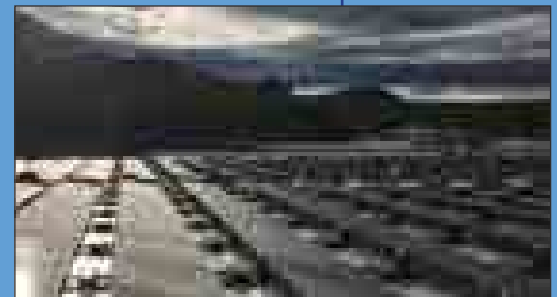


City of Keene

Operating Budget Fiscal Year 2019-2020



Shaping the Future of Keene



CITY OF KEENE, NEW HAMPSHIRE
2019-2020 Proposed Operating Budget
TABLE OF CONTENTS
NUMERIC INDEX

	Page		Page
City Manager Budget Message	1	FY2019 Budget Reconciliation	275
Budget Development	11	Tax Increment Financing Districts Statement	276
Organization Chart	14	Fiscal Policies (R-2018-26)	277
Introduction to General Fund Proposed Budget	15	Annual Salary - Council Appointments	287
Supplemental Items List	26	Annual Salary - Administrative - Non Union	288
Property Tax Rate Calculation & Projection	28	Hourly & Annual Wage - Keene City Employees Union	290
General Fund Revenue Descriptions	31	Hourly Wage Schedule - PW Non Union	291
General Fund Revenue Detail	35	Hourly Wage Schedule - Public Works Union	292
General Fund Revenue & Expenditure Summaries	39	Hourly Wage Schedule - Probationary Firefighter	293
General Fund Debt Service	41	Hourly Wage Schedule - Probationary Police Officer	293
Statement of General Fund Long-Term Debt	42	Hourly Pay Schedule - Police Unions	294
Mayor, City Council & Appointed Officials	45	Hourly Pay Schedule - Fire Unions	295
Mayor & City Council	46	Annual Salary Schedule - Fire Unions	295
Outside Agencies	47	General Fund Balance Sheet (6/30/18)	296
Unclassified Items	51	Parking Fund Balance Sheet (6/30/18)	299
General Fund Capital Appropriations	52	PC Replacement Fund Balance Sheet (6/30/18)	300
General Fund Capital Appropriations Detail	53	Solid Waste Fund Balance Sheet (6/30/18)	301
Employee Benefits	54	Sewer Fund Balance Sheet (06/30/18)	302
Risk Management	55	Water Fund Balance Sheet (06/30/18)	304
City Manager	56	Equipment Fund Balance Sheet (6/30/18)	306
City Attorney	60		
City Clerk	65		
Administrative Services Portfolio	71		
Assessment Department	72		
Finance Department (incl. Human Svcs)	78		
Human Resources Department	88		
Information Technology Department	93		
Community Services Portfolio	101		
Fire Department	102		
Library Department	110		
Parks, Recreation & Facilities (incl. Youth Svcs)	116		
Police Department	127		
Municipal Development Portfolio	135		
Airport Department	136		
Community Development	144		
Public Works Department	151		
Parking Fund	161		
PC Replacement Fund	171		
Solid Waste Fund	179		
Sewer Fund	191		
Water Fund	203		
Equipment Fund	215		
Cost Center Detail	227		

CITY OF KEENE, NEW HAMPSHIRE
2019-2020 Proposed Operating Budget
TABLE OF CONTENTS
ALPHA INDEX

	Page		Page
Administrative Services Portfolio	71	Parking Fund Balance Sheet (6/30/18)	299
Airport Department	136	Parks, Recreation & Facilities (incl. Youth Svcs)	116
Annual Salary - Administrative - Non Union	288	PC Replacement Fund	171
Annual Salary - Council Appointments	287	PC Replacement Fund Balance Sheet (6/30/18)	300
Annual Salary Schedule - Fire Unions	295	Police Department	127
Assessment Department	72	Property Tax Rate Calculation & Projection	28
Budget Development	11	Public Works Department	151
City Attorney	60	Risk Management	55
City Clerk	65	Sewer Fund	191
City Manager	56	Sewer Fund Balance Sheet (06/30/18)	302
City Manager Budget Message	1	Solid Waste Fund	179
Community Development	144	Solid Waste Fund Balance Sheet (6/30/18)	301
Community Services Portfolio	101	Statement of General Fund Long-Term Debt	42
Cost Center Detail	227	Supplemental Items List	26
Employee Benefits	54	Tax Increment Financing Districts Statement	276
Equipment Fund	215	Unclassified Items	51
Equipment Fund Balance Sheet (6/30/18)	306	Water Fund	203
Finance Department (incl. Human Svcs)	78	Water Fund Balance Sheet (06/30/18)	304
Fire Department	102		
Fiscal Policies (R-2018-26)	277		
FY2019 Budget Reconciliation	275		
General Fund Balance Sheet (6/30/18)	296		
General Fund Capital Appropriations	52		
General Fund Capital Appropriations Detail	53		
General Fund Debt Service	41		
General Fund Revenue & Expenditure Summaries	39		
General Fund Revenue Descriptions	31		
General Fund Revenue Detail	35		
Hourly & Annual Wage - Keene City Employees Union	290		
Hourly Pay Schedule - Fire Unions	295		
Hourly Pay Schedule - Police Unions	294		
Hourly Wage Schedule - Probationary Firefighter	293		
Hourly Wage Schedule - Probationary Police Officer	293		
Hourly Wage Schedule - Public Works Union	292		
Hourly Wage Schedule - PW Non Union	291		
Human Resources Department	88		
Information Technology Department	93		
Introduction to General Fund Proposed Budget	15		
Library Department	110		
Mayor & City Council	46		
Mayor, City Council & Appointed Officials	45		
Municipal Development Portfolio	135		
Organization Chart	14		
Outside Agencies	47		
Parking Fund	161		



City of Keene

New Hampshire

May 1, 2019

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 2020. 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 2020 supports delivery of services for our dynamic and vibrant community that supports innovation, entrepreneurship, education, arts, culture and recreation opportunities that maintain Keene's desirability as a community to live, work, learn, and play. Balancing service levels, long term capital investments, meeting City obligations, following adopted Fiscal Policies, moving forward City Council Goals, aspirations of the Comprehensive Master Plan and other strategic documents to strike the right balance is always a challenge.

This budget anticipates a tax rate overall increase of 1.18% and a net property tax change of 2.99%. The City of Keene property values saw a boost this year due to several ongoing projects nearing completion throughout the City (ex: Hillside Village at Keene, Washington Park, Colony Mill Apartments, Hampton Inn, Knotty Pines Antique Market Place).

The budget includes the first full payment related to the Library Campus project (\$167,513 and property taxes of \$176,231). Soon the expanded library campus will be open with an official ribbon cutting ceremony expected in June. This project is transforming the Keene Public Library into a model library for the twenty-first century. It would not have been possible without the generous donations of the community which exceeded five million dollars and is nothing less than astounding.

With leadership focused on economic development advancing a sustainable community, in 2018, we added a contracted position for 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 continues to 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. Collaboration with community stakeholders resulted in MEDC bringing on board a downtown coordinator in FY19 and the recommended update of the airport marketing plan in FY20. Exciting conversations are just beginning about a potential partnership with MEDC to create an Arts and Culture Corridor in the downtown. In addition, an energized and organized group is fundraising for a new state-of-the-art skate park to replace our current structure built in 1997. Future projects such as the skate park, arts corridor, and the Patricia Russell Park will thread together different areas of the city that will further enhance the downtown.

Enhancing the gateways to our community, positioning Keene as an attractive and welcoming community, continues. This year we will see the first phase of construction for the Marlboro Street Corridor. These improvements will better position it for redevelopment and provide enhanced biking and pedestrian safety.

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. Planning is ongoing, and funding is provided in support of the Winchester Street "gateway" in FY20.

The City typically participates in a bond sale every other year to finance capital projects. This budget includes the most recent bond sale and resulting payment increase of \$364,825. Projects such as the conversion of street lights to LED, Goose Pond Dam improvements, the Winchester Street Bypass, and flood management projects were advanced in the most recent bond sale.

The Community Development Department was created last year with the reconfiguration and consolidation of the three departments on the fourth floor (Code Enforcement, Health, and Planning). The consolidation has allowed for a more unified and streamlined development process. Positions in the combined department have changed slightly with the retirement of the Plans Examiner and vacancy in the position of part-time Planner. This has allowed us to reevaluate staff responsibilities prior to filling positions resulting in several adjustments included in the budget such as the combination of two part-time housing inspector positions into one full-time inspector. This change increased the budget by approximately \$8,000. The planner position is also full-time. To accommodate this shift, the planning technician position adjusts from full-time to part-time, as maintaining both full-time positions would have resulted in a \$31,574 increase in the budget. Fiscal constraints were such that I wasn't able to include both positions at this time. This budget continues the work needed to rewrite the Land Use Code to a more user friendly condensed version that reflects today's conditions. This is an important project that requires a great deal of staff time on the fourth floor. 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.

Other staffing adjustments incorporated into the budget reflect responses to transitions and seek to maximize resources to meet a variety of service delivery and operational requirements. Adjustments to personnel assignments in Public Works support shifting resources from the utilities lab to re-establish a water/sewer superintendent position. Adjustments within other Public Works Divisions include restructuring of engineering providing more project management. An additional adjustment to Fleet Services, recognizing changes to skills and responsibilities of mechanics is a supplemental request recommended.

Downtown is the heart of the community and an integral part of any economic development program. With two vacancies in the Highway Division, there was an opportunity to reorganize personnel and reallocate capital budget resources dedicated to contract drain line cleaning. Moving this priority "in-house" expands assets available to dedicate to flood management drainage maintenance, the downtown and parking assets and general highway maintenance including winter operations is recommended as a supplemental item.

Other personnel adjustments advanced in the budget or as supplemental requests include additional resources to support the upcoming election cycle (FY20 is impacted by the presidential primary to be followed in FY21 by the 2020 general election), part-time administrative support in human resources and an allocation related to internships.

New positions considered as part of staff's budget discussions, but not advanced with the budget document included requests from Information Technology for an application support specialist, additional firefighters/EMTs and department administrative support. Continued discussion and analysis is required before developing a recommended plan responding to technology impacts on the organization and the patchwork emergency service environment surrounding the City's full-time Fire Department.

As supplemental items, the recommended budget includes additional funding for outside agencies, election based costs, employee tuition assistance, part-time payroll supporting recreation and library services, as well as a variety of items required to support effective operations and continuity of services. Within the budget support for Clerk Works Motor Vehicle Registration and Title software eliminating the need for duplicate entry improving employee efficiency and reducing opportunity for data entry error.

The staff worked diligently to bring forward a proposed budget which incorporates a \$754,753 recommended increase in general property taxes to fund FY 2020 City operations. *Excluding the debt service in the amount of \$364,825, the increase from City operations is 1.55% as compared to the three-year fiscal policy guideline of 2.37%.* In comparison, last year's budget adopted a 0.69% or \$171,920 (FY 2019) increase and the year before was 1.94% or \$477,487 (FY 2018) increase to fund city operations. The Budgetary Discussion section following this introductory message provides detail analysis focused on 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 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. 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 FY2020-2025 Capital Improvements Program (CIP), which will improve the ratio. Projections indicate a reduction in this ratio from 16.68% in FY 2020 to 14.16% in FY 2025, with the City attaining compliance with this fiscal policy in FY 2023 with a ratio of 14.79%.

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 taxpayer's total expenses remain constant".

The following table illustrates the City's compliance with regards to the fiscal policy:

Fiscal Policy on Property Tax Revenue Increase		
FY 2019 Tax Revenues (Tax Year 2018)		\$25,201,518
Three Year Average CPI Change	2.37%	
July 2016	1.50%	
July 2017	2.20%	
July 2018	3.40%	
Allowance Under CPI Policy		\$596,436
Increase Allowed by Other Factors		
Increase in Debt Service		\$364,825
Fiscal Policy on Property Tax		\$961,261
FY 2020 Proposed Property Tax Revenue Increase		
2018-2019 Property Tax Revenue		\$25,201,519
2019-2020 Property Tax Revenue (as proposed)		\$25,956,272
Actual Property Tax Revenue Increase		\$754,753
Fiscal Policy Compliance		
Amount Over (Under) Fiscal Policy		(\$206,508)

*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.

In developing this fiscal condition benchmark estimate, we begin with a number from the audited financials for FY2018: the unassigned fund balance or that available for expenditure. An estimate is developed as to the anticipated budgetary savings or unanticipated uses of fund balance during the current fiscal year. Any future assignments of fund balance in the coming fiscal year are included.

ESTIMATED YEAR END 06/30/19 INFORMATION:					
Policy to retain unassigned fund balance at 7% =			\$	6,028,413	
Policy to retain unassigned fund balance at 10% =			\$	8,612,019	
<u>Estimated Unappropriated Fund Balance For FY19</u>					
EST Unassigned Fund Balance @ 06/30/18			\$	8,652,970	
Less: estimated addition to (use of) fund balance in FY20				(950,000)	
est: carryovers				(250,000)	
est: encumbrances				(100,000)	
Estimated budgetary savings - per dept estimates				1,145,068	
Repayment of library bridge loan				81,210	
FY 2020 CIP Projects				(87,088)	
Net unappropriated fund balance at year end			\$	8,492,160	
		Total Budget &		Policy Target	
		Tax Assessments		7.00%	10.00%
city's operating budget	FY19/20	\$ 43,739,370	\$	3,061,756	\$ 4,373,937
school tax assessment	2019	\$ 31,459,922	\$	2,202,195	\$ 3,145,992
state education tax assessment	2019	\$ 3,727,087	\$	260,896	\$ 372,709
county property tax assessment	2019	\$ 7,193,813	\$	503,567	\$ 719,381
TOTAL		\$ 86,120,192	\$	6,028,413	\$ 8,612,019
Estimated Unassigned Fund Balance at Year End				9.86%	June 30, 2019

As shown, unassigned fund balance at the close of FY2019, which includes estimated uses of fund balance to fund the FY 2020 budget, as well the use of fund balance to fund carryovers and encumbrance rollovers in FY 2020, is estimated to be 9.86%, which is in compliance with the fiscal policy target.

BOND RATING, DEBT SERVICE AND CAPITAL

Larger projects, including those identified in the City’s CIP, are typically financed through the sale of bonds or other long-term obligations. The City’s fiscal health was affirmed by Standard and Poor’s assignment of an AA/Stable long - term rating when the City went to market with debt in September 2018. The City’s fiscal practices, including incorporation of operating budget and capital program projections, relatively rapid amortization of debt and fund stabilization policies are factors viewed favorably by rating agencies. This assessment attracts investors to our bonds and helps keep interest rates relatively low. The September 2018 bonds were issued with a true interest cost of approximately 2.74%, with lives ranging from five to twenty years. Interest rates on municipal bond issues have been rising, and it is anticipated that future borrowing costs will be higher than seen over the last several years.

The City anticipates issuing financial obligations in the autumn of 2020 for the following projects identified in the FY2020-2025 CIP approved by the City Council in March of 2019.

				TERM
R-2019-16	General Fund	City Hall Rear Wall	\$176,000	7
R-2019-17	General Fund	Flood Management	\$505,000	15
R-2019-18	General Fund	Road Rehabilitation	\$1,264,000	10
R-2019-19	General Fund	Winchester Street Bypass	\$859,000	15
SUBTOTAL - GENERAL FUND			\$2,804,000	
R-2019-20	Solid Waste Fund	Transfer Station Roof	\$168,000	15
SUBTOTAL - SOLID WASTE FUND			\$168,000	
R-2019-21	Water Fund	Woodward Pond Dam	\$1,727,000	20
SUBTOTAL - WATER FUND			\$1,727,000	

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 FY2020 as listed below:

<u>Group</u>	<u>Contract Expiration</u>	<u>FY2020 Increase</u>
AFSCME - Public Works	6/30/2019	<i>To be negotiated</i>
IAAF - Keene Firefighters	6/30/2022	2.5%
IAAF - Keene Fire Supervisors	6/30/2022	2.5%
NHFT - Keene City Employees	6/30/2019	<i>To be negotiated</i>
NHFT - Keene Police Officers	6/30/2021	2.5%
NHFT - Keene Police Supervisors	6/30/2022	2.5%

At the time of this writing, two bargaining units are under negotiations. 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, 2021 are as follows:

Employee Group	Employer Contribution	Employee Contribution
Fire	30.09%	11.80%
Police	28.43%	11.55%
Group 1	11.17%	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 2020-2025 Capital Improvements Program (CIP) in March, 2019. The first year (FY 2020) of the CIP is the capital portion of the Proposed FY 2020 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 2020 Budget is \$957,881 or 2.86% higher than the Adopted FY 2019 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 2020 Operating Budget.

GF Operations Budget Increase FY 19 to FY 20	
Personnel Budget Increase	\$642,064
New Hampshire Retirement System and Social Security	13,005
Health and Dental Insurance Premiums	81,482
Workers Compensation	49,345
Public Works - reallocate from CIP drainage to in-house	68,003
Recreation -Program salary and minimum wage adjustment	37,910
Library -Minimum wage adjustment and background checks	4,695
Human Resourced - MMANH fellow intern	3,600
Clerk - Increase funding for regular and Presidential primary	11,317
Cost of living increases (both under contract and those included in the COLA allowance) 2 additional work days, personnel changes and step increases	353,489
Miscellaneous changes - recruitment, safety program, outside agency temps, incentives, standby	19,218
	<u>642,064</u>
Operations Budget Increase - Other Than Payroll	\$315,817
TIF Related Funded expenditure	94,497
Capital Appropriations (CIP) - reallocate drainage to in-house	(66,800)
Fleet and PC Replacement Charges	88,922
Outside Agencies Increase	12,500
Human Resources - Employee tuition assistance	10,978
Library - equipment	950
Finance - Postage	4,576
City Clerk - Printing, equipment, Presidential Primary & election costs	17,230
Police - communication equipment maintenance agreement	21,004
Airport - propane, fuel system maintenance, marketing study	54,295
Public Works - road maintenance	10,519
Miscellaneous Other increases and decreases	67,146
	<u>315,817</u>
Proposed General Fund Operating Budget Increase	\$957,881

Some of the cost increases are routine changes which occur in the ordinary course of business such as utility rate increases, retirements and new hires, changes in benefit enrollment, increases in the cost of other contracted services or supplies, cost of living adjustments in payroll, and so forth. Some of the general increases in the cost of doing business can be significant. While in FY 2020, the City is anticipating 8.3% increase in health insurance premium rates the impact on operational costs is moderated by plan changes implemented this past year. After several years of very small adjustments to dental plan rates, claims over the most recent period resulted in a recommended 11% increase to these rates.

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. Public Works – No longer outsource drainage and re-directing FY2020 Capital Improvement Program current revenue funding to support an in house drain line cleaning program as well as other maintenance programs. These resources previously dedicated to an outside vendor, along with utilization of city owned equipment, and restructuring of PW positions will result in additional city personnel to maintain critical drainage infrastructure above and below ground as well as other operational needs.
- B. Parks, Recreation and Facilities – Installing fiber cable and heater in maintenance bay at Monadnock View Cemetery, the central fire station building maintenance, HVAC repairs for the records room, and recreation equipment and supplies.
- C. Police – Supplemental funding has been included in the proposed budget for the first year of a 3-year maintenance plan for the new radio base station system.
- D. Airport – Supplemental funding has been included to establish a budget for propane expenses for the airport building, needed repairs and maintenance for the fuel system, and for a marketing study.
- E. City Clerk – Funding is needed for additional hours for election clerks and officials along with related expenses for the Presidential primary which falls within the FY2020 fiscal year.
- F. Parks, Recreation, and Facilities and Library– Wage scale adjustments for temporary staffing implementing numerous programs offered by these departments are proposed in response to market conditions and in anticipation of state legislation requiring minimum wage adjustments in FY2020 and future fiscal periods.
- G. Human Resources - Seeking funding to provide for paid internships or potentially an MMANH Fellowship opportunity.
- H. TIFD Expenditure – has increased by \$94,447 when compared to FY 2019. These costs are related to the Library Campus Development Project and the Downtown Infrastructure Capital reserve.
- I. Personnel Adjustments – included in the planning for this budget were a few proposals for reclassifying certain positions. 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.

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 2020 Operating Budget incorporates a current revenue funded expenditure increase of \$1,230,616 (3.11%) when compared to the FY 2019 Adopted Budget. The following table highlights the budget changes driving the increase in current revenue requirements:

Change in Current Revenue				
	<u>FY 2019</u>	<u>FY 2020</u>	<u>Change</u>	<u>% Change</u>
Operations	\$ 33,463,616	\$34,421,497	\$ 957,881	2.86%
Capital	\$ 1,561,967	1,469,276	\$ (92,691)	-5.93%
Debt Service	\$ 4,533,629	4,898,455	\$ 364,826	8.05%
Adopted / Proposed	\$ 39,559,212	\$40,789,228	\$ 1,230,016	3.11%

As discussed earlier, the recommended FY 2020 budget projects an \$754,753 increase in general property taxes to fund City operations and increase in debt service. The City share of the tax rate is expected to rise by \$0.21 from \$14.36 per \$1,000 of assessed value to \$14.57, a 1.46% increase.

Each year the adopted budget tax rate includes an appropriation to fund the Overlay Account, which is a balance sheet account (meaning activity funded through this account is not an expenditure) used to pay for property tax abatement costs. This has become a critical item recently due to potential state level changes in the way utility properties are assessed. To anticipate and prepare for this change, and the impact on potential abatements, the tax overlay account has been increased to \$800,000.

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 2019 Adopted Operating Budget) incorporated within the Proposed FY 2020 Operating Budget:

Current Revenue Budget Increase FY 19 to FY 20	
Property Taxes	\$754,753
Other Revenues	
TIF Taxes	94,447
Bond Premium	175,000
Aeronautical	(10,500)
Ambulance	100,000
Licenses and Permits	(6,083)
Administrative Charge	(44,266)
Interest on Investments and taxes	130,000
Library Fines	(6,500)
Inspections	(5,500)
Increase in Use of Surplus and Carryover	67,597
Miscellaneous	(18,932)
Subtotal Other Revenues	475,263
Current Revenue Budget Increase	\$1,230,016

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).

The Proposed FY 2020 Operating Budget includes new TIFD expenditures related to the Library Campus Development Project. These include debt service on the Library Campus Development bond issue, and property taxes related to the financing arrangement for the Library project, New Market Tax Credit (NMTC) audit fees, a project management fee to be paid to the Monadnock Economic Development Corporation (MEDC), and an operating lease for the library property. In addition, the ongoing annual appropriation for the Downtown Infrastructure Capital Reserve is recorded in the General Fund.

The 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 2020	
Description	Amount
Library Campus Development Debt Service	\$ 167,513
Downtown Infrastructure Capital Reserve	200,000
Library Property Taxes (New Market Credits financing)	176,231
New Market Tax Credit Audit Fee	12,500
MEDC Library Project Management Fee	36,000
NMTC Operating Lease	220,586
NMTC Financing Loan Interest	(89,698)
Total Wells Street TIF District Funding - General Fund	\$ 723,132

Discussion of Other Revenues

Non-tax revenues overall are projected to remain steady again in FY2020, 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, no budget increase is projected in the FY 2020 budget as revenues appear to be leveling off.

Ambulance fees have grown steadily, from \$1,008,000 in FY 2017, to \$1,056,775 in FY 2018, and a projected \$1,100,000 in FY 2019. The proposed FY 2020 budget of \$1,200,000 reflects that steady growth.

As previously noted, TIFD revenues are \$94,447 higher than in FY 2019, balancing out TIFD costs associated with the Library NMTC project funding, as well as the funding of the Downtown Infrastructure Capital Reserve. Offsetting those costs, in addition to the TIFD property taxes, is an annual payment of \$89,698 as defined in the project development agreement. This represents interest on the "sale" of Heberton Hall to the NMTC partnership.

Use of bond premium is budgeted \$175,000 higher than in FY 2019. These funds offset debt service, and were received as a part of the 2016 and 2018 bond issues. The 2018 bond issue, as noted at the time, was issued with a true interest cost of 2.74%, and a bond premium was paid by investors. The premium reduced the net cost of the issue at the expense of a higher coupon rate, which made the tax exempt status of more attractive to investors in a low interest environment. The use of the premium is restricted to debt service. The City's financial advisor indicates that as a result of rising interest rates, future bond issues are unlikely to be issued at a premium.

Interest on investments has been budgeted \$150,000 higher than in FY 2019. This reflects higher earnings rates on cash and investments.

Intergovernmental revenues factored into this budget include those received from the State government, agencies or institutions, local governments, the school, or county. During prior fiscal cycles, most notably 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. Continuing of funding provided by the Municipal Services Agreement (2015) with Keene State College has been included in the FY2020 revenue projections budget.

It is not anticipated that the actions taken in preparation of this proposed budget will have a detrimental impact on the FY 2020-2025 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.

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 2019 Fiscal Policies, adopted by the City Council on August 2, 2018, 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.

2020 Points of Interest

The following departmental changes have been made in accordance with Ordinance O-2018-09.

- Youth Services is reported as a function of Parks, Recreation and Facilities.
- Human Services is reported as a function of Finance.

Details of the Youth Services and Human Services divisions can be found under the cost center section within the Finance and Parks, Recreation and Facilities sections.

In addition, health service contracts have been moved from Community Development to the Human Services division in Finance.

- Monadnock Family Services \$25,000.
- Home Healthcare Hospice and Community Services
 - Home Health Care Services \$124,800
 - Community Health Services \$ 28,000

Public Works consolidated cost centers 02021 and 02022 and renamed as Enclosed Drainage Maintenance and consolidated cost centers 02024-02026 and renamed as Open Drainage Maintenance. Details can be found in the detailed cost center section in the back of the budget book.

The Parks, Recreation and Facilities expenditure budget includes an increase of \$98,172 in TIF taxes related to the project.

Summaries and detailed information is provided for each Fund as listed below:

- Revenue and expense reports incorporating prior years' budget data as well as requested and recommended FY2020 funding levels; estimates of revenue; and budget projections for FY2020/2021 and FY2021/2022. 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, 2019.
- 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 FY2019/2020 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.

BUDGET PROCESS

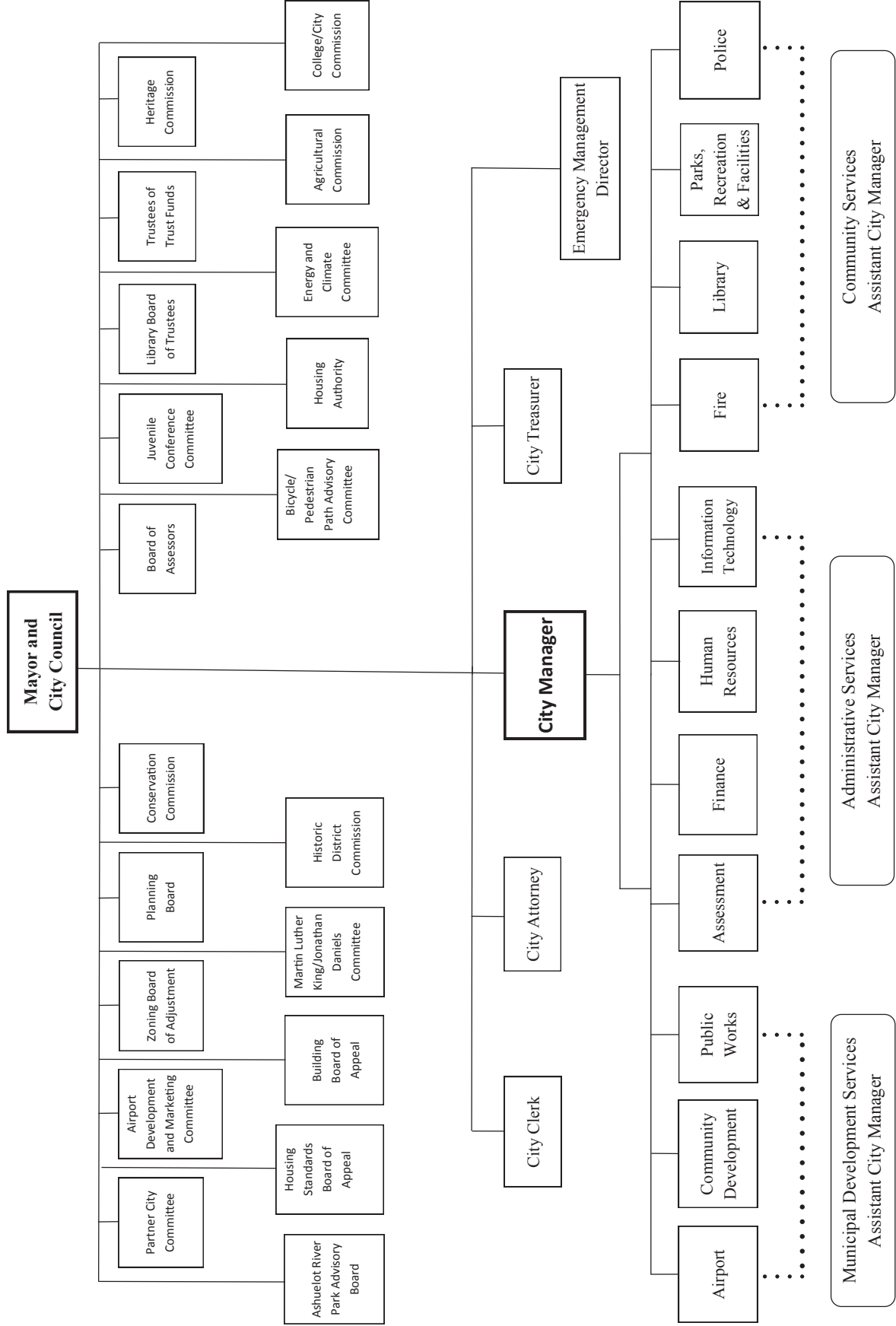
The cycle prescribed for preparation of the Annual Operating Budget and Capital Improvements Program (CIP) has a focus of the City's fiscal condition and long term objectives. Shortly after adoption of an annual operating budget, staff begins development, review, and deliberation of the CIP considering 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 2020 Budget process. All meetings are to be held in City Hall Council Chambers, at 3 Washington Street, Keene.

DATE(S)	DAY	TIME	DESCRIPTION	LOCATION
May 2, 2019	Thursday	7:00 PM	Regular Council Meeting - Budget Resolution first reading; referred to FOP Committee	Council Chambers
May 9, 2019	Thursday	5:30 PM	Regular FOP Meeting - Budget Review - Overview, General Fund Revenues, Elected/Appointed, Administrative Services	Council Chambers
May 13, 2019	Monday	5:30 PM	Special FOP Meeting - Budget Review - Community Services	Council Chambers
May 14, 2019	Tuesday	5:30 PM	Special FOP Meeting - Budget Review - Municipal Development Services	Council Chambers
May 16, 2019	Thursday	7:00 PM	Regular Council Meeting - Introduce bond resolutions; introduce salary ordinance	Council Chambers
May 23, 2019	Thursday	6:30PM	Regular FOP Meeting - Make recommendation on budget, salary ordinance, bond resolutions	Council Chambers
May 30, 2019	Thursday	7:00 PM	Special Council Meeting - Budget Public Hearing	Council Chambers
June 6, 2019	Thursday	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 2019-2020 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 pages are intended to provide an overview of the General Fund Operating Budget as proposed for FY 2019-2020, and to compare that budget to the FY 2018-2019 Adopted Operating Budget using charts and tables of associated information, along with definitions of terms. The definitions will not be included in this introduction.

REVENUES

The first two report pages summarize the major funding sources of the General Fund.

1) FY 2019-2020 Proposed General Fund Revenue by Category - All Sources

This report includes all sources of funding and is the proposed revenue budget (\$46,510,188) to fund all activities budgeted for in the General Fund.

The reader will note that two revenue categories (Dedicated Capital Project Funding and Sale of Bonds – Capital Projects) are dedicated to funding specific capital projects and total \$5,593,191, or 12.03% of the total revenue budget. In FY 19 these figures were \$4,358,925 and 9.89%.

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 2020, 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 2020. 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.

2) FY 2019-2020 Proposed General Fund Revenue by Category and Excluding Bonds and Dedicated Capital Project Funding

The second report 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.

EXPENDITURES

The last six reports are concerned with expenditures.

1) FY 2019-2020 Proposed Budget – General Fund Budget Expenditure Analysis

This report 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.

2) FY 2019-2020 Proposed General Fund Operations Budget Analysis

This provides a picture of the composition of the Operations portion of the budget.

3) Analysis of FY 2020 Proposed Operations Budget Net of Payroll

This chart provides some of the details behind the non-payroll portion of the Proposed Operations budget.

4) Budget Change – FY 2018-2019 Adopted to FY 2019-2020 Proposed

This report 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.

5) Operations Budget by Category

This report provides a budgetary comparison between the two Operations budget years by category.

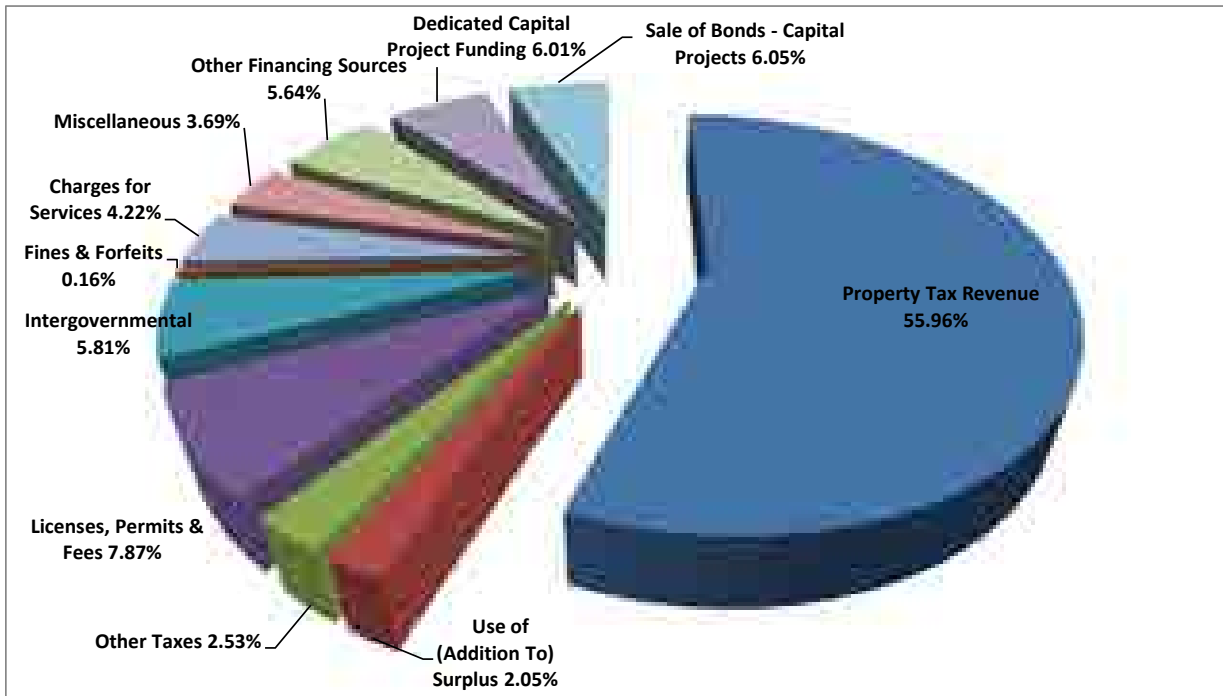
6) FY 2019-2020 Proposed General Fund Operating Budget Allocation % by Department and Activity

This chart provides a graphic representation of the financial magnitude of the various activities undertaken by the various General Fund Departments.

7) Allocation of Proposed FY 2019-2020 Property Tax to Various City Departments and Activities

The final report 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 2019-2020 Proposed General Fund Revenue by Category All Sources

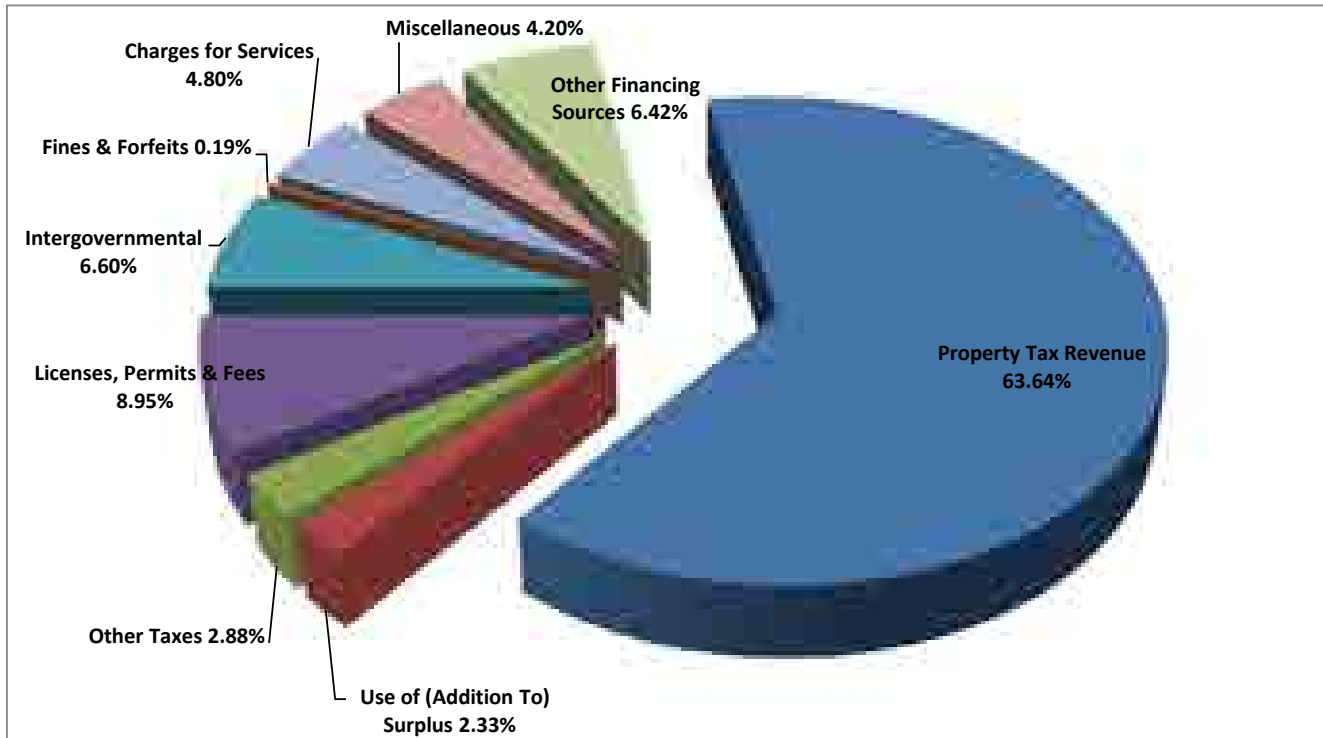


<u>Revenue Source</u>	<u>FY 2020 Proposed Budget</u>	<u>Percent of Total</u>
Property Tax Revenue	\$ 25,956,272	55.96%
Use of (Addition To) Surplus	950,000	2.05%
Other Taxes	1,173,132	2.53%
Licenses, Permits & Fees	3,651,852	7.87%
Intergovernmental	2,692,995	5.81%
Fines & Forfeits	76,291	0.16%
Charges for Services	1,958,705	4.22%
Miscellaneous	1,712,201	3.69%
Other Financing Sources	2,617,780	5.64%
Dedicated Capital Project Funding	2,789,191	6.01%
Sale of Bonds - Capital Projects	2,804,000	6.05%
Totals	\$ 46,382,419	100.00%

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

Miscellaneous:	
Sale of 560 Main Street	\$ 1,000,000
Donations (Skate Park)	275,000
Other Financing Sources:	
Capital Project Balances	114,103
Use of Capital Reserves	1,280,000
Use of Fund Balance	87,088
PC Replacement Fund	33,000
Total	\$ 2,789,191

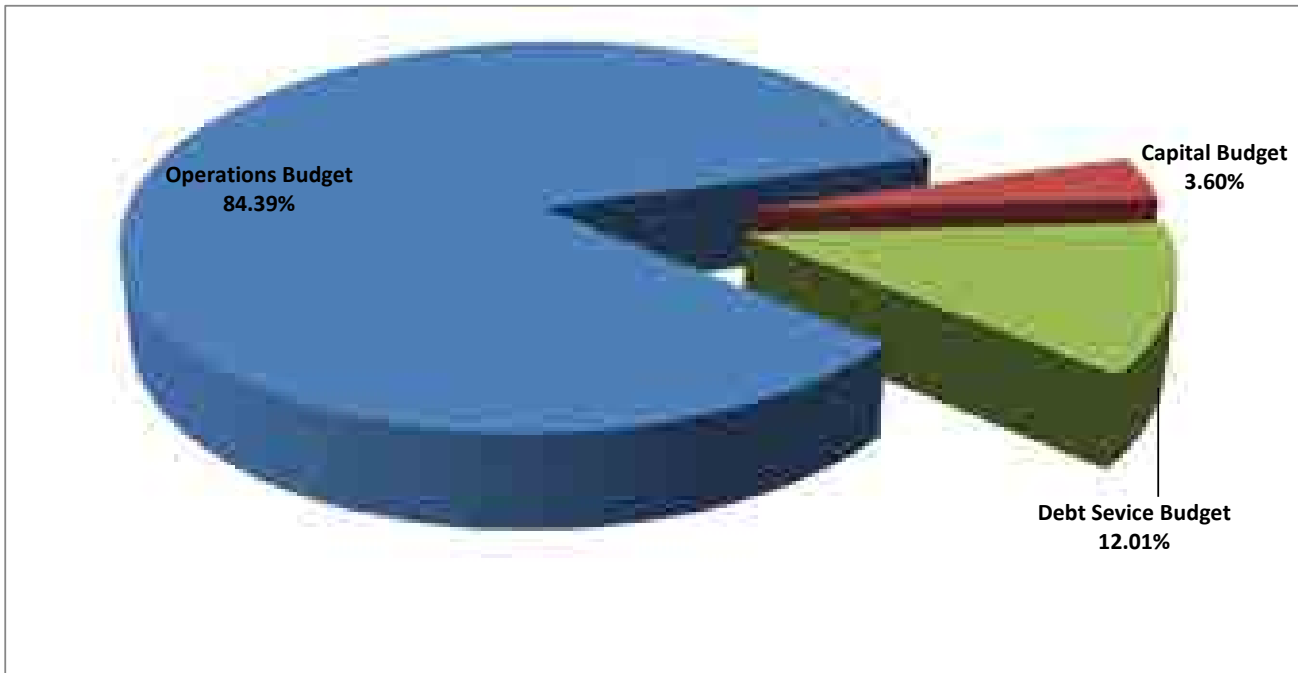
FY 2019-2020 Proposed General Fund Current Revenue by Category
All Sources Excluding Bonds and Dedicated Capital Project Funding



<u>Revenue Source</u>	<u>FY 2020 Proposed Budget</u>	<u>Percent of Total</u>
Property Tax Revenue	\$ 25,956,272	63.64%
Use of (Addition To) Surplus	950,000	2.33%
Other Taxes	1,173,132	2.88%
Licenses, Permits & Fees	3,651,852	8.95%
Intergovernmental	2,692,995	6.60%
Fines & Forfeits	76,291	0.19%
Charges for Services	1,958,705	4.80%
Miscellaneous	1,712,201	4.20%
Other Financing Sources	2,617,780	6.42%
Totals	\$ 40,789,228	100.00%

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 2020 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 2019-2020 Proposed General Fund Budget Expenditure Analysis



	<u>Total Proposed Budget</u>	<u>Less: Noncurrent Revenues</u>	<u>Proposed Budget Current Revenue</u>	<u>Percentage Allocation</u>
Operations Budget	\$ 34,421,497		\$ 34,421,497	84.39%
Capital Budget	7,062,467	(5,593,191)	1,469,276	3.60%
Debt Service	4,898,455		4,898,455	12.01%
Totals	\$ 46,382,419	(5,593,191)	\$ 40,789,228	100.00%

Noncurrent / Dedicated Revenue Capital Funding

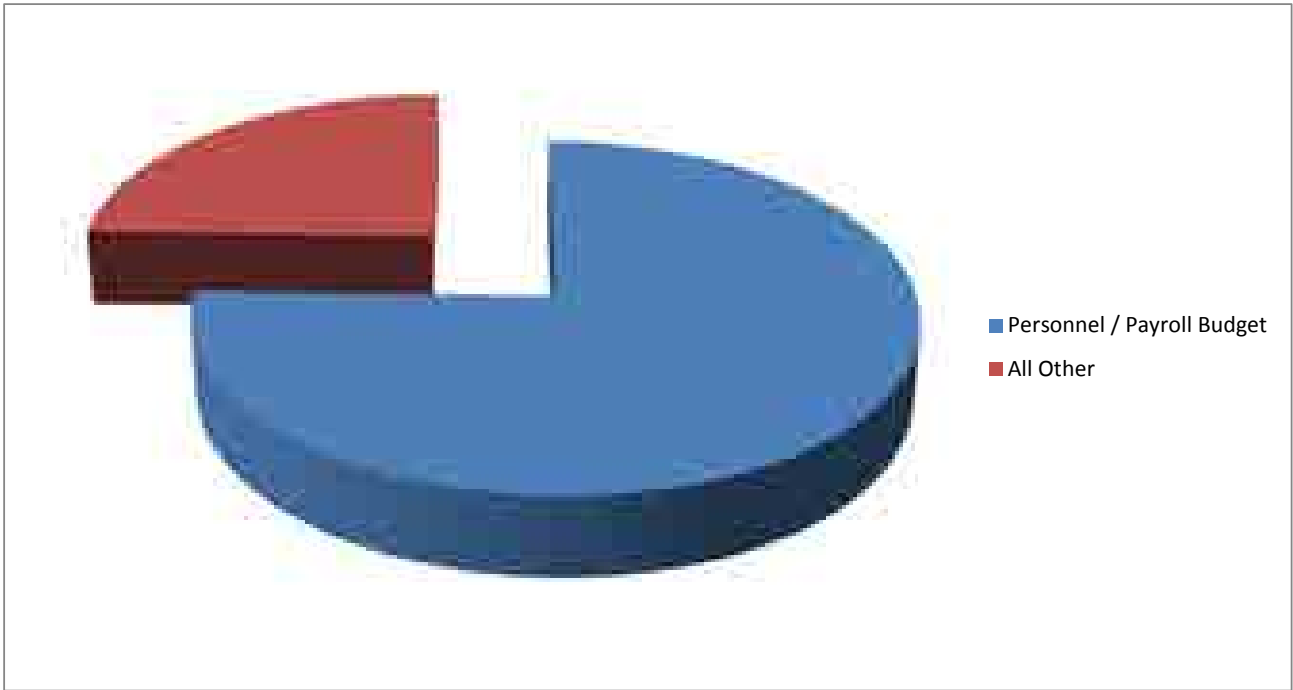
Bonds To Be Issued	\$ 2,804,000	\$ 2,804,000
Dedicated Capital Project Funding		
Capital Project Balances	114,103	
Use of Capital Reserves	1,280,000	
Use of Fund Balance	87,088	
PC Replacement Fund	33,000	
Donations (Skate Park)	275,000	
Sale of 560 Main Street	1,000,000	2,789,191
Total	\$ 5,593,191	\$ 5,593,191

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

FY 2019-2020 Proposed General Fund Operations Budget



	<u>Proposed Operations Budget</u>	<u>Percentage Allocation</u>
Personnel / Payroll Budget	\$ 25,979,693	75.48%
All Other	8,441,804	24.52%
Total Operations Budget	\$ 34,421,497	100.00%

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

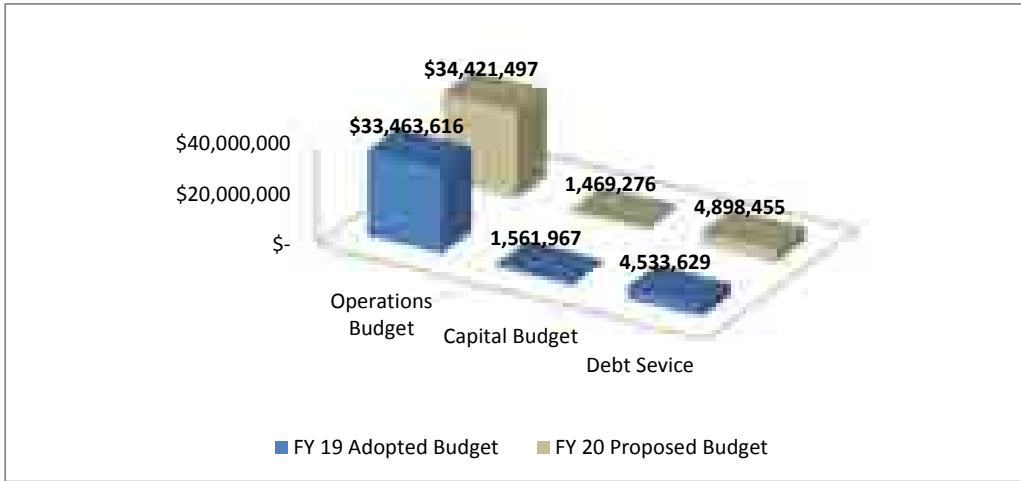
Personnel / Payroll Budget - All labor costs including salaries, wages, and benefits.

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.

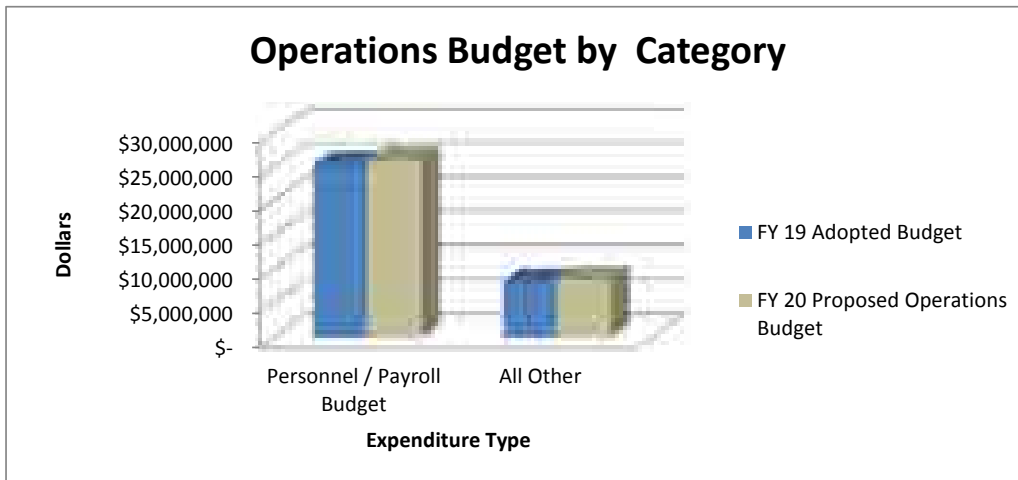
Analysis of FY 2020 Proposed Operations Budget Net of Payroll

Total Proposed Budget General Fund Operations (net payroll)		
	\$	8,441,804
<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	\$ 42,500	0.50%
Legal Services	70,000	0.83%
Unclassified Cost Center 00003	98,072	1.16%
Mosquito Control	56,000	0.66%
Hazardous Waste Site Monitoring	57,702	0.68%
Ambulance Billing	62,000	0.73%
Public Works - Pavement Marking Contract	74,531	0.88%
PC Replacement Charges	80,353	0.95%
Property Taxes	244,304	2.89%
Police Prosecutor - County Contract	101,403	1.20%
Human Services Contracted Services (Home Health Care, etc)	177,800	2.11%
Southwest New Hampshire Mutual Aid	226,538	2.68%
Computer / Network Systems Contracted Maintenance and Support - IT	357,007	4.23%
Outside Agencies	262,550	3.11%
Public Works - Street Sweeping	139,125	1.65%
Public Works - Road Repairs Contracts and Supplies	293,968	3.48%
Liability Insurance - Cost Center 00082 and Departments	276,562	3.28%
Public Works - Salt, Sand, Road Treatment product	305,021	3.61%
Public Works - Tree Cutting Contract	40,600	0.48%
Human Services General Assistance	484,250	5.74%
Utilities (telephone, water , sewer, electric, heat)	793,501	9.40%
Fleet Charges (operation, maintenance, repair, and replacement)	1,871,650	22.17%
Total Contracted, Utility, and Non-Operational Costs	\$ 6,115,437	72.44%
All Other General Operations Costs (net payroll)*	\$ 2,326,367	27.56%
*Supplies, repairs and maintenance, equipment and tools, training, library books, uniforms, etc.		

Budget Change - FY 2018-2019 Adopted to FY 2019-2020 Proposed
 (using Current Revenue Funded Capital Projects)

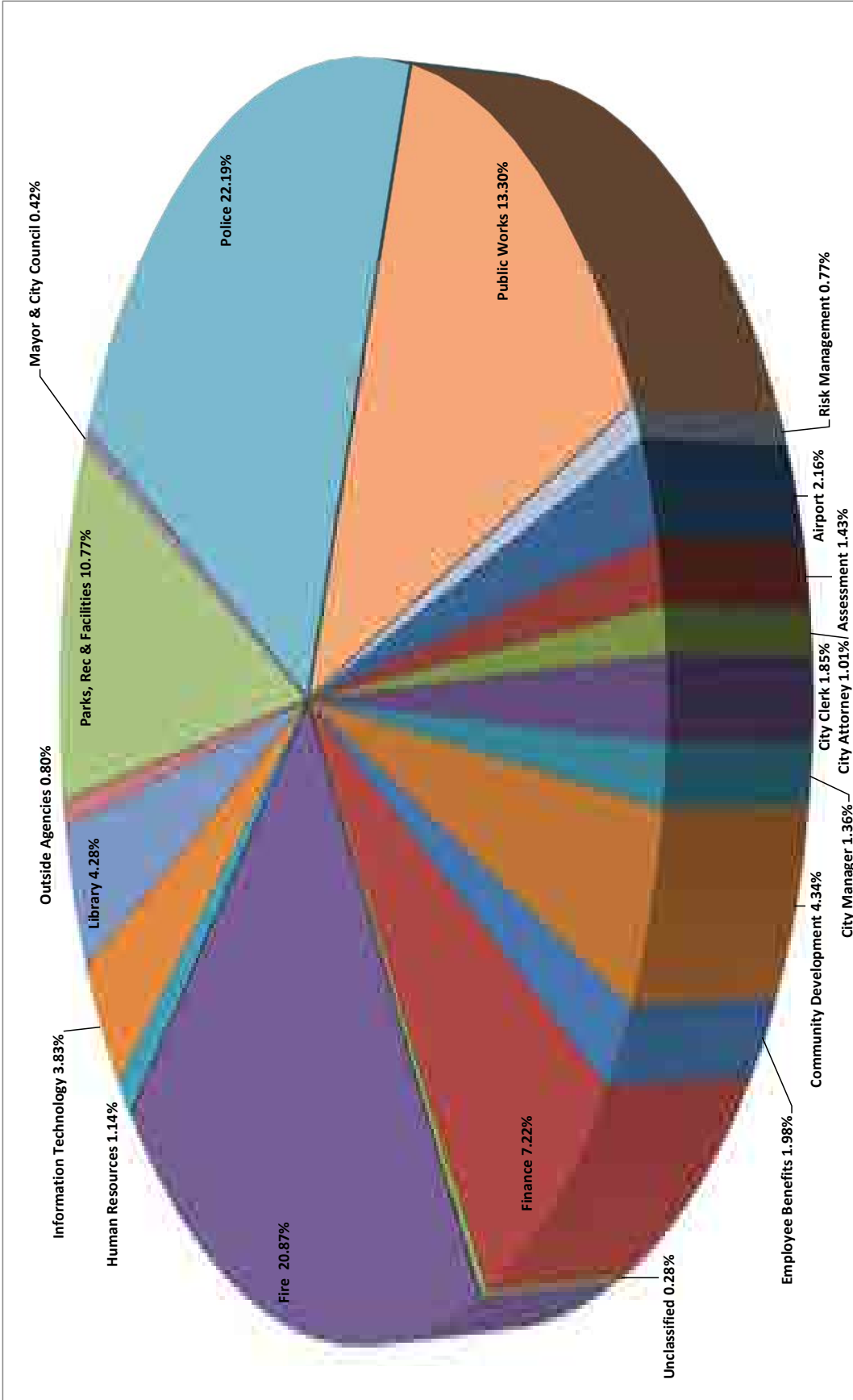


<u>Budget Category</u>	<u>FY 19 Adopted Budget</u>	<u>FY 20 Proposed Budget</u>	<u>Year to Year Change</u>	<u>Percent Change</u>
Operations Budget	\$ 33,463,616	\$ 34,421,497	\$ 957,881	2.86%
Capital Budget	1,561,967	1,469,276	(92,691)	-5.93%
Debt Service	4,533,629	4,898,455	364,826	8.05%
Totals	\$ 39,559,212	\$ 40,789,228	\$ 1,230,016	3.11%



<u>Budget Category</u>	<u>FY 19 Adopted Budget</u>	<u>FY 20 Proposed Operations Budget</u>	<u>Year to Year Change</u>	<u>Percent Change</u>
Personnel / Payroll Budget	\$ 25,337,629	\$ 25,979,693	\$ 642,064	2.53%
All Other	8,125,987	8,441,804	315,817	3.89%
Total Operations Budget	\$ 33,463,616	\$ 34,421,497	\$ 957,881	2.86%

FY 2019-2020 Proposed General Fund Operations Budget Allocation % by Department and Activity



**Allocation of Proposed FY 2019-2020 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 \$ 14.57

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	\$ 7,637,775	18.72%	4,860,307	\$ 272.82	\$ 409.23	\$ 545.65	\$ 682.06	\$ 818.47	\$ 1,091.29	\$ 1,364.11			
Fire	7,184,300	17.61%	4,571,738	256.62	384.94	513.25	641.56	769.87	1,026.50	1,283.12			
Debt Service	4,898,455	12.01%	3,117,137	174.97	262.46	349.95	437.43	524.92	699.90	874.87			
Public Works	4,578,286	11.22%	2,913,398	163.54	245.31	327.07	408.84	490.61	654.15	817.69			
Parks, Rec & Facilities (incl. Cemeteries & Youth Svcs)	3,705,994	9.09%	2,358,314	132.38	198.57	264.76	330.95	397.14	529.52	661.89			
Finance (incl. Human Svcs)	2,485,810	6.09%	1,581,848	88.79	133.19	177.59	221.98	266.38	355.17	443.97			
Community Development	1,492,501	3.66%	949,755	53.31	79.97	106.62	133.28	159.94	213.25	266.56			
Library	1,472,295	3.61%	936,897	52.59	78.89	105.18	131.48	157.77	210.36	262.95			
Capital Projects - Current Revenue	1,469,276	3.60%	934,975	52.48	78.72	104.97	131.21	157.45	209.93	262.41			
Information Technology	1,316,822	3.23%	837,961	47.04	70.56	94.07	117.59	141.11	188.15	235.19			
Airport	743,817	1.82%	473,329	26.57	39.85	53.14	66.42	79.71	106.28	132.85			
Employee Benefits	681,753	1.67%	433,834	24.35	36.53	48.70	60.88	73.06	97.41	121.76			
City Clerk	637,635	1.56%	405,760	22.78	34.16	45.55	56.94	68.33	91.11	113.88			
Assessment	492,891	1.21%	313,652	17.61	26.41	35.21	44.02	52.82	70.42	88.03			
City Manager	466,784	1.14%	297,039	16.67	25.01	33.35	41.68	50.02	66.69	83.37			
Human Resources	392,353	0.96%	249,674	14.01	21.02	28.03	35.04	42.04	56.06	70.07			
City Attorney	347,787	0.85%	221,315	12.42	18.63	24.85	31.06	37.27	49.69	62.12			
Outside Agencies	274,550	0.67%	174,710	9.81	14.71	19.61	24.52	29.42	39.23	49.03			
Risk Management	265,813	0.65%	169,150	9.49	14.24	18.99	23.74	28.48	37.98	47.47			
Mayor & City Council	146,260	0.36%	93,073	5.22	7.84	10.45	13.06	15.67	20.90	26.12			
Unclassified	98,072	0.24%	62,408	3.50	5.25	7.01	8.76	10.51	14.01	17.52			
Totals	\$ 40,789,228	100.00%	\$ 25,956,272	\$ 1,457.00	\$ 2,185.50	\$ 2,914.00	\$ 3,642.50	\$ 4,371.00	\$ 5,828.00	\$ 7,285.00			

Property Taxes Raised For Operations FY 2018-2019 Budget Year \$ 25,201,519 City of Keene Municipal Tax Rate FY 2018-2019 \$ 14.36
Proposed Increase in Property Tax Dollars Raised \$ 754,753 Proposed Increase in Municipal Tax Rate \$ 0.21
Percent Increase in Proposed Property Tax Dollars Raised 2.99% Percent Increase in Proposed Municipal Tax Rate 1.46%

CITY OF KEENE, NEW HAMPSHIRE
Supplemental Items List - FY19/20 Budget

Cost Center	Cost Center	Account	Notes	requested amount	amount included in CM recommendation
<u>General Fund</u>					
Outside Agencies	00002	62133	Keene Senior Center	\$ 6,675	\$ -
Outside Agencies	00002	62136	The Community Kitchen	\$ 8,000	\$ -
Outside Agencies	00002	62137	Meals on Wheels	\$ 415	\$ -
Outside Agencies	00002	62142	Home Health Care City Express Bus (transporting)	\$ 1,400	\$ -
Outside Agencies	00002	62149	100 Nights Shelter	\$ 10,000	\$ 5,000
Outside Agencies	00002	62155	Monadnock Region Child Advocacy Center	\$ 2,500	\$ 2,500
Outside Agencies	00002	62156	CASA	\$ 2,000	\$ 2,000
Outside Agencies	00002	62157	Humane Society	\$ 20,000	\$ 2,500
Outside Agencies	00002	62158	Keene Serenity Center	\$ 8,000	\$ -
Outside Agencies	00002	62189	Samaritans of NH	\$ 7,500	\$ -
Unclassified	00003	61316	Com Fund Events (Music Festival) expand scope to incl Block Party	\$ 6,197	\$ -
Unclassified	00003	61316	Com Fund Events (Pumpkin Festival) funding from \$5,000 to \$7,000	\$ 2,000	\$ -
Employee Benefits	00081	62437	Employee tuition assistance - capped at 4	\$ 10,978	\$ 10,978
City Clerk - Elections	00201	61000	Increased funding for elections clerk - regular elections	\$ 6,251	\$ 6,251
City Clerk - Elections	00201	61000	Increased funding for elections clerk - Presidential primary	\$ 5,066	\$ 5,066
City Clerk - Elections	00201	62107	Election officials - Presidential primary	\$ 9,850	\$ 9,850
City Clerk - Elections	00201	62301	Accuvote scanners maintenance	\$ 1,000	\$ 1,000
City Clerk - Elections	00201	62416	Ballots for 2 elections + coding for Presidential primary	\$ 3,000	\$ 3,000
City Clerk - Elections	00201	62425	Public notices for Presidential primary	\$ 280	\$ 280
City Clerk - Elections	00201	62606	Rental Ward 5 Monadnock Covenant Church (2 @ \$500)	\$ 1,000	\$ 1,000
City Clerk - Elections	00201	62606	SAU facilities coverage	\$ 200	\$ 200
City Clerk - Elections	00201	62606	Polling locations cleanup and maintenance	\$ 300	\$ 300
City Clerk - Elections	00201	62701	Additional supplies for Presidential primary	\$ 600	\$ 600
City Clerk - Elections	00201	62760	Absentee ballots for Presidential primary	\$ 1,000	\$ 1,000
Finance - Revenue	00603	62710	Postage increase to \$.50	\$ 4,576	\$ 4,576
Community Development	01910	61000	PT Planning Technician to FT Planning Technician with benefits	\$ 31,574	\$ -
Community Development	01910	62710	Citywide mailing for land use zoning changes	\$ 4,500	\$ 4,500
Human Resources	00500	61000	MMANH fellow (intern)	\$ 3,880	\$ 3,880
Parks, Recreation and Facilities	01202	61000	Salary adjustment pool staff	\$ 12,427	\$ 12,427
Parks, Recreation and Facilities	01207	61000	Salary adjustment recreation program staff	\$ 25,483	\$ 25,483
Parks, Recreation and Facilities	01207	62778	Youth soccer goals	\$ 3,000	\$ 3,000
Parks, Recreation and Facilities	01312	62350	Pull fiber cable at Monandnock Cemetery	\$ 10,000	\$ 10,000
Parks, Recreation and Facilities	01312	62350	Heater for maintenance bay at Monadnock Cemetery	\$ 3,400	\$ 3,400
Parks, Recreation and Facilities	01335	62734	Repairs to HVAC in records storage area	\$ 2,500	\$ 2,500
Library	01100	61901	Recruitment and volunteer background checks	\$ 2,000	\$ 2,000
Library	01100	62734	Receipts printer for checkout	\$ 300	\$ 300
Library	01100	62744	Public use color printer	\$ 650	\$ 650
Library	01100	61000	Minimum wage increase for pages and aides	\$ 2,695	\$ 2,695
Police - Dispatch	01401	62304	1st year of 3 year maintenance contract	\$ 21,004	\$ 21,004
Airport	01700	62315	Upgrade M3000 self-serve fueling terminal	\$ 14,295	\$ 14,295
Airport	01700	62455	Market study	\$ 35,000	\$ 35,000
Airport	01700	62513	Propane	\$ 5,000	\$ 5,000
Public Works	02017	62331	Additional pavement markings incl. Maple Acres	\$ 10,519	\$ 10,519
Public Works - Encl Drain Maint	02021	61000	From CIP budget of contract to in-house drain cleaning	\$ 29,900	\$ 29,900
Public Works - Downtown	02027	61000	From CIP budget of contract to in-house drain cleaning	\$ 38,103	\$ 38,103
Capital Appropriations	00004	68011	From CIP budget of contract to in-house drain cleaning	\$ (66,800)	\$ (66,800)
				TOTAL General Fund Requested	\$ 308,218
				TOTAL General Fund Included	\$ 213,957

**CITY OF KEENE, NEW HAMPSHIRE
Supplemental Items List - FY19/20 Budget**

Cost Center	Cost Center	Account	Notes	requested amount	amount included in CM recommendation
<u>Parking Fund</u>					
Lots & Meters	01500	62103	Additional kiosks - monthly maint and older kiosks out of warranty	\$ 6,821	\$ 6,821
				TOTAL Parking Fund Requested \$	6,821
				TOTAL Parking Fund Included \$	6,821
<u>Solid Waste Fund</u>					
Transfer/Recycling	10001	61000	Contracted employee from 14 to 28 hours	\$ 13,128	\$ 13,128
Transfer/Recycling	10001	62301	Wireless service connection and maintenance	\$ 3,175	\$ 3,175
SW Landfill	10009	62314	Transition to biofuel generator	\$ 30,000	\$ 30,000
				TOTAL Solid Waste Fund Requested \$	46,303
				TOTAL Solid Waste Fund Included \$	46,303
<u>Water Fund</u>					
Water Supply	05002	61000	Summer intern to monitor cyanobacteria	\$ 1,688	\$ 1,688
Water Supply	05002	62206	Fleet vehicle for use in summer monitoring of cyanobacteria	\$ 1,400	\$ 1,400
				TOTAL Water Fund Requested \$	3,088
				TOTAL Water Fund Included \$	3,088
<u>Fleet Equipment Fund</u>					
Fleet Admin	11000	61000	Mechanic 1 to Mechanic 2	\$ 5,481	\$ 5,481
Fleet Admin	11000	62720	Increased repair parts due to aging fleet	\$ 24,052	\$ 24,052
				TOTAL Equipment Fund Requested \$	29,533
				TOTAL Equipment Fund Included \$	29,533
				TOTAL Other Funds Requested \$	85,745
				TOTAL Other Funds Included \$	85,745
				GRAND TOTAL - ALL FUNDS - REQUESTED \$	393,963
				GRAND TOTAL - ALL FUNDS - RECOMMENDED \$	299,702

CITY OF KEENE, NEW HAMPSHIRE
PROPERTY TAX RATE CALCULATION & PROJECTION
FY 2019 / 2020 Proposed Operating Budget

	FY 2017-18 Actual	FY 2018-19 ADOPTED Budget	FY 2019-20				FY 2020-21 Projected	FY 2021-22 Projected
			Department Request	Department Supplemental	Department Total	City Manager Recommended		
PROPERTY TAX CALCULATION:								
Assessed Value (in thousands) for local tax calc.	1,796,036.300	1,827,082,043	1,852,082,043	1,852,082,043	1,852,082,043	1,852,082,043	1,852,082,043	1,852,082,043
Assessed Value (in thousands) for state tax calc.	1,717,122.300	1,738,962,743	1,758,962,743	1,758,962,743	1,758,962,743	1,758,962,743	1,758,962,743	1,758,962,743
Tax Rate:								
City	\$14.06	\$14.36	\$14.46	\$0.16	\$14.62	\$14.57	\$14.85	\$15.50
Local Education	\$17.26	\$16.64	\$16.99		\$16.99	\$16.99	\$17.33	\$17.67
State Education	\$2.36	\$2.21	\$2.12		\$2.12	\$2.12	\$2.16	\$2.20
County	\$3.54	\$3.91	\$3.88		\$3.88	\$3.88	\$3.96	\$4.04
TOTAL TAX RATE	\$37.22	\$37.12	\$37.45	\$0.16	\$37.61	\$37.56	\$38.30	\$39.42
<i>Property Tax Rate Increase</i>		-0.27%				1.18%	1.96%	2.94%
Total Property Taxes To Be Raised	\$ 66,662,235	\$ 67,626,542	\$ 69,170,889	\$	\$ 69,460,055	\$ 69,365,794	\$ 70,724,672	\$ 72,808,121
LESS: Local Education	(30,997,133)	(30,396,719)	(31,459,922)		(31,459,922)	(31,459,922)	(32,089,120)	(32,730,903)
State Education	(4,046,103)	(3,835,156)	(3,727,087)		(3,727,087)	(3,727,087)	(3,801,629)	(3,877,661)
County	(6,357,101)	(7,141,942)	(7,193,813)		(7,193,813)	(7,193,813)	(7,337,689)	(7,484,443)
Gross City Property Tax	25,261,898	26,252,725	26,790,067	289,166	27,079,233	26,984,972	27,496,234	28,715,114
LESS: War Service Credits	(228,700)	(226,613)	(228,700)		(228,700)	(228,700)	(228,700)	(228,700)
Tax Overlay	(3,599)	(824,593)	(800,000)		(800,000)	(800,000)	(300,000)	(300,000)
NET PROPERTY TAX RAISED	\$ 25,029,599	\$ 25,201,519	\$ 25,761,367	\$ 289,166	\$ 26,050,533	\$ 25,956,272	\$ 26,967,534	\$ 28,186,414
<i>Gross City Property Tax Change</i>		3.92%	2.05%		3.15%	2.79%	1.89%	4.43%
<i>Net Property Tax Change</i>		0.69%	2.22%		3.37%	2.99%	3.90%	4.52%

**CITY OF KEENE, NEW HAMPSHIRE
GENERAL FUND REVENUES
FY 2019 / 2020 Proposed Operating Budget**

	FY 2017-18 Actual	FY 2018-19 ADOPTED * Budget	FY 2019-20				FY 2020-21 Projected	FY 2021-22 Projected
			Department Request	Department Supplemental	Department Total	City Manager Recommended		
General Fund Revenue:								
Property Tax Revenue	\$ 24,733,654	\$ 25,201,519	\$ 25,761,367	\$ 289,166	\$ 26,050,533	\$ 25,956,272	\$ 26,967,534	\$ 28,186,414
Use of (addition to) Surplus		882,403	1,037,088	0	1,037,088	1,037,088	500,000	900,000
Other Taxes	587,060	451,450	450,000	0	450,000	450,000	460,000	470,000
Tax Increment Financing	463,270	628,685	723,132	0	723,132	723,132	727,855	730,048
Licenses, Permits & Fees	4,148,628	3,657,935	3,651,852	0	3,651,852	3,651,852	3,724,889	3,799,387
Intergovernmental	3,083,763	2,707,392	2,692,995	0	2,692,995	2,692,995	2,746,855	2,801,792
Charges for Services	2,881,067	1,932,673	1,939,654	19,051	1,958,705	1,958,705	1,978,292	2,025,178
Fines & Forfeits	72,806	89,821	76,291	0	76,291	76,291	77,817	79,373
Miscellaneous	1,405,794	2,573,288	2,987,201	0	2,987,201	2,987,201	1,997,137	2,002,130
Other Financing Sources	2,414,196	3,079,971	4,044,883	0	4,044,883	4,044,883	2,822,832	3,113,888
Sale of Bonds	2,692,500	2,766,000	2,804,000	0	2,804,000	2,804,000	2,300,244	3,089,852
TOTAL GENERAL FUND REVENUE	\$ 42,482,738	\$ 43,871,137	\$ 46,168,463	\$ 308,217	\$ 46,476,680	\$ 46,382,419	\$ 44,303,454	\$ 47,198,062
LESS: Sale of Bonds	(2,692,500)	(2,766,000)	(2,804,000)	0	(2,804,000)	(2,804,000)	(2,300,244)	(3,089,852)
TOTAL GF OPERATING REVENUE	\$ 39,790,238	\$ 41,105,137	\$ 43,364,463	\$ 308,217	\$ 43,672,680	\$ 43,578,419	\$ 42,003,210	\$ 44,108,210
TOTAL GENERAL FUND EXPENDITURES	\$ 42,290,998	\$ 43,871,137	\$ 46,168,463	\$ 308,217	\$ 46,476,680	\$ 46,382,419	\$ 44,303,454	\$ 47,198,062
LESS: Capital Funded by LT Debt	(2,692,500)	(2,766,000)	(2,804,000)	0	(2,804,000)	(2,804,000)	(2,300,244)	(3,089,852)
TOTAL GF OPERATING EXPENDITURES	\$ 39,598,498	\$ 41,105,137	\$ 43,364,463	\$ 308,217	\$ 43,672,680	\$ 43,578,419	\$ 42,003,210	\$ 44,108,210

*Adopted Budget R-2018-17-B as passed by City Council on June 7, 2018 (does not include encumbrances and carryforwards)

**CITY OF KEENE, NEW HAMPSHIRE
GENERAL FUND EXPENDITURES
FY 2019 / 2020 Proposed Operating Budget**

	FY 2017-18 Actual	FY 2018-19 ADOPTED * Budget	FY 2019-20				FY 2020-21 Projected	FY 2021-22 Projected
			Department Request	Department Supplemental	Department Total	City Manager Recommended		
<u>ELECTED & APPOINTED OFFICIALS</u>								
Mayor & City Council	\$ 123,257	\$ 152,882	\$ 146,260		\$ 146,260	\$ 149,726	\$ 153,274	
Outside Agencies	255,500	262,550	262,550	66,490	329,040	274,550	274,550	
Unclassified	72,099	109,962	98,072	8,197	106,269	100,396	102,776	
Employee Benefits	310,038	672,482	670,775	10,978	681,753	897,911	842,414	
Risk Management	295,165	286,127	265,813		265,813	272,113	278,562	
City Manager	292,535	444,426	466,784		466,784	477,847	489,172	
City Attorney	336,634	349,159	347,787		347,787	356,030	364,467	
City Clerk	575,137	597,369	609,088	28,547	637,635	652,747	668,217	
TOTAL LEGISLATIVE BODY	\$ 2,260,365	\$ 2,874,957	\$ 2,867,129	\$ 114,212	\$ 2,981,341	\$ 3,181,319	\$ 3,173,432	
<u>ADMINISTRATIVE SERVICES</u>								
Assessment	\$ 473,805	\$ 487,404	\$ 492,891		\$ 492,891	\$ 504,573	\$ 516,531	
Finance	2,157,386	2,303,278	2,481,234	4,576	2,485,810	2,544,724	2,605,034	
Human Resources	346,212	363,190	388,473	3,880	392,353	401,652	411,171	
Information Technology	1,233,253	1,294,104	1,316,822		1,316,822	1,348,031	1,379,979	
Debt Service	4,697,914	4,533,629	4,898,455		4,898,455	4,638,565	4,616,581	
TOTAL ADMIN. SERVICES	\$ 8,908,570	\$ 8,981,605	\$ 9,577,875	\$ 8,456	\$ 9,586,331	\$ 9,437,544	\$ 9,529,295	
<u>COMMUNITY SERVICES</u>								
Fire	\$ 6,764,146	\$ 6,981,063	\$ 7,184,300		\$ 7,184,300	\$ 7,354,568	\$ 7,528,871	
Library	1,352,972	1,420,229	1,466,650	5,645	1,472,295	1,507,188	1,542,909	
Parks, Recreation and Facilities	3,105,899	3,535,479	3,649,185	56,809	3,705,994	3,793,826	3,883,740	
Police	6,957,173	7,515,578	7,616,771	21,004	7,637,775	7,818,790	8,004,096	
TOTAL COMMUNITY SVCS	\$ 18,180,190	\$ 19,452,349	\$ 19,916,906	\$ 83,458	\$ 20,000,364	\$ 20,474,372	\$ 20,959,615	
<u>MUNICIPAL DEVELOPMENT SVCS</u>								
Airport	\$ 625,709	\$ 640,755	\$ 689,522	\$ 54,295	\$ 743,817	\$ 761,445	\$ 779,491	
Community Development	1,490,023	1,630,192	1,488,001	36,074	1,524,075	1,527,873	1,564,084	
Public Works	4,314,729	4,417,387	4,499,764	78,522	4,578,286	4,686,791	4,797,868	
TOTAL MUN. DEV. SVCS	\$ 6,430,461	\$ 6,688,334	\$ 6,677,286	\$ 168,891	\$ 6,846,177	\$ 6,976,110	\$ 7,141,443	
<u>CAPITAL PROJECTS</u>								
	6,511,412	5,873,892	7,129,267	(66,800)	7,062,467	4,234,110	6,394,276	
TOTAL GENERAL FUND	\$ 42,290,998	\$ 43,871,137	\$ 46,168,463	\$ 308,217	\$ 46,476,680	\$ 44,303,454	\$ 47,198,062	
FUNDED BY LONG TERM DEBT	(2,692,500)	(2,766,000)	(2,804,000)		(2,804,000)	(2,300,244)	(3,089,852)	
GENERAL FUND OPERATING EXP	\$ 39,598,498	\$ 41,105,137	\$ 43,364,463	\$ 308,217	\$ 43,672,680	\$ 42,003,210	\$ 44,108,210	

*Adopted Budget R-2018-17-B as passed by City Council on June 7, 2018 (does not include encumbrances and carryforwards)

GENERAL FUND REVENUE

TAXES

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

LICENSES/PERMITS/FEES

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

- 42333 - **VOLUNTARY MERGER:** fees received for voluntary mergers
- 42334 - **CONDITIONAL USE APPLICATION:** fees received from conditional use applications
- 42335 - **DRIVEWAY CURB CUT APPLICATIONS:** fees received from driveway curb cut applications
- 42337 - **ZBA FEES:** fees received for ZBA zoning petition fees

INTERGOVERNMENTAL

- 43201 - **FLOOD CONTROL:** State funds distributed to flood-prone communities
- 43202 - **AERONAUTICAL FUND:** funds from operating budget of State Aeronautic Department plus a quarter of the registration fees of locally-based aircraft
- 43203 - **HIGHWAY BLOCK GRANT:** State funds for maintenance of highways
- 43204 - **ROOMS & MEALS:** State funds distributed to municipalities
- 43208 - **KEENE STATE COLLEGE:** 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/TAPES:** investigative photos and video copies
- 44115 - **PW INSPECTION FEE:** charge for job inspection
- 44116 - **PW PUBLIC WAY IMPEDIMENT FEE:** charge for encumbrances or obstacles placed on roads and sidewalks during construction projects
- 44117 - **PW EXCAVATION FEES:** charge for excavating in City of Keene
- 44122 - **CEMETERY INTERMENT:** tomb service and burials
- 44123 - **AMBULANCE SERVICE BILLINGS:** user charges for ambulance services
- 44124 - **FIRE MASTER BOX:** false alarm response fees and system hookups
- 44131 - **REPAIRS:** money received for shrub, rose or lilac permits and repairs caused by vandalism
- 44134 - **DETAIL CHARGES:** charge for police officer and cruiser details
- 44135 - **RECORD CENTER CHARGES:** income from outside client use of records facility
- 44138 - **SSI INTERIM ASSISTANCE:** money received as reimbursement from State of NH for interim assistance provided by the City of Keene
- 44139 - **MEDICAID REIMBURSEMENTS:** money received as reimbursement from Medicaid for interim assistance provided by the City of Keene
- 44140 - **PD CRIMINAL RECORDS CHECK:** fees for processing criminal records checks
- 44141 - **PD DISCOVERIES:** fees for discoveries
- 44142 - **PD INSURANCE REQUESTS:** fees for insurance requests
- 44143 - **PD LOG SEARCH:** fees for log search
- 44144 - **PD FINGERPRINT FEES:** fees for fingerprinting

- 44146 - **PD SPECIAL SEARCH & MISC:** fees for special search & miscellaneous
- 44201 - **LIBRARY FACILITY RENTAL:** meeting room rental
- 44203 - **PRK/REC-FACILITY RENTAL:** fees for use of Recreation Center and park facilities
- 44205 - **PRK/REC-SUMNER KNIGHT CHAPEL FEE:** fees for use of Sumner Knight Chapel
- 44301 - **RECREATION CAMPGROUNDS:** fees for use of campsites
- 44302 - **PRK/REC-BALLFIELD USER FEES:** fees for field preparations
- 44303 - **PRK/REC-BALLFIELD LIGHTS:** fees for use of outdoor lighting
- 44304 - **RECREATION POOLS:** pool admittance fees
- 44401 - **LIBRARY NON-RESIDENT FEES:** library cards for non-residents
- 44501 - **AIRPORT GENRL AVIATN LNDNG FEE:** all aircraft over 12,500 pounds assessed \$15 landing fee
- 44504 - **AIRPORT READY CAR SPACES:** rent-a-car parking space spots
- 44505 - **AIRPORT RGR FEES:** percentage of recognized gross revenues from privately-owned and operated airport concerns
- 44506 - **AIRPORT FUELING FEES:** aviation fuels at airport

FINES AND FORFEITS

- 45103 - **GEN VIOLATION FINES-1ST STAGE:** initial fine for a non-metered parking violation
- 45104 - **GEN VIOLATION FINES-2ND STAGE:** fine for non-metered parking violation paid after the grace period
- 45105 - **COURT FINES:** 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
- 46203 - **DONATIONS:** donations made to city departments
- 46301 - **CITY HALL:** rental income from city hall space leased for retail usage
- 46304 - **TRANSPORTATION CENTER:** rent & utilities from transportation center & retail space
- 46306 - **AIRPORT T-HANGAR:** rents paid for use of municipal t-hangar building
- 46307 - **AIRPORT BUILDING:** rental of office space in terminal
- 46308 - **AIRPORT LAND:** rental income from land leased to private concerns

- 46311 - **FUEL FARM LEASE:** payments made to City by airport FBO for lease of fuel farm
- 46312 - **AIRPORT WWTP INCOME:** rental of airport property to wastewater treatment plant
- 46317 - **350 MARLBORO RENTS:** rental income from space leased to private concerns
- 46318 - **KEENE DISTRICT COURT:** rental income from space leased to the State of NH for the district court
- 46401 - **CEMETERY TRUST FUND:** income on trust funds for the maintenance of cemetery lots
- 46403 - **CHARITABLE TRUST FUND:** income from various funds distributed for "relief and comfort" in the holiday season
- 46404 - **DELUGE HOSE TRUST FUND:** income from Milan Jones trust to provide assistance to, or provide flowers on Memorial Day for, members of the Deluge Hose Company
- 46405 - **DOWNTOWN MEM TREE TRUST FUND:** income to maintain and principal to replace specific trees planted in the downtown area
- 46406 - **FLOWER TRUST FUND:** income from various funds for the purchase of flowers for cemetery lots on Memorial Day and/or special dates
- 46407 - **LIBRARY TRUST FUNDS:** income from trusts for maintenance of the Library and the purchase of books and materials
- 46408 - **PARKS & RECREATION TRUST FUNDS:** income from various trust funds to help offset costs of park maintenance
- 46410 - **SUMNER KNIGHT CHAPEL TRUST FUND:** money received for rental fees
- 46411 - **INGERSOLL COLLECTION:** income from the Ingersoll Collection Trust to offset costs of maintenance of the Ingersoll cabinets.
- 46412 - **LOT SALES:** cemetery lot sales
- 47302 - **SALE OF SURPLUS PROPERTY:** money received from the sale of city property
- 47303 - **SALE OF SURPLUS EQUIPMENT:** money received from the sale of surplus equipment
- 47304 - **MAPS, BLUEPRINTS, ETC:** money received from the sale of copies of maps, blueprints, etc.
- 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
- 47210 - **TRUST FUNDS:** money from trust funds for capital projects

PROCEEDS LONG TERM FINANCE

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

GENERAL FUND

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41105 - NET PROPERTY TAX	24,742,331	24,733,654	25,201,519	25,215,736	26,069,584	25,956,272
41110 - IN LIEU OF TAX	433,772	444,471	443,450	443,450	444,000	444,000
41115 - TIMBER YIELD TAX	20,875	17,669	8,000	7,500	6,000	6,000
41120 - LAND USE CHANGE TAX	0	124,920	0	0	0	0
41125 - TAX INCREMENT FINANCING	66,109	463,270	628,685	725,731	723,132	723,132
41000 - TAXES	25,263,088	25,783,984	26,281,654	26,392,417	27,242,716	27,129,404
42105 - HEALTH	49,860	49,150	51,900	51,900	51,900	51,900
42110 - CLERK - STATE	31,188	31,447	29,500	29,500	29,820	29,820
42115 - CLERK - CITY	12,366	11,487	12,000	10,000	11,000	11,000
42116 - HAZ MAT STORAGE PERMITS	17,525	17,625	18,000	18,000	18,000	18,000
42120 - DOGS	14,206	11,899	13,000	11,610	11,600	11,600
42201 - FIRE ALARM ACCESS APP FEE	240	0	0	0	0	0
42202 - FIRE ALARM ACCESS PERMIT	4,875	9,570	9,500	9,500	9,500	9,500
42205 - PERMITS	312,391	660,307	279,000	275,000	275,000	275,000
42210 - PISTOL PERMITS	2,270	630	410	514	407	407
42215 - MOTOR VEHICLE PERMITS	3,128,771	3,170,954	3,050,000	3,050,000	3,050,000	3,050,000
42218 - TRANSPORTATION IMP FUND	97,972	95,185	100,000	100,000	100,000	100,000
42301 - NSF CHECK FEE	2,450	1,599	2,300	2,300	2,300	2,300
42306 - MISC FEES & CHARGES	13,072	8,972	17,400	17,400	17,400	17,400
42315 - MAIL-IN & E-REG FEES	4,705	4,787	4,800	4,800	4,800	4,800
42316 - MUNICIPAL AGENT FEES	57,231	57,885	57,000	57,000	57,000	57,000
42330 - SITE PLAN APPLICATIONS	19,138	7,313	6,500	6,500	6,500	6,500
42331 - SUBDIVISION APPLICATIONS	2,786	3,735	1,500	1,500	1,500	1,500
42332 - MINOR AMENDMENTS APPPL.	1,950	2,000	750	750	750	750
42333 - VOLUNTARY MERGER	150	100	75	75	75	75
42334 - CONDITIONAL USE APPLICAT.	0	0	500	500	500	500
42335 - DRIVEWAY CURB CUT APPS.	200	277	300	300	300	300
42337 - ZBA FEES	2,125	3,706	3,500	3,500	3,500	3,500
42000 - LICENSES/PERMITS/FEES	3,775,470	4,148,628	3,657,935	3,650,649	3,651,852	3,651,852
43201 - FLOOD CONTROL	20,438	49,459	50,417	49,459	49,500	49,500
43202 - AERONAUTICAL	20,031	15,137	18,500	7,800	8,000	8,000
43203 - HIGHWAY	485,473	910,383	498,890	498,890	495,000	495,000
43204 - ROOMS & MEALS	1,217,759	1,193,062	1,188,362	1,188,362	1,188,362	1,188,362
43208 - KEENE STATE COLLEGE	620,284	629,797	634,833	634,833	632,902	632,902
43305 - CHESHIRE CTY JCC / YIP	23,100	23,100	23,100	23,100	23,100	23,100
43401 - KEENE SCHOOL DISTRICT	86,330	92,098	95,875	95,875	94,427	94,427
43403 - OTHER TOWNS	182,062	170,727	197,415	197,415	201,704	201,704
43000 - INTERGOVERNMENTAL	2,655,476	3,083,763	2,707,392	2,695,734	2,692,995	2,692,995
44109 - DIRECT REIMBURSEMENT	296,547	1,360,589	264,038	630,753	266,638	285,689
44111 - PROGRAMS	118,431	107,033	116,300	113,645	116,300	116,300
44112 - EQUIPMENT CHARGES	500	1,500	2,500	1,500	2,500	2,500

