



Fiscal Year 2027

# OPERATING BUDGET

July 2026 - June 2027





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**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

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 FY2027, the average CPI is 3.4% which limits property tax revenue as follows:

Fiscal Policy Tax Revenue Increase	2027 Budget	2026 Budget	2027 Policy
Property Tax Revenue	32,434,768	30,726,972	1,707,796
Less: Debt Service (budget)	(4,897,076)	(3,821,383)	(1,075,693)
Change in Welfare Assistance	(800,000)	(750,000)	(50,000)
NHRS (budget)	(4,410,051)	(4,188,068)	(221,983)
	22,327,641	21,967,521	360,120
CPI increase FY26 to FY27	3.40%	30,726,972	1,044,717
Over/(under) policy			(684,597)

**Debt**

Debt service limitations are also guided by this section of Fiscal Policy. The Policy caps debt service 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, 2026, is estimated to be at 16.4%, 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 2027-2033 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 FY27, an additional \$2,992,085 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 FY26			
Unassigned Fund Balance - 06/30/25	\$	17,006,448	
Use of Unassigned Fund Balance FY26 Budget		(2,340,946)	
Estimated carryovers and encumbrances		(727,836)	
Estimated FY26 increase in Fund Balance		(33,714)	
Additional FY26 Use of Fund Balance approved by Council		-	
Projected Unassigned Fund Balance - 6/30/2026	\$	13,903,952	16.40%

Fiscal Policy Fund Unassigned Fund Balance Range Calculation				
FY 2027 Operating Budget /Commitment	Property Tax Commitment		<u>7.00%</u>	<u>17.00%</u>
City's operating budget	\$ 32,874,668	\$ 2,301,227	\$ 5,588,694	
School tax commitment	\$ 40,920,575	\$ 2,864,440	\$ 6,956,498	
State education tax commitment	\$ 3,425,053	\$ 239,754	\$ 582,259	
County property tax commitment	\$ 7,579,719	\$ 530,580	\$ 1,288,552	
<b>TOTAL</b>	<b>\$ 84,800,015</b>	<b>\$ 5,936,001</b>	<b>\$ 14,416,003</b>	

**REVENUES**

The recommended FY27 budget projects a \$2,127,153 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 \$0.91, or 6.7%, to \$14.52 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 the time being, with the update of assessed values in process, for FY27, the combined amount of overlay and war service credits is projected to increase over FY26 by \$27,050 for a total of \$439,900.

The balance of the funding increase 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 2026 to FY 2027**

Property Taxes Revenue (net change in overlay and war service credits)		2,127,153
<b>Other Revenues</b>		
TIF Taxes	(154,041)	
Motor Vehicle Registrations, Permits and Licenses	150,000	
Intergovernmental	228,276	
Charges for Services	47,857	
Other Financing Sources including Capital Reserve	(785,684)	
Use of Surplus	1,817,797	
Interest Income	125,000	
Miscellaneous	151,092	
	<b>Subtotal Other Revenues</b>	<b>1,580,297</b>
<b>Proposed Revenue Increase</b>		<b>3,707,450</b>

**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 2027-2033 Capital Improvement Program and capital reserve funding.

Changes in General Fund Operations FY 2026 to FY 2027		
<b>Personnel Changes</b>		<b>1,369,007</b>
Salaries and Wage	776,021	
Health and Dental Insurance	481,646	
NH Retirement and Social Security	105,189	
Workers' Compensation	6,151	
	Subtotal Wages and Benefits	1,369,007
<b>Other Than Payroll Changes</b>		<b>688,964</b>
Utility costs including heating	5,690	
Insurance	220,803	
Maintenance/Repair	112,807	
Professional Services/Audit	26,976	
Equipment charges	278,453	
Software/Supplies	105,903	
Miscellaneous other increases and decreases	(61,668)	
	Subtotal Other Than Payroll Changes	688,964
<b>Changes in General Fund Operations</b>		<b>2,057,971</b>

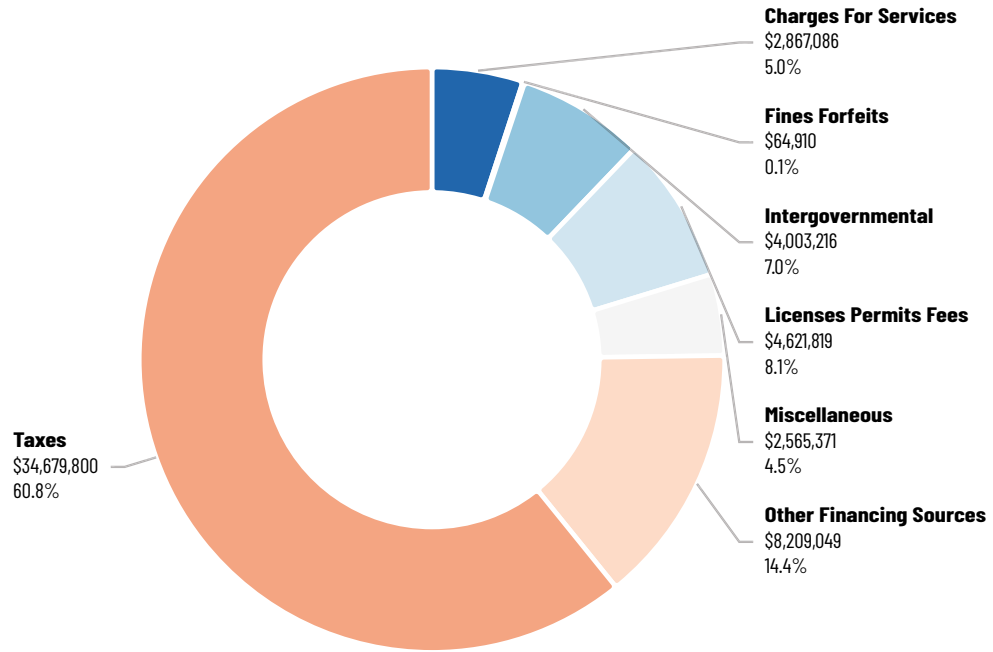
Expenditure change highlights include:

- Personnel modifications
  - Fire Marshal designated Building/Health Official
  - PT Planner Tech to FT Assistant Planner
  - Vacant Deputy Fire Chief/Reallocate Fire Marshal
- Increased annual professional and audit service expenses
- Increased shelter expense for Warming Center
- Information Technology increased licensing and software expenses
- Airport Stormwater Pollution Prevention Plan
- Increase in annual dispatch expense – fire/ambulance
- Transition street lights to LED

The increase in the operations portion of the proposed budget is \$2,057,971 or 4.8%. The majority of the increase is personnel-related and tied to contracted bargaining union agreements. Personnel modifications and non-personnel related supplemental requests included in the City Manager Recommendation can be found in the Supplemental section of the General Fund.

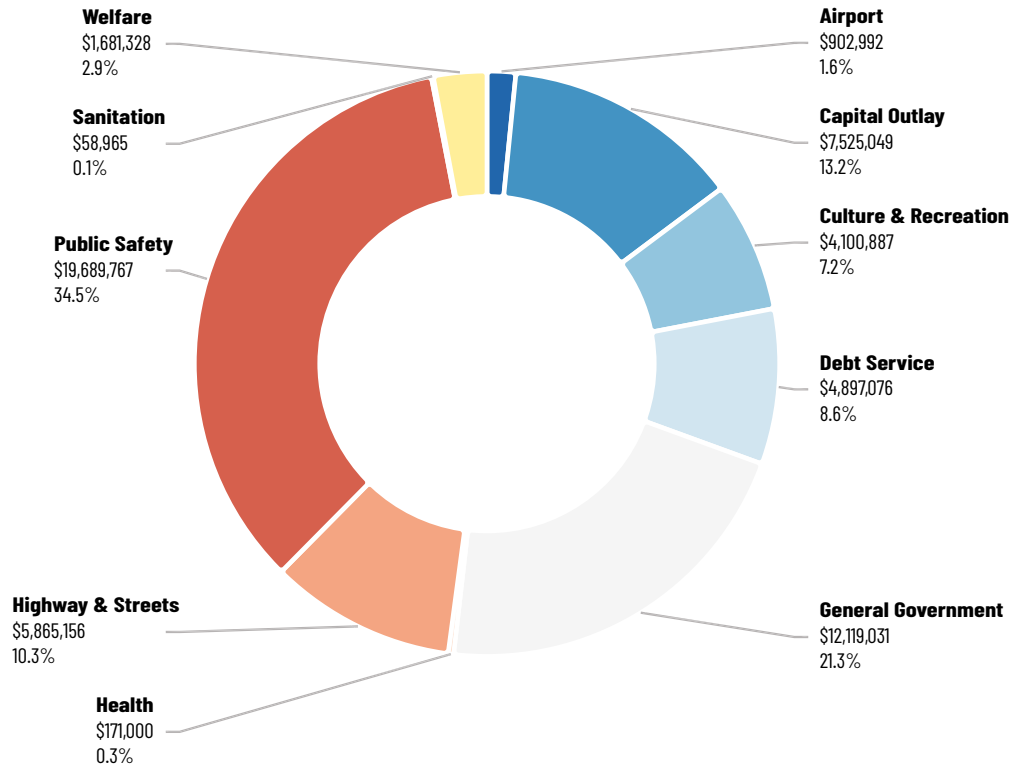
This budget reflects a balanced approach to maintaining essential City services, while upholding our steadfast commitment to responsible fiscal management and sustainable growth. It prioritizes core service delivery and strategic investments in personnel and infrastructure. This budget positions the City to continue delivering high-quality services while maintaining fiscal stability and adhering to established fiscal policies.

### Revenue Budget Chart



Charges For Services	\$2,867,086
Fines Forfeits	\$64,910
Intergovernmental	\$4,003,216
Licenses Permits Fees	\$4,621,819
Miscellaneous	\$2,565,371
Other Financing Sources	\$8,209,049
Proceeds Long Term Financing	\$—
Taxes	\$34,679,800
<b>Total</b>	<b>\$57,011,251</b>

### Expenditure Budget Chart



Airport	\$902,992
Capital Outlay	\$7,525,049
Culture & Recreation	\$4,100,887
Debt Service	\$4,897,076
General Government	\$12,119,031
Health	\$171,000
Highway & Streets	\$5,865,156
Public Safety	\$19,689,767
Sanitation	\$58,965
Welfare	\$1,681,328
<b>Total</b>	<b>\$57,011,251</b>

## Allocation of Proposed Property Tax to City Departments

Proposed City Tax Rate per \$1,000 of Assessed Value \$ 14.52

Department / Activity	Proposed Budget	Percent of Total	Proposed Property Tax				
			\$ 32,434,768	\$ 200,000	\$ 400,000	\$ 600,000	\$ 800,000
Fire	9,964,141	17.48%	5,669,781	507.64	1,015.27	1,522.91	2,030.54
Police	9,520,965	16.70%	5,417,606	485.06	970.11	1,455.17	1,940.23
Capital Projects	7,525,049	13.20%	4,281,892	383.37	766.75	1,150.12	1,533.49
Public Works	5,924,121	10.39%	3,370,935	301.81	603.62	905.44	1,207.25
Debt Service	4,887,075	8.57%	2,780,836	248.98	497.96	746.93	995.91
Finance & Human Svcs	4,066,899	7.13%	2,314,141	207.19	414.39	621.58	828.77
Parks, Rec, Cemeteries & Youth Svcs	2,351,304	4.13%	1,337,936	119.79	239.58	359.37	479.16
Information Technology	2,187,156	3.84%	1,244,532	111.43	222.85	334.28	445.71
Library	2,031,993	3.56%	1,156,242	103.52	207.04	310.57	414.09
Facilities	1,898,777	3.33%	1,080,439	96.74	193.47	290.21	386.94
Community Development	1,693,735	2.97%	963,767	86.29	172.58	258.87	345.16
Airport	902,992	1.58%	513,819	46.00	92.01	138.01	184.02
City Manager's Office	863,022	1.51%	491,076	43.97	87.94	131.90	175.87
City Clerk	796,808	1.40%	453,399	40.59	81.19	121.78	162.38
Human Resources	794,877	1.39%	452,300	40.50	80.99	121.49	161.98
City Attorney	489,275	0.86%	278,407	24.93	49.85	74.78	99.71
Assessment	483,799	0.85%	275,291	24.65	49.30	73.94	98.59
M&C - Outside Agencies	334,764	0.59%	190,487	17.05	34.11	51.16	68.22
Mayor & City Council	129,416	0.23%	73,640	6.59	13.19	19.78	26.37
M&C - Community Funded Events	123,138	0.22%	70,068	6.27	12.55	18.82	25.09
M&C - Boards & Commissions	31,944	0.06%	18,177	1.63	3.25	4.88	6.51
<b>Totals</b>	<b>\$ 57,001,250</b>	<b>100.00%</b>	<b>\$ 32,434,768</b>	<b>\$ 2,904</b>	<b>\$ 5,808</b>	<b>\$ 8,712</b>	<b>\$ 11,616</b>

Property Taxes Raised For Operations FY 2025-2026 Budget Year	\$ 30,307,615	City of Keene Municipal Tax Rate FY 2025-2026	\$ 13.61
Proposed Increase in Property Tax Dollars Raised	\$ 2,127,153	Proposed Increase in Municipal Tax Rate	\$ 0.91
Proposed Change Overlay & War Service Credits	\$ -	Percent Increase in Proposed Municipal Tax Rate	6.69%
Percent Increase in Proposed Property Tax Dollars Raised	7.02%		

## Operating Revenues & Expenditures

	2024-2025	2025-2026	2026-2027	2026-2027
	Actual	Adopted Budget	Dept Request- Including Supplementals	City Manager
<b>REVENUES</b>				
Property Tax	29,346,047	30,307,615	33,180,660	32,434,768
Other Local Taxes	1,542,695	1,698,000	1,760,000	1,760,000
Tax Increment Financing	1,086,549	639,073	485,032	485,032
Licenses, Permits & Fees	4,644,739	4,471,819	4,621,819	4,621,819
Intergovernmental	3,674,364	3,774,940	4,003,216	4,003,216
Charges for Services	2,693,105	2,819,219	2,867,086	2,867,086
Fines & Forfeits	46,254	64,910	64,910	64,910
Miscellaneous	2,382,654	2,351,289	2,565,371	2,565,371
Other Financing Sources (incl capital reserve)	2,512,815	5,152,648	4,366,964	4,366,964
Use of Surplus - Operating Budget	1,051,610	850,000	850,000	850,000
Use of Surplus - Capital Projects		1,174,288	2,992,085	2,992,085
SUBTOTAL - Current Revenues	48,980,832	53,303,801	57,757,143	57,011,251
Sale of Bonds	2,951,000	4,918,000	9,485,880	9,485,880
<b>TOTAL REVENUES</b>	51,931,832	58,221,801	67,243,023	66,497,131
<b>EXPENDITURES</b>				
<b>ELECTED/APPOINTED OFFICIALS:</b>				
Mayor & City Council	236,566	279,722	284,498	284,498
Outside Agencies	375,053	344,850	334,764	334,764
City Manager's Office	867,301	910,951	863,022	863,022
City Clerk & Elections	799,445	777,593	796,808	796,808
City Attorney	391,824	453,945	489,275	489,275
Total Elected/Appointed Officials	2,670,189	2,767,061	2,768,367	2,768,367
<b>ADMINISTRATIVE SERVICES:</b>				
Assessment	441,145	460,488	483,799	483,799
Finance	3,587,966	3,795,278	4,066,899	4,066,899
Human Resources	852,985	795,335	794,877	794,877
Information Technology	1,796,335	2,028,456	2,187,156	2,187,156
Total Administrative Services	6,678,431	7,079,557	7,532,731	7,532,731
<b>COMMUNITY SERVICES:</b>				
Fire & Ambulance	9,499,812	9,756,210	10,132,939	9,964,141
Library	1,849,340	1,972,079	2,031,993	2,031,993
Parks, Recreation, Cemeteries & Youth Services	2,062,726	2,225,450	2,351,304	2,351,304
Facilities	2,038,092	1,864,754	1,898,777	1,898,777
Police	8,399,763	8,835,457	9,753,147	9,520,965
Total Community Services	23,849,733	24,653,950	26,168,160	25,767,180
<b>MUNICIPAL DEVELOPMENT SERVICES:</b>				
Airport	771,034	783,523	947,992	902,992
Community Development	1,452,202	1,635,395	1,878,648	1,693,735
Public Works	5,375,866	5,611,669	5,924,121	5,924,121
Total Mun. Development Services	7,599,102	8,030,587	8,750,761	8,520,848

	2024-2025	2025-2026	2026-2027	2026-2027
	Actual	Adopted Budget	Dept Request- Including Supplementals	City Manager
<b>EXPENDITURES (CONTINUED)</b>				
TRANSFERS - CAPITAL PROGRAM AND OTHER				
Debt Service	3,584,881	3,821,383	4,887,075	4,897,076
Capital Projects (not funded by debt)	4,473,496	6,826,263	7,525,049	7,400,049
Conservation - LUCT	25,000	25,000	25,000	25,000
Special Revenue Fund - Retirement	100,000	100,000	100,000	100,000
Total Capital	8,183,377	10,772,646	12,537,124	12,422,125
SUBTOTAL - current expenditures	48,980,832	53,303,801	57,757,143	57,011,251
CAPITAL PROJECTS (funded by Debt)	2,951,000	4,918,000	9,485,880	9,485,880
<b>TOTAL EXPENDITURES</b>	<b>51,931,832</b>	<b>58,221,801</b>	<b>67,243,023</b>	<b>66,497,131</b>

## Operating Budget Fiscal Policy Compliance

	2024-2025	2025-2026	2026-2027	2026-2027
	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	518,799	1,555,913	360,120
Fiscal Policy Increase Limit (FY27 3.4%)	1,200,823	1,232,218	1,044,717	1,044,717
Over (Under) Limit	(430,709)	(713,419)	511,196	(684,597)

<b>CITY PROPERTY TAX REVENUE</b>				
Property Tax Revenue-net overlay and war service credits	29,634,554	30,307,615	33,180,660	32,434,768
ADD: Overlay	6,694	314	-	-
ADD: War Service Credits	412,850	439,900	439,900	439,900
Property Tax Revenue - Gross tax effort	30,054,098	30,726,972	33,620,560	32,874,668
City Tax Rate	\$13.31	13.61	14.85	14.52
Percent increase (decrease)		2.25%	9.12%	6.70%

<b>PROPERTY TAX CALCULATION FY27</b>				
<b>Assessed Value</b>				
Assessed Value for local tax calc	2,259,288,439	2,257,820,368	2,264,032,253	2,264,032,253
Assessed Value for state tax calc	2,140,836,339	2,142,848,068	2,149,059,953	2,149,059,953
<b>Tax Rate</b>				
City	13.31	13.61	14.85	14.52
Local Education	15.16	15.93	18.07	18.07
State Education	1.53	1.57	1.59	1.59
County	3.07	3.26	3.35	3.35
Total Tax Rate	33.07	34.37	37.87	37.54
Percent increase (decrease)		3.93%	10.17%	9.21%

<b>PROPERTY TAXES TO BE RAISED</b>				
	2024-2025	2025-2026	2026-2027	2026-2027
Local Education	34,255,980	35,972,535	40,920,575	40,920,575
State Education	3,282,162	3,362,653	3,425,053	3,425,053
County	6,941,198	7,358,618	7,579,719	7,579,719
City	30,054,098	30,726,972	33,620,560	32,874,668

### General Fund Revenue Summary by Category

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
20 Taxes	30,267,254	31,975,290	32,644,688	35,425,692	—	34,679,800
21 Licenses Permits Fees	4,497,291	4,644,739	4,471,819	4,621,819	—	4,621,819
22 Intergovernmental	3,710,312	3,674,364	3,767,264	4,003,216	—	4,003,216
23 Charges For Services	2,820,832	2,693,105	2,819,219	2,867,086	—	2,867,086
24 Miscellaneous	2,652,048	2,382,654	2,253,525	2,565,371	—	2,565,371
25 Other Financing Sources	2,393,217	2,557,136	7,176,936	8,209,049	—	8,209,049
27 Fines Forfeits	55,992	46,254	64,910	64,910	—	64,910
<b>Total Revenues</b>	<b>46,396,946</b>	<b>47,973,542</b>	<b>53,198,361</b>	<b>57,757,143</b>	<b>—</b>	<b>57,011,251</b>

### General Fund Revenue Line Item by Category

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>20 - Taxes</b>							
411050	Tax-Net Property	27,902,203	29,346,047	30,307,615	33,180,660	—	32,434,768
411100	Tax-Payment In Lieu	1,126,529	1,167,383	1,440,000	1,500,000	—	1,500,000
411150	Tax-Timber Yield	5,498	20,372	8,000	10,000	—	10,000
411200	Tax-Land Use Change	5,146	22,064	—	—	—	—
411250	Tax-Increment Financing	1,005,842	1,086,549	639,073	485,032	—	485,032
416050	Tax-Interest	222,036	332,876	250,000	250,000	—	250,000
<b>20 - Taxes Subtotal</b>		<b>30,267,254</b>	<b>31,975,290</b>	<b>32,644,688</b>	<b>35,425,692</b>	<b>—</b>	<b>34,679,800</b>
<b>21 - Licenses Permits Fees</b>							
421050	Fee-Health Food Licenses	49,400	53,660	51,900	51,900	—	51,900
421100	Fees-State Vital Records	20,092	38,055	30,000	30,000	—	30,000
421150	Fees-City Licenses	9,052	9,453	8,000	8,000	—	8,000
421160	Permits-Haz Mat Storage	18,800	19,204	19,000	19,000	—	19,000
421200	Fees-Dog Licenses	15,823	15,103	13,000	13,000	—	13,000
422020	Permits-Fire Alarm Access	12,895	540	—	—	—	—
422050	Fee-Permits	528,386	490,516	488,700	488,700	—	488,700
422100	Permits-Pistols	500	540	620	620	—	620
422150	Permits-Motor Vehicle	3,629,952	3,797,378	3,650,000	3,800,000	—	3,800,000
422180	Fee-Tranportation Imp Fund	99,770	100,628	99,000	99,000	—	99,000
423010	Fee-NSF Check	2,589	1,900	1,350	1,350	—	1,350
423060	Fee-Miscellaneous	10,662	13,988	11,500	11,500	—	11,500
423150	Fee-Mail-In & E-Reg	8,138	8,001	8,000	8,000	—	8,000
423160	Fee-Municipal Agent Fee	66,462	64,812	62,000	62,000	—	62,000
423220	Fee-Cls Licenses	3,300	2,970	4,125	4,125	—	4,125
423230	Fee-Planning Board	14,324	24,025	19,274	19,274	—	19,274
423240	Fee-Historic Dist Comm	162	585	350	350	—	350
423250	Fee-Joint Committee (Pld/Plan)	72	190	—	—	—	—
423370	Fee-Zba	6,911	3,192	5,000	5,000	—	5,000
<b>21 - Licenses Permits Fees Subtotal</b>		<b>4,497,291</b>	<b>4,644,739</b>	<b>4,471,819</b>	<b>4,621,819</b>	<b>—</b>	<b>4,621,819</b>
<b>22 - Intergovernmental</b>							
431160	Federal-Fema Reimbursements	120,455	277	—	—	—	—
432000	State-Other	—	—	—	22,965	—	22,965
432010	State-Flood Control	29,707	—	30,885	30,885	—	30,885
432020	State-Aeronautical	10,135	8,267	10,000	10,000	—	10,000
432030	State-Highway	471,299	483,527	482,866	475,000	—	475,000
432040	State-Rooms & Meals	2,114,342	2,198,347	2,189,903	2,338,753	—	2,338,753

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
432080 State-Keene State College	663,056	668,973	668,800	680,073	—	680,073
433050 County-JCC & YIP	23,100	51,180	51,180	51,180	—	51,180
434010 Local-Keene School District	121,448	130,744	133,630	194,360	—	194,360
434030 Local-Other Towns	156,770	133,049	200,000	200,000	—	200,000
<b>22 - Intergovernmental Subtotal</b>	<b>3,710,312</b>	<b>3,674,364</b>	<b>3,767,264</b>	<b>4,003,216</b>	<b>—</b>	<b>4,003,216</b>
<b>23 - Charges For Services</b>						
441090 Direct Reimbursement	340,833	(274,212)	475,696	481,763	—	481,763
441110 Charges-Programs	125,558	146,991	149,602	189,602	—	189,602
441120 Charges-Equipment	1,250	1,250	1,500	1,500	—	1,500
441130 Charges-Reports	809	793	1,150	1,150	—	1,150
441140 Charges-Photos/Tapes	475	225	1,050	1,050	—	1,050
441160 Charges-Public Way Impediment	1,450	1,700	500	500	—	500
441170 Charges-Excavation	6,150	5,700	4,000	4,000	—	4,000
441220 Charges-Internments	42,165	57,022	38,000	38,000	—	38,000
441230 Charges-Ambulance Services	2,012,900	2,528,829	1,900,000	1,900,000	—	1,900,000
441240 Charges-Fire Master Box	89,760	45,090	55,488	55,488	—	55,488
441350 Charges-Records Center	28,344	29,299	29,773	29,773	—	29,773
441380 SSI Interim Assistance	14,479	2,009	2,500	2,500	—	2,500
441390 Medicaid Reimbursements	—	—	2,500	2,500	—	2,500
441400 Charges-Criminal Records Check	30	25	50	50	—	50
441410 Charges-Police Discoveries	—	60	50	50	—	50
441420 Charges-Accident Reports	15,174	15,678	11,000	11,000	—	11,000
441430 Charges-Log Search	8	—	10	10	—	10
441440 Charges-Fingerprints	13,740	5,940	22,500	22,500	—	22,500
441460 Charges-Special Search & Misc	100	100	—	—	—	—
441470 Charges-Small Wireless (Swf)	1,080	1,080	1,350	1,350	—	1,350
441480 Charges-Drain Connect Permit	—	—	500	500	—	500
442010 Charges-Rental Library	1,160	780	900	1,200	—	1,200
442030 Charges-Rental Rec Center	21,517	23,590	16,300	16,300	—	16,300
442050 Charges-Rental Sumner Knight	205	—	—	—	—	—
443020 Charges-Ball Fields	17,167	14,106	15,500	15,500	—	15,500
443040 Charges-Pools	19,010	18,174	21,500	21,500	—	21,500
444010 Charges-Library Non Resident	18,943	18,709	18,800	18,800	—	18,800
445010 Charges-Airport Landing	8,539	8,724	10,000	10,300	—	10,300
445050 Charges-Airport Gross Revenue	15,707	19,448	15,000	15,500	—	15,500
445060 Charges-Aviation Fueling	24,280	21,996	24,000	24,700	—	24,700
<b>23 - Charges For Services Subtotal</b>	<b>2,820,832</b>	<b>2,693,105</b>	<b>2,819,219</b>	<b>2,867,086</b>	<b>—</b>	<b>2,867,086</b>

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>24 - Miscellaneous</b>						
461010 Interest Earnings	1,602,756	1,407,157	1,250,000	1,375,000	—	1,375,000
461050 Other Loans	89,698	86,459	—	—	—	—
461110 Other	6,164	15,077	100	22,193	—	22,193
461130 Public Printer Copier Fee	6,856	6,891	6,300	6,300	—	6,300
461135 Copies	371	56	100	100	—	100
461140 Maps Blueprints Etc	68	56	100	100	—	100
463010 Rent-City Hall	66,274	72,345	65,000	65,000	—	65,000
463040 Rent-Transportation Center	31,046	25,023	26,000	26,000	—	26,000
463060 Rent-Airport T-Hangar	141,387	150,529	154,373	159,000	—	159,000
463070 Rent-Airport Terminal	30,018	28,829	31,131	32,100	—	32,100
463080 Rent-Airport Land	88,347	95,393	88,195	90,800	—	90,800
463110 Rent-Fuel Farm	18,894	19,290	19,785	20,400	—	20,400
463120 Rent-Airport Wwtp	212,445	216,270	222,758	229,400	—	229,400
463170 Rent-350 Marlboro	253,590	259,277	259,276	259,276	—	259,276
464010 Trust-Cemetery	90,035	—	106,252	254,000	—	254,000
464030 Trust-Charitable	3,085	—	3,625	3,625	—	3,625
464040 Trust-Deluge Hose	257	—	302	302	—	302
464050 Trust-Downtown Memorial Tree	2,386	—	3,825	3,825	—	3,825
464060 Trust-Flower Fund	3,957	—	4,648	4,200	—	4,200
464070 Trust-Library	—	—	3,500	3,500	—	3,500
464080 Trust-Parks & Rec	3,868	—	4,545	3,750	—	3,750
464100 Trust-Sumner Knight Chpl	544	—	3,710	6,500	—	6,500
464110 Trust-Ingersoll Collection	—	2	—	—	—	—
<b>24 - Miscellaneous Subtotal</b>	<b>2,652,048</b>	<b>2,382,654</b>	<b>2,253,525</b>	<b>2,565,371</b>	<b>—</b>	<b>2,565,371</b>
<b>25 - Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	44,321	2,340,946	3,842,085	—	3,842,085
470030 Capital Reserve	—	—	2,236,500	1,784,100	—	1,784,100
471020 Admin Chg - Equipment	287,892	362,745	376,252	409,062	—	409,062
471040 Admin Chg - Parking	96,339	127,158	117,674	145,286	—	145,286
471060 Admin Chg - Sewer	761,239	749,178	749,177	777,938	—	777,938
471070 Admin Chg - Solid Waste	597,372	541,804	580,270	647,716	—	647,716
471080 Admin Chg - Water	534,820	545,746	771,382	548,127	—	548,127
472040 Special Revenue Fund	6,863	150,000	—	50,000	—	50,000
473020 Property Surplus Sale	101,500	—	50	50	—	50
473030 Equipment Surplus Sale	7,192	36,184	—	—	—	—

20 | **General Fund**  
 General Fund Revenue Line Item by Category

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
473040 Sale of Found Property	—	—	4,685	4,685	—	4,685
<b>25 - Other Financing Sources Subtotal</b>	<b>2,393,217</b>	<b>2,557,136</b>	<b>7,176,936</b>	<b>8,209,049</b>	<b>—</b>	<b>8,209,049</b>
<b>27 - Fines Forfeits</b>						
451050 Fines-Court	12,278	11,716	23,500	23,500	—	23,500
451060 Fines-Library Overdue	10,284	6,157	5,800	5,800	—	5,800
451070 Fines-False Alarm	24,155	19,415	20,610	20,610	—	20,610
452010 Violations-Fire Code	—	—	200	200	—	200
452020 Violations-Code	1,231	—	500	500	—	500
453020 Forfeit-Dog	4,375	3,800	4,500	4,500	—	4,500
453040 Lost Library Materials	2,936	3,056	2,800	2,800	—	2,800
453050 Charges-Evidence / Property	733	2,111	7,000	7,000	—	7,000
<b>27 - Fines Forfeits Subtotal</b>	<b>55,992</b>	<b>46,254</b>	<b>64,910</b>	<b>64,910</b>	<b>—</b>	<b>64,910</b>
<b>Total Revenues</b>	<b>46,396,946</b>	<b>47,973,542</b>	<b>53,198,361</b>	<b>57,757,143</b>	<b>—</b>	<b>57,011,251</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested amount	amount included in CM recommendation
Airport	05000000	521020	2026 Multi-Sector General Permit compliance, leakage & retention study	79,601	34,601
Airport	05000000	523150	Fuel farm maintenance	3,400	3,400
Airport	05000000	523180	Building repair	6,800	6,800
Airport	05000000	523400	Repair airport backlit sign on Route 32	437	437
Airport	05000000	523700	Maintenance of airfield lighting and navigational aids	1,670	1,670
Airport	05000000	524250	New airport signage installation	4,500	4,500
Mayor & Council	01000000	524250	Increase in display advertisement expense	815	815
Mayor & Council	01000000	524430	Keene Sentinel subscription, meeting catering/food expenses	1,770	1,770
Mayor & Council: Boards & Commissions	01031500	524620	Increase Human Rights Committee budget	3,000	3,000
Community Funded Events	01030100	515010	Appropriation for mini-festival series - Dig Into Keene	10,000	10,000
Outside Agencies	01030500	521320	Community Volunteer Transportation	250	250
Outside Agencies	01030500	521360	Keene Community Kitchen	4,000	4,000
Outside Agencies	01030500	521380	Elderly Meals on Wheels	5,000	5,000
Outside Agencies	01030500	521420	Transporting - HCS City Express	3,814	3,814
Outside Agencies	01030500	521470	KH Kids Collaborative	1,000	1,000
Outside Agencies	01030500	521520	MFS Street Outreach	(25,150)	(25,150)
Outside Agencies	01030500	521815	Arts Alive	(9,000)	(9,000)
M&C Boards & Commissions	01031500	524365	Keene Chamber	25	25
Assessing	10000000	521250	Increase in appraisal services	2,200	2,200
Assessing	10000000	523200	Property maps maintenance, GIS host	500	500
City Clerk	20000000	524250	Increased in advertising expense	200	200
City Clerk	20000000	524350	Certified Municipal Clerk designation for Deputy City Clerk	1,200	1,200
City Clerk	20000000	527150	online Keene Sentinel subscription	450	450
City Clerk - Archives	20201000	527600	Restoration of historical books and records	2,638	2,638
City Clerk - Elections	20100000	527100	Postage costs related to notification of voter purge	2,000	2,000
City Clerk - Elections	20100000	524500	Increased polling station set-up costs	1,010	1,010
City Clerk - Elections	20100000	527010	Increase in office supplies expense	130	130
City Clerk - Records	20201100	527600	Shredding services for records facility	1,150	1,150
City Manager's Office	25000000	524360	NHMA dues	1,300	1,300
City Mgr - Emergency Ops Ctr	25100000	513030+	Reassignment of duties	48,220	7,827
City Mgr - DCM Facilities	25200000	524360	Conference expense	2,000	2,000
Community Development	30000000	513030+	Non-union Building/Health Official	149,280	(149,280)
Community Development	30000000	513030+	Fire Marshal designated Building/Health Official	53,763	32,665
Community Development	30000000	521160	PT Planner Tech to FT Assistant Planner	17,646	17,646
Community Development	30000000	527420	Housing to Compliance Inspector	14,535	(14,535)
Finance - Accounting	35100000	521290	Increased annual audit and professional services expense	10,000	10,000
Finance - HS General Assist	35404000	524540	Increased expense for Warming Center	50,000	50,000
Fire - Administration	40000000	513030+	Vacant Deputy Fire Chief/Reallocate Fire Marshal	184,582	(168,798)
Fire - Administration	40000000	521160	Increase in annual dispatch expense and MDT subscription	103,599	103,599
Fire - Administration	40000000	527420	Purchase of (4) iPads for ambulance cabs	3,000	3,000
Fire - Administration	40000000	527430	Update rear command consoles	9,000	9,000
Fire - Administration	40000000	527630	Avionics mobile radios	10,000	10,000
Fire - Prevent/Inspect/Alarm	40007100	527560	Purchase of (1) set of protective clothing annually	2,500	2,500
Fire - Ambulance	40200000	521010	Increase in annual Comstar expense	10,000	10,000
Fire - Ambulance	40200000	524390	Increase to meet certification expense	6,000	6,000
Human Resources	45100000	524440	Holiday Luncheon Committee expense	5,000	5,000
IT - Cloud Applications	50100000	528010	Increase in software expense	3,880	3,880
IT - Cloud Applications	50100000	528040	Increase in software expense	36,712	36,712
IT - Cloud Applications	50100000	528050	Increase in software expense	3,249	3,249
IT - Cloud Applications	50100000	528060	Increase in software expense	1,423	1,423
IT - Cloud Applications	50100000	528120	Increase in software expense	18,232	18,232
IT - Cloud Applications	50100000	528140	Increase in software expense	43,779	43,779

FY27 Supplemental Requests (Cont'd)

Department/Division	ORG	Account	Notes	requested amount	amount included in CM recommendation
P&R - Maint & Develop	65013000	523400	Increase in maintenance and grounds expense, increased dam permit fees	5,500	5,500
P&R - Maint & Develop	65013000	525010	Increase in turf maintenance expense	1,440	1,440
P&R - Maint & Develop	65013000	527360	Increase in ground maintenance supplies expense	1,165	1,165
Facilities - City Hall	65316000	522090	Increase in HVAC repair expense	2,500	2,500
Facilities - City Hall	65316000	527550	Purchase proper outfitting for (4) seasons	150	150
Facilities - Transporation Center	65316100	525010	Increased tenant usage	2,000	2,000
Facilities - Transporation Center	65316100	525020	Increased tenant usage	1,000	1,000
Facilities - Library	65316200	523500	Heberton floor refurbishment - annual maintenance	2,000	2,000
Facilities - Library	65316200	525010	Increase in rates and usage	1,250	1,250
Facilities - Library	65316200	527360	Tree service (split with Trustees)	1,500	1,500
Facilities - Rec Ctr	65316300	527360	Removal of bushes	500	500
Facilities - Fire Central	65316474	523110	Increase in equipment repairs	3,000	3,000
Facilities - Fire Central	65316474	527370	Increase in janitorial supplies expense	250	250
Facilities - Airport	65316500	527370	Increase in janitorial supplies expense	250	250
Facilities - DPW	65316672	523180	Repairs to geothermal system	25,000	25,000
Facilities - DPW	65316672	527370	Increase in janitorial supplies expense	500	500
Public Works - Street Maintenance	75221800	523720	Downtown tree replacement	-	30,000
Public Works - Street Maintenance	75221800	523740	Replacement of streetlights to LED	75,000	75,000

## General Fund Department Summary

Department	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
Mayor and Council	8,764,634	8,794,996	11,397,218	13,041,687	(14,476)	13,041,387
Airport	721,699	771,034	783,523	947,992	51,408	902,992
Assessing	418,413	441,145	460,488	483,799	2,700	483,799
City Attorney	426,218	391,824	453,945	489,275	—	489,275
City Clerk	741,242	799,445	777,593	796,808	8,778	796,808
City Manager's Office	716,146	867,301	910,951	910,754	(37,093)	863,022
Community Development	1,481,833	1,452,202	1,635,395	1,878,648	(184,913)	1,693,735
Facilities	2,072,979	2,038,092	1,864,754	1,898,777	39,900	1,898,777
Finance	3,657,909	3,587,966	3,795,278	4,066,899	60,000	4,066,899
Fire	8,453,253	9,499,813	9,756,210	10,132,939	(24,699)	9,964,141
Human Resources	724,680	852,985	795,335	794,877	5,000	794,877
Information Technology	1,769,196	1,796,335	2,028,456	2,187,156	107,275	2,187,156
Library	1,712,054	1,849,340	1,972,079	2,031,993	—	2,031,993
Parks & Recreation	1,955,985	2,062,726	2,225,450	2,351,304	8,105	2,351,304
Police	8,039,546	8,399,763	8,730,017	9,753,147	(232,182)	9,520,965
Public Works	4,606,995	5,375,866	5,611,669	5,924,121	105,000	5,924,121
<b>Total Expenditures</b>	<b>46,262,784</b>	<b>48,980,832</b>	<b>53,198,361</b>	<b>57,690,176</b>	<b>(105,197)</b>	<b>57,011,251</b>

### General Fund Summary by Object Code

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
511010 Wages-Elected Officials	48,208	41,500	41,500	41,500	—	41,500
512010 Wages-Charter Officers	422,740	405,815	435,158	456,875	—	456,875
513010 Wages-Dept Head	1,353,942	1,432,051	1,516,157	1,559,817	—	1,559,817
513030 Wages-Supervisory	4,016,952	4,777,488	4,937,983	5,448,076	(234,392)	5,207,684
513040 Wages-Full Time	8,853,713	9,061,771	10,682,352	11,486,509	(161,363)	11,325,146
513070 Wages-Part Time	970,954	978,571	1,170,485	1,202,546	—	1,202,546
513080 Wages-Hourly	474,498	454,202	511,815	510,371	(43,680)	466,691
514010 Wages-Temporary	261,549	382,292	13,300	13,300	—	13,300
515010 OT-Regular	312,817	413,150	307,417	312,867	—	312,867
515020 OT-Double	7,068	11,232	5,895	5,895	—	5,895
515070 OT-Court	33,206	49,741	44,000	44,000	—	44,000
515090 OT-Weapons Training	19,992	29,600	25,000	25,000	—	25,000
515110 OT-Haz Mat Training	735	213	10,815	10,815	—	10,815
515120 OT-Tactical Team Training	33,224	26,758	25,000	25,000	—	25,000
515130 OT-Training	82,911	109,571	142,400	142,400	—	142,400
515140 OT-Field Training Officer	16,799	15,105	21,000	21,000	—	21,000
515150 OT-Fire Alarms	8,533	5,573	3,000	3,000	—	3,000
515200 OT-Vacation Replacement	384,956	425,437	321,640	321,640	—	321,640
515210 OT-Sick Replacement	222,079	279,424	77,665	77,665	—	77,665
515220 OT-Personal Day Replace	97,859	62,004	44,114	44,564	—	44,564
515250 OT-Multi Alarm	10,075	12,119	15,000	15,000	—	15,000
515260 OT-Supplemental Staffing	392,663	524,774	100,000	100,000	—	100,000
515270 OT-Call Back	99,536	89,225	44,000	44,000	—	44,000
515290 OT-Shift Vacancies	344,435	154,704	8,000	8,000	—	8,000
515310 OT-Holiday	29,076	26,647	64,857	64,857	—	64,857
516010 Holiday	128,425	272,072	424,378	353,960	(2,855)	351,105
516020 Stand-By	35,752	45,628	47,149	52,549	—	52,549
516030 Car Allowance	3,600	3,300	3,600	3,600	—	3,600
516040 Incentives-Training	36,057	27,738	35,880	36,600	—	36,600
516080 Incentives-Police	60,863	84,414	135,935	14,700	—	14,700
516100 Incentives-Fire	4,250	2,550	14,800	8,500	—	8,500
517010 Health Insurance	3,378,772	4,061,336	4,728,938	5,111,297	(52,612)	5,058,685
517020 Dental Insurance	220,637	238,945	257,192	279,948	(2,304)	277,644
517030 Retirement Contributions	1,113,397	1,215,179	1,249,761	1,325,305	(15,591)	1,309,714
517040 Social Security	861,817	960,222	1,005,382	1,066,995	(16,377)	1,050,618
517050 Workers Compensation	438,565	495,619	535,517	555,081	(13,239)	541,668

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517130	Retirement-Fire	1,367,086	1,534,667	1,502,355	1,575,239	(36,715)	1,537,359
517140	Retirement-Police	1,254,138	1,308,771	1,349,845	1,493,446	(47,158)	1,446,288
521000	Professional/Tech Services	4,405	6,380	7,100	7,100	—	7,100
521010	Administrative Services	82,579	101,253	90,840	100,840	10,000	100,840
521020	Professional Services	322,212	293,329	267,779	327,380	34,601	282,380
521030	Technical Services	151,495	340,166	119,187	119,687	—	119,687
521070	Elections	18,188	14,753	19,043	19,043	—	19,043
521080	Cybersecurity Services	51,939	28,234	40,633	40,000	—	40,000
521100	Life Insurance	33,807	35,948	39,611	39,611	—	39,611
521110	Lt Disability Insurance	42,918	46,250	54,335	54,335	—	54,335
521120	Safety Program	5,240	1,839	8,200	8,200	—	8,200
521130	Wellness Program	1,040	1,660	3,000	3,000	—	3,000
521140	Pension/Retirement	9,062	6,612	9,063	9,063	—	9,063
521150	Artists & Performers	8,972	12,066	12,800	12,800	—	12,800
521160	Dispatch	256,149	265,114	281,021	384,620	103,599	384,620
521170	Unemployment Insurance	4,383	18,045	7,675	7,675	—	7,675
521200	Laboratory Services	3,724	5,189	7,015	7,015	—	7,015
521210	Monitor & Inspections	6,388	6,548	45,000	45,000	—	45,000
521250	Appraisal Services	12,800	12,800	12,800	15,000	2,200	15,000
521270	K-9 Unit Support	2,325	2,279	4,500	4,500	—	4,500
521290	Audit Services	74,180	90,775	90,000	100,000	10,000	100,000
521320	OA-Community Volunteer Trans	750	750	1,250	1,500	250	1,500
521330	OA-Senior Citizens Center	16,500	16,500	17,750	17,750	—	17,750
521360	OA-Keene Community Kitchen	100,000	110,000	115,000	119,000	4,000	119,000
521370	OA-Elderly Meals On Wheels	17,488	18,362	19,575	19,575	—	19,575
521380	OA-Sw Community Services	10,000	10,000	10,000	15,000	5,000	15,000
521390	100 Nights Shelter	35,000	35,000	35,000	35,000	—	35,000
521400	OA-Harbor Care Was Hiv Aides	5,000	5,000	10,000	10,000	—	10,000
521410	OA-Mon Reg Child Advocacy	4,250	4,250	6,500	6,500	—	6,500
521420	OA-Transporting	102,115	103,417	110,025	113,839	3,814	113,839
521430	OA-Casa	4,000	5,000	5,000	5,000	—	5,000
521470	OA-Kh Kids Collaborative	10,000	12,500	13,000	14,000	1,000	14,000
521510	OA-Mcyp Monad Cris Viol Prvnt	4,250	5,000	6,000	6,000	—	6,000
521520	OA-Mfs Street Outreach	—	35,000	35,000	9,850	(25,150)	9,850
521530	OA-Mip Housing Fund	—	50,000	—	—	—	—
521600	Court & Hearing Exp	1,223	395	2,000	2,000	—	2,000
521610	Legal Services	35,767	67,488	35,000	35,000	—	35,000

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
521740	Zoning Board	110	74	250	250	—	250
521752	Home Health Care	88,877	53,324	95,000	95,000	—	95,000
521755	Mental Health Services	50,000	—	25,000	25,000	—	25,000
521759	Other Services	41,101	38,217	40,675	40,875	—	40,875
521770	Justice of The Peace	403	338	375	375	—	375
521780	Planning Board	263	137	250	250	—	250
521790	Conservation Commission	1,915	1,650	2,000	2,000	—	2,000
521800	Heritage Commission	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	—	10,000	1,000	(9,000)	1,000
521830	Historic District Commision	123	—	200	200	—	200
521840	Energy & Climate Committe	392	659	850	850	—	850
521920	Market/Brand/Communicate	17,587	23,531	27,000	26,675	—	26,675
522010	Janitorial	10,512	940	21,000	21,000	—	21,000
522030	Snow Plowing	414	3,240	5,750	5,750	—	5,750
522050	PC Replacement Charge	110,294	110,604	116,905	115,712	—	115,712
522060	PW Fleet Charge	2,034,459	2,088,586	2,107,451	2,322,154	—	2,322,154
522080	Taxes	196,292	195,472	68,000	68,000	—	68,000
522090	Rubbish Pick-Up	25,976	30,531	36,727	36,727	—	36,727
523000	Repair & Maintenance Services	65,376	105,085	102,351	102,351	—	102,351
523010	Maint-Office Equipment	11,484	13,597	25,790	25,790	—	25,790
523040	Maint-Communications Eqp	16,671	21,528	26,404	26,404	—	26,404
523050	MF Printer Lease/Copies/Maint	33,546	39,616	52,650	52,650	—	52,650
523060	Maint-Software	5,128	649	4,700	4,700	—	4,700
523070	Maint-Computer System	229,623	158,643	195,818	195,446	—	195,446
523080	Maint-Network	64,578	52,320	64,967	44,965	—	44,965
523090	Vehicle Certification	13,058	14,739	16,000	16,000	—	16,000
523100	Maint-Safety Program	21,984	29,800	24,000	24,000	—	24,000
523110	Maint-Equipment	88,955	93,236	152,859	152,859	—	152,859
523130	Maint-General	2,064	2,446	2,500	2,500	—	2,500
523150	Maint-Fuel System	9,215	5,094	6,625	10,025	3,400	10,025
523170	Repair-Equipment	102,929	140,294	73,855	76,355	2,500	76,355
523180	Repair-Building	68,117	40,779	71,432	78,232	34,800	78,232
523200	Maint-Mapping & GIS	11,525	8,175	10,200	10,700	500	10,700
523310	Maint-Road & Street	239,510	505,715	479,557	479,557	—	479,557
523400	Maint-Grounds	27,697	44,686	28,914	37,214	5,937	37,214
523410	Maint-Playground	7,896	667	5,000	5,000	—	5,000

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
523420	Maint-Skate Park	12	274	1,000	1,000	—	1,000
523430	Maint-Signage	2,974	1,468	2,000	2,000	—	2,000
523440	Maint-Trail	1,621	1,343	2,000	2,000	—	2,000
523450	Maint-Camera System	13,882	11,547	5,250	5,250	—	5,250
523500	Maint-Building	58,408	92,055	78,911	73,548	2,000	73,548
523510	Maint-Sec Equipment	—	3,585	1,830	1,830	—	1,830
523550	Maint-Brush & Obstr Clearing	2,297	52	100	100	—	100
523700	Maint-Other Improvements	—	6,398	8,330	10,000	1,670	10,000
523720	Maint-Tree & Forestry	96,784	91,432	65,700	65,700	—	65,700
523730	Tree Planting	2,293	23,760	3,000	33,000	30,000	33,000
523740	Maint-Street Light	2,557	54,450	6,517	101,517	75,000	101,517
523750	Permits	5,923	22,919	4,214	4,214	—	4,214
523760	Maint-Wildlife	—	—	1,000	1,000	—	1,000
524010	Insurance-General Liability	311,784	328,682	348,392	569,195	—	569,195
524020	Insurance-Airport Liability	11,233	6,015	11,907	11,907	—	11,907
524070	Insurance-Vehicles	1,883	2,031	2,015	2,015	—	2,015
524090	Insurance-Youth Services Liability	711	—	750	750	—	750
524160	Printing	17,804	11,684	33,300	33,300	—	33,300
524170	Bank Fees & Charges	—	(107)	—	—	—	—
524250	Advertising	11,054	24,884	15,137	20,837	5,515	20,837
524300	Travel	3,128	3,262	7,444	7,444	—	7,444
524350	Training	92,470	125,341	203,624	199,954	1,200	199,954
524360	Meetings & Dues	50,014	49,323	63,556	66,898	3,300	66,898
524365	Keene Chamber of Commerce	525	550	525	550	25	550
524366	Regional Planning	12,373	24,803	12,394	12,394	—	12,394
524370	Tuition Assistance	14,658	22,722	43,140	43,140	—	43,140
524380	Licenses & Certifications	2,102	4,356	4,425	4,425	—	4,425
524390	Paramedic Tuition	4,401	8,500	8,500	14,500	6,000	14,500
524410	Meeting Expenses	589	915	550	550	—	550
524420	Mayors Official Expense	2,072	751	500	500	—	500
524430	Councils Official Expense	6,653	5,129	5,985	6,555	1,770	6,555
524440	Recognition & Awards	2,986	4,040	5,000	10,000	5,000	10,000
524450	Photography & Processing	137	818	950	950	—	950
524460	Cleaning Allowance	2,100	2,100	2,100	2,100	—	2,100
524470	Public Awareness	1,912	7,391	9,100	9,100	—	9,100
524480	Hauling & Disposal	—	—	6,400	6,400	—	6,400
524500	Polling Stations Set Up	6,867	5,497	2,250	3,260	1,010	3,260

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
524511 First Aid & Medical Services	87,462	78,375	99,050	94,050	—	94,050
524512 Dental Works	7,000	7,000	7,000	7,000	—	7,000
524515 SCS Shelter Services	56,250	92,830	75,000	75,000	—	75,000
524520 Burial Transport & Misc	20,500	9,250	16,625	19,800	—	19,800
524530 Heating Fuel & Utilities	18,106	11,278	25,750	25,750	—	25,750
524540 Rentals	1,158,121	743,642	750,000	800,000	50,000	800,000
524560 Comm Funded Event Other	966	825	—	10,000	—	10,000
524570 Veterans Council	4,250	4,750	4,250	4,250	—	4,250
524620 Human Rights Committee	2,000	—	2,000	5,000	3,000	5,000
524980 Trust-Income Use	9,651	7,887	12,172	12,172	—	12,172
525010 Water	33,928	47,475	52,772	57,462	4,690	57,462
525020 Sewer	27,239	21,160	31,863	32,863	1,000	32,863
525030 Electricity	508,156	499,446	451,597	451,597	—	451,597
525040 Heating Fuel	201,905	198,021	221,579	221,579	—	221,579
525050 Electricity Beacon & Obst Lgts	11,349	13,436	12,000	12,000	—	12,000
525060 Fireline & Hydrants	16,455	17,942	20,619	20,619	—	20,619
525100 Communications & Phone	69,758	90,528	79,120	86,752	—	86,752
525130 Propane	—	—	250	250	—	250
526030 Rental-Building	220,586	61,643	—	—	—	—
526040 Rental-Equipment	—	—	8,200	8,200	—	8,200
526050 Rental-Parking Space	61,486	67,938	68,208	68,208	—	68,208
526060 Rental-Other	1,281	1,082	1,500	1,500	—	1,500
526070 Rental- Vehicles	2,937	2,702	7,000	7,000	—	7,000
527000 Supplies & Materials	7,277	7,644	5,165	5,165	—	5,165
527010 Supplies-Office	50,766	73,140	57,132	57,762	130	57,762
527030 Lost Material Replacement	3,497	3,609	3,600	3,600	—	3,600
527040 Supplies-Book Mending	3,637	2,753	3,200	3,200	—	3,200
527080 Supplies-Ch Public Area	688	607	1,000	1,000	—	1,000
527100 Postage	67,192	65,131	77,053	79,053	2,000	79,053
527130 Supplies-Pub Printer & Copier	6,090	6,301	6,700	6,700	—	6,700
527150 Books & Collections	178,716	172,425	174,050	174,500	450	174,500
527200 Repair-Parts	1,328	—	—	—	—	—
527330 Tools	7,698	3,750	4,220	4,220	—	4,220
527340 Equipt-Minor	8,026	15,958	22,245	21,345	—	21,345
527350 Supplies-Building Maint	18,092	16,350	17,706	17,706	—	17,706
527360 Supplies-Grounds Maint	58,767	34,794	50,385	53,550	3,165	53,550
527370 Supplies-Janitorial	37,062	33,592	29,050	30,050	1,000	30,050

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527380	Furniture	—	3,002	—	—	—	—
527400	Supplies-Other Maint	396,166	487,684	505,867	505,867	—	505,867
527410	Evidence Security	912	1,246	900	900	—	900
527420	Equipt-Communication Minor	732	8,847	11,350	14,350	3,000	14,350
527430	Equipt-Minor Safety	17,158	6,105	20,730	29,730	9,000	29,730
527440	Equipt-Computer Minor	12,125	12,679	7,725	10,375	—	10,375
527450	Supplies-Tactical	5,410	5,600	9,800	9,800	—	9,800
527550	Supplies-Uniforms	92,375	98,141	100,772	100,922	150	100,922
527560	Supplies-Protective Clothing	109,232	64,585	56,528	59,028	2,500	59,028
527600	Supplies-Operating	224,374	255,317	120,663	124,451	3,788	124,451
527610	Supplies-Software	13,169	29,800	44,349	36,815	—	36,815
527620	Licenses & Permits	828	737	1,100	1,100	—	1,100
527630	Supplies-Vehicles	136,314	134,604	83,600	93,600	10,000	93,600
527640	Supplies-Chemicals	12,518	11,059	11,600	11,600	—	11,600
527650	Supplies-Oxygen	15,841	4,501	6,000	6,000	—	6,000
527660	Supplies-Disposable Equipment	52,302	59,379	59,200	59,200	—	59,200
527670	Prisoner Care	—	60	25	25	—	25
527730	Supplies-Weapons Training	42,640	42,230	49,000	49,000	—	49,000
527750	Supplies-Playground Material	4,101	4,504	4,000	4,000	—	4,000
527780	Supplies-Athletic	5,395	5,695	6,000	6,000	—	6,000
527790	Supplies-Game Room	823	1,328	1,000	1,000	—	1,000
527800	Supplies-Arts & Crafts	821	773	1,000	1,000	—	1,000
527840	Supplies-Catch Program	871	1,168	1,000	1,000	—	1,000
527850	Supplies-Cyber Software	48,212	49,178	56,471	54,097	—	54,097
528010	Cloud-City Clerk	2,594	17,073	29,100	32,980	3,880	32,980
528020	Cloud-Human Resources	31,358	8,415	14,500	13,518	—	13,518
528030	Cloud-Finance	163,473	149,947	174,668	186,447	—	186,447
528040	Cloud-Comm Development	20,750	20,750	23,250	59,962	36,712	59,962
528050	Cloud-Assessing	23,505	26,425	30,306	33,555	3,249	33,555
528060	Cloud-Fire Dept	16,068	16,865	17,372	20,000	1,423	20,000
528070	Cloud-Library	33,876	32,328	33,277	33,363	—	33,363
528080	Cloud-Public Works	—	—	5,800	6,325	—	6,325
528090	Cloud-City Council	12,990	12,990	13,000	13,000	—	13,000
528100	Cloud-Parks & Rec	5,200	5,200	5,500	5,500	—	5,500
528120	Cloud-Citywide	85,650	108,044	103,768	122,000	18,232	122,000
528130	Cloud-Legal Rtk	8,852	9,294	9,759	10,250	—	10,250
528140	Cloud-Police	—	—	—	43,779	43,779	43,779

