

City of Keene
FY 2021 – 2022 Operating Budget
Table of Contents

Message & Overview	
City Manager Message	Insert
General Fund	
Overview & Summary	2-8
Revenue Budget (chart)	9
Expenditure Budget (chart)	10
Allocation of Proposed Property Tax to City Departments	11
Operating Revenues & Expenditures	12
Operating Budget Fiscal Policy Compliance	13
Revenue Budget	14-18
Supplemental Requests	19
Expenditure Budget -Summary by Department; Personnel/Operating	20-22
Long-Term Debt	23-25
ELECTED & APPOINTED OFFICIALS	
Elected & Appointed Officials with Terms & Standing Committee	28
Organizational Chart	29
Mayor & Council	30
Outside Agencies	31-34
Unclassified	35
Community Funded Events	36
Capital Appropriations	37
Capital Improvement Program Overview	38-42
Employee Benefits	43
Risk Management	44
City Manager	45-48
City Attorney	49-52
City Clerk	53-59
ADMINISTRATIVE SERVICES	
Assessing	62-66
Finance	67-79
Human Resources	80-83
Information Technology	84-89
COMMUNITY SERVICES	
Fire	92-102
Library	103-108
Parks, Recreation & Facilities	109-127
Police	128-138
MUNICIPAL SERVICES	
Airport	140-145
Community Development	146-151
Public Works	152-167

Parking Fund	
Overview; Services; Objectives; Metrics	170-172
Operating Revenues & Expenditures	173
Capital Improvement Program	174
Long-Term Debt	175
Revenue Budget	176
Expenditure Budget Summary	177
Cost Center Expenditure Detail	178-179
PC Replacement Fund	
Overview; Services; Objectives; Metrics	182-183
Operating Revenues & Expenditures	184
Revenue Budget	185
Expenditure Budget Summary	186
Solid Waste Fund	
Overview; Services; Objectives; Metrics	188-190
Operating Revenues & Expenditures	191
Capital Improvement Program	192
Long-Term Debt	193
Revenue Budget	194
Supplemental Requests	195
Expenditure Budget Summary	196
Cost Center Expenditure Detail	197-198
Sewer Fund	
Overview; Services; Objectives; Metrics	200-201
Operating Revenues & Expenditures	202
Capital Improvement Program	203
Long-Term Debt	204
Revenue Budget	205
Supplemental Requests	206
Expenditure Budget Summary	207-208
Cost Center Expenditure Detail	209-213
Water Fund	
Overview; Services; Objectives; Metrics	216-217
Operating Revenues & Expenditures	218
Capital Improvement Program	219
Long-Term Debt	220
Revenue Budget	221
Supplemental Requests	222
Expenditure Budget Summary	223-224
Cost Center Expenditure Detail	225-229
Equipment (Fleet) Fund	
Overview; Services; Objectives; Metrics	232-234
Operating Revenues & Expenditures	235
Capital Improvement Program	236
Revenue Budget	237
Expenditure Budget Summary	238

Appendix	
FY 2021 Reconciliation of Adopted Budget to Current Budget	240
R-2020-32 Fiscal Policies	241-250
Wage Schedules	251-259
Revenue Code Descriptions (All Funds)	260-268

This Page Left Blank Intentionally

City of Keene
FY 2021 – 2022 Operating Budget
Table of Contents
Alphabetic Index

Administrative Services	61-89
Airport - General Fund	140-145
Allocation of Proposed Property Tax to City Departments - General Fund	11
Appendix	239-268
Assessing - General Fund	62-66
Capital Appropriations - General Fund	37
Capital Improvement Program - Equipment (Fleet) Fund	236
Capital Improvement Program - Parking Fund	174
Capital Improvement Program - Sewer Fund	203
Capital Improvement Program - Solid Waste Fund	192
Capital Improvement Program - Water Fund	219
Capital Improvement Program Overview	38-42
City Attorney - General Fund	49-52
City Clerk - General Fund	53-59
City Clerk - Cost Center Expenditure Detail	58-59
City Manager - General Fund	45-48
City Manager - Cost Center Expenditure Detail	48
City Manager Message	Insert
Community Development - General Fund	146-151
Community Development - Cost Center Expenditure Detail	151
Community Funded Events - General Fund	36
Community Services	91-138
Cost Center Expenditure Detail - City Clerk	58-59
Cost Center Expenditure Detail - City Manager	48
Cost Center Expenditure Detail - Community Development	151
Cost Center Expenditure Detail - Finance	77-79
Cost Center Expenditure Detail - Fire	99-102
Cost Center Expenditure Detail - Information Technology	89
Cost Center Expenditure Detail - Library	108
Cost Center Expenditure Detail - Parking Fund	178-179
Cost Center Expenditure Detail - Parks, Recreation & Facilities	119-127
Cost Center Expenditure Detail - Police	135-138
Cost Center Expenditure Detail - Public Works	160-167
Cost Center Expenditure Detail - Sewer Fund	209-213
Cost Center Expenditure Detail - Solid Waste Fund	197-198
Cost Center Expenditure Detail - Water Fund	225-229
Elected & Appointed Officials	27-59
Elected & Appointed Officials with Terms & Standing Committee	28
Employee Benefits - General Fund	43
Equipment (Fleet) Fund	231-238
Expenditure Budget (chart) - General Fund	10
Expenditure Budget Summary - Equipment (Fleet) Fund	238

Expenditure Budget Summary - Parking Fund	177
Expenditure Budget Summary - PC Replacement Fund	186
Expenditure Budget Summary - Sewer Fund	207-208
Expenditure Budget Summary - Solid Waste Fund	196
Expenditure Budget Summary - Water Fund	223-224
Expenditure Budget -Summary by Department; Personnel/Operating - General Fund	20-22
Finance - General Fund	67-79
Finance - Cost Center Expenditure Detail - Finance	77-79
Fire - General Fund	92-102
Fire - Cost Center Expenditure Detail	99-102
Fiscal Policies R-2020-32	241-250
General Fund	1-167
Human Resources - General Fund	80-83
Information Technology - General Fund	84-89
Information Technology - Cost Center Expenditure Detail	89
Library - General Fund	103-108
Library - Cost Center Expenditure Detail	108
Long-Term Debt - General Fund	23-25
Long-Term Debt - Parking Fund	175
Long-Term Debt - Sewer Fund	204
Long-Term Debt - Solid Waste Fund	193
Long-Term Debt - Water Fund	220
Mayor & Council - General Fund	30
Municipal Services	139-167
Operating Budget Fiscal Policy Compliance - General Fund	13
Operating Revenues & Expenditures - Equipment (Fleet) Fund	235
Operating Revenues & Expenditures - General Fund	12
Operating Revenues & Expenditures - Parking Fund	173
Operating Revenues & Expenditures - PC Replacement Fund	184
Operating Revenues & Expenditures - Sewer Fund	202
Operating Revenues & Expenditures - Solid Waste Fund	191
Operating Revenues & Expenditures - Water Fund	218
Organizational Chart	29
Outside Agencies - General Fund	31-34
Overview & Summary - General Fund	2-8
Overview; Services; Objectives; Metrics - Equipment (Fleet) Fund	232-234
Overview; Services; Objectives; Metrics - Parking Fund	170-172
Overview; Services; Objectives; Metrics - PC Replacement Fund	182-183
Overview; Services; Objectives; Metrics - Sewer Fund	200-201
Overview; Services; Objectives; Metrics - Solid Waste Fund	188-190
Overview; Services; Objectives; Metrics - Water Fund	216-217
Parking Fund	169-179
Parking Fund - Cost Center Expenditure Detail	178-179
Parks, Recreation & Facilities - General Fund	109-127
Parks, Recreation & Facilities - Cost Center Expenditure Detail	119-127
PC Replacement Fund	181-186
Police - General Fund	128-138
Police - Cost Center Expenditure Detail	135-138

Public Works - General Fund	152-167
Public Works - Cost Center Expenditure Detail	160-167
Reconcilement of Adopted Budget to Current Budget FY2021	240
Revenue Budget - Equipment (Fleet) Fund	237
Revenue Budget - General Fund	14-18
Revenue Budget - Parking Fund	176
Revenue Budget - PC Replacement Fund	185
Revenue Budget - Sewer Fund	205
Revenue Budget - Solid Waste Fund	194
Revenue Budget - Water Fund	221
Revenue Budget (chart) - General Fund	9
Revenue Code Descriptions (All Funds)	260-268
Risk Management - General Fund	44
Sewer Fund	199-213
Sewer Fund - Cost Center Expenditure Detail	209-213
Solid Waste Fund	187-198
Solid Waste Fund - Cost Center Expenditure Detail	197-198
Supplemental Requests - General Fund	19
Supplemental Requests - Sewer Fund	206
Supplemental Requests - Solid Waste Fund	195
Supplemental Requests - Water Fund	222
Unclassified - General Fund	35
Wage Schedules	251-259
Water Fund	215-229
Water Fund - Cost Center Expenditure Detail	225-229

This Page Left Blank Intentionally



City of Keene

New Hampshire

May 1, 2021

Mayor Hansel and Members of the Keene City Council:

Your City staff and the City Manager are pleased to present the proposed Operating Budget for fiscal year 2022. The budget proposed is the best balancing of ideas and requirements possible and positions the City to continue to provide essential services, and to work nimbly with partners to respond to new challenges, advance City Council goals and leverage recovery opportunities for our community.

The COVID-19 pandemic will have a long-lasting impact on our community, the state, and the world. However, this summer, with vaccines readily available, hospitalizations down, and our most vulnerable fully vaccinated - we are optimistic that we will see a strong rebound of our local economy. This past year has proven just how resilient our community and our municipal team is. Our municipal team has shown time and time again, over a long and arduous year, what a caring, dedicated, and reliable group of people they are. I have been extremely proud to see so many people step in unimaginable and creative ways.

The recommended FY 2022 Operating and Capital Budget is estimated to raise the City portion of the tax rate by 1.69%. This adjustment follows two years of a level City tax rate and will meet service delivery and capital investment needs now and into the future. The tax rate adjustment proposed is \$930,470 less than the City's Fiscal Policy budget index which considers Consumer Price Index, expenditures required by law (i.e. NH Retirement System employer rate increases, debt service adjustments and capital leases). The State is going through its two-year budget process and this budget conservatively estimates City revenues associated with state municipal aid as we know them. In addition, the tax rate estimates are based on a projection of no increase to the tax base. This is a good conservative estimate as the City is in the midst of a city-wide property revaluation. At this point, in the City's overall tax rate process, both School & County have approved budgets, setting the education and county portions of the overall rate. Considering tax rate projections provided during adoption, and the recommended City budget, the total property tax rate is estimated to increase by 3.57% combined.

While we continue to respond to the crisis, over the next few months we will receive FEMA reimbursement funds (currently reimbursed at 100%) and expected federal stimulus funds from the American Rescue Plan in the total amount of \$2.26 million. The American Rescue dollars will be granted to cities/towns in two equal payments. The first payment is expected in May and the second payment sometime next year. This past year funds provided to towns/cities to assist with the pandemic response did not allow for the reimbursement of revenue losses resulting from the impacts of COVID-19 to our communities. Towns and cities reached out to their federal delegation to request the ability to offset these losses. I am happy to report that, while guidance hasn't yet come from the treasury office regarding use of funds, they have made it clear that offsetting lost revenues is allowed! My proposed budget anticipates use of \$350,000 to offset revenues impacted by COVID in the general fund and \$108,642 in the parking fund. This revenue offset will utilize a bit less than half of the first payment and leave just over \$641,000 of the first allotment for other COVID-related expenses. The City will have four years to use the funds on eligible expenses. In FY 2023, the City will receive the second \$1.2 million payment. Assuming our economy continues to recover, I anticipate utilizing a lessor amount for this purpose in FY 2023.

This recommended budget considers the second year of the bi-annual Capital Improvement Program 2021-2027. The City's Capital Improvement Program (CIP) provides for considerable advance project identification, planning, evaluation, scope definition, design, public discussion, cost estimating and financial planning. The CIP goal is to provide for continued reinvestment in existing assets combined with strategic investments in new assets essential to the City's future success. The proposed projects, and ultimately those projects approved by the City Council through adoption of the fiscal year operating budget, improve the daily lives of our residents as well as the experience of those visiting our community. Many projects are also important to the City's success in supporting our business community and encouraging economic activity and future development for Keene. We continue to meet monthly with our federal delegation to discuss capital projects which may become eligible for federal funding sources created as part of the American Rescue Plan. To date we have submitted a request to fund a section of the Heritage Trail project as well as the George Street bridge for consideration. We anticipate that additional transportation funding will become available. We will continue to seek ways to leverage outside funding opportunities. If successful, it will allow us to reduce project cost impacts in future budget years, while at the same time encouraging growth and stability for our local economy by bringing additional resources and investment to our City.

The second year of the bi-annual Capital Improvement Program 2021-2027 has been updated and modified in the proposed FY 2022 budget to reflect the changes that have occurred since the adoption of the 2021-2027 Capital Improvement Plan in March 2020.

- Two projects funded with general revenue have been updated and modified resulting in a cost reduction of \$70,972. The database software project and the city-wide revaluation both have been updated to reflect a significant decrease in cost. The savings from these two projects were used to offset the city match for the Airport Taxiway A Reconstruction Project which was moved from FY 2023 to FY 2022 due to change in timing of federal funding.
- Reduction in cost estimates for the same two projects—database software and city-wide revaluation—also allowed capital reserve appropriations for FY 2022 to be reduced by \$92,500.

Since adoption of the last bi-annual Capital Improvement Program several new initiatives have been identified that will require evaluation and shifting of projects as part of the upcoming capital planning cycle (FY2023-2029) including:

- Thompson Road which is in need of significant investment (approx. \$600,000 - one million dollars).
- A Sidewalk Asset Management Plan which will need consideration and incorporation into the FY 2023-2029 capital plan. Public Works will be working with the Council to establish parameters and a decision matrix for the plan so that associated costs can be estimated.
- A Strategic Plan for Parking Services with associated capital investments for the future.

The Operating Budget for FY 2022 supports delivery of services for our dynamic and vibrant community that supports innovation, entrepreneurship, education, arts, culture and recreation opportunities that maintain Keene's desirability as a community to live, work, learn, and play. Balancing service levels, long-term capital investments, meeting City obligations, following adopted Fiscal Policies, moving forward City Council Goals, aspirations of the Comprehensive Master Plan and other strategic documents, to strike the right balance is always a challenge. A detailed narrative of the general fund operating budget factors and fiscal policy measures is contained in the "Overview and Summary" section of this budget document (pages 2-8).

The municipal team has worked diligently to structure a proposed city budget with little increase on the City portion of the tax rate, raising it slightly 1.69% or to \$15.06. The City property tax revenue is within the increase limit set by fiscal policy, which is net of expenditures required by law, and debt service payments and capital leases. It is within these parameters City staff had developed operating and capital budget proposals supported by the vision of the City's Comprehensive Master Plan, City Council Goals and Fiscal Policy to continue to move the City to a sustainable future.

As department and service needs evolve so does our staffing model. In FY 2022 the Assessing Department will see staffing turnover due to retirements. This budget re-evaluates the needs of the department and adjusts existing position descriptions accordingly and in the process eliminates one full time position. The department will recruit two new employees prior to the impending retirements which will allow for training and a smoother transition. The Community Development Department also has proposed positions changes in FY 2022. The part-time Planning Technician position is changed to full-time and one vacant Administrative Assistant position has been eliminated.

This year the Police Department conducted a thorough evaluation of body-worn camera and in-car video recording systems. The Police Chief has stated his support for the installation of this equipment. The City Council has delayed the decision related to purchase to allow the State's budget process to unfold. Currently the State's draft budget includes grant funding to assist municipalities with the initial purchase of the equipment. The equipment costs are estimated to be \$420,000. If the State budget passes with inclusion of a 50/50 grant opportunity it could be a significant cost savings opportunity for the City of Keene, worth the delay of a few more months. It is my intent to carry forward Police Department wages at year-end to cover the purchase of the equipment and be prepared to take advantage of any funding source made available by the State.

The City Attorney's budget includes the addition of a full-time Assistant City Attorney to primarily handle the ever-growing number of Right-To-Know requests received by the City. The position will be located at the Police Department to provide ease of access to the records department and assist with the anticipated body-worn camera Right-To-Know requests. This new position will be partially subsidized by the reduction in outside legal services. Parks and Recreation desperately needs assistance maintaining city grounds. While the director has requested and justified the need of two additional full-time Maintenance Aide I positions, I was only able to include one new position in the FY 2022 budget. Other personnel adjustments include administrative reclassifications in Community Development, Public Works, Parks and Recreation, and Human Resources.

The City installed its current financial system, now owned by CentralSquare Technologies, in 1999 and has been using it ever since. The company providing and supporting the system has changed hands multiple times in the past few years. With the changes in ownership and multiple turnovers of support and management staff, the company is moving away from the version of the software that we are currently using, and they have informed us that the newer versions of their financial system will not accommodate NH property taxes. That leaves us with a ticking time bomb—a product that cannot be simultaneously upgraded with the server operating system to avoid cybersecurity risks. In addition to this predicament, the software has not kept pace with our needs for budgeting, reporting, automation or integration with other City applications. To say it is "antiquated" is no exaggeration. This is especially true when considering the available alternatives that provide modern day features such as paperless billing, online public portals and employee access portals, electronic benefits enrollment, and, importantly, integration with many municipal functions that also require database entry. To make matters worse this vendor has been incapable of supporting the software when we encounter problems. Our IT staff knows their product better than they do, and we are often beholden to CentralSquare Technologies for months – even a year with the last migration – as we await support and resolution. This ties up things like billing, end of year processes, IRS reporting, etc., and puts us at risk of not meeting our obligations. I will be coming before the Council during the month of May with a plan to replace the system now so that we may move forward with our planned tax software change.

BUDGET DEVELOPMENT

The cycle prescribed for preparation of the Annual Operating Budget and Capital Improvements Program (CIP) has a focus of the City's fiscal condition and long-term objectives. Shortly after adoption of our last annual operating budget, staff began review and deliberation of the second year of the FY 2021-2027 CIP projects for which funding is proposed in the FY 2022 budget. Any proposed CIP adjustments pertaining to FY 2022 are included in this budget book. At the same time, staff begins development of the operating budget.

Council action on the bi-annual CIP provides one component—the capital plan— which is integrated into the budget document presented in May. The first year of the bi-annual CIP was incorporated into the FY 2021 budget. The second year of the CIP is incorporated into the FY 2022 budget, with modifications to be discussed during the operating budget process. Both the CIP and annual operating budget documents focus City officials and staff on the community's vision and values identified through the Comprehensive Master Plan. While these efforts require investment of staff resources, these efforts provide the City with the ability to anticipate and respond to challenges and opportunities in a thoughtful and deliberate manner.

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance-related issues. The Fiscal Policies, adopted by the City Council on September 17, 2020, are included in the appendix of this document.

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

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

2022 POINTS OF INTEREST

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

The FY 2022 Community Funded Events budget, as recommended, decreases slightly (\$4,119). There are slight increases in costs for events as a result of the blended rate used to calculate the cost of City service needed to support the event. These small increases are more than offset with the reduction of \$5,000 for the Keene Pumpkin Festival. The Keene Pumpkin Festival did not make a request for funding this year.

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

BOND RATING, DEBT SERVICE AND CAPITAL

Larger projects, including those identified in the City’s CIP, are typically financed through the sale of bonds or other long-term obligations. The City’s fiscal health was affirmed by Standard and Poor’s assignment of an AA/Stable long-term rating when the City went to market with debt in September 2018. The City’s fiscal practices, including incorporation of operating budget and capital program projections and relatively rapid amortization of debt and fund stabilization policies are factors viewed favorably by rating agencies. This assessment attracts investors to City bonds and helps keep interest rates relatively low. In August of 2020 a request for proposal was prepared and solicited by the City’s financial advisors, PFM Financial Advisors LLC, for the FY 2020 and FY 2021 bonds and for the refunding of the 2013 and 2010 GO Bonds. Several financial institutions submitted proposals with attractive interest rates well under 2% with the new bonds issued at a rate of 1.6449% and the refunding at a rate of 1.36%.

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

				TERM
R-2021-15	General Fund	Flood Management	\$744,000	15
R-2021-16	General Fund	Patricia T. Russell Park	\$1,283,000	15
R-2021-17	General Fund	Road Rehabilitation	\$922,000	10
SUBTOTAL - GENERAL FUND			\$2,949,000	
SUBTOTAL - OTHER FUNDS			\$0	
TOTAL - ALL FUNDS			\$2,949,000	

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

PERSONNEL

The City workforce includes unionized and non-union employees. The unionized employees fall under one of six collective bargaining agreements (CBAs). Ratified agreements are in place for each of the City collective bargaining units providing wage adjustments effective 7/1/2021 as listed below:

<u>Group</u>	<u>Contract Expiration</u>	<u>FY 2022 Increase</u>
AFSCME - Public Works	6/30/2022	2.0%
IAAF - Keene Firefighters	6/30/2022	2.0%
IAAF - Keene Fire Supervisors	6/30/2022	2.0%
NHFT - Keene City Employees	6/30/2022	2.0%
NHFT - Keene Police Officers	6/30/2021	to be negotiated
NHFT - Keene Police Supervisors	6/30/2022	tied to Keene Police Officer Contract

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

TAX INCREMENT FINANCING

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

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

Wells Street TIF District FY 2022 Budget	
Assessments in District	84,764,445
LESS: Original Assessed Value	(48,867,000)
Captured Assessed Value	35,897,445
Property Tax Rate	\$38.61
Tax Revenues Available to Fund District Expenses	\$1,386,000
NMTC Financing Development Interest Payment	\$89,698
Courthouse Revenues Supporting Debt Service	\$12,797
Total District Revenues	\$1,488,495
District Expenses:	
Principal	\$570,000
Interest	\$74,144
Capital Reserve Appropriations	\$230,000
Library Campus Development Management Fee	\$36,000
Library Campus Development NMTC Audit	\$12,500
NMTC Financing Library Lease	\$220,586
Property Taxes (Courthouse & Library)	\$178,551
Total District Expenses	\$1,321,781

CONCLUSION

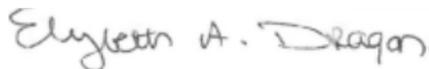
The budget process is a complex orchestration of events, goals and finances. City staff, in preparation for the submittal of the Operating Budget, has presented, during a series of meetings, complete information about budget requests as well as multiple breakdowns of the revenue and spending required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

The table below provides the calendar for the balance of the FY 2022 Budget process. As part of our collective effort to protect the health and welfare of the community, we anticipate at least initiating the schedule below using the tools and technologies currently deployed for public meetings. Regardless of the format that the budget review process uses, its outcome should ensure the City is nimbly positioned to respond rapidly to changing conditions to serve its residents, businesses, industries, and institutions, and partner with the community to respond to emerging conditions, leveraging opportunity for recovery for our long term health of our community.

DATE(S)	DAY	TIME	DESCRIPTION
May 6, 2021	Thursday	7:00 PM	Regular Council Meeting - Budget resolution first reading - referred to FOP Committee
May 11, 2021	Tuesday	5:30 PM	Special FOP Meeting - Budget review - Overview, General Fund Revenues & Expenditures, Debt Service, Mayor & City Council, Outside Agencies, Unclassified Items, Capital Appropriations, Employee Benefits, Risk Management, City Manager, City Attorney, City Clerk, Assessment, Finance, Human Resources, Information Technology, PC Replacement Fund
May 13, 2021	Thursday	5:30 PM	Regular FOP Meeting (start 5:30 PM) - Budget Review - Library, Parks, Recreation & Facilities, Community Development
May 17, 2021	Monday	5:30 PM	Special FOP Meeting -Budget Review - Public Works, Parking Fund, Solid Waste Fund, Sewer Fund, Water Fund, Equipment (Fleet Fund)
May 19, 2021	Wednesday	5:30 PM	Special FOP Meeting - Budget Review - Fire, Police, Airport
May 20, 2021	Thursday	7:00 PM	Regular Council Meeting - Introduce bond resolutions; introduce salary ordinance
May 27, 2021	Thursday	6:30 PM	Regular FOP Meeting -Make recommendation on budget, salary ordinance, bond resolutions
June 3, 2021	Thursday	7:00 PM	Regular Council Meeting - Public Hearing
June 17, 2021	Thursday	7:00 PM	Regular Council Meeting - Vote on budget, salary ordinance, bond resolutions
July 1, 2021	Thursday		Start of FY 2022

Thank you for letting us serve you.

Respectfully submitted,



Elizabeth A. Dragon
City Manager

This Page Left Blank Intentionally

General Fund

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

DESCRIPTION	PAGE #
Overview & Summary	2-8
Revenue Budget (chart)	9
Expenditure Budget (chart)	10
Allocation of Proposed Property Tax to City Departments	11
Operating Revenues & Expenditures	12
Operating Budget Fiscal Policy Compliance	13
Revenue Budget	14-18
Supplemental Requests	19
Expenditure Budget – Summary by Department	20-22
Long-Term Debt	23-25
Elected & Appointed Officials	27-59
Administrative Services	61-89
Community Services	91-138
Municipal Services	139-167

GENERAL FUND

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

The following pages are intended to provide an overview of the General Fund Operating Budget as proposed for FY 2021-2022.

FISCAL POLICY IMPACT

At the time of the printing of this book, Resolution R-2020-10-A Related to Emergency Management, remains in effect and has been incorporated into the current fiscal policy, Resolution R-2020-32.

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance-related issues. These policies establish budgetary and fiscal benchmarks for the purpose of monitoring the City’s budgetary and financial stability. In the fall of 2020, the City Council participated in a Fiscal Policies Workshop designed to review and update the City’s fiscal practices. As a result, the 2021 Fiscal Policies updates and changes were minimal and policy language was updated for clarity.

Updates include:

- Properly classifying the PC Replacement Fund as an Internal Service Fund
- Language to clarify fiscal policies effective date of July 1 once adopted superseding any prior fiscal policies
- Unrestricted Fund Balance for the enterprise funds updated to industry recommendations

The 2021 Fiscal Policies, adopted by the City Council on September 17, 2020 are included in the appendix of this document.

Debt

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

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

Adopted Budget 2020-2021	PROPOSED BUDGET 2021-2022	Projected 2022-2023	Projected 2023-2024
11.52%	11.09%	10.47%	9.95%

Property Taxes

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

The following table illustrates the City’s compliance with regard to the fiscal policy:

Fiscal Policy on Property Tax Revenue Increase	
FY 2021 Tax Revenues (Tax Year 2020)	\$27,407,064
Three Year Average CPI Change	1.90%
Nov 2018	3.20%
Nov 2019	2.10%
Nov 2020	0.40%
Allowance Under CPI Policy	\$520,734
FY 2022 Proposed Property Tax Revenue Increase	
2020-2021 Property Tax Revenue	\$ 27,407,064
Less Debt Service	\$ (4,342,852)
Less NH Retirement	\$ (3,193,036)
	<u>\$ 19,871,176</u>
2021-2022 Property Tax Revenue (as proposed)	\$ 27,861,066
Less Debt Service	\$ (4,539,979)
Less NH Retirement	\$ (3,859,647)
	<u>\$ 19,461,440</u>
Actual Property Tax Revenue Increase	\$ (409,736)
Fiscal Policy Compliance	
Amount Over (Under) Fiscal Policy	\$ (930,470)

Unassigned Fund Balance

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

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

In developing this fiscal condition benchmark estimate, we begin with a number from the audited financials for FY 2020: the unassigned fund balance available for expenditure. An estimate of the anticipated budgetary savings or unanticipated uses of fund balance during the current fiscal year. Any future assignments of fund balance in the coming fiscal year are included.

As shown, unassigned fund balance at the close of FY 2020, which includes estimated uses of fund balance to fund the FY 2021 budget, as well the use of fund balance to fund carryovers and encumbrance rollovers in FY 2021, is estimated to be 14.36%, exceeding the fiscal policy target.

ESTIMATED YEAR END 06/30/21 INFORMATION:				
Policy to retain unassigned fund balance at 7% =		\$		6,179,603
Policy to retain unassigned fund balance at 10% =		\$		8,828,004
<u>Estimated Unappropriated Fund Balance For FY21</u>				
Unassigned Fund Balance @ 06/30/20		\$		12,907,814
Less: estimated addition to (use of) fund balance in FY22				(850,000)
est: carryovers				(750,000)
est: encumbrances				(450,000)
est: budgetary savings				1,822,196
Net unappropriated fund balance at year end		\$		<u>12,680,010</u>
			Total Budget & Tax Assessments	Policy Target
				<u>7.00%</u>
				<u>10.00%</u>
city's operating budget	FY21/22	\$	44,924,577	\$ 3,144,720
school tax assessment	2021	\$	32,686,121	\$ 2,288,028
state education tax assessment	2021	\$	3,494,360	\$ 244,605
county property tax assessment	2021	\$	7,174,985	\$ 502,249
	TOTAL	\$	88,280,043	\$ 6,179,603
				\$ 8,828,004
Estimated Unassigned Fund Balance at Year End				14.36%
				June 30, 2021

REVENUES

The following table highlights the FY 2022 operating budget changes when compared to the FY 2021 adopted budget.

Proposed Revenues				
	Adopted FY 2021	Proposed FY 2022	Change	% Change
Current Revenues	\$ 41,271,806	\$ 42,314,516	\$ 1,042,710	2.53%
Noncurrent Revenues	3,483,222	5,559,061	\$ 2,075,839	59.60%
Total Gross Revenues	\$ 44,755,028	\$ 47,873,577	\$ 3,118,549	6.97%
Less: Sale of Bonds	(2,679,000)	(2,949,000)	\$ (270,000)	10.08%
Total Operating Revenues	\$ 42,076,028	\$ 44,924,577	\$ 2,848,549	6.77%

The recommended FY 2022 budget projects a \$975,998 increase in general property tax revenue to contribute towards the funding of City operations. The City share of the tax rate is expected to increase \$0.25, or 1.69%, to \$15.06 per \$1,000 of assessed value.

Each year the adopted budget tax rate includes an appropriation to fund the Overlay Account, which is a balance sheet account (meaning activity funded through this account is not an expenditure) used to pay for property tax abatement costs. The overlay appropriation is included in the amount of taxes to be raised as well as the amount of war service tax credits. For FY 2022, the amount of overlay is \$500,000, down \$521,995 from FY 2021.

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

COVID-19 has impacted the economy and community. Surprisingly, motor vehicle registrations have continued to increase throughout the pandemic however, interest rates have plummeted and intergovernmental revenues are anticipated to decrease, leaving local municipalities to seek alternative resources.

The following chart illustrates several of the revenue budget estimated changes (when compared with the 2021 Adopted Operating Budget) incorporated within the Proposed FY 2022 Operations Budget:

Operations Budget Increase FY 2021 to FY 2022		
Property Taxes Revenue (net change in overlay and war service credits)		\$975,998
Other Revenues		
TIF Taxes	50,279	
Bond Premium	(397,347)	
Direct Reimbursement-Library	195,985	
Intergovernmental-State Aid	(378,584)	
Motor Vehicle Registrations, Permits and Licenses	250,000	
Interest on Investments and Taxes	(175,000)	
Sale of Surplus	(315,000)	
Use of Surplus and Carryover	475,000	
Miscellaneous	361,379	
Subtotal Other Revenues		66,712
Current Operations Revenue Budget Increase		\$1,042,710

TIFD revenues are \$50,279 higher than in FY 2021, balancing out TIFD costs associated with the Library NMTC project funding, Downtown Infrastructure Capital Reserve funding and courthouse bond payments. Offsetting these costs, in addition to the TIFD property taxes, is an annual payment of \$89,698 as defined in the library project development agreement and 50% of the courthouse bond payment from Cheshire County.

Other changes in revenue highlights include:

- Use of remaining bond of \$154,751, a reduction of \$397,347 used in FY 2021
- Loss of State Municipal Aid of \$378,584. These intergovernmental funds were to be received in FY 2020 and FY 2021 only
- No significant sale of property or surplus is anticipated
- The use of surplus/fund balance increase is to off-set the increase in the New Hampshire Retirement System city contribution
- Library trustee building pledges in the amount of \$195,985

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. New for FY 2021 is a part-time Community Liaison Specialist with 50% funding from Keene State College and the additional revenue has been included in the FY 2022 budget.

EXPENDITURES

The proposed budget consists of three major parts; operations, debt service and capital. The capital budget reflects the capital program adopted by the City Council with the approval of the FY 2021-2027 Capital Improvements Program (CIP) in March, 2020. The second year (FY 2022) of the CIP is the capital portion of the Proposed FY 2022 Operating Budget updated to reflect FY 2022 project changes. 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 2022 Budget is \$1,297,181 or 3.71% higher than the Adopted FY 2021 Operations Budget.

Proposed Expenditures					
	Adopted FY 2021	Proposed FY 2022	Change	% Change	
Operations	\$ 34,984,268	\$ 36,281,449	\$ 1,297,181	3.71%	
Capital	5,427,908	7,052,149	1,624,241	29.92%	
Debt Service	4,342,852	4,539,979	197,127	4.54%	
Total Gross Budget	\$ 44,755,028	\$ 47,873,577	\$ 3,118,549	6.97%	
Less: Sale of Bonds	(2,679,000)	(2,949,000)	(270,000)	10.08%	
Total Operating Budget	\$ 42,076,028	\$ 44,924,577	\$ 2,848,549	6.77%	

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 2022 Operating Budget.

General Fund Operations Budget Changes FY 2021 to FY 2022	
Personnel Changes	\$ 1,271,757
New Hampshire Retirement System and Social Security	716,969
Health, dental, worker's comp, life & disability insurance	44,466
City Attorney-New position Assistant City Attorney-10 months	97,600
Parks & Recreation-New position Maintenance Aide-10 months	56,879
Deputy fire chief - added mid-year FY 2021	52,620
Personnel Changes-Assessing, Comm Development	(68,087)
Fire/Ambulance-COLA adjustment (OT vacation/OT sick/OT personal)	104,804
Cost of living increase for out of contract unions and non-union employees	72,255
Minute takers	5,390
Miscellaneous changes - recruitment, safety program, outside agency temps, incentives, standby	188,861
	1,271,757
Other Than Payroll Changes	\$ 25,424
Miscellaneous other increases and decreases	25,424
Proposed General Fund Operations Budget Changes	\$ 1,297,181

Some of the cost increases are routine changes that occur in the ordinary course of business such as utility rate increases, changes in benefit enrollment, increases in the cost of other contracted services or supplies, cost of living adjustments in payroll, and other items. Some of the general increases in the cost of doing business can be significant. Every two years the employer contribution rates are set by the New Hampshire Retirement System. Rates for FY 2022 increase significantly, as shown in the chart below, and expected to increase the City’s contribution by nearly \$717,000.

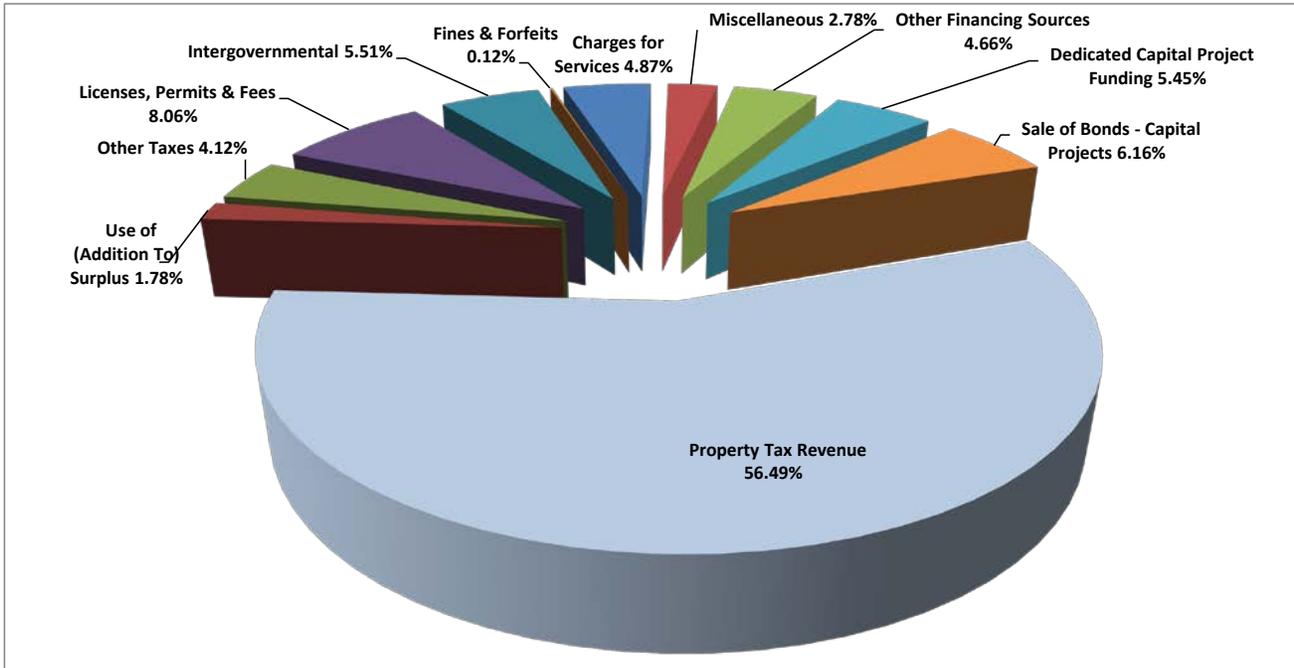
Employee Group	Employer Contribution	
	FY 2021	FY 2022
Fire	30.09%	32.99%
Police	28.43%	33.88%
Group 1	11.17%	14.53%

Other personnel expense highlights include:

- The FY 2021 budget included funding for a new Deputy Fire Chief position starting in January 2021. The increase in the FY 2022 budget is funding for 12 months
- New position –Assistant City Attorney for Right-To-Know and to reduce cost of outside legal counsel. This position is funded for 10 months
- New position – Parks and Recreation Maintenance Aide funded for 10 months
- Personnel changes in Assessing and Community Development. Elimination of Assessing Automation Specialist and budgeting for assessing personnel transition. Elimination of one of the two Administrative Assistant positions in Community Development and change part-time planner position to full-time planner
- COLA adjustment to Fire Department overtime to be funded over a period of time. Overtime has been flat funded for over ten budget cycles with no accounting for COLA

One item to make mention in the FY 2022 budget is the addition of cost center 00701 in the IT department for virtual technology. Over the course of the past several years the city has incorporated online and virtual means to conduct daily business and meet the needs of its customers. Beginning in FY 2022, items such as cloud-based software renewals were removed from departmental budget lines to the new virtual technology cost center 00701. This ongoing transition will make these items easier to identify, track, and budget.

FY 2021-2022 Proposed General Fund Revenue Budget

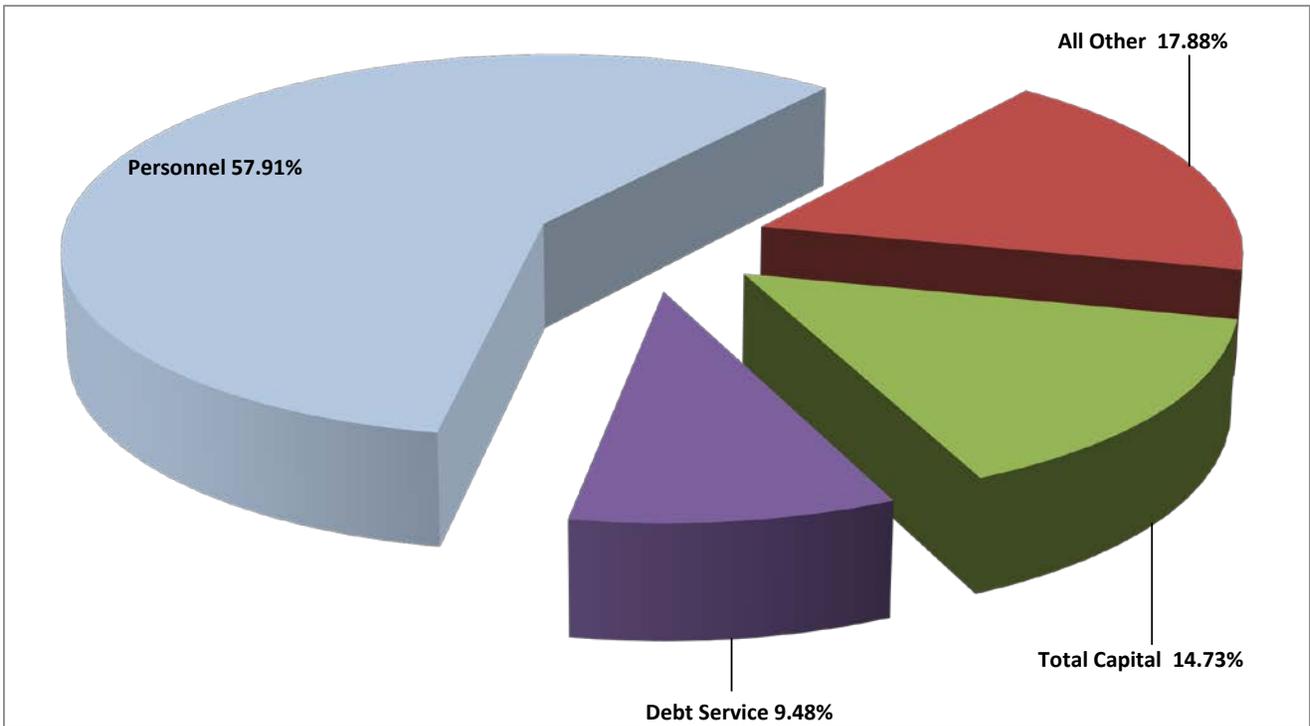


	FY 2022 Proposed Budget	Percent of Total
Current Revenues		
Property Tax Revenue	\$ 27,045,542	56.49%
Use of (Addition To) Surplus	850,000	1.78%
Other Taxes	1,971,892	4.12%
Licenses, Permits & Fees	3,857,571	8.06%
Intergovernmental	2,639,916	5.51%
Fines & Forfeits	56,951	0.12%
Charges for Services	2,329,606	4.87%
Miscellaneous	1,330,499	2.78%
Other Financing Sources	2,232,539	4.66%
Total Current Revenues	\$ 42,314,516	88.39%
Noncurrent Revenues ⁽¹⁾		
Dedicated Capital Project Funding	2,610,061	5.45%
Sale of Bonds - Capital Projects	2,949,000	6.16%
Total Noncurrent Revenues	\$ 5,559,061	11.61%
Total Proposed Budget	\$ 47,873,577	100.00%

⁽¹⁾ Noncurrent / Dedicated Revenue Capital Funding

Bonds To Be Issued	\$ 2,949,000
Dedicated Capital Project Funding	
Capital Project Balances	144,081
Use of Capital Reserves	2,465,980
Total Noncurrent Revenues	\$ 5,559,061

FY 2021-2022 Proposed General Fund Expenditure Budget



	<u>FY 2022 Proposed Budget</u>	<u>Percent of Total</u>
Personnel	\$ 27,721,283	57.91%
All Other	8,560,166	17.88%
Operations Budget	\$ 36,281,449	75.79%
Capital (Net of Sale of Bonds)	4,103,149	8.57%
Debt Service	4,539,979	9.48%
Operating Budget	\$ 44,924,577	93.84%
Capital (Sale of Bonds)	2,949,000	6.16%
Total Proposed Budget	\$ 47,873,577	100.00%

**Allocation of Proposed FY 2021-2022 Property Tax to Various City Departments and Activities
Based Upon Proposed Expenditure Budget**

Proposed City Tax Rate per \$1,000 of Assessed Value \$ 15.06

Department / Activity	Proposed Budget	Percent of Total	Department / Activity Proposed Property Tax Funding By Property Value								
			Proposed Property Tax \$ 27,045,542	\$ 100,000	\$ 150,000	\$ 200,000	\$ 250,000	\$ 300,000	\$ 400,000	\$ 500,000	
Police	\$ 8,130,157	16.98%	\$ 4,593,024	\$ 255.76	\$ 383.64	\$ 511.51	\$ 639.39	\$ 767.27	\$ 1,023.03	\$ 1,278.79	
Fire	7,715,663	16.12%	4,358,861	242.72	364.08	485.44	606.80	728.15	970.87	1,213.59	
Capital Projects	7,052,149	14.73%	3,984,018	221.85	332.77	443.69	554.61	665.54	887.38	1,109.23	
Public Works	4,792,194	10.01%	2,707,286	150.75	226.13	301.50	376.88	452.26	603.01	753.76	
Debt Service	4,539,979	9.48%	2,564,801	142.82	214.23	285.64	357.04	428.45	571.27	714.09	
Parks, Rec , Facilities & Youth Svcs	3,927,343	8.20%	2,218,700	123.55	185.32	247.09	308.86	370.64	494.18	617.73	
Finance & Human Svcs	2,480,218	5.18%	1,401,166	78.02	117.03	156.04	195.06	234.07	312.09	390.11	
Library	1,626,577	3.40%	918,913	51.17	76.75	102.34	127.92	153.51	204.67	255.84	
Community Development	1,522,032	3.18%	859,852	47.88	71.82	95.76	119.70	143.64	191.52	239.40	
Information Technology	1,485,148	3.10%	839,015	46.72	70.08	93.44	116.80	140.16	186.88	233.60	
Airport	707,278	1.48%	399,567	22.25	33.37	44.50	55.62	66.75	89.00	111.25	
City Clerk	646,976	1.35%	365,501	20.35	30.53	40.70	50.88	61.06	81.41	101.76	
Employee Benefits	631,323	1.32%	356,658	19.86	29.79	39.72	49.65	59.58	79.44	99.30	
Assessment	493,525	1.03%	278,810	15.53	23.29	31.05	38.81	46.58	62.10	77.63	
Human Resources	437,130	0.91%	246,951	13.75	20.63	27.50	34.38	41.25	55.00	68.76	
City Attorney	422,081	0.88%	238,449	13.28	19.92	26.56	33.19	39.83	53.11	66.39	
City Manager	414,786	0.87%	234,328	13.05	19.57	26.10	32.62	39.14	52.19	65.24	
Outside Agencies	288,300	0.60%	162,871	9.07	13.60	18.14	22.67	27.21	36.28	45.35	
Risk Management	272,633	0.57%	154,020	8.58	12.86	17.15	21.44	25.73	34.31	42.88	
Unclassified	145,360	0.30%	82,119	4.57	6.86	9.15	11.43	13.72	18.29	22.86	
Mayor & City Council	142,723	0.30%	80,629	4.49	6.73	8.98	11.22	13.47	17.96	22.45	
Totals	\$ 47,873,577	100.00%	\$ 27,045,540	\$ 1,506.00	\$ 2,259.00	\$ 3,012.00	\$ 3,765.00	\$ 4,518.00	\$ 6,024.00	\$ 7,530.00	

Property Taxes Raised For Operations FY 2020-2021 Budget Year	\$ 26,069,544	City of Keene Municipal Tax Rate FY 2020-2021	\$ 14.81
Proposed Increase in Property Tax Dollars Raised	\$ 975,998	Proposed Increase in Municipal Tax Rate	\$ 0.25
Percent Increase in Proposed Property Tax Dollars Raised	3.74%	Percent Increase in Proposed Municipal Tax Rate	1.69%

**General Fund
Operating Revenues and Expenditures**

FY 2021 - 2022 Proposed Budget

	ACTUAL FY 19/20	ADOPTED BUDGET FY 20/21	CITY MANAGER RECOMMENDED FY 21/22	Projected FY 22/23	Projected FY 23/24
REVENUES					
Property Tax	\$ 26,412,989	\$ 26,069,544	\$ 27,045,542	\$ 27,862,845	\$ 28,379,808
Other Local Taxes	1,113,329	1,114,100	1,131,000	1,160,862	1,178,275
Tax Increment Financing	742,970	790,613	840,892	857,710	870,575
Licenses, Permits & Fees	4,096,909	3,661,664	3,857,571	3,886,504	3,896,220
Intergovernmental	3,078,791	3,050,481	2,639,916	2,622,340	2,635,452
Charges for Services	1,880,025	1,877,110	2,329,606	2,104,606	2,109,868
Fines & Forfeits	61,401	63,766	56,951	57,236	57,522
Miscellaneous	2,116,356	1,902,619	1,330,499	1,337,151	1,143,837
Other Financing Sources (including capital reserve)	3,019,657	3,171,131	4,842,600	3,100,289	3,145,347
Use of Fund Balance		375,000	850,000	1,400,000	1,200,000
SUBTOTAL - current revenues	\$ 42,522,427	\$ 42,076,028	\$ 44,924,577	\$ 44,389,543	\$ 44,616,904
Sale of Bonds	0	2,679,000	2,949,000	2,476,000	3,203,000
TOTAL REVENUES	\$ 42,522,427	\$ 44,755,028	\$ 47,873,577	\$ 46,865,543	\$ 47,819,904
EXPENDITURES					
ELECTED/APPOINTED OFFICIALS:					
Mayor & City Council	\$ 129,495	\$ 147,760	\$ 142,723	\$ 145,577	\$ 147,761
City Manager	475,206	396,706	414,786	423,082	429,428
City Clerk & Elections	628,558	659,817	646,976	659,916	669,814
City Attorney	299,859	348,802	422,081	430,523	436,980
Outside Agencies	277,365	298,080	288,300	288,300	288,300
Unclassified	111,737	96,961	145,360	140,360	140,360
Employee Benefits	459,437	521,457	631,323	643,949	653,609
Risk Management	251,523	260,005	272,633	278,086	278,086
Total Elected/Appointed Officials	\$ 2,633,180	\$ 2,729,588	\$ 2,964,182	\$ 3,009,793	\$ 3,044,338
ADMINISTRATIVE SERVICES:					
Assessment	\$ 500,180	\$ 507,149	\$ 493,525	\$ 503,396	\$ 510,946
Finance	2,066,707	2,490,517	2,480,218	2,529,822	2,567,770
Human Resources	392,820	398,272	437,131	445,874	452,562
Information Technology	1,300,752	1,380,404	1,485,148	1,514,851	1,537,574
Total Administrative Services	\$ 4,260,459	\$ 4,776,341	\$ 4,896,022	\$ 4,993,942	\$ 5,068,852
COMMUNITY SERVICES:					
Fire & Ambulance	\$ 7,114,013	\$ 7,388,300	\$ 7,715,663	\$ 7,869,976	\$ 7,988,026
Library	1,403,318	1,554,752	1,626,577	1,659,109	1,683,995
Parks, Recreation & Facilities	3,483,454	3,851,357	3,927,343	3,928,384	3,987,310
Police	7,178,238	7,854,747	8,130,157	8,292,760	8,417,152
Total Community Services	\$ 19,179,023	\$ 20,649,156	\$ 21,399,740	\$ 21,750,229	\$ 22,076,483
MUNICIPAL DEVELOPMENT SERVICES:					
Airport	\$ 650,399	\$ 677,413	\$ 707,278	\$ 721,424	\$ 732,245
Community Development	1,422,219	1,520,486	1,522,033	1,552,474	1,575,761
Public Works	4,415,127	4,631,284	4,792,194	4,888,038	4,961,358
Total Mun. Development Services	\$ 6,487,745	\$ 6,829,183	\$ 7,021,505	\$ 7,161,935	\$ 7,269,364
CAPITAL PROGRAM:					
Debt Service (including repayment of interfund loan)	\$ 4,752,698	\$ 4,342,852	\$ 4,539,979	\$ 4,190,447	\$ 3,791,717
CAPITAL PROJECTS (not funded by debt)	2,410,364	2,748,908	4,103,149	3,283,197	3,366,151
Total Capital	\$ 7,163,062	\$ 7,091,760	\$ 8,643,128	\$ 7,473,644	\$ 7,157,868
SUBTOTAL - current expenditures	\$ 39,723,469	\$ 42,076,028	\$ 44,924,577	\$ 44,389,543	\$ 44,616,904
CAPITAL PROJECTS (funded by bonds)	2,804,000	2,679,000	2,949,000	2,476,000	3,203,000
TOTAL EXPENDITURES	\$ 42,527,469	\$ 44,755,028	\$ 47,873,577	\$ 46,865,543	\$ 47,819,904

**General Fund
Fiscal Policies R-2020-32**

FY 2021 - 2022 Proposed Budget

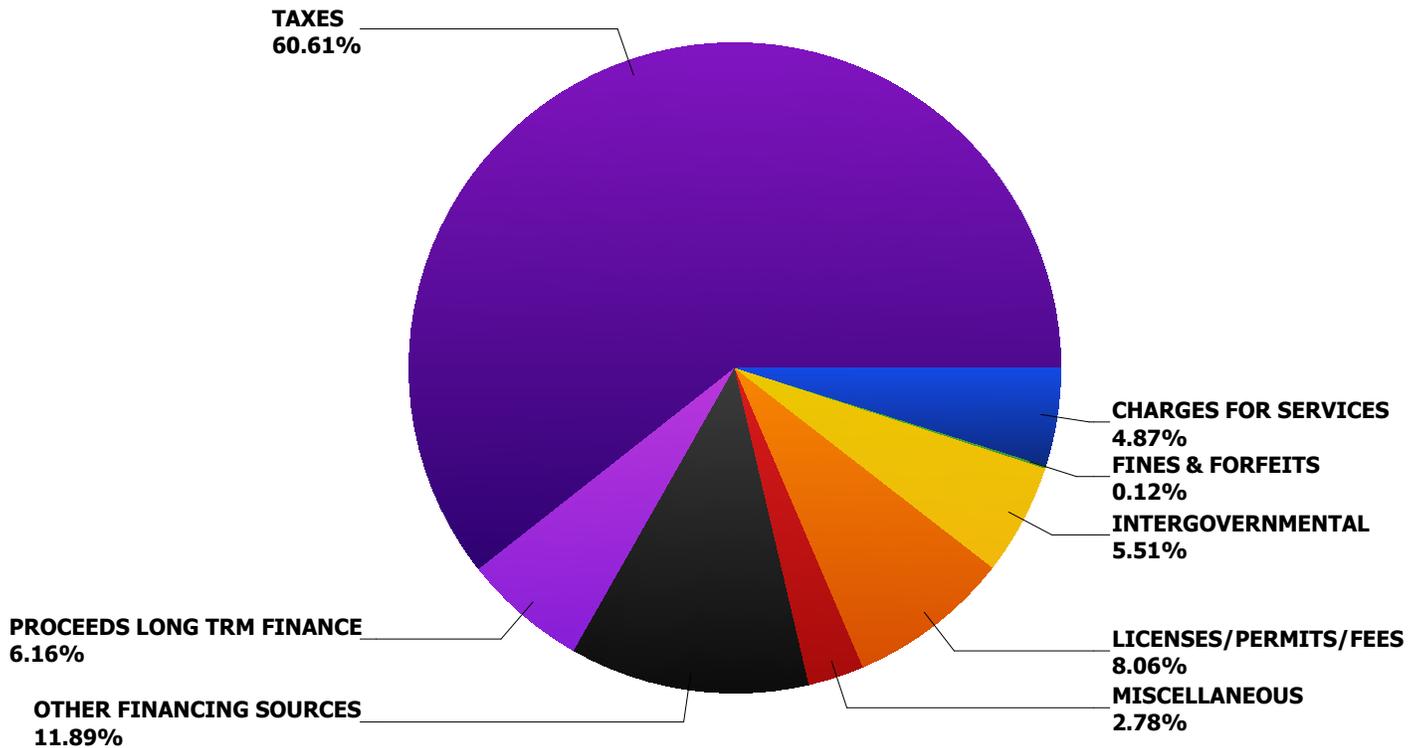
	Tax Rate Setting FY 19/20	Tax Rate Setting FY 20/21	CITY MANAGER RECOMMENDED FY 21/22	Projected FY 22/23	Projected FY 23/24
Debt Service - Fiscal Policies Limit 12%	12.18%	11.52%	11.09%	10.47%	9.95%
GROSS CITY PROPERTY TAX REVENUE INCREASE (per Fiscal Policies-see page 3)					
Property Tax Revenue - Increase (Decrease)	\$ 67,917	\$ 800,108	\$ (409,736)	\$ 817,303	\$ 516,963
Fiscal Policy Increase Limit	596,436	598,043	520,734	696,571	709,495
Over (Under) Limit	\$ (528,519)	\$ 202,065	\$ (930,470)	\$ 120,732	\$ (192,532)
CITY PROPERTY TAX REVENUE					
Property Tax Revenue-net overlay and war service credits	\$ 25,269,436	\$ 26,069,544	\$ 27,045,542	\$ 27,862,845	\$ 28,379,808
ADD: Overlay	1,306,438	1,021,995	500,000	250,000	300,000
ADD: War Service Credits	303,063	315,525	315,525	315,525	315,525
Property Tax Revenue - Gross tax effort	\$ 26,878,937	\$ 27,407,064	\$ 27,861,067	\$ 28,428,370	\$ 28,995,333
City Tax Rate	\$14.81	\$14.81	\$15.06	\$15.25	\$15.48
Percent increase (decrease)	3.13%	0.00%	1.69%	1.27%	1.49%
PROPERTY TAX CALCULATION					
Assessed Value for local tax calc	\$ 1,827,082,043	\$ 1,849,704,064	\$ 1,849,704,064	\$ 1,863,576,844	\$ 1,872,894,729
Assessed Value for state tax calc	\$ 1,738,962,743	\$ 1,750,950,464	\$ 1,750,950,464	\$ 1,764,082,592	\$ 1,772,903,005
Tax Rate					
City	\$14.81	\$14.81	\$15.06	\$15.25	\$15.48
Local Education	\$16.68	\$16.54	\$17.67	\$17.63	\$17.71
State Education	\$2.14	\$2.07	\$2.00	\$1.99	\$2.00
County	\$3.97	\$3.86	\$3.88	\$3.87	\$3.89
Total Tax Rate	\$37.60	\$37.28	\$38.61	\$38.74	\$38.73
Percent increase (decrease)	1.29%	-0.86%	3.57%	3.93%	-0.02%
Property Taxes to be Raised					
Local Education	\$ 30,396,719	\$ 30,594,793	\$ 32,686,121	\$ 32,849,552	\$ 33,178,047
State Education	\$ 3,727,087	\$ 3,618,594	\$ 3,494,360	\$ 3,511,832	\$ 3,546,950
County	\$ 7,141,942	\$ 7,132,096	\$ 7,174,985	\$ 7,210,860	\$ 7,282,969
City	\$ 26,878,937	\$ 27,407,064	\$ 27,861,067	\$ 28,428,370	\$ 28,995,333

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Summary**

GENERAL FUND

Revenue Category	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
41000 - TAXES	26,039,836	28,269,288	27,974,257	28,119,531	29,032,434	29,017,434
42000 - LICENSES/PERMITS/FEES	3,987,991	4,096,909	3,661,664	3,788,679	3,857,571	3,857,571
43000 - INTERGOVERNMENTAL	2,683,389	3,078,791	3,050,482	3,049,480	2,639,916	2,639,916
44000 - CHARGES FOR SERVICES	2,434,399	1,880,025	1,877,109	1,735,776	2,329,606	2,329,606
45000 - FINES & FORFEITS	65,743	61,401	63,766	32,818	56,951	56,951
46000 - MISCELLANEOUS	1,867,486	2,116,357	1,902,619	1,271,161	1,330,499	1,330,499
47000 - OTHER FINANCING SOURCES	2,487,084	3,019,657	3,546,131	2,687,800	5,692,600	5,692,600
48000 - PROCEEDS LONG TRM FINANCE	0	0	2,679,000	0	2,949,000	2,949,000
TOTAL	39,565,927	42,522,427	44,755,028	40,685,245	47,888,577	47,873,577

Fiscal Year 2021-2022 Anticipated Revenue by Category



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

GENERAL FUND

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
41105 - NET PROPERTY TAX	24,864,983	26,412,989	26,069,544	26,200,000	27,060,542	27,045,542
41110 - IN LIEU OF TAX	443,461	1,107,500	1,108,100	1,101,000	1,125,000	1,125,000
41115 - TIMBER YIELD TAX	5,660	5,829	6,000	10,000	6,000	6,000
41120 - LAND USE CHANGE TAX	0	0	0	1,200	0	0
41125 - TAX INCREMENT FINANCING	725,732	742,970	790,613	807,331	840,892	840,892
41000 - TAXES	26,039,836	28,269,288	27,974,257	28,119,531	29,032,434	29,017,434
42105 - HEALTH	49,090	52,310	51,900	51,900	51,900	51,900
42110 - CLERK - STATE	33,865	32,309	35,700	26,432	30,000	30,000
42115 - CLERK - CITY	10,647	7,097	9,500	2,850	8,592	8,592
42116 - HAZ MAT STORAGE PERMITS	18,275	17,975	18,600	18,600	18,600	18,600
42120 - DOGS	12,598	11,277	11,600	8,700	9,280	9,280
42202 - FIRE ALARM ACCESS PERMIT	9,135	10,935	11,000	12,000	12,000	12,000
42205 - PERMITS	386,067	385,183	285,000	265,000	335,000	335,000
42210 - PISTOL PERMITS	650	820	539	702	574	574
42215 - MOTOR VEHICLE PERMITS	3,278,216	3,381,346	3,050,000	3,215,500	3,200,000	3,200,000
42218 - TRANSPORTATION IMP FUND	95,186	96,086	100,000	92,957	100,000	100,000
42301 - NSF CHECK FEE	1,975	1,330	2,300	1,000	1,000	1,000
42306 - MISC FEES & CHARGES	10,235	12,230	9,700	10,000	10,500	10,500
42315 - MAIL-IN & E-REG FEES	4,860	6,938	4,700	8,589	8,000	8,000
42316 - MUNICIPAL AGENT FEES	60,383	61,304	58,000	59,900	59,000	59,000
42318 - MAIL-IN REGISTRATION FEE	(1)	0	0	0	0	0
42330 - SITE PLAN APPLICATIONS	7,575	9,172	6,500	4,400	6,500	6,500
42331 - SUBDIVISION APPLICATIONS	2,322	3,502	1,500	2,399	1,500	1,500
42332 - MINOR AMENDMENTS APPPL.	2,420	2,525	750	2,050	750	750
42333 - VOLUNTARY MERGER	75	100	75	300	75	75
42334 - CONDITIONAL USE APPLICAT.	621	421	500	0	500	500
42335 - DRIVEWAY CURB CUT APPS.	513	824	300	600	300	300
42337 - ZBA FEES	3,284	3,225	3,500	4,800	3,500	3,500
42000 - LICENSES/PERMITS/FEES	3,987,991	4,096,909	3,661,664	3,788,679	3,857,571	3,857,571
43201 - FLOOD CONTROL	49,459	35,817	36,818	35,816	35,800	35,800
43202 - AERONAUTICAL	7,977	9,473	8,000	8,000	8,000	8,000
43203 - HIGHWAY	498,135	505,913	479,148	479,148	435,000	435,000
43204 - ROOMS & MEALS	1,188,362	1,186,791	1,185,571	1,185,571	1,185,570	1,185,570
43205 - SHARED REVENUES	0	391,627	378,584	378,584	0	0
43208 - KEENE STATE COLLEGE	634,833	632,902	646,418	646,418	653,952	653,952
43305 - CHESHIRE CTY JCC / YIP	23,100	23,100	23,100	23,100	23,100	23,100
43401 - KEENE SCHOOL DISTRICT	95,875	94,427	97,063	97,063	102,714	102,714
43403 - OTHER TOWNS	185,648	198,742	195,780	195,780	195,780	195,780
43000 - INTERGOVERNMENTAL	2,683,389	3,078,791	3,050,482	3,049,480	2,639,916	2,639,916
44109 - DIRECT REIMBURSEMENT	771,620	564,249	229,047	179,567	709,189	709,189
44111 - PROGRAMS	107,119	54,512	116,300	100,500	116,000	116,000

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
44112 - EQUIPMENT CHARGES	1,500	1,000	2,500	0	2,000	2,000
44113 - REPORTS	964	930	1,021	798	1,196	1,196
44114 - PHOTOS/TAPES	925	915	600	514	644	644
44115 - INSPECTION SERVICES	0	0	200	0	0	0
44116 - PUBLIC WAY IMPEDIMENT	950	1,150	500	1,000	1,000	1,000
44117 - EXCAVATION	5,475	5,800	4,000	3,000	3,000	3,000
44122 - INTERMENTS	35,369	30,545	35,200	37,200	35,200	35,200
44123 - AMBULANCE SVCS	1,136,493	923,262	1,225,000	1,225,000	1,225,000	1,225,000
44124 - FIRE MASTER BOX	80,512	80,784	82,000	82,000	82,000	82,000
44131 - REPAIRS	0	45	0	0	0	0
44134 - DETAIL CHARGES	117,918	87,309	0	0	0	0
44135 - RECORDS CENTER CHARGES	23,134	24,546	25,737	23,944	24,622	24,622
44138 - SSI INTERIM ASSISTANCE	9,032	3,237	4,500	150	2,500	2,500
44139 - MEDICAID REIMBURSEMENTS	0	0	250	50	250	250
44140 - PD CRIMINAL RECORDS CHECK	65	25	72	51	68	68
44141 - PD DISCOVERIES	65	105	246	25	143	143
44142 - PD ACCIDENT REPORTS	11,395	11,031	8,346	8,588	8,842	8,842
44143 - PD LOG SEARCH	6	0	3	20	8	8
44144 - PD FINGERPRINT FEES	7,820	5,890	6,187	13,747	8,464	8,464
44147 - SMALL WIRELESS (SWF)	0	0	0	1,672	1,080	1,080
44201 - LIBRARY FACILITY RENTAL	360	1,410	1,000	0	1,000	1,000
44203 - RECREATION CENTER	22,985	13,607	28,000	6,000	15,900	15,900
44205 - SUMNER KNIGHT CHAPEL FEE	425	85	0	0	0	0
44301 - CAMPGROUNDS	2,500	2,500	2,500	0	0	0
44302 - BALL FIELDS	5,720	3,925	5,000	4,650	6,500	6,500
44303 - BALL FIELD LIGHTS	7,300	2,400	6,900	300	9,000	9,000
44304 - POOLS	17,243	11,398	23,000	2,000	16,000	16,000
44401 - LIBRARY NON RESIDENT FEE	17,873	12,819	21,000	16,000	19,000	19,000
44501 - LANDING FEES	9,304	6,881	11,000	6,000	9,000	9,000
44505 - GROSS REVENUE PERCENTAGE	10,087	9,346	12,000	11,000	12,000	12,000
44506 - FUELING FEES	30,239	20,320	25,000	12,000	20,000	20,000
44000 - CHARGES FOR SERVICES	2,434,399	1,880,025	1,877,109	1,735,776	2,329,606	2,329,606
45105 - COURT FINES	27,903	27,701	31,839	13,618	27,403	27,403
45106 - LIBRARY OVERDUE FINES	19,530	12,711	15,500	7,000	14,000	14,000
45107 - FALSE ALARM FINES	6,950	6,702	6,689	7,465	7,223	7,223
45201 - FIRE CODE VIOLATIONS	500	0	200	200	200	200
45202 - BUILDING CODE VIOLATIONS	0	2,075	500	525	500	500
45203 - HEALTH CODE VIOLATIONS	125	0	0	0	0	0
45302 - DOG FORFEITURE	3,850	9,202	3,844	214	2,993	2,993
45303 - DRUG FORFEITURE	2,967	732	0	0	0	0
45304 - LOST LIBRARY MATERIALS	2,492	1,639	3,500	2,300	3,000	3,000
45305 - SALE EVIDENCE/FOUND PROP	1,426	639	1,694	1,496	1,632	1,632

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
45000 - FINES & FORFEITS	65,743	61,401	63,766	32,818	56,951	56,951
41605 - INTEREST: TAXES	331,841	633,927	370,000	175,000	315,000	315,000
46000 - MISCELLANEOUS	399	0	200	40	50	50
46101 - INTEREST EARNINGS	627,695	593,374	300,000	194,059	125,000	125,000
46103 - INTEREST: A/R	(237)	(87)	100	100	100	100
46105 - OTHER LOANS	89,698	89,698	89,698	89,698	89,698	89,698
46113 - PUBLIC PRINTER/COPIER FEE	0	0	7,583	1,700	6,079	6,079
46301 - CITY HALL	58,397	58,257	59,199	59,119	63,297	63,297
46304 - TRANSPORTATION CENTER	32,488	31,961	33,488	33,488	32,977	32,977
46306 - AIRPORT T-HANGAR	101,623	106,932	112,871	111,600	114,664	114,664
46307 - AIRPORT TERMINAL	8,600	15,633	26,239	23,750	21,975	21,975
46308 - AIRPORT LAND	93,348	81,403	75,487	76,000	75,181	75,181
46311 - FUEL FARM LEASE	15,758	14,700	16,200	16,200	16,680	16,680
46312 - AIRPORT WWTP INCOME	154,178	159,189	156,324	156,324	159,294	159,294
46317 - 350 MARLBORO RENTS	229,141	233,811	232,333	232,333	236,747	236,747
46401 - CEMETERY TRUST FUND	86,514	87,824	83,752	79,554	55,900	55,900
46403 - CHARITABLE TRUST FUND	3,022	3,058	2,909	2,762	1,935	1,935
46404 - DELUGE HOSE TRUST FUND	252	255	242	242	162	162
46405 - DOWNTOWN MEM TREE TRST FD	50	1,386	5,000	0	4,000	4,000
46406 - FLOWER TRUST FUND	3,875	3,922	3,730	3,542	2,480	2,480
46407 - LIBRARY TRUST FUND	2,006	600	3,500	4,500	3,500	3,500
46408 - PARKS & REC TRUST FUND	3,789	3,834	3,647	3,463	2,450	2,450
46410 - SUMNER KNIGHT CHPL TST FD	4,348	5,151	4,717	3,203	3,150	3,150
46411 - INGERSOLL COLLECTION	456	0	0	0	0	0
46413 - WOODWARD FUND	6,938	0	0	4,355	0	0
47302 - SALE OF SURPLUS PROPERTY	13,021	(8,673)	315,200	45	50	50
47303 - SALE OF SURPLUS EQUIPMNT	10	0	0	0	0	0
47304 - MAPS,BLUEPRINTS,ETC	0	8	100	0	100	100
47305 - COPIES	276	196	100	85	30	30
46000 - MISCELLANEOUS	1,867,486	2,116,357	1,902,619	1,271,161	1,330,499	1,330,499
47001 - USE (ADDITION) TO SURPLUS	0	0	375,000	0	850,000	850,000
47003 - CAPITAL RESERVE	0	0	311,801	0	2,465,980	2,465,980
47102 - ADMIN CHG - EQUIPMENT	278,146	302,646	317,362	317,362	301,082	301,082
47104 - ADMIN CHG - PARKING	248,362	220,363	99,308	99,308	96,364	96,364
47106 - ADMIN CHG - SEWER	678,472	620,643	671,186	671,186	697,542	697,542
47107 - ADMIN CHG - SOLID WASTE	489,972	488,324	539,851	539,851	494,420	494,420
47108 - ADMIN CHG - WATER	467,094	485,804	482,005	482,005	488,380	488,380
47201 - CAPITAL PROJECTS FUND	38	368,877	197,520	25,500	144,081	144,081
47204 - GRANTS FUND	325,000	500,000	552,098	552,588	154,751	154,751
47206 - PC REPLACEMENT FUND	0	33,000	0	0	0	0
47000 - OTHER FINANCING SOURCES	2,487,084	3,019,657	3,546,131	2,687,800	5,692,600	5,692,600
48101 - SALE OF BONDS	0	0	2,679,000	0	2,949,000	2,949,000

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
48000 - PROCEEDS LONG TRM FINANCE	0	0	2,679,000	0	2,949,000	2,949,000
TOTAL	39,565,927	42,522,427	44,755,028	40,685,245	47,888,577	47,873,577

General Fund

FY 2021 - 2022 Supplemental Requests

Cost Center	Account	Notes	requested amount	amount included in CM recommendation
Mayor & Council	00001 61000	Increase in minute takers for additional committees & meetings	\$ 5,390	\$ 5,390
Outside Agencies	00002 62133	Keene Senior Center	\$ (1,800)	\$ (1,800)
Outside Agencies	00002 62137	Meals on Wheels	\$ 720	\$ 720
Outside Agencies	00002 62142	Home Health Care City Express Bus (transporting)	\$ 800	\$ 800
Outside Agencies	00002 62149	100 Nights Shelter	\$ 5,000	\$ -
Outside Agencies	00002 62151	Volunteers Enabling Transportation (VET)	\$ (2,000)	\$ (2,000)
Outside Agencies	00002 62156	CASA	\$ 1,000	\$ -
Outside Agencies	00002 62189	Samaritans of NH	\$ 9,000	\$ -
Unclassified	00003 62192	Branding project; unified message	\$ 37,500	\$ 37,500
Unclassified	00003 62181	Reinstate Partner City annual allocation	\$ 5,000	\$ 5,000
Assessing	00400 61000	Property Appraiser position transition	\$ 35,189	\$ 35,189
Assessing	00400 61000	Assessing Transition position transition	\$ 27,616	\$ 27,616
Assessing	00400 61000	Automation Specialist position elimination	\$ (94,687)	\$ (94,687)
Assessing	00400 62435	Training for staff transitions	\$ 1,300	\$ 1,300
City Attorney	00100 61000	New position; Assistant City Attorney; Right-To-Know; 10 mos.	\$ 97,600	\$ 97,600
City Clerk - Elections	00201 62301	Annual maintenance new AccuVote machines	\$ 1,800	\$ 1,800
City Clerk - Elections	00201 62416	Printing ballots municipal primary general elections	\$ 2,000	\$ 2,000
City Clerk - Elections	00201 63409	Five (5) wheelchairs; 1 for each polling location	\$ 1,500	\$ 1,500
Community Development	01910 61000	Position change; PT to FT Planner	\$ 31,915	\$ 31,915
Community Development	01910 61000	Administrative Assistant position elimination	\$ (73,672)	\$ (73,672)
Community Development	01910 61000	Interns (2)	\$ 5,552	\$ 5,552
Com Dev - Regulatory Notices	01930 62425	Increased advertising; 2 additional committees regulatory notices	\$ 1,531	\$ 1,531
Com Dev - Regulatory Notices	01930 62710	Increased postage; 2 additional committees regulatory notices	\$ 3,733	\$ 3,733
Fire - Ambulance	00810 61000	Ph 1 budget/COLA adjustment (OT vacation; OT sick; OT personal)	\$ 45,415	\$ 45,415
Fire - Suppression	00811 61000	Ph 1 budget/COLA adjustment (OT vacation; OT sick; OT personal)	\$ 59,389	\$ 59,389
IT	00700 62307	Annual support new SeeClickFix	\$ 5,250	\$ 5,250
IT	00700 62761	Microsoft Office Professional; Police early warning system	\$ 4,000	\$ 4,000
IT-Virtual Technology	00701 62801	CC records center software; 1 additional concurrent license	\$ 2,905	\$ 2,905
IT-Virtual Technology	00701 62801	CC record management increased storage capacity; 10,000 to 15,000	\$ 1,985	\$ 1,985
IT-Virtual Technology	00701 62803	Firehouse replacement on-line software	\$ 16,000	\$ 16,000
Library	01100 62715	Replacement of outdated, poor condition materials	\$ 7,490	\$ 7,490
Library	01100 62715	Acorn video	\$ 3,000	\$ 3,000
Library	01100 62715	Kanopy video	\$ 5,000	\$ 5,000
Library	01100 62734	Repair/replacement of aging equipment	\$ 900	\$ 900
P&R - Maint & Develop	01201 61000	New position; Maintenance Aide I; 10 mos.	\$ 56,879	\$ 56,879
P&R - Maint & Develop	01201 62344	Monadnock Regional Trail signage; not needed if grant received	\$ 5,000	\$ 5,000
P&R Facilities-City Hall	01325 62345	Maintenance city wide camera system	\$ 2,000	\$ 2,000
P&R Facilities-Library	01328 62345	Maintenance city wide camera system	\$ 1,000	\$ 1,000
P&R Facilities-Library	01328 62736	West Street signage upgrade	\$ 4,500	\$ 4,500
P&R Facilities-Fire Station	01330 62311	PM equipment maintenance program	\$ 3,575	\$ 3,575
P&R Facilities-Fire Station	01330 62345	Maintenance city wide camera system	\$ 2,000	\$ 2,000
P&R Facilities-Airport	01333 62311	PM equipment maintenance program	\$ 2,000	\$ 2,000
P&R Facilities-350 Marlboro	01335 62345	Maintenance city wide camera system	\$ 2,000	\$ 2,000
Police-Dispatch	01401 62304	Annual rental on Hyland Hills radio tower	\$ 1,000	\$ 1,000
TOTAL General Fund			\$ 333,274	\$ 318,274

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Summary by Department**

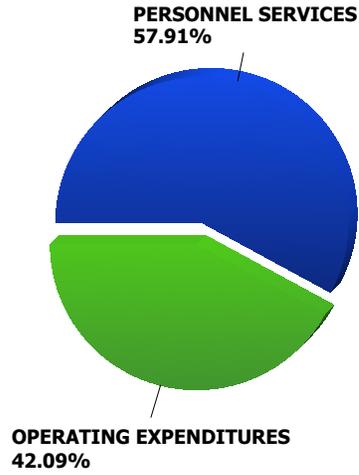
GENERAL FUND

Department	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
05 - AIRPORT	638,410	650,399	677,413	712,606	0	707,278	707,278
10 - ASSESSMENT	481,024	500,180	507,149	476,327	(30,582)	493,525	493,525
15 - CITY ATTORNEY	299,471	299,859	348,802	325,128	97,600	422,081	422,081
20 - CITY CLERK	589,438	628,558	659,817	637,354	5,300	646,976	646,976
25 - CITY MANAGER	453,062	475,203	396,706	400,193	0	414,786	414,786
30 - FINANCE	2,166,523	2,066,707	2,490,517	2,159,737	0	2,480,218	2,480,218
35 - FIRE	6,934,590	7,114,013	7,388,302	7,919,693	104,804	7,715,663	7,715,663
41 - COMMUNITY DEVELOPMENT	1,424,771	1,422,219	1,520,486	1,394,960	(30,942)	1,522,032	1,522,032
45 - HUMAN RESOURCES	366,155	392,820	398,272	398,834	0	437,130	437,130
55 - INFORMATION TECHNOLOGY	1,262,813	1,300,752	1,380,404	1,408,582	30,140	1,485,148	1,485,148
60 - LIBRARY	1,421,022	1,403,318	1,554,752	194,189	16,390	1,626,577	1,626,577
65 - MAYOR & CITY COUNCIL	2,772,432	3,639,922	6,752,171	3,629,420	60,610	8,547,488	8,532,488
70 - PARKS, REC AND FACILITIES	3,397,972	3,483,454	3,851,356	3,654,882	78,954	3,927,343	3,927,343
80 - POLICE	7,264,419	7,178,238	7,854,747	7,158,057	1,000	8,130,157	8,130,157
85 - PUBLIC WORKS	4,009,678	4,415,127	4,631,284	4,410,851	0	4,792,194	4,792,194
95 - DEBT SERVICE	4,467,463	4,752,698	4,342,852	4,253,571	0	4,539,979	4,539,979
TOTAL	37,949,243	39,723,469	44,755,028	39,134,385	333,274	47,888,577	47,873,577

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Summary by Fund**

GENERAL FUND

Budget Category	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61000 - PERSONNEL SERVICES	24,313,955	24,698,532	26,449,526	24,265,477	27,524,697	196,585	27,721,282	27,721,282
62000 - OPERATING EXPENDITURES	13,635,288	15,024,937	18,305,502	14,868,908	20,030,605	136,689	20,167,294	20,152,294
Fund Total	37,949,243	39,723,469	44,755,028	39,134,385	47,555,303	333,274	47,888,577	47,873,577



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Summary by Department**

GENERAL FUND

Department	Budget Category	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
AIRPORT	61000 - PERSONNEL SERVICES	321,094	338,320	340,303	348,138	367,621	0	367,621	367,621
	62000 - OPERATING EXPENDITURES	317,316	312,079	337,110	364,468	339,657	0	339,657	339,657
	AIRPORT - Total	638,410	650,399	677,413	712,606	707,278	0	707,278	707,278
ASSESSMENT	61000 - PERSONNEL SERVICES	442,906	462,926	466,875	436,313	482,145	(31,882)	450,263	450,263
	62000 - OPERATING EXPENDITURES	38,118	37,254	40,274	40,014	41,962	1,300	43,262	43,262
	ASSESSMENT - Total	481,024	500,180	507,149	476,327	524,107	(30,582)	493,525	493,525
CITY ATTORNEY	61000 - PERSONNEL SERVICES	259,271	268,780	268,536	279,862	279,194	97,600	376,794	376,794
	62000 - OPERATING EXPENDITURES	40,200	31,079	80,266	45,266	45,287	0	45,287	45,287
	CITY ATTORNEY - Total	299,471	299,859	348,802	325,128	324,481	97,600	422,081	422,081
CITY CLERK	61000 - PERSONNEL SERVICES	526,919	546,502	578,955	576,040	578,502	0	578,502	578,502
	62000 - OPERATING EXPENDITURES	62,519	82,056	80,862	61,314	63,174	5,300	68,474	68,474
	CITY CLERK - Total	589,438	628,558	659,817	637,354	641,676	5,300	646,976	646,976
CITY MANAGER	61000 - PERSONNEL SERVICES	443,709	466,624	383,475	387,059	401,334	0	401,334	401,334
	62000 - OPERATING EXPENDITURES	9,353	8,580	13,231	13,134	13,452	0	13,452	13,452
	CITY MANAGER - Total	453,062	475,203	396,706	400,193	414,786	0	414,786	414,786
COMMUNITY DEVELOPMENT	61000 - PERSONNEL SERVICES	1,195,846	1,228,396	1,362,515	1,236,989	1,410,374	(36,206)	1,374,168	1,374,168
	62000 - OPERATING EXPENDITURES	228,925	193,823	157,971	157,971	142,600	5,264	147,864	147,864
	COMMUNITY DEVELOPMENT - Total	1,424,771	1,422,219	1,520,486	1,394,960	1,552,974	(30,942)	1,522,032	1,522,032
DEBT SERVICE	62000 - OPERATING EXPENDITURES	4,467,463	4,752,698	4,342,852	4,253,571	4,539,979	0	4,539,979	4,539,979
	DEBT SERVICE - Total	4,467,463	4,752,698	4,342,852	4,253,571	4,539,979	0	4,539,979	4,539,979
FINANCE	61000 - PERSONNEL SERVICES	1,510,854	1,502,108	1,709,530	1,576,350	1,750,820	0	1,750,820	1,750,820
	62000 - OPERATING EXPENDITURES	655,669	564,599	780,987	583,387	729,399	0	729,399	729,399
	FINANCE - Total	2,166,523	2,066,707	2,490,517	2,159,737	2,480,218	0	2,480,218	2,480,218
FIRE	61000 - PERSONNEL SERVICES	6,183,288	6,347,592	6,578,917	7,110,328	6,796,293	104,804	6,901,097	6,901,097
	62000 - OPERATING EXPENDITURES	751,301	766,421	809,385	809,365	814,566	0	814,566	814,566
	FIRE - Total	6,934,590	7,114,013	7,388,302	7,919,693	7,610,859	104,804	7,715,663	7,715,663
HUMAN RESOURCES	61000 - PERSONNEL SERVICES	345,176	369,403	373,419	375,690	419,682	0	419,682	419,682
	62000 - OPERATING EXPENDITURES	20,979	23,417	24,853	23,144	17,448	0	17,448	17,448
	HUMAN RESOURCES - Total	366,155	392,820	398,272	398,834	437,130	0	437,130	437,130
INFORMATION TECHNOLOGY	61000 - PERSONNEL SERVICES	876,038	948,721	961,307	958,035	1,000,186	0	1,000,186	1,000,186
	62000 - OPERATING EXPENDITURES	386,775	352,031	419,097	450,547	454,822	30,140	484,962	484,962
	INFORMATION TECHNOLOGY - Total	1,262,813	1,300,752	1,380,404	1,408,582	1,455,008	30,140	1,485,148	1,485,148
LIBRARY	61000 - PERSONNEL SERVICES	1,246,358	1,230,401	1,351,283	0	1,407,518	0	1,407,518	1,407,518
	62000 - OPERATING EXPENDITURES	174,664	172,917	203,469	194,189	202,669	16,390	219,059	219,059
	LIBRARY - Total	1,421,022	1,403,318	1,554,752	194,189	1,610,187	16,390	1,626,577	1,626,577
MAYOR & CITY COUNCIL	61000 - PERSONNEL SERVICES	417,586	502,958	573,622	511,938	662,283	5,390	667,673	667,673
	62000 - OPERATING EXPENDITURES	2,354,846	3,136,964	6,178,549	3,117,482	7,824,595	55,220	7,879,815	7,864,815
	MAYOR & CITY COUNCIL - Total	2,772,432	3,639,922	6,752,171	3,629,420	8,486,878	60,610	8,547,488	8,532,488
PARKS, REC AND FACILITIES	61000 - PERSONNEL SERVICES	1,757,366	1,748,043	1,978,637	1,809,032	2,017,859	56,879	2,074,738	2,074,738
	62000 - OPERATING EXPENDITURES	1,640,606	1,735,412	1,872,720	1,845,849	1,830,529	22,075	1,852,604	1,852,604
	PARKS, REC AND FACILITIES - Total	3,397,972	3,483,454	3,851,356	3,654,882	3,848,389	78,954	3,927,343	3,927,343
POLICE	61000 - PERSONNEL SERVICES	6,616,506	6,526,210	7,122,448	6,476,475	7,390,680	0	7,390,680	7,390,680
	62000 - OPERATING EXPENDITURES	647,913	652,028	732,299	681,583	738,477	1,000	739,477	739,477
	POLICE - Total	7,264,419	7,178,238	7,854,747	7,158,057	8,129,157	1,000	8,130,157	8,130,157
PUBLIC WORKS	61000 - PERSONNEL SERVICES	2,171,038	2,211,548	2,399,707	2,183,227	2,560,205	0	2,560,205	2,560,205
	62000 - OPERATING EXPENDITURES	1,838,639	2,203,579	2,231,577	2,227,623	2,231,989	0	2,231,989	2,231,989
	PUBLIC WORKS - Total	4,009,678	4,415,127	4,631,284	4,410,851	4,792,194	0	4,792,194	4,792,194
Overall - Total		37,949,243	39,723,469	44,755,028	39,134,385	47,555,303	333,274	47,888,577	47,873,577

