



# Fiscal Year 2026 Operating Budget



## Strategic Positioning

### Livable Housing

Expand enticing housing options for all.

### Thriving Economy

Grow a dynamic economy of the future that spans local to international.

### Connected Mobility

Build regional and local connectivity, transportation, and recreation networks.

### Vibrant Neighborhoods

Support vibrant community neighborhoods that reflect their unique culture and identity.

### Adaptable Workforce

Foster a future-ready, abundant, and diverse workforce.

### Flourishing Environment

Champion environmental stewardship and climate action.

**Vision Keene 20Forward**  
*Regional Magnetism*





# Table of Contents

<b>General Fund .....</b>	<b>5</b>	<b>Compensated Absences Fund.....</b>	<b>171</b>
Overview & Summary .....	6	Overview & Summary .....	172
Revenue Budget Chart .....	11	Operating Revenue and Expenditures .....	173
Expenditure Budget Chart .....	12	Revenue Budget .....	173
Allocation of Proposed Property Tax to City Departments .....	13	Expenditure Budget .....	174
Operating Revenues & Expenditures .....	14	<b>Parking Fund .....</b>	<b>175</b>
Operating Budget Fiscal Policy Compliance .....	16	Overview & Summary .....	176
General Fund Revenue Summary by Category .....	17	Operating Revenue and Expenditures .....	180
General Fund Revenue Line Item by Category .....	18	Capital Appropriations .....	181
Supplemental Requests .....	22	Long-Term Debt .....	182
General Fund Department Summary .....	25	Revenue Budget .....	183
General Fund Summary by Object Code .....	26	Supplemental Requests .....	185
Department Summary by Expenditure Category .....	33	Expenditure Budget .....	186
Long-Term Debt .....	35	<b>PC Replacement Fund .....</b>	<b>189</b>
<b>Elected &amp; Appointed Officials .....</b>	<b>39</b>	Overview & Summary .....	190
City of Keene Organizational Chart .....	41	Operating Revenue and Expenditures .....	192
Mayor & Council .....	42	Revenue Budget .....	194
Outside Agencies .....	44	Expenditure Budget .....	195
Community Funded Events .....	47	<b>Solid Waste Fund .....</b>	<b>197</b>
Capital Appropriations .....	49	Overview & Summary .....	198
City Manager's Office .....	54	Operating Revenue and Expenditures .....	201
City Attorney .....	60	Capital Appropriations .....	202
City Clerk .....	64	Long-Term Debt .....	203
<b>Administrative Services .....</b>	<b>73</b>	Revenue Budget .....	204
Assessing .....	74	Supplemental Requests .....	205
Finance .....	79	Expenditure Budget .....	206
Human Resources .....	91	<b>Sewer Fund .....</b>	<b>211</b>
Information Technology .....	96	Overview & Summary .....	212
<b>Community Services .....</b>	<b>101</b>	Operating Revenue and Expenditures .....	214
Fire .....	102	Capital Appropriations .....	215
Library .....	110	Long-Term Debt .....	217
Parks & Recreation .....	115	Revenue Budget .....	218
Facilities .....	126	Supplemental Requests .....	219
Police .....	136	Expenditure Budget .....	220
<b>Municipal Services .....</b>	<b>145</b>	<b>Water Fund .....</b>	<b>227</b>
Airport .....	146	Overview & Summary .....	228
Community Development .....	152	Operating Revenue and Expenditures .....	230
Public Works .....	160	Capital Appropriations .....	231
		Long-Term Debt .....	232

Revenue Budget ..... 233

Supplemental Requests ..... 234

Expenditure Budget ..... 235

**Equipment (Fleet) .....243**

Overview & Summary ..... 244

Operating Revenue and Expenditures ..... 246

Capital Appropriations..... 247

Revenue Budget..... 248

Expenditure Budget..... 249

**Appendix.....251**

Fiscal Policies..... 252

Wage Schedules ..... 263



KEENE



# General Fund

## Overview & Summary

### General Fund

The General Fund is the main operating fund for the City of Keene encompassing resources necessary for day-to-day City operations. Services, activities, and programs vital and desirable to the community are found in the General Fund, such as police, fire, road maintenance, library, and recreation. The resources and funds within the General Fund are discretionary, allowing the Mayor and Council to allocate them to programs and services as needed and with few restrictions.

Beyond the General Fund, the City has other specialized funds that serve specific purposes. These funds consist of dedicated resources and are limited to the purpose for which they were created. These specialized funds consist of:

- Grants
- Revenues from services such as water and sewer
- Funds dedicated for a particular purpose such as compensated absences and equipment maintenance.

### FISCAL POLICY IMPACT

The City budgeting process begins each year with the creation of fiscal policies. Fiscal policies provide ongoing guidance to the City staff on matters pertaining to financial issues. This document sets the boundaries for both the Capital Improvements Program and the City operating budget and provides direction that incorporates City Council goals and objectives.

Part I of the Fiscal Policy is dedicated to Budgetary Policies. Departments prepare budgets with proposed strategies to advance the goals of the Master Plan along with Council priorities which have been stated as outcome-focused goals. Budget strategies may involve multiple years of investment above and beyond the City's base budget. This budget strategy is a hybrid of the priority-based and the more traditional-based budgeting approach. Priority-based budgeting helps the City work toward its high-level goals and ensures budget dollars are tied to community and Council priorities and desired outcomes. The base budgeting approach separates budget items which are supplemental requests from those that are included in the base budget. The base budget is the amount required to maintain the current level of services.

### Property Taxes

Fiscal Policy establishes the limit in which property tax revenues can increase. Using a rolling three-year average of the Northeast Region-New England CPI, net of expenditures required by law, and excluding debt service payments and capital leases, the City aligns citizens' property tax bills with the increase in their overall expenses.

For FY2026, the average CPI is 4.1% which limits property tax revenue as follows:

Fiscal Policy Tax Revenue Increase	2026 Budget	2025 Budget	2026 Policy
Property Tax Revenue	30,704,215	30,054,098	650,117
Less: Debt Service (budget)	(3,537,620)	(3,823,035)	285,415
Change in Welfare Assistance	(750,000)	(700,000)	(50,000)
NHRS (budget)	(4,188,068)	(4,066,248)	(121,820)
	22,228,527	21,464,815	763,712
CPI increase FY25 to FY26	30,054,098	4.1%	1,232,218
Over/(under) policy			(468,506)

## Debt

Debt service limitations are also guided by this section of Fiscal Policy. The Policy caps debt service policy of the City at a five-year average of 12% or less of the General fund operating budget. This sets a boundary on how much debt the City can take on specifically when it comes to the repayment of principal and interest. This cap ensures that the City does not overextend itself financially by issuing excessive debt and takes into consideration the potential of budgetary spikes.

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

## Unassigned Fund Balance

*“Unassigned fund balance for the General Fund will be maintained at between seven percent (7%) and seventeen percent (17%) of the sum of the total of the General Fund annual operating budget plus the property tax commitment for the school (both local and state) and the county.”*

The recommended range of unassigned fund balance by the GFOA (Government Finance Officers Association) is 5%-15% and the New Hampshire Department of Revenue Administration recommends 5%-17%. This portion of the Fiscal Policy will be reviewed and updated to reflect these recommended ranges on an annual basis. Currently, the Fiscal Policy allows for a range between 7%-17% for the City. As shown below, the unassigned fund balance as of June 30, 2025, is estimated to be at 15.33%, which is within the range recommended by the New Hampshire Department of Revenue Administration and fiscal policy.

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. It also serves as a stabilization fund that can be used as a revenue source to avoid spikes in the City’s portion of the tax rate. In the recently adopted 2025-2031 Capital Improvements Program a funding plan was designed that incorporates the use of unassigned balance for rate stabilization and to reduce the reliance on debt funding. For FY26, an additional \$1,174,288 is used to offset the increase in costs of capital projects impacted by inflation and to reduce the burden on the taxpayer. The use of unassigned fund balance is reviewed annually to ensure it remains within Fiscal Policy which may shift the funding for future capital.

Estimated Unassigned Fund Balance For FY25			
Unassigned Fund Balance - 06/30/24	\$	18,316,337	
Use of Unassigned Fund Balance FY25 Budget		(2,385,267)	
Estimated carryovers and encumbrances		(775,547)	
Estimated FY 24 increase in Fund Balance		(570,811)	
Additional FY24 Use of Fund Balance approved by Council		272,321	
Projected Unassigned Fund Balance - 6/30/2025	\$	14,857,033	15.33%

Fiscal Policy Fund Unassigned Fund Balance Range Calculation				
FY 2025 Operating Budget /Commitment	Property Tax			
	Commitment	7.00%	17.00%	
City's operating budget	\$ 52,419,200	\$ 3,669,344	\$ 8,911,264	
School tax commitment	\$ 34,255,980	\$ 2,397,919	\$ 5,823,517	
State education tax commitment	\$ 3,282,162	\$ 229,751	\$ 557,968	
County property tax commitment	\$ 6,941,198	\$ 485,884	\$ 1,180,004	
TOTAL	\$ 96,898,540	\$ 6,782,898	\$ 16,472,752	

## REVENUES

The recommended FY26 budget projects a \$650,117 increase in general property tax revenue to contribute towards the funding of City operations. The City's share of the tax rate is expected to increase \$0.28, or 2.1%, to \$13.59 per \$1,000 of assessed value.

Each year the adopted budget tax rate includes an appropriation to fund the overlay account, which is a balance sheet account (meaning activity funded through this account is not an expenditure) used to pay for property tax abatement costs. The overlay appropriation is included in the amount of taxes to be raised as well as the amount of war service tax property credits. For FY26, the combined amount of overlay and war service credits is projected to remain at the FY25 amount of \$412,850.

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 historical data, the economic and legislative environment, new or revised local fee schedules, and other factors. Each year, all revenue line items are analyzed and adjusted accordingly.

Changes in General Fund Revenues FY 2025 to FY 2026			
Property Tax Revenue (net change in overlay and war service credits)		\$	650,117
TIF Taxes	\$	(366,769)	
Other Taxes		184,293	
Motor Vehicle Registrations, Permits & Licenses		103,928	
Intergovernmental		102,810	
Charges for Services		197,621	
Other Financing Sources (including Capital Reserve)		(504,060)	
Use of Surplus		(33,658)	
Interest Income		600,000	
Fines & Forfeitures		(3,400)	
Miscellaneous		(94,925)	
	Subtotal Other Revenues	\$	185,840
Proposed Revenue Increase		\$	835,957

Revenue change highlights include:

- Decrease in TIF revenue for related TIF expenses (library removed from TIF) – (\$366,769)
- Increase in Motor Vehicle Registrations, Permits, and Licenses - \$103,928
- Increase in Ambulance Fees - \$200,000
- Increase in local revenue from towns - \$24,598
- Increase in interest income due to increase in interest rates - \$504,060
- Reduction in use of surplus to fund capital reserves and capital projects – (\$33,658)



## EXPENDITURES

The proposed budget consists of three major parts:

- Operations - Includes payroll and benefits, supplies, utilities, payments to social service agencies, and many other costs associated with the daily operations of the City.
- Debt Service - Includes all authorized issued, unissued and proposed debt.
- Capital - Includes projects in the first year of the 2025-2031 Capital Improvement Program and capital reserve funding.

Changes in General Fund Operations FY 2025 to FY 2026			
Personnel Changes			\$ 1,496,216
Salaries and Wages	\$	934,405	
Position Supplemental Requests		118,723	
Health and Dental Insurance		285,982	
NH Retirement and Social Security		105,038	
Workers' Compensation		52,068	
Subtotal Personnel Changes	\$	1,496,216	
Non-Personnel Changes			\$ 103,469
Professional and Audit Services	\$	87,250	
Supplies		54,172	
Building Repairs & Maintenance		38,000	
Cybersecurity/Software/ICloud Services		31,578	
Insurance		20,127	
Utility Costs		14,473	
Outside Agencies		(36,953)	
Taxes		(155,771)	
Miscellaneous other increase/(decreases)		50,593	
Subtotal Non-Personnel Changes	\$	103,469	
Changes in General Fund Operations			\$ 1,599,685

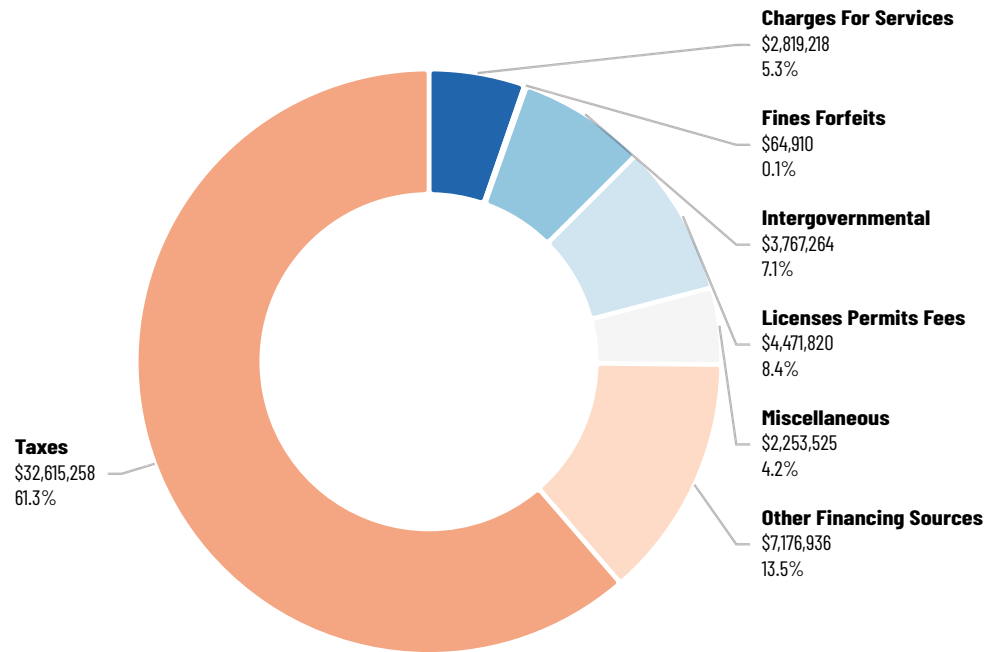
Expenditure change highlights include:

- Personnel Changes
  - Community Development position changes and reduction in funding for Building/Health Official to 50%
  - Human Services - contract to PT Case Manager at 34 hours
  - Library additional PT personnel
  - Fire Department addition of 4 FT personnel
  - Emergency Operations Manager contract
- Increased annual professional and audit service expenses
- Increased shelter expense for homeless population
- Information Technology increased licensing and software expenses
- Fire and Ambulance increased certification expenses
- Flooring upgrade to City Clerk – Records archive room and 2<sup>nd</sup> floor City Hall lobby
- Parks & Rec Cemetery – Sumner Knight boiler replacement expense

The increase in the operations portion of the proposed budget is \$1,599,685 or 3.9%. The majority of the increase is personnel-related and tied to contracted bargaining union agreements totaling \$1,496,216. The remaining increase of \$103,469 is for non-personnel-related operating costs throughout the City. Requested supplemental amounts and those included in the City Manager Recommendation can be found in the Supplemental section of the General Fund.

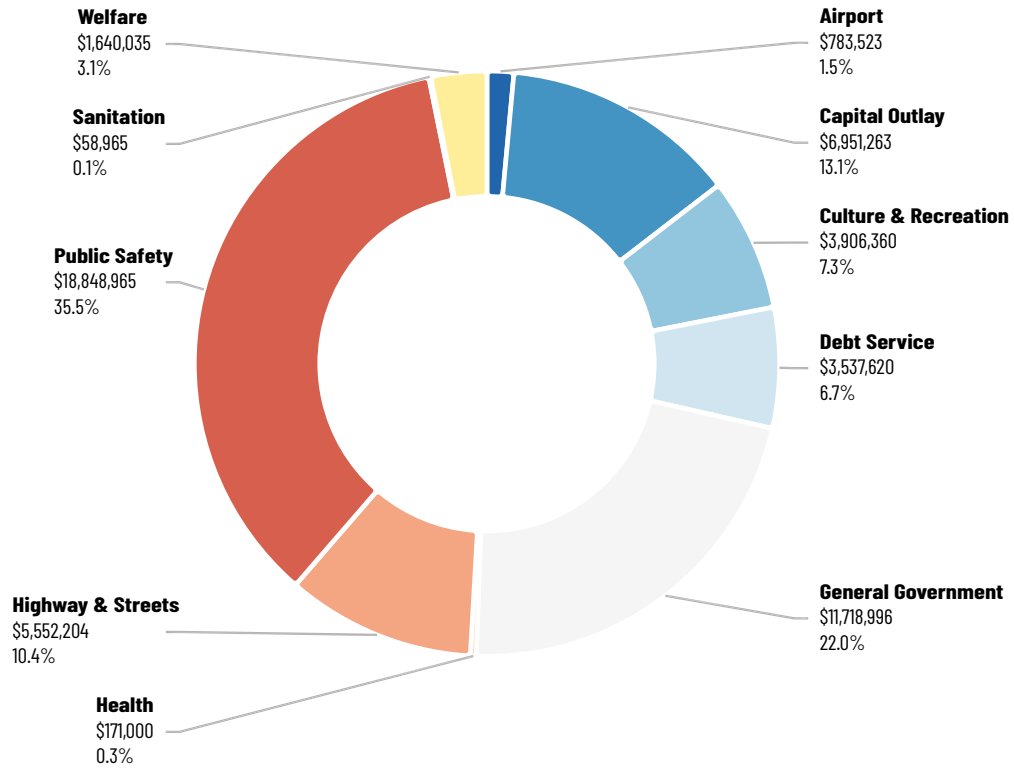
This budget reflects our steadfast commitment to responsible fiscal management, sustainable growth, and the continued well-being of our community. It balances the need for essential services and infrastructure with prudent financial stewardship, ensuring that every dollar is spent with accountability and purpose. As we move forward, we remain dedicated to transparency, collaboration, and investing in the priorities that matter most to our residents.

## Revenue Budget Chart



Charges For Services	\$2,819,219
Fines Forfeits	\$64,910
Intergovernmental	\$3,767,264
Licenses Permits Fees	\$4,471,819
Miscellaneous	\$2,253,525
Other Financing Sources	\$7,176,936
Proceeds Long Term Financing	\$—
Taxes	\$32,628,438
<b>Total</b>	<b>\$53,182,111</b>

## Expenditure Budget Chart



Airport	\$783,523
Capital Outlay	\$6,951,263
Culture & Recreation	\$3,906,360
Debt Service	\$3,537,620
General Government	\$11,723,996
Health	\$171,000
Highway & Streets	\$5,552,704
Public Safety	\$18,856,645
Sanitation	\$58,965
Welfare	\$1,640,035
<b>Total</b>	<b>\$53,182,111</b>



## Allocation of Proposed Property Tax to City Departments

Department / Activity	Proposed Budget	Percent of Total	Proposed Property Tax		\$ 200,000	\$ 400,000	\$ 600,000	\$ 800,000
			\$	30,704,215				
Fire	9,735,910	18.31%	5,621,752		497.65	995.30	1,492.95	1,990.60
Police	8,938,879	16.81%	5,161,527		456.91	913.82	1,370.73	1,827.64
Capital Projects	6,951,263	13.07%	4,013,829		355.31	710.62	1,065.94	1,421.25
Public Works	5,611,669	10.55%	3,240,315		286.84	573.68	860.52	1,147.36
Finance & Human Svcs	3,795,278	7.14%	2,191,486		193.99	387.99	581.98	775.98
Debt Service	3,537,620	6.65%	2,042,708		180.82	361.65	542.47	723.30
Parks & Recreation	2,244,721	4.22%	1,296,157		114.74	229.48	344.22	458.95
Information Technology	2,028,456	3.81%	1,171,280		103.68	207.37	311.05	414.74
Library	1,972,079	3.71%	1,138,727		100.80	201.60	302.41	403.21
Facilities	1,864,754	3.51%	1,076,754		95.32	190.63	285.95	381.27
Community Development	1,703,645	3.20%	983,726		87.08	174.16	261.24	348.33
City Manager's Office	910,951	1.71%	526,005		46.56	93.13	139.69	186.25
Human Resources	795,335	1.50%	459,246		40.65	81.31	121.96	162.61
City Clerk	777,593	1.46%	449,001		39.75	79.49	119.24	158.99
Airport	783,523	1.47%	452,425		40.05	80.10	120.15	160.20
Assessing	460,488	0.87%	265,897		23.54	47.08	70.61	94.15
City Attorney	453,945	0.85%	262,119		23.20	46.41	69.61	92.81
M&C - Outside Agencies	338,100	0.64%	195,227		17.28	34.56	51.85	69.13
Mayor & City Council	132,115	0.25%	76,286		6.75	13.51	20.26	27.01
M&C - Community Funded Events	108,688	0.20%	62,759		5.56	11.11	16.67	22.22
M&C - Boards & Commissions	29,419	0.06%	16,987		1.50	3.01	4.51	6.01
<b>Totals</b>	<b>\$ 53,174,431</b>	<b>100.00%</b>	<b>\$ 30,704,215</b>		<b>\$ 2,718</b>	<b>\$ 5,436</b>	<b>\$ 8,154</b>	<b>\$ 10,872</b>
Property Taxes Raised For Operations FY 2024-2025 Budget Year				\$ 30,054,098	City of Keene Municipal Tax Rate FY 2024-2025		\$ 13.31	
Proposed Increase in Property Tax Dollars Raised				\$ 650,117	Proposed Increase in Municipal Tax Rate		\$ 0.28	
Proposed Change Overlay & War Service Credits				\$ -	Percent Increase in Proposed Municipal Tax Rate		2.10%	
Percent Increase in Proposed Property Tax Dollars Raised				2.16%				

## Operating Revenues & Expenditures

	2023-2024	2024-2025	2025-2026 Dept Request- Including Supplementals	2025-2026 City Manager
	Actual	Adopted Budget		
<b>REVENUES</b>				
Property Tax	27,902,203	29,714,294	30,945,468	30,291,365
Other Local Taxes	1,359,209	1,433,000	1,698,000	1,698,000
Tax Increment Financing	1,005,842	1,086,549	639,073	639,073
Licenses, Permits & Fees	4,497,291	4,367,892	4,471,820	4,471,820
Intergovernmental	3,710,312	3,664,454	3,767,264	3,767,264
Charges for Services	2,820,832	2,621,597	2,819,218	2,819,218
Fines & Forfeits	55,992	68,310	64,910	64,910
Miscellaneous	2,652,048	1,748,450	2,253,525	2,253,525
Other Financing Sources (incl capital reserve)	2,393,217	5,656,708	5,152,648	5,152,648
Use of Surplus - Operating Budget	-	850,000	850,000	850,000
Use of Surplus - Capital Projects	-	1,207,946	1,174,288	1,174,288
<b>SUBTOTAL - Current Revenues</b>	<b>46,396,946</b>	<b>52,419,200</b>	<b>53,836,214</b>	<b>53,182,111</b>
Sale of Bonds	2,951,000	5,613,000	4,918,000	4,918,000
<b>TOTAL REVENUES</b>	<b>49,347,946</b>	<b>58,032,200</b>	<b>58,754,214</b>	<b>58,100,111</b>
<b>EXPENDITURES</b>				
<b>ELECTED/APPOINTED OFFICIALS:</b>				
Mayor & City Council	202,413	250,257	270,222	270,222
Outside Agencies	306,938	375,053	338,100	338,100
City Manager's Office	716,146	851,880	910,951	910,951
City Clerk & Elections	741,242	789,401	782,593	777,593
City Attorney	426,218	484,320	453,945	453,945
<b>Total Elected/Appointed Officials</b>	<b>2,392,957</b>	<b>2,750,911</b>	<b>2,755,811</b>	<b>2,750,811</b>
<b>ADMINISTRATIVE SERVICES:</b>				
Assessment	418,413	446,216	460,488	460,488
Finance	3,657,909	3,570,385	3,795,278	3,795,278
Human Resources	724,680	777,280	795,335	795,335
Information Technology	1,769,196	1,816,620	2,028,456	2,028,456
<b>Total Administrative Services</b>	<b>6,570,199</b>	<b>6,610,501</b>	<b>7,079,557</b>	<b>7,079,557</b>
<b>COMMUNITY SERVICES:</b>				
Fire & Ambulance	8,453,253	8,927,928	10,124,438	9,743,590
Library	1,712,054	1,801,126	1,972,079	1,972,079
Parks, Recreation, Cemeteries & Youth Services	1,955,985	2,172,290	2,314,723	2,244,721
Facilities	2,072,979	2,145,485	1,864,754	1,864,754
Police	8,039,546	8,658,260	9,042,301	8,938,879
<b>Total Community Services</b>	<b>22,233,817</b>	<b>23,705,089</b>	<b>25,318,295</b>	<b>24,764,023</b>
<b>MUNICIPAL DEVELOPMENT SERVICES:</b>				
Airport	721,699	741,202	783,523	783,523
Community Development	1,481,833	1,658,498	1,798,476	1,703,645
Public Works	4,606,995	5,549,125	5,611,669	5,611,669
<b>Total Mun. Development Services</b>	<b>6,810,528</b>	<b>7,948,825</b>	<b>8,193,668</b>	<b>8,098,837</b>

	2023-2024	2024-2025	2025-2026	2025-2026
	Actual	Adopted Budget	Dept Request- Including Supplementals	City Manager
<b>EXPENDITURES (CONTINUED)</b>				
TRANSFERS - CAPITAL PROGRAM AND OTHER				
Debt Service	3,198,779	3,823,035	3,537,620	3,537,620
Capital Projects (not funded by debt)	4,931,505	7,455,839	6,826,263	6,826,263
Conservation - LUCT	25,000	25,000	25,000	25,000
Special Revenue Fund - Retirement	100,000	100,000	100,000	100,000
Total Capital	8,255,284	11,403,874	10,488,883	10,488,883
SUBTOTAL - current expenditures	46,262,784	52,419,200	53,836,214	53,182,111
CAPITAL PROJECTS (funded by Debt)	2,951,000	5,613,000	4,918,000	4,918,000
<b>TOTAL EXPENDITURES</b>	49,213,784	58,032,200	58,754,214	58,100,111

## Operating Budget Fiscal Policy Compliance

	2023-2024	2024-2025	2025-2026	2025-2026
	Tax Rate Setting	Tax Rate Setting	Dept Request- Including Supplementals	City Manager
<b>GROSS CITY PROPERTY TAX REVENUE INCREASE</b>				
Property Tax Revenue - Increase (Decrease) adjusted for change in Debt and NHRS	770,114	1,992,561	1,418,453	763,712
Fiscal Policy Increase Limit (FY26 4.1%)	1,200,823	1,375,015	1,232,218	1,232,218
Over (Under) Limit	(430,709)	617,546	186,235	(468,506)
<b>CITY PROPERTY TAX REVENUE</b>				
Property Tax Revenue-net overlay and war service credits	27,658,406	29,634,554	30,945,468	30,291,365
ADD: Overlay	2,831	6,694	-	-
ADD: War Service Credits	400,300	412,850	412,850	412,850
Property Tax Revenue - Gross tax effort	28,061,537	30,054,098	31,358,318	30,704,215
City Tax Rate	\$12.55	\$13.31	\$13.88	\$13.59
Percent increase (decrease)	-15.28%	6.06%	4.28%	2.10%
<b>PROPERTY TAX CALCULATION FY26</b>				
<b>Assessed Value</b>				
Assessed Value for local tax calc	2,235,081,865	2,259,288,439	2,259,288,439	2,259,288,439
Assessed Value for state tax calc	2,120,751,465	2,140,836,339	2,140,836,339	2,140,836,339
<b>Tax Rate</b>				
City	12.55	13.31	13.88	13.59
Local Education	14.69	15.16	16.60	16.60
State Education	1.57	1.53	1.57	1.57
County	3.08	3.07	3.18	3.18
Total Tax Rate	31.89	33.07	35.23	34.94
Percent increase (decrease)	-0.80%	3.70%	6.52%	5.65%
<b>PROPERTY TAXES TO BE RAISED</b>				
	2023-2024	2024-2025	2025-2026	2025-2026
Local Education	32,824,979	34,255,980	37,496,459	37,496,459
State Education	3,330,484	3,282,162	3,362,653	3,362,653
County	6,880,262	6,941,198	7,184,197	7,184,197
City	28,061,537	30,054,098	31,358,318	30,704,215



### General Fund Revenue Summary by Category

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
20	Taxes	29,170,349	30,267,254	32,233,843	32,628,438	—	32,628,438
21	Licenses Permits Fees	4,197,238	4,497,291	4,367,892	4,471,819	(7,300)	4,471,819
22	Intergovernmental	4,011,281	3,710,312	3,664,454	3,767,264	24,598	3,767,264
23	Charges For Services	2,317,965	2,820,832	2,621,597	2,819,219	165,320	2,819,219
24	Miscellaneous	1,915,309	2,652,048	1,748,450	2,253,525	—	2,253,525
25	Other Financing Sources	2,218,378	2,393,217	7,714,654	7,176,936	—	7,176,936
27	Fines Forfeits	74,845	55,992	68,310	64,910	—	64,910
Total Revenues		43,905,366	46,396,946	52,419,200	53,182,111	182,618	53,182,111

### General Fund Revenue Line Item by Category

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>20 - Taxes</b>							
411050	Tax-Net Property	26,669,277	27,902,203	29,714,294	30,291,365	—	30,291,365
411100	Tax-Payment In Lieu	1,124,908	1,126,529	1,125,000	1,440,000	—	1,440,000
411150	Tax-Timber Yield	73,498	5,498	8,000	8,000	—	8,000
411200	Tax-Land Use Change	67,050	5,146	—	—	—	—
411250	Tax-Increment Financing	1,107,771	1,005,842	1,086,549	639,073	—	639,073
416050	Tax-Interest	127,845	222,036	300,000	250,000	—	250,000
<b>20 - Taxes Subtotal</b>		<b>29,170,349</b>	<b>30,267,254</b>	<b>32,233,843</b>	<b>32,628,438</b>	<b>—</b>	<b>32,628,438</b>
<b>21 - Licenses Permits Fees</b>							
421050	Fee-Health Food Licenses	49,770	49,400	51,900	51,900	—	51,900
421100	Fees-State Vital Records	37,984	20,092	30,000	30,000	—	30,000
421150	Fees-City Licenses	8,219	9,052	8,592	8,000	—	8,000
421160	Permits-Haz Mat Storage	18,141	18,800	19,000	19,000	—	19,000
421200	Fees-Dog Licenses	15,897	15,823	9,280	13,000	—	13,000
422020	Permits-Fire Alarm Access	11,140	12,895	13,000	—	(13,000)	—
422050	Fee-Permits	427,699	528,386	483,000	488,700	5,700	488,700
422100	Permits-Pistols	570	500	620	620	—	620
422150	Permits-Motor Vehicle	3,411,114	3,629,952	3,550,000	3,650,000	—	3,650,000
422180	Fee-Tranportation Imp Fund	98,590	99,770	95,000	99,000	—	99,000
423010	Fee-NSF Check	1,475	2,589	750	1,350	—	1,350
423060	Fee-Miscellaneous	10,017	10,662	10,500	11,500	—	11,500
423150	Fee-Mail-In & E-Reg	8,255	8,138	7,500	8,000	—	8,000
423160	Fee-Municipal Agent Fee	63,164	66,462	60,000	62,000	—	62,000
423220	Fee-Cls Licenses	3,462	3,300	4,125	4,125	—	4,125
423230	Fee-Planning Board	23,405	14,324	19,275	19,274	—	19,274
423240	Fee-Historic Dist Comm	1,136	162	350	350	—	350
423250	Fee-Joint Committee (Pld/Plan)	—	72	—	—	—	—
423370	Fee-Zba	7,201	6,911	5,000	5,000	—	5,000
<b>21 - Licenses Permits Fees Subtotal</b>		<b>4,197,238</b>	<b>4,497,291</b>	<b>4,367,892</b>	<b>4,471,819</b>	<b>(7,300)</b>	<b>4,471,819</b>
<b>22 - Intergovernmental</b>							
431160	Federal-Fema Reimbursements	104,461	120,455	—	—	—	—
432010	State-Flood Control	36,031	29,707	36,100	30,885	—	30,885
432020	State-Aeronautical	10,445	10,135	10,000	10,000	—	10,000
432030	State-Highway	907,197	471,299	475,000	482,866	—	482,866
432040	State-Rooms & Meals	1,960,197	2,114,342	2,114,342	2,189,903	—	2,189,903
432080	State-Keene State College	658,059	663,056	668,800	668,800	—	668,800

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
433050 County-JCC & YIP	23,100	23,100	51,180	51,180	—	51,180
434010 Local-Keene School District	122,348	121,448	133,630	133,630	—	133,630
434030 Local-Other Towns	189,443	156,770	175,402	200,000	24,598	200,000
<b>22 - Intergovernmental Subtotal</b>	<b>4,011,281</b>	<b>3,710,312</b>	<b>3,664,454</b>	<b>3,767,264</b>	<b>24,598</b>	<b>3,767,264</b>
<b>23 - Charges For Services</b>						
441090 Direct Reimbursement	523,051	340,833	464,074	475,696	—	475,696
441110 Charges-Programs	110,093	125,558	132,352	149,602	—	149,602
441120 Charges-Equipment	1,152	1,250	1,500	1,500	—	1,500
441130 Charges-Reports	1,049	809	1,150	1,150	—	1,150
441140 Charges-Photos/Tapes	1,240	475	1,050	1,050	—	1,050
441150 Charges-Inspection Services	165	—	—	—	—	—
441160 Charges-Public Way Impediment	1,300	1,450	500	500	—	500
441170 Charges-Excavation	6,075	6,150	4,000	4,000	—	4,000
441220 Charges-Internments	47,005	42,165	38,000	38,000	—	38,000
441230 Charges-Ambulance Services	1,348,434	2,012,900	1,700,000	1,900,000	200,000	1,900,000
441240 Charges-Fire Master Box	92,411	89,760	90,168	55,488	(34,680)	55,488
441310 Charges-Repairs	125	—	—	—	—	—
441340 Charges-Police Details	(7)	—	—	—	—	—
441350 Charges-Records Center	26,613	28,344	28,243	29,773	—	29,773
441380 SSI Interim Assistance	—	14,479	2,500	2,500	—	2,500
441390 Medicaid Reimbursements	—	—	2,500	2,500	—	2,500
441400 Charges-Criminal Records Check	60	30	50	50	—	50
441410 Charges-Police Discoveries	37	—	50	50	—	50
441420 Charges-Accident Reports	13,422	15,174	11,000	11,000	—	11,000
441430 Charges-Log Search	15	8	10	10	—	10
441440 Charges-Fingerprints	22,454	13,740	22,500	22,500	—	22,500
441460 Charges-Special Search & Misc	100	100	—	—	—	—
441470 Charges-Small Wireless (Swf)	1,620	1,080	1,000	1,350	—	1,350
441480 Charges-Drain Connect Permit	—	—	500	500	—	500
442010 Charges-Rental Library	1,815	1,160	1,800	900	—	900
442030 Charges-Rental Rec Center	18,610	21,517	16,300	16,300	—	16,300
442050 Charges-Rental Sumner Knight	169	205	—	—	—	—
443020 Charges-Ball Fields	16,450	17,167	15,500	15,500	—	15,500
443040 Charges-Pools	16,678	19,010	21,500	21,500	—	21,500
444010 Charges-Library Non Resident	18,800	18,943	20,500	18,800	—	18,800
445010 Charges-Airport Landing	9,150	8,539	12,000	10,000	—	10,000
445050 Charges-Airport Gross Revenue	14,645	15,707	12,850	15,000	—	15,000

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
445060	Charges-Aviation Fueling	25,235	24,280	20,000	24,000	—	24,000
<b>23 - Charges For Services Subtotal</b>		<b>2,317,965</b>	<b>2,820,832</b>	<b>2,621,597</b>	<b>2,819,219</b>	<b>165,320</b>	<b>2,819,219</b>
<b>24 - Miscellaneous</b>							
461010	Interest Earnings	920,325	1,602,756	650,000	1,250,000	—	1,250,000
461030	Interest Accts Receivable	2	—	—	—	—	—
461050	Other Loans	89,698	89,698	89,698	—	—	—
461110	Other	33,713	6,164	50	100	—	100
461130	Public Printer Copier Fee	7,559	6,856	6,600	6,300	—	6,300
461135	Copies	141	371	100	100	—	100
461140	Maps Blueprints Etc	112	68	100	100	—	100
463010	Rent-City Hall	65,480	66,274	71,911	65,000	—	65,000
463040	Rent-Transportation Center	31,570	31,046	36,513	26,000	—	26,000
463060	Rent-Airport T-Hangar	121,653	141,387	149,877	154,373	—	154,373
463070	Rent-Airport Terminal	29,041	30,018	30,244	31,131	—	31,131
463080	Rent-Airport Land	83,932	88,347	88,195	88,195	—	88,195
463110	Rent-Fuel Farm	17,176	18,894	19,209	19,785	—	19,785
463120	Rent-Airport Wwtp	205,253	212,445	216,270	222,758	—	222,758
463170	Rent-350 Marlboro	242,903	253,590	259,276	259,276	—	259,276
464010	Trust-Cemetery	55,245	90,035	106,252	106,252	—	106,252
464030	Trust-Charitable	1,903	3,085	3,625	3,625	—	3,625
464040	Trust-Deluge Hose	159	257	302	302	—	302
464050	Trust-Downtown Memorial Tree	—	2,386	3,825	3,825	—	3,825
464060	Trust-Flower Fund	2,440	3,957	4,648	4,648	—	4,648
464070	Trust-Library	—	—	3,500	3,500	—	3,500
464080	Trust-Parks & Rec	2,385	3,868	4,545	4,545	—	4,545
464100	Trust-Sumner Knight Chpl	4,619	544	3,710	3,710	—	3,710
<b>24 - Miscellaneous Subtotal</b>		<b>1,915,309</b>	<b>2,652,048</b>	<b>1,748,450</b>	<b>2,253,525</b>	<b>—</b>	<b>2,253,525</b>
<b>25 - Other Financing Sources</b>							
470010	Use (Addition) To Surplus	—	—	2,340,946	2,340,946	—	2,340,946
470030	Capital Reserve	—	—	2,892,343	2,236,500	—	2,236,500
471020	Admin Chg - Equipment	323,835	287,892	362,745	376,252	—	376,252
471040	Admin Chg - Parking	85,946	96,339	127,158	117,674	—	117,674
471060	Admin Chg - Sewer	785,730	761,239	749,177	749,177	—	749,177
471070	Admin Chg - Solid Waste	535,928	597,372	541,804	580,270	—	580,270
471080	Admin Chg - Water	485,884	534,820	545,746	771,382	—	771,382
472040	Special Revenue Fund	—	6,863	150,000	—	—	—
473020	Property Surplus Sale	1,055	101,500	50	50	—	50



Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
473030 Equipment Surplus Sale	—	7,192	—	—	—	—
473040 Sale of Found Property	—	—	4,685	4,685	—	4,685
<b>25 - Other Financing Sources Subtotal</b>	<b>2,218,378</b>	<b>2,393,217</b>	<b>7,714,654</b>	<b>7,176,936</b>	<b>—</b>	<b>7,176,936</b>
<b>27 - Fines Forfeits</b>						
451050 Fines-Court	22,673	12,278	23,500	23,500	—	23,500
451060 Fines-Library Overdue	9,064	10,284	9,000	5,800	—	5,800
451070 Fines-False Alarm	26,445	24,155	20,610	20,610	—	20,610
452010 Violations-Fire Code	—	—	200	200	—	200
452020 Violations-Code	1,640	1,231	500	500	—	500
453020 Forfeit-Dog	6,350	4,375	4,500	4,500	—	4,500
453040 Lost Library Materials	3,241	2,936	3,000	2,800	—	2,800
453050 Charges-Evidence / Property	5,432	733	7,000	7,000	—	7,000
<b>27 - Fines Forfeits Subtotal</b>	<b>74,845</b>	<b>55,992</b>	<b>68,310</b>	<b>64,910</b>	<b>—</b>	<b>64,910</b>
<b>Total Revenues</b>	<b>43,905,366</b>	<b>46,396,946</b>	<b>52,419,200</b>	<b>53,182,111</b>	<b>182,618</b>	<b>53,182,111</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Airport	0500000	523110	Increased maintenance expense	5,415	5,415
Airport	0500000	523110	Events expense	2,055	2,055
Mayor & Council	01000000	521759	Municipal Code Corporation online hosting renewal and subscription	700	700
Mayor & Council	01000000	524350	Training Expense	3,500	3,500
Mayor & Council	01000000	524430	Retirement gifts and archival minutes binder	1,300	1,300
Mayor & Council	01000000	527610	Increased software expense	280	280
Outside Agencies	01030500	521320	Community Volunteer Transportation	500	500
Outside Agencies	01030500	521370	Meals on Wheels	1,213	1,213
Outside Agencies	01030500	521400	Harbor Care	5,000	5,000
Outside Agencies	01030500	521410	Monadnock Regional Child Advocacy	2,250	2,250
Outside Agencies	01030500	521420	Transporting - HCS City Express	3,084	3,084
Outside Agencies	01030500	521510	MCVP	1,000	1,000
Outside Agencies	01030500	521530	MIP - Housing Fund	(50,000)	(50,000)
Assessing	10000000	523200	Increased hosting fees for GIS site	200	200
City Attorney	15000000	525100	Increased cellular phone expense	1,000	1,000
City Attorney	15000000	527010	Adobe Pro license	1,000	1,000
City Attorney	15000000	527150	Increased cost of research material production	1,500	1,500
City Clerk	20000000	515010+	Overtime funding	7,994	7,994
City Clerk	20000000	525100	Increased cellular phone expense	160	160
City Clerk - Elections	20100000	521070	Stipends for election workers	1,175	1,175
City Clerk - Elections	20100000	523010	AVS equipment programming fees	5,700	5,700
City Clerk - Elections	20100000	524160	Voting Works coding/printing fees	3,100	3,100
City Clerk - Elections	20100000	524250	Additional Public Notice requirements	700	700
City Clerk - Elections	20100000	527610	Election Works payroll software	1,200	1,200
City Clerk - Records	20201100	523500	Flooring upgrade to Archive Room	15,000	10,000
City Mgr - Emergency Ops	25100000	513080+	Position change: Emergency Operations Manager contract	16,399	16,399
City Mgr - Emergency Ops	25100000	527600	Operating Supplies	500	500
Community Development	30000000	513030+	Position change: Building/Health Official; funded at 50%	(94,376)	(94,376)
Community Development	30000000	513040+	Position change: Health Inspector	7,754	-
Community Development	30000000	513040+	Position change: Additional Housing/Compliance Inspector (10/1/25)	111,069	82,153
Community Development	30000000	521020	Implementation of CDD permitting software	33,750	33,750
Finance - Accounting	35100000	521290	Increased annual audit costs including Single Audit & OPEB	30,000	30,000
Finance - Revenue	35300000	524160	Outsourcing tax bill processing and mailing	5,000	5,000
Finance - Human Services	35400000	513070+	Position change: contract to PT Case Manager - Outreach (34 hours)	29,451	29,451
Finance - Human Services	35404000	521030	Increased cost of GAP software	330	330
Finance - HS General Assist	35404000	524511	Preventative measure to ensure adequate prescription medication coverage	5,000	5,000
Finance - HS General Assist	35404000	524540	Increased cost of shelter for homeless individuals	50,000	50,000
Fire - Administration	40000000	513030+	Position change: Deputy Fire Chief; funded at 50%	(80,362)	(80,362)
Fire - Administration	40000000	521020	Strategic plan to improve and maintain workplace culture	20,000	20,000
Fire - Administration	40000000	524350	Certification expense for staff	15,000	15,000
Fire - Administration	40000000	524511	SAFER Grant - physicals expense	16,000	-
Fire - Administration	40000000	524511	Physicals - 4 new firefighters	4,000	4,000
Fire - Fire Prevention	40007100	513040+	Position change: Operations/Admin Support (20 hours)	30,272	-
Fire - Suppression	40100000	515130	Overtime training - 4 new firefighter contract days	6,500	6,500
Fire - Suppression	40100000	516260+	Supplemental Overtime: Additional shift staffing	82,808	82,808
Fire - Suppression	40100000	527420	SAFER Grant - portable radios	134,285	-
Fire - Suppression	40100000	527550	SAFER Grant - Uniforms for new hires	17,715	-
Fire - Suppression	40100000	527550	Uniforms - 4 new firefighters	5,400	5,400
Fire - Suppression	40100000	527560	SAFER Grant - protective clothing structural gear	94,000	-
Fire - Ambulance	40200000	515130	Overtime training - 4 new firefighter EMS recertification days	6,500	6,500
Fire - Ambulance	40200000	523110	EMS equipment preventative maintenance	5,064	5,064
Fire - Ambulance	40200000	524350	Certification expense for staff	15,000	15,000
Fire - Ambulance	40200000	524380	Licensing fees - 4 new firefighters	500	500
Fire - Ambulance	40200000	527550	SAFER Grant - uniforms for new hires	9,965	-
Fire - Ambulance	40200000	527560	SAFER Grant - protective clothing EMS coats	10,000	-
Fire - Ambulance	40200000	580080	Transfer - grant match (AFG grant)	78,217	78,217

**FY 2026 Supplemental Requests (Cont'd)**

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Information Technology	50000000	523080	Increased software expense	18,685	18,685
Information Technology	50000000	524300	Increased software expense	325	325
Information Technology	50000000	524350	Increased software expense	270	270
Information Technology	50000000	525100	Increased software expense	650	650
Information Technology	50000000	527610	Increased software expense	622	622
Information Technology	50000000	527850	Increased software expense	2,109	2,109
IT - Cloud Applications	50100000	528010	Civic Clerk agenda software; moved from Cable Franchise Fee to Op Budget	22,975	4,443
IT - Cloud Applications	50100000	528030	Munis software	4,142	4,142
IT - Cloud Applications	50100000	528040	Assessing Vision software	413	413
IT - Cloud Applications	50100000	528050	Office 365 licensing	3,431	3,431
IT - Cloud Applications	50100000	528060	Increased software expense	1,372	1,372
IT - Cloud Applications	50100000	528070	Increased software expense	1,518	1,518
IT - Cloud Applications	50100000	528080	See-Click-Fix software	5,800	5,800
IT - Cloud Applications	50100000	528100	Increased software expense	300	300
IT - Cloud Applications	50100000	528120	Increased software expense	1,092	1,092
IT - Cloud Applications	50100000	528130	Increased software expense	464	464
Library	55000000	513070+	Additional funding regular part-time personnel	117,559	117,559
Library	55000000	513080+	Additional funding hourly personnel	8,846	8,846
Library	55000000	524360	Increased dues expense	60	60
Library	55000000	525100	Increased costs - POTS lines for elevators and fire alarm systems	1,425	1,425
Library	55000000	527100	Increase in postage meter lease expense and increased postage rates	3,800	3,800
Library	55000000	527150	Increased expense to expand collection of materials	4,498	4,498
Library	55000000	527610	Increased software subscription expense	4,300	4,300
P&R - Maint & Develop	65013000	516020+	Stand-by Pay: Parks & Recreation	6,458	6,458
P&R - Youth Services	65400000	513030+	Position Change: Youth Intervention Specialist (RFT)	97,273	-
P&R - Administration	65000000	524350	NRPA Director school	3,400	3,400
P&R - Administration	65000000	524360	NRPA National Conference	2,000	2,000
P&R - Maint & Develop	65013000	522090	Encampment clean-up assistance	5,000	5,000
P&R - Maint & Develop	65013000	523720	Storm clean-up expense	4,000	4,000
P&R - Maint & Develop	65013000	524360	NRPA National Conference	2,500	2,500
P&R - Maint & Develop	65013000	525010	New irrigation system	2,007	2,007
P&R - Maint & Develop	65013000	525030	Increase in electricity costs	2,500	2,500
P&R - Parks - Pools	65013100	525030	Increase in electricity costs	2,766	2,766
P&R - Parks - Pools	65013100	527640	Increase in chemicals expense for pool maintenance	4,000	4,000
P&R - Recreation Programs	65100000	524360	NHPA National Conference	2,000	2,000
P&R - Recreation Programs	65100000	527780	Equipment for additional youth sports seasons	500	500
P&R - Cemetery - Maint & Op	65215000	525030	Increase in electricity costs	2,000	2,000
P&R - Cemetery - Summer Knight	65215300	527350	Complete boiler replacement	17,271	17,271
Facilities - City Hall	65316000	522090	Increased Waste Management collection costs	1,060	1,060
Facilities - City Hall	65316000	523110	To obtain annual service contract on HVAC controls	5,000	5,000
Facilities - City Hall	65316000	523180	Replace 2nd floor lobby flooring	10,000	10,000
Facilities - Library	65316200	523110	To obtain annual service contract on HVAC controls	5,000	5,000
Facilities - Library	65316200	523170	Aging equipment repair cost needs	7,795	7,795
Facilities - Rec Ctr	65316300	522090	Increased Waste Management collection costs	513	513
Facilities - Rec Ctr	65316300	523110	To obtain annual service contract on HVAC controls	5,000	5,000
Facilities - Rec Ctr	65316300	525100	Copper phone lines for fire panel, elevator and security alarms	1,904	1,904
Facilities - Fire Central	65316474	522090	Increased Waste Management collection costs	513	513
Facilities - Fire Central	65316474	523110	To obtain annual service contract on HVAC controls	5,000	5,000
Facilities - Fire Central	65316474	523170	Aging equipment repair cost needs	4,000	4,000
Facilities - Fire Central	65316474	525030	Increase in electricity costs	4,500	4,500
Facilities - Fire Central	65316474	527370	Increase in janitorial supplies costs	1,000	1,000
Facilities - Fire West	65316475	522090	Increased Waste Management collection costs	1,510	1,510
Facilities - Fire West	65316475	527370	Increase in janitorial supplies costs	1,500	1,500
Facilities - Airport	65316500	523180	Terminal building front stairs repair	10,000	10,000
Facilities - DPW	65316672	522090	Increased Waste Management collection costs	547	547
Facilities - DPW	65316672	523110	To obtain annual service contract on HVAC controls	5,000	5,000
Facilities - DPW	65316672	525100	Increase in phone and communication expense	120	120

FY 2026 Supplemental Requests (Cont'd)					
Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Police - Training	70011400	527730	Five-year contract to purchase (15) Taser10's including cartridge plans	16,000	16,000
Police - Investigations	70111600	513040+	Position Change: 1 vacant officer	(103,422)	(103,422)
Public Works - Engineering	75100000	521030	Traffic data aggregation service	10,500	10,500
Public Works - Street Maintenance	75100000	523310	Increased pavement markings expense	5,500	5,500
Public Works - Street Maintenance	75100000	527400	Sidewalk sealant	20,000	20,000
TOTAL General Fund				1,050,168	587,926

## General Fund Department Summary

Department	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
Mayor and Council	7,256,878	8,764,634	12,029,184	11,097,205	(31,173)	11,097,205
Airport	590,242	721,699	741,202	783,523	7,470	783,523
Assessing	447,841	418,413	446,216	460,488	200	460,488
City Attorney	423,127	426,218	484,320	453,945	3,500	453,945
City Clerk	676,049	741,242	789,401	782,593	30,029	777,593
City Manager's Office	692,040	716,146	851,880	910,951	16,899	910,951
Community Development	1,447,702	1,481,833	1,658,498	1,798,476	21,527	1,703,645
Facilities	2,058,446	2,072,979	2,145,485	1,864,754	69,962	1,864,754
Finance	2,759,112	3,657,909	3,570,385	3,795,278	119,781	3,795,278
Fire	8,133,842	8,453,253	8,927,928	10,124,438	158,627	9,743,590
Human Resources	710,029	724,680	777,280	795,335	—	795,335
Information Technology	1,413,030	1,769,196	1,816,620	2,028,456	45,636	2,028,456
Library	1,606,345	1,712,054	1,801,126	1,972,079	140,488	1,972,079
Parks & Recreation	1,943,612	1,955,985	2,172,290	2,314,723	56,402	2,244,721
Police	7,890,296	8,039,546	8,658,260	9,042,301	(87,422)	8,938,879
Public Works	5,137,932	4,606,995	5,549,125	5,611,669	36,000	5,611,669
<b>Total Expenditures</b>	<b>43,186,523</b>	<b>46,262,784</b>	<b>52,419,200</b>	<b>53,836,214</b>	<b>587,926</b>	<b>53,182,111</b>

## General Fund Summary by Object Code

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
511010	Wages-Elected Officials	50,375	48,208	41,500	41,500	—	41,500
512010	Wages-Charter Officers	437,300	422,740	462,187	435,158	—	435,158
513010	Wages-Dept Head	1,426,036	1,353,942	1,497,705	1,516,157	—	1,516,157
513030	Wages-Supervisory	3,919,665	4,016,952	4,681,663	5,130,987	(112,152)	4,960,938
513040	Wages-Full Time	8,487,814	8,853,713	10,378,945	10,905,400	45,831	10,816,796
513070	Wages-Part Time	912,666	970,954	1,003,552	1,170,485	112,132	1,170,485
513080	Wages-Hourly	344,574	474,498	560,250	486,518	(48,435)	511,815
514010	Wages-Temporary	44,746	261,549	13,300	41,380	—	13,300
515010	OT-Regular	294,548	312,817	285,767	307,417	6,500	307,417
515020	OT-Double	4,490	7,068	5,895	5,895	—	5,895
515070	OT-Court	37,621	33,206	44,000	44,000	—	44,000
515090	OT-Weapons Training	23,125	19,992	25,000	25,000	—	25,000
515110	OT-Haz Mat Training	3,106	735	10,815	10,815	—	10,815
515120	OT-Tactical Team Training	21,346	33,224	25,000	25,000	—	25,000
515130	OT-Training	145,531	82,911	129,400	142,400	13,000	142,400
515140	OT-Field Training Officer	21,788	16,799	21,000	21,000	—	21,000
515150	OT-Fire Alarms	10,725	8,533	3,000	3,000	—	3,000
515200	OT-Vacation Replacement	361,072	384,956	321,640	321,640	—	321,640
515210	OT-Sick Replacement	339,692	222,079	77,665	77,665	—	77,665
515220	OT-Personal Day Replace	78,119	97,859	44,114	44,114	—	44,114
515250	OT-Multi Alarm	196,135	10,075	15,000	15,000	—	15,000
515260	OT-Supplemental Staffing	19,936	392,663	39,675	100,000	60,325	100,000
515270	OT-Call Back	30,535	99,536	44,000	44,000	—	44,000
515290	OT-Shift Vacancies	102,884	344,435	8,000	8,000	—	8,000
515310	OT-Holiday	66,465	29,076	64,857	64,857	—	64,857
516010	Holiday	268,429	128,425	307,112	424,378	—	424,378
516020	Stand-By	36,426	35,752	41,899	47,149	5,250	47,149
516030	Car Allowance	3,600	3,600	3,600	3,600	—	3,600
516040	Incentives-Training	43,947	36,057	35,880	35,880	—	35,880
516050	Sick & Injury	31,268	—	—	—	—	—
516070	Vacation	131,711	—	—	—	—	—
516080	Incentives-Police	59,587	60,863	125,645	135,935	—	135,935
516100	Incentives-Fire	8,800	4,250	16,500	14,800	—	14,800
516120	Incentives-Police Hiring	1,500	—	—	—	—	—
517010	Health Insurance	3,661,491	3,378,772	4,499,594	4,815,405	20,220	4,773,004
517020	Dental Insurance	234,616	220,637	246,798	260,913	459	259,370

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517030	Retirement Contributions	1,110,610	1,113,397	1,313,588	1,277,241	(5,420)	1,260,288
517040	Social Security	843,503	861,817	973,994	1,024,392	9,241	1,012,649
517050	Workers Compensation	370,777	438,565	484,593	543,628	(182)	536,661
517130	Retirement-Fire	1,438,436	1,367,086	1,424,669	1,519,420	520	1,502,355
517140	Retirement-Police	1,374,254	1,254,138	1,328,629	1,391,407	(20,781)	1,370,626
521000	Professional/Tech Services	6,550	4,405	7,100	7,100	—	7,100
521010	Administrative Services	67,087	82,579	75,000	90,840	—	90,840
521020	Professional Services	214,853	322,212	244,279	301,529	53,750	301,529
521030	Technical Services	71,195	151,495	111,707	119,187	10,830	119,187
521070	Elections	12,762	18,188	17,868	19,043	1,175	19,043
521080	Cybersecurity Services	7,400	51,939	40,633	40,633	—	40,633
521100	Life Insurance	30,922	33,807	38,410	39,611	—	39,611
521110	Lt Disability Insurance	42,120	42,918	51,124	54,335	—	54,335
521120	Safety Program	430	5,240	8,200	8,200	—	8,200
521130	Wellness Program	9,040	1,040	3,800	3,000	—	3,000
521140	Pension/Retirement	9,610	9,062	9,063	9,063	—	9,063
521150	Artists & Performers	7,268	8,972	12,800	12,800	—	12,800
521160	Dispatch	251,126	256,149	265,114	281,021	—	281,021
521170	Unemployment Insurance	1,081	4,383	6,833	7,675	—	7,675
521200	Laboratory Services	3,453	3,724	8,215	7,015	—	7,015
521210	Monitor & Inspections	10,225	6,388	45,000	45,000	—	45,000
521250	Appraisal Services	12,800	12,800	12,800	12,800	—	12,800
521270	K-9 Unit Support	4,599	2,325	4,500	4,500	—	4,500
521290	Audit Services	29,280	74,180	60,000	90,000	30,000	90,000
521320	OA-Community Volunteer Trans	—	750	750	1,250	500	1,250
521330	OA-Senior Citizens Center	15,000	16,500	16,500	16,500	—	16,500
521350	OA-Big Brothers/Big Sisters	5,250	—	—	—	—	—
521360	OA-Keene Community Kitchen	90,000	100,000	110,000	110,000	—	110,000
521370	OA-Elderly Meals On Wheels	15,600	17,488	18,362	19,575	1,213	19,575
521380	OA-Sw Community Services	10,000	10,000	10,000	10,000	—	10,000
521390	100 Nights Shelter	30,000	35,000	35,000	35,000	—	35,000
521400	OA-Harbor Care Was Hiv Aides	5,000	5,000	5,000	10,000	5,000	10,000
521410	OA-Mon Reg Child Advocacy	—	4,250	4,250	6,500	2,250	6,500
521420	OA-Transporting	99,532	102,115	106,941	110,025	3,084	110,025
521430	OA-Casa	3,000	4,000	5,000	5,000	—	5,000
521470	OA-Kh Kids Collaborative	10,000	10,000	12,500	12,500	—	12,500
521480	OA-Samaritans of Nh	5,000	—	—	—	—	—



Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
521500	OA-Mond Div Equity (Mdeibc)	10,000	—	—	—	—	—
521510	OA-Mcyp Monad Cris Viol Prvnt	—	4,250	5,000	6,000	1,000	6,000
521520	OA-Mfs Street Outreach	—	—	35,000	35,000	—	35,000
521530	OA-Mip Housing Fund	—	—	50,000	—	(50,000)	—
521600	Court & Hearing Exp	899	1,223	2,000	2,000	—	2,000
521610	Legal Services	10,781	35,767	35,000	35,000	—	35,000
521740	Zoning Board	50	110	250	250	—	250
521752	Home Health Care	56,493	88,877	95,000	95,000	—	95,000
521755	Mental Health Services	25,000	50,000	25,000	25,000	—	25,000
521759	Other Services	38,164	41,101	39,975	40,675	700	40,675
521770	Justice of The Peace	—	403	375	375	—	375
521780	Planning Board	120	263	250	250	—	250
521790	Conservation Commission	2,000	1,915	2,000	2,000	—	2,000
521800	Heritage Commission	1,200	1,260	1,200	1,200	—	1,200
521810	Partner City	5,000	5,000	5,000	5,000	—	5,000
521815	Arts Alive	500	500	500	500	—	500
521830	Historic District Commision	—	123	200	200	—	200
521840	Energy & Climate Committe	546	392	850	850	—	850
521920	Market/Brand/Communicate	44,240	17,587	27,000	27,000	—	27,000
522010	Janitorial	7,699	10,512	21,000	21,000	—	21,000
522030	Snow Plowing	7,165	414	5,750	5,750	—	5,750
522050	PC Replacement Charge	101,613	110,294	110,604	116,905	—	116,905
522060	PW Fleet Charge	2,014,338	2,034,459	2,088,236	2,107,451	—	2,107,451
522080	Taxes	189,686	196,292	223,771	68,000	—	68,000
522090	Rubbish Pick-Up	25,029	25,976	27,855	36,727	9,143	36,727
523000	Repair & Maintenance Services	46,274	65,376	102,351	102,351	—	102,351
523010	Maint-Office Equipment	7,908	11,484	20,040	25,790	5,700	25,790
523040	Maint-Communications Eqp	22,140	16,671	26,404	26,404	—	26,404
523050	MF Printer Lease/Copies/Maint	37,252	33,546	55,500	52,650	—	52,650
523060	Maint-Software	4,274	5,128	4,700	4,700	—	4,700
523070	Maint-Computer System	234,578	229,623	196,443	195,818	—	195,818
523080	Maint-Network	35,986	64,578	46,282	64,967	18,685	64,967
523090	Vehicle Certification	4,680	13,058	16,000	16,000	—	16,000
523100	Maint-Safety Program	16,043	21,984	24,000	24,000	—	24,000
523110	Maint-Equipment	66,038	88,955	125,380	152,859	35,479	152,859
523130	Maint-General	1,126	2,064	2,500	2,500	—	2,500
523150	Maint-Fuel System	4,660	9,215	6,225	6,625	—	6,625

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
523160	Maint-Esco	—	—	(616)	—	—	—
523170	Repair-Equipment	104,209	102,929	61,855	73,855	11,795	73,855
523180	Repair-Building	55,453	68,117	43,432	71,432	20,000	71,432
523200	Maint-Mapping & GIS	9,100	11,525	10,000	10,200	200	10,200
523310	Maint-Road & Street	586,428	239,510	474,057	479,557	5,500	479,557
523400	Maint-Grounds	30,357	27,697	34,964	28,914	—	28,914
523410	Maint-Playground	8,384	7,896	5,000	5,000	—	5,000
523420	Maint-Skate Park	356	12	1,000	1,000	—	1,000
523430	Maint-Signage	1,245	2,974	2,000	2,000	—	2,000
523440	Maint-Trail	2,083	1,621	2,000	2,000	—	2,000
523450	Maint-Camera System	535	13,882	5,250	5,250	—	5,250
523500	Maint-Building	80,246	58,408	68,911	83,911	10,000	78,911
523510	Maint-Sec Equipment	—	—	100	1,830	—	1,830
523550	Maint-Brush & Obstr Clearing	1,764	2,297	6,275	100	—	100
523700	Maint-Other Improvements	—	—	100	8,330	—	8,330
523720	Maint-Tree & Forestry	49,211	96,784	61,700	65,700	4,000	65,700
523730	Tree Planting	2,386	2,293	3,000	3,000	—	3,000
523740	Maint-Street Light	(2,203)	2,557	6,517	6,517	—	6,517
523750	Permits	6,995	5,923	4,214	4,214	—	4,214
523760	Maint-Wildlife	—	—	—	1,000	—	1,000
524010	Insurance-General Liability	267,241	311,784	328,672	348,392	—	348,392
524020	Insurance-Airport Liability	5,520	11,233	11,500	11,907	—	11,907
524070	Insurance-Vehicles	1,639	1,883	2,015	2,015	—	2,015
524090	Insurance-Youth Services Liability	—	711	750	750	—	750
524160	Printing	10,748	17,804	13,700	33,300	8,100	33,300
524250	Advertising	13,923	11,054	14,437	15,137	700	15,137
524300	Travel	2,135	3,128	6,944	7,444	325	7,444
524350	Training	94,937	92,470	163,959	203,624	37,170	203,624
524360	Meetings & Dues	54,876	50,014	57,098	65,556	6,560	65,556
524365	Keene Chamber of Commerce	425	525	525	525	—	525
524366	Regional Planning	12,676	12,373	12,394	12,394	—	12,394
524370	Tuition Assistance	13,454	14,658	46,894	43,140	—	43,140
524380	Licenses & Certifications	4,306	2,102	3,925	4,425	500	4,425
524390	Paramedic Tuition	—	4,401	8,500	8,500	—	8,500
524410	Meeting Expenses	1,829	589	1,856	550	—	550
524420	Mayors Official Expense	1,088	2,072	2,500	500	—	500
524430	Councils Official Expense	1,890	6,653	4,685	5,985	1,300	5,985