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
44113 - REPORTS	977	1,056	1,073	854	1,001	1,001
44114 - PHOTOS/TAPES	549	555	332	1,037	537	537
44115 - INSPECTION SERVICES	210	2,845	11,500	1,000	5,500	5,500
44116 - PUBLIC WAY IMPEDIMENT	510	1,050	500	850	600	600
44117 - EXCAVATION	1,700	2,500	1,500	4,500	4,000	4,000
44122 - INTERMENTS	41,700	37,812	32,000	30,000	30,000	30,000
44123 - AMBULANCE SVCS	1,008,569	1,056,775	1,100,000	1,100,000	1,200,000	1,200,000
44124 - FIRE MASTER BOX	77,112	78,336	76,296	78,336	78,336	78,336
44131 - REPAIRS	20	15	0	0	0	0
44134 - DETAIL CHARGES	115,105	34,361	35,021	96,847	34,671	34,671
44135 - RECORDS CENTER CHARGES	22,133	21,814	22,308	22,936	23,976	23,976
44138 - SSI INTERIM ASSISTANCE	7,195	6,214	3,500	5,500	4,500	4,500
44139 - MEDICAID REIMBURSEMENTS	0	0	250	250	250	250
44140 - PD CRIMINAL RECORDS CHECK	80	70	100	60	85	85
44141 - PD DISCOVERIES	280	270	334	52	237	237
44142 - PD ACCIDENT REPORTS	4,995	7,325	6,120	10,997	7,042	7,042
44143 - PD LOG SEARCH	1	3	0	10	3	3
44144 - PD FINGERPRINT FEES	5,570	6,840	6,151	7,988	6,378	6,378
44146 - PD SPECIAL SEARCH & MISC	50	25	0	0	0	0
44201 - LIBRARY	1,870	1,150	1,750	200	3,500	3,500
44203 - RECREATION CENTER	21,976	22,782	28,000	22,658	28,000	28,000
44205 - SUMNER KNIGHT CHAPEL FEE	0	0	0	255	0	0
44301 - CAMPGROUNDS	18,866	17,209	5,000	3,500	3,500	3,500
44302 - BALL FIELDS	3,717	12,758	8,200	6,700	8,200	8,200
44303 - BALL FIELD LIGHTS	6,190	6,550	6,900	6,150	6,900	6,900
44304 - POOLS	20,334	18,922	23,000	19,756	23,000	23,000
44401 - LIBRARY NON RESIDENT FEE	18,374	18,936	20,000	20,050	22,000	22,000
44501 - LANDING FEES	13,320	10,159	13,000	13,000	13,000	13,000
44504 - READY CAR SPACES	350	0	0	0	0	0
44505 - GROSS REVENUE PERCENTAGE	12,813	10,088	13,000	13,000	13,000	13,000
44506 - FUELING FEES	34,608	35,522	34,000	34,000	34,000	34,000
44508 - AIRPORT RENTAL CAR INC.	0	0	0	2,000	2,000	2,000
44000 - CHARGES FOR SERVICES	1,854,651	2,881,067	1,832,673	2,248,384	1,939,654	1,958,705
45103 - GENERAL VIOLATIONS - STG1	(12)	0	0	0	0	0
45105 - COURT FINES	44,295	36,469	42,771	17,854	36,255	36,255
45106 - LIBRARY OVERDUE FINES	24,172	21,832	28,000	22,000	22,000	22,000
45107 - FALSE ALARM FINES	6,810	6,675	8,615	7,765	7,791	7,791
45201 - FIRE CODE VIOLATIONS	875	550	300	100	300	300
45202 - BUILDING CODE VIOLATIONS	1,375	125	500	500	500	500
45203 - HEALTH CODE VIOLATIONS	0	125	0	0	0	0
45302 - DOG FORFEITURE	3,318	1,975	3,509	6,428	4,067	4,067
45303 - DRUG FORFEITURE	0	0	0	1,681	0	0

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
45304 - LOST LIBRARY MATERIALS	3,004	2,815	4,000	3,500	3,500	3,500
45305 - SALE EVIDENCE/FOUND PROP	1,804	2,241	2,126	1,030	1,878	1,878
45000 - FINES & FORFEITS	85,640	72,806	89,821	60,858	76,291	76,291
41605 - INTEREST: TAXES	557,627	348,052	410,000	405,000	390,000	390,000
46000 - MISCELLANEOUS	1,407	290	300	300	300	300
46101 - INTEREST EARNINGS	145,394	273,827	275,000	375,000	425,000	425,000
46103 - INTEREST: A/R	417	(1,009)	0	8	0	0
46105 - OTHER LOANS	0	0	89,648	89,648	89,648	89,648
46203 - DONATIONS	0	0	0	0	275,000	275,000
46301 - CITY HALL	66,655	46,332	57,350	57,350	58,043	58,043
46304 - TRANSPORTATION CENTER	34,599	31,012	32,321	32,321	33,687	33,687
46306 - AIRPORT T-HANGAR	90,055	102,909	109,917	109,917	109,917	109,917
46307 - AIRPORT TERMINAL	6,084	7,400	24,152	24,152	24,152	24,152
46308 - AIRPORT LAND	90,100	90,500	74,134	74,134	74,134	74,134
46311 - FUEL FARM LEASE	13,932	15,484	15,927	15,927	15,927	15,927
46312 - AIRPORT WWTP INCOME	148,240	150,312	154,178	154,178	154,178	154,178
46317 - 350 MARLBORO RENTS	220,313	223,404	229,140	229,140	236,587	236,587
46401 - CEMETERY TRUST FUND	81,275	90,555	82,834	86,514	80,847	80,847
46403 - CHARITABLE TRUST FUND	2,869	3,181	2,896	3,022	2,816	2,816
46404 - DELUGE HOSE TRUST FUND	239	265	244	252	234	234
46405 - DOWNTOWN MEM TREE TRST FD	6,770	835	2,000	50	2,079	2,079
46406 - FLOWER TRUST FUND	3,679	4,079	3,714	3,875	3,611	3,611
46407 - LIBRARY TRUST FUND	6,636	8,332	3,500	0	3,500	3,500
46408 - PARKS & REC TRUST FUND	3,597	3,988	3,631	3,789	3,530	3,530
46410 - SUMNER KNIGHT CHPL TST FD	3,613	3,325	602	4,348	3,511	3,511
46411 - INGERSOLL COLLECTION	9	300	0	0	0	0
46412 - LOT SALES	0	0	0	2,250	0	0
46413 - WOODWARD FUND	0	1,075	0	7,000	0	0
47302 - SALE OF SURPLUS PROPERTY	162,363	0	1,000,000	9,000	1,000,200	1,000,200
47303 - SALE OF SURPLUS EQUIPMNT	8,780	0	0	10	0	0
47304 - MAPS,BLUEPRINTS,ETC	174	0	1,000	1,000	100	100
47305 - COPIES	1,331	1,345	800	150	200	200
46000 - MISCELLANEOUS	1,656,158	1,405,794	2,573,287	1,688,334	2,987,201	2,987,201
47001 - USE(ADDITION) TO SURPLUS	0	0	882,403	0	1,037,088	1,037,088
47003 - CAPITAL RESERVE	0	0	441,017	0	1,280,000	1,280,000
47007 - USE OF SURPLUS: CARRYOVER	0	0	448,192	0	0	0
47102 - ADMIN CHG - EQUIPMENT	284,632	272,484	278,146	278,146	302,646	302,646
47104 - ADMIN CHG - PARKING	244,095	245,748	248,362	248,362	220,363	220,363
47106 - ADMIN CHG - SEWER	640,675	665,472	678,472	678,472	620,643	620,643
47107 - ADMIN CHG - SOLID WASTE	491,982	476,208	489,972	489,972	488,324	488,324
47108 - ADMIN CHG - WATER	435,357	457,524	467,094	467,094	485,804	485,804
47201 - CAPITAL PROJECTS FUND	3,258	85,139	111,908	111,908	114,103	114,103

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

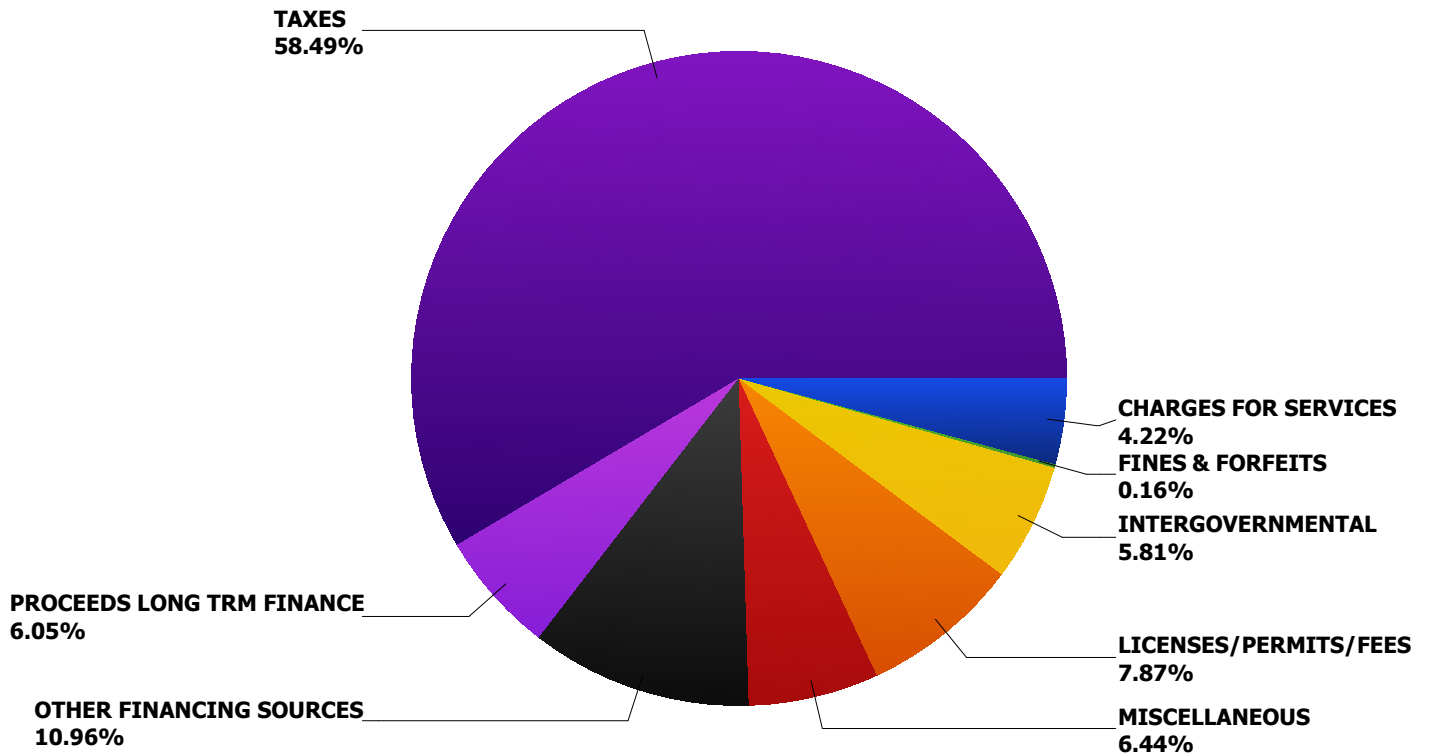
Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
47204 - GRANTS FUND	100,000	211,621	325,000	325,000	500,000	500,000
47206 - PC REPLACEMENT FUND	0	0	0	0	33,000	33,000
47210 - TRUST FUNDS	0	0	40,000	40,000	0	0
47000 - OTHER FINANCING SOURCES	2,199,999	2,414,196	4,410,566	2,638,954	5,081,971	5,081,971
48101 - SALE OF BONDS	3,638,000	2,692,500	2,766,000	2,762,500	2,804,000	2,804,000
48000 - PROCEEDS LONG TRM FINANCE	3,638,000	2,692,500	2,766,000	2,762,500	2,804,000	2,804,000
TOTAL	41,128,483	42,482,738	44,319,328	42,137,830	46,476,680	46,382,419

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Summary**

GENERAL FUND

Revenue Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41000 - TAXES	25,263,088	25,783,984	26,281,654	26,392,417	27,242,716	27,129,404
42000 - LICENSES/PERMITS/FEES	3,775,470	4,148,628	3,657,935	3,650,649	3,651,852	3,651,852
43000 - INTERGOVERNMENTAL	2,655,476	3,083,763	2,707,392	2,695,734	2,692,995	2,692,995
44000 - CHARGES FOR SERVICES	1,854,651	2,881,067	1,832,673	2,248,384	1,939,654	1,958,705
45000 - FINES & FORFEITS	85,640	72,806	89,821	60,858	76,291	76,291
46000 - MISCELLANEOUS	1,656,158	1,405,794	2,573,287	1,688,334	2,987,201	2,987,201
47000 - OTHER FINANCING SOURCES	2,199,999	2,414,196	4,410,566	2,638,954	5,081,971	5,081,971
48000 - PROCEEDS LONG TRM FINANCE	3,638,000	2,692,500	2,766,000	2,762,500	2,804,000	2,804,000
TOTAL	41,128,483	42,482,738	44,319,328	42,137,830	46,476,680	46,382,419

Fiscal Year 2019-2020 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department**

GENERAL FUND

Department	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
05 - AIRPORT	614,614	625,709	645,461	653,061	689,522	54,295	743,817	743,817
10 - ASSESSMENT	437,566	473,805	492,434	492,414	492,891	0	492,891	492,891
15 - CITY ATTORNEY	305,711	336,634	354,217	314,817	347,787	0	347,787	347,787
20 - CITY CLERK	561,099	575,137	607,635	607,529	609,088	28,547	637,635	637,635
25 - CITY MANAGER	289,974	292,535	453,151	454,804	466,784	0	466,784	466,784
30 - FINANCE	2,214,004	2,157,386	2,367,318	2,260,588	2,481,234	4,576	2,485,810	2,485,810
35 - FIRE	6,427,769	6,764,146	6,989,788	7,062,140	7,184,300	0	7,184,300	7,184,300
41 - COMMUNITY DEVELOPMENT	1,348,144	1,490,023	1,668,989	1,668,989	1,488,001	36,074	1,524,075	1,492,501
45 - HUMAN RESOURCES	297,389	346,212	375,919	372,645	388,473	3,880	392,353	392,353
55 - INFORMATION TECHNOLOGY	1,186,863	1,233,253	1,395,579	1,373,989	1,316,822	0	1,316,822	1,316,822
60 - LIBRARY	1,357,082	1,352,972	1,445,012	1,444,812	1,466,650	5,645	1,472,295	1,472,295
65 - MAYOR & CITY COUNCIL	6,806,933	4,874,971	7,291,707	7,042,004	8,572,737	18,865	8,591,601	8,528,915
70 - PARKS, REC AND FACILITIES	2,926,934	3,105,899	3,626,483	3,559,044	3,649,185	56,809	3,705,994	3,705,994
80 - POLICE	6,821,337	6,957,173	7,547,112	7,440,141	7,616,771	21,004	7,637,775	7,637,775
85 - PUBLIC WORKS	4,132,353	4,314,729	4,524,894	4,099,522	4,499,764	78,522	4,578,286	4,578,286
95 - DEBT SERVICE	4,504,973	4,697,914	4,533,629	4,533,629	4,898,455	0	4,898,455	4,898,455
TOTAL	40,232,745	39,598,497	44,319,328	43,380,127	46,168,463	308,217	46,476,680	46,382,419

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

DEBT SERVICE

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
65101 - PRINCIPAL	3,638,256	3,827,587	3,596,825	3,596,825	3,874,575	0	3,874,575	3,874,575
65102 - INTEREST ON BONDED DEBT	827,812	835,127	819,139	819,139	909,920	0	909,920	909,920
65200 - NOTES PAYABLE	0	0	86,170	86,170	86,170	0	86,170	86,170
65202 - INTEREST ON NOTES PAYABLE	38,906	35,200	31,495	31,495	27,790	0	27,790	27,790
62000 - OPERATING EXPENDITURES	4,504,973	4,697,914	4,533,629	4,533,629	4,898,455	0	4,898,455	4,898,455
Department	4,504,973	4,697,914	4,533,629	4,533,629	4,898,455	0	4,898,455	4,898,455
TOTAL	4,504,973	4,697,914	4,533,629	4,533,629	4,898,455	0	4,898,455	4,898,455

CITY OF KEENE, NEW HAMPSHIRE
FY2019/2020 Operating Budget
STATEMENT OF GENERAL FUND LONG-TERM DEBT

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2019/2020	INTEREST 2019/2020	PRINCIPAL BALANCE 06/30/20
T-Hangar	3/1/2002	3/1/2022	avg 4.57%	\$ 250,000	\$ 12,500	\$ 1,875	\$ 25,000
Bridges	3/1/2002	3/1/2022	avg 4.57%	100,000	5,000	750	10,000
Drainage	3/1/2002	3/1/2022	avg 4.57%	655,000	32,750	4,913	65,500
Emergency Services Facility	3/1/2002	3/1/2022	avg 4.57%	890,000	44,500	6,675	89,000
Intersections	3/1/2002	3/1/2022	avg 4.57%	440,098	22,000	3,300	44,000
Emergency Services & PW Facility	3/1/2002	3/1/2023	avg 4.57%	4,715,000	235,750	47,150	707,250
Public Improvements 2003 issue	5/15/2003	5/15/2023	avg 3.45%	5,391,161	200,000	32,200	600,000
Municipal Complex - roof repair	11/1/2009	11/1/2019	avg 2.3396173%	510,000	25,000	438	0
Bike Path - North Bridge	11/1/2009	11/1/2019	avg 2.3396173%	655,000	35,000	613	0
Drainage Program	11/1/2009	11/1/2019	avg 2.3396173%	700,000	40,000	700	0
Road Reconstruction	11/1/2009	11/1/2019	avg 2.3396173%	1,815,000	150,000	2,625	0
Drainage Program	10/15/2010	10/15/2020	avg 2.505277%	920,000	90,000	3,600	90,000
Road Reconstruction	10/15/2010	10/15/2020	avg 2.505277%	1,020,000	100,000	4,000	100,000
Central Fire Station	10/15/2010	10/15/2030	avg 2.505277%	5,000,000	250,000	85,938	2,750,000
Robin Hood Dam Upgrade	10/15/2010	10/15/2030	avg 2.505277%	630,000	30,000	10,313	330,000
Energy Improvements	12/1/2011	12/1/2021	avg 1.627218%	1,897,900	190,000	14,100	375,000
Consolidated Infrastructure	12/1/2011	12/1/2021	avg 1.627218%	2,013,300	200,000	15,000	400,000
Consolidated Infrastructure - 2012	5/2/2013	1/15/2023	2.00%	1,146,200	115,000	9,124	341,200
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	349,300	45,974	1,949,400
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	5,700	714	30,000
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	25,000	3,200	135,000
Tax Parcel Correction	6/12/2015	6/12/2020	avg 2.17%	305,000	60,000	600	0
Financial Software Upgrade	6/12/2015	6/12/2020	avg 2.17%	190,000	35,000	350	0
Digital Base Map	6/12/2015	6/12/2020	avg 2.17%	185,000	40,000	400	0
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,325,000	130,000	25,700	675,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,330,000	135,000	24,850	655,000
Airport Road Culvert	6/12/2015	6/12/2025	avg 2.17%	135,000	15,000	2,650	70,000
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	32,826	975,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.61%	2,141,033	253,075	60,184	1,396,543
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	140,000	40,600	945,000
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	11,000	3,020	70,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	68,000	10,000	1,720	38,000
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	40,000	11,880	277,000
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	146,000	43,560	1,016,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	66,000	10,000	1,640	36,000
Goose Pond Dam Design - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	107,000	22,000	2,080	41,000
Library Campus (TIF) Develop - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	105,000	62,513	1,695,000
LED Street Lighting - Series 2018 A	9/27/2018	9/15/2023	avg 2.739879%	285,000	55,000	12,875	230,000
Airport Terminal Improvements - Series 2018 A	9/27/2018	9/15/2025	avg 2.739879%	200,000	30,000	9,250	170,000
2018 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,301,500	131,500	61,788	1,170,000
2019 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,267,500	127,500	60,188	1,140,000
Flood Management - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	906,000	66,000	37,725	840,000
Winchester Street Bypass - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	610,000	45,000	25,425	565,000
Goose Pond Dam Improvements - Series 2018 A	9/27/2018	9/15/2038	avg 2.739879%	885,000	45,000	35,313	840,000
Total Outstanding				50,536,592	3,874,575	850,335	20,885,893
FY 2019-2020 Proposed Bond Issue	est 2020		est 4.25%	2,804,000		59,585	2,804,000
Interfund Loan - Roundabout Project	7/1/2006	1/1/2027	4.30%	1,723,400	86,170	27,790	603,190

Authorized, Unissued:

N/A

Total Authorized, Unissued

Anticipated, FY19/20:

R-2019-16	City Hall Rear Wall	176,000
R-2019-17	Flood Management	505,000
R-2019-18	Road Rehabilitation	1,264,000
R-2019-19	Winchester St Bypass	859,000
		<hr/>
		\$ 2,804,000

CALCULATION OF GENERAL FUND DEBT LIMIT AND BORROWING CAPACITY

Debt Limit on 07/01/19 computed at 3% of 2018 equalized assessed value a \$1,827,082,043 per RSA 33:4-a	\$	54,812,461
LESS: outstanding principal balance @ 07/01/19		(24,760,468)
LESS: solid waste fund principal balance @ 07/01/19 (s.w. does not have separate limit)		(400,500)
EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)		1,800,000
advanced refunded debt issued 2013		2,494,400
advanced refunded debt issued 2016		1,649,618
debt issued to fund landfill cleanup (RSA 33:6-d)		<hr/> N/A
GENERAL FUND BORROWING CAPACITY FOR FY19/20	\$	35,595,511

This Page Left Blank Intentionally

City Government Keene, New Hampshire

ELECTED OFFICIALS

	Name	Term Expires*	2018 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	2019 2021	Planning, Licenses & Development (Vice Chair) Finance, Organization & Personnel
At Large Councilors	Bettina A. Chadbourne Randy L. 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 2019-2020
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00001 - MAYOR & COUNCIL

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61101 - MAYOR	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
61102 - CITY COUNCIL	33,375	34,750	37,500	37,500	37,500	0	37,500	37,500
61307 - PART TIME EMPLOYEES	52,846	38,272	55,647	55,646	55,708	0	55,708	55,708
61704 - SOCIAL SECURITY	6,902	5,892	7,432	7,431	7,436	0	7,436	7,436
61705 - WORKERS COMPENSATION	58	117	155	155	130	0	130	130
61901 - RECRUITMENT	30,227	2,588	11,931	11,931	0	0	0	0
61000 - PERSONNEL SERVICES	127,407	85,619	116,665	116,663	104,775	0	104,775	104,775
62175 - OTHER SERVICES	19,551	23,854	39,360	39,360	25,555	0	25,555	25,555
62205 - PC REPLACEMENT CHARGE	992	996	1,470	1,470	1,908	0	1,908	1,908
62301 - OFFICE EQUIPMENT MAINT.	4,802	3,965	4,386	5,658	3,748	0	3,748	3,748
62425 - ADVERTISING	1,787	1,904	1,200	1,200	1,200	0	1,200	1,200
62442 - MAYOR'S OFFICIAL EXPENSE	1,072	2,254	2,900	2,900	2,900	0	2,900	2,900
62443 - COUNCIL'S OFFICIAL EXP	3,513	4,274	4,764	4,764	5,499	0	5,499	5,499
62510 - TELEPHONE	378	390	400	400	400	0	400	400
62701 - OFFICE SUPPLIES	0	0	275	275	275	0	275	275
62000 - OPERATING EXPENDITURES	32,093	37,638	54,755	56,027	41,485	0	41,485	41,485
00001 - MAYOR & COUNCIL	159,500	123,257	171,420	172,690	146,260	0	146,260	146,260

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 quality of life, support independence, and encourage involvement in and with the community. The Center's goal is to prevent social isolation with a cost affordable program. The Center assists 289 Keene residents. Funding is used for operating expenses.

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. City funding assisted 121 Keene residents in 2018 and helps to pay a portion of salaries and benefits of treating Keene residents, with lack of means to pay the full cost. This service helps to reduce criminal activity.

Big Brothers/Big Sisters of Western New Hampshire (BB/BS): BB/BS provides children facing adversity with strong enduring and professionally supported one-to-one relationships that change their lives for the better. They support two mentoring programs: Community Based Mentoring matching adult 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 residents from the City of Keene.

The Community Kitchen (TCK): TCK provides a safety net for food insecure residents, which is efficient, effective, and essential. There are two programs: (1) the healthy and nutritious hot meals served weeknights and Sunday brunch; (2) a weekly choice pantry to those in need. Pantry boxes are available for City General Assistance clients as requested by Human Services staff. Funding from the City will be used toward the operational costs of the organization.

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

Southwestern Community Services (SCS): SCS strives to empower low income people and families. SCS is a major provider of social and human services to the residents of Keene as well as all of Cheshire and Sullivan Counties. Last fiscal year, SCS provided service to 3000 City of Keene households. SCS provides direct assistance with the following programs: workforce housing and senior rental housing; education and childcare; nutrition and health; energy conservation; utility programs; day 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 '18 SCS paid \$155,467 in Keene 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 FY '18, the service provided 32,500 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including job, shopping, recreation, and medical care. They make every effort to make rides affordable by offering specials throughout the year and especially toward the end of the month when persons on fixed income have exhausted their resources.

Hundred Nights Shelter: The cold weather shelter is dedicated to providing emergency shelter to anyone in need on the coldest nights of the year from mid-November through 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. Hundred Nights has done fundraising and receives some assistance from other towns. Hundred Nights assists its participants with applications for other services. 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. HIV/Aids Task Force assisted 11 Keene residents in 2018. 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 to support the agencies occupancy costs and staffing expenses.

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

Monadnock Humane Society (MHS): MHS has nurtures the well-being of animals and their human companions. This is done by providing education, programs, and services that create a healthier, more compassionate community for all. MHS provides care for over 1,400 animals each year. These animals reach MHS as strays, surrenders, through court-ordered or protective custody situations, and via transports from other parts of the nation. MHS provides low-income programs and services such as free boarding and medical care to the pets of community members who are fleeing domestic violence, are homeless, or entering a drug treatment program. Emergency boarding and medical care is provided free of charge for community members who have had a house fire or flooding in their home. The pet food pantry provides free pet food to low-income persons who are struggling to navigate difficult financial times and low cost clinics for spay/neuter/rabies and microchip services to prevent low-level neglect to animal populations. MHS has assisted 110 Keene residents and the funding will directly cover the costs of care for the pets and overhead such as veterinarians, vet techs, shelter techs, and overall operating costs.

Keene Serenity Center: The Center provides a drug, alcohol, tobacco. and smoke free environment that fosters rehabilitative support and activities, assistance to individuals recovering from substance abuse and behavioral additions; furnishes an affordable place for peer support recovery groups to meet; contribute to personal and social growth of said individuals, along with their family and friends; promote awareness of the nature of addiction, the value of recovery treatment, and prevention. The center served 70 Keene residents in 2018. The funding is used for operating expenses.

Keene Housing Kids Collaborative: This program provides tuition and fees for children who live in Keene Housing property or in a Section 8 unit subsidized through Keene Housing, to participate in camps and programs. The Kids Collaborative engages with 90% of Keene Housing Households. Youth will participate in at least one activity in the community. Keene Housing children will be an active part of the larger community and as a result will improve their school performance, behavior, and attendance. In FY '18 the Kids Collaborative assisted 190 Keene residents with this service. City funding will be used by the Kids Collaborative to give children access to existing opportunities in the community.

The Samaritans, Inc.: The goal of Samaritans is to reduce the incidence and impact of suicide. Services include community education and outreach; anonymous crisis hotline; weekly support groups; and volunteer services for students, adults, and seniors. City funding will be used for program expenses to provide free, confidential suicide prevention, and postvention services.

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00002 - MYR/CNCL OUTSIDE AGCY

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Agency Base	2019-2020 Agency Additional Request	2019-2020 Agency Request	2019-2020 Manager Recommended
62133 - SENIOR CITIZENS CENTER	15,000	15,000	15,000	15,000	15,000	6,675	21,675	15,000
62134 - MONADNOCK SUBSTANCE ABUSE	5,000	5,000	7,500	7,500	7,500	0	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	82,000	82,000	82,000	82,000	82,000	8,000	90,000	82,000
62137 - ELDERLY MEALS ON WHEELS	12,000	12,000	12,450	12,450	12,450	415	12,865	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	90,100	90,100	90,100	1,400	91,500	90,100
62149 - 100 NIGHTS SHELTER	20,000	20,000	20,000	20,000	20,000	10,000	30,000	25,000
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	7,500
62156 - CASA	0	0	0	0	0	2,000	2,000	2,000
62157 - MONADNOCK HUMANE SOCIETY	0	0	0	0	0	20,000	20,000	2,500
62158 - KEENE SERENITY CENTER	0	0	0	0	0	8,000	8,000	0
62187 - KH KIDS COLLABORATIVE	0	0	2,500	2,500	2,500	0	2,500	2,500
62189 - SAMARITANS OF NH	0	2,500	2,500	2,500	2,500	7,500	10,000	2,500
00002 - MYR/CNCL OUTSIDE AGCY	253,000	255,500	262,550	262,550	262,550	66,490	329,040	274,550

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00003 - UNCLASSIFIED

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61316 - COMM FUNDED EVENT WAGES	14,681	17,194	35,482	21,102	17,872	8,197	26,069	17,872
61703 - RETIREMENT CONTRIBUTIONS	338	165	0	52	0	0	0	0
61704 - SOCIAL SECURITY	351	269	0	127	0	0	0	0
61705 - WORKERS COMPENSATION	26	201	0	94	0	0	0	0
61713 - RET - FIRE	469	762	0	274	0	0	0	0
61714 - RET - POLICE	1,859	2,606	0	1,650	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	2,000	1,914	0	0	7,694	0	7,694	7,694
61000 - PERSONNEL SERVICES	19,725	23,111	35,482	23,299	25,566	8,197	33,763	25,566
62173 - REGIONAL PLANNING	12,948	12,953	12,730	12,730	12,756	0	12,756	12,756
62174 - ZONING BOARD	2,553	2,883	2,500	2,500	250	0	250	250
62178 - PLANNING BOARD	130	130	250	250	250	0	250	250
62179 - CONSERVATION COMMISSION	1,184	1,142	1,500	1,500	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	3,500	5,000	5,000	5,000	5,000	0	5,000	5,000
62183 - HISTORIC DISTRICT CMMSN	0	0	250	250	250	0	250	250
62184 - ENERGY & CLIMATE COMMITTE	1,300	700	600	600	850	0	850	850
62185 - MARKETING & DEVELOPMENT	0	0	25,000	25,000	25,000	0	25,000	25,000
62188 - ARTS ALIVE	500	500	500	500	500	0	500	500
62436 - MEETINGS & DUES	18,479	18,506	18,800	18,800	18,800	0	18,800	18,800
62456 - COMM FUNDED EVENT OTHER	850	1,500	1,000	950	1,000	0	1,000	1,000
62457 - VETERAN'S COUNCIL	3,600	3,600	4,250	4,250	4,250	0	4,250	4,250
62461 - KEENE CHAMBER OF COMMERCE	365	375	400	475	400	0	400	400
62462 - ML KING / J DANIELS DAY	500	500	500	500	500	0	500	500
62000 - OPERATING EXPENDITURES	47,109	48,989	74,480	74,505	72,506	0	72,506	72,506
00003 - UNCLASSIFIED	66,833	72,099	109,962	97,804	98,072	8,197	106,269	98,072

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00004 - CAPITAL APPROPRIATIONS

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
68010 - CAPITAL RESERVE	567,972	645,185	735,000	735,000	700,000	0	700,000	700,000
68011 - CAPITAL PROJECT TRANSFER	4,774,152	3,173,727	5,185,892	5,185,892	6,429,267	(66,800)	6,362,467	6,362,467
62000 - OPERATING EXPENDITURES	5,342,124	3,818,912	5,920,892	5,920,892	7,129,267	(66,800)	7,062,467	7,062,467
00004 - CAPITAL APPROPRIATIONS	5,342,124	3,818,912	5,920,892	5,920,892	7,129,267	(66,800)	7,062,467	7,062,467

**CITY OF KEENE, NEW HAMPSHIRE
FY 2019/20 GENERAL FUND CAPITAL APPROPRIATIONS**

Project Description	Other Source	Capital Project Appropriation FY17	Capital Project Appropriation FY 18	Capital Project Appropriation FY 19	Capital Project Appropriation FY 20	Supplemental Requests FY 20	City Manager Recommended Net
Capital Reserve Appropriations (00004-68010) General Revenue:							
Ambulance Reserve		\$ 70,000	\$ 100,000	\$ 35,000	\$ -	\$ -	\$ -
Downtown Infrastructure Capital Reserve			\$ 150,000	200,000	200,000	-	200,000
Fire Equipment Reserve		400,000	300,000	400,000	400,000	-	400,000
Transportation System Improvements Fund		100,000	100,000	100,000	100,000	-	100,000
Total General Revenue Capital Reserve Appropriation		\$ 570,000	\$ 650,000	\$ 735,000	\$ 700,000	\$ -	\$ 700,000
Capital Project Appropriations (00004-68011) General Revenue:							
560 Main Street Site Assessment (carried FY19 to FY20)	property sale	-	-	1,000,000	1,000,000	-	\$ 1,000,000
Aerial Imagery Updates 5 & 10 years	fund balance				55,000	-	55,000
Airport Pavement Maintenance & Marking	project balance			8,337	7,425	-	7,425
Airport Runway 14/32 Reconstruction		14,450	189,250			-	-
Airport Runway 20 Obstruction Removal			50,000			-	-
Airport Taxiway A Relocation				19,500	130,000	-	130,000
Ambulance Replacement				240,000		-	-
Apparatus Replacement - Fire	cap reserve				1,100,000		1,100,000
Beaver Brook Hydrological Study			150,000				-
Bridge Replacement			184,000				-
Castle Sreet Rehabilitation		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	75,089	25,000	-	25,000
Curb Installation				63,571	65,478		65,478
Database Software		86,000					-
Downtown Revitalization Study	cap reserve	45,000	30,000	30,000	180,000		180,000
Fire Alarm System Infrastructure		50,000					-
Guardrail Replacement			77,506	77,506	44,024		44,024
Library Campus Development		6,800,000					-
Marlboro Street Corridor Improvements		25,000		171,017			-
Mobile Radio Replacement - Fire		23,000			52,500		52,500
Mobile Radio Replacement - Police				73,497	86,796		86,796
Mobile Shelving		49,000					-
Municipal Buildings Improvements		46,500	50,000	100,000	100,000	-	100,000
Network Equipment Replacement	pc replace fund		64,000	40,500	6,000	-	6,000
Parks Improvements		-	-	90,000	50,000	-	50,000
Patricia T. Russell Park					125,000	-	125,000
Portable Radio Replacement - Fire		30,000	52,500	52,500			-
Revaluation		107,000					-
Robin Hood Park Tennis Courts		28,390					-
Robin Hood Park Swimming Pool Improvements				25,000			-
Server Replacement	pc replace fund	12,000	23,000	54,343	27,000	-	27,000
Sidewalk Repair / Replacement			61,720	63,571	65,478		65,478
Sidewalks - New		208,927					-
Skate Park	current / donation				300,000		300,000
Storage Area Network			40,000				-
Stormwater Drainage Maintenance		106,506	63,000	64,890	66,800	(66,800)	-
Stormwater System Management	project balance	51,500	53,045	40,000	41,200		41,200
Stormwater Spot Repair / General Drainage	project balance	30,000	61,720	63,571	65,478		65,478
Voting Booths	fund balance				32,088		32,088
West Keene Fire Station Study				20,000			-
Wheelock Park Improvements		314,013					-
Subtotal General Revenue Capital Project Appropriation		8,188,696	1,282,768	2,372,892	3,625,267	(66,800)	3,558,467
Capital Projects Appropriations (00004-68011) Bond Funded:							
Airport Terminal Improvements			200,000				-
Castle Street Rehabilitation		115,000					-
Curb Installation		60,000	62,500				-
City Hall Rear Wall					176,000		176,000
Defibrillator Replacement		66,000					-
Flood Management			906,000		505,000		505,000
Goose Pond Dam Improvements		107,000		885,000			-
LED Streetlight Replacement			350,000				-
Library Campus Development		2,011,000					-
Road Rehabilitation		1,189,000	1,239,000	1,271,000	1,264,000		1,264,000
Sidewalks - Replacement/Repair		60,000					-
Stormwater Spot Repair / General Drainage		30,000					-
State Bypass Improvements		-	-	610,000	859,000		859,000
Subtotal Bond Funded Capital Project Appropriation		3,638,000	2,757,500	2,766,000	2,804,000	-	2,804,000
Total Capital Project Appropriation		11,826,696	4,040,268	5,138,892	6,429,267	(66,800)	6,362,467
TOTAL CAPITAL RESERVE & PROJECT APPROPRIATIONS		\$ 12,396,696	\$ 4,690,268	\$ 5,873,892	\$ 7,129,267	\$ (66,800)	\$ 7,062,467

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00081 - EMPLOYEE BENEFITS

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61304 - GENERAL PERSONNEL	0	50,498	197,962	0	340,756	0	340,756	340,756
61701 - HEALTH INSURANCE	29,590	17,883	40,003	13,924	40,003	0	40,003	40,003
61706 - UNEMPLOYMENT INSURANCE	14,436	9,094	9,549	9,549	9,549	0	9,549	9,549
61707 - LIFE INSURANCE	27,042	27,438	28,716	28,749	30,206	0	30,206	30,206
61708 - LT DISABILITY INSURANCE	37,403	38,054	39,856	39,795	41,824	0	41,824	41,824
61710 - SAFETY PROGRAM	3,757	1,942	7,645	4,182	4,200	0	4,200	4,200
61711 - WELLNESS PROGRAM	1,980	2,086	3,800	3,525	3,800	0	3,800	3,800
61715 - RETIREMENT BENEFITS	525,000	107,575	125,000	125,000	125,000	0	125,000	125,000
61000 - PERSONNEL SERVICES	639,208	254,570	452,531	224,724	595,338	0	595,338	595,338
62310 - SAFETY PROGRAM MAINT.	2,060	3,765	8,000	3,947	4,000	0	4,000	4,000
62437 - TUITION ASSISTANCE	11,270	11,259	35,037	29,555	25,037	10,978	36,015	36,015
62605 - PARKING SPACE RENTAL	37,539	40,444	45,188	45,188	46,400	0	46,400	46,400
62000 - OPERATING EXPENDITURES	50,869	55,468	88,225	78,690	75,437	10,978	86,415	86,415
00081 - EMPLOYEE BENEFITS	690,076	310,038	540,756	303,414	670,775	10,978	681,753	681,753

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00082 - RISK MANAGEMENT

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62401 - GENERAL LIABILITY INS	289,136	288,891	278,069	277,689	257,453	0	257,453	257,453
62402 - AIRPORT LIABILITY INS	6,263	6,274	8,058	6,965	8,360	0	8,360	8,360
62000 - OPERATING EXPENDITURES	295,399	295,165	286,127	284,654	265,813	0	265,813	265,813
00082 - RISK MANAGEMENT	295,399	295,165	286,127	284,654	265,813	0	265,813	265,813

Department:	City Manager	Fund:	General
Division (s): Cost Center:	City Manager, Economic Development Initiatives & Emergency Mgt. 00300 through 00320		
Mission:	The City of Keene functions within a Council-Manager form of government, which combines the political leadership of elected officials with the professional experience of an appointed Manager. The City Manager serves as the Chief Executive Officer of the City. Pursuant to Statutes, the City Charter and City Code, the City Manager has a large number of duties and responsibilities. In general, the position supervises all property and business affairs of the City, and oversees the expenditure of all funds appropriated for City purposes. In addition, the City Manager is responsible for the personnel system and provides administrative supervision to ten department heads.		

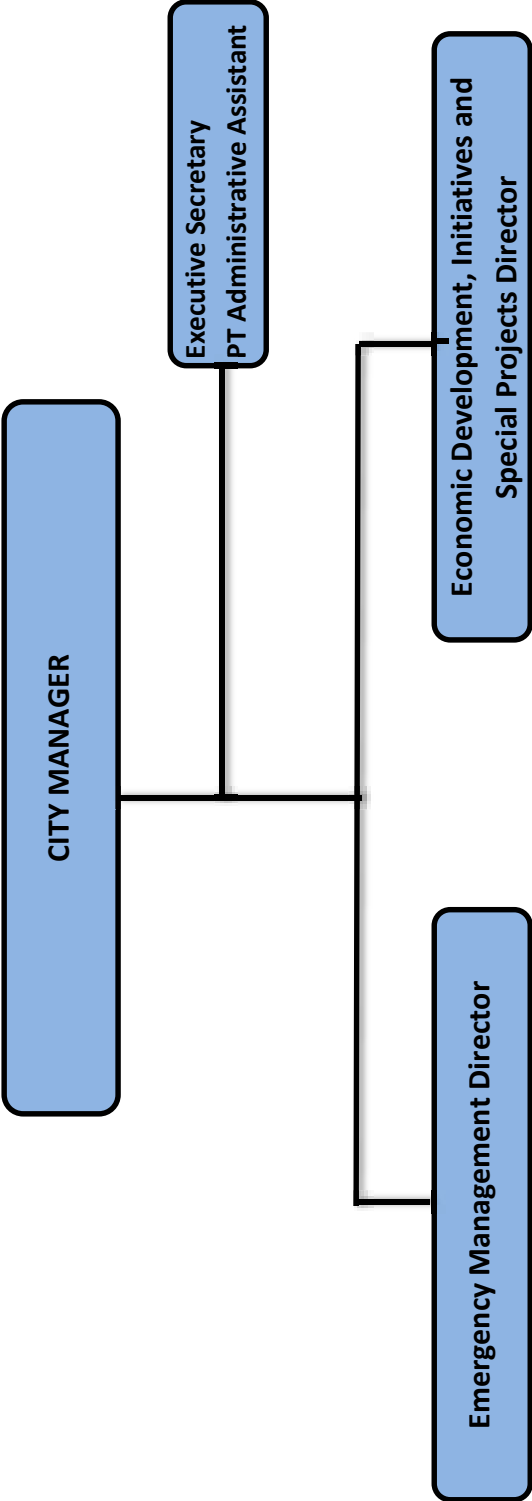
2020 Budget Priorities

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

2020 Strategic Priorities

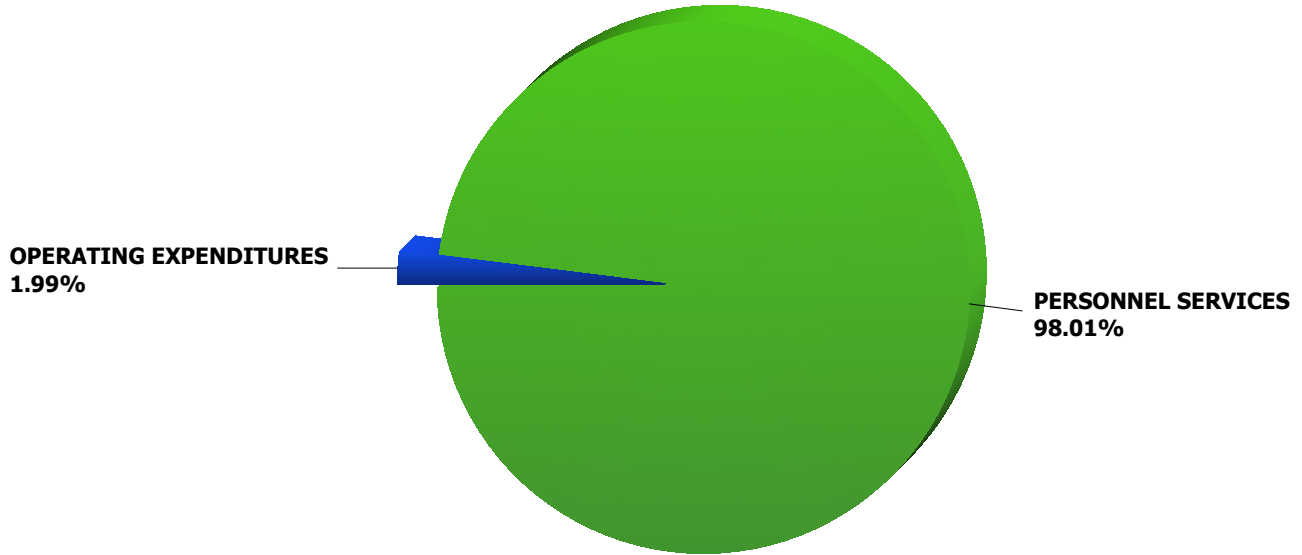
- Implement organizational changes for the newly re-organized Community Development Department
- Develop the Land Use Code revisions
- Foster economic development efforts in cooperation with the City Council. This includes completion of Brownfields phase I and II at the Kingsbury site, focus on the Marlboro 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
- Monitor recruitment and other workforce challenges in the City



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY MANAGER

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	286,767	285,120	445,747	445,741	457,497	0	457,497	457,497
62000 - OPERATING EXPENDITURES	3,207	7,415	7,404	9,063	9,287	0	9,287	9,287
Department Total	289,974	292,535	453,151	454,804	466,784	0	466,784	466,784



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00300	61203	CITY MANAGER	1.00	158,636
	61305	EXECUTIVE SECRETARY	1.00	60,863
00320	61304	ECON DEV INI/SP PROJECTS	1.00	122,613
TOTAL			3.00	342,112

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

CITY MANAGER

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61203 - CITY MANAGER	153,779	145,299	150,660	150,659	158,636	0	158,636	158,636
61304 - GENERAL PERSONNEL	0	0	121,678	121,677	122,613	0	122,613	122,613
61305 - ADMINISTRATIVE PERSONNEL	58,420	59,063	60,392	60,391	60,863	0	60,863	60,863
61603 - CAR ALLOWANCE	0	2,760	3,600	3,600	3,600	0	3,600	3,600
61701 - HEALTH INSURANCE	16,331	16,135	39,380	39,379	40,046	0	40,046	40,046
61702 - DENTAL INSURANCE	1,767	1,314	2,666	2,665	2,944	0	2,944	2,944
61703 - RETIREMENT CONTRIBUTIONS	23,711	23,257	37,864	37,863	38,616	0	38,616	38,616
61704 - SOCIAL SECURITY	14,620	15,692	24,555	24,555	24,851	0	24,851	24,851
61705 - WORKERS COMPENSATION	139	313	533	532	460	0	460	460
61712 - DEPT HEAD RETIREMENT	18,000	21,287	4,420	4,420	4,867	0	4,867	4,867
61000 - PERSONNEL SERVICES	286,767	285,120	445,747	445,741	457,497	0	457,497	457,497
62205 - PC REPLACEMENT CHARGE	218	924	816	816	864	0	864	864
62435 - TRAINING	149	119	100	100	150	0	150	150
62436 - MEETINGS & DUES	1,085	2,117	3,656	4,178	4,156	0	4,156	4,156
62441 - LOCAL MEALS & MEETING EXP	268	283	500	545	550	0	550	550
62510 - TELEPHONE	1,037	1,643	645	1,317	1,317	0	1,317	1,317
62701 - OFFICE SUPPLIES	439	1,145	600	600	600	0	600	600
62710 - POSTAGE	12	24	125	207	175	0	175	175
62715 - BOOKS AND PERIODICALS	0	100	350	350	375	0	375	375
62760 - OPERATING SUPPLIES	0	1,060	612	950	1,100	0	1,100	1,100
62000 - OPERATING EXPENDITURES	3,207	7,415	7,404	9,063	9,287	0	9,287	9,287
Department	289,974	292,535	453,151	454,804	466,784	0	466,784	466,784
TOTAL	289,974	292,535	453,151	454,804	466,784	0	466,784	466,784

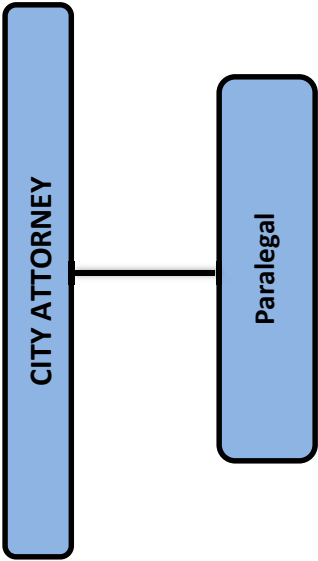
Department:	City Attorney	Fund:	General
Division (s): Cost Center:	00100		
Mission:	To provide the highest quality legal services and legal counsel to the City's municipal officials, City Manager, department heads, and boards and commissions in the most economical and efficient manner possible; and to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

For FY20 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.

During the past fiscal year, the City Attorney's office provided legal services in connection with the redevelopment and expansion of Keene Public Library and Annex, with continued oversight as the project reaches the end of construction, anticipated to be early spring of 2019. The City Attorney continues to provide assistance to the Community Development Department and other City staff in the review and update of the Land Use Code, which will require extensive involvement in the planning, review, and implementation process. This office continues to work with the City Council and City Manager to identify and pursue projects that contribute to the economic development and vitality of the City of Keene, both on a project specific level, and as a function of regional cooperation. The City Attorney has been working with the City Clerk and staff on a legal review of the City's Code of Ordinances, which recodification is expected to be completed in FY19. The City Attorney's office continues to provide legal support to the City's various departments, including handling matters involving enforcement of the City Code, and the understanding of and response to numerous requests for governmental records in accordance with NH RSA 91-A. The City Attorney also continues to work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

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

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Provide legal services to the Mayor and City Council, the various standing and ad-hoc committees, and to the City's boards and commissions.		Municipal Governance & Fin Stability		
Provide legal services to the City Manager and department heads.		Municipal Governance & Fin Stability		
To act as legal counsel through the expertise of independent professional judgment necessary to render candid legal advice.		Municipal Governance & Fin Stability		
Assist the City Manager with negotiation and drafting of legal documents relative to the development of City properties.		Municipal Governance & Fin Stability		
FISCAL YEAR 2019/2020 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:		FY18	FY19	FY20
<i>Not Applicable</i>				

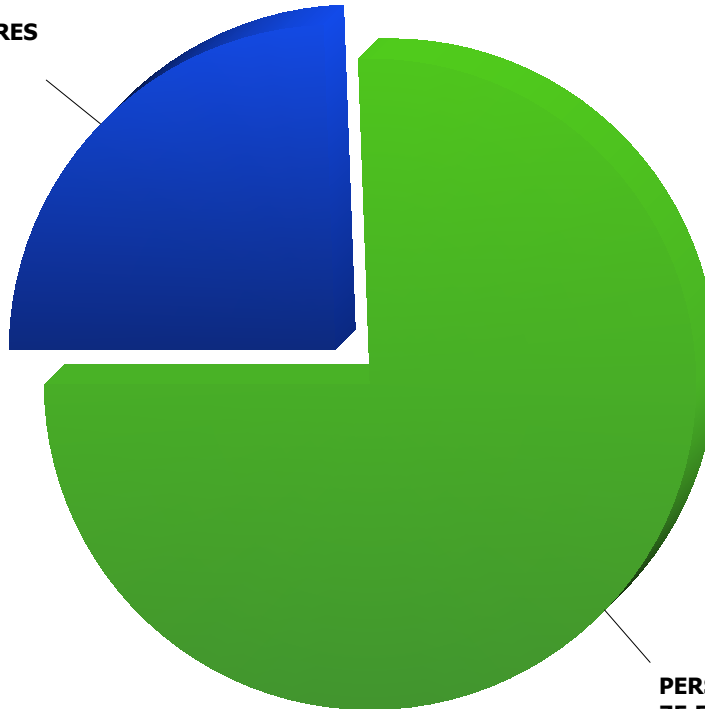


**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY ATTORNEY

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	253,681	259,773	267,669	267,669	262,837	0	262,837	262,837
62000 - OPERATING EXPENDITURES	52,030	76,861	86,548	47,148	84,950	0	84,950	84,950
Department Total	305,711	336,634	354,217	314,817	347,787	0	347,787	347,787

**OPERATING EXPENDITURES
24.43%**



**PERSONNEL SERVICES
75.57%**

Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00100	61201	CITY ATTORNEY	1.00	133,509
	61305	PARALEGAL	1.00	60,863
TOTAL			2.00	194,372

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

CITY ATTORNEY

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61201 - CITY ATTORNEY	128,045	129,574	132,489	132,489	133,509	0	133,509	133,509
61305 - ADMINISTRATIVE PERSONNEL	58,371	59,063	60,392	60,392	60,863	0	60,863	60,863
61701 - HEALTH INSURANCE	31,080	33,707	36,466	36,466	30,113	0	30,113	30,113
61702 - DENTAL INSURANCE	1,356	1,345	1,364	1,364	1,526	0	1,526	1,526
61703 - RETIREMENT CONTRIBUTIONS	20,830	21,467	21,950	21,950	21,711	0	21,711	21,711
61704 - SOCIAL SECURITY	13,865	14,316	14,683	14,683	14,832	0	14,832	14,832
61705 - WORKERS COMPENSATION	134	301	324	324	284	0	284	284
61000 - PERSONNEL SERVICES	253,681	259,773	267,669	267,669	262,837	0	262,837	262,837
62160 - COURT & HEARING EXP	675	5,509	3,500	3,500	2,000	0	2,000	2,000
62161 - LEGAL SERVICES	40,230	58,238	70,000	30,000	70,000	0	70,000	70,000
62205 - PC REPLACEMENT CHARGE	327	348	798	798	600	0	600	600
62435 - TRAINING	551	763	1,500	1,500	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	820	2,289	1,000	1,000	1,000	0	1,000	1,000
62510 - TELEPHONE	378	390	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	259	164	250	850	350	0	350	350
62710 - POSTAGE	158	223	300	300	300	0	300	300
62715 - BOOKS AND PERIODICALS	8,632	8,937	8,700	8,700	8,700	0	8,700	8,700
62000 - OPERATING EXPENDITURES	52,030	76,861	86,548	47,148	84,950	0	84,950	84,950
Department	305,711	336,634	354,217	314,817	347,787	0	347,787	347,787
TOTAL	305,711	336,634	354,217	314,817	347,787	0	347,787	347,787

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

For FY 20, 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 Municipal Primary, a Municipal General and a Presidential Primary
- Continue to improve the audio, visual, and presentation effectiveness in the Council Chambers
- Implement a new records management database

For FY 19, Keene conducted a State Primary and State General Election. Like all NH municipalities, the election process in Keene's five wards was very challenging under the cloud of litigation between the Secretary of State and the League of Women Voters. The uncertainty of the court's ruling as to what the voter registration requirements would be had the office on pins and needles right up to Election Day. Adding to the challenge was the heightened interest in national politics, which led to a higher than expected voter turnout in the state election. Just weeks before the election, we decided to deploy our volunteer outreach efforts for greeters and additional voter registration assistants. The overwhelming response to our volunteer outreach played an important part in the success of these elections. For FY 19, the majority of the City Council subject files were inventoried and boxed up for transfer to the records center. The NOVUS agenda software with its search capabilities has eliminated the requirement to have physical access to paper documents.

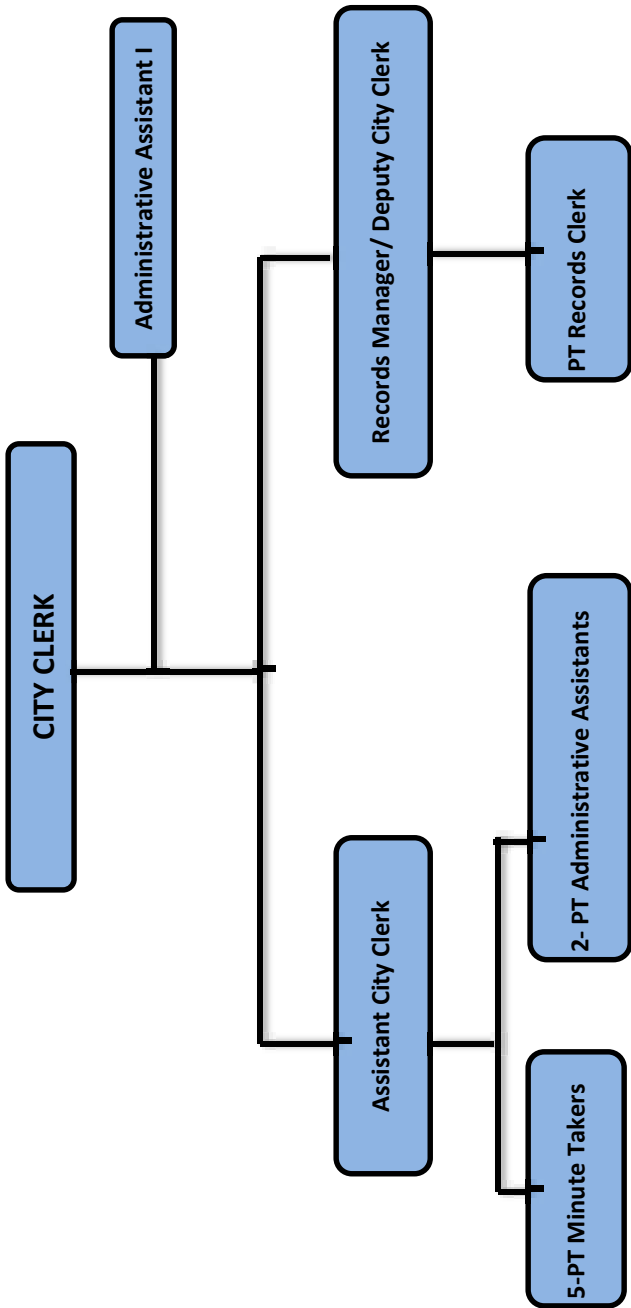
Initiatives that will continue into the next fiscal year include the recodification of the City Code and improving the audio, visual, and presentation effectiveness in the Council Chambers. Staff is looking for solutions that would eliminate having the Mayor and Charter Officers move from their seats during PowerPoint presentations. A proof of concept demonstration will be conducted to show that flat screen televisions located in the middle of the Council's seating arrangement will provide comfortable viewing for any presentation.

Background

The City Clerk is a Constitutional Officer under the New Hampshire State Constitution. The City Clerk is a Charter Officer appointed by the Mayor and City Council. The Clerk is responsible for municipal, state, and federal elections and serves as the Clerk to the City Council. The City Clerk's Office operates an off-site records center and archives for municipal records and contracted outside clients. The office provides support services in the form of public minutes to over 25 public bodies and works closely with the City Attorney in responding to right-to-know requests.

Additional responsibilities include recording vital records for 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.

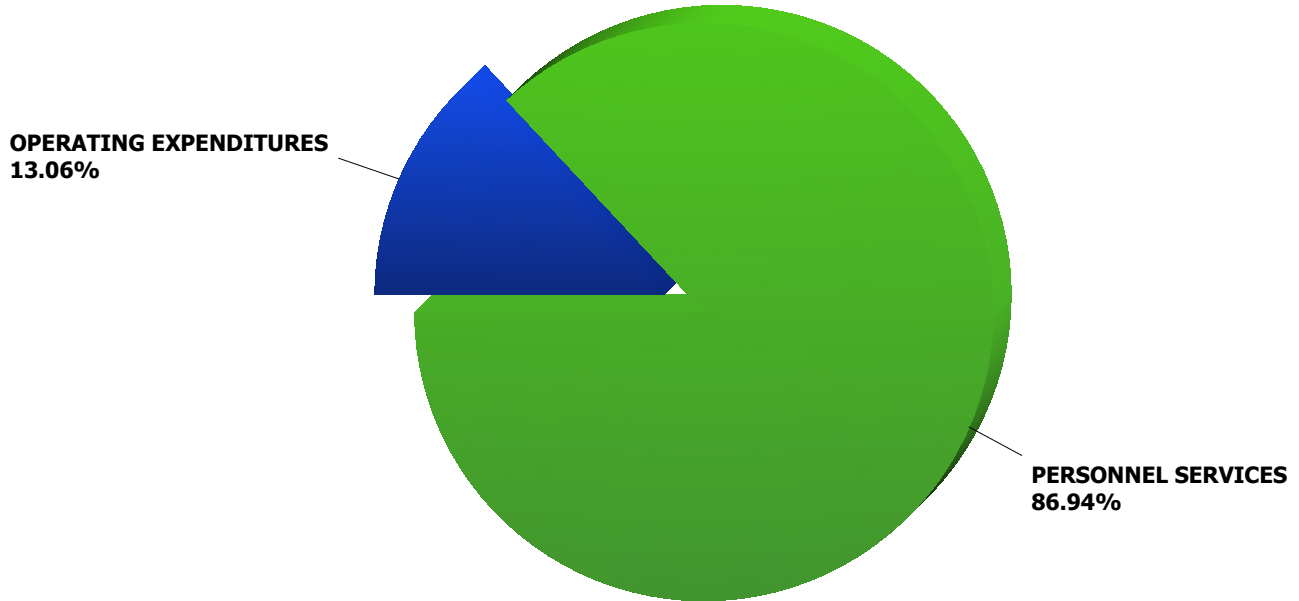
PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP	
Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally		Leadership	
Conduct local, state, and federal elections to ensure compliance with statutory requirements		Leadership	
Manage paper-based and electronic records to ensure compliance with statutory requirements		Leadership	
FISCAL YEAR 2019/2020 OBJECTIVES:	STATUTE	CMP	VOICE
Conduct Municipal Elections and the Presidential Primary	RSA 652		
Improve the audio, visual and presentation effectiveness in the Council Chambers			V,C,E
Implement new records management software			V,C,E
Prioritize storage space for added efficiency at the Records Center			V,C
Continue to assist with recodification of the City Code			V,C
Participate in Secretary of State user groups to identify necessary features for a new optical ballot counting device	RSA 356:41		V,C,E
Continue review of all electronic record series for compliance with retention requirements	RSA 33-A		V,C,E
METRICS:	FY18	FY19	FY20
Dog licenses issued	2,705	2,728	2,800
Dog owners with unlicensed dogs on warrant	330	355	350
Vital records issued	5,070	5,300	5,400
Municipal records boxes in custody	5,104	5,294	5,400
Municipal records boxes retrieved and re-filed	1,106	909	1,000
Municipal record boxes purged	184	190	195
Right-to-Know requests received/ No. of responsive pages/Hrs. spent processing	105/2738/105	120/1500/115	135/1878/125



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

CITY CLERK

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	501,966	516,214	537,314	540,168	543,021	11,317	554,338	554,338
62000 - OPERATING EXPENDITURES	59,133	58,923	70,321	67,360	66,067	17,230	83,297	83,297
Department Total	561,099	575,137	607,635	607,529	609,088	28,547	637,635	637,635



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00200	61202	CITY CLERK	1.00	107,850
	61305	ADMINISTRATIVE ASSISTANT	1.00	48,718
		ASSISTANT CITY CLERK	1.00	69,454
	61307	ADMINISTRATIVE ASSISTANT	1.06	49,728
00202	61302	RECORDS MGR / DEP CITY CL	0.90	71,333
00204	61302	RECORDS MGR / DEP CITY CL	0.10	7,926
	61307	RECORDS CLERK	0.53	20,397
TOTAL			5.59	375,406

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

CITY CLERK

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61202 - CITY CLERK	103,448	104,672	107,027	107,027	107,850	0	107,850	107,850
61302 - ASST DEPARTMENT HEAD	76,013	78,393	78,645	78,645	79,259	0	79,259	79,259
61305 - ADMINISTRATIVE PERSONNEL	108,386	111,539	116,061	116,061	118,172	0	118,172	118,172
61307 - PART TIME EMPLOYEES	69,548	69,469	74,619	77,267	74,821	10,500	85,321	85,321
61501 - REGULAR OVERTIME	77	0	0	0	0	0	0	0
61530 - OT:STRAIGHT TIME	51	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	79,714	85,542	92,360	92,360	93,812	0	93,812	93,812
61702 - DENTAL INSURANCE	4,843	4,801	4,870	4,870	5,418	0	5,418	5,418
61703 - RETIREMENT CONTRIBUTIONS	32,178	33,526	34,337	34,337	34,100	0	34,100	34,100
61704 - SOCIAL SECURITY	27,004	27,368	28,791	28,993	29,078	803	29,881	29,881
61705 - WORKERS COMPENSATION	233	552	603	607	511	14	525	525
61901 - RECRUITMENT	471	353	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	501,966	516,214	537,314	540,168	543,021	11,317	554,338	554,338
62107 - ELECTIONS	15,526	13,831	14,115	12,021	13,310	9,850	23,160	23,160
62205 - PC REPLACEMENT CHARGE	1,986	1,980	2,502	2,502	1,906	0	1,906	1,906
62206 - PW FLEET CHARGE	13,722	14,604	15,754	15,754	15,965	0	15,965	15,965
62301 - OFFICE EQUIPMENT MAINT.	3,474	3,049	2,776	2,776	2,700	1,000	3,700	3,700
62404 - PROPERTY INSURANCE	448	414	414	414	414	0	414	414
62416 - PRINTING	3,294	5,734	3,700	3,852	3,700	3,000	6,700	6,700
62425 - ADVERTISING	377	494	720	713	710	280	990	990
62435 - TRAINING	3,819	4,385	3,842	3,842	4,166	0	4,166	4,166
62436 - MEETINGS & DUES	1,150	1,739	1,390	1,390	1,400	0	1,400	1,400
62450 - POLLING STATIONS SET UP	2,027	974	1,610	952	2,510	0	2,510	2,510
62498 - USE OF TRUST FUNDS	9	348	350	350	200	0	200	200
62510 - TELEPHONE	2,265	2,322	2,830	2,830	2,610	0	2,610	2,610
62606 - OTHER RENTALS	0	0	1,000	1,125	0	1,500	1,500	1,500
62701 - OFFICE SUPPLIES	3,073	2,290	2,734	3,586	1,979	600	2,579	2,579
62710 - POSTAGE	3,247	3,599	3,945	3,199	3,253	1,000	4,253	4,253
62715 - BOOKS AND PERIODICALS	56	273	425	425	494	0	494	494
62740 - OTHER MAINT. SUPPLIES	909	168	2,875	2,875	1,000	0	1,000	1,000
62755 - UNIFORMS	0	250	250	250	250	0	250	250
62760 - OPERATING SUPPLIES	3,128	1,927	4,184	3,600	3,550	0	3,550	3,550
62761 - SOFTWARE	0	0	4,250	4,250	5,250	0	5,250	5,250
62762 - LICENSES & PERMITS	621	541	655	655	700	0	700	700
62000 - OPERATING EXPENDITURES	59,133	58,923	70,321	67,360	66,067	17,230	83,297	83,297
Department	561,099	575,137	607,635	607,529	609,088	28,547	637,635	637,635
TOTAL	561,099	575,137	607,635	607,529	609,088	28,547	637,635	637,635

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

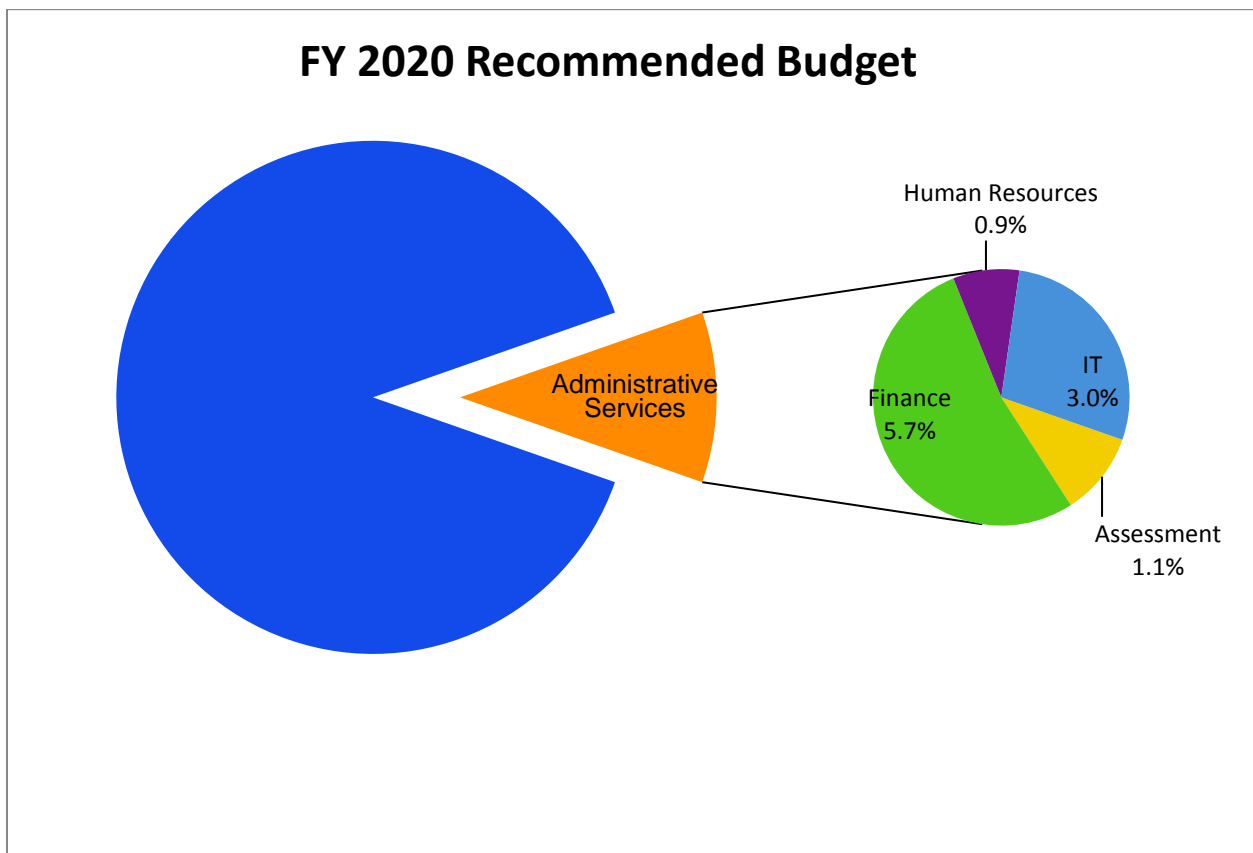
Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
CITY CLERK	42110 - CLERK - STATE	31,188	31,447	29,500	29,500	29,820	29,820
	42115 - CLERK - CITY	12,366	11,487	12,000	10,000	11,000	11,000
	42120 - DOGS	14,206	11,899	13,000	11,610	11,600	11,600
	42306 - MISC FEES & CHARGES	13,072	8,972	8,700	8,700	8,700	8,700
	42000 - LICENSES/PERMITS/FEES	70,831	63,805	63,200	59,810	61,120	61,120
	44109 - DIRECT REIMBURSEMENT	0	361	0	54	0	0
	44135 - RECORDS CENTER CHARGES	22,133	21,814	22,308	22,936	23,976	23,976
	44000 - CHARGES FOR SERVICES	22,133	22,175	22,308	22,991	23,976	23,976
	46103 - INTEREST: A/R	(2)	38	0	0	0	0
	46411 - INGERSOLL COLLECTION	9	300	0	0	0	0
	46000 - MISCELLANEOUS	7	338	0	0	0	0
	TOTAL	92,971	86,319	85,508	82,801	85,096	85,096

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
Merri Howe	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:	All 00400		
Mission:	To ensure the fair and equitable taxation of all property within the City of Keene in accordance with New Hampshire law.		

In FY20 the Department will continue to make valuation adjustments for changes resulting from building permits, sub-divisions, and discovery. There are a number of significant building projects underway that began in FY19 that should be completed and will continue to add to the existing tax base. Overall, the FY20 Budget will provide the means for the Department of Assessment to meet our statutory obligations.

During FY19 the Department successfully completed our Assessment Review with the NH Department of Revenue ensuring that the department is meeting the requirements of fair and equitable assessing practices. In addition, the result of our valuation adjustments in accordance with RSA 75:8 resulted in over thirty million in additional taxable assessed value. Most of this value is associated with new building projects either being completed or in the initial phases of development.

Background

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

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

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

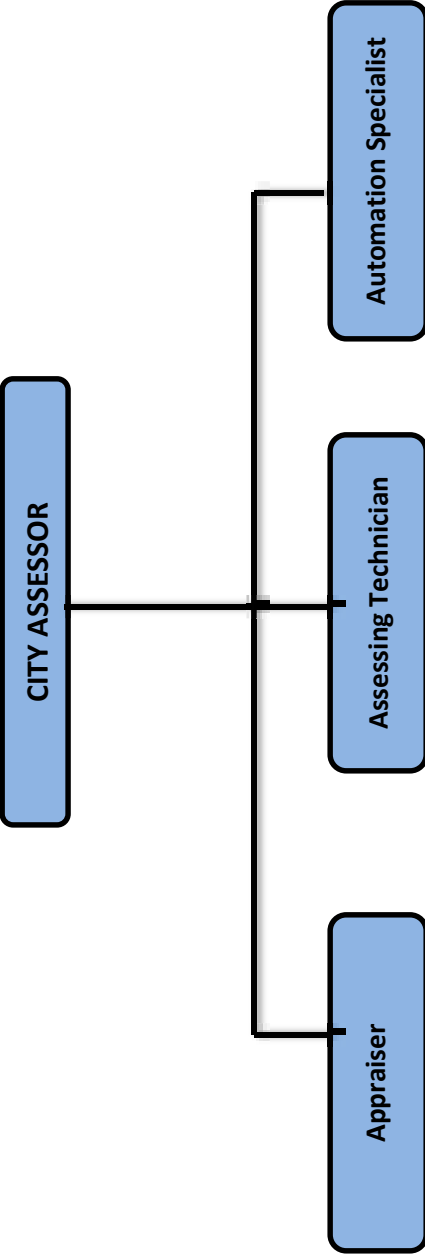
The Assessing Standards Board (ASB) The ASB was created by the legislature in answer to *Evelyn Sirrell et al. v State of New Hampshire*. Among other duties, the ASB was charged with creating guidelines to be followed by municipalities in administering the property tax system. In order to meet certification,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

PRIMARY SERVICES & RESPONSIBILITIES:	Align w/CMP
---	--------------------

Annually analyze the real estate market to ensure equity and fairness in the valuation of real property. This process includes inspecting, listing, and valuing real estate due to building permits, changes in use from rezoning or other actions, monitoring market trends, and uniformly applying those indicators.	Municipal Governance & Fin Stability
Provide excellent customer service through the following: Offer education and transparency regarding the property valuation process, meet with property owners to review exemption and credit options, provide property information to residents, other City Departments, real estate professionals, appraisers, speculative buyers and/or sellers as well as any other member of the public.	Municipal Governance & Fin Stability
Meet the Assessing Standards Board standards on data quality and statistics which may include a re-inspection program, requalification of credits and exemptions, and other performance measures. This includes certification every 5 years, making values anew every 5 years, writing applicable Uniform Standards of Professional Appraisal Practice compliance reports, and meeting required professional certification/ designations.	Municipal Governance & Fin Stability

FISCAL YEAR 2019/2020 OBJECTIVES:	STATUTE	CMP	VOICE
Appraise real property in accordance with State law	RSA 75:1 & 75:8	Municipal Governance & Fin Stability	I
Meet the Standards for Assessing Standards Board (ASB) Certification	RSA 21-J:11-a	Municipal Governance & Fin Stability	I
Utilize technology for effective, efficient, and transparent assessing practices		Municipal Governance & Fin Stability	I, E

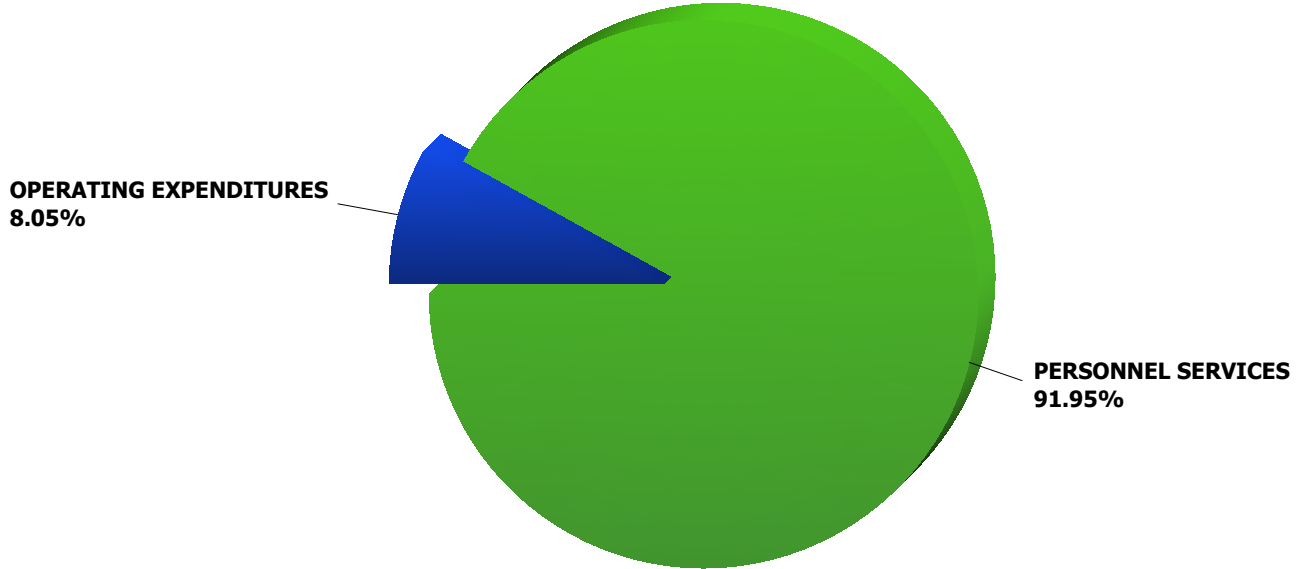
METRICS:	FY17	FY18	FY19
Equalization ratio (expresses relationship between assessment and market; Assessing Standards Board standard is between 90% and 110%)	100.2	98.1	96.6
Total Taxable Assessed Value used for General Fund	1.788 billion	1.796 billion	1.827 billion
Total Taxable Assessed Value retained for TIF Funding	38.4 million	43.4 million	46 million
PILOT Agreement Revenue	\$433,772	\$431,900	\$443,000



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

ASSESSMENT

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	418,190	432,631	449,621	449,621	453,212	0	453,212	453,212
62000 - OPERATING EXPENDITURES	19,376	41,174	42,813	42,793	39,679	0	39,679	39,679
Department Total	437,566	473,805	492,434	492,414	492,891	0	492,891	492,891



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00400	61301	CITY ASSESSOR	1.00	112,714
	61304	APPRAISER	1.00	75,846
	61305	ASSESSING TECHNICIAN	1.00	55,596
		AUTOMATION SPECIALIST	1.00	55,596
TOTAL			4.00	299,753

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

ASSESSMENT

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	105,574	109,379	111,840	111,840	112,714	0	112,714	112,714
61304 - GENERAL PERSONNEL	72,740	73,602	75,258	75,258	75,846	0	75,846	75,846
61305 - ADMINISTRATIVE PERSONNEL	106,695	107,916	110,344	110,344	111,193	0	111,193	111,193
61701 - HEALTH INSURANCE	72,907	76,950	85,401	85,401	86,625	0	86,625	86,625
61702 - DENTAL INSURANCE	4,189	3,791	3,555	3,555	4,672	0	4,672	4,672
61703 - RETIREMENT CONTRIBUTIONS	31,847	33,103	33,849	33,849	33,482	0	33,482	33,482
61704 - SOCIAL SECURITY	21,467	21,764	22,754	22,754	22,931	0	22,931	22,931
61705 - WORKERS COMPENSATION	2,771	6,126	6,620	6,620	5,749	0	5,749	5,749
61000 - PERSONNEL SERVICES	418,190	432,631	449,621	449,621	453,212	0	453,212	453,212
62125 - APPRAISAL SERVICES	0	16,513	16,300	16,300	12,800	0	12,800	12,800
62205 - PC REPLACEMENT CHARGE	2,453	2,952	2,919	2,919	2,961	0	2,961	2,961
62206 - PW FLEET CHARGE	7,811	7,380	7,289	7,289	7,613	0	7,613	7,613
62301 - OFFICE EQUIPMENT MAINT.	0	111	220	200	200	0	200	200
62320 - MAPPING / GIS MAINTENANCE	0	5,800	8,800	8,800	8,800	0	8,800	8,800
62435 - TRAINING	2,389	2,396	2,200	2,200	2,200	0	2,200	2,200
62436 - MEETINGS & DUES	1,496	1,313	1,580	1,580	1,600	0	1,600	1,600
62510 - TELEPHONE	751	766	750	750	750	0	750	750
62701 - OFFICE SUPPLIES	3,062	2,812	1,000	1,000	1,000	0	1,000	1,000
62710 - POSTAGE	447	337	950	950	950	0	950	950
62715 - BOOKS AND PERIODICALS	966	794	805	805	805	0	805	805
62000 - OPERATING EXPENDITURES	19,376	41,174	42,813	42,793	39,679	0	39,679	39,679
Department	437,566	473,805	492,434	492,414	492,891	0	492,891	492,891
TOTAL	437,566	473,805	492,434	492,414	492,891	0	492,891	492,891

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
ASSESSMENT	41105 - NET PROPERTY TAX	24,742,331	24,733,654	25,201,519	25,215,736	26,069,584	25,956,272
	41110 - IN LIEU OF TAX	433,772	444,471	443,450	443,450	444,000	444,000
	41115 - TIMBER YIELD TAX	20,875	17,669	8,000	7,500	6,000	6,000
	41120 - LAND USE CHANGE TAX	0	124,920	0	0	0	0
	41125 - TAX INCREMENT FINANCING	66,109	463,270	628,685	725,731	723,132	723,132
	41000 - TAXES	25,263,088	25,783,984	26,281,654	26,392,417	27,242,716	27,129,404
	47305 - COPIES	1,331	1,345	800	150	200	200
	46000 - MISCELLANEOUS	1,331	1,345	800	150	200	200
TOTAL	25,264,419	25,785,329	26,282,454	26,392,567	27,242,916	27,129,604	

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

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

FY 20 initiatives will include:

- Continuation of Human Resource and Payroll Software optimization and implementation of Employee Access Module and online timesheet portal.
- Transition from the State of New Hampshire MAAPS software for motor vehicle registration to Clerkworks which will eliminate duplicate data entry into the financial software.
- Continued emphasis on financial planning and communication of financial information to City elected officials, the public, and City staff.

In general terms in FY 20 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 FY19 the Finance Department undertook several initiatives, including:

- Successfully completed the FY2018 Bond Sale in the amount of \$7,055,000 at a true interest cost of 2.739879%.
- Affirmed the City's Standard Poors bond rating of AA/Stable.
- Increased the use of P-Card to an average of over \$350,000 a month which resulted in a rebate of \$31,345.

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 2019/2020 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:		FY18	FY19	FY20
Timely issuance of Council Reports		100.00%	100.00%	100.00%
Number of bids, RFP's & contracts issued		225	250	250
P-Card - combined purchase volume (dollars)		N/A	\$ 4,158,604	\$ 4,200,000
P-Card - rebate payment amount (dollars)		0	\$ 31,345	\$ 32,000
Property tax & utility bills issued		41,550	41,550	41,550
Motor vehicle transactions		20,610	20,923 est	20,923 est
Parcels going to tax lien		243	245 est	245 est
Liens as % of warrant (Tax Year 2017, 2018 and 2019)		1.76%	1.76 est%	1.76 est%

Department:	Finance Department	Fund:	General
Division (s): Cost Center:	Human Services 01000 through 01002		
Mission:	To provide short-term, emergency, and timely assistance to eligible persons in the most economical manner, while aiding residents with long-term solutions for returning to a state of financial self-sufficiency.		

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

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

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

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

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

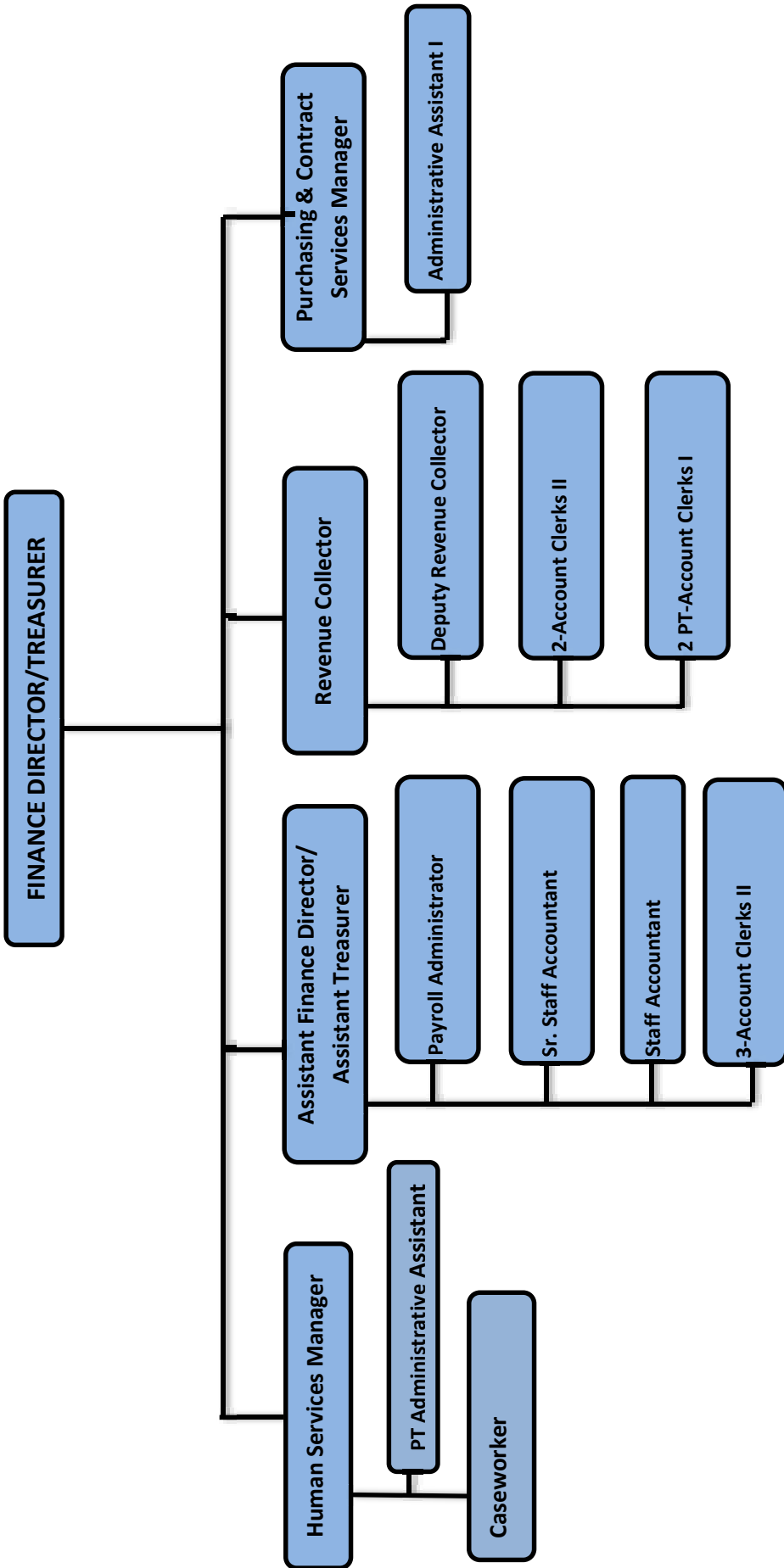
The Workfare Program will be increased in FY20 to promote client accountability for reimbursement to the City and provide job experience and references for a job well done. Payment Plans, Applied Rents, Social Security, Property Liens as well as direct reimbursements from consumers will continue to be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

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

Challenges continue to be:

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

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Administer General Assistance(GA) (RSA: 165) "To relieve and maintain the poor" in accordance with General Assistance Guidelines adopted by the City Council.			Community Health & Wellness	
Provide emergency financial assistance and/or service referrals for basic life necessities including but not limited to housing, utilities, and medical needs.			Community Health & Wellness	
Provide case management for HS clients where no other local option is available, screen for other resources to support a return to financial self-sufficiency.			Social Services	
FISCAL YEAR 2019/2020 OBJECTIVES:		STATUTE	CMP	VOICE
Provide short-term emergency financial assistance when no other resource is available.		RSA 165	Social Services	V,O,I,C,E
Advocate for clients and support efforts toward self-sufficiency through collaborations that focus on client needs, improve coordination of services, especially housing, employment, medication, and medical assistance, and reduce the need for General Assistance		RSA 165	Community Health & Wellness	O,I,E
Continue expansion of the workfare program to include more participants and other City departments.		RSA 165	Social Services	V,C,E
Develop and present workshops addressing basic financial literacy, money management, banking literacy, and employment readiness.		RSA 165	Community Health & Wellness	O,I,E
Advocate with partner agencies and help facilitate the process for clients to apply for and secure available resources to meet basic needs.		RSA165	Social Services	O,I,E
METRICS:		FY18	FY19	FY20
Total client contacts including appointments, walk-ins, emergency walk-ins, home visits, partner agency contacts, phone, mail and fax.		4650	4100	4250
Total adults in household receiving assistance		1,031	1,253	1,300
Average length of monthly assistance		1.75 mo	1.5 mo	1.6 mo
Percentage of Workfare participants who completed assignments		100%	90%	90%
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		\$20,636	\$25,500	\$23,500
Medicaid Reimbursements (Changes in expanded Medicaid resulted in less prescription assistance thus fewer opportunities for reimbursement from Medicaid.)		\$78	\$280	\$280
SSI Interim Assistance Reimbursements		\$6,215	\$4,500	\$4,500
Other Reimbursements including liens, cash reimbursements		\$11,913	\$7,500	\$9,750

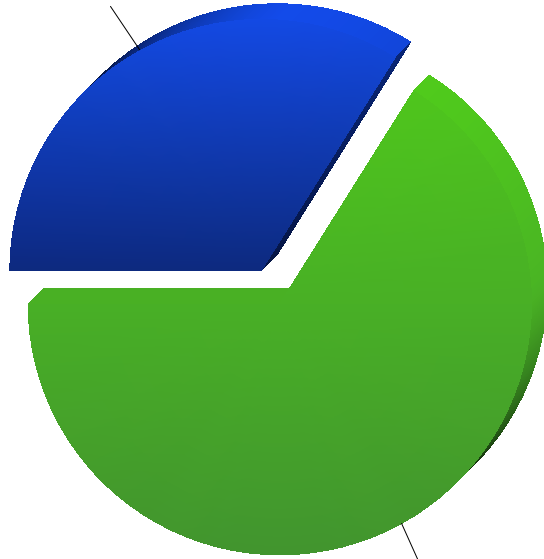


**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

FINANCE

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	1,584,249	1,528,941	1,682,305	1,567,369	1,642,518	0	1,642,518	1,642,518
62000 - OPERATING EXPENDITURES	629,756	628,444	685,013	693,219	838,716	4,576	843,292	843,292
Department Total	2,214,004	2,157,386	2,367,318	2,260,588	2,481,234	4,576	2,485,810	2,485,810

**OPERATING EXPENDITURES
33.92%**



**PERSONNEL SERVICES
66.08%**

Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00600	61301	FINANCE DIRECTOR/TREASURER	1.00	116,876
	61302	ASST FINANCE DIRECTOR/TREAS	1.00	94,518
00601	61304	PAYROLL ADMINISTRATOR	1.00	69,454
		SR STAFF ACCOUNTANT	1.00	69,454
		STAFF ACCOUNTANT	1.00	51,037
	61305	ACCOUNT CLERK II	3.00	146,154
00602	61304	PURCH & CONTR SERV MGR	1.00	86,553
	61305	ADMINISTRATIVE ASST I	1.00	48,839
00603	61303	REVENUE COLLECTOR	1.00	79,259
	61305	ACCOUNT CLERK II	2.00	97,436
		DEPUTY REVENUE COLLECTOR	1.00	54,683
	61307	ACCOUNT CLERK I	1.18	50,615
01000	61303	HUMAN SERVICES MANAGER	1.00	68,313
	61304	CASEWORKER	1.00	50,736
	61307	ADMINISTRATIVE ASSISTANT	0.64	24,242
TOTAL			17.82	1,108,168

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

FINANCE

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	112,961	114,301	116,873	129,626	116,876	0	116,876	116,876
61302 - ASST DEPARTMENT HEAD	99,847	104,669	107,024	68,003	94,518	0	94,518	94,518
61303 - SUPERVISORY PERSONNEL	152,313	153,828	157,289	159,115	147,572	0	147,572	147,572
61304 - GENERAL PERSONNEL	323,611	275,790	283,965	298,356	327,233	0	327,233	327,233
61305 - ADMINISTRATIVE PERSONNEL	326,565	333,024	384,580	344,030	347,111	0	347,111	347,111
61307 - PART TIME EMPLOYEES	69,218	61,542	74,811	72,584	74,857	0	74,857	74,857
61401 - TEMPORARY PERSONNEL	0	4,418	14,202	0	0	0	0	0
61501 - REGULAR OVERTIME	2,758	957	2,000	2,000	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	281,428	264,193	315,920	284,258	310,852	0	310,852	310,852
61702 - DENTAL INSURANCE	18,345	16,755	17,095	17,095	19,433	0	19,433	19,433
61703 - RETIREMENT CONTRIBUTIONS	113,451	111,638	119,459	106,948	115,644	0	115,644	115,644
61704 - SOCIAL SECURITY	81,056	79,045	87,266	82,087	84,927	0	84,927	84,927
61705 - WORKERS COMPENSATION	1,126	1,589	1,821	1,688	1,494	0	1,494	1,494
61901 - RECRUITMENT	268	534	0	1,579	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	1,302	6,656	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,584,249	1,528,941	1,682,305	1,567,369	1,642,518	0	1,642,518	1,642,518
62103 - TECHNICAL SERVICES	8,500	10,941	15,870	14,900	10,931	0	10,931	10,931
62129 - AUDIT SERVICES	39,000	47,505	44,750	44,750	42,250	0	42,250	42,250
62143 - HOME HEALTH CARE	0	0	0	0	124,800	0	124,800	124,800
62145 - FIRST AID & MEDICAL SVCS	6,592	8,024	8,250	6,000	7,750	0	7,750	7,750
62146 - MENTAL HEALTH SERVICES	0	0	0	0	25,000	0	25,000	25,000
62148 - DENTAL WORKS	7,000	7,000	7,000	7,000	7,000	0	7,000	7,000
62152 - SCS SHELTER SERVICES	50,000	50,000	50,000	50,000	50,000	0	50,000	50,000
62175 - OTHER SERVICES	7,248	5,208	8,000	6,500	35,000	0	35,000	35,000
62205 - PC REPLACEMENT CHARGE	4,251	4,572	4,237	4,237	4,303	0	4,303	4,303
62301 - OFFICE EQUIPMENT MAINT.	14,296	18,904	21,700	21,500	21,700	0	21,700	21,700
62416 - PRINTING	6,871	7,211	8,478	8,376	8,428	0	8,428	8,428
62425 - ADVERTISING	1,892	2,833	2,500	2,500	2,500	0	2,500	2,500
62430 - TRAVEL	17	0	400	200	400	0	400	400
62435 - TRAINING	1,246	987	24,670	24,300	5,500	0	5,500	5,500
62436 - MEETINGS & DUES	922	1,020	2,005	1,380	1,540	0	1,540	1,540
62447 - PUBLIC AWARENESS	1,085	955	1,200	1,197	1,300	0	1,300	1,300
62451 - PERSONAL & HOUSEHOLD	541	353	1,000	250	500	0	500	500
62452 - BURIAL, TRANSPORT & MISC.	16,015	22,000	14,000	19,000	17,000	0	17,000	17,000
62453 - HEATING FUEL & UTILITIES	24,873	21,876	29,000	27,000	27,000	0	27,000	27,000
62454 - RENTS	369,192	353,532	375,000	375,000	375,000	0	375,000	375,000
62498 - USE OF TRUST FUNDS	2,869	4,256	3,000	10,000	3,000	0	3,000	3,000
62510 - TELEPHONE	4,159	4,064	4,270	4,260	4,270	0	4,270	4,270
62701 - OFFICE SUPPLIES	13,884	14,915	18,820	20,071	16,400	0	16,400	16,400
62710 - POSTAGE	38,958	40,513	38,885	42,750	40,400	4,576	44,976	44,976
62715 - BOOKS AND PERIODICALS	2,013	1,774	1,978	2,048	1,878	0	1,878	1,878
62734 - MINOR EQUIPMENT	8,188	0	0	0	0	0	0	0

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62744 - MINOR COMPUTER EQUIPMENT	145	0	0	0	0	0	0	0
62761 - SOFTWARE	0	0	0	0	4,866	0	4,866	4,866
62000 - OPERATING EXPENDITURES	629,756	628,444	685,013	693,219	838,716	4,576	843,292	843,292
Department	2,214,004	2,157,386	2,367,318	2,260,588	2,481,234	4,576	2,485,810	2,485,810
TOTAL	2,214,004	2,157,386	2,367,318	2,260,588	2,481,234	4,576	2,485,810	2,485,810

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
FINANCE	42215 - MOTOR VEHICLE PERMITS	3,128,771	3,170,954	3,050,000	3,050,000	3,050,000	3,050,000
	42218 - TRANSPORTATION IMP FUND	97,972	95,185	100,000	100,000	100,000	100,000
	42301 - NSF CHECK FEE	2,450	1,599	2,300	2,300	2,300	2,300
	42315 - MAIL-IN & E-REG FEES	4,705	4,787	4,800	4,800	4,800	4,800
	42316 - MUNICIPAL AGENT FEES	57,231	57,885	57,000	57,000	57,000	57,000
	42318 - MAIL-IN REGISTRATION FEE	0	0	0	0	0	0
	42000 - LICENSES/PERMITS/FEES	3,291,129	3,330,410	3,214,100	3,214,100	3,214,100	3,214,100
	43204 - ROOMS & MEALS	1,217,759	1,193,062	1,188,362	1,188,362	1,188,362	1,188,362
	43000 - INTERGOVERNMENTAL	1,217,759	1,193,062	1,188,362	1,188,362	1,188,362	1,188,362
	44109 - DIRECT REIMBURSEMENT	28,894	1,052,666	49,400	390,742	49,400	49,400
	44138 - SSI INTERIM ASSISTANCE	7,195	6,214	3,500	5,500	4,500	4,500
	44139 - MEDICAID REIMBURSEMENTS	0	0	250	250	250	250
	44000 - CHARGES FOR SERVICES	36,088	1,058,880	53,150	396,492	54,150	54,150
	41605 - INTEREST: TAXES	557,627	348,052	410,000	405,000	390,000	390,000
	46000 - MISCELLANEOUS	303	250	200	300	200	200
	46101 - INTEREST EARNINGS	145,394	273,827	275,000	375,000	425,000	425,000
	46103 - INTEREST: A/R	8	0	0	0	0	0
	46105 - OTHER LOANS	0	0	89,648	89,648	89,648	89,648
	46301 - CITY HALL	66,655	46,332	57,350	57,350	58,043	58,043
	46304 - TRANSPORTATION CENTER	34,599	31,012	32,321	32,321	33,687	33,687
	46403 - CHARITABLE TRUST FUND	2,869	3,181	2,896	3,022	2,816	2,816
	46413 - WOODWARD FUND	0	1,075	0	7,000	0	0
	47302 - SALE OF SURPLUS PROPERTY	145,000	0	1,000,000	9,000	1,000,200	1,000,200
	47303 - SALE OF SURPLUS EQUIPMNT	8,780	0	0	10	0	0
	46000 - MISCELLANEOUS	961,235	703,729	1,867,414	978,650	1,999,594	1,999,594
	47007 - USE OF SURPLUS: CARRYOVER	0	0	448,192	0	0	0
	47102 - ADMIN CHG - EQUIPMENT	284,632	272,484	278,146	278,146	302,646	302,646
	47104 - ADMIN CHG - PARKING	244,095	245,748	248,362	248,362	220,363	220,363
	47106 - ADMIN CHG - SEWER	640,675	665,472	678,472	678,472	620,643	620,643
	47107 - ADMIN CHG - SOLID WASTE	491,982	476,208	489,972	489,972	488,324	488,324
	47108 - ADMIN CHG - WATER	435,357	457,524	467,094	467,094	485,804	485,804
	47000 - OTHER FINANCING SOURCES	2,096,741	2,117,436	2,610,238	2,162,046	2,117,780	2,117,780
	48101 - SALE OF BONDS	3,638,000	2,692,500	2,766,000	2,762,500	2,804,000	2,804,000
	48000 - PROCEEDS LONG TRM FINANCE	3,638,000	2,692,500	2,766,000	2,762,500	2,804,000	2,804,000
	TOTAL	11,240,952	11,096,017	11,699,264	10,702,150	11,377,986	11,377,986

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

Human Resources (HR) staff supports strategic operational and organizational goals toward achieving the vision of Keene’s *Comprehensive Master Plan* to be the best community in America by 2028—an engaged, talented, and adaptable workforce.