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Cost Center Detail by Fund/Dept/CC**

DEBT SERVICE

99998 - DEBT SERVICE

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
65101 - PRINCIPAL	3,596,825	3,874,575	3,397,985	3,438,985	3,740,985	0	3,740,985	3,740,985
65102 - INTEREST ON BONDED DEBT	839,143	850,334	834,612	704,331	692,445	0	692,445	692,445
65200 - NOTES PAYABLE	0	0	86,170	86,170	86,170	0	86,170	86,170
65202 - INTEREST ON NOTES PAYABLE	31,495	27,790	24,085	24,085	20,379	0	20,379	20,379
62000 - OPERATING EXPENDITURES	4,467,463	4,752,698	4,342,852	4,253,571	4,539,979	0	4,539,979	4,539,979
99998 - DEBT SERVICE	4,467,463	4,752,698	4,342,852	4,253,571	4,539,979	0	4,539,979	4,539,979
TOTAL	4,467,463	4,752,698	4,342,852	4,253,571	4,539,979	0	4,539,979	4,539,979

General Fund
FY 2021 - 2022 Operating Budget
Statement of Long-Term Debt

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2021/2022	INTEREST 2021/2022	PRINCIPAL BALANCE 06/30/22
T-Hangar	3/1/2002	3/1/2022	avg 4.57%	\$ 250,000	\$ 12,500	\$ 625	\$ -
Bridges	3/1/2002	3/1/2022	avg 4.57%	100,000	5,000	250	0
Drainage	3/1/2002	3/1/2022	avg 4.57%	655,000	32,750	1,638	0
Emergency Services Facility	3/1/2002	3/1/2022	avg 4.57%	890,000	44,500	2,225	0
Intersections	3/1/2002	3/1/2022	avg 4.57%	440,098	22,000	1,100	0
Emergency Services & PW Facility	3/1/2002	3/1/2023	avg 4.57%	4,715,000	235,750	23,575	235,750
Public Improvements 2003 issue	5/15/2003	5/15/2023	avg 3.45%	5,391,161	200,000	16,200	200,000
Energy Improvements	12/1/2011	12/1/2021	avg 1.627218%	1,897,900	185,000	2,775	0
Consolidated Infrastructure	12/1/2011	12/1/2021	avg 1.627218%	2,013,300	200,000	3,000	0
Consolidated Infrastructure - 2012	5/2/2013	1/15/2023	2.00%	1,146,200	115,000	4,524	111,200
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	335,000	32,088	1,269,400
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	5,000	500	20,000
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	25,000	2,200	85,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,325,000	135,000	19,100	410,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,330,000	130,000	18,200	390,000
Airport Road Culvert	6/12/2015	6/12/2025	avg 2.17%	135,000	15,000	1,900	40,000
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	29,576	845,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.61%	2,141,033	176,485	44,717	1,043,573
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	135,000	29,700	675,000
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	10,000	2,200	50,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	68,000	10,000	920	18,000
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	40,000	8,680	197,000
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	145,000	31,900	725,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	66,000	9,000	900	18,000
Goose Pond Dam Design - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	107,000	20,000	400	0
Library Campus (TIF) Develop - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	100,000	54,293	1,492,000
LED Street Lighting - Series 2018 A	9/27/2018	9/15/2023	avg 2.739879%	285,000	60,000	7,000	110,000
Airport Terminal Improvements - Series 2018 A	9/27/2018	9/15/2025	avg 2.739879%	200,000	30,000	6,250	110,000
2018 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,301,500	130,000	48,750	910,000
2019 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,267,500	130,000	47,250	880,000
Flood Management - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	906,000	60,000	31,575	720,000
Winchester Street Bypass - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	610,000	40,000	21,050	480,000
Goose Pond Dam Improvements - Series 2018 A	9/27/2018	9/15/2038	avg 2.739879%	885,000	45,000	30,813	750,000
City Hall Rear Wall - Series 2020 A	9/15/2020	9/15/2027	1.65%	176,000	26,000	2,689	150,000
Winchester Street Bypass - Series 2020 A	9/15/2020	9/15/2035	1.65%	859,000	57,000	13,702	802,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	505,000	31,000	8,076	474,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	1,264,000	125,000	19,824	1,139,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	733,000	49,000	11,690	684,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	893,000	89,000	13,999	804,000
Airport Fuel Tanks - Series 2020 A	9/15/2020	9/15/2030	1.65%	508,000	51,000	7,961	457,000
Police Dispatch Console - Series 2020 A	9/15/2020	9/15/2025	1.65%	235,000	48,000	3,481	187,000
Municipal Building Improvements - Series 2020 A	9/15/2020	9/15/2025	1.65%	310,000	62,000	4,603	248,000
Central Fire Station - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	2,556,000	270,000	32,422	2,249,000
Robin Hood Dam Upgrade - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	305,000	30,000	3,890	271,000
Total Outstanding				46,950,592	3,740,985	648,210	19,249,923
FY 2021-2022 Proposed Bond Issue	est 2023		est 3.00%	2,949,000		44,235	2,949,000
Interfund Loan - Roundabout Project	7/1/2006	1/1/2027	4.30%	1,723,400	86,170	20,379	430,850

FY 2022 Statement of Long-Term Debt (Cont'd)

Authorized, Unissued:

Total Authorized, Unissued	\$0
-----------------------------------	-----

Anticipated, FY21/22:

R-2021-15 Flood Management	744,000
R-2021-16 Patricia T. Russell Park	1,283,000
R-2021-17 Road Rehabilitation	922,000
Total Anticipated Bond Issue - New	\$ 2,949,000

CALCULATION OF GENERAL FUND DEBT LIMIT AND BORROWING CAPACITY

Debt Limit on 07/01/21 computed at 3% of 2020 equalized assessed value \$1,849,704,064 per RSA 33:4-a	\$	55,491,122
LESS: outstanding principal balance @ 07/01/21		(22,990,908)
LESS: solid waste fund principal balance @ 07/01/21 (s.w. does not have separate limit)		(451,500)
EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)		1,592,000
advanced refunded debt issued 2013		1,739,400
advanced refunded debt issued 2016		1,220,058
advanced refunded debt issued 2020		2,820,000
debt issued to fund landfill cleanup (RSA 33:6-d)		N/A
GENERAL FUND BORROWING CAPACITY FOR FY 2021 - 2022	\$	39,420,172

This Page Left Blank Intentionally

Elected & Appointed Officials

DESCRIPTION	COST CENTER	PAGE #
Elected & Appointed Officials		28
Organizational Chart		29
Mayor & City Council	00001	30
Outside Agencies	00002	31-34
Unclassified	00003	35
Community Funded Events		36
Capital Appropriations	00004	37
Capital Improvement Program Overview		38-42
Employee Benefits	00081	43
Risk Management	00082	44
City Manager	00300 - 00320	45-48
City Attorney	00100	49-52
City Clerk	00200 - 00204	53-59

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)

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

City Government Keene, New Hampshire

ELECTED OFFICIALS

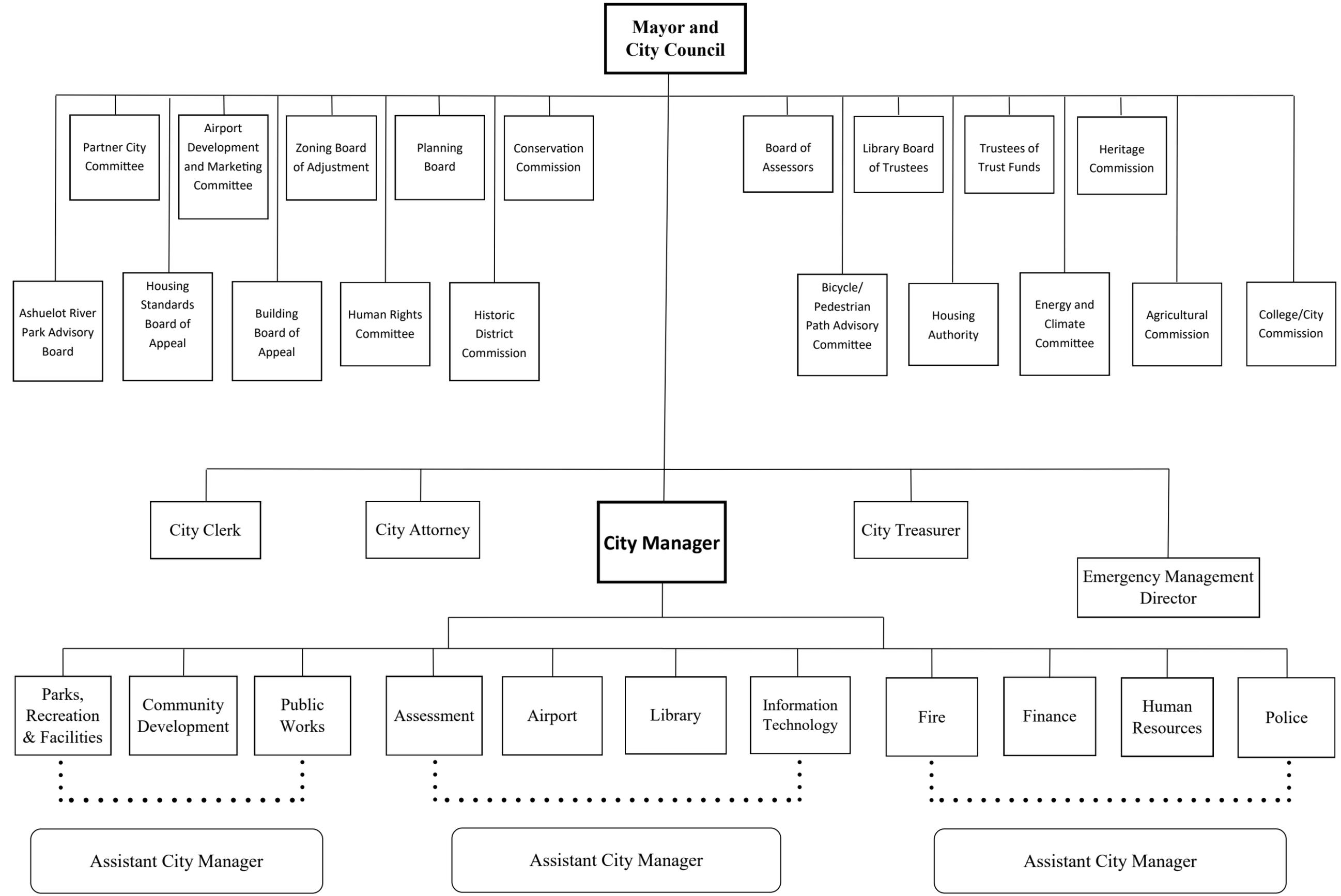
	Name	Term Expires*	2021 Standing Committee Assignments
Mayor	George S. Hansel	2021	N/A
City Council			
Ward One	Janis O. Manwaring Raleigh C. Ormerod	2021 2023	Municipal Services, Facilities & Infrastructure (Chair) Finance, Organization & Personnel
Ward Two	Mitchell H. Greenwald Robert C. Williams	2021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

**term expires December 31 of year indicated*

APPOINTED OFFICIALS

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

City of Keene Organizational Chart



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Cost Center Detail by Fund/Dept/CC**

MAYOR & CITY COUNCIL

00001 - MAYOR & COUNCIL

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61101 - MAYOR	4,000	4,000	4,000	4,000	4,000	0	4,000	4,000
61102 - CITY COUNCIL	33,750	35,000	37,500	37,500	37,500	0	37,500	37,500
61305 - ADMINISTRATIVE PERSONNEL	15,647	10,892	19,151	9,856	3,298	0	3,298	3,298
61307 - PART TIME EMPLOYEES	34,351	34,816	37,500	37,500	37,500	5,000	42,500	42,500
61704 - SOCIAL SECURITY	6,713	6,480	7,509	3,623	6,295	383	6,678	6,678
61705 - WORKERS COMPENSATION	139	137	138	101	118	7	125	125
61901 - RECRUITMENT	0	140	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	94,600	91,465	105,798	92,579	88,712	5,390	94,102	94,102
62175 - OTHER SERVICES	23,778	18,784	23,906	23,900	37,350	0	37,350	37,350
62205 - PC REPLACEMENT CHARGE	1,470	1,908	2,385	2,385	2,443	0	2,443	2,443
62301 - OFFICE EQUIPMENT MAINT.	5,136	4,790	4,904	3,460	0	0	0	0
62425 - ADVERTISING	1,882	1,985	1,500	1,500	2,000	0	2,000	2,000
62442 - MAYOR'S OFFICIAL EXPENSE	1,039	2,925	2,900	550	0	0	0	0
62443 - COUNCIL'S OFFICIAL EXP	3,383	6,275	4,492	4,400	5,828	0	5,828	5,828
62510 - COMMUNICATIONS/PHONE	1,170	358	600	600	0	0	0	0
62701 - OFFICE SUPPLIES	0	0	275	100	0	0	0	0
62708 - CITY HALL PUBLIC AREAS	0	878	1,000	1,000	1,000	0	1,000	1,000
62710 - POSTAGE	0	7	0	0	0	0	0	0
63409 - EQUIPMENT ACQUISITION	0	120	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	37,857	38,029	41,962	37,895	48,621	0	48,621	48,621
00001 - MAYOR & COUNCIL	132,458	129,495	147,760	130,474	137,333	5,390	142,723	142,723
TOTAL	132,458	129,495	147,760	130,474	137,333	5,390	142,723	142,723

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Cost Center Detail**

MAYOR & CITY COUNCIL

00002 - MYR/CNCL OUTSIDE AGCY

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Agency Base	2021-2022 Agency Additional Request	2021-2022 Agency Request	2021-2022 Manager Recommended
62133 - SENIOR CITIZENS CENTER	15,000	15,000	16,800	16,800	16,800	(1,800)	15,000	15,000
62134 - MONADNOCK SUBSTANCE ABUSE	7,500	7,500	5,000	5,000	5,000	0	5,000	5,000
62135 - BIG BROTHERS/BIG SISTERS	10,500	10,500	10,500	10,500	10,500	0	10,500	10,500
62136 - KEENE COMMUNITY KITCHEN	82,000	82,000	90,000	90,000	90,000	0	90,000	90,000
62137 - ELDERLY MEALS ON WHEELS	12,450	12,865	13,280	13,280	13,280	720	14,000	14,000
62138 - SW COMMUNITY SERVICES	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000
62142 - TRANSPORTING	90,100	91,500	91,500	91,500	91,500	800	92,300	92,300
62149 - 100 NIGHTS SHELTER	20,000	25,000	30,000	30,000	30,000	5,000	35,000	30,000
62151 - VOLUNTEERS ENABLING TRANS	0	0	2,000	2,000	2,000	(2,000)	0	0
62154 - HARBOR CARE WAS HIV AIDES	5,000	5,000	5,000	5,000	5,000	0	5,000	5,000
62155 - MON REG CHILD ADVOCACY	5,000	7,500	7,500	7,500	0	0	0	0
62156 - CASA	0	2,000	2,000	2,000	2,000	1,000	3,000	2,000
62157 - MONADNOCK HUMANE SOCIETY	0	2,500	0	0	0	0	0	0
62187 - KH KIDS COLLABORATIVE	2,500	2,500	10,000	10,000	10,000	0	10,000	10,000
62189 - SAMARITANS OF NH	2,500	3,500	4,500	4,500	4,500	9,000	13,500	4,500
00002 - MYR/CNCL OUTSIDE AGCY	262,550	277,365	298,080	298,080	290,580	12,720	303,300	288,300

FY 2021-2022 Outside Agencies

Big Brothers/Big Sisters of Western New Hampshire (BB/BS): BB/BS provides children facing diversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better. They support two mentoring programs: Community Based Mentoring matching adult volunteers with youth; and Site Based Mentoring utilizing school, after school programs and workplace mentoring programs as the venue. Due to COVID-19 BB/BS is working remotely with Bigs, Littles, and their families to assure matches meet weekly through virtual platforms until normal routines resume. Funds from the City are used to support mentoring services. This current fiscal year they are serving 48 individuals from the City of Keene.

Court Appointed Special Advocates (CASA): CASA provides a voice for abused and neglected children and youth by empowering a statewide network of trained volunteers to advocate on their behalf so they can thrive in safe, permanent homes. Due to COVID-19, the number of victimized children could rise as they continue to be isolated in challenging circumstances, out of sight from adults who are normally in positions to support them and report abuse. City 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 Keene District Court.

Harbor Care: Harbor Care, formerly HIV/Aids Task Force, provides medical case management and supports to link persons living with HIV/AIDS in the City of Keene to medical care, health insurance and social support including housing, financial assistance, food and transportation. City funding is used to support services for residents of Keene and overhead for the Keene office space. Harbor Care has assisted 13 Keene residents and have a 100% viral suppression. Due to COVID-19 Harbor Care continued to provide comprehensive services. Case management has been delivered using zoom, email and telephone.

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

Home Health Care City Express (Transporting): City funds provide matching funds for the City Express, Keene's public transportation service operating Monday through Friday. It is the only public transportation service for the City. In FY '20 the service provided 25,137 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including employment, 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. Due to COVID-19 the number of rides has been reduced. City Express has been successful in obtaining funding for safety measures for buses in order to continue their services.

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

Keene Housing Kids Collaborative: The Kids Collaborative provides children living in properties subsidized through Keene Housing access to programs that they would otherwise not be able to afford. The Kids Collaborative served 154 Keene residents and helps kids in poverty to reach their full potential. The services provided by the Kids Collaborative are exclusive to tenants of Keene Housing. Last year, Kids Collaborative assisted children in Swanzey and Keene Housing properties. Due to COVID-19, many of the community activities and programs that children were given access to were closed beginning in March 2020. Summer camps and other programs were greatly reduced. Kids Collaborative anticipates that participation in 2021 will increase from 2020 as programs reopen and public health risks are reduced as the year progresses.

Keene Senior Center: The Center acts as a community focal point for persons aged 50 and over where they may come together as individuals or in groups for educational, wellness, and recreational events and activities that enhance life's quality, supports independence, and encourages involvement in and with the community. Since March 14, 2020 the Center has been closed because of COVID-19, but has actively worked to stay connected with members through Wall Call Initiative, E-blast Communication, Virtual Programs and a monthly newsletter. City funds supports "wellness programs", and help strategically expand programs and measure their impact on those who are socially isolated and lonely.

Monadnock Substance Abuse Services – a division of Monadnock Family Services: MFS is the non-profit, community mental health center serving Keene and houses the Monadnock Substance Abuse Services (MSAS). The program's goal is to help individuals with substance use difficulties or disorders to learn tools and skills that will enable them to reduce their substance use difficulties, symptomology, and related personal difficulties. City funds are helping support treatment for Keene residents dealing with substance misuse who are unable to pay the full cost of their care. City funding assisted 90 residents of Keene in 2020. No funds from the City of Keene are for administrative costs.

The Community Kitchen (TCK): TCK provides a safety net for food insecure residents that is efficient, effective and essential. There are two programs: the healthy and nutritious hot meals served weeknights and a Sunday brunch; and the Pantry Program providing food boxes for low and moderate income individuals and families in the Monadnock Region. Pantry boxes are available for City General Assistance clients as requested by Human Services staff. Since the beginning of the COVID-19 crisis, the organization modified its delivery method of both programs, turning to "take-out" style meal at the front door of the building. Pantry Program clients collect pre-packed bags of food. The funding provided by the City of Keene is used to help TCK provide and deliver its mission for Keene's residents in need of a weekday evening meal or lunch on Sunday or supplemental food from a weekly food pantry.

The Samaritans, Inc.: Samaritans mission is to reduce the incidence and impact of suicide through prevention and postvention education, support and outreach, anonymous crisis hotline, weekly support groups, and volunteer services for students, adults and seniors. City funds are used for program expenses. The Samaritans provided services to 22,000 Keene residents.

Southwestern Community Services (SCS): SCS strives to empower and provide assistance to low income people and families. SCS is a major provider of social and human services to the residents of Keene as well as all of Cheshire and Sullivan Counties. Last fiscal year, SCS provided service to 2500 Keene household totaling \$3,522,788.00 in direct assistance with the following programs: workforce housing and senior rental housing, education and childcare, nutrition and health, energy conservation, utility programs, day and employment services for individuals with developmental disabilities, workforce development for consumers and dislocated workers, and housing stabilization services. Also a non-profit developer, in 2020, SCS paid the City of Keene \$180,875 in local property taxes. SCS uses the funds to focus on Keene-targeted outreach and intake activities, limited emergency services, and funding to pursue new services and activities that have been determined through SCS' Needs Assessment and Strategic Plan to be needed by, and beneficial to, Keene residents.

Volunteers Enabling Transportation (VET): The goal for VET is to provide free rides to medical appointments and procedures for residents of Cheshire County for indigent, isolated, and elderly that have a medical need for the residents of Cheshire County. VET uses their volunteers' own vehicles to provide rides to the VA Centers in Brattleboro, Keene and White River Junction, and to medical providers/facilities in New Hampshire and Massachusetts. Due to COVID-19 services were suspended in the spring and resumed in August with full safety protocols in place. Transportation to Massachusetts have been suspended until the pandemic is under control and vaccines are available to the clientele. VET expects to increase the number of rides and riders as 2021 progresses. Funds received are used to cover the cost of insurance, car maintenance and fuel.

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Cost Center Detail by Fund/Dept/CC**

MAYOR & CITY COUNCIL

00003 - UNCLASSIFIED

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61316 - COMM FUNDED EVENT WAGES	18,328	19,743	22,624	0	19,213	0	19,213	19,213
61703 - RETIREMENT CONTRIBUTIONS	109	324	0	0	0	0	0	0
61704 - SOCIAL SECURITY	177	318	0	0	0	0	0	0
61705 - WORKERS COMPENSATION	108	149	0	0	0	0	0	0
61713 - RET - FIRE	274	197	0	0	0	0	0	0
61714 - RET - POLICE	1,916	1,760	0	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	593	856	6,694	0	5,986	0	5,986	5,986
61000 - PERSONNEL SERVICES	21,506	23,346	29,318	0	25,199	0	25,199	25,199
62102 - PROFESSIONAL SERVICES	0	0	0	0	35,000	0	35,000	35,000
62173 - REGIONAL PLANNING	12,730	12,756	12,868	12,868	12,886	0	12,886	12,886
62174 - ZONING BOARD	1,569	70	250	10	250	0	250	250
62178 - PLANNING BOARD	110	130	250	0	250	0	250	250
62179 - CONSERVATION COMMISSION	1,500	1,500	1,500	0	1,500	0	1,500	1,500
62180 - HERITAGE COMMISSION	1,250	1,200	1,200	1,260	1,200	0	1,200	1,200
62181 - PARTNER CITY	5,000	5,000	0	0	0	5,000	5,000	5,000
62183 - HISTORIC DISTRICT CMMSN	0	0	250	0	250	0	250	250
62184 - ENERGY & CLIMATE COMMITTE	600	850	850	0	850	0	850	850
62185 - MARKETING & DEVELOPMENT	4,167	45,745	25,000	26,000	0	0	0	0
62188 - ARTS ALIVE	500	500	500	500	500	0	500	500
62192 - BRANDING & COMMUNICATIONS	0	0	0	0	0	37,500	37,500	37,500
62436 - MEETINGS & DUES	18,687	18,715	18,800	18,621	18,800	0	18,800	18,800
62455 - CONTRACTED SERVICES	0	0	0	4,350	0	0	0	0
62456 - COMM FUNDED EVENT OTHER	950	1,000	1,000	900	1,000	0	1,000	1,000
62457 - VETERAN'S COUNCIL	4,250	0	4,250	0	4,250	0	4,250	4,250
62461 - KEENE CHAMBER OF COMMERCE	475	425	425	0	425	0	425	425
62462 - HUMAN RIGHTS COMMITTEE	500	500	500	0	500	0	500	500
62000 - OPERATING EXPENDITURES	52,287	88,391	67,643	64,509	77,661	42,500	120,161	120,161
00003 - UNCLASSIFIED	73,793	111,737	96,961	64,509	102,860	42,500	145,360	145,360
TOTAL	73,793	111,737	96,961	64,509	102,860	42,500	145,360	145,360

FY 2021 – 2022 Community Funded Events

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

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

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

And then to be eligible for funding;

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

The Community Funded Events budget may fund:

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

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

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

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Actual	2021-2022 Est. City Svcs	2021-2022 Sponsor Contribution	2021-2022 Manager Recommended
61316 - COMM FUNDED EVENT WAGES	18,328	19,743	22,624	0	26,539	(7,326)	19,213
61703 - RETIREMENT CONTRIBUTIONS	109	324	0	0	0	0	0
61704 - SOCIAL SECURITY	177	318	0	0	0	0	0
61705 - WORKERS COMPENSATION	108	149	0	0	0	0	0
61713 - RET - FIRE	274	197	0	0	0	0	0
61714 - RET - POLICE	1,916	1,760	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	189	856	6,694	0	5,986	0	5,986
62456 - COMM FUNDED EVENT OTHER	950	1,000	1,000	900	1,000	0	1,000
COMMUNITY FUNDED EVENTS	22,052	24,347	30,318	900	33,525	(7,326)	26,199

PARTIAL COST CENTER DETAIL 00003 - UNCLASSIFIED - BY EVENT

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Actual	2021-2022 Est. City Svcs	2021-2022 Sponsor Contribution	2021-2022 Manager Recommended
INDEPENDENCE EVE	2,957	3,045	4,148	0	4,323	0	4,323
4 ON THE 4TH ROAD RACE (19TH ANNUAL)	835	681	1,177	0	1,209	0	1,209
CLARENCE DEMAR MARATHON AND HALF MARATHON	5,000	5,000	5,000	0	12,326	(7,326)	5,000
FIRE PREVENTION PARADE	642	633	653	0	698	0	698
KEENE MUSIC FESTIVAL	3,243	3,524	7,161	0	7,540	0	7,540
KIWANIS KEENE TREE LIGHTING EVENT	2,997	5,097	5,527	900	5,707	0	5,707
KEENE ICE & SNOW FESTIVAL	996	1,044	1,163	0	1,239	0	1,239
RED CAP RUN	382	323	488	0	485	0	485
KEENE PUMPKIN FESTIVAL	5,000	5,000	5,000	0	NO REQUEST	0	0
COMMUNITY FUNDED EVENTS	22,052	24,347	30,318	900	33,525	(7,326)	26,199

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Cost Center Detail by Fund/Dept/CC
MAYOR & CITY COUNCIL**

00004 - CAPITAL APPROPRIATIONS

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
68010 - CAPITAL RESERVE	730,186	696,086	1,516,827	1,516,827	1,024,860	0	1,024,860	1,024,860
68011 - CAPITAL PROJECT TRANSFER	923,248	1,714,278	3,886,081	836,085	6,002,289	0	6,002,289	6,002,289
68012 - CONSERVATION-LUCT	0	0	25,000	25,000	25,000	0	25,000	25,000
62000 - OPERATING EXPENDITURES	1,653,434	2,410,364	5,427,908	2,377,912	7,052,149	0	7,052,149	7,052,149
00004 - CAPITAL APPROPRIATIONS	1,653,434	2,410,364	5,427,908	2,377,912	7,052,149	0	7,052,149	7,052,149
TOTAL	1,653,434	2,410,364	5,427,908	2,377,912	7,052,149	0	7,052,149	7,052,149

FY 2022 Capital Improvement Summary

Excerpt From 2021 – 2027 Capital Improvement Program

In September 2019 with the adoption of R-2019-26-A Relating to Fiscal Policies, the City transitioned from preparation of an annual Capital Improvement Program (CIP) to a biannual CIP. In the spring of 2020 the City presented a CIP that included expenditures planned for the seven-year period starting July 1, 2020 and ending June 30, 2027 (FY 2021 – FY 2027).

The proposed budget considers the second year (FY 2022) of the Capital Improvement Program 2021-2027.

Capital plan priorities that have been adjusted since the FY 2021 – FY 2027 Capital Improvement Program book was published are summarized below. For easy reference, the page numbers listed are from the FY 2021 – FY 2027 CIP book.

GENERAL FUND

Recap Year 1 (FY 2021)

- The funding source (current revenues) and/or fiscal year were adjusted to take advantage of low bond interest rates. The City sold bonds in the fall of 2020 at a rate of 1.65%.
 - FY21 Municipal Building Improvements, \$100,000 (page 62)
 - FY22 Municipal Building Improvements, \$100,000 (page 62)
 - FY21 Ductwork at Central Fire Station, \$107,136 (page 65)
 - FY22 Police Dispatch Console Replacement, \$233,486 (page 55)
- The proposed \$770,000 bonding for the Gilbo Avenue Stormwater & Road Infrastructure (page 89) was removed.

Proposed Year 2 (FY 2022)

- Revaluation (page 60) and Reappraisal Capital Reserve (page 30)
 - The cost of the 2020/2021 revaluation project was less than anticipated allowing for reduction in both the FY22 project budget and the Reappraisal Capital Reserve funding. In prior years the revaluation was broken out into three separate contracts— residential, commercial and utility. For 2021 we were able to contract with one company that is well qualified and experienced in completing revaluations for both residential and commercial properties. Additionally we were able to sign a utility appraiser contract for four years that spreads the cost out evenly and includes annual utility updates. The utility appraisal contract will be included in the Assessing Department operating budget.
 - Revaluation reduced from \$82,500 to \$38,000
 - Reappraisal Capital Reserve Funding reduced from \$82,500 to \$45,000
- Database Software (page 69) and IT Systems & Infrastructure Capital Reserve (page 29)
 - IT projects were reorganized to accommodate for the discontinuance of vendor maintenance and support agreements.
 - Database Software reduced from \$80,000 to \$20,000
 - IT Systems & Infrastructure Capital Reserve Funding reduced from \$120,000 to \$65,000
- Multi-Modal Hub (page 63)
 - The project formerly called Commercial Improvements has been renamed to better reflect the current project direction. No financial change.
- Patricia T. Russell Park (page 45)
 - The project cost and funding source have been adjusted to include the maximum possible award of \$400,000 from the Land Water Conservation Fund (LWCF) Grant Application approved for submission in September 2020.
- Taxiway A Reconstruction/Extension (page 83)
 - In anticipation of federal/state funding, the Taxiway A reconstruction originally planned for FY23 has been moved to FY22. The grant of \$1,611,111 will be 90% federal/5% state/5% city.
 - FY22 includes the 5% City portion of \$33,528.

FY 2022 Capital Improvement Summary (Cont'd)

PARKING FUND

Proposed Year 2 (FY 2022)

- Wells Street Deck Lights (page 127)
 - Engineering and Parking worked with the vendor to price the project with current specifications. The estimated project cost was reduced from \$52,800 to \$39,961 and the funding source was changed from the Wells Street Parking Deck Capital Reserve to expend a prior project unused balance.

SEWER FUND

Proposed Year 2 (FY 2022)

- Sludge Drier (page 164)
 - The \$100,000 feasibility study scheduled for FY23 has been moved to FY22 to take advantage of possible opportunities provided by solar energy projects.
- Sewer Infrastructure Support – Gilbo Avenue (page 151)
 - The FY21 and FY22 CIP reprioritized sewer infrastructure projects and created a project to allow for reconstruction work on Gilbo Avenue to support the arts and creative culture in the City. The FY22 CIP returns these funds to the Sewer Improvements project (page 155).
 - FY21 \$41,565 – project balance transfer
 - FY22 \$235,535 – moved funding source from current revenue to Sewer Infrastructure Capital Reserve
 - Increased funding to the Sewer Infrastructure Capital Reserve by \$200,000

WATER FUND

Proposed Year 2 (FY 2022)

- Water Infrastructure Support – Gilbo Avenue (page 176)
 - The FY21 and FY22 CIP reprioritized water infrastructure projects and created a project to allow for reconstruction work on Gilbo Avenue to support the arts and creative culture in the City. The FY22 CIP returns these funds to the Water Distribution Improvements project (page 183).
 - FY21 \$36,300 – project balance transfer
 - FY22 \$205,700 – moved funding source from current revenue to Water Infrastructure Capital Reserve
 - Increased funding to the Water Infrastructure Capital Reserve by \$200,000

EQUIPMENT FUND

Proposed Year 2 (FY 2022)

- Equipment Replacement (page 198)
 - Due to continuing repair costs, the equipment replacement schedule was reprioritized to allow for replacement in FY22 of the sewer combination vehicle that was scheduled for replacement in 2023. No change to the Fleet Equipment Capital Reserve funding was required.
 - Equipment replacement increased from \$627,576 to \$923,332

General Fund

FY 2022 Capital Appropriations

Excerpt From 2021-2027 Capital Improvement Program

Project Description	Other Source	Capital Project Appropriation FY 20	Capital Project Appropriation FY 21	Capital Project Appropriation FY 22	City Manager Recommended FY 22	City Manager Recommended Net
Capital Reserve Appropriations (00004-68010) General Revenue:						
Ambulance Reserve		\$ -	\$ 130,000	\$ 130,000	\$ -	\$ 130,000
Apparatus (Fire) Reserve		400,000	385,000	385,000		385,000
Bridges Reserve			137,700	99,860		99,860
Downtown Infrastructure Reserve		200,000	200,000	200,000		200,000
Emergency Communication Reserve			40,000	-		-
IT Systems & Infrastructure Reserve			50,000	120,000	\$ (55,000)	65,000
Reappraisal Reserve			82,500	82,500	\$ (37,500)	45,000
Road Infrastructure Reserve			391,627	-		-
Transportation System Improvements Fund		100,000	100,000	100,000		100,000
Total General Revenue Capital Reserve Appropriation		\$ 700,000	\$ 1,516,827	\$ 1,117,360	\$ (92,500)	\$ 1,024,860
Capital Project Appropriations (00004-68011) General Revenue:						
Airport Fuel Tank Removal & Replacement	project balance		\$ 10,194			\$ -
Aerial Imagery Updates 5 & 10 Years	fund balance	55,000	-			-
Airport Beacon Replacement			25,000			-
Airport Pavement Maintenance & Marking	project balance	7,425	-			-
Airport Taxiway A Reconstruction (from 2023)	property sale/curr rev	130,000	210,000	-	33,528	33,528
Ambulance Replacement	cap reserve			260,000		260,000
Apparatus Replacement - Fire	cap reserve	1,100,000	45,000	725,000		725,000
Bridge Replacement	cap reserve			23,480		23,480
Campground Repurposed			40,000			-
Curb Repair / Replacement		65,478	68,752	70,815		70,815
Database Software	cap reserve			80,000	(60,000)	20,000
Downtown Revitalization	cap reserve	180,000	100,000	500,000		500,000
Guardrail Replacement		44,024	-			-
Lower Winchester Street Reconstruction	project balance/curr rev		196,586	53,470		53,470
Mobile Radio Replacement - Fire		52,500	-			-
Mobile Radio Replacement - Police		86,796	-			-
Multi-Modal Hub (was Commercial Improvements)	cap reserve			134,000		134,000
Municipal Buildings Improvements		100,000	-			-
Municipal Park Improvements		50,000	50,000	50,000		50,000
Network Equipment Replacement	pc replace fund / cap reserve	6,000	31,000	6,500		6,500
Patricia T. Russell Park (added grant)		125,000	-			-
Portable Radio Replacement - Police	cap reserve		49,097			-
Revaluation	cap reserve		82,500	82,500	(44,500)	38,000
Road Rehabilitation	cap reserve			750,000		750,000
Salt Shed Replacement	property sale/proj balance		105,000	144,081		144,081
Server Replacement	pc replace fund / cap reserve	27,000	14,000	9,000		9,000
Sidewalk Repair / Replacement		65,478	68,752	70,815		70,815
Skate Park	current / donation	300,000	-			-
Stormwater Management System	project balance	41,200	42,400	43,700		43,700
Stormwater Spot Repair / General Drainage	project balance	65,478	68,800	70,900		70,900
Voting Booths	fund balance	32,088	-			-
West Keene Fire Station Study			-	50,000		50,000
Subtotal General Revenue Capital Project Appropriation		\$ 2,533,467	\$ 1,207,081	\$ 3,124,261	\$ (70,972)	\$ 3,053,289
Capital Projects Appropriations (00004-68011) Bond Funded:						
Airport Fuel Tank Removal & Replacement			\$ 508,000			\$ -
Gilbo Ave /Arts & Culture Corridor (removed 2021)						-
City Hall Rear Wall		176,000	-			-
Dispatch Console Replacement (moved to 2021)			235,000			-
Flood Management		505,000	733,000	744,000		744,000
Municipal Buildings Improvements (FY21 & FY22 + FD Ductwork)			310,000			-
Patricia T. Russell Park (added grant)				1,283,000		1,283,000
Road Rehabilitation		1,264,000	893,000	922,000		922,000
State Bypass Improvements		859,000	-			-
Subtotal Bond Funded Capital Project Appropriation		\$ 2,804,000	\$ 2,679,000	\$ 2,949,000	\$ -	\$ 2,949,000
Total Capital Project Appropriation		\$ 5,337,467	\$ 3,886,081	\$ 6,073,261	\$ (70,972)	\$ 6,002,289
TOTAL CAPITAL RESERVE & PROJECT APPROPRIATIONS ⁽¹⁾		\$ 6,037,467	\$ 5,402,908	\$ 7,190,621	\$ (163,472)	\$ 7,027,149

1) Does not include grant funds.

Note: Projects colored orange have changed from the printed 2021-2027 CIP book.

General Fund

**FY 2022 Capital Improvement Program Summary
Excerpt From 2021 - 2027 Capital Improvement Program**

2021-2027 CIP			2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	TOTAL
DEPT	PAGE #	PROJECT NAME							
Fire	24	CR Appropriation: Ambulance Replacement	\$ 130,000	\$ 90,000	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 610,000
Fire	25	CR Appropriation: Apparatus Replacement	385,000	350,000	350,000	375,000	375,000	375,000	2,210,000
Public Wks	26	CR Appropriation: Bridges	99,860	99,860	109,350	109,350	105,210	105,210	628,840
Public Wks	27	CR Appropriation: Downtown Infrastructure	200,000	225,000	250,000	250,000	225,000	225,000	1,375,000
City Wide	28	CR Appropriation: Emergency Communication	-	50,000	50,000	50,000	50,000	50,000	250,000
IT	29	CR Appropriation: IT Systems & Infrastructure	65,000	35,000	110,000	35,000	35,000	35,000	315,000
Assessing	30	CR Appropriation: Reappraisal	45,000	35,000	35,000	35,000	35,000	35,000	220,000
Public Wks	31	CR Appropriation: Road & Sidewalk Infrastructure	-	-	-	-	-	-	-
Public Wks	32	CR Appropriation: Transportation Improvement	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Airport	79	Beacon Replacement	-	-	-	500,000	-	-	500,000
Airport	86	Easement Acquisition	-	-	-	300,000	-	-	300,000
Airport	80	Pavement Maintenance & Marking	-	-	150,000	74,000	54,000	-	278,000
Airport	81	Perimeter Fence	-	-	-	1,350,000	-	-	1,350,000
Airport	82	Snow Removal Equipment	-	-	555,556	-	-	-	555,556
Airport	83	Taxiway A Reconstruction	2,281,663	-	-	-	-	-	2,281,663
Airport	85	Terminal Apron Expansion	-	-	-	-	1,300,000	-	1,300,000
Assessing	60	Revaluations	38,000	-	-	-	85,000	85,000	208,000
Comm Dev	36	Digital Base Map	-	-	-	150,000	-	-	150,000
Comm Dev	37	Master Plan Update	-	30,000	30,000	-	-	-	60,000
Facilities	63	Multi-Modal Hub (was Commercial Improvements)	134,000	-	-	-	-	-	134,000
Facilities	61/62	Municipal Building Improvement	-	100,000	100,000	100,000	100,000	100,000	500,000
Facilities	64	Municipal Building Roofs	-	454,000	91,620	86,945	117,000	95,688	845,253
Facilities	67	Paving Parking Lots	-	-	-	-	350,000	126,676	476,676
Facilities	66	Recreation Center Renovations	-	-	1,475,000	-	-	-	1,475,000
Finance	68	Financial Software Replacement	-	-	30,000	-	615,000	-	645,000
Fire	38/39	Ambulance Replacement	260,000	-	-	285,000	-	-	545,000
Fire	30/40	Apparatus Replacement	725,000	105,000	-	756,396	-	-	1,586,396
Fire	44	Hydraulic Rescue Tools	-	-	-	-	-	60,000	60,000
Fire	43	SCBA Fill Station	-	-	-	-	-	85,000	85,000
Fire	41	W Keene Fire Station Study	50,000	-	-	-	-	-	50,000
IT	69	Database Software	20,000	-	25,000	-	25,000	-	70,000
IT	70/71	Network Equipment Replacement	6,500	25,000	-	-	-	-	31,500
IT	72/73	Server Replacement	9,000	9,000	-	47,000	-	54,000	119,000
IT	74	Storage Area Network	-	-	125,000	-	-	-	125,000
IT	75	Telephone System Replacement	-	203,000	-	-	-	-	203,000
Parks & Rec	50	Ashuelot River Dam Repair or Removal	-	-	87,400	495,300	-	-	582,700
Parks & Rec	46/47	Municipal Park Improvement	50,000	75,000	75,000	90,000	75,000	75,000	440,000
Parks & Rec	49	Open Space and Trails	-	50,000	85,000	35,000	35,000	35,000	240,000
Parks & Rec	45	Patricia T. Russell Park	1,683,000	-	-	-	-	-	1,683,000
Parks & Rec	51	Robin Hood Dam Repairs	-	-	83,200	-	-	-	83,200
Parks & Rec	53	Robin Hood Pool Improvements	-	-	-	-	-	3,750,000	3,750,000
Parks & Rec	52	Transportation Heritage Trail	-	-	26,600	225,200	587,000	1,740,000	2,578,800
Police	57	EXACOM Hindsight System Replacement	-	-	-	-	-	35,000	35,000
Police	56	Mobile Radio Replacement	-	45,638	47,007	48,417	-	-	141,062
Public Wks	106	Beaver Brook Flood Mitigation	-	-	-	503,000	503,000	-	1,006,000
Public Wks	98/99	Bridge Repair/Replacement	117,398	15,653	649,600	-	172,282	11,485	966,418
Public Wks	100	Curb Repair/Replacement	70,815	72,939	75,128	77,382	79,703	82,095	458,062
Public Wks	90	Downtown Revitalization	500,000	550,000	450,000	550,000	-	-	2,050,000
Public Wks	111/112	Drainage Pipe Lining	-	96,200	141,900	162,800	139,700	141,500	682,100
Public Wks	107/108	Flood Management	744,000	774,000	215,220	147,645	842,000	102,210	2,825,075
Public Wks	102/103	Lower Winchester Street Reconstruction	267,349	451,354	-	4,828,832	2,533,899	-	8,081,434
Public Wks	91-97	Road Rehabilitation	1,672,000	1,248,000	1,728,000	1,264,000	1,512,000	1,512,000	8,936,000
Public Wks	113	Salt Shed Replacement	144,081	436,319	-	-	-	-	580,400
Public Wks	101	Sidewalk Repair/Replacement	70,815	72,939	75,128	77,381	79,702	82,094	458,059
Public Wks	110	Stormwater Management System	43,700	45,000	46,400	47,800	49,200	50,700	282,800
Public Wks	109	Stormwater Spot Repairs	70,900	73,000	75,200	77,500	79,800	82,200	458,600
Public Wks	104/105	Traffic Signal Replacement Program	-	190,900	196,800	242,700	208,800	221,500	1,060,700
TOTAL CAPITAL PROGRAM			\$ 9,983,081	\$ 6,107,802	\$ 7,734,109	\$ 13,576,648	\$ 10,568,296	\$ 9,552,358	\$ 57,522,294

CAPITAL RESERVE APPROPRIATIONS

Fire	24	Capital Reserve: Ambulance Replacement	\$ 130,000	\$ 90,000	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 610,000
Fire	25	Capital Reserve: Apparatus Replacement	385,000	350,000	350,000	375,000	375,000	375,000	2,210,000
Public Wks	26	Capital Reserve: Bridges	99,860	99,860	109,350	109,350	105,210	105,210	628,840
Public Wks	27	Capital Reserve: Downtown Infrastructure	200,000	225,000	250,000	250,000	225,000	225,000	1,375,000
City Wide	28	Capital Reserve: Emergency Communication	-	50,000	50,000	50,000	50,000	50,000	250,000
IT	29	Capital Reserve: IT Systems & Infrastructure	65,000	35,000	110,000	35,000	35,000	35,000	315,000
Assessing	30	Capital Reserve: Reappraisal	45,000	35,000	35,000	35,000	35,000	35,000	220,000
Public Wks	31	Capital Reserve: Road & Sidewalk Infrastructure	-	-	-	-	-	-	-
Public Wks	32	Capital Reserve: Transportation Improvement	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Total: Capital Reserve Appropriations			\$ 1,024,860	\$ 984,860	\$ 1,094,350	\$ 1,054,350	\$ 1,025,210	\$ 1,025,210	\$ 6,208,840

PROJECT FUNDING DETAIL

		CAPITAL RESERVE							
Assessing	60	Revaluations	\$ 38,000	\$ -	\$ -	\$ 85,000	\$ 85,000	\$ 208,000	
Facilities	63	Multi-Modal Hub (was Commercial Improvements)	134,000	-	-	-	-	134,000	
Fire	38/39	Ambulance Replacement	260,000	-	-	285,000	-	545,000	
Fire	30/40	Apparatus Replacement	725,000	105,000	-	756,396	-	1,586,396	
IT	69	Database Software	20,000	-	25,000	-	25,000	70,000	
IT	70/71	Network Equipment Replacement	6,500	25,000	-	-	-	31,500	
IT	72/73	Server Replacement	9,000	9,000	-	47,000	-	119,000	
IT	74	Storage Area Network	-	-	125,000	-	-	125,000	
Police	57	EXACOM Hindsight System Replacement	-	-	-	-	35,000	35,000	
Police	56	Mobile Radio Replacement	-	45,638	47,007	48,417	-	141,062	
Public Wks	98/99	Bridge Repair/Replacement	23,480	3,131	129,920	-	34,456	2,297	
Public Wks	90	Downtown Revitalization	500,000	550,000	450,000	550,000	-	2,050,000	
Public Wks	91-97	Road Rehabilitation	750,000	-	-	-	-	750,000	
Public Wks	104/105	Traffic Signal Replacement Program	-	140,900	146,800	192,700	133,800	146,500	
		Total: Projects Funded with Capital Reserves	\$ 2,465,980	\$ 878,669	\$ 923,727	\$ 1,879,513	\$ 278,256	\$ 322,797	\$ 6,748,942
		CURRENT REVENUE							
Airport	79	Beacon Replacement	\$ -	\$ -	\$ -	25,000	\$ -	\$ 25,000	
Airport	80	Pavement Maintenance & Marking	-	-	7,500	3,700	2,700	13,900	
Airport	81	Perimeter Fence	-	-	-	67,500	-	67,500	
Airport	82	Snow Removal Equipment	-	-	27,778	-	-	27,778	
Airport	83	Taxiway A Reconstruction	33,528	-	-	-	-	33,528	
Airport	85	Terminal Apron Expansion	-	-	-	-	65,000	65,000	
Comm Dev	36	Digital Base Map	-	-	-	150,000	-	150,000	
Comm Dev	37	Master Plan Update	-	30,000	30,000	-	-	60,000	
Facilities	61/62	Municipal Building Improvement	-	100,000	100,000	100,000	100,000	500,000	
Facilities	64	Municipal Building Roofs	-	-	91,620	86,945	117,000	95,688	
Facilities	67	Paving Parking Lots	-	-	-	-	350,000	126,676	
Finance	68	Financial Software Replacement	-	-	30,000	-	615,000	645,000	
Fire	44	Hydraulic Rescue Tools	-	-	-	-	-	60,000	
Fire	43	SCBA Fill Station	-	-	-	-	-	85,000	
Fire	41	W Keene Fire Station Study	50,000	-	-	-	-	50,000	
IT	75	Telephone System Replacement	-	203,000	-	-	-	203,000	
Parks & Rec	50	Ashuelot River Dam Repair or Removal	-	-	87,400	495,300	-	582,700	
Parks & Rec	46/47	Municipal Park Improvement	50,000	75,000	75,000	90,000	75,000	440,000	
Parks & Rec	49	Open Space and Trails	-	50,000	85,000	35,000	35,000	240,000	
Parks & Rec	51	Robin Hood Dam Repairs	-	-	83,200	-	-	83,200	
Parks & Rec	52	Transportation Heritage Trail	-	-	26,600	225,200	-	251,800	
Public Wks	100	Curb Repair/Replacement	70,815	72,939	75,128	77,382	79,703	82,095	
Public Wks	111/112	Drainage Pipe Lining	-	96,200	141,900	162,800	139,700	141,500	
Public Wks	107/108	Flood Management	-	-	215,220	147,645	-	102,210	
Public Wks	102/103	Lower Winchester Street Reconstruction	53,470	90,271	-	-	-	-	
Public Wks	113	Salt Shed Replacement	-	436,319	-	-	-	-	
Public Wks	101	Sidewalks Repair/Replacement	70,815	72,939	75,128	77,381	79,702	82,094	
Public Wks	110	Stormwater Management System	43,700	45,000	46,400	47,800	49,200	50,700	
Public Wks	109	Stormwater Spot Repairs	70,900	73,000	75,200	77,500	79,800	82,200	
Public Wks	104/105	Traffic Signal Replacement Program	-	50,000	50,000	50,000	75,000	75,000	
		Total: Projects Funded with Current Revenues	\$ 443,228	\$ 1,394,668	\$ 1,323,074	\$ 1,919,153	\$ 1,862,805	\$ 1,193,163	\$ 8,136,091
		DEBT							
Facilities	64	Municipal Building Roofs	\$ -	\$ 454,000	\$ -	\$ -	\$ -	\$ 454,000	
Facilities	66	Recreation Center Renovations	-	-	1,475,000	-	-	1,475,000	
Parks & Rec	45	Patricia T. Russell Park	1,283,000	-	-	-	-	1,283,000	
Parks & Rec	53	Robin Hood Pool Improvements	-	-	-	-	3,500,000	3,500,000	
Parks & Rec	52	Transportation Heritage Trail	-	-	-	-	587,000	2,327,000	
Public Wks	106	Beaver Brook Flood Mitigation	-	-	-	503,000	503,000	1,006,000	
Public Wks	107/108	Flood Management	744,000	774,000	-	-	842,000	2,360,000	
Public Wks	102/103	Lower Winchester Street Reconstruction	-	-	-	970,000	509,000	1,479,000	
Public Wks	91-97	Road Rehabilitation	922,000	1,248,000	1,728,000	1,264,000	1,512,000	8,186,000	
		Total: Projects Funded with Debt	\$ 2,949,000	\$ 2,476,000	\$ 3,203,000	\$ 2,737,000	\$ 3,953,000	\$ 6,752,000	\$ 22,070,000
		OTHER FUNDING SOURCES							
Airport	86	Easement Acquisition (sale of property)	\$ -	\$ -	\$ -	300,000	\$ -	\$ 300,000	
Parks & Rec	53	Robin Hood Pool Improvements (fundraising/donations)	-	-	-	-	250,000	250,000	
Public Wks	113	Salt Shed Replacement (project balance from prop sale)	144,081	-	-	-	-	144,081	
		Total: Projects Funded with Other Sources	\$ 144,081	\$ -	\$ -	\$ 300,000	\$ 250,000	\$ 694,081	
		GRANTS							
Airport	79	Beacon Replacement	\$ -	\$ -	\$ -	475,000	\$ -	\$ 475,000	
Airport	80	Pavement Maintenance & Marking	-	-	142,500	70,300	51,300	264,100	
Airport	81	Perimeter Fence	-	-	-	1,282,500	-	1,282,500	
Airport	82	Snow Removal Equipment	-	-	527,778	-	-	527,778	
Airport	83	Taxiway A Reconstruction	2,248,135	-	-	-	-	2,248,135	
Airport	85	Terminal Apron Expansion	-	-	-	-	1,235,000	1,235,000	
Parks & Rec	45	Patricia T. Russell Park	400,000	-	-	-	-	400,000	
Public Wks	98/99	Bridge Repair/Replacement	93,918	12,522	519,680	-	137,826	9,188	
Public Wks	102/103	Lower Winchester Street Reconstruction	213,879	361,083	-	3,858,832	2,024,899	6,458,693	
		Total: Projects Funded with Grants	\$ 2,955,932	\$ 373,605	\$ 1,189,958	\$ 5,686,632	\$ 3,449,025	\$ 9,188	\$ 13,664,340
TOTAL CAPITAL PROGRAM			\$ 9,983,081	\$ 6,107,802	\$ 7,734,109	\$ 13,576,648	\$ 10,568,296	\$ 9,552,358	\$ 57,522,294

New Cash Requirement FY 22-27: Reconciliation

Uses of Cash	\$ 1,468,088	\$ 2,379,528	\$ 2,417,424	\$ 2,973,503	\$ 2,888,015	\$ 2,218,373	\$ 14,344,931
(Capital Reserve Appropriations plus Projects Funded with Current Revenues)							
Use of Retained Earnings/Project Balances	144,081	-	-	300,000	-	250,000	694,081
New Funds Needed	\$ 1,612,169	\$ 2,379,528	\$ 2,417,424	\$ 3,273,503	\$ 2,888,015	\$ 2,468,373	\$ 15,039,012

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Cost Center Detail by Fund/Dept/CC**

MAYOR & CITY COUNCIL

00081 - EMPLOYEE BENEFITS

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61304 - GENERAL PERSONNEL	5,191	176,301	143,290	130,000	215,545	0	215,545	215,545
61701 - HEALTH INSURANCE	14,524	22,325	38,666	42,079	56,467	0	56,467	56,467
61703 - RETIREMENT CONTRIBUTIONS	11,388	(6,429)	32,129	14,500	49,701	0	49,701	49,701
61704 - SOCIAL SECURITY	158	0	10,962	9,950	11,364	0	11,364	11,364
61705 - WORKERS COMPENSATION	67	0	759	800	2,595	0	2,595	2,595
61706 - UNEMPLOYMENT INSURANCE	0	0	7,313	7,313	7,313	0	7,313	7,313
61707 - LIFE INSURANCE	28,650	28,828	30,402	28,650	30,402	0	30,402	30,402
61708 - LT DISABILITY INSURANCE	39,709	39,781	41,985	40,400	41,985	0	41,985	41,985
61710 - SAFETY PROGRAM	1,061	1,340	4,200	3,562	4,200	0	4,200	4,200
61711 - WELLNESS PROGRAM	3,920	1,000	3,800	17,105	3,800	0	3,800	3,800
61715 - RETIREMENT BENEFITS	196,811	125,000	125,000	125,000	125,000	0	125,000	125,000
61000 - PERSONNEL SERVICES	301,479	388,147	438,506	419,359	548,372	0	548,372	548,372
62310 - SAFETY PROGRAM MAINT.	2,345	227	4,000	3,922	4,000	0	4,000	4,000
62437 - TUITION ASSISTANCE	16,530	22,824	30,711	28,624	30,711	0	30,711	30,711
62605 - PARKING SPACE RENTAL	45,188	48,240	48,240	48,240	48,240	0	48,240	48,240
62000 - OPERATING EXPENDITURES	64,064	71,291	82,951	80,786	82,951	0	82,951	82,951
00081 - EMPLOYEE BENEFITS	365,543	459,437	521,457	500,145	631,323	0	631,323	631,323
TOTAL	365,543	459,437	521,457	500,145	631,323	0	631,323	631,323

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Cost Center Detail by Fund/Dept/CC**

MAYOR & CITY COUNCIL

00082 - RISK MANAGEMENT

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62401 - GENERAL LIABILITY INS	277,689	243,159	250,551	250,085	263,079	0	263,079	263,079
62402 - AIRPORT LIABILITY INS	6,965	8,365	9,454	8,215	9,554	0	9,554	9,554
62000 - OPERATING EXPENDITURES	284,654	251,523	260,005	258,300	272,633	0	272,633	272,633
00082 - RISK MANAGEMENT	284,654	251,523	260,005	258,300	272,633	0	272,633	272,633
TOTAL	284,654	251,523	260,005	258,300	272,633	0	272,633	272,633

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.		

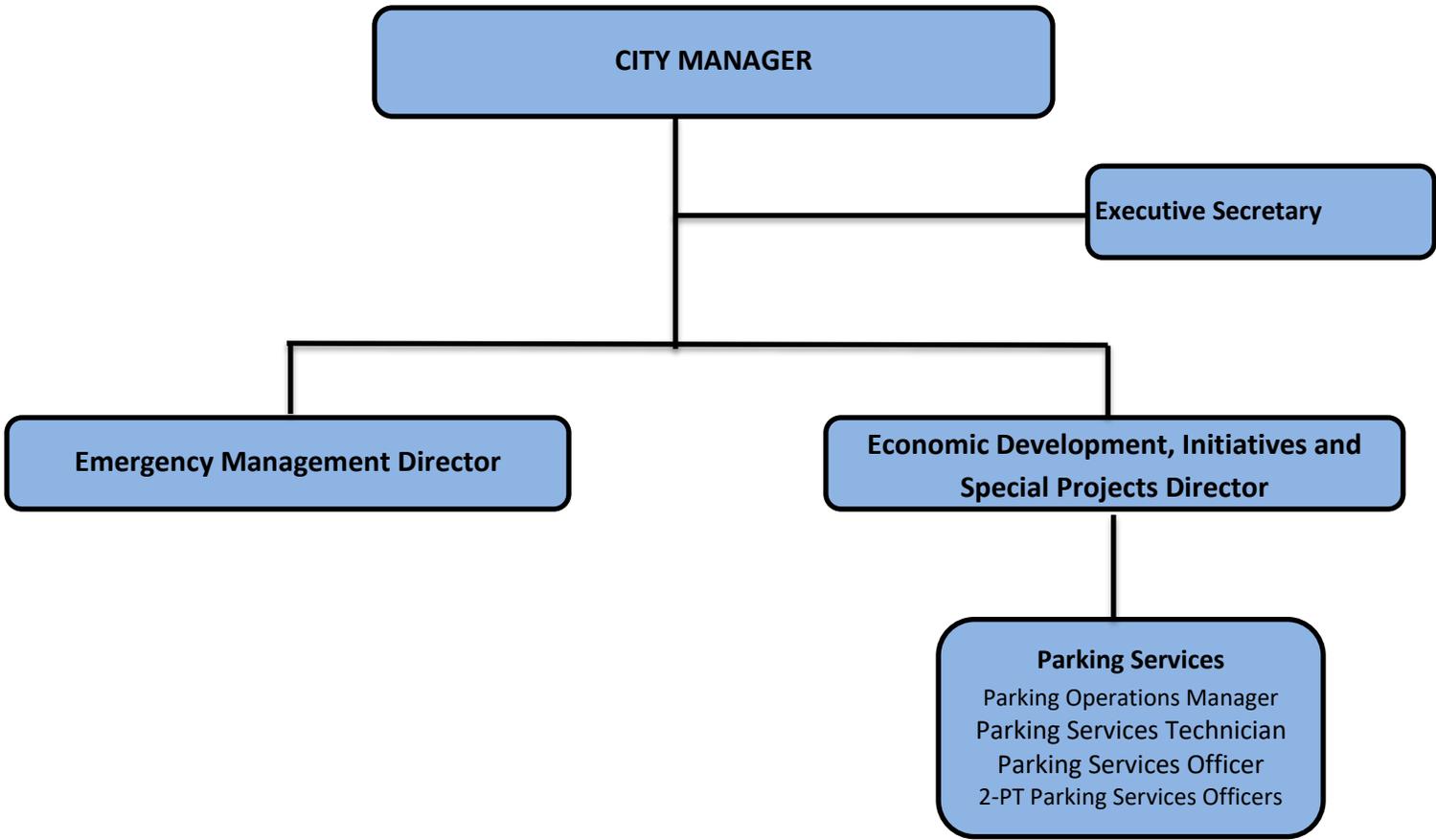
2022 Budget Priorities

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 communication, outreach and engagement with the City Council, employees, and citizens.
- Ensure organizational expectations are incorporated into daily work processes.
- Focus the service delivery of the City to the needs of the citizens.
- Foster economic growth and development of the City and its neighborhoods.

2022 Strategic Priorities

- Continue to strengthen the tie between the City Council goals and the city capital and operating budgets through the principals of strategic governance.
- Monitor the implementation of the Land Use Code and changes made to Community Development operations to improve effectiveness and efficiency of related processes.
- Utilize the Parking Manager position to foster relationships and communication with downtown businesses and assist with the facilitation of monthly events in the downtown.
- Implement elements of the 2021 Strategic Parking Plan, including trials of new equipment.
- Continue implementation of elements of the 2017 & 2019 economic development action plans.
- Implement new financial model for Water & Sewer services.
- Continue implementation of elements of the city's energy plan including a community power program.
- Facilitate the decision making process regarding building needs for Fire Station 2.
- Promote marketing and branding initiatives at both the city level and the regional level.
- Create more opportunities for remote civic participation and service availability.
- Utilize technology to increase efficiency. This includes furthering the implementation of a new financial software package to the city.
- Continue to work with our business partners to provide services and assistance, which allows for continued growth and sustainability.
- Collaborate with federal and state authorities to support both a continued effective pandemic response and recovery.
- Maximize use of grant and stimulus funding sources to minimize expense to the local taxpayer and encourage economic activity.



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

CITY MANAGER

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61203 - CITY MANAGER	150,685	162,715	163,650	165,811	167,740	0	167,740	167,740
61304 - GENERAL PERSONNEL	121,677	125,211	62,599	63,427	64,164	0	64,164	64,164
61305 - ADMINISTRATIVE PERSONNEL	60,398	62,394	62,144	62,962	63,702	0	63,702	63,702
61603 - CAR ALLOWANCE	3,600	3,600	3,600	3,600	3,600	0	3,600	3,600
61701 - HEALTH INSURANCE	37,388	40,302	30,772	30,536	31,121	0	31,121	31,121
61702 - DENTAL INSURANCE	2,646	2,756	2,452	2,433	2,453	0	2,453	2,453
61703 - RETIREMENT CONTRIBUTIONS	37,855	39,131	32,214	32,639	41,562	0	41,562	41,562
61704 - SOCIAL SECURITY	24,411	25,076	20,729	20,265	21,534	0	21,534	21,534
61705 - WORKERS COMPENSATION	529	556	405	411	425	0	425	425
61712 - DEPT HEAD RETIREMENT	4,520	4,881	4,910	4,975	5,032	0	5,032	5,032
61000 - PERSONNEL SERVICES	443,709	466,624	383,475	387,059	401,334	0	401,334	401,334
62205 - PC REPLACEMENT CHARGE	816	864	1,578	1,578	1,799	0	1,799	1,799
62435 - TRAINING	327	45	750	750	750	0	750	750
62436 - MEETINGS & DUES	4,211	4,939	6,156	6,156	6,156	0	6,156	6,156
62441 - MEETING EXPENSES	434	462	600	600	1,072	0	1,072	1,072
62510 - COMMUNICATIONS/PHONE	875	1,165	1,872	1,400	1,400	0	1,400	1,400
62701 - OFFICE SUPPLIES	1,271	642	600	600	600	0	600	600
62710 - POSTAGE	198	44	175	650	175	0	175	175
62715 - BOOKS & COLLECTIONS	346	100	400	400	400	0	400	400
62760 - OPERATING SUPPLIES	875	319	1,100	1,000	1,100	0	1,100	1,100
62000 - OPERATING EXPENDITURES	9,353	8,580	13,231	13,134	13,452	0	13,452	13,452
Department	453,062	475,203	396,706	400,193	414,786	0	414,786	414,786
TOTAL	453,062	475,203	396,706	400,193	414,786	0	414,786	414,786

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

CITY MANAGER

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00300 - CITY MANAGER	61203 - CITY MANAGER	150,685	162,715	163,650	165,811	167,740	0	167,740	167,740
	61305 - ADMINISTRATIVE PERSONNEL	60,398	62,394	62,144	62,962	63,702	0	63,702	63,702
	61603 - CAR ALLOWANCE	3,600	3,600	3,600	3,600	3,600	0	3,600	3,600
	61701 - HEALTH INSURANCE	18,694	20,190	20,515	20,357	21,248	0	21,248	21,248
	61702 - DENTAL INSURANCE	1,764	1,840	1,962	1,946	1,962	0	1,962	1,962
	61703 - RETIREMENT CONTRIBUTIONS	24,013	25,145	25,221	25,554	32,541	0	32,541	32,541
	61704 - SOCIAL SECURITY	15,188	15,664	15,940	15,496	16,626	0	16,626	16,626
	61705 - WORKERS COMPENSATION	336	357	317	322	333	0	333	333
	61712 - DEPT HEAD RETIREMENT	4,520	4,881	4,910	4,975	5,032	0	5,032	5,032
	61000 - PERSONNEL SERVICES	279,197	296,787	298,259	301,023	312,783	0	312,783	312,783
	62205 - PC REPLACEMENT CHARGE	204	108	479	479	537	0	537	537
	62435 - TRAINING	327	0	250	250	250	0	250	250
	62436 - MEETINGS & DUES	3,284	3,482	4,156	4,156	4,156	0	4,156	4,156
	62441 - MEETING EXPENSES	389	412	550	550	550	0	550	550
	62510 - COMMUNICATIONS/PHONE	875	1,078	1,200	1,200	1,200	0	1,200	1,200
	62701 - OFFICE SUPPLIES	1,271	642	600	600	600	0	600	600
	62710 - POSTAGE	131	44	125	600	125	0	125	125
	62715 - BOOKS & COLLECTIONS	307	100	350	350	350	0	350	350
	62000 - OPERATING EXPENDITURES	6,788	5,865	7,710	8,185	7,768	0	7,768	7,768
	00300 - CITY MANAGER	285,986	302,652	305,969	309,208	320,551	0	320,551	320,551
00310 - EMERGENCY OPERATIONS CTR	62205 - PC REPLACEMENT CHARGE	612	648	744	744	870	0	870	870
	62760 - OPERATING SUPPLIES	875	132	1,000	900	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	1,487	780	1,744	1,644	1,870	0	1,870	1,870
00310 - EMERGENCY OPERATIONS CTR	1,487	780	1,744	1,644	1,870	0	1,870	1,870	
00320 - ECONOMIC DEVELOP DIRECTOR	61304 - GENERAL PERSONNEL	121,677	125,211	62,599	63,427	64,164	0	64,164	64,164
	61701 - HEALTH INSURANCE	18,694	20,111	10,257	10,179	9,874	0	9,874	9,874
	61702 - DENTAL INSURANCE	882	916	490	487	491	0	491	491
	61703 - RETIREMENT CONTRIBUTIONS	13,842	13,986	6,993	7,085	9,022	0	9,022	9,022
	61704 - SOCIAL SECURITY	9,223	9,412	4,789	4,769	4,909	0	4,909	4,909
	61705 - WORKERS COMPENSATION	193	199	88	89	92	0	92	92
	61000 - PERSONNEL SERVICES	164,512	169,836	85,216	86,036	88,551	0	88,551	88,551
	62205 - PC REPLACEMENT CHARGE	0	108	355	355	392	0	392	392
	62435 - TRAINING	0	45	500	500	500	0	500	500
	62436 - MEETINGS & DUES	926	1,457	2,000	2,000	2,000	0	2,000	2,000
	62441 - MEETING EXPENSES	45	50	50	50	522	0	522	522
	62510 - COMMUNICATIONS/PHONE	0	87	672	200	200	0	200	200
	62710 - POSTAGE	67	0	50	50	50	0	50	50
	62715 - BOOKS & COLLECTIONS	39	0	50	50	50	0	50	50
	62760 - OPERATING SUPPLIES	0	187	100	100	100	0	100	100
62000 - OPERATING EXPENDITURES	1,078	1,935	3,777	3,305	3,814	0	3,814	3,814	
00320 - ECONOMIC DEVELOP DIRECTOR	165,590	171,771	88,993	89,341	92,365	0	92,365	92,365	
DEPARTMENT TOTAL	453,062	475,203	396,706	400,193	414,786	0	414,786	414,786	
TOTAL	453,062	475,203	396,706	400,193	414,786	0	414,786	414,786	

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.		

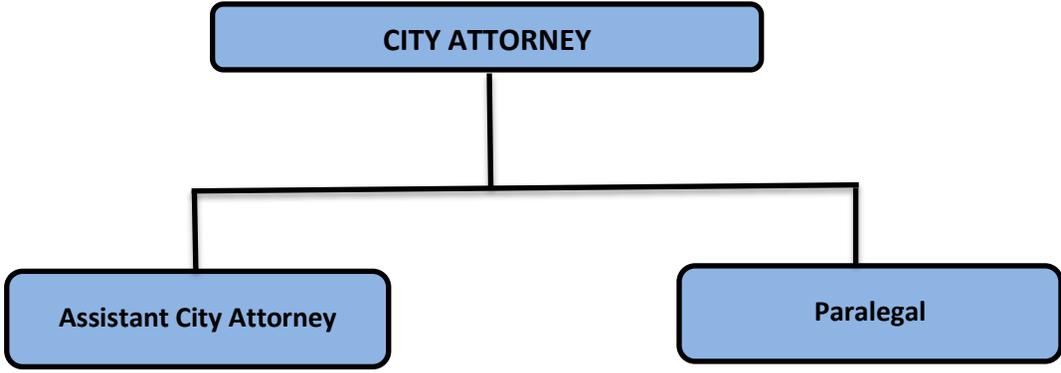
For FY22 the highest priority for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City’s officials, board and committee members relative 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.

The past fiscal year was challenging to say the least. Navigating the ever-evolving COVID-19 pandemic created unique challenges to ensure ongoing local government operations, while protecting the health and safety of the public. Over the past year, this office has worked closely with municipal officials and employees on interpreting and implementing the Governor’s Orders concerning the COVID-19 outbreak. It is expected that for the next fiscal year legal services will be needed in connection with the continuing effects of the pandemic.

In addition to COVID-19 related issues, including assistance with matters involving the presidential election, during the past fiscal year the City Attorney’s office provided legal services related to small cell wireless facilities, the National Pollutant Discharge Elimination System (NPDES) permit renewal, various land matters at the Dillant-Hopkins Airport, and the Winchester Street Development Project. These matters are ongoing and will require legal services in FY22. 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 is also assisting in the review and update of the Land Development Code, which requires extensive involvement in the planning, review, and implementation process. Legal support is provided to the City’s various departments, including handling matters involving enforcement of the City Code. The City Attorney’s office is heavily involved in the understanding of and response to numerous requests for governmental records in accordance with NH RSA 91-A. The City Attorney also continues to work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

The 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 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
To assist the City's municipal officers, department heads, boards and commissions in understanding and complying with applicable statutes, ordinances, and regulations.			Municipal Governance & Fin Stability	
To engage in litigation only when necessary to bring a disputed matter to an efficient conclusion and at a minimum cost to the taxpayer in a manner that is consistent with the best interests of the City.			Municipal Governance & Fin Stability	
To work with the City Council and City Manager to identify and pursue projects that contribute to the economic development and vitality of the City of Keene.			Municipal Governance & Fin Stability	4
To assist in the revision of the City's Land Development Code and advise on the impact of proposed revisions to economic development.			Municipal Governance & Fin Stability	4
To provide legal services in connection with the Winchester Street Redevelopment Project, as well as matters related to small wireless facilities within the City of Keene.			Municipal Governance & Fin Stability	4
To collaborate with City staff in providing training for employees geared toward risk analysis and liability exposure.			Municipal Governance & Fin Stability	
Continue to provide training to the volunteers on the City's boards and commissions with regard to respective board regulations, Rules of Procedure, and the Right-to-Know Law.			Municipal Governance & Fin Stability	
To assist the City Manager and City departments in accomplishing the goals of the City Council.			Municipal Governance & Fin Stability	1-8
METRICS:		FY20	FY21	FY22
<i>Not Applicable</i>				



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

CITY ATTORNEY

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61201 - CITY ATTORNEY	132,490	136,873	136,324	139,731	139,731	0	139,731	139,731
61304 - GENERAL PERSONNEL	0	0	0	0	0	65,900	65,900	65,900
61305 - ADMINISTRATIVE PERSONNEL	60,398	62,394	62,144	63,702	63,702	0	63,702	63,702
61701 - HEALTH INSURANCE	28,119	30,365	30,877	30,737	29,725	16,457	46,182	46,182
61702 - DENTAL INSURANCE	1,374	1,433	1,526	1,526	1,526	818	2,344	2,344
61703 - RETIREMENT CONTRIBUTIONS	21,943	22,258	22,169	28,603	28,603	9,266	37,869	37,869
61704 - SOCIAL SECURITY	14,624	15,125	15,183	15,563	15,563	5,041	20,604	20,604
61705 - WORKERS COMPENSATION	322	333	313	0	343	118	461	461
61000 - PERSONNEL SERVICES	259,271	268,780	268,536	279,862	279,194	97,600	376,794	376,794
62160 - COURT & HEARING EXP	650	7,745	2,000	2,000	2,000	0	2,000	2,000
62161 - LEGAL SERVICES	25,214	16,743	70,000	35,000	35,000	0	35,000	35,000
62205 - PC REPLACEMENT CHARGE	798	600	616	616	637	0	637	637
62435 - TRAINING	726	471	1,500	1,500	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	990	713	1,000	1,000	1,000	0	1,000	1,000
62510 - COMMUNICATIONS/PHONE	387	358	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	2,052	379	350	350	350	0	350	350
62710 - POSTAGE	235	131	300	300	300	0	300	300
62715 - BOOKS & COLLECTIONS	9,147	3,938	4,000	4,000	4,000	0	4,000	4,000
62000 - OPERATING EXPENDITURES	40,200	31,079	80,266	45,266	45,287	0	45,287	45,287
Department	299,471	299,859	348,802	325,128	324,481	97,600	422,081	422,081
TOTAL	299,471	299,859	348,802	325,128	324,481	97,600	422,081	422,081

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 22, the City Clerk's Office identified three major statutory obligations:

- Conduct a Municipal Primary and a Municipal General election;
- Redistrict the City's five ward lines to equalize the populations based upon the 2020 census;
- Facilitate hybrid Zoom and face-to-face meetings for the City Council and Standing Committees.

As part of our continued efforts at improving the audio, visual and presentation effectiveness of the Council Chambers, COVID 19 presented a challenge. We can all recall that very first meeting at which we were trying our best to have our mics muted and unmuted while attempting to conduct a roll call vote. Since then, everyone has become an expert at Zoom. Since going remote, we utilized a portion of the GOEFFER grant from the State to upgrade the robotic analog cameras to digital, upgraded the microphones to wireless and upgraded the control room used by Cheshire TV for broadcasting our public meetings. City Councilors are anxious to meet face-to-face while allowing those that are at risk to remain online. We are working with the IT Department to identify the various technical challenges with these hybrid meetings as well as the Emergency Management team in identifying any protocols that will need to be put into place. There are also several pending pieces of legislation dealing with hybrid public meetings that are being monitored for their impact on any solution.

For FY 21, the State Primary and Presidential Elections were held. Many statutory changes were instituted to recognize the COVID 19 pandemic. We were able to secure \$79,230 in grants that allowed us to minimize exposure to the virus for voters who chose to vote in person. These funds were utilized for additional staffing, PPEs, sneeze guards, mobile ballot boxes, and additional Accuvote tabulation machines to accommodate the increased absentee ballot activity. In addition, we acquired enclosed utility trailers to house and safely transport the ever-growing supplies and fixtures that support our elections. For the Presidential Election, 8,486 voters participated in person and 4,638 voters cast absentee ballots.

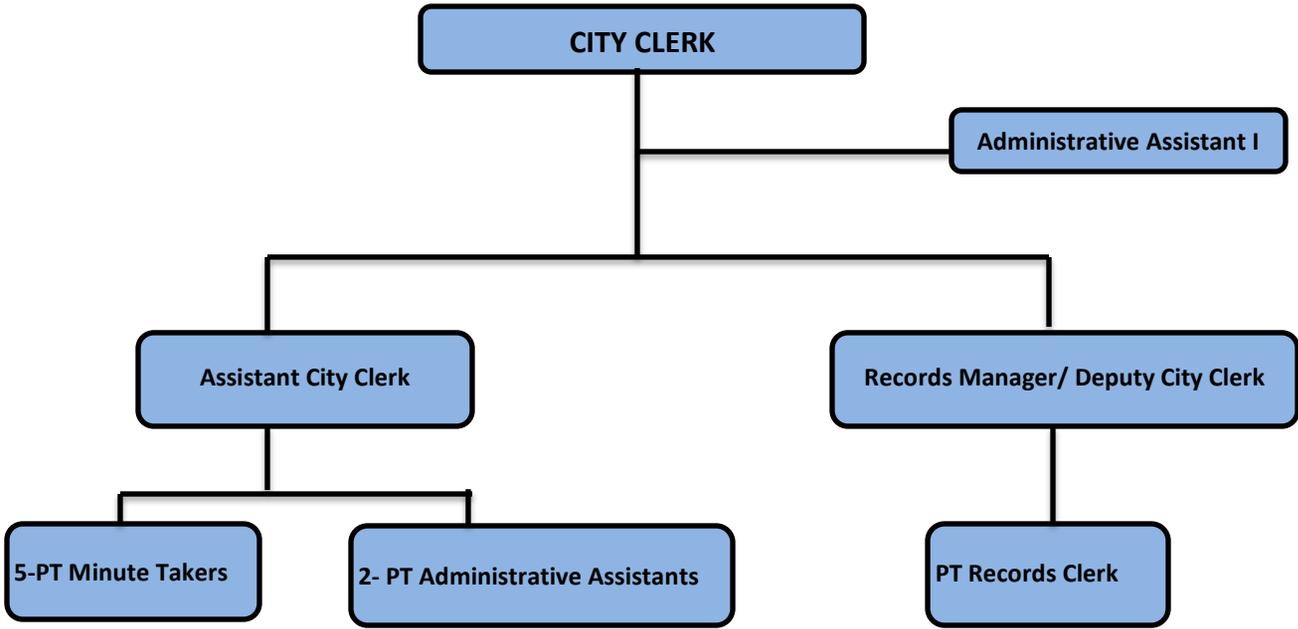
Although we had anticipated completion of the redistricting effort through this current fiscal year, the US Census data will not be released by April 1. We anticipate that the bulk of this statutory obligation will occur in the upcoming budget and we will be asking that funds earmarked for this activity be brought forward to the next fiscal budget.