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
524440	Recognition & Awards	1,046	2,986	5,700	5,000	—	5,000
524450	Photography & Processing	779	137	950	950	—	950
524460	Cleaning Allowance	1,433	2,100	2,100	2,100	—	2,100
524470	Public Awareness	1,600	1,912	5,100	9,100	2,055	9,100
524480	Hauling & Disposal	1,261	—	6,400	6,400	—	6,400
524500	Polling Stations Set Up	2,326	6,867	2,250	2,250	—	2,250
524510	Personal & Household	55	—	—	—	—	—
524511	First Aid & Medical Services	17,137	87,462	89,050	111,050	9,000	99,050
524512	Dental Works	7,000	7,000	7,000	7,000	—	7,000
524515	SCS Shelter Services	50,000	56,250	75,000	75,000	—	75,000
524520	Burial Transport & Misc	19,025	20,500	16,625	16,625	—	16,625
524530	Heating Fuel & Utilities	29,539	18,106	25,750	25,750	—	25,750
524540	Rentals	593,022	1,158,121	700,000	750,000	50,000	750,000
524550	Contracted Services	23,017	—	—	—	—	—
524560	Comm Funded Event Other	—	966	2,000	—	—	—
524570	Veterans Council	4,250	4,250	4,250	4,250	—	4,250
524620	Human Rights Committee	1,000	2,000	2,000	2,000	—	2,000
524980	Trust-Income Use	6,538	9,651	12,172	12,172	—	12,172
525010	Water	42,342	33,928	50,065	52,772	2,007	52,772
525020	Sewer	29,693	27,239	31,863	31,863	—	31,863
525030	Electricity	533,429	508,156	439,831	451,597	11,766	451,597
525040	Heating Fuel	215,711	201,905	221,579	221,579	—	221,579
525050	Electricity Beacon & Obst Lgts	14,317	11,349	12,000	12,000	—	12,000
525060	Fireline & Hydrants	16,328	16,455	20,619	20,619	—	20,619
525100	Communications & Phone	71,261	69,758	74,410	79,120	5,259	79,120
525130	Propane	—	—	250	250	—	250
526030	Rental-Building	220,586	220,586	220,586	—	—	—
526040	Rental-Equipment	9,752	—	10,200	8,200	—	8,200
526050	Rental-Parking Space	60,993	61,486	68,208	68,208	—	68,208
526060	Rental-Other	1,000	1,281	1,500	1,500	—	1,500
526070	Rental- Vehicles	5,226	2,937	7,000	7,000	—	7,000
527000	Supplies & Materials	7,162	7,277	5,165	5,165	—	5,165
527010	Supplies-Office	56,481	50,766	56,017	57,132	1,000	57,132
527030	Lost Material Replacement	3,476	3,497	3,600	3,600	—	3,600
527040	Supplies-Book Mending	2,844	3,637	3,200	3,200	—	3,200
527080	Supplies-Ch Public Area	2,554	688	1,000	1,000	—	1,000
527090	Supplies-Program	136	—	—	—	—	—

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527100	Postage	55,386	67,192	83,353	77,053	3,800	77,053
527110	Supplies-Small Wireless	21	—	—	—	—	—
527130	Supplies-Pub Printer & Copier	6,555	6,090	6,700	6,700	—	6,700
527150	Books & Collections	188,121	178,716	173,120	174,050	5,998	174,050
527200	Repair-Parts	211	1,328	—	—	—	—
527330	Tools	6,046	7,698	3,650	4,220	—	4,220
527340	Equipt-Minor	12,123	8,026	22,245	22,245	—	22,245
527350	Supplies-Building Maint	19,560	18,092	17,200	34,977	17,271	34,977
527360	Supplies-Grounds Maint	36,461	58,767	50,385	50,385	—	50,385
527370	Supplies-Janitorial	28,055	37,062	26,550	29,050	2,500	29,050
527380	Furniture	348	—	—	—	—	—
527400	Supplies-Other Maint	565,895	396,166	485,867	505,867	20,000	505,867
527410	Evidence Security	1,113	912	900	900	—	900
527420	Equipt-Communication Minor	23	732	11,350	145,634	—	11,350
527430	Equipt-Minor Safety	10,484	17,158	20,730	20,730	—	20,730
527440	Equipt-Computer Minor	13,217	12,125	8,500	7,725	—	7,725
527450	Supplies-Tactical	8,049	5,410	9,800	9,800	—	9,800
527550	Supplies-Uniforms	101,625	92,375	97,772	108,082	5,400	88,152
527560	Supplies-Protective Clothing	60,967	109,232	56,028	160,528	—	56,528
527600	Supplies-Operating	135,470	224,374	119,263	120,663	500	120,663
527610	Supplies-Software	17,359	13,169	37,855	44,349	6,402	44,349
527620	Licenses & Permits	996	828	1,100	1,100	—	1,100
527630	Supplies-Vehicles	104,808	136,314	83,600	83,600	—	83,600
527640	Supplies-Chemicals	12,662	12,518	7,600	11,600	4,000	11,600
527650	Supplies-Oxygen	12,340	15,841	6,000	6,000	—	6,000
527660	Supplies-Disposable Equipment	44,227	52,302	59,200	59,200	—	59,200
527670	Prisoner Care	—	—	25	25	—	25
527730	Supplies-Weapons Training	56,842	42,640	33,000	49,000	16,000	49,000
527750	Supplies-Playground Material	4,611	4,101	4,000	4,000	—	4,000
527780	Supplies-Athletic	5,396	5,395	5,500	6,000	500	6,000
527790	Supplies-Game Room	1,093	823	1,000	1,000	—	1,000
527800	Supplies-Arts & Crafts	1,008	821	1,000	1,000	—	1,000
527840	Supplies-Catch Program	1,073	871	1,000	1,000	—	1,000
527850	Supplies-Cyber Software	47,030	48,212	54,362	56,471	2,109	56,471
528010	Cloud-City Clerk	—	2,594	24,657	29,100	4,443	29,100
528020	Cloud-Human Resources	15,383	31,358	18,200	14,500	—	14,500
528030	Cloud-Finance	2,331	163,473	166,826	174,668	4,142	174,668

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
528040	Cloud-Comm Development	20,750	20,750	22,837	23,250	413	23,250
528050	Cloud-Assessing	20,541	23,505	26,875	30,306	3,431	30,306
528060	Cloud-Fire Dept	10,846	16,068	16,000	17,372	1,372	17,372
528070	Cloud-Library	32,952	33,876	31,759	33,277	1,518	33,277
528080	Cloud-Public Works	—	—	—	5,800	5,800	5,800
528090	Cloud-City Council	14,119	12,990	13,000	13,000	—	13,000
528100	Cloud-Parks & Rec	4,800	5,200	5,200	5,500	300	5,500
528120	Cloud-Citywide	36,157	85,650	102,676	103,768	1,092	103,768
528130	Cloud-Legal Rtk	—	8,852	9,295	9,759	464	9,759
529010	Recruitment	25,811	50,087	—	—	—	—
529020	Outside Agency Temps	8,740	7,395	7,463	7,910	—	7,910
529999	Pcard Clearing	181	(165)	—	—	—	—
530000	Acq-Property	—	5,016	—	—	—	—
534090	Acq-Equipment	46,384	60,988	—	—	—	—
542060	Minor Improvements	—	26,828	—	—	—	—
551010	Debt-Principal	3,207,734	2,636,485	2,938,464	2,638,321	—	2,638,321
551020	Debt-Interest	530,089	549,325	789,138	807,571	—	807,571
552000	Debt-Notes Payable	—	—	86,170	86,170	—	86,170
552020	Debt-Int On Notes	16,674	12,969	9,263	5,558	—	5,558
580010	Transfer-Inter (Multi) Fund	—	59,000	—	—	—	—
580080	Transfer-Grant Match	35,379	44,429	47,509	125,726	78,217	125,726
580100	Transfer-Capital Reserve	2,231,051	2,424,530	2,270,000	2,295,000	—	2,295,000
580110	Transfer-Cap Project	592,412	2,506,975	5,185,839	4,531,263	—	4,531,263
580120	Transfer-Conservation Luct	46,025	25,000	25,000	25,000	—	25,000
580140	Transfer-Comp Absence	152,525	100,000	100,000	100,000	—	100,000
Total Expenditures		43,186,523	46,262,784	52,419,200	53,836,214	587,926	53,182,111

## Department Summary by Expenditure Category

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>Mayor and Council</b>						
Personnel	121,899	133,401	176,109	190,347	—	190,347
Operating	7,134,978	8,631,233	11,853,075	10,906,858	(31,173)	10,906,858
<b>Mayor and Council Subtotal</b>	<b>7,256,878</b>	<b>8,764,634</b>	<b>12,029,184</b>	<b>11,097,205</b>	<b>(31,173)</b>	<b>11,097,205</b>
<b>Airport</b>						
Personnel	257,918	304,899	429,874	462,124	—	462,124
Operating	332,324	416,800	311,328	321,399	7,470	321,399
<b>Airport Subtotal</b>	<b>590,242</b>	<b>721,699</b>	<b>741,202</b>	<b>783,523</b>	<b>7,470</b>	<b>783,523</b>
<b>Assessing</b>						
Personnel	403,918	373,671	398,881	412,872	—	412,872
Operating	43,923	44,742	47,335	47,616	200	47,616
<b>Assessing Subtotal</b>	<b>447,841</b>	<b>418,413</b>	<b>446,216</b>	<b>460,488</b>	<b>200</b>	<b>460,488</b>
<b>City Attorney</b>						
Personnel	401,971	376,516	434,196	400,321	—	400,321
Operating	21,156	49,702	50,124	53,624	3,500	53,624
<b>City Attorney Subtotal</b>	<b>423,127</b>	<b>426,218</b>	<b>484,320</b>	<b>453,945</b>	<b>3,500</b>	<b>453,945</b>
<b>City Clerk</b>						
Personnel	614,179	630,004	710,851	676,286	7,994	676,286
Operating	61,870	111,238	78,550	106,307	22,035	101,307
<b>City Clerk Subtotal</b>	<b>676,049</b>	<b>741,242</b>	<b>789,401</b>	<b>782,593</b>	<b>30,029</b>	<b>777,593</b>
<b>City Manager's Office</b>						
Personnel	607,493	626,219	747,903	805,707	16,399	805,707
Operating	84,548	89,927	103,977	105,244	500	105,244
<b>City Manager's Office Subtotal</b>	<b>692,040</b>	<b>716,146</b>	<b>851,880</b>	<b>910,951</b>	<b>16,899</b>	<b>910,951</b>
<b>Community Development</b>						
Personnel	1,294,221	1,341,092	1,499,191	1,600,488	(12,223)	1,505,657
Operating	153,481	140,741	159,307	197,988	33,750	197,988
<b>Community Development Subtotal</b>	<b>1,447,702</b>	<b>1,481,833</b>	<b>1,658,498</b>	<b>1,798,476</b>	<b>21,527</b>	<b>1,703,645</b>
<b>Facilities</b>						
Personnel	655,743	683,337	768,825	794,323	—	794,323
Operating	1,402,703	1,389,643	1,376,660	1,070,431	69,962	1,070,431
<b>Facilities Subtotal</b>	<b>2,058,446</b>	<b>2,072,979</b>	<b>2,145,485</b>	<b>1,864,754</b>	<b>69,962</b>	<b>1,864,754</b>
<b>Finance</b>						
Personnel	1,522,818	1,638,519	1,972,755	2,088,364	29,451	2,088,364
Operating	1,236,294	2,019,391	1,597,630	1,706,914	90,330	1,706,914
<b>Finance Subtotal</b>	<b>2,759,112</b>	<b>3,657,909</b>	<b>3,570,385</b>	<b>3,795,278</b>	<b>119,781</b>	<b>3,795,278</b>

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>Fire</b>						
Personnel	7,218,858	7,295,558	7,903,955	8,682,827	15,446	8,572,193
Operating	914,984	1,157,695	1,023,973	1,441,611	143,181	1,171,397
<b>Fire Subtotal</b>	<b>8,133,842</b>	<b>8,453,253</b>	<b>8,927,928</b>	<b>10,124,438</b>	<b>158,627</b>	<b>9,743,590</b>
<b>Human Resources</b>						
Personnel	474,137	466,786	487,915	505,970	—	505,970
Operating	235,891	257,894	289,365	289,365	—	289,365
<b>Human Resources Subtotal</b>	<b>710,029</b>	<b>724,680</b>	<b>777,280</b>	<b>795,335</b>	<b>—</b>	<b>795,335</b>
<b>Information Technology</b>						
Personnel	847,265	899,658	966,720	1,132,462	—	1,132,462
Operating	565,765	869,538	849,900	895,994	45,636	895,994
<b>Information Technology Subtotal</b>	<b>1,413,030</b>	<b>1,769,196</b>	<b>1,816,620</b>	<b>2,028,456</b>	<b>45,636</b>	<b>2,028,456</b>
<b>Library</b>						
Personnel	1,385,191	1,488,928	1,570,346	1,727,216	126,405	1,727,216
Operating	221,154	223,126	230,780	244,863	14,083	244,863
<b>Library Subtotal</b>	<b>1,606,345</b>	<b>1,712,054</b>	<b>1,801,126</b>	<b>1,972,079</b>	<b>140,488</b>	<b>1,972,079</b>
<b>Parks &amp; Recreation</b>						
Personnel	1,460,617	1,443,091	1,651,021	1,725,614	6,458	1,655,612
Operating	482,995	512,894	521,269	589,109	49,944	589,109
<b>Parks &amp; Recreation Subtotal</b>	<b>1,943,612</b>	<b>1,955,985</b>	<b>2,172,290</b>	<b>2,314,723</b>	<b>56,402</b>	<b>2,244,721</b>
<b>Police</b>						
Personnel	7,166,430	7,275,980	7,917,308	8,255,041	(103,422)	8,151,619
Operating	723,866	763,566	740,952	787,260	16,000	787,260
<b>Police Subtotal</b>	<b>7,890,296</b>	<b>8,039,546</b>	<b>8,658,260</b>	<b>9,042,301</b>	<b>(87,422)</b>	<b>8,938,879</b>
<b>Public Works</b>						
Personnel	2,566,590	2,424,218	2,970,581	3,021,574	—	3,021,574
Operating	2,571,342	2,182,777	2,578,544	2,590,095	36,000	2,590,095
<b>Public Works Subtotal</b>	<b>5,137,932</b>	<b>4,606,995</b>	<b>5,549,125</b>	<b>5,611,669</b>	<b>36,000</b>	<b>5,611,669</b>
<b>Total Expenditures</b>	<b>43,186,523</b>	<b>46,262,784</b>	<b>52,419,200</b>	<b>53,836,214</b>	<b>587,926</b>	<b>53,182,111</b>



## Long-Term Debt

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01190000 - Debt Service</b>							
551010	Debt-Principal	3,207,734	2,636,485	2,938,464	2,638,321	—	2,638,321
551020	Debt-Interest	530,089	549,325	789,138	807,571	—	807,571
552000	Debt-Notes Payable	—	—	86,170	86,170	—	86,170
552020	Debt-Int On Notes	16,674	12,969	9,263	5,558	—	5,558
<b>01190000 - Debt Service Total</b>		<b>3,754,497</b>	<b>3,198,779</b>	<b>3,823,035</b>	<b>3,537,620</b>	<b>—</b>	<b>3,537,620</b>
<b>Total Expenditures</b>		<b>3,754,497</b>	<b>3,198,779</b>	<b>3,823,035</b>	<b>3,537,620</b>	<b>—</b>	<b>3,537,620</b>

## General Fund Statement of Long-Term Debt

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2025/2026	INTEREST 2025/2026	PRINCIPAL BALANCE 06/30/26
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	305,100	6,102	0
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	5,000	100	0
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	20,000	400	0
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	19,663	585,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.61%	2,141,033	168,413	16,594	353,534
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	135,000	8,100	135,000
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	10,000	600	10,000
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	39,000	2,340	39,000
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	145,000	8,700	145,000
Library Campus (TIF) Develop - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	101,000	38,073	1,086,000
Airport Terminal Improvements - Series 2018 A	9/27/2018	9/15/2025	avg 2.739879%	200,000	25,000	625	0
2018 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,301,500	130,000	22,750	390,000
2019 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,267,500	125,000	21,875	375,000
Flood Management - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	906,000	60,000	19,575	480,000
Winchester Street Bypass - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	610,000	40,000	13,050	320,000
Goose Pond Dam Improvements - Series 2018 A	9/27/2018	9/15/2038	avg 2.739879%	885,000	45,000	21,813	570,000
City Hall Rear Wall - Series 2020 A	9/15/2020	9/15/2027	1.65%	176,000	25,000	1,031	50,000
Winchester Street Bypass - Series 2020 A	9/15/2020	9/15/2035	1.65%	859,000	57,000	9,908	572,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	505,000	34,000	5,890	340,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	1,264,000	125,000	11,574	639,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	733,000	49,000	8,456	488,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	893,000	89,000	8,126	448,000
Airport Fuel Tanks - Series 2020 A	9/15/2020	9/15/2030	1.65%	508,000	51,000	4,595	253,000
Police Dispatch Console - Series 2020 A	9/15/2020	9/15/2025	1.65%	235,000	43,000	355	0
Municipal Building Improvements - Series 2020 A	9/15/2020	9/15/2025	1.65%	310,000	62,000	511	0
Central Fire Station - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	2,556,000	255,000	18,122	1,205,000
Robin Hood Dam Upgrade - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	305,000	30,000	2,176	145,000
Municipal Building Roofs - Series 2023 B	8/15/2023	8/15/2033	5.10%	489,976	48,998	21,240	391,980
Road Rehabilitation - Series 2023 B	8/15/2023	8/15/2033	5.10%	269,895	26,990	11,700	215,915
Salt Shed Replacement - Series 2023 B	8/15/2023	8/15/2033	5.10%	397,596	39,760	17,236	318,076
Flood Management - Series 2023 B	8/15/2023	8/15/2038	5.10%	665,278	44,352	30,536	576,574
Patricia T. Russell Park - Series 2023 B	8/15/2023	8/15/2038	5.10%	1,147,247	76,484	52,659	994,279
Carpenter St. Flood Management - Series 2023 B	8/15/2023	8/15/2038	5.10%	89,420	5,962	4,104	77,496
Patricia T. Russell Park - Series 2023 B	8/15/2023	8/15/2038	5.10%	312,968	20,865	14,365	271,238
Winchester Street By-Pass - Series 2023 B	8/15/2023	8/15/2033	5.10%	528,920	52,892	22,929	423,136
Road Rehabilitation - Series 2023 B	8/15/2023	8/15/2033	5.10%	835,042	83,505	36,199	668,032
Total Outstanding				30,872,275	2,638,321	482,071	12,565,260
Total Authorized, Unissued	est 2026		est 5.0%	8,564,000		214,100	8,564,000
FY 2025-2026 Proposed Bond Issue	est 2026		est 5.0%	4,918,000		122,950	4,918,000
Interfund Loan - Roundabout Project	7/1/2006	1/1/2027	4.30%	1,723,400	86,170	5,558	91,728

## FY 2026 Statement of Long-Term Debt (Cont'd)

### Authorized, Unissued:

R-2023-14	Road Rehabilitation	\$	520,000.00	\$	-	\$	13,000.00	\$	520,000.00
R-2023-15	Stormwater Resiliency		1,374,000		-		34,350		1,374,000
R-2023-16A	Thompson Road		1,057,000		-		26,425		1,057,000
R-2024-10	City Hall Structural Repairs		1,258,000		-		31,450		1,258,000
R-2024-11	Lower Winchester Street		805,000		-		20,125		805,000
R-2024-12	Stormwater Resiliency		3,550,000		-		88,750		3,550,000
<b>Total Authorized, Unissued Bonds</b>		\$	8,564,000	\$	-	\$	214,100	\$	8,564,000

### Anticipated, FY25/26:

	FY26 Fire Apparatus Replacement	\$	1,308,000	\$	-	\$	32,700	\$	1,308,000
	FY26 Lower Winchester Street		687,000		-		17,175		687,000
	FY26 Road Rehabilitation		1,402,000		-		35,050		1,402,000
	FY26 Stormwater Resiliency		1,320,000		-		21,450		1,320,000
	FY26 T-hangar Apron Maintenance		201,000		-		5,025		201,000
<hr/>									
<b>Total Anticipated - New Bonds</b>		\$	4,918,000	\$	-	\$	111,400	\$	4,918,000

### Anticipated, Future FY27-FY31:

FY27 Downtown Restroom	\$	432,000	FY28 Road Rehabilitation	1,527,000
FY27 Ashuelot River Dam		1,239,000	FY28 Transportation Heritage Trail	720,000
FY27 Downtown Infrastructure		1,283,000	FY29 Beaver Brook Flood Mitigation	503,000
FY27 Road Rehabilitation		1,354,000	FY29 Road Rehabilitation	1,536,000
FY27 Robin Hood Park Improvements		1,117,000	FY29 Stormwater Resiliency	2,034,000
FY27 Stormwater Resiliency		2,491,000	FY30 Road Rehabilitation	1,633,000
<sup>(1)</sup> FY27 West Keene Fire Station		1,511,000	FY31 Road Rehabilitation	1,633,000
FY28 Beaver Brook Flood Mitigation		503,000	FY31 Stormwater Resiliency	1,174,000
			<b>Total Anticipated - Future Bonds</b>	\$ 20,690,000

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





# Elected & Appointed Officials

### City Government Keene, New Hampshire

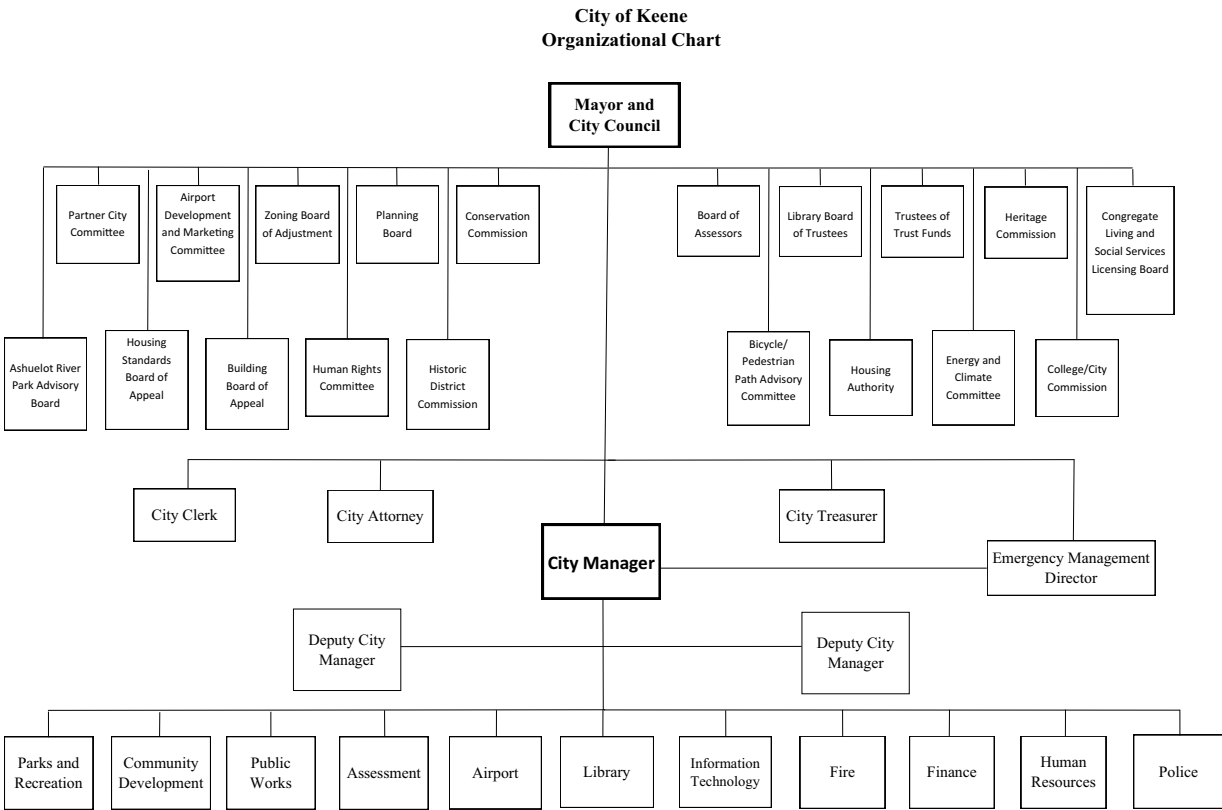
	Name	Term Expires*	2025 Standing Committee Assignments
Mayor	Jay V. Kahn	2025	N/A
<b>City Council</b>			
Ward One	Jacob R. Favolise	2025	Municipal Services, Facilities & Infrastructure
	Kris E. Roberts	2025	Finance, Organization & Personnel
Ward Two	Mitchell H. Greenwald	2025	Municipal Services, Facilities & Infrastructure (Chair)
	Robert C. Williams	2027	Planning, Licenses & Development
Ward Three	Bryan J. Lake	2027	Finance, Organization & Personnel
	Andrew M. Madison	2025	Planning, Licenses & Development
Ward Four	Laura E. Tobin	2027	Municipal Services, Facilities & Infrastructure
	Catherine I. Workman	2025	Municipal Services, Facilities & Infrastructure
Ward Five	Philip M. Jones	2025	Planning, Licenses & Development (Vice-Chair)
	Thomas F. Powers	2027	Finance, Organization & Personnel (Chair)
At Large Councilors	Kate M. Bosley	2025	Planning, Licenses & Development (Chair)
	Bettina A. Chadbourne	2025	Finance, Organization & Personnel
	Randy L. Filiault	2025	Municipal Services, Facilities & Infrastructure (Vice-Chair)
	Edward J. Haas	2025	Planning, Licenses & Development
	Michael J. Remy	2025	Finance, Organization & Personnel (Vice-Chair)

*\*term expires December 31 of year indicated*

#### APPOINTED OFFICIALS

Elizabeth A. Ferland	City Manager
Amanda N. Palmeira	City Attorney
Patricia A. Little	City Clerk

City of Keene Organizational Chart





## Mayor & Council

### Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01025506 - GF-M&amp;C-Other Financing</b>						
470010 Use (Addition) To Surplus	—	—	2,340,946	2,340,946	—	2,340,946
473020 Property Surplus Sale	500	101,500	—	—	—	—
<b>01025506 - GF-M&amp;C-Other Financing Subtotal</b>	<b>500</b>	<b>101,500</b>	<b>2,340,946</b>	<b>2,340,946</b>	<b>—</b>	<b>2,340,946</b>
<b>01125506 - GF-M&amp;C-Trans-Capital &amp; Other</b>						
470030 Capital Reserve	—	—	2,892,343	2,236,500	—	2,236,500
472040 Special Revenue Fund	—	6,863	150,000	—	—	—
<b>01125506 - GF-M&amp;C-Trans-Capital &amp; Other Subtotal</b>	<b>—</b>	<b>6,863</b>	<b>3,042,343</b>	<b>2,236,500</b>	<b>—</b>	<b>2,236,500</b>
<b>Total Revenues</b>	<b>500</b>	<b>108,363</b>	<b>5,383,289</b>	<b>4,577,446</b>	<b>—</b>	<b>4,577,446</b>

### Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01000000 - GF-Mayor &amp; Council</b>						
<b>Personnel</b>						
511010 Wages-Elected Officials	50,375	48,208	41,500	41,500	—	41,500
513040 Wages-Full Time	(429)	—	—	—	—	—
513070 Wages-Part Time	36,273	36,373	42,500	42,500	—	42,500
517040 Social Security	6,001	5,551	6,454	6,439	—	6,439
517050 Workers Compensation	114	129	1,027	130	—	130
<b>Personnel Subtotal</b>	<b>92,335</b>	<b>90,262</b>	<b>91,481</b>	<b>90,569</b>	<b>—</b>	<b>90,569</b>
<b>Operating</b>						
521759 Other Services	5,269	8,344	8,800	9,500	700	9,500
522050 PC Replacement Charge	2,510	3,011	3,201	6,701	—	6,701
523050 MF Printer Lease/Copies/Maint	2,453	3,295	6,400	6,400	—	6,400
524250 Advertising	5,471	3,269	3,000	3,000	—	3,000
524350 Training	—	—	—	3,500	3,500	3,500
524420 Mayors Official Expense	1,088	2,072	2,500	500	—	500
524430 Councils Official Expense	1,890	6,653	4,685	5,985	1,300	5,985
525100 Communications & Phone	1,876	756	2,420	2,420	—	2,420
527010 Supplies-Office	—	—	275	275	—	275
527080 Supplies-Ch Public Area	2,554	688	1,000	1,000	—	1,000
527100 Postage	216	175	500	500	—	500
527610 Supplies-Software	—	—	1,485	1,765	280	1,765
<b>Operating Subtotal</b>	<b>23,327</b>	<b>28,262</b>	<b>34,266</b>	<b>41,546</b>	<b>5,780</b>	<b>41,546</b>
<b>01000000 - GF-Mayor &amp; Council Subtotal</b>	<b>115,662</b>	<b>118,524</b>	<b>125,747</b>	<b>132,115</b>	<b>5,780</b>	<b>132,115</b>

## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01031500 - GF-M&amp;C-Boards &amp; Commissions</b>						
<b>Operating</b>						
521740 Zoning Board	50	110	250	250	—	250
521780 Planning Board	120	263	250	250	—	250
521790 Conservation Commission	2,000	1,915	2,000	2,000	—	2,000
521800 Heritage Commission	1,200	1,260	1,200	1,200	—	1,200
521810 Partner City	5,000	5,000	5,000	5,000	—	5,000
521815 Arts Alive	500	500	500	500	—	500
521830 Historic District Commision	—	123	200	200	—	200
521840 Energy & Climate Committe	546	392	850	850	—	850
524365 Keene Chamber of Commerce	425	525	525	525	—	525
524366 Regional Planning	12,676	12,373	12,394	12,394	—	12,394
524570 Veterans Council	4,250	4,250	4,250	4,250	—	4,250
524620 Human Rights Committee	1,000	2,000	2,000	2,000	—	2,000
<b>Operating Subtotal</b>	<b>27,767</b>	<b>28,711</b>	<b>29,419</b>	<b>29,419</b>	<b>—</b>	<b>29,419</b>
<b>01031500 - GF-M&amp;C-Boards &amp; Commissions Subtotal</b>	<b>27,767</b>	<b>28,711</b>	<b>29,419</b>	<b>29,419</b>	<b>—</b>	<b>29,419</b>
<b>Total Expenditures</b>	<b>143,429</b>	<b>147,235</b>	<b>155,166</b>	<b>161,534</b>	<b>5,780</b>	<b>161,534</b>

## Outside Agencies

### Description

#### Agency Descriptions

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

**Community Volunteer Transportation Company (CVTC):** CVTC's Volunteer Drivers provide a "no fee" transportation for people who do not have access to transportation because of age, ability, economic situation, or other limiting circumstances. Trip purposes include non-emergency medical and social service appointments, as well as trips to the grocery store, the pharmacy, and post office. Riders report that since getting rides through CVTC, they feel less of a burden on family and friends, can remain independent, do not hesitate in making necessary medical appointments, eat healthier meals and are satisfied with CVTC's services. A total of 3,686 trips were booked by 362 riders in 2024 from 34 towns in the Monadnock Region. Specifically, in Keene, 38 residents were served in 2024.

**Court Appointed Special Advocates (CASA):** CASA provides a voice for the abused and neglected children and youth by empowering a statewide network of trained volunteers to advocate on their behalf so they can thrive in safe, permanent homes. A CASA volunteer is appointed to advocate for the best possible future of victimized children, providing a powerful voice on their behalf in the court system. CASA volunteers are trained to help the child navigate this court process efficiently so he or she may find stability in a safe, permanent, loving home as quickly as possible while enduring the least amount of trauma and upheaval. Last year volunteers advocated for 1538 children with 115 from Keene.

**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 18 Keene residents that have a 98% viral suppression. This is achieved by individual service plans, so that they may have improved health outcomes, enjoy a better quality of life, and reduce their risk of transmitting the virus.

**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 43,500 meals to 225 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 '25 the service provided 21,400 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including jobs, shopping, recreation, and medical care. They make every effort to make rides affordable by offering specials throughout the year and especially toward the end of the month when people on fixed income have exhausted their resources.

**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 241 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 and Southwestern Community Services properties. Kids Collaborative mission is building the foundation for successful adulthood. The community benefits when all children have an equal chance to be an active part of that community. Funds from the City would be used to pay costs for children to participate in existing activities in the community that will give them the skills and competencies to succeed at home, in school and eventually in the workplace.

**Keene Senior Center:** The Keene Senior Center continues to focus on “wellness” and include inter-generational activities, fitness and mobility, health and nutrition, services/education, lifelong learning, meaningful volunteer opportunities, social interaction, and mental stimulation. The Center currently has 389 members and 260 exclusively from the Keene community. The Keene Senior Center will continue to use the City of Keene funds to support these “wellness” programs. Every program has a social component, a critical element in the lives of older adults. The funds will also help the Center strategically expand programs and, importantly, measure their impact on those who are socially isolated and lonely.

**Monadnock Family Services Street Outreach Program (MFS):** Street Outreach in the Monadnock Region is covered by MFS, the primary provider of this service to homeless individuals. MFS has been implementing Homeless Outreach for three decades (since 1993). On any given month, street outreach works with an average of 60 people. Each month, 6-7 individuals can find suitable shelter. Many of the 60 individuals choose to get help to relocate to a different state. The goal of Street Outreach is to meet people experiencing long-term or multiple episode homelessness and develop the critical relationships necessary for supporting transition to affordable housing and/or needed treatment. Street Outreach is a process designed to contact individuals in non-traditional settings who might otherwise be ignored or underserved. City assistance will be used to continue the work of the Homeless Outreach Specialist.

**Monadnock Crisis & Prevention Center (MCVP):** MCVP is the only non-profit in the Monadnock region serving survivors of domestic and sexual violence, stalking, and human sex trafficking. MCVP’s services range from crisis intervention and support services to prevention education and community engagement. Services are offered to the 44 towns of the Monadnock region. MCVP responds to domestic and sexual violence, stalking, and human sex trafficking in our community by providing a care and support system for survivors and works to end interpersonal violence in all forms through primary prevention, community engagement, and collaboration. Prevention education is essential to ending the cycle of violence in the community. City assistance will go to MCVP’s Annual Fund, which supports crisis intervention services and prevention education programming.

**Monadnock Region Child Advocacy Center (MRCAC):** The mission of MRCAC is to provide all victims of child abuse in Cheshire County a neutral environment where justice, healing, equity, and prevention are

fostered through the consistent, high quality and sustaining collaboration of community partners. MRCAC consistently employs evidence-based, trauma-informed techniques to support fact-finding during child abuse investigations. MRCAC actively works to expand the behavioral health program to offer timely and effective support in all the service areas. Funds from the City of Keene will be used to directly support Forensic Interviewing, Family Support Services, and Behavioral Health Assessments and Treatment at MRCAC.

**Southwestern Community Services (SCS):** SCS strives to empower and aid 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 6361 units of service to 700 Keene households totaling \$950,000.00 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 2024 SCS paid the City of Keene \$175,000.00 in local property taxes. SCS uses the funds to focus on Keene-targeted outreach and intake activities, limited emergency services, and funding to pursue new services and activities that have been determined through SCS’ Needs Assessment and Strategic Plan to be needed by, and beneficial to Keene residents.

**The Community Kitchen (TCK):** TCK provides a safety net for food insecure residents that is efficient, effective, and essential. TCK’s constant goal is to provide quality food to families registered in the Pantry Program and guests of the Hot Meals Program. TCK is committed to providing enough food for 3 days for each family/household member through the Pantry Program and a healthy, nourishing weekday evening meal and a lunch on Sunday through the Hot Meal Program. TCK is focusing on developing strong foundations in human resource, financial sustainability, and Board development in 2024. They are also beginning to focus on future program development, especially related to advocacy work, further developing the mobile food pantry network through the Monadnock Food program and strengthening the regional food pantry network through the Monadnock Food Pantries Collective, and improving capacity to connect guests to non-food resources through referral and other types of support.

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01030500 - GF-M&amp;C-Outside Agencies</b>							
<b>Operating</b>							
521320	OA-Community Volunteer Trans	—	750	750	1,250	500	1,250
521330	OA-Senior Citizens Center	15,000	16,500	16,500	16,500	—	16,500
521350	OA-Big Brothers/Big Sisters	5,250	—	—	—	—	—
521360	OA-Keene Community Kitchen	90,000	100,000	110,000	110,000	—	110,000
521370	OA-Elderly Meals On Wheels	15,600	17,488	18,362	19,575	1,213	19,575
521380	OA-Sw Community Services	10,000	10,000	10,000	10,000	—	10,000
521390	100 Nights Shelter	30,000	35,000	—	—	—	—
521400	OA-Harbor Care Was Hiv Aides	5,000	5,000	5,000	10,000	5,000	10,000
521410	OA-Mon Reg Child Advocacy	—	4,250	4,250	6,500	2,250	6,500
521420	OA-Transporting	96,800	99,700	102,691	105,775	3,084	105,775
521430	OA-Casa	3,000	4,000	5,000	5,000	—	5,000
521470	OA-Kh Kids Collaborative	10,000	10,000	12,500	12,500	—	12,500
521480	OA-Samaritans of Nh	5,000	—	—	—	—	—
521500	OA-Mond Div Equity (Mdeibc)	10,000	—	—	—	—	—
521510	OA-Mcyp Monad Cris Viol Prvnt	—	4,250	5,000	6,000	1,000	6,000
521520	OA-Mfs Street Outreach	—	—	35,000	35,000	—	35,000
521530	OA-Mip Housing Fund	—	—	50,000	—	(50,000)	—
<b>Operating Subtotal</b>		<b>295,650</b>	<b>306,938</b>	<b>375,053</b>	<b>338,100</b>	<b>(36,953)</b>	<b>338,100</b>
<b>01030500 - GF-M&amp;C-Outside Agencies Subtotal</b>		<b>295,650</b>	<b>306,938</b>	<b>375,053</b>	<b>338,100</b>	<b>(36,953)</b>	<b>338,100</b>
<b>Total Expenditures</b>		<b>295,650</b>	<b>306,938</b>	<b>375,053</b>	<b>338,100</b>	<b>(36,953)</b>	<b>338,100</b>

## 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.

Event	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2024-2025 Act 3/25	2025-2026 Est. City Svcs	2025-2026 Sponsor Contribution	2025-2026 City Manager (Net Budget)
Independence Eve	2,311	2,189	4,613	4,553	4,658	0	4,658
4 on the 4th Road Race	2,145	2,488	2,906	2,076	2,895	0	2,895
Clarence Demar Marathon/Half Marathon	11,250	5,000	10,000	14,715	15,241	-5,241	10,000
Fire Prevention Parade	781	1,567	2,774	1,489	1,329	0	1,329
Keene Music Festival	4,100	2,708	8,810	5,196	10,636	0	10,636
Kiwanis Keene Tree Lighting Event	5,039	6,025	6,671	4,331	9,251	0	9,251
Keene Ice & Snow Festival	841	1,073	8,061	2,717	7,041	0	7,041
Keene Pumpkin Festival	5,216	10,000	10,000	17,999	20,047	-10,047	10,000
The Taste of Keene	9,608	10,000	10,000	0	19,035	-9,035	10,000
Keene Pride Festival	0	0	10,000	8,938	18,555	-8,555	10,000
<b>Total Community Funded Events</b>	<b>41,291</b>	<b>41,050</b>	<b>73,835</b>	<b>62,014</b>	<b>108,688</b>	<b>-32,878</b>	<b>75,810</b>

## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01023503 - GF-Cfe-Charges For Services</b>						
441090 Direct Reimbursement	6,250	4,611	21,256	32,878	—	32,878
<b>01023503 - GF-Cfe-Charges For Services Subtotal</b>	<b>6,250</b>	<b>4,611</b>	<b>21,256</b>	<b>32,878</b>	<b>—</b>	<b>32,878</b>
<b>Total Revenues</b>	<b>6,250</b>	<b>4,611</b>	<b>21,256</b>	<b>32,878</b>	<b>—</b>	<b>32,878</b>

## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01031000 - GF-M&amp;C-Community Funded Events</b>						
<b>Personnel</b>						
515010 OT-Regular	22,576	33,138	84,628	99,778	—	99,778
517030 Retirement Contributions	1,344	2,042	—	—	—	—
517040 Social Security	923	1,398	—	—	—	—
517050 Workers Compensation	375	1,095	—	—	—	—
517130 Retirement-Fire	799	2,555	—	—	—	—
517140 Retirement-Police	3,548	2,911	—	—	—	—
<b>Personnel Subtotal</b>	<b>29,564</b>	<b>43,139</b>	<b>84,628</b>	<b>99,778</b>	<b>—</b>	<b>99,778</b>
<b>Operating</b>						
523720 Maint-Tree & Forestry	800	1,000	1,000	1,000	—	1,000
524560 Comm Funded Event Other	—	966	2,000	—	—	—
526050 Rental-Parking Space	2,185	2,678	—	—	—	—
529020 Outside Agency Temps	8,740	7,395	7,463	7,910	—	7,910
<b>Operating Subtotal</b>	<b>11,724</b>	<b>12,038</b>	<b>10,463</b>	<b>8,910</b>	<b>—</b>	<b>8,910</b>
<b>01031000 - GF-M&amp;C-Community Funded Events Subtotal</b>	<b>41,289</b>	<b>55,178</b>	<b>95,091</b>	<b>108,688</b>	<b>—</b>	<b>108,688</b>
<b>Total Expenditures</b>	<b>41,289</b>	<b>55,178</b>	<b>95,091</b>	<b>108,688</b>	<b>—</b>	<b>108,688</b>



## Capital Appropriations

### Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>01191500 - GF-Transfer-Capital &amp; Other</b>							
<b>Operating</b>							
580100	Transfer-Capital Reserve	2,231,051	2,424,530	2,270,000	2,295,000	—	2,295,000
580110	Transfer-Cap Project	592,412	2,506,975	5,185,839	4,531,263	—	4,531,263
580120	Transfer-Conservation Luct	46,025	25,000	25,000	25,000	—	25,000
580140	Transfer-Comp Absence	152,525	100,000	100,000	100,000	—	100,000
<b>Operating Subtotal</b>		<b>3,022,013</b>	<b>5,056,505</b>	<b>7,580,839</b>	<b>6,951,263</b>	<b>—</b>	<b>6,951,263</b>
<b>01191500 - GF-Transfer-Capital &amp; Other Subtotal</b>		<b>3,022,013</b>	<b>5,056,505</b>	<b>7,580,839</b>	<b>6,951,263</b>	<b>—</b>	<b>6,951,263</b>
<b>Total Expenditures</b>		<b>3,022,013</b>	<b>5,056,505</b>	<b>7,580,839</b>	<b>6,951,263</b>	<b>—</b>	<b>6,951,263</b>

## 2025-2031 Capital Improvement Program Summary by Department

PROJECT NAME	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
<b><u>CAPITAL RESERVE APPROPRIATIONS</u></b>							
Ambulance Replacement Capital Reserve	175,000	175,000	175,000	175,000	175,000	175,000	1,350,000
Apparatus (Fire) Replacement Capital Reserve	375,000	375,000	375,000	375,000	375,000	375,000	2,625,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	840,000
Downtown Infrastructure Capital Reserve	500,000	350,000	350,000	350,000	350,000	350,000	2,750,000
Emergency Communication Capital Reserve	75,000	75,000	75,000	75,000	75,000	75,000	525,000
IT Systems & Infrastructure Capital Reserve	125,000	150,000	150,000	150,000	150,000	150,000	1,000,000
Parks & Facilities Infrastructure Capital Reserve	500,000	500,000	500,000	500,000	500,000	500,000	3,350,000
Reappraisal Capital Reserve	35,000	35,000	35,000	35,000	35,000	35,000	245,000
Road & Sidewalk Infrastructure Capital Reserve	300,000	400,000	400,000	400,000	500,000	500,000	2,800,000
Transportation Improvement Capital Reserve	90,000	90,000	90,000	90,000	90,000	90,000	630,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 2,295,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,370,000</b>	<b>\$ 2,370,000</b>	<b>\$ 16,115,000</b>
<b><u>AIRPORT</u></b>							
Beacon Replacement Project					500,000		500,000
Fiber Optic Replacement Project		22,500					22,500
Obstruction Management Program	500,000	650,000					1,150,000
Pavement Maintenance & Marking Program	166,700			166,700			333,400
Snow Removal Equipment Project							600,000
T-hangar Apron Maintenance Project	201,000						201,000
Terminal Apron Expansion Project			195,000	3,400,000			3,595,000
Terminal Improvements Project							800,000
Wildlife Perimeter Fence Project	1,984,000						3,968,000
<b>TOTAL AIRPORT</b>	<b>\$ 2,851,700</b>	<b>\$ 672,500</b>	<b>\$ 195,000</b>	<b>\$ 3,566,700</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 11,169,900</b>
<b><u>ASSESSMENT</u></b>							
Revaluation Program					138,000		276,000
<b>TOTAL ASSESSMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,000</b>	<b>-</b>	<b>276,000</b>
<b><u>CITY CLERK</u></b>							
Vote Tabulation Equipment Project		50,000					50,000
<b>TOTAL CITY CLERK</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
<b><u>COMMUNITY DEVELOPMENT</u></b>							
10-Year Digital Base Map Update Project							150,000
Bicycle Master Plan Project							50,000
Comprehensive Master Plan Update Project							70,000
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 270,000</b>
<b><u>FIRE</u></b>							
Ambulance Replacement Program			468,186			474,255	1,394,627
Durable Equipment Program	202,440	120,186		50,188		34,000	406,814
Fire Apparatus Replacement Program	1,308,000			198,104			2,030,104
Gear Washer/Extractor & Drying System Project			50,000				50,000
SCBA Fill Station Project		60,000					60,000
SIG COM TRX-50 Integrated Master Box Project							138,000
<b>TOTAL FIRE</b>	<b>\$ 1,510,440</b>	<b>\$ 180,186</b>	<b>\$ 518,186</b>	<b>\$ 248,292</b>	<b>\$ -</b>	<b>\$ 508,255</b>	<b>\$ 4,079,545</b>
<b><u>INFORMATION TECHNOLOGY</u></b>							
Database Software Upgrade Program			24,000				48,000
Network Equipment Replacement Program	37,800	142,400	100,800	6,500		18,000	305,500
Phone System Replacement Project				252,000			252,000
Server Replacement Program	15,000	53,000	12,000	15,000	36,000		167,000
Storage Area Network Project			192,000				192,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$ 52,800</b>	<b>\$ 195,400</b>	<b>\$ 328,800</b>	<b>\$ 273,500</b>	<b>\$ 36,000</b>	<b>\$ 18,000</b>	<b>\$ 964,500</b>

**2025-2031 General Fund Project Listing By Department - (Cont'd)**

PROJECT NAME	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
<b><u>PARKS, RECREATION, CEMETERIES &amp; FACILITIES</u></b>							
Ashuelot River Dam Repair or Removal Project		1,239,000					1,239,000
Forestry Assessment Project	35,000						35,000
Municipal Parks Maintenance Program	75,000	150,000	300,000	300,000	75,000	75,000	1,050,000
Open Space and Trails Program	35,000	35,000	127,500	35,000	35,000	35,000	352,500
Robin Hood Park Improvement Project		2,692,000	1,175,000				3,867,000
Trail Bridge Maintenance Project	120,100	59,900					293,000
Transportation Heritage Trail Program	413,200		3,581,520				3,994,720
Subtotal Parks, Recreation & Cemeteries	678,300	4,175,900	5,184,020	335,000	110,000	110,000	10,831,220
City Hall Structural Repairs Project							1,258,000
City Wide Security Upgrades Project	75,000	50,000	75,000	50,000			250,000
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Municipal Building Roofs Program	129,548	170,875	323,570	194,375	81,250	297,500	1,381,595
Parks and Cemetery Operations Building Project							180,000
Paving Parking Lots Program	372,000	370,000	174,000				916,000
<sup>(1)</sup> W Keene Fire Station Project		7,518,980					7,518,980
Subtotal Facilities	676,548	8,209,855	672,570	344,375	181,250	397,500	12,204,575
<b>TOTAL PARKS, RECREATION, CEMETERIES &amp; FACILITIES</b>	<b>\$ 1,354,848</b>	<b>\$ 12,385,755</b>	<b>\$ 5,856,590</b>	<b>\$ 679,375</b>	<b>\$ 291,250</b>	<b>\$ 507,500</b>	<b>\$ 23,035,795</b>
<b><u>POLICE</u></b>							
Body-worn & In-car Camera Replace Project			489,940				489,940
Crime Scene Van Replacement Project							283,000
EXACOM Hindsight System Replace/Refresh Project		41,300					41,300
Mobile Radio Replacement Program							61,669
Portable Radios Program			86,328	88,920	96,672		271,920
<b>TOTAL POLICE</b>	<b>\$ -</b>	<b>\$ 41,300</b>	<b>\$ 576,268</b>	<b>\$ 88,920</b>	<b>\$ 96,672</b>	<b>\$ -</b>	<b>\$ 1,147,829</b>
<b><u>PUBLIC WORKS</u></b>							
Beaver Brook Flood Mitigation Project			503,000	503,000			1,006,000
Bridge Repair & Replacement Program			218,496	6,218	1,231,887		1,456,601
Bridge Preservation Program						300,000	300,000
Dam Maintenance Program	196,100		173,800		184,500		554,400
Downtown Infra Improve & Reconstruct Project	1,240,000	1,283,000					3,727,000
Downtown Restroom Project		432,000					432,000
Lower Winchester Street Reconstruction Project	5,918,640						9,923,640
Roadway Preservation & Rehabilitation Program	1,402,000	1,354,000	1,527,000	1,581,000	1,633,000	1,633,000	10,548,473
Sidewalk Asset Management Program	288,600	283,716	279,609	293,484	274,281	278,499	1,987,677
Stormwater Channel Maintenance Program	200,000	200,000	200,000	200,000	200,000	200,000	1,300,000
Stormwater Main Lining Program	220,400	252,000	185,160	174,820	160,200	200,150	1,418,780
Stormwater Resiliency Program	1,436,900	2,491,000	170,400	2,034,000	123,600	1,174,000	10,979,900
Stormwater Spot Repairs Program	79,800	82,000	84,000	87,000	90,000	93,000	593,300
Stormwater System Analysis Program		35,000	35,000	35,000	35,000	35,000	175,000
Traffic Signal Replacement Program	277,400	232,000	158,000				707,400
West Street Corridor Improvements Project		806,081			335,118		1,141,199
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 11,259,840</b>	<b>\$ 7,450,797</b>	<b>\$ 3,534,465</b>	<b>\$ 4,914,522</b>	<b>\$ 4,267,586</b>	<b>\$ 3,913,649</b>	<b>\$ 46,251,370</b>
<b>GRAND TOTAL - GENERAL FUND 2025-2031</b>	<b>\$ 19,324,628</b>	<b>\$ 23,245,938</b>	<b>\$ 13,279,309</b>	<b>\$ 12,041,309</b>	<b>\$ 7,699,508</b>	<b>\$ 7,317,404</b>	<b>\$ 103,359,939</b>

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

## 2025-2031 Capital Improvement Program Summary by Funding Source

PROJECT NAME	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
	\$ 19,324,628	\$ 23,245,938	\$ 13,279,309	\$ 12,041,309	\$ 7,699,508	\$ 7,317,404	\$ 82,908,096
<b>CAPITAL RESERVE APPROPRIATIONS</b>							
<b>CURRENT REVENUES</b>							
Ambulance Replacement Capital Reserve	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
Apparatus (Fire) Replacement Capital Reserve	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
Bridges Capital Reserve	120,000	120,000	120,000	120,000	120,000	120,000	720,000
Downtown Infrastructure Capital Reserve	500,000	350,000	350,000	350,000	350,000	350,000	2,250,000
Emergency Communication Capital Reserve	75,000	75,000	75,000	75,000	75,000	75,000	450,000
IT Systems & Infrastructure Capital Reserve	125,000	150,000	150,000	150,000	150,000	150,000	875,000
Parks & Facilities Infrastructure Capital Reserve	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Reappraisal Capital Reserve	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Road & Sidewalk Infrastructure Capital Reserve	300,000	400,000	400,000	400,000	500,000	500,000	2,500,000
Transportation Improvement Capital Reserve	90,000	90,000	90,000	90,000	90,000	90,000	540,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 2,295,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,270,000</b>	<b>\$ 2,370,000</b>	<b>\$ 2,370,000</b>	<b>\$ 13,845,000</b>
<b>PROJECT FUNDING DETAIL</b>							
<b>FUND BALANCE</b>							
10 Year Digital Base Map Update Project	-	-	-	-	-	-	-
Beacon Replacement Project	-	-	-	-	25,000	-	25,000
Dam Maintenance Program	196,100	-	173,800	-	184,500	-	554,400
Durable Equipment Program	202,440	120,186	-	50,188	-	34,000	406,814
Lower Winchester Street Reconstruction	-	-	-	-	-	-	-
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Municipal Building Roofs Program	129,548	170,875	323,570	194,375	81,250	297,500	1,197,118
Municipal Parks Maintenance Program	75,000	150,000	100,000	100,000	75,000	75,000	575,000
Parks & Cemetery Operations Building	-	-	-	-	-	-	-
Paving Parking Lots Program	372,000	370,000	174,000	-	-	-	916,000
Phone System Replacement	-	-	-	252,000	-	-	252,000
Roadway Preservation & Rehabilitation Program	-	-	-	-	-	-	-
SIG COM TRX-50 Integrated Master Box Project	-	-	-	-	-	-	-
West Street Corridor Improvements Project	-	161,216	-	-	67,024	-	228,240
Wildlife Perimeter Fence Project	99,200	-	-	-	-	-	99,200
<b>TOTAL PROJECTS FUNDED WITH FUND BALANCE</b>	<b>\$ 1,174,288</b>	<b>\$ 1,072,277</b>	<b>\$ 871,370</b>	<b>\$ 696,563</b>	<b>\$ 532,774</b>	<b>\$ 506,500</b>	<b>\$ 4,853,772</b>
<b>CAPITAL RESERVES</b>							
Ambulance Replacement Program	-	-	468,186	-	-	474,255	942,441
Bridge Repair & Replacement Program	-	-	43,699	1,244	246,377	-	291,320
Bridge Preservation Program	-	-	-	-	-	300,000	300,000
Database Software Upgrade Program	-	-	24,000	-	-	-	24,000
Downtown Infra Improve & Reconstruct Project	1,240,000	-	-	-	-	-	1,240,000
EXACOM Hindsight System Replacement	-	41,300	-	-	-	-	41,300
Fire Apparatus Replacement Program	-	-	-	198,104	-	-	198,104
Lower Winchester Street Reconstruction (Bridge)	500,000	-	-	-	-	-	500,000
Mobile Radio Replacement Program (Police)	-	-	-	-	-	-	-
Network Equipment Replacement Program	37,800	142,400	100,800	6,500	-	18,000	305,500
Open Space and Trails Program	35,000	35,000	127,500	35,000	35,000	35,000	302,500
Portable Radios Program (Police)	-	-	86,328	88,920	96,672	-	271,920
Revaluation Program	-	-	-	-	138,000	-	138,000
Robin Hood Park Improvement Project	-	1,075,000	1,175,000	-	-	-	2,250,000
Server Replacement Program	15,000	53,000	12,000	15,000	36,000	-	131,000
Sidewalk Asset Management Program	288,600	283,716	279,609	293,484	274,281	278,499	1,698,189
Storage Area Network Project	-	-	192,000	-	-	-	192,000
Trail Bridge Maintenance Project	120,100	59,900	-	-	-	-	180,000
<b>TOTAL PROJECTS FUNDED WITH CAPITAL RESERVES</b>	<b>\$ 2,236,500</b>	<b>\$ 1,690,316</b>	<b>\$ 2,509,122</b>	<b>\$ 638,252</b>	<b>\$ 826,330</b>	<b>\$ 1,105,754</b>	<b>\$ 9,006,274</b>

**2025-2031 General Fund Capital Improvement Program By Funding Source - (Cont'd)**

PROJECT NAME	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
<b>CURRENT REVENUES</b>							
Bicycle Master Plan Project							-
Body-worn & In-car Camera Replace Project			489,940				489,940
City Wide Security Upgrades Project	75,000	50,000	75,000	50,000			250,000
Comprehensive Master Plan Update Project							-
Crime Scene Van Replacement Project							-
Fiber Optic Replacement Project		22,500					22,500
Forestry Assessment Project	35,000						35,000
Gear Washer/Extractor & Drying System Project			50,000				50,000
Obstruction Management Program	25,000	32,500					57,500
Pavement Maintenance & Marking Program	8,335			8,335			16,670
Roadway Preservation & Rehabilitation Program				45,000			45,000
SCBA Fill Station		60,000					60,000
Snow Removal Equipment Project							-
Stormwater Channel Maintenance Program	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Stormwater Main Lining Program	220,400	252,000	185,160	174,820	160,200	200,150	1,192,730
Stormwater Resiliency Program	116,900		170,400		123,600		410,900
Stormwater Spot Repairs Program	79,800	82,000	84,000	87,000	90,000	93,000	515,800
Stormwater System Analysis Program		35,000	35,000	35,000	35,000	35,000	175,000
Terminal Apron Expansion Project			9,750	170,000			179,750
Terminal Improvements Project							-
Traffic Signal Replacement Program	277,400	232,000	158,000				667,400
Transportation Heritage Trail Program	82,640						82,640
Vote Tabulation Equipment Project		50,000					50,000
<b>TOTAL PROJECTS FUNDED WITH CURRENT REVENUES</b>	<b>\$ 1,120,475</b>	<b>\$ 1,016,000</b>	<b>\$ 1,457,250</b>	<b>\$ 770,155</b>	<b>\$ 608,800</b>	<b>\$ 528,150</b>	<b>\$ 5,500,830</b>
<b>DEBT</b>							
Ashuelot River Dam Repair or Removal		1,239,000					1,239,000
Beaver Brook Flood Mitigation Project			503,000	503,000			1,006,000
City Hall Structural Repairs Project							-
Downtown Infra Improve & Reconstruct Project		1,283,000					1,283,000
Downtown Restroom Project		432,000					432,000
Fire Apparatus Replacement Program	1,308,000						1,308,000
Lower Winchester Street Reconstruction	687,000						687,000
Roadway Preservation & Rehabilitation Program	1,402,000	1,354,000	1,527,000	1,536,000	1,633,000	1,633,000	9,085,000
Robin Hood Park Improvement Project		1,117,000					1,117,000
Stormwater Resiliency Program	1,320,000	2,491,000		2,034,000		1,174,000	7,019,000
T-hangar Apron Maintenance Project	201,000						201,000
Transportation Heritage Trail Program			720,000				720,000
<sup>(1)</sup> W Keene Fire Station Project		1,511,000					1,511,000
<b>TOTAL PROJECTS FUNDED WITH DEBT</b>	<b>\$ 4,918,000</b>	<b>\$ 9,427,000</b>	<b>\$ 2,750,000</b>	<b>\$ 4,073,000</b>	<b>\$ 1,633,000</b>	<b>\$ 2,807,000</b>	<b>\$ 25,608,000</b>
<b>OTHER FUNDING SOURCES</b>							
Municipal Parks Maintenance Program (Donations)			50,000	50,000			100,000
<b>TOTAL PROJECTS FUNDED WITH OTHER SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>GRANTS</b>							
Beacon Replacement (90/5/5)					475,000		475,000
Bridge Repair & Replacement Program (80/20)			174,797	4,974	985,510		1,165,281
Lower Winchester Street Reconstruction (80/20)	4,731,640						4,731,640
Municipal Parks Maintenance Program (50/50)			150,000	150,000			300,000
Obstruction Management Program (90/5/5)	475,000	617,500					1,092,500
Pavement Maintenance & Marking Program (90/5/5)	158,365			158,365			316,730
Roadway Preservation & Rehabilitation Program (100)							-
Robin Hood Park Improvement Project (80/20)		500,000					500,000
Snow Removal Equipment Project (90/5/5)							-
Terminal Apron Expansion Project (90/5/5)			185,250	3,230,000			3,415,250
Terminal Improvements Project (90/5/5)							-
Transportation Heritage Trail Program (80/20)	330,560		2,861,520				3,192,080
West Street Corridor Improvements Project (80/20)		644,865			268,094		912,959
Wildlife Perimeter Fence Project (90/5/5)	1,884,800						1,884,800
<sup>(1)</sup> W Keene Fire Station Project (80/20)		6,007,980					6,007,980
<b>TOTAL PROJECTS FUNDED WITH GRANTS</b>	<b>\$ 7,580,365</b>	<b>\$ 7,770,345</b>	<b>\$ 3,371,567</b>	<b>\$ 3,543,339</b>	<b>\$ 1,728,604</b>	<b>\$ -</b>	<b>\$ 23,994,220</b>
	<b>\$ 19,324,628</b>	<b>\$ 23,245,938</b>	<b>\$ 13,279,309</b>	<b>\$ 12,041,309</b>	<b>\$ 7,699,508</b>	<b>\$ 7,317,404</b>	<b>\$ 82,908,096</b>

**2025-2031 New Cash Requirement**

Capital Reserve Appropriation	\$ 2,295,000	\$ 2,270,000	\$ 2,270,000	\$ 2,270,000	\$ 2,370,000	\$ 2,370,000	\$ 13,845,000
Use of Current Revenues for Projects	1,120,475	1,016,000	1,457,250	770,155	608,800	528,150	5,500,830
Use of Fund Balance for Projects	1,174,288	1,072,277	871,370	696,563	532,774	506,500	4,853,772
<b>New Funds Needed</b>	<b>\$ 4,589,763</b>	<b>\$ 4,358,277</b>	<b>\$ 4,598,620</b>	<b>\$ 3,736,718</b>	<b>\$ 3,511,574</b>	<b>\$ 3,404,650</b>	<b>\$ 24,199,602</b>

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

## City Manager's Office

### Mission Statement

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.

### Description

### 2026 Budget Priorities

#### Core Business

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

### 2026 Strategic Priorities

#### City Manager

- Continue to strengthen the tie between the City Council goals and the City's capital and operating budgets.
- Continue to integrate financial software system into operations and decision-making across the organization, including Human Resources, electronic time sheets, online payment functions, and additional systems, as necessary and appropriate.
- Continue implementation of elements of the City's energy plan, including the community power program and the development of EV infrastructure.

- Continue to evaluate fire and ambulance service in our region.
- Propose solutions to address call volume in the fire department.
- Create retention and recruitment policies to address longstanding vacancy concerns, and complete an organizational classification and compensation study.
- Fill leadership positions and plan for retirements across the organization.
- Prepare a pay and compensation study for council consideration.
- Work with social service providers to better integrate response to homelessness.
- Continue to champion legislative change to improve homeless response in the state.
- Expand the integrated approach to fire inspections, code enforcement, and the building official's role by enhancing collaboration, streamlining processes, and leveraging technology to improve efficiency, consistency, and overall service delivery.
- Manage Downtown reconstruction project and maintain clear and open communication with businesses, nonprofits, and the public.

#### Economic Development

- Advance housing goals.
- Revise Chapter 18 of the Code of Ordinances.
- Create a concise process guide as a new resource for small development projects.
- Continue to evaluate City and State-owned properties for potential to advance housing development opportunities.
- Assist Parking Services implementation of the 2021 Strategic Parking Plan, including amending Main Street parking enforcement times and installation of additional Pay Stations.
  - Create a workforce parking system within the downtown and adjacent districts.
  - Create on-street parking programs where possible.
  - Implement ways to make parking options more flexible.
- Continue implementation of the 2019 economic development action plans.
- Continue to work with our business partners to provide services and assistance to support continued community growth and sustainability.
- Collaborate with federal and state authorities to define and capitalize on Federal Recovery and Infrastructure Investment and Job Act Funding and congressionally designated funding.
- Maximize use of grant and other funding sources (CDBG, NHCDFA, Banks, New Markets Tax Credit, NH RSA 79 e, SBA, REDC, MEDC, InvestNH, etc.) to

minimize expenses to the local tax- and rate-payers and to encourage economic activity.

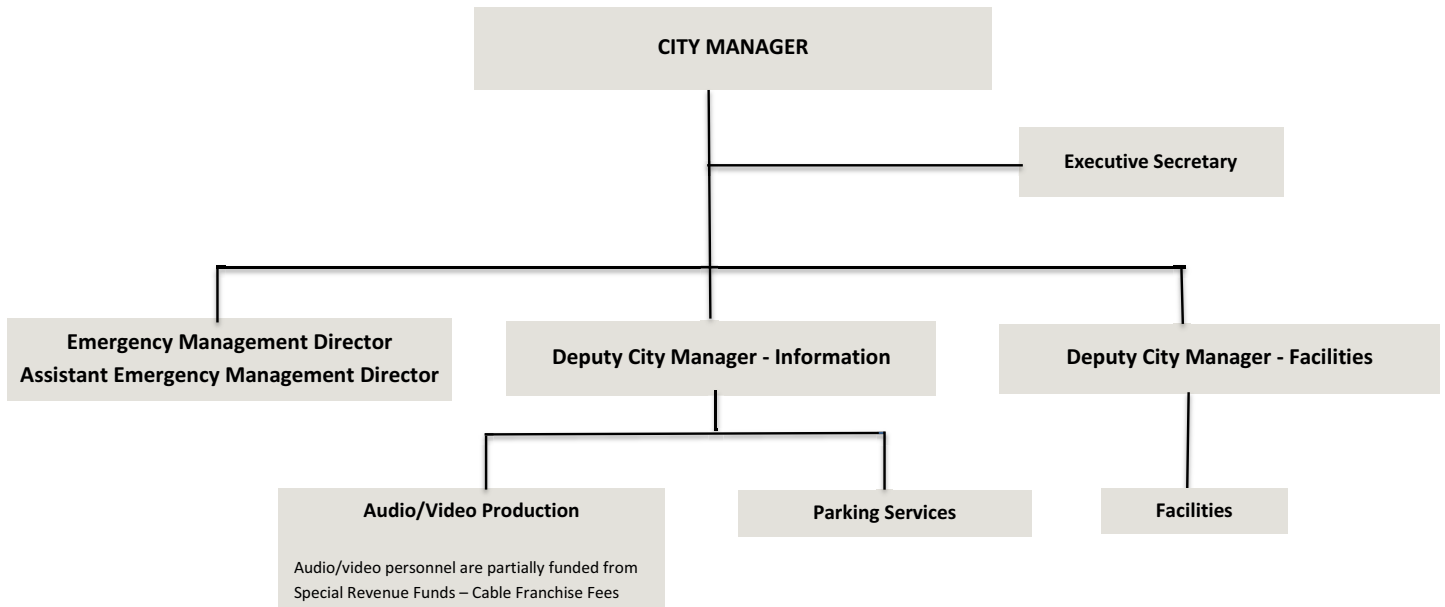
## **Communications**

- Proactively lead strategic organizational communications and engagement strategies.
- Advance City goals through proactive communications supporting economic development and City priorities.
- Enhance stakeholder confidence and engagement in City initiatives with consistent, clear, and informative communications regarding City projects and services.
- Maintain and execute the City's strategic crisis communications plan.
- Manage media and public relations priorities and activities.
- Brand management - maintain a visible community presence using the guiding principles of the City's brand.
- Leverage Keene's distinct advantages to enhance City recruitment and retention.