For FY 20, our core business and strategic activities remain the same. Much of HR’s time is focused on employee relations, collective bargaining negotiations, position recruitment, employee benefits administration, and medical leave administration in accordance with law and internal policies.

- 1) As we continue to train and guide hiring managers in the use of the online applicant tracking system implemented in FY 18, we hope to free up time to increase outreach regarding our position openings. Where it previously sufficed to post a notice in the local paper and on the City’s web site, we undertake multiple steps to ensure we supplement our five-generation workforce with the right additions.
- 2) We will continue our employee and retiree education efforts after undergoing a change in health insurance administrator, healthcare provider network, and employee assistance program administrator, as well as changes to administrative procedures related to our health reimbursement arrangement, flexible spending account, COBRA continuation, flu shot clinic, and biometric screening programs. So many vendors who used to offer comprehensive services to the City, have pushed administration onto their customers. A form once mailed has turned into a multitude of actions carried out by HR staff. Our focus will be to ensure that employees understand their benefits and that transactions are processed accurately and timely—so that employee concerns are alleviated, thus allowing them to fully focus on the mission.
- 3) Both in-house and external development programs are required to meet quality service, employee safety, and succession planning needs. A culture of continual learning is required. Aware that some of our key contributors will retire soon, we will continue to partner with current leaders to develop future leaders who can step in to advance our community into the future.

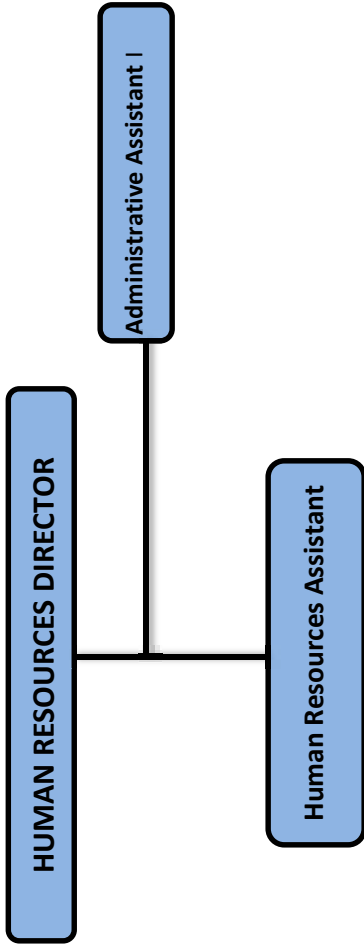
For FY 19, our action plans to transform HR from transactional reactivity to strategic proactivity included the following:

- 1) Increase knowledge of which technologies would assist us toward achieving our mission, as well as become proficient in when and how to employ them so we can focus on value-added efforts.
- 2) Begin applying the LEAN process to cumbersome procedures so that we eliminate wasted time, reduce administrative expenses, and improve customer satisfaction.
- 3) Continue efforts to brand City of Keene’s reputation as an employer of choice so that we bring greater consistency as we continue to compete for the best talent for our future.

Background

HR’s three employees provide guidance and expertise impacting change management, organizational development, employee engagement, workforce planning, succession planning, talent management and acquisition, employee communications and labor relations, education and learning, leadership development, personal development, compensation, negotiations, benefits strategy (both delivery and administration), performance management, employee assistance program availability, work environment diversity, policy development, legal compliance, drug and alcohol testing, safety programs, security protocols, risk management, community relations, and department administration. And, if the percentage of the workforce eligible to retire this year remains constant in the future, our customer base can increase by up to 15% each year.

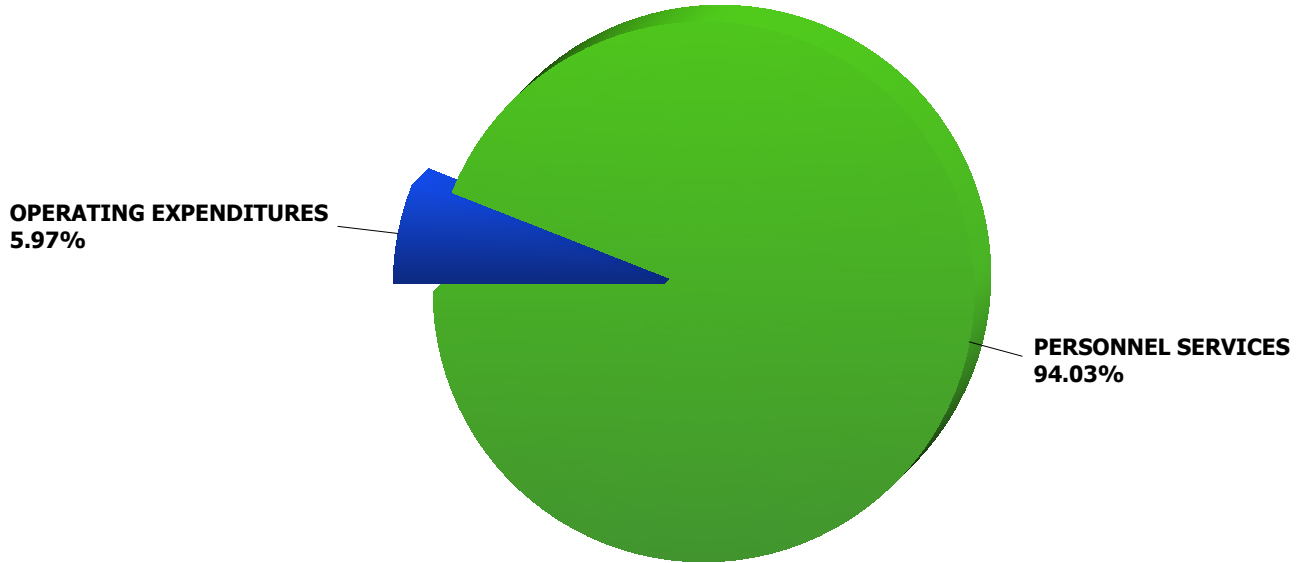
PRIMARY SERVICES & RESPONSIBILITIES:		Alignment with CMP	
Provide business leadership regarding the processes and activities used during the strategic planning process, aligning the human resource management plan with the City's strategic plan to ensure compliance with all employment laws and regulations, 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 2019/2020 OBJECTIVES:			
	STATUTE	CMP	VOICE
Continue to develop employee talent to meet quality service, employee safety and succession planning needs providing in house and external training opportunities.	Not Applicable	Municipal Governance & Financial Stability	V, C, E
Enhance use of tools and processes across the organization, focusing on quality customer service, efficiency, and support of strategic operational and organizational goals	Not Applicable	Municipal Governance & Financial Stability	V, C, E
Partner across the organization developing and supporting implementation of strategies to attract, engage, and retain a quality workforce.	Not Applicable	Municipal Governance & Financial Stability	V, C, E
METRICS:			
	FY18	FY19 (est.)	FY20 (est.)
Recruitment (for centralized recruitment processes):			
# External applications for full-time part-time regular vacancies	453 220	450 135	450 200
# Full-time part-time regular external hires	14 11	15 7	16 10
# Promotions or internal transfers to full-time part-time for non-centralized recruitment	9 3	7 0	10 3
Temporary or seasonal employees unpaid volunteers for noncentralized recruitment	74 35	75 40	75 40
Full-time part-time regular employee count at year end	235 71	236 91	236 91
Workforce demographics:			
Employees by age: Under 40 40-64 65 and over	34% 55% 11%	34% 55% 11%	34% 55% 11%
Employee years of service: 0-5 6-19 20 and over	31% 47% 22%	36% 46% 18%	36% 46% 18%
Training: # sessions # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	18 227	13 110	10 200
Risk Management: # worker's compensation claims # claims incurring \$0 # claims incurring greater than \$5,000	60 12 5	56 24 9	50 20 6
Regular employees eligible to retire as of fiscal year-end: FT PT	34% 16%	15% 14%	15% 14%
Turnover rate for full-time part-time regular (maintain turnover for FTEs at under 5% per year)	6% 15%	5% 7%	5% 7%
Retirees or spouses continuing benefits eligible but not continuing currently not eligible	119 220 30	134 218 31	150 217 31
Benefits status changes processed	150	150	150
Medical leaves processed	29	40	45
HR staff ratio to full-time employees all employees employees+retirees	1:79 1:123 1:242	1:79 1:128 1:211	1:79 1:128 1:211



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

HUMAN RESOURCES

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	279,225	327,500	345,909	346,820	365,053	3,880	368,933	368,933
62000 - OPERATING EXPENDITURES	18,164	18,712	30,010	25,825	23,420	0	23,420	23,420
Department Total	297,389	346,212	375,919	372,645	388,473	3,880	392,353	392,353



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00500	61301	ACM / HR DIRECTOR	1.00	117,786
	61305	HUMAN RESOURCES ASSISTANT	1.00	69,454
		ADMINISTRATIVE ASST I	1.00	48,839
TOTAL			3.00	236,079

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

HUMAN RESOURCES

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	112,961	114,301	116,873	117,786	117,786	0	117,786	117,786
61305 - ADMINISTRATIVE PERSONNEL	66,611	67,400	115,797	115,796	118,293	0	118,293	118,293
61307 - PART TIME EMPLOYEES	22,242	51,793	0	0	12,522	0	12,522	12,522
61401 - TEMPORARY PERSONNEL	0	0	0	0	0	3,600	3,600	3,600
61701 - HEALTH INSURANCE	39,570	49,946	65,924	65,924	67,038	0	67,038	67,038
61702 - DENTAL INSURANCE	2,185	2,135	2,666	2,666	3,690	0	3,690	3,690
61703 - RETIREMENT CONTRIBUTIONS	20,065	22,577	26,478	26,477	26,370	0	26,370	26,370
61704 - SOCIAL SECURITY	15,176	17,480	17,799	17,799	19,018	275	19,293	19,293
61705 - WORKERS COMPENSATION	131	354	373	372	335	5	340	340
61901 - RECRUITMENT	284	1,513	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	279,225	327,500	345,909	346,820	365,053	3,880	368,933	368,933
62103 - TECHNICAL SERVICES	1,989	904	7,910	7,875	4,655	0	4,655	4,655
62161 - LEGAL SERVICES	4,336	0	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	1,142	1,140	809	809	845	0	845	845
62416 - PRINTING	0	0	2,744	2,744	0	0	0	0
62435 - TRAINING	3,118	4,094	4,708	855	3,935	0	3,935	3,935
62436 - MEETINGS & DUES	2,403	2,594	1,820	1,620	2,000	0	2,000	2,000
62441 - LOCAL MEALS & MEETING EXP	447	573	300	275	300	0	300	300
62444 - AWARDS	2,768	2,831	2,700	2,685	2,700	0	2,700	2,700
62510 - TELEPHONE	378	390	384	325	325	0	325	325
62701 - OFFICE SUPPLIES	633	523	650	627	650	0	650	650
62710 - POSTAGE	668	631	700	700	700	0	700	700
62715 - BOOKS AND PERIODICALS	282	301	285	310	310	0	310	310
62761 - SOFTWARE	0	4,731	7,000	7,000	7,000	0	7,000	7,000
62000 - OPERATING EXPENDITURES	18,164	18,712	30,010	25,825	23,420	0	23,420	23,420
Department	297,389	346,212	375,919	372,645	388,473	3,880	392,353	392,353
TOTAL	297,389	346,212	375,919	372,645	388,473	3,880	392,353	392,353

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

In FY20 IT plans include the replacement of over 140 computers as scheduled. This is more than three times the number of computers replaced in FY19 and will require considerable time and effort. The variation in total devices replaced from year to year is the result of the switch from a three-year replacement schedule years ago to a five-year schedule for many of the City's computers. The result has been three high-volume years and two lower-volume years. IT will also continue finalizing operating system, communications and office productivity software on all City computers. This will include user training. Three of the five primary host servers are also scheduled for replacement. These servers house dozens of software and database applications that provide essential functionality to each City department. In addition to these host servers, the financial system virtual servers operating systems will be upgraded.

The database platform will be upgraded in FY20 including a substantial migration of data affecting applications such as Cartegraph, Ticketrak, CFA, EARNiT, Firehouse, and GIS databases and others. Additional database administration goals include 1) organizational data workflow analysis with the objective of providing departments with opportunities to streamline and simplify data operations, and 2) implementation of the Central Square optimization recommendations including Employee Access Center, HR Benefits data mapping, and a Cognos upgrade for payroll and other functions.

IT also plans to implement new firewall functionality made possible by the FY19 replacements that promise to enhance security, such as new monitoring, filtering and notification features.

In FY19 IT completed an upgrade of server operating systems and is upgrading desktop and laptop operating systems; organizational email and calendaring software; and desktop productivity software. These are sizeable projects completed only once every five to seven years and affecting every computer and user across all City departments. All firewalls and wireless infrastructure across all City facilities were also replaced to improve performance, reliability and security of City applications and resources. The newer infrastructure provides enhanced security tools that are essential for modern day computing.

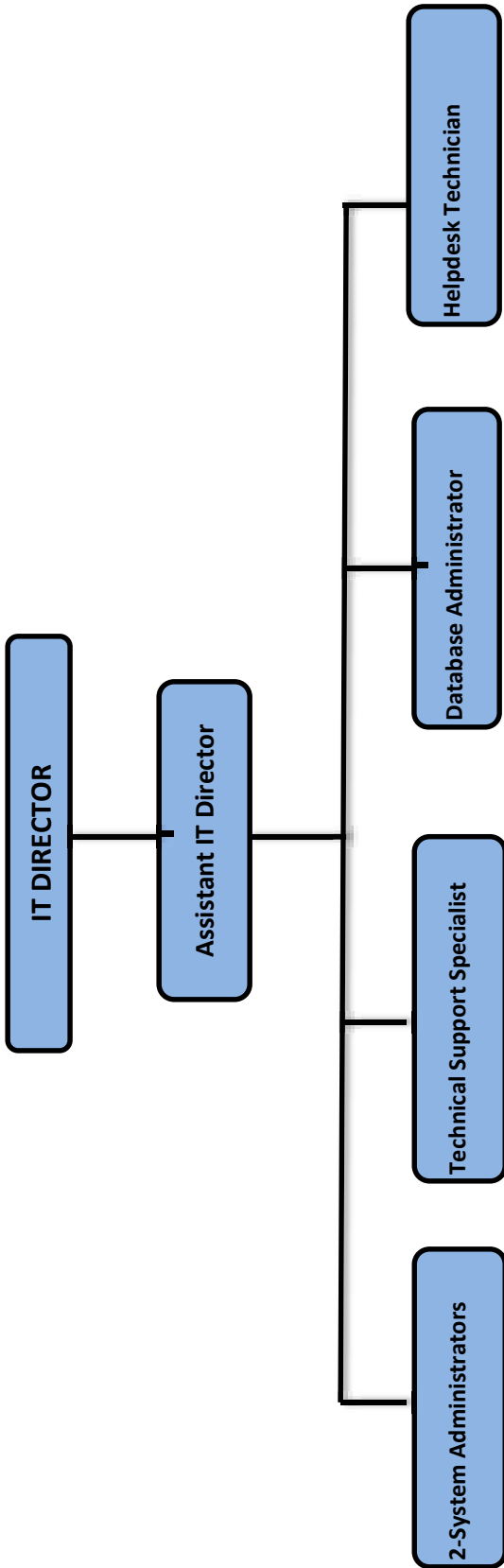
In addition to software and hardware upgrades, IT has been assisting Public Works, Facilities and Parks & Recreation with the significant expansion of the Cartegraph work order and asset management system. This includes conversion of manual records to database workflows; development of proactive maintenance processes; new reporting; and many tasks associated with development of new database functions.

The Central Square (formerly Superior or Pentamation) optimization study was off to a good start in FY19, but was stalled as the vendor business underwent organizational and personnel changes. That project is ready to pick back up and may bleed into FY20. IT plans to use this opportunity to implement helpful new software features and evaluate alternatives to costly custom modifications.

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 2019/2020 OBJECTIVES:		STATUTE	CMP	VOICE
Assist Finance with Central Square Optimization			Municipal Governance & Fin Stability	E
Assist Finance with Superior Employee Access Center Implementation			Municipal Governance & Fin Stability	V
Continue Expansion of Cartegraph in PWD, Parks & Recreation, Facilities			Municipal Governance & Fin Stability	V, E
Upgrade Three Host Servers OSs			Municipal Governance & Fin Stability	C
Complete Microsoft Desktop OS and Office Upgrades			Municipal Governance & Fin Stability	V, E
Expand User Training			Municipal Governance & Fin Stability	V, E
Upgrade Financial System Servers OS			Municipal Governance & Fin Stability	V, E
Organizational Data Workflow Analysis and Improvements			Municipal Governance & Fin Stability	V, E
METRICS:		FY18	FY19	FY20
End Users		330	330	336
Desktop and Laptop Computers		315	316	325
Servers: Physical/Virtual		7/52	5/39	7/49

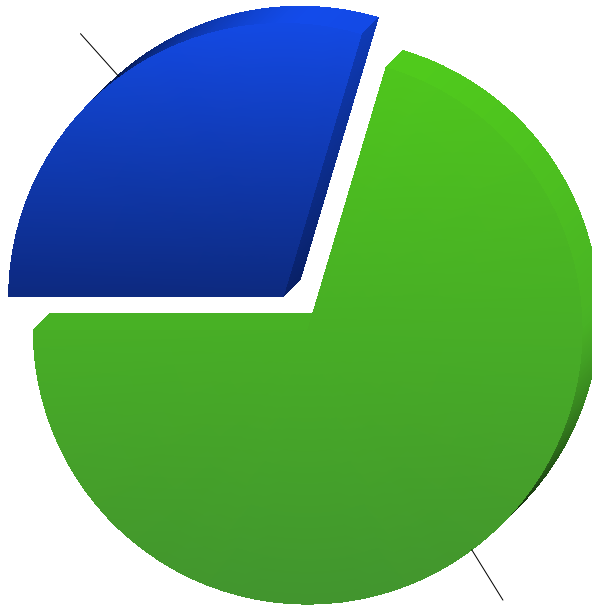


**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

INFORMATION TECHNOLOGY

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	842,831	870,982	913,873	913,320	926,982	0	926,982	926,982
62000 - OPERATING EXPENDITURES	344,032	362,271	481,707	460,669	389,840	0	389,840	389,840
Department Total	1,186,863	1,233,253	1,395,579	1,373,989	1,316,822	0	1,316,822	1,316,822

**OPERATING EXPENDITURES
29.60%**



**PERSONNEL SERVICES
70.40%**

Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00700	61301	ACM / IMS DIRECTOR	1.00	128,626
	61302	ASST. IMS DIRECTOR	1.00	103,216
	61304	DATABASE ADMINISTRATOR	1.00	95,557
		HELP DESK TECHNICIAN	1.00	69,284
		SYSTEMS ADMINISTRATOR	2.00	171,256
		TECHNICAL SUPPORT SPECIAL	1.00	69,454
	TOTAL			7.00

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

INFORMATION TECHNOLOGY

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	123,357	124,820	127,628	127,628	128,626	0	128,626	128,626
61302 - ASST DEPARTMENT HEAD	98,988	100,162	102,416	102,416	103,216	0	103,216	103,216
61304 - GENERAL PERSONNEL	365,642	378,346	391,276	391,276	405,551	0	405,551	405,551
61602 - STAND-BY PAY	16,498	16,286	16,552	16,000	16,500	0	16,500	16,500
61701 - HEALTH INSURANCE	116,951	125,587	145,564	145,564	140,907	0	140,907	140,907
61702 - DENTAL INSURANCE	7,962	7,750	8,026	8,026	8,236	0	8,236	8,236
61703 - RETIREMENT CONTRIBUTIONS	67,545	70,470	72,590	72,590	73,040	0	73,040	73,040
61704 - SOCIAL SECURITY	45,459	46,560	48,797	48,797	50,023	0	50,023	50,023
61705 - WORKERS COMPENSATION	390	917	1,023	1,023	883	0	883	883
61901 - RECRUITMENT	40	84	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	842,831	870,982	913,873	913,320	926,982	0	926,982	926,982
62102 - PROFESSIONAL SERVICES	0	6,638	36,638	36,638	6,000	0	6,000	6,000
62103 - TECHNICAL SERVICES	40,481	51,900	58,055	38,055	50,000	0	50,000	50,000
62205 - PC REPLACEMENT CHARGE	3,604	3,684	3,064	3,064	3,653	0	3,653	3,653
62307 - COMPUTER SYS MAINTENANCE	237,185	230,927	304,234	301,954	259,516	0	259,516	259,516
62308 - NETWORK MAINTENANCE	41,340	37,162	35,205	34,781	38,291	0	38,291	38,291
62311 - EQUIPMENT MAINTENANCE	891	922	3,200	3,200	3,200	0	3,200	3,200
62430 - TRAVEL	801	730	1,100	900	900	0	900	900
62435 - TRAINING	9,268	6,870	9,400	10,800	14,150	0	14,150	14,150
62436 - MEETINGS & DUES	0	155	250	0	250	0	250	250
62441 - LOCAL MEALS & MEETING EXP	0	56	250	0	250	0	250	250
62510 - TELEPHONE	3,399	3,278	3,500	3,200	3,500	0	3,500	3,500
62701 - OFFICE SUPPLIES	1,215	1,162	1,000	1,596	1,200	0	1,200	1,200
62710 - POSTAGE	254	151	300	300	300	0	300	300
62734 - MINOR EQUIPMENT	0	19	0	100	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	2,835	8,098	5,050	5,050	4,630	0	4,630	4,630
62761 - SOFTWARE	2,760	10,520	6,790	7,360	4,000	0	4,000	4,000
63407 - COMPUTER EQUIPMENT	0	0	13,671	13,671	0	0	0	0
62000 - OPERATING EXPENDITURES	344,032	362,271	481,707	460,669	389,840	0	389,840	389,840
Department	1,186,863	1,233,253	1,395,579	1,373,989	1,316,822	0	1,316,822	1,316,822
TOTAL	1,186,863	1,233,253	1,395,579	1,373,989	1,316,822	0	1,316,822	1,316,822

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
INFORMATION TECHNOLOGY	44109 - DIRECT REIMBURSEMENT	97	0	0	0	0	0
	44000 - CHARGES FOR SERVICES	97	0	0	0	0	0
TOTAL		97	0	0	0	0	0

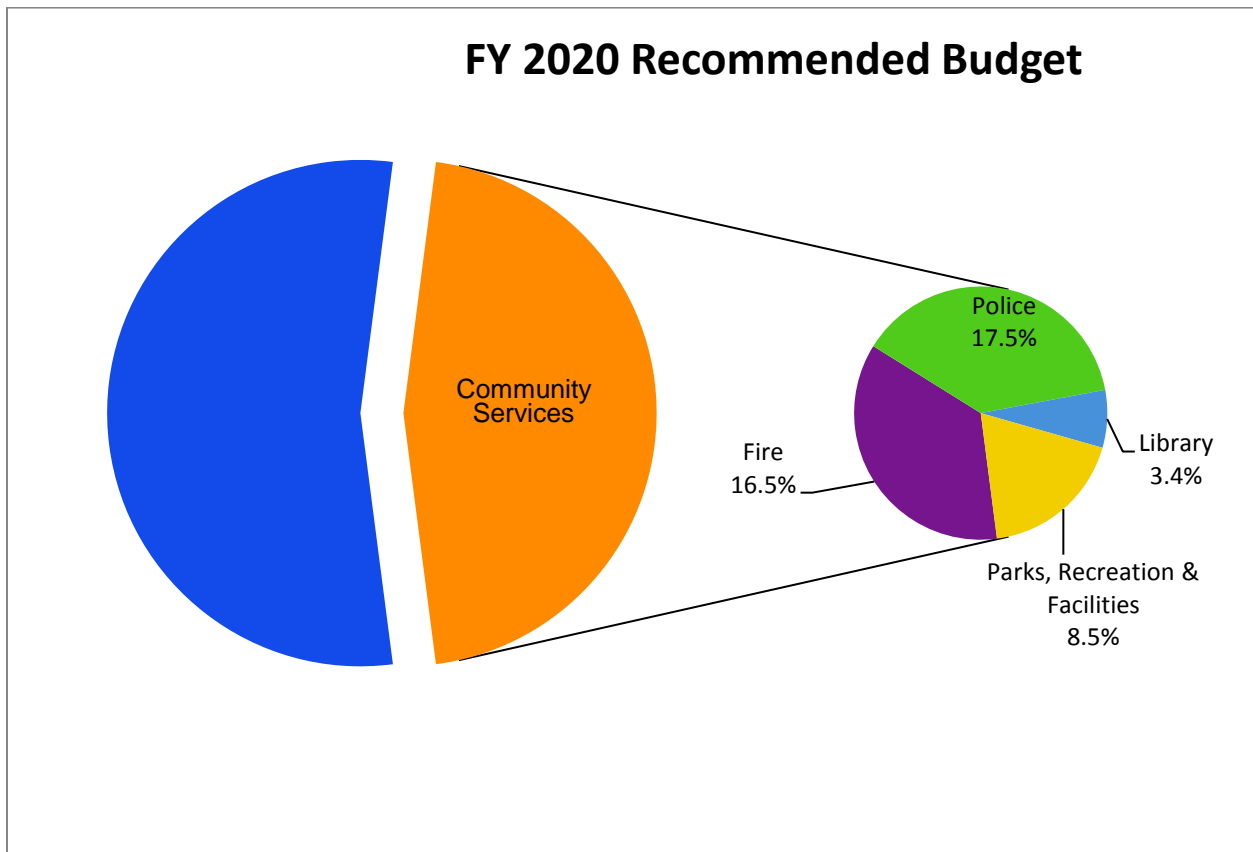
This Page Left Blank Intentionally

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 FY20 the Department has set objectives to continue to move us forward in the most efficient manner while meeting all of our mission goals. Those objectives include:

- Complete study of Station 2. Phase 1- review of the location; Phase 2- review of building structure, systems, and size and the needs moving forward.
- To recommend establish fee's/contracts with non- ambulance contract towns for services rendered.
- Complete final specifications for replacement/purchase of Ladder 1.
- Meet response time goal for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710).
- Provide public education related to fire safety, first aid, and safety planning.
- Complete all required annual testing, certifications, and licensing of personnel, apparatus, and equipment.

In FY20 we expect the following challenges in our Department:

- The need for increased staffing both at the operational and administrative support level.
- Recruitment of career and part-time positions.

The need for additional staffing to meet our daily demands has been a growing problem. The review and changes made during the 2018 Operational/Staffing trial were done in order to maximize efficiency while trying to maintain safe staffing levels. We have always worked to improve service levels and efficiency annually. In the last year in order to balance service demands we have had to lower the number of personnel responding on apparatus from the Central Station. The first due engine crew was reduced from four to three and the first due ambulance staffing was reduced from three to two. The staffing levels for both units had been maintained for over 25 years. The changes occurring in workforce dynamics at the career (fulltime), paid on call (part-time) and volunteer personnel level has directly increased the need for additional staffing that will be required to maintain service levels and safety of our personnel and community moving forward.

Recruitment of personnel that have compassion, great work ethic, and ability to grow in their profession is critical for all organizations and the long term success. The work force and number of applicants entering the fire/EMS service is dwindling and we need to expand what we do now to prepare for that change.

The changes in area departments fire/EMS staffing levels has led to growing changes with emergency services in Cheshire County and beyond. Though our requests for responses with the ambulances to non-contract towns remain at 1-2% of our overall incidents, there are costs associated with the responses that need to be reviewed and addressed. These incidents are not incidents where the local community has responded and needs further assistance (Mutual Aid). These are incidents where we are dispatched to respond to cover the call in another community because no one at the local level has responded. It is not sustainable for any community to cover such requests without agreements to cover the costs associated. By looking at this now, a plan can be put in place before the numbers grow to higher levels and a higher cost. We are not alone with this issue and other ambulances services in our area are already impacted at a higher rate of incidents requested to respond.

To date in FY19 the Fire Department has accomplished a broad range of our objectives for FY19.

- The required annual testing, inspections, and certifications of all fire apparatus, ambulances, pumps (fire truck), self-contained breathing apparatus, ground ladders, aerial ladders, and bucket truck were completed.
- In November of 2017 we started planning for a six month operational/staffing trial by meeting with personnel that wanted to be part of the review. In March of 2018 the six month trial started and continued through August. The department provided great feedback throughout the trial and regular meetings were held to review what was working and what could be improved.
- Required National Registry and State Emergency Medical Service Recertification/Licensing of our medical personnel that were due, was completed In March 2019.
- FY19 the Department has been awarded \$25,303.94 in grant funds. The funds were awarded through the 2018 Homeland Security Grant – Haz Mat allocation and will be used for the purchase of hazardous materials response related equipment.
- The Department has provided public education related to fire safety, cardio pulmonary resuscitation, and a juvenile fire starters programs. All 2nd grade students in the Keene Schools were presented a targeted fire safety program for the age group in the fall of 2018. All 6th grade students at Keene Middle School were also presented an age appropriate juvenile fire starter prevention program. In October we held our 3rd Annual Open House during Fire Prevention Week which was considered a great success with an estimated 500 children and adults attending.
- As of February 2019 the Department has responded to 3,055 incidents. Of those incidents 2,051 are related to care and transport of the sick and injured by ambulance. The remaining 1,004 incidents are fire, rescue, and hazardous material incident responses.
- The Department has continued our collaboration with many local and state agencies related to the opiate response.
- Purchased and placed in service a new ambulance replacing 19A3.
- The Department has hired one new career member to date in FY19 to replace a career member that retired. We are in process with three new call firefighters to get them through the testing required. These personnel would fill 3 of the 10 vacant positions we have with our “Call Personnel”.
- In FY18 the Department responded to 4,767 incidents. Of those incidents 1,538 were fire, rescue, and hazardous material response related. The remaining 3,229 incidents were emergency medical responses including motor vehicle accident related calls.

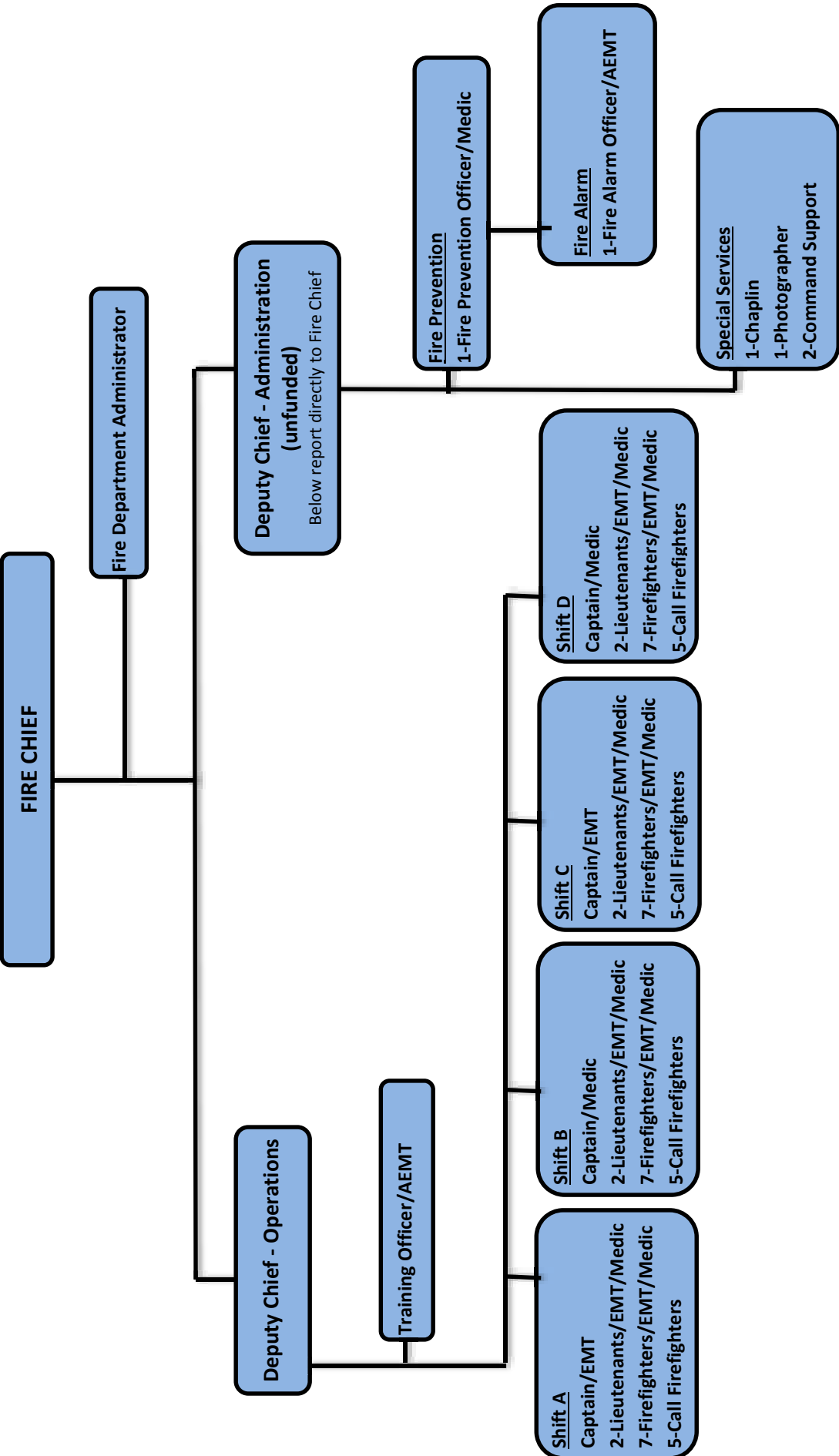
For FY20 as the Department continues to provide emergency responses, training, public education, and fire prevention/inspection activities, we will continue to seek efficiencies to maintain our service levels. We will continue to respond to the emergency response needs of our residents, businesses, and visitors to our great community. The Fire Department’s efforts to review and evaluate operations focused toward provision of a cost effective and efficient service while maintaining the safety of responders and the community is our mission.

PRIMARY SERVICES & RESPONSIBILITIES:	Align w/CMP
---	--------------------

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 2019/2020 OBJECTIVES:	STATUTE	CMP	VOICE
Complete study of Station 2: Phase I GIS review that started during FY19 and Phase II the feasibility review of the building structure, size, and utility systems as well as the needs moving forward		Safe Community	V,O,I,C,E
Recommend and established fees and agreements with non-contract ambulance towns for services rendered		Safe Community	O,I,E
Meet response time goals for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710)		Safe Community	V,I,E
Complete required training, recertification, and licensing of personnel. (NFPA 1500, 1001) (OSHA 1910.120)	RSA-154-A:11	Safe Community	I,C,E
Provide public education programs related to fire safety, first aid, and safety planning		Safe Community	V,O,I,E
Complete final specifications for replacement/purchase of Ladder 1		Safe Community	O,I,C

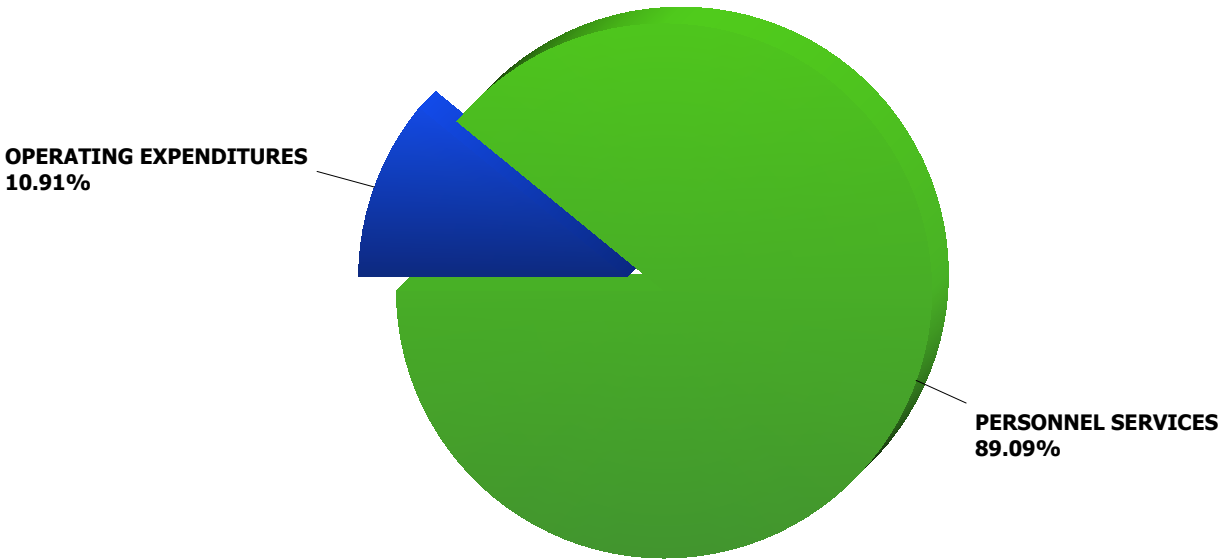
METRICS:	FY18	FY19	FY20
Number of incident responses by fiscal year. (**-projected)	4,767	4,916**	5,100**
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (**- projected)	77%	78%**	90%
Fire Prevention/Fire Alarm Inspections (**-projected)	731	542**	800**
Fire Department Permits (**-projected)	1,982	1,862**	1,900**
Personnel training hours (**- projected)	4,289	5,900**	5,000**



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

FIRE

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	5,693,769	6,041,595	6,216,869	6,302,543	6,400,441	0	6,400,441	6,400,441
62000 - OPERATING EXPENDITURES	734,000	722,551	772,919	759,597	783,859	0	783,859	783,859
Department Total	6,427,769	6,764,146	6,989,788	7,062,140	7,184,300	0	7,184,300	7,184,300



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00800	61301	FIRE CHIEF	1.00	123,087
	61302	DEPUTY CHIEF	1.00	107,860
	61305	FIRE DEPT ADMINISTRATOR	0.50	29,121
00803	61304	FIRE LIEUTENANT	1.00	76,918
00805	61304	FIRE LIEUTENANT	1.00	74,517
00810	61303	FIRE LIEUTENANT	4.00	299,554
		TRAINING OFFICER	0.50	35,505
	61304	FIREFIGHTER/EMT/PARA	10.00	601,727
00811	61303	FIRE DEPT ADMINISTRATOR	0.50	29,121
		FIRE CAPTAIN	4.00	344,160
		FIRE LIEUTENANT	3.00	225,342
	61304	TRAINING OFFICER	0.50	35,505
00812	61304	FIRE FIGHERTE/EMT/PARA	15.00	954,223
	61303	FIRE LIEUTENANT	1.00	74,212
	61304	FIREFIGHTER/EMT/PARA	3.00	188,335
TOTAL			46.00	3,199,185

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

FIRE

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	112,662	119,445	122,133	122,133	123,087	0	123,087	123,087
61302 - ASST DEPARTMENT HEAD	91,301	100,295	106,634	106,634	107,860	0	107,860	107,860
61303 - SUPERVISORY PERSONNEL	886,538	920,253	961,939	943,186	1,014,278	0	1,014,278	1,014,278
61304 - GENERAL PERSONNEL	1,581,546	1,633,561	1,790,411	1,692,619	1,895,719	0	1,895,719	1,895,719
61305 - ADMINISTRATIVE PERSONNEL	55,709	56,513	57,792	57,792	58,242	0	58,242	58,242
61307 - PART TIME EMPLOYEES	19,764	18,528	34,000	21,138	34,000	0	34,000	34,000
61317 - CALL PERSONNEL	5,791	5,791	8,941	8,941	9,462	0	9,462	9,462
61501 - REGULAR OVERTIME	10,228	8,259	14,082	14,082	14,082	0	14,082	14,082
61506 - REIMBURSABLE DETAIL	0	48	0	0	0	0	0	0
61511 - OT-HAZ MAT TRAINING	10,109	2,625	10,815	10,815	10,815	0	10,815	10,815
61513 - OT-TRAINING	76,003	63,052	92,400	95,613	92,400	0	92,400	92,400
61520 - OT-VACATION REPLACEMENT	305,192	313,218	218,000	329,441	218,000	0	218,000	218,000
61521 - OT-SICK REPLACEMENT	96,932	117,343	18,500	109,688	18,500	0	18,500	18,500
61522 - OT-PERSONAL DAY REPLACE	50,918	40,168	26,500	41,732	26,500	0	26,500	26,500
61525 - OT-FIRST ALARM	116,665	75,316	40,000	56,458	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	11,205	7,321	5,000	6,951	5,000	0	5,000	5,000
61527 - OT-CALL BACK	42,330	40,448	24,000	35,160	24,000	0	24,000	24,000
61531 - HOLIDAY OVERTIME	22,250	28,101	29,000	32,473	33,600	0	33,600	33,600
61601 - HOLIDAY PAY	100,987	106,165	113,612	114,111	121,507	0	121,507	121,507
61604 - TRAINING INCENTIVE	72,882	77,309	80,080	64,600	47,060	0	47,060	47,060
61610 - FIRE DEPT INCENTIVES	22,450	16,167	14,200	14,200	15,900	0	15,900	15,900
61701 - HEALTH INSURANCE	772,360	879,440	1,025,034	913,902	1,009,312	0	1,009,312	1,009,312
61702 - DENTAL INSURANCE	49,585	52,513	54,924	55,178	60,080	0	60,080	60,080
61703 - RETIREMENT CONTRIBUTIONS	6,225	6,431	6,577	6,577	6,506	0	6,506	6,506
61704 - SOCIAL SECURITY	57,603	58,152	58,498	62,444	63,230	0	63,230	63,230
61705 - WORKERS COMPENSATION	56,615	124,597	134,294	130,715	199,489	0	199,489	199,489
61713 - RET - FIRE	1,058,338	1,170,017	1,169,505	1,255,361	1,151,813	0	1,151,813	1,151,813
61901 - RECRUITMENT	1,581	517	0	600	0	0	0	0
61000 - PERSONNEL SERVICES	5,693,769	6,041,595	6,216,869	6,302,543	6,400,441	0	6,400,441	6,400,441
62101 - ADMINISTRATIVE SERVICES	77,810	65,082	62,000	62,000	62,000	0	62,000	62,000
62102 - PROFESSIONAL SERVICES	1,033	601	600	3,341	600	0	600	600
62116 - DISPATCH	216,684	216,684	220,368	220,368	226,538	0	226,538	226,538
62120 - LABORATORY SERVICES	0	0	1,200	800	1,200	0	1,200	1,200
62145 - FIRST AID & MEDICAL SVCS	19,810	22,188	33,835	26,000	33,835	0	33,835	33,835
62205 - PC REPLACEMENT CHARGE	13,419	13,332	13,776	13,776	14,022	0	14,022	14,022
62206 - PW FLEET CHARGE	85,344	95,088	105,890	105,890	110,414	0	110,414	110,414
62301 - OFFICE EQUIPMENT MAINT.	2,818	3,416	3,000	3,000	3,000	0	3,000	3,000
62304 - COMMUNICATIONS EQP MAINT.	4,790	3,289	5,350	5,350	5,350	0	5,350	5,350
62309 - VEHICLE CERTIFICATION	2,089	2,694	2,750	2,997	2,750	0	2,750	2,750
62310 - SAFETY PROGRAM MAINT.	6,179	4,940	4,500	4,500	4,500	0	4,500	4,500
62311 - EQUIPMENT MAINTENANCE	8,693	9,284	8,550	8,550	8,550	0	8,550	8,550
62407 - VEHICLE INSURANCE	10,533	9,735	9,735	9,735	9,735	0	9,735	9,735
62430 - TRAVEL	395	459	500	500	500	0	500	500
62435 - TRAINING	15,263	17,255	24,470	24,470	24,470	0	24,470	24,470
62436 - MEETINGS & DUES	1,563	1,884	1,280	1,845	1,280	0	1,280	1,280

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62438 - LICENSES & CERTIFICATIONS	500	405	500	500	500	0	500	500
62439 - PARAMEDIC TUITION	0	1,867	8,500	0	8,500	0	8,500	8,500
62446 - CLEANING ALLOWANCE	23	100	500	100	500	0	500	500
62447 - PUBLIC AWARENESS	757	644	800	1,178	800	0	800	800
62498 - USE OF TRUST FUNDS	239	265	250	252	250	0	250	250
62510 - TELEPHONE	14,307	13,691	16,000	14,000	16,000	0	16,000	16,000
62605 - PARKING SPACE RENTAL	1,221	1,440	1,080	1,080	1,080	0	1,080	1,080
62701 - OFFICE SUPPLIES	1,554	1,296	2,135	2,135	2,135	0	2,135	2,135
62710 - POSTAGE	972	752	550	550	550	0	550	550
62715 - BOOKS AND PERIODICALS	1,762	2,008	1,600	1,600	1,600	0	1,600	1,600
62734 - MINOR EQUIPMENT	0	0	0	80	0	0	0	0
62742 - MINOR COMMUNICATION EQUIP	6,567	1,423	6,000	6,000	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	18,848	21,010	19,000	19,000	19,000	0	19,000	19,000
62755 - UNIFORMS	37,901	33,932	36,100	36,100	36,100	0	36,100	36,100
62756 - PROTECTIVE CLOTHING	47,299	48,719	49,500	49,500	49,500	0	49,500	49,500
62760 - OPERATING SUPPLIES	10,082	14,524	7,000	8,800	7,000	0	7,000	7,000
62763 - VEHICLE SUPPLIES	86,680	64,092	85,600	85,600	85,600	0	85,600	85,600
62765 - OXYGEN	5,333	5,265	6,000	6,000	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	30,300	45,059	34,000	34,000	34,000	0	34,000	34,000
68008 - GRANT MATCH	3,231	128	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	734,000	722,551	772,919	759,597	783,859	0	783,859	783,859
Department	6,427,769	6,764,146	6,989,788	7,062,140	7,184,300	0	7,184,300	7,184,300
TOTAL	6,427,769	6,764,146	6,989,788	7,062,140	7,184,300	0	7,184,300	7,184,300

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
FIRE	42116 - HAZ MAT STORAGE PERMITS	17,525	17,625	18,000	18,000	18,000	18,000
	42201 - FIRE ALARM ACCESS APP FEE	240	0	0	0	0	0
	42202 - FIRE ALARM ACCESS PERMIT	4,875	9,570	9,500	9,500	9,500	9,500
	42205 - PERMITS	57,487	86,550	59,000	55,000	55,000	55,000
	42000 - LICENSES/PERMITS/FEES	80,127	113,745	86,500	82,500	82,500	82,500
	43208 - KEENE STATE COLLEGE	495,178	497,000	497,000	497,000	497,000	497,000
	43403 - OTHER TOWNS	182,062	170,727	197,415	197,415	201,704	201,704
	43000 - INTERGOVERNMENTAL	677,239	667,727	694,415	694,415	698,704	698,704
	44109 - DIRECT REIMBURSEMENT	12	14,580	0	16	0	0
	44113 - REPORTS	515	600	450	390	450	450
	44123 - AMBULANCE SVCS	1,008,569	1,056,775	1,100,000	1,100,000	1,200,000	1,200,000
	44124 - FIRE MASTER BOX	77,112	78,336	76,296	78,336	78,336	78,336
	44000 - CHARGES FOR SERVICES	1,086,208	1,150,292	1,176,746	1,178,742	1,278,786	1,278,786
	45107 - FALSE ALARM FINES	300	0	0	0	0	0
	45201 - FIRE CODE VIOLATIONS	875	550	300	100	300	300
	45000 - FINES & FORFEITS	1,175	550	300	100	300	300
	46103 - INTEREST: A/R	(71)	40	0	8	0	0
	46404 - DELUGE HOSE TRUST FUND	239	265	244	252	234	234
	46000 - MISCELLANEOUS	169	306	244	260	234	234
	TOTAL	1,844,918	1,932,619	1,958,205	1,956,017	2,060,524	2,060,524

Department:	Library	Fund:	General
Division (s): Cost Center:	All 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, with funding from the New Chapter Capital Campaign, City Capital Improvement Program funding and New Market Tax Credits, the Library Renovation and Addition will open in the Spring and be formally dedicated in June. This is the culmination of a five year partnership of the City, Trustees, Friends, the Monadnock Economic Development Corporation and the community. With the additional new spaces, library retains traditional services while expanding its capacity to be a Community Learning Center of the 21st Century

During renovation some services were adapted to accommodate construction. Through every stage of construction, the library staff has endeavored to keep access open and to provide the best possible services. Staff simultaneously brought their considerable experience, skills, and abilities to the task of expanding and adding services for the community. The staff applied for and received a significant grant that is funding the Little Makers: Library STEM and Maker Activities for Very Young Learners. It is a multiyear IMLS grant for the library to research, offer, and evaluate family based STEM and tinkering programs for children ages 2 through 6. Working with a national advisory council and other participating libraries, the findings will be shared at national conferences.

In FY 20, the focus will be on further preparing staff and volunteers for managing the new spaces- including the new West Street entrance. Any staff openings will be reviewed and realigned as necessary. A volunteer based program called Wayfinder is being initiated to help specifically with staffing the new entrance and helping library users to find their way.

Throughout, the Keene Library Annex Advisory Committee (KLAAC) has worked as a steering committee to keep the partners informed. KLAAC membership includes representation from the Board of Trustees, the Friends of the Library Board, and the City.

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 accessed from the library's public access computers. Digital resources and the ability to help the members of the community utilize the latest technologies are essential components of library service. For many, the Library serves as their only access to online resources. Knowing that the need for technology in everyday lives will continue to evolve, the Library carefully incorporates these technologies.

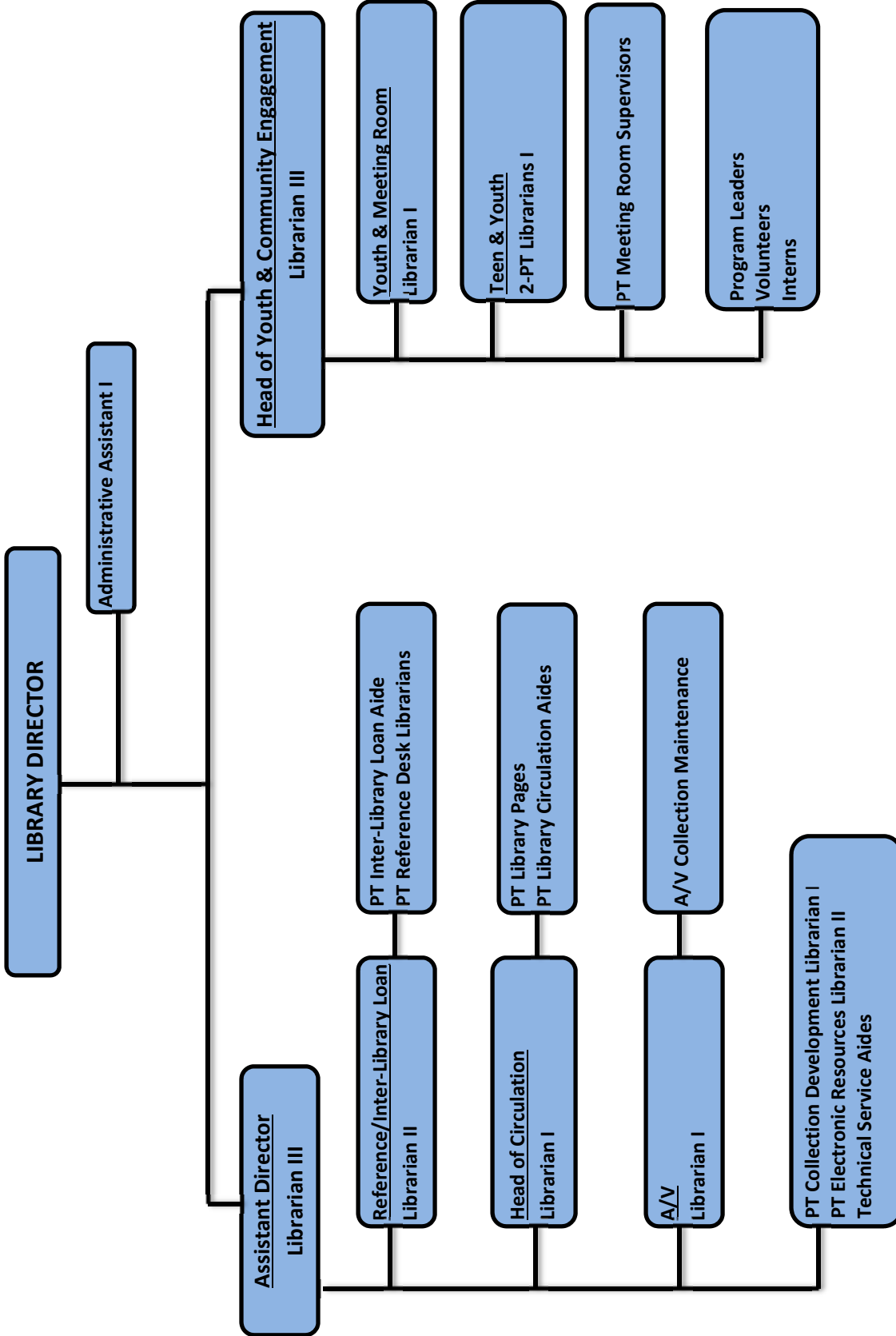
Another major component of library services is the wide range of programming for all ages, with an emphasis on the very young and teens. The Library is both a designated Family Place Library—providing specific programming for families and their young children and a Maker Corps Library where patrons of varying ages can work together, alone, or with librarians on special projects. The purpose is to allow patrons to learn through experimentation. The Library 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 2019/2020 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		Education	I, C	
Implement 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, to jointly and fully utilize the expanded capabilities of the new circulation system, Sierra		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:	FY18	FY19	FY20	
Circulation, including downloadable books	249,327	260,000	265,000	
Circulation of downloadable books	23,151	27,000	30,000	
Usage of online databases and website visits**	178,258	195,000	225,000	
Library programs for adults and children and number of people attending*	1,140/15,624	800/12,000	900/13,500	
Number of times City/community groups held events in the Library or Library Annex*	401	450	800	
Number of people attending City/community programs*	2,408	2,700	9,500	
Number of library card holders (does not include KSC community of approx. 6,000)	19,116	19,300	20,000	
Use of library public access computers***	16,532	19,000	21,000	
Estimated number of Wi-Fi sessions	72,000	72,000	80,000	
Number of reference questions answered in-house and via library website**	5,850/225	9,000/300	9,000/300	

* Meeting room space was limited during renovation. FY 17 confirmed numbers were 7,414 for attendance at city/community programs. Due to construction, the rooms were closed and numbers greatly reduced. Current estimate projection is based on the reopening and expansion of available rooms.

** Many questions are answered directly from information on our website. Metrics reflect that shift.

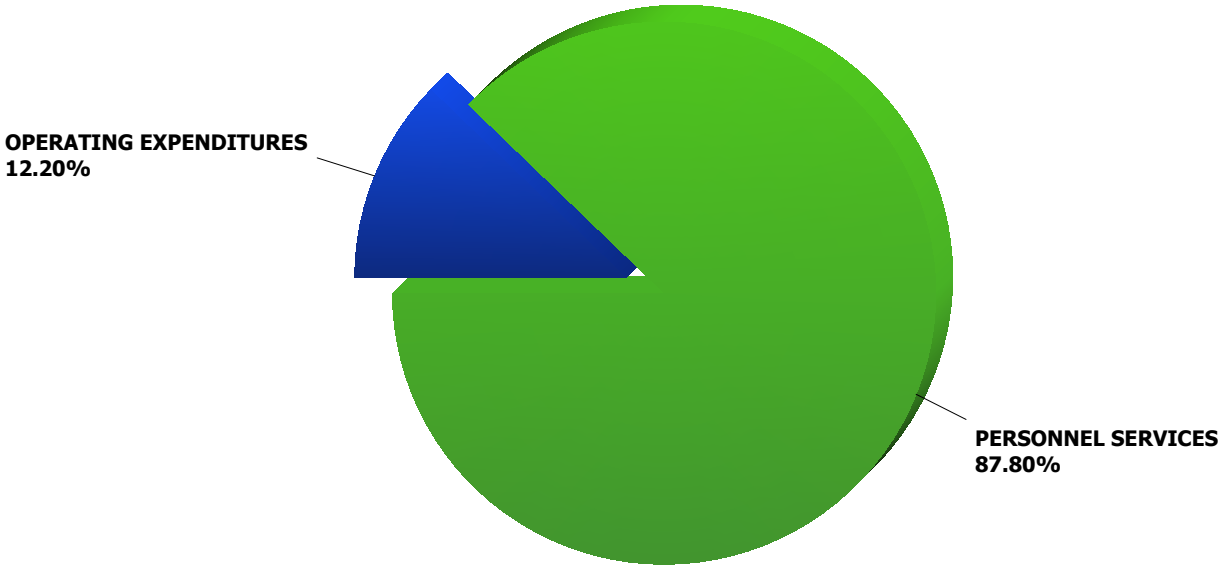
*** Library visitors use personal devices as well as PACS. Metrics reflect estimated Wi-Fi sessions.



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

LIBRARY

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	1,176,791	1,177,663	1,267,200	1,267,200	1,287,991	4,695	1,292,686	1,292,686
62000 - OPERATING EXPENDITURES	180,290	175,309	177,812	177,612	178,659	950	179,609	179,609
Department Total	1,357,082	1,352,972	1,445,012	1,444,812	1,466,650	5,645	1,472,295	1,472,295



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01100	61301	LIBRARY DIRECTOR	1.00	107,860
	61303	LIBRARIAN II	1.00	69,454
		LIBRARIAN III	2.00	151,293
	61304	LIBRARIAN I	3.00	182,589
	61305	ADMINISTRATIVE ASSISTANT	1.00	48,718
	61307	LIBRARIAN I	2.42	114,149
		LIBRARIAN II	0.84	42,586
	TOTAL			11.26

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

LIBRARY

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	104,460	104,669	107,024	107,024	107,860	0	107,860	107,860
61303 - SUPERVISORY PERSONNEL	204,122	226,361	215,415	215,415	220,647	0	220,647	220,647
61304 - GENERAL PERSONNEL	174,324	181,795	181,176	181,176	182,588	0	182,588	182,588
61305 - ADMINISTRATIVE PERSONNEL	41,355	43,298	46,784	46,784	48,718	0	48,718	48,718
61307 - PART TIME EMPLOYEES	395,960	365,604	441,429	441,429	449,926	2,500	452,426	452,426
61701 - HEALTH INSURANCE	115,845	116,403	125,162	125,162	127,125	0	127,125	127,125
61702 - DENTAL INSURANCE	7,306	6,730	7,004	7,004	9,997	0	9,997	9,997
61703 - RETIREMENT CONTRIBUTIONS	60,725	58,098	63,741	63,741	62,531	0	62,531	62,531
61704 - SOCIAL SECURITY	69,918	70,044	75,875	75,875	77,245	191	77,436	77,436
61705 - WORKERS COMPENSATION	666	1,423	1,589	1,589	1,353	4	1,357	1,357
61901 - RECRUITMENT	2,111	3,238	2,000	2,000	0	2,000	2,000	2,000
61000 - PERSONNEL SERVICES	1,176,791	1,177,663	1,267,200	1,267,200	1,287,991	4,695	1,292,686	1,292,686
62205 - PC REPLACEMENT CHARGE	8,381	8,496	8,410	8,410	10,903	0	10,903	10,903
62301 - OFFICE EQUIPMENT MAINT.	5,233	2,820	3,256	3,256	3,256	0	3,256	3,256
62435 - TRAINING	54	0	250	250	250	0	250	250
62436 - MEETINGS & DUES	445	56	400	325	400	0	400	400
62498 - USE OF TRUST FUNDS	6,636	8,332	3,500	3,500	3,500	0	3,500	3,500
62510 - TELEPHONE	2,876	2,918	3,500	3,500	3,500	0	3,500	3,500
62701 - OFFICE SUPPLIES	5,176	6,471	6,500	5,500	6,000	0	6,000	6,000
62703 - LOST MATERIAL REPLACEMENT	3,929	45	4,000	4,000	3,500	0	3,500	3,500
62704 - BOOK MENDING SUPPLIES	3,265	2,862	2,900	3,775	2,900	0	2,900	2,900
62710 - POSTAGE	2,585	463	2,896	2,896	2,900	0	2,900	2,900
62715 - BOOKS AND PERIODICALS	141,389	141,649	141,550	141,550	141,550	0	141,550	141,550
62734 - MINOR EQUIPMENT	320	0	0	0	0	300	300	300
62744 - MINOR COMPUTER EQUIPMENT	0	1,197	650	650	0	650	650	650
62000 - OPERATING EXPENDITURES	180,290	175,309	177,812	177,612	178,659	950	179,609	179,609
Department	1,357,082	1,352,972	1,445,012	1,444,812	1,466,650	5,645	1,472,295	1,472,295
TOTAL	1,357,082	1,352,972	1,445,012	1,444,812	1,466,650	5,645	1,472,295	1,472,295

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
LIBRARY	44109 - DIRECT REIMBURSEMENT	165	59	0	0	0	0
	44201 - LIBRARY	1,870	1,150	1,750	200	3,500	3,500
	44401 - LIBRARY NON RESIDENT FEE	18,374	18,936	20,000	20,050	22,000	22,000
	44000 - CHARGES FOR SERVICES	20,409	20,145	21,750	20,250	25,500	25,500
	45106 - LIBRARY OVERDUE FINES	24,172	21,832	28,000	22,000	22,000	22,000
	45304 - LOST LIBRARY MATERIALS	3,004	2,815	4,000	3,500	3,500	3,500
	45000 - FINES & FORFEITS	27,176	24,647	32,000	25,500	25,500	25,500
	46407 - LIBRARY TRUST FUND	6,636	8,332	3,500	0	3,500	3,500
	46000 - MISCELLANEOUS	6,636	8,332	3,500	0	3,500	3,500
	TOTAL	54,222	53,124	57,250	45,750	54,500	54,500

Department:	Parks, Recreation & Facilities	Fund:	General
Division (s): Cost Center:	Parks, Recreation & Cemeteries 01200 through 01314		
Mission:	To provide the citizens of Keene with a quality community and amenities including a park and cemetery system, balanced environmental stewardship and diverse programming to inspire and support active lifestyles for all ages.		

In 2018, the Department continued to actively work toward its mission and vision to provide the *#liveworkplayKeene* initiatives. Keene's recreational trends are changing along with the demographics of the community. Meeting those changes becomes a rewarding challenge. In a continued effort to meet the demands, the community has been receptive and supportive of continued growth. In 2018, shifts in the program registrations moved the Department to look at alternative ways to better serve the residents of Keene. These successful modifications led to more residents participating while making registrations stronger across all programs, especially youth sports, after school, and the summer playground programs.

Multiple projects kicked off in 2018 and each of them continues to spark informative dialogue. The collaboration efforts between the City and the Keene Senior Center are engaged as community partners looking for ways to expand program offerings. The feasibility study proved worthy of the investigation and understanding the needs of the community, a target demographic, and program capacity for the existing Recreation Center. Unfortunately the financial capacity needs to be reconsidered for the Recreation Center, and a greater focus will be presented for the needed improvements to the aging facility.

The skate park initiative is in full swing; currently these efforts have raised over \$50,000.00, and have dedicated funding in the Capital Improvement Plan (CIP) for an additional \$25,000.00. The team is looking to raise \$300,000.00 to build a new concrete park on Gilbo Avenue. This facility will be part of greater planning project that revitalizes the Gilbo Avenue corridor. These efforts will transform current vacant lands into an Opportunity Zone with Monadnock Economic Development Corporation guiding this project. A new park will lead to an attractive location for skaters and bike riders from around the region to recreate in a quality built environment.

The Goose Pond Stewardship Plan has been a collaboration with the Community Development Department and the Conservation Commission. This plan outlines new and improved uses within the greater forested areas. The key focus areas of the plan are trails and forest management. The department will look to continue the best practices outlined in this detailed plan which will be adopted by the City Council in the spring of 2019. Alongside the stewardship plan has been the reconstruction of the dam and dike. This project was first highlighted as part of the City's dam master plan in 2012 after receiving letters of deficiencies from the State of NH Dam Bureau. Beginning in the late spring of 2019, construction will begin on the dam, and then proceed to the dike. As a result of this construction, a new parking lot will emerge from the work site and an improved maintenance road to the dike. Both of these features will make a more enjoyable experience for the users of this outdoor recreational area.

The Cemetery Division in 2019 will create a scope of work for a master plan of Monadnock View Cemetery. Additional expansion areas will be needed within the next five years and planning for new sections will increase options for burial and activities related to cemetery operations. This plan will provide a visually appealing cemetery, along with effective and efficient customer services related to the cemetery.

The Parks Division will look to reestablish a recycling program in designated parks with high volumes. This relaunch will pilot certain locations and look to build its capacity in future years to come. Additional projects through the CIP will enhance the park experience for all generations that enjoy Keene *to #liveworkplayKeene*.

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 2019/2020 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:		FY18	FY19	FY20
Youth Recreational Programs: sports, summer playground program, swim lessons, archery		1,000	1,250	1,500
Adult Recreational Programs: sports - basketball, soccer, kickball, pickleball, cornhole, archery		200	225	275
Active Senior Programs: walking, Zumba gold, pickleball, chair yoga, senior shape up		75	150	175
Recreation Memberships: youth, adult, senior		95	120	125
Recreation and Park Volunteers		300	350	350
Recreation Facility Rentals		164	199	215
Cemetery Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED		157	131	101
Cemetery Sales		26	30	30
Cemetery Burials		83	86	85
Completed Tasks in Cartegraph		1,450	2,192	2,400

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. 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. The Facilities Division, along with the Parks Division, will bring EMG back in during FY20 to re-evaluate and update our current Facility Assessment condition report.

One of the major projects undertaken this year was the Library Restoration project. 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 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. A project the Facilities staff has undertaken in the previous year were to start upgrading to energy efficient LED lighting in multiple facilities.

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 2019/2020 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:		FY18	FY19	FY20
City staff conforms to adopted custodial Standard Operating Procedures		100%	100%	100%
Contract cleaning service conforms to basic custodial Standard Operating Procedures		50%	100%	100%
Conforms to adopted preventative maintenance Standard Operating Procedures		100%	100%	100%
Work tasks submitted through Cartegraph		550	453	620
Completed Cartegraph tasks		1100	1895	2125

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

FY19/20 Objectives and challenges:

The major objective is to offer prevention/intervention programs to assist youth and families in this community. We continue to intervene with youth and families before they enter the systems of juvenile justice, DCYF or long-term placement. This has proven to bring more beneficial long-term outcomes for these families and is more cost effective. Youth Services will continue to collaborate with the 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 work together to build community involvement and resources.

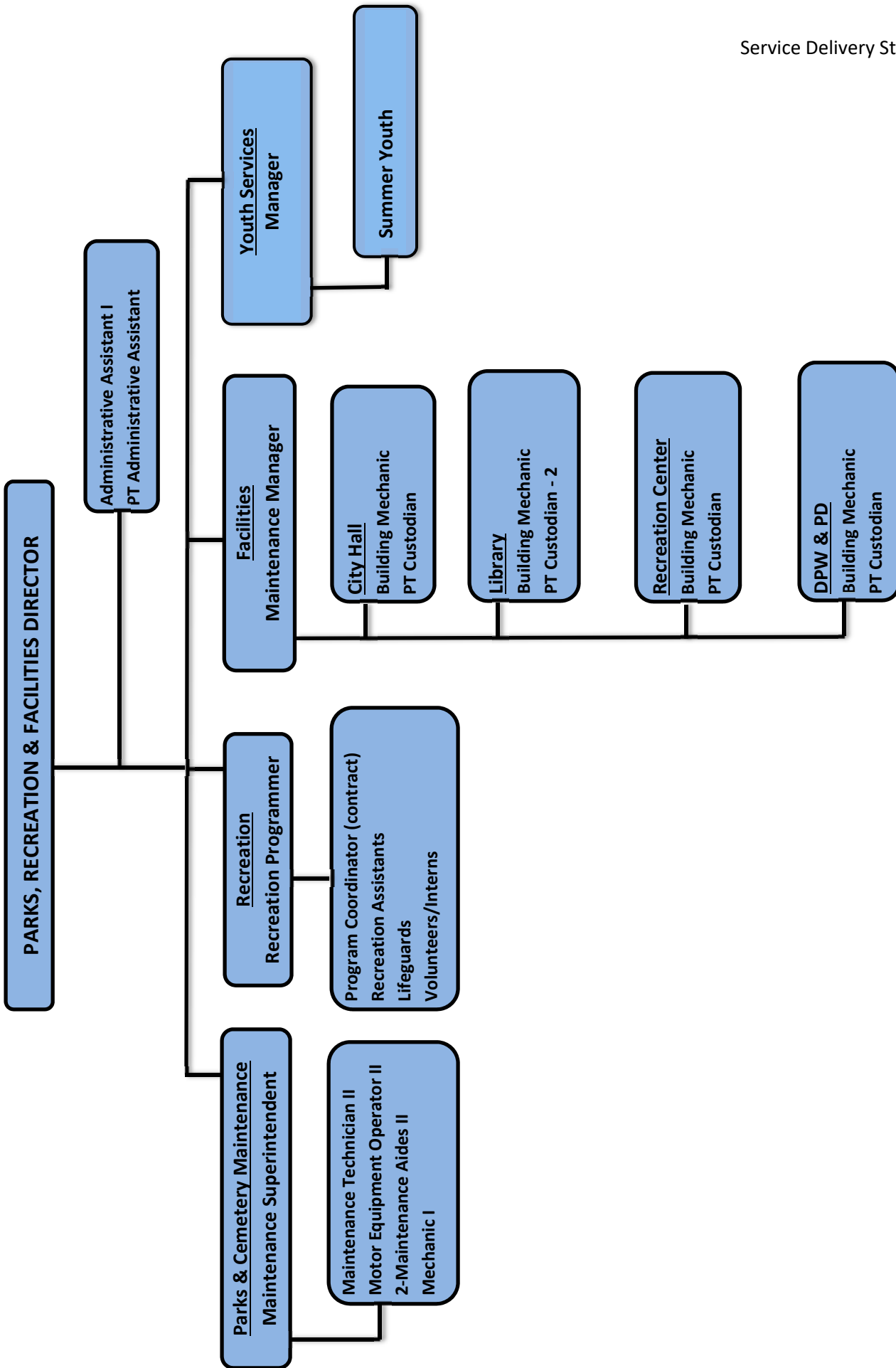
JCC, the juvenile court diversion program, is effective in working with youth in trouble and focuses these youth and their families on addressing major issues before they become unmanageable. NH Court Statute RSA169-B: 10 is an alternative method of dispute resolution in which a minor may complete an individually designed program of services in lieu of court proceedings. JCC is one of the 21 accredited diversion programs that meet rigorous accreditation standards and demonstrate a high level of proficiency. Since the 1970's, the Keene Juvenile Conference Committee has been supported by the community, court system, and juvenile justice systems. The 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 where it may be addressed. The Summer Youth Program will take steps to incorporate local work force development by hiring seasoned youth, education/training for supervisors and youth from collaborating agencies and local colleges, and redesigning the interview process.

FY18/19 Accomplishments & Challenges

Youth Services joined Parks, Recreation, and Facilities in order to enhance collaborative efforts with youth and families in the 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, as well as being a wonderful area to hold community meetings and groups. This year we have been able to work with both Antioch University 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 City of Keene the Parks and Recreation facility to accommodate the state wide meetings. This collaboration has been important and vital to Youth Services in that it has increased the efficiency and marketing of the programs. This year 98% of youth that were referred to Youth Services successfully completed these programs. Youth Services provided information, resources, and referrals to over 250 youth and families in Cheshire County. The major challenge for Youth Services is that the local, regional and state resources for children and adolescents are minimal and these families are struggling with increasing severe stressors: substance misuse, mental health, long-term residential treatment, incarceration, domestic violence, death and unstable housing. All of these stressors play a large role in many local youth's daily lives. Youth Services continues to collaborate with these local agencies/coalitions to assist and be involved in the rapidly growing, state-wide mental health and substance abuse crisis.

In the 6 week Summer Youth Program we hired 28 youth who completed over 2,056 hours for \$18,800. In addition, we implemented the leadership program which hired 3 returning employees, age 16, to mentor the younger youth as well as to learn more in-depth skills from the different departments to focus on workforce development.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/Comp Plan		
Intervention Programs: Juvenile Court Diversion (JCC) intervention for 1st time offenders 10-18 that is an alternative to formal court proceedings. Earn-It is a victim restitution program for young offenders (12-18) assisting youth to complete community service and restitution for damages youth caused within the community. Youth Intervention program (YIP) is a brief intervention program serving ages 7-18 and their families to assist in case management and resources.		Safe Community		
Prevention : <i>Summer Youth Employment (SYE)</i> -a six week summer employment opportunity for approximately 25 Keene youth (age 14-15) who gain first-time work experience through part-time jobs in City of Keene. A leadership program (age16-17) for returning SYP youth to engage in workforce development.		Safe Community		
Collaboration : Engage community in the prevention and early intervention of problematic adolescent behaviors such as drug and alcohol use and abuse, violence, delinquency, and school failure in collaboration with local, regional, and state agencies.		Safe Community		
FISCAL YEAR 2019/2020 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 and recidivism rates: youth who do not reoffend for one year from program completion:			Safe Community	V,C, E
Maintain prevention efforts, teen activities, and Summer Youth Employment that focus on positive youth development, education, and quality services to families			Safe Community	V, E,
Provide parent education through the City website with a focus on prevention, education, and community resources.			Safe Community	O,I,C,E
Continue collaborating with the local coalitions around prevention/intervention issues in order to create a more effective effort to offer services and resources for the community			Safe Community	O,I,C E
METRICS:		FY18	FY19	FY20
The number of youth/families served in JCC Court Diversion/ Earn It programs		41	40	40
The number of youth successfully completed the Juvenile Court Diversion program		98%	98%	98%
The number of Youth and Families served in early intervention programs		190	195	195
The number of youth employed by the City for Summer Youth Program		28	25	25
The total number of hours youth worked in the Summer Youth Program		2056	2100	2100

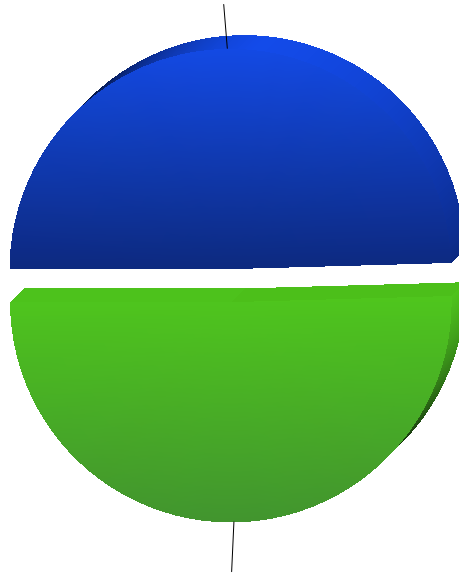


**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

PARKS, REC AND FACILITIES

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	1,563,014	1,633,431	1,824,069	1,790,476	1,831,527	37,909	1,869,436	1,869,436
62000 - OPERATING EXPENDITURES	1,363,920	1,472,468	1,802,414	1,768,569	1,817,658	18,900	1,836,558	1,836,558
Department Total	2,926,934	3,105,899	3,626,483	3,559,044	3,649,185	56,809	3,705,994	3,705,994

**OPERATING EXPENDITURES
49.56%**



**PERSONNEL SERVICES
50.44%**

Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01200	61301	PARKS, REC & CEMETARY DIR	1.00	112,714
	61305	ADMINISTRATIVE ASST 1	1.00	44,188
	61307	ADMINISTRATIVE ASSISTANT	0.54	22,253
01201	61303	PARK, REC. SUPT.	0.50	37,923
01207	61304	RECREATION PROGRAMMER	1.00	75,846
01310	61303	PARK, REC. SUPT.	0.50	37,923
01325	61304	MAINTENANCE MANAGER	1.00	79,259
01600	61304	YOUTH SERVICES MANAGER	1.00	58,194
KCE	613**	BUILDING MECHANIC	4.00	
		CUSTODIAN, P/T	3.55	
		MAINTENANCE AIDE II	2.00	
		MAINTENANCE TECHNICIAN II	1.00	
		MECHANIC I	1.00	
		MOTOR EQUIP OPERATOR II	1.00	
TOTAL			19.09	971,076

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

PARKS, REC AND FACILITIES

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	103,442	104,669	107,024	107,024	112,714	0	112,714	112,714
61303 - SUPERVISORY PERSONNEL	74,244	76,220	75,258	75,258	75,846	0	75,846	75,846
61304 - GENERAL PERSONNEL	576,162	583,063	628,846	628,842	640,229	0	640,229	640,229
61305 - ADMINISTRATIVE PERSONNEL	34,087	39,581	41,966	41,965	44,188	0	44,188	44,188
61307 - PART TIME EMPLOYEES	74,825	81,987	148,219	148,218	155,116	0	155,116	155,116
61308 - SEASONAL HELP	63,563	57,215	66,855	64,875	66,855	0	66,855	66,855
61309 - RECREATION SUPERVISION	49,495	66,620	112,797	112,786	112,797	23,300	136,097	136,097
61312 - POOL PERSONNEL	42,060	41,289	45,000	44,985	45,000	11,362	56,362	56,362
61313 - PLAYGROUND PERSONNEL	47,038	30,409	0	0	0	0	0	0
61314 - CAMP AREA SUPERVISOR	6,132	5,100	0	0	0	0	0	0
61318 - YOUTH TRAILS PROGRAM	7,084	4,579	2,990	2,990	0	0	0	0
61401 - TEMPORARY PERSONNEL	17,333	41,316	18,800	18,642	21,790	0	21,790	21,790
61501 - REGULAR OVERTIME	28,778	26,816	33,100	21,703	31,800	0	31,800	31,800
61701 - HEALTH INSURANCE	237,782	259,786	302,841	284,132	281,627	0	281,627	281,627
61702 - DENTAL INSURANCE	12,617	13,479	14,905	14,903	18,839	0	18,839	18,839
61703 - RETIREMENT CONTRIBUTIONS	89,132	89,420	100,099	100,095	99,577	0	99,577	99,577
61704 - SOCIAL SECURITY	83,594	85,789	97,986	97,984	99,095	2,651	101,746	101,746
61705 - WORKERS COMPENSATION	7,825	19,054	23,785	22,474	22,455	596	23,051	23,051
61901 - RECRUITMENT	5,014	7,038	3,600	3,600	3,600	0	3,600	3,600
61902 - OUTSIDE AGENCY TEMPS	2,806	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,563,014	1,633,431	1,824,069	1,790,476	1,831,527	37,909	1,869,436	1,869,436
62102 - PROFESSIONAL SERVICES	8,952	3,412	42,905	36,000	38,850	0	38,850	38,850
62103 - TECHNICAL SERVICES	0	0	15,000	12,500	13,000	0	13,000	13,000
62115 - ARTISTS & PERFORMERS	6,480	6,827	7,550	7,550	7,550	0	7,550	7,550
62120 - LABORATORY SERVICES	212	0	600	0	600	0	600	600
62142 - TRANSPORTING	1,455	1,500	4,250	3,200	4,250	0	4,250	4,250
62145 - FIRST AID & MEDICAL SVCS	457	564	500	500	800	0	800	800
62175 - OTHER SERVICES	17,704	12,079	19,080	19,080	18,200	0	18,200	18,200
62201 - JANITORIAL	67,138	19,969	16,032	23,000	19,500	0	19,500	19,500
62205 - PC REPLACEMENT CHARGE	2,530	3,528	2,676	2,676	3,102	0	3,102	3,102
62206 - PW FLEET CHARGE	201,269	207,372	215,916	215,916	216,477	0	216,477	216,477
62208 - TAXES	16,969	56,470	96,306	96,859	195,178	0	195,178	195,178
62209 - RUBBISH PICK-UP	14,054	13,934	17,055	14,275	16,055	0	16,055	16,055
62301 - OFFICE EQUIPMENT MAINT.	1,483	2,268	2,983	3,411	3,411	0	3,411	3,411
62311 - EQUIPMENT MAINTENANCE	51,819	38,144	55,992	45,985	48,694	0	48,694	48,694
62316 - ESCO MAINTENANCE	18,738	14,526	23,400	23,500	23,400	0	23,400	23,400
62317 - EQUIPMENT REPAIR	33,251	56,361	57,658	72,000	43,912	0	43,912	43,912
62318 - BUILDING REPAIR	67,642	40,644	51,863	36,500	42,500	0	42,500	42,500
62340 - GROUNDS MAINTENANCE	15,661	19,858	22,564	22,211	22,564	0	22,564	22,564
62341 - PLAYGROUND MAINTENANCE	2,516	3,484	5,000	4,120	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	853	5,196	1,000	2,178	1,000	0	1,000	1,000
62343 - SIGNAGE	421	0	1,000	1,900	1,000	0	1,000	1,000
62344 - TRAIL MAINTENANCE	2,728	1,929	2,000	1,830	2,000	0	2,000	2,000
62345 - CAMERA SYSTEM MAINTENANCE	0	0	0	200	400	0	400	400
62350 - BUILDING MAINTENANCE	144,630	185,936	105,314	142,843	72,501	13,400	85,901	85,901

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62370 - OTHER IMPROVEMNTS - MAINT	0	0	15,000	0	0	0	0	0
62372 - TREE/FORESTRY MAINTENANCE	9,850	19,163	9,500	13,041	9,500	0	9,500	9,500
62375 - PERMITS	4,057	4,186	3,050	2,800	2,550	0	2,550	2,550
62401 - GENERAL LIABILITY INS	612	586	600	590	600	0	600	600
62416 - PRINTING	913	4,074	1,100	995	1,100	0	1,100	1,100
62425 - ADVERTISING	1,657	875	1,000	750	1,000	0	1,000	1,000
62430 - TRAVEL	177	136	990	628	740	0	740	740
62435 - TRAINING	837	4,779	5,100	4,813	7,350	0	7,350	7,350
62436 - MEETINGS & DUES	2,997	3,457	4,200	4,340	4,900	0	4,900	4,900
62445 - PHOTOGRAPHY & PROCESSING	102	156	200	152	200	0	200	200
62498 - USE OF TRUST FUNDS	3,679	4,079	0	0	0	0	0	0
62501 - WATER	32,273	30,677	27,608	34,107	31,283	0	31,283	31,283
62502 - SEWER	27,760	29,418	32,005	27,900	31,493	0	31,493	31,493
62503 - ELECTRICITY	294,253	286,548	303,023	298,621	303,846	0	303,846	303,846
62504 - HEATING FUEL	142,838	189,666	238,998	203,233	212,441	0	212,441	212,441
62506 - FIRELINE / HYDRANTS	7,457	7,129	4,078	4,078	4,078	0	4,078	4,078
62510 - TELEPHONE	10,536	14,091	9,410	12,250	11,713	0	11,713	11,713
62602 - OFFICE SPACE RENTAL	12,000	0	0	0	0	0	0	0
62603 - BUILDING RENTAL	0	0	220,586	220,586	220,586	0	220,586	220,586
62604 - EQUIPMENT RENTAL	930	0	200	0	200	0	200	200
62607 - RENTAL VEHICLES	7,001	3,536	9,000	5,750	7,000	0	7,000	7,000
62701 - OFFICE SUPPLIES	3,723	2,131	4,900	3,595	3,550	0	3,550	3,550
62710 - POSTAGE	150	135	410	350	410	0	410	410
62733 - TOOLS	2,758	3,713	2,800	1,789	2,700	0	2,700	2,700
62734 - MINOR EQUIPMENT	11,054	15,567	20,553	9,619	22,127	2,500	24,627	24,627
62735 - BUILDING MAINT. SUPPLIES	6,424	15,811	10,450	12,075	12,450	0	12,450	12,450
62736 - GROUNDS MAINT SUPPLIES	38,612	60,625	49,079	51,681	51,244	0	51,244	51,244
62737 - JANITORIAL SUPPLIES	24,683	29,960	21,850	23,850	21,500	0	21,500	21,500
62740 - OTHER MAINT. SUPPLIES	8,848	3,299	850	947	850	0	850	850
62755 - UNIFORMS	5,758	6,476	5,900	5,163	5,400	0	5,400	5,400
62756 - PROTECTIVE CLOTHING	999	866	1,500	1,300	1,500	0	1,500	1,500
62760 - OPERATING SUPPLIES	2,790	3,157	3,500	2,943	3,500	0	3,500	3,500
62761 - SOFTWARE	0	396	990	240	240	0	240	240
62764 - CHEMICALS	4,063	5,761	5,600	3,857	5,600	0	5,600	5,600
62775 - PLAYGROUND MATERIAL	3,566	3,644	4,000	4,000	4,000	0	4,000	4,000
62776 - HANDICPD ATHLETE SUPPLIES	17	0	0	0	0	0	0	0
62778 - ATHLETIC SUPPLIES	6,909	7,659	5,500	5,250	5,500	3,000	8,500	8,500
62779 - GAME ROOM SUPPLIES	796	1,462	1,000	896	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	708	503	1,000	1,500	1,000	0	1,000	1,000
62783 - YOUTH TRAILS PROGRAM SUP.	204	200	300	0	0	0	0	0
62784 - CATCH PROGRAM	421	720	1,000	895	1,000	0	1,000	1,000
64206 - MINOR IMPROVEMENTS	4,544	13,826	8,939	15,750	23,563	0	23,563	23,563
62000 - OPERATING EXPENDITURES	1,363,920	1,472,468	1,802,414	1,768,569	1,817,658	18,900	1,836,558	1,836,558
Department	2,926,934	3,105,899	3,626,483	3,559,044	3,649,185	56,809	3,705,994	3,705,994
TOTAL	2,926,934	3,105,899	3,626,483	3,559,044	3,649,185	56,809	3,705,994	3,705,994

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
PARKS, REC AND FACILITIES	43305 - CHESHIRE CTY JCC / YIP	23,100	23,100	23,100	23,100	23,100	23,100
	43000 - INTERGOVERNMENTAL	23,100	23,100	23,100	23,100	23,100	23,100
	44109 - DIRECT REIMBURSEMENT	18,317	30,614	8,500	47,331	15,000	15,000
	44111 - PROGRAMS	118,431	107,033	116,300	113,645	116,300	116,300
	44112 - EQUIPMENT CHARGES	500	1,500	2,500	1,500	2,500	2,500
	44122 - INTERMENTS	41,700	37,812	32,000	30,000	30,000	30,000
	44131 - REPAIRS	20	15	0	0	0	0
	44203 - RECREATION CENTER	21,976	22,782	28,000	22,658	28,000	28,000
	44205 - SUMNER KNIGHT CHAPEL FEE	0	0	0	255	0	0
	44301 - CAMPGROUNDS	18,866	17,209	5,000	3,500	3,500	3,500
	44302 - BALL FIELDS	3,717	12,758	8,200	6,700	8,200	8,200
	44303 - BALL FIELD LIGHTS	6,190	6,550	6,900	6,150	6,900	6,900
	44304 - POOLS	20,334	18,922	23,000	19,756	23,000	23,000
	44000 - CHARGES FOR SERVICES	250,050	255,196	230,400	251,495	233,400	233,400
	46103 - INTEREST: A/R	0	(742)	0	0	0	0
	46317 - 350 MARLBORO RENTS	220,313	223,404	229,140	229,140	236,587	236,587
	46401 - CEMETERY TRUST FUND	81,275	90,555	82,834	86,514	80,847	80,847
	46406 - FLOWER TRUST FUND	3,679	4,079	3,714	3,875	3,611	3,611
	46408 - PARKS & REC TRUST FUND	3,597	3,988	3,631	3,789	3,530	3,530
	46410 - SUMNER KNIGHT CHPL TST FD	3,613	3,325	602	4,348	3,511	3,511
	46412 - LOT SALES	0	0	0	2,250	0	0
	46000 - MISCELLANEOUS	312,477	324,609	319,921	329,916	328,086	328,086
	TOTAL	585,627	602,905	573,421	604,511	584,586	584,586

Department:	Police	Fund:	General
Division (s): Cost Center:	All 01400 through 01408		
Mission:	The mission of the Keene Police Department is to protect life and property and to maintain order within the City while assuring fair and respectful treatment of everyone.		

