
| 62447 - PUBLIC AWARENESS | 0 | 757 | 800 | 800 | 800 | 0 | 800 | 800 |
| 62498 - USE OF TRUST FUNDS | 484 | 239 | 250 | 265 | 250 | 0 | 250 | 250 |
| 62510 - TELEPHONE | 12,340 | 14,307 | 16,000 | 16,000 | 16,000 | 0 | 16,000 | 16,000 |
| 62605 - PARKING SPACE RENTAL | 1,080 | 1,221 | 1,080 | 1,080 | 1,080 | 0 | 1,080 | 1,080 |
| 62701 - OFFICE SUPPLIES | 1,612 | 1,554 | 2,135 | 2,135 | 2,135 | 0 | 2,135 | 2,135 |
| 62710 - POSTAGE | 540 | 972 | 550 | 700 | 550 | 0 | 550 | 550 |
| 62715 - BOOKS AND PERIODICALS | 1,432 | 1,762 | 1,600 | 2,000 | 1,600 | 0 | 1,600 | 1,600 |
| 62742 - MINOR COMMUNICATION EQUIP | 7,571 | 6,567 | 6,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| 62743 - MINOR SAFETY EQUIPMENT | 13,511 | 18,848 | 19,000 | 19,000 | 19,000 | 0 | 19,000 | 19,000 |
| 62755 - UNIFORMS | 34,766 | 37,901 | 36,100 | 35,460 | 36,100 | 0 | 36,100 | 36,100 |
| 62756 - PROTECTIVE CLOTHING | 35,213 | 47,299 | 49,500 | 50,920 | 49,500 | 0 | 49,500 | 49,500 |
| 62760 - OPERATING SUPPLIES | 11,991 | 10,082 | 7,000 | 9,671 | 7,000 | 0 | 7,000 | 7,000 |
| 62763 - VEHICLE SUPPLIES | 80,505 | 86,680 | 90,600 | 31,069 | 85,600 | 0 | 85,600 | 85,600 |
| 62765 - OXYGEN | 8,796 | 5,333 | 6,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| 62766 - DISPOSABLE EQUIPMENT | 29,803 | 30,300 | 32,171 | 38,000 | 34,000 | 0 | 34,000 | 34,000 |
| 68008 - GRANT MATCH | 0 | 3,231 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 701,835 | 734,000 | 760,501 | 691,614 | 772,919 | 0 | 772,919 | 772,919 |
| TOTAL | 6,255,436 | 6,427,769 | 6,689,214 | 6,832,278 | 7,016,898 | 0 | 7,016,898 | 7,016,898 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|------------|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| FIRE | 42116 - HAZ MAT STORAGE PERMITS | 17,400 | 17,525 | 17,000 | 17,000 | 18,000 | 18,000 |
| | 42201 - FIRE ALARM ACCESS APP FEE | 0 | 240 | 0 | 0 | 0 | 0 |
| | 42202 - FIRE ALARM ACCESS PERMIT | 5,070 | 4,875 | 5,000 | 9,345 | 9,500 | 9,500 |
| | 42205 - PERMITS | 58,892 | 57,487 | 56,000 | 58,000 | 59,000 | 59,000 |
| | 42000 - LICENSES/PERMITS/FEES | 81,362 | 80,127 | 78,000 | 84,345 | 86,500 | 86,500 |
| | 43208 - KEENE STATE COLLEGE | 485,000 | 495,178 | 498,822 | 497,000 | 497,000 | 497,000 |
| | 43403 - OTHER TOWNS | 152,910 | 182,062 | 208,542 | 194,415 | 197,415 | 197,415 |
| | 43000 - INTERGOVERNMENTAL | 637,910 | 677,239 | 707,364 | 691,415 | 694,415 | 694,415 |
| | 44109 - DIRECT REIMBURSEMENT | 9,765 | 12 | 2,000 | 10 | 0 | 0 |
| | 44113 - REPORTS | 555 | 515 | 450 | 425 | 450 | 450 |
| | 44123 - AMBULANCE SVCS | 931,521 | 1,008,569 | 975,000 | 1,040,000 | 1,100,000 | 1,100,000 |
| | 44124 - FIRE MASTER BOX | 73,440 | 77,112 | 76,296 | 76,296 | 76,296 | 76,296 |
| | 44000 - CHARGES FOR SERVICES | 1,015,281 | 1,086,208 | 1,053,746 | 1,116,731 | 1,176,746 | 1,176,746 |
| | 45107 - FALSE ALARM FINES | 0 | 300 | 0 | 0 | 0 | 0 |
| | 45201 - FIRE CODE VIOLATIONS | 270 | 875 | 300 | 315 | 300 | 300 |
| | 45000 - FINES & FORFEITS | 270 | 1,175 | 300 | 315 | 300 | 300 |
| | 46103 - INTEREST: A/R | 106 | (71) | 0 | 0 | 0 | 0 |
| | 46404 - DELUGE HOSE TRUST FUND | 254 | 239 | 244 | 265 | 244 | 244 |
| | 46000 - MISCELLANEOUS | 361 | 169 | 244 | 265 | 244 | 244 |
| | TOTAL | 1,735,184 | 1,844,918 | 1,839,654 | 1,893,071 | 1,958,205 | 1,958,205 |

| | | | |
|---------------------------------------|---|--------------|---------|
| Department: | Human Services | Fund: | General |
| Division (s): Cost Center: | 01000 & 01001 | | |
| Mission: | To provide short-term, emergency, and timely assistance to eligible persons in the most economical manner while aiding residents with long-term solutions for returning to a state of financial self-sufficiency. | | |

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

In FY19 Human Services will implement a housing quality standards inspection program in collaboration with the Health and Code Department. The intent of this inspection program is health and safety for residents and to ensure that persons receiving General Assistance live in a safe housing unit that meets City Code.

Through case management Human Services strives to reduce clients' dependence on the City of Keene for financial support. In the coming year we will continue to emphasize that thus reducing the number of months a person receives assistance.

Workfare and Applied Rents will continue to be used to reimburse the City for assistance received.

In FY18 Human Services was successful in reducing the length of time that households received assistance. This is the result of significant time spent on case management and educating consumers in the following areas:

- Budgeting – prioritizing, choices and consequences, needs vs. wants
- Area Resources – how to access and apply
- Employment – job postings, work readiness, resume
- Housing – how to be a good tenant and what to look for in a lease that makes a unit affordable

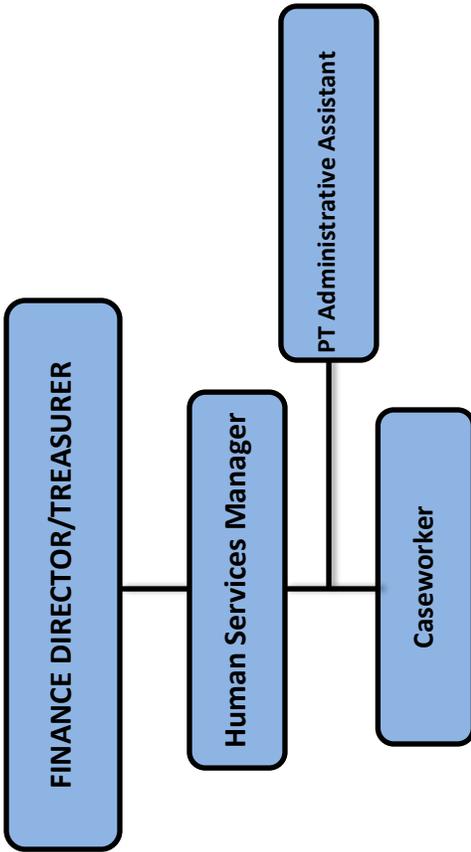
Area service providers no longer provide case management unless a client has a diagnosis. As a result Human Services staff continued to be the only resource to provide this for individuals and families as they worked to achieve financial self-sufficiency. The number of clients with minimal life and employment skills, experiencing substance misuse, with poor rental history, with sporadic work record, and, are generally very low income grows each year. It is very demanding on the part of the staff to manage the amount of time it takes to help clients move off of General Assistance in addition to the daily administrative tasks that keep the department running.

The General Assistance Guidelines were revised to reflect current law and practices and approved by City Council.

Challenges continue to be:

- Eligibility and case management appointments taking longer because most persons are in a state of crisis with extensive needs and limited skills. This results in insufficient staff time for follow-up and in helping persons stay on track to achieve financial independence.
- Without sufficient staffing, daily administrative tasks pile up and fall behind due to demands of meeting client needs.

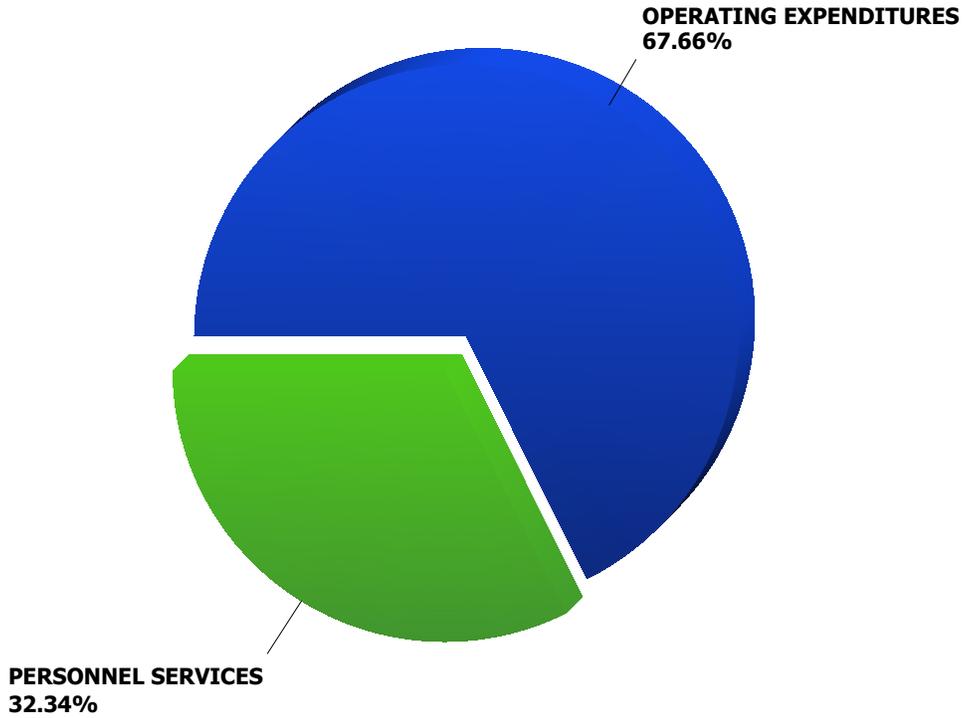
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|--------------------|-----------------------------|--------------|
| Administer General Assistance(GA) (RSA: 165) "To relieve and maintain the poor" in accordance with General Assistance Guidelines adopted by the City Council. | | | Community Health & Wellness | |
| Provide emergency financial assistance and/or service referrals for basic life necessities including but not limited to housing, utilities, and medical needs. | | | Community Health & Wellness | |
| Provide case management for HS clients where no other local option is available, screen for other resources to support a return to financial self-sufficiency. | | | Social Services | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Provide short-term emergency financial assistance when no other resource is available. | | RSA 165 | Social Services | V,O,I,C,E |
| Work with GA recipients addressing basic financial literacy, money management, and employment readiness, through advocacy and in collaboration with area service providers to reduce the dependence on municipal assistance. | | RSA 165 | Community Health & Wellness | O,I,E |
| Continue expansion of the workfare program to include workshops on employment readiness and employer expectations for future employment. | | RSA 165 | Social Services | V,C,E |
| Work Collaboratively with Health and Code to implement a housing quality standards inspection program for those units that have tenants receiving General Assistance. | | RSA 165 | Community Health & Wellness | O,I,E |
| Advocate and help facilitate the process for clients to apply for and secure more affordable housing. | | RSA165 | Social Services | O,I,E |
| METRICS: | | FY17 | FY18 | FY19 |
| Number of persons receiving assistance through Human Services | | 4500 | 4900 | 4800 |
| Percentage of Workfare participants who completed assignments | | 100 | 100 | 100 |
| New: % of household units receiving assistance meeting housing quality standards | | | 25 | 100 |
| Average length of monthly assistance | | 2 | 1 3/4 | 1 1/2 |
| 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 | | 37,727 | 11,000 | 12,000 |
| Medicaid Reimbursements (Changes in expanded Medicaid resulted in less prescription assistance thus fewer opportunities for reimbursement from Medicaid.) | | \$0 | \$0 | \$250 |
| SSI Interim Assistance Reimbursements | | \$7,195 | \$3,500 | \$3,500 |
| Other Reimbursements including liens, cash reimbursements | | \$9,367 | \$9,400 | \$9,400 |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

HUMAN SERVICES

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 213,208 | 221,612 | 232,013 | 224,644 | 234,554 | 0 | 234,554 | 234,554 |
| 62000 - OPERATING EXPENDITURES | 481,659 | 481,058 | 494,520 | 492,785 | 490,808 | 0 | 490,808 | 490,808 |
| Department Total | 694,867 | 702,670 | 726,533 | 717,429 | 725,362 | 0 | 725,362 | 725,362 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|--------------------------|-------------|----------------------------|
| 01000 | 61303 | HUMAN SERVICES MANAGER | 1.00 | 76,914 |
| | 61304 | CASEWORKER | 1.00 | 60,250 |
| | 61307 | ADMINISTRATIVE ASSISTANT | 0.64 | 25,771 |
| TOTAL | | | 2.64 | 162,935 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

HUMAN SERVICES

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 0 | 0 | 1,508 | 0 | 0 | 0 | 0 | 0 |
| 61303 - SUPERVISORY PERSONNEL | 74,171 | 76,013 | 76,582 | 76,582 | 76,914 | 0 | 76,914 | 76,914 |
| 61304 - GENERAL PERSONNEL | 56,946 | 58,257 | 60,082 | 60,082 | 60,250 | 0 | 60,250 | 60,250 |
| 61307 - PART TIME EMPLOYEES | 20,907 | 24,138 | 27,878 | 17,777 | 25,771 | 0 | 25,771 | 25,771 |
| 61701 - HEALTH INSURANCE | 33,384 | 33,237 | 35,627 | 35,627 | 41,506 | 0 | 41,506 | 41,506 |
| 61702 - DENTAL INSURANCE | 1,917 | 1,767 | 1,821 | 1,821 | 1,777 | 0 | 1,777 | 1,777 |
| 61703 - RETIREMENT CONTRIBUTIONS | 14,646 | 15,003 | 15,654 | 15,654 | 15,609 | 0 | 15,609 | 15,609 |
| 61704 - SOCIAL SECURITY | 11,049 | 11,522 | 12,614 | 12,614 | 12,465 | 0 | 12,465 | 12,465 |
| 61705 - WORKERS COMPENSATION | 4 | 103 | 245 | 262 | 262 | 0 | 262 | 262 |
| 61901 - RECRUITMENT | 184 | 268 | 0 | 117 | 0 | 0 | 0 | 0 |
| 61902 - OUTSIDE AGENCY TEMPS | 0 | 1,302 | 0 | 4,107 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 213,208 | 221,612 | 232,013 | 224,644 | 234,554 | 0 | 234,554 | 234,554 |
| 62145 - FIRST AID & MEDICAL SVCS | 4,265 | 6,592 | 12,000 | 8,200 | 8,250 | 0 | 8,250 | 8,250 |
| 62148 - DENTAL WORKS | 5,000 | 7,000 | 7,000 | 7,000 | 7,000 | 0 | 7,000 | 7,000 |
| 62152 - SCS SHELTER SERVICES | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 0 | 50,000 | 50,000 |
| 62205 - PC REPLACEMENT CHARGE | 752 | 1,006 | 1,192 | 1,192 | 1,272 | 0 | 1,272 | 1,272 |
| 62416 - PRINTING | 0 | 30 | 175 | 178 | 178 | 0 | 178 | 178 |
| 62435 - TRAINING | 630 | 215 | 310 | 359 | 300 | 0 | 300 | 300 |
| 62436 - MEETINGS & DUES | 100 | 219 | 110 | 105 | 90 | 0 | 90 | 90 |
| 62451 - PERSONAL & HOUSEHOLD | 635 | 541 | 1,000 | 750 | 1,000 | 0 | 1,000 | 1,000 |
| 62452 - BURIAL, TRANSPORT & MISC. | 10,825 | 16,015 | 14,000 | 17,000 | 14,000 | 0 | 14,000 | 14,000 |
| 62453 - HEATING FUEL & UTILITIES | 16,761 | 24,873 | 27,975 | 27,087 | 29,000 | 0 | 29,000 | 29,000 |
| 62454 - RENTS | 388,428 | 369,192 | 375,975 | 376,000 | 375,000 | 0 | 375,000 | 375,000 |
| 62498 - USE OF TRUST FUNDS | 3,051 | 2,869 | 3,000 | 3,181 | 3,000 | 0 | 3,000 | 3,000 |
| 62510 - TELEPHONE | 705 | 887 | 675 | 675 | 670 | 0 | 670 | 670 |
| 62701 - OFFICE SUPPLIES | 256 | 1,097 | 700 | 700 | 700 | 0 | 700 | 700 |
| 62710 - POSTAGE | 252 | 202 | 230 | 190 | 220 | 0 | 220 | 220 |
| 62715 - BOOKS AND PERIODICALS | 0 | 176 | 178 | 168 | 128 | 0 | 128 | 128 |
| 62744 - MINOR COMPUTER EQUIPMENT | 0 | 145 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 481,659 | 481,058 | 494,520 | 492,785 | 490,808 | 0 | 490,808 | 490,808 |
| TOTAL | 694,867 | 702,670 | 726,533 | 717,429 | 725,362 | 0 | 725,362 | 725,362 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-------------------|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| HUMAN SERVICES | 44109 - DIRECT REIMBURSEMENT | 31,536 | 9,367 | 12,500 | 9,400 | 9,400 | 9,400 |
| | 44138 - SSI INTERIM ASSISTANCE | 8,940 | 7,195 | 6,700 | 3,500 | 3,500 | 3,500 |
| | 44139 - MEDICAID REIMBURSEMENTS | 884 | 0 | 0 | 0 | 250 | 250 |
| | 44000 - CHARGES FOR SERVICES | 41,359 | 16,562 | 19,200 | 12,900 | 13,150 | 13,150 |
| | 46403 - CHARITABLE TRUST FUND | 3,051 | 2,869 | 2,928 | 3,181 | 2,896 | 2,896 |
| | 46000 - MISCELLANEOUS | 3,051 | 2,869 | 2,928 | 3,181 | 2,896 | 2,896 |
| TOTAL | | 44,410 | 19,431 | 22,128 | 16,081 | 16,046 | 16,046 |

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

In FY19, the Library Renovation and Addition project construction will be completed. The Library will expand its capacity to be a community learning center. There will be additional meeting and performance spaces, a new Teen Center area and a designated Maker Space. Staff is preparing to bring their considerable experience, skills, and abilities to the task of expanding and adding services for the community.

During renovation, some services were adapted to accommodate construction. In FY 2019 we are expanding into our new spaces and exploring new programming. Meeting room and programming spaces that were limited during the renovation will be reestablished. The Library anticipates an expansion in programming with wider variety and having an expanded capability to host community based events.

During FY18, the Keene Library Annex Advisory Committee (KLAAC) worked with Tappé Architects through the design development and construction documents phase of its contract. KLAAC membership includes representation from the Board of Trustees, the Friends of the Library Board, and the City. By the Spring 2017, construction and bid documents will be in place in order to be ready for a summer construction date. Funding for the project comes from three sources: The Capital Campaign, the City Capital Improvement Program, and New Market Tax Credits. The Capital Campaign made its goal in early 2018 but will continue to be in place through the 3 year pledge. Through the partnership of the Trustees, Friends and the City, and Monadnock Economic Development Center (MEDC) the Library Renovation and Expansion Project was awarded New Market Tax Credits – with the closing on December 14, 2017 Significant milestones will be the substantial completion in October of 2018.

Background

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

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

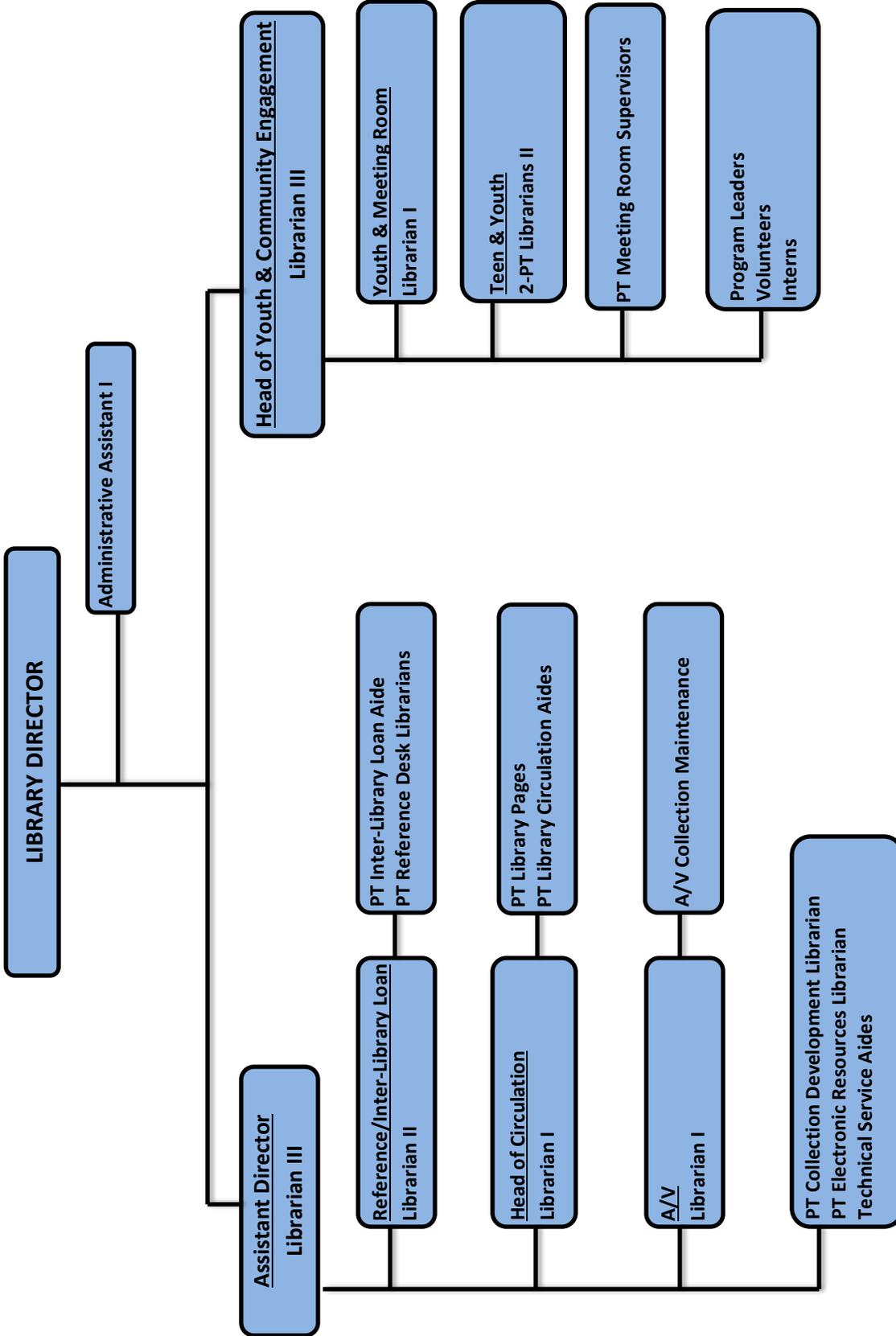
Another major component of library services is the wide range of programming for all ages, with an emphasis on the very young and teens. The Library is both a designated Family Place Library—providing specific programming for families and their young children and a Maker Corps Library where patrons of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

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|-------------|--------------------|---------------------|--------------|
| Provide an excellent collection including classic and high-demand materials in print, audio, video, and electronic formats for people of all ages and abilities and backgrounds. | | | Education | |
| Assist patrons of all ages with information research and reader advisory services both in-house and remotely through the library website, public access computers, and community meeting space. | | | Education | |
| Introduce the youngest members of the community to reading and learning activities through library programs, and encourage digital literacy at all levels throughout the community. | | | Education | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Maintain funding for purchasing library materials based on an ongoing evaluation of new formats and the appropriate collection balance, with the target of replacing 5% of library materials yearly including increasing the availability of e-books | | | Education | I, E |
| Provide and promote use of electronic information databases with remote access as appropriate | | | Education | I, E |
| Maintain and promote a comprehensive series of high-quality library programs that support and empower adults and children to the highest level of community involvement. (These will be limited during the library renovation project) | | | Education | I, E,O |
| Provide meeting spaces for community use. (These will be limited during the library renovation project) | | | Education | I,C |
| Develop a staffing plan for the newly renovated library, reassigning staff as needed | | | Historic & Cultural | V,O,C,E |
| Working with staff from Mason Library at Keene State College, continue to plan for replacement of our current shared Integrated Library System software (Millennium) | | | Education | I, E |
| Provide public access to computers and internet and offer assistance and training in evolving technologies | | | Education | I |
| Offer staff training to support each staff member's training goals as detailed in the Performance Evaluation | | | Education | V |
| Review Library policies and procedures; revise as necessary to ensure good management of the expanded facility | | | Education | V |
| METRICS: | FY17 | FY18 | FY19 | |
| Circulation, including downloadable books | 262,096 | 260,000 | 270,000 | |
| Circulation of downloadable books | 21,410 | 24,000 | 27,000 | |
| Usage of online databases and website visits** | 27,670 | 45,000 | 340,000 | |
| Library programs for adults and children and number of people attending* | 992/11,505 | 600/10,000 | 800/12,000 | |
| Number of times City/community groups held events in the Library or Library Annex* | 799 | 700 | 800 | |
| Number of people attending City/community programs* | 7,414 | 8,000 | 9,500 | |
| Number of library card holders (does not include KSC community of approx. 6,000) | 19,116 | 18,500 | 19,200 | |
| Use of library public access computers*** | 18,068 | 21,000 | 21,000 | |
| Estimated number of Wi-Fi sessions | - | 72,000 | 104,000 | |
| Number of reference questions answered in-house and via library website** | 8647 / 211 | 15,500/600 | 9,000/300 | |

* Meeting room space will be limited during renovation. Estimates for meetings and programs have been reduced during the time period of construction.

** Many questions are answered directly from information on our newly updated website, updated metrics reflects that shift

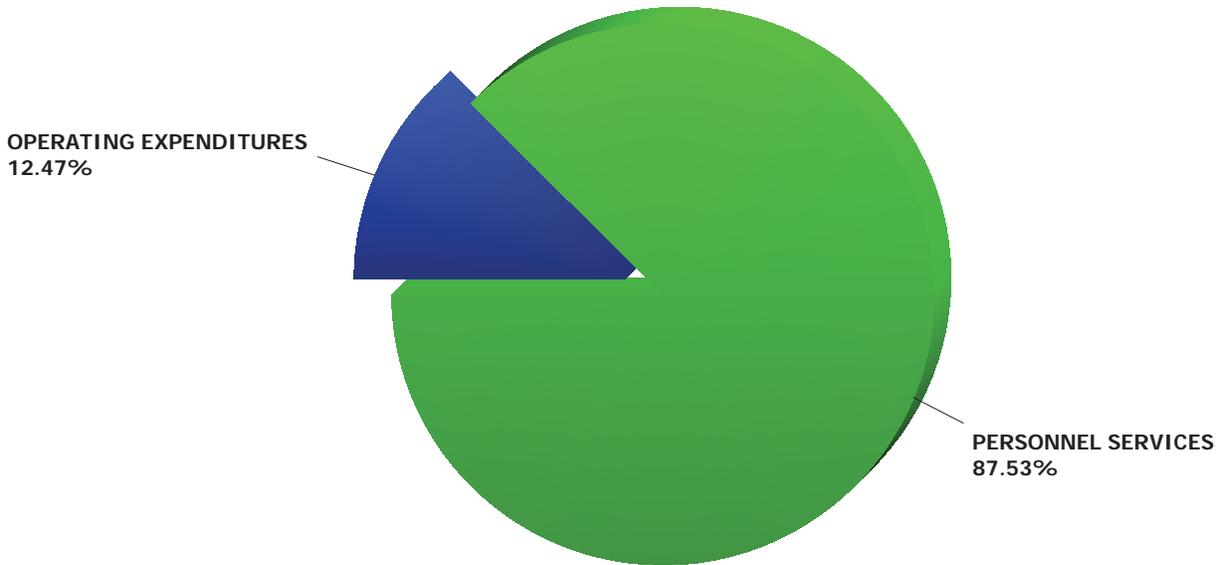
***Library visitors use personal devices as well as PACs. Updated metric reflects estimated Wi-Fi sessions.



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

LIBRARY

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 1,127,612 | 1,176,791 | 1,240,787 | 1,239,255 | 1,248,584 | 0 | 1,248,584 | 1,248,584 |
| 62000 - OPERATING EXPENDITURES | 186,443 | 180,290 | 177,892 | 178,439 | 177,812 | 0 | 177,812 | 177,812 |
| Department Total | 1,314,055 | 1,357,082 | 1,418,679 | 1,417,694 | 1,426,396 | 0 | 1,426,396 | 1,426,396 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|-------------|--------------|----------------------------|------|----------------------------|
| 01100 | 61301 | LIBRARY DIRECTOR | 1.00 | 104,669 |
| | 61303 | LIBRARIAN II | 1.00 | 67,400 |
| | | LIBRARIAN III | 2.00 | 143,275 |
| | 61304 | LIBRARIAN I | 3.00 | 177,189 |
| | 61305 | ADMINISTRATIVE ASSISTANT I | 1.00 | 46,784 |
| | 61307 | LIBRARIAN I | 1.47 | 70,718 |
| | | LIBRARIAN II | 1.27 | 91,346 |
| | TOTAL | | | 10.74 |

*This number does not include any overtime, seasonal, or other forms of pay.

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

LIBRARY

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 100,936 | 104,460 | 104,665 | 104,665 | 104,669 | 0 | 104,669 | 104,669 |
| 61303 - SUPERVISORY PERSONNEL | 202,829 | 204,122 | 208,397 | 205,397 | 210,675 | 0 | 210,675 | 210,675 |
| 61304 - GENERAL PERSONNEL | 169,762 | 174,324 | 177,183 | 177,183 | 177,189 | 0 | 177,189 | 177,189 |
| 61305 - ADMINISTRATIVE PERSONNEL | 38,684 | 41,355 | 44,661 | 44,661 | 46,784 | 0 | 46,784 | 46,784 |
| 61307 - PART TIME EMPLOYEES | 363,299 | 395,960 | 430,422 | 430,422 | 431,715 | 0 | 431,715 | 431,715 |
| 61701 - HEALTH INSURANCE | 120,205 | 115,845 | 129,236 | 129,236 | 131,329 | 0 | 131,329 | 131,329 |
| 61702 - DENTAL INSURANCE | 8,132 | 7,306 | 7,607 | 7,607 | 7,004 | 0 | 7,004 | 7,004 |
| 61703 - RETIREMENT CONTRIBUTIONS | 56,874 | 60,725 | 61,833 | 61,833 | 61,374 | 0 | 61,374 | 61,374 |
| 61704 - SOCIAL SECURITY | 66,107 | 69,918 | 73,848 | 73,848 | 74,284 | 0 | 74,284 | 74,284 |
| 61705 - WORKERS COMPENSATION | 27 | 666 | 1,435 | 1,435 | 1,559 | 0 | 1,559 | 1,559 |
| 61901 - RECRUITMENT | 757 | 2,111 | 1,500 | 2,969 | 2,000 | 0 | 2,000 | 2,000 |
| 61000 - PERSONNEL SERVICES | 1,127,612 | 1,176,791 | 1,240,787 | 1,239,255 | 1,248,584 | 0 | 1,248,584 | 1,248,584 |
| 62205 - PC REPLACEMENT CHARGE | 7,920 | 8,381 | 8,490 | 8,490 | 8,410 | 0 | 8,410 | 8,410 |
| 62301 - OFFICE EQUIPMENT MAINT. | 3,562 | 5,233 | 3,256 | 3,256 | 3,256 | 0 | 3,256 | 3,256 |
| 62435 - TRAINING | 0 | 54 | 250 | 250 | 250 | 0 | 250 | 250 |
| 62436 - MEETINGS & DUES | 69 | 445 | 400 | 400 | 400 | 0 | 400 | 400 |
| 62498 - USE OF TRUST FUNDS | 11,394 | 6,636 | 3,500 | 3,500 | 3,500 | 0 | 3,500 | 3,500 |
| 62510 - TELEPHONE | 3,069 | 2,876 | 3,500 | 3,500 | 3,500 | 0 | 3,500 | 3,500 |
| 62701 - OFFICE SUPPLIES | 5,373 | 5,176 | 6,500 | 6,500 | 6,500 | 0 | 6,500 | 6,500 |
| 62703 - LOST MATERIAL REPLACEMENT | 3,363 | 3,929 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| 62704 - BOOK MENDING SUPPLIES | 3,346 | 3,265 | 2,900 | 2,900 | 2,900 | 0 | 2,900 | 2,900 |
| 62710 - POSTAGE | 3,772 | 2,585 | 2,896 | 2,896 | 2,896 | 0 | 2,896 | 2,896 |
| 62715 - BOOKS AND PERIODICALS | 143,882 | 141,389 | 141,550 | 141,550 | 141,550 | 0 | 141,550 | 141,550 |
| 62734 - MINOR EQUIPMENT | 102 | 320 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62744 - MINOR COMPUTER EQUIPMENT | 592 | 0 | 650 | 1,197 | 650 | 0 | 650 | 650 |
| 62000 - OPERATING EXPENDITURES | 186,443 | 180,290 | 177,892 | 178,439 | 177,812 | 0 | 177,812 | 177,812 |
| TOTAL | 1,314,055 | 1,357,082 | 1,418,679 | 1,417,694 | 1,426,396 | 0 | 1,426,396 | 1,426,396 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|------------|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| LIBRARY | 44109 - DIRECT REIMBURSEMENT | 32 | 165 | 0 | 51 | 0 | 0 |
| | 44201 - LIBRARY | 1,740 | 1,870 | 2,500 | 1,750 | 1,750 | 1,750 |
| | 44401 - LIBRARY NON RESIDENT FEE | 18,220 | 18,374 | 21,000 | 20,000 | 20,000 | 20,000 |
| | 44000 - CHARGES FOR SERVICES | 19,992 | 20,409 | 23,500 | 21,801 | 21,750 | 21,750 |
| | 45106 - LIBRARY OVERDUE FINES | 26,167 | 24,172 | 28,000 | 28,000 | 28,000 | 28,000 |
| | 45304 - LOST LIBRARY MATERIALS | 3,665 | 3,004 | 4,000 | 4,000 | 4,000 | 4,000 |
| | 45000 - FINES & FORFEITS | 29,833 | 27,176 | 32,000 | 32,000 | 32,000 | 32,000 |
| | 46407 - LIBRARY TRUST FUND | 11,394 | 6,636 | 3,500 | 3,500 | 3,500 | 3,500 |
| | 46000 - MISCELLANEOUS | 11,394 | 6,636 | 3,500 | 3,500 | 3,500 | 3,500 |
| | TOTAL | 61,219 | 54,222 | 59,000 | 57,301 | 57,250 | 57,250 |

| | | | |
|---------------------------------------|--|--------------|---------|
| Department: | Parks, Recreation & Facilities | Fund: | General |
| Division (s): Cost Center: | Parks, Recreation & Cemeteries 01200 through 01314 | | |
| Mission: | To provide the citizens of Keene with 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. | | |

The vision of the Parks and Recreation Department is to work together with our community to provide life-long opportunities for active living and wise stewardship of our natural resources. Keene has beautiful, well maintained parks and cemeteries, a citizenry that incorporates physical activity into their daily lives, and a connected system of open space, parks, and trails. This vision continues to be a driving force in our decision making process. Collectively, over the past year, old and new initiatives have come forward to create projects that will better serve our citizens.

As our societal trends continue to morph with new technologies, there is an increased demand for park uses and increased programming. The Department is a leader in maintaining a social media presence for programs and announcements to app subscribers. Recent activity with program registrations has proven that being proactive and using various platforms increases public awareness of our programs. Families are learning and discovering more about programs that they may not have known before. Social media platforms provide analytics to create more concentrated efforts to a target audience and the household decision makers. As a result, the Department has begun to realign itself and create a strategic plan specifically focused on youth sports and youth programming to keep up with the demand for increased participation.

The skate park initiative has been brought back by a group of empowered youth looking for change. Similar to the group who built the park and others who followed, they desire a downtown park that will be safe and challenging to ride for all generations. With a fundraising campaign on the horizon, a design build construction project would occur once the fundraising goal has been achieved.

The current Feasibility Study for the Recreation Center has provided an opportunity to have purposeful conversations about the use of the facility, the programs offered by the department, and the possibility of being a community partner with the Keene Senior Center. This project explores the role of expanded collaborations to meet the needs of all our citizens. The idea of creating a community-based center that targets multi-generational use is much needed within the community. The addition of pickle ball courts has increased visibility of the Recreation Center facility and its programs and trip offerings. The exposure has led to finding new ways to close the information gap and to reach new markets.

The Department is involved in an initiative led by the Planning Department together with the Conservation Commission and the Goose Pond Stewardship Plan. This initiative coincides with the Goose Pond Dam and Dike reconstruction project that is happening simultaneously. The stewardship plan will have a focus area on trail development, maintenance, and protection in what is already known as one of Keene's favorite places to hike or mountain bike. The construction project will create another parking area, alleviating most of the roadside parking that occurs along the East Surry Road access points. This trail head will also provide better signage and education about the recreation area. The trail signage project will be a significant improvement to the existing trails, and the plan will be to duplicate these signs in other areas around the City.

Wheelock Park will continue its process of upgrades; the new restrooms and concession stand will be open this summer, and the Cal Ripken baseball diamond's irrigation system will be the first project outlined in the Municipal Parks Improvement program in this year's Capital Improvement Budget. These improvements will service a venue that is heavily used for local, state, and regional tournament play.

This plan highlights the need to provide well maintained parks, organized programs and safe trails. All citizens have access to these amenities, utilizing various platforms to promote them will only create a stronger awareness and continue to generate leads for community collaborations, increased sponsorship revenue, individual and corporate volunteerism, and a place where generations will want to stay, work, and play.

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|---|--|----------------|-----------------------------|--------------|
| Provide community services to assist organizations that focus on the health and well being of all citizens. | | | Community Health & Wellness | |
| Coordinate and maintain the safety and quality of trails, ballfields, parks, forested lands, park buildings, play equipment, pools, and other recreational areas. | | | Community Health & Wellness | |
| Maintain and improve cemetery grounds, roads, and buildings; provide professional internment services and accurate burial records. | | | Community Health & Wellness | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Continue to follow recommendations in the Master Plan toward increasing our level of service | | | Leadership | C, E |
| Continue to collaborate and increase program opportunities focused on health and wellness | | | Community Health & Wellness | I, C |
| Continue to grow the after school program by encouraging healthy lifestyles | | | Community Health & Wellness | C |
| Enhance community services through expansion of outreach and sponsorship initiatives | | | Community Health & Wellness | I, C |
| Continue to maintain and promote the multi-use trail system to increase usage | | | Open Space/Greenway Connect | C |
| Implement a Comprehensive Maintenance Management System for operations efficiency | | | Infrastructure | V,C, E |
| Continue the development of a turf management program in the parks and cemeteries | | | Open Space/Greenway Connect | C |
| Develop new and expand existing City inter-department programs | | | Leadership | C |
| METRICS: | | FY17 | FY18 | FY19 |
| Youth program participants: after school and summer programs | | 280 | 280 | 280 |
| Recreation and Park Volunteers | | 375 | 350 | 375 |
| Acres maintained through turf program | | 90 | 90 | 90 |
| Recreation Facility Rentals | | 160 | 160 | 180 |
| Youth and Adult sport league participants - basketball, flag football, indoor soccer, soccer, volleyball, kickball, and middle school PAL | | 850 | 1,000 | 1,200 |
| Recreation Trip Participation | | 114 | 150 | 110 |
| Swim Lessons | | 200 | 200 | 200 |
| Cemetery Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED | | 202 | 157 | 127 |
| Cemetery Sales | | 45 | 38 | 30 |
| Cemetery Burials | | 115 | 129 | 98 |

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

The Facilities Division has successfully implemented and will continue to grow the asset management based software called Cartegraph. Through various trainings, the Division has been able to build the system to show related efforts in facilities management. This has been a useful tool combined with previous asset inventories, such as the EMG Report, to build future project timelines and implementation strategies for the Capital Improvement Program.

One of the major projects accomplished this year was getting the Library Restoration launched. This project exemplifies the community support for these needed services now and in the future. An opportunity to reconfigure the HVAC, and a cleaner fuel source system, resulted from the many generous donations that were received. This promoted energy saving measures that otherwise would not have happened. The project is currently scheduled to have a public opening in the late fall of 2018.

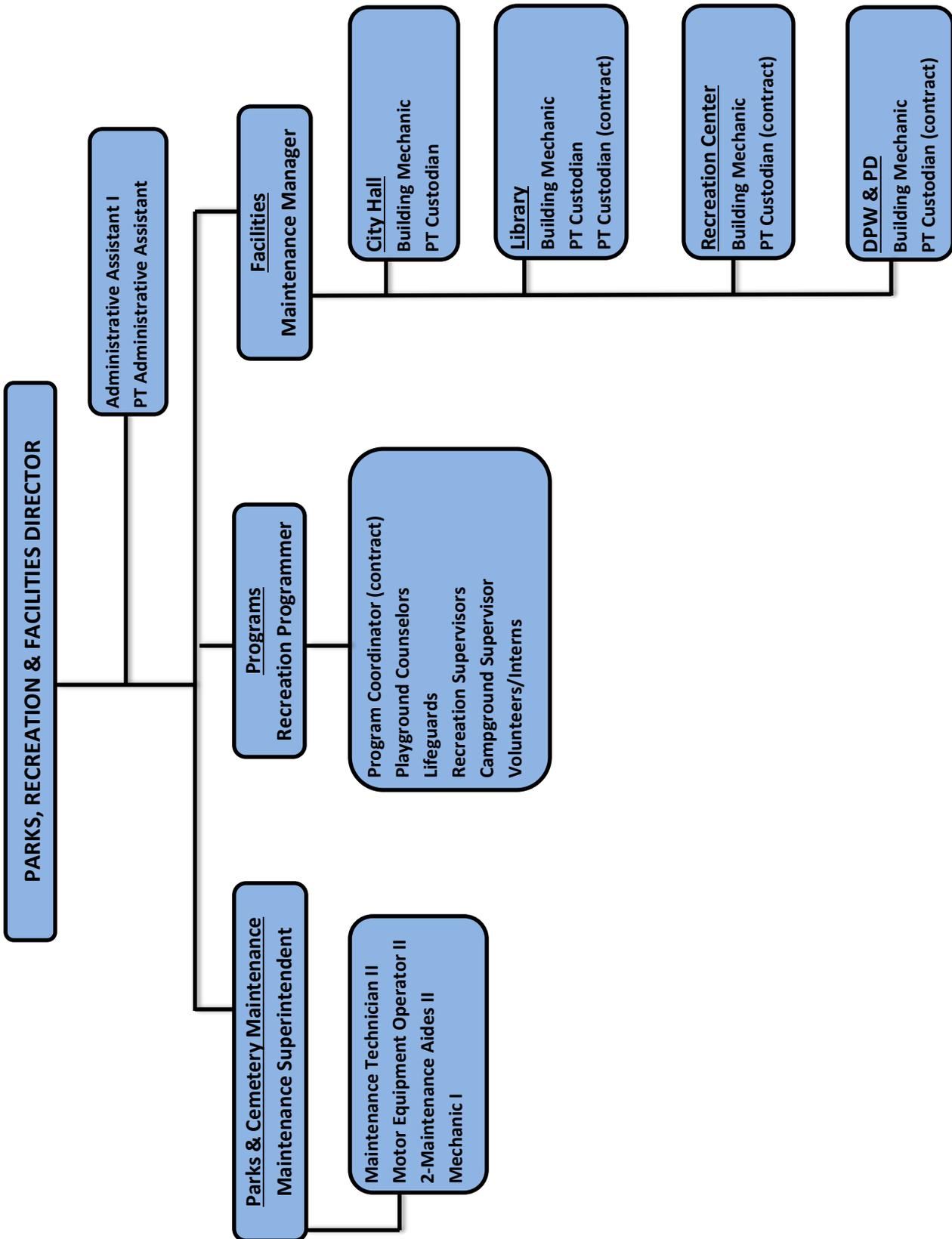
The Division has been able to work closely with each facility they serve to address immediate needs for long term preventative maintenance. The relationship has begun to grow with the Fire Department as they look to the future with West Keene Station 2, and begin the process of Central Station beginning to age. This budget will reflect the Central Fire station's need to have preventative maintenance measures conducted by outside sources like other City facilities.

In collaboration with the Keene School District, Cheshire County, Keene Housing and the City's Purchasing Department, the City continues to find cost saving measures across various platforms, including generator maintenance and fire extinguisher inspections. Although there are multiple degrees of differences, the City has been seeking as many partnerships as possible, which allow greater cost saving measures through joint purchasing contracts. In addition to local outreach, contracts with state and national organizations have provided stronger purchasing power for the City.

The City continues to work with Honeywell according to the ESCO contract that was executed in 2012. Many of the first initiatives have already seen their return on investment and the energy savings has been significant. These cost saving measures continue and as new systems are installed the City works with Honeywell to adjust the various calculations.

With an increasing need to find more sustainable practices, the Facilities division continues to work with the City's EP3 program. This group of dedicated employees explore various innovative ways for the City to implement green practices in its daily work environments. Included in this effort is the Division's best practice to help reduce greenhouse emissions and explore alternative fuel sources that will reduce the City's carbon footprint.

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|--------------------|----------------|----------------|
| Implement daily cleaning and maintenance of buildings | | | Infrastructure | |
| Monitor and upgrade building systems for both safety and efficiency | | | Infrastructure | |
| Assist in identifying and implementing contract repairs, routine cleaning, and maintenance of buildings when appropriate | | | Infrastructure | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Review and monitor the use of contracted cleaning services | | | Infrastructure | C, E |
| Collaborate toward the use of contracted supplies and services with other governmental agencies | | | Infrastructure | V, C, E |
| Utilize a Comprehensive Maintenance Management System for operations efficiency | | | Infrastructure | V, C, E |
| Evaluate opportunities to expand on energy conservation systems | | | Infrastructure | V, C, E |
| METRICS: | | FY17 | FY18 | FY19 |
| City staff conforms to adopted custodial Standard Operating Procedures | | 95% | 100% | 100% |
| Contract cleaning service conforms to basic custodial Standard Operating Procedures | | 100% | 50% | 100% |
| Conforms to adopted preventative maintenance Standard Operating Procedures | | 95% | 100% | 100% |
| Work tasks submitted through Cartegraph | | 748 | 550 | 1250 |
| Completed Cartegraph tasks | | 747 | 550 | 1250 |

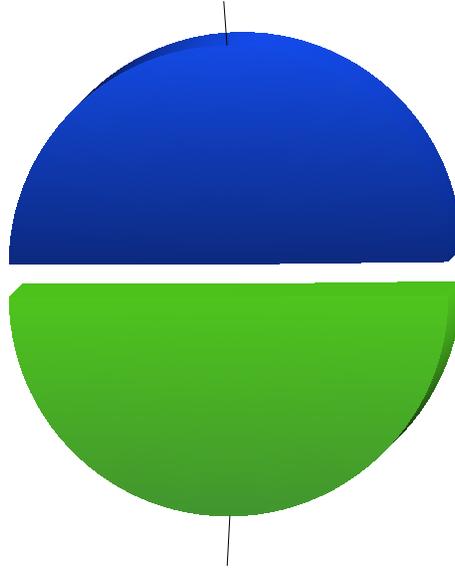


**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

PARKS, REC AND FACILITIES

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 1,489,072 | 1,450,239 | 1,608,503 | 1,604,984 | 1,669,690 | 67,389 | 1,737,079 | 1,737,079 |
| 62000 - OPERATING EXPENDITURES | 1,384,245 | 1,361,792 | 1,534,786 | 1,410,186 | 1,787,625 | (63,889) | 1,723,736 | 1,723,736 |
| Department Total | 2,873,316 | 2,812,031 | 3,143,289 | 3,015,170 | 3,457,315 | 3,500 | 3,460,815 | 3,460,815 |

**OPERATING EXPENDITURES
49.81%**



**PERSONNEL SERVICES
50.19%**

Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-----------------------------|--------------|----------------------------|
| 01200 | 61301 | PARKS, REC & FACILITIES DIR | 1.00 | 104,669 |
| | 61305 | ADMINISTRATIVE ASST I | 1.00 | 41,966 |
| | 61307 | ADMINISTRATIVE ASSISTANT | 0.54 | 21,132 |
| 01201 | 61303 | PARK, REC. SUPT. | 0.50 | 36,801 |
| | 61304 | MAINTENANCE AIDE II | 1.00 | 43,801 |
| | | MAINTENANCE TECHNICIAN II | 1.00 | 52,412 |
| | | MECHANIC I | 1.00 | 41,006 |
| 01207 | 61304 | RECREATION PROGRAMMER | 1.00 | 72,993 |
| 01310 | 61303 | PARK, REC. SUPT. | 0.50 | 36,801 |
| | 61304 | MAINTENANCE AIDE II | 1.00 | 44,346 |
| | | MOTOR EQUIP OPERATOR II | 1.00 | 45,697 |
| 01325 | 61304 | BUILDING MECHANIC | 1.00 | 47,614 |
| | | MAINTENANCE MANAGER | 1.00 | 75,513 |
| | 61307 | CUSTODIAN, P/T | 0.85 | 35,925 |
| 01328 | 61304 | BUILDING MECHANIC | 1.00 | 40,747 |
| | 61307 | CUSTODIAN, P/T | 0.85 | 29,603 |
| 01329 | 61304 | BUILDING MECHANIC | 1.00 | 44,037 |
| 01335 | 61304 | BUILDING MECHANIC | 1.00 | 48,422 |
| TOTAL | | | 16.24 | 863,485 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

PARKS, REC AND FACILITIES

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 100,936 | 103,442 | 104,665 | 103,442 | 104,669 | 0 | 104,669 | 104,669 |
| 61303 - SUPERVISORY PERSONNEL | 71,133 | 74,244 | 73,600 | 73,600 | 73,602 | 0 | 73,602 | 73,602 |
| 61304 - GENERAL PERSONNEL | 533,722 | 513,473 | 550,706 | 515,073 | 556,588 | 0 | 556,588 | 556,588 |
| 61305 - ADMINISTRATIVE PERSONNEL | 50,498 | 34,087 | 40,068 | 40,067 | 41,966 | 0 | 41,966 | 41,966 |
| 61307 - PART TIME EMPLOYEES | 50,430 | 64,480 | 55,794 | 81,847 | 86,660 | 61,559 | 148,219 | 148,219 |
| 61308 - SEASONAL HELP | 54,276 | 63,563 | 75,811 | 38,143 | 66,855 | 0 | 66,855 | 66,855 |
| 61309 - RECREATION SUPERVISION | 54,772 | 49,495 | 55,000 | 54,776 | 112,797 | 0 | 112,797 | 112,797 |
| 61312 - POOL PERSONNEL | 81,307 | 42,060 | 45,000 | 94,835 | 52,650 | 0 | 52,650 | 52,650 |
| 61313 - PLAYGROUND PERSONNEL | 45,805 | 47,038 | 46,000 | 46,000 | 0 | 0 | 0 | 0 |
| 61314 - CAMP AREA SUPERVISOR | 5,385 | 6,132 | 7,650 | 6,200 | 0 | 0 | 0 | 0 |
| 61318 - YOUTH TRAILS PROGRAM | 6,188 | 7,084 | 7,620 | 7,200 | 2,990 | 0 | 2,990 | 2,990 |
| 61401 - TEMPORARY PERSONNEL | 0 | 0 | 35,122 | 35,122 | 0 | 0 | 0 | 0 |
| 61501 - REGULAR OVERTIME | 21,624 | 28,778 | 33,300 | 29,207 | 33,100 | 0 | 33,100 | 33,100 |
| 61701 - HEALTH INSURANCE | 231,534 | 229,941 | 269,959 | 269,958 | 320,290 | 0 | 320,290 | 320,290 |
| 61702 - DENTAL INSURANCE | 14,393 | 12,144 | 15,694 | 15,693 | 14,429 | 0 | 14,429 | 14,429 |
| 61703 - RETIREMENT CONTRIBUTIONS | 86,118 | 82,127 | 86,911 | 87,414 | 91,419 | 0 | 91,419 | 91,419 |
| 61704 - SOCIAL SECURITY | 77,651 | 76,973 | 83,785 | 82,983 | 86,589 | 4,709 | 91,298 | 91,298 |
| 61705 - WORKERS COMPENSATION | 363 | 7,765 | 19,618 | 19,823 | 21,486 | 1,121 | 22,607 | 22,607 |
| 61901 - RECRUITMENT | 2,937 | 4,606 | 2,200 | 3,600 | 3,600 | 0 | 3,600 | 3,600 |
| 61902 - OUTSIDE AGENCY TEMPS | 0 | 2,806 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 1,489,072 | 1,450,239 | 1,608,503 | 1,604,984 | 1,669,690 | 67,389 | 1,737,079 | 1,737,079 |
| 62102 - PROFESSIONAL SERVICES | 34,326 | 8,762 | 43,500 | 5,445 | 41,000 | 0 | 41,000 | 41,000 |
| 62103 - TECHNICAL SERVICES | 1,063 | 0 | 12,500 | 12,500 | 15,000 | 0 | 15,000 | 15,000 |
| 62115 - ARTISTS & PERFORMERS | 7,094 | 6,480 | 7,550 | 7,250 | 7,550 | 0 | 7,550 | 7,550 |
| 62120 - LABORATORY SERVICES | 210 | 212 | 800 | 212 | 600 | 0 | 600 | 600 |
| 62142 - TRANSPORTING | 870 | 1,455 | 4,250 | 4,100 | 4,250 | 0 | 4,250 | 4,250 |
| 62145 - FIRST AID & MEDICAL SVCS | 438 | 457 | 500 | 564 | 500 | 0 | 500 | 500 |
| 62175 - OTHER SERVICES | 15,918 | 17,704 | 14,000 | 14,350 | 18,200 | 0 | 18,200 | 18,200 |
| 62201 - JANITORIAL | 56,302 | 67,138 | 42,838 | 26,450 | 75,889 | (63,889) | 12,000 | 12,000 |
| 62205 - PC REPLACEMENT CHARGE | 1,851 | 2,396 | 3,176 | 3,176 | 2,394 | 0 | 2,394 | 2,394 |
| 62206 - PW FLEET CHARGE | 185,373 | 201,269 | 207,354 | 207,354 | 215,916 | 0 | 215,916 | 215,916 |
| 62208 - TAXES | 17,641 | 16,969 | 45,070 | 46,000 | 96,306 | 0 | 96,306 | 96,306 |
| 62209 - RUBBISH PICK-UP | 16,486 | 14,054 | 20,264 | 16,550 | 18,055 | 0 | 18,055 | 18,055 |
| 62301 - OFFICE EQUIPMENT MAINT. | 1,522 | 1,483 | 0 | 1,483 | 2,983 | 0 | 2,983 | 2,983 |
| 62311 - EQUIPMENT MAINTENANCE | 29,535 | 51,819 | 40,238 | 49,846 | 48,874 | 0 | 48,874 | 48,874 |
| 62316 - ESCO MAINTENANCE | 15,628 | 18,738 | 16,044 | 18,145 | 23,400 | 0 | 23,400 | 23,400 |
| 62317 - EQUIPMENT REPAIR | 20,715 | 33,251 | 34,968 | 52,210 | 43,412 | 0 | 43,412 | 43,412 |
| 62318 - BUILDING REPAIR | 102,481 | 67,642 | 29,039 | 34,821 | 42,500 | 0 | 42,500 | 42,500 |
| 62340 - GROUNDS MAINTENANCE | 19,550 | 15,661 | 22,564 | 20,953 | 22,564 | 0 | 22,564 | 22,564 |
| 62341 - PLAYGROUND MAINTENANCE | 4,980 | 2,516 | 5,000 | 4,493 | 5,000 | 0 | 5,000 | 5,000 |
| 62342 - SKATE PARK MAINTENANCE | 3,048 | 853 | 1,000 | 5,614 | 1,000 | 0 | 1,000 | 1,000 |
| 62343 - SIGNAGE | 1,151 | 421 | 1,000 | 685 | 1,000 | 0 | 1,000 | 1,000 |
| 62344 - TRAIL MAINTENANCE | 6,896 | 2,728 | 2,000 | 1,940 | 2,000 | 0 | 2,000 | 2,000 |
| 62350 - BUILDING MAINTENANCE | 51,054 | 144,630 | 69,405 | 122,286 | 69,961 | 0 | 69,961 | 69,961 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

PARKS, REC AND FACILITIES

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62370 - OTHER IMPROVEMNTS - MAINT | 0 | 0 | 0 | 0 | 15,000 | 0 | 15,000 | 15,000 |
| 62372 - TREE/FORESTRY MAINTENANCE | 8,476 | 9,850 | 9,500 | 12,036 | 9,500 | 0 | 9,500 | 9,500 |
| 62375 - PERMITS | 4,510 | 4,057 | 4,891 | 2,930 | 3,050 | 0 | 3,050 | 3,050 |
| 62416 - PRINTING | 2,197 | 770 | 3,000 | 2,985 | 1,000 | 0 | 1,000 | 1,000 |
| 62425 - ADVERTISING | 2,227 | 1,657 | 1,250 | 950 | 1,250 | 0 | 1,250 | 1,250 |
| 62430 - TRAVEL | 111 | 177 | 800 | 435 | 800 | 0 | 800 | 800 |
| 62435 - TRAINING | 3,016 | 683 | 3,000 | 4,182 | 4,750 | 0 | 4,750 | 4,750 |
| 62436 - MEETINGS & DUES | 3,014 | 2,947 | 4,100 | 4,026 | 4,100 | 0 | 4,100 | 4,100 |
| 62445 - PHOTOGRAPHY & PROCESSING | 106 | 102 | 200 | 150 | 200 | 0 | 200 | 200 |
| 62498 - USE OF TRUST FUNDS | 4,240 | 3,679 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62501 - WATER | 28,315 | 32,273 | 28,168 | 25,258 | 28,808 | 0 | 28,808 | 28,808 |
| 62502 - SEWER | 33,535 | 27,760 | 28,290 | 32,092 | 32,005 | 0 | 32,005 | 32,005 |
| 62503 - ELECTRICITY | 318,960 | 294,253 | 364,422 | 285,348 | 303,173 | 0 | 303,173 | 303,173 |
| 62504 - HEATING FUEL | 177,310 | 142,838 | 280,786 | 208,372 | 238,998 | 0 | 238,998 | 238,998 |
| 62506 - FIRELINE / HYDRANTS | 8,619 | 7,457 | 7,129 | 4,078 | 4,078 | 0 | 4,078 | 4,078 |
| 62510 - TELEPHONE | 8,552 | 9,877 | 6,550 | 9,972 | 9,050 | 0 | 9,050 | 9,050 |
| 62602 - OFFICE SPACE RENTAL | 12,000 | 12,000 | 12,000 | 0 | 0 | 0 | 0 | 0 |
| 62603 - BUILDING RENTAL | 0 | 0 | 0 | 0 | 220,586 | 0 | 220,586 | 220,586 |
| 62604 - EQUIPMENT RENTAL | 0 | 930 | 500 | 200 | 200 | 0 | 200 | 200 |
| 62607 - RENTAL VEHICLES | 6,486 | 7,001 | 9,000 | 8,400 | 9,000 | 0 | 9,000 | 9,000 |
| 62701 - OFFICE SUPPLIES | 1,746 | 3,582 | 1,100 | 1,346 | 3,250 | 0 | 3,250 | 3,250 |
| 62710 - POSTAGE | 151 | 105 | 350 | 196 | 350 | 0 | 350 | 350 |
| 62733 - TOOLS | 1,051 | 2,758 | 1,650 | 2,897 | 2,800 | 0 | 2,800 | 2,800 |
| 62734 - MINOR EQUIPMENT | 41,312 | 11,054 | 10,225 | 20,837 | 17,700 | 0 | 17,700 | 17,700 |
| 62735 - BUILDING MAINT. SUPPLIES | 11,319 | 6,424 | 19,200 | 10,561 | 10,450 | 0 | 10,450 | 10,450 |
| 62736 - GROUNDS MAINT SUPPLIES | 30,091 | 38,612 | 50,573 | 48,304 | 45,444 | 0 | 45,444 | 45,444 |
| 62737 - JANITORIAL SUPPLIES | 20,141 | 24,683 | 20,568 | 23,774 | 21,850 | 0 | 21,850 | 21,850 |
| 62740 - OTHER MAINT. SUPPLIES | 2,087 | 8,848 | 2,300 | 3,515 | 2,650 | 0 | 2,650 | 2,650 |
| 62755 - UNIFORMS | 4,519 | 5,758 | 5,700 | 5,480 | 5,900 | 0 | 5,900 | 5,900 |
| 62756 - PROTECTIVE CLOTHING | 1,420 | 999 | 1,500 | 987 | 1,500 | 0 | 1,500 | 1,500 |
| 62760 - OPERATING SUPPLIES | 3,616 | 2,790 | 3,500 | 3,334 | 3,500 | 0 | 3,500 | 3,500 |
| 62761 - SOFTWARE | 0 | 0 | 0 | 313 | 990 | 0 | 990 | 990 |
| 62764 - CHEMICALS | 7,478 | 4,063 | 5,600 | 4,738 | 5,600 | 0 | 5,600 | 5,600 |
| 62775 - PLAYGROUND MATERIAL | 3,788 | 3,566 | 4,000 | 3,895 | 4,000 | 0 | 4,000 | 4,000 |
| 62776 - HANDICPD ATHLETE SUPPLIES | 1,219 | 17 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62778 - ATHLETIC SUPPLIES | 1,953 | 6,909 | 10,034 | 9,196 | 5,500 | 0 | 5,500 | 5,500 |
| 62779 - GAME ROOM SUPPLIES | 650 | 796 | 1,000 | 1,461 | 1,000 | 0 | 1,000 | 1,000 |
| 62780 - ARTS & CRAFTS | 695 | 708 | 1,000 | 616 | 1,000 | 0 | 1,000 | 1,000 |
| 62783 - YOUTH TRAILS PROGRAM SUP. | 404 | 204 | 300 | 200 | 300 | 0 | 300 | 300 |
| 62784 - CATCH PROGRAM | 1,106 | 421 | 1,000 | 696 | 1,000 | 0 | 1,000 | 1,000 |
| 64206 - MINOR IMPROVEMENTS | 8,695 | 4,544 | 8,539 | 10,000 | 8,939 | 0 | 8,939 | 8,939 |
| 68011 - CAPITAL PROJECT TRANSFER | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 1,384,245 | 1,361,792 | 1,534,786 | 1,410,186 | 1,787,625 | (63,889) | 1,723,736 | 1,723,736 |
| TOTAL | 2,873,316 | 2,812,031 | 3,143,289 | 3,015,170 | 3,457,315 | 3,500 | 3,460,815 | 3,460,815 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| PARKS, REC AND FACILITIES | 44109 - DIRECT REIMBURSEMENT | 16,165 | 18,317 | 10,500 | 15,737 | 8,500 | 8,500 |
| | 44111 - PROGRAMS | 103,039 | 118,431 | 112,500 | 112,500 | 116,300 | 116,300 |
| | 44112 - EQUIPMENT CHARGES | 300 | 500 | 0 | 2,500 | 2,500 | 2,500 |
| | 44122 - INTERMENTS | 31,028 | 41,700 | 25,500 | 31,000 | 32,000 | 32,000 |
| | 44131 - REPAIRS | 145 | 20 | 0 | 15 | 0 | 0 |
| | 44203 - RECREATION CENTER | 26,060 | 21,976 | 30,500 | 19,800 | 28,000 | 28,000 |
| | 44205 - SUMNER KNIGHT CHAPEL FEE | 85 | 0 | 0 | 0 | 0 | 0 |
| | 44301 - CAMPGROUNDS | 20,778 | 18,866 | 25,300 | 19,709 | 25,000 | 25,000 |
| | 44302 - BALL FIELDS | 8,238 | 3,717 | 8,200 | 7,398 | 8,200 | 8,200 |
| | 44303 - BALL FIELD LIGHTS | 5,285 | 6,190 | 7,000 | 6,850 | 6,900 | 6,900 |
| | 44304 - POOLS | 20,382 | 20,334 | 24,000 | 19,407 | 23,000 | 23,000 |
| | 44000 - CHARGES FOR SERVICES | 231,505 | 250,050 | 243,500 | 234,916 | 250,400 | 250,400 |
| | 46103 - INTEREST: A/R | (382) | 0 | 0 | 63 | 0 | 0 |
| | 46317 - 350 MARLBORO RENTS | 215,270 | 220,313 | 223,399 | 223,404 | 229,140 | 229,140 |
| | 46401 - CEMETERY TRUST FUND | 86,174 | 81,275 | 82,244 | 90,555 | 82,834 | 82,834 |
| | 46406 - FLOWER TRUST FUND | 3,912 | 3,679 | 3,755 | 4,079 | 3,714 | 3,714 |
| | 46408 - PARKS & REC TRUST FUND | 3,825 | 3,597 | 3,671 | 3,988 | 3,631 | 3,631 |
| | 46410 - SUMNER KNIGHT CHPL TST FD | 4,947 | 3,613 | 4,748 | 3,325 | 602 | 602 |
| | 46412 - LOT SALES | 0 | 0 | 0 | 3,250 | 0 | 0 |
| | 46000 - MISCELLANEOUS | 313,745 | 312,477 | 317,817 | 328,664 | 319,921 | 319,921 |
| | TOTAL | 545,250 | 562,527 | 561,317 | 563,580 | 570,321 | 570,321 |

| | | | |
|---|--|--------------|---------|
| Department: | Police | Fund: | General |
| Division (s): Cost Center: | 01400,01401,01402,01403,01405,01407,01408 | | |
| Mission: | The mission of the Keene Police Department is to protect life and property and to maintain order within the City while assuring fair and respectful treatment of everyone. | | |

1. Fiscal Year 2019

A. Objectives;

- Maintain increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Provide an increased police presence in the downtown area to help improve the perception of safety.
- Continue enhanced recruiting, hiring, and training efforts.
- Continued self-assessment and evaluation consistent with maintaining our CALEA Accreditation.

B. Challenges;

- Enforcement is only one portion of the nationwide effort to deal with the opioid crisis and will yield diminished results if prevention/education efforts and treatment options are not effective.
- 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 handle routine and emergency calls for service as well as criminal investigations and patrols in other parts of the city can make achieving a sustained downtown presence very difficult.
- Finding a sufficient number of qualified applicants remains challenging. Applicants must pass a written test, physical fitness test, oral board, background check, polygraph examination, medical exam and psychological assessment.
- Those who pass that portion must then complete a rigorous in-house training program and the NH Police Academy, for a combined total of approximately 32 weeks of training before they can work alone.
- We also face geographical challenges, in that we are competing with larger metro areas for the same pool of applicants. Many of our applicants would prefer to live and work in Massachusetts, southeastern New Hampshire and the Seacoast Region.

2. Fiscal Year 2018

A. Accomplishments;

- Increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Enhanced recruiting, hiring, and training efforts.
- Continued cooperation with KSC and other departments to help address quality of life concerns that resulted in a statistical drop in the number of calls for service for issues traditionally associated with these concerns; noise complaints, liquor law violations, and city ordinance violations.

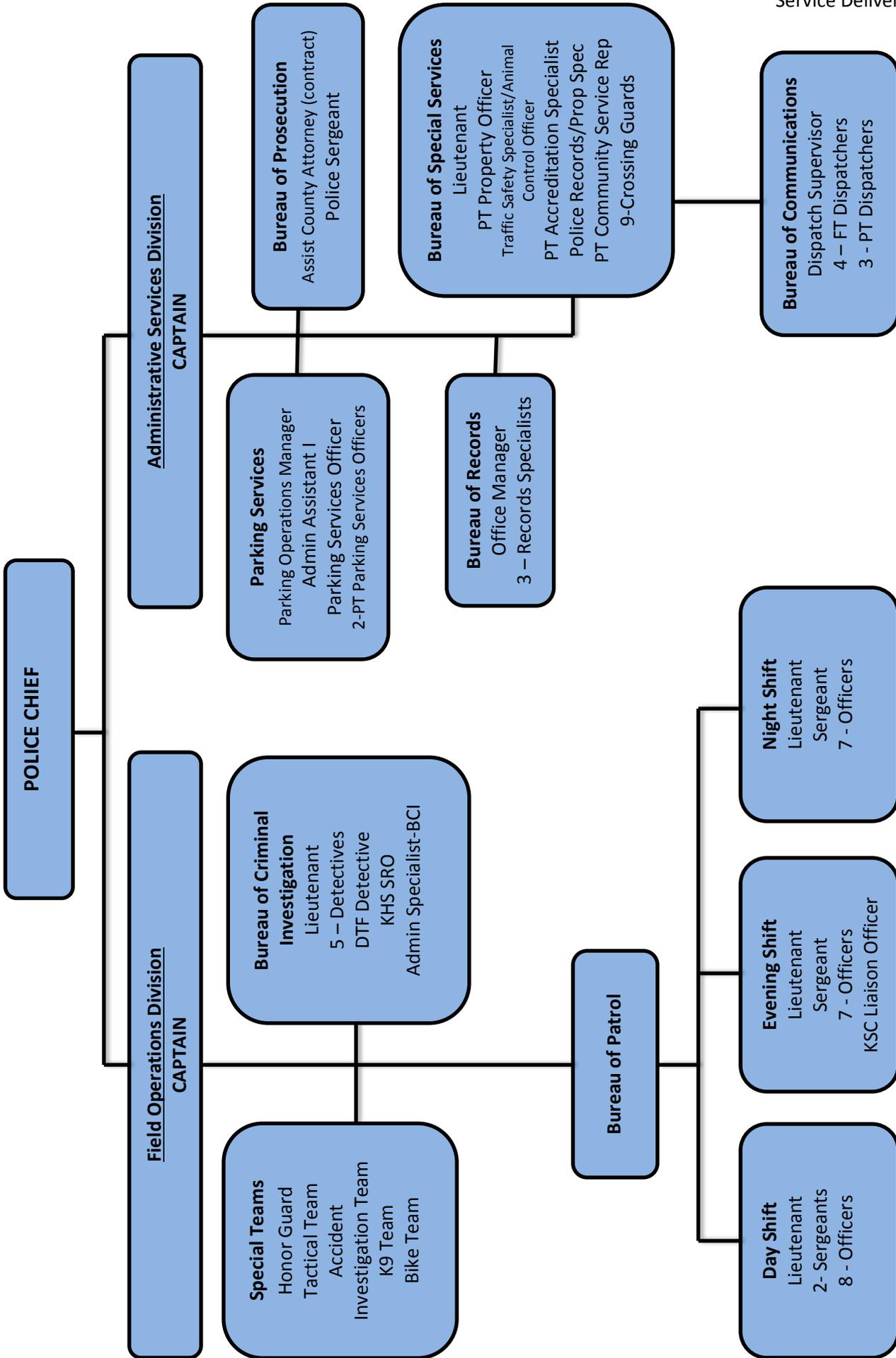
B. Challenges;

- Staffing levels that made a sustained downtown presence difficult.
- Recruiting and hiring.

3. Background

- The Keene Police Department has an authorized sworn staffing level of 44 officers. Additionally it employs another 15 full-time and 17 part-time non-sworn civilian employees who serve in support roles. In CY 2017 the department handled 29,168 calls for service, made 1,508 arrests, completed 2,591 offense reports, handled 710 reportable motor vehicle accidents, conducted 7,162 motor vehicle stops and performed 3,588 hours of training.

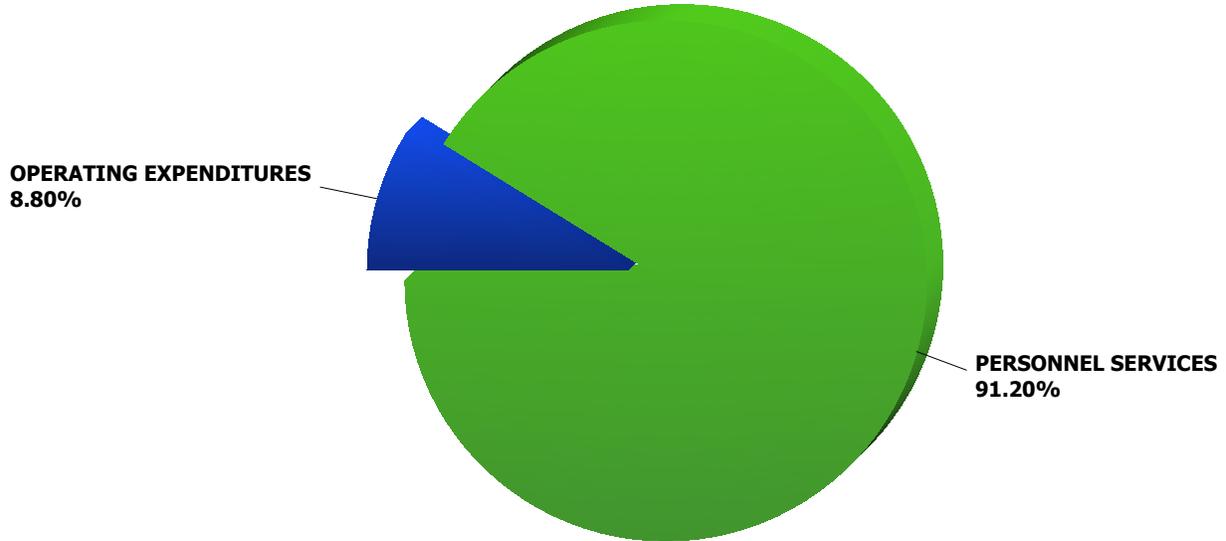
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|--------------------|----------------|--------------|
| <u>Public Safety:</u> Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, and community event planning and security; all of which contribute to the maintenance of public order in fulfillment of the goals outlined in the Keene Comprehensive Master Plan. | | | Safe Community | |
| <u>Law Enforcement:</u> Achieved through enforcement of criminal laws, City Ordinances, and through criminal investigations consistent with the standards of the NH Police Standards and Training Council and CALEA best practices. | | | Safe Community | |
| <u>Prosecution:</u> Achieved through the preparation, participation, and prosecution of criminal cases in the 8th Circuit-District Division-Keene and Cheshire County Superior Courts commensurate with our law enforcement responsibilities. | | | Safe Community | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Maintain increased enforcement activity with the hopes of reducing both the supply of and demand for illegal opioids. | | | Safe Community | O,I,E |
| Provide an increased police presence in the downtown area to help improve the perception of safety. | | | Safe Community | O,I,E |
| Maintain recruiting, hiring, and training efforts | | | Leadership | V,I,C,E |
| Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards | | | Leadership | V,O,E |
| METRICS: | | FY17 | FY18 | FY19 |
| Felony Drug Arrests | | 61 | 75 | 90 |
| Downtown Foot and Bike Patrols (number conducted/hours) | | 721/592 | 710/673 | 780/740 |
| Officer Hired and Enrolled in Police Academy (or already full-time certified) | | 4 | 4 | 8 |
| Training Hours | | 3,409 | 3,588 | 5,420 |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

POLICE

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 6,169,380 | 6,182,132 | 6,839,305 | 6,365,607 | 6,919,746 | 0 | 6,919,746 | 6,919,746 |
| 62000 - OPERATING EXPENDITURES | 661,873 | 639,205 | 667,548 | 651,438 | 667,357 | 0 | 667,357 | 667,357 |
| Department Total | 6,831,254 | 6,821,337 | 7,506,853 | 7,017,046 | 7,587,103 | 0 | 7,587,103 | 7,587,103 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|---------------------------|--------------|----------------------------|
| 01400 | 61301 | POLICE CHIEF | 1.00 | 119,445 |
| | 61303 | POLICE CAPTAIN | 1.00 | 104,669 |
| | 61305 | OFFICE MANAGER | 1.00 | 56,520 |
| | | POLICE RECORDS SPECIALIST | 3.00 | 138,792 |
| 01401 | 61303 | DISPATCH SUPERVIOR | 1.00 | 56,520 |
| | 61304 | POLICE DISPATCHER | 4.00 | 196,324 |
| 01403 | 61303 | POLICE CAPTAIN | 1.00 | 104,669 |
| | | POLICE LT | 3.00 | 269,610 |
| | | POLICE SGT | 4.00 | 312,580 |
| | 61304 | POLICE OFFICER | 23.00 | 1,421,262 |
| 01405 | 61303 | POLICE LT | 1.00 | 89,870 |
| | 61304 | POLICE OFFICER | 2.00 | 135,892 |
| | | TRAFFIC SAFTEY SPEC / ANI | 1.00 | 57,654 |
| | 61307 | POLICE ADMIN / ACCRED SPE | 0.85 | 45,047 |
| | | POLICE RECORDS PROPERTY | 0.90 | 41,946 |
| 01407 | 61303 | POLICE LT | 1.00 | 89,870 |
| | 61304 | POLICE OFFICER | 6.00 | 403,173 |
| | 61305 | ADMIN SPEC / CRIMINAL INT | 1.00 | 52,790 |
| 01408 | 61303 | POLICE SGT | 1.00 | 78,145 |
| TOTAL | | | 56.75 | 3,774,779 |

*This number does not include any overtime, seasonal, or other forms of pay.

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

POLICE

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 108,884 | 199,942 | 114,297 | 118,113 | 119,445 | 0 | 119,445 | 119,445 |
| 61303 - SUPERVISORY PERSONNEL | 956,369 | 987,093 | 1,083,403 | 1,059,555 | 1,105,934 | 0 | 1,105,934 | 1,105,934 |
| 61304 - GENERAL PERSONNEL | 2,025,086 | 1,945,321 | 2,210,578 | 1,880,887 | 2,214,305 | 0 | 2,214,305 | 2,214,305 |
| 61305 - ADMINISTRATIVE PERSONNEL | 235,751 | 240,464 | 243,884 | 241,817 | 248,102 | 0 | 248,102 | 248,102 |
| 61306 - HOURLY PERSONNEL | 71,149 | 67,751 | 77,685 | 51,893 | 49,891 | 0 | 49,891 | 49,891 |
| 61307 - PART TIME EMPLOYEES | 100,508 | 92,915 | 97,835 | 107,299 | 121,356 | 0 | 121,356 | 121,356 |
| 61501 - REGULAR OVERTIME | 112,420 | 67,103 | 89,000 | 65,811 | 89,000 | 0 | 89,000 | 89,000 |
| 61502 - DOUBLE OVERTIME | 4,226 | 5,509 | 5,300 | 7,606 | 5,406 | 0 | 5,406 | 5,406 |
| 61506 - REIMBURSABLE DETAIL | 42,262 | 75,340 | 46,649 | 26,400 | 26,400 | 0 | 26,400 | 26,400 |
| 61507 - COURT OVERTIME | 51,687 | 40,890 | 44,000 | 56,676 | 44,000 | 0 | 44,000 | 44,000 |
| 61509 - OT-WEAPONS TRAINING | 20,862 | 21,232 | 25,000 | 13,680 | 25,000 | 0 | 25,000 | 25,000 |
| 61512 - OT-TACTICAL TEAM TRAINING | 16,039 | 19,695 | 20,000 | 13,994 | 20,000 | 0 | 20,000 | 20,000 |
| 61513 - OT-TRAINING | 36,405 | 29,689 | 37,000 | 33,963 | 37,000 | 0 | 37,000 | 37,000 |
| 61520 - OT-VACATION REPLACEMENT | 83,091 | 98,364 | 68,100 | 146,004 | 68,100 | 0 | 68,100 | 68,100 |
| 61521 - OT-SICK REPLACEMENT | 31,615 | 51,982 | 23,600 | 29,078 | 23,600 | 0 | 23,600 | 23,600 |
| 61522 - OT-PERSONAL DAY REPLACE | 20,234 | 13,547 | 12,300 | 18,915 | 12,300 | 0 | 12,300 | 12,300 |
| 61529 - OT-SHIFT VACANCIES | 48,647 | 30,324 | 8,000 | 81,324 | 8,000 | 0 | 8,000 | 8,000 |
| 61531 - HOLIDAY OVERTIME | 25,938 | 25,483 | 25,584 | 25,219 | 26,224 | 0 | 26,224 | 26,224 |
| 61601 - HOLIDAY PAY | 144,704 | 135,261 | 151,893 | 143,441 | 155,837 | 0 | 155,837 | 155,837 |
| 61608 - POLICE INCENTIVES | 47,057 | 56,793 | 63,450 | 58,450 | 64,300 | 0 | 64,300 | 64,300 |
| 61701 - HEALTH INSURANCE | 835,764 | 796,183 | 965,501 | 832,214 | 1,058,348 | 0 | 1,058,348 | 1,058,348 |
| 61702 - DENTAL INSURANCE | 60,704 | 53,291 | 64,156 | 51,336 | 57,646 | 0 | 57,646 | 57,646 |
| 61703 - RETIREMENT CONTRIBUTIONS | 55,799 | 60,681 | 70,531 | 65,495 | 69,691 | 0 | 69,691 | 69,691 |
| 61704 - SOCIAL SECURITY | 100,199 | 102,109 | 111,647 | 104,408 | 112,072 | 0 | 112,072 | 112,072 |
| 61705 - WORKERS COMPENSATION | 1,499 | 32,479 | 82,392 | 73,926 | 73,458 | 0 | 73,458 | 73,458 |
| 61714 - RET - POLICE | 924,611 | 929,284 | 1,097,520 | 1,045,063 | 1,084,332 | 0 | 1,084,332 | 1,084,332 |
| 61901 - RECRUITMENT | 7,867 | 3,408 | 0 | 5,910 | 0 | 0 | 0 | 0 |
| 61902 - OUTSIDE AGENCY TEMPS | 0 | 0 | 0 | 7,129 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 6,169,380 | 6,182,132 | 6,839,305 | 6,365,607 | 6,919,746 | 0 | 6,919,746 | 6,919,746 |
| 62100 - PROFESSIONAL/TECH SVCS | 5,871 | 6,665 | 7,100 | 7,000 | 7,100 | 0 | 7,100 | 7,100 |
| 62102 - PROFESSIONAL SERVICES | 95,642 | 96,431 | 97,752 | 97,752 | 99,512 | 0 | 99,512 | 99,512 |
| 62103 - TECHNICAL SERVICES | 2,900 | 2,983 | 9,625 | 4,265 | 8,800 | 0 | 8,800 | 8,800 |
| 62120 - LABORATORY SERVICES | 0 | 0 | 400 | 200 | 400 | 0 | 400 | 400 |
| 62145 - FIRST AID & MEDICAL SVCS | 0 | 0 | 50 | 50 | 50 | 0 | 50 | 50 |
| 62175 - OTHER SERVICES | 243 | 465 | 750 | 170 | 750 | 0 | 750 | 750 |
| 62177 - JUSTICE OF THE PEACE | 151 | 119 | 375 | 0 | 375 | 0 | 375 | 375 |
| 62205 - PC REPLACEMENT CHARGE | 21,383 | 18,504 | 18,822 | 18,753 | 19,265 | 0 | 19,265 | 19,265 |
| 62206 - PW FLEET CHARGE | 365,245 | 358,474 | 357,986 | 357,986 | 366,530 | 0 | 366,530 | 366,530 |
| 62301 - OFFICE EQUIPMENT MAINT. | 4,519 | 4,321 | 4,800 | 4,800 | 4,800 | 0 | 4,800 | 4,800 |
| 62304 - COMMUNICATIONS EQP MAINT. | 4,228 | 6,556 | 7,400 | 4,400 | 4,400 | 0 | 4,400 | 4,400 |
| 62308 - NETWORK MAINTENANCE | 0 | 0 | 5,282 | 5,282 | 5,282 | 0 | 5,282 | 5,282 |
| 62310 - SAFETY PROGRAM MAINT. | 2,186 | 7,353 | 5,941 | 10,560 | 5,941 | 0 | 5,941 | 5,941 |
| 62311 - EQUIPMENT MAINTENANCE | 1,049 | 1,260 | 1,113 | 1,100 | 1,113 | 0 | 1,113 | 1,113 |
| 62312 - K-9 UNIT SUPPORT | 4,877 | 6,302 | 4,500 | 5,018 | 4,500 | 0 | 4,500 | 4,500 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

POLICE

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62319 - BEARCAT MAINTENANCE | 0 | 77 | 400 | 200 | 400 | 0 | 400 | 400 |
| 62435 - TRAINING | 22,917 | 19,306 | 24,000 | 24,000 | 24,000 | 0 | 24,000 | 24,000 |
| 62436 - MEETINGS & DUES | 585 | 1,004 | 600 | 701 | 600 | 0 | 600 | 600 |
| 62445 - PHOTOGRAPHY & PROCESSING | 764 | 625 | 750 | 750 | 750 | 0 | 750 | 750 |
| 62446 - CLEANING ALLOWANCE | 1,750 | 2,100 | 2,100 | 2,100 | 2,100 | 0 | 2,100 | 2,100 |
| 62503 - ELECTRICITY | 7,174 | 6,994 | 4,900 | 5,928 | 4,900 | 0 | 4,900 | 4,900 |
| 62510 - TELEPHONE | 13,886 | 13,021 | 14,200 | 11,770 | 14,200 | 0 | 14,200 | 14,200 |
| 62700 - SUPPLIES AND MATERIALS | 4,724 | 4,490 | 5,165 | 4,786 | 5,165 | 0 | 5,165 | 5,165 |
| 62701 - OFFICE SUPPLIES | 4,217 | 6,255 | 5,000 | 5,000 | 5,000 | 0 | 5,000 | 5,000 |
| 62710 - POSTAGE | 2,147 | 1,408 | 1,949 | 1,949 | 1,949 | 0 | 1,949 | 1,949 |
| 62715 - BOOKS AND PERIODICALS | 647 | 798 | 1,000 | 754 | 1,000 | 0 | 1,000 | 1,000 |
| 62741 - EVIDENCE SECURITY | 983 | 653 | 900 | 900 | 900 | 0 | 900 | 900 |
| 62744 - MINOR COMPUTER EQUIPMENT | 405 | 463 | 500 | 189 | 500 | 0 | 500 | 500 |
| 62745 - TACTICAL SUPPLIES | 10,171 | 9,497 | 9,500 | 9,500 | 9,500 | 0 | 9,500 | 9,500 |
| 62755 - UNIFORMS | 23,139 | 21,414 | 34,338 | 30,255 | 30,600 | 0 | 30,600 | 30,600 |
| 62760 - OPERATING SUPPLIES | 326 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62767 - PRISONER CARE | 0 | 0 | 25 | 25 | 25 | 0 | 25 | 25 |
| 62773 - WEAPONS TRAINING SUPPLIES | 46,699 | 35,947 | 36,375 | 32,000 | 33,000 | 0 | 33,000 | 33,000 |
| 63401 - VEHICLE ACQUISITION | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 68008 - GRANT MATCH | 3,045 | 5,721 | 3,950 | 3,296 | 3,950 | 0 | 3,950 | 3,950 |
| 62000 - OPERATING EXPENDITURES | 661,873 | 639,205 | 667,548 | 651,438 | 667,357 | 0 | 667,357 | 667,357 |
| TOTAL | 6,831,254 | 6,821,337 | 7,506,853 | 7,017,046 | 7,587,103 | 0 | 7,587,103 | 7,587,103 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|------------|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| POLICE | 42210 - PISTOL PERMITS | 3,000 | 2,270 | 2,673 | 531 | 410 | 410 |
| | 42000 - LICENSES/PERMITS/FEES | 3,000 | 2,270 | 2,673 | 531 | 410 | 410 |
| | 43208 - KEENE STATE COLLEGE | 122,127 | 125,106 | 132,797 | 132,797 | 137,833 | 137,833 |
| | 43401 - KEENE SCHOOL DISTRICT | 84,658 | 86,330 | 92,098 | 92,098 | 95,875 | 95,875 |
| | 43000 - INTERGOVERNMENTAL | 206,785 | 211,436 | 224,896 | 224,895 | 233,708 | 233,708 |
| | 44109 - DIRECT REIMBURSEMENT | 101,280 | 107,721 | 98,742 | 98,742 | 100,162 | 100,162 |
| | 44113 - REPORTS | 732 | 462 | 655 | 480 | 623 | 623 |
| | 44114 - PHOTOS/TAPES | 215 | 549 | 233 | 489 | 332 | 332 |
| | 44134 - DETAIL CHARGES | 63,269 | 115,105 | 96,593 | 39,381 | 35,021 | 35,021 |
| | 44140 - PD CRIMINAL RECORDS CHECK | 100 | 80 | 99 | 51 | 100 | 100 |
| | 44141 - PD DISCOVERIES | 390 | 280 | 254 | 326 | 334 | 334 |
| | 44142 - PD ACCIDENT REPORTS | 6,090 | 4,995 | 6,058 | 6,506 | 6,120 | 6,120 |
| | 44143 - PD LOG SEARCH | 50 | 1 | 0 | 5 | 0 | 0 |
| | 44144 - PD FINGERPRINT FEES | 7,485 | 5,570 | 5,805 | 5,931 | 6,151 | 6,151 |
| | 44146 - PD SPECIAL SEARCH & MISC | 25 | 50 | 23 | 0 | 0 | 0 |
| | 44000 - CHARGES FOR SERVICES | 179,635 | 234,813 | 208,462 | 151,911 | 148,843 | 148,843 |
| | 45103 - GENERAL VIOLATIONS - STG1 | 0 | (12) | 0 | 0 | 0 | 0 |
| | 45105 - COURT FINES | 40,294 | 44,295 | 40,100 | 41,617 | 42,771 | 42,771 |
| | 45107 - FALSE ALARM FINES | 7,320 | 6,510 | 8,277 | 9,283 | 8,615 | 8,615 |
| | 45302 - DOG FORFEITURE | 2,750 | 3,318 | 3,016 | 3,343 | 3,509 | 3,509 |
| | 45305 - SALE EVIDENCE/FOUND PROP | 1,387 | 1,804 | 2,554 | 3,294 | 2,126 | 2,126 |
| | 45000 - FINES & FORFEITS | 51,751 | 55,914 | 53,946 | 57,537 | 57,021 | 57,021 |
| | 46103 - INTEREST: A/R | 40 | 72 | 0 | 105 | 0 | 0 |
| | 46000 - MISCELLANEOUS | 40 | 72 | 0 | 105 | 0 | 0 |
| | TOTAL | 441,211 | 504,505 | 489,977 | 434,979 | 439,982 | 439,982 |

| | | | |
|---------------------------------------|---|--------------|---------|
| Department: | Youth Services | Fund: | General |
| Division (s): Cost Center: | 01600 | | |
| Mission: | Reduce the impact of adolescent problem behaviors on the community and empower youth to make responsible decisions while holding youth accountable for their actions. Create positive opportunities for youth while strengthening community participation in youth and family concerns. | | |

FY18/19 Objectives and Challenges: Our major objective is to offer prevention/intervention programs to assist our youth and families in this community. We intervene with youth and families before they enter the systems of juvenile justice, Division of Children, Youth and Families (DCYF) or long-term placement. This has proven to bring more beneficial long-term outcomes for our families and is more cost effective. Youth Services will continue to collaborate with our coalitions (NH Diversion Network, Monadnock Alcohol & Drug Coalition (MADAC), Cheshire Coalition for Tobacco Free Communities, Monadnock Voices of Prevention, Public Health Network, Monadnock Regional System of Care) to enhance prevention/intervention strategies and to work together to build community involvement and resources.