## **Emergency Management**

- Advance City goals to prepare the City to respond and recover from natural and manmade events.
- Communicate with the community on how they can be prepared for man-made and natural events.
- Provide training to new emergency management team members.
- Complete update of City's Hazard Mitigation Plan.
- Continue participation in School Security.
- Continue the relocation of the City's Emergency Operation Center.
- Create SharePoint site for emergency management documents and resources to be shared.
- Build and implement the State emergency notification system and train key personnel for both location-based emergency messaging as well as opt-in messaging lists.
- Train a deputy emergency management director.

## Current Personnel Resources





## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>25000000 - GF-City Managers Office</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	174,502	179,063	184,435	189,969	—	189,969
513040 Wages-Full Time	66,835	71,565	73,563	60,372	—	60,372
516030 Car Allowance	3,600	3,600	3,600	3,600	—	3,600
517010 Health Insurance	11,497	10,918	12,919	40,061	—	40,061
517020 Dental Insurance	1,542	1,469	1,508	2,751	—	2,751
517030 Retirement Contributions	39,069	38,659	46,706	38,079	—	38,079
517040 Social Security	17,058	17,781	18,919	17,888	—	17,888
517050 Workers Compensation	358	444	552	382	—	382
<b>Personnel Subtotal</b>	<b>314,461</b>	<b>323,498</b>	<b>342,202</b>	<b>353,102</b>	<b>—</b>	<b>353,102</b>
<b>Operating</b>						
521020 Professional Services	—	30,900	15,000	15,000	—	15,000
522050 PC Replacement Charge	776	638	648	648	—	648
524350 Training	300	583	250	250	—	250
524360 Meetings & Dues	23,176	22,820	23,706	23,706	—	23,706
524410 Meeting Expenses	1,829	413	550	550	—	550
525100 Communications & Phone	1,075	1,711	1,200	1,200	—	1,200
527010 Supplies-Office	359	788	600	950	—	950
527100 Postage	23	28	125	125	—	125
527150 Books & Collections	150	212	350	—	—	—
527610 Supplies-Software	—	—	425	425	—	425
<b>Operating Subtotal</b>	<b>27,689</b>	<b>58,093</b>	<b>42,854</b>	<b>42,854</b>	<b>—</b>	<b>42,854</b>
<b>25000000 - GF-City Managers Office Subtotal</b>	<b>342,151</b>	<b>381,592</b>	<b>385,056</b>	<b>395,956</b>	<b>—</b>	<b>395,956</b>
<b>25100000 - GF-City Mgr-Emergency Ops Ctr</b>						
<b>Personnel</b>						
513080 Wages-Hourly	4,000	12,118	28,800	43,680	14,880	43,680
517030 Retirement Contributions	10	260	—	—	—	—
517040 Social Security	6	604	2,204	3,343	1,139	3,343
517050 Workers Compensation	0	43	651	1,116	380	1,116
<b>Personnel Subtotal</b>	<b>4,016</b>	<b>13,025</b>	<b>31,655</b>	<b>48,139</b>	<b>16,399</b>	<b>48,139</b>
<b>Operating</b>						
522050 PC Replacement Charge	1,080	1,080	1,140	1,140	—	1,140
527600 Supplies-Operating	150	—	1,000	1,500	500	1,500
<b>Operating Subtotal</b>	<b>1,230</b>	<b>1,080</b>	<b>2,140</b>	<b>2,640</b>	<b>500</b>	<b>2,640</b>
<b>25100000 - GF-City Mgr-Emergency Ops Ctr Subtotal</b>	<b>5,246</b>	<b>14,105</b>	<b>33,795</b>	<b>50,779</b>	<b>16,899</b>	<b>50,779</b>

## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>25200000 - GF-City Mgr-Dcm Facilities</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	66,752	75,446	143,238	161,102	—	161,102
517010 Health Insurance	9,904	13,362	34,814	36,075	—	36,075
517020 Dental Insurance	493	695	1,671	1,750	—	1,750
517030 Retirement Contributions	9,379	9,834	19,380	20,541	—	20,541
517040 Social Security	5,012	5,382	10,731	12,058	—	12,058
517050 Workers Compensation	96	831	2,473	3,120	—	3,120
<b>Personnel Subtotal</b>	<b>91,636</b>	<b>105,550</b>	<b>212,307</b>	<b>234,646</b>	<b>—</b>	<b>234,646</b>
<b>Operating</b>						
522050 PC Replacement Charge	375	458	458	458	—	458
524350 Training	382	164	500	500	—	500
524360 Meetings & Dues	2,023	1,742	4,507	4,507	—	4,507
524410 Meeting Expenses	—	176	—	—	—	—
525100 Communications & Phone	351	351	635	635	—	635
527600 Supplies-Operating	39	28	200	200	—	200
<b>Operating Subtotal</b>	<b>3,170</b>	<b>2,920</b>	<b>6,300</b>	<b>6,300</b>	<b>—</b>	<b>6,300</b>
<b>25200000 - GF-City Mgr-Dcm Facilities Subtotal</b>	<b>94,806</b>	<b>108,470</b>	<b>218,607</b>	<b>240,946</b>	<b>—</b>	<b>240,946</b>
<b>25300000 - GF-City Mgr-Dcm Information</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	139,525	125,753	85,943	80,551	—	80,551
513040 Wages-Full Time	—	5,317	24,430	26,428	—	26,428
517010 Health Insurance	25,854	24,081	25,858	38,977	—	38,977
517020 Dental Insurance	1,729	1,544	1,980	1,876	—	1,876
517030 Retirement Contributions	19,603	17,497	14,934	13,641	—	13,641
517040 Social Security	10,467	9,724	8,446	8,186	—	8,186
517050 Workers Compensation	201	230	148	161	—	161
<b>Personnel Subtotal</b>	<b>197,379</b>	<b>184,146</b>	<b>161,739</b>	<b>169,820</b>	<b>—</b>	<b>169,820</b>
<b>Operating</b>						
521020 Professional Services	(38)	—	—	3,500	—	3,500
521030 Technical Services	1,125	3,715	13,500	9,000	—	9,000
521920 Market/Brand/Communicate	44,240	17,587	27,000	27,000	—	27,000
522050 PC Replacement Charge	—	617	617	1,417	—	1,417
524350 Training	2,882	1,432	5,000	6,000	—	6,000
524360 Meetings & Dues	—	739	450	558	—	558
525100 Communications & Phone	—	411	504	504	—	504
527010 Supplies-Office	371	197	500	200	—	200

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527340	Equipt-Minor	2,168	1,153	1,500	1,500	—	1,500
527610	Supplies-Software	1,711	1,983	3,612	3,771	—	3,771
Operating Subtotal		52,458	27,834	52,683	53,450	—	53,450
25300000 - GF-City Mgr-Dcm Information Subtotal		249,837	211,979	214,422	223,270	—	223,270
Total Expenditures		692,040	716,146	851,880	910,951	16,899	910,951

## City Attorney

### Mission Statement

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.

### Description

The highest priority in FY26 for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City's officials, and board and committee members, relative to their roles and responsibilities, meeting protocols, and public access to governmental records and meetings. The City Attorney is committed to providing professional, efficient, and cost-effective legal services to the City of Keene.

For the past fiscal year, the City Attorney's Office continued to provide legal services related to the renewal of the City's Cable Television Franchise Agreement. Other notable projects include providing legal services related to the complex unwinding of the New Markets Tax Credits related to the renovation and expansion of the Keene Public Library and the transfer of ownership of Heberton Hall back to the City of Keene. The City Attorney's Office also assisted the City Clerk's Office with the implementation of public records request management software, which after several months of internal use, is expected to be available for public use before the fiscal year ends. This office was also involved in providing legal services related to the grant-funded Roosevelt School affordable housing project, as well as work related to other various land matters involving the municipality.

This office continues to work with the City Council and City Manager to identify and pursue projects that contribute to the economic development and vitality of the City of Keene, both on a project-specific level, and as a function of regional cooperation. The City Attorney's Office is heavily involved in the understanding of and response to numerous requests for governmental records in accordance with NH RSA 91-A, and continues to provide training to the City's officials, board and committee members, and various departments, relative to their roles and responsibilities, meeting protocols, and public access to governmental records and meetings. The City Attorney works closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene. Also in the past fiscal year, the City Attorney's Office began a time of transition with the appointment of new City Attorney, effective March 1, 2025. The City Attorney's Office also will bring aboard a new Assistant City Attorney to support the efforts of the City Attorney's Office.

### Background

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.

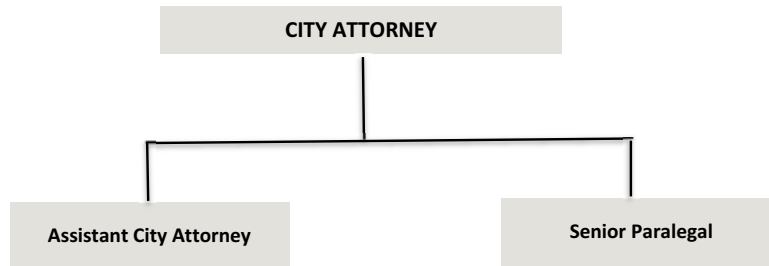
## Primary Services

	Align with 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

## 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.	N/A	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.	N/A	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.	N/A	Municipal Governance & Fin Stability	3
To collaborate with City staff in providing training for employees geared toward risk analysis and liability exposure.	N/A	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.	N/A	Municipal Governance & Fin Stability	
To assist the City Manager and City departments in accomplishing the goals of the City Council.	N/A	Municipal Governance & Fin Stability	8

## Current Personnel Resources



## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>15000000 - GF-City Attorney</b>							
<b>Personnel</b>							
512010	Wages-Charter Officers	145,366	123,179	153,639	137,210	—	137,210
513040	Wages-Full Time	159,932	174,683	183,051	172,242	—	172,242
517010	Health Insurance	28,488	16,654	23,604	25,019	—	25,019
517020	Dental Insurance	1,496	2,526	2,733	2,834	—	2,834
517030	Retirement Contributions	42,894	36,596	45,082	39,010	—	39,010
517040	Social Security	23,298	22,379	25,675	23,576	—	23,576
517050	Workers Compensation	497	500	412	430	—	430
<b>Personnel Subtotal</b>		<b>401,971</b>	<b>376,516</b>	<b>434,196</b>	<b>400,321</b>	<b>—</b>	<b>400,321</b>
<b>Operating</b>							
521600	Court & Hearing Exp	899	1,223	2,000	2,000	—	2,000
521610	Legal Services	10,781	35,767	35,000	35,000	—	35,000
522050	PC Replacement Charge	674	1,414	1,424	1,424	—	1,424
524350	Training	1,468	1,517	2,500	2,500	—	2,500
524360	Meetings & Dues	2,341	1,635	2,000	2,000	—	2,000
525100	Communications & Phone	265	374	500	1,500	1,000	1,500
527010	Supplies-Office	476	427	400	1,400	1,000	1,400
527100	Postage	58	153	300	300	—	300
527150	Books & Collections	4,194	7,191	6,000	7,500	1,500	7,500
<b>Operating Subtotal</b>		<b>21,156</b>	<b>49,702</b>	<b>50,124</b>	<b>53,624</b>	<b>3,500</b>	<b>53,624</b>
<b>15000000 - GF-City Attorney Subtotal</b>		<b>423,127</b>	<b>426,218</b>	<b>484,320</b>	<b>453,945</b>	<b>3,500</b>	<b>453,945</b>
<b>Total Expenditures</b>		<b>423,127</b>	<b>426,218</b>	<b>484,320</b>	<b>453,945</b>	<b>3,500</b>	<b>453,945</b>

## City Clerk

### Mission Statement

The mission of the City Clerk's Office is to promote transparency and trust in government by meeting its obligations and responsibilities as detailed in New Hampshire State Statutes, the Keene City Charter, and the Keene City Code.

### Description

The three main priorities for the upcoming year include:

- Conduct a Municipal Primary and Municipal General Election
- Acquire and Implement New Voting Technology for Use at 2025 Municipal Elections
- Records Center Improvements/Analysis of Future Storage Needs

In Fiscal Year 2025, the City conducted the State Primary and Presidential Election. At these elections the State continued to require reconciliation of a "paper" checklist of voter participation in tandem with use of electronic Poll Pads. This requirement, coupled with voter turnout of more than 70%, necessitated augmenting our staffing with community volunteers. Although it's our hope the paper reconciliation requirement will be lifted, it proved advantageous in providing us with several volunteers willing to accept appointments to serve as poll workers for a term of office. In addition to rounding out our team of workers, this additional staffing provides us with options for future succession planning as these appointees gain experience in their roles on election day.

In addition to a busy election season, the City Clerk's Office focused on internal succession preparations for the City Clerk's retirement. Included in this plan was the recruitment and overlapping training period for a new Deputy City Clerk, along with several goals of the retiring Clerk. These goals included ensuring completeness, and creation of a searchable index of all amendments to the City Charter and Council Rules of Order. The retiring Clerk was also able to fully deploy the JustFOIA Right-To-Know software to the organization, including joint training on RTK with the Attorney's Office for all Departments of the City. Finally, the retiring Clerk spearheaded the office transition to SharePoint and creation of City Clerk's Teams and Communications pages.

In Fiscal 2026, the City Clerk's Office will conduct the Municipal Elections and will deploy the new Voting Works tabulators for vote tabulation and reconciliation. In addition, the State of New Hampshire passed legislation requiring all municipalities to acquire our own Accessible Voting equipment for each voting ward and will require these devices be procured and in use starting in the fall of 2025. Unfortunately, this was initially required with no funding mechanism for the purchase of these devices. However, since the legislation passed, another piece of

pending legislation was introduced which would authorize use of federal funding and allow use of state general funds. Assuming this bill passes, the City would still be required to pay the costs for programming these devices for use at local elections.

The City Clerk's Office will continue to focus on records management initiatives by convening the City's Records Committee and undertaking a comprehensive department-by-department review of city holdings, retention periods, and their relative locations. Data on the number of permanent records produced annually will be used to forecast the City's future storage needs. There will also be a focus on Records Center improvements and planning for future upgrades to HVAC systems at the facility that are reaching their end-of-life in the next few years. The Office will continue the internal review of various permanent record series to verify their completeness, integrity, and accessibility for research purposes as well, with a focus on Site Plan and Subdivision Regulations, Master Plan Updates and Planning Board Development Standards.

To take our transition to SharePoint and Teams a step further and provide an efficient organizational space for sharing documents and collaborating, the City Clerk's Office will be working with the IT Department to transition the Minute Taker program to Office 365. Not only will this provide a space for secure document sharing and communication between the Minutes Staff Liaisons and our professional Minute Takers, it will also mean the City could potentially phase out the acquisition of new City laptops as the current equipment reaches the end of its useful life.

Finally, with employee succession as a backdrop, the City Clerk's Office would like to formalize an orientation process for new Department Heads to be provided with information regarding the use of our agenda management software, submission tips and tricks, agenda deadlines, etc. as well as offering information on how the City Clerk and the respective department collaborate on certain processes as they flow through the City Council process. This would occur at the request of the City Manager and Human Resources Department as part of the employee orientation program already in place.

### Background

The City Clerk is a Constitutional Officer under the NH State Constitution and acts as an agent of the State. The City Clerk is also a Charter Officer appointed by the Mayor and City Council and serves as Clerk to the City Council. The City Clerk's Office operates an off-site records center and archive for municipal records as well as for contracted outside clients.



The Office is responsible for the creation and filing of all public minutes. It works closely with the City Attorney in responding to right-to-know requests. Additional responsibilities include recording vital records for

citizens and issuing various types of licenses. Finally, the Office is responsible for the codification of all adopted ordinances and the recording of all official documents of the City.

## Primary Services

	Align with 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

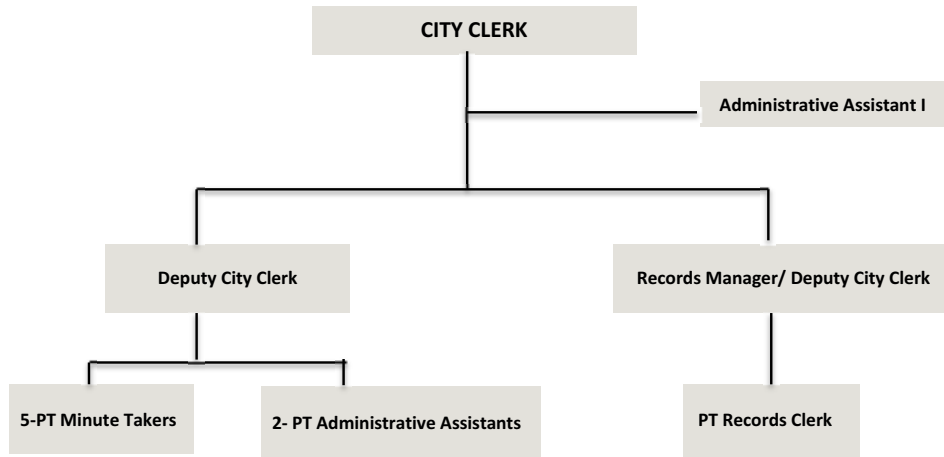
## Objectives

	Statute	CMP	CC Goal
Conduct a Municipal Primary and Municipal General Election	RSA 652	Municipal Governance & Fin Stability	N/A
Acquire and Deploy New Vote Tabulation and Accessible Voting Systems for Use at 2025 Municipal Elections	RSA 652:16-d	Municipal Governance & Fin Stability	N/A
Records Center Improvements and Future Storage Capacity Needs Assessment		Municipal Governance & Fin Stability	N/A
Transition Minute Taker Program to Office365 for Document Management and Interdepartment Collaboration		Municipal Governance & Fin Stability	N/A
Formalize an Orientation Process for New Department Heads for Agenda Management and Associated Deadlines		Municipal Governance & Fin Stability	N/A
Continue to Verify Completeness, Integrity and Accessibility of Permanent Record Series		Municipal Governance & Fin Stability	N/A

## Metrics

	2026	2025	2024
Dog licenses issued	3,300	3,300	3,226
Dog owners with unlicensed dogs on warrant	450	474	441
Vital records issued	3,200	3,200	3,471
Municipal records boxes in custody	6,958	6,623	6,288
Municipal records boxes retrieved and re-filed	950	872	427
Municipal record boxes purged	272	167	165

## Current Personnel Resources



## Revenues

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>20021501 - GF-Clerk-Lic Permits Fees</b>							
421100	Fees-State Vital Records	37,984	20,092	30,000	30,000	—	30,000
421150	Fees-City Licenses	8,219	9,052	8,592	8,000	—	8,000
421200	Fees-Dog Licenses	15,897	15,823	9,280	13,000	—	13,000
423060	Fee-Miscellaneous	9,168	10,229	9,500	10,500	—	10,500
<b>20021501 - GF-Clerk-Lic Permits Fees Subtotal</b>		<b>71,268</b>	<b>55,196</b>	<b>57,372</b>	<b>61,500</b>	<b>—</b>	<b>61,500</b>
<b>20023503 - GF-Clerk-Charges For Services</b>							
441090	Direct Reimbursement	2,021	1,058	—	—	—	—
<b>20023503 - GF-Clerk-Charges For Services Subtotal</b>		<b>2,021</b>	<b>1,058</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>20223503 - GF-Cc Records-Charges For Services</b>							
441350	Charges-Records Center	26,613	28,344	28,243	29,773	—	29,773
<b>20223503 - GF-Cc Records-Charges For Services Subtotal</b>		<b>26,613</b>	<b>28,344</b>	<b>28,243</b>	<b>29,773</b>	<b>—</b>	<b>29,773</b>
<b>Total Revenues</b>		<b>99,902</b>	<b>84,598</b>	<b>85,615</b>	<b>91,273</b>	<b>—</b>	<b>91,273</b>

## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>20000000 - GF-City Clerk</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	117,431	120,498	124,113	107,979	—	107,979
513030 Wages-Supervisory	—	—	—	77,352	—	77,352
513040 Wages-Full Time	129,808	133,148	165,597	57,466	—	57,466
513070 Wages-Part Time	68,080	63,340	71,188	73,324	—	73,324
514010 Wages-Temporary	209	3,485	—	—	—	—
515010 OT-Regular	—	726	—	6,500	6,500	6,500
517010 Health Insurance	66,457	72,402	90,670	98,200	—	98,200
517020 Dental Insurance	3,733	3,552	3,841	4,501	—	4,501
517030 Retirement Contributions	34,737	33,476	39,200	31,787	829	31,787
517040 Social Security	23,434	23,216	26,987	23,905	498	23,905
517050 Workers Compensation	453	556	485	644	167	644
<b>Personnel Subtotal</b>	<b>444,342</b>	<b>454,398</b>	<b>522,081</b>	<b>481,658</b>	<b>7,994</b>	<b>481,658</b>
<b>Operating</b>						
522050 PC Replacement Charge	2,350	2,404	2,494	3,220	—	3,220
523010 Maint-Office Equipment	60	60	80	80	—	80
523050 MF Printer Lease/Copies/Maint	2,388	750	1,600	1,600	—	1,600
524250 Advertising	—	352	300	300	—	300
524350 Training	319	1,078	2,074	2,074	—	2,074
524360 Meetings & Dues	640	465	925	925	—	925
524980 Trust-Income Use	392	6	200	200	—	200
525100 Communications & Phone	1,141	998	800	960	160	960
527010 Supplies-Office	1,891	5,066	2,547	2,812	—	2,812
527100 Postage	2,064	2,519	1,723	1,723	—	1,723
527150 Books & Collections	175	212	265	—	—	—
527620 Licenses & Permits	996	828	1,100	1,100	—	1,100
<b>Operating Subtotal</b>	<b>12,416</b>	<b>14,740</b>	<b>14,108</b>	<b>14,994</b>	<b>160</b>	<b>14,994</b>
<b>20000000 - GF-City Clerk Subtotal</b>	<b>456,758</b>	<b>469,138</b>	<b>536,189</b>	<b>496,652</b>	<b>8,154</b>	<b>496,652</b>
<b>20100000 - GF-City Clerk-Elections</b>						
<b>Personnel</b>						
513080 Wages-Hourly	10,158	9,919	11,740	11,740	—	11,740
517040 Social Security	890	757	899	899	—	899
517050 Workers Compensation	17	24	266	18	—	18
<b>Personnel Subtotal</b>	<b>11,064</b>	<b>10,700</b>	<b>12,905</b>	<b>12,657</b>	<b>—</b>	<b>12,657</b>
<b>Operating</b>						
521070 Elections	12,762	18,188	17,868	19,043	1,175	19,043

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
523010	Maint-Office Equipment	2,135	2,322	10,235	15,935	5,700	15,935
523110	Maint-Equipment	—	—	1,000	1,000	—	1,000
524160	Printing	3,868	6,707	3,700	6,800	3,100	6,800
524250	Advertising	276	1,075	560	1,260	700	1,260
524500	Polling Stations Set Up	2,326	6,867	2,250	2,250	—	2,250
526060	Rental-Other	1,000	1,281	1,500	1,500	—	1,500
527010	Supplies-Office	306	157	370	370	—	370
527100	Postage	944	870	3,546	3,546	—	3,546
527600	Supplies-Operating	—	10	—	—	—	—
527610	Supplies-Software	—	—	—	1,200	1,200	1,200
534090	Acq-Equipment	—	35,000	—	—	—	—
Operating Subtotal		23,616	72,477	41,029	52,904	11,875	52,904
20100000 - GF-City Clerk-Elections Subtotal		34,680	83,177	53,934	65,561	11,875	65,561
20201000 - GF-City Clerk-Archives							
Personnel							
513030	Wages-Supervisory	77,669	79,703	82,103	84,560	—	84,560
517010	Health Insurance	24,146	26,479	31,332	32,467	—	32,467
517020	Dental Insurance	1,563	1,500	1,503	1,575	—	1,575
517030	Retirement Contributions	10,912	10,576	11,108	10,782	—	10,782
517040	Social Security	5,800	5,813	6,076	6,227	—	6,227
517050	Workers Compensation	112	139	109	126	—	126
Personnel Subtotal		120,202	124,210	132,231	135,737	—	135,737
Operating							
524350	Training	147	213	2,250	2,250	—	2,250
524360	Meetings & Dues	304	549	590	590	—	590
527010	Supplies-Office	—	72	85	85	—	85
527150	Books & Collections	—	—	100	100	—	100
527400	Supplies-Other Maint	2,708	1,089	1,000	1,000	—	1,000
527600	Supplies-Operating	—	385	2,362	2,362	—	2,362
Operating Subtotal		3,159	2,308	6,387	6,387	—	6,387
20201000 - GF-City Clerk-Archives Subtotal		123,362	126,518	138,618	142,124	—	142,124
20201100 - GF-City Clerk-Records							
Personnel							
513030	Wages-Supervisory	8,630	8,856	9,123	9,396	—	9,396
513070	Wages-Part Time	23,391	24,977	26,846	28,893	—	28,893
517010	Health Insurance	2,683	2,942	3,482	3,608	—	3,608
517020	Dental Insurance	173	167	168	175	—	175

## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517030 Retirement Contributions	1,213	1,175	1,235	1,198	—	1,198
517040 Social Security	2,434	2,519	2,731	2,905	—	2,905
517050 Workers Compensation	46	59	49	59	—	59
<b>Personnel Subtotal</b>	<b>38,569</b>	<b>40,695</b>	<b>43,634</b>	<b>46,234</b>	<b>—</b>	<b>46,234</b>
<b>Operating</b>						
522060 PW Fleet Charge	17,641	18,229	11,893	11,889	—	11,889
523500 Maint-Building	—	—	—	15,000	10,000	10,000
525100 Communications & Phone	443	410	600	500	—	500
527010 Supplies-Office	54	218	520	620	—	620
527550 Supplies-Uniforms	—	—	250	250	—	250
527600 Supplies-Operating	994	1,053	3,103	3,103	—	3,103
527610 Supplies-Software	3,547	1,803	660	660	—	660
<b>Operating Subtotal</b>	<b>22,680</b>	<b>21,713</b>	<b>17,026</b>	<b>32,022</b>	<b>10,000</b>	<b>27,022</b>
<b>20201100 - GF-City Clerk-Records Subtotal</b>	<b>61,249</b>	<b>62,408</b>	<b>60,660</b>	<b>78,256</b>	<b>10,000</b>	<b>73,256</b>
<b>Total Expenditures</b>	<b>676,049</b>	<b>741,242</b>	<b>789,401</b>	<b>782,593</b>	<b>30,029</b>	<b>777,593</b>





**KEENE**



# **Administrative Services**

## Assessing

### Mission Statement

To ensure the fair and equitable taxation of all property within the City of Keene in accordance with New Hampshire law.

### Description

In FY26 the Department will continue to update assessments in accordance with RSA 75:8 as done on an annual basis. The main objective for the year will be beginning the City's next revaluation which will be completed in the fall of 2026. The revaluation will value anew all assessments to reflect the market value as of April 1, 2026. The Department will also be reviewing our exemption and credit amounts with the City Council to coincide with the updated valuations.

During FY25 the Department updated assessments resulting from building permit activity, zoning changes, ownership changes, subdivisions, lot line adjustments, mergers, and any other changes affecting value. In addition, the Department began planning and preparing for the next city-wide revaluation.

### Core Responsibilities

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

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

- Maintenance of accurate and updated parcel maps and an online public GIS site;
- Statistical analysis of sales and annual equalization study;
- Processing of property tax abatements and defending valuations;
- Administration of exemptions for the elderly, deaf, disabled, blind, and wind, wood, or solar systems; tax credits for veterans, spouses, and disabled veterans;
- Administration of Current Use program;
- Administration of timber cutting permits and valuation of timber for timber taxes;
- Monitoring and providing testimony to proposed legislative changes regarding property assessing practices and taxation;
- Maintaining a certified and professional staff.

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

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

	Align with 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

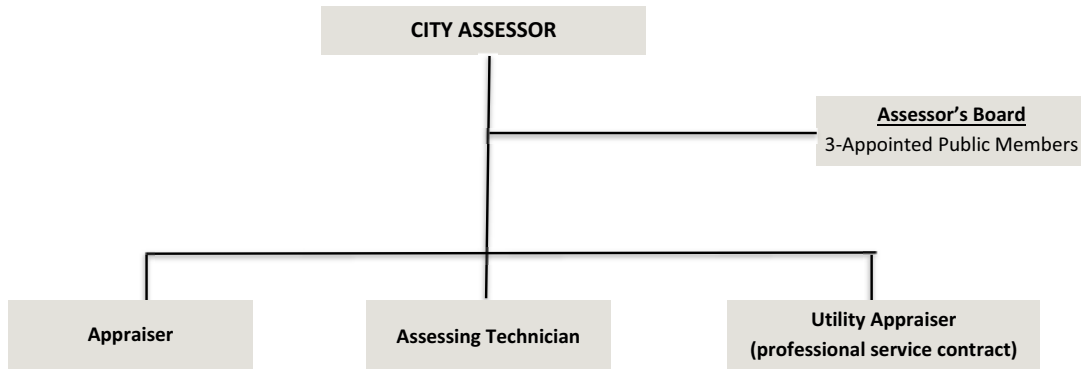
## Objectives

	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

	2026	2025	2024
Equalization ratio (expresses relationship between assessed value and market value)	TBD	66.8	72.8
Total Taxable Assessed Value used for General Fund	TBD	\$2.259 billion	\$2.235 billion
Total Taxable Assessed Value retained for TIF Funding	TBD	\$36 million	\$38 million
PILOT Agreement Revenue	TBD	\$1,126,528	\$1,124,900

## Current Personnel Resources



## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>10020500 - GF-Assmt-Taxes</b>						
411050 Tax-Net Property	26,669,277	27,902,203	29,714,294	30,291,365	—	30,291,365
411100 Tax-Payment In Lieu	1,124,908	1,126,529	1,125,000	1,440,000	—	1,440,000
411150 Tax-Timber Yield	73,498	5,498	8,000	8,000	—	8,000
411200 Tax-Land Use Change	67,050	5,146	—	—	—	—
411250 Tax-Increment Financing	1,107,771	1,005,842	1,086,549	639,073	—	639,073
<b>10020500 - GF-Assmt-Taxes Subtotal</b>	<b>29,042,504</b>	<b>30,045,218</b>	<b>31,933,843</b>	<b>32,378,438</b>	<b>—</b>	<b>32,378,438</b>
<b>10023503 - GF-Assmt-Charges For Services</b>						
441090 Direct Reimbursement	143	—	—	—	—	—
<b>10023503 - GF-Assmt-Charges For Services Subtotal</b>	<b>143</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>10024505 - GF-Assmt-Miscellaneous</b>						
461135 Copies	141	371	100	100	—	100
<b>10024505 - GF-Assmt-Miscellaneous Subtotal</b>	<b>141</b>	<b>371</b>	<b>100</b>	<b>100</b>	<b>—</b>	<b>100</b>
<b>Total Revenues</b>	<b>29,042,789</b>	<b>30,045,589</b>	<b>31,933,943</b>	<b>32,378,538</b>	<b>—</b>	<b>32,378,538</b>

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>10000000 - GF-Assessment</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	122,726	125,939	129,730	133,614	—	133,614
513040	Wages-Full Time	145,396	129,394	139,190	146,848	—	146,848
517010	Health Insurance	66,389	56,351	65,266	66,310	—	66,310
517020	Dental Insurance	3,969	3,135	3,179	3,293	—	3,293
517030	Retirement Contributions	37,673	33,880	36,386	35,760	—	35,760
517040	Social Security	20,000	18,707	20,407	21,459	—	21,459
517050	Workers Compensation	7,765	6,266	4,723	5,588	—	5,588
<b>Personnel Subtotal</b>		<b>403,918</b>	<b>373,671</b>	<b>398,881</b>	<b>412,872</b>	<b>—</b>	<b>412,872</b>
<b>Operating</b>							
521250	Appraisal Services	12,800	12,800	12,800	12,800	—	12,800
521759	Other Services	444	569	125	125	—	125
522050	PC Replacement Charge	3,769	3,463	3,513	3,513	—	3,513
522060	PW Fleet Charge	8,941	9,204	8,397	8,478	—	8,478
523010	Maint-Office Equipment	1,718	—	400	450	—	450
523070	Maint-Computer System	—	—	450	—	—	—
523200	Maint-Mapping & GIS	9,100	11,525	10,000	10,200	200	10,200
524350	Training	3,123	4,014	4,500	4,700	—	4,700
524360	Meetings & Dues	1,085	1,090	2,600	2,800	—	2,800
525100	Communications & Phone	415	351	1,000	1,000	—	1,000
527010	Supplies-Office	1,341	593	1,000	1,000	—	1,000
527100	Postage	351	273	900	900	—	900
527150	Books & Collections	836	859	1,250	1,250	—	1,250
527610	Supplies-Software	—	—	400	400	—	400
<b>Operating Subtotal</b>		<b>43,923</b>	<b>44,742</b>	<b>47,335</b>	<b>47,616</b>	<b>200</b>	<b>47,616</b>
<b>10000000 - GF-Assessment Subtotal</b>		<b>447,841</b>	<b>418,413</b>	<b>446,216</b>	<b>460,488</b>	<b>200</b>	<b>460,488</b>
<b>Total Expenditures</b>		<b>447,841</b>	<b>418,413</b>	<b>446,216</b>	<b>460,488</b>	<b>200</b>	<b>460,488</b>

## Finance

### Mission Statement

**Financial Divisions** – 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.

**Human Services Division** – 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.

### Description

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

FY25 was met with training opportunity initiatives to better understand the Tyler Enterprise software capabilities. Continued use of the the software in day-to-day processes provided valuable insight into areas needing further training, as well as projects to more appropriately utilize modules and tools to enhance process efficiencies. New staff onboarding and software training led to the development of SOPs to ensure consistency and effectiveness throughout the department.

The Purchasing division of Finance increased its use of GovDeals (Public auction portal used by several municipalities) to auction the surplus – retired equipment and vehicles, and the City received about \$100,000 in revenues for the sale of surplus through GovDeals online auctions.

FY26 initiatives will include:

- Supporting the City's mission in the most environmentally friendly possible ways in accordance with its policies and procedures
- Continued Tyler software education and evaluation to ensure the full capabilities of the software are being leveraged
- Implementation of additional self-service modules within the Tyler software to enhance employee satisfaction
- Implementation of financial dashboards and continued emphasis on financial planning to ensure departments, City-elected officials, the public, and City staff have the information needed to make well-informed, financial decisions
- Continue to improve customer service and online capabilities for conducting City business

The Department will continue to perform the business functions of the City, monitor legislative and regulatory activity that could impact the City's operations and fiscal condition, and review and understand any

changes to GASB standards. Modernization and streamlining processes will continue to be a priority in each division with the focus on customer service and efficiency. The staff is adapting to the newly implemented robust financial enterprise software and adjusting processes based on its functionality and transition to a reduced paper environment.

### Background

The Finance Department is comprised of four financial divisions and the Human Services Division:

### Administration: 2 FTE

- Finance Director/Treasurer
- Assistant Finance Director/Deputy Treasurer

### Accounting: 6 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

### Purchasing & Contract Services: 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

### **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 deed 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

### **Human Services**

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.

FY26 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
- Continue to be instrumental in reducing the amount of homelessness in Keene by working in partnership with area shelters, motels, landlords, outreach workers and clients to find stable permanent housing solutions.
- Increase case management with clients receiving General Assistance to assist them in returning to a state of self-sufficiency.

In FY26 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 provide primary services, as well as timely assistance to those presenting as homeless.

During FY25 Human Services undertook several initiatives, including:

- Human Services Manager continues the role as Secretary to the NH Local Welfare Administrators Association and remains Chair of the NHLWAA Training Committee.
- Human Services collaborates with area hospitals, and correctional facility to find best housing options for homeless before discharge date.
- Human Services Outreach Worker has been instrumental in assisting clients to obtain necessary financial benefits and find permanent housing solutions. Outreach worker visits clients where they are in the field or in the office. The Outreach Worker has successfully built trusting relationships with those who typically do not trust others.
- Human Services Caseworker worked in collaboration with donors for a successful Holiday Sponsorship Program.
- Human Services continues to successfully provide timely, in person services to prevent eviction and homelessness.

During FY25 Human Services challenges included:

- Many Individuals presenting as homeless or in danger of imminent homelessness due to eviction requesting shelter/motel assistance.
- Increased referrals to Human Services, from other agencies and 211 State of NH homeless hotline.
- There are limited rental assistance programs for clients to apply for rental assistance.
- Area homeless shelters are continually at capacity.
- Lack of affordable housing.
- Rents in Keene have increased 30-50%, outpricing clients out of their apartments. Section 8 housing has a (10) ten year wait list. Human Services must assist in order to keep clients in their home and prevent homelessness.

### **Background**

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

### **Human Services: 2 FTE, 2 PTE**



## Primary Services

Align with CMP	
<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b>	
Perform, manage, and oversee all standard business functions for the entire City organization.	Municipal Governance & Fin Stability
Perform short and long-term financial analysis and planning.	Municipal Governance & Fin Stability
Prepare and implement operating and capital budgets in conformance with policies and plans adopted by the City Council.	Municipal Governance & Fin Stability
Promote and coordinate the integration of environmental friendly processes and services to make the City perform more efficiently while promoting sustainable, environmental, and social improvements.	Municipal Governance & Fin Stability
<b>Human Services</b>	
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

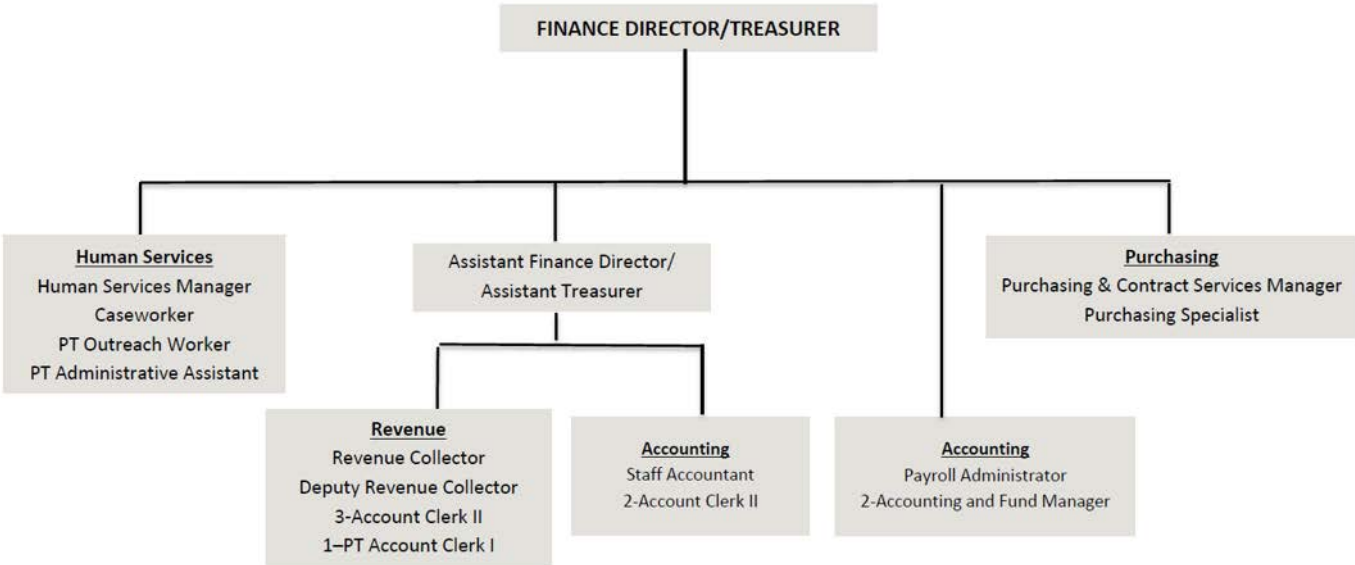
## Objectives

	Statute	CMP	CC Goal
<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b>			
Present financial data in formats that are informative and user friendly	N/A	Municipal Governance & Fin Stability	1
Continued implementation of new property tax and utility billing and financial software	N/A	Municipal Governance & Fin Stability	1
Evaluate and implement tools to simplify services electronically	N/A	Municipal Governance & Fin Stability	2
Streamline purchasing and contract services processes	N/A	Municipal Governance & Fin Stability	1
Enhance the use of Public Purchase, Public Contracts, and Public Vendors	N/A	Municipal Governance & Fin Stability	1
Support strategies and plans that continuously improve the City of Keene's sustainability performance	N/A	Municipal Governance & Fin Stability	7
<b>Human Services</b>			
Provide short-term emergency financial assistance when no other resource is available.	RSA 165	Community Health & Wellness	1
Advocate for clients and support efforts toward self-sufficiency through collaborations that focus on client needs, improve coordination of services, especially housing, employment, medication, and medical assistance, and reduce the need for General Assistance	RSA 165	Community Health & Wellness	2
Continue to work with area homeless population to assist in finding emergency shelter, affordable housing and return to a state of self-sufficiency through collaboration with area homeless shelters, and agencies.	RSA 165	Social Services	2
Increase engagement of homeless populations through development and implementation of targeted outreach.	RSA165	Social Services	2

## Metrics

	2026	2025	2024
<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b>			
Number of bids, RFP's & contracts issued	120	120	103
P-Card - combined purchase volume (dollars)	\$5,000,000	\$5,000,000	\$3,281,420
P-Card - rebate payment amount (dollars)	\$31,800	\$31,800	\$24,877
Auctions & Sales of City-Wide Surplus Equipment Materials & Vehicles	\$50,000	\$50,000	\$179,022
Property tax & utility bills issued	38,500	41,550	38,000
Motor vehicle transactions	22,500	22,500	22,438
<b>Human Services</b>			
Total client contacts including appointments, walk-ins, emergency walk-ins, home visits, partner agency contacts, phone, mail and fax	5,365	5,865	3,768
Total active cases	835	891	532
Average length of monthly assistance	2.12	2.36	1.62
Average cost of monthly assistance provided per recipient per month.	\$960	\$1,322	\$662
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	\$3,034	\$22,700	\$7,536
Total number of individuals reporting homelessness, seeking assistance for shelter/motel/hotel (figures only include the case head)	279	258	212
Reimbursement of General Assistance including lien payoff, SSI and cash reimbursements	\$44,547	\$36,773	\$1,455
Cost of motels/hotels to house homeless individuals	\$323,000	\$632,019	\$278,869

Current Personnel Resources



## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>35022502 - GF-Finance-Intergovernmental</b>						
432040 State-Rooms & Meals	1,960,197	2,114,342	2,114,342	2,189,903	—	2,189,903
<b>35022502 - GF-Finance-Intergovernmental Subtotal</b>	<b>1,960,197</b>	<b>2,114,342</b>	<b>2,114,342</b>	<b>2,189,903</b>	<b>—</b>	<b>2,189,903</b>
<b>35023503 - GF-Finance-Charges For Services</b>						
441090 Direct Reimbursement	313,509	29,431	325,000	325,000	—	325,000
<b>35023503 - GF-Finance-Charges For Services Subtotal</b>	<b>313,509</b>	<b>29,431</b>	<b>325,000</b>	<b>325,000</b>	<b>—</b>	<b>325,000</b>
<b>35024505 - GF-Finance-Miscellaneous</b>						
461010 Interest Earnings	920,325	1,602,756	650,000	1,250,000	—	1,250,000
461050 Other Loans	89,698	89,698	89,698	—	—	—
461110 Other	(2,417)	(196)	50	100	—	100
463010 Rent-City Hall	65,480	66,274	71,911	65,000	—	65,000
463040 Rent-Transportation Center	31,570	31,046	36,513	26,000	—	26,000
<b>35024505 - GF-Finance-Miscellaneous Subtotal</b>	<b>1,104,657</b>	<b>1,789,578</b>	<b>848,172</b>	<b>1,341,100</b>	<b>—</b>	<b>1,341,100</b>
<b>35025506 - GF-Finance-Other Fin Sources</b>						
471020 Admin Chg - Equipment	323,835	287,892	362,745	376,252	—	376,252
471040 Admin Chg - Parking	85,946	96,339	127,158	117,674	—	117,674
471060 Admin Chg - Sewer	785,730	761,239	749,177	749,177	—	749,177
471070 Admin Chg - Solid Waste	535,928	597,372	541,804	580,270	—	580,270
471080 Admin Chg - Water	485,884	534,820	545,746	771,382	—	771,382
473020 Property Surplus Sale	555	—	50	50	—	50
473030 Equipment Surplus Sale	—	7,192	—	—	—	—
<b>35025506 - GF-Finance-Other Fin Sources Subtotal</b>	<b>2,217,878</b>	<b>2,284,854</b>	<b>2,326,680</b>	<b>2,594,805</b>	<b>—</b>	<b>2,594,805</b>
<b>35320500 - GF-Revenue-Taxes</b>						
416050 Tax-Interest	127,845	222,036	300,000	250,000	—	250,000
<b>35320500 - GF-Revenue-Taxes Subtotal</b>	<b>127,845</b>	<b>222,036</b>	<b>300,000</b>	<b>250,000</b>	<b>—</b>	<b>250,000</b>
<b>35321501 - GF-Revenue-Lic Permits Fees</b>						
422150 Permits-Motor Vehicle	3,411,114	3,629,952	3,550,000	3,650,000	—	3,650,000
422180 Fee-Tranportation Imp Fund	98,590	99,770	95,000	99,000	—	99,000
423010 Fee-NSF Check	1,475	2,589	750	1,350	—	1,350
423150 Fee-Mail-In & E-Reg	8,255	8,138	7,500	8,000	—	8,000
423160 Fee-Municipal Agent Fee	63,164	66,462	60,000	62,000	—	62,000
<b>35321501 - GF-Revenue-Lic Permits Fees Subtotal</b>	<b>3,582,597</b>	<b>3,806,910</b>	<b>3,713,250</b>	<b>3,820,350</b>	<b>—</b>	<b>3,820,350</b>
<b>35423503 - GF-Human Services-Charges For Services</b>						
441090 Direct Reimbursement	3,886	37,604	4,500	4,500	—	4,500
441380 SSI Interim Assistance	—	14,479	2,500	2,500	—	2,500

Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
441390 Medicaid Reimbursements	—	—	2,500	2,500	—	2,500
35423503 - GF-Human Services-Charges For Services Subtotal	3,886	52,082	9,500	9,500	—	9,500
35424505 - GF-Human Services-Miscellaneous						
464030 Trust-Charitable	1,903	3,085	3,625	3,625	—	3,625
35424505 - GF-Human Services-Miscellaneous Subtotal	1,903	3,085	3,625	3,625	—	3,625
Total Revenues	9,312,472	10,302,319	9,640,569	10,534,283	—	10,534,283

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>35000000 - GF-Finance-Administration</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	128,209	134,681	145,169	136,389	—	136,389
513030	Wages-Supervisory	117,441	127,516	127,645	131,361	—	131,361
513040	Wages-Full Time	35,071	—	—	—	—	—
517010	Health Insurance	10,242	—	—	36,075	—	36,075
517020	Dental Insurance	1,344	953	977	2,292	—	2,292
517030	Retirement Contributions	39,417	33,857	35,966	33,692	—	33,692
517040	Social Security	21,683	19,702	20,871	20,216	—	20,216
517050	Workers Compensation	406	458	365	403	—	403
<b>Personnel Subtotal</b>		<b>353,814</b>	<b>317,167</b>	<b>330,993</b>	<b>360,428</b>	<b>—</b>	<b>360,428</b>
<b>Operating</b>							
522050	PC Replacement Charge	6,520	7,101	8,215	9,167	—	9,167
523050	MF Printer Lease/Copies/Maint	12,799	11,546	18,000	18,000	—	18,000
527610	Supplies-Software	—	—	2,125	—	—	—
530000	Acq-Property	—	5,016	—	—	—	—
<b>Operating Subtotal</b>		<b>19,319</b>	<b>23,663</b>	<b>28,340</b>	<b>27,167</b>	<b>—</b>	<b>27,167</b>
<b>35000000 - GF-Finance-Administration Subtotal</b>		<b>373,133</b>	<b>340,829</b>	<b>359,333</b>	<b>387,595</b>	<b>—</b>	<b>387,595</b>
<b>35100000 - GF-Finance-Accounting</b>							
<b>Personnel</b>							
513040	Wages-Full Time	265,802	341,304	442,855	421,135	—	421,135
514010	Wages-Temporary	—	4,595	—	—	—	—
517010	Health Insurance	50,514	49,910	98,336	136,141	—	136,141
517020	Dental Insurance	3,504	3,851	4,078	6,296	—	6,296
517030	Retirement Contributions	37,344	44,629	59,448	53,697	—	53,697
517040	Social Security	20,153	25,893	33,348	32,224	—	32,224
517050	Workers Compensation	384	607	593	634	—	634
<b>Personnel Subtotal</b>		<b>377,702</b>	<b>470,789</b>	<b>638,658</b>	<b>650,127</b>	<b>—</b>	<b>650,127</b>
<b>Operating</b>							
521030	Technical Services	10,000	68,326	8,500	8,500	—	8,500
521290	Audit Services	29,280	74,180	60,000	90,000	30,000	90,000
523010	Maint-Office Equipment	—	—	2,000	2,000	—	2,000
524160	Printing	4,030	8,430	7,000	7,000	—	7,000
524300	Travel	608	358	700	700	—	700
524350	Training	—	—	4,500	4,500	—	4,500
524360	Meetings & Dues	652	275	900	900	—	900
525100	Communications & Phone	1,407	1,486	1,600	1,600	—	1,600

## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527010 Supplies-Office	6,575	3,758	7,070	7,070	—	7,070
527100 Postage	5,994	7,070	6,300	6,300	—	6,300
527150 Books & Collections	499	—	500	500	—	500
<b>Operating Subtotal</b>	<b>59,045</b>	<b>163,883</b>	<b>99,070</b>	<b>129,070</b>	<b>30,000</b>	<b>129,070</b>
<b>35100000 - GF-Finance-Accounting Subtotal</b>	<b>436,747</b>	<b>634,671</b>	<b>737,728</b>	<b>779,197</b>	<b>30,000</b>	<b>779,197</b>
<b>35200000 - GF-Finance-Purchasing</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	42,672	85,767	92,331	99,390	—	99,390
513040 Wages-Full Time	93,413	59,642	64,135	64,592	—	64,592
514010 Wages-Temporary	780	4,313	—	—	—	—
517010 Health Insurance	26,533	28,358	32,066	25,019	—	25,019
517020 Dental Insurance	1,607	1,469	1,508	1,084	—	1,084
517030 Retirement Contributions	19,120	19,298	21,171	20,908	—	20,908
517040 Social Security	10,275	11,056	11,971	12,446	—	12,446
517050 Workers Compensation	199	261	210	247	—	247
<b>Personnel Subtotal</b>	<b>194,598</b>	<b>210,163</b>	<b>223,392</b>	<b>223,686</b>	<b>—</b>	<b>223,686</b>
<b>Operating</b>						
521030 Technical Services	—	—	17,328	17,328	—	17,328
523010 Maint-Office Equipment	2,396	3,769	3,000	3,000	—	3,000
524160 Printing	—	—	150	150	—	150
524250 Advertising	2,120	2,044	2,500	2,500	—	2,500
524350 Training	349	—	1,000	1,000	—	1,000
524360 Meetings & Dues	240	195	600	600	—	600
525100 Communications & Phone	565	501	700	700	—	700
527010 Supplies-Office	8,739	9,380	10,000	10,000	—	10,000
527100 Postage	4	8	100	100	—	100
527150 Books & Collections	—	—	150	150	—	150
<b>Operating Subtotal</b>	<b>14,413</b>	<b>15,897</b>	<b>35,528</b>	<b>35,528</b>	<b>—</b>	<b>35,528</b>
<b>35200000 - GF-Finance-Purchasing Subtotal</b>	<b>209,011</b>	<b>226,060</b>	<b>258,920</b>	<b>259,214</b>	<b>—</b>	<b>259,214</b>
<b>35300000 - GF-Finance-Revenue Collection</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	76,295	77,608	83,552	161,057	—	161,057
513040 Wages-Full Time	155,016	133,118	159,893	106,024	—	106,024
513070 Wages-Part Time	16,361	48,850	69,358	72,068	—	72,068
514010 Wages-Temporary	3,213	3,348	—	—	—	—
515010 OT-Regular	2	57	2,000	2,000	—	2,000
517010 Health Insurance	68,657	52,336	78,314	84,237	—	84,237

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517020	Dental Insurance	3,928	3,138	3,462	3,545	—	3,545
517030	Retirement Contributions	32,315	27,937	33,211	34,309	—	34,309
517040	Social Security	18,639	19,390	23,826	25,862	—	25,862
517050	Workers Compensation	346	459	466	536	—	536
<b>Personnel Subtotal</b>		<b>374,772</b>	<b>366,241</b>	<b>454,082</b>	<b>489,638</b>	<b>—</b>	<b>489,638</b>
<b>Operating</b>							
521759	Other Services	360	6,262	12,000	12,000	—	12,000
523010	Maint-Office Equipment	488	4,264	4,325	4,325	—	4,325
524160	Printing	—	—	—	15,000	5,000	15,000
524350	Training	160	1,025	2,950	2,950	—	2,950
524360	Meetings & Dues	55	130	200	200	—	200
524470	Public Awareness	—	—	2,100	2,100	—	2,100
525100	Communications & Phone	1,257	1,779	1,900	1,900	—	1,900
527010	Supplies-Office	8,557	4,590	7,600	7,600	—	7,600
527100	Postage	34,282	45,811	53,400	43,400	—	43,400
527440	Equipt-Computer Minor	—	868	—	—	—	—
527610	Supplies-Software	6,758	6,818	7,175	7,175	—	7,175
534090	Acq-Equipment	22,134	—	—	—	—	—
<b>Operating Subtotal</b>		<b>74,051</b>	<b>71,548</b>	<b>91,650</b>	<b>96,650</b>	<b>5,000</b>	<b>96,650</b>
<b>35300000 - GF-Finance-Revenue Collection Subtotal</b>		<b>448,822</b>	<b>437,790</b>	<b>545,732</b>	<b>586,288</b>	<b>5,000</b>	<b>586,288</b>
<b>35400000 - GF-Finance-Human Services</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	83,142	90,843	91,226	93,955	—	93,955
513040	Wages-Full Time	61,656	65,826	69,536	71,614	—	71,614
513070	Wages-Part Time	2,646	23,927	31,200	91,626	57,118	91,626
513080	Wages-Hourly	1,814	2,625	40,768	—	(40,768)	—
514010	Wages-Temporary	—	11,384	—	—	—	—
517010	Health Insurance	39,265	42,981	50,607	64,366	11,641	64,366
517020	Dental Insurance	1,972	1,906	1,954	2,273	271	2,273
517030	Retirement Contributions	20,265	20,472	21,752	21,111	—	21,111
517040	Social Security	10,958	13,858	17,408	19,239	1,251	19,239
517050	Workers Compensation	216	339	1,179	301	(62)	301
<b>Personnel Subtotal</b>		<b>221,933</b>	<b>274,160</b>	<b>325,630</b>	<b>364,485</b>	<b>29,451</b>	<b>364,485</b>
<b>Operating</b>							
521030	Technical Services	2,119	4,201	4,670	5,000	330	5,000
524160	Printing	112	117	150	150	—	150
524350	Training	405	235	750	750	—	750



## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
524360 Meetings & Dues	110	40	150	150	—	150
524980 Trust-Income Use	1,425	4,699	3,625	3,625	—	3,625
525100 Communications & Phone	265	351	1,000	1,000	—	1,000
527010 Supplies-Office	747	851	2,000	2,000	—	2,000
527100 Postage	174	255	250	250	—	250
527150 Books & Collections	297	1	150	150	—	150
<b>Operating Subtotal</b>	<b>5,653</b>	<b>10,750</b>	<b>12,745</b>	<b>13,075</b>	<b>330</b>	<b>13,075</b>
<b>35400000 - GF-Finance-Human Services Subtotal</b>	<b>227,586</b>	<b>284,910</b>	<b>338,375</b>	<b>377,560</b>	<b>29,781</b>	<b>377,560</b>
<b>35404000 - GF-Finance-HS General Assist</b>						
<b>Operating</b>						
521390 100 Nights Shelter	—	—	35,000	35,000	—	35,000
524510 Personal & Household	55	—	—	—	—	—
524511 First Aid & Medical Services	10,738	11,234	10,000	15,000	5,000	15,000
524512 Dental Works	7,000	7,000	7,000	7,000	—	7,000
524515 SCS Shelter Services	50,000	56,250	75,000	75,000	—	75,000
524520 Burial Transport & Misc	19,025	20,500	16,625	16,625	—	16,625
524530 Heating Fuel & Utilities	29,539	18,106	25,750	25,750	—	25,750
524540 Rentals	593,022	1,158,121	700,000	750,000	50,000	750,000
<b>Operating Subtotal</b>	<b>709,379</b>	<b>1,271,210</b>	<b>869,375</b>	<b>924,375</b>	<b>55,000</b>	<b>924,375</b>
<b>35404000 - GF-Finance-HS General Assist Subtotal</b>	<b>709,379</b>	<b>1,271,210</b>	<b>869,375</b>	<b>924,375</b>	<b>55,000</b>	<b>924,375</b>
<b>35404100 - GF-Finance-HS Health Services Cont</b>						
<b>Operating</b>						
521752 Home Health Care	56,493	88,877	95,000	95,000	—	95,000
521755 Mental Health Services	25,000	50,000	25,000	25,000	—	25,000
<b>Operating Subtotal</b>	<b>81,493</b>	<b>138,877</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>	<b>120,000</b>
<b>35404100 - GF-Finance-HS Health Services Cont Subtotal</b>	<b>81,493</b>	<b>138,877</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>	<b>120,000</b>
<b>35500000 - GF-Finance-Property &amp; Liab Ins</b>						
<b>Operating</b>						
524010 Insurance-General Liability	267,241	311,784	328,672	348,392	—	348,392
524020 Insurance-Airport Liability	5,520	11,233	11,500	11,907	—	11,907
524090 Insurance-Youth Services Liability	—	711	750	750	—	750
<b>Operating Subtotal</b>	<b>272,761</b>	<b>323,728</b>	<b>340,922</b>	<b>361,049</b>	<b>—</b>	<b>361,049</b>
<b>35500000 - GF-Finance-Property &amp; Liab Ins Subtotal</b>	<b>272,761</b>	<b>323,728</b>	<b>340,922</b>	<b>361,049</b>	<b>—</b>	<b>361,049</b>

Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
35600000 - GF-Finance-Citywide Pcard							
Operating							
529999	Pcard Clearing	181	(165)	—	—	—	—
Operating Subtotal		181	(165)	—	—	—	—
35600000 - GF-Finance-Citywide Pcard Subtotal		181	(165)	—	—	—	—
Total Expenditures		2,759,112	3,657,909	3,570,385	3,795,278	119,781	3,795,278

## Human Resources

### Mission Statement

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.

### Description

Human Resources supports an engaged, talented and adaptable workforce supporting quality public services and programs, contributing to a vibrant, dynamic, beautiful, and functional City. Key to achieving this community vision is the City's workforce of created, adaptive and talented workforce invested in delivering high quality services and working in partnership with our community.

FY 26 initiatives will continue to focus on development of the Human Resources Capital Management system working to create a database within the new MUNIS software system to manage the multitude of employment and life changes that occur over the course employment with the City. Evaluation of organization needs, and system opportunities pertaining to recruitment, performance and learning management systems begun in FY25 will be part of this fiscal year's work plan as well. Deployment of employee self-service creating new opportunities for communication and access to information for employees is also expected. Adapting and positioning the City's HR department to maximize technology, enhance continuity of operations in the context of personnel transition within the organization and the department in the near future, are continuing priorities.

Augmenting system's work the department will continue to focus on strategic activities relate to organization culture and policies, employee training, programs to recruit, retain, and continuously improve talent

and succession strategies toward the objective of ensuring that we have talent to meet diverse workforce needs. As expected, demographic driven personnel transitions in FY25 provided significant opportunity for internal talent to step into new roles. Labor market conditions support maintaining as a priority employee development. Work with partners across the organization developing, promoting, and recruiting team members remains a focus as demographic and labor market conditions impact this effort. In addition, within this small department, personnel transition is anticipated in early FY26.

FY 25 was more focused on supporting fiscal functions than anticipated due to transitions within the finance team. This focus benefits future collaboration between the two departments as we move forward. In partnership with Finance, and serves as a foundation for continuing MUNIS system enhancements.

### Background

HR's 4 person team provides guidance and expertise impacting change management, organizational development, employee engagement, workforce planning, succession planning, talent management and acquisition, employee communications and labor relations, education and learning, leadership development, personal development, compensation, negotiations, benefits strategy (both delivery and administration), performance management, employee assistance program availability, work environment diversity, policy development, legal compliance, drug and alcohol testing, safety programs, security protocols, risk management, community relations, and department administration.