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
529010	Recruitment	50,087	55,986	—	—	—	—
529020	Outside Agency Temps	7,395	8,055	7,910	6,910	—	6,910
529999	Pcard Clearing	(165)	—	—	—	—	—
530000	Acq-Property	5,016	—	—	—	—	—
534090	Acq-Equipment	60,988	—	—	—	—	—
542060	Minor Improvements	26,828	7,124	—	—	—	—
551010	Debt-Principal	2,636,485	2,938,463	2,865,021	3,224,580	—	3,224,580
551020	Debt-Interest	549,325	646,418	864,634	1,584,773	—	1,584,473
552000	Debt-Notes Payable	—	—	86,170	86,170	—	86,170
552020	Debt-Int On Notes	12,969	9,263	5,558	1,853	—	1,853
580010	Transfer-Inter (Multi) Fund	59,000	—	—	—	—	—
580080	Transfer-Grant Match	44,429	43,559	125,726	3,950	—	3,950
580100	Transfer-Capital Reserve	2,424,530	2,180,000	2,295,000	1,410,000	—	1,410,000
580110	Transfer-Cap Project	2,506,975	2,293,496	4,531,263	5,990,049	—	5,990,049
580120	Transfer-Conservation Luct	25,000	25,000	25,000	25,000	—	25,000
580140	Transfer-Comp Absence	100,000	100,000	100,000	100,000	—	100,000
<b>Total Expenditures</b>		<b>46,262,784</b>	<b>48,980,832</b>	<b>53,198,361</b>	<b>57,690,176</b>	<b>(105,197)</b>	<b>57,011,251</b>

## Department Summary by Expenditure Category

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>Mayor and Council</b>						
Personnel	133,401	152,947	190,347	195,830	—	195,830
Operating	8,631,233	8,642,049	11,206,871	12,845,857	(14,476)	12,845,557
<b>Mayor and Council Subtotal</b>	<b>8,764,634</b>	<b>8,794,996</b>	<b>11,397,218</b>	<b>13,041,687</b>	<b>(14,476)</b>	<b>13,041,387</b>
<b>Airport</b>						
Personnel	304,899	435,752	462,124	504,709	—	504,709
Operating	416,800	335,282	321,399	443,283	51,408	398,283
<b>Airport Subtotal</b>	<b>721,699</b>	<b>771,034</b>	<b>783,523</b>	<b>947,992</b>	<b>51,408</b>	<b>902,992</b>
<b>Assessing</b>						
Personnel	373,671	397,508	412,872	432,720	—	432,720
Operating	44,742	43,636	47,616	51,079	2,700	51,079
<b>Assessing Subtotal</b>	<b>418,413</b>	<b>441,145</b>	<b>460,488</b>	<b>483,799</b>	<b>2,700</b>	<b>483,799</b>
<b>City Attorney</b>						
Personnel	376,516	306,660	400,321	435,651	—	435,651
Operating	49,702	85,164	53,624	53,624	—	53,624
<b>City Attorney Subtotal</b>	<b>426,218</b>	<b>391,824</b>	<b>453,945</b>	<b>489,275</b>	<b>—</b>	<b>489,275</b>
<b>City Clerk</b>						
Personnel	630,004	728,995	676,286	690,839	—	690,839
Operating	111,238	70,450	101,307	105,969	8,778	105,969
<b>City Clerk Subtotal</b>	<b>741,242</b>	<b>799,445</b>	<b>777,593</b>	<b>796,808</b>	<b>8,778</b>	<b>796,808</b>
<b>City Manager's Office</b>						
Personnel	626,219	766,967	805,707	801,099	(40,393)	753,367
Operating	89,927	100,334	105,244	109,655	3,300	109,655
<b>City Manager's Office Subtotal</b>	<b>716,146</b>	<b>867,301</b>	<b>910,951</b>	<b>910,754</b>	<b>(37,093)</b>	<b>863,022</b>
<b>Community Development</b>						
Personnel	1,341,092	1,298,519	1,471,157	1,706,395	(184,913)	1,521,482
Operating	140,741	153,683	164,238	172,253	—	172,253
<b>Community Development Subtotal</b>	<b>1,481,833</b>	<b>1,452,202</b>	<b>1,635,395</b>	<b>1,878,648</b>	<b>(184,913)</b>	<b>1,693,735</b>
<b>Facilities</b>						
Personnel	683,337	730,750	794,323	803,377	—	803,377
Operating	1,389,643	1,307,342	1,070,431	1,095,400	39,900	1,095,400
<b>Facilities Subtotal</b>	<b>2,072,979</b>	<b>2,038,092</b>	<b>1,864,754</b>	<b>1,898,777</b>	<b>39,900</b>	<b>1,898,777</b>
<b>Finance</b>						
Personnel	1,638,519	1,805,366	2,088,364	2,081,139	—	2,081,139
Operating	2,019,391	1,782,599	1,706,914	1,985,760	60,000	1,985,760
<b>Finance Subtotal</b>	<b>3,657,909</b>	<b>3,587,966</b>	<b>3,795,278</b>	<b>4,066,899</b>	<b>60,000</b>	<b>4,066,899</b>

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>Fire</b>						
Personnel	7,295,558	8,426,999	8,572,193	8,909,666	(168,798)	8,740,868
Operating	1,157,695	1,072,814	1,184,017	1,223,273	144,099	1,223,273
<b>Fire Subtotal</b>	<b>8,453,253</b>	<b>9,499,813</b>	<b>9,756,210</b>	<b>10,132,939</b>	<b>(24,699)</b>	<b>9,964,141</b>
<b>Human Resources</b>						
Personnel	466,786	496,915	505,970	500,512	—	500,512
Operating	257,894	356,070	289,365	294,365	5,000	294,365
<b>Human Resources Subtotal</b>	<b>724,680</b>	<b>852,985</b>	<b>795,335</b>	<b>794,877</b>	<b>5,000</b>	<b>794,877</b>
<b>Information Technology</b>						
Personnel	899,658	1,043,258	1,132,462	1,183,887	—	1,183,887
Operating	869,538	753,077	895,994	1,003,269	107,275	1,003,269
<b>Information Technology Subtotal</b>	<b>1,769,196</b>	<b>1,796,335</b>	<b>2,028,456</b>	<b>2,187,156</b>	<b>107,275</b>	<b>2,187,156</b>
<b>Library</b>						
Personnel	1,488,928	1,623,574	1,727,216	1,797,438	—	1,797,438
Operating	223,126	225,765	244,863	234,555	—	234,555
<b>Library Subtotal</b>	<b>1,712,054</b>	<b>1,849,340</b>	<b>1,972,079</b>	<b>2,031,993</b>	<b>—</b>	<b>2,031,993</b>
<b>Parks &amp; Recreation</b>						
Personnel	1,443,091	1,537,697	1,655,612	1,763,281	—	1,763,281
Operating	512,894	525,029	569,838	588,023	8,105	588,023
<b>Parks &amp; Recreation Subtotal</b>	<b>1,955,985</b>	<b>2,062,726</b>	<b>2,225,450</b>	<b>2,351,304</b>	<b>8,105</b>	<b>2,351,304</b>
<b>Police</b>						
Personnel	7,275,980	7,673,900	7,942,757	8,926,310	(232,182)	8,694,128
Operating	763,566	725,863	787,260	826,837	—	826,837
<b>Police Subtotal</b>	<b>8,039,546</b>	<b>8,399,763</b>	<b>8,730,017</b>	<b>9,753,147</b>	<b>(232,182)</b>	<b>9,520,965</b>
<b>Public Works</b>						
Personnel	2,424,218	2,593,599	3,021,574	3,129,064	—	3,129,064
Operating	2,182,777	2,782,266	2,590,095	2,795,057	105,000	2,795,057
<b>Public Works Subtotal</b>	<b>4,606,995</b>	<b>5,375,866</b>	<b>5,611,669</b>	<b>5,924,121</b>	<b>105,000</b>	<b>5,924,121</b>
<b>Total Expenditures</b>	<b>46,262,784</b>	<b>48,980,832</b>	<b>53,198,361</b>	<b>57,690,176</b>	<b>(105,197)</b>	<b>57,011,251</b>

### Long-Term Debt

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>01190000 - Debt Service</b>							
551010	Debt-Principal	2,636,485	2,938,463	2,865,021	3,224,580	—	3,224,580
551020	Debt-Interest	549,325	646,418	864,634	1,584,773	—	1,584,473
552000	Debt-Notes Payable	—	—	86,170	86,170	—	86,170
552020	Debt-Int On Notes	12,969	9,263	5,558	1,853	—	1,853
<b>01190000 - Debt Service Total</b>		<b>3,198,779</b>	<b>3,594,145</b>	<b>3,821,383</b>	<b>4,897,376</b>	<b>—</b>	<b>4,897,076</b>
<b>Total Expenditures</b>		<b>3,198,779</b>	<b>3,594,145</b>	<b>3,821,383</b>	<b>4,897,376</b>	<b>—</b>	<b>4,897,076</b>

### General Fund Statement of Long-Term Debt

ISSUE	DATED	MATURITY	RATE	ORIGINAL BOND	PRINCIPAL 2026/2027	INTEREST 2026/2027	PRINCIPAL BALANCE 06/30/27
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	17,875	520,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.61%	2,141,033	155,774	10,041	197,761
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	135,000	2,700	0
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	10,000	200	0
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	39,000	780	0
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	145,000	2,900	0
Library Campus (TIF) Develop - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	101,000	34,033	985,000
2018 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,301,500	130,000	16,250	260,000
2019 Consolidated Infrastructure - Series 2018 A	9/27/2018	9/15/2028	avg 2.739879%	1,267,500	125,000	15,625	250,000
Flood Management - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	906,000	60,000	16,575	420,000
Winchester Street Bypass - Series 2018 A	9/27/2018	9/15/2033	avg 2.739879%	610,000	40,000	11,050	280,000
Goose Pond Dam Improvements - Series 2018 A	9/27/2018	9/15/2038	avg 2.739879%	885,000	45,000	19,563	525,000
City Hall Rear Wall - Series 2020 A	9/15/2020	9/15/2027	1.65%	176,000	25,000	619	25,000
Winchester Street Bypass - Series 2020 A	9/15/2020	9/15/2035	1.65%	859,000	57,000	8,967	515,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	505,000	34,000	5,329	306,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	1,264,000	125,000	9,512	514,000
Flood Management - Series 2020 A	9/15/2020	9/15/2035	1.65%	733,000	49,000	7,647	439,000
Road Rehabilitation - Series 2020 A	9/15/2020	9/15/2030	1.65%	893,000	89,000	6,657	359,000
Airport Fuel Tanks - Series 2020 A	9/15/2020	9/15/2030	1.65%	508,000	51,000	3,754	202,000
Central Fire Station - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	2,556,000	250,000	14,688	955,000
Robin Hood Dam Upgrade - Advance Refunded 2020 Series B	9/15/2020	10/15/2030	1.36%	305,000	30,000	1,768	115,000
Municipal Building Roofs - Series 2023 B	8/15/2023	8/15/2033	5.10%	489,976	48,998	18,742	342,982
Road Rehabilitation - Series 2023 B	8/15/2023	8/15/2033	5.10%	269,895	26,990	10,323	188,925
Salt Shed Replacement - Series 2023 B	8/15/2023	8/15/2033	5.10%	397,596	39,760	15,208	278,316
Flood Management - Series 2023 B	8/15/2023	8/15/2038	5.10%	665,278	44,352	28,274	532,222
Patricia T. Russell Park - Series 2023 B	8/15/2023	8/15/2038	5.10%	1,147,247	76,483	48,758	917,796
Carpenter St. Flood Management - Series 2023 B	8/15/2023	8/15/2038	5.10%	89,420	5,962	3,800	71,534
Patricia T. Russell Park - Series 2023 B	8/15/2023	8/15/2038	5.10%	312,968	20,865	13,301	250,373
Winchester Street By-Pass - Series 2023 B	8/15/2023	8/15/2033	5.10%	528,920	52,892	20,231	370,244
Road Rehabilitation - Series 2023 B	8/15/2023	8/15/2033	5.10%	835,042	83,504	31,940	584,528
Road Preservation - Series 2024 C	8/15/2024	8/15/2034	5.10%	475,200	47,550	20,598	380,100
Thompson Road Stabilization - Series 2024 C	8/15/2024	8/15/2034	5.10%	965,950	96,600	41,874	772,750
Stormwater Resiliency - Series 2024 C	8/15/2024	8/15/2034	5.10%	1,237,650	82,550	56,805	1,072,550
City Hall Structural Repairs - Series 2026 A	1/14/2026	2/15/2041	5.05%	1,123,400	78,400	54,821	1,045,000
Fire Apparatus Replacement - Series 2026 A	1/14/2026	2/15/2031	5.05%	1,164,300	239,300	58,307	925,000
Road Rehabilitation - Series 2026 A	1/14/2026	2/15/2036	5.05%	1,247,400	127,400	62,469	1,120,000
Airport T-Hangar Apron Maintenance - Series 2026 A	1/14/2026	2/15/2036	5.05%	180,000	20,000	9,014	160,000
Airport Solar Project - Series 2026 A	1/14/2026	2/15/2046	5.05%	1,316,700	71,700	61,427	1,245,000
Stormwater Resiliency - Key Road - Series 2026 A	1/14/2026	2/15/2041	5.05%	3,171,500	216,500	154,661	2,955,000
Stormwater Resiliency - Series 2026 A	1/14/2026	2/15/2041	5.05%	1,179,000	84,000	57,556	1,095,000
<b>Total Outstanding</b>				<b>38,337,475</b>	<b>3,224,580</b>	<b>974,642</b>	<b>21,175,081</b>
<b>Total Authorized, Unissued</b>	<b>est 2027</b>		<b>est 5.0%</b>	<b>14,407,268</b>	<b>0</b>	<b>360,183</b>	<b>14,407,268</b>
<b>FY 2026-2027 Proposed Bond Issue</b>	<b>est 2027</b>		<b>est 5.0%</b>	<b>9,985,880</b>	<b>0</b>	<b>249,648</b>	<b>9,985,880</b>
<b>Interfund Loan - Roundabout Project</b>	<b>7/1/2006</b>	<b>1/1/2027</b>	<b>4.30%</b>	<b>1,723,400</b>	<b>86,170</b>	<b>1,853</b>	<b>0</b>

**FY 2027 Statement of Long-Term Debt (Cont'd)**

**Authorized, Unissued:**

R-2024-11	FY25 Lower Winchester Street	805,000	-	20,125	805,000
R-2025-14	FY26 Lower Winchester Street	687,000	-	17,175	687,000
R-2025-31	Airport Solar Project	12,915,268	-	322,883	12,915,268
<b>Total Authorized, Unissued Bonds</b>		\$ 14,407,268	\$ -	\$ 360,183	\$ 14,407,268

**Anticipated, FY26/27:**

	Ashuelot River Greenspace	\$ 200,000	\$ -	\$ 5,000	\$ 200,000
	Ashuelot River Dam Repair/Removal	144,000	-	3,600	144,000
	Downtown Infrastructure Improvements	3,932,830	-	98,321	3,932,830
	Gilbo Ave Solar Pavillion	439,200	-	10,980	439,200
	Lower Winchester Street Reconstruction	143,550	-	3,589	143,550
	Roadway Preservation & Rehabilitation	500,000	-	12,500	500,000
	Robin Hood Park Improvements	1,117,000	-	27,925	1,117,000
	Stormwater Resiliency	3,509,300	-	87,733	3,509,300
<b>Total Anticipated - New Bonds</b>		\$ 9,985,880	\$ -	\$ 249,648	\$ 9,985,880

**Anticipated, Future FY28-FY33:**

FY28 Ashuelot River Greenspace	\$ 300,000	FY30 Roadway Preservation & Rehabilitation	\$ 1,764,400
FY28 Downtown Restroom	442,000	FY30 Stormwater Resiliency	2,066,600
FY28 Roadway Preservation & Rehabilitation	1,163,800	FY31 Roadway Preservation & Rehabilitation	1,656,400
FY28 Stormwater Resiliency	1,053,300	FY31 Stormwater Resiliency	1,132,500
FY29 Ashuelot River Dam Repair/Replace	1,232,000	FY31 Transportation Heritage Trail	300,000
FY29 Beaver Brook Flood Mitigation	500,000	FY32 Roadway Preservation & Rehabilitation	1,710,300
FY29 Liquid Brine Pre-Treatment System	578,000	FY32 Stormwater Resiliency	1,197,200
FY29 Lower Winchester Street Reconstruction	2,063,215	FY32 West Street Corridor Improvements	1,412,602
FY29 Roadway Preservation & Rehabilitation	1,627,100	FY33 Roadway Preservation & Rehabilitation	1,710,300
FY29 Stormwater Resiliency	1,943,900	FY33 Stormwater Resiliency	846,200
FY30 Beaver Brook Flood Mitigation	500,000	<b>Total Anticipated - Future Bonds</b>	<b>\$ 25,199,817</b>

**KEENE**



# **Elected & Appointed Officials**

**City Government  
Keene, New Hampshire**

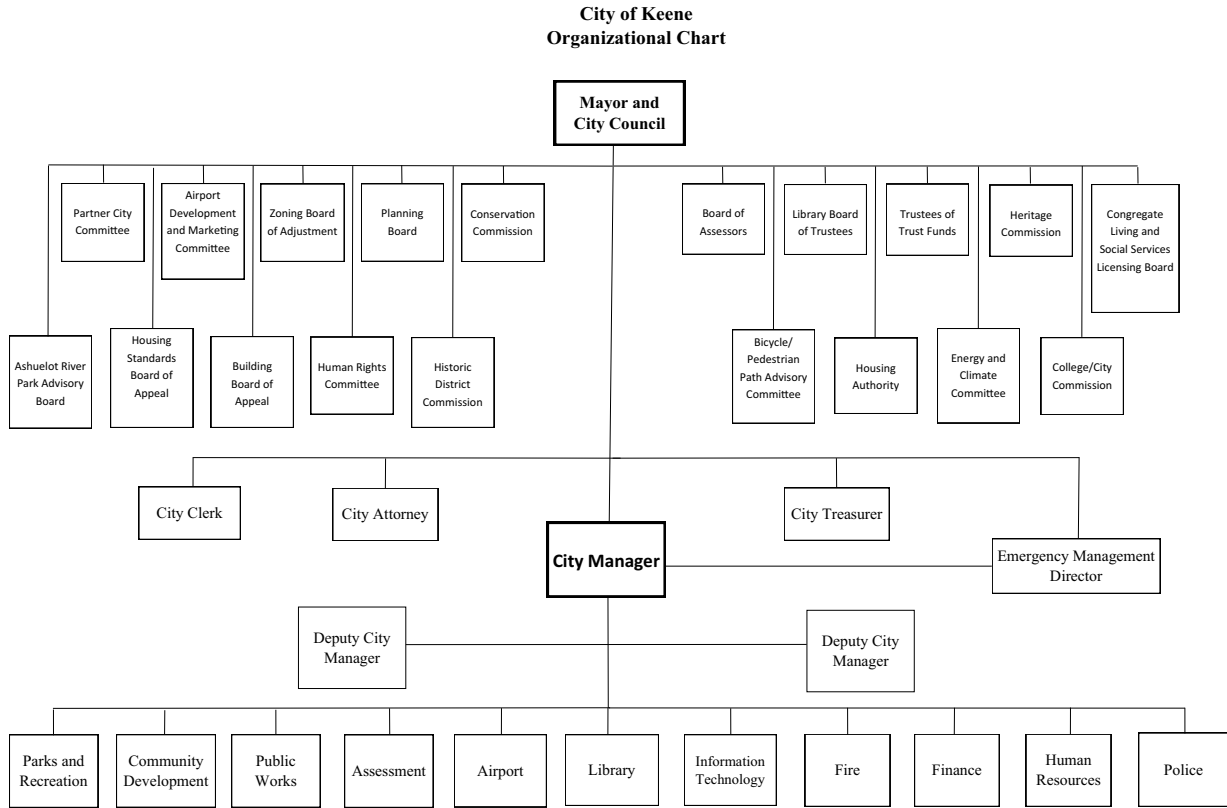
	<b>Name</b>	<b>Term Expires*</b>	<b>2026 Standing Committee Assignments</b>
Mayor	Jay V. Kahn	2027	N/A
<b>City Council</b>			
Ward One	Jacob R. Favolise	2027	Municipal Services, Facilities & Infrastructure
	Kris E. Roberts	2029	Finance, Organization & Personnel
Ward Two	Edward J. Haas	2027	Municipal Services, Facilities & Infrastructure (Chair)
	Robert C. Williams	2027	Planning, Licenses & Development
Ward Three	Molly V. Ellis	2029	Planning, Licenses & Development
	Bryan J. Lake	2027	Finance, Organization & Personnel
Ward Four	Laura E. Tobin	2027	Municipal Services, Facilities & Infrastructure
	Catherine I. Workman	2029	Municipal Services, Facilities & Infrastructure (Vice-Chair)
Ward Five	Philip M. Jones	2029	Planning, Licenses & Development (Vice-Chair)
	Thomas F. Powers	2027	Finance, Organization & Personnel (Chair)
At Large Councilors	Bettina A. Chadbourne	2027	Finance, Organization & Personnel (Vice-Chair)
	Michele Chalice	2027	Finance, Organization & Personnel
	Randy L. Filiault	2027	Planning, Licenses & Development (Chair)
	Mitchell H. Greenwald	2027	Municipal Services, Facilities & Infrastructure
	Laura Ruttie-Miller	2027	Planning, Licenses & Development

*\*term expires December 31 of year indicated*

**APPOINTED OFFICIALS**

Elizabeth A. Ferland	City Manager
Amanda N. Palmeira	City Attorney
Terri M. Hood	City Clerk

## City of Keene Organizational Chart



### Mayor & Council

#### Revenues

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>01025506 - GF-M&amp;C-Other Financing</b>						
470010 Use (Addition) To Surplus	—	44,321	2,340,946	3,842,085	—	3,842,085
473020 Property Surplus Sale	101,500	—	—	—	—	—
<b>01025506 - GF-M&amp;C-Other Financing Subtotal</b>	<b>101,500</b>	<b>44,321</b>	<b>2,340,946</b>	<b>3,842,085</b>	<b>—</b>	<b>3,842,085</b>
<b>01125506 - GF-M&amp;C-Trans-Capital &amp; Other</b>						
470030 Capital Reserve	—	—	2,236,500	1,784,100	—	1,784,100
472040 Special Revenue Fund	6,863	150,000	—	—	—	—
<b>01125506 - GF-M&amp;C-Trans-Capital &amp; Other Subtotal</b>	<b>6,863</b>	<b>150,000</b>	<b>2,236,500</b>	<b>1,784,100</b>	<b>—</b>	<b>1,784,100</b>
<b>Total Revenues</b>	<b>108,363</b>	<b>194,321</b>	<b>4,577,446</b>	<b>5,626,185</b>	<b>—</b>	<b>5,626,185</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>01000000 - GF-Mayor &amp; Council</b>						
<b>Personnel</b>						
511010 Wages-Elected Officials	48,208	41,500	41,500	41,500	—	41,500
513070 Wages-Part Time	36,373	39,599	42,500	42,500	—	42,500
517040 Social Security	5,551	6,832	6,439	6,438	—	6,438
517050 Workers Compensation	129	357	130	164	—	164
<b>Personnel Subtotal</b>	<b>90,262</b>	<b>88,288</b>	<b>90,569</b>	<b>90,602</b>	<b>—</b>	<b>90,602</b>
<b>Operating</b>						
521759 Other Services	8,344	8,761	9,500	9,700	—	9,700
522050 PC Replacement Charge	3,011	3,201	6,701	6,084	—	6,084
523050 MF Printer Lease/Copies/Maint	3,295	4,164	6,400	6,400	—	6,400
524250 Advertising	3,269	3,947	3,000	4,000	815	4,000
524350 Training	—	—	3,500	—	—	—
524420 Mayors Official Expense	2,072	751	500	500	—	500
524430 Councils Official Expense	6,653	5,129	5,985	6,555	1,770	6,555
525100 Communications & Phone	756	414	2,420	2,420	—	2,420
527010 Supplies-Office	—	—	275	275	—	275
527080 Supplies-Ch Public Area	688	607	1,000	1,000	—	1,000
527100 Postage	175	213	500	500	—	500
527610 Supplies-Software	—	576	1,765	1,380	—	1,380
<b>Operating Subtotal</b>	<b>28,262</b>	<b>27,763</b>	<b>41,546</b>	<b>38,814</b>	<b>2,585</b>	<b>38,814</b>
<b>01000000 - GF-Mayor &amp; Council Subtotal</b>	<b>118,524</b>	<b>116,051</b>	<b>132,115</b>	<b>129,416</b>	<b>2,585</b>	<b>129,416</b>
<b>01031500 - GF-M&amp;C-Boards &amp; Commissions</b>						
<b>Operating</b>						
521740 Zoning Board	110	74	250	250	—	250
521780 Planning Board	263	137	250	250	—	250
521790 Conservation Commission	1,915	1,650	2,000	2,000	—	2,000
521800 Heritage Commission	1,260	—	1,200	1,200	—	1,200
521810 Partner City	5,000	5,000	5,000	5,000	—	5,000
521830 Historic District Commission	123	—	200	200	—	200
521840 Energy & Climate Committee	392	659	850	850	—	850
524365 Keene Chamber of Commerce	525	550	525	550	25	550
524366 Regional Planning	12,373	24,803	12,394	12,394	—	12,394

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
524570	Veterans Council	4,250	4,750	4,250	4,250	—	4,250
524620	Human Rights Committee	2,000	—	2,000	5,000	3,000	5,000
<b>Operating Subtotal</b>		<b>28,211</b>	<b>37,622</b>	<b>28,919</b>	<b>31,944</b>	<b>3,025</b>	<b>31,944</b>
<b>01031500 - GF-M&amp;C-Boards &amp; Commissions Subtotal</b>		<b>28,211</b>	<b>37,622</b>	<b>28,919</b>	<b>31,944</b>	<b>3,025</b>	<b>31,944</b>
<b>Total Expenditures</b>		<b>146,735</b>	<b>153,673</b>	<b>161,034</b>	<b>161,360</b>	<b>5,610</b>	<b>161,360</b>

## Outside Agencies

### Description

**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 "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, neglected children/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	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>01030500 - GF-M&amp;C-Essential Community Svc</b>						
<b>Operating</b>						
521320 OA-Community Volunteer Trans	750	750	1,250	1,500	250	1,500
521330 OA-Senior Citizens Center	16,500	16,500	17,750	17,750	—	17,750
521360 OA-Keene Community Kitchen	100,000	110,000	115,000	119,000	4,000	119,000
521370 OA-Elderly Meals On Wheels	17,488	18,362	19,575	19,575	—	19,575
521380 OA-Sw Community Services	10,000	10,000	10,000	15,000	5,000	15,000
521390 100 Nights Shelter	35,000	—	—	—	—	—
521400 OA-Harbor Care Was Hiv Aides	5,000	5,000	10,000	10,000	—	10,000
521410 OA-Mon Reg Child Advocacy	4,250	4,250	6,500	6,500	—	6,500
521420 OA-Transporting	99,700	102,691	105,775	109,589	3,814	109,589
521430 OA-Casa	4,000	5,000	5,000	5,000	—	5,000
521470 OA-Kh Kids Collaborative	10,000	12,500	13,000	14,000	1,000	14,000
521510 OA-Mcyp Monad Cris Viol Prvnt	4,250	5,000	6,000	6,000	—	6,000
521520 OA-Mfs Street Outreach	—	35,000	35,000	9,850	(25,150)	9,850
521530 OA-Mip Housing Fund	—	50,000	—	—	—	—
521815 Arts Alive	500	—	10,000	1,000	(9,000)	1,000
<b>Operating Subtotal</b>	<b>307,438</b>	<b>375,053</b>	<b>354,850</b>	<b>334,764</b>	<b>(20,086)</b>	<b>334,764</b>
<b>01030500 - GF-M&amp;C-Essential Community Svc Subtotal</b>	<b>307,438</b>	<b>375,053</b>	<b>354,850</b>	<b>334,764</b>	<b>(20,086)</b>	<b>334,764</b>
<b>Total Expenditures</b>	<b>307,438</b>	<b>375,053</b>	<b>354,850</b>	<b>334,764</b>	<b>(20,086)</b>	<b>334,764</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	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2025-2026 Act 3/26	2026-2027 Est. City Svcs	2026-2027 Sponsor Contribution	2026-2027 City Manager (Net Budget)
Independence Eve	2,189	2,189	4,658	4,309	4,859	0	4,658
4 on the 4th Road Race	2,488	2,488	2,895	1,089	3,343	0	2,895
Clarence Demar Marathon/Half Marathon	5,000	5,000	10,000	14,254	23,544	-13,554	10,000
Fire Prevention Parade	1,567	1,567	1,329	1,441	45	0	1,329
Keene Music Festival	2,708	2,708	10,636	7,015	7,526	0	10,636
Kiwanis Keene Tree Lighting Event	6,025	6,025	9,251	5,243	6,978	0	9,251
Keene Ice & Snow Festival	1,073	1,073	7,041	2,673	5,281	0	7,041
Keene Pumpkin Festival	10,000	10,000	10,000	18,254	23,684	-13,684	10,000
The Taste of Keene	10,000	10,000	10,000	0	20,154	-10,154	10,000
Keene Pride Festival	0	0	10,000	14,428	11,553	-1,553	10,000
250th Celebration	0	0	0	0	6,171	0	6,171
Dig Into Keene	0	0	0	0	10,000	0	10,000
<b>Total Community Funded Events</b>	<b>41,050</b>	<b>41,050</b>	<b>75,810</b>	<b>68,706</b>	<b>123,138</b>	<b>-38,945</b>	<b>91,981</b>

**Revenues**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>01023503 - GF-Cfe-Charges For Services</b>						
441090 Direct Reimbursement	4,611	14,346	32,878	38,945	—	38,945
<b>01023503 - GF-Cfe-Charges For Services Subtotal</b>	<b>4,611</b>	<b>14,346</b>	<b>32,878</b>	<b>38,945</b>	<b>—</b>	<b>38,945</b>
<b>Total Revenues</b>	<b>4,611</b>	<b>14,346</b>	<b>32,878</b>	<b>38,945</b>	<b>—</b>	<b>38,945</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>01031000 - GF-M&amp;C-Community Funded Events</b>						
<b>Personnel</b>						
515010 OT-Regular	33,138	51,594	99,778	105,228	—	105,228
517030 Retirement Contributions	2,042	1,775	—	—	—	—
517040 Social Security	1,398	1,145	—	—	—	—
517050 Workers Compensation	1,095	1,466	—	—	—	—
517130 Retirement-Fire	2,555	4,243	—	—	—	—
517140 Retirement-Police	2,911	4,437	—	—	—	—
<b>Personnel Subtotal</b>	<b>43,139</b>	<b>64,659</b>	<b>99,778</b>	<b>105,228</b>	<b>—</b>	<b>105,228</b>
<b>Operating</b>						
523720 Maint-Tree & Forestry	1,000	—	1,000	1,000	—	1,000
524560 Comm Funded Event Other	966	825	—	10,000	—	10,000
526050 Rental-Parking Space	2,678	90	—	—	—	—
529020 Outside Agency Temps	7,395	8,055	7,910	6,910	—	6,910
<b>Operating Subtotal</b>	<b>12,038</b>	<b>8,970</b>	<b>8,910</b>	<b>17,910</b>	<b>—</b>	<b>17,910</b>
<b>01031000 - GF-M&amp;C-Community Funded Events Subtotal</b>	<b>55,178</b>	<b>73,629</b>	<b>108,688</b>	<b>123,138</b>	<b>—</b>	<b>123,138</b>
<b>Total Expenditures</b>	<b>55,178</b>	<b>73,629</b>	<b>108,688</b>	<b>123,138</b>	<b>—</b>	<b>123,138</b>

## Capital Appropriations

### Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>01191500 - GF-Transfer-Capital &amp; Other</b>						
<b>Operating</b>						
580100 Transfer-Capital Reserve	2,424,530	2,180,000	2,295,000	1,410,000	—	1,410,000
580110 Transfer-Cap Project	2,506,975	2,293,496	4,531,263	5,990,049	—	5,990,049
580120 Transfer-Conservation Luct	25,000	25,000	25,000	25,000	—	25,000
580140 Transfer-Comp Absence	100,000	100,000	100,000	100,000	—	100,000
<b>Operating Subtotal</b>	<b>5,056,505</b>	<b>4,598,496</b>	<b>6,951,263</b>	<b>7,525,049</b>	<b>—</b>	<b>7,525,049</b>
<b>01191500 - GF-Transfer-Capital &amp; Other Subtotal</b>	<b>5,056,505</b>	<b>4,598,496</b>	<b>6,951,263</b>	<b>7,525,049</b>	<b>—</b>	<b>7,525,049</b>
<b>Total Expenditures</b>	<b>5,056,505</b>	<b>4,598,496</b>	<b>6,951,263</b>	<b>7,525,049</b>	<b>—</b>	<b>7,525,049</b>

## 2027-2033 Capital Improvement Program Summary by Department

PROJECT NAME	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
Ambulance Replacement Capital Reserve	150,000	175,000	175,000	175,000	175,000	175,000	175,000	1,200,000
Apparatus (Fire) Replacement Capital Reserve	200,000	375,000	400,000	400,000	400,000	400,000	375,000	2,550,000
Bridges Capital Reserve	-	120,000	120,000	120,000	120,000	120,000	120,000	720,000
Downtown Infrastructure Capital Reserve	350,000	350,000	350,000	350,000	350,000	350,000	350,000	2,450,000
Emergency Communication Capital Reserve	100,000	100,000	100,000	100,000	75,000	75,000	75,000	625,000
IT Systems & Infrastructure Capital Reserve	125,000	125,000	150,000	150,000	150,000	150,000	150,000	1,000,000
Parks & Facilities Infrastructure Capital Reserve	350,000	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	35,000	245,000
Road & Sidewalk Infrastructure Capital Reserve	-	300,000	400,000	400,000	400,000	500,000	500,000	2,500,000
Transportation Improvement Capital Reserve	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 1,410,000</b>	<b>\$ 2,180,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,305,000</b>	<b>\$ 2,405,000</b>	<b>\$ 2,380,000</b>	<b>\$ 15,340,000</b>
<b>AIRPORT</b>								
Beacon Replacement Project	-	-	-	555,556	-	-	-	555,556
Fiber Optic Replacement Project	22,500	-	-	-	-	-	-	22,500
Obstruction Management Program	166,666	666,666	333,334	-	-	-	-	1,166,666
Pavement Maintenance & Marking Program	166,666	-	-	-	-	-	-	166,666
Snow Removal Equipment Project	1,555,556	-	-	-	-	-	-	1,555,556
Terminal Apron Expansion Project	-	-	-	3,661,112	-	-	-	3,661,112
Wildlife Perimeter Fence Project	4,156,718	-	-	-	-	-	-	4,156,718
<b>TOTAL AIRPORT</b>	<b>\$ 6,068,106</b>	<b>\$ 666,666</b>	<b>\$ 333,334</b>	<b>\$ 4,216,668</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,284,774</b>
<b>ASSESSMENT</b>								
Revaluation Program	-	-	-	156,000	-	-	-	156,000
<b>TOTAL ASSESSMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156,000</b>
<b>FIRE</b>								
Ambulance Replacement Program	-	533,595	-	-	560,653	-	-	1,094,248
Durable Equipment Program	150,235	-	56,135	-	35,700	-	300,000	542,070
Fire Alerting System	-	104,000	-	-	-	-	-	104,000
Fire Apparatus Replacement Program	-	-	1,500,000	-	-	2,000,000	-	3,500,000
Gear Washer/Extractor & Drying System Project	-	-	-	-	69,000	-	-	69,000
Mobile Radios	-	-	-	140,625	-	-	-	140,625
Portable Radios (Fire)	140,000	140,000	140,000	-	-	-	-	420,000
SCBA Fill Station Project	-	-	-	-	-	-	69,000	69,000
Technical Rescue Equipment	-	65,000	-	60,000	-	50,000	-	175,000
<b>TOTAL FIRE</b>	<b>\$ 290,235</b>	<b>\$ 842,595</b>	<b>\$ 1,696,135</b>	<b>\$ 200,625</b>	<b>\$ 665,353</b>	<b>\$ 2,050,000</b>	<b>\$ 369,000</b>	<b>\$ 6,113,943</b>
<b>INFORMATION TECHNOLOGY</b>								
5 & 10 Year Aerial Imagery Updates	-	-	-	65,000	-	-	-	65,000
Database Software Upgrade Program	-	25,000	-	-	-	-	25,000	50,000
Network Equipment Replacement Program	71,500	21,000	6,500	-	18,000	59,500	79,400	255,900
Phone System Replacement Project	-	-	210,000	-	-	-	-	210,000
Server Replacement Program	58,000	13,000	16,000	39,000	-	16,000	13,000	155,000
Storage Area Network Project	-	170,000	-	-	-	-	170,000	340,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$ 129,500</b>	<b>\$ 229,000</b>	<b>\$ 232,500</b>	<b>\$ 104,000</b>	<b>\$ 18,000</b>	<b>\$ 75,500</b>	<b>\$ 287,400</b>	<b>\$ 1,075,900</b>
<b>PARKS, RECREATION, CEMETERIES &amp; FACILITIES</b>								
Ashuelot River Park - Greenspace	200,000	1,000,000	-	-	-	-	-	1,200,000
Ashuelot River Dam Repair or Removal Project	144,000	-	1,232,000	-	-	-	-	1,376,000
Cemetery Improvements and Expansion	150,000	150,000	112,000	125,000	225,000	125,000	125,000	1,012,000
Red Pine Scale Removal & Park Forest Sustainability	135,000	125,000	1,000	1,000	1,000	1,000	1,000	265,000
Municipal Parks Maintenance Program	163,530	310,500	332,615	208,358	198,461	202,827	295,021	1,711,312
Open Space and Trails Program	58,000	133,000	35,000	50,000	35,000	70,000	35,000	416,000
Parks and Recreation Equipment Maintenance Program	52,000	56,000	-	-	62,000	-	-	170,000
Robin Hood Park Improvement Project	2,692,000	1,175,000	-	-	-	-	-	3,867,000
Trail Bridge Maintenance Project	130,000	-	-	-	-	56,000	-	186,000
Transportation Heritage Trail Program	358,599	-	-	-	2,756,909	-	-	3,115,508
<b>Subtotal Parks, Recreation &amp; Cemeteries</b>	<b>4,083,129</b>	<b>2,949,500</b>	<b>1,712,615</b>	<b>384,358</b>	<b>3,278,370</b>	<b>454,827</b>	<b>456,021</b>	<b>13,318,820</b>

**2027-2033 General Fund Project Listing By Department - (Cont'd)**

PROJECT NAME	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
10 Central Square Kitchen Floor Repair	57,000	-	-	-	-	-	-	57,000
City Wide Security Upgrades Project	50,000	75,000	50,000	75,000	-	-	50,000	300,000
Emergency Generator Replacements	-	-	-	-	296,000	235,000	245,000	776,000
Finance Department Reconfig and Security Updates	65,000	-	-	-	-	-	-	65,000
HVAC and Energy Conservation	179,000	75,000	50,000	1,190,000	620,000	545,000	20,000	2,679,000
HVAC Equipment - Records Storage	-	-	9,500	250,000	-	-	-	259,500
Library Lighting	175,000	-	-	-	-	-	-	175,000
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	125,000	125,000	125,000	775,000
Municipal Building Roofs Program	227,875	402,250	409,500	109,250	412,500	500,500	77,500	2,139,375
Paving Parking Lots Program	379,300	382,600	456,000	326,400	68,000	184,100	88,000	1,884,400
<sup>(1)</sup> W Keene Fire Station Project	-	750,000	-	-	-	-	5,509,975	6,259,975
Subtotal Facilities	1,233,175	1,784,850	1,075,000	2,050,650	1,521,500	1,589,600	6,115,475	15,370,250
<b>TOTAL PARKS, RECREATION, CEMETERIES &amp; FACILITIES</b>	<b>\$ 5,316,304</b>	<b>\$ 4,734,350</b>	<b>\$ 2,787,615</b>	<b>\$ 2,435,008</b>	<b>\$ 4,799,870</b>	<b>\$ 2,044,427</b>	<b>\$ 6,571,496</b>	<b>\$ 28,689,070</b>
<b>POLICE</b>								
Body-worn & In-car Camera Replace Project	-	-	97,900	97,900	97,900	97,900	97,900	489,500
EXACOM Hindsight System Replace/Refresh Project	41,300	-	-	-	-	-	-	41,300
Portable Radios Program	-	-	86,328	88,920	96,672	-	-	271,920
<b>TOTAL POLICE</b>	<b>\$ 41,300</b>	<b>\$ -</b>	<b>\$ 184,228</b>	<b>\$ 186,820</b>	<b>\$ 194,572</b>	<b>\$ 97,900</b>	<b>\$ 97,900</b>	<b>\$ 802,720</b>
<b>PUBLIC WORKS</b>								
Beaver Brook Flood Mitigation Project	-	-	500,000	500,000	-	-	-	1,000,000
Bridge Repair & Replacement Program	-	-	493,485	164,495	2,941,978	146,910	2,357,989	6,104,857
Bridge Preservation Program	-	-	-	50,000	255,000	-	-	305,000
Dam Maintenance Program	-	173,500	-	200,800	-	184,400	-	558,700
Downtown Infra Improve & Reconstruct Project	3,932,830	-	-	-	-	-	-	3,932,830
Downtown: Restroom Project	-	442,000	-	-	-	-	-	442,000
Downtown: Traffic Signal Replacement	325,000	-	-	-	-	-	-	325,000
Gilbo Ave Solar Pavillion Project	2,196,000	-	-	-	-	-	-	2,196,000
Jordan Road Salamander Crossing Project	380,000	-	-	-	-	-	-	380,000
Liquid Brine Pre-Treatment System	-	-	578,400	-	-	-	-	578,400
Lower Winchester Street Reconstruction Project	717,750	-	10,316,075	-	-	-	-	11,033,825
Roadway Preservation & Rehabilitation Program	1,900,800	1,163,800	1,627,100	1,764,400	1,656,400	1,710,300	1,710,300	11,533,100
Sidewalk Asset Management Program	303,300	282,900	295,300	294,500	325,100	326,300	337,700	2,165,100
Stormwater & Stream Channel Maintenance Program	215,000	168,000	220,000	160,000	138,000	220,000	180,000	1,301,000
Stormwater Main Lining Program	252,000	185,160	174,820	160,200	200,150	213,890	234,970	1,421,190
Stormwater Resiliency Program	3,509,300	1,230,700	2,184,000	2,197,900	1,280,000	1,282,700	984,500	12,669,100
Stormwater Spot Repairs Program	82,000	85,000	88,000	91,000	94,000	97,000	100,000	637,000
Stormwater System Analysis Program	50,000	-	50,000	-	-	100,000	-	200,000
Traffic Signal Replacement Program	13,700	328,200	350,000	362,000	72,000	-	-	1,125,900
West Street Corridor Improvements Project	-	829,441	-	418,578	-	7,063,010	-	8,311,029
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 13,877,680</b>	<b>\$ 4,888,701</b>	<b>\$ 16,877,180</b>	<b>\$ 6,363,873</b>	<b>\$ 6,962,628</b>	<b>\$ 11,344,510</b>	<b>\$ 5,905,459</b>	<b>\$ 66,220,031</b>
<b>GRAND TOTAL - GENERAL FUND 2027-2033</b>	<b>\$ 27,133,125</b>	<b>\$ 13,541,312</b>	<b>\$ 24,440,992</b>	<b>\$ 15,992,994</b>	<b>\$ 14,945,423</b>	<b>\$ 18,017,337</b>	<b>\$ 15,611,255</b>	<b>\$ 129,682,438</b>

<sup>(1)</sup> W Keene Fire Station Project - the construction phase (FY33) of this project is a placeholder contingent upon grant funding.

## 2027-2033 Capital Improvement Program Summary by Funding Source

PROJECT NAME	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
	\$ 27,133,125	\$ 13,541,312	\$ 24,440,992	\$ 15,992,994	\$ 14,945,423	\$ 18,017,337	\$ 15,611,255	\$ 129,682,438
<b>CAPITAL RESERVE APPROPRIATIONS</b>								
<b>CURRENT REVENUES</b>								
Ambulance Replacement Capital Reserve	150,000	175,000	175,000	175,000	175,000	175,000	175,000	1,200,000
Apparatus (Fire) Replacement Capital Reserve	200,000	375,000	400,000	400,000	400,000	400,000	375,000	2,550,000
Bridges Capital Reserve	-	120,000	120,000	120,000	120,000	120,000	120,000	720,000
Downtown Infrastructure Capital Reserve	350,000	350,000	350,000	350,000	350,000	350,000	350,000	2,450,000
Emergency Communication Capital Reserve	100,000	100,000	100,000	100,000	75,000	75,000	75,000	625,000
IT Systems & Infrastructure Capital Reserve	125,000	125,000	150,000	150,000	150,000	150,000	150,000	1,000,000
Parks & Facilities Infrastructure Capital Reserve	350,000	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	35,000	245,000
Road & Sidewalk Infrastructure Capital Reserve	-	300,000	400,000	400,000	400,000	500,000	500,000	2,500,000
Transportation Improvement Capital Reserve	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
<b>TOTAL CAPITAL RESERVE APPROPRIATIONS</b>	<b>\$ 1,410,000</b>	<b>\$ 2,180,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,330,000</b>	<b>\$ 2,305,000</b>	<b>\$ 2,405,000</b>	<b>\$ 2,380,000</b>	<b>\$ 15,340,000</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>FUND BALANCE</b>								
5 & 10 Year Digital Base Map Update Project	-	-	-	65,000	-	-	-	65,000
10 Central Square Kitchen Floor Repair	57,000	-	-	-	-	-	-	57,000
Dam Maintenance Program	-	173,500	-	200,800	-	184,400	-	558,700
Downtown: Roadway Preservation & Rehabilitation Program	1,400,800	-	-	-	-	-	-	1,400,800
Downtown: Traffic Signal Replacement Program	325,000	-	-	-	-	-	-	325,000
Durable Equipment Program	150,235	-	56,135	-	35,700	-	300,000	542,070
HVAC and Energy Conservation	179,000	75,000	50,000	1,190,000	620,000	545,000	20,000	2,679,000
HVAC Equipment - Records Storage	-	-	9,500	250,000	-	-	-	259,500
Municipal Building Capital Maintenance Program	100,000	100,000	100,000	100,000	125,000	125,000	125,000	775,000
Municipal Building Roofs Program	227,875	402,250	409,500	109,250	412,500	500,500	77,500	2,139,375
Municipal Parks Maintenance Program	-	224,030	332,615	158,358	148,461	202,827	295,021	1,361,312
Paving Parking Lots Program	379,300	382,600	456,000	326,400	68,000	184,100	88,000	1,884,400
Phone System Replacement	-	-	210,000	-	-	-	-	210,000
West Street Corridor Improvements Project	-	165,888	-	83,716	-	-	-	249,604
Wildlife Perimeter Fence Project	172,875	-	-	-	-	-	-	172,875
<b>TOTAL PROJECTS FUNDED WITH FUND BALANCE</b>	<b>\$ 2,992,085</b>	<b>\$ 1,523,268</b>	<b>\$ 1,623,750</b>	<b>\$ 2,483,524</b>	<b>\$ 1,409,661</b>	<b>\$ 1,741,827</b>	<b>\$ 905,521</b>	<b>\$ 12,679,636</b>
<b>CAPITAL RESERVES</b>								
Ambulance Replacement Program	-	533,595	-	-	560,653	-	-	1,094,248
Bridge Repair & Replacement Program	-	-	98,697	32,899	588,396	29,382	471,598	1,220,972
Bridge Preservation Program	-	-	-	50,000	255,000	-	-	305,000
Database Software Upgrade Program	-	25,000	-	-	-	-	25,000	50,000
EXACOM Hindsight System Replacement	28,300	-	-	-	-	-	-	28,300
Fire Apparatus Replacement Program	-	-	1,500,000	-	-	2,000,000	-	3,500,000
Mobile Radio Replacement (Fire)	-	-	-	140,625	-	-	-	140,625
Network Equipment Replacement Program	71,500	21,000	6,500	-	18,000	59,500	79,400	255,900
Open Space and Trails Program	58,000	133,000	35,000	50,000	35,000	70,000	35,000	416,000
Portable Radios (Fire)	140,000	-	-	-	-	-	-	140,000
Portable Radios Program (Police)	-	-	86,328	88,920	96,672	-	-	271,920
Revaluation Program	-	-	-	156,000	-	-	-	156,000
Robin Hood Park Improvement Project	1,075,000	1,175,000	-	-	-	-	-	2,250,000
Server Replacement Program	58,000	13,000	16,000	39,000	-	16,000	13,000	155,000
Sidewalk Asset Management Program	303,300	282,900	295,300	294,500	325,100	326,300	337,700	2,165,100
Storage Area Network Project	-	170,000	-	-	-	-	170,000	340,000
Trail Bridge Maintenance Project	50,000	-	-	-	-	56,000	-	106,000
<b>TOTAL PROJECTS FUNDED WITH CAPITAL RESERVES</b>	<b>\$ 1,784,100</b>	<b>\$ 2,353,495</b>	<b>\$ 2,037,825</b>	<b>\$ 851,944</b>	<b>\$ 1,878,821</b>	<b>\$ 2,557,182</b>	<b>\$ 1,131,698</b>	<b>\$ 12,595,065</b>

**2027-2033 General Fund Capital Improvement Program By Funding Source - (Cont'd)**

PROJECT NAME	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
<b>CURRENT REVENUES</b>								
Beacon Replacement Project	-	-	-	2,778	-	-	-	2,778
Body-Worn & In-Car Camera Replacement Project	-	-	97,900	97,900	97,900	97,900	97,900	489,500
City Wide Security Upgrades Project	50,000	75,000	50,000	75,000	-	-	50,000	300,000
Emergency Generator Replacement	-	-	-	-	59,200	47,000	49,000	155,200
Fiber Optic Replacement Project	22,500	-	-	-	-	-	-	22,500
Finance Department Reconfiguration and Security Updates	65,000	-	-	-	-	-	-	65,000
Fire Alerting System	-	104,000	-	-	-	-	-	104,000
Gear Washer/Extractor & Drying System Project	-	-	-	-	69,000	-	-	69,000
Jordan Road Salamander Crossing Project	33,000	-	-	-	-	-	-	33,000
Library Lighting	87,500	-	-	-	-	-	-	87,500
Obstruction Management Program	8,333	33,333	16,667	-	-	-	-	58,333
Parks and Recreation Equipment Maintenance Program	52,000	56,000	-	-	62,000	-	-	170,000
Pavement Maintenance & Marking Program	8,333	-	-	-	-	-	-	8,333
Portable Radios (Fire)	-	140,000	140,000	-	-	-	-	280,000
Red Pine Scale Removal & Park Forest Sustainability	125,000	124,000	-	-	-	-	-	249,000
SCBA Fill Station	-	-	-	-	-	-	69,000	69,000
Snow Removal Equipment Project	77,778	-	-	-	-	-	-	77,778
Stormwater & Stream Channel Maintenance Program	215,000	168,000	220,000	160,000	138,000	220,000	180,000	1,301,000
Stormwater Main Lining Program	252,000	185,160	174,820	160,200	200,150	213,890	234,970	1,421,190
Stormwater Resiliency Program	-	177,400	240,100	131,300	147,500	85,500	138,300	920,100
Stormwater Spot Repairs Program	82,000	85,000	88,000	91,000	94,000	97,000	100,000	637,000
Stormwater System Analysis Program	50,000	-	50,000	-	-	100,000	-	200,000
Technical Rescue Equipment	-	65,000	-	60,000	-	50,000	-	175,000
Terminal Apron Expansion Project	-	-	-	183,056	-	-	-	183,056
Traffic Signal Replacement Program	13,700	328,200	350,000	362,000	72,000	-	-	1,125,900
Transportation Heritage Trail Program	71,720	-	-	-	-	-	-	71,720
<b>TOTAL PROJECTS FUNDED WITH CURRENT REVENUES</b>	<b>\$ 1,213,864</b>	<b>\$ 1,541,093</b>	<b>\$ 1,427,487</b>	<b>\$ 1,323,234</b>	<b>\$ 939,750</b>	<b>\$ 911,290</b>	<b>\$ 919,170</b>	<b>\$ 8,275,888</b>
<b>DEBT</b>								
Ashuelot River Greenspace Project	200,000	300,000	-	-	-	-	-	500,000
Ashuelot River Dam Repair or Removal	144,000	-	1,232,000	-	-	-	-	1,376,000
Beaver Brook Flood Mitigation Project	-	-	500,000	500,000	-	-	-	1,000,000
Downtown Infra Improve & Reconstruct Project	3,932,830	-	-	-	-	-	-	3,932,830
Downtown: Restroom Project	-	442,000	-	-	-	-	-	442,000
Gilbo Ave Solar Pavillion Project	439,200	-	-	-	-	-	-	439,200
Liquid Brine Pre-Treatment System	-	-	578,400	-	-	-	-	578,400
Lower Winchester Street Reconstruction	143,550	-	2,063,215	-	-	-	-	2,206,765
Roadway Preservation & Rehabilitation Program	-	1,663,800	1,627,100	1,764,400	1,656,400	1,710,300	1,710,300	10,132,300
Robin Hood Park Improvement Project	1,117,000	-	-	-	-	-	-	1,117,000
Stormwater Resiliency Program	3,509,300	1,053,300	1,943,900	2,066,600	1,132,500	1,197,200	846,200	11,749,000
Transportation Heritage Trail Program	-	-	-	-	300,000	-	-	300,000
West Street Corridor Improvements Project	-	-	-	-	-	1,412,602	-	1,412,602
<b>TOTAL PROJECTS FUNDED WITH DEBT</b>	<b>\$ 9,485,880</b>	<b>\$ 3,459,100</b>	<b>\$ 7,944,615</b>	<b>\$ 4,331,000</b>	<b>\$ 3,088,900</b>	<b>\$ 4,320,102</b>	<b>\$ 2,556,500</b>	<b>\$ 35,186,097</b>
<b>OTHER FUNDING SOURCES</b>								
Ashuelot River Greenspace Project (Donations)	-	200,000	-	-	-	-	-	200,000
Cemetery Improvements and Expansion (Trust)	150,000	150,000	112,000	125,000	225,000	125,000	125,000	1,012,000
Exacom Hindsight System Replace/Refresh (Donations)	13,000	-	-	-	-	-	-	13,000
Jordan Road Salamander Crossing Project (Donations)	5,000	-	-	-	-	-	-	5,000
Library Lighting (Donations)	87,500	-	-	-	-	-	-	87,500
Red Pine Scale Removal/Forest Sustainability (Donations)	10,000	1,000	1,000	1,000	1,000	1,000	1,000	16,000
Transportation Heritage Trail Program (Donations)	-	-	-	-	251,382	-	-	251,382
<sup>(1)</sup> W Keene Fire Station Project	-	750,000	-	-	-	-	5,509,975	6,259,975
<b>TOTAL PROJECTS FUNDED WITH OTHER SOURCES</b>	<b>\$ 265,500</b>	<b>\$ 1,101,000</b>	<b>\$ 113,000</b>	<b>\$ 126,000</b>	<b>\$ 477,382</b>	<b>\$ 126,000</b>	<b>\$ 5,635,975</b>	<b>\$ 7,844,857</b>
<b>GRANTS</b>								
Ashuelot River Greenspace Project	-	500,000	-	-	-	-	-	500,000
Beacon Replacement (90/5/5)	-	-	-	552,778	-	-	-	552,778
Bridge Repair & Replacement Program (80/20)	-	-	394,788	131,596	2,353,582	117,528	1,886,391	4,883,885
Emergency Generator Replacement (80/20)	-	-	-	-	236,800	188,000	196,000	620,800
Gilbo Ave Solar Pavillion Project	1,756,800	-	-	-	-	-	-	1,756,800
Jordan Road Salamander Crossing Project	342,000	-	-	-	-	-	-	342,000
Lower Winchester Street Reconstruction (80/20)	574,200	-	8,252,860	-	-	-	-	8,827,060
Municipal Parks Maintenance Program (50/50)	-	250,000	-	50,000	50,000	-	-	350,000
Obstruction Management Program (90/5/5)	158,333	633,333	316,667	-	-	-	-	1,108,333
Pavement Maintenance & Marking Program (90/5/5)	158,333	-	-	-	-	-	-	158,333
Robin Hood Park Improvement Project (80/20)	500,000	-	-	-	-	-	-	500,000
Snow Removal Equipment Project (90/5/5)	1,477,778	-	-	-	-	-	-	1,477,778
Terminal Apron Expansion Project (90/5/5)	-	-	-	3,478,056	-	-	-	3,478,056
Trail Bridge Maintenance Program	80,000	-	-	-	-	-	-	80,000
Transportation Heritage Trail Program (80/20)	286,879	-	-	-	2,205,527	-	-	2,492,406
West Street Corridor Improvements Project (80/20)	-	663,553	-	334,862	-	5,650,408	-	6,648,823
Wildlife Perimeter Fence Project (90/5/5)	3,983,843	-	-	-	-	-	-	3,983,843
<b>TOTAL PROJECTS FUNDED WITH GRANTS</b>	<b>\$ 9,318,166</b>	<b>\$ 2,046,886</b>	<b>\$ 8,964,315</b>	<b>\$ 4,547,292</b>	<b>\$ 4,845,909</b>	<b>\$ 5,955,936</b>	<b>\$ 2,082,391</b>	<b>\$ 37,760,895</b>
	<b>\$ 26,469,595</b>	<b>\$ 14,204,842</b>	<b>\$ 24,440,992</b>	<b>\$ 15,992,994</b>	<b>\$ 14,945,423</b>	<b>\$ 18,017,337</b>	<b>\$ 15,611,255</b>	<b>\$ 129,682,438</b>
<b>2027-2033 New Cash Requirement</b>								
Capital Reserve Appropriation	\$ 1,410,000	\$ 2,180,000	\$ 2,330,000	\$ 2,330,000	\$ 2,305,000	\$ 2,405,000	\$ 2,380,000	\$ 15,340,000
Use of Current Revenues for Projects	1,213,864	1,541,093	1,427,487	1,323,234	939,750	911,290	919,170	8,275,888
<b>New Funds Needed</b>	<b>\$ 2,623,864</b>	<b>\$ 3,721,093</b>	<b>\$ 3,757,487</b>	<b>\$ 3,653,234</b>	<b>\$ 3,244,750</b>	<b>\$ 3,316,290</b>	<b>\$ 3,299,170</b>	<b>\$ 23,615,888</b>
Use of Fund Balance for Projects	2,992,085	1,523,268	1,623,750	2,483,524	1,409,661	1,741,827	905,521	12,679,636