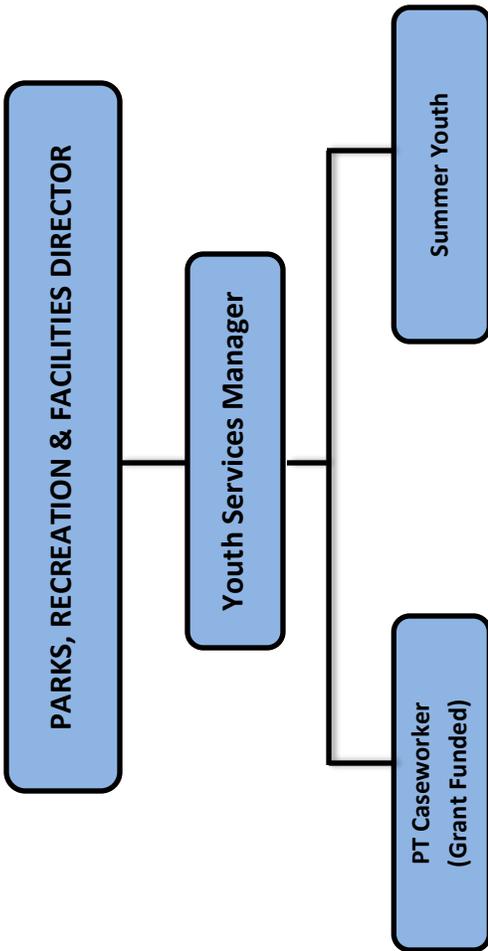
Our Juvenile Court Diversion program, (JCC) works with youth in trouble and helps to teach these youth and their families how to address major issues before they become unmanageable. NH RSA 169 Delinquent Children -B:10 states that prior to filing a delinquency petition with the court, the arresting agency or prosecutor shall screen the youth and family for participation in diversion and refer the case to the Juvenile Conference Committee. The 17 accredited diversion programs are required to meet rigorous accreditation standards and demonstrate a high level of proficiency. Since the 1970's, the Keene Juvenile Conference Committee has been supported by our community, court system, and juvenile justice systems. Our Youth Intervention Program will continue to reach youth and families that are struggling with difficult issues such as substance abuse, mental health, challenging families, and school difficulties. Engaging the youth and families at this early stage has been shown to aid with early legal issues and bring attention to issues that need to be addressed. The Summer Youth Program will take steps to incorporate local work force development by hiring our seasonal youth, providing education/training for supervisors and youth from collaborating agencies and our local colleges, and redesigning our interview process.

FY17/18 Accomplishments & Challenges: Youth Services joined Parks & Recreation, Cemeteries, and Facilities Department in order to enhance our collaborative efforts with youth and families in our community. Having more space at the Parks & Recreation facility provides Youth Services space for more staff, interns, summer youth workers, and youth and family meetings. It is also a wonderful area to hold community meetings. This year we worked with both Antioch and Keene State College interns to help youth and families that have needed more time and case management due to their intense issues. As the Vice Chair of the NH Diversion Network, the Youth Services Manager has been able to offer the Parks and Recreation facility to accommodate our state-wide meetings. In July, our part-time caseworker started and juvenile diversion cases have expanded to include surrounding towns as well as doing outreach with police, prosecutors and schools. This important collaboration has been vital to Youth Services in that it has increased the efficiency and marketing of our programs. This year 98% of youth that were referred to Youth Services were successfully diverted from the legal system. Youth Services provided information, resources, and referrals to over 226 youth and families in Cheshire County.

In our 6 week Summer Youth program we hired 29 youth who completed over 2,350 hours for \$18,800. In addition, following this year's Summer Youth Program, in preparation for the year ahead, we had a Summer Youth Review Committee comprised of several youth workers and supervisors who met to discuss the program's merits, areas for improvement and brainstormed ideas for the future.

The major challenge for Youth Services is that the local, regional, and state resources for children and adolescents are minimal. Our families are struggling with increasing severe stressors-- substance misuse, mental health, long-term residential treatment, incarceration, domestic violence, death, and unstable housing—that play a large role in many local youth’s daily lives. Youth Services continues to collaborate with our local agencies/coalitions to assist and be involved in our rapidly growing, state-wide mental health and substance abuse crisis.

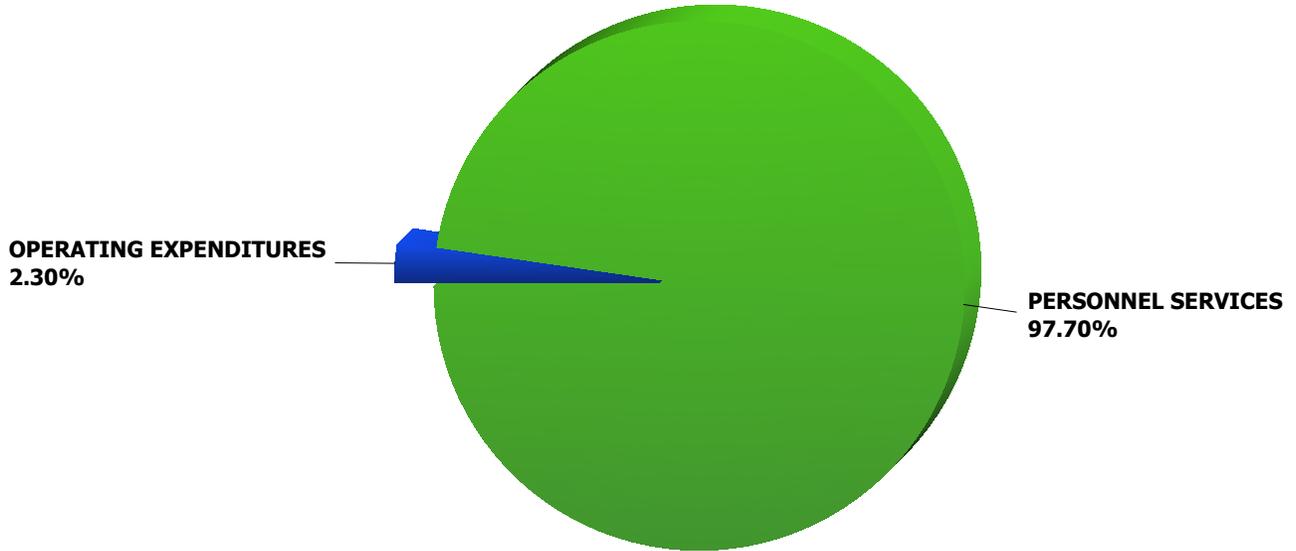
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/Comp Plan | | |
|--|----------------|--------------------------|----------------|--|
| Intervention Programs: Juvenile Court Diversion (JCC) intervention for 1st time offenders 10-18 that is an alternative to formal court proceedings. Earn-It is a victim restitution program for young offenders (12-18) assisting youth to complete community service and restitution for damages youth caused within the community. Youth Intervention program (YIP) an brief intervention program serving ages 7-18 and their families to assist in casemanagement and resources. | | | Safe Community | |
| Prevention : <i>Summer Youth Employment (SYE)</i> -a six week summer employment opportunity for approximately 25 Keene youth (age 14-15) who gain first-time work experience through part-time jobs in City of Keene. <i>Monadnockparents.org and monadnockteens.org websites</i> provides local information, critical resources, and healthy activities for youth and families in the Monadnock area. | | | Safe Community | |
| Collaboration : Engage community in the prevention and early intervention of problematic adolescent behaviors such as drug and alcohol use and abuse, violence, delinquency, and school failure in collaboration with local, regional, and state agencies. | | | Safe Community | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | STATUTE | CMP | VOICE | |
| Continue early intervention programs that divert youth from the Court system | NH RSA169 | Safe Community | V,O,I | |
| Maintain program completion rates, as well as, recidivism rates: youth who do not reoffend for one year from program completion: JCC-90% & Earn-It -80% | | Safe Community | V,C, E | |
| Maintain prevention efforts, teen activities, and Summer Youth Employment that focus on positive youth development, education, and quality services to families | | Safe Community | V, E, | |
| Enhance parent education through the City website and the youth/parent websites with a focus on prevention, education, and community feedback | | Safe Community | O,I,C,E | |
| Continue collaborating with the local coalitions around prevention/intervention issues in order to create a more effective effort to offer services and resources for the community | | Safe Community | O,I,C E | |
| METRICS: | FY17 | FY18 | FY19 | |
| The number of JCC Court Diversion & Earn It referrals | 41 | 45 | 45 | |
| Youth complete Juvenile Court Diversion program | 98% | 98% | 98% | |
| The number of Youth and Families served in early intervention programs | 187 | 195 | 195 | |
| Youth complete monetary victim restitution and service work | 98% | 98% | 98% | |
| Summer Youth Employment Program: number of youth employed by the City | 29 | 35 | 35 | |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

YOUTH SERVICES

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 112,232 | 112,775 | 126,439 | 110,926 | 112,194 | 0 | 112,194 | 112,194 |
| 62000 - OPERATING EXPENDITURES | 1,932 | 2,128 | 2,702 | 1,793 | 2,642 | 0 | 2,642 | 2,642 |
| Department Total | 114,164 | 114,903 | 129,141 | 112,719 | 114,836 | 0 | 114,836 | 114,836 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|------------------------|-------------|----------------------------|
| 01600 | 61304 | YOUTH SERVICES MANAGER | 1.00 | 67,400 |
| TOTAL | | | 1.00 | 67,400 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

YOUTH SERVICES

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61304 - GENERAL PERSONNEL | 58,660 | 62,689 | 67,399 | 67,399 | 67,400 | 0 | 67,400 | 67,400 |
| 61307 - PART TIME EMPLOYEES | 13,472 | 10,345 | 15,314 | 0 | 0 | 0 | 0 | 0 |
| 61401 - TEMPORARY PERSONNEL | 17,951 | 17,333 | 18,800 | 18,800 | 18,800 | 0 | 18,800 | 18,800 |
| 61701 - HEALTH INSURANCE | 7,989 | 7,841 | 8,499 | 8,499 | 9,944 | 0 | 9,944 | 9,944 |
| 61702 - DENTAL INSURANCE | 530 | 473 | 478 | 478 | 476 | 0 | 476 | 476 |
| 61703 - RETIREMENT CONTRIBUTIONS | 6,552 | 7,005 | 7,670 | 7,670 | 7,670 | 0 | 7,670 | 7,670 |
| 61704 - SOCIAL SECURITY | 6,622 | 6,621 | 7,765 | 7,765 | 6,594 | 0 | 6,594 | 6,594 |
| 61705 - WORKERS COMPENSATION | 3 | 60 | 514 | 225 | 1,310 | 0 | 1,310 | 1,310 |
| 61901 - RECRUITMENT | 454 | 408 | 0 | 90 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 112,232 | 112,775 | 126,439 | 110,926 | 112,194 | 0 | 112,194 | 112,194 |
| 62102 - PROFESSIONAL SERVICES | 0 | 190 | 350 | 0 | 350 | 0 | 350 | 350 |
| 62205 - PC REPLACEMENT CHARGE | 232 | 134 | 342 | 342 | 282 | 0 | 282 | 282 |
| 62401 - GENERAL LIABILITY INS | 592 | 612 | 600 | 612 | 600 | 0 | 600 | 600 |
| 62416 - PRINTING | 0 | 143 | 100 | 0 | 100 | 0 | 100 | 100 |
| 62430 - TRAVEL | 0 | 0 | 190 | 189 | 190 | 0 | 190 | 190 |
| 62435 - TRAINING | 95 | 154 | 350 | 125 | 350 | 0 | 350 | 350 |
| 62436 - MEETINGS & DUES | 50 | 50 | 100 | 50 | 100 | 0 | 100 | 100 |
| 62510 - TELEPHONE | 726 | 658 | 360 | 323 | 360 | 0 | 360 | 360 |
| 62701 - OFFICE SUPPLIES | 202 | 141 | 250 | 100 | 250 | 0 | 250 | 250 |
| 62710 - POSTAGE | 35 | 45 | 60 | 51 | 60 | 0 | 60 | 60 |
| 62000 - OPERATING EXPENDITURES | 1,932 | 2,128 | 2,702 | 1,793 | 2,642 | 0 | 2,642 | 2,642 |
| TOTAL | 114,164 | 114,903 | 129,141 | 112,719 | 114,836 | 0 | 114,836 | 114,836 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

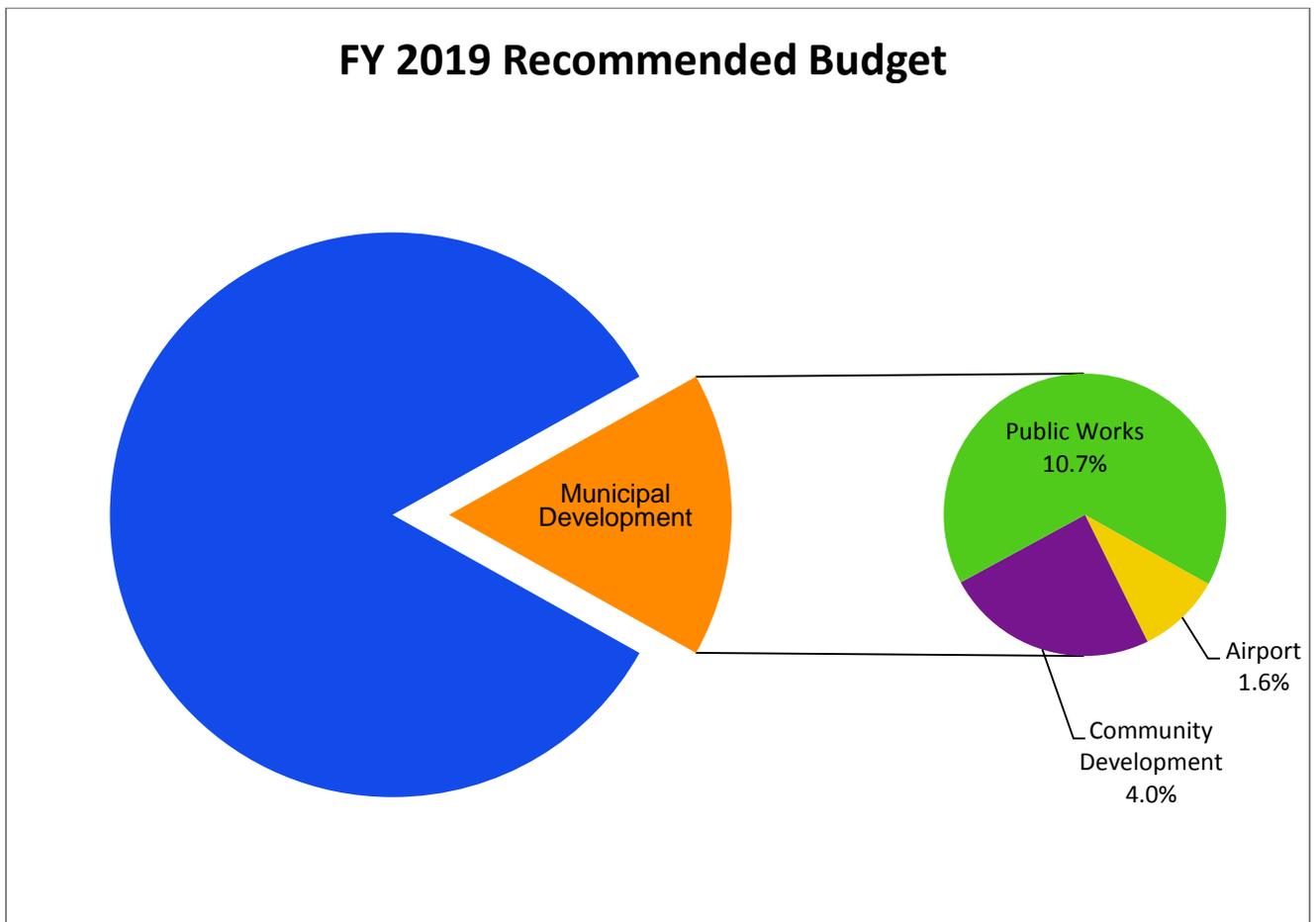
| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-------------------|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| YOUTH SERVICES | 43305 - EARN IT / CHINS ABIP /JCC | 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 |
| | TOTAL | 23,100 | 23,100 | 23,100 | 23,100 | 23,100 | 23,100 |

Municipal Development Portfolio

The Municipal Development Services portfolio is a grouping of City Departments that provides direct services to the community in the areas of health, code enforcement, planning and all phases of public works.

Department Heads:

| | |
|----------------|---|
| John Wozmak | Airport Manager |
| John Rogers | Health Director |
| W. Rhett Lamb | Assistant City Manager for Municipal Development Services/ Planning Director |
| Kürt Blomquist | Public Works Director & Emergency Management Director |



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

The Keene Dillant-Hopkins Airport is a thriving general aviation Airport. The Flight Deck Restaurant has been a popular destination for thousands of local citizens, visiting pilots, crew, and passengers. Nearly 20,000 people have patronized this new restaurant in the past year. This has provided a much desired service at the Airport and has been a significant contributor to the 10-fold increase in visitors to the Airport. We continue to lease virtually half of the main parking lot to Thomas Transportation, which also brings approximately 100 additional people per week to the Airport to wait in the terminal building for pick-up by Thomas Transportation buses and limousines. In addition, more than 50% of the terminal building is tenant-occupied with the remainder used for public, common, or administrative space. Monadnock Aviation is now renting the newly renovated (former) baggage room and is using this room as a pilot instruction classroom in addition to the offices they have been renting for approximately the past 8 years.

The t-hangar lease agreements were updated to improve administrative efficiency by incorporating automatic renewals with a regular, scheduled increase in rent. This should result in a long-term revenue stream in excess of the CPI, which was used previously. The Keene Airport remains popular with aircraft owners and although our hangars are at full occupancy, we continue to get hangar inquiries. We have a private hangar being constructed in the Spring of 2018 and two more hangar projects, privately funded, are in the planning process. All private hangars produce land lease as well as property tax revenue.

The so-called "Green Hangar" although rented to Monadnock Aviation, will need substantial repairs to siding and will likely need a new roof as the repairs made in 2016 were not intended to be a long-term solution to the leaks. The Hexagon hangar, also owned by the City has had virtually no maintenance for decades and this, too, will appear in future capital plans for renovation/repair funding. This work would not be eligible for federal or state funding.

Specific development efforts are being launched to recruit companies to the Airport including two companies that make cars that fly. These companies, and others, will be selected based on an alignment of corporate goals with Airport goals. In other words, the companies selected are based on company research and not on mere 'cold-calling'. While efforts at increasing the general aviation use by small planes will continue, meaningful economic development will be realized with significant corporate or charter use in terms of revenue, land leases, and tax base expansion. These activities align with the City's Comprehensive Master Plan. These development efforts will be augmented by the proposed restructuring of what has historically been called the "Airport Advisory Commission". The new thrust of the Airport Marketing & Development Committee will be directly focused on economic development to bring the activities of the Airport more in line with the Comprehensive Master Plan.

Closer to home, we continue efforts with Eversource (formerly PSNH) to establish a power outage emergency operations base at the Airport that would provide the logistical area for up to 450 utility trucks and equipment, cafeteria meal service, fuel, and related services needed in the event of a significant or prolonged power outage.

In addition, the Connecticut National Guard and McGuire Air Force Base will be conducting periodic training exercises at Keene to strengthen their ability to respond to and receive emergency supplies and disaster assistance if needed for regional disasters. This will increase activity at the Airport and has the potential to sell more fuel, food, and services.

Since 2012, the Airport has lost 50% of its staff position due to budget cuts. With the reduction of staff and resources, the City is much less able to operate the Airport safely and in compliance with federal regulations. The Airport borrows employees from other City departments in order to carry out its obligations and to keep the runways open in winter. Borrowing staff is not ideal but it is the current reality. For the second year, I will be submitting a personnel request to add one additional full-time employee, with benefits, to regain lost ground on maintenance and service and to move away from having to borrow staff from other departments to operate the Airport safely.

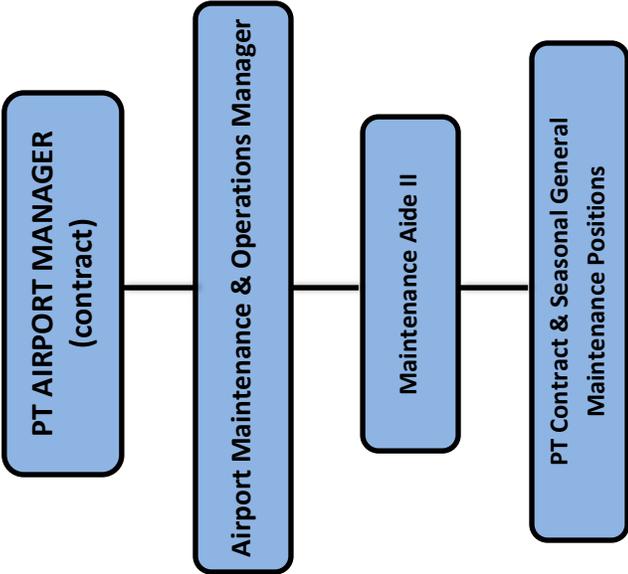
Background

The Keene Dillant-Hopkins Airport serves general aviation, corporate, and commercial needs not only to the City of Keene, but the entire region. It provides an infrastructure component necessary for economic development for the entire region. The Airport plays a significant role in maintaining economic relationships with organizations located elsewhere that can significantly improve the ability to attract and retain industry and self-employed individuals whose success allow them to own private aircraft.

The Airport facilities are used primarily for the transport of passengers engaged in corporate activities with many charter and corporate jets visiting to conduct commerce and social activities. Many charter jets transport vacationers, snow-birders, and families with children in private schools such as Landmark College and Northfield Mount Herman and recreational activities with charter jet service bringing skiers to regional ski areas in Vermont. While the existence of the Airport has been credited as a major factor in the decision to locate C & S Wholesale Grocers, Inc. headquarters in Keene, it is important to underscore that C&S only represents about 40% of the jet and charter flights that visit Keene.

The Airport also serves as a training ground for future general aviation and commercial pilots and allows for regular recreational flying activities. Fire watch surveillance flights are conducted from the Airport, as well as Medical Mercy Flights, and air ambulance services. The Civil Air Patrol has also been very active in providing community service to the Monadnock Region. Law enforcement agencies as well as the Air National Guard frequently use the Keene Airport to carry out their training missions. These functions ultimately benefit, directly or indirectly, all citizens.

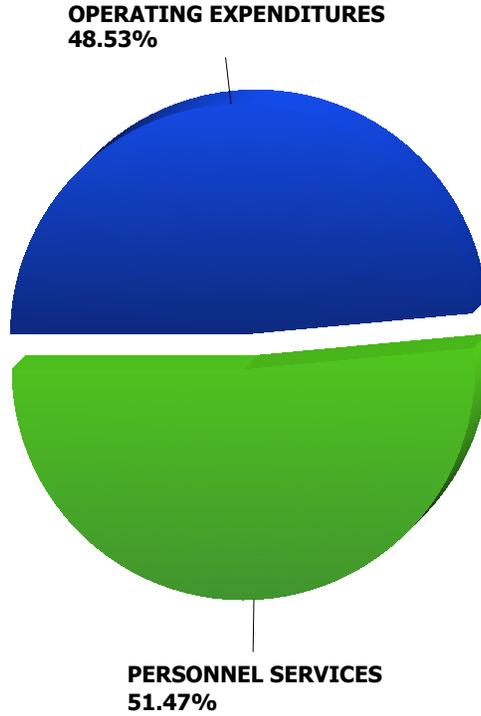
| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|----------------------|----------------------|--------------|
| To serve as a core utility to support business and manufacturing transportation needs | | Transportation | | |
| Economic development including the use of corporate air transportation, air freight, and aircraft maintenance | | Economic Development | | |
| Market and develop the airport in concert with other Keene and regional economic development efforts | | Economic Development | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Complete the construction phase for the Runway 14/32 project | | FAR's | Transportation | O, C |
| Promote the construction of new, private, hangars | | FAR's | Economic Development | O, C |
| Continue refinements to airfield maintenance programs | | FAR's | Infrastructure | O, C, E |
| Promote facility usage and enhance revenues | | FAR's | Economic Development | E |
| Engage the new airport development committee on meeting the airport objectives identified in the Comprehensive Master Plan | | FAR's | Transportation | C, E |
| Continue to build working relationship with airport users and elected officials in the region | | RSA 423 | Economic Development | C |
| Seek opportunities for new development and redevelopment | | | Transportation | O, I |
| Maintain full occupancy in the City's 32 T-hangars | | FAR's | Transportation | O |
| Build community awareness to increase airport activity | | FAR's | Economic Development | O, C |
| METRICS: | | FY17 | FY18 | FY19 |
| Number of based aircraft | | 80 | 80 | 80 |
| Number of denied landings due to airfield conditions (weather related) | | 0 | 6 | 0 |
| Fuel flowage (gallons) | | 345,562 | 350,000 | 410,000 |
| Total revenue - budgeted for FY19 | | \$430,637 | \$428,460 | \$456,908 |
| Revenue to Expense ratio | | 70.07% | 68.77% | 70.97% |
| T-Hangar occupancy | | 99.00% | 98.00% | 99.00% |



**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

AIRPORT

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 285,150 | 305,644 | 317,885 | 317,656 | 331,373 | 0 | 331,373 | 331,373 |
| 62000 - OPERATING EXPENDITURES | 294,557 | 308,970 | 305,651 | 305,348 | 312,462 | 0 | 312,462 | 312,462 |
| Department Total | 579,707 | 614,614 | 623,536 | 623,004 | 643,835 | 0 | 643,835 | 643,835 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|---------------------------|-------------|----------------------------|
| 01700 | 61304 | AP MAINT & OPERATIONS MGR | 1.00 | 73,602 |
| | | MAINTENANCE AIDE II | 1.00 | 41,325 |
| | 61401 | AIRPORT MANAGER | 0.80 | 101,868 |
| TOTAL | | | 2.80 | 216,795 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

AIRPORT

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 81,327 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61304 - GENERAL PERSONNEL | 64,997 | 110,305 | 112,529 | 112,529 | 114,927 | 0 | 114,927 | 114,927 |
| 61307 - PART TIME EMPLOYEES | 20,125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61308 - SEASONAL HELP | 22,077 | 10,272 | 23,000 | 12,250 | 23,000 | 0 | 23,000 | 23,000 |
| 61401 - TEMPORARY PERSONNEL | 27,977 | 100,663 | 101,868 | 101,868 | 101,868 | 0 | 101,868 | 101,868 |
| 61501 - REGULAR OVERTIME | 1,566 | 10,330 | 2,000 | 7,919 | 3,000 | 0 | 3,000 | 3,000 |
| 61602 - STAND-BY PAY | 1,080 | 6,120 | 4,550 | 8,250 | 7,550 | 0 | 7,550 | 7,550 |
| 61701 - HEALTH INSURANCE | 30,890 | 31,355 | 33,804 | 33,804 | 39,491 | 0 | 39,491 | 39,491 |
| 61702 - DENTAL INSURANCE | 2,200 | 1,944 | 2,099 | 2,099 | 2,022 | 0 | 2,022 | 2,022 |
| 61703 - RETIREMENT CONTRIBUTIONS | 16,467 | 14,064 | 13,551 | 14,432 | 14,279 | 0 | 14,279 | 14,279 |
| 61704 - SOCIAL SECURITY | 15,624 | 17,721 | 18,662 | 18,662 | 19,151 | 0 | 19,151 | 19,151 |
| 61705 - WORKERS COMPENSATION | 77 | 1,575 | 5,822 | 5,822 | 6,083 | 0 | 6,083 | 6,083 |
| 61901 - RECRUITMENT | 744 | 1,296 | 0 | 21 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 285,150 | 305,644 | 317,885 | 317,656 | 331,373 | 0 | 331,373 | 331,373 |
| 62102 - PROFESSIONAL SERVICES | 763 | 105 | 1,500 | 1 | 1,500 | 0 | 1,500 | 1,500 |
| 62120 - LABORATORY SERVICES | 0 | 276 | 200 | 200 | 200 | 0 | 200 | 200 |
| 62175 - OTHER SERVICES | 1,919 | 1,842 | 1,800 | 775 | 1,800 | 0 | 1,800 | 1,800 |
| 62203 - SNOW PLOWING | 5,588 | 851 | 5,250 | 6,400 | 5,250 | 0 | 5,250 | 5,250 |
| 62205 - PC REPLACEMENT CHARGE | 727 | 738 | 738 | 738 | 674 | 0 | 674 | 674 |
| 62206 - PW FLEET CHARGE | 155,584 | 158,648 | 170,054 | 170,054 | 171,329 | 0 | 171,329 | 171,329 |
| 62208 - TAXES | 47,937 | 38,429 | 49,126 | 36,340 | 49,126 | 0 | 49,126 | 49,126 |
| 62209 - RUBBISH PICK-UP | 0 | 0 | 0 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| 62301 - OFFICE EQUIPMENT MAINT. | 1,356 | 1,759 | 480 | 1,040 | 480 | 0 | 480 | 480 |
| 62315 - FUEL SYSTEM MAINTENANCE | 2,370 | 4,277 | 2,200 | 2,200 | 2,200 | 0 | 2,200 | 2,200 |
| 62318 - BUILDING REPAIR | 856 | 0 | 0 | 900 | 0 | 0 | 0 | 0 |
| 62340 - GROUNDS MAINTENANCE | 46,660 | 29,884 | 20,000 | 35,000 | 20,000 | 0 | 20,000 | 20,000 |
| 62350 - BUILDING MAINTENANCE | 2,709 | 8,830 | 7,363 | 9,000 | 7,363 | 0 | 7,363 | 7,363 |
| 62355 - BRUSH & OBSTR CLEARING | 4,770 | 15,402 | 9,000 | 12,868 | 19,000 | 0 | 19,000 | 19,000 |
| 62372 - TREE/FORESTRY MAINTENANCE | 0 | 2,880 | 0 | 7,210 | 0 | 0 | 0 | 0 |
| 62416 - PRINTING | 0 | 431 | 1,000 | 30 | 1,000 | 0 | 1,000 | 1,000 |
| 62425 - ADVERTISING | 0 | 418 | 11,250 | 989 | 1,250 | 0 | 1,250 | 1,250 |
| 62430 - TRAVEL | 0 | 0 | 4,000 | 1 | 4,000 | 0 | 4,000 | 4,000 |
| 62435 - TRAINING | 0 | 80 | 400 | 220 | 400 | 0 | 400 | 400 |
| 62436 - MEETINGS & DUES | 334 | 0 | 1,275 | 725 | 1,275 | 0 | 1,275 | 1,275 |
| 62445 - PHOTOGRAPHY & PROCESSING | 0 | 0 | 115 | 0 | 115 | 0 | 115 | 115 |
| 62447 - PUBLIC AWARENESS | 529 | 4,467 | 1,000 | 75 | 1,000 | 0 | 1,000 | 1,000 |
| 62501 - WATER | 0 | 994 | 0 | 1,800 | 4,400 | 0 | 4,400 | 4,400 |
| 62505 - BEACON & OBST LIGHTS ELEC | 10,560 | 28,300 | 9,500 | 8,500 | 9,500 | 0 | 9,500 | 9,500 |
| 62510 - TELEPHONE | 2,035 | 1,850 | 1,900 | 1,500 | 1,900 | 0 | 1,900 | 1,900 |
| 62604 - EQUIPMENT RENTAL | 923 | 346 | 4,000 | 0 | 4,000 | 0 | 4,000 | 4,000 |
| 62701 - OFFICE SUPPLIES | 681 | 1,051 | 450 | 150 | 450 | 0 | 450 | 450 |
| 62710 - POSTAGE | 95 | 89 | 150 | 280 | 150 | 0 | 150 | 150 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

AIRPORT

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62733 - TOOLS | 0 | 0 | 0 | 172 | 0 | 0 | 0 | 0 |
| 62735 - BUILDING MAINT. SUPPLIES | 476 | 5,631 | 500 | 5,578 | 500 | 0 | 500 | 500 |
| 62737 - JANITORIAL SUPPLIES | 0 | 319 | 400 | 1 | 400 | 0 | 400 | 400 |
| 62738 - FURNITURE | 0 | 0 | 1,000 | 1 | 1,000 | 0 | 1,000 | 1,000 |
| 62755 - UNIFORMS | 1,285 | 1,075 | 1,000 | 1,400 | 1,000 | 0 | 1,000 | 1,000 |
| 68008 - GRANT MATCH | 6,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 294,557 | 308,970 | 305,651 | 305,348 | 312,462 | 0 | 312,462 | 312,462 |
| TOTAL | 579,707 | 614,614 | 623,536 | 623,004 | 643,835 | 0 | 643,835 | 643,835 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|------------|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| AIRPORT | 43202 - AERONAUTICAL | 16,039 | 20,031 | 18,500 | 18,500 | 18,500 | 18,500 |
| | 43000 - INTERGOVERNMENTAL | 16,039 | 20,031 | 18,500 | 18,500 | 18,500 | 18,500 |
| | 44109 - DIRECT REIMBURSEMENT | 17,847 | 0 | 2,500 | 0 | 0 | 0 |
| | 44501 - LANDING FEES | 4,660 | 13,320 | 12,900 | 12,852 | 13,000 | 13,000 |
| | 44502 - RAMP FEES | 420 | 0 | 0 | 0 | 0 | 0 |
| | 44504 - READY CAR SPACES | 600 | 350 | 0 | 0 | 0 | 0 |
| | 44505 - GROSS REVENUE PERCENTAGE | 7,013 | 12,813 | 12,275 | 12,598 | 13,000 | 13,000 |
| | 44506 - FUELING FEES | 24,149 | 34,608 | 31,500 | 31,750 | 34,000 | 34,000 |
| | 44000 - CHARGES FOR SERVICES | 54,689 | 61,091 | 59,175 | 57,200 | 60,000 | 60,000 |
| | 46000 - MISCELLANEOUS | 417 | 1,104 | 500 | 75 | 100 | 100 |
| | 46306 - AIRPORT T-HANGAR | 79,809 | 90,055 | 102,600 | 103,750 | 109,917 | 109,917 |
| | 46307 - AIRPORT TERMINAL | 0 | 6,084 | 9,716 | 9,700 | 24,152 | 24,152 |
| | 46308 - AIRPORT LAND | 95,774 | 90,100 | 98,807 | 73,500 | 74,134 | 74,134 |
| | 46311 - FUEL FARM LEASE | 15,034 | 13,932 | 15,353 | 15,420 | 15,927 | 15,927 |
| | 46312 - AIRPORT WWTP INCOME | 146,772 | 148,240 | 150,315 | 150,315 | 154,178 | 154,178 |
| | 46000 - MISCELLANEOUS | 337,807 | 349,515 | 377,291 | 352,760 | 378,408 | 378,408 |
| | TOTAL | 408,535 | 430,637 | 454,966 | 428,460 | 456,908 | 456,908 |

| | | | |
|---------------------------------------|---|--------------|---------|
| Department: | Community Development | Fund: | General |
| Division (s): Cost Center: | 01910 & 01920 | | |
| Mission: | To develop and implement community based strategies to enhance economic opportunity, build strong neighborhoods and ensure a dynamic framework for quality growth and development while providing professional advice and technical expertise to promote and protect health and safety. | | |

The reconfiguration of the three 4th floor departments -- Code Enforcement, Health and Planning -- into the Community Development Department is proposed in FY19. The combined Department will better serve the public and the needs of the City with a streamlined and simplified development process to assist those who want to do business or build in Keene. As the Department moves to a more efficient development process, primary functions will continue including long range planning, building permit/land use development review and inspections, property and housing inspections, food establishment licenses and inspections, and health inspections under State Statute and City Code. Positions within the combined department will change slightly: there will be one Department Head (also currently serving as Assistant City Manager). The former Health Director position will be realigned to Building Official and the full time Planner will be realigned to Senior Planner. These latter two positions will take on some supervisory responsibilities.

An important goal of this reconfiguration is to provide better customer service through a permit center where applications for most common permits can be processed quickly and by the staff person at the point of contact with the customer. The Permit Technician and Planning Technician positions are central to this approach and, where possible, these positions will be cross-trained to allow better coordination and interaction with other involved departments such as Public Works and Fire. The focus of a permit center will be on routine permits. The Department will continue to support City Boards and Commissions responsible for land use approvals such as the Planning Board, Zoning Board and Historic District Commission. Evaluation of this reconfiguration will continue in FY19 and propose improvements will be proposed as needed.

The Community Development Department reconfiguration includes the recently implemented software program – iWorqs -- for issuance and recording of building permits, site plan review, and other land use permits. Phase 2 of iWorqs will include an option for the public to submit electronic permit applications. This option will be available in FY19.

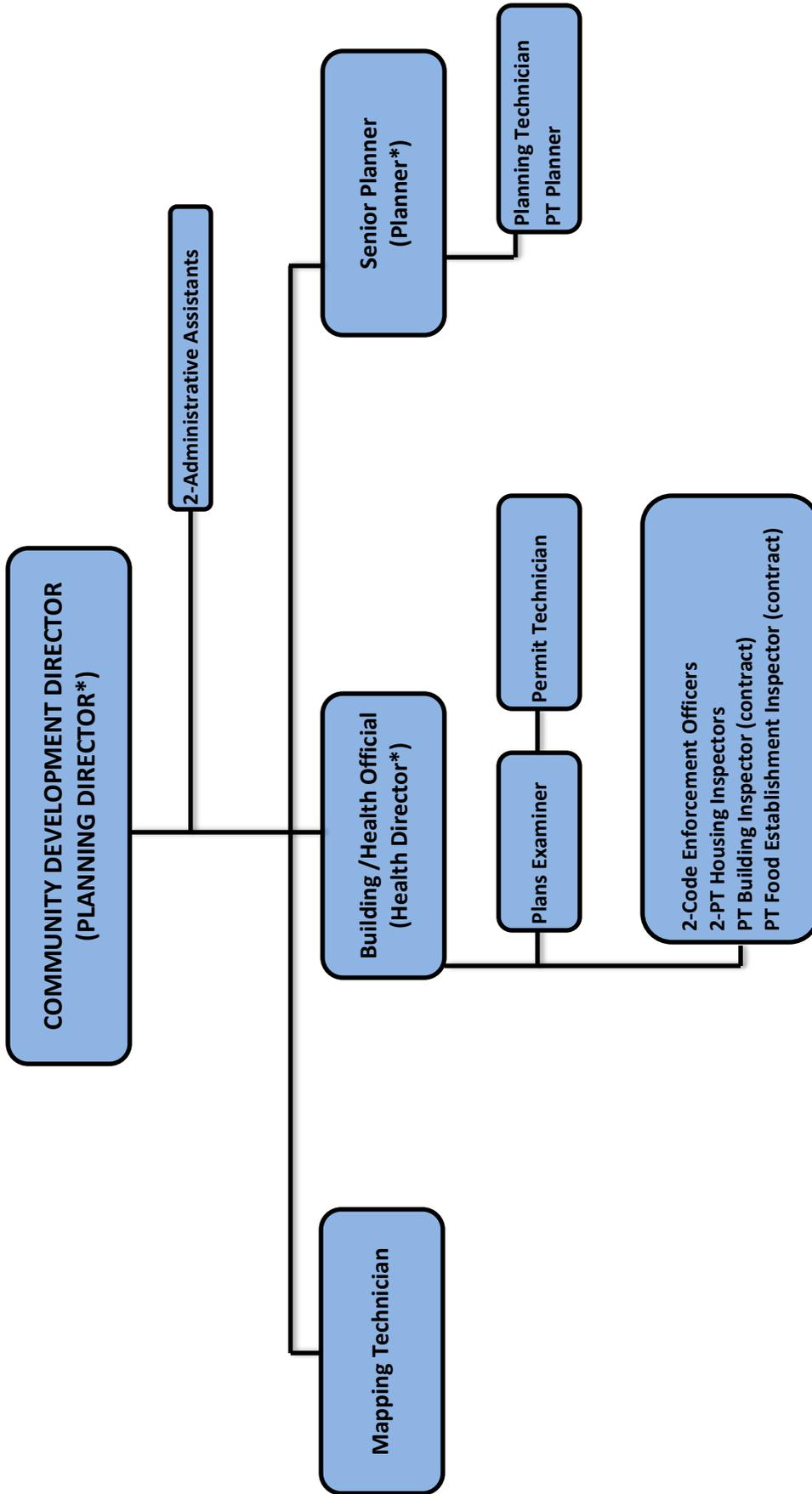
Work on the Land Use Code Update project is underway and will continue as a priority project in FY19. This evaluation and future implementation will further the mission statement of the new department while pursuing the goals of the 2010 Comprehensive Mater Plan (CMP).

The Department will see a continuation of large projects into FY19 with the ongoing construction of Hillside Village, MOCO Arts, 17 Washington St., and the renovations to the Library and Colony Mill building. Other large projects continuing in FY19 will be the design of the Cheshire Rail Trail Phase II project, and continued implementation of the CMP with the Planning Board and City Council. The Department will continue to play a role in projects related to the Economic Development Action Plan including implementing the new RSA 79:E District and Economic Revitalization Zones.

Background

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

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|-----------------------------|--------------------------------------|--------------|
| Develop the Comprehensive Master Plan and Community Vision and implement that Plan and Vision through specific projects, policies, and programs. | | Economic Development | | |
| Administer the Planning Board's Subdivision and Site Plan review including the inspection process and related permits to work with Keene residents and businesses as they seek approval for projects before the Planning Board, City Council, and other boards. | | Future Land Use & Policy | | |
| Provide staff support, information, and services to a variety of City Boards and Commissions, City departments, officials, and citizens. | | Leadership | | |
| Administer the plan review and inspection program which includes review plans, issue permits, and conduct inspections for compliance to state building, accessibility, and energy code as well as City Zoning and Natural Resources Ordinances (including the sign code). Manage third party plans reviewers and special inspectors. | | Economic Development | | |
| Respond to citizen concerns and complaints related to permit and construction activity. Provide the public with information on codes and development processes. | | Economic Development | | |
| Investigate buildings and properties for compliance with the Property and Housing Safety Standards Ordinance, issue citations, and prosecute court cases. | | Neighborhoods | | |
| Promote and protect public health and safety, provide advice on public health issues, and enforce State and local health laws. | | Community Health & Wellness | | |
| Conduct an Environmental Sanitation program which includes regulating and inspecting restaurants, food stores, schools, day care 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 | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Continue Comprehensive Master Plan implementation process with Planning Board and Planning, Licenses and Development Committee | | 674:01:00 | Municipal Governance & Fin Stability | O,I,E |
| Continue the implementation of the new software system to incorporate citizen engagement with online permitting and centralized applications | | 155/674 | Municipal Governance & Fin Stability | O,C,E |
| Continue Phase II of the Land Use Code Update | | | Future Land Use & Policy | O, I, E |
| Write grants for funding to support programs/initiatives | | | Municipal Governance & Fin Stability | I |
| Update Bicycle/Pedestrian Master Plan | | | Transportation | O, I, E |
| Continue to support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones | | | Municipal Governance & Fin Stability | O, I, E |
| Give presentations to community groups and professional organizations | | | Leadership | O, I |
| Increase the present level of review and inspection efficiency | | 155/674 | Safe Community | V,C,E |
| Continue training and certification of department staff | | 155/674 | Education | V,C,E |
| METRICS: | | FY17 | FY18 | FY19 |
| Complete the initial review of new residential permits 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 | | 467 | 450 | 450 |
| Total building permit inspections | | 2,000 | 2,200 | 2,000 |
| Maintain and conduct a Voluntary Housing Inspection Program | | 400 | 400 | 400 |
| Property and Housing Standard complaints | | 374 | 350 | 350 |
| Food Establishment and Health Code Inspections | | 385 | 400 | 400 |
| Adoption of revisions or updates to the Comprehensive Master Plan the same year they are proposed/identified | | 1 | 1 | 1 |
| Complete 90% of the initial completeness reviews for new subdivision, site plan applications within 5 business days | | 91% | 92% | 93% |
| Complete 95% of minor amendment applications in 10 business days | | 98% | 99% | 99% |
| Complete 95% of all inspection requests within 5 business days | | 98% | 98% | 99% |
| Adoption of revisions to Planning Board Standards and Regulations the same year they are proposed/identified | | 0 | 0 | 0 |

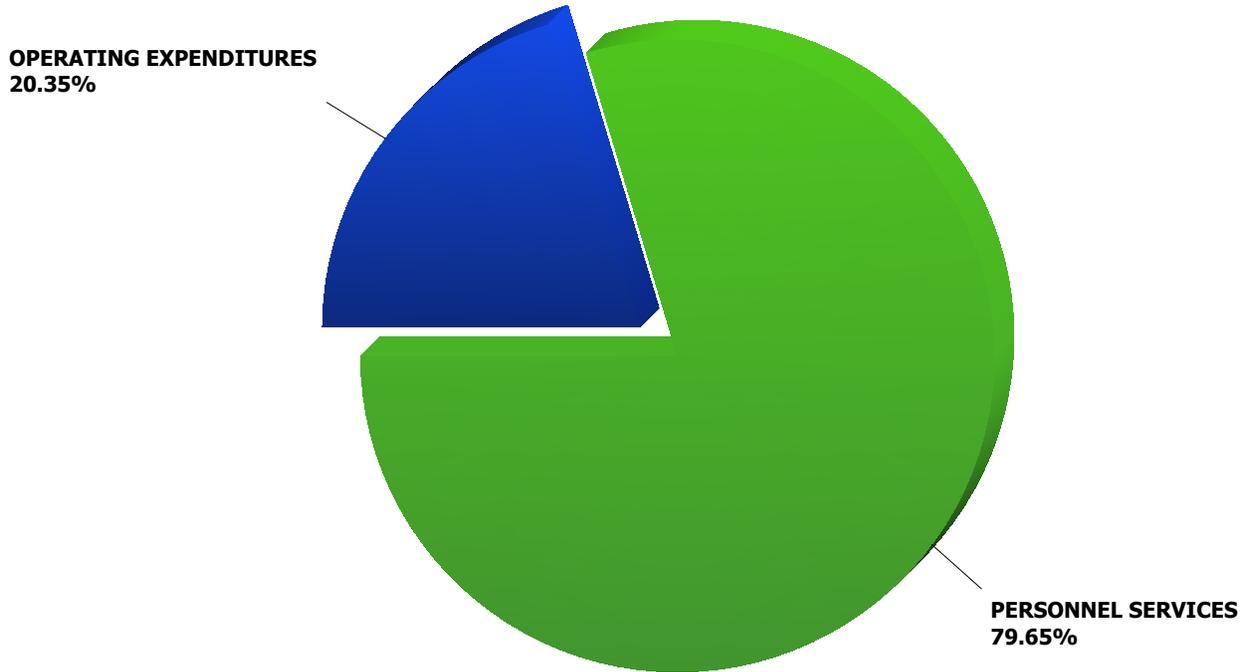


* Current Title

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

COMMUNITY DEVELOPMENT

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 0 | 0 | 1,320,245 | 1,216,163 | 1,301,692 | 0 | 1,301,692 | 1,301,692 |
| 62000 - OPERATING EXPENDITURES | 0 | 0 | 400,502 | 366,600 | 332,630 | 0 | 332,630 | 332,630 |
| Department Total | 0 | 0 | 1,720,747 | 1,582,763 | 1,634,322 | 0 | 1,634,322 | 1,634,322 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|--------------------------|--------------|----------------------------|
| 01910 | 61301 | PLANNING DIRECTOR | 1.00 | 119,445 |
| | 61303 | HEALTH DIRECTOR | 1.00 | 98,088 |
| | | PLANNER | 1.00 | 70,433 |
| | 61304 | CODE ENFORCEMENT OFFICER | 2.00 | 122,062 |
| | | MAPPING TECHNICIAN | 1.00 | 67,400 |
| | | PERMIT TECH | 1.00 | 42,363 |
| | | PLANNING TECH | 1.00 | 47,396 |
| | | PLANS EXAMINER | 1.00 | 75,274 |
| | 61305 | ADMINISTRATIVE ASSISTANT | 2.00 | 92,528 |
| | 61307 | HOUSING INSPECTOR | 1.33 | 69,872 |
| | | PLANNER | 0.91 | 63,859 |
| TOTAL | | | 13.24 | 868,720 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

COMMUNITY DEVELOPMENT

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 0 | 0 | 213,175 | 213,175 | 119,445 | 0 | 119,445 | 119,445 |
| 61303 - SUPERVISORY PERSONNEL | 0 | 0 | 0 | 0 | 98,088 | 0 | 98,088 | 98,088 |
| 61304 - GENERAL PERSONNEL | 0 | 0 | 441,778 | 372,975 | 382,565 | 0 | 382,565 | 382,565 |
| 61305 - ADMINISTRATIVE PERSONNEL | 0 | 0 | 138,790 | 138,790 | 134,891 | 0 | 134,891 | 134,891 |
| 61307 - PART TIME EMPLOYEES | 0 | 0 | 129,249 | 129,249 | 133,731 | 0 | 133,731 | 133,731 |
| 61401 - TEMPORARY PERSONNEL | 0 | 0 | 30,267 | 30,267 | 48,320 | 0 | 48,320 | 48,320 |
| 61501 - REGULAR OVERTIME | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| 61701 - HEALTH INSURANCE | 0 | 0 | 176,838 | 161,809 | 211,355 | 0 | 211,355 | 211,355 |
| 61702 - DENTAL INSURANCE | 0 | 0 | 10,854 | 9,875 | 9,852 | 0 | 9,852 | 9,852 |
| 61703 - RETIREMENT CONTRIBUTIONS | 0 | 0 | 91,040 | 82,498 | 83,642 | 0 | 83,642 | 83,642 |
| 61704 - SOCIAL SECURITY | 0 | 0 | 73,107 | 67,660 | 70,154 | 0 | 70,154 | 70,154 |
| 61705 - WORKERS COMPENSATION | 0 | 0 | 10,147 | 9,865 | 9,649 | 0 | 9,649 | 9,649 |
| 61000 - PERSONNEL SERVICES | 0 | 0 | 1,320,245 | 1,216,163 | 1,301,692 | 0 | 1,301,692 | 1,301,692 |
| 62102 - PROFESSIONAL SERVICES | 0 | 0 | 56,000 | 56,000 | 56,000 | 0 | 56,000 | 56,000 |
| 62103 - TECHNICAL SERVICES | 0 | 0 | 4,359 | 4,359 | 1,859 | 0 | 1,859 | 1,859 |
| 62121 - MONITORING/INSPECTIONS | 0 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 |
| 62143 - HOME HEALTH CARE | 0 | 0 | 124,800 | 124,800 | 124,800 | 0 | 124,800 | 124,800 |
| 62146 - MENTAL HEALTH SERVICES | 0 | 0 | 25,154 | 25,000 | 25,000 | 0 | 25,000 | 25,000 |
| 62175 - OTHER SERVICES | 0 | 0 | 28,000 | 28,000 | 28,000 | 0 | 28,000 | 28,000 |
| 62205 - PC REPLACEMENT CHARGE | 0 | 0 | 5,631 | 5,631 | 5,498 | 0 | 5,498 | 5,498 |
| 62206 - PW FLEET CHARGE | 0 | 0 | 33,672 | 33,672 | 31,089 | 0 | 31,089 | 31,089 |
| 62301 - OFFICE EQUIPMENT MAINT. | 0 | 0 | 3,275 | 3,275 | 3,205 | 0 | 3,205 | 3,205 |
| 62416 - PRINTING | 0 | 0 | 3,260 | 3,260 | 3,250 | 0 | 3,250 | 3,250 |
| 62425 - ADVERTISING | 0 | 0 | 1,621 | 1,621 | 2,096 | 0 | 2,096 | 2,096 |
| 62435 - TRAINING | 0 | 0 | 8,983 | 6,559 | 8,983 | 0 | 8,983 | 8,983 |
| 62436 - MEETINGS & DUES | 0 | 0 | 5,300 | 4,752 | 5,300 | 0 | 5,300 | 5,300 |
| 62510 - TELEPHONE | 0 | 0 | 5,602 | 5,602 | 5,875 | 0 | 5,875 | 5,875 |
| 62700 - SUPPLIES AND MATERIALS | 0 | 0 | 500 | 499 | 500 | 0 | 500 | 500 |
| 62701 - OFFICE SUPPLIES | 0 | 0 | 5,250 | 4,750 | 5,050 | 0 | 5,050 | 5,050 |
| 62710 - POSTAGE | 0 | 0 | 4,850 | 4,850 | 4,964 | 0 | 4,964 | 4,964 |
| 62715 - BOOKS AND PERIODICALS | 0 | 0 | 2,700 | 1,800 | 2,700 | 0 | 2,700 | 2,700 |
| 62734 - MINOR EQUIPMENT | 0 | 0 | 1,345 | 995 | 1,045 | 0 | 1,045 | 1,045 |
| 62744 - MINOR COMPUTER EQUIPMENT | 0 | 0 | 800 | 775 | 500 | 0 | 500 | 500 |
| 62756 - PROTECTIVE CLOTHING | 0 | 0 | 0 | 0 | 625 | 0 | 625 | 625 |
| 62760 - OPERATING SUPPLIES | 0 | 0 | 1,400 | 1,400 | 541 | 0 | 541 | 541 |
| 62761 - SOFTWARE | 0 | 0 | 53,000 | 49,000 | 15,750 | 0 | 15,750 | 15,750 |
| 62000 - OPERATING EXPENDITURES | 0 | 0 | 400,502 | 366,600 | 332,630 | 0 | 332,630 | 332,630 |
| TOTAL | 0 | 0 | 1,720,747 | 1,582,763 | 1,634,322 | 0 | 1,634,322 | 1,634,322 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| COMMUNITY DEVELOPMENT | 42105 - HEALTH | 0 | 0 | 51,900 | 51,900 | 51,900 | 51,900 |
| | 42205 - PERMITS | 0 | 0 | 251,111 | 462,203 | 220,000 | 220,000 |
| | 42306 - MISC FEES & CHARGES | 0 | 0 | 0 | 0 | 8,700 | 8,700 |
| | 42330 - SITE PLAN APPLICATIONS | 0 | 0 | 6,500 | 6,675 | 6,500 | 6,500 |
| | 42331 - SUBDIVISION APPLICATIONS | 0 | 0 | 2,692 | 1,500 | 1,500 | 1,500 |
| | 42332 - MINOR AMENDMENTS APPPL. | 0 | 0 | 750 | 1,000 | 750 | 750 |
| | 42333 - VOLUNTARY MERGER | 0 | 0 | 75 | 50 | 75 | 75 |
| | 42334 - CONDITIONAL USE APPLICAT. | 0 | 0 | 500 | 0 | 500 | 500 |
| | 42335 - DRIVEWAY CURB CUT APPS. | 0 | 0 | 200 | 300 | 300 | 300 |
| | 42337 - ZBA FEES | 0 | 0 | 3,000 | 3,000 | 3,500 | 3,500 |
| | 42000 - LICENSES/PERMITS/FEES | 0 | 0 | 316,728 | 526,628 | 293,725 | 293,725 |
| | 44115 - INSPECTION SERVICES | 0 | 0 | 0 | 0 | 10,500 | 10,500 |
| | 44000 - CHARGES FOR SERVICES | 0 | 0 | 0 | 0 | 10,500 | 10,500 |
| | 45202 - BUILDING CODE VIOLATIONS | 0 | 0 | 500 | 125 | 500 | 500 |
| | 45000 - FINES & FORFEITS | 0 | 0 | 500 | 125 | 500 | 500 |
| | 47304 - MAPS,BLUEPRINTS,ETC | 0 | 0 | 100 | 0 | 1,000 | 1,000 |
| | 46000 - MISCELLANEOUS | 0 | 0 | 100 | 0 | 1,000 | 1,000 |
| TOTAL | | 0 | 0 | 317,328 | 526,753 | 305,725 | 305,725 |

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

Administration and Engineering

In FY19 the Engineering Division will continue to meet the challenges presented by the infrastructure construction program, along with supporting other projects outside the Capital Improvement Program. Major anticipated Projects for the next fiscal year will include:

- Replacement of the Main Street Bridge over Beaver Brook
- Rehabilitation of 8.8 miles of roadways throughout the city
- Construction phase of the Baker Street Rehabilitation Projects
- Improvement of drainage system in the Ralston Street neighborhood
- Design of the Rte. 10/Winchester Street Bridge over Ash Swamp Brook
- Preliminary design and securing of land rights for the \$5.0M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street & the Island Street Bridge
- Construction of the proposed improvements to the Babbidge Reservoir Dam.
- Oversight and Administration of the Runway 14/32 Rehabilitation Project.
- Design of upgrades for Woodward and Goose Pond Dams.
- On-call engineering review and inspection services for new site plan and subdivision projects
- Reviewing and updating the Public Works Department's "*Street and Utility Detailed Standards*".
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
 - Cartegraph/GIS integration
 - Library improvements
 - Surface parking lot improvements
 - Land Use Code Update

Highway Division

The Highway Division will meet the following objectives in FY19:

- Coordinate the City's crack seal program to help prevent road deterioration.
- Continue City wide drainage maintenance program; perform cleaning maintenance on 1,450 catch basins; inspect up to 2 miles of drain line and clean line as needed and perform camera inspection of areas of concern.
- Oversee the contractor performing annual line painting throughout the City ensuring compliance with the City's specifications to assist in maintaining road safety.
- Provide street sweeping services through the City's sweeping contract and in-house forces to assist in maintaining the City's drain system, maintain general cleanliness on the City's main corridors and parking facilities
- Remove and replace trees in the downtown area that have been through a condition assessment recommended for removal.
- Continue with the Main Street-Downtown refurbishing, through the continuation of adding additional low maintenance gardens, installation of pedestrian walks, and the upgrade of the crosswalks to maintain a vibrant downtown area.
- Begin City sign inventory to track these assets and monitor in our Asset Management System
- Assist Parks and Recreation Department installing LED lights on City bike paths
- Assess Downtown lights for efficiency and develop and execute a plan for sufficient lighting.

Background

Administration

The Public Works Administration provides overall management and leadership for the Public Works Department. The Administrative function is responsible for customer interface, directing all incoming calls, directing and tracking correspondence, dispatching of public works resources, providing records management, and assisting in public information programs for the various Department divisions. Administration is composed of the Public Works Director, two Assistant Public Works Directors/Division Heads, an Office Manager, and an Administrative Assistant. During FY17/18, the Public Works Administration continued to respond to the public interest and demand for information on Department activities, operations, and projects on social media. From January 1, 2017 – December 31, 2017 the total of reaches on social media increased to 285,747 a 47% increase from 2016. By the end of 2017 the Department had 1,684 followers a 24% increase from 2016. In FY18/19 it is anticipated that, along with the traditional media outlets, the use of social media tools will continue and be expanded to better reach our customers with happenings concerning the Public Works Department and to keep our customers well informed regarding all things Public Works.

Engineering

The Engineering Division has a staff of 5 employees, the City Engineer, two Civil Engineers, and two Engineering Technicians. In addition, the Division typically uses temporary contract employees to assist with the surge in workload associated with construction management. The Engineering Division provides capital project planning, development, management, and administration for the City infrastructure systems. That effort includes information management of the City's infrastructure systems and property, the maintenance and updating of the City's geographical information system (GIS), the Public Works asset management system, and the geographic position satellite (GPS) survey system. In addition, the Division supports general engineering (planning, surveying, design, construction administration, and inspection services, etc.) and provides technical expertise to City boards, commissions, and other departments; along with performing regulatory reviews of site plans/subdivisions, excavation, encumbrance and sewer permitting, and inspection.

During FY18, the Division's accomplishments included:

- Rehabilitation and preservation of over 10.2 lane-miles of roadways throughout the City
- Completing the rehabilitation of Water Street, including new sidewalks and drainage improvements.
- Designing and overseeing the installation of new sidewalks and streetscape amenities on Emerald Street.
- Improving the water pressure for customers in the vicinity of Mountain View Drive and Darling Road
- Completing Engineering Studies for both the Rte. 10/Winchester Street Bridge Replacement and the Winchester Street reconstruction from the Rte. 101 roundabout to Island Street
- Beginning construction of the Rte. 12/Main Street Bridge replacement project
- Beginning construction of the improvements to the Babbidge Reservoir Dam
- Designing and beginning the construction of the Baker Street Infrastructure Project.
- Overseeing the design and environmental permitting for both Woodward and Goose Pond Dam improvements
- Developing Asset Management Plans for pavement, the wastewater collection system, and our storm drains.

Highway Division

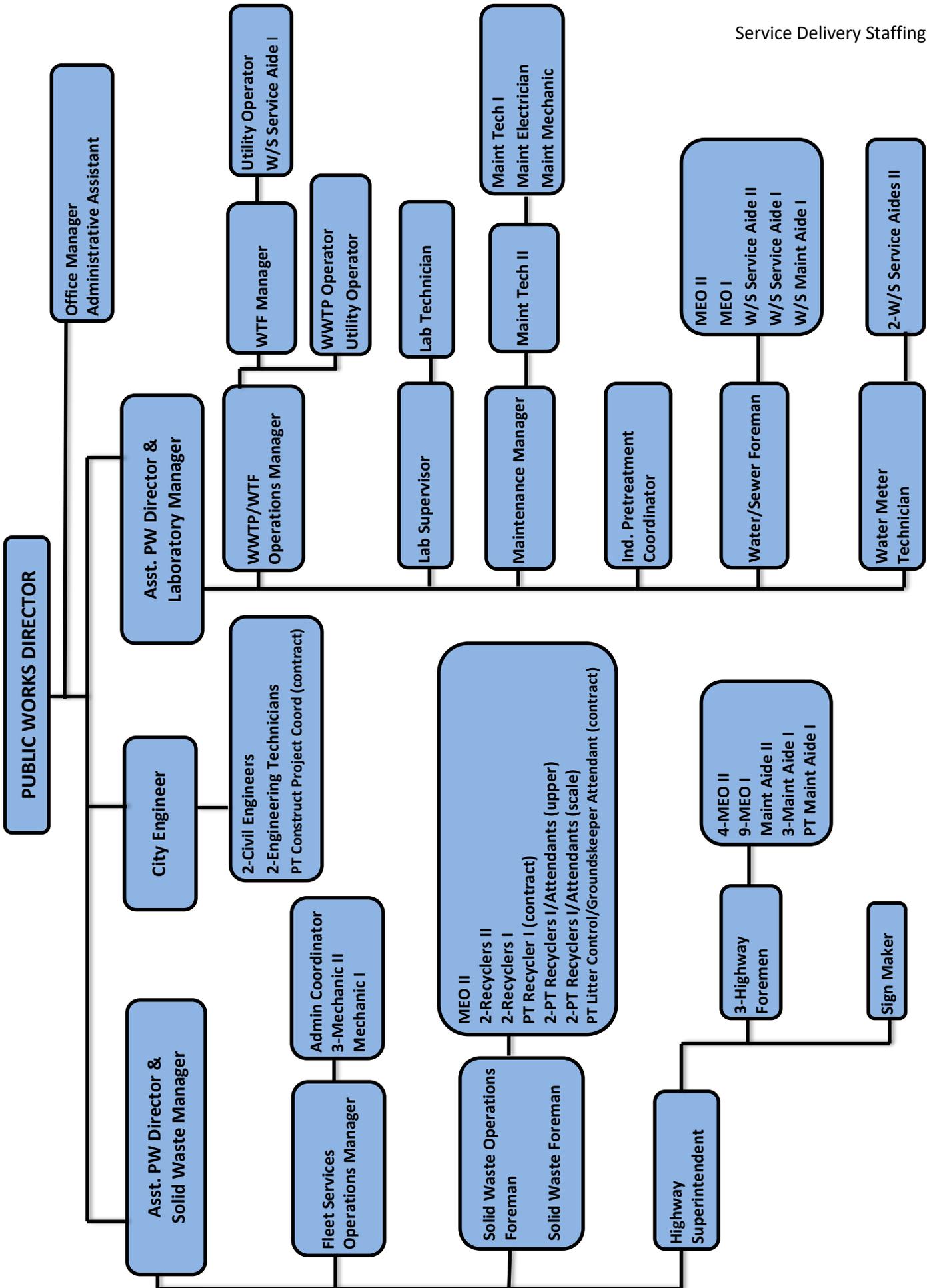
The Highway Division is staffed with 22 full-time employees and is responsible for the maintenance of the City's transportation infrastructure which includes 52 miles of sidewalks, 32 bridges, 80 miles of drain lines, over 5,000 catch basins, 126 center lane miles of road, 2 parking structures, 5 surface parking lots, and several miles of multi-use trails and bridges. The Division manages several contracts for services including line painting, street sweeping, and crack sealing. The Division's responsibilities include grounds maintenance in the downtown area which runs from Central Square to the Main, Marlboro, and Winchester roundabout;

Railroad Square to the east and the Gilbo Avenue and Commercial Street parking areas to the west. The Division is also responsible for City-wide litter collection, leaf collection in areas with drain lines, maintenance of over 4,000 street/traffic signs. In 2018 the Federal sign guidelines (Manual of Uniform Traffic Control Devices) for Street Name signs size and reflectivity changed. The Division has completed 90% of the upgrades. The Highway Division also assists other departments with services such as set up of voting booths, assistance to organizations with events within the public way, preparing for City community events, and many other City activities.

Some of our major accomplishments in FY18 include:

- Performed unplanned emergency repairs on the Baker Street Bridge including the removal and replacement of concrete approach slab, replacement of failed drain pipe and restoration of the driving surface on Baker Street bridge; the installation of temporary guard rail on the Winchester Street/Rt 10 Bridge over the Ash Swamp Brook.
- Converted Ferry Brook Road back to its original gravel road state. This has reduced the level of effort required to make this a travelable rural road.
- Converted Citywide street lights to LED lights – 1,555 lights installed, 50% reduction in operating cost
- Performed 61 miles of roadside mowing
- Camera / Inspect drain lines on Baker and Water St to identify deficiencies prior to road reconstruction projects
- Converted 850 square feet to the “Downtown Treatment”
- Purchased a used Road Grader, this will allow for proper grading of our gravel roads and open roadside drainage ditches
- Performed maintenance according to the Army Corp of Engineers specifications at 3 Mile Dam
- Continued to inform the public on Department activities and how they may impact the public

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|----------------|--------------------|----------------------|--------------|
| Provide efficient and effective management of the City's transportation, water, wastewater, stormwater, and solidwaste infrastructure. | | | Infrastructure | |
| Operate and maintain the City's transportation and stormwater systems; maintain the City's downtown, and manage emergency vegetation control along the City's rights-of-way. | | | Infrastructure | |
| Provide planning, design, and implementation of construction projects that support the City's transportation, stormwater, water, sewer, parking, airport and other department infrastructure | | | Infrastructure | |
| Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments. | | | Infrastructure | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Plow, salt, and sand roadways and sidewalks at appropriate times following Public Works Standard Operating Guidelines | | | Transportation | E |
| Respond to deficiencies reported through work order system within 72 hours | RSA 230:90-92A | | Infrastructure | C, E |
| Continue City-wide Drain Maintenance Program using data compiled from Drain Cleaning and Line Flushing Program | | | Infrastructure | E |
| Continue to transition grass belt areas to low maintenance gardens in downtown by adding pedestrian walkways and perennial/annual gardens | | | Infrastructure | E |
| Increase the use of the Highway Division asphalt recycler and pavement grinder to increase the effectiveness of minor pavement repairs. | | | Infrastructure | E |
| Advance the goals of the February 2017 Economic Development Action Plan by streamlining Department permitting processes | | | Economic Development | V,I,C |
| Implement pavement preservation program as outlined in the FY19-24 Capital Improvement Program. | | | Transportation | C, E |
| Continue to develop detailed asset management plans for critical asset types. | | | Infrastructure | C, E |
| METRICS: | | FY17 | FY18 | FY19 |
| Catch Basin and Drain Line Cleaning Program (# CB, # feet DL) | 1,395/10,250 | 1,400/10,560 | 1,400 / 10,650 | |
| Square yards of roadway spot repairs (Mill and Fill Program) | | 2,100 | 3,700 | |
| Square yards of street crack sealing completed | | 52,859 | 46,000 | |
| Main Street- Refurbish lawn/grass areas with the Downtown Treatment (perennial gardens, tree replacements walkways and sitting areas). | 1,090 Sq. Ft. | 2,000 Sq. Ft. | 2,500 Sq Ft | |
| Percent of excavation and encumbrance permits issued within three business days of submission. | | 75% | 80% | |
| Percent of Capital Improvement projects completed within approved budget. | | | 85% | |

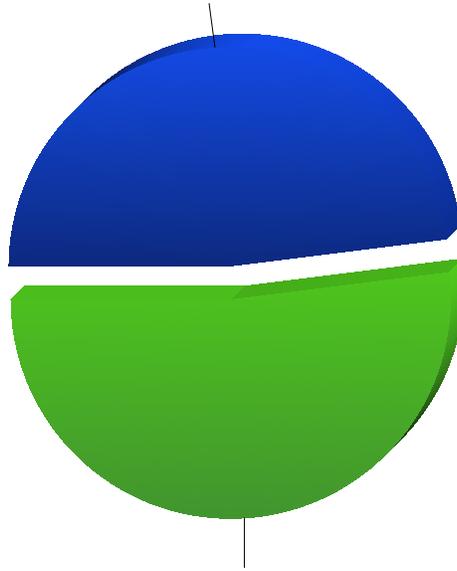


**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Department
GENERAL FUND**

PUBLIC WORKS

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 1,871,755 | 2,130,320 | 2,241,897 | 2,129,493 | 2,305,736 | 0 | 2,305,736 | 2,305,736 |
| 62000 - OPERATING EXPENDITURES | 1,862,729 | 2,002,033 | 2,297,420 | 2,339,276 | 2,118,395 | 11,353 | 2,129,748 | 2,129,748 |
| Department Total | 3,734,483 | 4,132,353 | 4,539,316 | 4,468,769 | 4,424,131 | 11,353 | 4,435,484 | 4,435,484 |

**OPERATING EXPENDITURES
48.02%**



**PERSONNEL SERVICES
51.98%**

Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|--|--------------|----------------------------|
| 02000 | 61303 | PUBLIC WORKS DIRECTOR | 1.00 | 119,445 |
| | | ASST PUBLIC WORKS DIRECTOR / SOL WST MGR | 0.23 | 23,238 |
| | | HIGHWAY SUPERINTENDENT | 1.00 | 80,375 |
| | 61305 | OFFICE MANAGER | 1.00 | 56,520 |
| | | ADMINISTRATIVE ASSISTANT | 0.50 | 21,421 |
| 02001 | 61304 | CITY ENGINEER | 1.00 | 97,923 |
| | | CIVIL ENGINEER | 1.00 | 66,898 |
| AFSCME | 613** | MAINT AIDE I | 3.70 | |
| | | MAINT AIDE II | 1.00 | |
| | | MOTOR EQUIP OP I | 9.00 | |
| | | MOTOR EQUIP OP II | 4.00 | |
| | | SIGN MAKER | 1.00 | |
| | | HWY FOREMAN | 3.00 | |
| | | | | |
| TOTAL | | | 27.43 | 1,259,360 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

PUBLIC WORKS

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61301 - DEPARTMENT HEAD | 114,224 | 116,961 | 118,377 | 118,378 | 119,445 | 0 | 119,445 | 119,445 |
| 61303 - SUPERVISORY PERSONNEL | 99,957 | 100,879 | 103,610 | 103,610 | 103,613 | 0 | 103,613 | 103,613 |
| 61304 - GENERAL PERSONNEL | 799,276 | 894,350 | 951,396 | 866,384 | 958,361 | 0 | 958,361 | 958,361 |
| 61305 - ADMINISTRATIVE PERSONNEL | 67,602 | 80,805 | 76,566 | 76,566 | 77,941 | 0 | 77,941 | 77,941 |
| 61401 - TEMPORARY PERSONNEL | 0 | 0 | 8,000 | 2,000 | 0 | 0 | 0 | 0 |
| 61501 - REGULAR OVERTIME | 32,393 | 80,166 | 66,639 | 90,264 | 66,639 | 0 | 66,639 | 66,639 |
| 61602 - STAND-BY PAY | 12,782 | 12,845 | 12,775 | 12,775 | 12,775 | 0 | 12,775 | 12,775 |
| 61605 - SICK & INJURY | 34,791 | 26,946 | 33,290 | 25,664 | 31,001 | 0 | 31,001 | 31,001 |
| 61607 - VACATION | 132,118 | 144,709 | 122,226 | 140,027 | 129,038 | 0 | 129,038 | 129,038 |
| 61611 - OUT OF CLASS PAY | 0 | 0 | 2,000 | 0 | 2,000 | 0 | 2,000 | 2,000 |
| 61701 - HEALTH INSURANCE | 315,851 | 363,480 | 400,680 | 365,433 | 458,899 | 0 | 458,899 | 458,899 |
| 61702 - DENTAL INSURANCE | 21,235 | 20,382 | 23,944 | 20,666 | 21,701 | 0 | 21,701 | 21,701 |
| 61703 - RETIREMENT CONTRIBUTIONS | 142,089 | 161,686 | 169,827 | 162,233 | 169,342 | 0 | 169,342 | 169,342 |
| 61704 - SOCIAL SECURITY | 97,164 | 109,254 | 114,661 | 108,792 | 113,074 | 0 | 113,074 | 113,074 |
| 61705 - WORKERS COMPENSATION | 698 | 17,288 | 37,906 | 36,499 | 41,908 | 0 | 41,908 | 41,908 |
| 61901 - RECRUITMENT | 1,574 | 569 | 0 | 200 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 1,871,755 | 2,130,320 | 2,241,897 | 2,129,493 | 2,305,736 | 0 | 2,305,736 | 2,305,736 |
| 62103 - TECHNICAL SERVICES | 8,349 | 8,637 | 27,914 | 27,914 | 16,529 | 0 | 16,529 | 16,529 |
| 62120 - LABORATORY SERVICES | 2,113 | 3,522 | 5,465 | 5,945 | 5,865 | 0 | 5,865 | 5,865 |
| 62121 - MONITORING/INSPECTIONS | 3,287 | 3,601 | 44,138 | 44,137 | 43,754 | 0 | 43,754 | 43,754 |
| 62205 - PC REPLACEMENT CHARGE | 5,877 | 5,956 | 6,498 | 6,498 | 8,308 | 0 | 8,308 | 8,308 |
| 62206 - PW FLEET CHARGE | 754,358 | 796,830 | 837,795 | 833,721 | 874,032 | 0 | 874,032 | 874,032 |
| 62300 - REPAIR & MAINTENANCE SVCS | 33,099 | 35,987 | 36,525 | 26,500 | 36,525 | 0 | 36,525 | 36,525 |
| 62301 - OFFICE EQUIPMENT MAINT. | 403 | 325 | 500 | 490 | 500 | 0 | 500 | 500 |
| 62306 - SOFTWARE MAINTENANCE | 1,885 | 3,429 | 2,000 | 1,900 | 2,000 | 0 | 2,000 | 2,000 |
| 62310 - SAFETY PROGRAM MAINT. | 4,946 | 5,822 | 7,150 | 7,000 | 7,000 | 0 | 7,000 | 7,000 |
| 62331 - ROAD AND STREET MAINT. | 215,987 | 207,402 | 489,932 | 494,865 | 388,157 | 11,353 | 399,510 | 399,510 |
| 62350 - BUILDING MAINTENANCE | 68 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62372 - TREE/FORESTRY MAINTENANCE | 41,875 | 35,775 | 37,000 | 57,106 | 37,000 | 0 | 37,000 | 37,000 |
| 62373 - TREE PLANTING | 4,490 | 1,232 | 3,000 | 2,598 | 3,000 | 0 | 3,000 | 3,000 |
| 62374 - STREET LIGHT MAINTENANCE | 21,781 | 12,645 | 6,517 | 7,472 | 6,517 | 0 | 6,517 | 6,517 |
| 62430 - TRAVEL | 150 | 285 | 400 | 295 | 300 | 0 | 300 | 300 |
| 62435 - TRAINING | 2,489 | 6,146 | 3,750 | 4,674 | 3,900 | 0 | 3,900 | 3,900 |
| 62436 - MEETINGS & DUES | 1,034 | 2,486 | 1,950 | 2,300 | 2,100 | 0 | 2,100 | 2,100 |
| 62448 - HAULING AND DISPOSAL | 2,150 | 2,150 | 6,324 | 6,324 | 6,324 | 0 | 6,324 | 6,324 |
| 62501 - WATER | 11,009 | 12,183 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| 62503 - ELECTRICITY | 186,722 | 189,641 | 173,500 | 171,802 | 103,500 | 0 | 103,500 | 103,500 |
| 62510 - TELEPHONE | 5,909 | 9,544 | 6,000 | 5,605 | 6,000 | 0 | 6,000 | 6,000 |
| 62604 - EQUIPMENT RENTAL | 8,535 | 17,587 | 8,000 | 8,000 | 8,000 | 0 | 8,000 | 8,000 |
| 62701 - OFFICE SUPPLIES | 2,530 | 2,846 | 3,000 | 2,700 | 3,000 | 0 | 3,000 | 3,000 |
| 62740 - OTHER MAINT. SUPPLIES | 338,166 | 537,895 | 433,021 | 446,169 | 432,572 | 0 | 432,572 | 432,572 |
| 62744 - MINOR COMPUTER EQUIPMENT | 1,236 | 125 | 450 | 419 | 450 | 0 | 450 | 450 |
| 62755 - UNIFORMS | 9,572 | 9,678 | 11,000 | 10,650 | 11,000 | 0 | 11,000 | 11,000 |
| 62760 - OPERATING SUPPLIES | 134,396 | 90,305 | 114,591 | 101,557 | 102,062 | 0 | 102,062 | 102,062 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

PUBLIC WORKS

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 63409 - EQUIPMENT ACQUISITION | 15,313 | 0 | 21,000 | 52,636 | 0 | 0 | 0 | 0 |
| 68011 - CAPITAL PROJECT TRANSFER | 45,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 1,862,729 | 2,002,033 | 2,297,420 | 2,339,276 | 2,118,395 | 11,353 | 2,129,748 | 2,129,748 |
| TOTAL | 3,734,483 | 4,132,353 | 4,539,316 | 4,468,769 | 4,424,131 | 11,353 | 4,435,484 | 4,435,484 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Department Summary by Account**

GENERAL FUND

| Department | Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| PUBLIC WORKS | 43201 - FLOOD CONTROL | 23,395 | 20,438 | 50,398 | 49,459 | 49,450 | 49,450 |
| | 43203 - HIGHWAY | 485,270 | 485,473 | 910,665 | 910,665 | 493,400 | 493,400 |
| | 43000 - INTERGOVERNMENTAL | 508,665 | 505,911 | 961,063 | 960,124 | 542,850 | 542,850 |
| | 44109 - DIRECT REIMBURSEMENT | 101,895 | 142,345 | 95,976 | 95,976 | 95,976 | 95,976 |
| | 44115 - INSPECTION SERVICES | 0 | 210 | 10,500 | 2,500 | 1,000 | 1,000 |
| | 44116 - PUBLIC WAY IMPEDIMENT | 300 | 510 | 200 | 800 | 500 | 500 |
| | 44117 - EXCAVATION | 800 | 1,700 | 1,500 | 2,000 | 1,500 | 1,500 |
| | 44000 - CHARGES FOR SERVICES | 102,995 | 144,765 | 108,176 | 101,276 | 98,976 | 98,976 |
| | 46103 - INTEREST: A/R | 0 | 409 | 0 | 0 | 0 | 0 |
| | 46405 - DOWNTOWN MEM TREE TRST FD | 771 | 6,770 | 6,400 | 1,975 | 2,000 | 2,000 |
| | 46000 - MISCELLANEOUS | 771 | 7,179 | 6,400 | 1,975 | 2,000 | 2,000 |
| TOTAL | 612,432 | 657,855 | 1,075,639 | 1,063,375 | 643,826 | 643,826 | |

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| | | | |
|---------------------------------------|---|--------------|---------|
| Department: | Parking (Police and Public Works) | Fund: | Parking |
| Division (s): Cost Center: | Parking Services & Public Works 01500 through 01503 | | |
| Mission: | To provide customer, administrative, enforcement services, and maintenance and repairs to ensure adequate public parking that is safe and convenient to users, and respond in an efficient manner to concerns in the community pertaining to parking. | | |

In FY19, Parking Services will continue our focus on the latest technology that will expand customer options and convenience for services related to parking, the rehabilitation and preventative maintenance of the City's parking venues (on-street parking, lots and decks), and for maintaining both long and short term parking options necessary to support a vibrant and dynamic downtown, as well as support those that work there. Specific components of the work plan include:

- Annual power washing and sealing of the upper level of City Hall garage.
- Continue maintenance of all surface lots to include crack sealing and drain inspections.
- Continue to attend monthly meetings and work with the Downtown Group to identify new markets within parking, and to ensure we meet their needs for both customer and employee parking.
- Continue to monitor and evaluate downtown parking needs through usage counts and discussion. Researching the need of converting some metered spaces of the Wells Street Garage to reserved parking for night time hours.
- Expand the reserved spaces to some of the surface lots to better meet usage demands and customer needs.
- Conduct further research into changing some on street metered spaces into permitted spaces on lower Main Street.
- Continue the transition to kiosks in Central Square.
- Finalize and publish new on-line parking map
- Develop and implement a communications and marketing plan for long term reserved parking.
- Seek the opportunity of reserved spaces of the City Hall upper deck for evening and night time parking.
- Monitor progress on new construction and evaluate the effect on parking need with the goal of having proactive solutions before they are needed.