Background

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

The City Clerk's Office operates an off-site records center and archive for municipal records as well as contracted outside clients. The office is responsible for the creation and filing of all public minutes. It works closely with the City Attorney in responding to right-to-know requests. Additional responsibilities include recording vital records for citizens, and issuing various types of licenses. Finally, the office is responsible for the codification of all adopted ordinances and recording of all official documents of the City.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally		Leadership		
Conduct local, state, and federal elections to ensure compliance with statutory requirements		Leadership		
Manage paper-based and electronic records to ensure compliance with statutory requirements		Leadership		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Conduct Municipal Primary and Municipal General Election for the offices of Mayor, Council and Election Officials		RSA 652	Municipal Governance & Fin Stability	
Redistrict ward lines to ensure equalization of populations between wards		RSA 662	Municipal Governance & Fin Stability	
Facilitate hybrid Council and Standing Committee meetings for both online and face-to-face meetings		RSA 91-A:2	Municipal Governance & Fin Stability	7
Conduct a needs assessment and develop an RFP for technology to assist in the Right-to-Know process			Municipal Governance & Fin Stability	7
Secure a software solution for board member/minutes management providing analytics on board diversity and a citizen portal for those interested in volunteering			Municipal Governance & Fin Stability	7
Collaborate with stakeholders to envision how the existing non-profit sign stanchions are utilized and provide the opportunity to promote community assets			Municipal Governance & Fin Stability	4
METRICS:		FY20	FY21	FY22
Dog licenses issued		2,779	2,350	2,800
Dog owners with unlicensed dogs on warrant		473	603	300
Vital records issued		5,693	4,603	4,400
Municipal records boxes in custody		5,248	5,384	5,450
Municipal records boxes retrieved and re-filed		857	750	800
Municipal record boxes purged		260	305	325
Right-to-Know requests received/ No. of responsive pages/Hrs. spent processing		120/1,850/128	121/700/90	162/1,400/180



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
CITY CLERK	42110 - CLERK - STATE	33,865	32,309	35,700	26,432	30,000	30,000
	42115 - CLERK - CITY	10,647	7,097	9,500	2,850	8,592	8,592
	42120 - DOGS	12,598	11,277	11,600	8,700	9,280	9,280
	42306 - MISC FEES & CHARGES	10,235	11,364	8,700	9,500	9,500	9,500
	42000 - LICENSES/PERMITS/FEES	67,345	62,047	65,500	47,482	57,372	57,372
	44109 - DIRECT REIMBURSEMENT	134	306	0	203	0	0
	44135 - RECORDS CENTER CHARGES	23,134	24,546	25,737	23,944	24,622	24,622
	44000 - CHARGES FOR SERVICES	23,268	24,852	25,737	24,147	24,622	24,622
	46411 - INGERSOLL COLLECTION	456	0	0	0	0	0
	46000 - MISCELLANEOUS	456	0	0	0	0	0
	TOTAL	91,069	86,898	91,237	71,629	81,994	81,994

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

CITY CLERK

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61202 - CITY CLERK	107,027	110,568	110,125	110,125	112,877	0	112,877	112,877
61302 - ASST DEPARTMENT HEAD	78,654	81,254	80,928	80,928	82,957	0	82,957	82,957
61305 - ADMINISTRATIVE PERSONNEL	116,069	121,148	121,906	121,906	124,704	0	124,704	124,704
61307 - PART TIME EMPLOYEES	69,218	69,403	97,484	95,288	83,103	0	83,103	83,103
61701 - HEALTH INSURANCE	87,679	94,370	96,162	96,162	92,918	0	92,918	92,918
61702 - DENTAL INSURANCE	4,906	5,105	5,418	5,418	5,418	0	5,418	5,418
61703 - RETIREMENT CONTRIBUTIONS	34,327	34,958	34,958	34,958	45,068	0	45,068	45,068
61704 - SOCIAL SECURITY	28,200	29,090	31,398	30,686	30,877	0	30,877	30,877
61705 - WORKERS COMPENSATION	589	607	576	569	579	0	579	579
61901 - RECRUITMENT	250	0	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	526,919	546,502	578,955	576,040	578,502	0	578,502	578,502
62107 - ELECTIONS	12,521	19,040	16,910	0	13,460	0	13,460	13,460
62205 - PC REPLACEMENT CHARGE	2,502	1,906	2,139	2,139	2,005	0	2,005	2,005
62206 - PW FLEET CHARGE	15,754	15,965	16,562	16,562	16,850	0	16,850	16,850
62301 - OFFICE EQUIPMENT MAINT.	3,507	2,948	2,700	2,700	2,700	1,800	4,500	4,500
62404 - PROPERTY INSURANCE	414	414	414	414	435	0	435	435
62416 - PRINTING	3,192	6,967	3,700	3,700	3,700	2,000	5,700	5,700
62425 - ADVERTISING	616	926	840	840	1,000	0	1,000	1,000
62435 - TRAINING	4,116	4,925	4,034	2,400	3,863	0	3,863	3,863
62436 - MEETINGS & DUES	808	595	1,390	1,390	1,390	0	1,390	1,390
62450 - POLLING STATIONS SET UP	1,612	4,992	1,720	1,720	1,720	0	1,720	1,720
62498 - USE OF TRUST FUNDS	456	0	200	200	200	0	200	200
62510 - COMMUNICATIONS/PHONE	1,828	2,582	2,610	2,450	2,610	0	2,610	2,610
62606 - OTHER RENTALS	1,668	1,665	1,500	1,500	1,500	0	1,500	1,500
62701 - OFFICE SUPPLIES	3,102	5,550	2,772	2,745	2,172	0	2,172	2,172
62710 - POSTAGE	1,676	2,914	7,246	7,246	3,269	0	3,269	3,269
62715 - BOOKS & COLLECTIONS	292	416	500	480	500	0	500	500
62740 - OTHER MAINT. SUPPLIES	1,490	400	1,000	1,000	1,000	0	1,000	1,000
62755 - UNIFORMS	0	83	250	245	250	0	250	250
62760 - OPERATING SUPPLIES	2,153	3,018	3,550	3,550	3,550	0	3,550	3,550
62761 - SOFTWARE	4,250	6,250	10,125	10,033	200	0	200	200
62762 - LICENSES & PERMITS	563	500	700	0	800	0	800	800
63409 - EQUIPMENT ACQUISITION	0	0	0	0	0	1,500	1,500	1,500
62000 - OPERATING EXPENDITURES	62,519	82,056	80,862	61,314	63,174	5,300	68,474	68,474
Department	589,438	628,558	659,817	637,354	641,676	5,300	646,976	646,976
TOTAL	589,438	628,558	659,817	637,354	641,676	5,300	646,976	646,976

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

CITY CLERK

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00200 - CITY CLERK	61202 - CITY CLERK	107,027	110,568	110,125	110,125	112,877	0	112,877	112,877
	61305 - ADMINISTRATIVE PERSONNEL	116,069	121,148	121,906	121,906	124,704	0	124,704	124,704
	61307 - PART TIME EMPLOYEES	45,887	44,707	49,645	49,645	51,727	0	51,727	51,727
	61701 - HEALTH INSURANCE	62,481	67,152	68,498	68,498	66,206	0	66,206	66,206
	61702 - DENTAL INSURANCE	3,335	3,472	3,690	3,690	3,690	0	3,690	3,690
	61703 - RETIREMENT CONTRIBUTIONS	25,379	25,883	25,918	25,918	33,404	0	33,404	33,404
	61704 - SOCIAL SECURITY	20,414	21,006	21,548	21,548	22,132	0	22,132	22,132
	61705 - WORKERS COMPENSATION	427	439	395	395	416	0	416	416
	61901 - RECRUITMENT	250	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	381,269	394,376	401,726	401,726	415,157	0	415,157	415,157
	62205 - PC REPLACEMENT CHARGE	1,889	1,377	1,435	1,435	1,349	0	1,349	1,349
	62425 - ADVERTISING	171	84	280	280	300	0	300	300
	62435 - TRAINING	1,219	1,431	1,634	0	1,613	0	1,613	1,613
	62436 - MEETINGS & DUES	608	395	825	825	825	0	825	825
	62498 - USE OF TRUST FUNDS	456	0	200	200	200	0	200	200
	62510 - COMMUNICATIONS/PHONE	1,314	1,365	1,710	1,700	1,710	0	1,710	1,710
	62701 - OFFICE SUPPLIES	2,022	1,155	1,622	1,600	1,622	0	1,622	1,622
	62710 - POSTAGE	1,042	1,638	1,700	1,700	1,723	0	1,723	1,723
	62715 - BOOKS & COLLECTIONS	292	384	400	380	400	0	400	400
	62761 - SOFTWARE	4,250	6,250	10,125	10,033	200	0	200	200
	62762 - LICENSES & PERMITS	563	500	700	0	800	0	800	800
62000 - OPERATING EXPENDITURES	13,826	14,580	20,631	18,153	10,742	0	10,742	10,742	
00200 - CITY CLERK		395,095	408,955	422,357	419,880	425,899	0	425,899	425,899
00201 - CITY CLERK ELECTIONS	61307 - PART TIME EMPLOYEES	8,239	12,652	15,196	13,000	10,496	0	10,496	10,496
	61704 - SOCIAL SECURITY	630	968	1,162	450	802	0	802	802
	61705 - WORKERS COMPENSATION	13	20	21	14	14	0	14	14
	61000 - PERSONNEL SERVICES	8,883	13,639	16,379	13,464	11,312	0	11,312	11,312
	62107 - ELECTIONS	12,521	19,040	16,910	0	13,460	0	13,460	13,460
	62205 - PC REPLACEMENT CHARGE	204	108	248	248	290	0	290	290
	62301 - OFFICE EQUIPMENT MAINT.	3,507	2,948	2,700	2,700	2,700	1,800	4,500	4,500
	62416 - PRINTING	3,192	6,967	3,700	3,700	3,700	2,000	5,700	5,700
	62425 - ADVERTISING	445	842	560	560	700	0	700	700
	62450 - POLLING STATIONS SET UP	1,612	4,992	1,720	1,720	1,720	0	1,720	1,720
	62606 - OTHER RENTALS	1,668	1,665	1,500	1,500	1,500	0	1,500	1,500
	62701 - OFFICE SUPPLIES	775	4,395	970	970	370	0	370	370
	62710 - POSTAGE	635	1,275	5,546	5,546	1,546	0	1,546	1,546
	62760 - OPERATING SUPPLIES	298	0	0	0	0	0	0	0
	63409 - EQUIPMENT ACQUISITION	0	0	0	0	0	1,500	1,500	1,500
	62000 - OPERATING EXPENDITURES	24,855	42,231	33,854	16,944	25,986	5,300	31,286	31,286
00201 - CITY CLERK ELECTIONS		33,737	55,871	50,233	30,408	37,298	5,300	42,598	42,598
00202 - CITY CLERK ARCHIVES	61302 - ASST DEPARTMENT HEAD	70,789	73,128	72,835	72,835	74,661	0	74,661	74,661
	61701 - HEALTH INSURANCE	22,678	24,496	24,898	24,898	24,040	0	24,040	24,040
	61702 - DENTAL INSURANCE	1,414	1,469	1,555	1,555	1,555	0	1,555	1,555
	61703 - RETIREMENT CONTRIBUTIONS	8,053	8,168	8,136	8,136	10,497	0	10,497	10,497

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00202 - CITY CLERK ARCHIVES	61704 - SOCIAL SECURITY	5,402	5,575	5,572	5,572	5,712	0	5,712	5,712
	61705 - WORKERS COMPENSATION	112	116	102	102	107	0	107	107
	61000 - PERSONNEL SERVICES	108,448	112,952	113,098	113,098	116,573	0	116,573	116,573
	62404 - PROPERTY INSURANCE	414	414	414	414	435	0	435	435
	62435 - TRAINING	2,897	3,494	2,400	2,400	2,250	0	2,250	2,250
	62436 - MEETINGS & DUES	200	200	565	565	565	0	565	565
	62701 - OFFICE SUPPLIES	255	0	100	100	100	0	100	100
	62715 - BOOKS & COLLECTIONS	0	32	100	100	100	0	100	100
	62740 - OTHER MAINT. SUPPLIES	1,490	400	1,000	1,000	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	830	2,206	2,400	2,400	2,400	0	2,400	2,400
	62000 - OPERATING EXPENDITURES	6,085	6,746	6,979	6,979	6,850	0	6,850	6,850
00202 - CITY CLERK ARCHIVES	114,533	119,698	120,077	120,077	123,423	0	123,423	123,423	
00204 - CLERK RECORDS STORAGE	61302 - ASST DEPARTMENT HEAD	7,866	8,126	8,093	8,093	8,296	0	8,296	8,296
	61307 - PART TIME EMPLOYEES	15,092	12,044	32,642	32,642	20,880	0	20,880	20,880
	61701 - HEALTH INSURANCE	2,520	2,722	2,766	2,766	2,671	0	2,671	2,671
	61702 - DENTAL INSURANCE	157	163	173	173	173	0	173	173
	61703 - RETIREMENT CONTRIBUTIONS	895	908	904	904	1,166	0	1,166	1,166
	61704 - SOCIAL SECURITY	1,755	1,541	3,116	3,116	2,232	0	2,232	2,232
	61705 - WORKERS COMPENSATION	37	32	57	57	42	0	42	42
	61000 - PERSONNEL SERVICES	28,320	25,535	47,752	47,752	35,460	0	35,460	35,460
	62205 - PC REPLACEMENT CHARGE	409	421	456	456	366	0	366	366
	62206 - PW FLEET CHARGE	15,754	15,965	16,562	16,562	16,850	0	16,850	16,850
	62510 - COMMUNICATIONS/PHONE	513	1,217	900	750	900	0	900	900
	62701 - OFFICE SUPPLIES	51	0	80	75	80	0	80	80
	62755 - UNIFORMS	0	83	250	245	250	0	250	250
	62760 - OPERATING SUPPLIES	1,026	812	1,150	1,150	1,150	0	1,150	1,150
	62000 - OPERATING EXPENDITURES	17,753	18,499	19,398	19,238	19,596	0	19,596	19,596
00204 - CLERK RECORDS STORAGE	46,073	44,034	67,150	66,990	55,056	0	55,056	55,056	
DEPARTMENT TOTAL	589,438	628,558	659,817	637,354	641,676	5,300	646,976	646,976	
TOTAL	589,438	628,558	659,817	637,354	641,676	5,300	646,976	646,976	

This Page Left Blank Intentionally

Administrative Services

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

Department Heads

Daniel Langille	City Assessor
Merri Howe	Finance Director
Elizabeth Fox	Assistant City Manager/Human Resources Director
Rebecca Landry	Assistant City Manager/IT Director

DEPARTMENT	COST CENTER	PAGE
Assessment	00400	62-66
Finance <ul style="list-style-type: none"> • Finance • Human Services 	00600 – 00603 01000 - 01002	67-79
Human Resources	00500	80-83
Information Technology	00700-00701	84-90

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

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

In FY22 the Department will be finalizing the revaluation of all real estate in the City. A revaluation is required under RSA 75:8-a once every five years and 2016 was the last time this was done. Steps to be completed include a market analysis, applying valuation models and adjustments to all properties, holding public hearings, and certifying final values. The Department will continue to work with both contractors and the New Hampshire Department of Revenue to ensure that the project is completed in accordance with state laws and assessing standards. The revaluation will be finalized in the fall of 2021.

During FY21 the Department began the initial phases of the revaluation. Initial steps included collecting and analyzing market data, verifying and updating existing property records, and working with our contractors to ensure a smooth project. Additionally, the Department reviewed all the property exemptions and credits before the City Council and made adjustments as required.

Background

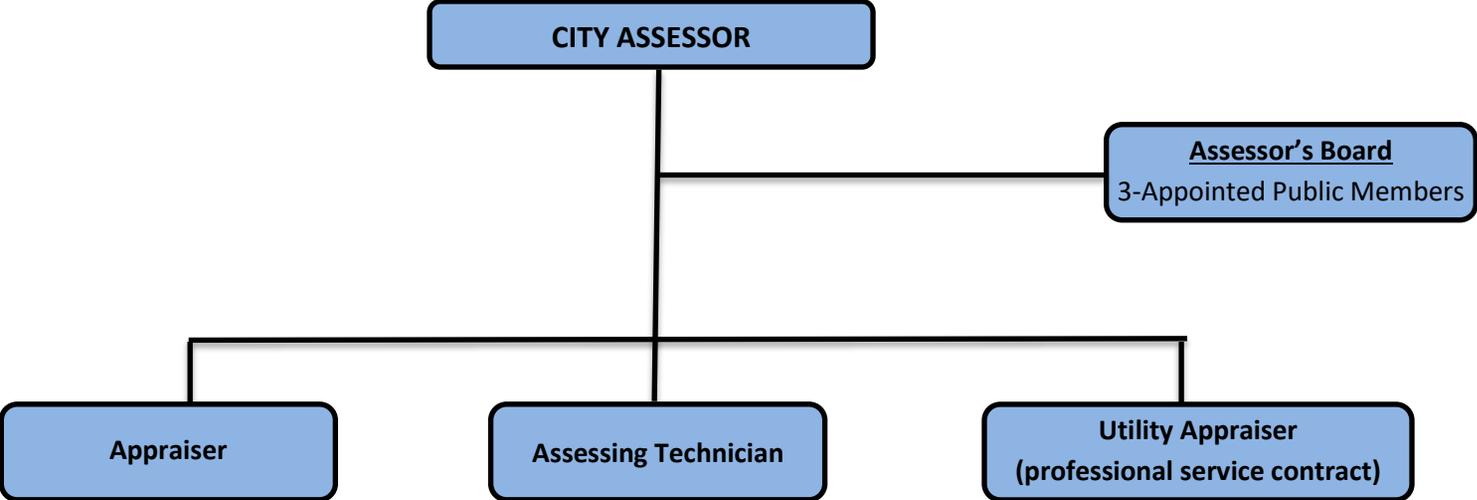
The Department of Assessment ensures the fair and equitable taxation of all property within the City. Additionally, we make a concerted effort to both educate and provide valuable property information to the public. These objectives are accomplished through the following:

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

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

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

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP	
Annually analyze the real estate market to ensure equity and fairness in the valuation of real property. This process includes inspecting, listing, and valuing real estate due to building permits, changes in use from rezoning or other actions, monitoring market trends, and uniformly applying those indicators.	Municipal Governance & Fin Stability		
Provide excellent customer service through the following: Offer education and transparency regarding the property valuation process, meet with property owners to review exemption and credit options, provide property information to residents, other City Departments, real estate professionals, appraisers, speculative buyers and/or sellers as well as any other member of the public.	Municipal Governance & Fin Stability		
Meet the Assessing Standards Board standards on data quality and statistics which may include a re-inspection program, requalification of credits and exemptions, and other performance measures. This includes certification every 5 years, making values anew every 5 years, writing applicable Uniform Standards of Professional Appraisal Practice compliance reports, and meeting required professional certification/ designations.	Municipal Governance & Fin Stability		
FISCAL YEAR 2021/2022 OBJECTIVES:	STATUTE	CMP	CC GOAL
Appraise real property in accordance with State law	RSA 75:1 & 75:8	Municipal Governance & Fin Stability	N/A
Meet the Standards for Assessing Standards Board (ASB) Certification	RSA 21-J:11-a	Municipal Governance & Fin Stability	N/A
Utilize technology for effective, efficient, and transparent assessing practices		Municipal Governance & Fin Stability	N/A
METRICS:	FY19	FY20	FY21
Equalization ratio (expresses relationship between assessment and market; Assessing Standards Board standard is between 90% and 110%)	96.6	95.0	89.2
Total Taxable Assessed Value used for General Fund	\$1.827 billion	\$1.815 billion	\$1.885 billion
Total Taxable Assessed Value retained for TIF Funding	\$46 million	\$42 million	\$36 million
PILOT Agreement Revenue	\$443,000	\$1,101,250	\$1,108,100



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
ASSESSMENT	41105 - NET PROPERTY TAX	24,864,983	26,412,989	26,069,544	26,200,000	27,060,542	27,045,542
	41110 - IN LIEU OF TAX	443,461	1,107,500	1,108,100	1,101,000	1,125,000	1,125,000
	41115 - TIMBER YIELD TAX	5,660	5,829	6,000	10,000	6,000	6,000
	41120 - LAND USE CHANGE TAX	0	0	0	1,200	0	0
	41125 - TAX INCREMENT FINANCING	725,732	742,970	790,613	807,331	840,892	840,892
	41000 - TAXES	26,039,836	28,269,288	27,974,257	28,119,531	29,032,434	29,017,434
	44109 - DIRECT REIMBURSEMENT	0	0	0	35	0	0
	44000 - CHARGES FOR SERVICES	0	0	0	35	0	0
	47305 - COPIES	276	196	100	85	30	30
	46000 - MISCELLANEOUS	276	196	100	85	30	30
	TOTAL	26,040,113	28,269,484	27,974,357	28,119,651	29,032,464	29,017,464

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

ASSESSMENT

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	109,703	115,551	115,088	116,618	117,974	0	117,974	117,974
61304 - GENERAL PERSONNEL	75,267	77,754	77,443	78,472	79,384	23,988	103,372	103,372
61305 - ADMINISTRATIVE PERSONNEL	110,344	113,994	116,376	97,679	118,703	(41,190)	77,513	77,513
61701 - HEALTH INSURANCE	81,070	86,896	88,817	78,365	85,954	(9,874)	76,080	76,080
61702 - DENTAL INSURANCE	4,217	4,392	4,672	4,160	4,672	(491)	4,181	4,181
61703 - RETIREMENT CONTRIBUTIONS	33,529	34,325	34,505	32,702	44,438	(2,418)	42,020	42,020
61704 - SOCIAL SECURITY	22,281	23,122	23,631	21,922	24,179	(1,316)	22,863	22,863
61705 - WORKERS COMPENSATION	6,495	6,782	6,343	6,396	6,841	(581)	6,260	6,260
61901 - RECRUITMENT	0	109	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	442,906	462,926	466,875	436,313	482,145	(31,882)	450,263	450,263
62125 - APPRAISAL SERVICES	13,100	12,800	12,800	12,800	12,800	0	12,800	12,800
62175 - OTHER SERVICES	0	0	250	300	250	0	250	250
62205 - PC REPLACEMENT CHARGE	2,919	2,961	3,076	3,076	3,204	0	3,204	3,204
62206 - PW FLEET CHARGE	7,289	7,613	7,843	7,843	8,103	0	8,103	8,103
62301 - OFFICE EQUIPMENT MAINT.	0	0	200	200	200	0	200	200
62307 - COMPUTER SYS MAINTENANCE	0	0	0	0	400	0	400	400
62320 - MAPPING / GIS MAINTENANCE	8,800	8,800	8,800	9,550	9,550	0	9,550	9,550
62435 - TRAINING	2,450	742	2,200	1,200	2,200	1,300	3,500	3,500
62436 - MEETINGS & DUES	1,066	1,007	1,600	1,400	1,600	0	1,600	1,600
62510 - COMMUNICATIONS/PHONE	768	749	760	900	910	0	910	910
62701 - OFFICE SUPPLIES	281	1,286	1,000	1,000	1,000	0	1,000	1,000
62710 - POSTAGE	643	411	900	900	900	0	900	900
62715 - BOOKS & COLLECTIONS	803	885	845	845	845	0	845	845
62000 - OPERATING EXPENDITURES	38,118	37,254	40,274	40,014	41,962	1,300	43,262	43,262
Department	481,024	500,180	507,149	476,327	524,107	(30,582)	493,525	493,525
TOTAL	481,024	500,180	507,149	476,327	524,107	(30,582)	493,525	493,525

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 22 initiatives will include:

- Research and evaluation of new property tax and utility billing software and implementation and assessing the need of including financial software simultaneously;
- Support the City’s mission in the most environmentally friendly possible ways in accordance with its policies and procedures;
- Continued emphasis on financial planning and communication of financial information to City elected officials, the public, and City staff.

In general terms, for FY 22 and beyond, the Department will continue to efficiently and accurately perform the business functions of the City, monitoring fiscal trends and legislative and regulatory activity that could impact the City’s operations and fiscal condition. While working to fulfill the primary services and responsibilities of the Department, staff will explore opportunities to use technology to improve performance and investigate succession planning and training that will further advance the Department’s mission and efforts to maintain compliance with best-practice standards.

During FY 21 the Finance Department received notification that the City of Keene was the recipient—for the second year in a row—of the Certificate of Achievement for Excellence in Financial Reporting relating to the June 30, 2019 financial statements. The Department also continued to maintain the use of P-Card purchases to an average of over \$300,000 that resulted in a rebate of \$30,148.98.

As with all departments within the City, the Finance Department was impacted by the COVID-19 pandemic requiring the implementation of changes to adapt to employee and public safety protocols. Transitioning from conducting business in-person to virtual became a priority and a great deal of time and attention was focused on administering numerous COVID-19 grants to help offset the financial burden created by the pandemic.

Background

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

A. Finance/Accounting/Treasurer: 8 FTE

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

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

B. Purchasing : 2 FTE

- Ensure that City acquisition of goods and services are conducted as arm's length transactions ethically and in accordance with established ordinances, resolutions, and guidelines;
- Establish and maintain procedures and practices to maximize the City's purchasing power;
- Establish and maintain procedures to ensure that purchases comply with state or federal purchasing guidelines when using grant or contract dollars;
- Support staff in identifying, preparing, and implementing programs, and projects' components to address environmental and climate change issues including the promotion of activities and investments in sectors that will reduce risks, minimize costs of recovery from intense storms, and enable climate change mitigation and/or adaptation.

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

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

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Perform, manage, and oversee all standard business functions for the entire City organization		Municipal Governance & Fin Stability		
Perform short and long term financial analysis and planning		Municipal Governance & Fin Stability		
Prepare and implement operating and capital budgets in conformance with policies and plans adopted by the City Council		Municipal Governance & Fin Stability		
Promote and coordinate the integration of environmental friendly processes and services to make the City perform more efficiently while promoting sustainable, environmental, and social improvements.		Municipal Governance & Fin Stability		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Present financial data in formats that are informative and user friendly			Municipal Governance & Fin Stability	1
Evaluate and implement new property tax and utility billing software and possible financial software			Municipal Governance & Fin Stability	1
Evaluate and implement tools to simplify services electronically			Municipal Governance & Fin Stability	3
Streamline purchasing and contract services processes			Municipal Governance & Fin Stability	1
Enhance the use of Public Purchase, Public Contracts, and Public Vendors			Municipal Governance & Fin Stability	1
Support strategies and plans that continuously improve the City of Keene's sustainability performance			Municipal Governance & Fin Stability	5
METRICS:		FY20	FY21	FY22
Number of bids, RFP's & contracts issued		250	200	200
P-Card - combined purchase volume (dollars)		\$ 4,449,587	\$ 3,981,499	\$ 4,500,000
P-Card - rebate payment amount (dollars)		\$ 32,129	\$ 30,149	\$ 33,000
Property tax & utility bills issued		41,550	41,550	41,550
Motor vehicle transactions		21,100	21,269	21,300
Parcels going to tax lien		264	271	275
Liens as % of warrant (Tax Year 2018, 2019 and 2020)		1.87%	1.79%	1.83%

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.

FY 22 Initiatives will include:

- Increase advocacy and partnership of area services to meet customer needs and provide more directed case management to help clients return to a state of financial self-sufficiency. This includes assisting clients with completing applications and necessary paperwork to receive assistance that they are eligible for outside of City assistance;
- Increase work with the area homeless shelter to assist shelter guests with finding affordable housing and returning to a state of self-sufficiency;
- Basic Budgeting Classes via Zoom and one-on-one budget counseling;
- Job Readiness Classes via Zoom and one-on-one employment counseling.

In FY 22 and beyond, Human Services will continue to efficiently and accurately perform the administration of General Assistance, and monitor legislative and regulatory activity that could impact our division. Human Services will continue to fulfill primary services, seek to assist in the current climate of Covid-19, and assist clients of Human Services and through partnerships with other social service agencies.

During FY 21 Human Services undertook several initiatives, including:

- Locating hotel/motel facilities to accept individuals needing quarantine due to Covid-19, and individuals needing shelter, when all shelter beds were full. Human Services has maintained a good working relationship with the hotel/motel(s) used on an ongoing basis as the need arises.
- Human Services successfully moved to a new location in City Hall to enable in-person interviews for assistance, which is critical for this department.

During FY 21 Human Services challenges included:

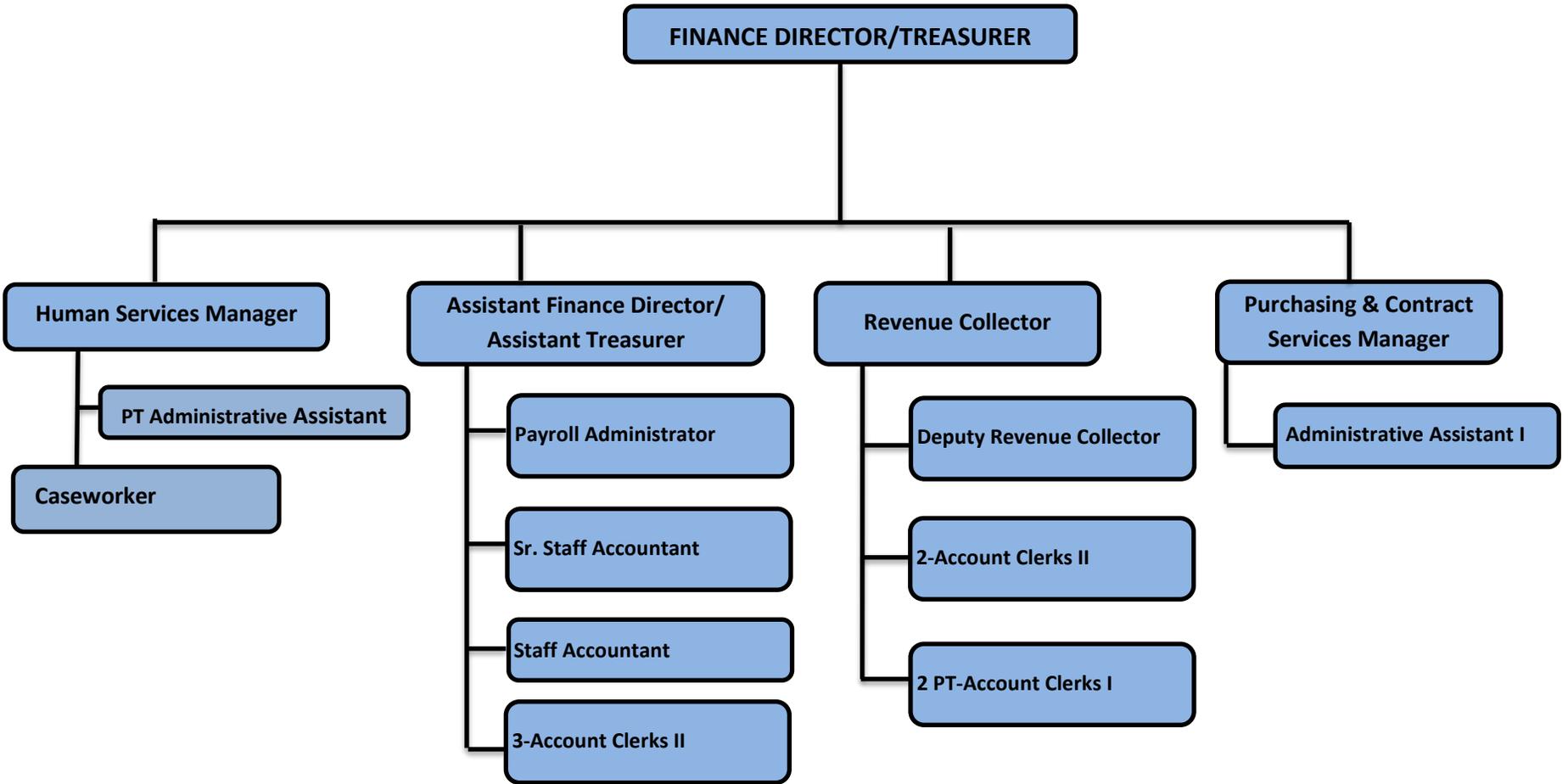
- Due to Covid-19 and lockdown restrictions, clients were unable to access in-person assistance, as they were unable to access our office.
- Due to stimulus checks, enhanced unemployment compensation and Cares Act monies, the need for General Assistance was limited, resulting in staff reassignments on a temporary basis.

Background

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

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

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 2021/2022 OBJECTIVES:	STATUTE	CMP	CC GOAL	
Provide short-term emergency financial assistance when no other resource is available.	RSA 165	Community Health & Wellness	1	
Advocate for clients and support efforts toward self-sufficiency through collaborations that focus on client needs, improve coordination of services, especially housing, employment, medication, and medical assistance, and reduce the need for General Assistance	RSA 165	Community Health & Wellness	3	
Assist clients with completing application and necessary paperwork to receive assistance that they are eligible for outside of City assistance (ex. TANF, Food Stamps, and Fuel Assistance).	RSA 165	Social Services	3	
Increase work with area homeless population to assist in finding affordable housing and return to a state of self-sufficiency through collaboration with area homeless shelters.	RSA 165	Social Services	3	
Present workshops via Zoom addressing financial and employment literacy training.	RSA165	Education	3	
METRICS:	FY20	FY21	FY22	
Total client contacts including appointments, walk-ins, emergency walk-ins, home visits, partner agency contacts, phone, mail and fax	5,310	5,298	4,500	
Total adults in household receiving assistance	2,076	1,692	1,200	
Average length of monthly assistance	1.50	1.71	1.51	
Average cost of monthly assistance provided per recipient per month.	\$540	\$624	\$500	
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	\$20,000	\$18,376	\$18,929	
Keene Resident Donations of Stimulus Checks	\$0	\$0	\$2,400	
Covid-19 Related Assistance	0	21	50	
Other Reimbursements including liens, cash reimbursements	\$8,591	\$19,975	\$2,255	



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
FINANCE	42215 - MOTOR VEHICLE PERMITS	3,278,216	3,381,346	3,050,000	3,215,500	3,200,000	3,200,000
	42218 - TRANSPORTATION IMP FUND	95,186	96,086	100,000	92,957	100,000	100,000
	42301 - NSF CHECK FEE	1,975	1,330	2,300	1,000	1,000	1,000
	42315 - MAIL-IN & E-REG FEES	4,860	6,938	4,700	8,589	8,000	8,000
	42316 - MUNICIPAL AGENT FEES	60,383	61,304	58,000	59,900	59,000	59,000
	42318 - MAIL-IN REGISTRATION FEE	(1)	0	0	0	0	0
	42000 - LICENSES/PERMITS/FEES	3,440,619	3,547,004	3,215,000	3,377,946	3,368,000	3,368,000
	43204 - ROOMS & MEALS	1,188,362	1,186,791	1,185,571	1,185,571	1,185,570	1,185,570
	43205 - SHARED REVENUES	0	391,627	378,584	378,584	0	0
	43000 - INTERGOVERNMENTAL	1,188,362	1,578,418	1,564,155	1,564,155	1,185,570	1,185,570
	44109 - DIRECT REIMBURSEMENT	444,829	198,466	68,000	66,457	531,000	531,000
	44138 - SSI INTERIM ASSISTANCE	9,032	3,237	4,500	150	2,500	2,500
	44139 - MEDICAID REIMBURSEMENTS	0	0	250	50	250	250
	44000 - CHARGES FOR SERVICES	453,861	201,703	72,750	66,657	533,750	533,750
	41605 - INTEREST: TAXES	331,841	633,927	370,000	175,000	315,000	315,000
	46000 - MISCELLANEOUS	399	0	200	40	50	50
	46101 - INTEREST EARNINGS	627,695	593,374	300,000	194,059	125,000	125,000
	46103 - INTEREST: A/R	0	4	0	0	0	0
	46105 - OTHER LOANS	89,698	89,698	89,698	89,698	89,698	89,698
	46301 - CITY HALL	58,397	58,257	59,199	59,119	63,297	63,297
	46304 - TRANSPORTATION CENTER	32,488	31,961	33,488	33,488	32,977	32,977
	46403 - CHARITABLE TRUST FUND	3,022	3,058	2,909	2,762	1,935	1,935
	46413 - WOODWARD FUND	6,938	0	0	4,355	0	0
	47302 - SALE OF SURPLUS PROPERTY	12,976	(8,673)	200	45	50	50
	47303 - SALE OF SURPLUS EQUIPMNT	10	0	0	0	0	0
	46000 - MISCELLANEOUS	1,163,465	1,401,605	855,694	558,566	628,007	628,007
	47102 - ADMIN CHG - EQUIPMENT	278,146	302,646	317,362	317,362	301,082	301,082
	47104 - ADMIN CHG - PARKING	248,362	220,363	99,308	99,308	96,364	96,364
	47106 - ADMIN CHG - SEWER	678,472	620,643	671,186	671,186	697,542	697,542
	47107 - ADMIN CHG - SOLID WASTE	489,972	488,324	539,851	539,851	494,420	494,420
	47108 - ADMIN CHG - WATER	467,094	485,804	482,005	482,005	488,380	488,380
	47000 - OTHER FINANCING SOURCES	2,162,046	2,117,780	2,109,712	2,109,712	2,077,788	2,077,788
	48101 - SALE OF BONDS	0	0	2,679,000	0	2,949,000	2,949,000
	48000 - PROCEEDS LONG TRM FINANCE	0	0	2,679,000	0	2,949,000	2,949,000
	TOTAL	8,408,353	8,846,510	10,496,311	7,677,036	10,742,115	10,742,115

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

FINANCE

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	127,475	118,667	120,267	121,866	123,282	0	123,282	123,282
61302 - ASST DEPARTMENT HEAD	43,226	0	100,852	0	103,380	0	103,380	103,380
61303 - SUPERVISORY PERSONNEL	159,124	151,228	153,826	154,901	161,045	0	161,045	161,045
61304 - GENERAL PERSONNEL	292,536	313,299	344,292	390,639	343,884	0	343,884	343,884
61305 - ADMINISTRATIVE PERSONNEL	342,589	360,120	363,003	331,811	367,152	0	367,152	367,152
61307 - PART TIME EMPLOYEES	64,084	57,782	78,009	64,555	83,775	0	83,775	83,775
61401 - TEMPORARY PERSONNEL	13,538	23,137	0	20,067	0	0	0	0
61501 - REGULAR OVERTIME	1,868	839	2,000	0	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	255,058	277,274	314,228	276,179	297,551	0	297,551	297,551
61702 - DENTAL INSURANCE	16,177	16,782	18,687	16,768	18,997	0	18,997	18,997
61703 - RETIREMENT CONTRIBUTIONS	109,725	104,317	121,109	113,132	154,483	0	154,483	154,483
61704 - SOCIAL SECURITY	79,165	75,866	88,913	80,472	90,998	0	90,998	90,998
61705 - WORKERS COMPENSATION	1,660	1,604	4,345	1,548	4,272	0	4,272	4,272
61901 - RECRUITMENT	2,858	1,193	0	79	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	1,771	0	0	4,333	0	0	0	0
61000 - PERSONNEL SERVICES	1,510,854	1,502,108	1,709,530	1,576,350	1,750,820	0	1,750,820	1,750,820
62103 - TECHNICAL SERVICES	8,980	9,974	11,434	5,834	10,334	0	10,334	10,334
62129 - AUDIT SERVICES	51,000	36,280	43,250	43,250	44,000	0	44,000	44,000
62143 - HOME HEALTH CARE	0	47,647	90,000	90,000	95,000	0	95,000	95,000
62145 - FIRST AID & MEDICAL SVCS	11,297	5,597	12,000	4,200	12,000	0	12,000	12,000
62146 - MENTAL HEALTH SERVICES	0	25,000	25,000	25,000	25,000	0	25,000	25,000
62148 - DENTAL WORKS	7,000	7,000	7,000	7,000	7,000	0	7,000	7,000
62152 - SCS SHELTER SERVICES	50,000	50,000	50,000	50,000	50,000	0	50,000	50,000
62175 - OTHER SERVICES	8,231	18,488	7,000	12,000	12,000	0	12,000	12,000
62205 - PC REPLACEMENT CHARGE	4,237	4,303	4,779	4,779	6,149	0	6,149	6,149
62301 - OFFICE EQUIPMENT MAINT.	15,779	15,646	21,000	20,815	21,750	0	21,750	21,750
62416 - PRINTING	8,494	9,519	6,825	6,863	10,325	0	10,325	10,325
62425 - ADVERTISING	2,564	2,815	2,500	1,800	2,500	0	2,500	2,500
62430 - TRAVEL	66	63	400	50	200	0	200	200
62435 - TRAINING	578	381	5,450	4,740	5,450	0	5,450	5,450
62436 - MEETINGS & DUES	1,435	664	1,540	1,010	2,250	0	2,250	2,250
62447 - PUBLIC AWARENESS	551	469	1,300	500	1,300	0	1,300	1,300
62451 - PERSONAL & HOUSEHOLD	225	0	500	0	500	0	500	500
62452 - BURIAL, TRANSPORT & MISC.	25,000	16,400	17,000	17,000	20,000	0	20,000	20,000
62453 - HEATING FUEL & UTILITIES	23,837	14,820	25,750	10,000	25,750	0	25,750	25,750
62454 - RENTS	363,484	219,289	372,000	200,000	300,000	0	300,000	300,000
62498 - USE OF TRUST FUNDS	9,960	3,175	3,000	6,455	3,000	0	3,000	3,000
62510 - COMMUNICATIONS/PHONE	4,024	3,806	4,270	4,111	4,640	0	4,640	4,640
62701 - OFFICE SUPPLIES	12,617	13,904	16,400	19,400	17,900	0	17,900	17,900
62710 - POSTAGE	45,210	38,019	45,070	42,150	45,070	0	45,070	45,070

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62715 - BOOKS & COLLECTIONS	1,100	603	878	189	640	0	640	640
62761 - SOFTWARE	0	20,736	6,641	6,241	6,641	0	6,641	6,641
62000 - OPERATING EXPENDITURES	655,669	564,599	780,987	583,387	729,399	0	729,399	729,399
Department	2,166,523	2,066,707	2,490,517	2,159,737	2,480,218	0	2,480,218	2,480,218
TOTAL	2,166,523	2,066,707	2,490,517	2,159,737	2,480,218	0	2,480,218	2,480,218

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

FINANCE

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00600 - FINANCE ADMIN	61301 - DEPARTMENT HEAD	127,475	118,667	120,267	121,866	123,282	0	123,282	123,282
	61302 - ASST DEPARTMENT HEAD	43,226	0	100,852	0	103,380	0	103,380	103,380
	61305 - ADMINISTRATIVE PERSONNEL	426	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	4,887	1,500	20,515	1,500	28,211	0	28,211	28,211
	61702 - DENTAL INSURANCE	1,570	920	1,962	973	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	19,421	13,255	24,699	13,613	31,869	0	31,869	31,869
	61704 - SOCIAL SECURITY	13,208	9,213	16,916	9,558	17,531	0	17,531	17,531
	61705 - WORKERS COMPENSATION	272	188	310	172	326	0	326	326
	61901 - RECRUITMENT	1,233	1,193	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	211,719	144,936	285,522	147,682	307,309	0	307,309	307,309
00600 - FINANCE ADMIN	211,719	144,936	285,522	147,682	307,309	0	307,309	307,309	
00601 - FINANCE ACCTING	61304 - GENERAL PERSONNEL	172,268	173,704	202,816	226,268	207,901	0	207,901	207,901
	61305 - ADMINISTRATIVE PERSONNEL	145,038	144,686	152,968	121,183	152,664	0	152,664	152,664
	61401 - TEMPORARY PERSONNEL	0	23,137	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	93,444	95,281	109,067	94,174	90,468	0	90,468	90,468
	61702 - DENTAL INSURANCE	5,692	5,652	6,634	5,845	5,451	0	5,451	5,451
	61703 - RETIREMENT CONTRIBUTIONS	36,096	35,564	39,741	38,956	50,695	0	50,695	50,695
	61704 - SOCIAL SECURITY	23,894	24,019	27,218	26,299	27,774	0	27,774	27,774
	61705 - WORKERS COMPENSATION	505	519	500	500	518	0	518	518
	61901 - RECRUITMENT	387	0	0	79	0	0	0	0
	61000 - PERSONNEL SERVICES	477,323	502,563	538,944	513,304	535,472	0	535,472	535,472
	62103 - TECHNICAL SERVICES	8,980	8,500	9,600	4,000	8,500	0	8,500	8,500
	62129 - AUDIT SERVICES	51,000	36,280	43,250	43,250	44,000	0	44,000	44,000
	62205 - PC REPLACEMENT CHARGE	2,071	1,927	2,094	2,094	3,164	0	3,164	3,164
	62301 - OFFICE EQUIPMENT MAINT.	8,474	8,392	12,250	12,065	13,000	0	13,000	13,000
	62416 - PRINTING	8,432	9,405	6,500	6,813	10,000	0	10,000	10,000
	62430 - TRAVEL	66	63	400	50	200	0	200	200
	62435 - TRAINING	81	0	4,500	4,500	4,500	0	4,500	4,500
	62436 - MEETINGS & DUES	514	275	650	650	1,300	0	1,300	1,300
	62510 - COMMUNICATIONS/PHONE	696	698	1,000	891	1,370	0	1,370	1,370
	62701 - OFFICE SUPPLIES	4,516	5,043	4,500	6,425	6,000	0	6,000	6,000
	62710 - POSTAGE	6,017	5,200	6,000	6,000	6,000	0	6,000	6,000
	62715 - BOOKS & COLLECTIONS	479	449	450	50	200	0	200	200
62000 - OPERATING EXPENDITURES	91,326	76,232	91,194	86,788	98,234	0	98,234	98,234	
00601 - FINANCE ACCTING	568,649	578,796	630,138	600,092	633,706	0	633,706	633,706	
00602 - FINANCE PURCHASING	61304 - GENERAL PERSONNEL	85,892	88,731	88,376	111,270	79,384	0	79,384	79,384
	61305 - ADMINISTRATIVE PERSONNEL	48,466	50,069	49,868	50,530	51,118	0	51,118	51,118
	61401 - TEMPORARY PERSONNEL	13,538	0	0	20,067	0	0	0	0
	61701 - HEALTH INSURANCE	43,892	47,408	48,179	44,720	46,459	0	46,459	46,459
	61702 - DENTAL INSURANCE	2,453	2,552	2,709	2,570	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	15,285	15,504	15,442	19,746	18,349	0	18,349	18,349
	61704 - SOCIAL SECURITY	11,213	10,509	10,576	13,305	9,983	0	9,983	9,983
	61705 - WORKERS COMPENSATION	235	220	2,907	248	2,757	0	2,757	2,757
	61902 - OUTSIDE AGENCY TEMPS	0	0	0	4,333	0	0	0	0
	61000 - PERSONNEL SERVICES	220,974	214,994	218,056	266,789	210,759	0	210,759	210,759
	62205 - PC REPLACEMENT CHARGE	282	516	603	603	682	0	682	682
	62301 - OFFICE EQUIPMENT MAINT.	1,683	1,232	1,750	1,750	1,750	0	1,750	1,750
	62416 - PRINTING	0	0	250	0	250	0	250	250
	62425 - ADVERTISING	2,564	2,815	2,500	1,800	2,500	0	2,500	2,500
62435 - TRAINING	332	321	500	0	500	0	500	500	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00602 - FINANCE PURCHASING	62436 - MEETINGS & DUES	469	127	600	250	600	0	600	600
	62510 - COMMUNICATIONS/PHONE	724	698	700	700	700	0	700	700
	62701 - OFFICE SUPPLIES	4,556	4,358	7,500	10,150	7,500	0	7,500	7,500
	62710 - POSTAGE	234	0	500	100	500	0	500	500
	62715 - BOOKS & COLLECTIONS	0	0	300	0	300	0	300	300
	62000 - OPERATING EXPENDITURES	10,845	10,068	15,203	15,353	15,282	0	15,282	15,282
00602 - FINANCE PURCHASING	231,819	225,062	233,259	282,142	226,041	0	226,041	226,041	
00603 - FINANCE REV COLLECTION	61303 - SUPERVISORY PERSONNEL	78,654	81,254	80,928	82,003	82,957	0	82,957	82,957
	61305 - ADMINISTRATIVE PERSONNEL	148,659	165,364	160,167	160,098	163,370	0	163,370	163,370
	61307 - PART TIME EMPLOYEES	44,221	33,584	47,204	33,750	50,873	0	50,873	50,873
	61501 - REGULAR OVERTIME	1,868	839	2,000	0	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	80,928	86,293	88,552	87,871	85,954	0	85,954	85,954
	61702 - DENTAL INSURANCE	4,906	5,105	4,672	4,671	5,418	0	5,418	5,418
	61703 - RETIREMENT CONTRIBUTIONS	25,859	26,496	27,153	26,743	34,634	0	34,634	34,634
	61704 - SOCIAL SECURITY	20,721	21,219	22,208	19,314	22,889	0	22,889	22,889
	61705 - WORKERS COMPENSATION	434	446	408	408	430	0	430	430
	61901 - RECRUITMENT	337	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	406,586	420,600	433,292	414,858	448,524	0	448,524	448,524
	62175 - OTHER SERVICES	8,231	1,988	7,000	12,000	12,000	0	12,000	12,000
	62205 - PC REPLACEMENT CHARGE	612	648	744	744	870	0	870	870
	62301 - OFFICE EQUIPMENT MAINT.	5,622	6,022	7,000	7,000	7,000	0	7,000	7,000
	62435 - TRAINING	165	0	150	40	150	0	150	150
	62436 - MEETINGS & DUES	222	100	200	20	200	0	200	200
	62447 - PUBLIC AWARENESS	551	469	1,300	500	1,300	0	1,300	1,300
	62510 - COMMUNICATIONS/PHONE	1,880	1,713	1,900	1,850	1,900	0	1,900	1,900
	62701 - OFFICE SUPPLIES	2,510	3,874	3,700	2,200	3,700	0	3,700	3,700
	62710 - POSTAGE	38,515	32,626	38,350	35,850	38,350	0	38,350	38,350
	62715 - BOOKS & COLLECTIONS	523	0	0	0	0	0	0	0
62761 - SOFTWARE	0	20,736	6,641	6,241	6,641	0	6,641	6,641	
62000 - OPERATING EXPENDITURES	58,831	68,177	66,985	66,445	72,111	0	72,111	72,111	
00603 - FINANCE REV COLLECTION	465,417	488,776	500,277	481,303	520,635	0	520,635	520,635	
01000 - HUMAN SERVICES	61303 - SUPERVISORY PERSONNEL	80,470	69,974	72,898	72,898	78,088	0	78,088	78,088
	61304 - GENERAL PERSONNEL	34,376	50,864	53,100	53,101	56,600	0	56,600	56,600
	61307 - PART TIME EMPLOYEES	19,863	24,197	30,805	30,805	32,902	0	32,902	32,902
	61701 - HEALTH INSURANCE	31,907	46,793	47,914	47,914	46,459	0	46,459	46,459
	61702 - DENTAL INSURANCE	1,556	2,552	2,709	2,709	2,709	0	2,709	2,709
	61703 - RETIREMENT CONTRIBUTIONS	13,065	13,498	14,074	14,074	18,937	0	18,937	18,937
	61704 - SOCIAL SECURITY	10,129	10,907	11,996	11,996	12,821	0	12,821	12,821
	61705 - WORKERS COMPENSATION	214	230	220	220	241	0	241	241
	61901 - RECRUITMENT	902	0	0	0	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	1,771	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	194,252	219,015	233,717	233,717	248,756	0	248,756	248,756
	62103 - TECHNICAL SERVICES	0	1,474	1,834	1,834	1,834	0	1,834	1,834
	62205 - PC REPLACEMENT CHARGE	1,272	1,212	1,338	1,338	1,433	0	1,433	1,433
	62416 - PRINTING	62	114	75	50	75	0	75	75
	62435 - TRAINING	0	60	300	200	300	0	300	300
	62436 - MEETINGS & DUES	230	162	90	90	150	0	150	150
	62498 - USE OF TRUST FUNDS	9,960	3,175	3,000	6,455	3,000	0	3,000	3,000
62510 - COMMUNICATIONS/PHONE	724	698	670	670	670	0	670	670	
62701 - OFFICE SUPPLIES	1,035	628	700	625	700	0	700	700	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01000 - HUMAN SERVICES	62710 - POSTAGE	444	193	220	200	220	0	220	220
	62715 - BOOKS & COLLECTIONS	98	154	128	139	140	0	140	140
	62000 - OPERATING EXPENDITURES	13,825	7,869	8,355	11,601	8,522	0	8,522	8,522
01000 - HUMAN SERVICES		208,077	226,883	242,072	245,318	257,278	0	257,278	257,278
01001 - HS: GENERAL ASSISTANCE	62145 - FIRST AID & MEDICAL SVCS	11,297	5,597	12,000	4,200	12,000	0	12,000	12,000
	62148 - DENTAL WORKS	7,000	7,000	7,000	7,000	7,000	0	7,000	7,000
	62152 - SCS SHELTER SERVICES	50,000	50,000	50,000	50,000	50,000	0	50,000	50,000
	62451 - PERSONAL & HOUSEHOLD	225	0	500	0	500	0	500	500
	62452 - BURIAL, TRANSPORT & MISC.	25,000	16,400	17,000	17,000	20,000	0	20,000	20,000
	62453 - HEATING FUEL & UTILITIES	23,837	14,820	25,750	10,000	25,750	0	25,750	25,750
	62454 - RENTS	363,484	219,289	372,000	200,000	300,000	0	300,000	300,000
	62000 - OPERATING EXPENDITURES	480,842	313,106	484,250	288,200	415,250	0	415,250	415,250
01001 - HS: GENERAL ASSISTANCE		480,842	313,106	484,250	288,200	415,250	0	415,250	415,250
01002 - HEALTH SVCS CONTRACTS	62143 - HOME HEALTH CARE	0	47,647	90,000	90,000	95,000	0	95,000	95,000
	62146 - MENTAL HEALTH SERVICES	0	25,000	25,000	25,000	25,000	0	25,000	25,000
	62175 - OTHER SERVICES	0	16,500	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	0	89,147	115,000	115,000	120,000	0	120,000	120,000
01002 - HEALTH SVCS CONTRACTS		0	89,147	115,000	115,000	120,000	0	120,000	120,000
DEPARTMENT TOTAL		2,166,523	2,066,707	2,490,517	2,159,737	2,480,218	0	2,480,218	2,480,218
TOTAL		2,166,523	2,066,707	2,490,517	2,159,737	2,480,218	0	2,480,218	2,480,218

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

Human Resources supports strategic operational and organizational goals toward achieving the vision of Keene’s *Comprehensive Master Plan* to be the best community in America by 2028—an engaged, talented, and adaptable workforce. This workforce is invested in and dedicated to quality public services and programs, contributing to a vibrant, dynamic, beautiful, and functional City. Maintaining high quality and critical services, through the lens of a global pandemic, has required flexibility and agility by departments, employees and required HR to engage deeply in the daily health and well-being of our workforce, and by extension our community.

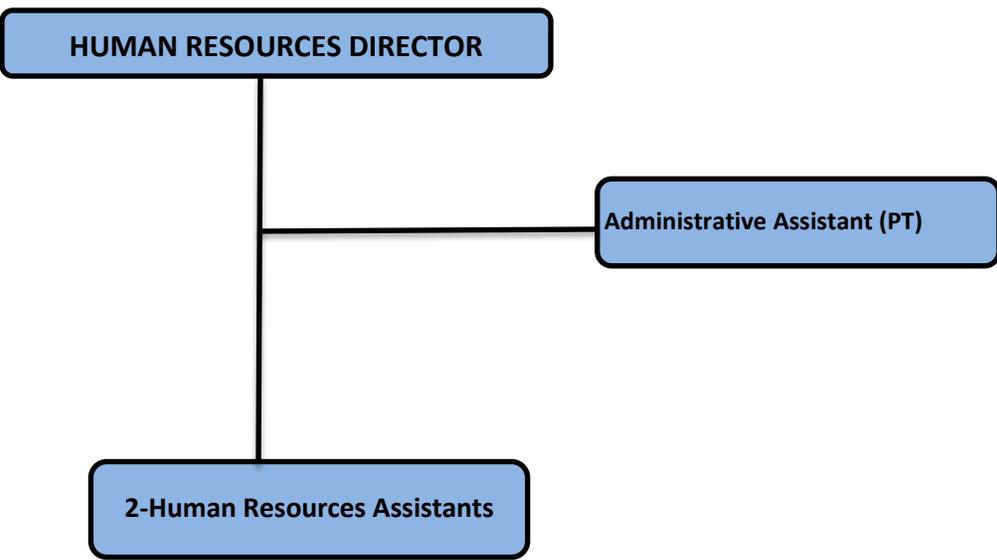
For FY 22, we hope to refocus on strategic activities and the work plan that we had envisioned prior to March of 2020. To return to initiatives to improve City’s systems, policies, and programs to recruit, retain, and continuously improve talent and succession strategies that include leveraging opportunities to restructure positions are actions toward the objective of ensuring that we have talent to meet diverse workforce needs. Engaging with our organizational partners to plan and prepare for transition, along with ongoing activities that include employee relations, collective bargaining negotiations, benefits management, employee benefits administration will become our primary focus as we emerge from the pandemic. Frequently, HR is the first contact that a prospective employee may have with the City. Once hired it is the beginning of a relationship could last a lifetime so HR recognizes the value of the City’s employer brand and strives daily to improve the quality of that experience. We have adapted to provide the best experience possible under pandemic constraints but are truly looking forward to a time where a day in HR is both an interactive, and in-person, experience as we manage, respond and provide guidance on diverse topics to managers and employees serving our community.

For FY 21 our work plan prioritized core HR functions and organizational response, recovery and resiliency developing and administering programs and policies through the lens of COVID-19. With the priority of employee health and safety, and by extension their families and the community, HR team members primary focus became support of the workforce and operations through evolution of the pandemic. A rapid response to continually changing information and requirements, ongoing communication and guidance related to workplace operations, travel, health and wellness, and advancing resources to balance physical, mental health, and impacts that have evolved throughout the pandemic for employees has been HR’s commitment. New programs and policies responding initially the health risks and then requirements of federal legislation required HR to interact on a day-to-day basis with employees across the organization managing work responsibilities, personal or household member illnesses, school closures, hybrid learning, and quarantine or self-isolation to protect continuity of services and the community. While managing new responsibilities, HR evolved work processes to support recruitment, on-boarding, benefits administration, leave management and other core functions in a safe and social distanced fashion. HR’s small team “leaned in” to provide a foundation that allowed the departments to focus on services and needs of the community.

Background

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

PRIMARY SERVICES & RESPONSIBILITIES:		ALIGNMENT WITH CMP	
Provide business leadership regarding the processes and activities used during the strategic planning process, aligning the human resource management plan with the City's strategic plan to ensure compliance with all employment laws and regulations, and 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 2021/2022 OBJECTIVES:			
	STATUTE	CMP	CC GOAL
Support continuity of operations through flexible responses and programs that provide a safe workplace.	Not Applicable	Maintaining a Safe Community	2
Continue to develop employee talent to meet quality service, employee safety, and succession planning needs through in-house and external training opportunities.	Not Applicable	Municipal Governance & Financial Stability	1, 2, 3, 4, 6
Implement appropriate Primex and other training suites as professional development for employees as they progress through different phases from new employee, seasoned employee, and employees moving into supervisory roles.	Not Applicable	Municipal Governance & Financial Stability	1, 3, 6
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	1, 3, 6
Partner across the organization to develop and support implementation of strategies to attract, engage, and retain a quality workforce.	Not Applicable	Municipal Governance & Financial Stability	1, 3, 6
METRICS:			
	FY20	FY21 (est.)	FY22 (est.)
Recruitment (for centralized recruitment processes): # External applications for full-time part-time regular vacancies # Full-time part-time regular external hires # Promotions or internal transfers to full-time part-time for non-centralized recruitment	577 140 18 20 6 1	450 225 27 12 10 2	450 225 27 12 10 2
Temporary or seasonal employees Volunteers	40 2	85 1	85 25
Full-time part-time regular employee count at year-end	235 130	235 145	235 145
Workforce demographics: Employees by age: Under 40 40-64 65 and over Employee years of service: 0-5 6-19 20 and over	39% 51% 10% 43% 37% 20%	42% 47% 11% 22% 37% 41%	39% 50% 11% 24% 41% 35%
Training: # sessions # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	34 unknown	20 180	20 180
Risk Management: # worker's compensation claims # claims incurring \$0 # claims incurring greater than \$5,000	50 25 10	68 27 10	60 30 6
Regular employees eligible to retire as of fiscal year-end: FT PT	26% 16%	26% 18%	27% 20%
Turnover rate for full-time part-time regular (maintain turnover for FTEs at under 5% per year)	9% 4%	8% 11%	10% 10%
Retirees or spouses continuing benefits eligible but not continuing currently not eligible	146 87 30	150 90 32	153 93 35
Benefits status changes processed	126	150	150
Family or Medical Leaves processed	47	50	50
HR staff ratio to full-time employees to all employees to all employees + all retirees	1:64 1:99 1:171	1:64 1:104 1:176	1:64 1:104 1:176



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

HUMAN RESOURCES

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	116,887	120,751	120,267	122,810	123,282	0	123,282	123,282
61305 - ADMINISTRATIVE PERSONNEL	116,160	121,837	120,785	123,338	136,348	0	136,348	136,348
61307 - PART TIME EMPLOYEES	(405)	8,044	12,767	11,717	29,313	0	29,313	29,313
61401 - TEMPORARY PERSONNEL	0	2,378	7,800	5,340	7,800	0	7,800	7,800
61701 - HEALTH INSURANCE	62,586	65,262	61,545	61,545	59,243	0	59,243	59,243
61702 - DENTAL INSURANCE	3,335	3,224	2,944	2,941	4,672	0	4,672	4,672
61703 - RETIREMENT CONTRIBUTIONS	26,465	27,097	26,925	27,495	37,251	0	37,251	37,251
61704 - SOCIAL SECURITY	17,570	19,131	20,014	20,135	21,359	0	21,359	21,359
61705 - WORKERS COMPENSATION	370	399	372	370	415	0	415	415
61901 - RECRUITMENT	2,208	1,280	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	345,176	369,403	373,419	375,690	419,682	0	419,682	419,682
62103 - TECHNICAL SERVICES	4,236	4,388	4,515	4,395	4,465	0	4,465	4,465
62205 - PC REPLACEMENT CHARGE	809	845	1,598	1,598	1,910	0	1,910	1,910
62435 - TRAINING	3,066	3,024	3,980	2,625	3,980	0	3,980	3,980
62436 - MEETINGS & DUES	2,058	2,233	2,058	2,033	2,248	0	2,248	2,248
62441 - MEETING EXPENSES	46	149	274	0	0	0	0	0
62444 - AWARDS	1,083	3,185	2,700	2,695	2,700	0	2,700	2,700
62510 - COMMUNICATIONS/PHONE	387	358	396	509	530	0	530	530
62701 - OFFICE SUPPLIES	1,283	1,194	650	639	650	0	650	650
62710 - POSTAGE	690	352	600	585	600	0	600	600
62715 - BOOKS & COLLECTIONS	320	340	365	348	365	0	365	365
62761 - SOFTWARE	7,000	7,350	7,717	7,717	0	0	0	0
62000 - OPERATING EXPENDITURES	20,979	23,417	24,853	23,144	17,448	0	17,448	17,448
Department	366,155	392,820	398,272	398,834	437,130	0	437,130	437,130
TOTAL	366,155	392,820	398,272	398,834	437,130	0	437,130	437,130

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

In FY22 IT expects cyber security risk management to remain a top priority with increases in threats, minimum expectations, user training and compliance requirements. The work environment is expanding beyond organizational walls, ransomware payouts are attracting more sophisticated attacks, phishing attacks are becoming more frequent and more savvy, and best practices are becoming less optional. Continued assessment of intrusion detection and prevention practices will be important, and the services of a consultant will likely be necessary for periodic testing and evaluation. This priority responsibility is particularly important for an organization of this size with impacts on both public health and public safety.

The cost of annual software support and maintenance contracts is on the rise. IT has been able to manage these cost fluctuations with reasonable moderation over the past decade; however, consistent increases are being seen across all platforms and will result in increases in this budget line item (00700-62307) in coming years. FY22 maintenance cost increases include systems and services such as email security, firewalls, online meetings, Cartegraph (work management for Public Works, Facilities and Parks), IMC (police software), Central Square (financial system) and network equipment, among others. Some increases come from the addition of new modules and functionality, such as Cartegraph’s SeeClickFix – a public app for reporting non-emergency concerns that integrates with the work management information system. With no realistic way to fix these costs, it becomes a challenge to maintain a level-funded budget.

IT is also assisting the Finance Department with the review and selection of a replacement tax billing software due to the fact that upgrades necessary to the current software platform do not support NH tax. The goal is to have a fully functioning replacement in place no later than December of 2021. This also provides an opportunity to review possible options for replacement of the entire financial software system (fund accounting, utility billing, payroll, etc.) as the solution being utilized by the City since 1999 is no longer receiving the necessary level of support from its newest developer, Central Square. The software options that best align with City needs will be thoroughly reviewed before a final recommendation is made, and the migration will be considerable given the complexity of the various functions and the historical records that must be accommodated. Ideally, this new solution will provide long overdue functionality such as online billing, electronic timesheets, electronic benefits enrollment and similar features that streamline operations. This will be a priority effort for IT staff in the coming year in partnership with the Finance Department.

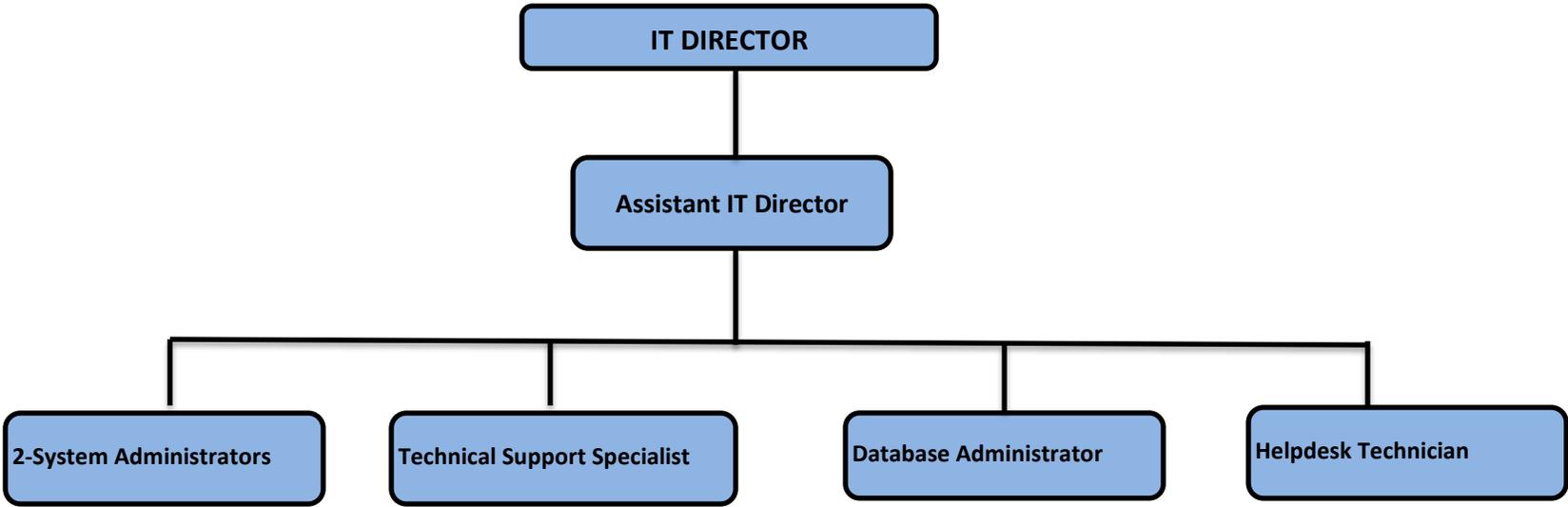
In FY22 the City website will be analyzed for its effectiveness in serving constituent needs. A refresh of the design and content management strategy is planned. If financially possible, this will follow a much-needed City branding project to include a communications plan.

In the remainder of FY21, IT staff plans to complete the replacement of the Storage Area Network (SAN) that provides file and data storage to all network connected devices, complete scheduled computer replacements, manage the technical transition to hybrid City Council meetings, finalize a database software upgrade and complete a cyber security review. Numerous network equipment replacements have been completed in-house as well.

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

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

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Implement, maintain, and support information technology and communications hardware and software.		Municipal Governance & Fin Stability		
Secure City information system resources.		Municipal Governance & Fin Stability		
Advise and supply City departments with current effective tools to inform and educate the public.		Municipal Governance & Fin Stability		
Train and empower users to take full advantage of information and technology solutions.		Municipal Governance & Fin Stability		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Replace Central Square (finance software) server.			Municipal Governance & Fin Stability	6
Replace EOL network equipment to maintain minimum security and system interoperability requirements.			Municipal Governance & Fin Stability	6
Replace 39 end-user computers.			Municipal Governance & Fin Stability	6
Implement current cyber security best practices and conduct minimum annual assessment.			Municipal Governance & Fin Stability	6
Transition domain services from ci.keene.nh.us to keene.nh.gov.			Municipal Governance & Fin Stability	6
Support library technology reconfigurations and updates.			Municipal Governance & Fin Stability	6
Support emergency management tech improvements including software migrations & notification systems.			Municipal Governance & Fin Stability	6
Transition tax billing to new software.			Municipal Governance & Fin Stability	6
Select & begin migration to new financial mgt. software with online billing & employee electronic access.			Municipal Governance & Fin Stability	6
Evaluate website analytics and update website design and content.			Municipal Governance & Fin Stability	7
Assist City Clerk with transition to new agenda management software (+ additional functions).			Municipal Governance & Fin Stability	6
METRICS:		FY20	FY21	FY22
End Users		340	345	345
Desktop and Laptop Computers		312	318	318
Servers: Physical/Virtual		5/47	5/53	5/53



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

INFORMATION TECHNOLOGY

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	127,644	131,837	131,334	133,105	134,627	0	134,627	134,627
61302 - ASST DEPARTMENT HEAD	102,428	105,814	105,390	106,791	108,032	0	108,032	108,032
61304 - GENERAL PERSONNEL	385,475	388,194	410,803	405,434	424,129	0	424,129	424,129
61602 - STAND-BY PAY	16,821	17,805	16,650	17,752	18,029	0	18,029	18,029
61701 - HEALTH INSURANCE	114,067	175,347	161,783	160,539	156,318	0	156,318	156,318
61702 - DENTAL INSURANCE	7,855	7,825	9,419	9,340	9,419	0	9,419	9,419
61703 - RETIREMENT CONTRIBUTIONS	71,941	71,895	74,189	74,229	96,285	0	96,285	96,285
61704 - SOCIAL SECURITY	48,184	48,958	50,810	49,935	52,388	0	52,388	52,388
61705 - WORKERS COMPENSATION	981	998	930	910	959	0	959	959
61901 - RECRUITMENT	643	48	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	876,038	948,721	961,307	958,035	1,000,186	0	1,000,186	1,000,186
62102 - PROFESSIONAL SERVICES	8,483	5,242	6,000	6,758	6,000	0	6,000	6,000
62103 - TECHNICAL SERVICES	40,055	21,309	50,000	44,656	50,000	0	50,000	50,000
62205 - PC REPLACEMENT CHARGE	3,064	3,653	4,253	4,253	4,721	0	4,721	4,721
62307 - COMPUTER SYS MAINTENANCE	269,199	253,375	284,595	315,280	201,139	5,250	206,389	206,389
62308 - NETWORK MAINTENANCE	24,512	36,271	41,869	36,497	46,723	0	46,723	46,723
62311 - EQUIPMENT MAINTENANCE	121	200	2,870	5,617	2,870	0	2,870	2,870
62430 - TRAVEL	822	831	900	900	900	0	900	900
62435 - TRAINING	11,366	12,940	13,950	14,199	13,950	0	13,950	13,950
62436 - MEETINGS & DUES	371	400	500	500	500	0	500	500
62441 - MEETING EXPENSES	0	0	250	250	250	0	250	250
62510 - COMMUNICATIONS/PHONE	2,816	4,683	3,660	4,738	4,500	0	4,500	4,500
62701 - OFFICE SUPPLIES	1,922	1,683	1,200	1,200	1,200	0	1,200	1,200
62710 - POSTAGE	419	179	300	300	300	0	300	300
62715 - BOOKS & COLLECTIONS	76	0	0	0	0	0	0	0
62734 - MINOR EQUIPMENT	4,644	29	0	0	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	3,847	6,195	4,750	5,055	4,750	0	4,750	4,750
62761 - SOFTWARE	1,389	5,040	4,000	4,000	3,000	4,000	7,000	7,000
62801 - VIRTECH CC REC STORAGE	0	0	0	0	0	4,890	4,890	4,890
62802 - VIRTECH HR PERF EVAL/APPS	0	0	0	0	14,519	0	14,519	14,519
62803 - VIRTECH FIN ASSETS	0	0	0	0	2,220	0	2,220	2,220
62804 - VIRTECH COMM DEV PERMITS	0	0	0	0	17,250	0	17,250	17,250
62805 - VIRTECH ASSESSING	0	0	0	0	19,125	0	19,125	19,125
62806 - VIRTECH FIRE DEPT	0	0	0	0	0	16,000	16,000	16,000
62807 - VIRTECH LIBRARY	0	0	0	0	28,180	0	28,180	28,180
62808 - VIRTECH PW GIS ASST MGMT	0	0	0	0	32,725	0	32,725	32,725
63407 - COMPUTER EQUIPMENT	13,671	0	0	6,344	0	0	0	0
62000 - OPERATING EXPENDITURES	386,775	352,031	419,097	450,547	454,822	30,140	484,962	484,962
Department	1,262,813	1,300,752	1,380,404	1,408,582	1,455,008	30,140	1,485,148	1,485,148
TOTAL	1,262,813	1,300,752	1,380,404	1,408,582	1,455,008	30,140	1,485,148	1,485,148

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

INFORMATION TECHNOLOGY

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00700 - INFORMATION TECHNOLOGY	61301 - DEPARTMENT HEAD	127,644	131,837	131,334	133,105	134,627	0	134,627	134,627
	61302 - ASST DEPARTMENT HEAD	102,428	105,814	105,390	106,791	108,032	0	108,032	108,032
	61304 - GENERAL PERSONNEL	385,475	388,194	410,803	405,434	424,129	0	424,129	424,129
	61602 - STAND-BY PAY	16,821	17,805	16,650	17,752	18,029	0	18,029	18,029
	61701 - HEALTH INSURANCE	114,067	175,347	161,783	160,539	156,318	0	156,318	156,318
	61702 - DENTAL INSURANCE	7,855	7,825	9,419	9,340	9,419	0	9,419	9,419
	61703 - RETIREMENT CONTRIBUTIONS	71,941	71,895	74,189	74,229	96,285	0	96,285	96,285
	61704 - SOCIAL SECURITY	48,184	48,958	50,810	49,935	52,388	0	52,388	52,388
	61705 - WORKERS COMPENSATION	981	998	930	910	959	0	959	959
	61901 - RECRUITMENT	643	48	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	876,038	948,721	961,307	958,035	1,000,186	0	1,000,186	1,000,186
	62102 - PROFESSIONAL SERVICES	8,483	5,242	6,000	6,758	6,000	0	6,000	6,000
	62103 - TECHNICAL SERVICES	40,055	21,309	50,000	44,656	50,000	0	50,000	50,000
	62205 - PC REPLACEMENT CHARGE	3,064	3,653	4,253	4,253	4,721	0	4,721	4,721
	62307 - COMPUTER SYS MAINTENANCE	269,199	253,375	284,595	315,280	201,139	5,250	206,389	206,389
	62308 - NETWORK MAINTENANCE	24,512	36,271	41,869	36,497	46,723	0	46,723	46,723
	62311 - EQUIPMENT MAINTENANCE	121	200	2,870	5,617	2,870	0	2,870	2,870
	62430 - TRAVEL	822	831	900	900	900	0	900	900
	62435 - TRAINING	11,366	12,940	13,950	14,199	13,950	0	13,950	13,950
	62436 - MEETINGS & DUES	371	400	500	500	500	0	500	500
	62441 - MEETING EXPENSES	0	0	250	250	250	0	250	250
	62510 - COMMUNICATIONS/PHONE	2,816	4,683	3,660	4,738	4,500	0	4,500	4,500
	62701 - OFFICE SUPPLIES	1,922	1,683	1,200	1,200	1,200	0	1,200	1,200
	62710 - POSTAGE	419	179	300	300	300	0	300	300
	62715 - BOOKS & COLLECTIONS	76	0	0	0	0	0	0	0
	62734 - MINOR EQUIPMENT	4,644	29	0	0	0	0	0	0
	62744 - MINOR COMPUTER EQUIPMENT	3,847	6,195	4,750	5,055	4,750	0	4,750	4,750
	62761 - SOFTWARE	1,389	5,040	4,000	4,000	3,000	4,000	7,000	7,000
	63407 - COMPUTER EQUIPMENT	13,671	0	0	6,344	0	0	0	0
	62000 - OPERATING EXPENDITURES	386,775	352,031	419,097	450,547	340,803	9,250	350,053	350,053
	00700 - INFORMATION TECHNOLOGY	1,262,813	1,300,752	1,380,404	1,408,582	1,340,989	9,250	1,350,239	1,350,239
	00701 - VIRTUAL TECHNOLOGY	62801 - VIRTECH CC REC STORAGE	0	0	0	0	0	4,890	4,890
62802 - VIRTECH HR PERF EVAL/APPS		0	0	0	0	14,519	0	14,519	14,519
62803 - VIRTECH FIN ASSETS		0	0	0	0	2,220	0	2,220	2,220
62804 - VIRTECH COMM DEV PERMITS		0	0	0	0	17,250	0	17,250	17,250
62805 - VIRTECH ASSESSING		0	0	0	0	19,125	0	19,125	19,125
62806 - VIRTECH FIRE DEPT		0	0	0	0	0	16,000	16,000	16,000
62807 - VIRTECH LIBRARY		0	0	0	0	28,180	0	28,180	28,180
62808 - VIRTECH PW GIS ASST MGMT		0	0	0	0	32,725	0	32,725	32,725
62000 - OPERATING EXPENDITURES		0	0	0	0	114,019	20,890	134,909	134,909
00701 - VIRTUAL TECHNOLOGY	0	0	0	0	114,019	20,890	134,909	134,909	
DEPARTMENT TOTAL	1,262,813	1,300,752	1,380,404	1,408,582	1,455,008	30,140	1,485,148	1,485,148	
TOTAL	1,262,813	1,300,752	1,380,404	1,408,582	1,455,008	30,140	1,485,148	1,485,148	

This Page Left Blank Intentionally

Community Services

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

Department Heads

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

DEPARTMENT	COST CENTER	PAGE #
Fire	00800 - 00812	92-102
Library	01100 - 01102	103-108
Parks, Recreation & Facilities <ul style="list-style-type: none"> • Parks & Recreation • Facilities • Youth Services 	01200 – 01314 01325 – 01336 01600	109-127
Police	01400 - 01408	128-138

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

Department:	Fire	Fund:	General
Division (s): Cost Center:	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.		

FY21 to date has brought the challenges related to COVID-19 and it has brought many opportunities. The opportunities have included available State and Federal grants that we applied for and were awarded. Those grants have provided ventilators on our three ambulances, personal protective clothing for fire/EMS staff, and also protective clothing for other city staff. The challenges have been maintaining a healthy workforce to cover service demands 24 hours a day. This has required more overtime shifts to cover the vacancies when personnel were out sick and/or in quarantine. All FY21 goals set in the last budget year are on track to be completed by the end of FY21, which is a reflection of the efforts of many within the Department to accomplish these goals.

In FY22 the Department has set objectives to continue to move us forward in the most efficient manner while meeting all of our mission goals. Those objectives include:

- Complete study of Station 2. Phase 2- review of building structure, systems, and space requirements and needs moving forward. This study will be presented to the City Council when completed jointly by the Facilities Director and Fire Chief;
- Meet response time goal for Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA-1710);
- Complete all required annual testing, certifications, and licensing of personnel, apparatus, and equipment;
- Hire four (4) additional operations personnel. The department is presenting three options of what this might look like and also funding options to assist in offsetting this new cost;
- Purchasing and transitioning to new operating software to replace our fire department software that is being discontinued.

In FY22 we expect the following challenges in our Department:

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

Recruitment:

Recruitment of the best possible candidates that meet the needs of the services provided to our customers is mission critical. Those diverse personnel must have compassion, empathy, strong character traits, good work ethic, critical thinking ability, education and ability to grow/develop in their roles of responsibility is critical for all emergency services candidates. This is not a new goal and continues to be an annual need. Over the last year, we have had five career members retire after serving between 20-31 years. The trend of having a lower number of candidates apply for vacancies and the trend of candidates entering the emergency services field continues to decline locally and nationally. The process to obtain required certifications needed for the services we provide is difficult. Firefighter Level 1 (212 Hours) and Firefighter Level 2 (116 hours) certifications that are required within the first year of hire for full-time staff are limited in the number of classes offered in state annually. We also require a minimum of Emergency Medical Technician (EMT) at hire (200 hours) and prefer Advanced EMT (200 +/- hours) or Paramedic (1,200 +/- hours). These classes are limited in the state for someone trying to attend, and the cost ranges from \$850 for Firefighter 1 and over \$10,000 for paramedic programs.

Fire/EMS Response Time Goal:

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

Training and certifications:

In FY21 we have continued to meet all training requirements and re-certifications of all members in the required areas. Training and development of our staff is vital to the services we provide. In FY20 3,560 hours were in training. This is down from the 5,000 plus hours in FY19 and the projected 5,800 hours to be completed in FY21. One reason for the decline is that almost all outside training for part of FY20 and the first half of FY21 was not available due to the Covid pandemic. On average it is projected that all members (career and call personnel) will receive 105 hours of training.

Hiring of four (4) new operations personnel:

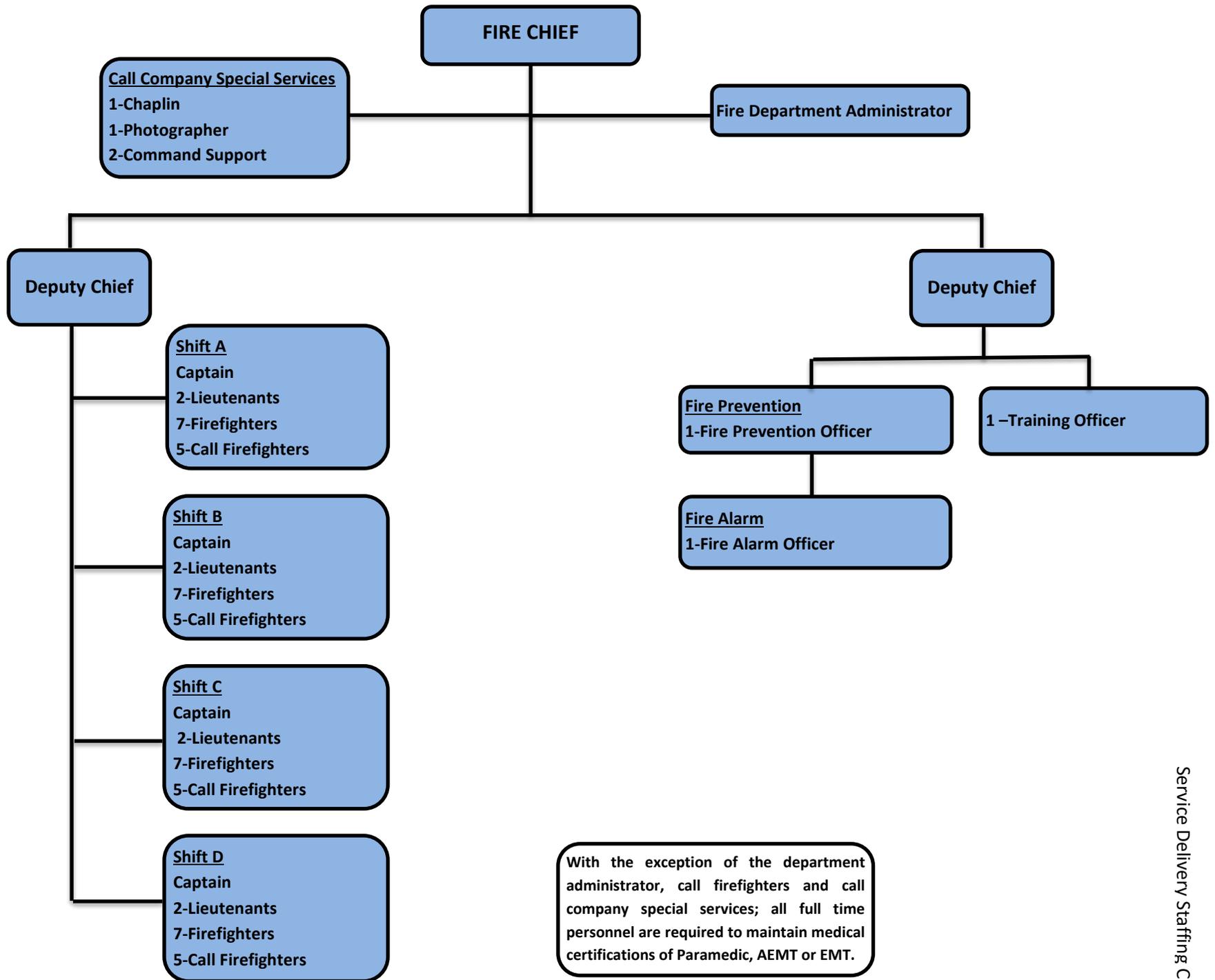
The Department is presenting three options for consideration with regard to adding personnel to the operational side of the Department. These positions and three options include first, hiring dual certified (Fire/EMS) personnel, (which has been the past practice for the last forty-five years), second, hiring paramedics and sending them to "recruit" school to obtain required fire certifications in the first year, and third, to hire paramedics only. These options provide a range of costs that also provide options. Finally, we are preparing to submit with approval a FEMA Safer Grant- Staffing for Adequate Fire and Emergency Response. The current grant available covers 100% the cost associated with hiring candidates, out-fitting with personal protective clothing and employees' salary for the first three years of employment. On the fourth year, the community is responsible for funding the position(s).

By hiring the additional personnel, the goal would be to restore the 4th-person on the first due fire engine from the Central station, per NFPA 1710- Organization and Deployment of Fire Suppression Operations, EMS and Special Operations in Career Fire Departments. The minimum number of assigned firefighters to fire engines and ladder companies is four (4) personnel. We currently operate at three (3) and at times two (2) or less. The minimum for EMS operations is two per ambulance ranging in certifications of Emergency Medical Technician (EMT), Advanced Emergency Technician (AEMT) and Paramedic. We meet the EMS deployment standard of two when our ambulances respond. Daily our goal is to minimum staff one of our three ambulances with a paramedic, all others assigned to make the crew of two is an AEMT.

Operating Software:

In FY20 we were notified by our current software provider (ESO) that they would be discontinuing the *Firehouse* server-based software product in December of 2021. They also advised all customers that their new platform would be a cloud-based platform. ESO had purchased *Firehouse* and the platform three to four years ago. Keene Fire has used this platform since 2006 and the software is used for all aspects of our operations including but not limited to incident reporting, training, inventory/assets management, inspections, permitting, investigations, personnel scheduling/payroll, and personnel tracking information. Once we were notified, we established an internal committee (June 2020) of users to review what other options were available for operating software. This review involved meetings with our IT staff and staff from our dispatch center (SWNHFMA). The current system is used by many of our mutual aid partners and has integration to the dispatch center for call information. The committee work involved surveying NH departments to see what was in use outside of the ESO product. They learned that only two other products were used by the departments surveyed that use multiple modules in the manner that we do. There were others mentioned; however, no other vendors offered all the "modules" used currently by our department. After being able to meet and demo the three major vendors that are currently in use with other NH fire departments, the committee recommendation to the fire chief is to stay with ESO. The request in supplemental budget is to cover the contract cost of that product. Current server-based software is covered by the city IT department, but because this is cloud-based, the software cost is the responsibility of the department. Currently the IT department pays approximately \$4,500 for our software annually; the new cost on a three-year contract is estimated at \$16,000 annually.