<sup>(1)</sup> W Keene Fire Station Project - the construction phase (FY33) 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

#### 2027 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.

#### 2027 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**

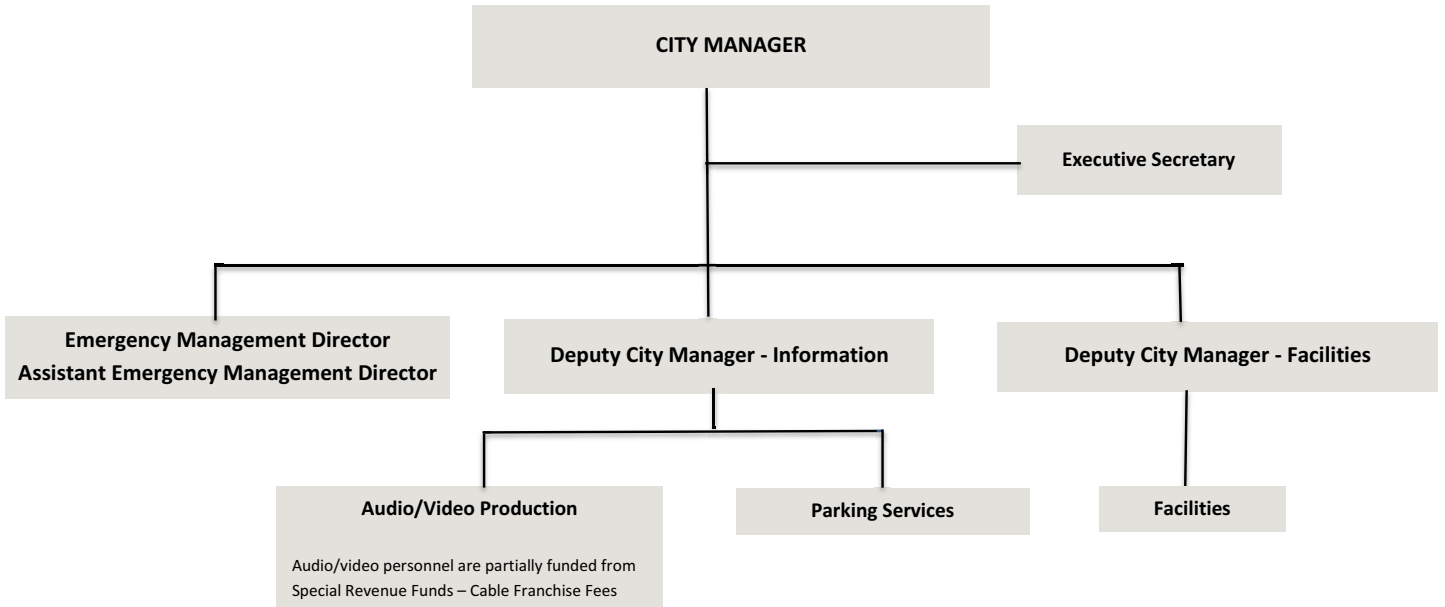
- Proactively lead strategic organizational communications and engagement strategies.
- Advance City goals through proactive communications supporting economic development and City priorities.
- Make accessible the many services, programs, and activities offered by the City to the public through the web and mobile applications according to WCAG version 2.1 Level AA minimum technical standards.
- Replace the opt-in citizen communications system with a comprehensive system designed for municipal use.
- 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	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>25000000 - GF-City Managers Office</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	179,063	185,444	189,969	195,668	—	195,668
513040 Wages-Full Time	71,565	59,696	60,372	60,913	—	60,913
516030 Car Allowance	3,600	3,300	3,600	3,600	—	3,600
517010 Health Insurance	10,918	38,003	40,061	14,694	—	14,694
517020 Dental Insurance	1,469	1,985	2,751	2,484	—	2,484
517030 Retirement Contributions	38,659	39,983	38,079	39,107	—	39,107
517040 Social Security	17,781	18,275	17,888	19,331	—	19,331
517050 Workers Compensation	444	429	382	499	—	499
<b>Personnel Subtotal</b>	<b>323,498</b>	<b>347,117</b>	<b>353,102</b>	<b>336,296</b>	<b>—</b>	<b>336,296</b>
<b>Operating</b>						
521020 Professional Services	30,900	16,000	15,000	15,000	—	15,000
522050 PC Replacement Charge	638	648	648	648	—	648
524350 Training	583	406	250	250	—	250
524360 Meetings & Dues	22,820	23,424	23,706	25,006	1,300	25,006
524410 Meeting Expenses	413	915	550	550	—	550
525100 Communications & Phone	1,711	1,134	1,200	1,200	—	1,200
527010 Supplies-Office	788	1,234	950	950	—	950
527100 Postage	28	30	125	125	—	125
527150 Books & Collections	212	138	—	—	—	—
527610 Supplies-Software	—	432	425	425	—	425
<b>Operating Subtotal</b>	<b>58,093</b>	<b>44,361</b>	<b>42,854</b>	<b>44,154</b>	<b>1,300</b>	<b>44,154</b>
<b>25000000 - GF-City Managers Office Subtotal</b>	<b>381,592</b>	<b>391,477</b>	<b>395,956</b>	<b>380,450</b>	<b>1,300</b>	<b>380,450</b>
<b>25100000 - GF-City Mgr-Emergency Ops Ctr</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	—	—	—	6,000	6,000	6,000
513080 Wages-Hourly	12,118	40,330	43,680	43,680	(43,680)	—
517030 Retirement Contributions	260	32	—	255	—	255
517040 Social Security	604	3,148	3,343	3,343	(3,132)	211
517050 Workers Compensation	43	70	1,116	1,116	(746)	196
517130 Retirement-Fire	—	—	—	1,165	1,165	1,165
<b>Personnel Subtotal</b>	<b>13,025</b>	<b>43,580</b>	<b>48,139</b>	<b>55,559</b>	<b>(40,393)</b>	<b>7,827</b>
<b>Operating</b>						
521030 Technical Services	—	2,490	—	—	—	—
522050 PC Replacement Charge	1,080	1,140	1,140	1,140	—	1,140

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527600	Supplies-Operating	—	1,603	1,500	1,500	—	1,500
<b>Operating Subtotal</b>		<b>1,080</b>	<b>5,233</b>	<b>2,640</b>	<b>2,640</b>	<b>—</b>	<b>2,640</b>
<b>25100000 - GF-City Mgr-Emergency Ops Ctr Subtotal</b>		<b>14,105</b>	<b>48,813</b>	<b>50,779</b>	<b>58,199</b>	<b>(40,393)</b>	<b>10,467</b>
<b>25200000 - GF-City Mgr-Dcm Facilities</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	75,446	150,269	161,102	171,507	—	171,507
517010	Health Insurance	13,362	35,712	36,075	36,044	—	36,044
517020	Dental Insurance	695	1,744	1,750	1,908	—	1,908
517030	Retirement Contributions	9,834	20,677	20,541	21,868	—	21,868
517040	Social Security	5,382	11,233	12,058	12,787	—	12,787
517050	Workers Compensation	831	2,365	3,120	327	—	327
<b>Personnel Subtotal</b>		<b>105,550</b>	<b>222,001</b>	<b>234,646</b>	<b>244,441</b>	<b>—</b>	<b>244,441</b>
<b>Operating</b>							
522050	PC Replacement Charge	458	458	458	916	—	916
524350	Training	164	459	500	500	—	500
524360	Meetings & Dues	1,742	3,998	4,507	6,507	2,000	6,507
524410	Meeting Expenses	176	—	—	—	—	—
525100	Communications & Phone	351	414	635	635	—	635
527600	Supplies-Operating	28	18	200	200	—	200
<b>Operating Subtotal</b>		<b>2,920</b>	<b>5,346</b>	<b>6,300</b>	<b>8,758</b>	<b>2,000</b>	<b>8,758</b>
<b>25200000 - GF-City Mgr-Dcm Facilities Subtotal</b>		<b>108,470</b>	<b>227,347</b>	<b>240,946</b>	<b>253,199</b>	<b>2,000</b>	<b>253,199</b>
<b>25300000 - GF-City Mgr-Dcm Information</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	125,753	75,506	80,551	85,754	—	85,754
513040	Wages-Full Time	5,317	27,423	26,428	27,221	—	27,221
517010	Health Insurance	24,081	27,398	38,977	27,182	—	27,182
517020	Dental Insurance	1,544	1,677	1,876	1,381	—	1,381
517030	Retirement Contributions	17,497	14,139	13,641	14,405	—	14,405
517040	Social Security	9,724	7,912	8,186	8,644	—	8,644
517050	Workers Compensation	230	214	161	216	—	216
<b>Personnel Subtotal</b>		<b>184,146</b>	<b>154,269</b>	<b>169,820</b>	<b>164,803</b>	<b>—</b>	<b>164,803</b>
<b>Operating</b>							
521020	Professional Services	—	4,000	3,500	3,500	—	3,500
521030	Technical Services	3,715	2,189	9,000	9,000	—	9,000
521920	Market/Brand/Communicate	17,587	23,531	27,000	26,675	—	26,675
522050	PC Replacement Charge	617	617	1,417	959	—	959
524350	Training	1,432	10,179	6,000	5,000	—	5,000

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
524360	Meetings & Dues	739	629	558	400	—	400
525100	Communications & Phone	411	366	504	504	—	504
527010	Supplies-Office	197	133	200	200	—	200
527340	Equipt-Minor	1,153	60	1,500	600	—	600
527610	Supplies-Software	1,983	3,690	3,771	7,265	—	7,265
<b>Operating Subtotal</b>		<b>27,834</b>	<b>45,394</b>	<b>53,450</b>	<b>54,103</b>	<b>—</b>	<b>54,103</b>
<b>25300000 - GF-City Mgr-Dcm Information Subtotal</b>		<b>211,979</b>	<b>199,663</b>	<b>223,270</b>	<b>218,906</b>	<b>—</b>	<b>218,906</b>
<b>Total Expenditures</b>		<b>716,146</b>	<b>867,301</b>	<b>910,951</b>	<b>910,754</b>	<b>(37,093)</b>	<b>863,022</b>

## 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 FY27 for the City Attorney's Office is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. The office continues to offer legal advice and trainings to the City Charter Officers, the City departments, the City Council, and the City's boards, commissions, and statutory bodies 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.

In FY25, the City Attorney's Office incurred new leadership with the Assistant City Attorney being appointed to the role of City Attorney as of March 1, 2025. Since then, the City Attorney worked to coordinate and leverage the assistance of outside counsel during the search for a Deputy City Attorney. The office welcomed a Deputy City Attorney in January 2026, completing the team of two attorneys and one paralegal. With this complete team, the City Attorney's Office is enabled to provide dynamic, quality, and thorough legal advice to the City Council and City staff.

For the past fiscal year, the City Attorney's Office continued to provide legal services to all City departments and public bodies, from drafting instruments for property transactions to advising on changes to New Hampshire statutes and federal law. The office also provided advice and support on various ordinances, including housing and property standards and dog muzzling and animal control laws and fines. Notable ongoing projects include providing legal services related to solar array

projects on City property, supporting the Community Development Department in addressing amendments to put the City Code of Ordinances and Land Development Code into compliance with federal and state law requirements, and providing orientations and legal trainings to elected and appointed public officials and to City staff.

The City Attorney's Office also continues to coordinate the engagement of outside legal services to represent the City in protracted or complex litigation, to advise on specialized legal areas, and to assist with large projects. This office also 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 requests for governmental records in accordance with New Hampshire's Right-to-Know Law, RSA Chapter 91-A, including reviewing requests, advising departments, and reviewing and redacting records before release.

The City Attorney continues to work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

### 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.

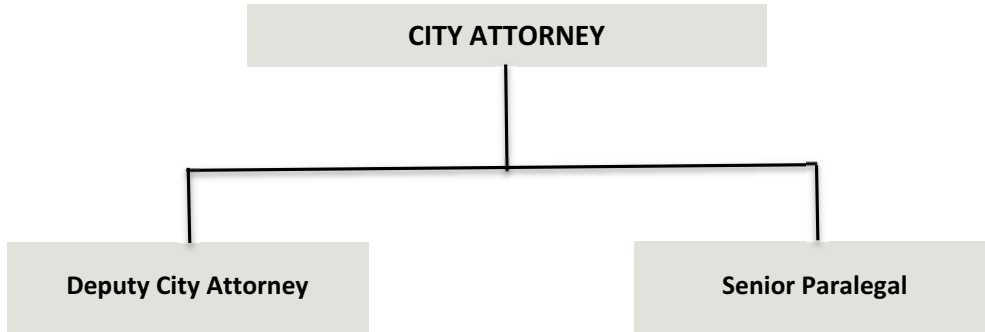
## Primary Services

	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	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>15000000 - GF-City Attorney</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	123,179	96,707	137,210	144,984	—	144,984
513040 Wages-Full Time	174,683	151,083	172,242	188,056	—	188,056
517010 Health Insurance	16,654	10,905	25,019	30,984	—	30,984
517020 Dental Insurance	2,526	2,297	2,834	3,060	—	3,060
517030 Retirement Contributions	36,596	25,900	39,010	42,464	—	42,464
517040 Social Security	22,379	19,354	23,576	25,737	—	25,737
517050 Workers Compensation	500	413	430	366	—	366
<b>Personnel Subtotal</b>	<b>376,516</b>	<b>306,660</b>	<b>400,321</b>	<b>435,651</b>	<b>—</b>	<b>435,651</b>
<b>Operating</b>						
521600 Court & Hearing Exp	1,223	395	2,000	2,000	—	2,000
521610 Legal Services	35,767	67,488	35,000	35,000	—	35,000
522050 PC Replacement Charge	1,414	1,424	1,424	1,424	—	1,424
524350 Training	1,517	2,576	2,500	2,500	—	2,500
524360 Meetings & Dues	1,635	1,615	2,000	2,000	—	2,000
525100 Communications & Phone	374	690	1,500	1,500	—	1,500
527010 Supplies-Office	427	3,499	1,400	1,400	—	1,400
527100 Postage	153	153	300	300	—	300
527150 Books & Collections	7,191	7,325	7,500	7,500	—	7,500
<b>Operating Subtotal</b>	<b>49,702</b>	<b>85,164</b>	<b>53,624</b>	<b>53,624</b>	<b>—</b>	<b>53,624</b>
<b>15000000 - GF-City Attorney Subtotal</b>	<b>426,218</b>	<b>391,824</b>	<b>453,945</b>	<b>489,275</b>	<b>—</b>	<b>489,275</b>
<b>Total Expenditures</b>	<b>426,218</b>	<b>391,824</b>	<b>453,945</b>	<b>489,275</b>	<b>—</b>	<b>489,275</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

During FY26, the City Clerk's Office successfully conducted the Municipal Primary and Municipal General Elections and deployed the new VotingWorks tabulators for vote tabulation and reconciliation. These devices enhanced the voter experience by providing a large display with clear prompts to assist voters casting their ballots. They also improved post-election processes by enabling digital review of ballots to document write-ins, and allowing results from each ward to be compiled by the City Clerk's Office to produce timely and accurate citywide election results.

The Office also advanced several internal administrative initiatives. The Municipal Records Committee met and finalized an Administrative Directive related to records management to guide departments. Staff analyzed data on the volume of permanent records produced annually to assist in forecasting future needs for long-term records storage. Improvements to the Records Center were also addressed, including planning for future HVAC system upgrades to maintain appropriate environmental conditions.

The Office continued expanding its use of SharePoint to improve internal communication and document management. The Minute Taker Program transitioned to SharePoint for collaborative document sharing and communication between staff liaisons and minute takers, streamlining document editing and workflow. The City Clerk's Communications Page was further developed to provide staff with an automated process for records transfers, instructions for submittal of items to the City Council, and research tools for locating past Council actions.

The City Clerk's Office also formalized an orientation process for new Department Heads related to City Council, minutes program, and records management functions. In collaboration with the City Attorney's Office, the Clerk's Office assisted with developing a training program for newly appointed Chairs and Vice-Chairs of the City's standing committees, boards, and commissions.

Looking ahead, the Office will work with the Community Development Department to implement the use of Civic Clerk for agenda packet production for land use boards, including the Planning Board, Joint

Committee, and Zoning Board of Adjustment. This initiative is expected to improve efficiency, transparency, and consistency in the preparation and distribution of meeting materials.

Recent state legislation has authorized state and federal funding to acquire Accessible Voting System (AVS) equipment for use in all elections, including local municipal and school elections. As a result, the City Clerk's Office will take custody of five new AVS devices, which will be deployed during the State Elections in the fall of 2026.

Succession planning will also be an important focus due to the anticipated retirement of the Deputy City Clerk/Records Manager sometime in fiscal year 2027. Efforts will focus on documenting the significant institutional knowledge and records management expertise currently held within this position to ensure continuity of operations. The Office will also continue analyzing the growth of our permanent records series to plan for the addition of shelving at our current records facility and develop a long-range plan for when the current facility reaches capacity.

The City Clerk's Office will also work in collaboration with the City's Emergency Management Director to review and update the department's Continuity of Operations Plans for daily operations, Records Center and Elections functions. This effort will ensure that essential functions of the office can continue during emergencies or disruptions to normal operations.

The Office will also explore the use of OpenGov to allow applicants to submit events and other license applications and fees online. This software platform has already been implemented by the Fire and Community Development Departments for permitting and offers the potential to streamline the license review process.

Finally, the planned structural stabilization of the rear wall of City Hall will require the temporary relocation of the City Clerk's Office for a three to four month period. This work will necessitate related improvements, including replacement of the drop ceiling and carpeting. In coordination with the Facilities and Public Works Departments, the Clerk's Office is exploring opportunities to improve the functionality of the public lobby area and the internal workspace while our space is already under constructed.

### 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 contracted outside clients. The office is responsible for the creation and filing of all public minutes. It works closely with the City Attorney in responding to right-to-know

requests. Additional responsibilities include recording vital records for citizens and issuing various types of licenses. Finally, the office is responsible for the codification of all adopted ordinances and recording of all official documents of the City.

## Primary Services

	Align with CMP
Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally	Strong Civic Systems & Community Participation
Conduct local, state, and federal elections to ensure compliance with statutory requirements	Strong Civic Systems & Community Participation
Manage paper-based and electronic records to ensure compliance with statutory requirements	Sustainable Infrastructure & Asset Management

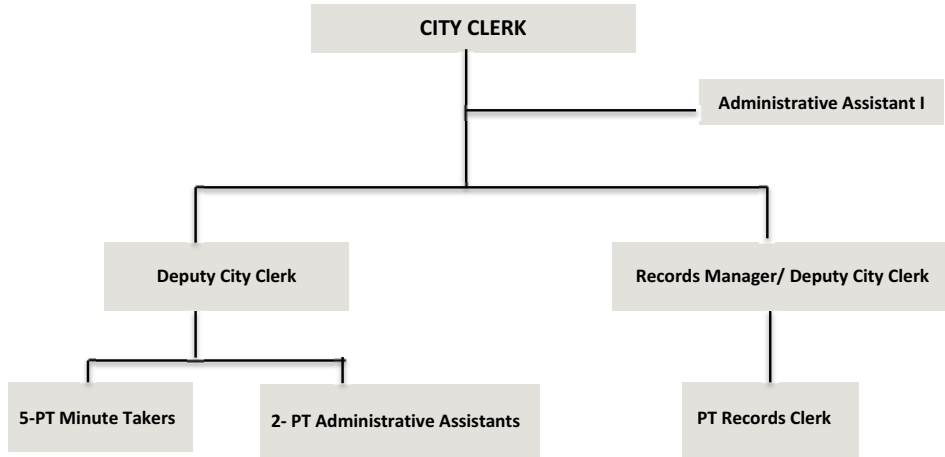
## Objectives

	Statute	CMP	CC Goal
Conduct State Primary and State General Elections	RSA 652	Strong Civic Systems & Community Participation	7
Acquire and deploy Accessible Voting Tablets for use at the 2026 State Elections	RSA 659:20-b	Inclusive Community Engagement & Equitable Access	7
Develop long-term strategies for storage of permanent records	RSA 33-A	Sustainable Infrastructure & Asset Management	1, 4
Deploy Civic Clerk for agenda management - land use boards		Transparent Governance	1, 7
Succession planning and continuity of operations planning - Records Division		Organizational Resilience & Adaptability	8
Office Renovations for improved functionality		Efficient Infrastructure & Workplace Adaptability	1, 8
Investigate the use of OpenGov for event and other licenses			

## Metrics

	2025	2026	2027
Dog licenses issued	3,192	3,200	3,200
Dog owners with unlicensed dogs on warrant	466	450	450
Vital records issued	5,003	4,500	4,500
Municipal records boxes in custody	6,245	6,485	6,685
Municipal records boxes retrieved and re-filed	872	950	950
Municipal record boxes purged	167	162	200

### Current Personnel Resources



## Revenues

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>20021501 - GF-Clerk-Lic Permits Fees</b>						
421100 Fees-State Vital Records	20,092	38,055	30,000	30,000	—	30,000
421150 Fees-City Licenses	9,052	9,453	8,000	8,000	—	8,000
421200 Fees-Dog Licenses	15,823	15,103	13,000	13,000	—	13,000
423060 Fee-Miscellaneous	10,229	12,592	10,500	10,500	—	10,500
<b>20021501 - GF-Clerk-Lic Permits Fees Subtotal</b>	<b>55,196</b>	<b>75,202</b>	<b>61,500</b>	<b>61,500</b>	<b>—</b>	<b>61,500</b>
<b>20023503 - GF-Clerk-Charges For Services</b>						
441090 Direct Reimbursement	1,058	—	—	—	—	—
<b>20023503 - GF-Clerk-Charges For Services Subtotal</b>	<b>1,058</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>20024505 - GF-Clerk-Miscellaneous</b>						
464110 Trust-Ingersoll Collection	—	2	—	—	—	—
<b>20024505 - GF-Clerk-Miscellaneous Subtotal</b>	<b>—</b>	<b>2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>20223503 - GF-Cc Records-Charges For Services</b>						
441350 Charges-Records Center	28,344	29,299	29,773	29,773	—	29,773
<b>20223503 - GF-Cc Records-Charges For Services Subtotal</b>	<b>28,344</b>	<b>29,299</b>	<b>29,773</b>	<b>29,773</b>	<b>—</b>	<b>29,773</b>
<b>Total Revenues</b>	<b>84,598</b>	<b>104,503</b>	<b>91,273</b>	<b>91,273</b>	<b>—</b>	<b>91,273</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>20000000 - GF-City Clerk</b>						
<b>Personnel</b>						
512010 Wages-Charter Officers	120,498	123,664	107,979	116,223	—	116,223
513030 Wages-Supervisory	—	111,450	77,352	83,260	—	83,260
513040 Wages-Full Time	133,148	57,303	57,466	58,902	—	58,902
513070 Wages-Part Time	63,340	59,695	73,324	64,486	—	64,486
514010 Wages-Temporary	3,485	7,967	—	—	—	—
515010 OT-Regular	726	1,762	6,500	6,500	—	6,500
517010 Health Insurance	72,402	101,754	98,200	98,150	—	98,150
517020 Dental Insurance	3,552	4,512	4,501	4,882	—	4,882
517030 Retirement Contributions	33,476	40,701	31,787	33,774	—	33,774
517040 Social Security	23,216	27,492	23,905	24,239	—	24,239
517050 Workers Compensation	556	611	644	615	—	615
<b>Personnel Subtotal</b>	<b>454,398</b>	<b>536,910</b>	<b>481,658</b>	<b>491,031</b>	<b>—</b>	<b>491,031</b>
<b>Operating</b>						
522050 PC Replacement Charge	2,404	2,494	3,220	3,030	—	3,030
523010 Maint-Office Equipment	60	365	80	80	—	80
523050 MF Printer Lease/Copies/Maint	750	789	1,600	1,600	—	1,600
524250 Advertising	352	414	300	500	200	500
524350 Training	1,078	294	2,074	3,274	1,200	3,274
524360 Meetings & Dues	465	227	925	925	—	925
524980 Trust-Income Use	6	249	200	200	—	200
525100 Communications & Phone	998	1,133	960	960	—	960
527010 Supplies-Office	5,066	10,174	2,812	2,812	—	2,812
527100 Postage	2,519	1,887	1,723	1,723	—	1,723
527150 Books & Collections	212	275	—	450	450	450
527620 Licenses & Permits	828	737	1,100	1,100	—	1,100
<b>Operating Subtotal</b>	<b>14,740</b>	<b>19,037</b>	<b>14,994</b>	<b>16,654</b>	<b>1,850</b>	<b>16,654</b>
<b>20000000 - GF-City Clerk Subtotal</b>	<b>469,138</b>	<b>555,947</b>	<b>496,652</b>	<b>507,685</b>	<b>1,850</b>	<b>507,685</b>
<b>20100000 - GF-City Clerk-Elections</b>						
<b>Personnel</b>						
513080 Wages-Hourly	9,919	14,385	11,740	11,740	—	11,740
517040 Social Security	757	1,102	899	899	—	899
517050 Workers Compensation	24	25	18	23	—	23
<b>Personnel Subtotal</b>	<b>10,700</b>	<b>15,513</b>	<b>12,657</b>	<b>12,662</b>	<b>—</b>	<b>12,662</b>
<b>Operating</b>						
521070 Elections	18,188	14,753	19,043	19,043	—	19,043

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
523010	Maint-Office Equipment	2,322	1,800	15,935	15,935	—	15,935
523110	Maint-Equipment	—	—	1,000	1,000	—	1,000
524160	Printing	6,707	3,796	6,800	6,800	—	6,800
524250	Advertising	1,075	583	1,260	1,260	—	1,260
524500	Polling Stations Set Up	6,867	5,497	2,250	3,260	1,010	3,260
526060	Rental-Other	1,281	1,082	1,500	1,500	—	1,500
527010	Supplies-Office	157	1,024	370	500	130	500
527100	Postage	870	1,445	3,546	5,546	2,000	5,546
527600	Supplies-Operating	10	39	—	—	—	—
527610	Supplies-Software	—	1,200	1,200	1,200	—	1,200
534090	Acq-Equipment	35,000	—	—	—	—	—
<b>Operating Subtotal</b>		<b>72,477</b>	<b>31,219</b>	<b>52,904</b>	<b>56,044</b>	<b>3,140</b>	<b>56,044</b>
<b>20100000 - GF-City Clerk-Elections Subtotal</b>		<b>83,177</b>	<b>46,731</b>	<b>65,561</b>	<b>68,706</b>	<b>3,140</b>	<b>68,706</b>
<b>20201000 - GF-City Clerk-Archives</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	79,703	82,103	84,560	87,100	—	87,100
517010	Health Insurance	26,479	31,332	32,467	32,439	—	32,439
517020	Dental Insurance	1,500	1,503	1,575	1,717	—	1,717
517030	Retirement Contributions	10,576	11,301	10,782	11,106	—	11,106
517040	Social Security	5,813	6,165	6,227	6,362	—	6,362
517050	Workers Compensation	139	160	126	166	—	166
<b>Personnel Subtotal</b>		<b>124,210</b>	<b>132,564</b>	<b>135,737</b>	<b>138,890</b>	<b>—</b>	<b>138,890</b>
<b>Operating</b>							
524350	Training	213	111	2,250	2,250	—	2,250
524360	Meetings & Dues	549	254	590	590	—	590
527010	Supplies-Office	72	165	85	85	—	85
527150	Books & Collections	—	—	100	100	—	100
527400	Supplies-Other Maint	1,089	230	1,000	1,000	—	1,000
527600	Supplies-Operating	385	2,391	2,362	5,000	2,638	5,000
<b>Operating Subtotal</b>		<b>2,308</b>	<b>3,150</b>	<b>6,387</b>	<b>9,025</b>	<b>2,638</b>	<b>9,025</b>
<b>20201000 - GF-City Clerk-Archives Subtotal</b>		<b>126,518</b>	<b>135,714</b>	<b>142,124</b>	<b>147,915</b>	<b>2,638</b>	<b>147,915</b>
<b>20201100 - GF-City Clerk-Records</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	8,856	9,157	9,396	9,678	—	9,678
513070	Wages-Part Time	24,977	26,990	28,893	30,435	—	30,435
517010	Health Insurance	2,942	3,571	3,608	3,605	—	3,605
517020	Dental Insurance	167	174	175	191	—	191

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517030	Retirement Contributions	1,175	1,260	1,198	1,234	—	1,234
517040	Social Security	2,519	2,794	2,905	3,036	—	3,036
517050	Workers Compensation	59	62	59	77	—	77
<b>Personnel Subtotal</b>		<b>40,695</b>	<b>44,009</b>	<b>46,234</b>	<b>48,256</b>	<b>—</b>	<b>48,256</b>
<b>Operating</b>							
522060	PW Fleet Charge	18,229	11,893	11,889	12,963	—	12,963
523500	Maint-Building	—	—	10,000	5,000	—	5,000
525100	Communications & Phone	410	297	500	500	—	500
527010	Supplies-Office	218	208	620	620	—	620
527550	Supplies-Uniforms	—	—	250	250	—	250
527600	Supplies-Operating	1,053	4,647	3,103	4,253	1,150	4,253
527610	Supplies-Software	1,803	—	660	660	—	660
<b>Operating Subtotal</b>		<b>21,713</b>	<b>17,044</b>	<b>27,022</b>	<b>24,246</b>	<b>1,150</b>	<b>24,246</b>
<b>20201100 - GF-City Clerk-Records Subtotal</b>		<b>62,408</b>	<b>61,053</b>	<b>73,256</b>	<b>72,502</b>	<b>1,150</b>	<b>72,502</b>
<b>Total Expenditures</b>		<b>741,242</b>	<b>799,445</b>	<b>777,593</b>	<b>796,808</b>	<b>8,778</b>	<b>796,808</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 FY27 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 City's 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 FY26 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 working on the first phases of the 2026 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.

## 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

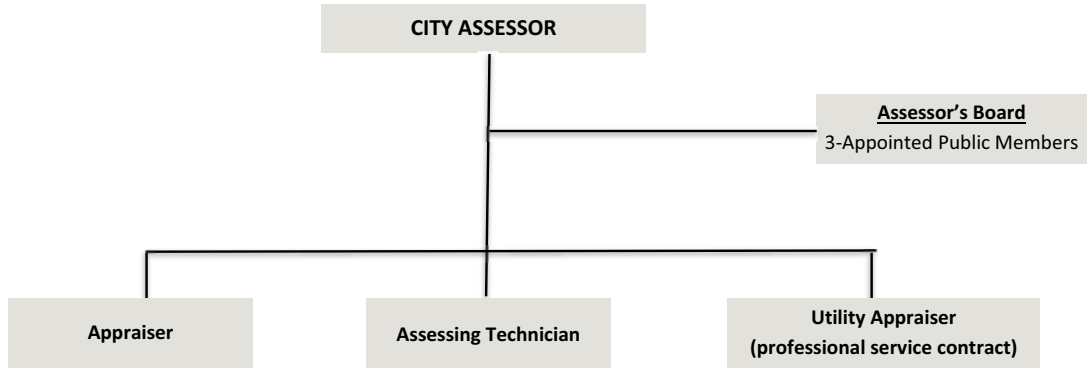
## Objectives

	Statute	CMP	CC Goal
Appraise real property in accordance with State law.	RSA 75:1 & 75:8	Municipal Governance & Fin Stability	N/A
Utilize technology for effective, efficient, and transparent assessing practices.		Municipal Governance & Fin Stability	N/A

## Metrics

	2025	2026	2027
Equalization ratio (expresses relationship between assessed value and market value)	72.8	66.8	62.4
Total Taxable Assessed Value used for General Fund	\$2.235 billion	\$2.259 billion	\$2.258 billion
Total Taxable Assessed Value retained for TIF Funding	\$38 million	\$36 million	\$25 million
PILOT Agreement Revenue	\$1,124,900	\$1,126,500	\$1,317,500

## Current Personnel Resources



**Revenues**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>10020500 - GF-Assmt-Taxes</b>						
411050 Tax-Net Property	27,902,203	29,346,047	30,307,615	33,180,660	—	32,434,768
411100 Tax-Payment In Lieu	1,126,529	1,167,383	1,440,000	1,500,000	—	1,500,000
411150 Tax-Timber Yield	5,498	20,372	8,000	10,000	—	10,000
411200 Tax-Land Use Change	5,146	22,064	—	—	—	—
411250 Tax-Increment Financing	1,005,842	1,086,549	639,073	485,032	—	485,032
<b>10020500 - GF-Assmt-Taxes Subtotal</b>	<b>30,045,218</b>	<b>31,642,414</b>	<b>32,394,688</b>	<b>35,175,692</b>	<b>—</b>	<b>34,429,800</b>
<b>10024505 - GF-Assmt-Miscellaneous</b>						
461135 Copies	371	51	100	100	—	100
<b>10024505 - GF-Assmt-Miscellaneous Subtotal</b>	<b>371</b>	<b>51</b>	<b>100</b>	<b>100</b>	<b>—</b>	<b>100</b>
<b>Total Revenues</b>	<b>30,045,589</b>	<b>31,642,465</b>	<b>32,394,788</b>	<b>35,175,792</b>	<b>—</b>	<b>34,429,900</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>10000000 - GF-Assessment</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	125,939	130,221	133,614	137,626	—	137,626
513040 Wages-Full Time	129,394	139,209	146,848	154,696	—	154,696
517010 Health Insurance	56,351	60,705	66,310	72,016	—	72,016
517020 Dental Insurance	3,135	3,281	3,293	3,550	—	3,550
517030 Retirement Contributions	33,880	37,072	35,760	37,273	—	37,273
517040 Social Security	18,707	20,628	21,459	22,365	—	22,365
517050 Workers Compensation	6,266	6,392	5,588	5,194	—	5,194
<b>Personnel Subtotal</b>	<b>373,671</b>	<b>397,508</b>	<b>412,872</b>	<b>432,720</b>	<b>—</b>	<b>432,720</b>
<b>Operating</b>						
521250 Appraisal Services	12,800	12,800	12,800	15,000	2,200	15,000
521759 Other Services	569	3	125	125	—	125
522050 PC Replacement Charge	3,463	3,513	3,513	3,513	—	3,513
522060 PW Fleet Charge	9,204	8,397	8,478	9,241	—	9,241
523010 Maint-Office Equipment	—	—	450	450	—	450
523200 Maint-Mapping & GIS	11,525	8,175	10,200	10,700	500	10,700
524350 Training	4,014	3,950	4,700	4,700	—	4,700
524360 Meetings & Dues	1,090	2,950	2,800	2,800	—	2,800
525100 Communications & Phone	351	414	1,000	1,000	—	1,000
527010 Supplies-Office	593	1,089	1,000	1,000	—	1,000
527100 Postage	273	1,179	900	900	—	900
527150 Books & Collections	859	1,167	1,250	1,250	—	1,250
527610 Supplies-Software	—	—	400	400	—	400
<b>Operating Subtotal</b>	<b>44,742</b>	<b>43,636</b>	<b>47,616</b>	<b>51,079</b>	<b>2,700</b>	<b>51,079</b>
<b>10000000 - GF-Assessment Subtotal</b>	<b>418,413</b>	<b>441,145</b>	<b>460,488</b>	<b>483,799</b>	<b>2,700</b>	<b>483,799</b>
<b>Total Expenditures</b>	<b>418,413</b>	<b>441,145</b>	<b>460,488</b>	<b>483,799</b>	<b>2,700</b>	<b>483,799</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.

FY26 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.

FY27 initiatives 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 1 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
- 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: 2 FTE, 2 PTE**

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.

FY27 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 operation of the Warming Center in collaboration with Hundred Nights and the United Church of Christ.
- Initiate a client budgeting program and budgeting paperwork to assist clients in managing their money.
- Complete the new version of the General Assistance Guidelines with recent changes to the law.

In FY27 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 the division. Human Services will continue to provide primary services, as well as timely assistance to those presenting as homeless.

During FY26 Human Services undertook several initiatives, including:

- Human Services Manager voted as Secretary to the NH Local Welfare Administrators Association and continues to work on the Training Committee to provide welfare directors throughout the state with the training and resources they need.
- Human Services Manager worked with the NH Local Welfare Administrators Association on legislation regarding General Assistance.
- Human Services Outreach Worker continues to work to house the homeless population while keeping good relations with shelters, motels, and clients to connect with the best housing options available.
- Human Services Caseworker worked in collaboration with donors for a successful Holiday Sponsorship Program.
- Human Services Outreach Worker has trained and is using the HMIS (Homeless Management Information System) to enter those who are homeless and residing in a motel/hotel. Outreach Worker has taken many other workshops relating to homelessness and prevention.

During FY26 Human Services challenges included:

- Many individuals presenting as homeless or in danger of imminent homelessness due to eviction requesting shelter/motel assistance. This is due to the lack of affordable housing resources in Cheshire County.
- Lack of other resources to assist with rental arrearages and electrical disconnect.

### **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.

## 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

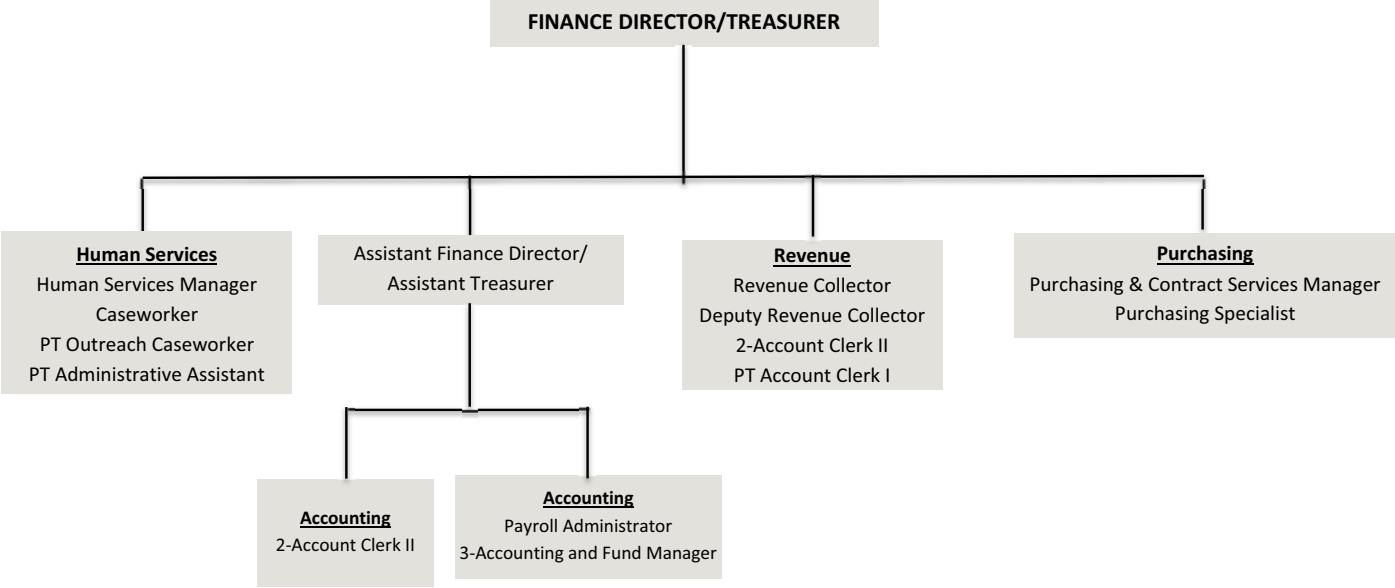
## Objectives

	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 collaborate with Hundred Nights and United Church of Christ to operate an Emergency Warming Center for homeless individuals on the coldest nights of the year.	RSA 165	Social Services	2
Continue to work with area homeless population to assist in finding emergency shelter, affordable housing and return to a state of self-sufficiency through collaboration with area homeless shelters and agencies	RSA 165	Social Services	2
Continue to increase engagement of homeless population through development and implementation of targeted outreach through the Human Services Outreach Worker.	RSA165	Social Services	2

## Metrics

	2025	2026	2027
<b>Administration, Accounting, Purchasing &amp; Revenue Collection</b>			
Number of bids, RFP's & contracts issued	123	120	120
P-Card - combined purchase volume (dollars)	\$3,281,420	\$1,718,856	\$2,500,000
P-Card - rebate payment amount (dollars)	\$24,877	\$18,983	\$20,000
Auctions & Sales of City-Wide Surplus Equipment Materials & Vehicles	\$179,022	\$50,000	\$50,000
Property tax & utility bills issued	41,260	41,550	41,550
Motor vehicle transactions	22,300	22,500	22,500
<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	5,377	5,400
Total active cases	835	792	800
Average length of monthly assistance	2.1	2.36	2.25
Average cost of monthly assistance provided per recipient per month.	\$960	\$881	\$900
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	\$4,265	\$4,000
Total number of individuals reporting homelessness, seeking assistance for shelter/motel/hotel (figures only include the case head)	279	253	275
Reimbursement of General Assistance including lien payoff, SSI and cash reimbursements	\$44,547	\$31,684	\$40,000
Cost of motels/hotels to house homeless individuals	\$323,000	\$239,843	\$250,000

### Current Personnel Resources



## Revenues

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>35022502 - GF-Finance-Intergovernmental</b>						
432040 State-Rooms & Meals	2,114,342	2,198,347	2,189,903	2,338,753	—	2,338,753
<b>35022502 - GF-Finance-Intergovernmental Subtotal</b>	<b>2,114,342</b>	<b>2,198,347</b>	<b>2,189,903</b>	<b>2,338,753</b>	<b>—</b>	<b>2,338,753</b>
<b>35023503 - GF-Finance-Charges For Services</b>						
441090 Direct Reimbursement	29,431	161,219	325,000	325,000	—	325,000
<b>35023503 - GF-Finance-Charges For Services Subtotal</b>	<b>29,431</b>	<b>161,219</b>	<b>325,000</b>	<b>325,000</b>	<b>—</b>	<b>325,000</b>
<b>35024505 - GF-Finance-Miscellaneous</b>						
461010 Interest Earnings	1,602,756	1,407,157	1,250,000	1,375,000	—	1,375,000
461050 Other Loans	89,698	86,459	—	—	—	—
461110 Other	(196)	12,040	100	100	—	100
463010 Rent-City Hall	66,274	72,345	65,000	65,000	—	65,000
463040 Rent-Transportation Center	31,046	25,023	26,000	26,000	—	26,000
<b>35024505 - GF-Finance-Miscellaneous Subtotal</b>	<b>1,789,578</b>	<b>1,603,024</b>	<b>1,341,100</b>	<b>1,466,100</b>	<b>—</b>	<b>1,466,100</b>
<b>35025506 - GF-Finance-Other Fin Sources</b>						
471020 Admin Chg - Equipment	287,892	362,745	376,252	409,062	—	409,062
471040 Admin Chg - Parking	96,339	127,158	117,674	145,286	—	145,286
471060 Admin Chg - Sewer	761,239	749,178	749,177	777,938	—	777,938
471070 Admin Chg - Solid Waste	597,372	541,804	580,270	647,716	—	647,716
471080 Admin Chg - Water	534,820	545,746	771,382	548,127	—	548,127
473020 Property Surplus Sale	—	—	50	50	—	50
473030 Equipment Surplus Sale	7,192	36,184	—	—	—	—
<b>35025506 - GF-Finance-Other Fin Sources Subtotal</b>	<b>2,284,854</b>	<b>2,362,815</b>	<b>2,594,805</b>	<b>2,528,179</b>	<b>—</b>	<b>2,528,179</b>
<b>35320500 - GF-Revenue-Taxes</b>						
416050 Tax-Interest	222,036	332,876	250,000	250,000	—	250,000
<b>35320500 - GF-Revenue-Taxes Subtotal</b>	<b>222,036</b>	<b>332,876</b>	<b>250,000</b>	<b>250,000</b>	<b>—</b>	<b>250,000</b>
<b>35321501 - GF-Revenue-Lic Permits Fees</b>						
422150 Permits-Motor Vehicle	3,629,952	3,797,378	3,650,000	3,800,000	—	3,800,000
422180 Fee-Tranportation Imp Fund	99,770	100,628	99,000	99,000	—	99,000
423010 Fee-NSF Check	2,589	1,900	1,350	1,350	—	1,350
423150 Fee-Mail-In & E-Reg	8,138	8,001	8,000	8,000	—	8,000
423160 Fee-Municipal Agent Fee	66,462	64,812	62,000	62,000	—	62,000
<b>35321501 - GF-Revenue-Lic Permits Fees Subtotal</b>	<b>3,806,910</b>	<b>3,972,719</b>	<b>3,820,350</b>	<b>3,970,350</b>	<b>—</b>	<b>3,970,350</b>
<b>35423503 - GF-Human Services-Charges For Services</b>						
441090 Direct Reimbursement	37,604	23,695	4,500	4,500	—	4,500
441380 SSI Interim Assistance	14,479	2,009	2,500	2,500	—	2,500

**Revenues**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
441390 Medicaid Reimbursements	—	—	2,500	2,500	—	2,500
<b>35423503 - GF-Human Services-Charges For Services Subtotal</b>	<b>52,082</b>	<b>25,704</b>	<b>9,500</b>	<b>9,500</b>	<b>—</b>	<b>9,500</b>
<b>35424505 - GF-Human Services-Miscellaneous</b>						
464030 Trust-Charitable	3,085	—	3,625	3,625	—	3,625
<b>35424505 - GF-Human Services-Miscellaneous Subtotal</b>	<b>3,085</b>	<b>—</b>	<b>3,625</b>	<b>3,625</b>	<b>—</b>	<b>3,625</b>
<b>Total Revenues</b>	<b>10,302,319</b>	<b>10,656,704</b>	<b>10,534,283</b>	<b>10,891,507</b>	<b>—</b>	<b>10,891,507</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>35000000 - GF-Finance-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	134,681	140,732	136,389	146,806	—	146,806
513030 Wages-Supervisory	127,516	128,113	131,361	131,699	—	131,699
514010 Wages-Temporary	—	1,530	—	—	—	—
517010 Health Insurance	—	12,433	36,075	39,188	—	39,188
517020 Dental Insurance	953	1,742	2,292	2,484	—	2,484
517030 Retirement Contributions	33,857	35,975	33,692	35,510	—	35,510
517040 Social Security	19,702	21,029	20,216	21,690	—	21,690
517050 Workers Compensation	458	469	403	539	—	539
<b>Personnel Subtotal</b>	<b>317,167</b>	<b>342,023</b>	<b>360,428</b>	<b>377,916</b>	<b>—</b>	<b>377,916</b>
<b>Operating</b>						
522050 PC Replacement Charge	7,101	8,215	9,167	8,535	—	8,535
523050 MF Printer Lease/Copies/Maint	11,546	15,370	18,000	18,000	—	18,000
524170 Bank Fees & Charges	—	(107)	—	—	—	—
530000 Acq-Property	5,016	—	—	—	—	—
<b>Operating Subtotal</b>	<b>23,663</b>	<b>23,478</b>	<b>27,167</b>	<b>26,535</b>	<b>—</b>	<b>26,535</b>
<b>35000000 - GF-Finance-Administration Subtotal</b>	<b>340,829</b>	<b>365,501</b>	<b>387,595</b>	<b>404,451</b>	<b>—</b>	<b>404,451</b>
<b>35100000 - GF-Finance-Accounting</b>						
<b>Personnel</b>						
513040 Wages-Full Time	341,304	368,218	421,135	458,343	—	458,343
514010 Wages-Temporary	4,595	4,160	—	—	—	—
517010 Health Insurance	49,910	109,351	136,141	138,743	—	138,743
517020 Dental Insurance	3,851	5,558	6,296	6,748	—	6,748
517030 Retirement Contributions	44,629	50,232	53,697	58,442	—	58,442
517040 Social Security	25,893	28,512	32,224	34,994	—	34,994
517050 Workers Compensation	607	636	634	878	—	878
<b>Personnel Subtotal</b>	<b>470,789</b>	<b>566,668</b>	<b>650,127</b>	<b>698,148</b>	<b>—</b>	<b>698,148</b>
<b>Operating</b>						
521030 Technical Services	68,326	254,492	8,500	8,500	—	8,500
521290 Audit Services	74,180	90,775	90,000	100,000	10,000	100,000
523010 Maint-Office Equipment	—	—	2,000	2,000	—	2,000
524160 Printing	8,430	4,612	7,000	7,000	—	7,000
524300 Travel	358	229	700	700	—	700
524350 Training	—	350	4,500	4,500	—	4,500
524360 Meetings & Dues	275	360	900	900	—	900
525100 Communications & Phone	1,486	414	1,600	1,600	—	1,600

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527010	Supplies-Office	3,758	3,668	7,070	7,070	—	7,070
527100	Postage	7,070	6,891	6,300	6,300	—	6,300
527150	Books & Collections	—	—	500	500	—	500
<b>Operating Subtotal</b>		<b>163,883</b>	<b>361,792</b>	<b>129,070</b>	<b>139,070</b>	<b>10,000</b>	<b>139,070</b>
<b>35100000 - GF-Finance-Accounting Subtotal</b>		<b>634,671</b>	<b>928,460</b>	<b>779,197</b>	<b>837,218</b>	<b>10,000</b>	<b>837,218</b>
<b>35200000 - GF-Finance-Purchasing</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	85,767	92,610	99,390	105,683	—	105,683
513040	Wages-Full Time	59,642	43,723	64,592	62,172	—	62,172
514010	Wages-Temporary	4,313	6,749	—	—	—	—
517010	Health Insurance	28,358	21,444	25,019	25,220	—	25,220
517020	Dental Insurance	1,469	1,051	1,084	1,152	—	1,152
517030	Retirement Contributions	19,298	18,805	20,908	21,402	—	21,402
517040	Social Security	11,056	11,048	12,446	12,843	—	12,843
517050	Workers Compensation	261	247	247	320	—	320
<b>Personnel Subtotal</b>		<b>210,163</b>	<b>195,678</b>	<b>223,686</b>	<b>228,792</b>	<b>—</b>	<b>228,792</b>
<b>Operating</b>							
521030	Technical Services	—	17,325	17,328	17,328	—	17,328
523010	Maint-Office Equipment	3,769	3,732	3,000	3,000	—	3,000
524160	Printing	—	17	150	150	—	150
524250	Advertising	2,044	1,524	2,500	2,500	—	2,500
524350	Training	—	175	1,000	1,000	—	1,000
524360	Meetings & Dues	195	839	600	600	—	600
525100	Communications & Phone	501	414	700	700	—	700
527010	Supplies-Office	9,380	8,937	10,000	10,000	—	10,000
527100	Postage	8	63	100	100	—	100
527150	Books & Collections	—	—	150	150	—	150
<b>Operating Subtotal</b>		<b>15,897</b>	<b>33,025</b>	<b>35,528</b>	<b>35,528</b>	<b>—</b>	<b>35,528</b>
<b>35200000 - GF-Finance-Purchasing Subtotal</b>		<b>226,060</b>	<b>228,703</b>	<b>259,214</b>	<b>264,320</b>	<b>—</b>	<b>264,320</b>
<b>35300000 - GF-Finance-Revenue Collection</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	77,608	103,120	161,057	156,084	—	156,084
513040	Wages-Full Time	133,118	110,881	106,024	101,476	—	101,476
513070	Wages-Part Time	48,850	49,482	72,068	34,304	—	34,304
514010	Wages-Temporary	3,348	150	—	—	—	—
515010	OT-Regular	57	—	2,000	2,000	—	2,000
517010	Health Insurance	52,336	67,746	84,237	63,048	—	63,048

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517020	Dental Insurance	3,138	3,086	3,545	2,794	—	2,794
517030	Retirement Contributions	27,937	29,511	34,309	33,095	—	33,095
517040	Social Security	19,390	19,923	25,862	22,484	—	22,484
517050	Workers Compensation	459	457	536	559	—	559
<b>Personnel Subtotal</b>		<b>366,241</b>	<b>384,356</b>	<b>489,638</b>	<b>415,844</b>	<b>—</b>	<b>415,844</b>
<b>Operating</b>							
521759	Other Services	6,262	1,409	12,000	12,000	—	12,000
523010	Maint-Office Equipment	4,264	4,322	4,325	4,325	—	4,325
524160	Printing	—	—	15,000	15,000	—	15,000
524350	Training	1,025	649	2,950	2,950	—	2,950
524360	Meetings & Dues	130	—	200	200	—	200
524470	Public Awareness	—	—	2,100	2,100	—	2,100
525100	Communications & Phone	1,779	2,132	1,900	1,900	—	1,900
527010	Supplies-Office	4,590	11,241	7,600	7,600	—	7,600
527100	Postage	45,811	41,039	43,400	43,400	—	43,400
527440	Equipt-Computer Minor	868	—	—	—	—	—
527610	Supplies-Software	6,818	6,510	7,175	7,175	—	7,175
<b>Operating Subtotal</b>		<b>71,548</b>	<b>67,303</b>	<b>96,650</b>	<b>96,650</b>	<b>—</b>	<b>96,650</b>
<b>35300000 - GF-Finance-Revenue Collection Subtotal</b>		<b>437,790</b>	<b>451,658</b>	<b>586,288</b>	<b>512,494</b>	<b>—</b>	<b>512,494</b>
<b>35400000 - GF-Finance-Human Services</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	90,843	91,569	93,955	96,777	—	96,777
513040	Wages-Full Time	65,826	69,770	71,614	73,406	—	73,406
513070	Wages-Part Time	23,927	23,444	91,626	93,568	—	93,568
513080	Wages-Hourly	2,625	—	—	—	—	—
514010	Wages-Temporary	11,384	38,532	—	—	—	—
517010	Health Insurance	42,981	51,920	64,366	52,713	—	52,713
517020	Dental Insurance	1,906	1,994	2,273	2,132	—	2,132
517030	Retirement Contributions	20,472	22,206	21,111	21,699	—	21,699
517040	Social Security	13,858	16,821	19,239	19,640	—	19,640
517050	Workers Compensation	339	385	301	504	—	504
<b>Personnel Subtotal</b>		<b>274,160</b>	<b>316,641</b>	<b>364,485</b>	<b>360,439</b>	<b>—</b>	<b>360,439</b>
<b>Operating</b>							
521030	Technical Services	4,201	2,927	5,000	5,500	—	5,500
524160	Printing	117	106	150	150	—	150
524350	Training	235	245	750	750	—	750
524360	Meetings & Dues	40	1	150	150	—	150

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
524980	Trust-Income Use	4,699	2,950	3,625	3,625	—	3,625
525100	Communications & Phone	351	414	1,000	1,000	—	1,000
527010	Supplies-Office	851	1,757	2,000	2,000	—	2,000
527100	Postage	255	317	250	250	—	250
527150	Books & Collections	1	—	150	150	—	150
<b>Operating Subtotal</b>		<b>10,750</b>	<b>8,716</b>	<b>13,075</b>	<b>13,575</b>	<b>—</b>	<b>13,575</b>
<b>35400000 - GF-Finance-Human Services Subtotal</b>		<b>284,910</b>	<b>325,357</b>	<b>377,560</b>	<b>374,014</b>	<b>—</b>	<b>374,014</b>
<b>35404000 - GF-Finance-HS General Assist</b>							
<b>Operating</b>							
521390	100 Nights Shelter	—	35,000	35,000	35,000	—	35,000
524511	First Aid & Medical Services	11,234	1,265	15,000	10,000	—	10,000
524512	Dental Works	7,000	7,000	7,000	7,000	—	7,000
524515	SCS Shelter Services	56,250	92,830	75,000	75,000	—	75,000
524520	Burial Transport & Misc	20,500	9,250	16,625	19,800	—	19,800
524530	Heating Fuel & Utilities	18,106	11,278	25,750	25,750	—	25,750
524540	Rentals	1,158,121	743,642	750,000	800,000	50,000	800,000
<b>Operating Subtotal</b>		<b>1,271,210</b>	<b>900,265</b>	<b>924,375</b>	<b>972,550</b>	<b>50,000</b>	<b>972,550</b>
<b>35404000 - GF-Finance-HS General Assist Subtotal</b>		<b>1,271,210</b>	<b>900,265</b>	<b>924,375</b>	<b>972,550</b>	<b>50,000</b>	<b>972,550</b>
<b>35404100 - GF-Finance-HS Health Services Cont</b>							
<b>Operating</b>							
521752	Home Health Care	88,877	53,324	95,000	95,000	—	95,000
521755	Mental Health Services	50,000	—	25,000	25,000	—	25,000
<b>Operating Subtotal</b>		<b>138,877</b>	<b>53,324</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>138,877</b>	<b>53,324</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	311,784	328,682	348,392	569,195	—	569,195
524020	Insurance-Airport Liability	11,233	6,015	11,907	11,907	—	11,907
524090	Insurance-Youth Services Liability	711	—	750	750	—	750
<b>Operating Subtotal</b>		<b>323,728</b>	<b>334,697</b>	<b>361,049</b>	<b>581,852</b>	<b>—</b>	<b>581,852</b>
<b>35500000 - GF-Finance-Property &amp; Liab Ins Subtotal</b>		<b>323,728</b>	<b>334,697</b>	<b>361,049</b>	<b>581,852</b>	<b>—</b>	<b>581,852</b>
<b>35600000 - GF-Finance-Citywide Pcard</b>							
<b>Operating</b>							
529999	Pcard Clearing	(165)	—	—	—	—	—
<b>Operating Subtotal</b>		<b>(165)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>35600000 - GF-Finance-Citywide Pcard Subtotal</b>		<b>(165)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Expenditures</b>		<b>3,657,909</b>	<b>3,587,966</b>	<b>3,795,278</b>	<b>4,066,899</b>	<b>60,000</b>	<b>4,066,899</b>

## Human Resources

### **Mission Statement**

Work strategically in partnership with leaders 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 Overview and FY27 Priorities**

Human Resources supports the City's mission by fostering a high-performing, adaptable workforce equipped to deliver quality services and meet the evolving needs of the community. Through a focus on people, processes, and organizational effectiveness, the department plays a critical role in ensuring the City remains responsive, resilient, and positioned for long-term success.