## Primary Services

	Align with CMP
Provide business leadership regarding the processes and activities used during the strategic planning process, aligning the human resource management plan with the City's strategic plan to ensure compliance with all employment laws and regulations, and to maximize use of available technology.	Municipal Governance & Financial Stability
Develop, implement, and evaluate programs to attract, recognize, and retain workers with the knowledge, skills, abilities, and performance to enhance the effectiveness of the organization.	Municipal Governance & Financial Stability
Provide internal management consulting, dispute resolution, and problem solving to maintain relationships and working conditions that balance employer, employee, and community needs.	Municipal Governance & Financial Stability
Develop, implement, and administer compensation, benefit, and risk management programs that balance fairness to taxpayers and employees and that advance an engaged healthy workforce.	Municipal Governance & Financial Stability

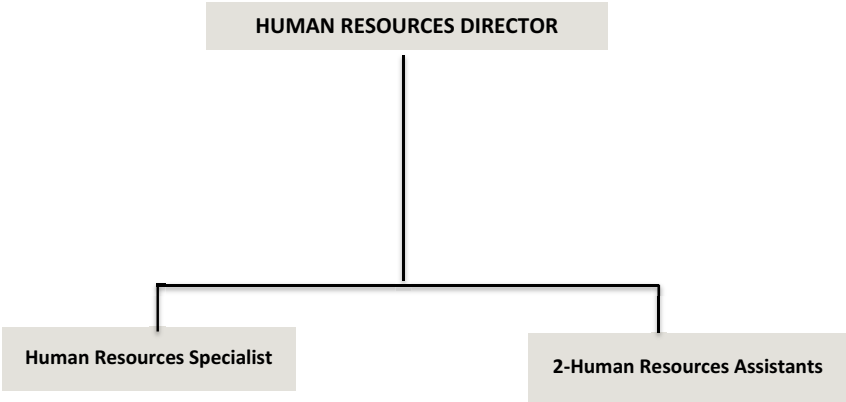
## Objectives

	Statute	CMP	CC Goal
Continue to develop employee talent to meet quality service, employee safety, and succession planning needs through in-house and external training opportunities.	N/A	Municipal Governance & Financial Stability	1, 2, 4
With organizational partners, implement new software and seeking efficiency, effective service, efficiency, and databases supporting strategic operational and organizational goals.	N/A	Municipal Governance & Financial Stability	1, 2, 4
Partner across the organization to develop and support implementation of strategies to attract, engage, and retain a quality workforce.	N/A	Municipal Governance & Financial Stability	1, 2, 4

## Metrics

	2026	2025	2024
<b>Recruitment</b>			
# External applications for full-time   part-time regular   temporary vacancies	600   400   100	650   400   100	994   399   109
# Full-time   part-time regular   temporary external hires	35   15   60	40   15   65	37   13   74
# Promotions or internal transfers to full-time   part-time	17   2	18   1	16   1
Temporary or seasonal employees   unpaid volunteers for noncentralized recruitment	92   54	92   54	90   54
Full-time   part-time regular employee count at year end	255   45	255   45	225   52
<b>Workforce demographics</b>			
Employees by age: Under 40   40-64   65 and over	42%   44%   14%	44%   43%   12%	44%   43%   13%
Employee years of service: 0-5   6-19   20 and over	56%   28%   16%	59%   27%   14%	56%   30%   14%
Training: # sessions   # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	80   700	55   500	58   504
Risk Management: # worker's compensation claims   # claims incurring \$0   #claims incurring greater than \$5,000	50   30   8	48   30   10	46   28   5
Regular employees eligible to retire as of fiscal year-end: FT   PT	26%   43%	23%   43%	23%   45%
Turnover rate for full-time   part-time regular	14%   7%	13%   6%	11%   25%
Retirees or spouses eligible and continuing benefits	57%	57%	60%
Employee and retiree benefits status changes processed	535	486	492
Family or Medical Leaves processed	34	34	33
HR staff ratio to full-time employees   to all employees   to all employees + all retirees	1:61   1:102   1:164	1:61   1:102   1:164	1:56   1:102   1:163

Current Personnel Resources



## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>45000000 - GF-Human Resources</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	128,249	134,681	141,669	145,909	—	145,909
513040	Wages-Full Time	148,217	215,212	223,802	233,685	—	233,685
513070	Wages-Part Time	32,940	—	—	—	—	—
514010	Wages-Temporary	—	—	7,800	7,800	—	7,800
517010	Health Insurance	48,575	39,621	32,066	34,910	—	34,910
517020	Dental Insurance	2,518	4,385	4,850	5,043	—	5,043
517030	Retirement Contributions	38,843	46,338	48,502	48,400	—	48,400
517040	Social Security	23,395	25,939	28,560	29,640	—	29,640
517050	Workers Compensation	446	611	666	583	—	583
<b>Personnel Subtotal</b>		<b>423,184</b>	<b>466,786</b>	<b>487,915</b>	<b>505,970</b>	<b>—</b>	<b>505,970</b>
<b>Operating</b>							
521030	Technical Services	2,695	—	3,850	5,000	—	5,000
522050	PC Replacement Charge	1,961	2,181	2,211	2,211	—	2,211
524350	Training	3,898	5,428	6,480	7,275	—	7,275
524360	Meetings & Dues	2,543	2,276	2,290	2,290	—	2,290
525100	Communications & Phone	265	351	365	300	—	300
527010	Supplies-Office	1,169	917	800	1,100	—	1,100
527100	Postage	293	310	400	300	—	300
527150	Books & Collections	161	212	255	300	—	300
527610	Supplies-Software	—	—	2,125	—	—	—
<b>Operating Subtotal</b>		<b>12,985</b>	<b>11,674</b>	<b>18,776</b>	<b>18,776</b>	<b>—</b>	<b>18,776</b>
<b>45000000 - GF-Human Resources Subtotal</b>		<b>436,169</b>	<b>478,461</b>	<b>506,691</b>	<b>524,746</b>	<b>—</b>	<b>524,746</b>
<b>45100000 - GF-Hr-Citywide Benefits</b>							
<b>Personnel</b>							
517010	Health Insurance	50,953	—	—	—	—	—
<b>Personnel Subtotal</b>		<b>50,953</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Operating</b>							
521020	Professional Services	35,728	31,808	27,500	27,500	—	27,500
521100	Life Insurance	30,922	33,807	38,410	39,611	—	39,611
521110	Lt Disability Insurance	42,120	42,918	51,124	54,335	—	54,335
521120	Safety Program	430	5,240	8,200	8,200	—	8,200
521130	Wellness Program	9,040	1,040	3,800	3,000	—	3,000
521170	Unemployment Insurance	1,081	4,383	6,833	7,675	—	7,675
523100	Maint-Safety Program	1,461	—	—	—	—	—
524350	Training	4,086	1,564	15,000	15,000	—	15,000

Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
524370	Tuition Assistance	13,454	14,658	46,894	43,140	—	43,140
524440	Recognition & Awards	1,046	2,986	5,700	5,000	—	5,000
526050	Rental-Parking Space	57,728	57,728	67,128	67,128	—	67,128
529010	Recruitment	25,811	50,087	—	—	—	—
Operating Subtotal		222,907	246,219	270,589	270,589	—	270,589
45100000 - GF-Hr-Citywide Benefits Subtotal		273,860	246,219	270,589	270,589	—	270,589
Total Expenditures		710,029	724,680	777,280	795,335	—	795,335

## Information Technology

### Mission Statement

Securing our municipality's digital infrastructure through innovative solutions and proactive measures, ensuring the safety and confidentiality of data while responsibly fostering technological advancement and ensuring good customer service.

### Description

FY26 will see Cybersecurity remain IT's chief concern as bad actors use new technology and old reliable methods to continuously test our defenses. The most likely target still remains our work force and as such user education and testing remains at the top of our priority list. Along with security, the ongoing implementation of the Microsoft 365 environment is another high priority.

As in years past the IT Team continues to harden our cybersecurity footprint through controls, software management and managed services. With the changing cybersecurity landscape this will be an ongoing process. New operating systems with greater built in security and taking advantage of breakthroughs in advanced threat detection will help secure our environment in this constantly evolving area. The FY26 IT Operating Budget includes funding for implemented cybersecurity software, further implementation of Multi Factor Authentication, and periodic testing for vulnerabilities.

A large part of keeping our environment secure relies on user education and IT will continue training and testing the employees of the City to ensure relevant knowledge, security and vigilance.

FY25 saw continuous improvements and departments taking advantage of the M365 environment as they worked with IT to build out their SharePoint and Teams environments. This provided users with a more

secure and versatile way to access data and do work. FY26 will see the continuation of this effort as departments become more familiar with how this software can streamline their workflows and improve their overall collaboration. IT will continue to push this initiative forward as we help our user base realize the potential of M365. This will remain a large undertaking and priority for the IT team which will lean on outside professional services to ensure maximum attention to proper architecture and security.

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 technological 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

	Align with 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

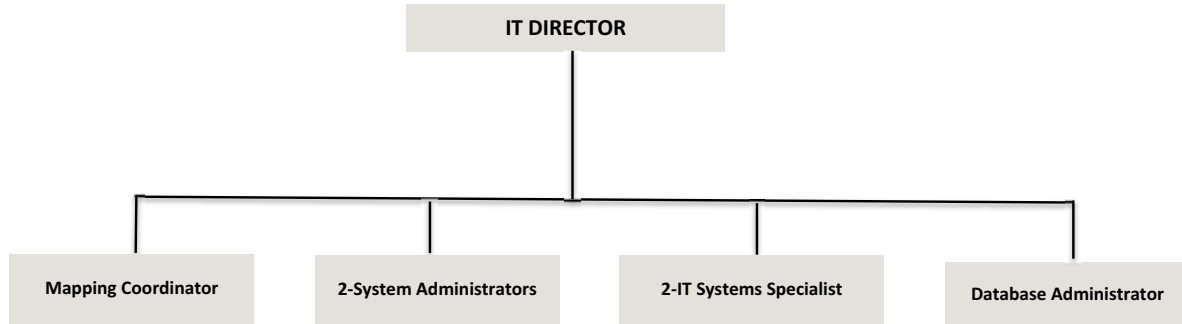
Objectives

	Statute	CMP	CC Goal
Implement and update cybersecurity controls for all City information systems.	N/A	Municipal Governance & Fin Stability	4
Replace EOL network equipment to maintain minimum security and system interoperability requirements.	N/A	Municipal Governance & Fin Stability	4
Replace 120 end user devices.	N/A	Municipal Governance & Fin Stability	4
Support departmental information system installations and upgrades.	N/A	Municipal Governance & Fin Stability	4
Test, identify and mitigate cybersecurity threats both at the user level and end point.	N/A	Municipal Governance & Fin Stability	4
Work with Finance to ensure new software continues to function well and help implement new modules where applicable.	N/A	Municipal Governance & Fin Stability	4
Continue our design and implementation of SharePoint and Microsoft Teams.	N/A	Municipal Governance & Fin Stability	4
Continue training users on new M365 environment and how it can be used to eliminate redundant software.	N/A	Municipal Governance & Fin Stability	4

Metrics

	2026	2025	2024
End Users	345	342	347
Desktop and Laptop Computers	334	324	325
Servers: Physical/Virtual	6/59	6/58	6/52

## Current Personnel Resources



## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>50000000 - GF-Information Technology</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	117,526	126,423	135,568	139,626	—	139,626
513030	Wages-Supervisory	422	—	—	—	—	—
513040	Wages-Full Time	447,243	469,834	491,957	593,414	—	593,414
516020	Stand-By	20,570	21,082	18,624	18,624	—	18,624
517010	Health Insurance	126,227	145,560	174,431	216,302	—	216,302
517020	Dental Insurance	7,742	8,124	8,638	10,752	—	10,752
517030	Retirement Contributions	82,298	81,851	87,427	95,840	—	95,840
517040	Social Security	44,416	45,707	48,814	56,775	—	56,775
517050	Workers Compensation	820	1,076	1,261	1,129	—	1,129
<b>Personnel Subtotal</b>		<b>847,265</b>	<b>899,658</b>	<b>966,720</b>	<b>1,132,462</b>	<b>—</b>	<b>1,132,462</b>
<b>Operating</b>							
521020	Professional Services	—	—	6,000	6,000	—	6,000
521030	Technical Services	45,860	38,799	35,000	35,000	—	35,000
521080	Cybersecurity Services	7,400	51,939	40,633	40,633	—	40,633
522050	PC Replacement Charge	4,912	4,804	4,874	5,332	—	5,332
523070	Maint-Computer System	234,578	229,623	195,993	195,818	—	195,818
523080	Maint-Network	29,994	53,669	40,000	58,685	18,685	58,685
523110	Maint-Equipment	2,705	9,444	5,000	5,000	—	5,000
524300	Travel	1,046	1,316	1,000	1,500	325	1,500
524350	Training	10,724	12,187	14,080	14,350	270	14,350
524360	Meetings & Dues	400	—	—	—	—	—
525100	Communications & Phone	4,830	4,179	4,000	4,650	650	4,650
527010	Supplies-Office	2,373	707	1,500	1,500	—	1,500
527100	Postage	40	160	300	300	—	300
527440	Equipt-Computer Minor	11,232	7,835	4,250	4,250	—	4,250
527610	Supplies-Software	4,762	2,348	5,583	6,205	622	6,205
527850	Supplies-Cyber Software	47,030	48,212	54,362	56,471	2,109	56,471
<b>Operating Subtotal</b>		<b>407,885</b>	<b>465,223</b>	<b>412,575</b>	<b>435,694</b>	<b>22,661</b>	<b>435,694</b>
<b>50000000 - GF-Information Technology Subtotal</b>		<b>1,255,150</b>	<b>1,364,881</b>	<b>1,379,295</b>	<b>1,568,156</b>	<b>22,661</b>	<b>1,568,156</b>
<b>50100000 - GF-It-Cloud Applications</b>							
<b>Operating</b>							
528010	Cloud-City Clerk	—	2,594	24,657	29,100	4,443	29,100
528020	Cloud-Human Resources	15,383	31,358	18,200	14,500	—	14,500
528030	Cloud-Finance	2,331	163,473	166,826	174,668	4,142	174,668
528040	Cloud-Comm Development	20,750	20,750	22,837	23,250	413	23,250

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
528050	Cloud-Assessing	20,541	23,505	26,875	30,306	3,431	30,306
528060	Cloud-Fire Dept	10,846	16,068	16,000	17,372	1,372	17,372
528070	Cloud-Library	32,952	33,876	31,759	33,277	1,518	33,277
528080	Cloud-Public Works	—	—	—	5,800	5,800	5,800
528090	Cloud-City Council	14,119	12,990	13,000	13,000	—	13,000
528100	Cloud-Parks & Rec	4,800	5,200	5,200	5,500	300	5,500
528120	Cloud-Citywide	36,157	85,650	102,676	103,768	1,092	103,768
528130	Cloud-Legal Rtk	—	8,852	9,295	9,759	464	9,759
Operating Subtotal		157,879	404,315	437,325	460,300	22,975	460,300
50100000 - GF-It-Cloud Applications Subtotal		157,879	404,315	437,325	460,300	22,975	460,300
Total Expenditures		1,413,030	1,769,196	1,816,620	2,028,456	45,636	2,028,456



# Community Services

## Fire

### Mission Statement

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.

### Description

The City of Keene Fire Department is a professional organization dedicated to serving our community, visitors and region with pride, excellence, and professionalism. Our department provides exceptional service to the city and surrounding communities. Our fire-based EMS system continues to produce superior levels of service for our customers. In 2024 our out-of-hospital cardiac arrest (OHCA) save rate, the key metric of EMS system efficacy, was in line with some of the highest performing EMS systems in the country. This has helped lead Paramedic training programs from around New England asking if their students can complete their-ride along time with us.

The department's call volume continues to grow in number, duration, and complexity. The department members and support staff have, as they always do, responded to these challenges with great fortitude and resilience. Their efforts and dedication to duty helped ensure the department responded to, managed, and mitigated the record high call volume efficiently and safely.

Recruitment and retention remain a priority. We are actively involved with the states recruitment and retention coordinator and are actively participating in the Cheshire Career Center's firefighter program. Our goal is to replenish the ranks of the call company, to serve as a training platform for potential full-time candidates. Recently we reestablished our explorer program. Of note, eighteen of our current members began their careers in either the explorer program or call company.

Financial resources allow us to efficiently provide high-quality services that our community depends on. We understand and appreciate the importance of being fiscally responsible. As such, we continue our

commitment to make the most efficient use of existing resources and strengthening our service delivery through strong, interdisciplinary collaboration.

Like all paid municipal fire departments personnel costs account for over 80 % of our operating budget, leaving a small percentage funds available as discretionary. Discretionary funds include but are not limited to facilities, apparatus, training, licenses/certifications, equipment, and supplies. These discretionary funds have been continually evaluated for cost and efficiency. Moreover, we have realigned the prioritization of capital purchases and grant acquisitions to reduce operating expenses.

We have put great effort into the identification and pursuit of grant opportunities for programs, projects, equipment, apparatus, and personnel needs. Grant funding is vital to ensuring a sustainable funding path exists for items that are mission critical. The department was able to continue its strong historical record of successful state and federal grant awards and is currently managing five separate grants with a combined value of \$357,0153. The Fire Department has been approved to apply for the 2024 SAFER grant (funding for an additional 16 firefighter/EMT's) when the application period opens. This grant alone, if awarded, would be relief to the city in the amount of approximately \$6 million over three years.

Best in class Fire and EMS systems and adequate fire protection services are fundamentally dependent on staffing levels and resource deployment schemes. Proper resource deployment affects community outcomes in three important areas: firefighter injury and death; civilian injury and death; and economic loss.

The City of Keene Fire Department is committed to the continued pursuit of excellence and ongoing improvement. We are honored to protect our residents, visitors and neighbors with our all-hazard services and are grateful for the continued support from our community.

## Primary Services

	Align with 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

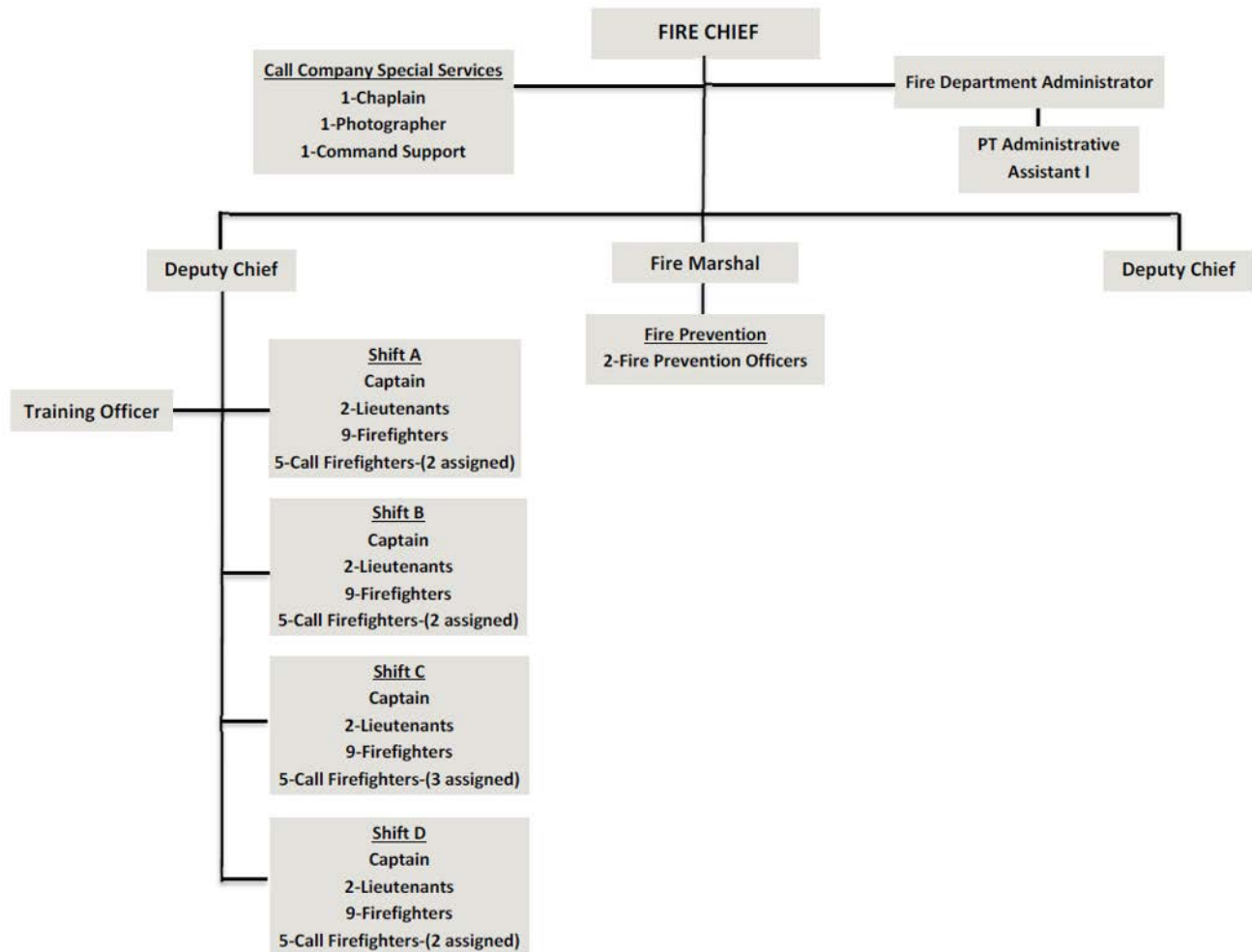
## Objectives

	Statute	CMP	CC Goal
Strive to meet Fire/EMS response times to incidents - first arriving unit within 4 minutes to 90% of calls (per NFPA 1710).	NFPA-1710	Safe Community	2, 4
Implement, monitor and refine staffing and budgeting recommendations as described in the FY 22 staffing study. Assure adequate emergency response services including, the number of appropriately staffed and deployed apparatus necessary to mitigate emergencies that occur, assure optimal performance of responders on scene, and best facilitate positive outcomes of incidents.	NFPA 1710	Safe Community	1, 2
Continue to identify and pursue grant opportunities for programs, projects, equipment, apparatus, and personnel needs, ensuring that a sustainable funding path exists for items that are mission critical.		Municipal Governance & Financial Stability	1
Continue our commitment to make the most efficient use of existing resources, strengthen our service delivery through strong, interdisciplinary collaboration and identify the need for additional resources when the continued safety of our members and community requires it.		Leadership	1
Continue to make progress in enhancing fire prevention procedures and building positive community engagement.		Safe Community	2, 4, 6, 8
Refine and enhance partnerships with agencies across the municipality that play important roles in the success of the Community Fire and Life Safety Risk Reduction practices.		Safe Community	4, 8
Work with Community Development and other allied stakeholders to address critical fire and life safety concerns without impeding growth, development, and needed housing.		Housing	2, 6, 8
Support the City and other regional partners to address public safety needs associated with the growing unhoused population		Social Services	2

## Metrics

	2026	2025	2024
Number of incident responses by fiscal year. (**projected for FY 26)	7,092	6,273	5,446
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (** projected for 26 )	80%	78%	80%
Personnel Yearly Training Hours (**projected for FY 2)	9,000	9,990	6,467

## Current Personnel Resources





## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>40021501 - GF-Fire-Licenses Permits Fees</b>						
421160 Permits-Haz Mat Storage	18,141	18,800	19,000	19,000	—	19,000
422020 Permits-Fire Alarm Access	11,140	12,895	13,000	—	(13,000)	—
422050 Fee-Permits	38,700	60,030	68,000	73,700	5,700	73,700
<b>40021501 - GF-Fire-Licenses Permits Fees Subtotal</b>	<b>67,981</b>	<b>91,725</b>	<b>100,000</b>	<b>92,700</b>	<b>(7,300)</b>	<b>92,700</b>
<b>40022502 - GF-Fire-Intergovernmental</b>						
432080 State-Keene State College	497,000	497,000	497,000	497,000	—	497,000
<b>40022502 - GF-Fire-Intergovernmental Subtotal</b>	<b>497,000</b>	<b>497,000</b>	<b>497,000</b>	<b>497,000</b>	<b>—</b>	<b>497,000</b>
<b>40023503 - GF-Fire-Charges For Services</b>						
441090 Direct Reimbursement	—	90,757	1,500	1,500	—	1,500
441130 Charges-Reports	456	270	300	300	—	300
441240 Charges-Fire Master Box	92,411	89,760	90,168	55,488	(34,680)	55,488
<b>40023503 - GF-Fire-Charges For Services Subtotal</b>	<b>92,866</b>	<b>180,787</b>	<b>91,968</b>	<b>57,288</b>	<b>(34,680)</b>	<b>57,288</b>
<b>40024505 - GF-Fire-Miscellaneous</b>						
464040 Trust-Deluge Hose	159	257	302	302	—	302
<b>40024505 - GF-Fire-Miscellaneous Subtotal</b>	<b>159</b>	<b>257</b>	<b>302</b>	<b>302</b>	<b>—</b>	<b>302</b>
<b>40027504 - GF-Fire-Fines Forfeits</b>						
451070 Fines-False Alarm	—	—	110	110	—	110
452010 Violations-Fire Code	—	—	200	200	—	200
<b>40027504 - GF-Fire-Fines Forfeits Subtotal</b>	<b>—</b>	<b>—</b>	<b>310</b>	<b>310</b>	<b>—</b>	<b>310</b>
<b>40222502 - GF-Ambulance-Intergovernmental</b>						
434030 Local-Other Towns	189,443	156,770	175,402	200,000	24,598	200,000
<b>40222502 - GF-Ambulance-Intergovernmental Subtotal</b>	<b>189,443</b>	<b>156,770</b>	<b>175,402</b>	<b>200,000</b>	<b>24,598</b>	<b>200,000</b>
<b>40223503 - GF-Ambulance-Charges For Services</b>						
441130 Charges-Reports	60	145	300	300	—	300
441230 Charges-Ambulance Services	1,348,434	2,012,900	1,700,000	1,900,000	200,000	1,900,000
<b>40223503 - GF-Ambulance-Charges For Services Subtotal</b>	<b>1,348,494</b>	<b>2,013,045</b>	<b>1,700,300</b>	<b>1,900,300</b>	<b>200,000</b>	<b>1,900,300</b>
<b>Total Revenues</b>	<b>2,195,944</b>	<b>2,939,585</b>	<b>2,565,282</b>	<b>2,747,900</b>	<b>182,618</b>	<b>2,747,900</b>

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>40000000 - GF-Fire-Administration</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	123,253	144,498	151,545	151,617	—	151,617
513030	Wages-Supervisory	135,026	111,106	310,381	384,188	(58,543)	325,645
513040	Wages-Full Time	33,277	34,967	35,032	39,394	—	39,394
513070	Wages-Part Time	7,004	29,493	34,308	36,662	—	36,662
514010	Wages-Temporary	—	11,145	—	—	—	—
515010	OT-Regular	144	9,327	—	—	—	—
516040	Incentives-Training	32,375	25,992	27,300	28,080	—	28,080
516100	Incentives-Fire	8,800	4,250	16,500	14,800	—	14,800
517010	Health Insurance	37,193	42,196	83,546	112,282	—	112,282
517020	Dental Insurance	3,926	3,964	5,780	6,317	—	6,317
517030	Retirement Contributions	4,698	4,629	4,740	5,023	—	5,023
517040	Social Security	7,402	9,252	12,540	14,156	(850)	13,306
517050	Workers Compensation	14,000	16,455	33,341	38,705	(3,904)	34,801
517130	Retirement-Fire	95,576	88,224	152,404	168,690	(17,065)	151,625
<b>Personnel Subtotal</b>		<b>502,673</b>	<b>535,498</b>	<b>867,417</b>	<b>999,914</b>	<b>(80,362)</b>	<b>919,552</b>
<b>Operating</b>							
521020	Professional Services	265	5,455	600	20,600	20,000	20,600
521160	Dispatch	251,126	256,149	265,114	281,021	—	281,021
521200	Laboratory Services	94	72	1,200	—	—	—
522050	PC Replacement Charge	14,650	15,192	8,588	8,856	—	8,856
522060	PW Fleet Charge	81,490	84,321	69,389	55,357	—	55,357
523010	Maint-Office Equipment	—	321	—	—	—	—
523040	Maint-Communications Eqp	4,237	—	—	—	—	—
523050	MF Printer Lease/Copies/Maint	2,217	2,238	3,500	3,500	—	3,500
523090	Vehicle Certification	4,680	13,058	16,000	16,000	—	16,000
523100	Maint-Safety Program	8,103	15,914	17,000	17,000	—	17,000
524350	Training	11,172	8,839	13,400	28,400	15,000	28,400
524360	Meetings & Dues	230	—	1,050	1,050	—	1,050
524460	Cleaning Allowance	33	—	—	—	—	—
524511	First Aid & Medical Services	4,916	75,109	78,200	95,200	4,000	83,200
524980	Trust-Income Use	159	257	302	302	—	302
525100	Communications & Phone	18,630	15,228	14,750	14,750	—	14,750
527100	Postage	477	328	550	550	—	550
527150	Books & Collections	—	85	—	—	—	—
527420	Equipt-Communication Minor	23	732	11,350	145,634	—	11,350

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527430	Equipt-Minor Safety	9,535	16,443	19,980	19,980	—	19,980
527550	Supplies-Uniforms	4,156	1,701	4,000	4,000	—	4,000
527600	Supplies-Operating	8,688	9,579	8,785	8,785	—	8,785
527630	Supplies-Vehicles	104,808	136,314	83,600	83,600	—	83,600
580080	Transfer-Grant Match	(267)	15,110	—	—	—	—
Operating Subtotal		529,422	672,445	617,358	804,585	39,000	658,301
40000000 - GF-Fire-Administration Subtotal		1,032,096	1,207,943	1,484,775	1,804,499	(41,362)	1,577,853
40007100 - GF-Fire-Prevent/Inspect/Alarm							
Personnel							
513030	Wages-Supervisory	103,459	136,797	176,771	165,429	—	165,429
514010	Wages-Temporary	—	—	—	28,080	—	—
515010	OT-Regular	17,520	4,025	3,000	3,000	—	3,000
515150	OT-Fire Alarms	10,725	8,533	3,000	3,000	—	3,000
517010	Health Insurance	6,350	10,056	54,031	23,277	—	23,277
517020	Dental Insurance	1,109	1,175	2,648	1,543	—	1,543
517040	Social Security	1,913	2,123	2,613	4,637	—	2,488
517050	Workers Compensation	6,504	8,227	12,024	11,476	—	11,433
517130	Retirement-Fire	43,355	44,407	55,473	49,973	—	49,973
Personnel Subtotal		190,934	215,342	309,560	290,415	—	260,143
Operating							
523110	Maint-Equipment	338	2,788	1,000	1,000	—	1,000
523170	Repair-Equipment	8,439	—	—	—	—	—
524350	Training	2,500	1,092	4,000	4,000	—	4,000
524360	Meetings & Dues	—	—	205	205	—	205
524470	Public Awareness	1,600	896	800	800	—	800
527150	Books & Collections	1,387	593	1,500	1,500	—	1,500
527550	Supplies-Uniforms	1,089	615	1,600	1,600	—	1,600
Operating Subtotal		15,353	5,985	9,105	9,105	—	9,105
40007100 - GF-Fire-Prevent/Inspect/Alarm Subtotal		206,287	221,327	318,665	299,520	—	269,248
40100000 - GF-Fire-Suppression							
Personnel							
513030	Wages-Supervisory	742,295	690,837	743,740	756,573	—	756,573
513040	Wages-Full Time	1,139,016	1,230,208	1,383,043	1,543,027	—	1,543,027
515110	OT-Haz Mat Training	3,106	735	10,815	10,815	—	10,815
515130	OT-Training	34,851	6,200	62,400	68,900	6,500	68,900
515200	OT-Vacation Replacement	189,448	175,812	172,600	172,600	—	172,600
515210	OT-Sick Replacement	194,183	111,776	32,950	32,950	—	32,950

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
515220	OT-Personal Day Replace	37,518	46,942	21,050	21,050	—	21,050
515250	OT-Multi Alarm	194,154	10,075	15,000	15,000	—	15,000
515260	OT-Supplemental Staffing	19,936	392,663	39,675	100,000	60,325	100,000
515270	OT-Call Back	5,744	33,992	9,000	9,000	—	9,000
515310	OT-Holiday	36,380	13,173	36,051	36,051	—	36,051
516010	Holiday	79,864	84,694	93,128	188,030	—	188,030
517010	Health Insurance	582,052	551,540	685,674	743,858	—	743,858
517020	Dental Insurance	37,759	34,929	36,619	38,339	—	38,339
517040	Social Security	38,304	40,048	37,245	41,774	875	41,774
517050	Workers Compensation	130,128	158,479	172,300	196,550	4,023	196,550
517130	Retirement-Fire	886,274	843,250	791,360	859,194	17,585	859,194
Personnel Subtotal		4,351,012	4,425,352	4,342,650	4,833,711	89,308	4,833,711
Operating							
527550	Supplies-Uniforms	21,763	26,028	26,020	26,365	5,400	16,400
527560	Supplies-Protective Clothing	49,200	106,939	38,728	132,728	—	38,728
Operating Subtotal		70,963	132,967	64,748	159,093	5,400	55,128
40100000 - GF-Fire-Suppression Subtotal		4,421,975	4,558,318	4,407,398	4,992,804	94,708	4,888,839
40107300 - GF-Fire-Call Personnel							
Personnel							
513070	Wages-Part Time	8,511	4,524	34,000	34,000	—	34,000
514010	Wages-Temporary	—	3,526	—	—	—	—
517040	Social Security	621	576	2,601	2,601	—	2,601
517050	Workers Compensation	116	246	769	2,268	—	2,268
Personnel Subtotal		9,247	8,872	37,370	38,869	—	38,869
Operating							
521140	Pension/Retirement	9,610	9,062	9,063	9,063	—	9,063
524350	Training	2,000	140	500	500	—	500
527550	Supplies-Uniforms	13	300	1,250	1,250	—	1,250
527560	Supplies-Protective Clothing	9,000	—	9,000	9,000	—	9,000
Operating Subtotal		20,623	9,502	19,813	19,813	—	19,813
40107300 - GF-Fire-Call Personnel Subtotal		29,870	18,375	57,183	58,682	—	58,682
40200000 - GF-Fire-Ambulance							
Personnel							
513030	Wages-Supervisory	342,916	326,935	372,054	381,537	—	381,537
513040	Wages-Full Time	639,608	696,968	813,004	907,354	—	907,354
515010	OT-Regular	2,827	1,623	—	—	—	—
515130	OT-Training	65,478	32,042	30,000	36,500	6,500	36,500

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
515200	OT-Vacation Replacement	72,325	69,530	80,400	80,400	—	80,400
515210	OT-Sick Replacement	72,119	44,280	21,115	21,115	—	21,115
515220	OT-Personal Day Replace	16,087	23,980	10,764	10,764	—	10,764
515250	OT-Multi Alarm	1,981	—	—	—	—	—
515270	OT-Call Back	24,567	65,544	35,000	35,000	—	35,000
516010	Holiday	38,095	40,608	39,676	46,774	—	46,774
516040	Incentives-Training	11,573	10,065	8,580	7,800	—	7,800
517010	Health Insurance	357,707	297,037	382,839	411,302	—	411,302
517020	Dental Insurance	20,341	18,762	20,428	21,637	—	21,637
517030	Retirement Contributions	4,696	4,539	4,740	5,023	—	5,023
517040	Social Security	20,444	20,947	22,252	24,019	—	24,019
517050	Workers Compensation	61,799	71,063	90,556	98,858	—	98,858
517130	Retirement-Fire	412,431	386,571	415,550	431,835	—	431,835
Personnel Subtotal		2,164,991	2,110,493	2,346,958	2,519,918	6,500	2,519,918
Operating							
521010	Administrative Services	67,087	82,579	75,000	90,840	—	90,840
521020	Professional Services	—	45,000	—	—	—	—
522060	PW Fleet Charge	55,435	60,176	61,445	62,925	—	62,925
523110	Maint-Equipment	14,668	22,844	25,050	30,114	5,064	30,114
524070	Insurance-Vehicles	1,639	1,883	2,015	2,015	—	2,015
524350	Training	12,271	11,440	10,625	25,625	15,000	25,625
524380	Licenses & Certifications	4,306	2,102	3,925	4,425	500	4,425
524390	Paramedic Tuition	—	4,401	8,500	8,500	—	8,500
526050	Rental-Parking Space	1,080	1,080	1,080	1,080	—	1,080
527550	Supplies-Uniforms	10,147	10,373	11,000	20,965	—	11,000
527560	Supplies-Protective Clothing	499	—	5,300	15,300	—	5,300
527600	Supplies-Operating	1,779	1,465	250	250	—	250
527650	Supplies-Oxygen	12,340	15,841	6,000	6,000	—	6,000
527660	Supplies-Disposable Equipment	44,227	52,302	59,200	59,200	—	59,200
534090	Acq-Equipment	24,250	267	—	—	—	—
580080	Transfer-Grant Match	28,895	25,044	43,559	121,776	78,217	121,776
Operating Subtotal		278,623	336,796	312,949	449,015	98,781	429,050
40200000 - GF-Fire-Ambulance Subtotal		2,443,615	2,447,290	2,659,907	2,968,933	105,281	2,948,968
Total Expenditures		8,133,842	8,453,253	8,927,928	10,124,438	158,627	9,743,590

## Library

### Mission Statement

Keene Public Library is your place for community and learning.

### Description

When personal budgets are strained by individual circumstances or economic downturns, the Library becomes an even more vital resource, providing equitable access to technology, programs, and collections for information and recreation. The Keene Public Library has fostered strong community collaborations and partnerships to maintain high quality services and maximize taxpayer value. As a result, the Library empowers residents to achieve their goals and enhance their quality of life through diverse spaces, collections, programs, research assistance and community referrals.

Investment in the Keene Public Library has been of great value to the city's residents. Public libraries directly save residents money. When KPL's usage statistics from FY24 are entered to a Library-Use-Calculator, which assigns retail costs to common library services, it shows that users received well over \$3,182,878 in value from that year's total budget of \$2,493,632 (including support budgeted within Facilities and IT departments). While a 7-10% Return On Investment is generally considered good, Keene's residents received well over 27.6% in direct Return On Investment of their tax support. This ROI is underestimated. The Library-Use-Calculator available can't figure value for all the diverse services that Keene Public Library provides, including loans of "things," games, makerspace equipment and database use.

Keene Public Library brings additional Returns On Investment to residents through positive economic impacts on the local economy. Last year, twenty-three meetings were hosted at the library for other City of Keene departments, as well as more than 40 private events and 45 public events by individuals and non-governmental organizations.

These meetings allow non-profits to ultimately improve their fund-raising and networking reach and the community to collaborate in building the city's future

People who visit the Library do other business in Keene, providing significant support for the region's economy. In addition to local organizations' retreats, last summer a national a cappella club hosted their North Atlantic regional conference at the Library. Many of the conference attendees brought along their families for mini vacations, boosting local tourism. The conference organizers were so pleased with the Library's amenities and accommodation in the city that they immediately made reservations for 2025.

In addition, library services support sustainable work force development through pre-school readiness support, programs and resources for self-directed learning, equitable access to the internet, and training on innovative technology like the Library's makerspace. Formal and informal learning acquired from the Library allows individuals and the community to thrive.

To make the cost of services more sustainable for the community, Keene Public Library receives additional support through partnerships with a variety of community organizations and individuals. In FY24, the Friends of the Library and the Library Trustees provided 100% of library programs and about 7% of the operating budget. The Friends provided nearly \$61,600 in support of programs, equipment, equipment maintenance, makerspace interns and the popular Museum Pass Program. The Library Trustees provided \$46,700 for staff education, equipment, and special projects, including nearly \$18,00 in grants and donations. Among those donations were additions to the Outdoor Gear Library provided by partnership with Monadnock Outdoors and funding from the Healthy Monadnock Alliance. A cadre of volunteers provided about 30 hours per week in assistance, primarily at the Atrium service desk.

## Primary Services

	Align with 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

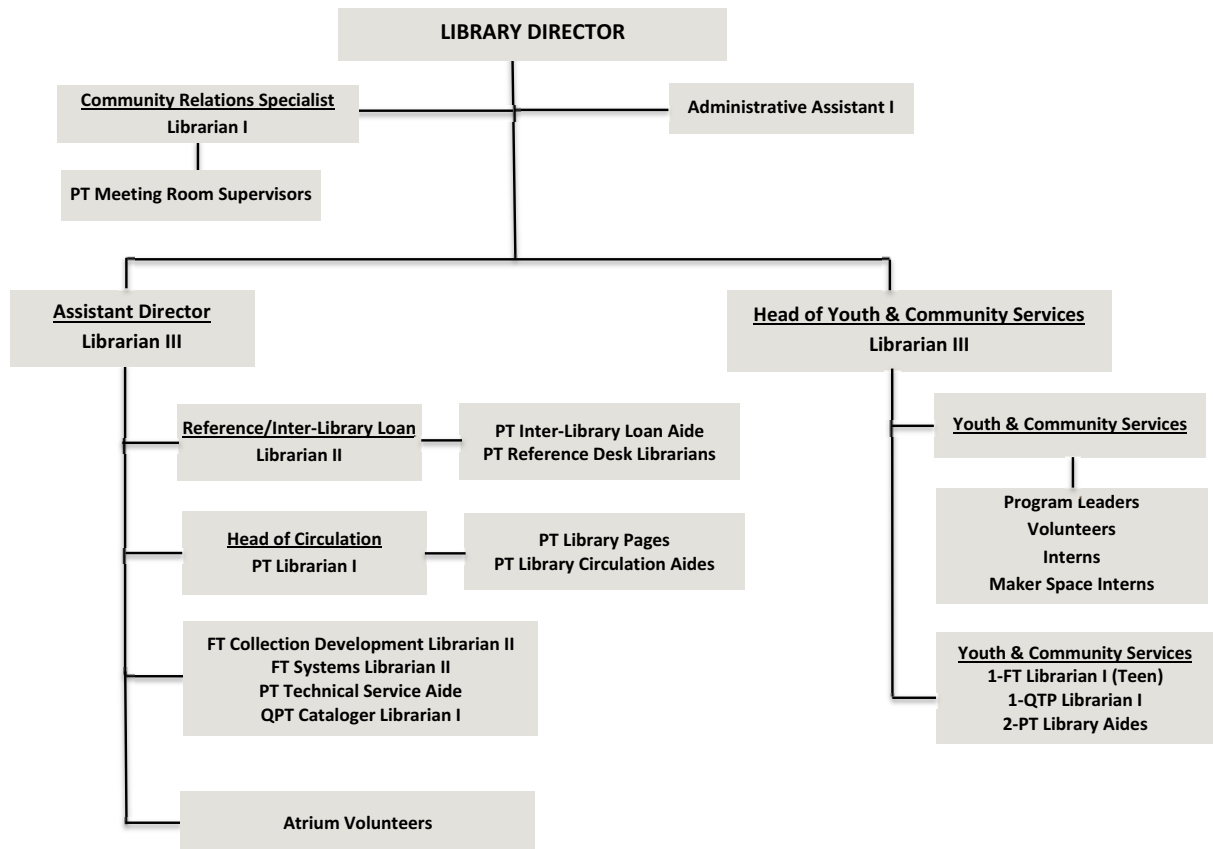
## Objectives

	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, 8
Provide and promote use of digital collections and services with remote access as appropriate.		Education	2, 8
Provide a comprehensive series of high-quality library programs that support and empower adults and children to their highest potential and promote community involvement.		Education	2, 8
Provide meeting spaces for community use.		Education	2, 3, 8
Staff the library appropriately to support safety, quality services and appropriate management and use of facilities.	202A	Historic & Cultural	1, 2, 8
Work with staff from Mason Library at Keene State College, to maintain and improve partnerships that benefit the community.		Education	1, 2, 3, 8
Provide public access, assistance and training on computers, internet and evolving technologies.		Education	2, 3, 8
Ensure high quality services through staff training and support.	202A	Education	1, 2, 8
Review Library policies and procedures regularly; revise as necessary to ensure good management.		Education	1, 2, 8

## Metrics

	2026	2025	2024
Circulation, including downloadable materials	193,000	191,529	191,128
Circulation of downloadable materials	41,098	40,292	35,185
Library programs for adults and children and number of people attending	700/11,000	690/9,964	550/10,322
Number of times City & community groups held events in the Library	575	550	525
Attendance at programs by City & community groups	8,000	7,700	6,060
Number of library card holders (does not include KSC community of approx. 6,000)	14,500	14,100	13,905
Use of library public access computers	9,100	9,000	8,889
Number of reference questions answered	13,100	13,000	12,896

## Current Personnel Resources





## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>55023503 - GF-Library-Charges For Services</b>						
442010 Charges-Rental Library	1,815	1,160	1,800	900	—	900
444010 Charges-Library Non Resident	18,800	18,943	20,500	18,800	—	18,800
<b>55023503 - GF-Library-Charges For Services Subtotal</b>	<b>20,615</b>	<b>20,103</b>	<b>22,300</b>	<b>19,700</b>	<b>—</b>	<b>19,700</b>
<b>55024505 - GF-Library-Miscellaneous</b>						
461130 Public Printer Copier Fee	7,559	6,856	6,600	6,300	—	6,300
464070 Trust-Library	—	—	3,500	3,500	—	3,500
<b>55024505 - GF-Library-Miscellaneous Subtotal</b>	<b>7,559</b>	<b>6,856</b>	<b>10,100</b>	<b>9,800</b>	<b>—</b>	<b>9,800</b>
<b>55027504 - GF-Library-Fines Forfeits</b>						
451060 Fines-Library Overdue	9,064	10,284	9,000	5,800	—	5,800
453040 Lost Library Materials	3,241	2,936	3,000	2,800	—	2,800
<b>55027504 - GF-Library-Fines Forfeits Subtotal</b>	<b>12,305</b>	<b>13,220</b>	<b>12,000</b>	<b>8,600</b>	<b>—</b>	<b>8,600</b>
<b>Total Revenues</b>	<b>40,479</b>	<b>40,179</b>	<b>44,400</b>	<b>38,100</b>	<b>—</b>	<b>38,100</b>

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>55000000 - GF-Library</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	117,998	123,332	129,730	133,614	—	133,614
513030	Wages-Supervisory	249,760	143,465	165,755	174,350	—	174,350
513040	Wages-Full Time	357,789	420,390	491,765	509,231	—	509,231
513070	Wages-Part Time	333,524	423,535	319,681	440,169	109,051	440,169
513080	Wages-Hourly	7,708	14,966	13,600	21,805	8,205	21,805
514010	Wages-Temporary	6,569	9,307	—	—	—	—
517010	Health Insurance	140,063	168,676	243,334	235,504	—	235,504
517020	Dental Insurance	7,872	8,501	10,863	10,026	—	10,026
517030	Retirement Contributions	83,078	91,540	106,521	104,197	—	104,197
517040	Social Security	79,690	83,243	83,695	96,394	8,972	96,394
517050	Workers Compensation	1,140	1,973	5,402	1,926	177	1,926
<b>Personnel Subtotal</b>		<b>1,385,191</b>	<b>1,488,928</b>	<b>1,570,346</b>	<b>1,727,216</b>	<b>126,405</b>	<b>1,727,216</b>
<b>Operating</b>							
522050	PC Replacement Charge	14,484	15,770	16,230	16,230	—	16,230
523010	Maint-Office Equipment	1,082	—	—	—	—	—
523050	MF Printer Lease/Copies/Maint	4,518	3,903	5,000	4,500	—	4,500
523130	Maint-General	1,126	2,064	2,500	2,500	—	2,500
524350	Training	3,749	3,114	3,800	3,800	—	3,800
524360	Meetings & Dues	715	640	650	2,300	60	2,300
524980	Trust-Income Use	—	—	3,500	3,500	—	3,500
525100	Communications & Phone	4,232	5,634	4,400	5,825	1,425	5,825
527010	Supplies-Office	7,302	7,012	7,500	7,500	—	7,500
527030	Lost Material Replacement	3,476	3,497	3,600	3,600	—	3,600
527040	Supplies-Book Mending	2,844	3,637	3,200	3,200	—	3,200
527090	Supplies-Program	136	—	—	—	—	—
527100	Postage	1,227	2,253	1,400	5,200	3,800	5,200
527130	Supplies-Pub Printer & Copier	6,555	6,090	6,700	6,700	—	6,700
527150	Books & Collections	166,467	166,306	155,000	155,000	4,498	155,000
527340	Equipt-Minor	3,203	3,207	3,500	3,500	—	3,500
527380	Furniture	(49)	—	—	—	—	—
527440	Equipt-Computer Minor	87	—	—	—	—	—
527610	Supplies-Software	—	—	13,800	21,508	4,300	21,508
<b>Operating Subtotal</b>		<b>221,154</b>	<b>223,126</b>	<b>230,780</b>	<b>244,863</b>	<b>14,083</b>	<b>244,863</b>
<b>55000000 - GF-Library Subtotal</b>		<b>1,606,345</b>	<b>1,712,054</b>	<b>1,801,126</b>	<b>1,972,079</b>	<b>140,488</b>	<b>1,972,079</b>
<b>Total Expenditures</b>		<b>1,606,345</b>	<b>1,712,054</b>	<b>1,801,126</b>	<b>1,972,079</b>	<b>140,488</b>	<b>1,972,079</b>

## Parks & Recreation

### Mission Statement

#### Parks, Recreation, and Cemeteries

To provide the citizens of Keene with high-quality spaces, amenities, and experiences that support active, healthy lifestyles through diverse recreational opportunities, engaging events, inclusive programming, and the dedicated stewardship and maintenance of parks, cemeteries, and trails—fostering community vibrancy, connection, and well-being for all.

### Youth Services

To empower youth to make responsible decisions and be accountable for their actions through restorative practices and wellness education, and to reduce adolescent problem behaviors' impact on the community while fostering personal growth, positive outcomes, and support for youth in need of diversion services and educational outreach.

### Description

#### Parks and Recreation

Keene Parks & Recreation continues to expand and enhance community resources, with a strong focus on recreation growth, park improvements, and accessibility. These initiatives are supported by the National Recreation and Park Association (NRPA), emphasizing that parks and recreation are essential for healthy, connected, and resilient communities. Active and passive recreation opportunities enhance community well-being by improving physical and mental health, fostering social equity, stimulating economic growth, and preserving the environment.

The addition of two full-time Recreation Specialists in FY25 has strengthened recreation program management, expanded offerings, and improved operational efficiency. Youth sports participation remains high, with new developmental programs providing additional training and skill-building opportunities alongside traditional leagues. Enhanced digital training, scheduling tools, and virtual resources have improved staff preparedness, benefiting seasonal employees and volunteers alike. Through targeted outreach and real-time updates, our Recreation division has strengthened communication, increased program visibility, and driven higher participation across our diverse community offerings.

Public park investments reflect the City's commitment to inclusive, high-quality outdoor spaces. Responding to community demand for multi-use recreational spaces, we will introduce additional outdoor

pickleball courts as part of resurfacing projects at Wheelock and Ellis Harrison Parks. Patricia Russell Park continues its significant transformation with a newly installed Skate Park; final-phase enhancements include the construction of a walkway connecting Water Street, permanent skate park fencing, and a bocce court—funded in part by the Land Water Conservation Fund (LWCF). Looking ahead, LWCF funding has also been secured for Robin Hood Park's significant renovation, set to begin in FY27, which will improve access, amenity, and sustainability measures for generations to come.

The Greater Goose Pond Forest, welcoming over 10,000 visitors annually, is implementing key aspects of its master plan, including trail maintenance for accessibility and sustainability. Future improvements include the construction of a pedestrian spillway bridge, planned for Fall 2025, and enhancements through the Capital Improvement Program (CIP) to preserve and expand Keene's outdoor recreation trail network. Additionally, recent research from the University of New Hampshire highlights Keene's potential as a premier mountain and trail biking destination, supported by partnerships with groups like the New England Mountain Bike Association (NEMBA) and Keene's Bicycle Pedestrian Pathway Advisory Committee (BPPAC).

Beyond recreation, the City is investing in critical green spaces through Parks and Recreation. Monadnock View Cemetery's expansion will ensure capacity for the next century, with a shovel-ready plan anticipated by Fall 2025. Simultaneously, a redesigned Community Garden near the cemetery operations building will feature expanded plots, upgraded irrigation, improved accessibility, and relocated storage. While temporarily inaccessible for the upcoming growing season, the new garden will reopen in FY26 with a revised fee structure to meet community and operational needs.

Environmental sustainability efforts continue through Red Pine Scale mitigation in all impacted forested park lands, most specifically Wheelock Park and Dinsmoore Woods. The FY26 Capital Improvement Program (CIP) has allocated \$35,000 for forestry assessment, enabling our department to partner with the New Hampshire Division of Forests and Lands and the UNH Cooperative Extension Urban Foresters to educate the community on the importance of forest diversification and the long-term health of Keene's wooded parklands. These capital projects reflect the City's commitment to enhancing recreational spaces that align with the goals of the Active and Passive Recreation Management Plan while fostering a stronger sense of community.

### Youth Services

Youth Services continues to make a meaningful impact across Cheshire County, addressing record-high Juvenile Court Diversion cases in FY25 with strengthened case management and expanded intervention programs. The dedication of the Juvenile Conference Committee has been essential in sustaining this important work. Closer collaboration with local law enforcement and the Keene and Jaffrey-Peterborough District Courts ensures a more unified and effective approach to youth support.

In-school programs have grown significantly, with alternative-to-suspension initiatives and wellness groups helping students stay in class longer, reduce suspension days, and improve their academic performance. By fostering stronger connections between students,

educators, and support staff, these programs encourage long-term success. Additionally, Youth Services staff provide education on youth substance use trends and direct intervention for students facing challenges related to substance use.

The Summer Youth Program remains a vital workforce development initiative, providing hands-on pre-employment training for young people in Keene and beyond. New off-site workshops focused on essential soft skills have given participants additional opportunities to build confidence and prepare for future careers. Through these efforts, Keene remains committed to supporting youth development and providing pathways to success throughout Cheshire County.

## Primary Services

Align with CMP	
<b>Parks, Recreation &amp; Cemeteries</b>	
Provide community services to assist organizations that focus on the health and well being of all citizens.	Community Health & Wellness
Coordinate and maintain the safety and quality of trails, ballfields, parks, forested lands, park buildings, play equipment, pools, and other recreational areas.	Community Health & Wellness
Maintain and improve cemetery grounds, roads, and buildings; provide professional interment services and maintain accurate burial records.	Community Health & Wellness
<b>Youth Services</b>	
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. 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: Summer Youth Employment (SYE)-a six-week summer employment opportunity for approximately 15 Keene youth (age 14-15) who gain first-time work experience through part-time jobs with the City of Keene. A leadership program (age 16-17) 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

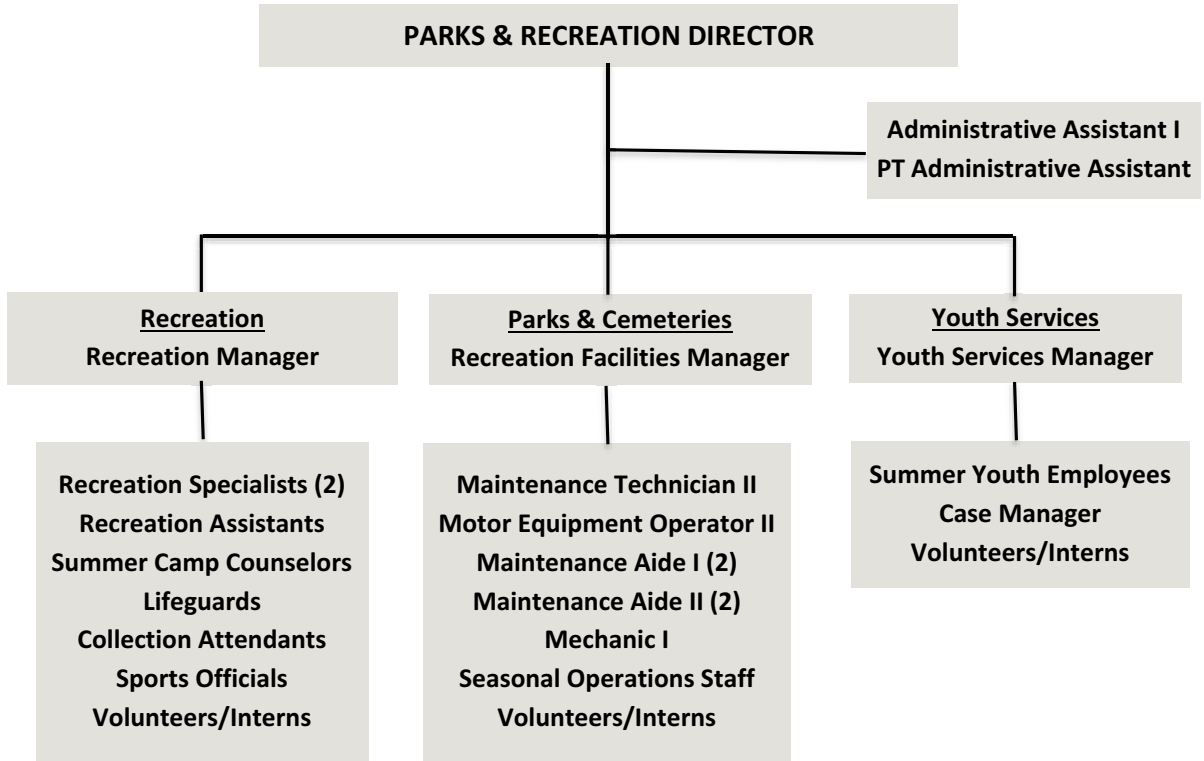
## Objectives

	Statute	CMP	CC Goal
<b>Parks, Recreation &amp; Cemeteries</b>			
Continue to follow recommendations in the Master Plan toward increasing our level of service	N/A	Leadership	1, 2, 4, 5, 7, 8
Continue to collaborate and increase program opportunities focused on health and wellness	N/A	Community Health & Wellness	2
Continue to grow the after school program by encouraging healthy lifestyles	N/A	Community Health & Wellness	2
Enhance community services through expansion of outreach and sponsorship initiatives	N/A	Community Health & Wellness	1
Continue to maintain and promote the multi-use trail system to increase usage	N/A	Open Space/Greenway Connect	2
Implement a Comprehensive Maintenance Management System for operations efficiency	N/A	Infrastructure	4
Continue the development of a turf management program in the parks and cemeteries	N/A	Open Space/Greenway Connect	4
Develop new and expand existing City inter-department programs	N/A	Leadership	5
<b>Youth Services</b>			
Continue early intervention programs that divert youth from the court system.	NH RSA169	Safe Community	2
Maintain program completion rates, as well as, recidivism rates: youth who do not re-offend for one year from program completion.		Safe Community	2
Maintain prevention efforts, teen activities, and Summer Youth Employment programs that focus on positive youth development, education, and quality services to families.		Safe Community	2
Provide caregiver and community education through social media as well as other engagement opportunities with a focus on prevention, education, and community resources.		Safe Community	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	2, 7

## Metrics

	2026	2025	2024
<b>Parks, Recreation &amp; Cemeteries</b>			
Youth Recreational Programs: sports, summer playground program, swim lessons, archery	2,233	2,233	2,233
Adult Recreational Programs: sports - basketball, soccer, kickball, pickleball, corn hole, archery	500	450	382
Active Senior Programs: walking, Zumba gold, pickleball, chair yoga, senior shape up	350	300	300
Recreation Memberships: youth, adult, senior, pools	550	525	500
Other Recreation Programs Served	825	775	700
Recreation Facility Rentals	3,000	3,000	2,804
Recreation Community Events: International Festival, concerts, Friday Fun Nights, Peanut Carnival	2,800	2,445	2,445
Cemetery Single Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED	70	129	159
Cemetery Lot Sales	40	40	30
Cemetery Burials	80	80	80
Cartegraph Maintenance Entered Tasks	2,300	2,200	2,000
Cartegraph Maintenance Completed Tasks	2,300	2,200	2,000
<b>Youth Services</b>			
The number of youth/families served in JCC Court Diversion Program	65	70	61
The percentage of youth that successfully complete the Juvenile Court Diversion Program	85%	85%	85%
The number of community service hours completed by program participants	200	200	200
The number of families assisted through the Youth Intervention Program	15	15	10
The number of youth employed by the City for Summer Youth Program	10	9	8
The total number of hours youth worked in the Summer Youth Program	1,100	1,000	1,000

## Current Personnel Resources



## Revenues

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>65023503 - GF-P&amp;R-Parks-Charges For Services</b>							
441090	Direct Reimbursement	7,200	464	8,500	8,500	—	8,500
442030	Charges-Rental Rec Center	18,610	21,517	16,300	16,300	—	16,300
443020	Charges-Ball Fields	16,450	17,167	15,500	15,500	—	15,500
443040	Charges-Pools	16,678	19,010	21,500	21,500	—	21,500
<b>65023503 - GF-P&amp;R-Parks-Charges For Services Subtotal</b>		<b>58,937</b>	<b>58,158</b>	<b>61,800</b>	<b>61,800</b>	<b>—</b>	<b>61,800</b>
<b>65024505 - GF-P&amp;R-Miscellaneous</b>							
464010	Trust-Cemetery	55,245	90,035	106,252	106,252	—	106,252
464060	Trust-Flower Fund	2,440	3,957	4,648	4,648	—	4,648
464080	Trust-Parks & Rec	2,385	3,868	4,545	4,545	—	4,545
464100	Trust-Sumner Knight Chpl	4,619	544	3,710	3,710	—	3,710
<b>65024505 - GF-P&amp;R-Miscellaneous Subtotal</b>		<b>64,689</b>	<b>98,405</b>	<b>119,155</b>	<b>119,155</b>	<b>—</b>	<b>119,155</b>
<b>65123503 - GF-Recreation-Charges For Services</b>							
441110	Charges-Programs	110,093	125,558	132,352	149,602	—	149,602
441120	Charges-Equipment	1,152	1,250	1,500	1,500	—	1,500
<b>65123503 - GF-Recreation-Charges For Services Subtotal</b>		<b>111,245</b>	<b>126,808</b>	<b>133,852</b>	<b>151,102</b>	<b>—</b>	<b>151,102</b>
<b>65223503 - GF-Cem-Charges For Services</b>							
441090	Direct Reimbursement	150	75	—	—	—	—
441220	Charges-Internments	47,005	42,165	38,000	38,000	—	38,000
441310	Charges-Repairs	125	—	—	—	—	—
442050	Charges-Rental Sumner Knight	169	205	—	—	—	—
<b>65223503 - GF-Cem-Charges For Services Subtotal</b>		<b>47,449</b>	<b>42,445</b>	<b>38,000</b>	<b>38,000</b>	<b>—</b>	<b>38,000</b>
<b>65422502 - GF-Yth Services-Intergovernmental</b>							
433050	County-JCC & YIP	23,100	23,100	51,180	51,180	—	51,180
<b>65422502 - GF-Yth Services-Intergovernmental Subtotal</b>		<b>23,100</b>	<b>23,100</b>	<b>51,180</b>	<b>51,180</b>	<b>—</b>	<b>51,180</b>
<b>Total Revenues</b>		<b>305,420</b>	<b>348,915</b>	<b>403,987</b>	<b>421,237</b>	<b>—</b>	<b>421,237</b>



## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>65000000 - GF-Parks &amp; Rec-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	122,726	95,980	113,683	115,544	—	115,544
513040 Wages-Full Time	54,184	45,552	50,776	51,840	—	51,840
513070 Wages-Part Time	12,227	21,105	24,640	25,703	—	25,703
517010 Health Insurance	58,930	24,704	37,786	—	—	—
517020 Dental Insurance	3,497	1,853	1,062	2,751	—	2,751
517030 Retirement Contributions	24,856	18,667	22,252	20,896	—	20,896
517040 Social Security	13,694	12,001	14,153	14,774	—	14,774
517050 Workers Compensation	2,496	2,145	1,912	2,181	—	2,181
<b>Personnel Subtotal</b>	<b>292,610</b>	<b>222,008</b>	<b>266,264</b>	<b>233,689</b>	<b>—</b>	<b>233,689</b>
<b>Operating</b>						
522050 PC Replacement Charge	5,251	5,679	6,390	6,390	—	6,390
522060 PW Fleet Charge	230,290	230,919	238,627	256,523	—	256,523
523010 Maint-Office Equipment	30	504	—	—	—	—
523050 MF Printer Lease/Copies/Maint	3,922	3,862	5,000	5,000	—	5,000
524350 Training	30	905	200	3,600	3,400	3,600
524360 Meetings & Dues	3,930	4,511	2,500	4,500	2,000	4,500
524980 Trust-Income Use	4,563	4,688	4,545	4,545	—	4,545
525100 Communications & Phone	10,015	7,878	8,303	8,303	—	8,303
527010 Supplies-Office	1,305	2,489	1,500	1,500	—	1,500
527100 Postage	581	148	350	350	—	350
527610 Supplies-Software	358	119	240	240	—	240
<b>Operating Subtotal</b>	<b>260,275</b>	<b>261,701</b>	<b>267,655</b>	<b>290,951</b>	<b>5,400</b>	<b>290,951</b>
<b>65000000 - GF-Parks &amp; Rec-Administration Subtotal</b>	<b>552,885</b>	<b>483,709</b>	<b>533,919</b>	<b>524,640</b>	<b>5,400</b>	<b>524,640</b>
<b>65013000 - GF-P&amp;R-Parks-Maint &amp; Develop</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	41,466	56,013	78,833	81,078	—	81,078
513040 Wages-Full Time	193,116	208,023	240,549	253,238	—	253,238
513080 Wages-Hourly	53,202	73,371	63,391	63,391	—	63,391
515010 OT-Regular	12,231	7,121	12,000	12,000	—	12,000
516020 Stand-By	—	—	—	5,250	5,250	5,250
517010 Health Insurance	98,443	96,002	102,761	95,036	—	95,036
517020 Dental Insurance	6,203	6,473	6,606	6,334	—	6,334
517030 Retirement Contributions	34,563	36,392	42,741	44,827	670	44,827
517040 Social Security	21,993	25,004	29,352	30,976	403	30,976

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517050	Workers Compensation	6,263	7,568	8,779	10,137	135	10,137
Personnel Subtotal		467,480	515,968	585,012	602,267	6,458	602,267
Operating							
521200	Laboratory Services	222	446	500	500	—	500
521759	Other Services	31,077	24,917	18,300	18,300	—	18,300
522090	Rubbish Pick-Up	—	—	—	5,000	5,000	5,000
523400	Maint-Grounds	4,088	7,311	4,000	4,000	—	4,000
523410	Maint-Playground	8,384	7,896	5,000	5,000	—	5,000
523420	Maint-Skate Park	356	12	1,000	1,000	—	1,000
523430	Maint-Signage	1,245	2,974	2,000	2,000	—	2,000
523440	Maint-Trail	2,083	1,621	2,000	2,000	—	2,000
523500	Maint-Building	2,496	3,448	4,000	4,000	—	4,000
523720	Maint-Tree & Forestry	2,646	17,863	10,000	14,000	4,000	14,000
524360	Meetings & Dues	230	383	2,600	5,100	2,500	5,100
525010	Water	3,934	3,043	5,193	7,200	2,007	7,200
525030	Electricity	25,862	25,998	25,749	28,249	2,500	28,249
525040	Heating Fuel	3,092	1,891	2,668	2,668	—	2,668
526070	Rental-Vehicles	5,226	2,937	7,000	7,000	—	7,000
527330	Tools	796	1,192	800	800	—	800
527350	Supplies-Building Maint	2,289	2,208	2,800	2,800	—	2,800
527360	Supplies-Grounds Maint	32,035	46,920	38,885	38,885	—	38,885
527400	Supplies-Other Maint	—	844	—	—	—	—
527550	Supplies-Uniforms	887	1,902	3,000	3,000	—	3,000
527560	Supplies-Protective Clothing	1,666	1,598	2,000	2,000	—	2,000
527600	Supplies-Operating	2,921	2,963	3,500	3,500	—	3,500
534090	Acq-Equipment	—	2,721	—	—	—	—
Operating Subtotal		131,535	161,089	140,995	157,002	16,007	157,002
65013000 - GF-P&R-Parks-Maint & Develop Subtotal		599,015	677,057	726,007	759,269	22,465	759,269
65013100 - GF-P&R-Parks-Pools							
Personnel							
513080	Wages-Hourly	75,131	81,338	75,273	75,273	—	75,273
515010	OT-Regular	3,891	2,270	2,000	2,000	—	2,000
517040	Social Security	6,058	5,568	5,912	5,912	—	5,912
517050	Workers Compensation	1,443	129	1,747	116	—	116
Personnel Subtotal		86,523	89,306	84,932	83,301	—	83,301
Operating							
524350	Training	(640)	2,322	3,200	3,200	—	3,200

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
525010	Water	3,213	3,855	9,140	9,140	—	9,140
525030	Electricity	6,778	8,344	4,734	7,500	2,766	7,500
525100	Communications & Phone	—	—	473	473	—	473
527340	Equipt-Minor	58	570	200	200	—	200
527350	Supplies-Building Maint	2,482	288	300	300	—	300
527400	Supplies-Other Maint	2,215	60	300	300	—	300
527640	Supplies-Chemicals	12,662	12,518	7,600	11,600	4,000	11,600
Operating Subtotal		26,768	27,957	25,947	32,713	6,766	32,713
65013100 - GF-P&R-Parks-Pools Subtotal		113,290	117,263	110,879	116,014	6,766	116,014
65100000 - GF-Recreation-Programs							
Personnel							
513030	Wages-Supervisory	80,941	81,291	87,297	93,955	—	93,955
513040	Wages-Full Time	—	—	46,689	55,036	—	55,036
513080	Wages-Hourly	130,928	142,413	122,556	122,556	—	122,556
514010	Wages-Temporary	—	17,820	—	—	—	—
515010	OT-Regular	2,225	2,348	3,000	3,000	—	3,000
517010	Health Insurance	19,807	22,586	45,580	36,075	—	36,075
517020	Dental Insurance	1,024	1,067	2,114	2,292	—	2,292
517030	Retirement Contributions	10,207	10,788	18,129	18,997	—	18,997
517040	Social Security	16,457	16,892	19,632	20,739	—	20,739
517050	Workers Compensation	3,859	1,957	4,290	2,851	—	2,851
Personnel Subtotal		265,449	297,161	349,287	355,501	—	355,501
Operating							
521150	Artists & Performers	7,268	8,972	12,800	12,800	—	12,800
521420	OA-Transporting	2,732	2,415	4,250	4,250	—	4,250
524160	Printing	1,172	1,676	1,000	1,000	—	1,000
524250	Advertising	935	912	1,000	1,000	—	1,000
524300	Travel	—	—	300	300	—	300
524350	Training	6,490	2,625	1,200	1,200	—	1,200
524360	Meetings & Dues	1,512	3,349	2,700	4,700	2,000	4,700
524450	Photography & Processing	72	72	200	200	—	200
524511	First Aid & Medical Services	579	1,119	800	800	—	800
527550	Supplies-Uniforms	1,703	1,627	1,500	1,500	—	1,500
527750	Supplies-Playground Material	4,611	4,101	4,000	4,000	—	4,000
527780	Supplies-Athletic	5,396	5,395	5,500	6,000	500	6,000
527790	Supplies-Game Room	1,093	823	1,000	1,000	—	1,000
527800	Supplies-Arts & Crafts	1,008	821	1,000	1,000	—	1,000

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527840	Supplies-Catch Program	1,073	871	1,000	1,000	—	1,000
Operating Subtotal		35,643	34,777	38,250	40,750	2,500	40,750
65100000 - GF-Recreation-Programs Subtotal		301,092	331,939	387,537	396,251	2,500	396,251
65215000 - GF-Cemetery-Maint & Op							
Personnel							
513030	Wages-Supervisory	41,291	19,356	—	—	—	—
513040	Wages-Full Time	110,060	100,188	104,243	109,493	—	109,493
515010	OT-Regular	3,180	3,617	4,000	4,000	—	4,000
517010	Health Insurance	62,985	58,928	67,160	70,354	—	70,354
517020	Dental Insurance	4,007	3,486	3,342	3,500	—	3,500
517030	Retirement Contributions	21,712	16,351	14,647	14,472	—	14,472
517040	Social Security	11,030	8,567	7,658	8,029	—	8,029
517050	Workers Compensation	3,195	3,314	2,620	3,117	—	3,117
Personnel Subtotal		257,460	213,808	203,670	212,965	—	212,965
Operating							
523110	Maint-Equipment	286	5,302	3,000	3,000	—	3,000
523400	Maint-Grounds	12,598	4,311	18,564	18,564	—	18,564
523500	Maint-Building	90	112	200	200	—	200
523720	Maint-Tree & Forestry	1,900	164	5,000	5,000	—	5,000
524350	Training	—	—	100	100	—	100
524360	Meetings & Dues	230	200	300	300	—	300
525010	Water	985	864	1,400	1,400	—	1,400
525030	Electricity	3,907	3,948	1,914	3,914	2,000	3,914
525040	Heating Fuel	3,356	3,583	3,754	3,754	—	3,754
527340	Equipt-Minor	157	216	500	500	—	500
527550	Supplies-Uniforms	—	714	1,200	1,200	—	1,200
Operating Subtotal		23,508	19,414	35,932	37,932	2,000	37,932
65215000 - GF-Cemetery-Maint & Op Subtotal		280,969	233,221	239,602	250,897	2,000	250,897
65215300 - GF-Cemetery-Sumner Knight							
Operating							
525030	Electricity	893	315	253	253	—	253
525040	Heating Fuel	3,874	5,136	3,450	3,450	—	3,450
527350	Supplies-Building Maint	206	1,666	2,500	19,771	17,271	19,771
Operating Subtotal		4,974	7,118	6,203	23,474	17,271	23,474
65215300 - GF-Cemetery-Sumner Knight Subtotal		4,974	7,118	6,203	23,474	17,271	23,474

## Expenditures

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>65400000 - GF-P&amp;R-Youth Services</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	59,626	70,017	71,580	134,936	—	77,039
513070 Wages-Part Time	7,258	—	—	—	—	—
513080 Wages-Hourly	6,716	7,996	44,097	18,800	—	44,097
514010 Wages-Temporary	1,029	5,643	—	—	—	—
517010 Health Insurance	1,250	5,551	25,740	53,350	—	26,675
517020 Dental Insurance	588	516	977	2,002	—	1,001
517030 Retirement Contributions	8,717	8,823	9,685	17,205	—	9,823
517040 Social Security	5,805	6,150	8,684	11,366	—	9,071
517050 Workers Compensation	106	144	1,093	232	—	183
<b>Personnel Subtotal</b>	<b>91,095</b>	<b>104,840</b>	<b>161,856</b>	<b>237,891</b>	<b>—</b>	<b>167,889</b>
<b>Operating</b>						
521020 Professional Services	27	—	2,000	2,000	—	2,000
524160 Printing	—	—	100	100	—	100
524300 Travel	—	—	400	400	—	400
524350 Training	—	375	3,000	3,000	—	3,000
524360 Meetings & Dues	—	100	100	100	—	100
525100 Communications & Phone	265	351	360	360	—	360
527010 Supplies-Office	—	—	250	250	—	250
527100 Postage	—	11	77	77	—	77
<b>Operating Subtotal</b>	<b>292</b>	<b>837</b>	<b>6,287</b>	<b>6,287</b>	<b>—</b>	<b>6,287</b>
<b>65400000 - GF-P&amp;R-Youth Services Subtotal</b>	<b>91,387</b>	<b>105,677</b>	<b>168,143</b>	<b>244,178</b>	<b>—</b>	<b>174,176</b>
<b>Total Expenditures</b>	<b>1,943,612</b>	<b>1,955,985</b>	<b>2,172,290</b>	<b>2,314,723</b>	<b>56,402</b>	<b>2,244,721</b>

## Facilities

### Mission Statement

Committed to maintaining clean, safe, and efficiently managed municipal buildings that support the needs of both the community and City employees.