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 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Complete study of Station 2: Phase 2 Building Review of the building structure, size, and utility systems as well as the needs moving forward with presentation to City Council for CIP planning.			Safe Community	6
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	3,6
Complete required training, recertification, and licensing of personnel. (NFPA 1500, 1001) (OSHA 1910.120)	RSA-154-A:11		Safe Community	3
Provide public education programs related to fire safety, first aid, and safety planning			Safe Community	7
Review alternative staffing levels and needs during peak service demands.			Safe Community	1
METRICS:		FY20	FY21	FY22
Number of incident responses by fiscal year. (**projected for FY21 and 22)		4,985	4,971**	5,000**
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (** projected for FY21 and 22)		74%	73.6%**	90% (goal)
Fire Prevention/Fire Alarm Inspections (**projected for FY21 and 22)		761	560**	900**
Fire Department Permits (**projected for FY21 and 22) Note Burn Permits not included in FY 21-22 data.		1,638	700**	800**
Personnel Yearly Training Hours (**projected for FY21 and 22)		3,560	5,800**	5,500*



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

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
FIRE	42116 - HAZ MAT STORAGE PERMITS	18,275	17,975	18,600	18,600	18,600	18,600
	42202 - FIRE ALARM ACCESS PERMIT	9,135	10,935	11,000	12,000	12,000	12,000
	42205 - PERMITS	73,128	71,296	65,000	65,000	65,000	65,000
	42000 - LICENSES/PERMITS/FEES	100,538	100,206	94,600	95,600	95,600	95,600
	43208 - KEENE STATE COLLEGE	497,000	497,000	497,000	497,000	497,000	497,000
	43403 - OTHER TOWNS	185,648	198,742	195,780	195,780	195,780	195,780
	43000 - INTERGOVERNMENTAL	682,648	695,742	692,780	692,780	692,780	692,780
	44109 - DIRECT REIMBURSEMENT	6,564	3,161	800	800	800	800
	44113 - REPORTS	450	582	500	500	500	500
	44123 - AMBULANCE SVCS	1,136,493	923,262	1,225,000	1,225,000	1,225,000	1,225,000
	44124 - FIRE MASTER BOX	80,512	80,784	82,000	82,000	82,000	82,000
	44000 - CHARGES FOR SERVICES	1,224,018	1,007,789	1,308,300	1,308,300	1,308,300	1,308,300
	45107 - FALSE ALARM FINES	0	275	0	0	0	0
	45201 - FIRE CODE VIOLATIONS	500	0	200	200	200	200
	45000 - FINES & FORFEITS	500	275	200	200	200	200
	46103 - INTEREST: A/R	12	(143)	100	100	100	100
	46404 - DELUGE HOSE TRUST FUND	252	255	242	242	162	162
	46000 - MISCELLANEOUS	264	112	342	342	262	262
	TOTAL	2,007,969	1,804,124	2,096,222	2,097,222	2,097,142	2,097,142

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

FIRE

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	122,147	126,678	125,679	128,830	128,830	0	128,830	128,830
61302 - ASST DEPARTMENT HEAD	102,388	111,008	159,202	131,845	211,822	0	211,822	211,822
61303 - SUPERVISORY PERSONNEL	885,320	972,561	1,032,248	1,007,534	1,033,183	0	1,033,183	1,033,183
61304 - GENERAL PERSONNEL	1,775,683	1,775,953	1,946,756	1,794,321	1,971,151	0	1,971,151	1,971,151
61305 - ADMINISTRATIVE PERSONNEL	57,797	62,638	62,144	63,702	63,702	0	63,702	63,702
61307 - PART TIME EMPLOYEES	15,124	7,804	34,000	34,000	34,000	0	34,000	34,000
61317 - CALL PERSONNEL	8,941	0	10,423	10,423	10,423	0	10,423	10,423
61501 - REGULAR OVERTIME	14,134	16,517	14,082	17,990	14,082	0	14,082	14,082
61511 - OT-HAZ MAT TRAINING	4,015	5,357	10,815	10,815	10,815	0	10,815	10,815
61513 - OT-TRAINING	63,967	49,908	92,400	92,400	92,400	0	92,400	92,400
61520 - OT-VACATION REPLACEMENT	293,097	269,776	218,000	361,326	218,000	35,000	253,000	253,000
61521 - OT-SICK REPLACEMENT	122,762	240,031	18,450	273,679	18,450	35,000	53,450	53,450
61522 - OT-PERSONAL DAY REPLACE	40,741	33,029	26,500	54,799	26,500	5,000	31,500	31,500
61525 - OT-FIRST ALARM	57,147	71,665	40,000	49,325	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	5,174	4,440	5,000	5,000	5,000	0	5,000	5,000
61527 - OT-CALL BACK	38,326	31,081	24,000	25,332	24,000	0	24,000	24,000
61531 - HOLIDAY OVERTIME	32,473	35,023	36,051	26,930	36,051	0	36,051	36,051
61601 - HOLIDAY PAY	114,111	113,594	124,348	115,321	124,888	0	124,888	124,888
61604 - TRAINING INCENTIVE	63,840	44,265	44,460	44,151	43,680	0	43,680	43,680
61610 - FIRE DEPT INCENTIVES	13,350	14,200	15,050	15,050	15,050	0	15,050	15,050
61701 - HEALTH INSURANCE	904,860	933,040	1,017,565	1,003,670	998,415	0	998,415	998,415
61702 - DENTAL INSURANCE	54,822	53,875	61,863	62,434	65,030	0	65,030	65,030
61703 - RETIREMENT CONTRIBUTIONS	6,575	6,997	6,942	7,115	8,957	0	8,957	8,957
61704 - SOCIAL SECURITY	60,081	60,940	65,090	75,229	62,934	1,087	64,021	64,021
61705 - WORKERS COMPENSATION	126,004	130,042	210,883	236,270	215,942	3,974	219,916	219,916
61713 - RET - FIRE	1,199,895	1,176,272	1,176,967	1,461,740	1,322,989	24,743	1,347,732	1,347,732
61901 - RECRUITMENT	514	896	0	1,095	0	0	0	0
61000 - PERSONNEL SERVICES	6,183,288	6,347,592	6,578,917	7,110,328	6,796,293	104,804	6,901,097	6,901,097
62101 - ADMINISTRATIVE SERVICES	51,811	54,315	62,000	62,000	62,000	0	62,000	62,000
62102 - PROFESSIONAL SERVICES	3,780	1,317	600	600	600	0	600	600
62116 - DISPATCH	220,368	226,538	233,334	233,334	245,001	0	245,001	245,001
62120 - LABORATORY SERVICES	0	36	1,200	1,200	1,200	0	1,200	1,200
62145 - FIRST AID & MEDICAL SVCS	23,328	46,403	41,250	41,250	41,250	0	41,250	41,250
62205 - PC REPLACEMENT CHARGE	13,776	14,022	14,650	14,650	13,777	0	13,777	13,777
62206 - PW FLEET CHARGE	105,890	110,414	114,721	114,721	115,459	0	115,459	115,459
62301 - OFFICE EQUIPMENT MAINT.	2,215	2,198	3,000	3,000	3,000	0	3,000	3,000
62304 - COMMUNICATIONS EQP MAINT.	3,242	5,524	5,350	5,350	5,350	0	5,350	5,350
62309 - VEHICLE CERTIFICATION	2,997	3,931	4,000	4,000	4,000	0	4,000	4,000
62310 - SAFETY PROGRAM MAINT.	6,984	3,201	4,500	4,500	4,500	0	4,500	4,500
62311 - EQUIPMENT MAINTENANCE	4,049	10,920	8,550	8,550	8,550	0	8,550	8,550
62407 - VEHICLE INSURANCE	9,735	9,735	9,735	9,735	10,222	0	10,222	10,222
62430 - TRAVEL	0	0	500	500	500	0	500	500
62435 - TRAINING	16,108	14,706	24,500	24,500	24,500	0	24,500	24,500
62436 - MEETINGS & DUES	1,758	885	1,280	1,280	1,280	0	1,280	1,280
62438 - LICENSES & CERTIFICATIONS	474	450	500	500	500	0	500	500

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62439 - PARAMEDIC TUITION	2,396	5,737	8,500	8,500	8,500	0	8,500	8,500
62446 - CLEANING ALLOWANCE	8	0	250	250	250	0	250	250
62447 - PUBLIC AWARENESS	1,178	1,174	800	800	800	0	800	800
62498 - USE OF TRUST FUNDS	252	255	250	230	162	0	162	162
62510 - COMMUNICATIONS/PHONE	13,244	14,446	14,750	14,750	14,750	0	14,750	14,750
62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080
62701 - OFFICE SUPPLIES	1,398	584	2,135	2,135	1,785	0	1,785	1,785
62710 - POSTAGE	478	538	550	550	550	0	550	550
62715 - BOOKS & COLLECTIONS	1,610	1,916	1,600	1,600	1,600	0	1,600	1,600
62734 - MINOR EQUIPMENT	80	34	0	0	0	0	0	0
62742 - MINOR COMMUNICATION EQUIP	2,297	5,263	6,000	6,000	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	26,051	13,866	19,000	19,000	19,000	0	19,000	19,000
62755 - UNIFORMS	45,528	41,605	36,100	36,100	36,100	0	36,100	36,100
62756 - PROTECTIVE CLOTHING	39,078	39,694	55,900	55,900	49,500	0	49,500	49,500
62760 - OPERATING SUPPLIES	15,656	14,676	7,000	7,000	7,000	0	7,000	7,000
62763 - VEHICLE SUPPLIES	94,696	82,520	85,600	85,600	85,600	0	85,600	85,600
62765 - OXYGEN	6,422	8,796	6,000	6,000	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	33,333	29,640	34,200	34,200	34,200	0	34,200	34,200
62000 - OPERATING EXPENDITURES	751,301	766,421	809,385	809,365	814,566	0	814,566	814,566
Department	6,934,590	7,114,013	7,388,302	7,919,693	7,610,859	104,804	7,715,663	7,715,663
TOTAL	6,934,590	7,114,013	7,388,302	7,919,693	7,610,859	104,804	7,715,663	7,715,663

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

FIRE

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00800 - FIRE ADMIN	61301 - DEPARTMENT HEAD	122,147	126,678	125,679	128,830	128,830	0	128,830	128,830
	61302 - ASST DEPARTMENT HEAD	102,388	111,008	159,202	131,845	211,822	0	211,822	211,822
	61305 - ADMINISTRATIVE PERSONNEL	28,899	31,319	31,072	31,851	31,851	0	31,851	31,851
	61501 - REGULAR OVERTIME	0	3,921	0	0	0	0	0	0
	61604 - TRAINING INCENTIVE	31,680	31,116	31,980	31,980	31,200	0	31,200	31,200
	61610 - FIRE DEPT INCENTIVES	13,350	14,200	15,050	15,050	15,050	0	15,050	15,050
	61701 - HEALTH INSURANCE	62,995	68,311	79,418	73,859	93,490	0	93,490	93,490
	61702 - DENTAL INSURANCE	3,928	4,098	4,811	5,444	5,301	0	5,301	5,301
	61703 - RETIREMENT CONTRIBUTIONS	3,288	3,498	3,471	3,558	4,478	0	4,478	4,478
	61704 - SOCIAL SECURITY	5,995	6,421	7,190	6,696	7,783	0	7,783	7,783
	61705 - WORKERS COMPENSATION	8,088	8,611	17,667	11,857	20,497	0	20,497	20,497
	61713 - RET - FIRE	83,421	84,034	99,872	90,810	127,639	0	127,639	127,639
	61901 - RECRUITMENT	514	558	0	1,095	0	0	0	0
	61000 - PERSONNEL SERVICES	466,692	493,772	575,411	532,876	677,940	0	677,940	677,940
	62102 - PROFESSIONAL SERVICES	3,780	1,317	600	600	600	0	600	600
	62116 - DISPATCH	220,368	226,538	233,334	233,334	245,001	0	245,001	245,001
	62205 - PC REPLACEMENT CHARGE	10,156	10,515	11,079	11,079	12,621	0	12,621	12,621
	62206 - PW FLEET CHARGE	48,615	51,844	53,670	53,670	54,606	0	54,606	54,606
	62301 - OFFICE EQUIPMENT MAINT.	2,215	2,198	3,000	3,000	3,000	0	3,000	3,000
	62304 - COMMUNICATIONS EQP MAINT.	3,242	5,524	5,350	5,350	5,350	0	5,350	5,350
	62309 - VEHICLE CERTIFICATION	2,997	3,931	4,000	4,000	4,000	0	4,000	4,000
	62310 - SAFETY PROGRAM MAINT.	6,984	3,201	4,500	4,500	4,500	0	4,500	4,500
	62407 - VEHICLE INSURANCE	8,104	8,104	8,104	8,104	8,509	0	8,509	8,509
	62435 - TRAINING	6,082	5,513	10,000	10,000	10,000	0	10,000	10,000
	62436 - MEETINGS & DUES	868	760	950	950	950	0	950	950
	62446 - CLEANING ALLOWANCE	8	0	250	250	250	0	250	250
	62498 - USE OF TRUST FUNDS	252	255	250	230	162	0	162	162
	62510 - COMMUNICATIONS/PHONE	13,244	14,446	14,750	14,750	14,750	0	14,750	14,750
	62701 - OFFICE SUPPLIES	1,398	584	1,785	1,785	1,785	0	1,785	1,785
	62710 - POSTAGE	478	538	550	550	550	0	550	550
	62715 - BOOKS & COLLECTIONS	85	85	100	100	100	0	100	100
	62734 - MINOR EQUIPMENT	80	34	0	0	0	0	0	0
	62742 - MINOR COMMUNICATION EQUIP	2,297	5,263	6,000	6,000	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	26,051	13,866	19,000	19,000	19,000	0	19,000	19,000	
62755 - UNIFORMS	4,029	3,325	4,000	4,000	4,000	0	4,000	4,000	
62760 - OPERATING SUPPLIES	9,132	9,542	3,500	3,500	3,500	0	3,500	3,500	
62763 - VEHICLE SUPPLIES	94,696	82,520	85,600	85,600	85,600	0	85,600	85,600	
62000 - OPERATING EXPENDITURES	465,163	449,904	470,372	470,352	484,834	0	484,834	484,834	
00800 - FIRE ADMIN	931,855	943,677	1,045,783	1,003,228	1,162,774	0	1,162,774	1,162,774	
00802 - FIRE HEALTH & SAFETY	62120 - LABORATORY SERVICES	0	36	1,200	1,200	1,200	0	1,200	1,200
	62145 - FIRST AID & MEDICAL SVCS	23,328	46,403	41,250	41,250	41,250	0	41,250	41,250
	62760 - OPERATING SUPPLIES	3,642	3,366	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	26,970	49,806	43,450	43,450	43,450	0	43,450	43,450
00802 - FIRE HEALTH & SAFETY	26,970	49,806	43,450	43,450	43,450	0	43,450	43,450	
00803 - FIRE INSPECT & PREVENT	61304 - GENERAL PERSONNEL	72,960	76,790	78,532	78,980	87,226	0	87,226	87,226
	61501 - REGULAR OVERTIME	7,957	6,139	3,000	5,604	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	3,040	3,229	3,310	3,310	3,677	0	3,677	3,677
	61701 - HEALTH INSURANCE	24,913	26,433	27,664	27,238	26,440	0	26,440	26,440
	61702 - DENTAL INSURANCE	1,571	1,639	1,728	1,700	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,182	1,217	1,139	1,226	1,308	0	1,308	1,308

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00803 - FIRE INSPECT & PREVENT	61705 - WORKERS COMPENSATION	2,905	3,032	4,170	4,568	4,780	0	4,780	4,780
	61713 - RET - FIRE	26,748	26,181	23,630	26,447	29,766	0	29,766	29,766
	61000 - PERSONNEL SERVICES	141,275	144,660	143,172	149,072	157,925	0	157,925	157,925
	62206 - PW FLEET CHARGE	16,205	17,281	17,890	17,890	18,202	0	18,202	18,202
	62435 - TRAINING	1,369	925	2,000	2,000	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	790	125	125	125	125	0	125	125
	62447 - PUBLIC AWARENESS	1,178	1,174	800	800	800	0	800	800
	62715 - BOOKS & COLLECTIONS	1,526	1,831	1,500	1,500	1,500	0	1,500	1,500
	62755 - UNIFORMS	762	612	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	1,190	332	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	23,020	22,281	24,065	24,065	24,377	0	24,377	24,377
00803 - FIRE INSPECT & PREVENT	164,295	166,941	167,237	173,137	182,302	0	182,302	182,302	
00805 - FIRE ALARMS	61304 - GENERAL PERSONNEL	62,200	74,618	70,857	97,244	71,096	0	71,096	71,096
	61501 - REGULAR OVERTIME	3,615	1,442	3,000	5,722	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	2,909	2,730	2,924	2,799	3,257	0	3,257	3,257
	61701 - HEALTH INSURANCE	11,608	25,674	27,664	39,474	26,440	0	26,440	26,440
	61702 - DENTAL INSURANCE	590	1,572	1,728	2,464	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	971	1,104	1,113	1,437	1,122	0	1,122	1,122
	61705 - WORKERS COMPENSATION	2,380	2,818	4,077	5,360	4,098	0	4,098	4,098
	61713 - RET - FIRE	21,385	23,708	23,103	30,513	25,519	0	25,519	25,519
	61000 - PERSONNEL SERVICES	105,657	133,667	134,467	185,013	136,260	0	136,260	136,260
	62311 - EQUIPMENT MAINTENANCE	1,054	2,060	1,000	1,000	1,000	0	1,000	1,000
	62435 - TRAINING	310	965	500	500	500	0	500	500
	62436 - MEETINGS & DUES	100	0	80	80	80	0	80	80
	62755 - UNIFORMS	585	1,291	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	1,065	1,070	1,000	1,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	3,114	5,386	3,330	3,330	3,330	0	3,330	3,330
00805 - FIRE ALARMS	108,771	139,052	137,797	188,343	139,590	0	139,590	139,590	
00808 - CALL PERSONNEL	61307 - PART TIME EMPLOYEES	15,124	7,804	34,000	34,000	34,000	0	34,000	34,000
	61317 - CALL PERSONNEL	8,941	0	10,423	10,423	10,423	0	10,423	10,423
	61704 - SOCIAL SECURITY	1,571	441	3,398	1,295	2,601	0	2,601	2,601
	61705 - WORKERS COMPENSATION	862	128	2,359	1,360	1,801	0	1,801	1,801
	61901 - RECRUITMENT	0	338	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	26,498	8,710	50,181	47,078	48,826	0	48,826	48,826
	62435 - TRAINING	1,158	564	2,000	2,000	2,000	0	2,000	2,000
	62755 - UNIFORMS	8,298	6,809	1,250	1,250	1,250	0	1,250	1,250
	62756 - PROTECTIVE CLOTHING	0	3,099	15,400	15,400	9,000	0	9,000	9,000
	62000 - OPERATING EXPENDITURES	9,456	10,472	18,650	18,650	12,250	0	12,250	12,250
00808 - CALL PERSONNEL	35,954	19,182	68,831	65,728	61,076	0	61,076	61,076	
00810 - AMBULANCE	61303 - SUPERVISORY PERSONNEL	315,970	307,158	340,425	299,977	345,502	0	345,502	345,502
	61304 - GENERAL PERSONNEL	579,255	565,072	567,694	601,152	641,687	0	641,687	641,687
	61305 - ADMINISTRATIVE PERSONNEL	28,898	31,319	31,072	31,851	31,851	0	31,851	31,851
	61513 - OT-TRAINING	20,861	30,123	30,000	30,000	30,000	0	30,000	30,000
	61520 - OT-VACATION REPLACEMENT	99,082	105,295	65,400	135,395	65,400	15,000	80,400	80,400
	61521 - OT-SICK REPLACEMENT	47,145	84,381	5,500	73,403	5,500	15,000	20,500	20,500
	61522 - OT-PERSONAL DAY REPLACE	13,716	11,493	7,950	22,283	7,950	2,500	10,450	10,450
	61525 - OT-FIRST ALARM	290	(6,559)	0	(71)	0	0	0	0
	61527 - OT-CALL BACK	28,159	22,171	19,000	19,056	19,000	0	19,000	19,000
	61601 - HOLIDAY PAY	34,659	39,150	37,698	42,061	41,082	0	41,082	41,082
	61604 - TRAINING INCENTIVE	32,160	13,149	12,480	12,171	12,480	0	12,480	12,480
	61701 - HEALTH INSURANCE	296,335	288,330	293,065	317,404	309,591	0	309,591	309,591

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00810 - AMBULANCE	61702 - DENTAL INSURANCE	16,452	13,253	16,846	18,058	19,384	0	19,384	19,384
	61703 - RETIREMENT CONTRIBUTIONS	3,287	3,498	3,471	3,557	4,478	0	4,478	4,478
	61704 - SOCIAL SECURITY	19,102	19,076	18,126	21,318	16,957	471	17,428	17,428
	61705 - WORKERS COMPENSATION	38,540	38,875	57,674	63,142	63,599	1,722	65,321	65,321
	61713 - RET - FIRE	376,535	352,460	326,822	398,143	385,538	10,722	396,260	396,260
	61000 - PERSONNEL SERVICES	1,950,447	1,918,246	1,833,222	2,088,900	1,999,999	45,415	2,045,414	2,045,414
	62101 - ADMINISTRATIVE SERVICES	51,811	54,315	62,000	62,000	62,000	0	62,000	62,000
	62205 - PC REPLACEMENT CHARGE	3,620	3,507	3,571	3,571	1,156	0	1,156	1,156
	62206 - PW FLEET CHARGE	41,070	41,289	43,161	43,161	42,651	0	42,651	42,651
	62311 - EQUIPMENT MAINTENANCE	2,994	8,861	7,550	7,550	7,550	0	7,550	7,550
	62407 - VEHICLE INSURANCE	1,631	1,631	1,631	1,631	1,713	0	1,713	1,713
	62430 - TRAVEL	0	0	500	500	500	0	500	500
	62435 - TRAINING	7,189	6,739	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	474	450	500	500	500	0	500	500
	62439 - PARAMEDIC TUITION	2,396	5,737	8,500	8,500	8,500	0	8,500	8,500
	62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080
	62701 - OFFICE SUPPLIES	0	0	350	350	0	0	0	0
	62755 - UNIFORMS	8,020	9,069	9,675	9,675	10,375	0	10,375	10,375
	62756 - PROTECTIVE CLOTHING	2,488	62	3,000	3,000	3,000	0	3,000	3,000
	62760 - OPERATING SUPPLIES	627	366	250	250	250	0	250	250
	62765 - OXYGEN	6,422	8,796	6,000	6,000	6,000	0	6,000	6,000
	62766 - DISPOSABLE EQUIPMENT	33,333	29,640	34,200	34,200	34,200	0	34,200	34,200
62000 - OPERATING EXPENDITURES	163,155	171,541	192,093	192,093	189,600	0	189,600	189,600	
00810 - AMBULANCE		2,113,602	2,089,787	2,025,315	2,280,993	2,189,599	45,415	2,235,014	2,235,014
00811 - FIRE SUPPRESSION	61303 - SUPERVISORY PERSONNEL	502,078	590,491	616,053	634,117	610,389	0	610,389	610,389
	61304 - GENERAL PERSONNEL	888,602	897,833	1,044,874	839,584	979,765	0	979,765	979,765
	61501 - REGULAR OVERTIME	2,562	5,015	8,082	6,664	8,082	0	8,082	8,082
	61511 - OT-HAZ MAT TRAINING	4,015	5,357	10,815	10,815	10,815	0	10,815	10,815
	61513 - OT-TRAINING	43,106	19,785	62,400	62,400	62,400	0	62,400	62,400
	61520 - OT-VACATION REPLACEMENT	194,015	164,480	152,600	225,932	152,600	20,000	172,600	172,600
	61521 - OT-SICK REPLACEMENT	75,617	155,650	12,950	200,276	12,950	20,000	32,950	32,950
	61522 - OT-PERSONAL DAY REPLACE	27,026	21,536	18,550	32,515	18,550	2,500	21,050	21,050
	61525 - OT-FIRST ALARM	56,857	78,223	40,000	49,396	40,000	0	40,000	40,000
	61526 - OT-SECOND ALARM	5,174	4,440	5,000	5,000	5,000	0	5,000	5,000
	61527 - OT-CALL BACK	10	0	0	97	0	0	0	0
	61531 - HOLIDAY OVERTIME	32,473	35,023	36,051	26,930	36,051	0	36,051	36,051
	61601 - HOLIDAY PAY	63,155	63,313	69,770	56,746	65,813	0	65,813	65,813
	61701 - HEALTH INSURANCE	409,355	437,969	506,762	461,133	460,634	0	460,634	460,634
	61702 - DENTAL INSURANCE	25,998	27,973	31,021	29,056	31,160	0	31,160	31,160
	61704 - SOCIAL SECURITY	27,522	29,098	30,119	39,488	29,035	616	29,651	29,651
	61705 - WORKERS COMPENSATION	64,003	67,644	110,296	136,028	106,082	2,252	108,334	108,334
	61713 - RET - FIRE	608,311	613,951	625,013	836,449	660,597	14,021	674,618	674,618
	61000 - PERSONNEL SERVICES	3,029,879	3,217,783	3,380,356	3,652,626	3,289,923	59,389	3,349,312	3,349,312
	62755 - UNIFORMS	22,344	18,395	16,825	16,825	16,125	0	16,125	16,125
	62756 - PROTECTIVE CLOTHING	36,590	36,533	37,500	37,500	37,500	0	37,500	37,500
	62760 - OPERATING SUPPLIES	0	0	250	250	250	0	250	250
	62000 - OPERATING EXPENDITURES	58,934	54,928	54,575	54,575	53,875	0	53,875	53,875
00811 - FIRE SUPPRESSION		3,088,813	3,272,711	3,434,931	3,707,201	3,343,798	59,389	3,403,187	3,403,187
00812 - FIRE SUPPRESSION W KEENE	61303 - SUPERVISORY PERSONNEL	67,272	74,912	75,769	73,440	77,292	0	77,292	77,292
	61304 - GENERAL PERSONNEL	172,666	161,640	184,799	177,361	191,376	0	191,376	191,376

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
00812 - FIRE SUPPRESSION W KEENE	61527 - OT-CALL BACK	10,157	8,910	5,000	6,179	5,000	0	5,000	5,000
	61601 - HOLIDAY PAY	10,349	5,172	10,646	10,406	11,059	0	11,059	11,059
	61701 - HEALTH INSURANCE	99,653	86,322	82,992	84,561	81,820	0	81,820	81,820
	61702 - DENTAL INSURANCE	6,284	5,340	5,729	5,711	5,729	0	5,729	5,729
	61704 - SOCIAL SECURITY	3,738	3,583	4,005	3,770	4,129	0	4,129	4,129
	61705 - WORKERS COMPENSATION	9,226	8,935	14,639	13,955	15,084	0	15,084	15,084
	61713 - RET - FIRE	83,495	75,939	78,527	79,379	93,932	0	93,932	93,932
	61000 - PERSONNEL SERVICES	462,839	430,754	462,107	454,761	485,421	0	485,421	485,421
	62755 - UNIFORMS	1,490	2,103	2,850	2,850	2,850	0	2,850	2,850
	62000 - OPERATING EXPENDITURES	1,490	2,103	2,850	2,850	2,850	0	2,850	2,850
00812 - FIRE SUPPRESSION W KEENE	464,329	432,857	464,957	457,611	488,271	0	488,271	488,271	
DEPARTMENT TOTAL	6,934,590	7,114,013	7,388,302	7,919,693	7,610,859	104,804	7,715,663	7,715,663	
TOTAL	6,934,590	7,114,013	7,388,302	7,919,693	7,610,859	104,804	7,715,663	7,715,663	

Department:	Library	Fund:	General
Division (s): Cost Center:	01100 through 01103		
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.		

The COVID pandemic had a huge impact on the Library over the last year. The Library had business as usual for the first eight and half months in FY20. In that time there were 121,600 visits to the library, 10,453 computer sessions, and 373 community meetings or events attended by 4,283 people. However, in the middle of March, the staff suddenly had to close its doors to the public. Curbside services were put in place, then all services were delivered online only, and then we switched back to curbside services until July. In all, the Library was closed or with reduced services for nearly a third of the fiscal year. Through it all the Library continued to serve Keene residents. Staff pivoted to virtual programming and boosted online services. Online video and remote printing was introduced and access to electronic formats of books, audiobooks and magazines was increased. By the end of the fiscal year, the staff was still able to deliver 969 programs which were attended by 10,226 people and 188,468 items were loaned to the community.

The effects of the pandemic will continue to effect the Library for at least another year. It will be quite some time before larger programs and events can safely be offered again. The Library’s volunteer base will need to be entirely rebuilt, which will leave staff stretched thinner as hours return to normal operations.

As in previous years, the Friends of the Library and the Library Trustees have continued to supply vital funding for the Library. In FY20, the Friends of the Library and Library Trustees gave over \$147,000 in support. They paid for all Library programming, purchased furniture and equipment, 13% of collection purchases, supplemented staff training and maintained equipment. Only about 58% of the non-personnel operating budget came from tax support that year. The pandemic forced the Friends of the Library to cancel three book sale fundraisers. However, even though they lost tens of thousands in expected income, they used their reserved funds to continue their support. The Library staff consistently looks for cost savings while continuing to provide quality services and strive for further improvements in what is offered to the community.

Background

The Keene Public Library is a vital community resource for residents at all stages of life who want to read, learn, or connect with the community. The Library makes information freely available, through services and programs for all ages, abilities, and socio-economic standing. All Library services coordinate with the Community Master Plan’s educational goals. Arts and culture, diversity, leadership goals and City Council goals are similarly supported.

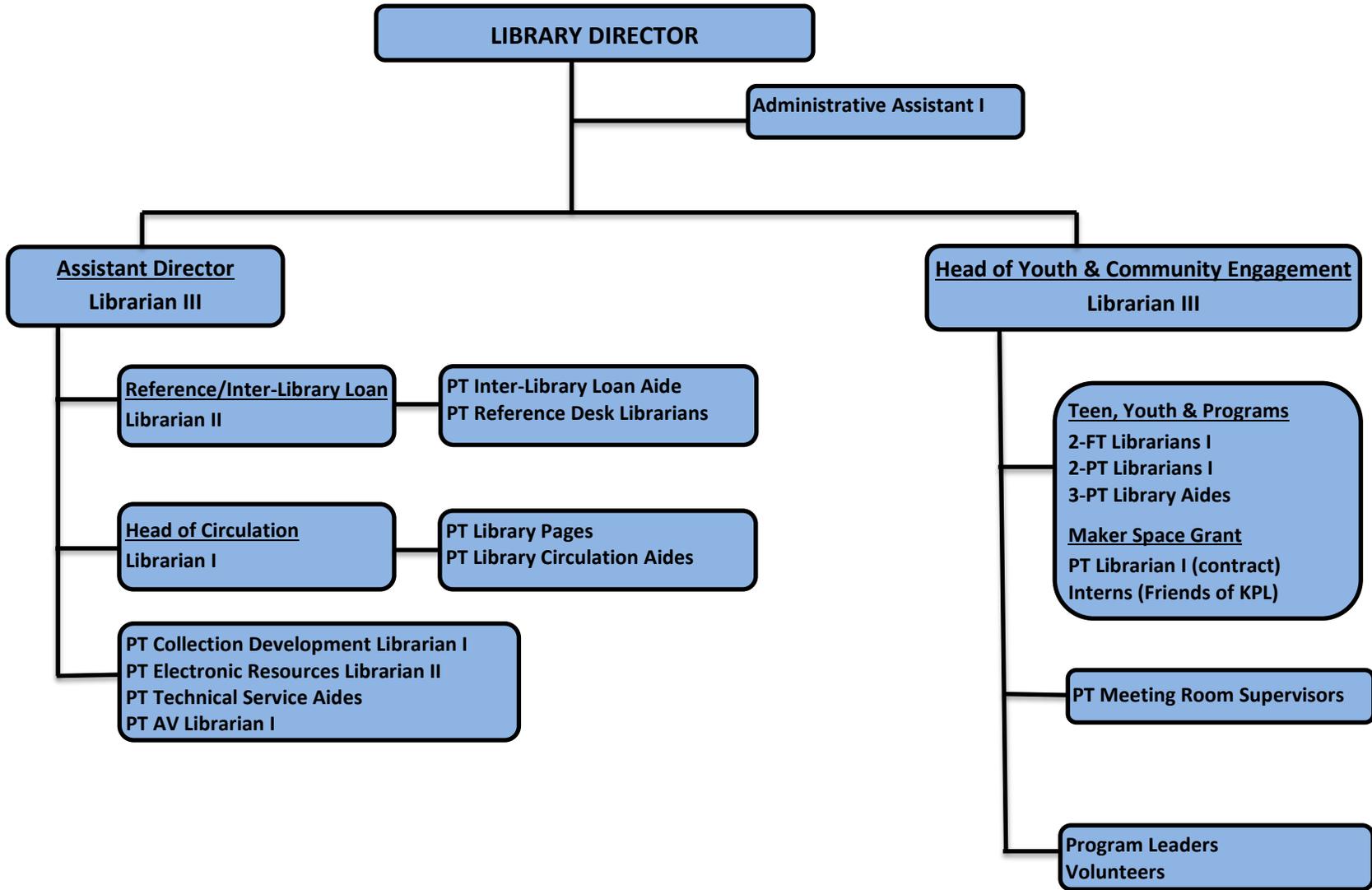
The Library’s collection offers materials in a variety of formats for all ages and abilities. Library cardholders may access a vast variety of digital resources that include databases, video, magazines, books and audiobooks. Staff are available to help members of the community utilize the latest technologies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

The Keene Public Library continually collaborates with schools and community groups to offer a wide range of entertaining educational programming for all ages. The Library is a designated as a Family Place Library—providing specific programming for families and their young children and a Maker Corps Library where patrons of varying ages can work together, alone, or with librarians on special projects and learn through experimentation.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Provide an excellent collection including classic and high-demand materials in print, audio, video, and electronic formats for people of all ages, abilities and backgrounds.			Education	
Assist patrons of all ages with information research, reader advisory and technology services both in-house and remotely through the library website, public access computers, and community meeting space.			Education	
Introduce concepts and deepen knowledge of residents through activities and programs that encourage life-long learning and digital literacy at all levels and ages throughout the community.			Education	
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Fund library materials based on an ongoing evaluation of new formats and the appropriate collection balance, with the target of replacing 5% of library materials yearly while increasing the availability of digital services & collections.		202A	Education	1, 2, 3, 4
Provide and promote use of digital collections and services with remote access as appropriate.			Education	2, 3, 4
Provide a comprehensive series of high-quality library programs that support and empower adults and children to their highest potential and promote community involvement.			Education	3, 7
Provide meeting spaces for community use.			Education	3, 4, 7
Staff the library appropriately to support safety, quality services and appropriate management and use of facilities.		202A	Historic & Cultural	1, 3, 7
Work with staff from Mason Library at Keene State College, to maintain and improve partnerships that benefit the community.			Education	1, 3, 4, 7
Provide public access, assistance and training on computers, internet and evolving technologies.			Education	3, 4, 7
Ensure high quality services through staff training and support.		202A	Education	1, 2,3, 7
Review Library policies and procedures regularly; revise as necessary to ensure good management.			Education	1, 2, 3, 6
METRICS:		FY20	FY21	FY22
Circulation, including downloadable books		188,468	155,658	200,000
Circulation of downloadable books		35,479	37,586	39,000
Databases searches and library website page views		32,627/164,386	22,594/178,496	37,000/180,000
Library programs for adults and children and number of people attending		907/7,964	548/6,136	800/7,500
Number of times City/community groups held events in the Library or Library Annex		373	6	150
Number of people attending City/community programs		4,283	100	2,000
Number of library card holders (does not include KSC community of approx. 6,000)		14,474	14,500	15,000
Use of library public access computers**		10,279	3,940	7,000
Number of reference questions answered in-house		5,200	3,000	5,000

*All statistics were reduced or skewed through duration of COVID pandemic which reduced services for a third of FY20 and all of FY21. FY22 is expected to be similar to FY20. Adoption of new technologies used during pandemic will affect various future statistics

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



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
LIBRARY	44109 - DIRECT REIMBURSEMENT	43	900	0	0	0	0
	44201 - LIBRARY FACILITY RENTAL	360	1,410	1,000	0	1,000	1,000
	44401 - LIBRARY NON RESIDENT FEE	17,873	12,819	21,000	16,000	19,000	19,000
	44000 - CHARGES FOR SERVICES	18,277	15,130	22,000	16,000	20,000	20,000
	45106 - LIBRARY OVERDUE FINES	19,530	12,711	15,500	7,000	14,000	14,000
	45304 - LOST LIBRARY MATERIALS	2,492	1,639	3,500	2,300	3,000	3,000
	45000 - FINES & FORFEITS	22,022	14,350	19,000	9,300	17,000	17,000
	46113 - PUBLIC PRINTER/COPIER FEE	0	0	7,583	1,700	6,079	6,079
	46407 - LIBRARY TRUST FUND	2,006	600	3,500	4,500	3,500	3,500
	46000 - MISCELLANEOUS	2,006	600	11,083	6,200	9,579	9,579
	TOTAL	42,305	30,080	52,083	31,500	46,579	46,579

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

LIBRARY

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	107,037	144,640	100,219	0	107,372	0	107,372	107,372
61303 - SUPERVISORY PERSONNEL	216,097	169,896	216,222	0	224,773	0	224,773	224,773
61304 - GENERAL PERSONNEL	198,185	206,535	183,089	0	190,801	0	190,801	190,801
61305 - ADMINISTRATIVE PERSONNEL	46,751	50,473	50,989	0	52,009	0	52,009	52,009
61306 - HOURLY PERSONNEL	0	0	231,084	0	337,163	0	337,163	337,163
61307 - PART TIME EMPLOYEES	407,044	383,934	254,520	0	167,108	0	167,108	167,108
61701 - HEALTH INSURANCE	118,928	129,149	164,912	0	154,868	0	154,868	154,868
61702 - DENTAL INSURANCE	8,350	7,271	8,035	0	8,471	0	8,471	8,471
61703 - RETIREMENT CONTRIBUTIONS	64,480	60,788	61,493	0	80,839	0	80,839	80,839
61704 - SOCIAL SECURITY	73,981	71,576	79,264	0	82,561	0	82,561	82,561
61705 - WORKERS COMPENSATION	1,549	1,521	1,455	0	1,552	0	1,552	1,552
61901 - RECRUITMENT	3,956	4,618	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,246,358	1,230,401	1,351,283	0	1,407,518	0	1,407,518	1,407,518
62205 - PC REPLACEMENT CHARGE	8,410	10,903	11,700	11,700	13,304	0	13,304	13,304
62301 - OFFICE EQUIPMENT MAINT.	3,175	4,091	3,256	3,256	3,256	0	3,256	3,256
62313 - REPAIRS & MAINTENANCE	0	165	2,000	2,000	2,000	0	2,000	2,000
62435 - TRAINING	0	175	3,500	3,200	3,500	0	3,500	3,500
62436 - MEETINGS & DUES	60	85	600	655	600	0	600	600
62498 - USE OF TRUST FUNDS	2,006	600	3,500	5,625	3,500	0	3,500	3,500
62510 - COMMUNICATIONS/PHONE	2,821	2,805	3,200	3,200	3,200	0	3,200	3,200
62701 - OFFICE SUPPLIES	8,261	6,879	7,000	4,000	7,000	0	7,000	7,000
62703 - LOST MATERIAL REPLACEMENT	1,940	31	3,500	3,000	3,500	0	3,500	3,500
62704 - BOOK MENDING SUPPLIES	2,910	2,968	2,900	2,800	2,900	0	2,900	2,900
62710 - POSTAGE	3,067	949	2,900	2,253	2,000	0	2,000	2,000
62713 - PUBLIC PRINTER/COPIER	0	3,475	7,583	3,500	6,079	0	6,079	6,079
62715 - BOOKS & COLLECTIONS	141,311	139,226	149,830	149,000	149,830	15,490	165,320	165,320
62734 - MINOR EQUIPMENT	0	407	2,000	0	2,000	900	2,900	2,900
62744 - MINOR COMPUTER EQUIPMENT	703	157	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	174,664	172,917	203,469	194,189	202,669	16,390	219,059	219,059
Department	1,421,022	1,403,318	1,554,752	194,189	1,610,187	16,390	1,626,577	1,626,577
TOTAL	1,421,022	1,403,318	1,554,752	194,189	1,610,187	16,390	1,626,577	1,626,577

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

LIBRARY

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended	
01100 - LIBRARY	61301 - DEPARTMENT HEAD	107,037	144,640	100,219	0	107,372	0	107,372	107,372	
	61303 - SUPERVISORY PERSONNEL	216,097	169,896	216,222	0	224,773	0	224,773	224,773	
	61304 - GENERAL PERSONNEL	198,185	206,535	183,089	0	190,801	0	190,801	190,801	
	61305 - ADMINISTRATIVE PERSONNEL	46,751	50,473	50,989	0	52,009	0	52,009	52,009	
	61306 - HOURLY PERSONNEL	0	0	231,084	0	337,163	0	337,163	337,163	
	61307 - PART TIME EMPLOYEES	407,044	383,934	254,520	0	167,108	0	167,108	167,108	
	61701 - HEALTH INSURANCE	118,928	129,149	164,912	0	154,868	0	154,868	154,868	
	61702 - DENTAL INSURANCE	8,350	7,271	8,035	0	8,471	0	8,471	8,471	
	61703 - RETIREMENT CONTRIBUTIONS	64,480	60,788	61,493	0	80,839	0	80,839	80,839	
	61704 - SOCIAL SECURITY	73,981	71,576	79,264	0	82,561	0	82,561	82,561	
	61705 - WORKERS COMPENSATION	1,549	1,521	1,455	0	1,552	0	1,552	1,552	
	61901 - RECRUITMENT	3,956	4,618	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES		1,246,358	1,230,401	1,351,283	0	1,407,518	0	1,407,518	1,407,518
	62205 - PC REPLACEMENT CHARGE	8,410	10,903	11,700	11,700	13,304	0	13,304	13,304	
	62301 - OFFICE EQUIPMENT MAINT.	3,175	4,091	3,256	3,256	3,256	0	3,256	3,256	
	62313 - REPAIRS & MAINTENANCE	0	165	2,000	2,000	2,000	0	2,000	2,000	
	62435 - TRAINING	0	175	3,500	3,200	3,500	0	3,500	3,500	
	62436 - MEETINGS & DUES	60	85	600	655	600	0	600	600	
	62510 - COMMUNICATIONS/PHONE	2,821	2,805	3,200	3,200	3,200	0	3,200	3,200	
	62701 - OFFICE SUPPLIES	8,261	6,879	7,000	4,000	7,000	0	7,000	7,000	
	62703 - LOST MATERIAL REPLACEMENT	1,940	31	3,500	3,000	3,500	0	3,500	3,500	
	62704 - BOOK MENDING SUPPLIES	2,910	2,968	2,900	2,800	2,900	0	2,900	2,900	
	62710 - POSTAGE	3,067	949	2,900	2,253	2,000	0	2,000	2,000	
	62713 - PUBLIC PRINTER/COPIER	0	3,475	7,583	3,500	6,079	0	6,079	6,079	
	62715 - BOOKS & COLLECTIONS	141,311	139,226	149,830	149,000	149,830	15,490	165,320	165,320	
	62734 - MINOR EQUIPMENT	0	407	2,000	0	2,000	900	2,900	2,900	
	62744 - MINOR COMPUTER EQUIPMENT	703	157	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES		172,658	172,317	199,969	188,564	199,169	16,390	215,559	215,559	
01100 - LIBRARY		1,419,016	1,402,718	1,551,252	188,564	1,606,687	16,390	1,623,077	1,623,077	
01102 - LIBRARY: CITY TRUSTS	62498 - USE OF TRUST FUNDS	2,006	600	3,500	5,625	3,500	0	3,500	3,500	
	62000 - OPERATING EXPENDITURES	2,006	600	3,500	5,625	3,500	0	3,500	3,500	
01102 - LIBRARY: CITY TRUSTS		2,006	600	3,500	5,625	3,500	0	3,500	3,500	
DEPARTMENT TOTAL		1,421,022	1,403,318	1,554,752	194,189	1,610,187	16,390	1,626,577	1,626,577	
TOTAL		1,421,022	1,403,318	1,554,752	194,189	1,610,187	16,390	1,626,577	1,626,577	

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 2012, the City adopted the Active and Passive Recreation Management Plan. This document has provided vision and driven the implementation of diverse recreational opportunities to the City. In 2021, the City Council has adopted a vision through a set of goals that on a community-wide level will align with the Master Plan to fulfill a continued mission of diverse programming, strong fiscal responsibility, and environmental stewardship.

Despite the COVID-19 pandemic, the Recreation Division planned and executed a summer camp program that was safe, fun and memorable for all the families who participated. The ability to monitor guidelines, provide quality summer employment opportunities and allow families the ability to return to work was an effort like no other. In addition, fall youth sports were able to happen in a safe and socially distant way. Although challenges arose, dedicated volunteers made sure the community's youth had a fun and safe experience. In addition, the City was recognized as a Better Sports for Kids Quality Program Provider through the National Alliance for Youth Sports.

The signature project of 2020 was the effort of a public/private partnership with the Keene/Brattleboro chapter of the New England Mountain Bike Association. The clubs' efforts to raise \$80,000 during a pandemic, and build a 2-acre unique bike park in Wheelock Park is a testament to their commitment to improve the recreational opportunities in the community. Certainly, a #liveworkplaykeene initiative, the park is an attraction for the entire region. As a result, the new amenity will be providing new programming opportunities in 2021 through various camps for children to learn the sport of mountain biking.

The design for Patricia T. Russell Park continued during the pandemic and is now complete and on schedule to start construction in the fall of 2021. A committee of various user groups helped design and engage the community to gather input on the various features to be included in the design. The purpose of the redevelopment of Patricia T. Russell Park was to provide the large rectangle sports a home field, and to provide the east side neighborhoods a place to play, exercise and get connected to nature through Beaver Brook. Many features within the park meet the Master Plan and City Council goals through sustainable environmental stewardship and program diversity.

The Ashuelot River Park Advisory Board adopted the Climate Resiliency Master Plan in June 2020. Through a public/private partnership, a new pergola will be installed to replace the gazebo, and more native plantings will be added to help increase pollinator gardens. A new kiosk will be installed to provide connectivity to the City trail network, and educational signage will be placed throughout the park to increase awareness of climate change and its impact on the Park.

In 2021, the City will see a new skate park designed and constructed downtown. The fundraising efforts raised over \$225,000 for a new concrete facility. Further north on the Cheshire Rail Trail, the Ammi Brown Trail will be connected to the larger trail network creating a loop within the trail system, and connecting to the new bike park. It is anticipated that the continued growth in parks and trail use will continue as it has during the pandemic—a trend seen at a national level. Despite Keene's recreational infrastructure, additional efforts will be made to move toward a more environmentally friendly stewardship through recycling and organic maintenance practices in our parks and cemeteries.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Provide community services to assist organizations that focus on the health and well being of all citizens.		Community Health & Wellness		
Coordinate and maintain the safety and quality of trails, ballfields, parks, forested lands, park buildings, play equipment, pools, and other recreational areas.		Community Health & Wellness		
Maintain and improve cemetery grounds, roads, and buildings; provide professional interment services and maintain accurate burial records.		Community Health & Wellness		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Continue to follow recommendations in the Master Plan toward increasing our level of service			Leadership	1,2,3,5,6,7
Continue to collaborate and increase program opportunities focused on health and wellness			Community Health & Wellness	3
Continue to grow the after school program by encouraging healthy lifestyles			Community Health & Wellness	3
Enhance community services through expansion of outreach and sponsorship initiatives			Community Health & Wellness	1
Continue to maintain and promote the multi-use trail system to increase usage			Open Space/Greenway Connect	3
Implement a Comprehensive Maintenance Management System for operations efficiency			Infrastructure	6
Continue the development of a turf management program in the parks and cemeteries			Open Space/Greenway Connect	6
Develop new and expand existing City inter-department programs			Leadership	2
METRICS:		FY20	FY21	FY22
Youth Recreational Programs: sports, summer playground program, swim lessons, archery		1,009	583	917
Adult Recreational Programs: sports - basketball, soccer, kickball, pickleball, corn hole, archery		311	55	257
Active Senior Programs: walking, Zumba gold, pickleball, chair yoga, senior shape up		279	152	224
Recreation Memberships: youth, adult, senior		174	75	195
Recreation and Park Volunteers		350	45	350
Recreation Facility Rentals		143	15	125
Recreation Community Events: International Festival, Concerts, Friday Fun Nights, Peanut Carnival		2,196	110	1,925
Cemetery Single Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED		302	265	201
Cemetery Lot Sales		37	45	53
Cemetery Burials		78	59	90
Cartegraph - Work tasks submitted		2,689	2,373	3,000
Cartegraph - Planned or In-Progress		198	179	225
Cartegraph - Work tasks completed		2,491	2,149	2,885

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 managed municipal buildings.		

The Facilities Division has played a significant role in the COVID-19 pandemic response. The majority of City employees are essential workers, and the safety, air quality and cleanliness of the various City facilities was imperative to the work environment during and continuing through the pandemic. The Division responded to make sure that all common areas were constantly wiped clean, and now utilizes portable spray wands to clean the facilities more efficiently in half the time. The air filters in each building were upgraded for improved air quality, and if needed, we have added ionizers into the ductwork in the older systems to help improve the air quality. Within each building, proper signage and floor markings were installed to create visual reminders to help increase awareness of social distancing for employees and community members seeking City services.

In addition, with support of CARES funding, the City was able to reprioritize meeting spaces within City Hall to better serve the public. Human Services moved into the old Cheshire County Court space providing access to a customer service window in the lobby, and enhancing the experience level with a confidential conference room built into the space. This provides access for the public from the lobby with a petitioned divider that allows staff a separate access point from the main office area. The Facilities Division has now moved into the old Human Services space providing an office environment for team training and a confidential space for the City security systems. Along with the change, the Purchasing Division will move to the third floor of City Hall where Human Resources resides, and Human Resources will be located on the second floor. This provides Human Resources a more secure space for confidential conversations pertaining to City employees benefits.

Along with the COVID-19 pandemic response, Facilities has continued through the Capital Improvement Projects (CIP) budget to provide direction to various City-wide initiatives. The City Hall generator has been a project that has taken many years to secure funding through a FEMA opportunity. This grant award will allow Facilities to move forward with a City Hall HVAC project that will improve the air quality for the entire building. Given our efforts with the COVID-19 pandemic response, this project is more important than ever. One project that has received collaboration with the PW-Engineering Division is the investigation of Town Brook. One of the original downtown storm water drain systems in the City, a corner runs beneath City Hall and under the Cleveland Building. Through investigation, direction will be provided to repair the rear wall at City Hall.

The Facilities team is assisting the Fire Department with the future direction of the West Keene Fire Station located on Hastings Avenue. This project will provide the community a cost estimate to rebuild the current station or to proceed with construction of a new facility. The airport is another location that will receive the support of the Facilities team to replace the sidewalks and investigate the replacement of the tile floor in the terminal building.

As the City Council goals have tasked the City to take more sustainable energy measures, the Facilities team provides leadership in these initiatives. As a participant with the EP3 program, bid documents and project scopes include various ways to increase savings through conservation of energy, working with local contractors to install LED lighting and more energy efficient HVAC control systems. Facilities will be tracking these savings with the support of a UNH Sustainability Fellow that will be co-shared with Community Development related to the Community Power initiative.

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 2021/2022 OBJECTIVES:		STATUTE	CMP
Review and monitor the use of contracted services			1
Collaborate toward the use of contracted supplies and services with other governmental agencies			1
Utilize a Comprehensive Maintenance Management System for operations efficiency			6
Evaluate opportunities to expand on energy conservation systems			5
METRICS:		FY20	FY21
City staff conforms to adopted custodial Standard Operating Procedures		100%	100%
Contract cleaning service conforms to basic custodial Standard Operating Procedures		100%	100%
Conforms to adopted preventative maintenance Standard Operating Procedures		100%	100%
Cartegraph - Work tasks submitted		1742	1829
Cartegraph - Planned or In-Progress		58	55
Cartegraph - Work tasks completed		1684	1774

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

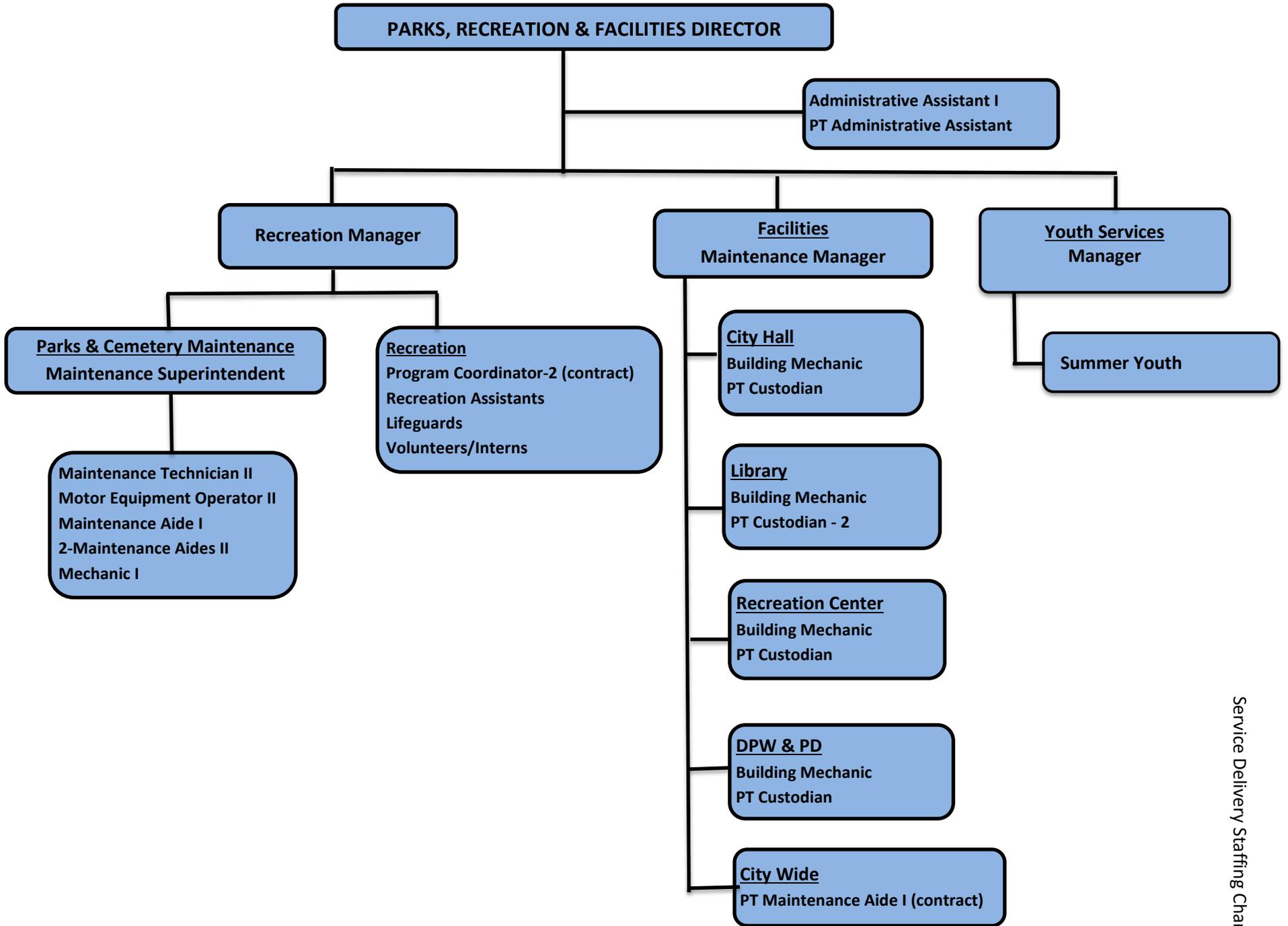
While the pandemic presented certain obstacles throughout FY 20/21, it also opened the doors for virtual engagement opportunities and assisted the program in meeting with youth who may not have been able to participate previously due to transportation challenges. During the fiscal year, the Youth Services Department provided several virtual resources for community outreach. A virtual documentary screening that addressed ACES (Advanced Childhood Experiences Study) and parental incarceration was followed by a panel discussion. A vaping webinar in collaboration with Breathe NH to educate parents, caregivers, and community members on tobacco use was presented. In collaboration with the Keene YMCA and Y Coalition, a documentary about bullying, kindness and the pressures of today's youth was screened. In addition, through the NH Teen Institute, two parenting webinars were presented educating parents on how to identify both risk and protective factors within the home and how to begin the discussion with their teens on those factors. Additionally, the Youth Services Manager served on a working committee with the Department of Education to create a toolkit for how best to support youth with incarcerated parents. This toolkit will be distributed to schools throughout the State. New Hampshire is reportedly the first state to make this concerted effort.

Throughout the year, area caregivers struggled to attend to out-of-home obligations while also assisting their youth with coping with the dramatic changes suddenly taking place in their lives due to social distancing restrictions and remote learning. Youth suddenly found themselves cut off from their social lives and community support systems. The Youth Intervention Program assisted parents in understanding the needs of their youth and identifying natural support systems as well as effective coping mechanisms. When appropriate, the program assisted parents in arranging for counseling or other long-term community agency supports. Youth Services also collaborated with area agencies to ensure that families experiencing homelessness had access to available resources to complete online learning. Youth Services will continue to collaborate with local schools, police departments and community coalitions to enhance prevention/intervention strategies and work together to build community involvement and resources.

Within this coming year, the landscape of Juvenile Justice in New Hampshire will be changing dramatically. In collaboration with the Department of Health and Human Services, the State Juvenile Court Diversion Network will be amending their eligibility criteria to accept repeat offending youth that score low to moderate risk on a statewide risk and needs assessment. The potential to work with the same youth on more than one occasion will likely present itself, creating an increase in the number of families served per fiscal year through this program. These changes will require Youth Services to continue to work closely with both law enforcement and the court system to ensure that all avenues are being considered to most effectively meet youth's needs. It will also require much more education and outreach on behalf of the Diversion program.

The Summer Youth Program was suspended during FY 20/21 due to the pandemic. However, it has given the Youth Services Department the opportunity to collaborate with other departments on the strengths and needs of the program and to propose some transformations to better benefit program participants. While the program will still remain an introductory experience to employment, the team also hopes to incorporate a community service element. This will support the Department's mission to further engage youth with the community, while also developing leadership and teamwork skills among program participants. In light of this, the number of Summer Youth positions has been decreased but the learning opportunities provided to each youth participating in the program only continues to grow.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/Comp Plan		
Intervention Programs: Juvenile Court Diversion (JCC) intervention for juvenile offenders up to age 17 at the time of the offense that is an alternative to formal court proceedings. Earn-It is a victim restitution program for young offenders up to age 17 at the time of the offense assisting youth to complete community service for damages youth caused within the community. Youth Intervention program (YIP) is a brief intervention program serving youth up to age 17 and their families to provide brief intervention services and facilitate connections to long term supports within the community.		Safe Community		
Prevention: <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 identification of community risk factors, protective factors, prevention and early intervention of problematic adolescent behaviors such as drug and alcohol use and abuse, violence, delinquency, and school failure in collaboration with local, regional, and state agencies.		Safe Community		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Continue early intervention programs that divert youth from the Court system		NH RSA169	Safe Community	3
Maintain program completion rates, as well as, recidivism rates: youth who do not re-offend for one year from program completion:			Safe Community	3
Maintain prevention efforts, teen activities, and Summer Youth Employment that focus on positive youth development, education, and quality services to families			Safe Community	3
Provide caregiver and community education through social media as well as other engagement opportunities with a focus on prevention, education, and community resources.			Safe Community	7
Continue collaborating with the local coalitions around prevention/intervention issues in order to create a more effective effort to offer services and resources for the community			Safe Community	1, 3
METRICS:		FY20	FY21	FY22
The number of youth/families served in JCC Court Diversion program		35	35	35
The percentage of youth successfully completed the Juvenile Court Diversion program		77%	85%	85%
The number of community service hours completed by program participants		140	70	150
The number of families assisted through the youth intervention program		16	15	15
The number of youth employed by the City for Summer Youth Program		0	12	12
The total number of hours youth worked in the Summer Youth Program		0	1,200	1,200



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 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	59,811	53,952	21,438	4,219	10,500	10,500
	44111 - PROGRAMS	107,119	54,512	116,300	100,500	116,000	116,000
	44112 - EQUIPMENT CHARGES	1,500	1,000	2,500	0	2,000	2,000
	44122 - INTERMENTS	35,369	30,545	35,200	37,200	35,200	35,200
	44131 - REPAIRS	0	45	0	0	0	0
	44203 - RECREATION CENTER	22,985	13,607	28,000	6,000	15,900	15,900
	44205 - SUMNER KNIGHT CHAPEL FEE	425	85	0	0	0	0
	44301 - CAMPGROUNDS	2,500	2,500	2,500	0	0	0
	44302 - BALL FIELDS	5,720	3,925	5,000	4,650	6,500	6,500
	44303 - BALL FIELD LIGHTS	7,300	2,400	6,900	300	9,000	9,000
	44304 - POOLS	17,243	11,398	23,000	2,000	16,000	16,000
	44000 - CHARGES FOR SERVICES	259,973	173,969	240,838	154,869	211,100	211,100
	46103 - INTEREST: A/R	(172)	(24)	0	0	0	0
	46317 - 350 MARLBORO RENTS	229,141	233,811	232,333	232,333	236,747	236,747
	46401 - CEMETERY TRUST FUND	86,514	87,824	83,752	79,554	55,900	55,900
	46406 - FLOWER TRUST FUND	3,875	3,922	3,730	3,542	2,480	2,480
	46408 - PARKS & REC TRUST FUND	3,789	3,834	3,647	3,463	2,450	2,450
	46410 - SUMNER KNIGHT CHPL TST FD	4,348	5,151	4,717	3,203	3,150	3,150
	46000 - MISCELLANEOUS	327,495	334,517	328,179	322,095	300,727	300,727
	TOTAL	610,567	531,586	592,117	500,064	534,927	534,927

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

PARKS, REC AND FACILITIES

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	111,854	115,551	115,088	115,088	117,974	0	117,974	117,974
61303 - SUPERVISORY PERSONNEL	77,203	79,998	77,443	77,443	79,384	0	79,384	79,384
61304 - GENERAL PERSONNEL	638,567	634,589	661,045	644,727	683,957	31,789	715,746	715,746
61305 - ADMINISTRATIVE PERSONNEL	42,113	40,623	48,328	48,328	51,520	0	51,520	51,520
61307 - PART TIME EMPLOYEES	139,595	136,340	186,386	156,317	189,945	0	189,945	189,945
61308 - SEASONAL HELP	66,092	55,480	60,545	58,965	61,545	0	61,545	61,545
61309 - RECREATION SUPERVISION	96,223	95,324	136,097	136,097	136,097	0	136,097	136,097
61312 - POOL PERSONNEL	40,423	35,887	56,362	4,400	56,362	0	56,362	56,362
61318 - YOUTH TRAILS PROGRAM	2,771	0	0	0	0	0	0	0
61401 - TEMPORARY PERSONNEL	19,126	12,041	18,800	3,400	18,800	0	18,800	18,800
61501 - REGULAR OVERTIME	25,069	17,271	31,800	14,615	30,800	0	30,800	30,800
61701 - HEALTH INSURANCE	263,482	292,241	324,882	298,964	293,379	16,457	309,836	309,836
61702 - DENTAL INSURANCE	15,160	15,623	20,022	18,962	23,243	818	24,061	24,061
61703 - RETIREMENT CONTRIBUTIONS	101,084	97,937	106,253	106,386	133,870	4,470	138,340	138,340
61704 - SOCIAL SECURITY	93,908	91,395	106,367	100,145	107,413	2,431	109,844	109,844
61705 - WORKERS COMPENSATION	21,929	21,966	25,620	23,315	28,570	914	29,484	29,484
61901 - RECRUITMENT	2,768	5,777	3,600	1,880	5,000	0	5,000	5,000
61000 - PERSONNEL SERVICES	1,757,366	1,748,043	1,978,637	1,809,032	2,017,859	56,879	2,074,738	2,074,738
62102 - PROFESSIONAL SERVICES	1,160	760	40,350	39,514	40,350	0	40,350	40,350
62103 - TECHNICAL SERVICES	0	50	13,000	12,500	13,000	0	13,000	13,000
62115 - ARTISTS & PERFORMERS	6,930	3,313	7,550	2,231	7,550	0	7,550	7,550
62120 - LABORATORY SERVICES	0	250	600	332	500	0	500	500
62142 - TRANSPORTING	1,045	4,174	4,250	850	4,250	0	4,250	4,250
62145 - FIRST AID & MEDICAL SVCS	750	274	800	689	800	0	800	800
62175 - OTHER SERVICES	15,157	13,675	18,200	19,562	18,300	0	18,300	18,300
62201 - JANITORIAL	11,088	19,608	24,492	24,345	24,514	0	24,514	24,514
62205 - PC REPLACEMENT CHARGE	2,676	3,102	3,644	3,644	4,709	0	4,709	4,709
62206 - PW FLEET CHARGE	215,916	216,477	223,010	223,010	231,167	0	231,167	231,167
62208 - TAXES	55,036	192,225	197,743	193,893	197,351	0	197,351	197,351
62209 - RUBBISH PICK-UP	14,045	13,666	15,915	12,250	15,629	0	15,629	15,629
62301 - OFFICE EQUIPMENT MAINT.	4,969	3,412	3,411	3,411	3,411	0	3,411	3,411
62311 - EQUIPMENT MAINTENANCE	35,358	61,280	59,001	61,236	83,823	5,575	89,398	89,398
62313 - REPAIRS & MAINTENANCE	0	400	0	0	0	0	0	0
62316 - ESCO MAINTENANCE	17,625	18,396	24,822	6,993	0	0	0	0
62317 - EQUIPMENT REPAIR	56,787	56,224	54,605	64,600	54,855	0	54,855	54,855
62318 - BUILDING REPAIR	30,716	32,218	46,632	50,500	45,632	0	45,632	45,632
62340 - GROUNDS MAINTENANCE	21,767	21,799	22,564	20,705	22,564	0	22,564	22,564
62341 - PLAYGROUND MAINTENANCE	3,107	2,417	5,000	3,128	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	1,974	671	1,000	604	1,000	0	1,000	1,000
62343 - SIGNAGE	1,652	495	1,000	3,504	2,000	0	2,000	2,000
62344 - TRAIL MAINTENANCE	1,704	1,894	2,000	2,153	2,000	5,000	7,000	7,000
62345 - CAMERA SYSTEM MAINTENANCE	0	2,669	9,750	8,750	2,250	7,000	9,250	9,250
62350 - BUILDING MAINTENANCE	163,666	124,291	104,200	121,267	59,200	0	59,200	59,200
62370 - OTHER IMPROVEMNTS - MAINT	20,324	0	0	0	0	0	0	0
62372 - TREE/FORESTRY MAINTENANCE	11,016	12,318	9,500	20,271	14,500	0	14,500	14,500

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62375 - PERMITS	6,044	4,915	2,130	1,540	2,130	0	2,130	2,130
62401 - GENERAL LIABILITY INS	596	615	600	599	629	0	629	629
62416 - PRINTING	935	1,003	1,100	259	1,100	0	1,100	1,100
62425 - ADVERTISING	374	720	1,000	345	1,000	0	1,000	1,000
62430 - TRAVEL	63	173	734	0	734	0	734	734
62435 - TRAINING	1,957	2,927	11,300	8,599	11,300	0	11,300	11,300
62436 - MEETINGS & DUES	3,949	3,179	4,900	2,185	5,400	0	5,400	5,400
62441 - MEETING EXPENSES	0	51	0	0	0	0	0	0
62445 - PHOTOGRAPHY & PROCESSING	147	36	200	0	200	0	200	200
62498 - USE OF TRUST FUNDS	3,875	3,922	0	0	0	0	0	0
62501 - WATER	29,676	35,618	29,933	19,849	29,933	0	29,933	29,933
62502 - SEWER	29,646	31,018	29,950	27,700	29,950	0	29,950	29,950
62503 - ELECTRICITY	298,311	300,510	318,325	292,235	318,362	0	318,362	318,362
62504 - HEATING FUEL	204,554	132,283	189,979	166,670	179,979	0	179,979	179,979
62506 - FIRELINE / HYDRANTS	7,129	7,707	4,578	3,656	4,556	0	4,556	4,556
62510 - COMMUNICATIONS/PHONE	12,015	12,943	13,311	12,310	13,260	0	13,260	13,260
62603 - BUILDING RENTAL	220,586	220,586	220,586	220,586	220,587	0	220,587	220,587
62604 - EQUIPMENT RENTAL	0	0	200	250	200	0	200	200
62607 - RENTAL VEHICLES	2,875	7,332	7,000	7,000	7,000	0	7,000	7,000
62701 - OFFICE SUPPLIES	1,384	2,749	3,550	3,208	3,550	0	3,550	3,550
62710 - POSTAGE	274	133	410	224	410	0	410	410
62733 - TOOLS	2,068	1,313	2,650	4,550	2,650	0	2,650	2,650
62734 - MINOR EQUIPMENT	5,387	18,774	11,200	13,868	16,200	0	16,200	16,200
62735 - BUILDING MAINT. SUPPLIES	10,631	19,991	9,600	11,962	10,600	0	10,600	10,600
62736 - GROUNDS MAINT SUPPLIES	41,489	38,481	39,332	41,516	39,332	4,500	43,832	43,832
62737 - JANITORIAL SUPPLIES	27,188	35,222	23,730	43,700	23,730	0	23,730	23,730
62740 - OTHER MAINT. SUPPLIES	1,753	561	1,100	654	1,100	0	1,100	1,100
62755 - UNIFORMS	4,514	5,328	5,380	5,391	5,380	0	5,380	5,380
62756 - PROTECTIVE CLOTHING	1,393	668	1,500	1,332	1,500	0	1,500	1,500
62760 - OPERATING SUPPLIES	3,428	3,531	3,500	3,064	3,500	0	3,500	3,500
62761 - SOFTWARE	509	252	240	240	240	0	240	240
62764 - CHEMICALS	7,651	825	5,600	825	5,600	0	5,600	5,600
62775 - PLAYGROUND MATERIAL	3,492	4,161	4,000	3,855	4,000	0	4,000	4,000
62778 - ATHLETIC SUPPLIES	2,515	7,237	5,500	5,170	5,500	0	5,500	5,500
62779 - GAME ROOM SUPPLIES	492	893	1,000	872	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	1,500	1,035	1,000	788	1,000	0	1,000	1,000
62783 - YOUTH TRAILS PROGRAM SUP.	300	0	0	0	0	0	0	0
62784 - CATCH PROGRAM	814	977	1,000	856	1,000	0	1,000	1,000
64206 - MINOR IMPROVEMENTS	6,624	21,684	23,563	40,050	23,563	0	23,563	23,563
62000 - OPERATING EXPENDITURES	1,640,606	1,735,412	1,872,720	1,845,849	1,830,529	22,075	1,852,604	1,852,604
Department	3,397,972	3,483,454	3,851,356	3,654,882	3,848,389	78,954	3,927,343	3,927,343
TOTAL	3,397,972	3,483,454	3,851,356	3,654,882	3,848,389	78,954	3,927,343	3,927,343

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

PARKS, REC AND FACILITIES

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01200 - PARKS & FACILITIES ADMIN	61301 - DEPARTMENT HEAD	111,854	115,551	115,088	115,088	117,974	0	117,974	117,974
	61305 - ADMINISTRATIVE PERSONNEL	42,113	40,623	48,328	48,328	51,520	0	51,520	51,520
	61307 - PART TIME EMPLOYEES	22,238	15,992	34,569	5,500	23,552	0	23,552	23,552
	61701 - HEALTH INSURANCE	47,134	50,705	52,567	52,567	51,967	0	51,967	51,967
	61702 - DENTAL INSURANCE	3,142	3,265	3,456	3,456	3,456	0	3,456	3,456
	61703 - RETIREMENT CONTRIBUTIONS	17,248	17,445	20,972	20,972	23,831	0	23,831	23,831
	61704 - SOCIAL SECURITY	12,676	12,531	15,146	15,146	14,768	0	14,768	14,768
	61705 - WORKERS COMPENSATION	2,208	2,280	2,356	2,356	2,653	0	2,653	2,653
	61901 - RECRUITMENT	2,645	4,944	3,600	1,800	5,000	0	5,000	5,000
	61000 - PERSONNEL SERVICES	261,259	263,336	296,082	265,213	294,721	0	294,721	294,721
	62205 - PC REPLACEMENT CHARGE	486	516	603	603	682	0	682	682
	62206 - PW FLEET CHARGE	15,754	7,614	7,843	7,843	8,103	0	8,103	8,103
	62301 - OFFICE EQUIPMENT MAINT.	4,969	3,412	3,411	3,411	3,411	0	3,411	3,411
	62435 - TRAINING	163	341	200	189	200	0	200	200
	62436 - MEETINGS & DUES	2,102	819	1,500	960	1,500	0	1,500	1,500
	62498 - USE OF TRUST FUNDS	3,875	3,922	0	0	0	0	0	0
	62510 - COMMUNICATIONS/PHONE	6,484	6,423	6,303	6,120	6,303	0	6,303	6,303
	62701 - OFFICE SUPPLIES	762	2,351	3,100	2,400	3,100	0	3,100	3,100
	62710 - POSTAGE	274	133	350	179	350	0	350	350
	62761 - SOFTWARE	227	252	240	240	240	0	240	240
62000 - OPERATING EXPENDITURES	35,097	25,783	23,550	21,945	23,889	0	23,889	23,889	
01200 - PARKS & FACILITIES ADMIN	296,355	289,119	319,632	287,158	318,610	0	318,610	318,610	
01201 - PARKS MAINT & DEVELOPMENT	61303 - SUPERVISORY PERSONNEL	38,601	39,999	38,721	38,721	39,692	0	39,692	39,692
	61304 - GENERAL PERSONNEL	140,403	133,838	151,745	148,745	156,663	31,789	188,452	188,452
	61308 - SEASONAL HELP	66,092	55,480	60,545	58,965	61,545	0	61,545	61,545
	61501 - REGULAR OVERTIME	11,669	5,570	13,000	6,500	12,000	0	12,000	12,000
	61701 - HEALTH INSURANCE	70,411	69,261	77,359	77,358	82,524	16,457	98,981	98,981
	61702 - DENTAL INSURANCE	3,087	2,960	4,181	4,181	4,928	818	5,746	5,746
	61703 - RETIREMENT CONTRIBUTIONS	21,636	20,056	22,727	22,727	29,295	4,470	33,765	33,765
	61704 - SOCIAL SECURITY	18,870	17,467	20,197	20,197	20,647	2,431	23,078	23,078
	61705 - WORKERS COMPENSATION	5,477	5,115	5,736	5,736	5,822	914	6,736	6,736
	61000 - PERSONNEL SERVICES	376,246	349,748	394,212	383,130	413,116	56,879	469,994	469,994
	62120 - LABORATORY SERVICES	0	250	600	332	500	0	500	500
	62175 - OTHER SERVICES	15,157	13,675	18,200	19,562	18,300	0	18,300	18,300
	62205 - PC REPLACEMENT CHARGE	0	492	508	508	674	0	674	674
	62206 - PW FLEET CHARGE	0	118,370	121,816	121,816	126,663	0	126,663	126,663
	62340 - GROUNDS MAINTENANCE	0	3,728	4,000	3,885	4,000	0	4,000	4,000
	62341 - PLAYGROUND MAINTENANCE	0	2,417	5,000	3,128	5,000	0	5,000	5,000
	62342 - SKATE PARK MAINTENANCE	0	671	1,000	604	1,000	0	1,000	1,000
	62343 - SIGNAGE	0	495	1,000	3,504	2,000	0	2,000	2,000
	62344 - TRAIL MAINTENANCE	0	1,894	2,000	2,153	2,000	5,000	7,000	7,000
	62350 - BUILDING MAINTENANCE	0	3,714	4,000	3,214	4,000	0	4,000	4,000
	62372 - TREE/FORESTRY MAINTENANCE	0	5,168	4,500	15,350	9,500	0	9,500	9,500
	62436 - MEETINGS & DUES	276	493	1,300	0	1,300	0	1,300	1,300
	62501 - WATER	0	13,397	4,498	1,172	4,498	0	4,498	4,498
	62503 - ELECTRICITY	0	15,556	30,050	19,226	24,000	0	24,000	24,000
	62504 - HEATING FUEL	0	2,866	2,320	2,117	2,320	0	2,320	2,320
	62607 - RENTAL VEHICLES	0	7,332	7,000	7,000	7,000	0	7,000	7,000
	62733 - TOOLS	0	478	800	425	800	0	800	800
	62735 - BUILDING MAINT. SUPPLIES	57	2,200	2,800	1,112	2,800	0	2,800	2,800

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01201 - PARKS MAINT & DEVELOPMENT	62736 - GROUNDS MAINT SUPPLIES	45	31,436	32,944	32,666	32,944	0	32,944	32,944
	62755 - UNIFORMS	0	1,131	1,500	1,420	1,500	0	1,500	1,500
	62756 - PROTECTIVE CLOTHING	0	668	1,500	1,332	1,500	0	1,500	1,500
	62760 - OPERATING SUPPLIES	0	3,531	3,500	3,064	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	15,536	229,963	250,836	243,590	255,799	5,000	260,799	260,799
01201 - PARKS MAINT & DEVELOPMENT	391,782	579,710	645,048	626,720	668,914	61,879	730,794	730,794	
01202 - PARKS POOLS	61312 - POOL PERSONNEL	40,423	33,589	56,362	4,400	56,362	0	56,362	56,362
	61501 - REGULAR OVERTIME	387	1,179	2,000	500	2,000	0	2,000	2,000
	61704 - SOCIAL SECURITY	3,122	2,660	4,465	375	4,465	0	4,465	4,465
	61705 - WORKERS COMPENSATION	764	639	1,418	98	1,259	0	1,259	1,259
	61000 - PERSONNEL SERVICES	44,696	38,067	64,245	5,373	64,086	0	64,086	64,086
	62370 - OTHER IMPROVEMNTS - MAINT	20,324	0	0	0	0	0	0	0
	62435 - TRAINING	0	0	3,200	3,000	3,200	0	3,200	3,200
	62501 - WATER	13,404	7,351	9,140	2,951	9,140	0	9,140	9,140
	62503 - ELECTRICITY	5,297	4,667	5,000	1,600	5,000	0	5,000	5,000
	62510 - COMMUNICATIONS/PHONE	0	0	473	175	473	0	473	473
	62734 - MINOR EQUIPMENT	182	329	200	200	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	375	193	300	300	300	0	300	300
	62740 - OTHER MAINT. SUPPLIES	1,089	171	300	300	300	0	300	300
	62764 - CHEMICALS	7,651	825	5,600	825	5,600	0	5,600	5,600
	62000 - OPERATING EXPENDITURES	48,322	13,535	24,213	9,351	24,213	0	24,213	24,213
01202 - PARKS POOLS	93,018	51,602	88,458	14,724	88,299	0	88,299	88,299	
01203 - CAMPING AREAS	62209 - RUBBISH PICK-UP	0	0	300	0	300	0	300	300
	62501 - WATER	122	142	255	167	255	0	255	255
	62503 - ELECTRICITY	529	561	800	428	800	0	800	800
	62740 - OTHER MAINT. SUPPLIES	663	390	800	354	800	0	800	800
	62000 - OPERATING EXPENDITURES	1,314	1,093	2,155	949	2,155	0	2,155	2,155
01203 - CAMPING AREAS	1,314	1,093	2,155	949	2,155	0	2,155	2,155	
01204 - HORSESHOE COURTS	62501 - WATER	0	201	440	1,014	440	0	440	440
	62503 - ELECTRICITY	1,641	955	2,500	957	2,500	0	2,500	2,500
	62000 - OPERATING EXPENDITURES	1,641	1,156	2,940	1,971	2,940	0	2,940	2,940
01204 - HORSESHOE COURTS	1,641	1,156	2,940	1,971	2,940	0	2,940	2,940	
01205 - PARKS MAINTENANCE	62205 - PC REPLACEMENT CHARGE	486	0	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	111,420	0	0	0	0	0	0	0
	62340 - GROUNDS MAINTENANCE	3,989	0	0	0	0	0	0	0
	62341 - PLAYGROUND MAINTENANCE	3,107	0	0	0	0	0	0	0
	62342 - SKATE PARK MAINTENANCE	1,974	0	0	0	0	0	0	0
	62343 - SIGNAGE	1,652	0	0	0	0	0	0	0
	62344 - TRAIL MAINTENANCE	1,704	0	0	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	3,409	0	0	0	0	0	0	0
	62372 - TREE/FORESTRY MAINTENANCE	6,066	0	0	0	0	0	0	0
	62501 - WATER	3,050	0	0	0	0	0	0	0
	62503 - ELECTRICITY	22,109	116	0	0	0	0	0	0
	62504 - HEATING FUEL	5,312	12	0	0	0	0	0	0
	62607 - RENTAL VEHICLES	2,875	0	0	0	0	0	0	0
	62733 - TOOLS	531	0	0	0	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	2,711	0	0	0	0	0	0	0
	62736 - GROUNDS MAINT SUPPLIES	32,778	105	0	0	0	0	0	0
62755 - UNIFORMS	1,516	0	0	0	0	0	0	0	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended	
01205 - PARKS MAINTENANCE	62756 - PROTECTIVE CLOTHING	1,393	0	0	0	0	0	0	0	
	62760 - OPERATING SUPPLIES	3,428	0	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	209,510	234	0	0	0	0	0	0	
	01205 - PARKS MAINTENANCE	209,510	234	0	0	0	0	0	0	
01207 - PARKS PROGRAMS	61304 - GENERAL PERSONNEL	75,078	65,592	64,244	64,244	74,921	0	74,921	74,921	
	61309 - RECREATION SUPERVISION	96,223	95,324	136,097	136,097	136,097	0	136,097	136,097	
	61312 - POOL PERSONNEL	0	2,298	0	0	0	0	0	0	
	61318 - YOUTH TRAILS PROGRAM	2,771	0	0	0	0	0	0	0	
	61501 - REGULAR OVERTIME	3,337	3,400	3,300	300	3,300	0	3,300	3,300	
	61701 - HEALTH INSURANCE	9,425	8,816	10,362	10,362	9,978	0	9,978	9,978	
	61702 - DENTAL INSURANCE	492	205	545	545	545	0	545	545	
	61703 - RETIREMENT CONTRIBUTIONS	8,541	7,327	7,176	7,176	10,998	0	10,998	10,998	
	61704 - SOCIAL SECURITY	13,603	12,841	15,579	15,579	16,396	0	16,396	16,396	
	61705 - WORKERS COMPENSATION	3,057	2,996	3,963	3,363	4,625	0	4,625	4,625	
	61000 - PERSONNEL SERVICES	212,527	198,799	241,266	237,666	256,859	0	256,859	256,859	
	62115 - ARTISTS & PERFORMERS	6,930	3,313	7,550	2,231	7,550	0	7,550	7,550	
	62142 - TRANSPORTING	1,045	4,174	4,250	850	4,250	0	4,250	4,250	
	62145 - FIRST AID & MEDICAL SVCS	750	274	800	689	800	0	800	800	
	62205 - PC REPLACEMENT CHARGE	290	408	479	479	682	0	682	682	
	62206 - PW FLEET CHARGE	15,754	15,965	16,562	16,562	16,850	0	16,850	16,850	
	62416 - PRINTING	935	863	1,000	259	1,000	0	1,000	1,000	
	62425 - ADVERTISING	374	720	1,000	345	1,000	0	1,000	1,000	
	62430 - TRAVEL	63	0	300	0	300	0	300	300	
	62435 - TRAINING	675	1,253	1,200	1,135	1,200	0	1,200	1,200	
	62436 - MEETINGS & DUES	1,390	1,287	1,700	1,125	2,200	0	2,200	2,200	
	62445 - PHOTOGRAPHY & PROCESSING	147	36	200	0	200	0	200	200	
	62755 - UNIFORMS	1,619	1,081	1,500	1,120	1,500	0	1,500	1,500	
	62775 - PLAYGROUND MATERIAL	3,492	4,161	4,000	3,855	4,000	0	4,000	4,000	
	62778 - ATHLETIC SUPPLIES	2,515	7,237	5,500	5,170	5,500	0	5,500	5,500	
	62779 - GAME ROOM SUPPLIES	492	893	1,000	872	1,000	0	1,000	1,000	
	62780 - ARTS & CRAFTS	1,500	1,035	1,000	788	1,000	0	1,000	1,000	
	62783 - YOUTH TRAILS PROGRAM SUP.	300	0	0	0	0	0	0	0	
	62784 - CATCH PROGRAM	814	977	1,000	856	1,000	0	1,000	1,000	
	62000 - OPERATING EXPENDITURES	39,085	43,677	49,041	36,336	50,032	0	50,032	50,032	
		01207 - PARKS PROGRAMS	251,612	242,477	290,307	274,002	306,891	0	306,891	306,891
	01310 - CEMETERY MAINTENANCE	61303 - SUPERVISORY PERSONNEL	38,601	39,999	38,721	38,721	39,692	0	39,692	39,692
		61304 - GENERAL PERSONNEL	92,476	94,818	99,410	100,093	101,401	0	101,401	101,401
61501 - REGULAR OVERTIME		3,987	2,928	4,000	4,600	4,000	0	4,000	4,000	
61701 - HEALTH INSURANCE		58,289	62,152	64,120	65,846	62,776	0	62,776	62,776	
61702 - DENTAL INSURANCE		2,894	3,104	3,947	3,947	3,947	0	3,947	3,947	
61703 - RETIREMENT CONTRIBUTIONS		15,365	15,386	15,876	16,009	20,400	0	20,400	20,400	
61704 - SOCIAL SECURITY		10,018	10,009	10,873	10,964	11,100	0	11,100	11,100	
61705 - WORKERS COMPENSATION		2,891	2,985	2,881	2,900	3,158	0	3,158	3,158	
61000 - PERSONNEL SERVICES		224,521	231,382	239,828	243,080	246,474	0	246,474	246,474	
62205 - PC REPLACEMENT CHARGE		356	362	502	502	399	0	399	399	
62206 - PW FLEET CHARGE		60,116	62,894	64,767	64,767	67,208	0	67,208	67,208	
62311 - EQUIPMENT MAINTENANCE		2,253	2,570	3,000	2,736	3,000	0	3,000	3,000	
62340 - GROUNDS MAINTENANCE		17,778	17,460	17,564	16,564	17,564	0	17,564	17,564	
62372 - TREE/FORESTRY MAINTENANCE		4,950	7,150	5,000	4,921	5,000	0	5,000	5,000	
62435 - TRAINING		0	0	50	0	50	0	50	50	
62436 - MEETINGS & DUES		180	455	300	0	300	0	300	300	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01310 - CEMETERY MAINTENANCE	62501 - WATER	445	491	700	446	700	0	700	700
	62734 - MINOR EQUIPMENT	516	440	500	443	500	0	500	500
	62755 - UNIFORMS	529	483	600	576	600	0	600	600
	62000 - OPERATING EXPENDITURES	87,123	92,305	92,983	90,955	95,321	0	95,321	95,321
01310 - CEMETERY MAINTENANCE		311,643	323,687	332,811	334,034	341,794	0	341,794	341,794
01311 - BURIAL	62340 - GROUNDS MAINTENANCE	0	611	1,000	256	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	0	611	1,000	256	1,000	0	1,000	1,000
01311 - BURIAL		0	611	1,000	256	1,000	0	1,000	1,000
01312 - CEMETERIES OPS MAINT	62350 - BUILDING MAINTENANCE	3,446	13,687	200	3,553	200	0	200	200
	62503 - ELECTRICITY	2,573	1,955	1,813	1,787	1,813	0	1,813	1,813
	62504 - HEATING FUEL	283	648	2,829	978	2,829	0	2,829	2,829
	62000 - OPERATING EXPENDITURES	6,303	16,290	4,842	6,318	4,842	0	4,842	4,842
01312 - CEMETERIES OPS MAINT		6,303	16,290	4,842	6,318	4,842	0	4,842	4,842
01314 - SUMMER KNIGHT CHAPEL	62503 - ELECTRICITY	237	244	267	187	267	0	267	267
	62504 - HEATING FUEL	4,913	2,909	3,000	2,775	3,000	0	3,000	3,000
	62735 - BUILDING MAINT. SUPPLIES	0	50	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	5,151	3,203	3,267	2,962	3,267	0	3,267	3,267
01314 - SUMMER KNIGHT CHAPEL		5,151	3,203	3,267	2,962	3,267	0	3,267	3,267
01325 - CITY HALL MAINTENANCE	61304 - GENERAL PERSONNEL	127,108	131,170	132,001	118,001	128,127	0	128,127	128,127
	61307 - PART TIME EMPLOYEES	37,277	38,766	49,565	49,565	59,940	0	59,940	59,940
	61501 - REGULAR OVERTIME	1,044	373	1,500	300	1,500	0	1,500	1,500
	61701 - HEALTH INSURANCE	43,811	48,049	56,593	28,950	28,211	0	28,211	28,211
	61702 - DENTAL INSURANCE	2,453	2,545	2,709	1,650	3,456	0	3,456	3,456
	61703 - RETIREMENT CONTRIBUTIONS	14,579	14,693	14,744	14,745	18,015	0	18,015	18,015
	61704 - SOCIAL SECURITY	12,311	12,609	13,890	11,667	14,502	0	14,502	14,502
	61705 - WORKERS COMPENSATION	2,986	3,104	2,452	2,452	3,997	0	3,997	3,997
	61901 - RECRUITMENT	40	315	0	80	0	0	0	0
	61000 - PERSONNEL SERVICES	241,608	251,624	273,453	227,409	257,749	0	257,749	257,749
	62103 - TECHNICAL SERVICES	0	50	500	0	500	0	500	500
	62201 - JANITORIAL	2,757	69	2,000	0	2,000	0	2,000	2,000
	62205 - PC REPLACEMENT CHARGE	486	516	603	603	1,074	0	1,074	1,074
	62206 - PW FLEET CHARGE	12,872	11,634	12,022	12,022	12,343	0	12,343	12,343
	62208 - TAXES	9,574	9,925	11,000	11,000	11,000	0	11,000	11,000
	62209 - RUBBISH PICK-UP	3,480	3,531	3,500	3,200	3,500	0	3,500	3,500
	62311 - EQUIPMENT MAINTENANCE	6,476	11,169	10,000	16,000	14,137	0	14,137	14,137
	62316 - ESCO MAINTENANCE	2,938	3,429	4,137	1,306	0	0	0	0
	62317 - EQUIPMENT REPAIR	6,298	4,084	5,000	8,000	5,000	0	5,000	5,000
	62318 - BUILDING REPAIR	3,465	2,906	10,000	7,500	10,000	0	10,000	10,000
	62345 - CAMERA SYSTEM MAINTENANCE	0	2,669	9,000	8,000	1,500	2,000	3,500	3,500
	62350 - BUILDING MAINTENANCE	44,541	44,969	15,000	27,500	15,000	0	15,000	15,000
	62375 - PERMITS	868	967	250	250	250	0	250	250
	62430 - TRAVEL	0	0	244	0	244	0	244	244
	62435 - TRAINING	226	218	2,500	1,800	2,500	0	2,500	2,500
	62501 - WATER	4,461	5,249	4,500	5,200	4,500	0	4,500	4,500
	62502 - SEWER	7,254	6,861	7,500	8,200	7,500	0	7,500	7,500
	62503 - ELECTRICITY	32,966	35,426	38,500	37,500	38,500	0	38,500	38,500
	62504 - HEATING FUEL	17,531	17,440	21,500	21,000	21,500	0	21,500	21,500
	62510 - COMMUNICATIONS/PHONE	1,671	1,749	1,975	1,500	1,975	0	1,975	1,975
	62701 - OFFICE SUPPLIES	510	247	200	600	200	0	200	200
	62733 - TOOLS	892	187	500	1,000	500	0	500	500
	62734 - MINOR EQUIPMENT	0	377	500	2,200	500	0	500	500