Accomplishments in FY18 that serve as a platform for these efforts consisted of:

- Replaced or repaired damaged meters.
- Implemented an on line credit card payment option, through collaboration with the Finance and Information Technologies departments.
- Monitored and enforced established parking requirements. In order to respond to future development and parking opportunities we collected user data to facilitate the review of the City's downtown parking needs, and parking demand.
- Supported development of long term strategies to ensure that parking services and fund operations remain financially sound and aligned with fiscal policy and Comprehensive Master Plan objectives
- Investigated various smart meter designs for possible future deployment to improve operations and increase customer options.
- Resurfaced Roxbury Plaza and Wells Street surface lot and replaced sidewalks and curbing.
- Installed new lighting in the Commercial Street lot.
- Additional Kiosk installed in Central Square
- Replacing single space meters in Wells Street lot and Roxbury Plaza with multi space kiosks
- Annual power washing and sealing of the upper level of City Hall garage
- Improved the visibility of the new parking signs in the central business district.

Background

The Parking Services Department provides services to the downtown area. The Parking Service's responsibilities include compliance with the parking ordinances, ensuring that parking is available for customers by enforcing turnover in the two hour spaces, maintaining the parking meters and multi-space meters in good working order, and responding quickly to malfunctioning units. Parking Services also manages the reserved parking to provide employers and employees working in the downtown area, as well as residents living in the downtown area with access to convenient long term parking options. Overall maintenance of the downtown public spaces, including metered parking areas, lots, and parking garages, and promoting an attractive and welcoming environment are priorities supported by Parking Services. The re-alignment of the Parking Services has shifted the focus of its staff beyond enforcement to long term management of the City's parking resources. In collaboration with IT, Police, Public Works, Planning, and Finance departments, Parking Services is developing parking plans and strategies, maintenance, and investment programs necessary to satisfy the mission of Parking Services and the goals of the Comprehensive Master Plan.

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/Comp Plan | | |
|--|--|--------------------------------------|----------------|----------------|
| Parking Services: Provide consistent enforcement of violations, review and process ticket payments, prepare court complaints when necessary, and mediate parking complaints. | | Municipal Governance & Fin Stability | | |
| Parking Management: Ensure proper signage for parking is in place, maintain parking meters in operating condition, collect coinage from meters, and administer rental operations for reserved parking customers. | | Municipal Governance & Fin Stability | | |
| Assessing Parking Needs: Provide administrative and staff support to study current and projected parking needs, review parking rates, and assess new technology/concepts in parking to make the function of parking more efficient in management and to the customer. | | Municipal Governance & Fin Stability | | |
| Infrastructure: Oversee the maintenance, repairs, and snow and ice control of the parking structures, surface parking lots, and on street parking spaces. | | Municipal Governance & Fin Stability | | |
| Downtown Liaison: Collaborate with the Keene Downtown Group to ensure accurate communication and to assist with their parking needs through daily contact and attending monthly meetings. | | Municipal Governance & Fin Stability | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Continue to identify and improve public parking needs | | | Transportation | O,I,C |
| Implement alternative payment technologies for parking garages, parking lots, and single space meters | | | Transportation | O,I,C |
| Develop and implement a communications and marketing plan for long term reserved parking | | | Leadership | V,O,I |
| Expansion of Kiosks in the downtown area, starting with Central Square | | | Infrastructure | C, E |
| Manage all aspects of parking including enforcement, maintenance, and planning for the future | | | Transportation | O,I,C |
| Hire a new Parking Operations Manager | | | Leadership | V, O, I |
| METRICS: | | FY17 | FY18 | FY19 |
| Number of spaces managed by Parking Services Metered/Leased/Rental | | 845/51/404 | 845/51/404 | 827/51/404 |
| Percent of metered spaces occupied. Collected by weekly random survey | | 39 | 44 | 39 |
| Number of violations issued | | 25,668 | 31,500 | 31,200 |
| Number of single space meters replaced with multi space kiosk (accumulative) | | 226 | 355 | 462 |
| Percent of weekly time completing Enforcement/Collections,Surveys,Repairs | | 68/32 | 65/35 | 71/29 |

CITY OF KEENE, NEW HAMPSHIRE
PARKING METER FUND OPERATING REVENUES and EXPENDITURES
HISTORICAL ANALYSIS and BUDGET

| | ACTUAL FY 15/16 | ACTUAL FY 16/17 | BUDGET FY 17/18 | ESTIMATE FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|----------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | | | |
| Taxes | \$1,167,250 | \$1,146,740 | \$1,028,163 | \$1,028,163 | \$850,501 | \$850,501 | \$845,893 | \$604,975 |
| Meter Collections | 422,129 | 460,889 | 563,722 | 465,877 | 523,552 | 523,552 | 535,332 | 547,377 |
| Fines & Forfeits | 244,201 | 279,560 | 270,610 | 282,740 | 273,772 | 273,772 | 277,459 | 281,199 |
| Miscellaneous & Interest | 2,362 | 1,720 | | 3,420 | 2,634 | 2,634 | 2,647 | 2,660 |
| Rentals | 182,624 | 207,792 | 195,604 | 206,496 | 221,107 | 221,107 | 225,878 | 230,755 |
| Court Payment | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | |
| Use of Capital Reserve | | | 25,000 | | | 0 | | |
| Use of (Addition to) Surplus | | | 95,324 | | 23,211 | 23,211 | (35,239) | (33,921) |
| TOTAL REVENUES | \$2,061,066 | \$2,139,202 | \$2,220,923 | \$2,029,196 | \$1,937,277 | \$1,937,277 | \$1,894,470 | \$1,633,045 |
| EXPENDITURES | | | | | | | | |
| Lots & Meters | \$698,982 | \$648,132 | \$724,650 | \$644,661 | \$695,841 | \$695,841 | \$711,497 | \$727,506 |
| Outside Services | 193,286 | 212,241 | 196,523 | 212,959 | 201,198 | 201,198 | 206,228 | 211,384 |
| City Hall Parking Facility | 36,081 | 19,265 | 20,636 | 23,474 | 22,419 | 22,419 | 22,531 | 22,644 |
| Wells Street Parking Facility | 38,254 | 26,559 | 34,743 | 22,922 | 35,118 | 35,118 | 35,820 | 36,537 |
| Courthouse property taxes | 255,463 | 247,259 | 255,913 | 252,899 | 261,751 | 261,751 | 269,368 | |
| Capital | 150,000 | 255,209 | 203,708 | 178,708 | 119,700 | 119,700 | 60,000 | 60,000 |
| Debt Service | 809,736 | 801,113 | 784,750 | 784,750 | 601,250 | 601,250 | 589,025 | 574,975 |
| TOTAL EXPENDITURES | \$2,181,802 | \$2,209,777 | \$2,220,923 | \$2,120,373 | \$1,937,277 | \$1,937,277 | \$1,894,470 | \$1,633,045 |
| NET REVENUE (EXPENDITURE) | (\$120,737) | (\$70,575) | \$0 | (\$91,177) | \$0 | \$0 | \$0 | \$0 |

Fund Balance 267,731 176,554 153,343 188,582 222,503

Projected fund balance as a % of operating budget 19.53% 16.06% 19.32% 22.29%

(total - capital and debt service- courthouse taxes)

Wells Street TIFD - taxes \$ 601,250 (see Statement of Parking Fund Long Term Debt)

Debt Service 30,000

Wells Street Parking Deck Capital Reserve 261,751

District Courthouse Property Taxes (42,500)

State Rental Payment - Courthouse 850,501

Total Expenditure - Wells Street TIFD, Parking Fund \$ 850,501

FY 2019 Meter Collections and Parking Space Rentals reflect a 10% increase in rates late in FY 2018 or early in FY 2019, as well as 5% rate increases in FY 2022 and FY 2024.

CITY OF KEENE, NEW HAMPSHIRE
FY2018/2019 Operating Budget
STATEMENT OF PARKING FUND LONG-TERM DEBT

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2018/2019</u> | <u>INTEREST 2018/2019</u> | <u>PRINCIPAL BALANCE 06/30/19</u> |
|---|--------------|-----------------|---------------|----------------------|----------------------------|---------------------------|-----------------------------------|
| Wells St. TIFD Courthouse Project | 5/2/2013 | 5/1/2033 | avg 2.46% | 1,629,000 | 80,000 | 29,000 | 1,120,000 |
| Wells St. TIFD Infrastructure (R-2011-26) | 12/1/2011 | 12/1/2021 | avg 1.627218% | 3,653,100 | 365,000 | 36,500 | 1,095,000 |
| Wells St TIFD Infrastructure:(Norway /93rd) | 6/12/2015 | 6/12/2025 | avg 2.17% | 760,000 | 75,000 | 15,750 | 450,000 |
| | | | | \$ 6,042,100 | \$ 520,000 | \$ 81,250 | \$ 2,665,000 |
| Authorized, Unissued: | | | | | | | |
| N/A | | | | | | | \$ - |
| Anticipated, FY18/19: | | | | | | | |
| N/A | | | | | | | \$ - |
| Total Anticipated Bond Issue - new | | | | | | | \$0 |

CALCULATION OF PARKING FUND DEBT LIMIT AND BORROWING CAPACITY

| | |
|--|---------------------|
| Debt Limit on 07/01/18 computed at 0.5% of 2017 equalized assessed value at \$1,796,036,300 per RSA 33:4-a | \$ 8,980,182 |
| LESS: outstanding principal balance @ 07/01/18 | (3,185,000) |
| ~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8) | 3,185,000 |
| PARKING FUND BORROWING CAPACITY FOR FY18/19 | \$ 8,980,182 |

CITY OF KEENE, NEW HAMPSHIRE
FY 2018/19 PARKING FUND CAPITAL APPROPRIATIONS

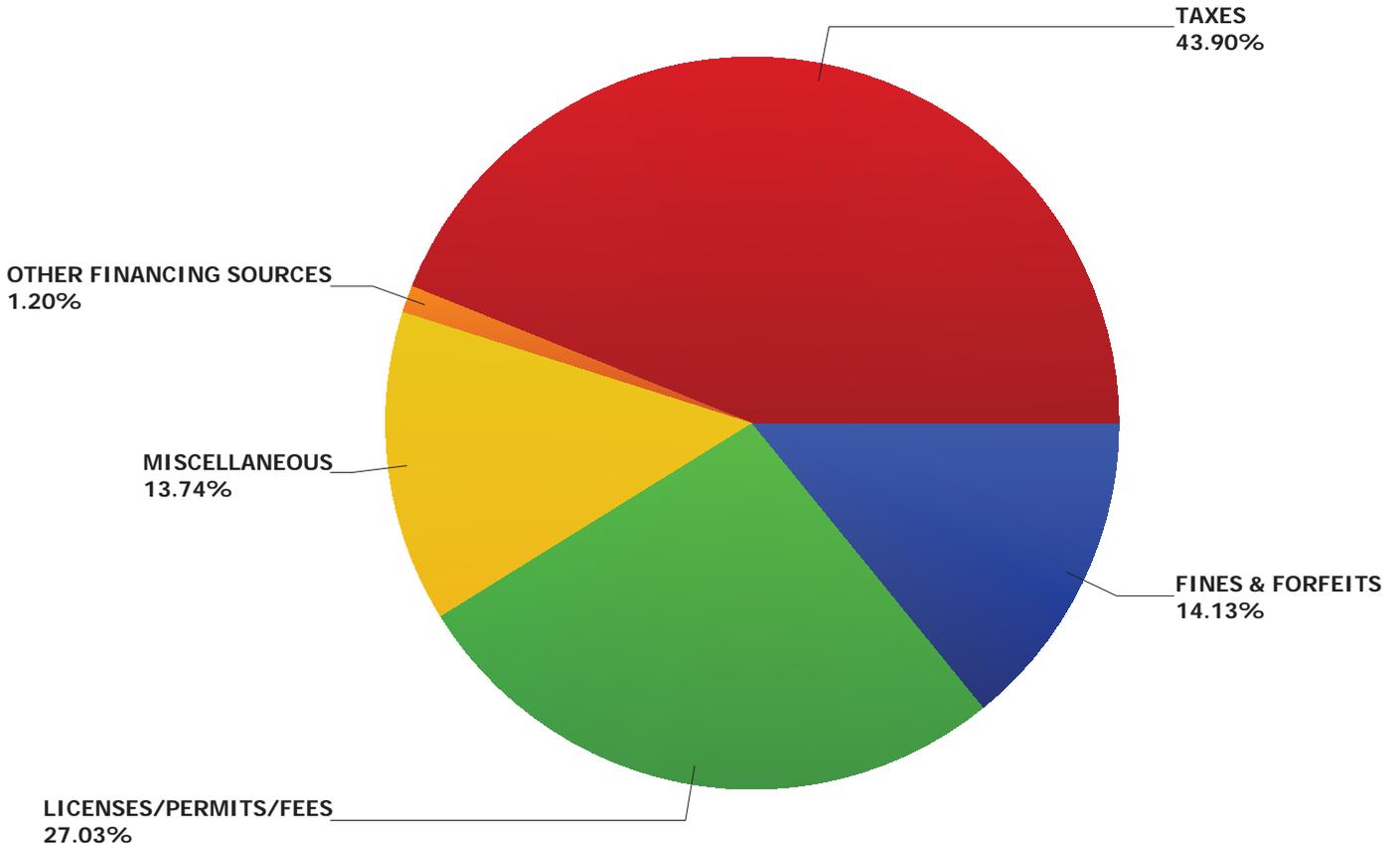
| Project Description | | Capital Project | Capital Project | Capital Project |
|---|-------------|-------------------------------|-------------------------------|-------------------------------|
| | | Appropriation <u>FY 17</u> | Appropriation <u>FY 18</u> | Appropriation <u>FY 19</u> |
| <u>Capital Reserve Appropriations:</u> | | | | |
| City Hall Parking Facility | 01520-68010 | \$ 25,000 | \$ 30,000 | \$ 30,000 |
| Wells Street Parking Facility | 01520-68010 | 25,000 | 30,000 | 30,000 |
| Downtown Infrastructure & Facility Improvements | 01520-68010 | 100,000 | General Fund | General Fund |
| Total General Revenue Capital Reserve Appropriation | | \$ 150,000 | \$ 60,000 | \$ 60,000 |
| <u>Capital Project Appropriations:</u> | | | | |
| Parking Structure Maintenance | 01520-68011 | \$ - | \$ 25,000 | |
| Gilbo Ave East Parking Lot | 01520-68011 | | \$ 118,708 | \$ 59,700 |
| Surface Parking Lot Maintenance | 01520-68011 | 105,209 | | |
| Total Capital Project Appropriation | | \$ 105,209 | \$ 143,708 | \$ 59,700 |
| TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS | | \$ 255,209 | \$ 203,708 | \$ 119,700 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Summary**

PARKING FUND

| Revenue Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------|------------------|------------------|------------------|--------------------|------------------------------|-------------------------------|
| 41000 - TAXES | 1,167,250 | 1,146,740 | 1,028,163 | 1,028,163 | 850,501 | 850,501 |
| 42000 - LICENSES/PERMITS/FEES | 422,129 | 460,889 | 563,722 | 465,877 | 523,552 | 523,552 |
| 45000 - FINES & FORFEITS | 244,201 | 279,560 | 270,610 | 282,740 | 273,772 | 273,772 |
| 46000 - MISCELLANEOUS | 227,486 | 252,013 | 238,104 | 252,416 | 266,241 | 266,241 |
| 47000 - OTHER FINANCING SOURCES | 0 | 0 | 120,324 | 0 | 23,211 | 23,211 |
| TOTAL | 2,061,066 | 2,139,202 | 2,220,923 | 2,029,196 | 1,937,277 | 1,937,277 |

Fiscal Year 2018-2019 Anticipated Revenue by Category



PARKING FUND REVENUE

TAXES

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

METER COLLECTIONS AND RENTALS

- 42307 - **CITY HALL: UPPER LOT METER:** fees collected from parking meter of upper lot behind city hall
- 42308 - **COMMERCIAL LOT METERS:** fees collected from parking meters at the Commercial St lot
- 42309 - **ELM LOT METERS:** fees collected from parking meters at the Elm St Lot
- 42310 - **GILBO LOT EAST METERS:** fees collected from parking meters at the Gilbo St lot
- 42311 - **LIBRARY ANNEX LOT METERS:** fees collected from parking meters at the Library St annex lot
- 42312 - **WINTER ST METERS:** fees collected from parking meters on Winter St
- 42313 - **ON STREET METERS:** fees collected from parking meters on the streets
- 42314 - **WELLS LOT METERS:** fees collected from parking meters at the Wells St lot
- 46305,
46320-
46324 - **PARKING SPACE & LOTS:** charges for parking lot space permits
- 46310 - **PARKING SPACES-EMPLOYEES:** charges for parking lot space permits issued to City employees
- 46325 - **LOT 6-CITY HALL UPPER LOT:** money received from YMCA for reserved parking spaces
- 46326 - **ON STREET RESERVED PARKING:** fee collected for on street reserved parking permit

FINES AND FORFEITS

- 45101 - **METER VIOLATIONS-STG 1:** initial amount of ticketed fine for a metered parking violation
- 45102 - **METER VIOLATIONS-STG 2:** fines for metered parking violations paid after the grace period
- 45105 - **COURT FINES:** court fines for parking summonses
- 45108 - **TIME PAYMENTS:** payments received for overdue parking tickets
- 45109 - **SMALL CLAIMS COURT PAYMENTS:** court ordered payments for overdue parking tickets

MISCELLANEOUS

- 46000 - **MISCELLANEOUS:** money received not accounted for elsewhere
- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103 - **INTEREST-A/R:** amount charged on Accounts Receivable bills over 30 days old
- 46300 - **RENTS:** money received from the rental of city owned property

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

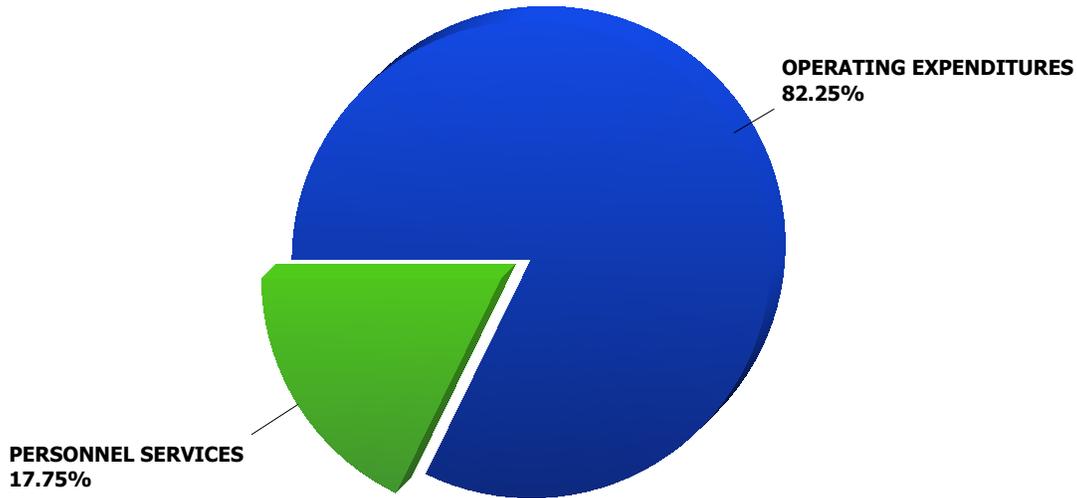
PARKING FUND

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 41125 - TAX INCREMENT FINANCING | 1,167,250 | 1,146,740 | 1,028,163 | 1,028,163 | 850,501 | 850,501 |
| 41000 - TAXES | 1,167,250 | 1,146,740 | 1,028,163 | 1,028,163 | 850,501 | 850,501 |
| 42306 - MISC FEES & CHARGES | 0 | 0 | 0 | 0 | 0 | 0 |
| 42307 - CITY HALL:UPPER LOT METER | 1,507 | 1,656 | 2,261 | 1,100 | 1,210 | 1,210 |
| 42308 - COMMERCIAL LOT METERS | 11,573 | 16,682 | 23,721 | 21,729 | 33,902 | 33,902 |
| 42309 - ELM LOT METERS | 9,635 | 12,388 | 11,424 | 11,144 | 12,258 | 12,258 |
| 42310 - GILBO LOT EAST METERS | 43,562 | 47,737 | 38,235 | 49,176 | 37,251 | 37,251 |
| 42311 - LIBRARY ANNEX LOT METERS | 8,028 | 8,245 | 5,500 | 7,091 | 7,800 | 7,800 |
| 42313 - ON STREET METERS | 337,137 | 359,309 | 464,495 | 358,631 | 412,425 | 412,425 |
| 42314 - WELLS LOT METERS | 10,686 | 14,872 | 18,086 | 17,006 | 18,706 | 18,706 |
| 42000 - LICENSES/PERMITS/FEES | 422,129 | 460,889 | 563,722 | 465,877 | 523,552 | 523,552 |
| 44109 - DIRECT REIMBURSEMENT | 0 | 0 | 0 | 0 | 0 | 0 |
| 44000 - CHARGES FOR SERVICES | 0 | 0 | 0 | 0 | 0 | 0 |
| 45101 - METER VIOLATIONS - STG 1 | 82,333 | 97,246 | 97,090 | 99,425 | 98,500 | 98,500 |
| 45102 - METER VIOLATIONS - STG 2 | 105,664 | 127,827 | 125,403 | 133,143 | 125,000 | 125,000 |
| 45103 - GENERAL VIOLATIONS - STG1 | 15,514 | 14,162 | 14,651 | 13,604 | 14,250 | 14,250 |
| 45104 - GENERAL VIOLATIONS - STG2 | 23,122 | 21,330 | 18,099 | 18,923 | 18,922 | 18,922 |
| 45105 - COURT FINES | 17,369 | 18,983 | 15,367 | 17,645 | 17,100 | 17,100 |
| 45109 - SMALL CLAIMS COURT PMNTS | 200 | 11 | 0 | 0 | 0 | 0 |
| 45000 - FINES & FORFEITS | 244,201 | 279,560 | 270,610 | 282,740 | 273,772 | 273,772 |
| 46000 - MISCELLANEOUS | 0 | 172 | 0 | 10 | 0 | 0 |
| 46101 - INTEREST EARNINGS | 2,362 | 1,549 | 1,958 | 3,420 | 2,634 | 2,634 |
| 46300 - RENTS | 11,205 | 11,280 | 11,200 | 11,415 | 11,665 | 11,665 |
| 46305 - PARKING SPACE & LOTS | 23,353 | 34,719 | 30,103 | 33,558 | 30,722 | 30,722 |
| 46310 - PARKING SPACES-EMPLOYEES | 32,660 | 36,920 | 41,845 | 40,560 | 45,188 | 45,188 |
| 46318 - KEENE DISTRICT COURT | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 | 42,500 |
| 46320 - COMMERCIAL LOT RESERVED | 12,183 | 14,694 | 15,322 | 16,971 | 18,668 | 18,668 |
| 46321 - CYPRESS LOT RESERVED | 8,560 | 7,296 | 3,937 | 5,243 | 6,251 | 6,251 |
| 46322 - ELM LOT RESERVED | 19,494 | 19,328 | 18,270 | 20,412 | 22,453 | 22,453 |
| 46323 - GILBO WEST RESERVED | 17,228 | 17,322 | 9,467 | 11,496 | 12,646 | 12,646 |
| 46324 - WELLS LOT RESERVED | 43,784 | 54,910 | 51,739 | 51,951 | 57,146 | 57,146 |
| 46326 - ON STREET RESEVED PARKING | 14,156 | 11,322 | 11,763 | 14,880 | 16,368 | 16,368 |
| 46000 - MISCELLANEOUS | 227,486 | 252,013 | 238,104 | 252,416 | 266,241 | 266,241 |
| 47001 - USE(ADDITION) TO SURPLUS | 0 | 0 | 72,945 | 0 | 23,211 | 23,211 |
| 47003 - CAPITAL RESERVE | 0 | 0 | 25,000 | 0 | 0 | 0 |
| 47007 - USE OF SURPLUS: CARRYOVER | 0 | 0 | 22,379 | 0 | 0 | 0 |
| 47000 - OTHER FINANCING SOURCES | 0 | 0 | 120,324 | 0 | 23,211 | 23,211 |
| TOTAL | 2,061,066 | 2,139,202 | 2,220,923 | 2,029,196 | 1,937,277 | 1,937,277 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Fund**

PARKING FUND

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61000 - PERSONNEL SERVICES | 334,262 | 342,473 | 352,216 | 311,600 | 343,878 | 0 | 343,878 | 343,878 |
| 62000 - OPERATING EXPENDITURES | 1,847,540 | 1,867,304 | 1,868,707 | 1,808,773 | 1,593,399 | 0 | 1,593,399 | 1,593,399 |
| Fund Total | 2,181,802 | 2,209,777 | 2,220,923 | 2,120,373 | 1,937,277 | 0 | 1,937,277 | 1,937,277 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-----------------------------|-------------|-------------------------------|
| 01500 | 61303 | PARKING OPERATIONS MGR | 1.00 | 57,263 |
| 01501 | 61304 | ADMINISTRATIVE ASST I | 1.00 | 37,124 |
| 01502 | 61304 | PARKING SERVICES OFFICER | 1.00 | 48,346 |
| 01503 | 61305 | PARKING SERVICES OFFICER PT | 1.70 | 75,633 |
| AFSCME | 613** | CITY HALL PARKING | 0.04 | 1,618 |
| | | OUTSIDE SERVICES | 0.32 | 11,811 |
| | | WELLS ST PARKING | 0.06 | 2,023 |
| TOTAL | | | 5.12 | 233,818 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

PARKING FUND

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61303 - SUPERVISORY PERSONNEL | 64,997 | 66,611 | 67,399 | 56,174 | 57,263 | 0 | 57,263 | 57,263 |
| 61304 - GENERAL PERSONNEL | 98,346 | 119,738 | 109,936 | 85,603 | 100,912 | 0 | 100,912 | 100,912 |
| 61307 - PART TIME EMPLOYEES | 35,343 | 52,261 | 75,347 | 71,345 | 75,633 | 0 | 75,633 | 75,633 |
| 61401 - TEMPORARY PERSONNEL | 16,156 | 7,726 | 5,483 | 11,416 | 5,483 | 0 | 5,483 | 5,483 |
| 61501 - REGULAR OVERTIME | 2,167 | 6,783 | 6,164 | 7,150 | 6,164 | 0 | 6,164 | 6,164 |
| 61701 - HEALTH INSURANCE | 59,157 | 43,513 | 40,335 | 41,174 | 46,869 | 0 | 46,869 | 46,869 |
| 61702 - DENTAL INSURANCE | 3,207 | 2,941 | 2,158 | 2,066 | 2,113 | 0 | 2,113 | 2,113 |
| 61703 - RETIREMENT CONTRIBUTIONS | 18,585 | 21,577 | 20,974 | 17,005 | 19,108 | 0 | 19,108 | 19,108 |
| 61704 - SOCIAL SECURITY | 16,140 | 18,933 | 19,864 | 16,017 | 24,471 | 0 | 24,471 | 24,471 |
| 61705 - WORKERS COMPENSATION | 66 | 2,152 | 4,556 | 3,650 | 5,861 | 0 | 5,861 | 5,861 |
| 61715 - RETIREMENT BENEFITS | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61901 - RECRUITMENT | 99 | 239 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 334,262 | 342,473 | 352,216 | 311,600 | 343,878 | 0 | 343,878 | 343,878 |
| 62102 - PROFESSIONAL SERVICES | 70,915 | 71,873 | 76,742 | 76,742 | 78,528 | 0 | 78,528 | 78,528 |
| 62103 - TECHNICAL SERVICES | 3,317 | 6,696 | 7,800 | 9,169 | 10,079 | 0 | 10,079 | 10,079 |
| 62176 - CITY ADMIN CHARGE | 247,856 | 244,095 | 245,744 | 245,744 | 248,362 | 0 | 248,362 | 248,362 |
| 62203 - SNOW PLOWING | 55,858 | 58,288 | 56,113 | 56,113 | 58,576 | 0 | 58,576 | 58,576 |
| 62204 - STREET SWEEPING | 7,031 | 4,000 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| 62205 - PC REPLACEMENT CHARGE | 722 | 694 | 585 | 585 | 527 | 0 | 527 | 527 |
| 62206 - PW FLEET CHARGE | 28,193 | 20,987 | 19,057 | 19,057 | 19,477 | 0 | 19,477 | 19,477 |
| 62208 - TAXES | 259,355 | 248,609 | 259,936 | 256,805 | 265,745 | 0 | 265,745 | 265,745 |
| 62311 - EQUIPMENT MAINTENANCE | 3,821 | 3,725 | 4,673 | 3,868 | 3,900 | 0 | 3,900 | 3,900 |
| 62330 - PARKING LOT MAINTENANCE | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| 62340 - GROUNDS MAINTENANCE | 87,470 | 87,696 | 90,976 | 90,976 | 92,685 | 0 | 92,685 | 92,685 |
| 62435 - TRAINING | 299 | 0 | 500 | 500 | 500 | 0 | 500 | 500 |
| 62446 - CLEANING ALLOWANCE | 400 | 600 | 600 | 600 | 600 | 0 | 600 | 600 |
| 62503 - ELECTRICITY | 5,019 | 5,421 | 6,840 | 3,829 | 6,840 | 0 | 6,840 | 6,840 |
| 62510 - TELEPHONE | 1,244 | 1,936 | 1,950 | 3,272 | 2,484 | 0 | 2,484 | 2,484 |
| 62602 - OFFICE SPACE RENTAL | 10,008 | 10,108 | 10,294 | 10,294 | 10,513 | 0 | 10,513 | 10,513 |
| 62701 - OFFICE SUPPLIES | 8,314 | 2,848 | 12,524 | 1,310 | 10,523 | 0 | 10,523 | 10,523 |
| 62710 - POSTAGE | 3,411 | 3,855 | 4,000 | 3,654 | 4,000 | 0 | 4,000 | 4,000 |
| 62720 - REPAIR PARTS | 3,121 | 1,785 | 7,000 | 2,206 | 5,000 | 0 | 5,000 | 5,000 |
| 62740 - OTHER MAINT. SUPPLIES | 18,707 | 13,102 | 14,370 | 8,250 | 14,370 | 0 | 14,370 | 14,370 |
| 62755 - UNIFORMS | 1,115 | 3,894 | 3,500 | 2,497 | 3,500 | 0 | 3,500 | 3,500 |
| 62760 - OPERATING SUPPLIES | 48,248 | 16,771 | 28,240 | 21,023 | 28,240 | 0 | 28,240 | 28,240 |
| 63409 - EQUIPMENT ACQUISITION | 14,381 | 0 | 20,805 | 20,821 | 0 | 0 | 0 | 0 |
| 65101 - PRINCIPAL | 680,000 | 685,000 | 685,000 | 685,000 | 520,000 | 0 | 520,000 | 520,000 |
| 65102 - INTEREST ON BONDED DEBT | 129,736 | 116,112 | 99,750 | 99,750 | 81,250 | 0 | 81,250 | 81,250 |
| 68010 - CAPITAL RESERVE | 150,000 | 150,000 | 60,000 | 60,000 | 60,000 | 0 | 60,000 | 60,000 |
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 105,209 | 143,708 | 118,708 | 59,700 | 0 | 59,700 | 59,700 |
| 62000 - OPERATING EXPENDITURES | 1,847,540 | 1,867,304 | 1,868,707 | 1,808,773 | 1,593,399 | 0 | 1,593,399 | 1,593,399 |
| TOTAL | 2,181,802 | 2,209,777 | 2,220,923 | 2,120,373 | 1,937,277 | 0 | 1,937,277 | 1,937,277 |

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

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

Computers were replaced on schedule in FY18. The Conway Office Solutions Managed Print Services contract was implemented in FY14 and continues to cover printer maintenance, supplies, repair, and replacement via fees charged to users and captured in the PC Replacement plan.

Computer equipment purchase costs have come down slightly for the PC1 (5-year replacement) and come up some for laptops (3-year replacement) due to the affects of industry demand. The slightly higher fees collected in prior years based on higher replacement costs at that time make it possible to apply a discount to the current fees charged. FY19 continues this past practice with a 30% discount applied to the fees for all PC's and Laptops. This yields sufficient funds for continued replacement of computer equipment on schedule and, in the coming year, a big upgrade for the Microsoft Office suite.

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|--------------------------------------|--------------------------------------|--------------|
| Replace PC1 computers every 5 years. | | Municipal Governance & Fin Stability | | |
| Replace PC2 computers every 3 years. | | Municipal Governance & Fin Stability | | |
| Replace laptops every 3 years or as necessary. | | Municipal Governance & Fin Stability | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Replace 43 computers. | | | Municipal Governance & Fin Stability | V, C |
| Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services. | | | Municipal Governance & Fin Stability | V, C |
| Upgrade all desktop and laptop computers to Microsoft Office 2016 and Microsoft Windows 2010. | | | Municipal Governance & Fin Stability | C, E |
| Research and test mobile computing devices to use as laptop and/or Toughbook replacements. | | | Municipal Governance & Fin Stability | V, C |
| METRICS: | | FY17 | FY18 | FY19 |
| PC1 Purchase Cost | | \$600 | \$600 | \$550 |
| PC1 Replacement Schedule | | 5 years | 5 years | 5 years |
| PC2 Purchase Cost | | \$900 | \$900 | \$900 |
| PC2 Replacement Schedule | | 3 years | 3 years | 3 years |
| Tablet Purchase Cost | | \$1,400 | \$1,400 | \$1,400 |
| Tablet Replacement Schedule | | 3 years | 3 years | 3 years |
| iPad Purchase Cost | | - | \$500 | \$500 |
| iPad Replacement Schedule | | - | 3 years | 3 years |
| Laptop Purchase Cost | | \$650 | \$650 | \$700 |
| Laptop Replacement Schedule | | 3 years | 3 years | 3 years |
| Total Annual Contributions to Fund | | \$77,779 | \$83,142 | \$83,406 |
| Total Computers | | 314 | 315 | 316 |

CITY OF KEENE, NEW HAMPSHIRE
PC REPLACEMENT FUND OPERATING REVENUES and EXPENDITURES
HISTORICAL ANALYSIS and BUDGET

| | ACTUAL FY 15/16 | ACTUAL FY 16/17 | BUDGET FY 17/18 | ESTIMATE FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|----------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | | | |
| Charges for Services | \$81,590 | \$77,779 | \$83,142 | \$83,142 | \$83,406 | \$83,406 | \$83,406 | \$83,406 |
| Use of (Addition to) Surplus | | | (15,507) | | 92,854 | 92,854 | 98,204 | (7,146) |
| Miscellaneous | 5,340 | 2,394 | 1,500 | 2,400 | | | | |
| TOTAL REVENUES | \$86,931 | \$80,173 | \$69,135 | \$85,542 | \$176,260 | \$176,260 | \$181,610 | \$76,260 |
| EXPENDITURES | | | | | | | | |
| PC Replacement | \$150,709 | \$53,395 | \$69,135 | \$69,168 | \$176,260 | \$176,260 | \$181,610 | \$76,260 |
| Capital Project Transfer | 25,000 | | | | | | | |
| TOTAL EXPENDITURES | \$175,709 | \$53,395 | \$69,135 | \$69,168 | \$176,260 | \$176,260 | \$181,610 | \$76,260 |
| NET REVENUE (EXPENDITURE) | (\$88,778) | \$26,777 | \$0 | \$16,375 | \$0 | \$0 | \$0 | \$0 |

Projected fund balance at year end

238,587

254,961

162,107

63,903

71,049

Projected fund balance as a % of operating budget

368.61%

91.97%

35.19%

93.17%

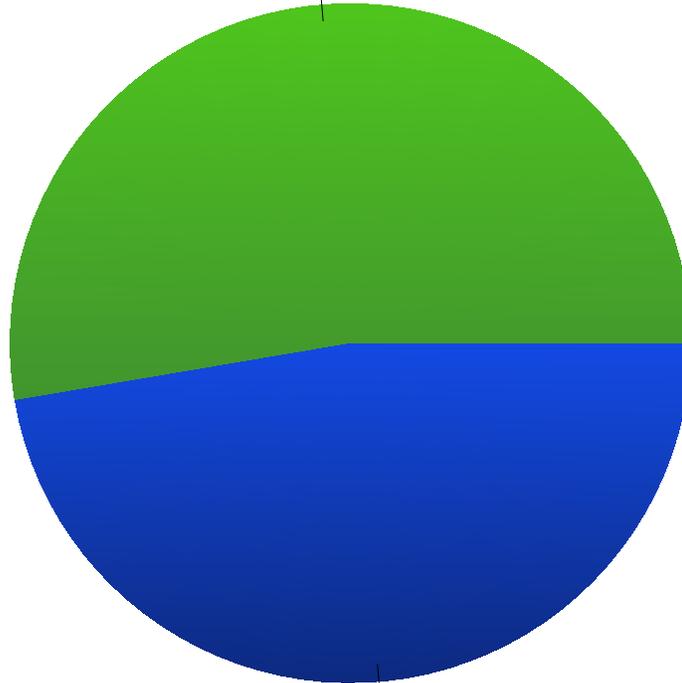
**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Summary**

PC REPLACEMENT FUND

| Revenue Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 44000 - CHARGES FOR SERVICES | 81,590 | 77,779 | 83,142 | 83,142 | 83,406 | 83,406 |
| 46000 - MISCELLANEOUS | 5,340 | 2,394 | 1,500 | 2,400 | 0 | 0 |
| 47000 - OTHER FINANCING SOURCES | 0 | 0 | (15,507) | 0 | 92,854 | 92,854 |
| TOTAL | 86,931 | 80,173 | 69,135 | 85,542 | 176,260 | 176,260 |

Fiscal Year 2018-2019 Anticipated Revenue by Category

**OTHER FINANCING SOURCES
52.68%**



**CHARGES FOR SERVICES
47.32%**

PC REPLACEMENT FUND REVENUES

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

PC REPLACEMENT FUND

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------------------|-------------------------------------|
| 46109 - USER FEES | 81,590 | 77,779 | 83,142 | 83,142 | 83,406 | 83,406 |
| 44000 - CHARGES FOR SERVICES | 81,590 | 77,779 | 83,142 | 83,142 | 83,406 | 83,406 |
| 46101 - INTEREST EARNINGS | 1,368 | 1,335 | 0 | 0 | 0 | 0 |
| 47303 - SALE OF SURPLUS EQUIPMNT | 3,972 | 1,058 | 1,500 | 2,400 | 0 | 0 |
| 46000 - MISCELLANEOUS | 5,340 | 2,394 | 1,500 | 2,400 | 0 | 0 |
| 47001 - USE(ADDITION) TO SURPLUS | 0 | 0 | (15,507) | 0 | 92,854 | 92,854 |
| 47000 - OTHER FINANCING SOURCES | 0 | 0 | (15,507) | 0 | 92,854 | 92,854 |
| TOTAL | 86,931 | 80,173 | 69,135 | 85,542 | 176,260 | 176,260 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

PC REPLACEMENT FUND

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62301 - OFFICE EQUIPMENT MAINT. | 8,698 | 6,680 | 9,600 | 9,600 | 9,600 | 0 | 9,600 | 9,600 |
| 62307 - COMPUTER SYS MAINTENANCE | 0 | 2,058 | 5,000 | 5,000 | 5,000 | 0 | 5,000 | 5,000 |
| 62744 - MINOR COMPUTER EQUIPMENT | 124,891 | 44,658 | 54,535 | 53,668 | 36,660 | 0 | 36,660 | 36,660 |
| 62761 - SOFTWARE | 0 | 0 | 0 | 900 | 125,000 | 0 | 125,000 | 125,000 |
| 63407 - COMPUTER EQUIPMENT | 17,120 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 68011 - CAPITAL PROJECT TRANSFER | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 175,709 | 53,395 | 69,135 | 69,168 | 176,260 | 0 | 176,260 | 176,260 |
| TOTAL | 175,709 | 53,395 | 69,135 | 69,168 | 176,260 | 0 | 176,260 | 176,260 |

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

In FY19 the Solid Waste Division will be in the second year of a five (5) year re-negotiated 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 Recycling Center will meet the challenge of ever changing recycling markets and process approximately 5,000 tons of recyclable materials. The Solid Waste Facility located at 55 Old Summit Road serves as a drop off center where over 17,000 vehicles bring refuse, recycling, compostable material, brush, scrap metal, demolition material, shingles, and textiles. The Solid Waste Division also oversees the closed landfill as part of a required 30 year EPA monitoring program, completed the transition from a landfill gas to energy system to a 99.9% post-consumer biofuel generator that will provide power to the adjacent recycling center and transfer station, and manages 24 household hazardous collections that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream.

One of the notable goals for FY19 will be an effort to streamline the access time for residents to enter the facility (particularly on a Saturday). A logjam is created at the scalehouse because of the system currently in place that requires weighing of certain materials so the proper fee can be assessed. Streamlining will involve developing a charge that associates volume with weight to speed up the processing of individuals at the scalehouse. A secondary aspect to streamlining will be introducing the ability to accept credit card payments to pay for residential disposal fees. The Solid Waste Division will work with the IT Department to roll out credit card processing in the Spring of 2019.

The amount of recycling processed remains stable (approximately 5,000 tons per year) however the markets for recycled material have changed dramatically due to China instituting a specification standard that is virtually impossible for U.S. based recycling centers to meet. On the plus side, the City operates a dual stream processing facility which ensures the highest possible quality control given the inflow and available processing technology. The result is that Keene continues to be able to access markets for its processed commodities, and it is hoped that prices will eventually stabilize as the global commodity market adjusts to the available supplies and demand. Changes in packaging technology continue to have an impact at the Keene Recycling Center. Single use packaging is growing exponentially, and light weighting of packaging requires more processing to achieve critical mass volume (for example, it now requires twice as many water bottles to construct a bale of material because the volume of material in a water bottle sold today is half that of several years ago). As fiber materials continue to decrease (due to many consumers receiving their reading material electronically), and light weighting of containers increases the processing requirements to recycle materials increases because more containers are received requiring more physical handling of the material to separate the material into saleable commodities.

Background

The Solid Waste Division provides efficient, economical, and environmentally-sensitive management of the municipal solid waste stream for the community. The Division provides processing of refuse and construction debris, and recycling of containers, fibers, and other assorted materials at the Recycling Center.

The City Council enacted a flow control ordinance in October 2010. Refuse and recycling generated within the City of Keene limits and collected by a private contractor is required to be delivered to the City of Keene Solid Waste Facility. The Solid Waste Division works with private contractors to ensure compliance with the ordinance and a compliance audit was conducted early in FY 17 with a small number of permitted haulers notified about proper compliance. Based on evaluation of six years 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 35,000 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 \$69.50 per ton. In addition, WMNH is also contractually obligated to bring in 15,000 tons in 2018 from outside the City limits. The revenue from the Transfer Station operation continues to stabilize the solid waste fund.

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 Division worked with the EPA in FY18 to repurpose the grant funds that were originally awarded for the Keene Energy and Agriculture Project towards a potential biofuel conversion project which would usher in the end of the landfill gas-to-energy generator as the source of primary power for the adjacent recycling center and transfer station to a biofuel generator using 99.9% post-consumer vegetable oil. This project was completed in the Spring of 2018.

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|---|--|--------------------|--------------------------------------|----------------|
| Provide access for Keene residents to economically discard waste materials according to Federal and State guidelines through an operating permit issued by New Hampshire Department of Environmental Services | | | Community Health & Wellness | |
| Operate transfer station to dispose of non-recyclable commercial and household refuse as well as construction debris generated in the City of Keene | | | Community Health & Wellness | |
| Recycling operations- Process private contractor collected recyclables at recycling center (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 17,000 vehicles per year with expanded recycling opportunities. | | | | Climate Change |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CPM | VOICE |
| Maximize weight per trailer at Transfer Station (within legal weight limits) | | | Municipal Governance & Fin Stability | E |
| Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material) | | | Municipal Governance & Fin Stability | E |
| Enable credit card payments for residential refuse | | | Leadership | I |
| Streamline operations to reduce traffic congestion (develop new fee system to reduce residential weighing). | | | Leadership | C,E |
| METRICS: | | FY17 | FY18 | FY19 |
| Average weight per transfer station load (tons). Contractual penalties incurred if under 26 tons | | 26 | 26 | 26 |
| Transport/Disposal Cost (per ton)- contract price with Waste Management of NH, ensures stability of Solid Waste Fund | | \$71 | \$69.25 | \$69.50 |
| Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton) | | \$37 | \$37 | \$39 |
| Reduce wait time for residents to access facility | | n/a | n/a | <5 min |

CITY OF KEENE, NEW HAMPSHIRE

SOLID WASTE FUND OPERATING REVENUES and EXPENDITURES

HISTORICAL ANALYSIS and BUDGET

| | ACTUAL FY 15/16 | ACTUAL FY 16/17 | BUDGET FY 17/18 | ESTIMATE FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|-----------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | | | |
| Charges for Services | \$4,691,177 | \$4,707,424 | \$4,366,289 | \$4,517,487 | \$4,670,483 | \$4,670,483 | \$4,716,115 | \$4,863,933 |
| Miscellaneous | 46,819 | 63,154 | 37,053 | 40,008 | 37,495 | 37,495 | 35,642 | 31,937 |
| Use of Capital Reserve | | | | | | | | |
| Bond Proceeds | | | 250,000 | | | | | |
| Use of (Addition to) Surplus | | | 201,849 | | 85,014 | 85,014 | 81,215 | 8,664 |
| TOTAL REVENUES | \$4,737,996 | \$4,770,577 | \$4,855,191 | \$4,557,495 | \$4,792,992 | \$4,792,992 | \$4,832,972 | \$4,904,534 |
| EXPENDITURES | | | | | | | | |
| Administration | \$627,291 | \$627,253 | \$603,260 | \$602,177 | \$618,787 | \$618,787 | \$626,907 | \$635,157 |
| Transfer/Recycling Facility | 120,008 | 139,608 | 167,161 | 200,236 | 149,726 | \$149,726 | 180,332 | 191,992 |
| Operations | 3,012,246 | 2,978,825 | 2,786,209 | 2,940,353 | 3,002,863 | \$3,002,863 | 3,032,224 | 3,061,878 |
| Recycling | 508,517 | 545,561 | 568,115 | 597,075 | 575,544 | \$575,544 | 592,705 | 610,377 |
| Household Hazardous Waste | 36,223 | 38,368 | 106,689 | 57,265 | 99,063 | \$99,063 | 50,027 | 50,527 |
| Demolition Transfer & Disposal | 139,042 | 158,166 | 142,363 | 184,808 | 148,109 | \$148,109 | 149,795 | 151,502 |
| Landfill Monitoring & Maintenance | 10,321 | 24,817 | 84,195 | 84,195 | 59,500 | \$59,500 | 60,095 | 60,696 |
| Landfill Gas System | 65,656 | 70,646 | 97,199 | 76,614 | 74,400 | \$74,400 | 75,888 | 77,406 |
| Capital Projects Transfers | 45,000 | 45,000 | 300,000 | 50,000 | 65,000 | \$65,000 | 65,000 | 65,000 |
| TOTAL EXPENDITURES | \$4,564,304 | \$4,628,244 | \$4,855,191 | \$4,792,723 | \$4,792,992 | \$4,792,992 | \$4,832,972 | \$4,904,534 |
| NET REVENUE (EXPENDITURE) | \$173,692 | \$142,333 | (\$0) | (\$235,228) | \$0 | \$0 | \$0 | \$0 |

Principal Payment for Roundabout loan: a cash flow in, but not a revenue \$ 86,170 \$ 86,170 \$ 86,170 \$ 86,170 \$

Annual change in current resources (net revenue/use (addition) to surplus) plus interfund loan repayment) \$ (149,058) \$ 1,156 \$ 4,955 \$ 77,506 \$

Projected current resources available at fiscal year end \$ 1,269,385 \$ 1,121,483 \$ 1,126,438 \$ 1,203,944 \$

Charges for Services includes a projected tip fee increase of \$3 per ton in 2019 through 2021. The tip fee for municipal was last raised in 2017 by \$3 per ton and in 2016 by \$1 per ton. Prior to that, the fee was increased by \$10 per ton 2010. Current rates are \$124 per ton for municipal solid waste, and \$129 per ton for construction and demolition materials.

CITY OF KEENE, NEW HAMPSHIRE
FY2018/2019 Operating Budget
STATEMENT OF SOLID WASTE FUND LONG-TERM DEBT

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2018/2019</u> | <u>INTEREST 2018/2019</u> | <u>PRINCIPAL BALANCE 06/30/19</u> |
|--|--------------|-----------------|-------------|----------------------|----------------------------|---------------------------|-----------------------------------|
| Transfer Station Addition | 3/1/2002 | 3/1/2022 | avg 4.57% | 520,000 | 22,500 | 4,500 | 67,500 |
| Transfer Station Tip Floor Replacement | 9/15/2016 | 9/15/2026 | avg 1.85% | 105,000 | 11,000 | 3,485 | 83,000 |
| Transfer Station Energy Source | est FY 2019 | | est 3.5% | 250,000 | | 4,375 | 250,000 |
| | | | | \$ 875,000 | \$ 33,500 | \$ 12,360 | \$ 400,500 |

Authorized, Unissued: N/A
Total Authorized / Unissued

Anticipated, FY18/19:
Transfer Station Energy Source R-2017-16 \$ 250,000
Total Anticipated Bond Issue - new \$250,000

Total Anticipated Bond Issue - new \$250,000

CALCULATION OF SOLID WASTE FUND DEBT LIMIT AND BORROWING CAPACITY

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

CITY OF KEENE, NEW HAMPSHIRE
FY 2018/19 SOLID WASTE FUND CAPITAL APPROPRIATIONS

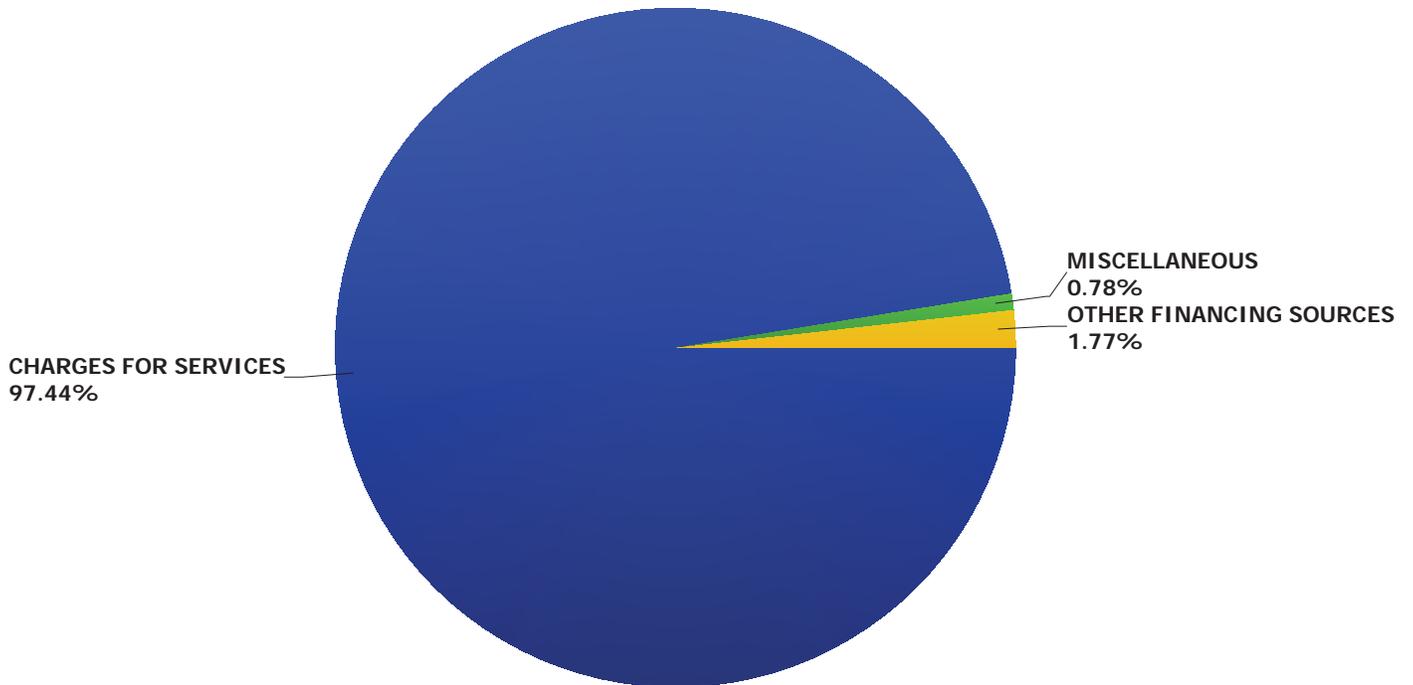
| <u>Project Description</u> | <u>Capital Project Appropriation FY 17</u> | <u>Capital Project Appropriation FY 18</u> | <u>Capital Project Appropriation FY 19</u> |
|---|--|--|--|
| <u>Capital Reserve Appropriations:</u> | | | |
| Recycling Center/Transfer Station Capital Reserve | 10050-68010 | \$ 45,000 | \$ 50,000 |
| Total General Revenue Capital Reserve Appropriation | | \$ 45,000 | \$ 50,000 |
| <u>Capital Project Appropriations:</u> | | | |
| Transfer Station Energy Source | 10050-68011 | \$ 250,000 | |
| Total Capital Project Appropriation | | \$ - | \$ 250,000 |
| TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS | | \$ 45,000 | \$ 300,000 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Summary**

SOLID WASTE

| Revenue Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 42000 - LICENSES/PERMITS/FEES | 30 | 195 | 0 | 0 | 0 | 0 |
| 44000 - CHARGES FOR SERVICES | 4,691,177 | 4,707,424 | 4,366,289 | 4,517,487 | 4,670,483 | 4,670,483 |
| 46000 - MISCELLANEOUS | 46,789 | 44,867 | 37,053 | 40,008 | 37,495 | 37,495 |
| 47000 - OTHER FINANCING SOURCES | 0 | 18,092 | 201,849 | 0 | 85,014 | 85,014 |
| 48000 - PROCEEDS LONG TRM FINANCE | 0 | 0 | 250,000 | 0 | 0 | 0 |
| TOTAL | 4,737,996 | 4,770,577 | 4,855,191 | 4,557,495 | 4,792,992 | 4,792,992 |

Fiscal Year 2018-2019 Anticipated Revenue by Category



SOLID WASTE FUND REVENUE

LICENSES/PERMITS/FEES

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

CHARGES FOR SERVICES

44109 - **DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

44119 - **TIPPING FEES:** cost for disposal

44120 - **RECYCLING CENTER:** revenue from disposal of recyclables

44145 - **RECLAMATION TRUST FUND:** fee collected upon registration of vehicles for the disposal of motor vehicle waste

MISCELLANEOUS

46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

46103 - **INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

OTHER FINANCING SOURCES

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

47007 - **USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

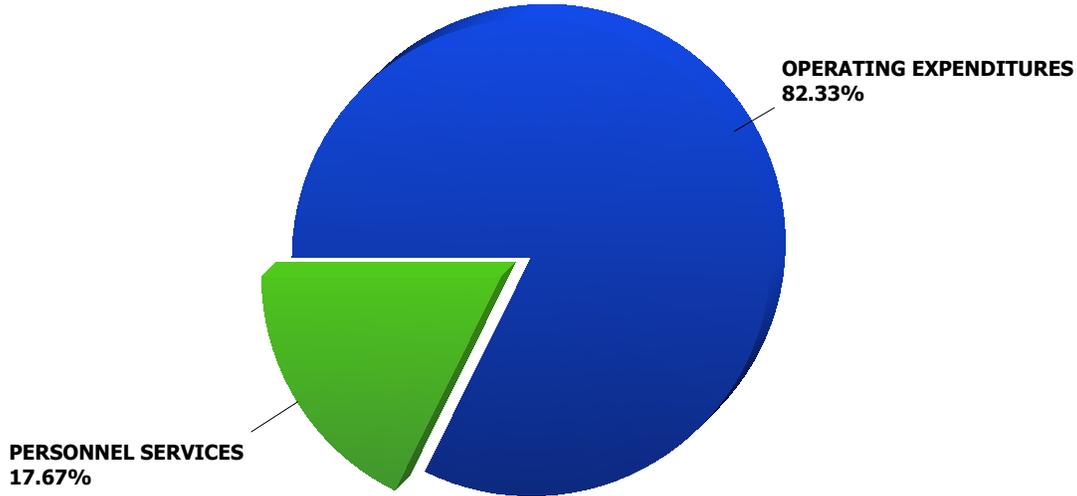
SOLID WASTE

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 42306 - MISC FEES & CHARGES | 30 | 195 | 0 | 0 | 0 | 0 |
| 42000 - LICENSES/PERMITS/FEES | 30 | 195 | 0 | 0 | 0 | 0 |
| 44119 - TIPPING FEES | 4,179,714 | 4,120,586 | 3,932,289 | 4,039,487 | 4,212,483 | 4,212,483 |
| 44120 - RECYCLING FEES | 452,724 | 529,338 | 376,000 | 420,000 | 400,000 | 400,000 |
| 44145 - RECLAMATION TRUST FUND | 58,740 | 57,499 | 58,000 | 58,000 | 58,000 | 58,000 |
| 44000 - CHARGES FOR SERVICES | 4,691,177 | 4,707,424 | 4,366,289 | 4,517,487 | 4,670,483 | 4,670,483 |
| 46101 - INTEREST EARNINGS | 47,076 | 44,867 | 37,053 | 40,008 | 37,495 | 37,495 |
| 46103 - INTEREST: A/R | (287) | 0 | 0 | 0 | 0 | 0 |
| 46000 - MISCELLANEOUS | 46,789 | 44,867 | 37,053 | 40,008 | 37,495 | 37,495 |
| 47001 - USE(ADDITION) TO SURPLUS | 0 | 0 | 0 | 0 | 85,014 | 85,014 |
| 47007 - USE OF SURPLUS: CARRYOVER | 0 | 0 | 201,849 | 0 | 0 | 0 |
| 47201 - CAPITAL PROJECTS FUND | 0 | 18,092 | 0 | 0 | 0 | 0 |
| 47000 - OTHER FINANCING SOURCES | 0 | 18,092 | 201,849 | 0 | 85,014 | 85,014 |
| 48101 - SALE OF BONDS | 0 | 0 | 250,000 | 0 | 0 | 0 |
| 48000 - PROCEEDS LONG TRM FINANCE | 0 | 0 | 250,000 | 0 | 0 | 0 |
| TOTAL | 4,737,996 | 4,770,577 | 4,855,191 | 4,557,495 | 4,792,992 | 4,792,992 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Fund**

SOLID WASTE

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 767,217 | 762,060 | 801,605 | 792,986 | 847,028 | 0 | 847,028 | 847,028 |
| 62000 - OPERATING EXPENDITURES | 3,797,087 | 3,866,184 | 4,053,586 | 3,999,737 | 3,945,964 | 0 | 3,945,964 | 3,945,964 |
| Fund Total | 4,564,304 | 4,628,244 | 4,855,191 | 4,792,723 | 4,792,992 | 0 | 4,792,992 | 4,792,992 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|---------------------------|--------------|----------------------------|
| 10000 | 61303 | ASST PW DIR / SOL WST MGR | 0.77 | 76,924 |
| AFSCME | 613** | | | 398,952 |
| | | MOTOR EQUIP OP II | 1.00 | |
| | | RECYCLER I | 2.00 | |
| | | RECYCLER I/ATTENDANT | 2.50 | |
| | | RECYCLER II | 2.00 | |
| | | SOLID WASTE FOREMAN | 1.00 | |
| | | SW OPER FOREMAN | 1.00 | |
| TOTAL | | | 10.27 | 475,877 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

SOLID WASTE

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61303 - SUPERVISORY PERSONNEL | 74,312 | 77,010 | 76,921 | 76,921 | 76,924 | 0 | 76,924 | 76,924 |
| 61304 - GENERAL PERSONNEL | 303,858 | 300,402 | 319,679 | 310,272 | 328,355 | 0 | 328,355 | 328,355 |
| 61307 - PART TIME EMPLOYEES | 73,844 | 89,230 | 86,633 | 97,648 | 95,695 | 0 | 95,695 | 95,695 |
| 61401 - TEMPORARY PERSONNEL | 0 | 3,410 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61501 - REGULAR OVERTIME | 54,038 | 62,985 | 64,057 | 62,681 | 65,978 | 0 | 65,978 | 65,978 |
| 61701 - HEALTH INSURANCE | 125,145 | 124,977 | 137,024 | 133,049 | 160,095 | 0 | 160,095 | 160,095 |
| 61702 - DENTAL INSURANCE | 10,092 | 9,388 | 10,027 | 8,525 | 9,214 | 0 | 9,214 | 9,214 |
| 61703 - RETIREMENT CONTRIBUTIONS | 47,807 | 49,010 | 52,424 | 50,758 | 53,629 | 0 | 53,629 | 53,629 |
| 61704 - SOCIAL SECURITY | 37,440 | 39,593 | 41,868 | 40,983 | 43,373 | 0 | 43,373 | 43,373 |
| 61705 - WORKERS COMPENSATION | 211 | 5,220 | 12,972 | 12,068 | 13,766 | 0 | 13,766 | 13,766 |
| 61715 - RETIREMENT BENEFITS | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61901 - RECRUITMENT | 471 | 834 | 0 | 81 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 767,217 | 762,060 | 801,605 | 792,986 | 847,028 | 0 | 847,028 | 847,028 |
| 62103 - TECHNICAL SERVICES | 26,118 | 25,438 | 92,467 | 45,096 | 95,241 | 0 | 95,241 | 95,241 |
| 62120 - LABORATORY SERVICES | 1,225 | 889 | 15,000 | 15,276 | 15,000 | 0 | 15,000 | 15,000 |
| 62121 - MONITORING/INSPECTIONS | 6,615 | 14,754 | 53,195 | 53,195 | 28,500 | 0 | 28,500 | 28,500 |
| 62176 - CITY ADMIN CHARGE | 457,172 | 491,982 | 476,209 | 476,209 | 489,972 | 0 | 489,972 | 489,972 |
| 62201 - JANITORIAL | 4,481 | 5,291 | 7,015 | 7,015 | 4,000 | 0 | 4,000 | 4,000 |
| 62205 - PC REPLACEMENT CHARGE | 833 | 832 | 857 | 857 | 1,019 | 0 | 1,019 | 1,019 |
| 62206 - PW FLEET CHARGE | 86,484 | 90,673 | 106,154 | 106,154 | 92,240 | 0 | 92,240 | 92,240 |
| 62301 - OFFICE EQUIPMENT MAINT. | 2,564 | 3,089 | 18,600 | 18,600 | 2,600 | 0 | 2,600 | 2,600 |
| 62310 - SAFETY PROGRAM MAINT. | 1,410 | 1,990 | 2,200 | 780 | 2,200 | 0 | 2,200 | 2,200 |
| 62311 - EQUIPMENT MAINTENANCE | 34,929 | 40,528 | 25,500 | 28,962 | 25,500 | 0 | 25,500 | 25,500 |
| 62314 - SYSTEMS MAINTENANCE | 65,292 | 69,011 | 94,199 | 68,232 | 71,400 | 0 | 71,400 | 71,400 |
| 62350 - BUILDING MAINTENANCE | 19,168 | 23,254 | 25,000 | 54,292 | 25,000 | 0 | 25,000 | 25,000 |
| 62425 - ADVERTISING | 12,632 | 13,850 | 9,000 | 9,000 | 9,000 | 0 | 9,000 | 9,000 |
| 62435 - TRAINING | 1,222 | 1,877 | 1,500 | 1,500 | 1,500 | 0 | 1,500 | 1,500 |
| 62436 - MEETINGS & DUES | 1,664 | 1,909 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| 62447 - PUBLIC AWARENESS | 3,519 | 10,104 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| 62448 - HAULING AND DISPOSAL | 2,810,828 | 2,780,103 | 2,563,588 | 2,779,478 | 2,773,946 | 0 | 2,773,946 | 2,773,946 |
| 62455 - CONTRACTED SERVICES | 58,653 | 57,812 | 54,650 | 53,271 | 54,650 | 0 | 54,650 | 54,650 |
| 62503 - ELECTRICITY | 5,933 | 8,987 | 3,600 | 5,940 | 1,500 | 0 | 1,500 | 1,500 |
| 62510 - TELEPHONE | 1,226 | 1,358 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| 62604 - EQUIPMENT RENTAL | 550 | 550 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| 62701 - OFFICE SUPPLIES | 0 | 0 | 0 | 80 | 0 | 0 | 0 | 0 |
| 62733 - TOOLS | 362 | 476 | 500 | 500 | 500 | 0 | 500 | 500 |
| 62755 - UNIFORMS | 2,780 | 3,728 | 3,700 | 34,860 | 3,700 | 0 | 3,700 | 3,700 |
| 62760 - OPERATING SUPPLIES | 36,276 | 64,692 | 63,800 | 53,588 | 63,800 | 0 | 63,800 | 63,800 |
| 65101 - PRINCIPAL | 35,278 | 38,040 | 48,796 | 48,796 | 33,500 | 0 | 33,500 | 33,500 |
| 65102 - INTEREST ON BONDED DEBT | 9,608 | 9,731 | 14,219 | 14,219 | 12,360 | 0 | 12,360 | 12,360 |
| 65301 - LEASE PAYMENTS | 60,266 | 60,237 | 60,236 | 60,237 | 60,236 | 0 | 60,236 | 60,236 |
| 68010 - CAPITAL RESERVE | 45,000 | 45,000 | 50,000 | 50,000 | 65,000 | 0 | 65,000 | 65,000 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 250,000 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 3,797,087 | 3,866,184 | 4,053,586 | 3,999,737 | 3,945,964 | 0 | 3,945,964 | 3,945,964 |
| TOTAL | 4,564,304 | 4,628,244 | 4,855,191 | 4,792,723 | 4,792,992 | 0 | 4,792,992 | 4,792,992 |

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

In FY19 the Martell Court Pump Station Emergency Plan will be finalized and the design for the equipment to replace the solids grinders at Martell Court will be complete. Staff will continue its sewer line maintenance program while coordinating with the City Engineer on critical sewer infrastructure projects. FY19 objectives include:

- Complete screening equipment selection and design for headworks treatment at the Martell Court Pumping Station.
- Complete the sewer main improvements on Baker Street.
- Continue video inspection and cleaning of sections of sewer main to identify and repair operational deficiencies and reduce number of sewer overflows.
- Optimize the operation of the Waste Water Treatment Plant's (WWTP) sludge dewatering equipment to yield the lightest practical weight product for disposal.
- Continue work through the Department of Energy Accelerator program to identify and implement management techniques for energy reduction.

The FY18 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY18 included:

- Open house at the Wastewater Treatment Plant to showcase plant upgrades.
- Completion of the Gates and Mixer project at the Wastewater Treatment Plant.
- Implementation of the repairs noted from the Inflow and Infiltration (I&I) study
- Design and replacement of the Martell Court Pump Station Transformer
- Design of the replacement generator for the Wastewater Treatment Plant and Martell Court.
- Refurbishing of the service water system.
- Completed additional sewer spot repairs identified through the Priority Inspection Program.
- Cleaned/Flushed 100,000 feet of sewer main and continued to televise the mains that were not inspected during the Priority Cleaning Program.

Background

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

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

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

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/Comp Plan | | |
|--|----------------|-------------------|-----------|-------|
| Operate and maintain more than 86 miles of gravity sewer and force mains and treat all wastewater to meet customer expectations and state and federal standards. | | Infrastructure | | |
| Maintain reliable operation of wastewater infrastructure and all supporting collection, pumping, and treatment facilities through preventive, predictive, scheduled and emergency maintenance. | | Infrastructure | | |
| Create and administer sampling and inspection plans for the wastewater system and industrial pretreatment programs to protect public health and system reliability. | | Infrastructure | | |
| FISCAL YEAR 2018/20219 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections | CWA-NPDES | Infrastructure | C | |
| Completion of the Headworks Screening design | Env-Wq-808.08b | Infrastructure | C | |
| Optimize operation of WWTP's new dewatering equipment to produce the driest solids possible to minimize disposal costs | CWA-NPDES | Infrastructure | C | |
| Implementation of the Gates and Mixer Project | CWA-NPDES | Infrastructure | C | |
| Implementation of the repairs from the Inflow and Infiltration study | CWA-NPDES | Infrastructure | C | |
| Complete the sewer line improvements on Baker Street | CWA-NPDES | Infrastructure | C | |
| Complete the emergency plan for Martell Court Pump Station | CWA-NPDES | Infrastructure | I, E | |
| Refurbishing or the Service Water System at the Wastewater Plant | Env-Wq-808.08b | Infrastructure | C | |
| Design of the Martell Court and Wastewater Plant Generator replacement | CWA-NPDES | Infrastructure | C | |
| METRICS: | | FY18 | FY19 est | FY20 |
| Million gallons of wastewater transported and treated | 914 | 924 | 920 | |
| Number of blockages cleared | 11 | 10 | 10 | |
| Percent of scheduled sewer main flushed (linear feet) compared to scheduled feet | 54 | 90 | 100 | |
| Number of grease traps inspected (out of 115) | 86 | 90 | 90 | |
| Kilowatts of electricity used in sewer fund sites | 2,016,788 | 2,010,000 | 2,007,000 | |
| Wastewater Treatment Plant discharge permit violations (goal =0) | 1 | 0 | 0 | |
| Sanitary sewer overflows not related to private sources (goal =0) | 8 | 5 | 5 | |

CITY OF KEENE, NEW HAMPSHIRE
SEWER FUND OPERATING REVENUES and EXPENSES
HISTORICAL ANALYSIS and BUDGET

| | ACTUAL FY 15/16 | ACTUAL FY 16/17 | BUDGET FY 17/18 | ESTIMATE FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|----------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | | | |
| Taxes | \$38,582 | \$38,840 | \$36,518 | \$36,518 | | | | |
| Intergovernmental | 141,079 | 160,601 | 130,000 | 147,000 | 150,000 | 150,000 | 151,125 | 152,258 |
| Charges for Services | 6,268,835 | 6,612,353 | 6,147,611 | 6,374,003 | 6,474,953 | 6,363,408 | 6,619,039 | 6,720,793 |
| Miscellaneous | 28,993 | 39,940 | 9,500 | 21,886 | 16,200 | 16,200 | 16,322 | 16,444 |
| Donations (Railroad Land Infra.) | 1,446,351 | | | | | | | |
| Use of (Addition to) Surplus | | | (618,058) | | | | | |
| TOTAL REVENUES | \$7,923,838 | \$6,851,734 | \$5,705,571 | \$6,579,407 | \$6,641,153 | \$6,529,608 | \$6,786,485 | \$6,889,496 |
| EXPENSES | | | | | | | | |
| Sewer Administration | \$1,641,412 | \$1,252,067 | \$1,311,713 | \$1,290,425 | \$1,326,139 | \$1,318,839 | \$1,323,349 | \$1,328,494 |
| Mains & Manholes | 284,347 | 289,299 | 330,921 | 292,618 | 361,317 | 361,317 | 366,014 | 370,772 |
| Services | (78,126) | (11,371) | 11,193 | 8,394 | 10,939 | 10,939 | 11,081 | 11,225 |
| Martell Court Pump Station | 217,020 | 216,961 | 230,343 | 205,162 | 251,382 | 251,382 | 252,120 | 253,022 |
| Laboratory | 209,937 | 209,715 | 220,560 | 208,103 | 222,716 | 222,716 | 225,611 | 228,544 |
| Maintenance | 99,772 | 103,720 | 155,866 | 139,769 | 151,222 | 151,022 | 152,985 | 154,974 |
| WWTP | 3,176,312 | 3,187,739 | 3,444,974 | 3,362,523 | 3,395,492 | 3,391,447 | 3,424,461 | 3,458,268 |
| Capital Program expense | 587,251 | 124,048 | | | | | | |
| TOTAL EXPENSES | \$6,137,925 | \$5,372,177 | \$5,705,571 | \$5,506,994 | \$5,719,207 | \$5,707,662 | \$5,755,622 | \$5,805,299 |
| NET REVENUE (EXPENSE) | \$1,785,913 | \$1,479,557 | (\$0) | \$1,072,413 | \$921,946 | \$821,946 | \$1,030,864 | \$1,084,197 |

Note 1: Capital program expense is outlay in capital program cost centers which has not been capitalized.

**CITY OF KEENE, NEW HAMPSHIRE
SEWER FUND CAPITAL PROGRAM
HISTORICAL ANALYSIS and BUDGET**

| | PROGRAM FY 15/16 | PROGRAM FY 16/17 | PROGRAM FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|-----------------------|
| CAPITAL PROGRAM | | | | | | | |
| Reserve: Martell Court | | | | | | | |
| Reserve: Sewer Infrastructure | 450,000 | 500,000 | 475,000 | 600,000 | 550,000 | 615,000 | 625,000 |
| Reserve: Wastewater Treatment Plant | 250,000 | 400,000 | 150,000 | 120,000 | 70,000 | 120,000 | 170,000 |
| Collection System Infiltration Eval. | 48,750 | | | | | | |
| MC Grinder Rehabilitation / Headworks | 200,000 | | | 1,350,000 | 1,350,000 | | |
| Martell Court Force Main Emerg. Plan | | 45,000 | | | | | |
| Martell Court Phase 2 | | | 10,925 | 58,667 | 58,667 | | 130,810 |
| Martell Court Roof Replacement | 10,135 | | | | | | |
| Rose Lane WWTP Closure | | | | | | | |
| Sewer Main - Bridge Improvements | 45,100 | | 40,000 | 43,500 | 43,500 | | |
| Sewer Main - State By Pass Project | | | | 360,291 | 360,291 | | |
| Sewer Main Improvements | 906,322 | 967,741 | 145,700 | 653,101 | 653,101 | 661,301 | 1,455,513 |
| Sewer Structural Repairs | 159,135 | 163,909 | 108,826 | 173,891 | 173,891 | 179,108 | 184,481 |
| Solids Dewatering Equipment | | | | | | | |
| WWTP Aeration Gate Replacement | 13,080 | 197,260 | | 21,131 | 21,131 | | 123,636 |
| WWTP Generator Replacement | | | | 68,741 | 68,741 | 179,360 | 184,741 |
| WWTP Blower Replacement | 38,575 | 15,293 | | | | | |
| WWTP Laboratory Equipment | | | | | | | |
| WWTP Non-Potable Water System | | | | 65,400 | 65,400 | | |
| WWTP NPDES Permitting | 40,500 | | | | | | |
| WWTP Roof Replacement | | | | | | | |
| WWTP Sludge Pump Replacement | | 52,000 | | | | | |
| SUBTOTAL - APPROPRIATION | \$2,161,597 | \$2,341,203 | \$930,451 | \$3,514,722 | \$3,414,722 | \$1,754,769 | \$2,874,181 |
| USE OF CAPITAL RESERVE | 1,213,212 | 1,277,294 | 196,625 | 1,209,755 | 1,209,755 | 840,661 | 439,187 |
| OTHER FUNDING SOURCES | 69,000 | | | 1,411,076 | 1,411,076 | | 1,455,513 |
| NET CAPITAL PROGRAM | \$879,385 | \$1,063,909 | \$733,826 | \$893,891 | \$793,891 | \$914,108 | \$979,481 |

CITY OF KEENE, NEW HAMPSHIRE

SEWER FUND CAPITAL PROGRAM

HISTORICAL ANALYSIS and BUDGET

This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.

| | | | | |
|--|-------------|--------------|-------------|--------------|
| Add Back: Depreciation | \$1,247,250 | \$1,247,250 | \$1,247,250 | \$1,247,250 |
| State Aid Grant Principal Receipts | 57,078 | 57,078 | 55,628 | 54,257 |
| Subtract: Debt Svc Principal (see Note 3) | (1,332,383) | (1,332,383) | (1,419,633) | (1,406,223) |
| Tfrs to Capital Reserve (see Note 3) | (720,000) | (620,000) | (735,000) | (795,000) |
| Capital Outlays (see Note 3) | (173,891) | (173,891) | (179,108) | (184,481) |
| Projected Annual Cash Surplus (Deficit) | \$0 | (\$0) | \$0 | (\$0) |

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue including use of surplus will fund cash requirements for capital outlays, debt principal payments, and capital reserves.