FY26 represented a period of transition within the Human Resources team, including the addition of a new Director, Benefits Administrator, and HR Specialist. While this level of change can present some challenges, it also provides meaningful opportunities to evaluate existing practices, introduce new perspectives, and implement process improvements. The department is well-positioned to build on this momentum in FY27, with a continued focus on efficiency, consistency, and high-quality service delivery.

An Employee Engagement Survey was conducted in FY26, yielding encouraging results, including measurable improvements in areas such as role clarity, recognition, communication, developmental support, and overall engagement. In addition to these positive outcomes, the survey provided valuable data to inform the development of strategic

initiatives and priorities for the coming year. Key focus areas will include training and development, enhanced communication, and employee recognition.

In FY27, the department will continue to identify and implement opportunities to leverage technology to improve operational efficiency across key functions, including recruitment, performance management, benefits administration, and employee self-service. Emphasis will be placed on maximizing the capabilities of existing systems, including MUNIS, to better manage employee data and employment lifecycle events. These efforts are expected to reduce administrative burden, minimize the potential for errors, enhance data accuracy, and create more streamlined, user-friendly processes for both employees and managers. Continued expansion of employee self-service functionality will further improve communication, increase transparency, and provide employees with more direct access to their information.

### **Background**

The Human Resources team, comprised of four staff members, provides guidance and expertise across a wide range of functions that support the City's workforce and operational needs. These responsibilities include organizational development, employee engagement, workforce sustainability, talent acquisition, labor relations, employee communications, training and leadership development, compensation and benefits administration, performance management, policy development, legal compliance, safety and risk management, and overall departmental administration. Through these efforts, Human Resources serves as both a strategic partner and a key operational resource to departments across the City.

## 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

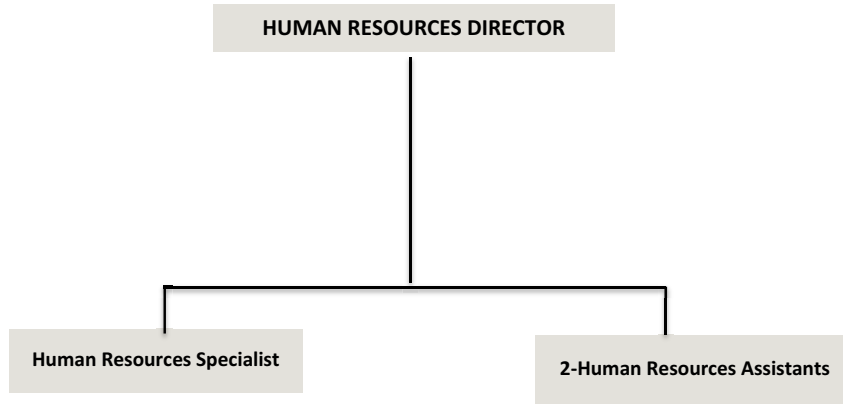
## Objectives

	Statute	CMP	CC Goal
Develop employee talent through training opportunities and by creating developmental plans.	N/A	Municipal Governance & Financial Stability	1, 2, 4
With organizational partners, evaluate current software capabilities and explore options to enhance organizational efficiency.	N/A	Municipal Governance & Financial Stability	1, 2, 4
Work with the leadership team to strengthen workforce sustainability through retention efforts and succession planning.	N/A	Municipal Governance & Financial Stability	1, 2, 4

## Metrics

	2025	2026	2027
<b>Recruitment</b>			
# External applications for full-time   part-time regular   temporary vacancies	663   357   186	900   300   110	900   300   110
# Full-time   part-time regular   temporary external hires	25   5   70	40   10   40	40   10   40
# Promotions or internal transfers to full-time   part-time	24   0	17   2	17   2
Temporary or seasonal employees   unpaid volunteers for noncentralized recruitment	112   98	124   95	124   95
Full-time   part-time regular employee count at year end	230   38	260   40	260   40
<b>Workforce demographics</b>			
Employees by age: Under 40   40-64   65 and over	52%   37%   11%	51%   38%   11%	51%   38%   11%
Employee years of service: 0-5   6-19   20 and over	66%   22%   12%	64%   23%   13%	64%   23%   13%
Training: # sessions   # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	25   205	50   750	50   750
Risk Management: # worker's compensation claims   # claims incurring \$0   #claims incurring greater than \$5,000	68   45   7	54   36   9	54   36   9
Regular employees eligible to retire as of fiscal year-end: FT   PT	19%   24%	3%   36%	3%   36%
Non-retiree Turnover rate for full-time   part-time regular	10%   16%	9%   16%	9%   16%
HR staff ratio to full-time employees   to all employees   to all employees + all retirees	1:61   1:10   1:173	1:63   1:111   1:177	1:63   1:111   1:177

## Current Personnel Resources



## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>45000000 - GF-Human Resources</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	134,681	142,184	145,909	132,497	—	132,497
513040 Wages-Full Time	215,212	223,846	233,685	215,114	—	215,114
514010 Wages-Temporary	—	14,466	7,800	7,800	—	7,800
517010 Health Insurance	39,621	31,960	34,910	69,479	—	69,479
517020 Dental Insurance	4,385	5,026	5,043	3,284	—	3,284
517030 Retirement Contributions	46,338	49,465	48,400	44,322	—	44,322
517040 Social Security	25,939	29,312	29,640	27,328	—	27,328
517050 Workers Compensation	611	656	583	688	—	688
<b>Personnel Subtotal</b>	<b>466,786</b>	<b>496,915</b>	<b>505,970</b>	<b>500,512</b>	<b>—</b>	<b>500,512</b>
<b>Operating</b>						
521020 Professional Services	—	1,200	—	—	—	—
521030 Technical Services	—	7,449	5,000	5,000	—	5,000
522050 PC Replacement Charge	2,181	2,211	2,211	2,211	—	2,211
524350 Training	5,428	6,038	7,275	7,275	—	7,275
524360 Meetings & Dues	2,276	1,901	2,290	2,290	—	2,290
525100 Communications & Phone	351	414	300	300	—	300
527010 Supplies-Office	917	638	1,100	1,100	—	1,100
527100 Postage	310	91	300	300	—	300
527150 Books & Collections	212	275	300	300	—	300
<b>Operating Subtotal</b>	<b>11,674</b>	<b>20,217</b>	<b>18,776</b>	<b>18,776</b>	<b>—</b>	<b>18,776</b>
<b>45000000 - GF-Human Resources Subtotal</b>	<b>478,461</b>	<b>517,131</b>	<b>524,746</b>	<b>519,288</b>	<b>—</b>	<b>519,288</b>
<b>45100000 - GF-Hr-Citywide Benefits</b>						
<b>Operating</b>						
521020 Professional Services	31,808	65,559	27,500	27,500	—	27,500
521100 Life Insurance	33,807	35,948	39,611	39,611	—	39,611
521110 Lt Disability Insurance	42,918	46,250	54,335	54,335	—	54,335
521120 Safety Program	5,240	1,839	8,200	8,200	—	8,200
521130 Wellness Program	1,040	1,660	3,000	3,000	—	3,000
521170 Unemployment Insurance	4,383	18,045	7,675	7,675	—	7,675
524350 Training	1,564	15,958	15,000	15,000	—	15,000
524370 Tuition Assistance	14,658	22,722	43,140	43,140	—	43,140
524440 Recognition & Awards	2,986	4,040	5,000	10,000	5,000	10,000

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
526050	Rental-Parking Space	57,728	67,848	67,128	67,128	—	67,128
529010	Recruitment	50,087	55,986	—	—	—	—
<b>Operating Subtotal</b>		<b>246,219</b>	<b>335,854</b>	<b>270,589</b>	<b>275,589</b>	<b>5,000</b>	<b>275,589</b>
<b>45100000 - GF-Hr-Citywide Benefits Subtotal</b>		<b>246,219</b>	<b>335,854</b>	<b>270,589</b>	<b>275,589</b>	<b>5,000</b>	<b>275,589</b>
<b>Total Expenditures</b>		<b>724,680</b>	<b>852,985</b>	<b>795,335</b>	<b>794,877</b>	<b>5,000</b>	<b>794,877</b>

## 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

Cybersecurity will remain IT's top priority in FY27 as threat actors continue to evolve their tactics, leveraging both emerging technologies like AI and proven attack methods to challenge organizational defenses. As in previous years, the most likely target remains the workforce, making user awareness, training, and testing a central component of our cybersecurity strategy.

The IT team will continue strengthening the City's cybersecurity posture through enhanced controls, improved software management, and expanded managed security services. As the cybersecurity landscape continues to shift, this work will remain an ongoing and adaptive process. The adoption of modern operating systems with enhanced built-in security features, along with advances in threat detection and monitoring, will further help protect our environment against emerging risks.

Maintaining a secure environment ultimately depends on informed and vigilant users. IT will therefore continue to prioritize employee education through ongoing security training and testing programs to ensure City staff remain knowledgeable, aware, and prepared to recognize and respond to potential threats.

In addition to security initiatives, the continued implementation and optimization of the Microsoft 365 environment will remain a major focus. This platform plays a critical role in improving collaboration, productivity, and security across the organization.

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

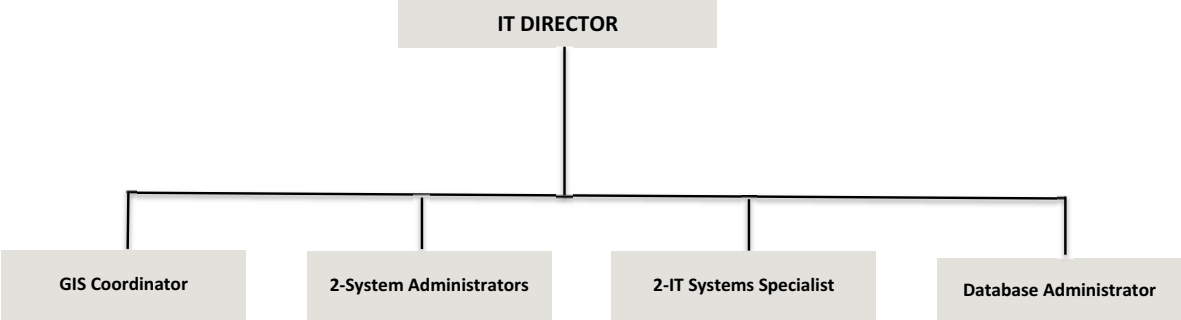
## Objectives

	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 66 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

	2025	2026	2027
End Users	347	342	345
Desktop and Laptop Computers	325	324	334
Servers: Physical/Virtual	6/52	6/58	6/59

### Current Personnel Resources



## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>50000000 - GF-Information Technology</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	126,423	136,626	139,626	143,819	—	143,819
513040 Wages-Full Time	469,834	534,551	593,414	611,236	—	611,236
516020 Stand-By	21,082	21,706	18,624	24,024	—	24,024
517010 Health Insurance	145,560	190,399	216,302	232,202	—	232,202
517020 Dental Insurance	8,124	10,149	10,752	12,514	—	12,514
517030 Retirement Contributions	81,851	95,288	95,840	99,336	—	99,336
517040 Social Security	45,707	53,348	56,775	59,273	—	59,273
517050 Workers Compensation	1,076	1,191	1,129	1,483	—	1,483
<b>Personnel Subtotal</b>	<b>899,658</b>	<b>1,043,258</b>	<b>1,132,462</b>	<b>1,183,887</b>	<b>—</b>	<b>1,183,887</b>
<b>Operating</b>						
521020 Professional Services	—	—	6,000	6,000	—	6,000
521030 Technical Services	38,799	19,793	35,000	35,000	—	35,000
521080 Cybersecurity Services	51,939	28,234	40,633	40,000	—	40,000
522050 PC Replacement Charge	4,804	4,874	5,332	5,332	—	5,332
523070 Maint-Computer System	229,623	158,643	195,818	195,446	—	195,446
523080 Maint-Network	53,669	45,309	58,685	44,965	—	44,965
523110 Maint-Equipment	9,444	2,951	5,000	5,000	—	5,000
524300 Travel	1,316	1,739	1,500	1,500	—	1,500
524350 Training	12,187	6,836	14,350	13,980	—	13,980
525100 Communications & Phone	4,179	10,598	4,650	6,000	—	6,000
527010 Supplies-Office	707	7,005	1,500	2,000	—	2,000
527100 Postage	160	22	300	300	—	300
527440 Equipt-Computer Minor	7,835	6,312	4,250	6,900	—	6,900
527610 Supplies-Software	2,348	4,253	6,205	6,070	—	6,070
527850 Supplies-Cyber Software	48,212	49,178	56,471	54,097	—	54,097
<b>Operating Subtotal</b>	<b>465,223</b>	<b>345,747</b>	<b>435,694</b>	<b>422,590</b>	<b>—</b>	<b>422,590</b>
<b>50000000 - GF-Information Technology Subtotal</b>	<b>1,364,881</b>	<b>1,389,005</b>	<b>1,568,156</b>	<b>1,606,477</b>	<b>—</b>	<b>1,606,477</b>
<b>50100000 - GF-It-Cloud Applications</b>						
<b>Operating</b>						
528010 Cloud-City Clerk	2,594	17,073	29,100	32,980	3,880	32,980
528020 Cloud-Human Resources	31,358	8,415	14,500	13,518	—	13,518
528030 Cloud-Finance	163,473	149,947	174,668	186,447	—	186,447
528040 Cloud-Comm Development	20,750	20,750	23,250	59,962	36,712	59,962
528050 Cloud-Assessing	23,505	26,425	30,306	33,555	3,249	33,555
528060 Cloud-Fire Dept	16,068	16,865	17,372	20,000	1,423	20,000

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
528070	Cloud-Library	33,876	32,328	33,277	33,363	—	33,363
528080	Cloud-Public Works	—	—	5,800	6,325	—	6,325
528090	Cloud-City Council	12,990	12,990	13,000	13,000	—	13,000
528100	Cloud-Parks & Rec	5,200	5,200	5,500	5,500	—	5,500
528120	Cloud-Citywide	85,650	108,044	103,768	122,000	18,232	122,000
528130	Cloud-Legal Rtk	8,852	9,294	9,759	10,250	—	10,250
528140	Cloud-Police	—	—	—	43,779	43,779	43,779
<b>Operating Subtotal</b>		<b>404,315</b>	<b>407,331</b>	<b>460,300</b>	<b>580,679</b>	<b>107,275</b>	<b>580,679</b>
<b>50100000 - GF-It-Cloud Applications Subtotal</b>		<b>404,315</b>	<b>407,331</b>	<b>460,300</b>	<b>580,679</b>	<b>107,275</b>	<b>580,679</b>
<b>Total Expenditures</b>		<b>1,769,196</b>	<b>1,796,335</b>	<b>2,028,456</b>	<b>2,187,156</b>	<b>107,275</b>	<b>2,187,156</b>

**KEENE**



# Community Services

## Fire

### Mission Statement

To serve our community with courage and compassion.

### 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 2025 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. We continue to support a junior 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.

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

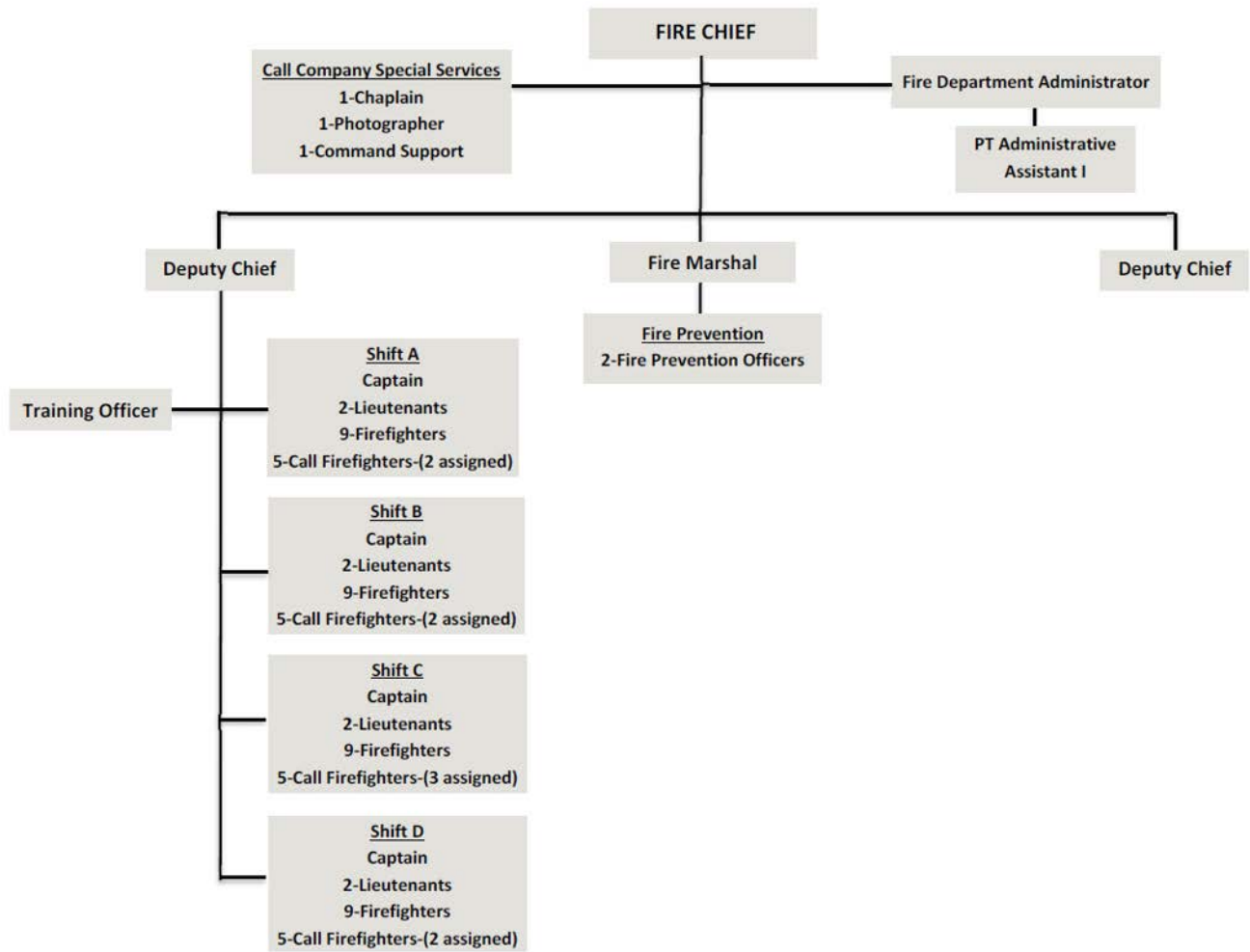
## Objectives

	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 & Fin 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 unhouseed population		Social Services	2

## Metrics

	2025	2026	2027
Number of incident responses by fiscal year. (**projected for FY 27)	5,446	6,273	7,050
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710) (** projected for 27 )	80%	78%	80%
Personnel Yearly Training Hours (**projected for FY27)	6,467	9,990	10,220

## Current Personnel Resources



## Revenues

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>40021501 - GF-Fire-Licenses Permits Fees</b>						
421160 Permits-Haz Mat Storage	18,800	19,204	19,000	19,000	—	19,000
422020 Permits-Fire Alarm Access	12,895	540	—	—	—	—
422050 Fee-Permits	60,030	63,360	73,700	73,700	—	73,700
<b>40021501 - GF-Fire-Licenses Permits Fees Subtotal</b>	<b>91,725</b>	<b>83,104</b>	<b>92,700</b>	<b>92,700</b>	<b>—</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	270	245	300	300	—	300
441240 Charges-Fire Master Box	89,760	45,090	55,488	55,488	—	55,488
<b>40023503 - GF-Fire-Charges For Services Subtotal</b>	<b>180,787</b>	<b>45,335</b>	<b>57,288</b>	<b>57,288</b>	<b>—</b>	<b>57,288</b>
<b>40024505 - GF-Fire-Miscellaneous</b>						
464040 Trust-Deluge Hose	257	—	302	302	—	302
<b>40024505 - GF-Fire-Miscellaneous Subtotal</b>	<b>257</b>	<b>—</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	156,770	133,049	200,000	200,000	—	200,000
<b>40222502 - GF-Ambulance-Intergovernmental Subtotal</b>	<b>156,770</b>	<b>133,049</b>	<b>200,000</b>	<b>200,000</b>	<b>—</b>	<b>200,000</b>
<b>40223503 - GF-Ambulance-Charges For Services</b>						
441090 Direct Reimbursement	—	(625,000)	—	—	—	—
441130 Charges-Reports	145	30	300	300	—	300
441230 Charges-Ambulance Services	2,012,900	2,528,829	1,900,000	1,900,000	—	1,900,000
<b>40223503 - GF-Ambulance-Charges For Services Subtotal</b>	<b>2,013,045</b>	<b>1,903,859</b>	<b>1,900,300</b>	<b>1,900,300</b>	<b>—</b>	<b>1,900,300</b>
<b>Total Revenues</b>	<b>2,939,585</b>	<b>2,662,346</b>	<b>2,747,900</b>	<b>2,747,900</b>	<b>—</b>	<b>2,747,900</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>40000000 - GF-Fire-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	144,498	142,926	151,617	164,122	—	164,122
513030 Wages-Supervisory	111,106	257,885	325,645	407,340	(119,702)	287,638
513040 Wages-Full Time	34,967	36,730	39,394	42,403	—	42,403
513070 Wages-Part Time	29,493	25,552	36,662	37,579	—	37,579
514010 Wages-Temporary	11,145	—	—	—	—	—
515010 OT-Regular	9,327	177	—	—	—	—
516040 Incentives-Training	25,992	19,858	28,080	28,800	—	28,800
516100 Incentives-Fire	4,250	2,550	14,800	8,500	—	8,500
517010 Health Insurance	42,196	92,533	112,282	118,658	(6,537)	112,121
517020 Dental Insurance	3,964	5,757	6,317	6,873	(195)	6,678
517030 Retirement Contributions	4,629	5,088	5,023	5,406	—	5,406
517040 Social Security	9,252	11,094	13,306	15,405	(1,712)	13,693
517050 Workers Compensation	16,455	25,499	34,801	29,438	(5,759)	23,679
517130 Retirement-Fire	88,224	129,747	151,625	177,457	(34,893)	142,564
<b>Personnel Subtotal</b>	<b>535,498</b>	<b>755,397</b>	<b>919,552</b>	<b>1,041,981</b>	<b>(168,798)</b>	<b>873,183</b>
<b>Operating</b>						
521020 Professional Services	5,455	—	20,600	600	—	600
521160 Dispatch	256,149	265,114	281,021	384,620	103,599	384,620
521200 Laboratory Services	72	134	—	—	—	—
522050 PC Replacement Charge	15,192	8,588	8,856	8,856	—	8,856
522060 PW Fleet Charge	84,321	69,389	55,357	75,423	—	75,423
523010 Maint-Office Equipment	321	—	—	—	—	—
523040 Maint-Communications Eqp	—	928	—	—	—	—
523050 MF Printer Lease/Copies/Maint	2,238	2,682	3,500	3,500	—	3,500
523090 Vehicle Certification	13,058	14,739	16,000	16,000	—	16,000
523100 Maint-Safety Program	15,914	23,994	17,000	17,000	—	17,000
524350 Training	8,839	6,677	28,400	28,400	—	28,400
524360 Meetings & Dues	—	—	1,050	1,050	—	1,050
524511 First Aid & Medical Services	75,109	76,539	83,200	83,200	—	83,200
524980 Trust-Income Use	257	—	302	302	—	302
525100 Communications & Phone	15,228	15,127	14,750	14,750	—	14,750
527100 Postage	328	132	550	550	—	550
527150 Books & Collections	85	157	—	—	—	—
527420 Equipt-Communication Minor	732	8,847	11,350	14,350	3,000	14,350
527430 Equipt-Minor Safety	16,443	5,683	19,980	28,980	9,000	28,980

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527550	Supplies-Uniforms	1,701	3,609	4,000	4,000	—	4,000
527600	Supplies-Operating	9,579	9,419	8,785	8,785	—	8,785
527630	Supplies-Vehicles	136,314	134,604	83,600	93,600	10,000	93,600
580080	Transfer-Grant Match	15,110	—	—	—	—	—
<b>Operating Subtotal</b>		<b>672,445</b>	<b>646,362</b>	<b>658,301</b>	<b>783,966</b>	<b>125,599</b>	<b>783,966</b>
<b>40000000 - GF-Fire-Administration Subtotal</b>		<b>1,207,943</b>	<b>1,401,759</b>	<b>1,577,853</b>	<b>1,825,947</b>	<b>(43,199)</b>	<b>1,657,149</b>
<b>40007100 - GF-Fire-Prevent/Inspect/Alarm</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	136,797	405,872	165,429	174,936	—	174,936
514010	Wages-Temporary	—	27,641	—	—	—	—
515010	OT-Regular	4,025	857	3,000	3,000	—	3,000
515150	OT-Fire Alarms	8,533	5,573	3,000	3,000	—	3,000
517010	Health Insurance	10,056	21,305	23,277	30,218	—	30,218
517020	Dental Insurance	1,175	1,279	1,543	1,642	—	1,642
517040	Social Security	2,123	17,308	2,488	2,884	—	2,884
517050	Workers Compensation	8,227	8,062	11,433	8,946	—	8,946
517130	Retirement-Fire	44,407	38,405	49,973	52,744	—	52,744
<b>Personnel Subtotal</b>		<b>215,342</b>	<b>526,301</b>	<b>260,143</b>	<b>277,370</b>	<b>—</b>	<b>277,370</b>
<b>Operating</b>							
523110	Maint-Equipment	2,788	2,149	1,000	1,000	—	1,000
524350	Training	1,092	2,236	4,000	4,000	—	4,000
524360	Meetings & Dues	—	350	205	205	—	205
524470	Public Awareness	896	335	800	800	—	800
527150	Books & Collections	593	1,341	1,500	1,500	—	1,500
527550	Supplies-Uniforms	615	1,990	1,600	1,600	—	1,600
527560	Supplies-Protective Clothing	—	—	—	2,500	2,500	2,500
<b>Operating Subtotal</b>		<b>5,985</b>	<b>8,401</b>	<b>9,105</b>	<b>11,605</b>	<b>2,500</b>	<b>11,605</b>
<b>40007100 - GF-Fire-Prevent/Inspect/Alarm Subtotal</b>		<b>221,327</b>	<b>534,703</b>	<b>269,248</b>	<b>288,975</b>	<b>2,500</b>	<b>288,975</b>
<b>40100000 - GF-Fire-Suppression</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	690,837	713,119	756,573	803,286	—	803,286
513040	Wages-Full Time	1,230,208	1,244,921	1,543,027	1,638,790	—	1,638,790
515110	OT-Haz Mat Training	735	213	10,815	10,815	—	10,815
515130	OT-Training	6,200	42,816	68,900	68,900	—	68,900
515200	OT-Vacation Replacement	175,812	202,547	172,600	172,600	—	172,600
515210	OT-Sick Replacement	111,776	157,070	32,950	32,950	—	32,950
515220	OT-Personal Day Replace	46,942	22,517	21,050	21,500	—	21,500

**Expenditures**

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
515250	OT-Multi Alarm	10,075	12,119	15,000	15,000	—	15,000
515260	OT-Supplemental Staffing	392,663	524,774	100,000	100,000	—	100,000
515270	OT-Call Back	33,992	39,717	9,000	9,000	—	9,000
515310	OT-Holiday	13,173	13,922	36,051	36,051	—	36,051
516010	Holiday	84,694	78,599	188,030	96,905	—	96,905
517010	Health Insurance	551,540	637,601	743,858	793,552	—	793,552
517020	Dental Insurance	34,929	34,904	38,339	43,875	—	43,875
517040	Social Security	40,048	45,182	41,774	43,318	—	43,318
517050	Workers Compensation	158,479	187,793	196,550	145,939	—	145,939
517130	Retirement-Fire	843,250	927,728	859,194	876,183	—	876,183
<b>Personnel Subtotal</b>		<b>4,425,352</b>	<b>4,885,543</b>	<b>4,833,711</b>	<b>4,908,664</b>	<b>—</b>	<b>4,908,664</b>
<b>Operating</b>							
527550	Supplies-Uniforms	26,028	26,667	29,020	29,020	—	29,020
527560	Supplies-Protective Clothing	106,939	57,651	38,728	38,728	—	38,728
<b>Operating Subtotal</b>		<b>132,967</b>	<b>84,318</b>	<b>67,748</b>	<b>67,748</b>	<b>—</b>	<b>67,748</b>
<b>40100000 - GF-Fire-Suppression Subtotal</b>		<b>4,558,318</b>	<b>4,969,861</b>	<b>4,901,459</b>	<b>4,976,412</b>	<b>—</b>	<b>4,976,412</b>
<b>40107300 - GF-Fire-Call Personnel</b>							
<b>Personnel</b>							
513070	Wages-Part Time	4,524	5,281	34,000	34,000	—	34,000
514010	Wages-Temporary	3,526	1,533	—	—	—	—
517040	Social Security	576	521	2,601	2,601	—	2,601
517050	Workers Compensation	246	332	2,268	1,636	—	1,636
<b>Personnel Subtotal</b>		<b>8,872</b>	<b>7,666</b>	<b>38,869</b>	<b>38,237</b>	<b>—</b>	<b>38,237</b>
<b>Operating</b>							
521140	Pension/Retirement	9,062	6,612	9,063	9,063	—	9,063
524350	Training	140	560	500	500	—	500
527550	Supplies-Uniforms	300	91	1,250	1,250	—	1,250
527560	Supplies-Protective Clothing	—	—	9,000	9,000	—	9,000
<b>Operating Subtotal</b>		<b>9,502</b>	<b>7,264</b>	<b>19,813</b>	<b>19,813</b>	<b>—</b>	<b>19,813</b>
<b>40107300 - GF-Fire-Call Personnel Subtotal</b>		<b>18,375</b>	<b>14,930</b>	<b>58,682</b>	<b>58,050</b>	<b>—</b>	<b>58,050</b>
<b>40200000 - GF-Fire-Ambulance</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	326,935	344,933	381,537	404,724	—	404,724
513040	Wages-Full Time	696,968	717,127	907,354	964,227	—	964,227
515010	OT-Regular	1,623	264	—	—	—	—
515130	OT-Training	32,042	18,064	36,500	36,500	—	36,500
515200	OT-Vacation Replacement	69,530	94,679	80,400	80,400	—	80,400

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
515210	OT-Sick Replacement	44,280	66,832	21,115	21,115	—	21,115
515220	OT-Personal Day Replace	23,980	17,824	10,764	10,764	—	10,764
515270	OT-Call Back	65,544	49,508	35,000	35,000	—	35,000
516010	Holiday	40,608	37,911	46,774	51,865	—	51,865
516040	Incentives-Training	10,065	7,880	7,800	7,800	—	7,800
517010	Health Insurance	297,037	347,524	411,302	440,822	—	440,822
517020	Dental Insurance	18,762	19,477	21,637	24,749	—	24,749
517030	Retirement Contributions	4,539	5,077	5,023	5,407	—	5,407
517040	Social Security	20,947	21,902	24,019	25,938	—	25,938
517050	Workers Compensation	71,063	78,596	98,858	76,432	—	76,432
517130	Retirement-Fire	386,571	424,493	431,835	457,671	—	457,671
<b>Personnel Subtotal</b>		<b>2,110,493</b>	<b>2,252,092</b>	<b>2,519,918</b>	<b>2,643,414</b>	<b>—</b>	<b>2,643,414</b>
<b>Operating</b>							
521010	Administrative Services	82,579	101,253	90,840	100,840	10,000	100,840
521020	Professional Services	45,000	—	—	—	—	—
522060	PW Fleet Charge	60,176	61,445	62,925	79,792	—	79,792
523110	Maint-Equipment	22,844	15,119	30,114	30,114	—	30,114
524070	Insurance-Vehicles	1,883	2,031	2,015	2,015	—	2,015
524350	Training	11,440	10,639	25,625	25,625	—	25,625
524380	Licenses & Certifications	2,102	4,356	4,425	4,425	—	4,425
524390	Paramedic Tuition	4,401	8,500	8,500	14,500	6,000	14,500
526050	Rental-Parking Space	1,080	—	1,080	1,080	—	1,080
527550	Supplies-Uniforms	10,373	9,976	11,000	11,000	—	11,000
527560	Supplies-Protective Clothing	—	5,299	5,300	5,300	—	5,300
527600	Supplies-Operating	1,465	413	250	250	—	250
527650	Supplies-Oxygen	15,841	4,501	6,000	6,000	—	6,000
527660	Supplies-Disposable Equipment	52,302	59,379	59,200	59,200	—	59,200
534090	Acq-Equipment	267	—	—	—	—	—
580080	Transfer-Grant Match	25,044	43,559	121,776	—	—	—
<b>Operating Subtotal</b>		<b>336,796</b>	<b>326,469</b>	<b>429,050</b>	<b>340,141</b>	<b>16,000</b>	<b>340,141</b>
<b>40200000 - GF-Fire-Ambulance Subtotal</b>		<b>2,447,290</b>	<b>2,578,561</b>	<b>2,948,968</b>	<b>2,983,555</b>	<b>16,000</b>	<b>2,983,555</b>
<b>Total Expenditures</b>		<b>8,453,253</b>	<b>9,499,813</b>	<b>9,756,210</b>	<b>10,132,939</b>	<b>(24,699)</b>	<b>9,964,141</b>

## Library

### Mission Statement

Keene Public Library is your place for community and learning.

### Description

The Keene Public Library is a high-impact investment in local infrastructure, advancing the Thriving Economy, Adaptable Workforce and Vibrant Neighborhoods pillars of the Comprehensive Master Plan (CMP). Last year, the library returned over \$3,040,000 in direct services to residents, achieving a 114% return on investment. Beyond these savings, library visitors drive foot traffic to nearby retail and services, stimulating economic activity for greater Keene. Businesses benefit from residents tying in stops along the way and attendees coming to town for regional conferences and events hosted at the library. The extra visits to downtown reinforce Keene's identity as a welcoming and business-friendly community and Support a Vibrant Local Economy, Arts, and Cultural Community

The library functions as a critical hub for Workforce Readiness and Economic Resilience, aligning with the Adaptable Workforce CMP pillar. To help residents navigate the modern economy, the library provides high-speed internet and quiet workspaces for filing unemployment claims, attending virtual meetings, preparing resumes, and continuing education classes online. These services, along with workshops and personal assistance from the Makerspace and Reference staff, expand visitors' skills and reduce barriers to employment. In addition, the library offers tech-equipped meeting infrastructure, that empowers local businesses and nonprofits to collaborate and interact with the

community without high rental costs. This sustaining support for the arts and business sectors will be of even more value during the city's upcoming infrastructure project.

To Enhance Resident Well-Being, the library provides free, equitable access to resources that inspire lifelong learning and foster a more robust connection between residents and local services. Library services help adults learn new skills, equip parents to serve as their children's first educators, prepare students for school and reduce future remedial education costs. As a neutral "third place," the library fosters the social connections and community collaboration central to the Vibrant Neighborhoods pillar. At the library, even the smallest community groups have access to high-quality professional infrastructure and connections that support social stability. The library also Improves Public Communication, Engagement, and Education by countering misinformation with fact-based resources and making city information easy to understand.

The library prioritizes the City Council's goal to Strengthen Financial Stewardship and Organizational Efficiency through extensive community collaboration. Partnerships with area organizations provide free programming and resources. The Friends of the Library and the Library Trustees provided over \$81,000 non-tax revenue last year, more than 3% of the total operating budget, allowing for efficient use of municipal resources. In addition, support from a dedicated group of volunteers lessens the staff workload by thirty hours each week. Thanks to the support of the community, Keene Public Library remains a cost-effective asset that preserves the long-term health and vibrancy of the city

## 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

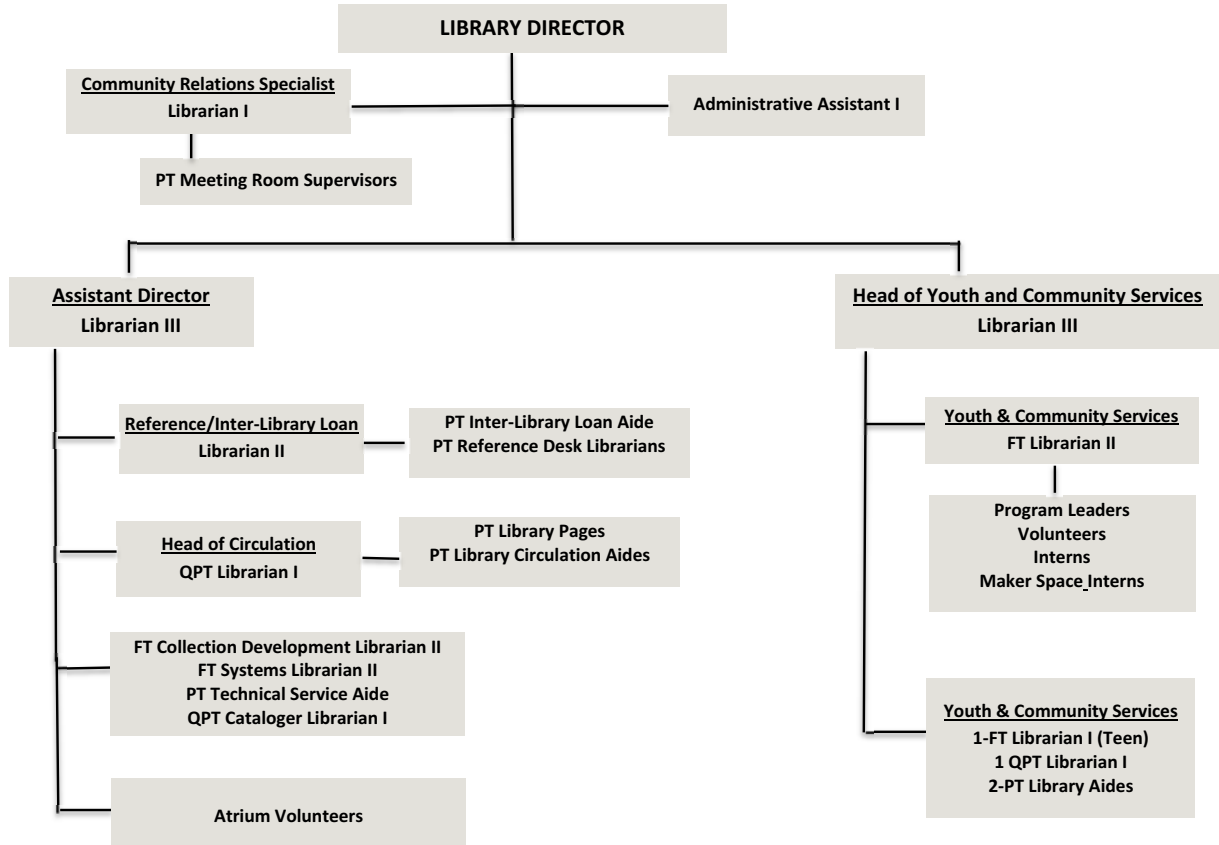
## Objectives

	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, 3, 4
Provide and promote use of digital collections and services with remote access, as appropriate.		Education	2, 3, 4
Provide a comprehensive series of high-quality library programs that support and empower adults and children to their highest potential and promote community involvement.		Education	3, 7
Provide meeting spaces for community use.		Education	3, 4, 7
Staff the library appropriately to support safety, quality services and appropriate management and use of facilities.	202A	Historic & Cultural	1, 3, 7
Work with staff from Mason Library at Keene State College, to maintain and improve partnerships that benefit the community.		Education	1, 3, 4, 7
Provide public access, assistance and training on computers, internet and evolving technologies.		Education	3, 4, 7
Ensure high-quality services through staff training and support.	202A	Education	1, 2, 3, 7
Review Library policies and procedures regularly; revise as necessary to ensure good management.		Education	1, 2, 3, 8

## Metrics

	2025	2026	2027
Circulation, including downloadable materials	187,745	189,255	192,000
Circulation of downloadable materials	57,511	60,266	61,430
Number of times Notary Services provided	599	605	611
Library programs at any location and number of people attending	670/14,307	558/10,844	650/13,650
Number of times City & community groups held events in the Library	967	1,093	1,104
Number of people attending City, community programs and meetings	8,115	9,000	9,090
Number of library card holders (does not include KSC community of approx. 6,000)	13,915	14,100	14,241
Use of library public access computers	9,740	9,837	9,936
Number of reference questions answered in-house	8,172	8,254	8,336

## Current Personnel Resources



**Revenues**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>55023503 - GF-Library-Charges For Services</b>						
442010 Charges-Rental Library	1,160	780	900	1,200	—	1,200
444010 Charges-Library Non Resident	18,943	18,709	18,800	18,800	—	18,800
<b>55023503 - GF-Library-Charges For Services Subtotal</b>	<b>20,103</b>	<b>19,489</b>	<b>19,700</b>	<b>20,000</b>	<b>—</b>	<b>20,000</b>
<b>55024505 - GF-Library-Miscellaneous</b>						
461130 Public Printer Copier Fee	6,856	6,891	6,300	6,300	—	6,300
464070 Trust-Library	—	—	3,500	3,500	—	3,500
<b>55024505 - GF-Library-Miscellaneous Subtotal</b>	<b>6,856</b>	<b>6,891</b>	<b>9,800</b>	<b>9,800</b>	<b>—</b>	<b>9,800</b>
<b>55027504 - GF-Library-Fines Forfeits</b>						
451060 Fines-Library Overdue	10,284	6,157	5,800	5,800	—	5,800
453040 Lost Library Materials	2,936	3,056	2,800	2,800	—	2,800
<b>55027504 - GF-Library-Fines Forfeits Subtotal</b>	<b>13,220</b>	<b>9,213</b>	<b>8,600</b>	<b>8,600</b>	<b>—</b>	<b>8,600</b>
<b>Total Revenues</b>	<b>40,179</b>	<b>35,592</b>	<b>38,100</b>	<b>38,400</b>	<b>—</b>	<b>38,400</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>55000000 - GF-Library</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	123,332	130,221	133,614	137,626	—	137,626
513030 Wages-Supervisory	143,465	164,047	174,350	183,502	—	183,502
513040 Wages-Full Time	420,390	483,251	509,231	533,555	—	533,555
513070 Wages-Part Time	423,535	386,699	440,169	452,481	—	452,481
513080 Wages-Hourly	14,966	27,170	21,805	21,805	—	21,805
514010 Wages-Temporary	9,307	804	—	—	—	—
517010 Health Insurance	168,676	221,453	235,504	246,069	—	246,069
517020 Dental Insurance	8,501	9,674	10,026	10,686	—	10,686
517030 Retirement Contributions	91,540	106,995	104,197	108,975	—	108,975
517040 Social Security	83,243	91,199	96,394	100,205	—	100,205
517050 Workers Compensation	1,973	2,061	1,926	2,534	—	2,534
<b>Personnel Subtotal</b>	<b>1,488,928</b>	<b>1,623,574</b>	<b>1,727,216</b>	<b>1,797,438</b>	<b>—</b>	<b>1,797,438</b>
<b>Operating</b>						
522050 PC Replacement Charge	15,770	16,230	16,230	16,230	—	16,230
523050 MF Printer Lease/Copies/Maint	3,903	4,071	4,500	4,500	—	4,500
523130 Maint-General	2,064	2,446	2,500	2,500	—	2,500
524350 Training	3,114	5,216	3,800	3,800	—	3,800
524360 Meetings & Dues	640	584	2,300	2,500	—	2,500
524980 Trust-Income Use	—	—	3,500	3,500	—	3,500
525100 Communications & Phone	5,634	5,596	5,825	5,825	—	5,825
527010 Supplies-Office	7,012	5,152	7,500	7,500	—	7,500
527030 Lost Material Replacement	3,497	3,609	3,600	3,600	—	3,600
527040 Supplies-Book Mending	3,637	2,753	3,200	3,200	—	3,200
527100 Postage	2,253	3,900	5,200	5,200	—	5,200
527130 Supplies-Pub Printer & Copier	6,090	6,301	6,700	6,700	—	6,700
527150 Books & Collections	166,306	157,457	155,000	155,000	—	155,000
527340 Equipt-Minor	3,207	441	3,500	3,500	—	3,500
527610 Supplies-Software	—	12,010	21,508	11,000	—	11,000
<b>Operating Subtotal</b>	<b>223,126</b>	<b>225,765</b>	<b>244,863</b>	<b>234,555</b>	<b>—</b>	<b>234,555</b>
<b>55000000 - GF-Library Subtotal</b>	<b>1,712,054</b>	<b>1,849,340</b>	<b>1,972,079</b>	<b>2,031,993</b>	<b>—</b>	<b>2,031,993</b>
<b>Total Expenditures</b>	<b>1,712,054</b>	<b>1,849,340</b>	<b>1,972,079</b>	<b>2,031,993</b>	<b>—</b>	<b>2,031,993</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, accessibility, and community wellbeing. These initiatives reflect the guidance of the National Recreation and Park Association (NRPA), which emphasizes that parks and recreation are essential to healthy, connected, and resilient communities. Active and passive recreation opportunities support physical and mental health, foster social equity, stimulate economic activity, and protect the natural environment.

Recreation programming continues to evolve to meet community needs. Expanded summer youth offerings will include traditional eight-week playground sessions along with new two-week playground sessions and enhanced middle school programming. After-school program fees are being right-sized to remain competitive with local providers while sustaining program quality. Aquatics programming will grow to include adaptive swim lessons, adult water workouts, and additional community events designed to increase participation and accessibility across age groups and abilities.

Looking ahead, the largest project over the next two years will be the comprehensive renovation of Robin Hood Park. This project will address aging infrastructure while improving accessibility, safety, and operational efficiency. Planned in two phases - pool improvements followed by broader park upgrades - the project will provide the opportunity for community engagement throughout the planning process. The goal is a thoughtful renovation of this 117-acre community asset that preserves its defining natural features - including glacial boulders, forests, trails, and the pond - while introducing upgraded and sustainable amenities that support Keene's role as a regional recreation hub.

The Greater Goose Pond Forest, which welcomes more than 10,000 visitors annually, continues to implement its master plan through trail maintenance and sustainability improvements. A major milestone is the completion of the Goose Pond Spillway Bridge, a project made possible through strong community collaboration and fundraising partnership. Environmental stewardship remains a priority throughout the park system. Responsible forest management includes the removal of diseased red pine while timber still retains market value, helping protect long-term forest health and biodiversity.

An additional opportunity to enhance park space in Keene is the Ashuelot Green Space project. This project will begin in the next two fiscal years and marry the established Ashuelot River Park with newly donated space providing added amenities such as a natural playground, flexible event space, public restrooms, and additional parking. The department will continue seeking alternative funding opportunities, grants, and partnerships to advance large-scale park improvements and infrastructure investments.

Beyond recreation, the City continues to invest in important green spaces through Parks & Recreation. The essential expansion of Monadnock View Cemetery will begin with infrastructure improvements and the development of new burial sections designed to reflect current trends and best practices in end-of-life options. The successful relocation and continued growth of the Monadnock View Community Garden has improved garden plots, irrigation, accessibility, and shared resources for community gardeners.

These efforts align with the City's Master Plan priorities of fostering a flourishing environment, vibrant neighborhoods, and connected mobility, while supporting City Council goals to strengthen financial stewardship and organizational efficiency, enhance resident wellbeing, invest strategically in infrastructure and asset management, and advance environmental sustainability and resilience.

## Youth Services

While traditional diversion casework remains central to the program, Youth Services has expanded wellness-focused opportunities for youth that promote prevention and long-term wellbeing. New initiatives include yoga programming, Still I Run wellness activities, and Mental Health First Aid training. These offerings complement casework services by helping young people build resilience, strengthen coping skills, and support positive mental health outcomes. In-school programs have also grown significantly.

Alternative-to-suspension initiatives and wellness groups help students remain engaged in school, reduce suspension days, and improve academic performance. Youth Services staff also provide education on youth substance use trends and direct intervention for students experiencing challenges related to substance use, making a meaningful impact across Cheshire County with strengthened case management and collaborative intervention programs.

The Summer Youth Program remains a vital workforce development initiative, providing hands-on pre-employment training for young people across the region. Expanded workshops focused on workplace readiness and life skills help participants build confidence, gain practical experience, and prepare for future educational and career opportunities.

Across all services and divisions, the Parks & Recreation Department remains committed to providing inclusive, high-quality recreation opportunities for residents of all ages and abilities through safe and welcoming amenities, intergenerational programming, equitable policies and practices, and efficient use of resources in support of the City's mission to provide services and amenities that enhance the quality of life for those who live, learn, work in, and enjoy the City of Keene.