### Description

The Facilities Department plays a critical role in maintaining and improving the City's infrastructure. Responsible for oversight, maintenance, and modernization of public buildings, it ensures city facilities remain safe, functional, and efficient for residents and employees. By leveraging technology, strategic planning, and sustainable practices, the department supports the City's mission to provide high-quality services while optimizing resources and minimizing environmental impact.

As the Brain A. Mattson Recreation Center renovation nears completion, the CDBG loan significantly improved energy efficiency, elevating it to a Level 2 Energy standard. Key upgrades include an enhanced lobby, improved HVAC in the multipurpose room, new boilers, and an ADA-accessible ramp from the parking lot to Fuller Park. This new feature increases accessibility, allowing more users to participate in park events. Additionally, HVAC improvements provide air conditioning in the multipurpose room, enabling expanded year-round programming.

The Facilities Department continues leveraging tools to manage city facilities efficiently. Cartegraph remains vital for asset management, tracking preventative maintenance, and identifying issues. Integrating such software supports strategic planning and project scheduling.

Emphasizing the Capital Improvement Program (CIP) ensures successful large-scale projects. This adaptable program accommodates building-specific needs while aligning with long-range forecasts, real-time assessments, and contractor availability. Collaboration with other departments remains crucial in addressing needs beyond the established schedule.

In FY26, key projects include:

- Completion of City Hall structural repairs
- Roofing replacements for Municipal Buildings, including City Hall
- Parking lot and drainage improvements at the Public Works building
- Continued modernization of workspaces, including phased interior renovations and accessibility improvements

As the City navigates the upcoming fiscal year, resource allocation remains a challenge due to fluctuating costs. The Facilities Division remains adaptable, making real-time adjustments to ensure project efficiency. The focus is on long-term sustainability and operational necessity. Efforts will enhance energy efficiency through environmentally friendly materials, advanced HVAC systems, and sustainable practices. By prioritizing energy-conscious designs and renewable energy, the division aims to reduce the City's carbon footprint while optimizing costs. Working closely with other departments, it aligns project goals with the City's mission, ensuring responsible resource stewardship and improved public facilities for community benefit.

Primary Services

	Align with 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

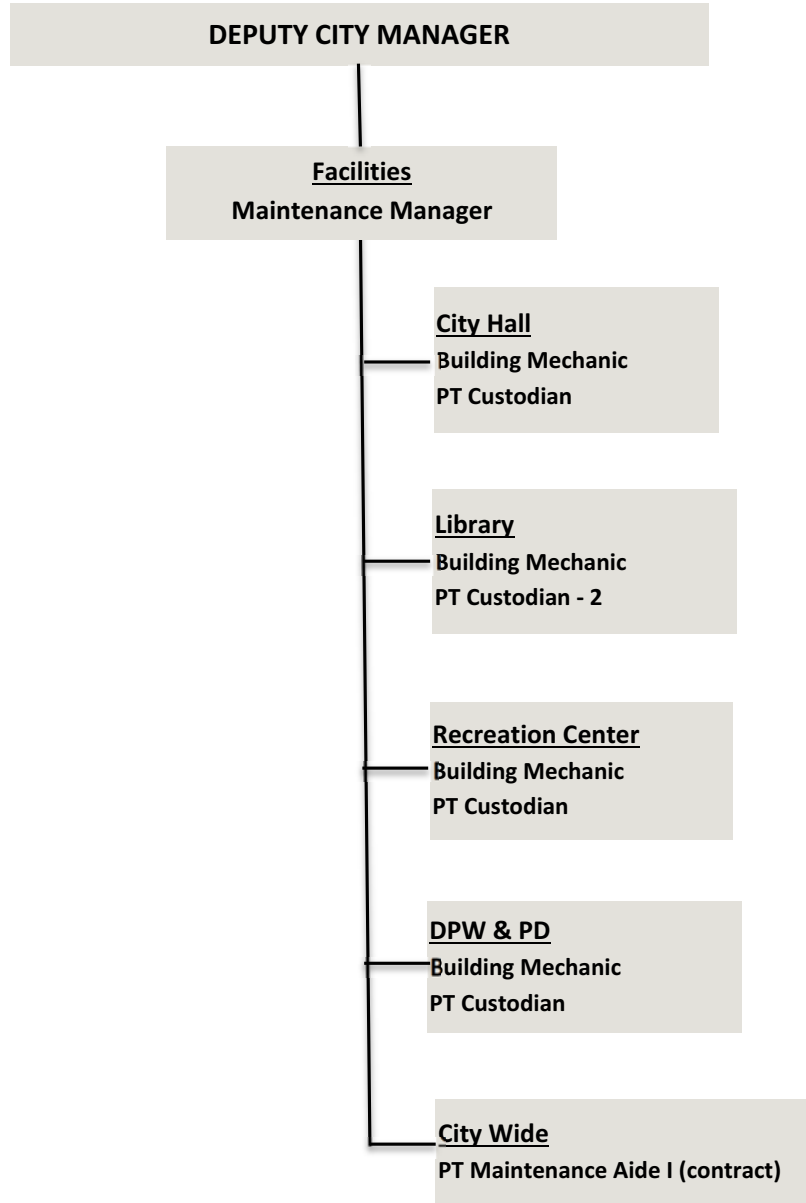
Objectives

	Statute	CMP	CC Goal
Review and monitor the use of contracted services	N/A	Infrastructure	1
Collaborate the use of contracted supplies and services with other governmental agencies	N/A	Infrastructure	1
Utilize a Comprehensive Maintenance Management System for operations efficiency	N/A	Infrastructure	4
Evaluate opportunities to expand on energy conservation systems	N/A	Infrastructure	7

Metrics

	2026	2025	2024
City staff conforms to adopted custodial Standard Operating Procedures	100%	100%	100%
Contract cleaning service conforms to basic custodial Standard Operating Procedures	100%	100%	100%
Conforms with adopted preventative maintenance Standard Operating Procedures	100%	100%	100%
Cartegraph Maintenance Entered Tasks	1,500	1,259	1067
Cartegraph Maintenance Completed Tasks	1,500	1,259	1067

## Current Personnel Resources





Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
65323503 - GF-Facility-Charges For Services						
441090 Direct Reimbursement	25,736	30,556	2,000	2,000	—	2,000
65323503 - GF-Facility-Charges For Services Subtotal	25,736	30,556	2,000	2,000	—	2,000
65324505 - GF-Facility-Miscellaneous						
463170 Rent-350 Marlboro	242,903	253,590	259,276	259,276	—	259,276
65324505 - GF-Facility-Miscellaneous Subtotal	242,903	253,590	259,276	259,276	—	259,276
Total Revenues	268,639	284,146	261,276	261,276	—	261,276

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>65316000 - GF-Facility-City Hall</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	1,653	88,559	91,226	93,955	—	93,955
513040	Wages-Full Time	137,839	54,267	55,889	57,567	—	57,567
513070	Wages-Part Time	63,673	42,238	43,510	44,816	—	44,816
513080	Wages-Hourly	358	21,159	24,273	24,273	—	24,273
515010	OT-Regular	—	1,800	1,500	1,500	—	1,500
517010	Health Insurance	28,822	38,400	46,142	47,452	—	47,452
517020	Dental Insurance	3,477	2,474	1,936	2,021	—	2,021
517030	Retirement Contributions	20,006	19,196	20,108	19,512	—	19,512
517040	Social Security	15,193	15,192	16,108	16,472	—	16,472
517050	Workers Compensation	2,343	3,735	3,471	3,941	—	3,941
<b>Personnel Subtotal</b>		<b>273,364</b>	<b>287,019</b>	<b>304,163</b>	<b>311,509</b>	<b>—</b>	<b>311,509</b>
<b>Operating</b>							
521030	Technical Services	—	—	500	500	—	500
522010	Janitorial	389	—	2,000	2,000	—	2,000
522080	Taxes	9,299	4,927	13,000	13,000	—	13,000
522090	Rubbish Pick-Up	5,913	6,044	6,020	7,080	1,060	7,080
523110	Maint-Equipment	8,602	7,934	14,137	19,137	5,000	19,137
523170	Repair-Equipment	14,521	8,302	5,000	5,000	—	5,000
523180	Repair-Building	8,971	13,209	10,000	20,000	10,000	20,000
523450	Maint-Camera System	535	10,366	3,500	3,500	—	3,500
523500	Maint-Building	17,045	13,873	15,000	15,000	—	15,000
523750	Permits	353	666	170	170	—	170
524300	Travel	—	—	244	244	—	244
524350	Training	150	270	1,000	1,000	—	1,000
525010	Water	5,724	5,028	5,724	5,724	—	5,724
525020	Sewer	7,697	6,763	7,697	7,697	—	7,697
525030	Electricity	55,992	40,535	46,099	46,099	—	46,099
525040	Heating Fuel	29,910	28,979	29,909	29,909	—	29,909
525100	Communications & Phone	1,780	3,945	2,460	2,010	—	2,010
527010	Supplies-Office	334	130	200	200	—	200
527330	Tools	403	1,090	300	300	—	300
527340	Equipt-Minor	724	239	500	500	—	500
527350	Supplies-Building Maint	6,156	3,365	1,000	1,000	—	1,000
527360	Supplies-Grounds Maint	770	470	1,000	1,000	—	1,000
527370	Supplies-Janitorial	3,589	5,481	3,680	3,680	—	3,680

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527550	Supplies-Uniforms	429	545	380	380	—	380
542060	Minor Improvements	—	459	—	—	—	—
Operating Subtotal		179,287	162,620	169,520	185,130	16,060	185,130
65316000 - GF-Facility-City Hall Subtotal		452,651	449,639	473,683	496,639	16,060	496,639
65316100 - GF-Facility-Tran Ctr							
Operating							
522080	Taxes	8,313	11,596	10,000	10,000	—	10,000
523110	Maint-Equipment	4,200	—	500	500	—	500
523170	Repair-Equipment	—	757	1,200	1,200	—	1,200
523180	Repair-Building	4,100	2,518	2,000	2,000	—	2,000
523500	Maint-Building	50	539	7,000	7,000	—	7,000
525010	Water	1,517	4,267	2,000	2,000	—	2,000
525020	Sewer	2,136	5,241	3,500	3,500	—	3,500
525030	Electricity	6,820	6,115	6,175	6,175	—	6,175
525040	Heating Fuel	92	1,036	—	—	—	—
527350	Supplies-Building Maint	—	137	500	500	—	500
527370	Supplies-Janitorial	—	33	250	250	—	250
Operating Subtotal		27,229	32,238	33,125	33,125	—	33,125
65316100 - GF-Facility-Tran Ctr Subtotal		27,229	32,238	33,125	33,125	—	33,125
65316200 - GF-Facility-Library							
Personnel							
513040	Wages-Full Time	52,480	62,459	55,889	57,567	—	57,567
513070	Wages-Part Time	57,793	61,914	65,055	67,007	—	67,007
515010	OT-Regular	(54)	384	2,000	2,000	—	2,000
517010	Health Insurance	26,720	40,896	44,908	46,818	—	46,818
517020	Dental Insurance	1,726	2,058	1,936	2,021	—	2,021
517030	Retirement Contributions	7,387	8,297	7,833	7,595	—	7,595
517040	Social Security	7,665	8,569	8,874	9,104	—	9,104
517050	Workers Compensation	3,799	3,152	2,377	2,770	—	2,770
Personnel Subtotal		157,517	187,729	188,872	194,882	—	194,882
Operating							
522010	Janitorial	169	36	1,500	1,500	—	1,500
522080	Taxes	138,617	142,838	155,771	—	—	—
522090	Rubbish Pick-Up	1,972	2,486	4,471	4,200	—	4,200
523110	Maint-Equipment	11,250	9,197	20,928	25,928	5,000	25,928
523170	Repair-Equipment	30,276	26,899	8,500	16,500	7,795	16,500
523180	Repair-Building	2,512	11,591	3,000	3,000	—	3,000

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
523450	Maint-Camera System	—	3,516	1,750	1,750	—	1,750
523500	Maint-Building	14,050	7,575	6,348	6,348	—	6,348
523750	Permits	758	648	300	300	—	300
524350	Training	—	910	750	750	—	750
525010	Water	2,068	2,004	2,067	2,067	—	2,067
525020	Sewer	3,436	2,482	3,666	3,666	—	3,666
525030	Electricity	86,197	90,975	70,967	70,967	—	70,967
525040	Heating Fuel	32,353	28,925	40,250	40,250	—	40,250
525060	Fireline & Hydrants	990	1,127	1,128	1,128	—	1,128
525100	Communications & Phone	815	991	444	510	—	510
526030	Rental-Building	220,586	220,586	220,586	—	—	—
527330	Tools	528	1,795	400	400	—	400
527340	Equipt-Minor	—	325	2,500	2,500	—	2,500
527350	Supplies-Building Maint	3,117	6,045	2,500	2,500	—	2,500
527360	Supplies-Grounds Maint	1,542	6,892	7,500	7,500	—	7,500
527370	Supplies-Janitorial	6,451	4,389	6,000	6,000	—	6,000
527550	Supplies-Uniforms	75	701	750	750	—	750
<b>Operating Subtotal</b>		<b>557,762</b>	<b>572,933</b>	<b>562,076</b>	<b>198,514</b>	<b>12,795</b>	<b>198,514</b>
<b>65316200 - GF-Facility-Library Subtotal</b>		<b>715,279</b>	<b>760,662</b>	<b>750,948</b>	<b>393,396</b>	<b>12,795</b>	<b>393,396</b>
<b>65316300 - GF-Facility-Rec Ctr</b>							
<b>Personnel</b>							
513040	Wages-Full Time	53,159	36,314	49,481	55,937	—	55,937
513070	Wages-Part Time	31,044	34,746	35,892	36,970	—	36,970
515010	OT-Regular	5	141	2,000	2,000	—	2,000
517010	Health Insurance	—	10,365	33,580	31,400	—	31,400
517020	Dental Insurance	5	877	1,936	2,021	—	2,021
517030	Retirement Contributions	7,469	4,790	6,966	7,387	—	7,387
517040	Social Security	6,442	5,212	6,353	7,241	—	7,241
517050	Workers Compensation	2,058	1,792	1,691	2,077	—	2,077
<b>Personnel Subtotal</b>		<b>100,184</b>	<b>94,236</b>	<b>137,899</b>	<b>145,033</b>	<b>—</b>	<b>145,033</b>
<b>Operating</b>							
521020	Professional Services	—	1,200	1,500	1,500	—	1,500
522010	Janitorial	—	484	—	—	—	—
522090	Rubbish Pick-Up	3,175	2,958	3,207	3,720	513	3,720
523110	Maint-Equipment	6,198	5,975	8,771	13,771	5,000	13,771
523170	Repair-Equipment	3,947	4,601	5,000	5,000	—	5,000
523180	Repair-Building	8,074	8,695	5,000	5,000	—	5,000

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
523500	Maint-Building	14,956	18,755	10,000	10,000	—	10,000
523750	Permits	658	578	600	600	—	600
524350	Training	75	60	1,200	1,200	—	1,200
524410	Meeting Expenses	—	—	1,306	—	—	—
525010	Water	2,207	1,194	2,208	2,208	—	2,208
525020	Sewer	3,509	1,946	4,085	4,085	—	4,085
525030	Electricity	22,011	22,821	18,905	18,905	—	18,905
525040	Heating Fuel	25,835	22,702	23,708	23,708	—	23,708
525100	Communications & Phone	1,888	2,830	1,000	2,904	1,904	2,904
526040	Rental-Equipment	—	—	200	200	—	200
527330	Tools	188	774	400	400	—	400
527340	Equipt-Minor	—	781	—	—	—	—
527350	Supplies-Building Maint	1,897	2,458	3,000	4,306	—	4,306
527360	Supplies-Grounds Maint	424	919	500	500	—	500
527370	Supplies-Janitorial	4,758	8,186	5,400	5,400	—	5,400
527550	Supplies-Uniforms	—	826	300	300	—	300
Operating Subtotal		99,801	108,742	96,290	103,707	7,417	103,707
65316300 - GF-Facility-Rec Ctr Subtotal		199,985	202,978	234,189	248,740	7,417	248,740
65316474 - GF-Facility-Fire Cntrl							
Operating							
522010	Janitorial	—	2,560	6,000	6,000	—	6,000
522090	Rubbish Pick-Up	2,082	1,804	1,830	2,343	513	2,343
523110	Maint-Equipment	4,767	5,307	10,000	15,000	5,000	15,000
523170	Repair-Equipment	6,476	20,418	8,634	12,634	4,000	12,634
523180	Repair-Building	3,722	539	5,682	5,682	—	5,682
523500	Maint-Building	600	—	1,500	1,500	—	1,500
523750	Permits	1,594	558	508	508	—	508
525010	Water	2,022	1,791	2,021	2,021	—	2,021
525020	Sewer	3,114	2,310	3,114	3,114	—	3,114
525030	Electricity	38,566	39,739	31,752	36,252	4,500	36,252
525040	Heating Fuel	28,072	28,438	28,072	28,072	—	28,072
525060	Fireline & Hydrants	990	564	1,128	1,128	—	1,128
527350	Supplies-Building Maint	58	82	1,000	1,000	—	1,000
527360	Supplies-Grounds Maint	440	—	1,000	1,000	—	1,000
527370	Supplies-Janitorial	1,577	2,782	1,577	2,577	1,000	2,577
Operating Subtotal		94,080	106,892	103,818	118,831	15,013	118,831
65316474 - GF-Facility-Fire Cntrl Subtotal		94,080	106,892	103,818	118,831	15,013	118,831

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>65316475 - GF-Facility-Fire West</b>							
<b>Operating</b>							
522090	Rubbish Pick-Up	1,672	2,298	1,970	3,480	1,510	3,480
523110	Maint-Equipment	1,974	2,188	3,300	3,300	—	3,300
523170	Repair-Equipment	9,981	9,920	10,000	10,000	—	10,000
523180	Repair-Building	3,807	568	3,000	3,000	—	3,000
523500	Maint-Building	81	180	1,500	1,500	—	1,500
523750	Permits	50	408	50	50	—	50
525010	Water	1,254	2,154	1,254	1,254	—	1,254
525020	Sewer	2,196	3,094	2,196	2,196	—	2,196
525030	Electricity	11,952	11,921	9,840	9,840	—	9,840
525040	Heating Fuel	18,149	16,854	18,149	18,149	—	18,149
527350	Supplies-Building Maint	631	46	500	500	—	500
527370	Supplies-Janitorial	—	1,406	—	1,500	1,500	1,500
<b>Operating Subtotal</b>		<b>51,748</b>	<b>51,035</b>	<b>51,759</b>	<b>54,769</b>	<b>3,010</b>	<b>54,769</b>
<b>65316475 - GF-Facility-Fire West Subtotal</b>		<b>51,748</b>	<b>51,035</b>	<b>51,759</b>	<b>54,769</b>	<b>3,010</b>	<b>54,769</b>
<b>65316500 - GF-Facility-Airport</b>							
<b>Operating</b>							
523110	Maint-Equipment	225	2,131	11,481	3,481	—	3,481
523170	Repair-Equipment	—	4,721	905	905	—	905
523180	Repair-Building	419	7,583	1,750	19,750	10,000	19,750
523500	Maint-Building	17,745	—	1,000	1,000	—	1,000
523750	Permits	408	408	—	—	—	—
525030	Electricity	35,583	37,387	30,061	30,061	—	30,061
525040	Heating Fuel	35,619	23,315	25,619	25,619	—	25,619
527350	Supplies-Building Maint	615	(6)	500	500	—	500
527370	Supplies-Janitorial	1,644	1,872	1,643	1,643	—	1,643
<b>Operating Subtotal</b>		<b>92,258</b>	<b>77,412</b>	<b>72,959</b>	<b>82,959</b>	<b>10,000</b>	<b>82,959</b>
<b>65316500 - GF-Facility-Airport Subtotal</b>		<b>92,258</b>	<b>77,412</b>	<b>72,959</b>	<b>82,959</b>	<b>10,000</b>	<b>82,959</b>
<b>65316672 - GF-Facility-Dpw</b>							
<b>Personnel</b>							
513040	Wages-Full Time	51,674	44,288	55,889	57,567	—	57,567
513070	Wages-Part Time	35,526	38,007	38,136	39,280	—	39,280
515010	OT-Regular	586	1,468	4,000	4,000	—	4,000
515270	OT-Call Back	225	—	—	—	—	—
517010	Health Insurance	19,534	15,526	21,381	23,277	—	23,277
517020	Dental Insurance	1,001	779	977	1,001	—	1,001

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517030	Retirement Contributions	7,262	5,879	8,104	7,850	—	7,850
517040	Social Security	6,721	6,286	7,501	7,717	—	7,717
517050	Workers Compensation	2,150	2,119	1,903	2,207	—	2,207
Personnel Subtotal		124,679	114,352	137,891	142,899	—	142,899
Operating							
521020	Professional Services	11,400	—	2,500	2,500	—	2,500
522010	Janitorial	7,141	7,433	11,500	11,500	—	11,500
522090	Rubbish Pick-Up	3,737	3,868	3,857	4,404	547	4,404
523110	Maint-Equipment	10,060	14,892	20,000	25,000	5,000	25,000
523160	Maint-Esco	—	—	(616)	—	—	—
523170	Repair-Equipment	30,569	27,312	22,616	22,616	—	22,616
523180	Repair-Building	18,922	16,545	10,000	10,000	—	10,000
523500	Maint-Building	5,531	9,744	15,000	15,000	—	15,000
523750	Permits	1,674	2,656	1,086	1,086	—	1,086
524350	Training	—	910	750	750	—	750
525010	Water	4,257	3,929	4,258	4,258	—	4,258
525020	Sewer	7,605	5,404	7,605	7,605	—	7,605
525030	Electricity	130,287	99,239	98,948	98,948	—	98,948
525040	Heating Fuel	35,358	41,045	46,000	46,000	—	46,000
525060	Fireline & Hydrants	14,348	14,764	18,363	18,363	—	18,363
525100	Communications & Phone	1,417	1,647	1,896	2,016	120	2,016
527330	Tools	642	624	350	350	—	350
527340	Equipt-Minor	4,996	—	12,500	12,500	—	12,500
527350	Supplies-Building Maint	2,113	1,534	1,500	1,500	—	1,500
527360	Supplies-Grounds Maint	1,251	3,567	1,500	1,500	—	1,500
527370	Supplies-Janitorial	8,610	11,804	7,000	7,000	—	7,000
527550	Supplies-Uniforms	620	765	500	500	—	500
542060	Minor Improvements	—	10,090	—	—	—	—
Operating Subtotal		300,538	277,771	287,113	293,396	5,667	293,396
65316672 - GF-Facility-Dpw Subtotal		425,217	392,124	425,004	436,295	5,667	436,295
Total Expenditures		2,058,446	2,072,979	2,145,485	1,864,754	69,962	1,864,754

## Police

### Mission Statement

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.

### Description

### Fiscal Year 2026

#### Objectives:

- Bi-monthly budget review to ensure fiscal policies are being met.
- Continued support of the diverse needs of Keene through community engagement, collaboration and partnerships.
- Maintain increased enforcement activity of controlled drug laws, particularly illegal opioids.
- Continue an increased police presence in the downtown and other evolving problem areas to help foster a sense of safety and well-being.
- Continue enhanced recruiting, hiring, and training efforts.
- Continued self-assessment and evaluation consistent with excellence in service and maintaining our CALEA accreditation.

#### Challenges:

- Statutorily dictated training requirements for sworn officers.
- Enforcement is only one portion of the nationwide effort to deal with the opioid crisis and will yield diminished results if prevention/education efforts and treatment options are not effectively implemented.
- Drug investigations are highly specialized, time consuming, and costly.
- Foot and bicycle patrols are the most effective forms of establishing a downtown police presence that fosters an increased sense of safety; unfortunately, they are also the least efficient in terms of comprehensive police operations.
- Staffing challenges and the need to continue to respond to routine and emergency calls for service, as well as criminal investigations and patrols in other parts of the City, can make achieving a sustained downtown presence very difficult.
- Finding a sufficient number of qualified applicants remains challenging. Applicants must pass a written test, physical fitness test, oral board, background check, polygraph examination, medical exam and a psychological assessment.

- Those who pass that portion must then complete a rigorous in-house training program and the NH Police Academy, for a combined total of approximately 36 weeks of training before they can work alone.
- We also face challenges in that we are competing with other departments nationally who are also understaffed for candidates.
- Continue to work with our local partners to address and reduce homelessness and other quality of life issues in our area.

### Fiscal Year 2025

#### Accomplishments:

- Continued quality enforcement activity of controlled drug laws, particularly illegal opioids.
- Continued enhanced recruiting, hiring, and training efforts that resulted in the hiring of 2 police officers, and a records specialist.
- The implementation of a police social worker position that has improved collaboration and partnership and yielded positive results.
- 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.
- Satisfied all newly mandated in-service training requirements for all sworn police personnel.
- Passed our CALEA accreditation assessment.

#### Challenges:

- Staffing levels have challenged us in all aspects of our operations, and specifically in our downtown presence.
- Recruiting and hiring; while substantial efforts were made, we still have 7 open sworn positions.

### Background

The Keene Police Department has an authorized sworn staffing level of 44 officers. Additionally, it employs another 13 full-time and 15 part-time non-sworn civilian employees who serve in support roles. In CY2024, the Department handled 30591 calls for service, made 1085 arrests, completed 2698 offense reports, handled 878 reportable motor vehicle accidents, conducted 3219 motor vehicle stops and performed 5861 hours of training.



## Primary Services

	Align with CMP
Public Safety: 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
Law Enforcement: 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
Prosecution: 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

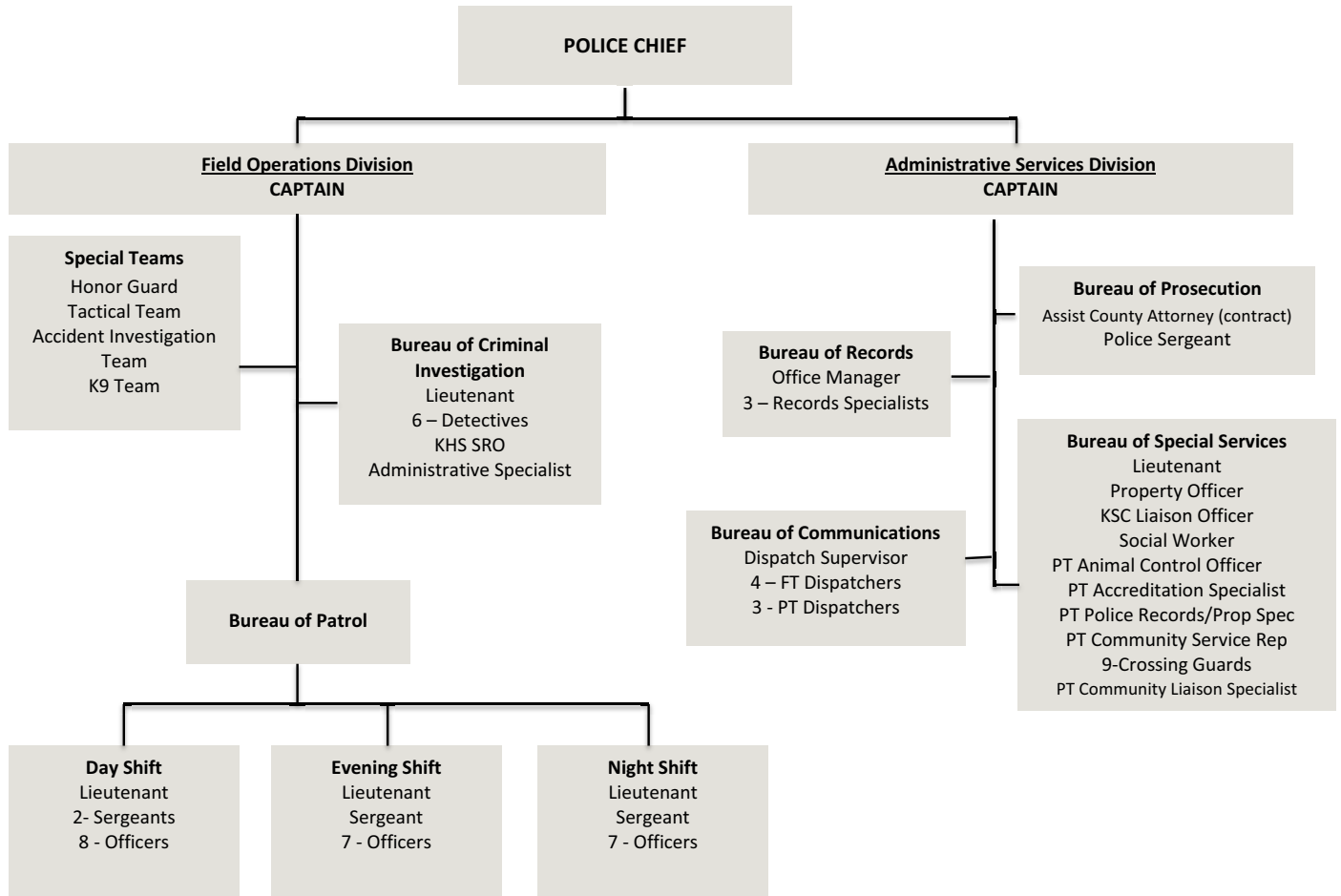
## Objectives

	Statute	CMP	CC Goal
Review budget on a bi-monthly basis for discrepancies and to ensure we stay within budget and fiscal policies	N / A	Municipal Governance & Financial Stability	1
Continue to work with our local partners to address and reduce homelessness in our area	N / A	Safe Community	6, 8
Support the diverse needs of residents through continued collaboration with other City departments and outside agencies	N / A	Leadership	2
Maintain (increased) enforcement activity with the goal of reducing both the supply of and demand for illegal opioids, while continuing to work with outside agencies on education, prevention, and treatment	N / A	Safe Community	3
Provide a steady police presence in the downtown area to improve our visibility	N / A	Safe Community	3, 8
Maintain recruiting, hiring, and training efforts that continually seek diversity	N / A	Leadership	2
Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards	N / A	Leadership	2

## Metrics

	2026	2025	2024
Felony Drug Arrests	75	75	68
Downtown Foot and Bike Patrols	550	500	472
Officer Hired and Enrolled in Police Academy (or already full-time certified)	4	2	4
Training Hours	5,950	5,900	5,861

## Current Personnel Resources



## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>70021501 - GF-Pd-Licenses Permits Fees</b>						
422100 Permits-Pistols	570	500	620	620	—	620
<b>70021501 - GF-Pd-Licenses Permits Fees Subtotal</b>	<b>570</b>	<b>500</b>	<b>620</b>	<b>620</b>	<b>—</b>	<b>620</b>
<b>70022502 - GF-Pd-Intergovernmental</b>						
432080 State-Keene State College	161,059	166,056	171,800	171,800	—	171,800
434010 Local-Keene School District	122,348	121,448	133,630	133,630	—	133,630
<b>70022502 - GF-Pd-Intergovernmental Subtotal</b>	<b>283,407</b>	<b>287,503</b>	<b>305,430</b>	<b>305,430</b>	<b>—</b>	<b>305,430</b>
<b>70023503 - GF-Pd-Charges For Services</b>						
441090 Direct Reimbursement	4,348	4,199	500	500	—	500
441130 Charges-Reports	533	394	550	550	—	550
441140 Charges-Photos/Tapes	1,240	475	1,050	1,050	—	1,050
441340 Charges-Police Details	(7)	—	—	—	—	—
441400 Charges-Criminal Records Check	60	30	50	50	—	50
441410 Charges-Police Discoveries	37	—	50	50	—	50
441420 Charges-Accident Reports	13,422	15,174	11,000	11,000	—	11,000
441430 Charges-Log Search	15	8	10	10	—	10
441440 Charges-Fingerprints	22,454	13,740	22,500	22,500	—	22,500
441460 Charges-Special Search & Misc	100	100	—	—	—	—
<b>70023503 - GF-Pd-Charges For Services Subtotal</b>	<b>42,202</b>	<b>34,120</b>	<b>35,710</b>	<b>35,710</b>	<b>—</b>	<b>35,710</b>
<b>70024505 - GF-Pd-Miscellaneous</b>						
461030 Interest Accts Receivable	2	—	—	—	—	—
<b>70024505 - GF-Pd-Miscellaneous Subtotal</b>	<b>2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>70025506 - GF-Pd-Other Financing</b>						
473040 Sale of Found Property	—	—	4,685	4,685	—	4,685
<b>70025506 - GF-Pd-Other Financing Subtotal</b>	<b>—</b>	<b>—</b>	<b>4,685</b>	<b>4,685</b>	<b>—</b>	<b>4,685</b>
<b>70027504 - GF-Pd-Fines Forfeits</b>						
451050 Fines-Court	22,673	12,278	23,500	23,500	—	23,500
451070 Fines-False Alarm	26,445	24,155	20,500	20,500	—	20,500
453020 Forfeit-Dog	6,350	4,375	4,500	4,500	—	4,500
453050 Charges-Evidence / Property	5,432	733	7,000	7,000	—	7,000
<b>70027504 - GF-Pd-Fines Forfeits Subtotal</b>	<b>60,900</b>	<b>41,541</b>	<b>55,500</b>	<b>55,500</b>	<b>—</b>	<b>55,500</b>
<b>Total Revenues</b>	<b>387,082</b>	<b>363,664</b>	<b>401,945</b>	<b>401,945</b>	<b>—</b>	<b>401,945</b>

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>70000000 - GF-Police-Administration</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	211,214	146,170	148,045	152,476	—	152,476
513030	Wages-Supervisory	68,208	256,666	262,960	270,728	—	270,728
513040	Wages-Full Time	217,431	187,415	218,923	214,746	—	214,746
515010	OT-Regular	6,504	3,529	—	—	—	—
516080	Incentives-Police	4,000	4,000	12,000	12,000	—	12,000
517010	Health Insurance	98,126	97,800	118,611	126,918	—	126,918
517020	Dental Insurance	5,621	7,210	7,583	7,877	—	7,877
517030	Retirement Contributions	8,803	24,857	29,622	27,382	—	27,382
517040	Social Security	20,236	19,562	22,456	22,282	—	22,282
517050	Workers Compensation	4,522	7,697	6,125	7,156	—	7,156
517140	Retirement-Police	157,733	125,544	131,223	133,614	—	133,614
<b>Personnel Subtotal</b>		<b>802,398</b>	<b>880,451</b>	<b>957,548</b>	<b>975,179</b>	<b>—</b>	<b>975,179</b>
<b>Operating</b>							
521770	Justice of The Peace	—	403	375	375	—	375
522050	PC Replacement Charge	23,288	25,302	26,042	26,348	—	26,348
522060	PW Fleet Charge	398,709	427,266	394,518	424,520	—	424,520
523010	Maint-Office Equipment	—	243	—	—	—	—
523050	MF Printer Lease/Copies/Maint	3,135	1,705	5,000	5,000	—	5,000
524360	Meetings & Dues	920	596	600	600	—	600
524460	Cleaning Allowance	1,400	2,100	2,100	2,100	—	2,100
524511	First Aid & Medical Services	905	—	50	50	—	50
527010	Supplies-Office	5,561	5,515	4,900	4,900	—	4,900
527100	Postage	1,833	652	1,949	1,949	—	1,949
527150	Books & Collections	570	256	200	200	—	200
527550	Supplies-Uniforms	24,800	28,155	22,800	22,800	—	22,800
<b>Operating Subtotal</b>		<b>461,122</b>	<b>492,194</b>	<b>458,534</b>	<b>488,842</b>	<b>—</b>	<b>488,842</b>
<b>70000000 - GF-Police-Administration Subtotal</b>		<b>1,263,520</b>	<b>1,372,645</b>	<b>1,416,082</b>	<b>1,464,021</b>	<b>—</b>	<b>1,464,021</b>
<b>70011000 - GF-Police-Dispatch</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	43,538	—	70,054	72,148	—	72,148
513040	Wages-Full Time	164,245	204,841	211,501	225,387	—	225,387
513070	Wages-Part Time	25,382	11,515	10,000	10,000	—	10,000
515010	OT-Regular	45,383	22,870	12,000	12,000	—	12,000
515020	OT-Double	4,490	2,700	5,895	5,895	—	5,895
515200	OT-Vacation Replacement	6,020	3,956	18,540	18,540	—	18,540

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
515210	OT-Sick Replacement	14,212	3,551	5,000	5,000	—	5,000
515220	OT-Personal Day Replace	2,707	2,255	2,500	2,500	—	2,500
516010	Holiday	5,023	1,009	12,054	12,054	—	12,054
517010	Health Insurance	47,545	22,627	48,520	49,701	—	49,701
517020	Dental Insurance	3,665	2,239	2,655	2,168	—	2,168
517030	Retirement Contributions	34,002	30,499	45,371	44,790	—	44,790
517040	Social Security	21,122	18,378	26,278	27,598	—	27,598
517050	Workers Compensation	4,264	4,496	5,375	5,710	—	5,710
517140	Retirement-Police	14,063	2,188	—	—	—	—
Personnel Subtotal		435,663	333,125	475,743	493,491	—	493,491
Operating							
523040	Maint-Communications Eqp	17,902	16,671	26,404	26,404	—	26,404
525100	Communications & Phone	4,973	5,975	9,700	9,700	—	9,700
527000	Supplies & Materials	137	220	280	280	—	280
527550	Supplies-Uniforms	1,105	914	2,200	2,200	—	2,200
527670	Prisoner Care	—	—	25	25	—	25
Operating Subtotal		24,117	23,779	38,609	38,609	—	38,609
70011000 - GF-Police-Dispatch Subtotal		459,780	356,904	514,352	532,100	—	532,100
70011200 - GF-Police-Special Services							
Personnel							
513030	Wages-Supervisory	99,015	114,779	108,951	111,696	—	111,696
513040	Wages-Full Time	32,806	84,997	153,338	161,221	—	161,221
513070	Wages-Part Time	151,033	106,411	121,445	127,467	—	127,467
513080	Wages-Hourly	36,178	89,109	105,000	105,000	—	105,000
514010	Wages-Temporary	9,113	89,245	—	—	—	—
516010	Holiday	8,978	—	13,380	5,762	—	5,762
516080	Incentives-Police	3,300	—	12,115	12,515	—	12,515
517010	Health Insurance	52,304	50,983	70,601	94,200	—	94,200
517020	Dental Insurance	3,487	3,332	3,873	5,250	—	5,250
517030	Retirement Contributions	(26,225)	—	9,600	9,736	—	9,736
517040	Social Security	13,308	18,075	23,361	24,218	—	24,218
517050	Workers Compensation	3,603	6,064	6,785	6,719	—	6,719
517140	Retirement-Police	62,450	62,149	67,828	66,494	—	66,494
Personnel Subtotal		449,351	625,143	696,277	730,278	—	730,278
Operating							
521000	Professional/Tech Services	6,550	4,405	7,100	7,100	—	7,100
523110	Maint-Equipment	766	955	1,113	1,113	—	1,113

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527410	Evidence Security	1,113	912	900	900	—	900
Operating Subtotal		8,429	6,272	9,113	9,113	—	9,113
70011200 - GF-Police-Special Services Subtotal		457,780	631,416	705,390	739,391	—	739,391
70011300 - GF-Police-Prosecution							
Personnel							
513030	Wages-Supervisory	170,502	96,672	94,744	97,095	—	97,095
516010	Holiday	4,408	—	4,450	5,011	—	5,011
516080	Incentives-Police	5,600	5,625	5,625	6,325	—	6,325
517010	Health Insurance	51,951	29,109	34,072	35,297	—	35,297
517020	Dental Insurance	3,453	1,666	1,671	1,750	—	1,750
517040	Social Security	2,570	1,418	1,467	1,511	—	1,511
517050	Workers Compensation	2,634	1,806	1,446	1,703	—	1,703
517140	Retirement-Police	59,217	31,448	32,788	33,560	—	33,560
Personnel Subtotal		300,333	167,744	176,263	182,252	—	182,252
Operating							
521020	Professional Services	110,939	129,930	133,179	133,179	—	133,179
527010	Supplies-Office	—	351	100	100	—	100
527150	Books & Collections	—	—	800	800	—	800
527550	Supplies-Uniforms	700	—	700	700	—	700
Operating Subtotal		111,639	130,281	134,779	134,779	—	134,779
70011300 - GF-Police-Prosecution Subtotal		411,973	298,024	311,042	317,031	—	317,031
70011400 - GF-Police-Training							
Personnel							
515090	OT-Weapons Training	23,125	19,992	25,000	25,000	—	25,000
515120	OT-Tactical Team Training	21,346	33,224	25,000	25,000	—	25,000
515130	OT-Training	45,202	44,669	37,000	37,000	—	37,000
515140	OT-Field Training Officer	21,788	16,799	21,000	21,000	—	21,000
517030	Retirement Contributions	945	120	—	—	—	—
517040	Social Security	1,940	1,644	1,568	1,568	—	1,568
517050	Workers Compensation	1,086	2,013	1,490	1,697	—	1,697
517140	Retirement-Police	35,336	33,908	33,783	33,428	—	33,428
Personnel Subtotal		150,769	152,369	144,841	144,693	—	144,693
Operating							
524350	Training	20,260	16,948	26,200	26,200	—	26,200
527000	Supplies & Materials	—	—	1,000	1,000	—	1,000
527450	Supplies-Tactical	8,049	5,410	9,800	9,800	—	9,800

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527730	Supplies-Weapons Training	56,842	42,640	33,000	49,000	16,000	49,000
Operating Subtotal		85,150	64,998	70,000	86,000	16,000	86,000
70011400 - GF-Police-Training Subtotal		235,920	217,367	214,841	230,693	16,000	230,693
70111500 - GF-Police-Patrols							
Personnel							
513030	Wages-Supervisory	734,269	624,092	697,724	737,468	—	737,468
513040	Wages-Full Time	1,439,209	1,407,475	1,656,271	1,748,421	—	1,748,421
514010	Wages-Temporary	12,548	67,000	—	—	—	—
515010	OT-Regular	45,102	79,880	54,000	54,000	—	54,000
515020	OT-Double	—	4,055	—	—	—	—
515070	OT-Court	37,461	32,337	44,000	44,000	—	44,000
515200	OT-Vacation Replacement	93,278	135,658	50,100	50,100	—	50,100
515210	OT-Sick Replacement	59,178	62,472	18,600	18,600	—	18,600
515220	OT-Personal Day Replace	21,806	24,682	9,800	9,800	—	9,800
515290	OT-Shift Vacancies	102,884	344,435	8,000	8,000	—	8,000
515310	OT-Holiday	30,085	15,903	28,806	28,806	—	28,806
516010	Holiday	111,090	2,115	114,936	134,842	—	134,842
516080	Incentives-Police	42,101	51,238	74,350	81,290	—	81,290
516120	Incentives-Police Hiring	1,500	—	—	—	—	—
517010	Health Insurance	560,622	480,114	646,129	590,741	—	590,741
517020	Dental Insurance	37,282	30,277	34,531	36,047	—	36,047
517040	Social Security	39,255	40,469	39,557	40,188	—	40,188
517050	Workers Compensation	38,083	49,632	37,999	45,761	—	45,761
517140	Retirement-Police	905,152	850,134	860,715	897,975	—	897,975
Personnel Subtotal		4,310,904	4,301,968	4,375,518	4,526,039	—	4,526,039
Operating							
521200	Laboratory Services	—	—	400	400	—	400
521270	K-9 Unit Support	4,599	2,325	4,500	4,500	—	4,500
523080	Maint-Network	5,991	10,909	6,282	6,282	—	6,282
527000	Supplies & Materials	5,363	5,903	3,085	3,085	—	3,085
527010	Supplies-Office	—	12	—	—	—	—
580080	Transfer-Grant Match	6,750	4,275	3,950	3,950	—	3,950
Operating Subtotal		22,703	23,424	18,217	18,217	—	18,217
70111500 - GF-Police-Patrols Subtotal		4,333,608	4,325,392	4,393,735	4,544,256	—	4,544,256
70111600 - GF-Police-Investigations							
Personnel							
513030	Wages-Supervisory	92,383	119,469	114,727	111,696	—	111,696

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
513040	Wages-Full Time	324,322	397,132	530,859	608,621	(67,143)	541,478
515010	OT-Regular	16,436	27,930	23,000	23,000	—	23,000
515070	OT-Court	160	869	—	—	—	—
516010	Holiday	20,971	—	29,488	31,905	—	31,905
516080	Incentives-Police	4,586	—	21,555	23,805	—	23,805
517010	Health Insurance	89,046	88,005	128,539	133,155	(12,953)	120,202
517020	Dental Insurance	7,783	8,133	9,254	9,627	(542)	9,085
517030	Retirement Contributions	8,176	7,848	8,245	8,001	—	8,001
517040	Social Security	10,442	11,142	13,996	15,311	(949)	14,362
517050	Workers Compensation	5,954	8,796	9,163	11,652	(1,054)	10,598
517140	Retirement-Police	136,756	145,857	202,292	226,336	(20,781)	205,555
Personnel Subtotal		717,012	815,181	1,091,118	1,203,109	(103,422)	1,099,687
Operating							
521030	Technical Services	4,486	4,041	4,000	4,000	—	4,000
521759	Other Services	1,015	1,008	750	750	—	750
524450	Photography & Processing	707	65	750	750	—	750
527000	Supplies & Materials	1,169	767	800	800	—	800
527440	Equipt-Computer Minor	528	458	500	500	—	500
527550	Supplies-Uniforms	2,800	—	4,900	4,900	—	4,900
542060	Minor Improvements	—	16,279	—	—	—	—
Operating Subtotal		10,705	22,617	11,700	11,700	—	11,700
70111600 - GF-Police-Investigations Subtotal		727,717	837,798	1,102,818	1,214,809	(103,422)	1,111,387
Total Expenditures		7,890,296	8,039,546	8,658,260	9,042,301	(87,422)	8,938,879





# Municipal Services

## Airport

### Mission Statement

To provide a safe, secure, and efficient air transportation gateway that meets the travel needs of the Monadnock Region, encouraging opportunities for economic growth.

### Description

The Keene Dillant-Hopkins Airport will focus on four primary objectives in FY26:

The airport is a vital asset to our community, delivering essential transportation services and driving economic growth. We will continue to work to minimize reliance on local tax revenues by implementing cost-effective strategies, optimizing income from user fees and leases, and pursuing innovative revenue-generating opportunities.

We continue to see interest in new development at the Airport. We are optimistic that we will be able to successfully negotiate a lease and see a new hangar constructed in the coming year. This will increase airport viability through increased revenues and airport activity.

We will continue to seek federal and state funding opportunities to minimize the local financial obligation for infrastructure improvements and equipment purchases.

The airport is a key center for general aviation in New England, supporting a diverse array of aeronautical activity and flight operations such as private, recreational, corporate, charter, military, medical transport, and law enforcement aircraft. We prioritize safety, efficiency, and aesthetics to create an inviting atmosphere that leaves a lasting, positive impression on visitors to our community.

## Primary Services

	Align with CMP
To provide a safe, efficient facility for regional aviation needs.	Transportation
Provide convenient access to and from region allowing for effectual business activities.	Economic Development
Increase airport viability by attracting new, and growing existing business activities both at the airport and in the surrounding communities.	Economic Development

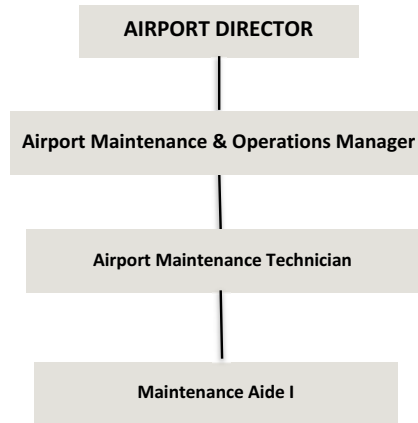
## Objectives

	Statute	CMP	CC Goal
Reduce dependency on local tax revenues.	F.A.A.		1
Develop available airport parcels by attracting new aviation business and hangar development	F.A.A.	Economic Development	1, 3, 6
Maximize Federal and State funding to complete essential capital projects.		Transportation	1, 6

## Metrics

	2026	2025	2024
Number of based aircraft	50	50	50
Number of annual operations	20,000 est.	25,000 est.	25,000 est.
Fuel flowage (gallons)	342,857	250,000	212,000 est.
Total revenue	Budget \$554,217	Budget \$558,645	Budget \$542,718
Revenue to expense ratio	Budget 74.14%	Budget 74.14%	Budget 72.29%
T-hangar occupancy	100.00%	100.00%	100.00%

## Current Personnel Resources



## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>05022502 - GF-Airport-Intergovernmental</b>						
432020 State-Aeronautical	10,445	10,135	10,000	10,000	—	10,000
<b>05022502 - GF-Airport-Intergovernmental Subtotal</b>	<b>10,445</b>	<b>10,135</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>05023503 - GF-Airport-Charges For Services</b>						
445010 Charges-Airport Landing	9,150	8,539	12,000	10,000	—	10,000
445050 Charges-Airport Gross Revenue	14,645	15,707	12,850	15,000	—	15,000
445060 Charges-Aviation Fueling	25,235	24,280	20,000	24,000	—	24,000
<b>05023503 - GF-Airport-Charges For Services Subtotal</b>	<b>49,030</b>	<b>48,526</b>	<b>44,850</b>	<b>49,000</b>	<b>—</b>	<b>49,000</b>
<b>05024505 - GF-Airport-Miscellaneous</b>						
463060 Rent-Airport T-Hangar	121,653	141,387	149,877	154,373	—	154,373
463070 Rent-Airport Terminal	29,041	30,018	30,244	31,131	—	31,131
463080 Rent-Airport Land	83,932	88,347	88,195	88,195	—	88,195
463110 Rent-Fuel Farm	17,176	18,894	19,209	19,785	—	19,785
463120 Rent-Airport Wwtp	205,253	212,445	216,270	222,758	—	222,758
<b>05024505 - GF-Airport-Miscellaneous Subtotal</b>	<b>457,056</b>	<b>491,091</b>	<b>503,795</b>	<b>516,242</b>	<b>—</b>	<b>516,242</b>
<b>Total Revenues</b>	<b>516,530</b>	<b>549,752</b>	<b>558,645</b>	<b>575,242</b>	<b>—</b>	<b>575,242</b>

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>05000000 - GF-Airport</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	100,575	116,439	127,645	131,361	—	131,361
513030	Wages-Supervisory	1,327	14,251	79,239	85,282	—	85,282
513040	Wages-Full Time	79,399	78,500	95,663	101,696	—	101,696
513080	Wages-Hourly	576	—	—	—	—	—
514010	Wages-Temporary	—	474	—	—	—	—
515010	OT-Regular	2,010	2,373	7,000	7,000	—	7,000
516020	Stand-By	3,102	1,860	10,500	10,500	—	10,500
517010	Health Insurance	17,938	25,482	33,828	47,959	—	47,959
517020	Dental Insurance	1,941	2,297	2,570	3,086	—	3,086
517030	Retirement Contributions	29,417	35,728	42,832	42,375	—	42,375
517040	Social Security	16,113	20,462	24,372	25,576	—	25,576
517050	Workers Compensation	5,521	7,035	6,225	7,289	—	7,289
<b>Personnel Subtotal</b>		<b>257,918</b>	<b>304,899</b>	<b>429,874</b>	<b>462,124</b>	<b>—</b>	<b>462,124</b>
<b>Operating</b>							
521020	Professional Services	2,912	22,375	—	—	—	—
521200	Laboratory Services	88	521	250	250	—	250
522030	Snow Plowing	7,165	414	5,750	5,750	—	5,750
522050	PC Replacement Charge	1,118	1,479	1,489	1,489	—	1,489
522060	PW Fleet Charge	191,495	218,613	177,301	179,902	—	179,902
522080	Taxes	33,456	36,931	45,000	45,000	—	45,000
522090	Rubbish Pick-Up	6,477	6,518	6,500	6,500	—	6,500
523050	MF Printer Lease/Copies/Maint	78	7	500	650	—	650
523110	Maint-Equipment	—	—	100	5,515	5,415	5,515
523150	Maint-Fuel System	4,660	9,215	6,225	6,625	—	6,625
523180	Repair-Building	4,925	6,870	3,000	3,000	—	3,000
523400	Maint-Grounds	13,671	16,076	12,400	6,350	—	6,350
523500	Maint-Building	7,601	4,182	7,363	7,363	—	7,363
523510	Maint-Sec Equipment	—	—	100	1,830	—	1,830
523550	Maint-Brush & Obstr Clearing	1,764	2,297	6,275	100	—	100
523700	Maint-Other Improvements	—	—	100	8,330	—	8,330
523760	Maint-Wildlife	—	—	—	1,000	—	1,000
524160	Printing	—	—	100	100	—	100
524250	Advertising	—	1,129	2,750	2,750	—	2,750
524300	Travel	397	1,377	4,000	4,000	—	4,000
524350	Training	495	2,215	1,900	1,900	—	1,900

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
524360	Meetings & Dues	1,440	475	1,275	1,275	—	1,275
524470	Public Awareness	—	1,016	1,000	5,000	2,055	5,000
524550	Contracted Services	23,017	—	—	—	—	—
525010	Water	4,637	4,440	3,800	4,500	—	4,500
525050	Electricity Beacon & Obst Lgts	14,317	11,349	12,000	12,000	—	12,000
525100	Communications & Phone	1,848	1,382	1,900	1,900	—	1,900
525130	Propane	—	—	250	250	—	250
526040	Rental-Equipment	—	—	2,000	—	—	—
527010	Supplies-Office	2,154	1,037	1,600	1,000	—	1,000
527100	Postage	1	45	50	50	—	50
527200	Repair-Parts	211	1,328	—	—	—	—
527330	Tools	3,489	2,223	1,400	1,970	—	1,970
527350	Supplies-Building Maint	(4)	267	1,100	300	—	300
527370	Supplies-Janitorial	1,426	1,109	1,000	1,000	—	1,000
527380	Furniture	397	—	—	—	—	—
527430	Equipt-Minor Safety	949	715	750	750	—	750
527550	Supplies-Uniforms	2,142	2,194	2,000	2,000	—	2,000
527600	Supplies-Operating	—	—	100	1,000	—	1,000
580010	Transfer-Inter (Multi) Fund	—	59,000	—	—	—	—
Operating Subtotal		332,324	416,800	311,328	321,399	7,470	321,399
05000000 - GF-Airport Subtotal		590,242	721,699	741,202	783,523	7,470	783,523
Total Expenditures		590,242	721,699	741,202	783,523	7,470	783,523

## Community Development

### Mission Statement

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.

### Description

#### Description

The Community Development Department (CDD) consists of three divisions: Building Safety and Code Compliance, Planning (Current and Long Range), and Administration. Each division plays a crucial role in fulfilling the department's mission to promote well-planned development, uphold high-quality construction standards, and enhance economic vitality to achieve the best possible quality of life for the residents of Keene.

The primary goal of CDD is to deliver consistent, timely, and solution-focused services in land use planning and zoning, building permitting and inspections. All services are provided with a strong emphasis on exceptional customer service. While many of CDD's core functions are regulatory, the staff takes a proactive approach, encouraging homeowners, businesses, and contractors to engage early in their projects. This collaboration aims to provide valuable education and technical expertise, helping to streamline the review process and ultimately create a better experience for customers and improved outcomes for the community.

The Community Development Department remains focused on improving customer service and removing obstacles to development in the City of Keene. Over the past year, significant progress was made in reviewing and making refinements to the permitting and plan review processes. CDD staff began the process of updating and documenting departmental processes in anticipation to move forward with a formal review and recognition from International Accreditation Services (IAS).

The department is committed to community engagement and education, and to this end, in collaboration with the Public Works Department, CDD participated in the WOW! Initiative—a series of five community night events, one in each ward, to boost resident engagement. Plans are already underway to expand community engagement efforts in the coming year, in addition to scheduling several "listening

sessions" in each Ward intending to provide an overview of the department and to garner resident and other stakeholder input on the department's services.

### Administration

The administrative functions of the Community Development Department include but are not limited to providing overall policy direction to the department divisions and functions, ensuring that all staff are aware of City Council Goals and how those priorities translate into their roles and responsibilities, addressing internal capacity and personnel needs, recruitment and hiring, budget oversight and preparation, and acting as liaison to other department heads as well as the City Manager and City Council.

### Building Safety and Code Compliance Division

The Building Safety and Code Compliance Division is responsible for reviewing, approving, issuing, and inspecting construction projects throughout Keene. This includes structural, electrical, plumbing, mechanical, accessibility, energy efficiency, and floodplain development standards. The team is certified by the International Code Council (ICC) and participates in the Building Code Effectiveness Grading Schedule (BCEGS) and Community Rating System (CRS) programs through the Insurance Services Office (ISO) and FEMA—programs that help homeowners save on insurance costs.

The division had a productive 2024, successfully overseeing a range of building projects that reflect the department's ongoing commitment to supporting community growth and safety. Notable projects included the redevelopment of 310 Marlboro St. Housing Project, Old Roosevelt School Housing Project, 32 Washington Street (old middle school) Gathering Waters school expansion, the U-Haul development on Winchester Street, the Krif Ct. Summit Packaging addition, and the Optical Avenue EVS Medal Fabrication expansion. In total the division played an essential role in coordinating building and fire safety across 691 projects, totaling an estimated value of \$45,772,281.

In addition to these major projects, the division conducted 1,913 plan reviews and 2,397 inspections, while successfully addressing 807 document complaints. These activities demonstrate the department's proactive approach in maintaining high standards of safety and quality across all building and renovation projects within the community.

The division also made significant strides in community resilience and risk management through initiatives like the FEMA Community Rating System (CRS) program update. In addition, the 2024 Preliminary FEMA Floodplain Map update further enhances the community's prepared-



ness for potential natural hazards, ensuring that building and development activities are aligned with the most current floodplain development standards.

### Planning Division

The Planning Division leads the review of development proposals, updates land use regulations, and manages the Master Plan's development and implementation. The division also provides support to the Zoning Board of Adjustment, Planning Board, and the Heritage and Historic District Commissions, and the Joint Committee of the Planning Board and PLD.

In 2024, the Planning Division made significant progress on multiple initiatives, including updates to the Master Plan, zoning changes to support workforce housing, historic preservation efforts, and community outreach.

**Master Plan Update:** The update process engaged over 650 residents through surveys, 17 in-person visioning sessions, workshops, and various community events. Drafts of the plan's chapters, future land use section, and implementation strategy are in progress, with adoption anticipated in 2025. The updated Master Plan will guide Keene's growth and development, aligning community priorities with actionable strategies.