Note 3: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

Projected Annual Change Rate Impact - Residential user, 27 hundred cubic feet consumption per quarter

| | | | | | | |
|-------------------|----|-------|----|-------|----|-------|
| Combined Bill | \$ | 41.88 | \$ | 83.16 | \$ | 45.36 |
| (water and sewer) | | 3.26% | | 6.27% | | 3.22% |
| Sewer | \$ | 28.08 | \$ | 51.84 | \$ | 14.04 |
| | | 3.65% | | 6.50% | | 1.65% |

CITY OF KEENE, NEW HAMPSHIRE
FY2018/2019 Operating Budget
STATEMENT OF SEWER FUND LONG-TERM DEBT

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2018/2019</u> | <u>INTEREST 2018/2019</u> | <u>PRINCIPAL BALANCE 06/30/19</u> |
|---|----------------|-----------------|----------------|----------------------|----------------------------|---------------------------|-----------------------------------|
| Sewer Main Improvements | 7/1/2008 | 7/1/2028 | avg 4.0198479% | 1,275,000 | 64,675 | 1,617 | 0 |
| Sewer Main Improvements | 5/2/2013 | 1/15/2033 | avg 2.225 | 945,000 | 50,000 | 15,443 | 628,400 |
| Martell Court Pump and Motor Controls | 5/2/2013 | 1/15/2023 | 2.00% | 1,184,300 | 120,000 | 11,722 | 466,100 |
| Advance WW Treatment 2005 Adv. Refunding 2013 | 5/2/2013 | 1/15/2026 | 2.00% | 212,900 | 20,000 | 3,198 | 139,900 |
| Sewer Main Improvements 2005 Advance Refunding 2013 | 5/2/2103 | 1/15/2026 | 2.00% | 713,900 | 70,000 | 10,700 | 465,000 |
| Rose Lane WWTP Closure | 6/12/2015 | 6/12/2025 | avg 2.17% | 805,000 | 40,000 | 21,000 | 640,000 |
| 2016 Refunding Series B | 11/1/2016 | 7/1/2028 | avg 1.611% | 1,210,565 | 70,000 | 43,684 | 1,080,382 |
| 2019 Martell Court Headworks Replacement | est Fall, 2018 | 2033 | est 3.5% | 1,350,000 | | 23,625 | 1,350,000 |
| | | | | \$ 6,421,665 | \$ 434,675 | \$ 130,988 | \$ 4,769,782 |

Note - updated refunding bond debt service schedules for the FY 2017 refunding bond issue were received after the FY 2018 budget was adopted.

| | | | | | | | |
|--|--------------------|--------------------|--------------|------------------|----------------|---------------|------------------|
| ARRA loan through NH-DES - FY 10 Infrastructure | 9/1/2013 | 9/1/2023 | 1.85% | 1,378,114 | 137,811 | 15,256 | 689,058 |
| ARRA loan through NH-DES - FY 09 Infrastructure | 12/1/2014 | 12/1/2024 | 1.98% | 1,129,608 | 112,961 | 26,791 | 564,804 |
| WWTP Advanced Treatment through NH-DES | est 05/2016 | est 05/2026 | 1.94% | 6,469,354 | 646,935 | 81,579 | 3,881,613 |

Authorized, Unissued:
N/A

\$ -

Anticipated, FY18/19:
 Martell Court Headworks Replacement \$ 1,350,000
Total Anticipated Bond Issue - new \$1,350,000

CALCULATION OF SEWER FUND DEBT LIMIT AND BORROWING CAPACITY

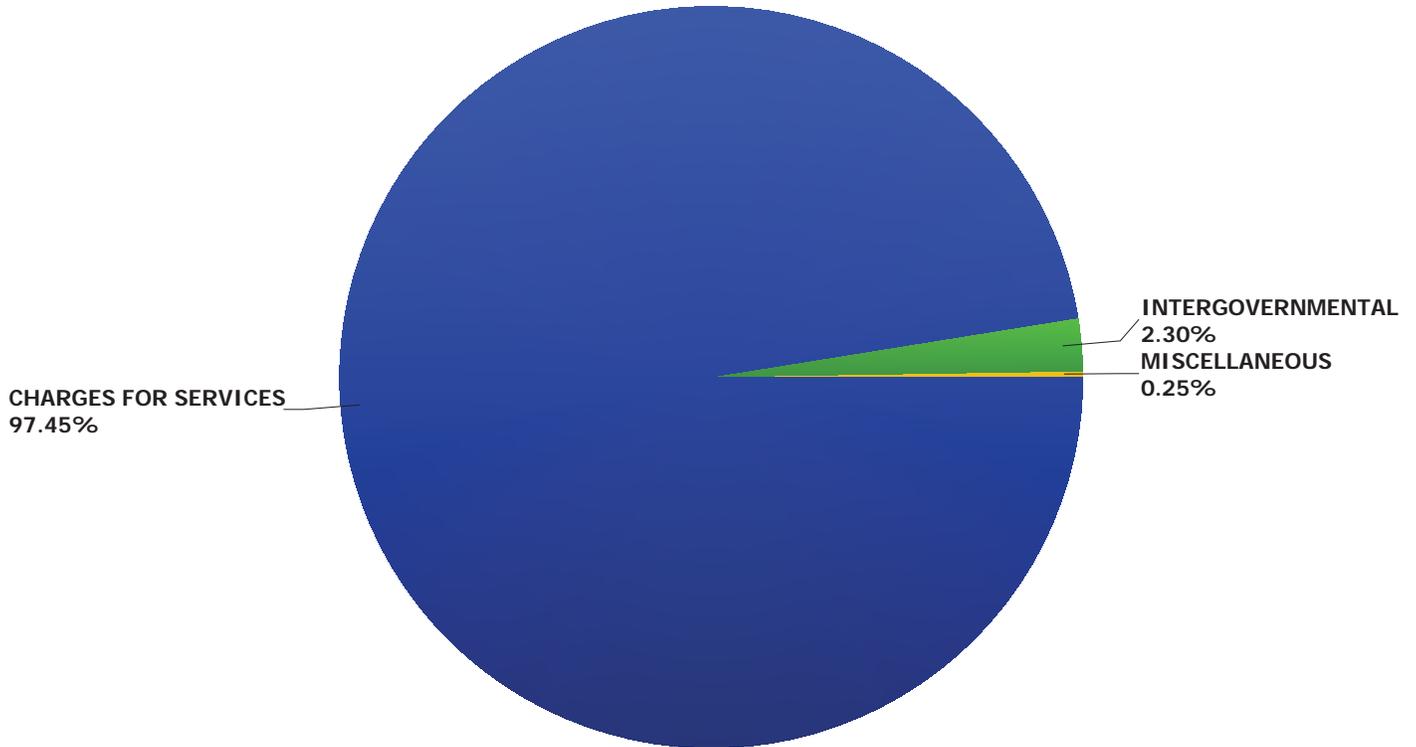
No specific debt limit is identified in RSA's; all projects, both mandated and voluntary for sewer systems and improvements are excluded from the City's calculation of overall debt limit (RSA 33:5 and 33:5-b)

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Summary**

SEWER FUND

| Revenue Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|------------------|------------------|------------------|--------------------|------------------------------|-------------------------------|
| 41000 - TAXES | 38,582 | 38,840 | 36,518 | 36,518 | 0 | 0 |
| 43000 - INTERGOVERNMENTAL | 141,079 | 160,601 | 130,000 | 147,000 | 150,000 | 150,000 |
| 44000 - CHARGES FOR SERVICES | 6,268,835 | 6,612,353 | 6,147,611 | 6,374,003 | 6,474,953 | 6,363,408 |
| 46000 - MISCELLANEOUS | 1,476,137 | 35,906 | 9,500 | 14,300 | 16,200 | 16,200 |
| 47000 - OTHER FINANCING SOURCES | (794) | (3,551) | (618,058) | 0 | (921,946) | (821,946) |
| 48000 - PROCEEDS LONG TRM FINANCE | 0 | 7,585 | 0 | 7,586 | 0 | 0 |
| TOTAL | 7,923,838 | 6,851,734 | 5,705,571 | 6,579,407 | 5,719,207 | 5,707,662 |

Fiscal Year 2018-2019 Anticipated Revenue by Category



SEWER FUND REVENUE

TAXES

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

INTERGOVERNMENTAL

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

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

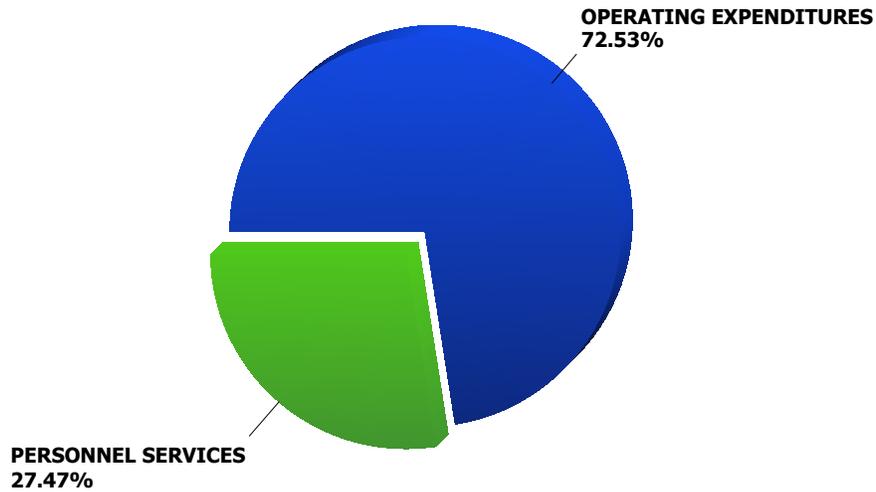
SEWER FUND

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 41125 - TAX INCREMENT FINANCING | 38,582 | 38,840 | 36,518 | 36,518 | 0 | 0 |
| 41000 - TAXES | 38,582 | 38,840 | 36,518 | 36,518 | 0 | 0 |
| 43207 - STATE BOND REIMBURSEMENT | 81 | 0 | 0 | 0 | 0 | 0 |
| 43403 - OTHER TOWNS | 140,998 | 160,601 | 130,000 | 147,000 | 150,000 | 150,000 |
| 43000 - INTERGOVERNMENTAL | 141,079 | 160,601 | 130,000 | 147,000 | 150,000 | 150,000 |
| 44105 - SEWER CHARGES | 5,830,302 | 5,832,395 | 5,733,111 | 5,739,205 | 6,079,253 | 5,967,708 |
| 44106 - SEPTIC WASTE | 399,510 | 350,871 | 380,000 | 354,000 | 360,000 | 360,000 |
| 44107 - SEWER SERVICES | 1,996 | 45 | 1,500 | 0 | 200 | 200 |
| 44108 - INDUSTRIAL PRE-TREATMENT | 30,755 | 34,181 | 32,000 | 32,000 | 32,000 | 32,000 |
| 44109 - DIRECT REIMBURSEMENT | 4,340 | 390,551 | 0 | 245,048 | 0 | 0 |
| 44110 - TESTING | 1,931 | 4,310 | 1,000 | 3,750 | 3,500 | 3,500 |
| 44000 - CHARGES FOR SERVICES | 6,268,835 | 6,612,353 | 6,147,611 | 6,374,003 | 6,474,953 | 6,363,408 |
| 46000 - MISCELLANEOUS | 634 | 0 | 0 | 0 | 0 | 0 |
| 46101 - INTEREST EARNINGS | 30,511 | 35,777 | 9,500 | 14,300 | 16,200 | 16,200 |
| 46103 - INTEREST: A/R | (1,359) | 129 | 0 | 0 | 0 | 0 |
| 46203 - DONATIONS | 1,446,351 | 0 | 0 | 0 | 0 | 0 |
| 46000 - MISCELLANEOUS | 1,476,137 | 35,906 | 9,500 | 14,300 | 16,200 | 16,200 |
| 47001 - USE(ADDITION) TO SURPLUS | 0 | 0 | (664,066) | 0 | (921,946) | (821,946) |
| 47003 - CAPITAL RESERVE | 0 | 0 | 0 | 0 | 0 | 0 |
| 47005 - GAIN/LOSS ON INVESTMENTS | 0 | 0 | 0 | 0 | 0 | 0 |
| 47006 - UNREALIZED GAIN/LOSS | (794) | (3,551) | 0 | 0 | 0 | 0 |
| 47007 - USE OF SURPLUS: CARRYOVER | 0 | 0 | 46,008 | 0 | 0 | 0 |
| 47290 - INTRAFUND APPROPRIATION | 0 | 0 | 0 | 0 | 0 | 0 |
| 47000 - OTHER FINANCING SOURCES | (794) | (3,551) | (618,058) | 0 | (921,946) | (821,946) |
| 48104 - AMORT OF REFI PREMIUM | 0 | 7,585 | 0 | 7,586 | 0 | 0 |
| 48000 - PROCEEDS LONG TRM FINANCE | 0 | 7,585 | 0 | 7,586 | 0 | 0 |
| TOTAL | 7,923,838 | 6,851,734 | 5,705,571 | 6,579,407 | 5,719,207 | 5,707,662 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Fund**

SEWER FUND

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 1,373,109 | 1,344,784 | 1,481,912 | 1,415,671 | 1,568,032 | 4,045 | 1,572,077 | 1,568,032 |
| 62000 - OPERATING EXPENDITURES | 4,177,565 | 3,903,345 | 4,223,659 | 4,091,323 | 4,082,895 | 64,235 | 4,147,130 | 4,139,630 |
| Fund Total | 5,550,673 | 5,248,129 | 5,705,571 | 5,506,994 | 5,650,927 | 68,280 | 5,719,207 | 5,707,662 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-------------------------------|--------------|----------------------------|
| 08000 | 61303 | ASST PW DIR / LAB MGR | 0.12 | 11,619 |
| | 61304 | CIVIL ENGINEER | 0.50 | 38,457 |
| | | ENGINEERING TECHNICIAN | 1.50 | 95,963 |
| | 61305 | ADMINISTRATIVE ASST | 0.13 | 5,569 |
| 08004 | 61303 | ASST PW DIR / LAB MGR | 0.38 | 38,462 |
| | 61304 | LABORATORY SUPV | 0.50 | 35,216 |
| | | LABORATORY TECHNICIAN | 0.67 | 36,965 |
| 08005 | 61303 | MAINTENANCE MANAGER | 0.23 | 17,690 |
| | | OPERATIONS MANAGER | 0.92 | 73,945 |
| | 61304 | INDUSTRIAL PRETREATMENT COORD | 1.00 | 60,250 |
| 08006 | 61303 | MAINTENANCE MANAGER | 0.54 | 41,534 |
| AFSCME | 613** | | | 444,995 |
| | | MAINT AIDE I | 0.47 | |
| | | MAINT ELECTRICIAN | 0.83 | |
| | | MAINT MECHANIC | 0.83 | |
| | | MAINT TECH I, II | 1.66 | |
| | | MOTOR EQUIP OP I, II | 0.99 | |
| | | UTILITY OPERATOR | 1.00 | |
| | | W&S FOREMAN | 0.48 | |
| | | W/S SERVICE AID I, II | 1.02 | |
| | | WWTP OPERATOR | 1.00 | |
| TOTAL | | | 14.77 | 900,666 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

SEWER FUND

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61303 - SUPERVISORY PERSONNEL | 178,515 | 181,103 | 183,230 | 176,984 | 183,250 | 0 | 183,250 | 183,250 |
| 61304 - GENERAL PERSONNEL | 628,347 | 636,567 | 691,464 | 642,919 | 711,847 | 0 | 711,847 | 711,847 |
| 61305 - ADMINISTRATIVE PERSONNEL | 4,605 | 4,938 | 5,212 | 5,059 | 5,569 | 0 | 5,569 | 5,569 |
| 61401 - TEMPORARY PERSONNEL | 0 | 9,260 | 0 | 4,380 | 0 | 0 | 0 | 0 |
| 61501 - REGULAR OVERTIME | 46,263 | 53,602 | 45,335 | 58,922 | 49,244 | 4,025 | 53,269 | 49,244 |
| 61502 - DOUBLE OVERTIME | 402 | 811 | 910 | 910 | 930 | 20 | 950 | 930 |
| 61508 - SUPERVISORY OVERTIME | 2,849 | 2,849 | 2,849 | 3,848 | 3,848 | 0 | 3,848 | 3,848 |
| 61602 - STAND-BY PAY | 27,599 | 28,605 | 28,270 | 25,970 | 28,270 | 0 | 28,270 | 28,270 |
| 61701 - HEALTH INSURANCE | 262,093 | 264,989 | 307,215 | 290,526 | 364,488 | 0 | 364,488 | 364,488 |
| 61702 - DENTAL INSURANCE | 20,457 | 16,520 | 18,717 | 16,720 | 17,399 | 0 | 17,399 | 17,399 |
| 61703 - RETIREMENT CONTRIBUTIONS | 98,573 | 100,720 | 107,010 | 103,298 | 110,269 | 0 | 110,269 | 110,269 |
| 61704 - SOCIAL SECURITY | 66,408 | 68,536 | 73,231 | 68,945 | 74,127 | 0 | 74,127 | 74,127 |
| 61705 - WORKERS COMPENSATION | 334 | 7,829 | 18,469 | 17,142 | 18,790 | 0 | 18,790 | 18,790 |
| 61715 - RETIREMENT BENEFITS | 36,204 | (31,884) | 0 | 0 | 0 | 0 | 0 | 0 |
| 61901 - RECRUITMENT | 460 | 338 | 0 | 47 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 1,373,109 | 1,344,784 | 1,481,912 | 1,415,671 | 1,568,032 | 4,045 | 1,572,077 | 1,568,032 |
| 62102 - PROFESSIONAL SERVICES | 2,540 | 1,912 | 0 | 125 | 0 | 0 | 0 | 0 |
| 62103 - TECHNICAL SERVICES | 9,539 | 4,952 | 8,675 | 8,675 | 8,675 | 0 | 8,675 | 8,675 |
| 62120 - LABORATORY SERVICES | 11,404 | 9,229 | 14,100 | 10,636 | 12,661 | 0 | 12,661 | 12,661 |
| 62176 - CITY ADMIN CHARGE | 623,776 | 640,675 | 665,472 | 665,472 | 678,472 | 0 | 678,472 | 678,472 |
| 62201 - JANITORIAL | 4,881 | 4,633 | 7,237 | 6,500 | 6,500 | 0 | 6,500 | 6,500 |
| 62205 - PC REPLACEMENT CHARGE | 2,174 | 1,847 | 2,644 | 2,644 | 2,890 | 0 | 2,890 | 2,890 |
| 62206 - PW FLEET CHARGE | 99,552 | 111,665 | 117,362 | 117,043 | 123,174 | 0 | 123,174 | 123,174 |
| 62306 - SOFTWARE MAINTENANCE | 16,690 | 11,907 | 17,339 | 18,191 | 18,911 | 0 | 18,911 | 18,911 |
| 62310 - SAFETY PROGRAM MAINT. | 8,072 | 10,065 | 11,545 | 12,377 | 11,545 | 600 | 12,145 | 11,545 |
| 62311 - EQUIPMENT MAINTENANCE | 151,597 | 144,691 | 189,079 | 172,102 | 162,231 | 10,164 | 172,395 | 172,395 |
| 62314 - SYSTEMS MAINTENANCE | 14,057 | 38,091 | 21,950 | 16,950 | 20,059 | 0 | 20,059 | 20,059 |
| 62316 - ESCO MAINTENANCE | 5,305 | 6,246 | 5,554 | 5,554 | 7,798 | 0 | 7,798 | 7,798 |
| 62331 - ROAD AND STREET MAINT. | 401 | 0 | 6,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| 62350 - BUILDING MAINTENANCE | 20,870 | 25,734 | 28,314 | 24,110 | 23,484 | 0 | 23,484 | 23,484 |
| 62370 - OTHER IMPROVEMNTS - MAINT | 0 | 625 | 10,500 | 10,500 | 10,500 | 0 | 10,500 | 10,500 |
| 62371 - RIVER GAUGE STATION MAINT | 7,790 | 8,290 | 19,465 | 16,580 | 11,175 | 0 | 11,175 | 11,175 |
| 62375 - PERMITS | 39 | 234 | 720 | 0 | 0 | 0 | 0 | 0 |
| 62430 - TRAVEL | 964 | 1,626 | 1,273 | 1,407 | 1,261 | 0 | 1,261 | 1,261 |
| 62435 - TRAINING | 6,053 | 5,127 | 7,212 | 6,518 | 6,112 | 2,995 | 9,107 | 8,607 |
| 62436 - MEETINGS & DUES | 893 | 1,468 | 1,335 | 1,371 | 1,335 | 0 | 1,335 | 1,335 |
| 62438 - LICENSES & CERTIFICATIONS | 1,100 | 150 | 450 | 450 | 450 | 0 | 450 | 450 |
| 62448 - HAULING AND DISPOSAL | 534,420 | 449,188 | 490,307 | 387,500 | 414,700 | 0 | 414,700 | 414,700 |
| 62501 - WATER | 10,701 | 9,982 | 10,121 | 10,137 | 10,121 | 200 | 10,321 | 10,121 |
| 62502 - SEWER | 0 | 0 | 2,500 | 2,500 | 2,500 | 0 | 2,500 | 2,500 |
| 62503 - ELECTRICITY | 271,580 | 238,401 | 288,860 | 230,551 | 288,860 | 0 | 288,860 | 288,860 |
| 62504 - HEATING FUEL | 46,484 | 38,589 | 55,083 | 52,637 | 55,083 | 0 | 55,083 | 55,083 |
| 62510 - TELEPHONE | 8,070 | 8,510 | 8,413 | 8,300 | 8,463 | 0 | 8,463 | 8,463 |
| 62512 - INDUSTRIAL PRE-TREATMENT | 2,674 | 4,179 | 5,401 | 4,780 | 4,780 | 0 | 4,780 | 4,780 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62601 - LAND RENTAL | 146,772 | 148,240 | 150,315 | 150,315 | 154,178 | 0 | 154,178 | 154,178 |
| 62602 - OFFICE SPACE RENTAL | 68,414 | 69,098 | 70,066 | 70,066 | 71,867 | 0 | 71,867 | 71,867 |
| 62604 - EQUIPMENT RENTAL | 0 | 0 | 500 | 375 | 500 | 0 | 500 | 500 |
| 62606 - OTHER RENTALS | 0 | 0 | 600 | 600 | 600 | 0 | 600 | 600 |
| 62701 - OFFICE SUPPLIES | 4,992 | 3,770 | 3,690 | 3,670 | 3,670 | 0 | 3,670 | 3,670 |
| 62733 - TOOLS | 1,018 | 734 | 750 | 1,492 | 750 | 0 | 750 | 750 |
| 62734 - MINOR EQUIPMENT | 23,212 | 3,834 | 4,950 | 4,945 | 4,950 | 4,000 | 8,950 | 4,950 |
| 62735 - BUILDING MAINT. SUPPLIES | 1,565 | 1,003 | 3,800 | 3,627 | 3,800 | 0 | 3,800 | 3,800 |
| 62736 - GROUNDS MAINT SUPPLIES | 327 | 253 | 800 | 788 | 800 | 0 | 800 | 800 |
| 62737 - JANITORIAL SUPPLIES | 318 | 0 | 350 | 485 | 350 | 0 | 350 | 350 |
| 62744 - MINOR COMPUTER EQUIPMENT | 37 | 88 | 0 | 234 | 0 | 0 | 0 | 0 |
| 62755 - UNIFORMS | 6,408 | 6,574 | 6,970 | 7,466 | 7,348 | 0 | 7,348 | 7,348 |
| 62760 - OPERATING SUPPLIES | (46,550) | 15,812 | 41,195 | 42,825 | 41,000 | 44,076 | 85,076 | 85,076 |
| 62761 - SOFTWARE | 4,005 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62762 - LICENSES & PERMITS | 654 | 726 | 1,000 | 950 | 1,000 | 0 | 1,000 | 1,000 |
| 62764 - CHEMICALS | 356,009 | 432,020 | 307,652 | 381,585 | 392,478 | 0 | 392,478 | 392,478 |
| 63403 - FURNITURE & FIXTURE ACQ | 1,613 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 65102 - INTEREST ON BONDED DEBT | 151,975 | 126,047 | 138,856 | 138,856 | 130,988 | 0 | 130,988 | 130,988 |
| 65202 - INTEREST ON NOTES PAYABLE | 179,363 | 131,102 | 140,504 | 127,584 | 123,626 | 0 | 123,626 | 123,626 |
| 66102 - CAPITALIZED EXPENDITURES | 7,850 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 66104 - LOSS ON FIXED ASSETS | 252,292 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 66105 - CLAIMS & JUDGEMENTS | 0 | 0 | 0 | 1,100 | 0 | 2,200 | 2,200 | 0 |
| 66201 - DEPRECIATION - BUILDINGS | 289,610 | 287,478 | 301,100 | 301,100 | 301,100 | 0 | 301,100 | 301,100 |
| 66202 - DEPRECIATION - OTHER IMPR | 512,466 | 547,259 | 515,150 | 515,150 | 555,150 | 0 | 555,150 | 555,150 |
| 66203 - DEPRECIATION - MACH/EQUIP | 348,590 | 351,292 | 538,500 | 538,500 | 391,000 | 0 | 391,000 | 391,000 |
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 4,177,565 | 3,903,345 | 4,223,659 | 4,091,323 | 4,082,895 | 64,235 | 4,147,130 | 4,139,630 |
| TOTAL | 5,550,673 | 5,248,129 | 5,705,571 | 5,506,994 | 5,650,927 | 68,280 | 5,719,207 | 5,707,662 |

| | | | |
|---------------------------------------|--|--------------|-------|
| Department: | Public Works | Fund: | Water |
| Division (s): Cost Center: | 05000 through 05008 | | |
| Mission: | To reliably provide good quality drinking water that consistently meets consumer expectations and State and Federal standards in sufficient quantities and pressure for fire protection and commercial and domestic use. | | |

In FY19 the Water Operations and Water/Sewer Divisions will continue their work to improve the treatment and distribution systems with the goal of maintaining economical, high quality drinking water for its customers. The annual work plan includes comprehensive system-wide water main flushing and maintenance of fire hydrants and water main gates. It is supported by weekly sample collection, dam inspections, and ongoing equipment maintenance.

Highlights of the fiscal year include replacement of 6 level transmitters and a chlorine analyzer at the Water Treatment Facility. Begin the implementation of the Watershed Management Plan. Replace chemical feed pumps at the West Street Corrosion Control Facility. Complete construction for the rehabilitation and flood control improvements to Babbidge Dam. Complete the engineering and design phase work for the Woodward Dam improvements in preparation for FY20 construction.

FY18 Water Fund activities continued the Department’s focus on infrastructure and water quality improvement at the capital and operating budget levels. FY18 accomplishments included:

- Rebuilt and refurbished 7 chemical feed pump controllers (circa 1993)
- Replaced two 2000 gallon chemical bulk storage tanks (circa 1993)
- Installed new online chlorine analyzer at the Water Treatment Facility
- Installed two new chemical feed pumps at the Court Street Corrosion Control facility.
- Completed the Babbidge Dam improvements design. Construction began in winter of 2018.
- Continued progress toward completion of the Watershed Management Plan
- Completed repair of Blackbrook Water Storage Tank.

Background

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

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

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/Comp Plan | | |
|---|--|--------------------------|-----------------|--------------|
| Maintain and ensure 24/7 operation of water mains, valves, fire hydrants, water meters, water service lines to the curb stop, 4 gravel pack wells, the water treatment facility, storage tanks, and monitoring and inspection of the well head and water supply lands. | | | Infrastructure | |
| Supply high quality water that meets customer expectations and state and federal regulations while being mindful of fiscal responsibilities. | | | Infrastructure | |
| Provide 24 hour/365 days a year preventive, predictive, unscheduled, scheduled, and emergency maintenance services to water infrastructure and all supporting storage, treatment, pumping, and distribution facilities. Emergency response for leaks, equipment malfunction, water quality/volume, and frozen water services. | | | Infrastructure | |
| Administer sampling and inspection plans for the drinking water system. | | | Infrastructure | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Complete the evaluation of a 3 million gallon water storage tank to determine the feasibility of repair or replacement in FY23 | | SDWA | Infrastructure | I,C,E |
| Impliment watershed resource management plan | | | Infrastructure | I,E |
| Complete Babbage Dam improvements and finalize plans for Woodward Dam improvements | | | Infrastructure | C |
| Complete replacement of 6 level transmitters and one chlorine analyzer at the Water Treatment Facility | | | | C,E |
| Replacement of chemical feed pumps at West St. Corrosion Control Facility | | | Infrastructure | C,E |
| Complete replacement of pressure reducing valve (PRV) at Water Treatment Facility | | | Infrastructure | C,E |
| METRICS: | | FY17 | FY18 est | FY19 |
| Million gallons of water treated to meet drinking water standards | | 730 | 720 | 720 |
| Number of water main breaks/ service leaks/repairs | | 13 | 53 | 40 |
| Number of fire hydrants exercised | | 183 | 276 | 300 |
| Number of water meters changed (out of 9,200 total) | | 356 | 325 | 400 |
| Number of kilowatts of electricity used in water fund sites | | 553,562 | 619,766 | 557,789 |
| Percent of non-metered water | | 19 | 15 | 15 |
| Number of water quality/discolored water complaints | | 31 | 20 | 15 |

CITY OF KEENE, NEW HAMPSHIRE
WATER FUND OPERATING REVENUES and EXPENSES
HISTORICAL ANALYSIS and BUDGET

| | ACTUAL FY 15/16 | ACTUAL FY 16/17 | BUDGET FY 17/18 | ESTIMATE FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|----------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | | | |
| Taxes | \$109,315 | \$106,600 | \$100,228 | \$100,228 | | | | |
| Charges for Services | 3,620,085 | 3,510,359 | 4,076,173 | 3,987,004 | 4,291,796 | 4,086,063 | 4,295,485 | 4,518,787 |
| Miscellaneous | 18,757 | 30,253 | 9,787 | 17,325 | 17,500 | 17,500 | 17,631 | 17,763 |
| Donations (Railroad Land Infra.) | 1,549,075 | | | | | | | |
| Use of (Addition to) Surplus | | | (370,365) | | | | | |
| TOTAL REVENUES | \$5,297,232 | \$3,647,212 | \$3,815,823 | \$4,104,557 | \$4,309,296 | \$4,103,563 | \$4,313,116 | \$4,536,550 |
| EXPENSES | | | | | | | | |
| Water Administration | \$1,530,558 | \$1,631,071 | \$1,587,392 | \$1,583,199 | \$1,629,056 | \$1,614,817 | \$1,648,983 | \$1,682,862 |
| Water Main & Trench Repairs | 191,789 | 199,827 | 202,917 | 227,106 | 223,667 | 223,667 | 226,575 | 229,860 |
| Water Supply | 144,852 | 155,936 | 170,316 | 167,020 | 195,305 | 177,783 | 180,094 | 182,706 |
| Hydrants | 89,710 | 128,225 | 115,831 | 116,204 | 131,929 | 131,353 | 133,061 | 134,990 |
| Meters | 388,933 | 386,269 | 384,789 | 384,115 | 525,131 | 457,095 | 463,037 | 469,751 |
| Water Services | 55,013 | 51,936 | 43,745 | 69,317 | 49,324 | 47,099 | 47,711 | 48,403 |
| Water Treatment Facility | 849,666 | 824,903 | 926,046 | 866,396 | 905,164 | 902,029 | 910,947 | 921,024 |
| Laboratory | 202,805 | 212,563 | 231,731 | 219,129 | 232,119 | 232,119 | 235,137 | 238,546 |
| Maintenance | 115,463 | 131,749 | 153,055 | 153,737 | 156,752 | 156,752 | 158,791 | 161,093 |
| Capital Program expense | 290,898 | 207,032 | | | | | | |
| TOTAL EXPENSES | \$3,859,686 | \$3,929,512 | \$3,815,823 | \$3,786,223 | \$4,048,447 | \$3,942,714 | \$4,004,335 | \$4,069,234 |
| NET REVENUE (EXPENSE) | \$1,437,546 | (\$282,300) | \$0 | \$318,334 | \$260,849 | \$160,849 | \$308,781 | \$467,316 |

Note 1: Capital program expense is outlay in capital program cost centers which has not been capitalized.

CITY OF KEENE, NEW HAMPSHIRE
WATER FUND OPERATING CAPITAL PROGRAM
HISTORICAL ANALYSIS and BUDGET

| | PROGRAM FY 15/16 | PROGRAM FY 16/17 | PROGRAM FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|-------------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|-----------------------|
| CAPITAL PROGRAM | | | | | | | |
| Reserve - Water Treatment Facility | \$100,000 | \$50,000 | \$150,000 | \$115,000 | \$115,000 | \$85,000 | \$155,000 |
| Reserve - Water Infrastructure | 400,000 | 450,000 | 650,000 | 675,000 | 575,000 | 675,000 | 675,000 |
| Black Brook Storage Tank | | | | | | 5,000 | |
| Bridge Main Improvements | | | | | | | |
| Chapman Rd Storage Tank | | | | | | 25,000 | |
| Water Distribution Improvements | 363,605 | 146,896 | | 1,127,257 | 1,127,257 | | |
| Chlorine Injection Systems | | | | | | | |
| Dam Improvements | | 1,743,119 | | | | 1,585,976 | |
| Drummer Hill Tank Improvements | | | | | | 25,000 | |
| Fox Ave / Glenn Rd Pump Station | | | | | | 42,892 | |
| Watershed Management | | | | | | | |
| Water Main - Bridge Improvements | 40,100 | | 40,000 | 38,300 | 38,300 | | |
| Water Mains - State By-Pass Project | | | | 250,500 | 250,500 | | |
| Water Main Lining and Cleaning | | 225,102 | 231,855 | 268,325 | 268,325 | 245,975 | 249,800 |
| Water Supply Master Plan | | | | | | 100,000 | |
| Water Tank Mixers | | | | | | | |
| Water Valve Replacement | 83,012 | 85,406 | 47,872 | 90,508 | 90,508 | 93,223 | 96,020 |
| Wellfield Evaluation | | | | | | 75,000 | |
| WTF 1.5 MG Storage Tank | | | | | | 90,041 | |
| WTF 3 MG Storage Tank | | | 35,000 | | | | |
| WTF Instrumentation Upgrade | | | | 49,522 | 49,522 | | |
| WTF Laboratory Equipment | 38,575 | | | | | | |
| WTF Filter Media Replacement | | | | | | 191,466 | |
| WTF PLC Replacement | | | | | | | |
| WTF Pressure Reduction Valve | | 15,590 | | | 86,058 | | |
| SUBTOTAL - APPROPRIATION | \$1,025,292 | \$2,716,113 | \$1,154,727 | \$2,700,470 | \$2,600,470 | \$3,239,573 | \$1,175,820 |
| USE OF CAPITAL RESERVE | 378,675 | 1,012,486 | 75,000 | 924,380 | 924,380 | 454,399 | |
| OTHER FUNDING SOURCES | 37,820 | 893,119 | | | | 1,685,976 | |
| NET CAPITAL PROGRAM | \$608,797 | \$810,508 | \$1,079,727 | \$1,776,090 | \$1,676,090 | \$1,099,198 | \$1,175,820 |

This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.

| | | | | |
|--|--------------------|--------------------|--------------|--------------|
| Add Back: Depreciation | \$979,000 | \$979,000 | \$979,000 | \$979,000 |
| State Aid Grant Principal Payments | (186,016) | (186,016) | (188,583) | (270,496) |
| Subtract: Debt Svc Principal (see Note 3) | (790,000) | (690,000) | (760,000) | (830,000) |
| Tfirs to Capital Reserve (see Note 3) | (986,090) | (986,090) | (339,198) | (345,820) |
| Capital Outlays (see Note 3) | | | | |
| Projected Annual Cash Surplus (Deficit) | (\$722,257) | (\$722,257) | (\$0) | (\$0) |

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue including use of surplus will fund cash requirements for capital outlays and capital reserves.

Note 3: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

Projected Annual Change Rate Impact - Residential user, 27 hundred cubic feet consumption per quarter

| | | | | | | |
|-------------------|----|-------|----|-------|----|-------|
| Combined Bill | \$ | 41.88 | \$ | 83.16 | \$ | 45.36 |
| (water and sewer) | | 3.26% | | 6.27% | | 3.22% |
| Water | \$ | 13.80 | \$ | 31.32 | \$ | 31.32 |
| | | 2.68% | | 5.92% | | 5.59% |

CITY OF KEENE, NEW HAMPSHIRE
FY2018/2019 Operating Budget
STATEMENT OF WATER FUND LONG-TERM DEBT

| <u>ISSUE</u> | <u>DATED</u> | <u>MATURITY</u> | <u>RATE</u> | <u>ORIGINAL BOND</u> | <u>PRINCIPAL 2018/2019</u> | <u>INTEREST 2018/2019</u> | <u>PRINCIPAL BALANCE 06/30/19</u> |
|---|--------------|-----------------|-------------|----------------------|----------------------------|---------------------------|-----------------------------------|
| Babbidge Reservoir Dam Repairs | 9/15/2016 | 9/15/1936 | avg 1.85% | 850,000 | 45,000 | 28,075 | 760,000 |
| | | | | \$ 850,000 | \$ 45,000 | \$ 28,075 | \$ 760,000 |
| ARRA loan through NH-DES - FY 10 Infrastructure | 9/1/2012 | 9/1/2021 | 1.94% | 666,379 | 70,973 | 5,670 | 221,285 |
| ARRA loan through NH-DES - FY 09 Infrastructure | 8/30/2013 | 11/1/2022 | 1.70% | 655,395 | 70,043 | 6,160 | 292,284 |
| Authorized, Unissued: | | | | | | | |
| N/A | | | | | | | \$ - |
| | | | | | | | \$ - |
| Unauthorized, Unissued: | | | | | | | |
| | | | | | | | \$ - |
| | | | | | | | \$ - |
| Anticipated, FY18/19: | | | | | | | |
| N/A | | | | | | | \$ - |
| | | | | | | | \$ - |
| Total Anticipated Bond Issue - new | | | | | | | \$ - |

CALCULATION OF WATER FUND DEBT LIMIT AND BORROWING CAPACITY

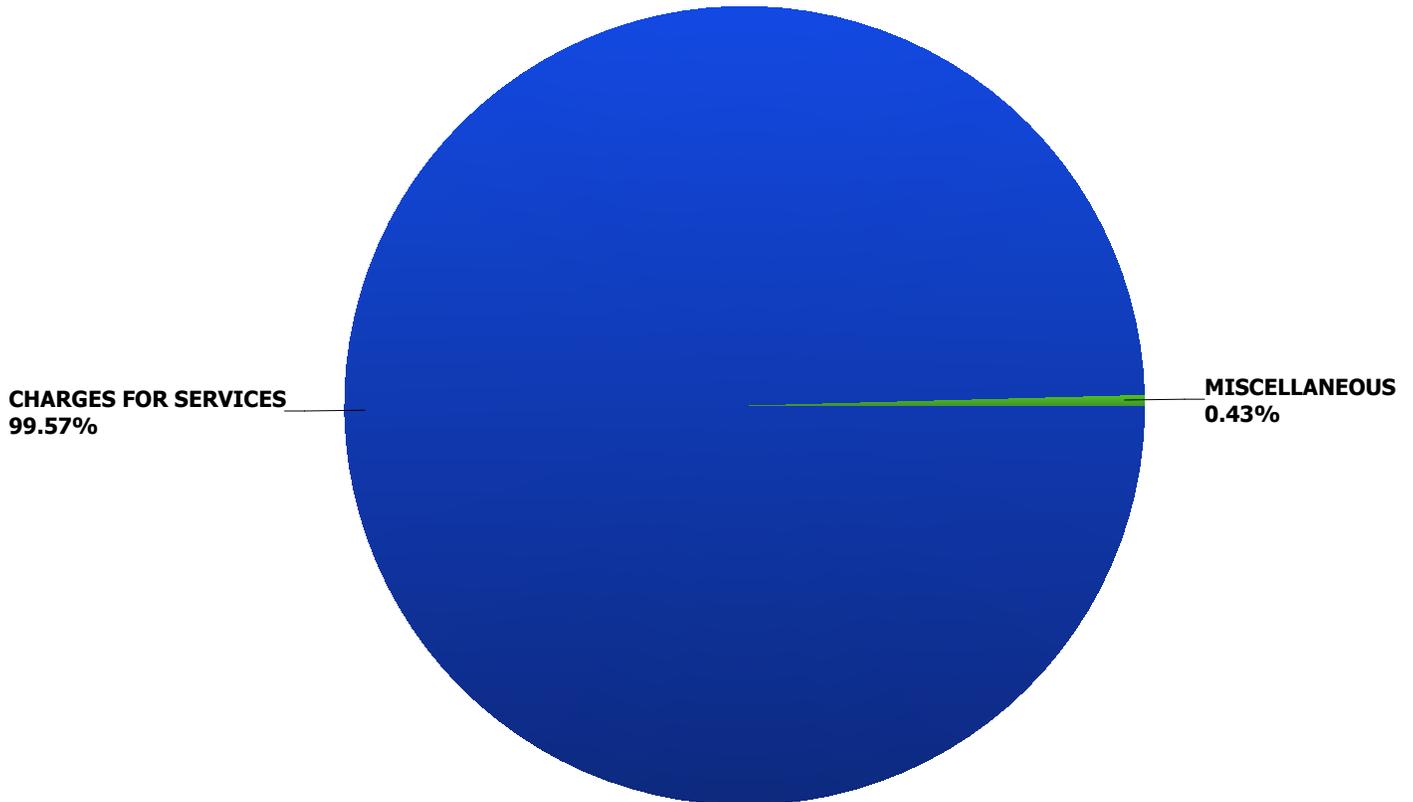
| | |
|---|-----------------------|
| Debt Limit on 07/01/18 computed at 10% of 2017 equalized assessed value at \$1,796,036,300 per RSA 33:4-a | \$ 179,603,630 |
| LESS: outstanding principal balance @ 07/01/17 | (1,800,584) |
| ~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8) | N/A |
| WATER FUND BORROWING CAPACITY FOR FY17/18 | \$ 177,803,046 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Summary**

WATER FUND

| Revenue Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 41000 - TAXES | 109,315 | 106,600 | 100,228 | 100,228 | 0 | 0 |
| 44000 - CHARGES FOR SERVICES | 3,620,085 | 3,510,359 | 4,076,173 | 3,987,004 | 4,291,796 | 4,086,063 |
| 46000 - MISCELLANEOUS | 1,568,275 | 31,632 | 9,787 | 17,325 | 17,500 | 17,500 |
| 47000 - OTHER FINANCING SOURCES | (443) | (1,406) | (370,365) | 0 | (260,849) | (160,849) |
| 48000 - PROCEEDS LONG TRM FINANCE | 0 | 28 | 0 | 0 | 0 | 0 |
| TOTAL | 5,297,232 | 3,647,212 | 3,815,823 | 4,104,557 | 4,048,447 | 3,942,714 |

Fiscal Year 2018-2019 Anticipated Revenue by Category



WATER FUND REVENUE

TAXES

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

INTERGOVERNMENTAL

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

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

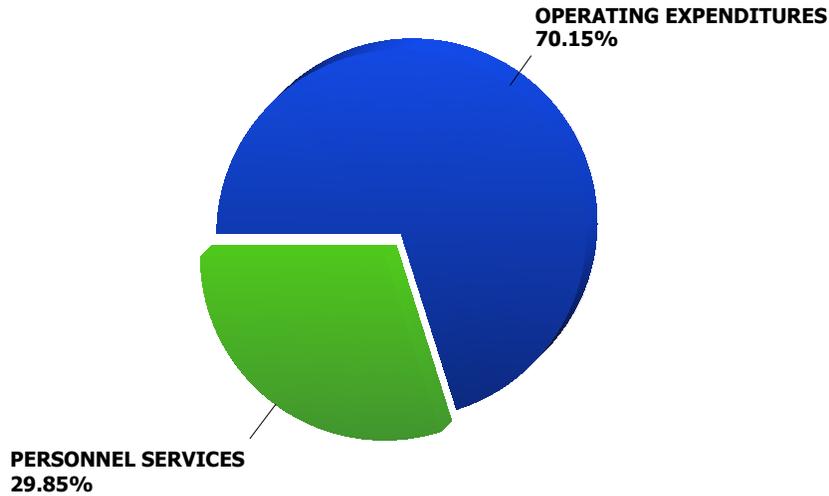
WATER FUND

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 41125 - TAX INCREMENT FINANCING | 109,315 | 106,600 | 100,228 | 100,228 | 0 | 0 |
| 41000 - TAXES | 109,315 | 106,600 | 100,228 | 100,228 | 0 | 0 |
| 44101 - WATER SALES | 3,372,851 | 3,261,821 | 3,827,503 | 3,737,953 | 4,044,796 | 3,839,063 |
| 44102 - WATER SERVICES | 19,004 | 12,600 | 10,605 | 11,325 | 11,000 | 11,000 |
| 44103 - FIRE PROTECTION | 145,424 | 155,076 | 154,300 | 155,375 | 155,500 | 155,500 |
| 44104 - HYDRANT RENTAL | 78,908 | 80,862 | 83,765 | 82,351 | 80,500 | 80,500 |
| 44109 - DIRECT REIMBURSEMENT | 3,899 | 0 | 0 | 0 | 0 | 0 |
| 44000 - CHARGES FOR SERVICES | 3,620,085 | 3,510,359 | 4,076,173 | 3,987,004 | 4,291,796 | 4,086,063 |
| 46000 - MISCELLANEOUS | 3 | 0 | 0 | 0 | 0 | 0 |
| 46101 - INTEREST EARNINGS | 19,306 | 31,592 | 9,787 | 17,325 | 17,500 | 17,500 |
| 46103 - INTEREST: A/R | (110) | 40 | 0 | 0 | 0 | 0 |
| 46203 - DONATIONS | 1,549,075 | 0 | 0 | 0 | 0 | 0 |
| 46000 - MISCELLANEOUS | 1,568,275 | 31,632 | 9,787 | 17,325 | 17,500 | 17,500 |
| 47001 - USE(ADDITION) TO SURPLUS | 0 | 0 | (426,726) | 0 | (260,849) | (160,849) |
| 47003 - CAPITAL RESERVE | 0 | 0 | 0 | 0 | 0 | 0 |
| 47005 - GAIN/LOSS ON INVESTMENTS | 0 | 0 | 0 | 0 | 0 | 0 |
| 47006 - UNREALIZED GAIN/LOSS | (443) | (1,406) | 0 | 0 | 0 | 0 |
| 47007 - USE OF SURPLUS: CARRYOVER | 0 | 0 | 56,361 | 0 | 0 | 0 |
| 47290 - INTRAFUND APPROPRIATION | 0 | 0 | 0 | 0 | 0 | 0 |
| 47000 - OTHER FINANCING SOURCES | (443) | (1,406) | (370,365) | 0 | (260,849) | (160,849) |
| 48104 - AMORT OF REFI PREMIUM | 0 | 28 | 0 | 0 | 0 | 0 |
| 48000 - PROCEEDS LONG TRM FINANCE | 0 | 28 | 0 | 0 | 0 | 0 |
| TOTAL | 5,297,232 | 3,647,212 | 3,815,823 | 4,104,557 | 4,048,447 | 3,942,714 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Fund**

WATER FUND

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 958,381 | 1,052,241 | 1,101,595 | 1,100,805 | 1,176,863 | 0 | 1,176,863 | 1,176,863 |
| 62000 - OPERATING EXPENDITURES | 2,610,407 | 2,670,239 | 2,714,227 | 2,685,418 | 2,695,352 | 176,233 | 2,871,585 | 2,765,852 |
| Fund Total | 3,568,789 | 3,722,480 | 3,815,822 | 3,786,223 | 3,872,215 | 176,233 | 4,048,448 | 3,942,715 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-------------------------|--------------|----------------------------|
| 05000 | 61303 | ASST PW DIR / LAB MGR | 0.12 | 11,619 |
| | 61304 | CIVIL ENGINEER | 0.50 | 38,457 |
| | | ENGINEERING TECHNICIAN | 0.50 | 28,563 |
| | 61305 | ADMINISTRATIVE ASST | 0.12 | 5,141 |
| 05006 | 61303 | OPERATIONS MANAGER | 0.08 | 6,430 |
| | | TREATMENT PLANT MGR WTF | 1.00 | 73,602 |
| 05007 | 61303 | ASST PW DIR / LAB MGR | 0.38 | 38,462 |
| | 61304 | LABORATORY SUPV | 0.50 | 35,216 |
| | | LABORATORY TECHNICIAN | 0.33 | 18,207 |
| 05008 | 61303 | MAINTENANCE MANAGER | 0.23 | 17,690 |
| AFSCME | 613** | | | 402,685 |
| | | MAINT AIDE I | 0.53 | |
| | | MAINT ELECTRICIAN | 0.17 | |
| | | MAINT MECHANIC | 0.17 | |
| | | MAINT TECH I, II | 0.34 | |
| | | MOTOR EQUIP OP I, II | 1.01 | |
| | | UTILITY OPERATOR | 1.00 | |
| | | W&S FOREMAN | 0.52 | |
| | | W/S SERVICE AID I, II | 2.98 | |
| | | WATER METER TECH | 1.00 | |
| TOTAL | | | 11.48 | 676,073 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

WATER FUND

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61303 - SUPERVISORY PERSONNEL | 135,770 | 146,456 | 147,452 | 142,236 | 147,803 | 0 | 147,803 | 147,803 |
| 61304 - GENERAL PERSONNEL | 441,888 | 446,131 | 505,810 | 493,504 | 523,129 | 0 | 523,129 | 523,129 |
| 61305 - ADMINISTRATIVE PERSONNEL | 4,251 | 4,558 | 4,811 | 4,670 | 5,141 | 0 | 5,141 | 5,141 |
| 61401 - TEMPORARY PERSONNEL | 0 | 9,260 | 0 | 7,347 | 0 | 0 | 0 | 0 |
| 61501 - REGULAR OVERTIME | 32,577 | 40,226 | 34,680 | 61,791 | 35,864 | 0 | 35,864 | 35,864 |
| 61508 - SUPERVISORY OVERTIME | 851 | 851 | 1,850 | 1,850 | 1,850 | 0 | 1,850 | 1,850 |
| 61602 - STAND-BY PAY | 23,739 | 22,565 | 23,748 | 22,260 | 23,748 | 0 | 23,748 | 23,748 |
| 61609 - STIPEND | 4,174 | 4,194 | 4,160 | 4,160 | 4,160 | 0 | 4,160 | 4,160 |
| 61701 - HEALTH INSURANCE | 202,663 | 180,110 | 215,951 | 198,030 | 266,805 | 0 | 266,805 | 266,805 |
| 61702 - DENTAL INSURANCE | 14,538 | 11,103 | 13,057 | 10,844 | 12,789 | 0 | 12,789 | 12,789 |
| 61703 - RETIREMENT CONTRIBUTIONS | 71,699 | 73,383 | 80,620 | 83,580 | 84,843 | 0 | 84,843 | 84,843 |
| 61704 - SOCIAL SECURITY | 48,048 | 50,329 | 55,274 | 56,043 | 56,710 | 0 | 56,710 | 56,710 |
| 61705 - WORKERS COMPENSATION | 229 | 5,863 | 14,182 | 14,443 | 14,021 | 0 | 14,021 | 14,021 |
| 61715 - RETIREMENT BENEFITS | (22,158) | 56,703 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61901 - RECRUITMENT | 112 | 510 | 0 | 47 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 958,381 | 1,052,241 | 1,101,595 | 1,100,805 | 1,176,863 | 0 | 1,176,863 | 1,176,863 |
| 62102 - PROFESSIONAL SERVICES | 3,000 | 0 | 0 | 1,211 | 0 | 0 | 0 | 0 |
| 62103 - TECHNICAL SERVICES | 1,714 | 16,540 | 17,880 | 17,439 | 13,590 | 4,290 | 17,880 | 13,590 |
| 62120 - LABORATORY SERVICES | 12,695 | 19,972 | 29,550 | 22,495 | 26,484 | 0 | 26,484 | 26,484 |
| 62121 - MONITORING/INSPECTIONS | 25,626 | 27,004 | 34,800 | 34,800 | 34,800 | 0 | 34,800 | 34,800 |
| 62176 - CITY ADMIN CHARGE | 460,507 | 435,357 | 457,527 | 457,527 | 467,094 | 0 | 467,094 | 467,094 |
| 62205 - PC REPLACEMENT CHARGE | 2,714 | 2,587 | 3,776 | 3,776 | 2,776 | 0 | 2,776 | 2,776 |
| 62206 - PW FLEET CHARGE | 157,937 | 174,615 | 183,904 | 183,904 | 193,577 | 0 | 193,577 | 193,577 |
| 62208 - TAXES | 75,696 | 78,307 | 79,000 | 78,874 | 82,817 | 0 | 82,817 | 82,817 |
| 62305 - COPIER MAINTENANCE | 1,283 | 1,288 | 1,234 | 1,251 | 1,234 | 0 | 1,234 | 1,234 |
| 62306 - SOFTWARE MAINTENANCE | 17,960 | 13,866 | 17,933 | 22,315 | 18,984 | 725 | 19,709 | 18,984 |
| 62310 - SAFETY PROGRAM MAINT. | 4,231 | 2,813 | 3,586 | 4,777 | 3,200 | 500 | 3,700 | 3,200 |
| 62311 - EQUIPMENT MAINTENANCE | 81,064 | 96,139 | 121,449 | 103,613 | 76,042 | 10,000 | 86,042 | 86,042 |
| 62313 - REPAIRS & MAINTENANCE | 0 | 6,260 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62314 - SYSTEMS MAINTENANCE | 2,850 | 3,101 | 4,990 | 4,990 | 4,990 | 0 | 4,990 | 4,990 |
| 62316 - ESCO MAINTENANCE | 5,305 | 6,246 | 5,465 | 5,465 | 7,798 | 0 | 7,798 | 7,798 |
| 62317 - EQUIPMENT REPAIR | 0 | 0 | 0 | 31 | 0 | 0 | 0 | 0 |
| 62331 - ROAD AND STREET MAINT. | 4,420 | 788 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| 62340 - GROUNDS MAINTENANCE | 0 | 0 | 0 | 0 | 0 | 5,926 | 5,926 | 0 |
| 62350 - BUILDING MAINTENANCE | 12,597 | 5,936 | 11,224 | 10,024 | 11,224 | 0 | 11,224 | 11,224 |
| 62375 - PERMITS | 450 | 450 | 150 | 150 | 150 | 0 | 150 | 150 |
| 62430 - TRAVEL | 875 | 327 | 497 | 415 | 468 | 0 | 468 | 468 |
| 62435 - TRAINING | 3,402 | 5,648 | 9,327 | 7,660 | 8,327 | 2,500 | 10,827 | 10,827 |
| 62436 - MEETINGS & DUES | 1,575 | 3,485 | 2,990 | 3,648 | 3,313 | 0 | 3,313 | 3,313 |
| 62438 - LICENSES & CERTIFICATIONS | 750 | 620 | 1,550 | 1,350 | 300 | 0 | 300 | 300 |
| 62447 - PUBLIC AWARENESS | 14,240 | 8,878 | 6,630 | 6,630 | 6,630 | 2,899 | 9,529 | 6,630 |
| 62448 - HAULING AND DISPOSAL | 0 | 0 | 600 | 0 | 0 | 0 | 0 | 0 |
| 62501 - WATER | 606 | 515 | 580 | 513 | 580 | 0 | 580 | 580 |
| 62502 - SEWER | 193,692 | 135,556 | 159,850 | 151,534 | 159,850 | 0 | 159,850 | 159,850 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 62503 - ELECTRICITY | 104,008 | 110,313 | 93,428 | 108,525 | 93,428 | 20,657 | 114,085 | 93,428 |
| 62504 - HEATING FUEL | 8,518 | 10,763 | 11,458 | 10,633 | 11,458 | 0 | 11,458 | 11,458 |
| 62510 - TELEPHONE | 6,323 | 7,613 | 7,090 | 6,561 | 6,706 | 0 | 6,706 | 6,706 |
| 62512 - INDUSTRIAL PRE-TREATMENT | 166 | 164 | 360 | 164 | 360 | 0 | 360 | 360 |
| 62602 - OFFICE SPACE RENTAL | 68,414 | 69,098 | 70,066 | 70,066 | 71,867 | 0 | 71,867 | 71,867 |
| 62604 - EQUIPMENT RENTAL | 99 | 0 | 1,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| 62701 - OFFICE SUPPLIES | 2,550 | 1,445 | 1,525 | 1,619 | 1,625 | 0 | 1,625 | 1,625 |
| 62733 - TOOLS | 5,117 | 3,725 | 3,775 | 4,129 | 3,900 | 600 | 4,500 | 3,900 |
| 62734 - MINOR EQUIPMENT | 17,098 | 15,562 | 200 | 4,892 | 4,700 | 0 | 4,700 | 4,700 |
| 62735 - BUILDING MAINT. SUPPLIES | 591 | 564 | 994 | 985 | 994 | 0 | 994 | 994 |
| 62736 - GROUNDS MAINT SUPPLIES | 0 | 50 | 300 | 480 | 500 | 0 | 500 | 500 |
| 62737 - JANITORIAL SUPPLIES | 65 | 0 | 100 | 100 | 100 | 0 | 100 | 100 |
| 62744 - MINOR COMPUTER EQUIPMENT | 0 | 0 | 0 | 114 | 0 | 0 | 0 | 0 |
| 62755 - UNIFORMS | 5,991 | 3,547 | 4,000 | 4,101 | 4,000 | 600 | 4,600 | 4,000 |
| 62760 - OPERATING SUPPLIES | 221,038 | 232,633 | 187,820 | 208,440 | 190,317 | 127,536 | 317,853 | 248,317 |
| 62762 - LICENSES & PERMITS | 3,990 | 5,318 | 5,000 | 4,500 | 5,200 | 0 | 5,200 | 5,200 |
| 62764 - CHEMICALS | 106,435 | 107,357 | 152,711 | 124,583 | 146,064 | 0 | 146,064 | 146,064 |
| 65102 - INTEREST ON BONDED DEBT | 15,062 | 29,234 | 31,269 | 31,269 | 11,830 | 0 | 11,830 | 11,830 |
| 65202 - INTEREST ON NOTES PAYABLE | 12,075 | 17,400 | 14,639 | 14,640 | 28,075 | 0 | 28,075 | 28,075 |
| 66102 - CAPITALIZED EXPENDITURES | (6,248) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 66104 - LOSS ON FIXED ASSETS | 4,022 | 42,021 | 0 | 0 | 0 | 0 | 0 | 0 |
| 66201 - DEPRECIATION - BUILDINGS | 115,328 | 114,278 | 117,000 | 111,100 | 117,000 | 0 | 117,000 | 117,000 |
| 66202 - DEPRECIATION - OTHER IMPR | 627,327 | 647,156 | 641,000 | 644,125 | 656,000 | 0 | 656,000 | 656,000 |
| 66203 - DEPRECIATION - MACH/EQUIP | 202,251 | 205,699 | 206,000 | 199,000 | 206,000 | 0 | 206,000 | 206,000 |
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 2,610,407 | 2,670,239 | 2,714,227 | 2,685,418 | 2,695,352 | 176,233 | 2,871,585 | 2,765,852 |
| TOTAL | 3,568,789 | 3,722,480 | 3,815,822 | 3,786,223 | 3,872,215 | 176,233 | 4,048,448 | 3,942,715 |

| | | | |
|---------------------------------------|--|--------------|-----------|
| Department: | Public Works | Fund: | Equipment |
| Division (s): Cost Center: | Fleet Services Division 11000 | | |
| Mission: | Provide City departments with environmentally friendly, dependable, cost effective, and safe vehicles and equipment. | | |

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

As part of an ongoing effort toward sustainable funding for the replacement of the City's equipment and vehicles in FY19, Fleet staff consults with the internal Vehicle Committee, comprised of senior City staff, to make recommendations and validate vehicle replacement by seeking vehicles that can perform multiple functions, implement the "new" used vehicles replacement option, and evaluate each piece of equipment and the job it performs to be certain the right piece of equipment is performing the required functions or whether alternatives can be procured.

In FY19, it is expected that fuel prices will rise slightly from FY18 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) of \$2.57 (compared to \$2.40 per gallon in FY18) 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 the City's Equipment and Vehicle Committee, the City Manager, and Fleet Division customers to manage changing conditions.

Background

The Fleet Division is responsible for the procurement, maintenance, and repair of the City's vehicle and equipment fleet which includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 169 vehicles/equipment of the 266 vehicles/equipment serviced by Fleet Services Division, that are part of the Fleet capital replacement program. The Fleet Division supports the City's internal Vehicle Committee which provides policies, evaluation, recommendations, and validation for City's vehicle and equipment replacement program.

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

The Fleet Services Division tracks shop rates from area heavy duty and light duty vehicle shop rates to compare the City's performance against the private sector. The City's shop rate is \$113 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 \$93 per hour rate, and area shops that service heavy duty vehicles range in the \$135 per hour rate. The \$113 City of Keene shop rate is an indicator that rates charged to service vehicles are competitive with the private sector. In addition, the City maintains a parts department which allows Fleet Services to keep the equipment operational and minimize downtime.

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

Vehicle purchases are evaluated by the Fleet Services Division and recommendations are made to the City's Vehicle Committee. Changes to the replacement program continue to be made with the goal of reducing the cost of the vehicle replacement, increasing fuel efficiency, and increasing vehicle and equipment functionality. In the past three years the Fleet Services Division along with the City's Purchasing Agent oversaw a change in the purchasing policies, with City Council approval, to enable Fleet Services to purchase "new" used and "demo" vehicles when appropriate opportunities arise at a much lower price. In FY 18 the Division added a piece of used equipment, to the fleet which will dramatically increase the efficiency of the Highway Division's drainage work (grader). The Fleet Services Division also procured an asphalt reclaimer to complement the Highway Division's milling machine which will improve the pothole repair program by enabling hot mix asphalt to be placed in potholes in lieu of cold patch.

| PRIMARY SERVICES & RESPONSIBILITIES: | | Align w/CMP | | |
|--|--|--------------------|--------------------------------------|--------------|
| Provide regular maintenance, repair, fuel, and 24-hour emergency services for the City fleet. | | Transportation | | |
| Develop and prepare specifications for purchase of all vehicles and equipment in City fleet as outlined in the Capital Budget. | | Transportation | | |
| In conjunction with internal City Vehicle Committee, consult with City Departments that have equipment scheduled to be replaced and evaluate the justification for replacement vehicles and equipment. | | Transportation | | |
| FISCAL YEAR 2018/2019 OBJECTIVES: | | STATUTE | CMP | VOICE |
| Maintain workload at a level of 80% scheduled, 20% unscheduled maintenance | | | Municipal Governance & Fin Stability | C, E |
| Provide appropriate training and tools for service technicians to maintain skills | | | Leadership | V, E |
| Complete 90% of preventative maintenance work orders on schedule | | | Infrastructure | C, E |
| Monitor fuel consumption, administer fuel billing, and promote conservation | | | Climate Change | I, E |
| Evaluate and procure "new" used vehicles when determined to be a better alternative than new | | | Leadership | I, E |
| METRICS: | | FY17 | FY18 | FY19 |
| Staff training hours (goal/actual) | | 150/150 | 170 | 150 |
| % Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time | | 98% | 99% | 98% |
| % Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime | | 80%-20% | 80%-20% | 80%-20% |
| % Completion of preventative work orders on schedule (goal/actual) | | 90%/91% | 91% | 90% |

CITY OF KEENE, NEW HAMPSHIRE
EQUIPMENT FUND OPERATING REVENUES and EXPENSES
HISTORICAL ANALYSIS and BUDGET

| | ACTUAL FY 15-16 | ACTUAL FY 16/17 | BUDGET FY 17/18 | ESTIMATE FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| REVENUES | | | | | | | | |
| Charges for Services | 2,217,249 | 2,311,293 | 2,385,093 | 2,396,387 | 2,478,689 | 2,478,689 | 2,563,011 | 2,650,248 |
| Miscellaneous | 34,755 | 23,286 | 4,450 | 12,476 | 6,331 | 6,331 | 4,540 | 4,585 |
| Use of (Addition to) Surplus | | | (131,923) | | (167,790) | (167,790) | | |
| TOTAL REVENUES | \$2,252,004 | \$2,334,579 | \$2,257,620 | \$2,408,863 | \$2,317,230 | \$2,317,230 | \$2,567,551 | \$2,654,834 |
| EXPENSES | | | | | | | | |
| Fleet Management | \$2,021,070 | \$2,089,989 | \$2,257,620 | \$2,121,798 | \$2,317,230 | \$2,317,230 | \$2,342,289 | \$2,386,406 |
| Capital Program expense | \$8,501 | \$7,726 | | | | | | |
| TOTAL EXPENSE | \$2,029,571 | \$2,097,715 | \$2,257,620 | \$2,121,798 | \$2,317,230 | \$2,317,230 | \$2,342,289 | \$2,386,406 |
| NET REVENUE (EXPENSE) | \$222,433 | \$236,864 | \$0 | \$287,065 | (\$0) | (\$0) | \$225,262 | \$268,428 |

Note: Capital program expense is outlay in capital program cost centers which has not been capitalized.

**CITY OF KEENE, NEW HAMPSHIRE
EQUIPMENT FUND CAPITAL PROGRAM
HISTORICAL ANALYSIS and BUDGET**

| | PROGRAM FY 15/16 | PROGRAM FY 16/17 | PROGRAM FY 17/18 | DEPT REQ FY 18/19 | CITY MGR FY 18/19 | PROJECTED FY 19/20 | PROJECTED FY 20/21 |
|---------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|-----------------------|
| CAPITAL PROGRAM | | | | | | | |
| Reserve: Equipment Replacement | \$450,000 | \$575,000 | \$645,000 | \$665,000 | \$665,000 | \$665,000 | \$700,000 |
| Wash Bay Upgrade | | | | | | | \$155,000 |
| Lift Replacement | 422,461 | 893,451 | 731,752 | 751,341 | 751,341 | 797,743 | 732,356 |
| Equipment Replacement | 872,461 | \$1,468,451 | \$1,376,752 | \$1,416,341 | \$1,416,341 | \$1,462,743 | \$1,587,356 |
| SUBTOTAL - APPROPRIATION | | | | | | | |
| USE OF CAPITAL RESERVE | 422,461 | 893,451 | 731,752 | 751,341 | 751,341 | 797,743 | 732,356 |
| NET CAPITAL PROGRAM | \$450,000 | \$575,000 | \$645,000 | \$665,000 | \$665,000 | \$665,000 | \$855,000 |

This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.

| | | | | | | | |
|--|-------------|-------------|-------------|-------------|------------|------------|-------------|
| Add Back: Depreciation | | | | | | | |
| Subtract: Debt Svc Principal (see Note 3) | \$395,000 | \$395,000 | \$395,000 | \$395,000 | \$395,000 | \$400,000 | \$400,000 |
| Tfrs to Capital Reserve (see Note 3) | (665,000) | (665,000) | (665,000) | (665,000) | (665,000) | (665,000) | (700,000) |
| Capital Outlays (see Note 3) | 0 | 0 | 0 | 0 | 0 | 0 | (155,000) |
| Projected Annual Cash Surplus (Deficit) | (\$102,210) | (\$102,210) | (\$102,210) | (\$102,210) | (\$39,738) | (\$39,738) | (\$186,572) |
| Projected operating cash balance | | | | \$538,774 | \$499,036 | \$312,464 | 3.50% |

Projected Fleet Internal Charge Change:

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue and use of retained earnings will fund cash requirements for capital outlays and capital reserves in current and future years.

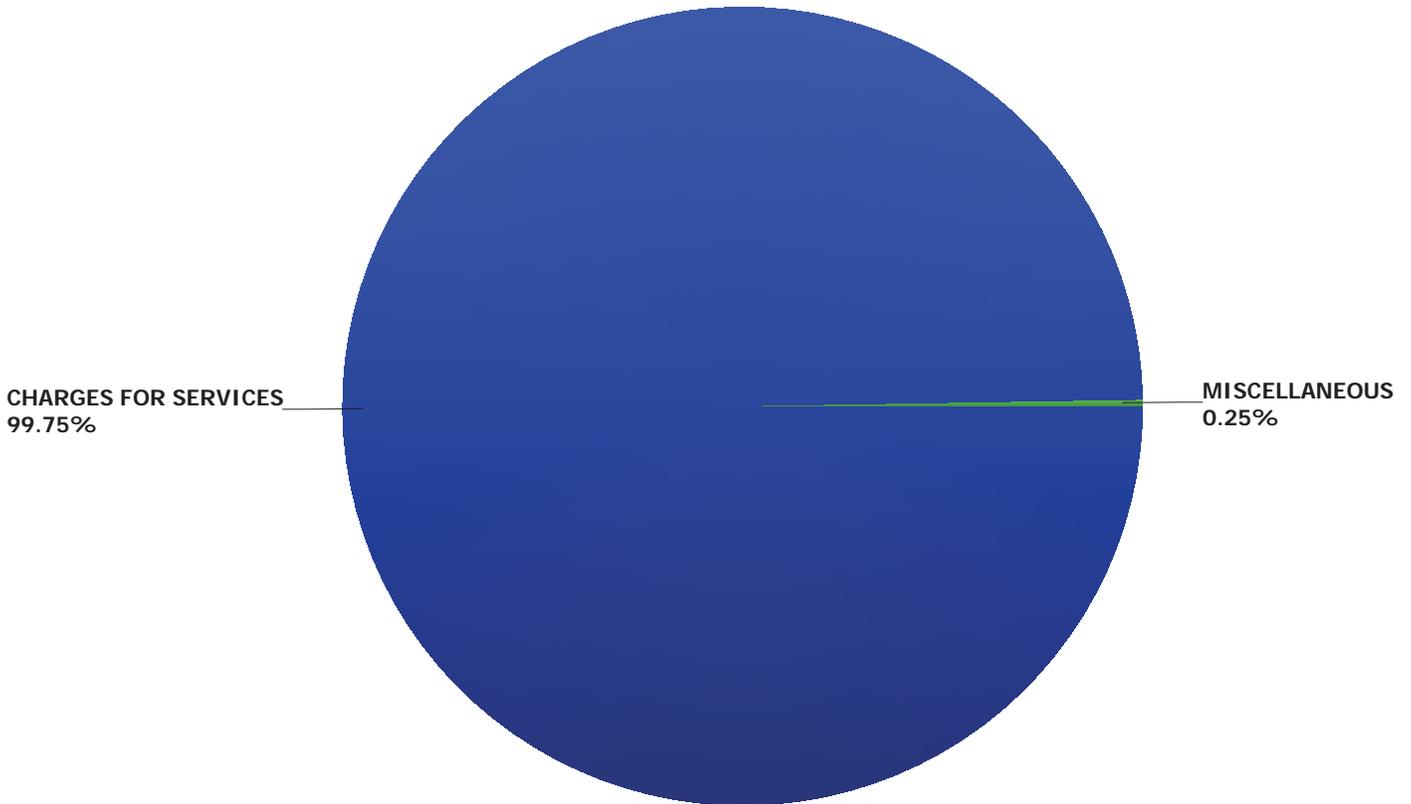
Note 3: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget
Summary**

FLEET MANAGEMENT FUND

| Revenue Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------|------------------|------------------|------------------|--------------------|------------------------------|-------------------------------|
| 44000 - CHARGES FOR SERVICES | 2,217,249 | 2,311,293 | 2,385,093 | 2,396,387 | 2,478,689 | 2,478,689 |
| 46000 - MISCELLANEOUS | 34,858 | 23,780 | 4,450 | 12,476 | 6,331 | 6,331 |
| 47000 - OTHER FINANCING SOURCES | (103) | (493) | (131,923) | 0 | (167,790) | (167,790) |
| TOTAL | 2,252,004 | 2,334,579 | 2,257,620 | 2,408,863 | 2,317,230 | 2,317,230 |

Fiscal Year 2018-2019 Anticipated Revenue by Category



EQUIPMENT FUND REVENUE

CHARGES FOR SERVICES

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

MISCELLANEOUS

- 46101 - **INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46206 - **INSURANCE PAYMENTS:** payments from insurance companies for damage to city vehicles and equipment
- 47303 - **SALE OF SURPLUS EQUIPMENT:** money received from the sale of vehicles & equipment

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs
- 47290 - **INTRAFUND APPROPRIATIONS:** internal charges for the funding of and accounting for capital project activity

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Revenue Budget**

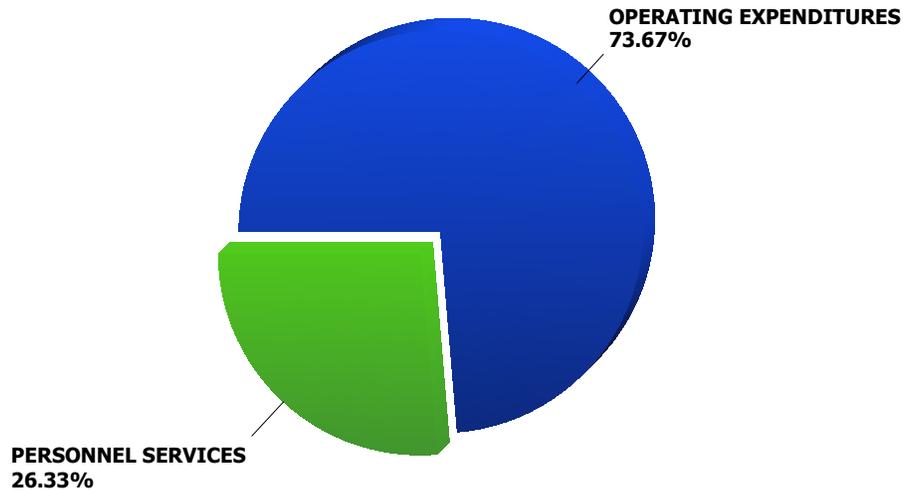
FLEET MANAGEMENT FUND

| Account Title | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------------------------------|
| 44109 - DIRECT REIMBURSEMENT | 82,133 | 79,293 | 72,240 | 78,500 | 79,995 | 79,995 |
| 44112 - EQUIPMENT CHARGES | 50,464 | 43,399 | 35,943 | 40,977 | 41,592 | 41,592 |
| 44128 - FLEET CHARGES | 2,084,652 | 2,188,601 | 2,276,910 | 2,276,910 | 2,357,102 | 2,357,102 |
| 44000 - CHARGES FOR SERVICES | 2,217,249 | 2,311,293 | 2,385,093 | 2,396,387 | 2,478,689 | 2,478,689 |
| 46101 - INTEREST EARNINGS | 5,284 | 4,913 | 950 | 3,725 | 4,495 | 4,495 |
| 46103 - INTEREST: A/R | 0 | 0 | 0 | 0 | 0 | 0 |
| 46203 - DONATIONS | 0 | 7,000 | 0 | 0 | 0 | 0 |
| 46206 - INSURANCE PAYMENTS | 27,400 | 10,066 | 0 | 6,933 | 0 | 0 |
| 47303 - SALE OF SURPLUS EQUIPMNT | 2,175 | 1,800 | 3,500 | 1,818 | 1,836 | 1,836 |
| 46000 - MISCELLANEOUS | 34,858 | 23,780 | 4,450 | 12,476 | 6,331 | 6,331 |
| 47001 - USE(ADDITION) TO SURPLUS | 0 | 0 | (133,907) | 0 | (167,790) | (167,790) |
| 47006 - UNREALIZED GAIN/LOSS | (103) | (493) | 0 | 0 | 0 | 0 |
| 47007 - USE OF SURPLUS: CARRYOVER | 0 | 0 | 1,984 | 0 | 0 | 0 |
| 47290 - INTRAFUND APPROPRIATION | 0 | 0 | 0 | 0 | 0 | 0 |
| 47000 - OTHER FINANCING SOURCES | (103) | (493) | (131,923) | 0 | (167,790) | (167,790) |
| 48101 - SALE OF BONDS | 0 | 0 | 0 | 0 | 0 | 0 |
| 48000 - PROCEEDS LONG TRM FINANCE | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 2,252,004 | 2,334,579 | 2,257,620 | 2,408,863 | 2,317,230 | 2,317,230 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Summary by Fund**

FLEET MANAGEMENT FUND

| Budget Category | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|
| 61000 - PERSONNEL SERVICES | 516,975 | 529,863 | 583,969 | 529,053 | 610,078 | 0 | 610,078 | 610,078 |
| 62000 - OPERATING EXPENDITURES | 1,504,095 | 1,560,126 | 1,673,651 | 1,592,745 | 1,707,152 | 0 | 1,707,152 | 1,707,152 |
| Fund Total | 2,021,070 | 2,089,989 | 2,257,620 | 2,121,798 | 2,317,230 | 0 | 2,317,230 | 2,317,230 |



Staffing Summary (regular full and part time only)

| Cost Center | Account | Title | FTE | Annualized Wages/Salaries* |
|--------------|---------|-----------------------|-------------|----------------------------|
| 11000 | 61304 | FLEET SVC OPER MGR | 1.00 | 73,602 |
| | | FLEET SVS ADMIN COORD | 1.00 | 45,644 |
| | 61305 | ADMINISTRATIVE ASST | 0.25 | 10,710 |
| AFSCME | 613** | | | 207,566 |
| | | MECHANIC I | 1.00 | |
| | | MECHANIC II | 3.00 | |
| TOTAL | | | 6.25 | 337,523 |

***This number does not include any overtime, seasonal, or other forms of pay.**

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

FLEET MANAGEMENT FUND

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 61304 - GENERAL PERSONNEL | 317,202 | 311,624 | 321,929 | 297,047 | 326,812 | 0 | 326,812 | 326,812 |
| 61305 - ADMINISTRATIVE PERSONNEL | 8,856 | 9,496 | 10,024 | 9,755 | 10,710 | 0 | 10,710 | 10,710 |
| 61401 - TEMPORARY PERSONNEL | 0 | 0 | 4,388 | 1,690 | 0 | 0 | 0 | 0 |
| 61501 - REGULAR OVERTIME | 10,744 | 9,326 | 22,240 | 15,373 | 22,907 | 0 | 22,907 | 22,907 |
| 61602 - STAND-BY PAY | 12,782 | 12,845 | 16,429 | 12,387 | 16,922 | 0 | 16,922 | 16,922 |
| 61609 - STIPEND | 4,174 | 4,194 | 4,160 | 4,160 | 4,160 | 0 | 4,160 | 4,160 |
| 61701 - HEALTH INSURANCE | 93,469 | 100,013 | 118,507 | 111,866 | 139,379 | 0 | 139,379 | 139,379 |
| 61702 - DENTAL INSURANCE | 7,839 | 6,781 | 7,281 | 6,640 | 7,256 | 0 | 7,256 | 7,256 |
| 61703 - RETIREMENT CONTRIBUTIONS | 39,514 | 38,828 | 42,650 | 38,507 | 43,889 | 0 | 43,889 | 43,889 |
| 61704 - SOCIAL SECURITY | 26,150 | 25,553 | 28,670 | 24,719 | 29,504 | 0 | 29,504 | 29,504 |
| 61705 - WORKERS COMPENSATION | 156 | 3,086 | 7,691 | 6,805 | 8,538 | 0 | 8,538 | 8,538 |
| 61715 - RETIREMENT BENEFITS | (3,910) | 8,117 | 0 | 0 | 0 | 0 | 0 | 0 |
| 61901 - RECRUITMENT | 0 | 0 | 0 | 104 | 0 | 0 | 0 | 0 |
| 61000 - PERSONNEL SERVICES | 516,975 | 529,863 | 583,969 | 529,053 | 610,078 | 0 | 610,078 | 610,078 |
| 62120 - LABORATORY SERVICES | 213 | 486 | 300 | 458 | 300 | 0 | 300 | 300 |
| 62176 - CITY ADMIN CHARGE | 270,699 | 284,632 | 272,485 | 272,485 | 278,146 | 0 | 278,146 | 278,146 |
| 62201 - JANITORIAL | 3,330 | 4,527 | 2,767 | 2,767 | 2,766 | 0 | 2,766 | 2,766 |
| 62205 - PC REPLACEMENT CHARGE | 833 | 1,551 | 1,660 | 1,660 | 1,450 | 0 | 1,450 | 1,450 |
| 62206 - PW FLEET CHARGE | 57,942 | 76,615 | 70,393 | 70,393 | 68,930 | 0 | 68,930 | 68,930 |
| 62304 - COMMUNICATIONS EQP MAINT. | 738 | 0 | 2,500 | 2,500 | 2,500 | 0 | 2,500 | 2,500 |
| 62310 - SAFETY PROGRAM MAINT. | 1,446 | 1,535 | 1,250 | 1,290 | 1,250 | 0 | 1,250 | 1,250 |
| 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 3,000 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| 62350 - BUILDING MAINTENANCE | 3,718 | 13,888 | 12,000 | 7,630 | 12,000 | 0 | 12,000 | 12,000 |
| 62370 - OTHER IMPROVEMNTS - MAINT | 628 | 2,115 | 1,900 | 1,750 | 1,900 | 0 | 1,900 | 1,900 |
| 62407 - VEHICLE INSURANCE | 63,427 | 68,627 | 70,000 | 63,427 | 61,051 | 0 | 61,051 | 61,051 |
| 62435 - TRAINING | 1,828 | 4,871 | 6,000 | 2,550 | 6,000 | 0 | 6,000 | 6,000 |
| 62436 - MEETINGS & DUES | 306 | 306 | 1,500 | 970 | 1,500 | 0 | 1,500 | 1,500 |
| 62501 - WATER | 1,357 | 1,423 | 1,891 | 730 | 1,891 | 0 | 1,891 | 1,891 |
| 62502 - SEWER | 2,913 | 3,089 | 1,840 | 1,564 | 1,840 | 0 | 1,840 | 1,840 |
| 62503 - ELECTRICITY | 9,821 | 9,600 | 7,700 | 7,256 | 7,700 | 0 | 7,700 | 7,700 |
| 62504 - HEATING FUEL | 26,028 | 27,320 | 28,484 | 28,678 | 29,908 | 0 | 29,908 | 29,908 |
| 62510 - TELEPHONE | 6,573 | 2,378 | 7,500 | 2,786 | 3,500 | 0 | 3,500 | 3,500 |
| 62603 - BUILDING RENTAL | 81,304 | 82,117 | 84,581 | 84,581 | 85,407 | 0 | 85,407 | 85,407 |
| 62701 - OFFICE SUPPLIES | 1,882 | 1,436 | 1,955 | 1,955 | 1,955 | 0 | 1,955 | 1,955 |
| 62720 - REPAIR PARTS | 235,857 | 274,374 | 287,743 | 234,738 | 307,956 | 0 | 307,956 | 307,956 |
| 62721 - ACCIDENT REPAIR | 20,091 | 0 | 13,390 | 8,310 | 13,390 | 0 | 13,390 | 13,390 |
| 62733 - TOOLS | 4,584 | 8,965 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| 62755 - UNIFORMS | 5,066 | 4,891 | 5,300 | 5,300 | 5,300 | 0 | 5,300 | 5,300 |
| 62760 - OPERATING SUPPLIES | 14,068 | 17,027 | 14,000 | 13,251 | 14,000 | 0 | 14,000 | 14,000 |
| 62761 - SOFTWARE | 3,753 | 2,413 | 4,500 | 5,580 | 4,500 | 0 | 4,500 | 4,500 |
| 62769 - GASOLINE AND DIESEL FUEL | 248,038 | 232,626 | 293,206 | 291,343 | 313,206 | 0 | 313,206 | 313,206 |
| 62770 - OIL AND LUBRICANTS | 11,408 | 14,058 | 20,806 | 20,028 | 20,806 | 0 | 20,806 | 20,806 |
| 62772 - TIRES | 45,664 | 35,527 | 49,000 | 49,000 | 49,000 | 0 | 49,000 | 49,000 |
| 63414 - SHOP EQUIPMENT | 5,850 | 9,713 | 7,000 | 7,765 | 7,000 | 0 | 7,000 | 7,000 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Summary by Account**

| Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 66102 - CAPITALIZED EXPENDITURES | (8,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 66104 - LOSS ON FIXED ASSETS | 1,796 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 66203 - DEPRECIATION - MACH/EQUIP | 373,283 | 370,893 | 395,000 | 395,000 | 395,000 | 0 | 395,000 | 395,000 |
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 1,504,095 | 1,560,126 | 1,673,651 | 1,592,745 | 1,707,152 | 0 | 1,707,152 | 1,707,152 |
| TOTAL | 2,021,070 | 2,089,989 | 2,257,620 | 2,121,798 | 2,317,230 | 0 | 2,317,230 | 2,317,230 |

Cost Center Detail

| Title | Page |
|---|-------------|
| City Manager | 226 |
| City Clerk | 227-228 |
| Finance Department | 229-230 |
| Fire Department | 231-234 |
| Human Services Department | 235 |
| Library Department | 236 |
| Parks, Recreation & Facilities Department | 237-244 |
| Police Department | 245-248 |
| Community Development Department | 249 |
| Public Works Department | 250-257 |
| Parking Fund | 258-259 |
| Solid Waste Fund | 260-262 |
| Sewer Fund | 263-267 |
| Water Fund | 268-272 |

City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail

CITY MANAGER

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00300 - CITY MANAGER | 61203 - CITY MANAGER | 120,140 | 153,779 | 155,547 | 145,295 | 147,344 | 0 | 147,344 | 147,344 |
| | 61304 - GENERAL PERSONNEL | 0 | 0 | 0 | 0 | 119,000 | 0 | 119,000 | 119,000 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 56,970 | 58,420 | 59,061 | 59,060 | 59,063 | 0 | 59,063 | 59,063 |
| | 61603 - CAR ALLOWANCE | 1,050 | 0 | 0 | 2,760 | 3,600 | 0 | 3,600 | 3,600 |
| | 61701 - HEALTH INSURANCE | 12,616 | 16,331 | 17,708 | 16,086 | 41,506 | 0 | 41,506 | 41,506 |
| | 61702 - DENTAL INSURANCE | 1,711 | 1,767 | 1,821 | 1,080 | 2,666 | 0 | 2,666 | 2,666 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 16,113 | 23,711 | 24,422 | 23,257 | 37,031 | 0 | 37,031 | 37,031 |
| | 61704 - SOCIAL SECURITY | 13,480 | 14,620 | 14,849 | 14,203 | 23,995 | 0 | 23,995 | 23,995 |
| | 61705 - WORKERS COMPENSATION | 7 | 139 | 319 | 307 | 522 | 0 | 522 | 522 |
| | 61712 - DEPT HEAD RETIREMENT | 4,362 | 18,000 | 18,000 | 21,284 | 4,420 | 0 | 4,420 | 4,420 |
| | 61901 - RECRUITMENT | 2,960 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 229,409 | 286,767 | 291,727 | 283,332 | 439,148 | 0 | 439,148 | 439,148 |
| | 62205 - PC REPLACEMENT CHARGE | 232 | 218 | 268 | 268 | 204 | 0 | 204 | 204 |
| | 62435 - TRAINING | 100 | 149 | 100 | 75 | 100 | 0 | 100 | 100 |
| | 62436 - MEETINGS & DUES | 3,326 | 1,085 | 2,718 | 1,235 | 3,656 | 0 | 3,656 | 3,656 |
| | 62441 - LOCAL MEALS & MEETING EXP | 188 | 268 | 500 | 435 | 500 | 0 | 500 | 500 |
| | 62510 - TELEPHONE | 649 | 1,037 | 645 | 1,276 | 645 | 0 | 645 | 645 |
| | 62701 - OFFICE SUPPLIES | 498 | 439 | 600 | 1,300 | 600 | 0 | 600 | 600 |
| | 62710 - POSTAGE | 92 | 12 | 125 | 25 | 125 | 0 | 125 | 125 |
| | 62715 - BOOKS AND PERIODICALS | 234 | 0 | 350 | 210 | 350 | 0 | 350 | 350 |
| 62000 - OPERATING EXPENDITURES | 5,319 | 3,207 | 5,306 | 4,824 | 6,180 | 0 | 6,180 | 6,180 | |
| 00300 - CITY MANAGER | 234,728 | 289,974 | 297,033 | 288,156 | 445,328 | 0 | 445,328 | 445,328 | |
| 00310 - EMERGENCY OPERATIONS CTR | 62205 - PC REPLACEMENT CHARGE | 0 | 0 | 654 | 950 | 612 | 0 | 612 | 612 |
| | 62760 - OPERATING SUPPLIES | 0 | 0 | 1,900 | 1,900 | 612 | 0 | 612 | 612 |
| | 62000 - OPERATING EXPENDITURES | 0 | 0 | 2,554 | 2,850 | 1,224 | 0 | 1,224 | 1,224 |
| 00310 - EMERGENCY OPERATIONS CTR | 0 | 0 | 2,554 | 2,850 | 1,224 | 0 | 1,224 | 1,224 | |
| DEPARTMENT TOTAL | 234,728 | 289,974 | 299,587 | 291,006 | 446,552 | 0 | 446,552 | 446,552 | |
| TOTAL | 234,728 | 289,974 | 299,587 | 291,006 | 446,552 | 0 | 446,552 | 446,552 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

CITY CLERK

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00200 - CITY CLERK | 61202 - CITY CLERK | 100,937 | 103,448 | 104,671 | 104,671 | 104,672 | 0 | 104,672 | 104,672 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 104,058 | 108,386 | 111,533 | 111,533 | 114,545 | 0 | 114,545 | 114,545 |
| | 61307 - PART TIME EMPLOYEES | 41,715 | 41,637 | 49,207 | 49,207 | 49,348 | 0 | 49,348 | 49,348 |
| | 61501 - REGULAR OVERTIME | 264 | 77 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61530 - OT:STRAIGHT TIME | 215 | 51 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 56,708 | 56,475 | 60,830 | 60,830 | 71,053 | 0 | 71,053 | 71,053 |
| | 61702 - DENTAL INSURANCE | 3,683 | 3,305 | 3,442 | 3,442 | 3,324 | 0 | 3,324 | 3,324 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 22,951 | 23,685 | 24,714 | 24,714 | 24,947 | 0 | 24,947 | 24,947 |
| | 61704 - SOCIAL SECURITY | 18,772 | 19,128 | 20,304 | 20,304 | 20,545 | 0 | 20,545 | 20,545 |
| | 61705 - WORKERS COMPENSATION | 7 | 166 | 395 | 395 | 431 | 0 | 431 | 431 |
| | 61901 - RECRUITMENT | 271 | 471 | 0 | 21 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 349,581 | 356,828 | 375,096 | 375,117 | 388,865 | 0 | 388,865 | 388,865 |
| | 62205 - PC REPLACEMENT CHARGE | 1,131 | 1,442 | 1,443 | 1,443 | 1,889 | 0 | 1,889 | 1,889 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 100 | 41 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62425 - ADVERTISING | 67 | 170 | 280 | 280 | 300 | 0 | 300 | 300 |
| | 62435 - TRAINING | 1,897 | 1,439 | 1,515 | 1,400 | 1,310 | 0 | 1,310 | 1,310 |
| | 62436 - MEETINGS & DUES | 638 | 611 | 825 | 804 | 825 | 0 | 825 | 825 |
| | 62498 - USE OF TRUST FUNDS | 63 | 9 | 200 | 200 | 200 | 0 | 200 | 200 |
| | 62510 - TELEPHONE | 1,438 | 1,539 | 1,710 | 1,700 | 1,680 | 0 | 1,680 | 1,680 |
| | 62701 - OFFICE SUPPLIES | 1,720 | 2,068 | 1,904 | 1,900 | 1,859 | 0 | 1,859 | 1,859 |
| | 62710 - POSTAGE | 836 | 1,262 | 1,699 | 1,699 | 1,699 | 0 | 1,699 | 1,699 |
| | 62715 - BOOKS AND PERIODICALS | 906 | 56 | 275 | 275 | 325 | 0 | 325 | 325 |
| 62761 - SOFTWARE | 0 | 0 | 0 | 0 | 4,250 | 0 | 4,250 | 4,250 | |
| 62762 - LICENSES & PERMITS | 562 | 621 | 600 | 600 | 600 | 0 | 600 | 600 | |
| 62000 - OPERATING EXPENDITURES | 9,359 | 9,259 | 10,451 | 10,301 | 14,937 | 0 | 14,937 | 14,937 | |
| 00200 - CITY CLERK | 358,940 | 366,087 | 385,547 | 385,418 | 403,802 | 0 | 403,802 | 403,802 | |
| 00201 - CITY CLERK ELECTIONS | 61307 - PART TIME EMPLOYEES | 5,663 | 4,946 | 4,794 | 4,794 | 4,696 | 0 | 4,696 | 4,696 |
| | 61704 - SOCIAL SECURITY | 433 | 378 | 367 | 367 | 359 | 0 | 359 | 359 |
| | 61705 - WORKERS COMPENSATION | 0 | 3 | 7 | 7 | 8 | 0 | 8 | 8 |
| | 61000 - PERSONNEL SERVICES | 6,096 | 5,327 | 5,168 | 5,168 | 5,062 | 0 | 5,062 | 5,062 |
| | 62107 - ELECTIONS | 18,477 | 15,526 | 13,310 | 13,145 | 14,115 | 0 | 14,115 | 14,115 |
| | 62205 - PC REPLACEMENT CHARGE | 116 | 109 | 109 | 109 | 204 | 0 | 204 | 204 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 2,715 | 3,434 | 2,700 | 2,700 | 2,776 | 0 | 2,776 | 2,776 |
| | 62416 - PRINTING | 6,402 | 3,294 | 6,850 | 6,616 | 3,700 | 0 | 3,700 | 3,700 |
| | 62425 - ADVERTISING | 499 | 206 | 700 | 447 | 420 | 0 | 420 | 420 |
| | 62450 - POLLING STATIONS SET UP | 883 | 2,027 | 310 | 974 | 1,610 | 0 | 1,610 | 1,610 |
| | 62606 - OTHER RENTALS | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,000 | 1,000 |
| | 62701 - OFFICE SUPPLIES | 693 | 987 | 370 | 370 | 370 | 0 | 370 | 370 |
| | 62710 - POSTAGE | 571 | 1,985 | 3,073 | 2,955 | 1,546 | 0 | 1,546 | 1,546 |
| | 62760 - OPERATING SUPPLIES | 0 | 0 | 0 | 0 | 300 | 0 | 300 | 300 |
| 62000 - OPERATING EXPENDITURES | 30,356 | 27,569 | 27,422 | 27,316 | 26,041 | 0 | 26,041 | 26,041 | |
| 00201 - CITY CLERK ELECTIONS | 36,452 | 32,896 | 32,590 | 32,484 | 31,103 | 0 | 31,103 | 31,103 | |
| 00202 - CITY CLERK ARCHIVES | 61302 - ASST DEPARTMENT HEAD | 66,753 | 68,412 | 69,221 | 69,221 | 69,223 | 0 | 69,223 | 69,223 |
| | 61701 - HEALTH INSURANCE | 20,991 | 20,915 | 22,683 | 22,683 | 26,592 | 0 | 26,592 | 26,592 |
| | 61702 - DENTAL INSURANCE | 1,590 | 1,384 | 1,459 | 1,459 | 1,392 | 0 | 1,392 | 1,392 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 7,456 | 7,644 | 7,877 | 7,877 | 7,878 | 0 | 7,878 | 7,878 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00202 - CITY CLERK ARCHIVES | 61704 - SOCIAL SECURITY | 5,040 | 5,167 | 5,295 | 5,295 | 5,296 | 0 | 5,296 | 5,296 |
| | 61705 - WORKERS COMPENSATION | 2 | 45 | 103 | 103 | 111 | 0 | 111 | 111 |
| | 61000 - PERSONNEL SERVICES | 101,833 | 103,567 | 106,638 | 106,638 | 110,491 | 0 | 110,491 | 110,491 |
| | 62404 - PROPERTY INSURANCE | 414 | 448 | 448 | 414 | 414 | 0 | 414 | 414 |
| | 62435 - TRAINING | 477 | 2,380 | 2,400 | 2,913 | 2,532 | 0 | 2,532 | 2,532 |
| | 62436 - MEETINGS & DUES | 530 | 539 | 565 | 565 | 565 | 0 | 565 | 565 |
| | 62701 - OFFICE SUPPLIES | 0 | 0 | 100 | 100 | 100 | 0 | 100 | 100 |
| | 62715 - BOOKS AND PERIODICALS | 0 | 0 | 100 | 100 | 100 | 0 | 100 | 100 |
| | 62740 - OTHER MAINT. SUPPLIES | 18 | 909 | 1,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62760 - OPERATING SUPPLIES | 208 | 2,308 | 4,732 | 2,250 | 2,500 | 0 | 2,500 | 2,500 |
| | 62000 - OPERATING EXPENDITURES | 1,648 | 6,584 | 9,345 | 7,342 | 7,211 | 0 | 7,211 | 7,211 |
| 00202 - CITY CLERK ARCHIVES | 103,481 | 110,151 | 115,983 | 113,980 | 117,702 | 0 | 117,702 | 117,702 | |
| 00204 - CLERK RECORDS STORAGE | 61302 - ASST DEPARTMENT HEAD | 7,417 | 7,601 | 7,691 | 7,691 | 7,691 | 0 | 7,691 | 7,691 |
| | 61307 - PART TIME EMPLOYEES | 22,791 | 22,965 | 23,714 | 19,184 | 20,575 | 0 | 20,575 | 20,575 |
| | 61701 - HEALTH INSURANCE | 2,332 | 2,324 | 2,520 | 2,520 | 2,955 | 0 | 2,955 | 2,955 |
| | 61702 - DENTAL INSURANCE | 176 | 154 | 162 | 162 | 155 | 0 | 155 | 155 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 828 | 849 | 875 | 875 | 875 | 0 | 875 | 875 |
| | 61704 - SOCIAL SECURITY | 2,304 | 2,331 | 2,403 | 2,037 | 2,162 | 0 | 2,162 | 2,162 |
| | 61705 - WORKERS COMPENSATION | 1 | 20 | 47 | 43 | 45 | 0 | 45 | 45 |
| | 61000 - PERSONNEL SERVICES | 35,850 | 36,244 | 37,412 | 32,513 | 34,459 | 0 | 34,459 | 34,459 |
| | 62205 - PC REPLACEMENT CHARGE | 465 | 435 | 435 | 435 | 409 | 0 | 409 | 409 |
| | 62206 - PW FLEET CHARGE | 13,446 | 13,722 | 14,600 | 14,600 | 15,754 | 0 | 15,754 | 15,754 |
| | 62510 - TELEPHONE | 823 | 726 | 900 | 900 | 900 | 0 | 900 | 900 |
| | 62701 - OFFICE SUPPLIES | 0 | 18 | 83 | 80 | 80 | 0 | 80 | 80 |
| | 62755 - UNIFORMS | 156 | 0 | 250 | 250 | 250 | 0 | 250 | 250 |
| | 62760 - OPERATING SUPPLIES | 1,751 | 821 | 1,150 | 1,150 | 1,150 | 0 | 1,150 | 1,150 |
| | 62000 - OPERATING EXPENDITURES | 16,641 | 15,721 | 17,418 | 17,415 | 18,543 | 0 | 18,543 | 18,543 |
| | 00204 - CLERK RECORDS STORAGE | 52,491 | 51,965 | 54,830 | 49,928 | 53,002 | 0 | 53,002 | 53,002 |
| DEPARTMENT TOTAL | 551,363 | 561,099 | 588,951 | 581,810 | 605,610 | 0 | 605,610 | 605,610 | |
| TOTAL | 551,363 | 561,099 | 588,951 | 581,810 | 605,610 | 0 | 605,610 | 605,610 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