1. Fiscal Year 2020

A. Objectives;

- Maintain increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Continue 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 36 weeks of training before they can work alone.
- We also face geographical challenges in that we are competing with larger metro areas for the same pool of applicants. Many of our applicants would prefer to live and work in Massachusetts, southeastern New Hampshire or the Seacoast Region.

2. Fiscal Year 2019

A. Accomplishments;

- Maintained an increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Continued enhanced recruiting, hiring, and training efforts.
- Continued cooperation with KSC and other departments to help address quality of life concerns 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.
- Achieved an increased foot and bike patrol presence in the downtown area.

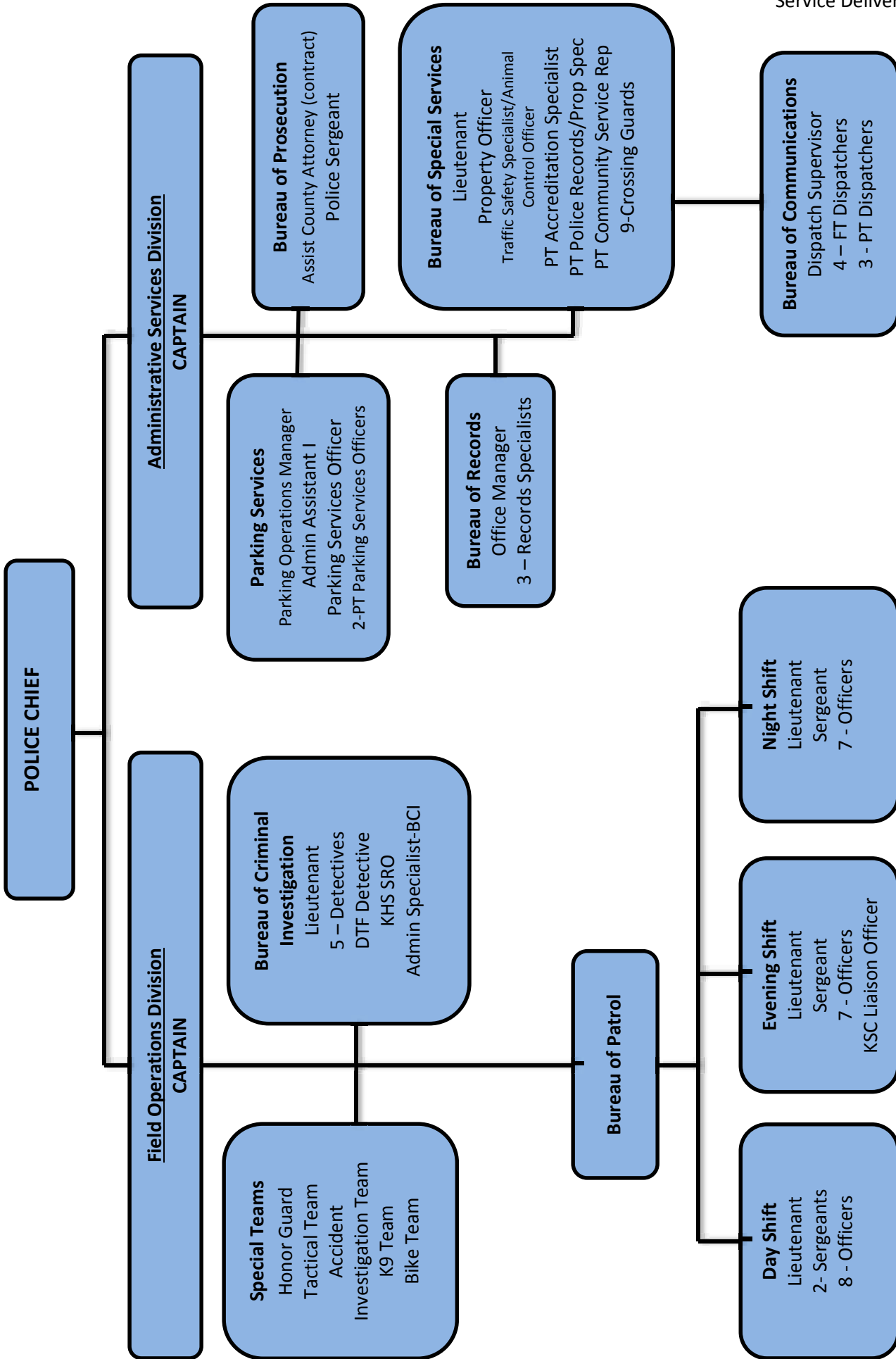
B. Challenges;

- 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 2018 the Department handled 28,053 calls for service, made 1,329 arrests, completed 2,540 offense reports, handled 873 reportable motor vehicle accidents, conducted 5,856 motor vehicle stops and performed 3,655.5 hours of training.

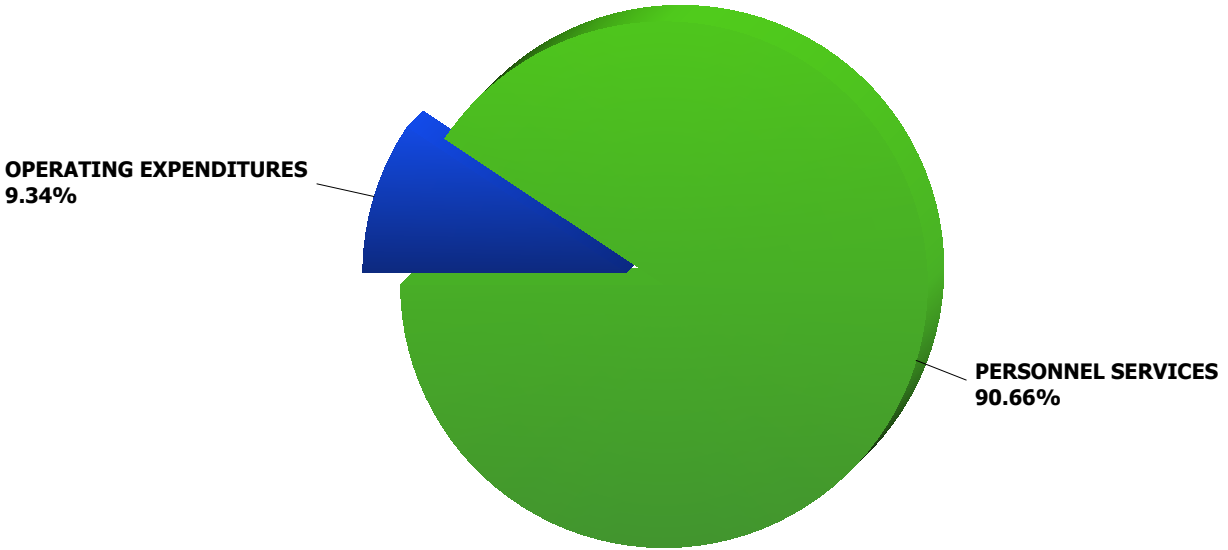
PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
<u>Public Safety:</u> Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, community event planning and security; all of which contribute to the maintenance of public order in fulfillment of the goals outlined in the Keene Comprehensive Master Plan.			Safe Community	
<u>Law Enforcement:</u> Achieved through enforcement of criminal laws, City Ordinances, and through criminal investigations consistent with the standards of the NH Police Standards and Training Council and CALEA best practices.			Safe Community	
<u>Prosecution:</u> Achieved through the preparation, participation, and prosecution of criminal cases in the 8th Circuit-District Division-Keene and Cheshire County Superior Courts commensurate with our law enforcement responsibilities.			Safe Community	
FISCAL YEAR 2019/2020 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:		FY18	FY19	FY20
Felony Drug Arrests		75	74	85
Downtown Foot and Bike Patrols (number conducted/hours)		710/673	904/857	950/900
Officer Hired and Enrolled in Police Academy (or already full-time certified)		4	7	4
Training Hours		3,588	3,656	3,622



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

POLICE

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	6,182,132	6,330,720	6,861,539	6,775,977	6,924,172	0	6,924,172	6,924,172
62000 - OPERATING EXPENDITURES	639,205	626,453	685,573	664,164	692,599	21,004	713,603	713,603
Department Total	6,821,337	6,957,173	7,547,112	7,440,141	7,616,771	21,004	7,637,775	7,637,775



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01400	61301	POLICE CHIEF	1.00	123,087
	61303	POLICE CAPTAIN	1.00	107,860
	61305	OFFICE MANAGER	1.00	58,242
		POLICE RECORDS SPECIALIST	3.00	139,860
01401	61303	DISPATCH SUPERVIOR	1.00	58,242
	61304	POLICE DISPATCHER	4.00	181,189
01403	61303	POLICE CAPTAIN	1.00	107,860
		POLICE LT	3.00	274,077
		POLICE SGT	4.00	317,448
	61304	POLICE OFFICER	23.00	1,496,919
01405	61303	POLICE LT	1.00	92,547
	61304	POLICE OFFICER	2.00	139,986
		TRAFFIC SAFTEY SPEC / ANI	1.00	58,097
	61307	POLICE ADMIN / ACCRED SPE	0.85	45,394
POLICE RECORDS PROPERTY		0.90	42,269	
01407	61303	POLICE LT	1.00	92,547
	61304	POLICE OFFICER	6.00	394,843
	61305	ADMIN SPEC / CRIMINAL INT	1.00	53,196
01408	61303	POLICE SGT	1.00	80,493
TOTAL			56.75	3,864,157

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

POLICE

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	199,942	119,445	122,133	122,133	123,087	0	123,087	123,087
61303 - SUPERVISORY PERSONNEL	987,093	1,074,049	1,111,915	1,147,234	1,131,075	0	1,131,075	1,131,075
61304 - GENERAL PERSONNEL	1,945,321	1,875,366	2,214,305	1,859,561	2,271,036	0	2,271,036	2,271,036
61305 - ADMINISTRATIVE PERSONNEL	240,464	243,254	249,374	249,374	251,297	0	251,297	251,297
61306 - HOURLY PERSONNEL	67,751	52,780	49,891	49,891	51,138	0	51,138	51,138
61307 - PART TIME EMPLOYEES	92,915	110,824	121,356	128,569	122,183	0	122,183	122,183
61501 - REGULAR OVERTIME	67,103	76,990	89,000	88,674	89,000	0	89,000	89,000
61502 - DOUBLE OVERTIME	5,509	5,616	5,406	5,406	5,528	0	5,528	5,528
61506 - REIMBURSABLE DETAIL	75,340	23,440	26,400	71,801	26,400	0	26,400	26,400
61507 - COURT OVERTIME	40,890	46,781	44,000	34,013	44,000	0	44,000	44,000
61509 - OT-WEAPONS TRAINING	21,232	20,772	25,000	22,000	25,000	0	25,000	25,000
61512 - OT-TACTICAL TEAM TRAINING	19,695	20,046	20,000	20,000	20,000	0	20,000	20,000
61513 - OT-TRAINING	29,689	42,512	37,000	47,082	37,000	0	37,000	37,000
61520 - OT-VACATION REPLACEMENT	98,364	126,826	68,100	125,080	68,100	0	68,100	68,100
61521 - OT-SICK REPLACEMENT	51,982	45,091	23,600	82,443	23,600	0	23,600	23,600
61522 - OT-PERSONAL DAY REPLACE	13,547	18,329	12,300	17,486	12,300	0	12,300	12,300
61529 - OT-SHIFT VACANCIES	30,324	87,151	8,000	125,106	8,000	0	8,000	8,000
61531 - HOLIDAY OVERTIME	25,483	25,219	26,224	30,000	26,880	0	26,880	26,880
61601 - HOLIDAY PAY	135,261	134,370	155,837	137,111	159,705	0	159,705	159,705
61608 - POLICE INCENTIVES	56,793	50,667	64,300	64,900	60,850	0	60,850	60,850
61701 - HEALTH INSURANCE	796,183	805,512	986,823	966,317	987,349	0	987,349	987,349
61702 - DENTAL INSURANCE	53,291	51,524	57,646	56,684	65,152	0	65,152	65,152
61703 - RETIREMENT CONTRIBUTIONS	60,681	65,632	69,980	68,496	68,537	0	68,537	68,537
61704 - SOCIAL SECURITY	102,109	103,085	112,832	107,490	108,456	0	108,456	108,456
61705 - WORKERS COMPENSATION	32,479	69,321	73,607	67,122	63,304	0	63,304	63,304
61714 - RET - POLICE	929,284	1,017,470	1,086,509	1,069,159	1,075,196	0	1,075,196	1,075,196
61901 - RECRUITMENT	3,408	11,517	0	12,845	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	0	7,129	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	6,182,132	6,330,720	6,861,539	6,775,977	6,924,172	0	6,924,172	6,924,172
62100 - PROFESSIONAL/TECH SVCS	6,665	7,096	7,100	7,100	7,100	0	7,100	7,100
62102 - PROFESSIONAL SERVICES	96,431	98,339	99,512	99,512	101,403	0	101,403	101,403
62103 - TECHNICAL SERVICES	2,983	1,855	12,020	7,220	8,800	0	8,800	8,800
62120 - LABORATORY SERVICES	0	0	400	400	400	0	400	400
62145 - FIRST AID & MEDICAL SVCS	0	0	50	50	50	0	50	50
62175 - OTHER SERVICES	465	649	750	750	750	0	750	750
62177 - JUSTICE OF THE PEACE	119	0	375	300	375	0	375	375
62205 - PC REPLACEMENT CHARGE	18,504	18,828	19,265	19,265	19,723	0	19,723	19,723
62206 - PW FLEET CHARGE	358,474	357,996	366,530	366,530	389,423	0	389,423	389,423
62301 - OFFICE EQUIPMENT MAINT.	4,321	3,442	4,800	4,800	4,800	0	4,800	4,800
62304 - COMMUNICATIONS EQP MAINT.	6,556	5,384	8,400	6,938	4,400	21,004	25,404	25,404
62308 - NETWORK MAINTENANCE	0	4,841	5,282	5,282	5,282	0	5,282	5,282
62310 - SAFETY PROGRAM MAINT.	7,353	7,962	5,941	5,941	5,941	0	5,941	5,941
62311 - EQUIPMENT MAINTENANCE	1,260	4,335	1,113	1,113	1,113	0	1,113	1,113
62312 - K-9 UNIT SUPPORT	6,302	3,964	4,500	4,500	4,500	0	4,500	4,500
62319 - BEARCAT MAINTENANCE	77	0	400	100	100	0	100	100

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62435 - TRAINING	19,306	14,237	24,000	19,000	24,000	0	24,000	24,000
62436 - MEETINGS & DUES	1,004	559	600	600	600	0	600	600
62445 - PHOTOGRAPHY & PROCESSING	625	595	750	750	750	0	750	750
62446 - CLEANING ALLOWANCE	2,100	2,100	2,100	2,100	2,100	0	2,100	2,100
62503 - ELECTRICITY	6,994	6,491	4,900	7,429	4,900	0	4,900	4,900
62510 - TELEPHONE	13,021	11,957	14,200	14,200	14,200	0	14,200	14,200
62700 - SUPPLIES AND MATERIALS	4,490	2,862	5,401	6,559	5,165	0	5,165	5,165
62701 - OFFICE SUPPLIES	6,255	4,717	5,000	5,037	5,000	0	5,000	5,000
62710 - POSTAGE	1,408	2,038	1,949	1,949	1,949	0	1,949	1,949
62715 - BOOKS AND PERIODICALS	798	1,099	1,000	816	1,000	0	1,000	1,000
62741 - EVIDENCE SECURITY	653	885	900	900	900	0	900	900
62744 - MINOR COMPUTER EQUIPMENT	463	469	500	500	500	0	500	500
62745 - TACTICAL SUPPLIES	9,497	7,174	9,500	9,500	9,800	0	9,800	9,800
62755 - UNIFORMS	21,414	26,735	30,600	30,049	30,600	0	30,600	30,600
62767 - PRISONER CARE	0	0	25	25	25	0	25	25
62773 - WEAPONS TRAINING SUPPLIES	35,947	26,545	43,760	31,000	33,000	0	33,000	33,000
68008 - GRANT MATCH	5,721	3,296	3,950	3,950	3,950	0	3,950	3,950
62000 - OPERATING EXPENDITURES	639,205	626,453	685,573	664,164	692,599	21,004	713,603	713,603
Department	6,821,337	6,957,173	7,547,112	7,440,141	7,616,771	21,004	7,637,775	7,637,775
TOTAL	6,821,337	6,957,173	7,547,112	7,440,141	7,616,771	21,004	7,637,775	7,637,775

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

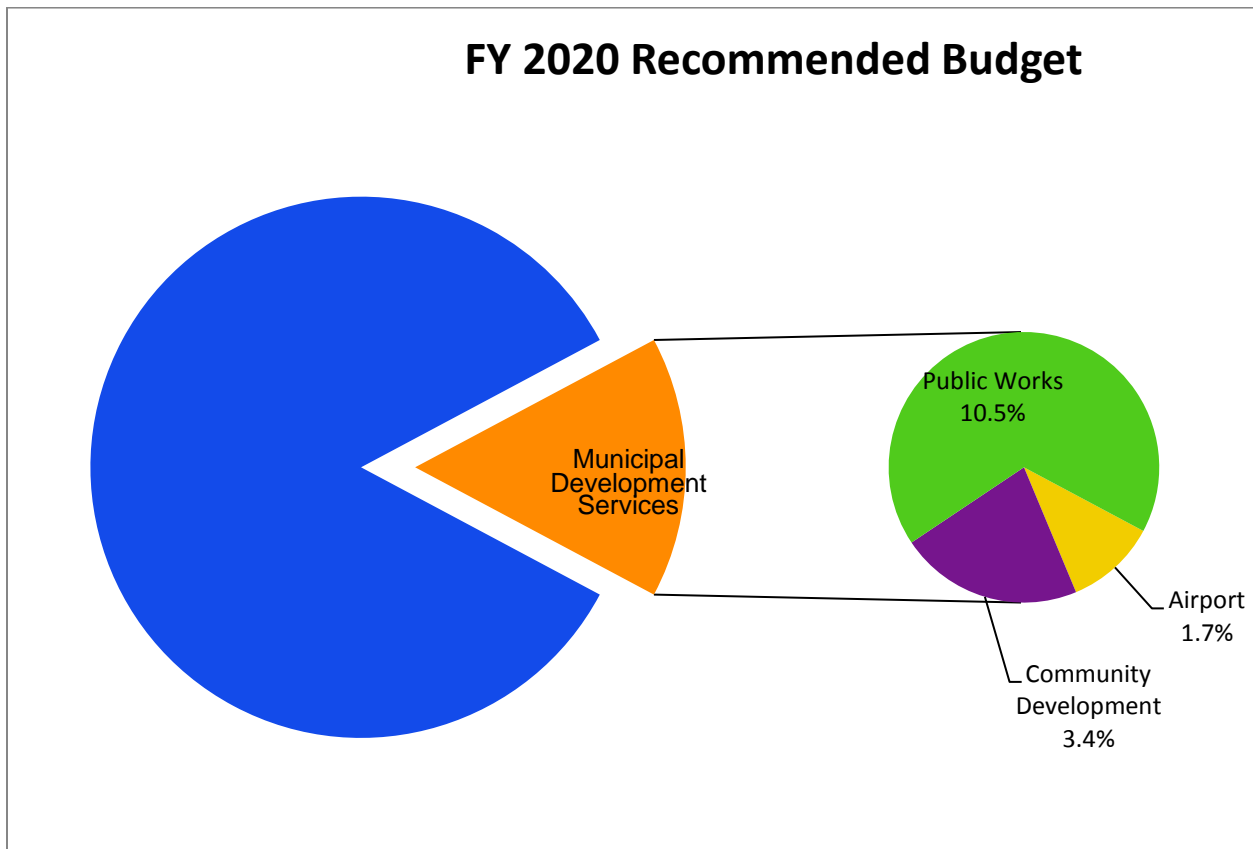
Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
POLICE	42210 - PISTOL PERMITS	2,270	630	410	514	407	407
	42000 - LICENSES/PERMITS/FEES	2,270	630	410	514	407	407
	43208 - KEENE STATE COLLEGE	125,106	132,797	137,833	137,833	135,902	135,902
	43401 - KEENE SCHOOL DISTRICT	86,330	92,098	95,875	95,875	94,427	94,427
	43000 - INTERGOVERNMENTAL	211,436	224,895	233,708	233,708	230,329	230,329
	44109 - DIRECT REIMBURSEMENT	107,721	106,980	100,162	91,368	100,576	100,576
	44113 - REPORTS	462	456	623	464	551	551
	44114 - PHOTOS/TAPES	549	555	332	1,037	537	537
	44134 - DETAIL CHARGES	115,105	34,361	35,021	96,847	34,671	34,671
	44140 - PD CRIMINAL RECORDS CHECK	80	70	100	60	85	85
	44141 - PD DISCOVERIES	280	270	334	52	237	237
	44142 - PD ACCIDENT REPORTS	4,995	7,325	6,120	10,997	7,042	7,042
	44143 - PD LOG SEARCH	1	3	0	10	3	3
	44144 - PD FINGERPRINT FEES	5,570	6,840	6,151	7,988	6,378	6,378
	44146 - PD SPECIAL SEARCH & MISC	50	25	0	0	0	0
	44000 - CHARGES FOR SERVICES	234,813	156,885	148,843	208,823	150,080	150,080
	45103 - GENERAL VIOLATIONS - STG1	(12)	0	0	0	0	0
	45105 - COURT FINES	44,295	36,469	42,771	17,854	36,255	36,255
	45107 - FALSE ALARM FINES	6,510	6,675	8,615	7,765	7,791	7,791
	45302 - DOG FORFEITURE	3,318	1,975	3,509	6,428	4,067	4,067
	45303 - DRUG FORFEITURE	0	0	0	1,681	0	0
	45305 - SALE EVIDENCE/FOUND PROP	1,804	2,241	2,126	1,030	1,878	1,878
	45000 - FINES & FORFEITS	55,914	47,360	57,021	34,758	49,991	49,991
	46103 - INTEREST: A/R	72	31	0	0	0	0
	46000 - MISCELLANEOUS	72	31	0	0	0	0
	TOTAL	504,505	429,801	439,982	477,803	430,807	430,807

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:

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



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

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. Thomas Transportation continues to lease virtually half of the main parking lot, which brings approximately 100 additional people per week 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 2019. 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.

Since 2012, the Airport has lost 50% of its staff positions 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, a personnel request will be submitted 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.

Staffing and resources will become much more critical as we endeavor to become Part 139 Certified again and evaluate the possibilities of regaining scheduled commercial service here. We hope that the City can fund the necessary studies to set the stage for continued development.

Background

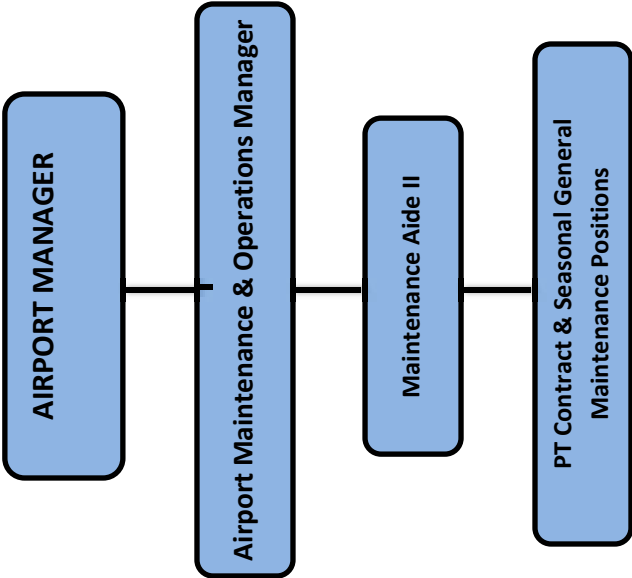
The Keene Dillant-Hopkins Airport serves general aviation, corporate, and commercial needs not only to the City of Keene, but the entire region. It provides an infrastructure component necessary for economic development for the entire region. The Airport plays a significant role in maintaining economic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

There is renewed interest within the newly formed Airport Development and Marketing Committee to examine the possibilities of regaining a level of certification that will support commercial air service again.

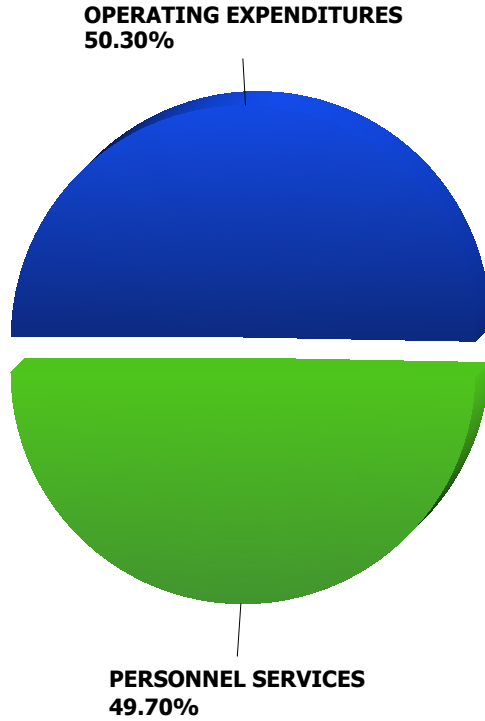
PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
To serve as a core utility to support business and manufacturing transportation needs		Transportation		
Economic development including the use of corporate air transportation, air freight, and aircraft maintenance		Economic Development		
Market and develop the airport in concert with other Keene and regional economic development efforts		Economic Development		
FISCAL YEAR 2019/2020 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:		FY18	FY19	FY20
Number of based aircraft		80	80	80
Number of denied landings due to airfield conditions (weather related)		6	0	0
Fuel flowage (gallons)		350,000	410,000 est.	410,000 est.
Total revenue		Actual \$439,037	Budget \$456,908	Budget \$448,308
Revenue to Expense ratio		Actual 70.16%	Budget 70.79%	Budget 60.28%
T-Hangar occupancy		98.00%	99.00%	98.00%



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

AIRPORT

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	305,644	317,558	332,999	332,999	369,708	0	369,708	369,708
62000 - OPERATING EXPENDITURES	308,970	308,151	312,462	320,062	319,814	54,295	374,109	374,109
Department Total	614,614	625,709	645,461	653,061	689,522	54,295	743,817	743,817



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01700	61301	AIRPORT MANAGER	1.00	103,216
	61304	AP MAINT & OPERATIONS MGR	1.00	75,846
		MAINTENANCE AIDE II	1.00	43,509
TOTAL			3.00	222,571

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

AIRPORT

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	0	0	0	0	103,216	0	103,216	103,216
61304 - GENERAL PERSONNEL	110,305	110,958	116,583	116,583	119,355	0	119,355	119,355
61308 - SEASONAL HELP	10,272	17,823	23,000	23,000	23,000	0	23,000	23,000
61401 - TEMPORARY PERSONNEL	100,663	102,413	104,160	104,160	0	0	0	0
61501 - REGULAR OVERTIME	10,330	7,112	3,000	3,000	4,000	0	4,000	4,000
61602 - STAND-BY PAY	6,120	8,280	7,550	7,550	10,550	0	10,550	10,550
61701 - HEALTH INSURANCE	31,355	32,234	36,412	36,412	53,876	0	53,876	53,876
61702 - DENTAL INSURANCE	1,944	1,993	2,022	2,022	3,254	0	3,254	3,254
61703 - RETIREMENT CONTRIBUTIONS	14,064	14,658	14,728	14,728	26,487	0	26,487	26,487
61704 - SOCIAL SECURITY	17,721	18,549	19,453	19,453	19,899	0	19,899	19,899
61705 - WORKERS COMPENSATION	1,575	3,517	6,089	6,089	6,071	0	6,071	6,071
61901 - RECRUITMENT	1,296	21	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	305,644	317,558	332,999	332,999	369,708	0	369,708	369,708
62102 - PROFESSIONAL SERVICES	105	0	1,500	1,500	1,500	0	1,500	1,500
62120 - LABORATORY SERVICES	276	171	200	2,400	200	0	200	200
62122 - DRUG/ALCOHOL TESTING	0	106	0	0	0	0	0	0
62175 - OTHER SERVICES	1,842	585	1,800	1,800	1,800	0	1,800	1,800
62203 - SNOW PLOWING	851	6,000	5,250	5,250	5,250	0	5,250	5,250
62205 - PC REPLACEMENT CHARGE	738	744	674	674	716	0	716	716
62206 - PW FLEET CHARGE	158,648	170,052	171,329	171,329	178,639	0	178,639	178,639
62208 - TAXES	38,429	47,857	49,126	49,126	49,126	0	49,126	49,126
62209 - RUBBISH PICK-UP	0	680	1,200	1,200	1,200	0	1,200	1,200
62301 - OFFICE EQUIPMENT MAINT.	1,759	1,223	480	480	480	0	480	480
62315 - FUEL SYSTEM MAINTENANCE	4,277	3,413	2,200	2,200	2,200	14,295	16,495	16,495
62318 - BUILDING REPAIR	0	923	0	0	0	0	0	0
62340 - GROUNDS MAINTENANCE	29,884	28,578	20,000	20,000	20,000	0	20,000	20,000
62350 - BUILDING MAINTENANCE	8,830	9,538	7,363	7,363	7,363	0	7,363	7,363
62355 - BRUSH & OBSTR CLEARING	15,402	12,868	19,000	19,000	19,000	0	19,000	19,000
62372 - TREE/FORESTRY MAINTENANCE	2,880	0	0	0	0	0	0	0
62416 - PRINTING	431	62	1,000	1,000	1,000	0	1,000	1,000
62425 - ADVERTISING	418	989	1,250	1,250	1,250	0	1,250	1,250
62430 - TRAVEL	0	0	4,000	4,000	4,000	0	4,000	4,000
62435 - TRAINING	80	350	400	400	400	0	400	400
62436 - MEETINGS & DUES	0	25	1,275	1,275	1,275	0	1,275	1,275
62445 - PHOTOGRAPHY & PROCESSING	0	0	115	115	115	0	115	115
62447 - PUBLIC AWARENESS	4,467	49	1,000	1,000	1,000	0	1,000	1,000
62455 - CONTRACTED SERVICES	0	78	0	0	0	35,000	35,000	35,000
62501 - WATER	994	2,092	4,400	4,400	4,400	0	4,400	4,400
62505 - BEACON & OBST LIGHTS ELEC	28,300	12,097	9,500	9,500	9,500	0	9,500	9,500
62510 - TELEPHONE	1,850	1,832	1,900	1,900	1,900	0	1,900	1,900
62513 - PROPANE	0	0	0	5,000	0	5,000	5,000	5,000
62604 - EQUIPMENT RENTAL	346	17	4,000	4,000	4,000	0	4,000	4,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62701 - OFFICE SUPPLIES	1,051	165	450	450	450	0	450	450
62710 - POSTAGE	89	297	150	150	150	0	150	150
62733 - TOOLS	0	172	0	0	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES	5,631	5,578	500	500	500	0	500	500
62737 - JANITORIAL SUPPLIES	319	22	400	400	400	0	400	400
62738 - FURNITURE	0	0	1,000	1,000	1,000	0	1,000	1,000
62755 - UNIFORMS	1,075	1,590	1,000	1,400	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	308,970	308,151	312,462	320,062	319,814	54,295	374,109	374,109
Department	614,614	625,709	645,461	653,061	689,522	54,295	743,817	743,817
TOTAL	614,614	625,709	645,461	653,061	689,522	54,295	743,817	743,817

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
AIRPORT	43202 - AERONAUTICAL	20,031	15,137	18,500	7,800	8,000	8,000
	43000 - INTERGOVERNMENTAL	20,031	15,137	18,500	7,800	8,000	8,000
	44109 - DIRECT REIMBURSEMENT	0	1,485	0	0	0	0
	44501 - LANDING FEES	13,320	10,159	13,000	13,000	13,000	13,000
	44504 - READY CAR SPACES	350	0	0	0	0	0
	44505 - GROSS REVENUE PERCENTAGE	12,813	10,088	13,000	13,000	13,000	13,000
	44506 - FUELING FEES	34,608	35,522	34,000	34,000	34,000	34,000
	44508 - AIRPORT RENTAL CAR INC.	0	0	0	2,000	2,000	2,000
	44000 - CHARGES FOR SERVICES	61,091	57,254	60,000	62,000	62,000	62,000
	46000 - MISCELLANEOUS	1,104	40	100	0	100	100
	46306 - AIRPORT T-HANGAR	90,055	102,909	109,917	109,917	109,917	109,917
	46307 - AIRPORT TERMINAL	6,084	7,400	24,152	24,152	24,152	24,152
	46308 - AIRPORT LAND	90,100	90,500	74,134	74,134	74,134	74,134
	46311 - FUEL FARM LEASE	13,932	15,484	15,927	15,927	15,927	15,927
	46312 - AIRPORT WWTP INCOME	148,240	150,312	154,178	154,178	154,178	154,178
	46000 - MISCELLANEOUS	349,515	366,645	378,408	378,308	378,408	378,408
	TOTAL	430,637	439,037	456,908	448,108	448,408	448,408

Department:	Community Development	Fund:	General
Division (s): Cost Center:	ALL 01910 through 01930		
Mission:	To develop and implement community based strategies to enhance economic opportunity, build strong neighborhoods 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 in its first year. The combined department has merged to better serve the public and the needs of the City with a streamlined and simplified development process for those who want to do business or build in Keene. As the department moves to a more efficient development process, primary functions have continued including long range planning, building permit/land use development review and inspections, property and housing inspections, food establishment licenses and inspections, and health inspections under State Statutes and City Codes. Positions within the combined department have changed slightly with the retirement of the Plans Examiner and one Code Enforcement Officer who had been a part-time contracted employee for the past year. These open positions have allowed the department to reevaluate staff tasks prior to filling to assist in the streamlined processes.

This budget purposes to combine the two currently vacant Housing Inspector positions into one full time position and to change the part time Planner position into full time.

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 continues to support City Boards and Commissions responsible for land use approvals such as the Planning Board, Zoning Board and Historic District Commission.

The Land Use Code Update project continues to be a priority in FY20. This evaluation and future implementation will further the mission statement of the new department while pursuing the goals of the 2010 Comprehensive Mater Plan (CMP).

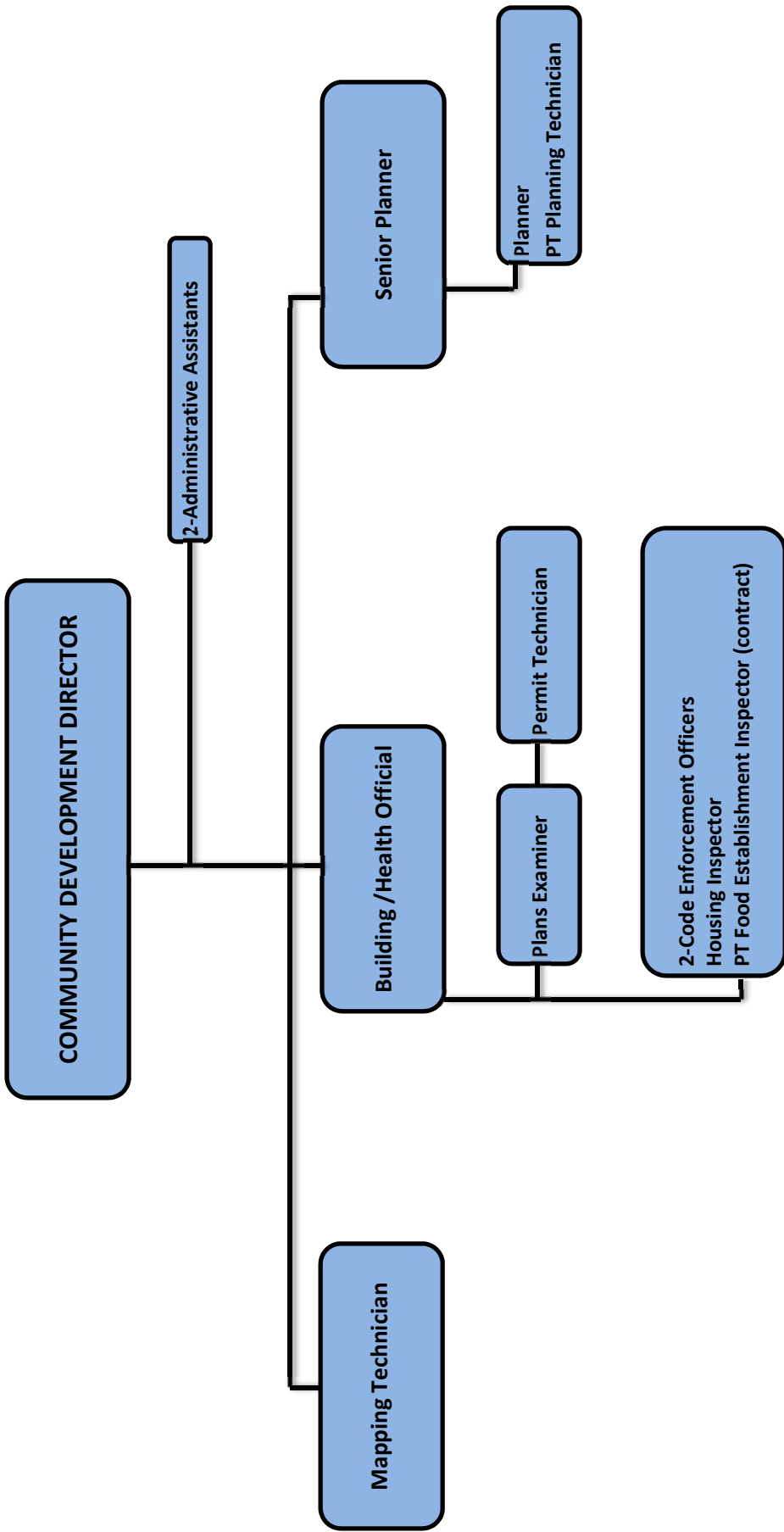
The department will see a continuation of large projects into FY 20 with the ongoing construction of 17 Washington St., and the renovations to the Colony Mill building and with the Key Road hotel. The Hillside Village project is nearing completion after two years of construction. Other large projects continuing in FY 20 will be the design of the Cheshire Rail Trail Phase III project, and continued implementation of the CMP with the Planning Board and City Council. The department continues its role in projects related to the Economic Development Action Plan including implementing the new RSA 79E district and Economic Revitalization Zones with accepting the first 79E application for 34 Court St., the former Grace United Methodist Church. It is the goal of the new owners to rely completely on renewable energy. The staff is also tasked with developing an energy plan by December 2020 detailing how the City

can move toward 100% renewable energy by 2050, a goal adopted by City Council Resolution in 2019. In writing the plan, staff will conduct community outreach and engagement projects, collect baseline data from both energy experts and the community.

Background

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

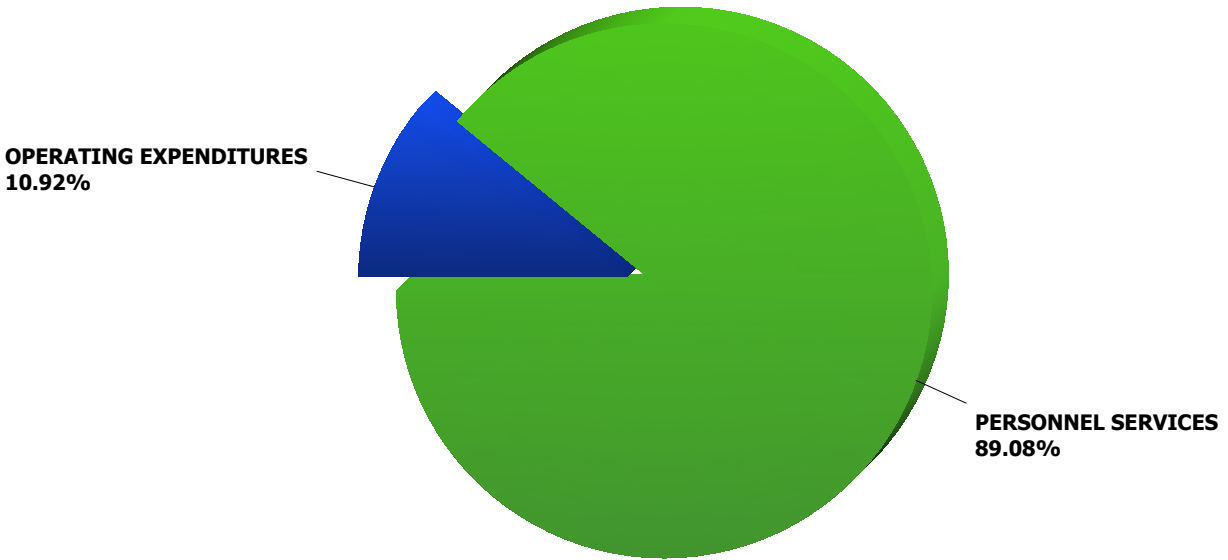
PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Develop the Comprehensive Master Plan and Community Vision and implement that Plan and Vision through specific projects, policies, and programs.		Economic Development		
Administer the Planning Board's Subdivision and Site Plan review including the inspection process and related permits to work with Keene residents and businesses as they seek approval for projects before the Planning Board, City Council, and other boards.		Future Land Use & Policy		
Provide staff support, information, and services to a variety of City Boards and Commissions, City departments, officials, and citizens.		Leadership		
Administer the plan review and inspection program which includes review plans, issue permits, and conduct inspections for compliance to state building, accessibility, and energy code as well as City Zoning and Natural Resources Ordinances (including the sign code). Manage third party plans reviewers and special inspectors.		Economic Development		
Respond to citizen concerns and complaints related to permit and construction activity. Provide the public with information on codes and development processes.		Economic Development		
Investigate buildings and properties for compliance with the Property and Housing Safety Standards Ordinance, issue citations, and prosecute court cases.		Neighborhoods		
Promote and protect public health and safety, provide advice on public health issues, and enforce State and local health laws.		Community Health & Wellness		
Conduct an Environmental Sanitation program which includes regulating and inspecting restaurants, food stores, schools, 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		
Administer the FEMA Community Rating System to manage floodplain activities that exceed the minimum National Flood Insurance Program which provides a cost savings to the community flood insurance premiums.		Community Health & Wellness		
FISCAL YEAR 2019/2020 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:		FY18	FY19	FY20
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		405	425	425
Total building permit inspections		2,000	2,200	2,200
Maintain and conduct a Voluntary Housing Inspection Program		400	350	350
Property and Housing Standard complaints		350	350	400
Food Establishment and Health Code Inspections		400	350	350
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		92%	93%	93%
Complete 95% of minor amendment applications in 10 business days		99%	99%	99%
Complete 95% of all inspection requests within 5 business days		98%	99%	99%



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

COMMUNITY DEVELOPMENT

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	1,099,074	1,234,430	1,311,244	1,311,387	1,329,511	31,574	1,361,085	1,329,511
62000 - OPERATING EXPENDITURES	249,069	255,593	357,745	357,602	158,490	4,500	162,990	162,990
Department Total	1,348,144	1,490,023	1,668,989	1,668,989	1,488,001	36,074	1,524,075	1,492,501



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01910	61301	COMMUNITY DEVELOPMENT DIR	1.00	123,087
	61303	BUILDING/HEALTH OFFICIAL	1.00	103,216
		SR PLANNER	1.00	75,846
	61304	CODE ENFORCEMENT OFFICER	2.00	128,539
		HOUSING INSPECTOR	1.00	46,264
		MAPPING TECHNICIAN	1.00	69,454
		PLANNER	1.00	56,977
		PLANS EXAMINER	1.00	60,713
	61305	ADMINISTRATIVE ASSISTANT	2.00	93,240
		PERMIT TECHNICIAN	1.00	52,584
	61307	PLANNING TECHNICIAN	0.91	46,089
TOTAL			12.91	856,009

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

COMMUNITY DEVELOPMENT

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	211,546	215,356	122,133	122,133	123,087	0	123,087	123,087
61303 - SUPERVISORY PERSONNEL	0	0	101,880	101,880	179,062	0	179,062	179,062
61304 - GENERAL PERSONNEL	330,287	410,000	382,565	382,565	361,947	50,647	412,594	361,947
61305 - ADMINISTRATIVE PERSONNEL	135,245	105,327	134,891	134,891	145,824	0	145,824	145,824
61307 - PART TIME EMPLOYEES	116,713	123,781	135,168	135,168	46,089	(46,089)	0	46,089
61401 - TEMPORARY PERSONNEL	28,074	49,307	48,320	48,320	29,136	0	29,136	29,136
61501 - REGULAR OVERTIME	0	1,015	4,248	4,248	0	0	0	0
61701 - HEALTH INSURANCE	127,082	164,149	207,225	207,225	260,685	20,023	280,708	260,685
61702 - DENTAL INSURANCE	8,909	8,916	9,852	9,852	14,636	981	15,617	14,636
61703 - RETIREMENT CONTRIBUTIONS	75,657	82,437	84,543	84,543	90,982	5,657	96,639	90,982
61704 - SOCIAL SECURITY	62,259	66,738	70,759	70,759	67,714	349	68,063	67,714
61705 - WORKERS COMPENSATION	3,303	7,073	9,661	9,661	10,350	6	10,356	10,350
61901 - RECRUITMENT	0	332	0	143	0	0	0	0
61000 - PERSONNEL SERVICES	1,099,074	1,234,430	1,311,244	1,311,387	1,329,511	31,574	1,361,085	1,329,511
62102 - PROFESSIONAL SERVICES	51,000	51,000	56,000	56,000	56,000	0	56,000	56,000
62103 - TECHNICAL SERVICES	0	3,659	2,559	2,559	1,859	0	1,859	1,859
62121 - MONITORING/INSPECTIONS	0	585	24,415	24,415	0	0	0	0
62143 - HOME HEALTH CARE	68,352	50,163	124,800	124,800	0	0	0	0
62146 - MENTAL HEALTH SERVICES	25,154	25,154	25,000	25,000	0	0	0	0
62175 - OTHER SERVICES	37,782	24,169	28,000	28,000	0	0	0	0
62205 - PC REPLACEMENT CHARGE	5,767	5,628	5,498	5,498	5,576	0	5,576	5,576
62206 - PW FLEET CHARGE	33,660	33,672	31,089	31,089	32,421	0	32,421	32,421
62301 - OFFICE EQUIPMENT MAINT.	2,711	2,904	3,205	3,205	3,205	0	3,205	3,205
62416 - PRINTING	2,588	2,633	3,250	3,107	3,250	0	3,250	3,250
62425 - ADVERTISING	905	1,713	2,096	2,096	2,546	0	2,546	2,546
62435 - TRAINING	4,649	9,578	8,983	8,983	8,983	0	8,983	8,983
62436 - MEETINGS & DUES	3,437	2,944	5,300	5,300	5,300	0	5,300	5,300
62510 - TELEPHONE	3,941	5,058	5,875	5,875	5,875	0	5,875	5,875
62700 - SUPPLIES AND MATERIALS	186	266	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	4,076	4,433	5,050	5,050	5,050	0	5,050	5,050
62710 - POSTAGE	4,008	3,283	4,964	4,964	6,764	4,500	11,264	11,264
62715 - BOOKS AND PERIODICALS	329	959	2,700	2,700	2,700	0	2,700	2,700
62734 - MINOR EQUIPMENT	405	1,294	1,045	1,045	1,045	0	1,045	1,045
62744 - MINOR COMPUTER EQUIPMENT	120	669	500	500	500	0	500	500
62756 - PROTECTIVE CLOTHING	0	789	625	625	625	0	625	625
62760 - OPERATING SUPPLIES	0	1,038	541	541	541	0	541	541
62761 - SOFTWARE	0	24,000	15,750	15,750	15,750	0	15,750	15,750
62000 - OPERATING EXPENDITURES	249,069	255,593	357,745	357,602	158,490	4,500	162,990	162,990
Department	1,348,144	1,490,023	1,668,989	1,668,989	1,488,001	36,074	1,524,075	1,492,501
TOTAL	1,348,144	1,490,023	1,668,989	1,668,989	1,488,001	36,074	1,524,075	1,492,501

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
COMMUNITY DEVELOPMENT	42105 - HEALTH	49,860	49,150	51,900	51,900	51,900	51,900
	42205 - PERMITS	254,904	573,757	220,000	220,000	220,000	220,000
	42306 - MISC FEES & CHARGES	0	0	8,700	8,700	8,700	8,700
	42330 - SITE PLAN APPLICATIONS	19,138	7,313	6,500	6,500	6,500	6,500
	42331 - SUBDIVISION APPLICATIONS	2,786	3,735	1,500	1,500	1,500	1,500
	42332 - MINOR AMENDMENTS APPPL.	1,950	2,000	750	750	750	750
	42333 - VOLUNTARY MERGER	150	100	75	75	75	75
	42334 - CONDITIONAL USE APPLICAT.	0	0	500	500	500	500
	42335 - DRIVEWAY CURB CUT APPS.	200	277	300	300	300	300
	42337 - ZBA FEES	2,125	3,706	3,500	3,500	3,500	3,500
	42000 - LICENSES/PERMITS/FEES	331,113	640,038	293,725	293,725	293,725	293,725
	44109 - DIRECT REIMBURSEMENT	0	200	0	0	0	0
	44115 - INSPECTION SERVICES	0	0	10,500	0	5,000	5,000
	44000 - CHARGES FOR SERVICES	0	200	10,500	0	5,000	5,000
	45202 - BUILDING CODE VIOLATIONS	1,375	125	500	500	500	500
	45203 - HEALTH CODE VIOLATIONS	0	125	0	0	0	0
	45000 - FINES & FORFEITS	1,375	250	500	500	500	500
	47304 - MAPS,BLUEPRINTS,ETC	174	0	1,000	1,000	100	100
	46000 - MISCELLANEOUS	174	0	1,000	1,000	100	100
	TOTAL	332,662	640,488	305,725	295,225	299,325	299,325

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 FY20 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 Roxbury Street Bridge over Beaver Brook
- Survey and preliminary design of the Roxbury Street drainage and streetscape improvement project
- Rehabilitation of approximately four miles of roadways throughout the city
- Construction of utility improvements on Marlboro Street
- Beginning the construction of the \$7.2M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street & the Island Street Bridge
- Construction of the proposed improvements to the Woodward Pond Dam.
- Oversight and Administration of the Taxiway A Extension Project.
- 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
 - Land Use Code Update

Highway Division

The Highway Division will meet the following objectives in FY 20:

- Work in conjunction with the City Engineering Division identifying areas to implement Road Preservation Techniques throughout the City.
- 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.
- 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 with areas for people to sit.
- Continue sign inventory to track these assets and monitor in our Asset Management System.
- Implement Open Drainage Ditch Maintenance Program.
- Continue roadside mowing and ditch maintenance to allow water to shed properly off roadways.
- Perform grader patching on Old Walpole Road and Base Hill Road.
- Continue to have Arbor Day Ceremony celebrating Tree City U.S.A

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 divisions. Administration is composed of the Public Works Director, two Assistant Public Works Directors/Division Heads, an Office Manager, and an Administrative Assistant. During FY18, the Public Works Administration continued to respond to the public interest and demand for information on Department activities, operations, and projects. Staff has continued to expand its social media presence. In measuring how well the Department's social media outlets are functioning, we look at engagements. Engagements are the number of people who take an active action on a post or story. It is a measure of how people are reacting to information being posted. From January 1, 2017 – December 31, 2017 the total engagements of 15,144 on social media increased to 30,451 for the same period in 2018; a 50% increase or doubling of activity. In FY19/20 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 FY19, the Division's accomplishments included:

- Rehabilitation and preservation of over 6.6 lane-miles of roadways throughout the City.
- Completing the rehabilitation of Baker Street, including new sidewalks and drainage improvements, water main replacement and rehabilitation of sewers.
- 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.
- Completing construction of the Rte. 12/Main Street Bridge replacement project.
- Completing 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.

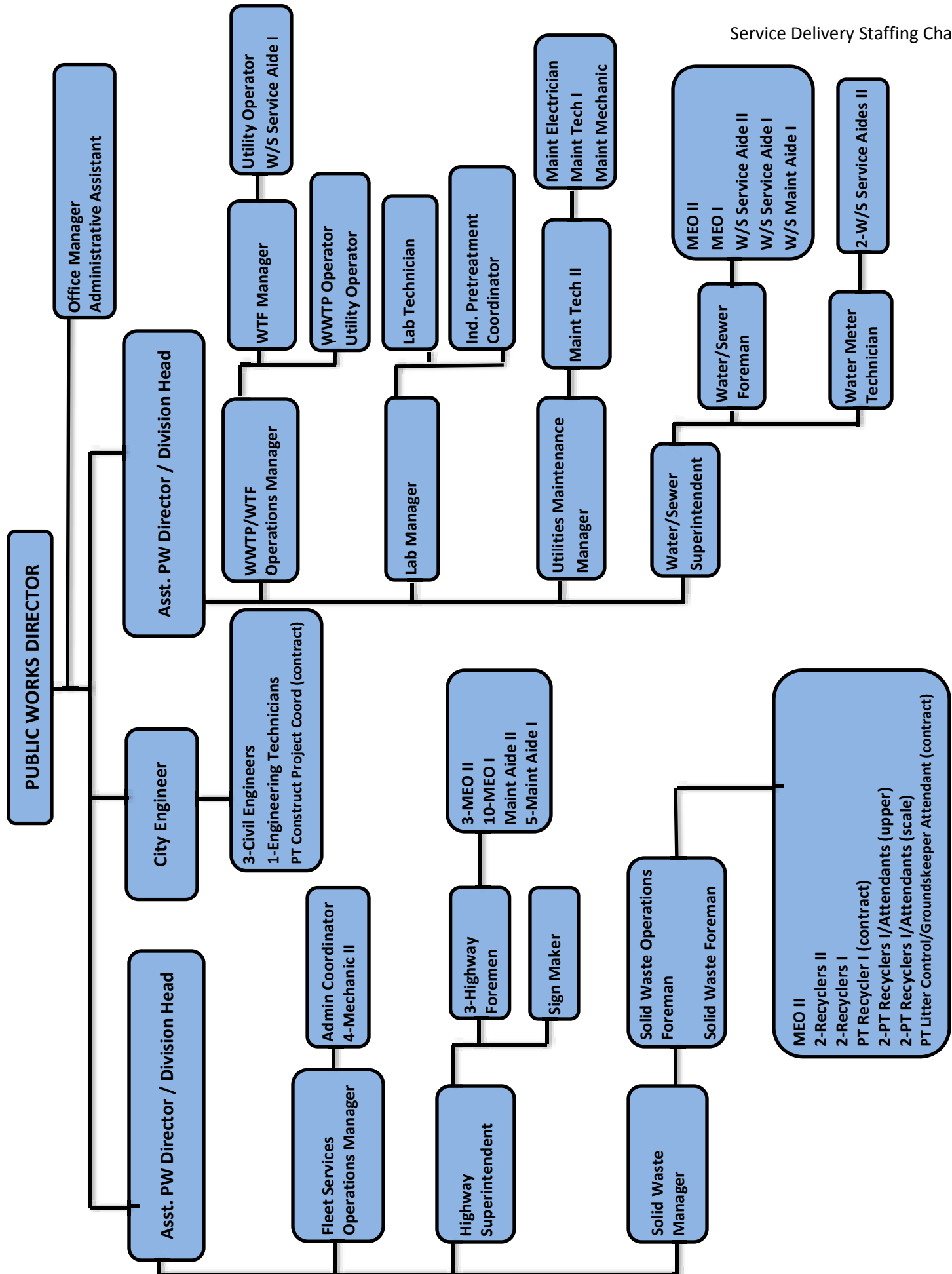
Highway Division

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 4,500 catch basins, 126 center lane miles of road, 2 parking structures, 5 surface parking lots, and several miles of multi-use trails and bridges. The Division manages several contracts for services including line painting, street sweeping and tree removal. The Division's responsibilities include grounds maintenance in the downtown area 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 internal drain lines, and maintenance of over 4,000 street/traffic signs.

Some of our major accomplishments in FY19 include:

- Assisted Parks and Recreation Department installing LED lighting along the bike path.
- Performed maintenance according to the Army Corp of Engineers specifications at 3 Mile Dam.
- Began identifying City signs tracking over 2,500 into our Asset Management System. Still in progress.
- Recycled over 50 tons of asphalt for road repairs during fall and winter.
- Improved Internal Drainage System by replacing failed crossover lines.
- Performed 34 miles of roadside ditch maintenance.
- Repaired and or replaced 700 +/- linear feet of concrete sidewalk.
- Continued to inform the public on Department activities and how they may impact the public

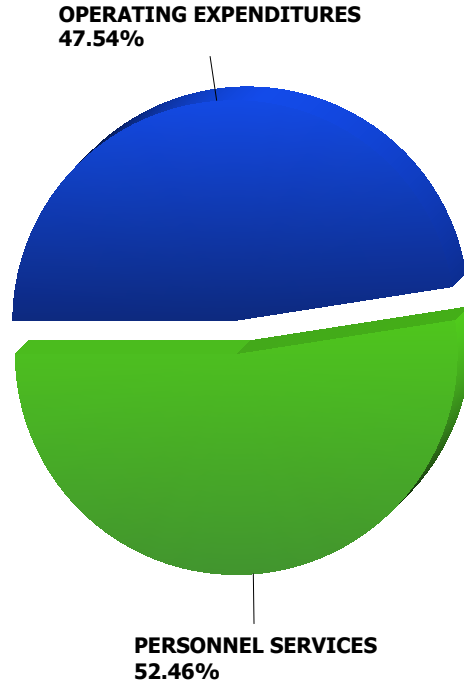
PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Provide efficient and effective management of the City's transportation, water, wastewater, stormwater, and solidwaste infrastructure.		Infrastructure		
Operate and maintain the City's transportation and stormwater systems; maintain the City's downtown, 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 2019/2020 OBJECTIVES:		STATUTE	CMP	VOICE
Plow, salt, and sand roadways and sidewalks at appropriate times following Public Works Standard Operating Guidelines			Safe Community	E
Respond to deficiencies reported through 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 roadside mowing and implement Open Drainage Ditch Maintenance 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
Advance the goals of the February 2017 Economic Development Action Plan by streamlining Department permitting processes			Economic Development	V, I, C
Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments.			Infrastructure	C, E
Implement pavement preservation program as outlined in the FY20-25 Capital Improvement Program.			Infrastructure	C, E
Continue to develop detailed asset management plans for critical asset types.			Infrastructure	C,E
METRICS:		FY18	FY19	FY20
Catch Basin and Drain Line Cleaning Program (# CB, # feet DL)		1,400/10,560	1,400 /10,650	1,400/10,560
Pavement Preservation Techniques (Spot Repair, Micro Surfacing and Crack Seal)		52,859	45,425	40,000
Main Street- Refurbish lawn/grass areas with the Downtown Treatment (perennial gardens, tree replacements walkways and sitting areas).		2,000 Sq. Ft.	2,500 Sq. Ft.	2,100 Sq. Ft.
Percent of excavation and encumbrance permits issued within three business days of submission.		75%	80%	90%
Social Media (Facebook) Engagements		30,451	38,000	41,000



**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Department
GENERAL FUND**

PUBLIC WORKS

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	2,130,320	2,141,889	2,299,590	1,942,841	2,333,740	68,003	2,401,743	2,401,743
62000 - OPERATING EXPENDITURES	2,002,033	2,172,841	2,225,304	2,156,681	2,166,024	10,519	2,176,543	2,176,543
Department Total	4,132,353	4,314,729	4,524,894	4,099,522	4,499,764	78,522	4,578,286	4,578,286



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*	
02000	61301	PUBLIC WORKS DIRECTOR	1.00	123,087	
		61303	HIGHWAY SUPERINTENDENT	1.00	82,825
			ASST PW DIR / SOL WST MGR	0.23	23,946
	61305	OFFICE MANAGER	1.00	58,242	
		ADMINISTRATIVE ASSISTANT	0.50	23,310	
02001	61304	CITY ENGINEER	1.00	103,216	
		CIVIL ENGINEER	1.00	72,043	
AFSCME	61***	MAINT AIDE I	5.00		
		MAINT AIDE II	1.00		
		SIGN MAKER	1.00		
		HWY FOREMAN	3.00		
		MOTOR EQUIP OPERATOR I	10.00		
		MOTOR EQUIP OPERATOR II	3.00		
					836,094
TOTAL			28.73	1,322,762	

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

PUBLIC WORKS

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61301 - DEPARTMENT HEAD	116,961	124,249	122,133	122,133	123,087	0	123,087	123,087
61303 - SUPERVISORY PERSONNEL	100,879	103,711	105,944	105,950	106,771	0	106,771	106,771
61304 - GENERAL PERSONNEL	894,350	875,736	962,070	802,639	983,574	27,778	1,011,352	1,011,352
61305 - ADMINISTRATIVE PERSONNEL	80,805	77,572	79,213	79,220	81,552	0	81,552	81,552
61401 - TEMPORARY PERSONNEL	0	1,880	0	500	0	0	0	0
61501 - REGULAR OVERTIME	80,166	92,509	66,639	40,629	66,639	0	66,639	66,639
61602 - STAND-BY PAY	12,845	12,670	12,775	12,775	12,775	0	12,775	12,775
61605 - SICK & INJURY	26,946	28,951	31,001	27,920	30,228	0	30,228	30,228
61607 - VACATION	144,709	126,060	129,038	129,000	131,436	0	131,436	131,436
61611 - OUT OF CLASS PAY	0	0	2,000	0	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	363,480	369,147	440,802	323,339	430,964	29,707	460,671	460,671
61702 - DENTAL INSURANCE	20,382	19,418	21,701	17,234	25,705	1,472	27,177	27,177
61703 - RETIREMENT CONTRIBUTIONS	161,686	163,338	170,479	142,389	178,933	6,160	185,093	185,093
61704 - SOCIAL SECURITY	109,254	108,099	113,839	102,643	122,546	2,125	124,671	124,671
61705 - WORKERS COMPENSATION	17,288	37,309	41,957	36,070	37,531	761	38,292	38,292
61901 - RECRUITMENT	569	1,241	0	400	0	0	0	0
61000 - PERSONNEL SERVICES	2,130,320	2,141,889	2,299,590	1,942,841	2,333,740	68,003	2,401,743	2,401,743
62103 - TECHNICAL SERVICES	8,637	17,664	35,989	33,900	16,529	0	16,529	16,529
62120 - LABORATORY SERVICES	3,522	4,326	5,865	1,826	5,865	0	5,865	5,865
62121 - MONITORING/INSPECTIONS	3,601	2,780	44,162	25,200	43,754	0	43,754	43,754
62205 - PC REPLACEMENT CHARGE	5,956	6,504	8,308	8,308	9,271	0	9,271	9,271
62206 - PW FLEET CHARGE	796,830	837,816	874,032	874,062	920,698	0	920,698	920,698
62300 - REPAIR & MAINTENANCE SVCS	35,987	15,694	36,525	24,300	36,525	0	36,525	36,525
62301 - OFFICE EQUIPMENT MAINT.	325	558	500	558	600	0	600	600
62306 - SOFTWARE MAINTENANCE	3,429	1,717	2,000	2,000	2,000	0	2,000	2,000
62310 - SAFETY PROGRAM MAINT.	5,822	4,861	7,000	6,875	7,000	0	7,000	7,000
62331 - ROAD AND STREET MAINT.	207,402	412,845	474,398	484,908	389,468	10,519	399,987	399,987
62372 - TREE/FORESTRY MAINTENANCE	35,775	55,750	37,000	32,284	45,700	0	45,700	45,700
62373 - TREE PLANTING	1,232	1,485	3,000	3,000	3,000	0	3,000	3,000
62374 - STREET LIGHT MAINTENANCE	12,645	25,486	6,517	27,893	6,517	0	6,517	6,517
62430 - TRAVEL	285	259	300	285	300	0	300	300
62435 - TRAINING	6,146	5,140	3,900	3,400	3,600	0	3,600	3,600
62436 - MEETINGS & DUES	2,486	2,086	2,100	1,700	1,950	0	1,950	1,950
62448 - HAULING AND DISPOSAL	2,150	0	6,324	6,324	6,324	0	6,324	6,324
62501 - WATER	12,183	9,100	10,000	15,633	10,000	0	10,000	10,000
62503 - ELECTRICITY	189,641	132,986	103,500	92,730	103,500	0	103,500	103,500
62510 - TELEPHONE	9,544	6,245	6,000	6,345	6,200	0	6,200	6,200
62604 - EQUIPMENT RENTAL	17,587	0	8,000	0	8,000	0	8,000	8,000
62701 - OFFICE SUPPLIES	2,846	2,755	3,000	2,650	2,800	0	2,800	2,800
62740 - OTHER MAINT. SUPPLIES	537,895	470,511	432,572	412,427	427,572	0	427,572	427,572
62744 - MINOR COMPUTER EQUIPMENT	125	419	450	450	450	0	450	450
62755 - UNIFORMS	9,678	9,353	11,000	10,422	11,000	0	11,000	11,000
62760 - OPERATING SUPPLIES	90,305	93,865	102,862	79,201	97,401	0	97,401	97,401

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
63409 - EQUIPMENT ACQUISITION	0	52,636	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	2,002,033	2,172,841	2,225,304	2,156,681	2,166,024	10,519	2,176,543	2,176,543
Department	4,132,353	4,314,729	4,524,894	4,099,522	4,499,764	78,522	4,578,286	4,578,286
TOTAL	4,132,353	4,314,729	4,524,894	4,099,522	4,499,764	78,522	4,578,286	4,578,286

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
PUBLIC WORKS	43201 - FLOOD CONTROL	20,438	49,459	50,417	49,459	49,500	49,500
	43203 - HIGHWAY	485,473	910,383	498,890	498,890	495,000	495,000
	43000 - INTERGOVERNMENTAL	505,911	959,842	549,307	548,349	544,500	544,500
	44109 - DIRECT REIMBURSEMENT	142,345	153,643	95,976	101,241	101,662	120,713
	44115 - INSPECTION SERVICES	210	2,845	1,000	1,000	500	500
	44116 - PUBLIC WAY IMPEDIMENT	510	1,050	500	850	600	600
	44117 - EXCAVATION	1,700	2,500	1,500	4,500	4,000	4,000
	44000 - CHARGES FOR SERVICES	144,765	160,038	98,976	107,591	106,762	125,813
	46103 - INTEREST: A/R	409	(377)	0	0	0	0
	46405 - DOWNTOWN MEM TREE TRST FD	6,770	835	2,000	50	2,079	2,079
	46000 - MISCELLANEOUS	7,179	458	2,000	50	2,079	2,079
	TOTAL	657,855	1,120,339	650,283	655,990	653,341	672,392

This Page Left Blank Intentionally

Department:	Police	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 FY20, 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.
- Develop annual operations and maintenance plan for all surface lots and parking structures.
- Attend scheduled meetings and work with economic development staff and downtown groups to identify markets within parking, and ensure we meet the needs of customer and employee parking.
- Continue to monitor and evaluate downtown parking needs through usage counts and outreach.
- Assess need to expand reserved spaces in some of the parking lots and decks to better meet needs. Develop and implement a communications and marketing plan for long-term reserved parking.
- Finalize research to convert some on-street metered spaces into permitted spaces on lower Main Street, lower Railroad Street, and Ralston Street.
- Research offering of reserved spaces in City Hall upper deck and Wells Street Garage for nighttime parking.
- Monitor use and align Central Square and Main Street with Master Plan to expand payment options.
- Reinforce parking services as a downtown component, providing maps, mobile payment offerings and other resources.
- Monitor progress on new construction and evaluate the effect on parking need with the goal of having proactive solutions before they are needed.
- Reassess lighting issues in Commercial Street Lot permit parking area.
- Research service provider options and implement an expanded debt collections recovery program.

Accomplishments in FY19 that served as a platform for these efforts consist of:

- Replaced or repaired damaged meters, and coordinated updates and enhancements to kiosk performance.
- Executed ordinance with new rates, fines and fee schedule, and conversion to permit spaces.
- Expanded installation of municipal lot kiosk technology in collaboration with Public Works.
- Monitored and enforced established parking requirements collected user data to facilitate review of the City's downtown parking needs, and respond to future development and parking demand and opportunities.
- Supported development of long-term strategies to ensure parking services and fund operations remain financially sound, and aligned with fiscal policy and Comprehensive Master Plan objectives.
- Researched smart meter technology and vendors, analyzing single-space and multi-space offerings as pertains to enhanced operations, fiscal impact, and expanded payment options.
- Rehabilitated Gilbo East parking lot, including installation of new solar lighting and kiosk technology.
- Replaced single-space meters in Elm Street parking lot with a multi-space selectable kiosk.
- Improved signage and visibility of new parking signs in the Central Business District.
- Annual power washing and sealing of the upper level of City Hall Garage.

Background

The Parking Services Department provides services to the downtown area. Parking Services' responsibilities include compliance with parking ordinances, ensuring that parking is available for customers by enforcing turnover in the two-hour spaces, maintaining parking meters and multi-space smart meters in good working order, and responding quickly to malfunctioning units. Parking Services also manages the reserved parking system to provide employers and employees working in the downtown area, and residents living in the downtown area, with access to convenient long-term parking options. Priorities area overall maintenance of the downtown public spaces, including metered parking areas, lots and parking garages, and promoting an attractive and welcoming environment, are supported by Parking Services. Re-alignment of 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 develops 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 permit operations for reserved parking customers.		Municipal Governance & Fin Stability		
Assess Parking Needs: Provide strategic and administrative support to study current and projected parking needs, review parking rates, and new technology/concepts in parking to make the function of parking more efficient in management and to the customer.		Municipal Governance & Fin Stability		
Infrastructure: Oversee 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 downtown groups to ensure accurate communication, and assist with parking needs through outreach meeting engagement.		Municipal Governance & Fin Stability		
FISCAL YEAR 2019/2020 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
Monitor use and align Central Square and Main Street with Master Plan to expand offerings			Infrastructure	C, E
Manage all aspects of parking, including enforcement, maintenance and planning for future needs			Transportation	O,I,C
Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance			Leadership	V, O, I
METRICS:		FY18	FY19	FY20
Number of spaces managed by Parking Services - metered / leased / permit		845/51/404	827/51/404	807/71/360
Percent of metered spaces occupied; collected by weekly random survey		44	39	30
Number of violations issued		31,500	31,200	24,714
Number of single-space meters replaced with multi-space kiosk (accumulative)		355	462	545
Percent of weekly time completing enforcement / collections, surveys, repairs		65/35	71/29	71/29

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

	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
REVENUES								
Taxes	\$1,146,740	\$1,027,467	\$850,501	\$850,501	\$836,230	\$836,230	\$604,975	\$589,975
Meter Collections	460,889	463,158	523,552	479,467	549,135	549,135	547,281	567,984
Fines & Forfeits	279,560	287,786	273,772	267,383	295,485	295,485	310,210	318,211
Miscellaneous & Interest	1,720	41,326	2,634	3,689	2,251	2,251	2,660	2,660
Rentals	207,792	204,481	221,107	241,585	218,058	218,058	230,622	246,934
Court Payment	42,500	42,500	42,500	42,498	42,500	42,500		
Use of Capital Reserve					52,300	52,300		55,100
Use of (Addition to) Surplus			23,203		(77,030)	(57,979)	(64,315)	(35,570)
TOTAL REVENUES	\$2,139,202	\$2,066,718	\$1,937,269	\$1,885,123	\$1,918,929	\$1,937,980	\$1,631,433	\$1,745,294
EXPENDITURES								
Lots & Meters	\$648,132	\$649,179	\$696,057	\$695,697	\$676,158	\$676,158	\$726,127	\$742,465
Outside Services	212,241	217,324	201,026	207,959	224,967	244,018	211,203	216,483
City Hall Parking Facility	19,265	19,082	22,396	22,568	21,449	21,449	22,621	22,734
Wells Street Parking Facility	26,559	12,993	35,089	28,451	35,325	35,325	36,507	37,237
Courthouse Property Taxes	247,259	252,899	261,751	252,141	259,705	259,705	60,000	166,400
Capital	255,209	178,708	119,700	119,700	112,300	112,300		
Debt Service	801,113	784,750	601,250	601,250	589,025	589,025	574,975	559,975
TOTAL EXPENDITURES	\$2,209,777	\$2,114,935	\$1,937,269	\$1,927,766	\$1,918,929	\$1,937,980	\$1,631,433	\$1,745,294
NET REVENUE (EXPENDITURE)	(\$70,575)	(\$48,217)	\$0	(\$42,643)	\$0	\$0	\$0	\$0

Fund Balance 217,723 175,080 233,059 297,374 332,944

Projected fund balance as a % of operating budget 18.34% 23.86% 29.84% 32.68%

(total - capital and debt service- courthouse taxes)

Wells Street TIFD - taxes

Debt Service \$ 589,025 (see Statement of Parking Fund Long Term Debt)

Wells Street Parking Deck Capital Reserve 30,000

District Courthouse Property Taxes 259,705

State Rental Payment - Courthouse (42,500)

Total Expenditure - Wells Street TIFD, Parking Fund \$ 836,230

Parking Meter Fees / Space Rentals include allowances in FY21/22 (5.0%) for meter and parking space rental fees as planning allowances.

CITY OF KEENE, NEW HAMPSHIRE
FY2019/2020 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 2019/2020</u>	<u>INTEREST 2019/2020</u>	<u>PRINCIPAL BALANCE 06/30/20</u>
Wells St TIFD Courthouse Project	5/2/2013	5/1/2033	avg 2.46%	1,629,000	80,000	27,400	1,040,000
Wells St TIFD Infrastructure (R-2011-26)	12/1/2011	12/1/2021	avg 1.627218%	3,653,100	365,000	27,375	730,000
Wells St TIFD Infrastructure (Norway/93rd)	6/12/2015	6/12/2025	avg 2.17%	760,000	75,000	14,250	375,000
				\$ 6,042,100	\$ 520,000	\$ 69,025	\$ 2,145,000
Authorized, Unissued:							
N/A							\$ -
Anticipated, FY19/20:							
N/A							\$ -
Total Anticipated Bond Issue - new							\$0

CALCULATION OF PARKING FUND DEBT LIMIT AND BORROWING CAPACITY

Debt Limit on 07/01/19 computed at 0.5% of 2018 equalized assessed value at \$1,827,082,043 per RSA 33:4-a	\$ 9,135,410
LESS: outstanding principal balance @ 07/01/19	(2,665,000)
- EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	2,665,000
PARKING FUND BORROWING CAPACITY FOR FY19/20	\$ 9,135,410

CITY OF KEENE, NEW HAMPSHIRE
FY 2019/20 PARKING FUND CAPITAL APPROPRIATIONS

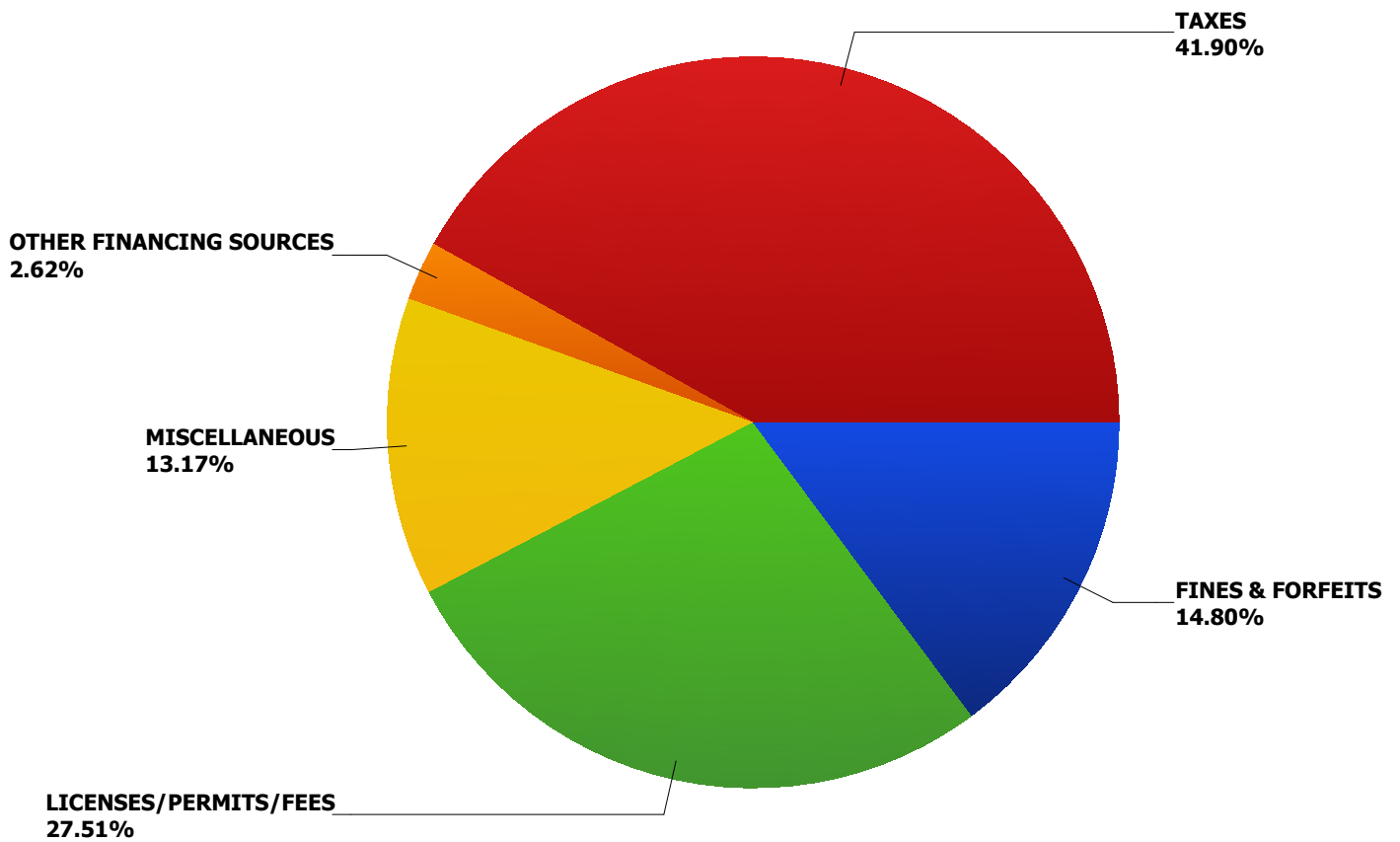
Project Description		Capital Project	Capital Project	Capital Project
		Appropriation <u>FY 18</u>	Appropriation <u>FY 19</u>	Appropriation <u>FY 20</u>
<u>Capital Reserve Appropriations:</u>				
City Hall Parking Facility	01520-68010	\$ 30,000	\$ 30,000	\$ 30,000
Wells Street Parking Facility	01520-68010	30,000	30,000	30,000
Total General Revenue Capital Reserve Appropriation		\$ 60,000	\$ 60,000	\$ 60,000
<u>Capital Project Appropriations:</u>				
Parking Structure Maintenance	01520-68011	\$ 25,000		
Gilbo Ave East Parking Lot	01520-68011	\$ 118,708	\$ 59,700	
Surface Parking Lot Maintenance	01520-68011			52,300
Total Capital Project Appropriation		\$ 143,708	\$ 59,700	\$ 52,300
TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS		\$ 203,708	\$ 119,700	\$ 112,300

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Summary**

PARKING FUND

Revenue Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41000 - TAXES	1,146,740	1,027,467	850,501	850,501	836,230	836,230
42000 - LICENSES/PERMITS/FEES	460,889	463,158	523,552	479,467	549,135	549,135
44000 - CHARGES FOR SERVICES	0	38,000	0	0	0	0
45000 - FINES & FORFEITS	279,560	287,786	273,772	267,383	295,485	295,485
46000 - MISCELLANEOUS	252,013	250,307	266,241	287,772	262,809	262,809
47000 - OTHER FINANCING SOURCES	0	0	23,203	0	(24,730)	(5,679)
TOTAL	2,139,202	2,066,718	1,937,269	1,885,123	1,918,929	1,937,980

Fiscal Year 2019-2020 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

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

FINES AND FORFEITS

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

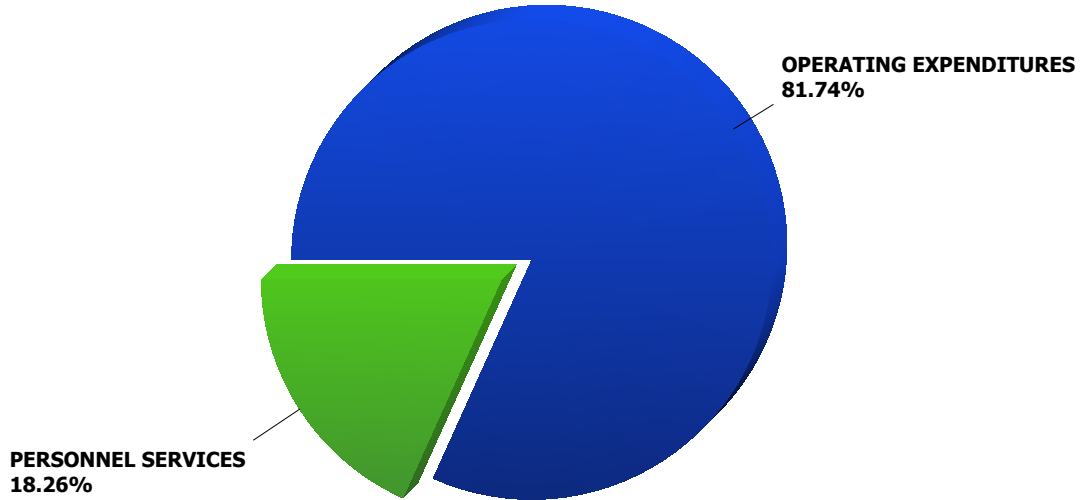
PARKING FUND

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41125 - TAX INCREMENT FINANCING	1,146,740	1,027,467	850,501	850,501	836,230	836,230
41000 - TAXES	1,146,740	1,027,467	850,501	850,501	836,230	836,230
42306 - MISC FEES & CHARGES	0	883	0	1,639	655	655
42307 - CITY HALL:UPPER LOT METER	1,656	960	1,210	1,388	1,774	1,774
42308 - COMMERCIAL LOT METERS	16,682	23,670	33,902	31,025	28,851	28,851
42309 - ELM LOT METERS	12,388	12,160	12,258	15,231	13,622	13,622
42310 - GILBO LOT EAST METERS	47,737	46,180	37,251	17,265	36,605	36,605
42311 - LIBRARY ANNEX LOT METERS	8,245	7,618	7,800	2,660	6,656	6,656
42313 - ON STREET METERS	359,309	356,383	412,425	399,651	443,848	443,848
42314 - WELLS LOT METERS	14,872	15,304	18,706	10,608	17,124	17,124
42000 - LICENSES/PERMITS/FEES	460,889	463,158	523,552	479,467	549,135	549,135
44109 - DIRECT REIMBURSEMENT	0	38,000	0	0	0	0
44000 - CHARGES FOR SERVICES	0	38,000	0	0	0	0
45101 - METER VIOLATIONS - STG 1	97,246	106,413	98,500	104,429	106,696	106,696
45102 - METER VIOLATIONS - STG 2	127,827	137,855	125,000	128,326	139,302	139,302
45103 - GENERAL VIOLATIONS - STG1	14,162	10,739	14,250	9,573	14,126	14,126
45104 - GENERAL VIOLATIONS - STG2	21,330	17,107	18,922	14,703	19,109	19,109
45105 - COURT FINES	18,983	15,522	17,100	10,352	16,252	16,252
45108 - TIME PAYMENTS	0	150	0	0	0	0
45109 - SMALL CLAIMS COURT PMNTS	11	0	0	0	0	0
45000 - FINES & FORFEITS	279,560	287,786	273,772	267,383	295,485	295,485
46000 - MISCELLANEOUS	172	50	0	1,055	0	0
46101 - INTEREST EARNINGS	1,549	3,276	2,634	2,634	2,251	2,251
46300 - RENTS	11,280	11,424	11,665	11,664	12,597	12,597
46305 - PARKING SPACE & LOTS	34,719	29,687	30,722	29,563	23,392	23,392
46310 - PARKING SPACES-EMPLOYEES	36,920	40,044	45,188	45,188	37,669	37,669
46318 - KEENE DISTRICT COURT	42,500	42,500	42,500	42,498	42,500	42,500
46320 - COMMERCIAL LOT RESERVED	14,694	15,735	18,668	17,538	18,213	18,213
46321 - CYPRESS LOT RESERVED	7,296	3,625	6,251	7,680	6,920	6,920
46322 - ELM LOT RESERVED	19,328	18,895	22,453	16,664	21,095	21,095
46323 - GILBO WEST RESERVED	17,322	11,943	12,646	20,994	16,617	16,617
46324 - WELLS LOT RESERVED	54,910	57,098	57,146	77,629	66,391	66,391
46325 - LOT 6-CITY HALL UPPER LOT	0	0	0	342	376	376
46326 - ON STREET RESEVED PARKING	11,322	16,030	16,368	14,323	14,788	14,788
46000 - MISCELLANEOUS	252,013	250,307	266,241	287,772	262,809	262,809
47001 - USE(ADDITION) TO SURPLUS	0	0	21,668	0	(77,030)	(57,979)
47003 - CAPITAL RESERVE	0	0	0	0	52,300	52,300
47007 - USE OF SURPLUS: CARRYOVER	0	0	1,535	0	0	0
47000 - OTHER FINANCING SOURCES	0	0	23,203	0	(24,730)	(5,679)
TOTAL	2,139,202	2,066,718	1,937,269	1,885,123	1,918,929	1,937,980

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Fund**

PARKING FUND

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	342,473	307,918	343,870	356,862	353,783	0	353,783	353,783
62000 - OPERATING EXPENDITURES	1,867,304	1,807,017	1,593,399	1,570,904	1,558,325	6,821	1,565,146	1,584,197
Fund Total	2,209,777	2,114,934	1,937,269	1,927,766	1,912,108	6,821	1,918,929	1,937,980



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01500	61303	PARKING OPERATIONS MGR	1.00	59,992
	61304	ADMINISTRATIVE ASST 1 KCE	1.00	48,718
		PARKING ENFORCEMENT FT	1.00	48,718
	61307	PARKING ENFORCE OFFICER	1.70	77,778
AFSCME	61***			19,296
		CITY HALL PARKING	1.71	
		OUTSIDE SERVICES	0.21	
		WELLS ST PARKING	0.24	
TOTAL			6.86	254,502

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

PARKING FUND

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61303 - SUPERVISORY PERSONNEL	66,611	57,559	58,552	58,552	59,992	0	59,992	59,992
61304 - GENERAL PERSONNEL	119,738	85,767	100,912	98,584	115,292	0	115,292	115,292
61307 - PART TIME EMPLOYEES	52,261	71,182	75,633	75,633	77,779	0	77,779	77,779
61401 - TEMPORARY PERSONNEL	7,726	11,423	5,483	11,002	12,180	0	12,180	12,180
61501 - REGULAR OVERTIME	6,783	8,057	6,164	3,355	6,164	0	6,164	6,164
61701 - HEALTH INSURANCE	43,513	32,906	45,326	59,443	35,427	0	35,427	35,427
61702 - DENTAL INSURANCE	2,941	2,254	2,113	2,298	2,000	0	2,000	2,000
61703 - RETIREMENT CONTRIBUTIONS	21,577	17,227	19,255	18,220	20,402	0	20,402	20,402
61704 - SOCIAL SECURITY	18,933	17,583	24,570	24,569	20,786	0	20,786	20,786
61705 - WORKERS COMPENSATION	2,152	3,960	5,862	5,206	3,762	0	3,762	3,762
61901 - RECRUITMENT	239	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	342,473	307,918	343,870	356,862	353,783	0	353,783	353,783
62102 - PROFESSIONAL SERVICES	71,873	76,742	78,528	78,528	78,576	0	78,576	78,576
62103 - TECHNICAL SERVICES	6,696	9,287	10,079	10,079	10,079	6,821	16,900	16,900
62176 - CITY ADMIN CHARGE	244,095	245,748	248,362	248,362	220,363	0	220,363	220,363
62203 - SNOW PLOWING	58,288	56,113	58,576	58,576	62,082	0	62,082	62,082
62204 - STREET SWEEPING	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
62205 - PC REPLACEMENT CHARGE	694	588	527	527	845	0	845	845
62206 - PW FLEET CHARGE	20,987	19,068	19,477	19,477	20,469	0	20,469	20,469
62208 - TAXES	248,609	254,040	265,745	256,135	264,113	0	264,113	264,113
62311 - EQUIPMENT MAINTENANCE	3,725	3,868	3,900	3,900	3,900	0	3,900	3,900
62330 - PARKING LOT MAINTENANCE	4,000	0	4,000	1,701	4,000	0	4,000	4,000
62340 - GROUNDS MAINTENANCE	87,696	90,676	92,685	92,685	101,662	0	101,662	120,713
62435 - TRAINING	0	0	500	500	500	0	500	500
62446 - CLEANING ALLOWANCE	600	600	600	600	600	0	600	600
62503 - ELECTRICITY	5,421	4,895	6,840	6,164	6,840	0	6,840	6,840
62510 - TELEPHONE	1,936	2,850	2,484	2,484	2,484	0	2,484	2,484
62602 - OFFICE SPACE RENTAL	10,108	10,248	10,513	10,513	10,854	0	10,854	10,854
62701 - OFFICE SUPPLIES	2,848	7,012	10,523	10,523	10,523	0	10,523	10,523
62710 - POSTAGE	3,855	3,528	4,000	4,000	4,000	0	4,000	4,000
62720 - REPAIR PARTS	1,785	1,927	5,000	5,000	5,000	0	5,000	5,000
62740 - OTHER MAINT. SUPPLIES	13,102	7,319	14,370	11,400	14,370	0	14,370	14,370
62755 - UNIFORMS	3,894	2,381	3,500	3,500	3,500	0	3,500	3,500
62760 - OPERATING SUPPLIES	16,771	21,850	28,240	21,300	28,240	0	28,240	28,240
63409 - EQUIPMENT ACQUISITION	0	20,821	0	0	0	0	0	0
65101 - PRINCIPAL	685,000	685,000	520,000	520,000	520,000	0	520,000	520,000
65102 - INTEREST ON BONDED DEBT	116,112	99,750	81,250	81,250	69,025	0	69,025	69,025
68010 - CAPITAL RESERVE	150,000	60,000	60,000	60,000	60,000	0	60,000	60,000
68011 - CAPITAL PROJECT TRANSFER	105,209	118,708	59,700	59,700	52,300	0	52,300	52,300
62000 - OPERATING EXPENDITURES	1,867,304	1,807,017	1,593,399	1,570,904	1,558,325	6,821	1,565,146	1,584,197
TOTAL	2,209,777	2,114,934	1,937,269	1,927,766	1,912,108	6,821	1,918,929	1,937,980

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

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

IT plans to replace over 140 computers in FY20, which will require significant staff effort. Forty-two computers were replaced on schedule in FY19. The Conway Office Solutions Managed Print Services contract was implemented in FY14 and continues to cover printer maintenance, supplies, repair, and replacement via fees charged to users and captured in the PC Replacement plan.