## Primary Services

Align with CMP	
<b>Parks, Recreation &amp; Cemeteries</b>	
Promote smart land use development and prioritize environmental protections and sustainability	Flourishing Environment Pillar; Council Goals 6,4,2,1
Expand community infrastructure with comprehensive maintenance and enhancement plans for KPRD spaces, structures and amenities	Flourishing Environment Pillar; Council Goals 6,4,2,1
Provide a high quality of life for all residents encouraging social interaction and connection	Vibrant Neighborhoods Pillar; Council Goals 8,7,6,2
Support a built environment that fosters community building and collaboration for all ages and abilities	Vibrant Neighborhoods Pillar; Council Goals 7,6,4,2
Prioritize workforce and community health and wellness	Adaptable Workforce Pillar; Council Goals 8,7,2,1
Prioritize vulnerable road users in infrastructure design, operations, and maintenance	Connected Mobility Pillar; Council Goals 7,4,2
<b>Youth Services</b>	
Offer juvenile court diversion programming as an alternative to formal court proceedings and alternative to suspension programming for school-based offenses	Intervention Programs; Council Goals 7,2
Provide a Summer Youth Program (SYP) for Keene youth ages 14-15 to gain first-time work experience within the City of Keene	Prevention Programs; Council Goals 7,2
Advance wellness initiatives (Mental Health First Aid, Still I Run, yoga, more) as proactive risk-reduction efforts across the greater Keene community	Wellness Programs; Council Goals 7,2

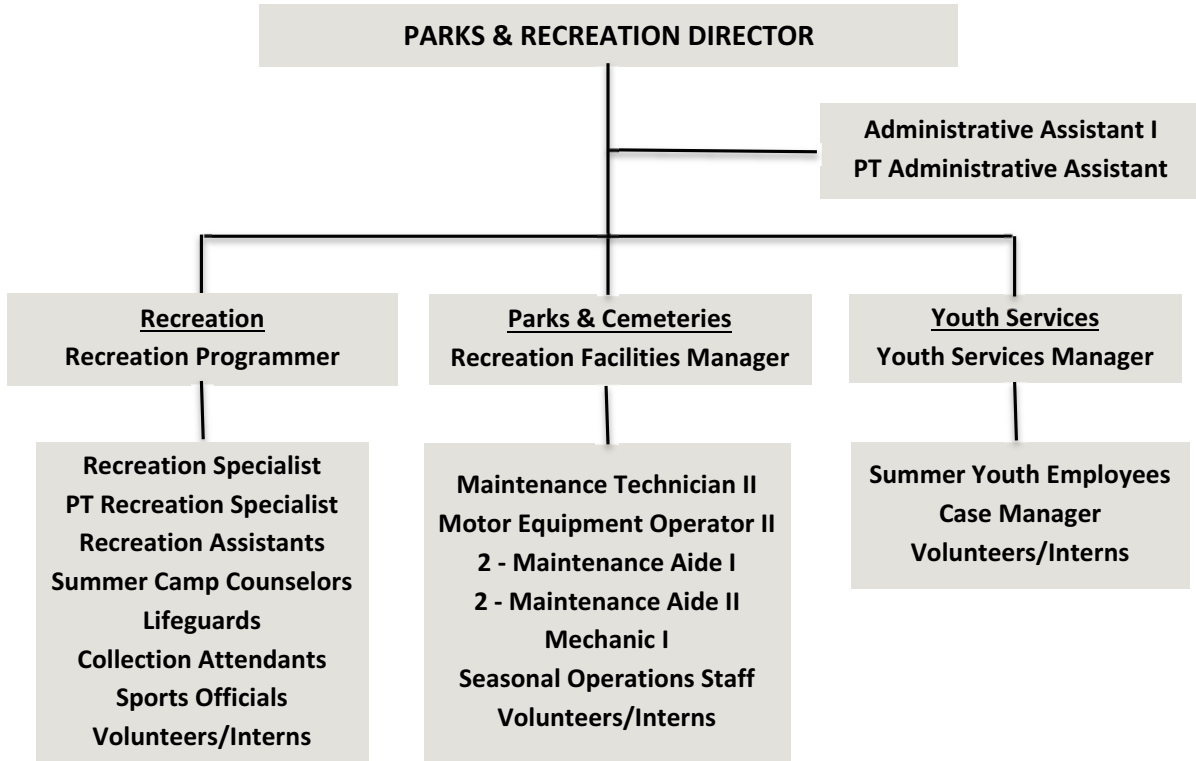
## Objectives

	Statute	CMP	CC Goal
<b>Parks, Recreation &amp; Cemeteries</b>			
Utilize the City's Comprehensive Master Plan as guidance for all departmental initiatives			
Enhance recreational programming opportunities focused on health and wellbeing for all ages and abilities	Vibrant Neighborhoods	2 4 7	
Expand outreach and sponsorship initiatives to engage the greater Keene community	Vibrant Neighborhoods	1 2 4 7 8	
Maintain and promote the multi-use trail system to increase use, stewardship, and sustainability	Flourishing Environment, Connected Mobility	1 2 4 6 7	
Implement a comprehensive maintenance management strategy to realize efficiency and sustainability	Adaptable Workforce	1 4 8	
Collaborate with committees, boards, city departments, partners and volunteers to expand engagement	Adaptable Workforce	6 7 8	
<b>Youth Services</b>			
Continue early intervention programs that divert youth from the court system.	NH RSA 169	2 7	
Maintain program data records (completion rates, recidivism rates, grant funding)	Adaptable Workforce	1 2 7	
Collaborate with local coalitions to advance and maintain prevention/intervention efforts and education	Vibrant Neighborhoods	2 7	

## Metrics

	2025	2026	2027
<b>Parks, Recreation &amp; Cemeteries</b>			
Youth Recreational Programs: KPRD youth sports, summer playground program, afterschool & specialty programs	2,233	2,233	2,264
Adult Recreational Programs: KPRD sports - basketball, pickleball, line dancing - and partner sports - softball, rugby	450	500	766
Active Senior Programs: walking, zumba gold, pickleball, qi gong, senior shape up	300	350	360
Pool Passes & Programs: swim lessons, water workouts, KPRD pool parties	350	395	456
Youth partner programs: jump rope, archery, tennis, baseball, softball, tae kwon do	775	825	830
Recreation Facility Rentals: Indoor and Outdoor	3,000	3,000	3,020
Recreation Community Events: International Festival, Concerts, Movies, Family Dances, Peanut Carnival, Egg Hunts	2,445	2,800	2,850
Cemetery Single Graves Available - Monadnock View M, MC, and Woodland NED (exclusive Jewish section +168)	129	70	36
Cemetery Lot Sales	40	37	38
Cemetery Burials	80	109	90
Cartegraph Maintenance Entered Tasks	2,200	2,300	2,300
Cartegraph Maintenance Completed Tasks	2,200	2,300	2,300
<b>Youth Services</b>			
Number of youth/families served in JCC Court Diversion Program	80	51	60
Percentage of youth that successfully complete the Juvenile Court Diversion Program	85%	85%	85%
Number of individuals who participated in wellness, SEL, and prevention programs	1253	2549	2500
Number of families assisted through the Youth Intervention Program	16	10	15
Number of youth employed by the City for Summer Youth Program	10	9	10
Total number of hours youth worked in the Summer Youth Program	1,000	1,170	1,100

## Current Personnel Resources



## Revenues

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>65023503 - GF-P&amp;R-Parks-Charges For Services</b>						
441090 Direct Reimbursement	464	13,238	8,500	8,500	—	8,500
442030 Charges-Rental Rec Center	21,517	23,590	16,300	16,300	—	16,300
443020 Charges-Ball Fields	17,167	14,106	15,500	15,500	—	15,500
443040 Charges-Pools	19,010	18,174	21,500	21,500	—	21,500
<b>65023503 - GF-P&amp;R-Parks-Charges For Services Subtotal</b>	<b>58,158</b>	<b>69,109</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	90,035	—	106,252	254,000	—	254,000
464060 Trust-Flower Fund	3,957	—	4,648	4,200	—	4,200
464080 Trust-Parks & Rec	3,868	—	4,545	3,750	—	3,750
464100 Trust-Sumner Knight Chpl	544	—	3,710	6,500	—	6,500
<b>65024505 - GF-P&amp;R-Miscellaneous Subtotal</b>	<b>98,405</b>	<b>—</b>	<b>119,155</b>	<b>268,450</b>	<b>—</b>	<b>268,450</b>
<b>65123503 - GF-Recreation-Charges For Services</b>						
441110 Charges-Programs	125,558	146,991	149,602	189,602	—	189,602
441120 Charges-Equipment	1,250	1,250	1,500	1,500	—	1,500
<b>65123503 - GF-Recreation-Charges For Services Subtotal</b>	<b>126,808</b>	<b>148,241</b>	<b>151,102</b>	<b>191,102</b>	<b>—</b>	<b>191,102</b>
<b>65223503 - GF-Cem-Charges For Services</b>						
441090 Direct Reimbursement	75	—	—	—	—	—
441220 Charges-Internments	42,165	57,022	38,000	38,000	—	38,000
442050 Charges-Rental Sumner Knight	205	—	—	—	—	—
<b>65223503 - GF-Cem-Charges For Services Subtotal</b>	<b>42,445</b>	<b>57,022</b>	<b>38,000</b>	<b>38,000</b>	<b>—</b>	<b>38,000</b>
<b>65422502 - GF-Yth Services-Intergovernmental</b>						
432000 State-Other	—	—	—	22,965	—	22,965
433050 County-JCC & YIP	23,100	51,180	51,180	51,180	—	51,180
<b>65422502 - GF-Yth Services-Intergovernmental Subtotal</b>	<b>23,100</b>	<b>51,180</b>	<b>51,180</b>	<b>74,145</b>	<b>—</b>	<b>74,145</b>
<b>Total Revenues</b>	<b>348,915</b>	<b>325,552</b>	<b>421,237</b>	<b>633,497</b>	<b>—</b>	<b>633,497</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>65000000 - GF-Parks &amp; Rec-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	95,980	105,955	115,544	120,601	—	120,601
513040 Wages-Full Time	45,552	45,638	51,840	55,528	—	55,528
513070 Wages-Part Time	21,105	16,651	25,703	25,580	—	25,580
517010 Health Insurance	24,704	—	—	7,250	—	7,250
517020 Dental Insurance	1,853	2,426	2,751	2,974	—	2,974
517030 Retirement Contributions	18,667	20,117	20,896	22,457	—	22,457
517040 Social Security	12,001	12,990	14,774	15,988	—	15,988
517050 Workers Compensation	2,145	2,242	2,181	3,463	—	3,463
<b>Personnel Subtotal</b>	<b>222,008</b>	<b>206,018</b>	<b>233,689</b>	<b>253,841</b>	<b>—</b>	<b>253,841</b>
<b>Operating</b>						
522050 PC Replacement Charge	5,679	6,390	6,390	6,390	—	6,390
522060 PW Fleet Charge	230,919	238,627	256,523	266,603	—	266,603
523010 Maint-Office Equipment	504	532	—	—	—	—
523050 MF Printer Lease/Copies/Maint	3,862	3,836	5,000	5,000	—	5,000
524350 Training	905	287	3,600	3,600	—	3,600
524360 Meetings & Dues	4,511	1,409	4,500	4,500	—	4,500
524980 Trust-Income Use	4,688	4,688	4,545	4,545	—	4,545
525100 Communications & Phone	7,878	16,212	8,303	8,303	—	8,303
527010 Supplies-Office	2,489	779	1,500	1,500	—	1,500
527100 Postage	148	7	350	350	—	350
527610 Supplies-Software	119	119	240	240	—	240
<b>Operating Subtotal</b>	<b>261,701</b>	<b>272,885</b>	<b>290,951</b>	<b>301,031</b>	<b>—</b>	<b>301,031</b>
<b>65000000 - GF-Parks &amp; Rec-Administration Subtotal</b>	<b>483,709</b>	<b>478,903</b>	<b>524,640</b>	<b>554,872</b>	<b>—</b>	<b>554,872</b>
<b>65013000 - GF-P&amp;R-Parks-Maint &amp; Develop</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	56,013	79,121	81,078	87,271	—	87,271
513040 Wages-Full Time	208,023	241,780	253,238	283,511	—	283,511
513080 Wages-Hourly	73,371	47,538	63,391	63,391	—	63,391
515010 OT-Regular	7,121	9,819	12,000	12,000	—	12,000
516020 Stand-By	—	600	5,250	5,250	—	5,250
517010 Health Insurance	96,002	92,908	95,036	136,902	—	136,902
517020 Dental Insurance	6,473	6,341	6,334	8,784	—	8,784
517030 Retirement Contributions	36,392	45,045	44,827	49,475	—	49,475
517040 Social Security	25,004	28,867	30,976	33,445	—	33,445

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517050	Workers Compensation	7,568	8,755	10,137	16,033	—	16,033
<b>Personnel Subtotal</b>		<b>515,968</b>	<b>560,773</b>	<b>602,267</b>	<b>696,062</b>	<b>—</b>	<b>696,062</b>
<b>Operating</b>							
521200	Laboratory Services	446	352	500	500	—	500
521759	Other Services	24,917	25,876	18,300	18,300	—	18,300
522090	Rubbish Pick-Up	—	—	5,000	5,000	—	5,000
523400	Maint-Grounds	7,311	5,552	4,000	9,500	5,500	9,500
523410	Maint-Playground	7,896	667	5,000	5,000	—	5,000
523420	Maint-Skate Park	12	274	1,000	1,000	—	1,000
523430	Maint-Signage	2,974	1,468	2,000	2,000	—	2,000
523440	Maint-Trail	1,621	1,343	2,000	2,000	—	2,000
523500	Maint-Building	3,448	5,281	4,000	4,000	—	4,000
523720	Maint-Tree & Forestry	17,863	18,917	14,000	14,000	—	14,000
524360	Meetings & Dues	383	1,490	5,100	5,100	—	5,100
525010	Water	3,043	20,584	7,200	8,640	1,440	8,640
525030	Electricity	25,998	23,963	28,249	28,249	—	28,249
525040	Heating Fuel	1,891	1,994	2,668	2,668	—	2,668
526070	Rental-Vehicles	2,937	2,702	7,000	7,000	—	7,000
527330	Tools	1,192	874	800	800	—	800
527350	Supplies-Building Maint	2,208	1,668	2,800	2,800	—	2,800
527360	Supplies-Grounds Maint	46,920	28,894	38,885	40,050	1,165	40,050
527400	Supplies-Other Maint	844	—	—	—	—	—
527550	Supplies-Uniforms	1,902	2,653	3,000	3,000	—	3,000
527560	Supplies-Protective Clothing	1,598	1,535	2,000	2,000	—	2,000
527600	Supplies-Operating	2,963	3,661	3,500	3,500	—	3,500
534090	Acq-Equipment	2,721	—	—	—	—	—
<b>Operating Subtotal</b>		<b>161,089</b>	<b>149,748</b>	<b>157,002</b>	<b>165,107</b>	<b>8,105</b>	<b>165,107</b>
<b>65013000 - GF-P&amp;R-Parks-Maint &amp; Develop Subtotal</b>		<b>677,057</b>	<b>710,521</b>	<b>759,269</b>	<b>861,169</b>	<b>8,105</b>	<b>861,169</b>
<b>65013100 - GF-P&amp;R-Parks-Pools</b>							
<b>Personnel</b>							
513080	Wages-Hourly	81,338	72,491	75,273	75,273	—	75,273
515010	OT-Regular	2,270	1,341	2,000	2,000	—	2,000
517040	Social Security	5,568	6,471	5,912	5,912	—	5,912
517050	Workers Compensation	129	529	116	2,891	—	2,891
<b>Personnel Subtotal</b>		<b>89,306</b>	<b>80,831</b>	<b>83,301</b>	<b>86,076</b>	<b>—</b>	<b>86,076</b>
<b>Operating</b>							
524350	Training	2,322	3,782	3,200	3,200	—	3,200

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
525010	Water	3,855	6,321	9,140	9,140	—	9,140
525030	Electricity	8,344	10,423	7,500	7,500	—	7,500
525100	Communications & Phone	—	—	473	473	—	473
527340	Equipt-Minor	570	1,213	200	200	—	200
527350	Supplies-Building Maint	288	263	300	300	—	300
527400	Supplies-Other Maint	60	84	300	300	—	300
527640	Supplies-Chemicals	12,518	11,059	11,600	11,600	—	11,600
<b>Operating Subtotal</b>		<b>27,957</b>	<b>33,146</b>	<b>32,713</b>	<b>32,713</b>	<b>—</b>	<b>32,713</b>
<b>65013100 - GF-P&amp;R-Parks-Pools Subtotal</b>		<b>117,263</b>	<b>113,977</b>	<b>116,014</b>	<b>118,789</b>	<b>—</b>	<b>118,789</b>
<b>65100000 - GF-Recreation-Programs</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	81,291	87,291	93,955	83,415	—	83,415
513040	Wages-Full Time	—	42,553	55,036	63,729	—	63,729
513080	Wages-Hourly	142,413	114,807	122,556	122,556	—	122,556
514010	Wages-Temporary	17,820	2,660	—	—	—	—
515010	OT-Regular	2,348	1,583	3,000	3,000	—	3,000
517010	Health Insurance	22,586	35,870	36,075	17,610	—	17,610
517020	Dental Insurance	1,067	2,179	2,292	2,484	—	2,484
517030	Retirement Contributions	10,788	17,780	18,997	18,762	—	18,762
517040	Social Security	16,892	19,509	20,739	21,249	—	21,249
517050	Workers Compensation	1,957	3,057	2,851	7,427	—	7,427
<b>Personnel Subtotal</b>		<b>297,161</b>	<b>327,287</b>	<b>355,501</b>	<b>340,232</b>	<b>—</b>	<b>340,232</b>
<b>Operating</b>							
521150	Artists & Performers	8,972	12,066	12,800	12,800	—	12,800
521420	OA-Transporting	2,415	726	4,250	4,250	—	4,250
524160	Printing	1,676	269	1,000	1,000	—	1,000
524250	Advertising	912	1,049	1,000	1,000	—	1,000
524300	Travel	—	—	300	300	—	300
524350	Training	2,625	4,364	1,200	1,200	—	1,200
524360	Meetings & Dues	3,349	1,583	2,700	2,700	—	2,700
524450	Photography & Processing	72	72	200	200	—	200
524511	First Aid & Medical Services	1,119	499	800	800	—	800
527550	Supplies-Uniforms	1,627	1,837	1,500	1,500	—	1,500
527750	Supplies-Playground Material	4,101	4,504	4,000	4,000	—	4,000
527780	Supplies-Athletic	5,395	5,695	6,000	6,000	—	6,000
527790	Supplies-Game Room	823	1,328	1,000	1,000	—	1,000
527800	Supplies-Arts & Crafts	821	773	1,000	1,000	—	1,000

**Expenditures**

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527840	Supplies-Catch Program	871	1,168	1,000	1,000	—	1,000
<b>Operating Subtotal</b>		<b>34,777</b>	<b>35,933</b>	<b>38,750</b>	<b>38,750</b>	<b>—</b>	<b>38,750</b>
<b>65100000 - GF-Recreation-Programs Subtotal</b>		<b>331,939</b>	<b>363,220</b>	<b>394,251</b>	<b>378,982</b>	<b>—</b>	<b>378,982</b>
<b>65215000 - GF-Cemetery-Maint &amp; Op</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	19,356	—	—	—	—	—
513040	Wages-Full Time	100,188	105,907	109,493	108,472	—	108,472
515010	OT-Regular	3,617	4,970	4,000	4,000	—	4,000
517010	Health Insurance	58,928	68,336	70,354	48,375	—	48,375
517020	Dental Insurance	3,486	3,460	3,500	2,484	—	2,484
517030	Retirement Contributions	16,351	15,294	14,472	14,341	—	14,341
517040	Social Security	8,567	7,820	8,029	8,064	—	8,064
517050	Workers Compensation	3,314	3,329	3,117	2,960	—	2,960
<b>Personnel Subtotal</b>		<b>213,808</b>	<b>209,116</b>	<b>212,965</b>	<b>188,696</b>	<b>—</b>	<b>188,696</b>
<b>Operating</b>							
523110	Maint-Equipment	5,302	152	3,000	3,000	—	3,000
523400	Maint-Grounds	4,311	12,877	18,564	18,564	—	18,564
523500	Maint-Building	112	623	200	200	—	200
523720	Maint-Tree & Forestry	164	4,694	5,000	5,000	—	5,000
524350	Training	—	140	100	100	—	100
524360	Meetings & Dues	200	—	300	300	—	300
525010	Water	864	552	1,400	1,400	—	1,400
525030	Electricity	3,948	3,875	3,914	3,914	—	3,914
525040	Heating Fuel	3,583	2,815	3,754	3,754	—	3,754
527340	Equipt-Minor	216	—	500	500	—	500
527550	Supplies-Uniforms	714	1,006	1,200	1,200	—	1,200
<b>Operating Subtotal</b>		<b>19,414</b>	<b>26,734</b>	<b>37,932</b>	<b>37,932</b>	<b>—</b>	<b>37,932</b>
<b>65215000 - GF-Cemetery-Maint &amp; Op Subtotal</b>		<b>233,221</b>	<b>235,850</b>	<b>250,897</b>	<b>226,628</b>	<b>—</b>	<b>226,628</b>
<b>65215300 - GF-Cemetery-Sumner Knight</b>							
<b>Operating</b>							
525030	Electricity	315	229	253	253	—	253
525040	Heating Fuel	5,136	8	3,450	3,450	—	3,450
527350	Supplies-Building Maint	1,666	295	2,500	2,500	—	2,500
<b>Operating Subtotal</b>		<b>7,118</b>	<b>532</b>	<b>6,203</b>	<b>6,203</b>	<b>—</b>	<b>6,203</b>
<b>65215300 - GF-Cemetery-Sumner Knight Subtotal</b>		<b>7,118</b>	<b>532</b>	<b>6,203</b>	<b>6,203</b>	<b>—</b>	<b>6,203</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>65400000 - GF-P&amp;R-Youth Services</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	70,017	73,022	77,039	82,937	—	82,937
513080 Wages-Hourly	7,996	23,792	44,097	54,653	—	54,653
514010 Wages-Temporary	5,643	11,084	—	—	—	—
517010 Health Insurance	5,551	26,404	26,675	38,602	—	38,602
517020 Dental Insurance	516	997	1,001	1,330	—	1,330
517030 Retirement Contributions	8,823	9,886	9,823	10,575	—	10,575
517040 Social Security	6,150	8,297	9,071	10,014	—	10,014
517050 Workers Compensation	144	191	183	263	—	263
<b>Personnel Subtotal</b>	<b>104,840</b>	<b>153,672</b>	<b>167,889</b>	<b>198,374</b>	<b>—</b>	<b>198,374</b>
<b>Operating</b>						
521020 Professional Services	—	1,989	2,000	2,000	—	2,000
524160 Printing	—	—	100	100	—	100
524300 Travel	—	400	400	400	—	400
524350 Training	375	2,932	3,000	3,000	—	3,000
524360 Meetings & Dues	100	—	100	100	—	100
525100 Communications & Phone	351	472	360	360	—	360
527010 Supplies-Office	—	245	250	250	—	250
527100 Postage	11	13	77	77	—	77
<b>Operating Subtotal</b>	<b>837</b>	<b>6,051</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>105,677</b>	<b>159,724</b>	<b>174,176</b>	<b>204,661</b>	<b>—</b>	<b>204,661</b>
<b>Total Expenditures</b>	<b>1,955,985</b>	<b>2,062,726</b>	<b>2,225,450</b>	<b>2,351,304</b>	<b>8,105</b>	<b>2,351,304</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 vital role in supporting the City's long-term vision by ensuring that municipal buildings remain safe, resilient, and aligned with the community's evolving needs. Guided by City Council goals and the updated Comprehensive Master Plan, the department focuses on maintaining infrastructure that supports efficient service delivery, promotes sustainability, and enhances the quality of life for residents. Through careful stewardship of City assets and a commitment to continuous improvement, the department advances projects and practices that reflect the City's values of environmental responsibility, accessibility, and fiscal stewardship.

As the City moves into FY27, the department is advancing several high-priority capital projects that strengthen the reliability and performance of municipal facilities. Key initiatives include completing the City Hall structural repairs, improving the City Clerk's Office, and upgrading City Hall's electrical systems to meet modern standards for energy efficiency and operational capacity. Additional work includes Library lighting upgrades, roof replacements across multiple municipal buildings, including the Recreation Center, parking lot and drainage improvements at the Airport terminal building, and continued modernization of workspaces, including updated layouts for the Finance Department and Revenue Collection offices. Together, these improvements enhance service delivery, reduce long-term maintenance needs, and support the City's sustainability and accessibility goals outlined in the Master Plan.

The Facilities Department continues using digital tools to manage city facilities more effectively. Cartegraph remains essential for asset management, tracking preventative maintenance, identifying issues early, and informing long-range decision-making. Integrating such software supports strategic planning, prioritization of investments, and project scheduling that aligns with operational needs and available resources.

The Capital Improvement Program (CIP) remains a critical component of long-term infrastructure management. This adaptable program supports building-specific needs while aligning with City Council priorities, the Comprehensive Master Plan, and real-time facility assessments. Collaboration with other departments ensures the City can respond to emerging needs even when they fall outside the established schedule, reinforcing a City-wide approach to efficient service delivery and resource stewardship.

As the City navigates the upcoming fiscal year, the Facilities Division continues to address the challenges of fluctuating material and labor costs. The department remains adaptable, making real-time adjustments to preserve project efficiency and budget alignment. A heightened emphasis on sustainability guides project development, with increased use of environmentally friendly materials, advanced HVAC systems, LED lighting, and energy-conscious designs that reduce life-cycle costs. This commitment ensures responsible use of public resources and delivers well-maintained, energy-efficient facilities that serve the community for decades to come.

## 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

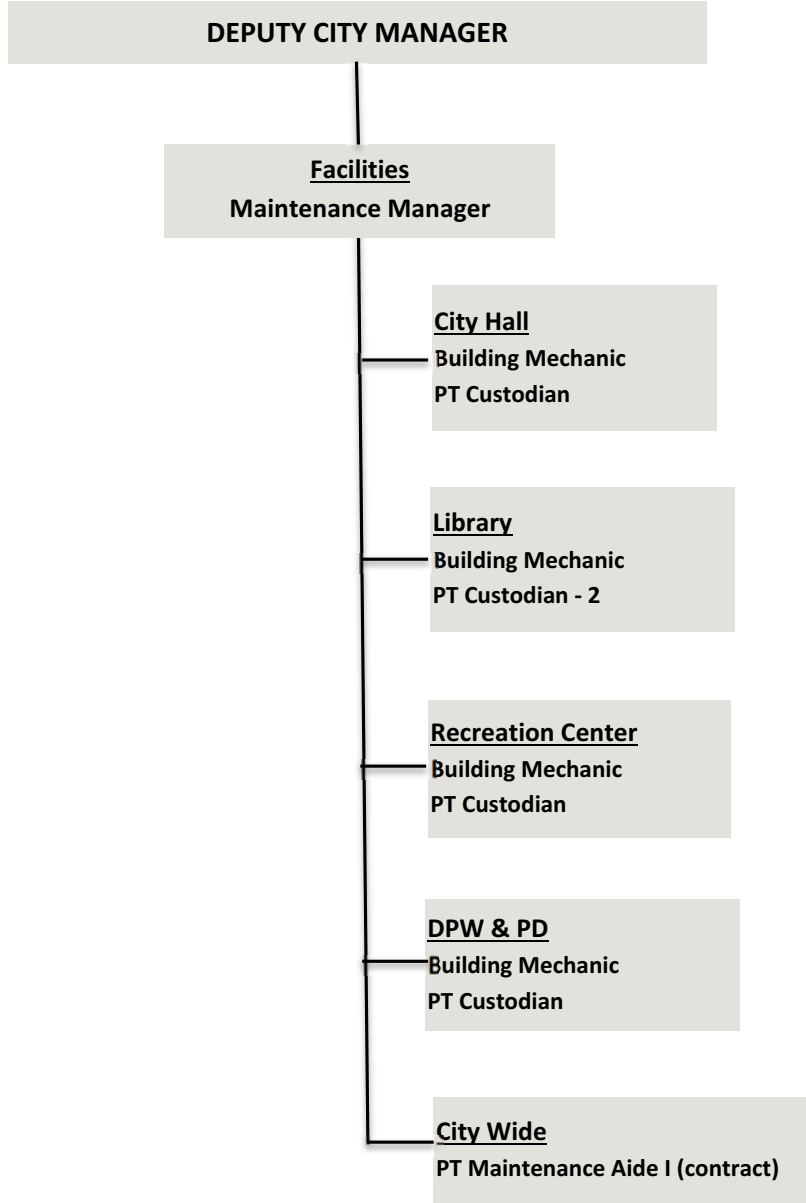
## Objectives

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

## Metrics

	2025	2026	2027
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	1550	1,550	1,550
Cartegraph Maintenance Completed Tasks	1550	1,550	1,550

## Current Personnel Resources



**Revenues**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>65323503 - GF-Facility-Charges For Services</b>						
441090 Direct Reimbursement	30,556	29,379	2,000	2,000	—	2,000
<b>65323503 - GF-Facility-Charges For Services Subtotal</b>	<b>30,556</b>	<b>29,379</b>	<b>2,000</b>	<b>2,000</b>	<b>—</b>	<b>2,000</b>
<b>65324505 - GF-Facility-Miscellaneous</b>						
463170 Rent-350 Marlboro	253,590	259,277	259,276	259,276	—	259,276
<b>65324505 - GF-Facility-Miscellaneous Subtotal</b>	<b>253,590</b>	<b>259,277</b>	<b>259,276</b>	<b>259,276</b>	<b>—</b>	<b>259,276</b>
<b>Total Revenues</b>	<b>284,146</b>	<b>288,656</b>	<b>261,276</b>	<b>261,276</b>	<b>—</b>	<b>261,276</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>65316000 - GF-Facility-City Hall</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	88,559	91,569	93,955	86,200	—	86,200
513040 Wages-Full Time	54,267	56,084	57,567	60,320	—	60,320
513070 Wages-Part Time	42,238	43,666	44,816	46,976	—	46,976
513080 Wages-Hourly	21,159	5,806	24,273	24,273	—	24,273
515010 OT-Regular	1,800	756	1,500	1,500	—	1,500
517010 Health Insurance	38,400	46,655	47,452	47,995	—	47,995
517020 Dental Insurance	2,474	1,990	2,021	2,172	—	2,172
517030 Retirement Contributions	19,196	20,425	19,512	18,874	—	18,874
517040 Social Security	15,192	14,978	16,472	16,175	—	16,175
517050 Workers Compensation	3,735	3,683	3,941	7,066	—	7,066
<b>Personnel Subtotal</b>	<b>287,019</b>	<b>285,612</b>	<b>311,509</b>	<b>311,551</b>	<b>—</b>	<b>311,551</b>
<b>Operating</b>						
521030 Technical Services	—	—	500	500	—	500
522010 Janitorial	—	—	2,000	2,000	—	2,000
522060 PW Fleet Charge	—	—	—	13,069	—	13,069
522080 Taxes	4,927	10,128	13,000	13,000	—	13,000
522090 Rubbish Pick-Up	6,044	6,590	7,080	7,080	—	7,080
523110 Maint-Equipment	7,934	8,215	19,137	19,137	—	19,137
523170 Repair-Equipment	8,302	12,197	5,000	7,500	2,500	7,500
523180 Repair-Building	13,209	6,541	20,000	10,000	—	10,000
523450 Maint-Camera System	10,366	9,374	3,500	3,500	—	3,500
523500 Maint-Building	13,873	8,950	15,000	15,000	—	15,000
523750 Permits	666	254	170	170	—	170
524300 Travel	—	—	244	244	—	244
524350 Training	270	150	1,000	1,000	—	1,000
525010 Water	5,028	1,987	5,724	5,724	—	5,724
525020 Sewer	6,763	2,986	7,697	7,697	—	7,697
525030 Electricity	40,535	67,767	46,099	46,099	—	46,099
525040 Heating Fuel	28,979	21,678	29,909	29,909	—	29,909
525100 Communications & Phone	3,945	3,246	2,010	2,010	—	2,010
527010 Supplies-Office	130	98	200	200	—	200
527330 Tools	1,090	375	300	300	—	300
527340 Equipt-Minor	239	131	500	500	—	500
527350 Supplies-Building Maint	3,365	2,600	1,000	1,000	—	1,000
527360 Supplies-Grounds Maint	470	517	1,000	1,000	—	1,000

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527370	Supplies-Janitorial	5,481	3,671	3,680	3,680	—	3,680
527550	Supplies-Uniforms	545	552	380	530	150	530
542060	Minor Improvements	459	—	—	—	—	—
<b>Operating Subtotal</b>		<b>162,620</b>	<b>168,006</b>	<b>185,130</b>	<b>190,849</b>	<b>2,650</b>	<b>190,849</b>
<b>65316000 - GF-Facility-City Hall Subtotal</b>		<b>449,639</b>	<b>453,618</b>	<b>496,639</b>	<b>502,400</b>	<b>2,650</b>	<b>502,400</b>
<b>65316100 - GF-Facility-Tran Ctr</b>							
<b>Operating</b>							
522080	Taxes	11,596	7,416	10,000	10,000	—	10,000
523110	Maint-Equipment	—	—	500	500	—	500
523170	Repair-Equipment	757	3,709	1,200	1,200	—	1,200
523180	Repair-Building	2,518	—	2,000	2,000	—	2,000
523500	Maint-Building	539	4,737	7,000	7,000	—	7,000
525010	Water	4,267	1,880	2,000	4,000	2,000	4,000
525020	Sewer	5,241	2,434	3,500	4,500	1,000	4,500
525030	Electricity	6,115	10,000	6,175	6,175	—	6,175
525040	Heating Fuel	1,036	—	—	—	—	—
527350	Supplies-Building Maint	137	—	500	500	—	500
527370	Supplies-Janitorial	33	—	250	250	—	250
542060	Minor Improvements	—	5,951	—	—	—	—
<b>Operating Subtotal</b>		<b>32,238</b>	<b>36,128</b>	<b>33,125</b>	<b>36,125</b>	<b>3,000</b>	<b>36,125</b>
<b>65316100 - GF-Facility-Tran Ctr Subtotal</b>		<b>32,238</b>	<b>36,128</b>	<b>33,125</b>	<b>36,125</b>	<b>3,000</b>	<b>36,125</b>
<b>65316200 - GF-Facility-Library</b>							
<b>Personnel</b>							
513040	Wages-Full Time	62,459	62,903	57,567	60,320	—	60,320
513070	Wages-Part Time	61,914	64,623	67,007	70,214	—	70,214
515010	OT-Regular	384	—	2,000	2,000	—	2,000
517010	Health Insurance	40,896	48,655	46,818	47,199	—	47,199
517020	Dental Insurance	2,058	2,123	2,021	2,172	—	2,172
517030	Retirement Contributions	8,297	8,670	7,595	7,946	—	7,946
517040	Social Security	8,569	9,056	9,104	9,478	—	9,478
517050	Workers Compensation	3,152	3,199	2,770	4,958	—	4,958
<b>Personnel Subtotal</b>		<b>187,729</b>	<b>199,228</b>	<b>194,882</b>	<b>204,287</b>	<b>—</b>	<b>204,287</b>
<b>Operating</b>							
521020	Professional Services	—	13,309	—	—	—	—
522010	Janitorial	36	—	1,500	1,500	—	1,500
522080	Taxes	142,838	148,058	—	—	—	—
522090	Rubbish Pick-Up	2,486	3,950	4,200	4,200	—	4,200

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
523110	Maint-Equipment	9,197	18,256	25,928	25,928	—	25,928
523170	Repair-Equipment	26,899	61,187	16,500	16,500	—	16,500
523180	Repair-Building	11,591	1,774	3,000	3,000	—	3,000
523450	Maint-Camera System	3,516	2,173	1,750	1,750	—	1,750
523500	Maint-Building	7,575	2,014	6,348	8,348	2,000	8,348
523750	Permits	648	120	300	300	—	300
524350	Training	910	—	750	750	—	750
525010	Water	2,004	1,934	2,067	3,317	1,250	3,317
525020	Sewer	2,482	3,101	3,666	3,666	—	3,666
525030	Electricity	90,975	68,958	70,967	70,967	—	70,967
525040	Heating Fuel	28,925	48,770	40,250	40,250	—	40,250
525060	Fireline & Hydrants	1,127	1,127	1,128	1,128	—	1,128
525100	Communications & Phone	991	1,637	510	510	—	510
526030	Rental-Building	220,586	61,643	—	—	—	—
527330	Tools	1,795	183	400	400	—	400
527340	Equip-Minor	325	—	2,500	2,500	—	2,500
527350	Supplies-Building Maint	6,045	3,287	2,500	2,500	—	2,500
527360	Supplies-Grounds Maint	6,892	3,926	7,500	9,000	1,500	9,000
527370	Supplies-Janitorial	4,389	5,494	6,000	6,000	—	6,000
527550	Supplies-Uniforms	701	—	750	750	—	750
<b>Operating Subtotal</b>		<b>572,933</b>	<b>450,902</b>	<b>198,514</b>	<b>203,264</b>	<b>4,750</b>	<b>203,264</b>
<b>65316200 - GF-Facility-Library Subtotal</b>		<b>760,662</b>	<b>650,130</b>	<b>393,396</b>	<b>407,551</b>	<b>4,750</b>	<b>407,551</b>
<b>65316300 - GF-Facility-Rec Ctr</b>							
<b>Personnel</b>							
513040	Wages-Full Time	36,314	51,821	55,937	59,550	—	59,550
513070	Wages-Part Time	34,746	38,315	36,970	38,738	—	38,738
515010	OT-Regular	141	236	2,000	2,000	—	2,000
517010	Health Insurance	10,365	28,746	31,400	34,188	—	34,188
517020	Dental Insurance	877	2,010	2,021	2,172	—	2,172
517030	Retirement Contributions	4,790	7,135	7,387	7,848	—	7,848
517040	Social Security	5,212	6,972	7,241	7,654	—	7,654
517050	Workers Compensation	1,792	2,261	2,077	3,752	—	3,752
<b>Personnel Subtotal</b>		<b>94,236</b>	<b>137,495</b>	<b>145,033</b>	<b>155,902</b>	<b>—</b>	<b>155,902</b>
<b>Operating</b>							
521020	Professional Services	1,200	4,235	1,500	1,500	—	1,500
522010	Janitorial	484	—	—	—	—	—
522090	Rubbish Pick-Up	2,958	3,452	3,720	3,720	—	3,720

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
523110	Maint-Equipment	5,975	6,903	13,771	13,771	—	13,771
523170	Repair-Equipment	4,601	4,815	5,000	5,000	—	5,000
523180	Repair-Building	8,695	4,634	5,000	5,000	—	5,000
523500	Maint-Building	18,755	34,085	10,000	10,000	—	10,000
523750	Permits	578	3,669	600	600	—	600
524350	Training	60	—	1,200	1,200	—	1,200
525010	Water	1,194	1,536	2,208	2,208	—	2,208
525020	Sewer	1,946	2,529	4,085	4,085	—	4,085
525030	Electricity	22,821	24,699	18,905	18,905	—	18,905
525040	Heating Fuel	22,702	18,610	23,708	23,708	—	23,708
525100	Communications & Phone	2,830	2,406	2,904	2,904	—	2,904
526040	Rental-Equipment	—	—	200	200	—	200
527330	Tools	774	57	400	400	—	400
527340	Equipt-Minor	781	110	—	—	—	—
527350	Supplies-Building Maint	2,458	3,296	4,306	4,306	—	4,306
527360	Supplies-Grounds Maint	919	429	500	1,000	500	1,000
527370	Supplies-Janitorial	8,186	4,077	5,400	5,400	—	5,400
527550	Supplies-Uniforms	826	96	300	300	—	300
<b>Operating Subtotal</b>		<b>108,742</b>	<b>119,636</b>	<b>103,707</b>	<b>104,207</b>	<b>500</b>	<b>104,207</b>
<b>65316300 - GF-Facility-Rec Ctr Subtotal</b>		<b>202,978</b>	<b>257,131</b>	<b>248,740</b>	<b>260,109</b>	<b>500</b>	<b>260,109</b>
<b>65316474 - GF-Facility-Fire Cntrl</b>							
<b>Operating</b>							
522010	Janitorial	2,560	940	6,000	6,000	—	6,000
522090	Rubbish Pick-Up	1,804	1,965	2,343	2,343	—	2,343
523110	Maint-Equipment	5,307	9,609	15,000	15,000	—	15,000
523170	Repair-Equipment	20,418	24,300	12,634	12,634	—	12,634
523180	Repair-Building	539	1,886	5,682	8,682	3,000	8,682
523500	Maint-Building	—	1,762	1,500	1,500	—	1,500
523750	Permits	558	3,724	508	508	—	508
525010	Water	1,791	1,426	2,021	2,021	—	2,021
525020	Sewer	2,310	2,391	3,114	3,114	—	3,114
525030	Electricity	39,739	36,321	36,252	36,252	—	36,252
525040	Heating Fuel	28,438	23,536	28,072	28,072	—	28,072
525060	Fireline & Hydrants	564	1,127	1,128	1,128	—	1,128
527350	Supplies-Building Maint	82	102	1,000	1,000	—	1,000
527360	Supplies-Grounds Maint	—	279	1,000	1,000	—	1,000

**Expenditures**

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527370	Supplies-Janitorial	2,782	4,298	2,577	2,827	250	2,827
<b>Operating Subtotal</b>		<b>106,892</b>	<b>113,665</b>	<b>118,831</b>	<b>122,081</b>	<b>3,250</b>	<b>122,081</b>
<b>65316474 - GF-Facility-Fire Cntrl Subtotal</b>		<b>106,892</b>	<b>113,665</b>	<b>118,831</b>	<b>122,081</b>	<b>3,250</b>	<b>122,081</b>
<b>65316475 - GF-Facility-Fire West</b>							
<b>Operating</b>							
522090	Rubbish Pick-Up	2,298	3,881	3,480	3,480	—	3,480
523110	Maint-Equipment	2,188	4,508	3,300	3,300	—	3,300
523170	Repair-Equipment	9,920	11,593	10,000	10,000	—	10,000
523180	Repair-Building	568	6,425	3,000	3,000	—	3,000
523500	Maint-Building	180	433	1,500	1,500	—	1,500
523750	Permits	408	3,944	50	50	—	50
525010	Water	2,154	1,367	1,254	1,254	—	1,254
525020	Sewer	3,094	2,322	2,196	2,196	—	2,196
525030	Electricity	11,921	13,594	9,840	9,840	—	9,840
525040	Heating Fuel	16,854	19,859	18,149	18,149	—	18,149
527350	Supplies-Building Maint	46	—	500	500	—	500
527370	Supplies-Janitorial	1,406	1,792	1,500	1,500	—	1,500
<b>Operating Subtotal</b>		<b>51,035</b>	<b>69,716</b>	<b>54,769</b>	<b>54,769</b>	<b>—</b>	<b>54,769</b>
<b>65316475 - GF-Facility-Fire West Subtotal</b>		<b>51,035</b>	<b>69,716</b>	<b>54,769</b>	<b>54,769</b>	<b>—</b>	<b>54,769</b>
<b>65316500 - GF-Facility-Airport</b>							
<b>Operating</b>							
523110	Maint-Equipment	2,131	2,575	3,481	3,481	—	3,481
523170	Repair-Equipment	4,721	2,870	905	905	—	905
523180	Repair-Building	7,583	2,681	19,750	1,750	—	1,750
523500	Maint-Building	—	—	1,000	1,000	—	1,000
523750	Permits	408	204	—	—	—	—
525030	Electricity	37,387	34,771	30,061	30,061	—	30,061
525040	Heating Fuel	23,315	28,580	25,619	25,619	—	25,619
527350	Supplies-Building Maint	(6)	—	500	500	—	500
527370	Supplies-Janitorial	1,872	2,374	1,643	1,893	250	1,893
<b>Operating Subtotal</b>		<b>77,412</b>	<b>74,055</b>	<b>82,959</b>	<b>65,209</b>	<b>250</b>	<b>65,209</b>
<b>65316500 - GF-Facility-Airport Subtotal</b>		<b>77,412</b>	<b>74,055</b>	<b>82,959</b>	<b>65,209</b>	<b>250</b>	<b>65,209</b>
<b>65316672 - GF-Facility-Dpw</b>							
<b>Personnel</b>							
513040	Wages-Full Time	44,288	37,657	57,567	54,184	—	54,184
513070	Wages-Part Time	38,007	39,253	39,280	41,160	—	41,160
515010	OT-Regular	1,468	2,580	4,000	4,000	—	4,000

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517010	Health Insurance	15,526	14,812	23,277	13,127	—	13,127
517020	Dental Insurance	779	681	1,001	576	—	576
517030	Retirement Contributions	5,879	5,208	7,850	7,419	—	7,419
517040	Social Security	6,286	6,200	7,717	7,454	—	7,454
517050	Workers Compensation	2,119	2,024	2,207	3,717	—	3,717
<b>Personnel Subtotal</b>		<b>114,352</b>	<b>108,415</b>	<b>142,899</b>	<b>131,637</b>	<b>—</b>	<b>131,637</b>
<b>Operating</b>							
521020	Professional Services	—	—	2,500	2,500	—	2,500
522010	Janitorial	7,433	—	11,500	11,500	—	11,500
522090	Rubbish Pick-Up	3,868	4,156	4,404	4,404	—	4,404
523110	Maint-Equipment	14,892	15,741	25,000	25,000	—	25,000
523170	Repair-Equipment	27,312	19,624	22,616	22,616	—	22,616
523180	Repair-Building	16,545	14,377	10,000	35,000	25,000	35,000
523500	Maint-Building	9,744	24,023	15,000	15,000	—	15,000
523750	Permits	2,656	11,004	1,086	1,086	—	1,086
524350	Training	910	—	750	750	—	750
525010	Water	3,929	4,776	4,258	4,258	—	4,258
525020	Sewer	5,404	5,398	7,605	7,605	—	7,605
525030	Electricity	99,239	95,547	98,948	98,948	—	98,948
525040	Heating Fuel	41,045	32,170	46,000	46,000	—	46,000
525060	Fireline & Hydrants	14,764	15,687	18,363	18,363	—	18,363
525100	Communications & Phone	1,647	1,952	2,016	2,016	—	2,016
527330	Tools	624	419	350	350	—	350
527340	Equipt-Minor	—	12,152	12,500	12,500	—	12,500
527350	Supplies-Building Maint	1,534	4,608	1,500	1,500	—	1,500
527360	Supplies-Grounds Maint	3,567	749	1,500	1,500	—	1,500
527370	Supplies-Janitorial	11,804	11,478	7,000	7,500	500	7,500
527550	Supplies-Uniforms	765	200	500	500	—	500
542060	Minor Improvements	10,090	1,173	—	—	—	—
<b>Operating Subtotal</b>		<b>277,771</b>	<b>275,233</b>	<b>293,396</b>	<b>318,896</b>	<b>25,500</b>	<b>318,896</b>
<b>65316672 - GF-Facility-Dpw Subtotal</b>		<b>392,124</b>	<b>383,648</b>	<b>436,295</b>	<b>450,533</b>	<b>25,500</b>	<b>450,533</b>
<b>Total Expenditures</b>		<b>2,072,979</b>	<b>2,038,092</b>	<b>1,864,754</b>	<b>1,898,777</b>	<b>39,900</b>	<b>1,898,777</b>

## 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 2027

#### Objectives:

- Bi-monthly budget review to ensure fiscal policies are being met.
- Continued support of the needs of Keene through community engagement, collaboration and partnerships.
- Maintain increased enforcement activity of controlled drug laws.
- 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 expanded drug use 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, bicycle and directed patrols are the most effective forms of establishing a downtown police presence and presence in high complaint areas 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 2026

#### 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 5 police officers and 1 dispatcher.
- 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 large off-campus student populations.
- Continued to address problem areas as reported and identified.
- Satisfied all newly mandated in-service training requirements for all sworn police personnel.
- Successfully outfitted and trained 15 officers on the new Taser 10 less lethal weapon system.

#### 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 6 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 CY2025, the Department handled 31014 calls for service, made 1316 arrests, completed 2527 offense reports, handled 934 reportable motor vehicle accidents, conducted 4465 motor vehicle stops and performed 3932 hours of training. These training hours do not reflect any new officers attending the NH Police Academy as they have in the past.

## 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.	Vibrant Neighborhoods
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.	Vibrant Neighborhoods
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.	Vibrant Neighborhoods

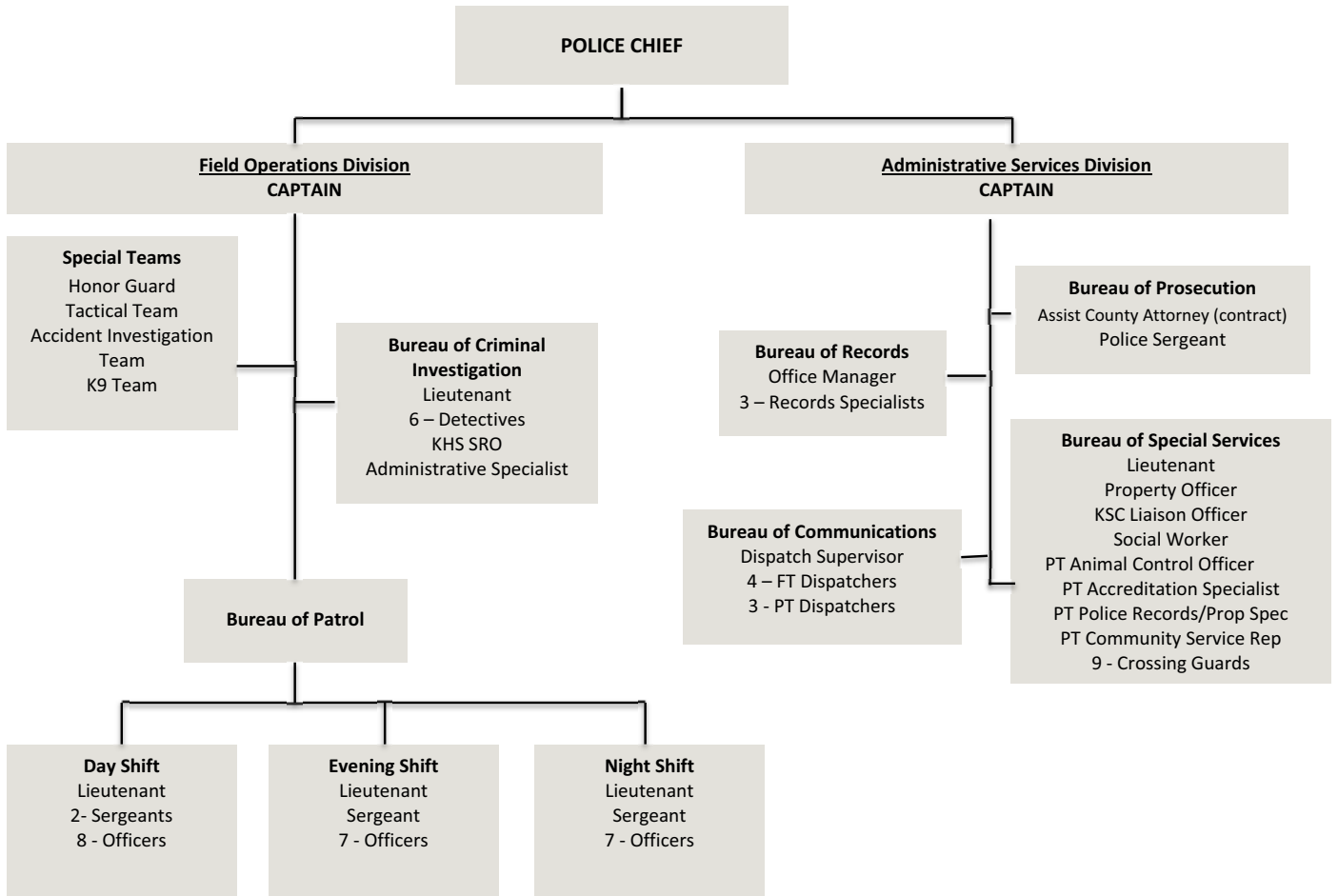
## Objectives

	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	Thriving Economy	1
Continue to work with our local partners to address and reduce homelessness in our area	N / A	Vibrant Neighborhoods	2, 5, 7
Support the diverse needs of residents through continued collaboration with other City departments and outside agencies	N / A	Vibrant Neighborhoods	2, 4, 7
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	Vibrant Neighborhoods	2, 7
Provide a steady police presence in the downtown/problems areas to improve our visibility	N / A	Vibrant Neighborhoods	2, 3, 7
Maintain recruiting, hiring, and training efforts that continually seek diversity	N / A	Adaptable Workforce	1, 8
Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards	N / A	Adaptable Workforce	2

## Metrics

	2025	2026	2027
Felony Drug Arrests	76	75	75
Downtown Foot and Bike Patrols/Directed Patrols in Problem Areas	789	800	550
Officer Hired and Enrolled in Police Academy (or already full-time certified)	5	3	4
Training Hours	3,932	4,000	4,025

## Current Personnel Resources



## Revenues

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>70021501 - GF-Pd-Licenses Permits Fees</b>						
422100 Permits-Pistols	500	540	620	620	—	620
<b>70021501 - GF-Pd-Licenses Permits Fees Subtotal</b>	<b>500</b>	<b>540</b>	<b>620</b>	<b>620</b>	<b>—</b>	<b>620</b>
<b>70022502 - GF-Pd-Intergovernmental</b>						
432080 State-Keene State College	166,056	171,973	171,800	183,073	—	183,073
434010 Local-Keene School District	121,448	130,744	133,630	194,360	—	194,360
<b>70022502 - GF-Pd-Intergovernmental Subtotal</b>	<b>287,503</b>	<b>302,717</b>	<b>305,430</b>	<b>377,433</b>	<b>—</b>	<b>377,433</b>
<b>70023503 - GF-Pd-Charges For Services</b>						
441090 Direct Reimbursement	4,199	4,875	500	500	—	500
441130 Charges-Reports	394	518	550	550	—	550
441140 Charges-Photos/Tapes	475	225	1,050	1,050	—	1,050
441400 Charges-Criminal Records Check	30	25	50	50	—	50
441410 Charges-Police Discoveries	—	60	50	50	—	50
441420 Charges-Accident Reports	15,174	15,678	11,000	11,000	—	11,000
441430 Charges-Log Search	8	—	10	10	—	10
441440 Charges-Fingerprints	13,740	5,940	22,500	22,500	—	22,500
441460 Charges-Special Search & Misc	100	100	—	—	—	—
<b>70023503 - GF-Pd-Charges For Services Subtotal</b>	<b>34,120</b>	<b>27,421</b>	<b>35,710</b>	<b>35,710</b>	<b>—</b>	<b>35,710</b>
<b>70025506 - GF-Pd-Other Financing</b>						
472040 Special Revenue Fund	—	—	—	50,000	—	50,000
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>54,685</b>	<b>—</b>	<b>54,685</b>
<b>70027504 - GF-Pd-Fines Forfeits</b>						
451050 Fines-Court	12,278	11,716	23,500	23,500	—	23,500
451070 Fines-False Alarm	24,155	19,415	20,500	20,500	—	20,500
453020 Forfeit-Dog	4,375	3,800	4,500	4,500	—	4,500
453050 Charges-Evidence / Property	733	2,111	7,000	7,000	—	7,000
<b>70027504 - GF-Pd-Fines Forfeits Subtotal</b>	<b>41,541</b>	<b>37,042</b>	<b>55,500</b>	<b>55,500</b>	<b>—</b>	<b>55,500</b>
<b>Total Revenues</b>	<b>363,664</b>	<b>367,720</b>	<b>401,945</b>	<b>523,948</b>	<b>—</b>	<b>523,948</b>

**Expenditures**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>70000000 - GF-Police-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	146,170	148,603	152,476	164,122	—	164,122
513030 Wages-Supervisory	256,666	267,941	270,728	287,638	—	287,638
513040 Wages-Full Time	187,415	210,736	214,746	227,824	—	227,824
515010 OT-Regular	3,529	5,164	—	—	—	—
516080 Incentives-Police	4,000	8,000	12,000	14,700	—	14,700
517010 Health Insurance	97,800	119,727	126,918	137,737	—	137,737
517020 Dental Insurance	7,210	7,848	7,877	8,518	—	8,518
517030 Retirement Contributions	24,857	29,126	27,382	29,050	—	29,050
517040 Social Security	19,562	22,455	22,282	23,831	—	23,831
517050 Workers Compensation	7,697	8,054	7,156	11,235	—	11,235
517140 Retirement-Police	125,544	135,037	133,614	144,370	—	144,370
<b>Personnel Subtotal</b>	<b>880,451</b>	<b>962,692</b>	<b>975,179</b>	<b>1,049,025</b>	<b>—</b>	<b>1,049,025</b>
<b>Operating</b>						
521770 Justice of The Peace	403	338	375	375	—	375
522050 PC Replacement Charge	25,302	26,042	26,348	26,158	—	26,158
522060 PW Fleet Charge	427,266	394,518	424,520	464,287	—	464,287
523010 Maint-Office Equipment	243	194	—	—	—	—
523050 MF Printer Lease/Copies/Maint	1,705	1,782	5,000	5,000	—	5,000
524360 Meetings & Dues	596	758	600	600	—	600
524460 Cleaning Allowance	2,100	2,100	2,100	2,100	—	2,100
524511 First Aid & Medical Services	—	72	50	50	—	50
527010 Supplies-Office	5,515	5,090	4,900	4,900	—	4,900
527100 Postage	652	1,176	1,949	1,949	—	1,949
527150 Books & Collections	256	188	200	200	—	200
527550 Supplies-Uniforms	28,155	25,957	22,800	22,800	—	22,800
<b>Operating Subtotal</b>	<b>492,194</b>	<b>458,214</b>	<b>488,842</b>	<b>528,419</b>	<b>—</b>	<b>528,419</b>
<b>70000000 - GF-Police-Administration Subtotal</b>	<b>1,372,645</b>	<b>1,420,906</b>	<b>1,464,021</b>	<b>1,577,444</b>	<b>—</b>	<b>1,577,444</b>
<b>70011000 - GF-Police-Dispatch</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	—	—	72,148	72,149	—	72,149
513040 Wages-Full Time	204,841	191,410	225,387	225,659	—	225,659
513070 Wages-Part Time	11,515	7,047	10,000	10,000	—	10,000
515010 OT-Regular	22,870	62,048	12,000	12,000	—	12,000
515020 OT-Double	2,700	5,739	5,895	5,895	—	5,895
515200 OT-Vacation Replacement	3,956	9,543	18,540	18,540	—	18,540