FINANCE

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00600 - FINANCE ADMIN | 61301 - DEPARTMENT HEAD | 110,224 | 112,961 | 114,297 | 114,297 | 114,301 | 0 | 114,301 | 114,301 |
| | 61302 - ASST DEPARTMENT HEAD | 92,430 | 99,847 | 104,665 | 104,655 | 104,669 | 0 | 104,669 | 104,669 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 45,703 | 46,840 | 47,394 | 28,255 | 41,532 | 0 | 41,532 | 41,532 |
| | 61701 - HEALTH INSURANCE | 48,147 | 47,978 | 50,407 | 41,865 | 50,300 | 0 | 50,300 | 50,300 |
| | 61702 - DENTAL INSURANCE | 5,298 | 4,614 | 4,152 | 3,956 | 3,324 | 0 | 3,324 | 3,324 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 27,741 | 29,013 | 30,311 | 28,132 | 29,645 | 0 | 29,645 | 29,645 |
| | 61704 - SOCIAL SECURITY | 18,828 | 19,767 | 20,376 | 18,911 | 19,928 | 0 | 19,928 | 19,928 |
| | 61705 - WORKERS COMPENSATION | 7 | 174 | 396 | 396 | 418 | 0 | 418 | 418 |
| | 61000 - PERSONNEL SERVICES | 348,378 | 361,195 | 371,999 | 340,468 | 364,118 | 0 | 364,118 | 364,118 |
| 00600 - FINANCE ADMIN | 348,378 | 361,195 | 371,999 | 340,468 | 364,118 | 0 | 364,118 | 364,118 | |
| 00601 - FINANCE ACCTING | 61304 - GENERAL PERSONNEL | 131,101 | 127,609 | 131,985 | 131,985 | 134,800 | 0 | 134,800 | 134,800 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 136,787 | 140,241 | 141,846 | 141,846 | 145,038 | 0 | 145,038 | 145,038 |
| | 61501 - REGULAR OVERTIME | 335 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 88,327 | 72,970 | 77,225 | 77,225 | 89,715 | 0 | 89,715 | 89,715 |
| | 61702 - DENTAL INSURANCE | 5,552 | 4,728 | 5,263 | 5,263 | 4,688 | 0 | 4,688 | 4,688 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 29,642 | 29,929 | 31,162 | 31,162 | 31,846 | 0 | 31,846 | 31,846 |
| | 61704 - SOCIAL SECURITY | 20,181 | 20,066 | 20,948 | 20,948 | 21,408 | 0 | 21,408 | 21,408 |
| | 61705 - WORKERS COMPENSATION | 9 | 177 | 407 | 407 | 449 | 0 | 449 | 449 |
| | 61901 - RECRUITMENT | 673 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 412,606 | 395,719 | 408,836 | 408,836 | 427,944 | 0 | 427,944 | 427,944 |
| | 62103 - TECHNICAL SERVICES | 9,300 | 8,500 | 11,600 | 11,600 | 9,470 | 0 | 9,470 | 9,470 |
| | 62129 - AUDIT SERVICES | 41,400 | 39,000 | 49,530 | 49,530 | 42,250 | 0 | 42,250 | 42,250 |
| | 62205 - PC REPLACEMENT CHARGE | 2,266 | 2,126 | 2,419 | 2,419 | 2,071 | 0 | 2,071 | 2,071 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 8,831 | 9,341 | 12,250 | 12,650 | 12,950 | 0 | 12,950 | 12,950 |
| | 62416 - PRINTING | 6,019 | 6,781 | 8,000 | 7,752 | 8,000 | 0 | 8,000 | 8,000 |
| | 62430 - TRAVEL | 0 | 17 | 750 | 300 | 400 | 0 | 400 | 400 |
| | 62435 - TRAINING | 236 | 380 | 10,000 | 9,300 | 4,500 | 0 | 4,500 | 4,500 |
| | 62436 - MEETINGS & DUES | 80 | 115 | 650 | 650 | 650 | 0 | 650 | 650 |
| | 62510 - TELEPHONE | 685 | 715 | 1,140 | 1,140 | 1,000 | 0 | 1,000 | 1,000 |
| | 62701 - OFFICE SUPPLIES | 3,210 | 5,365 | 5,141 | 4,000 | 4,500 | 0 | 4,500 | 4,500 |
| | 62710 - POSTAGE | 6,361 | 5,894 | 6,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| 62715 - BOOKS AND PERIODICALS | 825 | 752 | 500 | 300 | 450 | 0 | 450 | 450 | |
| 62734 - MINOR EQUIPMENT | 0 | 8,188 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 62000 - OPERATING EXPENDITURES | 79,213 | 87,174 | 107,980 | 105,641 | 92,241 | 0 | 92,241 | 92,241 | |
| 00601 - FINANCE ACCTING | 491,819 | 482,893 | 516,816 | 514,477 | 520,185 | 0 | 520,185 | 520,185 | |
| 00602 - FINANCE PURCHASING | 61304 - GENERAL PERSONNEL | 133,681 | 137,745 | 151,385 | 85,308 | 83,992 | 0 | 83,992 | 83,992 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 0 | 0 | 0 | 19,140 | 47,395 | 0 | 47,395 | 47,395 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 0 | 0 | 339 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 39,726 | 39,127 | 42,911 | 29,098 | 50,300 | 0 | 50,300 | 50,300 |
| | 61702 - DENTAL INSURANCE | 2,724 | 2,392 | 2,531 | 1,561 | 2,435 | 0 | 2,435 | 2,435 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 14,935 | 15,392 | 17,228 | 11,886 | 14,952 | 0 | 14,952 | 14,952 |
| | 61704 - SOCIAL SECURITY | 9,633 | 10,005 | 11,581 | 7,990 | 10,051 | 0 | 10,051 | 10,051 |
| | 61705 - WORKERS COMPENSATION | 5 | 496 | 225 | 157 | 211 | 0 | 211 | 211 |
| | 61000 - PERSONNEL SERVICES | 200,704 | 205,158 | 225,861 | 155,480 | 209,336 | 0 | 209,336 | 209,336 |
| | 62205 - PC REPLACEMENT CHARGE | 363 | 465 | 297 | 297 | 282 | 0 | 282 | 282 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 956 | 1,988 | 1,750 | 1,500 | 1,750 | 0 | 1,750 | 1,750 |
| | 62416 - PRINTING | 30 | 60 | 300 | 200 | 300 | 0 | 300 | 300 |
| | 62425 - ADVERTISING | 1,648 | 1,892 | 2,500 | 2,500 | 2,500 | 0 | 2,500 | 2,500 |
| | 62435 - TRAINING | 299 | 65 | 500 | 500 | 500 | 0 | 500 | 500 |
| | 62436 - MEETINGS & DUES | 607 | 548 | 600 | 600 | 600 | 0 | 600 | 600 |

City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00602 - FINANCE PURCHASING | 62510 - TELEPHONE | 677 | 714 | 700 | 700 | 700 | 0 | 700 | 700 |
| | 62701 - OFFICE SUPPLIES | 6,730 | 3,863 | 10,398 | 10,000 | 7,550 | 0 | 7,550 | 7,550 |
| | 62710 - POSTAGE | 22 | 18 | 350 | 250 | 300 | 0 | 300 | 300 |
| | 62715 - BOOKS AND PERIODICALS | 0 | 273 | 400 | 375 | 400 | 0 | 400 | 400 |
| | 62000 - OPERATING EXPENDITURES | 11,333 | 9,885 | 17,795 | 16,922 | 14,882 | 0 | 14,882 | 14,882 |
| 00602 - FINANCE PURCHASING | | 212,037 | 215,043 | 243,656 | 172,402 | 224,218 | 0 | 224,218 | 224,218 |
| 00603 - FINANCE REV COLLECTION | 61303 - SUPERVISORY PERSONNEL | 74,174 | 76,300 | 76,912 | 76,912 | 76,914 | 0 | 76,914 | 76,914 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 134,118 | 139,483 | 143,165 | 143,165 | 148,614 | 0 | 148,614 | 148,614 |
| | 61307 - PART TIME EMPLOYEES | 43,778 | 45,079 | 48,262 | 48,262 | 49,040 | 0 | 49,040 | 49,040 |
| | 61501 - REGULAR OVERTIME | 1,251 | 2,758 | 2,000 | 2,000 | 2,000 | 0 | 2,000 | 2,000 |
| | 61701 - HEALTH INSURANCE | 86,102 | 88,116 | 94,131 | 94,131 | 100,600 | 0 | 100,600 | 100,600 |
| | 61702 - DENTAL INSURANCE | 5,449 | 4,843 | 5,063 | 5,063 | 4,870 | 0 | 4,870 | 4,870 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 23,270 | 24,113 | 25,273 | 25,273 | 25,665 | 0 | 25,665 | 25,665 |
| | 61704 - SOCIAL SECURITY | 18,954 | 19,696 | 20,681 | 20,681 | 21,157 | 0 | 21,157 | 21,157 |
| | 61705 - WORKERS COMPENSATION | 7 | 176 | 401 | 401 | 444 | 0 | 444 | 444 |
| | 61000 - PERSONNEL SERVICES | 387,103 | 400,565 | 415,888 | 415,888 | 429,305 | 0 | 429,305 | 429,305 |
| | 62175 - OTHER SERVICES | 7,057 | 7,248 | 7,500 | 8,000 | 8,000 | 0 | 8,000 | 8,000 |
| | 62205 - PC REPLACEMENT CHARGE | 696 | 654 | 654 | 654 | 612 | 0 | 612 | 612 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 4,188 | 2,967 | 4,500 | 5,900 | 7,000 | 0 | 7,000 | 7,000 |
| | 62435 - TRAINING | 457 | 586 | 500 | 350 | 250 | 0 | 250 | 250 |
| | 62436 - MEETINGS & DUES | 140 | 40 | 665 | 200 | 665 | 0 | 665 | 665 |
| | 62447 - PUBLIC AWARENESS | 57 | 1,085 | 1,200 | 1,100 | 1,200 | 0 | 1,200 | 1,200 |
| | 62510 - TELEPHONE | 1,782 | 1,843 | 1,800 | 1,800 | 1,900 | 0 | 1,900 | 1,900 |
| | 62701 - OFFICE SUPPLIES | 3,223 | 3,559 | 3,350 | 3,200 | 3,600 | 0 | 3,600 | 3,600 |
| | 62710 - POSTAGE | 35,463 | 32,845 | 35,800 | 35,800 | 32,365 | 0 | 32,365 | 32,365 |
| | 62715 - BOOKS AND PERIODICALS | 665 | 812 | 665 | 950 | 1,000 | 0 | 1,000 | 1,000 |
| 62000 - OPERATING EXPENDITURES | 53,727 | 51,639 | 56,634 | 57,954 | 56,592 | 0 | 56,592 | 56,592 | |
| 00603 - FINANCE REV COLLECTION | | 440,830 | 452,204 | 472,522 | 473,842 | 485,897 | 0 | 485,897 | 485,897 |
| DEPARTMENT TOTAL | | 1,493,064 | 1,511,335 | 1,604,993 | 1,501,188 | 1,594,417 | 0 | 1,594,417 | 1,594,417 |
| TOTAL | | 1,493,064 | 1,511,335 | 1,604,993 | 1,501,188 | 1,594,417 | 0 | 1,594,417 | 1,594,417 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

FIRE

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00800 - FIRE ADMIN | 61301 - DEPARTMENT HEAD | 110,109 | 112,662 | 114,297 | 119,445 | 119,445 | 0 | 119,445 | 119,445 |
| | 61302 - ASST DEPARTMENT HEAD | 68,014 | 91,301 | 91,345 | 100,360 | 104,288 | 0 | 104,288 | 104,288 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 54,216 | 55,709 | 28,259 | 28,260 | 28,260 | 0 | 28,260 | 28,260 |
| | 61501 - REGULAR OVERTIME | 248 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61604 - TRAINING INCENTIVE | 30,047 | 34,653 | 28,080 | 40,634 | 31,200 | 0 | 31,200 | 31,200 |
| | 61610 - FIRE DEPT INCENTIVES | 12,250 | 22,450 | 17,350 | 16,442 | 14,200 | 0 | 14,200 | 14,200 |
| | 61701 - HEALTH INSURANCE | 50,249 | 53,237 | 44,407 | 53,530 | 62,982 | 0 | 62,982 | 62,982 |
| | 61702 - DENTAL INSURANCE | 5,008 | 4,600 | 4,052 | 3,787 | 3,866 | 0 | 3,866 | 3,866 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 6,079 | 6,225 | 4,485 | 3,125 | 3,216 | 0 | 3,216 | 3,216 |
| | 61704 - SOCIAL SECURITY | 6,912 | 7,690 | 6,570 | 5,949 | 6,064 | 0 | 6,064 | 6,064 |
| | 61705 - WORKERS COMPENSATION | 161 | 3,592 | 9,471 | 8,113 | 9,780 | 0 | 9,780 | 9,780 |
| | 61713 - RET - FIRE | 63,243 | 71,906 | 78,798 | 86,318 | 85,826 | 0 | 85,826 | 85,826 |
| | 61901 - RECRUITMENT | 665 | 1,581 | 0 | 292 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 407,201 | 465,605 | 427,115 | 466,255 | 469,128 | 0 | 469,128 | 469,128 |
| | 62102 - PROFESSIONAL SERVICES | 1,748 | 1,033 | 600 | 600 | 600 | 0 | 600 | 600 |
| | 62116 - DISPATCH | 204,419 | 216,684 | 216,684 | 220,368 | 220,368 | 0 | 220,368 | 220,368 |
| | 62205 - PC REPLACEMENT CHARGE | 11,083 | 9,799 | 9,709 | 9,709 | 10,156 | 0 | 10,156 | 10,156 |
| | 62206 - PW FLEET CHARGE | 37,802 | 38,817 | 42,165 | 42,165 | 48,615 | 0 | 48,615 | 48,615 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 2,847 | 2,818 | 3,000 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| | 62304 - COMMUNICATIONS EQP MAINT. | 2,054 | 4,790 | 5,350 | 5,350 | 5,350 | 0 | 5,350 | 5,350 |
| | 62309 - VEHICLE CERTIFICATION | 2,066 | 2,089 | 2,750 | 2,750 | 2,750 | 0 | 2,750 | 2,750 |
| | 62310 - SAFETY PROGRAM MAINT. | 2,412 | 6,179 | 4,500 | 4,500 | 4,500 | 0 | 4,500 | 4,500 |
| | 62407 - VEHICLE INSURANCE | 8,104 | 8,768 | 8,769 | 8,104 | 8,104 | 0 | 8,104 | 8,104 |
| | 62435 - TRAINING | 9,162 | 5,644 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| | 62436 - MEETINGS & DUES | 824 | 1,033 | 950 | 950 | 950 | 0 | 950 | 950 |
| | 62446 - CLEANING ALLOWANCE | 34 | 23 | 500 | 500 | 500 | 0 | 500 | 500 |
| | 62498 - USE OF TRUST FUNDS | 484 | 239 | 250 | 265 | 250 | 0 | 250 | 250 |
| | 62510 - TELEPHONE | 12,340 | 14,307 | 16,000 | 16,000 | 16,000 | 0 | 16,000 | 16,000 |
| | 62701 - OFFICE SUPPLIES | 1,083 | 1,554 | 1,785 | 1,785 | 1,785 | 0 | 1,785 | 1,785 |
| | 62710 - POSTAGE | 540 | 972 | 550 | 700 | 550 | 0 | 550 | 550 |
| | 62715 - BOOKS AND PERIODICALS | 101 | 119 | 100 | 500 | 100 | 0 | 100 | 100 |
| | 62742 - MINOR COMMUNICATION EQUIP | 7,571 | 6,567 | 6,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| | 62743 - MINOR SAFETY EQUIPMENT | 13,511 | 18,848 | 19,000 | 19,000 | 19,000 | 0 | 19,000 | 19,000 |
| 62755 - UNIFORMS | 3,963 | 5,138 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 | |
| 62760 - OPERATING SUPPLIES | 7,882 | 5,435 | 3,500 | 3,854 | 3,500 | 0 | 3,500 | 3,500 | |
| 62763 - VEHICLE SUPPLIES | 80,505 | 86,680 | 90,600 | 31,069 | 85,600 | 0 | 85,600 | 85,600 | |
| 68008 - GRANT MATCH | 0 | 3,231 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 62000 - OPERATING EXPENDITURES | 410,536 | 440,768 | 446,762 | 391,169 | 451,678 | 0 | 451,678 | 451,678 | |
| 00800 - FIRE ADMIN | 817,736 | 906,374 | 873,877 | 857,424 | 920,806 | 0 | 920,806 | 920,806 | |
| 00802 - FIRE HEALTH & SAFETY | 62120 - LABORATORY SERVICES | 0 | 0 | 1,200 | 0 | 1,200 | 0 | 1,200 | 1,200 |
| | 62145 - FIRST AID & MEDICAL SVCS | 40,235 | 19,810 | 33,835 | 21,144 | 33,835 | 0 | 33,835 | 33,835 |
| | 62760 - OPERATING SUPPLIES | 2,091 | 2,113 | 1,000 | 1,974 | 1,000 | 0 | 1,000 | 1,000 |
| | 62000 - OPERATING EXPENDITURES | 42,326 | 21,923 | 36,035 | 23,118 | 36,035 | 0 | 36,035 | 36,035 |
| 00802 - FIRE HEALTH & SAFETY | 42,326 | 21,923 | 36,035 | 23,118 | 36,035 | 0 | 36,035 | 36,035 | |
| 00803 - FIRE INSPECT & PREVENT | 61304 - GENERAL PERSONNEL | 65,716 | 71,894 | 70,712 | 71,078 | 72,125 | 0 | 72,125 | 72,125 |
| | 61501 - REGULAR OVERTIME | 5,409 | 4,077 | 3,000 | 4,351 | 3,000 | 0 | 3,000 | 3,000 |
| | 61601 - HOLIDAY PAY | 2,796 | 2,796 | 2,980 | 2,980 | 2,979 | 0 | 2,979 | 2,979 |
| | 61701 - HEALTH INSURANCE | 23,109 | 22,889 | 24,902 | 25,001 | 29,192 | 0 | 29,192 | 29,192 |
| | 61702 - DENTAL INSURANCE | 1,751 | 1,533 | 1,621 | 1,524 | 1,546 | 0 | 1,546 | 1,546 |
| | 61704 - SOCIAL SECURITY | 1,033 | 1,125 | 1,025 | 1,124 | 1,119 | 0 | 1,119 | 1,119 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00803 - FIRE INSPECT & PREVENT | 61705 - WORKERS COMPENSATION | 63 | 1,304 | 2,880 | 2,883 | 2,826 | 0 | 2,826 | 2,826 |
| | 61713 - RET - FIRE | 21,560 | 23,506 | 24,457 | 25,609 | 24,908 | 0 | 24,908 | 24,908 |
| | 61000 - PERSONNEL SERVICES | 121,437 | 129,123 | 131,576 | 134,550 | 137,695 | 0 | 137,695 | 137,695 |
| | 62206 - PW FLEET CHARGE | 12,208 | 12,939 | 14,055 | 14,055 | 16,205 | 0 | 16,205 | 16,205 |
| | 62435 - TRAINING | 2,440 | 1,240 | 2,000 | 2,000 | 2,000 | 0 | 2,000 | 2,000 |
| | 62436 - MEETINGS & DUES | 596 | 430 | 125 | 315 | 125 | 0 | 125 | 125 |
| | 62447 - PUBLIC AWARENESS | 0 | 757 | 800 | 800 | 800 | 0 | 800 | 800 |
| | 62715 - BOOKS AND PERIODICALS | 1,331 | 1,643 | 1,500 | 1,500 | 1,500 | 0 | 1,500 | 1,500 |
| | 62755 - UNIFORMS | 375 | 318 | 750 | 110 | 750 | 0 | 750 | 750 |
| | 62760 - OPERATING SUPPLIES | 1,128 | 794 | 1,000 | 971 | 1,000 | 0 | 1,000 | 1,000 |
| | 62000 - OPERATING EXPENDITURES | 18,078 | 18,121 | 20,230 | 19,751 | 22,380 | 0 | 22,380 | 22,380 |
| 00803 - FIRE INSPECT & PREVENT | 139,515 | 147,244 | 151,806 | 154,302 | 160,075 | 0 | 160,075 | 160,075 | |
| 00805 - FIRE ALARMS | 61304 - GENERAL PERSONNEL | 46,094 | 85,293 | 65,545 | 56,695 | 69,297 | 0 | 69,297 | 69,297 |
| | 61501 - REGULAR OVERTIME | 1,164 | 2,293 | 3,000 | 1,049 | 3,000 | 0 | 3,000 | 3,000 |
| | 61601 - HOLIDAY PAY | 2,560 | 2,560 | 2,730 | 2,612 | 2,852 | 0 | 2,852 | 2,852 |
| | 61701 - HEALTH INSURANCE | 18,766 | 33,424 | 24,902 | 25,001 | 29,192 | 0 | 29,192 | 29,192 |
| | 61702 - DENTAL INSURANCE | 1,426 | 1,638 | 911 | 876 | 889 | 0 | 889 | 889 |
| | 61704 - SOCIAL SECURITY | 713 | 1,299 | 1,034 | 882 | 1,076 | 0 | 1,076 | 1,076 |
| | 61705 - WORKERS COMPENSATION | 43 | 1,045 | 2,676 | 2,246 | 2,719 | 0 | 2,719 | 2,719 |
| | 61713 - RET - FIRE | 14,527 | 26,609 | 22,729 | 19,674 | 23,965 | 0 | 23,965 | 23,965 |
| | 61000 - PERSONNEL SERVICES | 85,293 | 154,160 | 123,526 | 109,035 | 132,989 | 0 | 132,989 | 132,989 |
| | 62311 - EQUIPMENT MAINTENANCE | 627 | 0 | 1,000 | 1,114 | 1,000 | 0 | 1,000 | 1,000 |
| | 62435 - TRAINING | 980 | 990 | 470 | 470 | 470 | 0 | 470 | 470 |
| | 62436 - MEETINGS & DUES | 0 | 100 | 80 | 80 | 80 | 0 | 80 | 80 |
| | 62755 - UNIFORMS | 308 | 552 | 750 | 750 | 750 | 0 | 750 | 750 |
| | 62760 - OPERATING SUPPLIES | 603 | 1,012 | 1,000 | 2,372 | 1,000 | 0 | 1,000 | 1,000 |
| | 62000 - OPERATING EXPENDITURES | 2,518 | 2,654 | 3,300 | 4,786 | 3,300 | 0 | 3,300 | 3,300 |
| 00805 - FIRE ALARMS | 87,811 | 156,814 | 126,826 | 113,821 | 136,289 | 0 | 136,289 | 136,289 | |
| 00808 - CALL PERSONNEL | 61307 - PART TIME EMPLOYEES | 29,663 | 19,764 | 34,000 | 18,540 | 34,000 | 0 | 34,000 | 34,000 |
| | 61317 - CALL PERSONNEL | 0 | 5,791 | 5,791 | 8,604 | 8,941 | 0 | 8,941 | 8,941 |
| | 61704 - SOCIAL SECURITY | 2,253 | 1,955 | 3,044 | 2,350 | 3,285 | 0 | 3,285 | 3,285 |
| | 61705 - WORKERS COMPENSATION | 26 | 740 | 1,495 | 1,318 | 1,553 | 0 | 1,553 | 1,553 |
| | 61000 - PERSONNEL SERVICES | 31,942 | 28,251 | 44,330 | 30,812 | 47,779 | 0 | 47,779 | 47,779 |
| | 62435 - TRAINING | 570 | 415 | 2,000 | 2,000 | 2,000 | 0 | 2,000 | 2,000 |
| | 62755 - UNIFORMS | 733 | 1,593 | 1,250 | 1,250 | 1,250 | 0 | 1,250 | 1,250 |
| | 62756 - PROTECTIVE CLOTHING | 525 | 4,740 | 9,000 | 9,000 | 9,000 | 0 | 9,000 | 9,000 |
| 62000 - OPERATING EXPENDITURES | 1,828 | 6,748 | 12,250 | 12,250 | 12,250 | 0 | 12,250 | 12,250 | |
| 00808 - CALL PERSONNEL | 33,770 | 34,999 | 56,580 | 43,062 | 60,029 | 0 | 60,029 | 60,029 | |
| 00810 - AMBULANCE | 61303 - SUPERVISORY PERSONNEL | 278,708 | 301,470 | 313,597 | 296,225 | 320,104 | 0 | 320,104 | 320,104 |
| | 61304 - GENERAL PERSONNEL | 465,345 | 439,049 | 592,298 | 526,689 | 626,100 | 0 | 626,100 | 626,100 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 0 | 0 | 28,259 | 28,260 | 28,260 | 0 | 28,260 | 28,260 |
| | 61501 - REGULAR OVERTIME | 526 | 446 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61513 - OT-TRAINING | 15,292 | 27,229 | 30,000 | 29,951 | 30,000 | 0 | 30,000 | 30,000 |
| | 61520 - OT-VACATION REPLACEMENT | 111,440 | 96,515 | 65,400 | 107,528 | 65,400 | 0 | 65,400 | 65,400 |
| | 61521 - OT-SICK REPLACEMENT | 10,968 | 19,881 | 5,550 | 60,036 | 5,550 | 0 | 5,550 | 5,550 |
| | 61522 - OT-PERSONAL DAY REPLACE | 14,644 | 11,902 | 7,950 | 13,949 | 7,950 | 0 | 7,950 | 7,950 |
| | 61525 - OT-FIRST ALARM | 122 | 518 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61527 - OT-CALL BACK | 23,361 | 29,514 | 19,000 | 30,033 | 19,000 | 0 | 19,000 | 19,000 |
| | 61601 - HOLIDAY PAY | 32,059 | 30,545 | 37,139 | 31,956 | 38,856 | 0 | 38,856 | 38,856 |
| | 61604 - TRAINING INCENTIVE | 46,891 | 38,229 | 53,820 | 35,477 | 48,880 | 0 | 48,880 | 48,880 |
| 61701 - HEALTH INSURANCE | 232,779 | 208,006 | 290,276 | 268,095 | 332,542 | 0 | 332,542 | 332,542 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|---|---------------------------------------|-------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|------------------|
| 00810 - AMBULANCE | 61702 - DENTAL INSURANCE | 16,945 | 13,809 | 18,088 | 15,727 | 17,830 | 0 | 17,830 | 17,830 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 0 | 0 | 3,216 | 3,306 | 3,216 | 0 | 3,216 | 3,216 | |
| | 61704 - SOCIAL SECURITY | 14,281 | 14,278 | 19,099 | 18,589 | 16,663 | 0 | 16,663 | 16,663 | |
| | 61705 - WORKERS COMPENSATION | 790 | 14,811 | 42,284 | 38,499 | 42,039 | 0 | 42,039 | 42,039 | |
| | 61713 - RET - FIRE | 287,461 | 291,657 | 358,684 | 366,272 | 370,511 | 0 | 370,511 | 370,511 | |
| | 61000 - PERSONNEL SERVICES | 1,551,611 | 1,537,857 | 1,884,661 | 1,870,592 | 1,972,901 | 0 | 1,972,901 | 1,972,901 | |
| | 62101 - ADMINISTRATIVE SERVICES | 62,189 | 77,810 | 60,548 | 60,548 | 62,000 | 0 | 62,000 | 62,000 | |
| | 62205 - PC REPLACEMENT CHARGE | 4,690 | 3,620 | 3,620 | 3,620 | 3,620 | 0 | 3,620 | 3,620 | |
| | 62206 - PW FLEET CHARGE | 34,947 | 33,588 | 38,865 | 38,865 | 41,070 | 0 | 41,070 | 41,070 | |
| | 62311 - EQUIPMENT MAINTENANCE | 1,080 | 8,693 | 7,550 | 7,550 | 7,550 | 0 | 7,550 | 7,550 | |
| | 62407 - VEHICLE INSURANCE | 1,631 | 1,765 | 1,765 | 1,631 | 1,631 | 0 | 1,631 | 1,631 | |
| | 62430 - TRAVEL | 0 | 395 | 500 | 500 | 500 | 0 | 500 | 500 | |
| | 62435 - TRAINING | 7,927 | 6,974 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | |
| | 62436 - MEETINGS & DUES | 0 | 0 | 125 | 125 | 125 | 0 | 125 | 125 | |
| | 62438 - LICENSES & CERTIFICATIONS | 1,017 | 500 | 500 | 500 | 500 | 0 | 500 | 500 | |
| | 62439 - PARAMEDIC TUITION | 8,500 | 0 | 8,500 | 0 | 8,500 | 0 | 8,500 | 8,500 | |
| | 62605 - PARKING SPACE RENTAL | 1,080 | 1,221 | 1,080 | 1,080 | 1,080 | 0 | 1,080 | 1,080 | |
| | 62701 - OFFICE SUPPLIES | 528 | 0 | 350 | 350 | 350 | 0 | 350 | 350 | |
| | 62755 - UNIFORMS | 8,384 | 6,069 | 11,075 | 11,075 | 11,075 | 0 | 11,075 | 11,075 | |
| | 62756 - PROTECTIVE CLOTHING | 1,411 | 2,085 | 3,000 | 4,420 | 3,000 | 0 | 3,000 | 3,000 | |
| | 62760 - OPERATING SUPPLIES | 280 | 520 | 250 | 250 | 250 | 0 | 250 | 250 | |
| | 62765 - OXYGEN | 8,796 | 5,333 | 6,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 | |
| | 62766 - DISPOSABLE EQUIPMENT | 29,803 | 30,300 | 32,171 | 38,000 | 34,000 | 0 | 34,000 | 34,000 | |
| | 62000 - OPERATING EXPENDITURES | 172,264 | 178,874 | 185,899 | 184,514 | 191,251 | 0 | 191,251 | 191,251 | |
| | 00810 - AMBULANCE | | 1,723,875 | 1,716,731 | 2,070,560 | 2,055,106 | 2,164,152 | 0 | 2,164,152 | 2,164,152 |
| | 00811 - FIRE SUPPRESSION | 61303 - SUPERVISORY PERSONNEL | 540,474 | 539,739 | 556,407 | 549,236 | 572,464 | 0 | 572,464 | 572,464 |
| 61304 - GENERAL PERSONNEL | | 832,440 | 845,134 | 870,864 | 827,112 | 899,493 | 0 | 899,493 | 899,493 | |
| 61501 - REGULAR OVERTIME | | 7,952 | 3,411 | 8,082 | 2,040 | 8,082 | 0 | 8,082 | 8,082 | |
| 61511 - OT-HAZ MAT TRAINING | | 6,445 | 10,109 | 10,815 | 10,815 | 10,815 | 0 | 10,815 | 10,815 | |
| 61513 - OT-TRAINING | | 58,700 | 48,774 | 62,400 | 62,400 | 62,400 | 0 | 62,400 | 62,400 | |
| 61520 - OT-VACATION REPLACEMENT | | 246,066 | 208,677 | 152,600 | 240,823 | 152,600 | 0 | 152,600 | 152,600 | |
| 61521 - OT-SICK REPLACEMENT | | 27,571 | 77,051 | 12,950 | 78,687 | 12,950 | 0 | 12,950 | 12,950 | |
| 61522 - OT-PERSONAL DAY REPLACE | | 36,390 | 39,016 | 18,550 | 30,019 | 18,550 | 0 | 18,550 | 18,550 | |
| 61525 - OT-FIRST ALARM | | 95,235 | 116,146 | 40,000 | 79,198 | 40,000 | 0 | 40,000 | 40,000 | |
| 61526 - OT-SECOND ALARM | | 5,611 | 11,205 | 5,000 | 10,320 | 5,000 | 0 | 5,000 | 5,000 | |
| 61527 - OT-CALL BACK | | 81 | 74 | 0 | 218 | 0 | 0 | 0 | 0 | |
| 61531 - HOLIDAY OVERTIME | | 6,315 | 22,250 | 22,696 | 30,911 | 29,000 | 0 | 29,000 | 29,000 | |
| 61601 - HOLIDAY PAY | | 56,690 | 57,034 | 60,336 | 60,790 | 60,975 | 0 | 60,975 | 60,975 | |
| 61701 - HEALTH INSURANCE | | 394,026 | 384,768 | 442,898 | 431,027 | 519,386 | 0 | 519,386 | 519,386 | |
| 61702 - DENTAL INSURANCE | | 29,122 | 23,905 | 27,913 | 25,678 | 26,153 | 0 | 26,153 | 26,153 | |
| 61704 - SOCIAL SECURITY | | 27,514 | 28,332 | 26,401 | 28,121 | 26,863 | 0 | 26,863 | 26,863 | |
| 61705 - WORKERS COMPENSATION | | 1,827 | 31,736 | 68,562 | 67,741 | 67,746 | 0 | 67,746 | 67,746 | |
| 61713 - RET - FIRE | | 559,780 | 584,397 | 580,621 | 629,910 | 597,086 | 0 | 597,086 | 597,086 | |
| 61000 - PERSONNEL SERVICES | | 2,932,238 | 3,031,759 | 2,967,094 | 3,165,046 | 3,109,563 | 0 | 3,109,563 | 3,109,563 | |
| 62755 - UNIFORMS | | 18,337 | 21,397 | 16,125 | 16,125 | 16,125 | 0 | 16,125 | 16,125 | |
| 62756 - PROTECTIVE CLOTHING | | 33,276 | 40,474 | 37,500 | 37,500 | 37,500 | 0 | 37,500 | 37,500 | |
| 62760 - OPERATING SUPPLIES | | 6 | 207 | 250 | 250 | 250 | 0 | 250 | 250 | |
| 62000 - OPERATING EXPENDITURES | | 51,620 | 62,078 | 53,875 | 53,875 | 53,875 | 0 | 53,875 | 53,875 | |
| 00811 - FIRE SUPPRESSION | | 2,983,857 | 3,093,838 | 3,020,969 | 3,218,921 | 3,163,438 | 0 | 3,163,438 | 3,163,438 | |
| 00812 - FIRE SUPPRESSION W KEENE | | 61303 - SUPERVISORY PERSONNEL | 60,150 | 45,330 | 63,750 | 63,886 | 69,371 | 0 | 69,371 | 69,371 |
| | | 61304 - GENERAL PERSONNEL | 169,661 | 140,177 | 120,981 | 119,801 | 123,396 | 0 | 123,396 | 123,396 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 00812 - FIRE SUPPRESSION W KEENE | 61501 - REGULAR OVERTIME | 101 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61527 - OT-CALL BACK | 8,673 | 12,742 | 5,000 | 13,826 | 5,000 | 0 | 5,000 | 5,000 |
| | 61601 - HOLIDAY PAY | 10,420 | 8,052 | 7,828 | 7,828 | 7,950 | 0 | 7,950 | 7,950 |
| | 61701 - HEALTH INSURANCE | 90,850 | 70,037 | 74,705 | 76,633 | 87,575 | 0 | 87,575 | 87,575 |
| | 61702 - DENTAL INSURANCE | 6,530 | 4,101 | 4,863 | 4,714 | 4,639 | 0 | 4,639 | 4,639 |
| | 61704 - SOCIAL SECURITY | 3,612 | 2,925 | 2,864 | 2,973 | 2,945 | 0 | 2,945 | 2,945 |
| | 61705 - WORKERS COMPENSATION | 217 | 3,386 | 7,419 | 7,506 | 7,443 | 0 | 7,443 | 7,443 |
| | 61713 - RET - FIRE | 73,667 | 60,265 | 63,002 | 67,207 | 65,603 | 0 | 65,603 | 65,603 |
| | 61000 - PERSONNEL SERVICES | 423,880 | 347,013 | 350,412 | 364,374 | 373,923 | 0 | 373,923 | 373,923 |
| | 62755 - UNIFORMS | 2,666 | 2,834 | 2,150 | 2,150 | 2,150 | 0 | 2,150 | 2,150 |
| | 62000 - OPERATING EXPENDITURES | 2,666 | 2,834 | 2,150 | 2,150 | 2,150 | 0 | 2,150 | 2,150 |
| | 00812 - FIRE SUPPRESSION W KEENE | 426,546 | 349,847 | 352,562 | 366,524 | 376,073 | 0 | 376,073 | 376,073 |
| DEPARTMENT TOTAL | 6,255,436 | 6,427,769 | 6,689,214 | 6,832,278 | 7,016,898 | 0 | 7,016,898 | 7,016,898 | |
| TOTAL | 6,255,436 | 6,427,769 | 6,689,214 | 6,832,278 | 7,016,898 | 0 | 7,016,898 | 7,016,898 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

HUMAN SERVICES

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01000 - HUMAN SERVICES | 61301 - DEPARTMENT HEAD | 0 | 0 | 1,508 | 0 | 0 | 0 | 0 | 0 |
| | 61303 - SUPERVISORY PERSONNEL | 74,171 | 76,013 | 76,582 | 76,582 | 76,914 | 0 | 76,914 | 76,914 |
| | 61304 - GENERAL PERSONNEL | 56,946 | 58,257 | 60,082 | 60,082 | 60,250 | 0 | 60,250 | 60,250 |
| | 61307 - PART TIME EMPLOYEES | 20,907 | 24,138 | 27,878 | 17,777 | 25,771 | 0 | 25,771 | 25,771 |
| | 61701 - HEALTH INSURANCE | 33,384 | 33,237 | 35,627 | 35,627 | 41,506 | 0 | 41,506 | 41,506 |
| | 61702 - DENTAL INSURANCE | 1,917 | 1,767 | 1,821 | 1,821 | 1,777 | 0 | 1,777 | 1,777 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 14,646 | 15,003 | 15,654 | 15,654 | 15,609 | 0 | 15,609 | 15,609 |
| | 61704 - SOCIAL SECURITY | 11,049 | 11,522 | 12,614 | 12,614 | 12,465 | 0 | 12,465 | 12,465 |
| | 61705 - WORKERS COMPENSATION | 4 | 103 | 245 | 262 | 262 | 0 | 262 | 262 |
| | 61901 - RECRUITMENT | 184 | 268 | 0 | 117 | 0 | 0 | 0 | 0 |
| | 61902 - OUTSIDE AGENCY TEMPS | 0 | 1,302 | 0 | 4,107 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 213,208 | 221,612 | 232,013 | 224,644 | 234,554 | 0 | 234,554 | 234,554 |
| | 62205 - PC REPLACEMENT CHARGE | 752 | 1,006 | 1,192 | 1,192 | 1,272 | 0 | 1,272 | 1,272 |
| | 62416 - PRINTING | 0 | 30 | 175 | 178 | 178 | 0 | 178 | 178 |
| | 62435 - TRAINING | 630 | 215 | 310 | 359 | 300 | 0 | 300 | 300 |
| | 62436 - MEETINGS & DUES | 100 | 219 | 110 | 105 | 90 | 0 | 90 | 90 |
| | 62498 - USE OF TRUST FUNDS | 3,051 | 2,869 | 3,000 | 3,181 | 3,000 | 0 | 3,000 | 3,000 |
| | 62510 - TELEPHONE | 705 | 887 | 675 | 675 | 670 | 0 | 670 | 670 |
| | 62701 - OFFICE SUPPLIES | 256 | 1,097 | 700 | 700 | 700 | 0 | 700 | 700 |
| | 62710 - POSTAGE | 252 | 202 | 230 | 190 | 220 | 0 | 220 | 220 |
| | 62715 - BOOKS AND PERIODICALS | 0 | 176 | 178 | 168 | 128 | 0 | 128 | 128 |
| | 62744 - MINOR COMPUTER EQUIPMENT | 0 | 145 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 5,746 | 6,846 | 6,570 | 6,748 | 6,558 | 0 | 6,558 | 6,558 |
| 01000 - HUMAN SERVICES | 218,953 | 228,457 | 238,583 | 231,392 | 241,112 | 0 | 241,112 | 241,112 | |
| 01001 - HS: GENERAL ASSISTANCE | 62145 - FIRST AID & MEDICAL SVCS | 4,265 | 6,592 | 12,000 | 8,200 | 8,250 | 0 | 8,250 | 8,250 |
| | 62148 - DENTAL WORKS | 5,000 | 7,000 | 7,000 | 7,000 | 7,000 | 0 | 7,000 | 7,000 |
| | 62152 - SCS SHELTER SERVICES | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 0 | 50,000 | 50,000 |
| | 62451 - PERSONAL & HOUSEHOLD | 635 | 541 | 1,000 | 750 | 1,000 | 0 | 1,000 | 1,000 |
| | 62452 - BURIAL, TRANSPORT & MISC. | 10,825 | 16,015 | 14,000 | 17,000 | 14,000 | 0 | 14,000 | 14,000 |
| | 62453 - HEATING FUEL & UTILITIES | 16,761 | 24,873 | 27,975 | 27,087 | 29,000 | 0 | 29,000 | 29,000 |
| | 62454 - RENTS | 388,428 | 369,192 | 375,975 | 376,000 | 375,000 | 0 | 375,000 | 375,000 |
| | 62000 - OPERATING EXPENDITURES | 475,914 | 474,212 | 487,950 | 486,037 | 484,250 | 0 | 484,250 | 484,250 |
| 01001 - HS: GENERAL ASSISTANCE | 475,914 | 474,212 | 487,950 | 486,037 | 484,250 | 0 | 484,250 | 484,250 | |
| DEPARTMENT TOTAL | 694,867 | 702,670 | 726,533 | 717,429 | 725,362 | 0 | 725,362 | 725,362 | |
| TOTAL | 694,867 | 702,670 | 726,533 | 717,429 | 725,362 | 0 | 725,362 | 725,362 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

LIBRARY

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|-------------------------------------|---------------------------------------|------------------|------------------|------------------|--------------------|---------------------------|-----------------------------------|------------------------------|-------------------------------|------------------|
| 01100 - LIBRARY | 61301 - DEPARTMENT HEAD | 100,936 | 104,460 | 104,665 | 104,665 | 104,669 | 0 | 104,669 | 104,669 | |
| | 61303 - SUPERVISORY PERSONNEL | 202,829 | 204,122 | 208,397 | 205,397 | 210,675 | 0 | 210,675 | 210,675 | |
| | 61304 - GENERAL PERSONNEL | 169,762 | 174,324 | 177,183 | 177,183 | 177,189 | 0 | 177,189 | 177,189 | |
| | 61305 - ADMINISTRATIVE PERSONNEL | 38,684 | 41,355 | 44,661 | 44,661 | 46,784 | 0 | 46,784 | 46,784 | |
| | 61307 - PART TIME EMPLOYEES | 363,299 | 395,960 | 430,422 | 430,422 | 431,715 | 0 | 431,715 | 431,715 | |
| | 61701 - HEALTH INSURANCE | 120,205 | 115,845 | 129,236 | 129,236 | 131,329 | 0 | 131,329 | 131,329 | |
| | 61702 - DENTAL INSURANCE | 8,132 | 7,306 | 7,607 | 7,607 | 7,004 | 0 | 7,004 | 7,004 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 56,874 | 60,725 | 61,833 | 61,833 | 61,374 | 0 | 61,374 | 61,374 | |
| | 61704 - SOCIAL SECURITY | 66,107 | 69,918 | 73,848 | 73,848 | 74,284 | 0 | 74,284 | 74,284 | |
| | 61705 - WORKERS COMPENSATION | 27 | 666 | 1,435 | 1,435 | 1,559 | 0 | 1,559 | 1,559 | |
| | 61901 - RECRUITMENT | 757 | 2,111 | 1,500 | 2,969 | 2,000 | 0 | 2,000 | 2,000 | |
| | 61000 - PERSONNEL SERVICES | | 1,127,612 | 1,176,791 | 1,240,787 | 1,239,255 | 1,248,584 | 0 | 1,248,584 | 1,248,584 |
| | 62205 - PC REPLACEMENT CHARGE | 7,920 | 8,381 | 8,490 | 8,490 | 8,410 | 0 | 8,410 | 8,410 | |
| | 62301 - OFFICE EQUIPMENT MAINT. | 3,562 | 5,233 | 3,256 | 3,256 | 3,256 | 0 | 3,256 | 3,256 | |
| | 62435 - TRAINING | 0 | 54 | 250 | 250 | 250 | 0 | 250 | 250 | |
| | 62436 - MEETINGS & DUES | 69 | 445 | 400 | 400 | 400 | 0 | 400 | 400 | |
| | 62510 - TELEPHONE | 3,069 | 2,876 | 3,500 | 3,500 | 3,500 | 0 | 3,500 | 3,500 | |
| | 62701 - OFFICE SUPPLIES | 5,373 | 5,176 | 6,500 | 6,500 | 6,500 | 0 | 6,500 | 6,500 | |
| | 62703 - LOST MATERIAL REPLACEMENT | 3,363 | 3,929 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 | |
| | 62704 - BOOK MENDING SUPPLIES | 3,346 | 3,265 | 2,900 | 2,900 | 2,900 | 0 | 2,900 | 2,900 | |
| | 62710 - POSTAGE | 3,772 | 2,585 | 2,896 | 2,896 | 2,896 | 0 | 2,896 | 2,896 | |
| | 62715 - BOOKS AND PERIODICALS | 143,882 | 141,389 | 141,550 | 141,550 | 141,550 | 0 | 141,550 | 141,550 | |
| | 62734 - MINOR EQUIPMENT | 102 | 320 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 62744 - MINOR COMPUTER EQUIPMENT | 592 | 0 | 650 | 1,197 | 650 | 0 | 650 | 650 | |
| | 62000 - OPERATING EXPENDITURES | | 175,049 | 173,654 | 174,392 | 174,939 | 174,312 | 0 | 174,312 | 174,312 |
| | 01100 - LIBRARY | | 1,302,661 | 1,350,445 | 1,415,179 | 1,414,194 | 1,422,896 | 0 | 1,422,896 | 1,422,896 |
| 01102 - LIBRARY: CITY TRUSTS | 62498 - USE OF TRUST FUNDS | 11,394 | 6,636 | 3,500 | 3,500 | 3,500 | 0 | 3,500 | 3,500 | |
| | 62000 - OPERATING EXPENDITURES | 11,394 | 6,636 | 3,500 | 3,500 | 3,500 | 0 | 3,500 | 3,500 | |
| 01102 - LIBRARY: CITY TRUSTS | | 11,394 | 6,636 | 3,500 | 3,500 | 3,500 | 0 | 3,500 | 3,500 | |
| DEPARTMENT TOTAL | | 1,314,055 | 1,357,082 | 1,418,679 | 1,417,694 | 1,426,396 | 0 | 1,426,396 | 1,426,396 | |
| TOTAL | | 1,314,055 | 1,357,082 | 1,418,679 | 1,417,694 | 1,426,396 | 0 | 1,426,396 | 1,426,396 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

PARKS, REC AND FACILITIES

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01200 - PARKS & FACILITIES ADMIN | 61301 - DEPARTMENT HEAD | 100,936 | 103,442 | 104,665 | 103,442 | 104,669 | 0 | 104,669 | 104,669 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 39,468 | 33,908 | 40,068 | 40,067 | 41,966 | 0 | 41,966 | 41,966 |
| | 61307 - PART TIME EMPLOYEES | 23,769 | 27,592 | 19,779 | 19,779 | 21,132 | 0 | 21,132 | 21,132 |
| | 61701 - HEALTH INSURANCE | 31,487 | 40,454 | 50,708 | 50,707 | 59,094 | 0 | 59,094 | 59,094 |
| | 61702 - DENTAL INSURANCE | 2,291 | 1,989 | 3,242 | 3,241 | 3,093 | 0 | 3,093 | 3,093 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 15,683 | 12,107 | 16,471 | 16,470 | 16,687 | 0 | 16,687 | 16,687 |
| | 61704 - SOCIAL SECURITY | 12,018 | 11,968 | 12,585 | 12,585 | 12,834 | 0 | 12,834 | 12,834 |
| | 61705 - WORKERS COMPENSATION | 37 | 854 | 1,905 | 1,905 | 2,091 | 0 | 2,091 | 2,091 |
| | 61901 - RECRUITMENT | 2,662 | 3,043 | 2,200 | 3,600 | 3,600 | 0 | 3,600 | 3,600 |
| | 61902 - OUTSIDE AGENCY TEMPS | 0 | 2,806 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 228,350 | 238,164 | 251,623 | 251,796 | 265,166 | 0 | 265,166 | 265,166 |
| | 62205 - PC REPLACEMENT CHARGE | 631 | 610 | 318 | 318 | 486 | 0 | 486 | 486 |
| | 62206 - PW FLEET CHARGE | 13,446 | 13,722 | 14,600 | 14,600 | 15,754 | 0 | 15,754 | 15,754 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 1,522 | 1,483 | 0 | 1,483 | 2,983 | 0 | 2,983 | 2,983 |
| | 62435 - TRAINING | 514 | 98 | 200 | 200 | 200 | 0 | 200 | 200 |
| | 62436 - MEETINGS & DUES | 1,156 | 876 | 1,500 | 1,495 | 1,500 | 0 | 1,500 | 1,500 |
| | 62498 - USE OF TRUST FUNDS | 3,912 | 3,679 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62510 - TELEPHONE | 4,841 | 5,529 | 3,950 | 5,500 | 3,950 | 0 | 3,950 | 3,950 |
| | 62701 - OFFICE SUPPLIES | 1,417 | 3,342 | 1,100 | 1,100 | 3,100 | 0 | 3,100 | 3,100 |
| | 62710 - POSTAGE | 151 | 105 | 350 | 196 | 350 | 0 | 350 | 350 |
| | 62734 - MINOR EQUIPMENT | 976 | 165 | 0 | 344 | 0 | 0 | 0 | 0 |
| | 62761 - SOFTWARE | 0 | 0 | 0 | 313 | 240 | 0 | 240 | 240 |
| 62000 - OPERATING EXPENDITURES | 28,566 | 29,609 | 22,018 | 25,549 | 28,563 | 0 | 28,563 | 28,563 | |
| 01200 - PARKS & FACILITIES ADMIN | 256,916 | 267,773 | 273,641 | 277,345 | 293,729 | 0 | 293,729 | 293,729 | |
| 01201 - PARKS MAINT & DEVELOPMENT | 61303 - SUPERVISORY PERSONNEL | 35,566 | 37,122 | 36,800 | 36,800 | 36,801 | 0 | 36,801 | 36,801 |
| | 61304 - GENERAL PERSONNEL | 135,961 | 135,444 | 141,576 | 141,576 | 137,219 | 0 | 137,219 | 137,219 |
| | 61308 - SEASONAL HELP | 26,451 | 44,136 | 44,017 | 26,102 | 66,855 | 0 | 66,855 | 66,855 |
| | 61501 - REGULAR OVERTIME | 7,397 | 11,912 | 14,000 | 10,546 | 14,000 | 0 | 14,000 | 14,000 |
| | 61701 - HEALTH INSURANCE | 80,569 | 67,544 | 77,782 | 77,782 | 81,430 | 0 | 81,430 | 81,430 |
| | 61702 - DENTAL INSURANCE | 4,162 | 3,366 | 3,897 | 3,897 | 3,110 | 0 | 3,110 | 3,110 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 19,945 | 20,625 | 21,892 | 21,892 | 21,397 | 0 | 21,397 | 21,397 |
| | 61704 - SOCIAL SECURITY | 15,526 | 17,083 | 18,084 | 18,084 | 19,498 | 0 | 19,498 | 19,498 |
| | 61705 - WORKERS COMPENSATION | 89 | 2,083 | 4,553 | 4,553 | 5,599 | 0 | 5,599 | 5,599 |
| | 61901 - RECRUITMENT | 0 | 1,563 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 325,666 | 340,878 | 362,601 | 341,232 | 385,910 | 0 | 385,910 | 385,910 |
| | 62175 - OTHER SERVICES | 15,918 | 17,704 | 13,000 | 14,350 | 18,200 | 0 | 18,200 | 18,200 |
| | 62436 - MEETINGS & DUES | 175 | 555 | 600 | 499 | 600 | 0 | 600 | 600 |
| | 62000 - OPERATING EXPENDITURES | 16,094 | 18,259 | 13,600 | 14,849 | 18,800 | 0 | 18,800 | 18,800 |
| 01201 - PARKS MAINT & DEVELOPMENT | 341,759 | 359,137 | 376,201 | 356,081 | 404,710 | 0 | 404,710 | 404,710 | |
| 01202 - PARKS POOLS | 61312 - POOL PERSONNEL | 40,653 | 0 | 0 | 44,185 | 45,000 | 0 | 45,000 | 45,000 |
| | 61501 - REGULAR OVERTIME | 0 | 0 | 0 | 0 | 3,300 | 0 | 3,300 | 3,300 |
| | 61704 - SOCIAL SECURITY | 0 | 0 | 0 | 0 | 3,695 | 0 | 3,695 | 3,695 |
| | 61705 - WORKERS COMPENSATION | 0 | 0 | 0 | 0 | 918 | 0 | 918 | 918 |
| | 61000 - PERSONNEL SERVICES | 40,653 | 0 | 0 | 44,185 | 52,913 | 0 | 52,913 | 52,913 |
| | 62370 - OTHER IMPROVEMNTS - MAINT | 0 | 0 | 0 | 0 | 15,000 | 0 | 15,000 | 15,000 |
| | 62501 - WATER | 3,175 | 11,570 | 5,140 | 5,140 | 5,140 | 0 | 5,140 | 5,140 |
| | 62503 - ELECTRICITY | 0 | 0 | 0 | 0 | 3,000 | 0 | 3,000 | 3,000 |
| | 62734 - MINOR EQUIPMENT | 154 | 365 | 200 | 198 | 200 | 0 | 200 | 200 |
| | 62735 - BUILDING MAINT. SUPPLIES | 301 | 223 | 300 | 300 | 300 | 0 | 300 | 300 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|---------------------------------------|---------------------------------------|--------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|----------------|
| 01202 - PARKS POOLS | 62740 - OTHER MAINT. SUPPLIES | 294 | 5,659 | 300 | 1,620 | 300 | 0 | 300 | 300 | |
| | 62764 - CHEMICALS | 7,478 | 4,063 | 5,600 | 4,738 | 5,600 | 0 | 5,600 | 5,600 | |
| | 62000 - OPERATING EXPENDITURES | 11,403 | 21,880 | 11,540 | 11,996 | 29,540 | 0 | 29,540 | 29,540 | |
| 01202 - PARKS POOLS | | 52,056 | 21,880 | 11,540 | 56,181 | 82,453 | 0 | 82,453 | 82,453 | |
| 01203 - CAMPING AREAS | 61312 - POOL PERSONNEL | 0 | 0 | 0 | 7,650 | 7,650 | 0 | 7,650 | 7,650 | |
| | 61704 - SOCIAL SECURITY | 0 | 0 | 0 | 0 | 585 | 0 | 585 | 585 | |
| | 61705 - WORKERS COMPENSATION | 0 | 0 | 0 | 0 | 145 | 0 | 145 | 145 | |
| | 61000 - PERSONNEL SERVICES | 0 | 0 | 0 | 7,650 | 8,380 | 0 | 8,380 | 8,380 | |
| | 62209 - RUBBISH PICK-UP | 2,812 | 947 | 2,200 | 1,600 | 1,850 | 0 | 1,850 | 1,850 | |
| | 62425 - ADVERTISING | 795 | 0 | 250 | 0 | 250 | 0 | 250 | 250 | |
| | 62501 - WATER | 0 | 0 | 0 | 1,775 | 1,855 | 0 | 1,855 | 1,855 | |
| | 62503 - ELECTRICITY | 0 | 0 | 0 | 55 | 250 | 0 | 250 | 250 | |
| | 62740 - OTHER MAINT. SUPPLIES | 1,793 | 3,188 | 2,000 | 1,895 | 2,350 | 0 | 2,350 | 2,350 | |
| 62000 - OPERATING EXPENDITURES | 5,400 | 4,135 | 4,450 | 5,325 | 6,555 | 0 | 6,555 | 6,555 | | |
| 01203 - CAMPING AREAS | | 5,400 | 4,135 | 4,450 | 12,975 | 14,935 | 0 | 14,935 | 14,935 | |
| 01204 - HORSESHOE COURTS | 62501 - WATER | 0 | 0 | 0 | 132 | 140 | 0 | 140 | 140 | |
| | 62503 - ELECTRICITY | 0 | 0 | 0 | 725 | 2,500 | 0 | 2,500 | 2,500 | |
| | 62000 - OPERATING EXPENDITURES | 0 | 0 | 0 | 857 | 2,640 | 0 | 2,640 | 2,640 | |
| 01204 - HORSESHOE COURTS | | 0 | 0 | 0 | 857 | 2,640 | 0 | 2,640 | 2,640 | |
| 01205 - PARKS MAINTENANCE | 61308 - SEASONAL HELP | 16,296 | 14,367 | 15,861 | 6,981 | 0 | 0 | 0 | 0 | |
| | 61501 - REGULAR OVERTIME | 120 | 286 | 200 | 25 | 0 | 0 | 0 | 0 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 0 | 0 | 23 | 0 | 0 | 0 | 0 | 0 | |
| | 61704 - SOCIAL SECURITY | 1,256 | 978 | 1,229 | 290 | 0 | 0 | 0 | 0 | |
| | 61705 - WORKERS COMPENSATION | 6 | 62 | 284 | 66 | 0 | 0 | 0 | 0 | |
| | 61000 - PERSONNEL SERVICES | 17,677 | 15,694 | 17,597 | 7,361 | 0 | 0 | 0 | 0 | |
| | 62120 - LABORATORY SERVICES | 210 | 212 | 800 | 212 | 600 | 0 | 600 | 600 | |
| | 62205 - PC REPLACEMENT CHARGE | 116 | 109 | 443 | 443 | 486 | 0 | 486 | 486 | |
| | 62206 - PW FLEET CHARGE | 97,359 | 104,277 | 107,263 | 107,263 | 111,420 | 0 | 111,420 | 111,420 | |
| | 62340 - GROUNDS MAINTENANCE | 4,208 | 3,537 | 4,000 | 3,988 | 4,000 | 0 | 4,000 | 4,000 | |
| | 62341 - PLAYGROUND MAINTENANCE | 4,980 | 2,516 | 5,000 | 4,493 | 5,000 | 0 | 5,000 | 5,000 | |
| | 62342 - SKATE PARK MAINTENANCE | 3,048 | 853 | 1,000 | 5,614 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62343 - SIGNAGE | 1,151 | 421 | 1,000 | 685 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62344 - TRAIL MAINTENANCE | 6,896 | 2,728 | 2,000 | 1,940 | 2,000 | 0 | 2,000 | 2,000 | |
| | 62350 - BUILDING MAINTENANCE | 4,022 | 2,902 | 4,000 | 3,800 | 4,000 | 0 | 4,000 | 4,000 | |
| | 62372 - TREE/FORESTRY MAINTENANCE | 3,526 | 6,100 | 4,500 | 7,036 | 4,500 | 0 | 4,500 | 4,500 | |
| | 62501 - WATER | 7,912 | 3,757 | 3,298 | 4,829 | 4,498 | 0 | 4,498 | 4,498 | |
| | 62503 - ELECTRICITY | 33,582 | 34,342 | 36,800 | 33,620 | 30,050 | 0 | 30,050 | 30,050 | |
| | 62504 - HEATING FUEL | 1,799 | 2,582 | 2,320 | 4,564 | 2,320 | 0 | 2,320 | 2,320 | |
| | 62607 - RENTAL VEHICLES | 6,486 | 7,001 | 9,000 | 8,400 | 9,000 | 0 | 9,000 | 9,000 | |
| | 62733 - TOOLS | 213 | 887 | 800 | 697 | 800 | 0 | 800 | 800 | |
| | 62734 - MINOR EQUIPMENT | 43 | 1,217 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 62735 - BUILDING MAINT. SUPPLIES | 2,322 | 2,608 | 2,800 | 2,384 | 2,800 | 0 | 2,800 | 2,800 | |
| | 62736 - GROUNDS MAINT SUPPLIES | 19,095 | 24,577 | 31,644 | 31,011 | 31,644 | 0 | 31,644 | 31,644 | |
| | 62755 - UNIFORMS | 1,587 | 1,913 | 1,500 | 1,475 | 1,500 | 0 | 1,500 | 1,500 | |
| | 62756 - PROTECTIVE CLOTHING | 1,420 | 999 | 1,500 | 987 | 1,500 | 0 | 1,500 | 1,500 | |
| | 62760 - OPERATING SUPPLIES | 3,616 | 2,790 | 3,500 | 3,334 | 3,500 | 0 | 3,500 | 3,500 | |
| | 62000 - OPERATING EXPENDITURES | 203,590 | 206,328 | 223,168 | 226,775 | 221,618 | 0 | 221,618 | 221,618 | |
| | 01205 - PARKS MAINTENANCE | | 221,267 | 222,021 | 240,765 | 234,136 | 221,618 | 0 | 221,618 | 221,618 |
| | 01207 - PARKS PROGRAMS | 61304 - GENERAL PERSONNEL | 62,354 | 66,690 | 70,431 | 70,431 | 72,993 | 0 | 72,993 | 72,993 |
| | | 61307 - PART TIME EMPLOYEES | 0 | 52 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 61309 - RECREATION SUPERVISION | 54,772 | 49,495 | 55,000 | 54,776 | 112,797 | 0 | 112,797 | 112,797 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01207 - PARKS PROGRAMS | 61312 - POOL PERSONNEL | 40,653 | 42,060 | 45,000 | 43,000 | 0 | 0 | 0 | 0 |
| | 61313 - PLAYGROUND PERSONNEL | 45,805 | 47,038 | 46,000 | 46,000 | 0 | 0 | 0 | 0 |
| | 61314 - CAMP AREA SUPERVISOR | 5,385 | 6,132 | 7,650 | 6,200 | 0 | 0 | 0 | 0 |
| | 61318 - YOUTH TRAILS PROGRAM | 6,188 | 7,084 | 7,620 | 7,200 | 2,990 | 0 | 2,990 | 2,990 |
| | 61501 - REGULAR OVERTIME | 6,443 | 7,083 | 6,600 | 6,485 | 3,300 | 0 | 3,300 | 3,300 |
| | 61701 - HEALTH INSURANCE | 7,886 | 7,841 | 8,499 | 8,499 | 9,944 | 0 | 9,944 | 9,944 |
| | 61702 - DENTAL INSURANCE | 525 | 473 | 478 | 478 | 476 | 0 | 476 | 476 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 6,965 | 7,452 | 8,015 | 8,015 | 8,307 | 0 | 8,307 | 8,307 |
| | 61704 - SOCIAL SECURITY | 16,902 | 17,223 | 18,230 | 17,998 | 14,694 | 0 | 14,694 | 14,694 |
| | 61705 - WORKERS COMPENSATION | 74 | 1,377 | 4,188 | 3,898 | 3,652 | 0 | 3,652 | 3,652 |
| | 61901 - RECRUITMENT | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 254,033 | 260,001 | 277,711 | 272,980 | 229,152 | 0 | 229,152 | 229,152 |
| | 62102 - PROFESSIONAL SERVICES | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62115 - ARTISTS & PERFORMERS | 7,094 | 6,480 | 7,550 | 7,250 | 7,550 | 0 | 7,550 | 7,550 |
| | 62142 - TRANSPORTING | 870 | 1,455 | 4,250 | 4,100 | 4,250 | 0 | 4,250 | 4,250 |
| | 62145 - FIRST AID & MEDICAL SVCS | 438 | 457 | 500 | 564 | 500 | 0 | 500 | 500 |
| | 62205 - PC REPLACEMENT CHARGE | 141 | 134 | 478 | 478 | 290 | 0 | 290 | 290 |
| | 62206 - PW FLEET CHARGE | 13,446 | 13,722 | 14,600 | 14,600 | 15,754 | 0 | 15,754 | 15,754 |
| | 62311 - EQUIPMENT MAINTENANCE | 7 | 0 | 200 | 0 | 200 | 0 | 200 | 200 |
| | 62416 - PRINTING | 2,197 | 770 | 3,000 | 2,985 | 1,000 | 0 | 1,000 | 1,000 |
| | 62425 - ADVERTISING | 1,432 | 1,657 | 1,000 | 950 | 1,000 | 0 | 1,000 | 1,000 |
| | 62430 - TRAVEL | 111 | 177 | 300 | 185 | 300 | 0 | 300 | 300 |
| | 62435 - TRAINING | 1,662 | 585 | 1,000 | 982 | 1,000 | 0 | 1,000 | 1,000 |
| | 62436 - MEETINGS & DUES | 1,243 | 1,326 | 1,700 | 1,882 | 1,700 | 0 | 1,700 | 1,700 |
| | 62445 - PHOTOGRAPHY & PROCESSING | 106 | 102 | 200 | 150 | 200 | 0 | 200 | 200 |
| | 62755 - UNIFORMS | 1,738 | 1,599 | 1,500 | 1,416 | 1,500 | 0 | 1,500 | 1,500 |
| | 62775 - PLAYGROUND MATERIAL | 3,788 | 3,566 | 4,000 | 3,895 | 4,000 | 0 | 4,000 | 4,000 |
| | 62776 - HANDICPD ATHLETE SUPPLIES | 1,219 | 17 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62778 - ATHLETIC SUPPLIES | 1,953 | 6,909 | 10,034 | 9,196 | 5,500 | 0 | 5,500 | 5,500 |
| | 62779 - GAME ROOM SUPPLIES | 650 | 796 | 1,000 | 1,461 | 1,000 | 0 | 1,000 | 1,000 |
| | 62780 - ARTS & CRAFTS | 695 | 708 | 1,000 | 616 | 1,000 | 0 | 1,000 | 1,000 |
| | 62783 - YOUTH TRAILS PROGRAM SUP. | 404 | 204 | 300 | 200 | 300 | 0 | 300 | 300 |
| | 62784 - CATCH PROGRAM | 1,106 | 421 | 1,000 | 696 | 1,000 | 0 | 1,000 | 1,000 |
| 62000 - OPERATING EXPENDITURES | 43,800 | 41,087 | 53,612 | 51,606 | 48,044 | 0 | 48,044 | 48,044 | |
| 01207 - PARKS PROGRAMS | 297,833 | 301,088 | 331,323 | 324,586 | 277,196 | 0 | 277,196 | 277,196 | |
| 01310 - CEMETERY MAINTENANCE | 61303 - SUPERVISORY PERSONNEL | 35,566 | 37,122 | 36,800 | 36,800 | 36,801 | 0 | 36,801 | 36,801 |
| | 61304 - GENERAL PERSONNEL | 89,547 | 101,529 | 86,178 | 86,178 | 90,043 | 0 | 90,043 | 90,043 |
| | 61308 - SEASONAL HELP | 11,530 | 5,060 | 15,933 | 5,060 | 0 | 0 | 0 | 0 |
| | 61501 - REGULAR OVERTIME | 2,748 | 4,497 | 3,000 | 3,551 | 3,000 | 0 | 3,000 | 3,000 |
| | 61701 - HEALTH INSURANCE | 25,927 | 48,224 | 59,863 | 59,863 | 69,470 | 0 | 69,470 | 69,470 |
| | 61702 - DENTAL INSURANCE | 1,542 | 2,258 | 3,697 | 3,697 | 2,880 | 0 | 2,880 | 2,880 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 14,281 | 18,202 | 14,336 | 14,336 | 14,777 | 0 | 14,777 | 14,777 |
| | 61704 - SOCIAL SECURITY | 10,402 | 11,077 | 10,856 | 10,856 | 9,934 | 0 | 9,934 | 9,934 |
| | 61705 - WORKERS COMPENSATION | 55 | 1,265 | 2,893 | 2,893 | 2,845 | 0 | 2,845 | 2,845 |
| | 61000 - PERSONNEL SERVICES | 191,599 | 229,235 | 233,556 | 223,234 | 229,750 | 0 | 229,750 | 229,750 |
| | 62205 - PC REPLACEMENT CHARGE | 189 | 182 | 349 | 349 | 356 | 0 | 356 | 356 |
| | 62206 - PW FLEET CHARGE | 52,486 | 56,624 | 58,194 | 58,194 | 60,116 | 0 | 60,116 | 60,116 |
| | 62311 - EQUIPMENT MAINTENANCE | 1,374 | 2,347 | 3,000 | 2,463 | 3,000 | 0 | 3,000 | 3,000 |
| | 62340 - GROUNDS MAINTENANCE | 14,427 | 11,126 | 17,564 | 16,231 | 17,564 | 0 | 17,564 | 17,564 |
| | 62372 - TREE/FORESTRY MAINTENANCE | 4,950 | 3,750 | 5,000 | 5,000 | 5,000 | 0 | 5,000 | 5,000 |
| | 62435 - TRAINING | 0 | 0 | 50 | 500 | 50 | 0 | 50 | 50 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01310 - CEMETERY MAINTENANCE | 62436 - MEETINGS & DUES | 440 | 190 | 300 | 150 | 300 | 0 | 300 | 300 |
| | 62498 - USE OF TRUST FUNDS | 328 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62501 - WATER | 424 | 830 | 700 | 482 | 700 | 0 | 700 | 700 |
| | 62734 - MINOR EQUIPMENT | 319 | 389 | 500 | 295 | 500 | 0 | 500 | 500 |
| | 62755 - UNIFORMS | 316 | 681 | 600 | 389 | 600 | 0 | 600 | 600 |
| | 62000 - OPERATING EXPENDITURES | 75,253 | 76,119 | 86,257 | 84,053 | 88,186 | 0 | 88,186 | 88,186 |
| 01310 - CEMETERY MAINTENANCE | | 266,852 | 305,354 | 319,813 | 307,287 | 317,936 | 0 | 317,936 | 317,936 |
| 01311 - BURIAL | 62340 - GROUNDS MAINTENANCE | 915 | 998 | 1,000 | 734 | 1,000 | 0 | 1,000 | 1,000 |
| | 62000 - OPERATING EXPENDITURES | 915 | 998 | 1,000 | 734 | 1,000 | 0 | 1,000 | 1,000 |
| 01311 - BURIAL | | 915 | 998 | 1,000 | 734 | 1,000 | 0 | 1,000 | 1,000 |
| 01312 - CEMETERIES OPS MAINT | 62350 - BUILDING MAINTENANCE | 85 | 2,260 | 200 | 0 | 200 | 0 | 200 | 200 |
| | 62503 - ELECTRICITY | 2,789 | 945 | 1,813 | 1,813 | 1,813 | 0 | 1,813 | 1,813 |
| | 62504 - HEATING FUEL | 4,320 | 2,701 | 2,829 | 2,076 | 2,829 | 0 | 2,829 | 2,829 |
| | 62000 - OPERATING EXPENDITURES | 7,194 | 5,906 | 4,842 | 3,889 | 4,842 | 0 | 4,842 | 4,842 |
| 01312 - CEMETERIES OPS MAINT | | 7,194 | 5,906 | 4,842 | 3,889 | 4,842 | 0 | 4,842 | 4,842 |
| 01314 - SUMMER KNIGHT CHAPEL | 62503 - ELECTRICITY | 209 | 153 | 267 | 125 | 267 | 0 | 267 | 267 |
| | 62504 - HEATING FUEL | 3,098 | 2,561 | 3,000 | 3,111 | 3,000 | 0 | 3,000 | 3,000 |
| | 62735 - BUILDING MAINT. SUPPLIES | 221 | 411 | 500 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 3,528 | 3,125 | 3,767 | 3,236 | 3,267 | 0 | 3,267 | 3,267 |
| 01314 - SUMMER KNIGHT CHAPEL | | 3,528 | 3,125 | 3,767 | 3,236 | 3,267 | 0 | 3,267 | 3,267 |
| 01325 - CITY HALL MAINTENANCE | 61304 - GENERAL PERSONNEL | 112,676 | 118,149 | 122,949 | 116,620 | 123,127 | 0 | 123,127 | 123,127 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 11,031 | 179 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61307 - PART TIME EMPLOYEES | 26,661 | 36,813 | 36,015 | 36,015 | 35,925 | 0 | 35,925 | 35,925 |
| | 61501 - REGULAR OVERTIME | 1,017 | 398 | 3,000 | 1,000 | 1,500 | 0 | 1,500 | 1,500 |
| | 61701 - HEALTH INSURANCE | 42,512 | 40,207 | 43,123 | 43,123 | 50,051 | 0 | 50,051 | 50,051 |
| | 61702 - DENTAL INSURANCE | 2,939 | 2,426 | 2,531 | 2,531 | 2,435 | 0 | 2,435 | 2,435 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 13,932 | 13,222 | 14,333 | 14,333 | 14,183 | 0 | 14,183 | 14,183 |
| | 61704 - SOCIAL SECURITY | 11,089 | 11,312 | 12,390 | 12,390 | 12,282 | 0 | 12,282 | 12,282 |
| | 61705 - WORKERS COMPENSATION | 49 | 1,379 | 3,063 | 3,063 | 3,917 | 0 | 3,917 | 3,917 |
| | 61901 - RECRUITMENT | 154 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 222,059 | 224,085 | 237,404 | 229,076 | 243,421 | 0 | 243,421 | 243,421 |
| | 62102 - PROFESSIONAL SERVICES | 6,838 | 6,525 | 0 | 240 | 0 | 0 | 0 | 0 |
| | 62103 - TECHNICAL SERVICES | 0 | 0 | 0 | 0 | 2,500 | 0 | 2,500 | 2,500 |
| | 62201 - JANITORIAL | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62205 - PC REPLACEMENT CHARGE | 633 | 1,227 | 1,454 | 1,454 | 486 | 0 | 486 | 486 |
| | 62206 - PW FLEET CHARGE | 8,636 | 12,924 | 12,697 | 12,697 | 12,872 | 0 | 12,872 | 12,872 |
| | 62208 - TAXES | 9,017 | 9,408 | 8,832 | 9,762 | 9,800 | 0 | 9,800 | 9,800 |
| | 62209 - RUBBISH PICK-UP | 3,840 | 3,668 | 6,110 | 4,000 | 4,500 | 0 | 4,500 | 4,500 |
| | 62311 - EQUIPMENT MAINTENANCE | 3,120 | 8,500 | 10,433 | 8,483 | 10,000 | 0 | 10,000 | 10,000 |
| | 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 2,674 | 3,123 | 3,900 | 0 | 3,900 | 3,900 |
| | 62317 - EQUIPMENT REPAIR | 2,563 | 2,025 | 3,830 | 5,000 | 5,000 | 0 | 5,000 | 5,000 |
| | 62318 - BUILDING REPAIR | 24,079 | 9,548 | 5,000 | 8,500 | 8,500 | 0 | 8,500 | 8,500 |
| | 62350 - BUILDING MAINTENANCE | 10,203 | 46,467 | 9,995 | 26,382 | 13,500 | 0 | 13,500 | 13,500 |
| | 62375 - PERMITS | 708 | 808 | 2,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62430 - TRAVEL | 0 | 0 | 500 | 250 | 500 | 0 | 500 | 500 |
| | 62435 - TRAINING | 840 | 0 | 1,750 | 2,500 | 2,500 | 0 | 2,500 | 2,500 |
| | 62501 - WATER | 4,639 | 6,544 | 4,100 | 3,900 | 3,900 | 0 | 3,900 | 3,900 |
| | 62502 - SEWER | 8,560 | 5,305 | 7,042 | 6,992 | 7,500 | 0 | 7,500 | 7,500 |
| | 62503 - ELECTRICITY | 37,837 | 37,301 | 55,821 | 40,000 | 42,088 | 0 | 42,088 | 42,088 |
| | 62504 - HEATING FUEL | 36,467 | 15,114 | 27,481 | 21,000 | 22,758 | 0 | 22,758 | 22,758 |
| | 62510 - TELEPHONE | 2,187 | 2,706 | 1,100 | 2,800 | 1,500 | 0 | 1,500 | 1,500 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|--|--|---------------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|----------------|
| 01325 - CITY HALL MAINTENANCE | 62701 - OFFICE SUPPLIES | 329 | 240 | 0 | 246 | 150 | 0 | 150 | 150 | |
| | 62733 - TOOLS | 265 | 753 | 600 | 600 | 600 | 0 | 600 | 600 | |
| | 62734 - MINOR EQUIPMENT | 0 | 182 | 1,200 | 3,500 | 3,000 | 0 | 3,000 | 3,000 | |
| | 62735 - BUILDING MAINT. SUPPLIES | 1,753 | 404 | 3,200 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62736 - GROUNDS MAINT SUPPLIES | 1,505 | 1,008 | 3,543 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | |
| | 62737 - JANITORIAL SUPPLIES | 3,338 | 3,754 | 2,400 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | |
| | 62755 - UNIFORMS | 308 | 243 | 600 | 600 | 600 | 0 | 600 | 600 | |
| | 62761 - SOFTWARE | 0 | 0 | 0 | 0 | 750 | 0 | 750 | 750 | |
| | 64206 - MINOR IMPROVEMENTS | 7,045 | 4,544 | 5,000 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | |
| | 68011 - CAPITAL PROJECT TRANSFER | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 62000 - OPERATING EXPENDITURES | 203,862 | 182,320 | 177,362 | 174,529 | 169,404 | 0 | 169,404 | 169,404 | |
| | 01325 - CITY HALL MAINTENANCE | 425,921 | 406,405 | 414,766 | 403,605 | 412,825 | 0 | 412,825 | 412,825 | |
| 01326 - TRANSPORT CTR MAINTENANCE | 62208 - TAXES | 8,624 | 7,562 | 8,447 | 8,447 | 8,447 | 0 | 8,447 | 8,447 | |
| | 62311 - EQUIPMENT MAINTENANCE | 624 | 100 | 200 | 500 | 500 | 0 | 500 | 500 | |
| | 62317 - EQUIPMENT REPAIR | 106 | 0 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 | |
| | 62318 - BUILDING REPAIR | 520 | 871 | 2,000 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | |
| | 62350 - BUILDING MAINTENANCE | 0 | 0 | 800 | 1,200 | 1,400 | 0 | 1,400 | 1,400 | |
| | 62501 - WATER | 1,606 | 2,548 | 2,675 | 1,200 | 2,675 | 0 | 2,675 | 2,675 | |
| | 62502 - SEWER | 3,186 | 2,667 | 4,512 | 3,000 | 4,512 | 0 | 4,512 | 4,512 | |
| | 62503 - ELECTRICITY | 12,331 | 10,894 | 13,367 | 8,000 | 13,367 | 0 | 13,367 | 13,367 | |
| | 62504 - HEATING FUEL | 4,547 | 5,371 | 10,309 | 6,500 | 7,509 | 0 | 7,509 | 7,509 | |
| | 62735 - BUILDING MAINT. SUPPLIES | 10 | 0 | 400 | 400 | 400 | 0 | 400 | 400 | |
| | 62737 - JANITORIAL SUPPLIES | 407 | 1,291 | 100 | 100 | 100 | 0 | 100 | 100 | |
| | 64206 - MINOR IMPROVEMENTS | 0 | 0 | 1,100 | 4,000 | 3,000 | 0 | 3,000 | 3,000 | |
| | | 62000 - OPERATING EXPENDITURES | 31,962 | 31,304 | 45,110 | 36,547 | 45,110 | 0 | 45,110 | 45,110 |
| | 01326 - TRANSPORT CTR MAINTENANCE | 31,962 | 31,304 | 45,110 | 36,547 | 45,110 | 0 | 45,110 | 45,110 | |
| 01328 - LIBRARY MAINTENANCE | 61304 - GENERAL PERSONNEL | 64,601 | 25,452 | 61,592 | 28,157 | 40,747 | 0 | 40,747 | 40,747 | |
| | 61307 - PART TIME EMPLOYEES | 0 | 23 | 0 | 26,053 | 29,603 | 16,631 | 46,234 | 46,234 | |
| | 61401 - TEMPORARY PERSONNEL | 0 | 0 | 10,980 | 10,980 | 0 | 0 | 0 | 0 | |
| | 61501 - REGULAR OVERTIME | 397 | 29 | 1,000 | 500 | 2,000 | 0 | 2,000 | 2,000 | |
| | 61701 - HEALTH INSURANCE | 13,595 | 1,612 | 4,480 | 4,480 | 20,753 | 0 | 20,753 | 20,753 | |
| | 61702 - DENTAL INSURANCE | 846 | 94 | 228 | 228 | 889 | 0 | 889 | 889 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 7,260 | 2,847 | 3,479 | 3,479 | 4,865 | 0 | 4,865 | 4,865 | |
| | 61704 - SOCIAL SECURITY | 4,962 | 1,950 | 4,789 | 4,805 | 5,535 | 1,272 | 6,807 | 6,807 | |
| | 61705 - WORKERS COMPENSATION | 29 | 165 | 1,337 | 1,536 | 1,332 | 303 | 1,635 | 1,635 | |
| | | 61000 - PERSONNEL SERVICES | 91,691 | 32,172 | 87,885 | 80,218 | 105,724 | 18,206 | 123,930 | 123,930 |
| | 62102 - PROFESSIONAL SERVICES | 23,988 | 737 | 36,000 | 465 | 36,000 | 0 | 36,000 | 36,000 | |
| | 62103 - TECHNICAL SERVICES | 1,063 | 0 | 12,500 | 12,500 | 12,500 | 0 | 12,500 | 12,500 | |
| | 62175 - OTHER SERVICES | 0 | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | |
| | 62201 - JANITORIAL | 17,602 | 30,662 | 11,558 | 6,000 | 23,206 | (18,206) | 5,000 | 5,000 | |
| | 62208 - TAXES | 0 | 0 | 27,791 | 27,791 | 78,059 | 0 | 78,059 | 78,059 | |
| | 62209 - RUBBISH PICK-UP | 1,300 | 710 | 2,500 | 1,200 | 1,500 | 0 | 1,500 | 1,500 | |
| | 62311 - EQUIPMENT MAINTENANCE | 4,104 | 5,169 | 5,275 | 6,000 | 7,442 | 0 | 7,442 | 7,442 | |
| | 62316 - ESCO MAINTENANCE | 2,366 | 3,123 | 2,674 | 3,000 | 3,900 | 0 | 3,900 | 3,900 | |
| | 62317 - EQUIPMENT REPAIR | 1,429 | 2,147 | 5,000 | 4,000 | 4,212 | 0 | 4,212 | 4,212 | |
| | 62318 - BUILDING REPAIR | 3,146 | 3,818 | 4,350 | 2,500 | 3,000 | 0 | 3,000 | 3,000 | |
| | 62350 - BUILDING MAINTENANCE | 10,285 | 12,239 | 6,600 | 6,010 | 6,000 | 0 | 6,000 | 6,000 | |
| | 62375 - PERMITS | 1,066 | 800 | 650 | 400 | 400 | 0 | 400 | 400 | |
| | 62501 - WATER | 940 | 1,041 | 1,180 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62502 - SEWER | 1,759 | 2,032 | 1,993 | 1,800 | 1,993 | 0 | 1,993 | 1,993 | |
| | 62503 - ELECTRICITY | 51,470 | 46,499 | 56,392 | 44,000 | 44,000 | 0 | 44,000 | 44,000 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01328 - LIBRARY MAINTENANCE | 62504 - HEATING FUEL | 19,786 | 14,253 | 34,790 | 20,000 | 30,000 | 0 | 30,000 | 30,000 |
| | 62510 - TELEPHONE | 0 | 0 | 0 | 0 | 600 | 0 | 600 | 600 |
| | 62603 - BUILDING RENTAL | 0 | 0 | 0 | 0 | 220,586 | 0 | 220,586 | 220,586 |
| | 62733 - TOOLS | 56 | 231 | 0 | 800 | 600 | 0 | 600 | 600 |
| | 62734 - MINOR EQUIPMENT | 0 | 0 | 3,912 | 7,000 | 5,000 | 0 | 5,000 | 5,000 |
| | 62735 - BUILDING MAINT. SUPPLIES | 2,039 | 1,040 | 2,500 | 1,000 | 1,200 | 0 | 1,200 | 1,200 |
| | 62736 - GROUNDS MAINT SUPPLIES | 4,017 | 7,088 | 7,086 | 8,000 | 6,000 | 0 | 6,000 | 6,000 |
| | 62737 - JANITORIAL SUPPLIES | 4,028 | 5,500 | 4,500 | 4,500 | 5,000 | 0 | 5,000 | 5,000 |
| | 62755 - UNIFORMS | 268 | 759 | 600 | 800 | 600 | 0 | 600 | 600 |
| | 62000 - OPERATING EXPENDITURES | 150,713 | 137,849 | 228,852 | 158,766 | 492,798 | (18,206) | 474,592 | 474,592 |
| 01328 - LIBRARY MAINTENANCE | 242,404 | 170,020 | 316,736 | 238,984 | 598,522 | 0 | 598,522 | 598,522 | |
| 01329 - RECREATION CTR MAINT | 61304 - GENERAL PERSONNEL | 22,680 | 19,336 | 20,618 | 24,750 | 44,037 | 0 | 44,037 | 44,037 |
| | 61307 - PART TIME EMPLOYEES | 0 | 0 | 0 | 0 | 0 | 16,640 | 16,640 | 16,640 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 0 | 10,980 | 10,980 | 0 | 0 | 0 | 0 |
| | 61501 - REGULAR OVERTIME | 496 | 29 | 1,000 | 800 | 2,000 | 0 | 2,000 | 2,000 |
| | 61701 - HEALTH INSURANCE | 5,410 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61702 - DENTAL INSURANCE | 322 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 2,589 | 1,926 | 2,460 | 2,817 | 5,239 | 0 | 5,239 | 5,239 |
| | 61704 - SOCIAL SECURITY | 1,769 | 1,481 | 1,654 | 1,893 | 3,522 | 1,273 | 4,795 | 4,795 |
| | 61705 - WORKERS COMPENSATION | 8 | 170 | 408 | 605 | 103 | 303 | 406 | 406 |
| | 61901 - RECRUITMENT | 41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 33,314 | 22,942 | 37,120 | 41,845 | 54,901 | 18,216 | 73,117 | 73,117 |
| | 62102 - PROFESSIONAL SERVICES | 0 | 0 | 2,500 | 2,740 | 2,500 | 0 | 2,500 | 2,500 |
| | 62201 - JANITORIAL | 16,080 | 14,385 | 11,753 | 10,000 | 20,216 | (18,216) | 2,000 | 2,000 |
| | 62205 - PC REPLACEMENT CHARGE | 0 | 0 | 0 | 0 | 188 | 0 | 188 | 188 |
| | 62209 - RUBBISH PICK-UP | 2,520 | 2,430 | 2,000 | 2,500 | 2,800 | 0 | 2,800 | 2,800 |
| | 62311 - EQUIPMENT MAINTENANCE | 2,158 | 4,154 | 3,220 | 4,000 | 4,300 | 0 | 4,300 | 4,300 |
| | 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 2,674 | 3,000 | 3,900 | 0 | 3,900 | 3,900 |
| | 62317 - EQUIPMENT REPAIR | 580 | 9,361 | 5,500 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| | 62318 - BUILDING REPAIR | 14,684 | 5,911 | 6,864 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| | 62350 - BUILDING MAINTENANCE | 16,765 | 31,786 | 12,434 | 28,000 | 12,861 | 0 | 12,861 | 12,861 |
| | 62375 - PERMITS | 196 | 708 | 500 | 380 | 500 | 0 | 500 | 500 |
| | 62501 - WATER | 1,618 | 775 | 1,105 | 900 | 900 | 0 | 900 | 900 |
| | 62502 - SEWER | 2,907 | 2,981 | 2,653 | 2,000 | 2,200 | 0 | 2,200 | 2,200 |
| | 62503 - ELECTRICITY | 19,169 | 16,358 | 22,128 | 16,500 | 18,722 | 0 | 18,722 | 18,722 |
| | 62504 - HEATING FUEL | 17,703 | 17,844 | 34,787 | 16,950 | 20,908 | 0 | 20,908 | 20,908 |
| | 62510 - TELEPHONE | 630 | 739 | 750 | 672 | 1,200 | 0 | 1,200 | 1,200 |
| | 62604 - EQUIPMENT RENTAL | 0 | 0 | 500 | 200 | 200 | 0 | 200 | 200 |
| | 62733 - TOOLS | 156 | 50 | 250 | 400 | 400 | 0 | 400 | 400 |
| | 62734 - MINOR EQUIPMENT | 0 | 0 | 500 | 3,500 | 1,000 | 0 | 1,000 | 1,000 |
| | 62735 - BUILDING MAINT. SUPPLIES | 790 | 496 | 2,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62736 - GROUNDS MAINT SUPPLIES | 2,448 | 1,864 | 2,500 | 3,500 | 3,000 | 0 | 3,000 | 3,000 |
| | 62737 - JANITORIAL SUPPLIES | 4,958 | 5,788 | 3,718 | 4,500 | 4,500 | 0 | 4,500 | 4,500 |
| | 62755 - UNIFORMS | 142 | 292 | 300 | 300 | 300 | 0 | 300 | 300 |
| 62000 - OPERATING EXPENDITURES | 106,157 | 119,044 | 118,636 | 113,042 | 113,595 | (18,216) | 95,379 | 95,379 | |
| 01329 - RECREATION CTR MAINT | 139,471 | 141,986 | 155,756 | 154,887 | 168,496 | 0 | 168,496 | 168,496 | |
| 01330 - CENTRAL FIRE STATION MAIN | 62209 - RUBBISH PICK-UP | 1,422 | 1,427 | 2,040 | 2,000 | 2,040 | 0 | 2,040 | 2,040 |
| | 62311 - EQUIPMENT MAINTENANCE | 7,673 | 6,983 | 2,721 | 10,000 | 2,500 | 0 | 2,500 | 2,500 |
| | 62317 - EQUIPMENT REPAIR | 1,398 | 7,046 | 500 | 10,000 | 2,500 | 0 | 2,500 | 2,500 |
| | 62318 - BUILDING REPAIR | 6,313 | 2,914 | 500 | 1,800 | 500 | 0 | 500 | 500 |
| | 62350 - BUILDING MAINTENANCE | 1,852 | 675 | 482 | 5,173 | 6,500 | 0 | 6,500 | 6,500 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01330 - CENTRAL FIRE STATION MAIN | 62375 - PERMITS | 966 | 350 | 250 | 150 | 150 | 0 | 150 | 150 |
| | 62501 - WATER | 1,537 | 1,263 | 1,288 | 1,400 | 1,400 | 0 | 1,400 | 1,400 |
| | 62502 - SEWER | 3,742 | 3,029 | 2,746 | 3,500 | 3,500 | 0 | 3,500 | 3,500 |
| | 62503 - ELECTRICITY | 28,243 | 28,242 | 27,748 | 27,000 | 27,748 | 0 | 27,748 | 27,748 |
| | 62504 - HEATING FUEL | 16,681 | 23,271 | 34,516 | 30,000 | 31,632 | 0 | 31,632 | 31,632 |
| | 62506 - FIRELINE / HYDRANTS | 578 | 906 | 578 | 578 | 578 | 0 | 578 | 578 |
| | 62735 - BUILDING MAINT. SUPPLIES | 32 | 674 | 2,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62736 - GROUNDS MAINT SUPPLIES | 0 | 0 | 1,200 | 800 | 1,000 | 0 | 1,000 | 1,000 |
| | 62737 - JANITORIAL SUPPLIES | 1,227 | 1,766 | 3,000 | 2,000 | 2,300 | 0 | 2,300 | 2,300 |
| | 62000 - OPERATING EXPENDITURES | 71,666 | 78,547 | 79,569 | 95,401 | 83,348 | 0 | 83,348 | 83,348 |
| 01330 - CENTRAL FIRE STATION MAIN | 71,666 | 78,547 | 79,569 | 95,401 | 83,348 | 0 | 83,348 | 83,348 | |
| 01331 - AP FIRE STATION MAINT | 62503 - ELECTRICITY | 7 | 7 | 0 | 6 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 7 | 7 | 0 | 6 | 0 | 0 | 0 | 0 |
| 01331 - AP FIRE STATION MAINT | 7 | 7 | 0 | 6 | 0 | 0 | 0 | 0 | |
| 01332 - W KEENE FIRE MAINTENANCE | 62209 - RUBBISH PICK-UP | 840 | 840 | 600 | 750 | 865 | 0 | 865 | 865 |
| | 62311 - EQUIPMENT MAINTENANCE | 248 | 0 | 0 | 2,000 | 3,000 | 0 | 3,000 | 3,000 |
| | 62317 - EQUIPMENT REPAIR | 0 | 493 | 0 | 5,010 | 3,000 | 0 | 3,000 | 3,000 |
| | 62318 - BUILDING REPAIR | 0 | 0 | 0 | 1,000 | 10,000 | 0 | 10,000 | 10,000 |
| | 62350 - BUILDING MAINTENANCE | 90 | 439 | 686 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| | 62501 - WATER | 144 | 550 | 792 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62502 - SEWER | 679 | 2,659 | 1,340 | 2,800 | 2,800 | 0 | 2,800 | 2,800 |
| | 62503 - ELECTRICITY | 5,377 | 6,008 | 8,119 | 6,500 | 7,000 | 0 | 7,000 | 7,000 |
| | 62504 - HEATING FUEL | 10,698 | 10,491 | 20,618 | 12,000 | 15,000 | 0 | 15,000 | 15,000 |
| | 62602 - OFFICE SPACE RENTAL | 12,000 | 12,000 | 12,000 | 0 | 0 | 0 | 0 | 0 |
| | 62735 - BUILDING MAINT. SUPPLIES | 0 | 102 | 1,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 64206 - MINOR IMPROVEMENTS | 0 | 0 | 1,500 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 30,076 | 33,583 | 46,655 | 35,060 | 46,665 | 0 | 46,665 | 46,665 |
| 01332 - W KEENE FIRE MAINTENANCE | 30,076 | 33,583 | 46,655 | 35,060 | 46,665 | 0 | 46,665 | 46,665 | |
| 01333 - AIRPORT MAINTENANCE | 62311 - EQUIPMENT MAINTENANCE | 1,011 | 132 | 1,000 | 1,000 | 1,932 | 0 | 1,932 | 1,932 |
| | 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 2,674 | 2,822 | 3,900 | 0 | 3,900 | 3,900 |
| | 62317 - EQUIPMENT REPAIR | 4,143 | 811 | 1,587 | 1,000 | 1,500 | 0 | 1,500 | 1,500 |
| | 62318 - BUILDING REPAIR | 29,060 | 11,467 | 2,000 | 3,021 | 2,000 | 0 | 2,000 | 2,000 |
| | 62350 - BUILDING MAINTENANCE | 1,757 | 3,897 | 2,000 | 1,000 | 2,500 | 0 | 2,500 | 2,500 |
| | 62375 - PERMITS | 408 | 458 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62501 - WATER | 2,585 | 1,416 | 2,249 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62503 - ELECTRICITY | 31,441 | 27,803 | 29,160 | 26,000 | 29,160 | 0 | 29,160 | 29,160 |
| | 62504 - HEATING FUEL | 13,938 | 14,434 | 16,939 | 15,816 | 16,530 | 0 | 16,530 | 16,530 |
| | 62735 - BUILDING MAINT. SUPPLIES | 769 | 0 | 1,000 | 500 | 500 | 0 | 500 | 500 |
| | 62736 - GROUNDS MAINT SUPPLIES | 246 | 0 | 300 | 300 | 300 | 0 | 300 | 300 |
| | 62737 - JANITORIAL SUPPLIES | 226 | 763 | 650 | 719 | 650 | 0 | 650 | 650 |
| | 62000 - OPERATING EXPENDITURES | 88,236 | 64,303 | 59,559 | 53,177 | 59,972 | 0 | 59,972 | 59,972 |
| | 01333 - AIRPORT MAINTENANCE | 88,236 | 64,303 | 59,559 | 53,177 | 59,972 | 0 | 59,972 | 59,972 |
| 01335 - 350 MARLBORO STREET | 61304 - GENERAL PERSONNEL | 45,903 | 46,873 | 47,362 | 47,361 | 48,422 | 0 | 48,422 | 48,422 |
| | 61307 - PART TIME EMPLOYEES | 0 | 0 | 0 | 0 | 0 | 28,288 | 28,288 | 28,288 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 0 | 13,162 | 13,162 | 0 | 0 | 0 | 0 |
| | 61501 - REGULAR OVERTIME | 3,005 | 4,543 | 4,500 | 6,300 | 4,000 | 0 | 4,000 | 4,000 |
| | 61701 - HEALTH INSURANCE | 24,149 | 24,059 | 25,504 | 25,504 | 29,547 | 0 | 29,547 | 29,547 |
| | 61702 - DENTAL INSURANCE | 1,766 | 1,538 | 1,621 | 1,621 | 1,546 | 0 | 1,546 | 1,546 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 5,463 | 5,745 | 5,902 | 6,072 | 5,966 | 0 | 5,966 | 5,966 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|--|---|-------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|-------|
| 01335 - 350 MARLBORO STREET | 61704 - SOCIAL SECURITY | 3,727 | 3,900 | 3,967 | 4,082 | 4,010 | 2,164 | 6,174 | 6,174 | |
| | 61705 - WORKERS COMPENSATION | 17 | 409 | 987 | 1,304 | 883 | 515 | 1,398 | 1,398 | |
| | 61000 - PERSONNEL SERVICES | 84,030 | 87,068 | 103,005 | 105,407 | 94,375 | 30,967 | 125,342 | 125,342 | |
| | 62102 - PROFESSIONAL SERVICES | 0 | 1,500 | 5,000 | 2,000 | 2,500 | 0 | 2,500 | 2,500 | |
| | 62201 - JANITORIAL | 21,120 | 22,091 | 19,527 | 10,450 | 32,467 | (27,467) | 5,000 | 5,000 | |
| | 62205 - PC REPLACEMENT CHARGE | 141 | 134 | 134 | 134 | 102 | 0 | 102 | 102 | |
| | 62209 - RUBBISH PICK-UP | 3,112 | 2,758 | 3,036 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | |
| | 62311 - EQUIPMENT MAINTENANCE | 7,780 | 23,586 | 12,689 | 15,000 | 15,000 | 0 | 15,000 | 15,000 | |
| | 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 2,674 | 3,000 | 3,900 | 0 | 3,900 | 3,900 | |
| | 62317 - EQUIPMENT REPAIR | 10,229 | 11,368 | 17,241 | 20,000 | 20,000 | 0 | 20,000 | 20,000 | |
| | 62318 - BUILDING REPAIR | 24,527 | 31,568 | 7,050 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | |
| | 62350 - BUILDING MAINTENANCE | 5,996 | 38,830 | 31,233 | 45,721 | 18,000 | 0 | 18,000 | 18,000 | |
| | 62375 - PERMITS | 608 | 808 | 1,033 | 800 | 800 | 0 | 800 | 800 | |
| | 62435 - TRAINING | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62501 - WATER | 2,665 | 1,814 | 5,000 | 2,000 | 4,000 | 0 | 4,000 | 4,000 | |
| | 62502 - SEWER | 9,961 | 8,660 | 6,277 | 8,000 | 8,500 | 0 | 8,500 | 8,500 | |
| | 62503 - ELECTRICITY | 93,208 | 83,801 | 110,938 | 80,000 | 80,000 | 0 | 80,000 | 80,000 | |
| | 62504 - HEATING FUEL | 40,846 | 28,081 | 83,728 | 75,855 | 76,994 | 0 | 76,994 | 76,994 | |
| | 62506 - FIRELINE / HYDRANTS | 8,041 | 6,551 | 6,551 | 3,500 | 3,500 | 0 | 3,500 | 3,500 | |
| | 62510 - TELEPHONE | 894 | 903 | 750 | 1,000 | 1,800 | 0 | 1,800 | 1,800 | |
| | 62604 - EQUIPMENT RENTAL | 0 | 930 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 62733 - TOOLS | 361 | 837 | 0 | 400 | 400 | 0 | 400 | 400 | |
| | 62734 - MINOR EQUIPMENT | 39,820 | 8,735 | 3,912 | 6,000 | 8,000 | 0 | 8,000 | 8,000 | |
| | 62735 - BUILDING MAINT. SUPPLIES | 2,712 | 59 | 3,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62736 - GROUNDS MAINT SUPPLIES | 2,780 | 3,874 | 3,800 | 2,193 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62737 - JANITORIAL SUPPLIES | 5,919 | 5,388 | 5,700 | 7,500 | 6,000 | 0 | 6,000 | 6,000 | |
| | 62755 - UNIFORMS | 160 | 271 | 600 | 500 | 800 | 0 | 800 | 800 | |
| | 64206 - MINOR IMPROVEMENTS | 1,650 | 0 | 939 | 1,000 | 939 | 0 | 939 | 939 | |
| | 62000 - OPERATING EXPENDITURES | 285,181 | 285,669 | 330,813 | 299,054 | 299,702 | (27,467) | 272,235 | 272,235 | |
| | 01335 - 350 MARLBORO STREET | 369,210 | 372,737 | 433,818 | 404,460 | 394,077 | 3,500 | 397,577 | 397,577 | |
| | 01336 - PUBLIC LIBRARY ANNEX | 62209 - RUBBISH PICK-UP | 640 | 1,275 | 1,778 | 1,500 | 1,500 | 0 | 1,500 | 1,500 |
| | | 62311 - EQUIPMENT MAINTENANCE | 1,435 | 847 | 1,500 | 400 | 1,000 | 0 | 1,000 | 1,000 |
| 62316 - ESCO MAINTENANCE | | 2,652 | 3,123 | 2,674 | 3,200 | 3,900 | 0 | 3,900 | 3,900 | |
| 62317 - EQUIPMENT REPAIR | | 266 | 0 | 110 | 0 | 0 | 0 | 0 | 0 | |
| 62318 - BUILDING REPAIR | | 152 | 1,545 | 1,275 | 0 | 500 | 0 | 500 | 500 | |
| 62350 - BUILDING MAINTENANCE | | 0 | 5,135 | 975 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | |
| 62375 - PERMITS | | 558 | 125 | 458 | 200 | 200 | 0 | 200 | 200 | |
| 62501 - WATER | | 1,070 | 165 | 641 | 500 | 600 | 0 | 600 | 600 | |
| 62502 - SEWER | | 2,741 | 426 | 1,727 | 4,000 | 1,000 | 0 | 1,000 | 1,000 | |
| 62503 - ELECTRICITY | | 3,295 | 1,899 | 1,869 | 1,004 | 3,208 | 0 | 3,208 | 3,208 | |
| 62504 - HEATING FUEL | | 7,427 | 6,135 | 9,469 | 500 | 9,518 | 0 | 9,518 | 9,518 | |
| 62735 - BUILDING MAINT. SUPPLIES | | 370 | 408 | 500 | 977 | 250 | 0 | 250 | 250 | |
| 62736 - GROUNDS MAINT SUPPLIES | | 0 | 200 | 500 | 0 | 0 | 0 | 0 | 0 | |
| 62737 - JANITORIAL SUPPLIES | | 36 | 435 | 500 | 1,455 | 300 | 0 | 300 | 300 | |
| 62000 - OPERATING EXPENDITURES | | 20,644 | 21,719 | 23,976 | 15,737 | 23,976 | 0 | 23,976 | 23,976 | |
| 01336 - PUBLIC LIBRARY ANNEX | 20,644 | 21,719 | 23,976 | 15,737 | 23,976 | 0 | 23,976 | 23,976 | | |
| DEPARTMENT TOTAL | 2,873,316 | 2,812,031 | 3,143,289 | 3,015,170 | 3,457,315 | 3,500 | 3,460,815 | 3,460,815 | | |
| TOTAL | 2,873,316 | 2,812,031 | 3,143,289 | 3,015,170 | 3,457,315 | 3,500 | 3,460,815 | 3,460,815 | | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