Computer equipment purchase costs have leveled off after a period of years of declining prices. Because the devices still cost less than they did three to five years ago, the contributions into the fund are still discounted (25% for desktop computers and laptops), but this discount will be reduced in FY20 and subsequent budget years if the trend continues.

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 2019/2020 OBJECTIVES:		STATUTE	CMP	VOICE
Replace 142 computers.			Municipal Governance & Fin Stability	V, C
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.			Municipal Governance & Fin Stability	V, C
Provide training opportunities for the new operating system, email, and office productivity applications.			Municipal Governance & Fin Stability	C, E
			Municipal Governance & Fin Stability	V, C
METRICS:		FY18	FY19	FY20
PC1 Purchase Cost		\$600	\$550	\$550
PC1 Replacement Schedule		5 years	5 years	5 years
PC2 Purchase Cost		\$900	\$900	\$900
PC2 Replacement Schedule		3 years	3 years	3 years
Tablet Purchase Cost		\$1,400	\$1,400	\$1,400
Tablet Replacement Schedule		3 years	3 years	3 years
iPad Purchase Cost		\$500	\$500	\$500
iPad Replacement Schedule		3 years	3 years	3 years
Laptop Purchase Cost		\$650	\$700	\$700
Laptop Replacement Schedule		3 years	3 years	3 years
Total Annual Contributions to Fund		\$83,142	\$83,406	\$89,183
Total Computers		315	316	325

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

	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
REVENUES								
Charges for Services	\$77,779	\$83,172	\$83,406	\$83,406	\$89,583	\$89,583	\$89,583	\$89,583
Use of (Addition to) Surplus			92,854		116,452	116,452	14,602	(37,048)
Miscellaneous	2,394	6,800		4,077	4,000	4,000		
TOTAL REVENUES	\$80,173	\$89,972	\$176,260	\$87,483	\$210,035	\$210,035	\$104,185	\$52,535
EXPENDITURES								
PC Replacement	\$53,395	\$63,434	\$176,260	\$118,265	\$177,035	\$177,035	\$104,185	\$52,535
Capital Project Transfer					33,000	33,000		
TOTAL EXPENDITURES	\$53,395	\$63,434	\$176,260	\$118,265	\$210,035	\$210,035	\$104,185	\$52,535
NET REVENUE (EXPENDITURE)	\$26,777	\$26,538	\$0	(\$30,782)	\$0	\$0	\$0	\$0

Projected fund balance at year end 265,125 234,343 117,891 103,289 140,337

Projected fund balance as a % of operating budget 198.15% 56.13% 99.14% 267.13%

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Summary**

PC REPLACEMENT FUND

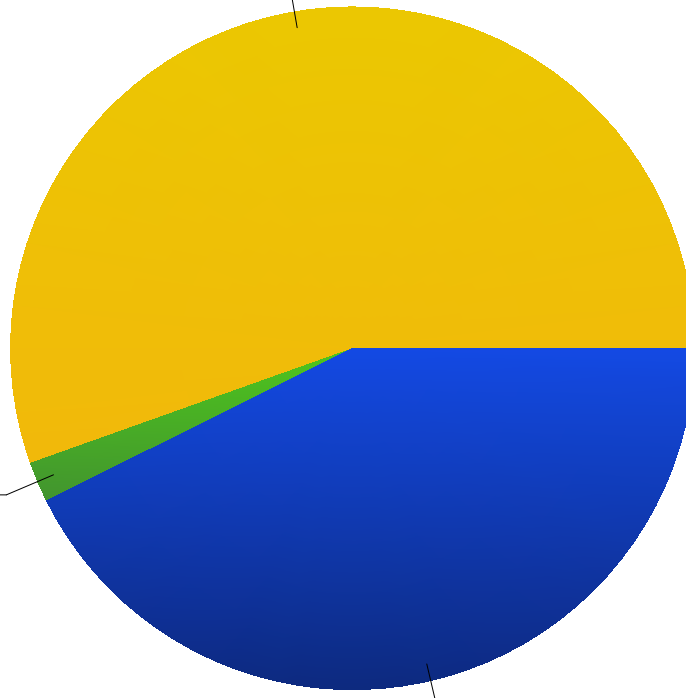
Revenue Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
44000 - CHARGES FOR SERVICES	77,779	83,172	83,406	83,406	89,583	89,583
46000 - MISCELLANEOUS	2,394	6,800	0	4,077	4,000	4,000
47000 - OTHER FINANCING SOURCES	0	0	92,854	0	116,452	116,452
TOTAL	80,173	89,972	176,260	87,483	210,035	210,035

Fiscal Year 2019-2020 Anticipated Revenue by Category

**OTHER FINANCING SOURCES
55.44%**

**MISCELLANEOUS
1.90%**

**CHARGES FOR SERVICES
42.65%**



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 2019-2020
Revenue Budget**

PC REPLACEMENT FUND

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
46109 - USER FEES	77,779	83,172	83,406	83,406	89,583	89,583
44000 - CHARGES FOR SERVICES	77,779	83,172	83,406	83,406	89,583	89,583
46101 - INTEREST EARNINGS	1,335	2,668	0	1,577	0	0
47303 - SALE OF SURPLUS EQUIPMNT	1,058	4,131	0	2,500	4,000	4,000
46000 - MISCELLANEOUS	2,394	6,800	0	4,077	4,000	4,000
47001 - USE(ADDITION) TO SURPLUS	0	0	92,854	0	116,452	116,452
47000 - OTHER FINANCING SOURCES	0	0	92,854	0	116,452	116,452
TOTAL	80,173	89,972	176,260	87,483	210,035	210,035

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

PC REPLACEMENT FUND

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62301 - OFFICE EQUIPMENT MAINT.	6,680	7,099	9,600	9,600	9,600	0	9,600	9,600
62307 - COMPUTER SYS MAINTENANCE	2,058	3,147	5,000	5,000	5,000	0	5,000	5,000
62744 - MINOR COMPUTER EQUIPMENT	44,658	52,288	36,660	36,660	162,435	0	162,435	162,435
62761 - SOFTWARE	0	900	125,000	67,005	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	0	0	0	33,000	0	33,000	33,000
62000 - OPERATING EXPENDITURES	53,395	63,434	176,260	118,265	210,035	0	210,035	210,035
TOTAL	53,395	63,434	176,260	118,265	210,035	0	210,035	210,035

This Page Left Blank Intentionally

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 FY20 the Solid Waste Division will be in the third year of a five (5) year contract for the transport and disposal of approximately 35,000 tons of solid waste from the City Transfer Station with Waste Management of New Hampshire (WMNH). While this business arrangement is successful for both parties, the ability of the business relationship to be able to continue past the existing contract is unknown at this time. This fiscal year discussions will begin with the City's business partner to determine what options are available to either extend the existing contract or look for other long term solutions. It does, however, call into question the business model that has been successfully used for almost 3 decades. The Solid Waste Division will be producing a business plan that outlines the available options for consideration by the City Manager and ultimately the City Council when decision points are reached. The Recycling Center will meet the challenge of ever changing recycling markets and process approximately 5,000 tons of recyclable materials. The Solid Waste Facility located at 55 Old Summit Road serves as a drop off center where over 17,000 vehicles bring refuse, recycling, compostable material, brush, scrap metal, demolition material, shingles, and textiles. The Solid Waste Division also oversees the closed landfill as part of a required 30 year EPA monitoring program, completed the transition from a landfill gas to energy system to a 99.9% post-consumer biofuel generator that will provide power to the adjacent recycling center and transfer station, and manages 24 household hazardous collections that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream.

The amount of recycling processed remains stable (approximately 5,000 tons per year) however the markets for recycled material continue to be unstable due to insufficient processing overseas to make up for China closing its recycling market. Because the City operates a dual stream processing facility which ensures the highest possible quality control given the inflow and available processing technology, Keene continues to enjoy access to markets and should be able to successfully market recycled commodities in the years to come. It is forecast that prices will eventually stabilize in 2020 as the global commodity market adjusts to the available supplies and demand. Changes in packaging technology continue to evolve and 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. As fiber materials continue to decrease (due to many consumers receiving their reading material electronically), and light weighting of containers increases, the processing requirements to recycle materials increases, because more containers are received requiring more physical handling of the material to separate the material into saleable commodities. This trend does have some positive benefits from an energy efficiency and reduced carbon footprint standpoint, but from a strict processing perspective it is a challenge to continue to process more pieces of material with existing human resources.

Background

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

The City Council enacted a flow control ordinance in October 2010. Refuse and recycling generated within the City of Keene limits and collected by a private contractor, is required to be delivered to the City of Keene Solid Waste Facility. 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 33,000 tons of material from all sources (including material from outside the City limits). The contract with WMNH to transport and dispose of refuse and construction debris results in a cost of disposal of \$69 per ton. In addition, WMNH is also contractually obligated to bring in 13,000 tons in 2019 from outside the City limits. The revenue from the Transfer Station operation continues to stabilize the solid waste fund, although beyond the existing contract term, it is questionable whether the current economic model can function.

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

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 2019/2020 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
Complete Solid Waste Division Business Plan for post WMNH contract			Leadership	I
Certify biofuel tank to receive B99.9 fuel (versus the current certification of B100 fuel)			Leadership	C,E
METRICS:	FY18	FY19	FY20	
Average weight per transfer station load (tons). Contractual penalites incurred if under 26 tons	26	26	26	
Transport/Disposal Cost (per ton)- contract price with Waste Management of NH, ensures stability of Solid Waste Fund	\$69.25	\$69.50	\$69.00	
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)	\$37	\$39	\$39	
Reduce wait time for residents to access facility	n/a	<5 min	<5 min	

CITY OF KEENE, NEW HAMPSHIRE

SOLID WASTE FUND OPERATING REVENUES and EXPENDITURES

HISTORICAL ANALYSIS and BUDGET

	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
REVENUES								
Charges for Services	\$4,707,424	\$4,740,050	\$4,670,483	\$4,778,633	\$4,725,068	\$4,725,068	\$4,708,441	\$4,757,055
Miscellaneous	63,154	49,802	37,495	41,381	42,700	42,700	27,790	24,085
Use of Capital Reserve					300,000	300,000		75,000
Bond Proceeds					168,000	168,000		
Use of (Addition to) Surplus			141,535		62,372	62,372	84,586	107,583
Capital Projects Closure								
TOTAL REVENUES	\$4,770,577	\$4,789,852	\$4,849,513	\$4,820,014	\$5,298,140	\$5,298,140	\$4,820,817	\$4,963,723
EXPENDITURES								
Administration	\$627,253	\$594,808	\$627,308	\$621,936	\$626,585	\$626,585	\$641,943	\$650,493
Transfer/Recycling Facility	139,608	188,887	164,621	168,016	\$204,979	204,979	119,356	119,654
Operations	2,978,825	2,925,381	3,007,742	3,002,123	\$2,936,819	2,936,819	3,066,853	3,096,852
Recycling	545,561	597,561	568,621	559,754	\$580,577	580,577	603,034	621,015
Household Hazardous Waste	38,368	38,017	99,063	98,494	\$99,156	99,156	50,527	51,032
Demolition Transfer & Disposal	158,166	176,792	148,109	152,571	\$153,124	153,124	151,500	153,227
Landfill Monitoring & Maintenance	24,817	17,653	59,500	61,900	\$69,500	59,500	60,696	61,303
Landfill Gas System	70,646	72,985	109,549	187,684	\$104,400	104,400	61,909	63,147
Capital Projects Transfers	45,000	50,000	65,000	65,000	\$533,000	533,000	65,000	147,000
TOTAL EXPENDITURES	\$4,628,244	\$4,662,084	\$4,849,513	\$4,917,478	\$5,298,140	\$5,298,140	\$4,820,818	\$4,963,723
NET REVENUE (EXPENDITURE)	\$142,333	\$127,768	\$0	(\$97,464)	\$0	\$0	\$0	\$0

Principal payment for Roundabout loan: a cash flow in, but not a revenue

Annual change in current resources (net revenue/use (addition) to surplus) plus interfund loan repayment

Projected current resources available at fiscal year end

\$	86,170	\$	86,170	\$	86,170	\$	86,170	\$	86,170
\$	(11,294)	\$	(11,294)	\$	23,798	\$	1,584	\$	(21,413)
\$	1,399,292	\$	1,399,292	\$	1,423,090	\$	1,424,674	\$	1,403,261

Charges for Services includes a projected tip fee increase of \$3 per ton in 2020 and 2021. The tip fees were last raised in 2017 by \$1 per ton and in 2016 by \$1 per ton. Prior to that, the fee was increased by \$10 per ton in 2010. Current rates are \$126 per ton for municipal solid waste and \$131 per ton for construction and demolition materials.

CITY OF KEENE, NEW HAMPSHIRE
FY2019/2020 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 2019/2020</u>	<u>INTEREST 2019/2020</u>	<u>PRINCIPAL BALANCE 06/30/20</u>
Transfer Station Addition	3/1/2002	3/1/2022	avg 4.57%	520,000	22,500	3,375	45,000
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	11,000	3,100	72,000
Transfer Station Energy Source	9/27/2018	9/15/2028	avg 2.74%	250,000	25,000	11,875	225,000
Transfer Station Roof Replacement	est 2020	2035	est 4.75%	168,000	0	3,990	168,000
				\$ 1,043,000	\$ 58,500	\$ 22,340	\$ 510,000

Authorized, Unissued: N/A
Total Authorized / Unissued

Anticipated, FY19/20:
Transfer Station Roof R-2019-20 \$ 168,000
Total Anticipated Bond Issue - new \$168,000

Total Anticipated Bond Issue - new \$168,000

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 2019/20 SOLID WASTE FUND CAPITAL APPROPRIATIONS

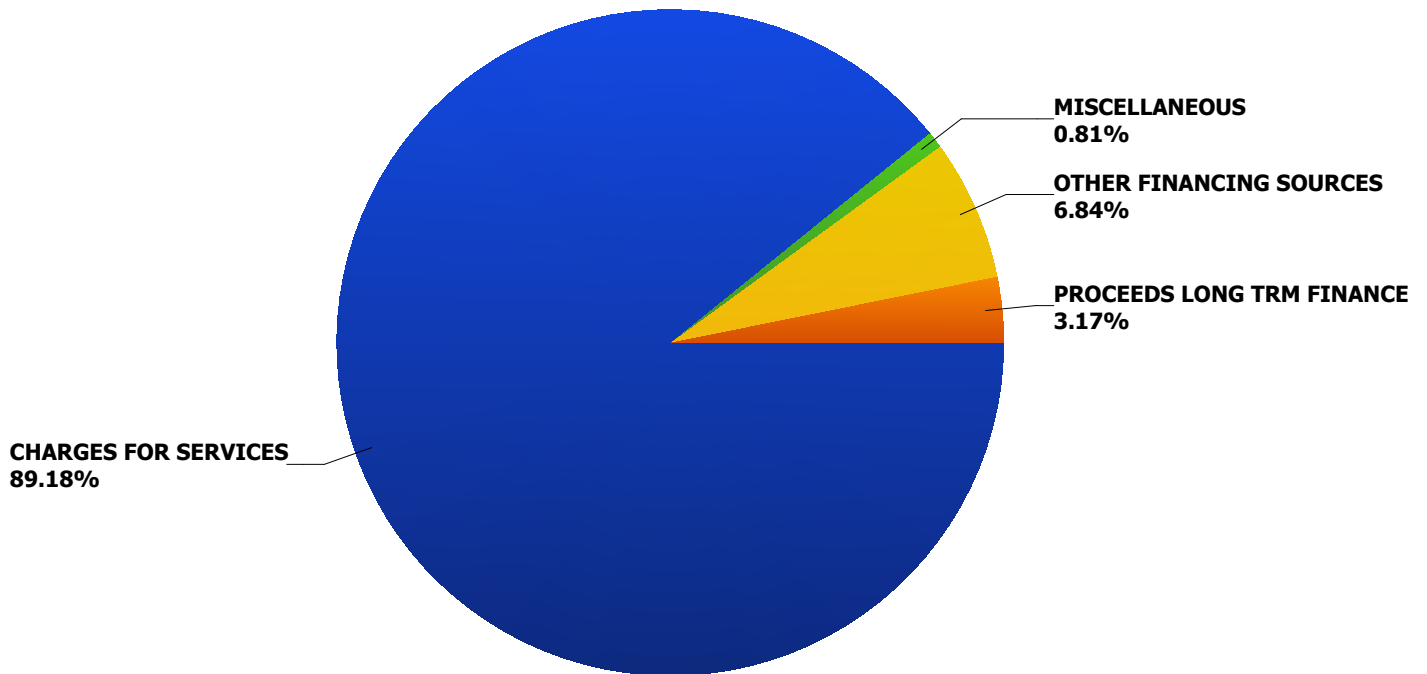
<u>Project Description</u>	<u>Capital Project Appropriation FY 18</u>	<u>Capital Project Appropriation FY 19</u>	<u>Capital Project Appropriation FY 20</u>
<u>Capital Reserve Appropriations:</u>			
Recycling Center/Transfer Station Capital Reserve	\$ 50,000	\$ 65,000	\$ 65,000
Total General Revenue Capital Reserve Appropriation	\$ 50,000	\$ 65,000	\$ 65,000
<u>Capital Project Appropriations:</u>			
Transfer Station Energy Source	\$ 250,000		
Recycling Equipment Replacement			300,000
Transfer Station Roof Replacement			168,000
Total Capital Project Appropriation	\$ 250,000	\$ -	\$ 468,000
TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS	\$ 300,000	\$ 65,000	\$ 533,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Summary**

SOLID WASTE

Revenue Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
42000 - LICENSES/PERMITS/FEES	195	15	0	0	0	0
44000 - CHARGES FOR SERVICES	4,707,424	4,740,050	4,670,483	4,778,633	4,725,068	4,725,068
46000 - MISCELLANEOUS	44,867	49,787	37,495	41,381	42,700	42,700
47000 - OTHER FINANCING SOURCES	18,092	0	141,535	0	362,372	362,372
48000 - PROCEEDS LONG TRM FINANCE	0	0	0	0	168,000	168,000
TOTAL	4,770,577	4,789,852	4,849,513	4,820,014	5,298,140	5,298,140

Fiscal Year 2019-2020 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

47201 - **CAPITAL PROJECTS FUND:** return of unused portion of appropriation(s) for closed capital project(s)

PROCEEDS LONG TERM FINANCE

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

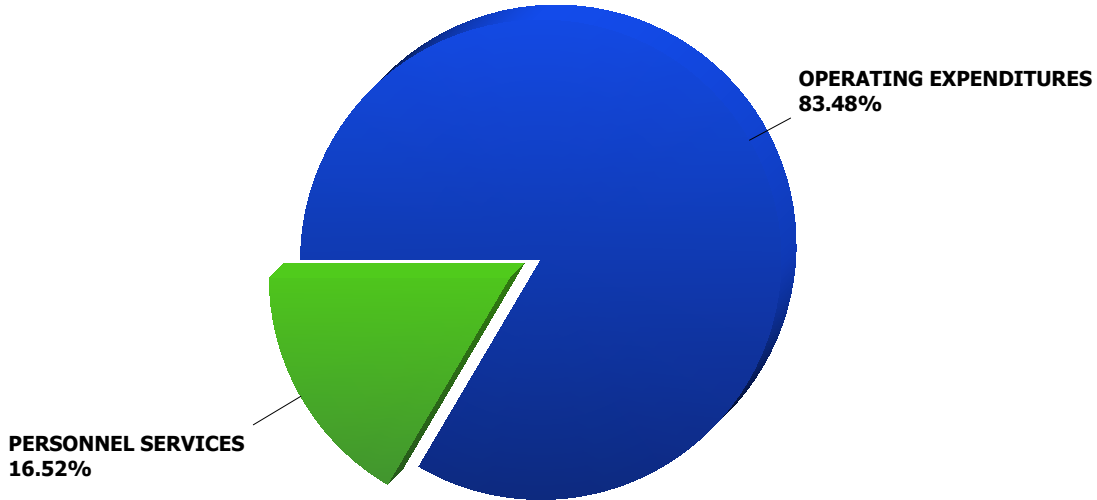
SOLID WASTE

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
42306 - MISC FEES & CHARGES	195	15	0	0	0	0
42000 - LICENSES/PERMITS/FEES	195	15	0	0	0	0
44119 - TIPPING FEES	4,120,586	4,211,419	4,212,483	4,311,992	4,267,068	4,267,068
44120 - RECYCLING FEES	529,338	473,004	400,000	420,000	400,000	400,000
44145 - RECLAMATION TRUST FUND	57,499	55,627	58,000	46,641	58,000	58,000
44000 - CHARGES FOR SERVICES	4,707,424	4,740,050	4,670,483	4,778,633	4,725,068	4,725,068
46101 - INTEREST EARNINGS	44,867	49,787	37,495	41,381	42,700	42,700
46000 - MISCELLANEOUS	44,867	49,787	37,495	41,381	42,700	42,700
47001 - USE(ADDITION) TO SURPLUS	0	0	89,429	0	62,372	62,372
47003 - CAPITAL RESERVE	0	0	0	0	300,000	300,000
47007 - USE OF SURPLUS: CARRYOVER	0	0	52,106	0	0	0
47201 - CAPITAL PROJECTS FUND	18,092	0	0	0	0	0
47000 - OTHER FINANCING SOURCES	18,092	0	141,535	0	362,372	362,372
48101 - SALE OF BONDS	0	0	0	0	168,000	168,000
48000 - PROCEEDS LONG TRM FINANCE	0	0	0	0	168,000	168,000
TOTAL	4,770,577	4,789,852	4,849,513	4,820,014	5,298,140	5,298,140

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Fund**

SOLID WASTE

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	762,060	817,351	853,505	803,570	861,892	13,128	875,020	875,020
62000 - OPERATING EXPENDITURES	3,866,184	3,844,733	3,996,008	4,113,908	4,389,945	33,175	4,423,120	4,423,120
Fund Total	4,628,244	4,662,084	4,849,513	4,917,478	5,251,837	46,303	5,298,140	5,298,140



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	79,270
AFSCME	613***			417,441
		MOTOR EQUIPMENT OP II	1.00	
		RECYCLER I	2.00	
		RECYCLER I/ATTENDANT	2.50	
		RECYCLER II	2.00	
		SOLID WASTE FOREMAN	1.00	
		SOLID WASTE OP FOREMAN	1.00	
TOTAL			10.27	496,711

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

SOLID WASTE

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61303 - SUPERVISORY PERSONNEL	77,010	76,941	78,655	76,924	79,270	0	79,270	79,270
61304 - GENERAL PERSONNEL	300,402	320,009	328,355	308,340	333,759	0	333,759	333,759
61307 - PART TIME EMPLOYEES	89,230	104,274	95,695	98,637	104,198	12,180	116,377	116,377
61401 - TEMPORARY PERSONNEL	3,410	2,171	0	0	0	0	0	0
61501 - REGULAR OVERTIME	62,985	61,402	65,978	68,148	67,880	0	67,880	67,880
61701 - HEALTH INSURANCE	124,977	136,591	164,510	139,236	160,392	0	160,392	160,392
61702 - DENTAL INSURANCE	9,388	8,789	9,214	8,067	9,563	0	9,563	9,563
61703 - RETIREMENT CONTRIBUTIONS	49,010	52,066	53,826	50,668	53,726	0	53,726	53,726
61704 - SOCIAL SECURITY	39,593	42,410	43,505	41,553	44,767	932	45,698	45,698
61705 - WORKERS COMPENSATION	5,220	12,618	13,768	11,997	8,337	16	8,354	8,354
61901 - RECRUITMENT	834	81	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	762,060	817,351	853,505	803,570	861,892	13,128	875,020	875,020
62103 - TECHNICAL SERVICES	25,438	27,008	95,241	94,672	95,241	0	95,241	95,241
62120 - LABORATORY SERVICES	889	381	15,000	15,000	15,000	0	15,000	15,000
62121 - MONITORING/INSPECTIONS	14,754	8,450	28,500	31,200	28,500	0	28,500	28,500
62176 - CITY ADMIN CHARGE	491,982	476,208	489,972	489,972	488,324	0	488,324	488,324
62201 - JANITORIAL	5,291	3,672	6,145	6,640	4,000	0	4,000	4,000
62205 - PC REPLACEMENT CHARGE	832	852	1,019	1,019	1,037	0	1,037	1,037
62206 - PW FLEET CHARGE	90,673	106,152	92,240	92,240	97,063	0	97,063	97,063
62301 - OFFICE EQUIPMENT MAINT.	3,089	1,147	2,600	18,600	2,600	3,175	5,775	5,775
62310 - SAFETY PROGRAM MAINT.	1,990	1,060	2,200	2,584	2,200	0	2,200	2,200
62311 - EQUIPMENT MAINTENANCE	40,528	59,684	25,500	25,488	25,500	0	25,500	25,500
62314 - SYSTEMS MAINTENANCE	69,011	64,603	106,549	184,684	71,400	30,000	101,400	101,400
62350 - BUILDING MAINTENANCE	23,254	56,802	37,750	24,914	25,000	0	25,000	25,000
62425 - ADVERTISING	13,850	6,886	9,000	9,000	9,000	0	9,000	9,000
62435 - TRAINING	1,877	1,399	1,500	1,494	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	1,909	819	1,200	1,195	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	10,104	1,639	10,000	10,000	10,000	0	10,000	10,000
62448 - HAULING AND DISPOSAL	2,780,103	2,718,929	2,773,946	2,773,509	2,703,252	0	2,703,252	2,703,252
62455 - CONTRACTED SERVICES	57,812	66,881	54,650	57,669	54,650	0	54,650	54,650
62503 - ELECTRICITY	8,987	12,895	1,500	7,000	3,500	0	3,500	3,500
62510 - TELEPHONE	1,358	1,495	1,200	1,200	1,200	0	1,200	1,200
62604 - EQUIPMENT RENTAL	550	600	1,200	1,200	1,200	0	1,200	1,200
62701 - OFFICE SUPPLIES	0	80	0	0	0	0	0	0
62733 - TOOLS	476	197	500	500	500	0	500	500
62755 - UNIFORMS	3,728	3,917	3,700	3,548	3,700	0	3,700	3,700
62760 - OPERATING SUPPLIES	64,692	54,430	63,800	64,982	63,800	0	63,800	63,800
65101 - PRINCIPAL	38,040	48,675	33,500	33,500	58,500	0	58,500	58,500
65102 - INTEREST ON BONDED DEBT	9,731	9,635	12,360	12,360	22,340	0	22,340	22,340
65301 - LEASE PAYMENTS	60,237	60,237	60,236	84,738	66,738	0	66,738	66,738

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
68010 - CAPITAL RESERVE	45,000	50,000	65,000	65,000	65,000	0	65,000	65,000
68011 - CAPITAL PROJECT TRANSFER	0	0	0	0	468,000	0	468,000	468,000
62000 - OPERATING EXPENDITURES	3,866,184	3,844,733	3,996,008	4,113,908	4,389,945	33,175	4,423,120	4,423,120
TOTAL	4,628,244	4,662,084	4,849,513	4,917,478	5,251,837	46,303	5,298,140	5,298,140

This Page Left Blank Intentionally

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 FY20 Staff will continue its sewer line maintenance program while coordinating with the City Engineer on critical sewer infrastructure projects. FY20 objectives include:

- Blower replacement design.
- Continue video inspection and cleaning sections of sewer main to identify and repair operational deficiencies and reduce number of sewer overflows.
- Optimize the operation of the Waste Water Treatment Plant's (WWTP) sludge dewatering equipment to yield the lightest practical weight product for disposal.
- Continued work through the Department of Energy Accelerator program to identify and implement management techniques for energy reduction.

The FY20 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY19 included:

- 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.
- Completed additional sewer spot repairs identified through the Priority Inspection Program.
- Cleaned/Flushed 46,544 feet of sewer main and continued to televise the mains that were not inspected during the Priority Cleaning Program.

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 2019/2020 OBJECTIVES:		STATUTE	CMP	VOICE
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections		CWA-NPDES	Infrastructure	C
Optimize operation of WWTP's new dewatering equipment to produce the driest solids possible to minimize disposal costs		CWA-NPDES	Infrastructure	C
Implementation of the Gates and Mixer Project		CWA-NPDES	Infrastructure	C
Implementation of the repairs from the Inflow and Infiltration study		CWA-NPDES	Infrastructure	C
METRICS:	FY18	FY19	FY20	
Million gallons of wastewater transported and treated	1,236	920	910	
Number of blockages cleared	5	10	10	
Percent of scheduled sewer main flushed (linear feet) compared to scheduled feet	85	95	100	
Number of grease traps inspected (out of 115)	92	90	90	
Kilowatts of electricity used in sewer fund sites	2,081,040	2,075,000	2,070,000	
Wastewater Treatment Plant discharge permit violations (goal =0)	4	0	0	
Sanitary sewer overflows not related to private sources (goal =0)	3	5	3	

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

	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
REVENUES								
Taxes	\$38,840	\$36,518						
Intergovernmental	160,601	177,878	150,000	159,030	160,000	160,000	151,125	152,258
Charges for Services	6,612,353	6,492,294	6,363,408	6,103,600	6,490,676	6,490,676	6,685,396	6,885,958
Miscellaneous	39,940	58,115	16,200	30,000	30,000	30,000	16,322	16,444
Donations (Railroad Land Infra.)								
Use Of (Addition To) Surplus			(691,898)					
TOTAL REVENUES	\$6,851,734	\$6,764,805	\$5,837,710	\$6,292,630	\$6,680,676	\$6,680,676	\$6,852,843	\$7,054,661
EXPENSES								
Sewer Administration	\$1,252,067	\$1,370,877	\$1,318,744	\$1,350,518	\$1,329,675	\$1,329,675	\$1,362,917	\$1,396,990
Mains & Manholes	289,299	253,430	423,347	380,155	360,849	360,849	\$369,870	\$379,117
Services	(11,371)	9,772	10,840	6,890	6,838	6,838	\$7,009	\$7,184
Martell Court Pump Station	216,961	211,445	251,292	237,903	349,315	349,315	\$358,048	\$366,999
Laboratory	209,715	217,677	228,552	215,473	177,884	177,884	\$182,331	\$186,889
Maintenance	103,720	133,544	156,273	156,090	153,243	153,243	\$157,074	\$161,001
WWTP	3,187,739	3,135,904	3,448,662	3,207,126	3,262,041	3,262,041	\$3,343,592	\$3,427,182
Capital Program Expense	124,048							
TOTAL EXPENSES	\$5,372,177	\$5,332,649	\$5,837,710	\$5,554,155	\$5,639,844	\$5,639,844	\$5,780,841	\$5,925,362
NET REVENUE (EXPENSE)	\$1,479,557	\$1,432,156	\$0	\$738,475	\$1,040,832	\$1,040,832	\$1,072,002	\$1,129,299

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 16/17	PROGRAM FY 17/18	PROGRAM FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
CAPITAL PROGRAM							
Reserve: Martell Court							\$35,000
Reserve: Sewer Infrastructure	500,000	475,000	550,000	615,000	615,000	625,000	450,000
Reserve: Wastewater Treatment Plant	450,000	150,000	70,000	120,000	120,000	170,000	170,000
Collection System Infiltration Eval.							
MC Grinder Rehabilitation / Headworks							
Martell Court Force Main Emerg. Plan	45,000		1,350,000				
Martell Court Phase 2		10,925	58,667			130,810	
Martell Court Roof Replacement							
Rose Lane WWTP Closure							
Sewer Main - Bridge Improvements		40,000	43,500				
Sewer Main - State By Pass Project			360,291				
Sewer Main Improvements	967,741	145,700	653,101	661,301	661,301	1,455,513	506,708
Sewer Structural Repairs	163,909	108,826	173,891	179,100	179,100	184,500	190,000
Solids Dewatering Equipment							
WWTP Aeration Gate Replacement	197,260						
WWTP Generator Replacement			21,131			123,636	
WWTP Blower Replacement			68,741	61,076	61,076	179,360	184,741
WWTP Laboratory Equipment	15,293						
WWTP Non-Potable Water System			65,400				
WWTP NPDES Permitting							
WWTP Laboratory Renovations						110,000	
WWTP Sludge Pump Replacement	52,000						
SUBTOTAL - APPROPRIATION	\$2,391,203	\$930,451	\$3,414,722	\$1,636,477	\$1,636,477	\$2,978,819	\$1,536,449
USE OF CAPITAL RESERVE	1,277,294	196,625	1,209,755	661,301	661,301	433,806	691,449
OTHER FUNDING SOURCES			1,411,076	61,076	61,076	1,565,513	
NET CAPITAL PROGRAM	\$1,113,909	\$733,826	\$793,891	\$914,100	\$914,100	\$979,500	\$845,000

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

Projected Annual Cash Surplus (Deficit) for Operations and Capital Program

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	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000
State Aid Grant Principal Receipts	55,628	55,628	54,257	52,784
Subtract: Debt Svc Principal (see Note 3)	(1,419,633)	(1,419,633)	(1,406,223)	(1,498,257)
Trns to Capital Reserve (see Note 3)	(735,000)	(735,000)	(795,000)	(655,000)
Capital Outlays (see Note 3)	(179,100)	(179,100)	(184,500)	(190,000)
<i>Projected Annual Cash Surplus (Deficit)</i>	<i>(\$76,727)</i>	<i>(\$76,727)</i>	<i>\$54,536</i>	<i>\$152,826</i>

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.

<i>Projected Annual Change Rate Impact - Residential user, 27 hundred cubic feet consumption per quarter</i>					
Combined Bill	\$	97.20	\$	73.40	\$
(water and sewer)		7.28%		5.13%	
Sewer	\$	54.00	\$	41.04	\$
		6.84%		4.87%	
					48.60
					3.23%
					14.04
					3.66%

CITY OF KEENE, NEW HAMPSHIRE
FY2019/2020 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 2019/2020</u>	<u>INTEREST 2019/2020</u>	<u>PRINCIPAL BALANCE 06/30/20</u>
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.23%	945,000	50,000	14,443	578,400
Martell Court Pump and Motor Controls	5/2/2013	1/15/2023	2.00%	1,184,300	120,000	9,322	346,100
WW Treatment 2005 - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	212,900	20,000	2,798	119,900
Sewer Main Improvements 2005 - Advance Refunded 2013	5/2/2103	1/15/2026	2.00%	713,900	70,000	9,300	395,000
Rose Lane WWTP Closure	6/12/2015	6/12/2025	avg 2.17%	805,000	40,000	20,200	600,000
2016 Refunding Series B	11/1/2016	7/1/2028	avg 1.61%	1,210,565	131,925	39,416	948,457
2019 Martell Court Headworks Replacement	9/27/2018	9/15/2033	avg 2.74%	1,350,000	90,000	56,363	1,260,000
				\$ 6,421,665	\$ 521,925	\$ 151,841	\$ 4,247,857
ARRA loan through NH-DES - FY 10 Infrastructure	9/1/2013	9/1/2023	1.85%	1,378,114	137,811	12,713	551,246
ARRA loan through NH-DES - FY 09 Infrastructure	12/1/2014	12/1/2024	1.98%	1,129,608	112,961	11,183	451,843
WWTP Advanced Treatment through NH-DES	est 05/2016	est 05/2026	1.94%	6,469,354	646,935	61,912	3,234,677
				Authorized, Unissued:			
				N/A			
				\$ -			
				Anticipated, FY19/20:			
				Total Anticipated Bond Issue - new			
				\$ -			

CALCULATION OF SEWER FUND DEBT LIMIT AND BORROWING CAPACITY

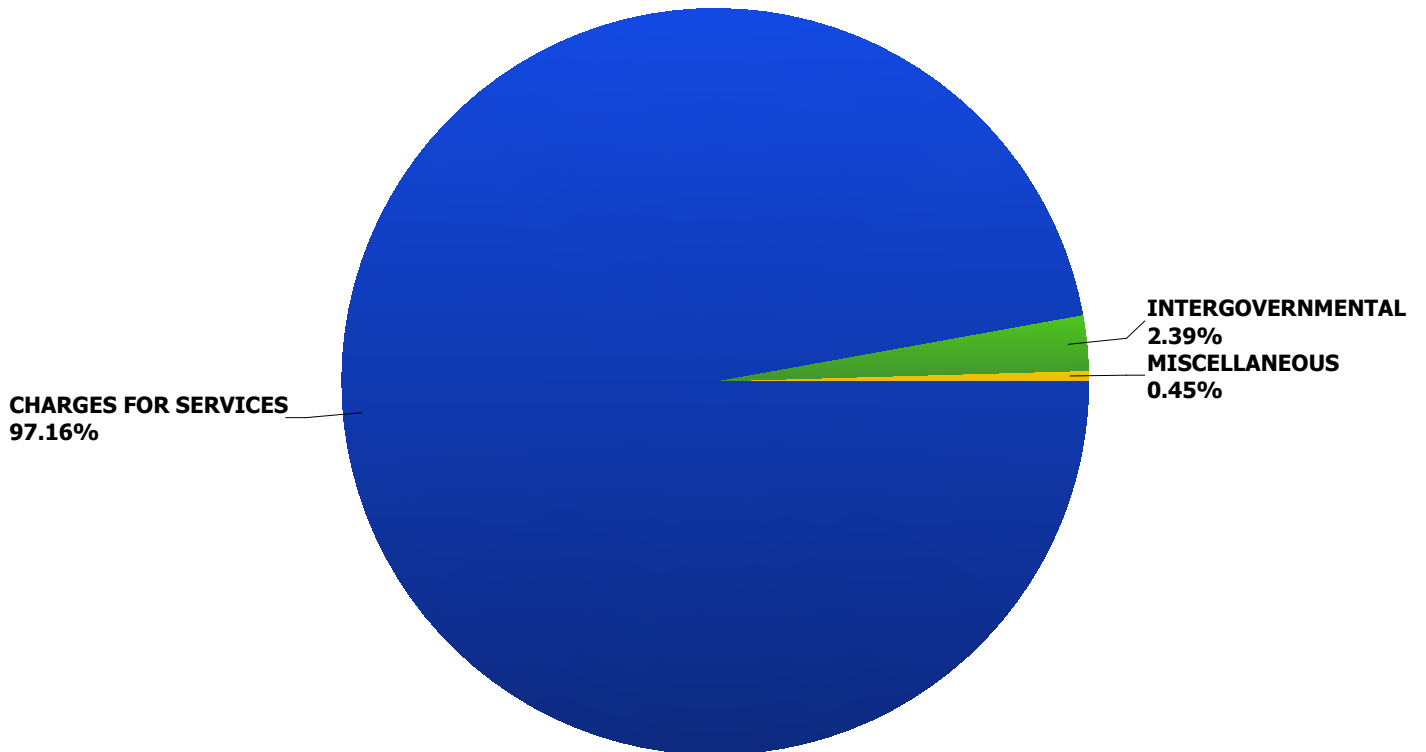
No specific debt limit is identified in RSA's; all projects, both mandated and voluntary for sewer systems and improvements are excluded from the City's calculation of overall debt limit (RSA 33:5 and 33:5-b)

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Summary**

SEWER FUND

Revenue Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41000 - TAXES	38,840	36,518	0	0	0	0
43000 - INTERGOVERNMENTAL	160,601	177,878	150,000	159,030	160,000	160,000
44000 - CHARGES FOR SERVICES	6,612,353	6,492,294	6,363,408	6,103,600	6,490,676	6,490,676
46000 - MISCELLANEOUS	35,906	96,924	16,200	30,000	30,000	30,000
47000 - OTHER FINANCING SOURCES	(3,551)	(46,395)	(691,898)	0	(1,040,832)	(1,040,832)
48000 - PROCEEDS LONG TRM FINANCE	7,585	7,586	0	0	0	0
TOTAL	6,851,734	6,764,805	5,837,710	6,292,630	5,639,844	5,639,844

Fiscal Year 2019-2020 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

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

OTHER FINANCING SOURCES

- 47001 - **USE OF SURPLUS:** use of prior year's excess revenue to cover current costs
- 47007 - **USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.
- 47003 - **CAPITAL RESERVE AND INTERFUND TRANSFERS:** internal charges for the funding of
&
47290 and accounting for capital project 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 2019-2020
Revenue Budget**

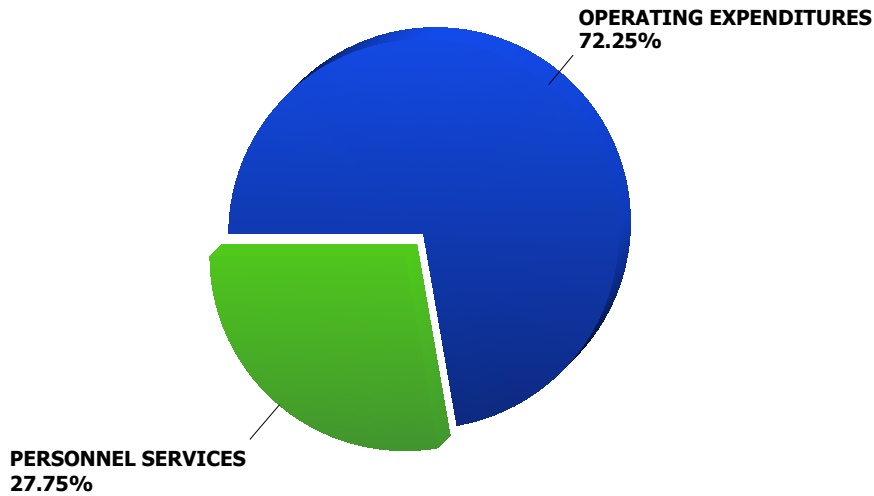
SEWER FUND

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41125 - TAX INCREMENT FINANCING	38,840	36,518	0	0	0	0
41000 - TAXES	38,840	36,518	0	0	0	0
43214 - STATE AID (UTILITIES)	0	4,829	0	0	0	0
43403 - OTHER TOWNS	160,601	173,049	150,000	159,030	160,000	160,000
43000 - INTERGOVERNMENTAL	160,601	177,878	150,000	159,030	160,000	160,000
44105 - SEWER CHARGES	5,832,395	5,713,593	5,967,708	5,700,000	6,083,876	6,083,876
44106 - SEPTIC WASTE	350,871	376,022	360,000	360,000	370,800	370,800
44107 - SEWER SERVICES	45	75	200	7,800	200	200
44108 - INDUSTRIAL PRE-TREATMENT	34,181	36,195	32,000	32,300	32,300	32,300
44109 - DIRECT REIMBURSEMENT	390,551	363,292	0	0	0	0
44110 - TESTING	4,310	3,118	3,500	3,500	3,500	3,500
44000 - CHARGES FOR SERVICES	6,612,353	6,492,294	6,363,408	6,103,600	6,490,676	6,490,676
46101 - INTEREST EARNINGS	35,777	96,926	16,200	30,000	30,000	30,000
46103 - INTEREST: A/R	129	(1)	0	0	0	0
46000 - MISCELLANEOUS	35,906	96,924	16,200	30,000	30,000	30,000
47001 - USE(ADDITION) TO SURPLUS	0	0	(839,389)	0	(1,040,832)	(1,040,832)
47005 - GAIN/LOSS ON INVESTMENTS	0	0	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	(3,551)	(46,395)	0	0	0	0
47007 - USE OF SURPLUS: CARRYOVER	0	0	147,491	0	0	0
47000 - OTHER FINANCING SOURCES	(3,551)	(46,395)	(691,898)	0	(1,040,832)	(1,040,832)
48104 - AMORT OF REFI PREMIUM	7,585	7,586	0	0	0	0
48000 - PROCEEDS LONG TRM FINANCE	7,585	7,586	0	0	0	0
TOTAL	6,851,734	6,764,805	5,837,710	6,292,630	5,639,844	5,639,844

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Fund**

SEWER FUND

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	1,344,784	1,541,919	1,559,190	1,557,772	1,564,785	0	1,564,785	1,564,785
62000 - OPERATING EXPENDITURES	3,903,345	3,790,731	4,278,520	3,996,383	4,075,059	0	4,075,059	4,075,059
Fund Total	5,248,129	5,332,649	5,837,710	5,554,155	5,639,844	0	5,639,844	5,639,844



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
08000	61303	MAINTENANCE MANAGER	0.04	3,548
08000	61303	OPERATIONS MANAGER/WTP	0.02	1,744
08000	61304	CIVIL ENGINEER	1.00	77,189
		ENGINEERING TECHNICIAN	1.00	69,454
	61304	WATER & SEWER SUPERINTEND	0.50	39,513
	61305	ADMINISTRATIVE ASST 1	0.13	6,061
08004	61303	LAB MGR	0.50	39,336
	61304	LABORATORY TECHNICIAN	0.67	37,250
08005	61303	MAINTENANCE MANAGER	0.21	18,682
08006	61303	MAINTENANCE MANAGER	0.49	43,875
		OPERATIONS MANAGER/WWTP	0.92	76,607
08006	61304	INDUSTRIAL PRETREAT COORD	1.00	60,713
AFSCME	613**			437,643
		MAINT AIDE I	0.69	
		MAINT ELECTRICIAN	1.00	
		MAINT MECHANIC	0.83	
		MAINT TECH I,II	1.66	
		MOTOR EQUIP OP I,II	1.02	
		UTILITY OPERATOR	1.00	
		W&S FOREMAN	0.48	
		W/S SERVICE AIDE I,II	1.47	
		WWTP OPERATOR	1.00	
TOTAL			15.63	911,615

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

SEWER FUND

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61303 - SUPERVISORY PERSONNEL	181,103	183,250	187,373	240,599	222,897	0	222,897	222,897
61304 - GENERAL PERSONNEL	636,567	677,005	714,871	679,822	682,248	0	682,248	682,248
61305 - ADMINISTRATIVE PERSONNEL	4,938	5,255	5,569	5,569	6,061	0	6,061	6,061
61401 - TEMPORARY PERSONNEL	9,260	0	0	0	0	0	0	0
61501 - REGULAR OVERTIME	53,602	65,763	49,244	40,964	48,994	0	48,994	48,994
61502 - DOUBLE OVERTIME	811	517	930	930	953	0	953	953
61508 - SUPERVISORY OVERTIME	2,849	2,849	3,848	3,848	3,848	0	3,848	3,848
61602 - STAND-BY PAY	28,605	28,887	28,270	28,944	28,270	0	28,270	28,270
61701 - HEALTH INSURANCE	264,989	304,639	347,045	342,082	348,411	0	348,411	348,411
61702 - DENTAL INSURANCE	16,520	16,741	17,399	16,624	21,458	0	21,458	21,458
61703 - RETIREMENT CONTRIBUTIONS	100,720	108,942	111,083	108,038	110,041	0	110,041	110,041
61704 - SOCIAL SECURITY	68,536	71,286	74,674	72,129	75,365	0	75,365	75,365
61705 - WORKERS COMPENSATION	7,829	17,927	18,884	17,955	16,240	0	16,240	16,240
61715 - RETIREMENT BENEFITS	(31,884)	58,792	0	0	0	0	0	0
61901 - RECRUITMENT	338	65	0	267	0	0	0	0
61000 - PERSONNEL SERVICES	1,344,784	1,541,919	1,559,190	1,557,772	1,564,785	0	1,564,785	1,564,785
62102 - PROFESSIONAL SERVICES	1,912	500	0	125	0	0	0	0
62103 - TECHNICAL SERVICES	4,952	2,643	8,675	10,875	10,875	0	10,875	10,875
62120 - LABORATORY SERVICES	9,229	14,436	12,661	15,823	12,661	0	12,661	12,661
62176 - CITY ADMIN CHARGE	640,675	665,472	678,472	678,472	620,643	0	620,643	620,643
62201 - JANITORIAL	4,633	4,160	8,672	8,672	8,672	0	8,672	8,672
62205 - PC REPLACEMENT CHARGE	1,847	2,640	2,890	2,890	2,281	0	2,281	2,281
62206 - PW FLEET CHARGE	111,665	117,372	123,174	123,174	130,284	0	130,284	130,284
62301 - OFFICE EQUIPMENT MAINT.	0	0	0	47	0	0	0	0
62306 - SOFTWARE MAINTENANCE	11,907	16,310	18,911	16,807	16,956	0	16,956	16,956
62310 - SAFETY PROGRAM MAINT.	10,065	12,333	11,545	12,327	11,545	0	11,545	11,545
62311 - EQUIPMENT MAINTENANCE	144,691	138,874	192,853	190,335	191,471	0	191,471	191,471
62314 - SYSTEMS MAINTENANCE	38,091	0	70,059	30,000	18,109	0	18,109	18,109
62316 - ESCO MAINTENANCE	6,246	4,842	7,798	7,798	8,032	0	8,032	8,032
62331 - ROAD AND STREET MAINT.	0	0	6,000	5,965	6,000	0	6,000	6,000
62350 - BUILDING MAINTENANCE	25,734	26,619	58,440	57,774	58,440	0	58,440	58,440
62370 - OTHER IMPROVEMNTS - MAINT	625	0	10,500	10,445	10,500	0	10,500	10,500
62371 - RIVER GAUGE STATION MAINT	8,290	8,290	19,465	19,465	11,175	0	11,175	11,175
62375 - PERMITS	234	275	0	150	150	0	150	150
62430 - TRAVEL	1,626	1,472	1,261	1,090	1,261	0	1,261	1,261
62435 - TRAINING	5,127	4,921	8,607	9,995	6,112	0	6,112	6,112
62436 - MEETINGS & DUES	1,468	1,693	1,335	1,335	1,335	0	1,335	1,335
62438 - LICENSES & CERTIFICATIONS	150	300	450	550	400	0	400	400
62448 - HAULING AND DISPOSAL	449,188	354,859	414,700	305,988	365,459	0	365,459	365,459
62501 - WATER	9,982	9,984	10,121	6,472	10,021	0	10,021	10,021
62502 - SEWER	0	0	2,500	2,500	2,500	0	2,500	2,500
62503 - ELECTRICITY	238,401	246,308	288,860	238,698	257,813	0	257,813	257,813
62504 - HEATING FUEL	38,589	45,899	55,083	53,541	55,083	0	55,083	55,083
62510 - TELEPHONE	8,510	8,578	8,463	8,472	8,463	0	8,463	8,463

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62512 - INDUSTRIAL PRE-TREATMENT	4,179	3,453	4,780	4,780	4,780	0	4,780	4,780
62601 - LAND RENTAL	148,240	150,312	154,178	154,178	159,189	0	159,189	159,189
62602 - OFFICE SPACE RENTAL	69,098	70,068	71,867	71,867	74,202	0	74,202	74,202
62604 - EQUIPMENT RENTAL	0	192	500	385	500	0	500	500
62606 - OTHER RENTALS	0	0	600	575	600	0	600	600
62701 - OFFICE SUPPLIES	3,770	2,912	3,670	3,667	3,670	0	3,670	3,670
62733 - TOOLS	734	2,044	750	774	250	0	250	250
62734 - MINOR EQUIPMENT	3,834	9,083	11,700	15,193	4,950	0	4,950	4,950
62735 - BUILDING MAINT. SUPPLIES	1,003	3,956	3,800	3,755	3,800	0	3,800	3,800
62736 - GROUNDS MAINT SUPPLIES	253	174	800	774	800	0	800	800
62737 - JANITORIAL SUPPLIES	0	474	350	344	350	0	350	350
62744 - MINOR COMPUTER EQUIPMENT	88	234	0	0	0	0	0	0
62755 - UNIFORMS	6,574	8,266	7,348	6,574	7,348	0	7,348	7,348
62760 - OPERATING SUPPLIES	15,812	22,701	101,339	107,135	42,551	0	42,551	42,551
62762 - LICENSES & PERMITS	726	835	1,000	980	1,000	0	1,000	1,000
62764 - CHEMICALS	432,020	406,167	392,478	303,762	392,478	0	392,478	392,478
65102 - INTEREST ON BONDED DEBT	126,047	121,801	130,988	130,979	151,842	0	151,842	151,842
65202 - INTEREST ON NOTES PAYABLE	131,102	116,004	123,626	123,626	85,808	0	85,808	85,808
66102 - CAPITALIZED EXPENDITURES	0	(7,675)	0	0	0	0	0	0
66105 - CLAIMS & JUDGEMENTS	0	1,100	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	287,478	287,478	301,100	301,100	301,100	0	301,100	301,100
66202 - DEPRECIATION - OTHER IMPR	547,259	549,950	555,150	555,150	555,100	0	555,100	555,100
66203 - DEPRECIATION - MACH/EQUIP	351,292	352,421	391,000	391,000	458,500	0	458,500	458,500
62000 - OPERATING EXPENDITURES	3,903,345	3,790,731	4,278,520	3,996,383	4,075,059	0	4,075,059	4,075,059
TOTAL	5,248,129	5,332,649	5,837,710	5,554,155	5,639,844	0	5,639,844	5,639,844

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

In FY20 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 the Pressure Reducing Valve (PRV) at the Water Treatment Facility for better control of the raw water coming into the plant from the reservoir; begin the implementation of the Watershed Management Plan; the replacement of the Drummer Hill water tank and pump station; Filter media replacement and repairs; predesign of Chapman, Blackbrook and 1.5 MGD water tanks.

FY19 Water Fund activities continued the Department’s focus on infrastructure and water quality improvement at the capital and operating budget levels. FY19 accomplishments included:

- Installed new online chlorine analyzer at the Water Treatment Facility
- Completed the Babbidge Dam improvements
- Continued progress toward completion of the Watershed Management Plan
- Completed repair of Blackbrook Water Storage Tank
- Cyanobacteria grant for water source protection
- Water asset management plan
- Water and Sewer rate study grant

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 2019/2020 OBJECTIVES:		STATUTE	CMP	VOICE
Complete the installation of the Drummer Hill Water Tank and Pump Station		SDWA	Infrastructure	I,C,E
Impliment monitoring plan for Cyanobacteria at reservoirs			Infrastructure	I,C,E
Finalize plans for Woodard Dam improvements			Infrastructure	C
Complete the water and sewer rate study			Infrastructure	C,E
METRICS:		FY18	FY19	FY20
Million gallons of water treated to meet drinking water standards		724	719	717
Number of water main breaks/ service leaks/repairs		76	60	65
Number of fire hydrants exercised		156	475	500
Number of water meters changed (out of 9,200 total)		264	400	400
Number of kilowatts of electricity used in water fund sites		925,929	702,626	557,789
Percent of non-metered water		18	15	13
Number of water quality/discolored water complaints		9	25	10

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

	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
REVENUES								
Taxes	\$106,600	\$100,228	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	3,510,359	3,903,050	4,086,063	4,097,898	4,208,645	4,208,645	4,334,904	4,464,951
Miscellaneous	30,253	42,908	17,500	17,500	17,500	17,500	17,631	17,763
Donations (Railroad Land Infra.)								
Use Of (Addition To) Surplus			(77,278)					
TOTAL REVENUES	\$3,647,212	\$4,046,186	\$4,026,285	\$4,115,398	\$4,226,145	\$4,226,145	\$4,352,535	\$4,482,714
EXPENSES								
Water Administration	\$1,631,071	\$1,543,959	\$1,630,914	\$1,560,849	\$1,732,946	\$1,732,946	\$1,776,270	\$1,829,558
Water Main & Trench Repairs	199,827	182,696	226,232	221,727	226,115	226,115	\$231,768	\$238,721
Water Supply	155,936	177,060	180,088	212,651	200,380	200,380	\$205,390	\$211,551
Hydrants	128,225	105,051	135,014	122,568	133,902	133,902	\$137,250	\$141,367
Meters	386,269	409,642	450,041	421,757	452,230	452,230	\$463,536	\$477,442
Water Services	51,936	70,915	46,750	44,720	48,390	48,390	\$49,600	\$51,088
Water Treatment Facility	824,903	843,760	937,604	843,488	896,402	896,402	\$918,812	\$946,376
Laboratory	212,563	195,803	234,078	205,658	186,146	186,146	\$190,800	\$196,524
Maintenance	131,749	152,864	185,564	178,823	151,781	151,781	\$155,576	\$160,243
Capital Program Expense	207,032	188,445						
TOTAL EXPENSES	\$3,929,512	\$3,870,196	\$4,026,285	\$3,812,241	\$4,028,292	\$4,028,292	\$4,128,999	\$4,252,869
NET REVENUE (EXPENSE)	(\$282,300)	\$175,990	(\$0)	\$303,157	\$197,853	\$197,853	\$223,536	\$229,845

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 16/17	PROGRAM FY 17/18	PROGRAM FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
<u>CAPITAL PROGRAM</u>							
Reserve: Water Treatment Facility	\$50,000	\$150,000	\$115,000	\$85,000	\$85,000	\$155,000	\$155,000
Reserve: Water Infrastructure	450,000	650,000	575,000	675,000	675,000	700,000	700,000
Black Brook Storage Tank				5,000	5,000	0	30,000
Bridge Main Improvements							
Chapman Rd Storage Tank	146,896			25,000	25,000		54,449
Water Distribution Improvements			1,127,257				107,812
Chlorine Injection Systems							
Dam Improvements	1,743,119			1,797,030	1,797,030		
Drummer Hill Tank Improvements							
Fox Ave / Glenn Rd Pump Station				42,892	42,892		
Watershed Management							
Water Main - Bridge Improvements		40,000	38,300				47,300
Water Mains - State By-Pass Project			250,500				
Water Main Lining and Cleaning	225,102	231,855	268,325	544,000	544,000	174,800	356,500
Water Supply Master Plan				100,000	100,000		
Water Tank Mixers	85,406	47,872	90,508	93,200	93,200	96,000	98,900
Water Valve Replacement				75,000	75,000		
Wellfield Evaluation/Upgrades				90,041	90,041		343,667
WTF 1.5 MG Storage Tank		35,000					
WTF 3 MG Storage Tank							
WTF Instrumentation Upgrade			49,522				
WTF Laboratory Equipment							
WTF Filter Media Replacement				191,466	191,466		203,126
WTF PLC Replacement							
WTF Pressure Reduction Valve	15,590		86,058				
SUBTOTAL - APPROPRIATION	\$2,716,113	\$1,154,727	\$2,600,470	\$3,723,629	\$3,723,629	\$1,100,800	\$2,096,754
USE OF CAPITAL RESERVE	1,012,486	75,000	924,380	429,399	429,399		786,354
OTHER FUNDING SOURCES	893,119			1,717,030	1,717,030		
NET CAPITAL PROGRAM	\$810,508	\$1,079,727	\$1,676,090	\$1,577,200	\$1,577,200	\$1,100,800	\$1,310,400

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

Projected Annual Cash Surplus (Deficit) for Operations and Capital Program

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	\$962,376	\$962,376	\$979,000	\$979,000
State Aid Grant Principal Payments				
Subtract: Debt Svc Principal (see Note 3)	(188,583)	(188,583)	(277,547)	(280,210)
Tfrs to Capital Reserve (see Note 3)	(760,000)	(760,000)	(830,000)	(855,000)
Capital Outlays (see Note 3)	(817,200)	(817,200)	(270,800)	(455,400)
Projected Annual Cash Surplus (Deficit)	(\$605,554)	(\$605,554)	(\$175,811)	(\$381,765)

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	\$	97.20	\$	73.40
(water and sewer)		7.28%		5.13%
Water	\$	43.20	\$	32.36
		7.92%		5.50%
				48.60
				3.23%
				16.20
				3.23%

CITY OF KEENE, NEW HAMPSHIRE
FY2019/2020 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 2019/2020</u>	<u>INTEREST 2019/2020</u>	<u>PRINCIPAL BALANCE 06/30/20</u>
Babbidge Reservoir Dam Repairs	9/15/2016	9/15/1936	avg 1.85%	850,000	45,000	26,500	715,000
Woodward Pond Dam	est 2020	2040	est 4.75%	1,727,000	0	41,016	1,727,000
				\$ 2,577,000	\$ 45,000	\$ 67,516	\$ 2,442,000
ARRA loan through NH-DES - FY 10 Infrastructure	9/1/2012	9/1/2021	1.94%	666,379	72,349	4,293	148,936
ARRA loan through NH-DES - FY 09 Infrastructure	8/30/2013	11/1/2022	1.70%	655,395	71,234	4,969	221,050
Authorized, Unissued:							
N/A							\$ -
Unauthorized, Unissued:							
							\$ -
Anticipated, FY19/20:							
Woodward Pond Dam						R-2019-21	\$ 1,727,000
Total Anticipated Bond Issue - new							\$ 1,727,000

CALCULATION OF WATER FUND DEBT LIMIT AND BORROWING CAPACITY

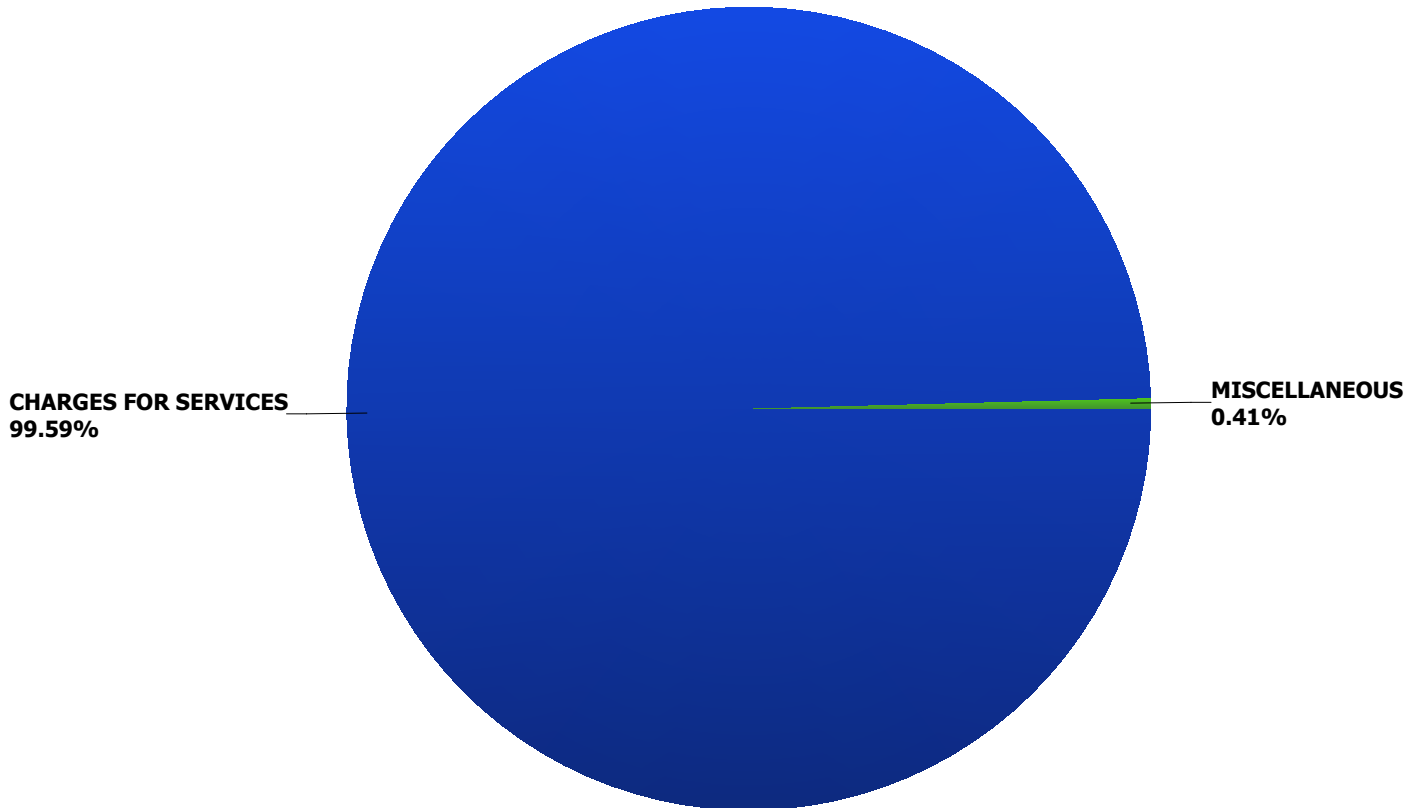
Debt Limit on 07/01/19 computed at 10% of 2018 equalized assessed value at \$1,827,082,043 per RSA 33:4-a	\$ 182,708,204
LESS: outstanding principal balance @ 07/01/19	(3,186,584)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	N/A
WATER FUND BORROWING CAPACITY FOR FY19/20	\$ 179,521,620

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Summary**

WATER FUND

Revenue Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41000 - TAXES	106,600	100,228	0	0	0	0
44000 - CHARGES FOR SERVICES	3,510,359	3,903,050	4,086,063	4,097,898	4,208,645	4,208,645
46000 - MISCELLANEOUS	31,632	77,171	17,500	17,500	17,500	17,500
47000 - OTHER FINANCING SOURCES	(1,406)	(34,291)	(77,278)	0	(197,853)	(197,853)
48000 - PROCEEDS LONG TRM FINANCE	28	28	0	0	0	0
TOTAL	3,647,212	4,046,186	4,026,285	4,115,398	4,028,292	4,028,292

Fiscal Year 2019-2020 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
- 46203 - **DONATIONS:** money received from donations

OTHER FINANCING SOURCES

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

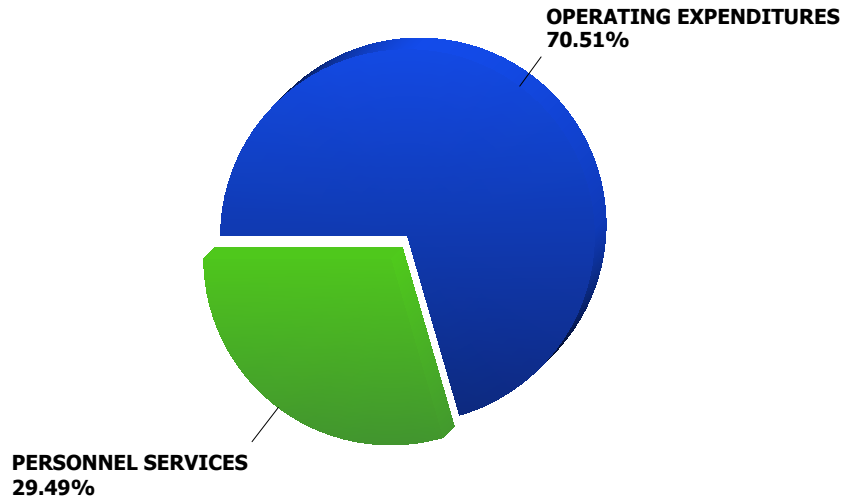
WATER FUND

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
41125 - TAX INCREMENT FINANCING	106,600	100,228	0	0	0	0
41000 - TAXES	106,600	100,228	0	0	0	0
44101 - WATER SALES	3,261,821	3,655,966	3,839,063	3,800,000	3,956,650	3,956,650
44102 - WATER SERVICES	12,600	11,546	11,000	62,000	11,330	11,330
44103 - FIRE PROTECTION	155,076	155,041	155,500	155,400	160,165	160,165
44104 - HYDRANT RENTAL	80,862	80,498	80,500	80,498	80,500	80,500
44000 - CHARGES FOR SERVICES	3,510,359	3,903,050	4,086,063	4,097,898	4,208,645	4,208,645
46101 - INTEREST EARNINGS	31,592	77,274	17,500	17,500	17,500	17,500
46103 - INTEREST: A/R	40	(103)	0	0	0	0
46000 - MISCELLANEOUS	31,632	77,171	17,500	17,500	17,500	17,500
47001 - USE(ADDITION) TO SURPLUS	0	0	(176,793)	0	(197,853)	(197,853)
47005 - GAIN/LOSS ON INVESTMENTS	0	0	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	(1,406)	(34,291)	0	0	0	0
47007 - USE OF SURPLUS: CARRYOVER	0	0	99,515	0	0	0
47000 - OTHER FINANCING SOURCES	(1,406)	(34,291)	(77,278)	0	(197,853)	(197,853)
48104 - AMORT OF REFI PREMIUM	28	28	0	0	0	0
48000 - PROCEEDS LONG TRM FINANCE	28	28	0	0	0	0
TOTAL	3,647,212	4,046,186	4,026,285	4,115,398	4,028,292	4,028,292

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Fund**

WATER FUND

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	1,052,241	1,069,622	1,177,304	986,238	1,186,429	1,688	1,188,117	1,188,117
62000 - OPERATING EXPENDITURES	2,670,239	2,612,128	2,848,981	2,826,003	2,838,775	1,400	2,840,175	2,840,175
Fund Total	3,722,480	3,681,751	4,026,285	3,812,241	4,025,204	3,088	4,028,292	4,028,292



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
05000	61303	MAINTENANCE MANAGER	0.04	3,548
	61303	OPERATIONS MANAGER/WTP	0.02	1,664
	61303	WATER & SEWER SUPERINTEND	0.50	39,513
05000	61304	ADMINISTRATIVE ASST	0.12	5,594
05000	61304	CIVIL ENGINEER	1.00	77,189
05006	61303	OPERATIONS MANAGER/WTP	0.96	75,851
		OPERATIONS MANAGER/WWTP	0.08	6,626
05007	61303	LAB MGR	0.50	39,337
	61304	LABORATORY TECHNICIAN	0.33	18,347
05008	61303	MAINTENANCE MANAGER	0.21	18,682
AFSCME	613**			354,137
		MAINT AIDE I	0.31	
		MAINT MECHANIC	0.17	
		MAINT TECH I, II	0.34	
		MOTOR EQUIP OP I, II	0.98	
		UTILITY OPERATOR	1.00	
		W&S FOREMAN	0.52	
		W/S SERVICE AIDE I,II	3.53	
		WATER METER TECH	2.00	
TOTAL			12.61	640,489

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

WATER FUND

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61303 - SUPERVISORY PERSONNEL	146,456	147,803	151,129	82,911	185,221	0	185,221	185,221
61304 - GENERAL PERSONNEL	446,131	497,106	524,637	489,545	488,726	0	488,726	488,726
61305 - ADMINISTRATIVE PERSONNEL	4,558	4,851	5,141	5,141	5,594	0	5,594	5,594
61307 - PART TIME EMPLOYEES	0	0	0	0	0	1,550	1,550	1,550
61401 - TEMPORARY PERSONNEL	9,260	0	10,550	5,141	5,141	0	5,141	5,141
61501 - REGULAR OVERTIME	40,226	43,854	35,864	37,933	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	22,565	21,793	23,748	23,711	23,748	0	23,748	23,748
61609 - STIPEND	4,194	4,160	4,160	4,160	0	0	0	0
61701 - HEALTH INSURANCE	180,110	215,392	250,860	192,604	275,599	0	275,599	275,599
61702 - DENTAL INSURANCE	11,103	11,560	12,789	10,279	16,557	0	16,557	16,557
61703 - RETIREMENT CONTRIBUTIONS	73,383	82,661	85,393	75,448	81,073	0	81,073	81,073
61704 - SOCIAL SECURITY	50,329	54,136	57,080	47,464	55,525	119	55,644	55,644
61705 - WORKERS COMPENSATION	5,863	13,876	14,104	10,050	11,530	19	11,550	11,550
61715 - RETIREMENT BENEFITS	56,703	(28,484)	0	0	0	0	0	0
61901 - RECRUITMENT	510	65	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,052,241	1,069,622	1,177,304	986,238	1,186,429	1,688	1,188,117	1,188,117
62102 - PROFESSIONAL SERVICES	0	12,157	7,995	16,392	3,000	0	3,000	3,000
62103 - TECHNICAL SERVICES	16,540	13,266	13,590	17,190	17,190	0	17,190	17,190
62120 - LABORATORY SERVICES	19,972	24,619	26,484	20,851	25,484	0	25,484	25,484
62121 - MONITORING/INSPECTIONS	27,004	3,402	34,800	24,907	34,800	0	34,800	34,800
62176 - CITY ADMIN CHARGE	435,357	457,524	467,094	415,200	485,804	0	485,804	485,804
62205 - PC REPLACEMENT CHARGE	2,587	3,780	2,776	2,776	3,276	0	3,276	3,276
62206 - PW FLEET CHARGE	174,615	183,888	193,577	193,579	203,235	1,400	204,635	204,635
62208 - TAXES	78,307	80,614	82,817	82,817	87,785	0	87,785	87,785
62305 - COPIER MAINTENANCE	1,288	861	1,234	1,144	1,234	0	1,234	1,234
62306 - SOFTWARE MAINTENANCE	13,866	17,932	18,984	17,853	15,384	0	15,384	15,384
62310 - SAFETY PROGRAM MAINT.	2,813	3,961	3,200	2,550	3,200	0	3,200	3,200
62311 - EQUIPMENT MAINTENANCE	96,139	113,526	122,091	122,027	86,142	0	86,142	86,142
62313 - REPAIRS & MAINTENANCE	6,260	0	0	0	0	0	0	0
62314 - SYSTEMS MAINTENANCE	3,101	0	4,990	4,856	4,990	0	4,990	4,990
62316 - ESCO MAINTENANCE	6,246	4,842	7,798	7,798	8,032	0	8,032	8,032
62317 - EQUIPMENT REPAIR	0	30	0	0	0	0	0	0
62331 - ROAD AND STREET MAINT.	788	3,203	10,000	6,000	10,000	0	10,000	10,000
62340 - GROUNDS MAINTENANCE	0	0	5,300	5,300	0	0	0	0
62350 - BUILDING MAINTENANCE	5,936	4,716	31,224	26,194	11,224	0	11,224	11,224
62375 - PERMITS	450	300	150	360	150	0	150	150
62430 - TRAVEL	327	210	468	448	468	0	468	468
62435 - TRAINING	5,648	6,273	10,827	10,240	8,077	0	8,077	8,077
62436 - MEETINGS & DUES	3,485	3,941	3,313	3,777	3,313	0	3,313	3,313
62438 - LICENSES & CERTIFICATIONS	620	1,524	300	140	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	8,878	7,961	6,630	6,567	6,630	0	6,630	6,630
62448 - HAULING AND DISPOSAL	0	0	0	0	850	0	850	850
62501 - WATER	515	350	580	415	580	0	580	580

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
62502 - SEWER	135,556	128,223	159,850	156,612	159,850	0	159,850	159,850
62503 - ELECTRICITY	110,313	124,749	93,428	135,724	113,024	0	113,024	113,024
62504 - HEATING FUEL	10,763	12,891	11,458	11,458	11,458	0	11,458	11,458
62510 - TELEPHONE	7,613	7,214	6,706	8,355	7,230	0	7,230	7,230
62512 - INDUSTRIAL PRE-TREATMENT	164	164	360	360	360	0	360	360
62602 - OFFICE SPACE RENTAL	69,098	70,068	71,867	71,867	74,202	0	74,202	74,202
62604 - EQUIPMENT RENTAL	0	290	1,000	850	1,000	0	1,000	1,000
62701 - OFFICE SUPPLIES	1,445	1,726	1,625	1,674	1,625	0	1,625	1,625
62733 - TOOLS	3,725	3,513	3,900	3,886	3,900	0	3,900	3,900
62734 - MINOR EQUIPMENT	15,562	5,002	8,585	8,572	4,700	0	4,700	4,700
62735 - BUILDING MAINT. SUPPLIES	564	239	994	1,032	994	0	994	994
62736 - GROUNDS MAINT SUPPLIES	50	402	500	887	500	0	500	500
62737 - JANITORIAL SUPPLIES	0	0	100	100	100	0	100	100
62744 - MINOR COMPUTER EQUIPMENT	0	114	0	0	0	0	0	0
62755 - UNIFORMS	3,547	4,030	4,000	3,854	4,000	0	4,000	4,000
62760 - OPERATING SUPPLIES	232,633	198,472	258,217	254,938	248,267	0	248,267	248,267
62762 - LICENSES & PERMITS	5,318	4,506	5,200	2,050	5,200	0	5,200	5,200
62764 - CHEMICALS	107,357	102,387	146,064	155,988	141,163	0	141,163	141,163
65102 - INTEREST ON BONDED DEBT	29,234	32,382	11,830	11,830	67,516	0	67,516	67,516
65202 - INTEREST ON NOTES PAYABLE	17,400	14,640	28,075	27,085	9,262	0	9,262	9,262
66104 - LOSS ON FIXED ASSETS	42,021	0	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	114,278	104,903	117,000	117,000	111,018	0	111,018	111,018
66202 - DEPRECIATION - OTHER IMPR	647,156	642,886	656,000	656,500	658,282	0	658,282	658,282
66203 - DEPRECIATION - MACH/EQUIP	205,699	204,447	206,000	206,000	193,076	0	193,076	193,076
62000 - OPERATING EXPENDITURES	2,670,239	2,612,128	2,848,981	2,826,003	2,838,775	1,400	2,840,175	2,840,175
TOTAL	3,722,480	3,681,751	4,026,285	3,812,241	4,025,204	3,088	4,028,292	4,028,292

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

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

As part of an ongoing effort toward sustainable funding for the replacement of the City's equipment and vehicles in FY19, Fleet staff works closely with the Finance Department to ensure adequate funding, and with each Department to scheduled replacements, ensuring the replacement vehicle is suitable for the identified need.

In FY20, it is expected that fuel prices will rise slightly from FY19 prices. Fleet Services uses data from the U.S. Department of Energy and other online sources to forecast fuel pricing. The budget is based on an average (diesel and gasoline) price of \$2.73 (compared to \$2.64 per gallon in FY19) per gallon for fuel. The City does not pay Federal gas tax, reducing the price by approximately \$0.18 per gallon as compared with commercial stations. The Division will continue to track fuel prices and usage closely and will work with Fleet Division customers to manage changing conditions and increase fuel efficiency while reducing fuel expenses wherever possible.

Background

The Fleet Division is responsible for the procurement, maintenance, and repair of the City's vehicle and equipment fleet which includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 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 operates with established policies, evaluation, recommendations, and validation for the City's vehicle and equipment replacement program.

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

The Fleet Services Division tracks shop rates from area heavy duty and light duty vehicle shop rates to compare the City's performance against the private sector. The City's shop rate is \$114 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 \$94 per hour rate, and area shops that service heavy duty vehicles range in the \$140 per hour rate. The \$114 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 Operations Manager in close consultation with the Receiving Department. 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 four years with City Council approval, the Fleet Services Division along with the City's Purchasing Agent oversaw a change in the purchasing policies to enable Fleet Services to purchase "new" used and "demo" vehicles when appropriate opportunities arise at a much lower price. In FY 19 the Division added several used attachments such as a stainless steel sander insert to replace a rotted steel insert, and a pusher and forks for the Toolcat for use in downtown maintenance and beautification. The Fleet Services Division maintains a recently procured asphalt reclaimer to complement the Highway Division's milling machine which has improved 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 2019/2020 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:	FY18	FY19	FY20
Staff training hours (goal/actual)	170	150/150	150/150
% Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time	99%	98%	99%
% Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime	80%-20%	80%-20%	80%-20%
% Completion of preventative work orders on schedule (goal/actual)	91%	90%/91%	90%

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

	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
<u>REVENUES</u>								
Charges for Services	2,311,293	2,367,654	2,478,689	2,449,806	2,511,295	2,511,295	2,650,249	2,739,876
Miscellaneous	23,286	40,381	6,331	21,482	4,495	4,495	2,529	2,555
Use of (Addition to) Surplus			(163,201)		(128,987)	(128,987)		
TOTAL REVENUES	\$2,334,579	\$2,408,035	\$2,321,819	\$2,471,288	\$2,386,803	\$2,386,803	\$2,652,778	\$2,742,431
<u>EXPENSES</u>								
Fleet Management	\$2,089,989	\$2,247,508	\$2,321,819	\$2,077,932	\$2,386,803	\$2,386,803	\$2,388,472	\$2,443,608
Capital Program Expense	\$7,726	\$5,223		2,649				
TOTAL EXPENSE	\$2,097,715	\$2,252,731	\$2,321,819	\$2,080,581	\$2,386,803	\$2,386,803	\$2,388,472	\$2,443,608
NET REVENUE (EXPENSE)	\$236,864	\$155,304	\$0	\$390,707	\$0	\$0	\$264,306	\$298,823

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 16/17	PROGRAM FY 17/18	PROGRAM FY 18/19	DEPT REQ FY 19/20	CITY MGR FY 19/20	PROJECTED FY 20/21	PROJECTED FY 21/22
CAPITAL PROGRAM							
Reserve: Equipment Replacement	\$575,000	\$645,000	\$665,000	\$665,000	\$665,000	\$700,000	\$700,000
Equipment Replacement	893,451	731,752	751,341	717,743	717,743	812,356	627,576
SUBTOTAL - APPROPRIATION	\$1,468,451	\$1,376,752	\$1,416,341	\$1,382,743	\$1,382,743	\$1,512,356	\$1,327,576
USE OF CAPITAL RESERVE	893,451	731,752	751,341	717,743	717,743	812,356	627,576
NET CAPITAL PROGRAM	\$575,000	\$645,000	\$665,000	\$665,000	\$665,000	\$700,000	\$700,000

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)					\$390,000	\$400,000	\$400,000
Tfrs to Capital Reserve (see Note 3)					0	0	0
Capital Outlays (see Note 3)					(665,000)	(700,000)	(700,000)
<i>Projected Annual Cash Surplus (Deficit)</i>					0	0	0
<i>Projected Operating Cash Balance</i>					(\$146,013)	(\$35,694)	(\$1,177)
					\$484,507	\$448,813	\$447,636
					3.50%	3.50%	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.