**Recognition:** Thanks to proactive zoning changes addressing the housing crisis, Keene was recognized as one of only 18 communities statewide as a "Housing Champion" by NH Business and Economic Affairs. This distinction is expected to help attract additional resources to meet the city's housing needs.

#### Planning Division Performance:

- Building Permits Reviewed: 139
- Administrative Planning Approvals Issued: 26
- Site Plans Approved: 3 Minor and 9 Major
- Subdivision Applications Approved: 5
- Conditional Use Permits Issued: 5, including 4 for Cottage Court developments.

### Looking Ahead

**On-line Permitting Portal Software:** CDD will continue to lead a range of projects and initiatives over the next year, with development activity expected to remain strong. Efforts to enhance customer

support, streamline permitting, and improve community engagement will remain priorities. The primary challenge to the overall goal of planning, permitting, inspection and compliance process improvements is the lack of a comprehensive and integrated permitting portal and review tracking system that incorporates the entire continuum of service provision. As such, the department has pursued grant funding to continue these efforts with the implementation of a new permitting software designed to streamline communications between the building, planning and zoning, code enforcement, fire, and public works departments. This system aims to deliver real-time status updates and seamless experience for applicants and the public alike. Customers, staff, and the public will benefit from the system's robust reporting functions and transparency the system will provide.

**Code Enforcement Staffing:** In support of the department's code enforcement role and to ensure the ability to carry out the mission, CDD is requesting to add a full-time inspector to the team to address Health and Food Licensing, Housing and Property Standards Compliance. The major benefits of this change will be our ability to provide more proactive and service-oriented compliance with the food, housing, and property standards codes. This would be accomplished by establishing partnerships within the community and providing personnel depth with cross-trained functions.

### Background

The Community Development Department consists of 10 full-time and 2 half-time employees and is responsible for enforcing a wide range of codes and ordinances related to public health, safety, and property standards. In addition to compliance oversight, CDD staff emphasize proactive customer service and technical guidance for property owners, contractors, and residents.

#### Core Functions Include:

- Current and Long-Range Planning
- Building Permit and Land Use Development Review
- Property and Housing Inspections
- Food Establishment and Health Inspections
- Administration of State Statutes and City Codes

Through these efforts, CDD remains committed to fostering a vibrant, sustainable, and inclusive community in Keene.

## Primary Services

	Align with 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
Provide GIS support and services across the organization, to the public and community partners.	Leadership
Increased development and support for Cartegraph assets and infrastructure data.	Infrastructure

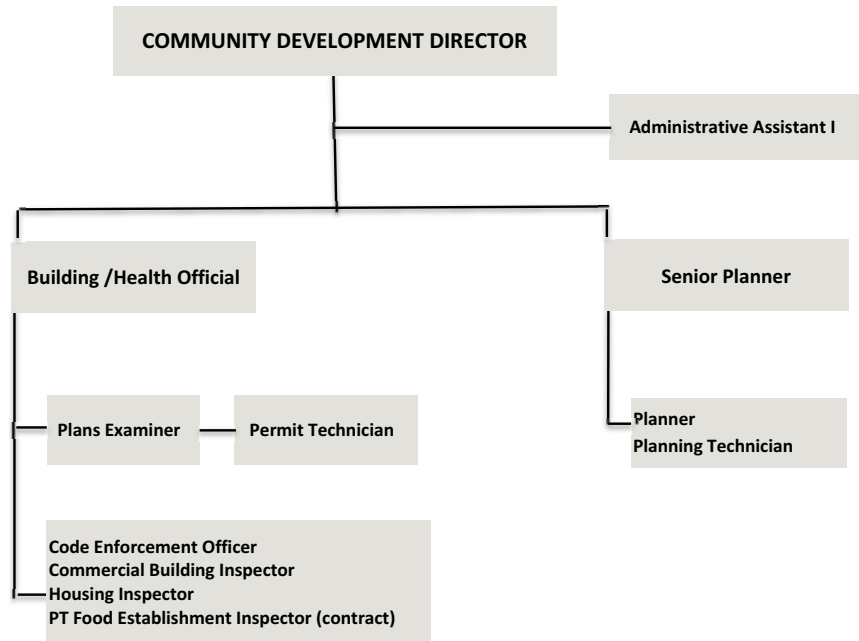
## Objectives

	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	2, 3, 4, 5, 7
Continue implementation of the software system and expand online permitting options	155/674	Municipal Governance & Fin Stability	2, 5
Continue implementation of the Land Use Code Update, including community education and Minor Project Review Committee	674	Future Land Use & Policy	1, 2, 3, 6, 7, 8
Continue implementation of the Energy Plan including Community Power	53-E	Climate Change	2, 4, 6, 7, 8
Carryout the Comprehensive Master Plan Update	674:1	Municipal Governance & Fin Stability	2, 3, 4, 7, 8
Write grants for funding to support programs/initiatives		Municipal Governance & Fin Stability	1, 2, 4
Continue to support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones		Municipal Governance & Fin Stability	2, 3, 6, 8
Continued Implementation of the GIS Strategic Plan and Needs Assessment Projects		Leadership	2, 4, 5, 8
Increase the present level of review and inspection efficiency	155/674	Safe Community	2, 3, 5, 8
Continue training and certification of Department staff	155/674	Education	1, 2, 6

## Metrics

	2026	2025	2024
Complete the initial review of new residential permit applications in 7 working days (target 95%)	95%	95%	95%
Complete the initial plan review on new commercial permit applications in 10 working days (target 95%)	95%	95%	95%
Total building permits	450	567	586
Total building permit inspections	2,300	2,398	2,400
Property and Housing Standard complaints	300	167	141
Food Establishment and Health Code Inspections	300	275	283
Adoption of revisions to the Land Development Code in the same year they are proposed/identified	4	4	4
Organizational project support by KGIS (GIS Needs Assessment Projects).	125 (37)	109 (37)	107 (30)
Initial completeness reviews for new subdivision, site plan applications within 5 business days	100%	100%	100%
Complete administrative applications in 14 calendar days of receiving a complete application	100%	100%	100%

## Current Personnel Resources



## Revenues

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>30021501 - GF-Comm Dev-Lic Permits Fees</b>							
421050	Fee-Health Food Licenses	49,770	49,400	51,900	51,900	—	51,900
422050	Fee-Permits	388,999	468,356	415,000	415,000	—	415,000
423060	Fee-Miscellaneous	849	434	1,000	1,000	—	1,000
423220	Fee-Cls Licenses	3,462	3,300	4,125	4,125	—	4,125
423230	Fee-Planning Board	23,405	14,324	19,275	19,274	—	19,274
423240	Fee-Historic Dist Comm	1,136	162	350	350	—	350
423250	Fee-Joint Committee (Pld/Plan)	—	72	—	—	—	—
423370	Fee-Zba	7,201	6,911	5,000	5,000	—	5,000
<b>30021501 - GF-Comm Dev-Lic Permits Fees Subtotal</b>		<b>474,822</b>	<b>542,959</b>	<b>496,650</b>	<b>496,649</b>	<b>—</b>	<b>496,649</b>
<b>30023503 - GF-Comm Dev-Charges For Services</b>							
441090	Direct Reimbursement	672	—	—	—	—	—
441150	Charges-Inspection Services	165	—	—	—	—	—
<b>30023503 - GF-Comm Dev-Charges For Services Subtotal</b>		<b>837</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>30024505 - GF-Comm Dev-Miscellaneous</b>							
461140	Maps Blueprints Etc	112	68	100	100	—	100
<b>30024505 - GF-Comm Dev-Miscellaneous Subtotal</b>		<b>112</b>	<b>68</b>	<b>100</b>	<b>100</b>	<b>—</b>	<b>100</b>
<b>30027504 - GF-Comm Dev-Fines Forfeits</b>							
452020	Violations-Code	1,640	1,231	500	500	—	500
<b>30027504 - GF-Comm Dev-Fines Forfeits Subtotal</b>		<b>1,640</b>	<b>1,231</b>	<b>500</b>	<b>500</b>	<b>—</b>	<b>500</b>
<b>Total Revenues</b>		<b>477,410</b>	<b>544,258</b>	<b>497,250</b>	<b>497,249</b>	<b>—</b>	<b>497,249</b>

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>30000000 - GF-Community Development</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	107,207	121,521	133,252	136,042	—	136,042
513030	Wages-Supervisory	189,964	169,418	174,392	237,002	(53,609)	183,393
513040	Wages-Full Time	598,803	641,261	670,487	719,470	112,974	698,009
513070	Wages-Part Time	—	—	35,793	—	(54,037)	—
513080	Wages-Hourly	17,806	19,483	30,752	—	(30,752)	—
514010	Wages-Temporary	—	4,049	5,500	5,500	—	5,500
517010	Health Insurance	163,471	169,291	207,087	259,688	21,532	256,915
517020	Dental Insurance	11,610	12,665	13,147	12,043	730	12,043
517030	Retirement Contributions	125,882	121,541	131,532	127,446	(6,919)	117,875
517040	Social Security	68,289	69,531	77,037	80,275	(2,098)	74,775
517050	Workers Compensation	11,188	10,251	10,330	13,294	(44)	11,377
517130	Retirement-Fire	—	2,080	9,882	9,728	—	9,728
<b>Personnel Subtotal</b>		<b>1,294,221</b>	<b>1,341,092</b>	<b>1,499,191</b>	<b>1,600,488</b>	<b>(12,223)</b>	<b>1,505,657</b>
<b>Operating</b>							
521020	Professional Services	2,622	4,543	5,000	38,750	33,750	38,750
521030	Technical Services	380	1,500	1,859	1,859	—	1,859
522050	PC Replacement Charge	7,124	7,788	8,763	8,573	—	8,573
522060	PW Fleet Charge	35,765	33,267	33,590	38,711	—	38,711
523050	MF Printer Lease/Copies/Maint	3,684	3,549	6,000	3,500	—	3,500
524160	Printing	1,566	874	1,500	3,000	—	3,000
524250	Advertising	—	—	500	500	—	500
524350	Training	7,010	9,883	12,500	13,000	—	13,000
524360	Meetings & Dues	6,086	4,128	3,300	3,300	—	3,300
524470	Public Awareness	—	—	1,200	1,200	—	1,200
525100	Communications & Phone	5,677	4,199	5,000	5,000	—	5,000
527000	Supplies & Materials	493	387	—	—	—	—
527010	Supplies-Office	3,555	2,898	1,700	1,700	—	1,700
527100	Postage	1,172	2,421	1,800	1,800	—	1,800
527150	Books & Collections	13,386	2,788	6,600	6,600	—	6,600
527340	Equipt-Minor	818	1,535	1,045	1,045	—	1,045
527440	Equipt-Computer Minor	1,248	2,963	3,300	2,525	—	2,525
527560	Supplies-Protective Clothing	602	695	1,000	1,500	—	1,500
527600	Supplies-Operating	300	248	265	265	—	265

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527610	Supplies-Software	222	98	225	1,000	—	1,000
Operating Subtotal		91,708	83,764	95,147	133,828	33,750	133,828
30000000 - GF-Community Development Subtotal		1,385,929	1,424,856	1,594,338	1,734,316	21,527	1,639,485
30010000 - GF-Comm Dev-Pest Control							
Operating							
521020	Professional Services	51,000	51,000	51,000	51,000	—	51,000
Operating Subtotal		51,000	51,000	51,000	51,000	—	51,000
30010000 - GF-Comm Dev-Pest Control Subtotal		51,000	51,000	51,000	51,000	—	51,000
30010100 - GF-Comm Dev-Regulatory Notices							
Operating							
524250	Advertising	5,121	2,274	3,827	3,827	—	3,827
527100	Postage	5,651	3,703	9,333	9,333	—	9,333
Operating Subtotal		10,773	5,977	13,160	13,160	—	13,160
30010100 - GF-Comm Dev-Regulatory Notices Subtotal		10,773	5,977	13,160	13,160	—	13,160
Total Expenditures		1,447,702	1,481,833	1,658,498	1,798,476	21,527	1,703,645

## Public Works

### Mission Statement

The Public Works Department is committed to the responsible planning, development, and management of Keene's transportation, water, wastewater, stormwater, and solid waste infrastructure. We strive to deliver high-quality public services that are efficient, cost-effective, and environmentally sustainable while fostering community engagement and education for residents and visitors.

### Description

#### Administration and Engineering

In FY26, the pace of Capital Improvements will remain high, with several large complex projects in design or under construction simultaneously. In addition, The Engineering Division will continue to support other projects outside the Capital Improvement Program. Major anticipated projects for the next fiscal year will include:

- Bidding and beginning Phase I Construction for the Downtown Infrastructure Project;
- Continuing the design of the Lower Winchester Street reconstruction project (from Rt. 101 to the Swanzey Town Line);
- Construction of the Transportation Heritage Trail – Phase I project.
- Construction of the George Street Bridge replacement project.
- Rehabilitation of approximately 5.6 miles of roadways throughout the city;
- On-call engineering review and inspection services for new site plan and subdivision projects;
- Construction of the Marlboro Street & Cheshire Rail Trail project.
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
  - Comprehensive Master Plan update
  - Robin Hood Park Improvements
  - NHDOT Reconstruction of Rt. 101 from the Marlboro/Keene town line to the Winchester Street Roundabout, including water infrastructure
  - West Side Downtown Parking Structure Project
  - Pavement and Sidewalk Assessment Program for the development of future Capital Improvements Plans (CIP).

In FY26, the Administration will continue to engage, educate, and inform the City residents, businesses, and visitors about the activities and programs of the Department through the Department's social media and other platforms. Administration will continue to assist the Public Works Division in the management of its information, records, and correspondence.

### Highway Division

In FY26, the Highway Division will focus on maintaining and improving Keene's transportation and stormwater infrastructure through the following initiatives:

- **Stormwater Management:** Resume maintenance of the enclosed drainage system, cleaning 1,450 catch basins and inspecting up to two miles of drain lines, with cleaning performed as needed.
- **Urban Forestry:** Host an Arbor Day Ceremony to celebrate Keene's designation as a Tree City U.S.A., while actively removing and replacing failing trees to support the City's urban canopy.
- **Street & Sidewalk Maintenance:** Enhance street and sidewalk maintenance and repair programs to improve safety, accessibility, and overall infrastructure resilience.
- **Stormwater Infrastructure & Flood Mitigation:**
  - Manage city-wide street sweeping services to prevent drainage blockages and maintain roadway cleanliness.
  - Mow and maintain City tax ditches to improve stormwater flow and reduce erosion.
  - Identify and repair deficiencies in the enclosed drainage system through routine inspections and maintenance.
- **Bridge Maintenance:** Strengthen Keene's transportation network by continuing bridge inspections and maintenance to ensure long-term safety and functionality.

## Division Responsibilities and Focus Areas

### Public Works Administration

The Public Works Administration provides leadership, strategic direction, and operational oversight for the Public Works Department. This function is divided into two key areas:

**Senior Leadership:** Responsible for departmental governance, infrastructure planning, and budget management. The leadership team consists of the Public Works Director and two Assistant Public Works Directors/Division Heads, who collectively oversee 72 full-time and 8 part-time employees. This team guides the department's operations, develops and implements the budget, and leads long-term capital and strategic planning for the City's infrastructure assets.

**Administration & Customer Service:** Responsible for public engagement, records management, and resource coordination. Key responsibilities include:



- Managing customer service operations, including directing all incoming calls and correspondence.
- Dispatching Public Works resources efficiently.
- Overseeing public information programs across all divisions.
- Maintaining departmental records to ensure compliance and operational transparency.
- Expanding public outreach efforts through digital and traditional communication channels.

The Administrative team consists of an Office Manager and an Administrative Assistant I, who play a critical role in facilitating seamless departmental operations. Building on efforts from FY25, Public Works Administration will continue to expand public communication and engagement strategies. This includes:

- Planning, promoting and assisting with the execution of our second annual WOW!™ ward-focused maintenance program.
- Strengthening its social media presence to provide timely updates on department activities, operations, and projects.
- Expanding SMS message notifications, such as Winter Parking Ban alerts, via Constant Contact.
- Increasing the use of digital tools and platforms to ensure residents receive timely and accurate information about Public Works services.
- Continuing partnerships with traditional media outlets to reach a broader audience.

## Engineering

The Engineering Division is responsible for the planning, design, and management of Keene's infrastructure systems. Staffed by six full-time employees, the division includes:

- City Engineer
- Three Civil Engineers
- Infrastructure Project Manager
- Engineering Technician

To manage seasonal workload increases, the division also utilizes temporary contract employees for construction management support.

## Core Responsibilities

The Engineering Division oversees:

- Capital Project Planning & Development: Managing infrastructure improvements from concept to completion.

- Information & Asset Management: Maintaining the City's Geographical Information System (GIS), Public Works asset management system, and Global Positioning System (GPS) survey system.
- Regulatory & Technical Support:
  - Providing engineering expertise to City Boards, Commissions, and other departments.
  - Conducting planning, surveying, design, construction administration, and inspections.
  - Reviewing site plans, subdivisions, and permitting processes for excavation, encumbrance, and utility connections.

## FY25 Key Projects & Accomplishments

The division has completed or is scheduled to complete the following in FY25:

- Major Capital Projects:
  - Completed the final design of the Downtown Infrastructure Project
  - Closed out the Upper Winchester Street Reconstruction Project and Island Street Bridge Replacement.
  - Designed the Island Street Infrastructure Project for construction in the spring of 2025.
  - Rehabilitated and preserved approximately 3.6 miles of roadway across the City.
  - Designed Key Road drainage improvements for construction.
  - Completed the Martel Court Sewer Force Main investigation and developed a preliminary bypass force main design.
- Regulatory & Technical Support:
  - Assisted in the development of numerous federal and state grant applications, including the Downtown Infrastructure Project BUILD Grant, Congressionally Directed Spending requests, NBRC Timber for Transit grant, etc.
  - Issued and managed approximately 140 excavation permits for private roadway work.
  - Developed and adopted a comprehensive, grant-funded Roadway Safety Action Plan to enhance transportation safety across the City.

## Highway Division

The Highway Division is responsible for maintaining and improving Keene's transportation infrastructure. Staffed with 24 full-time employees, the division oversees:

- Sidewalks: 52 miles
- Bridges: 32 structures

- Drainage System: 80 miles of drain lines, over 4,500 catch basins
- Roadways: 126 center lane miles
- Parking Facilities: 2 parking structures and 5 surface lots
- Multi-Use Trails: Several miles of trails and pedestrian bridges
- Traffic & Street Infrastructure: Over 4,000 street/traffic signs, 139 traffic control devices, and 1,311 streetlights

### Key Responsibilities

The division manages multiple service contracts, including line painting, street sweeping, and tree removal. It is also responsible for:

- Downtown Grounds Maintenance:
  - Central Square through the Main, Marlboro, and Winchester Street roundabout
  - Railroad Square to the east and Gilbo Avenue/Commercial Street parking areas to the west
  - Crosswalk maintenance south of the MMW roundabout
  - Side street debris collection (approximately 200 feet from major intersections)
- Citywide Maintenance:

- Litter collection and leaf collection in areas with enclosed drainage
- Street sweeping and traffic infrastructure upkeep
- Maintenance of traffic signals and lighting systems

### Asset Management & FY25 Accomplishments

The division utilizes an asset management system to track resources and measure progress toward annual goals. In FY25, the Highway Division successfully:

- Completed 283 maintenance tasks as part of the WOW! program.
- Conducted enclosed drain cleaning
- Cleaned and maintained open drainage ditches
- Performed roadside and tax ditch mowing
- Provided operational support to other City departments
- Completed asphalt road repairs and drag box paving on Old Walpole Road
- Managed beaver dam removal to prevent flooding
- Repaired bridges and maintained structural integrity
- Provided traffic control operations for community events
- Conducted leaf collection and snow management

## Primary Services

	Align with CMP
Ensure the efficient and effective management of Keene's transportation, water, wastewater, stormwater, and solid waste infrastructure to support a safe, sustainable, and resilient community.	Infrastructure
Operate and maintain Keene's transportation and stormwater systems, preserve the cleanliness and functionality of the downtown area, and manage emergency vegetation control along City rights-of-way to ensure public safety and infrastructure resilience.	Infrastructure
Plan, design, and implement construction projects that enhance Keene's transportation, stormwater, water, sewer, parking, airport, and other essential infrastructure, ensuring long-term sustainability, efficiency, and public benefit.	Infrastructure
Provide expert technical support to City Boards, Commissions, City Council, residents, developers, and City departments to facilitate informed decision-making, efficient project development, and sustainable community growth.	Infrastructure

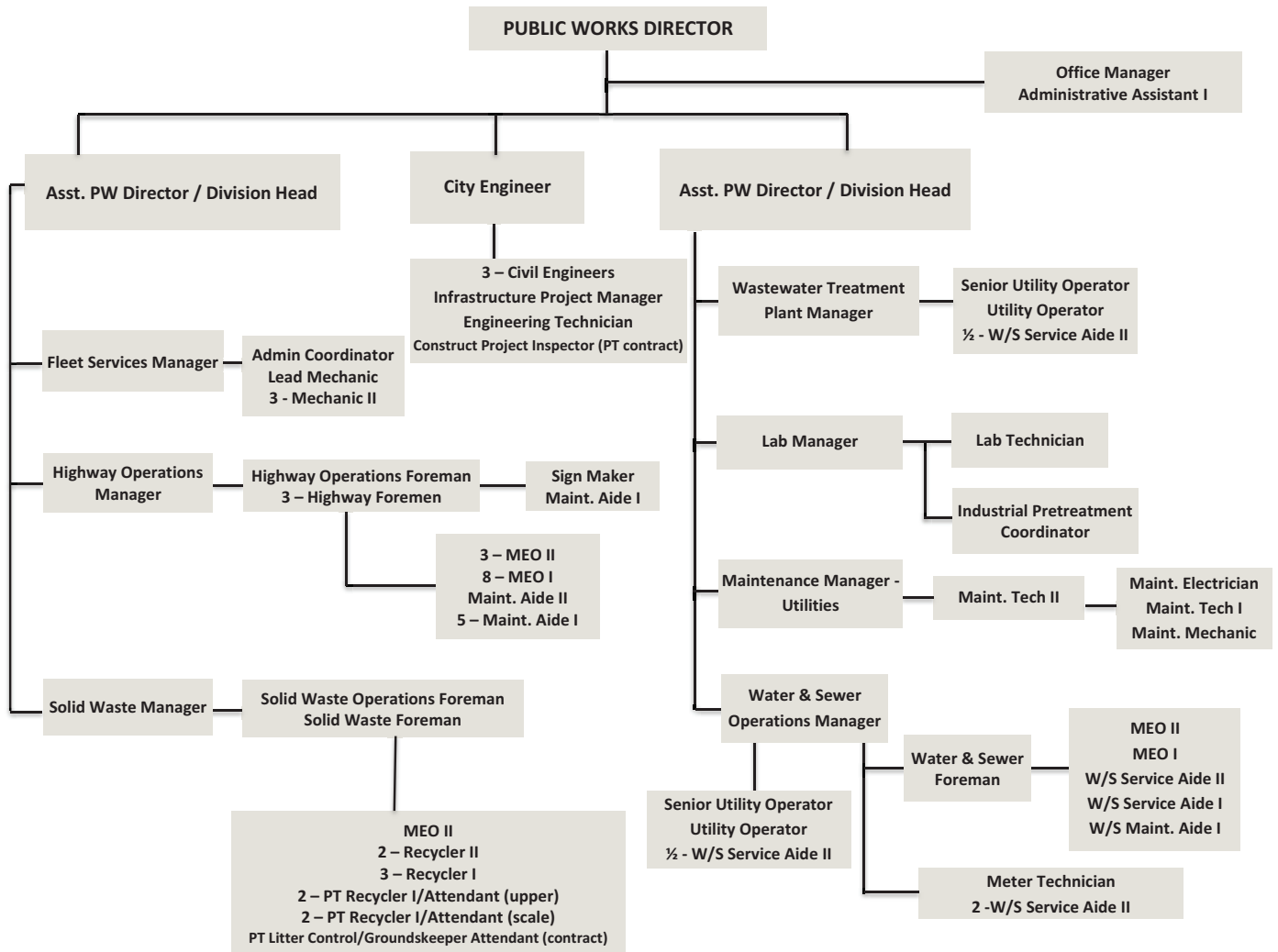
## Objectives

	Statute	CMP	CC Goal
Plow, salt, and sand roadways and sidewalks in accordance with Public Works Standard Operating Guidelines to ensure safe and accessible transportation routes.		Safe Community	2
Address deficiencies reported through the Asset Management System within 72 hours, ensuring timely infrastructure repairs.	RSA 230:90-92A	Infrastructure	4
Continue the City-wide Drain Maintenance Program using data from the Drain Cleaning and Line Flushing Program to enhance system performance.		Infrastructure	4, 7
Conduct roadside mowing, ditching, and open drainage system maintenance to improve stormwater flow and reduce erosion.		Infrastructure	4, 7
Provide expert technical assistance to City Boards, Commissions, City Council, residents, developers, and City departments to facilitate informed decision-making and sustainable development.		Infrastructure	2, 4, 7
Implement the Pavement Preservation Program as outlined in the FY25-31 Capital Improvement Program to extend roadway lifespan and improve infrastructure efficiency.		Infrastructure	4
Expand public communication programs through increased use of social media platforms to enhance transparency and resident engagement.		Leadership	7
Maintain and support public engagement events, including National Public Works Week, the Water Science Fair, and Green Up Keene, to foster community awareness and participation.		Leadership	7
Continue to develop Asset Management Plans for critical infrastructure components, ensuring data-driven decision-making and long-term sustainability.		Infrastructure	4, 7

## Metrics

	2026	2025	2024
Admin: Social Media Reach	80,000	73,400	25,300
Admin: Social Media Visits	16,000	14,731	3,539
Admin: Social Media Content Interactions	5,000	3,900	1,400
Engineering: Pavement Preservation completed (square yards)	91,000	62,250	74,000
Engineering: Permits issued within three business days (%)	98%	95%	95%
Highway: Catch Basin Cleaned	1,400	542	1,400
Highway: Storm Drains Cleaned	10,560	1,836	1,476
Highway: Mow/clean open drainage ditches (Tax Ditches) (miles)	3	N/A	N/A
Highway: Asphalt Sidewalk Overlay (linear feet)	1,500	N/A	N/A

## Current Personnel Resources



## Revenues

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>75022502 - GF-Pw-Intergovernmental</b>						
431160 Federal-Fema Reimbursements	104,461	120,455	—	—	—	—
432010 State-Flood Control	36,031	29,707	36,100	30,885	—	30,885
432030 State-Highway	907,197	471,299	475,000	482,866	—	482,866
<b>75022502 - GF-Pw-Intergovernmental Subtotal</b>	<b>1,047,689</b>	<b>621,462</b>	<b>511,100</b>	<b>513,751</b>	<b>—</b>	<b>513,751</b>
<b>75023503 - GF-Pw-Charges For Services</b>						
441090 Direct Reimbursement	159,136	142,079	100,818	100,818	—	100,818
441160 Charges-Public Way Impediment	1,300	1,450	500	500	—	500
441170 Charges-Excavation	6,075	6,150	4,000	4,000	—	4,000
441470 Charges-Small Wireless (Swf)	1,620	1,080	1,000	1,350	—	1,350
441480 Charges-Drain Connect Permit	—	—	500	500	—	500
<b>75023503 - GF-Pw-Charges For Services Subtotal</b>	<b>168,131</b>	<b>150,759</b>	<b>106,818</b>	<b>107,168</b>	<b>—</b>	<b>107,168</b>
<b>75024505 - GF-Pw-Miscellaneous</b>						
461110 Other	36,130	6,360	—	—	—	—
464050 Trust-Downtown Memorial Tree	—	2,386	3,825	3,825	—	3,825
<b>75024505 - GF-Pw-Miscellaneous Subtotal</b>	<b>36,130</b>	<b>8,746</b>	<b>3,825</b>	<b>3,825</b>	<b>—</b>	<b>3,825</b>
<b>Total Revenues</b>	<b>1,251,950</b>	<b>780,967</b>	<b>621,743</b>	<b>624,744</b>	<b>—</b>	<b>624,744</b>

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>75000000 - GF-Pw-Administration</b>							
<b>Personnel</b>							
513010	Wages-Dept Head	146,354	84,280	141,669	139,965	—	139,965
513030	Wages-Supervisory	107,485	114,869	142,086	121,907	—	121,907
513040	Wages-Full Time	61,157	137,946	182,041	191,449	—	191,449
514010	Wages-Temporary	11,287	26,215	—	—	—	—
515010	OT-Regular	1,001	252	—	—	—	—
516020	Stand-By	12,754	12,810	12,775	12,775	—	12,775
516050	Sick & Injury	31,268	—	—	—	—	—
516070	Vacation	131,711	—	—	—	—	—
517010	Health Insurance	69,916	80,566	100,798	99,037	—	99,037
517020	Dental Insurance	3,867	4,286	5,352	5,692	—	5,692
517030	Retirement Contributions	68,971	46,283	64,754	57,802	—	57,802
517040	Social Security	38,340	27,621	36,366	35,565	—	35,565
517050	Workers Compensation	7,738	4,374	4,519	6,575	—	6,575
<b>Personnel Subtotal</b>		<b>691,848</b>	<b>539,502</b>	<b>690,360</b>	<b>670,767</b>	<b>—</b>	<b>670,767</b>
<b>Operating</b>							
521200	Laboratory Services	3,049	2,685	1,800	1,800	—	1,800
522050	PC Replacement Charge	10,771	11,913	14,307	13,788	—	13,788
522060	PW Fleet Charge	8,941	8,021	8,397	8,478	—	8,478
523050	MF Printer Lease/Copies/Maint	2,058	2,691	4,500	4,500	—	4,500
523100	Maint-Safety Program	6,479	6,070	7,000	7,000	—	7,000
523750	Permits	1,500	—	1,500	1,500	—	1,500
524300	Travel	84	78	300	300	—	300
524350	Training	295	516	16,300	16,300	—	16,300
524360	Meetings & Dues	1,460	874	900	900	—	900
525100	Communications & Phone	5,567	5,686	6,500	6,500	—	6,500
527010	Supplies-Office	2,145	2,685	2,500	2,500	—	2,500
527110	Supplies-Small Wireless	21	—	—	—	—	—
527550	Supplies-Uniforms	29,196	15,018	13,422	13,422	—	13,422
527600	Supplies-Operating	—	2,861	—	—	—	—
<b>Operating Subtotal</b>		<b>71,565</b>	<b>59,098</b>	<b>77,426</b>	<b>76,988</b>	<b>—</b>	<b>76,988</b>
<b>75000000 - GF-Pw-Administration Subtotal</b>		<b>763,414</b>	<b>598,601</b>	<b>767,786</b>	<b>747,755</b>	<b>—</b>	<b>747,755</b>
<b>75020000 - GF-Pw-Nondepartmental</b>							
<b>Personnel</b>							
513040	Wages-Full Time	64,795	66,765	—	—	—	—
515010	OT-Regular	9,938	12,162	2,317	2,317	—	2,317

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517010	Health Insurance	2,794	24,694	—	—	—	—
517020	Dental Insurance	165	1,473	—	—	—	—
517030	Retirement Contributions	10,506	10,095	314	296	—	296
517040	Social Security	5,653	5,777	178	178	—	178
517050	Workers Compensation	2,077	2,506	53	66	—	66
<b>Personnel Subtotal</b>		<b>95,928</b>	<b>123,471</b>	<b>2,862</b>	<b>2,857</b>	<b>—</b>	<b>2,857</b>
<b>Operating</b>							
522060	PW Fleet Charge	21,854	18,563	21,322	21,544	—	21,544
527400	Supplies-Other Maint	9,487	9,789	10,000	10,000	—	10,000
527600	Supplies-Operating	5	26,305	1,838	1,838	—	1,838
<b>Operating Subtotal</b>		<b>31,346</b>	<b>54,658</b>	<b>33,160</b>	<b>33,382</b>	<b>—</b>	<b>33,382</b>
<b>75020000 - GF-Pw-Nondepartmental Subtotal</b>		<b>127,274</b>	<b>178,129</b>	<b>36,022</b>	<b>36,239</b>	<b>—</b>	<b>36,239</b>
<b>75100000 - GF-Pw-Engineering</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	1,992	110,869	123,988	121,240	—	121,240
513040	Wages-Full Time	196,531	30,655	79,941	93,955	—	93,955
517010	Health Insurance	51,952	33,621	41,760	44,786	—	44,786
517020	Dental Insurance	3,472	2,152	2,202	2,292	—	2,292
517030	Retirement Contributions	27,892	19,148	27,592	27,439	—	27,439
517040	Social Security	14,974	10,692	15,517	16,365	—	16,365
517050	Workers Compensation	6,397	4,535	4,608	5,497	—	5,497
<b>Personnel Subtotal</b>		<b>303,210</b>	<b>211,671</b>	<b>295,608</b>	<b>311,574</b>	<b>—</b>	<b>311,574</b>
<b>Operating</b>							
521030	Technical Services	3,000	30,913	14,500	25,000	10,500	25,000
522060	PW Fleet Charge	31,482	31,150	31,150	34,766	—	34,766
523060	Maint-Software	4,274	5,128	4,700	4,700	—	4,700
524350	Training	838	466	1,500	1,500	—	1,500
524360	Meetings & Dues	4,552	2,803	2,000	2,000	—	2,000
527010	Supplies-Office	1,166	916	500	500	—	500
527440	Equipt-Computer Minor	122	—	450	450	—	450
527600	Supplies-Operating	6,225	3,057	4,500	4,500	—	4,500
534090	Acq-Equipment	—	23,000	—	—	—	—
<b>Operating Subtotal</b>		<b>51,659</b>	<b>97,432</b>	<b>59,300</b>	<b>73,416</b>	<b>10,500</b>	<b>73,416</b>
<b>75100000 - GF-Pw-Engineering Subtotal</b>		<b>354,869</b>	<b>309,103</b>	<b>354,908</b>	<b>384,990</b>	<b>10,500</b>	<b>384,990</b>
<b>75221100 - GF-Pw-Winter Maintenance</b>							
<b>Personnel</b>							
513040	Wages-Full Time	113,398	118,199	268,500	264,964	—	264,964

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
515010	OT-Regular	57,166	55,007	57,236	57,236	—	57,236
517010	Health Insurance	20	40,335	101,793	103,957	—	103,957
517020	Dental Insurance	—	2,579	5,670	5,156	—	5,156
517030	Retirement Contributions	23,979	22,700	43,996	41,064	—	41,064
517040	Social Security	12,936	13,128	24,511	24,261	—	24,261
517050	Workers Compensation	4,584	5,648	8,008	9,086	—	9,086
<b>Personnel Subtotal</b>		<b>212,082</b>	<b>257,597</b>	<b>509,714</b>	<b>505,724</b>	<b>—</b>	<b>505,724</b>
<b>Operating</b>							
522060	PW Fleet Charge	397,981	374,970	445,852	433,957	—	433,957
525030	Electricity	88	25	412	412	—	412
526040	Rental-Equipment	9,752	—	8,000	8,000	—	8,000
527400	Supplies-Other Maint	310,639	330,338	362,016	362,016	—	362,016
527600	Supplies-Operating	9,284	9,626	5,342	5,342	—	5,342
<b>Operating Subtotal</b>		<b>727,743</b>	<b>714,958</b>	<b>821,622</b>	<b>809,727</b>	<b>—</b>	<b>809,727</b>
<b>75221100 - GF-Pw-Winter Maintenance Subtotal</b>		<b>939,825</b>	<b>972,556</b>	<b>1,331,336</b>	<b>1,315,451</b>	<b>—</b>	<b>1,315,451</b>
<b>75221800 - GF-Pw-Street Maintenance</b>							
<b>Personnel</b>							
513040	Wages-Full Time	473,050	472,300	598,022	632,883	—	632,883
515010	OT-Regular	34,989	28,999	4,583	4,583	—	4,583
515020	OT-Double	—	313	—	—	—	—
517010	Health Insurance	355,505	173,698	232,465	252,409	—	252,409
517020	Dental Insurance	22,118	11,211	13,056	12,630	—	12,630
517030	Retirement Contributions	68,635	66,159	81,407	81,287	—	81,287
517040	Social Security	38,590	37,137	45,348	47,924	—	47,924
517050	Workers Compensation	13,214	15,993	15,083	18,008	—	18,008
<b>Personnel Subtotal</b>		<b>1,006,101</b>	<b>805,810</b>	<b>989,964</b>	<b>1,049,724</b>	<b>—</b>	<b>1,049,724</b>
<b>Operating</b>							
521030	Technical Services	1,132	—	6,000	6,000	—	6,000
522060	PW Fleet Charge	259,705	259,880	287,847	280,071	—	280,071
523000	Repair & Maintenance Services	6,231	3,456	65,826	65,826	—	65,826
523310	Maint-Road & Street	586,428	239,510	474,057	479,557	5,500	479,557
523720	Maint-Tree & Forestry	4,650	—	—	—	—	—
523740	Maint-Street Light	8,933	(4,339)	5,000	5,000	—	5,000
525030	Electricity	91,853	95,617	84,142	84,142	—	84,142
527400	Supplies-Other Maint	240,847	54,046	112,551	132,551	20,000	132,551



## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527600	Supplies-Operating	77,407	82,155	55,598	55,598	—	55,598
Operating Subtotal		1,277,185	730,325	1,091,021	1,108,745	25,500	1,108,745
75221800 - GF-Pw-Street Maintenance Subtotal		2,283,286	1,536,134	2,080,985	2,158,469	25,500	2,158,469
75222800 - GF-Pw-Downtown Maint							
Personnel							
513040	Wages-Full Time	93,452	110,707	24,641	26,552	—	26,552
515010	OT-Regular	3,142	1,628	133	133	—	133
517010	Health Insurance	2,691	31,383	5,343	5,817	—	5,817
517020	Dental Insurance	223	1,720	266	271	—	271
517030	Retirement Contributions	13,571	14,855	3,352	3,403	—	3,403
517040	Social Security	7,374	11,521	1,897	2,044	—	2,044
517050	Workers Compensation	2,704	4,959	620	754	—	754
Personnel Subtotal		123,157	176,774	36,252	38,974	—	38,974
Operating							
522060	PW Fleet Charge	29,444	27,844	31,983	30,777	—	30,777
523000	Repair & Maintenance Services	40,043	61,920	36,525	36,525	—	36,525
523720	Maint-Tree & Forestry	39,215	77,757	45,700	45,700	—	45,700
523730	Tree Planting	2,386	2,293	3,000	3,000	—	3,000
523740	Maint-Street Light	(11,136)	6,895	1,517	1,517	—	1,517
525010	Water	10,523	1,358	11,000	11,000	—	11,000
525030	Electricity	16,639	25,175	9,880	9,880	—	9,880
527600	Supplies-Operating	2,918	44,717	1,000	1,000	—	1,000
Operating Subtotal		130,032	247,959	140,605	139,399	—	139,399
75222800 - GF-Pw-Downtown Maint Subtotal		253,189	424,732	176,857	178,373	—	178,373
75223000 - GF-Pw-Drainage & Leaf Pickup							
Personnel							
513040	Wages-Full Time	99,053	182,852	268,500	264,964	—	264,964
515010	OT-Regular	7,746	10,140	5,370	5,370	—	5,370
517010	Health Insurance	1,372	66,647	101,821	103,988	—	103,988
517020	Dental Insurance	78	4,072	5,694	5,179	—	5,179
517030	Retirement Contributions	14,970	25,295	36,997	34,481	—	34,481
517040	Social Security	8,088	14,255	20,585	20,330	—	20,330
517050	Workers Compensation	2,957	6,133	6,854	7,642	—	7,642
Personnel Subtotal		134,265	309,394	445,821	441,954	—	441,954
Operating							
522060	PW Fleet Charge	245,165	232,036	266,525	259,553	—	259,553

## Expenditures

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527600	Supplies-Operating	24,761	39,923	29,920	29,920	—	29,920
<b>Operating Subtotal</b>		<b>269,927</b>	<b>271,959</b>	<b>296,445</b>	<b>289,473</b>	<b>—</b>	<b>289,473</b>
<b>75223000 - GF-Pw-Drainage &amp; Leaf Pickup Subtotal</b>		<b>404,191</b>	<b>581,352</b>	<b>742,266</b>	<b>731,427</b>	<b>—</b>	<b>731,427</b>
<b>75223400 - GF-Pw-Hazardous Waste Site</b>							
<b>Operating</b>							
521030	Technical Services	399	—	2,000	2,000	—	2,000
521200	Laboratory Services	—	—	4,065	4,065	—	4,065
521210	Monitor & Inspections	10,225	6,388	45,000	45,000	—	45,000
524480	Hauling & Disposal	1,261	—	6,400	6,400	—	6,400
527600	Supplies-Operating	—	—	1,500	1,500	—	1,500
<b>Operating Subtotal</b>		<b>11,885</b>	<b>6,388</b>	<b>58,965</b>	<b>58,965</b>	<b>—</b>	<b>58,965</b>
<b>75223400 - GF-Pw-Hazardous Waste Site Subtotal</b>		<b>11,885</b>	<b>6,388</b>	<b>58,965</b>	<b>58,965</b>	<b>—</b>	<b>58,965</b>
<b>Total Expenditures</b>		<b>5,137,932</b>	<b>4,606,995</b>	<b>5,549,125</b>	<b>5,611,669</b>	<b>36,000</b>	<b>5,611,669</b>



# Compensated Absences Fund

## Overview & Summary

### Mission Statement

To effectively manage and account for compensated absences within the organization through transparent and consistent practices.

### Description

Recent updates to the Governmental Accounting Standards Board (GASB) require the recognition, measurement, and disclosure for compensated absences in state and local governments.

GASB Statement No. 101 establishes a unified model for accounting and reporting of compensated absences. It requires disclosures to enhance the recognition and measurement guidance for compensated absences creating uniformly in state and local governments to ensure transparency and consistency in financial reporting.

Compensated absences are benefits provided to government employees that include:

- Unused leave time – employee accrual of vacation, sick, or other forms of paid time off not used.
- Cash payments – payments for employee accrued but unused leave time upon departure, whether voluntary or involuntary.

The Compensated Absence Fund is a City fund created to track earned but unused leave time. It funds and facilitates the payment of accrued leave day ensuring the employees receive their rightful compensation upon departure.

By using the Compensated Absence Fund and GASB Statement No. 101, state and local governments have a viable plan for accounting for compensated absences that provides accountability, consistency, and transparency.

Operating Revenue and Expenditures

Revenue Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
48091500 - Comp Ab-Trans-Capital & Other							
472000	Inter (Multi) Fund Approp	2,391,363	—	—	—	—	—
472030	General Fund	125,000	100,000	100,000	100,000	—	100,000
	Subtotal	2,516,363	100,000	100,000	100,000	—	100,000
	Total Revenues	2,516,363	100,000	100,000	100,000	—	100,000

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>48000000 - Comp Absence-Administration</b>							
<b>Personnel</b>							
513040	Wages-Full Time	400,134	576,369	100,000	100,000	—	100,000
517030	Retirement Contributions	99,296	39,602	—	—	—	—
517040	Social Security	15,111	33,139	—	—	—	—
517050	Workers Compensation	8,864	10,222	—	—	—	—
517130	Retirement-Fire	27,282	25,182	—	—	—	—
517140	Retirement-Police	16,263	—	—	—	—	—
<b>Personnel Subtotal</b>		<b>566,951</b>	<b>684,513</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>
<b>48000000 - Comp Absence-Administration Subtotal</b>		<b>566,951</b>	<b>684,513</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>
<b>Total Expenditures</b>		<b>566,951</b>	<b>684,513</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>

KEENE



# Parking Fund

## Overview & Summary

### Mission Statement

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.

### Description

Parking Services remains dedicated to achieving City Council Goals 1, 2, 4, 6, 7, and 8, aligning with Strategic Government Themes focused on revenue diversification and effective asset management. Through collaboration with various city departments, we have made changes to the parking system to better accommodate the vast needs of its users. Additionally, we have explored and made changes to the overnight on-street parking to facilitate additional housing while addressing Downtown Core and Downtown Growth district parking needs as outlined in the Parking Services Strategic Plan. As the Main Street Infrastructure Project progresses, Parking Services will continue to play a vital role in its development by providing customers with timely information and the space to patronize downtown businesses while it is under construction.

Modernizing the parking system remains a priority. Efforts include expanding pay stations where feasible and mobile payment options while enhancing community outreach to support a vibrant downtown. These initiatives align with the Strategic Parking Plan's goal of providing safe, affordable, convenient, and accessible parking.

In FY25, overnight parking regulations underwent significant changes. The winter parking ban, previously enforced from November 1 to April 30, has been eliminated. Vehicles may now park overnight on city streets unless a Winter Weather Emergency is declared by the Public Works Director. During such events, Parking Services provides information on alternative parking locations to accommodate snow removal.

The use of mobile app payments continues to rise, with an increase of nearly 1,000 transactions per month compared to FY24, averaging 11,300 monthly transactions. Pay station transactions have also grown from 4,600 per month in FY22 to nearly 14,000 per month following program expansion. Customer adoption of modernized payment options has been facilitated through outreach and education efforts. Future upgrades will include evaluating additional pay station locations and transitioning away from outdated electromechanical meters.

As the aging electromechanical meters continue to deteriorate, replacement parts have become increasingly expensive and difficult to source. Additionally, updating digital components, such as meter fees, is no longer feasible. Consequently, transitioning to modernized equipment and technologies will be necessary as the parking system upgrades progress.

In collaboration with Public Works, Parking Services is participating in a study examining the feasibility of the Gilbo Avenue Parking Garage. This study will assess site potential, usage, and structure specifications to support growing residential and commercial demands.

The Parking Fund remains self-sustaining, reducing reliance on property tax revenue. Responsible financial management ensures the fund continues supporting downtown infrastructure and maintenance projects. Proper fund management allows the fund to continue to be self-sustaining and generate revenue for these efforts.

In FY26, Parking Services will finalize the transition to a new back office and enforcement software. Under the new vendor, fees associated with tickets and processing will be minimized, returning revenue to the Fines and Forfeits accounts. The new back office will allow officer personnel and parking officers better access to real-time data, increasing efficient use of time. Parking zones will also be consolidated in FY26 to streamline operations, reduce customer confusion, and allow for more flexible parking options. A new text-to-pay option will be introduced to enhance payment accessibility.

With this software transition, there will be an integration with the Revenue Department that will allow for automated flagging of a license plate that has outstanding tickets. In accordance with state laws, vehicles with outstanding tickets are barred from registration until the fees have been paid. This integration will decrease the number of outstanding violations and increase revenue for the Fines & Forfeits accounts within the Parking Fund.

The change to overnight parking restrictions will have an impact on revenue streams, particularly with tickets issued by the Police Department and quarterly permit sales. Without the blanket winter ban, fewer overnight parking violations are issued, leading to a reduction in associated revenue. This first year's impact on revenue is estimated to be around \$10,000 in general violations and \$24,000 in 24/7 and overnight quarterly permit sales.



Juneteenth has been added as a free parking day in City Code, joining 17 other designated free parking days. Each free parking day results in an estimated \$5,000-\$5,700 revenue reduction, with a total annual financial impact of approximately \$100,000. This financial impact does not include ticket revenue. Additionally, the parking fund contributes another \$8,000-\$10,000 to community events in parking revenue by providing complimentary spaces for volunteers and visitors. Parking Services also supports city-sponsored events, including reserved spaces for voting volunteers and charitable initiatives through Human Services. As downtown events and parking uses become more frequent and the scope expands, parking will play a crucial role in ensuring adequate space for event set-up and attendees.

Cost Center 22021501, Outside Services, supports snow and ice control, general maintenance, beautification, and repair and maintenance of surface parking lots and downtown areas. The funds from the parking fund offset the cost to the general fund, funded by taxpayers. We remain committed to decreasing the burden on taxpayers. Public Works will continue various projects under the parking fund.

In FY25 the Public Works Department continued numerous projects:

Beautification efforts in the downtown that included:

Repairing and maintaining the sprinkler system

Maintenance and repair of lights and electric pedestals

Installation and maintenance of decorative lights

Performing annual plantings around the downtown (spring and then fall flowers);

Installation of additional lighting in crosswalk area;

Maintaining and cleaning benches;

Twice weekly sweeping of downtown and surface parking lots;

Annual painting of parking stalls;

Weekly trash removal and policing the downtown for trash;

Snow and ice control in parking spaces and the removal of snow from downtown.

Payment for electric services and irrigation in downtown.

Resurfacing and restriping several parking lots, street spaces, and crosswalks.

The FY26 Budget continues these same activities at the same level as in FY25. It should be noted that the Downtown Infrastructure Project will affect the scope of these efforts. For example, we will not plant annuals around Central Square in the spring of 2026, since this area will be under construction. However, Public Works recommends keeping the funding at current levels. We anticipate some unexpected costs will arise in support of the businesses within the project footprint.

Cost Centers 22021502 and 22021503 provide funding for the City Hall and Wells Street Parking Structure. For the parking structures, the FY26 operating budget allows the department to continue basic maintenance plans for the City Hall and Wells Street Parking Structure. Public Works will conduct annual power washing, trash pickup, and snow and ice control for these facilities, maintaining the same level of service as in Fiscal Year 2025.

### Background

The City's Parking Services team supports a diverse community of residents, workers, and visitors by managing parking solutions through meters, lots, daily rentals, leases, and reserved spaces. Our team oversees more than 1200 parking spaces, multiple lots, and 21 multi-space pay stations, handling equipment maintenance, customer service, and public education. Staff engage with customers daily: providing assistance and education, processing payments, managing ticket collections, and staying current with evolving parking technologies and payment options.

Collaboration is central to our operations. We work closely with City departments, including Public Works, Community Development, Police, Planning, IT, and Finance, to ensure seamless parking management. By maintaining connections with other municipalities, we stay informed on industry trends and best practices. Partnering with parking vendors, we promote modern technology adoption, encouraging the use of digital payment options like mobile apps and pay stations, as well as accepting coins. By integrating efforts across departments like Economic Development, Public Works, Police, and Community Development, we foster knowledge sharing and coordinated planning. These collaborations help support the City's long-term goals while enhancing the overall parking experience for the community.

. Staying current with industry's best practices, parking management solutions, and new technology remains a priority. We will closely monitor the downtown parking inventory, conduct surveys, outreach, and analyzing changes in the downtown landscape, especially with increased residential growth. We actively engage with local businesses,

residents, and visitors to assess parking needs and enhance services. Through effective customer support, payment solutions, and strategic resource management, we aim to provide convenient and efficient parking options

## Primary Services

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

## Objectives

	Statute	CMP	CC Goal
Identify and improve public parking needs; develop new strategies and solutions to meet needs.	N/A	Downtown	1, 2, 4, 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.	N/A	Downtown	1, 2, 3, 4, 6, 8
Optimize long-term reserved Parking Program to meet resident and workforce needs.	N/A	Economic Development	1, 2, 3, 4, 6, 8
Engage further with users of the Parking Program to augment parking signage and visibility as needed in the core downtown, particularly regarding directional signs to and in long-term public.	N/A	Downtown	8
Modernize all aspects of parking, including enforcement, maintenance and planning for future needs.	N/A	Transportation	1, 2, 3, 4, 6, 8
Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance.	N/A	Economic Development	1, 2, 3, 6

## Metrics

	2026	2025	2024
Number of spaces managed by Parking Services - metered / leased / permit	761/71/406	761/71/406	761/71/406
Number of public reserved parking permits sold per year	1,600	1,700	1,700
Number of Level 1 violations issued collection	16,000	15,200	15,000
Number of single-space meters replaced with multi-space paystations (accumulative)	685	685	585
Average number of Pay Station transactions per year	168,000	110,000	108,000
Average ParkMobile transactions per month	11300	10,300	9,000
Average SemaConnect EV charger sessions per month	115	110	100

## Operating Revenue and Expenditures

	2023-2024	2024-2025	2025-2026	2025-2026
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Taxes	205,978	238,511	230,146	230,146
Parking Meter Fees/Space Rentals	484,951	504,220	525,340	525,340
Fines & Forfeits	302,699	298,550	306,550	306,550
Miscellaneous	333,342	376,883	352,283	352,283
County Courthouse Payment	15,816	16,326	16,326	16,326
Capital Reserve/Project Balances	-	32,700	328,000	328,000
Use of (Addition to) Surplus	-	(80,504)	(142,597)	(142,597)
Sale of Bond	-	-	-	-
<b>Total Revenues</b>	<b>1,342,786</b>	<b>1,386,686</b>	<b>1,616,048</b>	<b>1,616,048</b>
<b>EXPENDITURES</b>				
Lots & Meters	708,046	706,779	770,455	770,455
Outside Services	171,561	228,632	231,343	231,343
City Hall Parking Facility	7,499	22,925	22,924	22,924
Wells Street Parking Facility	18,989	33,181	33,180	33,180
Debt Service-TIFD	125,041	179,469	100,146	100,146
Subtotal	1,031,136	1,170,986	1,158,048	1,158,048
Capital Reserve/Project Balances	190,000	215,700	458,000	458,000
<b>Total Expenditures</b>	<b>1,221,136</b>	<b>1,386,686</b>	<b>1,616,048</b>	<b>1,616,048</b>
<b>Net Revenues (Expenditures)</b>	<b>121,650</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

2025 - 2031 Capital Improvement Program Summary							
Project Name	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: City Hall Parking Facility	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
CR Appropriation: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	210,000
City Hall Parking Structure Maint Program	328,000	-	-	-	-	-	360,700
EV Charging Stations Project	-	189,166	-	-	-	-	189,166
Surface Parking Lot Maintenance Program	-	-	50,000	-	-	-	103,000
Wells Street Parking Structure Maint Program	-	-	35,000	-	-	-	35,000
West Side Downtown Parking Structure	-	1,127,000	12,678,000	-	-	-	13,805,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 458,000</b>	<b>\$ 1,376,166</b>	<b>\$ 12,823,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 15,052,866</b>
<b>PROJECT FUNDING DETAIL</b>							
<b>Capital Reserve Appropriations</b>							
Capital Reserve: City Hall Parking Facility	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 130,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 560,000</b>
<b>Reserve Funded Projects</b>							
City Hall Parking Structure Maint Program	\$ 328,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,700
Wells Street Parking Structure Maint Program	-	-	35,000	-	-	-	35,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 328,000</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 395,700</b>
<b>Projects Funded with Debt</b>							
West Side Downtown Parking Structure	\$ -	\$ 1,127,000	\$ 12,678,000	\$ -	\$ -	\$ -	\$ 13,805,000
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ 1,127,000</b>	<b>\$ 12,678,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,805,000</b>
<b>Projects Funded with Cash</b>							
EV Charging Stations Project	\$ -	\$ 189,166	\$ -	\$ -	\$ -	\$ -	\$ 189,166
Surface Parking Lot Maintenance Program	-	-	50,000	-	-	-	103,000
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ 189,166</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 292,166</b>
<b>Subtotal: Uses of Cash</b>	<b>\$ 130,000</b>	<b>\$ 249,166</b>	<b>\$ 110,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 852,166</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)							
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 458,000</b>	<b>\$ 1,376,166</b>	<b>\$ 12,823,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 15,052,866</b>
<b>New Cash Requirement FY 25-31: Reconciliation</b>							
Capital Reserve Appropriation	\$ 130,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 560,000
Use of Current Revenues for Projects	-	189,166	50,000	-	-	-	292,166
Use of Fund Balance for Projects	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$130,000</b>	<b>\$249,166</b>	<b>\$110,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$852,166</b>

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2025/2026</u>	<u>INTEREST 2025/2026</u>	<u>PRINCIPAL BALANCE 06/30/26</u>
Wells St TIFD Courthouse Project (advance refunded 2020 Series B)	9/15/2020	10/15/2030	1.36%	327,000	30,000	2,244	150,000
Wells St TIFD Parking Structure Maintenance	8/15/2023	8/15/2033	5.10%	473,674	47,368	20,534	378,938
				\$ 800,674	\$ 77,368	\$ 22,778	\$ 528,938
<b>Authorized, Unissued:</b>							
N/A				\$ -	\$ -	\$ -	\$ -
<b>Total Authorized / Unissued</b>				\$ -	\$ -	\$ -	\$ -
<b>Anticipated, FY25/26:</b>							
N/A				\$ -	\$ -	\$ -	\$ -
<b>Total Anticipated Bond Issue - New</b>				\$ -	\$ -	\$ -	\$ -
<b>Anticipated, Future FY27 - FY31:</b>							
FY27 West Side Downtown Parking Structure				\$ 1,127,000			
FY28 West Side Downtown Parking Structure				\$ 12,678,000			
<b>Total Anticipated Bond Issue - Future</b>				\$ 13,805,000			

### Revenue Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>22020500 - Parking-Taxes</b>						
411250 Tax-Increment Financing	195,489	205,978	238,511	230,146	—	230,146
<b>Subtotal</b>	<b>195,489</b>	<b>205,978</b>	<b>238,511</b>	<b>230,146</b>	<b>—</b>	<b>230,146</b>
<b>22021501 - Parking-Licenses Permits Fees</b>						
423060 Fee-Miscellaneous	3,324	1,535	—	—	—	—
423070 Meters-City Hall-Upper Lot	2,395	3,039	2,275	2,845	—	2,845
423080 Meters-Commercial Lot	24,213	27,855	24,750	24,750	—	24,750
423090 Meters-Elm Lot	13,805	12,538	14,275	14,275	—	14,275
423100 Meters-Gilbo Lot East	34,012	31,896	46,000	47,750	—	47,750
423110 Meters-Library Annex Lot	6,551	7,648	7,870	7,870	—	7,870
423130 Meters-On Street	252,243	270,194	262,500	266,000	—	266,000
423140 Meters-Wells Lot	14,154	26,347	12,150	12,150	—	12,150
423190 Fee-Parking Smartcards	(25)	3	—	—	—	—
423200 Meters-Main Street	105,597	97,637	129,000	136,000	—	136,000
423210 Meters-Central Square	4,752	6,260	5,400	13,700	—	13,700
<b>Subtotal</b>	<b>461,019</b>	<b>484,951</b>	<b>504,220</b>	<b>525,340</b>	<b>—</b>	<b>525,340</b>
<b>22024505 - Parking-Miscellaneous</b>						
461010 Interest Earnings	21,356	41,644	1,000	1,000	—	1,000
461110 Other	116	—	—	—	—	—
463000 Rents	33,187	20,370	21,563	21,563	—	21,563
463050 Rent-Leased Parking Lots	4,356	4,831	4,356	4,356	—	4,356
463100 Rent-Employee Parking Spaces	45,880	45,880	54,208	54,208	—	54,208
463180 Keene District Court	—	714	—	—	—	—
463190 County Courthouse	16,734	15,816	16,326	16,326	—	16,326
463200 Rent-Commercial Lot Reserved	18,391	21,122	30,100	27,000	—	27,000
463220 Rent-Elm Lot Reserved	17,014	15,577	24,500	24,500	—	24,500
463230 Rent-Gilbo West Reserved	30,379	30,233	33,000	31,000	—	31,000
463240 Rent-Wells Lot Reserved	125,996	86,003	115,000	100,000	—	100,000
463250 Rent-Lot 6 City Hall Upper	—	162	—	—	—	—
463260 Rent-On Street Reserved	31,039	22,445	28,400	23,900	—	23,900
<b>Subtotal</b>	<b>344,447</b>	<b>304,797</b>	<b>328,453</b>	<b>303,853</b>	<b>—</b>	<b>303,853</b>
<b>22025506 - Parking-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	(80,504)	(142,597)	—	(142,597)
470030 Capital Reserve	—	—	32,700	328,000	—	328,000
<b>Subtotal</b>	<b>—</b>	<b>—</b>	<b>(47,804)</b>	<b>185,403</b>	<b>—</b>	<b>185,403</b>
<b>22027504 - Parking-Fines &amp; Forfeits</b>						
451010 Fines-Meter Violations Stage 1	119,679	151,883	143,750	155,750	—	155,750

### Revenue Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
451020	Fines-Meter Violations Stage 2	113,120	126,050	117,000	129,000	—	129,000
451030	Fines-Gen Violations Stage 1	8,990	6,495	12,225	4,300	—	4,300
451040	Fines-Gen Violations Stage 2	18,105	13,190	13,575	5,500	—	5,500
451050	Fines-Court	6,989	5,080	12,000	12,000	—	12,000
Subtotal		266,882	302,699	298,550	306,550	—	306,550
<b>22324505 - Parking-Wells-Miscellaneous</b>							
463050	Rent-Leased Parking Lots	31,972	33,161	38,856	38,856	—	38,856
463100	Rent-Employee Parking Spaces	11,200	11,200	14,000	14,000	—	14,000
463240	Rent-Wells Lot Reserved	—	—	11,900	11,900	—	11,900
Subtotal		43,172	44,361	64,756	64,756	—	64,756
Total Revenues		1,311,009	1,342,785	1,386,686	1,616,048	—	1,616,048



Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Administration	22000000	513040+	Position change: Parking Services Technician	3,707	-
Maint-Wells Deck	22145231	525030	Lighting upgrade in the Wells Parking Deck	1,910	1,910
TOTAL Parking Fund				5,617	1,910

### Expenditure Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>22000000 - Parking-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	136,480	166,522	141,412	170,460	—	170,460
513040 Wages-Full Time	111,279	116,458	122,846	126,507	—	126,507
513070 Wages-Part Time	75,993	78,751	85,500	91,460	—	91,460
517010 Health Insurance	55,496	75,020	84,403	93,648	—	93,648
517020 Dental Insurance	3,321	3,598	3,666	3,980	—	3,980
517030 Retirement Contributions	34,810	37,622	35,755	37,864	—	37,864
517040 Social Security	23,923	26,219	26,336	29,233	—	29,233
517050 Workers Compensation	3,936	5,029	4,109	4,954	—	4,954
<b>Personnel Subtotal</b>	<b>445,239</b>	<b>509,219</b>	<b>504,027</b>	<b>558,106</b>	<b>—</b>	<b>558,106</b>
<b>Operating</b>						
521020 Professional Services	4,697	5,275	—	—	—	—
521030 Technical Services	18,395	32,788	19,000	37,000	18,000	37,000
521950 Marketing & Development	—	—	523	523	—	523
522050 PC Replacement Charge	1,275	1,358	1,388	1,388	—	1,388
522060 PW Fleet Charge	8,941	8,021	8,397	8,478	—	8,478
522070 City Admin Charge	85,946	96,339	127,158	117,674	—	117,674
522080 Taxes	—	1,145	2,402	2,402	—	2,402
523110 Maint-Equipment	869	—	3,900	3,900	—	3,900
524180 Violation Collection Fees	21,652	27,372	—	—	—	—
524190 Refunds	2,678	935	—	—	—	—
524350 Training	1,799	540	3,000	3,000	—	3,000
524460 Cleaning Allowance	600	600	600	600	—	600
525100 Communications & Phone	2,246	2,336	2,484	2,484	—	2,484
526020 Rental-Office Space	11,617	12,128	12,400	12,400	—	12,400
527010 Supplies-Office	2,054	1,638	6,000	6,000	—	6,000
527100 Postage	250	202	2,000	3,000	1,000	3,000
527200 Repair-Parts	1,910	596	5,000	5,000	—	5,000
527550 Supplies-Uniforms	1,976	3,351	3,500	3,500	—	3,500
527600 Supplies-Operating	5,641	4,203	5,000	5,000	—	5,000
529010 Recruitment	23	—	—	—	—	—
<b>Operating Subtotal</b>	<b>172,568</b>	<b>198,826</b>	<b>202,752</b>	<b>212,349</b>	<b>19,000</b>	<b>212,349</b>
<b>22000000 - Parking-Administration Subtotal</b>	<b>617,807</b>	<b>708,045</b>	<b>706,779</b>	<b>770,455</b>	<b>19,000</b>	<b>770,455</b>
<b>22090000 - Parking-Debt Service</b>						
<b>Operating</b>						
551010 Debt-Principal	105,000	105,000	152,368	77,368	—	77,368

## Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
551020	Debt-Interest	10,968	20,041	27,101	22,778	—	22,778
Operating Subtotal		115,968	125,041	179,469	100,146	—	100,146
22090000 - Parking-Debt Service Subtotal		115,968	125,041	179,469	100,146	—	100,146
22091500 - Parking-Trans-Capital & Other							
Operating							
580100	Transfer-Capital Reserve	60,000	65,000	130,000	130,000	—	130,000
580110	Transfer-Cap Project	216,000	125,000	85,700	328,000	—	328,000
Operating Subtotal		276,000	190,000	215,700	458,000	—	458,000
22091500 - Parking-Trans-Capital & Other Subtotal		276,000	190,000	215,700	458,000	—	458,000
22145100 - Parking-Outside Services							
Personnel							
513040	Wages-Full Time	22,970	2,298	24,641	26,552	—	26,552
515010	OT-Regular	8,372	4	4,804	4,804	—	4,804
517010	Health Insurance	19,834	381	5,342	5,816	—	5,816
517020	Dental Insurance	1,260	21	265	271	—	271
517030	Retirement Contributions	4,404	300	3,984	3,998	—	3,998
517040	Social Security	2,406	169	2,253	2,399	—	2,399
517050	Workers Compensation	1,204	73	726	886	—	886
Personnel Subtotal		60,448	3,246	42,015	44,726	—	44,726
Operating							
522030	Snow Plowing	65,658	66,971	68,645	68,645	—	68,645
522040	Street Sweeping	8,000	8,000	8,000	8,000	—	8,000
523300	Maint-Parking Lot	—	—	4,000	4,000	—	4,000
523400	Maint-Grounds	115,838	92,461	94,772	94,772	—	94,772
525030	Electricity	684	845	700	700	—	700
527400	Supplies-Other Maint	3,850	—	2,000	2,000	—	2,000
527600	Supplies-Operating	263	38	8,500	8,500	—	8,500
Operating Subtotal		194,294	168,315	186,617	186,617	—	186,617
22145100 - Parking-Outside Services Subtotal		254,742	171,561	228,632	231,343	—	231,343
22145230 - Parking-Maint-City Hall Deck							
Personnel							
513040	Wages-Full Time	602	—	—	—	—	—
515010	OT-Regular	461	—	618	618	—	618
517010	Health Insurance	4,305	—	—	—	—	—
517020	Dental Insurance	275	—	—	—	—	—
517030	Retirement Contributions	149	—	84	79	—	79
517040	Social Security	84	—	48	48	—	48

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517050	Workers Compensation	22	—	14	18	—	18
<b>Personnel Subtotal</b>		<b>5,898</b>	<b>—</b>	<b>764</b>	<b>763</b>	<b>—</b>	<b>763</b>
<b>Operating</b>							
522060	PW Fleet Charge	7,702	7,425	10,661	10,661	—	10,661
527400	Supplies-Other Maint	133	—	500	500	—	500
527600	Supplies-Operating	69	74	11,000	11,000	—	11,000
<b>Operating Subtotal</b>		<b>7,904</b>	<b>7,499</b>	<b>22,161</b>	<b>22,161</b>	<b>—</b>	<b>22,161</b>
<b>22145230 - Parking-Maint-City Hall Deck Subtotal</b>		<b>13,802</b>	<b>7,499</b>	<b>22,925</b>	<b>22,924</b>	<b>—</b>	<b>22,924</b>
<b>22145231 - Parking-Maint-Wells Deck</b>							
<b>Personnel</b>							
513040	Wages-Full Time	1,172	1,519	—	—	—	—
515010	OT-Regular	884	—	927	927	—	927
517010	Health Insurance	1,696	578	—	—	—	—
517020	Dental Insurance	108	32	—	—	—	—
517030	Retirement Contributions	289	206	126	119	—	119
517040	Social Security	158	115	72	72	—	72
517050	Workers Compensation	63	50	21	27	—	27
<b>Personnel Subtotal</b>		<b>4,371</b>	<b>2,500</b>	<b>1,146</b>	<b>1,145</b>	<b>—</b>	<b>1,145</b>
<b>Operating</b>							
522060	PW Fleet Charge	7,702	7,425	10,661	10,661	—	10,661
525030	Electricity	8,670	8,976	6,504	6,504	—	6,504
527400	Supplies-Other Maint	—	—	11,870	11,870	—	11,870
527600	Supplies-Operating	114	87	3,000	3,000	—	3,000
<b>Operating Subtotal</b>		<b>16,485</b>	<b>16,488</b>	<b>32,035</b>	<b>32,035</b>	<b>—</b>	<b>32,035</b>
<b>22145231 - Parking-Maint-Wells Deck Subtotal</b>		<b>20,855</b>	<b>18,989</b>	<b>33,181</b>	<b>33,180</b>	<b>—</b>	<b>33,180</b>
<b>Total Expenditures</b>		<b>1,299,174</b>	<b>1,221,136</b>	<b>1,386,686</b>	<b>1,616,048</b>	<b>19,000</b>	<b>1,616,048</b>



# PC Replacement Fund

## Overview & Summary

### Mission Statement

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.