POLICE

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|------------------------------------|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01400 - POLICE ADMIN | 61301 - DEPARTMENT HEAD | 108,884 | 199,942 | 114,297 | 118,113 | 119,445 | 0 | 119,445 | 119,445 |
| | 61303 - SUPERVISORY PERSONNEL | 96,483 | 96,484 | 100,158 | 102,866 | 104,669 | 0 | 104,669 | 104,669 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 185,196 | 189,576 | 192,256 | 189,027 | 195,312 | 0 | 195,312 | 195,312 |
| | 61506 - REIMBURSABLE DETAIL | 42,262 | 75,340 | 46,649 | 26,400 | 26,400 | 0 | 26,400 | 26,400 |
| | 61608 - POLICE INCENTIVES | 13,857 | 9,143 | 12,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 |
| | 61701 - HEALTH INSURANCE | 89,949 | 88,712 | 95,739 | 93,689 | 111,695 | 0 | 111,695 | 111,695 |
| | 61702 - DENTAL INSURANCE | 5,685 | 5,119 | 5,308 | 5,031 | 5,164 | 0 | 5,164 | 5,164 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 20,687 | 21,184 | 22,538 | 21,511 | 22,226 | 0 | 22,226 | 22,226 |
| | 61704 - SOCIAL SECURITY | 17,844 | 19,891 | 18,927 | 17,966 | 18,661 | 0 | 18,661 | 18,661 |
| | 61705 - WORKERS COMPENSATION | 87 | 3,683 | 5,765 | 4,632 | 4,858 | 0 | 4,858 | 4,858 |
| | 61714 - RET - POLICE | 68,727 | 100,631 | 79,715 | 74,323 | 75,492 | 0 | 75,492 | 75,492 |
| | 61901 - RECRUITMENT | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 649,675 | 809,703 | 693,354 | 659,558 | 689,923 | 0 | 689,923 | 689,923 |
| | 62145 - FIRST AID & MEDICAL SVCS | 0 | 0 | 50 | 50 | 50 | 0 | 50 | 50 |
| | 62177 - JUSTICE OF THE PEACE | 151 | 119 | 375 | 0 | 375 | 0 | 375 | 375 |
| | 62205 - PC REPLACEMENT CHARGE | 2,228 | 2,085 | 2,255 | 2,255 | 2,583 | 0 | 2,583 | 2,583 |
| | 62206 - PW FLEET CHARGE | 16,918 | 18,142 | 21,103 | 21,103 | 21,571 | 0 | 21,571 | 21,571 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 4,519 | 4,321 | 4,800 | 4,800 | 4,800 | 0 | 4,800 | 4,800 |
| | 62436 - MEETINGS & DUES | 585 | 1,004 | 600 | 701 | 600 | 0 | 600 | 600 |
| | 62446 - CLEANING ALLOWANCE | 1,750 | 2,100 | 2,100 | 2,100 | 2,100 | 0 | 2,100 | 2,100 |
| | 62701 - OFFICE SUPPLIES | 4,192 | 6,217 | 4,900 | 4,900 | 4,900 | 0 | 4,900 | 4,900 |
| | 62710 - POSTAGE | 2,147 | 1,408 | 1,949 | 1,949 | 1,949 | 0 | 1,949 | 1,949 |
| | 62715 - BOOKS AND PERIODICALS | 429 | 508 | 200 | 503 | 200 | 0 | 200 | 200 |
| | 62755 - UNIFORMS | 15,857 | 13,782 | 26,538 | 22,392 | 22,800 | 0 | 22,800 | 22,800 |
| | 62760 - OPERATING SUPPLIES | 326 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 49,102 | 49,687 | 64,870 | 60,754 | 61,928 | 0 | 61,928 | 61,928 |
| 01400 - POLICE ADMIN | 698,777 | 859,390 | 758,223 | 720,312 | 751,851 | 0 | 751,851 | 751,851 | |
| 01401 - POLICE DISPATCH | 61303 - SUPERVISORY PERSONNEL | 0 | 10,197 | 55,526 | 55,961 | 56,520 | 0 | 56,520 | 56,520 |
| | 61304 - GENERAL PERSONNEL | 177,328 | 205,310 | 190,127 | 182,724 | 196,324 | 0 | 196,324 | 196,324 |
| | 61307 - PART TIME EMPLOYEES | 19,412 | 8,866 | 10,000 | 9,213 | 10,000 | 0 | 10,000 | 10,000 |
| | 61501 - REGULAR OVERTIME | 35,651 | 15,890 | 12,000 | 8,458 | 12,000 | 0 | 12,000 | 12,000 |
| | 61502 - DOUBLE OVERTIME | 4,226 | 5,509 | 5,300 | 7,606 | 5,406 | 0 | 5,406 | 5,406 |
| | 61520 - OT-VACATION REPLACEMENT | 6,255 | 12,015 | 18,000 | 8,194 | 18,000 | 0 | 18,000 | 18,000 |
| | 61521 - OT-SICK REPLACEMENT | 8,404 | 1,103 | 5,000 | 2,057 | 5,000 | 0 | 5,000 | 5,000 |
| | 61522 - OT-PERSONAL DAY REPLACE | 3,177 | 2,963 | 2,500 | 2,203 | 2,500 | 0 | 2,500 | 2,500 |
| | 61601 - HOLIDAY PAY | 8,037 | 7,201 | 10,482 | 13,755 | 10,892 | 0 | 10,892 | 10,892 |
| | 61701 - HEALTH INSURANCE | 47,294 | 36,405 | 42,903 | 42,093 | 49,722 | 0 | 49,722 | 49,722 |
| | 61702 - DENTAL INSURANCE | 2,703 | 1,783 | 2,389 | 2,055 | 2,379 | 0 | 2,379 | 2,379 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 23,279 | 27,499 | 34,018 | 31,766 | 34,896 | 0 | 34,896 | 34,896 |
| | 61704 - SOCIAL SECURITY | 18,009 | 19,595 | 23,633 | 22,025 | 24,224 | 0 | 24,224 | 24,224 |
| | 61705 - WORKERS COMPENSATION | 96 | 2,357 | 6,181 | 5,481 | 5,609 | 0 | 5,609 | 5,609 |
| | 61714 - RET - POLICE | 8,585 | 3,716 | 0 | 537 | 0 | 0 | 0 | 0 |
| | 61901 - RECRUITMENT | 365 | 471 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 362,822 | 360,881 | 418,059 | 394,129 | 433,473 | 0 | 433,473 | 433,473 |
| | 62103 - TECHNICAL SERVICES | 920 | 0 | 4,800 | 333 | 4,800 | 0 | 4,800 | 4,800 |
| | 62205 - PC REPLACEMENT CHARGE | 307 | 402 | 511 | 442 | 408 | 0 | 408 | 408 |
| | 62304 - COMMUNICATIONS EQP MAINT. | 4,228 | 6,556 | 7,400 | 4,400 | 4,400 | 0 | 4,400 | 4,400 |
| 62510 - TELEPHONE | 13,886 | 13,021 | 14,200 | 11,770 | 14,200 | 0 | 14,200 | 14,200 | |
| 62700 - SUPPLIES AND MATERIALS | 191 | 65 | 280 | 280 | 280 | 0 | 280 | 280 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01401 - POLICE DISPATCH | 62755 - UNIFORMS | 1,478 | 2,031 | 2,200 | 2,263 | 2,200 | 0 | 2,200 | 2,200 |
| | 62767 - PRISONER CARE | 0 | 0 | 25 | 25 | 25 | 0 | 25 | 25 |
| | 62000 - OPERATING EXPENDITURES | 21,010 | 22,076 | 29,416 | 19,513 | 26,313 | 0 | 26,313 | 26,313 |
| 01401 - POLICE DISPATCH | | 383,832 | 382,957 | 447,475 | 413,642 | 459,786 | 0 | 459,786 | 459,786 |
| 01402 - POLICE TRAINING | 61509 - OT-WEAPONS TRAINING | 20,862 | 21,232 | 25,000 | 13,680 | 25,000 | 0 | 25,000 | 25,000 |
| | 61512 - OT-TACTICAL TEAM TRAINING | 16,039 | 19,695 | 20,000 | 13,994 | 20,000 | 0 | 20,000 | 20,000 |
| | 61513 - OT-TRAINING | 36,405 | 29,689 | 37,000 | 33,963 | 37,000 | 0 | 37,000 | 37,000 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 171 | 60 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61704 - SOCIAL SECURITY | 1,128 | 1,043 | 1,189 | 874 | 1,189 | 0 | 1,189 | 1,189 |
| | 61705 - WORKERS COMPENSATION | 19 | 516 | 1,646 | 802 | 1,453 | 0 | 1,453 | 1,453 |
| | 61714 - RET - POLICE | 18,632 | 18,511 | 24,133 | 18,139 | 24,133 | 0 | 24,133 | 24,133 |
| | 61000 - PERSONNEL SERVICES | 93,256 | 90,746 | 108,968 | 81,453 | 108,775 | 0 | 108,775 | 108,775 |
| | 62319 - BEARCAT MAINTENANCE | 0 | 77 | 400 | 200 | 400 | 0 | 400 | 400 |
| | 62435 - TRAINING | 22,917 | 19,306 | 24,000 | 24,000 | 24,000 | 0 | 24,000 | 24,000 |
| | 62700 - SUPPLIES AND MATERIALS | 1,000 | 648 | 1,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62745 - TACTICAL SUPPLIES | 10,171 | 9,497 | 9,500 | 9,500 | 9,500 | 0 | 9,500 | 9,500 |
| | 62773 - WEAPONS TRAINING SUPPLIES | 46,699 | 35,947 | 36,375 | 32,000 | 33,000 | 0 | 33,000 | 33,000 |
| | 62000 - OPERATING EXPENDITURES | 80,788 | 65,475 | 71,275 | 66,700 | 67,900 | 0 | 67,900 | 67,900 |
| | 01402 - POLICE TRAINING | | 174,044 | 156,220 | 180,243 | 148,153 | 176,675 | 0 | 176,675 |
| 01403 - POLICE PATROL | 61303 - SUPERVISORY PERSONNEL | 618,722 | 644,325 | 673,678 | 651,614 | 686,859 | 0 | 686,859 | 686,859 |
| | 61304 - GENERAL PERSONNEL | 1,277,289 | 1,194,046 | 1,427,437 | 1,155,372 | 1,421,262 | 0 | 1,421,262 | 1,421,262 |
| | 61501 - REGULAR OVERTIME | 55,654 | 30,457 | 54,000 | 39,960 | 54,000 | 0 | 54,000 | 54,000 |
| | 61507 - COURT OVERTIME | 51,686 | 40,890 | 44,000 | 56,676 | 44,000 | 0 | 44,000 | 44,000 |
| | 61520 - OT-VACATION REPLACEMENT | 76,836 | 86,350 | 50,100 | 137,810 | 50,100 | 0 | 50,100 | 50,100 |
| | 61521 - OT-SICK REPLACEMENT | 23,212 | 50,879 | 18,600 | 27,021 | 18,600 | 0 | 18,600 | 18,600 |
| | 61522 - OT-PERSONAL DAY REPLACE | 17,057 | 10,584 | 9,800 | 16,713 | 9,800 | 0 | 9,800 | 9,800 |
| | 61529 - OT-SHIFT VACANCIES | 48,647 | 30,324 | 8,000 | 81,324 | 8,000 | 0 | 8,000 | 8,000 |
| | 61531 - HOLIDAY OVERTIME | 25,938 | 25,483 | 25,584 | 25,219 | 26,224 | 0 | 26,224 | 26,224 |
| | 61601 - HOLIDAY PAY | 99,496 | 87,586 | 95,578 | 92,543 | 97,967 | 0 | 97,967 | 97,967 |
| | 61608 - POLICE INCENTIVES | 27,200 | 39,100 | 36,000 | 36,000 | 42,450 | 0 | 42,450 | 42,450 |
| | 61701 - HEALTH INSURANCE | 487,173 | 468,366 | 617,971 | 474,178 | 642,554 | 0 | 642,554 | 642,554 |
| | 61702 - DENTAL INSURANCE | 35,922 | 32,360 | 40,902 | 29,482 | 35,597 | 0 | 35,597 | 35,597 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 14 | 39 | 578 | 56 | 0 | 0 | 0 | 0 |
| | 61704 - SOCIAL SECURITY | 33,220 | 31,963 | 35,542 | 34,390 | 35,667 | 0 | 35,667 | 35,667 |
| | 61705 - WORKERS COMPENSATION | 884 | 17,739 | 49,012 | 44,098 | 43,578 | 0 | 43,578 | 43,578 |
| | 61714 - RET - POLICE | 610,096 | 594,311 | 718,331 | 705,941 | 723,908 | 0 | 723,908 | 723,908 |
| | 61901 - RECRUITMENT | 7,488 | 2,937 | 0 | 5,910 | 0 | 0 | 0 | 0 |
| | 61902 - OUTSIDE AGENCY TEMPS | 0 | 0 | 0 | 7,129 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 3,496,534 | 3,387,737 | 3,905,113 | 3,621,436 | 3,940,566 | 0 | 3,940,566 | 3,940,566 |
| | 62120 - LABORATORY SERVICES | 0 | 0 | 400 | 200 | 400 | 0 | 400 | 400 |
| | 62205 - PC REPLACEMENT CHARGE | 14,469 | 12,033 | 12,033 | 12,033 | 11,900 | 0 | 11,900 | 11,900 |
| | 62206 - PW FLEET CHARGE | 235,382 | 224,433 | 211,276 | 211,276 | 216,182 | 0 | 216,182 | 216,182 |
| | 62308 - NETWORK MAINTENANCE | 0 | 0 | 5,282 | 5,282 | 5,282 | 0 | 5,282 | 5,282 |
| | 62312 - K-9 UNIT SUPPORT | 4,877 | 6,302 | 4,500 | 5,018 | 4,500 | 0 | 4,500 | 4,500 |
| | 62700 - SUPPLIES AND MATERIALS | 2,732 | 2,935 | 3,085 | 3,000 | 3,085 | 0 | 3,085 | 3,085 |
| | 68008 - GRANT MATCH | 3,045 | 5,721 | 3,950 | 3,296 | 3,950 | 0 | 3,950 | 3,950 |
| 62000 - OPERATING EXPENDITURES | 260,506 | 251,424 | 240,526 | 240,105 | 245,299 | 0 | 245,299 | 245,299 | |
| 01403 - POLICE PATROL | | 3,757,039 | 3,639,161 | 4,145,639 | 3,861,541 | 4,185,865 | 0 | 4,185,865 | 4,185,865 |
| 01405 - POLICE SPECIAL SERVICES | 61303 - SUPERVISORY PERSONNEL | 84,334 | 74,820 | 88,529 | 86,652 | 89,870 | 0 | 89,870 | 89,870 |
| | 61304 - GENERAL PERSONNEL | 181,006 | 185,623 | 191,389 | 186,751 | 193,546 | 0 | 193,546 | 193,546 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 758 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61306 - HOURLY PERSONNEL | 71,149 | 67,751 | 77,685 | 51,893 | 49,891 | 0 | 49,891 | 49,891 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|--|-------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01405 - POLICE SPECIAL SERVICES | 61307 - PART TIME EMPLOYEES | 81,097 | 84,049 | 87,835 | 98,086 | 111,356 | 0 | 111,356 | 111,356 |
| | 61601 - HOLIDAY PAY | 11,129 | 11,421 | 12,032 | 8,018 | 12,333 | 0 | 12,333 | 12,333 |
| | 61608 - POLICE INCENTIVES | 1,900 | 3,000 | 500 | 3,300 | 3,800 | 0 | 3,800 | 3,800 |
| | 61701 - HEALTH INSURANCE | 76,459 | 73,318 | 66,387 | 78,818 | 77,522 | 0 | 77,522 | 77,522 |
| | 61702 - DENTAL INSURANCE | 6,774 | 4,853 | 5,108 | 4,779 | 4,045 | 0 | 4,045 | 4,045 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 6,086 | 6,212 | 7,521 | 6,350 | 6,561 | 0 | 6,561 | 6,561 |
| | 61704 - SOCIAL SECURITY | 18,895 | 18,806 | 20,399 | 18,125 | 20,254 | 0 | 20,254 | 20,254 |
| | 61705 - WORKERS COMPENSATION | 149 | 3,086 | 6,888 | 7,339 | 6,462 | 0 | 6,462 | 6,462 |
| | 61714 - RET - POLICE | 59,061 | 57,967 | 84,964 | 68,064 | 71,190 | 0 | 71,190 | 71,190 |
| | 61000 - PERSONNEL SERVICES | 598,796 | 590,907 | 649,236 | 618,175 | 646,829 | 0 | 646,829 | 646,829 |
| | 62100 - PROFESSIONAL/TECH SVCS | 5,871 | 6,665 | 7,100 | 7,000 | 7,100 | 0 | 7,100 | 7,100 |
| | 62103 - TECHNICAL SERVICES | 340 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62205 - PC REPLACEMENT CHARGE | 1,636 | 1,479 | 1,588 | 1,588 | 1,467 | 0 | 1,467 | 1,467 |
| | 62206 - PW FLEET CHARGE | 70,649 | 70,543 | 72,849 | 72,849 | 74,849 | 0 | 74,849 | 74,849 |
| | 62310 - SAFETY PROGRAM MAINT. | 2,186 | 7,353 | 5,941 | 10,560 | 5,941 | 0 | 5,941 | 5,941 |
| | 62311 - EQUIPMENT MAINTENANCE | 1,049 | 1,260 | 1,113 | 1,100 | 1,113 | 0 | 1,113 | 1,113 |
| | 62503 - ELECTRICITY | 7,174 | 6,994 | 4,900 | 5,928 | 4,900 | 0 | 4,900 | 4,900 |
| | 62741 - EVIDENCE SECURITY | 983 | 653 | 900 | 900 | 900 | 0 | 900 | 900 |
| | 62000 - OPERATING EXPENDITURES | 89,887 | 94,946 | 94,391 | 99,925 | 96,270 | 0 | 96,270 | 96,270 |
| | 01405 - POLICE SPECIAL SERVICES | 688,683 | 685,853 | 743,627 | 718,100 | 743,099 | 0 | 743,099 | 743,099 |
| 01407 - POLICE INVESTIGATION | 61303 - SUPERVISORY PERSONNEL | 83,974 | 86,393 | 88,529 | 86,715 | 89,870 | 0 | 89,870 | 89,870 |
| | 61304 - GENERAL PERSONNEL | 389,463 | 360,342 | 401,625 | 356,040 | 403,173 | 0 | 403,173 | 403,173 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 49,797 | 50,888 | 51,628 | 52,790 | 52,790 | 0 | 52,790 | 52,790 |
| | 61501 - REGULAR OVERTIME | 21,115 | 20,757 | 23,000 | 17,392 | 23,000 | 0 | 23,000 | 23,000 |
| | 61507 - COURT OVERTIME | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61601 - HOLIDAY PAY | 22,190 | 25,100 | 29,768 | 25,171 | 30,512 | 0 | 30,512 | 30,512 |
| | 61608 - POLICE INCENTIVES | 3,700 | 4,800 | 13,250 | 11,450 | 10,250 | 0 | 10,250 | 10,250 |
| | 61701 - HEALTH INSURANCE | 112,939 | 106,493 | 117,600 | 118,707 | 147,791 | 0 | 147,791 | 147,791 |
| | 61702 - DENTAL INSURANCE | 7,971 | 7,644 | 8,828 | 8,479 | 8,915 | 0 | 8,915 | 8,915 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 5,562 | 5,686 | 5,875 | 5,813 | 6,008 | 0 | 6,008 | 6,008 |
| | 61704 - SOCIAL SECURITY | 9,991 | 9,664 | 10,755 | 9,845 | 10,858 | 0 | 10,858 | 10,858 |
| | 61705 - WORKERS COMPENSATION | 233 | 4,433 | 11,237 | 9,955 | 10,009 | 0 | 10,009 | 10,009 |
| | 61714 - RET - POLICE | 139,220 | 133,060 | 163,383 | 153,646 | 164,865 | 0 | 164,865 | 164,865 |
| | 61000 - PERSONNEL SERVICES | 846,156 | 815,260 | 925,477 | 856,005 | 958,040 | 0 | 958,040 | 958,040 |
| | 62103 - TECHNICAL SERVICES | 1,640 | 2,983 | 4,825 | 3,932 | 4,000 | 0 | 4,000 | 4,000 |
| | 62175 - OTHER SERVICES | 243 | 465 | 750 | 170 | 750 | 0 | 750 | 750 |
| | 62205 - PC REPLACEMENT CHARGE | 2,080 | 2,011 | 1,941 | 1,941 | 2,343 | 0 | 2,343 | 2,343 |
| | 62206 - PW FLEET CHARGE | 42,296 | 45,356 | 52,758 | 52,758 | 53,928 | 0 | 53,928 | 53,928 |
| | 62445 - PHOTOGRAPHY & PROCESSING | 764 | 625 | 750 | 750 | 750 | 0 | 750 | 750 |
| | 62700 - SUPPLIES AND MATERIALS | 800 | 842 | 800 | 506 | 800 | 0 | 800 | 800 |
| | 62744 - MINOR COMPUTER EQUIPMENT | 405 | 463 | 500 | 189 | 500 | 0 | 500 | 500 |
| | 62755 - UNIFORMS | 5,104 | 4,900 | 4,900 | 4,900 | 4,900 | 0 | 4,900 | 4,900 |
| | 63401 - VEHICLE ACQUISITION | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 63,332 | 57,644 | 67,224 | 65,145 | 67,971 | 0 | 67,971 | 67,971 |
| | 01407 - POLICE INVESTIGATION | 909,488 | 872,904 | 992,701 | 921,150 | 1,026,011 | 0 | 1,026,011 | 1,026,011 |
| | 01408 - POLICE PROSECUTION | 61303 - SUPERVISORY PERSONNEL | 72,857 | 74,875 | 76,983 | 75,747 | 78,145 | 0 | 78,145 |
| 61601 - HOLIDAY PAY | | 3,852 | 3,953 | 4,032 | 3,953 | 4,133 | 0 | 4,133 | 4,133 |
| 61608 - POLICE INCENTIVES | | 400 | 750 | 1,700 | 1,700 | 1,800 | 0 | 1,800 | 1,800 |
| 61701 - HEALTH INSURANCE | | 21,950 | 22,889 | 24,902 | 24,729 | 29,064 | 0 | 29,064 | 29,064 |
| 61702 - DENTAL INSURANCE | | 1,650 | 1,533 | 1,621 | 1,509 | 1,546 | 0 | 1,546 | 1,546 |
| 61704 - SOCIAL SECURITY | | 1,114 | 1,146 | 1,201 | 1,183 | 1,219 | 0 | 1,219 | 1,219 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01408 - POLICE PROSECUTION | 61705 - WORKERS COMPENSATION | 30 | 665 | 1,663 | 1,618 | 1,489 | 0 | 1,489 | 1,489 |
| | 61714 - RET - POLICE | 20,289 | 21,088 | 26,995 | 24,413 | 24,744 | 0 | 24,744 | 24,744 |
| | 61000 - PERSONNEL SERVICES | 122,142 | 126,899 | 139,097 | 134,852 | 142,140 | 0 | 142,140 | 142,140 |
| | 62102 - PROFESSIONAL SERVICES | 95,642 | 96,431 | 97,752 | 97,752 | 99,512 | 0 | 99,512 | 99,512 |
| | 62205 - PC REPLACEMENT CHARGE | 663 | 494 | 494 | 494 | 564 | 0 | 564 | 564 |
| | 62701 - OFFICE SUPPLIES | 25 | 38 | 100 | 100 | 100 | 0 | 100 | 100 |
| | 62715 - BOOKS AND PERIODICALS | 218 | 290 | 800 | 250 | 800 | 0 | 800 | 800 |
| | 62755 - UNIFORMS | 700 | 700 | 700 | 700 | 700 | 0 | 700 | 700 |
| | 62000 - OPERATING EXPENDITURES | 97,248 | 97,952 | 99,846 | 99,297 | 101,676 | 0 | 101,676 | 101,676 |
| 01408 - POLICE PROSECUTION | 219,389 | 224,851 | 238,943 | 234,149 | 243,816 | 0 | 243,816 | 243,816 | |
| DEPARTMENT TOTAL | 6,831,254 | 6,821,337 | 7,506,853 | 7,017,046 | 7,587,103 | 0 | 7,587,103 | 7,587,103 | |
| TOTAL | 6,831,254 | 6,821,337 | 7,506,853 | 7,017,046 | 7,587,103 | 0 | 7,587,103 | 7,587,103 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

COMMUNITY DEVELOPMENT

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01910 - COMMUNITY DEVELOPMENT | 61301 - DEPARTMENT HEAD | 0 | 0 | 213,175 | 213,175 | 119,445 | 0 | 119,445 | 119,445 |
| | 61303 - SUPERVISORY PERSONNEL | 0 | 0 | 0 | 0 | 98,088 | 0 | 98,088 | 98,088 |
| | 61304 - GENERAL PERSONNEL | 0 | 0 | 441,778 | 372,975 | 382,565 | 0 | 382,565 | 382,565 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 0 | 0 | 138,790 | 138,790 | 134,891 | 0 | 134,891 | 134,891 |
| | 61307 - PART TIME EMPLOYEES | 0 | 0 | 129,249 | 129,249 | 133,731 | 0 | 133,731 | 133,731 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 0 | 30,267 | 30,267 | 48,320 | 0 | 48,320 | 48,320 |
| | 61501 - REGULAR OVERTIME | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 0 | 0 | 176,838 | 161,809 | 211,355 | 0 | 211,355 | 211,355 |
| | 61702 - DENTAL INSURANCE | 0 | 0 | 10,854 | 9,875 | 9,852 | 0 | 9,852 | 9,852 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 0 | 0 | 91,040 | 82,498 | 83,642 | 0 | 83,642 | 83,642 |
| | 61704 - SOCIAL SECURITY | 0 | 0 | 73,107 | 67,660 | 70,154 | 0 | 70,154 | 70,154 |
| | 61705 - WORKERS COMPENSATION | 0 | 0 | 10,147 | 9,865 | 9,649 | 0 | 9,649 | 9,649 |
| | 61000 - PERSONNEL SERVICES | 0 | 0 | 1,320,245 | 1,216,163 | 1,301,692 | 0 | 1,301,692 | 1,301,692 |
| | 62102 - PROFESSIONAL SERVICES | 0 | 0 | 56,000 | 56,000 | 56,000 | 0 | 56,000 | 56,000 |
| | 62103 - TECHNICAL SERVICES | 0 | 0 | 4,359 | 4,359 | 1,859 | 0 | 1,859 | 1,859 |
| | 62121 - MONITORING/INSPECTIONS | 0 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 |
| | 62205 - PC REPLACEMENT CHARGE | 0 | 0 | 5,631 | 5,631 | 5,498 | 0 | 5,498 | 5,498 |
| | 62206 - PW FLEET CHARGE | 0 | 0 | 33,672 | 33,672 | 31,089 | 0 | 31,089 | 31,089 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 0 | 0 | 3,275 | 3,275 | 3,205 | 0 | 3,205 | 3,205 |
| | 62416 - PRINTING | 0 | 0 | 3,260 | 3,260 | 3,250 | 0 | 3,250 | 3,250 |
| | 62425 - ADVERTISING | 0 | 0 | 1,621 | 1,621 | 2,096 | 0 | 2,096 | 2,096 |
| | 62435 - TRAINING | 0 | 0 | 8,983 | 6,559 | 8,983 | 0 | 8,983 | 8,983 |
| | 62436 - MEETINGS & DUES | 0 | 0 | 5,300 | 4,752 | 5,300 | 0 | 5,300 | 5,300 |
| | 62510 - TELEPHONE | 0 | 0 | 5,602 | 5,602 | 5,875 | 0 | 5,875 | 5,875 |
| | 62700 - SUPPLIES AND MATERIALS | 0 | 0 | 500 | 499 | 500 | 0 | 500 | 500 |
| | 62701 - OFFICE SUPPLIES | 0 | 0 | 5,250 | 4,750 | 5,050 | 0 | 5,050 | 5,050 |
| | 62710 - POSTAGE | 0 | 0 | 4,850 | 4,850 | 4,964 | 0 | 4,964 | 4,964 |
| | 62715 - BOOKS AND PERIODICALS | 0 | 0 | 2,700 | 1,800 | 2,700 | 0 | 2,700 | 2,700 |
| | 62734 - MINOR EQUIPMENT | 0 | 0 | 1,345 | 995 | 1,045 | 0 | 1,045 | 1,045 |
| | 62744 - MINOR COMPUTER EQUIPMENT | 0 | 0 | 800 | 775 | 500 | 0 | 500 | 500 |
| | 62756 - PROTECTIVE CLOTHING | 0 | 0 | 0 | 0 | 625 | 0 | 625 | 625 |
| | 62760 - OPERATING SUPPLIES | 0 | 0 | 1,400 | 1,400 | 541 | 0 | 541 | 541 |
| | 62761 - SOFTWARE | 0 | 0 | 53,000 | 49,000 | 15,750 | 0 | 15,750 | 15,750 |
| 62000 - OPERATING EXPENDITURES | 0 | 0 | 222,548 | 188,800 | 154,830 | 0 | 154,830 | 154,830 | |
| 01910 - COMMUNITY DEVELOPMENT | 0 | 0 | 1,542,793 | 1,404,963 | 1,456,522 | 0 | 1,456,522 | 1,456,522 | |
| 01920 - HEALTH SVCS CONTRACTS | 62143 - HOME HEALTH CARE | 0 | 0 | 124,800 | 124,800 | 124,800 | 0 | 124,800 | 124,800 |
| | 62146 - MENTAL HEALTH SERVICES | 0 | 0 | 25,154 | 25,000 | 25,000 | 0 | 25,000 | 25,000 |
| | 62175 - OTHER SERVICES | 0 | 0 | 28,000 | 28,000 | 28,000 | 0 | 28,000 | 28,000 |
| | 62000 - OPERATING EXPENDITURES | 0 | 0 | 177,954 | 177,800 | 177,800 | 0 | 177,800 | 177,800 |
| 01920 - HEALTH SVCS CONTRACTS | 0 | 0 | 177,954 | 177,800 | 177,800 | 0 | 177,800 | 177,800 | |
| DEPARTMENT TOTAL | 0 | 0 | 1,720,747 | 1,582,763 | 1,634,322 | 0 | 1,634,322 | 1,634,322 | |
| TOTAL | 0 | 0 | 1,720,747 | 1,582,763 | 1,634,322 | 0 | 1,634,322 | 1,634,322 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

PUBLIC WORKS

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 02000 - PW ADMINISTRATION | 61301 - DEPARTMENT HEAD | 114,224 | 116,961 | 118,377 | 118,378 | 119,445 | 0 | 119,445 | 119,445 |
| | 61303 - SUPERVISORY PERSONNEL | 99,957 | 100,879 | 103,610 | 103,610 | 103,613 | 0 | 103,613 | 103,613 |
| | 61304 - GENERAL PERSONNEL | 0 | 0 | 0 | 63 | 0 | 0 | 0 | 0 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 67,602 | 80,805 | 76,566 | 76,566 | 77,941 | 0 | 77,941 | 77,941 |
| | 61501 - REGULAR OVERTIME | 1,829 | 1,938 | 0 | 1,900 | 0 | 0 | 0 | 0 |
| | 61602 - STAND-BY PAY | 12,782 | 12,845 | 12,775 | 12,775 | 12,775 | 0 | 12,775 | 12,775 |
| | 61605 - SICK & INJURY | 34,791 | 26,946 | 33,290 | 25,664 | 31,001 | 0 | 31,001 | 31,001 |
| | 61607 - VACATION | 132,118 | 144,709 | 122,226 | 140,027 | 129,038 | 0 | 129,038 | 129,038 |
| | 61701 - HEALTH INSURANCE | 64,012 | 65,133 | 71,572 | 71,600 | 80,029 | 0 | 80,029 | 80,029 |
| | 61702 - DENTAL INSURANCE | 6,014 | 5,349 | 5,693 | 5,435 | 4,608 | 0 | 4,608 | 4,608 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 51,742 | 54,188 | 53,126 | 55,693 | 52,466 | 0 | 52,466 | 52,466 |
| | 61704 - SOCIAL SECURITY | 34,829 | 36,392 | 35,714 | 36,754 | 35,269 | 0 | 35,269 | 35,269 |
| | 61705 - WORKERS COMPENSATION | 169 | 3,595 | 5,707 | 7,808 | 7,661 | 0 | 7,661 | 7,661 |
| | 61901 - RECRUITMENT | 84 | 225 | 0 | 200 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 620,152 | 649,964 | 638,656 | 656,473 | 653,846 | 0 | 653,846 | 653,846 |
| | 62103 - TECHNICAL SERVICES | 3,505 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62120 - LABORATORY SERVICES | 983 | 1,207 | 1,400 | 1,880 | 1,800 | 0 | 1,800 | 1,800 |
| | 62205 - PC REPLACEMENT CHARGE | 1,903 | 1,882 | 2,266 | 2,266 | 2,300 | 0 | 2,300 | 2,300 |
| | 62206 - PW FLEET CHARGE | 7,483 | 7,811 | 7,381 | 7,381 | 7,289 | 0 | 7,289 | 7,289 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 403 | 325 | 500 | 490 | 500 | 0 | 500 | 500 |
| | 62310 - SAFETY PROGRAM MAINT. | 4,946 | 5,822 | 7,150 | 7,000 | 7,000 | 0 | 7,000 | 7,000 |
| | 62430 - TRAVEL | 150 | 285 | 400 | 295 | 300 | 0 | 300 | 300 |
| | 62435 - TRAINING | 1,558 | 2,688 | 950 | 1,575 | 1,100 | 0 | 1,100 | 1,100 |
| | 62436 - MEETINGS & DUES | 549 | 1,094 | 750 | 1,100 | 900 | 0 | 900 | 900 |
| | 62510 - TELEPHONE | 5,909 | 9,544 | 6,000 | 5,605 | 6,000 | 0 | 6,000 | 6,000 |
| | 62701 - OFFICE SUPPLIES | 1,763 | 1,767 | 2,500 | 2,200 | 2,500 | 0 | 2,500 | 2,500 |
| 62755 - UNIFORMS | 9,572 | 9,678 | 11,000 | 10,650 | 11,000 | 0 | 11,000 | 11,000 | |
| 62000 - OPERATING EXPENDITURES | 38,724 | 42,104 | 40,297 | 40,442 | 40,689 | 0 | 40,689 | 40,689 | |
| 02000 - PW ADMINISTRATION | 658,877 | 692,068 | 678,953 | 696,915 | 694,535 | 0 | 694,535 | 694,535 | |
| 02001 - ENGINEERING | 61304 - GENERAL PERSONNEL | 47,759 | 142,302 | 161,945 | 161,945 | 164,820 | 0 | 164,820 | 164,820 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 0 | 8,000 | 2,000 | 0 | 0 | 0 | 0 |
| | 61501 - REGULAR OVERTIME | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 8,200 | 39,593 | 50,407 | 50,407 | 59,094 | 0 | 59,094 | 59,094 |
| | 61702 - DENTAL INSURANCE | 20 | 908 | 3,242 | 3,242 | 3,093 | 0 | 3,093 | 3,093 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 5,392 | 15,901 | 18,429 | 18,429 | 18,757 | 0 | 18,757 | 18,757 |
| | 61704 - SOCIAL SECURITY | 3,571 | 10,480 | 12,885 | 12,885 | 12,609 | 0 | 12,609 | 12,609 |
| | 61705 - WORKERS COMPENSATION | 40 | 2,334 | 5,336 | 5,336 | 5,687 | 0 | 5,687 | 5,687 |
| | 61901 - RECRUITMENT | 1,491 | 345 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 66,987 | 211,863 | 260,244 | 254,244 | 264,060 | 0 | 264,060 | 264,060 |
| | 62103 - TECHNICAL SERVICES | 4,844 | 8,637 | 25,885 | 25,885 | 14,500 | 0 | 14,500 | 14,500 |
| | 62205 - PC REPLACEMENT CHARGE | 3,974 | 4,074 | 4,232 | 4,232 | 4,008 | 0 | 4,008 | 4,008 |
| | 62206 - PW FLEET CHARGE | 25,649 | 26,434 | 26,881 | 26,881 | 27,943 | 0 | 27,943 | 27,943 |
| | 62306 - SOFTWARE MAINTENANCE | 1,885 | 3,429 | 2,000 | 1,900 | 2,000 | 0 | 2,000 | 2,000 |
| | 62435 - TRAINING | 931 | 3,125 | 2,800 | 2,800 | 2,800 | 0 | 2,800 | 2,800 |
| | 62436 - MEETINGS & DUES | 485 | 1,392 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| | 62701 - OFFICE SUPPLIES | 767 | 1,080 | 500 | 500 | 500 | 0 | 500 | 500 |
| | 62744 - MINOR COMPUTER EQUIPMENT | 1,236 | 125 | 450 | 419 | 450 | 0 | 450 | 450 |
| | 62760 - OPERATING SUPPLIES | 4,442 | 3,947 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| | 62000 - OPERATING EXPENDITURES | 44,213 | 52,242 | 67,948 | 67,817 | 57,401 | 0 | 57,401 | 57,401 |
| 02001 - ENGINEERING | 111,199 | 264,105 | 328,192 | 322,061 | 321,461 | 0 | 321,461 | 321,461 | |
| 02002 - NON- DEPARTMENTAL | 61304 - GENERAL PERSONNEL | 40,213 | 38,450 | 40,925 | 39,154 | 41,133 | 0 | 41,133 | 41,133 |
| | 61501 - REGULAR OVERTIME | 3,261 | 4,713 | 2,317 | 5,925 | 2,317 | 0 | 2,317 | 2,317 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 02002 - NON-DEPARTMENTAL | 61701 - HEALTH INSURANCE | 17,878 | 17,389 | 14,447 | 16,828 | 16,577 | 0 | 16,577 | 16,577 |
| | 61702 - DENTAL INSURANCE | 1,170 | 1,054 | 778 | 911 | 726 | 0 | 726 | 726 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 4,812 | 4,768 | 4,921 | 5,131 | 4,946 | 0 | 4,946 | 4,946 |
| | 61704 - SOCIAL SECURITY | 3,267 | 3,235 | 3,308 | 3,381 | 3,324 | 0 | 3,324 | 3,324 |
| | 61705 - WORKERS COMPENSATION | 27 | 538 | 1,345 | 1,332 | 1,413 | 0 | 1,413 | 1,413 |
| | 61000 - PERSONNEL SERVICES | 70,627 | 70,147 | 68,041 | 72,662 | 70,436 | 0 | 70,436 | 70,436 |
| | 62206 - PW FLEET CHARGE | 15,056 | 15,847 | 16,555 | 17,282 | 17,282 | 0 | 17,282 | 17,282 |
| | 62740 - OTHER MAINT. SUPPLIES | 122 | 15,000 | 15,000 | 6,320 | 15,000 | 0 | 15,000 | 15,000 |
| | 62760 - OPERATING SUPPLIES | 4,825 | 14,504 | 1,999 | 3,926 | 1,999 | 0 | 1,999 | 1,999 |
| | 62000 - OPERATING EXPENDITURES | 20,002 | 45,351 | 33,554 | 27,528 | 34,281 | 0 | 34,281 | 34,281 |
| 02002 - NON-DEPARTMENTAL | | 90,629 | 115,499 | 101,595 | 100,190 | 104,717 | 0 | 104,717 | 104,717 |
| 02003 - STREET PLOWING | 61304 - GENERAL PERSONNEL | 11,336 | 26,311 | 19,306 | 25,473 | 19,416 | 0 | 19,416 | 19,416 |
| | 61501 - REGULAR OVERTIME | 8,537 | 32,742 | 29,240 | 35,851 | 29,240 | 0 | 29,240 | 29,240 |
| | 61611 - OUT OF CLASS PAY | 0 | 0 | 2,000 | 0 | 2,000 | 0 | 2,000 | 2,000 |
| | 61701 - HEALTH INSURANCE | 15,439 | 15,020 | 6,819 | 13,847 | 7,824 | 0 | 7,824 | 7,824 |
| | 61702 - DENTAL INSURANCE | 1,010 | 909 | 367 | 749 | 343 | 0 | 343 | 343 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 2,189 | 6,584 | 5,526 | 6,980 | 5,765 | 0 | 5,765 | 5,765 |
| | 61704 - SOCIAL SECURITY | 1,498 | 4,438 | 3,715 | 4,610 | 3,875 | 0 | 3,875 | 3,875 |
| | 61705 - WORKERS COMPENSATION | 12 | 1,118 | 1,511 | 1,494 | 1,648 | 0 | 1,648 | 1,648 |
| | 61000 - PERSONNEL SERVICES | 40,020 | 87,122 | 68,484 | 89,004 | 70,111 | 0 | 70,111 | 70,111 |
| | 62206 - PW FLEET CHARGE | 65,375 | 66,809 | 73,452 | 73,452 | 76,676 | 0 | 76,676 | 76,676 |
| | 62435 - TRAINING | 0 | 245 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 65,375 | 67,054 | 73,452 | 73,452 | 76,676 | 0 | 76,676 | 76,676 |
| | 02003 - STREET PLOWING | | 105,396 | 154,176 | 141,936 | 162,456 | 146,787 | 0 | 146,787 |
| 02004 - SIDEWALK PLOWING | 61304 - GENERAL PERSONNEL | 2,946 | 5,713 | 5,634 | 4,949 | 5,663 | 0 | 5,663 | 5,663 |
| | 61501 - REGULAR OVERTIME | 2,015 | 4,867 | 3,840 | 9,112 | 3,840 | 0 | 3,840 | 3,840 |
| | 61701 - HEALTH INSURANCE | 6,702 | 6,524 | 1,989 | 6,028 | 2,282 | 0 | 2,282 | 2,282 |
| | 61702 - DENTAL INSURANCE | 440 | 395 | 107 | 327 | 100 | 0 | 100 | 100 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 482 | 1,154 | 1,078 | 1,585 | 1,081 | 0 | 1,081 | 1,081 |
| | 61704 - SOCIAL SECURITY | 374 | 795 | 725 | 1,060 | 727 | 0 | 727 | 727 |
| | 61705 - WORKERS COMPENSATION | 3 | 195 | 294 | 371 | 828 | 0 | 828 | 828 |
| | 61000 - PERSONNEL SERVICES | 12,963 | 19,642 | 13,667 | 23,432 | 14,521 | 0 | 14,521 | 14,521 |
| | 62206 - PW FLEET CHARGE | 47,834 | 48,543 | 48,881 | 48,881 | 51,027 | 0 | 51,027 | 51,027 |
| | 62000 - OPERATING EXPENDITURES | 47,834 | 48,543 | 48,881 | 48,881 | 51,027 | 0 | 51,027 | 51,027 |
| 02004 - SIDEWALK PLOWING | | 60,797 | 68,185 | 62,548 | 72,313 | 65,548 | 0 | 65,548 | 65,548 |
| 02005 - STREET SALTING & SANDING | 61304 - GENERAL PERSONNEL | 5,546 | 13,044 | 12,877 | 7,637 | 12,944 | 0 | 12,944 | 12,944 |
| | 61501 - REGULAR OVERTIME | 6,492 | 22,450 | 19,800 | 19,045 | 19,800 | 0 | 19,800 | 19,800 |
| | 61701 - HEALTH INSURANCE | 12,757 | 12,417 | 4,546 | 11,472 | 5,216 | 0 | 5,216 | 5,216 |
| | 61702 - DENTAL INSURANCE | 836 | 751 | 245 | 622 | 228 | 0 | 228 | 228 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 1,336 | 3,945 | 3,718 | 3,038 | 3,726 | 0 | 3,726 | 3,726 |
| | 61704 - SOCIAL SECURITY | 907 | 2,664 | 2,500 | 2,008 | 2,505 | 0 | 2,505 | 2,505 |
| | 61705 - WORKERS COMPENSATION | 7 | 406 | 1,017 | 644 | 1,065 | 0 | 1,065 | 1,065 |
| | 61000 - PERSONNEL SERVICES | 27,880 | 55,677 | 44,703 | 44,466 | 45,484 | 0 | 45,484 | 45,484 |
| | 62206 - PW FLEET CHARGE | 72,659 | 73,983 | 79,551 | 79,551 | 83,043 | 0 | 83,043 | 83,043 |
| | 62000 - OPERATING EXPENDITURES | 72,659 | 73,983 | 79,551 | 79,551 | 83,043 | 0 | 83,043 | 83,043 |
| 02005 - STREET SALTING & SANDING | | 100,539 | 129,660 | 124,254 | 124,017 | 128,527 | 0 | 128,527 | 128,527 |
| 02006 - SIDEWALK SALT & SANDING | 61304 - GENERAL PERSONNEL | 918 | 1,839 | 1,883 | 4,498 | 1,897 | 0 | 1,897 | 1,897 |
| | 61701 - HEALTH INSURANCE | 237 | 222 | 665 | 171 | 764 | 0 | 764 | 764 |
| | 61702 - DENTAL INSURANCE | 15 | 13 | 36 | 7 | 33 | 0 | 33 | 33 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 94 | 205 | 214 | 491 | 216 | 0 | 216 | 216 |
| | 61704 - SOCIAL SECURITY | 69 | 139 | 144 | 339 | 145 | 0 | 145 | 145 |
| | 61705 - WORKERS COMPENSATION | 1 | 8 | 59 | 140 | 62 | 0 | 62 | 62 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|--|-----------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 02006 - SIDEWALK SALT & SANDING | 61000 - PERSONNEL SERVICES | 1,333 | 2,426 | 3,001 | 5,646 | 3,117 | 0 | 3,117 | 3,117 |
| | 62206 - PW FLEET CHARGE | 18,769 | 19,684 | 20,563 | 20,563 | 21,466 | 0 | 21,466 | 21,466 |
| | 62000 - OPERATING EXPENDITURES | 18,769 | 19,684 | 20,563 | 20,563 | 21,466 | 0 | 21,466 | 21,466 |
| | 02006 - SIDEWALK SALT & SANDING | 20,102 | 22,110 | 23,564 | 26,209 | 24,583 | 0 | 24,583 | 24,583 |
| 02007 - HAULING SNOW | 61304 - GENERAL PERSONNEL | 2,859 | 12,281 | 9,215 | 11,092 | 10,004 | 0 | 10,004 | 10,004 |
| | 61501 - REGULAR OVERTIME | 899 | 2,835 | 2,406 | 2,695 | 2,406 | 0 | 2,406 | 2,406 |
| | 61701 - HEALTH INSURANCE | 7,268 | 7,127 | 3,253 | 5,695 | 4,031 | 0 | 4,031 | 4,031 |
| | 61702 - DENTAL INSURANCE | 511 | 453 | 175 | 331 | 176 | 0 | 176 | 176 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 412 | 1,690 | 1,323 | 1,569 | 1,412 | 0 | 1,412 | 1,412 |
| | 61704 - SOCIAL SECURITY | 285 | 1,143 | 889 | 1,039 | 184 | 0 | 184 | 184 |
| | 61705 - WORKERS COMPENSATION | 3 | 358 | 362 | 583 | 403 | 0 | 403 | 403 |
| | 61000 - PERSONNEL SERVICES | 12,237 | 25,888 | 17,623 | 23,004 | 18,616 | 0 | 18,616 | 18,616 |
| | 62206 - PW FLEET CHARGE | 54,904 | 57,884 | 57,158 | 52,393 | 59,667 | 0 | 59,667 | 59,667 |
| | 62000 - OPERATING EXPENDITURES | 54,904 | 57,884 | 57,158 | 52,393 | 59,667 | 0 | 59,667 | 59,667 |
| | | 02007 - HAULING SNOW | 67,141 | 83,772 | 74,781 | 75,397 | 78,283 | 0 | 78,283 |
| 02008 - SAND STOCK PILING | 61304 - GENERAL PERSONNEL | 2,488 | 7,132 | 4,052 | 2,939 | 4,780 | 0 | 4,780 | 4,780 |
| | 61701 - HEALTH INSURANCE | 110 | 103 | 1,431 | 80 | 1,926 | 0 | 1,926 | 1,926 |
| | 61702 - DENTAL INSURANCE | 7 | 6 | 77 | 3 | 84 | 0 | 84 | 84 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 274 | 797 | 461 | 334 | 544 | 0 | 544 | 544 |
| | 61704 - SOCIAL SECURITY | 186 | 538 | 310 | 237 | 366 | 0 | 366 | 366 |
| | 61705 - WORKERS COMPENSATION | 2 | 148 | 126 | 91 | 155 | 0 | 155 | 155 |
| | 61000 - PERSONNEL SERVICES | 3,067 | 8,724 | 6,457 | 3,684 | 7,855 | 0 | 7,855 | 7,855 |
| | 62206 - PW FLEET CHARGE | 3,883 | 5,449 | 4,269 | 4,269 | 4,457 | 0 | 4,457 | 4,457 |
| | 62000 - OPERATING EXPENDITURES | 3,883 | 5,449 | 4,269 | 4,269 | 4,457 | 0 | 4,457 | 4,457 |
| | 02008 - SAND STOCK PILING | 6,950 | 14,173 | 10,726 | 7,953 | 12,312 | 0 | 12,312 | 12,312 |
| 02009 - OTHER WINTER MAINTENANCE | 61304 - GENERAL PERSONNEL | 83,091 | 94,581 | 111,094 | 74,500 | 111,643 | 0 | 111,643 | 111,643 |
| | 61501 - REGULAR OVERTIME | 651 | 465 | 1,950 | 879 | 1,950 | 0 | 1,950 | 1,950 |
| | 61701 - HEALTH INSURANCE | 5,013 | 17,195 | 39,207 | 4,471 | 44,987 | 0 | 44,987 | 44,987 |
| | 61702 - DENTAL INSURANCE | 300 | 283 | 2,111 | 188 | 1,970 | 0 | 1,970 | 1,970 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 9,219 | 10,594 | 12,861 | 7,753 | 12,927 | 0 | 12,927 | 12,927 |
| | 61704 - SOCIAL SECURITY | 6,302 | 7,126 | 8,646 | 5,149 | 8,690 | 0 | 8,690 | 8,690 |
| | 61705 - WORKERS COMPENSATION | 52 | 1,808 | 3,516 | 2,107 | 3,694 | 0 | 3,694 | 3,694 |
| | 61000 - PERSONNEL SERVICES | 104,630 | 132,054 | 179,385 | 95,047 | 185,861 | 0 | 185,861 | 185,861 |
| | 62206 - PW FLEET CHARGE | 30,904 | 32,028 | 26,052 | 26,052 | 27,196 | 0 | 27,196 | 27,196 |
| | 62503 - ELECTRICITY | 494 | 956 | 500 | 452 | 500 | 0 | 500 | 500 |
| | 62604 - EQUIPMENT RENTAL | 8,535 | 17,587 | 8,000 | 8,000 | 8,000 | 0 | 8,000 | 8,000 |
| | 62740 - OTHER MAINT. SUPPLIES | 258,192 | 363,946 | 305,021 | 327,249 | 305,021 | 0 | 305,021 | 305,021 |
| | 62760 - OPERATING SUPPLIES | 16,450 | 17,607 | 5,342 | 5,342 | 5,342 | 0 | 5,342 | 5,342 |
| | 62000 - OPERATING EXPENDITURES | 314,576 | 432,124 | 344,915 | 367,095 | 346,059 | 0 | 346,059 | 346,059 |
| | 02009 - OTHER WINTER MAINTENANCE | 419,206 | 564,178 | 524,300 | 462,142 | 531,920 | 0 | 531,920 | 531,920 |
| 02010 - STREET MAINTENANCE | 61304 - GENERAL PERSONNEL | 160,346 | 226,522 | 164,960 | 188,506 | 165,817 | 0 | 165,817 | 165,817 |
| | 61501 - REGULAR OVERTIME | 1,997 | 3,168 | 1,203 | 3,667 | 1,203 | 0 | 1,203 | 1,203 |
| | 61701 - HEALTH INSURANCE | 86,852 | 84,222 | 58,243 | 91,406 | 66,829 | 0 | 66,829 | 66,829 |
| | 61702 - DENTAL INSURANCE | 5,037 | 4,582 | 3,137 | 4,208 | 2,926 | 0 | 2,926 | 2,926 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 17,840 | 25,245 | 18,913 | 21,885 | 19,010 | 0 | 19,010 | 19,010 |
| | 61704 - SOCIAL SECURITY | 12,267 | 17,298 | 12,714 | 14,562 | 12,779 | 0 | 12,779 | 12,779 |
| | 61705 - WORKERS COMPENSATION | 102 | 3,155 | 5,170 | 5,873 | 5,433 | 0 | 5,433 | 5,433 |
| | 61000 - PERSONNEL SERVICES | 284,440 | 364,193 | 264,340 | 330,107 | 273,997 | 0 | 273,997 | 273,997 |
| | 62206 - PW FLEET CHARGE | 106,577 | 115,817 | 112,400 | 112,400 | 117,334 | 0 | 117,334 | 117,334 |
| | 62331 - ROAD AND STREET MAINT. | 44,176 | 37,890 | 270,417 | 270,417 | 182,417 | 0 | 182,417 | 182,417 |
| | 62435 - TRAINING | 0 | 87 | 0 | 299 | 0 | 0 | 0 | 0 |
| | 62740 - OTHER MAINT. SUPPLIES | 78,947 | 158,649 | 112,000 | 112,000 | 111,551 | 0 | 111,551 | 111,551 |
| | 62760 - OPERATING SUPPLIES | 14,883 | 13,021 | 3,500 | 4,905 | 3,500 | 0 | 3,500 | 3,500 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 02010 - STREET MAINTENANCE | 63409 - EQUIPMENT ACQUISITION | 15,313 | 0 | 21,000 | 52,636 | 0 | 0 | 0 | 0 |
| | 68011 - CAPITAL PROJECT TRANSFER | 45,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 304,897 | 325,465 | 519,317 | 552,657 | 414,802 | 0 | 414,802 | 414,802 |
| 02010 - STREET MAINTENANCE | | 589,337 | 689,657 | 783,657 | 882,764 | 688,799 | 0 | 688,799 | 688,799 |
| 02011 - SIDEWALK REPAIRS | 61304 - GENERAL PERSONNEL | 15,114 | 4,990 | 10,463 | 8,325 | 10,517 | 0 | 10,517 | 10,517 |
| | 61501 - REGULAR OVERTIME | 0 | 144 | 380 | 95 | 380 | 0 | 380 | 380 |
| | 61701 - HEALTH INSURANCE | 1,567 | 1,466 | 3,693 | 1,426 | 4,238 | 0 | 4,238 | 4,238 |
| | 61702 - DENTAL INSURANCE | 94 | 89 | 199 | 60 | 186 | 0 | 186 | 186 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 1,678 | 571 | 1,234 | 958 | 1,240 | 0 | 1,240 | 1,240 |
| | 61704 - SOCIAL SECURITY | 1,121 | 385 | 829 | 630 | 834 | 0 | 834 | 834 |
| | 61705 - WORKERS COMPENSATION | 9 | 58 | 337 | 256 | 354 | 0 | 354 | 354 |
| | 61000 - PERSONNEL SERVICES | 19,584 | 7,703 | 17,135 | 11,750 | 17,749 | 0 | 17,749 | 17,749 |
| | 62206 - PW FLEET CHARGE | 53,251 | 56,048 | 60,034 | 60,034 | 62,669 | 0 | 62,669 | 62,669 |
| | 62760 - OPERATING SUPPLIES | 9,418 | 1,141 | 19,900 | 13,639 | 15,000 | 0 | 15,000 | 15,000 |
| | 62000 - OPERATING EXPENDITURES | 62,669 | 57,189 | 79,934 | 73,673 | 77,669 | 0 | 77,669 | 77,669 |
| 02011 - SIDEWALK REPAIRS | | 82,253 | 64,892 | 97,069 | 85,423 | 95,418 | 0 | 95,418 | 95,418 |
| 02012 - STREET SWEEPING | 61304 - GENERAL PERSONNEL | 0 | 0 | 204 | 176 | 162 | 0 | 162 | 162 |
| | 61701 - HEALTH INSURANCE | 0 | 0 | 72 | 53 | 65 | 0 | 65 | 65 |
| | 61702 - DENTAL INSURANCE | 0 | 0 | 4 | 2 | 3 | 0 | 3 | 3 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 0 | 0 | 23 | 17 | 18 | 0 | 18 | 18 |
| | 61704 - SOCIAL SECURITY | 0 | 0 | 16 | 9 | 12 | 0 | 12 | 12 |
| | 61705 - WORKERS COMPENSATION | 0 | 0 | 6 | 3 | 5 | 0 | 5 | 5 |
| | 61000 - PERSONNEL SERVICES | 0 | 0 | 325 | 260 | 265 | 0 | 265 | 265 |
| | 62331 - ROAD AND STREET MAINT. | 118,255 | 114,095 | 152,900 | 146,480 | 139,125 | 0 | 139,125 | 139,125 |
| | 62000 - OPERATING EXPENDITURES | 118,255 | 114,095 | 152,900 | 146,480 | 139,125 | 0 | 139,125 | 139,125 |
| 02012 - STREET SWEEPING | | 118,255 | 114,095 | 153,225 | 146,740 | 139,390 | 0 | 139,390 | 139,390 |
| 02013 - BRIDGE REPAIRS | 61304 - GENERAL PERSONNEL | 418 | 1,090 | 2,464 | 1,848 | 2,508 | 0 | 2,508 | 2,508 |
| | 61701 - HEALTH INSURANCE | 78 | 72 | 881 | 661 | 1,011 | 0 | 1,011 | 1,011 |
| | 61702 - DENTAL INSURANCE | 4 | 4 | 47 | 35 | 44 | 0 | 44 | 44 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 47 | 122 | 284 | 213 | 285 | 0 | 285 | 285 |
| | 61704 - SOCIAL SECURITY | 32 | 82 | 191 | 143 | 192 | 0 | 192 | 192 |
| | 61705 - WORKERS COMPENSATION | 0 | 29 | 78 | 58 | 82 | 0 | 82 | 82 |
| | 61000 - PERSONNEL SERVICES | 578 | 1,398 | 3,945 | 2,958 | 4,122 | 0 | 4,122 | 4,122 |
| | 62206 - PW FLEET CHARGE | 1,981 | 2,085 | 2,004 | 2,004 | 2,092 | 0 | 2,092 | 2,092 |
| | 62760 - OPERATING SUPPLIES | 51 | 71 | 1,000 | 875 | 1,000 | 0 | 1,000 | 1,000 |
| 62000 - OPERATING EXPENDITURES | 2,032 | 2,156 | 3,004 | 2,879 | 3,092 | 0 | 3,092 | 3,092 | |
| 02013 - BRIDGE REPAIRS | | 2,611 | 3,554 | 6,949 | 5,837 | 7,214 | 0 | 7,214 | 7,214 |
| 02014 - ROAD SIDES & GRAVEL ROADS | 61304 - GENERAL PERSONNEL | 67,329 | 40,549 | 61,167 | 57,956 | 61,484 | 0 | 61,484 | 61,484 |
| | 61501 - REGULAR OVERTIME | 297 | 200 | 0 | 199 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 30,850 | 30,247 | 21,592 | 25,389 | 24,775 | 0 | 24,775 | 24,775 |
| | 61702 - DENTAL INSURANCE | 2,169 | 1,922 | 1,163 | 1,472 | 1,085 | 0 | 1,085 | 1,085 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 7,369 | 4,487 | 6,961 | 6,630 | 6,997 | 0 | 6,997 | 6,997 |
| | 61704 - SOCIAL SECURITY | 5,065 | 3,064 | 4,679 | 4,349 | 4,704 | 0 | 4,704 | 4,704 |
| | 61705 - WORKERS COMPENSATION | 42 | 343 | 1,903 | 1,776 | 2,000 | 0 | 2,000 | 2,000 |
| | 61000 - PERSONNEL SERVICES | 113,121 | 80,812 | 97,465 | 97,771 | 101,045 | 0 | 101,045 | 101,045 |
| | 62206 - PW FLEET CHARGE | 44,199 | 48,041 | 48,455 | 48,455 | 50,571 | 0 | 50,571 | 50,571 |
| | 62740 - OTHER MAINT. SUPPLIES | 138 | 300 | 1,000 | 600 | 1,000 | 0 | 1,000 | 1,000 |
| | 62760 - OPERATING SUPPLIES | 6,557 | 4,105 | 7,500 | 12,926 | 7,500 | 0 | 7,500 | 7,500 |
| | 62000 - OPERATING EXPENDITURES | 50,894 | 52,446 | 56,955 | 61,981 | 59,071 | 0 | 59,071 | 59,071 |
| 02014 - ROAD SIDES & GRAVEL ROADS | | 164,015 | 133,258 | 154,420 | 159,752 | 160,116 | 0 | 160,116 | 160,116 |
| 02015 - TRASH PICK-UP | 61304 - GENERAL PERSONNEL | 1,739 | 968 | 2,037 | 1,527 | 1,827 | 0 | 1,827 | 1,827 |
| | 61501 - REGULAR OVERTIME | 102 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 248 | 233 | 719 | 539 | 736 | 0 | 736 | 736 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 02015 - TRASH PICK-UP | 61702 - DENTAL INSURANCE | 15 | 13 | 39 | 29 | 32 | 0 | 32 | 32 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 200 | 108 | 232 | 174 | 208 | 0 | 208 | 208 |
| | 61704 - SOCIAL SECURITY | 136 | 72 | 156 | 117 | 140 | 0 | 140 | 140 |
| | 61705 - WORKERS COMPENSATION | 1 | 25 | 63 | 47 | 59 | 0 | 59 | 59 |
| | 61000 - PERSONNEL SERVICES | 2,442 | 1,420 | 3,246 | 2,434 | 3,002 | 0 | 3,002 | 3,002 |
| | 62206 - PW FLEET CHARGE | 872 | 2,495 | 9,671 | 9,671 | 10,096 | 0 | 10,096 | 10,096 |
| | 62760 - OPERATING SUPPLIES | 966 | 1,330 | 1,000 | 600 | 1,000 | 0 | 1,000 | 1,000 |
| | 62000 - OPERATING EXPENDITURES | 1,838 | 3,825 | 10,671 | 10,271 | 11,096 | 0 | 11,096 | 11,096 |
| 02015 - TRASH PICK-UP | | 4,280 | 5,245 | 13,917 | 12,705 | 14,098 | 0 | 14,098 | 14,098 |
| 02016 - SIGN MAINTENANCE | 61304 - GENERAL PERSONNEL | 44,122 | 30,532 | 48,280 | 23,910 | 48,540 | 0 | 48,540 | 48,540 |
| | 61501 - REGULAR OVERTIME | 303 | 63 | 0 | 96 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 23,370 | 22,878 | 17,047 | 21,585 | 19,560 | 0 | 19,560 | 19,560 |
| | 61702 - DENTAL INSURANCE | 1,636 | 1,451 | 918 | 1,240 | 856 | 0 | 856 | 856 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 4,957 | 3,420 | 5,495 | 2,470 | 5,524 | 0 | 5,524 | 5,524 |
| | 61704 - SOCIAL SECURITY | 3,349 | 2,302 | 3,694 | 1,818 | 3,713 | 0 | 3,713 | 3,713 |
| | 61705 - WORKERS COMPENSATION | 28 | 211 | 1,502 | 740 | 1,579 | 0 | 1,579 | 1,579 |
| | 61000 - PERSONNEL SERVICES | 77,764 | 60,856 | 76,936 | 51,859 | 79,772 | 0 | 79,772 | 79,772 |
| | 62205 - PC REPLACEMENT CHARGE | 0 | 0 | 0 | 0 | 2,000 | 0 | 2,000 | 2,000 |
| | 62206 - PW FLEET CHARGE | 11,715 | 14,345 | 21,783 | 21,783 | 22,739 | 0 | 22,739 | 22,739 |
| | 62740 - OTHER MAINT. SUPPLIES | 571 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62760 - OPERATING SUPPLIES | 17,580 | 9,884 | 35,900 | 27,650 | 28,271 | 0 | 28,271 | 28,271 |
| | 62000 - OPERATING EXPENDITURES | 29,865 | 24,230 | 57,683 | 49,433 | 53,010 | 0 | 53,010 | 53,010 |
| 02016 - SIGN MAINTENANCE | | 107,630 | 85,086 | 134,619 | 101,292 | 132,782 | 0 | 132,782 | 132,782 |
| 02017 - PAVEMENT MARKINGS | 61304 - GENERAL PERSONNEL | 3,717 | 43 | 2,404 | 2,036 | 2,427 | 0 | 2,427 | 2,427 |
| | 61501 - REGULAR OVERTIME | 598 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 431 | 404 | 852 | 736 | 978 | 0 | 978 | 978 |
| | 61702 - DENTAL INSURANCE | 26 | 25 | 46 | 39 | 43 | 0 | 43 | 43 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 466 | 4 | 275 | 220 | 276 | 0 | 276 | 276 |
| | 61704 - SOCIAL SECURITY | 324 | 3 | 185 | 147 | 186 | 0 | 186 | 186 |
| | 61705 - WORKERS COMPENSATION | 4 | 0 | 75 | 56 | 79 | 0 | 79 | 79 |
| | 61000 - PERSONNEL SERVICES | 5,565 | 480 | 3,837 | 3,234 | 3,989 | 0 | 3,989 | 3,989 |
| | 62206 - PW FLEET CHARGE | 1,855 | 4,027 | 4,182 | 4,182 | 4,366 | 0 | 4,366 | 4,366 |
| | 62331 - ROAD AND STREET MAINT. | 53,556 | 55,416 | 66,615 | 77,968 | 66,615 | 11,353 | 77,968 | 77,968 |
| | 62760 - OPERATING SUPPLIES | 978 | 729 | 2,000 | 860 | 2,000 | 0 | 2,000 | 2,000 |
| | 62000 - OPERATING EXPENDITURES | 56,389 | 60,172 | 72,797 | 83,010 | 72,981 | 11,353 | 84,334 | 84,334 |
| 02017 - PAVEMENT MARKINGS | | 61,954 | 60,652 | 76,634 | 86,244 | 76,970 | 11,353 | 88,323 | 88,323 |
| 02018 - STREET LIGHTING | 62374 - STREET LIGHT MAINTENANCE | 2,674 | 11,769 | 5,000 | 5,000 | 5,000 | 0 | 5,000 | 5,000 |
| | 62503 - ELECTRICITY | 175,418 | 178,953 | 165,000 | 165,000 | 95,000 | 0 | 95,000 | 95,000 |
| | 62000 - OPERATING EXPENDITURES | 178,092 | 190,722 | 170,000 | 170,000 | 100,000 | 0 | 100,000 | 100,000 |
| 02018 - STREET LIGHTING | | 178,092 | 190,722 | 170,000 | 170,000 | 100,000 | 0 | 100,000 | 100,000 |
| 02019 - FORESTRY | 61304 - GENERAL PERSONNEL | 22,401 | 15,301 | 16,097 | 10,446 | 16,180 | 0 | 16,180 | 16,180 |
| | 61501 - REGULAR OVERTIME | 184 | 391 | 133 | 874 | 133 | 0 | 133 | 133 |
| | 61701 - HEALTH INSURANCE | 18,071 | 20,945 | 5,682 | 24,426 | 6,520 | 0 | 6,520 | 6,520 |
| | 61702 - DENTAL INSURANCE | 888 | 821 | 306 | 861 | 285 | 0 | 285 | 285 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 2,521 | 1,753 | 1,847 | 1,376 | 1,856 | 0 | 1,856 | 1,856 |
| | 61704 - SOCIAL SECURITY | 1,690 | 1,176 | 1,241 | 902 | 1,248 | 0 | 1,248 | 1,248 |
| | 61705 - WORKERS COMPENSATION | 14 | 212 | 505 | 361 | 530 | 0 | 530 | 530 |
| | 61000 - PERSONNEL SERVICES | 45,770 | 40,598 | 25,811 | 39,246 | 26,752 | 0 | 26,752 | 26,752 |
| | 62206 - PW FLEET CHARGE | 5,395 | 7,600 | 5,402 | 5,402 | 5,639 | 0 | 5,639 | 5,639 |
| | 62372 - TREE/FORESTRY MAINTENANCE | 35,875 | 35,775 | 30,600 | 50,706 | 30,600 | 0 | 30,600 | 30,600 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 02019 - FORESTRY | 62373 - TREE PLANTING | 4,490 | 1,232 | 3,000 | 2,598 | 3,000 | 0 | 3,000 | 3,000 |
| | 62760 - OPERATING SUPPLIES | 2,296 | 6,447 | 1,000 | 639 | 1,000 | 0 | 1,000 | 1,000 |
| | 62000 - OPERATING EXPENDITURES | 48,056 | 51,054 | 40,002 | 59,345 | 40,239 | 0 | 40,239 | 40,239 |
| 02019 - FORESTRY | | 93,827 | 91,652 | 65,813 | 98,591 | 66,991 | 0 | 66,991 | 66,991 |
| 02020 - DOWNTOWN MEMORIAL TREES | 61304 - GENERAL PERSONNEL | 1 | 1 | 0 | 3 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 53 | 48 | 0 | 30 | 0 | 0 | 0 | 0 |
| | 61702 - DENTAL INSURANCE | 3 | 3 | 0 | 1 | 0 | 0 | 0 | 0 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61704 - SOCIAL SECURITY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61705 - WORKERS COMPENSATION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 57 | 52 | 0 | 35 | 0 | 0 | 0 | 0 |
| | 62206 - PW FLEET CHARGE | 713 | 751 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62372 - TREE/FORESTRY MAINTENANCE | 6,000 | 0 | 6,400 | 6,400 | 6,400 | 0 | 6,400 | 6,400 |
| | 62760 - OPERATING SUPPLIES | 0 | 32 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 6,713 | 783 | 6,400 | 6,400 | 6,400 | 0 | 6,400 | 6,400 |
| 02020 - DOWNTOWN MEMORIAL TREES | | 6,770 | 835 | 6,400 | 6,435 | 6,400 | 0 | 6,400 | 6,400 |
| 02021 - DRAINAGE | 61304 - GENERAL PERSONNEL | 126,647 | 52,933 | 110,281 | 101,566 | 110,834 | 0 | 110,834 | 110,834 |
| | 61501 - REGULAR OVERTIME | 1,052 | 1,248 | 1,970 | 4,271 | 1,970 | 0 | 1,970 | 1,970 |
| | 61701 - HEALTH INSURANCE | 5,123 | 4,798 | 38,923 | 4,400 | 44,661 | 0 | 44,661 | 44,661 |
| | 61702 - DENTAL INSURANCE | 307 | 290 | 2,096 | 185 | 1,955 | 0 | 1,955 | 1,955 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 14,014 | 5,987 | 12,772 | 11,853 | 12,837 | 0 | 12,837 | 12,837 |
| | 61704 - SOCIAL SECURITY | 9,605 | 4,069 | 8,586 | 7,905 | 8,630 | 0 | 8,630 | 8,630 |
| | 61705 - WORKERS COMPENSATION | 80 | 509 | 3,491 | 3,165 | 3,669 | 0 | 3,669 | 3,669 |
| | 61000 - PERSONNEL SERVICES | 156,827 | 69,832 | 178,119 | 133,345 | 184,556 | 0 | 184,556 | 184,556 |
| | 62206 - PW FLEET CHARGE | 59,036 | 62,137 | 67,962 | 67,926 | 70,946 | 0 | 70,946 | 70,946 |
| | 62740 - OTHER MAINT. SUPPLIES | 93 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62760 - OPERATING SUPPLIES | 47,918 | 14,031 | 25,150 | 19,967 | 25,150 | 0 | 25,150 | 25,150 |
| 62000 - OPERATING EXPENDITURES | 107,047 | 76,168 | 93,112 | 87,893 | 96,096 | 0 | 96,096 | 96,096 | |
| 02021 - DRAINAGE | | 263,874 | 146,001 | 271,231 | 221,238 | 280,652 | 0 | 280,652 | 280,652 |
| 02022 - CATCH BASIN CLEANING | 61304 - GENERAL PERSONNEL | 41,006 | 51,099 | 37,337 | 43,980 | 37,133 | 0 | 37,133 | 37,133 |
| | 61701 - HEALTH INSURANCE | 2,165 | 2,027 | 13,183 | 1,970 | 14,963 | 0 | 14,963 | 14,963 |
| | 61702 - DENTAL INSURANCE | 130 | 123 | 710 | 83 | 655 | 0 | 655 | 655 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 4,576 | 5,708 | 4,250 | 5,005 | 4,226 | 0 | 4,226 | 4,226 |
| | 61704 - SOCIAL SECURITY | 3,085 | 3,830 | 2,857 | 3,283 | 2,841 | 0 | 2,841 | 2,841 |
| | 61705 - WORKERS COMPENSATION | 26 | 785 | 1,162 | 1,345 | 1,208 | 0 | 1,208 | 1,208 |
| | 61000 - PERSONNEL SERVICES | 50,987 | 63,572 | 59,499 | 55,666 | 61,026 | 0 | 61,026 | 61,026 |
| | 62206 - PW FLEET CHARGE | 55,019 | 55,881 | 59,075 | 59,075 | 61,668 | 0 | 61,668 | 61,668 |
| | 62740 - OTHER MAINT. SUPPLIES | 102 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62760 - OPERATING SUPPLIES | 0 | 16 | 0 | 28 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 55,121 | 55,897 | 59,075 | 59,103 | 61,668 | 0 | 61,668 | 61,668 |
| 02022 - CATCH BASIN CLEANING | | 106,108 | 119,469 | 118,574 | 114,769 | 122,694 | 0 | 122,694 | 122,694 |
| 02023 - ASHUELOT RIVER DRAINAGE | 61304 - GENERAL PERSONNEL | 841 | 1,122 | 8,048 | 6,036 | 8,090 | 0 | 8,090 | 8,090 |
| | 61701 - HEALTH INSURANCE | 269 | 251 | 2,841 | 2,130 | 3,260 | 0 | 3,260 | 3,260 |
| | 61702 - DENTAL INSURANCE | 16 | 15 | 153 | 115 | 143 | 0 | 143 | 143 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 85 | 125 | 916 | 687 | 921 | 0 | 921 | 921 |
| | 61704 - SOCIAL SECURITY | 64 | 84 | 616 | 462 | 619 | 0 | 619 | 619 |
| | 61705 - WORKERS COMPENSATION | 1 | 22 | 250 | 187 | 263 | 0 | 263 | 263 |
| | 61000 - PERSONNEL SERVICES | 1,275 | 1,619 | 12,824 | 9,617 | 13,296 | 0 | 13,296 | 13,296 |
| | 62206 - PW FLEET CHARGE | 11,728 | 12,334 | 12,895 | 12,895 | 13,462 | 0 | 13,462 | 13,462 |
| | 62760 - OPERATING SUPPLIES | 706 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 12,434 | 12,334 | 12,895 | 12,895 | 13,462 | 0 | 13,462 | 13,462 |
| 02023 - ASHUELOT RIVER DRAINAGE | | 13,709 | 13,953 | 25,719 | 22,512 | 26,758 | 0 | 26,758 | 26,758 |
| 02024 - ASH | 61304 - GENERAL PERSONNEL | 1,811 | 1,405 | 8,048 | 4,037 | 8,090 | 0 | 8,090 | 8,090 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| SWAMP DRAINAGE | 61701 - HEALTH INSURANCE | 558 | 521 | 2,841 | 1,363 | 3,260 | 0 | 3,260 | 3,260 |
| | 61702 - DENTAL INSURANCE | 33 | 31 | 153 | 69 | 143 | 0 | 143 | 143 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 201 | 156 | 916 | 483 | 921 | 0 | 921 | 921 |
| | 61704 - SOCIAL SECURITY | 137 | 104 | 616 | 415 | 619 | 0 | 619 | 619 |
| | 61705 - WORKERS COMPENSATION | 1 | 27 | 250 | 133 | 263 | 0 | 263 | 263 |
| | 61000 - PERSONNEL SERVICES | 2,741 | 2,245 | 12,824 | 6,500 | 13,296 | 0 | 13,296 | 13,296 |
| | 62206 - PW FLEET CHARGE | 5,785 | 6,089 | 6,360 | 6,360 | 6,640 | 0 | 6,640 | 6,640 |
| | 62000 - OPERATING EXPENDITURES | 5,785 | 6,089 | 6,360 | 6,360 | 6,640 | 0 | 6,640 | 6,640 |
| 02024 - ASH SWAMP DRAINAGE | 8,526 | 8,334 | 19,184 | 12,860 | 19,936 | 0 | 19,936 | 19,936 | |
| 02025 - BEAVER BROOK DRAINAGE | 61304 - GENERAL PERSONNEL | 2,638 | 2,466 | 11,268 | 3,469 | 11,326 | 0 | 11,326 | 11,326 |
| | 61701 - HEALTH INSURANCE | 265 | 247 | 3,978 | 227 | 4,564 | 0 | 4,564 | 4,564 |
| | 61702 - DENTAL INSURANCE | 16 | 15 | 214 | 10 | 200 | 0 | 200 | 200 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 289 | 275 | 1,282 | 395 | 1,289 | 0 | 1,289 | 1,289 |
| | 61704 - SOCIAL SECURITY | 198 | 185 | 862 | 259 | 866 | 0 | 866 | 866 |
| | 61705 - WORKERS COMPENSATION | 2 | 69 | 351 | 106 | 368 | 0 | 368 | 368 |
| | 61000 - PERSONNEL SERVICES | 3,408 | 3,257 | 17,955 | 4,466 | 18,613 | 0 | 18,613 | 18,613 |
| | 62206 - PW FLEET CHARGE | 12,600 | 13,261 | 4,095 | 4,095 | 4,275 | 0 | 4,275 | 4,275 |
| | 62760 - OPERATING SUPPLIES | 4,913 | 2,493 | 3,750 | 3,750 | 3,750 | 0 | 3,750 | 3,750 |
| | 62000 - OPERATING EXPENDITURES | 17,513 | 15,754 | 7,845 | 7,845 | 8,025 | 0 | 8,025 | 8,025 |
| 02025 - BEAVER BROOK DRAINAGE | 20,921 | 19,011 | 25,800 | 12,311 | 26,638 | 0 | 26,638 | 26,638 | |
| 02026 - DRAINAGE AREA CLEANING | 61304 - GENERAL PERSONNEL | 633 | 386 | 2,414 | 1,850 | 2,427 | 0 | 2,427 | 2,427 |
| | 61501 - REGULAR OVERTIME | 8 | 79 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 6,590 | 10,837 | 852 | 6,989 | 978 | 0 | 978 | 978 |
| | 61702 - DENTAL INSURANCE | 430 | 658 | 46 | 378 | 43 | 0 | 43 | 43 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 71 | 51 | 275 | 8 | 276 | 0 | 276 | 276 |
| | 61704 - SOCIAL SECURITY | 48 | 35 | 185 | 5 | 186 | 0 | 186 | 186 |
| | 61705 - WORKERS COMPENSATION | 0 | 4 | 75 | 2 | 79 | 0 | 79 | 79 |
| | 61000 - PERSONNEL SERVICES | 7,780 | 12,051 | 3,847 | 9,232 | 3,989 | 0 | 3,989 | 3,989 |
| | 62206 - PW FLEET CHARGE | 726 | 667 | 697 | 697 | 728 | 0 | 728 | 728 |
| 62000 - OPERATING EXPENDITURES | 726 | 667 | 697 | 697 | 728 | 0 | 728 | 728 | |
| 02026 - DRAINAGE AREA CLEANING | 8,506 | 12,718 | 4,544 | 9,929 | 4,717 | 0 | 4,717 | 4,717 | |
| 02027 - DOWNTOWN MAINTENANCE | 61304 - GENERAL PERSONNEL | 86,246 | 93,911 | 68,410 | 51,196 | 67,957 | 0 | 67,957 | 67,957 |
| | 61501 - REGULAR OVERTIME | 426 | 388 | 0 | 368 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 1,746 | 3,562 | 24,149 | 1,505 | 27,383 | 0 | 27,383 | 27,383 |
| | 61702 - DENTAL INSURANCE | 107 | 216 | 1,301 | 63 | 1,199 | 0 | 1,199 | 1,199 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 8,433 | 10,200 | 7,785 | 5,151 | 7,733 | 0 | 7,733 | 7,733 |
| | 61704 - SOCIAL SECURITY | 6,488 | 7,065 | 5,233 | 3,886 | 5,199 | 0 | 5,199 | 5,199 |
| | 61705 - WORKERS COMPENSATION | 55 | 1,370 | 2,128 | 1,489 | 2,210 | 0 | 2,210 | 2,210 |
| | 61000 - PERSONNEL SERVICES | 103,501 | 116,713 | 109,006 | 63,658 | 111,681 | 0 | 111,681 | 111,681 |
| | 62206 - PW FLEET CHARGE | 15,373 | 16,181 | 16,903 | 16,903 | 17,646 | 0 | 17,646 | 17,646 |
| | 62300 - REPAIR & MAINTENANCE SVCS | 33,099 | 35,987 | 36,525 | 26,500 | 36,525 | 0 | 36,525 | 36,525 |
| | 62350 - BUILDING MAINTENANCE | 68 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62374 - STREET LIGHT MAINTENANCE | 19,107 | 875 | 1,517 | 2,472 | 1,517 | 0 | 1,517 | 1,517 |
| | 62501 - WATER | 11,009 | 12,183 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| | 62503 - ELECTRICITY | 10,810 | 9,732 | 8,000 | 6,350 | 8,000 | 0 | 8,000 | 8,000 |
| | 62760 - OPERATING SUPPLIES | 258 | 454 | 0 | 465 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 89,723 | 75,413 | 72,945 | 62,690 | 73,688 | 0 | 73,688 | 73,688 |
| 02027 - DOWNTOWN MAINTENANCE | 193,225 | 192,125 | 181,951 | 126,348 | 185,369 | 0 | 185,369 | 185,369 | |
| 02028 - HAZARDOUS WASTE SITE | 62103 - TECHNICAL SERVICES | 0 | 0 | 2,029 | 2,029 | 2,029 | 0 | 2,029 | 2,029 |
| | 62120 - LABORATORY SERVICES | 1,130 | 2,315 | 4,065 | 4,065 | 4,065 | 0 | 4,065 | 4,065 |
| | 62121 - MONITORING/INSPECTIONS | 3,287 | 3,601 | 44,138 | 44,137 | 43,754 | 0 | 43,754 | 43,754 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Department Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|-------------------------------------|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 02028 - HAZARDOUS WASTE SITE | 62448 - HAULING AND DISPOSAL | 2,150 | 2,150 | 6,324 | 6,324 | 6,324 | 0 | 6,324 | 6,324 |
| | 62760 - OPERATING SUPPLIES | 0 | 0 | 1,530 | 1,530 | 1,530 | 0 | 1,530 | 1,530 |
| | 62000 - OPERATING EXPENDITURES | 6,567 | 8,066 | 58,086 | 58,085 | 57,702 | 0 | 57,702 | 57,702 |
| | 02028 - HAZARDOUS WASTE SITE | 6,567 | 8,066 | 58,086 | 58,085 | 57,702 | 0 | 57,702 | 57,702 |
| 02029 - LEAF PICKUP | 61304 - GENERAL PERSONNEL | 27,113 | 29,379 | 30,583 | 27,266 | 30,742 | 0 | 30,742 | 30,742 |
| | 61501 - REGULAR OVERTIME | 3,227 | 4,474 | 3,400 | 5,287 | 3,400 | 0 | 3,400 | 3,400 |
| | 61701 - HEALTH INSURANCE | 0 | 0 | 10,796 | 0 | 12,388 | 0 | 12,388 | 12,388 |
| | 61702 - DENTAL INSURANCE | 0 | 0 | 581 | 0 | 542 | 0 | 542 | 542 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 3,389 | 3,648 | 4,709 | 3,705 | 3,885 | 0 | 3,885 | 3,885 |
| | 61704 - SOCIAL SECURITY | 2,270 | 2,551 | 3,166 | 2,438 | 2,612 | 0 | 2,612 | 2,612 |
| | 61705 - WORKERS COMPENSATION | 18 | (40) | 1,287 | 996 | 1,111 | 0 | 1,111 | 1,111 |
| | 61000 - PERSONNEL SERVICES | 36,018 | 40,012 | 54,522 | 39,692 | 54,680 | 0 | 54,680 | 54,680 |
| | 62206 - PW FLEET CHARGE | 25,017 | 24,599 | 45,134 | 45,134 | 47,115 | 0 | 47,115 | 47,115 |
| | 62760 - OPERATING SUPPLIES | 2,156 | 493 | 1,020 | 455 | 1,020 | 0 | 1,020 | 1,020 |
| | 62000 - OPERATING EXPENDITURES | 27,173 | 25,092 | 46,154 | 45,589 | 48,135 | 0 | 48,135 | 48,135 |
| | 02029 - LEAF PICKUP | 63,190 | 65,104 | 100,676 | 85,281 | 102,815 | 0 | 102,815 | 102,815 |
| | DEPARTMENT TOTAL | 3,734,483 | 4,132,353 | 4,539,316 | 4,468,769 | 4,424,131 | 11,353 | 4,435,484 | 4,435,484 |
| | TOTAL | 3,734,483 | 4,132,353 | 4,539,316 | 4,468,769 | 4,424,131 | 11,353 | 4,435,484 | 4,435,484 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