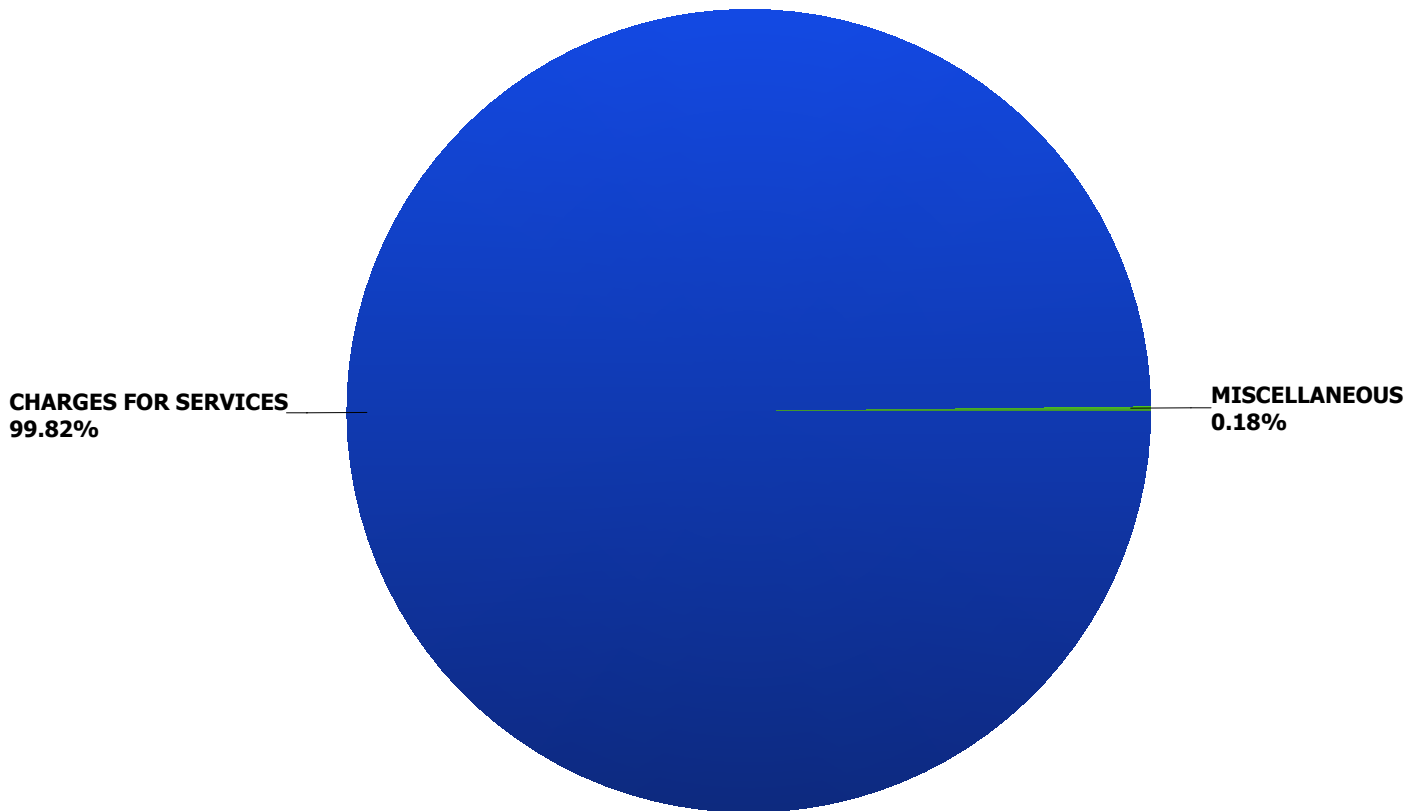
Note 3: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget
Summary**

FLEET MANAGEMENT FUND

Revenue Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
44000 - CHARGES FOR SERVICES	2,311,293	2,367,654	2,478,689	2,449,806	2,511,295	2,511,295
46000 - MISCELLANEOUS	23,780	47,395	6,331	21,482	4,495	4,495
47000 - OTHER FINANCING SOURCES	(493)	(7,014)	(163,201)	0	(128,987)	(128,987)
TOTAL	2,334,579	2,408,035	2,321,819	2,471,288	2,386,803	2,386,803

Fiscal Year 2019-2020 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
- 46103 - **INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old
- 46203 - **DONATIONS:** money received from donations

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

OTHER FINANCING SOURCES

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Revenue Budget**

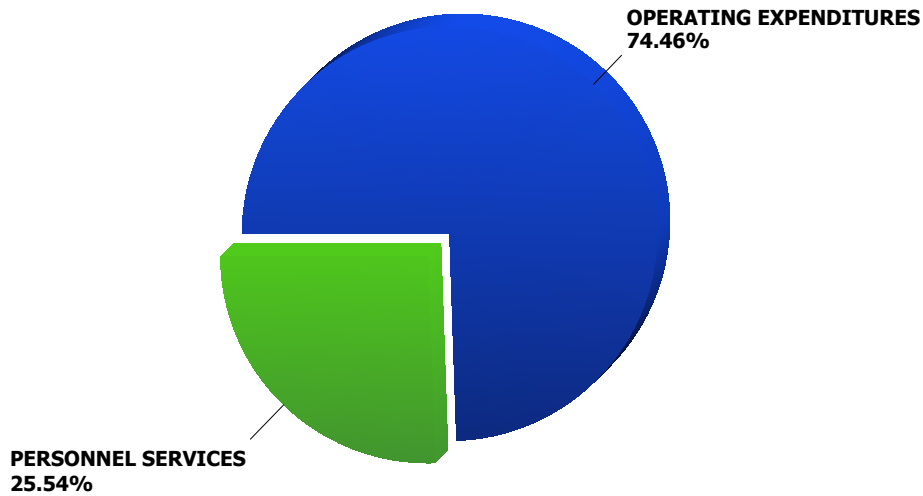
FLEET MANAGEMENT FUND

Account Title	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Request	2019-2020 Manager Recommended
44109 - DIRECT REIMBURSEMENT	79,293	58,563	79,995	64,014	64,000	64,000
44112 - EQUIPMENT CHARGES	43,399	32,126	41,592	28,690	29,000	29,000
44128 - FLEET CHARGES	2,188,601	2,276,965	2,357,102	2,357,102	2,418,295	2,418,295
44000 - CHARGES FOR SERVICES	2,311,293	2,367,654	2,478,689	2,449,806	2,511,295	2,511,295
46101 - INTEREST EARNINGS	4,913	16,552	4,495	4,420	4,495	4,495
46203 - DONATIONS	7,000	0	0	0	0	0
46206 - INSURANCE PAYMENTS	10,066	6,933	0	17,062	0	0
47303 - SALE OF SURPLUS EQUIPMNT	1,800	23,910	1,836	0	0	0
46000 - MISCELLANEOUS	23,780	47,395	6,331	21,482	4,495	4,495
47001 - USE(ADDITION) TO SURPLUS	0	0	(179,712)	0	(128,987)	(128,987)
47006 - UNREALIZED GAIN/LOSS	(493)	(7,014)	0	0	0	0
47007 - USE OF SURPLUS: CARRYOVER	0	0	16,511	0	0	0
47000 - OTHER FINANCING SOURCES	(493)	(7,014)	(163,201)	0	(128,987)	(128,987)
TOTAL	2,334,579	2,408,035	2,321,819	2,471,288	2,386,803	2,386,803

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Summary by Fund**

FLEET MANAGEMENT FUND

Budget Category	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61000 - PERSONNEL SERVICES	529,863	572,204	600,162	523,621	604,101	5,481	609,582	609,582
62000 - OPERATING EXPENDITURES	1,560,126	1,675,303	1,721,657	1,554,311	1,753,169	24,052	1,777,221	1,777,221
Fund Total	2,089,989	2,247,508	2,321,819	2,077,932	2,357,270	29,533	2,386,803	2,386,803



Staffing Summary (regular full and part time only)

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
11000	61304	FLEET SVC OPER MGR	1.00	75,846
		FLEET SVS ADMIN COORD	1.00	48,061
	61305	ADMINISTRATIVE ASSISTANT	0.25	11,655
AFSCME	61***			214,763
		MECHANIC II	4.00	
TOTAL			6.25	350,325

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

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

FLEET MANAGEMENT FUND

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
61304 - GENERAL PERSONNEL	311,624	310,292	328,468	306,421	334,136	4,534	338,670	338,670
61305 - ADMINISTRATIVE PERSONNEL	9,496	10,106	10,710	9,929	11,655	0	11,655	11,655
61401 - TEMPORARY PERSONNEL	0	3,336	0	0	0	0	0	0
61501 - REGULAR OVERTIME	9,326	17,765	22,907	12,638	23,594	0	23,594	23,594
61602 - STAND-BY PAY	12,845	12,740	16,922	11,830	17,430	0	17,430	17,430
61609 - STIPEND	4,194	4,160	4,160	4,160	4,160	0	4,160	4,160
61701 - HEALTH INSURANCE	100,013	116,110	127,457	99,634	123,300	0	123,300	123,300
61702 - DENTAL INSURANCE	6,781	6,876	7,256	6,929	8,138	0	8,138	8,138
61703 - RETIREMENT CONTRIBUTIONS	38,828	40,406	44,077	39,229	43,672	506	44,178	44,178
61704 - SOCIAL SECURITY	25,553	26,091	29,631	25,400	29,910	347	30,257	30,257
61705 - WORKERS COMPENSATION	3,086	7,307	8,573	7,451	8,106	94	8,200	8,200
61715 - RETIREMENT BENEFITS	8,117	16,911	0	0	0	0	0	0
61901 - RECRUITMENT	0	104	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	529,863	572,204	600,162	523,621	604,101	5,481	609,582	609,582
62120 - LABORATORY SERVICES	486	458	300	300	300	0	300	300
62176 - CITY ADMIN CHARGE	284,632	272,484	278,146	278,146	302,646	0	302,646	302,646
62201 - JANITORIAL	4,527	826	2,766	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	1,551	1,656	1,450	1,450	1,791	0	1,791	1,791
62206 - PW FLEET CHARGE	76,615	70,392	68,930	68,930	72,081	0	72,081	72,081
62304 - COMMUNICATIONS EQP MAINT.	0	0	2,500	2,500	2,500	0	2,500	2,500
62310 - SAFETY PROGRAM MAINT.	1,535	1,565	1,250	1,250	1,250	0	1,250	1,250
62316 - ESCO MAINTENANCE	3,123	2,421	3,000	3,000	3,000	0	3,000	3,000
62350 - BUILDING MAINTENANCE	13,888	9,343	26,505	26,500	12,000	0	12,000	12,000
62370 - OTHER IMPROVEMNTS - MAINT	2,115	0	1,900	1,900	1,900	0	1,900	1,900
62407 - VEHICLE INSURANCE	68,627	63,427	61,051	61,501	61,051	0	61,051	61,051
62435 - TRAINING	4,871	4,980	6,000	4,000	6,000	0	6,000	6,000
62436 - MEETINGS & DUES	306	466	1,500	1,000	1,500	0	1,500	1,500
62501 - WATER	1,423	726	1,891	1,592	1,891	0	1,891	1,891
62502 - SEWER	3,089	2,004	1,840	1,840	1,840	0	1,840	1,840
62503 - ELECTRICITY	9,600	9,988	7,700	8,134	7,700	0	7,700	7,700
62504 - HEATING FUEL	27,320	28,676	29,908	30,051	31,403	0	31,403	31,403
62510 - TELEPHONE	2,378	2,530	3,500	1,576	7,500	0	7,500	7,500
62603 - BUILDING RENTAL	82,117	83,268	85,407	85,407	85,407	0	85,407	85,407
62701 - OFFICE SUPPLIES	1,436	2,157	1,955	750	1,995	0	1,995	1,995
62720 - REPAIR PARTS	274,374	277,135	307,956	234,922	305,461	24,052	329,513	329,513
62721 - ACCIDENT REPAIR	0	12,829	13,390	2,000	13,390	0	13,390	13,390
62733 - TOOLS	8,965	3,812	4,000	4,000	4,000	0	4,000	4,000
62755 - UNIFORMS	4,891	5,782	5,300	4,378	5,300	0	5,300	5,300
62760 - OPERATING SUPPLIES	17,027	19,353	14,000	14,000	14,000	0	14,000	14,000
62761 - SOFTWARE	2,413	5,580	4,500	4,500	4,500	0	4,500	4,500
62769 - GASOLINE AND DIESEL FUEL	232,626	264,349	313,206	258,590	335,957	0	335,957	335,957
62770 - OIL AND LUBRICANTS	14,058	19,982	20,806	7,494	20,806	0	20,806	20,806
62772 - TIRES	35,527	56,274	49,000	49,000	49,000	0	49,000	49,000
63414 - SHOP EQUIPMENT	9,713	8,687	7,000	5,600	7,000	0	7,000	7,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Summary by Account**

Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
66104 - LOSS ON FIXED ASSETS	0	79,304	0	0	0	0	0	0
66203 - DEPRECIATION - MACH/EQUIP	370,893	364,852	395,000	390,000	390,000	0	390,000	390,000
62000 - OPERATING EXPENDITURES	1,560,126	1,675,303	1,721,657	1,554,311	1,753,169	24,052	1,777,221	1,777,221
TOTAL	2,089,989	2,247,508	2,321,819	2,077,932	2,357,270	29,533	2,386,803	2,386,803

This Page Left Blank Intentionally

Cost Center Detail

Title	Page
City Clerk	228-229
City Manager	230
Community Development	231-233
Finance Department (incl. Human Svcs)	234-236
Fire Department	237-240
Library Department	241
Parks, Recreation & Facilities (incl. Youth Svcs)	242-249
Police Department	250-252
Public Works Department	253-259
Parking Fund	260-261
Solid Waste Fund	262-264
Sewer Fund	265-269
Water Fund	270-274

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

CITY CLERK

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00200 - CITY CLERK	61202 - CITY CLERK	103,448	104,672	107,027	107,027	107,850	0	107,850	107,850
	61305 - ADMINISTRATIVE PERSONNEL	108,386	111,539	116,061	116,061	118,172	0	118,172	118,172
	61307 - PART TIME EMPLOYEES	41,637	46,159	49,348	49,348	49,728	0	49,728	49,728
	61501 - REGULAR OVERTIME	77	0	0	0	0	0	0	0
	61530 - OT:STRAIGHT TIME	51	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	56,475	60,255	65,817	65,817	66,820	0	66,820	66,820
	61702 - DENTAL INSURANCE	3,305	3,276	3,324	3,324	3,690	0	3,690	3,690
	61703 - RETIREMENT CONTRIBUTIONS	23,685	24,605	25,565	25,565	25,247	0	25,247	25,247
	61704 - SOCIAL SECURITY	19,128	19,667	20,841	20,841	21,095	0	21,095	21,095
	61705 - WORKERS COMPENSATION	166	398	437	437	371	0	371	371
	61901 - RECRUITMENT	471	353	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	356,828	370,923	388,420	388,420	392,973	0	392,973	392,973
	62205 - PC REPLACEMENT CHARGE	1,442	1,440	1,889	1,889	1,377	0	1,377	1,377
	62301 - OFFICE EQUIPMENT MAINT.	41	0	0	0	0	0	0	0
	62425 - ADVERTISING	170	152	300	268	290	0	290	290
	62435 - TRAINING	1,439	1,472	1,310	1,310	1,634	0	1,634	1,634
	62436 - MEETINGS & DUES	611	1,004	825	825	835	0	835	835
	62498 - USE OF TRUST FUNDS	9	348	350	350	200	0	200	200
	62510 - TELEPHONE	1,539	1,567	1,930	1,930	1,710	0	1,710	1,710
	62701 - OFFICE SUPPLIES	2,068	1,630	2,184	2,184	1,429	0	1,429	1,429
	62710 - POSTAGE	1,262	843	2,399	2,399	1,707	0	1,707	1,707
	62715 - BOOKS AND PERIODICALS	56	273	325	325	394	0	394	394
	62761 - SOFTWARE	0	0	4,250	4,250	5,250	0	5,250	5,250
	62762 - LICENSES & PERMITS	621	541	655	655	700	0	700	700
	62000 - OPERATING EXPENDITURES	9,259	9,271	16,417	16,385	15,526	0	15,526	15,526
	00200 - CITY CLERK	366,087	380,195	404,837	404,805	408,499	0	408,499	408,499
00201 - CITY CLERK ELECTIONS	61307 - PART TIME EMPLOYEES	4,946	4,602	4,696	7,343	4,696	10,500	15,196	15,196
	61704 - SOCIAL SECURITY	378	352	359	562	359	803	1,162	1,162
	61705 - WORKERS COMPENSATION	3	7	8	12	6	14	20	20
	61000 - PERSONNEL SERVICES	5,327	4,961	5,062	7,917	5,061	11,317	16,378	16,378
	62107 - ELECTIONS	15,526	13,831	14,115	12,021	13,310	9,850	23,160	23,160
	62205 - PC REPLACEMENT CHARGE	109	108	204	204	108	0	108	108
	62301 - OFFICE EQUIPMENT MAINT.	3,434	3,049	2,776	2,776	2,700	1,000	3,700	3,700
	62416 - PRINTING	3,294	5,734	3,700	3,852	3,700	3,000	6,700	6,700
	62425 - ADVERTISING	206	342	420	445	420	280	700	700
	62450 - POLLING STATIONS SET UP	2,027	974	1,610	952	2,510	0	2,510	2,510
	62606 - OTHER RENTALS	0	0	1,000	1,125	0	1,500	1,500	1,500
	62701 - OFFICE SUPPLIES	987	557	370	1,072	370	600	970	970
	62710 - POSTAGE	1,985	2,756	1,546	800	1,546	1,000	2,546	2,546
	62760 - OPERATING SUPPLIES	0	0	300	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	27,569	27,352	26,041	23,247	24,664	17,230	41,894	41,894
00201 - CITY CLERK ELECTIONS	32,896	32,312	31,103	31,163	29,725	28,547	58,272	58,272	
00202 - CITY CLERK ARCHIVES	61302 - ASST DEPARTMENT HEAD	68,412	70,554	70,780	70,780	71,333	0	71,333	71,333
	61701 - HEALTH INSURANCE	20,915	22,758	23,889	23,889	24,293	0	24,293	24,293
	61702 - DENTAL INSURANCE	1,384	1,372	1,392	1,392	1,555	0	1,555	1,555
	61703 - RETIREMENT CONTRIBUTIONS	7,644	8,029	7,878	7,878	7,968	0	7,968	7,968
	61704 - SOCIAL SECURITY	5,167	5,326	5,415	5,415	5,457	0	5,457	5,457
	61705 - WORKERS COMPENSATION	45	107	113	113	96	0	96	96
	61000 - PERSONNEL SERVICES	103,567	108,146	109,467	109,467	110,702	0	110,702	110,702
	62404 - PROPERTY INSURANCE	448	414	414	414	414	0	414	414
	62435 - TRAINING	2,380	2,913	2,532	2,532	2,532	0	2,532	2,532
	62436 - MEETINGS & DUES	539	735	565	565	565	0	565	565
	62701 - OFFICE SUPPLIES	0	76	100	255	100	0	100	100
	62715 - BOOKS AND PERIODICALS	0	0	100	100	100	0	100	100

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00202 - CITY CLERK ARCHIVES	62740 - OTHER MAINT. SUPPLIES	909	168	2,875	2,875	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	2,308	1,196	2,500	2,450	2,400	0	2,400	2,400
	62000 - OPERATING EXPENDITURES	6,584	5,503	9,086	9,191	7,111	0	7,111	7,111
00202 - CITY CLERK ARCHIVES		110,151	113,649	118,553	118,657	117,813	0	117,813	117,813
00204 - CLERK RECORDS STORAGE	61302 - ASST DEPARTMENT HEAD	7,601	7,839	7,864	7,864	7,926	0	7,926	7,926
	61307 - PART TIME EMPLOYEES	22,965	18,708	20,575	20,575	20,397	0	20,397	20,397
	61701 - HEALTH INSURANCE	2,324	2,529	2,654	2,654	2,699	0	2,699	2,699
	61702 - DENTAL INSURANCE	154	152	155	155	173	0	173	173
	61703 - RETIREMENT CONTRIBUTIONS	849	892	895	895	885	0	885	885
	61704 - SOCIAL SECURITY	2,331	2,023	2,176	2,176	2,167	0	2,167	2,167
	61705 - WORKERS COMPENSATION	20	40	46	46	38	0	38	38
	61000 - PERSONNEL SERVICES	36,244	32,183	34,365	34,365	34,285	0	34,285	34,285
	62205 - PC REPLACEMENT CHARGE	435	432	409	409	421	0	421	421
	62206 - PW FLEET CHARGE	13,722	14,604	15,754	15,754	15,965	0	15,965	15,965
	62510 - TELEPHONE	726	755	900	900	900	0	900	900
	62701 - OFFICE SUPPLIES	18	26	80	75	80	0	80	80
	62755 - UNIFORMS	0	250	250	250	250	0	250	250
	62760 - OPERATING SUPPLIES	821	731	1,384	1,150	1,150	0	1,150	1,150
	62000 - OPERATING EXPENDITURES	15,721	16,797	18,777	18,538	18,766	0	18,766	18,766
00204 - CLERK RECORDS STORAGE		51,965	48,981	53,142	52,903	53,051	0	53,051	53,051
DEPARTMENT TOTAL		561,099	575,137	607,635	607,529	609,088	28,547	637,635	637,635

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

CITY MANAGER

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00300 - CITY MANAGER	61203 - CITY MANAGER	153,779	145,299	150,660	150,659	158,636	0	158,636	158,636
	61305 - ADMINISTRATIVE PERSONNEL	58,420	59,063	60,392	60,391	60,863	0	60,863	60,863
	61603 - CAR ALLOWANCE	0	2,760	3,600	3,600	3,600	0	3,600	3,600
	61701 - HEALTH INSURANCE	16,331	16,135	20,753	20,753	20,023	0	20,023	20,023
	61702 - DENTAL INSURANCE	1,767	1,314	1,777	1,777	1,962	0	1,962	1,962
	61703 - RETIREMENT CONTRIBUTIONS	23,711	23,257	23,899	23,898	24,920	0	24,920	24,920
	61704 - SOCIAL SECURITY	14,620	15,692	14,891	14,891	15,471	0	15,471	15,471
	61705 - WORKERS COMPENSATION	139	313	331	331	295	0	295	295
	61712 - DEPT HEAD RETIREMENT	18,000	21,287	4,420	4,420	4,867	0	4,867	4,867
	61000 - PERSONNEL SERVICES	286,767	285,120	280,724	280,720	290,639	0	290,639	290,639
	62205 - PC REPLACEMENT CHARGE	218	264	204	204	108	0	108	108
	62435 - TRAINING	149	119	100	100	100	0	100	100
	62436 - MEETINGS & DUES	1,085	2,117	3,656	3,656	3,656	0	3,656	3,656
	62441 - LOCAL MEALS & MEETING EXP	268	283	500	500	500	0	500	500
	62510 - TELEPHONE	1,037	1,643	645	645	645	0	645	645
	62701 - OFFICE SUPPLIES	439	1,145	600	600	600	0	600	600
	62710 - POSTAGE	12	24	125	125	125	0	125	125
	62715 - BOOKS AND PERIODICALS	0	100	350	350	350	0	350	350
	62000 - OPERATING EXPENDITURES	3,207	5,695	6,180	6,180	6,084	0	6,084	6,084
	00300 - CITY MANAGER	289,974	290,814	286,904	286,900	296,723	0	296,723	296,723
00310 - EMERGENCY OPERATIONS CTR	62205 - PC REPLACEMENT CHARGE	0	660	612	612	648	0	648	648
	62760 - OPERATING SUPPLIES	0	1,060	612	950	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	0	1,720	1,224	1,562	1,648	0	1,648	1,648
00310 - EMERGENCY OPERATIONS CTR	0	1,720	1,224	1,562	1,648	0	1,648	1,648	
00320 - ECONOMIC DEVELOP DIRECTOR	61304 - GENERAL PERSONNEL	0	0	121,678	121,677	122,613	0	122,613	122,613
	61701 - HEALTH INSURANCE	0	0	18,627	18,626	20,023	0	20,023	20,023
	61702 - DENTAL INSURANCE	0	0	889	888	981	0	981	981
	61703 - RETIREMENT CONTRIBUTIONS	0	0	13,965	13,965	13,696	0	13,696	13,696
	61704 - SOCIAL SECURITY	0	0	9,664	9,664	9,380	0	9,380	9,380
	61705 - WORKERS COMPENSATION	0	0	201	201	165	0	165	165
	61000 - PERSONNEL SERVICES	0	0	165,024	165,021	166,858	0	166,858	166,858
	62205 - PC REPLACEMENT CHARGE	0	0	0	0	108	0	108	108
	62435 - TRAINING	0	0	0	0	50	0	50	50
	62436 - MEETINGS & DUES	0	0	0	522	500	0	500	500
	62441 - LOCAL MEALS & MEETING EXP	0	0	0	45	50	0	50	50
	62510 - TELEPHONE	0	0	0	672	672	0	672	672
	62710 - POSTAGE	0	0	0	82	50	0	50	50
	62715 - BOOKS AND PERIODICALS	0	0	0	0	25	0	25	25
	62760 - OPERATING SUPPLIES	0	0	0	0	100	0	100	100
62000 - OPERATING EXPENDITURES	0	0	0	1,321	1,555	0	1,555	1,555	
00320 - ECONOMIC DEVELOP DIRECTOR	0	0	165,024	166,342	168,413	0	168,413	168,413	
DEPARTMENT TOTAL	289,974	292,535	453,151	454,804	466,784	0	466,784	466,784	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

COMMUNITY DEVELOPMENT

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01800 - HEALTH	61301 - DEPARTMENT HEAD	46,287	47,991	0	0	0	0	0	0
	61304 - GENERAL PERSONNEL	0	63,232	0	0	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	22,278	22,662	0	0	0	0	0	0
	61401 - TEMPORARY PERSONNEL	19,150	25,061	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	15,917	26,111	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	876	1,556	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	7,661	15,236	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	6,638	10,405	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	57	300	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	118,864	212,554	0	0	0	0	0	0
	62102 - PROFESSIONAL SERVICES	51,000	51,000	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	7,811	7,380	0	0	0	0	0	0
	62301 - OFFICE EQUIPMENT MAINT.	136	145	0	0	0	0	0	0
	62416 - PRINTING	125	931	0	0	0	0	0	0
	62435 - TRAINING	0	947	0	0	0	0	0	0
	62436 - MEETINGS & DUES	35	35	0	0	0	0	0	0
	62510 - TELEPHONE	742	452	0	0	0	0	0	0
	62700 - SUPPLIES AND MATERIALS	186	266	0	0	0	0	0	0
	62701 - OFFICE SUPPLIES	30	0	0	0	0	0	0	0
	62710 - POSTAGE	120	142	0	0	0	0	0	0
62734 - MINOR EQUIPMENT	103	395	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES	60,288	61,693	0	0	0	0	0	0	
01800 - HEALTH	179,152	274,247	0	0	0	0	0	0	
01801 - HEALTH CONTRACTED SERV	62143 - HOME HEALTH CARE	68,352	50,163	0	0	0	0	0	0
	62146 - MENTAL HEALTH SERVICES	25,154	25,154	0	0	0	0	0	0
	62175 - OTHER SERVICES	37,782	24,169	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	131,288	99,486	0	0	0	0	0	0
01801 - HEALTH CONTRACTED SERV	131,288	99,486	0	0	0	0	0	0	
01802 - CODE ENFORCEMENT	61301 - DEPARTMENT HEAD	47,214	47,920	0	0	0	0	0	0
	61304 - GENERAL PERSONNEL	197,307	192,800	0	0	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	68,233	37,418	0	0	0	0	0	0
	61307 - PART TIME EMPLOYEES	58,950	61,503	0	0	0	0	0	0
	61401 - TEMPORARY PERSONNEL	0	24,247	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	0	1,015	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	50,740	55,578	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	3,600	2,966	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	34,947	31,767	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	28,392	27,778	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	3,009	6,194	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	492,392	489,185	0	0	0	0	0	0
	62121 - MONITORING/INSPECTIONS	0	585	0	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	1,958	1,824	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	25,849	26,292	0	0	0	0	0	0
	62301 - OFFICE EQUIPMENT MAINT.	1,220	1,307	0	0	0	0	0	0
	62416 - PRINTING	1,213	806	0	0	0	0	0	0
	62425 - ADVERTISING	0	142	0	0	0	0	0	0
	62435 - TRAINING	2,729	5,229	0	0	0	0	0	0
	62436 - MEETINGS & DUES	2,601	1,651	0	0	0	0	0	0
	62510 - TELEPHONE	2,821	3,595	0	0	0	0	0	0
	62701 - OFFICE SUPPLIES	2,217	2,916	0	0	0	0	0	0
	62710 - POSTAGE	410	241	0	0	0	0	0	0
	62715 - BOOKS AND PERIODICALS	280	706	0	0	0	0	0	0
	62734 - MINOR EQUIPMENT	302	899	0	0	0	0	0	0
	62744 - MINOR COMPUTER EQUIPMENT	120	669	0	0	0	0	0	0

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01802 - CODE ENFORCEMENT	62756 - PROTECTIVE CLOTHING	0	789	0	0	0	0	0	0
	62761 - SOFTWARE	0	24,000	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	41,720	71,653	0	0	0	0	0	0
01802 - CODE ENFORCEMENT		534,111	560,838	0	0	0	0	0	0
01900 - PLANNING	61301 - DEPARTMENT HEAD	118,045	119,445	0	0	0	0	0	0
	61304 - GENERAL PERSONNEL	132,980	153,968	0	0	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	44,734	45,246	0	0	0	0	0	0
	61307 - PART TIME EMPLOYEES	57,763	62,278	0	0	0	0	0	0
	61401 - TEMPORARY PERSONNEL	8,924	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	60,425	82,461	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	4,433	4,394	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	33,049	35,434	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	27,229	28,555	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	238	579	0	0	0	0	0	0
	61901 - RECRUITMENT	0	332	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	487,819	532,691	0	0	0	0	0	0
	62103 - TECHNICAL SERVICES	0	3,659	0	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	3,809	3,804	0	0	0	0	0	0
	62301 - OFFICE EQUIPMENT MAINT.	1,355	1,452	0	0	0	0	0	0
	62416 - PRINTING	1,250	896	0	0	0	0	0	0
	62425 - ADVERTISING	905	1,571	0	0	0	0	0	0
	62435 - TRAINING	1,920	3,403	0	0	0	0	0	0
	62436 - MEETINGS & DUES	801	1,258	0	0	0	0	0	0
	62510 - TELEPHONE	377	1,011	0	0	0	0	0	0
	62701 - OFFICE SUPPLIES	1,829	1,516	0	0	0	0	0	0
	62710 - POSTAGE	3,477	2,900	0	0	0	0	0	0
	62715 - BOOKS AND PERIODICALS	49	253	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	0	1,038	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	15,774	22,760	0	0	0	0	0	0
	01900 - PLANNING		503,593	555,451	0	0	0	0	0
01910 - COMMUNITY DEVELOPMENT	61301 - DEPARTMENT HEAD	0	0	122,133	122,133	123,087	0	123,087	123,087
	61303 - SUPERVISORY PERSONNEL	0	0	101,880	101,880	179,062	0	179,062	179,062
	61304 - GENERAL PERSONNEL	0	0	382,565	382,565	361,947	50,647	412,594	361,947
	61305 - ADMINISTRATIVE PERSONNEL	0	0	134,891	134,891	145,824	0	145,824	145,824
	61307 - PART TIME EMPLOYEES	0	0	135,168	135,168	46,089	(46,089)	0	46,089
	61401 - TEMPORARY PERSONNEL	0	0	48,320	48,320	29,136	0	29,136	29,136
	61501 - REGULAR OVERTIME	0	0	4,248	4,248	0	0	0	0
	61701 - HEALTH INSURANCE	0	0	207,225	207,225	260,685	20,023	280,708	260,685
	61702 - DENTAL INSURANCE	0	0	9,852	9,852	14,636	981	15,617	14,636
	61703 - RETIREMENT CONTRIBUTIONS	0	0	84,543	84,543	90,982	5,657	96,639	90,982
	61704 - SOCIAL SECURITY	0	0	70,759	70,759	67,714	349	68,063	67,714
	61705 - WORKERS COMPENSATION	0	0	9,661	9,661	10,350	6	10,356	10,350
	61901 - RECRUITMENT	0	0	0	143	0	0	0	0
	61000 - PERSONNEL SERVICES	0	0	1,311,244	1,311,387	1,329,511	31,574	1,361,085	1,329,511
	62102 - PROFESSIONAL SERVICES	0	0	56,000	56,000	56,000	0	56,000	56,000
	62103 - TECHNICAL SERVICES	0	0	2,559	2,559	1,859	0	1,859	1,859
	62121 - MONITORING/INSPECTIONS	0	0	24,415	24,415	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	0	0	5,498	5,498	5,576	0	5,576	5,576
	62206 - PW FLEET CHARGE	0	0	31,089	31,089	32,421	0	32,421	32,421
	62301 - OFFICE EQUIPMENT MAINT.	0	0	3,205	3,205	3,205	0	3,205	3,205
	62416 - PRINTING	0	0	3,250	3,107	3,250	0	3,250	3,250
	62425 - ADVERTISING	0	0	2,096	2,096	250	0	250	250
	62435 - TRAINING	0	0	8,983	8,983	8,983	0	8,983	8,983
	62436 - MEETINGS & DUES	0	0	5,300	5,300	5,300	0	5,300	5,300
	62510 - TELEPHONE	0	0	5,875	5,875	5,875	0	5,875	5,875

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01910 - COMMUNITY DEVELOPMENT	62700 - SUPPLIES AND MATERIALS	0	0	500	500	500	0	500	500
	62701 - OFFICE SUPPLIES	0	0	5,050	5,050	5,050	0	5,050	5,050
	62710 - POSTAGE	0	0	4,964	4,964	1,164	4,500	5,664	5,664
	62715 - BOOKS AND PERIODICALS	0	0	2,700	2,700	2,700	0	2,700	2,700
	62734 - MINOR EQUIPMENT	0	0	1,045	1,045	1,045	0	1,045	1,045
	62744 - MINOR COMPUTER EQUIPMENT	0	0	500	500	500	0	500	500
	62756 - PROTECTIVE CLOTHING	0	0	625	625	625	0	625	625
	62760 - OPERATING SUPPLIES	0	0	541	541	541	0	541	541
	62761 - SOFTWARE	0	0	15,750	15,750	15,750	0	15,750	15,750
	62000 - OPERATING EXPENDITURES	0	0	179,945	179,802	150,594	4,500	155,094	155,094
01910 - COMMUNITY DEVELOPMENT	0	0	1,491,189	1,491,189	1,480,105	36,074	1,516,179	1,484,605	
01920 - HEALTH SVCS CONTRACTS	62143 - HOME HEALTH CARE	0	0	124,800	124,800	0	0	0	0
	62146 - MENTAL HEALTH SERVICES	0	0	25,000	25,000	0	0	0	0
	62175 - OTHER SERVICES	0	0	28,000	28,000	0	0	0	0
	62000 - OPERATING EXPENDITURES	0	0	177,800	177,800	0	0	0	0
01920 - HEALTH SVCS CONTRACTS	0	0	177,800	177,800	0	0	0	0	
01930 - REGULATORY NOTICES	62425 - ADVERTISING	0	0	0	0	2,296	0	2,296	2,296
	62710 - POSTAGE	0	0	0	0	5,600	0	5,600	5,600
	62000 - OPERATING EXPENDITURES	0	0	0	0	7,896	0	7,896	7,896
01930 - REGULATORY NOTICES	0	0	0	0	7,896	0	7,896	7,896	
DEPARTMENT TOTAL	1,348,144	1,490,023	1,668,989	1,668,989	1,488,001	36,074	1,524,075	1,492,501	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

FINANCE

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00600 - FINANCE ADMIN	61301 - DEPARTMENT HEAD	112,961	114,301	116,873	129,626	116,876	0	116,876	116,876
	61302 - ASST DEPARTMENT HEAD	99,847	104,669	107,024	68,003	94,518	0	94,518	94,518
	61305 - ADMINISTRATIVE PERSONNEL	46,840	28,841	42,466	1,917	0	0	0	0
	61701 - HEALTH INSURANCE	47,978	41,863	46,233	11,474	26,992	0	26,992	26,992
	61702 - DENTAL INSURANCE	4,614	3,957	3,324	2,206	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	29,013	28,134	30,312	16,272	23,613	0	23,613	23,613
	61704 - SOCIAL SECURITY	19,767	18,921	20,377	15,265	16,172	0	16,172	16,172
	61705 - WORKERS COMPENSATION	174	374	427	320	284	0	284	284
	61901 - RECRUITMENT	0	0	0	1,193	0	0	0	0
	61000 - PERSONNEL SERVICES	361,195	341,060	367,036	246,275	281,164	0	281,164	281,164
00600 - FINANCE ADMIN	361,195	341,060	367,036	246,275	281,164	0	281,164	281,164	
00601 - FINANCE ACCTING	61304 - GENERAL PERSONNEL	127,609	132,112	137,833	176,282	189,945	0	189,945	189,945
	61305 - ADMINISTRATIVE PERSONNEL	140,241	141,846	145,038	145,038	146,154	0	146,154	146,154
	61401 - TEMPORARY PERSONNEL	0	0	14,202	0	0	0	0	0
	61701 - HEALTH INSURANCE	72,970	76,359	92,071	95,168	104,013	0	104,013	104,013
	61702 - DENTAL INSURANCE	4,728	4,636	4,688	5,807	6,634	0	6,634	6,634
	61703 - RETIREMENT CONTRIBUTIONS	29,929	31,175	32,191	36,566	37,542	0	37,542	37,542
	61704 - SOCIAL SECURITY	20,066	20,589	22,726	24,581	25,712	0	25,712	25,712
	61705 - WORKERS COMPENSATION	177	415	469	516	452	0	452	452
	61901 - RECRUITMENT	0	241	0	387	0	0	0	0
	61000 - PERSONNEL SERVICES	395,719	407,373	449,217	484,345	510,452	0	510,452	510,452
	62103 - TECHNICAL SERVICES	8,500	10,941	15,870	14,900	9,470	0	9,470	9,470
	62129 - AUDIT SERVICES	39,000	47,505	44,750	44,750	42,250	0	42,250	42,250
	62205 - PC REPLACEMENT CHARGE	2,126	2,424	2,071	2,071	1,927	0	1,927	1,927
	62301 - OFFICE EQUIPMENT MAINT.	9,341	10,254	12,950	12,950	12,950	0	12,950	12,950
	62416 - PRINTING	6,781	7,119	8,000	8,000	8,000	0	8,000	8,000
	62430 - TRAVEL	17	0	400	200	400	0	400	400
	62435 - TRAINING	380	0	23,620	23,620	4,500	0	4,500	4,500
	62436 - MEETINGS & DUES	115	325	650	500	650	0	650	650
	62510 - TELEPHONE	715	727	1,000	1,000	1,000	0	1,000	1,000
	62701 - OFFICE SUPPLIES	5,365	2,967	4,500	5,500	4,500	0	4,500	4,500
	62710 - POSTAGE	5,894	5,345	6,000	6,000	6,000	0	6,000	6,000
	62715 - BOOKS AND PERIODICALS	752	507	450	450	450	0	450	450
	62734 - MINOR EQUIPMENT	8,188	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	87,174	88,114	120,261	119,941	92,097	0	92,097	92,097	
00601 - FINANCE ACCTING	482,893	495,487	569,478	604,286	602,549	0	602,549	602,549	
00602 - FINANCE PURCHASING	61304 - GENERAL PERSONNEL	137,745	84,755	85,882	86,552	86,553	0	86,553	86,553
	61305 - ADMINISTRATIVE PERSONNEL	0	19,140	48,461	48,461	48,839	0	48,839	48,839
	61401 - TEMPORARY PERSONNEL	0	4,418	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	39,127	29,941	46,233	46,233	47,015	0	47,015	47,015
	61702 - DENTAL INSURANCE	2,392	1,609	2,435	2,435	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	15,392	11,823	15,288	15,288	15,123	0	15,123	15,123
	61704 - SOCIAL SECURITY	10,005	8,170	10,277	10,277	10,357	0	10,357	10,357
	61705 - WORKERS COMPENSATION	496	166	215	215	183	0	183	183
	61000 - PERSONNEL SERVICES	205,158	160,022	208,792	209,461	210,780	0	210,780	210,780
	62205 - PC REPLACEMENT CHARGE	465	300	282	282	516	0	516	516
	62301 - OFFICE EQUIPMENT MAINT.	1,988	1,402	1,750	1,750	1,750	0	1,750	1,750
	62416 - PRINTING	60	53	300	300	250	0	250	250
	62425 - ADVERTISING	1,892	2,833	2,500	2,500	2,500	0	2,500	2,500
	62435 - TRAINING	65	251	500	500	500	0	500	500
	62436 - MEETINGS & DUES	548	550	600	600	600	0	600	600
	62510 - TELEPHONE	714	727	700	700	700	0	700	700
	62701 - OFFICE SUPPLIES	3,863	7,524	10,020	10,020	7,500	0	7,500	7,500

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00602 - FINANCE PURCHASING	62710 - POSTAGE	18	81	300	300	500	0	500	500
	62715 - BOOKS AND PERIODICALS	273	0	400	400	300	0	300	300
	62000 - OPERATING EXPENDITURES	9,885	13,721	17,352	17,352	15,116	0	15,116	15,116
00602 - FINANCE PURCHASING		215,043	173,743	226,144	226,813	225,896	0	225,896	225,896
00603 - FINANCE REV COLLECTION	61303 - SUPERVISORY PERSONNEL	76,300	76,914	78,645	78,645	79,259	0	79,259	79,259
	61305 - ADMINISTRATIVE PERSONNEL	139,483	143,198	148,614	148,614	152,119	0	152,119	152,119
	61307 - PART TIME EMPLOYEES	45,079	46,035	49,040	49,040	50,915	0	50,915	50,915
	61501 - REGULAR OVERTIME	2,758	957	2,000	2,000	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	88,116	81,062	92,109	92,109	86,330	0	86,330	86,330
	61702 - DENTAL INSURANCE	4,843	4,801	4,870	4,870	4,672	0	4,672	4,672
	61703 - RETIREMENT CONTRIBUTIONS	24,113	25,048	25,862	25,862	26,068	0	26,068	26,068
	61704 - SOCIAL SECURITY	19,696	20,150	21,289	21,289	21,748	0	21,748	21,748
	61705 - WORKERS COMPENSATION	176	404	447	447	382	0	382	382
	61000 - PERSONNEL SERVICES	400,565	398,569	422,876	422,876	423,492	0	423,492	423,492
	62175 - OTHER SERVICES	7,248	5,208	8,000	6,500	7,000	0	7,000	7,000
	62205 - PC REPLACEMENT CHARGE	654	660	612	612	648	0	648	648
	62301 - OFFICE EQUIPMENT MAINT.	2,967	7,248	7,000	6,800	7,000	0	7,000	7,000
	62435 - TRAINING	586	346	250	180	200	0	200	200
	62436 - MEETINGS & DUES	40	60	665	200	200	0	200	200
	62447 - PUBLIC AWARENESS	1,085	955	1,200	1,197	1,300	0	1,300	1,300
	62510 - TELEPHONE	1,843	1,884	1,900	1,890	1,900	0	1,900	1,900
	62701 - OFFICE SUPPLIES	3,559	3,704	3,600	3,700	3,700	0	3,700	3,700
	62710 - POSTAGE	32,845	34,945	32,365	36,000	33,680	4,576	38,256	38,256
	62715 - BOOKS AND PERIODICALS	812	1,082	1,000	1,100	1,000	0	1,000	1,000
	62761 - SOFTWARE	0	0	0	0	4,866	0	4,866	4,866
	62000 - OPERATING EXPENDITURES	51,639	56,092	56,592	58,179	61,494	4,576	66,070	66,070
00603 - FINANCE REV COLLECTION		452,204	454,661	479,468	481,055	484,986	4,576	489,562	489,562
01000 - HUMAN SERVICES	61303 - SUPERVISORY PERSONNEL	76,013	76,914	78,645	80,470	68,313	0	68,313	68,313
	61304 - GENERAL PERSONNEL	58,257	58,924	60,250	35,522	50,736	0	50,736	50,736
	61307 - PART TIME EMPLOYEES	24,138	15,507	25,771	23,544	23,942	0	23,942	23,942
	61701 - HEALTH INSURANCE	33,237	34,968	39,274	39,274	46,502	0	46,502	46,502
	61702 - DENTAL INSURANCE	1,767	1,752	1,777	1,777	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	15,003	15,458	15,806	12,960	13,298	0	13,298	13,298
	61704 - SOCIAL SECURITY	11,522	11,215	12,597	10,675	10,939	0	10,939	10,939
	61705 - WORKERS COMPENSATION	103	229	264	190	192	0	192	192
	61901 - RECRUITMENT	268	293	0	0	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	1,302	6,656	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	221,612	221,917	234,384	204,412	216,630	0	216,630	216,630
	62103 - TECHNICAL SERVICES	0	0	0	0	1,461	0	1,461	1,461
	62205 - PC REPLACEMENT CHARGE	1,006	1,188	1,272	1,272	1,212	0	1,212	1,212
	62416 - PRINTING	30	39	178	76	178	0	178	178
	62435 - TRAINING	215	389	300	0	300	0	300	300
	62436 - MEETINGS & DUES	219	85	90	80	90	0	90	90
	62498 - USE OF TRUST FUNDS	2,869	4,256	3,000	10,000	3,000	0	3,000	3,000
	62510 - TELEPHONE	887	727	670	670	670	0	670	670
	62701 - OFFICE SUPPLIES	1,097	720	700	851	700	0	700	700
	62710 - POSTAGE	202	142	220	450	220	0	220	220
	62715 - BOOKS AND PERIODICALS	176	185	128	98	128	0	128	128
	62744 - MINOR COMPUTER EQUIPMENT	145	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	6,846	7,731	6,558	13,497	7,959	0	7,959	7,959	
01000 - HUMAN SERVICES		228,457	229,648	240,942	217,909	224,590	0	224,590	224,590
01001 - HS: GENERAL ASSISTANCE	62145 - FIRST AID & MEDICAL SVCS	6,592	8,024	8,250	6,000	7,750	0	7,750	7,750
	62148 - DENTAL WORKS	7,000	7,000	7,000	7,000	7,000	0	7,000	7,000
	62152 - SCS SHELTER SERVICES	50,000	50,000	50,000	50,000	50,000	0	50,000	50,000
	62451 - PERSONAL & HOUSEHOLD	541	353	1,000	250	500	0	500	500

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01001 - HS: GENERAL ASSISTANCE	62452 - BURIAL, TRANSPORT & MISC.	16,015	22,000	14,000	19,000	17,000	0	17,000	17,000
	62453 - HEATING FUEL & UTILITIES	24,873	21,876	29,000	27,000	27,000	0	27,000	27,000
	62454 - RENTS	369,192	353,532	375,000	375,000	375,000	0	375,000	375,000
	62000 - OPERATING EXPENDITURES	474,212	462,786	484,250	484,250	484,250	0	484,250	484,250
	01001 - HS: GENERAL ASSISTANCE	474,212	462,786	484,250	484,250	484,250	0	484,250	484,250
01002 - HEALTH SVCS CONTRACTS	62143 - HOME HEALTH CARE	0	0	0	0	124,800	0	124,800	124,800
	62146 - MENTAL HEALTH SERVICES	0	0	0	0	25,000	0	25,000	25,000
	62175 - OTHER SERVICES	0	0	0	0	28,000	0	28,000	28,000
	62000 - OPERATING EXPENDITURES	0	0	0	0	177,800	0	177,800	177,800
	01002 - HEALTH SVCS CONTRACTS	0	0	0	0	177,800	0	177,800	177,800
	DEPARTMENT TOTAL	2,214,004	2,157,386	2,367,318	2,260,588	2,481,234	4,576	2,485,810	2,485,810

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

FIRE

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00800 - FIRE ADMIN	61301 - DEPARTMENT HEAD	112,662	119,445	122,133	122,133	123,087	0	123,087	123,087
	61302 - ASST DEPARTMENT HEAD	91,301	100,295	106,634	106,634	107,860	0	107,860	107,860
	61305 - ADMINISTRATIVE PERSONNEL	55,709	27,724	28,896	28,896	29,121	0	29,121	29,121
	61506 - REIMBURSABLE DETAIL	0	48	0	0	0	0	0	0
	61604 - TRAINING INCENTIVE	34,653	32,605	31,200	31,200	31,200	0	31,200	31,200
	61610 - FIRE DEPT INCENTIVES	22,450	16,167	14,200	14,200	15,900	0	15,900	15,900
	61701 - HEALTH INSURANCE	53,237	53,821	66,357	66,357	67,480	0	67,480	67,480
	61702 - DENTAL INSURANCE	4,600	3,797	3,866	3,866	4,320	0	4,320	4,320
	61703 - RETIREMENT CONTRIBUTIONS	6,225	3,155	3,288	3,288	3,253	0	3,253	3,253
	61704 - SOCIAL SECURITY	7,690	5,809	6,498	6,498	6,259	0	6,259	6,259
	61705 - WORKERS COMPENSATION	3,592	8,046	9,967	9,967	14,434	0	14,434	14,434
	61713 - RET - FIRE	71,906	82,667	87,432	87,432	83,664	0	83,664	83,664
	61901 - RECRUITMENT	1,581	517	0	600	0	0	0	0
	61000 - PERSONNEL SERVICES	465,605	454,096	480,471	481,071	486,578	0	486,578	486,578
	62102 - PROFESSIONAL SERVICES	1,033	601	600	3,341	600	0	600	600
	62116 - DISPATCH	216,684	216,684	220,368	220,368	226,538	0	226,538	226,538
	62205 - PC REPLACEMENT CHARGE	9,799	9,708	10,156	10,156	10,515	0	10,515	10,515
	62206 - PW FLEET CHARGE	38,817	42,168	48,615	48,615	51,844	0	51,844	51,844
	62301 - RETIREMENT EQUIPMENT MAINT.	2,818	3,416	3,000	3,000	3,000	0	3,000	3,000
	62304 - COMMUNICATIONS EQP MAINT.	4,790	3,289	5,350	5,350	5,350	0	5,350	5,350
	62309 - VEHICLE CERTIFICATION	2,089	2,694	2,750	2,997	2,750	0	2,750	2,750
	62310 - SAFETY PROGRAM MAINT.	6,179	4,940	4,500	4,500	4,500	0	4,500	4,500
	62407 - VEHICLE INSURANCE	8,768	8,104	8,104	8,104	8,104	0	8,104	8,104
	62435 - TRAINING	5,644	11,903	10,000	10,000	10,000	0	10,000	10,000
	62436 - MEETINGS & DUES	1,033	939	950	950	950	0	950	950
	62446 - CLEANING ALLOWANCE	23	100	500	100	500	0	500	500
	62498 - USE OF TRUST FUNDS	239	265	250	252	250	0	250	250
	62510 - TELEPHONE	14,307	13,691	16,000	14,000	16,000	0	16,000	16,000
	62701 - OFFICE SUPPLIES	1,554	1,296	1,785	1,785	1,785	0	1,785	1,785
	62710 - POSTAGE	972	752	550	550	550	0	550	550
	62715 - BOOKS AND PERIODICALS	119	361	100	100	100	0	100	100
	62734 - MINOR EQUIPMENT	0	0	0	80	0	0	0	0
	62742 - MINOR COMMUNICATION EQUIP	6,567	1,423	6,000	6,000	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	18,848	21,010	19,000	19,000	19,000	0	19,000	19,000	
62755 - UNIFORMS	5,138	2,702	4,000	4,000	4,000	0	4,000	4,000	
62760 - OPERATING SUPPLIES	5,435	8,361	3,500	3,800	3,500	0	3,500	3,500	
62763 - VEHICLE SUPPLIES	86,680	64,092	85,600	85,600	85,600	0	85,600	85,600	
68008 - GRANT MATCH	3,231	128	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES	440,768	418,626	451,678	452,649	461,436	0	461,436	461,436	
00800 - FIRE ADMIN	906,374	872,722	932,149	933,719	948,014	0	948,014	948,014	
00802 - FIRE HEALTH & SAFETY	62120 - LABORATORY SERVICES	0	0	1,200	800	1,200	0	1,200	1,200
	62145 - FIRST AID & MEDICAL SVCS	19,810	22,188	33,835	26,000	33,835	0	33,835	33,835
	62760 - OPERATING SUPPLIES	2,113	2,185	1,000	2,500	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	21,923	24,373	36,035	29,300	36,035	0	36,035	36,035
00802 - FIRE HEALTH & SAFETY	21,923	24,373	36,035	29,300	36,035	0	36,035	36,035	
00803 - FIRE INSPECT & PREVENT	61304 - GENERAL PERSONNEL	71,894	71,345	72,125	73,225	76,918	0	76,918	76,918
	61501 - REGULAR OVERTIME	4,077	5,154	3,000	3,000	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	2,796	2,980	2,979	3,040	3,229	0	3,229	3,229
	61701 - HEALTH INSURANCE	22,889	24,994	26,254	26,254	26,084	0	26,084	26,084
	61702 - DENTAL INSURANCE	1,533	1,525	1,546	1,546	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,125	1,115	1,119	1,119	1,206	0	1,206	1,206
	61705 - WORKERS COMPENSATION	1,304	2,834	2,826	2,826	4,305	0	4,305	4,305
	61713 - RET - FIRE	23,506	25,458	24,908	24,908	25,019	0	25,019	25,019
	61000 - PERSONNEL SERVICES	129,123	135,406	134,757	135,918	141,488	0	141,488	141,488

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00803 - FIRE INSPECT & PREVENT	62206 - PW FLEET CHARGE	12,939	14,052	16,205	16,205	17,281	0	17,281	17,281
	62435 - TRAINING	1,240	100	2,000	2,000	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	430	845	125	690	125	0	125	125
	62447 - PUBLIC AWARENESS	757	644	800	1,178	800	0	800	800
	62715 - BOOKS AND PERIODICALS	1,643	1,647	1,500	1,500	1,500	0	1,500	1,500
	62755 - UNIFORMS	318	557	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	794	1,001	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	18,121	18,847	22,380	23,323	23,456	0	23,456	23,456
00803 - FIRE INSPECT & PREVENT	147,244	154,252	157,137	159,241	164,944	0	164,944	164,944	
00805 - FIRE ALARMS	61304 - GENERAL PERSONNEL	85,293	56,935	69,297	69,297	74,517	0	74,517	74,517
	61501 - REGULAR OVERTIME	2,293	1,125	3,000	3,000	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	2,560	2,612	2,852	2,909	3,116	0	3,116	3,116
	61701 - HEALTH INSURANCE	33,424	24,871	26,254	13,278	9,753	0	9,753	9,753
	61702 - DENTAL INSURANCE	1,638	876	889	661	545	0	545	545
	61704 - SOCIAL SECURITY	1,299	866	1,076	1,076	1,169	0	1,169	1,169
	61705 - WORKERS COMPENSATION	1,045	2,194	2,719	2,719	4,174	0	4,174	4,174
	61713 - RET - FIRE	26,609	19,363	23,965	36,170	24,262	0	24,262	24,262
	61000 - PERSONNEL SERVICES	154,160	108,841	130,052	129,110	120,536	0	120,536	120,536
	62311 - EQUIPMENT MAINTENANCE	0	1,734	1,000	1,000	1,000	0	1,000	1,000
	62435 - TRAINING	990	997	470	470	470	0	470	470
	62436 - MEETINGS & DUES	100	100	80	80	80	0	80	80
	62755 - UNIFORMS	552	726	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	1,012	2,628	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	2,654	6,186	3,300	3,300	3,300	0	3,300	3,300
00805 - FIRE ALARMS	156,814	115,027	133,352	132,410	123,836	0	123,836	123,836	
00808 - CALL PERSONNEL	61307 - PART TIME EMPLOYEES	19,764	18,528	34,000	21,138	34,000	0	34,000	34,000
	61317 - CALL PERSONNEL	5,791	5,791	8,941	8,941	9,462	0	9,462	9,462
	61704 - SOCIAL SECURITY	1,955	1,600	3,285	2,427	3,325	0	3,325	3,325
	61705 - WORKERS COMPENSATION	740	896	1,553	1,312	2,250	0	2,250	2,250
	61000 - PERSONNEL SERVICES	28,251	26,815	47,779	33,817	49,037	0	49,037	49,037
	62435 - TRAINING	415	465	2,000	2,000	2,000	0	2,000	2,000
	62755 - UNIFORMS	1,593	313	1,250	1,250	1,250	0	1,250	1,250
	62756 - PROTECTIVE CLOTHING	4,740	2,814	9,000	9,000	9,000	0	9,000	9,000
	62000 - OPERATING EXPENDITURES	6,748	3,592	12,250	12,250	12,250	0	12,250	12,250
00808 - CALL PERSONNEL	34,999	30,407	60,029	46,067	61,287	0	61,287	61,287	
00810 - AMBULANCE	61303 - SUPERVISORY PERSONNEL	301,470	301,931	320,104	304,322	335,058	0	335,058	335,058
	61304 - GENERAL PERSONNEL	439,049	511,459	626,100	476,107	601,727	0	601,727	601,727
	61305 - ADMINISTRATIVE PERSONNEL	0	28,789	28,896	28,896	29,121	0	29,121	29,121
	61501 - REGULAR OVERTIME	446	0	0	0	0	0	0	0
	61513 - OT-TRAINING	27,229	21,253	30,000	33,213	30,000	0	30,000	30,000
	61520 - OT-VACATION REPLACEMENT	96,515	96,793	65,400	98,167	65,400	0	65,400	65,400
	61521 - OT-SICK REPLACEMENT	19,881	49,288	5,550	45,368	5,550	0	5,550	5,550
	61522 - OT-PERSONAL DAY REPLACE	11,902	12,304	7,950	14,531	7,950	0	7,950	7,950
	61525 - OT-FIRST ALARM	518	0	0	0	0	0	0	0
	61527 - OT-CALL BACK	29,514	28,051	19,000	27,419	19,000	0	19,000	19,000
	61601 - HOLIDAY PAY	30,545	31,956	38,856	34,659	39,764	0	39,764	39,764
	61604 - TRAINING INCENTIVE	38,229	44,704	48,880	33,400	15,860	0	15,860	15,860
	61701 - HEALTH INSURANCE	208,006	262,882	325,375	278,403	335,982	0	335,982	335,982
	61702 - DENTAL INSURANCE	13,809	15,245	17,830	15,162	18,092	0	18,092	18,092
	61703 - RETIREMENT CONTRIBUTIONS	0	3,276	3,288	3,288	3,253	0	3,253	3,253
	61704 - SOCIAL SECURITY	14,278	17,869	16,712	18,168	18,702	0	18,702	18,702
	61705 - WORKERS COMPENSATION	14,811	36,390	42,040	35,927	58,039	0	58,039	58,039
	61713 - RET - FIRE	291,657	350,597	370,511	352,439	342,995	0	342,995	342,995
	61000 - PERSONNEL SERVICES	1,537,857	1,812,787	1,966,492	1,799,469	1,926,493	0	1,926,493	1,926,493
	62101 - ADMINISTRATIVE SERVICES	77,810	65,082	62,000	62,000	62,000	0	62,000	62,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00810 - AMBULANCE	62205 - PC REPLACEMENT CHARGE	3,620	3,624	3,620	3,620	3,507	0	3,507	3,507
	62206 - PW FLEET CHARGE	33,588	38,868	41,070	41,070	41,289	0	41,289	41,289
	62311 - EQUIPMENT MAINTENANCE	8,693	7,550	7,550	7,550	7,550	0	7,550	7,550
	62407 - VEHICLE INSURANCE	1,765	1,631	1,631	1,631	1,631	0	1,631	1,631
	62430 - TRAVEL	395	459	500	500	500	0	500	500
	62435 - TRAINING	6,974	3,790	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	500	405	500	500	500	0	500	500
	62439 - PARAMEDIC TUITION	0	1,867	8,500	0	8,500	0	8,500	8,500
	62605 - PARKING SPACE RENTAL	1,221	1,440	1,080	1,080	1,080	0	1,080	1,080
	62701 - OFFICE SUPPLIES	0	0	350	350	350	0	350	350
	62755 - UNIFORMS	6,069	10,099	11,075	11,075	10,375	0	10,375	10,375
	62756 - PROTECTIVE CLOTHING	2,085	4,420	3,000	3,000	3,000	0	3,000	3,000
	62760 - OPERATING SUPPLIES	520	334	250	250	250	0	250	250
	62765 - OXYGEN	5,333	5,265	6,000	6,000	6,000	0	6,000	6,000
	62766 - DISPOSABLE EQUIPMENT	30,300	45,059	34,000	34,000	34,000	0	34,000	34,000
	62000 - OPERATING EXPENDITURES	178,874	189,895	191,251	182,751	190,657	0	190,657	190,657
00810 - AMBULANCE		1,716,731	2,002,682	2,157,743	1,982,220	2,117,150	0	2,117,150	2,117,150
00811 - FIRE SUPPRESSION	61303 - SUPERVISORY PERSONNEL	539,739	553,947	572,464	571,595	605,007	0	605,007	605,007
	61304 - GENERAL PERSONNEL	845,134	857,681	899,493	905,220	954,223	0	954,223	954,223
	61501 - REGULAR OVERTIME	3,411	1,980	8,082	8,082	8,082	0	8,082	8,082
	61511 - OT-HAZ MAT TRAINING	10,109	2,625	10,815	10,815	10,815	0	10,815	10,815
	61513 - OT-TRAINING	48,774	41,799	62,400	62,400	62,400	0	62,400	62,400
	61520 - OT-VACATION REPLACEMENT	208,677	216,425	152,600	231,274	152,600	0	152,600	152,600
	61521 - OT-SICK REPLACEMENT	77,051	68,055	12,950	64,320	12,950	0	12,950	12,950
	61522 - OT-PERSONAL DAY REPLACE	39,016	27,864	18,550	27,202	18,550	0	18,550	18,550
	61525 - OT-FIRST ALARM	116,146	75,316	40,000	56,458	40,000	0	40,000	40,000
	61526 - OT-SECOND ALARM	11,205	7,321	5,000	6,951	5,000	0	5,000	5,000
	61527 - OT-CALL BACK	74	147	0	0	0	0	0	0
	61531 - HOLIDAY OVERTIME	22,250	28,101	29,000	32,473	33,600	0	33,600	33,600
	61601 - HOLIDAY PAY	57,034	60,790	60,975	63,155	64,446	0	64,446	64,446
	61701 - HEALTH INSURANCE	384,768	428,625	502,033	430,048	465,678	0	465,678	465,678
	61702 - DENTAL INSURANCE	23,905	25,901	26,153	27,658	28,484	0	28,484	28,484
	61704 - SOCIAL SECURITY	28,332	27,770	26,863	29,431	28,531	0	28,531	28,531
	61705 - WORKERS COMPENSATION	31,736	66,364	67,746	68,700	101,869	0	101,869	101,869
	61713 - RET - FIRE	584,397	621,240	597,086	651,440	592,073	0	592,073	592,073
	61000 - PERSONNEL SERVICES	3,031,759	3,111,948	3,092,210	3,247,220	3,184,308	0	3,184,308	3,184,308
	62755 - UNIFORMS	21,397	17,476	16,125	16,125	16,125	0	16,125	16,125
	62756 - PROTECTIVE CLOTHING	40,474	41,485	37,500	37,500	37,500	0	37,500	37,500
62760 - OPERATING SUPPLIES	207	14	250	250	250	0	250	250	
62000 - OPERATING EXPENDITURES	62,078	58,975	53,875	53,875	53,875	0	53,875	53,875	
00811 - FIRE SUPPRESSION		3,093,838	3,170,923	3,146,085	3,301,095	3,238,183	0	3,238,183	3,238,183
00812 - FIRE SUPPRESSION W KEENE	61303 - SUPERVISORY PERSONNEL	45,330	64,375	69,371	67,269	74,212	0	74,212	74,212
	61304 - GENERAL PERSONNEL	140,177	136,142	123,396	168,771	188,335	0	188,335	188,335
	61527 - OT-CALL BACK	12,742	12,250	5,000	7,742	5,000	0	5,000	5,000
	61601 - HOLIDAY PAY	8,052	7,828	7,950	10,349	10,952	0	10,952	10,952
	61701 - HEALTH INSURANCE	70,037	84,247	78,761	99,561	104,335	0	104,335	104,335
	61702 - DENTAL INSURANCE	4,101	5,169	4,639	6,284	6,912	0	6,912	6,912
	61704 - SOCIAL SECURITY	2,925	3,124	2,945	3,725	4,038	0	4,038	4,038
	61705 - WORKERS COMPENSATION	3,386	7,873	7,443	9,264	14,418	0	14,418	14,418
	61713 - RET - FIRE	60,265	70,693	65,603	102,972	83,800	0	83,800	83,800
61000 - PERSONNEL SERVICES	347,013	391,702	365,108	475,937	492,002	0	492,002	492,002	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
00812 - FIRE SUPPRESSION W KEENE	62755 - UNIFORMS	2,834	2,058	2,150	2,150	2,850	0	2,850	2,850
	62000 - OPERATING EXPENDITURES	2,834	2,058	2,150	2,150	2,850	0	2,850	2,850
	00812 - FIRE SUPPRESSION W KEENE	349,847	393,759	367,258	478,087	494,852	0	494,852	494,852
	DEPARTMENT TOTAL	6,427,769	6,764,146	6,989,788	7,062,140	7,184,300	0	7,184,300	7,184,300

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

LIBRARY

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01100 - LIBRARY	61301 - DEPARTMENT HEAD	104,460	104,669	107,024	107,024	107,860	0	107,860	107,860
	61303 - SUPERVISORY PERSONNEL	204,122	226,361	215,415	215,415	220,647	0	220,647	220,647
	61304 - GENERAL PERSONNEL	174,324	181,795	181,176	181,176	182,588	0	182,588	182,588
	61305 - ADMINISTRATIVE PERSONNEL	41,355	43,298	46,784	46,784	48,718	0	48,718	48,718
	61307 - PART TIME EMPLOYEES	395,960	365,604	441,429	441,429	449,926	2,500	452,426	452,426
	61701 - HEALTH INSURANCE	115,845	116,403	125,162	125,162	127,125	0	127,125	127,125
	61702 - DENTAL INSURANCE	7,306	6,730	7,004	7,004	9,997	0	9,997	9,997
	61703 - RETIREMENT CONTRIBUTIONS	60,725	58,098	63,741	63,741	62,531	0	62,531	62,531
	61704 - SOCIAL SECURITY	69,918	70,044	75,875	75,875	77,245	191	77,436	77,436
	61705 - WORKERS COMPENSATION	666	1,423	1,589	1,589	1,353	4	1,357	1,357
	61901 - RECRUITMENT	2,111	3,238	2,000	2,000	0	2,000	2,000	2,000
	61000 - PERSONNEL SERVICES	1,176,791	1,177,663	1,267,200	1,267,200	1,287,991	4,695	1,292,686	1,292,686
	62205 - PC REPLACEMENT CHARGE	8,381	8,496	8,410	8,410	10,903	0	10,903	10,903
	62301 - OFFICE EQUIPMENT MAINT.	5,233	2,820	3,256	3,256	3,256	0	3,256	3,256
	62435 - TRAINING	54	0	250	250	250	0	250	250
	62436 - MEETINGS & DUES	445	56	400	325	400	0	400	400
	62510 - TELEPHONE	2,876	2,918	3,500	3,500	3,500	0	3,500	3,500
	62701 - OFFICE SUPPLIES	5,176	6,471	6,500	5,500	6,000	0	6,000	6,000
	62703 - LOST MATERIAL REPLACEMENT	3,929	45	4,000	4,000	3,500	0	3,500	3,500
	62704 - BOOK MENDING SUPPLIES	3,265	2,862	2,900	3,775	2,900	0	2,900	2,900
	62710 - POSTAGE	2,585	463	2,896	2,896	2,900	0	2,900	2,900
	62715 - BOOKS AND PERIODICALS	141,389	141,649	141,550	141,550	141,550	0	141,550	141,550
	62734 - MINOR EQUIPMENT	320	0	0	0	0	300	300	300
62744 - MINOR COMPUTER EQUIPMENT	0	1,197	650	650	0	650	650	650	
62000 - OPERATING EXPENDITURES	173,654	166,977	174,312	174,112	175,159	950	176,109	176,109	
01100 - LIBRARY	1,350,445	1,344,640	1,441,512	1,441,312	1,463,150	5,645	1,468,795	1,468,795	
01102 - LIBRARY: CITY TRUSTS	62498 - USE OF TRUST FUNDS	6,636	8,332	3,500	3,500	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	6,636	8,332	3,500	3,500	3,500	0	3,500	3,500
01102 - LIBRARY: CITY TRUSTS	6,636	8,332	3,500	3,500	3,500	0	3,500	3,500	
DEPARTMENT TOTAL	1,357,082	1,352,972	1,445,012	1,444,812	1,466,650	5,645	1,472,295	1,472,295	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

PARKS, REC AND FACILITIES

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended	
01200 - PARKS & FACILITIES ADMIN	61301 - DEPARTMENT HEAD	103,442	104,669	107,024	107,024	112,714	0	112,714	112,714	
	61305 - ADMINISTRATIVE PERSONNEL	33,908	39,581	41,966	41,965	44,188	0	44,188	44,188	
	61307 - PART TIME EMPLOYEES	27,592	20,501	21,132	21,131	22,253	0	22,253	22,253	
	61701 - HEALTH INSURANCE	40,454	49,654	52,941	52,941	50,569	0	50,569	50,569	
	61702 - DENTAL INSURANCE	1,989	3,049	3,093	3,093	3,456	0	3,456	3,456	
	61703 - RETIREMENT CONTRIBUTIONS	12,107	11,911	16,955	16,955	17,526	0	17,526	17,526	
	61704 - SOCIAL SECURITY	11,968	11,780	13,014	13,014	13,705	0	13,705	13,705	
	61705 - WORKERS COMPENSATION	854	1,974	2,095	2,094	3,046	0	3,046	3,046	
	61901 - RECRUITMENT	3,043	5,760	3,600	3,600	3,600	0	3,600	3,600	
	61902 - OUTSIDE AGENCY TEMPS	2,806	0	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES	238,164	248,879	261,819	261,817	271,058	0	271,058	271,058	
	62205 - PC REPLACEMENT CHARGE	610	324	486	486	516	0	516	516	
	62206 - PW FLEET CHARGE	13,722	14,604	15,754	15,754	7,614	0	7,614	7,614	
	62301 - OFFICE EQUIPMENT MAINT.	1,483	2,268	2,983	3,411	3,411	0	3,411	3,411	
	62435 - TRAINING	98	285	200	163	200	0	200	200	
	62436 - MEETINGS & DUES	876	756	1,500	1,867	1,500	0	1,500	1,500	
	62498 - USE OF TRUST FUNDS	3,679	4,079	0	0	0	0	0	0	
	62510 - TELEPHONE	5,529	7,452	3,950	6,786	6,303	0	6,303	6,303	
	62701 - OFFICE SUPPLIES	3,342	1,556	3,100	2,995	3,100	0	3,100	3,100	
	62710 - POSTAGE	105	129	350	350	350	0	350	350	
	62734 - MINOR EQUIPMENT	165	344	0	0	0	0	0	0	
	62761 - SOFTWARE	0	396	240	240	240	0	240	240	
	62000 - OPERATING EXPENDITURES	29,609	32,192	28,563	32,052	23,234	0	23,234	23,234	
	01200 - PARKS & FACILITIES ADMIN	267,773	281,071	290,382	293,869	294,292	0	294,292	294,292	
	01201 - PARKS MAINT & DEVELOPMENT	61303 - SUPERVISORY PERSONNEL	37,122	38,110	37,629	37,629	37,923	0	37,923	37,923
		61304 - GENERAL PERSONNEL	135,444	135,074	137,219	137,219	142,948	0	142,948	142,948
61308 - SEASONAL HELP		44,136	43,711	66,855	64,875	66,855	0	66,855	66,855	
61501 - REGULAR OVERTIME		11,912	9,935	14,000	9,044	13,000	0	13,000	13,000	
61701 - HEALTH INSURANCE		67,544	67,663	75,411	75,411	75,148	0	75,148	75,148	
61702 - DENTAL INSURANCE		3,366	2,695	3,110	3,110	4,181	0	4,181	4,181	
61703 - RETIREMENT CONTRIBUTIONS		20,625	20,797	21,491	21,491	21,655	0	21,655	21,655	
61704 - SOCIAL SECURITY		17,083	16,871	19,561	19,561	19,946	0	19,946	19,946	
61705 - WORKERS COMPENSATION		2,083	4,801	5,600	5,600	4,432	0	4,432	4,432	
61901 - RECRUITMENT		1,563	0	0	0	0	0	0	0	
61000 - PERSONNEL SERVICES		340,878	339,658	380,878	373,940	386,088	0	386,088	386,088	
62120 - LABORATORY SERVICES		0	0	0	0	600	0	600	600	
62175 - OTHER SERVICES		17,704	12,079	19,080	19,080	18,200	0	18,200	18,200	
62205 - PC REPLACEMENT CHARGE		0	0	0	0	492	0	492	492	
62206 - PW FLEET CHARGE		0	0	0	0	118,370	0	118,370	118,370	
62340 - GROUNDS MAINTENANCE		0	0	0	0	4,000	0	4,000	4,000	
62341 - PLAYGROUND MAINTENANCE		0	0	0	0	5,000	0	5,000	5,000	
62342 - SKATE PARK MAINTENANCE		0	0	0	0	1,000	0	1,000	1,000	
62343 - SIGNAGE		0	0	0	0	1,000	0	1,000	1,000	
62344 - TRAIL MAINTENANCE		0	0	0	0	2,000	0	2,000	2,000	
62350 - BUILDING MAINTENANCE		0	0	0	0	4,000	0	4,000	4,000	
62372 - TREE/FORESTRY MAINTENANCE		0	0	0	0	4,500	0	4,500	4,500	
62436 - MEETINGS & DUES		555	490	600	593	1,300	0	1,300	1,300	
62501 - WATER		0	0	0	0	4,498	0	4,498	4,498	
62503 - ELECTRICITY		0	0	0	0	30,050	0	30,050	30,050	
62504 - HEATING FUEL		0	0	0	0	2,320	0	2,320	2,320	
62607 - RENTAL VEHICLES		0	0	0	0	7,000	0	7,000	7,000	
62733 - TOOLS		0	0	0	0	800	0	800	800	
62735 - BUILDING MAINT. SUPPLIES		0	0	0	0	2,800	0	2,800	2,800	
62736 - GROUNDS MAINT SUPPLIES		0	0	0	0	32,944	0	32,944	32,944	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01201 - PARKS MAINT & DEVELOPMENT	62755 - UNIFORMS	0	0	0	0	1,500	0	1,500	1,500
	62756 - PROTECTIVE CLOTHING	0	0	0	0	1,500	0	1,500	1,500
	62760 - OPERATING SUPPLIES	0	0	0	0	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	18,259	12,569	19,680	19,673	247,374	0	247,374	247,374
01201 - PARKS MAINT & DEVELOPMENT	359,137	352,227	400,558	393,613	633,462	0	633,462	633,462	
01202 - PARKS POOLS	61312 - POOL PERSONNEL	0	11,497	45,000	44,985	45,000	11,362	56,362	56,362
	61501 - REGULAR OVERTIME	0	42	3,300	662	2,000	0	2,000	2,000
	61704 - SOCIAL SECURITY	0	883	3,695	3,695	3,596	869	4,465	4,465
	61705 - WORKERS COMPENSATION	0	217	918	918	809	195	1,004	1,004
	61000 - PERSONNEL SERVICES	0	12,639	52,913	50,260	51,405	12,426	63,831	63,831
	62370 - OTHER IMPROVEMNTS - MAINT	0	0	15,000	0	0	0	0	0
	62435 - TRAINING	0	0	0	0	1,300	0	1,300	1,300
	62501 - WATER	11,570	13,373	5,140	13,977	9,140	0	9,140	9,140
	62503 - ELECTRICITY	0	0	3,000	4,969	5,000	0	5,000	5,000
	62734 - MINOR EQUIPMENT	365	163	200	198	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	223	235	300	278	300	0	300	300
	62740 - OTHER MAINT. SUPPLIES	5,659	2,567	300	284	300	0	300	300
	62764 - CHEMICALS	4,063	5,761	5,600	3,857	5,600	0	5,600	5,600
	62000 - OPERATING EXPENDITURES	21,880	22,097	29,540	23,562	21,840	0	21,840	21,840
	01202 - PARKS POOLS	21,880	34,736	82,453	73,822	73,245	12,426	85,671	85,671
01203 - CAMPING AREAS	62209 - RUBBISH PICK-UP	947	839	850	350	850	0	850	850
	62501 - WATER	0	732	655	122	355	0	355	355
	62503 - ELECTRICITY	0	119	100	505	400	0	400	400
	62740 - OTHER MAINT. SUPPLIES	3,188	732	550	663	550	0	550	550
	62000 - OPERATING EXPENDITURES	4,135	2,422	2,155	1,640	2,155	0	2,155	2,155
01203 - CAMPING AREAS	4,135	2,422	2,155	1,640	2,155	0	2,155	2,155	
01204 - HORSESHOE COURTS	62501 - WATER	0	0	140	704	440	0	440	440
	62503 - ELECTRICITY	0	794	2,500	1,917	2,500	0	2,500	2,500
	62000 - OPERATING EXPENDITURES	0	794	2,640	2,621	2,940	0	2,940	2,940
01204 - HORSESHOE COURTS	0	794	2,640	2,621	2,940	0	2,940	2,940	
01205 - PARKS MAINTENANCE	61308 - SEASONAL HELP	14,367	9,881	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	286	25	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	978	290	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	62	66	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	15,694	10,261	0	0	0	0	0	0
	62120 - LABORATORY SERVICES	212	0	600	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	109	444	486	486	0	0	0	0
	62206 - PW FLEET CHARGE	104,277	107,268	111,420	111,420	0	0	0	0
	62340 - GROUNDS MAINTENANCE	3,537	3,878	4,000	3,912	0	0	0	0
	62341 - PLAYGROUND MAINTENANCE	2,516	3,484	5,000	4,120	0	0	0	0
	62342 - SKATE PARK MAINTENANCE	853	5,196	1,000	2,178	0	0	0	0
	62343 - SIGNAGE	421	0	1,000	1,900	0	0	0	0
	62344 - TRAIL MAINTENANCE	2,728	1,929	2,000	1,830	0	0	0	0
	62350 - BUILDING MAINTENANCE	2,902	3,817	4,000	3,943	0	0	0	0
	62372 - TREE/FORESTRY MAINTENANCE	6,100	10,736	4,500	8,041	0	0	0	0
	62501 - WATER	3,757	5,110	4,498	4,230	0	0	0	0
	62503 - ELECTRICITY	34,342	32,492	30,050	27,594	0	0	0	0
	62504 - HEATING FUEL	2,582	7,994	2,320	1,694	0	0	0	0
	62607 - RENTAL VEHICLES	7,001	3,536	9,000	5,750	0	0	0	0
	62733 - TOOLS	887	744	800	189	0	0	0	0
	62734 - MINOR EQUIPMENT	1,217	0	0	0	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	2,608	2,716	2,800	2,347	0	0	0	0
	62736 - GROUNDS MAINT SUPPLIES	24,577	30,160	34,894	34,431	0	0	0	0
	62755 - UNIFORMS	1,913	1,449	1,500	1,387	0	0	0	0

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01205 - PARKS MAINTENANCE	62756 - PROTECTIVE CLOTHING	999	866	1,500	1,300	0	0	0	0
	62760 - OPERATING SUPPLIES	2,790	3,157	3,500	2,943	0	0	0	0
	62000 - OPERATING EXPENDITURES	206,328	224,977	224,868	219,695	0	0	0	0
	01205 - PARKS MAINTENANCE	222,021	235,238	224,868	219,695	0	0	0	0
01207 - PARKS PROGRAMS	61304 - GENERAL PERSONNEL	66,690	70,490	74,635	74,634	75,846	0	75,846	75,846
	61307 - PART TIME EMPLOYEES	52	0	0	0	0	0	0	0
	61309 - RECREATION SUPERVISION	49,495	66,620	112,797	112,786	112,797	23,300	136,097	136,097
	61312 - POOL PERSONNEL	42,060	29,792	0	0	0	0	0	0
	61313 - PLAYGROUND PERSONNEL	47,038	30,409	0	0	0	0	0	0
	61314 - CAMP AREA SUPERVISOR	6,132	5,100	0	0	0	0	0	0
	61318 - YOUTH TRAILS PROGRAM	7,084	4,579	2,990	2,990	0	0	0	0
	61501 - REGULAR OVERTIME	7,083	4,525	3,300	3,295	3,300	0	3,300	3,300
	61701 - HEALTH INSURANCE	7,841	8,546	9,923	9,923	10,090	0	10,090	10,090
	61702 - DENTAL INSURANCE	473	469	476	476	545	0	545	545
	61703 - RETIREMENT CONTRIBUTIONS	7,452	8,022	8,493	8,493	8,472	0	8,472	8,472
	61704 - SOCIAL SECURITY	17,223	16,152	14,820	14,819	14,455	1,782	16,237	16,237
	61705 - WORKERS COMPENSATION	1,377	3,606	3,654	3,654	3,212	401	3,613	3,613
	61000 - PERSONNEL SERVICES	260,001	248,309	231,088	231,070	228,716	25,483	254,200	254,200
	62115 - ARTISTS & PERFORMERS	6,480	6,827	7,550	7,550	7,550	0	7,550	7,550
	62142 - TRANSPORTING	1,455	1,500	4,250	3,200	4,250	0	4,250	4,250
	62145 - FIRST AID & MEDICAL SVCS	457	564	500	500	800	0	800	800
	62205 - PC REPLACEMENT CHARGE	134	480	290	290	408	0	408	408
	62206 - PW FLEET CHARGE	13,722	14,604	15,754	15,754	15,965	0	15,965	15,965
	62311 - EQUIPMENT MAINTENANCE	0	0	200	0	0	0	0	0
	62416 - PRINTING	770	4,074	1,000	995	1,000	0	1,000	1,000
	62425 - ADVERTISING	1,657	875	1,000	750	1,000	0	1,000	1,000
	62430 - TRAVEL	177	0	300	378	300	0	300	300
	62435 - TRAINING	585	957	1,000	1,000	1,200	0	1,200	1,200
	62436 - MEETINGS & DUES	1,326	2,001	1,700	1,700	1,700	0	1,700	1,700
	62445 - PHOTOGRAPHY & PROCESSING	102	156	200	152	200	0	200	200
	62755 - UNIFORMS	1,599	1,400	1,500	1,500	1,500	0	1,500	1,500
	62775 - PLAYGROUND MATERIAL	3,566	3,644	4,000	4,000	4,000	0	4,000	4,000
	62776 - HANDICPD ATHLETE SUPPLIES	17	0	0	0	0	0	0	0
	62778 - ATHLETIC SUPPLIES	6,909	7,659	5,500	5,250	5,500	3,000	8,500	8,500
	62779 - GAME ROOM SUPPLIES	796	1,462	1,000	896	1,000	0	1,000	1,000
	62780 - ARTS & CRAFTS	708	503	1,000	1,500	1,000	0	1,000	1,000
	62783 - YOUTH TRAILS PROGRAM SUP.	204	200	300	0	0	0	0	0
62784 - CATCH PROGRAM	421	720	1,000	895	1,000	0	1,000	1,000	
62000 - OPERATING EXPENDITURES	41,087	47,626	48,044	46,310	48,373	3,000	51,373	51,373	
	01207 - PARKS PROGRAMS	301,088	295,935	279,132	277,380	277,090	28,483	305,572	305,572
01310 - CEMETERY MAINTENANCE	61303 - SUPERVISORY PERSONNEL	37,122	38,110	37,629	37,629	37,923	0	37,923	37,923
	61304 - GENERAL PERSONNEL	101,529	88,258	90,043	90,042	92,802	0	92,802	92,802
	61308 - SEASONAL HELP	5,060	3,623	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	4,497	4,452	3,000	3,202	4,000	0	4,000	4,000
	61701 - HEALTH INSURANCE	48,224	57,724	62,642	62,642	62,236	0	62,236	62,236
	61702 - DENTAL INSURANCE	2,258	2,838	2,880	2,879	3,947	0	3,947	3,947
	61703 - RETIREMENT CONTRIBUTIONS	18,202	14,884	14,871	14,871	14,602	0	14,602	14,602
	61704 - SOCIAL SECURITY	11,077	9,945	9,997	9,997	10,000	0	10,000	10,000
	61705 - WORKERS COMPENSATION	1,265	2,782	2,846	2,486	2,491	0	2,491	2,491
	61000 - PERSONNEL SERVICES	229,235	222,616	223,908	223,748	228,001	0	228,001	228,001
	62205 - PC REPLACEMENT CHARGE	182	348	356	356	362	0	362	362
	62206 - PW FLEET CHARGE	56,624	58,200	60,116	60,116	62,894	0	62,894	62,894
	62311 - EQUIPMENT MAINTENANCE	2,347	1,800	3,000	2,985	3,000	0	3,000	3,000
	62340 - GROUNDS MAINTENANCE	11,126	15,613	17,564	17,499	17,564	0	17,564	17,564
62372 - TREE/FORESTRY MAINTENANCE	3,750	8,427	5,000	5,000	5,000	0	5,000	5,000	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01310 - CEMETERY MAINTENANCE	62435 - TRAINING	0	500	50	50	50	0	50	50
	62436 - MEETINGS & DUES	190	160	300	180	300	0	300	300
	62501 - WATER	830	306	700	424	700	0	700	700
	62734 - MINOR EQUIPMENT	389	436	500	421	500	0	500	500
	62755 - UNIFORMS	681	455	600	476	600	0	600	600
	62000 - OPERATING EXPENDITURES	76,119	86,246	88,186	87,507	90,970	0	90,970	90,970
	01310 - CEMETERY MAINTENANCE	305,354	308,862	312,094	311,255	318,971	0	318,971	318,971
01311 - BURIAL	62340 - GROUNDS MAINTENANCE	998	367	1,000	800	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	998	367	1,000	800	1,000	0	1,000	1,000
	01311 - BURIAL	998	367	1,000	800	1,000	0	1,000	1,000
01312 - CEMETERIES OPS MAINT	62350 - BUILDING MAINTENANCE	2,260	0	200	3,400	200	13,400	13,600	13,600
	62503 - ELECTRICITY	945	2,565	1,813	1,813	1,813	0	1,813	1,813
	62504 - HEATING FUEL	2,701	701	2,829	2,829	2,829	0	2,829	2,829
	62000 - OPERATING EXPENDITURES	5,906	3,266	4,842	8,042	4,842	13,400	18,242	18,242
	01312 - CEMETERIES OPS MAINT	5,906	3,266	4,842	8,042	4,842	13,400	18,242	18,242
01314 - SUMMER KNIGHT CHAPEL	62503 - ELECTRICITY	153	160	267	268	267	0	267	267
	62504 - HEATING FUEL	2,561	4,187	3,000	2,200	3,000	0	3,000	3,000
	62735 - BUILDING MAINT. SUPPLIES	411	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	3,125	4,348	3,267	2,468	3,267	0	3,267	3,267
	01314 - SUMMER KNIGHT CHAPEL	3,125	4,348	3,267	2,468	3,267	0	3,267	3,267
01325 - CITY HALL MAINTENANCE	61304 - GENERAL PERSONNEL	118,149	121,766	124,826	124,826	128,054	0	128,054	128,054
	61305 - ADMINISTRATIVE PERSONNEL	179	0	0	0	0	0	0	0
	61307 - PART TIME EMPLOYEES	36,813	44,354	35,925	35,925	37,984	0	37,984	37,984
	61501 - REGULAR OVERTIME	398	102	1,500	1,500	1,500	0	1,500	1,500
	61701 - HEALTH INSURANCE	40,207	43,226	46,019	46,019	46,797	0	46,797	46,797
	61702 - DENTAL INSURANCE	2,426	2,434	2,435	2,435	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	13,222	13,868	14,376	14,375	14,471	0	14,471	14,471
	61704 - SOCIAL SECURITY	11,312	12,307	12,412	12,412	12,817	0	12,817	12,817
	61705 - WORKERS COMPENSATION	1,379	3,106	3,920	3,919	2,848	0	2,848	2,848
	61901 - RECRUITMENT	0	994	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	224,085	242,157	241,414	241,411	247,180	0	247,180	247,180
	62102 - PROFESSIONAL SERVICES	6,525	240	0	0	0	0	0	0
	62103 - TECHNICAL SERVICES	0	0	2,500	0	500	0	500	500
	62201 - JANITORIAL	0	0	1,860	4,500	3,000	0	3,000	3,000
	62205 - PC REPLACEMENT CHARGE	1,227	1,452	486	486	516	0	516	516
	62206 - PW FLEET CHARGE	12,924	12,696	12,872	12,872	11,634	0	11,634	11,634
	62208 - TAXES	9,408	9,567	9,800	9,800	10,000	0	10,000	10,000
	62209 - RUBBISH PICK-UP	3,668	3,196	4,500	3,500	4,000	0	4,000	4,000
	62311 - EQUIPMENT MAINTENANCE	8,500	5,778	10,688	9,500	10,000	0	10,000	10,000
	62316 - ESCO MAINTENANCE	3,123	2,421	3,900	4,000	3,900	0	3,900	3,900
	62317 - EQUIPMENT REPAIR	2,025	4,193	5,000	7,000	5,000	0	5,000	5,000
	62318 - BUILDING REPAIR	9,548	5,366	9,178	4,500	10,000	0	10,000	10,000
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	0	200	400	0	400	400
	62350 - BUILDING MAINTENANCE	46,467	47,109	26,266	42,000	16,500	0	16,500	16,500
	62375 - PERMITS	808	618	1,000	500	500	0	500	500
	62430 - TRAVEL	0	0	500	250	250	0	250	250
	62435 - TRAINING	0	2,592	2,500	2,000	2,500	0	2,500	2,500
	62501 - WATER	6,544	3,266	3,900	4,500	4,250	0	4,250	4,250
	62502 - SEWER	5,305	6,431	7,500	7,500	7,500	0	7,500	7,500
	62503 - ELECTRICITY	37,301	38,313	42,088	40,000	40,000	0	40,000	40,000
	62504 - HEATING FUEL	15,114	18,027	22,758	22,000	22,404	0	22,404	22,404
	62510 - TELEPHONE	2,706	2,778	1,500	1,250	1,450	0	1,450	1,450
	62701 - OFFICE SUPPLIES	240	450	1,550	600	200	0	200	200
62733 - TOOLS	753	122	600	450	500	0	500	500	
62734 - MINOR EQUIPMENT	182	406	3,000	1,500	1,500	0	1,500	1,500	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01325 - CITY HALL MAINTENANCE	62735 - BUILDING MAINT. SUPPLIES	404	552	1,000	2,000	2,000	0	2,000	2,000
	62736 - GROUNDS MAINT SUPPLIES	1,008	1,571	2,500	2,500	2,000	0	2,000	2,000
	62737 - JANITORIAL SUPPLIES	3,754	3,915	3,000	3,000	3,500	0	3,500	3,500
	62755 - UNIFORMS	243	474	600	400	400	0	400	400
	62761 - SOFTWARE	0	0	750	0	0	0	0	0
	64206 - MINOR IMPROVEMENTS	4,544	8,246	5,000	5,000	5,000	0	5,000	5,000
	62000 - OPERATING EXPENDITURES	182,320	179,779	186,796	191,808	169,404	0	169,404	169,404
01325 - CITY HALL MAINTENANCE	406,405	421,937	428,210	433,219	416,584	0	416,584	416,584	
01326 - TRANSPORT CTR MAINTENANCE	62208 - TAXES	7,562	9,272	8,447	9,000	8,947	0	8,947	8,947
	62311 - EQUIPMENT MAINTENANCE	100	165	500	500	500	0	500	500
	62317 - EQUIPMENT REPAIR	0	0	1,200	500	1,200	0	1,200	1,200
	62318 - BUILDING REPAIR	871	1,104	2,000	1,000	1,000	0	1,000	1,000
	62350 - BUILDING MAINTENANCE	0	12,237	1,400	1,000	1,400	0	1,400	1,400
	62501 - WATER	2,548	1,095	2,675	2,000	2,000	0	2,000	2,000
	62502 - SEWER	2,667	2,463	4,512	3,500	4,000	0	4,000	4,000
	62503 - ELECTRICITY	10,894	7,100	13,367	7,800	10,000	0	10,000	10,000
	62504 - HEATING FUEL	5,371	4,274	7,509	7,000	7,000	0	7,000	7,000
	62735 - BUILDING MAINT. SUPPLIES	0	0	400	250	400	0	400	400
	62737 - JANITORIAL SUPPLIES	1,291	289	100	100	100	0	100	100
	64206 - MINOR IMPROVEMENTS	0	2,650	3,000	5,000	8,563	0	8,563	8,563
	62000 - OPERATING EXPENDITURES	31,304	40,649	45,110	37,650	45,110	0	45,110	45,110
01326 - TRANSPORT CTR MAINTENANCE	31,304	40,649	45,110	37,650	45,110	0	45,110	45,110	
01328 - LIBRARY MAINTENANCE	61304 - GENERAL PERSONNEL	25,452	21,637	40,747	40,747	45,140	0	45,140	45,140
	61307 - PART TIME EMPLOYEES	23	17,132	46,234	46,234	47,542	0	47,542	47,542
	61401 - TEMPORARY PERSONNEL	0	5,021	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	29	667	2,000	1,000	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	1,612	0	19,584	875	0	0	0	0
	61702 - DENTAL INSURANCE	94	0	889	889	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	2,847	2,538	4,865	4,864	5,042	0	5,042	5,042
	61704 - SOCIAL SECURITY	1,950	3,401	6,807	6,807	7,090	0	7,090	7,090
	61705 - WORKERS COMPENSATION	165	794	1,635	922	1,724	0	1,724	1,724
	61000 - PERSONNEL SERVICES	32,172	51,190	122,761	102,338	110,267	0	110,267	110,267
	62102 - PROFESSIONAL SERVICES	737	465	36,000	36,000	36,000	0	36,000	36,000
	62103 - TECHNICAL SERVICES	0	0	12,500	12,500	12,500	0	12,500	12,500
	62201 - JANITORIAL	30,662	4,909	5,000	5,000	5,000	0	5,000	5,000
	62205 - PC REPLACEMENT CHARGE	0	0	0	0	200	0	200	200
	62208 - TAXES	0	37,631	78,059	78,059	176,231	0	176,231	176,231
	62209 - RUBBISH PICK-UP	710	985	1,500	950	2,500	0	2,500	2,500
	62311 - EQUIPMENT MAINTENANCE	5,169	5,752	9,747	7,000	8,442	0	8,442	8,442
	62316 - ESCO MAINTENANCE	3,123	2,421	3,900	3,900	7,800	0	7,800	7,800
	62317 - EQUIPMENT REPAIR	2,147	5,237	4,212	6,500	4,212	0	4,212	4,212
	62318 - BUILDING REPAIR	3,818	7,482	3,000	5,000	3,500	0	3,500	3,500
	62350 - BUILDING MAINTENANCE	12,239	24,849	11,840	16,000	7,300	0	7,300	7,300
	62375 - PERMITS	800	1,086	400	1,200	600	0	600	600
	62501 - WATER	1,041	931	1,000	1,000	1,600	0	1,600	1,600
	62502 - SEWER	2,032	1,649	1,993	1,800	2,993	0	2,993	2,993
	62503 - ELECTRICITY	46,499	48,594	44,000	44,000	47,208	0	47,208	47,208
	62504 - HEATING FUEL	14,253	15,136	30,000	28,000	39,518	0	39,518	39,518
	62510 - TELEPHONE	0	798	600	600	600	0	600	600
	62603 - BUILDING RENTAL	0	0	220,586	220,586	220,586	0	220,586	220,586
	62733 - TOOLS	231	1,363	600	600	600	0	600	600
	62734 - MINOR EQUIPMENT	0	6,093	5,000	1,500	5,000	0	5,000	5,000
	62735 - BUILDING MAINT. SUPPLIES	1,040	1,978	1,200	1,250	1,450	0	1,450	1,450
	62736 - GROUNDS MAINT SUPPLIES	7,088	10,635	6,385	5,000	7,000	0	7,000	7,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01328 - LIBRARY MAINTENANCE	62737 - JANITORIAL SUPPLIES	5,500	6,773	5,000	5,000	5,300	0	5,300	5,300
	62755 - UNIFORMS	759	1,351	600	600	600	0	600	600
	62000 - OPERATING EXPENDITURES	137,849	186,118	483,122	482,045	596,740	0	596,740	596,740
01328 - LIBRARY MAINTENANCE		170,020	237,308	605,882	584,383	707,007	0	707,007	707,007
01329 - RECREATION CTR MAINT	61304 - GENERAL PERSONNEL	19,336	30,838	44,037	44,036	48,451	0	48,451	48,451
	61307 - PART TIME EMPLOYEES	0	0	16,640	16,640	17,532	0	17,532	17,532
	61401 - TEMPORARY PERSONNEL	0	7,727	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	29	717	2,000	2,000	2,000	0	2,000	2,000
	61703 - RETIREMENT CONTRIBUTIONS	1,926	3,591	5,239	5,238	5,412	0	5,412	5,412
	61704 - SOCIAL SECURITY	1,481	3,005	4,795	4,795	5,048	0	5,048	5,048
	61705 - WORKERS COMPENSATION	170	580	406	1,000	1,123	0	1,123	1,123
	61000 - PERSONNEL SERVICES	22,942	46,459	73,117	73,709	79,566	0	79,566	79,566
	62102 - PROFESSIONAL SERVICES	0	1,185	4,055	0	2,500	0	2,500	2,500
	62201 - JANITORIAL	14,385	4,837	2,000	1,000	2,000	0	2,000	2,000
	62205 - PC REPLACEMENT CHARGE	0	0	188	188	200	0	200	200
	62209 - RUBBISH PICK-UP	2,430	2,714	2,800	3,500	2,800	0	2,800	2,800
	62311 - EQUIPMENT MAINTENANCE	4,154	3,295	4,905	4,000	4,320	0	4,320	4,320
	62316 - ESCO MAINTENANCE	3,123	2,421	3,900	3,900	3,900	0	3,900	3,900
	62317 - EQUIPMENT REPAIR	9,361	2,449	6,000	5,000	6,000	0	6,000	6,000
	62318 - BUILDING REPAIR	5,911	1,647	10,500	6,500	6,000	0	6,000	6,000
	62350 - BUILDING MAINTENANCE	31,786	21,366	21,967	31,500	12,851	0	12,851	12,851
	62375 - PERMITS	708	698	500	250	500	0	500	500
	62435 - TRAINING	0	0	0	600	600	0	600	600
	62501 - WATER	775	869	900	600	900	0	900	900
	62502 - SEWER	2,981	2,449	2,200	1,800	2,200	0	2,200	2,200
	62503 - ELECTRICITY	16,358	16,727	18,722	18,750	18,700	0	18,700	18,700
	62504 - HEATING FUEL	17,844	19,735	20,908	21,500	20,908	0	20,908	20,908
	62510 - TELEPHONE	739	905	1,200	1,600	1,200	0	1,200	1,200
	62604 - EQUIPMENT RENTAL	0	0	200	0	200	0	200	200
	62733 - TOOLS	50	0	400	300	400	0	400	400
	62734 - MINOR EQUIPMENT	0	3,187	1,000	1,000	1,000	0	1,000	1,000
	62735 - BUILDING MAINT. SUPPLIES	496	753	1,000	1,000	1,000	0	1,000	1,000
	62736 - GROUNDS MAINT SUPPLIES	1,864	7,953	3,000	3,000	3,000	0	3,000	3,000
	62737 - JANITORIAL SUPPLIES	5,788	6,733	4,500	4,000	3,900	0	3,900	3,900
	62755 - UNIFORMS	292	334	300	300	300	0	300	300
	64206 - MINOR IMPROVEMENTS	0	450	0	750	0	0	0	0
	62000 - OPERATING EXPENDITURES	119,044	100,707	111,145	111,038	95,379	0	95,379	95,379
01329 - RECREATION CTR MAINT		141,986	147,166	184,262	184,747	174,945	0	174,945	174,945
01330 - CENTRAL FIRE STATION MAIN	62209 - RUBBISH PICK-UP	1,427	1,447	2,040	1,500	2,040	0	2,040	2,040
	62311 - EQUIPMENT MAINTENANCE	6,983	5,705	4,451	5,200	2,500	0	2,500	2,500
	62317 - EQUIPMENT REPAIR	7,046	12,602	2,500	4,500	3,000	0	3,000	3,000
	62318 - BUILDING REPAIR	2,914	1,423	500	2,000	0	0	0	0
	62350 - BUILDING MAINTENANCE	675	7,823	6,500	3,500	6,500	0	6,500	6,500
	62375 - PERMITS	350	578	150	150	150	0	150	150
	62501 - WATER	1,263	1,775	1,400	1,600	1,400	0	1,400	1,400
	62502 - SEWER	3,029	4,129	3,500	3,800	3,500	0	3,500	3,500
	62503 - ELECTRICITY	28,242	28,512	27,748	32,000	29,748	0	29,748	29,748
	62504 - HEATING FUEL	23,271	25,882	31,632	28,500	29,932	0	29,932	29,932
	62506 - FIRELINE / HYDRANTS	906	578	578	578	578	0	578	578
	62735 - BUILDING MAINT. SUPPLIES	674	0	1,000	1,000	1,000	0	1,000	1,000
	62736 - GROUNDS MAINT SUPPLIES	0	68	1,000	1,000	1,000	0	1,000	1,000
	62737 - JANITORIAL SUPPLIES	1,766	1,624	2,300	1,500	2,000	0	2,000	2,000
	62000 - OPERATING EXPENDITURES	78,547	92,144	85,299	86,828	83,348	0	83,348	83,348
01330 - CENTRAL FIRE STATION MAIN		78,547	92,144	85,299	86,828	83,348	0	83,348	83,348