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
515210	OT-Sick Replacement	3,551	297	5,000	5,000	—	5,000
515220	OT-Personal Day Replace	2,255	2,532	2,500	2,500	—	2,500
516010	Holiday	1,009	11,133	12,054	11,715	—	11,715
517010	Health Insurance	22,627	29,785	49,701	64,329	—	64,329
517020	Dental Insurance	2,239	1,699	2,168	2,794	—	2,794
517030	Retirement Contributions	30,499	36,424	44,790	45,069	—	45,069
517040	Social Security	18,378	21,647	27,598	27,542	—	27,542
517050	Workers Compensation	4,496	5,142	5,710	8,328	—	8,328
517140	Retirement-Police	2,188	4,726	—	—	—	—
<b>Personnel Subtotal</b>		<b>333,125</b>	<b>389,172</b>	<b>493,491</b>	<b>511,520</b>	<b>—</b>	<b>511,520</b>
<b>Operating</b>							
523040	Maint-Communications Eqp	16,671	20,600	26,404	26,404	—	26,404
525100	Communications & Phone	5,975	10,238	9,700	15,982	—	15,982
527000	Supplies & Materials	220	197	280	280	—	280
527550	Supplies-Uniforms	914	217	2,200	2,200	—	2,200
527670	Prisoner Care	—	60	25	25	—	25
<b>Operating Subtotal</b>		<b>23,779</b>	<b>31,312</b>	<b>38,609</b>	<b>44,891</b>	<b>—</b>	<b>44,891</b>
<b>70011000 - GF-Police-Dispatch Subtotal</b>		<b>356,904</b>	<b>420,484</b>	<b>532,100</b>	<b>556,411</b>	<b>—</b>	<b>556,411</b>
<b>70011200 - GF-Police-Special Services</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	114,779	110,721	111,696	122,970	—	122,970
513040	Wages-Full Time	84,997	152,545	101,596	272,412	—	272,412
513070	Wages-Part Time	106,411	120,550	127,467	142,297	—	142,297
513080	Wages-Hourly	89,109	94,121	105,000	93,000	—	93,000
514010	Wages-Temporary	89,245	78,876	—	—	—	—
516010	Holiday	—	7,742	5,762	11,383	—	11,383
516080	Incentives-Police	—	5,025	12,515	—	—	—
517010	Health Insurance	50,983	82,920	69,681	127,782	—	127,782
517020	Dental Insurance	3,332	4,935	3,884	6,790	—	6,790
517030	Retirement Contributions	—	9,478	2,134	10,480	—	10,480
517040	Social Security	18,075	24,486	19,656	29,002	—	29,002
517050	Workers Compensation	6,064	6,258	6,629	8,759	—	8,759
517140	Retirement-Police	62,149	63,303	66,494	100,458	—	100,458
<b>Personnel Subtotal</b>		<b>625,143</b>	<b>760,961</b>	<b>632,514</b>	<b>925,333</b>	<b>—</b>	<b>925,333</b>
<b>Operating</b>							
521000	Professional/Tech Services	4,405	6,380	7,100	7,100	—	7,100
523110	Maint-Equipment	955	955	1,113	1,113	—	1,113

**Expenditures**

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527410	Evidence Security	912	1,246	900	900	—	900
<b>Operating Subtotal</b>		<b>6,272</b>	<b>8,581</b>	<b>9,113</b>	<b>9,113</b>	<b>—</b>	<b>9,113</b>
<b>70011200 - GF-Police-Special Services Subtotal</b>		<b>631,416</b>	<b>769,542</b>	<b>641,627</b>	<b>934,446</b>	<b>—</b>	<b>934,446</b>
<b>70011300 - GF-Police-Prosecution</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	96,672	100,970	97,095	107,848	—	107,848
516010	Holiday	—	5,011	5,011	5,511	—	5,511
516080	Incentives-Police	5,625	—	6,325	—	—	—
517010	Health Insurance	29,109	35,044	35,297	36,522	—	36,522
517020	Dental Insurance	1,666	1,749	1,750	1,908	—	1,908
517040	Social Security	1,418	1,518	1,511	1,580	—	1,580
517050	Workers Compensation	1,806	1,897	1,703	2,597	—	2,597
517140	Retirement-Police	31,448	32,153	33,560	35,085	—	35,085
<b>Personnel Subtotal</b>		<b>167,744</b>	<b>178,342</b>	<b>182,252</b>	<b>191,051</b>	<b>—</b>	<b>191,051</b>
<b>Operating</b>							
521020	Professional Services	129,930	133,179	133,179	133,179	—	133,179
527010	Supplies-Office	351	68	100	100	—	100
527150	Books & Collections	—	—	800	800	—	800
527550	Supplies-Uniforms	—	700	700	700	—	700
<b>Operating Subtotal</b>		<b>130,281</b>	<b>133,947</b>	<b>134,779</b>	<b>134,779</b>	<b>—</b>	<b>134,779</b>
<b>70011300 - GF-Police-Prosecution Subtotal</b>		<b>298,024</b>	<b>312,288</b>	<b>317,031</b>	<b>325,830</b>	<b>—</b>	<b>325,830</b>
<b>70011400 - GF-Police-Training</b>							
<b>Personnel</b>							
515090	OT-Weapons Training	19,992	29,600	25,000	25,000	—	25,000
515120	OT-Tactical Team Training	33,224	26,758	25,000	25,000	—	25,000
515130	OT-Training	44,669	48,691	37,000	37,000	—	37,000
515140	OT-Field Training Officer	16,799	15,105	21,000	21,000	—	21,000
517030	Retirement Contributions	120	198	—	—	—	—
517040	Social Security	1,644	1,903	1,568	1,568	—	1,568
517050	Workers Compensation	2,013	2,180	1,697	2,475	—	2,475
517140	Retirement-Police	33,908	39,022	33,428	33,428	—	33,428
<b>Personnel Subtotal</b>		<b>152,369</b>	<b>163,458</b>	<b>144,693</b>	<b>145,471</b>	<b>—</b>	<b>145,471</b>
<b>Operating</b>							
524350	Training	16,948	20,500	26,200	26,200	—	26,200
527000	Supplies & Materials	—	996	1,000	1,000	—	1,000
527450	Supplies-Tactical	5,410	5,600	9,800	9,800	—	9,800

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527730	Supplies-Weapons Training	42,640	42,230	49,000	49,000	—	49,000
<b>Operating Subtotal</b>		<b>64,998</b>	<b>69,326</b>	<b>86,000</b>	<b>86,000</b>	<b>—</b>	<b>86,000</b>
<b>70011400 - GF-Police-Training Subtotal</b>		<b>217,367</b>	<b>232,784</b>	<b>230,693</b>	<b>231,471</b>	<b>—</b>	<b>231,471</b>
<b>70111500 - GF-Police-Patrols</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	624,092	703,290	737,468	792,717	—	792,717
513040	Wages-Full Time	1,407,475	1,409,930	1,740,745	1,876,116	—	1,876,116
514010	Wages-Temporary	67,000	53,693	—	—	—	—
515010	OT-Regular	79,880	95,542	54,000	54,000	—	54,000
515020	OT-Double	4,055	1,111	—	—	—	—
515070	OT-Court	32,337	48,863	44,000	44,000	—	44,000
515200	OT-Vacation Replacement	135,658	118,667	50,100	50,100	—	50,100
515210	OT-Sick Replacement	62,472	55,225	18,600	18,600	—	18,600
515220	OT-Personal Day Replace	24,682	19,132	9,800	9,800	—	9,800
515290	OT-Shift Vacancies	344,435	154,704	8,000	8,000	—	8,000
515310	OT-Holiday	15,903	12,725	28,806	28,806	—	28,806
516010	Holiday	2,115	112,954	134,842	143,187	—	143,187
516080	Incentives-Police	51,238	70,339	81,290	—	—	—
517010	Health Insurance	480,114	501,837	590,741	646,424	—	646,424
517020	Dental Insurance	30,277	33,970	36,047	36,736	—	36,736
517030	Retirement Contributions	—	218	—	—	—	—
517040	Social Security	40,469	40,279	40,188	43,970	—	43,970
517050	Workers Compensation	49,632	50,201	45,761	70,098	—	70,098
517140	Retirement-Police	850,134	872,608	897,975	936,354	—	936,354
<b>Personnel Subtotal</b>		<b>4,301,968</b>	<b>4,355,287</b>	<b>4,518,363</b>	<b>4,758,908</b>	<b>—</b>	<b>4,758,908</b>
<b>Operating</b>							
521200	Laboratory Services	—	75	400	400	—	400
521270	K-9 Unit Support	2,325	2,279	4,500	4,500	—	4,500
523080	Maint-Network	10,909	7,010	6,282	—	—	—
527000	Supplies & Materials	5,903	5,576	3,085	3,085	—	3,085
527010	Supplies-Office	12	—	—	—	—	—
580080	Transfer-Grant Match	4,275	—	3,950	3,950	—	3,950
<b>Operating Subtotal</b>		<b>23,424</b>	<b>14,940</b>	<b>18,217</b>	<b>11,935</b>	<b>—</b>	<b>11,935</b>
<b>70111500 - GF-Police-Patrols Subtotal</b>		<b>4,325,392</b>	<b>4,370,227</b>	<b>4,536,580</b>	<b>4,770,843</b>	<b>—</b>	<b>4,770,843</b>
<b>70111600 - GF-Police-Investigations</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	119,469	118,734	111,696	122,280	—	122,280

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
513040	Wages-Full Time	397,132	395,577	474,335	673,210	(149,512)	523,698
515010	OT-Regular	27,930	33,720	23,000	23,000	—	23,000
515070	OT-Court	869	878	—	—	—	—
516010	Holiday	—	18,721	31,905	33,394	(2,855)	30,539
516080	Incentives-Police	—	1,050	23,805	—	—	—
517010	Health Insurance	88,005	99,507	107,249	195,627	(25,864)	169,763
517020	Dental Insurance	8,133	8,497	8,543	11,002	(1,152)	9,850
517030	Retirement Contributions	7,848	8,414	8,001	8,202	—	8,202
517040	Social Security	11,142	12,209	13,413	16,214	(2,152)	14,062
517050	Workers Compensation	8,796	9,195	9,544	18,322	(3,489)	14,833
517140	Retirement-Police	145,857	157,486	184,774	243,751	(47,158)	196,593
<b>Personnel Subtotal</b>		<b>815,181</b>	<b>863,988</b>	<b>996,265</b>	<b>1,345,002</b>	<b>(232,182)</b>	<b>1,112,820</b>
<b>Operating</b>							
521030	Technical Services	4,041	4,201	4,000	4,000	—	4,000
521759	Other Services	1,008	493	750	750	—	750
524450	Photography & Processing	65	746	750	750	—	750
527000	Supplies & Materials	767	803	800	800	—	800
527440	Equipt-Computer Minor	458	499	500	500	—	500
527550	Supplies-Uniforms	—	2,800	4,900	4,900	—	4,900
542060	Minor Improvements	16,279	—	—	—	—	—
<b>Operating Subtotal</b>		<b>22,617</b>	<b>9,543</b>	<b>11,700</b>	<b>11,700</b>	<b>—</b>	<b>11,700</b>
<b>70111600 - GF-Police-Investigations Subtotal</b>		<b>837,798</b>	<b>873,531</b>	<b>1,007,965</b>	<b>1,356,702</b>	<b>(232,182)</b>	<b>1,124,520</b>
<b>Total Expenditures</b>		<b>8,039,546</b>	<b>8,399,763</b>	<b>8,730,017</b>	<b>9,753,147</b>	<b>(232,182)</b>	<b>9,520,965</b>

**KEENE**



# Municipal Services

## Airport

### Mission Statement

To provide a safe, efficient, and welcoming aviation gateway that connects the Monadnock Region to economic, recreational, and travel opportunities throughout New England and beyond. The Airport is committed to supporting regional economic vitality, promoting tourism, and delivering high quality aviation services while maintaining responsible stewardship of public resources and alignment with City priorities.

### Description

#### DESCRIPTION

Dillant Hopkins Airport serves as a vital component of the Monadnock Region's transportation infrastructure and economic development framework. The Airport supports a diverse range of aviation activities including general aviation, corporate travel, emergency response, medical transport, and public safety operations. As a regional gateway, the Airport enhances connectivity for residents, businesses, and visitors while promoting tourism by providing convenient access to the region's outdoor recreation, cultural assets, and vibrant downtown community. Its strategic location, high quality facilities, and strong service partnerships position the Airport as a valuable and accessible public asset that contributes to both local and regional economic activity.

In alignment with the City's broader economic development goals, the Airport plays an important role in attracting and supporting aviation related and adjacent businesses, encouraging investment, and strengthening the local tax base. Through thoughtful planning and coordination with City leadership and regional partners, the Airport works to ensure development opportunities are pursued in a manner that supports long term growth without limiting future expansion. Continued interest in hangar development and aviation services reflects the Airport's value as a business tool and reinforces its role in supporting job creation, business retention, and regional competitiveness.

The Airport is also committed to maintaining strong relationships with the community and increasing public awareness of its value and purpose. Through ongoing outreach, communication, and collaboration with local organizations and partners, the Airport seeks to build trust, enhance transparency, and demonstrate how it serves not only aviation users but the broader community. Community engagement efforts, including events, educational opportunities, and partnerships, help reinforce the Airport's role as an inclusive and welcoming public asset while supporting tourism and regional visibility.

Operationally, the Airport prioritizes safety, efficiency, and customer service in all aspects of its activities, consistent with Federal Aviation Administration standards and industry best practices. The Airport continues to invest in infrastructure improvements, maintenance, and facility enhancements to ensure reliability and long term sustainability. By leveraging available federal and state funding opportunities and implementing cost effective operational strategies, the Airport works to minimize reliance on local tax dollars while maintaining high levels of service and regulatory compliance.

#### AIRPORT OPERATIONS

Airport Operations is responsible for the safe, efficient, and compliant day to day management of all airside and landside activities at Dillant Hopkins Airport. Core responsibilities include airfield inspections, airside access control, wildlife hazard management, snow and ice operations, and coordination of emergency response activities. Operations staff work closely with tenants, contractors, and aviation partners to maintain a safe and secure environment for aircraft, passengers, and all airport users.

In addition to daily operational oversight, Airport Operations supports capital improvement projects, coordinates airfield construction activities, and ensures continuity of operations during maintenance or irregular events. The team plays a critical role in implementing the Airport Emergency Plan, supporting public safety agencies, and maintaining readiness for a wide range of emergency scenarios. Through a strong emphasis on safety, communication, and proactive problem solving, Airport Operations ensures the Airport continues to function as a reliable and professional transportation asset.

#### LOOKING AHEAD

Over the next two fiscal years, the Airport will focus on strengthening core infrastructure, enhancing safety, and ensuring long term operational reliability through a series of targeted capital improvement projects. These efforts are aligned with Federal Aviation Administration Airport Improvement Program funding and State of New Hampshire participation in order to maximize external funding and minimize the impact on local taxpayers.

Planned projects for FY27 and FY28 emphasize safety, regulatory compliance, and preservation of existing assets, including continued development of the wildlife perimeter fence, replacement of aging snow removal equipment, pavement maintenance and marking, and ongoing obstruction management efforts. These projects support safe operations, protect existing infrastructure, and maintain compliance with federal standards.

These initiatives directly support City Council goals related to public safety, infrastructure stewardship, fiscal responsibility, and economic vitality, while aligning with the Vision Keene 20 Forward Comprehensive Master Plan. The Airport will continue to maintain flexibility in

planning, preserve development opportunities, and ensure that future initiatives are aligned with City priorities and advanced through appropriate coordination and approval.

## 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

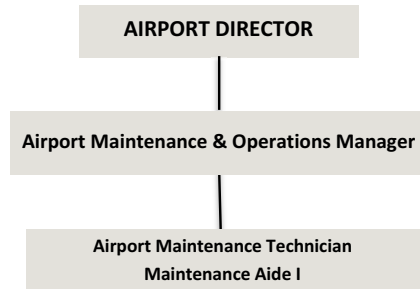
## Objectives

	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

	2025	2026	2027
Number of based aircraft	50	50	50
Number of annual operations	25,000 est.	25,000 est.	20,000 est.
Fuel flowage (gallons)	212,000 est.	250,000	342,857
Total revenue	Budget \$542,718	Budget \$558,645	Budget \$554,217
Revenue to expense ratio	Budget 72.29%	Budget 74.14%	Budget 74.14%
T-hangar occupancy	100.00%	100.00%	100.00%

## Current Personnel Resources



**Revenues**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>05022502 - GF-Airport-Intergovernmental</b>						
432020 State-Aeronautical	10,135	8,267	10,000	10,000	—	10,000
<b>05022502 - GF-Airport-Intergovernmental Subtotal</b>	<b>10,135</b>	<b>8,267</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	8,539	8,724	10,000	10,300	—	10,300
445050 Charges-Airport Gross Revenue	15,707	19,448	15,000	15,500	—	15,500
445060 Charges-Aviation Fueling	24,280	21,996	24,000	24,700	—	24,700
<b>05023503 - GF-Airport-Charges For Services Subtotal</b>	<b>48,526</b>	<b>50,167</b>	<b>49,000</b>	<b>50,500</b>	<b>—</b>	<b>50,500</b>
<b>05024505 - GF-Airport-Miscellaneous</b>						
463060 Rent-Airport T-Hangar	141,387	150,529	154,373	159,000	—	159,000
463070 Rent-Airport Terminal	30,018	28,829	31,131	32,100	—	32,100
463080 Rent-Airport Land	88,347	95,393	88,195	90,800	—	90,800
463110 Rent-Fuel Farm	18,894	19,290	19,785	20,400	—	20,400
463120 Rent-Airport Wwtp	212,445	216,270	222,758	229,400	—	229,400
<b>05024505 - GF-Airport-Miscellaneous Subtotal</b>	<b>491,091</b>	<b>510,311</b>	<b>516,242</b>	<b>531,700</b>	<b>—</b>	<b>531,700</b>
<b>Total Revenues</b>	<b>549,752</b>	<b>568,746</b>	<b>575,242</b>	<b>592,200</b>	<b>—</b>	<b>592,200</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>05000000 - GF-Airport</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	116,439	128,852	131,361	118,124	—	118,124
513030 Wages-Supervisory	14,251	78,276	85,282	91,797	—	91,797
513040 Wages-Full Time	78,500	91,051	101,696	109,159	—	109,159
514010 Wages-Temporary	474	—	—	—	—	—
515010 OT-Regular	2,373	7,385	7,000	7,000	—	7,000
516020 Stand-By	1,860	10,604	10,500	10,500	—	10,500
517010 Health Insurance	25,482	41,316	47,959	84,626	—	84,626
517020 Dental Insurance	2,297	2,918	3,086	4,126	—	4,126
517030 Retirement Contributions	35,728	42,904	42,375	42,917	—	42,917
517040 Social Security	20,462	24,465	25,576	25,754	—	25,754
517050 Workers Compensation	7,035	7,982	7,289	10,706	—	10,706
<b>Personnel Subtotal</b>	<b>304,899</b>	<b>435,752</b>	<b>462,124</b>	<b>504,709</b>	<b>—</b>	<b>504,709</b>
<b>Operating</b>						
521020 Professional Services	22,375	6,175	—	79,601	34,601	34,601
521200 Laboratory Services	521	1,338	250	250	—	250
521759 Other Services	—	1,675	—	—	—	—
522030 Snow Plowing	414	3,240	5,750	5,750	—	5,750
522050 PC Replacement Charge	1,479	1,489	1,489	1,489	—	1,489
522060 PW Fleet Charge	218,613	177,301	179,902	205,378	—	205,378
522080 Taxes	36,931	29,870	45,000	45,000	—	45,000
522090 Rubbish Pick-Up	6,518	6,538	6,500	6,500	—	6,500
523050 MF Printer Lease/Copies/Maint	7	7	650	650	—	650
523110 Maint-Equipment	—	6,104	5,515	5,515	—	5,515
523150 Maint-Fuel System	9,215	5,094	6,625	10,025	3,400	10,025
523180 Repair-Building	6,870	2,462	3,000	9,800	6,800	9,800
523400 Maint-Grounds	16,076	26,257	6,350	9,150	437	9,150
523500 Maint-Building	4,182	10,148	7,363	5,000	—	5,000
523510 Maint-Sec Equipment	—	3,585	1,830	1,830	—	1,830
523550 Maint-Brush & Obstr Clearing	2,297	52	100	100	—	100
523700 Maint-Other Improvements	—	6,398	8,330	10,000	1,670	10,000
523760 Maint-Wildlife	—	—	1,000	1,000	—	1,000
524160 Printing	—	—	100	100	—	100
524250 Advertising	1,129	15,190	2,750	7,250	4,500	7,250
524300 Travel	1,377	543	4,000	4,000	—	4,000
524350 Training	2,215	1,795	1,900	1,900	—	1,900

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
524360	Meetings & Dues	475	385	1,275	1,275	—	1,275
524470	Public Awareness	1,016	872	5,000	5,000	—	5,000
525010	Water	4,440	3,262	4,500	4,500	—	4,500
525050	Electricity Beacon & Obst Lgts	11,349	13,436	12,000	12,000	—	12,000
525100	Communications & Phone	1,382	2,264	1,900	1,900	—	1,900
525130	Propane	—	—	250	250	—	250
527010	Supplies-Office	1,037	330	1,000	1,000	—	1,000
527100	Postage	45	—	50	50	—	50
527200	Repair-Parts	1,328	—	—	—	—	—
527330	Tools	2,223	1,843	1,970	1,970	—	1,970
527350	Supplies-Building Maint	267	230	300	300	—	300
527370	Supplies-Janitorial	1,109	408	1,000	1,000	—	1,000
527380	Furniture	—	3,002	—	—	—	—
527430	Equipt-Minor Safety	715	421	750	750	—	750
527550	Supplies-Uniforms	2,194	2,360	2,000	2,000	—	2,000
527600	Supplies-Operating	—	1,206	1,000	1,000	—	1,000
580010	Transfer-Inter (Multi) Fund	59,000	—	—	—	—	—
<b>Operating Subtotal</b>		<b>416,800</b>	<b>335,282</b>	<b>321,399</b>	<b>443,283</b>	<b>51,408</b>	<b>398,283</b>
<b>05000000 - GF-Airport Subtotal</b>		<b>721,699</b>	<b>771,034</b>	<b>783,523</b>	<b>947,992</b>	<b>51,408</b>	<b>902,992</b>
<b>Total Expenditures</b>		<b>721,699</b>	<b>771,034</b>	<b>783,523</b>	<b>947,992</b>	<b>51,408</b>	<b>902,992</b>

## 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) is responsible for guiding growth and development in a manner that protects public health and safety, strengthens neighborhoods, and supports economic vitality in the City of Keene. The department consists of four operational divisions—Building Safety, Health and Code Compliance, Planning (Current and Long Range), and Administration—staffed by 11 full-time and one part-time employee.

CDD administers and enforces a wide range of local, state, and federal codes related to land use, building construction, property maintenance, and public health. While these responsibilities are regulatory in nature, the department approaches its work with a strong commitment to customer service, technical assistance, and consistency in the application of codes, permitting, and inspections. Staff take pride in providing clear guidance and timely, professional service to residents, property owners, businesses, and contractors.

In addition to its compliance responsibilities, CDD plays a leadership role in shaping Keene's future by guiding and monitoring the implementation of the City's Master Plan. Through planning initiatives, development review, and collaboration with boards, stakeholders, and the public, the department helps ensure that individual projects contribute to broader community goals.

By combining regulatory consistency with proactive customer support and long-range planning leadership, the Community Development Department works to deliver efficient services, support high-quality development, and enhance the overall quality of life in Keene.

Through professional service, consistent application of codes and regulations, and proactive technical assistance, the Community Development Department works to make the development process clear, predictable, and supportive of the community's long-term vision.

### Building Safety Division

The Building Safety Division had a productive 2025, successfully overseeing a range of building projects that reflect the department's ongoing commitment to supporting community growth, economic development, and public safety. Notable ongoing projects included 310 Marlboro St., 438 Washington St. (Phase 1 and the start of Phase 2), 27 Main St. (the former Timoleon's restaurant building), 10 Bowman Dr. (Douglas Cuddle Toy), and 94 Congress St. (Markem-Imaje Co.). These projects represent continued investment in residential, commercial, and industrial development throughout the city.

In total, the division issued 649 permits with a combined construction value of \$48,031,498. Staff completed 1,999 plan reviews and conducted 857 inspections to ensure compliance with applicable building and fire safety codes. These activities reflect a steady level of development activity and the division's central role in guiding projects from application through construction and final inspection.

A key focus of the division's work is providing proactive and responsive customer service to applicants, contractors, and property owners. Staff work closely with project teams early in the review process to identify potential issues and provide guidance that helps applicants resolve concerns before they become costly delays later in the construction process. This collaborative approach helps maintain project momentum while ensuring that buildings are constructed safely and in compliance with applicable codes.

The division also places strong emphasis on timely communication and practical problem solving during construction. Through consistent coordination with contractors and project representatives, staff are often able to address code issues quickly in the field, helping projects remain on schedule while still upholding the City's responsibility to protect life safety and building integrity. This approach helps minimize work stoppages while maintaining the high standards expected of the City's construction oversight.

In addition, staff remain attentive to changes in state regulations and evolving building safety standards, ensuring that local review and inspection practices remain aligned with current code requirements. The division places a high value on professional development, training, and maintaining appropriate certifications, allowing staff to stay current with best practices in building inspection, plan review, and code enforcement. This continued investment in staff expertise strengthens the City's ability to provide reliable technical guidance to the development community and ensures that construction throughout the city meets modern safety and quality standards.

Collectively, these efforts demonstrate the division's commitment to balancing efficient project delivery with rigorous safety oversight, supporting the City's development goals while protecting the health, safety, and welfare of the community.

### Health and Code Compliance

The Health and Code Compliance Division protects public health, safety, and neighborhood quality through the administration and enforcement of local ordinances and applicable State of New Hampshire regulations. Responsibilities include food service licensing and inspections, property maintenance standards, and other health and safety requirements that help maintain a safe, clean, and livable community.

The City of Keene is one of only 13 municipalities in New Hampshire authorized to conduct its own food licensing and inspections, with all applications, licensing, and inspections administered locally through the Community Development Department in accordance with state health regulations. This local authority allows the City to provide more responsive service, consistent oversight, and direct technical assistance to restaurants, food establishments, and event operators.

Health inspections also play an important role in supporting the local economy and the vitality of Keene's downtown and commercial districts. By working closely with restaurant owners, food vendors, and business operators, the division helps ensure establishments meet health and safety standards while providing practical guidance that supports successful business operations and public confidence in the local food environment.

The City recently adopted a new Chapter 18 – Property Maintenance, updating the City's standards to better reflect community expectations regarding neighborhood conditions while also aligning local regulations with applicable State of New Hampshire requirements. In addition, the Community Development Department will be updating Chapter 46 – Food Establishments to ensure the City's code remains consistent with current state health regulations.

CDD staff administer these regulations with a strong emphasis on education, technical assistance, and voluntary compliance. The division works collaboratively with residents, property owners, and businesses to resolve concerns and achieve compliance whenever possible, with the goal of maintaining community standards while minimizing the need for formal enforcement actions or cases brought before the Municipal Court.

### Planning Division

The Planning Division is responsible for administering the City's land development regulations while also advancing long-range planning initiatives that guide the community's future growth and development. The division provides technical planning support to applicants, advisory boards, and elected officials while ensuring that development proposals align with the City's Master Plan, zoning regulations, and broader community priorities.

During 2025, planning staff reviewed 144 building permits for zoning compliance and issued 21 administrative planning approvals, helping applicants move projects forward efficiently while maintaining compliance with local land use regulations. Staff also supported the review and approval of 12 site plans (including 3 Minor and 9 Major Site Plan applications) and 10 subdivision applications, facilitating both residential and commercial development across the community.

The division issued 7 Conditional Use Permits, including three approvals for Cottage Court developments, a housing type intended to increase housing diversity and support smaller-scale residential development. Collectively, these approvals will ultimately result in 50 new housing units, contributing to the City's broader efforts to expand housing opportunities and support workforce housing needs.

Planning staff also worked closely with advisory boards and City Council to advance updates to the City's land use regulations. During the year, the division helped develop and adopt 12 zoning amendments and related updates to land development regulations intended to promote responsible development and improve the efficiency of the development review process. These updates included revisions to Planning Board site plan review thresholds, helping ensure that the City's regulatory framework remains aligned with current development patterns and community goals.

The division also brought forward for adoption updates to the City's Community Revitalization Tax Relief Incentive (RSA 79-E) program in December 2025. These updates expanded the existing downtown revitalization program and established a new program framework for residential properties, providing an additional tool to encourage reinvestment in existing buildings and support housing and economic development goals.

Most significantly, the Planning Division successfully guided the update and adoption of the City's Master Plan, representing the first comprehensive update since 2010. This effort involved extensive public engagement, coordination with multiple advisory committees, and collaboration with City Council to establish updated goals and priorities for the community's long-term growth and development. The updated

Master Plan provides a strategic framework that will guide future policy decisions, land use planning, infrastructure investment, and community development initiatives in the years ahead.

Together, these efforts reflect the Planning Division's dual role in both supporting individual development projects and shaping the long-term vision for the City's future, ensuring that growth and development occur in a manner that supports housing opportunities, economic vitality, and the overall quality of life in the community.

### **Administration**

Administrative leadership for the Community Development Department provides overall direction, coordination, and operational support for the department's core functions, including planning, building permitting and inspections, health and food establishment inspections, and code compliance. The administrative function ensures that departmental operations remain aligned with City Council priorities, the City's Master Plan, and broader organizational goals while maintaining efficient and responsive service delivery to the public.

Department leadership is responsible for policy development, strategic planning, budget management, interdepartmental coordination, and oversight of the department's regulatory and planning programs. This includes working closely with other City departments, elected officials, regional partners, and community stakeholders to implement initiatives related to housing, economic development, neighborhood vitality, sustainability, and infrastructure planning.

In addition to operational management, the administrative function plays a key role in supporting the City's civic engagement framework by coordinating staff support for numerous boards and commissions, ensuring that decision-making bodies have the information and technical expertise necessary to guide community development policy and land use decisions.

At a broader level, departmental administration focuses on advancing long-range initiatives that strengthen the City's planning and development framework. This includes implementation of the City's Master Plan priorities, development of performance metrics and dashboards to track progress on community goals, and continued modernization of permitting and development review systems. Through these efforts, the department helps ensure that the City's development policies, regulatory processes, and strategic initiatives remain responsive to community needs while supporting long-term economic vitality and neighborhood stability.

### **Public Outreach and Community Participation**

Public engagement is a core function of the Community Development Department (CDD). In addition to administering development regulations and reviewing projects, staff play a central role in facilitating public participation through their ongoing support of the City's boards, commissions, and advisory committees.

CDD staff serve as the primary liaison to several standing committees, including the Bicycle Pedestrian Path Advisory Committee, Congregate Living and Social Services Licensing Board, Conservation Commission, Energy and Climate Committee, Heritage Commission, and Historic District Commission. Staff also provide administrative coordination and professional planning support to key regulatory bodies including the Planning Board, Joint Planning Board and Planning, Licenses and Development Committee, Minor Project Review Committee, and the Zoning Board of Adjustment.

This work requires extensive preparation and technical support in addition to meeting attendance. During the reporting period, CDD staff attended 164 public meetings, averaging 19 meetings per month, with nine staff members regularly attending evening meetings outside of normal work hours. These meetings include boards and commissions, Council and standing committees, workshops, focus groups, neighborhood meetings and Ward listening sessions, and community events. The department's consistent presence reflects a strong commitment to transparency, accessibility, and meaningful public participation.

As the City continues to advance initiatives related to housing, economic development, energy conservation, and sustainability, maintaining this level of engagement while supporting long-range planning efforts places increasing demands on staff capacity. The department's request to convert the existing part-time Planning Technician position into a full-time Assistant Planner would help strengthen the department's ability to support boards and committees while also expanding its capacity to assist with sustainability initiatives, energy and climate policy work, and implementation of the City's Master Plan priorities.

### **Looking Ahead**

Over the coming year, the Community Development Department will advance several initiatives that modernize services, align regulations, and support the City's long-term planning goals.

A major focus will be the continued rollout of the OpenGov online permitting portal. This system streamlines application and review processes, supports document uploads and real-time tracking, and will soon include code compliance and health and safety inspections. The platform will also introduce instant online permitting for qualifying

electrical, plumbing, and mechanical permits, improving convenience for applicants and allowing staff to concentrate on more complex reviews.

The department will assist with implementing New Hampshire's updated State Building Code, which incorporates the 2024 ICC model codes and state amendments. Staff training and integration of these updates will ensure the City continues to enforce current standards for construction safety, resiliency, and energy efficiency.

CDD will also partner with the Planning Board to establish a Master Plan implementation and tracking framework to measure progress, inform policy decisions, and increase transparency for the public and City Council.

Additional work will include updates to local regulations to maintain alignment with state requirements, such as revisions to Chapter 46 governing food establishments.

Finally, the department will continue identifying opportunities to streamline development review processes and support new economic development and sustainability tools, including the Commercial Property Assessed Clean Energy and Resilience (C-PACE-R) program.

Through these efforts, the department will enhance service delivery, support responsible development, and help advance the City's long-term vision for a resilient, thriving community.

## 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
Track the progress toward achieving the Master Plan Goals and provide on-going performance measures to the public on that progress.	Leadership
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

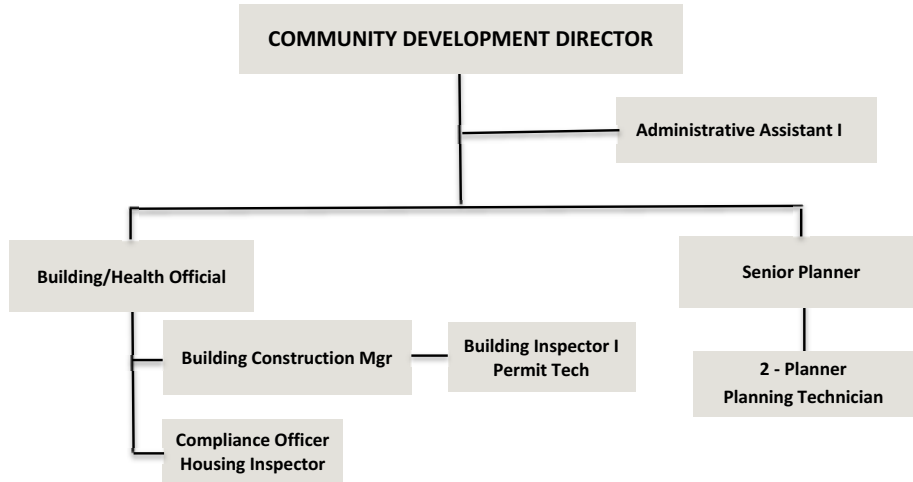
## Objectives

	Statute	CMP	CC Goal
Continue Comprehensive Master Plan implementation process with Planning Board and Planning, Licenses and Development Committee	674:1	Municipal Governance & Financial Stability	2, 3, 4, 5, 7
Successfully deploy the OpenGov software platform and streamline permitting operations	155/674	Municipal Governance & Financial 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
Explore and pursue grants for funding to support programs/initiatives		Municipal Governance & Financial Stability	1, 2, 4
Support the City's Economic Development initiatives including the RSA 79E District and Economic Revitalization Zones		Municipal Governance & Financial Stability	2, 3, 6, 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

	2025	2026	2027
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	586	567	450
Total building permit inspections	2,400	2,398	2,300
Property and Housing Standard complaints	141	167	300
Food Establishment and Health Code Inspections	283	275	300
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).	107 (30)	109 (37)	125 (37)
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	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>30021501 - GF-Comm Dev-Lic Permits Fees</b>						
421050 Fee-Health Food Licenses	49,400	53,660	51,900	51,900	—	51,900
422050 Fee-Permits	468,356	427,156	415,000	415,000	—	415,000
423060 Fee-Miscellaneous	434	1,396	1,000	1,000	—	1,000
423220 Fee-Cls Licenses	3,300	2,970	4,125	4,125	—	4,125
423230 Fee-Planning Board	14,324	24,025	19,274	19,274	—	19,274
423240 Fee-Historic Dist Comm	162	585	350	350	—	350
423250 Fee-Joint Committee (Pld/Plan)	72	190	—	—	—	—
423370 Fee-Zba	6,911	3,192	5,000	5,000	—	5,000
<b>30021501 - GF-Comm Dev-Lic Permits Fees Subtotal</b>	<b>542,959</b>	<b>513,174</b>	<b>496,649</b>	<b>496,649</b>	<b>—</b>	<b>496,649</b>
<b>30023503 - GF-Comm Dev-Charges For Services</b>						
441090 Direct Reimbursement	—	262	—	—	—	—
<b>30023503 - GF-Comm Dev-Charges For Services Subtotal</b>	<b>—</b>	<b>262</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>30024505 - GF-Comm Dev-Miscellaneous</b>						
461110 Other	—	—	—	22,093	—	22,093
461135 Copies	—	5	—	—	—	—
461140 Maps Blueprints Etc	68	56	100	100	—	100
<b>30024505 - GF-Comm Dev-Miscellaneous Subtotal</b>	<b>68</b>	<b>61</b>	<b>100</b>	<b>22,193</b>	<b>—</b>	<b>22,193</b>
<b>30027504 - GF-Comm Dev-Fines Forfeits</b>						
452020 Violations-Code	1,231	—	500	500	—	500
<b>30027504 - GF-Comm Dev-Fines Forfeits Subtotal</b>	<b>1,231</b>	<b>—</b>	<b>500</b>	<b>500</b>	<b>—</b>	<b>500</b>
<b>Total Revenues</b>	<b>544,258</b>	<b>513,496</b>	<b>497,249</b>	<b>519,342</b>	<b>—</b>	<b>519,342</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>30000000 - GF-Community Development</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	121,521	95,489	136,042	143,819	—	143,819
513030 Wages-Supervisory	169,418	122,447	160,438	350,861	(120,690)	230,171
513040 Wages-Full Time	641,261	593,715	698,009	671,730	(11,851)	659,879
513070 Wages-Part Time	—	31,723	—	—	—	—
513080 Wages-Hourly	19,483	13,761	—	—	—	—
514010 Wages-Temporary	4,049	50,473	5,500	5,500	—	5,500
517010 Health Insurance	169,291	186,936	250,321	266,744	(20,211)	246,533
517020 Dental Insurance	12,665	10,912	11,773	14,091	(957)	13,134
517030 Retirement Contributions	121,541	106,628	114,950	144,339	(15,591)	128,748
517040 Social Security	69,531	67,314	73,019	86,724	(9,381)	77,343
517050 Workers Compensation	10,251	9,069	11,377	12,568	(3,245)	9,323
517130 Retirement-Fire	2,080	10,052	9,728	10,019	(2,987)	7,032
<b>Personnel Subtotal</b>	<b>1,341,092</b>	<b>1,298,519</b>	<b>1,471,157</b>	<b>1,706,395</b>	<b>(184,913)</b>	<b>1,521,482</b>
<b>Operating</b>						
521020 Professional Services	4,543	1,884	5,000	5,000	—	5,000
521030 Technical Services	1,500	—	1,859	1,859	—	1,859
522050 PC Replacement Charge	7,788	8,763	8,573	9,094	—	9,094
522060 PW Fleet Charge	33,267	33,940	38,711	46,205	—	46,205
523010 Maint-Office Equipment	—	2,626	—	—	—	—
523050 MF Printer Lease/Copies/Maint	3,549	2,763	3,500	3,500	—	3,500
524160 Printing	874	2,885	3,000	3,000	—	3,000
524250 Advertising	—	—	500	500	—	500
524350 Training	9,883	15,285	13,000	13,000	—	13,000
524360 Meetings & Dues	4,128	3,114	3,300	3,300	—	3,300
524470 Public Awareness	—	6,184	1,200	1,200	—	1,200
525100 Communications & Phone	4,199	4,728	5,000	5,000	—	5,000
527000 Supplies & Materials	387	71	—	—	—	—
527010 Supplies-Office	2,898	4,301	1,700	1,700	—	1,700
527100 Postage	2,421	2,761	1,800	1,800	—	1,800
527150 Books & Collections	2,788	4,104	6,600	6,600	—	6,600
527340 Equipt-Minor	1,535	1,852	1,045	1,045	—	1,045
527440 Equipt-Computer Minor	2,963	5,384	2,525	2,525	—	2,525
527560 Supplies-Protective Clothing	695	100	1,500	1,500	—	1,500
527600 Supplies-Operating	248	139	265	265	—	265

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527610	Supplies-Software	98	1,011	1,000	1,000	—	1,000
<b>Operating Subtotal</b>		<b>83,764</b>	<b>101,894</b>	<b>100,078</b>	<b>108,093</b>	<b>—</b>	<b>108,093</b>
<b>30000000 - GF-Community Development Subtotal</b>		<b>1,424,856</b>	<b>1,400,413</b>	<b>1,571,235</b>	<b>1,814,488</b>	<b>(184,913)</b>	<b>1,629,575</b>
<b>30010000 - GF-Comm Dev-Pest Control</b>							
<b>Operating</b>							
521020	Professional Services	51,000	45,800	51,000	51,000	—	51,000
<b>Operating Subtotal</b>		<b>51,000</b>	<b>45,800</b>	<b>51,000</b>	<b>51,000</b>	<b>—</b>	<b>51,000</b>
<b>30010000 - GF-Comm Dev-Pest Control Subtotal</b>		<b>51,000</b>	<b>45,800</b>	<b>51,000</b>	<b>51,000</b>	<b>—</b>	<b>51,000</b>
<b>30010100 - GF-Comm Dev-Regulatory Notices</b>							
<b>Operating</b>							
524250	Advertising	2,274	2,177	3,827	3,827	—	3,827
527100	Postage	3,703	3,812	9,333	9,333	—	9,333
<b>Operating Subtotal</b>		<b>5,977</b>	<b>5,989</b>	<b>13,160</b>	<b>13,160</b>	<b>—</b>	<b>13,160</b>
<b>30010100 - GF-Comm Dev-Regulatory Notices Subtotal</b>		<b>5,977</b>	<b>5,989</b>	<b>13,160</b>	<b>13,160</b>	<b>—</b>	<b>13,160</b>
<b>Total Expenditures</b>		<b>1,481,833</b>	<b>1,452,202</b>	<b>1,635,395</b>	<b>1,878,648</b>	<b>(184,913)</b>	<b>1,693,735</b>

## 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 FY27, several large complex Capital Improvement projects will be 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:

- Phase I Construction for the Downtown Infrastructure Project;
- Construction of the Key Road Drainage improvements
- Installation of the Martell Court Force Main Bypass system
- Construction of the Transportation Heritage Trail – Phase I project.
- Construction of the George Street Bridge replacement project.
- Design of the grant-funded "Solar Pavillion" on Gilbo Ave.
- Design and installation of a fire suppression pump at the Transfer Station
- 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:
  - Robin Hood Park Improvements
  - NHDOT Reconstruction of Rt. 101 from the Marlboro/Keene town line to the Winchester Street Roundabout, including water infrastructure
  - City Hall parking structure maintenance.

In FY27, 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 FY27, 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 1,200 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 two Administrative Assistant I's (one full-time and one part-time), who play a critical role in facilitating seamless departmental operations. During FY26, part time staff was transferred from the Revenue collection office to Public Works Admin. This individual is primarily responsible for utility billing, but assists with other administrative tasks as needed. Building on efforts from FY26, Public Works Administration will continue to expand public communication and engagement strategies. This includes:

- Planning, promoting and assisting with the execution of our third annual WOW!™ ward-focused maintenance program.
- Strengthening our 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
- Assistant City Engineer
- Two 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.

### FY26 Key Projects & Accomplishments

The division has completed or is scheduled to complete the following in FY26:

- Major Capital Projects:
  - Begun Construction of the Downtown Infrastructure Project
  - Begun construction of the Key Road drainage improvements.
  - Begun construction of the Martel Court Sewer Force Main bypass system.
  - Begun construction of the Marlboro Street corridor improvements
  - Completed construction of the Island Street Infrastructure Project for construction in the spring of 2025.
  - Rehabilitated and preserved approximately 3.5 miles of roadway across the City.
- Regulatory & Technical Support:
  - Assisted in the development of numerous federal and state grant applications.
  - Issued and managed approximately 178 excavation permits for private roadway work.
  - Provided technical review and comments on various land use applications.
  - Supported the deployment of a new online permitting platform.

### 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 & FY26 Accomplishments**

The division utilizes an asset management system to track resources and measure progress toward annual goals. In FY26, the Highway Division successfully:

- Completed 162 maintenance tasks as part of the WOW! program.
- Resurfaced over 2.3 miles of asphalt sidewalk
- Cleaned over 25% of the City's storm drain inlets
- Cleaned and maintained open drainage ditches
- Performed roadside and tax ditch mowing
- Provided operational support to other City departments
- 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

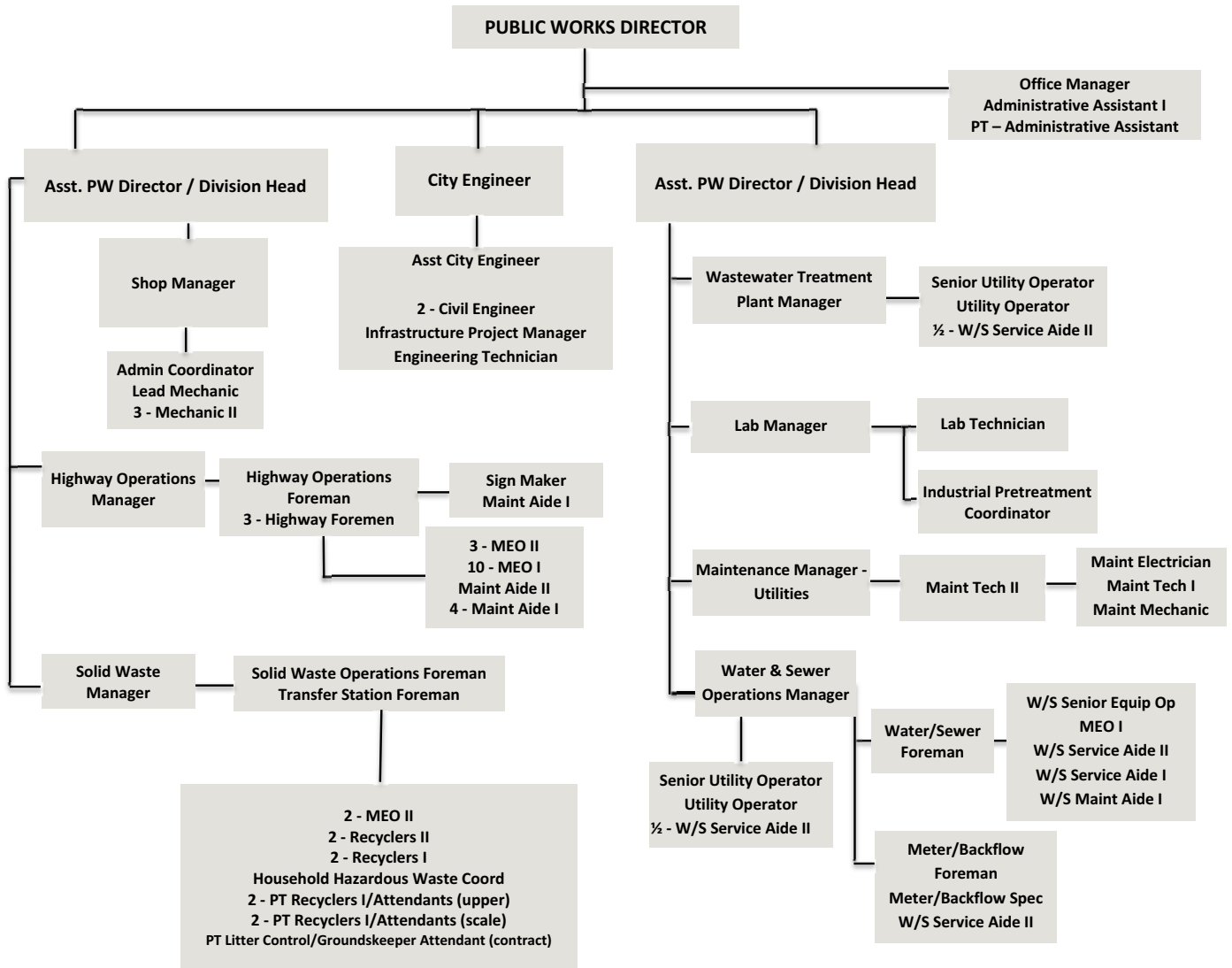
## Objectives

	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 FY27 - FY33 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

	2025	2026	2027
Admin: Social Media Reach	73,400	80,000	750,000
Admin: Social Media Visits	14,731	16,000	40,000
Admin: Social Media Content Interactions	3,900	5,000	6,000
Engineering: Pavement Preservation completed (square yards)	62,250	57,080	0
Engineering: Permits issued within three business days (%)	95%	98%	98
Highway: Catch Basin Cleaned	542	1,197	1100
Highway: Storm Drains Cleaned	1,836	2,603	10000
Highway: Mow/clean open drainage ditches (Tax Ditches) (miles)	N/A	1.6	3
Highway: Asphalt Sidewalk Overlay (linear feet)	N/A	12,428	3,000

## Current Personnel Resources



**Revenues**

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>75022502 - GF-Pw-Intergovernmental</b>						
431160 Federal-Fema Reimbursements	120,455	277	—	—	—	—
432010 State-Flood Control	29,707	—	30,885	30,885	—	30,885
432030 State-Highway	471,299	483,527	482,866	475,000	—	475,000
<b>75022502 - GF-Pw-Intergovernmental Subtotal</b>	<b>621,462</b>	<b>483,804</b>	<b>513,751</b>	<b>505,885</b>	<b>—</b>	<b>505,885</b>
<b>75023503 - GF-Pw-Charges For Services</b>						
441090 Direct Reimbursement	142,079	103,773	100,818	100,818	—	100,818
441160 Charges-Public Way Impediment	1,450	1,700	500	500	—	500
441170 Charges-Excavation	6,150	5,700	4,000	4,000	—	4,000
441470 Charges-Small Wireless (Swf)	1,080	1,080	1,350	1,350	—	1,350
441480 Charges-Drain Connect Permit	—	—	500	500	—	500
<b>75023503 - GF-Pw-Charges For Services Subtotal</b>	<b>150,759</b>	<b>112,253</b>	<b>107,168</b>	<b>107,168</b>	<b>—</b>	<b>107,168</b>
<b>75024505 - GF-Pw-Miscellaneous</b>						
461110 Other	6,360	3,037	—	—	—	—
464050 Trust-Downtown Memorial Tree	2,386	—	3,825	3,825	—	3,825
<b>75024505 - GF-Pw-Miscellaneous Subtotal</b>	<b>8,746</b>	<b>3,037</b>	<b>3,825</b>	<b>3,825</b>	<b>—</b>	<b>3,825</b>
<b>Total Revenues</b>	<b>780,967</b>	<b>599,094</b>	<b>624,744</b>	<b>616,878</b>	<b>—</b>	<b>616,878</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>75000000 - GF-Pw-Administration</b>						
<b>Personnel</b>						
513010 Wages-Dept Head	84,280	130,243	139,965	150,655	—	150,655
513030 Wages-Supervisory	114,869	124,288	121,907	27,345	—	27,345
513040 Wages-Full Time	137,946	133,888	191,449	98,018	—	98,018
513070 Wages-Part Time	—	—	—	38,228	—	38,228
514010 Wages-Temporary	26,215	22,372	—	—	—	—
515010 OT-Regular	252	5,429	—	—	—	—
515020 OT-Double	—	31	—	—	—	—
516020 Stand-By	12,810	12,718	12,775	12,775	—	12,775
517010 Health Insurance	80,566	98,862	99,037	72,903	—	72,903
517020 Dental Insurance	4,286	5,851	5,692	3,915	—	3,915
517030 Retirement Contributions	46,283	55,994	57,802	36,824	—	36,824
517040 Social Security	27,621	33,007	35,565	24,942	—	24,942
517050 Workers Compensation	4,374	8,600	6,575	6,814	—	6,814
<b>Personnel Subtotal</b>	<b>539,502</b>	<b>631,283</b>	<b>670,767</b>	<b>472,419</b>	<b>—</b>	<b>472,419</b>
<b>Operating</b>						
521200 Laboratory Services	2,685	2,030	1,800	1,800	—	1,800
522050 PC Replacement Charge	11,913	14,307	13,788	13,703	—	13,703
522060 PW Fleet Charge	8,021	8,397	8,478	9,241	—	9,241
523010 Maint-Office Equipment	—	26	—	—	—	—
523050 MF Printer Lease/Copies/Maint	2,691	4,152	4,500	4,500	—	4,500
523100 Maint-Safety Program	6,070	5,806	7,000	7,000	—	7,000
523750 Permits	—	—	1,500	1,500	—	1,500
524300 Travel	78	352	300	300	—	300
524350 Training	516	2,078	16,300	16,300	—	16,300
524360 Meetings & Dues	874	3,070	900	900	—	900
525100 Communications & Phone	5,686	7,404	6,500	6,500	—	6,500
527010 Supplies-Office	2,685	5,630	2,500	2,500	—	2,500
527400 Supplies-Other Maint	—	7,935	—	—	—	—
527550 Supplies-Uniforms	15,018	17,431	13,422	13,422	—	13,422
527600 Supplies-Operating	2,861	44,839	—	—	—	—
<b>Operating Subtotal</b>	<b>59,098</b>	<b>123,457</b>	<b>76,988</b>	<b>77,666</b>	<b>—</b>	<b>77,666</b>
<b>75000000 - GF-Pw-Administration Subtotal</b>	<b>598,601</b>	<b>754,740</b>	<b>747,755</b>	<b>550,085</b>	<b>—</b>	<b>550,085</b>
<b>75020000 - GF-Pw-Nondepartmental</b>						
<b>Personnel</b>						
513040 Wages-Full Time	66,765	49,333	—	—	—	—