### Description

The PC Replacement Plan is funded by annual fees charged to each department for hardware technology including: laptops, PCs, Chromebooks, tablets, plotters and printers. This revenue funds the replacement of each device at the end of its useful life as well as upgrades in the operating systems, virus and malware protection software, computer repair, and some maintenance services.

IT plans to replace 120 computers in FY26, which will be completed entirely by IT staff. Printers and monitors are only replaced as necessary rather than on a fixed schedule. Overall, the printer inventory is aging to the extent that the budget now accounts for the replacement of at least five printers per year. Going forward, printers that reach end-of-life will be evaluated on a case by case basis for their necessity as the multi-function copiers may potentially cover printing needs.

Technology prices have currently stabilized at the moment, and the hope is that this predictability will continue over the course of the next several years.

## Primary Services

Align with CMP	
Replace PC1, PC2, laptop, tablet and Chromebook 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

## Objectives

	Statute	CMP	CC Goal
Replace 120 computers as well as EOL printers, monitors and computer equipment.	N/A	Municipal Governance & Fin Stability	
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.	N/A	Municipal Governance & Fin Stability	

## Metrics

	2026	2025	2024
PC1 Purchase Cost	\$950	\$900	\$950
PC1 Replacement Schedule	5 years	5 years	5 years
PC2 Purchase Cost	\$1,250	\$1,250	\$1,150
PC2 Replacement Schedule	3 years	3 years	3 years
Tablet Purchase Cost	\$2,150	\$2,150	\$1,975
Tablet Replacement Schedule	4 years	4 years	3 years
iPad Purchase Cost	\$525	\$500	\$500
iPad Replacement Schedule	3 years	3 years	3 years
Laptop Purchase Cost	\$1,200	\$1,200	\$1,150
Laptop Replacement Schedule	4 years	4 years	4 years
Total Annual Contributions to Fund	\$131,756	\$123,591	\$121,523
Total Computers	354	358	353

## Operating Revenue and Expenditures

	2023-2024	2024-2025	2025-2026	2025-2026
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Charges for Service	123,621	123,591	131,756	131,756
Use of (Addition to) Surplus	-	15,809	18,131	18,131
Miscellaneous	4,384	1,500	1,500	1,500
<b>Total Revenues</b>	128,005	140,900	151,387	151,387
<b>EXPENDITURES</b>				
PC Replacement	104,961	140,900	151,387	151,387
<b>Total Expenditures</b>	104,961	140,900	151,387	151,387
<b>Net Revenues (Expenditures)</b>	23,044	-	-	-



## 2025-2031 Capital Improvement Program Summary

<u>Project Name</u>	<u>2025/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/2031</u>	<u>TOTAL</u>
CR Appropriation: City Hall Parking Facility	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
CR Appropriation: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	210,000
City Hall Parking Structure Maint Program	328,000	-	-	-	-	-	360,700
EV Charging Stations Project	-	189,166	-	-	-	-	189,166
Surface Parking Lot Maintenance Program	-	-	50,000	-	-	-	103,000
Wells Street Parking Structure Maint Program	-	-	35,000	-	-	-	35,000
West Side Downtown Parking Structure	-	1,127,000	12,678,000	-	-	-	13,805,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 458,000</b>	<b>\$ 1,376,166</b>	<b>\$ 12,823,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 15,052,866</b>
<b>PROJECT FUNDING DETAIL</b>							
<u>Capital Reserve Appropriations</u>							
Capital Reserve: City Hall Parking Facility	\$ 100,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 350,000
Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 130,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 560,000</b>
<u>Reserve Funded Projects</u>							
City Hall Parking Structure Maint Program	\$ 328,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,700
Wells Street Parking Structure Maint Program	-	-	35,000	-	-	-	35,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 328,000</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 395,700</b>
<u>Projects Funded with Debt</u>							
West Side Downtown Parking Structure	\$ -	\$ 1,127,000	\$ 12,678,000	\$ -	\$ -	\$ -	\$ 13,805,000
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ 1,127,000</b>	<b>\$ 12,678,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,805,000</b>
<u>Projects Funded with Cash</u>							
EV Charging Stations Project	\$ -	\$ 189,166	\$ -	\$ -	\$ -	\$ -	\$ 189,166
Surface Parking Lot Maintenance Program	-	-	50,000	-	-	-	103,000
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ 189,166</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 292,166</b>
<b>Subtotal: Uses of Cash</b>	<b>\$ 130,000</b>	<b>\$ 249,166</b>	<b>\$ 110,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 852,166</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)							
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 458,000</b>	<b>\$ 1,376,166</b>	<b>\$ 12,823,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 15,052,866</b>
<u>New Cash Requirement FY 25-31: Reconciliation</u>							
Capital Reserve Appropriation	\$ 130,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 560,000
Use of Current Revenues for Projects	-	189,166	50,000	-	-	-	292,166
Use of Fund Balance for Projects	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$130,000</b>	<b>\$249,166</b>	<b>\$110,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$852,166</b>

### Revenue Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>46023503 - PC Repl-Charges For Services</b>						
441260 Charges-PC Replacement	113,665	123,621	123,591	131,756	—	131,756
<b>Subtotal</b>	<b>113,665</b>	<b>123,621</b>	<b>123,591</b>	<b>131,756</b>	<b>—</b>	<b>131,756</b>
<b>46024505 - PC Repl-Miscellaneous</b>						
461010 Interest Earnings	10,845	4,234	500	500	—	500
<b>Subtotal</b>	<b>10,845</b>	<b>4,234</b>	<b>500</b>	<b>500</b>	<b>—</b>	<b>500</b>
<b>46025506 - PC Repl-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	15,809	18,131	—	18,131
473030 Equipment Surplus Sale	742	150	1,000	1,000	—	1,000
<b>Subtotal</b>	<b>742</b>	<b>150</b>	<b>16,809</b>	<b>19,131</b>	<b>—</b>	<b>19,131</b>
<b>Total Revenues</b>	<b>125,252</b>	<b>128,005</b>	<b>140,900</b>	<b>151,387</b>	<b>—</b>	<b>151,387</b>

Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
46000000 - PC Repl-Operating							
Operating							
523010	Maint-Office Equipment	6,390	7,459	9,600	9,600	—	9,600
523070	Maint-Computer System	1,601	2,763	5,000	—	(5,000)	—
527440	Equipt-Computer Minor	76,030	72,155	126,300	136,787	10,487	136,787
527610	Supplies-Software	2,616	—	—	5,000	5,000	5,000
Operating Subtotal		86,637	82,377	140,900	151,387	10,487	151,387
46000000 - PC Repl-Operating Subtotal		86,637	82,377	140,900	151,387	10,487	151,387
46091500 - PC Repl-Trans-Capital & Other							
Operating							
580110	Transfer-Cap Project	—	22,584	—	—	—	—
Operating Subtotal		—	22,584	—	—	—	—
46091500 - PC Repl-Trans-Capital & Other Subtotal		—	22,584	—	—	—	—
Total Expenditures		86,637	104,961	140,900	151,387	10,487	151,387



**KEENE**



# **Solid Waste Fund**

## Overview & Summary

### Mission Statement

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.

### Description

In FY25, the Solid Waste Division signed 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). This new contract offers the City the ability to maintain the Solid Waste Fund business model which has been successfully used for almost 3 decades, is funded entirely outside of the property tax revenues, and is supported by the disposal fees charged at the facility as well as revenue from the sale of recycling commodities. Keene is the only municipality in the State of New Hampshire to not be supported wholly or in part from property tax revenue.

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

The Solid Waste Division also oversees the closed landfill as part of a required 30-year EPA monitoring program currently in year 25 of the required 30-year monitoring commitment. With new regulations and changing limits on PFAS chemicals, the cost of monitoring will continue to expand as the New Hampshire Department of Environmental Services enlarges the testing areas within and outside of the established groundwater monitoring zone. The original detection limit established by the EPA was 70 parts per trillion. New Hampshire imposed a 12 parts per trillion detection limit, and it is believed that the limit will be further reduced to 4 parts per trillion. The Solid Waste Division contracts with a firm to provide all required environmental monitoring based on the terms of the City's groundwater permit. At this moment, and for the near future the PFAS issue will mostly see characterization studies done to determine the scope of the issue before large scale mitigation infrastructure is required. This issue will be monitored closely by the Solid Waste Division.

The Solid Waste Division has five years of operating a 99.9% post-consumer biofuel generator that provides primary power to the adjacent recycling center and transfer station. This was a partially funded project by the Environmental Protection Agency through the Climate Showcase Communities program and remains the only biofuel generator that operates on renewable non-petroleum diesel fuel in the country. The Solid Waste Division works with the New Hampshire Department of Environmental Services Air Resources Bureau to conduct stack testing every three years for air emissions compliance.

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. A new vendor took over the collection services starting in July 2024 and to date they have provided excellent service.

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

### 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 hazardous waste and provides outlets for the composting of organic material into useable compost available to the citizens of Keene at no charge.

The City Council enacted a flow control ordinance in October 2010. Refuse and recycling generated within the City of Keene limits and collected by a private contractor, is required to be delivered to the City of Keene Solid Waste Facility. Based on evaluation of a decade of data assembled through the City's computerized scale system, the ordinance is fulfilling its objective of providing a more sustainable funding mechanism for the City's solid waste programs. The City has received an average of 20,000 tons of material from within the City of Keene limits, and an overall average of 33,000 tons of material from all sources (including material from outside the City limits). The contract with WMNH to transport and dispose of refuse and construction debris results in a cost of disposal of \$99 per ton in FY25. In addition, WMNH is also contractually obligated to bring in 10,000 tons in 2025 from outside the City limits.

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

	Align with CMP
Provide access for Keene residents to economically discard waste materials according to Federal and State guidelines through an operating permit issued by New Hampshire Department of Environmental Services.	Community Health & Wellness
Operate transfer station to dispose of non-recyclable commercial and household refuse as well as construction debris generated in the City of Keene.	Community Health & Wellness
Recycling operations- Process private contractor collected recyclables at recycling center (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 19,000 vehicles per year with expanded recycling opportunities.	Climate Change

## Objectives

	Statute	CMP	CC Goal
Maximize weight per trailer at Transfer Station (within legal weight limits)	N/A	Municipal Governance & Financial Stability	1
Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material)	N/A	Municipal Governance & Financial Stability	1

## Metrics

	2026	2025	2024
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	\$103.00	\$99.00	\$87.00
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)	\$45.00	\$45.00	\$41.00
Maintain reasonable wait time for residents to access facility (on Saturdays)	< 5 min	< 5 min	< 5 min



## Operating Revenue and Expenditures

	2023-2024	2024-2025	2025-2026	2025-2026
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Charges for Services	5,488,248	5,525,928	5,578,524	5,578,524
Other Financing Sources	190,503	10,000	10,000	10,000
Use of (Addition to) Surplus	-	287,944	470,717	470,717
Capital Reserve	-	347,500	138,980	138,980
Miscellaneous	5,000	-	-	-
<b>Total Revenues</b>	<b>5,683,751</b>	<b>6,171,372</b>	<b>6,198,221</b>	<b>6,198,221</b>
<b>EXPENDITURES</b>				
Management/Admin.	742,671	696,701	776,367	776,367
Transfer/Recycling Facility	183,285	187,931	190,489	190,489
Landfill/Operations	3,278,098	3,428,181	3,494,677	3,494,677
Recycling	713,939	670,094	756,801	756,801
Household Hazardous Waste	113,370	99,567	99,524	99,524
Demolition Transfer/Disposal	132,517	197,124	198,938	198,938
Landfill Monitoring	27,239	87,000	87,000	87,000
Landfill Gas System	96,472	148,904	148,904	148,904
Debt Service	143,085	158,370	156,541	156,541
Capital Reserve Appropriations	125,000	150,000	150,000	150,000
Capital Project Transfer	-	347,500	138,980	138,980
<b>Total Expenditures</b>	<b>5,555,676</b>	<b>6,171,372</b>	<b>6,198,221</b>	<b>6,198,221</b>
<b>Net Revenues (Expenditures)</b>	<b>128,075</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

<u>Project Name</u>	<u>2025/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/31</u>	<u>TOTAL</u>
CR Appropriation: Recycling/Transfer Facility	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
Pavement Replacement Project	-	-	-	-	-	-	297,500
Recycling Equipment Replacement Program	-	-	75,000	-	-	375,000	500,000
Upper Level Pavement Project	-	-	217,600	-	-	-	217,600
Weight Scale Replacement Project	138,980	-	-	-	-	-	138,980
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 288,980</b>	<b>\$ 150,000</b>	<b>\$ 442,600</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 500,000</b>	<b>\$ 2,129,080</b>
<b>PROJECT FUNDING DETAIL</b>							
<b>Capital Reserve Appropriations</b>							
Capital Reserve: Recycling/Transfer Facility	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 975,000</b>
<b>Reserve Funded Projects</b>							
Pavement Replacement Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 297,500
Recycling Equipment Replacement Program	-	-	75,000	-	-	375,000	500,000
Upper Level Pavement Project	-	-	217,600	-	-	-	217,600
Weight Scale Replacement Project	138,980	-	-	-	-	-	138,980
<b>Total: Reserve Funded Projects</b>	<b>\$ 138,980</b>	<b>\$ -</b>	<b>\$ 292,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 1,154,080</b>
<b>Projects Funded with Debt</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Grants</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Cash</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 975,000</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 288,980</b>	<b>\$ 150,000</b>	<b>\$ 442,600</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 500,000</b>	<b>\$ 2,129,080</b>
<b>New Cash Requirement FY 25-31: Reconciliation</b>							
Capital Reserve Appropriation	\$ 150,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 975,000
Use of Current Revenues for Projects	-	-	-	-	-	-	-
Use of Fund Balance for Projects	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 975,000</b>

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2025/2026</u>	<u>INTEREST 2025/2026</u>	<u>PRINCIPAL BALANCE 06/30/26</u>
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	10,000	600	10,000
Transfer Station Energy Source	9/27/2018	9/15/2028	avg 2.74%	250,000	25,000	4,375	75,000
Transfer Station Roof Replacement	9/15/2020	9/15/2035	1.65%	168,000	10,000	1,980	115,000
				\$ 523,000	\$ 45,000	\$ 6,955	\$ 200,000
<b>Authorized, Unissued:</b>							
N/A				\$ -	\$ -	\$ -	\$ -
<b>Total Authorized / Unissued</b>				\$ -	\$ -	\$ -	\$ -
<b>Anticipated, FY25/26:</b>							
N/A				\$ -	\$ -	\$ -	\$ -
<b>Total Anticipated Bond Issue - New</b>				\$ -	\$ -	\$ -	\$ -
<b>Anticipated, Future FY27 - FY31:</b>							
N/A				\$ -	\$ -	\$ -	\$ -
<b>Total Anticipated Bond Issue - Future</b>				\$ -	\$ -	\$ -	\$ -

### Revenue Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>21021501 - Sw-Licenses Permits Fees</b>						
423060 Fee-Miscellaneous	4,855	5,000	—	—	—	—
<b>Subtotal</b>	<b>4,855</b>	<b>5,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>21023503 - Sw-Charges For Services</b>						
441090 Direct Reimbursement	365	1,044	—	—	—	—
441190 Charges-Sw Tipping	4,654,148	4,973,579	4,950,375	5,002,971	—	5,002,971
441200 Charges-Recycling	559,255	454,981	523,553	523,553	—	523,553
441450 Charges-Reclamation Trust Fund	57,873	58,644	52,000	52,000	—	52,000
<b>Subtotal</b>	<b>5,271,641</b>	<b>5,488,248</b>	<b>5,525,928</b>	<b>5,578,524</b>	<b>—</b>	<b>5,578,524</b>
<b>21024505 - Sw-Miscellaneous</b>						
461010 Interest Earnings	143,037	190,503	10,000	10,000	—	10,000
<b>Subtotal</b>	<b>143,037</b>	<b>190,503</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>21025506 - Sw-Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	—	287,944	470,717	—	470,717
470030 Capital Reserve	—	—	347,500	138,980	—	138,980
<b>Subtotal</b>	<b>—</b>	<b>—</b>	<b>635,444</b>	<b>609,697</b>	<b>—</b>	<b>609,697</b>
<b>Total Revenues</b>	<b>5,419,534</b>	<b>5,683,751</b>	<b>6,171,372</b>	<b>6,198,221</b>	<b>—</b>	<b>6,198,221</b>

Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Solid Waste - Administration	21000000	513030+	Succession Planning - Solid Waste manager position	36,887	36,887
TOTAL Solid Waste Fund				36,887	36,887

## Expenditure Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>21000000 - Sw-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	86,311	90,738	95,344	128,197	30,000	128,197
517010 Health Insurance	19,510	14,519	16,420	17,876	—	17,876
517020 Dental Insurance	1,234	732	750	768	—	768
517030 Retirement Contributions	12,127	12,036	12,900	16,344	3,825	16,344
517040 Social Security	6,528	6,699	7,293	9,806	2,295	9,806
517050 Workers Compensation	1,197	1,223	940	1,856	767	1,856
<b>Personnel Subtotal</b>	<b>126,907</b>	<b>125,948</b>	<b>133,647</b>	<b>174,847</b>	<b>36,887</b>	<b>174,847</b>
<b>Operating</b>						
521200 Laboratory Services	790	243	300	300	—	300
522070 City Admin Charge	535,928	597,372	541,804	580,270	—	580,270
523050 MF Printer Lease/Copies/Maint	40	24	—	—	—	—
524250 Advertising	12,156	11,980	9,000	9,000	—	9,000
524350 Training	278	50	750	750	—	750
524360 Meetings & Dues	2,655	3,594	1,200	1,200	—	1,200
524470 Public Awareness	3,438	3,428	10,000	10,000	—	10,000
527010 Supplies-Office	105	33	—	—	—	—
529010 Recruitment	23	—	—	—	—	—
<b>Operating Subtotal</b>	<b>555,413</b>	<b>616,723</b>	<b>563,054</b>	<b>601,520</b>	<b>—</b>	<b>601,520</b>
<b>21000000 - Sw-Administration Subtotal</b>	<b>682,320</b>	<b>742,671</b>	<b>696,701</b>	<b>776,367</b>	<b>36,887</b>	<b>776,367</b>
<b>21090000 - Sw-Debt Service</b>						
<b>Operating</b>						
551010 Debt-Principal	45,000	45,000	45,000	45,000	—	45,000
551020 Debt-Interest	12,400	10,585	8,770	6,955	—	6,955
553010 Debt-Lease Payments	87,500	87,500	104,600	104,586	—	104,586
<b>Operating Subtotal</b>	<b>144,900</b>	<b>143,085</b>	<b>158,370</b>	<b>156,541</b>	<b>—</b>	<b>156,541</b>
<b>21090000 - Sw-Debt Service Subtotal</b>	<b>144,900</b>	<b>143,085</b>	<b>158,370</b>	<b>156,541</b>	<b>—</b>	<b>156,541</b>
<b>21091500 - Sw-Transfers-Capital &amp; Other</b>						
<b>Operating</b>						
580100 Transfer-Capital Reserve	125,000	125,000	150,000	150,000	—	150,000
580110 Transfer-Cap Project	52,564	—	347,500	138,980	—	138,980
<b>Operating Subtotal</b>	<b>177,564</b>	<b>125,000</b>	<b>497,500</b>	<b>288,980</b>	<b>—</b>	<b>288,980</b>
<b>21091500 - Sw-Transfers-Capital &amp; Other Subtotal</b>	<b>177,564</b>	<b>125,000</b>	<b>497,500</b>	<b>288,980</b>	<b>—</b>	<b>288,980</b>
<b>21100082 - Sw-Transfer Station Facility</b>						
<b>Personnel</b>						
513070 Wages-Part Time	104,164	66,956	65,324	76,092	—	76,092

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
513080	Wages-Hourly	600	35,540	36,192	27,759	—	27,759
515010	OT-Regular	109	—	—	—	—	—
517040	Social Security	8,023	7,699	7,768	7,948	—	7,948
517050	Workers Compensation	1,472	2,197	1,883	1,926	—	1,926
Personnel Subtotal		114,368	112,392	111,167	113,725	—	113,725
Operating							
521030	Technical Services	398	1,383	16,500	16,500	—	16,500
522010	Janitorial	4,828	4,766	7,200	7,200	—	7,200
522050	PC Replacement Charge	1,435	1,558	981	981	—	981
523010	Maint-Office Equipment	39	143	—	—	—	—
523500	Maint-Building	41,828	25,480	25,000	25,000	—	25,000
525030	Electricity	38,354	25,637	20,583	20,583	—	20,583
525100	Communications & Phone	4,678	5,513	3,500	3,500	—	3,500
527600	Supplies-Operating	5,944	6,414	3,000	3,000	—	3,000
Operating Subtotal		97,504	70,893	76,764	76,764	—	76,764
21100082 - Sw-Transfer Station Facility Subtotal		211,872	183,285	187,931	190,489	—	190,489
21200000 - Sw-Operations							
Personnel							
513040	Wages-Full Time	103,615	112,975	121,185	127,559	—	127,559
515010	OT-Regular	18,824	32,237	36,646	36,646	—	36,646
517010	Health Insurance	31,259	35,695	41,299	44,449	—	44,449
517020	Dental Insurance	1,836	2,161	2,202	2,292	—	2,292
517030	Retirement Contributions	17,061	19,235	21,357	20,937	—	20,937
517040	Social Security	9,176	10,791	11,962	12,443	—	12,443
517050	Workers Compensation	2,736	5,545	4,225	4,766	—	4,766
Personnel Subtotal		184,506	218,639	238,876	249,092	—	249,092
Operating							
523110	Maint-Equipment	7,944	30,784	7,500	7,500	—	7,500
524480	Hauling & Disposal	2,696,614	2,936,605	3,122,055	3,178,335	—	3,178,335
524550	Contracted Services	40,395	40,168	28,750	28,750	—	28,750
527600	Supplies-Operating	50,651	51,903	31,000	31,000	—	31,000
Operating Subtotal		2,795,604	3,059,460	3,189,305	3,245,585	—	3,245,585
21200000 - Sw-Operations Subtotal		2,980,110	3,278,099	3,428,181	3,494,677	—	3,494,677
21242000 - Sw-Recycling							
Personnel							
513040	Wages-Full Time	252,486	254,868	264,714	314,229	—	314,229
515010	OT-Regular	52,852	70,115	41,506	41,506	—	41,506

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517010	Health Insurance	91,533	92,812	107,465	127,997	—	127,997
517020	Dental Insurance	5,551	5,272	5,381	6,127	—	6,127
517030	Retirement Contributions	42,903	43,161	41,433	45,360	—	45,360
517040	Social Security	22,722	23,827	22,968	26,612	—	26,612
517050	Workers Compensation	5,958	6,964	5,254	6,597	—	6,597
<b>Personnel Subtotal</b>		<b>474,004</b>	<b>497,019</b>	<b>488,721</b>	<b>568,428</b>	<b>—</b>	<b>568,428</b>
<b>Operating</b>							
522060	PW Fleet Charge	109,057	101,936	105,423	112,423	—	112,423
523100	Maint-Safety Program	2,220	1,522	2,200	2,200	—	2,200
523110	Maint-Equipment	42,752	37,365	15,000	15,000	—	15,000
523500	Maint-Building	565	—	—	—	—	—
524350	Training	1,283	1,125	750	750	—	750
524480	Hauling & Disposal	9,879	18,970	7,600	7,600	—	7,600
524550	Contracted Services	33,005	43,525	32,000	32,000	—	32,000
527330	Tools	431	1,864	500	500	—	500
527550	Supplies-Uniforms	11,055	8,732	4,400	4,400	—	4,400
527600	Supplies-Operating	8,781	1,881	13,500	13,500	—	13,500
<b>Operating Subtotal</b>		<b>219,027</b>	<b>216,919</b>	<b>181,373</b>	<b>188,373</b>	<b>—</b>	<b>188,373</b>
<b>21242000 - Sw-Recycling Subtotal</b>		<b>693,031</b>	<b>713,939</b>	<b>670,094</b>	<b>756,801</b>	<b>—</b>	<b>756,801</b>
<b>21242100 - Sw-Hazardous Waste</b>							
<b>Personnel</b>							
515010	OT-Regular	1,780	889	3,610	3,610	—	3,610
517030	Retirement Contributions	250	85	489	461	—	461
517040	Social Security	136	48	277	277	—	277
517050	Workers Compensation	25	14	82	67	—	67
<b>Personnel Subtotal</b>		<b>2,192</b>	<b>1,035</b>	<b>4,458</b>	<b>4,415</b>	<b>—</b>	<b>4,415</b>
<b>Operating</b>							
521030	Technical Services	57,500	111,496	95,109	95,109	—	95,109
527600	Supplies-Operating	26	838	—	—	—	—
<b>Operating Subtotal</b>		<b>57,527</b>	<b>112,335</b>	<b>95,109</b>	<b>95,109</b>	<b>—</b>	<b>95,109</b>
<b>21242100 - Sw-Hazardous Waste Subtotal</b>		<b>59,719</b>	<b>113,370</b>	<b>99,567</b>	<b>99,524</b>	<b>—</b>	<b>99,524</b>
<b>21242200 - Sw-Demolition</b>							
<b>Personnel</b>							
513070	Wages-Part Time	27,619	23,539	50,010	51,566	—	51,566
515010	OT-Regular	—	16	—	—	—	—
517040	Social Security	2,113	1,764	3,828	3,946	—	3,946



### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517050	Workers Compensation	561	503	816	956	—	956
Personnel Subtotal		30,293	25,822	54,654	56,468	—	56,468
Operating							
524480	Hauling & Disposal	95,299	105,270	141,270	141,270	—	141,270
526040	Rental-Equipment	2,315	1,425	1,200	1,200	—	1,200
Operating Subtotal		97,614	106,695	142,470	142,470	—	142,470
21242200 - Sw-Demolition Subtotal		127,908	132,517	197,124	198,938	—	198,938
21342300 - Sw-Landfill Monitoring							
Operating							
521200	Laboratory Services	18,398	10,561	35,000	35,000	—	35,000
521210	Monitor & Inspections	16,771	11,698	36,000	36,000	—	36,000
527600	Supplies-Operating	2,350	4,980	16,000	16,000	—	16,000
Operating Subtotal		37,520	27,239	87,000	87,000	—	87,000
21342300 - Sw-Landfill Monitoring Subtotal		37,520	27,239	87,000	87,000	—	87,000
21342400 - Sw-Landfill Gas System							
Operating							
523110	Maint-Equipment	1,511	3,158	8,000	8,000	—	8,000
523140	Maint-Systems	128,724	93,315	140,904	140,904	—	140,904
Operating Subtotal		130,235	96,472	148,904	148,904	—	148,904
21342400 - Sw-Landfill Gas System Subtotal		130,235	96,472	148,904	148,904	—	148,904
Total Expenditures		5,245,178	5,555,676	6,171,372	6,198,221	36,887	6,198,221





# Sewer Fund

## Overview & Summary

### Mission Statement

To reduce the community's impact on its natural environment through proper maintenance and operation of the City's collection and treatment infrastructure, while maintaining compliance with State and Federal regulations and fiscal responsibility.

### Description

In FY26, 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. FY26 objectives include:

- Replacement of original clarifier drive on secondary clarifier located at the WWTP;
- Replacement of WWTP UV Disinfection System Programmable Logic Controller (PLC);
- Replacement of Control Building HVAC system at the WWTP;
- Replacement of original WWTP service water system;
- Repair, refurbish and install coating system of two primary clarifier, three septage tanks and chip building located at the WWTP;
- Complete Martell Court Pump Station Permanent Bypass system;
- Rebuild and refurbish two remaining pumps and motors at MCPS;
- Replace four variable frequency drives (VFD's) at MCPS.

The FY25 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY25 included:

- Replacement of original roof at Martell Court Pump Station;
- Replace 240 Ultraviolet Disinfection lamps at WWTP
- Repair and resurface the 1.5-mile long WWTP access road
- Perform inspection of sewer force main from MCPS to the WWTP;
- Rebuilt two of the four pumps and motors at the MCPS;
- Cleaned 79,274 linear feet of sewer pipe;
- Video inspected 31,059 linear feet of sewer pipe.

### 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

	Align with CMP
Operate and maintain more than 94 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

## Objectives

	Statute	CMP	CC Goal
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement and repair, and main and grease trap inspections	CWA-NPDES	Infrastructure	4
Line approximately 16,000 linear feet of sewer mains.	CWA-NPDES	Infrastructure	4
Rebuild and refurbish the two remaining pumps and motors at MCPS and install four new variable frequency drives	CWA-NPDES	Infrastructure	4
Replace 2000 linear feet of sewer main and services on Island Street	CWA-NPDES	Infrastructure	4

## Metrics

	2026	2025	2024
Number of blockages cleared (goal is to decrease over time)	15	15	26
Percentage of sewer mains flushed	25%	25%	16%
Percentage of grease traps inspected	100%	85%	42%
Wastewater Treatment Plant discharge permit violations (goal =0)	0	5	2
Sanitary sewer overflows not related to private sources (goal =0)	0	0	3

## Operating Revenue and Expenditures

### Operating Revenues and Expenditures FY 2025 - 2026 Proposed Budget

	2023-2024	2024-2025	2025-2026	2025-2026
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Intergovernmental	447,596	299,706	299,706	299,706
Charges for Services	6,363,525	6,797,500	7,135,375	7,135,375
Miscellaneous	96,905	17,586	17,586	17,586
Use of (Addition to) Surplus	-	306,010	160,318	160,318
Capital Reserve	-	1,260,100	977,200	977,200
<b>Total Revenues</b>	<b>6,908,026</b>	<b>8,680,902</b>	<b>8,590,185</b>	<b>8,590,185</b>
<b>EXPENDITURES</b>				
Sewer Administration	899,758	649,680	848,587	848,587
Manholes and Services	303,601	435,638	452,370	452,370
Sewer System Maintenance	135,150	158,979	205,080	205,080
Martell Court Pump Station	206,311	167,963	200,255	200,255
WWTP	2,849,498	2,916,088	2,852,486	2,852,486
Laboratory	223,648	276,617	266,748	266,748
Depreciation Expense	1,355,746	1,375,000	1,329,260	1,329,260
Compensated Absence	(48,981)	-	-	-
Debt Service	139,854	215,837	233,199	233,199
Capitalized Expenditures	(1,139,339)	-	-	-
Capital Reserve Appropriations	1,125,000	1,225,000	1,225,000	1,225,000
Capital Project Transfer	400,000	1,260,100	977,200	977,200
<b>Total Expenditures</b>	<b>6,450,246</b>	<b>8,680,902</b>	<b>8,590,185</b>	<b>8,590,185</b>
<b>Net Revenues (Expenditures)</b>	<b>457,780</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

Project Name	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Martell Court	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
CR Appropriation: Sewer Infrastructure	750,000	750,000	750,000	750,000	750,000	750,000	5,250,000
CR Appropriation: Wastewater Treatment Plant	450,000	450,000	500,000	500,000	550,000	550,000	3,450,000
Blackbrook Wastewater Pumpstation Upgrade Project	-	300,000	-	1,910,000	-	-	2,210,000
Lower Winchester Infrastructure	-	-	-	-	-	-	418,000
Martell Court Bypass Project	-	-	-	-	-	-	3,420,000
Martell Court Pump & Control Replacement	150,000	-	-	-	-	-	150,000
Sewer Improvements Program	1,275,000	1,481,800	506,500	444,700	1,038,000	1,140,100	6,501,400
Sewer Main Lining Program	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Sewer Manhole Lining Program	172,200	177,400	-	-	-	-	516,800
Sewer Utility Work - Bridges Program	-	-	-	-	-	-	-
WWTP Building Renovation & Demolition Program	-	65,000	110,000	-	280,000	-	455,000
WWTP Chemical Feed System Upgrade Project	-	-	-	-	-	500,000	500,000
WWTP Clarifier Equipment Replacement Project	190,000	-	100,000	-	-	-	290,000
WWTP Fiber Optic Replacement Project	-	22,500	-	65,000	-	-	87,500
WWTP Grit Removal-Clamshell Replace Project	-	80,000	-	-	-	-	80,000
WWTP HVAC Replacement Project	-	-	-	422,000	-	447,000	1,241,000
WWTP Lab Instrumentation & Equip Replace Program	-	105,000	-	-	-	-	105,000
WWTP Roof Replacement Project	-	-	150,000	-	-	-	150,000
WWTP Septage Pumps Replacement Project	-	-	-	-	-	280,000	280,000
WWTP Service Water System Upgrade Project	-	-	-	-	-	-	262,000
WWTP Sludge Dryer Project	-	150,000	150,000	-	12,275,000	-	12,575,000
WWTP Sludge Replacement Project	-	-	-	-	180,000	-	180,000
WWTP Tank Repair Program	150,000	150,000	150,000	-	300,000	300,000	1,200,000
WWTP UV Lamp Replacement Program	90,000	-	-	-	80,000	-	245,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,477,200</b>	<b>\$ 3,981,700</b>	<b>\$ 2,666,500</b>	<b>\$ 4,341,700</b>	<b>\$ 15,703,000</b>	<b>\$ 4,217,100</b>	<b>\$ 41,299,300</b>
<b>PROJECT FUNDING DETAIL</b>							
<b>Capital Reserve Appropriations</b>							
Capital Reserve: Martell Court	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
Capital Reserve: Sewer Infrastructure	750,000	750,000	750,000	750,000	750,000	750,000	5,250,000
Capital Reserve: Wastewater Treatment Plant	450,000	450,000	500,000	500,000	550,000	550,000	3,450,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 1,225,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,325,000</b>	<b>\$ 8,875,000</b>
<b>Reserve Funded Projects</b>							
Sewer Improvements Program	\$ -	\$ 1,481,800	\$ 506,500	\$ 444,700	\$ 1,038,000	\$ 1,140,100	\$ 5,226,400
Sewer Main Lining Program	225,000	225,000	225,000	225,000	225,000	225,000	1,557,600
Sewer Manhole Lining Program	172,200	177,400	-	-	-	-	516,800
Sewer Utility Work - Bridges Program	-	-	-	-	-	-	-
Martell Court Pump & Control Replacement	150,000	-	-	-	-	-	150,000
WWTP Building Renovation & Demolition Program	-	65,000	110,000	-	280,000	-	455,000
WWTP Chemical Feed System Upgrade Project	-	-	-	-	-	500,000	500,000
WWTP Clarifier Equipment Replacement Project	190,000	-	100,000	-	-	-	290,000
WWTP Fiber Optic Replacement Project	-	22,500	-	65,000	-	-	87,500
WWTP Grit Removal-Clamshell Replace Project	-	80,000	-	-	-	-	80,000
WWTP Sludge Replacement Project	-	-	-	-	180,000	-	180,000
WWTP HVAC Replacement Project	-	-	-	45,000	-	45,000	135,000
WWTP Lab Instrumentation & Equip Replace Program	-	105,000	-	-	-	-	105,000
WWTP Roof Replacement Project	-	-	150,000	-	-	-	150,000
WWTP Septage Pumps Replacement Project	-	-	-	-	-	280,000	280,000
WWTP Sludge Dryer Project	-	150,000	150,000	-	250,000	-	550,000
WWTP Tank Repair Program	150,000	150,000	150,000	-	300,000	300,000	1,200,000
WWTP UV Lamp Replacement Program	90,000	-	-	-	80,000	-	245,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 977,200</b>	<b>\$ 2,456,700</b>	<b>\$ 1,391,500</b>	<b>\$ 779,700</b>	<b>\$ 2,353,000</b>	<b>\$ 2,490,100</b>	<b>\$ 11,708,300</b>
<b>Projects Funded with Debt</b>							
Blackbrook Wastewater Pumpstation Upgrade Project	\$ -	\$ -	\$ -	\$ 1,760,000	\$ -	\$ -	\$ 1,760,000
Lower Winchester Infrastructure	-	-	-	-	-	-	418,000
Martell Court Bypass Project	-	-	-	-	-	-	3,420,000
Sewer Improvements Program	1,275,000	-	-	-	-	-	1,275,000
WWTP HVAC Replacement Project	-	-	-	377,000	-	402,000	1,106,000
WWTP Service Water System Upgrade Project	-	-	-	-	-	-	262,000
WWTP Sludge Dryer Project	-	-	-	-	12,025,000	-	12,025,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 1,275,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,137,000</b>	<b>\$ 12,025,000</b>	<b>\$ 402,000</b>	<b>\$ 20,266,000</b>

2025-2031 Capital Improvement Program Summary (Cont'd)								
	<u>2025/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/2031</u>	<u>TOTAL</u>	
<b><u>Projects Funded with Grants</u></b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Projects Funded with Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Projects Funded with Cash</u></b>								
Blackbrook Wastewater Pumpstation Upgrade Project	\$ -	\$ 300,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 450,000
Total: Projects Funded with Cash	\$ -	\$ 300,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 450,000
Subtotal: Uses of Current Cash	\$ 1,225,000	\$ 1,525,000	\$ 1,275,000	\$ 1,425,000	\$ 1,325,000	\$ 1,325,000	\$ -	\$ 9,325,000
(Capital Reserve Appropriations plus Projects Funded with Current Cash)								
TOTAL: CAPITAL PROGRAM	\$ 3,477,200	\$ 3,981,700	\$ 2,666,500	\$ 4,341,700	\$ 15,703,000	\$ 4,217,100	\$ -	\$ 41,299,300
<u>New Cash Requirement FY 25-31: Reconciliation</u>								
Capital Reserve Appropriation	\$ 1,225,000	\$ 1,225,000	\$ 1,275,000	\$ 1,275,000	\$ 1,325,000	\$ 1,325,000	\$ -	\$ 8,875,000
User of Current Revenues for Projects	-	300,000	-	150,000	-	-	-	\$ 450,000
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-
New Funds Needed	\$ 1,225,000	\$ 1,525,000	\$ 1,275,000	\$ 1,425,000	\$ 1,325,000	\$ 1,325,000	\$ -	\$ 9,325,000



## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2025/2026</u>	<u>INTEREST 2025/2026</u>	<u>PRINCIPAL BALANCE 06/30/26</u>
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.23%	945,000	45,000	8,675	295,000
WW Treatment 2005 - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	212,900	19,900	398	0
Sewer Main Improvements 2005 - Advance Refunded 2013	5/2/2103	1/15/2026	2.00%	713,900	60,000	1,200	0
Rose Lane WWTP Closure	6/12/2015	6/12/2025	avg 2.17%	805,000	40,000	12,100	360,000
2016 Refunding Series B	11/1/2016	7/1/2028	avg 1.61%	1,210,565	111,587	11,106	246,466
2019 Martell Court Headworks Replacement	9/27/2018	9/15/2033	avg 2.74%	1,350,000	90,000	29,363	720,000
Colony Court-Bloomer Swamp Main	9/15/2020	9/15/2035	1.65%	1,513,000	100,000	17,489	1,010,000
				\$ 6,750,365	\$ 466,487	\$ 80,330	\$ 2,631,466
<b>Authorized, Unissued:</b>							
R-2024-13 Lower Winchester Infrastructure				\$ 418,000	\$ -	\$ 10,450	\$ 418,000
R-2024-14 Martell Court Bypass				3,420,000	-	85,500	3,420,000
R-2024-15 WWTP HVAC Replacement				327,000	-	8,175	327,000
R-2024-16 WWTP Service Water System Upgrade				262,000	-	6,550	262,000
<b>Total Authorized, Unissued</b>				\$ 4,427,000	\$ -	\$ 110,675	\$ 4,427,000
<b>Anticipated, FY25/26:</b>							
FY26 Sewer Improvements				\$ 1,275,000	\$ -	\$ 31,875	\$ 1,275,000
<b>Total Anticipated Bond Issue - New</b>				\$ 1,275,000	\$ -	\$ 31,875	\$ 1,275,000
<b>Anticipated, Future FY27 - FY31:</b>							
FY27 Sewer Improvements				1,313,000			
FY29 Blackbrook Wastewater Pumpstation				1,760,000			
FY29 WWTP HVAC Replacement				377,000			
FY30 WWTP HVAC Replacement				402,000			
FY30 WWTP Sludge Dryer				12,025,000			
<b>Total Anticipated Bond Issue - Future</b>				\$ 15,877,000			

### Revenue Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>32022502 - Sewer-Intergovernmental</b>							
431160	Federal-Fema Reimbursements	13,169	—	—	—	—	—
432140	State-Utilities Aid	303,232	301,170	139,706	139,706	—	139,706
434030	Local-Other Towns	133,236	146,426	160,000	160,000	—	160,000
<b>Subtotal</b>		<b>449,637</b>	<b>447,596</b>	<b>299,706</b>	<b>299,706</b>	<b>—</b>	<b>299,706</b>
<b>32023503 - Sewer-Charges For Services</b>							
441050	Charges-Sewer	5,714,372	5,836,943	6,250,000	6,562,500	—	6,562,500
441060	Charges-Septic Waste	450,442	446,191	500,000	525,000	—	525,000
441070	Charges-Sewer Services	2,249	—	2,000	2,100	—	2,100
441080	Charges-Indust Pre-Treatment	33,775	34,876	40,000	40,000	—	40,000
441090	Direct Reimbursement	119,723	39,859	—	—	—	—
441100	Charges-Testing	5,349	5,655	5,500	5,775	—	5,775
<b>Subtotal</b>		<b>6,325,910</b>	<b>6,363,525</b>	<b>6,797,500</b>	<b>7,135,375</b>	<b>—</b>	<b>7,135,375</b>
<b>32024505 - Sewer-Miscellaneous</b>							
461010	Interest Earnings	—	47	10,000	10,000	—	10,000
461110	Other	—	65,011	—	—	—	—
<b>Subtotal</b>		<b>—</b>	<b>65,058</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>32025506 - Sewer-Other Fin Sources</b>							
470010	Use (Addition) To Surplus	—	—	306,010	160,318	—	160,318
470030	Capital Reserve	—	—	1,260,100	977,200	—	977,200
473030	Equipment Surplus Sale	—	24,261	—	—	—	—
<b>Subtotal</b>		<b>—</b>	<b>24,261</b>	<b>1,566,110</b>	<b>1,137,518</b>	<b>—</b>	<b>1,137,518</b>
<b>32026507 - Sewer-Proceeds Lt Fin</b>							
481040	Amort of Refund Premium	7,585	7,585	7,586	7,586	—	7,586
<b>Subtotal</b>		<b>7,585</b>	<b>7,585</b>	<b>7,586</b>	<b>7,586</b>	<b>—</b>	<b>7,586</b>
<b>Total Revenues</b>		<b>6,783,133</b>	<b>6,908,026</b>	<b>8,680,902</b>	<b>8,590,185</b>	<b>—</b>	<b>8,590,185</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Administration	32000000	514010+	Intern	1,489	1,489
Manholes/Services	32140000	524160	Outsourcing utility bill processing and mailing	7,500	7,500
Sewer System Maintenance	32140100	251030	Third-party video coding	24,000	24,000
Sewer System Maintenance	32140100	523060	Increase in Cartegraph charges	2,000	2,000
Sewer System Maintenance	32140100	523110	Increased cost of replacement parts and equipment	5,000	5,000
Sewer System Maintenance	32140100	523500	Installation of confined space entry systems	10,000	10,000
Sewer System Maintenance	32140100	525100	Increase in cellular phone charges	1,000	1,000
Martell Court	32200079	523110	Explosion proof heaters	23,000	23,000
Martell Court	32200079	525010	Additional water usage related to washer compactor system	4,000	4,000
Martell Court	32200079	525040	Increased fuel usage	3,000	3,000
Wastewater Treatment Facility	32300083	515010	Overtime	5,000	5,000
Wastewater Treatment Facility	32300083	516020+	Additional on-call staffing	10,151	10,151
Wastewater Treatment Facility	32300083	523100	PPE and safety-related products	3,000	3,000
Wastewater Treatment Facility	32300083	523110	Repair of RAS pump and motor and additional repairs, as needed	43,000	43,000
Wastewater Treatment Facility	32300083	527330	Tools purchase for acquisition of new assets	3,000	3,000
Wastewater Treatment Facility	32300083	527550	Uniforms	3,000	3,000
Laboratory Services	32340583	523110	Increased contracts costs, as well as maintenance expenses	5,000	5,000
Laboratory Services	32340583	524480	Increased hazardous waste hauling expense	1,500	1,500
Manholes/Services	32340583	527600	IDEXX supplies, BOD bottles, Atomic Absorption consumables	1,000	1,000
Laboratory Services	32340583	527640	Increased chemicals expense	1,500	1,500
<b>TOTAL Sewer Fund</b>				<b>157,140</b>	<b>157,140</b>

## Expenditure Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>32000000 - Sewer Fund-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	7,633	2,635	2,907	3,129	—	3,129
513040 Wages-Full Time	197,096	230,188	176,913	182,820	—	182,820
514010 Wages-Temporary	—	2,124	3,750	5,000	1,250	5,000
515010 OT-Regular	12	1,273	—	—	—	—
515020 OT-Double	—	127	—	—	—	—
517010 Health Insurance	68,824	77,783	67,377	63,368	—	63,368
517020 Dental Insurance	4,321	4,546	3,251	3,394	—	3,394
517030 Retirement Contributions	29,900	32,112	24,327	23,707	—	23,707
517040 Social Security	15,812	17,760	13,699	14,471	95	14,471
517050 Workers Compensation	5,755	6,579	3,979	4,738	144	4,738
<b>Personnel Subtotal</b>	<b>329,354</b>	<b>375,128</b>	<b>296,203</b>	<b>300,627</b>	<b>1,489</b>	<b>300,627</b>
<b>Operating</b>						
521030 Technical Services	770	1,785	—	—	—	—
521200 Laboratory Services	156	160	200	200	—	200
522050 PC Replacement Charge	1,434	1,413	—	—	—	—
522060 PW Fleet Charge	4,863	7,906	7,540	7,575	—	7,575
522070 City Admin Charge	432,007	418,785	236,164	430,612	—	430,612
523060 Maint-Software	5,793	4,357	10,213	10,213	—	10,213
523100 Maint-Safety Program	3,656	3,151	2,600	2,600	—	2,600
524300 Travel	—	—	428	428	—	428
524350 Training	13	2,290	8,500	8,500	—	8,500
524360 Meetings & Dues	431	414	250	250	—	250
524380 Licenses & Certifications	—	50	150	150	—	150
525100 Communications & Phone	2,706	2,888	1,700	1,700	—	1,700
526020 Rental-Office Space	76,196	79,548	81,332	81,332	—	81,332
527010 Supplies-Office	347	38	1,400	1,400	—	1,400
527550 Supplies-Uniforms	10,914	1,833	3,000	3,000	—	3,000
527600 Supplies-Operating	13	13	—	—	—	—
529010 Recruitment	51	—	—	—	—	—
<b>Operating Subtotal</b>	<b>539,350</b>	<b>524,630</b>	<b>353,477</b>	<b>547,960</b>	<b>—</b>	<b>547,960</b>
<b>32000000 - Sewer Fund-Administration Subtotal</b>	<b>868,704</b>	<b>899,758</b>	<b>649,680</b>	<b>848,587</b>	<b>1,489</b>	<b>848,587</b>
<b>32000480 - Sewer-Comp Absence</b>						
<b>Personnel</b>						
513040 Wages-Full Time	25,219	(49,192)	—	—	—	—
517030 Retirement Contributions	3,546	—	—	—	—	—

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517040	Social Security	1,929	206	—	—	—	—
517050	Workers Compensation	387	4	—	—	—	—
<b>Personnel Subtotal</b>		<b>31,082</b>	<b>(48,981)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>32000480 - Sewer-Comp Absence Subtotal</b>		<b>31,082</b>	<b>(48,981)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>32090000 - Sewer-Debt Service</b>							
<b>Operating</b>							
551020	Debt-Interest	122,025	114,438	205,518	222,880	—	222,880
552020	Debt-Int On Notes	40,514	25,416	10,319	10,319	—	10,319
<b>Operating Subtotal</b>		<b>162,540</b>	<b>139,854</b>	<b>215,837</b>	<b>233,199</b>	<b>—</b>	<b>233,199</b>
<b>32090000 - Sewer-Debt Service Subtotal</b>		<b>162,540</b>	<b>139,854</b>	<b>215,837</b>	<b>233,199</b>	<b>—</b>	<b>233,199</b>
<b>32090500 - Sewer-Depreciation</b>							
<b>Operating</b>							
562010	Deprec-Buildings	293,274	293,274	300,000	293,274	—	293,274
562020	Deprec-Other Impr	576,427	574,836	575,000	570,909	—	570,909
562030	Deprec-Mach/Equip	488,904	487,635	500,000	465,077	—	465,077
<b>Operating Subtotal</b>		<b>1,358,606</b>	<b>1,355,746</b>	<b>1,375,000</b>	<b>1,329,260</b>	<b>—</b>	<b>1,329,260</b>
<b>32090500 - Sewer-Depreciation Subtotal</b>		<b>1,358,606</b>	<b>1,355,746</b>	<b>1,375,000</b>	<b>1,329,260</b>	<b>—</b>	<b>1,329,260</b>
<b>32091500 - Sewer-Trans-Capital &amp; Others</b>							
<b>Operating</b>							
561020	Capitalized Expenditures	(2,817,492)	(1,139,339)	—	—	—	—
580100	Transfer-Capital Reserve	1,100,000	1,125,000	1,225,000	1,225,000	—	1,225,000
580110	Transfer-Cap Project	—	400,000	1,260,100	977,200	—	977,200
<b>Operating Subtotal</b>		<b>(1,717,492)</b>	<b>385,661</b>	<b>2,485,100</b>	<b>2,202,200</b>	<b>—</b>	<b>2,202,200</b>
<b>32091500 - Sewer-Trans-Capital &amp; Others Subtotal</b>		<b>(1,717,492)</b>	<b>385,661</b>	<b>2,485,100</b>	<b>2,202,200</b>	<b>—</b>	<b>2,202,200</b>
<b>32140000 - Sewer-Manholes/Services</b>							
<b>Personnel</b>							
513040	Wages-Full Time	154,190	107,993	146,475	149,969	—	149,969
515010	OT-Regular	9,889	12,559	11,845	11,845	—	11,845
515020	OT-Double	—	343	—	—	—	—
517010	Health Insurance	34,285	42,870	61,398	65,083	—	65,083
517020	Dental Insurance	2,253	2,571	2,818	3,816	—	3,816
517030	Retirement Contributions	22,651	16,247	21,422	20,631	—	20,631
517040	Social Security	12,126	8,957	11,489	12,019	—	12,019
517050	Workers Compensation	3,240	2,477	2,466	3,250	—	3,250
<b>Personnel Subtotal</b>		<b>238,633</b>	<b>194,017</b>	<b>257,913</b>	<b>266,613</b>	<b>—</b>	<b>266,613</b>
<b>Operating</b>							
522060	PW Fleet Charge	122,790	122,539	116,875	117,407	—	117,407

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
523100	Maint-Safety Program	—	396	—	—	—	—
523110	Maint-Equipment	—	—	5,000	5,000	—	5,000
523140	Maint-Systems	18,961	16,704	18,650	18,650	—	18,650
523310	Maint-Road & Street	3,728	2,652	5,000	5,000	—	5,000
523700	Maint-Other Improvements	—	3,895	7,500	7,500	—	7,500
524160	Printing	—	—	—	7,500	7,500	7,500
524300	Travel	196	—	100	100	—	100
526060	Rental-Other	—	—	600	600	—	600
527330	Tools	—	—	5,000	5,000	—	5,000
527600	Supplies-Operating	25,454	(36,602)	19,000	19,000	—	19,000
Operating Subtotal		171,128	109,584	177,725	185,757	7,500	185,757
32140000 - Sewer-Manholes/Services Subtotal		409,761	303,601	435,638	452,370	7,500	452,370
32140100 - Sewer-System Maintenance							
Personnel							
513030	Wages-Supervisory	17,454	22,203	22,807	23,489	—	23,489
513040	Wages-Full Time	28,195	24,113	36,683	38,166	—	38,166
515010	OT-Regular	3,787	2,367	4,465	4,465	—	4,465
517010	Health Insurance	16,342	15,312	20,425	22,046	—	22,046
517020	Dental Insurance	1,160	871	993	1,136	—	1,136
517030	Retirement Contributions	7,566	7,710	8,649	8,425	—	8,425
517040	Social Security	4,043	4,282	4,713	5,004	—	5,004
517050	Workers Compensation	686	816	734	804	—	804
Personnel Subtotal		79,233	77,673	99,469	103,535	—	103,535
Operating							
521030	Technical Services	—	—	—	24,000	24,000	24,000
522060	PW Fleet Charge	6,941	7,906	7,540	7,575	—	7,575
523060	Maint-Software	4,781	4,926	4,784	6,784	2,000	6,784
523100	Maint-Safety Program	3,614	1,702	3,568	3,568	—	3,568
523110	Maint-Equipment	16,487	29,436	21,300	26,300	5,000	26,300
523500	Maint-Building	848	1,443	7,900	17,900	10,000	17,900
525010	Water	226	243	200	200	—	200
525030	Electricity	6,927	9,080	8,500	8,500	—	8,500
525040	Heating Fuel	1,596	11	1,193	1,193	—	1,193
525100	Communications & Phone	1,282	1,548	900	1,900	1,000	1,900
526040	Rental-Equipment	—	—	400	400	—	400
527010	Supplies-Office	—	50	—	—	—	—
527330	Tools	155	1,133	1,225	1,225	—	1,225

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527340	Equipt-Minor	—	—	2,000	2,000	—	2,000
<b>Operating Subtotal</b>		<b>42,857</b>	<b>57,477</b>	<b>59,510</b>	<b>101,545</b>	<b>42,000</b>	<b>101,545</b>
<b>32140100 - Sewer-System Maintenance Subtotal</b>		<b>122,090</b>	<b>135,150</b>	<b>158,979</b>	<b>205,080</b>	<b>42,000</b>	<b>205,080</b>
<b>32200079 - Sewer-Martell Court</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	142	7,993	8,211	8,456	—	8,456
513040	Wages-Full Time	32,849	26,065	23,583	24,536	—	24,536
515010	OT-Regular	1,084	2,702	1,579	1,579	—	1,579
517010	Health Insurance	7,038	10,680	11,104	11,965	—	11,965
517020	Dental Insurance	514	584	526	614	—	614
517030	Retirement Contributions	5,475	4,918	4,518	4,412	—	4,412
517040	Social Security	2,913	2,725	2,450	2,619	—	2,619
517050	Workers Compensation	500	521	380	427	—	427
<b>Personnel Subtotal</b>		<b>50,515</b>	<b>56,187</b>	<b>52,351</b>	<b>54,608</b>	<b>—</b>	<b>54,608</b>
<b>Operating</b>							
522060	PW Fleet Charge	6,430	7,906	7,540	7,575	—	7,575
523100	Maint-Safety Program	2,272	—	1,978	1,978	—	1,978
523110	Maint-Equipment	23,562	41,162	28,000	51,000	23,000	51,000
523500	Maint-Building	3,403	519	3,600	3,600	—	3,600
524480	Hauling & Disposal	1,838	1,745	1,800	1,800	—	1,800
525010	Water	11,500	15,545	6,300	10,300	4,000	10,300
525030	Electricity	57,307	77,487	62,835	62,835	—	62,835
525040	Heating Fuel	5,263	5,760	3,559	6,559	3,000	6,559
525100	Communications & Phone	152	—	—	—	—	—
<b>Operating Subtotal</b>		<b>111,727</b>	<b>150,124</b>	<b>115,612</b>	<b>145,647</b>	<b>30,000</b>	<b>145,647</b>
<b>32200079 - Sewer-Martell Court Subtotal</b>		<b>162,242</b>	<b>206,311</b>	<b>167,963</b>	<b>200,255</b>	<b>30,000</b>	<b>200,255</b>
<b>32300083 - Sewer-Wwtp</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	132,551	113,119	104,264	110,483	—	110,483
513040	Wages-Full Time	274,129	254,909	275,683	288,602	—	288,602
515010	OT-Regular	23,684	29,436	24,871	29,871	5,000	29,871
515020	OT-Double	563	1,207	900	900	—	900
516020	Stand-By	27,038	22,754	25,550	38,325	12,775	38,325
517010	Health Insurance	142,132	116,072	131,143	150,279	—	150,279
517020	Dental Insurance	9,468	6,752	6,344	7,503	—	7,503
517030	Retirement Contributions	62,304	53,515	58,356	55,889	(1,543)	55,889
517040	Social Security	33,303	29,649	31,844	33,016	(926)	33,016

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517050	Workers Compensation	5,793	5,446	5,180	5,291	(155)	5,291
Personnel Subtotal		710,963	632,860	664,135	720,159	15,151	720,159
Operating							
521020	Professional Services	35,335	10,424	—	—	—	—
521030	Technical Services	15,277	13,796	7,000	7,000	—	7,000
521200	Laboratory Services	207	20	500	500	—	500
522010	Janitorial	4,881	4,085	4,860	4,860	—	4,860
522050	PC Replacement Charge	1,609	2,129	3,502	4,034	—	4,034
522060	PW Fleet Charge	22,101	19,764	18,851	18,937	—	18,937
522070	City Admin Charge	353,723	342,454	513,014	340,770	—	340,770
523010	Maint-Office Equipment	1,447	1,708	—	—	—	—
523050	MF Printer Lease/Copies/Maint	200	597	2,500	2,500	—	2,500
523060	Maint-Software	11,805	9,633	11,709	11,709	—	11,709
523100	Maint-Safety Program	6,971	5,199	3,025	6,025	3,000	6,025
523110	Maint-Equipment	142,704	177,780	134,515	177,515	43,000	177,515
523160	Maint-Esco	278	—	—	—	—	—
523500	Maint-Building	48,073	58,174	50,000	50,000	—	50,000
523710	River Gauge Station Maint	16,150	2,350	9,100	9,100	—	9,100
523750	Permits	—	—	150	150	—	150
524300	Travel	376	623	596	596	—	596
524350	Training	3,984	545	1,612	1,612	—	1,612
524360	Meetings & Dues	1,747	1,008	885	885	—	885
524380	Licenses & Certifications	440	613	150	150	—	150
524480	Hauling & Disposal	555,753	606,423	592,568	592,568	—	592,568
525010	Water	11,093	10,334	9,021	9,021	—	9,021
525030	Electricity	185,277	182,036	193,176	193,176	—	193,176
525040	Heating Fuel	57,441	30,474	41,486	41,486	—	41,486
525100	Communications & Phone	7,511	7,828	5,754	5,754	—	5,754
525120	Industrial Pre-Treatment	5,108	4,706	4,780	4,780	—	4,780
526010	Rental-Land	205,253	212,445	216,270	216,270	—	216,270
527010	Supplies-Office	297	325	995	995	—	995
527100	Postage	9	3	—	—	—	—
527330	Tools	3,271	3,176	3,000	6,000	3,000	6,000
527340	Equipt-Minor	9,667	8,448	4,750	4,750	—	4,750
527440	Equipt-Computer Minor	8,413	—	—	—	—	—
527550	Supplies-Uniforms	9,092	7,764	5,006	8,006	3,000	8,006
527600	Supplies-Operating	2,952	9,821	7,500	7,500	—	7,500



### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527640	Supplies-Chemicals	388,904	481,953	405,678	405,678	—	405,678
<b>Operating Subtotal</b>		<b>2,117,347</b>	<b>2,216,638</b>	<b>2,251,953</b>	<b>2,132,327</b>	<b>52,000</b>	<b>2,132,327</b>
<b>32300083 - Sewer-Wwtp Subtotal</b>		<b>2,828,310</b>	<b>2,849,498</b>	<b>2,916,088</b>	<b>2,852,486</b>	<b>67,151</b>	<b>2,852,486</b>
<b>32340583 - Sewer-Wwtp-Laboratory</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	43,149	45,708	45,613	41,195	—	41,195
513040	Wages-Full Time	85,396	67,446	93,867	90,312	—	90,312
515010	OT-Regular	1,447	—	2,884	2,884	—	2,884
517010	Health Insurance	25,649	21,396	38,037	29,095	—	29,095
517020	Dental Insurance	1,379	1,110	1,352	1,920	—	1,920
517030	Retirement Contributions	18,257	14,869	19,262	17,134	—	17,134
517040	Social Security	9,799	8,251	10,735	10,241	—	10,241
517050	Workers Compensation	2,421	1,973	2,014	2,079	—	2,079
<b>Personnel Subtotal</b>		<b>187,498</b>	<b>160,752</b>	<b>213,764</b>	<b>194,860</b>	<b>—</b>	<b>194,860</b>
<b>Operating</b>							
521200	Laboratory Services	17,544	16,197	16,500	16,500	—	16,500
522060	PW Fleet Charge	8,828	7,906	7,540	7,575	—	7,575
523060	Maint-Software	213	219	213	213	—	213
523110	Maint-Equipment	14,372	18,622	13,000	18,000	5,000	18,000
524350	Training	618	130	500	500	—	500
524380	Licenses & Certifications	100	50	100	100	—	100
524480	Hauling & Disposal	—	—	200	1,700	1,500	1,700
527010	Supplies-Office	341	148	300	300	—	300
527340	Equipt-Minor	—	600	—	—	—	—
527600	Supplies-Operating	11,815	9,486	11,500	12,500	1,000	12,500
527620	Licenses & Permits	890	750	1,000	1,000	—	1,000
527640	Supplies-Chemicals	11,876	8,788	12,000	13,500	1,500	13,500
<b>Operating Subtotal</b>		<b>66,597</b>	<b>62,896</b>	<b>62,853</b>	<b>71,888</b>	<b>9,000</b>	<b>71,888</b>
<b>32340583 - Sewer-Wwtp-Laboratory Subtotal</b>		<b>254,094</b>	<b>223,648</b>	<b>276,617</b>	<b>266,748</b>	<b>9,000</b>	<b>266,748</b>
<b>Total Expenditures</b>		<b>4,479,936</b>	<b>6,450,246</b>	<b>8,680,902</b>	<b>8,590,185</b>	<b>157,140</b>	<b>8,590,185</b>



KEENE



**Water Fund**

## Overview & Summary

### Mission Statement

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.