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01325 - CITY HALL MAINTENANCE	62735 - BUILDING MAINT. SUPPLIES	1,347	1,702	1,000	3,500	1,000	0	1,000	1,000
	62736 - GROUNDS MAINT SUPPLIES	915	280	1,388	1,500	1,388	0	1,388	1,388
	62737 - JANITORIAL SUPPLIES	3,455	6,747	3,680	9,000	3,680	0	3,680	3,680
	62755 - UNIFORMS	41	208	380	900	380	0	380	380
	62761 - SOFTWARE	282	0	0	0	0	0	0	0
	64206 - MINOR IMPROVEMENTS	4,320	8,547	5,000	7,500	5,000	0	5,000	5,000
	62000 - OPERATING EXPENDITURES	169,626	181,158	172,379	196,781	165,671	2,000	167,671	167,671
01325 - CITY HALL MAINTENANCE	411,234	432,782	445,832	424,190	423,420	2,000	425,420	425,420	
01326 - TRANSPORT CTR MAINTENANCE	62208 - TAXES	8,033	7,922	10,000	10,000	10,000	0	10,000	10,000
	62311 - EQUIPMENT MAINTENANCE	0	0	500	500	500	0	500	500
	62317 - EQUIPMENT REPAIR	0	2,311	1,200	1,200	1,200	0	1,200	1,200
	62318 - BUILDING REPAIR	0	6,061	2,000	2,000	2,000	0	2,000	2,000
	62350 - BUILDING MAINTENANCE	339	11,565	1,500	5,000	1,500	0	1,500	1,500
	62501 - WATER	1,431	1,765	2,000	1,500	2,000	0	2,000	2,000
	62502 - SEWER	2,651	2,370	4,000	2,000	4,000	0	4,000	4,000
	62503 - ELECTRICITY	6,079	6,302	9,597	10,000	14,597	0	14,597	14,597
	62504 - HEATING FUEL	5,718	4,020	5,000	0	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	0	39	500	0	500	0	500	500
	62737 - JANITORIAL SUPPLIES	0	0	250	100	250	0	250	250
	64206 - MINOR IMPROVEMENTS	2,304	0	8,563	20,000	8,563	0	8,563	8,563
	62000 - OPERATING EXPENDITURES	26,555	42,356	45,110	52,300	45,110	0	45,110	45,110
	01326 - TRANSPORT CTR MAINTENANCE	26,555	42,356	45,110	52,300	45,110	0	45,110	45,110
01328 - LIBRARY MAINTENANCE	61304 - GENERAL PERSONNEL	41,358	44,268	49,376	49,376	52,096	0	52,096	52,096
	61307 - PART TIME EMPLOYEES	39,561	46,438	52,478	52,478	51,854	0	51,854	51,854
	61501 - REGULAR OVERTIME	1,083	107	2,000	0	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	875	1,500	1,500	1,500	1,500	0	1,500	1,500
	61702 - DENTAL INSURANCE	1,057	1,632	1,728	1,728	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	4,828	4,890	5,739	5,739	7,325	0	7,325	7,325
	61704 - SOCIAL SECURITY	6,342	7,061	7,945	7,945	8,067	0	8,067	8,067
	61705 - WORKERS COMPENSATION	1,714	1,942	2,524	2,524	2,754	0	2,754	2,754
	61000 - PERSONNEL SERVICES	96,817	107,839	123,289	121,289	127,323	0	127,323	127,323
	62102 - PROFESSIONAL SERVICES	0	240	36,000	37,000	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	626	684	4,000	2,500	4,022	0	4,022	4,022
	62205 - PC REPLACEMENT CHARGE	0	200	235	235	258	0	258	258
	62208 - TAXES	37,429	174,378	176,743	172,893	176,351	0	176,351	176,351
	62209 - RUBBISH PICK-UP	977	1,325	2,500	1,000	2,500	0	2,500	2,500
	62311 - EQUIPMENT MAINTENANCE	6,603	15,379	10,751	10,000	19,025	0	19,025	19,025
	62316 - ESCO MAINTENANCE	2,938	5,307	8,274	1,769	0	0	0	0
	62317 - EQUIPMENT REPAIR	7,163	5,151	4,000	12,000	4,000	0	4,000	4,000
	62318 - BUILDING REPAIR	6,447	3,339	3,000	6,500	3,000	0	3,000	3,000
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	750	750	750	1,000	1,750	1,750
	62350 - BUILDING MAINTENANCE	22,281	10,045	6,000	6,000	6,000	0	6,000	6,000
	62375 - PERMITS	1,698	220	300	280	300	0	300	300
	62435 - TRAINING	20	840	1,500	1,200	1,500	0	1,500	1,500
	62501 - WATER	735	1,720	1,800	1,200	1,800	0	1,800	1,800
	62502 - SEWER	1,184	5,137	3,500	3,500	3,500	0	3,500	3,500
	62503 - ELECTRICITY	44,064	57,133	50,000	50,000	50,000	0	50,000	50,000
	62504 - HEATING FUEL	22,230	27,442	35,000	35,000	35,000	0	35,000	35,000
	62506 - FIRELINE / HYDRANTS	0	578	600	578	578	0	578	578
	62510 - COMMUNICATIONS/PHONE	545	845	800	800	800	0	800	800

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01328 - LIBRARY MAINTENANCE	62603 - BUILDING RENTAL	220,586	220,586	220,586	220,586	220,587	0	220,587	220,587
	62733 - TOOLS	505	63	600	800	600	0	600	600
	62734 - MINOR EQUIPMENT	1,530	16,434	2,500	2,500	2,500	0	2,500	2,500
	62735 - BUILDING MAINT. SUPPLIES	1,885	2,769	1,500	1,500	1,500	0	1,500	1,500
	62736 - GROUNDS MAINT SUPPLIES	3,393	2,584	1,500	2,000	1,500	4,500	6,000	6,000
	62737 - JANITORIAL SUPPLIES	4,266	6,251	6,000	8,000	6,000	0	6,000	6,000
	62755 - UNIFORMS	422	717	600	500	600	0	600	600
	62000 - OPERATING EXPENDITURES	387,528	559,366	591,539	591,591	591,171	5,500	596,671	596,671
01328 - LIBRARY MAINTENANCE	484,346	667,205	714,828	712,880	718,493	5,500	723,993	723,993	
01329 - RECREATION CTR MAINT	61304 - GENERAL PERSONNEL	46,124	49,650	51,072	51,072	52,096	0	52,096	52,096
	61307 - PART TIME EMPLOYEES	12,963	11,545	17,864	17,864	19,050	0	19,050	19,050
	61501 - REGULAR OVERTIME	1,921	410	2,000	200	2,000	0	2,000	2,000
	61701 - HEALTH INSURANCE	0	0	0	0	1,500	0	1,500	1,500
	61702 - DENTAL INSURANCE	0	0	0	0	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	5,466	5,596	5,928	5,928	7,325	0	7,325	7,325
	61704 - SOCIAL SECURITY	4,667	4,769	5,427	5,427	5,557	0	5,557	5,557
	61705 - WORKERS COMPENSATION	1,140	1,222	1,724	1,724	1,885	0	1,885	1,885
	61000 - PERSONNEL SERVICES	72,282	73,193	84,015	82,215	91,140	0	91,140	91,140
	62102 - PROFESSIONAL SERVICES	1,160	520	1,500	0	1,500	0	1,500	1,500
	62201 - JANITORIAL	0	0	992	1,500	992	0	992	992
	62205 - PC REPLACEMENT CHARGE	188	200	235	235	258	0	258	258
	62209 - RUBBISH PICK-UP	3,035	2,922	2,800	2,500	2,800	0	2,800	2,800
	62311 - EQUIPMENT MAINTENANCE	2,117	4,634	4,250	6,500	8,387	0	8,387	8,387
	62316 - ESCO MAINTENANCE	2,938	3,219	4,137	1,306	0	0	0	0
	62317 - EQUIPMENT REPAIR	2,828	6,841	5,000	18,500	5,000	0	5,000	5,000
	62318 - BUILDING REPAIR	8,385	4,184	8,200	9,000	7,200	0	7,200	7,200
	62350 - BUILDING MAINTENANCE	30,455	19,538	12,000	15,000	12,000	0	12,000	12,000
	62375 - PERMITS	698	848	600	480	600	0	600	600
	62435 - TRAINING	470	0	800	500	800	0	800	800
	62441 - MEETING EXPENSES	0	51	0	0	0	0	0	0
	62501 - WATER	1,098	560	900	350	900	0	900	900
	62502 - SEWER	3,076	1,562	2,200	2,000	2,200	0	2,200	2,200
	62503 - ELECTRICITY	15,923	14,572	17,500	12,000	17,500	0	17,500	17,500
	62504 - HEATING FUEL	24,513	18,079	20,000	18,000	20,000	0	20,000	20,000
	62510 - COMMUNICATIONS/PHONE	1,467	1,451	1,200	1,200	1,200	0	1,200	1,200
	62604 - EQUIPMENT RENTAL	0	0	200	250	200	0	200	200
	62733 - TOOLS	136	0	400	600	400	0	400	400
	62734 - MINOR EQUIPMENT	306	0	0	0	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	1,544	2,719	0	2,200	1,000	0	1,000	1,000
	62736 - GROUNDS MAINT SUPPLIES	1,011	215	1,000	1,200	1,000	0	1,000	1,000
	62737 - JANITORIAL SUPPLIES	6,360	8,775	5,200	6,500	5,200	0	5,200	5,200
	62755 - UNIFORMS	120	789	300	400	300	0	300	300
62000 - OPERATING EXPENDITURES	107,825	91,678	89,414	100,221	89,437	0	89,437	89,437	
01329 - RECREATION CTR MAINT	180,107	164,871	173,429	182,436	180,577	0	180,577	180,577	
01330 - CENTRAL FIRE STATION MAIN	62201 - JANITORIAL	0	0	6,000	9,000	6,000	0	6,000	6,000
	62209 - RUBBISH PICK-UP	1,538	1,791	2,000	1,250	1,830	0	1,830	1,830
	62311 - EQUIPMENT MAINTENANCE	5,631	7,221	8,200	10,000	8,200	3,575	11,775	11,775
	62313 - REPAIRS & MAINTENANCE	0	400	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	10,206	5,966	6,500	7,900	6,634	0	6,634	6,634
	62318 - BUILDING REPAIR	1,229	7,124	5,682	12,500	5,682	0	5,682	5,682
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	0	0	0	2,000	2,000	2,000

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01330 - CENTRAL FIRE STATION MAIN	62350 - BUILDING MAINTENANCE	4,993	283	21,500	22,000	1,500	0	1,500	1,500
	62375 - PERMITS	270	728	440	250	440	0	440	440
	62501 - WATER	1,753	1,800	1,750	1,750	1,750	0	1,750	1,750
	62502 - SEWER	3,814	3,877	3,650	4,000	3,650	0	3,650	3,650
	62503 - ELECTRICITY	30,382	29,354	30,748	28,000	31,784	0	31,784	31,784
	62504 - HEATING FUEL	27,430	21,060	25,300	25,000	25,300	0	25,300	25,300
	62506 - FIRELINE / HYDRANTS	578	578	578	578	578	0	578	578
	62735 - BUILDING MAINT. SUPPLIES	279	462	1,000	1,000	1,000	0	1,000	1,000
	62736 - GROUNDS MAINT SUPPLIES	711	0	1,000	1,000	1,000	0	1,000	1,000
	62737 - JANITORIAL SUPPLIES	1,507	2,081	1,000	1,800	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	90,320	82,726	115,348	126,028	96,348	5,575	101,923	101,923
01330 - CENTRAL FIRE STATION MAIN		90,320	82,726	115,348	126,028	96,348	5,575	101,923	101,923
01331 - AP FIRE STATION MAINT	62503 - ELECTRICITY	7	7	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	7	7	0	0	0	0	0	0
01331 - AP FIRE STATION MAINT		7	7	0	0	0	0	0	0
01332 - W KEENE FIRE MAINTENANCE	62209 - RUBBISH PICK-UP	1,186	1,640	1,815	1,800	1,815	0	1,815	1,815
	62311 - EQUIPMENT MAINTENANCE	1,464	1,975	3,000	2,500	3,000	0	3,000	3,000
	62317 - EQUIPMENT REPAIR	7,840	6,340	9,500	3,500	9,500	0	9,500	9,500
	62318 - BUILDING REPAIR	885	1,541	6,000	5,000	6,000	0	6,000	6,000
	62350 - BUILDING MAINTENANCE	1,571	900	3,000	2,000	3,000	0	3,000	3,000
	62375 - PERMITS	1,224	866	0	0	0	0	0	0
	62501 - WATER	658	700	450	600	450	0	450	450
	62502 - SEWER	2,564	2,616	1,600	2,500	1,600	0	1,600	1,600
	62503 - ELECTRICITY	8,720	9,577	9,800	8,000	9,800	0	9,800	9,800
	62504 - HEATING FUEL	15,138	11,177	11,000	12,000	11,000	0	11,000	11,000
	62735 - BUILDING MAINT. SUPPLIES	138	0	500	500	500	0	500	500
		62000 - OPERATING EXPENDITURES	41,388	37,332	46,665	38,400	46,665	0	46,665
01332 - W KEENE FIRE MAINTENANCE		41,388	37,332	46,665	38,400	46,665	0	46,665	46,665
01333 - AIRPORT MAINTENANCE	62311 - EQUIPMENT MAINTENANCE	995	1,025	4,300	3,000	8,437	2,000	10,437	10,437
	62316 - ESCO MAINTENANCE	2,938	3,000	4,137	1,306	0	0	0	0
	62317 - EQUIPMENT REPAIR	0	0	905	4,000	905	0	905	905
	62318 - BUILDING REPAIR	264	763	1,750	0	1,750	0	1,750	1,750
	62350 - BUILDING MAINTENANCE	4,501	388	26,000	27,000	1,000	0	1,000	1,000
	62375 - PERMITS	408	408	0	0	0	0	0	0
	62501 - WATER	0	0	500	0	500	0	500	500
	62503 - ELECTRICITY	32,627	32,128	31,750	30,000	31,750	0	31,750	31,750
	62504 - HEATING FUEL	21,994	14,526	19,030	12,000	19,030	0	19,030	19,030
	62735 - BUILDING MAINT. SUPPLIES	0	9,202	500	600	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	0	1,000	0	0	0	0
	62737 - JANITORIAL SUPPLIES	193	938	600	800	600	0	600	600
	62000 - OPERATING EXPENDITURES	63,919	62,377	89,472	79,706	64,472	2,000	66,472	66,472
01333 - AIRPORT MAINTENANCE		63,919	62,377	89,472	79,706	64,472	2,000	66,472	66,472
01335 - 350 MARLBORO STREET	61304 - GENERAL PERSONNEL	48,422	49,332	51,072	51,072	52,096	0	52,096	52,096
	61307 - PART TIME EMPLOYEES	27,556	23,599	31,911	30,911	35,549	0	35,549	35,549
	61501 - REGULAR OVERTIME	1,641	3,303	4,000	2,215	4,000	0	4,000	4,000
	61701 - HEALTH INSURANCE	25,056	26,615	34,718	34,718	28,211	0	28,211	28,211
	61702 - DENTAL INSURANCE	1,571	1,632	1,728	1,728	1,728	0	1,728	1,728
	61703 - RETIREMENT CONTRIBUTIONS	5,695	5,959	6,152	6,152	7,325	0	7,325	7,325
	61704 - SOCIAL SECURITY	5,885	5,733	6,654	6,654	6,820	0	6,820	6,820
	61705 - WORKERS COMPENSATION	1,518	1,536	2,114	2,114	2,322	0	2,322	2,322
	61000 - PERSONNEL SERVICES	117,346	117,710	138,348	135,563	138,050	0	138,050	138,050

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended	
01335 - 350 MARLBORO STREET	62102 - PROFESSIONAL SERVICES	0	0	2,500	2,500	2,500	0	2,500	2,500	
	62201 - JANITORIAL	7,704	18,855	11,500	11,345	11,500	0	11,500	11,500	
	62205 - PC REPLACEMENT CHARGE	102	108	124	124	145	0	145	145	
	62209 - RUBBISH PICK-UP	2,640	2,457	3,000	2,500	2,884	0	2,884	2,884	
	62311 - EQUIPMENT MAINTENANCE	9,414	17,307	15,000	10,000	19,137	0	19,137	19,137	
	62316 - ESCO MAINTENANCE	2,938	3,442	4,137	1,306	0	0	0	0	
	62317 - EQUIPMENT REPAIR	22,452	25,530	22,500	9,500	22,616	0	22,616	22,616	
	62318 - BUILDING REPAIR	10,041	6,300	10,000	8,000	10,000	0	10,000	10,000	
	62345 - CAMERA SYSTEM MAINTENANCE	0	0	0	0	0	2,000	2,000	2,000	
	62350 - BUILDING MAINTENANCE	46,425	19,201	15,000	10,000	15,000	0	15,000	15,000	
	62375 - PERMITS	678	878	540	280	540	0	540	540	
	62435 - TRAINING	404	0	1,500	500	1,500	0	1,500	1,500	
	62501 - WATER	2,088	2,242	3,000	3,500	3,000	0	3,000	3,000	
	62502 - SEWER	8,322	8,595	7,500	5,500	7,500	0	7,500	7,500	
	62503 - ELECTRICITY	91,951	91,916	90,000	92,550	90,051	0	90,051	90,051	
	62504 - HEATING FUEL	53,469	11,947	45,000	37,800	40,000	0	40,000	40,000	
	62506 - FIRELINE / HYDRANTS	6,551	6,551	3,400	2,500	3,400	0	3,400	3,400	
	62510 - COMMUNICATIONS/PHONE	1,460	2,116	2,200	2,155	2,149	0	2,149	2,149	
	62733 - TOOLS	4	585	350	1,725	350	0	350	350	
	62734 - MINOR EQUIPMENT	2,853	1,195	7,500	8,525	12,500	0	12,500	12,500	
	62735 - BUILDING MAINT. SUPPLIES	2,228	655	1,500	1,250	1,500	0	1,500	1,500	
	62736 - GROUNDS MAINT SUPPLIES	1,795	3,862	1,500	2,150	1,500	0	1,500	1,500	
	62737 - JANITORIAL SUPPLIES	6,739	10,430	7,000	17,500	7,000	0	7,000	7,000	
	62755 - UNIFORMS	266	920	500	475	500	0	500	500	
	64206 - MINOR IMPROVEMENTS	0	13,137	10,000	12,550	10,000	0	10,000	10,000	
		62000 - OPERATING EXPENDITURES	280,525	248,227	265,251	244,235	265,272	2,000	267,272	267,272
		01335 - 350 MARLBORO STREET	397,871	365,937	403,599	379,798	403,322	2,000	405,322	405,322
01336 - PUBLIC LIBRARY ANNEX	62209 - RUBBISH PICK-UP	1,190	0	0	0	0	0	0	0	
	62311 - EQUIPMENT MAINTENANCE	405	0	0	0	0	0	0	0	
	62316 - ESCO MAINTENANCE	2,938	0	0	0	0	0	0	0	
	62350 - BUILDING MAINTENANCE	1,705	0	0	0	0	0	0	0	
	62375 - PERMITS	200	0	0	0	0	0	0	0	
	62501 - WATER	431	0	0	0	0	0	0	0	
	62502 - SEWER	779	0	0	0	0	0	0	0	
	62503 - ELECTRICITY	3,207	39	0	0	0	0	0	0	
	62504 - HEATING FUEL	6,024	156	0	0	0	0	0	0	
	62735 - BUILDING MAINT. SUPPLIES	67	0	0	0	0	0	0	0	
	62736 - GROUNDS MAINT SUPPLIES	841	0	0	0	0	0	0	0	
	62737 - JANITORIAL SUPPLIES	4,668	0	0	0	0	0	0	0	
		62000 - OPERATING EXPENDITURES	22,454	196	0	0	0	0	0	0
	01336 - PUBLIC LIBRARY ANNEX	22,454	196	0	0	0	0	0	0	
01600 - YOUTH SERVICES	61304 - GENERAL PERSONNEL	67,598	65,921	62,123	62,123	66,558	0	66,558	66,558	
	61401 - TEMPORARY PERSONNEL	19,126	12,041	18,800	3,400	18,800	0	18,800	18,800	
	61701 - HEALTH INSURANCE	8,481	25,142	27,664	27,664	26,711	0	26,711	26,711	
	61702 - DENTAL INSURANCE	464	279	1,728	1,728	1,728	0	1,728	1,728	
	61703 - RETIREMENT CONTRIBUTIONS	7,727	6,584	6,939	6,939	9,358	0	9,358	9,358	
	61704 - SOCIAL SECURITY	6,413	5,715	6,191	6,191	5,092	0	5,092	5,092	
	61705 - WORKERS COMPENSATION	174	146	453	49	96	0	96	96	
	61901 - RECRUITMENT	83	518	0	0	0	0	0	0	
		61000 - PERSONNEL SERVICES	110,065	116,345	123,899	108,095	128,343	0	128,343	128,343
		62102 - PROFESSIONAL SERVICES	0	0	350	14	350	0	350	350

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01600 - YOUTH SERVICES	62205 - PC REPLACEMENT CHARGE	282	300	355	355	537	0	537	537
	62401 - GENERAL LIABILITY INS	596	615	600	599	629	0	629	629
	62416 - PRINTING	0	140	100	0	100	0	100	100
	62430 - TRAVEL	0	173	190	0	190	0	190	190
	62435 - TRAINING	0	275	350	275	350	0	350	350
	62436 - MEETINGS & DUES	0	125	100	100	100	0	100	100
	62510 - COMMUNICATIONS/PHONE	387	358	360	360	360	0	360	360
	62701 - OFFICE SUPPLIES	111	151	250	208	250	0	250	250
	62710 - POSTAGE	0	0	60	45	60	0	60	60
	62000 - OPERATING EXPENDITURES	1,376	2,138	2,715	1,956	2,926	0	2,926	2,926
	01600 - YOUTH SERVICES	111,442	118,483	126,614	110,050	131,269	0	131,269	131,269
	DEPARTMENT TOTAL	3,397,972	3,483,454	3,851,356	3,654,882	3,848,389	78,954	3,927,343	3,927,343
	TOTAL	3,397,972	3,483,454	3,851,356	3,654,882	3,848,389	78,954	3,927,343	3,927,343

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

Fiscal Year 2022

A. Objectives:

- Bi-monthly budget review to ensure fiscal policies are being met.
- Collaboration with federal and state authorities to support effective pandemic response.
- Support of the diverse needs of Keene by achieving all practicable recommendations of the NH LEACT.
- Maintain increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Continue an increased police presence in the downtown area to improve our visibility.
- Continue enhanced recruiting, hiring, and training efforts.
- Continued self-assessment and evaluation consistent with maintaining our CALEA accreditation.

B. Challenges:

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

Fiscal Year 2021

A. Accomplishments:

- Continued quality enforcement activity of controlled drug laws, particularly illegal opioids.
- Continued enhanced recruiting, hiring, and training efforts that resulted in the hiring of 6 police officers.
- Continued cooperation with KSC and other departments to help address quality of life concerns such as noise and other disorderly behaviors in neighborhoods that have a large off-campus student population.
- A continued presence in the downtown area.

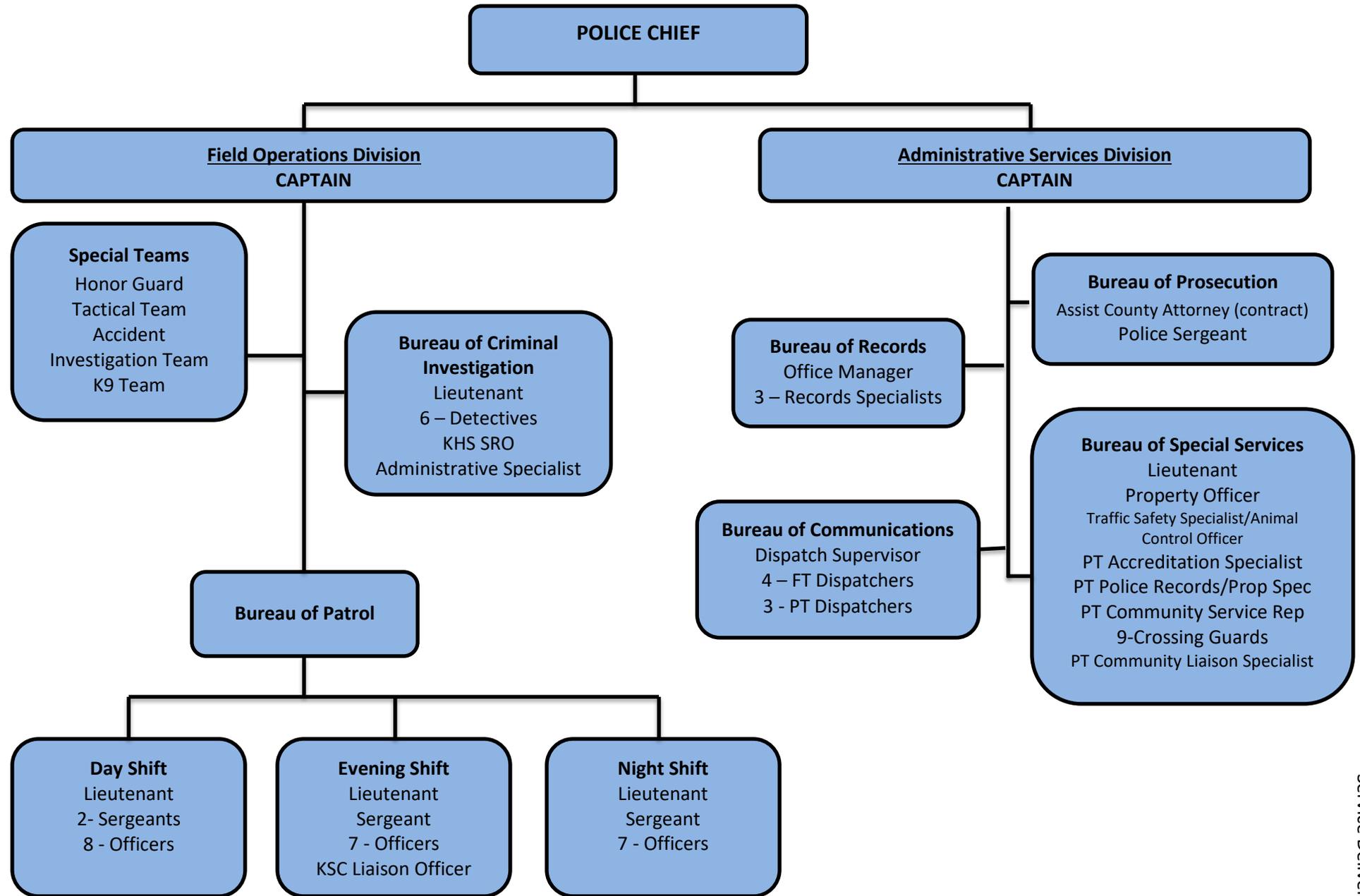
B. Challenges:

- The coronavirus pandemic made every task more challenging.
- A loss of state grant monies to fund opioid investigations.
- Staffing levels have challenged us in all aspects of our operations, and specifically in our downtown presence.
- Recruiting and hiring; while substantial results were achieved, we still have 4 open positions.

Background

The Keene Police Department has an authorized sworn staffing level of 44 officers. Additionally it employs another 12 full-time and 15 part-time non-sworn civilian employees who serve in support roles. In 2020, the Department handled 27,112 calls for service, made 1,025 arrests, completed 2,128 offense reports, handled 637 reportable motor vehicle accidents, conducted 3,669 motor vehicle stops and performed 3,335 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 and 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 2021/2022 OBJECTIVES:				
	STATUTE	CMP	CC GOAL	
Review budget on a bi-monthly basis for discrepancies and to ensure we stay within budget and fiscal policies		Governance & Fin Stability	1	
Collaborate with federal and state authorities to support effective pandemic response		Safe Community	2	
Support the diverse needs of residents by achieving all practicable recommendations of the NH LEACT		Leadership	3	
Maintain increased enforcement activity with the hopes of reducing both the supply of and demand for illegal opioids.		Safe Community	4	
Provide an increased police presence in the downtown area to improve our visibility.		Safe Community	4,7	
Maintain recruiting, hiring, and training efforts that continually seek diversity and consider the spirit of the NH LEACT		Leadership	3	
Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards		Leadership	3	
METRICS:				
	FY20	FY21	FY22	
Felony Drug Arrests	50	43	50	
Downtown Foot and Bike Patrols (number conducted/hours)	744	610	700	
Officer Hired and Enrolled in Police Academy (or already full-time certified)	3	6	4	
Training Hours	4,359	3,335	3,847	



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
POLICE	42210 - PISTOL PERMITS	650	820	539	702	574	574
	42000 - LICENSES/PERMITS/FEES	650	820	539	702	574	574
	43208 - KEENE STATE COLLEGE	137,833	135,902	149,418	149,418	156,952	156,952
	43401 - KEENE SCHOOL DISTRICT	95,875	94,427	97,063	97,063	102,714	102,714
	43000 - INTERGOVERNMENTAL	233,708	230,329	246,481	246,481	259,666	259,666
	44109 - DIRECT REIMBURSEMENT	112,800	100,327	31,809	852	500	500
	44113 - REPORTS	514	348	521	298	696	696
	44114 - PHOTOS/TAPES	925	915	600	514	644	644
	44134 - DETAIL CHARGES	117,918	87,309	0	0	0	0
	44140 - PD CRIMINAL RECORDS CHECK	65	25	72	51	68	68
	44141 - PD DISCOVERIES	65	105	246	25	143	143
	44142 - PD ACCIDENT REPORTS	11,395	11,031	8,346	8,588	8,842	8,842
	44143 - PD LOG SEARCH	6	0	3	20	8	8
	44144 - PD FINGERPRINT FEES	7,820	5,890	6,187	13,747	8,464	8,464
	44000 - CHARGES FOR SERVICES	251,508	205,950	47,784	24,095	19,365	19,365
	45105 - COURT FINES	27,903	27,701	31,839	13,618	27,403	27,403
	45107 - FALSE ALARM FINES	6,950	6,427	6,689	7,465	7,223	7,223
	45302 - DOG FORFEITURE	3,850	9,202	3,844	214	2,993	2,993
	45303 - DRUG FORFEITURE	2,967	732	0	0	0	0
	45305 - SALE EVIDENCE/FOUND PROP	1,426	639	1,694	1,496	1,632	1,632
	45000 - FINES & FORFEITS	43,096	44,701	44,066	22,793	39,251	39,251
	46103 - INTEREST: A/R	(78)	76	0	0	0	0
	46000 - MISCELLANEOUS	(78)	76	0	0	0	0
	TOTAL	528,885	481,875	338,870	294,071	318,856	318,856

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

POLICE

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	122,147	126,678	125,679	128,336	128,830	0	128,830	128,830
61303 - SUPERVISORY PERSONNEL	1,147,037	1,137,448	1,160,792	1,138,182	1,167,873	0	1,167,873	1,167,873
61304 - GENERAL PERSONNEL	1,913,443	1,900,794	2,355,146	1,818,724	2,317,688	0	2,317,688	2,317,688
61305 - ADMINISTRATIVE PERSONNEL	249,379	258,635	261,526	260,033	267,057	0	267,057	267,057
61306 - HOURLY PERSONNEL	47,793	29,722	52,416	15,914	53,726	0	53,726	53,726
61307 - PART TIME EMPLOYEES	139,827	135,311	126,426	175,385	142,227	0	142,227	142,227
61501 - REGULAR OVERTIME	102,237	97,028	89,000	166,002	89,000	0	89,000	89,000
61502 - DOUBLE OVERTIME	4,807	5,105	5,666	5,666	5,779	0	5,779	5,779
61506 - REIMBURSABLE DETAIL	83,117	66,189	0	0	0	0	0	0
61507 - COURT OVERTIME	27,889	16,190	44,000	19,542	44,000	0	44,000	44,000
61509 - OT-WEAPONS TRAINING	17,296	17,444	25,000	0	25,000	0	25,000	25,000
61512 - OT-TACTICAL TEAM TRAINING	15,874	14,882	20,000	0	20,000	0	20,000	20,000
61513 - OT-TRAINING	50,180	37,692	37,000	0	37,000	0	37,000	37,000
61520 - OT-VACATION REPLACEMENT	118,559	105,966	68,100	138,790	68,100	0	68,100	68,100
61521 - OT-SICK REPLACEMENT	79,083	44,214	23,600	77,284	23,600	0	23,600	23,600
61522 - OT-PERSONAL DAY REPLACE	17,417	23,366	12,300	21,292	12,300	0	12,300	12,300
61529 - OT-SHIFT VACANCIES	69,266	66,406	8,000	57,910	8,000	0	8,000	8,000
61531 - HOLIDAY OVERTIME	27,843	34,163	27,552	31,415	28,241	0	28,241	28,241
61601 - HOLIDAY PAY	134,118	141,357	163,698	133,133	167,793	0	167,793	167,793
61608 - POLICE INCENTIVES	61,150	51,600	56,950	57,200	61,650	0	61,650	61,650
61612 - POLICE HIRING INCENTIVES	0	5,000	0	7,000	0	0	0	0
61701 - HEALTH INSURANCE	796,436	888,156	1,043,606	917,884	1,032,911	0	1,032,911	1,032,911
61702 - DENTAL INSURANCE	51,860	56,915	68,877	59,772	69,389	0	69,389	69,389
61703 - RETIREMENT CONTRIBUTIONS	67,458	61,427	70,799	63,354	100,002	0	100,002	100,002
61704 - SOCIAL SECURITY	108,338	105,294	116,685	108,888	115,646	0	115,646	115,646
61705 - WORKERS COMPENSATION	67,255	66,135	65,023	57,992	67,755	0	67,755	67,755
61714 - RET - POLICE	1,072,360	1,026,302	1,094,606	1,010,727	1,337,113	0	1,337,113	1,337,113
61901 - RECRUITMENT	24,337	6,791	0	6,050	0	0	0	0
61000 - PERSONNEL SERVICES	6,616,506	6,526,210	7,122,448	6,476,475	7,390,680	0	7,390,680	7,390,680
62100 - PROFESSIONAL/TECH SVCS	6,401	3,978	7,100	7,000	7,100	0	7,100	7,100
62102 - PROFESSIONAL SERVICES	100,142	102,079	103,431	103,431	104,837	0	104,837	104,837
62103 - TECHNICAL SERVICES	5,115	2,468	4,000	4,000	4,000	0	4,000	4,000
62120 - LABORATORY SERVICES	0	0	400	400	400	0	400	400
62145 - FIRST AID & MEDICAL SVCS	0	0	50	0	50	0	50	50
62175 - OTHER SERVICES	65	0	750	0	750	0	750	750
62177 - JUSTICE OF THE PEACE	196	442	375	123	375	0	375	375
62205 - PC REPLACEMENT CHARGE	19,265	19,723	20,442	19,574	22,248	0	22,248	22,248
62206 - PW FLEET CHARGE	366,530	389,423	405,372	405,372	408,338	0	408,338	408,338
62301 - OFFICE EQUIPMENT MAINT.	5,293	4,192	4,800	4,800	4,800	0	4,800	4,800
62304 - COMMUNICATIONS EQP MAINT.	5,708	7,468	25,404	0	25,404	1,000	26,404	26,404
62308 - NETWORK MAINTENANCE	5,281	5,370	5,282	4,803	5,282	0	5,282	5,282
62310 - SAFETY PROGRAM MAINT.	1,970	14,222	10,741	10,000	10,741	0	10,741	10,741
62311 - EQUIPMENT MAINTENANCE	741	715	1,113	1,015	1,113	0	1,113	1,113
62312 - K-9 UNIT SUPPORT	50	0	4,500	0	4,500	0	4,500	4,500
62319 - BEARCAT MAINTENANCE	0	0	100	100	100	0	100	100

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62435 - TRAINING	16,962	13,580	26,200	15,000	26,200	0	26,200	26,200
62436 - MEETINGS & DUES	577	524	600	600	600	0	600	600
62445 - PHOTOGRAPHY & PROCESSING	0	352	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	7,354	7,081	7,200	5,778	7,200	0	7,200	7,200
62510 - COMMUNICATIONS/PHONE	11,269	8,828	9,700	9,700	9,700	0	9,700	9,700
62700 - SUPPLIES AND MATERIALS	13,545	4,438	5,165	4,916	5,165	0	5,165	5,165
62701 - OFFICE SUPPLIES	5,185	4,805	5,000	5,000	5,000	0	5,000	5,000
62710 - POSTAGE	933	908	1,949	1,949	1,949	0	1,949	1,949
62715 - BOOKS & COLLECTIONS	846	755	1,000	400	1,000	0	1,000	1,000
62741 - EVIDENCE SECURITY	73	1,807	900	900	900	0	900	900
62744 - MINOR COMPUTER EQUIPMENT	227	492	500	500	500	0	500	500
62745 - TACTICAL SUPPLIES	6,456	6,680	9,800	9,800	9,800	0	9,800	9,800
62755 - UNIFORMS	30,244	22,689	30,600	29,622	30,600	0	30,600	30,600
62767 - PRISONER CARE	0	0	25	0	25	0	25	25
62773 - WEAPONS TRAINING SUPPLIES	31,895	23,272	33,000	30,000	33,000	0	33,000	33,000
68008 - GRANT MATCH	3,492	3,638	3,950	3,950	3,950	0	3,950	3,950
62000 - OPERATING EXPENDITURES	647,913	652,028	732,299	681,583	738,477	1,000	739,477	739,477
Department	7,264,419	7,178,238	7,854,747	7,158,057	8,129,157	1,000	8,130,157	8,130,157
TOTAL	7,264,419	7,178,238	7,854,747	7,158,057	8,129,157	1,000	8,130,157	8,130,157

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

POLICE

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01400 - POLICE ADMIN	61301 - DEPARTMENT HEAD	122,147	126,678	125,679	128,336	128,830	0	128,830	128,830
	61303 - SUPERVISORY PERSONNEL	107,037	111,113	110,132	109,866	112,894	0	112,894	112,894
	61305 - ADMINISTRATIVE PERSONNEL	196,589	203,885	205,850	205,849	210,268	0	210,268	210,268
	61506 - REIMBURSABLE DETAIL	83,117	66,189	0	0	0	0	0	0
	61608 - POLICE INCENTIVES	6,000	6,000	6,000	6,000	6,000	0	6,000	6,000
	61701 - HEALTH INSURANCE	90,651	97,611	99,386	97,092	96,140	0	96,140	96,140
	61702 - DENTAL INSURANCE	4,812	5,031	5,325	5,196	5,325	0	5,325	5,325
	61703 - RETIREMENT CONTRIBUTIONS	22,365	22,774	22,993	22,538	29,564	0	29,564	29,564
	61704 - SOCIAL SECURITY	19,426	19,859	19,254	18,446	19,677	0	19,677	19,677
	61705 - WORKERS COMPENSATION	4,359	4,523	3,869	3,766	6,917	0	6,917	6,917
	61714 - RET - POLICE	93,559	88,127	68,747	69,016	83,929	0	83,929	83,929
	61901 - RECRUITMENT	0	0	0	244	0	0	0	0
	61000 - PERSONNEL SERVICES	750,061	751,791	667,235	666,349	699,542	0	699,542	699,542
	62145 - FIRST AID & MEDICAL SVCS	0	0	50	0	50	0	50	50
	62177 - JUSTICE OF THE PEACE	196	442	375	123	375	0	375	375
	62205 - PC REPLACEMENT CHARGE	2,583	2,499	2,842	2,842	3,095	0	3,095	3,095
	62206 - PW FLEET CHARGE	21,571	24,337	25,216	25,216	25,713	0	25,713	25,713
	62301 - OFFICE EQUIPMENT MAINT.	5,293	4,192	4,800	4,800	4,800	0	4,800	4,800
	62436 - MEETINGS & DUES	577	524	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	5,034	4,752	4,900	4,900	4,900	0	4,900	4,900
	62710 - POSTAGE	933	908	1,949	1,949	1,949	0	1,949	1,949
	62715 - BOOKS & COLLECTIONS	386	384	200	100	200	0	200	200
	62755 - UNIFORMS	24,342	17,384	22,800	23,222	22,800	0	22,800	22,800
	62000 - OPERATING EXPENDITURES	63,014	57,522	65,832	65,852	66,582	0	66,582	66,582
	01400 - POLICE ADMIN	813,075	809,312	733,067	732,201	766,124	0	766,124	766,124
01401 - POLICE DISPATCH	61303 - SUPERVISORY PERSONNEL	57,575	62,400	62,144	65,453	63,702	0	63,702	63,702
	61304 - GENERAL PERSONNEL	179,955	155,092	194,778	129,274	193,684	0	193,684	193,684
	61307 - PART TIME EMPLOYEES	30,715	22,744	10,000	62,665	10,000	0	10,000	10,000
	61501 - REGULAR OVERTIME	30,781	24,351	12,000	74,550	12,000	0	12,000	12,000
	61502 - DOUBLE OVERTIME	4,807	5,105	5,666	5,666	5,779	0	5,779	5,779
	61520 - OT-VACATION REPLACEMENT	5,993	3,977	18,000	2,000	18,000	0	18,000	18,000
	61521 - OT-SICK REPLACEMENT	12,229	7,439	5,000	3,248	5,000	0	5,000	5,000
	61522 - OT-PERSONAL DAY REPLACE	1,034	957	2,500	2,006	2,500	0	2,500	2,500
	61601 - HOLIDAY PAY	7,899	5,810	11,415	11,415	11,703	0	11,703	11,703
	61701 - HEALTH INSURANCE	50,089	57,366	58,178	34,310	54,473	0	54,473	54,473
	61702 - DENTAL INSURANCE	2,088	3,089	3,908	2,521	3,597	0	3,597	3,597
	61703 - RETIREMENT CONTRIBUTIONS	31,252	26,988	34,795	27,978	43,863	0	43,863	43,863
	61704 - SOCIAL SECURITY	23,787	20,545	24,594	24,188	23,872	0	23,872	23,872
	61705 - WORKERS COMPENSATION	5,470	4,787	4,760	4,680	4,717	0	4,717	4,717
	61714 - RET - POLICE	7,174	6,630	0	1,606	136	0	136	136
	61901 - RECRUITMENT	806	227	0	244	0	0	0	0
	61000 - PERSONNEL SERVICES	451,652	407,507	447,738	451,804	453,027	0	453,027	453,027
	62103 - TECHNICAL SERVICES	1,000	0	0	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	408	756	868	0	1,633	0	1,633	1,633
	62304 - COMMUNICATIONS EQP MAINT.	5,708	7,468	25,404	0	25,404	1,000	26,404	26,404
62510 - COMMUNICATIONS/PHONE	11,269	8,828	9,700	9,700	9,700	0	9,700	9,700	
62700 - SUPPLIES AND MATERIALS	1,609	62	280	280	280	0	280	280	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended	
01401 - POLICE DISPATCH	62755 - UNIFORMS	1,469	1,105	2,200	2,200	2,200	0	2,200	2,200	
	62767 - PRISONER CARE	0	0	25	0	25	0	25	25	
	62000 - OPERATING EXPENDITURES	21,462	18,219	38,477	12,180	39,242	1,000	40,242	40,242	
01401 - POLICE DISPATCH		473,114	425,726	486,215	463,984	492,269	1,000	493,269	493,269	
01402 - POLICE TRAINING	61509 - OT-WEAPONS TRAINING	17,296	17,444	25,000	0	25,000	0	25,000	25,000	
	61512 - OT-TACTICAL TEAM TRAINING	15,874	14,882	20,000	0	20,000	0	20,000	20,000	
	61513 - OT-TRAINING	50,180	37,692	37,000	0	37,000	0	37,000	37,000	
	61703 - RETIREMENT CONTRIBUTIONS	0	19	0	0	0	0	0	0	
	61704 - SOCIAL SECURITY	1,189	1,016	1,189	0	1,189	0	1,189	1,189	
	61705 - WORKERS COMPENSATION	973	820	1,214	0	1,238	0	1,238	1,238	
	61714 - RET - POLICE	24,463	19,914	23,313	0	27,782	0	27,782	27,782	
	61000 - PERSONNEL SERVICES	109,975	91,789	107,716	0	112,209	0	112,209	112,209	
	62319 - BEARCAT MAINTENANCE	0	0	100	100	100	0	100	100	
	62435 - TRAINING	16,962	13,580	26,200	15,000	26,200	0	26,200	26,200	
	62700 - SUPPLIES AND MATERIALS	2,660	1,038	1,000	1,000	1,000	0	1,000	1,000	
	62745 - TACTICAL SUPPLIES	6,456	6,680	9,800	9,800	9,800	0	9,800	9,800	
	62773 - WEAPONS TRAINING SUPPLIES	31,895	23,272	33,000	30,000	33,000	0	33,000	33,000	
	62000 - OPERATING EXPENDITURES	57,972	44,569	70,100	55,900	70,100	0	70,100	70,100	
	01402 - POLICE TRAINING		167,947	136,358	177,816	55,900	182,309	0	182,309	182,309
01403 - POLICE PATROL	61303 - SUPERVISORY PERSONNEL	672,303	698,024	718,865	698,314	721,626	0	721,626	721,626	
	61304 - GENERAL PERSONNEL	1,253,335	1,272,839	1,550,527	1,214,770	1,518,688	0	1,518,688	1,518,688	
	61501 - REGULAR OVERTIME	48,751	51,410	54,000	63,350	54,000	0	54,000	54,000	
	61507 - COURT OVERTIME	27,889	16,190	44,000	19,542	44,000	0	44,000	44,000	
	61520 - OT-VACATION REPLACEMENT	112,566	101,989	50,100	136,790	50,100	0	50,100	50,100	
	61521 - OT-SICK REPLACEMENT	66,855	36,774	18,600	74,036	18,600	0	18,600	18,600	
	61522 - OT-PERSONAL DAY REPLACE	16,383	22,409	9,800	19,286	9,800	0	9,800	9,800	
	61529 - OT-SHIFT VACANCIES	69,266	66,406	8,000	57,910	8,000	0	8,000	8,000	
	61531 - HOLIDAY OVERTIME	27,843	34,163	27,552	31,415	28,241	0	28,241	28,241	
	61601 - HOLIDAY PAY	89,553	99,714	102,926	97,397	105,499	0	105,499	105,499	
	61608 - POLICE INCENTIVES	40,200	31,100	33,350	33,350	34,050	0	34,050	34,050	
	61612 - POLICE HIRING INCENTIVES	0	5,000	0	7,000	0	0	0	0	
	61701 - HEALTH INSURANCE	468,625	520,078	624,702	567,848	623,294	0	623,294	623,294	
	61702 - DENTAL INSURANCE	30,369	33,221	42,223	36,007	43,046	0	43,046	43,046	
	61703 - RETIREMENT CONTRIBUTIONS	1,277	(1,149)	0	176	0	0	0	0	
	61704 - SOCIAL SECURITY	34,750	34,887	37,957	37,518	37,592	0	37,592	37,592	
	61705 - WORKERS COMPENSATION	39,690	40,281	38,742	35,522	39,154	0	39,154	39,154	
	61714 - RET - POLICE	712,058	693,378	744,218	704,935	878,374	0	878,374	878,374	
	61901 - RECRUITMENT	23,531	6,564	0	5,562	0	0	0	0	
	61000 - PERSONNEL SERVICES	3,735,246	3,763,278	4,105,562	3,840,728	4,214,064	0	4,214,064	4,214,064	
	62120 - LABORATORY SERVICES	0	0	400	400	400	0	400	400	
	62205 - PC REPLACEMENT CHARGE	11,900	11,972	12,167	12,167	12,400	0	12,400	12,400	
	62206 - PW FLEET CHARGE	216,182	226,373	236,008	236,008	236,197	0	236,197	236,197	
	62308 - NETWORK MAINTENANCE	5,281	5,370	5,282	4,803	5,282	0	5,282	5,282	
	62312 - K-9 UNIT SUPPORT	50	0	4,500	0	4,500	0	4,500	4,500	
	62700 - SUPPLIES AND MATERIALS	5,802	2,769	3,085	2,836	3,085	0	3,085	3,085	
	62701 - OFFICE SUPPLIES	15	0	0	0	0	0	0	0	
	68008 - GRANT MATCH	3,492	3,638	3,950	3,950	3,950	0	3,950	3,950	
	62000 - OPERATING EXPENDITURES	242,723	250,121	265,392	260,164	265,814	0	265,814	265,814	
	01403 - POLICE PATROL		3,977,970	4,013,399	4,370,954	4,100,892	4,479,878	0	4,479,878	4,479,878
	01405 - POLICE SPECIAL SERVICES	61303 - SUPERVISORY PERSONNEL	89,010	92,750	93,974	91,806	93,974	0	93,974	93,974
		61304 - GENERAL PERSONNEL	192,341	199,664	202,911	197,932	204,126	0	204,126	204,126
		61306 - HOURLY PERSONNEL	47,793	29,722	52,416	15,914	53,726	0	53,726	53,726

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01405 - POLICE SPECIAL SERVICES	61307 - PART TIME EMPLOYEES	109,113	112,567	116,426	112,720	132,227	0	132,227	132,227
	61601 - HOLIDAY PAY	11,882	12,180	12,957	0	13,281	0	13,281	13,281
	61608 - POLICE INCENTIVES	4,050	3,800	4,900	4,900	4,900	0	4,900	4,900
	61701 - HEALTH INSURANCE	53,627	71,394	75,005	72,360	75,235	0	75,235	75,235
	61702 - DENTAL INSURANCE	4,127	4,308	4,546	4,437	4,546	0	4,546	4,546
	61703 - RETIREMENT CONTRIBUTIONS	6,559	6,680	6,792	6,610	18,591	0	18,591	18,591
	61704 - SOCIAL SECURITY	18,395	17,473	19,939	16,634	19,491	0	19,491	19,491
	61705 - WORKERS COMPENSATION	7,042	6,960	6,667	6,002	5,854	0	5,854	5,854
	61714 - RET - POLICE	70,478	70,768	72,195	74,525	125,359	0	125,359	125,359
	61000 - PERSONNEL SERVICES	614,417	628,266	668,728	603,840	751,310	0	751,310	751,310
	62100 - PROFESSIONAL/TECH SVCS	6,401	3,978	7,100	7,000	7,100	0	7,100	7,100
	62205 - PC REPLACEMENT CHARGE	1,467	1,604	1,741	1,741	1,948	0	1,948	1,948
	62206 - PW FLEET CHARGE	74,849	78,404	81,695	81,695	82,144	0	82,144	82,144
	62310 - SAFETY PROGRAM MAINT.	1,970	14,222	10,741	10,000	10,741	0	10,741	10,741
	62311 - EQUIPMENT MAINTENANCE	741	715	1,113	1,015	1,113	0	1,113	1,113
	62503 - ELECTRICITY	7,354	7,081	7,200	5,778	7,200	0	7,200	7,200
	62741 - EVIDENCE SECURITY	73	1,807	900	900	900	0	900	900
	62000 - OPERATING EXPENDITURES	92,855	107,812	110,490	108,129	111,146	0	111,146	111,146
	01405 - POLICE SPECIAL SERVICES	707,271	736,078	779,218	711,969	862,456	0	862,456	862,456
01407 - POLICE INVESTIGATION	61303 - SUPERVISORY PERSONNEL	143,340	92,750	93,974	91,806	93,974	0	93,974	93,974
	61304 - GENERAL PERSONNEL	287,812	273,200	406,931	276,748	401,190	0	401,190	401,190
	61305 - ADMINISTRATIVE PERSONNEL	52,790	54,750	55,676	54,184	56,790	0	56,790	56,790
	61501 - REGULAR OVERTIME	22,705	21,268	23,000	28,102	23,000	0	23,000	23,000
	61601 - HOLIDAY PAY	20,670	19,436	32,057	20,000	32,858	0	32,858	32,858
	61608 - POLICE INCENTIVES	8,500	9,200	10,950	10,950	14,500	0	14,500	14,500
	61701 - HEALTH INSURANCE	109,315	115,773	158,530	120,024	157,330	0	157,330	157,330
	61702 - DENTAL INSURANCE	8,893	9,627	11,147	9,924	11,147	0	11,147	11,147
	61703 - RETIREMENT CONTRIBUTIONS	6,005	6,116	6,219	6,052	7,985	0	7,985	7,985
	61704 - SOCIAL SECURITY	9,558	10,273	12,479	10,814	12,544	0	12,544	12,544
	61705 - WORKERS COMPENSATION	8,271	7,280	8,471	6,696	8,541	0	8,541	8,541
	61714 - RET - POLICE	139,531	123,088	161,173	134,857	191,599	0	191,599	191,599
	61000 - PERSONNEL SERVICES	817,392	742,760	980,608	770,157	1,011,458	0	1,011,458	1,011,458
	62103 - TECHNICAL SERVICES	4,115	2,468	4,000	4,000	4,000	0	4,000	4,000
	62175 - OTHER SERVICES	65	0	750	0	750	0	750	750
	62205 - PC REPLACEMENT CHARGE	2,343	2,292	2,114	2,114	2,388	0	2,388	2,388
	62206 - PW FLEET CHARGE	53,928	60,309	62,453	62,453	64,284	0	64,284	64,284
	62445 - PHOTOGRAPHY & PROCESSING	0	352	750	750	750	0	750	750
	62700 - SUPPLIES AND MATERIALS	3,474	568	800	800	800	0	800	800
	62744 - MINOR COMPUTER EQUIPMENT	227	492	500	500	500	0	500	500
	62755 - UNIFORMS	3,733	3,500	4,900	3,500	4,900	0	4,900	4,900
62000 - OPERATING EXPENDITURES	67,885	69,982	76,267	74,117	78,372	0	78,372	78,372	
01407 - POLICE INVESTIGATION	885,277	812,742	1,056,875	844,274	1,089,830	0	1,089,830	1,089,830	
01408 - POLICE PROSECUTION	61303 - SUPERVISORY PERSONNEL	77,771	80,410	81,702	80,937	81,702	0	81,702	81,702
	61601 - HOLIDAY PAY	4,113	4,216	4,342	4,321	4,451	0	4,451	4,451
	61608 - POLICE INCENTIVES	2,400	1,500	1,750	2,000	2,200	0	2,200	2,200
	61701 - HEALTH INSURANCE	24,129	25,935	27,805	26,250	26,440	0	26,440	26,440
	61702 - DENTAL INSURANCE	1,571	1,639	1,728	1,687	1,728	0	1,728	1,728
	61704 - SOCIAL SECURITY	1,233	1,240	1,273	1,288	1,281	0	1,281	1,281
	61705 - WORKERS COMPENSATION	1,449	1,483	1,300	1,326	1,334	0	1,334	1,334
	61714 - RET - POLICE	25,097	24,397	24,960	25,788	29,934	0	29,934	29,934
	61000 - PERSONNEL SERVICES	137,763	140,820	144,861	143,597	149,070	0	149,070	149,070
	62102 - PROFESSIONAL SERVICES	100,142	102,079	103,431	103,431	104,837	0	104,837	104,837

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01408 - POLICE PROSECUTION	62205 - PC REPLACEMENT CHARGE	564	600	710	710	784	0	784	784
	62701 - OFFICE SUPPLIES	137	54	100	100	100	0	100	100
	62715 - BOOKS & COLLECTIONS	459	371	800	300	800	0	800	800
	62755 - UNIFORMS	700	700	700	700	700	0	700	700
	62000 - OPERATING EXPENDITURES	102,002	103,803	105,741	105,241	107,221	0	107,221	107,221
	01408 - POLICE PROSECUTION	239,765	244,623	250,602	248,838	256,291	0	256,291	256,291
	DEPARTMENT TOTAL	7,264,419	7,178,238	7,854,747	7,158,057	8,129,157	1,000	8,130,157	8,130,157
	TOTAL	7,264,419	7,178,238	7,854,747	7,158,057	8,129,157	1,000	8,130,157	8,130,157

Municipal Services

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

Department Heads

David Hickling	Airport Director
W. Rhett Lamb	Assistant City Manager/Community Development Director
Kürt Blomquist	Public Works Director & Emergency Management Director

DEPARTMENT	COST CENTER	PAGE #
Airport	01700	140-145
Community Development	01910 - 01930	146-151
Public Works	02000 - 02029	152-167

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

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

Primary objectives for the airport in FY22 will focus on the continuation of growing the economic impact the airport has on the region, the exploration and pursuit of the possible return of scheduled air service to Keene, and the campaign to improve the image of the airport.

Growing the economic impact the airport has on our region will be accomplished by pursuing additional aviation businesses with the intent of attracting them to the Keene Dillant-Hopkins Airport through national and regional organizations allowing for networking opportunities.

Air Service Development – After completing phase one of our Commercial Air Service Market Study with Crawford, Murphy and Tilly this past year, it was decided to delay moving forward due to the impact the COVID pandemic had on the airline industry. In the coming year we will work to position ourselves to be an attractive prospect for a new market for scheduled commercial service.

Although some progress has been made, our campaign to grow community support for the airport through public relations/education has been hampered by the health related complications of this past year. Looking forward to FY22, we will plan for opportunities that will allow us to once again engage with our community through face-to-face public interaction and public events. If that does not happen, we will work with the virtual platforms available to promote the airport and educate the public on the positive impact the airport has on our community.

The airport will continue to maximize grant opportunities and staff resourcefulness to meet the high demands of maintaining a safe, secure and attractive facility for the aviation needs of our community. Assistance from other departments is available and particularly necessary during times when workload exceeds the airport staff’s capacity. As our staffing is minimal, ensuring that we maintain a talented and dedicated workforce is also imperative.

Background

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

The airport has historically been host to several local businesses providing jobs, tax revenue and revenues that support the operations of the airport. The airport restaurant and Fixed Based Operations have been successful, and this past year one more business was added that is also doing well.

Our facilities are the base of operations for C&S Wholesale Food’s corporate aircraft and there is a significant amount of transient corporate aircraft activity as well. This volume of business aviation to and from Keene demonstrates the airport’s value to our community.

Between the several private hangars, airport T-hangars, and the Fixed Based Operator’s facilities, we have a healthy number of based aircraft with a continuous waiting list of aircraft that wish to be based at the Keene Airport. These factors reflect an active and vibrant airport that we can certainly be proud of.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
To provide a safe, efficient facility for regional aviation needs.		Transportation		
Provide convenient access to and from region allowing for effectual business activities.		Economic Development		
Market airport as valuable asset to attract new, and grow existing business activities both at the airport and in the surrounding communities.		Economic Development		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Complete the construction phase of taxiway A extension maximizing Federal Grant opportunities		FAR's	Transportation	1, 6
Explore viability of commercial air service at Keene Dillant-Hopkins Airport.			Transportation	3, 4
Market airport to attract new aviation business.		RSA 423	Economic Development	3
Engage community in public relations/education campaign to increase awareness of airport's value to region.		RSA 423	Economic Development	7
Maintain full occupancy in the City's 32 T-hangars.		FAR's	Transportation	1, 3
METRICS:				
		FY20	FY21	FY22
Number of based aircraft		80	80	70
Number of denied landings due to airfield conditions (weather-related)		0	0	0
Fuel flowage (gallons)		410,000 est.	220,000 est.	350,000 est.
Total revenue		Budget \$448,408	Budget \$443,121	Budget \$436,794
Revenue to Expense ratio		Budget 60.28%	Budget 65.41%	Budget 61.76%
T-Hangar occupancy		98.00%	99.00%	100.00%



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
AIRPORT	43202 - AERONAUTICAL	7,977	9,473	8,000	8,000	8,000	8,000
	43000 - INTERGOVERNMENTAL	7,977	9,473	8,000	8,000	8,000	8,000
	44109 - DIRECT REIMBURSEMENT	0	959	0	0	0	0
	44501 - LANDING FEES	9,304	6,881	11,000	6,000	9,000	9,000
	44505 - GROSS REVENUE PERCENTAGE	10,087	9,346	12,000	11,000	12,000	12,000
	44506 - FUELING FEES	30,239	20,320	25,000	12,000	20,000	20,000
	44000 - CHARGES FOR SERVICES	49,630	37,506	48,000	29,000	41,000	41,000
	46306 - AIRPORT T-HANGAR	101,623	106,932	112,871	111,600	114,664	114,664
	46307 - AIRPORT TERMINAL	8,600	15,633	26,239	23,750	21,975	21,975
	46308 - AIRPORT LAND	93,348	81,403	75,487	76,000	75,181	75,181
	46311 - FUEL FARM LEASE	15,758	14,700	16,200	16,200	16,680	16,680
	46312 - AIRPORT WWTP INCOME	154,178	159,189	156,324	156,324	159,294	159,294
	46000 - MISCELLANEOUS	373,507	377,857	387,121	383,874	387,794	387,794
	TOTAL	431,113	424,836	443,121	420,874	436,794	436,794

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

AIRPORT

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	0	36,248	89,991	89,897	96,398	0	96,398	96,398
61304 - GENERAL PERSONNEL	117,576	123,061	124,214	124,706	129,237	0	129,237	129,237
61308 - SEASONAL HELP	21,652	23,173	23,000	23,000	23,000	0	23,000	23,000
61401 - TEMPORARY PERSONNEL	66,402	0	0	0	0	0	0	0
61501 - REGULAR OVERTIME	5,961	5,744	4,000	6,500	5,000	0	5,000	5,000
61602 - STAND-BY PAY	7,710	10,829	10,550	10,776	10,550	0	10,550	10,550
61701 - HEALTH INSURANCE	31,450	34,109	35,431	38,760	38,189	0	38,189	38,189
61702 - DENTAL INSURANCE	2,063	2,145	3,254	3,215	3,254	0	3,254	3,254
61703 - RETIREMENT CONTRIBUTIONS	14,930	19,589	23,927	25,710	33,910	0	33,910	33,910
61704 - SOCIAL SECURITY	16,329	14,763	19,260	19,458	20,210	0	20,210	20,210
61705 - WORKERS COMPENSATION	3,687	4,697	6,676	6,116	7,873	0	7,873	7,873
61901 - RECRUITMENT	0	1,463	0	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	33,333	62,500	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	321,094	338,320	340,303	348,138	367,621	0	367,621	367,621
62102 - PROFESSIONAL SERVICES	1,150	0	0	0	0	0	0	0
62120 - LABORATORY SERVICES	2,478	278	200	0	0	0	0	0
62175 - OTHER SERVICES	777	180	1,800	0	1,800	0	1,800	1,800
62203 - SNOW PLOWING	1,983	6,438	5,750	8,000	5,750	0	5,750	5,750
62205 - PC REPLACEMENT CHARGE	674	716	838	838	1,007	0	1,007	1,007
62206 - PW FLEET CHARGE	171,329	178,639	190,063	190,063	194,806	0	194,806	194,806
62208 - TAXES	56,777	46,647	49,126	49,126	49,126	0	49,126	49,126
62209 - RUBBISH PICK-UP	794	681	1,200	1,200	1,200	0	1,200	1,200
62301 - OFFICE EQUIPMENT MAINT.	240	382	480	480	480	0	480	480
62315 - FUEL SYSTEM MAINTENANCE	2,408	16,875	2,400	19,098	2,000	0	2,000	2,000
62318 - BUILDING REPAIR	1,874	0	0	0	0	0	0	0
62340 - GROUNDS MAINTENANCE	29,199	23,006	25,550	22,500	25,000	0	25,000	25,000
62350 - BUILDING MAINTENANCE	11,676	10,205	7,363	7,363	7,363	0	7,363	7,363
62355 - BRUSH & OBSTR CLEARING	4,014	3,372	19,000	19,000	19,000	0	19,000	19,000
62416 - PRINTING	984	44	500	200	100	0	100	100
62425 - ADVERTISING	1,245	115	2,750	2,750	2,750	0	2,750	2,750
62430 - TRAVEL	3,500	0	4,000	0	4,000	0	4,000	4,000
62435 - TRAINING	0	0	1,900	0	1,900	0	1,900	1,900
62436 - MEETINGS & DUES	0	300	1,275	300	1,275	0	1,275	1,275
62438 - LICENSES & CERTIFICATIONS	155	0	0	0	0	0	0	0
62445 - PHOTOGRAPHY & PROCESSING	0	0	115	0	0	0	0	0
62447 - PUBLIC AWARENESS	0	516	1,000	300	1,000	0	1,000	1,000
62455 - CONTRACTED SERVICES	0	0	0	20,000	0	0	0	0
62501 - WATER	4,528	2,959	2,500	2,500	2,500	0	2,500	2,500
62505 - BEACON & OBST LIGHTS ELEC	12,206	13,265	9,500	9,500	9,500	0	9,500	9,500
62510 - COMMUNICATIONS/PHONE	3,543	2,323	1,900	1,900	1,900	0	1,900	1,900
62513 - PROPANE	192	0	250	250	250	0	250	250
62604 - EQUIPMENT RENTAL	2,500	0	2,000	2,000	2,000	0	2,000	2,000

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62701 - OFFICE SUPPLIES	422	499	450	1,000	450	0	450	450
62702 - COPIER SUPPLIES	0	0	150	50	50	0	50	50
62710 - POSTAGE	16	24	150	50	50	0	50	50
62733 - TOOLS	0	2,396	500	1,500	500	0	500	500
62735 - BUILDING MAINT. SUPPLIES	284	110	2,500	2,500	2,500	0	2,500	2,500
62737 - JANITORIAL SUPPLIES	770	534	400	1,000	400	0	400	400
62743 - MINOR SAFETY EQUIPMENT	0	0	500	0	0	0	0	0
62755 - UNIFORMS	1,597	1,574	1,000	1,000	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	317,316	312,079	337,110	364,468	339,657	0	339,657	339,657
Department	638,410	650,399	677,413	712,606	707,278	0	707,278	707,278
TOTAL	638,410	650,399	677,413	712,606	707,278	0	707,278	707,278

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

The Community Development Department is in the third year of its realignment of departments and personnel. This last year saw the tasks of the two Code Enforcement Officers changing with one CEO taking on the residential inspections and the other Officer—reclassified as a Commercial Building Inspector—tasked with commercial inspections. This budget proposes to continue the personnel realignment by eliminating a vacant administrative assistance position and promoting the current Administrative Assistant to Administrative Assistant I. The budget also proposes to shift the part-time Planning Technician to a full-time position. These changes will result in lower personnel costs in FY22 and will better serve the public and the needs of the City with a streamlined and simplified development process for those who want to do business or build in Keene.

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

An important goal of this realignment is to provide better customer service through a permit center where applications for most common permits can be processed quickly and by staff at the point of contact with the customer. Both the Permit Technician and Planning Technician positions, which were vacant in FY20, have been filled and are central to this approach. Where possible, these positions will be cross-trained to allow better coordination and interaction with other involved departments such as Public Works and Fire. The focus of a permit center will be on routine permits. The department continues to support multiple City Boards and Commissions including those responsible for land use approvals such as the Planning Board, the Zoning Board of Adjustment and the Historic District Commission.

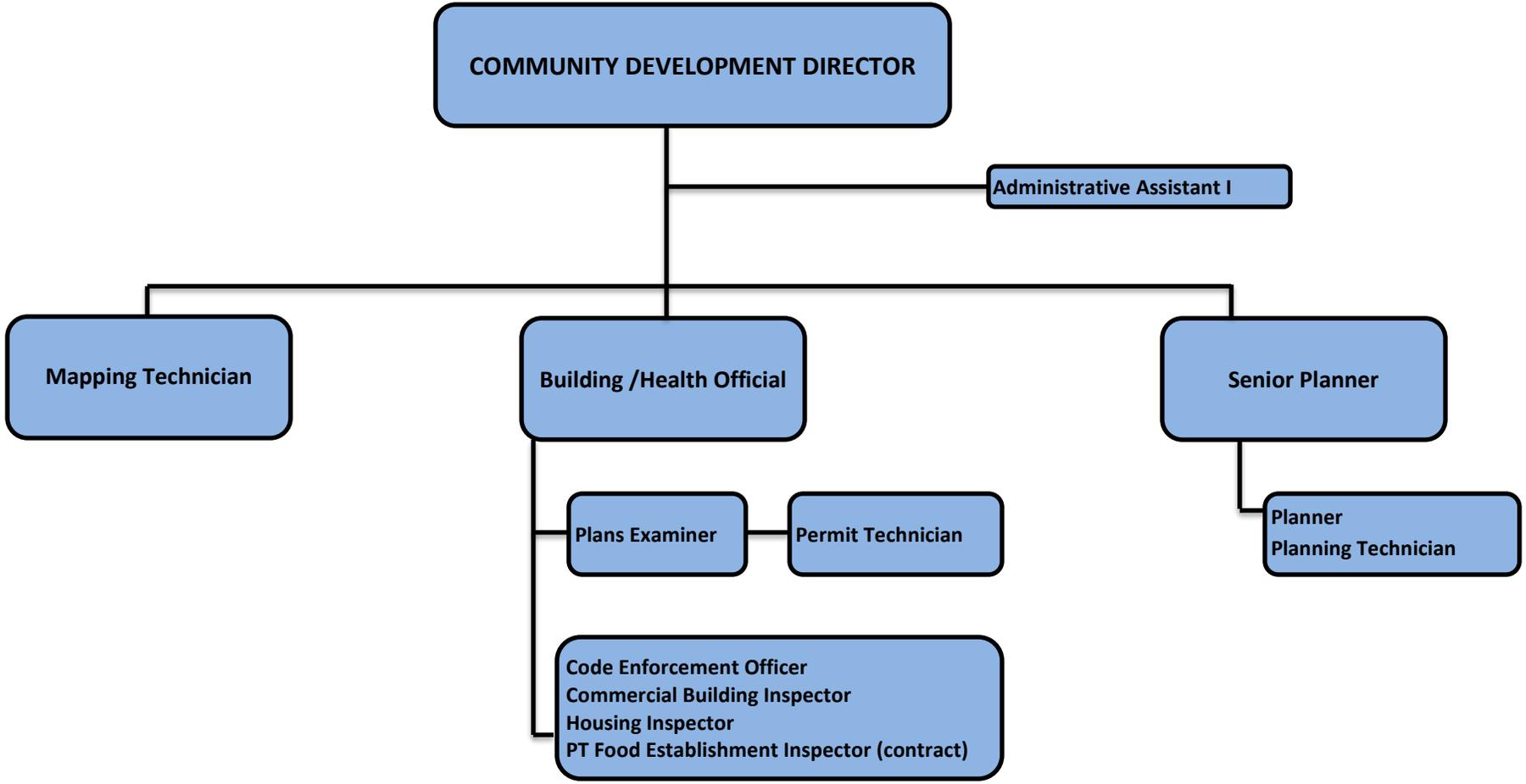
With the anticipated adoption of the Land Use Code Update, the focus will shift in FY22 to implementation and education. This process will include working with internal and external users of the updated code and members of the public, and setting up new systems for application processing and review. A key component will be to develop educational materials for the community and staff to use in navigating the new code. Completion of this multi-year project will fulfill the top recommendation of the 2010 Comprehensive Master Plan (CMP) and is a key goal in furthering the mission statement of the Community Development Department.

The department will see a continuation of large projects into FY22 with the expansion and renovation of the Colonial Theatre, several new office/retail buildings on West St. and Island St., and the ongoing renovation of 17 Washington St. Other large projects continuing into FY22 will be implementing the top recommendations of the recently adopted Energy Plan including the Community Power program. Energy related projects and actions were specifically identified by the City Council in the 2021 Council Goals. Other FY22 projects include: restructuring online application processes to allow more streamlined permitting, establishing the groundwork for the Comprehensive Master Plan Update which is proposed in the CIP to begin in FY2023, continuing to play an active role in the development of the Mayor’s 21 in 21 Housing Initiative, and active support of the Downtown Project. The department will also continue its role in projects implementing the Economic Development Action Plan including expanding the 79E Program.

Background

The Community Development Department’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 to maintain the 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 reviewing plans, issuing permits, and conducting inspections for compliance with state building, accessibility, and energy code as well as City Zoning and Natural Resources Ordinances (including the sign code). Manage third party plans reviewers and special inspectors.			Economic Development	
Respond to citizen concerns and complaints related to permit and construction activity. Provide the public with information on codes and development processes.			Economic Development	
Investigate buildings and properties for compliance with the Property and Housing Safety Standards Ordinance, issue citations, and prosecute court cases.			Neighborhoods	
Promote and protect public health and safety, provide advice on public health issues, and enforce State and local health laws.			Community Health & Wellness	
Conduct an Environmental Sanitation program which includes regulating and inspecting restaurants, food stores, schools, daycare centers, foster homes, nursing homes, and private sewerage disposal facilities.			Community Health & Wellness	
Maintain Public Health Mosquito Control Program through contracted services which monitors and larvicides 2,200 catch basins and other mosquito breeding locations.			Community Health & Wellness	
Administer the FEMA Community Rating System to manage floodplain activities that exceed the minimum National Flood Insurance Program which provides a cost savings to the community flood insurance premiums.			Community Health & Wellness	
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Continue Comprehensive Master Plan implementation process with Planning Board and Planning, Licenses and Development Committee		674:1	Municipal Governance & Fin Stability	3/4/5/6/7
Continue the implementation of the new software system to incorporate citizen engagement with online permitting and centralized applications		155/674	Municipal Governance & Fin Stability	2/3
Finalize and Implement the Land Use Code Update including community education and Site Plan Review Committee		674	Future Land Use & Policy	1/3/4/5/7/8
Begin Implementation of the Energy Plan including Community Power		53-E	Climate Change	3/5/6/7/8
Establish the groundwork for the Comprehensive Master Plan Update scheduled for FY23 including Neighborhood outreach		674:1	Municipal Governance & Fin Stability	3/4/5/6/7
Write grants for funding to support programs/initiatives			Municipal Governance & Fin Stability	1/3/6
Continue to support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones			Municipal Governance & Fin Stability	3/4/7/8
Continued Implementation of the GIS Strategic Plan			Leadership	2/3/6/7
Increase the present level of review and inspection efficiency		155/674	Safe Community	2/3/4/7
Continue training and certification of department staff		155/674	Education	1/3/8
METRICS:		FY20	FY21	FY22
Complete the initial review of new residential permit applications in 7 working days (target 95%)		90%	95%	95%
Complete the initial plan review on new commercial permit applications in 10 working days (target 95%)		90%	95%	95%
Total building permits		450	477	450
Total building permit inspections		2,300	2,287	2,300
Maintain and conduct a Voluntary Housing Inspection Program		200	50	200
Property and Housing Standard complaints		300	300	300
Food Establishment and Health Code Inspections		350	275	300
Adoption of revisions or updates to the Comprehensive Master Plan the same year they are proposed/identified		0	1	1
Complete 90% of the initial completeness reviews for new subdivision, site plan applications within 5 business days		93%	93%	100%
Complete 95% of minor amendment applications in 14 calendar days		99%	99%	100%



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
COMMUNITY DEVELOPMENT	42105 - HEALTH	49,090	52,310	51,900	51,900	51,900	51,900
	42205 - PERMITS	312,939	313,887	220,000	200,000	270,000	270,000
	42306 - MISC FEES & CHARGES	0	866	1,000	500	1,000	1,000
	42330 - SITE PLAN APPLICATIONS	7,575	9,172	6,500	4,400	6,500	6,500
	42331 - SUBDIVISION APPLICATIONS	2,322	3,502	1,500	2,399	1,500	1,500
	42332 - MINOR AMENDMENTS APPPL.	2,420	2,525	750	2,050	750	750
	42333 - VOLUNTARY MERGER	75	100	75	300	75	75
	42334 - CONDITIONAL USE APPLICAT.	621	421	500	0	500	500
	42335 - DRIVEWAY CURB CUT APPS.	513	824	300	600	300	300
	42337 - ZBA FEES	3,284	3,225	3,500	4,800	3,500	3,500
	42000 - LICENSES/PERMITS/FEES	378,838	386,832	286,025	266,949	336,025	336,025
	44109 - DIRECT REIMBURSEMENT	974	200	0	0	0	0
	44000 - CHARGES FOR SERVICES	974	200	0	0	0	0
	45202 - BUILDING CODE VIOLATIONS	0	2,075	500	525	500	500
	45203 - HEALTH CODE VIOLATIONS	125	0	0	0	0	0
	45000 - FINES & FORFEITS	125	2,075	500	525	500	500
	47304 - MAPS,BLUEPRINTS,ETC	0	8	100	0	100	100
	46000 - MISCELLANEOUS	0	8	100	0	100	100
	TOTAL	379,937	389,114	286,625	267,474	336,625	336,625

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

COMMUNITY DEVELOPMENT

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	122,147	126,184	125,679	125,679	128,830	0	128,830	128,830
61303 - SUPERVISORY PERSONNEL	122,321	185,732	189,695	189,695	194,722	0	194,722	194,722
61304 - GENERAL PERSONNEL	343,486	361,455	442,611	439,762	462,371	53,213	515,584	515,584
61305 - ADMINISTRATIVE PERSONNEL	137,214	114,205	97,588	59,866	95,616	(43,448)	52,168	52,168
61307 - PART TIME EMPLOYEES	60,545	27,483	46,469	46,469	49,777	(49,777)	0	0
61401 - TEMPORARY PERSONNEL	44,556	21,131	29,634	29,634	25,252	5,000	30,252	30,252
61501 - REGULAR OVERTIME	2,322	294	0	0	0	0	0	0
61701 - HEALTH INSURANCE	198,318	217,244	239,985	186,928	230,539	0	230,539	230,539
61702 - DENTAL INSURANCE	11,102	11,948	13,655	11,000	14,636	0	14,636	14,636
61703 - RETIREMENT CONTRIBUTIONS	81,153	88,004	95,568	80,061	123,945	1,373	125,318	125,318
61704 - SOCIAL SECURITY	63,267	63,210	71,273	58,983	73,560	(2,678)	70,882	70,882
61705 - WORKERS COMPENSATION	9,184	9,960	10,359	8,913	11,128	111	11,239	11,239
61901 - RECRUITMENT	230	1,545	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,195,846	1,228,396	1,362,515	1,236,989	1,410,374	(36,206)	1,374,168	1,374,168
62102 - PROFESSIONAL SERVICES	51,107	55,000	56,000	56,000	56,000	0	56,000	56,000
62103 - TECHNICAL SERVICES	1,595	650	1,859	1,859	1,859	0	1,859	1,859
62121 - MONITORING/INSPECTIONS	1,750	44,600	0	0	0	0	0	0
62143 - HOME HEALTH CARE	35,502	0	0	0	0	0	0	0
62146 - MENTAL HEALTH SERVICES	25,000	0	0	0	0	0	0	0
62175 - OTHER SERVICES	24,804	0	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	5,498	5,576	6,105	6,105	6,945	0	6,945	6,945
62206 - PW FLEET CHARGE	31,089	32,421	31,373	31,373	32,412	0	32,412	32,412
62301 - OFFICE EQUIPMENT MAINT.	3,540	3,175	3,205	3,205	3,205	0	3,205	3,205
62416 - PRINTING	2,235	2,671	3,250	3,250	1,350	0	1,350	1,350
62425 - ADVERTISING	2,598	3,394	2,546	2,546	2,546	1,531	4,077	4,077
62435 - TRAINING	6,764	6,152	8,983	8,983	8,983	0	8,983	8,983
62436 - MEETINGS & DUES	2,147	4,670	5,300	5,300	5,300	0	5,300	5,300
62510 - COMMUNICATIONS/PHONE	4,353	4,216	5,875	5,875	7,775	0	7,775	7,775
62700 - SUPPLIES AND MATERIALS	30	1,081	500	500	0	0	0	0
62701 - OFFICE SUPPLIES	2,520	1,958	5,050	5,050	4,326	0	4,326	4,326
62710 - POSTAGE	4,009	4,702	6,764	6,764	6,764	3,733	10,497	10,497
62715 - BOOKS & COLLECTIONS	6,084	2,372	2,700	2,700	2,700	0	2,700	2,700
62734 - MINOR EQUIPMENT	1,167	1,900	1,045	1,045	1,045	0	1,045	1,045
62744 - MINOR COMPUTER EQUIPMENT	591	1,194	500	500	500	0	500	500
62756 - PROTECTIVE CLOTHING	725	1,036	625	625	625	0	625	625
62760 - OPERATING SUPPLIES	66	352	541	541	265	0	265	265
62761 - SOFTWARE	15,750	16,703	15,750	15,750	0	0	0	0
62000 - OPERATING EXPENDITURES	228,925	193,823	157,971	157,971	142,600	5,264	147,864	147,864
Department	1,424,771	1,422,219	1,520,486	1,394,960	1,552,974	(30,942)	1,522,032	1,522,032
TOTAL	1,424,771	1,422,219	1,520,486	1,394,960	1,552,974	(30,942)	1,522,032	1,522,032

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

COMMUNITY DEVELOPMENT

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended	
01910 - COMMUNITY DEVELOPMENT	61301 - DEPARTMENT HEAD	122,147	126,184	125,679	125,679	128,830	0	128,830	128,830	
	61303 - SUPERVISORY PERSONNEL	122,321	185,732	189,695	189,695	194,722	0	194,722	194,722	
	61304 - GENERAL PERSONNEL	343,486	361,455	442,611	439,762	462,371	53,213	515,584	515,584	
	61305 - ADMINISTRATIVE PERSONNEL	137,214	114,205	97,588	59,866	95,616	(43,448)	52,168	52,168	
	61307 - PART TIME EMPLOYEES	60,545	27,483	46,469	46,469	49,777	(49,777)	0	0	
	61401 - TEMPORARY PERSONNEL	44,556	21,131	29,634	29,634	25,252	5,000	30,252	30,252	
	61501 - REGULAR OVERTIME	2,322	294	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	198,318	217,244	239,985	186,928	230,539	0	230,539	230,539	
	61702 - DENTAL INSURANCE	11,102	11,948	13,655	11,000	14,636	0	14,636	14,636	
	61703 - RETIREMENT CONTRIBUTIONS	81,153	88,004	95,568	80,061	123,945	1,373	125,318	125,318	
	61704 - SOCIAL SECURITY	63,267	63,210	71,273	58,983	73,560	(2,678)	70,882	70,882	
	61705 - WORKERS COMPENSATION	9,184	9,960	10,359	8,913	11,128	111	11,239	11,239	
	61901 - RECRUITMENT	230	1,545	0	0	0	0	0	0	
	61000 - PERSONNEL SERVICES		1,195,846	1,228,396	1,362,515	1,236,989	1,410,374	(36,206)	1,374,168	1,374,168
	62102 - PROFESSIONAL SERVICES	51,107	55,000	56,000	56,000	56,000	0	56,000	56,000	
	62103 - TECHNICAL SERVICES	1,595	650	1,859	1,859	1,859	0	1,859	1,859	
	62121 - MONITORING/INSPECTIONS	1,750	44,600	0	0	0	0	0	0	
	62205 - PC REPLACEMENT CHARGE	5,498	5,576	6,105	6,105	6,945	0	6,945	6,945	
	62206 - PW FLEET CHARGE	31,089	32,421	31,373	31,373	32,412	0	32,412	32,412	
	62301 - OFFICE EQUIPMENT MAINT.	3,540	3,175	3,205	3,205	3,205	0	3,205	3,205	
	62416 - PRINTING	2,235	2,671	3,250	3,250	1,350	0	1,350	1,350	
	62425 - ADVERTISING	2,598	544	250	250	250	0	250	250	
	62435 - TRAINING	6,764	6,152	8,983	8,983	8,983	0	8,983	8,983	
	62436 - MEETINGS & DUES	2,147	4,670	5,300	5,300	5,300	0	5,300	5,300	
	62510 - COMMUNICATIONS/PHONE	4,353	4,216	5,875	5,875	7,775	0	7,775	7,775	
	62700 - SUPPLIES AND MATERIALS	30	1,081	500	500	0	0	0	0	
	62701 - OFFICE SUPPLIES	2,520	1,958	5,050	5,050	4,326	0	4,326	4,326	
	62710 - POSTAGE	4,009	1,203	1,164	1,164	1,164	0	1,164	1,164	
	62715 - BOOKS & COLLECTIONS	6,084	2,372	2,700	2,700	2,700	0	2,700	2,700	
	62734 - MINOR EQUIPMENT	1,167	1,900	1,045	1,045	1,045	0	1,045	1,045	
	62744 - MINOR COMPUTER EQUIPMENT	591	1,194	500	500	500	0	500	500	
	62756 - PROTECTIVE CLOTHING	725	1,036	625	625	625	0	625	625	
	62760 - OPERATING SUPPLIES	66	352	541	541	265	0	265	265	
62761 - SOFTWARE	15,750	16,703	15,750	15,750	0	0	0	0		
62000 - OPERATING EXPENDITURES		143,619	187,474	150,075	150,075	134,704	0	134,704	134,704	
01910 - COMMUNITY DEVELOPMENT		1,339,465	1,415,870	1,512,590	1,387,064	1,545,078	(36,206)	1,508,872	1,508,872	
01920 - HEALTH SVCS CONTRACTS	62143 - HOME HEALTH CARE	35,502	0	0	0	0	0	0	0	
	62146 - MENTAL HEALTH SERVICES	25,000	0	0	0	0	0	0	0	
	62175 - OTHER SERVICES	24,804	0	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	85,306	0	0	0	0	0	0	0	
01920 - HEALTH SVCS CONTRACTS	85,306	0	0	0	0	0	0	0		
01930 - REGULATORY NOTICES	62425 - ADVERTISING	0	2,849	2,296	2,296	2,296	1,531	3,827	3,827	
	62710 - POSTAGE	0	3,500	5,600	5,600	5,600	3,733	9,333	9,333	
	62000 - OPERATING EXPENDITURES	0	6,349	7,896	7,896	7,896	5,264	13,160	13,160	
01930 - REGULATORY NOTICES	0	6,349	7,896	7,896	7,896	5,264	13,160	13,160		
DEPARTMENT TOTAL		1,424,771	1,422,219	1,520,486	1,394,960	1,552,974	(30,942)	1,522,032	1,522,032	
TOTAL		1,424,771	1,422,219	1,520,486	1,394,960	1,552,974	(30,942)	1,522,032	1,522,032	

Department:	Public Works	Fund:	General
Division (s): Cost Center:	Administration, Engineering & Highway 02000 through 02029		
Mission:	Provide resource planning, quality management of transportation, water, wastewater, stormwater and solid waste infrastructure and community education for Keene residents and visitors. Provide Public Works services at the highest level of efficient, economical, and environmentally sensitive manner.		