PARKING FUND

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 01500 - PARKING LOTS & METERS | 61303 - SUPERVISORY PERSONNEL | 64,997 | 66,611 | 67,399 | 56,174 | 57,263 | 0 | 57,263 | 57,263 |
| | 61304 - GENERAL PERSONNEL | 90,025 | 93,494 | 94,564 | 66,372 | 85,470 | 0 | 85,470 | 85,470 |
| | 61307 - PART TIME EMPLOYEES | 35,343 | 52,261 | 75,347 | 71,345 | 75,633 | 0 | 75,633 | 75,633 |
| | 61401 - TEMPORARY PERSONNEL | 8,648 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 38,456 | 35,513 | 34,909 | 23,289 | 40,642 | 0 | 40,642 | 40,642 |
| | 61702 - DENTAL INSURANCE | 2,008 | 1,829 | 1,866 | 1,257 | 1,840 | 0 | 1,840 | 1,840 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 17,445 | 17,890 | 18,431 | 14,026 | 16,243 | 0 | 16,243 | 16,243 |
| | 61704 - SOCIAL SECURITY | 14,755 | 15,836 | 18,154 | 13,349 | 22,340 | 0 | 22,340 | 22,340 |
| | 61705 - WORKERS COMPENSATION | 59 | 1,431 | 3,859 | 2,712 | 4,610 | 0 | 4,610 | 4,610 |
| | 61715 - RETIREMENT BENEFITS | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61901 - RECRUITMENT | 99 | 239 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 291,834 | 285,103 | 314,529 | 248,524 | 304,042 | 0 | 304,042 | 304,042 |
| | 62102 - PROFESSIONAL SERVICES | 70,915 | 71,873 | 76,742 | 76,742 | 78,528 | 0 | 78,528 | 78,528 |
| | 62103 - TECHNICAL SERVICES | 3,317 | 6,696 | 7,800 | 9,169 | 10,079 | 0 | 10,079 | 10,079 |
| | 62176 - CITY ADMIN CHARGE | 247,856 | 244,095 | 245,744 | 245,744 | 248,362 | 0 | 248,362 | 248,362 |
| | 62205 - PC REPLACEMENT CHARGE | 722 | 694 | 585 | 585 | 527 | 0 | 527 | 527 |
| | 62206 - PW FLEET CHARGE | 14,967 | 7,811 | 7,381 | 7,381 | 7,289 | 0 | 7,289 | 7,289 |
| | 62208 - TAXES | 3,891 | 1,350 | 4,023 | 3,906 | 3,994 | 0 | 3,994 | 3,994 |
| | 62311 - EQUIPMENT MAINTENANCE | 3,821 | 3,725 | 4,673 | 3,868 | 3,900 | 0 | 3,900 | 3,900 |
| | 62435 - TRAINING | 299 | 0 | 500 | 500 | 500 | 0 | 500 | 500 |
| | 62446 - CLEANING ALLOWANCE | 400 | 600 | 600 | 600 | 600 | 0 | 600 | 600 |
| | 62510 - TELEPHONE | 1,244 | 1,936 | 1,950 | 3,272 | 2,484 | 0 | 2,484 | 2,484 |
| | 62602 - OFFICE SPACE RENTAL | 10,008 | 10,108 | 10,294 | 10,294 | 10,513 | 0 | 10,513 | 10,513 |
| | 62701 - OFFICE SUPPLIES | 8,314 | 2,848 | 12,524 | 1,310 | 10,523 | 0 | 10,523 | 10,523 |
| | 62710 - POSTAGE | 3,411 | 3,855 | 4,000 | 3,654 | 4,000 | 0 | 4,000 | 4,000 |
| | 62720 - REPAIR PARTS | 3,121 | 1,785 | 7,000 | 2,206 | 5,000 | 0 | 5,000 | 5,000 |
| | 62755 - UNIFORMS | 1,115 | 3,894 | 3,500 | 2,497 | 3,500 | 0 | 3,500 | 3,500 |
| 62760 - OPERATING SUPPLIES | 14,365 | 1,759 | 2,000 | 3,588 | 2,000 | 0 | 2,000 | 2,000 | |
| 63409 - EQUIPMENT ACQUISITION | 14,381 | 0 | 20,805 | 20,821 | 0 | 0 | 0 | 0 | |
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 62000 - OPERATING EXPENDITURES | 407,148 | 363,028 | 410,121 | 396,137 | 391,799 | 0 | 391,799 | 391,799 | |
| 01500 - PARKING LOTS & METERS | 698,982 | 648,132 | 724,650 | 644,661 | 695,841 | 0 | 695,841 | 695,841 | |
| 01501 - OUTSIDE SERVICES | 61304 - GENERAL PERSONNEL | 5,375 | 20,668 | 11,750 | 14,126 | 11,810 | 0 | 11,810 | 11,810 |
| | 61401 - TEMPORARY PERSONNEL | 7,508 | 7,726 | 5,483 | 11,416 | 5,483 | 0 | 5,483 | 5,483 |
| | 61501 - REGULAR OVERTIME | 1,815 | 5,245 | 4,664 | 6,299 | 4,664 | 0 | 4,664 | 4,664 |
| | 61701 - HEALTH INSURANCE | 15,892 | 3,233 | 4,148 | 13,438 | 4,760 | 0 | 4,760 | 4,760 |
| | 61702 - DENTAL INSURANCE | 920 | 851 | 223 | 607 | 208 | 0 | 208 | 208 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 774 | 2,892 | 1,961 | 2,302 | 1,865 | 0 | 1,865 | 1,865 |
| | 61704 - SOCIAL SECURITY | 1,132 | 2,558 | 1,318 | 2,214 | 1,261 | 0 | 1,261 | 1,261 |
| | 61705 - WORKERS COMPENSATION | 5 | 631 | 537 | 766 | 536 | 0 | 536 | 536 |
| | 61000 - PERSONNEL SERVICES | 33,422 | 43,804 | 30,084 | 51,168 | 30,587 | 0 | 30,587 | 30,587 |
| | 62203 - SNOW PLOWING | 55,858 | 58,288 | 56,113 | 56,113 | 58,576 | 0 | 58,576 | 58,576 |
| | 62204 - STREET SWEEPING | 7,031 | 4,000 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| | 62330 - PARKING LOT MAINTENANCE | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| | 62340 - GROUNDS MAINTENANCE | 87,470 | 87,696 | 90,976 | 90,976 | 92,685 | 0 | 92,685 | 92,685 |
| | 62503 - ELECTRICITY | 747 | 834 | 850 | 717 | 850 | 0 | 850 | 850 |
| | 62740 - OTHER MAINT. SUPPLIES | 1,749 | 9,154 | 2,000 | 750 | 2,000 | 0 | 2,000 | 2,000 |
| | 62760 - OPERATING SUPPLIES | 3,009 | 4,465 | 8,500 | 5,235 | 8,500 | 0 | 8,500 | 8,500 |
| | 62000 - OPERATING EXPENDITURES | 159,864 | 168,437 | 166,439 | 161,791 | 170,611 | 0 | 170,611 | 170,611 |
| 01501 - OUTSIDE SERVICES | 193,286 | 212,241 | 196,523 | 212,959 | 201,198 | 0 | 201,198 | 201,198 | |
| 01502 - CITY | 61304 - GENERAL PERSONNEL | 1,378 | 3,220 | 1,610 | 1,837 | 1,610 | 0 | 1,610 | 1,610 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|--|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| HALL PRKNG FACILITY | 61501 - REGULAR OVERTIME | 176 | 821 | 600 | 695 | 600 | 0 | 600 | 600 |
| | 61701 - HEALTH INSURANCE | 3,448 | 3,417 | 568 | 2,922 | 652 | 0 | 652 | 652 |
| | 61702 - DENTAL INSURANCE | 200 | 187 | 31 | 133 | 29 | 0 | 29 | 29 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 172 | 451 | 251 | 288 | 668 | 0 | 668 | 668 |
| | 61704 - SOCIAL SECURITY | 120 | 307 | 169 | 194 | 646 | 0 | 646 | 646 |
| | 61705 - WORKERS COMPENSATION | 1 | 38 | 69 | 67 | 620 | 0 | 620 | 620 |
| | 61000 - PERSONNEL SERVICES | 5,495 | 8,441 | 3,298 | 6,136 | 4,825 | 0 | 4,825 | 4,825 |
| | 62206 - PW FLEET CHARGE | 6,613 | 6,588 | 5,838 | 5,838 | 6,094 | 0 | 6,094 | 6,094 |
| | 62740 - OTHER MAINT. SUPPLIES | 0 | 1,889 | 500 | 500 | 500 | 0 | 500 | 500 |
| | 62760 - OPERATING SUPPLIES | 23,973 | 2,346 | 11,000 | 11,000 | 11,000 | 0 | 11,000 | 11,000 |
| | 62000 - OPERATING EXPENDITURES | 30,586 | 10,823 | 17,338 | 17,338 | 17,594 | 0 | 17,594 | 17,594 |
| 01502 - CITY HALL PRKNG FACILITY | 36,081 | 19,265 | 20,636 | 23,474 | 22,419 | 0 | 22,419 | 22,419 | |
| 01503 - WELLS ST PRKNG FACILITY | 61304 - GENERAL PERSONNEL | 1,568 | 2,356 | 2,012 | 3,268 | 2,022 | 0 | 2,022 | 2,022 |
| | 61501 - REGULAR OVERTIME | 176 | 716 | 900 | 156 | 900 | 0 | 900 | 900 |
| | 61701 - HEALTH INSURANCE | 1,361 | 1,350 | 710 | 1,525 | 815 | 0 | 815 | 815 |
| | 61702 - DENTAL INSURANCE | 79 | 73 | 38 | 69 | 36 | 0 | 36 | 36 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 194 | 343 | 331 | 389 | 332 | 0 | 332 | 332 |
| | 61704 - SOCIAL SECURITY | 132 | 233 | 223 | 260 | 224 | 0 | 224 | 224 |
| | 61705 - WORKERS COMPENSATION | 1 | 53 | 91 | 105 | 95 | 0 | 95 | 95 |
| | 61000 - PERSONNEL SERVICES | 3,511 | 5,124 | 4,305 | 5,772 | 4,424 | 0 | 4,424 | 4,424 |
| | 62206 - PW FLEET CHARGE | 6,613 | 6,588 | 5,838 | 5,838 | 6,094 | 0 | 6,094 | 6,094 |
| | 62503 - ELECTRICITY | 4,271 | 4,587 | 5,990 | 3,112 | 5,990 | 0 | 5,990 | 5,990 |
| | 62740 - OTHER MAINT. SUPPLIES | 16,958 | 2,059 | 11,870 | 7,000 | 11,870 | 0 | 11,870 | 11,870 |
| | 62760 - OPERATING SUPPLIES | 6,901 | 8,201 | 6,740 | 1,200 | 6,740 | 0 | 6,740 | 6,740 |
| | 62000 - OPERATING EXPENDITURES | 34,743 | 21,435 | 30,438 | 17,150 | 30,694 | 0 | 30,694 | 30,694 |
| | 01503 - WELLS ST PRKNG FACILITY | 38,254 | 26,559 | 34,743 | 22,922 | 35,118 | 0 | 35,118 | 35,118 |
| 01520 - CAPITAL APPROPRIATION | 62208 - TAXES | 255,463 | 247,259 | 255,913 | 252,899 | 261,751 | 0 | 261,751 | 261,751 |
| | 65101 - PRINCIPAL | 680,000 | 685,000 | 685,000 | 685,000 | 520,000 | 0 | 520,000 | 520,000 |
| | 65102 - INTEREST ON BONDED DEBT | 129,736 | 116,112 | 99,750 | 99,750 | 81,250 | 0 | 81,250 | 81,250 |
| | 68010 - CAPITAL RESERVE | 150,000 | 150,000 | 60,000 | 60,000 | 60,000 | 0 | 60,000 | 60,000 |
| | 68011 - CAPITAL PROJECT TRANSFER | 0 | 105,209 | 143,708 | 118,708 | 59,700 | 0 | 59,700 | 59,700 |
| | 62000 - OPERATING EXPENDITURES | 1,215,199 | 1,303,581 | 1,244,371 | 1,216,357 | 982,701 | 0 | 982,701 | 982,701 |
| | 01520 - CAPITAL APPROPRIATION | 1,215,199 | 1,303,581 | 1,244,371 | 1,216,357 | 982,701 | 0 | 982,701 | 982,701 |
| TOTAL | 2,181,802 | 2,209,777 | 2,220,923 | 2,120,373 | 1,937,277 | 0 | 1,937,277 | 1,937,277 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

SOLID WASTE

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 10000 - SW ADMINISTRATION | 61303 - SUPERVISORY PERSONNEL | 74,312 | 77,010 | 76,921 | 76,921 | 76,924 | 0 | 76,924 | 76,924 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 3,410 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61701 - HEALTH INSURANCE | 11,269 | 11,254 | 12,213 | 11,294 | 13,927 | 0 | 13,927 | 13,927 |
| | 61702 - DENTAL INSURANCE | 1,356 | 1,181 | 1,245 | 1,188 | 1,188 | 0 | 1,188 | 1,188 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 8,301 | 8,605 | 8,754 | 8,456 | 8,754 | 0 | 8,754 | 8,754 |
| | 61704 - SOCIAL SECURITY | 5,655 | 6,081 | 5,884 | 5,791 | 5,885 | 0 | 5,885 | 5,885 |
| | 61705 - WORKERS COMPENSATION | 28 | 518 | 1,083 | 931 | 1,187 | 0 | 1,187 | 1,187 |
| | 61715 - RETIREMENT BENEFITS | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61901 - RECRUITMENT | 0 | 267 | 0 | 81 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 140,922 | 108,326 | 106,101 | 104,662 | 107,865 | 0 | 107,865 | 107,865 |
| | 62120 - LABORATORY SERVICES | 502 | 362 | 0 | 276 | 0 | 0 | 0 | 0 |
| | 62176 - CITY ADMIN CHARGE | 457,172 | 491,982 | 476,209 | 476,209 | 489,972 | 0 | 489,972 | 489,972 |
| | 62350 - BUILDING MAINTENANCE | 4,898 | 150 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62425 - ADVERTISING | 12,632 | 13,850 | 9,000 | 9,000 | 9,000 | 0 | 9,000 | 9,000 |
| | 62435 - TRAINING | 982 | 570 | 750 | 750 | 750 | 0 | 750 | 750 |
| | 62436 - MEETINGS & DUES | 1,664 | 1,909 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| | 62447 - PUBLIC AWARENESS | 3,519 | 10,104 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| | 62701 - OFFICE SUPPLIES | 0 | 0 | 0 | 80 | 0 | 0 | 0 | 0 |
| | 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 486,369 | 518,927 | 497,159 | 497,515 | 510,922 | 0 | 510,922 | 510,922 | |
| 10000 - SW ADMINISTRATION | 627,291 | 627,253 | 603,260 | 602,177 | 618,787 | 0 | 618,787 | 618,787 | |
| 10001 - TFR/RECYCLING FACILITY | 61304 - GENERAL PERSONNEL | 0 | 306 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61307 - PART TIME EMPLOYEES | 47,635 | 52,808 | 50,214 | 57,905 | 59,514 | 0 | 59,514 | 59,514 |
| | 61701 - HEALTH INSURANCE | 3 | 141 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61704 - SOCIAL SECURITY | 3,045 | 3,721 | 3,842 | 4,430 | 4,553 | 0 | 4,553 | 4,553 |
| | 61705 - WORKERS COMPENSATION | 9 | 266 | 1,323 | 830 | 1,480 | 0 | 1,480 | 1,480 |
| | 61901 - RECRUITMENT | 301 | 195 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 50,994 | 57,437 | 55,379 | 63,165 | 65,547 | 0 | 65,547 | 65,547 |
| | 62201 - JANITORIAL | 4,481 | 5,291 | 7,015 | 7,015 | 4,000 | 0 | 4,000 | 4,000 |
| | 62205 - PC REPLACEMENT CHARGE | 833 | 832 | 857 | 857 | 1,019 | 0 | 1,019 | 1,019 |
| | 62301 - OFFICE EQUIPMENT MAINT. | 2,564 | 3,089 | 18,600 | 18,600 | 2,600 | 0 | 2,600 | 2,600 |
| | 62350 - BUILDING MAINTENANCE | 12,660 | 20,861 | 25,000 | 48,460 | 25,000 | 0 | 25,000 | 25,000 |
| | 62503 - ELECTRICITY | 5,933 | 8,987 | 3,600 | 5,940 | 1,500 | 0 | 1,500 | 1,500 |
| | 62510 - TELEPHONE | 1,226 | 1,358 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| | 62760 - OPERATING SUPPLIES | 5,192 | 5,068 | 3,000 | 2,489 | 3,000 | 0 | 3,000 | 3,000 |
| | 65101 - PRINCIPAL | 27,500 | 27,500 | 38,500 | 38,500 | 33,500 | 0 | 33,500 | 33,500 |
| | 65102 - INTEREST ON BONDED DEBT | 8,625 | 9,185 | 14,010 | 14,010 | 12,360 | 0 | 12,360 | 12,360 |
| 62000 - OPERATING EXPENDITURES | 69,014 | 82,171 | 111,782 | 137,071 | 84,179 | 0 | 84,179 | 84,179 | |
| 10001 - TFR/RECYCLING FACILITY | 120,008 | 139,608 | 167,161 | 200,236 | 149,726 | 0 | 149,726 | 149,726 | |
| 10002 - SW OPERATIONS | 61304 - GENERAL PERSONNEL | 97,623 | 100,054 | 103,480 | 104,722 | 106,579 | 0 | 106,579 | 106,579 |
| | 61501 - REGULAR OVERTIME | 20,585 | 21,332 | 28,098 | 17,982 | 28,941 | 0 | 28,941 | 28,941 |
| | 61701 - HEALTH INSURANCE | 37,992 | 37,439 | 40,613 | 39,620 | 47,628 | 0 | 47,628 | 47,628 |
| | 61702 - DENTAL INSURANCE | 3,532 | 3,076 | 3,242 | 2,963 | 3,093 | 0 | 3,093 | 3,093 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 13,204 | 13,548 | 14,974 | 13,930 | 15,422 | 0 | 15,422 | 15,422 |
| | 61704 - SOCIAL SECURITY | 8,877 | 9,111 | 10,066 | 9,206 | 10,367 | 0 | 10,367 | 10,367 |
| | 61705 - WORKERS COMPENSATION | 59 | 1,407 | 2,963 | 3,282 | 3,761 | 0 | 3,761 | 3,761 |
| | 61000 - PERSONNEL SERVICES | 181,872 | 185,968 | 203,435 | 191,705 | 215,791 | 0 | 215,791 | 215,791 |
| | 62311 - EQUIPMENT MAINTENANCE | 11,399 | 7,017 | 7,500 | 5,600 | 7,500 | 0 | 7,500 | 7,500 |
| | 62448 - HAULING AND DISPOSAL | 2,694,763 | 2,655,609 | 2,454,988 | 2,632,956 | 2,659,286 | 0 | 2,659,286 | 2,659,286 |
| | 62455 - CONTRACTED SERVICES | 38,513 | 31,848 | 28,750 | 28,256 | 28,750 | 0 | 28,750 | 28,750 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---------------------------------------|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 10002 - SW OPERATIONS | 62760 - OPERATING SUPPLIES | 25,432 | 38,147 | 31,300 | 21,599 | 31,300 | 0 | 31,300 | 31,300 |
| | 65301 - LEASE PAYMENTS | 60,266 | 60,237 | 60,236 | 60,237 | 60,236 | 0 | 60,236 | 60,236 |
| | 62000 - OPERATING EXPENDITURES | 2,830,373 | 2,792,857 | 2,582,774 | 2,748,648 | 2,787,072 | 0 | 2,787,072 | 2,787,072 |
| | 10002 - SW OPERATIONS | 3,012,246 | 2,978,825 | 2,786,209 | 2,940,353 | 3,002,863 | 0 | 3,002,863 | 3,002,863 |
| 10003 - SW RECYCLING | 61304 - GENERAL PERSONNEL | 206,234 | 200,041 | 216,199 | 205,550 | 221,775 | 0 | 221,775 | 221,775 |
| | 61501 - REGULAR OVERTIME | 32,321 | 40,114 | 32,905 | 43,319 | 33,892 | 0 | 33,892 | 33,892 |
| | 61701 - HEALTH INSURANCE | 75,880 | 76,143 | 84,198 | 82,135 | 98,539 | 0 | 98,539 | 98,539 |
| | 61702 - DENTAL INSURANCE | 5,203 | 5,130 | 5,541 | 4,374 | 4,933 | 0 | 4,933 | 4,933 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 26,176 | 26,685 | 28,348 | 28,216 | 29,095 | 0 | 29,095 | 29,095 |
| | 61704 - SOCIAL SECURITY | 17,773 | 17,781 | 19,056 | 18,497 | 19,559 | 0 | 19,559 | 19,559 |
| | 61705 - WORKERS COMPENSATION | 102 | 2,464 | 6,565 | 6,004 | 6,360 | 0 | 6,360 | 6,360 |
| | 61901 - RECRUITMENT | 170 | 372 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 363,859 | 368,731 | 392,811 | 388,095 | 414,154 | 0 | 414,154 | 414,154 |
| | 62206 - PW FLEET CHARGE | 86,484 | 90,673 | 106,154 | 106,154 | 92,240 | 0 | 92,240 | 92,240 |
| | 62310 - SAFETY PROGRAM MAINT. | 1,410 | 1,990 | 2,200 | 780 | 2,200 | 0 | 2,200 | 2,200 |
| | 62311 - EQUIPMENT MAINTENANCE | 23,166 | 31,877 | 15,000 | 14,980 | 15,000 | 0 | 15,000 | 15,000 |
| | 62350 - BUILDING MAINTENANCE | 1,610 | 2,243 | 0 | 5,832 | 0 | 0 | 0 | 0 |
| | 62435 - TRAINING | 240 | 1,307 | 750 | 750 | 750 | 0 | 750 | 750 |
| | 62448 - HAULING AND DISPOSAL | 5,798 | 6,632 | 7,600 | 6,609 | 7,600 | 0 | 7,600 | 7,600 |
| | 62455 - CONTRACTED SERVICES | 20,140 | 25,964 | 25,900 | 25,015 | 25,900 | 0 | 25,900 | 25,900 |
| | 62733 - TOOLS | 362 | 476 | 500 | 500 | 500 | 0 | 500 | 500 |
| | 62755 - UNIFORMS | 2,780 | 3,728 | 3,700 | 34,860 | 3,700 | 0 | 3,700 | 3,700 |
| | 62760 - OPERATING SUPPLIES | 2,668 | 11,940 | 13,500 | 13,500 | 13,500 | 0 | 13,500 | 13,500 |
| | 62000 - OPERATING EXPENDITURES | 144,658 | 176,830 | 175,304 | 208,980 | 161,390 | 0 | 161,390 | 161,390 |
| | 10003 - SW RECYCLING | 508,517 | 545,561 | 568,115 | 597,075 | 575,544 | 0 | 575,544 | 575,544 |
| 10005 - SW HAZARDOUS WASTE | 61501 - REGULAR OVERTIME | 1,132 | 1,539 | 3,054 | 1,380 | 3,145 | 0 | 3,145 | 3,145 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 126 | 172 | 348 | 156 | 358 | 0 | 358 | 358 |
| | 61704 - SOCIAL SECURITY | 85 | 114 | 234 | 104 | 241 | 0 | 241 | 241 |
| | 61705 - WORKERS COMPENSATION | 0 | 20 | 80 | 24 | 78 | 0 | 78 | 78 |
| | 61000 - PERSONNEL SERVICES | 1,344 | 1,845 | 3,716 | 1,664 | 3,822 | 0 | 3,822 | 3,822 |
| | 62103 - TECHNICAL SERVICES | 26,118 | 25,438 | 92,467 | 45,096 | 95,241 | 0 | 95,241 | 95,241 |
| | 65101 - PRINCIPAL | 7,778 | 10,540 | 10,296 | 10,296 | 0 | 0 | 0 | 0 |
| | 65102 - INTEREST ON BONDED DEBT | 983 | 546 | 209 | 209 | 0 | 0 | 0 | 0 |
| 62000 - OPERATING EXPENDITURES | 34,879 | 36,524 | 102,973 | 55,601 | 95,241 | 0 | 95,241 | 95,241 | |
| | 10005 - SW HAZARDOUS WASTE | 36,223 | 38,368 | 106,689 | 57,265 | 99,063 | 0 | 99,063 | 99,063 |
| 10006 - SW DEMOLITION TFR/DISP | 61307 - PART TIME EMPLOYEES | 26,209 | 36,422 | 36,419 | 39,743 | 36,181 | 0 | 36,181 | 36,181 |
| | 61704 - SOCIAL SECURITY | 2,005 | 2,786 | 2,786 | 2,955 | 2,768 | 0 | 2,768 | 2,768 |
| | 61705 - WORKERS COMPENSATION | 12 | 545 | 958 | 997 | 900 | 0 | 900 | 900 |
| | 61000 - PERSONNEL SERVICES | 28,226 | 39,753 | 40,163 | 43,695 | 39,849 | 0 | 39,849 | 39,849 |
| | 62448 - HAULING AND DISPOSAL | 110,267 | 117,862 | 101,000 | 139,913 | 107,060 | 0 | 107,060 | 107,060 |
| | 62604 - EQUIPMENT RENTAL | 550 | 550 | 1,200 | 1,200 | 1,200 | 0 | 1,200 | 1,200 |
| 62000 - OPERATING EXPENDITURES | 110,817 | 118,412 | 102,200 | 141,113 | 108,260 | 0 | 108,260 | 108,260 | |
| | 10006 - SW DEMOLITION TFR/DISP | 139,042 | 158,166 | 142,363 | 184,808 | 148,109 | 0 | 148,109 | 148,109 |
| 10008 - SW LANDFILL MONITORING | 62120 - LABORATORY SERVICES | 723 | 527 | 15,000 | 15,000 | 15,000 | 0 | 15,000 | 15,000 |
| | 62121 - MONITORING/INSPECTIONS | 6,615 | 14,754 | 53,195 | 53,195 | 28,500 | 0 | 28,500 | 28,500 |
| | 62760 - OPERATING SUPPLIES | 2,983 | 9,536 | 16,000 | 16,000 | 16,000 | 0 | 16,000 | 16,000 |
| | 62000 - OPERATING EXPENDITURES | 10,321 | 24,817 | 84,195 | 84,195 | 59,500 | 0 | 59,500 | 59,500 |
| | 10008 - SW LANDFILL MONITORING | 10,321 | 24,817 | 84,195 | 84,195 | 59,500 | 0 | 59,500 | 59,500 |
| 10009 - SW LANDFILL GAS SYSTEM | 62311 - EQUIPMENT MAINTENANCE | 365 | 1,635 | 3,000 | 8,382 | 3,000 | 0 | 3,000 | 3,000 |
| | 62314 - SYSTEMS MAINTENANCE | 65,292 | 69,011 | 94,199 | 68,232 | 71,400 | 0 | 71,400 | 71,400 |
| | 62000 - OPERATING EXPENDITURES | 65,656 | 70,646 | 97,199 | 76,614 | 74,400 | 0 | 74,400 | 74,400 |
| | 10009 - SW LANDFILL GAS SYSTEM | 65,656 | 70,646 | 97,199 | 76,614 | 74,400 | 0 | 74,400 | 74,400 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 10050 - CAPITAL APPROPRIATIONS | 68010 - CAPITAL RESERVE | 45,000 | 45,000 | 50,000 | 50,000 | 65,000 | 0 | 65,000 | 65,000 |
| | 68011 - CAPITAL PROJECT TRANSFER | 0 | 0 | 250,000 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 45,000 | 45,000 | 300,000 | 50,000 | 65,000 | 0 | 65,000 | 65,000 |
| | 10050 - CAPITAL APPROPRIATIONS | 45,000 | 45,000 | 300,000 | 50,000 | 65,000 | 0 | 65,000 | 65,000 |
| | TOTAL | 4,564,304 | 4,628,244 | 4,855,191 | 4,792,723 | 4,792,992 | 0 | 4,792,992 | 4,792,992 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

SEWER FUND

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 08000 - SEWER ADMINISTRATION | 61303 - SUPERVISORY PERSONNEL | 11,204 | 11,483 | 11,618 | 11,244 | 11,619 | 0 | 11,619 | 11,619 |
| | 61304 - GENERAL PERSONNEL | 133,256 | 111,134 | 140,790 | 128,863 | 142,600 | 0 | 142,600 | 142,600 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 4,605 | 4,938 | 5,212 | 5,059 | 5,569 | 0 | 5,569 | 5,569 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 9,260 | 0 | 4,380 | 0 | 0 | 0 | 0 |
| | 61501 - REGULAR OVERTIME | 349 | 459 | 0 | 316 | 0 | 0 | 0 | 0 |
| | 61602 - STAND-BY PAY | 5,777 | 6,305 | 6,388 | 6,388 | 6,388 | 0 | 6,388 | 6,388 |
| | 61701 - HEALTH INSURANCE | 45,955 | 35,425 | 46,478 | 44,522 | 54,803 | 0 | 54,803 | 54,803 |
| | 61702 - DENTAL INSURANCE | 3,864 | 2,620 | 3,199 | 2,583 | 2,872 | 0 | 2,872 | 2,872 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 17,311 | 15,009 | 18,634 | 18,194 | 18,911 | 0 | 18,911 | 18,911 |
| | 61704 - SOCIAL SECURITY | 11,611 | 10,902 | 12,547 | 12,224 | 12,713 | 0 | 12,713 | 12,713 |
| | 61705 - WORKERS COMPENSATION | 111 | 1,910 | 4,613 | 4,360 | 5,064 | 0 | 5,064 | 5,064 |
| | 61715 - RETIREMENT BENEFITS | 36,204 | (31,884) | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61901 - RECRUITMENT | 380 | 338 | 0 | 47 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 270,626 | 177,897 | 249,479 | 238,180 | 260,539 | 0 | 260,539 | 260,539 |
| | 62120 - LABORATORY SERVICES | 682 | 262 | 350 | 176 | 361 | 0 | 361 | 361 |
| | 62176 - CITY ADMIN CHARGE | 321,347 | 285,314 | 284,663 | 284,663 | 268,606 | 0 | 268,606 | 268,606 |
| | 62205 - PC REPLACEMENT CHARGE | 368 | 362 | 334 | 334 | 543 | 0 | 543 | 543 |
| | 62306 - SOFTWARE MAINTENANCE | 6,620 | 8,221 | 7,050 | 7,050 | 7,592 | 0 | 7,592 | 7,592 |
| | 62310 - SAFETY PROGRAM MAINT. | 2,188 | 2,153 | 1,600 | 2,436 | 1,600 | 600 | 2,200 | 1,600 |
| | 62430 - TRAVEL | 295 | 820 | 590 | 453 | 578 | 0 | 578 | 578 |
| | 62435 - TRAINING | 1,558 | 87 | 1,000 | 1,915 | 1,000 | 500 | 1,500 | 1,000 |
| | 62436 - MEETINGS & DUES | 187 | 524 | 250 | 250 | 250 | 0 | 250 | 250 |
| | 62438 - LICENSES & CERTIFICATIONS | 850 | 0 | 150 | 150 | 150 | 0 | 150 | 150 |
| | 62510 - TELEPHONE | 1,903 | 2,356 | 2,100 | 2,087 | 2,150 | 0 | 2,150 | 2,150 |
| | 62602 - OFFICE SPACE RENTAL | 68,414 | 69,098 | 70,066 | 70,066 | 71,867 | 0 | 71,867 | 71,867 |
| | 62701 - OFFICE SUPPLIES | 2,800 | 991 | 1,920 | 1,900 | 1,900 | 0 | 1,900 | 1,900 |
| | 62734 - MINOR EQUIPMENT | 11,851 | 0 | 0 | 0 | 0 | 4,000 | 4,000 | 0 |
| | 62744 - MINOR COMPUTER EQUIPMENT | 0 | 0 | 0 | 114 | 0 | 0 | 0 | 0 |
| | 62755 - UNIFORMS | 2,331 | 2,171 | 2,150 | 2,460 | 2,342 | 0 | 2,342 | 2,342 |
| | 65102 - INTEREST ON BONDED DEBT | 129,663 | 106,811 | 121,136 | 121,136 | 92,314 | 0 | 92,314 | 92,314 |
| | 65202 - INTEREST ON NOTES PAYABLE | 43,013 | 38,234 | 46,375 | 33,455 | 42,047 | 0 | 42,047 | 42,047 |
| | 66102 - CAPITALIZED EXPENDITURES | (150) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 66104 - LOSS ON FIXED ASSETS | 252,292 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 66105 - CLAIMS & JUDGEMENTS | 0 | 0 | 0 | 1,100 | 0 | 2,200 | 2,200 | 0 | |
| 66201 - DEPRECIATION - BUILDINGS | 2,775 | 2,775 | 3,000 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | |
| 66202 - DEPRECIATION - OTHER IMPR | 512,297 | 547,259 | 515,000 | 515,000 | 555,000 | 0 | 555,000 | 555,000 | |
| 66203 - DEPRECIATION - MACH/EQUIP | 4,502 | 6,730 | 4,500 | 4,500 | 7,000 | 0 | 7,000 | 7,000 | |
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 62000 - OPERATING EXPENDITURES | 1,370,786 | 1,074,169 | 1,062,234 | 1,052,245 | 1,058,300 | 7,300 | 1,065,600 | 1,058,300 | |
| 08000 - SEWER ADMINISTRATION | 1,641,412 | 1,252,067 | 1,311,713 | 1,290,425 | 1,318,839 | 7,300 | 1,326,139 | 1,318,839 | |
| 08001 - SEWER MAINS & MANHOLES | 61304 - GENERAL PERSONNEL | 103,775 | 98,407 | 111,403 | 95,933 | 116,995 | 0 | 116,995 | 116,995 |
| | 61501 - REGULAR OVERTIME | 10,432 | 13,199 | 10,625 | 8,881 | 11,454 | 0 | 11,454 | 11,454 |
| | 61701 - HEALTH INSURANCE | 29,973 | 23,120 | 35,851 | 26,434 | 55,304 | 0 | 55,304 | 55,304 |
| | 61702 - DENTAL INSURANCE | 2,266 | 1,189 | 2,064 | 1,198 | 2,496 | 0 | 2,496 | 2,496 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 12,100 | 11,685 | 12,526 | 11,789 | 14,617 | 0 | 14,617 | 14,617 |
| | 61704 - SOCIAL SECURITY | 8,373 | 8,219 | 9,335 | 7,599 | 9,826 | 0 | 9,826 | 9,826 |
| | 61705 - WORKERS COMPENSATION | 47 | 1,106 | 2,843 | 2,268 | 2,954 | 0 | 2,954 | 2,954 |
| | 61000 - PERSONNEL SERVICES | 166,966 | 156,925 | 184,648 | 154,102 | 213,646 | 0 | 213,646 | 213,646 |
| | 62120 - LABORATORY SERVICES | 0 | 0 | 650 | 250 | 300 | 0 | 300 | 300 |
| | 62206 - PW FLEET CHARGE | 66,644 | 76,951 | 78,528 | 78,528 | 82,462 | 0 | 82,462 | 82,462 |
| | 62314 - SYSTEMS MAINTENANCE | 12,991 | 36,991 | 20,000 | 15,000 | 18,109 | 0 | 18,109 | 18,109 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|---|---|-------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|--------|
| 08001 - SEWER MAINS & MANHOLES | 62331 - ROAD AND STREET MAINT. | 401 | 0 | 6,000 | 6,000 | 6,000 | 0 | 6,000 | 6,000 | |
| | 62370 - OTHER IMPROVEMNTS - MAINT | 0 | 0 | 10,500 | 10,500 | 10,500 | 0 | 10,500 | 10,500 | |
| | 62430 - TRAVEL | 37 | 59 | 0 | 138 | 0 | 0 | 0 | 0 | |
| | 62448 - HAULING AND DISPOSAL | 6,551 | 0 | 5,000 | 2,500 | 4,700 | 0 | 4,700 | 4,700 | |
| | 62606 - OTHER RENTALS | 0 | 0 | 600 | 600 | 600 | 0 | 600 | 600 | |
| | 62760 - OPERATING SUPPLIES | 22,757 | 18,374 | 24,995 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | |
| | 66102 - CAPITALIZED EXPENDITURES | 8,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 62000 - OPERATING EXPENDITURES | 117,381 | 132,374 | 146,273 | 138,516 | 147,671 | 0 | 147,671 | 147,671 | |
| 08001 - SEWER MAINS & MANHOLES | 284,347 | 289,299 | 330,921 | 292,618 | 361,317 | 0 | 361,317 | 361,317 | | |
| 08002 - SEWER SERVICES | 61304 - GENERAL PERSONNEL | 768 | 1,887 | 2,581 | 1,617 | 2,708 | 0 | 2,708 | 2,708 | |
| | 61501 - REGULAR OVERTIME | 6 | 4 | 1,070 | 6 | 250 | 0 | 250 | 250 | |
| | 61701 - HEALTH INSURANCE | 707 | 555 | 841 | 465 | 1,281 | 0 | 1,281 | 1,281 | |
| | 61702 - DENTAL INSURANCE | 53 | 29 | 49 | 23 | 58 | 0 | 58 | 58 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 86 | 203 | 385 | 111 | 336 | 0 | 336 | 336 | |
| | 61704 - SOCIAL SECURITY | 58 | 138 | 279 | 72 | 226 | 0 | 226 | 226 | |
| | 61705 - WORKERS COMPENSATION | 0 | 26 | 76 | 23 | 68 | 0 | 68 | 68 | |
| | 61000 - PERSONNEL SERVICES | 1,677 | 2,842 | 5,280 | 2,317 | 4,927 | 0 | 4,927 | 4,927 | |
| | 62206 - PW FLEET CHARGE | 1,666 | 1,924 | 1,963 | 1,312 | 2,062 | 0 | 2,062 | 2,062 | |
| | 62314 - SYSTEMS MAINTENANCE | 1,066 | 1,100 | 1,950 | 1,950 | 1,950 | 0 | 1,950 | 1,950 | |
| | 62760 - OPERATING SUPPLIES | (82,535) | (17,237) | 2,000 | 2,815 | 2,000 | 0 | 2,000 | 2,000 | |
| | 62000 - OPERATING EXPENDITURES | (79,803) | (14,213) | 5,913 | 6,077 | 6,012 | 0 | 6,012 | 6,012 | |
| | 08002 - SEWER SERVICES | (78,126) | (11,371) | 11,193 | 8,394 | 10,939 | 0 | 10,939 | 10,939 | |
| 08003 - MARTEL COURT PUMPING STN | 61304 - GENERAL PERSONNEL | 14,627 | 13,030 | 19,920 | 12,104 | 20,517 | 0 | 20,517 | 20,517 | |
| | 61501 - REGULAR OVERTIME | 1,036 | 490 | 811 | 1,651 | 811 | 0 | 811 | 811 | |
| | 61602 - STAND-BY PAY | 3,346 | 2,655 | 1,267 | 2,660 | 1,267 | 0 | 1,267 | 1,267 | |
| | 61701 - HEALTH INSURANCE | 10,644 | 10,096 | 8,965 | 7,698 | 9,541 | 0 | 9,541 | 9,541 | |
| | 61702 - DENTAL INSURANCE | 850 | 633 | 584 | 469 | 460 | 0 | 460 | 460 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 2,123 | 1,807 | 2,267 | 1,969 | 2,335 | 0 | 2,335 | 2,335 | |
| | 61704 - SOCIAL SECURITY | 1,416 | 1,198 | 1,683 | 1,282 | 1,570 | 0 | 1,570 | 1,570 | |
| | 61705 - WORKERS COMPENSATION | 5 | 75 | 354 | 264 | 309 | 0 | 309 | 309 | |
| | 61000 - PERSONNEL SERVICES | 34,047 | 29,983 | 35,850 | 28,097 | 36,810 | 0 | 36,810 | 36,810 | |
| | 62206 - PW FLEET CHARGE | 2,620 | 2,694 | 2,846 | 2,846 | 2,864 | 0 | 2,864 | 2,864 | |
| | 62310 - SAFETY PROGRAM MAINT. | 1,453 | 3,161 | 2,252 | 2,252 | 2,252 | 0 | 2,252 | 2,252 | |
| | 62311 - EQUIPMENT MAINTENANCE | 23,369 | 26,087 | 25,552 | 25,553 | 23,391 | 0 | 23,391 | 23,391 | |
| | 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 2,791 | 2,791 | 3,899 | 0 | 3,899 | 3,899 | |
| | 62350 - BUILDING MAINTENANCE | 1,382 | 1,480 | 2,380 | 2,368 | 2,380 | 0 | 2,380 | 2,380 | |
| | 62370 - OTHER IMPROVEMNTS - MAINT | 0 | 625 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 62375 - PERMITS | 0 | 125 | 240 | 0 | 0 | 0 | 0 | 0 | |
| | 62501 - WATER | 1,269 | 663 | 1,100 | 1,100 | 1,100 | 0 | 1,100 | 1,100 | |
| | 62503 - ELECTRICITY | 46,393 | 47,177 | 54,500 | 37,119 | 54,500 | 0 | 54,500 | 54,500 | |
| | 62504 - HEATING FUEL | 888 | 1,237 | 810 | 825 | 810 | 0 | 810 | 810 | |
| | 62510 - TELEPHONE | 301 | 450 | 300 | 361 | 300 | 0 | 300 | 300 | |
| | 62734 - MINOR EQUIPMENT | 0 | 0 | 100 | 97 | 100 | 0 | 100 | 100 | |
| | 62735 - BUILDING MAINT. SUPPLIES | 17 | 214 | 100 | 98 | 100 | 0 | 100 | 100 | |
| | 62736 - GROUNDS MAINT SUPPLIES | 56 | 0 | 200 | 196 | 200 | 0 | 200 | 200 | |
| | 62737 - JANITORIAL SUPPLIES | 54 | 0 | 100 | 237 | 100 | 0 | 100 | 100 | |
| | 65102 - INTEREST ON BONDED DEBT | 17,821 | 15,421 | 14,122 | 14,122 | 35,476 | 0 | 35,476 | 35,476 | |
| | 66201 - DEPRECIATION - BUILDINGS | 3,046 | 3,046 | 3,100 | 3,100 | 3,100 | 0 | 3,100 | 3,100 | |
| | 66203 - DEPRECIATION - MACH/EQUIP | 81,651 | 81,473 | 84,000 | 84,000 | 84,000 | 0 | 84,000 | 84,000 | |
| | 62000 - OPERATING EXPENDITURES | 182,973 | 186,978 | 194,493 | 177,065 | 214,572 | 0 | 214,572 | 214,572 | |
| | 08003 - MARTEL COURT PUMPING STN | 217,020 | 216,961 | 230,343 | 205,162 | 251,382 | 0 | 251,382 | 251,382 | |
| | 08004 - LABORATORY - | 61303 - SUPERVISORY PERSONNEL | 37,090 | 38,011 | 38,447 | 37,222 | 38,462 | 0 | 38,462 | 38,462 |
| | | 61304 - GENERAL PERSONNEL | 68,939 | 70,567 | 70,677 | 69,125 | 72,182 | 0 | 72,182 | 72,182 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| SEWER | 61501 - REGULAR OVERTIME | 409 | 1,807 | 425 | 1,038 | 300 | 0 | 300 | 300 |
| | 61701 - HEALTH INSURANCE | 28,491 | 26,887 | 26,910 | 25,971 | 31,357 | 0 | 31,357 | 31,357 |
| | 61702 - DENTAL INSURANCE | 1,893 | 1,637 | 1,604 | 1,478 | 1,551 | 0 | 1,551 | 1,551 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 11,889 | 12,334 | 12,466 | 12,220 | 12,625 | 0 | 12,625 | 12,625 |
| | 61704 - SOCIAL SECURITY | 7,867 | 8,210 | 8,381 | 7,998 | 8,487 | 0 | 8,487 | 8,487 |
| | 61705 - WORKERS COMPENSATION | 48 | 1,020 | 2,173 | 2,093 | 2,371 | 0 | 2,371 | 2,371 |
| | 61000 - PERSONNEL SERVICES | 156,627 | 160,475 | 161,082 | 157,145 | 167,335 | 0 | 167,335 | 167,335 |
| | 62120 - LABORATORY SERVICES | 10,015 | 8,478 | 12,600 | 10,000 | 11,500 | 0 | 11,500 | 11,500 |
| | 62205 - PC REPLACEMENT CHARGE | 386 | 321 | 0 | 0 | 286 | 0 | 286 | 286 |
| | 62206 - PW FLEET CHARGE | 3,361 | 3,432 | 3,651 | 3,651 | 3,938 | 0 | 3,938 | 3,938 |
| | 62306 - SOFTWARE MAINTENANCE | 0 | 0 | 907 | 907 | 907 | 0 | 907 | 907 |
| | 62311 - EQUIPMENT MAINTENANCE | 13,519 | 13,339 | 14,841 | 12,000 | 13,000 | 0 | 13,000 | 13,000 |
| | 62435 - TRAINING | 2,367 | 2,153 | 2,100 | 500 | 1,000 | 0 | 1,000 | 1,000 |
| | 62438 - LICENSES & CERTIFICATIONS | 100 | 0 | 100 | 100 | 100 | 0 | 100 | 100 |
| | 62448 - HAULING AND DISPOSAL | 0 | 0 | 600 | 0 | 0 | 0 | 0 | 0 |
| | 62701 - OFFICE SUPPLIES | 603 | 279 | 350 | 350 | 350 | 0 | 350 | 350 |
| | 62734 - MINOR EQUIPMENT | 3,150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62760 - OPERATING SUPPLIES | 7,367 | 9,622 | 12,000 | 11,500 | 11,500 | 0 | 11,500 | 11,500 |
| | 62762 - LICENSES & PERMITS | 654 | 726 | 1,000 | 950 | 1,000 | 0 | 1,000 | 1,000 |
| | 62764 - CHEMICALS | 11,786 | 10,889 | 11,330 | 11,000 | 11,800 | 0 | 11,800 | 11,800 |
| | 62000 - OPERATING EXPENDITURES | 53,309 | 49,240 | 59,479 | 50,958 | 55,381 | 0 | 55,381 | 55,381 |
| 08004 - LABORATORY - SEWER | 209,937 | 209,715 | 220,561 | 208,103 | 222,716 | 0 | 222,716 | 222,716 | |
| 08005 - SEWER SYSTEM MAINTENANCE | 61303 - SUPERVISORY PERSONNEL | 17,061 | 17,483 | 17,690 | 15,307 | 17,690 | 0 | 17,690 | 17,690 |
| | 61304 - GENERAL PERSONNEL | 10,460 | 13,556 | 30,987 | 20,170 | 31,916 | 0 | 31,916 | 31,916 |
| | 61501 - REGULAR OVERTIME | 2,338 | 1,045 | 2,200 | 4,343 | 2,200 | 0 | 2,200 | 2,200 |
| | 61508 - SUPERVISORY OVERTIME | 851 | 851 | 1,850 | 1,850 | 1,850 | 0 | 1,850 | 1,850 |
| | 61602 - STAND-BY PAY | 3,726 | 6,590 | 7,840 | 4,147 | 7,840 | 0 | 7,840 | 7,840 |
| | 61701 - HEALTH INSURANCE | 16,987 | 18,204 | 19,742 | 17,008 | 21,637 | 0 | 21,637 | 21,637 |
| | 61702 - DENTAL INSURANCE | 1,283 | 1,215 | 1,280 | 1,032 | 1,072 | 0 | 1,072 | 1,072 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 3,846 | 4,418 | 6,892 | 5,176 | 5,645 | 0 | 5,645 | 5,645 |
| | 61704 - SOCIAL SECURITY | 2,588 | 2,961 | 4,634 | 3,397 | 3,795 | 0 | 3,795 | 3,795 |
| | 61705 - WORKERS COMPENSATION | 9 | 322 | 973 | 726 | 752 | 0 | 752 | 752 |
| | 61901 - RECRUITMENT | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 59,229 | 66,644 | 94,087 | 73,156 | 94,397 | 0 | 94,397 | 94,397 |
| | 62205 - PC REPLACEMENT CHARGE | 411 | 408 | 1,144 | 1,144 | 557 | 0 | 557 | 557 |
| | 62206 - PW FLEET CHARGE | 6,938 | 7,206 | 10,148 | 10,480 | 10,741 | 0 | 10,741 | 10,741 |
| | 62306 - SOFTWARE MAINTENANCE | 1,819 | 1,855 | 2,267 | 2,267 | 2,267 | 0 | 2,267 | 2,267 |
| | 62310 - SAFETY PROGRAM MAINT. | 1,995 | 1,924 | 3,668 | 3,647 | 3,668 | 0 | 3,668 | 3,668 |
| | 62311 - EQUIPMENT MAINTENANCE | 13,384 | 15,343 | 23,796 | 24,673 | 16,621 | 0 | 16,621 | 16,621 |
| | 62350 - BUILDING MAINTENANCE | 4,464 | 1,331 | 7,654 | 7,654 | 7,654 | 0 | 7,654 | 7,654 |
| | 62375 - PERMITS | 0 | 0 | 480 | 0 | 0 | 0 | 0 | 0 |
| | 62435 - TRAINING | 863 | 516 | 2,500 | 2,491 | 2,500 | 2,495 | 4,995 | 4,995 |
| | 62436 - MEETINGS & DUES | 352 | 35 | 200 | 420 | 200 | 0 | 200 | 200 |
| | 62501 - WATER | 0 | 0 | 0 | 26 | 0 | 200 | 200 | 0 |
| | 62503 - ELECTRICITY | 5,960 | 5,579 | 6,137 | 9,432 | 6,137 | 0 | 6,137 | 6,137 |
| | 62504 - HEATING FUEL | 1,689 | 543 | 770 | 763 | 770 | 0 | 770 | 770 |
| | 62510 - TELEPHONE | 1,262 | 1,091 | 940 | 936 | 940 | 0 | 940 | 940 |
| | 62604 - EQUIPMENT RENTAL | 0 | 0 | 500 | 375 | 500 | 0 | 500 | 500 |
| | 62701 - OFFICE SUPPLIES | 208 | 0 | 425 | 425 | 425 | 0 | 425 | 425 |
| | 62733 - TOOLS | 1,018 | 734 | 750 | 1,492 | 750 | 0 | 750 | 750 |
| | 62734 - MINOR EQUIPMENT | 0 | 235 | 100 | 98 | 100 | 0 | 100 | 100 |
| | 62735 - BUILDING MAINT. SUPPLIES | 181 | 90 | 200 | 192 | 200 | 0 | 200 | 200 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 08005 - SEWER SYSTEM MAINTENANCE | 62736 - GROUNDS MAINT SUPPLIES | 0 | 73 | 100 | 98 | 100 | 0 | 100 | 100 |
| | 62760 - OPERATING SUPPLIES | 0 | 113 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62000 - OPERATING EXPENDITURES | 40,543 | 37,076 | 61,779 | 66,613 | 54,130 | 2,695 | 56,825 | 56,625 |
| 08005 - SEWER SYSTEM MAINTENANCE | | 99,772 | 103,720 | 155,866 | 139,769 | 148,527 | 2,695 | 151,222 | 151,022 |
| 08006 - WASTEWATER TREATMENT | 61303 - SUPERVISORY PERSONNEL | 113,160 | 114,126 | 115,476 | 113,211 | 115,479 | 0 | 115,479 | 115,479 |
| | 61304 - GENERAL PERSONNEL | 296,522 | 327,986 | 315,107 | 315,107 | 324,930 | 0 | 324,930 | 324,930 |
| | 61501 - REGULAR OVERTIME | 31,694 | 36,599 | 30,204 | 42,687 | 34,229 | 4,025 | 38,254 | 34,229 |
| | 61502 - DOUBLE OVERTIME | 402 | 811 | 910 | 910 | 930 | 20 | 950 | 930 |
| | 61508 - SUPERVISORY OVERTIME | 1,998 | 1,998 | 999 | 1,998 | 1,998 | 0 | 1,998 | 1,998 |
| | 61602 - STAND-BY PAY | 14,750 | 13,055 | 12,775 | 12,775 | 12,775 | 0 | 12,775 | 12,775 |
| | 61701 - HEALTH INSURANCE | 129,337 | 150,703 | 168,428 | 168,428 | 190,566 | 0 | 190,566 | 190,566 |
| | 61702 - DENTAL INSURANCE | 10,248 | 9,198 | 9,937 | 9,937 | 8,889 | 0 | 8,889 | 8,889 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 51,218 | 55,263 | 53,839 | 53,839 | 55,800 | 0 | 55,800 | 55,800 |
| | 61704 - SOCIAL SECURITY | 34,494 | 36,908 | 36,373 | 36,373 | 37,511 | 0 | 37,511 | 37,511 |
| | 61705 - WORKERS COMPENSATION | 112 | 3,370 | 7,438 | 7,408 | 7,272 | 0 | 7,272 | 7,272 |
| | 61000 - PERSONNEL SERVICES | 683,936 | 750,018 | 751,486 | 762,674 | 790,378 | 4,045 | 794,423 | 790,378 |
| | 62102 - PROFESSIONAL SERVICES | 2,540 | 1,912 | 0 | 125 | 0 | 0 | 0 | 0 |
| | 62103 - TECHNICAL SERVICES | 9,539 | 4,952 | 8,675 | 8,675 | 8,675 | 0 | 8,675 | 8,675 |
| | 62120 - LABORATORY SERVICES | 707 | 488 | 500 | 210 | 500 | 0 | 500 | 500 |
| | 62176 - CITY ADMIN CHARGE | 302,429 | 355,361 | 380,809 | 380,809 | 409,866 | 0 | 409,866 | 409,866 |
| | 62201 - JANITORIAL | 4,881 | 4,633 | 7,237 | 6,500 | 6,500 | 0 | 6,500 | 6,500 |
| | 62205 - PC REPLACEMENT CHARGE | 1,009 | 756 | 1,166 | 1,166 | 1,504 | 0 | 1,504 | 1,504 |
| | 62206 - PW FLEET CHARGE | 18,323 | 19,458 | 20,226 | 20,226 | 21,107 | 0 | 21,107 | 21,107 |
| | 62306 - SOFTWARE MAINTENANCE | 8,251 | 1,831 | 7,115 | 7,967 | 8,145 | 0 | 8,145 | 8,145 |
| | 62310 - SAFETY PROGRAM MAINT. | 2,436 | 2,827 | 4,025 | 4,042 | 4,025 | 0 | 4,025 | 4,025 |
| | 62311 - EQUIPMENT MAINTENANCE | 101,325 | 89,922 | 124,890 | 109,876 | 109,219 | 10,164 | 119,383 | 119,383 |
| | 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 2,763 | 2,763 | 3,899 | 0 | 3,899 | 3,899 |
| | 62350 - BUILDING MAINTENANCE | 15,025 | 22,922 | 18,280 | 14,088 | 13,450 | 0 | 13,450 | 13,450 |
| | 62371 - RIVER GAUGE STATION MAINT | 7,790 | 8,290 | 19,465 | 16,580 | 11,175 | 0 | 11,175 | 11,175 |
| | 62375 - PERMITS | 39 | 109 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62430 - TRAVEL | 632 | 747 | 683 | 816 | 683 | 0 | 683 | 683 |
| | 62435 - TRAINING | 1,265 | 2,370 | 1,612 | 1,612 | 1,612 | 0 | 1,612 | 1,612 |
| | 62436 - MEETINGS & DUES | 354 | 909 | 885 | 701 | 885 | 0 | 885 | 885 |
| | 62438 - LICENSES & CERTIFICATIONS | 150 | 150 | 200 | 200 | 200 | 0 | 200 | 200 |
| | 62448 - HAULING AND DISPOSAL | 527,869 | 449,188 | 484,707 | 385,000 | 410,000 | 0 | 410,000 | 410,000 |
| | 62501 - WATER | 9,431 | 9,318 | 9,021 | 9,011 | 9,021 | 0 | 9,021 | 9,021 |
| | 62502 - SEWER | 0 | 0 | 2,500 | 2,500 | 2,500 | 0 | 2,500 | 2,500 |
| | 62503 - ELECTRICITY | 219,226 | 185,646 | 228,223 | 184,000 | 228,223 | 0 | 228,223 | 228,223 |
| | 62504 - HEATING FUEL | 43,907 | 36,809 | 53,503 | 51,049 | 53,503 | 0 | 53,503 | 53,503 |
| | 62510 - TELEPHONE | 4,604 | 4,613 | 5,073 | 4,916 | 5,073 | 0 | 5,073 | 5,073 |
| | 62512 - INDUSTRIAL PRE-TREATMENT | 2,674 | 4,179 | 5,401 | 4,780 | 4,780 | 0 | 4,780 | 4,780 |
| | 62601 - LAND RENTAL | 146,772 | 148,240 | 150,315 | 150,315 | 154,178 | 0 | 154,178 | 154,178 |
| | 62701 - OFFICE SUPPLIES | 1,381 | 2,500 | 995 | 995 | 995 | 0 | 995 | 995 |
| | 62734 - MINOR EQUIPMENT | 8,211 | 3,599 | 4,750 | 4,750 | 4,750 | 0 | 4,750 | 4,750 |
| | 62735 - BUILDING MAINT. SUPPLIES | 1,366 | 698 | 3,500 | 3,337 | 3,500 | 0 | 3,500 | 3,500 |
| 62736 - GROUNDS MAINT SUPPLIES | 271 | 180 | 500 | 494 | 500 | 0 | 500 | 500 | |
| 62737 - JANITORIAL SUPPLIES | 264 | 0 | 250 | 248 | 250 | 0 | 250 | 250 | |
| 62744 - MINOR COMPUTER EQUIPMENT | 37 | 88 | 0 | 120 | 0 | 0 | 0 | 0 | |
| 62755 - UNIFORMS | 4,077 | 4,403 | 4,820 | 5,006 | 5,006 | 0 | 5,006 | 5,006 | |
| 62760 - OPERATING SUPPLIES | 5,860 | 4,940 | 2,200 | 3,510 | 2,500 | 44,076 | 46,576 | 46,576 | |
| 62761 - SOFTWARE | 4,005 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 62764 - CHEMICALS | 344,223 | 421,131 | 296,322 | 370,585 | 380,678 | 0 | 380,678 | 380,678 | |
| 63403 - FURNITURE & FIXTURE ACQ | 1,613 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 08006 - WASTEWATER TREATMENT | 65102 - INTEREST ON BONDED DEBT | 4,490 | 3,815 | 3,598 | 3,598 | 3,198 | 0 | 3,198 | 3,198 |
| | 65202 - INTEREST ON NOTES PAYABLE | 136,350 | 92,868 | 94,129 | 94,129 | 81,579 | 0 | 81,579 | 81,579 |
| | 66201 - DEPRECIATION - BUILDINGS | 283,789 | 281,657 | 295,000 | 295,000 | 295,000 | 0 | 295,000 | 295,000 |
| | 66202 - DEPRECIATION - OTHER IMPR | 169 | 0 | 150 | 150 | 150 | 0 | 150 | 150 |
| | 66203 - DEPRECIATION - MACH/EQUIP | 262,437 | 263,089 | 450,000 | 450,000 | 300,000 | 0 | 300,000 | 300,000 |
| | 62000 - OPERATING EXPENDITURES | 2,492,375 | 2,437,721 | 2,693,488 | 2,599,849 | 2,546,829 | 54,240 | 2,601,069 | 2,601,069 |
| | 08006 - WASTEWATER TREATMENT | 3,176,312 | 3,187,739 | 3,444,974 | 3,362,523 | 3,337,207 | 58,285 | 3,395,492 | 3,391,447 |
| | TOTAL | 5,550,673 | 5,248,129 | 5,705,571 | 5,506,994 | 5,650,927 | 68,280 | 5,719,207 | 5,707,662 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