### Description

In FY26, 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 FY26, 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. FY25 objectives include:

- Refurbish 3 Million Gallon Water Storage Tank;
- Perform distribution system flushing;
- Continue valve replacement program throughout the distribution system;
- Replace original valves and pneumatic actuators with electric actuators for 1 filter unit at the WTF ;
- Refurbish and repair an original backwash pump at the WTF;
- Replace two original regenerative blowers at the WTF;
- Replace water mains on Island Street and Downtown.

FY25 Water Fund activities continued the Department's focus on infrastructure and water quality improvement at the capital and operating budget levels. FY25 accomplishments included:

- Replaced eight online Turbidity analyzers at the WTF
- Replaced one bulk chemical storage tank (2000 gallon) at the WTF;
- Performed flushing throughout the distribution system;
- Replaced 8 valves to date with another 8 planned throughout the distribution system
- Complete strategic planning grant for Robertson Field Well Development project
- Completed refurbishment of underdrain system and media replacement for two filter units
- Completed lead service line inventory.

### Background

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

The focus areas are:

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

## Primary Services

	Align with CMP
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

## Objectives

	Statute	CMP	CC Goal
Refurbish, repair and repaint the 3 million gallon water storage tank	SDWA	Infrastructure	4
Replace water mains on Island Street and Main Street	SDWA	Infrastructure	4
Replace two original (1993) regenerative blowers at the Water Treatment Facility	SDWA	Infrastructure	4
Refurbish and repair an original (1993) backwash pump at the Water Treatment Facility	SDWA	Infrastructure	4

## Metrics

	2026	2025	2024
Million gallons of water treated to meet drinking water standards	730	730	715
Number of water main breaks/service leaks/repairs	30	30	43
Percentage of fire hydrants exercised	80.0%	73.0%	82.5%
Percentage of water meters replaced	5.0%	4.8%	4.8%
Percent of non-metered water (CY)	7.0%	9.0%	8.0%
Number of water quality/discolored water incidents	15	8	13

## Operating Revenue and Expenditures

	2023-2024	2024-2025	2025-2026	2025-2026
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Charges for Services	5,075,576	5,677,000	5,908,350	5,908,350
Miscellaneous	230,288	10,028	10,028	10,028
Use of (Addition to) Surplus	-	(125,045)	(90,572)	(90,572)
Capital Reserve	-	316,400	601,183	601,183
Inter (Multi) Fund Appropriation	-	-	-	-
Inter (Same) Fund Appropriation	-	-	-	-
<b>Total Revenues</b>	<b>5,305,864</b>	<b>5,878,383</b>	<b>6,428,989</b>	<b>6,428,989</b>
<b>EXPENDITURES</b>				
Water Administration	897,741	928,943	1,147,561	1,147,561
Water Distribution Services	430,284	606,675	633,201	633,201
Water System Maintenance	138,585	147,482	165,999	165,999
Water Supply	303,198	251,175	251,317	251,317
Meters	397,580	457,534	455,728	455,728
Water Treatment Facility	773,822	972,710	989,059	989,059
Laboratory	189,108	218,114	211,582	211,582
Depreciation Expense	997,770	1,025,000	970,878	970,878
Compensated Absence	19,916	-	-	-
Debt Service	141,799	204,350	252,481	252,481
Capitalized Expenditures	(1,409,220)	-	-	-
Capital Reserve Appropriations	875,000	750,000	750,000	750,000
Capital Project Transfer	2,733,793	316,400	601,183	601,183
<b>Total Expenditures</b>	<b>6,489,376</b>	<b>5,878,383</b>	<b>6,428,989</b>	<b>6,428,989</b>
<b>Net Revenues (Expenditures)</b>	<b>(1,183,512)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2025-2031 Capital Improvement Program Summary

<u>Project Name</u>	<u>2025/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/2031</u>	<u>TOTAL</u>
CR Appropriation: Water Infrastructure	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
CR Appropriation: Water Treatment Facility	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
Bulk Water Fill Station Project		121,000					121,000
Emergency Generators Replacement Program			280,000			175,000	455,000
Lower Winchester Infrastructure Project							1,004,000
3 MG Storage Tank Repair Project	690,000						690,000
Chapman Water Tank Repairs Project			120,000				120,000
Water Distribution Improvements Program	1,128,000	3,054,800	947,900	983,300	1,369,500	1,205,000	10,155,900
Water Supply Dam Maintenance Program					200,000	200,000	400,000
Water Utility Work - Bridges Program					85,000		85,000
Water Valve Replacement Program	115,000	120,000	125,000	130,000	135,000	140,000	875,000
Well Field Upgrades Program	709,000		4,244,000				4,953,000
WTF Blower Replacement Project	93,783						93,783
WTF HVAC & AC Unit Replacement Project		45,000		145,000			190,000
WTF Instrumentation Replace & Upgrade Program			40,000				86,000
WTF Lab Instrumentation/Equip Replace Program		105,000					105,000
WTF Water Pump Repair & Replace Program	65,000		75,000		155,000		295,000
WTF Valve & Actuator Replace/Upgrade Project	169,400		171,280		183,000		523,680
WTF Waste Gate Actuator Replacement Project			30,000				30,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,720,183</b>	<b>\$ 4,195,800</b>	<b>\$ 6,783,180</b>	<b>\$ 2,008,300</b>	<b>\$ 2,877,500</b>	<b>\$ 2,470,000</b>	<b>\$ 25,432,363</b>
<b>PROJECT FUNDING DETAIL</b>							
<b>Capital Reserve Appropriations</b>							
Capital Reserve: Water Infrastructure	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000
Capital Reserve: Water Treatment Facility	250,000	250,000	250,000	250,000	250,000	250,000	1,750,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 5,250,000</b>
<b>Reserve Funded Projects</b>							
Chapman Water Tank Repairs Project	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
Water Distribution Improvements Program	158,000	168,800	947,900	143,300	174,500		1,752,900
Water Valve Replacement Program	115,000	120,000	125,000	130,000	135,000	140,000	875,000
WTF Blower Replacement Project	93,783	-	-	-	-	-	93,783
WTF HVAC & AC Unit Replacement Project	-	45,000	-	145,000	-	-	190,000
WTF Instrumentation Replace & Upgrade Program	-	-	40,000	-	-	-	86,000
WTF Lab Instrumentation/Equip Replace Program	-	105,000	-	-	-	-	105,000
WTF Water Pump Repair & Replace Program	65,000	-	75,000	-	155,000	-	295,000
WTF Valve & Actuator Replace/Upgrade Project	169,400	-	171,280	-	183,000	-	523,680
WTF Waste Gate Actuator Replacement Project	-	-	30,000	-	-	-	30,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 601,183</b>	<b>\$ 438,800</b>	<b>\$ 1,509,180</b>	<b>\$ 418,300</b>	<b>\$ 647,500</b>	<b>\$ 140,000</b>	<b>\$ 4,071,363</b>
<b>Projects Funded with Debt</b>							
3 MG Storage Tank Repair Project	\$ 690,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,000
Lower Winchester Infrastructure Project	-	-	-	-	-	-	1,004,000
Water Distribution Improvements Program	970,000	2,886,000		840,000	1,195,000	1,205,000	8,403,000
Well Field Upgrades Program	709,000	-	4,244,000	-	-	-	4,953,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 2,369,000</b>	<b>\$ 2,886,000</b>	<b>\$ 4,244,000</b>	<b>\$ 840,000</b>	<b>\$ 1,195,000</b>	<b>\$ 1,205,000</b>	<b>\$ 15,050,000</b>
<b>Projects Funded with Grants</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Cash</b>							
Bulk Water Fill Station Project	\$ -	\$ 121,000	\$ -	\$ -	\$ -	\$ -	\$ 121,000
Emergency Generators Replacement Program	-	-	280,000	-	-	175,000	455,000
Water Supply Dam Maintenance Program	-	-	-	-	200,000	200,000	400,000
Water Utility Work - Bridges Program	-	-	-	-	85,000	-	85,000
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ 121,000</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ 285,000</b>	<b>\$ 375,000</b>	<b>\$ 1,061,000</b>
<b>Subtotal: Uses of Cash</b>	<b>\$ 750,000</b>	<b>\$ 871,000</b>	<b>\$ 1,030,000</b>	<b>\$ 750,000</b>	<b>\$ 1,035,000</b>	<b>\$ 1,125,000</b>	<b>\$ 6,311,000</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)							
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,720,183</b>	<b>\$ 4,195,800</b>	<b>\$ 6,783,180</b>	<b>\$ 2,008,300</b>	<b>\$ 2,877,500</b>	<b>\$ 2,470,000</b>	<b>\$ 25,432,363</b>
<b>New Cash Requirement FY 25-31: Reconciliation</b>							
Capital Reserve Appropriation	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 5,250,000
User of Current Revenues for Projects	-	121,000	280,000	-	285,000	375,000	1,061,000
Use of Fund Balance for Projects	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 750,000</b>	<b>\$ 871,000</b>	<b>\$ 1,030,000</b>	<b>\$ 750,000</b>	<b>\$ 1,035,000</b>	<b>\$ 1,125,000</b>	<b>\$ 6,311,000</b>

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2025/2026</u>	<u>INTEREST 2025/2026</u>	<u>PRINCIPAL BALANCE 06/30/26</u>
Babbidge Reservoir Dam Repairs	9/15/2016	9/15/1936	avg 1.85%	850,000	45,000	15,700	445,000
Woodward Pond Dam	9/15/2020	9/15/2035	1.65%	1,727,000	115,000	19,923	1,150,000
3.0 MG Water Tank Repair	8/15/2023	8/15/2038	5.10%	2,175,566	145,038	99,858	1,885,490
				\$ 4,752,566	\$ 305,038	\$ 135,481	\$ 3,480,490
<b>Authorized, Unissued:</b>							
R-2024-17 Lower Winchester Street Infrastructure				\$ 1,004,000	\$ -	\$ 25,100	\$ 1,004,000
R-2024-18 Water Distribution Improvements				1,307,000	-	32,675	1,307,000
<b>Total Authorized, Unissued</b>				\$ 2,311,000	\$ -	\$ 57,775	\$ 2,311,000
<b>Anticipated, FY25/26:</b>							
FY26 3MG Water Tank Repairs				\$ 690,000	\$ -	\$ 17,250	\$ 690,000
FY26 Water Distribution Improvements				970,000	-	24,250	970,000
FY26 Well Field Upgrades				709,000	-	17,725	709,000
<b>Total Anticipated Bond Issue - New</b>				\$ 2,369,000	\$ -	\$ 59,225	\$ 2,369,000
<b>Anticipated, Future FY27 - FY31:</b>							
FY27 Water Distribution Improvements				2,884,000			
FY28 Well Field Upgrades				4,244,000			
FY29 Water Distribution Improvements				840,000			
FY30 Water Distribution Improvements				1,195,000			
FY31 Water Distribution Improvements				1,205,000			
<b>Total Anticipated Bond Issue - Future</b>				\$ 15,106,000			



### Revenue Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>34023503 - Water-Charges For Services</b>						
441010 Charges-Water Sales	4,765,318	4,629,023	5,150,000	5,355,000	—	5,355,000
441020 Charges-Water Services	7,917	6,867	12,000	12,600	—	12,600
441030 Charges-Fire Protection	305,307	301,431	350,000	367,500	—	367,500
441040 Charges-Hydrant Rental	145,753	138,255	165,000	173,250	—	173,250
441090 Direct Reimbursement	500	—	—	—	—	—
<b>Subtotal</b>	<b>5,224,795</b>	<b>5,075,576</b>	<b>5,677,000</b>	<b>5,908,350</b>	<b>—</b>	<b>5,908,350</b>
<b>34024505 - Water-Miscellaneous</b>						
461010 Interest Earnings	57,364	230,064	10,000	10,000	—	10,000
<b>Subtotal</b>	<b>57,364</b>	<b>230,064</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>	<b>10,000</b>
<b>34025506 - Water-Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	—	(125,045)	(90,572)	—	(90,572)
470030 Capital Reserve	—	—	316,400	601,183	—	601,183
472000 Inter (Multi) Fund Approp	6,306	—	—	—	—	—
473030 Equipment Surplus Sale	—	196	—	—	—	—
<b>Subtotal</b>	<b>6,306</b>	<b>196</b>	<b>191,355</b>	<b>510,611</b>	<b>—</b>	<b>510,611</b>
<b>34026507 - Water-Proceeds Lt Financing</b>						
481040 Amort of Refund Premium	28	28	28	28	—	28
<b>Subtotal</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>—</b>	<b>28</b>
<b>Total Revenues</b>	<b>5,288,493</b>	<b>5,305,864</b>	<b>5,878,383</b>	<b>6,428,989</b>	<b>—</b>	<b>6,428,989</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Administration	34000000	514010+	Intern	1,488	1,488
Administration	34000000	523100	Safety program maintenance - PPE	2,500	2,500
Administration	34000000	526040	Pump rental expense	8,000	8,000
Distribution Services	34140000	523310	Increased materials expense to backfill watermain breaks	5,000	5,000
Distribution Services	34140000	524160	Outsourcing utility bill processing and mailing	7,500	7,500
Distribution Services	34140000	527330	Increased tools expense	500	500
System Maintenance	32140100	523110	Increased equipment and related parts and materials expense	10,000	10,000
System Maintenance	34140100	523500	Increased materials and parts expense for repairs	5,000	5,000
System Maintenance	34140100	525040	Increased heating expense - pump stations and emergency generators	800	800
Meters	34240400	516010+	Meter staffing changes	14,221	-
Meters	34240400	523060	Upgrade of BPMS software	2,000	2,000
Wastewater Treatment Facility	34300084	523060	Increased annual software maintenance expense	2,000	2,000
Wastewater Treatment Facility	34300084	523110	Increased materials and parts expense for repairs	10,000	10,000
Wastewater Treatment Facility	34300084	523500	Increased materials and parts expense for repairs	5,000	5,000
Wastewater Treatment Facility	34300084	525030	Increased electrical expense at WWTF	2,000	2,000
Wastewater Treatment Facility	34300084	527640	Increased chemicals manufacturing and transportation costs	18,500	18,500
Laboratory Services	34340584	524480	Increased hazardous waste hauling/disposal expense	1,500	1,500
Laboratory Services	34340584	527620	NHELAP audit to maintain accreditation	300	300
Laboratory Services	34340584	527640	Increased chemicals expense	1,000	1,000
Total Water Fund				97,309	83,088

### Expenditure Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>34000000 - Water-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	7,551	2,636	2,907	3,129	—	3,129
513040 Wages-Full Time	130,446	92,978	96,842	99,984	—	99,984
514010 Wages-Temporary	1,718	3,827	3,750	5,000	1,250	5,000
515010 OT-Regular	12	—	—	—	—	—
517010 Health Insurance	41,923	27,345	32,282	31,860	—	31,860
517020 Dental Insurance	2,583	1,486	1,568	1,630	—	1,630
517030 Retirement Contributions	20,397	12,907	13,498	13,148	—	13,148
517040 Social Security	11,038	7,433	7,810	8,140	95	8,140
517050 Workers Compensation	3,616	2,885	2,184	2,634	143	2,634
<b>Personnel Subtotal</b>	<b>219,284</b>	<b>151,496</b>	<b>160,841</b>	<b>165,525</b>	<b>1,488</b>	<b>165,525</b>
<b>Operating</b>						
521030 Technical Services	—	3,500	3,500	3,500	—	3,500
521200 Laboratory Services	196	160	400	400	—	400
522050 PC Replacement Charge	3,258	3,115	2,697	3,216	—	3,216
522060 PW Fleet Charge	4,863	7,906	7,540	7,575	—	7,575
522070 City Admin Charge	485,884	534,820	545,746	748,626	—	748,626
522080 Taxes	75,628	90,128	84,418	84,418	—	84,418
523060 Maint-Software	4,858	3,256	9,164	9,164	—	9,164
523100 Maint-Safety Program	3,073	2,619	2,500	5,000	2,500	5,000
523750 Permits	3,000	50	3,000	3,000	—	3,000
524300 Travel	855	629	—	—	—	—
524350 Training	1,346	1,342	10,500	10,500	—	10,500
524360 Meetings & Dues	2,378	2,596	3,200	3,200	—	3,200
524380 Licenses & Certifications	1,315	503	300	300	—	300
524470 Public Awareness	6,336	5,743	6,630	6,630	—	6,630
525100 Communications & Phone	4,541	5,667	2,800	2,800	—	2,800
526020 Rental-Office Space	76,196	79,548	81,332	81,332	—	81,332
526040 Rental-Equipment	4,784	—	1,000	9,000	8,000	9,000
527010 Supplies-Office	433	103	875	875	—	875
527330 Tools	4,844	1,439	—	—	—	—
527550 Supplies-Uniforms	10,981	3,089	2,500	2,500	—	2,500
527600 Supplies-Operating	324	32	—	—	—	—
529010 Recruitment	51	—	—	—	—	—
<b>Operating Subtotal</b>	<b>695,143</b>	<b>746,245</b>	<b>768,102</b>	<b>982,036</b>	<b>10,500</b>	<b>982,036</b>
<b>34000000 - Water-Administration Subtotal</b>	<b>914,427</b>	<b>897,741</b>	<b>928,943</b>	<b>1,147,561</b>	<b>11,988</b>	<b>1,147,561</b>

### Expenditure Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>34000480 - Water-Comp Absence</b>						
<b>Personnel</b>						
513040 Wages-Full Time	(22,554)	19,718	—	—	—	—
517030 Retirement Contributions	(3,171)	—	—	—	—	—
517040 Social Security	(1,725)	194	—	—	—	—
517050 Workers Compensation	(346)	4	—	—	—	—
<b>Personnel Subtotal</b>	<b>(27,797)</b>	<b>19,916</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>34000480 - Water-Comp Absence Subtotal</b>	<b>(27,797)</b>	<b>19,916</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>34090000 - Water-Debt Service</b>						
<b>Operating</b>						
551020 Debt-Interest	44,565	141,799	204,350	252,481	—	252,481
552020 Debt-Int On Notes	1,274	—	—	—	—	—
<b>Operating Subtotal</b>	<b>45,838</b>	<b>141,799</b>	<b>204,350</b>	<b>252,481</b>	<b>—</b>	<b>252,481</b>
<b>34090000 - Water-Debt Service Subtotal</b>	<b>45,838</b>	<b>141,799</b>	<b>204,350</b>	<b>252,481</b>	<b>—</b>	<b>252,481</b>
<b>34090500 - Water-Depreciation</b>						
<b>Operating</b>						
562010 Deprec-Buildings	200,339	201,622	210,000	198,385	—	198,385
562020 Deprec-Other Impr	804,108	796,148	715,000	694,849	—	694,849
562030 Deprec-Mach/Equip	—	—	100,000	77,644	—	77,644
<b>Operating Subtotal</b>	<b>1,004,448</b>	<b>997,770</b>	<b>1,025,000</b>	<b>970,878</b>	<b>—</b>	<b>970,878</b>
<b>34090500 - Water-Depreciation Subtotal</b>	<b>1,004,448</b>	<b>997,770</b>	<b>1,025,000</b>	<b>970,878</b>	<b>—</b>	<b>970,878</b>
<b>34091500 - Water-Trans-Capital &amp; Other</b>						
<b>Operating</b>						
561020 Capitalized Expenditures	(822,979)	(1,409,220)	—	—	—	—
580100 Transfer-Capital Reserve	875,000	875,000	750,000	750,000	—	750,000
580110 Transfer-Cap Project	300,000	2,733,793	316,400	601,183	—	601,183
<b>Operating Subtotal</b>	<b>352,021</b>	<b>2,199,573</b>	<b>1,066,400</b>	<b>1,351,183</b>	<b>—</b>	<b>1,351,183</b>
<b>34091500 - Water-Trans-Capital &amp; Other Subtotal</b>	<b>352,021</b>	<b>2,199,573</b>	<b>1,066,400</b>	<b>1,351,183</b>	<b>—</b>	<b>1,351,183</b>
<b>34140000 - Water-Distribute Services</b>						
<b>Personnel</b>						
513040 Wages-Full Time	101,085	132,333	219,713	224,950	—	224,950
515010 OT-Regular	20,119	17,844	20,676	20,676	—	20,676
517010 Health Insurance	34,994	46,988	92,105	97,631	—	97,631
517020 Dental Insurance	2,306	2,793	4,234	5,728	—	5,728
517030 Retirement Contributions	17,032	19,985	32,528	31,321	—	31,321
517040 Social Security	9,126	11,074	17,462	18,259	—	18,259

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517050	Workers Compensation	2,641	3,188	3,772	4,902	—	4,902
<b>Personnel Subtotal</b>		<b>187,304</b>	<b>234,204</b>	<b>390,490</b>	<b>403,467</b>	<b>—</b>	<b>403,467</b>
<b>Operating</b>							
522060	PW Fleet Charge	129,939	126,491	120,645	121,194	—	121,194
523310	Maint-Road & Street	4,971	18,194	15,000	20,000	5,000	20,000
524160	Printing	—	—	—	7,500	7,500	7,500
527330	Tools	—	5,772	5,000	5,500	500	5,500
527600	Supplies-Operating	40,904	45,622	75,540	75,540	—	75,540
<b>Operating Subtotal</b>		<b>175,814</b>	<b>196,079</b>	<b>216,185</b>	<b>229,734</b>	<b>13,000</b>	<b>229,734</b>
<b>34140000 - Water-Distribute Services Subtotal</b>		<b>363,118</b>	<b>430,284</b>	<b>606,675</b>	<b>633,201</b>	<b>13,000</b>	<b>633,201</b>
<b>34140100 - Water-System Maintenance</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	17,454	22,203	22,807	23,489	—	23,489
513040	Wages-Full Time	37,242	37,454	44,543	46,344	—	46,344
515010	OT-Regular	3,055	3,257	3,550	3,550	—	3,550
517010	Health Insurance	18,555	18,343	23,278	25,107	—	25,107
517020	Dental Insurance	1,328	1,092	1,127	1,298	—	1,298
517030	Retirement Contributions	8,599	8,373	9,595	9,359	—	9,359
517040	Social Security	4,584	4,647	5,222	5,565	—	5,565
517050	Workers Compensation	803	886	807	899	—	899
<b>Personnel Subtotal</b>		<b>91,621</b>	<b>96,256</b>	<b>110,929</b>	<b>115,611</b>	<b>—</b>	<b>115,611</b>
<b>Operating</b>							
522060	PW Fleet Charge	6,491	7,906	7,540	7,575	—	7,575
523060	Maint-Software	3,846	3,825	4,781	4,781	—	4,781
523110	Maint-Equipment	6,531	28,747	17,832	27,832	10,000	27,832
523500	Maint-Building	68	—	1,350	6,350	5,000	6,350
524350	Training	—	—	2,000	—	—	—
525040	Heating Fuel	1,111	1,309	1,200	2,000	800	2,000
525100	Communications & Phone	478	543	900	900	—	900
527330	Tools	—	—	750	750	—	750
527340	Equipt-Minor	—	—	200	200	—	200
<b>Operating Subtotal</b>		<b>18,524</b>	<b>42,330</b>	<b>36,553</b>	<b>50,388</b>	<b>15,800</b>	<b>50,388</b>
<b>34140100 - Water-System Maintenance Subtotal</b>		<b>110,145</b>	<b>138,585</b>	<b>147,482</b>	<b>165,999</b>	<b>15,800</b>	<b>165,999</b>
<b>34240200 - Water-Supply</b>							
<b>Personnel</b>							
513040	Wages-Full Time	5,290	12,579	—	—	—	—
515010	OT-Regular	2,107	1,996	1,617	1,617	—	1,617

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
517010	Health Insurance	3,347	3,487	—	—	—	—
517020	Dental Insurance	221	221	—	—	—	—
517030	Retirement Contributions	1,039	1,903	219	207	—	207
517040	Social Security	562	1,064	125	125	—	125
517050	Workers Compensation	97	270	37	20	—	20
<b>Personnel Subtotal</b>		<b>12,663</b>	<b>21,520</b>	<b>1,998</b>	<b>1,969</b>	<b>—</b>	<b>1,969</b>
<b>Operating</b>							
521020	Professional Services	15,890	5,355	—	—	—	—
521210	Monitor & Inspections	3,776	3,535	4,300	4,300	—	4,300
522060	PW Fleet Charge	6,491	39,529	37,702	37,873	—	37,873
523110	Maint-Equipment	3,478	6,470	13,000	13,000	—	13,000
523140	Maint-Systems	—	3,000	—	—	—	—
523500	Maint-Building	25	149	3,740	3,740	—	3,740
523750	Permits	300	300	—	—	—	—
525030	Electricity	147,220	166,152	147,240	147,240	—	147,240
525040	Heating Fuel	2,332	1,223	2,870	2,870	—	2,870
527600	Supplies-Operating	(4,848)	20,973	7,210	7,210	—	7,210
527620	Licenses & Permits	—	—	3,000	3,000	—	3,000
527640	Supplies-Chemicals	40,649	34,993	30,115	30,115	—	30,115
<b>Operating Subtotal</b>		<b>215,313</b>	<b>281,679</b>	<b>249,177</b>	<b>249,348</b>	<b>—</b>	<b>249,348</b>
<b>34240200 - Water-Supply Subtotal</b>		<b>227,976</b>	<b>303,198</b>	<b>251,175</b>	<b>251,317</b>	<b>—</b>	<b>251,317</b>
<b>34240400 - Water-Meters</b>							
<b>Personnel</b>							
513040	Wages-Full Time	143,175	143,511	169,282	172,743	—	172,743
515010	OT-Regular	13,609	8,469	3,914	3,914	—	3,914
515020	OT-Double	—	189	—	—	—	—
517010	Health Insurance	59,236	61,185	82,549	75,849	—	75,849
517020	Dental Insurance	3,835	3,550	4,319	4,042	—	4,042
517030	Retirement Contributions	22,059	20,191	23,436	22,526	—	22,526
517040	Social Security	11,688	11,161	13,021	13,398	—	13,398
517050	Workers Compensation	1,947	2,126	1,896	2,139	—	2,139
<b>Personnel Subtotal</b>		<b>255,549</b>	<b>250,382</b>	<b>298,417</b>	<b>294,611</b>	<b>—</b>	<b>294,611</b>
<b>Operating</b>							
521200	Laboratory Services	10	91	150	150	—	150
521210	Monitor & Inspections	—	—	5,000	5,000	—	5,000
522060	PW Fleet Charge	41,031	—	—	—	—	—
523060	Maint-Software	4,660	3,541	12,100	14,100	2,000	14,100

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527330	Tools	548	10,885	450	450	—	450
527550	Supplies-Uniforms	750	1,517	2,000	2,000	—	2,000
527600	Supplies-Operating	201,320	131,165	139,417	139,417	—	139,417
<b>Operating Subtotal</b>		<b>248,319</b>	<b>147,198</b>	<b>159,117</b>	<b>161,117</b>	<b>2,000</b>	<b>161,117</b>
<b>34240400 - Water-Meters Subtotal</b>		<b>503,868</b>	<b>397,580</b>	<b>457,534</b>	<b>455,728</b>	<b>2,000</b>	<b>455,728</b>
<b>34300084 - Water-Wtf</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	80,842	146,390	221,088	213,249	—	213,249
513040	Wages-Full Time	101,243	81,779	116,616	112,553	—	112,553
515010	OT-Regular	4,611	6,243	9,929	9,929	—	9,929
516020	Stand-By	23,342	15,726	25,550	25,550	—	25,550
517010	Health Insurance	50,605	60,974	102,798	97,841	—	97,841
517020	Dental Insurance	2,728	4,637	6,171	5,241	—	5,241
517030	Retirement Contributions	28,079	32,877	50,494	46,066	—	46,066
517040	Social Security	15,180	18,574	28,470	27,646	—	27,646
517050	Workers Compensation	2,542	3,712	5,138	6,077	—	6,077
<b>Personnel Subtotal</b>		<b>309,171</b>	<b>370,911</b>	<b>566,254</b>	<b>544,152</b>	<b>—</b>	<b>544,152</b>
<b>Operating</b>							
521020	Professional Services	100	3,101	—	—	—	—
521030	Technical Services	6,400	2,503	11,090	11,090	—	11,090
521200	Laboratory Services	138	10	100	100	—	100
522050	PC Replacement Charge	1,869	1,747	2,382	3,195	—	3,195
522060	PW Fleet Charge	32,743	31,623	30,161	30,299	—	30,299
523050	MF Printer Lease/Copies/Maint	200	11	1,000	1,000	—	1,000
523060	Maint-Software	10,870	8,532	10,289	12,289	2,000	12,289
523100	Maint-Safety Program	2,108	2,511	1,700	1,700	—	1,700
523110	Maint-Equipment	110,765	67,364	61,505	71,505	10,000	71,505
523500	Maint-Building	12,877	6,438	9,678	14,678	5,000	14,678
523750	Permits	150	150	150	150	—	150
524300	Travel	185	38	200	200	—	200
524350	Training	1,636	3,532	1,577	1,577	—	1,577
524380	Licenses & Certifications	50	900	600	600	—	600
525010	Water	529	504	400	400	—	400
525020	Sewer	94,782	107,457	133,005	133,005	—	133,005
525030	Electricity	28,437	37,836	22,284	24,284	2,000	24,284
525040	Heating Fuel	12,144	11,083	9,299	9,299	—	9,299
525100	Communications & Phone	5,136	7,510	4,500	4,500	—	4,500

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
525120	Industrial Pre-Treatment	173	350	360	360	—	360
527010	Supplies-Office	176	8	—	—	—	—
527100	Postage	16	3	—	—	—	—
527330	Tools	160	295	400	400	—	400
527340	Equipt-Minor	11,176	5,672	18,926	18,926	—	18,926
527550	Supplies-Uniforms	1,976	1,626	1,850	1,850	—	1,850
527600	Supplies-Operating	9	—	—	—	—	—
527640	Supplies-Chemicals	86,192	102,107	85,000	103,500	18,500	103,500
<b>Operating Subtotal</b>		<b>420,995</b>	<b>402,911</b>	<b>406,456</b>	<b>444,907</b>	<b>37,500</b>	<b>444,907</b>
<b>34300084 - Water-Wtf Subtotal</b>		<b>730,166</b>	<b>773,822</b>	<b>972,710</b>	<b>989,059</b>	<b>37,500</b>	<b>989,059</b>
<b>34340584 - Water-Wtf-Laboratory</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	43,798	44,280	45,613	41,195	—	41,195
513040	Wages-Full Time	34,489	32,715	37,931	35,932	—	35,932
515010	OT-Regular	522	3,894	1,030	1,030	—	1,030
515020	OT-Double	—	178	—	—	—	—
517010	Health Insurance	12,802	12,593	18,896	17,459	—	17,459
517020	Dental Insurance	700	660	687	1,083	—	1,083
517030	Retirement Contributions	10,980	10,804	11,444	9,967	—	9,967
517040	Social Security	5,888	5,968	6,398	5,942	—	5,942
517050	Workers Compensation	1,393	1,267	1,125	1,149	—	1,149
<b>Personnel Subtotal</b>		<b>110,572</b>	<b>112,360</b>	<b>123,124</b>	<b>113,757</b>	<b>—</b>	<b>113,757</b>
<b>Operating</b>							
521200	Laboratory Services	13,849	13,468	25,000	25,000	—	25,000
521210	Monitor & Inspections	21,150	26,561	30,000	30,000	—	30,000
522060	PW Fleet Charge	8,828	7,906	7,540	7,575	—	7,575
523060	Maint-Software	213	219	250	250	—	250
523110	Maint-Equipment	10,261	14,060	14,000	14,000	—	14,000
524350	Training	340	490	500	500	—	500
524380	Licenses & Certifications	100	200	100	100	—	100
524480	Hauling & Disposal	—	—	200	1,700	1,500	1,700
527010	Supplies-Office	298	47	300	300	—	300
527340	Equipt-Minor	—	600	—	—	—	—
527600	Supplies-Operating	5,403	3,947	6,400	6,400	—	6,400



### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527620	Licenses & Permits	2,430	910	1,200	1,500	300	1,500
527640	Supplies-Chemicals	8,766	8,340	9,500	10,500	1,000	10,500
Operating Subtotal		71,640	76,748	94,990	97,825	2,800	97,825
34340584 - Water-Wtf-Laboratory Subtotal		182,212	189,108	218,114	211,582	2,800	211,582
Total Expenditures		4,406,422	6,489,377	5,878,383	6,428,989	83,088	6,428,989



KEENE



## Equipment (Fleet)

## Overview & Summary

### Mission Statement

Provide City departments with environmentally friendly, dependable, cost-effective, and safe vehicles and equipment.

### Description

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 FY25, 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 FY26, it is expected that average fuel prices (the combined average of unleaded gasoline and diesel fuel) will remain relatively stable (barring a significant world event or natural disaster that impacts oil extraction and/or refining). 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 \$4.00 (compared to \$3.97 per gallon in FY25) 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 continues to be the case that the Fleet Services Division budget is vulnerable to unanticipated spikes in fuel costs due to worldwide economic conditions. While we use the best information at hand, because the fuel cost is the biggest line item in the operating budget, unanticipated increases in average fuel costs can have an outsized impact within the fiscal year.

### Background

The Fleet Division is responsible for the procurement, maintenance, and repair of the City's vehicle and equipment fleet that includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 164 vehicles/equipment of the 266 vehicles/equipment serviced by Fleet Services Division, that are part of the Fleet capital replacement program and funds are included in the rental rate that allows for the timely replacement of vehicles when they reach the end of their service life. The Fleet Division operates with established policies, evaluation, recommendations, and validation for the City's vehicle and equipment replacement program.

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

The Fleet Services Division tracks shop rates from area heavy-duty and light-duty vehicle shop rates to compare the City's performance against the private sector. The City's shop rate is \$133 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 \$120 per hour rate, and area shops that service heavy-duty vehicles range in the \$165 per hour rate. The \$133 City of Keene shop rate is an indicator that rates charged to service vehicles are competitive with the private sector. In addition, the City maintains a parts department that allows Fleet Services to keep the equipment operational and minimize downtime.

Primary Services

	Align with 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

Objectives

	Statute	CMP	CC Goal
Maintain workload at a level of 80% scheduled, 20% unscheduled maintenance	N/A	Municipal Governance & Fin Stability	4
Provide appropriate training and tools for service technicians to maintain skills, and begin to shift focus to repair and servicing of electric vehicles	N/A	Leadership	4
Complete 90% of preventative maintenance work orders on schedule	N/A	Infrastructure	4
Monitor fuel consumption, administer fuel billing, and promote conservation	N/A	Climate Change	7
Evaluate and procure "new" used vehicles when determined to be a better alternative than new	N/A	Leadership	4

Metrics

	2026	2025	2024
Staff training hours (goal/actual)	150	150/150	150/100
% Fleet availability- 98% availability means 261 of 266 vehicles/equipment available at any time	99%	99%	99%
% Scheduled vs. unscheduled maintenance- regular maintenance to reduce downtime	80%-20%	80%-20%	80%-20%
% Completion of preventative work orders on schedule (goal/actual)	90%	90% - 95%	90% - 95%

## Operating Revenue and Expenditures

	2023-2024	2024-2025	2025-2026	2025-2026
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Charges for Services	2,888,563	2,863,861	2,829,146	2,829,146
Miscellaneous	200,627	1,000	1,000	1,000
Use of (Addition to) Surplus	-	757,077	602,410	599,410
Capital Reserve	-	845,612	815,892	815,892
Inter (Same) Fund Appropriation	-			
<b>Total Revenues</b>	3,089,190	4,467,550	4,248,448	4,245,448
<b>EXPENDITURES</b>				
Personnel & Benefits	667,946	764,380	789,683	789,683
Operating Costs	1,549,074	1,654,058	1,667,873	1,664,873
Machinery, Equipment and Vehicles	622,518	525,000	525,000	525,000
Capitalized Assets	(957,848)	(500,000)	(500,000)	(500,000)
Capital Reserve Appropriations	625,000	950,000	950,000	950,000
Capital Project Transfer	10,000	1,074,112	815,892	815,892
<b>Total Expenditures</b>	2,516,690	4,467,550	4,248,448	4,245,448
<b>Net Revenues (Expenditures)</b>	572,500	-	-	-

## 2025-2031 Capital Improvement Program Summary

Project Name	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	TOTAL
CR Appropriation: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
Equipment Replacement Program	815,892	943,233	884,666	924,160	1,171,183	988,864	6,573,610
Fleet Services Building Upgrade Project	-	-	70,000	300,000	-	-	370,000
Fleet Services Building Fire Suppression Project	-	-	-	-	-	-	90,000
Fleet Services Roof Replacement Project	-	-	-	-	-	-	138,500
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,765,892</b>	<b>\$ 1,893,233</b>	<b>\$ 1,904,666</b>	<b>\$ 2,174,160</b>	<b>\$ 2,121,183</b>	<b>\$ 1,938,864</b>	<b>\$ 13,822,110</b>
<b>PROJECT FUNDING DETAIL</b>							
<b>Capital Reserve Appropriations</b>							
Capital Reserve: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 6,650,000</b>
<b>Reserve Funded Projects</b>							
Equipment Replacement Program	\$ 815,892	\$ 943,233	\$ 884,666	\$ 924,160	\$ 1,171,183	\$ 988,864	\$ 6,573,610
<b>Total: Reserve Funded Projects</b>	<b>\$ 815,892</b>	<b>\$ 943,233</b>	<b>\$ 884,666</b>	<b>\$ 924,160</b>	<b>\$ 1,171,183</b>	<b>\$ 988,864</b>	<b>\$ 6,573,610</b>
<b>Projects Funded with Debt</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Grants</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Grants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded with Cash</b>							
Fleet Services Building Upgrade Project	\$ -	\$ -	\$ 70,000	\$ 300,000	\$ -	\$ -	\$ 370,000
Fleet Services Building Fire Suppression Project	-	-	-	-	-	-	90,000
Fleet Services Roof Replacement Project	-	-	-	-	-	-	138,500
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 598,500</b>
<b>Subtotal: Uses of Cash</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,020,000</b>	<b>\$ 1,250,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 7,248,500</b>
(Capital Reserve Appropriations plus Projects Funded with Cash)							
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,765,892</b>	<b>\$ 1,893,233</b>	<b>\$ 1,904,666</b>	<b>\$ 2,174,160</b>	<b>\$ 2,121,183</b>	<b>\$ 1,938,864</b>	<b>\$ 13,822,110</b>
<b>New Cash Requirement FY 25-31: Reconciliation</b>							
Capital Reserve Appropriation	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 6,650,000
User of Current Revenues for Projects	-	-	70,000	300,000	-	-	598,500
Use of Fund Balance for Projects	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,020,000</b>	<b>\$ 1,250,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 7,248,500</b>

### Revenue Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>41023503 - Equipt Flt-Charges For Services</b>							
441090	Direct Reimbursement	136,263	124,836	55,000	55,000	—	55,000
441120	Charges-Equipment	48,345	60,892	57,000	57,000	—	57,000
441280	Charges-Fleet	2,700,097	2,702,835	2,751,861	2,717,146	—	2,717,146
<b>Subtotal</b>		<b>2,884,706</b>	<b>2,888,563</b>	<b>2,863,861</b>	<b>2,829,146</b>	<b>—</b>	<b>2,829,146</b>
<b>41024505 - Equipt Flt-Miscellaneous</b>							
461010	Interest Earnings	51,776	112,362	1,000	1,000	—	1,000
462060	Insurance Payments	7,439	22,634	—	—	—	—
<b>Subtotal</b>		<b>59,215</b>	<b>134,996</b>	<b>1,000</b>	<b>1,000</b>	<b>—</b>	<b>1,000</b>
<b>41025506 - Equipt Flt-Other Fin Sources</b>							
470010	Use (Addition) To Surplus	—	—	757,077	599,410	—	599,410
470030	Capital Reserve	—	—	845,612	815,892	—	815,892
473030	Equipment Surplus Sale	—	65,631	—	—	—	—
<b>Subtotal</b>		<b>—</b>	<b>65,631</b>	<b>1,602,689</b>	<b>1,415,302</b>	<b>—</b>	<b>1,415,302</b>
<b>Total Revenues</b>		<b>2,943,921</b>	<b>3,089,190</b>	<b>4,467,550</b>	<b>4,245,448</b>	<b>—</b>	<b>4,245,448</b>



## Expenditure Budget

Account	2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
<b>41000000 - Equipt Flt-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	5,893	96,499	103,651	106,503	—	106,503
513040 Wages-Full Time	381,939	319,493	322,463	335,719	—	335,719
515010 OT-Regular	7,854	6,292	25,532	25,532	—	25,532
516020 Stand-By	12,544	—	13,548	13,548	—	13,548
517010 Health Insurance	141,411	147,931	183,509	191,638	—	191,638
517020 Dental Insurance	9,292	9,172	9,750	10,189	—	10,189
517030 Retirement Contributions	50,487	56,057	62,946	61,371	—	61,371
517040 Social Security	30,710	31,133	35,055	36,235	—	36,235
517050 Workers Compensation	9,314	9,421	7,926	8,948	—	8,948
<b>Personnel Subtotal</b>	<b>649,444</b>	<b>675,998</b>	<b>764,380</b>	<b>789,683</b>	<b>—</b>	<b>789,683</b>
<b>Operating</b>						
521200 Laboratory Services	163	25	300	300	—	300
522010 Janitorial	216	—	3,500	3,500	—	3,500
522050 PC Replacement Charge	1,357	2,007	2,037	2,037	—	2,037
522060 PW Fleet Charge	84,361	81,310	82,824	83,132	—	83,132
522070 City Admin Charge	323,835	287,892	362,745	376,252	—	376,252
523040 Maint-Communications Eqp	—	—	2,500	2,500	—	2,500
523050 MF Printer Lease/Copies/Maint	43	—	—	—	—	—
523100 Maint-Safety Program	423	1,613	1,250	1,250	—	1,250
523160 Maint-Esco	—	—	3,000	—	—	—
523500 Maint-Building	24,460	16,309	12,000	12,000	—	12,000
523700 Maint-Other Improvements	461	444	1,900	1,900	—	1,900
524070 Insurance-Vehicles	61,342	65,895	75,444	75,444	—	75,444
524300 Travel	240	578	—	—	—	—
524350 Training	6,998	10,789	6,000	6,000	—	6,000
524360 Meetings & Dues	20	63	1,500	1,500	—	1,500
525010 Water	2,653	3,280	2,750	2,750	—	2,750
525020 Sewer	—	1,315	250	250	—	250
525030 Electricity	14,459	15,750	6,339	6,339	—	6,339
525040 Heating Fuel	36,545	38,361	40,079	40,079	—	40,079
525100 Communications & Phone	1,410	1,458	1,200	1,200	—	1,200
526030 Rental-Building	90,512	94,494	96,613	96,613	—	96,613
527010 Supplies-Office	2,499	536	2,000	2,000	—	2,000
527200 Repair-Parts	276,270	387,675	402,973	402,973	—	402,973
527210 Repair-Accident	8,457	15,097	13,390	13,390	—	13,390

### Expenditure Budget

Account		2022-2023 Actual	2023-2024 Actual	2024-2025 Budget	2025-2026 Dept Req	2025-2026 CM Suppl	2025-2026 City Manager
527330	Tools	2,893	4,333	4,000	4,000	—	4,000
527550	Supplies-Uniforms	12,958	9,254	5,300	5,300	—	5,300
527600	Supplies-Operating	7,052	6,321	14,000	14,000	—	14,000
527610	Supplies-Software	—	1,795	4,500	4,500	—	4,500
527690	Supplies-Gasoline & Diesel	417,072	407,784	427,079	427,079	—	427,079
527700	Supplies-Oil & Lubricants	25,581	18,446	21,115	21,115	—	21,115
527720	Supplies-Tires	59,327	71,396	50,470	50,470	—	50,470
534090	Acq-Equipment	—	2,721	—	—	—	—
534140	Acq-Shop Equipment	41,119	2,134	7,000	7,000	—	7,000
Operating Subtotal		1,502,725	1,549,074	1,654,058	1,664,873	—	1,664,873
41000000 - Equip Flt-Administration Subtotal		2,152,169	2,225,073	2,418,438	2,454,556	—	2,454,556
41000480 - Equip Flt-Comp Absence							
Personnel							
513040	Wages-Full Time	12,721	(8,052)	—	—	—	—
517030	Retirement Contributions	1,789	—	—	—	—	—
517040	Social Security	973	—	—	—	—	—
517050	Workers Compensation	195	—	—	—	—	—
Personnel Subtotal		15,678	(8,052)	—	—	—	—
41000480 - Equip Flt-Comp Absence Subtotal		15,678	(8,052)	—	—	—	—
41090500 - Equip Flt-Depreciation							
Operating							
562030	Deprec-Mach/Equip	504,714	565,825	525,000	525,000	—	525,000
Operating Subtotal		504,714	565,825	525,000	525,000	—	525,000
41090500 - Equip Flt-Depreciation Subtotal		504,714	565,825	525,000	525,000	—	525,000
41091000 - Equip Flt-Other Noncash Exp							
Operating							
561040	Loss On Fixed Assets	—	56,693	—	—	—	—
Operating Subtotal		—	56,693	—	—	—	—
41091000 - Equip Flt-Other Noncash Exp Subtotal		—	56,693	—	—	—	—
41091500 - Equip Flt-Trans-Cap & Other							
Operating							
561020	Capitalized Expenditures	(228,398)	(957,848)	(500,000)	(500,000)	—	(500,000)
580100	Transfer-Capital Reserve	625,000	625,000	950,000	950,000	—	950,000
580110	Transfer-Cap Project	179,178	10,000	1,074,112	815,892	—	815,892
Operating Subtotal		575,780	(322,848)	1,524,112	1,265,892	—	1,265,892
41091500 - Equip Flt-Trans-Cap & Other Subtotal		575,780	(322,848)	1,524,112	1,265,892	—	1,265,892
Total Expenditures		3,248,342	2,516,690	4,467,550	4,245,448	—	4,245,448

KEENE



# Appendix

## Fiscal Policies

R-2024-32



# CITY OF KEENE

In the Year of Our Lord Two Thousand and Twenty Four

A RESOLUTION Relating to FISCAL POLICIES

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

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

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

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

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

WHEREAS: The City Manager is hereby granted the authority to appoint a designee to temporarily perform the duties and responsibilities of the City Manager in his or her absence; and

WHEREAS: The City Manager will in writing inform the City Council of the temporary appointment including name and dates of appointment; and

WHEREAS: The Deputy City Manager designated by the City Manager shall be vested with all of the powers, rights, duties and responsibilities imposed upon the City Manager by the Charter, State Statute, the City Budget, or by any city ordinance, resolution, agreement, document or other authority; and

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

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

## PART 1 – Budgetary Policies

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

### I. Budget

- A. The City shall annually adopt and appropriate budgets for the following funds
  - 1) General Fund
  - 2) Parking Fund
  - 3) PC Replacement Fund
  - 4) Solid Waste Fund
  - 5) Sewer Fund
  - 6) Water Fund
  - 7) Equipment Fund
  - 8) Compensated Absences 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.
- D. All departments are authorized to vary actual departmental spending from line item estimates provided the total departmental budget is not exceeded within each fund; provided, however, that any item specifically eliminated by the City Council during budget approval cannot be purchased from another line item without City Council approval.
- E. Outside Agencies seeking funding from the City shall complete an application substantiating their request, the necessity of the services provided, and financial impact on the City if services were not provided. All applicants shall meet eligibility criteria set by the City and eligible applications shall be reviewed by a committee consisting of at least 2 City Councilors, and representation from Human Services, Finance, Community Development, and Police Departments. The committee shall put forth a list of Outside Agencies to the City Manager with recommended funding to be included in the budget.
- F. Any unexpended funds in a personnel line related to a vacancy cannot be expended without prior approval from the City Manager and the City Council unless funds are being expended to fill a vacancy, recruiting, or to employ temporary help including professional and contract services. Payments for contracted professional services rendered by temporary employment agencies shall be accounted for from the operating budget of the department. The corresponding budgetary funding shall remain within the personnel

budget to ensure proper financial management and transparency.

- G. It is the City's policy to permit employees to accumulate earned and unused leave. The City shall maintain an amount equivalent to the total of the earned and unused leave at the close of each fiscal year in a Compensated Absence Fund. All vested earned leave is accrued when incurred and paid to the employee upon separation of employment as specified in the City's then current Employee Handbook and/or current Collective Bargaining Agreements, from the Compensated Absence Fund.
- H. A periodic budget status report for each fund will be provided to the City Council.
- I. The budget document shall provide multi-year projections of revenues and expenditures/expenses including property taxes and utility (water and sewer) rates.
- J. The budget will take into consideration the City's Policies on unassigned Fund Balance projected at the end of June.
- K. 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.
- L. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- M. Property Taxes.
  - 1) The City shall limit its property tax revenue increases to a rolling three (3) year average of the Northeast Region-New England Consumer Price Index (CPI) as published by U.S. Bureau of Labor Statistics net of expenditures required by Federal law, State Statute, and debt service payments and capital leases. The Consumer Price Index (CPI) is used to align property tax increases with the overall inflation experienced by its citizens. The objective is to keep the cost of City services as a stable percentage of a taxpayer's overall expenses. The CPI of the Northeast Region measures the changes in prices of all goods and services purchased by households in Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont, that accurately reflects inflation in the City's region and is reported monthly.
  - 2) Property Tax Credits and Exemptions.  
All exemptions and credits will be reviewed with the City Council at least every five (5) years in conjunction with the City revaluation unless there are legislative changes that cause a review to occur on a more frequent basis.
  - 3) The State has chosen to solve its revenue problem by downshifting expenses to the local communities and tapping into the broad based property tax at the local level. Downshifting is an effective strategy for the State; however, it is unsustainable at the local level and would quickly lead to a significant reduction in City services. The City is sensitive to these added expenses to the taxpayers and will attempt to limit the impact; however, as a State expense, the City will pass through the State downshifting to the taxpayers.
- II. Capital Improvement Program
  - A. The City of Keene shall prepare a capital improvement program (CIP) with a span of seven (7) years.

- B. The CIP shall be prepared biannually with a review each year during the operating budget cycle.
- C. All capital projects or equipment purchases that have an estimated cost of at least \$50,000 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 \$50,000 and which increases the useful life of the asset by at least five years.
- D. The CIP shall include all expenditure and funding activity anticipated from any capital reserve fund, including those activities less than \$50,000.
- E. The CIP shall contain revenue projections and rate impacts that support estimated operating costs as well as the proposed capital program. Expenditures included in each year of the CIP (operations, debt service and capital) will be equal to estimated revenue available to finance proposed activity in each year of the CIP. Cost and revenue estimates in projected years will be presented for planning purposes, and are based upon the then current best available information.
- F. City departments will prepare project funding requests for capital projects as instructed by the City Manager.
- G. CIP Funding Methodology
  - 1) Whenever possible, CIP projects will be funded with available resources, examples of which are current revenues, grants, donations, and reserves, but not debt.
  - 2) Appropriate uses of debt include projects such as:
    - a) One-time nonrecurring investments (e.g. the construction of a new asset, or the expansion or adaptation of an existing asset) to provide added service delivery capacity or to meet changing community needs.
    - b) Projects necessary due to regulatory requirements (e.g. water treatment plant expansion due to EPA permit changes) when resources other than debt are not available.
    - c) Projects necessary due to asset or system operational failure or obsolescence when resources other than debt are not available.
- H. The CIP shall be reviewed by the Finance, Organization and Personnel Committee and the Planning Board.
- I. The CIP will be the subject of a public hearing before adoption.
- J. The funding requests in the first year of the adopted CIP will be included in the next annual budget document. The City Manager after review will include the second year funding request in the subsequent budget document.
- K. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation unless otherwise directed by the City Council.
- L. Project transfer requests:

- 1) Memorandums shall be presented to City Council for transfer request approval by majority vote for projects:
  - a) Within the same fund and
  - b) Not funded with bond proceeds/debt and/or
  - c) Have prior authorization to expend capital reserve funds and is within the purpose of the capital reserve.
- 2) Resolutions shall be presented to City Council for transfer request adoption by 2/3 majority vote for projects:
  - a) Within the same fund and
  - b) Funded with bond/debt proceeds and/or
  - c) Funded with a new capital reserve appropriation.

## **PART 2 - Financial Policies**

### **I. Fund Structure**

- A. All funds are intended to be self-supporting, with no subsidies from one fund to another required for operations or capital outlay.
- B. The City will continue to conduct its financial activities through the use of the following funds:
  - 1) Governmental Funds.
    - a) General Fund – shall be used to account for those governmental activities that are not recorded in one of the other City Funds.
    - b) Special Revenue Funds - shall be used to account for funds that must be used for a specific purpose.
      - i. Special Revenue Fund – shall be used for those activities that are funded in part or in whole by contributions from other entities.
      - ii. Parking Fund – shall be used to account for the operations, maintenance and capital outlay needs of the municipal parking areas.
      - iii. Solid Waste Fund – shall be used to account for the activities of the transfer and recycling operations and for post-closure costs associated with the landfill.
      - iv. Compensated Absences Fund – shall be used to recognize, measure and disclose requirements for compensated absences. A liability for compensated absences is recognized for unused leave and leave that has been used but not yet paid or settled in accordance with GASB 101.
    - c) Capital Funds.
      - i. Capital Project Fund – shall be used to account for the capital projects funded by any of the governmental funds excluding the Sewer Fund and the Water Fund.
      - ii. Sewer Capital Project Fund – shall be used to account for the capital projects funded by the Sewer Fund.
      - iii. Water Capital Project Fund – shall be used to account for the



capital projects funded by the Water Fund.

- iv. Equipment Capital Project Fund – shall be used to account for the capital projects/assets funded by the Equipment Fund.

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 accepted and 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, including but not limited to RSA 33, 33B, 34, and 162K.
- 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 or New Hampshire Municipal Bond Bank are the preferred methods 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 or capital asset.

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 seventeen percent (17%) 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 seven percent (7%) and seventeen percent (17%) 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.

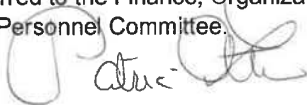
B. Authorized Investments:

- 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).



Jay V. Kahn, Mayor

In City Council October 3, 2024  
Referred to the Finance, Organization  
and Personnel Committee.



City Clerk

PASSED: November 7, 2024

## Wage Schedules

### City Code Section 2-231

#### **COUNCIL APPOINTMENTS** **ANNUAL SALARY SCHEDULE** (effective July 1, 2024)

<u>GRADE</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
L	99,595	123,288	148,000
E	104,077	128,836	154,660
V	108,760	134,634	161,620
E	113,654	140,693	168,893
L	118,768	147,024	176,493
	124,113	153,640	184,435



**City Code Section 62-194**

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

**Non-Union**  
(effective July 1, 2024)

STEPS						
Grade	1	2	3	4	5	6
S 4	39,525	41,304	43,163	45,105	47,135	49,256
S 5	41,304	43,163	45,105	47,135	49,256	51,473
S 6	43,163	45,105	47,135	49,256	51,473	53,789
S 7	45,105	47,135	49,256	51,473	53,789	56,210
S 10	51,473	53,789	56,210	58,739	61,382	64,144
S 11	53,789	56,210	58,739	61,382	64,144	67,030
S 12	56,210	58,739	61,382	64,144	67,030	70,046
S 15	64,144	67,030	70,046	73,198	76,492	79,934
S 16	67,030	70,046	73,198	76,492	79,934	83,531
S 17	70,046	73,198	76,492	79,934	83,531	87,290
S 18	73,198	76,492	79,934	83,531	87,290	91,218
S 19	76,492	79,934	83,531	87,290	91,218	95,323
S 20	79,934	83,531	87,290	91,218	95,323	99,613
S 24	95,323	99,613	104,096	108,780	113,675	118,790
S 25	99,613	104,096	108,780	113,675	118,790	124,136
S 26	104,096	108,780	113,675	118,790	124,136	129,722
S 27	108,780	113,675	118,790	124,136	129,722	135,559
S 28	113,675	118,790	124,136	129,722	135,559	141,659
S 29	118,790	124,136	129,722	135,559	141,659	148,034
S 30	124,136	129,722	135,559	141,659	148,034	154,696
S 31	129,722	135,559	141,659	148,034	154,696	161,657
S 32	135,559	141,659	148,034	154,696	161,657	168,932



**City Code Section 62-194**

**ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT**

(effective January 16, 2025)

<u>GRADE</u>	<u>CLASS ALLOCATION</u>
S 4	Library Aide
S 5	Minute Taker
S 6	Administrative Assistant; Records Clerk
S 7	Administrative Assistant I
S 8	NO POSITIONS ASSIGNED
S 9	NO POSITIONS ASSIGNED
S 10	Audio Video Production Specialist, Recreation Specialist
S 11	Office Manager; Parking Services Technician
S 12	Librarian I; Planning Technician; Executive Secretary; Staff Accountant; Purchasing Specialist; Human Resources Specialist
S 13	NO POSITIONS ASSIGNED
S 14	NO POSITIONS ASSIGNED
S 15	Executive Assistant; Librarian II; Payroll Administrator; Human Resources Assistant; Youth Services Manager; Engineering Technician; Assistant City Clerk; Senior Paralegal, Police Dispatch Supervisor; Social Worker; Fire Department Administrator; Deputy Revenue Collector
S 16	Planner; Laboratory Supervisor; GIS Coordinator
S 17	Property Appraiser; Recreation Programmer; Librarian III; Airport Maintenance & Operations Manager; IT Systems Specialist; Parking Operations Manager; Recreation Facilities Manager
S 18	Purchasing Agent; Civil Engineer; Solid Waste Manager; Maintenance Manager; Revenue Collector; Records Manager/Deputy City Clerk; Laboratory Manager; Human Services Manager; Treatment Plant Manager; Deputy City Clerk; Infrastructure Project Manager
S 19	Senior Planner; Recreation Manager; Fleet Services Manager; Accounting & Fund Manager; Highway Operations Manager
S 20	Systems Administrator; Purchasing & Contract Services Manager; Assistant City Attorney; Water/Sewer Operations Manager
S 21	NO POSITIONS ASSIGNED
S 22	NO POSITIONS ASSIGNED
S 23	NO POSITIONS ASSIGNED
S 24	City Engineer; Database Administrator; Building/Health Official
S 25	Assistant Finance Director/Assistant Treasurer; Assistant Public Works Director/Division Head; Airport Director
S 26	City Assessor; Police Captain; Human Resources Director; Library Director; Deputy Fire Chief; Parks & Recreation Director
S 27	IT Director; Community Development Director
S 28	Finance Director/Treasurer
S 29	Police Chief; Fire Chief; Public Works Director
S 30	NO POSITIONS ASSIGNED
S 31	Deputy City Manager
S 32	NO POSITIONS ASSIGNED

**AFT-NH Keene City Employees**  
**HOURLY WAGE SCHEDULE**  
(effective July 28, 2024)

<u>GRADE</u>	<u>STEP</u>				
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
2	18.13	18.88	19.76	20.64	21.57
5	20.70	21.57	22.54	23.55	24.61
7	22.61	23.55	24.61	25.72	26.87
8	23.62	24.61	25.72	26.87	28.07
9	24.68	25.72	26.87	28.07	29.31
12	28.16	29.31	30.65	32.01	33.44

CLASS ALLOCATION

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

**AFT-NH Keene City Employees**  
**ANNUAL SALARY SCHEDULE**  
(effective July 28, 2024)

<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	42,841	44,769	46,788	48,890	51,092	53,390
7	44,769	46,788	48,890	51,092	53,390	55,792
8	46,788	48,890	51,092	53,390	55,792	58,305
9	48,888	51,086	53,386	55,788	58,299	60,920
10	51,092	53,390	55,792	58,305	60,929	63,668
11	53,390	55,792	58,305	60,929	63,668	66,532
12	55,792	58,305	60,929	63,668	66,532	69,528
15	63,668	66,532	69,528	72,655	75,925	79,345
17	69,528	72,655	75,925	79,345	82,915	86,867

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; Assessing Technician; Fleet Services Administrative Coordinator
11	Housing Inspector; Animal Control Officer
12	Caseworker; Industrial Pretreatment Coordinator
15	Laboratory Technician II; Sanitarian; Code Enforcement Officer; Help Desk Technician

City Code Section 62-166

**PROBATIONARY PUBLIC WORKS  
HOURLY WAGE SCHEDULE  
Non Union  
(effective July 1, 2024)**

	STEP 1
<u>GRADE</u>	
PPW 2	17.57
PPW 4	19.20
PPW 5	20.06
PPW 7	21.49
PPW 8	22.89
PPW 9	23.92
PPW 10	25.00
PPW 11	26.11
PPW 12	27.31

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; Transfer Station Foreman; Maintenance Technician I; Lead Mechanic
PPW 11	Water Meter Technician; Maintenance Electrician
PPW 12	Water & Sewer Foreman; Maintenance Technician II; Shop Manager; Solid Waste Operations Foreman; Senior Utility Operator

**AFSCME**  
**HOURLY WAGE SCHEDULE**  
(effective July 28, 2024)

		<u>(+6 Months)</u>	<u>(+12 Months)</u>	<u>(+12 Months)</u>	<u>(+12 Months)</u>
	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>
PW 1	17.53	18.32	19.15	20.01	20.91
PW 2	18.32	19.15	20.01	20.91	21.85
PW 3	19.15	20.01	20.91	21.85	22.83
PW 4	20.01	20.91	21.85	22.83	23.86
PW 5	20.91	21.85	22.83	23.86	24.94
PW 6	21.85	22.83	23.86	24.94	26.06
PW 7	22.83	23.86	24.94	26.06	27.23
PW 8	23.86	24.94	26.06	27.23	28.46
PW 9	24.94	26.06	27.23	28.46	29.74
PW 10	26.06	27.23	28.46	29.74	31.08
PW 11	27.23	28.46	29.74	31.08	32.48
PW 12	28.46	29.74	31.08	32.48	33.94

CLASS ALLOCATION

GRADE

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

City Code Section 62-191

PROBATIONARY FIREFIGHTER  
HOURLY WAGE SCHEDULE

Non-Union  
(effective July 1, 2024)

<u>GRADE</u>		<u>STEP 1</u>
PF1	Firefighter/EMT B	\$22.44
PF2	Firefighter/A-EMT	\$24.13
PF3	Firefighter/Medic	\$26.25
PF4	Paramedic Only	\$25.00
F5/1	Lateral AEMT	26.83
F6/1	Lateral Paramedic	28.21

City Code Section 62-192

PROBATIONARY POLICE OFFICER  
HOURLY WAGE SCHEDULE

Non-Union  
(effective July 1, 2024)

<u>GRADE</u>		<u>STEP 1</u>
PP1		\$30.28
PP3		\$31.34
PP4		\$32.73

**KEENE POLICE OFFICERS ASSOCIATION  
HOURLY PAY SCHEDULE  
(effective October 1, 2023)**

<u>Step</u>	<u>Officers</u>
1	N/A
2	\$31.34
3	\$32.73
4	\$34.24
5	\$35.74
6	\$37.28
7	\$38.07
8	\$38.83
9	\$39.61

**KEENE POLICE DEPARTMENT SUPERVISORS  
HOURLY PAY SCHEDULE  
(effective July 1, 2025)**

<u>Step</u>	<u>Sergeants</u>	<u>Lieutenants</u>
1	\$40.93	\$47.05
2	\$42.87	\$49.28
3	\$44.87	\$51.61
4	\$45.77	\$52.64
5	\$46.68	\$53.70

**PROFESSIONAL FIREFIGHTERS OF KEENE  
HOURLY PAY SCHEDULE  
(effective July 1, 2025)**

<u>Step</u>		<b>F5 FF / EMT <u>AEMT</u></b>	<b>F6 FF / <u>Paramedic</u></b>
1		N/A	N/A
2	(12 month)	\$27.50	\$28.92
3	(18 month)	\$28.82	\$30.24
4	(Annual)	\$30.03	\$31.47
5	(Annual)	\$31.40	\$32.82
6	(Annual)	\$32.79	\$34.21
7	(Annual)	\$33.45	\$34.87

**KEENE FIRE DEPARTMENT SUPERVISORS  
ANNUAL SALARY SCHEDULE  
(effective July 1, 2025)**

<u>Step</u>		<b>F8 Lieut / EMT &amp; <u>AEMT</u></b>	<b>F9 Lieut / <u>Paramedic</u></b>	<b>F11 Capt / EMT &amp; <u>AEMT</u></b>	<b>F12 Capt / <u>Paramedic</u></b>
1	(12 month)	\$66,633.84	\$69,756.96	\$76,046.88	\$79,148.16
2	(18 month)	\$71,613.36	\$74,714.64	\$81,703.44	\$84,826.56
3	(Annual)	\$74,867.52	\$77,946.96	\$85,394.40	\$88,539.36
4	(Annual)	\$78,230.88	\$81,354.00	\$89,260.08	\$92,361.36
5	(Annual)	\$81,703.44	\$84,826.56	\$93,256.80	\$96,401.76
6	(Annual)	\$85,394.40	\$88,539.36	\$97,471.92	\$100,573.20

**City Code Section 62-141**

**CALL FIREFIGHTER  
HOURLY WAGE SCALE  
Non-Union  
(effective July 1, 2024)**

<u>Grade</u>		<u>Step 1</u>
CF1	Non-Certified Probationary Firefighter	\$11.59
CF2	Probationary Firefighter (Level 1)	\$15.07
CF3	Probationary Firefighter (Level 2)	\$16.77
CF4	Firefighter (Level 1)	\$17.39
CF5	Firefighter (Level 2)	\$20.87
CF6	Special services (Chaplain, Photographer & Aide)	\$16.22