Administration and Engineering

In FY22, 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:

- Completion of the Roxbury Street Flood Improvement Project;
- Replacement of approximately 3,000 feet of sewer mains on Colony Court and Wright Street;
- Rehabilitation of approximately 4.75 miles of roadways throughout the city;
- Beginning the construction of the \$7.9M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street & the Island Street Bridge;
- Beginning the design of the \$9.1M Lower Winchester Street reconstruction project (from Rt. 101 to the Swanzey Town Line);
- Planning and design of the new Public Works salt storage shed;
- On-call engineering review and inspection services for new site plan and subdivision projects;
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
 - Cartegraph/GIS integration
 - Downtown Revitalization
 - Patricia T. Russell Park

In FY22, the Administration will continue to look for creative ways to engage, educate, and inform the City residents, businesses, and visitors about the activities and programs of the Department. Administration will continue to assist the Public Works Division in the management of their information, records, and correspondence.

Highway Division

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

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

Background

Administration

Public Works Administration provides leadership and management for the Public Works Department. The Administrative function has two areas, senior leadership and administration. Administration is responsible for customer interface, directing all incoming calls, directing and tracking correspondence, dispatching of public works resources, providing records management, and managing the public information programs for the various Public Works Divisions. Administration is composed of an Office Manager, and an Administrative Assistant. The Public Works senior leadership team is comprised of the Public Works Director and two Assistant Public Works Directors/Division Heads. Together this group leads and oversees 66 FT and 4 PT employees, oversees all operations of the Department, budget preparation and implementation, capital planning, and strategic visioning and planning for the City's infrastructure assets. During FY21, the Public Works Administration continued to respond to the public interest and demand for information on Department activities, operations, and projects. Administration also supported the City's overall public communication efforts on the COVID-19 pandemic emergency. Staff continued to expand its social media presence. In measuring how well the Department's social media platforms are functioning, we look at 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. In calendar year 2019, the total engagements were 28,876. During calendar year 2020, the total engagements were 27,874. The slight decrease was the result of the COVID-19 emergency as community events were cancelled, reducing communication events. Even with the slight decrease, the Department has a consistent level of viewership of the information we are sharing. In FY22, it is anticipated that, along with the traditional media outlets, the use of social media tools will continue and be expanded to better reach our customers with happenings concerning the Public Works Department, and to keep our customers well informed regarding all things Public Works.

Engineering

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

During FY21, the Division's accomplishments included:

- Rehabilitating and preserving over 4.5 lane-miles of roadways throughout the City;
- Completing the final design and property acquisition for the Winchester Street reconstruction from the Rte. 101 roundabout to Island Street;
- Completing the Blossom Street sewer replacement project;
- Completing construction of the improvements to the Woodward Pond Dam;
- Issuing and overseeing an estimated 125 excavation permits related to private work within the roadway;
- Updating the Public Infrastructure standards in conjunction with the Land Development Code update;
- Developed an asset management plan to plan and prioritize improvements to the City's 52 miles of sidewalk.

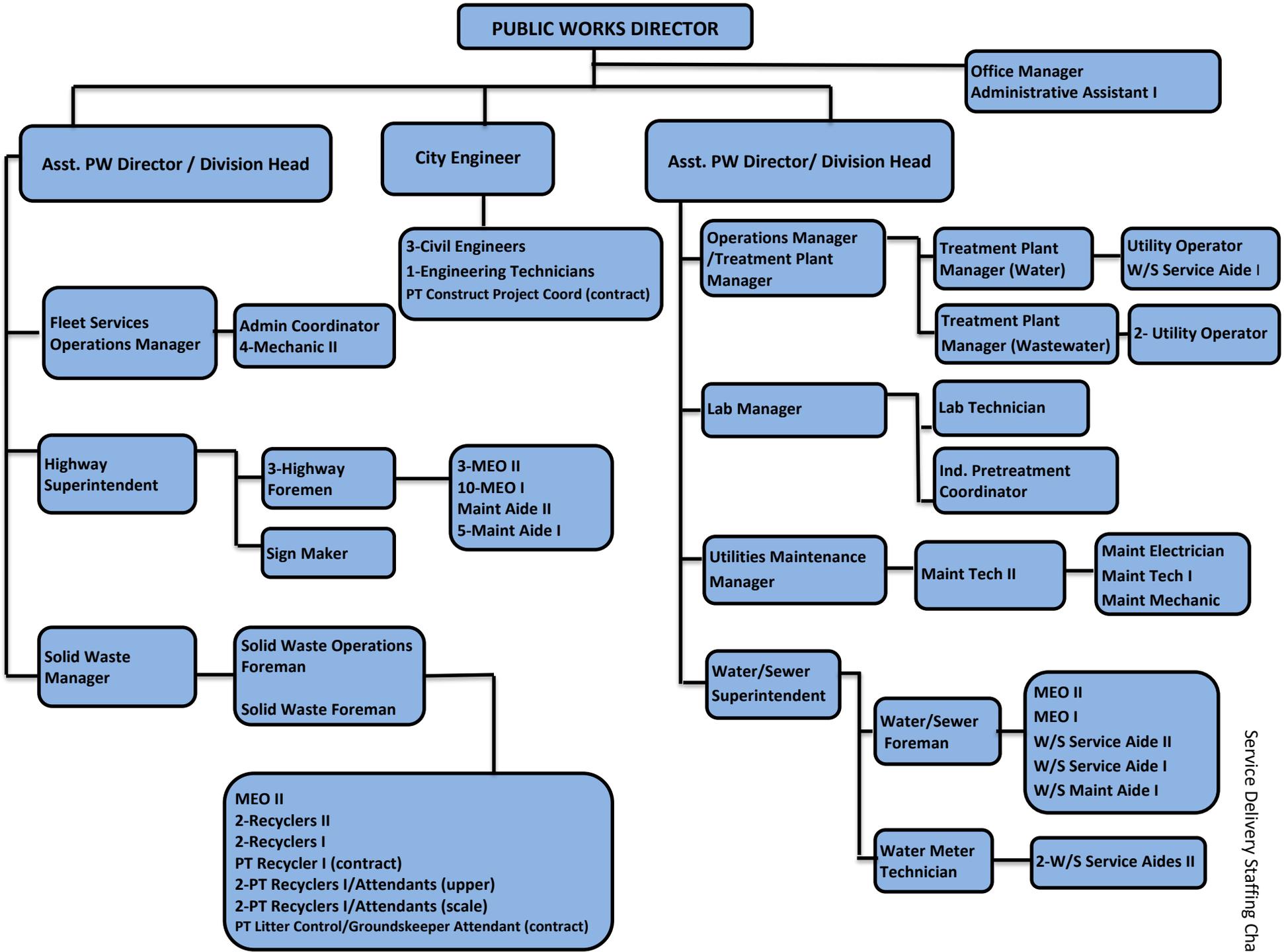
Highway Division

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

Some of our major accomplishments in FY21 included:

- Using the Division's asset management system, this tool enabled us to track the effort taken devoted to some of the Division's FY 21 goals:
 1. Leaf Collection Drain Cleaning Program. Staff devoted 1,752 hours to this well-received service from our customers costing \$113,668.57, labor and equipment.
 2. Devoted 1411 hours performing open drainage ditch cleaning as well as mowing tax ditches and roadside mowing costing \$67,287, labor and equipment.
 3. Time spent assisting other departments and divisions, 1,272 hours costing \$55,000, labor and equipment.
 4. Time devoted performing asphalt road repairs, 2,100 hours at a cost of \$93,379, labor and equipment.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP	
Provide efficient and effective management of the City's transportation, water, wastewater, stormwater, and solid waste infrastructure.		Infrastructure	
Operate and maintain the City's transportation and stormwater systems; maintain the City's downtown, and manage emergency vegetation control along the City's rights-of-way.		Infrastructure	
Provide planning, design, and implementation of construction projects that support the City's transportation, stormwater, water, sewer, parking, airport and other department infrastructure		Infrastructure	
Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments.		Infrastructure	
FISCAL YEAR 2022/2022 OBJECTIVES:			
	STATUTE	CMP	CC Goals
Plow, salt, and sand roadways and sidewalks at appropriate times following Public Works Standard Operating Guidelines		Safe Community	3
Respond to deficiencies reported through our Asset Management System within 72 hours.	RSA 230:90-92A	Infrastructure	6
Continue City-wide Drain Maintenance Program using data compiled from Drain Cleaning and Line Flushing Program		Infrastructure	5, 6
Continue roadside mowing, roadside ditching and open drainage system maintenance		Infrastructure	5, 6
Provide technical support to City Boards, Commissions, City Council, residents, developers and other City departments.		Infrastructure	3, 5, 6
Implement pavement preservation program as outlined in the FY20-25 Capital Improvement Program.		Infrastructure	6
Maintain and expand the Department's public communication programs through increased use of social media platforms and maintain public engagement events (National Public Works Week, Water Science Fair, Green Up Keene, etc.).		Leadership	7
Continue to develop Asset Management plans for critical infrastructure components.		Infrastructure	5, 6
METRICS:			
	FY19	FY20	FY21
Catch Basin and Drain Line Cleaning Program (# CB, # feet DL)	1,400/10,560	800 / 4370	1,400/10,560
Pavement Preservation Techniques (Spot Repair, Micro Surfacing and Crack Seal)	91,525	127,333	65,000
Devoted over 200 hours to open ditch mowing (Tax Ditches) as well as 121 hours of roadside mowing	N/A	321	375
Percent of excavation and encumbrance permits issued within three business days of submission.	80%	90%	95%
Social Media (Facebook) Engagements	28,876	27,874	29,000



**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget
Department Summary by Account**

GENERAL FUND

Department	Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
PUBLIC WORKS	43201 - FLOOD CONTROL	49,459	35,817	36,818	35,816	35,800	35,800
	43203 - HIGHWAY	498,135	505,913	479,148	479,148	435,000	435,000
	43000 - INTERGOVERNMENTAL	547,594	541,730	515,966	514,964	470,800	470,800
	44109 - DIRECT REIMBURSEMENT	146,464	205,977	107,000	107,000	166,389	166,389
	44115 - INSPECTION SERVICES	0	0	200	0	0	0
	44116 - PUBLIC WAY IMPEDIMENT	950	1,150	500	1,000	1,000	1,000
	44117 - EXCAVATION	5,475	5,800	4,000	3,000	3,000	3,000
	44147 - SMALL WIRELESS (SWF)	0	0	0	1,672	1,080	1,080
	44000 - CHARGES FOR SERVICES	152,889	212,927	111,700	112,672	171,469	171,469
	46405 - DOWNTOWN MEM TREE TRST FD	50	1,386	5,000	0	4,000	4,000
	46000 - MISCELLANEOUS	50	1,386	5,000	0	4,000	4,000
	TOTAL	700,533	756,043	632,666	627,636	646,269	646,269

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

PUBLIC WORKS

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61301 - DEPARTMENT HEAD	127,087	133,229	125,679	128,821	128,830	0	128,830	128,830
61303 - SUPERVISORY PERSONNEL	105,956	110,431	109,020	111,746	111,754	0	111,754	111,754
61304 - GENERAL PERSONNEL	907,421	895,591	1,032,911	860,436	1,075,878	0	1,075,878	1,075,878
61305 - ADMINISTRATIVE PERSONNEL	78,979	82,814	83,865	85,351	86,959	0	86,959	86,959
61401 - TEMPORARY PERSONNEL	120	0	0	0	0	0	0	0
61501 - REGULAR OVERTIME	64,430	88,280	66,639	63,126	66,639	0	66,639	66,639
61602 - STAND-BY PAY	12,740	12,838	12,775	12,775	12,775	0	12,775	12,775
61605 - SICK & INJURY	30,498	31,587	28,645	35,700	30,554	0	30,554	30,554
61607 - VACATION	146,034	142,077	136,126	143,500	138,200	0	138,200	138,200
61701 - HEALTH INSURANCE	360,932	373,589	440,395	411,902	499,483	0	499,483	499,483
61702 - DENTAL INSURANCE	19,325	19,565	25,111	23,804	29,621	0	29,621	29,621
61703 - RETIREMENT CONTRIBUTIONS	165,064	166,815	178,285	161,940	220,631	0	220,631	220,631
61704 - SOCIAL SECURITY	111,579	112,846	121,501	108,927	119,684	0	119,684	119,684
61705 - WORKERS COMPENSATION	39,315	40,067	38,755	34,476	39,197	0	39,197	39,197
61901 - RECRUITMENT	1,557	1,819	0	724	0	0	0	0
61000 - PERSONNEL SERVICES	2,171,038	2,211,548	2,399,707	2,183,227	2,560,205	0	2,560,205	2,560,205
62103 - TECHNICAL SERVICES	27,089	40,254	16,529	27,247	16,529	0	16,529	16,529
62120 - LABORATORY SERVICES	2,601	1,726	5,865	5,765	5,865	0	5,865	5,865
62121 - MONITORING/INSPECTIONS	3,392	11,411	43,745	43,745	43,745	0	43,745	43,745
62205 - PC REPLACEMENT CHARGE	8,308	9,271	8,294	8,294	9,085	0	9,085	9,085
62206 - PW FLEET CHARGE	874,032	920,698	939,165	939,075	959,748	0	959,748	959,748
62300 - REPAIR & MAINTENANCE SVCS	19,207	23,089	36,525	29,640	36,525	0	36,525	36,525
62301 - OFFICE EQUIPMENT MAINT.	558	609	600	550	600	0	600	600
62306 - SOFTWARE MAINTENANCE	1,560	2,000	2,000	2,395	2,000	0	2,000	2,000
62310 - SAFETY PROGRAM MAINT.	5,712	4,928	7,000	6,500	7,000	0	7,000	7,000
62331 - ROAD AND STREET MAINT.	158,475	388,832	421,487	360,012	419,532	0	419,532	419,532
62372 - TREE/FORESTRY MAINTENANCE	28,975	58,630	45,700	40,300	45,700	0	45,700	45,700
62373 - TREE PLANTING	2,823	3,322	3,000	1,519	3,000	0	3,000	3,000
62374 - STREET LIGHT MAINTENANCE	57,971	86,688	6,517	27,356	6,517	0	6,517	6,517
62375 - PERMITS	0	0	0	1,500	1,500	0	1,500	1,500
62430 - TRAVEL	666	381	300	288	300	0	300	300
62435 - TRAINING	6,270	1,444	3,200	2,300	3,200	0	3,200	3,200
62436 - MEETINGS & DUES	1,997	2,013	2,400	1,100	2,400	0	2,400	2,400
62448 - HAULING AND DISPOSAL	0	719	6,320	6,320	6,320	0	6,320	6,320
62501 - WATER	15,633	10,680	10,000	12,000	10,000	0	10,000	10,000
62503 - ELECTRICITY	119,545	117,273	103,500	168,263	103,500	0	103,500	103,500
62510 - COMMUNICATIONS/PHONE	6,596	6,033	6,500	6,200	6,500	0	6,500	6,500
62604 - EQUIPMENT RENTAL	0	8,265	8,000	6,000	8,000	0	8,000	8,000
62701 - OFFICE SUPPLIES	2,173	2,682	3,000	2,960	3,000	0	3,000	3,000
62711 - SMALL WIRELESS EXP	0	0	0	1,000	0	0	0	0
62740 - OTHER MAINT. SUPPLIES	407,698	399,612	427,572	398,300	427,572	0	427,572	427,572
62744 - MINOR COMPUTER EQUIPMENT	131	75	450	500	450	0	450	450
62755 - UNIFORMS	9,570	9,682	11,000	10,500	11,000	0	11,000	11,000

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62760 - OPERATING SUPPLIES	77,657	93,264	97,401	102,494	92,401	0	92,401	92,401
63409 - EQUIPMENT ACQUISITION	0	0	15,507	15,500	0	0	0	0
62000 - OPERATING EXPENDITURES	1,838,639	2,203,579	2,231,577	2,227,623	2,231,989	0	2,231,989	2,231,989
Department	4,009,678	4,415,127	4,631,284	4,410,851	4,792,194	0	4,792,194	4,792,194
TOTAL	4,009,678	4,415,127	4,631,284	4,410,851	4,792,194	0	4,792,194	4,792,194

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

PUBLIC WORKS

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
02000 - PW ADMINISTRATION	61301 - DEPARTMENT HEAD	127,087	133,229	125,679	128,821	128,830	0	128,830	128,830
	61303 - SUPERVISORY PERSONNEL	105,956	110,431	109,020	111,746	111,754	0	111,754	111,754
	61304 - GENERAL PERSONNEL	1,468	1,583	0	132	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	78,979	82,814	83,865	85,351	86,959	0	86,959	86,959
	61501 - REGULAR OVERTIME	571	568	0	700	0	0	0	0
	61602 - STAND-BY PAY	12,740	12,838	12,775	12,775	12,775	0	12,775	12,775
	61605 - SICK & INJURY	30,498	31,587	28,645	35,700	30,554	0	30,554	30,554
	61607 - VACATION	146,034	142,077	136,126	143,500	138,200	0	138,200	138,200
	61701 - HEALTH INSURANCE	76,769	58,591	57,449	66,300	68,226	0	68,226	68,226
	61702 - DENTAL INSURANCE	4,421	3,646	3,976	4,400	4,531	0	4,531	4,531
	61703 - RETIREMENT CONTRIBUTIONS	57,258	57,540	55,415	56,700	53,129	0	53,129	53,129
	61704 - SOCIAL SECURITY	38,018	38,574	37,952	38,200	29,120	0	29,120	29,120
	61705 - WORKERS COMPENSATION	8,701	8,684	6,946	7,800	3,967	0	3,967	3,967
	61901 - RECRUITMENT	703	968	0	724	0	0	0	0
	61000 - PERSONNEL SERVICES	689,201	683,130	657,848	692,849	668,044	0	668,044	668,044
	62103 - TECHNICAL SERVICES	10,718	0	0	11,718	0	0	0	0
	62120 - LABORATORY SERVICES	1,836	771	1,800	1,700	1,800	0	1,800	1,800
	62205 - PC REPLACEMENT CHARGE	2,300	3,171	2,350	2,350	2,940	0	2,940	2,940
	62206 - PW FLEET CHARGE	7,289	7,613	7,843	7,843	8,103	0	8,103	8,103
	62301 - OFFICE EQUIPMENT MAINT.	558	609	600	550	600	0	600	600
	62310 - SAFETY PROGRAM MAINT.	5,712	4,928	7,000	6,500	7,000	0	7,000	7,000
	62375 - PERMITS	0	0	0	1,500	1,500	0	1,500	1,500
	62430 - TRAVEL	666	305	300	288	300	0	300	300
	62435 - TRAINING	3,944	700	1,200	800	1,200	0	1,200	1,200
	62436 - MEETINGS & DUES	959	463	900	600	900	0	900	900
	62510 - COMMUNICATIONS/PHONE	6,596	6,033	6,500	6,200	6,500	0	6,500	6,500
	62701 - OFFICE SUPPLIES	1,567	1,563	2,500	2,460	2,500	0	2,500	2,500
62711 - SMALL WIRELESS EXP	0	0	0	1,000	0	0	0	0	
62755 - UNIFORMS	9,570	9,682	11,000	10,500	11,000	0	11,000	11,000	
62000 - OPERATING EXPENDITURES	51,716	35,837	41,993	54,009	44,343	0	44,343	44,343	
02000 - PW ADMINISTRATION	740,917	718,968	699,841	746,858	712,387	0	712,387	712,387	
02001 - ENGINEERING	61304 - GENERAL PERSONNEL	170,895	179,670	178,960	178,960	190,386	0	190,386	190,386
	61401 - TEMPORARY PERSONNEL	120	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	50,396	54,436	55,328	55,328	53,423	0	53,423	53,423
	61702 - DENTAL INSURANCE	3,142	3,265	3,456	3,456	3,456	0	3,456	3,456
	61703 - RETIREMENT CONTRIBUTIONS	19,441	20,069	19,990	19,990	26,768	0	26,768	26,768
	61704 - SOCIAL SECURITY	12,953	13,603	13,690	13,690	14,565	0	14,565	14,565
	61705 - WORKERS COMPENSATION	5,839	6,135	5,744	5,744	6,435	0	6,435	6,435
	61901 - RECRUITMENT	586	80	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	263,372	277,258	277,168	277,168	295,033	0	295,033	295,033
	62103 - TECHNICAL SERVICES	16,371	34,954	14,500	13,500	14,500	0	14,500	14,500
	62205 - PC REPLACEMENT CHARGE	4,008	4,100	3,944	3,944	4,145	0	4,145	4,145
	62206 - PW FLEET CHARGE	27,943	28,477	29,306	29,306	29,853	0	29,853	29,853
	62306 - SOFTWARE MAINTENANCE	1,560	2,000	2,000	2,395	2,000	0	2,000	2,000
	62435 - TRAINING	2,326	654	2,000	1,500	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	1,037	1,550	1,500	500	1,500	0	1,500	1,500
	62701 - OFFICE SUPPLIES	606	1,119	500	500	500	0	500	500
	62744 - MINOR COMPUTER EQUIPMENT	131	75	450	500	450	0	450	450
	62760 - OPERATING SUPPLIES	5,195	4,158	4,500	4,500	4,500	0	4,500	4,500
	63409 - EQUIPMENT ACQUISITION	0	0	15,507	15,500	0	0	0	0
	62000 - OPERATING EXPENDITURES	59,178	77,087	74,207	72,145	59,448	0	59,448	59,448
02001 - ENGINEERING	322,550	354,346	351,375	349,313	354,481	0	354,481	354,481	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended	
02002 - NON-DEPARTMENTAL	61304 - GENERAL PERSONNEL	57,766	88,007	54,269	50,018	66,246	0	66,246	66,246	
	61501 - REGULAR OVERTIME	3,781	8,119	2,317	5,315	2,317	0	2,317	2,317	
	61701 - HEALTH INSURANCE	8,301	2,910	21,611	0	28,266	0	28,266	28,266	
	61702 - DENTAL INSURANCE	443	0	1,166	0	1,618	0	1,618	1,618	
	61703 - RETIREMENT CONTRIBUTIONS	6,818	10,737	6,321	6,374	10,528	0	10,528	10,528	
	61704 - SOCIAL SECURITY	4,664	7,272	4,329	4,253	5,685	0	5,685	5,685	
	61705 - WORKERS COMPENSATION	2,003	3,025	1,811	1,582	2,154	0	2,154	2,154	
	61000 - PERSONNEL SERVICES	83,776	120,070	91,823	67,542	116,814	0	116,814	116,814	
	62206 - PW FLEET CHARGE	17,282	18,231	29,394	29,394	18,992	0	18,992	18,992	
	62740 - OTHER MAINT. SUPPLIES	1,867	12,595	10,000	5,700	10,000	0	10,000	10,000	
	62760 - OPERATING SUPPLIES	1,471	9,592	1,838	2,507	1,838	0	1,838	1,838	
	62000 - OPERATING EXPENDITURES	20,620	40,418	41,232	37,601	30,830	0	30,830	30,830	
02002 - NON-DEPARTMENTAL		104,396	160,488	133,055	105,143	147,644	0	147,644	147,644	
02003 - STREET PLOWING	61304 - GENERAL PERSONNEL	16,347	14,540	23,516	7,416	22,577	0	22,577	22,577	
	61501 - REGULAR OVERTIME	12,461	13,340	29,240	9,087	29,240	0	29,240	29,240	
	61701 - HEALTH INSURANCE	7,169	384	9,364	0	9,633	0	9,633	9,633	
	61702 - DENTAL INSURANCE	383	20	505	0	552	0	552	552	
	61703 - RETIREMENT CONTRIBUTIONS	3,041	3,114	5,893	1,843	3,588	0	3,588	3,588	
	61704 - SOCIAL SECURITY	2,187	2,109	4,036	1,233	1,938	0	1,938	1,938	
	61705 - WORKERS COMPENSATION	729	781	1,477	486	734	0	734	734	
	61000 - PERSONNEL SERVICES	42,317	34,287	74,031	20,065	68,262	0	68,262	68,262	
	62206 - PW FLEET CHARGE	76,676	79,162	82,845	82,845	85,276	0	85,276	85,276	
	62000 - OPERATING EXPENDITURES	76,676	79,162	82,845	82,845	85,276	0	85,276	85,276	
	02003 - STREET PLOWING		118,993	113,449	156,876	102,910	153,538	0	153,538	153,538
	02004 - SIDEWALK PLOWING	61304 - GENERAL PERSONNEL	5,619	5,532	5,899	3,270	5,930	0	5,930	5,930
61501 - REGULAR OVERTIME		7,146	5,536	3,840	4,437	3,840	0	3,840	3,840	
61701 - HEALTH INSURANCE		3,112	0	2,349	0	2,530	0	2,530	2,530	
61702 - DENTAL INSURANCE		166	0	127	0	145	0	145	145	
61703 - RETIREMENT CONTRIBUTIONS		1,286	1,236	1,088	834	942	0	942	942	
61704 - SOCIAL SECURITY		968	838	745	579	509	0	509	509	
61705 - WORKERS COMPENSATION		285	312	295	190	193	0	193	193	
61000 - PERSONNEL SERVICES		18,582	13,454	14,343	9,310	14,089	0	14,089	14,089	
62206 - PW FLEET CHARGE		51,027	57,572	54,889	54,889	53,076	0	53,076	53,076	
62000 - OPERATING EXPENDITURES		51,027	57,572	54,889	54,889	53,076	0	53,076	53,076	
02004 - SIDEWALK PLOWING		69,609	71,026	69,232	64,199	67,165	0	67,165	67,165	
02005 - STREET SALTING & SANDING		61304 - GENERAL PERSONNEL	20,576	12,397	13,942	4,046	15,004	0	15,004	15,004
	61501 - REGULAR OVERTIME	22,220	24,158	19,800	18,750	19,800	0	19,800	19,800	
	61701 - HEALTH INSURANCE	5,925	111	5,552	0	6,402	0	6,402	6,402	
	61702 - DENTAL INSURANCE	318	4	300	0	367	0	367	367	
	61703 - RETIREMENT CONTRIBUTIONS	4,736	4,083	3,769	3,200	2,385	0	2,385	2,385	
	61704 - SOCIAL SECURITY	3,248	2,759	2,581	2,128	1,288	0	1,288	1,288	
	61705 - WORKERS COMPENSATION	1,105	928	945	579	488	0	488	488	
	61000 - PERSONNEL SERVICES	58,128	44,439	46,889	28,703	45,734	0	45,734	45,734	
	62206 - PW FLEET CHARGE	83,043	88,566	89,239	89,239	92,259	0	92,259	92,259	
	62430 - TRAVEL	0	76	0	0	0	0	0	0	
	62000 - OPERATING EXPENDITURES	83,043	88,642	89,239	89,239	92,259	0	92,259	92,259	
	02005 - STREET SALTING & SANDING		141,171	133,081	136,128	117,942	137,993	0	137,993	137,993
02006 - SIDEWALK SALT & SANDING	61304 - GENERAL PERSONNEL	1,831	2,578	2,391	1,200	2,829	0	2,829	2,829	
	61701 - HEALTH INSURANCE	108	0	952	0	1,207	0	1,207	1,207	
	61702 - DENTAL INSURANCE	5	0	51	0	69	0	69	69	
	61703 - RETIREMENT CONTRIBUTIONS	117	288	267	0	450	0	450	450	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
02006 - SIDEWALK SALT & SANDING	61704 - SOCIAL SECURITY	140	195	183	0	243	0	243	243
	61705 - WORKERS COMPENSATION	34	83	76	0	92	0	92	92
	61000 - PERSONNEL SERVICES	2,234	3,144	3,920	1,200	4,890	0	4,890	4,890
	62206 - PW FLEET CHARGE	21,466	22,645	42,673	42,673	23,589	0	23,589	23,589
	62000 - OPERATING EXPENDITURES	21,466	22,645	42,673	42,673	23,589	0	23,589	23,589
02006 - SIDEWALK SALT & SANDING		23,700	25,789	46,593	43,873	28,479	0	28,479	28,479
02007 - HAULING SNOW	61304 - GENERAL PERSONNEL	6,327	3,528	10,059	3,517	8,248	0	8,248	8,248
	61501 - REGULAR OVERTIME	1,343	596	2,406	703	2,406	0	2,406	2,406
	61701 - HEALTH INSURANCE	2,748	0	4,006	0	3,519	0	3,519	3,519
	61702 - DENTAL INSURANCE	166	0	216	0	201	0	201	201
	61703 - RETIREMENT CONTRIBUTIONS	873	461	1,392	472	1,311	0	1,311	1,311
	61704 - SOCIAL SECURITY	581	314	954	308	708	0	708	708
	61705 - WORKERS COMPENSATION	293	210	350	198	268	0	268	268
	61000 - PERSONNEL SERVICES	12,331	5,108	19,383	5,198	16,661	0	16,661	16,661
	62206 - PW FLEET CHARGE	59,667	67,743	64,183	64,183	65,570	0	65,570	65,570
	62000 - OPERATING EXPENDITURES	59,667	67,743	64,183	64,183	65,570	0	65,570	65,570
02007 - HAULING SNOW		71,998	72,851	83,566	69,381	82,231	0	82,231	82,231
02008 - SAND STOCK PILING	61304 - GENERAL PERSONNEL	532	1,124	4,182	1,085	3,377	0	3,377	3,377
	61701 - HEALTH INSURANCE	50	0	1,665	0	1,441	0	1,441	1,441
	61702 - DENTAL INSURANCE	3	0	90	0	83	0	83	83
	61703 - RETIREMENT CONTRIBUTIONS	60	126	467	121	537	0	537	537
	61704 - SOCIAL SECURITY	40	84	320	81	290	0	290	290
	61705 - WORKERS COMPENSATION	17	36	133	30	110	0	110	110
	61000 - PERSONNEL SERVICES	702	1,370	6,857	1,317	5,838	0	5,838	5,838
	62206 - PW FLEET CHARGE	4,457	4,701	4,794	4,794	4,897	0	4,897	4,897
	62000 - OPERATING EXPENDITURES	4,457	4,701	4,794	4,794	4,897	0	4,897	4,897
02008 - SAND STOCK PILING		5,159	6,071	11,651	6,111	10,735	0	10,735	10,735
02009 - OTHER WINTER MAINTENANCE	61304 - GENERAL PERSONNEL	65,002	51,685	98,852	57,249	86,852	0	86,852	86,852
	61501 - REGULAR OVERTIME	281	1,849	1,950	1,000	1,950	0	1,950	1,950
	61701 - HEALTH INSURANCE	2,296	0	39,362	0	37,056	0	37,056	37,056
	61702 - DENTAL INSURANCE	103	0	2,124	0	2,122	0	2,122	2,122
	61703 - RETIREMENT CONTRIBUTIONS	7,215	5,980	11,260	6,394	13,803	0	13,803	13,803
	61704 - SOCIAL SECURITY	4,943	4,043	7,111	4,247	7,454	0	7,454	7,454
	61705 - WORKERS COMPENSATION	2,041	1,730	2,822	1,601	2,824	0	2,824	2,824
	61000 - PERSONNEL SERVICES	81,882	65,287	163,481	70,491	152,061	0	152,061	152,061
	62206 - PW FLEET CHARGE	27,196	37,422	29,254	29,254	29,886	0	29,886	29,886
	62503 - ELECTRICITY	1,265	2,221	500	389	500	0	500	500
	62604 - EQUIPMENT RENTAL	0	8,265	8,000	6,000	8,000	0	8,000	8,000
	62740 - OTHER MAINT. SUPPLIES	321,330	246,684	305,021	297,000	305,021	0	305,021	305,021
	62760 - OPERATING SUPPLIES	5,483	5,367	5,342	4,474	5,342	0	5,342	5,342
	62000 - OPERATING EXPENDITURES	355,274	299,959	348,117	337,117	348,749	0	348,749	348,749
02009 - OTHER WINTER MAINTENANCE		437,155	365,245	511,598	407,608	500,810	0	500,810	500,810
02010 - STREET MAINTENANCE	61304 - GENERAL PERSONNEL	225,027	179,714	227,920	166,700	241,511	0	241,511	241,511
	61501 - REGULAR OVERTIME	6,033	22,208	1,203	16,835	1,203	0	1,203	1,203
	61701 - HEALTH INSURANCE	137,164	184,630	90,771	206,606	103,069	0	103,069	103,069
	61702 - DENTAL INSURANCE	6,472	8,474	4,899	11,200	5,901	0	5,901	5,901
	61703 - RETIREMENT CONTRIBUTIONS	25,511	22,129	25,593	21,849	38,388	0	38,388	38,388
	61704 - SOCIAL SECURITY	17,602	15,250	17,528	14,834	20,730	0	20,730	20,730
	61705 - WORKERS COMPENSATION	7,197	6,282	6,415	5,215	7,854	0	7,854	7,854
	61901 - RECRUITMENT	268	771	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	425,273	439,457	374,329	443,239	418,656	0	418,656	418,656
	62206 - PW FLEET CHARGE	117,334	128,579	126,215	126,125	148,942	0	148,942	148,942
	62331 - ROAD AND STREET MAINT.	31,548	145,305	182,417	108,462	180,462	0	180,462	180,462

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
02010 - STREET MAINTENANCE	62435 - TRAINING	0	90	0	0	0	0	0	0
	62740 - OTHER MAINT. SUPPLIES	84,501	138,883	111,551	95,000	111,551	0	111,551	111,551
	62760 - OPERATING SUPPLIES	14,134	7,973	3,500	8,690	3,500	0	3,500	3,500
	62000 - OPERATING EXPENDITURES	247,518	420,830	423,683	338,277	444,455	0	444,455	444,455
02010 - STREET MAINTENANCE		672,791	860,287	798,012	781,516	863,111	0	863,111	863,111
02011 - SIDEWALK REPAIRS	61304 - GENERAL PERSONNEL	7,332	268	8,195	7,600	8,170	0	8,170	8,170
	61501 - REGULAR OVERTIME	491	0	380	0	380	0	380	380
	61701 - HEALTH INSURANCE	717	0	3,263	0	3,486	0	3,486	3,486
	61702 - DENTAL INSURANCE	32	0	176	0	200	0	200	200
	61703 - RETIREMENT CONTRIBUTIONS	885	30	958	230	1,298	0	1,298	1,298
	61704 - SOCIAL SECURITY	593	20	656	197	701	0	701	701
	61705 - WORKERS COMPENSATION	246	9	240	64	266	0	266	266
	61000 - PERSONNEL SERVICES	10,296	327	13,868	8,091	14,501	0	14,501	14,501
	62206 - PW FLEET CHARGE	62,669	64,481	37,412	37,412	48,869	0	48,869	48,869
	62760 - OPERATING SUPPLIES	5,226	10,627	15,000	10,000	10,000	0	10,000	10,000
	62000 - OPERATING EXPENDITURES	67,895	75,108	52,412	47,412	58,869	0	58,869	58,869
02011 - SIDEWALK REPAIRS		78,191	75,436	66,280	55,503	73,370	0	73,370	73,370
02012 - STREET SWEEPING	61304 - GENERAL PERSONNEL	289	0	398	275	378	0	378	378
	61701 - HEALTH INSURANCE	0	0	158	96	161	0	161	161
	61702 - DENTAL INSURANCE	0	0	9	7	9	0	9	9
	61703 - RETIREMENT CONTRIBUTIONS	33	0	50	21	60	0	60	60
	61704 - SOCIAL SECURITY	22	0	34	11	32	0	32	32
	61705 - WORKERS COMPENSATION	9	0	13	3	12	0	12	12
	61000 - PERSONNEL SERVICES	353	0	662	413	652	0	652	652
	62331 - ROAD AND STREET MAINT.	110,290	131,228	139,125	151,605	139,125	0	139,125	139,125
	62000 - OPERATING EXPENDITURES	110,290	131,228	139,125	151,605	139,125	0	139,125	139,125
02012 - STREET SWEEPING		110,643	131,228	139,787	152,018	139,777	0	139,777	139,777
02013 - BRIDGE REPAIRS	61304 - GENERAL PERSONNEL	3,097	6,241	2,979	1,381	3,895	0	3,895	3,895
	61701 - HEALTH INSURANCE	36	0	1,186	0	1,662	0	1,662	1,662
	61702 - DENTAL INSURANCE	2	0	64	0	95	0	95	95
	61703 - RETIREMENT CONTRIBUTIONS	342	697	377	154	619	0	619	619
	61704 - SOCIAL SECURITY	234	470	258	104	334	0	334	334
	61705 - WORKERS COMPENSATION	100	201	95	39	127	0	127	127
	61000 - PERSONNEL SERVICES	3,809	7,609	4,959	1,678	6,732	0	6,732	6,732
	62206 - PW FLEET CHARGE	2,092	2,398	2,250	2,250	2,298	0	2,298	2,298
	62760 - OPERATING SUPPLIES	193	837	1,000	774	1,000	0	1,000	1,000
62000 - OPERATING EXPENDITURES	2,285	3,235	3,250	3,024	3,298	0	3,298	3,298	
02013 - BRIDGE REPAIRS		6,095	10,844	8,209	4,702	10,030	0	10,030	10,030
02014 - ROAD SIDES & GRAVEL ROADS	61304 - GENERAL PERSONNEL	91,966	89,355	71,993	101,600	84,627	0	84,627	84,627
	61501 - REGULAR OVERTIME	431	612	0	715	0	0	0	0
	61701 - HEALTH INSURANCE	39,583	60,272	28,669	54,993	36,108	0	36,108	36,108
	61702 - DENTAL INSURANCE	2,408	3,510	1,547	3,247	2,067	0	2,067	2,067
	61703 - RETIREMENT CONTRIBUTIONS	10,441	10,049	8,042	11,437	13,450	0	13,450	13,450
	61704 - SOCIAL SECURITY	6,990	6,837	5,507	7,513	7,263	0	7,263	7,263
	61705 - WORKERS COMPENSATION	3,011	2,908	2,016	2,875	2,752	0	2,752	2,752
	61000 - PERSONNEL SERVICES	154,829	173,543	117,774	182,380	146,267	0	146,267	146,267
	62206 - PW FLEET CHARGE	50,571	55,269	54,399	54,399	55,575	0	55,575	55,575
	62740 - OTHER MAINT. SUPPLIES	0	0	1,000	600	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	5,377	9,150	7,500	6,000	7,500	0	7,500	7,500
62000 - OPERATING EXPENDITURES	55,948	64,419	62,899	60,999	64,075	0	64,075	64,075	
02014 - ROAD SIDES & GRAVEL ROADS		210,776	237,962	180,673	243,379	210,342	0	210,342	210,342
02015 - TRASH PICK-UP	61304 - GENERAL PERSONNEL	2,888	5,014	2,452	1,254	3,235	0	3,235	3,235
	61701 - HEALTH INSURANCE	114	0	976	0	1,380	0	1,380	1,380

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
02015 - TRASH PICK-UP	61702 - DENTAL INSURANCE	5	0	53	0	79	0	79	79
	61703 - RETIREMENT CONTRIBUTIONS	304	560	274	141	514	0	514	514
	61704 - SOCIAL SECURITY	219	381	188	94	278	0	278	278
	61705 - WORKERS COMPENSATION	86	162	69	35	105	0	105	105
	61000 - PERSONNEL SERVICES	3,616	6,117	4,011	1,524	5,591	0	5,591	5,591
	62206 - PW FLEET CHARGE	10,096	10,555	10,860	10,860	11,095	0	11,095	11,095
	62760 - OPERATING SUPPLIES	1,588	1,143	1,000	1,035	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	11,684	11,698	11,860	11,895	12,095	0	12,095	12,095
02015 - TRASH PICK-UP		15,300	17,815	15,871	13,419	17,686	0	17,686	17,686
02016 - SIGN MAINTENANCE	61304 - GENERAL PERSONNEL	41,607	46,313	43,745	44,064	46,634	0	46,634	46,634
	61501 - REGULAR OVERTIME	8	464	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	8,899	4,590	17,419	9,768	19,897	0	19,897	19,897
	61702 - DENTAL INSURANCE	532	248	940	518	1,139	0	1,139	1,139
	61703 - RETIREMENT CONTRIBUTIONS	4,733	5,267	4,886	4,922	7,411	0	7,411	7,411
	61704 - SOCIAL SECURITY	3,170	3,555	3,346	3,337	4,002	0	4,002	4,002
	61705 - WORKERS COMPENSATION	1,340	1,512	1,225	1,237	1,516	0	1,516	1,516
	61000 - PERSONNEL SERVICES	60,288	61,950	71,562	63,846	80,599	0	80,599	80,599
	62205 - PC REPLACEMENT CHARGE	2,000	2,000	2,000	2,000	2,000	0	2,000	2,000
	62206 - PW FLEET CHARGE	22,739	15,352	24,551	24,551	24,988	0	24,988	24,988
	62740 - OTHER MAINT. SUPPLIES	0	1,450	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	14,525	20,443	23,271	18,765	23,271	0	23,271	23,271
	62000 - OPERATING EXPENDITURES	39,264	39,245	49,822	45,316	50,259	0	50,259	50,259
02016 - SIGN MAINTENANCE		99,553	101,195	121,384	109,162	130,858	0	130,858	130,858
02017 - PAVEMENT MARKINGS	61304 - GENERAL PERSONNEL	628	6,044	1,418	1,650	2,588	0	2,588	2,588
	61501 - REGULAR OVERTIME	0	444	0	475	0	0	0	0
	61701 - HEALTH INSURANCE	197	0	564	0	1,104	0	1,104	1,104
	61702 - DENTAL INSURANCE	9	0	30	0	63	0	63	63
	61703 - RETIREMENT CONTRIBUTIONS	71	725	158	207	411	0	411	411
	61704 - SOCIAL SECURITY	48	491	108	141	222	0	222	222
	61705 - WORKERS COMPENSATION	20	256	40	72	84	0	84	84
	61000 - PERSONNEL SERVICES	973	7,959	2,319	2,545	4,472	0	4,472	4,472
	62206 - PW FLEET CHARGE	4,366	4,605	4,696	4,696	4,797	0	4,797	4,797
	62331 - ROAD AND STREET MAINT.	16,637	112,298	99,945	99,945	99,945	0	99,945	99,945
	62760 - OPERATING SUPPLIES	46	199	2,000	1,000	2,000	0	2,000	2,000
	62000 - OPERATING EXPENDITURES	21,049	117,102	106,641	105,641	106,742	0	106,742	106,742
02017 - PAVEMENT MARKINGS		22,022	125,062	108,960	108,186	111,214	0	111,214	111,214
02018 - STREET LIGHTING	62374 - STREET LIGHT MAINTENANCE	32,047	52,566	5,000	17,949	5,000	0	5,000	5,000
	62503 - ELECTRICITY	108,182	104,861	95,000	94,714	95,000	0	95,000	95,000
	62000 - OPERATING EXPENDITURES	140,229	157,426	100,000	112,663	100,000	0	100,000	100,000
02018 - STREET LIGHTING		140,229	157,426	100,000	112,663	100,000	0	100,000	100,000
02019 - FORESTRY	61304 - GENERAL PERSONNEL	4,534	4,377	15,323	1,880	14,003	0	14,003	14,003
	61501 - REGULAR OVERTIME	463	1,441	133	953	133	0	133	133
	61701 - HEALTH INSURANCE	9,626	0	6,102	0	5,975	0	5,975	5,975
	61702 - DENTAL INSURANCE	344	0	329	0	342	0	342	342
	61703 - RETIREMENT CONTRIBUTIONS	532	650	1,726	316	2,225	0	2,225	2,225
	61704 - SOCIAL SECURITY	380	441	1,182	210	1,202	0	1,202	1,202
	61705 - WORKERS COMPENSATION	152	221	433	69	455	0	455	455
	61000 - PERSONNEL SERVICES	16,030	7,130	25,229	3,428	24,335	0	24,335	24,335
	62206 - PW FLEET CHARGE	5,639	6,812	6,066	6,066	6,197	0	6,197	6,197
	62372 - TREE/FORESTRY MAINTENANCE	27,675	58,630	40,600	37,600	40,600	0	40,600	40,600

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
02019 - FORESTRY	62373 - TREE PLANTING	2,823	3,322	3,000	1,519	3,000	0	3,000	3,000
	62760 - OPERATING SUPPLIES	2,520	4,266	1,000	3,000	1,000	0	1,000	1,000
	62000 - OPERATING EXPENDITURES	38,657	73,030	50,666	48,185	50,797	0	50,797	50,797
02019 - FORESTRY		54,687	80,160	75,895	51,613	75,132	0	75,132	75,132
02020 - DOWNTOWN MEMORIAL TREES	61304 - GENERAL PERSONNEL	5	0	2	2	0	0	0	0
	61701 - HEALTH INSURANCE	24	0	1	1	0	0	0	0
	61702 - DENTAL INSURANCE	1	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	1	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	0	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	0	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	31	0	3	3	0	0	0	0
	62372 - TREE/FORESTRY MAINTENANCE	1,300	0	5,100	2,700	5,100	0	5,100	5,100
	62760 - OPERATING SUPPLIES	55	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	1,355	0	5,100	2,700	5,100	0	5,100	5,100
	02020 - DOWNTOWN MEMORIAL TREES	1,386	0	5,103	2,703	5,100	0	5,100	5,100
02021 - ENCLOSED DRAINAGE MAINT	61304 - GENERAL PERSONNEL	70,842	94,313	143,690	100,271	137,588	0	137,588	137,588
	61501 - REGULAR OVERTIME	1,326	323	1,970	3,212	1,970	0	1,970	1,970
	61701 - HEALTH INSURANCE	2,346	0	57,217	0	58,704	0	58,704	58,704
	61702 - DENTAL INSURANCE	105	0	3,088	0	3,361	0	3,361	3,361
	61703 - RETIREMENT CONTRIBUTIONS	8,126	10,571	16,270	11,559	21,867	0	21,867	21,867
	61704 - SOCIAL SECURITY	5,472	7,140	11,143	7,666	11,808	0	11,808	11,808
	61705 - WORKERS COMPENSATION	2,300	3,042	4,078	2,865	4,474	0	4,474	4,474
	61000 - PERSONNEL SERVICES	90,517	115,389	237,457	125,573	239,772	0	239,772	239,772
	62206 - PW FLEET CHARGE	70,946	134,351	141,722	141,722	145,733	0	145,733	145,733
	62760 - OPERATING SUPPLIES	16,619	13,627	25,150	32,730	25,150	0	25,150	25,150
	62000 - OPERATING EXPENDITURES	87,565	147,978	166,872	174,452	170,883	0	170,883	170,883
02021 - ENCLOSED DRAINAGE MAINT	178,082	263,367	404,329	300,025	410,655	0	410,655	410,655	
02022 - CATCH BASIN CLEANING	61304 - GENERAL PERSONNEL	15,472	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	992	0	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	44	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	1,748	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	1,169	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	495	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	19,919	0	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	61,668	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	61,668	0	0	0	0	0	0	0
02022 - CATCH BASIN CLEANING	81,587	0	0	0	0	0	0	0	
02023 - ASHUELOT RIVER DRAINAGE	61304 - GENERAL PERSONNEL	6,113	2,651	3,189	5,519	2,977	0	2,977	2,977
	61701 - HEALTH INSURANCE	123	0	1,270	0	1,270	0	1,270	1,270
	61702 - DENTAL INSURANCE	5	0	69	0	73	0	73	73
	61703 - RETIREMENT CONTRIBUTIONS	677	296	356	616	473	0	473	473
	61704 - SOCIAL SECURITY	465	202	244	413	256	0	256	256
	61705 - WORKERS COMPENSATION	197	85	89	155	97	0	97	97
	61000 - PERSONNEL SERVICES	7,581	3,235	5,217	6,703	5,146	0	5,146	5,146
	62206 - PW FLEET CHARGE	13,462	14,201	14,480	14,480	19,490	0	19,490	19,490
	62760 - OPERATING SUPPLIES	241	500	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	13,703	14,701	14,480	14,480	19,490	0	19,490	19,490
02023 - ASHUELOT RIVER DRAINAGE	21,283	17,936	19,697	21,183	24,636	0	24,636	24,636	
02024 - OPEN DRAINAGE MAINT	61304 - GENERAL PERSONNEL	518	5,233	4,920	19,155	5,644	0	5,644	5,644
	61701 - HEALTH INSURANCE	255	0	1,959	0	2,408	0	2,408	2,408
	61702 - DENTAL INSURANCE	11	0	105	0	138	0	138	138
	61703 - RETIREMENT CONTRIBUTIONS	59	585	550	2,091	897	0	897	897

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
02024 - OPEN DRAINAGE MAINT	61704 - SOCIAL SECURITY	39	394	376	1,373	484	0	484	484
	61705 - WORKERS COMPENSATION	17	169	138	526	184	0	184	184
	61000 - PERSONNEL SERVICES	900	6,380	8,048	23,145	9,755	0	9,755	9,755
	62206 - PW FLEET CHARGE	6,640	23,027	12,522	12,522	8,095	0	8,095	8,095
	62760 - OPERATING SUPPLIES	0	1,316	3,750	5,602	3,750	0	3,750	3,750
	62000 - OPERATING EXPENDITURES	6,640	24,343	16,272	18,124	11,845	0	11,845	11,845
02024 - OPEN DRAINAGE MAINT		7,540	30,723	24,320	41,269	21,600	0	21,600	21,600
02025 - BEAVER BROOK DRAINAGE	61304 - GENERAL PERSONNEL	3,392	907	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	122	0	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	5	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	371	101	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	257	69	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	108	29	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	4,255	1,106	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	4,275	0	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	3,975	250	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	8,250	250	0	0	0	0	0	0
02025 - BEAVER BROOK DRAINAGE		12,505	1,356	0	0	0	0	0	0
02026 - DRAINAGE AREA CLEANING	61304 - GENERAL PERSONNEL	1,121	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	2	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	3,059	0	0	0	0	0	0	0
	61702 - DENTAL INSURANCE	163	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	128	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	85	0	0	0	0	0	0	0
	61705 - WORKERS COMPENSATION	36	0	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	4,594	0	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	728	0	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	0	1,650	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	728	1,650	0	0	0	0	0	0	
02026 - DRAINAGE AREA CLEANING		5,322	1,650	0	0	0	0	0	0
02027 - DOWNTOWN MAINTENANCE	61304 - GENERAL PERSONNEL	62,288	63,480	83,381	72,507	89,672	0	89,672	89,672
	61501 - REGULAR OVERTIME	769	615	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	802	7,666	33,202	14,938	38,259	0	38,259	38,259
	61702 - DENTAL INSURANCE	36	399	1,792	710	2,191	0	2,191	2,191
	61703 - RETIREMENT CONTRIBUTIONS	6,725	7,159	9,314	8,099	14,252	0	14,252	14,252
	61704 - SOCIAL SECURITY	4,743	4,842	6,379	5,415	7,696	0	7,696	7,696
	61705 - WORKERS COMPENSATION	2,032	2,051	2,335	2,036	2,916	0	2,916	2,916
	61000 - PERSONNEL SERVICES	77,396	86,211	136,402	103,705	154,986	0	154,986	154,986
	62206 - PW FLEET CHARGE	17,646	18,615	18,891	18,891	19,391	0	19,391	19,391
	62300 - REPAIR & MAINTENANCE SVCS	19,207	23,089	36,525	29,640	36,525	0	36,525	36,525
	62374 - STREET LIGHT MAINTENANCE	25,923	34,123	1,517	9,407	1,517	0	1,517	1,517
	62501 - WATER	15,633	10,680	10,000	12,000	10,000	0	10,000	10,000
	62503 - ELECTRICITY	10,098	10,191	8,000	73,160	8,000	0	8,000	8,000
	62760 - OPERATING SUPPLIES	92	1,051	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	88,600	97,749	74,933	143,098	75,433	0	75,433	75,433	
02027 - DOWNTOWN MAINTENANCE		165,996	183,960	211,335	246,803	230,419	0	230,419	230,419
02028 - HAZARDOUS WASTE SITE	62103 - TECHNICAL SERVICES	0	5,300	2,029	2,029	2,029	0	2,029	2,029
	62120 - LABORATORY SERVICES	765	955	4,065	4,065	4,065	0	4,065	4,065
	62121 - MONITORING/INSPECTIONS	3,392	11,411	43,745	43,745	43,745	0	43,745	43,745
	62448 - HAULING AND DISPOSAL	0	719	6,320	6,320	6,320	0	6,320	6,320
	62760 - OPERATING SUPPLIES	345	345	1,530	1,530	1,530	0	1,530	1,530
	62000 - OPERATING EXPENDITURES	4,502	18,730	57,689	57,689	57,689	0	57,689	57,689
02028 - HAZARDOUS WASTE SITE		4,502	18,730	57,689	57,689	57,689	0	57,689	57,689

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
02029 - LEAF PICKUP	61304 - GENERAL PERSONNEL	23,941	31,036	31,236	29,685	33,507	0	33,507	33,507
	61501 - REGULAR OVERTIME	7,105	8,008	3,400	944	3,400	0	3,400	3,400
	61701 - HEALTH INSURANCE	0	0	0	3,872	14,297	0	14,297	14,297
	61702 - DENTAL INSURANCE	0	0	0	266	819	0	819	819
	61703 - RETIREMENT CONTRIBUTIONS	3,533	4,361	3,869	4,370	5,325	0	5,325	5,325
	61704 - SOCIAL SECURITY	2,350	2,964	2,650	2,900	2,876	0	2,876	2,876
	61705 - WORKERS COMPENSATION	924	1,218	970	1,074	1,090	0	1,090	1,090
	61000 - PERSONNEL SERVICES	37,853	47,587	42,124	43,111	61,314	0	61,314	61,314
	62206 - PW FLEET CHARGE	47,115	30,321	50,681	50,681	52,777	0	52,777	52,777
	62760 - OPERATING SUPPLIES	571	768	1,020	1,887	1,020	0	1,020	1,020
62000 - OPERATING EXPENDITURES	47,686	31,089	51,701	52,568	53,797	0	53,797	53,797	
02029 - LEAF PICKUP	85,539	78,676	93,825	95,680	115,111	0	115,111	115,111	
DEPARTMENT TOTAL	4,009,678	4,415,127	4,631,284	4,410,851	4,792,194	0	4,792,194	4,792,194	
TOTAL	4,009,678	4,415,127	4,631,284	4,410,851	4,792,194	0	4,792,194	4,792,194	

This Page Left Blank Intentionally

Parking Fund

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

DESCRIPTION	PAGE #
Overview; Services; Objectives; Metrics	170-172
Operating Revenues & Expenditures	173
Capital Improvement Program	174
Long-Term Debt	175
Revenue Budget	176
Expenditure Budget Summary	177
Cost Center Expenditure Detail	178-179

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

Department:	City Manager – Economic Development	Fund:	Parking
Division (s): Cost Center:	Parking Services & Public Works 01500 through 01503		
Mission:	Provide convenient, safe, and well-maintained downtown public parking services for the community of users, leveraging innovative excellence, efficiency and modern business practices via courteous customer service, proactive operations and enforcement that supports turnover for economic vitality.		

In FY22 Parking Services will continue to modernize our software and the ways we outreach to the community and visitors. This includes rehabilitation and preventative maintenance of the City’s downtown on-street parking, public lots, and parking structures to continue providing a variety of reasonable short and long-term parking options that support a vibrant and dynamic downtown for visitors, residents, and the workforce.

In FY22 we will maintain our efforts of collaborating and coordinating communications with Economic Development and downtown groups to continue optimizing the parking program to meet the competing parking needs of customers, downtown workforce and residents. We will promote the parking card, benefits of long-term parking lots and the ParkMobile app. We will also work on an expanded reserved permit program geared toward downtown workforce and residents. We will engage further with users of the parking program to provide education regarding parking signage and visibility as needed in the core downtown area. Our department will work with Public Works to ensure enhanced lighting at Wells Garage lower level and with the Police Department to increase monitoring that will build customer confidence in the safety and security of the garage, which will aid in transitioning the garage into permit parking only to satisfy parking demand. Washington Park’s apartment complex has increased demand of permit parking in the Roxbury Street area that exceeds the current number of spaces available. By making these updates to the Wells Garage we will continue to fill the trial permit parking spaces and progress to permanent permit parking to fill the demand.

We will be updating our software so that real-time information can enhance parking staff efficiency and access to data that identifies scofflaws and reduces errors in violation issuance. New software will also help with having tickets in our system in real-time instead of the next day. This solution will make it possible for customers to conveniently pay violations same day which will reduce staff outreach time for collection efforts. Having new software will help us collect more data which will help us better understand what our visitors, workforce and residents need. The data collected will be more timely and accurate.

We currently have one full- time parking officer and one part-time officer. Moving forward we will be looking at refilling a third part-time parking officer position. With numerous events on the horizon, we will need extra staff in our downtown to help with parking enforcement. We also need the third parking officer when it comes to scheduling and coverage when other staff are absent. Having only one-part time and one full-time officer does not adequately cover all shifts and impedes parking enforcement in downtown. We also are discussing changing hours of operation to better fit demand and activity in our downtown. With a change like this, we would need to fill the blank spots in the schedule. Outreach efforts will include utilizing our social media account, online surveys, printing materials, broadcasting and newspaper print. We will frequently visit our downtown workforce and residents. Part of our outreach will include communicating with the public about how the parking fund helps with the beautification of downtown in such ways as the plants, sprinkler systems, central square flowers, adding safety features to our crosswalks, installation of bike racks, cleaned and maintained benches, trash removal, and working with the Downtown Group and other local nonprofits on complimentary parking days.

Parking Services will be looking to remove some meters in FY22 and replace them with multi-space smart meter pay stations. Doing this will enable the parking department to repurpose parts from the stored meters for replacements when other meters are broken. The multi-space smart meter pay stations will also help open the sidewalks so Downtown businesses can continue to safely use outside space for dining and merchandise racks. Multi-space smart meter pay stations also allows our staff to better utilize enforcement time and collection time. The ParkMobile App will continue to be a viable form of payment during this change.

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

In FY20 the Public Works Department continued numerous projects:

- Beautification efforts in the downtown that included:
 - Upgrading limited areas to perennial planting
 - Repairing and maintaining the sprinkler system
 - Performing annual plantings around Central Square and downtown (spring and then fall flowers);
- Installation of additional lighting in crosswalk area;
- Installation of bicycle racks in coordination with the Bicycle Pedestrian Advisory Committee;
- Maintaining, cleaning, and installing benches;
- Twice weekly sweeping of downtown and surface parking lots;
- Annual painting of parking stalls;
- Weekly trash removal and policing the downtown for trash;
- Provision of snow and ice control in parking spaces and the removal of snow from the downtown.

The FY22 Budget continues these same activities at the same level as in FY20.

Cost Centers 01502 and 01503 provide funding for the City Hall and Wells Street Parking Structure. For the parking structures, the FY22 Operating budget allows the department to continue basic maintenance plans for the City Hall and Wells Street Parking Structure.

Under 01502 and 01503 Public Works performed:

- Repairs to the joints on the ramp and spot repairs on the deck surface;
- Annual power washing of each deck;
- Spot repairs to the membrane and the surface of the Wells Street Parking Structure;
- Weekly trash pickup;
- Snow and ice control and clean up on each facility.

For FY22, the proposed budget provides for the same services and the same level as FY21

Background

The City's Parking Services serves over 70,000 customers per year. Our enforcement staff maintains more than 500 parking meters, multiple parking lots, and several multi-space smart meter pay stations. Our in office staff interacts with and assists customers daily, provides outreach to our customers, collects payments, works on collections of customers' overdue tickets and stays updated on new technology and methods of paying for parking. Our staff collaborates with many departments within the City of Keene such as Economic Development, Public Works, Police, Planning, IT, and Finance. We work with the Downtown Group to stay current on upcoming events and to help with outreach. Our team communicates with other towns and cities on ways to modernize our process. We research and study what other places are using and how we can incorporate new technology in Keene to meet the needs and demands of the City. We work with ParkMobile on how to encourage our customers to go coinless and use the app. Parking Services does outreach to local businesses, residents, workforce and visitors to determine the needs in our area. Our staff will continue to educate, communicate and work with the community. We will listen to needs and provide solutions to current problems and issues. We will provide outreach to our customers and maintain an open dialogue. Parking services will stay up to date on technology and strive to adapt to the changing needs of our community.

PRIMARY SERVICES & RESPONSIBILITIES:	Align w/Comp Plan
<u>Parking Services</u> : Provide convenient, safe, and well-maintained downtown public parking services for the community of users.	Economic Development
<u>Parking Management</u> : Manage on-street and off-street parking to provide availability to residents, employees and the public.	Economic Development
<u>Assess Parking Needs</u> : Provide strategic and administrative support to study current and projected parking needs, review parking rates, and new technology/concepts in parking to make the function of parking more efficient in management and to the customer.	Downtown
<u>Infrastructure</u> : Oversee maintenance, repairs, and snow and ice control of the parking structures, surface parking lots, and on-street parking spaces.	Infrastructure
<u>Communication</u> : Collaborate and coordinate communications to continue optimizing the parking program, meeting the competing parking needs of customers, downtown workforce and residents.	Downtown

FISCAL YEAR 2021/2022 OBJECTIVES:	STATUTE	CMP	CC GOAL
Identify and improve public parking needs; develop new strategies and solutions to meet needs.		Downtown	1, 3, 6, 8
Promote benefits of long-term parking lots, mobile app and other resources, as well as expanded reserved permit program geared toward downtown workforce and residents.		Downtown	1, 3, 4, 6, 7, 8
Optimize long-term reserved parking program to meet resident and workforce needs.		Economic Development	1, 3, 4, 6, 7, 8
Engage further with users of the parking program to augment parking signage and visibility as needed in the core downtown, particularly regarding directional signs to and in long-term public.		Downtown	7
Modernize all aspects of parking, including enforcement, maintenance and planning for future needs.		Transportation	1, 3, 4, 6, 7, 8
Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance.		Economic Development	1, 3, 4, 8

METRICS:	FY20	FY21	FY22
Number of spaces managed by Parking Services - metered / leased / permit	808/71/360	811/71/360	807/71/388 (Includes 28 Wells trial permit)
Percent of metered spaces occupied; collected by weekly random survey	30	30	30
Number of Level 1 violations issued collection	20,165	13,000	15,000
Number of single-space meters replaced with multi-space pay stations (accumulative)	545	545	545
Percent of weekly time completing enforcement / collections, surveys, repairs/Office	40/60	40/40/20	40/40/20

**Parking Fund
Operating Revenues and Expenditures**

Proposed FY 2021 - 2022 Budget

	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	ESTIMATE FY 20/21	DEPT REQ FY 21/22	CITY MGR FY 21/22	PROJECTED FY 22/23	PROJECTED FY 23/24
REVENUES								
Taxes	\$981,743	\$836,230	\$527,075	\$534,749	\$545,108	\$545,108	\$170,350	\$144,300
Parking Meter Fees / Space Rentals	741,533	638,316	832,869	513,279	686,942	686,942	688,659	692,103
Fines & Forfeits	268,229	249,139	296,487	209,823	271,200	271,200	271,878	273,237
Miscellaneous	15,562	24,300	14,847	17,087	15,837	15,837	12,000	12,000
Capital Reserve / Project Balances					95,061	95,061	98,200	57,400
Use of (Addition to) Surplus			(204,743)		(21,299)	(21,299)	(46,686)	440,161
County Courthouse Payment	42,500	27,120		12,797	16,938	16,938	16,181	15,900
TOTAL REVENUES	\$2,049,567	\$1,775,105	\$1,466,535	\$1,287,735	\$1,609,787	\$1,609,787	\$1,210,582	\$1,635,101
EXPENDITURES								
Lots & Meters	\$654,331	\$633,416	\$623,656	\$520,502	\$617,171	\$617,171	\$632,600	\$645,250
Outside Services	224,860	239,995	226,479	231,531	241,183	241,183	247,213	\$252,157
City Hall Parking Facility	15,526	18,980	21,999	19,738	21,976	21,976	22,525	\$22,976
Wells Street Parking Facility	17,342	18,411	32,301	31,792	33,245	33,245	34,076	\$34,758
Property Taxes: Courthouse	252,141	255,402						
Debt Service-TIFD	601,250	589,025	502,100	498,769	489,851	489,851	115,968	112,560
SUBTOTAL	\$1,765,450	\$1,755,229	\$1,406,535	\$1,302,332	\$1,403,426	\$1,403,426	\$1,052,382	\$1,067,701
CAPITAL	119,700	60,000	60,000	94,045	206,361	206,361	158,200	567,400
TOTAL EXPENDITURES	\$1,885,150	\$1,815,229	\$1,466,535	\$1,396,377	\$1,609,787	\$1,609,787	\$1,210,582	\$1,635,101
NET REVENUE (EXPENDITURES)	\$164,417	(\$40,124)	\$0	(\$108,642)	\$0	\$0	\$0	\$0

Parking Fund

FY 2022 Capital Improvement Program Summary Excerpt From 2021 - 2027 Capital Improvement Program

2021-2027 CIP

PAGE #	PROJECT NAME	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	TOTAL
119	CR Appropriation: City Hall Parking Facility	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
120	CR Appropriation: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	180,000
127	Deck Lights - Wells Street	39,961	-	-	-	-	-	39,961
123	Lower Deck Paving - City Hall	-	-	57,400	-	-	-	57,400
124	Lower Deck Paving - Wells Street	-	98,200	-	-	-	-	98,200
126	Parking Smart Meter Technology	-	-	450,000	-	-	-	450,000
124	Structural Repairs - Wells Street	55,100	-	-	-	-	-	55,100
122	Surface Maintenance	51,300	-	-	53,000	-	-	104,300
TOTAL CAPITAL PROGRAM		\$ 206,361	\$ 158,200	\$ 567,400	\$ 113,000	\$ 60,000	\$ 60,000	\$ 1,164,961

CAPITAL RESERVE APPROPRIATIONS

119	Capital Reserve: City Hall Parking Facility	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
120	Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Total: Capital Reserve Appropriations		\$ 60,000	\$ 360,000					

PROJECT FUNDING DETAIL

CAPITAL RESERVE								
123	Lower Deck Paving - City Hall	\$ -	\$ -	\$ 57,400	\$ -	\$ -	\$ -	\$ 57,400
124	Lower Deck Paving - Wells Street	-	98,200	-	-	-	-	98,200
124	Structural Repairs - Wells Street	55,100	-	-	-	-	-	55,100
Total: Projects Funded with Capital Reserves		\$ 55,100	\$ 98,200	\$ 57,400	\$ -	\$ -	\$ -	\$ 210,700
CURRENT REVENUE								
126	Parking Smart Meter Technology	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ 450,000
122	Surface Maintenance	51,300	-	-	53,000	-	-	104,300
Total: Projects Funded with Current Revenues		\$ 51,300	\$ -	\$ 450,000	\$ 53,000	\$ -	\$ -	\$ 554,300
DEBT								
N/A	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Debt		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GRANT/OTHER								
127	Deck Lights - Wells Street (Project Balance 90041)	\$ 39,961	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,961
Total: Projects Funded with Grant/Other Sources		\$ 39,961	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,961
TOTAL CAPITAL PROGRAM		\$ 206,361	\$ 158,200	\$ 567,400	\$ 113,000	\$ 60,000	\$ 60,000	\$ 1,164,961

New Cash Requirement FY 22-27: Reconciliation								
Uses of Cash	\$ 111,300	\$ 60,000	\$ 510,000	\$ 113,000	\$ 60,000	\$ 60,000	\$ 914,300	
(Capital Reserve Appropriations plus Projects Funded with Current Revenues)								
Use of Retained Earnings/Project Balance	39,961	-	-	-	-	-	-	
New Funds Needed	\$ 151,261	\$ 60,000	\$ 510,000	\$ 113,000	\$ 60,000	\$ 60,000	\$ 914,300	

Note: Projects colored orange have changed from the printed 2021-2027 CIP book.

Parking Fund

FY 2021 - 2022 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2021/2022</u>	<u>INTEREST 2021/2022</u>	<u>PRINCIPAL BALANCE 06/30/22</u>
Wells St TIFD Courthouse Project (advance refunded 2020 Series B)	9/15/2020	10/15/2030	1.36%	327,000	30,000	3,876	270,000
Wells St TIFD Infrastructure (R-2011-26)	12/1/2011	12/1/2021	avg 1.627218%	3,653,100	365,000	5,475	0
Wells St TIFD Infrastructure (Norway/93rd)	6/12/2015	6/12/2025	avg 2.17%	760,000	75,000	10,500	225,000
				\$ 4,740,100	\$ 470,000	\$ 19,851	\$ 495,000
Authorized, Unissued:							
N/A							\$ -
Total Authorized / Unissued							\$ -
Anticipated, FY21/22:							
N/A							\$ -
Total Anticipated Bond Issue - New							\$ -

CALCULATION OF PARKING FUND DEBT LIMIT AND BORROWING CAPACITY

Debt Limit on 07/01/21 computed at 0.5% of 2020 equalized assessed value at \$1,849,704,064 per RSA 33:4-a	\$ 9,248,520
LESS: outstanding principal balance @ 07/01/21	(965,000)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	965,000
PARKING FUND BORROWING CAPACITY FOR FY21/22	\$ 9,248,520

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

PARKING FUND

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
41125 - TAX INCREMENT FINANCING	981,743	836,230	527,075	534,749	545,108	545,108
41000 - TAXES	981,743	836,230	527,075	534,749	545,108	545,108
42306 - MISC FEES & CHARGES	2,650	2,601	0	1,000	0	0
42307 - CITY HALL:UPPER LOT METER	2,107	2,099	2,500	1,540	990	990
42308 - COMMERCIAL LOT METERS	32,477	22,005	30,000	13,006	17,250	17,250
42309 - ELM LOT METERS	14,965	14,630	20,000	5,378	9,570	9,570
42310 - GILBO LOT EAST METERS	23,310	27,282	36,605	26,495	27,600	27,600
42311 - LIBRARY ANNEX LOT METERS	2,449	5,454	7,000	3,151	5,405	5,405
42313 - ON STREET METERS	378,218	190,831	300,000	130,732	221,000	221,000
42314 - WELLS LOT METERS	8,590	9,902	12,000	14,680	15,030	15,030
42320 - MAIN STREET METERS	31,224	132,315	150,000	87,779	140,000	140,000
42000 - LICENSES/PERMITS/FEES	495,991	407,119	558,105	283,761	436,845	436,845
45101 - METER VIOLATIONS - STG 1	112,283	95,983	107,000	79,692	104,000	104,000
45102 - METER VIOLATIONS - STG 2	121,252	115,998	140,000	105,951	121,200	121,200
45103 - GENERAL VIOLATIONS - STG1	8,665	9,519	14,126	6,200	14,000	14,000
45104 - GENERAL VIOLATIONS - STG2	14,070	16,104	19,109	10,900	20,000	20,000
45105 - COURT FINES	11,959	11,535	16,252	7,080	12,000	12,000
45000 - FINES & FORFEITS	268,229	249,139	296,487	209,823	271,200	271,200
46000 - MISCELLANEOUS	1,114	0	0	100	0	0
46101 - INTEREST EARNINGS	2,768	12,556	2,251	2,300	1,000	1,000
46112 - PARKING-SMARTCARD FEE	0	34	0	0	0	0
46300 - RENTS	11,680	11,710	12,597	14,687	14,837	14,837
46305 - PARKING LOTS (LEASED)	31,330	32,405	30,000	35,480	36,067	36,067
46310 - PARKING SPACES-EMPLOYEES	44,428	47,480	47,480	47,480	47,480	47,480
46318 - KEENE DISTRICT COURT	42,500	27,120	0	0	0	0
46319 - COUNTY COURTHOUSE	0	0	18,463	12,797	16,938	16,938
46320 - COMMERCIAL LOT RESERVED	16,151	12,810	46,320	19,989	19,475	19,475
46321 - CYPRESS LOT RESERVED	6,510	2,030	0	0	0	0
46322 - ELM LOT RESERVED	19,602	19,702	22,000	17,950	16,690	16,690
46323 - GILBO WEST RESERVED	22,019	20,669	20,000	19,133	20,095	20,095
46324 - WELLS LOT RESERVED	85,404	76,783	70,000	70,886	90,000	90,000
46325 - LOT 6-CITY HALL UPPER LOT	0	0	500	1,597	2,500	2,500
46326 - ON STREET RESERVED	20,097	19,317	20,000	17,003	17,790	17,790
46000 - MISCELLANEOUS	303,604	282,616	289,611	259,402	282,872	282,872
47001 - USE (ADDITION) TO SURPLUS	0	0	(204,743)	0	(21,299)	(21,299)
47003 - CAPITAL RESERVE	0	0	0	0	55,100	55,100
47201 - CAPITAL PROJECTS FUND	0	0	0	0	39,961	39,961
47000 - OTHER FINANCING SOURCES	0	0	(204,743)	0	73,762	73,762
TOTAL	2,049,567	1,775,105	1,466,535	1,287,735	1,609,787	1,609,787

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

PARKING FUND

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61303 - SUPERVISORY PERSONNEL	63,254	61,431	126,609	128,698	129,822	0	129,822	129,822
61304 - GENERAL PERSONNEL	99,056	100,411	126,151	106,678	130,716	0	130,716	130,716
61307 - PART TIME EMPLOYEES	72,061	68,825	83,120	46,061	77,136	0	77,136	77,136
61401 - TEMPORARY PERSONNEL	10,641	365	12,179	0	0	0	0	0
61501 - REGULAR OVERTIME	6,923	6,403	6,164	9,539	6,164	0	6,164	6,164
61701 - HEALTH INSURANCE	45,587	49,715	66,718	69,159	66,311	0	66,311	66,311
61702 - DENTAL INSURANCE	1,961	2,342	2,646	3,766	3,868	0	3,868	3,868
61703 - RETIREMENT CONTRIBUTIONS	19,226	18,735	28,995	27,510	37,498	0	37,498	37,498
61704 - SOCIAL SECURITY	18,793	17,652	27,144	21,414	26,305	0	26,305	26,305
61705 - WORKERS COMPENSATION	4,523	4,102	4,573	3,791	3,951	0	3,951	3,951
61901 - RECRUITMENT	325	0	0	406	0	0	0	0
61000 - PERSONNEL SERVICES	342,350	329,982	484,299	417,022	481,770	0	481,770	481,770
62102 - PROFESSIONAL SERVICES	78,528	78,932	0	0	0	0	0	0
62103 - TECHNICAL SERVICES	9,239	17,350	44,648	28,648	29,648	0	29,648	29,648
62176 - CITY ADMIN CHARGE	248,362	220,363	99,308	99,308	96,364	0	96,364	96,364
62203 - SNOW PLOWING	58,576	62,082	63,288	63,288	64,371	0	64,371	64,371
62204 - STREET SWEEPING	4,000	4,000	4,000	8,000	8,000	0	8,000	8,000
62205 - PC REPLACEMENT CHARGE	527	845	1,087	1,087	1,187	0	1,187	1,187
62206 - PW FLEET CHARGE	19,477	20,469	20,953	20,953	21,497	0	21,497	21,497
62208 - TAXES	254,366	257,672	2,339	2,237	2,310	0	2,310	2,310
62311 - EQUIPMENT MAINTENANCE	0	770	3,900	1,000	3,900	0	3,900	3,900
62330 - PARKING LOT MAINTENANCE	1,014	0	4,000	4,000	4,000	0	4,000	4,000
62340 - GROUNDS MAINTENANCE	92,685	120,713	92,685	92,685	116,389	0	116,389	116,389
62435 - TRAINING	718	408	2,000	1,000	2,000	0	2,000	2,000
62446 - CLEANING ALLOWANCE	600	600	600	600	600	0	600	600
62503 - ELECTRICITY	6,083	6,655	6,840	6,840	6,840	0	6,840	6,840
62510 - COMMUNICATIONS/PHONE	1,974	1,849	2,484	2,484	2,484	0	2,484	2,484
62602 - OFFICE SPACE RENTAL	10,513	10,854	11,111	11,111	11,322	0	11,322	11,322
62701 - OFFICE SUPPLIES	8,162	1,391	9,523	2,500	8,523	0	8,523	8,523
62710 - POSTAGE	2,948	1,755	4,000	2,000	4,000	0	4,000	4,000
62720 - REPAIR PARTS	339	330	5,000	2,000	5,000	0	5,000	5,000
62740 - OTHER MAINT. SUPPLIES	1,512	1,832	14,370	14,270	14,370	0	14,370	14,370
62755 - UNIFORMS	2,356	2,890	3,500	530	3,500	0	3,500	3,500
62760 - OPERATING SUPPLIES	17,589	21,739	24,500	22,000	25,500	0	25,500	25,500
63409 - EQUIPMENT ACQUISITION	2,284	2,724	0	0	0	0	0	0
65101 - PRINCIPAL	520,000	520,000	465,000	467,000	470,000	0	470,000	470,000
65102 - INTEREST ON BONDED DEBT	81,250	69,025	37,100	31,769	19,851	0	19,851	19,851
68010 - CAPITAL RESERVE	60,000	60,000	60,000	60,000	60,000	0	60,000	60,000
68011 - CAPITAL PROJECT TRANSFER	59,700	0	0	34,045	146,361	0	146,361	146,361
62000 - OPERATING EXPENDITURES	1,542,800	1,485,247	982,236	979,355	1,128,017	0	1,128,017	1,128,017
TOTAL	1,885,150	1,815,229	1,466,535	1,396,377	1,609,787	0	1,609,787	1,609,787

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

PARKING FUND

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01500 - PARKING LOTS & METERS	61303 - SUPERVISORY PERSONNEL	63,254	61,431	126,609	128,698	129,822	0	129,822	129,822
	61304 - GENERAL PERSONNEL	75,308	83,300	101,979	83,608	107,817	0	107,817	107,817
	61307 - PART TIME EMPLOYEES	72,061	68,825	83,120	46,061	77,136	0	77,136	77,136
	61501 - REGULAR OVERTIME	146	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	24,282	25,935	57,325	49,265	56,541	0	56,541	56,541
	61702 - DENTAL INSURANCE	1,070	1,369	2,126	2,742	3,308	0	3,308	3,308
	61703 - RETIREMENT CONTRIBUTIONS	15,779	16,108	25,533	23,603	33,412	0	33,412	33,412
	61704 - SOCIAL SECURITY	15,639	15,867	23,846	18,756	24,081	0	24,081	24,081
	61705 - WORKERS COMPENSATION	3,284	3,212	3,775	2,515	3,114	0	3,114	3,114
	61901 - RECRUITMENT	325	0	0	406	0	0	0	0
	61000 - PERSONNEL SERVICES	271,148	276,046	424,312	355,654	435,230	0	435,230	435,230
	62102 - PROFESSIONAL SERVICES	78,528	78,932	0	0	0	0	0	0
	62103 - TECHNICAL SERVICES	9,239	17,350	44,648	28,648	29,648	0	29,648	29,648
	62176 - CITY ADMIN CHARGE	248,362	220,363	99,308	99,308	96,364	0	96,364	96,364
	62205 - PC REPLACEMENT CHARGE	527	845	1,087	1,087	1,187	0	1,187	1,187
	62206 - PW FLEET CHARGE	7,289	7,613	7,843	7,843	8,103	0	8,103	8,103
	62208 - TAXES	2,224	2,270	2,339	2,237	2,310	0	2,310	2,310
	62311 - EQUIPMENT MAINTENANCE	0	770	3,900	1,000	3,900	0	3,900	3,900
	62435 - TRAINING	718	408	2,000	1,000	2,000	0	2,000	2,000
	62446 - CLEANING ALLOWANCE	600	600	600	600	600	0	600	600
	62510 - COMMUNICATIONS/PHONE	1,974	1,849	2,484	2,484	2,484	0	2,484	2,484
	62602 - OFFICE SPACE RENTAL	10,513	10,854	11,111	11,111	11,322	0	11,322	11,322
	62701 - OFFICE SUPPLIES	8,162	1,391	9,523	2,500	8,523	0	8,523	8,523
	62710 - POSTAGE	2,948	1,755	4,000	2,000	4,000	0	4,000	4,000
	62720 - REPAIR PARTS	339	330	5,000	2,000	5,000	0	5,000	5,000
	62755 - UNIFORMS	2,356	2,890	3,500	530	3,500	0	3,500	3,500
	62760 - OPERATING SUPPLIES	7,120	6,427	2,000	2,500	3,000	0	3,000	3,000
63409 - EQUIPMENT ACQUISITION	2,284	2,724	0	0	0	0	0	0	
62000 - OPERATING EXPENDITURES	383,183	357,370	199,343	164,848	181,941	0	181,941	181,941	
01500 - PARKING LOTS & METERS	654,331	633,416	623,655	520,502	617,171	0	617,171	617,171	
01501 - OUTSIDE SERVICES	61304 - GENERAL PERSONNEL	21,643	13,834	19,823	21,214	18,422	0	18,422	18,422
	61401 - TEMPORARY PERSONNEL	10,641	365	12,179	0	0	0	0	0
	61501 - REGULAR OVERTIME	5,306	5,823	4,664	7,850	4,664	0	4,664	4,664
	61701 - HEALTH INSURANCE	16,354	18,256	7,894	15,272	7,860	0	7,860	7,860
	61702 - DENTAL INSURANCE	685	747	426	785	450	0	450	450
	61703 - RETIREMENT CONTRIBUTIONS	3,040	2,196	2,735	3,511	3,246	0	3,246	3,246
	61704 - SOCIAL SECURITY	2,877	1,498	2,805	2,384	1,766	0	1,766	1,766
	61705 - WORKERS COMPENSATION	1,151	772	630	1,192	665	0	665	665
	61000 - PERSONNEL SERVICES	61,696	43,490	51,156	52,208	37,073	0	37,073	37,073
	62203 - SNOW PLOWING	58,576	62,082	63,288	63,288	64,371	0	64,371	64,371
	62204 - STREET SWEEPING	4,000	4,000	4,000	8,000	8,000	0	8,000	8,000
	62330 - PARKING LOT MAINTENANCE	1,014	0	4,000	4,000	4,000	0	4,000	4,000
	62340 - GROUNDS MAINTENANCE	92,685	120,713	92,685	92,685	116,389	0	116,389	116,389
	62503 - ELECTRICITY	726	1,579	850	850	850	0	850	850
	62740 - OTHER MAINT. SUPPLIES	0	229	2,000	2,000	2,000	0	2,000	2,000
	62760 - OPERATING SUPPLIES	6,162	7,901	8,500	8,500	8,500	0	8,500	8,500
	62000 - OPERATING EXPENDITURES	163,164	196,505	175,323	179,323	204,110	0	204,110	204,110
01501 - OUTSIDE SERVICES	224,860	239,995	226,479	231,531	241,183	0	241,183	241,183	
01502 - CITY HALL PRKNG FACILITY	61304 - GENERAL PERSONNEL	587	417	1,934	889	1,786	0	1,786	1,786
	61501 - REGULAR OVERTIME	1,005	431	600	176	600	0	600	600
	61701 - HEALTH INSURANCE	3,551	3,963	770	3,315	762	0	762	762

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
01502 - CITY HALL PRKNG FACILITY	61702 - DENTAL INSURANCE	148	162	42	171	44	0	44	44
	61703 - RETIREMENT CONTRIBUTIONS	181	95	312	119	335	0	335	335
	61704 - SOCIAL SECURITY	124	61	209	85	183	0	183	183
	61705 - WORKERS COMPENSATION	29	21	77	28	69	0	69	69
	61000 - PERSONNEL SERVICES	5,625	5,150	3,944	4,783	3,779	0	3,779	3,779
	62206 - PW FLEET CHARGE	6,094	6,428	6,555	6,555	6,697	0	6,697	6,697
	62740 - OTHER MAINT. SUPPLIES	0	0	500	400	500	0	500	500
	62760 - OPERATING SUPPLIES	3,807	7,401	11,000	8,000	11,000	0	11,000	11,000
	62000 - OPERATING EXPENDITURES	9,901	13,829	18,055	14,955	18,197	0	18,197	18,197
	01502 - CITY HALL PRKNG FACILITY	15,526	18,980	21,999	19,738	21,976	0	21,976	21,976
01503 - WELLS ST PRKNG FACILITY	61304 - GENERAL PERSONNEL	1,518	2,861	2,415	967	2,691	0	2,691	2,691
	61501 - REGULAR OVERTIME	467	149	900	1,513	900	0	900	900
	61701 - HEALTH INSURANCE	1,400	1,562	729	1,307	1,148	0	1,148	1,148
	61702 - DENTAL INSURANCE	58	64	52	68	66	0	66	66
	61703 - RETIREMENT CONTRIBUTIONS	226	336	415	277	505	0	505	505
	61704 - SOCIAL SECURITY	152	227	284	189	275	0	275	275
	61705 - WORKERS COMPENSATION	59	97	91	56	103	0	103	103
	61000 - PERSONNEL SERVICES	3,880	5,295	4,886	4,377	5,688	0	5,688	5,688
	62206 - PW FLEET CHARGE	6,094	6,428	6,555	6,555	6,697	0	6,697	6,697
	62503 - ELECTRICITY	5,356	5,076	5,990	5,990	5,990	0	5,990	5,990
	62740 - OTHER MAINT. SUPPLIES	1,512	1,602	11,870	11,870	11,870	0	11,870	11,870
	62760 - OPERATING SUPPLIES	500	10	3,000	3,000	3,000	0	3,000	3,000
	62000 - OPERATING EXPENDITURES	13,462	13,116	27,415	27,415	27,557	0	27,557	27,557
	01503 - WELLS ST PRKNG FACILITY	17,342	18,411	32,301	31,792	33,245	0	33,245	33,245
01520 - CAPITAL APPROPRIATION	62208 - TAXES	252,141	255,402	0	0	0	0	0	0
	65101 - PRINCIPAL	520,000	520,000	465,000	467,000	470,000	0	470,000	470,000
	65102 - INTEREST ON BONDED DEBT	81,250	69,025	37,100	31,769	19,851	0	19,851	19,851
	68010 - CAPITAL RESERVE	60,000	60,000	60,000	60,000	60,000	0	60,000	60,000
	68011 - CAPITAL PROJECT TRANSFER	59,700	0	0	34,045	146,361	0	146,361	146,361
	62000 - OPERATING EXPENDITURES	973,091	904,427	562,100	592,814	696,212	0	696,212	696,212
	01520 - CAPITAL APPROPRIATION	973,091	904,427	562,100	592,814	696,212	0	696,212	696,212
TOTAL	1,885,150	1,815,229	1,466,535	1,396,377	1,609,787	0	1,609,787	1,609,787	

This Page Left Blank Intentionally

PC Replacement Fund

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

DESCRIPTION	PAGE #
Overview; Services; Objectives; Metrics	182-183
Operating Revenues & Expenditures	184
Revenue Budget	185
Expenditure Budget Summary	186

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

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 maximum levels of reliability and performance in the City’s computing environment.		