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
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	865	775	865	0	865	865
	62311 - EQUIPMENT MAINTENANCE	0	744	3,550	2,500	3,000	0	3,000	3,000
	62317 - EQUIPMENT REPAIR	493	5,458	8,055	12,000	3,000	0	3,000	3,000
	62318 - BUILDING REPAIR	0	5,884	10,000	5,000	10,000	0	10,000	10,000
	62350 - BUILDING MAINTENANCE	439	1,620	3,000	2,500	3,000	0	3,000	3,000
	62375 - PERMITS	0	50	0	0	0	0	0	0
	62501 - WATER	550	625	1,000	700	1,000	0	1,000	1,000
	62502 - SEWER	2,659	2,630	2,800	2,500	2,800	0	2,800	2,800
	62503 - ELECTRICITY	6,008	7,589	7,000	8,000	9,000	0	9,000	9,000
	62504 - HEATING FUEL	10,491	13,487	15,000	13,000	13,000	0	13,000	13,000
	62602 - OFFICE SPACE RENTAL	12,000	0	0	0	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	102	0	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	33,583	38,928	52,270	47,975	46,665	0	46,665	46,665
01332 - W KEENE FIRE MAINTENANCE		33,583	38,928	52,270	47,975	46,665	0	46,665	46,665
01333 - AIRPORT MAINTENANCE	62311 - EQUIPMENT MAINTENANCE	132	1,558	1,932	1,500	1,932	0	1,932	1,932
	62316 - ESCO MAINTENANCE	3,123	2,421	3,900	3,900	3,900	0	3,900	3,900
	62317 - EQUIPMENT REPAIR	811	989	1,500	500	1,500	0	1,500	1,500
	62318 - BUILDING REPAIR	11,467	3,459	2,000	500	2,000	0	2,000	2,000
	62350 - BUILDING MAINTENANCE	3,897	1,710	4,684	4,000	2,750	0	2,750	2,750
	62375 - PERMITS	458	408	0	0	0	0	0	0
	62501 - WATER	1,416	0	1,000	500	1,000	0	1,000	1,000
	62503 - ELECTRICITY	27,803	26,704	29,160	29,500	29,160	0	29,160	29,160
	62504 - HEATING FUEL	14,434	25,056	16,530	15,000	16,530	0	16,530	16,530
	62735 - BUILDING MAINT. SUPPLIES	0	99	500	250	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	300	250	300	0	300	300
	62737 - JANITORIAL SUPPLIES	763	719	650	250	400	0	400	400
	62000 - OPERATING EXPENDITURES	64,303	63,122	62,156	56,150	59,972	0	59,972	59,972
01333 - AIRPORT MAINTENANCE		64,303	63,122	62,156	56,150	59,972	0	59,972	59,972
01335 - 350 MARLBORO STREET	61304 - GENERAL PERSONNEL	46,873	47,341	48,422	48,422	48,795	0	48,795	48,795
	61307 - PART TIME EMPLOYEES	0	0	28,288	28,288	29,805	0	29,805	29,805
	61401 - TEMPORARY PERSONNEL	0	10,008	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	4,543	6,350	4,000	1,000	4,000	0	4,000	4,000
	61701 - HEALTH INSURANCE	24,059	24,427	26,398	26,398	26,697	0	26,697	26,697
	61702 - DENTAL INSURANCE	1,538	1,525	1,546	1,546	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	5,745	6,110	5,966	5,965	5,897	0	5,897	5,897
	61704 - SOCIAL SECURITY	3,900	4,799	6,174	6,174	6,319	0	6,319	6,319
	61705 - WORKERS COMPENSATION	409	955	1,398	1,398	1,395	0	1,395	1,395
	61000 - PERSONNEL SERVICES	87,068	101,515	122,193	119,191	124,636	0	124,636	124,636
	62102 - PROFESSIONAL SERVICES	1,500	1,522	2,500	0	0	0	0	0
	62201 - JANITORIAL	22,091	10,223	7,172	12,500	9,500	0	9,500	9,500
	62205 - PC REPLACEMENT CHARGE	134	132	102	102	108	0	108	108
	62209 - RUBBISH PICK-UP	2,758	2,426	3,000	2,500	3,000	0	3,000	3,000
	62311 - EQUIPMENT MAINTENANCE	23,586	13,036	15,944	12,000	15,000	0	15,000	15,000
	62316 - ESCO MAINTENANCE	3,123	2,421	3,900	3,900	3,900	0	3,900	3,900
	62317 - EQUIPMENT REPAIR	11,368	25,433	29,191	36,000	20,000	0	20,000	20,000
	62318 - BUILDING REPAIR	31,568	13,778	14,185	12,000	10,000	0	10,000	10,000
	62350 - BUILDING MAINTENANCE	38,830	63,417	22,753	32,500	18,000	0	18,000	18,000
	62375 - PERMITS	808	678	800	500	800	0	800	800
	62435 - TRAINING	0	0	1,000	1,000	1,000	0	1,000	1,000
	62501 - WATER	1,814	2,441	4,000	3,500	4,000	0	4,000	4,000
	62502 - SEWER	8,660	9,288	8,500	6,500	8,500	0	8,500	8,500
	62503 - ELECTRICITY	83,801	75,777	80,000	80,000	80,000	0	80,000	80,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended	
01335 - 350 MARLBORO STREET	62504 - HEATING FUEL	28,081	55,030	76,994	54,010	55,000	0	55,000	55,000	
	62506 - FIRELINE / HYDRANTS	6,551	6,551	3,500	3,500	3,500	0	3,500	3,500	
	62510 - TELEPHONE	903	1,768	1,800	1,700	1,800	0	1,800	1,800	
	62604 - EQUIPMENT RENTAL	930	0	0	0	0	0	0	0	
	62733 - TOOLS	837	1,484	400	250	400	0	400	400	
	62734 - MINOR EQUIPMENT	8,735	4,938	10,853	5,000	13,927	2,500	16,427	16,427	
	62735 - BUILDING MAINT. SUPPLIES	59	2,593	1,000	2,500	2,000	0	2,000	2,000	
	62736 - GROUNDS MAINT SUPPLIES	3,874	8,555	1,000	4,000	5,000	0	5,000	5,000	
	62737 - JANITORIAL SUPPLIES	5,388	7,860	6,000	6,500	6,300	0	6,300	6,300	
	62755 - UNIFORMS	271	1,013	800	500	500	0	500	500	
	64206 - MINOR IMPROVEMENTS	0	2,480	939	5,000	10,000	0	10,000	10,000	
	62000 - OPERATING EXPENDITURES	285,669	312,843	296,333	285,962	272,235	2,500	274,735	274,735	
	01335 - 350 MARLBORO STREET	372,737	414,358	418,526	405,153	396,871	2,500	399,371	399,371	
01336 - PUBLIC LIBRARY ANNEX	62209 - RUBBISH PICK-UP	1,275	1,489	1,500	1,200	0	0	0	0	
	62311 - EQUIPMENT MAINTENANCE	847	310	1,075	800	0	0	0	0	
	62316 - ESCO MAINTENANCE	3,123	2,421	3,900	3,900	0	0	0	0	
	62318 - BUILDING REPAIR	1,545	499	500	0	0	0	0	0	
	62350 - BUILDING MAINTENANCE	5,135	1,988	2,704	2,500	0	0	0	0	
	62375 - PERMITS	125	70	200	200	0	0	0	0	
	62501 - WATER	165	154	600	250	0	0	0	0	
	62502 - SEWER	426	379	1,000	500	0	0	0	0	
	62503 - ELECTRICITY	1,899	1,093	3,208	1,500	0	0	0	0	
	62504 - HEATING FUEL	6,135	156	9,518	7,500	0	0	0	0	
	62735 - BUILDING MAINT. SUPPLIES	408	6,886	250	200	0	0	0	0	
	62736 - GROUNDS MAINT SUPPLIES	200	1,684	0	1,500	0	0	0	0	
	62737 - JANITORIAL SUPPLIES	435	2,048	300	3,500	0	0	0	0	
		62000 - OPERATING EXPENDITURES	21,719	19,179	24,755	23,550	0	0	0	0
		01336 - PUBLIC LIBRARY ANNEX	21,719	19,179	24,755	23,550	0	0	0	0
01600 - YOUTH SERVICES	61304 - GENERAL PERSONNEL	62,689	67,659	68,916	68,916	58,194	0	58,194	58,194	
	61307 - PART TIME EMPLOYEES	10,345	0	0	0	0	0	0	0	
	61401 - TEMPORARY PERSONNEL	17,333	18,560	18,800	18,642	21,790	0	21,790	21,790	
	61701 - HEALTH INSURANCE	7,841	8,546	9,923	9,923	10,090	0	10,090	10,090	
	61702 - DENTAL INSURANCE	473	469	476	475	545	0	545	545	
	61703 - RETIREMENT CONTRIBUTIONS	7,005	7,700	7,843	7,843	6,500	0	6,500	6,500	
	61704 - SOCIAL SECURITY	6,621	6,356	6,710	6,710	6,118	0	6,118	6,118	
	61705 - WORKERS COMPENSATION	60	174	1,312	483	1,375	0	1,375	1,375	
	61901 - RECRUITMENT	408	284	0	0	0	0	0	0	
		61000 - PERSONNEL SERVICES	112,775	109,747	113,980	112,992	104,611	0	104,611	104,611
	62102 - PROFESSIONAL SERVICES	190	0	350	0	350	0	350	350	
	62205 - PC REPLACEMENT CHARGE	134	348	282	282	300	0	300	300	
	62401 - GENERAL LIABILITY INS	612	586	600	590	600	0	600	600	
	62416 - PRINTING	143	0	100	0	100	0	100	100	
	62430 - TRAVEL	0	136	190	0	190	0	190	190	
	62435 - TRAINING	154	445	350	0	500	0	500	500	
	62436 - MEETINGS & DUES	50	50	100	0	100	0	100	100	
	62510 - TELEPHONE	658	390	360	314	360	0	360	360	
	62701 - OFFICE SUPPLIES	141	125	250	0	250	0	250	250	
	62710 - POSTAGE	45	6	60	0	60	0	60	60	
	62000 - OPERATING EXPENDITURES	2,128	2,087	2,642	1,186	2,810	0	2,810	2,810	
	01600 - YOUTH SERVICES	114,903	111,834	116,622	114,178	107,421	0	107,421	107,421	
	DEPARTMENT TOTAL	2,926,934	3,105,899	3,626,483	3,559,044	3,649,185	56,809	3,705,994	3,705,994	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

POLICE

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01400 - POLICE ADMIN	61301 - DEPARTMENT HEAD	199,942	119,445	122,133	122,133	123,087	0	123,087	123,087
	61303 - SUPERVISORY PERSONNEL	96,484	104,288	108,296	107,037	107,860	0	107,860	107,860
	61305 - ADMINISTRATIVE PERSONNEL	189,576	191,606	196,584	196,584	198,101	0	198,101	198,101
	61506 - REIMBURSABLE DETAIL	75,340	23,440	26,400	71,801	26,400	0	26,400	26,400
	61608 - POLICE INCENTIVES	9,143	3,000	6,000	6,000	6,000	0	6,000	6,000
	61701 - HEALTH INSURANCE	88,712	93,200	105,246	86,693	96,870	0	96,870	96,870
	61702 - DENTAL INSURANCE	5,119	5,051	5,164	4,601	5,325	0	5,325	5,325
	61703 - RETIREMENT CONTRIBUTIONS	21,184	21,805	22,371	21,389	22,128	0	22,128	22,128
	61704 - SOCIAL SECURITY	19,891	18,046	19,144	18,590	19,415	0	19,415	19,415
	61705 - WORKERS COMPENSATION	3,683	4,498	4,959	4,166	4,514	0	4,514	4,514
	61714 - RET - POLICE	100,631	73,585	76,976	88,642	83,529	0	83,529	83,529
	61901 - RECRUITMENT	0	1,031	0	1,345	0	0	0	0
	61000 - PERSONNEL SERVICES	809,703	658,994	693,272	728,979	693,230	0	693,230	693,230
	62145 - FIRST AID & MEDICAL SVCS	0	0	50	50	50	0	50	50
	62177 - JUSTICE OF THE PEACE	119	0	375	300	375	0	375	375
	62205 - PC REPLACEMENT CHARGE	2,085	2,256	2,583	2,583	2,499	0	2,499	2,499
	62206 - PW FLEET CHARGE	18,142	21,108	21,571	21,571	24,337	0	24,337	24,337
	62301 - OFFICE EQUIPMENT MAINT.	4,321	3,442	4,800	4,800	4,800	0	4,800	4,800
	62436 - MEETINGS & DUES	1,004	559	600	600	600	0	600	600
	62446 - CLEANING ALLOWANCE	2,100	2,100	2,100	2,100	2,100	0	2,100	2,100
	62701 - OFFICE SUPPLIES	6,217	4,717	4,900	4,900	4,900	0	4,900	4,900
	62710 - POSTAGE	1,408	2,038	1,949	1,949	1,949	0	1,949	1,949
	62715 - BOOKS AND PERIODICALS	508	503	200	386	200	0	200	200
	62755 - UNIFORMS	13,782	20,260	22,800	22,000	22,800	0	22,800	22,800
	62000 - OPERATING EXPENDITURES	49,687	56,984	61,928	61,239	64,610	0	64,610	64,610
	01400 - POLICE ADMIN	859,390	715,978	755,200	790,219	757,840	0	757,840	757,840
01401 - POLICE DISPATCH	61303 - SUPERVISORY PERSONNEL	10,197	56,557	56,520	54,875	58,242	0	58,242	58,242
	61304 - GENERAL PERSONNEL	205,310	186,710	196,324	205,549	181,189	0	181,189	181,189
	61307 - PART TIME EMPLOYEES	8,866	8,685	10,000	23,381	10,000	0	10,000	10,000
	61501 - REGULAR OVERTIME	15,890	9,018	12,000	24,368	12,000	0	12,000	12,000
	61502 - DOUBLE OVERTIME	5,509	5,616	5,406	5,406	5,528	0	5,528	5,528
	61520 - OT-VACATION REPLACEMENT	12,015	9,299	18,000	7,284	18,000	0	18,000	18,000
	61521 - OT-SICK REPLACEMENT	1,103	1,200	5,000	10,961	5,000	0	5,000	5,000
	61522 - OT-PERSONAL DAY REPLACE	2,963	1,713	2,500	1,387	2,500	0	2,500	2,500
	61601 - HOLIDAY PAY	7,201	8,024	10,892	10,892	11,137	0	11,137	11,137
	61701 - HEALTH INSURANCE	36,405	41,589	49,402	47,449	83,398	0	83,398	83,398
	61702 - DENTAL INSURANCE	1,783	2,130	2,379	1,981	4,402	0	4,402	4,402
	61703 - RETIREMENT CONTRIBUTIONS	27,499	31,447	35,041	35,091	33,912	0	33,912	33,912
	61704 - SOCIAL SECURITY	19,595	21,708	24,321	25,806	23,225	0	23,225	23,225
	61705 - WORKERS COMPENSATION	2,357	5,195	5,611	5,792	4,389	0	4,389	4,389
	61714 - RET - POLICE	3,716	529	0	4,419	0	0	0	0
	61901 - RECRUITMENT	471	0	0	1,500	0	0	0	0
	61000 - PERSONNEL SERVICES	360,881	389,419	433,396	466,142	452,922	0	452,922	452,922
	62103 - TECHNICAL SERVICES	0	333	4,800	0	4,800	0	4,800	4,800
	62205 - PC REPLACEMENT CHARGE	402	516	408	408	756	0	756	756
	62304 - COMMUNICATIONS EQP MAINT.	6,556	5,384	8,400	6,938	4,400	21,004	25,404	25,404
	62510 - TELEPHONE	13,021	11,957	14,200	14,200	14,200	0	14,200	14,200
	62700 - SUPPLIES AND MATERIALS	65	185	280	1,800	280	0	280	280
	62755 - UNIFORMS	2,031	1,575	2,200	2,449	2,200	0	2,200	2,200
	62767 - PRISONER CARE	0	0	25	25	25	0	25	25
	62000 - OPERATING EXPENDITURES	22,076	19,950	30,313	25,820	26,661	21,004	47,665	47,665
	01401 - POLICE DISPATCH	382,957	409,369	463,709	491,962	479,583	21,004	500,587	500,587
01402 - POLICE TRAINING	61509 - OT-WEAPONS TRAINING	21,232	20,772	25,000	22,000	25,000	0	25,000	25,000
	61512 - OT-TACTICAL TEAM TRAINING	19,695	20,046	20,000	20,000	20,000	0	20,000	20,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01402 - POLICE TRAINING	61513 - OT-TRAINING	29,689	42,512	37,000	47,082	37,000	0	37,000	37,000
	61703 - RETIREMENT CONTRIBUTIONS	60	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	1,043	1,178	1,189	1,098	1,189	0	1,189	1,189
	61705 - WORKERS COMPENSATION	516	1,022	1,453	900	1,185	0	1,185	1,185
	61714 - RET - POLICE	18,511	24,524	24,133	22,618	23,313	0	23,313	23,313
	61000 - PERSONNEL SERVICES	90,746	110,055	108,775	113,698	107,687	0	107,687	107,687
	62319 - BEARCAT MAINTENANCE	77	0	400	100	100	0	100	100
	62435 - TRAINING	19,306	14,237	24,000	19,000	24,000	0	24,000	24,000
	62700 - SUPPLIES AND MATERIALS	648	6	1,000	1,000	1,000	0	1,000	1,000
	62745 - TACTICAL SUPPLIES	9,497	7,174	9,500	9,500	9,800	0	9,800	9,800
	62773 - WEAPONS TRAINING SUPPLIES	35,947	26,545	43,760	31,000	33,000	0	33,000	33,000
	62000 - OPERATING EXPENDITURES	65,475	47,962	78,660	60,600	67,900	0	67,900	67,900
	01402 - POLICE TRAINING	156,220	158,018	187,435	174,298	175,587	0	175,587	175,587
01403 - POLICE PATROL	61303 - SUPERVISORY PERSONNEL	644,325	661,425	689,214	639,397	699,386	0	699,386	699,386
	61304 - GENERAL PERSONNEL	1,194,046	1,154,625	1,421,262	1,179,103	1,496,919	0	1,496,919	1,496,919
	61501 - REGULAR OVERTIME	30,457	42,060	54,000	41,306	54,000	0	54,000	54,000
	61507 - COURT OVERTIME	40,890	46,781	44,000	34,013	44,000	0	44,000	44,000
	61520 - OT-VACATION REPLACEMENT	86,350	117,527	50,100	117,796	50,100	0	50,100	50,100
	61521 - OT-SICK REPLACEMENT	50,879	43,891	18,600	71,482	18,600	0	18,600	18,600
	61522 - OT-PERSONAL DAY REPLACE	10,584	16,617	9,800	16,098	9,800	0	9,800	9,800
	61529 - OT-SHIFT VACANCIES	30,324	87,151	8,000	125,106	8,000	0	8,000	8,000
	61531 - HOLIDAY OVERTIME	25,483	25,219	26,224	30,000	26,880	0	26,880	26,880
	61601 - HOLIDAY PAY	87,586	92,543	97,967	89,553	100,416	0	100,416	100,416
	61608 - POLICE INCENTIVES	39,100	36,367	42,450	42,450	38,650	0	38,650	38,650
	61701 - HEALTH INSURANCE	468,366	458,878	602,514	602,514	561,776	0	561,776	561,776
	61702 - DENTAL INSURANCE	32,360	30,046	35,597	35,597	38,003	0	38,003	38,003
	61703 - RETIREMENT CONTRIBUTIONS	39	83	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	31,963	33,214	35,847	34,229	36,928	0	36,928	36,928
	61705 - WORKERS COMPENSATION	17,739	40,904	43,624	38,884	36,816	0	36,816	36,816
	61714 - RET - POLICE	594,311	683,308	724,601	699,907	724,041	0	724,041	724,041
	61901 - RECRUITMENT	2,937	10,487	0	10,000	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	0	7,129	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	3,387,737	3,588,254	3,903,801	3,807,435	3,944,315	0	3,944,315	3,944,315
	62120 - LABORATORY SERVICES	0	0	400	400	400	0	400	400
	62205 - PC REPLACEMENT CHARGE	12,033	12,036	11,900	11,900	11,972	0	11,972	11,972
	62206 - PW FLEET CHARGE	224,433	211,272	216,182	216,182	226,373	0	226,373	226,373
	62308 - NETWORK MAINTENANCE	0	4,841	5,282	5,282	5,282	0	5,282	5,282
	62312 - K-9 UNIT SUPPORT	6,302	3,964	4,500	4,500	4,500	0	4,500	4,500
	62700 - SUPPLIES AND MATERIALS	2,935	1,941	3,085	2,723	3,085	0	3,085	3,085
	68008 - GRANT MATCH	5,721	3,296	3,950	3,950	3,950	0	3,950	3,950
62000 - OPERATING EXPENDITURES	251,424	237,350	245,299	244,937	255,562	0	255,562	255,562	
01403 - POLICE PATROL	3,639,161	3,825,603	4,149,100	4,052,372	4,199,877	0	4,199,877	4,199,877	
01405 - POLICE SPECIAL SERVICES	61303 - SUPERVISORY PERSONNEL	74,820	87,648	89,870	89,870	92,547	0	92,547	92,547
	61304 - GENERAL PERSONNEL	185,623	188,903	193,546	183,455	198,083	0	198,083	198,083
	61306 - HOURLY PERSONNEL	67,751	52,780	49,891	49,891	51,138	0	51,138	51,138
	61307 - PART TIME EMPLOYEES	84,049	102,139	111,356	105,188	112,183	0	112,183	112,183
	61601 - HOLIDAY PAY	11,421	4,677	12,333	11,882	12,641	0	12,641	12,641
	61608 - POLICE INCENTIVES	3,000	3,300	3,800	4,050	3,800	0	3,800	3,800
	61701 - HEALTH INSURANCE	73,318	73,211	71,288	71,288	70,423	0	70,423	70,423
	61702 - DENTAL INSURANCE	4,853	4,476	4,045	4,045	4,546	0	4,546	4,546
	61703 - RETIREMENT CONTRIBUTIONS	6,212	6,419	6,561	6,272	6,489	0	6,489	6,489
	61704 - SOCIAL SECURITY	18,806	18,251	20,254	17,342	15,654	0	15,654	15,654
	61705 - WORKERS COMPENSATION	3,086	7,169	6,462	6,773	5,172	0	5,172	5,172
61714 - RET - POLICE	57,967	67,136	71,190	70,756	70,183	0	70,183	70,183	
61000 - PERSONNEL SERVICES	590,907	616,110	640,596	620,812	642,860	0	642,860	642,860	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01405 - POLICE SPECIAL SERVICES	62100 - PROFESSIONAL/TECH SVCS	6,665	7,096	7,100	7,100	7,100	0	7,100	7,100
	62205 - PC REPLACEMENT CHARGE	1,479	1,584	1,467	1,467	1,604	0	1,604	1,604
	62206 - PW FLEET CHARGE	70,543	72,852	74,849	74,849	78,404	0	78,404	78,404
	62310 - SAFETY PROGRAM MAINT.	7,353	7,962	5,941	5,941	5,941	0	5,941	5,941
	62311 - EQUIPMENT MAINTENANCE	1,260	4,335	1,113	1,113	1,113	0	1,113	1,113
	62503 - ELECTRICITY	6,994	6,491	4,900	7,429	4,900	0	4,900	4,900
	62741 - EVIDENCE SECURITY	653	885	900	900	900	0	900	900
	62000 - OPERATING EXPENDITURES	94,946	101,205	96,270	98,799	99,962	0	99,962	99,962
01405 - POLICE SPECIAL SERVICES	685,853	717,315	736,866	719,611	742,822	0	742,822	742,822	
01407 - POLICE INVESTIGATION	61303 - SUPERVISORY PERSONNEL	86,393	87,685	89,870	177,909	92,547	0	92,547	92,547
	61304 - GENERAL PERSONNEL	360,342	345,129	403,173	291,454	394,843	0	394,843	394,843
	61305 - ADMINISTRATIVE PERSONNEL	50,888	51,648	52,790	52,790	53,196	0	53,196	53,196
	61501 - REGULAR OVERTIME	20,757	25,911	23,000	23,000	23,000	0	23,000	23,000
	61601 - HOLIDAY PAY	25,100	25,171	30,512	20,670	31,275	0	31,275	31,275
	61608 - POLICE INCENTIVES	4,800	7,750	10,250	10,250	10,500	0	10,500	10,500
	61701 - HEALTH INSURANCE	106,493	113,655	132,959	132,959	149,282	0	149,282	149,282
	61702 - DENTAL INSURANCE	7,644	8,296	8,915	8,915	11,147	0	11,147	11,147
	61703 - RETIREMENT CONTRIBUTIONS	5,686	5,878	6,008	5,743	6,008	0	6,008	6,008
	61704 - SOCIAL SECURITY	9,664	9,527	10,858	9,207	10,823	0	10,823	10,823
	61705 - WORKERS COMPENSATION	4,433	9,024	10,009	9,180	9,755	0	9,755	9,755
	61714 - RET - POLICE	133,060	144,653	164,865	157,776	149,388	0	149,388	149,388
	61000 - PERSONNEL SERVICES	815,260	834,328	943,208	899,855	941,764	0	941,764	941,764
	62103 - TECHNICAL SERVICES	2,983	1,522	7,220	7,220	4,000	0	4,000	4,000
	62175 - OTHER SERVICES	465	649	750	750	750	0	750	750
	62205 - PC REPLACEMENT CHARGE	2,011	1,944	2,343	2,343	2,292	0	2,292	2,292
	62206 - PW FLEET CHARGE	45,356	52,764	53,928	53,928	60,309	0	60,309	60,309
	62445 - PHOTOGRAPHY & PROCESSING	625	595	750	750	750	0	750	750
	62700 - SUPPLIES AND MATERIALS	842	731	1,036	1,036	800	0	800	800
	62744 - MINOR COMPUTER EQUIPMENT	463	469	500	500	500	0	500	500
62755 - UNIFORMS	4,900	4,200	4,900	4,900	4,900	0	4,900	4,900	
62000 - OPERATING EXPENDITURES	57,644	62,875	71,427	71,427	74,301	0	74,301	74,301	
01407 - POLICE INVESTIGATION	872,904	897,203	1,014,635	971,282	1,016,065	0	1,016,065	1,016,065	
01408 - POLICE PROSECUTION	61303 - SUPERVISORY PERSONNEL	74,875	76,447	78,145	78,145	80,493	0	80,493	80,493
	61601 - HOLIDAY PAY	3,953	3,953	4,133	4,113	4,236	0	4,236	4,236
	61608 - POLICE INCENTIVES	750	250	1,800	2,150	1,900	0	1,900	1,900
	61701 - HEALTH INSURANCE	22,889	24,979	25,414	25,414	25,600	0	25,600	25,600
	61702 - DENTAL INSURANCE	1,533	1,525	1,546	1,546	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,146	1,160	1,219	1,218	1,222	0	1,222	1,222
	61705 - WORKERS COMPENSATION	665	1,510	1,489	1,428	1,473	0	1,473	1,473
	61714 - RET - POLICE	21,088	23,735	24,744	25,042	24,742	0	24,742	24,742
	61000 - PERSONNEL SERVICES	126,899	133,560	138,491	139,056	141,394	0	141,394	141,394
	62102 - PROFESSIONAL SERVICES	96,431	98,339	99,512	99,512	101,403	0	101,403	101,403
	62205 - PC REPLACEMENT CHARGE	494	492	564	564	600	0	600	600
	62701 - OFFICE SUPPLIES	38	0	100	137	100	0	100	100
	62715 - BOOKS AND PERIODICALS	290	596	800	429	800	0	800	800
	62755 - UNIFORMS	700	700	700	700	700	0	700	700
62000 - OPERATING EXPENDITURES	97,952	100,127	101,676	101,342	103,603	0	103,603	103,603	
01408 - POLICE PROSECUTION	224,851	233,687	240,166	240,398	244,997	0	244,997	244,997	
DEPARTMENT TOTAL	6,821,337	6,957,173	7,547,112	7,440,141	7,616,771	21,004	7,637,775	7,637,775	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

PUBLIC WORKS

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended	
02000 - PW ADMINISTRATION	61301 - DEPARTMENT HEAD	116,961	124,249	122,133	122,133	123,087	0	123,087	123,087	
	61303 - SUPERVISORY PERSONNEL	100,879	103,711	105,944	105,950	106,771	0	106,771	106,771	
	61304 - GENERAL PERSONNEL	0	270	0	0	0	0	0	0	
	61305 - ADMINISTRATIVE PERSONNEL	80,805	77,572	79,213	79,220	81,552	0	81,552	81,552	
	61401 - TEMPORARY PERSONNEL	0	0	0	500	0	0	0	0	
	61501 - REGULAR OVERTIME	1,938	1,318	0	200	0	0	0	0	
	61602 - STAND-BY PAY	12,845	12,670	12,775	12,775	12,775	0	12,775	12,775	
	61605 - SICK & INJURY	26,946	28,951	31,001	27,920	30,228	0	30,228	30,228	
	61607 - VACATION	144,709	126,060	129,038	129,000	131,436	0	131,436	131,436	
	61701 - HEALTH INSURANCE	65,133	69,639	79,453	71,795	81,543	0	81,543	81,543	
	61702 - DENTAL INSURANCE	5,349	4,498	4,608	4,184	5,653	0	5,653	5,653	
	61703 - RETIREMENT CONTRIBUTIONS	54,188	54,025	53,182	55,575	54,269	0	54,269	54,269	
	61704 - SOCIAL SECURITY	36,392	35,588	35,750	36,990	37,167	0	37,167	37,167	
	61705 - WORKERS COMPENSATION	3,595	7,614	7,704	8,626	6,629	0	6,629	6,629	
	61901 - RECRUITMENT	225	1,241	0	400	0	0	0	0	
	61000 - PERSONNEL SERVICES	649,964	647,406	660,800	655,268	671,110	0	671,110	671,110	
	62103 - TECHNICAL SERVICES	0	0	12,000	12,000	0	0	0	0	
	62120 - LABORATORY SERVICES	1,207	1,986	1,800	1,826	1,800	0	1,800	1,800	
	62205 - PC REPLACEMENT CHARGE	1,882	2,268	2,300	2,300	3,171	0	3,171	3,171	
	62206 - PW FLEET CHARGE	7,811	7,380	7,289	7,289	7,613	0	7,613	7,613	
	62301 - OFFICE EQUIPMENT MAINT.	325	558	500	558	600	0	600	600	
	62310 - SAFETY PROGRAM MAINT.	5,822	4,861	7,000	6,875	7,000	0	7,000	7,000	
	62430 - TRAVEL	285	259	300	285	300	0	300	300	
	62435 - TRAINING	2,688	1,661	1,100	1,200	1,100	0	1,100	1,100	
	62436 - MEETINGS & DUES	1,094	917	900	900	950	0	950	950	
	62510 - TELEPHONE	9,544	6,245	6,000	6,345	6,200	0	6,200	6,200	
	62701 - OFFICE SUPPLIES	1,767	1,968	2,500	2,150	2,300	0	2,300	2,300	
	62755 - UNIFORMS	9,678	9,353	11,000	10,422	11,000	0	11,000	11,000	
	62000 - OPERATING EXPENDITURES	42,104	37,455	52,689	52,150	42,034	0	42,034	42,034	
	02000 - PW ADMINISTRATION	692,068	684,861	713,489	707,418	713,144	0	713,144	713,144	
	02001 - ENGINEERING	61304 - GENERAL PERSONNEL	142,302	161,907	168,529	168,529	175,259	0	175,259	175,259
		61401 - TEMPORARY PERSONNEL	0	1,880	0	0	0	0	0	0
61701 - HEALTH INSURANCE		39,593	49,688	53,086	53,086	53,984	0	53,984	53,984	
61702 - DENTAL INSURANCE		908	3,049	3,093	3,093	3,456	0	3,456	3,456	
61703 - RETIREMENT CONTRIBUTIONS		15,901	18,425	19,179	19,179	19,576	0	19,576	19,576	
61704 - SOCIAL SECURITY		10,480	12,150	12,892	12,892	13,407	0	13,407	13,407	
61705 - WORKERS COMPENSATION		2,334	5,283	5,693	5,693	5,204	0	5,204	5,204	
61901 - RECRUITMENT		345	0	0	0	0	0	0	0	
61000 - PERSONNEL SERVICES		211,863	252,381	262,472	262,472	270,887	0	270,887	270,887	
62103 - TECHNICAL SERVICES		8,637	17,664	21,960	21,900	14,500	0	14,500	14,500	
62205 - PC REPLACEMENT CHARGE		4,074	4,236	4,008	4,008	4,100	0	4,100	4,100	
62206 - PW FLEET CHARGE		26,434	26,880	27,943	27,943	28,477	0	28,477	28,477	
62306 - SOFTWARE MAINTENANCE		3,429	1,717	2,000	2,000	2,000	0	2,000	2,000	
62435 - TRAINING		3,125	3,180	2,800	2,200	2,500	0	2,500	2,500	
62436 - MEETINGS & DUES		1,392	1,169	1,200	800	1,000	0	1,000	1,000	
62701 - OFFICE SUPPLIES		1,080	787	500	500	500	0	500	500	
62744 - MINOR COMPUTER EQUIPMENT		125	419	450	450	450	0	450	450	
62760 - OPERATING SUPPLIES		3,947	3,748	4,000	4,500	4,500	0	4,500	4,500	
62000 - OPERATING EXPENDITURES		52,242	59,800	64,861	64,301	58,027	0	58,027	58,027	
02001 - ENGINEERING		264,105	312,181	327,332	326,773	328,914	0	328,914	328,914	
02002 - NON- DEPARTMENTAL		61304 - GENERAL PERSONNEL	38,450	49,854	41,133	57,853	51,296	0	51,296	51,296
	61501 - REGULAR OVERTIME	4,713	4,827	2,317	5,311	2,317	0	2,317	2,317	
	61701 - HEALTH INSURANCE	17,389	18,927	15,980	13,488	18,748	0	18,748	18,748	
	61702 - DENTAL INSURANCE	1,054	1,027	726	721	1,053	0	1,053	1,053	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
02002 - NON-DEPARTMENTAL	61703 - RETIREMENT CONTRIBUTIONS	4,768	6,224	4,946	7,081	6,481	0	6,481	6,481
	61704 - SOCIAL SECURITY	3,235	4,100	3,324	4,781	4,439	0	4,439	4,439
	61705 - WORKERS COMPENSATION	538	1,664	1,413	2,124	1,589	0	1,589	1,589
	61000 - PERSONNEL SERVICES	70,147	86,624	69,839	91,359	85,923	0	85,923	85,923
	62206 - PW FLEET CHARGE	15,847	16,560	17,282	17,282	18,231	0	18,231	18,231
	62740 - OTHER MAINT. SUPPLIES	15,000	21	15,000	3,000	10,000	0	10,000	10,000
	62760 - OPERATING SUPPLIES	14,504	3,879	1,999	261	1,838	0	1,838	1,838
	62000 - OPERATING EXPENDITURES	45,351	20,460	34,281	20,543	30,069	0	30,069	30,069
02002 - NON-DEPARTMENTAL		115,499	107,084	104,120	111,902	115,992	0	115,992	115,992
02003 - STREET PLOWING	61304 - GENERAL PERSONNEL	26,311	24,947	19,416	5,304	22,515	0	22,515	22,515
	61501 - REGULAR OVERTIME	32,742	34,310	29,240	4,708	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	15,020	16,362	7,542	1,777	8,229	0	8,229	8,229
	61702 - DENTAL INSURANCE	909	887	343	629	462	0	462	462
	61703 - RETIREMENT CONTRIBUTIONS	6,584	6,744	5,765	1,139	6,004	0	6,004	6,004
	61704 - SOCIAL SECURITY	4,438	4,452	3,875	757	4,112	0	4,112	4,112
	61705 - WORKERS COMPENSATION	1,118	1,465	1,648	265	1,473	0	1,473	1,473
	61000 - PERSONNEL SERVICES	87,122	89,168	69,829	14,579	74,036	0	74,036	74,036
	62206 - PW FLEET CHARGE	66,809	73,452	76,676	76,676	79,162	0	79,162	79,162
	62435 - TRAINING	245	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	67,054	73,452	76,676	76,676	79,162	0	79,162	79,162
02003 - STREET PLOWING		154,176	162,620	146,505	91,255	153,198	0	153,198	153,198
02004 - SIDEWALK PLOWING	61304 - GENERAL PERSONNEL	5,713	4,743	5,663	4,520	5,243	0	5,243	5,243
	61501 - REGULAR OVERTIME	4,867	10,508	3,840	762	3,840	0	3,840	3,840
	61701 - HEALTH INSURANCE	6,524	7,125	2,200	5,112	1,916	0	1,916	1,916
	61702 - DENTAL INSURANCE	395	387	100	273	108	0	108	108
	61703 - RETIREMENT CONTRIBUTIONS	1,154	1,724	1,081	571	1,065	0	1,065	1,065
	61704 - SOCIAL SECURITY	795	1,149	727	400	730	0	730	730
	61705 - WORKERS COMPENSATION	195	386	828	152	261	0	261	261
	61000 - PERSONNEL SERVICES	19,642	26,022	14,439	11,790	13,163	0	13,163	13,163
	62206 - PW FLEET CHARGE	48,543	48,876	51,027	51,027	57,572	0	57,572	57,572
	62000 - OPERATING EXPENDITURES	48,543	48,876	51,027	51,027	57,572	0	57,572	57,572
02004 - SIDEWALK PLOWING		68,185	74,898	65,466	62,817	70,735	0	70,735	70,735
02005 - STREET SALTING & SANDING	61304 - GENERAL PERSONNEL	13,044	10,561	12,944	16,016	12,238	0	12,238	12,238
	61501 - REGULAR OVERTIME	22,450	20,580	19,800	13,994	19,800	0	19,800	19,800
	61701 - HEALTH INSURANCE	12,417	13,559	5,028	9,733	4,473	0	4,473	4,473
	61702 - DENTAL INSURANCE	751	736	228	522	251	0	251	251
	61703 - RETIREMENT CONTRIBUTIONS	3,945	3,545	3,726	3,386	3,697	0	3,697	3,697
	61704 - SOCIAL SECURITY	2,664	2,343	2,505	2,276	2,532	0	2,532	2,532
	61705 - WORKERS COMPENSATION	406	795	1,065	807	907	0	907	907
	61000 - PERSONNEL SERVICES	55,677	52,120	45,296	46,734	43,898	0	43,898	43,898
	62206 - PW FLEET CHARGE	73,983	79,548	83,043	83,043	88,566	0	88,566	88,566
	62000 - OPERATING EXPENDITURES	73,983	79,548	83,043	83,043	88,566	0	88,566	88,566
02005 - STREET SALTING & SANDING		129,660	131,668	128,339	129,777	132,464	0	132,464	132,464
02006 - SIDEWALK SALT & SANDING	61304 - GENERAL PERSONNEL	1,839	4,549	1,897	37	2,525	0	2,525	2,525
	61701 - HEALTH INSURANCE	222	198	737	178	923	0	923	923
	61702 - DENTAL INSURANCE	13	9	33	8	52	0	52	52
	61703 - RETIREMENT CONTRIBUTIONS	205	503	216	4	306	0	306	306
	61704 - SOCIAL SECURITY	139	341	145	3	210	0	210	210
	61705 - WORKERS COMPENSATION	8	143	62	61	75	0	75	75
	61000 - PERSONNEL SERVICES	2,426	5,743	3,090	291	4,091	0	4,091	4,091
	62206 - PW FLEET CHARGE	19,684	20,568	21,466	21,466	22,645	0	22,645	22,645
62000 - OPERATING EXPENDITURES	19,684	20,568	21,466	21,466	22,645	0	22,645	22,645	
02006 - SIDEWALK SALT & SANDING		22,110	26,311	24,556	21,757	26,736	0	26,736	26,736
02007 - HAULING SNOW	61304 - GENERAL PERSONNEL	12,281	9,155	10,004	92	9,926	0	9,926	9,926

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
02007 - HAULING SNOW	61501 - REGULAR OVERTIME	2,835	1,969	2,406	4	2,406	0	2,406	2,406
	61701 - HEALTH INSURANCE	7,127	6,362	3,886	4,514	3,628	0	3,628	3,628
	61702 - DENTAL INSURANCE	453	374	176	273	204	0	204	204
	61703 - RETIREMENT CONTRIBUTIONS	1,690	1,266	1,412	10	1,473	0	1,473	1,473
	61704 - SOCIAL SECURITY	1,143	838	184	7	1,009	0	1,009	1,009
	61705 - WORKERS COMPENSATION	358	460	403	3	361	0	361	361
	61000 - PERSONNEL SERVICES	25,888	20,424	18,471	4,903	19,007	0	19,007	19,007
	62206 - PW FLEET CHARGE	57,884	57,156	59,667	59,667	67,743	0	67,743	67,743
	62000 - OPERATING EXPENDITURES	57,884	57,156	59,667	59,667	67,743	0	67,743	67,743
02007 - HAULING SNOW	83,772	77,580	78,138	64,570	86,750	0	86,750	86,750	
02008 - SAND STOCK PILING	61304 - GENERAL PERSONNEL	7,132	2,708	4,780	591	4,645	0	4,645	4,645
	61701 - HEALTH INSURANCE	103	92	1,857	83	1,698	0	1,698	1,698
	61702 - DENTAL INSURANCE	6	5	84	4	95	0	95	95
	61703 - RETIREMENT CONTRIBUTIONS	797	308	544	67	564	0	564	564
	61704 - SOCIAL SECURITY	538	206	366	45	386	0	386	386
	61705 - WORKERS COMPENSATION	148	84	155	19	138	0	138	138
	61000 - PERSONNEL SERVICES	8,724	3,403	7,786	809	7,526	0	7,526	7,526
	62206 - PW FLEET CHARGE	5,449	4,272	4,457	4,457	4,701	0	4,701	4,701
	62000 - OPERATING EXPENDITURES	5,449	4,272	4,457	4,457	4,701	0	4,701	4,701
02008 - SAND STOCK PILING	14,173	7,675	12,243	5,266	12,227	0	12,227	12,227	
02009 - OTHER WINTER MAINTENANCE	61304 - GENERAL PERSONNEL	94,581	65,251	111,643	46,331	101,863	0	101,863	101,863
	61501 - REGULAR OVERTIME	465	2,502	1,950	350	1,950	0	1,950	1,950
	61701 - HEALTH INSURANCE	17,195	16,663	43,367	3,772	37,228	0	37,228	37,228
	61702 - DENTAL INSURANCE	283	191	1,970	170	2,091	0	2,091	2,091
	61703 - RETIREMENT CONTRIBUTIONS	10,594	7,674	12,927	0	12,575	0	12,575	12,575
	61704 - SOCIAL SECURITY	7,126	5,083	8,690	6,571	8,612	0	8,612	8,612
	61705 - WORKERS COMPENSATION	1,808	2,121	3,694	1,091	3,084	0	3,084	3,084
	61000 - PERSONNEL SERVICES	132,054	99,485	184,241	58,285	167,403	0	167,403	167,403
	62206 - PW FLEET CHARGE	32,028	26,052	27,196	27,196	37,422	0	37,422	37,422
	62503 - ELECTRICITY	956	1,159	500	137	500	0	500	500
	62604 - EQUIPMENT RENTAL	17,587	0	8,000	0	8,000	0	8,000	8,000
	62740 - OTHER MAINT. SUPPLIES	363,946	382,553	305,021	300,000	305,021	0	305,021	305,021
	62760 - OPERATING SUPPLIES	17,607	4,046	5,342	4,698	5,342	0	5,342	5,342
	62000 - OPERATING EXPENDITURES	432,124	413,810	346,059	332,031	356,285	0	356,285	356,285
02009 - OTHER WINTER MAINTENANCE	564,178	513,295	530,300	390,316	523,688	0	523,688	523,688	
02010 - STREET MAINTENANCE	61304 - GENERAL PERSONNEL	226,522	208,494	165,817	172,201	202,208	0	202,208	202,208
	61501 - REGULAR OVERTIME	3,168	5,583	1,203	5,104	1,203	0	1,203	1,203
	61701 - HEALTH INSURANCE	84,222	82,943	64,423	86,768	73,914	0	73,914	73,914
	61702 - DENTAL INSURANCE	4,582	3,820	2,926	3,820	4,152	0	4,152	4,152
	61703 - RETIREMENT CONTRIBUTIONS	25,245	24,300	19,010	19,901	24,667	0	24,667	24,667
	61704 - SOCIAL SECURITY	17,298	16,092	12,779	13,569	16,894	0	16,894	16,894
	61705 - WORKERS COMPENSATION	3,155	6,660	5,433	5,627	6,051	0	6,051	6,051
	61000 - PERSONNEL SERVICES	364,193	347,892	271,591	306,990	329,089	0	329,089	329,089
	62206 - PW FLEET CHARGE	115,817	112,404	117,334	117,334	128,579	0	128,579	128,579
	62331 - ROAD AND STREET MAINT.	37,890	224,585	232,470	232,470	182,417	0	182,417	182,417
	62435 - TRAINING	87	299	0	0	0	0	0	0
	62740 - OTHER MAINT. SUPPLIES	158,649	87,937	111,551	109,427	111,551	0	111,551	111,551
	62760 - OPERATING SUPPLIES	13,021	7,902	3,500	17,429	3,500	0	3,500	3,500
	63409 - EQUIPMENT ACQUISITION	0	52,636	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	325,465	485,762	464,855	476,660	426,047	0	426,047	426,047
02010 - STREET MAINTENANCE	689,657	833,655	736,446	783,650	755,136	0	755,136	755,136	
02011 - SIDEWALK REPAIRS	61304 - GENERAL PERSONNEL	4,990	6,123	10,517	12,836	6,803	0	6,803	6,803
	61501 - REGULAR OVERTIME	144	298	380	880	380	0	380	380
	61701 - HEALTH INSURANCE	1,466	1,316	4,085	1,286	2,487	0	2,487	2,487
	61702 - DENTAL INSURANCE	89	60	186	57	140	0	140	140

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
02011 - SIDEWALK REPAIRS	61703 - RETIREMENT CONTRIBUTIONS	571	731	1,240	1,552	867	0	867	867
	61704 - SOCIAL SECURITY	385	480	834	1,039	594	0	594	594
	61705 - WORKERS COMPENSATION	58	228	354	432	213	0	213	213
	61000 - PERSONNEL SERVICES	7,703	9,237	17,596	18,082	11,484	0	11,484	11,484
	62206 - PW FLEET CHARGE	56,048	60,036	62,669	62,699	64,481	0	64,481	64,481
	62760 - OPERATING SUPPLIES	1,141	17,808	15,000	6,837	15,000	0	15,000	15,000
	62000 - OPERATING EXPENDITURES	57,189	77,844	77,669	69,536	79,481	0	79,481	79,481
02011 - SIDEWALK REPAIRS		64,892	87,081	95,265	87,618	90,965	0	90,965	90,965
02012 - STREET SWEEPING	61304 - GENERAL PERSONNEL	0	1,278	162	75	366	0	366	366
	61701 - HEALTH INSURANCE	0	0	63	0	134	0	134	134
	61702 - DENTAL INSURANCE	0	0	3	0	8	0	8	8
	61703 - RETIREMENT CONTRIBUTIONS	0	145	18	9	44	0	44	44
	61704 - SOCIAL SECURITY	0	96	12	6	30	0	30	30
	61705 - WORKERS COMPENSATION	0	41	5	2	11	0	11	11
	61000 - PERSONNEL SERVICES	0	1,560	263	92	593	0	593	593
	62331 - ROAD AND STREET MAINT.	114,095	121,645	163,960	163,960	139,125	0	139,125	139,125
62000 - OPERATING EXPENDITURES	114,095	121,645	163,960	163,960	139,125	0	139,125	139,125	
02012 - STREET SWEEPING		114,095	123,205	164,223	164,052	139,718	0	139,718	139,718
02013 - BRIDGE REPAIRS	61304 - GENERAL PERSONNEL	1,090	5,282	2,508	5,194	3,887	0	3,887	3,887
	61701 - HEALTH INSURANCE	72	65	974	60	1,421	0	1,421	1,421
	61702 - DENTAL INSURANCE	4	3	44	3	80	0	80	80
	61703 - RETIREMENT CONTRIBUTIONS	122	601	285	573	471	0	471	471
	61704 - SOCIAL SECURITY	82	394	192	393	323	0	323	323
	61705 - WORKERS COMPENSATION	29	170	82	167	116	0	116	116
	61000 - PERSONNEL SERVICES	1,398	6,515	4,085	6,390	6,298	0	6,298	6,298
	62206 - PW FLEET CHARGE	2,085	2,004	2,092	2,092	2,398	0	2,398	2,398
	62760 - OPERATING SUPPLIES	71	0	1,000	324	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	2,156	2,004	3,092	2,416	3,398	0	3,398	3,398
02013 - BRIDGE REPAIRS		3,554	8,519	7,177	8,806	9,696	0	9,696	9,696
02014 - ROAD SIDES & GRAVEL ROADS	61304 - GENERAL PERSONNEL	40,549	61,198	61,484	99,272	59,803	0	59,803	59,803
	61501 - REGULAR OVERTIME	200	232	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	30,247	26,999	23,884	27,130	21,858	0	21,858	21,858
	61702 - DENTAL INSURANCE	1,922	1,587	1,085	1,361	1,228	0	1,228	1,228
	61703 - RETIREMENT CONTRIBUTIONS	4,487	6,993	6,997	8,961	7,255	0	7,255	7,255
	61704 - SOCIAL SECURITY	3,064	4,593	4,704	6,072	4,968	0	4,968	4,968
	61705 - WORKERS COMPENSATION	343	1,909	2,000	3,145	1,780	0	1,780	1,780
	61000 - PERSONNEL SERVICES	80,812	103,510	100,154	145,941	96,892	0	96,892	96,892
	62206 - PW FLEET CHARGE	48,041	48,456	50,571	50,571	55,269	0	55,269	55,269
	62740 - OTHER MAINT. SUPPLIES	300	0	1,000	0	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	4,105	8,949	7,500	3,500	7,500	0	7,500	7,500
	62000 - OPERATING EXPENDITURES	52,446	57,405	59,071	54,071	63,769	0	63,769	63,769
02014 - ROAD SIDES & GRAVEL ROADS		133,258	160,915	159,225	200,012	160,661	0	160,661	160,661
02015 - TRASH PICK-UP	61304 - GENERAL PERSONNEL	968	2,785	1,827	382	1,882	0	1,882	1,882
	61501 - REGULAR OVERTIME	0	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	233	209	710	192	688	0	688	688
	61702 - DENTAL INSURANCE	13	9	32	9	39	0	39	39
	61703 - RETIREMENT CONTRIBUTIONS	108	317	208	322	228	0	228	228
	61704 - SOCIAL SECURITY	72	210	140	234	156	0	156	156
	61705 - WORKERS COMPENSATION	25	90	59	99	56	0	56	56
	61000 - PERSONNEL SERVICES	1,420	3,619	2,976	1,238	3,049	0	3,049	3,049
	62206 - PW FLEET CHARGE	2,495	9,672	10,096	10,096	10,555	0	10,555	10,555
	62760 - OPERATING SUPPLIES	1,330	93	1,000	1,000	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	3,825	9,765	11,096	11,096	11,555	0	11,555	11,555	
02015 - TRASH PICK-UP		5,245	13,383	14,072	12,334	14,604	0	14,604	14,604
02016 - SIGN MAINTENANCE	61304 - GENERAL PERSONNEL	30,532	30,514	48,540	38,748	42,640	0	42,640	42,640

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
02016 - SIGN MAINTENANCE	61501 - REGULAR OVERTIME	63	152	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	22,878	20,425	18,855	14,927	15,584	0	15,584	15,584
	61702 - DENTAL INSURANCE	1,451	1,191	856	892	875	0	875	875
	61703 - RETIREMENT CONTRIBUTIONS	3,420	3,491	5,524	4,052	5,173	0	5,173	5,173
	61704 - SOCIAL SECURITY	2,302	2,319	3,713	2,712	3,543	0	3,543	3,543
	61705 - WORKERS COMPENSATION	211	966	1,579	1,147	1,269	0	1,269	1,269
	61000 - PERSONNEL SERVICES	60,856	59,059	79,067	62,478	69,084	0	69,084	69,084
	62205 - PC REPLACEMENT CHARGE	0	0	2,000	2,000	2,000	0	2,000	2,000
	62206 - PW FLEET CHARGE	14,345	21,780	22,739	22,739	15,352	0	15,352	15,352
	62760 - OPERATING SUPPLIES	9,884	24,708	28,271	11,400	23,271	0	23,271	23,271
	62000 - OPERATING EXPENDITURES	24,230	46,488	53,010	36,139	40,623	0	40,623	40,623
02016 - SIGN MAINTENANCE		85,086	105,547	132,077	98,617	109,707	0	109,707	109,707
02017 - PAVEMENT MARKINGS	61304 - GENERAL PERSONNEL	43	285	2,427	73	1,472	0	1,472	1,472
	61501 - REGULAR OVERTIME	0	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	404	362	943	354	538	0	538	538
	61702 - DENTAL INSURANCE	25	17	43	16	30	0	30	30
	61703 - RETIREMENT CONTRIBUTIONS	4	32	276	8	179	0	179	179
	61704 - SOCIAL SECURITY	3	21	186	6	122	0	122	122
	61705 - WORKERS COMPENSATION	0	9	79	3	44	0	44	44
	61000 - PERSONNEL SERVICES	480	726	3,954	460	2,385	0	2,385	2,385
	62206 - PW FLEET CHARGE	4,027	4,188	4,366	4,366	4,605	0	4,605	4,605
	62331 - ROAD AND STREET MAINT.	55,416	66,615	77,968	88,478	67,926	10,519	78,445	78,445
	62760 - OPERATING SUPPLIES	729	231	2,000	400	2,000	0	2,000	2,000
62000 - OPERATING EXPENDITURES	60,172	71,034	84,334	93,244	74,531	10,519	85,050	85,050	
02017 - PAVEMENT MARKINGS		60,652	71,760	88,288	93,704	76,916	10,519	87,435	87,435
02018 - STREET LIGHTING	62374 - STREET LIGHT MAINTENANCE	11,769	15,936	5,000	17,425	5,000	0	5,000	5,000
	62503 - ELECTRICITY	178,953	125,307	95,000	85,548	95,000	0	95,000	95,000
	62760 - OPERATING SUPPLIES	0	2,125	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	190,722	143,368	100,000	102,973	100,000	0	100,000	100,000
02018 - STREET LIGHTING		190,722	143,368	100,000	102,973	100,000	0	100,000	100,000
02019 - FORESTRY	61304 - GENERAL PERSONNEL	15,301	11,366	16,180	5,049	16,076	0	16,076	16,076
	61501 - REGULAR OVERTIME	391	1,408	133	202	133	0	133	133
	61701 - HEALTH INSURANCE	20,945	22,667	6,285	16,147	5,876	0	5,876	5,876
	61702 - DENTAL INSURANCE	821	801	285	577	330	0	330	330
	61703 - RETIREMENT CONTRIBUTIONS	1,753	1,454	1,856	536	1,965	0	1,965	1,965
	61704 - SOCIAL SECURITY	1,176	954	1,248	400	1,346	0	1,346	1,346
	61705 - WORKERS COMPENSATION	212	385	530	538	482	0	482	482
	61000 - PERSONNEL SERVICES	40,598	39,035	26,517	23,449	26,208	0	26,208	26,208
	62206 - PW FLEET CHARGE	7,600	5,400	5,639	5,639	6,812	0	6,812	6,812
	62372 - TREE/FORESTRY MAINTENANCE	35,775	55,750	30,600	29,984	40,600	0	40,600	40,600
	62373 - TREE PLANTING	1,232	1,485	3,000	3,000	3,000	0	3,000	3,000
	62760 - OPERATING SUPPLIES	6,447	552	1,000	0	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	51,054	63,187	40,239	38,623	51,412	0	51,412	51,412
	02019 - FORESTRY		91,652	102,222	66,756	62,072	77,620	0	77,620
02020 - DOWNTOWN MEMORIAL TREES	61304 - GENERAL PERSONNEL	1	3	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	48	44	0	24	0	0	0	0
	61702 - DENTAL INSURANCE	3	2	0	1	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	0	0	0	5	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	52	50	0	30	0	0	0	0

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
02020 - DOWNTOWN MEMORIAL TREES	62206 - PW FLEET CHARGE	751	0	0	0	0	0	0	0
	62372 - TREE/FORESTRY MAINTENANCE	0	0	6,400	2,300	5,100	0	5,100	5,100
	62760 - OPERATING SUPPLIES	32	0	0	55	0	0	0	0
	62000 - OPERATING EXPENDITURES	783	0	6,400	2,355	5,100	0	5,100	5,100
02020 - DOWNTOWN MEMORIAL TREES	835	50	6,400	2,385	5,100	0	5,100	5,100	
02021 - ENCLOSED DRAINAGE MAINT	61304 - GENERAL PERSONNEL	52,933	83,127	110,834	59,822	144,587	16,047	160,634	160,634
	61501 - REGULAR OVERTIME	1,248	2,858	1,970	1,318	1,970	0	1,970	1,970
	61701 - HEALTH INSURANCE	4,798	4,305	43,052	3,936	52,844	9,902	62,746	62,746
	61702 - DENTAL INSURANCE	290	195	1,955	176	2,968	491	3,459	3,459
	61703 - RETIREMENT CONTRIBUTIONS	5,987	9,667	12,837	6,875	17,338	1,792	19,130	19,130
	61704 - SOCIAL SECURITY	4,069	6,430	8,630	4,629	11,875	1,228	13,103	13,103
	61705 - WORKERS COMPENSATION	509	2,617	3,669	1,954	4,173	440	4,613	4,613
	61000 - PERSONNEL SERVICES	69,832	109,199	182,947	78,710	235,755	29,900	265,655	265,655
	62206 - PW FLEET CHARGE	62,137	67,968	70,946	70,946	134,351	0	134,351	134,351
	62760 - OPERATING SUPPLIES	14,031	15,110	25,150	19,936	25,150	0	25,150	25,150
62000 - OPERATING EXPENDITURES	76,168	83,078	96,096	90,882	159,501	0	159,501	159,501	
02021 - ENCLOSED DRAINAGE MAINT	146,001	192,277	279,043	169,592	395,256	29,900	425,156	425,156	
02022 - CATCH BASIN CLEANING	61304 - GENERAL PERSONNEL	51,099	34,246	37,133	20,594	0	0	0	0
	61701 - HEALTH INSURANCE	2,027	1,819	14,425	1,663	0	0	0	0
	61702 - DENTAL INSURANCE	123	83	655	74	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	5,708	3,897	4,226	2,321	0	0	0	0
	61704 - SOCIAL SECURITY	3,830	2,559	2,841	1,556	0	0	0	0
	61705 - WORKERS COMPENSATION	785	1,062	1,208	657	0	0	0	0
	61000 - PERSONNEL SERVICES	63,572	43,666	60,488	26,865	0	0	0	0
	62206 - PW FLEET CHARGE	55,881	59,076	61,668	61,668	0	0	0	0
	62760 - OPERATING SUPPLIES	16	28	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	55,897	59,104	61,668	61,668	0	0	0	0
02022 - CATCH BASIN CLEANING	119,469	102,770	122,156	88,533	0	0	0	0	
02023 - ASHUELOT RIVER DRAINAGE	61304 - GENERAL PERSONNEL	1,122	1,600	8,090	5,187	2,218	0	2,218	2,218
	61701 - HEALTH INSURANCE	251	225	3,143	206	811	0	811	811
	61702 - DENTAL INSURANCE	15	10	143	9	46	0	46	46
	61703 - RETIREMENT CONTRIBUTIONS	125	182	921	562	269	0	269	269
	61704 - SOCIAL SECURITY	84	119	619	394	184	0	184	184
	61705 - WORKERS COMPENSATION	22	51	263	562	66	0	66	66
	61000 - PERSONNEL SERVICES	1,619	2,188	13,179	6,920	3,594	0	3,594	3,594
	62206 - PW FLEET CHARGE	12,334	12,900	13,462	13,462	14,201	0	14,201	14,201
	62000 - OPERATING EXPENDITURES	12,334	12,900	13,462	13,462	14,201	0	14,201	14,201
	02023 - ASHUELOT RIVER DRAINAGE	13,953	15,088	26,641	20,382	17,795	0	17,795	17,795
02024 - OPEN DRAINAGE MAINT	61304 - GENERAL PERSONNEL	1,405	513	8,090	869	5,983	0	5,983	5,983
	61701 - HEALTH INSURANCE	521	468	3,143	428	2,186	0	2,186	2,186
	61702 - DENTAL INSURANCE	31	21	143	19	123	0	123	123
	61703 - RETIREMENT CONTRIBUTIONS	156	58	921	98	725	0	725	725
	61704 - SOCIAL SECURITY	104	38	619	66	496	0	496	496
	61705 - WORKERS COMPENSATION	27	16	263	28	178	0	178	178
	61000 - PERSONNEL SERVICES	2,245	1,114	13,179	1,508	9,691	0	9,691	9,691
	62206 - PW FLEET CHARGE	6,089	6,360	6,640	6,640	23,027	0	23,027	23,027
	62760 - OPERATING SUPPLIES	0	0	0	0	3,750	0	3,750	3,750
	62000 - OPERATING EXPENDITURES	6,089	6,360	6,640	6,640	26,777	0	26,777	26,777
02024 - OPEN DRAINAGE MAINT	8,334	7,474	19,819	8,148	36,468	0	36,468	36,468	
02025 - BEAVER BROOK DRAINAGE	61304 - GENERAL PERSONNEL	2,466	2,135	11,326	5,093	0	0	0	0
	61701 - HEALTH INSURANCE	247	222	4,400	204	0	0	0	0
	61702 - DENTAL INSURANCE	15	10	200	9	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	275	243	1,289	554	0	0	0	0

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
02025 - BEAVER BROOK DRAINAGE	61704 - SOCIAL SECURITY	185	160	866	387	0	0	0	0
	61705 - WORKERS COMPENSATION	69	65	368	162	0	0	0	0
	61000 - PERSONNEL SERVICES	3,257	2,835	18,449	6,409	0	0	0	0
	62206 - PW FLEET CHARGE	13,261	4,092	4,275	4,275	0	0	0	0
	62760 - OPERATING SUPPLIES	2,493	3,461	4,550	6,667	0	0	0	0
	62000 - OPERATING EXPENDITURES	15,754	7,553	8,825	10,942	0	0	0	0
	02025 - BEAVER BROOK DRAINAGE	19,011	10,388	27,274	17,351	0	0	0	0
02026 - DRAINAGE AREA CLEANING	61304 - GENERAL PERSONNEL	386	213	2,427	1,880	0	0	0	0
	61501 - REGULAR OVERTIME	79	41	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	10,837	6,988	943	5,131	0	0	0	0
	61702 - DENTAL INSURANCE	658	379	43	274	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	51	29	276	214	0	0	0	0
	61704 - SOCIAL SECURITY	35	19	186	143	0	0	0	0
	61705 - WORKERS COMPENSATION	4	8	79	61	0	0	0	0
	61000 - PERSONNEL SERVICES	12,051	7,677	3,954	7,703	0	0	0	0
	62206 - PW FLEET CHARGE	667	696	728	728	0	0	0	0
	62000 - OPERATING EXPENDITURES	667	696	728	728	0	0	0	0
02026 - DRAINAGE AREA CLEANING	12,718	8,373	4,682	8,431	0	0	0	0	
02027 - DOWNTOWN MAINTENANCE	61304 - GENERAL PERSONNEL	93,911	65,363	67,957	52,150	79,417	11,731	91,148	91,148
	61501 - REGULAR OVERTIME	388	636	0	691	0	0	0	0
	61701 - HEALTH INSURANCE	3,562	1,474	26,396	1,345	29,024	19,805	48,829	48,829
	61702 - DENTAL INSURANCE	216	67	1,199	60	1,630	981	2,611	2,611
	61703 - RETIREMENT CONTRIBUTIONS	10,200	7,053	7,733	5,301	9,634	4,368	14,002	14,002
	61704 - SOCIAL SECURITY	7,065	4,925	5,199	3,965	6,598	897	7,495	7,495
	61705 - WORKERS COMPENSATION	1,370	2,022	2,210	1,721	2,363	321	2,684	2,684
	61000 - PERSONNEL SERVICES	116,713	81,540	110,694	65,233	128,666	38,103	166,769	166,769
	62206 - PW FLEET CHARGE	16,181	16,908	17,646	17,646	18,615	0	18,615	18,615
	62300 - REPAIR & MAINTENANCE SVCS	35,987	15,694	36,525	24,300	36,525	0	36,525	36,525
	62374 - STREET LIGHT MAINTENANCE	875	9,550	1,517	10,468	1,517	0	1,517	1,517
	62501 - WATER	12,183	9,100	10,000	15,633	10,000	0	10,000	10,000
	62503 - ELECTRICITY	9,732	6,520	8,000	7,045	8,000	0	8,000	8,000
	62760 - OPERATING SUPPLIES	454	651	0	93	0	0	0	0
	62000 - OPERATING EXPENDITURES	75,413	58,423	73,688	75,185	74,657	0	74,657	74,657
	02027 - DOWNTOWN MAINTENANCE	192,125	139,963	184,382	140,418	203,323	38,103	241,426	241,426
	02028 - HAZARDOUS WASTE SITE	62103 - TECHNICAL SERVICES	0	0	2,029	0	2,029	0	2,029
62120 - LABORATORY SERVICES		2,315	2,340	4,065	0	4,065	0	4,065	4,065
62121 - MONITORING/INSPECTIONS		3,601	2,780	44,162	25,200	43,754	0	43,754	43,754
62448 - HAULING AND DISPOSAL		2,150	0	6,324	6,324	6,324	0	6,324	6,324
62760 - OPERATING SUPPLIES		0	120	1,530	1,530	1,530	0	1,530	1,530
62000 - OPERATING EXPENDITURES		8,066	5,240	58,110	33,054	57,702	0	57,702	57,702
02028 - HAZARDOUS WASTE SITE	8,066	5,240	58,110	33,054	57,702	0	57,702	57,702	
02029 - LEAF PICKUP	61304 - GENERAL PERSONNEL	29,379	27,266	30,742	23,941	30,722	0	30,722	30,722
	61501 - REGULAR OVERTIME	4,474	5,287	3,400	7,105	3,400	0	3,400	3,400
	61701 - HEALTH INSURANCE	0	0	11,942	0	11,229	0	11,229	11,229
	61702 - DENTAL INSURANCE	0	0	542	0	631	0	631	631
	61703 - RETIREMENT CONTRIBUTIONS	3,648	3,705	3,885	3,533	4,107	0	4,107	4,107
	61704 - SOCIAL SECURITY	2,551	2,438	2,612	2,350	2,812	0	2,812	2,812
	61705 - WORKERS COMPENSATION	(40)	996	1,111	924	1,007	0	1,007	1,007
	61000 - PERSONNEL SERVICES	40,012	39,692	54,234	37,853	53,908	0	53,908	53,908
	62206 - PW FLEET CHARGE	24,599	45,132	47,115	47,115	30,321	0	30,321	30,321
	62760 - OPERATING SUPPLIES	493	455	1,020	571	1,020	0	1,020	1,020
62000 - OPERATING EXPENDITURES	25,092	45,587	48,135	47,686	31,341	0	31,341	31,341	
02029 - LEAF PICKUP	65,104	85,279	102,369	85,539	85,249	0	85,249	85,249	
DEPARTMENT TOTAL	4,132,353	4,314,729	4,524,894	4,099,522	4,499,764	78,522	4,578,286	4,578,286	
TOTAL	26,078,696	27,009,999	29,230,383	28,597,569	29,461,777	231,177	29,692,954	29,661,380	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

PARKING FUND

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01500 - PARKING LOTS & METERS	61303 - SUPERVISORY PERSONNEL	66,611	57,559	58,552	58,552	59,992	0	59,992	59,992
	61304 - GENERAL PERSONNEL	93,494	66,377	85,470	85,470	97,436	0	97,436	97,436
	61307 - PART TIME EMPLOYEES	52,261	71,182	75,633	75,633	77,779	0	77,779	77,779
	61701 - HEALTH INSURANCE	35,513	23,348	39,323	39,323	28,911	0	28,911	28,911
	61702 - DENTAL INSURANCE	1,829	1,258	1,840	1,480	1,635	0	1,635	1,635
	61703 - RETIREMENT CONTRIBUTIONS	17,890	14,104	16,390	16,390	17,585	0	17,585	17,585
	61704 - SOCIAL SECURITY	15,836	14,625	22,439	22,439	17,993	0	17,993	17,993
	61705 - WORKERS COMPENSATION	1,431	2,984	4,611	4,611	2,761	0	2,761	2,761
	61901 - RECRUITMENT	239	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	285,103	251,437	304,258	303,898	304,092	0	304,092	304,092
	62102 - PROFESSIONAL SERVICES	71,873	76,742	78,528	78,528	78,576	0	78,576	78,576
	62103 - TECHNICAL SERVICES	6,696	9,287	10,079	10,079	10,079	6,821	16,900	16,900
	62176 - CITY ADMIN CHARGE	244,095	245,748	248,362	248,362	220,363	0	220,363	220,363
	62205 - PC REPLACEMENT CHARGE	694	588	527	527	845	0	845	845
	62206 - PW FLEET CHARGE	7,811	7,380	7,289	7,289	7,613	0	7,613	7,613
	62208 - TAXES	1,350	1,142	3,994	3,994	4,408	0	4,408	4,408
	62311 - EQUIPMENT MAINTENANCE	3,725	3,868	3,900	3,900	3,900	0	3,900	3,900
	62435 - TRAINING	0	0	500	500	500	0	500	500
	62446 - CLEANING ALLOWANCE	600	600	600	600	600	0	600	600
	62510 - TELEPHONE	1,936	2,850	2,484	2,484	2,484	0	2,484	2,484
	62602 - OFFICE SPACE RENTAL	10,108	10,248	10,513	10,513	10,854	0	10,854	10,854
	62701 - OFFICE SUPPLIES	2,848	7,012	10,523	10,523	10,523	0	10,523	10,523
	62710 - POSTAGE	3,855	3,528	4,000	4,000	4,000	0	4,000	4,000
	62720 - REPAIR PARTS	1,785	1,927	5,000	5,000	5,000	0	5,000	5,000
	62755 - UNIFORMS	3,894	2,381	3,500	3,500	3,500	0	3,500	3,500
	62760 - OPERATING SUPPLIES	1,759	3,622	2,000	2,000	2,000	0	2,000	2,000
	63409 - EQUIPMENT ACQUISITION	0	20,821	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	363,028	397,742	391,799	391,799	365,245	6,821	372,066	372,066	
01500 - PARKING LOTS & METERS	648,132	649,179	696,057	695,697	669,337	6,821	676,158	676,158	
01501 - OUTSIDE SERVICES	61304 - GENERAL PERSONNEL	20,668	14,758	11,810	10,522	14,151	0	14,151	14,151
	61401 - TEMPORARY PERSONNEL	7,726	11,423	5,483	11,002	12,180	0	12,180	12,180
	61501 - REGULAR OVERTIME	5,245	7,043	4,664	2,541	4,664	0	4,664	4,664
	61701 - HEALTH INSURANCE	3,233	16,891	4,588	15,443	5,167	0	5,167	5,167
	61702 - DENTAL INSURANCE	851	762	208	629	290	0	290	290
	61703 - RETIREMENT CONTRIBUTIONS	2,892	2,481	1,865	1,442	2,201	0	2,201	2,201
	61704 - SOCIAL SECURITY	2,558	2,528	1,261	1,862	2,371	0	2,371	2,371
	61705 - WORKERS COMPENSATION	631	813	536	499	849	0	849	849
	61000 - PERSONNEL SERVICES	43,804	56,700	30,415	43,940	41,873	0	41,873	41,873
	62203 - SNOW PLOWING	58,288	56,113	58,576	58,576	62,082	0	62,082	62,082
	62204 - STREET SWEEPING	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
	62330 - PARKING LOT MAINTENANCE	4,000	0	4,000	1,701	4,000	0	4,000	4,000
	62340 - GROUNDS MAINTENANCE	87,696	90,676	92,685	92,685	101,662	0	101,662	120,713
	62503 - ELECTRICITY	834	776	850	757	850	0	850	850
	62740 - OTHER MAINT. SUPPLIES	9,154	0	2,000	1,000	2,000	0	2,000	2,000
	62760 - OPERATING SUPPLIES	4,465	9,060	8,500	5,300	8,500	0	8,500	8,500
	62000 - OPERATING EXPENDITURES	168,437	160,624	170,611	164,019	183,094	0	183,094	202,145
01501 - OUTSIDE SERVICES	212,241	217,324	201,026	207,959	224,967	0	224,967	244,018	
01502 - CITY HALL PRKNG FACILITY	61304 - GENERAL PERSONNEL	3,220	1,794	1,610	876	1,726	0	1,726	1,726
	61501 - REGULAR OVERTIME	821	801	600	423	600	0	600	600
	61701 - HEALTH INSURANCE	3,417	1,769	629	3,354	628	0	628	628
	61702 - DENTAL INSURANCE	187	167	29	136	35	0	35	35

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
01502 - CITY HALL PRKNG FACILITY	61703 - RETIREMENT CONTRIBUTIONS	451	295	668	148	276	0	276	276
	61704 - SOCIAL SECURITY	307	199	646	105	189	0	189	189
	61705 - WORKERS COMPENSATION	38	68	620	32	67	0	67	67
	61000 - PERSONNEL SERVICES	8,441	5,093	4,802	5,074	3,521	0	3,521	3,521
	62206 - PW FLEET CHARGE	6,588	5,844	6,094	6,094	6,428	0	6,428	6,428
	62740 - OTHER MAINT. SUPPLIES	1,889	0	500	400	500	0	500	500
	62760 - OPERATING SUPPLIES	2,346	8,144	11,000	11,000	11,000	0	11,000	11,000
	62000 - OPERATING EXPENDITURES	10,823	13,988	17,594	17,494	17,928	0	17,928	17,928
01502 - CITY HALL PRKNG FACILITY	19,265	19,082	22,396	22,568	21,449	0	21,449	21,449	
01503 - WELLS ST PRKNG FACILITY	61304 - GENERAL PERSONNEL	2,356	2,838	2,022	1,716	1,979	0	1,979	1,979
	61501 - REGULAR OVERTIME	716	213	900	391	900	0	900	900
	61701 - HEALTH INSURANCE	1,350	(9,102)	786	1,323	721	0	721	721
	61702 - DENTAL INSURANCE	73	66	36	53	40	0	40	40
	61703 - RETIREMENT CONTRIBUTIONS	343	347	332	240	340	0	340	340
	61704 - SOCIAL SECURITY	233	231	224	163	233	0	233	233
	61705 - WORKERS COMPENSATION	53	94	95	64	84	0	84	84
	61000 - PERSONNEL SERVICES	5,124	(5,312)	4,395	3,950	4,297	0	4,297	4,297
	62206 - PW FLEET CHARGE	6,588	5,844	6,094	6,094	6,428	0	6,428	6,428
	62503 - ELECTRICITY	4,587	4,119	5,990	5,407	5,990	0	5,990	5,990
	62740 - OTHER MAINT. SUPPLIES	2,059	7,319	11,870	10,000	11,870	0	11,870	11,870
	62760 - OPERATING SUPPLIES	8,201	1,023	6,740	3,000	6,740	0	6,740	6,740
	62000 - OPERATING EXPENDITURES	21,435	18,305	30,694	24,501	31,028	0	31,028	31,028
	01503 - WELLS ST PRKNG FACILITY	26,559	12,993	35,089	28,451	35,325	0	35,325	35,325
01520 - CAPITAL APPROPRIATION	62208 - TAXES	247,259	252,899	261,751	252,141	259,705	0	259,705	259,705
	65101 - PRINCIPAL	685,000	685,000	520,000	520,000	520,000	0	520,000	520,000
	65102 - INTEREST ON BONDED DEBT	116,112	99,750	81,250	81,250	69,025	0	69,025	69,025
	68010 - CAPITAL RESERVE	150,000	60,000	60,000	60,000	60,000	0	60,000	60,000
	68011 - CAPITAL PROJECT TRANSFER	105,209	118,708	59,700	59,700	52,300	0	52,300	52,300
	62000 - OPERATING EXPENDITURES	1,303,581	1,216,357	982,701	973,091	961,030	0	961,030	961,030
	01520 - CAPITAL APPROPRIATION	1,303,581	1,216,357	982,701	973,091	961,030	0	961,030	961,030
TOTAL	2,209,777	2,114,934	1,937,269	1,927,766	1,912,108	6,821	1,918,929	1,937,980	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

SOLID WASTE

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
10000 - SW ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	77,010	76,941	78,655	76,924	79,270	0	79,270	79,270
	61401 - TEMPORARY PERSONNEL	3,410	2,171	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	11,254	11,823	20,386	17,992	20,730	0	20,730	20,730
	61702 - DENTAL INSURANCE	1,181	1,171	1,188	1,122	1,327	0	1,327	1,327
	61703 - RETIREMENT CONTRIBUTIONS	8,605	8,756	8,951	8,334	8,854	0	8,854	8,854
	61704 - SOCIAL SECURITY	6,081	5,994	6,017	5,534	6,064	0	6,064	6,064
	61705 - WORKERS COMPENSATION	518	1,127	1,189	1,119	1,066	0	1,066	1,066
	61901 - RECRUITMENT	267	81	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	108,326	108,064	116,386	111,025	117,311	0	117,311	117,311
	62120 - LABORATORY SERVICES	362	381	0	0	0	0	0	0
	62176 - CITY ADMIN CHARGE	491,982	476,208	489,972	489,972	488,324	0	488,324	488,324
	62350 - BUILDING MAINTENANCE	150	0	0	0	0	0	0	0
	62425 - ADVERTISING	13,850	6,886	9,000	9,000	9,000	0	9,000	9,000
	62435 - TRAINING	570	732	750	744	750	0	750	750
	62436 - MEETINGS & DUES	1,909	819	1,200	1,195	1,200	0	1,200	1,200
	62447 - PUBLIC AWARENESS	10,104	1,639	10,000	10,000	10,000	0	10,000	10,000
	62701 - OFFICE SUPPLIES	0	80	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	518,927	486,745	510,922	510,911	509,274	0	509,274	509,274
	10000 - SW ADMINISTRATION	627,253	594,808	627,308	621,936	626,585	0	626,585	626,585
10001 - TFR/RECYCLING FACILITY	61304 - GENERAL PERSONNEL	306	0	0	0	0	0	0	0
	61307 - PART TIME EMPLOYEES	52,808	60,580	59,514	57,840	61,750	12,180	73,930	73,930
	61701 - HEALTH INSURANCE	141	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	3,721	4,634	4,553	4,424	4,724	932	5,656	5,656
	61705 - WORKERS COMPENSATION	266	910	1,480	979	1,025	16	1,041	1,041
	61901 - RECRUITMENT	195	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	57,437	66,125	65,547	63,243	67,500	13,128	80,627	80,627
	62201 - JANITORIAL	5,291	3,672	6,145	6,640	4,000	0	4,000	4,000
	62205 - PC REPLACEMENT CHARGE	832	852	1,019	1,019	1,037	0	1,037	1,037
	62301 - OFFICE EQUIPMENT MAINT.	3,089	1,147	2,600	18,600	2,600	3,175	5,775	5,775
	62350 - BUILDING MAINTENANCE	20,861	50,970	37,750	21,655	25,000	0	25,000	25,000
	62503 - ELECTRICITY	8,987	12,895	1,500	7,000	3,500	0	3,500	3,500
	62510 - TELEPHONE	1,358	1,495	1,200	1,200	1,200	0	1,200	1,200
	62760 - OPERATING SUPPLIES	5,068	3,596	3,000	2,799	3,000	0	3,000	3,000
	65101 - PRINCIPAL	27,500	38,500	33,500	33,500	58,500	0	58,500	58,500
	65102 - INTEREST ON BONDED DEBT	9,185	9,635	12,360	12,360	22,340	0	22,340	22,340
62000 - OPERATING EXPENDITURES	82,171	122,762	99,074	104,773	121,177	3,175	124,352	124,352	
10001 - TFR/RECYCLING FACILITY	139,608	188,887	164,621	168,016	188,677	16,303	204,979	204,979	
10002 - SW OPERATIONS	61304 - GENERAL PERSONNEL	100,054	107,325	106,579	98,927	107,399	0	107,399	107,399
	61501 - REGULAR OVERTIME	21,332	16,927	28,941	19,376	29,809	0	29,809	29,809
	61701 - HEALTH INSURANCE	37,439	40,270	52,508	40,366	46,502	0	46,502	46,502
	61702 - DENTAL INSURANCE	3,076	2,998	3,093	2,283	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	13,548	14,117	15,422	12,953	15,326	0	15,326	15,326
	61704 - SOCIAL SECURITY	9,111	9,325	10,367	9,049	10,496	0	10,496	10,496
	61705 - WORKERS COMPENSATION	1,407	3,346	3,761	3,086	3	0	3	3
	61000 - PERSONNEL SERVICES	185,968	194,309	220,671	186,040	212,244	0	212,244	212,244
	62311 - EQUIPMENT MAINTENANCE	7,017	15,566	7,500	7,500	7,500	0	7,500	7,500
	62448 - HAULING AND DISPOSAL	2,655,609	2,580,702	2,659,286	2,659,286	2,590,286	0	2,590,286	2,590,286
	62455 - CONTRACTED SERVICES	31,848	39,884	28,750	29,409	28,750	0	28,750	28,750