WATER FUND

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 05000 - WATER ADMINISTRATION | 61303 - SUPERVISORY PERSONNEL | 11,204 | 11,483 | 11,618 | 11,244 | 11,619 | 0 | 11,619 | 11,619 |
| | 61304 - GENERAL PERSONNEL | 64,878 | 45,033 | 73,392 | 63,638 | 75,200 | 0 | 75,200 | 75,200 |
| | 61305 - ADMINISTRATIVE PERSONNEL | 4,251 | 4,558 | 4,811 | 4,670 | 5,141 | 0 | 5,141 | 5,141 |
| | 61401 - TEMPORARY PERSONNEL | 0 | 9,260 | 0 | 7,347 | 0 | 0 | 0 | 0 |
| | 61501 - REGULAR OVERTIME | 41 | 66 | 0 | 559 | 0 | 0 | 0 | 0 |
| | 61602 - STAND-BY PAY | 6,795 | 6,540 | 6,388 | 6,388 | 6,388 | 0 | 6,388 | 6,388 |
| | 61609 - STIPEND | 4,174 | 4,194 | 4,160 | 4,160 | 4,160 | 0 | 4,160 | 4,160 |
| | 61701 - HEALTH INSURANCE | 23,145 | 12,764 | 21,905 | 20,664 | 26,001 | 0 | 26,001 | 26,001 |
| | 61702 - DENTAL INSURANCE | 2,095 | 1,086 | 1,573 | 1,105 | 1,321 | 0 | 1,321 | 1,321 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 10,572 | 7,969 | 11,392 | 10,262 | 12,138 | 0 | 12,138 | 12,138 |
| | 61704 - SOCIAL SECURITY | 6,970 | 6,074 | 7,679 | 7,335 | 8,160 | 0 | 8,160 | 8,160 |
| | 61705 - WORKERS COMPENSATION | 57 | 922 | 2,521 | 2,322 | 2,817 | 0 | 2,817 | 2,817 |
| | 61715 - RETIREMENT BENEFITS | (22,158) | 56,703 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 61901 - RECRUITMENT | 112 | 510 | 0 | 47 | 0 | 0 | 0 | 0 |
| | 61000 - PERSONNEL SERVICES | 112,135 | 167,162 | 145,439 | 139,741 | 152,944 | 0 | 152,944 | 152,944 |
| | 62103 - TECHNICAL SERVICES | 0 | 0 | 4,290 | 4,290 | 0 | 4,290 | 4,290 | 0 |
| | 62120 - LABORATORY SERVICES | 772 | 158 | 450 | 250 | 384 | 0 | 384 | 384 |
| | 62176 - CITY ADMIN CHARGE | 460,507 | 435,357 | 457,527 | 457,527 | 467,094 | 0 | 467,094 | 467,094 |
| | 62205 - PC REPLACEMENT CHARGE | 737 | 608 | 1,488 | 1,488 | 646 | 0 | 646 | 646 |
| | 62208 - TAXES | 75,696 | 78,307 | 79,000 | 78,874 | 82,817 | 0 | 82,817 | 82,817 |
| | 62306 - SOFTWARE MAINTENANCE | 7,890 | 9,525 | 8,100 | 8,100 | 8,300 | 0 | 8,300 | 8,300 |
| | 62310 - SAFETY PROGRAM MAINT. | 2,645 | 2,205 | 1,500 | 3,095 | 1,500 | 500 | 2,000 | 1,500 |
| | 62316 - ESCO MAINTENANCE | 2,652 | 3,123 | 2,674 | 2,674 | 3,899 | 0 | 3,899 | 3,899 |
| | 62340 - GROUNDS MAINTENANCE | 0 | 0 | 0 | 0 | 0 | 5,350 | 5,350 | 0 |
| | 62430 - TRAVEL | 770 | 275 | 340 | 340 | 393 | 0 | 393 | 393 |
| | 62435 - TRAINING | 1,027 | 2,460 | 3,000 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| | 62436 - MEETINGS & DUES | 1,325 | 3,311 | 2,890 | 3,213 | 3,213 | 0 | 3,213 | 3,213 |
| | 62438 - LICENSES & CERTIFICATIONS | 350 | 50 | 450 | 450 | 100 | 0 | 100 | 100 |
| | 62447 - PUBLIC AWARENESS | 14,240 | 8,878 | 6,630 | 6,630 | 6,630 | 2,899 | 9,529 | 6,630 |
| | 62510 - TELEPHONE | 2,659 | 3,246 | 3,290 | 2,664 | 2,800 | 0 | 2,800 | 2,800 |
| | 62602 - OFFICE SPACE RENTAL | 68,414 | 69,098 | 70,066 | 70,066 | 71,867 | 0 | 71,867 | 71,867 |
| | 62604 - EQUIPMENT RENTAL | 0 | 0 | 1,000 | 1,000 | 1,000 | 0 | 1,000 | 1,000 |
| | 62701 - OFFICE SUPPLIES | 1,689 | 757 | 875 | 875 | 875 | 0 | 875 | 875 |
| 62733 - TOOLS | 3,054 | 3,639 | 2,325 | 2,450 | 2,300 | 600 | 2,900 | 2,300 | |
| 62744 - MINOR COMPUTER EQUIPMENT | 0 | 0 | 0 | 114 | 0 | 0 | 0 | 0 | |
| 62755 - UNIFORMS | 4,328 | 2,057 | 2,150 | 2,449 | 2,150 | 600 | 2,750 | 2,150 | |
| 62760 - OPERATING SUPPLIES | 0 | 225 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 65102 - INTEREST ON BONDED DEBT | 15,062 | 29,234 | 31,269 | 31,269 | 11,830 | 0 | 11,830 | 11,830 | |
| 65202 - INTEREST ON NOTES PAYABLE | 12,075 | 17,400 | 14,639 | 14,640 | 28,075 | 0 | 28,075 | 28,075 | |
| 66104 - LOSS ON FIXED ASSETS | 4,022 | 42,021 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 66201 - DEPRECIATION - BUILDINGS | 25,760 | 24,710 | 27,000 | 27,000 | 27,000 | 0 | 27,000 | 27,000 | |
| 66202 - DEPRECIATION - OTHER IMPR | 627,327 | 647,156 | 640,000 | 640,000 | 655,000 | 0 | 655,000 | 655,000 | |
| 66203 - DEPRECIATION - MACH/EQUIP | 80,421 | 80,107 | 81,000 | 81,000 | 81,000 | 0 | 81,000 | 81,000 | |
| 68011 - CAPITAL PROJECT TRANSFER | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 62000 - OPERATING EXPENDITURES | 1,418,423 | 1,463,910 | 1,441,953 | 1,443,458 | 1,461,873 | 14,239 | 1,476,112 | 1,461,873 | |
| 05000 - WATER ADMINISTRATION | 1,530,558 | 1,631,071 | 1,587,392 | 1,583,199 | 1,614,817 | 14,239 | 1,629,056 | 1,614,817 | |
| 05001 - WATER MAIN/TRENCH REPAIRS | 61304 - GENERAL PERSONNEL | 60,584 | 65,712 | 61,563 | 67,228 | 64,659 | 0 | 64,659 | 64,659 |
| | 61501 - REGULAR OVERTIME | 11,938 | 13,983 | 12,276 | 30,928 | 12,276 | 0 | 12,276 | 12,276 |
| | 61701 - HEALTH INSURANCE | 16,523 | 12,717 | 19,779 | 14,552 | 30,562 | 0 | 30,562 | 30,562 |
| | 61702 - DENTAL INSURANCE | 1,249 | 652 | 1,138 | 658 | 1,378 | 0 | 1,378 | 1,378 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 7,926 | 8,440 | 7,647 | 11,140 | 8,755 | 0 | 8,755 | 8,755 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|--|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 05001 - WATER MAIN/TRENCH REPAIRS | 61704 - SOCIAL SECURITY | 5,299 | 5,835 | 5,649 | 7,163 | 5,885 | 0 | 5,885 | 5,885 |
| | 61705 - WORKERS COMPENSATION | 28 | 841 | 1,709 | 2,281 | 1,735 | 0 | 1,735 | 1,735 |
| | 61000 - PERSONNEL SERVICES | 103,546 | 108,180 | 109,761 | 133,950 | 125,251 | 0 | 125,251 | 125,251 |
| | 62206 - PW FLEET CHARGE | 38,322 | 44,249 | 45,156 | 45,156 | 47,416 | 0 | 47,416 | 47,416 |
| | 62331 - ROAD AND STREET MAINT. | 4,420 | 788 | 10,000 | 10,000 | 10,000 | 0 | 10,000 | 10,000 |
| | 62733 - TOOLS | 190 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62760 - OPERATING SUPPLIES | 45,310 | 46,609 | 38,000 | 38,000 | 38,000 | 3,000 | 41,000 | 41,000 |
| | 62000 - OPERATING EXPENDITURES | 88,242 | 91,647 | 93,156 | 93,156 | 95,416 | 3,000 | 98,416 | 98,416 |
| 05001 - WATER MAIN/TRENCH REPAIRS | 191,789 | 199,827 | 202,917 | 227,106 | 220,667 | 3,000 | 223,667 | 223,667 | |
| 05002 - WATER SUPPLY | 61304 - GENERAL PERSONNEL | 1,890 | 1,177 | 18,064 | 5,573 | 18,956 | 0 | 18,956 | 18,956 |
| | 61501 - REGULAR OVERTIME | 1,314 | 162 | 1,070 | 250 | 1,070 | 0 | 1,070 | 1,070 |
| | 61701 - HEALTH INSURANCE | 4,953 | 3,883 | 5,887 | 4,413 | 8,966 | 0 | 8,966 | 8,966 |
| | 61702 - DENTAL INSURANCE | 374 | 204 | 341 | 205 | 408 | 0 | 408 | 408 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 344 | 150 | 1,966 | 2,157 | 2,279 | 0 | 2,279 | 2,279 |
| | 61704 - SOCIAL SECURITY | 237 | 100 | 1,464 | 1,450 | 1,532 | 0 | 1,532 | 1,532 |
| | 61705 - WORKERS COMPENSATION | 1 | 6 | 452 | 446 | 462 | 0 | 462 | 462 |
| | 61000 - PERSONNEL SERVICES | 9,113 | 5,681 | 29,244 | 14,494 | 33,672 | 0 | 33,672 | 33,672 |
| | 62121 - MONITORING/INSPECTIONS | 0 | 0 | 4,800 | 4,800 | 4,800 | 0 | 4,800 | 4,800 |
| | 62206 - PW FLEET CHARGE | 19,993 | 23,085 | 23,558 | 23,558 | 24,739 | 0 | 24,739 | 24,739 |
| | 62313 - REPAIRS & MAINTENANCE | 0 | 6,260 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62314 - SYSTEMS MAINTENANCE | 2,850 | 3,101 | 4,990 | 4,990 | 4,990 | 0 | 4,990 | 4,990 |
| | 62375 - PERMITS | 300 | 300 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 62503 - ELECTRICITY | 89,012 | 88,610 | 78,102 | 87,064 | 78,102 | 17,522 | 95,624 | 78,102 |
| | 62504 - HEATING FUEL | 2,431 | 1,948 | 2,870 | 2,190 | 2,870 | 0 | 2,870 | 2,870 |
| | 62760 - OPERATING SUPPLIES | 4,548 | 4,958 | 7,210 | 6,524 | 7,210 | 0 | 7,210 | 7,210 |
| | 62762 - LICENSES & PERMITS | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| | 62764 - CHEMICALS | 13,604 | 18,992 | 16,542 | 20,400 | 18,400 | 0 | 18,400 | 18,400 |
| | 62000 - OPERATING EXPENDITURES | 135,739 | 150,254 | 141,072 | 152,526 | 144,111 | 17,522 | 161,633 | 144,111 |
| | 05002 - WATER SUPPLY | 144,852 | 155,936 | 170,316 | 167,020 | 177,783 | 17,522 | 195,305 | 177,783 |
| 05003 - WATER HYDRANTS | 61304 - GENERAL PERSONNEL | 19,102 | 35,219 | 36,944 | 36,826 | 38,666 | 0 | 38,666 | 38,666 |
| | 61501 - REGULAR OVERTIME | 3,896 | 5,222 | 3,560 | 3,608 | 4,228 | 0 | 4,228 | 4,228 |
| | 61701 - HEALTH INSURANCE | 10,108 | 8,267 | 11,740 | 9,212 | 17,736 | 0 | 17,736 | 17,736 |
| | 61702 - DENTAL INSURANCE | 765 | 438 | 686 | 436 | 796 | 0 | 796 | 796 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 2,426 | 4,164 | 4,156 | 4,593 | 4,881 | 0 | 4,881 | 4,881 |
| | 61704 - SOCIAL SECURITY | 1,692 | 2,987 | 3,099 | 2,979 | 2,958 | 0 | 2,958 | 2,958 |
| | 61705 - WORKERS COMPENSATION | 13 | 570 | 959 | 916 | 926 | 0 | 926 | 926 |
| | 61000 - PERSONNEL SERVICES | 38,002 | 56,868 | 61,143 | 58,570 | 70,190 | 0 | 70,190 | 70,190 |
| | 62206 - PW FLEET CHARGE | 24,991 | 28,857 | 29,448 | 29,448 | 30,923 | 0 | 30,923 | 30,923 |
| | 62340 - GROUNDS MAINTENANCE | 0 | 0 | 0 | 0 | 0 | 576 | 576 | 0 |
| | 62760 - OPERATING SUPPLIES | 26,717 | 42,500 | 25,240 | 28,186 | 25,240 | 5,000 | 30,240 | 30,240 |
| | 62000 - OPERATING EXPENDITURES | 51,708 | 71,357 | 54,688 | 57,634 | 56,163 | 5,576 | 61,739 | 61,163 |
| 05003 - WATER HYDRANTS | 89,710 | 128,225 | 115,831 | 116,204 | 126,353 | 5,576 | 131,929 | 131,353 | |
| 05004 - WATER METERS | 61304 - GENERAL PERSONNEL | 136,067 | 139,129 | 145,056 | 135,920 | 149,509 | 0 | 149,509 | 149,509 |
| | 61501 - REGULAR OVERTIME | 5,398 | 5,125 | 3,275 | 5,804 | 3,806 | 0 | 3,806 | 3,806 |
| | 61701 - HEALTH INSURANCE | 63,547 | 62,112 | 68,175 | 65,595 | 80,365 | 0 | 80,365 | 80,365 |
| | 61702 - DENTAL INSURANCE | 4,529 | 3,960 | 4,198 | 3,799 | 4,059 | 0 | 4,059 | 4,059 |
| | 61703 - RETIREMENT CONTRIBUTIONS | 15,857 | 16,186 | 16,880 | 16,142 | 17,447 | 0 | 17,447 | 17,447 |
| | 61704 - SOCIAL SECURITY | 10,648 | 10,828 | 11,348 | 10,579 | 11,728 | 0 | 11,728 | 11,728 |
| | 61705 - WORKERS COMPENSATION | 37 | 1,085 | 2,587 | 2,384 | 2,356 | 0 | 2,356 | 2,356 |
| | 61000 - PERSONNEL SERVICES | 236,084 | 238,423 | 251,519 | 240,223 | 269,270 | 0 | 269,270 | 269,270 |
| | 62120 - LABORATORY SERVICES | 0 | 132 | 0 | 145 | 0 | 0 | 0 | 0 |
| | 62206 - PW FLEET CHARGE | 26,893 | 27,444 | 29,200 | 29,200 | 31,508 | 0 | 31,508 | 31,508 |
| | 62306 - SOFTWARE MAINTENANCE | 0 | 450 | 450 | 450 | 450 | 725 | 1,175 | 450 |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|-----------------------------------|---|-------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|---------------|
| 05004 - WATER METERS | 62733 - TOOLS | 1,060 | 36 | 450 | 450 | 450 | 0 | 450 | 450 | |
| | 62760 - OPERATING SUPPLIES | 124,896 | 119,784 | 103,170 | 113,647 | 105,417 | 117,311 | 222,728 | 155,417 | |
| | 62000 - OPERATING EXPENDITURES | 152,850 | 147,846 | 133,270 | 143,892 | 137,825 | 118,036 | 255,861 | 187,825 | |
| | 05004 - WATER METERS | 388,933 | 386,269 | 384,789 | 384,115 | 407,095 | 118,036 | 525,131 | 457,095 | |
| 05005 - WATER SERVICES | 61304 - GENERAL PERSONNEL | 19,235 | 14,158 | 9,951 | 20,184 | 10,500 | 0 | 10,500 | 10,500 | |
| | 61501 - REGULAR OVERTIME | 1,562 | 3,028 | 2,486 | 7,746 | 2,171 | 0 | 2,171 | 2,171 | |
| | 61701 - HEALTH INSURANCE | 2,371 | 1,624 | 2,960 | 1,941 | 4,945 | 0 | 4,945 | 4,945 | |
| | 61702 - DENTAL INSURANCE | 179 | 69 | 163 | 72 | 214 | 0 | 214 | 214 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 2,101 | 1,810 | 1,264 | 3,180 | 1,442 | 0 | 1,442 | 1,442 | |
| | 61704 - SOCIAL SECURITY | 1,543 | 1,277 | 951 | 2,072 | 969 | 0 | 969 | 969 | |
| | 61705 - WORKERS COMPENSATION | 8 | 139 | 301 | 570 | 305 | 0 | 305 | 305 | |
| | 61000 - PERSONNEL SERVICES | 26,999 | 22,104 | 18,076 | 35,765 | 20,545 | 0 | 20,545 | 20,545 | |
| | 62206 - PW FLEET CHARGE | 14,995 | 17,314 | 17,669 | 17,669 | 18,554 | 0 | 18,554 | 18,554 | |
| | 62760 - OPERATING SUPPLIES | 13,019 | 12,518 | 8,000 | 15,883 | 8,000 | 2,225 | 10,225 | 8,000 | |
| | 62000 - OPERATING EXPENDITURES | 28,014 | 29,832 | 25,669 | 33,552 | 26,554 | 2,225 | 28,779 | 26,554 | |
| | | 05005 - WATER SERVICES | 55,013 | 51,936 | 43,745 | 69,317 | 47,099 | 2,225 | 49,324 | 47,099 |
| | 05006 - WATER TREATMENT FACILITY | 61303 - SUPERVISORY PERSONNEL | 70,415 | 79,480 | 80,030 | 78,461 | 80,032 | 0 | 80,032 | 80,032 |
| 61304 - GENERAL PERSONNEL | | 69,216 | 63,292 | 70,883 | 70,883 | 73,461 | 0 | 73,461 | 73,461 | |
| 61501 - REGULAR OVERTIME | | 7,228 | 9,115 | 9,640 | 10,281 | 9,640 | 0 | 9,640 | 9,640 | |
| 61602 - STAND-BY PAY | | 13,167 | 12,845 | 12,775 | 12,775 | 12,775 | 0 | 12,775 | 12,775 | |
| 61701 - HEALTH INSURANCE | | 39,751 | 36,191 | 41,470 | 41,470 | 48,534 | 0 | 48,534 | 48,534 | |
| 61702 - DENTAL INSURANCE | | 2,338 | 1,957 | 2,190 | 2,190 | 2,139 | 0 | 2,139 | 2,139 | |
| 61703 - RETIREMENT CONTRIBUTIONS | | 17,832 | 18,407 | 19,725 | 19,546 | 20,019 | 0 | 20,019 | 20,019 | |
| 61704 - SOCIAL SECURITY | | 11,950 | 12,407 | 13,260 | 13,140 | 13,457 | 0 | 13,457 | 13,457 | |
| 61705 - WORKERS COMPENSATION | | 41 | 1,214 | 2,997 | 2,996 | 2,696 | 0 | 2,696 | 2,696 | |
| 61000 - PERSONNEL SERVICES | | 231,937 | 234,909 | 252,969 | 251,742 | 262,753 | 0 | 262,753 | 262,753 | |
| 62102 - PROFESSIONAL SERVICES | | 3,000 | 0 | 0 | 1,211 | 0 | 0 | 0 | 0 | |
| 62103 - TECHNICAL SERVICES | | 1,714 | 16,540 | 13,590 | 13,149 | 13,590 | 0 | 13,590 | 13,590 | |
| 62120 - LABORATORY SERVICES | | 0 | 0 | 100 | 100 | 100 | 0 | 100 | 100 | |
| 62205 - PC REPLACEMENT CHARGE | | 1,179 | 1,250 | 1,236 | 1,236 | 1,287 | 0 | 1,287 | 1,287 | |
| 62206 - PW FLEET CHARGE | | 15,722 | 16,164 | 17,772 | 17,772 | 17,881 | 0 | 17,881 | 17,881 | |
| 62305 - COPIER MAINTENANCE | | 1,283 | 1,288 | 1,234 | 1,251 | 1,234 | 0 | 1,234 | 1,234 | |
| 62306 - SOFTWARE MAINTENANCE | | 8,251 | 2,036 | 6,209 | 10,590 | 7,060 | 0 | 7,060 | 7,060 | |
| 62310 - SAFETY PROGRAM MAINT. | | 1,585 | 608 | 2,086 | 1,682 | 1,700 | 0 | 1,700 | 1,700 | |
| 62311 - EQUIPMENT MAINTENANCE | | 42,790 | 69,310 | 82,173 | 59,896 | 50,820 | 0 | 50,820 | 50,820 | |
| 62316 - ESCO MAINTENANCE | | 2,652 | 3,123 | 2,791 | 2,791 | 3,899 | 0 | 3,899 | 3,899 | |
| 62317 - EQUIPMENT REPAIR | | 0 | 0 | 0 | 31 | 0 | 0 | 0 | 0 | |
| 62350 - BUILDING MAINTENANCE | | 10,902 | 5,226 | 9,784 | 8,594 | 9,784 | 0 | 9,784 | 9,784 | |
| 62375 - PERMITS | | 150 | 150 | 150 | 150 | 150 | 0 | 150 | 150 | |
| 62430 - TRAVEL | | 105 | 52 | 157 | 75 | 75 | 0 | 75 | 75 | |
| 62435 - TRAINING | | 487 | 1,035 | 1,577 | 1,375 | 1,577 | 0 | 1,577 | 1,577 | |
| 62438 - LICENSES & CERTIFICATIONS | | 400 | 396 | 650 | 700 | 0 | 0 | 0 | 0 | |
| 62501 - WATER | | 606 | 515 | 580 | 513 | 580 | 0 | 580 | 580 | |
| 62502 - SEWER | | 193,692 | 135,556 | 159,850 | 151,534 | 159,850 | 0 | 159,850 | 159,850 | |
| 62503 - ELECTRICITY | | 14,996 | 21,703 | 15,326 | 21,461 | 15,326 | 3,135 | 18,461 | 15,326 | |
| 62504 - HEATING FUEL | | 6,087 | 8,815 | 8,588 | 8,443 | 8,588 | 0 | 8,588 | 8,588 | |
| 62510 - TELEPHONE | | 3,048 | 3,583 | 2,870 | 2,976 | 2,976 | 0 | 2,976 | 2,976 | |
| 62512 - INDUSTRIAL PRE-TREATMENT | | 166 | 164 | 360 | 164 | 360 | 0 | 360 | 360 | |
| 62604 - EQUIPMENT RENTAL | | 99 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 62701 - OFFICE SUPPLIES | | 663 | 367 | 350 | 444 | 450 | 0 | 450 | 450 | |
| 62733 - TOOLS | | 163 | 0 | 250 | 486 | 400 | 0 | 400 | 400 | |
| 62734 - MINOR EQUIPMENT | | 15,522 | 2,761 | 0 | 4,392 | 4,500 | 0 | 4,500 | 4,500 | |
| 62735 - BUILDING MAINT. SUPPLIES | | 591 | 564 | 494 | 494 | 494 | 0 | 494 | 494 | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended | |
|---|---|-------------------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|--------|
| 05006 - WATER TREATMENT FACILITY | 62736 - GROUNDS MAINT SUPPLIES | 0 | 50 | 200 | 384 | 400 | 0 | 400 | 400 | |
| | 62737 - JANITORIAL SUPPLIES | 65 | 0 | 100 | 100 | 100 | 0 | 100 | 100 | |
| | 62755 - UNIFORMS | 1,663 | 1,490 | 1,850 | 1,652 | 1,850 | 0 | 1,850 | 1,850 | |
| | 62764 - CHEMICALS | 84,996 | 82,090 | 126,750 | 94,783 | 118,245 | 0 | 118,245 | 118,245 | |
| | 66102 - CAPITALIZED EXPENDITURES | (6,248) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 66201 - DEPRECIATION - BUILDINGS | 89,568 | 89,568 | 90,000 | 84,100 | 90,000 | 0 | 90,000 | 90,000 | |
| | 66202 - DEPRECIATION - OTHER IMPR | 0 | 0 | 1,000 | 4,125 | 1,000 | 0 | 1,000 | 1,000 | |
| | 66203 - DEPRECIATION - MACH/EQUIP | 121,830 | 125,592 | 125,000 | 118,000 | 125,000 | 0 | 125,000 | 125,000 | |
| | 62000 - OPERATING EXPENDITURES | 617,729 | 589,994 | 673,077 | 614,654 | 639,276 | 3,135 | 642,411 | 639,276 | |
| 05006 - WATER TREATMENT FACILITY | 849,666 | 824,903 | 926,046 | 866,396 | 902,029 | 3,135 | 905,164 | 902,029 | | |
| 05007 - LABORATORY - WATER | 61303 - SUPERVISORY PERSONNEL | 37,090 | 38,011 | 38,461 | 37,222 | 38,462 | 0 | 38,462 | 38,462 | |
| | 61304 - GENERAL PERSONNEL | 51,189 | 52,419 | 52,331 | 51,341 | 53,423 | 0 | 53,423 | 53,423 | |
| | 61501 - REGULAR OVERTIME | 201 | 890 | 0 | 512 | 300 | 0 | 300 | 300 | |
| | 61701 - HEALTH INSURANCE | 23,148 | 21,594 | 21,305 | 20,610 | 24,879 | 0 | 24,879 | 24,879 | |
| | 61702 - DENTAL INSURANCE | 1,567 | 1,337 | 1,294 | 1,191 | 1,249 | 0 | 1,249 | 1,249 | |
| | 61703 - RETIREMENT CONTRIBUTIONS | 9,883 | 10,204 | 10,332 | 10,137 | 10,457 | 0 | 10,457 | 10,457 | |
| | 61704 - SOCIAL SECURITY | 6,529 | 6,780 | 6,946 | 6,631 | 7,029 | 0 | 7,029 | 7,029 | |
| | 61705 - WORKERS COMPENSATION | 33 | 731 | 1,583 | 1,525 | 1,720 | 0 | 1,720 | 1,720 | |
| | 61000 - PERSONNEL SERVICES | 129,640 | 131,966 | 132,252 | 129,169 | 137,519 | 0 | 137,519 | 137,519 | |
| | 62120 - LABORATORY SERVICES | 11,924 | 19,683 | 29,000 | 22,000 | 26,000 | 0 | 26,000 | 26,000 | |
| | 62121 - MONITORING/INSPECTIONS | 25,626 | 27,004 | 30,000 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | |
| | 62205 - PC REPLACEMENT CHARGE | 386 | 321 | 1,052 | 1,052 | 286 | 0 | 286 | 286 | |
| | 62206 - PW FLEET CHARGE | 3,361 | 3,432 | 3,651 | 3,651 | 3,938 | 0 | 3,938 | 3,938 | |
| | 62306 - SOFTWARE MAINTENANCE | 0 | 0 | 907 | 907 | 907 | 0 | 907 | 907 | |
| | 62311 - EQUIPMENT MAINTENANCE | 13,256 | 12,948 | 13,900 | 13,900 | 13,900 | 0 | 13,900 | 13,900 | |
| | 62435 - TRAINING | 1,467 | 2,083 | 2,000 | 850 | 1,000 | 0 | 1,000 | 1,000 | |
| | 62438 - LICENSES & CERTIFICATIONS | 0 | 174 | 450 | 200 | 200 | 0 | 200 | 200 | |
| | 62448 - HAULING AND DISPOSAL | 0 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | |
| | 62701 - OFFICE SUPPLIES | 197 | 321 | 300 | 300 | 300 | 0 | 300 | 300 | |
| | 62734 - MINOR EQUIPMENT | 1,575 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 62760 - OPERATING SUPPLIES | 6,548 | 6,038 | 6,200 | 6,200 | 6,450 | 0 | 6,450 | 6,450 | |
| | 62762 - LICENSES & PERMITS | 990 | 2,318 | 2,000 | 1,500 | 2,200 | 0 | 2,200 | 2,200 | |
| | 62764 - CHEMICALS | 7,834 | 6,275 | 9,419 | 9,400 | 9,419 | 0 | 9,419 | 9,419 | |
| | 62000 - OPERATING EXPENDITURES | 73,165 | 80,597 | 99,479 | 89,960 | 94,600 | 0 | 94,600 | 94,600 | |
| | 05007 - LABORATORY - WATER | 202,805 | 212,563 | 231,731 | 219,129 | 232,119 | 0 | 232,119 | 232,119 | |
| | 05008 - WATER SYSTEM MAINTENANCE | 61303 - SUPERVISORY PERSONNEL | 17,061 | 17,483 | 17,343 | 15,309 | 17,690 | 0 | 17,690 | 17,690 |
| | | 61304 - GENERAL PERSONNEL | 19,728 | 29,993 | 37,627 | 41,911 | 38,755 | 0 | 38,755 | 38,755 |
| 61501 - REGULAR OVERTIME | | 999 | 2,634 | 2,373 | 2,103 | 2,373 | 0 | 2,373 | 2,373 | |
| 61508 - SUPERVISORY OVERTIME | | 851 | 851 | 1,850 | 1,850 | 1,850 | 0 | 1,850 | 1,850 | |
| 61602 - STAND-BY PAY | | 3,777 | 3,180 | 4,585 | 3,097 | 4,585 | 0 | 4,585 | 4,585 | |
| 61701 - HEALTH INSURANCE | | 19,117 | 20,958 | 22,730 | 19,573 | 24,818 | 0 | 24,818 | 24,818 | |
| 61702 - DENTAL INSURANCE | | 1,442 | 1,400 | 1,475 | 1,188 | 1,225 | 0 | 1,225 | 1,225 | |
| 61703 - RETIREMENT CONTRIBUTIONS | | 4,758 | 6,053 | 7,258 | 6,423 | 7,426 | 0 | 7,426 | 7,426 | |
| 61704 - SOCIAL SECURITY | | 3,181 | 4,041 | 4,879 | 4,694 | 4,992 | 0 | 4,992 | 4,992 | |
| 61705 - WORKERS COMPENSATION | | 11 | 355 | 1,073 | 1,003 | 1,005 | 0 | 1,005 | 1,005 | |
| 61000 - PERSONNEL SERVICES | | 70,925 | 86,947 | 101,192 | 97,151 | 104,718 | 0 | 104,718 | 104,718 | |
| 62205 - PC REPLACEMENT CHARGE | | 412 | 408 | 0 | 0 | 557 | 0 | 557 | 557 | |
| 62206 - PW FLEET CHARGE | | 13,660 | 14,070 | 17,450 | 17,450 | 18,618 | 0 | 18,618 | 18,618 | |
| 62306 - SOFTWARE MAINTENANCE | | 1,819 | 1,855 | 2,267 | 2,268 | 2,267 | 0 | 2,267 | 2,267 | |
| 62311 - EQUIPMENT MAINTENANCE | | 25,017 | 13,881 | 25,376 | 29,817 | 11,322 | 10,000 | 21,322 | 21,322 | |
| 62350 - BUILDING MAINTENANCE | | 1,695 | 710 | 1,440 | 1,430 | 1,440 | 0 | 1,440 | 1,440 | |
| 62435 - TRAINING | | 420 | 70 | 2,750 | 2,435 | 2,750 | 2,500 | 5,250 | 5,250 | |
| 62436 - MEETINGS & DUES | 250 | 174 | 100 | 435 | 100 | 0 | 100 | 100 | | |

**City of Keene, New Hampshire
Fiscal Year 2018-2019
Expenditure Budget
Fund Cost Center Detail**

| Cost Center | Account | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Budget | 2017-2018 Estimate | 2018-2019 Department Base | 2018-2019 Department Supplemental | 2018-2019 Department Request | 2018-2019 Manager Recommended |
|---|---|---------------------|---------------------|---------------------|-----------------------|---------------------------------|---|------------------------------------|-------------------------------------|
| 05008 - WATER SYSTEM MAINTENANCE | 62510 - TELEPHONE | 616 | 783 | 930 | 921 | 930 | 0 | 930 | 930 |
| | 62733 - TOOLS | 649 | 50 | 750 | 743 | 750 | 0 | 750 | 750 |
| | 62734 - MINOR EQUIPMENT | 0 | 12,801 | 200 | 500 | 200 | 0 | 200 | 200 |
| | 62735 - BUILDING MAINT. SUPPLIES | 0 | 0 | 500 | 491 | 500 | 0 | 500 | 500 |
| | 62736 - GROUNDS MAINT SUPPLIES | 0 | 0 | 100 | 96 | 100 | 0 | 100 | 100 |
| | 62000 - OPERATING EXPENDITURES | 44,538 | 44,802 | 51,863 | 56,586 | 39,534 | 12,500 | 52,034 | 52,034 |
| | 05008 - WATER SYSTEM MAINTENANCE | 115,463 | 131,749 | 153,055 | 153,737 | 144,252 | 12,500 | 156,752 | 156,752 |
| | TOTAL | 3,568,789 | 3,722,480 | 3,815,822 | 3,786,223 | 3,872,215 | 176,233 | 4,048,448 | 3,942,715 |

FY 2018: Reconciliation of Adopted Budget to Current Budget

| | Budget Book Amount | Budget Book Amount | Budget Process Changes | Budget Process Changes | Budget Detail | Budget Resolution | Encumbrance Adjustment | Carryforward Adjustment | COLA Adjustment | Council Action | Revised Operating Budget | Total Budgeted Penetration |
|--|--------------------|--------------------|------------------------|------------------------|---------------|-------------------|------------------------|-------------------------|-----------------|----------------|--------------------------|----------------------------|
| Elected & Appointed Officials | | 2,760,051 | | (3,110) | | 2,756,941 | | | | | | |
| Mayor and City Council | 144,729 | | (1,051) | | 143,678 | | | 7,945 | 1,158 | | 164,712 | 164,712 |
| Outside Agencies | 255,500 | | | | 255,500 | | | | | | 255,500 | 255,500 |
| Unclassified | 74,500 | | 591 | | 75,091 | | | | | | 75,091 | 75,091 |
| Employee Benefits | 773,721 | | | | 773,721 | | | 4,000 | (286,743) | | 490,978 | 490,978 |
| Risk Management | 295,466 | | | | 295,466 | | | | | | 295,466 | 295,466 |
| City Manager | 294,822 | | (250) | | 294,572 | | | | 5,015 | | 299,587 | 299,587 |
| City Attorney | 340,313 | | (1,500) | | 338,813 | | | | 3,250 | | 342,063 | 342,063 |
| City Clerk | 581,000 | | (900) | | 580,100 | | 750 | | 8,101 | | 588,951 | 588,951 |
| Administrative Services | | 8,507,295 | | (3,541) | | 8,503,754 | | | | | | |
| Assessment | 470,067 | | (150) | | 469,917 | | | 3,800 | 4,383 | | 478,100 | 478,100 |
| Finance | 1,572,765 | | (1,291) | | 1,571,474 | | 12,880 | 6,000 | 14,639 | | 1,604,993 | 1,604,993 |
| Human Resources | 326,450 | | (100) | | 326,350 | | | 25,497 | 5,055 | | 356,902 | 356,901 |
| IMS | 1,240,725 | | (2,000) | | 1,238,725 | | 33,236 | 38,000 | 14,131 | | 1,324,092 | 1,324,092 |
| Debt Service | 4,897,288 | | | | 4,897,288 | | | | | | 4,897,288 | 4,897,288 |
| Community Services | | 19,324,690 | | (6,790) | | 19,317,900 | | | | | | |
| Fire | 6,610,279 | | (2,565) | | 6,607,714 | | 3,171 | | 78,329 | | 6,689,214 | 6,689,214 |
| Human Services | 721,571 | | (50) | | 721,521 | | | | 5,011 | | 726,532 | 726,533 |
| Library | 1,396,725 | | (604) | | 1,396,121 | | | | 22,568 | | 1,418,679 | 1,418,679 |
| Parks Rec & Facilities | 3,059,406 | | (1,861) | | 3,057,545 | | 77,230 | | 8,514 | | 3,143,289 | 3,143,289 |
| Police | 7,409,133 | | (1,700) | | 7,407,433 | | 11,038 | 3,000 | 85,383 | | 7,506,853 | 7,506,853 |
| Youth Services | 127,576 | | (10) | | 127,566 | | | | 1,575 | | 129,141 | 129,141 |
| Municipal Development Services | | 6,659,659 | | (3,725) | | 6,656,134 | | | | | | |
| Airport | 621,657 | | (750) | | 620,907 | | | | 2,630 | | 623,537 | 623,536 |
| Health & Code Enforcement | 1,071,023 | | (750) | | 1,070,273 | | 24,000 | 24,000 | 9,192 | | 1,127,465 | 1,127,465 |
| Planning | 583,131 | | (100) | | 583,031 | | 2,500 | 252 | 7,499 | | 593,281 | 593,281 |
| Public Works | 4,384,048 | | (2,125) | | 4,381,923 | | 38,072 | 109,000 | 10,322 | | 4,539,317 | 4,539,316 |
| Capital Projects | | 4,690,268 | | 17,165 | | 4,707,433 | | | | 2,499,578 | 7,207,011 | 7,207,011 |
| Subtotal: General Fund (01) | 41,942,163 | 41,942,163 | (1) | (1) | 41,942,162 | 41,942,162 | 214,807 | 221,494 | 0 | 2,499,578 | 44,878,041 | 44,878,039 |
| Plus: Bonded Capital Projects (separate resolution) | | 2,757,500 | | | | 2,757,500 | | | | | 2,757,500 | 2,757,500 |
| Total: General Fund | 44,699,663 | 44,699,663 | (1) | (1) | 44,699,662 | 44,699,662 | 214,807 | 221,494 | 0 | 2,499,578 | 47,635,541 | 47,635,539 |
| Parking Meter Fund (14) | | | | | | | | | | | | |
| Water Fund (34) | 2,198,544 | | | | 2,198,544 | 2,198,544 | 20,805 | | 1,574 | | 2,220,923 | 2,220,923 |
| Sewer Fund (32) | 3,759,462 | | | | 3,759,462 | 3,759,462 | 51,730 | | 4,631 | | 3,815,823 | 3,815,823 |
| Equipment Fund (41) | 5,659,563 | | | | 5,659,563 | 5,659,563 | 38,565 | | 7,443 | | 5,705,571 | 5,705,571 |
| Solid Waste Fund (18) | 2,255,636 | | | | 2,255,636 | 2,255,636 | 237 | | 1,748 | | 2,257,620 | 2,257,620 |
| PC Replacement Fund (16) | 4,790,481 | | | | 4,790,481 | 4,790,481 | 46,913 | 16,000 | 1,797 | | 4,855,191 | 4,855,191 |
| | 69,135 | | | | 69,135 | 69,135 | | | | | 69,135 | 69,135 |
| Total: All Funds | 60,674,984 | 60,674,983 | (1) | (1) | 60,674,983 | 60,674,983 | 373,057 | 237,494 | 17,192 | 2,499,578 | 66,559,804 | 66,559,802 |

*Includes \$250,000 Bonded Capital Project (separate resolution)

City of Keene, New Hampshire
Tax Increment Financing (TIF) Statement

| <i>Wells Street Parking Structure & Infrastructure Improvement TIF District</i> | | | |
|--|--------------------|--------------------|--------------------|
| | Actual FY16/17 | Actual FY17/18 | Budget FY18/19 |
| Assessments in District | 92,748,600 | 93,944,300 | 93,944,300 |
| LESS: original assessed value | (47,984,400) | (47,984,400) | (48,867,000) |
| Captured Assessed Value | 44,764,200 | 45,959,900 | 45,077,300 |
| Property Tax Rate | \$36.39 | \$37.22 | \$38.42 |
| Tax Revenues Available to Fund District Expenses | \$1,628,969 | \$1,710,627 | \$1,731,870 |
| NMTC Financing Development Interest Payment | | | \$89,648 |
| Courthouse Revenues supporting Debt Service | \$42,500 | \$42,500 | \$42,500 |
| Total District Revenues | \$1,671,469 | \$1,753,127 | \$1,864,018 |
| District Expenses: | | | |
| Principal | \$685,000 | \$791,000 | \$625,000 |
| Interest | \$116,113 | \$168,573 | \$147,438 |
| Capital Reserve Appropriations | \$125,000 | \$180,000 | \$230,000 |
| Library Campus Development Management Fee | \$0 | \$0 | \$36,000 |
| Library Campus Development NMTC Audit | \$0 | \$0 | \$12,500 |
| NMTC Financing Library Lease | \$0 | \$0 | \$220,586 |
| Property Taxes (Courthouse & Library) | \$263,127 | \$252,899 | \$339,810 |
| Total District Expenses | \$1,189,240 | \$1,392,472 | \$1,611,334 |



CITY OF KEENE

R-2017-26

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

A RESOLUTIONRelating to FISCAL POLICIES.....

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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED that the fiscal policy should be reviewed and adopted by the City Council on an annual basis in the month of July, and

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

PART 1 – Budgetary Policies

- I. Budget
 - A. The City shall annually adopt and appropriate budgets for the following funds
 - 1) General Fund
 - 2) Parking Fund
 - 3) PC Replacement Fund
 - 4) Solid Waste Fund
 - 5) Sewer Fund
 - 6) Water Fund
 - 7) Equipment Fund
 - B. All appropriated budgets shall be balanced.
 - C. All appropriations for annual operating budgets (exclusive of capital projects) shall lapse at fiscal year-end unless encumbered by a City of Keene purchase order that is recorded in the financial system on or before June 30th of any year, or as authorized by the City Manager in writing, on a case-by-case basis. Those encumbrances shall be reported to the City Council in an informational memorandum by the first week of September each year.
 - D. The budget document shall provide multi-year projections of revenues and expenditures/expenses including property taxes and utility (water and sewer) rates.
 - E. The budget will take into consideration the City's Policies on unassigned Fund Balance at the end of June,
 - F. The City of Keene will contain its General Fund debt service and current

PASSED

revenue capital outlay appropriations, on a five (5) year average, at or less than fifteen percent (15%) of the General Fund operating budget.

- G. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- H. Property Taxes.
 - 1) The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston CPI, (as of June 30th) net of expenditures required by law, and debt service payments. 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 every three (3) years 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 six (6) years.
- B. The CIP shall be updated annually. All capital projects or equipment purchases that have an estimated cost of at least \$20,000 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 \$20,000 and which increase the useful life of the asset by at least five years.
- C. 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.
- D. Each project funding-request shall originate from a City department and shall include the following information (as applicable):
 - 1) A description of the project.
 - 2) A cost estimate and funding profile.
 - 3) A project time line.

- 4) An estimate of the operating budget impact.
 - 5) A reference to alignment with City Council Goals.
 - 6) A reference to alignment with the Comprehensive Master Plan (Focus Area).
- E. 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 project such as:
 - a) One time nonrecurring investments (ex. 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 (ex. water treatment plant expansion due to EPA permit changes) when resources other than debt are not available.
- F. c) Projects necessary due to asset or system operational failure or obsolescence when resources other than debt are not available. The CIP shall be reviewed by the Finance, Organization and Personnel Committee and the Planning Board.
- G. The CIP will be the subject of a public hearing before adoption.
- H. The funding requests in the first year of the adopted CIP will be included in the next annual budget document.
- I. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation unless otherwise directed by the City Council.

PART 2 - Financial Policies

- I. Fund Structure
- A. All funds are intended to be self-supporting, with no subsidies from one fund to another required for operations or capital outlay.
 - B. The City will continue to conduct its financial activities through the use of the following funds:
 - 1) Governmental Funds
 - a) General Fund – shall be used to account for those governmental activities that are not recorded in one of the other City Funds.
 - b) Special Revenue Funds:
 - i. Grants Fund – shall be used for those activities that are funded in part or in whole by contributions from other entities.
 - ii. Parking Fund – shall be used to account for the operations, maintenance and capital outlay needs of the municipal parking areas.
 - iii. PC Replacement Fund – shall be used to account for the on-going replacement of PC's, certain peripherals, and desk top software utilized by all City departments.
 - iv. Solid Waste Fund – shall be used to account for the activities of the transfer and recycling operations and for post-closure costs associated with the landfill.

- c) Capital Projects Fund – shall be used to account for the capital projects funded by any of the governmental funds.
- 2) Proprietary Funds
 - a) Enterprise Funds
 - i. Sewer Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems.
 - ii. Water Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the water treatment and distribution systems.
- 3) Internal Service Funds
 - a) Equipment Fund – shall be used to account for the operations, maintenance, and capital outlay needs of fleet services.

II. Revenues

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

III. Fees and Charges

- A. Certain services provided by the City of Keene will be assigned a fee or charge for the users of the service, dependent upon how the community benefits from the provision of those services.
 - 1) In the event that the benefit is community-wide 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

- 1) Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs (e.g. accounting, human resources, data processing, insurance, vehicle maintenance).
 - 2) Fees and Charges will 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.
 - 3) 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).
 - 4) 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."
- C. 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.
- D. 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.
- E. Rate structures should be sensitive to the market price for comparable services in the private sector or other public sector entities.
- F. All fees and charges shall be adopted by the City Council.
- G. 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.

IV. 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 a financial advisor to assist in preparing for, and executing, any sale of bonds. Said services shall be obtained as the result of a Request for Proposals (RFP) process, which shall be conducted at a minimum of every five (5) years.
 - G. The City of Keene shall acquire the required services of bond counsel as the result of a Request for Proposals (RFP) process, which shall be conducted at a minimum of every five (5) years.
 - H. Form. The City of Keene issues three types of bonds:
 - 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.
 - I. Competitive sale is the preferred method of sale; however, negotiated sales may occur for a current or advance refunding, or for other appropriate reasons.
 - J. Term.
 - 1) Debt will be incurred only for projects with a useful life of at least five (5) 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.
 - K. The use of short-term financing, lease, or lease-purchase agreements shall be kept to a minimum.
 - L. Other funding sources – to the extent they are available, the City of Keene will actively pursue:
 - 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.
- V. Capital Assets
- A. Capitalization of equipment, buildings, land and improvements other than buildings (if one or more of the following criteria are met):
 - 1) Cost (if known) or fair market value is greater than or equal to \$5,000 and useful life is greater than one (1) year for new or replacement items.

- 2) In the case of modifications and upgrades, cost is greater than or equal to \$5,000 for equipment, and \$10,000 for buildings and other improvements and the changes accomplish one or more of the following:
 - a) Prolongs the useful life of the asset
 - b) Adapts the asset to a new or different use
 - c) Substantially increases the value of the asset
 - d) Does not substantially replace a current asset
 - 3) All land acquisitions will be capitalized at cost (if known) or fair market value.
 - 4) The total cost of placing an asset into service condition will be capitalized.
- B. Capitalization of infrastructure
- 1) Cost greater than or equal to \$10,000, and useful life greater than five (5) years.
 - 2) The depreciation approach will be utilized for the reporting of all infrastructure.
- C. Depreciation: straight-line depreciation will be used to depreciate all depreciable capital assets over the estimated useful life of each asset, as determined by industry standards.
- D. Asset Classification: assets will be recorded within broad asset groups (e.g. land, buildings, etc.).
- E. Budgeting: the budgeting of capital assets will be in a manner that will facilitate the identification and recording of the asset in accordance with this policy.
- F. The City may develop, implement, and refine capital asset management programs (defined as an integrated business approach involving planning, engineering, finance, facilities management, utilities, technology and operations to effectively manage existing and new facilities and infrastructure to maximize benefits, manage cost, reduce risk, and provide satisfactory levels of service to community users in a socially, environmentally, and economically sustainable manner). The capital asset management plans should contain at least the following elements:
- 1) Periodic inventories and assessment of the physical condition of City capital assets and infrastructure.
 - 2) Establishment of condition and functional standards for various types of asset.
 - 3) Criteria to evaluate infrastructure and facility assets and set priorities.
 - 4) Financing policies to maintain a condition assessment system(s) and promote sufficient funding for capital asset preservation, repair, and maintenance.
 - 5) Monitoring and development of periodic plain language status reports on the various components of the City's capital assets and infrastructure.

VI. 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.

VII. Stabilization Funds

- A. Unassigned Fund Balance.
 - 1) 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.
 - a) 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.
 - b) Fund balances in all other budgeted funds should be maintained at between five percent (5%) and fifteen percent (15%) of the annual operating budget for that fund.
- B. Self-funded health insurance.
 - 1) 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.
 - 1) Capital Reserves, classified as committed funds, are reserves

established under State of New Hampshire law, 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.

- 2) The City of Keene has established the following capital reserves:
- a) Fire Equipment Capital Reserve – for the acquisition or significant rehabilitation of fire apparatus.
 - b) Ambulance Capital Reserve – for the acquisition or significant rehabilitation of ambulances
 - c) Intersection Improvements Capital Reserve – for the rehabilitation or reconstruction of existing intersections.
 - d) Hazardous Waste Site Capital Reserve – for the clean-up, mitigation and testing associated with the Old City Landfill located at 580 Main Street.
 - e) Transfer/Recycling Center Capital Reserve – for the repair and replacement of existing infrastructure, systems, and equipment.
 - f) City Hall Parking Deck Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment.
 - g) Wells Street Parking Facility Capital Reserve – for the repair and replacement of existing infrastructure, systems, and equipment.
 - h) Landfill Closure Capital Reserve – for the closure and post-closure costs associated with the City Landfill located at Route 12 North.
 - i) Wastewater Treatment Plant Capital Reserve – for the repair and replacement of major components of plant, including equipment and building.
 - j) Martel Court Pumping Station Capital Reserve – for the repair and replacement of major components of station, including equipment building.
 - k) Sewer Infrastructure Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment including pump stations and the collection system.
 - l) Water Treatment Facility Capital Reserve – for the repair and replacement of major components of facility including pumps, controls, chemical systems, etc., and building components.
 - m) Water Infrastructure Capital Reserve – for the repair and replacement of major components of existing infrastructure, systems and equipment including wells, lift stations, tanks, etc., and the distribution system.
 - n) Fleet Equipment Capital Reserve – for the replacement of vehicles and equipment under the management of Fleet Services.
 - o) Bridge Capital Reserve – for the construction, reconstruction, and rehabilitation of bridges.
 - p) Downtown Infrastructure and Facility Improvement Capital Reserve – for infrastructure and facility improvements in the

downtown.

- q) Transportation Improvements Capital Reserve - to fund, wholly or in part, improvements in the transportation system including roads, bridges, bicycle and pedestrian facilities, and intermodal facilities, except for parking.

- D. 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.

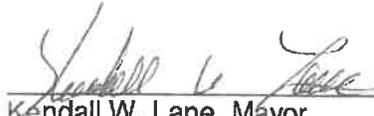
VIII. Deposits of Excess Funds

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 in to 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.


Kendall W. Lane, Mayor

A true copy:
Attest:



Deputy City Clerk

PASSED September 7, 2017

City Code Section 2-231

**COUNCIL APPOINTMENTS
ANNUAL SALARY SCHEDULE**
(effective July 1, 2017)

| <u>SALARY</u> | <u>City Clerk</u> | <u>City Attorney</u> | <u>City Manager</u> |
|---------------|-------------------|----------------------|---------------------|
| L | 83,994 | 103,977 | 124,818 |
| E | 87,774 | 108,656 | 130,435 |
| V | 91,723 | 113,545 | 136,305 |
| E | 95,851 | 118,655 | 142,439 |
| L | 100,164 | 123,994 | 148,848 |
| | 104,672 | 129,574 | 155,546 |

City Code Section 62-166

**PROBATIONARY PUBLIC WORKS
HOURLY WAGE SCHEDULE
Non Union
(effective July 1, 2017)**

| <u>GRADE</u> | <u>STEP</u> | | | |
|--------------|-------------|----------|----------|----------|
| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| H 1 | 12.52 | 13.46 | 14.06 | 14.70 |
| H 2 | 13.07 | 14.05 | 14.68 | 15.34 |
| H 3 | 13.66 | 14.68 | 15.35 | 16.04 |
| H 4 | 14.25 | 15.32 | 16.01 | 16.73 |
| H 5 | 14.91 | 16.03 | 16.75 | 17.50 |
| H 6 | 15.58 | 16.75 | 17.50 | 18.29 |
| H 7 | 16.26 | 17.48 | 18.27 | 19.09 |
| H 8 | 17.02 | 18.30 | 19.12 | 19.98 |
| H 9 | 17.78 | 19.11 | 19.97 | 20.87 |
| H 10 | 18.54 | 19.93 | 20.83 | 21.76 |
| H 11 | 19.43 | 20.89 | 21.83 | 22.81 |
| H 12 | 20.29 | 21.81 | 22.79 | 23.82 |

CLASS ALLOCATION

GRADE

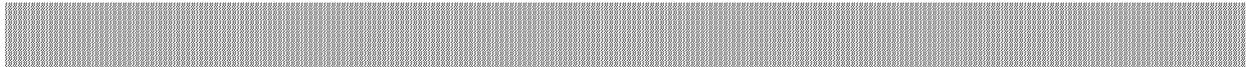
- H 2 Maintenance Aide I; Recycler I; Recycler I/Attendant
- H 4 Water & Sewer Service Aide I
- H 5 Maintenance Aide II; Motor Equipment Operator I; Recycler II; Water & Sewer Service Aide II
- H 7 Mechanic I
- H 8 Motor Equipment Operator II
- H 9 Mechanic II; Sign Maker; Maintenance Mechanic; Utility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

City Code Section 62-191

:

**PROBATIONARY FIREFIGHTER
HOURLY WAGE SCHEDULE
(effective July 1, 2017)**

| <u>GRADE</u> | | <u>STEP 1</u> |
|--------------|----------------|---------------|
| F 1 | Level I/EMT B | \$18.84 |
| F 1 | Level II/A-EMT | \$19.97 |
| F 3 | Level II/Medic | \$20.95 |



City Code Section 62-192

**PROBATIONARY POLICE OFFICER
HOURLY WAGE SCHEDULE
(effective April 1, 2018)**

| <u>GRADE</u> | | <u>STEP 1</u> |
|--------------|--|---------------|
| P 1 | | \$23.25 |
| P 2 | | \$24.30 |

City Code Section 62-194

**ADMINISTRATIVE AND CLERICAL
ANNUAL SALARY SCHEDULE
Non Union
(effective July 1, 2017)**

| | | <u>STEPS</u> | | | | | |
|--------------|----|--------------|----------|----------|----------|----------|----------|
| <u>GRADE</u> | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> |
| S | 1 | 29,206 | 30,520 | 31,893 | 33,328 | 34,828 | 36,395 |
| S | 2 | 30,520 | 31,893 | 33,328 | 34,828 | 36,395 | 38,033 |
| S | 3 | 31,893 | 33,328 | 34,828 | 36,395 | 38,033 | 39,744 |
| S | 4 | 33,328 | 34,828 | 36,395 | 38,033 | 39,744 | 41,532 |
| S | 5 | 34,828 | 36,395 | 38,033 | 39,744 | 41,532 | 43,401 |
| S | 6 | 36,395 | 38,033 | 39,744 | 41,532 | 43,401 | 45,354 |
| S | 7 | 38,033 | 39,744 | 41,532 | 43,401 | 45,354 | 47,395 |
| S | 8 | 39,744 | 41,532 | 43,401 | 45,354 | 47,395 | 49,528 |
| S | 9 | 41,532 | 43,401 | 45,354 | 47,395 | 49,528 | 51,757 |
| S | 10 | 43,401 | 45,354 | 47,395 | 49,528 | 51,757 | 54,086 |
| S | 11 | 45,354 | 47,395 | 49,528 | 51,757 | 54,086 | 56,520 |
| S | 12 | 47,395 | 49,528 | 51,757 | 54,086 | 56,520 | 59,063 |
| S | 13 | 49,528 | 51,757 | 54,086 | 56,520 | 59,063 | 61,721 |
| S | 14 | 51,757 | 54,086 | 56,520 | 59,063 | 61,721 | 64,498 |
| S | 15 | 54,086 | 56,520 | 59,063 | 61,721 | 64,498 | 67,400 |
| S | 16 | 56,520 | 59,063 | 61,721 | 64,498 | 67,400 | 70,433 |
| S | 17 | 59,063 | 61,721 | 64,498 | 67,400 | 70,433 | 73,602 |
| S | 18 | 61,721 | 64,498 | 67,400 | 70,433 | 73,602 | 76,914 |
| S | 19 | 64,498 | 67,400 | 70,433 | 73,602 | 76,914 | 80,375 |
| S | 20 | 67,400 | 70,433 | 73,602 | 76,914 | 80,375 | 83,992 |
| S | 21 | 70,433 | 73,602 | 76,914 | 80,375 | 83,992 | 87,772 |
| S | 22 | 73,602 | 76,914 | 80,375 | 83,992 | 87,772 | 91,722 |
| S | 23 | 76,914 | 80,375 | 83,992 | 87,772 | 91,722 | 95,849 |
| S | 24 | 80,375 | 83,992 | 87,772 | 91,722 | 95,849 | 100,162 |
| S | 25 | 83,992 | 87,772 | 91,722 | 95,849 | 100,162 | 104,669 |
| S | 26 | 87,772 | 91,722 | 95,849 | 100,162 | 104,669 | 109,379 |
| S | 27 | 91,722 | 95,849 | 100,162 | 104,669 | 109,379 | 114,301 |
| S | 28 | 95,849 | 100,162 | 104,669 | 109,379 | 114,301 | 119,445 |
| S | 29 | 100,162 | 104,669 | 109,379 | 114,301 | 119,445 | 124,820 |

City Code Section 62-194

ADMINISTRATIVE AND CLERICAL

(effective July 1, 2017)

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

AFSCME
HOURLY WAGE SCHEDULE
(effective July 1, 2017)

| <u>GRADE</u> | <u>STEP</u> | | | |
|--------------|-------------|----------|----------|----------|
| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| H 1 | 14.90 | 16.02 | 16.75 | 17.47 |
| H 2 | 15.57 | 16.75 | 17.47 | 18.26 |
| H 3 | 16.27 | 17.47 | 18.26 | 19.09 |
| H 4 | 16.97 | 18.26 | 19.09 | 19.93 |
| H 5 | 17.75 | 19.09 | 19.93 | 20.85 |
| H 6 | 18.55 | 19.93 | 20.85 | 21.75 |
| H 7 | 19.37 | 20.85 | 21.75 | 22.75 |
| H 8 | 20.27 | 21.75 | 22.75 | 23.78 |
| H 9 | 21.18 | 22.75 | 23.78 | 24.87 |
| H 10 | 22.08 | 23.78 | 24.87 | 25.97 |
| H 11 | 23.14 | 24.87 | 25.97 | 27.19 |
| H 12 | 24.17 | 25.97 | 27.19 | 28.38 |

CLASS ALLOCATION

GRADE

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

AFT-NH Keene City Employees
HOURLY WAGE SCHEDULE
(effective July 1, 2017)

| <u>GRADE</u> | <u>STEP</u> | | | | |
|--------------|-------------|----------|----------|----------|----------|
| | <u>1A</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
| 2 | 15.36 | 16.00 | 16.73 | 17.49 | 18.28 |
| 5 | 17.55 | 18.28 | 19.10 | 19.95 | 20.85 |
| 7 | 19.16 | 19.95 | 20.85 | 21.79 | 22.76 |
| 8 | 20.02 | 20.85 | 21.79 | 22.76 | 23.79 |
| 9 | 20.91 | 21.79 | 22.76 | 23.79 | 24.86 |
| 12 | 23.86 | 24.86 | 25.98 | 27.14 | 28.35 |

CLASS ALLOCATION

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

AFT-NH Keene City Employees
ANNUAL SALARY SCHEDULE
(effective July 1, 2017)

| <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 | 36,307 | 37,941 | 39,651 | 41,433 | 43,298 | 45,246 |
| 7 | 37,941 | 39,651 | 41,433 | 43,298 | 45,246 | 47,282 |
| 8 | 39,651 | 41,433 | 43,298 | 45,246 | 47,282 | 49,412 |
| 9 | 41,431 | 43,294 | 45,243 | 47,278 | 49,405 | 51,629 |
| 10 | 43,298 | 45,246 | 47,282 | 49,412 | 51,635 | 53,958 |
| 11 | 45,246 | 47,282 | 49,412 | 51,635 | 53,958 | 56,386 |
| 12 | 47,282 | 49,412 | 51,635 | 53,958 | 56,386 | 58,924 |
| 15 | 53,958 | 56,386 | 58,924 | 61,575 | 64,346 | 67,242 |
| 17 | 58,924 | 61,575 | 64,346 | 67,242 | 70,269 | 73,618 |

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 |

**FIRE UNIONS
ANNUAL SALARY SCHEDULE
(effective July 1, 2016)**

| <u>Step</u> | <u>EMT</u> | <u>Lieutenant</u> | <u>Captain</u> |
|-------------|-------------|-------------------|----------------|
| 1 | N/A | \$54,946.80 | \$62,703.80 |
| 2 | \$49,533.12 | \$59,070.47 | \$67,401.02 |
| 3 | \$51,891.84 | \$61,728.26 | \$70,440.36 |
| 4 | \$54,097.68 | \$64,506.39 | \$73,610.21 |
| 5 | \$56,543.76 | \$67,401.02 | \$76,923.21 |
| 6 | \$59,077.20 | \$70,440.31 | \$80,382.70 |
| 7 | \$60,256.56 | N/A | N/A |

**POLICE UNIONS
HOURLY PAY SCHEDULE
(effective July 1, 2017)**

| <u>Step</u> | <u>Officer</u> | <u>Sergeant</u> | <u>Lieutenant</u> |
|-------------|----------------|-----------------|-------------------|
| 1 | N/A | 29.12 | 33.49 |
| 2 | 26.24 | 30.49 | 35.07 |
| 3 | 27.40 | 31.93 | 36.72 |
| 4 | 28.66 | 33.44 | 38.44 |
| 5 | 29.92 | 35.01 | 40.26 |
| 6 | 31.21 | 36.66 | 42.16 |
| 7 | 31.88 | N/A | N/A |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/17

FUND - 01 - GENERAL FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|---------------------------|---------------|--------------|
| 11110 | CASH | 9,840,347.23 | |
| 11112 | MONEY MARKET | 4,947,549.91 | |
| 11115 | INVEST-TD BANK NORTH | 4,261,149.78 | |
| 11116 | INVESTMENTS-NHPDIP | 12,344,337.09 | |
| 11117 | INVESTMENTS-PEOPLE'S BANK | 4,094,483.82 | |
| 11118 | INVEST MATURITY: MASCOMA | 2,016,821.13 | |
| 11120 | PETTY CASH | 1,263.00 | |
| 11125 | ESCROW CASH | 334,194.00 | |
| | TOTAL CASH & EQUIVALENTS | 37,840,145.96 | .00 |
| 11205 | TAX OVERLAY | | 1,127,042.01 |
| 11207 | TIMBER YIELD TAX | 468.41 | |
| 11252 | 2009 PROPERTY TAX LIENS | 130,913.25 | |
| 11253 | 2010 LIENS | 136,518.73 | |
| 11255 | 2012 PROPERTY TAX LIENS | 1,004.31 | |
| 11256 | 2013 PROPERTY TAX LIENS | 11,019.56 | |
| 11257 | 2014 PROP TAX LIENS | 152,513.63 | |
| 11258 | 2015 PROP TAX LIENS | 479,755.54 | |
| 11259 | 2016 PROPERTY TAX LIENS | 944,300.40 | |
| 11282 | ELDERLY/DISABLED TAX DEF | 265,754.87 | |
| | TOTAL TAXES RECEIVABLE | 2,122,248.70 | 1,127,042.01 |
| 11301 | AIRPORT RECEIVABLES | 1,297.02 | |
| 11303 | AMBULANCE SVC RECEIVABLE | 599,751.73 | |
| 11304 | CEMETERY RECEIVABLES | 16,311.37 | |
| 11305 | FIRE ALARMS RECEIVABLE | 8,751.25 | |
| 11306 | FIRE MASTER BOX RCVBLL | 4,523.00 | |
| 11309 | MISCELLANEOUS RECEIVABLE | 5,052.35 | |
| 11311 | ALARMS RECEIVABLE | 27,986.55 | |
| 11312 | DETAILS RECEIVABLE | 14,359.98 | |
| 11317 | SERVICES RECEIVABLES | 409.21 | |
| 11318 | INTEREST RECEIVABLE | 176,093.59 | |
| 11321 | RETIREE HLTH INS RCVBL | 436.26 | |
| 11323 | PARKS & REC RECEIVABLE | 10,564.96 | |
| 11324 | RENTS RECEIVABLE | 20,545.69 | |
| 11398 | OTHER RECEIVABLES | 34,400.22 | |
| 11399 | RESERVE FOR UNCOLLECTIBLE | | 299,819.85 |
| | TOTAL ACCOUNTS RECEIVABLE | 920,483.18 | 299,819.85 |
| 11520 | TAX DEEDED PROPERTIES | 113,202.60 | |
| | TOTAL INVENTORIES | 113,202.60 | .00 |
| 11602 | DUE TO/FROM PARKING FUND | | 140,519.96 |
| 11603 | DUE TO/FROM SLD WST FUND | | 1,108,961.84 |
| 11604 | DUE TO/FROM GRANT FUND | | 2,301,800.67 |
| 11605 | DUE TO/FROM CPTL PRJ FUND | | 6,494,694.63 |
| 11606 | DUE TO/FROM WATER FUND | | 3,211,489.69 |
| 11607 | DUE TO/FROM SEWER FUND | | 1,539,747.43 |
| 11608 | DUE TO/FROM FLEET MGT FND | | 643,800.43 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/17

FUND - 01 - GENERAL FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|--------------------------------|---------------|---------------|
| 11609 | DUE TO/FROM PC REP FUND | | 240,324.02 |
| 11634 | DUE TO/FRM TRANSPORT. IMP | | 28,270.00 |
| | TOTAL DUE TO/FROM OTHER FUNDS | .00 | 15,709,608.67 |
| 11901 | PREPAID ITEMS | 699,571.56 | |
| | TOTAL OTHER ASSETS | 699,571.56 | .00 |
| | TOTAL CURRENT ASSETS | 41,695,652.00 | 17,136,470.53 |
| | TOTAL ASSETS | 41,695,652.00 | 17,136,470.53 |
| 21101 | GENERAL ACCOUNTS PAYABLE | | 380,680.39 |
| 21102 | BID DEPOSITS & SECURITIES | | 94,757.12 |
| 21104 | EMPLOYEES FUND PAYABLE | | 240.01 |
| 21105 | SOCIAL SECURITY PAYABLE | | 35,894.96 |
| 21106 | FEDERAL WITHHOLDING PYBL | | 43,134.35 |
| 21107 | GENERAL RETIREMENT PYBL | | 201,446.83 |
| 21108 | POLICE RETIREMENT PYBL | | 148,563.88 |
| 21109 | FIRE RETIREMENT PYBL | | 172,838.65 |
| 21114 | FLEX BENEFIT PAYABLE | | 10,420.42 |
| 21116 | UNITED WAY PAYABLE | | 1.00 |
| 21120 | DENTAL INSURANCE PAYABLE | | 81,333.07 |
| 21121 | TAX PAYABLE | | 42.84 |
| 21122 | NHFT DUES | | 1,781.86 |
| 21128 | ESCROW SECURITIES | | 334,194.00 |
| 21130 | ACCRUED PAYROLL | | 166,478.55 |
| 21132 | E-REG FEES PAYABLE | | 1.25 |
| 21133 | STATE MV REGISTRATION | | 2,473.44 |
| 21135 | ICWA PAYABLE | | 1,140.22 |
| 21137 | VALIC PAYABLE | | 4,420.34 |
| 21139 | HRA PAYABLE ACCT | | 511,801.81 |
| 21143 | PC LOAN PROGRAM | | 411.05 |
| 21144 | HOLIDAY FUND | | 2,648.66 |
| 21150 | HEALTH INSURANCE PAYABLE | | 97,642.45 |
| 21152 | NHRS ADD'L CONTRIBUTIONS | | 1,825.52 |
| 21157 | MISCELLANEOUS DEDUCTION | | 902.52 |
| 21158 | GREAT WEST 457 | | 25,790.54 |
| 21159 | PPEOPE 457 | | 2,215.06 |
| 21175 | UNAPPLIED TAX CREDITS | | 2,156.68 |
| 21176 | PREPAID TAXES | | 10,418,440.81 |
| 21180 | OTHER ACCOUNTS PAYABLE | | 106,735.52 |
| 21199 | DIRECT DEPOSIT PAYABLE | | 86.58 |
| | TOTAL ACCOUNTS PAYABLE | .00 | 12,850,500.38 |
| 21211 | ESCHEAT PROPERTY PYBL | | 5,725.03 |
| 21212 | PAYROLL ESCHEAT PAYABLE | | 1,210.50 |
| | TOTAL DUE TO OTHER GOVERNMENTS | .00 | 6,935.53 |
| 21301 | LOT SALES | | 6,339.00 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/17

FUND - 01 - GENERAL FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|-----------------------------|---------------------------|----------------|----------------|
| TOTAL DUE TO TRUSTS | | .00 | 6,339.00 |
| 21400 | DEFERRED REVENUES | | 1,028,329.62 |
| 21401 | COLLECTIONS IN ADVANCE | | 13,553.16 |
| TOTAL DEFERRED REVENUES | | .00 | 13,553.16 |
| TOTAL CURRENT LIABILITIES | | .00 | 13,905,657.69 |
| 22303 | MAIN-MARLBORO LOAN | | 861,700.00 |
| TOTAL LOANS PAYABLE | | .00 | 861,700.00 |
| TOTAL LONG-TERM LIABILITIES | | .00 | 861,700.00 |
| TOTAL LIABILITIES | | .00 | 14,767,357.69 |
| TOTAL LIABILITIES | | .00 | 14,767,357.69 |
| 31000 | FUND BALANCE | | 1,370,524.64 |
| 31100 | UNRESERVED & UNDESIGNATED | | 7,525,561.16 |
| 31401 | REVENUE BUDGET CONTROL | 48,916,562.47 | |
| 31402 | REVENUE CONTROL | | 37,490,483.01 |
| 31403 | EXPENDITURE BUDGET CONTRL | | 48,916,560.72 |
| 31404 | EXPENDITURE CONTROL | 36,594,745.03 | |
| 31405 | BUDGET FUND BALANCE | 85,511,307.50 | 1.75 |
| TOTAL CONTROLS | | 85,511,307.50 | 86,407,045.48 |
| TOTAL FUND BALANCE | | 85,511,307.50 | 93,932,606.64 |
| TOTAL FUND EQUITY | | 85,511,307.50 | 95,303,131.28 |
| TOTAL EQUITIES | | 85,511,307.50 | 95,303,131.28 |
| TOTAL GENERAL FUND | | 127,206,959.50 | 127,206,959.50 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genLedgr.fund in ('01','14','16','18','32','34','41')
 ACCOUNTING PERIOD: 13/17

FUND - 14 - PARKING FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|-------------------------------|--------------|--------------|
| 11310 | PARKING LOT RENTAL RCVBL | 9,359.05 | |
| 11398 | OTHER RECEIVABLES | 7,403.48 | |
| | TOTAL ACCOUNTS RECEIVABLE | 16,762.53 | .00 |
| 11601 | DUE TO/FROM GENERAL FUND | 140,519.96 | |
| | TOTAL DUE TO/FROM OTHER FUNDS | 140,519.96 | .00 |
| 11901 | PREPAID ITEMS | 127,629.56 | |
| | TOTAL OTHER ASSETS | 127,629.56 | .00 |
| | TOTAL CURRENT ASSETS | 284,912.05 | .00 |
| | TOTAL ASSETS | 284,912.05 | .00 |
| | TOTAL ASSETS | 284,912.05 | .00 |
| 21101 | GENERAL ACCOUNTS PAYABLE | | 9,887.92 |
| 21130 | ACCRUED PAYROLL | | 6,656.19 |
| 21180 | OTHER ACCOUNTS PAYABLE | | 636.45 |
| | TOTAL ACCOUNTS PAYABLE | .00 | 17,180.56 |
| | TOTAL CURRENT LIABILITIES | .00 | 17,180.56 |
| | TOTAL LIABILITIES | .00 | 17,180.56 |
| | TOTAL LIABILITIES | .00 | 17,180.56 |
| 31000 | FUND BALANCE | | |
| 31100 | UNRESERVED & UNDESIGNATED | 499,607.68 | |
| 31401 | REVENUE BUDGET CONTROL | | 837,914.49 |
| 31402 | REVENUE CONTROL | 2,281,674.68 | |
| 31403 | EXPENDITURE BUDGET CONTRL | | 2,139,201.92 |
| 31404 | EXPENDITURE CONTROL | 2,209,777.24 | |
| 31405 | BUDGET FUND BALANCE | 4,491,451.92 | .03 |
| | TOTAL CONTROLS | 4,491,451.92 | 4,420,876.60 |
| | TOTAL FUND BALANCE | 4,491,451.92 | 5,258,791.09 |
| | TOTAL FUND EQUITY | 4,991,059.60 | 5,258,791.09 |
| | TOTAL EQUITIES | 4,991,059.60 | 5,258,791.09 |
| | TOTAL PARKING FUND | 5,275,971.65 | 5,275,971.65 |

| ACCOUNT | TITLE | DEBITS | CREDITS |
|-----------------------------------|-------------------------------|------------|------------|
| *FUND* - 16 - PC REPLACEMENT FUND | | | |
| 11601 | DUE TO/FROM GENERAL FUND | 240,324.02 | |
| | TOTAL DUE TO/FROM OTHER FUNDS | 240,324.02 | .00 |
| | TOTAL CURRENT ASSETS | 240,324.02 | .00 |
| | TOTAL ASSETS | 240,324.02 | .00 |
| | TOTAL ASSETS | 240,324.02 | .00 |
| 21101 | GENERAL ACCOUNTS PAYABLE | | 49.66 |
| 21180 | OTHER ACCOUNTS PAYABLE | | 1,687.77 |
| | TOTAL ACCOUNTS PAYABLE | .00 | 1,737.43 |
| | TOTAL CURRENT LIABILITIES | .00 | 1,737.43 |
| | TOTAL LIABILITIES | .00 | 1,737.43 |
| | TOTAL LIABILITIES | .00 | 1,737.43 |
| 31000 | FUND BALANCE | | 162,697.62 |
| 31100 | UNRESERVED & UNDESIGNATED | | 49,111.59 |
| 31401 | REVENUE BUDGET CONTROL | 188,555.00 | |
| 31402 | REVENUE CONTROL | | 80,172.73 |
| 31403 | EXPENDITURE BUDGET CONTRL | 53,395.35 | 188,555.00 |
| 31404 | EXPENDITURE CONTROL | 241,950.35 | 268,727.73 |
| | TOTAL CONTROLS | 241,950.35 | 268,727.73 |
| | TOTAL FUND BALANCE | 241,950.35 | 317,839.32 |
| | TOTAL FUND EQUITY | 241,950.35 | 480,536.94 |
| | TOTAL EQUITIES | 241,950.35 | 480,536.94 |
| | TOTAL PC REPLACEMENT FUND | 482,274.37 | 482,274.37 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/17

FUND - 18 - SOLID WASTE

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|-------------------------------|---------------|---------------|
| 11308 | LAND FILL TIP FEE RCVBL | 605,446.25 | 16,368.70 |
| 11399 | RESERVE FOR UNCOLLECTIBLE | 605,446.25 | 16,368.70 |
| | TOTAL ACCOUNTS RECEIVABLE | | |
| 11601 | DUE TO/FROM GENERAL FUND | 1,108,961.84 | .00 |
| | TOTAL DUE TO/FROM OTHER FUNDS | 1,108,961.84 | |
| 11802 | INTERFUND LOAN RECEIVABLE | 861,700.00 | .00 |
| | TOTAL LOANS RECEIVABLE | 861,700.00 | |
| 11901 | PREPAID ITEMS | 10,175.17 | .00 |
| | TOTAL OTHER ASSETS | 10,175.17 | |
| | TOTAL CURRENT ASSETS | 2,586,283.26 | 16,368.70 |
| | TOTAL ASSETS | 2,586,283.26 | 16,368.70 |
| | TOTAL ASSETS | 2,586,283.26 | 16,368.70 |
| 21101 | GENERAL ACCOUNTS PAYABLE | | 277,869.11 |
| 21130 | ACCRUED PAYROLL | | 14,113.12 |
| 21180 | OTHER ACCOUNTS PAYABLE | | 1,678.97 |
| | TOTAL ACCOUNTS PAYABLE | .00 | 293,661.20 |
| | TOTAL CURRENT LIABILITIES | .00 | 293,661.20 |
| | TOTAL LIABILITIES | .00 | 293,661.20 |
| | TOTAL LIABILITIES | .00 | 293,661.20 |
| 31000 | FUND BALANCE | | 3,549,374.65 |
| 31100 | UNRESERVED & UNDESIGNATED | 1,415,454.48 | |
| 31401 | REVENUE BUDGET CONTROL | 4,643,754.65 | 4,770,577.12 |
| 31402 | REVENUE CONTROL | | 4,643,754.37 |
| 31403 | EXPENDITURE BUDGET CONTRL | 4,628,243.93 | |
| 31404 | EXPENDITURE CONTROL | | .28 |
| 31405 | BUDGET FUND BALANCE | 9,271,998.58 | 9,414,331.77 |
| | TOTAL CONTROLS | | |
| | TOTAL FUND BALANCE | 9,271,998.58 | 12,963,706.42 |
| | TOTAL FUND EQUITY | 10,687,453.06 | 12,963,706.42 |
| | TOTAL EQUITIES | 10,687,453.06 | 12,963,706.42 |
| | TOTAL SOLID WASTE | 13,273,736.32 | 13,273,736.32 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')
 ACCOUNTING PERIOD: 13/17

FUND - 32 - SEWER FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|---------------------------|---------------|---------------|
| 11307 | INDUST PRE-TREAT RCVBLL | 12,784.42 | |
| 11313 | SEWER CHARGES RECEIVABLE | 2,074,711.45 | |
| 11317 | SERVICES RECEIVABLES | 229,759.31 | |
| 11398 | OTHER RECEIVABLES | 13,333.67 | |
| 11399 | RESERVE FOR UNCOLLECTIBLE | | 6,190.42 |
| TOTAL | ACCOUNTS RECEIVABLE | 2,330,588.85 | 6,190.42 |
| 11501 | MATERIALS & SUPPLIES | 228,849.60 | |
| TOTAL | INVENTORIES | 228,849.60 | .00 |
| 11601 | DUE TO/FROM GENERAL FUND | 1,539,747.43 | |
| 11614 | DUR FR TRUST-MARTEL CT CR | 709,096.46 | |
| 11618 | DUE FR TRUST-SEWER INF CR | 2,278,733.70 | |
| 11619 | DUE FR TRUST-WWTP CAP RES | 2,152,183.58 | |
| TOTAL | DUE TO/FROM OTHER FUNDS | 6,679,761.17 | .00 |
| 11801 | PROMISSORY NOTES REC | 931,513.00 | |
| TOTAL | LOANS RECEIVABLE | 931,513.00 | .00 |
| 11901 | PREPAID ITEMS | 112,546.00 | |
| 11999 | DEF:PREM ON BOND RFNANCE | 55,029.42 | |
| TOTAL | OTHER ASSETS | 167,575.42 | .00 |
| TOTAL | CURRENT ASSETS | 10,338,288.04 | 6,190.42 |
| 12101 | GENERAL LAND | 580.00 | |
| TOTAL | LAND | 580.00 | .00 |
| 12209 | CONSTRUCTION | 13,953,411.50 | |
| TOTAL | CONSTRUCTION | 13,953,411.50 | .00 |
| 12315 | LAND IMPROVEMENTS | 246,433.01 | |
| 12316 | INFRASTRUCTURE | 28,172,063.73 | |
| TOTAL | OTHER IMPROVEMENTS | 28,418,496.74 | .00 |
| 12418 | EQUIPMENT | 11,519,906.28 | |
| TOTAL | MACHINERY & EQUIPMENT | 11,519,906.28 | .00 |
| 12501 | CONSTRUCTION IN PROGRESS | 2,624,530.78 | |
| TOTAL | CONSTRUCTION IN PROGRESS | 2,624,530.78 | .00 |
| 12743 | DEP: LAND IMPROVEMENTS | | 219,878.08 |
| 12744 | DEP: CONSTRUCTION | | 6,471,623.08 |
| 12745 | DEP: INFRASTRUCTURE | | 10,260,087.37 |
| 12746 | DEP: EQUIPMENT | | 5,837,957.40 |
| TOTAL | ACCUMULATED DEPRECIATION | | 22,789,545.93 |
| TOTAL | FIXED ASSETS | 56,516,925.30 | 22,789,545.93 |
| TOTAL | ASSETS | 66,855,213.34 | 22,795,736.35 |
| TOTAL | ASSETS | 66,855,213.34 | 22,795,736.35 |

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/17

FUND - 32 - SEWER FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|--------------------------------|---------------|---------------|
| 21101 | GENERAL ACCOUNTS PAYABLE | | 238,021.37 |
| 21103 | COMPENSATED ABSENCE PYBL | | 133,227.56 |
| 21130 | ACCURED PAYROLL | | 28,997.82 |
| 21160 | INTEREST PAYABLE | | 26,060.93 |
| 21180 | OTHER ACCOUNTS PAYABLE | | 195,654.73 |
| | TOTAL ACCOUNTS PAYABLE | .00 | 621,962.41 |
| | TOTAL CURRENT LIABILITIES | .00 | 621,962.41 |
| 22119 | ADV.TREATMENT R-2005-18 | | 179,900.00 |
| 22121 | SEWER MAIN IMP R-2006-27 | | 60,000.00 |
| 22122 | SEWER MAIN IMP R-2007-27 | | 129,350.00 |
| 22125 | FY 13 SEWER MAIN IMP | | 728,400.00 |
| 22126 | FY 13 MARTELL CRT IMP | | 706,100.00 |
| 22127 | ROSE LANE CLEANUP 2015 | | 720,000.00 |
| 22129 | 2016 SERIES B REFUNDING | | 1,198,253.17 |
| 22220 | SEWER MAINS R-2005-20 | | 610,000.00 |
| 22299 | DEF: PREM ON BOND REFANACE | | 68,268.91 |
| | TOTAL GENERAL OBLIGATION BONDS | .00 | 4,400,272.08 |
| 22304 | ARRA 09 INFRA | | 790,725.62 |
| 22305 | ARRA 2010 INFRA | | 964,680.09 |
| 22309 | WWTP SRF CONSTRUCT LOAN | | 5,175,483.20 |
| | TOTAL LOANS PAYABLE | .00 | 6,930,888.91 |
| | TOTAL LONG-TERM LIABILITIES | .00 | 11,331,160.99 |
| | TOTAL LIABILITIES | .00 | 11,953,123.40 |
| | TOTAL LIABILITIES | .00 | 11,953,123.40 |
| 31000 | FUND BALANCE | | 7,073,176.02 |
| 31100 | UNRESERVED & UNDESIGNATED | | 23,553,620.70 |
| 31401 | REVENUE BUDGET CONTROL | 5,785,242.57 | |
| 31402 | REVENUE CONTROL | | 6,851,733.52 |
| 31403 | EXPENDITURE BUDGET CONTRL | 5,372,176.65 | |
| 31404 | EXPENDITURE CONTROL | 2,679,575.45 | |
| 31405 | BUDGET FUND BALANCE | 13,836,994.67 | |
| | TOTAL CONTROLS | | 15,316,551.54 |
| | TOTAL FUND BALANCE | 13,836,994.67 | 38,870,172.24 |
| | TOTAL FUND EQUITY | 13,836,994.67 | 45,943,348.26 |
| | TOTAL EQUITIES | 13,836,994.67 | 45,943,348.26 |
| | TOTAL SEWER FUND | 80,692,208.01 | 80,692,208.01 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')
 ACCOUNTING PERIOD: 13/17

FUND - 34 - WATER FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|---------------------------|---------------|---------------|
| 11314 | WATER CHARGES RECEIVABLE | 1,139,409.34 | |
| 11315 | FIRE LINE RECEIVABLE | 63,339.19 | |
| 11316 | HYDRANT RENTAL RECEIVABLE | 34,701.65 | |
| 11317 | SERVICES RECEIVABLES | 56,000.85 | |
| 11399 | RESERVE FOR UNCOLLECTIBLE | | 2,263.79 |
| TOTAL | ACCOUNTS RECEIVABLE | 1,293,451.03 | 2,263.79 |
| 11501 | MATERIALS & SUPPLIES | 120,590.24 | |
| TOTAL | INVENTORIES | 120,590.24 | .00 |
| 11601 | DUE TO/FROM GENERAL FUND | 3,211,489.69 | |
| 11615 | DUE FR TRUST-WTF CAP RES | 700,556.90 | |
| 11620 | DUE FR TRUST-WATER INF CR | 2,287,313.44 | |
| TOTAL | DUE TO/FROM OTHER FUNDS | 6,199,360.03 | .00 |
| 11901 | PREPAID ITEMS | 104,160.07 | |
| 11999 | DEF:PREM ON BOND REFNANCE | 5,165.63 | |
| TOTAL | OTHER ASSETS | 109,325.70 | .00 |
| TOTAL | CURRENT ASSETS | 7,722,727.00 | 2,263.79 |
| 12101 | GENERAL LAND | 2,478,155.41 | |
| TOTAL | LAND | 2,478,155.41 | .00 |
| 12209 | CONSTRUCTION | 6,361,993.13 | |
| TOTAL | CONSTRUCTION | 6,361,993.13 | .00 |
| 12315 | LAND IMPROVEMENTS | 181,682.39 | |
| 12316 | INFRASTRUCTURE | 35,035,611.91 | |
| TOTAL | OTHER IMPROVEMENTS | 35,217,294.30 | .00 |
| 12418 | EQUIPMENT | 5,270,350.59 | |
| TOTAL | MACHINERY & EQUIPMENT | 5,270,350.59 | .00 |
| 12501 | CONSTRUCTION IN PROGRESS | 152,845.51 | |
| TOTAL | CONSTRUCTION IN PROGRESS | 152,845.51 | .00 |
| 12743 | DEP: LAND IMPROVEMENTS | | 181,682.39 |
| 12744 | DEP: CONSTRUCTION | | 3,967,390.68 |
| 12745 | DEP: INFRASTRUCTURE | | 15,740,395.83 |
| 12746 | DEP: EQUIPMENT | | 3,668,695.88 |
| TOTAL | ACCUMULATED DEPRECIATION | .00 | 23,558,164.78 |
| TOTAL | FIXED ASSETS | 49,480,638.94 | 23,558,164.78 |
| TOTAL | ASSETS | 57,203,365.94 | 23,560,428.57 |
| TOTAL | ASSETS | 57,203,365.94 | 23,560,428.57 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/17

FUND - 34 - WATER FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|--------------------------------|---------------|---------------|
| 21101 | GENERAL ACCOUNTS PAYABLE | | 159,480.01 |
| 21103 | COMPENSATED ABSENCE PYBL | | 160,923.38 |
| 21130 | ACCRUED PAYROLL | | 18,872.94 |
| 21160 | INTEREST PAYABLE | | 8,621.06 |
| 21180 | OTHER ACCOUNTS PAYABLE | | 85,081.18 |
| | TOTAL ACCOUNTS PAYABLE | .00 | 432,978.57 |
| 21401 | COLLECTIONS IN ADVANCE | | 49,655.67 |
| | TOTAL DEFERRED REVENUES | .00 | 49,655.67 |
| | TOTAL CURRENT LIABILITIES | .00 | 482,634.24 |
| 22128 | BABBIDGE DAM | | 850,000.00 |
| 22129 | 2016 SERIES B REFUNDING | | 102,192.07 |
| 22299 | DEF: PREM ON BOND RFNANCE | | 248.96 |
| | TOTAL GENERAL OBLIGATION BONDS | .00 | 952,441.03 |
| 22304 | ARRA 09 INFRA | | 431,199.01 |
| 22305 | ARRA 2010 INFRA | | 361,879.08 |
| 22308 | FOX AVE/TANK MIXERS SRF | | 24,096.49 |
| | TOTAL LOANS PAYABLE | .00 | 817,174.58 |
| | TOTAL LONG-TERM LIABILITIES | .00 | 1,769,615.61 |
| | TOTAL LIABILITIES | .00 | 2,252,249.85 |
| | TOTAL LIABILITIES | .00 | 2,252,249.85 |
| 31000 | FUND BALANCE | | |
| 31100 | UNRESERVED & UNDESIGNATED | | 9,043,091.26 |
| 31401 | REVENUE BUDGET CONTROL | | 22,629,896.40 |
| 31402 | REVENUE CONTROL | 3,814,459.11 | |
| 31403 | EXPENDITURE BUDGET CONTRL | | 3,647,212.22 |
| 31404 | EXPENDITURE CONTROL | 3,929,512.36 | |
| 31405 | BUDGET FUND BALANCE | 141,087.66 | |
| | TOTAL CONTROLS | 7,885,059.13 | 7,602,758.99 |
| | TOTAL FUND BALANCE | 7,885,059.13 | 30,232,655.39 |
| | TOTAL FUND EQUITY | 7,885,059.13 | 39,275,746.65 |
| | TOTAL EQUITIES | 7,885,059.13 | 39,275,746.65 |
| | TOTAL WATER FUND | 65,088,425.07 | 65,088,425.07 |

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

FUND - 41 - FLEET MANAGEMENT FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|--------------------------------|--------------|--------------|
| 11317 | SERVICES RECEIVABLES | 2,211.71 | |
| 11399 | RESERVE FOR UNCOLLECTIBLE | | 200.00 |
| | TOTAL ACCOUNTS RECEIVABLE | 2,211.71 | 200.00 |
| 11501 | MATERIALS & SUPPLIES | 229,668.27 | |
| | TOTAL INVENTORIES | 229,668.27 | .00 |
| 11601 | DUE TO/FROM GENERAL FUND | 643,800.43 | |
| 11616 | DUE FR TRUST-EQUIP CAP RE | 554,308.92 | |
| | TOTAL DUE TO/FROM OTHER FUNDS | 1,198,109.35 | .00 |
| 11901 | PREPAID ITEMS | 15,105.49 | |
| | TOTAL OTHER ASSETS | 15,105.49 | .00 |
| | TOTAL CURRENT ASSETS | 1,445,094.82 | 200.00 |
| 12417 | VEHICLES | 4,758,254.58 | |
| 12418 | EQUIPMENT | 2,393,162.82 | |
| | TOTAL MACHINERY & EQUIPMENT | 7,151,417.40 | .00 |
| 12746 | DEP: EQUIPMENT | | 1,876,213.75 |
| 12747 | DEP: LICENSED VEHICLES | | 2,961,189.74 |
| | TOTAL ACCUMULATED DEPRECIATION | .00 | 4,837,403.49 |
| | TOTAL FIXED ASSETS | 7,151,417.40 | 4,837,403.49 |
| | TOTAL ASSETS | 8,596,512.22 | 4,837,603.49 |
| | TOTAL ASSETS | 8,596,512.22 | 4,837,603.49 |
| 21101 | GENERAL ACCOUNTS PAYABLE | | 24,609.16 |
| 21103 | COMPENSATED ABSENCE PYBL | | 49,639.62 |
| 21130 | ACCRUED PAYROLL | | 10,347.19 |
| 21180 | OTHER ACCOUNTS PAYABLE | | 4,925.11 |
| | TOTAL ACCOUNTS PAYABLE | .00 | 89,521.08 |
| | TOTAL CURRENT LIABILITIES | .00 | 89,521.08 |
| 22302 | LEASES PAYABLE | | 182,257.23 |
| | TOTAL LOANS PAYABLE | .00 | 182,257.23 |
| | TOTAL LONG-TERM LIABILITIES | .00 | 182,257.23 |
| | TOTAL LIABILITIES | .00 | 271,778.31 |
| | TOTAL LIABILITIES | .00 | 271,778.31 |
| 31000 | FUND BALANCE | | 443,867.28 |
| 31100 | UNRESERVED & UNDESIGNATED | | 2,806,398.91 |

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')
 ACCOUNTING PERIOD: 13/17

FUND - 41 - FLEET MANAGEMENT FUND

| ACCOUNT | TITLE | DEBITS | CREDITS |
|---------|-----------------------------|----------------|----------------|
| 31401 | REVENUE BUDGET CONTROL | 2,233,749.26 | |
| 31402 | REVENUE CONTROL | | 2,334,579.22 |
| 31403 | EXPENDITURE BUDGET CONTRL | 2,097,714.99 | 2,233,749.53 |
| 31404 | EXPENDITURE CONTROL | .27 | |
| 31405 | BUDGET FUND BALANCE | 4,331,464.52 | 4,568,328.75 |
| | TOTAL CONTROLS | | |
| | TOTAL FUND BALANCE | 4,331,464.52 | 7,374,727.66 |
| | TOTAL FUND EQUITY | 4,331,464.52 | 7,818,594.94 |
| | TOTAL EQUITIES | 4,331,464.52 | 7,818,594.94 |
| | TOTAL FLEET MANAGEMENT FUND | 12,927,976.74 | 12,927,976.74 |
| | TOTAL REPORT | 304,947,551.66 | 304,947,551.66 |