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
515010	OT-Regular	12,162	3,282	2,317	2,317	—	2,317
517010	Health Insurance	24,694	20,179	—	—	—	—
517020	Dental Insurance	1,473	1,100	—	—	—	—
517030	Retirement Contributions	10,095	8,415	296	296	—	296
517040	Social Security	5,777	4,171	178	178	—	178
517050	Workers Compensation	2,506	1,681	66	113	—	113
<b>Personnel Subtotal</b>		<b>123,471</b>	<b>88,159</b>	<b>2,857</b>	<b>2,904</b>	<b>—</b>	<b>2,904</b>
<b>Operating</b>							
522060	PW Fleet Charge	18,563	21,322	21,544	—	—	—
527400	Supplies-Other Maint	9,789	11,320	10,000	10,000	—	10,000
527600	Supplies-Operating	26,305	4,644	1,838	1,838	—	1,838
<b>Operating Subtotal</b>		<b>54,658</b>	<b>37,287</b>	<b>33,382</b>	<b>11,838</b>	<b>—</b>	<b>11,838</b>
<b>75020000 - GF-Pw-Nondepartmental Subtotal</b>		<b>178,129</b>	<b>125,446</b>	<b>36,239</b>	<b>14,742</b>	<b>—</b>	<b>14,742</b>
<b>75100000 - GF-Pw-Engineering</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	110,869	90,066	121,240	126,028	—	126,028
513040	Wages-Full Time	30,655	360	93,955	197,909	—	197,909
514010	Wages-Temporary	—	59,603	—	—	—	—
517010	Health Insurance	33,621	21,754	44,786	60,936	—	60,936
517020	Dental Insurance	2,152	1,328	2,292	3,060	—	3,060
517030	Retirement Contributions	19,148	12,165	27,439	41,304	—	41,304
517040	Social Security	10,692	11,407	16,365	24,535	—	24,535
517050	Workers Compensation	4,535	4,456	5,497	7,290	—	7,290
<b>Personnel Subtotal</b>		<b>211,671</b>	<b>201,139</b>	<b>311,574</b>	<b>461,062</b>	<b>—</b>	<b>461,062</b>
<b>Operating</b>							
521030	Technical Services	30,913	24,751	25,000	25,000	—	25,000
522060	PW Fleet Charge	31,150	31,150	34,766	37,900	—	37,900
523060	Maint-Software	5,128	649	4,700	4,700	—	4,700
524350	Training	466	175	1,500	1,500	—	1,500
524360	Meetings & Dues	2,803	383	2,000	2,000	—	2,000
527010	Supplies-Office	916	678	500	500	—	500
527440	Equip-Computer Minor	—	483	450	450	—	450
527600	Supplies-Operating	3,057	7,248	4,500	4,500	—	4,500
534090	Acq-Equipment	23,000	—	—	—	—	—
<b>Operating Subtotal</b>		<b>97,432</b>	<b>65,516</b>	<b>73,416</b>	<b>76,550</b>	<b>—</b>	<b>76,550</b>
<b>75100000 - GF-Pw-Engineering Subtotal</b>		<b>309,103</b>	<b>266,655</b>	<b>384,990</b>	<b>537,612</b>	<b>—</b>	<b>537,612</b>

## Expenditures

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>75221100 - GF-Pw-Winter Maintenance</b>						
<b>Personnel</b>						
513040 Wages-Full Time	118,199	120,474	264,964	278,068	—	278,068
515010 OT-Regular	55,007	74,271	57,236	57,236	—	57,236
515020 OT-Double	—	3,366	—	—	—	—
517010 Health Insurance	40,335	50,615	103,957	98,913	—	98,913
517020 Dental Insurance	2,579	2,664	5,156	5,122	—	5,122
517030 Retirement Contributions	22,700	26,816	41,064	42,740	—	42,740
517040 Social Security	13,128	15,017	24,261	25,503	—	25,503
517050 Workers Compensation	5,648	6,026	9,086	16,097	—	16,097
<b>Personnel Subtotal</b>	<b>257,597</b>	<b>299,250</b>	<b>505,724</b>	<b>523,679</b>	<b>—</b>	<b>523,679</b>
<b>Operating</b>						
522060 PW Fleet Charge	374,970	445,852	433,957	483,926	—	483,926
525030 Electricity	25	219	412	412	—	412
526040 Rental-Equipment	—	—	8,000	8,000	—	8,000
527400 Supplies-Other Maint	330,338	358,795	362,016	362,016	—	362,016
527600 Supplies-Operating	9,626	8,142	5,342	5,342	—	5,342
<b>Operating Subtotal</b>	<b>714,958</b>	<b>813,008</b>	<b>809,727</b>	<b>859,696</b>	<b>—</b>	<b>859,696</b>
<b>75221100 - GF-Pw-Winter Maintenance Subtotal</b>	<b>972,556</b>	<b>1,112,259</b>	<b>1,315,451</b>	<b>1,383,375</b>	<b>—</b>	<b>1,383,375</b>
<b>75221800 - GF-Pw-Street Maintenance</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	—	—	—	99,290	—	99,290
513040 Wages-Full Time	472,300	529,582	632,883	614,302	—	614,302
515010 OT-Regular	28,999	39,517	4,583	4,583	—	4,583
515020 OT-Double	313	984	—	—	—	—
517010 Health Insurance	173,698	201,023	252,409	257,250	—	257,250
517020 Dental Insurance	11,211	11,422	12,630	13,220	—	13,220
517030 Retirement Contributions	66,159	78,453	81,287	91,581	—	91,581
517040 Social Security	37,137	43,869	47,924	54,708	—	54,708
517050 Workers Compensation	15,993	17,689	18,008	32,321	—	32,321
<b>Personnel Subtotal</b>	<b>805,810</b>	<b>922,538</b>	<b>1,049,724</b>	<b>1,167,255</b>	<b>—</b>	<b>1,167,255</b>
<b>Operating</b>						
521030 Technical Services	—	4,550	6,000	6,000	—	6,000
522060 PW Fleet Charge	259,880	287,847	280,071	303,436	—	303,436
523000 Repair & Maintenance Services	3,456	40,440	65,826	65,826	—	65,826
523310 Maint-Road & Street	239,510	505,715	479,557	479,557	—	479,557
523740 Maint-Street Light	(4,339)	45,565	5,000	100,000	75,000	100,000

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
524350	Training	—	299	—	—	—	—
525030	Electricity	95,617	99,262	84,142	84,142	—	84,142
527400	Supplies-Other Maint	54,046	109,320	132,551	132,551	—	132,551
527600	Supplies-Operating	82,155	117,889	55,598	55,598	—	55,598
<b>Operating Subtotal</b>		<b>730,325</b>	<b>1,210,887</b>	<b>1,108,745</b>	<b>1,227,110</b>	<b>75,000</b>	<b>1,227,110</b>
<b>75221800 - GF-Pw-Street Maintenance Subtotal</b>		<b>1,536,134</b>	<b>2,133,425</b>	<b>2,158,469</b>	<b>2,394,365</b>	<b>75,000</b>	<b>2,394,365</b>
<b>75222800 - GF-Pw-Downtown Maint</b>							
<b>Personnel</b>							
513040	Wages-Full Time	110,707	115,062	26,552	27,910	—	27,910
515010	OT-Regular	1,628	1,180	133	133	—	133
517010	Health Insurance	31,383	32,386	5,817	6,305	—	6,305
517020	Dental Insurance	1,720	1,678	271	288	—	288
517030	Retirement Contributions	14,855	15,934	3,403	3,576	—	3,576
517040	Social Security	11,521	9,218	2,044	2,147	—	2,147
517050	Workers Compensation	4,959	3,661	754	1,364	—	1,364
<b>Personnel Subtotal</b>		<b>176,774</b>	<b>179,119</b>	<b>38,974</b>	<b>41,723</b>	<b>—</b>	<b>41,723</b>
<b>Operating</b>							
522060	PW Fleet Charge	27,844	31,983	30,777	33,762	—	33,762
523000	Repair & Maintenance Services	61,920	64,646	36,525	36,525	—	36,525
523720	Maint-Tree & Forestry	77,757	67,821	45,700	45,700	—	45,700
523730	Tree Planting	2,293	23,760	3,000	33,000	30,000	33,000
523740	Maint-Street Light	6,895	8,885	1,517	1,517	—	1,517
525010	Water	1,358	1,849	11,000	11,000	—	11,000
525030	Electricity	25,175	9,816	9,880	9,880	—	9,880
527600	Supplies-Operating	44,717	9,270	1,000	1,000	—	1,000
<b>Operating Subtotal</b>		<b>247,959</b>	<b>218,031</b>	<b>139,399</b>	<b>172,384</b>	<b>30,000</b>	<b>172,384</b>
<b>75222800 - GF-Pw-Downtown Maint Subtotal</b>		<b>424,732</b>	<b>397,149</b>	<b>178,373</b>	<b>214,107</b>	<b>30,000</b>	<b>214,107</b>
<b>75223000 - GF-Pw-Drainage &amp; Leaf Pickup</b>							
<b>Personnel</b>							
513040	Wages-Full Time	182,852	156,035	264,964	278,068	—	278,068
515010	OT-Regular	10,140	9,674	5,370	5,370	—	5,370
517010	Health Insurance	66,647	62,008	103,988	98,925	—	98,925
517020	Dental Insurance	4,072	3,299	5,179	5,124	—	5,124
517030	Retirement Contributions	25,295	22,971	34,481	36,150	—	36,150
517040	Social Security	14,255	12,819	20,330	21,580	—	21,580
517050	Workers Compensation	6,133	5,307	7,642	14,805	—	14,805
<b>Personnel Subtotal</b>		<b>309,394</b>	<b>272,112</b>	<b>441,954</b>	<b>460,022</b>	<b>—</b>	<b>460,022</b>

## Expenditures

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>Operating</b>							
522060	PW Fleet Charge	232,036	266,525	259,553	280,928	—	280,928
527600	Supplies-Operating	39,923	39,747	29,920	29,920	—	29,920
<b>Operating Subtotal</b>		<b>271,959</b>	<b>306,272</b>	<b>289,473</b>	<b>310,848</b>	<b>—</b>	<b>310,848</b>
<b>75223000 - GF-Pw-Drainage &amp; Leaf Pickup Subtotal</b>		<b>581,352</b>	<b>578,384</b>	<b>731,427</b>	<b>770,870</b>	<b>—</b>	<b>770,870</b>
<b>75223400 - GF-Pw-Hazardous Waste Site</b>							
<b>Operating</b>							
521030	Technical Services	—	—	2,000	2,000	—	2,000
521200	Laboratory Services	—	1,260	4,065	4,065	—	4,065
521210	Monitor & Inspections	6,388	6,548	45,000	45,000	—	45,000
524480	Hauling & Disposal	—	—	6,400	6,400	—	6,400
527600	Supplies-Operating	—	—	1,500	1,500	—	1,500
<b>Operating Subtotal</b>		<b>6,388</b>	<b>7,808</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>6,388</b>	<b>7,808</b>	<b>58,965</b>	<b>58,965</b>	<b>—</b>	<b>58,965</b>
<b>Total Expenditures</b>		<b>4,606,995</b>	<b>5,375,866</b>	<b>5,611,669</b>	<b>5,924,121</b>	<b>105,000</b>	<b>5,924,121</b>

**KEENE**



# **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	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>48091500 - Comp Ab-Trans-Capital &amp; Other</b>						
472030    General Fund	100,000	100,000	100,000	100,000	—	100,000
<b>Subtotal</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>
<b>Total Revenues</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>48000000 - Comp Absence-Administration</b>						
<b>Personnel</b>						
513040 Wages-Full Time	576,369	333,042	100,000	100,000	—	100,000
517030 Retirement Contributions	39,602	11,277	—	—	—	—
517040 Social Security	33,139	24,464	—	—	—	—
517050 Workers Compensation	10,222	1,515	—	—	—	—
517130 Retirement-Fire	25,182	—	—	—	—	—
517140 Retirement-Police	—	6,246	—	—	—	—
<b>Personnel Subtotal</b>	<b>684,513</b>	<b>376,543</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>
<b>48000000 - Comp Absence-Administration Subtotal</b>	<b>684,513</b>	<b>376,543</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>	<b>100,000</b>
<b>Total Expenditures</b>	<b>684,513</b>	<b>376,543</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 FY26, the winter parking ban completed a calendar year of relaxed regulations. Previously enforced from November 1 to April 30, the restrictions have 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. Communication has been streamlined to notify users of available parking options downtown.

As projected, the change to overnight parking restrictions has had a significant impact on revenue streams, particularly with tickets issued by the Police Department and quarterly permit sales of all types. Without the blanket winter ban, fewer overnight parking violations are issued, leading to a reduction in associated revenue. Compared with data from winter seasons from FY24 to FY26, the first full calendar year's impact was around \$20,00 in general violations and \$67,000 in quarterly permit sales of all types.

Parking Services transitioned to new back office and enforcement software. Under the new vendor, fees associated with tickets and processing have been minimized, returning revenue to the Fines and Forfeits accounts. Parking zones were also consolidated from 42 to 23, creating larger zones within the main arteries and side streets that make up the parking system. This has streamlined operations, reduced customer confusion, and allows for more flexible parking options. With the consolidated zones, a new text-to-pay option has been introduced and further enhances payment accessibility.

In late FY25, Juneteenth joined 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 approximately \$15,000 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 become more frequent and the scope of parking use expands, parking will play a crucial role in ensuring adequate space for event set-up and attendees.

In FY27, the largest impact to the Parking Fund over the next several years will be the Downtown Infrastructure project. Construction activity will require the temporary removal or encumbrance of on-street parking spaces, resulting in reduced revenue. Additionally, patrons may be hesitant to park Downtown. With coordination and cooperation with Public Works and project managers, we expected to limit the number of spaces out of operation at any given time. For the first year of construction, there is an anticipated annualized impact of 15% in Central Square meter fees (22021501-423210). The revenue projection reflects this anticipated loss in revenue. Proper communication and education about parking impacts within the project will help mitigate undo loss to the Parking Fund by encouraging visitors to come Downtown.

As infrastructure maintenance and operating costs increase and short-term revenue pressures continue, Parking Services anticipates the need to evaluate on-street parking rates and meter fees by the end of the calendar year. Parking rates have remained unchanged for several years, while some operating expenses and infrastructure maintenance expenses have increased due to material costs, expanded pay station infrastructure, and cumulative revenue impacts from free parking days, number of community events and scopes of those events, and code changes. Any proposed rate adjustments would be data-driven, benchmarked against comparable New Hampshire communities, and brought

forward through the established public review and approval process. Parking Services will continue to prioritize affordability, access, and turnover while ensuring the Parking Fund remains financially sustainable.

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 FY26 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 landscaping around Central Square and downtown

Annual painting of parking stalls;

Trash removal

Provision of 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 FY27 Budget continues these same activities at the same level as in FY26. Cost Centers 22021502 and 22021503 provide funding for the City Hall and Wells Street Parking Structures.

### 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 communication, 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, 3, 4
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, 3, 4, 5, 7
Optimize long-term reserved Parking Program to meet resident and workforce needs.	N/A	Economic Development	1, 2, 3, 4, 5, 7
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	7
Modernize all aspects of parking, including enforcement, maintenance and planning for future needs.	N/A	Transportation	1, 2, 3, 4, 5, 6, 7
Develop a comprehensive strategic plan for parking services, outreach, and operations & maintenance.	N/A	Economic Development	1, 2, 3, 6

## Metrics

	2025	2026	2027
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	1,700	1,600	1,125
Number of Level 1 violations issued collection	15,200	16,000	16,000
Number of single-space meters replaced with multi-space paystations (accumulative)	685	685	685
Average monthly pay station transactions	6,800	8,450	8,600
Average ParkMobile transactions per month	10,300	11,300	13,000
Average SemaConnect EV charger sessions per month	110	115	60

## Operating Revenue and Expenditures

	2024-2025	2025-2026	2026-2027	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Taxes	238,511	230,146	182,322	182,322
Parking Meter Fees/Space Rentals	447,473	525,340	537,500	537,500
Fines & Forfeits	310,027	306,550	259,627	259,627
Miscellaneous	324,428	352,283	365,906	365,906
County Courthouse Payment	16,326	16,326	16,122	16,122
Capital Reserve/Project Balances	-	328,000	96,000	96,000
Use of (Addition to) Surplus	-	(142,597)	(59,820)	(59,820)
Sale of Bond	-	-	-	-
<b>Total Revenues</b>	1,336,765	1,616,048	1,397,657	1,397,657
<b>EXPENDITURES</b>				
Lots & Meters	775,826	770,455	826,675	826,675
Outside Services	215,622	231,343	234,488	234,488
City Hall Parking Facility	11,950	22,924	23,955	23,955
Wells Street Parking Facility	32,289	33,180	34,217	34,217
Debt Service-TIFD	179,469	100,146	97,322	97,322
Subtotal	1,215,156	1,158,048	1,216,657	1,216,657
Capital Reserve/Project Balances	236,000	458,000	181,000	181,000
<b>Total Expenditures</b>	1,451,156	1,616,048	1,397,657	1,397,657
<b>Net Revenues (Expenditures)</b>	(114,391)	-	-	-

### 2027-2033 Capital Improvement Program Summary

Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: City Hall Parking Facility	\$ 55,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 235,000
CR Appropriation: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
City Hall Parking Structure Maint Program	96,000	-	-	74,000	-	-	50,000	220,000
EV Charging Stations Project	-	-	50,000	-	-	232,800	-	282,800
Surface Parking Lot Maintenance Program	-	58,400	-	97,800	-	69,300	-	225,500
Wells Street Parking Structure Maint Program	-	50,000	-	-	-	65,000	-	115,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 181,000</b>	<b>\$ 168,400</b>	<b>\$ 110,000</b>	<b>\$ 231,800</b>	<b>\$ 60,000</b>	<b>\$ 427,100</b>	<b>\$ 110,000</b>	<b>\$ 1,288,300</b>
<b>PROJECT FUNDING DETAIL</b>								
<u>Capital Reserve Appropriations</u>								
Capital Reserve: City Hall Parking Facility	\$ 55,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 235,000
Capital Reserve: Wells Street Parking Facility	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 85,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 445,000</b>
<u>Reserve Funded Projects</u>								
City Hall Parking Structure Maint Program	\$ 96,000	\$ -	\$ -	\$ 74,000	\$ -	\$ -	\$ 50,000	\$ 220,000
Wells Street Parking Structure Maint Program	-	50,000	-	-	-	65,000	-	115,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 96,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 74,000</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ 50,000</b>	<b>\$ 335,000</b>
<u>Projects Funded with Debt</u>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total: Projects Funded with Debt</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<u>Projects Funded with Cash</u>								
EV Charging Stations Project	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 232,800	\$ -	\$ 282,800
Surface Parking Lot Maintenance Program	-	58,400	-	97,800	-	69,300	-	225,500
<b>Total: Projects Funded with Cash</b>	<b>\$ -</b>	<b>\$ 58,400</b>	<b>\$ 50,000</b>	<b>\$ 97,800</b>	<b>\$ -</b>	<b>\$ 302,100</b>	<b>\$ -</b>	<b>\$ 508,300</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 85,000</b>	<b>\$ 118,400</b>	<b>\$ 110,000</b>	<b>\$ 157,800</b>	<b>\$ 60,000</b>	<b>\$ 362,100</b>	<b>\$ 60,000</b>	<b>\$ 953,300</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 181,000</b>	<b>\$ 168,400</b>	<b>\$ 110,000</b>	<b>\$ 231,800</b>	<b>\$ 60,000</b>	<b>\$ 427,100</b>	<b>\$ 110,000</b>	<b>\$ 1,288,300</b>
<u>New Cash Requirement FY 27-33: Reconciliation</u>								
Capital Reserve Appropriation	\$ 85,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 445,000
Use of Current Revenues for Projects	-	58,400	50,000	97,800	-	302,100	-	508,300
<b>New Funds Needed</b>	<b>\$ 85,000</b>	<b>\$ 118,400</b>	<b>\$ 110,000</b>	<b>\$ 157,800</b>	<b>\$ 60,000</b>	<b>\$ 362,100</b>	<b>\$ 60,000</b>	<b>\$ 953,300</b>
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2026/2027</u>	<u>INTEREST 2026/2027</u>	<u>PRINCIPAL BALANCE 06/30/27</u>
Wells St TIFD Courthouse Project (advance refunded 2020 Series B)	9/15/2020	10/15/2030	1.36%	327,000	30,000	1,836	120,000
Wells St TIFD Parking Structure Maintenance	8/15/2023	8/15/2033	5.10%	473,674	47,368	18,118	331,570
				\$ 800,674	\$ 77,368	\$ 19,954	\$ 451,570
<b>Authorized, Unissued:</b>							
N/A				\$ -	\$ -	\$ -	\$ -
<b>Total Authorized / Unissued</b>				\$ -	\$ -	\$ -	\$ -
<b>Anticipated, FY26/27:</b>							
N/A				\$ -	\$ -	\$ -	\$ -
<b>Total Anticipated Bond Issue - New</b>				\$ -	\$ -	\$ -	\$ -
<b>Anticipated, Future FY27 - FY33:</b>							
N/A				\$ -			
<b>Total Anticipated Bond Issue - Future</b>				\$ -			

### Revenue Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>22020500 - Parking-Taxes</b>						
411250 Tax-Increment Financing	205,978	238,511	230,146	182,322	—	182,322
<b>Subtotal</b>	<b>205,978</b>	<b>238,511</b>	<b>230,146</b>	<b>182,322</b>	<b>—</b>	<b>182,322</b>
<b>22021501 - Parking-Licenses Permits Fees</b>						
423060 Fee-Miscellaneous	1,535	(1,191)	—	—	—	—
423070 Meters-City Hall-Upper Lot	3,039	2,096	2,845	2,000	—	2,000
423080 Meters-Commercial Lot	27,855	21,918	24,750	26,000	—	26,000
423090 Meters-Elm Lot	12,538	12,999	14,275	17,500	—	17,500
423100 Meters-Gilbo Lot East	31,896	37,114	47,750	52,000	—	52,000
423110 Meters-Library Annex Lot	7,648	7,568	7,870	10,000	—	10,000
423130 Meters-On Street	270,194	259,865	266,000	275,000	—	275,000
423140 Meters-Wells Lot	26,347	12,843	12,150	17,000	—	17,000
423190 Fee-Parking Smartcards	3	9	—	—	—	—
423200 Meters-Main Street	97,637	79,300	136,000	126,000	—	126,000
423210 Meters-Central Square	6,260	14,951	13,700	12,000	—	12,000
<b>Subtotal</b>	<b>484,951</b>	<b>447,473</b>	<b>525,340</b>	<b>537,500</b>	<b>—</b>	<b>537,500</b>
<b>22024505 - Parking-Miscellaneous</b>						
461010 Interest Earnings	41,644	—	1,000	41,500	—	41,500
463000 Rents	20,370	6,344	21,563	21,563	—	21,563
463050 Rent-Leased Parking Lots	4,831	40,078	4,356	4,356	—	4,356
463100 Rent-Employee Parking Spaces	45,880	52,480	54,208	54,208	—	54,208
463180 Keene District Court	714	—	—	—	—	—
463190 County Courthouse	15,816	16,326	16,326	16,122	—	16,122
463200 Rent-Commercial Lot Reserved	21,122	24,476	27,000	12,000	—	12,000
463220 Rent-Elm Lot Reserved	15,577	16,333	24,500	15,000	—	15,000
463230 Rent-Gilbo West Reserved	30,233	25,257	31,000	19,000	—	19,000
463240 Rent-Wells Lot Reserved	86,003	89,412	100,000	75,000	—	75,000
463250 Rent-Lot 6 City Hall Upper	162	—	—	—	—	—
463260 Rent-On Street Reserved	22,445	21,800	23,900	17,000	—	17,000
<b>Subtotal</b>	<b>304,797</b>	<b>292,507</b>	<b>303,853</b>	<b>275,749</b>	<b>—</b>	<b>275,749</b>
<b>22025506 - Parking-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	(142,597)	(59,820)	—	(59,820)
470030 Capital Reserve	—	—	328,000	96,000	—	96,000
<b>Subtotal</b>	<b>—</b>	<b>—</b>	<b>185,403</b>	<b>36,180</b>	<b>—</b>	<b>36,180</b>
<b>22027504 - Parking-Fines &amp; Forfeits</b>						
451010 Fines-Meter Violations Stage 1	151,883	160,950	155,750	156,000	—	156,000
451020 Fines-Meter Violations Stage 2	126,050	127,892	129,000	130,000	—	130,000

### Revenue Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
451030 Fines-Gen Violations Stage 1	6,495	6,194	4,300	1,650	—	1,650
451040 Fines-Gen Violations Stage 2	13,190	9,970	5,500	1,500	—	1,500
451050 Fines-Court	5,080	5,021	12,000	12,000	—	12,000
<b>Subtotal</b>	<b>302,699</b>	<b>310,027</b>	<b>306,550</b>	<b>301,150</b>	<b>—</b>	<b>301,150</b>
<b>22324505 - Parking-Wells-Miscellaneous</b>						
463050 Rent-Leased Parking Lots	33,161	34,247	38,856	38,856	—	38,856
463100 Rent-Employee Parking Spaces	11,200	14,000	14,000	14,000	—	14,000
463240 Rent-Wells Lot Reserved	—	—	11,900	11,900	—	11,900
<b>Subtotal</b>	<b>44,361</b>	<b>48,247</b>	<b>64,756</b>	<b>64,756</b>	<b>—</b>	<b>64,756</b>
<b>Total Revenues</b>	<b>1,342,785</b>	<b>1,336,765</b>	<b>1,616,048</b>	<b>1,397,657</b>	<b>—</b>	<b>1,397,657</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Outside Services	22145100	525030	Increased electricity expense	300	300
<b>TOTAL Parking Fund</b>				<b>300</b>	<b>300</b>

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>22000000 - Parking-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	166,522	158,588	170,460	178,364	—	178,364
513040 Wages-Full Time	116,458	123,488	126,507	130,016	—	130,016
513070 Wages-Part Time	78,751	87,207	91,460	95,712	—	95,712
517010 Health Insurance	75,020	87,628	93,648	100,404	—	100,404
517020 Dental Insurance	3,598	3,982	3,980	4,278	—	4,278
517030 Retirement Contributions	37,622	38,832	37,864	39,320	—	39,320
517040 Social Security	26,219	27,707	29,233	30,402	—	30,402
517050 Workers Compensation	5,029	5,366	4,954	7,455	—	7,455
<b>Personnel Subtotal</b>	<b>509,219</b>	<b>532,799</b>	<b>558,106</b>	<b>585,951</b>	<b>—</b>	<b>585,951</b>
<b>Operating</b>						
521020 Professional Services	5,275	2,415	—	—	—	—
521030 Technical Services	32,788	46,435	37,000	37,000	—	37,000
521950 Marketing & Development	—	500	523	523	—	523
522050 PC Replacement Charge	1,358	1,388	1,388	1,388	—	1,388
522060 PW Fleet Charge	8,021	8,397	8,478	9,241	—	9,241
522070 City Admin Charge	96,339	127,158	117,674	145,286	—	145,286
522080 Taxes	1,145	—	2,402	2,402	—	2,402
523110 Maint-Equipment	—	—	3,900	3,900	—	3,900
524180 Violation Collection Fees	27,372	22,568	—	—	—	—
524190 Refunds	935	5,923	—	—	—	—
524350 Training	540	79	3,000	3,000	—	3,000
524460 Cleaning Allowance	600	600	600	600	—	600
525100 Communications & Phone	2,336	2,404	2,484	2,484	—	2,484
526020 Rental-Office Space	12,128	12,400	12,400	12,400	—	12,400
527010 Supplies-Office	1,638	2,117	6,000	6,000	—	6,000
527100 Postage	202	326	3,000	3,000	—	3,000
527200 Repair-Parts	596	23	5,000	5,000	—	5,000
527550 Supplies-Uniforms	3,351	1,814	3,500	3,500	—	3,500
527600 Supplies-Operating	4,203	6,937	5,000	5,000	—	5,000
534090 Acq-Equipment	—	1,543	—	—	—	—
<b>Operating Subtotal</b>	<b>198,826</b>	<b>243,027</b>	<b>212,349</b>	<b>240,724</b>	<b>—</b>	<b>240,724</b>
<b>22000000 - Parking-Administration Subtotal</b>	<b>708,045</b>	<b>775,826</b>	<b>770,455</b>	<b>826,675</b>	<b>—</b>	<b>826,675</b>
<b>22090000 - Parking-Debt Service</b>						
<b>Operating</b>						
551010 Debt-Principal	105,000	152,368	77,368	77,368	—	77,368

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
551020	Debt-Interest	20,041	27,101	22,778	19,954	—	19,954
<b>Operating Subtotal</b>		<b>125,041</b>	<b>179,469</b>	<b>100,146</b>	<b>97,322</b>	<b>—</b>	<b>97,322</b>
<b>22090000 - Parking-Debt Service Subtotal</b>		<b>125,041</b>	<b>179,469</b>	<b>100,146</b>	<b>97,322</b>	<b>—</b>	<b>97,322</b>
<b>22091500 - Parking-Trans-Capital &amp; Other</b>							
<b>Operating</b>							
580100	Transfer-Capital Reserve	65,000	130,000	130,000	85,000	—	85,000
580110	Transfer-Cap Project	125,000	106,000	328,000	96,000	—	96,000
<b>Operating Subtotal</b>		<b>190,000</b>	<b>236,000</b>	<b>458,000</b>	<b>181,000</b>	<b>—</b>	<b>181,000</b>
<b>22091500 - Parking-Trans-Capital &amp; Other Subtotal</b>		<b>190,000</b>	<b>236,000</b>	<b>458,000</b>	<b>181,000</b>	<b>—</b>	<b>181,000</b>
<b>22145100 - Parking-Outside Services</b>							
<b>Personnel</b>							
513040	Wages-Full Time	2,298	24,012	26,552	27,910	—	27,910
515010	OT-Regular	4	5,494	4,804	4,804	—	4,804
517010	Health Insurance	381	3,780	5,816	6,305	—	6,305
517020	Dental Insurance	21	223	271	288	—	288
517030	Retirement Contributions	300	4,003	3,998	4,171	—	4,171
517040	Social Security	169	2,256	2,399	2,503	—	2,503
517050	Workers Compensation	73	936	886	1,590	—	1,590
<b>Personnel Subtotal</b>		<b>3,246</b>	<b>40,704</b>	<b>44,726</b>	<b>47,571</b>	<b>—</b>	<b>47,571</b>
<b>Operating</b>							
522030	Snow Plowing	66,971	68,645	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	92,461	94,772	94,772	94,772	—	94,772
525030	Electricity	845	681	700	1,000	300	1,000
527400	Supplies-Other Maint	—	1,862	2,000	2,000	—	2,000
527600	Supplies-Operating	38	958	8,500	8,500	—	8,500
<b>Operating Subtotal</b>		<b>168,315</b>	<b>174,918</b>	<b>186,617</b>	<b>186,917</b>	<b>300</b>	<b>186,917</b>
<b>22145100 - Parking-Outside Services Subtotal</b>		<b>171,561</b>	<b>215,622</b>	<b>231,343</b>	<b>234,488</b>	<b>300</b>	<b>234,488</b>
<b>22145230 - Parking-Maint-City Hall Deck</b>							
<b>Personnel</b>							
513040	Wages-Full Time	—	506	—	—	—	—
515010	OT-Regular	—	172	618	618	—	618
517010	Health Insurance	—	196	—	—	—	—
517020	Dental Insurance	—	10	—	—	—	—
517030	Retirement Contributions	—	92	79	79	—	79
517040	Social Security	—	52	48	48	—	48

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517050 Workers Compensation	—	21	18	31	—	31
<b>Personnel Subtotal</b>	<b>—</b>	<b>1,047</b>	<b>763</b>	<b>776</b>	<b>—</b>	<b>776</b>
<b>Operating</b>						
522060 PW Fleet Charge	7,425	10,661	10,661	11,679	—	11,679
527400 Supplies-Other Maint	—	—	500	500	—	500
527600 Supplies-Operating	74	241	11,000	11,000	—	11,000
<b>Operating Subtotal</b>	<b>7,499</b>	<b>10,902</b>	<b>22,161</b>	<b>23,179</b>	<b>—</b>	<b>23,179</b>
<b>22145230 - Parking-Maint-City Hall Deck Subtotal</b>	<b>7,499</b>	<b>11,950</b>	<b>22,924</b>	<b>23,955</b>	<b>—</b>	<b>23,955</b>
<b>22145231 - Parking-Maint-Wells Deck</b>						
<b>Personnel</b>						
513040 Wages-Full Time	1,519	1,934	—	—	—	—
515010 OT-Regular	—	341	927	927	—	927
517010 Health Insurance	578	910	—	—	—	—
517020 Dental Insurance	32	44	—	—	—	—
517030 Retirement Contributions	206	308	119	119	—	119
517040 Social Security	115	170	72	72	—	72
517050 Workers Compensation	50	74	27	46	—	46
<b>Personnel Subtotal</b>	<b>2,500</b>	<b>3,782</b>	<b>1,145</b>	<b>1,164</b>	<b>—</b>	<b>1,164</b>
<b>Operating</b>						
522060 PW Fleet Charge	7,425	10,661	10,661	11,679	—	11,679
525030 Electricity	8,976	5,809	6,504	6,504	—	6,504
527400 Supplies-Other Maint	—	4,088	11,870	11,870	—	11,870
527600 Supplies-Operating	87	7,950	3,000	3,000	—	3,000
<b>Operating Subtotal</b>	<b>16,488</b>	<b>28,507</b>	<b>32,035</b>	<b>33,053</b>	<b>—</b>	<b>33,053</b>
<b>22145231 - Parking-Maint-Wells Deck Subtotal</b>	<b>18,989</b>	<b>32,289</b>	<b>33,180</b>	<b>34,217</b>	<b>—</b>	<b>34,217</b>
<b>Total Expenditures</b>	<b>1,221,136</b>	<b>1,451,156</b>	<b>1,616,048</b>	<b>1,397,657</b>	<b>300</b>	<b>1,397,657</b>

**KEENE**



# PC Replacement Fund

## Overview & Summary

### Mission Statement

Through the Computer Equipment Replacement Plan, regular replacement of computer equipment will ensure maximum levels of reliability, security 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, Chrome-books, 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 66 computers in FY27, 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.

With the aggressive market infiltration of Artificial Intelligence(AI) the industry is seeing a steep increase in hardware costs as AI companies race to build high compute server farms to run their AI offerings. This is demand of hardware is driving the price up dramatically and we are doing our best to predict how the market will look in the next couple of 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 66 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

	2025	2026	2027
PC1 Purchase Cost	\$950	\$900	\$950
PC1 Replacement Schedule	5 years	5 years	5 years
PC2 Purchase Cost	\$1,150	\$1,250	\$1,250
PC2 Replacement Schedule	3 years	3 years	3 years
Tablet Purchase Cost	\$1,975	\$2,150	\$2,150
Tablet Replacement Schedule	3 years	4 years	4 years
iPad Purchase Cost	\$500	\$500	\$525
iPad Replacement Schedule	3 years	3 years	3 years
Laptop Purchase Cost	\$1,150	\$1,200	\$1,200
Laptop Replacement Schedule	4 years	4 years	4 years
Total Annual Contributions to Fund	\$121,523	\$123,591	\$131,756
Total Computers	353	358	354

## Operating Revenue and Expenditures

	2024-2025 Actual	2025-2026 Adopted Budget	2026-2027 Dept Request	2026-2027 City Manager
<b>REVENUES</b>				
Charges for Service	123,591	131,756	130,594	130,594
Use of (Addition to) Surplus	-	18,131	(59,574)	(59,574)
Miscellaneous	6,625	1,500	1,000	1,000
<b>Total Revenues</b>	130,216	151,387	72,020	72,020
<b>EXPENDITURES</b>				
PC Replacement	124,359	151,387	72,020	72,020
<b>Total Expenditures</b>	124,359	151,387	72,020	72,020
<b>Net Revenues (Expenditures)</b>	5,857	-	-	-

### Revenue Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>46023503 - PC Repl-Charges For Services</b>						
441260 Charges-PC Replacement	123,621	123,591	131,756	130,594	—	130,594
<b>Subtotal</b>	<b>123,621</b>	<b>123,591</b>	<b>131,756</b>	<b>130,594</b>	<b>—</b>	<b>130,594</b>
<b>46024505 - PC Repl-Miscellaneous</b>						
461010 Interest Earnings	4,234	3,775	500	—	—	—
<b>Subtotal</b>	<b>4,234</b>	<b>3,775</b>	<b>500</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>46025506 - PC Repl-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	18,131	(59,574)	—	(59,574)
473030 Equipment Surplus Sale	150	2,850	1,000	1,000	—	1,000
<b>Subtotal</b>	<b>150</b>	<b>2,850</b>	<b>19,131</b>	<b>(58,574)</b>	<b>—</b>	<b>(58,574)</b>
<b>Total Revenues</b>	<b>128,005</b>	<b>130,216</b>	<b>151,387</b>	<b>72,020</b>	<b>—</b>	<b>72,020</b>

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>46000000 - PC Repl-Operating</b>						
<b>Operating</b>						
523010 Maint-Office Equipment	7,459	6,977	9,600	12,000	2,400	12,000
523070 Maint-Computer System	2,763	—	—	—	—	—
527440 Equipt-Computer Minor	72,155	114,403	136,787	55,020	—	55,020
527610 Supplies-Software	—	2,979	5,000	5,000	—	5,000
<b>Operating Subtotal</b>	<b>82,377</b>	<b>124,359</b>	<b>151,387</b>	<b>72,020</b>	<b>2,400</b>	<b>72,020</b>
<b>46000000 - PC Repl-Operating Subtotal</b>	<b>82,377</b>	<b>124,359</b>	<b>151,387</b>	<b>72,020</b>	<b>2,400</b>	<b>72,020</b>
<b>46091500 - PC Repl-Trans-Capital &amp; Other</b>						
<b>Operating</b>						
580110 Transfer-Cap Project	22,584	—	—	—	—	—
<b>Operating Subtotal</b>	<b>22,584</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>46091500 - PC Repl-Trans-Capital &amp; Other Subtotal</b>	<b>22,584</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Expenditures</b>	<b>104,961</b>	<b>124,359</b>	<b>151,387</b>	<b>72,020</b>	<b>2,400</b>	<b>72,020</b>

**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's 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 three (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 by 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 per year 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 27 of the required 30-year monitoring commitment. With new regulations and changing limits on PFAS chemicals, the cost of monitoring will continue to increase as the New Hampshire Department of Environmental Services (NHDES) expands 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 expected that the limit will be further reduced in the coming year. 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 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 in July 2024 and to date they have provided good service. However, a "Letter of Deficiency" issued to our vendor by NHDES in 2025 serves as a stark reminder that this operation requires careful scrutiny from the City in order to avoid potential permit violations. The FY27 budget includes funding for an upgrade to an existing position. The "Household Hazardous Waste Coordinator" will serve as the City's eyes and ears during collection events, providing operational oversight and regulatory compliance.

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 \$102.96 per ton in 2026. In addition, WMNH is also contractually obligated to bring in 9,500 tons in 2026 from outside the City limits.

## 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

	2025	2026	2027
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	\$99.00	\$102.96	\$107.08
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)	\$41.00	\$45.00	\$45.00
Maintain reasonable wait time for residents to access facility (on Saturdays)	< 5 min	< 5 min	< 5 min

## Operating Revenue and Expenditures

	2024-2025	2025-2026	2026-2027	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Licenses, Permits, Fees	6,210	-	-	-
Charges for Services	6,113,561	5,578,524	5,730,013	5,730,013
Other Financing Sources	-	-	-	-
Use of (Addition to) Surplus	-	470,717	519,026	519,026
Capital Reserve	-	138,980	350,000	350,000
Miscellaneous	174,614	10,000	190,000	190,000
<b>Total Revenues</b>	6,294,385	6,198,221	6,789,039	6,789,039
<b>EXPENDITURES</b>				
Management/Admin.	697,305	776,367	855,797	855,797
Transfer/Recycling Facility	165,610	190,489	177,938	177,938
Landfill/Operations	3,627,087	3,494,677	3,597,154	3,597,154
Recycling	850,456	756,801	767,039	767,039
Household Hazardous Waste	130,446	99,524	99,569	99,569
Demolition Transfer/Disposal	65,298	198,938	200,912	200,912
Landfill Monitoring	49,590	87,000	87,000	87,000
Landfill Gas System	360,673	148,904	148,904	148,904
Debt Service	158,356	156,541	154,726	154,726
Capital Reserve Appropriations	150,000	150,000	350,000	350,000
Capital Project Transfer	-	138,980	350,000	350,000
<b>Total Expenditures</b>	6,254,821	6,198,221	6,789,039	6,789,039
<b>Net Revenues (Expenditures)</b>	39,564	-	-	-

## 2027-2033 Capital Improvement Program Summary

Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: Recycling/Transfer Facility	\$ 350,000	\$ 350,000	\$ 325,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,625,000
Climate Controlled Processing Project	100,000	-	-	-	-	-	-	100,000
Compost Operations Project	-	-	100,000	-	-	-	-	100,000
Facility Power Project	-	-	165,000	-	-	-	-	165,000
Fire Suppression System Project	250,000	-	-	-	-	-	-	250,000
Recycling Equipment Replacement Program	-	75,000	-	-	375,000	-	-	450,000
Upper Level Pavement Project	-	332,000	-	-	-	-	-	332,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 700,000</b>	<b>\$ 757,000</b>	<b>\$ 590,000</b>	<b>\$ 150,000</b>	<b>\$ 525,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 3,022,000</b>
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Recycling/Transfer Facility	\$ 350,000	\$ 350,000	\$ 325,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,625,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 1,625,000</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>CAPITAL RESERVES</b>								
Climate Controlled Processing Project	100,000	-	-	-	-	-	-	100,000
Compost Operations Project	-	-	100,000	-	-	-	-	100,000
Facility Power Project	-	-	165,000	-	-	-	-	165,000
Fire Suppression System Project	250,000	-	-	-	-	-	-	250,000
Recycling Equipment Replacement Program	-	75,000	-	-	375,000	-	-	450,000
Upper Level Pavement Project	-	332,000	-	-	-	-	-	332,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 350,000</b>	<b>\$ 407,000</b>	<b>\$ 265,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,397,000</b>
<b>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>\$ -</b>
<b>OTHER FUNDING SOURCES</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>\$ -</b>
<b>CURRENT REVENUES</b>								
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROJECTS FUNDED WITH CURRENT REVENUES</b>	<b>\$ -</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>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 1,625,000</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 700,000</b>	<b>\$ 757,000</b>	<b>\$ 590,000</b>	<b>\$ 150,000</b>	<b>\$ 525,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 3,022,000</b>
<b>New Cash Requirement FY27-33: Reconciliation</b>								
Capital Reserve Appropriation	\$ 350,000	\$ 350,000	\$ 325,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,625,000
User of Current Revenues for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 1,625,000</b>
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2026/2027</u>	<u>INTEREST 2026/2027</u>	<u>PRINCIPAL BALANCE 06/30/27</u>
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	10,000	200	-
Transfer Station Energy Source	9/27/2018	9/15/2028	avg 2.74%	250,000	25,000	3,125	50,000
Transfer Station Roof Replacement	9/15/2020	9/15/2035	1.65%	168,000	10,000	1,815	105,000
				\$ 523,000	\$ 45,000	\$ 5,140	\$ 155,000
<b>Authorized, Unissued:</b>							
N/A				\$ -	\$ -	\$ -	-
<b>Total Authorized / Unissued</b>				\$ -	\$ -	\$ -	-
<b>Anticipated, FY26/27:</b>							
N/A				\$ -	\$ -	\$ -	-
<b>Total Anticipated Bond Issue - New</b>				\$ -	\$ -	\$ -	-
<b>Anticipated, Future FY27 - FY33:</b>							
N/A				\$ -			
<b>Total Anticipated Bond Issue - Future</b>				\$ -			

### Revenue Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>21021501 - Sw-Licenses Permits Fees</b>						
423060 Fee-Miscellaneous	5,000	6,210	—	—	—	—
<b>Subtotal</b>	<b>5,000</b>	<b>6,210</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>21023503 - Sw-Charges For Services</b>						
441090 Direct Reimbursement	1,044	260	—	—	—	—
441190 Charges-Sw Tipping	4,973,579	5,386,124	5,002,971	5,153,060	—	5,153,060
441200 Charges-Recycling	454,981	667,994	523,553	523,553	—	523,553
441450 Charges-Reclamation Trust Fund	58,644	59,182	52,000	53,400	—	53,400
<b>Subtotal</b>	<b>5,488,248</b>	<b>6,113,561</b>	<b>5,578,524</b>	<b>5,730,013</b>	<b>—</b>	<b>5,730,013</b>
<b>21024505 - Sw-Miscellaneous</b>						
461010 Interest Earnings	190,503	174,614	10,000	190,000	—	190,000
<b>Subtotal</b>	<b>190,503</b>	<b>174,614</b>	<b>10,000</b>	<b>190,000</b>	<b>—</b>	<b>190,000</b>
<b>21025506 - Sw-Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	(134,321)	470,717	519,026	—	519,026
470030 Capital Reserve	—	—	138,980	350,000	—	350,000
<b>Subtotal</b>	<b>—</b>	<b>(134,321)</b>	<b>609,697</b>	<b>869,026</b>	<b>—</b>	<b>869,026</b>
<b>Total Revenues</b>	<b>5,683,751</b>	<b>6,160,064</b>	<b>6,198,221</b>	<b>6,789,039</b>	<b>—</b>	<b>6,789,039</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
<b>TOTAL Solid Waste Fund</b>				-	-

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>21000000 - Sw-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	90,738	95,691	128,197	115,174	—	115,174
517010 Health Insurance	14,519	16,364	17,876	45,055	—	45,055
517020 Dental Insurance	732	765	768	2,385	—	2,385
517030 Retirement Contributions	12,036	13,171	16,344	14,685	—	14,685
517040 Social Security	6,699	7,362	9,806	8,393	—	8,393
517050 Workers Compensation	1,223	1,264	1,856	1,139	—	1,139
<b>Personnel Subtotal</b>	<b>125,948</b>	<b>134,618</b>	<b>174,847</b>	<b>186,831</b>	<b>—</b>	<b>186,831</b>
<b>Operating</b>						
521200 Laboratory Services	243	692	300	300	—	300
522070 City Admin Charge	597,372	541,804	580,270	647,716	—	647,716
523050 MF Printer Lease/Copies/Maint	24	—	—	—	—	—
524250 Advertising	11,980	13,776	9,000	9,000	—	9,000
524350 Training	50	—	750	750	—	750
524360 Meetings & Dues	3,594	541	1,200	1,200	—	1,200
524470 Public Awareness	3,428	5,834	10,000	10,000	—	10,000
527010 Supplies-Office	33	40	—	—	—	—
<b>Operating Subtotal</b>	<b>616,723</b>	<b>562,687</b>	<b>601,520</b>	<b>668,966</b>	<b>—</b>	<b>668,966</b>
<b>21000000 - Sw-Administration Subtotal</b>	<b>742,671</b>	<b>697,305</b>	<b>776,367</b>	<b>855,797</b>	<b>—</b>	<b>855,797</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	10,585	8,770	6,955	5,140	—	5,140
553010 Debt-Lease Payments	87,500	104,586	104,586	104,586	—	104,586
<b>Operating Subtotal</b>	<b>143,085</b>	<b>158,356</b>	<b>156,541</b>	<b>154,726</b>	<b>—</b>	<b>154,726</b>
<b>21090000 - Sw-Debt Service Subtotal</b>	<b>143,085</b>	<b>158,356</b>	<b>156,541</b>	<b>154,726</b>	<b>—</b>	<b>154,726</b>
<b>21091500 - Sw-Transfers-Capital &amp; Other</b>						
<b>Operating</b>						
580100 Transfer-Capital Reserve	125,000	150,000	150,000	350,000	—	350,000
580110 Transfer-Cap Project	—	—	138,980	350,000	—	350,000
<b>Operating Subtotal</b>	<b>125,000</b>	<b>150,000</b>	<b>288,980</b>	<b>700,000</b>	<b>—</b>	<b>700,000</b>
<b>21091500 - Sw-Transfers-Capital &amp; Other Subtotal</b>	<b>125,000</b>	<b>150,000</b>	<b>288,980</b>	<b>700,000</b>	<b>—</b>	<b>700,000</b>
<b>21100082 - Sw-Transfer Station Facility</b>						
<b>Personnel</b>						
513070 Wages-Part Time	66,956	73,102	76,092	63,408	—	63,408
513080 Wages-Hourly	35,540	20,608	27,759	27,759	—	27,759

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517040	Social Security	7,699	7,311	7,948	6,977	—	6,977
517050	Workers Compensation	2,197	2,021	1,926	2,809	—	2,809
<b>Personnel Subtotal</b>		<b>112,392</b>	<b>103,041</b>	<b>113,725</b>	<b>100,953</b>	<b>—</b>	<b>100,953</b>
<b>Operating</b>							
521030	Technical Services	1,383	—	16,500	16,500	—	16,500
522010	Janitorial	4,766	—	7,200	7,200	—	7,200
522050	PC Replacement Charge	1,558	981	981	1,202	—	1,202
523010	Maint-Office Equipment	143	14	—	—	—	—
523500	Maint-Building	25,480	18,502	25,000	25,000	—	25,000
525030	Electricity	25,637	28,778	20,583	20,583	—	20,583
525100	Communications & Phone	5,513	5,592	3,500	3,500	—	3,500
527600	Supplies-Operating	6,414	8,702	3,000	3,000	—	3,000
<b>Operating Subtotal</b>		<b>70,893</b>	<b>62,568</b>	<b>76,764</b>	<b>76,985</b>	<b>—</b>	<b>76,985</b>
<b>21100082 - Sw-Transfer Station Facility Subtotal</b>		<b>183,285</b>	<b>165,610</b>	<b>190,489</b>	<b>177,938</b>	<b>—</b>	<b>177,938</b>
<b>21200000 - Sw-Operations</b>							
<b>Personnel</b>							
513040	Wages-Full Time	112,975	121,226	127,559	194,699	—	194,699
515010	OT-Regular	32,237	37,513	36,646	36,646	—	36,646
517010	Health Insurance	35,695	41,317	44,449	59,877	—	59,877
517020	Dental Insurance	2,161	2,275	2,292	3,060	—	3,060
517030	Retirement Contributions	19,235	21,865	20,937	29,499	—	29,499
517040	Social Security	10,791	12,263	12,443	17,556	—	17,556
517050	Workers Compensation	5,545	6,083	4,766	10,232	—	10,232
<b>Personnel Subtotal</b>		<b>218,639</b>	<b>242,542</b>	<b>249,092</b>	<b>351,569</b>	<b>—</b>	<b>351,569</b>
<b>Operating</b>							
523110	Maint-Equipment	30,784	26,961	7,500	7,500	—	7,500
524480	Hauling & Disposal	2,936,605	3,268,903	3,178,335	3,178,335	—	3,178,335
524550	Contracted Services	40,168	40,341	28,750	28,750	—	28,750
527600	Supplies-Operating	51,903	48,341	31,000	31,000	—	31,000
<b>Operating Subtotal</b>		<b>3,059,460</b>	<b>3,384,546</b>	<b>3,245,585</b>	<b>3,245,585</b>	<b>—</b>	<b>3,245,585</b>
<b>21200000 - Sw-Operations Subtotal</b>		<b>3,278,099</b>	<b>3,627,088</b>	<b>3,494,677</b>	<b>3,597,154</b>	<b>—</b>	<b>3,597,154</b>
<b>21242000 - Sw-Recycling</b>							
<b>Personnel</b>							
513040	Wages-Full Time	254,868	280,173	314,229	302,284	—	302,284
515010	OT-Regular	70,115	78,866	41,506	41,506	—	41,506
517010	Health Insurance	92,812	118,509	127,997	134,047	—	134,047
517020	Dental Insurance	5,272	6,193	6,127	8,698	—	8,698

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517030	Retirement Contributions	43,161	49,323	45,360	43,837	—	43,837
517040	Social Security	23,827	27,214	26,612	26,441	—	26,441
517050	Workers Compensation	6,964	7,594	6,597	10,747	—	10,747
<b>Personnel Subtotal</b>		<b>497,019</b>	<b>567,872</b>	<b>568,428</b>	<b>567,560</b>	<b>—</b>	<b>567,560</b>
<b>Operating</b>							
522060	PW Fleet Charge	101,936	105,423	112,423	123,529	—	123,529
523100	Maint-Safety Program	1,522	1,879	2,200	2,200	—	2,200
523110	Maint-Equipment	37,365	49,396	15,000	15,000	—	15,000
524350	Training	1,125	1,660	750	750	—	750
524480	Hauling & Disposal	18,970	26,406	7,600	7,600	—	7,600
524550	Contracted Services	43,525	85,573	32,000	32,000	—	32,000
527330	Tools	1,864	987	500	500	—	500
527550	Supplies-Uniforms	8,732	8,787	4,400	4,400	—	4,400
527600	Supplies-Operating	1,881	2,471	13,500	13,500	—	13,500
<b>Operating Subtotal</b>		<b>216,919</b>	<b>282,583</b>	<b>188,373</b>	<b>199,479</b>	<b>—</b>	<b>199,479</b>
<b>21242000 - Sw-Recycling Subtotal</b>		<b>713,939</b>	<b>850,456</b>	<b>756,801</b>	<b>767,039</b>	<b>—</b>	<b>767,039</b>
<b>21242100 - Sw-Hazardous Waste</b>							
<b>Personnel</b>							
515010	OT-Regular	889	2,299	3,610	3,610	—	3,610
517030	Retirement Contributions	85	345	461	461	—	461
517040	Social Security	48	196	277	277	—	277
517050	Workers Compensation	14	51	67	112	—	112
<b>Personnel Subtotal</b>		<b>1,035</b>	<b>2,891</b>	<b>4,415</b>	<b>4,460</b>	<b>—</b>	<b>4,460</b>
<b>Operating</b>							
521030	Technical Services	111,496	127,448	95,109	95,109	—	95,109
527600	Supplies-Operating	838	107	—	—	—	—
<b>Operating Subtotal</b>		<b>112,335</b>	<b>127,555</b>	<b>95,109</b>	<b>95,109</b>	<b>—</b>	<b>95,109</b>
<b>21242100 - Sw-Hazardous Waste Subtotal</b>		<b>113,370</b>	<b>130,446</b>	<b>99,524</b>	<b>99,569</b>	<b>—</b>	<b>99,569</b>
<b>21242200 - Sw-Demolition</b>							
<b>Personnel</b>							
513070	Wages-Part Time	23,539	11,518	51,566	52,776	—	52,776
515010	OT-Regular	16	—	—	—	—	—
517040	Social Security	1,764	919	3,946	4,040	—	4,040
517050	Workers Compensation	503	242	956	1,626	—	1,626
<b>Personnel Subtotal</b>		<b>25,822</b>	<b>12,679</b>	<b>56,468</b>	<b>58,442</b>	<b>—</b>	<b>58,442</b>
<b>Operating</b>							
524480	Hauling & Disposal	105,270	51,194	141,270	141,270	—	141,270

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
526040	Rental-Equipment	1,425	1,425	1,200	1,200	—	1,200
<b>Operating Subtotal</b>		<b>106,695</b>	<b>52,619</b>	<b>142,470</b>	<b>142,470</b>	<b>—</b>	<b>142,470</b>
<b>21242200 - Sw-Demolition Subtotal</b>		<b>132,517</b>	<b>65,298</b>	<b>198,938</b>	<b>200,912</b>	<b>—</b>	<b>200,912</b>
<b>21342300 - Sw-Landfill Monitoring</b>							
<b>Operating</b>							
521200	Laboratory Services	10,561	19,955	35,000	35,000	—	35,000
521210	Monitor & Inspections	11,698	27,065	36,000	36,000	—	36,000
527600	Supplies-Operating	4,980	2,570	16,000	16,000	—	16,000
<b>Operating Subtotal</b>		<b>27,239</b>	<b>49,590</b>	<b>87,000</b>	<b>87,000</b>	<b>—</b>	<b>87,000</b>
<b>21342300 - Sw-Landfill Monitoring Subtotal</b>		<b>27,239</b>	<b>49,590</b>	<b>87,000</b>	<b>87,000</b>	<b>—</b>	<b>87,000</b>
<b>21342400 - Sw-Landfill Gas System</b>							
<b>Operating</b>							
523110	Maint-Equipment	3,158	603	8,000	8,000	—	8,000
523140	Maint-Systems	93,315	360,071	140,904	140,904	—	140,904
<b>Operating Subtotal</b>		<b>96,472</b>	<b>360,674</b>	<b>148,904</b>	<b>148,904</b>	<b>—</b>	<b>148,904</b>
<b>21342400 - Sw-Landfill Gas System Subtotal</b>		<b>96,472</b>	<b>360,674</b>	<b>148,904</b>	<b>148,904</b>	<b>—</b>	<b>148,904</b>
<b>Total Expenditures</b>		<b>5,555,676</b>	<b>6,254,821</b>	<b>6,198,221</b>	<b>6,789,039</b>	<b>—</b>	<b>6,789,039</b>