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
10002 - SW OPERATIONS	62760 - OPERATING SUPPLIES	38,147	34,684	31,300	35,150	31,300	0	31,300	31,300
	65301 - LEASE PAYMENTS	60,237	60,237	60,236	84,738	66,738	0	66,738	66,738
	62000 - OPERATING EXPENDITURES	2,792,857	2,731,072	2,787,072	2,816,083	2,724,574	0	2,724,574	2,724,574
	10002 - SW OPERATIONS	2,978,825	2,925,381	3,007,743	3,002,123	2,936,818	0	2,936,818	2,936,818
10003 - SW RECYCLING	61304 - GENERAL PERSONNEL	200,041	212,684	221,775	209,413	226,360	0	226,360	226,360
	61501 - REGULAR OVERTIME	40,114	43,784	33,892	45,627	34,832	0	34,832	34,832
	61701 - HEALTH INSURANCE	76,143	84,497	91,616	80,878	93,160	0	93,160	93,160
	61702 - DENTAL INSURANCE	5,130	4,620	4,933	4,662	5,527	0	5,527	5,527
	61703 - RETIREMENT CONTRIBUTIONS	26,685	29,115	29,095	29,023	29,184	0	29,184	29,184
	61704 - SOCIAL SECURITY	17,781	19,062	19,559	19,184	19,987	0	19,987	19,987
	61705 - WORKERS COMPENSATION	2,464	6,119	6,360	5,905	5,314	0	5,314	5,314
	61901 - RECRUITMENT	372	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	368,731	399,881	407,231	394,692	414,364	0	414,364	414,364
	62206 - PW FLEET CHARGE	90,673	106,152	92,240	92,240	97,063	0	97,063	97,063
	62310 - SAFETY PROGRAM MAINT.	1,990	1,060	2,200	2,584	2,200	0	2,200	2,200
	62311 - EQUIPMENT MAINTENANCE	31,877	35,736	15,000	14,988	15,000	0	15,000	15,000
	62350 - BUILDING MAINTENANCE	2,243	5,832	0	3,259	0	0	0	0
	62435 - TRAINING	1,307	667	750	750	750	0	750	750
	62448 - HAULING AND DISPOSAL	6,632	10,174	7,600	7,600	7,600	0	7,600	7,600
	62455 - CONTRACTED SERVICES	25,964	26,997	25,900	28,260	25,900	0	25,900	25,900
	62733 - TOOLS	476	197	500	500	500	0	500	500
	62755 - UNIFORMS	3,728	3,917	3,700	3,548	3,700	0	3,700	3,700
	62760 - OPERATING SUPPLIES	11,940	6,947	13,500	11,333	13,500	0	13,500	13,500
62000 - OPERATING EXPENDITURES	176,830	197,679	161,390	165,062	166,213	0	166,213	166,213	
	10003 - SW RECYCLING	545,561	597,561	568,621	559,754	580,577	0	580,577	580,577
10005 - SW HAZARDOUS WASTE	61501 - REGULAR OVERTIME	1,539	691	3,145	3,145	3,239	0	3,239	3,239
	61703 - RETIREMENT CONTRIBUTIONS	172	79	358	358	362	0	362	362
	61704 - SOCIAL SECURITY	114	52	241	241	248	0	248	248
	61705 - WORKERS COMPENSATION	20	12	78	78	66	0	66	66
	61000 - PERSONNEL SERVICES	1,845	834	3,822	3,822	3,915	0	3,915	3,915
	62103 - TECHNICAL SERVICES	25,438	27,008	95,241	94,672	95,241	0	95,241	95,241
	65101 - PRINCIPAL	10,540	10,175	0	0	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	546	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	36,524	37,183	95,241	94,672	95,241	0	95,241	95,241	
	10005 - SW HAZARDOUS WASTE	38,368	38,017	99,063	98,494	99,156	0	99,156	99,156
10006 - SW DEMOLITION TFR/DISP	61307 - PART TIME EMPLOYEES	36,422	43,693	36,181	40,797	42,448	0	42,448	42,448
	61704 - SOCIAL SECURITY	2,786	3,343	2,768	3,121	3,247	0	3,247	3,247
	61705 - WORKERS COMPENSATION	545	1,103	900	830	863	0	863	863
	61000 - PERSONNEL SERVICES	39,753	48,139	39,849	44,748	46,558	0	46,558	46,558
	62448 - HAULING AND DISPOSAL	117,862	128,053	107,060	106,623	105,366	0	105,366	105,366
	62604 - EQUIPMENT RENTAL	550	600	1,200	1,200	1,200	0	1,200	1,200
62000 - OPERATING EXPENDITURES	118,412	128,653	108,260	107,823	106,566	0	106,566	106,566	
	10006 - SW DEMOLITION TFR/DISP	158,166	176,792	148,109	152,571	153,124	0	153,124	153,124
10008 - SW LANDFILL MONITORING	62120 - LABORATORY SERVICES	527	0	15,000	15,000	15,000	0	15,000	15,000
	62121 - MONITORING/INSPECTIONS	14,754	8,450	28,500	31,200	28,500	0	28,500	28,500
	62760 - OPERATING SUPPLIES	9,536	9,203	16,000	15,700	16,000	0	16,000	16,000
	62000 - OPERATING EXPENDITURES	24,817	17,653	59,500	61,900	59,500	0	59,500	59,500
	10008 - SW LANDFILL MONITORING	24,817	17,653	59,500	61,900	59,500	0	59,500	59,500
10009 - SW LANDFILL GAS SYSTEM	62311 - EQUIPMENT MAINTENANCE	1,635	8,382	3,000	3,000	3,000	0	3,000	3,000
	62314 - SYSTEMS MAINTENANCE	69,011	64,603	106,549	184,684	71,400	30,000	101,400	101,400
	62000 - OPERATING EXPENDITURES	70,646	72,985	109,549	187,684	74,400	30,000	104,400	104,400
	10009 - SW LANDFILL GAS SYSTEM	70,646	72,985	109,549	187,684	74,400	30,000	104,400	104,400

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
10050 - CAPITAL APPROPRIATIONS	68010 - CAPITAL RESERVE	45,000	50,000	65,000	65,000	65,000	0	65,000	65,000
	68011 - CAPITAL PROJECT TRANSFER	0	0	0	0	468,000	0	468,000	468,000
	62000 - OPERATING EXPENDITURES	45,000	50,000	65,000	65,000	533,000	0	533,000	533,000
	10050 - CAPITAL APPROPRIATIONS	45,000	50,000	65,000	65,000	533,000	0	533,000	533,000
	TOTAL	4,628,244	4,662,084	4,849,513	4,917,478	5,251,837	46,303	5,298,140	5,298,140

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

SEWER FUND

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
08000 - SEWER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	11,483	11,619	11,880	67,365	44,805	0	44,805	44,805
	61304 - GENERAL PERSONNEL	111,134	133,087	145,625	117,396	146,643	0	146,643	146,643
	61305 - ADMINISTRATIVE PERSONNEL	4,938	5,255	5,569	5,569	6,061	0	6,061	6,061
	61401 - TEMPORARY PERSONNEL	9,260	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	459	224	0	0	0	0	0	0
	61602 - STAND-BY PAY	6,305	5,954	6,388	5,739	6,388	0	6,388	6,388
	61701 - HEALTH INSURANCE	35,425	46,305	50,753	50,753	66,996	0	66,996	66,996
	61702 - DENTAL INSURANCE	2,620	2,736	2,872	2,872	3,994	0	3,994	3,994
	61703 - RETIREMENT CONTRIBUTIONS	15,009	17,768	19,285	21,660	22,062	0	22,062	22,062
	61704 - SOCIAL SECURITY	10,902	11,825	12,964	14,560	15,110	0	15,110	15,110
	61705 - WORKERS COMPENSATION	1,910	4,640	5,107	5,200	4,788	0	4,788	4,788
	61715 - RETIREMENT BENEFITS	(31,884)	58,792	0	0	0	0	0	0
	61901 - RECRUITMENT	338	65	0	267	0	0	0	0
	61000 - PERSONNEL SERVICES	177,897	298,269	260,443	291,381	316,846	0	316,846	316,846
	62103 - TECHNICAL SERVICES	0	0	0	2,200	2,200	0	2,200	2,200
	62120 - LABORATORY SERVICES	262	244	361	358	361	0	361	361
	62176 - CITY ADMIN CHARGE	285,314	284,664	268,606	268,606	248,257	0	248,257	248,257
	62205 - PC REPLACEMENT CHARGE	362	336	543	543	192	0	192	192
	62306 - SOFTWARE MAINTENANCE	8,221	5,103	7,592	5,392	5,392	0	5,392	5,392
	62310 - SAFETY PROGRAM MAINT.	2,153	3,885	1,600	2,452	1,600	0	1,600	1,600
	62430 - TRAVEL	820	565	578	570	578	0	578	578
	62435 - TRAINING	87	1,914	1,000	950	1,000	0	1,000	1,000
	62436 - MEETINGS & DUES	524	377	250	275	250	0	250	250
	62438 - LICENSES & CERTIFICATIONS	0	50	150	250	150	0	150	150
	62510 - TELEPHONE	2,356	1,876	2,150	2,135	2,150	0	2,150	2,150
	62602 - OFFICE SPACE RENTAL	69,098	70,068	71,867	71,867	74,202	0	74,202	74,202
	62701 - OFFICE SUPPLIES	991	870	1,900	1,885	1,900	0	1,900	1,900
	62744 - MINOR COMPUTER EQUIPMENT	0	114	0	0	0	0	0	0
	62755 - UNIFORMS	2,171	3,167	2,342	2,293	2,342	0	2,342	2,342
	65102 - INTEREST ON BONDED DEBT	106,811	105,365	92,314	92,314	83,359	0	83,359	83,359
	65202 - INTEREST ON NOTES PAYABLE	38,234	33,455	42,047	42,047	23,896	0	23,896	23,896
	66105 - CLAIMS & JUDGEMENTS	0	1,100	0	0	0	0	0	0
	66201 - DEPRECIATION - BUILDINGS	2,775	2,775	3,000	3,000	3,000	0	3,000	3,000
66202 - DEPRECIATION - OTHER IMPR	547,259	549,950	555,000	555,000	555,000	0	555,000	555,000	
66203 - DEPRECIATION - MACH/EQUIP	6,730	6,730	7,000	7,000	7,000	0	7,000	7,000	
62000 - OPERATING EXPENDITURES	1,074,169	1,072,608	1,058,300	1,059,137	1,012,829	0	1,012,829	1,012,829	
08000 - SEWER ADMINISTRATION	1,252,067	1,370,877	1,318,744	1,350,518	1,329,675	0	1,329,675	1,329,675	
08001 - SEWER MAINS & MANHOLES	61304 - GENERAL PERSONNEL	98,407	109,001	116,995	116,995	113,348	0	113,348	113,348
	61501 - REGULAR OVERTIME	13,199	13,820	11,454	11,454	11,454	0	11,454	11,454
	61602 - STAND-BY PAY	0	79	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	23,120	32,725	51,071	51,071	58,168	0	58,168	58,168
	61702 - DENTAL INSURANCE	1,189	1,620	2,496	2,496	3,659	0	3,659	3,659
	61703 - RETIREMENT CONTRIBUTIONS	11,685	13,262	14,617	14,617	13,940	0	13,940	13,940
	61704 - SOCIAL SECURITY	8,219	8,517	9,826	9,826	9,547	0	9,547	9,547
	61705 - WORKERS COMPENSATION	1,106	2,528	2,954	2,954	2,386	0	2,386	2,386
	61000 - PERSONNEL SERVICES	156,925	181,551	209,413	209,413	212,502	0	212,502	212,502
	62120 - LABORATORY SERVICES	0	0	300	295	300	0	300	300
	62206 - PW FLEET CHARGE	76,951	78,528	82,462	82,462	87,838	0	87,838	87,838
	62314 - SYSTEMS MAINTENANCE	36,991	0	68,109	30,000	18,109	0	18,109	18,109
	62331 - ROAD AND STREET MAINT.	0	0	6,000	5,965	6,000	0	6,000	6,000
	62370 - OTHER IMPROVEMNTS - MAINT	0	0	10,500	10,445	10,500	0	10,500	10,500

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended	
08001 - SEWER MAINS & MANHOLES	62430 - TRAVEL	59	138	0	0	0	0	0	0	
	62448 - HAULING AND DISPOSAL	0	870	4,700	0	0	0	0	0	
	62606 - OTHER RENTALS	0	0	600	575	600	0	600	600	
	62733 - TOOLS	0	18	0	0	0	0	0	0	
	62760 - OPERATING SUPPLIES	18,374	0	41,263	41,000	25,000	0	25,000	25,000	
	66102 - CAPITALIZED EXPENDITURES	0	(7,675)	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	132,374	71,879	213,934	170,742	148,347	0	148,347	148,347	
08001 - SEWER MAINS & MANHOLES	289,299	253,430	423,347	380,155	360,849	0	360,849	360,849		
08002 - SEWER SERVICES	61304 - GENERAL PERSONNEL	1,887	1,002	2,708	2,708	2,628	0	2,628	2,628	
	61501 - REGULAR OVERTIME	4	2,083	250	250	0	0	0	0	
	61701 - HEALTH INSURANCE	555	1,321	1,182	1,182	1,335	0	1,335	1,335	
	61702 - DENTAL INSURANCE	29	72	58	58	84	0	84	84	
	61703 - RETIREMENT CONTRIBUTIONS	203	351	336	336	321	0	321	321	
	61704 - SOCIAL SECURITY	138	216	226	226	220	0	220	220	
	61705 - WORKERS COMPENSATION	26	59	68	68	54	0	54	54	
	61000 - PERSONNEL SERVICES	2,842	5,104	4,828	4,828	4,642	0	4,642	4,642	
	62206 - PW FLEET CHARGE	1,924	1,968	2,062	2,062	2,196	0	2,196	2,196	
	62314 - SYSTEMS MAINTENANCE	1,100	0	1,950	0	0	0	0	0	
	62760 - OPERATING SUPPLIES	(17,237)	2,700	2,000	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	(14,213)	4,668	6,012	2,062	2,196	0	2,196	2,196	
	08002 - SEWER SERVICES	(11,371)	9,772	10,840	6,890	6,838	0	6,838	6,838	
08003 - MARTEL COURT PUMPING STN	61304 - GENERAL PERSONNEL	13,030	17,023	20,517	10,853	20,675	0	20,675	20,675	
	61501 - REGULAR OVERTIME	490	3,403	811	592	811	0	811	811	
	61602 - STAND-BY PAY	2,655	2,660	1,267	2,590	1,267	0	1,267	1,267	
	61701 - HEALTH INSURANCE	10,096	9,143	9,451	6,374	8,991	0	8,991	8,991	
	61702 - DENTAL INSURANCE	633	540	460	386	555	0	555	555	
	61703 - RETIREMENT CONTRIBUTIONS	1,807	2,627	2,335	1,695	2,542	0	2,542	2,542	
	61704 - SOCIAL SECURITY	1,198	1,702	1,570	1,121	1,741	0	1,741	1,741	
	61705 - WORKERS COMPENSATION	75	352	309	220	287	0	287	287	
	61000 - PERSONNEL SERVICES	29,983	37,450	36,720	23,831	36,869	0	36,869	36,869	
	62206 - PW FLEET CHARGE	2,694	2,844	2,864	2,864	3,012	0	3,012	3,012	
	62310 - SAFETY PROGRAM MAINT.	3,161	861	2,252	2,240	2,252	0	2,252	2,252	
	62311 - EQUIPMENT MAINTENANCE	26,087	19,429	23,391	23,273	23,391	0	23,391	23,391	
	62316 - ESCO MAINTENANCE	3,123	2,421	3,899	3,899	4,016	0	4,016	4,016	
	62350 - BUILDING MAINTENANCE	1,480	538	2,380	2,340	2,380	0	2,380	2,380	
	62370 - OTHER IMPROVEMNTS - MAINT	625	0	0	0	0	0	0	0	
	62375 - PERMITS	125	125	0	0	0	0	0	0	
	62501 - WATER	663	777	1,100	975	1,000	0	1,000	1,000	
	62503 - ELECTRICITY	47,177	47,569	54,500	53,906	54,500	0	54,500	54,500	
	62504 - HEATING FUEL	1,237	986	810	1,241	810	0	810	810	
	62510 - TELEPHONE	450	360	300	291	300	0	300	300	
	62734 - MINOR EQUIPMENT	0	0	100	98	100	0	100	100	
	62735 - BUILDING MAINT. SUPPLIES	214	0	100	89	100	0	100	100	
	62736 - GROUNDS MAINT SUPPLIES	0	134	200	195	200	0	200	200	
	62737 - JANITORIAL SUPPLIES	0	410	100	94	100	0	100	100	
	65102 - INTEREST ON BONDED DEBT	15,421	13,021	35,476	35,467	65,685	0	65,685	65,685	
	66201 - DEPRECIATION - BUILDINGS	3,046	3,046	3,100	3,100	3,100	0	3,100	3,100	
	66203 - DEPRECIATION - MACH/EQUIP	81,473	81,473	84,000	84,000	151,500	0	151,500	151,500	
	62000 - OPERATING EXPENDITURES	186,978	173,995	214,572	214,072	312,446	0	312,446	312,446	
	08003 - MARTEL COURT PUMPING STN	216,961	211,445	251,292	237,903	349,315	0	349,315	349,315	
	08004 - LABORATORY - SEWER	61303 - SUPERVISORY PERSONNEL	38,011	38,462	39,328	39,327	39,336	0	39,336	39,336
		61304 - GENERAL PERSONNEL	70,567	71,403	72,182	72,182	37,249	0	37,249	37,249
		61501 - REGULAR OVERTIME	1,807	1,102	300	1,300	300	0	300	300

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
08004 - LABORATORY - SEWER	61701 - HEALTH INSURANCE	26,887	26,541	34,769	21,329	26,765	0	26,765	26,765
	61702 - DENTAL INSURANCE	1,637	1,528	1,551	1,162	1,521	0	1,521	1,521
	61703 - RETIREMENT CONTRIBUTIONS	12,334	12,628	12,723	12,511	8,588	0	8,588	8,588
	61704 - SOCIAL SECURITY	8,210	8,262	8,553	8,229	5,882	0	5,882	5,882
	61705 - WORKERS COMPENSATION	1,020	2,239	2,382	2,177	1,639	0	1,639	1,639
	61000 - PERSONNEL SERVICES	160,475	162,165	171,789	158,217	121,282	0	121,282	121,282
	62120 - LABORATORY SERVICES	8,478	12,805	11,500	14,670	11,500	0	11,500	11,500
	62205 - PC REPLACEMENT CHARGE	321	0	286	286	604	0	604	604
	62206 - PW FLEET CHARGE	3,432	3,648	3,938	3,938	3,991	0	3,991	3,991
	62306 - SOFTWARE MAINTENANCE	0	907	907	1,003	907	0	907	907
	62311 - EQUIPMENT MAINTENANCE	13,339	12,908	14,382	13,124	13,000	0	13,000	13,000
	62435 - TRAINING	2,153	292	1,000	750	1,000	0	1,000	1,000
	62438 - LICENSES & CERTIFICATIONS	0	100	100	100	100	0	100	100
	62448 - HAULING AND DISPOSAL	0	0	0	0	850	0	850	850
	62701 - OFFICE SUPPLIES	279	406	350	343	350	0	350	350
	62760 - OPERATING SUPPLIES	9,622	12,646	11,500	11,135	11,500	0	11,500	11,500
	62762 - LICENSES & PERMITS	726	835	1,000	980	1,000	0	1,000	1,000
	62764 - CHEMICALS	10,889	10,964	11,800	10,927	11,800	0	11,800	11,800
	62000 - OPERATING EXPENDITURES	49,240	55,512	56,763	57,256	56,602	0	56,602	56,602
	08004 - LABORATORY - SEWER	209,715	217,677	228,552	215,473	177,884	0	177,884	177,884
08005 - SEWER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	17,483	17,690	19,752	19,752	18,682	0	18,682	18,682
	61304 - GENERAL PERSONNEL	13,556	19,578	31,916	31,916	32,161	0	32,161	32,161
	61501 - REGULAR OVERTIME	1,045	4,118	2,200	2,200	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	6,590	7,350	7,840	7,840	7,840	0	7,840	7,840
	61701 - HEALTH INSURANCE	18,204	19,180	20,807	20,807	19,670	0	19,670	19,670
	61702 - DENTAL INSURANCE	1,215	1,137	1,072	1,072	1,227	0	1,227	1,227
	61703 - RETIREMENT CONTRIBUTIONS	4,418	5,659	5,880	5,880	6,786	0	6,786	6,786
	61704 - SOCIAL SECURITY	2,961	3,710	3,953	3,953	4,648	0	4,648	4,648
	61705 - WORKERS COMPENSATION	322	771	779	779	767	0	767	767
	61000 - PERSONNEL SERVICES	66,644	80,043	96,048	96,048	95,831	0	95,831	95,831
	62205 - PC REPLACEMENT CHARGE	408	1,140	557	557	485	0	485	485
	62206 - PW FLEET CHARGE	7,206	10,152	10,741	10,741	10,995	0	10,995	10,995
	62306 - SOFTWARE MAINTENANCE	1,855	2,267	2,267	2,267	2,267	0	2,267	2,267
	62310 - SAFETY PROGRAM MAINT.	1,924	1,273	3,668	3,610	3,668	0	3,668	3,668
	62311 - EQUIPMENT MAINTENANCE	15,343	19,600	20,221	20,150	20,221	0	20,221	20,221
	62350 - BUILDING MAINTENANCE	1,331	800	7,654	7,322	7,654	0	7,654	7,654
	62435 - TRAINING	516	1,427	4,995	4,995	2,500	0	2,500	2,500
	62436 - MEETINGS & DUES	35	615	200	175	200	0	200	200
	62501 - WATER	0	68	0	0	0	0	0	0
	62503 - ELECTRICITY	5,579	12,084	6,137	5,600	6,137	0	6,137	6,137
	62504 - HEATING FUEL	543	480	770	1,650	770	0	770	770
	62510 - TELEPHONE	1,091	1,080	940	1,001	940	0	940	940
	62604 - EQUIPMENT RENTAL	0	192	500	385	500	0	500	500
	62701 - OFFICE SUPPLIES	0	261	425	444	425	0	425	425
	62733 - TOOLS	734	2,026	750	774	250	0	250	250
	62734 - MINOR EQUIPMENT	235	0	100	95	100	0	100	100
	62735 - BUILDING MAINT. SUPPLIES	90	34	200	187	200	0	200	200
	62736 - GROUNDS MAINT SUPPLIES	73	0	100	89	100	0	100	100
	62760 - OPERATING SUPPLIES	113	0	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	37,076	53,501	60,225	60,042	57,412	0	57,412	57,412	
08005 - SEWER SYSTEM MAINTENANCE	103,720	133,544	156,273	156,090	153,243	0	153,243	153,243	
08006 -	61303 - SUPERVISORY PERSONNEL	114,126	115,478	116,413	114,155	120,074	0	120,074	120,074

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
WASTEWATER TREATMENT	61304 - GENERAL PERSONNEL	327,986	325,912	324,930	327,773	329,544	0	329,544	329,544
	61501 - REGULAR OVERTIME	36,599	41,014	34,229	25,168	34,229	0	34,229	34,229
	61502 - DOUBLE OVERTIME	811	517	930	930	953	0	953	953
	61508 - SUPERVISORY OVERTIME	1,998	1,998	1,998	1,998	1,998	0	1,998	1,998
	61602 - STAND-BY PAY	13,055	12,845	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	150,703	169,424	179,012	190,566	166,486	0	166,486	166,486
	61702 - DENTAL INSURANCE	9,198	9,108	8,889	8,578	10,417	0	10,417	10,417
	61703 - RETIREMENT CONTRIBUTIONS	55,263	56,646	55,906	51,340	55,802	0	55,802	55,802
	61704 - SOCIAL SECURITY	36,908	37,055	37,582	34,214	38,217	0	38,217	38,217
	61705 - WORKERS COMPENSATION	3,370	7,339	7,284	6,557	6,319	0	6,319	6,319
	61000 - PERSONNEL SERVICES	750,018	777,335	779,948	774,054	776,814	0	776,814	776,814
	62102 - PROFESSIONAL SERVICES	1,912	500	0	125	0	0	0	0
	62103 - TECHNICAL SERVICES	4,952	2,643	8,675	8,675	8,675	0	8,675	8,675
	62120 - LABORATORY SERVICES	488	1,387	500	500	500	0	500	500
	62176 - CITY ADMIN CHARGE	355,361	380,808	409,866	409,866	372,386	0	372,386	372,386
	62201 - JANITORIAL	4,633	4,160	8,672	8,672	8,672	0	8,672	8,672
	62205 - PC REPLACEMENT CHARGE	756	1,164	1,504	1,504	1,000	0	1,000	1,000
	62206 - PW FLEET CHARGE	19,458	20,232	21,107	21,107	22,252	0	22,252	22,252
	62301 - OFFICE EQUIPMENT MAINT.	0	0	0	47	0	0	0	0
	62306 - SOFTWARE MAINTENANCE	1,831	8,033	8,145	8,145	8,390	0	8,390	8,390
	62310 - SAFETY PROGRAM MAINT.	2,827	6,314	4,025	4,025	4,025	0	4,025	4,025
	62311 - EQUIPMENT MAINTENANCE	89,922	86,937	134,859	133,788	134,859	0	134,859	134,859
	62316 - ESCO MAINTENANCE	3,123	2,421	3,899	3,899	4,016	0	4,016	4,016
	62350 - BUILDING MAINTENANCE	22,922	25,282	48,406	48,112	48,406	0	48,406	48,406
	62371 - RIVER GAUGE STATION MAINT	8,290	8,290	19,465	19,465	11,175	0	11,175	11,175
	62375 - PERMITS	109	150	0	150	150	0	150	150
	62430 - TRAVEL	747	770	683	520	683	0	683	683
	62435 - TRAINING	2,370	1,288	1,612	3,300	1,612	0	1,612	1,612
	62436 - MEETINGS & DUES	909	701	885	885	885	0	885	885
	62438 - LICENSES & CERTIFICATIONS	150	150	200	200	150	0	150	150
	62448 - HAULING AND DISPOSAL	449,188	353,989	410,000	305,988	364,609	0	364,609	364,609
	62501 - WATER	9,318	9,140	9,021	5,497	9,021	0	9,021	9,021
	62502 - SEWER	0	0	2,500	2,500	2,500	0	2,500	2,500
	62503 - ELECTRICITY	185,646	186,655	228,223	179,192	197,176	0	197,176	197,176
	62504 - HEATING FUEL	36,809	44,433	53,503	50,650	53,503	0	53,503	53,503
	62510 - TELEPHONE	4,613	5,262	5,073	5,045	5,073	0	5,073	5,073
	62512 - INDUSTRIAL PRE-TREATMENT	4,179	3,453	4,780	4,780	4,780	0	4,780	4,780
	62601 - LAND RENTAL	148,240	150,312	154,178	154,178	159,189	0	159,189	159,189
	62701 - OFFICE SUPPLIES	2,500	1,375	995	995	995	0	995	995
	62734 - MINOR EQUIPMENT	3,599	9,083	11,500	15,000	4,750	0	4,750	4,750
	62735 - BUILDING MAINT. SUPPLIES	698	3,922	3,500	3,479	3,500	0	3,500	3,500
	62736 - GROUNDS MAINT SUPPLIES	180	40	500	490	500	0	500	500
	62737 - JANITORIAL SUPPLIES	0	64	250	250	250	0	250	250
	62744 - MINOR COMPUTER EQUIPMENT	88	120	0	0	0	0	0	0
	62755 - UNIFORMS	4,403	5,099	5,006	4,281	5,006	0	5,006	5,006
	62760 - OPERATING SUPPLIES	4,940	7,354	46,576	55,000	6,051	0	6,051	6,051
	62764 - CHEMICALS	421,131	395,203	380,678	292,835	380,678	0	380,678	380,678
	65102 - INTEREST ON BONDED DEBT	3,815	3,415	3,198	3,198	2,798	0	2,798	2,798
	65202 - INTEREST ON NOTES PAYABLE	92,868	82,549	81,579	81,579	61,912	0	61,912	61,912
	66201 - DEPRECIATION - BUILDINGS	281,657	281,657	295,000	295,000	295,000	0	295,000	295,000

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
08006 - WASTEWATER TREATMENT	66202 - DEPRECIATION - OTHER IMPR	0	0	150	150	100	0	100	100
	66203 - DEPRECIATION - MACH/EQUIP	263,089	264,217	300,000	300,000	300,000	0	300,000	300,000
	62000 - OPERATING EXPENDITURES	2,437,721	2,358,568	2,668,714	2,433,072	2,485,227	0	2,485,227	2,485,227
08006 - WASTEWATER TREATMENT		3,187,739	3,135,904	3,448,662	3,207,126	3,262,041	0	3,262,041	3,262,041
	TOTAL	5,248,129	5,332,649	5,837,710	5,554,155	5,639,844	0	5,639,844	5,639,844

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

WATER FUND

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
05000 - WATER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	11,483	11,619	11,880	11,880	44,726	0	44,726	44,726
	61304 - GENERAL PERSONNEL	45,033	65,687	76,708	76,708	77,189	0	77,189	77,189
	61305 - ADMINISTRATIVE PERSONNEL	4,558	4,851	5,141	5,141	5,594	0	5,594	5,594
	61401 - TEMPORARY PERSONNEL	9,260	0	10,550	5,141	5,141	0	5,141	5,141
	61501 - REGULAR OVERTIME	66	339	0	0	0	0	0	0
	61602 - STAND-BY PAY	6,540	6,708	6,388	6,388	6,388	0	6,388	6,388
	61609 - STIPEND	4,194	4,160	4,160	4,160	0	0	0	0
	61701 - HEALTH INSURANCE	12,764	21,642	24,111	16,628	39,876	0	39,876	39,876
	61702 - DENTAL INSURANCE	1,086	1,207	1,321	1,144	2,260	0	2,260	2,260
	61703 - RETIREMENT CONTRIBUTIONS	7,969	10,606	12,339	10,147	14,243	0	14,243	14,243
	61704 - SOCIAL SECURITY	6,074	7,006	8,295	6,756	9,754	0	9,754	9,754
	61705 - WORKERS COMPENSATION	922	2,475	2,847	2,078	2,724	0	2,724	2,724
	61715 - RETIREMENT BENEFITS	56,703	(28,484)	0	0	0	0	0	0
	61901 - RECRUITMENT	510	65	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	167,162	107,882	163,741	146,171	207,895	0	207,895	207,895
	62103 - TECHNICAL SERVICES	0	4,290	0	3,600	3,600	0	3,600	3,600
	62120 - LABORATORY SERVICES	158	244	384	331	384	0	384	384
	62176 - CITY ADMIN CHARGE	435,357	457,524	467,094	415,200	485,804	0	485,804	485,804
	62205 - PC REPLACEMENT CHARGE	608	1,488	646	646	821	0	821	821
	62208 - TAXES	78,307	80,614	82,817	82,817	87,785	0	87,785	87,785
	62306 - SOFTWARE MAINTENANCE	9,525	7,386	8,300	4,700	4,700	0	4,700	4,700
	62310 - SAFETY PROGRAM MAINT.	2,205	3,308	1,500	1,500	1,500	0	1,500	1,500
	62316 - ESCO MAINTENANCE	3,123	2,421	3,899	3,899	4,016	0	4,016	4,016
	62340 - GROUNDS MAINTENANCE	0	0	5,300	5,300	0	0	0	0
	62430 - TRAVEL	275	165	393	381	393	0	393	393
	62435 - TRAINING	2,460	2,384	3,000	2,765	3,000	0	3,000	3,000
	62436 - MEETINGS & DUES	3,311	3,506	3,213	3,592	3,213	0	3,213	3,213
	62438 - LICENSES & CERTIFICATIONS	50	710	100	140	100	0	100	100
	62447 - PUBLIC AWARENESS	8,878	7,961	6,630	6,567	6,630	0	6,630	6,630
	62510 - TELEPHONE	3,246	2,814	2,800	2,786	2,800	0	2,800	2,800
	62602 - OFFICE SPACE RENTAL	69,098	70,068	71,867	71,867	74,202	0	74,202	74,202
	62604 - EQUIPMENT RENTAL	0	290	1,000	850	1,000	0	1,000	1,000
	62701 - OFFICE SUPPLIES	757	931	875	872	875	0	875	875
62733 - TOOLS	3,639	2,579	2,300	2,300	2,300	0	2,300	2,300	
62744 - MINOR COMPUTER EQUIPMENT	0	114	0	0	0	0	0	0	
62755 - UNIFORMS	2,057	2,302	2,150	2,150	2,150	0	2,150	2,150	
62760 - OPERATING SUPPLIES	225	388	0	0	0	0	0	0	
65102 - INTEREST ON BONDED DEBT	29,234	32,382	11,830	11,830	67,516	0	67,516	67,516	
65202 - INTEREST ON NOTES PAYABLE	17,400	14,640	28,075	27,085	9,262	0	9,262	9,262	
66104 - LOSS ON FIXED ASSETS	42,021	0	0	0	0	0	0	0	
66201 - DEPRECIATION - BUILDINGS	24,710	15,335	27,000	27,000	27,000	0	27,000	27,000	
66202 - DEPRECIATION - OTHER IMPR	647,156	642,886	655,000	655,500	655,000	0	655,000	655,000	
66203 - DEPRECIATION - MACH/EQUIP	80,107	79,348	81,000	81,000	81,000	0	81,000	81,000	
62000 - OPERATING EXPENDITURES	1,463,910	1,436,077	1,467,173	1,414,678	1,525,051	0	1,525,051	1,525,051	
05000 - WATER ADMINISTRATION	1,631,071	1,543,959	1,630,914	1,560,849	1,732,946	0	1,732,946	1,732,946	
05001 - WATER MAIN/TRENCH REPAIRS	61304 - GENERAL PERSONNEL	65,712	66,974	64,659	64,659	62,631	0	62,631	62,631
	61501 - REGULAR OVERTIME	13,983	15,553	12,276	12,276	12,276	0	12,276	12,276
	61701 - HEALTH INSURANCE	12,717	16,777	28,227	28,227	32,185	0	32,185	32,185
	61702 - DENTAL INSURANCE	652	817	1,378	1,378	2,023	0	2,023	2,023
	61703 - RETIREMENT CONTRIBUTIONS	8,440	10,082	8,755	8,755	8,367	0	8,367	8,367

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
05001 - WATER MAIN/TRENCH REPAIRS	61704 - SOCIAL SECURITY	5,835	6,487	5,885	5,855	5,730	0	5,730	5,730
	61705 - WORKERS COMPENSATION	841	2,185	1,735	1,735	1,394	0	1,394	1,394
	61000 - PERSONNEL SERVICES	108,180	118,875	122,916	122,886	124,606	0	124,606	124,606
	62206 - PW FLEET CHARGE	44,249	45,156	47,416	47,418	50,509	0	50,509	50,509
	62331 - ROAD AND STREET MAINT.	788	3,203	10,000	6,000	10,000	0	10,000	10,000
	62760 - OPERATING SUPPLIES	46,609	15,462	45,900	45,423	41,000	0	41,000	41,000
	62000 - OPERATING EXPENDITURES	91,647	63,821	103,316	98,841	101,509	0	101,509	101,509
05001 - WATER MAIN/TRENCH REPAIRS		199,827	182,696	226,232	221,727	226,115	0	226,115	226,115
05002 - WATER SUPPLY	61304 - GENERAL PERSONNEL	1,177	4,618	18,956	4,545	18,394	0	18,394	18,394
	61307 - PART TIME EMPLOYEES	0	0	0	0	0	1,550	1,550	1,550
	61501 - REGULAR OVERTIME	162	280	1,070	988	1,070	0	1,070	1,070
	61701 - HEALTH INSURANCE	3,883	5,385	8,271	5,811	9,342	0	9,342	9,342
	61702 - DENTAL INSURANCE	204	270	408	261	591	0	591	591
	61703 - RETIREMENT CONTRIBUTIONS	150	559	2,279	520	2,174	0	2,174	2,174
	61704 - SOCIAL SECURITY	100	360	1,532	339	1,489	119	1,608	1,608
	61705 - WORKERS COMPENSATION	6	112	462	111	371	19	390	390
	61000 - PERSONNEL SERVICES	5,681	11,583	32,977	12,575	33,431	1,688	35,119	35,119
	62102 - PROFESSIONAL SERVICES	0	6,375	3,000	1,500	3,000	0	3,000	3,000
	62121 - MONITORING/INSPECTIONS	0	986	4,800	4,607	4,800	0	4,800	4,800
	62206 - PW FLEET CHARGE	23,085	23,556	24,739	24,739	26,351	1,400	27,751	27,751
	62311 - EQUIPMENT MAINTENANCE	0	606	0	0	0	0	0	0
	62313 - REPAIRS & MAINTENANCE	6,260	0	0	0	0	0	0	0
	62314 - SYSTEMS MAINTENANCE	3,101	0	4,990	4,856	4,990	0	4,990	4,990
	62375 - PERMITS	300	300	0	0	0	0	0	0
	62503 - ELECTRICITY	88,610	102,097	78,102	113,124	93,240	0	93,240	93,240
	62504 - HEATING FUEL	1,948	1,762	2,870	2,870	2,870	0	2,870	2,870
	62760 - OPERATING SUPPLIES	4,958	7,214	7,210	6,464	7,210	0	7,210	7,210
	62762 - LICENSES & PERMITS	3,000	3,000	3,000	0	3,000	0	3,000	3,000
	62764 - CHEMICALS	18,992	19,581	18,400	41,916	18,400	0	18,400	18,400
	62000 - OPERATING EXPENDITURES	150,254	165,477	147,111	200,076	163,861	1,400	165,261	165,261
05002 - WATER SUPPLY		155,936	177,060	180,088	212,651	197,292	3,088	200,380	200,380
05003 - WATER HYDRANTS	61304 - GENERAL PERSONNEL	35,219	30,948	38,666	36,826	37,585	0	37,585	37,585
	61501 - REGULAR OVERTIME	5,222	2,925	4,228	3,608	4,228	0	4,228	4,228
	61701 - HEALTH INSURANCE	8,267	10,862	16,397	9,212	19,028	0	19,028	19,028
	61702 - DENTAL INSURANCE	438	543	796	436	1,217	0	1,217	1,217
	61703 - RETIREMENT CONTRIBUTIONS	4,164	3,850	4,881	4,593	4,670	0	4,670	4,670
	61704 - SOCIAL SECURITY	2,987	2,495	2,958	2,979	3,199	0	3,199	3,199
	61705 - WORKERS COMPENSATION	570	772	926	0	797	0	797	797
	61000 - PERSONNEL SERVICES	56,868	52,393	68,851	57,654	70,723	0	70,723	70,723
	62206 - PW FLEET CHARGE	28,857	29,448	30,923	30,923	32,939	0	32,939	32,939
	62760 - OPERATING SUPPLIES	42,500	23,210	35,240	33,991	30,240	0	30,240	30,240
62000 - OPERATING EXPENDITURES	71,357	52,658	66,163	64,914	63,179	0	63,179	63,179	
05003 - WATER HYDRANTS		128,225	105,051	135,014	122,568	133,902	0	133,902	133,902
05004 - WATER METERS	61304 - GENERAL PERSONNEL	139,129	141,655	149,509	144,070	150,522	0	150,522	150,522
	61501 - REGULAR OVERTIME	5,125	5,750	3,806	3,053	3,806	0	3,806	3,806
	61701 - HEALTH INSURANCE	62,112	68,220	73,311	53,167	74,190	0	74,190	74,190
	61702 - DENTAL INSURANCE	3,960	3,962	4,059	3,137	4,486	0	4,486	4,486
	61703 - RETIREMENT CONTRIBUTIONS	16,186	16,783	17,447	16,385	17,238	0	17,238	17,238
	61704 - SOCIAL SECURITY	10,828	10,971	11,728	11,021	11,806	0	11,806	11,806
	61705 - WORKERS COMPENSATION	1,085	2,367	2,356	1,763	1,937	0	1,937	1,937
	61000 - PERSONNEL SERVICES	238,423	249,706	262,216	232,597	263,985	0	263,985	263,985
	62120 - LABORATORY SERVICES	132	145	0	0	0	0	0	0
62206 - PW FLEET CHARGE	27,444	29,196	31,508	31,508	31,928	0	31,928	31,928	

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
05004 - WATER METERS	62306 - SOFTWARE MAINTENANCE	450	312	450	2,005	450	0	450	450
	62733 - TOOLS	36	80	450	444	450	0	450	450
	62760 - OPERATING SUPPLIES	119,784	130,203	155,417	155,203	155,417	0	155,417	155,417
	62000 - OPERATING EXPENDITURES	147,846	159,936	187,825	189,160	188,245	0	188,245	188,245
	05004 - WATER METERS	386,269	409,642	450,041	421,757	452,230	0	452,230	452,230
05005 - WATER SERVICES	61304 - GENERAL PERSONNEL	14,158	21,880	10,500	9,644	10,076	0	10,076	10,076
	61501 - REGULAR OVERTIME	3,028	6,603	2,171	2,488	2,171	0	2,171	2,171
	61701 - HEALTH INSURANCE	1,624	2,598	4,595	3,313	5,494	0	5,494	5,494
	61702 - DENTAL INSURANCE	69	117	214	128	336	0	336	336
	61703 - RETIREMENT CONTRIBUTIONS	1,810	3,242	1,442	1,474	1,368	0	1,368	1,368
	61704 - SOCIAL SECURITY	1,277	2,108	969	956	937	0	937	937
	61705 - WORKERS COMPENSATION	139	594	305	270	245	0	245	245
	61000 - PERSONNEL SERVICES	22,104	37,143	20,196	18,273	20,626	0	20,626	20,626
	62206 - PW FLEET CHARGE	17,314	17,664	18,554	18,554	19,764	0	19,764	19,764
	62760 - OPERATING SUPPLIES	12,518	16,109	8,000	7,893	8,000	0	8,000	8,000
	62000 - OPERATING EXPENDITURES	29,832	33,773	26,554	26,447	27,764	0	27,764	27,764
		05005 - WATER SERVICES	51,936	70,915	46,750	44,720	48,390	0	48,390
05006 - WATER TREATMENT FACILITY	61303 - SUPERVISORY PERSONNEL	79,480	80,032	81,833	16,212	82,477	0	82,477	82,477
	61304 - GENERAL PERSONNEL	63,292	72,122	73,461	73,461	74,929	0	74,929	74,929
	61501 - REGULAR OVERTIME	9,115	8,512	9,640	12,450	9,640	0	9,640	9,640
	61602 - STAND-BY PAY	12,845	12,530	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	36,191	46,711	46,198	26,496	52,786	0	52,786	52,786
	61702 - DENTAL INSURANCE	1,957	2,108	2,139	1,320	3,046	0	3,046	3,046
	61703 - RETIREMENT CONTRIBUTIONS	18,407	19,710	20,224	16,240	20,087	0	20,087	20,087
	61704 - SOCIAL SECURITY	12,407	13,042	13,595	8,124	13,757	0	13,757	13,757
	61705 - WORKERS COMPENSATION	1,214	2,744	2,727	1,560	2,258	0	2,258	2,258
	61000 - PERSONNEL SERVICES	234,909	257,510	262,591	168,638	271,755	0	271,755	271,755
	62102 - PROFESSIONAL SERVICES	0	5,782	4,995	14,892	0	0	0	0
	62103 - TECHNICAL SERVICES	16,540	8,976	13,590	13,590	13,590	0	13,590	13,590
	62120 - LABORATORY SERVICES	0	0	100	100	100	0	100	100
	62205 - PC REPLACEMENT CHARGE	1,250	1,236	1,287	1,287	1,365	0	1,365	1,365
	62206 - PW FLEET CHARGE	16,164	17,772	17,881	17,881	18,781	0	18,781	18,781
	62305 - COPIER MAINTENANCE	1,288	861	1,234	1,144	1,234	0	1,234	1,234
	62306 - SOFTWARE MAINTENANCE	2,036	7,060	7,060	7,734	7,060	0	7,060	7,060
	62310 - SAFETY PROGRAM MAINT.	608	653	1,700	1,050	1,700	0	1,700	1,700
	62311 - EQUIPMENT MAINTENANCE	69,310	71,058	77,676	77,676	50,820	0	50,820	50,820
	62316 - ESCO MAINTENANCE	3,123	2,421	3,899	3,899	4,016	0	4,016	4,016
	62317 - EQUIPMENT REPAIR	0	30	0	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	5,226	4,159	9,784	6,762	9,784	0	9,784	9,784
	62375 - PERMITS	150	0	150	360	150	0	150	150
	62430 - TRAVEL	52	46	75	67	75	0	75	75
	62435 - TRAINING	1,035	1,295	1,577	1,740	1,577	0	1,577	1,577
	62438 - LICENSES & CERTIFICATIONS	396	500	0	0	900	0	900	900
	62501 - WATER	515	350	580	415	580	0	580	580
	62502 - SEWER	135,556	128,223	159,850	156,612	159,850	0	159,850	159,850
	62503 - ELECTRICITY	21,703	22,652	15,326	22,600	19,784	0	19,784	19,784
	62504 - HEATING FUEL	8,815	11,128	8,588	8,588	8,588	0	8,588	8,588
	62510 - TELEPHONE	3,583	3,777	2,976	4,644	3,500	0	3,500	3,500
	62512 - INDUSTRIAL PRE-TREATMENT	164	164	360	360	360	0	360	360
	62701 - OFFICE SUPPLIES	367	517	450	516	450	0	450	450
	62733 - TOOLS	0	324	400	400	400	0	400	400
	62734 - MINOR EQUIPMENT	2,761	4,502	8,385	8,385	4,500	0	4,500	4,500
	62735 - BUILDING MAINT. SUPPLIES	564	239	494	552	494	0	494	494

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
05006 - WATER TREATMENT FACILITY	62736 - GROUNDS MAINT SUPPLIES	50	402	400	792	400	0	400	400
	62737 - JANITORIAL SUPPLIES	0	0	100	100	100	0	100	100
	62755 - UNIFORMS	1,490	1,728	1,850	1,704	1,850	0	1,850	1,850
	62764 - CHEMICALS	82,090	75,729	118,245	105,000	113,263	0	113,263	113,263
	66201 - DEPRECIATION - BUILDINGS	89,568	89,568	90,000	90,000	84,018	0	84,018	84,018
	66202 - DEPRECIATION - OTHER IMPR	0	0	1,000	1,000	3,282	0	3,282	3,282
	66203 - DEPRECIATION - MACH/EQUIP	125,592	125,099	125,000	125,000	112,076	0	112,076	112,076
	62000 - OPERATING EXPENDITURES	589,994	586,250	675,013	674,850	624,647	0	624,647	624,647
05006 - WATER TREATMENT FACILITY	824,903	843,760	937,604	843,488	896,402	0	896,402	896,402	
05007 - LABORATORY - WATER	61303 - SUPERVISORY PERSONNEL	38,011	38,462	39,328	40,377	39,336	0	39,336	39,336
	61304 - GENERAL PERSONNEL	52,419	53,040	53,423	40,877	18,347	0	18,347	18,347
	61501 - REGULAR OVERTIME	890	542	300	700	300	0	300	300
	61701 - HEALTH INSURANCE	21,594	21,154	25,793	25,793	20,031	0	20,031	20,031
	61702 - DENTAL INSURANCE	1,337	1,232	1,249	1,249	1,187	0	1,187	1,187
	61703 - RETIREMENT CONTRIBUTIONS	10,204	10,475	10,555	10,817	6,477	0	6,477	6,477
	61704 - SOCIAL SECURITY	6,780	6,851	7,095	7,111	4,436	0	4,436	4,436
	61705 - WORKERS COMPENSATION	731	1,629	1,734	1,680	1,078	0	1,078	1,078
	61000 - PERSONNEL SERVICES	131,966	133,385	139,478	128,604	91,194	0	91,194	91,194
	62120 - LABORATORY SERVICES	19,683	24,231	26,000	20,420	25,000	0	25,000	25,000
	62121 - MONITORING/INSPECTIONS	27,004	2,416	30,000	20,300	30,000	0	30,000	30,000
	62205 - PC REPLACEMENT CHARGE	321	1,056	286	286	604	0	604	604
	62206 - PW FLEET CHARGE	3,432	3,648	3,938	3,938	3,991	0	3,991	3,991
	62306 - SOFTWARE MAINTENANCE	0	907	907	907	907	0	907	907
	62311 - EQUIPMENT MAINTENANCE	12,948	13,687	13,900	13,331	14,000	0	14,000	14,000
	62435 - TRAINING	2,083	1,412	1,000	500	1,000	0	1,000	1,000
	62438 - LICENSES & CERTIFICATIONS	174	314	200	0	200	0	200	200
	62448 - HAULING AND DISPOSAL	0	0	0	0	850	0	850	850
	62701 - OFFICE SUPPLIES	321	279	300	286	300	0	300	300
	62760 - OPERATING SUPPLIES	6,038	5,886	6,450	5,964	6,400	0	6,400	6,400
	62762 - LICENSES & PERMITS	2,318	1,506	2,200	2,050	2,200	0	2,200	2,200
	62764 - CHEMICALS	6,275	7,077	9,419	9,072	9,500	0	9,500	9,500
	62000 - OPERATING EXPENDITURES	80,597	62,419	94,600	77,054	94,952	0	94,952	94,952
	05007 - LABORATORY - WATER	212,563	195,803	234,078	205,658	186,146	0	186,146	186,146
05008 - WATER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	17,483	17,690	18,088	14,442	18,682	0	18,682	18,682
	61304 - GENERAL PERSONNEL	29,993	40,183	38,755	38,755	39,053	0	39,053	39,053
	61501 - REGULAR OVERTIME	2,634	3,350	2,373	2,370	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	3,180	2,555	4,585	4,548	4,585	0	4,585	4,585
	61701 - HEALTH INSURANCE	20,958	22,043	23,957	23,957	22,667	0	22,667	22,667
	61702 - DENTAL INSURANCE	1,400	1,306	1,225	1,225	1,412	0	1,412	1,412
	61703 - RETIREMENT CONTRIBUTIONS	6,053	7,355	7,471	6,517	6,449	0	6,449	6,449
	61704 - SOCIAL SECURITY	4,041	4,816	5,022	4,323	4,417	0	4,417	4,417
	61705 - WORKERS COMPENSATION	355	998	1,012	853	727	0	727	727
	61000 - PERSONNEL SERVICES	86,947	101,146	104,338	98,840	102,214	0	102,214	102,214
	62205 - PC REPLACEMENT CHARGE	408	0	557	557	486	0	486	486
	62206 - PW FLEET CHARGE	14,070	17,448	18,618	18,618	18,972	0	18,972	18,972
	62306 - SOFTWARE MAINTENANCE	1,855	2,267	2,267	2,507	2,267	0	2,267	2,267
	62311 - EQUIPMENT MAINTENANCE	13,881	28,176	30,514	31,020	21,322	0	21,322	21,322
	62350 - BUILDING MAINTENANCE	710	558	21,440	19,432	1,440	0	1,440	1,440
	62435 - TRAINING	70	1,181	5,250	5,235	2,500	0	2,500	2,500
	62436 - MEETINGS & DUES	174	435	100	185	100	0	100	100
	62510 - TELEPHONE	783	623	930	925	930	0	930	930
	62733 - TOOLS	50	531	750	742	750	0	750	750

**City of Keene, New Hampshire
Fiscal Year 2019-2020
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Estimate	2019-2020 Department Base	2019-2020 Department Supplemental	2019-2020 Department Request	2019-2020 Manager Recommended
05008 - WATER SYSTEM MAINTENANCE	62734 - MINOR EQUIPMENT	12,801	500	200	187	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	0	0	500	480	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	100	95	100	0	100	100
	62000 - OPERATING EXPENDITURES	44,802	51,718	81,226	79,983	49,567	0	49,567	49,567
	05008 - WATER SYSTEM MAINTENANCE	131,749	152,864	185,564	178,823	151,781	0	151,781	151,781
	TOTAL	3,722,480	3,681,751	4,026,285	3,812,241	4,025,204	3,088	4,028,292	4,028,292

FY 2019: Reconciliation of Adopted Budget to Current Budget

	Budget Book Amount	Budget Book Amount	Budget Process Changes	Budget Process Changes	Budget Resolution	Encumbrance Adjustment	Carryforward Adjustment	COLA Adjustment	Council Action	Revised Operating Budget	Total Budgeted Pentamontion
Elected & Appointed Officials											
Mayor and City Council	152,882	2,860,846	14,109		2,874,955	17,217		1,320		171,419	171,420
Outside Agencies	262,050			2,500						262,550	262,550
Unclassified	84,962			25,000						109,962	109,962
Employee Benefits	672,479						17,445	(149,171)		540,756	540,756
Risk Management	286,127			(2,126)						286,127	286,127
City Manager	446,552			(3,025)				8,726		453,152	453,151
City Attorney	352,184			(8,240)				5,058		354,217	354,217
City Clerk	605,610					3,589		6,676		607,636	607,635
Administrative Services		9,011,438	(29,832)		8,981,606						
Assessment	493,226			(5,821)				5,030		492,435	492,434
Finance	1,594,417			(14,269)		24,490	21,303	16,185		1,642,126	1,642,126
Human Services	725,362			(2,232)				2,062		725,192	725,192
Human Resources	368,320			(5,129)			6,627	6,102		375,919	375,919
IMS	1,296,484			(2,381)		66,950	20,000	14,526		1,395,579	1,395,579
Debt Service	4,533,629									4,533,629	4,533,629
Community Services		19,606,048	(153,699)		19,452,349						
File	7,016,898			(35,835)				8,725		6,989,788	6,989,788
Library	1,426,396			(6,167)				24,783		1,445,012	1,445,012
Parks Rec & Facilities	3,460,815			(40,151)		79,036	1,400	8,762		3,509,862	3,509,861
Youth Services	114,836			(21)				1,807		116,622	116,622
Police	7,587,103			(71,525)		18,216		13,317		7,547,112	7,547,112
Municipal Development Services		6,713,641	(25,306)		6,688,335						
Airport	643,835			(3,079)				4,705		645,461	645,461
Community Development	1,634,322			(4,130)		700	28,663	9,434		1,668,989	1,668,989
Public Works	4,435,484			(18,097)		83,556	12,000	11,950		4,524,894	4,524,894
Capital Projects		3,107,892			3,107,892		47,000			3,154,892	3,154,892
Subtotal: General Fund (01)	41,299,865	41,299,865	(194,728)		41,105,137	293,754	154,438	0	-	41,553,329	41,553,328
Plus: Bonded Capital Projects (separate resolution)	2,766,000	2,766,000			2,766,000					2,766,000	2,766,000
Total: General Fund	44,065,865	44,065,865	(194,728)		43,871,137	293,754	154,438	0	-	44,319,329	44,319,328
Parking Meter Fund (14)	1,937,277			(1,543)	1,935,734			1,535		1,937,269	1,937,269
Water Fund (34)	3,942,714			(15,944)	3,926,770	57,829	35,850	5,836		4,026,285	4,026,285
Sewer Fund (32)	5,707,662			(17,443)	5,690,219	78,890	60,000	8,601		5,837,710	5,837,710
Equipment Fund (41)	2,317,230			(11,922)	2,305,308	14,505		2,006		2,321,819	2,321,819
Solid Waste Fund (18)	4,792,992			4,415	4,797,407	50,044		2,062		4,849,513	4,849,513
PC Replacement Fund (16)	176,260				176,260					176,260	176,260
Total: All Funds	60,174,000	60,174,000	(237,165)		59,936,835	485,022	250,288	20,039	-	63,468,184	63,468,184

*Includes \$1,350,000 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 FY17/18	Actual FY18/19	Budget FY19/20
Assessments in District	93,944,300	93,944,300	98,544,300
LESS: original assessed value	(47,984,400)	(48,867,000)	(48,867,000)
Captured Assessed Value	45,959,900	45,077,300	49,677,300
Property Tax Rate	\$37.22	\$37.12	\$37.56
Tax Revenues Available to Fund District Expenses	\$1,710,627	\$1,673,269	\$1,865,879
NMTC Financing Development Interest Payment		\$89,648	\$89,648
Courthouse Revenues supporting Debt Service	\$42,500	\$42,500	\$42,500
Total District Revenues	\$1,753,127	\$1,805,417	\$1,998,027
District Expenses:			
Principal	\$791,000	\$625,000	\$625,000
Interest	\$168,573	\$147,438	\$131,538
Capital Reserve Appropriations	\$180,000	\$230,000	\$230,000
Library Campus Development Management Fee	\$0	\$36,000	\$36,000
Library Campus Development NMTC Audit	\$0	\$12,500	\$12,500
NMTC Financing Library Lease	\$0	\$220,586	\$220,586
Property Taxes (Courthouse & Library)	\$252,899	\$289,570	\$458,345
Total District Expenses	\$1,392,472	\$1,561,094	\$1,713,969



CITY OF KEENE

R-2019-26

In the Year of Our Lord Two Thousand and **Seventeen**

A RESOLUTION Relating to FISCAL POLICIES

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

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

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

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

WHEREAS it is the intent of the City Council by this resolution to announce 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 continue 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.

- 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 case of general governmental services (such as fire protection, law enforcement, or general street maintenance) there will be no user fee or charge assessed.
 - 2) In the event that the service benefits a finite and definable sector of the community then that group will be assessed a fee or charge for provision of the service.

- B. Cost Recovery standard for fees and charges:
- 1) Cost recovery 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, and regulatory and enforcement costs).

C. Exceptions to cost recovery standard for fees and charges:

1. Fees and Charges may be set at something less than full cost recovery when:
 - a) A high level of cost recovery will negatively impact the delivery of service to low-income groups.
 - b) Collecting the fees and charges is not cost effective.
 - c) There is no intended relationship between the amount paid and the benefit received (e.g. social service programs).
 - d) There is no intent to limit the use of the service (e.g. access to parks and playgrounds).
 - e) Collecting the fees would discourage compliance with regulatory requirements and adherence to said requirements is self-identified, and as such, failure to comply would not be readily detected by the City of Keene.
- 2.) Fees and Charges may be set at, or above, full cost recovery when:
 - a) The service is also provided, or could be provided, by the private sector.
 - b) The use of the service is discouraged (e.g. fire or police responses to false alarms).
 - c) The service is regulatory in nature and voluntary compliance is not expected (e.g. building permits, plans review, subdivisions).
 - d) When the fee or charge for the use of City property or resources is incurred by a commercial entity.
- 3.) Ambulance:
 - a) Service fees shall be set at two hundred fifty percent (250%) above the Medicare-determined usual and customary charge.
 - b) A fee will be implemented for those instances when responses that involve the use of drugs or specialized services are provided but there is no transport.
 - c) There may be no charge for responses determined by the Fire Department to be "public assists."

D. The method of assessing and collecting fees should be made as simple as possible in order to reduce the administrative and support costs of collection.

E. The City will periodically utilize the services of a collection agency when all other reasonable efforts to collect fees and fines have been exhausted; fees for such services to be paid from amounts collected.

F. Rate structures should be sensitive to the market price for comparable services in the private sector or other public sector entities.

G. All fees and charges shall be adopted by the City Council.

H. Fees and charges shall be reviewed in accordance with a schedule developed by the City Manager that has each fee reviewed biannually.

Recommended changes will be reviewed and approved by the City Council.

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.

- m) Fleet Equipment Capital Reserve - for the replacement of vehicles and equipment under the management of Fleet Services.
- n) Bridge Capital Reserve - for the construction, reconstruction, and rehabilitation of bridges.
- o) 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 mission or incompatible with the objects of its organization. The trust funds will be administered by the Trustees of the Trust Funds.

VI. Deposits of Funds Funds

A. Objectives, in priority order:

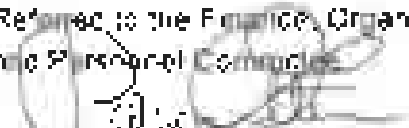
- 1) Safety - the safety of principal is the foremost objective.
- 2) Liquidity - investments shall remain sufficiently liquid to meet the operational cash needs of the City of Keene.
- 3) Yield - taking in to account the priority objectives of safety of principal and liquidity, a market rate of return.

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 (60:30:10:10)
- 5) New Hampshire Public Deposit Investment Pool


Linda W. Lane, Mayor

In City Council July 19, 2016
Referred to the Finance, Organization
and Personnel Committee


City Clerk


Finance Committee

City Council

City Code Section 2-231

**COUNCIL APPOINTMENTS
ANNUAL SALARY SCHEDULE**
(effective July 1, 2018)

<u>SALARY</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
L	85,884	106,316	127,626
E	89,749	111,101	133,370
V	93,787	116,100	139,371
E	98,008	121,325	145,643
L	102,418	126,784	152,197
	107,027	132,490	159,046

City Code Section 62-194

**ADMINISTRATIVE AND CLERICAL
ANNUAL SALARY SCHEDULE
Non Union
(effective July 1, 2018)**

STEPS						
Grade	1	2	3	4	5	6
S 1	29,864	31,208	32,612	34,080	35,614	37,217
S 2	31,208	32,612	34,080	35,614	37,217	38,892
S 3	32,612	34,080	35,614	37,217	38,892	40,642
S 4	34,080	35,614	37,217	38,892	40,642	42,471
S 5	35,614	37,217	38,892	40,642	42,471	44,382
S 6	37,217	38,892	40,642	42,471	44,382	46,379
S 7	38,892	40,642	42,471	44,382	46,379	48,466
S 8	40,642	42,471	44,382	46,379	48,466	50,647
S 9	42,471	44,382	46,379	48,466	50,647	52,926
S 10	44,382	46,379	48,466	50,647	52,926	55,308
S 11	46,379	48,466	50,647	52,926	55,308	57,797
S 12	48,466	50,647	52,926	55,308	57,797	60,398
S 13	50,647	52,926	55,308	57,797	60,398	63,116
S 14	52,926	55,308	57,797	60,398	63,116	65,956
S 15	55,308	57,797	60,398	63,116	65,956	68,924
S 16	57,797	60,398	63,116	65,956	68,924	72,026
S 17	60,398	63,116	65,956	68,924	72,026	75,267
S 18	63,116	65,956	68,924	72,026	75,267	78,654
S 19	65,956	68,924	72,026	75,267	78,654	82,193
S 20	68,924	72,026	75,267	78,654	82,193	85,892
S 21	72,026	75,267	78,654	82,193	85,892	89,757
S 22	75,267	78,654	82,193	85,892	89,757	93,796
S 23	78,654	82,193	85,892	89,757	93,796	98,017
S 24	82,193	85,892	89,757	93,796	98,017	102,428
S 25	85,892	89,757	93,796	98,017	102,428	107,037
S 26	89,757	93,796	98,017	102,428	107,037	111,854
S 27	93,796	98,017	102,428	107,037	111,854	116,887
S 28	98,017	102,428	107,037	111,854	116,887	122,147
S 29	102,428	107,037	111,854	116,887	122,147	127,644
S 30	107,037	111,854	116,887	122,147	127,644	133,388

City Code Section 62-194

ADMINISTRATIVE AND CLERICAL

(effective July 1, 2018)

<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; Staff Accountant
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
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; Senior Planner
S 20	Systems Administrator; Purchasing And Contract Services Manager
S 21	No Positions Assigned
S 22	No Positions Assigned
S 23	Reserved
S 24	City Engineer; Assistant Public Works Director/Division Head; Assistant IT Director; Database Administrator; Airport Director; Building/Health Official
S 25	Human Resources Director; Library Director; Assistant Finance Director/Assistant Treasurer; Police Captain; Deputy Fire Chief
S 26	Community Development Director; City Assessor; Parks, Recreation And Facilities Director
S 27	Finance Director/Treasurer; IT Director
S 28	Police Chief; Fire Chief; Public Works Director
S 29	No Positions Assigned

AFT-NH Keene City Employees
HOURLY WAGE SCHEDULE
(effective July 1, 2018)

<u>GRADE</u>	<u>STEP</u>				
	<u>1A</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
2	15.71	16.36	17.11	17.88	18.69
5	17.94	18.69	19.53	20.40	21.32
7	19.59	20.40	21.32	22.28	23.28
8	20.47	21.32	22.28	23.28	24.33
9	21.39	22.28	23.28	24.33	25.41
12	24.40	25.41	26.56	27.75	28.99

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, 2018)

<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	37,124	38,795	40,543	42,365	44,273	46,264
7	38,795	40,543	42,365	44,273	46,264	48,346
8	40,543	42,365	44,273	46,264	48,346	50,523
9	42,363	44,268	46,261	48,342	50,517	52,790
10	44,273	46,264	48,346	50,523	52,797	55,172
11	46,264	48,346	50,523	52,797	55,172	57,654
12	48,346	50,523	52,797	55,172	57,654	60,250
15	55,172	57,654	60,250	62,960	65,793	68,755
17	60,250	62,960	65,793	68,755	71,850	75,274

CLASS ALLOCATION

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

City Code Section 62-166

**PROBATIONARY PUBLIC WORKS
HOURLY WAGE SCHEDULE
Non Union
(effective July 1, 2018)**

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
H 1	12.80	13.76	14.38	15.03
H 2	13.36	14.37	15.01	15.69
H 3	13.97	15.01	15.69	16.40
H 4	14.57	15.66	16.37	17.10
H 5	15.25	16.39	17.13	17.90
H 6	15.93	17.13	17.90	18.70
H 7	16.63	17.87	18.68	19.52
H 8	17.40	18.71	19.55	20.43
H 9	18.18	19.54	20.42	21.34
H 10	18.96	20.38	21.30	22.25
H 11	19.87	21.36	22.32	23.32
H 12	20.75	22.30	23.31	24.35

CLASS ALLOCATION

GRADE

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

AFSCME
HOURLY WAGE SCHEDULE
(effective July 1, 2018)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
H 1	15.35	16.50	17.25	18.00
H 2	16.03	17.25	18.00	18.80
H 3	16.76	18.00	18.80	19.67
H 4	17.48	18.80	19.67	20.53
H 5	18.28	19.67	20.53	21.47
H 6	19.11	20.53	21.47	22.40
H 7	19.95	21.47	22.40	23.44
H 8	20.88	22.40	23.44	24.49
H 9	21.81	23.44	24.49	25.62
H 10	22.74	24.49	25.62	26.75
H 11	23.83	25.62	26.75	28.00
H 12	24.89	26.75	28.00	29.23

CLASS ALLOCATION

GRADE

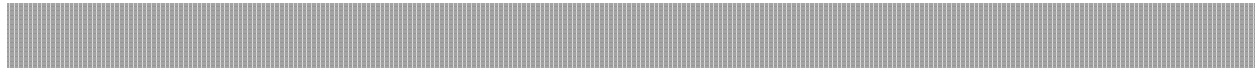
- H 2 Maintenance Aide I; Recycler I; Recycler I/Attendant
- H 4 Water/Sewer Service Aide I
- H 5 Maintenance Aide II; Motor Equipment Operator I; Recycler II; Water/Sewer Service Aide II
- H 7 Mechanic I
- H 8 Motor Equipment Operator II
- H 9 Mechanic II; Sign Maker; Maintenance Mechanic; Utility Operator
- H 10 Highway Foreman; Solid Waste Foreman; Maintenance Technician I; WWTF Operator
- 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, 2018)**

<u>GRADE</u>		<u>STEP 1</u>
F 1	Level I/EMT B	\$19.26
F 2	Level II/A-EMT	\$20.42
F 3	Level II/Medic	\$21.42



City Code Section 62-192

**PROBATIONARY POLICE OFFICER
HOURLY WAGE SCHEDULE
(effective July 1, 2018)**

<u>GRADE</u>		<u>STEP 1</u>
P 1		\$23.25
P 2		\$24.30

**KEENE POLICE OFFICERS ASSOCIATION
HOURLY PAY SCHEDULE
(effective July 1, 2018)**

<u>Step</u>	<u>Officers</u>
1	N/A
2	\$26.77
3	\$27.95
4	\$29.24
5	\$30.51
6	\$31.84
7	\$32.51

**KEENE POLICE DEPARTMENT SUPERVISORS
HOURLY PAY SCHEDULE
(effective July 1, 2018)**

<u>Step</u>	<u>Sargeants</u>	<u>Lieutenants</u>
1	\$29.70	\$34.16
2	\$31.10	\$35.77
3	\$32.57	\$37.45
4	\$34.10	\$39.22
5	\$35.71	\$41.06
6	\$37.39	\$43.00

**PROFESSIONAL FIREFIGHTERS OF KEENE
HOURLY PAY SCHEDULE
(effective July 1, 2018)**

<u>Step</u>		F5 FF / EMT <u>AEMT</u>	F6 FF / <u>Paramedic</u>
1	(12 month)	N/A	N/A
2	(18 month)	\$23.13	\$24.33
3	(Annual)	\$24.24	\$25.44
4	(Annual)	\$25.27	\$26.47
5	(Annual)	\$26.41	\$27.61
6	(Annual)	\$27.59	\$28.79
7	(Annual)	\$28.14	\$29.34

**KEENE FIRE DEPARTMENT SUPERVISORS
ANNUAL SALARY SCHEDULE
(effective July 1, 2018)**

<u>Step</u>		F8 Lieut / EMT & <u>AEMT</u>	F9 Lieut / <u>Paramedic</u>	F11 Capt / EMT & <u>AEMT</u>	F12 Capt / <u>Paramedic</u>
1	(12 month)	\$56,045.74	\$58,666.54	\$63,957.88	\$66,578.68
2	(18 month)	\$60,251.88	\$62,872.68	\$68,749.04	\$71,369.84
3	(Annual)	\$62,962.83	\$65,583.63	\$71,849.17	\$74,469.97
4	(Annual)	\$65,796.52	\$68,417.32	\$75,082.41	\$77,703.21
5	(Annual)	\$68,749.04	\$71,369.84	\$78,461.67	\$81,082.47
6	(Annual)	\$71,849.12	\$74,469.92	\$81,990.35	\$84,611.15

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/18

FUND - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11110	CASH	12,013,751.35	
11112	MONEY MARKET	56,350.78	
11114	INVEST- TD MONEY MARKET	2,279,926.09	
11116	INVESTMENTS-NHPDIP	55,274.34	
11117	INVESTMENTS-PEOPLE'S BANK	4,136,820.19	
11118	INVESTMENTS: MASCOMA	12,903,033.09	
11120	PETTY CASH	1,263.00	
11125	ESCROW CASH	329,261.05	
	TOTAL CASH & EQUIVALENTS	31,775,679.89	.00
11201	PROPERTY TAXES	29,204.69	
11205	TAX OVERLAY		
11206	LAND USE CHANGE TAX	172.00	
11207	TIMBER YIELD TAX	947.95	
11252	2009 PROPERTY TAX LIENS	130,913.25	
11253	2010 LIENS	136,518.73	
11257	2014 PROP TAX LIENS	1,949.99	
11258	2015 PROP TAX LIENS	138,436.81	
11259	2016 PROPERTY TAX LIENS	522,946.81	
11260	2017 PROPERTY TAX LIENS	907,704.93	
11282	ELDERLY/DISABLED TAX DEF	257,673.55	
	TOTAL TAXES RECEIVABLE	2,126,468.71	722,204.89
11301	AIRPORT RECEIVABLES	1,496.67	
11303	AMBULANCE SVC RECEIVABLE	595,362.16	
11304	CEMETERY RECEIVABLES	15,401.37	
11305	FIRE ALARMS RECEIVABLE	5,851.25	
11306	FIRE MASTER BOX RCVBL	15,096.00	
11309	MISCELLANEOUS RECEIVABLE	12,552.02	
11311	ALARMS RECEIVABLE	27,841.78	
11312	DETAILS RECEIVABLE	8,004.65	
11317	SERVICES RECEIVABLES	10,899.82	
11318	INTEREST RECEIVABLE	188,459.59	
11321	RETIREE HLTH INS RCVBL	6,029.29	
11323	PARKS & REC RECEIVABLE	3,350.02	
11324	RENDS RECEIVABLE	15,548.20	
11398	OTHER RECEIVABLES	9,486.10	
11399	RESERVE FOR UNCOLLECTIBLE		
	TOTAL ACCOUNTS RECEIVABLE	915,378.92	303,356.77
11520	TAX DEEDED PROPERTIES	329,165.37	
	TOTAL INVENTORIES	329,165.37	.00
11602	DUE TO/FROM PARKING FUND		225,346.60
11603	DUE TO/FROM SLD WST FUND		1,553,485.51
11604	DUE TO/FROM GRANT FUND		2,137,460.04
11605	DUE TO/FROM CPTL PRJ FUND		3,574,460.73
11606	DUE TO/FROM WATER FUND		2,489,072.11
11607	DUE TO/FROM SEWER FUND		2,635,202.74

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/18

FUND - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11608	DUE TO/FROM FLEET MGT FND		596,807.41
11609	DUE TO/FROM PC REP FUND		265,841.15
11610	DUE TO/FROM EXP TRST FUND	331,934.47	
11634	DUE TO/FRM TRANSPORT. IMP	331,934.47	26,920.00
TOTAL	DUE TO/FROM OTHER FUNDS		13,504,596.29
11710	DUE FROM STATE GOVT	484.51	
TOTAL	DUE FROM OTHER GOVERNMENT	484.51	.00
11901	PREPAID ITEMS	640,261.71	
TOTAL	OTHER ASSETS	640,261.71	.00
TOTAL	CURRENT ASSETS	36,119,373.58	14,530,157.95
TOTAL	ASSETS	36,119,373.58	14,530,157.95
TOTAL	ASSETS	36,119,373.58	14,530,157.95
21101	GENERAL ACCOUNTS PAYABLE		397,642.85
21102	BID DEPOSITS & SECURITIES		81,224.22
21104	EMPLOYEES FUND PAYABLE		243.14
21105	SOCIAL SECURITY PAYABLE		37,946.02
21106	FEDERAL WITHHOLDING PYBL		31,620.48
21107	GENERAL RETIREMENT PYBL		34,260.16
21108	POLICE RETIREMENT PYBL		26,302.02
21109	FIRE RETIREMENT PYBL		27,525.64
21114	FLEX BENEFIT PAYABLE		9,253.49
21118	UNION DUES PYBL - FIRE		774.00
21120	DENTAL INSURANCE PAYABLE		93,999.80
21122	NHFT DUES		201.35
21128	ESCROW SECURITIES		329,261.05
21130	ACCRUED PAYROLL		175,326.77
21133	STATE MV REGISTRATION		2,261.50
21135	ICWA PAYABLE		1,370.79
21137	VALIC PAYABLE		864.02
21139	HRA PAYABLE ACCT		576,423.61
21143	PC LOAN PROGRAM		138.23
21144	HOLIDAY FUND		3,148.30
21150	HEALTH INSURANCE PAYABLE		40,710.62
21152	NHRS ADD'L CONTRIBUTIONS		258.26
21158	GREAT WEST 457		5,536.07
21159	PFPOPE 457		939.64
21175	UNAPPLIED TAX CREDITS		238.60
21176	PREPAID TAXES		7,220,597.47
21180	OTHER ACCOUNTS PAYABLE		165,476.11
TOTAL	ACCOUNTS PAYABLE	.00	9,263,544.21
21211	ESCHEAT PROPERTY PYBL		7,760.89
21212	PAYROLL ESCHEAT PAYABLE		1,422.92

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

ACCOUNT	TITLE	DEBITS	CREDITS
FUND - 01 - GENERAL FUND			
TOTAL DUE TO OTHER GOVERNMENTS		.00	9,183.81
21301	LOT SALES		6,339.00
TOTAL DUE TO TRUSTS		.00	6,339.00
21400	DEFERRED REVENUES		1,531,317.12
21401	COLLECTIONS IN ADVANCE		19,736.94
TOTAL DEFERRED REVENUES		.00	19,736.94
TOTAL CURRENT LIABILITIES		.00	10,830,121.08
22303	MAIN-MARLBORO LOAN		775,530.00
TOTAL LOANS PAYABLE		.00	775,530.00
TOTAL LONG-TERM LIABILITIES		.00	775,530.00
TOTAL LIABILITIES		.00	11,605,651.08
TOTAL LIABILITIES		.00	11,605,651.08
31000	FUND BALANCE		2,266,262.62
31100	UNRESERVED & UNDESIGNATED		7,525,561.16
31401	REVENUE BUDGET CONTROL	45,054,415.70	
31402	REVENUE CONTROL		39,790,237.84
31403	EXPENDITURE BUDGET CONTRL	39,598,497.07	45,054,414.39
31404	EXPENDITURE CONTROL		1.31
31405	BUDGET FUND BALANCE	84,652,912.77	84,844,653.54
TOTAL CONTROLS			
TOTAL FUND BALANCE		84,652,912.77	92,370,214.70
TOTAL FUND EQUITY		84,652,912.77	94,636,477.32
TOTAL EQUITIES		84,652,912.77	94,636,477.32
TOTAL GENERAL FUND		120,772,286.35	120,772,286.35

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

FUND - 14 - PARKING FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11310	PARKING LOT RENTAL RCVBL	953.04	
11398	OTHER RECEIVABLES	9,240.22	
	TOTAL ACCOUNTS RECEIVABLE	10,193.26	.00
11601	DUE TO/FROM GENERAL FUND	225,346.60	
	TOTAL DUE TO/FROM OTHER FUNDS	225,346.60	.00
	TOTAL CURRENT ASSETS	235,539.86	.00
	TOTAL ASSETS	235,539.86	.00
	TOTAL ASSETS	235,539.86	.00
21101	GENERAL ACCOUNTS PAYABLE		10,003.81
21130	ACCRUED PAYROLL		5,207.45
21177	OVERPAYMENTS		136.70
21180	OTHER ACCOUNTS PAYABLE		2,398.60
	TOTAL ACCOUNTS PAYABLE	.00	17,746.56
	TOTAL CURRENT LIABILITIES	.00	17,746.56
	TOTAL LIABILITIES	.00	17,746.56
	TOTAL LIABILITIES	.00	17,746.56
31000	FUND BALANCE	570,183.00	
31100	UNRESERVED & UNDESIGNATED		837,914.49
31401	REVENUE BUDGET CONTROL	2,220,923.24	
31402	REVENUE CONTROL		2,066,718.22
31403	EXPENDITURE BUDGET CONTRL		2,220,922.79
31404	EXPENDITURE CONTROL	2,116,656.41	
31405	BUDGET FUND BALANCE	4,337,579.65	.45
	TOTAL CONTROLS	4,337,579.65	4,287,641.46
	TOTAL FUND BALANCE	4,337,579.65	5,125,555.95
	TOTAL FUND EQUITY	4,907,762.65	5,125,555.95
	TOTAL EQUITIES	4,907,762.65	5,125,555.95
	TOTAL PARKING FUND	5,143,302.51	5,143,302.51

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

FUND - 16 - PC REPLACEMENT FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11601	DUE TO/FROM GENERAL FUND	265,841.15	
	TOTAL DUE TO/FROM OTHER FUNDS	265,841.15	.00
	TOTAL CURRENT ASSETS	265,841.15	.00
	TOTAL ASSETS	265,841.15	.00
	TOTAL ASSETS	265,841.15	.00
21180	OTHER ACCOUNTS PAYABLE		716.45
	TOTAL ACCOUNTS PAYABLE	.00	716.45
	TOTAL CURRENT LIABILITIES	.00	716.45
	TOTAL LIABILITIES	.00	716.45
	TOTAL LIABILITIES	.00	716.45
31000	FUND BALANCE		189,475.00
31100	UNRESERVED & UNDESIGNATED		49,111.59
31401	REVENUE BUDGET CONTROL	69,135.00	
31402	REVENUE CONTROL		89,971.67
31403	EXPENDITURE BUDGET CONTRL	63,433.56	69,135.00
31404	EXPENDITURE CONTROL	132,568.56	159,106.67
	TOTAL CONTROLS		
	TOTAL FUND BALANCE	132,568.56	208,218.26
	TOTAL FUND EQUITY	132,568.56	397,693.26
	TOTAL EQUITIES	132,568.56	397,693.26
	TOTAL PC REPLACEMENT FUND	398,409.71	398,409.71

ACCOUNT	TITLE	DEBITS	CREDITS
FUND - 18 - SOLID WASTE			
11308	LAND FILL TIP FEE RCVBL	573,811.25	
11398	OTHER RECEIVABLES	78,544.13	
11399	RESERVE FOR UNCOLLECTIBLE		16,368.70
TOTAL ACCOUNTS RECEIVABLE		652,355.38	16,368.70
11601	DUE TO/FROM GENERAL FUND	1,553,485.51	
TOTAL DUE TO/FROM OTHER FUNDS		1,553,485.51	.00
11802	INTERFUND LOAN RECEIVABLE	775,530.00	
TOTAL LOANS RECEIVABLE		775,530.00	.00
TOTAL CURRENT ASSETS		2,981,370.89	16,368.70
TOTAL ASSETS		2,981,370.89	16,368.70
TOTAL ASSETS		2,981,370.89	16,368.70
21101	GENERAL ACCOUNTS PAYABLE		22,109.47
21130	ACCRUED PAYROLL		15,546.82
21180	OTHER ACCOUNTS PAYABLE		523,324.49
TOTAL ACCOUNTS PAYABLE		.00	560,980.78
TOTAL CURRENT LIABILITIES		.00	560,980.78
TOTAL LIABILITIES		.00	560,980.78
TOTAL LIABILITIES		.00	560,980.78
31000	FUND BALANCE		
31100	UNRESERVED & UNDESIGNATED	1,273,121.29	
31401	REVENUE BUDGET CONTROL	4,855,190.66	
31402	REVENUE CONTROL		3,549,374.65
31403	EXPENDITURE BUDGET CONTRL	4,662,083.84	4,789,851.89
31404	EXPENDITURE CONTROL	.43	4,855,191.09
31405	BUDGET FUND BALANCE	9,517,274.93	9,645,042.98
TOTAL CONTROLS		9,517,274.93	9,645,042.98
TOTAL FUND BALANCE		9,517,274.93	13,194,417.63
TOTAL FUND EQUITY		10,790,396.22	13,194,417.63
TOTAL EQUITIES		10,790,396.22	13,194,417.63
TOTAL SOLID WASTE		13,771,767.11	13,771,767.11

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/18

FUND - 32 - SEWER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11307	INDUST PRE-TREAT RCVBLL	10,204.37	
11313	SEWER CHARGES RECEIVABLE	1,885,670.07	
11317	SERVICES RECEIVABLES	215,277.24	
11399	RESERVE FOR UNCOLLECTIBLE		6,190.42
TOTAL	ACCOUNTS RECEIVABLE	2,111,151.68	6,190.42
11501	MATERIALS & SUPPLIES	125,155.14	
TOTAL	INVENTORIES	125,155.14	.00
11601	DUE TO/FROM GENERAL FUND	2,635,202.74	
11614	DUR FR TRUST-MARTEL CT CR	706,824.68	
11618	DUE FR TRUST-SEWER INF CR	2,638,247.97	
11619	DUE FR TRUST-WWTP CAP RES	1,777,799.64	
TOTAL	DUE TO/FROM OTHER FUNDS	7,758,075.03	.00
11710	DUE FROM STATE GOVT	4,829.28	
TOTAL	DUE FROM OTHER GOVERNMENT	4,829.28	.00
11801	PROMISSORY NOTES REC	814,405.00	
TOTAL	LOANS RECEIVABLE	814,405.00	.00
11901	PREPAID ITEMS	134,675.00	
11999	DEF:PREM ON BOND RFNANCE	48,011.63	
TOTAL	OTHER ASSETS	182,686.63	.00
TOTAL	CURRENT ASSETS	10,996,302.76	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	11,527,581.52	
TOTAL	MACHINERY & EQUIPMENT	11,527,581.52	.00
12501	CONSTRUCTION IN PROGRESS	3,177,661.00	
TOTAL	CONSTRUCTION IN PROGRESS	3,177,661.00	.00
12743	DEP: LAND IMPROVEMENTS		221,882.23
12744	DEP: CONSTRUCTION		6,759,100.94
12745	DEP: INFRASTRUCTURE		10,808,033.36
12746	DEP: EQUIPMENT		6,190,378.01
TOTAL	ACCUMULATED DEPRECIATION	.00	23,979,394.54
TOTAL	FIXED ASSETS	57,077,730.76	23,979,394.54
TOTAL	ASSETS	68,074,033.52	23,985,584.96

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/18

FUND - 32 - SEWER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
TOTAL ASSETS		68,074,033.52	23,985,584.96
21101	GENERAL ACCOUNTS PAYABLE		291,655.18
21103	COMPENSATED ABSENCE PYBL		192,019.31
21130	ACCRUED PAYROLL		30,064.38
21160	INTEREST PAYABLE		22,396.67
21180	OTHER ACCOUNTS PAYABLE	.00	169,683.80
TOTAL ACCOUNTS PAYABLE		.00	705,819.34
TOTAL CURRENT LIABILITIES		.00	705,819.34
22119	ADV.TREATMENT R-2005-18		159,900.00
22122	SEWER MAIN IMP R-2007-27		64,675.00
22125	FY 13 SEWER MAIN IMP		678,400.00
22126	FY 13 MARTELL CRT IMP		586,100.00
22127	ROSE LANE CLEANUP 2015		680,000.00
22129	2016 SERIES B REFUNDING		1,150,382.17
22220	SEWER MAINS R-2005-20		535,000.00
22299	DEF: PREM ON BOND RFNANCE		60,683.38
TOTAL GENERAL OBLIGATION BONDS		.00	3,915,140.55
22304	ARRA 09 INFRA		677,764.82
22305	AREA 2010 INFRA		826,868.65
22309	WWTP SRF CONSTRUCT LOAN		4,528,547.80
TOTAL LOANS PAYABLE		.00	6,033,181.27
TOTAL LONG-TERM LIABILITIES		.00	9,948,321.82
TOTAL LIABILITIES		.00	10,654,141.16
TOTAL LIABILITIES		.00	10,654,141.16
31000	FUND BALANCE		8,403,906.86
31100	UNRESERVED & UNDESIGNATED		23,553,620.70
31401	REVENUE BUDGET CONTROL	5,705,570.60	
31402	REVENUE CONTROL		6,900,905.72
31403	EXPENDITURE BUDGET CONTRL	5,424,125.88	
31404	EXPENDITURE CONTROL	787,431.13	
31405	BUDGET FUND BALANCE	11,917,127.61	
TOTAL CONTROLS		13,393,907.45	
TOTAL FUND BALANCE		11,917,127.61	36,947,528.15
TOTAL FUND EQUITY		11,917,127.61	45,351,435.01
TOTAL EQUITIES		11,917,127.61	45,351,435.01
TOTAL SEWER FUND		79,991,161.13	79,991,161.13

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/18

FUND - 34 - WATER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11314	WATER CHARGES RECEIVABLE	1,259,509.10	
11315	FIRE LINE RECEIVABLE	62,345.46	
11316	HYDRANT RENTAL RECEIVABLE	34,481.95	
11317	SERVICES RECEIVABLES	62,832.68	
11399	RESERVE FOR UNCOLLECTIBLE		2,263.79
TOTAL	ACCOUNTS RECEIVABLE	1,419,169.19	2,263.79
11501	MATERIALS & SUPPLIES	139,997.75	
TOTAL	INVENTORIES	139,997.75	.00
11601	DUE TO/FROM GENERAL FUND	2,489,072.11	
11615	DUE FR TRUST-WTF CAP RES	853,786.56	
11620	DUE FR TRUST-WATER INF CR	2,933,862.62	
TOTAL	DUE TO/FROM OTHER FUNDS	6,276,721.29	.00
11999	DEF:PREM ON BOND REFNANCE	1,721.89	
TOTAL	OTHER ASSETS	1,721.89	.00
TOTAL	CURRENT ASSETS	7,837,610.12	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	838,661.64	
TOTAL	CONSTRUCTION IN PROGRESS	838,661.64	.00
12743	DEP: LAND IMPROVEMENTS		181,682.39
12744	DEP: CONSTRUCTION		4,072,294.05
12745	DEP: INFRASTRUCTURE		16,383,281.88
12746	DEP: EQUIPMENT		3,873,143.05
TOTAL	ACCUMULATED DEPRECIATION	.00	24,510,401.37
TOTAL	FIXED ASSETS	50,166,455.07	24,510,401.37
TOTAL	ASSETS	58,004,065.19	24,512,665.16
TOTAL	ASSETS	58,004,065.19	24,512,665.16
21101	GENERAL ACCOUNTS PAYABLE		178,820.58

CITY OF KEENE, NEW HAMPSHIRE
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/18

FUND - 34 - WATER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
21103	COMPENSATED ABSENCE PYBL		132,439.40
21130	ACCRUED PAYROLL		19,121.73
21160	INTEREST PAYABLE		8,359.38
21180	OTHER ACCOUNTS PAYABLE		109,595.23
	TOTAL ACCOUNTS PAYABLE	.00	448,336.32
21401	COLLECTIONS IN ADVANCE		17,928.69
	TOTAL DEFERRED REVENUES	.00	17,928.69
	TOTAL CURRENT LIABILITIES	.00	466,265.01
22128	BARBIDGE DAM		805,000.00
22299	DEF: PREM ON BOND RFNANCE		221.30
	TOTAL GENERAL OBLIGATION BONDS	.00	805,221.30
22304	ARRA 09 INFRA		362,326.78
22305	ARRA 2010 INFRA		292,257.49
	TOTAL LOANS PAYABLE	.00	654,584.27
	TOTAL LONG-TERM LIABILITIES	.00	1,459,805.57
	TOTAL LIABILITIES	.00	1,926,070.58
	TOTAL LIABILITIES	.00	1,926,070.58
31000	FUND BALANCE		8,760,791.12
31100	UNRESERVED & UNDESIGNATED		22,629,896.40
31401	REVENUE BUDGET CONTROL	3,815,823.05	
31402	REVENUE CONTROL		4,046,186.14
31403	EXPENDITURE BUDGET CONTRL		4,062,447.58
31404	EXPENDITURE CONTROL	3,871,544.21	
31405	BUDGET FUND BALANCE	246,624.53	
	TOTAL CONTROLS	7,933,991.79	8,108,633.72
	TOTAL FUND BALANCE	7,933,991.79	30,738,530.12
	TOTAL FUND EQUITY	7,933,991.79	39,499,321.24
	TOTAL EQUITIES	7,933,991.79	39,499,321.24
	TOTAL WATER FUND	65,938,056.98	65,938,056.98

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	5,153.31	
11399	RESERVE FOR UNCOLLECTIBLE		200.00
	TOTAL ACCOUNTS RECEIVABLE	5,153.31	200.00
11501	MATERIALS & SUPPLIES	236,292.51	
	TOTAL INVENTORIES	236,292.51	.00
11601	DUE TO/FROM GENERAL FUND	596,807.41	
11616	DUE FR TRUST-EQUIP CAP RE	774,802.35	
	TOTAL DUE TO/FROM OTHER FUNDS	1,371,609.76	.00
11901	PREPAID ITEMS	15,105.49	
	TOTAL OTHER ASSETS	15,105.49	.00
	TOTAL CURRENT ASSETS	1,628,161.07	200.00
12417	VEHICLES	4,358,881.48	
12418	EQUIPMENT	2,398,450.49	
	TOTAL MACHINERY & EQUIPMENT	6,757,331.97	.00
12746	DEP: EQUIPMENT		1,859,918.34
12747	DEP: LICENSED VEHICLES		2,505,696.97
	TOTAL ACCUMULATED DEPRECIATION	.00	4,365,615.31
	TOTAL FIXED ASSETS	6,757,331.97	4,365,615.31
	TOTAL ASSETS	8,385,493.04	4,365,815.31
	TOTAL ASSETS	8,385,493.04	4,365,815.31
21101	GENERAL ACCOUNTS PAYABLE		100,215.01
21103	COMPENSATED ABSENCE PYBL		66,550.31
21130	ACCRUED PAYROLL		11,072.38
21180	OTHER ACCOUNTS PAYABLE		46,989.25
	TOTAL ACCOUNTS PAYABLE	.00	224,826.95
	TOTAL CURRENT LIABILITIES	.00	224,826.95
22302	LEASES PAYABLE		92,415.91
	TOTAL LOANS PAYABLE	.00	92,415.91
	TOTAL LONG-TERM LIABILITIES	.00	92,415.91
	TOTAL LIABILITIES	.00	317,242.86
	TOTAL LIABILITIES	.00	317,242.86
31000	FUND BALANCE		680,731.51
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: 13/18

FUND - 41 - FLEET MANAGEMENT FUND

ACCOUNT	TITLE	DEBITS	CREDITS
31401	REVENUE BUDGET CONTROL	2,257,620.37	
31402	REVENUE CONTROL		2,468,035.42
31403	EXPENDITURE BUDGET CONTRL	2,252,730.97	2,257,620.12
31404	EXPENDITURE CONTROL		.25
31405	BUDGET FUND BALANCE	4,510,351.34	4,725,655.79
	TOTAL CONTROLS		
	TOTAL FUND BALANCE	4,510,351.34	7,532,054.70
	TOTAL FUND EQUITY	4,510,351.34	8,212,786.21
	TOTAL EQUITIES	4,510,351.34	8,212,786.21
	TOTAL FLEET MANAGEMENT FUND	12,895,844.38	12,895,844.38
	TOTAL REPORT	298,910,828.17	298,910,828.17