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

IT plans to replace 39 computers in FY22, which will be completed entirely by IT staff. Printers and monitors are only replaced as necessary rather than on a fixed schedule. Overall, the printer inventory is aging to the extent that the budget now accounts for the replacement of at least five printers per year.

The global shift to remote work has increased demand for all types of computers—from desktops and laptops, to mobile devices. This has caused pricing to trend upward and is reflected in the increase in user fees as shown in each department operating budget. There has also been an increase in the number of laptops and tablets in various departments. IT staff works hard to get competitive pricing and to seek out the best systems for the lowest total cost.

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

In FY21, 96 computers were replaced and about a dozen new laptops and tablets were added, some funded by CARES Act dollars. 100 monitors that were more than 10 years old were also replaced. The replaced systems continue to be recycled either through sale to City employees or via auction using a service provided by Property Room. Systems that are not sold or auctioned are properly recycled by Property Room.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Replace PC1, PC2, laptop, tablet and Toughbook computers on schedule to ensure short- and long-term operability.		Municipal Governance & Fin Stability		
Manage a print services contract for affordable printer and multifunction device maintenance, repair and replacement.		Municipal Governance & Fin Stability		
Implement and maintain system imaging practices for efficient computer build and rebuild operations.		Municipal Governance & Fin Stability		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Replace 39 computers.			Municipal Governance & Fin Stability	
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.			Municipal Governance & Fin Stability	
Conduct Office 365 trial and evaluate cost/benefit of advanced e-discovery and collaboration features.			Municipal Governance & Fin Stability	
METRICS:		FY20	FY21	FY22
PC1 Purchase Cost		\$550	\$550	\$600
PC1 Replacement Schedule		5 years	5 years	5 years
PC2 Purchase Cost		\$900	\$900	\$900
PC2 Replacement Schedule		3 years	3 years	3 years
Tablet Purchase Cost		\$1,400	\$1,400	\$1,400
Tablet Replacement Schedule		3 years	3 years	3 years
iPad Purchase Cost		\$500	\$500	\$500
iPad Replacement Schedule		3 years	3 years	3 years
Laptop Purchase Cost		\$700	\$700	\$700
Laptop Replacement Schedule		3 years	3 years	3 years
Total Annual Contributions to Fund		\$89,183	\$95,913	\$103,895
Total Computers		325	328	338

PC Replacement Fund
Operating Revenues and Expenditures

Proposed FY 2021 - 2022 Budget

	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	ESTIMATE FY 20/21	DEPT REQ FY 21/22	CITY MGR FY 21/22	PROJECTED FY 22/23	PROJECTED FY 23/24
REVENUES								
Charges for Services	\$83,884	\$89,583	\$95,913	\$95,913	\$104,185	\$104,185	\$104,185	\$104,185
Use of (Addition to) Surplus			11,872	0	(42,625)	(42,625)	(17,175)	52,325
Miscellaneous	6,540	5,915	4,000	3,000	2,000	2,000	1,000	1,000
TOTAL REVENUES	\$90,424	\$95,498	\$111,785	\$98,913	\$63,560	\$63,560	\$88,010	\$157,510
EXPENDITURES								
PC Replacement	\$111,939	\$154,656	\$111,785	\$137,612	\$63,560	\$63,560	\$88,010	\$157,510
Capital Project Transfer		33,000						
TOTAL EXPENDITURES	\$111,939	\$187,656	\$111,785	\$137,612	\$63,560	\$63,560	\$88,010	\$157,510
NET REVENUE (EXPENDITURES)	(\$21,515)	(\$92,158)	\$0	(\$38,699)	\$0	\$0	\$0	\$0

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

PC REPLACEMENT FUND

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
46109 - USER FEES	83,884	89,583	95,913	95,913	104,185	104,185
44000 - CHARGES FOR SERVICES	83,884	89,583	95,913	95,913	104,185	104,185
46101 - INTEREST EARNINGS	4,540	4,856	0	0	0	0
47303 - SALE OF SURPLUS EQUIPMNT	2,000	1,059	4,000	3,000	2,000	2,000
46000 - MISCELLANEOUS	6,540	5,915	4,000	3,000	2,000	2,000
47001 - USE (ADDITION) TO SURPLUS	0	0	11,872	0	(42,625)	(42,625)
47000 - OTHER FINANCING SOURCES	0	0	11,872	0	(42,625)	(42,625)
TOTAL	90,424	95,498	111,785	98,913	63,560	63,560

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

PC REPLACEMENT FUND

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62301 - OFFICE EQUIPMENT MAINT.	6,864	7,233	9,600	9,600	9,600	0	9,600	9,600
62307 - COMPUTER SYS MAINTENANCE	2,849	1,274	5,000	5,000	5,000	0	5,000	5,000
62744 - MINOR COMPUTER EQUIPMENT	35,220	142,450	97,185	123,012	48,960	0	48,960	48,960
62761 - SOFTWARE	67,005	3,699	0	0	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	33,000	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	111,939	187,656	111,785	137,612	63,560	0	63,560	63,560
TOTAL	111,939	187,656	111,785	137,612	63,560	0	63,560	63,560

Solid Waste Fund

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

DESCRIPTION	PAGE #
Overview; Services; Objectives; Metrics	188-190
Operating Revenues & Expenditures	191
Capital Improvement Program	192
Long-Term Debt	193
Revenue Budget	194
Supplemental Requests	195
Expenditure Budget Summary	196
Cost Center Expenditure Detail	197-198

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

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

In FY22, the Solid Waste Division will be in the fifth 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 the time of writing this narrative. The existing contract has renewal options and WMNH has indicated an interest in renewing the contract, albeit with different financial terms that will need to be evaluated to determine if the existing financial model used by the Solid Waste Division can remain viable with WMNH's proposed financial terms. An internal working group is currently evaluating historical data, current data and future projections to determine whether to recommend renewing the WMNH contract or to put the transport and disposal of waste from the Transfer Station out to bid. If the transportation and disposal contract goes out to bid it would be completed by the end of the summer, well in advance of the existing contract expiration on December 31, 2021. At stake is the business model that has been successfully used for almost 3 decades—a program funded entirely outside of the property tax revenues, supported by the disposal fees charged at the facility as well as revenue from the sale of recycling commodities. Keene is the only municipality in the State of New Hampshire to not be supported wholly or in part from property tax revenue. The Solid Waste Division will be updating a business plan that outlines the available options for consideration by the City Manager and ultimately the City Council when decision points are reached.

The Recycling Center will meet the challenge of ever-changing recycling markets and process approximately 5,000 tons of recyclable materials. The Solid Waste facility located at 55 Old Summit Road serves as a drop off center where over 18,000 vehicles bring refuse, recycling, compostable material, brush, scrap metal, demolition material, shingles, and textiles. As part of our customer service emphasis, the Solid Waste Division experimented with expanding the hours of the Recycling Center and Transfer Station on Saturdays between Memorial Day and Labor Day from 8am-1pm to 7am-3pm. This change resulted in better spacing of the traffic that reaches up to 700 vehicles during an 8-hour period.

The Solid Waste Division also oversees the closed landfill as part of a required 30-year EPA monitoring program currently in year 22 of the required 30-year monitoring commitment. The Solid Waste Division has a year of operating a 99.9% post-consumer biofuel generator that provides primary power to the adjacent recycling center and transfer station. This was a partially funded project by the Environmental Protection Agency through the Climate Showcase Communities program and remains the only biofuel generator that operates on renewable non-petroleum diesel fuel in the country. The Solid Waste Division is working with the New Hampshire Department of Environmental Services Air Resources Bureau to conduct stack testing and analytical data to acquire a General Air Permit as well as demonstrate the benefits of reduced emissions from non-petroleum diesel. The Solid Waste Division also manages 24 household hazardous collections annually that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream.

The amount of recycling processed remains stable (approximately 5,000 tons per year) and recycling markets are relatively stabilized due to increased domestic capacity. Because the City operates a dual stream processing facility that ensures the highest possible quality control given the inflow and available processing technology, Keene continues to enjoy access to the high-end markets and should be able to successfully market recycled commodities in the years to come. Changes in packaging technology continue to evolve and have an impact at the Keene Recycling Center. Single use packaging continues to grow exponentially, and light weighting of packaging requires more processing to achieve critical mass volume. 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 increase due the fact that while the tonnage amounts remain constant, there are

more containers received which requires more physical handling of the material to separate the material into saleable commodities. This trend does have some positive benefits from an energy efficiency and reduced carbon footprint standpoint, but from a 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 Division oversees collection of household toxics and provides outlets for the composting of organic material into useable compost available to the citizens of Keene at no charge.

The City Council enacted a flow control ordinance in October 2010. Refuse and recycling generated within the City of Keene limits and collected by a private contractor, is required to be delivered to the City of Keene Solid Waste Facility. Based on evaluation of a decade of data assembled through the City's computerized scale system, the ordinance is fulfilling its objective of providing a more sustainable funding mechanism for the City's solid waste programs. The City has received an average of 20,000 tons of material from within the City of Keene limits, and an overall average of 33,000 tons of material from all sources (including material from outside the City limits). The contract with WMNH to transport and dispose of refuse and construction debris results in a cost of disposal of \$71 per ton in FY21. In addition, WMNH is also contractually obligated to bring in 12,000 tons in 2021 from outside the City limits. The revenue from the Transfer Station operation continues to stabilize the solid waste fund, although beyond the existing contract term, it is questionable whether the current economic model can function. Revenues and expenditures will be evaluated as we conclude the fourth year of the WMNH contract to gauge various potential scenarios and how the special revenue fund can continue to be sustainable.

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

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Provide access for Keene residents to economically discard waste materials according to Federal and State guidelines through an operating permit issued by New Hampshire Department of Environmental Services		Community Health & Wellness		
Operate transfer station to dispose of non-recyclable commercial and household refuse as well as construction debris generated in the City of Keene		Community Health & Wellness		
Recycling operations- Process private contractor collected recyclables at recycling center (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 18,000 vehicles per year with expanded recycling opportunities.		Climate Change		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CPM	CC Goals
Maximize weight per trailer at Transfer Station (within legal weight limits)			Municipal Governance & Fin Stability	1
Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material)			Municipal Governance & Fin Stability	1
Determine whether WMNH wants to continue to partner with City to haul and dispose of waste from Transfer Station or if an RFP for transport and disposal needs to be developed and issued prior to contract expiration on 12/31/21			Leadership	1, 5
Obtain NHDES General Air Permit for Biofuel Generator as operating as prime power source at the Solid Waste Division			Leadership	5
METRICS:		FY20	FY21	FY22
Average weight per transfer station load (tons). Contractual penalties incurred if under 26 tons		26	26	26
Transport/Disposal Cost (per ton)- contract price with contractor hauling material from Transfer Station, ensures stability of Solid Waste Fund		\$69.50	\$71.00	\$70.00
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)		\$39	\$40	\$41
Maintain reasonable wait time for residents to access facility (on Saturdays)		<10 min	<5 min	<5 min

**Solid Waste Fund
Operating Revenues and Expenditures**

Proposed FY 2021 - 2022 Budget

	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	ESTIMATE FY 20/21	DEPT REQ FY 21/22	CITY MGR FY 21/22	PROJECTED FY 22/23	PROJECTED FY 22/23
REVENUES								
Charges for Services	\$5,018,731	\$4,721,176	\$4,709,109	\$4,502,739	\$4,601,291	\$4,601,291	\$4,693,317	\$4,787,183
Other Financing Sources	69,369	69,958	21,000	29,737	1,000	1,000	1,000	1,000
Use of (Addition to) Surplus			113,820		(170,216)	(170,216)	(208,364)	(211,974)
Bond Issue								
Capital Reserve					75,000	75,000	242,000	50,000
Miscellaneous	195	30,336						
TOTAL REVENUES	\$5,088,295	\$4,821,470	\$4,843,929	\$4,532,476	\$4,507,075	\$4,507,075	\$4,727,953	\$4,626,209
EXPENDITURES								
Management/Admin.	\$624,876	\$632,555	\$681,235	\$676,395	\$639,715	\$639,715	\$652,509	\$665,559
Transfer/Recycling Facility	135,400	165,927	131,041	141,547	159,922	159,922	163,120	166,383
Landfill / Operations	3,056,341	2,766,614	2,865,990	2,316,929	2,399,120	2,399,120	2,447,102	2,496,044
Recycling	611,709	616,931	606,976	573,776	622,086	622,086	634,528	647,218
Household Hazardous Waste	18,012	30,907	91,937	89,503	94,799	94,799	96,695	98,629
Demolition Transfer/Disposal	188,098	175,319	168,585	133,981	167,628	167,628	170,981	174,400
Landfill Monitoring	18,246	13,940	59,500	31,073	59,500	59,500	60,690	61,904
Landfill Gas System	166,835	141,373	91,270	132,891	125,420	125,420	127,928	130,487
Debt Service	47,318	76,850	77,395	77,395	86,885	86,885	57,400	55,585
SUBTOTAL	\$4,866,835	\$4,620,416	\$4,773,929	\$4,173,490	\$4,355,075	\$4,355,075	\$4,410,954	\$4,496,210
CAPITAL	65,000	65,000	70,000	70,000	152,000	152,000	317,000	130,000
TOTAL EXPENDITURES	\$4,931,835	\$4,685,416	\$4,843,929	\$4,243,490	\$4,507,075	\$4,507,075	\$4,727,954	\$4,626,210
NET REVENUE (EXPENDITURES)	\$156,460	\$136,054	\$0	\$288,986	\$0	\$0	\$0	\$0

Solid Waste Fund

FY 2022 Capital Improvement Program Summary Excerpt From 2021 - 2027 Capital Improvement Program

2021-2027 CIP

PAGE #	PROJECT NAME	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	TOTAL
133	CR Appropriation: Recycling/Transfer Facility	\$ 70,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 75,000	\$ 75,000	\$ 455,000
137	Interior Improvements	7,000	150,000	-	-	-	-	157,000
138	Pavement Replacement	-	-	-	145,000	-	-	145,000
135	Recycling Equipment Replacement	75,000	-	50,000	-	-	-	125,000
136	Weight Scale Replacement	-	92,000	-	-	-	-	92,000
TOTAL CAPITAL PROGRAM		\$ 152,000	\$ 317,000	\$ 130,000	\$ 225,000	\$ 75,000	\$ 75,000	\$ 974,000

CAPITAL RESERVE APPROPRIATIONS

133	Capital Reserve: Recycling/Transfer Facility	\$ 70,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 75,000	\$ 75,000	\$ 455,000
Total: Capital Reserve Appropriations		\$ 70,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 75,000	\$ 75,000	\$ 455,000

PROJECT FUNDING DETAIL

CAPITAL RESERVE

137	Interior Improvements	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
138	Pavement Replacement	-	-	-	145,000	-	-	145,000
135	Recycling Equipment Replacement	75,000	-	50,000	-	-	-	125,000
136	Weight Scale Replacement	-	92,000	-	-	-	-	92,000
Total: Projects Funded with Capital Reserves		\$ 75,000	\$ 242,000	\$ 50,000	\$ 145,000	\$ -	\$ -	\$ 512,000

CURRENT REVENUE

138	Interior Improvements	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Total: Projects Funded with Current Revenues		\$ 7,000	\$ -	\$ 7,000				

DEBT

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

GRANT/OTHER

N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Grant/Other Sources		\$ -						

TOTAL CAPITAL PROGRAM

\$ 152,000	\$ 317,000	\$ 130,000	\$ 225,000	\$ 75,000	\$ 75,000	\$ 974,000
-------------------	-------------------	-------------------	-------------------	------------------	------------------	-------------------

New Cash Requirement FY 22-27: Reconciliation

Uses of Cash (Capital Reserve Appropriations plus Projects Funded with Current Revenues)	\$ 77,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 75,000	\$ 75,000	\$ 462,000
Use of Retained Earnings/Project Balance	-	-	-	-	-	-	-
New Funds Needed	\$ 77,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 75,000	\$ 75,000	\$ 462,000

Solid Waste Fund

FY 2021 - 2022 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2021/2022</u>	<u>INTEREST 2021/2022</u>	<u>PRINCIPAL BALANCE 06/30/22</u>
Transfer Station Addition	3/1/2002	3/1/2022	avg 4.57%	520,000	22,500	1,125	0
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	11,000	2,220	50,000
Transfer Station Energy Source	9/27/2018	9/15/2028	avg 2.74%	250,000	25,000	9,375	175,000
Transfer Station Roof Replacement	9/15/2020	9/15/2035	1.65%	168,000	13,000	2,665	155,000
				\$ 1,043,000	\$ 71,500	\$ 15,385	\$ 380,000

Authorized, Unissued

Total Authorized / Unissued 0

Anticipated, FY21/22

N/A \$0

Total Anticipated Bond Issue - New \$0

CALCULATION OF SOLID WASTE FUND DEBT LIMIT AND BORROWING CAPACITY

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

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

SOLID WASTE

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
42306 - MISC FEES & CHARGES	195	30,336	0	0	0	0
42000 - LICENSES/PERMITS/FEES	195	30,336	0	0	0	0
44119 - TIPPING FEES	4,402,939	3,987,533	4,227,109	3,999,312	4,119,291	4,119,291
44120 - RECYCLING FEES	560,135	677,313	430,000	450,000	430,000	430,000
44121 - WASTE TRANSFER	0	68	0	0	0	0
44145 - RECLAMATION TRUST FUND	55,657	56,262	52,000	53,427	52,000	52,000
44000 - CHARGES FOR SERVICES	5,018,731	4,721,176	4,709,109	4,502,739	4,601,291	4,601,291
46101 - INTEREST EARNINGS	69,369	69,956	21,000	29,737	1,000	1,000
46103 - INTEREST: A/R	0	2	0	0	0	0
46000 - MISCELLANEOUS	69,369	69,958	21,000	29,737	1,000	1,000
47001 - USE (ADDITION) TO SURPLUS	0	0	113,820	0	(170,216)	(170,216)
47003 - CAPITAL RESERVE	0	0	0	0	75,000	75,000
47000 - OTHER FINANCING SOURCES	0	0	113,820	0	(95,216)	(95,216)
TOTAL	5,088,295	4,821,470	4,843,929	4,532,476	4,507,075	4,507,075

Solid Waste Fund

FY 2021 - 2022 Supplemental Requests

Cost Center	Account	Notes	requested amount	amount included in CM recommendation
Transfer/Recycling Facility	10001 62503	Increased cost of electricity	\$ 4,000	\$ 4,000

TOTAL Solid Waste Fund	\$ 4,000	\$ 4,000
-------------------------------	-----------------	-----------------

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

SOLID WASTE

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61303 - SUPERVISORY PERSONNEL	78,665	81,265	80,939	80,939	82,969	0	82,969	82,969
61304 - GENERAL PERSONNEL	331,171	332,109	352,265	335,142	356,942	0	356,942	356,942
61307 - PART TIME EMPLOYEES	106,333	114,060	129,415	85,829	144,436	0	144,436	144,436
61501 - REGULAR OVERTIME	67,146	69,798	73,513	69,641	71,730	0	71,730	71,730
61701 - HEALTH INSURANCE	149,759	151,319	154,553	137,602	150,329	0	150,329	150,329
61702 - DENTAL INSURANCE	8,668	8,628	9,127	8,117	9,127	0	9,127	9,127
61703 - RETIREMENT CONTRIBUTIONS	54,259	53,963	56,601	49,287	71,936	0	71,936	71,936
61704 - SOCIAL SECURITY	44,127	44,931	48,663	38,558	50,189	0	50,189	50,189
61705 - WORKERS COMPENSATION	13,072	13,281	13,270	9,003	13,663	0	13,663	13,663
61901 - RECRUITMENT	0	76	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	853,200	869,430	918,346	814,118	951,323	0	951,323	951,323
62103 - TECHNICAL SERVICES	19,865	30,217	87,942	121,239	107,080	0	107,080	107,080
62120 - LABORATORY SERVICES	2,303	184	15,000	7,712	15,300	0	15,300	15,300
62121 - MONITORING/INSPECTIONS	8,451	8,122	28,500	8,232	28,500	0	28,500	28,500
62176 - CITY ADMIN CHARGE	489,972	488,324	539,851	539,851	494,420	0	494,420	494,420
62201 - JANITORIAL	4,690	6,225	4,600	3,782	4,600	0	4,600	4,600
62205 - PC REPLACEMENT CHARGE	1,019	1,037	1,085	1,085	1,148	0	1,148	1,148
62206 - PW FLEET CHARGE	92,240	97,063	99,340	99,340	104,724	0	104,724	104,724
62301 - OFFICE EQUIPMENT MAINT.	7,410	3,258	5,500	0	0	0	0	0
62310 - SAFETY PROGRAM MAINT.	6,095	2,359	2,200	487	2,200	0	2,200	2,200
62311 - EQUIPMENT MAINTENANCE	23,442	33,708	30,870	83,870	30,500	0	30,500	30,500
62314 - SYSTEMS MAINTENANCE	163,044	130,422	82,900	114,000	117,420	0	117,420	117,420
62350 - BUILDING MAINTENANCE	41,350	67,724	25,000	31,969	25,000	0	25,000	25,000
62425 - ADVERTISING	13,333	11,993	9,000	9,342	9,000	0	9,000	9,000
62435 - TRAINING	1,079	350	1,500	750	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	1,819	2,963	1,200	1,200	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	3,490	9,117	10,000	10,000	10,000	0	10,000	10,000
62448 - HAULING AND DISPOSAL	2,853,965	2,589,599	2,635,412	2,067,533	2,134,718	0	2,134,718	2,134,718
62455 - CONTRACTED SERVICES	68,121	69,520	53,750	38,760	53,750	0	53,750	53,750
62503 - ELECTRICITY	19,820	17,183	7,500	11,413	7,500	4,000	11,500	11,500
62510 - COMMUNICATIONS/PHONE	1,675	1,517	1,200	1,200	1,200	0	1,200	1,200
62604 - EQUIPMENT RENTAL	600	550	1,200	1,200	1,200	0	1,200	1,200
62701 - OFFICE SUPPLIES	0	5	0	0	0	0	0	0
62733 - TOOLS	0	266	500	645	500	0	500	500
62755 - UNIFORMS	3,957	4,262	3,900	3,900	4,017	0	4,017	4,017
62760 - OPERATING SUPPLIES	55,118	31,430	63,500	33,311	63,500	0	63,500	63,500
65101 - PRINCIPAL	33,500	58,500	58,500	58,500	71,500	0	71,500	71,500
65102 - INTEREST ON BONDED DEBT	13,818	18,350	18,895	18,895	15,385	0	15,385	15,385
65301 - LEASE PAYMENTS	83,460	66,739	66,738	91,156	93,891	0	93,891	93,891
68010 - CAPITAL RESERVE	65,000	65,000	70,000	70,000	70,000	0	70,000	70,000
68011 - CAPITAL PROJECT TRANSFER	0	0	0	0	82,000	0	82,000	82,000
62000 - OPERATING EXPENDITURES	4,078,635	3,815,985	3,925,583	3,429,372	3,551,753	4,000	3,555,753	3,555,753
TOTAL	4,931,835	4,685,415	4,843,929	4,243,490	4,503,075	4,000	4,507,075	4,507,075

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

SOLID WASTE

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
10000 - SW ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	78,665	81,265	80,939	80,939	82,969	0	82,969	82,969
	61701 - HEALTH INSURANCE	19,352	20,903	21,246	18,916	20,514	0	20,514	20,514
	61702 - DENTAL INSURANCE	1,206	1,254	1,327	1,181	1,327	0	1,327	1,327
	61703 - RETIREMENT CONTRIBUTIONS	8,949	9,077	9,041	8,219	11,665	0	11,665	11,665
	61704 - SOCIAL SECURITY	5,944	6,132	6,192	5,522	6,347	0	6,347	6,347
	61705 - WORKERS COMPENSATION	1,202	1,241	1,688	1,013	1,223	0	1,223	1,223
	61901 - RECRUITMENT	0	48	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	115,318	119,919	120,434	115,790	124,045	0	124,045	124,045
	62120 - LABORATORY SERVICES	212	184	0	212	300	0	300	300
	62176 - CITY ADMIN CHARGE	489,972	488,324	539,851	539,851	494,420	0	494,420	494,420
	62425 - ADVERTISING	13,333	11,993	9,000	9,342	9,000	0	9,000	9,000
	62435 - TRAINING	733	50	750	0	750	0	750	750
	62436 - MEETINGS & DUES	1,819	2,963	1,200	1,200	1,200	0	1,200	1,200
	62447 - PUBLIC AWARENESS	3,490	9,117	10,000	10,000	10,000	0	10,000	10,000
	62701 - OFFICE SUPPLIES	0	5	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	509,558	512,636	560,801	560,605	515,670	0	515,670	515,670
	10000 - SW ADMINISTRATION	624,876	632,555	681,235	676,395	639,715	0	639,715	639,715
10001 - TFR/RECYCLING FACILITY	61307 - PART TIME EMPLOYEES	63,832	68,135	75,778	55,233	88,790	0	88,790	88,790
	61501 - REGULAR OVERTIME	0	62	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	4,883	5,097	5,797	4,180	6,792	0	6,792	6,792
	61705 - WORKERS COMPENSATION	1,116	1,222	1,581	923	1,391	0	1,391	1,391
	61901 - RECRUITMENT	0	28	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	69,831	74,545	83,156	60,336	96,974	0	96,974	96,974
	62103 - TECHNICAL SERVICES	0	0	0	35,731	16,500	0	16,500	16,500
	62201 - JANITORIAL	4,690	6,225	4,600	3,782	4,600	0	4,600	4,600
	62205 - PC REPLACEMENT CHARGE	1,019	1,037	1,085	1,085	1,148	0	1,148	1,148
	62301 - OFFICE EQUIPMENT MAINT.	7,410	3,258	5,500	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	28,766	60,196	25,000	25,000	25,000	0	25,000	25,000
	62503 - ELECTRICITY	19,820	17,183	7,500	11,413	7,500	4,000	11,500	11,500
	62510 - COMMUNICATIONS/PHONE	1,675	1,517	1,200	1,200	1,200	0	1,200	1,200
	62760 - OPERATING SUPPLIES	2,188	1,966	3,000	3,000	3,000	0	3,000	3,000
	65101 - PRINCIPAL	33,500	58,500	58,500	58,500	71,500	0	71,500	71,500
	65102 - INTEREST ON BONDED DEBT	13,818	18,350	18,895	18,895	15,385	0	15,385	15,385
	62000 - OPERATING EXPENDITURES	112,887	168,232	125,280	158,606	145,833	4,000	149,833	149,833
10001 - TFR/RECYCLING FACILITY	182,718	242,777	208,436	218,942	242,807	4,000	246,807	246,807	
10002 - SW OPERATIONS	61304 - GENERAL PERSONNEL	106,412	97,475	111,414	96,450	111,310	0	111,310	111,310
	61501 - REGULAR OVERTIME	19,070	25,360	31,491	30,645	31,564	0	31,564	31,564
	61701 - HEALTH INSURANCE	43,417	37,540	37,663	33,532	36,689	0	36,689	36,689
	61702 - DENTAL INSURANCE	2,453	2,164	2,273	2,021	2,273	0	2,273	2,273
	61703 - RETIREMENT CONTRIBUTIONS	14,274	13,721	15,962	13,149	20,088	0	20,088	20,088
	61704 - SOCIAL SECURITY	9,526	9,296	10,932	8,895	10,930	0	10,930	10,930
	61705 - WORKERS COMPENSATION	3,381	3,193	2,981	2,686	3,258	0	3,258	3,258
	61000 - PERSONNEL SERVICES	198,533	188,747	212,717	187,378	216,112	0	216,112	216,112
	62103 - TECHNICAL SERVICES	2,552	377	0	0	0	0	0	0
	62311 - EQUIPMENT MAINTENANCE	(187)	7,224	7,500	49,979	7,500	0	7,500	7,500
	62448 - HAULING AND DISPOSAL	2,702,613	2,459,463	2,519,286	1,962,978	2,021,867	0	2,021,867	2,021,867
	62455 - CONTRACTED SERVICES	37,671	41,656	28,750	18,068	28,750	0	28,750	28,750
	62760 - OPERATING SUPPLIES	31,699	2,409	31,000	7,370	31,000	0	31,000	31,000
	65301 - LEASE PAYMENTS	83,460	66,739	66,738	91,156	93,891	0	93,891	93,891
	62000 - OPERATING EXPENDITURES	2,857,808	2,577,867	2,653,274	2,129,551	2,183,008	0	2,183,008	2,183,008
	10002 - SW OPERATIONS	3,056,341	2,766,614	2,865,991	2,316,929	2,399,120	0	2,399,120	2,399,120

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
10003 - SW RECYCLING	61304 - GENERAL PERSONNEL	224,759	234,633	240,851	238,692	245,632	0	245,632	245,632
	61501 - REGULAR OVERTIME	47,496	43,518	38,718	35,692	36,763	0	36,763	36,763
	61701 - HEALTH INSURANCE	86,990	92,876	95,644	85,154	93,126	0	93,126	93,126
	61702 - DENTAL INSURANCE	5,009	5,211	5,527	4,915	5,527	0	5,527	5,527
	61703 - RETIREMENT CONTRIBUTIONS	30,971	31,069	31,229	27,550	39,705	0	39,705	39,705
	61704 - SOCIAL SECURITY	20,479	20,829	21,386	19,708	21,603	0	21,603	21,603
	61705 - WORKERS COMPENSATION	6,316	6,482	5,831	4,312	6,439	0	6,439	6,439
	61000 - PERSONNEL SERVICES	422,019	434,617	439,186	416,023	448,795	0	448,795	448,795
	62206 - PW FLEET CHARGE	92,240	97,063	99,340	99,340	104,724	0	104,724	104,724
	62310 - SAFETY PROGRAM MAINT.	6,095	2,359	2,200	487	2,200	0	2,200	2,200
	62311 - EQUIPMENT MAINTENANCE	19,838	15,534	15,000	15,000	15,000	0	15,000	15,000
	62350 - BUILDING MAINTENANCE	12,584	7,529	0	6,969	0	0	0	0
	62435 - TRAINING	346	300	750	750	750	0	750	750
	62448 - HAULING AND DISPOSAL	10,652	5,935	7,600	2,370	7,600	0	7,600	7,600
	62455 - CONTRACTED SERVICES	30,450	27,864	25,000	20,692	25,000	0	25,000	25,000
	62733 - TOOLS	0	266	500	645	500	0	500	500
	62755 - UNIFORMS	3,957	4,262	3,900	3,900	4,017	0	4,017	4,017
	62760 - OPERATING SUPPLIES	13,528	21,202	13,500	7,600	13,500	0	13,500	13,500
	62000 - OPERATING EXPENDITURES	189,689	182,313	167,790	157,753	173,291	0	173,291	173,291
10003 - SW RECYCLING	611,709	616,931	606,976	573,776	622,086	0	622,086	622,086	
10005 - SW HAZARDOUS WASTE	61501 - REGULAR OVERTIME	580	858	3,304	3,304	3,403	0	3,403	3,403
	61703 - RETIREMENT CONTRIBUTIONS	66	96	369	369	478	0	478	478
	61704 - SOCIAL SECURITY	44	65	253	253	260	0	260	260
	61705 - WORKERS COMPENSATION	10	14	69	69	78	0	78	78
	61000 - PERSONNEL SERVICES	699	1,033	3,995	3,995	4,219	0	4,219	4,219
	62103 - TECHNICAL SERVICES	17,313	29,840	87,942	85,508	90,580	0	90,580	90,580
	62760 - OPERATING SUPPLIES	0	34	0	0	0	0	0	0
62000 - OPERATING EXPENDITURES	17,313	29,874	87,942	85,508	90,580	0	90,580	90,580	
10005 - SW HAZARDOUS WASTE	18,012	30,907	91,937	89,503	94,799	0	94,799	94,799	
10006 - SW DEMOLITION TFR/DISP	61307 - PART TIME EMPLOYEES	42,501	45,925	53,637	30,596	55,646	0	55,646	55,646
	61704 - SOCIAL SECURITY	3,251	3,513	4,103	0	4,257	0	4,257	4,257
	61705 - WORKERS COMPENSATION	1,047	1,130	1,119	0	1,274	0	1,274	1,274
	61000 - PERSONNEL SERVICES	46,799	50,568	58,859	30,596	61,177	0	61,177	61,177
	62448 - HAULING AND DISPOSAL	140,700	124,201	108,526	102,185	105,251	0	105,251	105,251
	62604 - EQUIPMENT RENTAL	600	550	1,200	1,200	1,200	0	1,200	1,200
62000 - OPERATING EXPENDITURES	141,300	124,751	109,726	103,385	106,451	0	106,451	106,451	
10006 - SW DEMOLITION TFR/DISP	188,098	175,319	168,585	133,981	167,628	0	167,628	167,628	
10008 - SW LANDFILL MONITORING	62120 - LABORATORY SERVICES	2,091	0	15,000	7,500	15,000	0	15,000	15,000
	62121 - MONITORING/INSPECTIONS	8,451	8,122	28,500	8,232	28,500	0	28,500	28,500
	62760 - OPERATING SUPPLIES	7,704	5,818	16,000	15,341	16,000	0	16,000	16,000
	62000 - OPERATING EXPENDITURES	18,246	13,940	59,500	31,073	59,500	0	59,500	59,500
10008 - SW LANDFILL MONITORING	18,246	13,940	59,500	31,073	59,500	0	59,500	59,500	
10009 - SW LANDFILL GAS SYSTEM	62311 - EQUIPMENT MAINTENANCE	3,791	10,951	8,370	18,891	8,000	0	8,000	8,000
	62314 - SYSTEMS MAINTENANCE	163,044	130,422	82,900	114,000	117,420	0	117,420	117,420
	62000 - OPERATING EXPENDITURES	166,835	141,373	91,270	132,891	125,420	0	125,420	125,420
10009 - SW LANDFILL GAS SYSTEM	166,835	141,373	91,270	132,891	125,420	0	125,420	125,420	
10050 - CAPITAL APPROPRIATIONS	68010 - CAPITAL RESERVE	65,000	65,000	70,000	70,000	70,000	0	70,000	70,000
	68011 - CAPITAL PROJECT TRANSFER	0	0	0	0	82,000	0	82,000	82,000
	62000 - OPERATING EXPENDITURES	65,000	65,000	70,000	70,000	152,000	0	152,000	152,000
10050 - CAPITAL APPROPRIATIONS	65,000	65,000	70,000	70,000	152,000	0	152,000	152,000	
TOTAL	4,931,835	4,685,415	4,843,929	4,243,490	4,503,075	4,000	4,507,075	4,507,075	

Sewer Fund

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

DESCRIPTION	PAGE #
Overview; Services; Objectives; Metrics	200-201
Operating Revenues & Expenditures	202
Capital Improvement Program	203
Long-Term Debt	204
Revenue Budget	205
Supplemental Requests	206
Expenditure Budget Summary	207-208
Cost Center Expenditure Detail	209-213

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

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 City's collection and treatment infrastructure, while maintaining compliance with State and Federal regulations and fiscal responsibility.		

In FY22, staff will continue to improve the treatment and collections systems with the goal of maintaining economical and high quality services for its customers and coordinate with the City Engineer on critical sewer infrastructure projects. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY22 objectives include:

- Installation of emergency generators for Martell Court and the Wastewater Treatment plant;
- Construction of screening system at Martell Court Pump station;
- Continue video inspection and cleaning sections of sewer main to identify and repair operational deficiencies and reduce number of sewer overflows;
- Installation of original (8) original gates at the WWTP;
- Sludge drier feasibility assessment;
- Laboratory Renovation.

Challenges in FY22 will include the expiration of a 10-year agreement for hauling and disposal of biosolids from the WWTP. The current price per ton is \$85, but due to the PFAS issue and limited landfilling capacity the price is expected to jump to \$150-\$200 per ton.

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

- Completed paving project at the WWTP;
- Upgraded poly aluminum chloride chemical feed systems at WWTP;
- Secondary clarifier cleaning, painting and equipment repair;
- Renovation of Bradco pump station;
- Aeration basin electrical upgrade;
- Replaced original Waste and Return activated sludge valves;
- Performed manhole inspections, sewer main flushing and camera inspections;
- Partnered with Keene State College, sampling for Covid-19 in wastewater;
- Replaced fluorescent lights with LED at the WWTP.

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 2021/2022 OBJECTIVES:		STATUTE	CMP	CC Goals
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections		CWA-NPDES	Infrastructure	6
Complete sludge drier feasibility study		CWA-NPDES	Infrastructure	6
Installation of screening equipment at Martell Court Pump Station		CWA-NPDES	Infrastructure	6
METRICS:		FY20	FY21	FY22
Million gallons of wastewater transported and treated		846	725	910
Number of blockages cleared		18	25	10
Percent of scheduled sewer main flushed (linear feet) compared to scheduled feet		55	83	85
Number of grease traps inspected (out of 115)		97	95	90
Wastewater Treatment Plant discharge permit violations (goal =0)		1	2	0
Sanitary sewer overflows not related to private sources (goal =0)		4	0	2

**Sewer Fund
Operating Revenues and Expenditures**

FY 2021 -2022 Proposed Budget

	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	ESTIMATE FY 20/21	DEPT REQ FY 21/22	CITY MGR FY 21/22	PROJECTED FY 22/23	PROJECTED FY 23/24
REVENUES								
Operating Revenues								
Taxes								
Intergovernmental	220,560	390,293	150,000	150,000	155,000	155,000	150,000	150,000
Charges for Services	6,017,722	6,035,086	6,419,482	5,832,639	5,890,400	5,890,400	6,184,920	6,494,166
Miscellaneous	239,385	222,364	15,000	23,050	1,500	1,500	1,500	1,500
Use of (Addition to) Surplus			(875,566)		(60,754)	(60,754)	(260,734)	(513,087)
TOTAL REVENUES	\$6,477,667	\$6,647,743	\$5,708,916	\$6,005,689	\$5,986,146	\$5,986,146	\$6,075,686	\$6,132,579
EXPENDITURES								
Operating Expenditures								
Sewer Administration	\$582,438	\$619,636	\$666,551	\$618,800	\$718,445	\$718,445	\$732,814	\$747,470
Mains & Manholes	298,272	439,915	385,008	368,972	379,499	379,499	387,089	394,831
Services	3,282	6,136	7,342	6,621	7,299	7,299	7,445	7,594
Martell Court Pump Station	115,784	89,994	128,639	117,736	143,806	143,806	146,682	149,616
Laboratory	237,715	211,045	259,222	258,296	265,314	265,314	270,620	276,033
Maintenance	132,042	140,939	163,838	134,219	160,100	160,100	163,302	166,568
WWTP	2,641,013	2,547,538	2,546,457	2,472,689	2,696,250	2,696,250	2,750,175	2,805,179
Depreciation Expense	1,354,653	1,358,977	1,314,700	1,314,700	1,415,200	1,415,200	1,450,000	1,450,000
Debt Service	232,011	261,063	237,160	237,160	200,234	200,234	167,559	135,290
Loss on Sale of Fixed Assets	49,568							
Capital Project Transfer				116,901				
TOTAL EXPENDITURES	\$5,646,778	\$5,675,242	\$5,708,916	\$5,646,094	\$5,986,146	\$5,986,146	\$6,075,686	\$6,132,580
NET REVENUE (EXPENDITURES)	\$830,889	\$972,501	\$0	\$359,595	\$0	\$0	\$0	\$0
Reconciliation of Operating Income (Loss) to Net Cash								
Operating Income (Loss)					\$0	\$0	\$0	\$0
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:								
Depreciation					1,415,200	1,415,200	1,450,000	1,450,000
Debt Service Principal Payments					(1,504,223)	(1,504,223)	(1,490,723)	(1,376,223)
Transfer to Capital Reserves					(1,100,000)	(1,100,000)	(900,000)	(900,000)
CIP Projects Funded with Current Revenue					(190,000)	(190,000)	(231,592)	(201,600)
Net Cash Provided by (Used for) Operating Activities					(\$1,379,023)	(\$1,379,023)	(\$1,172,315)	(\$1,027,823)

Sewer Fund

FY 2022 Capital Improvement Program Summary Excerpt From 2021 - 2027 Capital Improvement Program

2021-2027 CIP

PAGE #	PROJECT NAME	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	TOTAL
147	CR Appropriation: Martell Court	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
148	CR Appropriation: Sewer Infrastructure	900,000	700,000	700,000	700,000	700,000	700,000	4,400,000
149	CR Appropriation: Wastewater Treatment Plant	170,000	170,000	170,000	170,000	170,000	175,000	1,025,000
153	Martell Court Roof Replacement	-	35,222	-	-	-	-	35,222
158	Sewer Infrastructure Lower Winchester Street	-	-	-	337,500	-	-	337,500
154/155	Sewer Main Improvements	605,782	409,718	698,052	515,319	730,695	510,000	3,469,566
157	Sewer Manhole Lining	-	157,600	162,300	167,200	172,200	177,400	836,700
156	Sewer Structural Repair/Lining	190,000	195,700	201,600	207,600	213,800	220,200	1,228,900
159	WWTP Access Road Repavement	-	-	583,000	-	-	-	583,000
161	WWTP HVAC Ductwork Insulation	-	35,892	-	-	-	-	35,892
164	WWTP Sludge Drier	100,000	-	-	145,000	-	968,000	1,213,000
160	WWTP Sludge Pump Replacement	90,000	324,101	-	-	-	-	414,101
TOTAL CAPITAL PROGRAM		\$ 2,085,782	\$ 2,058,233	\$ 2,544,952	\$ 2,272,619	\$ 2,016,695	\$ 2,780,600	\$ 13,758,881

CAPITAL RESERVE APPROPRIATIONS

147	Capital Reserve: Martell Court	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
148	Capital Reserve: Sewer Infrastructure	900,000	700,000	700,000	700,000	700,000	700,000	4,400,000
149	Capital Reserve: Wastewater Treatment Plant	170,000	170,000	170,000	170,000	170,000	175,000	1,025,000
Total: Capital Reserve Appropriations		\$ 1,100,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 905,000	\$ 5,605,000

PROJECT FUNDING DETAIL

<u>CAPITAL RESERVE</u>								
153	Martell Court Roof Replacement	\$ -	\$ 35,222	\$ -	\$ -	\$ -	\$ -	\$ 35,222
158	Sewer Infrastructure Lower Winchester Street	-	-	-	337,500	-	-	337,500
154/155	Sewer Main Improvements	564,217	409,718	698,052	515,319	730,695	510,000	3,428,001
157	Sewer Manhole Lining	-	157,600	162,300	167,200	172,200	177,400	836,700
159	WWTP Access Road Repavement	-	-	583,000	-	-	-	583,000
164	WWTP Sludge Drier	100,000	-	-	145,000	-	968,000	1,213,000
160	WWTP Sludge Pump Replacement	90,000	324,101	-	-	-	-	414,101
Total: Projects Funded with Capital Reserves		\$ 754,217	\$ 926,641	\$ 1,443,352	\$ 1,165,019	\$ 902,895	\$ 1,655,400	\$ 6,847,524

CURRENT REVENUE

156	Sewer Structural Repair/Lining	190,000	195,700	201,600	207,600	213,800	220,200	1,228,900
161	WWTP HVAC Ductwork Insulation	-	35,892	-	-	-	-	35,892
Total: Projects Funded with Current Revenues		\$ 190,000	\$ 231,592	\$ 201,600	\$ 207,600	\$ 213,800	\$ 220,200	\$ 1,264,792

DEBT

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

GRANT/OTHER

154/155	Sewer Main Improvements (Project Balance 08105-21)	41,565	-	-	-	-	-	41,565
Total: Projects Funded with Grant/Other Sources		\$ 41,565	\$ -	\$ 41,565				

TOTAL: CAPITAL PROGRAM

\$ 2,085,782	\$ 2,058,233	\$ 2,544,952	\$ 2,272,619	\$ 2,016,695	\$ 2,780,600	\$ 13,758,881
---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	----------------------

New Cash Requirement FY 22-27: Reconciliation

Uses of Cash	\$ 1,290,000	\$ 1,131,592	\$ 1,101,600	\$ 1,107,600	\$ 1,113,800	\$ 1,125,200	\$ 6,869,792
(Capital Reserve Appropriations plus Projects Funded with Current Revenues)							
Use of Retained Earnings/Project Balance	41,565	-	-	-	-	-	41,565
New Funds Needed	\$ 1,331,565	\$ 1,131,592	\$ 1,101,600	\$ 1,107,600	\$ 1,113,800	\$ 1,125,200	\$ 6,911,357

Note: Projects colored orange have changed from the printed 2021-2027 CIP book.

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

SEWER FUND

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
43214 - STATE AID (UTILITIES)	66,056	231,733	0	0	0	0
43403 - OTHER TOWNS	154,503	158,560	150,000	150,000	155,000	155,000
43000 - INTERGOVERNMENTAL	220,560	390,293	150,000	150,000	155,000	155,000
44105 - SEWER CHARGES	5,538,842	5,541,475	6,012,982	5,351,554	5,400,000	5,400,000
44106 - SEPTIC WASTE	430,485	451,700	370,800	444,960	455,000	455,000
44107 - SEWER SERVICES	7,633	1,561	200	600	200	200
44108 - INDUSTRIAL PRE-TREATMENT	35,808	35,177	32,000	32,000	32,000	32,000
44109 - DIRECT REIMBURSEMENT	0	0	0	525	0	0
44110 - TESTING	4,954	5,172	3,500	3,000	3,200	3,200
44000 - CHARGES FOR SERVICES	6,017,722	6,035,086	6,419,482	5,832,639	5,890,400	5,890,400
46000 - MISCELLANEOUS	0	0	0	1,111	0	0
46101 - INTEREST EARNINGS	189,846	181,409	15,000	21,939	1,500	1,500
46103 - INTEREST: A/R	(51)	8	0	0	0	0
46000 - MISCELLANEOUS	189,794	181,417	15,000	23,050	1,500	1,500
47001 - USE (ADDITION) TO SURPLUS	0	0	(875,566)	0	(60,754)	(60,754)
47005 - GAIN/LOSS ON INVESTMENTS	853	1,816	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	51,152	31,546	0	0	0	0
47290 - INTRAFUND APPROPRIATION	(10,000)	0	0	0	0	0
47000 - OTHER FINANCING SOURCES	42,006	33,362	(875,566)	0	(60,754)	(60,754)
48104 - AMORT OF REFI PREMIUM	7,585	7,585	0	0	0	0
48000 - PROCEEDS LONG TRM FINANCE	7,585	7,585	0	0	0	0
TOTAL	6,477,667	6,647,743	5,708,916	6,005,689	5,986,146	5,986,146

Sewer Fund

FY 2021 - 2022 Supplemental Requests

Cost Center	Account	Notes	requested amount	amount included in CM recommendation
Admin	08000 61000	Summer intern; sampling and water quality monitoring	\$ 1,911	\$ 1,911
Martel Court	08003 62734	Redundant alarm back in event of failed radio	\$ 1,900	\$ 1,900
Martel Court	08003 62448	Removal of materials for new screen equipment	\$ 1,800	\$ 1,800
Martel Court	08003 62501	Wash system used by new screening system	\$ 3,800	\$ 3,800
Martel Court	08003 62504	Propane heat for new screening area and hot water system	\$ 1,000	\$ 1,000
WW Treatment	08006 62448	Anticipated increase in waste management contract	\$ 176,004	\$ 176,004

TOTAL Sewer Fund	\$ 186,415	\$ 186,415
-------------------------	-------------------	-------------------

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

SEWER FUND

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61303 - SUPERVISORY PERSONNEL	229,062	150,679	222,104	212,680	229,962	0	229,962	229,962
61304 - GENERAL PERSONNEL	689,523	709,724	693,331	647,709	708,258	0	708,258	708,258
61305 - ADMINISTRATIVE PERSONNEL	5,507	6,008	6,343	6,344	6,760	0	6,760	6,760
61401 - TEMPORARY PERSONNEL	0	0	0	0	0	1,750	1,750	1,750
61501 - REGULAR OVERTIME	45,396	40,486	49,416	37,086	42,515	0	42,515	42,515
61502 - DOUBLE OVERTIME	752	660	950	900	910	0	910	910
61508 - SUPERVISORY OVERTIME	2,729	2,609	3,848	915	0	0	0	0
61602 - STAND-BY PAY	26,338	25,983	28,270	27,681	21,293	0	21,293	21,293
61701 - HEALTH INSURANCE	310,266	338,546	357,260	311,182	330,936	0	330,936	330,936
61702 - DENTAL INSURANCE	17,958	19,797	21,712	19,310	21,067	0	21,067	21,067
61703 - RETIREMENT CONTRIBUTIONS	112,743	104,507	112,067	104,339	132,864	0	132,864	132,864
61704 - SOCIAL SECURITY	75,256	69,560	76,751	69,782	72,476	134	72,610	72,610
61705 - WORKERS COMPENSATION	18,228	18,355	17,572	16,430	18,419	27	18,446	18,446
61715 - RETIREMENT BENEFITS	(51,278)	40,664	0	0	0	0	0	0
61901 - RECRUITMENT	410	38	0	0	0	0	0	0
61000 - PERSONNEL SERVICES	1,482,890	1,527,616	1,589,625	1,454,358	1,585,461	1,911	1,587,372	1,587,372
62102 - PROFESSIONAL SERVICES	508	645	0	125	0	0	0	0
62103 - TECHNICAL SERVICES	4,097	5,540	8,675	7,570	8,675	0	8,675	8,675
62120 - LABORATORY SERVICES	14,891	10,072	12,300	12,106	12,200	0	12,200	12,200
62176 - CITY ADMIN CHARGE	678,472	620,643	671,186	671,186	697,543	0	697,543	697,543
62201 - JANITORIAL	5,604	6,390	4,860	4,860	4,860	0	4,860	4,860
62205 - PC REPLACEMENT CHARGE	2,890	2,281	2,495	2,495	2,691	0	2,691	2,691
62206 - PW FLEET CHARGE	123,174	130,284	133,659	133,659	149,057	0	149,057	149,057
62301 - OFFICE EQUIPMENT MAINT.	90	9	0	0	0	0	0	0
62306 - SOFTWARE MAINTENANCE	14,844	18,656	15,588	22,380	23,674	0	23,674	23,674
62310 - SAFETY PROGRAM MAINT.	7,154	8,770	11,545	9,121	10,271	0	10,271	10,271
62311 - EQUIPMENT MAINTENANCE	168,014	164,878	188,567	183,617	139,000	0	139,000	139,000
62314 - SYSTEMS MAINTENANCE	0	76,368	18,109	23,754	18,650	0	18,650	18,650
62316 - ESCO MAINTENANCE	5,875	5,999	8,274	8,274	0	0	0	0
62317 - EQUIPMENT REPAIR	48	209	0	0	49,518	0	49,518	49,518
62318 - BUILDING REPAIR	0	0	0	0	14,134	0	14,134	14,134
62331 - ROAD AND STREET MAINT.	0	95	6,000	2,000	6,000	0	6,000	6,000
62350 - BUILDING MAINTENANCE	53,166	19,976	58,440	59,161	45,027	0	45,027	45,027
62370 - OTHER IMPROVEMNTS - MAINT	510	4,978	10,500	5,200	10,500	0	10,500	10,500
62371 - RIVER GAUGE STATION MAINT	8,290	8,400	11,175	17,500	11,175	0	11,175	11,175
62375 - PERMITS	0	125	150	124	150	0	150	150
62430 - TRAVEL	1,093	952	728	695	728	0	728	728
62435 - TRAINING	5,749	4,126	6,112	1,000	3,112	0	3,112	3,112
62436 - MEETINGS & DUES	1,012	477	1,335	1,227	1,135	0	1,135	1,135
62438 - LICENSES & CERTIFICATIONS	440	372	400	50	400	0	400	400
62448 - HAULING AND DISPOSAL	378,577	385,152	364,809	386,837	364,809	177,804	542,613	542,613
62501 - WATER	9,395	11,952	10,021	7,494	10,121	3,800	13,921	13,921
62502 - SEWER	0	0	2,500	0	0	0	0	0
62503 - ELECTRICITY	281,432	252,139	264,176	232,731	264,511	0	264,511	264,511

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62504 - HEATING FUEL	37,330	49,716	55,083	38,859	43,524	1,000	44,524	44,524
62510 - COMMUNICATIONS/PHONE	8,727	8,583	8,463	8,297	8,354	0	8,354	8,354
62512 - INDUSTRIAL PRE-TREATMENT	4,581	5,320	4,780	4,780	4,780	0	4,780	4,780
62601 - LAND RENTAL	154,178	159,189	156,324	156,324	159,294	0	159,294	159,294
62602 - OFFICE SPACE RENTAL	71,867	74,202	72,880	72,880	74,265	0	74,265	74,265
62604 - EQUIPMENT RENTAL	272	90	500	0	500	0	500	500
62606 - OTHER RENTALS	0	0	600	400	600	0	600	600
62701 - OFFICE SUPPLIES	2,601	1,194	3,670	2,845	3,620	0	3,620	3,620
62710 - POSTAGE	0	58	0	0	0	0	0	0
62733 - TOOLS	1,374	953	250	916	1,225	0	1,225	1,225
62734 - MINOR EQUIPMENT	27,505	23,530	4,950	4,750	4,950	1,900	6,850	6,850
62735 - BUILDING MAINT. SUPPLIES	2,266	2,897	3,800	1,906	3,800	0	3,800	3,800
62736 - GROUNDS MAINT SUPPLIES	140	739	800	504	700	0	700	700
62737 - JANITORIAL SUPPLIES	110	225	350	250	450	0	450	450
62744 - MINOR COMPUTER EQUIPMENT	0	110	0	0	0	0	0	0
62755 - UNIFORMS	6,299	8,143	7,348	7,164	7,356	0	7,356	7,356
62760 - OPERATING SUPPLIES	50,917	92,159	42,551	39,393	44,000	0	44,000	44,000
62762 - LICENSES & PERMITS	796	614	1,000	650	1,000	0	1,000	1,000
62764 - CHEMICALS	401,069	341,977	392,478	389,891	392,478	0	392,478	392,478
63403 - FURNITURE & FIXTURE ACQ	1,799	6,406	0	0	0	0	0	0
63409 - EQUIPMENT ACQUISITION	0	19,429	0	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	131,106	172,480	166,450	166,450	144,622	0	144,622	144,622
65202 - INTEREST ON NOTES PAYABLE	100,906	85,808	70,710	70,710	55,612	0	55,612	55,612
66102 - CAPITALIZED EXPENDITURES	(9,504)	(8,536)	0	0	0	0	0	0
66104 - LOSS ON FIXED ASSETS	49,568	0	0	0	0	0	0	0
66105 - CLAIMS & JUDGEMENTS	0	1,100	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	293,932	293,932	301,100	301,100	296,100	0	296,100	296,100
66202 - DEPRECIATION - OTHER IMPR	554,507	557,919	555,100	555,100	570,100	0	570,100	570,100
66203 - DEPRECIATION - MACH/EQUIP	506,214	509,901	458,500	458,500	549,000	0	549,000	549,000
68011 - CAPITAL PROJECT TRANSFER	0	0	0	116,901	0	0	0	0
62000 - OPERATING EXPENDITURES	4,163,888	4,147,626	4,119,291	4,191,736	4,214,271	184,504	4,398,775	4,398,775
TOTAL	5,646,778	5,675,242	5,708,916	5,646,094	5,799,731	186,415	5,986,146	5,986,146

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

SEWER FUND

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
08000 - SEWER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	51,963	5,523	40,253	4,800	41,969	0	41,969	41,969
	61304 - GENERAL PERSONNEL	120,125	127,239	144,869	144,869	156,640	0	156,640	156,640
	61305 - ADMINISTRATIVE PERSONNEL	5,507	6,008	6,343	6,344	6,760	0	6,760	6,760
	61401 - TEMPORARY PERSONNEL	0	0	0	0	0	1,750	1,750	1,750
	61501 - REGULAR OVERTIME	186	157	0	20	0	0	0	0
	61602 - STAND-BY PAY	6,090	5,593	6,388	6,388	0	0	0	0
	61701 - HEALTH INSURANCE	53,334	59,874	71,773	62,240	70,516	0	70,516	70,516
	61702 - DENTAL INSURANCE	3,040	3,375	4,338	3,890	4,379	0	4,379	4,379
	61703 - RETIREMENT CONTRIBUTIONS	19,974	16,143	21,991	17,990	28,875	0	28,875	28,875
	61704 - SOCIAL SECURITY	13,965	10,822	15,061	11,935	15,712	134	15,846	15,846
	61705 - WORKERS COMPENSATION	4,763	4,697	5,019	4,727	5,768	27	5,795	5,795
	61715 - RETIREMENT BENEFITS	(51,278)	40,664	0	0	0	0	0	0
	61901 - RECRUITMENT	410	14	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	228,079	280,109	316,035	263,203	330,619	1,911	332,530	332,530
	62103 - TECHNICAL SERVICES	0	0	0	1,720	0	0	0	0
	62120 - LABORATORY SERVICES	145	503	0	106	200	0	200	200
	62176 - CITY ADMIN CHARGE	268,606	248,257	263,791	263,791	289,407	0	289,407	289,407
	62205 - PC REPLACEMENT CHARGE	543	192	50	50	50	0	50	50
	62206 - PW FLEET CHARGE	0	0	0	0	4,052	0	4,052	4,052
	62306 - SOFTWARE MAINTENANCE	3,064	6,165	3,825	6,245	8,713	0	8,713	8,713
	62310 - SAFETY PROGRAM MAINT.	3,146	4,070	1,600	2,363	1,600	0	1,600	1,600
	62430 - TRAVEL	602	606	578	570	578	0	578	578
	62435 - TRAINING	1,299	0	1,000	100	1,000	0	1,000	1,000
	62436 - MEETINGS & DUES	275	212	250	342	250	0	250	250
	62438 - LICENSES & CERTIFICATIONS	270	50	150	0	150	0	150	150
	62510 - COMMUNICATIONS/PHONE	1,796	1,419	2,150	1,400	1,400	0	1,400	1,400
	62602 - OFFICE SPACE RENTAL	71,867	74,202	72,880	72,880	74,265	0	74,265	74,265
	62701 - OFFICE SUPPLIES	984	365	1,900	1,500	1,900	0	1,900	1,900
	62755 - UNIFORMS	1,761	2,327	2,342	2,330	2,350	0	2,350	2,350
	62760 - OPERATING SUPPLIES	0	58	0	2,200	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	117,470	105,281	105,267	105,267	90,739	0	90,739	90,739
	65202 - INTEREST ON NOTES PAYABLE	28,675	23,896	19,117	19,117	14,338	0	14,338	14,338
	66104 - LOSS ON FIXED ASSETS	49,568	0	0	0	0	0	0	0
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	554,507	557,919	555,000	555,000	570,000	0	570,000	570,000	
66203 - DEPRECIATION - MACH/EQUIP	7,242	8,113	7,000	7,000	9,000	0	9,000	9,000	
68011 - CAPITAL PROJECT TRANSFER	0	0	0	116,901	0	0	0	0	
62000 - OPERATING EXPENDITURES	1,114,596	1,037,511	1,039,900	1,161,882	1,072,992	0	1,072,992	1,072,992	
08000 - SEWER ADMINISTRATION	1,342,675	1,317,620	1,355,935	1,425,085	1,403,611	1,911	1,405,522	1,405,522	
08001 - SEWER MAINS & MANHOLES	61304 - GENERAL PERSONNEL	104,460	139,983	127,291	137,074	125,691	0	125,691	125,691
	61501 - REGULAR OVERTIME	12,382	11,945	11,454	7,512	11,500	0	11,500	11,500
	61701 - HEALTH INSURANCE	46,469	58,452	63,152	51,651	48,425	0	48,425	48,425
	61702 - DENTAL INSURANCE	2,304	3,720	3,995	3,208	3,323	0	3,323	3,323
	61703 - RETIREMENT CONTRIBUTIONS	13,294	16,909	15,498	16,150	17,672	0	17,672	17,672
	61704 - SOCIAL SECURITY	8,550	10,678	10,614	10,786	9,701	0	9,701	9,701
	61705 - WORKERS COMPENSATION	2,540	3,443	2,598	2,746	2,684	0	2,684	2,684
	61000 - PERSONNEL SERVICES	189,998	245,130	234,601	229,127	218,997	0	218,997	218,997
	62120 - LABORATORY SERVICES	0	0	300	0	0	0	0	0
	62206 - PW FLEET CHARGE	82,462	87,838	89,898	89,898	99,752	0	99,752	99,752
62310 - SAFETY PROGRAM MAINT.	0	69	0	400	0	0	0	0	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
08001 - SEWER MAINS & MANHOLES	62314 - SYSTEMS MAINTENANCE	0	76,368	18,109	23,754	18,650	0	18,650	18,650
	62331 - ROAD AND STREET MAINT.	0	95	6,000	2,000	6,000	0	6,000	6,000
	62370 - OTHER IMPROVEMNTS - MAINT	510	4,978	10,500	5,200	10,500	0	10,500	10,500
	62430 - TRAVEL	77	254	0	0	0	0	0	0
	62448 - HAULING AND DISPOSAL	4,700	0	0	0	0	0	0	0
	62606 - OTHER RENTALS	0	0	600	400	600	0	600	600
	62760 - OPERATING SUPPLIES	20,525	25,183	25,000	18,193	25,000	0	25,000	25,000
	62000 - OPERATING EXPENDITURES	108,274	194,785	150,407	139,845	160,502	0	160,502	160,502
	08001 - SEWER MAINS & MANHOLES	298,272	439,915	385,008	368,972	379,499	0	379,499	379,499
08002 - SEWER SERVICES	61304 - GENERAL PERSONNEL	76	1,701	2,943	2,604	2,909	0	2,909	2,909
	61501 - REGULAR OVERTIME	2	5	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	1,071	1,291	1,448	1,193	1,124	0	1,124	1,124
	61702 - DENTAL INSURANCE	54	83	92	75	77	0	77	77
	61703 - RETIREMENT CONTRIBUTIONS	9	191	329	308	409	0	409	409
	61704 - SOCIAL SECURITY	6	124	225	194	224	0	224	224
	61705 - WORKERS COMPENSATION	2	41	59	0	61	0	61	61
	61000 - PERSONNEL SERVICES	1,220	3,436	5,095	4,374	4,805	0	4,805	4,805
	62206 - PW FLEET CHARGE	2,062	2,196	2,247	2,247	2,494	0	2,494	2,494
	62760 - OPERATING SUPPLIES	0	503	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	2,062	2,699	2,247	2,247	2,494	0	2,494	2,494
08002 - SEWER SERVICES	3,282	6,136	7,342	6,621	7,299	0	7,299	7,299	
08003 - MARTEL COURT PUMPING STN	61304 - GENERAL PERSONNEL	13,681	16,630	21,639	16,823	22,071	0	22,071	22,071
	61501 - REGULAR OVERTIME	1,407	1,985	1,533	431	1,533	0	1,533	1,533
	61602 - STAND-BY PAY	2,835	2,465	1,267	4,259	4,259	0	4,259	4,259
	61701 - HEALTH INSURANCE	8,394	9,001	9,227	8,227	8,989	0	8,989	8,989
	61702 - DENTAL INSURANCE	504	526	555	494	555	0	555	555
	61703 - RETIREMENT CONTRIBUTIONS	2,039	2,355	2,730	2,259	3,103	0	3,103	3,103
	61704 - SOCIAL SECURITY	1,351	1,663	1,870	1,503	1,688	0	1,688	1,688
	61705 - WORKERS COMPENSATION	261	334	340	262	329	0	329	329
	61000 - PERSONNEL SERVICES	30,471	34,958	39,160	34,258	42,528	0	42,528	42,528
	62206 - PW FLEET CHARGE	2,864	3,012	3,113	3,113	3,206	0	3,206	3,206
	62310 - SAFETY PROGRAM MAINT.	919	871	2,252	1,978	1,978	0	1,978	1,978
	62311 - EQUIPMENT MAINTENANCE	20,560	12,920	20,487	19,891	15,000	0	15,000	15,000
	62316 - ESCO MAINTENANCE	2,938	3,000	4,137	4,137	0	0	0	0
	62317 - EQUIPMENT REPAIR	69	0	0	0	5,487	0	5,487	5,487
	62318 - BUILDING REPAIR	0	0	0	0	1,134	0	1,134	1,134
	62350 - BUILDING MAINTENANCE	1,381	3,549	2,380	3,134	2,000	0	2,000	2,000
	62448 - HAULING AND DISPOSAL	0	0	0	0	0	1,800	1,800	1,800
	62501 - WATER	915	873	1,000	1,000	1,000	3,800	4,800	4,800
	62503 - ELECTRICITY	53,807	27,096	54,500	48,687	62,835	0	62,835	62,835
	62504 - HEATING FUEL	1,620	3,314	810	1,238	1,238	1,000	2,238	2,238
	62510 - COMMUNICATIONS/PHONE	240	400	300	300	300	0	300	300
	62734 - MINOR EQUIPMENT	0	0	100	0	100	0	100	100
	62735 - BUILDING MAINT. SUPPLIES	0	0	100	0	100	0	100	100
	62736 - GROUNDS MAINT SUPPLIES	0	0	200	0	100	0	100	100
	62737 - JANITORIAL SUPPLIES	0	0	100	0	200	0	200	200
	65102 - INTEREST ON BONDED DEBT	10,621	64,584	58,785	58,785	51,884	0	51,884	51,884
	66201 - DEPRECIATION - BUILDINGS	3,046	3,046	3,100	3,100	3,100	0	3,100	3,100
	66203 - DEPRECIATION - MACH/EQUIP	81,473	81,473	151,500	151,500	90,000	0	90,000	90,000
	62000 - OPERATING EXPENDITURES	180,453	204,139	302,864	296,863	239,662	6,600	246,262	246,262
	08003 - MARTEL COURT PUMPING STN	210,924	239,097	342,024	331,121	282,190	6,600	288,790	288,790
08004 - LABORATORY -	61303 - SUPERVISORY PERSONNEL	42,600	4,755	40,177	40,177	41,478	0	41,478	41,478
	61304 - GENERAL PERSONNEL	70,942	93,415	86,643	86,643	88,376	0	88,376	88,376

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
SEWER	61501 - REGULAR OVERTIME	1,746	1,311	0	1,500	1,000	0	1,000	1,000
	61701 - HEALTH INSURANCE	26,845	35,667	47,995	47,995	46,620	0	46,620	46,620
	61702 - DENTAL INSURANCE	1,467	2,000	2,817	2,817	2,817	0	2,817	2,817
	61703 - RETIREMENT CONTRIBUTIONS	13,117	11,112	14,166	14,166	18,258	0	18,258	18,258
	61704 - SOCIAL SECURITY	8,611	7,415	9,702	9,702	9,934	0	9,934	9,934
	61705 - WORKERS COMPENSATION	2,447	2,247	2,420	2,430	2,666	0	2,666	2,666
	61000 - PERSONNEL SERVICES	167,777	157,922	203,920	205,430	211,150	0	211,150	211,150
	62120 - LABORATORY SERVICES	14,334	9,162	11,500	11,500	11,500	0	11,500	11,500
	62205 - PC REPLACEMENT CHARGE	286	604	712	712	0	0	0	0
	62206 - PW FLEET CHARGE	3,938	3,991	4,140	4,140	4,264	0	4,264	4,264
	62306 - SOFTWARE MAINTENANCE	1,003	980	0	214	0	0	0	0
	62311 - EQUIPMENT MAINTENANCE	15,113	11,542	13,000	11,500	13,000	0	13,000	13,000
	62435 - TRAINING	852	584	1,000	250	500	0	500	500
	62438 - LICENSES & CERTIFICATIONS	50	122	100	50	100	0	100	100
	62448 - HAULING AND DISPOSAL	0	1,134	200	200	200	0	200	200
	62701 - OFFICE SUPPLIES	384	140	350	350	300	0	300	300
	62734 - MINOR EQUIPMENT	0	8,536	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	20,951	11,557	11,500	11,500	11,500	0	11,500	11,500
	62762 - LICENSES & PERMITS	671	614	1,000	650	1,000	0	1,000	1,000
	62764 - CHEMICALS	12,358	12,693	11,800	11,800	11,800	0	11,800	11,800
	66102 - CAPITALIZED EXPENDITURES	0	(8,536)	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	69,939	53,122	55,302	52,866	54,164	0	54,164	54,164
08004 - LABORATORY - SEWER	237,715	211,045	259,222	258,296	265,314	0	265,314	265,314	
08005 - SEWER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	19,671	18,687	19,074	19,414	19,937	0	19,937	19,937
	61304 - GENERAL PERSONNEL	15,716	14,314	33,661	21,111	34,333	0	34,333	34,333
	61501 - REGULAR OVERTIME	3,808	1,794	2,200	4,335	4,335	0	4,335	4,335
	61508 - SUPERVISORY OVERTIME	815	779	1,850	0	0	0	0	0
	61602 - STAND-BY PAY	4,725	4,987	7,840	4,259	4,259	0	4,259	4,259
	61701 - HEALTH INSURANCE	19,100	19,845	20,178	16,492	19,609	0	19,609	19,609
	61702 - DENTAL INSURANCE	1,160	1,171	1,227	1,093	1,227	0	1,227	1,227
	61703 - RETIREMENT CONTRIBUTIONS	5,090	4,531	7,219	6,695	7,630	0	7,630	7,630
	61704 - SOCIAL SECURITY	3,394	3,034	4,944	4,457	4,152	0	4,152	4,152
	61705 - WORKERS COMPENSATION	669	625	898	760	803	0	803	803
	61000 - PERSONNEL SERVICES	74,148	69,766	99,091	78,616	96,285	0	96,285	96,285
	62205 - PC REPLACEMENT CHARGE	557	485	553	553	1,196	0	1,196	1,196
	62206 - PW FLEET CHARGE	10,741	10,995	11,394	11,394	11,736	0	11,736	11,736
	62306 - SOFTWARE MAINTENANCE	2,507	2,519	2,772	3,812	4,672	0	4,672	4,672
	62310 - SAFETY PROGRAM MAINT.	1,216	591	3,668	2,357	3,668	0	3,668	3,668
	62311 - EQUIPMENT MAINTENANCE	15,235	13,558	20,221	20,172	11,000	0	11,000	11,000
	62317 - EQUIPMENT REPAIR	(21)	0	0	0	9,172	0	9,172	9,172
	62318 - BUILDING REPAIR	0	0	0	0	3,000	0	3,000	3,000
	62350 - BUILDING MAINTENANCE	2,829	1,601	7,654	7,621	4,621	0	4,621	4,621
	62375 - PERMITS	0	125	0	0	0	0	0	0
	62435 - TRAINING	958	1,878	2,500	0	0	0	0	0
	62436 - MEETINGS & DUES	35	175	200	0	0	0	0	0
	62501 - WATER	91	73	0	100	100	0	100	100
	62503 - ELECTRICITY	19,743	35,996	12,500	7,230	8,500	0	8,500	8,500
	62504 - HEATING FUEL	1,329	757	770	605	800	0	800	800
	62510 - COMMUNICATIONS/PHONE	1,011	820	940	843	900	0	900	900
	62604 - EQUIPMENT RENTAL	272	90	500	0	500	0	500	500
	62701 - OFFICE SUPPLIES	333	0	425	0	425	0	425	425
	62733 - TOOLS	894	803	250	916	1,225	0	1,225	1,225
	62734 - MINOR EQUIPMENT	0	0	100	0	100	1,900	2,000	2,000

City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
08005 - SEWER SYSTEM MAINTENANCE	62735 - BUILDING MAINT. SUPPLIES	162	482	200	0	200	0	200	200
	62736 - GROUNDS MAINT SUPPLIES	0	0	100	0	100	0	100	100
	62737 - JANITORIAL SUPPLIES	0	225	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	1	0	0	0	0	0	0	0
	62000 - OPERATING EXPENDITURES	57,894	71,173	64,747	55,603	61,915	1,900	63,815	63,815
08005 - SEWER SYSTEM MAINTENANCE	132,042	140,939	163,838	134,219	158,200	1,900	160,100	160,100	
08006 - WASTEWATER TREATMENT	61303 - SUPERVISORY PERSONNEL	114,827	121,713	122,600	148,289	126,578	0	126,578	126,578
	61304 - GENERAL PERSONNEL	364,523	316,442	276,286	238,585	278,236	0	278,236	278,236
	61501 - REGULAR OVERTIME	25,865	23,288	34,229	23,288	24,147	0	24,147	24,147
	61502 - DOUBLE OVERTIME	752	660	950	900	910	0	910	910
	61508 - SUPERVISORY OVERTIME	1,914	1,830	1,998	915	0	0	0	0
	61602 - STAND-BY PAY	12,688	12,939	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	155,054	154,415	143,487	123,384	135,654	0	135,654	135,654
	61702 - DENTAL INSURANCE	9,429	8,922	8,689	7,733	8,689	0	8,689	8,689
	61703 - RETIREMENT CONTRIBUTIONS	59,220	53,266	50,135	46,771	56,917	0	56,917	56,917
	61704 - SOCIAL SECURITY	39,380	35,824	34,336	31,205	31,064	0	31,064	31,064
	61705 - WORKERS COMPENSATION	7,546	6,968	6,239	5,505	6,108	0	6,108	6,108
	61901 - RECRUITMENT	0	24	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	791,198	736,293	691,724	639,350	681,077	0	681,077	681,077
	62102 - PROFESSIONAL SERVICES	508	645	0	125	0	0	0	0
	62103 - TECHNICAL SERVICES	4,097	5,540	8,675	5,850	8,675	0	8,675	8,675
	62120 - LABORATORY SERVICES	412	408	500	500	500	0	500	500
	62176 - CITY ADMIN CHARGE	409,866	372,386	407,395	407,395	408,136	0	408,136	408,136
	62201 - JANITORIAL	5,604	6,390	4,860	4,860	4,860	0	4,860	4,860
	62205 - PC REPLACEMENT CHARGE	1,504	1,000	1,180	1,180	1,445	0	1,445	1,445
	62206 - PW FLEET CHARGE	21,107	22,252	22,867	22,867	23,553	0	23,553	23,553
	62301 - OFFICE EQUIPMENT MAINT.	90	9	0	0	0	0	0	0
	62306 - SOFTWARE MAINTENANCE	8,270	8,991	8,991	12,109	10,289	0	10,289	10,289
	62310 - SAFETY PROGRAM MAINT.	1,874	3,168	4,025	2,023	3,025	0	3,025	3,025
	62311 - EQUIPMENT MAINTENANCE	117,107	126,858	134,859	132,054	100,000	0	100,000	100,000
	62316 - ESCO MAINTENANCE	2,938	3,000	4,137	4,137	0	0	0	0
	62317 - EQUIPMENT REPAIR	0	209	0	0	34,859	0	34,859	34,859
	62318 - BUILDING REPAIR	0	0	0	0	10,000	0	10,000	10,000
	62350 - BUILDING MAINTENANCE	48,956	14,826	48,406	48,406	38,406	0	38,406	38,406
	62371 - RIVER GAUGE STATION MAINT	8,290	8,400	11,175	17,500	11,175	0	11,175	11,175
	62375 - PERMITS	0	0	150	124	150	0	150	150
	62430 - TRAVEL	415	91	150	125	150	0	150	150
	62435 - TRAINING	2,640	1,665	1,612	650	1,612	0	1,612	1,612
	62436 - MEETINGS & DUES	702	90	885	885	885	0	885	885
	62438 - LICENSES & CERTIFICATIONS	120	200	150	0	150	0	150	150
	62448 - HAULING AND DISPOSAL	373,877	384,018	364,609	386,637	364,609	176,004	540,613	540,613
	62501 - WATER	8,390	11,007	9,021	6,394	9,021	0	9,021	9,021
	62502 - SEWER	0	0	2,500	0	0	0	0	0
	62503 - ELECTRICITY	207,882	189,047	197,176	176,814	193,176	0	193,176	193,176
	62504 - HEATING FUEL	34,381	45,645	53,503	37,016	41,486	0	41,486	41,486
	62510 - COMMUNICATIONS/PHONE	5,679	5,944	5,073	5,754	5,754	0	5,754	5,754
	62512 - INDUSTRIAL PRE-TREATMENT	4,581	5,320	4,780	4,780	4,780	0	4,780	4,780
62601 - LAND RENTAL	154,178	159,189	156,324	156,324	159,294	0	159,294	159,294	
62701 - OFFICE SUPPLIES	901	689	995	995	995	0	995	995	
62710 - POSTAGE	0	58	0	0	0	0	0	0	
62733 - TOOLS	480	150	0	0	0	0	0	0	
62734 - MINOR EQUIPMENT	27,505	14,994	4,750	4,750	4,750	0	4,750	4,750	
62735 - BUILDING MAINT. SUPPLIES	2,104	2,415	3,500	1,906	3,500	0	3,500	3,500	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
08006 - WASTEWATER TREATMENT	62736 - GROUNDS MAINT SUPPLIES	140	739	500	504	500	0	500	500
	62737 - JANITORIAL SUPPLIES	110	0	250	250	250	0	250	250
	62744 - MINOR COMPUTER EQUIPMENT	0	110	0	0	0	0	0	0
	62755 - UNIFORMS	4,538	5,816	5,006	4,834	5,006	0	5,006	5,006
	62760 - OPERATING SUPPLIES	9,440	54,857	6,051	7,500	7,500	0	7,500	7,500
	62762 - LICENSES & PERMITS	125	0	0	0	0	0	0	0
	62764 - CHEMICALS	388,711	329,284	380,678	378,091	380,678	0	380,678	380,678
	63403 - FURNITURE & FIXTURE ACQ	1,799	6,406	0	0	0	0	0	0
	63409 - EQUIPMENT ACQUISITION	0	19,429	0	0	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	3,015	2,615	2,398	2,398	1,998	0	1,998	1,998
	65202 - INTEREST ON NOTES PAYABLE	72,230	61,912	51,593	51,593	41,274	0	41,274	41,274
	66102 - CAPITALIZED EXPENDITURES	(9,504)	0	0	0	0	0	0	0
	66201 - DEPRECIATION - BUILDINGS	288,111	288,111	295,000	295,000	290,000	0	290,000	290,000
	66202 - DEPRECIATION - OTHER IMPR	0	0	100	100	100	0	100	100
	66203 - DEPRECIATION - MACH/EQUIP	417,499	420,315	300,000	300,000	450,000	0	450,000	450,000
	62000 - OPERATING EXPENDITURES	2,630,671	2,584,197	2,503,824	2,482,430	2,622,541	176,004	2,798,545	2,798,545
08006 - WASTEWATER TREATMENT	3,421,868	3,320,491	3,195,548	3,121,780	3,303,618	176,004	3,479,622	3,479,622	
TOTAL	5,646,778	5,675,242	5,708,916	5,646,094	5,799,731	186,415	5,986,146	5,986,146	

This Page Left Blank Intentionally

Water Fund

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

DESCRIPTION	PAGE #
Overview; Services; Objectives; Metrics	216-217
Operating Revenues & Expenditures	218
Capital Improvement Program	219
Long-Term Debt	220
Revenue Budget	221
Supplemental Requests	222
Expenditure Budget Summary	223-224
Cost Center Expenditure Detail	225-229

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

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

In FY22, the Water Operations and Water/Sewer Divisions will continue their work to improve the treatment and distribution systems with the goal of maintaining economical, high quality drinking water for its customers. The annual work plan includes comprehensive system-wide water main flushing and maintenance of fire hydrants and water main gates. Divisional staff will perform weekly sample collection and analysis, dam inspections, and ongoing equipment maintenance.

In FY22, staff will continue implementation of the Water Capital Improvement Program (CIP). Staff will continue to monitor and evaluate the City’s water resources and their drought resiliency. The following supports the City Council goal of maintaining infrastructure for the varied needs of Keene residents and businesses. FY22 objectives include:

- Upgrade Chapman Road Pump station to allow operation without the storage tank;
- Refurbish interior and exterior of Chapman Road tank;
- Complete electrical upgrades at Chapman Road and Blackbrook water tanks;
- Complete Drummer Hill Pump station construction;
- Water Treatment Facility filter media replacement and underdrain repair (2nd filter unit), and
- Completion of Woodward Dam reconstruction.

FY21 Water Fund activities continued the Department’s focus on infrastructure and water quality improvement at the capital and operating budget levels. Along with addressing issues associated by the COVID-19 Pandemic emergency, the City’s water resources were impacted by severe drought conditions. FY21 accomplishments included:

- Construction of Drummer Hill Water Storage Tank;
- Water Treatment Facility (WTF) filter media replacement and underdrain repair (1st filter unit);
- Replaced pneumatic chemical feed pumps with electric pumps to save energy;
- Replaced all high pressure sodium and fluorescent lighting with LED at the WTF;
- Installation of two hydrants at Chapman Road Pump station to allow bypass;
- Distribution system flushing;
- Additional groundwater monitoring due to drought, and
- Continued Cyanobacteria & PFAS monitoring programs.

Background

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

The focus areas are:

Water meters
Water distribution
Water treatment

Water system engineering
Water maintenance
Water testing

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 2021/2022 OBJECTIVES:		STATUTE	CMP	CC Goals
Complete the installation of the Drummer Hill Water Pump Station		SDWA	Infrastructure	6
Complete Woodward Dam Reconstruction		SDWA	Infrastructure	6
Complete Chapman Road tank rehabilitation		SDWA	Infrastructure	6
Water Filter Media and Underdrain Repair (2nd unit)		SDWA	Infrastructure	6
METRICS:		FY20	FY21	FY22
Million gallons of water treated to meet drinking water standards		720	692	712
Number of water main breaks/service leaks/repairs		22	20	65
Number of fire hydrants exercised		815	545	550
Number of water meters changed (out of 9,200 total)		442	220	500
Percent of non-metered water		16.00%	17	15
Number of water quality/discolored water complaints		19	18	15

Water Fund Operating Revenues and Expenditures

FY 2021 - 2022 Proposed Budget

	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	ESTIMATE FY 20/21	DEPT REQ FY 21/22	CITY MGR FY 21/22	PROJECTED FY 22/23	PROJECTED FY 23/24
REVENUES								
Taxes		34,500						
Intergovernmental		34,500						
Charges for Services	4,075,327	4,055,576	4,467,823	4,059,965	4,061,840	4,061,840	4,305,550	4,520,828
Miscellaneous	132,717	126,051	10,000	10,359	1,000	1,000	1,000	1,000
Use of (Addition to) Surplus			(370,175)		91,017	91,017	(43,234)	(151,720)
TOTAL REVENUES	\$4,208,044	\$4,216,127	\$4,107,648	\$4,070,324	\$4,153,857	\$4,153,857	\$4,263,316	\$4,370,108
EXPENDITURES								
Public Works Water	\$828,011	\$842,972	\$895,916	\$864,208	\$916,128	\$916,128	\$934,451	\$953,140
Water Main & Trench Repairs	234,398	222,834	239,476	247,124	237,704	237,704	242,458	247,307
Water Supply	180,253	184,232	207,417	149,309	178,214	178,214	181,778	185,414
Hydrants	131,652	128,328	138,148	138,470	139,640	139,640	142,433	145,281
Meters	401,042	434,485	466,500	514,248	475,381	475,381	484,889	494,586
Water Services	53,354	47,309	51,100	42,562	51,688	51,688	52,722	53,776
Water Treatment Facility	569,783	631,503	710,168	625,372	714,344	714,344	728,631	743,203
Laboratory	215,215	190,817	213,721	198,456	227,627	227,627	232,180	236,823
Maintenance	185,112	163,298	156,215	159,634	160,616	160,616	163,828	167,105
Depreciation Expense	934,271	930,619	963,100	963,100	998,100	998,100	1,000,000	1,000,000
Debt Service	41,233	35,239	65,887	65,890	54,415	54,415	99,948	143,473
Capital Project Transfer				118,576				
Loss on Sale of Fixed Assets	9,328							
TOTAL EXPENDITURES	\$3,783,651	\$3,811,636	\$4,107,648	\$4,086,949	\$4,153,857	\$4,153,857	\$4,263,317	\$4,370,109
NET REVENUE (EXPENDITURES)	\$424,394	\$404,491	\$0	(\$16,625)	\$0	\$0	\$0	\$0
Reconciliation of Operating Income (Loss) to Net Cash								
Operating Income (Loss)					\$0	\$0	\$0	\$0
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:								
Depreciation					998,100	998,100	1,000,000	1,000,000
Debt Service Principal Payments					(310,859)	(310,859)	(234,929)	(390,933)
Transfer to Capital Reserves					(1,025,000)	(1,025,000)	(825,000)	(825,000)
CIP Projects Funded with Current Revenue					(98,900)	(98,900)	(339,500)	(104,800)
Net Cash Provided by (Used for) Operating Activities					(\$436,659)	(\$436,659)	(\$399,429)	(\$320,733)

Water Fund

FY 2022 Capital Improvement Program Summary Excerpt From 2021 - 2027 Capital Improvement Program

2021-2027 CIP

PAGE #	PROJECT NAME	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	TOTAL
173	CR Appropriation: Water Infrastructure	\$ 925,000	\$ 725,000	\$ 725,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,625,000
174	CR Appropriation: Water Treatment Facility	100,000	100,000	100,000	100,000	100,000	100,000	600,000
180	1.5 MG Storage Tank Repairs	343,667	-	-	-	-	-	343,667
181	3 MG Storage Tank Repairs	62,500	2,227,000	-	-	-	-	2,289,500
178	Black Brook Storage Tank Repairs	35,000	-	-	-	-	-	35,000
179	Chapman Water Tank Repairs	54,449	-	-	-	-	-	54,449
190	Emergency Generators	-	-	250,793	-	-	-	250,793
182/183	Water Distribution Improvements	453,246	1,237,000	115,942	999,755	1,187,246	197,223	4,190,412
192	Water Infrastructure Lower Winchester Street	-	-	-	300,000	-	-	300,000
184	Water Main Cleaning and Lining	-	237,700	-	596,200	443,700	457,000	1,734,600
185	Water Utility Work - Bridges	-	-	69,700	-	-	-	69,700
186	Water Valve Replacement	98,900	101,800	104,800	108,000	127,300	147,700	688,500
188	Well Field Upgrades	-	408,590	-	1,233,000	-	-	1,641,590
189	WTF Filter Media Replacement	203,126	-	215,496	-	-	-	418,622
191	WTF Instrumentation Upgrade	-	-	-	39,000	-	-	39,000
187	WTF Pavement Replacement	-	71,900	-	-	-	-	71,900
TOTAL CAPITAL PROGRAM		\$ 2,275,888	\$ 5,108,990	\$ 1,581,731	\$ 4,125,955	\$ 2,608,246	\$ 1,651,923	\$ 17,352,733

CAPITAL RESERVE APPROPRIATIONS

173	Capital Reserve: Water Infrastructure	\$ 925,000	\$ 725,000	\$ 725,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,625,000
174	Capital Reserve: Water Treatment Facility	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Total: Capital Reserve Appropriations		\$ 1,025,000	\$ 825,000	\$ 825,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 5,225,000

PROJECT FUNDING DETAIL

CAPITAL RESERVE								
180	1.5 MG Storage Tank Repairs	\$ 343,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 343,667
181	3 MG Storage Tank Repairs	62,500	-	-	-	-	-	62,500
178	Black Brook Storage Tank Repairs	35,000	-	-	-	-	-	35,000
179	Chapman Water Tank Repairs	54,449	-	-	-	-	-	54,449
190	Emergency Generators	-	-	250,793	-	-	-	250,793
182/183	Water Distribution Improvements	416,946	-	115,942	999,755	1,187,246	197,223	2,917,112
192	Water Infrastructure Lower Winchester Street	-	-	-	300,000	-	-	300,000
185	Water Utility Work - Bridges	-	-	69,700	-	-	-	69,700
188	Well Field Upgrades	-	408,590	-	-	-	-	408,590
189	WTF Filter Media Replacement	203,126	-	215,496	-	-	-	418,622
191	WTF Instrumentation Upgrade	-	-	-	39,000	-	-	39,000
187	WTF Pavement Replacement	-	71,900	-	-	-	-	71,900
Total: Projects Funded with Capital Reserves		\$ 1,115,688	\$ 480,490	\$ 651,931	\$ 1,338,755	\$ 1,187,246	\$ 197,223	\$ 4,971,333
CURRENT REVENUE								
184	Water Main Cleaning and Lining	-	237,700	-	296,200	443,700	457,000	1,434,600
186	Water Valve Replacement	98,900	101,800	104,800	108,000	127,300	147,700	688,500
Total: Projects Funded with Current Revenues		\$ 98,900	\$ 339,500	\$ 104,800	\$ 404,200	\$ 571,000	\$ 604,700	\$ 2,123,100
DEBT								
181	3 MG Storage Tank Repairs	\$ -	\$ 2,227,000	\$ -	\$ -	\$ -	\$ -	\$ 2,227,000
182/183	Water Distribution Improvements	-	1,237,000	-	-	-	-	1,237,000
188	Well Field Upgrades	-	-	-	1,233,000	-	-	1,233,000
Total: Projects Funded with Debt		\$ -	\$ 3,464,000	\$ -	\$ 1,233,000	\$ -	\$ -	\$ 4,697,000
GRANT/OTHER								
182/183	Water Distribution Improvements (Project Balance 05101-21)	\$ 36,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,300
184	Water Main Cleaning and Lining (Use of Surplus)	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
Total: Projects Funded with Grant/Other Sources		\$ 36,300	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
TOTAL CAPITAL PROGRAM		\$ 2,275,888	\$ 5,108,990	\$ 1,581,731	\$ 4,125,955	\$ 2,608,246	\$ 1,651,923	\$ 17,316,433

New Cash Requirement FY 22-27: Reconciliation

Uses of Cash	\$ 1,123,900	\$ 1,164,500	\$ 929,800	\$ 1,254,200	\$ 1,421,000	\$ 1,454,700	\$ 7,348,100
(Capital Reserve Appropriations plus Projects Funded with Current Revenues)							
Use of Retained Earnings/Project Balance	36,300	-	-	300,000	-	-	336,300
New Funds Needed	\$ 1,160,200	\$ 1,164,500	\$ 929,800	\$ 1,554,200	\$ 1,421,000	\$ 1,454,700	\$ 7,684,400

Note: Projects colored orange have changed from the printed 2021-2027 CIP book.

Water Fund

FY 2021 - 2022 Statement of Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2021/2022</u>	<u>INTEREST 2021/2022</u>	<u>PRINCIPAL BALANCE 06/30/22</u>
Babbidge Reservoir Dam Repairs	9/15/2016	9/15/1936	avg 1.85%	850,000	45,000	22,900	625,000
Woodward Pond Dam	9/15/2020	9/15/2035	1.65%	1,727,000	117,000	27,529	1,610,000
				\$ 2,577,000	\$ 162,000	\$ 50,429	\$ 2,235,000
ARRA loan through NH-DES - FY 10 Infrastructure	9/1/2012	9/1/2021	1.94%	666,379	75,183	1,459	0
ARRA loan through NH-DES - FY 09 Infrastructure	8/30/2013	11/1/2022	1.70%	655,395	73,676	2,527	74,929

Authorized, Unissued

N/A

Total Authorized, Unissued

\$ -

Anticipated, FY21/22

N/A

\$ -

Total Anticipated Bond Issue - New

\$ -

CALCULATION OF WATER FUND DEBT LIMIT AND BORROWING CAPACITY

Debt Limit on 07/01/21 computed at 10% of 2020 equalized assessed value at \$1,849,704,064 per RSA 33:4-a	\$ 184,970,406
LESS: outstanding principal balance @ 07/01/21	(2,620,789)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	N/A
WATER FUND BORROWING CAPACITY FOR FY21/22	\$ 182,349,618

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

WATER FUND

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
43114 - FEDERAL AID (UTILITIES)	0	20,000	0	0	0	0
43214 - STATE AID (UTILITIES)	0	14,500	0	0	0	0
43000 - INTERGOVERNMENTAL	0	34,500	0	0	0	0
44101 - WATER SALES	3,825,710	3,806,254	4,215,828	3,794,245	3,806,000	3,806,000
44102 - WATER SERVICES	8,573	5,664	11,330	10,600	13,000	13,000
44103 - FIRE PROTECTION	159,783	162,817	160,165	162,000	162,000	162,000
44104 - HYDRANT RENTAL	81,262	80,841	80,500	80,840	80,840	80,840
44109 - DIRECT REIMBURSEMENT	0	0	0	12,280	0	0
44000 - CHARGES FOR SERVICES	4,075,327	4,055,576	4,467,823	4,059,965	4,061,840	4,061,840
46101 - INTEREST EARNINGS	110,591	107,487	10,000	10,359	1,000	1,000
46103 - INTEREST: A/R	389	(279)	0	0	0	0
46000 - MISCELLANEOUS	110,980	107,209	10,000	10,359	1,000	1,000
47001 - USE (ADDITION) TO SURPLUS	0	0	(370,175)	0	91,017	91,017
47005 - GAIN/LOSS ON INVESTMENTS	(76)	1,083	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	37,187	17,731	0	0	0	0
47290 - INTRAFUND APPROPRIATION	(15,402)	0	0	0	0	0
47000 - OTHER FINANCING SOURCES	21,709	18,814	(370,175)	0	91,017	91,017
48104 - AMORT OF REFI PREMIUM	28	28	0	0	0	0
48000 - PROCEEDS LONG TRM FINANCE	28	28	0	0	0	0
TOTAL	4,208,044	4,216,127	4,107,648	4,070,324	4,153,857	4,153,857

Water Fund

FY 2021 - 2022 Supplemental Requests

Cost Center	Account	Notes	requested amount	amount included in CM recommendation
Admin	05000 61000	Summer intern; sampling and water quality monitoring	\$ 1,909	\$ 1,909
Main/Trench Repairs	05001 62331	Restoring pavement damage by breaks & leaks	\$ 5,000	\$ 5,000
TOTAL Water Fund			\$ 6,909	\$ 6,909

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

WATER FUND

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
61303 - SUPERVISORY PERSONNEL	124,579	113,437	182,732	144,315	189,703	0	189,703	189,703
61304 - GENERAL PERSONNEL	513,295	532,131	541,732	495,197	546,511	0	546,511	546,511
61305 - ADMINISTRATIVE PERSONNEL	5,084	5,545	5,855	5,855	6,240	0	6,240	6,240
61307 - PART TIME EMPLOYEES	1,719	1,381	0	0	0	0	0	0
61401 - TEMPORARY PERSONNEL	0	0	0	0	0	1,750	1,750	1,750
61501 - REGULAR OVERTIME	29,915	40,164	35,864	35,751	39,633	0	39,633	39,633
61508 - SUPERVISORY OVERTIME	815	779	1,850	468	0	0	0	0
61602 - STAND-BY PAY	24,588	25,502	23,748	23,422	23,422	0	23,422	23,422
61609 - STIPEND	2,320	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	222,612	272,905	297,929	266,796	271,534	0	271,534	271,534
61702 - DENTAL INSURANCE	12,137	15,039	17,796	48,484	17,057	0	17,057	17,057
61703 - RETIREMENT CONTRIBUTIONS	78,751	80,145	87,458	76,963	123,034	0	123,034	123,034
61704 - SOCIAL SECURITY	52,632	53,788	56,718	51,899	62,054	133	62,187	62,187
61705 - WORKERS COMPENSATION	13,091	14,072	12,699	13,067	14,687	26	14,713	14,713
61715 - RETIREMENT BENEFITS	9,797	6,633	0	0	0	0	0	0
61901 - RECRUITMENT	330	66	0	700	0	0	0	0
61000 - PERSONNEL SERVICES	1,091,664	1,161,586	1,264,381	1,162,916	1,293,876	1,909	1,295,785	1,295,785
62102 - PROFESSIONAL SERVICES	9,811	1,575	3,000	2,625	3,000	0	3,000	3,000
62103 - TECHNICAL SERVICES	1,438	7,193	14,590	9,269	14,590	0	14,590	14,590
62120 - LABORATORY SERVICES	20,564	20,534	25,484	22,508	25,500	0	25,500	25,500
62121 - MONITORING/INSPECTIONS	21,152	39,745	34,800	28,142	34,300	0	34,300	34,300
62176 - CITY ADMIN CHARGE	467,094	485,804	482,005	482,005	488,380	0	488,380	488,380
62205 - PC REPLACEMENT CHARGE	2,776	3,276	3,434	3,434	3,947	0	3,947	3,947
62206 - PW FLEET CHARGE	193,577	204,635	213,159	186,281	195,304	0	195,304	195,304
62208 - TAXES	78,262	80,097	90,418	79,666	81,260	0	81,260	81,260
62305 - COPIER MAINTENANCE	318	257	1,234	236	500	0	500	500
62306 - SOFTWARE MAINTENANCE	16,314	20,369	17,862	21,040	26,568	0	26,568	26,568
62310 - SAFETY PROGRAM MAINT.	7,439	5,000	3,200	39,342	3,200	0	3,200	3,200
62311 - EQUIPMENT MAINTENANCE	106,635	96,896	102,690	93,620	87,827	0	87,827	87,827
62314 - SYSTEMS MAINTENANCE	0	0	4,990	2,950	4,990	0	4,990	4,990
62316 - ESCO MAINTENANCE	5,875	5,999	8,274	8,274	0	0	0	0
62317 - EQUIPMENT REPAIR	0	0	0	0	19,000	0	19,000	19,000
62318 - BUILDING REPAIR	0	126	0	0	3,500	0	3,500	3,500
62331 - ROAD AND STREET MAINT.	2,524	10,736	10,000	22,845	10,000	5,000	15,000	15,000
62340 - GROUNDS MAINTENANCE	4,995	0	0	0	0	0	0	0
62350 - BUILDING MAINTENANCE	32,014	13,050	11,224	10,794	7,784	0	7,784	7,784
62375 - PERMITS	510	450	150	3,150	150	0	150	150
62430 - TRAVEL	408	271	468	166	200	0	200	200
62435 - TRAINING	9,791	5,828	8,077	1,873	7,077	0	7,077	7,077
62436 - MEETINGS & DUES	3,777	4,294	3,313	300	3,200	0	3,200	3,200
62438 - LICENSES & CERTIFICATIONS	140	1,025	300	300	1,300	0	1,300	1,300
62447 - PUBLIC AWARENESS	7,886	5,598	6,630	6,400	6,630	0	6,630	6,630
62448 - HAULING AND DISPOSAL	0	1,134	200	0	200	0	200	200
62501 - WATER	280	351	580	320	400	0	400	400

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Department Summary by Account**

Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
62502 - SEWER	139,554	106,847	159,850	123,307	158,005	0	158,005	158,005
62503 - ELECTRICITY	124,320	121,126	121,524	117,008	121,524	0	121,524	121,524
62504 - HEATING FUEL	14,150	9,048	11,458	12,489	12,169	0	12,169	12,169
62510 - COMMUNICATIONS/PHONE	8,150	7,078	7,225	7,460	8,200	0	8,200	8,200
62512 - INDUSTRIAL PRE-TREATMENT	170	200	360	360	360	0	360	360
62602 - OFFICE SPACE RENTAL	71,867	74,202	72,880	72,880	74,265	0	74,265	74,265
62604 - EQUIPMENT RENTAL	144	1,223	1,000	3,200	1,000	0	1,000	1,000
62701 - OFFICE SUPPLIES	1,725	1,634	1,625	1,075	1,175	0	1,175	1,175
62710 - POSTAGE	30	0	0	15	0	0	0	0
62733 - TOOLS	4,831	6,699	3,900	5,050	3,900	0	3,900	3,900
62734 - MINOR EQUIPMENT	9,623	0	4,700	4,500	8,126	0	8,126	8,126
62735 - BUILDING MAINT. SUPPLIES	608	1,087	994	310	994	0	994	994
62736 - GROUNDS MAINT SUPPLIES	621	396	500	297	500	0	500	500
62737 - JANITORIAL SUPPLIES	79	79	100	80	100	0	100	100
62755 - UNIFORMS	3,691	4,666	4,000	3,701	4,350	0	4,350	4,350
62760 - OPERATING SUPPLIES	219,644	196,488	248,267	295,891	248,267	0	248,267	248,267
62762 - LICENSES & PERMITS	5,352	4,789	5,200	4,850	4,200	0	4,200	4,200
62764 - CHEMICALS	109,013	97,127	124,615	98,455	124,615	0	124,615	124,615
63409 - EQUIPMENT ACQUISITION	0	37,262	0	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	29,404	25,977	59,240	59,240	50,429	0	50,429	50,429
65202 - INTEREST ON NOTES PAYABLE	11,829	9,262	6,647	6,650	3,986	0	3,986	3,986
66104 - LOSS ON FIXED ASSETS	9,328	0	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	95,528	95,528	107,000	107,000	112,000	0	112,000	112,000
66202 - DEPRECIATION - OTHER IMPR	639,133	637,209	663,000	663,000	681,000	0	681,000	681,000
66203 - DEPRECIATION - MACH/EQUIP	199,610	197,882	193,100	193,100	205,100	0	205,100	205,100
68011 - CAPITAL PROJECT TRANSFER	0	0	0	118,576	0	0	0	0
62000 - OPERATING EXPENDITURES	2,691,986	2,650,049	2,843,267	2,924,034	2,853,071	5,000	2,858,071	2,858,071
TOTAL	3,783,650	3,811,635	4,107,648	4,086,949	4,146,948	6,909	4,153,857	4,153,857

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

WATER FUND

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
05000 - WATER ADMINISTRATION	61303 - SUPERVISORY PERSONNEL	29,677	5,442	39,272	4,800	41,969	0	41,969	41,969
	61304 - GENERAL PERSONNEL	63,130	78,045	86,902	79,800	91,752	0	91,752	91,752
	61305 - ADMINISTRATIVE PERSONNEL	5,084	5,545	5,855	5,855	6,240	0	6,240	6,240
	61401 - TEMPORARY PERSONNEL	0	0	0	0	0	1,750	1,750	1,750
	61501 - REGULAR OVERTIME	363	169	0	20	0	0	0	0
	61602 - STAND-BY PAY	6,650	7,245	6,388	6,388	6,388	0	6,388	6,388
	61609 - STIPEND	2,320	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	27,141	37,249	44,007	34,700	43,607	0	43,607	43,607
	61702 - DENTAL INSURANCE	1,487	2,048	2,604	2,200	2,642	0	2,642	2,642
	61703 - RETIREMENT CONTRIBUTIONS	11,251	10,774	15,461	11,200	20,577	0	20,577	20,577
	61704 - SOCIAL SECURITY	8,127	7,308	10,589	7,500	11,735	133	11,868	11,868
	61705 - WORKERS COMPENSATION	2,487	2,922	3,158	2,780	3,574	26	3,600	3,600
	61715 - RETIREMENT BENEFITS	9,797	6,633	0	0	0	0	0	0
	61901 - RECRUITMENT	330	42	0	700	0	0	0	0
	61000 - PERSONNEL SERVICES	167,845	163,422	214,237	155,943	228,483	1,909	230,392	230,392
	62103 - TECHNICAL SERVICES	0	0	3,500	3,400	3,500	0	3,500	3,500
	62120 - LABORATORY SERVICES	145	377	384	380	400	0	400	400
	62176 - CITY ADMIN CHARGE	467,094	485,804	482,005	482,005	488,380	0	488,380	488,380
	62205 - PC REPLACEMENT CHARGE	646	821	569	569	611	0	611	611
	62206 - PW FLEET CHARGE	0	0	0	0	4,052	0	4,052	4,052
	62208 - TAXES	78,262	80,097	90,418	79,666	81,260	0	81,260	81,260
	62306 - SOFTWARE MAINTENANCE	3,064	7,183	3,825	4,828	9,164	0	9,164	9,164
	62310 - SAFETY PROGRAM MAINT.	6,719	3,579	1,500	38,000	1,500	0	1,500	1,500
	62316 - ESCO MAINTENANCE	2,938	3,000	4,137	4,137	0	0	0	0
	62340 - GROUNDS MAINTENANCE	4,995	0	0	0	0	0	0	0
	62375 - PERMITS	0	0	0	3,000	0	0	0	0
	62430 - TRAVEL	408	205	393	0	0	0	0	0
	62435 - TRAINING	2,166	1,543	3,000	0	3,000	0	3,000	3,000
	62436 - MEETINGS & DUES	3,592	4,144	3,213	300	3,200	0	3,200	3,200
	62438 - LICENSES & CERTIFICATIONS	140	325	100	300	300	0	300	300
	62447 - PUBLIC AWARENESS	7,886	5,598	6,630	6,400	6,630	0	6,630	6,630
	62510 - COMMUNICATIONS/PHONE	2,706	2,449	2,800	2,500	2,800	0	2,800	2,800
	62602 - OFFICE SPACE RENTAL	71,867	74,202	72,880	72,880	74,265	0	74,265	74,265
62604 - EQUIPMENT RENTAL	144	1,156	1,000	3,200	1,000	0	1,000	1,000	
62701 - OFFICE SUPPLIES	1,227	881	875	800	875	0	875	875	
62733 - TOOLS	3,394	5,499	2,300	3,500	2,300	0	2,300	2,300	
62755 - UNIFORMS	1,972	2,403	2,150	2,400	2,500	0	2,500	2,500	
62760 - OPERATING SUPPLIES	800	283	0	0	0	0	0	0	
65102 - INTEREST ON BONDED DEBT	29,404	25,977	59,240	59,240	50,429	0	50,429	50,429	
65202 - INTEREST ON NOTES PAYABLE	11,829	9,262	6,647	6,650	3,986	0	3,986	3,986	
66104 - LOSS ON FIXED ASSETS	9,328	0	0	0	0	0	0	0	
66201 - DEPRECIATION - BUILDINGS	5,960	5,960	27,000	27,000	27,000	0	27,000	27,000	
66202 - DEPRECIATION - OTHER IMPR	639,133	636,726	655,500	655,500	680,500	0	680,500	680,500	
66203 - DEPRECIATION - MACH/EQUIP	74,310	70,654	81,000	81,000	83,200	0	83,200	83,200	
68011 - CAPITAL PROJECT TRANSFER	0	0	0	118,576	0	0	0	0	
62000 - OPERATING EXPENDITURES	1,430,130	1,428,129	1,511,066	1,656,231	1,530,851	0	1,530,851	1,530,851	
05000 - WATER ADMINISTRATION	1,597,975	1,591,551	1,725,303	1,812,174	1,759,334	1,909	1,761,243	1,761,243	
05001 - WATER MAIN/TRENCH REPAIRS	61304 - GENERAL PERSONNEL	74,179	70,403	70,361	58,760	69,465	0	69,465	69,465
	61501 - REGULAR OVERTIME	8,505	19,340	12,276	14,857	14,276	0	14,276	14,276
	61701 - HEALTH INSURANCE	25,696	31,259	34,946	33,900	26,754	0	26,754	26,754
	61702 - DENTAL INSURANCE	1,271	1,974	2,210	1,773	1,836	0	1,836	1,836

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
05001 - WATER MAIN/TRENCH REPAIRS	61703 - RETIREMENT CONTRIBUTIONS	9,403	9,998	9,231	9,900	11,774	0	11,774	11,774
	61704 - SOCIAL SECURITY	6,026	6,499	6,322	5,484	6,406	0	6,406	6,406
	61705 - WORKERS COMPENSATION	1,967	2,231	1,439	2,492	1,486	0	1,486	1,486
	61000 - PERSONNEL SERVICES	127,046	141,703	136,783	127,166	131,998	0	131,998	131,998
	62206 - PW FLEET CHARGE	47,416	50,509	51,693	51,693	49,706	0	49,706	49,706
	62331 - ROAD AND STREET MAINT.	2,524	9,847	10,000	22,845	10,000	5,000	15,000	15,000
	62760 - OPERATING SUPPLIES	57,411	20,775	41,000	45,420	41,000	0	41,000	41,000
	62000 - OPERATING EXPENDITURES	107,351	81,131	102,693	119,958	100,706	5,000	105,706	105,706
05001 - WATER MAIN/TRENCH REPAIRS	234,398	222,834	239,476	247,124	232,704	5,000	237,704	237,704	
05002 - WATER SUPPLY	61304 - GENERAL PERSONNEL	4,620	11,630	20,599	7,939	20,366	0	20,366	20,366
	61307 - PART TIME EMPLOYEES	1,719	1,381	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	1,099	1,093	1,070	1,646	1,570	0	1,570	1,570
	61701 - HEALTH INSURANCE	7,559	9,039	10,133	7,854	7,865	0	7,865	7,865
	61702 - DENTAL INSURANCE	381	576	643	488	538	0	538	538
	61703 - RETIREMENT CONTRIBUTIONS	650	1,426	2,420	1,051	2,863	0	2,863	2,863
	61704 - SOCIAL SECURITY	559	1,062	1,658	707	1,571	0	1,571	1,571
	61705 - WORKERS COMPENSATION	118	286	414	159	429	0	429	429
	61000 - PERSONNEL SERVICES	16,705	26,493	36,938	19,844	35,204	0	35,204	35,204
	62102 - PROFESSIONAL SERVICES	1,125	0	3,000	2,500	3,000	0	3,000	3,000
	62121 - MONITORING/INSPECTIONS	580	290	4,800	619	4,300	0	4,300	4,300
	62206 - PW FLEET CHARGE	24,739	27,751	26,969	0	0	0	0	0
	62311 - EQUIPMENT MAINTENANCE	(606)	0	0	0	0	0	0	0
	62314 - SYSTEMS MAINTENANCE	0	0	4,990	2,950	4,990	0	4,990	4,990
	62331 - ROAD AND STREET MAINT.	0	889	0	0	0	0	0	0
	62375 - PERMITS	0	300	0	0	0	0	0	0
	62503 - ELECTRICITY	102,541	95,848	99,240	93,771	99,240	0	99,240	99,240
	62504 - HEATING FUEL	3,819	2,608	2,870	3,190	2,870	0	2,870	2,870
	62760 - OPERATING SUPPLIES	3,570	8,449	7,210	6,934	7,210	0	7,210	7,210
	62762 - LICENSES & PERMITS	3,300	3,000	3,000	3,000	3,000	0	3,000	3,000
	62764 - CHEMICALS	24,479	18,603	18,400	16,501	18,400	0	18,400	18,400
	62000 - OPERATING EXPENDITURES	163,547	157,739	170,479	129,465	143,010	0	143,010	143,010
	05002 - WATER SUPPLY	180,253	184,232	207,417	149,309	178,214	0	178,214	178,214
05003 - WATER HYDRANTS	61304 - GENERAL PERSONNEL	42,997	40,854	41,960	43,850	41,416	0	41,416	41,416
	61501 - REGULAR OVERTIME	2,062	1,115	4,228	2,200	4,200	0	4,200	4,200
	61701 - HEALTH INSURANCE	15,568	18,422	20,345	16,559	15,518	0	15,518	15,518
	61702 - DENTAL INSURANCE	778	1,174	1,291	1,135	1,067	0	1,067	1,067
	61703 - RETIREMENT CONTRIBUTIONS	5,128	4,699	5,159	4,952	6,414	0	6,414	6,414
	61704 - SOCIAL SECURITY	3,308	3,083	353	3,430	3,490	0	3,490	3,490
	61705 - WORKERS COMPENSATION	1,146	1,002	860	895	888	0	888	888
	61000 - PERSONNEL SERVICES	70,986	70,349	74,196	73,021	72,993	0	72,993	72,993
	62206 - PW FLEET CHARGE	30,923	32,939	33,712	33,712	36,407	0	36,407	36,407
	62760 - OPERATING SUPPLIES	29,743	25,040	30,240	31,737	30,240	0	30,240	30,240
62000 - OPERATING EXPENDITURES	60,666	57,979	63,952	65,449	66,647	0	66,647	66,647	
05003 - WATER HYDRANTS	131,652	128,328	138,148	138,470	139,640	0	139,640	139,640	
05004 - WATER METERS	61304 - GENERAL PERSONNEL	147,779	151,789	157,820	157,820	160,975	0	160,975	160,975
	61501 - REGULAR OVERTIME	3,129	3,567	3,806	3,900	3,800	0	3,800	3,800
	61701 - HEALTH INSURANCE	68,845	73,919	76,488	76,500	74,506	0	74,506	74,506
	61702 - DENTAL INSURANCE	4,055	4,244	4,524	4,462	4,524	0	4,524	4,524
	61703 - RETIREMENT CONTRIBUTIONS	17,167	17,353	18,054	17,330	23,167	0	23,167	23,167
	61704 - SOCIAL SECURITY	11,396	11,680	12,364	12,364	12,605	0	12,605	12,605
	61705 - WORKERS COMPENSATION	2,281	2,358	2,069	2,069	2,587	0	2,587	2,587
	61000 - PERSONNEL SERVICES	254,653	264,909	275,124	274,445	282,164	0	282,164	282,164
62120 - LABORATORY SERVICES	172	344	0	172	0	0	0	0	

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
05004 - WATER METERS	62121 - MONITORING/INSPECTIONS	0	0	0	23	0	0	0	0
	62206 - PW FLEET CHARGE	31,508	31,928	33,124	33,124	34,250	0	34,250	34,250
	62306 - SOFTWARE MAINTENANCE	2,006	2,269	2,385	3,084	3,100	0	3,100	3,100
	62733 - TOOLS	534	301	450	400	450	0	450	450
	62760 - OPERATING SUPPLIES	112,169	134,733	155,417	203,000	155,417	0	155,417	155,417
	62000 - OPERATING EXPENDITURES	146,389	169,575	191,376	239,803	193,217	0	193,217	193,217
05004 - WATER METERS	401,042	434,485	466,500	514,248	475,381	0	475,381	475,381	
05005 - WATER SERVICES	61304 - GENERAL PERSONNEL	14,859	12,212	11,507	11,218	11,277	0	11,277	11,277
	61501 - REGULAR OVERTIME	3,807	3,797	2,171	1,150	2,200	0	2,200	2,200
	61701 - HEALTH INSURANCE	4,267	5,436	5,993	4,665	4,282	0	4,282	4,282
	61702 - DENTAL INSURANCE	192	330	373	287	298	0	298	298
	61703 - RETIREMENT CONTRIBUTIONS	2,122	1,792	1,528	1,381	1,895	0	1,895	1,895
	61704 - SOCIAL SECURITY	1,377	1,194	1,046	923	1,031	0	1,031	1,031
	61705 - WORKERS COMPENSATION	419	342	255	211	259	0	259	259
	61000 - PERSONNEL SERVICES	27,043	25,103	22,873	19,835	21,243	0	21,243	21,243
	62206 - PW FLEET CHARGE	18,554	19,764	20,227	20,227	22,445	0	22,445	22,445
	62760 - OPERATING SUPPLIES	7,757	2,442	8,000	2,500	8,000	0	8,000	8,000
	62000 - OPERATING EXPENDITURES	26,311	22,206	28,227	22,727	30,445	0	30,445	30,445
05005 - WATER SERVICES	53,354	47,309	51,100	42,562	51,688	0	51,688	51,688	
05006 - WATER TREATMENT FACILITY	61303 - SUPERVISORY PERSONNEL	32,631	84,553	84,208	79,924	86,319	0	86,319	86,319
	61304 - GENERAL PERSONNEL	75,249	67,912	76,622	59,548	73,779	0	73,779	73,779
	61501 - REGULAR OVERTIME	7,480	7,410	9,640	7,801	9,640	0	9,640	9,640
	61602 - STAND-BY PAY	12,758	12,768	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	31,115	51,821	55,377	45,547	49,846	0	49,846	49,846
	61702 - DENTAL INSURANCE	1,475	2,047	3,120	35,260	3,120	0	3,120	3,120
	61703 - RETIREMENT CONTRIBUTIONS	14,574	19,284	20,468	17,649	25,661	0	25,661	25,661
	61704 - SOCIAL SECURITY	9,665	13,060	14,018	11,876	13,962	0	13,962	13,962
	61705 - WORKERS COMPENSATION	1,889	2,571	2,346	2,022	2,865	0	2,865	2,865
	61901 - RECRUITMENT	0	24	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	186,836	261,450	278,574	272,402	277,969	0	277,969	277,969
	62102 - PROFESSIONAL SERVICES	8,686	1,575	0	125	0	0	0	0
	62103 - TECHNICAL SERVICES	1,438	7,193	11,090	5,869	11,090	0	11,090	11,090
	62120 - LABORATORY SERVICES	119	340	100	679	100	0	100	100
	62205 - PC REPLACEMENT CHARGE	1,287	1,365	1,600	1,600	1,757	0	1,757	1,757
	62206 - PW FLEET CHARGE	17,881	18,781	23,617	23,617	24,090	0	24,090	24,090
	62305 - COPIER MAINTENANCE	318	257	1,234	236	500	0	500	500
	62306 - SOFTWARE MAINTENANCE	7,734	8,204	8,991	9,555	10,289	0	10,289	10,289
	62310 - SAFETY PROGRAM MAINT.	720	1,421	1,700	1,342	1,700	0	1,700	1,700
	62311 - EQUIPMENT MAINTENANCE	66,255	57,958	67,368	51,309	58,505	0	58,505	58,505
	62316 - ESCO MAINTENANCE	2,938	3,000	4,137	4,137	0	0	0	0
	62317 - EQUIPMENT REPAIR	0	0	0	0	13,000	0	13,000	13,000
	62318 - BUILDING REPAIR	0	0	0	0	3,000	0	3,000	3,000
	62350 - BUILDING MAINTENANCE	5,380	9,374	9,784	9,294	6,784	0	6,784	6,784
	62375 - PERMITS	510	150	150	150	150	0	150	150
	62430 - TRAVEL	0	66	75	166	200	0	200	200
	62435 - TRAINING	1,152	2,494	1,577	1,303	1,577	0	1,577	1,577
	62438 - LICENSES & CERTIFICATIONS	0	600	100	0	900	0	900	900
	62501 - WATER	280	351	580	320	400	0	400	400
	62502 - SEWER	139,554	106,847	159,850	123,307	158,005	0	158,005	158,005
	62503 - ELECTRICITY	21,780	25,278	22,284	23,237	22,284	0	22,284	22,284
	62504 - HEATING FUEL	10,331	6,439	8,588	9,299	9,299	0	9,299	9,299
	62510 - COMMUNICATIONS/PHONE	4,903	4,075	3,500	4,541	4,500	0	4,500	4,500
62512 - INDUSTRIAL PRE-TREATMENT	170	200	360	360	360	0	360	360	

City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
05006 - WATER TREATMENT FACILITY	62701 - OFFICE SUPPLIES	163	448	450	0	0	0	0	0
	62710 - POSTAGE	30	0	0	15	0	0	0	0
	62733 - TOOLS	385	382	400	400	400	0	400	400
	62734 - MINOR EQUIPMENT	9,623	0	4,500	4,500	7,926	0	7,926	7,926
	62735 - BUILDING MAINT. SUPPLIES	608	407	494	310	494	0	494	494
	62736 - GROUNDS MAINT SUPPLIES	621	396	400	297	400	0	400	400
	62737 - JANITORIAL SUPPLIES	79	79	100	80	100	0	100	100
	62755 - UNIFORMS	1,719	2,262	1,850	1,301	1,850	0	1,850	1,850
	62760 - OPERATING SUPPLIES	0	1	0	0	0	0	0	0
	62764 - CHEMICALS	78,285	72,849	96,715	75,621	96,715	0	96,715	96,715
	63409 - EQUIPMENT ACQUISITION	0	37,262	0	0	0	0	0	0
	66201 - DEPRECIATION - BUILDINGS	89,568	89,568	80,000	80,000	85,000	0	85,000	85,000
	66202 - DEPRECIATION - OTHER IMPR	0	482	7,500	7,500	500	0	500	500
	66203 - DEPRECIATION - MACH/EQUIP	125,300	127,228	112,100	112,100	121,900	0	121,900	121,900
	62000 - OPERATING EXPENDITURES	597,815	587,331	631,194	552,570	643,775	0	643,775	643,775
05006 - WATER TREATMENT FACILITY	784,651	848,781	909,768	824,972	921,744	0	921,744	921,744	
05007 - LABORATORY - WATER	61303 - SUPERVISORY PERSONNEL	42,600	4,755	40,177	40,177	41,478	0	41,478	41,478
	61304 - GENERAL PERSONNEL	52,112	60,007	35,088	30,962	35,790	0	35,790	35,790
	61501 - REGULAR OVERTIME	860	622	300	730	500	0	500	500
	61701 - HEALTH INSURANCE	20,525	23,067	27,387	27,387	26,550	0	26,550	26,550
	61702 - DENTAL INSURANCE	1,168	1,309	1,620	1,620	1,620	0	1,620	1,620
	61703 - RETIREMENT CONTRIBUTIONS	10,874	7,304	8,441	8,441	20,934	0	20,934	20,934
	61704 - SOCIAL SECURITY	7,138	4,872	5,781	5,781	5,949	0	5,949	5,949
	61705 - WORKERS COMPENSATION	1,785	1,357	1,375	1,375	1,510	0	1,510	1,510
	61000 - PERSONNEL SERVICES	137,062	103,292	120,168	116,472	134,332	0	134,332	134,332
	62120 - LABORATORY SERVICES	20,128	19,473	25,000	21,277	25,000	0	25,000	25,000
	62121 - MONITORING/INSPECTIONS	20,572	39,455	30,000	27,500	30,000	0	30,000	30,000
	62205 - PC REPLACEMENT CHARGE	286	604	712	712	1,579	0	1,579	1,579
	62206 - PW FLEET CHARGE	3,938	3,991	4,141	4,141	4,266	0	4,266	4,266
	62306 - SOFTWARE MAINTENANCE	1,003	193	0	213	250	0	250	250
	62311 - EQUIPMENT MAINTENANCE	15,440	9,670	14,000	12,933	14,000	0	14,000	14,000
	62435 - TRAINING	(45)	373	1,000	450	500	0	500	500
	62438 - LICENSES & CERTIFICATIONS	0	100	100	0	100	0	100	100
	62448 - HAULING AND DISPOSAL	0	1,134	200	0	200	0	200	200
	62701 - OFFICE SUPPLIES	335	305	300	275	300	0	300	300
	62760 - OPERATING SUPPLIES	8,194	4,765	6,400	6,300	6,400	0	6,400	6,400
	62762 - LICENSES & PERMITS	2,052	1,789	2,200	1,850	1,200	0	1,200	1,200
	62764 - CHEMICALS	6,249	5,674	9,500	6,333	9,500	0	9,500	9,500
	62000 - OPERATING EXPENDITURES	78,152	87,525	93,553	81,984	93,295	0	93,295	93,295
05007 - LABORATORY - WATER	215,215	190,817	213,721	198,456	227,627	0	227,627	227,627	
05008 - WATER SYSTEM MAINTENANCE	61303 - SUPERVISORY PERSONNEL	19,671	18,687	19,074	19,414	19,937	0	19,937	19,937
	61304 - GENERAL PERSONNEL	38,370	39,280	40,874	45,300	41,690	0	41,690	41,690
	61501 - REGULAR OVERTIME	2,610	3,050	2,373	3,447	3,447	0	3,447	3,447
	61508 - SUPERVISORY OVERTIME	815	779	1,850	468	0	0	0	0
	61602 - STAND-BY PAY	5,180	5,489	4,585	4,259	4,259	0	4,259	4,259
	61701 - HEALTH INSURANCE	21,897	22,693	23,254	19,684	22,605	0	22,605	22,605
	61702 - DENTAL INSURANCE	1,327	1,337	1,412	1,259	1,412	0	1,412	1,412
	61703 - RETIREMENT CONTRIBUTIONS	7,582	7,516	6,696	5,059	9,748	0	9,748	9,748
	61704 - SOCIAL SECURITY	5,036	5,030	4,586	3,834	5,304	0	5,304	5,304
	61705 - WORKERS COMPENSATION	998	1,003	784	1,064	1,089	0	1,089	1,089
	61000 - PERSONNEL SERVICES	103,488	104,864	105,488	103,788	109,491	0	109,491	109,491
	62205 - PC REPLACEMENT CHARGE	557	486	553	553	0	0	0	0
	62206 - PW FLEET CHARGE	18,618	18,972	19,676	19,767	20,088	0	20,088	20,088

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
05008 - WATER SYSTEM MAINTENANCE	62306 - SOFTWARE MAINTENANCE	2,507	2,519	2,661	3,360	3,765	0	3,765	3,765
	62311 - EQUIPMENT MAINTENANCE	25,545	29,268	21,322	29,378	15,322	0	15,322	15,322
	62317 - EQUIPMENT REPAIR	0	0	0	0	6,000	0	6,000	6,000
	62318 - BUILDING REPAIR	0	126	0	0	500	0	500	500
	62350 - BUILDING MAINTENANCE	26,635	3,676	1,440	1,500	1,000	0	1,000	1,000
	62435 - TRAINING	6,518	1,419	2,500	120	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	185	150	100	0	0	0	0	0
	62510 - COMMUNICATIONS/PHONE	541	554	925	419	900	0	900	900
	62604 - EQUIPMENT RENTAL	0	67	0	0	0	0	0	0
	62733 - TOOLS	518	516	750	750	750	0	750	750
	62734 - MINOR EQUIPMENT	0	0	200	0	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	0	680	500	0	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	100	0	100	0	100	100
	62000 - OPERATING EXPENDITURES	81,624	58,434	50,727	55,847	51,125	0	51,125	51,125
05008 - WATER SYSTEM MAINTENANCE	185,112	163,298	156,215	159,634	160,616	0	160,616	160,616	
TOTAL	3,783,650	3,811,635	4,107,648	4,086,949	4,146,948	6,909	4,153,857	4,153,857	

This Page Left Blank Intentionally

Equipment (Fleet) Fund

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

DESCRIPTION	PAGE #
Overview; Services; Objectives; Metrics	232-234
Operating Revenues & Expenditures	235
Capital Improvement Program	236
Revenue Budget	237
Expenditure Budget Summary	238

CITY COUNCIL GOALS FOR THE 2021-2022 FISCAL YEAR (ADOPTED JANUARY 7, 2021)	
Goal 1	Manage municipal finances in a manner to minimize the burden to the property taxpayer.
Goal 2	Collaborate with federal and state authorities to support an effective pandemic response.
Goal 3	Support the diverse needs of all Keene residents.
Goal 4	To help stabilize and revitalize existing businesses along with the arts and other non-profit organizations and attract new ones.
Goal 5	Environmental – Advance Keene’s Sustainable Energy Plan.
Goal 6	Infrastructure – Continue to ensure that Keene’s municipal infrastructure supports the varied needs of Keene residents and businesses.
Goal 7	Public Engagement – Conduct effective, ongoing public communications and engagement with Keene residents and businesses and with other partners as we negotiate these challenging times.
Goal 8	Make quality housing as affordable and available as possible.

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 FY22, Fleet staff works closely with the Finance Department to evaluate the funding model, and with each Department to review scheduled replacements to ensure the replacement vehicle is suitable for the identified need.

In FY22, it is expected that average fuel prices (the combined average of unleaded gasoline and diesel fuel) will decrease slightly from FY21 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 \$2.54 (compared to \$2.82 per gallon in FY21) per gallon for fuel. The City does not pay Federal gas tax, reducing the price by approximately \$0.18 per gallon as compared with commercial stations. The Division will continue to track fuel prices and usage closely and will work with Fleet Division customers to manage changing conditions and increase fuel efficiency while reducing fuel expenses wherever possible. It should be noted, however, that the Fleet Services Division budget is vulnerable to unanticipated spikes in fuel costs due to worldwide economic conditions. While we use the best information at hand, because the fuel cost is the biggest line item in the operating budget, unanticipated increases in average fuel costs can have an outsized impact within the fiscal year.

Background

The Fleet Division is responsible for the procurement, maintenance, and repair of the City’s vehicle and equipment fleet which includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 159 vehicles/equipment of the 266 vehicles/equipment serviced by Fleet Services Division, that are part of the Fleet capital replacement program. 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 \$119 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 \$99 per hour rate, and area shops that service heavy-duty vehicles range in the \$145 per hour rate. The \$119 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 102,000 gallons per year (down about 2,000 gallons from the previous year likely due to lower travel costs associated with Covid-19).

The Fleet Operations Manager, in close consultation with the receiving Department, evaluates vehicle purchases. Changes to the replacement program continue to be made with the goal of reducing the cost of the vehicle replacement, increasing fuel efficiency, and increasing vehicle and equipment functionality. During the procurement process, the Fleet Services Division often bundles the equipment being replaced into the purchase package, which is more efficient than selling excess vehicles as surplus and results in better replacement pricing. Each vehicle in the City's fleet is tracked through a Computerized Fleet Analysis (CFA) software to track over a dozen metrics that allows each piece of equipment to be evaluated over a number of criteria and helps to target both areas of concern as well as exceptional performance. One area of focus in the next several years will be to evaluate the opportunities to incorporate electric vehicles into the City fleet. While in general most of the staff cars do not travel enough miles to justify the expense of an electric vehicle, the transition to larger trucks and equipment to electric warrants exploration and a possible demonstration project in the next few years. One aspect to consider when transitioning from petroleum fuels are the service requirements including outfitting service bays as well as having trained staff. In an upcoming Capital Improvements Project, the City will procure a municipal fleet operations consultant to evaluate the Fleet Services Division and make recommendations of what will be necessary to accommodate new technology and service requirements.

PRIMARY SERVICES & RESPONSIBILITIES:		Align w/CMP		
Provide regular maintenance, repair, fuel, and 24-hour emergency services for the City fleet.		Transportation		
Develop and prepare specifications for purchase of all vehicles and equipment in City fleet as outlined in the Capital Budget.		Transportation		
Consult with City Departments that have equipment scheduled to be replaced and evaluate the justification for replacement vehicles and equipment.		Transportation		
FISCAL YEAR 2021/2022 OBJECTIVES:		STATUTE	CMP	CC GOAL
Increase workload at a level of 81% scheduled, 19% unscheduled maintenance			Municipal Governance & Fin Stability	6
Provide appropriate training and tools for service technicians to maintain skills (note, FY 21 training placed on hold due to Covid-19)			Leadership	6
Complete 90% of preventative maintenance work orders on schedule			Infrastructure	6
Monitor fuel consumption, administer fuel billing, and promote conservation			Climate Change	5
Evaluate and procure "new" used vehicles when determined to be a better alternative than new			Leadership	6
METRICS:		FY20	FY21	FY22
Staff training hours (goal/actual)		150/150	150/0	150/150
% Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time		98%	99%	99%
% Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime		80%-20%	80%-20%	81%-19%
% Completion of preventative work orders on schedule (goal/actual)		90%/91%	90%/91%	90%

Equipment (Fleet) Fund Operating Revenues and Expenditures

Proposed FY 2021 - 2022 Budget

	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	ESTIMATE FY 20/21	DEPT REQ FY 21/22	CITY MGR FY 21/22	PROJECTED FY 22/23	PROJECTED FY 23/24
REVENUES								
Charges for Services	\$2,440,536	\$2,564,025	\$2,592,051	\$2,588,530	\$2,655,399	\$2,655,399	\$2,735,061	\$2,789,762
Miscellaneous	33,782	35,908	4,500	14,063	4,500	4,500	4,500	4,500
Use of (Addition to) Surplus			(147,899)		(151,844)	(151,844)	(231,880)	(241,074)
Equipment Sales								
TOTAL REVENUES	\$2,474,319	\$2,599,934	\$2,448,652	\$2,602,593	\$2,508,055	\$2,508,055	\$2,507,681	\$2,553,188
EXPENDITURES								
Personnel & Benefits	\$583,722	\$529,076	\$640,981	\$515,217	\$654,262	\$654,262	\$670,619	\$687,384
Operating Costs	1,269,718	1,245,893	1,417,671	1,223,551	1,403,793	1,403,793	1,437,063	1,465,804
Depreciation	397,702	434,955	390,000	390,000	450,000	450,000	400,000	400,000
TOTAL EXPENDITURES	\$2,251,142	\$2,209,924	\$2,448,652	\$2,128,768	\$2,508,055	\$2,508,055	\$2,507,681	\$2,553,188
NET REVENUE (EXPENDITURES)	\$223,177	\$390,010	\$0	\$473,825	\$0	\$0	\$0	\$0
Reconciliation of Operating Income (Loss) to Net Cash								
Operating Income (Loss)					\$0	\$0	\$0	\$0
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:								
Depreciation					450,000	450,000	400,000	400,000
Transfer to Capital Reserves					(650,000)	(650,000)	(625,000)	(625,000)
CIP Projects Funded with Current Revenue					-		(179,178)	-
Net Cash Provided by (Used for) Operating Activities					(\$200,000)	(\$200,000)	(\$404,178)	(\$225,000)

Equipment (Fleet) Fund

FY 2022 Capital Improvement Program Summary Excerpt From 2021 - 2027 Capital Improvement Program

2021-2027 CIP

PAGE #	PROJECT NAME	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	TOTAL
196	CR Appropriation: Equipment Replacement	\$ 650,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 3,775,000
200	Building Assessment	-	70,000	-	-	-	-	70,000
198	Equipment Replacement	923,332	607,746	577,175	604,011	650,556	537,969	3,900,789
199	Roof Replacement	-	109,178	-	-	-	-	109,178
TOTAL CAPITAL PROGRAM		\$ 1,573,332	\$ 1,411,924	\$ 1,202,175	\$ 1,229,011	\$ 1,275,556	\$ 1,162,969	\$ 7,854,967

CAPITAL RESERVE APPROPRIATIONS

196	Capital Reserve: Equipment Replacement	\$ 650,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 3,775,000
Total: Capital Reserve Appropriations		\$ 650,000	\$ 625,000	\$ 3,775,000				

PROJECT FUNDING DETAIL

<u>CAPITAL RESERVE</u>								
198	Equipment Replacement	\$ 923,332	\$ 607,746	\$ 577,175	\$ 604,011	\$ 650,556	\$ 537,969	\$ 3,900,789
Total: Projects Funded with Capital Reserves		\$ 923,332	\$ 607,746	\$ 577,175	\$ 604,011	\$ 650,556	\$ 537,969	\$ 3,900,789

CURRENT REVENUE

200	Building Assessment	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
199	Roof Replacement	-	109,178	-	-	-	-	109,178
Total: Projects Funded with Current Revenues		\$ -	\$ 179,178	\$ -	\$ -	\$ -	\$ -	\$ 179,178

DEBT

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

GRANT/OTHER

N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Grant/Other Sources		\$ -						

TOTAL CAPITAL PROGRAM		\$ 1,573,332	\$ 1,411,924	\$ 1,202,175	\$ 1,229,011	\$ 1,275,556	\$ 1,162,969	\$ 7,854,967
------------------------------	--	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------

New Cash Requirement FY 22-27: Reconciliation

Uses of Cash	\$ 650,000	\$ 804,178	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 3,954,178
(Capital Reserve Appropriations plus Projects Funded with Current Revenues)	-	-	-	-	-	-	-	-
Use of Retained Earnings/Project Balance	-	-	-	-	-	-	-	-
New Funds Needed	\$ 650,000	\$ 804,178	\$ 625,000	\$ 3,954,178				

Note: Projects colored orange have changed from the printed 2021-2027 CIP book.

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Revenue Budget**

FLEET MANAGEMENT FUND

Account Title	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Request	2021-2022 Manager Recommended
44109 - DIRECT REIMBURSEMENT	69,488	62,937	55,000	33,629	55,000	55,000
44112 - EQUIPMENT CHARGES	27,245	42,824	22,000	22,000	22,000	22,000
44128 - FLEET CHARGES	2,343,803	2,458,264	2,515,051	2,532,901	2,578,399	2,578,399
44000 - CHARGES FOR SERVICES	2,440,536	2,564,025	2,592,051	2,588,530	2,655,399	2,655,399
46101 - INTEREST EARNINGS	26,075	26,164	4,500	6,289	4,500	4,500
46206 - INSURANCE PAYMENTS	17,062	6,354	0	7,774	0	0
47303 - SALE OF SURPLUS EQUIPMNT	(17,062)	0	0	0	0	0
46000 - MISCELLANEOUS	26,075	32,517	4,500	14,063	4,500	4,500
47001 - USE (ADDITION) TO SURPLUS	0	0	(147,899)	0	(151,844)	(151,844)
47005 - GAIN/LOSS ON INVESTMENTS	121	197	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	7,586	3,194	0	0	0	0
47000 - OTHER FINANCING SOURCES	7,707	3,391	(147,899)	0	(151,844)	(151,844)
TOTAL	2,474,319	2,599,934	2,448,652	2,602,593	2,508,055	2,508,055

**City of Keene, New Hampshire
Fiscal Year 2021-2022
Expenditure Budget
Fund Cost Center Detail**

FLEET MANAGEMENT FUND

Cost Center	Account	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimate	2021-2022 Department Base	2021-2022 Department Supplemental	2021-2022 Department Request	2021-2022 Manager Recommended
11000 - FLEET MANAGEMENT ADMIN	61304 - GENERAL PERSONNEL	335,998	310,286	348,168	290,197	351,607	0	351,607	351,607
	61305 - ADMINISTRATIVE PERSONNEL	10,591	11,553	12,198	12,198	13,000	0	13,000	13,000
	61401 - TEMPORARY PERSONNEL	268	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	12,160	7,975	24,066	4,306	24,788	0	24,788	24,788
	61602 - STAND-BY PAY	12,670	12,838	12,775	10,988	13,158	0	13,158	13,158
	61609 - STIPEND	4,160	4,192	4,160	4,160	4,160	0	4,160	4,160
	61701 - HEALTH INSURANCE	115,059	121,469	145,363	120,946	140,052	0	140,052	140,052
	61702 - DENTAL INSURANCE	7,412	7,140	9,321	6,437	8,683	0	8,683	8,683
	61703 - RETIREMENT CONTRIBUTIONS	42,716	38,743	44,833	35,718	57,183	0	57,183	57,183
	61704 - SOCIAL SECURITY	27,645	25,235	30,705	23,109	31,114	0	31,114	31,114
	61705 - WORKERS COMPENSATION	8,137	7,496	9,392	7,158	10,516	0	10,516	10,516
	61715 - RETIREMENT BENEFITS	6,906	(18,738)	0	0	0	0	0	0
	61901 - RECRUITMENT	0	886	0	0	0	0	0	0
	61000 - PERSONNEL SERVICES	583,722	529,076	640,981	515,217	654,262	0	654,262	654,262
	62120 - LABORATORY SERVICES	250	234	300	212	300	0	300	300
	62176 - CITY ADMIN CHARGE	278,146	302,646	317,362	317,362	301,082	0	301,082	301,082
	62201 - JANITORIAL	0	0	0	0	3,500	0	3,500	3,500
62205 - PC REPLACEMENT CHARGE	1,450	1,791	1,839	1,839	1,269	0	1,269	1,269	
62206 - PW FLEET CHARGE	68,930	72,081	74,393	74,393	76,563	0	76,563	76,563	
62304 - COMMUNICATIONS EQP MAINT.	0	0	2,500	2,297	2,500	0	2,500	2,500	
62310 - SAFETY PROGRAM MAINT.	1,007	989	1,250	1,071	1,250	0	1,250	1,250	
62316 - ESCO MAINTENANCE	2,938	3,000	3,000	3,000	2,500	0	2,500	2,500	
62350 - BUILDING MAINTENANCE	27,033	17,328	12,000	19,839	12,000	0	12,000	12,000	
62370 - OTHER IMPROVEMNTS - MAINT	535	0	1,900	1,900	1,900	0	1,900	1,900	
62407 - VEHICLE INSURANCE	61,051	61,051	61,051	60,937	64,104	0	64,104	64,104	
62435 - TRAINING	2,236	2,709	6,000	6,308	6,000	0	6,000	6,000	
62436 - MEETINGS & DUES	446	0	1,500	500	1,500	0	1,500	1,500	
62501 - WATER	3,218	2,436	1,600	812	800	0	800	800	
62502 - SEWER	0	802	1,600	800	800	0	800	800	
62503 - ELECTRICITY	10,695	10,244	7,700	5,507	7,700	0	7,700	7,700	
62504 - HEATING FUEL	30,100	31,595	32,973	33,117	34,622	0	34,622	34,622	
62510 - COMMUNICATIONS/PHONE	1,393	1,144	1,200	566	1,200	0	1,200	1,200	
62603 - BUILDING RENTAL	85,407	85,407	86,573	86,573	88,218	0	88,218	88,218	
62701 - OFFICE SUPPLIES	759	966	1,500	751	1,955	0	1,955	1,955	
62720 - REPAIR PARTS	275,433	295,376	341,721	274,160	365,641	0	365,641	365,641	
62721 - ACCIDENT REPAIR	6,187	6,372	11,000	14,592	13,390	0	13,390	13,390	
62733 - TOOLS	9,535	3,713	4,000	6,221	4,000	0	4,000	4,000	
62755 - UNIFORMS	6,334	6,421	5,300	3,382	5,300	0	5,300	5,300	
62760 - OPERATING SUPPLIES	14,596	9,523	14,000	10,151	14,000	0	14,000	14,000	
62761 - SOFTWARE	108	4,064	4,500	3,443	4,500	0	4,500	4,500	
62769 - GASOLINE AND DIESEL FUEL	282,779	260,756	344,103	212,279	309,693	0	309,693	309,693	
62770 - OIL AND LUBRICANTS	15,970	10,873	20,806	17,502	20,806	0	20,806	20,806	
62772 - TIRES	64,204	36,587	49,000	59,537	49,000	0	49,000	49,000	
63414 - SHOP EQUIPMENT	610	10,399	7,000	4,500	7,700	0	7,700	7,700	
66104 - LOSS ON FIXED ASSETS	18,366	7,384	0	0	0	0	0	0	
66203 - DEPRECIATION - MACH/EQUIP	397,702	434,955	390,000	390,000	450,000	0	450,000	450,000	
62000 - OPERATING EXPENDITURES	1,667,420	1,680,848	1,807,671	1,613,551	1,853,793	0	1,853,793	1,853,793	
11000 - FLEET MANAGEMENT ADMIN	2,251,142	2,209,924	2,448,652	2,128,768	2,508,055	0	2,508,055	2,508,055	
TOTAL	2,251,142	2,209,924	2,448,652	2,128,768	2,508,055	0	2,508,055	2,508,055	

Appendix

Description	Effective Date	Page #
FY 2021 Reconciliation of Adopted Budget To Current Budget		240
R-2020-32 Fiscal Policies		241-250
Council Appointments Annual Salary Schedule	July 1, 2020	251
Administrative and Clerical Annual Salary Schedule Non-Union	July 1, 2020	252-253
AFT-NH Keene City Employees Hourly Wage Schedule	July 1, 2021	254
AFT-NH Keene City Employees Annual Salary Schedule	July 1, 2021	254
Probationary Public Works Hourly Wage Schedule Non-Union	July 1, 2020	255
AFSCME Hourly Wage Schedule	July 1, 2021	256
Probationary Firefighter Hourly Wage Schedule	July 1, 2020	257
Probationary Police Officer Hourly Wage Schedule	July 1, 2020	257
Keene Police Officers Association Hourly Pay Schedule	July 1, 2020	258
Keene Police Department Supervisors Association Hourly Pay Schedule	July 1, 2020	258
Professional Firefighters of Keene Hourly Pay Schedule	July 1, 2021	259
Keene Fire Department Supervisors Annual Salary Schedule	July 1, 2021	259
Call Firefighters Hourly Wage Scale	July 1, 2020	259
FY 2021 – 2022 Revenue Code Descriptions (all funds)		260-268

FY 2021: Reconciliation of Adopted Budget to Current Budget

	<u>Budget Book Amount</u>	<u>Budget Book Amount</u>	<u>Budget Process Changes</u>	<u>Budget Process Changes</u>	<u>Budget Detail</u>	<u>Less Capital & Bonds</u>	<u>Budget Resolution</u>	<u>Encumbrance Adjustment</u>	<u>Carryforward Adjustment</u>	<u>COLA Adjustment</u>	<u>Council Action</u>	<u>Plus Capital & Bonds</u>	<u>Rev Operating Budget</u>	<u>Total Budget Pentamaton</u>
Elected & Appointed Officials		2,730,859		(1,271)				2,729,588						
Mayor and City Council	157,331		(9,571)		147,760					344			148,104	148,103.73
Outside Agencies	284,780		13,300		298,080								298,080	298,080
Unclassified	101,961		(5,000)		96,961			45,833					142,794	142,794
Employee Benefits	521,457				521,457			34,230	(174,135)				381,552	381,552
Risk Management	260,005				260,005								260,005	260,005
City Manager	396,706				396,706					10,439			407,145	407,145
City Attorney	348,802				348,802					5,903			354,705	354,705
City Clerk	659,817				659,817			28,350		8,762			696,929	696,929
Administrative Services		9,116,915		2,279				9,119,194						
Assessment	507,149				507,149					5,870			513,019	513,019
Finance (incl. Human Svcs)	2,490,517				2,490,517		2,884	22,420		21,295			2,537,116	2,537,116
Human Resources	380,593		17,679		398,272			10,751		7,739			416,762	416,762
IT	1,380,404				1,380,404			32,542		17,102			1,430,048	1,430,048
Debt Service	4,358,252		(15,400)		4,342,852								4,342,852	4,342,852
Community Services		20,671,965		(22,807)				20,649,158						
Fire	7,388,302				7,388,302		187	83,109		10,292	15,960		7,497,849	7,497,849
Library	1,554,752				1,554,752					29,004			1,583,756	1,583,755
Parks Rec & Facilities (incl. Yth Svcs)	3,874,164		(22,807)		3,851,357		79,380	23,241		11,891			3,965,870	3,965,869
Police	7,854,747				7,854,747		50,665	21,840		15,643			7,942,894	7,942,894
Municipal Development Services		6,829,183		-				6,829,183						
Airport	677,413				677,413			39,575		4,980			721,968	721,967
Community Development	1,520,486				1,520,486			4,000	4,721	10,762			1,539,969	1,539,969
Public Works	4,631,284				4,631,284		236,819	10,000		14,111			4,892,214	4,892,214
Capital Projects	6,197,908	6,197,908	(770,000)	(770,000)	5,427,908	(2,679,000)	2,748,908		416,902			2,679,000	5,844,810	5,844,810
General Fund (01)	<u>45,546,830</u>	<u>45,546,830</u>	<u>(791,799)</u>	<u>(791,799)</u>	<u>44,755,031</u>	<u>(2,679,000)</u>	<u>42,076,031</u>	<u>446,052</u>	<u>701,398</u>	<u>-</u>	<u>15,960</u>	<u>2,679,000</u>	<u>45,918,441</u>	<u>45,918,438</u>
Parking Meter Fund (14)	1,466,535			-	1,466,535	(60,000)	1,406,535	21,053		1,903	34,045	60,000	1,523,536	1,523,536
Water Fund (34) - operating only 05000-05008	4,095,947			-	4,095,947		4,095,947	105,926	130,276	7,862			4,340,011	4,340,012
Sewer Fund (32) - operating only 08000-08006	5,707,934			-	5,707,934		5,707,934	90,368	117,901	5,434			5,921,637	5,921,637
Equipment Fund (41) -operating only 11000-11002	2,448,652			-	2,448,652		2,448,652			2,341			2,450,993	2,450,993
Solid Waste Fund (18)	4,843,929			-	4,843,929	(70,000)	4,773,929	77,075		2,406		70,000	4,923,410	4,923,411
PC Replacement Fund (16)	111,785			-	111,785		111,785	15,827	10,000				137,612	137,612
Total: All Funds	<u>64,221,612</u>		<u>(791,799)</u>	<u>(791,799)</u>	<u>63,429,813</u>	<u>(2,809,000)</u>	<u>60,620,813</u>	<u>756,301</u>	<u>959,575</u>	<u>19,946</u>	<u>50,005</u>	<u>2,809,000</u>	<u>65,215,640</u>	<u>65,215,638</u>



CITY OF KEENE

R-2020-32

In the Year of Our Lord Two Thousand and Twenty

Relating to FISCAL POLICIES

A RESOLUTION

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

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

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

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

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

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

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

PART 1 – Budgetary Policies

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 October each year.

PASSED

- D. All departments are authorized to vary actual departmental spending from line item estimates provided the total departmental budget is not exceeded within each fund; provided, however, that any item specifically eliminated by the City Council during budget approval cannot be purchased from another line item without City Council approval.
- E. Any unexpended funds in a personnel line related to a vacancy cannot be expended without prior approval from the City Manager and the City Council unless funds are being expended to fill a vacancy, recruiting, or to employ temporary help including professional and contract services.
- F. A periodic budget status report for each fund will be provided to the City Council.
- G. The budget document shall provide multi-year projections of revenues and expenditures/expenses including property taxes and utility (water and sewer) rates.
- H. The budget will take into consideration the City's Policies on unassigned Fund Balance projected at the end of June.
- I. The City of Keene will contain its General Fund debt service, on a five (5) year average, at or less than twelve percent (12%) of the General Fund operating budget.
- J. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- K. Property Taxes.
 - 1) The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston-Cambridge-Newton, (MA-NH) CPI net of expenditures required by law, and excluding debt service payments and capital leases. The City chooses to utilize the CPI, not because it reflects inflation in the City's costs, but because it reflects the overall inflation in what citizens purchase. This manages City spending such that increases in a citizen's tax bill are in line with increases in all of their other expenses. The goal is to have the cost of City services as a percentage of a taxpayer's total expenses remain constant.
 - 2) Property Tax Credits and Exemptions.

All exemptions and credits will be reviewed with the City Council at least every five (5) years in conjunction with the City revaluation unless there are legislative changes that cause a review to occur on a more frequent basis.
 - 3) The State has chosen to solve its revenue problem by downshifting expenses to the local communities and tapping into the broad based property tax at the local level. Downshifting is an effective strategy for the State; however, it is unsustainable at the local level and would quickly lead to a significant reduction in City services. The City is sensitive to these added expenses to the taxpayers and will attempt to limit the impact; however, as a State expense, the City will pass through the State downshifting to the taxpayers.
- L. Notwithstanding anything to the contrary contained herein, Resolution R-2020-10-A, Related to Emergency Management, remains in effect until rescinded in accordance with its terms, and is incorporated by reference herein.

II. Capital Improvement Program

- A. The City of Keene shall prepare a capital improvement program (CIP) with a span of seven (7) years.
- B. The CIP shall be prepared biannually with a review each year during the operating budget cycle.
- C. All capital projects or equipment purchases that have an estimated cost of at least \$35,000 and an estimated useful life of at least five years will be included in the capital improvement program (CIP) planning process. These projects may include capital asset preservation projects (designed to preserve the functionality and condition of major infrastructure systems and City facilities) with an estimated cost of at least \$35,000 and which increases the useful life of the asset by at least five years.
- D. The CIP shall contain revenue projections and rate impacts that support estimated operating costs as well as the proposed capital program. Expenditures included in each year of the CIP (operations, debt service and capital) will be equal to estimated revenue available to finance proposed activity in each year of the CIP. Cost and revenue estimates in projected years will be presented for planning purposes, and are based upon the then current best available information.
- E. City departments will prepare project funding-requests for capital projects as instructed by the City Manager.
- F. CIP Funding Methodology
 - 1) Whenever possible, CIP projects will be funded with available resources, examples of which are current revenues, grants, donations, and reserves, but not debt.
 - 2) Appropriate uses of debt include projects such as:
 - a) One-time nonrecurring investments (e.g. the construction of a new asset, or the expansion or adaptation of an existing asset) to provide added service delivery capacity or to meet changing community needs.
 - b) Projects necessary due to regulatory requirements (e.g. water treatment plant expansion due to EPA permit changes) when resources other than debt are not available.
 - c) Projects necessary due to asset or system operational failure or obsolescence when resources other than debt are not available.
- G. The CIP shall be reviewed by the Finance, Organization and Personnel Committee and the Planning Board.
- H. The CIP will be the subject of a public hearing before adoption.
- I. The funding requests in the first year of the adopted CIP will be included in the next annual budget document. The City Manager after review will include the second year funding request in the subsequent budget document.
- J. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation unless otherwise directed by the City Council.

PART 2 - Financial Policies

I. Fund Structure

- A. All funds are intended to be self-supporting, with no subsidies from one fund to another required for operations or capital outlay.
- B. The City will continue to conduct its financial activities through the use of the following funds:
 - 1) Governmental Funds.
 - a) General Fund – shall be used to account for those governmental activities that are not recorded in one of the other City Funds.
 - b) Special Revenue Funds.
 - i. Grants Fund – shall be used for those activities that are funded in part or in whole by contributions from other entities.
 - ii. Parking Fund – shall be used to account for the operations, maintenance and capital outlay needs of the municipal parking areas.
 - iii. Solid Waste Fund – shall be used to account for the activities of the transfer and recycling operations and for post-closure costs associated with the landfill.
 - c) Capital Projects Fund – shall be used to account for the capital projects funded by any of the governmental funds.
 - 2) Proprietary Funds.
 - a) Enterprise Funds.
 - i. Sewer Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems.
 - ii. Water Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the water treatment and distribution systems.
 - 3) Internal Service Funds.
 - a) PC Replacement Fund – shall be used to account for the on-going replacement of PC's, peripherals, and related software utilized by all City departments.
 - b) Equipment Fund - shall be used to account for the operations, maintenance, and capital outlay needs of fleet services.

II. Revenues

- A. One-Time Revenues.

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

The City will diversify its revenues by maximizing the use of non- property tax revenues such as payments in lieu of taxes, and user fees and charges.

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

III. Fees and Charges

- A. Certain services provided by the City of Keene will be assigned a fee or charge for the users of the service, dependent upon how the community benefits from the provision of those services.
- 1) In the case of general governmental services (such as fire protection, law enforcement, or general street maintenance) there will be no user fee or charge assessed.
 - 2) In the event that the service benefits a finite and definable sector of the community then that group will be assessed a fee or charge for provision of the service.
- B. Cost Recovery Standard for Fees and Charges.
- Cost recovery should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and when permitted organization-wide support costs (e.g. accounting, human resources, data processing, insurance, vehicle maintenance, and regulatory and enforcement costs).
- C. Exceptions to Cost Recovery Standard for Fees and Charges:
- 1) Fees and Charges may be set at something less than full cost recovery when:
 - a) A high level of cost recovery will negatively impact the delivery of service to low-income groups.
 - b) Collecting the fees and charges is not cost effective.
 - c) There is no intended relationship between the amount paid and the benefit received (e.g. social service programs).
 - d) There is no intent to limit the use of the service (e.g. access to parks and playgrounds).
 - e) Collecting the fees would discourage compliance with regulatory requirements and adherence to said requirements is self-identified, and as such, failure to comply would not be readily detected by the City of Keene.

- 2) Fees and Charges will be set at, or above, full cost recovery when:
 - a) The service is also provided, or could be provided, by the private sector.
 - b) The use of the service is discouraged (e.g. fire or police responses to false alarms).
 - c) The service is regulatory in nature and voluntary compliance is not expected (e.g. building permits, plans review, subdivisions).
 - d) When the fee or charge for the use of City property or resources is incurred by a commercial entity.

3) Ambulance:

- a) Service fees shall be set at two hundred fifty percent (250%) above the Medicare-determined usual and customary charge.
 - b) A fee will be implemented for those instances when responses that involve the use of drugs or specialized services are provided but there is no transport.
 - c) There will be no charge for responses determined by the Fire Department to be "public assists."
- D. The method of assessing and collecting fees should be made as simple as possible in order to reduce the administrative and support costs of collection.
- E. The City will periodically utilize the services of a collection agency when all other reasonable efforts to collect fees and fines have been exhausted; fees for such services to be paid from amounts collected.
- F. Rate structures should be sensitive to the market price for comparable services in the private sector or other public sector entities.
- G. Fees and charges shall be adopted by the City Council when required.
- H. Fees and charges shall be reviewed in accordance with a schedule developed by the City Manager that has each fee reviewed biannually. Recommended changes will be reviewed and approved by the City Council when required.

IV. Bonded Debt

- A. The City of Keene will periodically incur debt to finance capital projects. All issuances of debt are subject to State of New Hampshire Statutes, RSA 34 and 162-K.
- B. Debt may be issued to fund projects with a public purpose of a lasting nature or as otherwise allowed by State law.
- C. Debt will not be issued to provide for the payment of expenses for current maintenance and operation except as otherwise provided by law.
- D. The City of Keene shall not incur debt that exceeds any limits set by State law.
- E. All bonds shall be authorized by resolution of the City Council and require a two-thirds (2/3) vote.
- F. The City of Keene may use the services of bond counsel and a financial advisor, if required, to assist in preparing for and executing the sale of bonds.

- G. The City of Keene issues bonds including but not limited to:
 - 1) General Obligation Bonds – repayment is backed by the full taxing power of the City of Keene.
 - 2) Tax Increment Financing Bonds – repayment is first backed by the revenue stream generated by increased revenues created within an established Tax Increment Financing District. To the extent that the increased revenues created within the district are not adequate, the repayment of the bonds would then be backed by the full taxing power of the City of Keene.
 - 3) Refunding Bonds – these bonds are issued to refinance outstanding bonds before their term in order to either remove restrictions on the original bonds and/or to take advantage of lower interest rates. Repayment is backed by the full taxing power of the City of Keene.
- H. Competitive sale is the preferred method of sale; however, negotiated sales may occur for a current or advance refunding, or for other appropriate reasons.
- I. Term.
 - 1) Debt will be incurred only for projects with a useful life of at least seven (7) years.
 - 2) The term of any debt incurred by the City shall be limited to no greater than the expected useful life of the improvement.

V. Other Sources

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

VI. Asset-Management Programs

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

VII. Fund Balance Classification Policies and Procedures

- A. Fund Balance.
- Fund balance represents the difference between current assets and liabilities and shall be comprised of non-spendable, restricted, committed, assigned, and unassigned amounts defined as follows:
- 1) Non-spendable fund balance - includes amounts that are not in spendable form such as inventory or prepaid expenses or are required to be maintained intact such as perpetual care or the principal of an endowment fund.
 - 2) Restricted fund balance - includes amounts that can only be spent for specific purposes stipulated by external resource providers such as grantors or, as in the case of special revenue funds, as established through enabling legislation.
 - 3) Committed fund balance - includes amounts that can be reported and expended as a result of motions passed by the highest decision making authority - the City Council.
 - 4) Assigned fund balance - includes amounts to be used for specific purposes including encumbrances and authorized carry forwards or fund balance to be used in the subsequent fiscal year.
 - 5) Unassigned fund balance - includes amounts that are not obligated or specifically designated, and is available in future periods.
- B. Spending Prioritization.
- When an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned, and unassigned.

C. Net Assets.

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

VIII. Stabilization Funds

A. Unassigned Fund Balance.

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

- 1) Unassigned fund balance for the General Fund will be maintained at an amount between seven percent (7%) and ten percent (10%) of the sum of the total of the General Fund annual operating budget and the property tax commitment for the school (both local and State) and the county.
- 2) Unrestricted fund balance, excluding capital reserves, for the enterprise funds should be maintained at an amount between the equivalent of 180 days to 365 days of the annual operating budget for that fund.
- 3) Unassigned/unrestricted fund balance for all remaining budgeted funds should be maintained at an amount between five percent (5%) and fifteen percent (15%) of the annual operating budget for that fund.

B. Self-Funded Health Insurance.

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

C. Capital Reserves.

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

D. Expendable Trust Funds.

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

E. Revolving Funds.

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

IX. Deposits of Funds in Custody of City Treasurer

A. Objectives (in priority order):

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

B. Authorized Investments:

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



George S. Hansel, Mayor

PASSED September 17, 2020

City Code Section 2-231

**COUNCIL APPOINTMENTS
ANNUAL SALARY SCHEDULE**
(effective July 1, 2020)

<u>SALARY</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
L	90,232	111,698	134,087
E	94,292	116,724	140,121
V	98,535	121,977	146,426
E	102,969	127,466	153,015
L	107,603	133,202	159,901
	112,445	139,196	167,097

City Code Section 62-194

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

Non Union

(effective July 1, 2020)

STEPS						
Grade	1	2	3	4	5	6
S 4	35,807	37,418	39,102	40,862	42,701	44,623
S 5	37,418	39,102	40,862	42,701	44,623	46,631
S 6	39,102	40,862	42,701	44,623	46,631	48,729
S 7	40,862	42,701	44,623	46,631	48,729	50,922
S 11	48,729	50,922	53,213	55,608	58,110	60,725
S 12	50,922	53,213	55,608	58,110	60,725	63,458
S 15	58,110	60,725	63,458	66,314	69,298	72,416
S 16	60,725	63,458	66,314	69,298	72,416	75,675
S 17	63,458	66,314	69,298	72,416	75,675	79,080
S 18	66,314	69,298	72,416	75,675	79,080	82,639
S 19	69,298	72,416	75,675	79,080	82,639	86,358
S 20	72,416	75,675	79,080	82,639	86,358	90,244
S 24	86,358	90,244	94,305	98,549	102,984	107,618
S 25	90,244	94,305	98,549	102,984	107,618	112,461
S 26	94,305	98,549	102,984	107,618	112,461	117,522
S 27	98,549	102,984	107,618	112,461	117,522	122,810
S 28	102,984	107,618	112,461	117,522	122,810	128,336
S 29	107,618	112,461	117,522	122,810	128,336	134,111
S 30	112,461	117,522	122,810	126,336	134,111	140,146

City Code Section 62-194

ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT

(effective July 1, 2020)

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

**AFT-NH Keene City Employees
HOURLY WAGE SCHEDULE
(effective July 1, 2021)**

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

CLASS ALLOCATION

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

**AFT-NH Keene City Employees
ANNUAL SALARY SCHEDULE
(effective July 1, 2021)**

<u>GRADE</u>	<u>STEP</u>					
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
6	39,783	41,574	43,448	45,400	47,445	49,579
7	41,574	43,448	45,400	47,445	49,579	51,810
8	43,448	45,400	47,445	49,579	51,810	54,143
9	45,398	47,439	49,575	51,806	54,137	56,572
10	47,445	49,579	51,810	54,143	56,579	59,124
11	49,579	51,810	54,143	56,579	59,124	61,783
12	51,810	54,143	56,579	59,124	61,783	64,566
15	59,124	61,783	64,566	67,470	70,506	73,681
17	64,566	67,470	70,506	73,681	76,997	80,667

CLASS ALLOCATION

<u>GRADE</u>	
6	Account Clerk I; Administrative Assistant; Police Records Specialist; Police Records/Property Specialist
7	Account Clerk II; Administrative Assistant I; Parking Services Officer
8	Police Dispatcher
9	Permit Technician; Administrative Specialist - Bureau of Criminal Investigations; Police Administrative/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, 2020)**

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
PPW 2	14.44	15.09	15.77	16.48
PPW 4	15.77	16.48	17.22	18.00
PPW 5	16.48	17.22	18.00	18.81
PPW 7	17.99	18.80	19.65	20.53
PPW 8	18.81	19.66	20.54	21.47
PPW 9	19.65	20.53	21.46	22.42
PPW 10	20.52	21.44	22.41	23.42
PPW 11	21.45	22.42	23.42	24.48
PPW 12	22.42	23.43	24.48	25.58

CLASS ALLOCATION

GRADE

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

AFSCME
HOURLY WAGE SCHEDULE
(effective July 1, 2021)

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

CLASS ALLOCATION

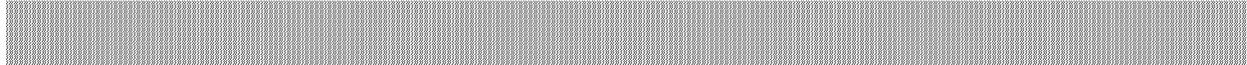
<u>GRADE</u>	
PW 2	Maintenance Aide I, Recycler I, Recycler I/Attendant
PW 4	Water/Sewer Service Aide I
PW 5	Maintenance Aide II, Motor Equipment Operator I, Recycler II, Water/Sewer Service Aide II
PW 6	Mechanic I
PW 8	Motor Equipment Operator II
PW 9	Maintenance Mechanic, Mechanic II, Sign Maker, Utility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

City Code Section 62-191

**PROBATIONARY FIREFIGHTER
HOURLY WAGE SCHEDULE**

Non-Union
(Effective July 1, 2020)

<u>GRADE</u>		<u>STEP 1</u>
F 1	Firefighter/EMT B	\$20.24
F 2	Firefighter/A-EMT	\$21.44
F 3	Firefighter/Medic	\$22.81



City Code Section 62-192

**PROBATIONARY POLICE OFFICER
HOURLY WAGE SCHEDULE**

Non-Union
(effective July 1, 2020)

<u>GRADE</u>		<u>STEP 1</u>
P 1		\$24.44
P 2		\$25.54

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

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

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

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

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

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

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

<u>Step</u>		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)	\$60,060.72	\$62,869.26	\$68,539.66	\$71,348.21
2	(18 month)	\$64,568.17	\$67,376.72	\$73,674.05	\$76,482.60
3	(Annual)	\$67,473.33	\$70,281.88	\$76,996.26	\$79,804.81
4	(Annual)	\$70,510.02	\$73,318.57	\$80,461.13	\$83,269.67
5	(Annual)	\$73,674.05	\$76,482.60	\$84,082.47	\$86,891.02
6	(Annual)	\$76,996.21	\$79,804.76	\$87,863.93	\$90,672.48

City Code Section 62-141

**CALL FIREFIGHTER
HOURLY WAGE SCALE
Non-Union
(effective July 1, 2020)**

<u>Grade</u>		<u>Step 1</u>
CF1	Non-Certified Probationary Firefighter	\$10.50
CF2	Probationary Firefighter 1	\$13.65
CF3	Special Services (Chaplin, Photographer & Aide)	\$14.70
CF4	Firefighter (Level 1)	\$15.75
CF5	Firefighter (Level 2)	\$18.90

FY 2021 – 2022 Revenue Code Descriptions

GENERAL FUND

TAXES

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

LICENSES/PERMITS/FEES

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

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

INTERGOVERNMENTAL

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

CHARGES FOR SERVICES

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

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

FINES AND FORFEITS

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

PARKING FUND

TAXES

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

METER COLLECTIONS AND RENTALS

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

FINES AND FORFEITS

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

PC REPLACEMENT FUND

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

SOLID WASTE FUND

LICENSES/PERMITS/FEES

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

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

SEWER FUND

TAXES

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

INTERGOVERNMENTAL

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

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

PROCEEDS LONG TERM FINANCE

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

WATER FUND

TAXES

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

INTERGOVERNMENTAL

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

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

OTHER FINANCING SOURCES

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

EQUIPMENT (FLEET) FUND

CHARGES FOR SERVICES

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

MISCELLANEOUS

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

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

OTHER FINANCING SOURCES

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