**KEENE**



# 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 FY27, 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. FY27 objectives include:

- Begin design work for Blackbrook Pumpstation Upgrade
- Begin and complete construction of MCPS bypass project
- Replace MCPS pump control system
- Installation of a permanent above ground fuel storage tank for emergency generator at MCPS
- Sewer system improvements for the Downtown Infrastructure project
- Begin design on the WWTP Chemical Feed System upgrade project
- Replace Fiber Optic network from City Hall to the WWTP
- Replace the Atomic Absorption (AA) Spectrometer with an Inductively Coupled Plasma/ Mass Spectrometer (ICP/MS)

The FY26 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY26 included:

- Replacement of HVAC system for WWTP control building
- Repairs and cleaning of grit chamber duct work
- Replacement of the WWTP service water system
- Complete design and bid for MCPS bypass project
- Complete NPDES Permit Renewal Application
- Began construction on Phase 1 of the WWTP Tank Repair Program
- Replacement of original clarifier drive on secondary clarifier located at the WWTP

### Background

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

- Wastewater Collection
- Wastewater Treatment Plant
- Wastewater Process and Compliance Testing
- Maintenance of Wastewater Infrastructure and Equipment
- Wastewater System Engineering

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

## Primary Services

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.	Livable Housing & Thriving Economy
Maintain reliable operation of wastewater infrastructure and all supporting collection, pumping, and treatment facilities through preventive, predictive, scheduled and emergency maintenance.	Livable Housing & Thriving Economy
Create and administer sampling and inspection plans for the wastewater system and industrial pretreatment programs to protect public health and system reliability.	Livable Housing & Thriving Economy

## 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	Thriving Economy	4
Replace approximately 1,400 feet of clay sewer mains on the east side of Main Street as part of the Downtown Project	CWA-NPDES	Livable Housing	4
Begin design on the Blackbrook Wastewater Pumpstation Upgrade Project	CWA-NPDES	Livable Housing	4
Video inspect and code 50,000 linear feet of sewer pipe	CWA-NPDES	Thriving Economy	4

## Metrics

	2025	2026	2027
Number of blockages cleared (goal is to decrease over time)	16	16	15
Percentage of sewer mains flushed	30%	36%	30%
Percentage of sewer mains video inspected	2.5	10%	10%
Percentage of grease traps inspected	65%	85%	100%
Wastewater Treatment Plant discharge permit violations (goal =0)	9	5	0
Sanitary sewer overflows not related to private sources (goal =0)	2	0	0

## Operating Revenue and Expenditures

	2024-2025	2025-2026	2026-2027	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Intergovernmental	318,525	299,706	212,642	212,642
Charges for Services	6,485,083	7,135,375	7,135,375	7,135,375
Miscellaneous	240,414	17,586	220,286	220,286
Use of (Addition to) Surplus	-	160,318	(241,043)	(279,960)
Capital Reserve	-	977,200	1,002,000	1,002,000
<b>Total Revenues</b>	7,044,022	8,590,185	8,329,260	8,290,343
<b>EXPENDITURES</b>				
Sewer Administration	720,352	848,587	774,439	774,439
Manholes and Services	357,462	452,370	481,648	442,731
Sewer System Maintenance	127,998	205,080	307,824	307,824
Martell Court Pump Station	165,518	200,255	189,745	189,745
WWTP	3,295,351	2,852,486	3,220,420	3,220,420
Laboratory	262,983	266,748	322,390	322,390
Depreciation Expense	1,348,905	1,329,260	1,323,094	1,323,094
Compensated Absence	92,453	-	-	-
Debt Service	105,573	233,199	367,700	367,700
Capitalized Expenditures	(1,254,396)	-	-	-
Capital Reserve Appropriations	1,225,000	1,225,000	-	-
Capital Project Transfer	-	977,200	1,342,000	1,342,000
<b>Total Expenditures</b>	6,447,199	8,590,185	8,329,260	8,290,343
<b>Net Revenues (Expenditures)</b>	596,823	-	-	-

## 2027-2033 Capital Improvement Program Summary

Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: Martell Court	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000
CR Appropriation: Sewer Infrastructure	-	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
CR Appropriation: Wastewater Treatment Plant	-	450,000	450,000	500,000	500,000	550,000	550,000	3,000,000
Blackbrook Wastewater Pump Station Upgrade Project	300,000	-	1,910,000	-	-	-	-	2,210,000
Court Street Pump Station Upgrade	-	-	80,000	-	-	150,000	1,077,000	1,307,000
Instrumentation Program	40,000	-	-	35,000	-	-	-	75,000
Lower Winchester Infrastructure	-	-	172,000	-	-	-	-	172,000
Martell Court Bypass Project	825,000	-	-	-	-	-	-	825,000
Martell Court Equipment Maintenance Program	75,000	-	81,000	-	87,480	-	94,478	337,958
Martell Court Pump Station Fuel Tank Replacement	182,000	-	-	-	-	-	-	182,000
NDPES Permit Renew Program	75,000	-	-	-	-	-	-	75,000
Sewer Improvements Program	1,511,700	1,713,400	1,010,096	934,700	1,307,100	1,748,400	707,400	8,932,796
Sewer Main Lining Program	-	-	225,000	232,900	241,100	249,500	258,200	1,206,700
Sewer Manhole Lining Program	-	-	190,000	560,000	-	-	202,000	952,000
Sewer Utility Work - Bridges Program	-	-	-	-	-	-	71,300	71,300
WWTP Advanced Treatment	50,000	-	150,000	-	-	-	-	200,000
WWTP Building Renovation & Demolition Program	-	-	-	280,000	-	-	525,000	805,000
WWTP Chemical Feed System Upgrade Project	100,000	-	500,000	-	-	-	-	600,000
WWTP Clarifier Equipment Replacement Project	40,000	240,000	240,000	-	-	-	150,000	670,000
WWTP Fiber Optic Replacement Project	32,500	-	65,000	-	-	-	-	97,500
WWTP Grit Removal-Clamshell Replace Project	-	-	-	85,000	-	-	-	85,000
WWTP HVAC Replacement Project	-	-	420,000	-	445,000	-	445,000	1,310,000
WWTP Lab Instrumentation & Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WWTP Pavement Replacement Project	-	-	-	225,000	-	-	-	225,000
WWTP RAS Valve Replacement Project	-	-	265,000	-	-	-	-	265,000
WWTP Roof Replacement Project	-	150,000	-	-	-	-	-	150,000
WWTP Septage Pumps Replacement Project	-	-	-	45,000	250,000	-	-	295,000
WWTP Sludge Replacement Project	-	-	-	230,000	-	-	-	230,000
WWTP Tank Repair Program	200,000	-	900,000	1,270,000	1,305,000	825,000	825,000	5,325,000
WWTP UV Lamp Replacement Program	-	-	80,000	-	-	65,000	92,000	237,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,536,200</b>	<b>\$ 3,328,400</b>	<b>\$ 7,513,096</b>	<b>\$ 5,172,600</b>	<b>\$ 4,910,680</b>	<b>\$ 4,362,900</b>	<b>\$ 5,772,378</b>	<b>\$ 34,596,254</b>
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Martell Court	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000
Capital Reserve: Sewer Infrastructure	-	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
Capital Reserve: Wastewater Treatment Plant	-	450,000	450,000	500,000	500,000	550,000	550,000	3,000,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ -</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>\$ 7,650,000</b>
<b>Reserve Funded Projects</b>								
Court Street Pump Station Upgrade	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 150,000	\$ -	\$ 230,000
Martell Court Equipment Maintenance Program	75,000	-	81,000	-	87,480	-	94,478	337,958
Martell Court Pump Station Fuel Tank Replacement	182,000	-	-	-	-	-	-	182,000
NDPES Permit Renew Program	75,000	-	-	-	-	-	-	75,000
Sewer Improvements Program	142,500	1,713,400	1,010,096	934,700	1,307,100	1,748,400	707,400	7,563,596
Sewer Main Lining Program	-	-	225,000	232,900	241,100	249,500	258,200	1,206,700
Sewer Manhole Lining Program	-	-	190,000	560,000	-	-	202,000	952,000
WWTP Advanced Treatment	50,000	-	150,000	-	-	-	-	200,000
WWTP Building Renovation & Demolition Program	-	-	-	280,000	-	-	-	280,000
WWTP Chemical Feed System Upgrade Project	100,000	-	500,000	-	-	-	-	600,000
WWTP Clarifier Equipment Replacement Project	40,000	240,000	240,000	-	-	-	150,000	670,000
WWTP Fiber Optic Replacement Project	32,500	-	65,000	-	-	-	-	97,500
WWTP Grit Removal-Clamshell Replace Project	-	-	-	85,000	-	-	-	85,000
WWTP HVAC Replacement Project	-	-	45,000	-	45,000	-	45,000	135,000
WWTP Lab Instrumentation & Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WWTP RAS Valve Replacement Project	-	-	265,000	-	-	-	-	265,000
WWTP Roof Replacement Project	-	150,000	-	-	-	-	-	150,000
WWTP Septage Pumps Replacement Project	-	-	-	45,000	250,000	-	-	295,000
WWTP Sludge Replacement Project	-	-	-	230,000	-	-	-	230,000
WWTP Tank Repair Program	200,000	-	100,000	190,000	190,000	125,000	125,000	930,000
WWTP UV Lamp Replacement Program	-	-	80,000	-	-	65,000	92,000	237,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 1,002,000</b>	<b>\$ 2,103,400</b>	<b>\$ 3,031,096</b>	<b>\$ 2,557,600</b>	<b>\$ 2,120,680</b>	<b>\$ 2,337,900</b>	<b>\$ 1,674,078</b>	<b>\$ 14,826,754</b>

**PROJECT FUNDING DETAIL**

<u>Project Name</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/2030</u>	<u>2030/2031</u>	<u>2031/2032</u>	<u>2032/2033</u>	<u>TOTAL</u>
<b>Projects Funded with Debt</b>								
Blackbrook Wastewater Pump Station Upgrade Project	\$ -	\$ -	\$ 1,760,000	\$ -	\$ -	\$ -	\$ -	\$ 1,760,000
Court Street Pump Station Upgrade	-	-	-	-	-	-	1,077,000	1,077,000
Lower Winchester Infrastructure	-	-	172,000	-	-	-	-	172,000
Martell Court Bypass Project	825,000	-	-	-	-	-	-	825,000
Downtown: Sewer Improvements Program	1,369,200	-	-	-	-	-	-	1,369,200
WWTP Building Renovation & Demolition Program	-	-	-	-	-	-	525,000	525,000
WWTP HVAC Replacement Project	-	-	375,000	-	400,000	-	400,000	1,175,000
WWTP Tank Repair Program	-	-	800,000	1,080,000	1,115,000	700,000	700,000	4,395,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 2,194,200</b>	<b>\$ -</b>	<b>\$ 3,107,000</b>	<b>\$ 1,080,000</b>	<b>\$ 1,515,000</b>	<b>\$ 700,000</b>	<b>\$ 2,702,000</b>	<b>\$ 11,298,200</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>\$ -</b>
<b>Projects Funded with Cash</b>								
Blackbrook Wastewater Pump Station Upgrade Project	\$ 300,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Instrumentation Program	40,000	-	-	35,000	-	-	-	75,000
Sewer Utility Work - Bridges Program	-	-	-	-	-	-	71,300	71,300
WWTP Pavement Replacement Project	-	-	-	225,000	-	-	-	225,000
<b>Total: Projects Funded with Cash</b>	<b>\$ 340,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 260,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,300</b>	<b>\$ 821,300</b>
<b>Subtotal: Uses of Current Cash</b> (Capital Reserve Appropriations plus Projects Funded with Current Cash)	<b>\$ 340,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,375,000</b>	<b>\$ 1,535,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,396,300</b>	<b>\$ 8,471,300</b>
<b>TOTAL: CAPITAL PROGRAM</b>	<b>\$ 3,536,200</b>	<b>\$ 3,328,400</b>	<b>\$ 7,513,096</b>	<b>\$ 5,172,600</b>	<b>\$ 4,910,680</b>	<b>\$ 4,362,900</b>	<b>\$ 5,772,378</b>	<b>\$ 34,596,254</b>
<b>New Cash Requirement FY 27-33: Reconciliation</b>								
Capital Reserve Appropriation	\$ -	\$ 1,225,000	\$ 1,225,000	\$ 1,275,000	\$ 1,275,000	\$ 1,325,000	\$ 1,325,000	\$ 7,650,000
User of Current Revenues for Projects	340,000	-	150,000	260,000	-	-	71,300	821,300
<b>New Funds Needed</b>	<b>\$ 1,565,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,375,000</b>	<b>\$ 1,535,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,325,000</b>	<b>\$ 9,625,000</b>
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2026/2027</u>	<u>INTEREST 2026/2027</u>	<u>PRINCIPAL BALANCE 06/30/27</u>
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.23%	945,000	45,000	7,775	205,000
Rose Lane WWTP Closure	6/12/2015	11/12/2034	avg 2.17%	805,000	40,000	9,800	280,000
2016 Refunding Series B	11/1/2016	7/1/2028	avg 1.61%	1,210,565	99,226	6,959	147,239
2019 Martell Court Headworks Replacement	9/27/2018	9/15/2033	avg 2.74%	1,350,000	90,000	24,863	630,000
Colony Court-Bloomer Swamp Main	9/15/2020	9/15/2035	1.65%	1,513,000	100,000	15,839	910,000
FY25 Martell Court Bypass	1/14/2026	2/15/2041	5.05%	3,055,000	210,000	149,025	2,845,000
WWTP HVAC Replacement	1/14/2026	2/15/2036	5.05%	291,500	31,500	14,598	260,000
WWTP Service Water System Upgrade	1/14/2026	2/15/2036	5.05%	234,500	29,500	11,743	205,000
FY26 Sewer Improvements	1/14/2026	2/15/2041	5.05%	1,140,000	85,000	55,602	1,055,000
				\$ 10,544,565	\$ 730,226	\$ 296,204	\$ 6,537,239
<b>Authorized, Unissued:</b>							
R-2024-13 Lower Winchester Infrastructure				\$ 418,000	\$ -	\$ 10,450	\$ 418,000
<b>Total Authorized, Unissued</b>				\$ 418,000	\$ -	\$ 10,450	\$ 418,000
<b>Anticipated, FY26/27:</b>							
Martell Court Bypass Project				\$ 825,000	\$ -	\$ 20,625	\$ 1,275,000
Downtown: Sewer Improvements Program				\$ 1,369,200	\$ -	\$ 34,230	\$ 1,369,200
<b>Total Anticipated Bond Issue - New</b>				\$ 2,194,200	\$ -	\$ 54,855	\$ 2,644,200
<b>Anticipated, Future FY27 - FY33:</b>							
FY29 Blackbrook Wastewater Pump Station Upgrade				1,760,000			
FY29 Lower Winchester Infrastructure				172,000			
FY29 WWTP HVAC Replacement Project				375,000			
FY29 WWTP Tank Repair Program				800,000			
FY30 WWTP Tank Repair Program				1,080,000			
FY31 WWTP HVAC Replacement Project				400,000			
FY31 WWTP Tank Repair Program				1,115,000			
FY32 WWTP Tank Repair Program				700,000			
FY33 Court Street Pump Station Upgrade				1,077,000			
FY33 WWTP Building Renovation & Demolition Program				525,000			
FY33 WWTP HVAC Replacement Project				400,000			
FY33 WWTP Tank Repair Program				700,000			
<b>Total Anticipated Bond Issue - Future</b>				\$ 9,104,000			

### Revenue Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>32022502 - Sewer-Intergovernmental</b>						
432140 State-Utilities Aid	301,170	139,706	139,706	137,642	—	137,642
434030 Local-Other Towns	146,426	178,819	160,000	75,000	—	75,000
<b>Subtotal</b>	<b>447,596</b>	<b>318,525</b>	<b>299,706</b>	<b>212,642</b>	<b>—</b>	<b>212,642</b>
<b>32023503 - Sewer-Charges For Services</b>						
441050 Charges-Sewer	5,836,943	5,910,423	6,562,500	6,562,500	—	6,562,500
441060 Charges-Septic Waste	446,191	468,838	525,000	525,000	—	525,000
441070 Charges-Sewer Services	—	—	2,100	2,100	—	2,100
441080 Charges-Indust Pre-Treatment	34,876	34,324	40,000	40,000	—	40,000
441090 Direct Reimbursement	39,859	65,923	—	—	—	—
441100 Charges-Testing	5,655	5,575	5,775	5,775	—	5,775
<b>Subtotal</b>	<b>6,363,525</b>	<b>6,485,083</b>	<b>7,135,375</b>	<b>7,135,375</b>	<b>—</b>	<b>7,135,375</b>
<b>32024505 - Sewer-Miscellaneous</b>						
423010 Fee-NSF Check	—	193	—	—	—	—
461010 Interest Earnings	47	232,636	10,000	212,700	—	212,700
461110 Other	65,011	—	—	—	—	—
<b>Subtotal</b>	<b>65,058</b>	<b>232,829</b>	<b>10,000</b>	<b>212,700</b>	<b>—</b>	<b>212,700</b>
<b>32025506 - Sewer-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	160,318	(241,043)	—	(279,960)
470030 Capital Reserve	—	—	977,200	1,002,000	—	1,002,000
473030 Equipment Surplus Sale	24,261	—	—	—	—	—
<b>Subtotal</b>	<b>24,261</b>	<b>—</b>	<b>1,137,518</b>	<b>760,957</b>	<b>—</b>	<b>722,040</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>6,908,026</b>	<b>7,044,022</b>	<b>8,590,185</b>	<b>8,329,260</b>	<b>—</b>	<b>8,290,343</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Distribution Services	34140000	513040+	Motor Equipment Operator II (60%)	38,917	-
Administration	34000000	524470	Public Awareness - ADA web content compliance	15,000	15,000
Distribution Services	34140000	523310	Increased paving expenses related to water main breaks	30,000	30,000
Distribution Services	34140000	527600	Increased expenses related to water main breaks	9,500	9,500
Water Supply	34240200	523110	Expenses related to reburishment/cleaning of Court Street well screens	25,000	25,000
Water Supply	34240200	527640	Increased chemical expenses	10,000	10,000
Meters	34240400	527600	Purchase and installation of additional 60 meters	30,000	30,000
Water Treatment Facility	34300084	525030	Increased electricity expense	10,000	10,000
Water Treatment Facility	34300084	527640	Increased chemicals expenses	20,000	20,000
Laboratory Services	34340584	521210	Expenses related to pesticide testing	75,000	75,000
Laboratory Services	34340584	527340	Purchase of additional field sampling equipment	10,500	10,500
Laboratory Services	34340584	527640	Increased chemicals expenses	3,500	3,500
<b>Total Water Fund</b>				<b>277,417</b>	<b>238,500</b>

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>32000000 - Sewer Fund-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	2,635	2,853	3,129	3,293	—	3,293
513040 Wages-Full Time	230,188	224,402	182,820	188,578	—	188,578
514010 Wages-Temporary	2,124	3,206	5,000	5,000	—	5,000
515010 OT-Regular	1,273	588	—	—	—	—
515020 OT-Double	127	204	—	—	—	—
517010 Health Insurance	77,783	88,807	63,368	70,116	—	70,116
517020 Dental Insurance	4,546	4,797	3,394	3,689	—	3,689
517030 Retirement Contributions	32,112	31,291	23,707	24,462	—	24,462
517040 Social Security	17,760	17,496	14,471	14,888	—	14,888
517050 Workers Compensation	6,579	6,279	4,738	4,131	—	4,131
<b>Personnel Subtotal</b>	<b>375,128</b>	<b>379,923</b>	<b>300,627</b>	<b>314,157</b>	<b>—</b>	<b>314,157</b>
<b>Operating</b>						
521030 Technical Services	1,785	2,580	—	—	—	—
521200 Laboratory Services	160	166	200	200	—	200
522050 PC Replacement Charge	1,413	—	—	—	—	—
522060 PW Fleet Charge	7,906	7,540	7,575	8,177	—	8,177
522070 City Admin Charge	418,785	236,164	430,612	342,332	—	342,332
523060 Maint-Software	4,357	4,550	10,213	10,213	—	10,213
523100 Maint-Safety Program	3,151	3,583	2,600	2,600	—	2,600
524300 Travel	—	310	428	428	—	428
524350 Training	2,290	390	8,500	8,500	—	8,500
524360 Meetings & Dues	414	129	250	250	—	250
524380 Licenses & Certifications	50	—	150	150	—	150
525100 Communications & Phone	2,888	3,282	1,700	1,700	—	1,700
526020 Rental-Office Space	79,548	81,332	81,332	81,332	—	81,332
527010 Supplies-Office	38	60	1,400	1,400	—	1,400
527550 Supplies-Uniforms	1,833	275	3,000	3,000	—	3,000
527600 Supplies-Operating	13	68	—	—	—	—
<b>Operating Subtotal</b>	<b>524,630</b>	<b>340,429</b>	<b>547,960</b>	<b>460,282</b>	<b>—</b>	<b>460,282</b>
<b>32000000 - Sewer Fund-Administration Subtotal</b>	<b>899,758</b>	<b>720,352</b>	<b>848,587</b>	<b>774,439</b>	<b>—</b>	<b>774,439</b>
<b>32000480 - Sewer-Comp Absence</b>						
<b>Personnel</b>						
513040 Wages-Full Time	(49,192)	92,453	—	—	—	—
517040 Social Security	206	—	—	—	—	—

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517050 Workers Compensation	4	—	—	—	—	—
<b>Personnel Subtotal</b>	<b>(48,981)</b>	<b>92,453</b>	—	—	—	—
<b>32000480 - Sewer-Comp Absence Subtotal</b>	<b>(48,981)</b>	<b>92,453</b>	—	—	—	—
<b>32090000 - Sewer-Debt Service</b>						
<b>Operating</b>						
551020 Debt-Interest	114,438	95,255	222,880	361,509	—	361,509
552020 Debt-Int On Notes	25,416	10,319	10,319	6,191	—	6,191
<b>Operating Subtotal</b>	<b>139,854</b>	<b>105,573</b>	<b>233,199</b>	<b>367,700</b>	—	<b>367,700</b>
<b>32090000 - Sewer-Debt Service Subtotal</b>	<b>139,854</b>	<b>105,573</b>	<b>233,199</b>	<b>367,700</b>	—	<b>367,700</b>
<b>32090500 - Sewer-Depreciation</b>						
<b>Operating</b>						
562010 Deprec-Buildings	293,274	293,274	293,274	293,274	—	293,274
562020 Deprec-Other Impr	574,836	573,211	570,909	565,944	—	565,944
562030 Deprec-Mach/Equip	487,635	482,419	465,077	463,876	—	463,876
<b>Operating Subtotal</b>	<b>1,355,746</b>	<b>1,348,904</b>	<b>1,329,260</b>	<b>1,323,094</b>	—	<b>1,323,094</b>
<b>32090500 - Sewer-Depreciation Subtotal</b>	<b>1,355,746</b>	<b>1,348,904</b>	<b>1,329,260</b>	<b>1,323,094</b>	—	<b>1,323,094</b>
<b>32091500 - Sewer-Trans-Capital &amp; Others</b>						
<b>Operating</b>						
561020 Capitalized Expenditures	(1,139,339)	(1,254,396)	—	—	—	—
580100 Transfer-Capital Reserve	1,125,000	1,225,000	1,225,000	—	—	—
580110 Transfer-Cap Project	400,000	—	977,200	1,342,000	—	1,342,000
<b>Operating Subtotal</b>	<b>385,661</b>	<b>(29,396)</b>	<b>2,202,200</b>	<b>1,342,000</b>	—	<b>1,342,000</b>
<b>32091500 - Sewer-Trans-Capital &amp; Others Subtotal</b>	<b>385,661</b>	<b>(29,396)</b>	<b>2,202,200</b>	<b>1,342,000</b>	—	<b>1,342,000</b>
<b>32140000 - Sewer-Manholes/Services</b>						
<b>Personnel</b>						
513040 Wages-Full Time	107,993	84,551	149,969	157,682	—	134,735
515010 OT-Regular	12,559	14,265	11,845	11,845	—	11,845
515020 OT-Double	343	576	—	—	—	—
517010 Health Insurance	42,870	40,948	65,083	69,090	—	58,666
517020 Dental Insurance	2,571	2,329	3,816	3,601	—	3,175
517030 Retirement Contributions	16,247	13,549	20,631	21,616	—	18,690
517040 Social Security	8,957	7,445	12,019	12,478	—	10,839
517050 Workers Compensation	2,477	1,991	3,250	5,242	—	4,687
<b>Personnel Subtotal</b>	<b>194,017</b>	<b>165,654</b>	<b>266,613</b>	<b>281,554</b>	—	<b>242,637</b>
<b>Operating</b>						
522060 PW Fleet Charge	122,539	116,875	117,407	126,744	—	126,744
523100 Maint-Safety Program	396	—	—	—	—	—

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
523110	Maint-Equipment	—	—	5,000	10,000	5,000	10,000
523140	Maint-Systems	16,704	18,516	18,650	18,650	—	18,650
523310	Maint-Road & Street	2,652	1,509	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	—	—	100	100	—	100
526060	Rental-Other	—	—	600	600	—	600
527010	Supplies-Office	—	13	—	—	—	—
527330	Tools	—	34	5,000	5,000	—	5,000
527600	Supplies-Operating	(36,602)	54,860	19,000	19,000	—	19,000
<b>Operating Subtotal</b>		<b>109,584</b>	<b>191,808</b>	<b>185,757</b>	<b>200,094</b>	<b>5,000</b>	<b>200,094</b>
<b>32140000 - Sewer-Manholes/Services Subtotal</b>		<b>303,601</b>	<b>357,462</b>	<b>452,370</b>	<b>481,648</b>	<b>5,000</b>	<b>442,731</b>
<b>32140100 - Sewer-System Maintenance</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	22,203	22,892	23,489	24,195	—	24,195
513040	Wages-Full Time	24,113	23,942	38,166	28,802	—	28,802
515010	OT-Regular	2,367	1,797	4,465	4,465	—	4,465
515020	OT-Double	—	23	—	—	—	—
517010	Health Insurance	15,312	15,030	22,046	15,601	—	15,601
517020	Dental Insurance	871	845	1,136	784	—	784
517030	Retirement Contributions	7,710	6,694	8,425	7,323	—	7,323
517040	Social Security	4,282	3,710	5,004	4,386	—	4,386
517050	Workers Compensation	816	682	804	1,554	—	1,554
<b>Personnel Subtotal</b>		<b>77,673</b>	<b>75,616</b>	<b>103,535</b>	<b>87,110</b>	<b>—</b>	<b>87,110</b>
<b>Operating</b>							
521030	Technical Services	—	—	24,000	24,000	—	24,000
522060	PW Fleet Charge	7,906	7,540	7,575	126,744	—	126,744
523060	Maint-Software	4,926	5,119	6,784	6,784	—	6,784
523100	Maint-Safety Program	1,702	1,825	3,568	3,568	—	3,568
523110	Maint-Equipment	29,436	24,643	26,300	26,300	—	26,300
523500	Maint-Building	1,443	1,516	17,900	17,900	—	17,900
525010	Water	243	216	200	200	—	200
525030	Electricity	9,080	7,037	8,500	8,500	—	8,500
525040	Heating Fuel	11	254	1,193	1,193	—	1,193
525100	Communications & Phone	1,548	1,709	1,900	1,900	—	1,900
526040	Rental-Equipment	—	—	400	400	—	400
527010	Supplies-Office	50	—	—	—	—	—

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527330	Tools	1,133	2,206	1,225	1,225	—	1,225
527340	Equipmt-Minor	—	—	2,000	2,000	—	2,000
527600	Supplies-Operating	—	317	—	—	—	—
<b>Operating Subtotal</b>		<b>57,477</b>	<b>52,382</b>	<b>101,545</b>	<b>220,714</b>	<b>—</b>	<b>220,714</b>
<b>32140100 - Sewer-System Maintenance Subtotal</b>		<b>135,150</b>	<b>127,998</b>	<b>205,080</b>	<b>307,824</b>	<b>—</b>	<b>307,824</b>
<b>32200079 - Sewer-Martell Court</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	7,993	8,241	8,456	8,710	—	8,710
513040	Wages-Full Time	26,065	21,422	24,536	18,517	—	18,517
515010	OT-Regular	2,702	1,313	1,579	1,579	—	1,579
515020	OT-Double	—	15	—	—	—	—
517010	Health Insurance	10,680	9,939	11,965	7,621	—	7,621
517020	Dental Insurance	584	544	614	372	—	372
517030	Retirement Contributions	4,918	4,275	4,412	3,675	—	3,675
517040	Social Security	2,725	2,363	2,619	2,209	—	2,209
517050	Workers Compensation	521	439	427	813	—	813
<b>Personnel Subtotal</b>		<b>56,187</b>	<b>48,553</b>	<b>54,608</b>	<b>43,496</b>	<b>—</b>	<b>43,496</b>
<b>Operating</b>							
522060	PW Fleet Charge	7,906	7,540	7,575	8,177	—	8,177
523100	Maint-Safety Program	—	75	1,978	1,978	—	1,978
523110	Maint-Equipment	41,162	28,438	51,000	51,000	—	51,000
523500	Maint-Building	519	—	3,600	3,600	—	3,600
523750	Permits	—	2,175	—	—	—	—
524480	Hauling & Disposal	1,745	1,783	1,800	1,800	—	1,800
525010	Water	15,545	19,547	10,300	10,300	—	10,300
525030	Electricity	77,487	52,333	62,835	62,835	—	62,835
525040	Heating Fuel	5,760	5,075	6,559	6,559	—	6,559
<b>Operating Subtotal</b>		<b>150,124</b>	<b>116,966</b>	<b>145,647</b>	<b>146,249</b>	<b>—</b>	<b>146,249</b>
<b>32200079 - Sewer-Martell Court Subtotal</b>		<b>206,311</b>	<b>165,518</b>	<b>200,255</b>	<b>189,745</b>	<b>—</b>	<b>189,745</b>
<b>32300083 - Sewer-Wwtp</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	113,119	103,158	110,483	115,406	—	115,406
513040	Wages-Full Time	254,909	271,957	288,602	354,673	—	354,673
515010	OT-Regular	29,436	52,017	29,871	29,871	—	29,871
515020	OT-Double	1,207	1,176	900	900	—	900
516020	Stand-By	22,754	21,729	38,325	38,325	—	38,325
517010	Health Insurance	116,072	135,274	150,279	159,041	—	159,041

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517020	Dental Insurance	6,752	7,253	7,503	8,138	—	8,138
517030	Retirement Contributions	53,515	63,149	55,889	68,751	—	68,751
517040	Social Security	29,649	34,345	33,016	40,717	—	40,717
517050	Workers Compensation	5,446	6,302	5,291	14,180	—	14,180
<b>Personnel Subtotal</b>		<b>632,860</b>	<b>696,360</b>	<b>720,159</b>	<b>830,002</b>	<b>—</b>	<b>830,002</b>
<b>Operating</b>							
521020	Professional Services	10,424	9,754	—	—	—	—
521030	Technical Services	13,796	29,695	7,000	7,000	—	7,000
521200	Laboratory Services	20	239	500	500	—	500
522010	Janitorial	4,085	305	4,860	4,860	—	4,860
522050	PC Replacement Charge	2,129	3,502	4,034	4,034	—	4,034
522060	PW Fleet Charge	19,764	18,851	18,937	20,443	—	20,443
522070	City Admin Charge	342,454	513,014	340,770	435,605	—	435,605
523010	Maint-Office Equipment	1,708	444	—	—	—	—
523050	MF Printer Lease/Copies/Maint	597	2,102	2,500	2,500	—	2,500
523060	Maint-Software	9,633	14,302	11,709	11,709	—	11,709
523100	Maint-Safety Program	5,199	8,586	6,025	6,025	—	6,025
523110	Maint-Equipment	177,780	226,598	177,515	221,515	44,000	221,515
523500	Maint-Building	58,174	36,491	50,000	86,800	36,800	86,800
523710	River Gauge Station Maint	2,350	23,300	9,100	12,300	3,200	12,300
523750	Permits	—	2,050	150	150	—	150
524300	Travel	623	642	596	596	—	596
524350	Training	545	5,037	1,612	1,612	—	1,612
524360	Meetings & Dues	1,008	916	885	885	—	885
524380	Licenses & Certifications	613	300	150	150	—	150
524480	Hauling & Disposal	606,423	610,446	592,568	617,568	25,000	617,568
525010	Water	10,334	6,880	9,021	9,021	—	9,021
525030	Electricity	182,036	221,408	193,176	218,176	25,000	218,176
525040	Heating Fuel	30,474	37,860	41,486	41,486	—	41,486
525100	Communications & Phone	7,828	9,988	5,754	9,754	4,000	9,754
525120	Industrial Pre-Treatment	4,706	5,857	4,780	4,780	—	4,780
526010	Rental-Land	212,445	216,270	216,270	216,270	—	216,270
527010	Supplies-Office	325	201	995	995	—	995
527100	Postage	3	202	—	—	—	—
527330	Tools	3,176	4,508	6,000	6,000	—	6,000
527340	Equip-Minor	8,448	12,594	4,750	28,500	23,750	28,500
527550	Supplies-Uniforms	7,764	14,136	8,006	8,006	—	8,006

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527600 Supplies-Operating	9,821	10,133	7,500	7,500	—	7,500
527640 Supplies-Chemicals	481,953	552,381	405,678	405,678	50,000	405,678
<b>Operating Subtotal</b>	<b>2,216,638</b>	<b>2,598,991</b>	<b>2,132,327</b>	<b>2,390,418</b>	<b>211,750</b>	<b>2,390,418</b>
<b>32300083 - Sewer-Wwtp Subtotal</b>	<b>2,849,498</b>	<b>3,295,351</b>	<b>2,852,486</b>	<b>3,220,420</b>	<b>211,750</b>	<b>3,220,420</b>
<b>32340583 - Sewer-Wwtp-Laboratory</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	45,708	51,125	41,195	44,342	—	44,342
513040 Wages-Full Time	67,446	74,731	90,312	94,258	—	94,258
515010 OT-Regular	—	—	2,884	2,884	—	2,884
517010 Health Insurance	21,396	25,660	29,095	54,427	—	54,427
517020 Dental Insurance	1,110	1,773	1,920	2,610	—	2,610
517030 Retirement Contributions	14,869	17,371	17,134	18,039	—	18,039
517040 Social Security	8,251	10,690	10,241	10,824	—	10,824
517050 Workers Compensation	1,973	2,329	2,079	3,416	—	3,416
<b>Personnel Subtotal</b>	<b>160,752</b>	<b>183,679</b>	<b>194,860</b>	<b>230,800</b>	<b>—</b>	<b>230,800</b>
<b>Operating</b>						
521200 Laboratory Services	16,197	18,636	16,500	16,500	—	16,500
522060 PW Fleet Charge	7,906	7,540	7,575	8,177	—	8,177
523060 Maint-Software	219	2,219	213	2,713	2,500	2,713
523110 Maint-Equipment	18,622	17,257	18,000	18,000	—	18,000
524350 Training	130	705	500	500	—	500
524380 Licenses & Certifications	50	180	100	100	—	100
524480 Hauling & Disposal	—	3,724	1,700	1,700	—	1,700
527010 Supplies-Office	148	320	300	300	—	300
527340 Equipt-Minor	600	—	—	13,100	13,100	13,100
527600 Supplies-Operating	9,486	14,832	12,500	12,500	—	12,500
527620 Licenses & Permits	750	2	1,000	1,000	—	1,000
527640 Supplies-Chemicals	8,788	13,889	13,500	17,000	3,500	17,000
<b>Operating Subtotal</b>	<b>62,896</b>	<b>79,305</b>	<b>71,888</b>	<b>91,590</b>	<b>19,100</b>	<b>91,590</b>
<b>32340583 - Sewer-Wwtp-Laboratory Subtotal</b>	<b>223,648</b>	<b>262,983</b>	<b>266,748</b>	<b>322,390</b>	<b>19,100</b>	<b>322,390</b>
<b>Total Expenditures</b>	<b>6,450,246</b>	<b>6,447,199</b>	<b>8,590,185</b>	<b>8,329,260</b>	<b>235,850</b>	<b>8,290,343</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 FY27, 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 FY27, 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 investing strategically in infrastructure and asset management. FY27 objectives include:

- Replace pumps, controls, VFD's, PLC's and electrical and SCADA programming for the Glenn Road Pump Station
- Perform distribution system flushing
- Continue valve replacement program throughout the distribution system
- Construct and commission bulk water filling station
- Comprehensive inspection of the 16 inch water transmission break that has experienced multiple water main breaks
- Replace approximately 5,150 feet of cast iron pipes as part of the Downtown Infrastructure Project

- Replace approximately 3,350 feet of 10" cast iron pipe with 12" ductile iron pipe from East Surry Road to Maple Avenue

2026 Water Fund activities continued the Department's focus on infrastructure and water quality improvement at the capital and operating budget levels. FY26 accomplishments included:

- Refurbished the 3 Million Gallon Water Storage Tank
- Completed property survey around the Court Street Well field
- Performed flushing throughout the distribution system
- Replaced approximately 1,418 linear feet of water main on Island Street
- Replaced a total of 23 gate valves, 17 of which were on Island Street
- Repaired 37 water main breaks
- Completed West Street Well Instrumentation and Controls evaluation

### 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 Treatment
- Water Testing
- Water System Engineering
- Water Distribution
- Water Meters
- Water System 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.	Livable Housing & Thriving Economy
Supply high-quality water that meets customer expectations and state and federal regulations while being mindful of fiscal responsibilities.	Livable Housing & Thriving Economy
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.	Livable Housing & Thriving Economy
Administer sampling and inspection plans for the drinking water system.	Livable Housing & Thriving Economy

## Objectives

	Statute	CMP	CC Goal
Perform system flushing and operate hydrants and valves	SDWA	Livable Housing	4
Replace water mains on Court Street and around Central Square as part of Downtown Project	SDWA	Thriving Economy	4
Construct and commission bulk water filling station	SDWA	Thriving Economy	4
Replace pumps, controls, VFD's, PLC's and electrical and SCADA work at the Glen Rd Station	SDWA	Livable Housing	4

## Metrics

	2025	2026	2027
Million gallons of water treated to meet drinking water standards	721	725	725
Number of water main breaks/service leaks/repairs	30	30	30
Percentage of fire hydrants exercised	40.0%	80.0%	85.0%
Percentage of water meters replaced	4.3%	4.8%	5.0%
Percent of non-metered water (CY)	13.0%	8.0%	7.0%
Number of water quality/discolored water incidents	12	10	8

## Operating Revenue and Expenditures

	2024-2025	2025-2026	2026-2027	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Charges for Services	5,385,494	5,908,350	5,908,350	5,908,350
Miscellaneous	192,085	10,028	168,278	168,278
Use of (Addition to) Surplus	-	(90,572)	412,978	354,599
Capital Reserve	-	601,183	709,300	709,300
Inter (Multi) Fund Appropriation	-	-	-	-
Inter (Same) Fund Appropriation	-	-	-	-
<b>Total Revenues</b>	5,577,579	6,428,989	7,198,906	7,140,527
<b>EXPENDITURES</b>				
Water Administration	907,448	1,147,561	970,009	970,009
Water Distribution Services	527,789	633,201	704,843	646,464
Water System Maintenance	167,801	165,999	146,231	146,231
Water Supply	246,775	251,317	289,349	289,349
Meters	386,747	455,728	516,968	516,968
Water Treatment Facility	1,036,253	989,059	1,121,186	1,121,186
Laboratory	226,880	211,582	321,042	321,042
Depreciation Expense	986,776	970,878	946,823	946,823
Compensated Absence	83,084	-	-	-
Debt Service	142,737	252,481	352,155	352,155
Capitalized Expenditures	(937,274)	-	-	-
Capital Reserve Appropriations	750,000	750,000	750,000	750,000
Capital Project Transfer	-	601,183	1,080,300	1,080,300
<b>Total Expenditures</b>	4,525,016	6,428,989	7,198,906	7,140,527
<b>Net Revenues (Expenditures)</b>	1,052,563	-	-	-

## 2027-2033 Capital Improvement Program Summary

Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: Water Infrastructure	\$ 500,000	\$ 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	250,000	1,750,000
Bulk Water Fill Station Project	121,000	-	-	-	-	-	-	121,000
Chapman Water Tank Repairs Project	-	150,000	-	-	-	-	-	150,000
Emergency Generators Replacement Program	-	280,000	-	-	175,000	-	-	455,000
Fox Ave & Glen Rd Pump Stations	190,000	-	-	240,000	-	-	-	430,000
Lower Winchester Infrastructure Project	-	-	176,700	-	-	-	-	176,700
Transmission Water Main Inspection Project	250,000	-	-	-	-	-	-	250,000
Water Distribution Improvements Program	1,814,500	1,637,900	1,140,600	2,232,900	1,379,200	1,285,500	729,500	10,220,100
Water Supply Dam Maintenance Program	-	204,600	-	-	-	-	202,400	407,000
Water Utility Work - Bridges Program	-	-	-	-	210,000	-	85,000	295,000
Water Valve Replacement Program	210,000	125,000	120,000	125,000	130,000	135,000	140,000	985,000
Well Field Upgrades Program	35,000	4,229,000	-	75,000	-	-	350,000	4,689,000
WTF HVAC & AC Unit Replacement Project	45,000	-	145,000	-	-	-	-	190,000
WTF Instrumentation Replace & Upgrade Program	40,000	-	-	-	-	-	-	40,000
WTF Lab Instrumentation/Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WTF Water Pump Repair & Replace Program	-	75,000	-	155,000	-	-	-	230,000
WTF Valve & Actuator Replace/Upgrade Project	-	210,000	-	240,000	-	-	-	450,000
WTF Waste Gate Actuator Replacement Project	-	50,000	-	-	-	-	-	50,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,560,500</b>	<b>\$ 7,711,500</b>	<b>\$ 2,332,300</b>	<b>\$ 3,817,900</b>	<b>\$ 2,644,200</b>	<b>\$ 2,170,500</b>	<b>\$ 2,256,900</b>	<b>\$ 24,493,800</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	\$ 500,000	\$ 3,500,000
Capital Reserve: Water Treatment Facility	250,000	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>\$ 750,000</b>	<b>\$ 5,250,000</b>
<b>Reserve Funded Projects</b>								
Chapman Water Tank Repairs Project	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Fox Ave & Glen Rd Pump Stations	190,000	-	-	-	240,000	-	-	430,000
Water Distribution Improvements Program	124,300	565,400	-	-	137,700	82,100	163,300	1,072,800
Water Valve Replacement Program	210,000	125,000	120,000	125,000	130,000	135,000	140,000	985,000
Well Field Upgrades Program	35,000	-	-	75,000	-	-	350,000	460,000
WTF HVAC & AC Unit Replacement Project	45,000	-	145,000	-	-	-	-	190,000
WTF Instrumentation Replace & Upgrade Program	-	40,000	-	-	-	-	-	40,000
WTF Lab Instrumentation/Equip Replace Program	105,000	-	-	-	-	-	-	105,000
WTF Water Pump Repair & Replace Program	-	75,000	-	155,000	-	-	-	230,000
WTF Valve & Actuator Replace/Upgrade Project	-	210,000	-	240,000	-	-	-	450,000
WTF Waste Gate Actuator Replacement Project	-	50,000	-	-	-	-	-	50,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 709,300</b>	<b>\$ 1,215,400</b>	<b>\$ 265,000</b>	<b>\$ 595,000</b>	<b>\$ 507,700</b>	<b>\$ 217,100</b>	<b>\$ 653,300</b>	<b>\$ 4,162,800</b>
<b>Projects Funded with Debt</b>								
Water Distribution Improvements Program	1,690,200	1,072,500	1,140,600	2,232,900	1,241,500	1,203,400	566,200	9,147,300
Well Field Upgrades Program	-	4,229,000	-	-	-	-	-	4,229,000
<b>Total: Projects Funded with Debt</b>	<b>\$ 1,690,200</b>	<b>\$ 5,301,500</b>	<b>\$ 1,140,600</b>	<b>\$ 2,232,900</b>	<b>\$ 1,241,500</b>	<b>\$ 1,203,400</b>	<b>\$ 566,200</b>	<b>\$ 13,376,300</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>\$ -</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
Lower Winchester Infrastructure Project	-	-	176,700	-	-	-	-	176,700
Transmission Water Main Inspection Project	250,000	-	-	-	-	-	-	250,000
Water Supply Dam Maintenance Program	-	204,600	-	-	-	202,400	-	407,000
Water Utility Work - Bridges Program	-	-	-	-	210,000	-	85,000	295,000
<b>Total: Projects Funded with Cash</b>	<b>\$ 371,000</b>	<b>\$ 484,600</b>	<b>\$ 176,700</b>	<b>\$ -</b>	<b>\$ 385,000</b>	<b>\$ 202,400</b>	<b>\$ 85,000</b>	<b>\$ 1,704,700</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 1,121,000</b>	<b>\$ 1,234,600</b>	<b>\$ 926,700</b>	<b>\$ 750,000</b>	<b>\$ 1,135,000</b>	<b>\$ 952,400</b>	<b>\$ 835,000</b>	<b>\$ 6,954,700</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 3,520,500</b>	<b>\$ 7,751,500</b>	<b>\$ 2,332,300</b>	<b>\$ 3,577,900</b>	<b>\$ 2,884,200</b>	<b>\$ 2,372,900</b>	<b>\$ 2,054,500</b>	<b>\$ 24,493,800</b>
<b>New Cash Requirement FY 27-33: Reconciliation</b>								
Capital Reserve Appropriation	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 5,250,000
User of Current Revenues for Projects	371,000	484,600	176,700	-	385,000	202,400	85,000	1,704,700
<b>New Funds Needed</b>	<b>\$ 1,121,000</b>	<b>\$ 1,234,600</b>	<b>\$ 926,700</b>	<b>\$ 835,000</b>	<b>\$ 1,135,000</b>	<b>\$ 952,400</b>	<b>\$ 750,000</b>	<b>\$ 6,954,700</b>
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

## Long-Term Debt

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2026/2027</u>	<u>INTEREST 2026/2027</u>	<u>PRINCIPAL BALANCE 06/30/27</u>
Babbidge Reservoir Dam Repairs	9/15/2016	9/15/2036	avg 1.85%	850,000	45,000	13,900	400,000
Woodward Pond Dam	9/15/2020	9/15/2035	1.65%	1,727,000	115,000	18,025	1,035,000
3.0 MG Water Tank Repairs	8/15/2023	8/15/2038	5.10%	2,175,566	145,038	92,462	1,740,452
3.0 MG Water Tank Repairs	1/14/2026	2/15/2041	5.05%	617,300	47,300	30,120	570,000
Well Field Upgrade Program	1/14/2026	2/15/2041	5.05%	634,500	49,500	30,981	585,000
FY25 Water Distribution Improvements	1/14/2026	2/15/2041	5.05%	1,167,800	82,800	56,995	1,085,000
FY26 Water Distribution Improvements	1/14/2026	2/15/2041	5.05%	866,800	61,800	42,317	805,000
				\$ 8,038,966	\$ 546,438	\$ 284,800	\$ 6,220,452
<b>Authorized, Unissued:</b>							
R-2024-17 Lower Winchester Street Infrastructure				\$ 1,004,000	\$ -	\$ 25,100	\$ 1,004,000
<b>Total Authorized, Unissued</b>				\$ 1,004,000	\$ -	\$ 25,100	\$ 1,004,000
<b>Anticipated, FY26/27:</b>							
Water Distribution Improvements				\$ 1,690,200	\$ -	\$ 42,255	\$ 1,690,200
<b>Total Anticipated Bond Issue - New</b>				\$ 1,690,200	\$ -	\$ 42,255	\$ 1,690,200
<b>Anticipated, Future FY27 - FY33:</b>							
FY28 Water Distribution Improvements				1,072,500			
FY28 Well Field Upgrades				4,229,000			
FY29 Water Distribution Improvements				1,140,600			
FY30 Water Distribution Improvements				2,232,900			
FY31 Water Distribution Improvements				1,241,500			
FY32 Water Distribution Improvements				1,203,400			
FY33 Water Distribution Improvements				566,200			
<b>Total Anticipated Bond Issue - Future</b>				\$ 15,066,500			

### Revenue Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>34023503 - Water-Charges For Services</b>						
441010 Charges-Water Sales	4,629,023	4,885,180	5,355,000	5,355,000	—	5,355,000
441020 Charges-Water Services	6,867	8,400	12,600	12,600	—	12,600
441030 Charges-Fire Protection	301,431	335,122	367,500	367,500	—	367,500
441040 Charges-Hydrant Rental	138,255	156,438	173,250	173,250	—	173,250
441090 Direct Reimbursement	—	353	—	—	—	—
<b>Subtotal</b>	<b>5,075,576</b>	<b>5,385,493</b>	<b>5,908,350</b>	<b>5,908,350</b>	<b>—</b>	<b>5,908,350</b>
<b>34024505 - Water-Miscellaneous</b>						
423010 Fee-NSF Check	—	158	—	—	—	—
461010 Interest Earnings	230,064	157,576	10,000	168,250	—	168,250
<b>Subtotal</b>	<b>230,064</b>	<b>157,733</b>	<b>10,000</b>	<b>168,250</b>	<b>—</b>	<b>168,250</b>
<b>34025506 - Water-Other Financing Sources</b>						
470010 Use (Addition) To Surplus	—	—	(90,572)	412,978	—	354,599
470030 Capital Reserve	—	—	601,183	709,300	—	709,300
473030 Equipment Surplus Sale	196	—	—	—	—	—
<b>Subtotal</b>	<b>196</b>	<b>—</b>	<b>510,611</b>	<b>1,122,278</b>	<b>—</b>	<b>1,063,899</b>
<b>34026507 - Water-Proceeds Lt Financing</b>						
481040 Amort of Refund Premium	28	34,352	28	28	—	28
<b>Subtotal</b>	<b>28</b>	<b>34,352</b>	<b>28</b>	<b>28</b>	<b>—</b>	<b>28</b>
<b>Total Revenues</b>	<b>5,305,864</b>	<b>5,577,579</b>	<b>6,428,989</b>	<b>7,198,906</b>	<b>—</b>	<b>7,140,527</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Distribution Services	34140000	513040+	Motor Equipment Operator II (60%)	38,917	-
Administration	34000000	524470	Public Awareness - ADA web content compliance	15,000	15,000
Distribution Services	34140000	523310	Increased paving expenses related to water main breaks	30,000	30,000
Distribution Services	34140000	527600	Increased expenses related to water main breaks	9,500	9,500
Water Supply	34240200	523110	Expenses related to reburishment/cleaning of Court Street well screens	25,000	25,000
Water Supply	34240200	527640	Increased chemical expenses	10,000	10,000
Meters	34240400	527600	Purchase and installation of additional 60 meters	30,000	30,000
Water Treatment Facility	34300084	525030	Increased electricity expense	10,000	10,000
Water Treatment Facility	34300084	527640	Increased chemicals expenses	20,000	20,000
Laboratory Services	34340584	521210	Expenses related to pesticide testing	75,000	75,000
Laboratory Services	34340584	527340	Purchase of additional field sampling equipment	10,500	10,500
Laboratory Services	34340584	527640	Increased chemicals expenses	3,500	3,500
<b>Total Water Fund</b>				<b>277,417</b>	<b>238,500</b>

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>34000000 - Water-Administration</b>						
<b>Personnel</b>						
513030 Wages-Supervisory	2,636	2,853	3,129	3,293	—	3,293
513040 Wages-Full Time	92,978	96,622	99,984	103,235	—	103,235
514010 Wages-Temporary	3,827	3,206	5,000	5,000	—	5,000
517010 Health Insurance	27,345	30,964	31,860	35,589	—	35,589
517020 Dental Insurance	1,486	1,595	1,630	1,764	—	1,764
517030 Retirement Contributions	12,907	13,678	13,148	13,584	—	13,584
517040 Social Security	7,433	7,891	8,140	8,369	—	8,369
517050 Workers Compensation	2,885	2,855	2,634	2,226	—	2,226
<b>Personnel Subtotal</b>	<b>151,496</b>	<b>159,663</b>	<b>165,525</b>	<b>173,060</b>	<b>—</b>	<b>173,060</b>
<b>Operating</b>						
521030 Technical Services	3,500	2,305	3,500	3,500	—	3,500
521200 Laboratory Services	160	166	400	400	—	400
522050 PC Replacement Charge	3,115	2,697	3,216	3,026	—	3,026
522060 PW Fleet Charge	7,906	7,540	7,575	8,177	—	8,177
522070 City Admin Charge	534,820	545,746	748,626	548,127	—	548,127
522080 Taxes	90,128	79,345	84,418	84,418	—	84,418
523060 Maint-Software	3,256	3,394	9,164	9,164	—	9,164
523100 Maint-Safety Program	2,619	4,645	5,000	5,000	—	5,000
523750 Permits	50	50	3,000	3,000	—	3,000
524300 Travel	629	502	—	—	—	—
524350 Training	1,342	2,725	10,500	10,500	—	10,500
524360 Meetings & Dues	2,596	1,750	3,200	3,200	—	3,200
524380 Licenses & Certifications	503	20	300	300	—	300
524470 Public Awareness	5,743	5,534	6,630	21,630	15,000	21,630
525100 Communications & Phone	5,667	5,748	2,800	2,800	—	2,800
526020 Rental-Office Space	79,548	81,332	81,332	81,332	—	81,332
526040 Rental-Equipment	—	—	9,000	9,000	—	9,000
527010 Supplies-Office	103	17	875	875	—	875
527330 Tools	1,439	—	—	—	—	—
527550 Supplies-Uniforms	3,089	4,121	2,500	2,500	—	2,500
527600 Supplies-Operating	32	149	—	—	—	—
<b>Operating Subtotal</b>	<b>746,245</b>	<b>747,784</b>	<b>982,036</b>	<b>796,949</b>	<b>15,000</b>	<b>796,949</b>
<b>34000000 - Water-Administration Subtotal</b>	<b>897,741</b>	<b>907,448</b>	<b>1,147,561</b>	<b>970,009</b>	<b>15,000</b>	<b>970,009</b>

### Expenditure Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>34000480 - Water-Comp Absence</b>						
<b>Personnel</b>						
513040 Wages-Full Time	19,718	83,084	—	—	—	—
517040 Social Security	194	—	—	—	—	—
517050 Workers Compensation	4	—	—	—	—	—
<b>Personnel Subtotal</b>	<b>19,916</b>	<b>83,084</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>34000480 - Water-Comp Absence Subtotal</b>	<b>19,916</b>	<b>83,084</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>34090000 - Water-Debt Service</b>						
<b>Operating</b>						
551020 Debt-Interest	141,799	142,737	252,481	352,155	—	352,155
<b>Operating Subtotal</b>	<b>141,799</b>	<b>142,737</b>	<b>252,481</b>	<b>352,155</b>	<b>—</b>	<b>352,155</b>
<b>34090000 - Water-Debt Service Subtotal</b>	<b>141,799</b>	<b>142,737</b>	<b>252,481</b>	<b>352,155</b>	<b>—</b>	<b>352,155</b>
<b>34090500 - Water-Depreciation</b>						
<b>Operating</b>						
562010 Deprec-Buildings	201,622	201,237	198,385	195,685	—	195,685
562020 Deprec-Other Impr	796,148	785,540	694,849	686,657	—	686,657
562030 Deprec-Mach/Equip	—	—	77,644	64,481	—	64,481
<b>Operating Subtotal</b>	<b>997,770</b>	<b>986,776</b>	<b>970,878</b>	<b>946,823</b>	<b>—</b>	<b>946,823</b>
<b>34090500 - Water-Depreciation Subtotal</b>	<b>997,770</b>	<b>986,776</b>	<b>970,878</b>	<b>946,823</b>	<b>—</b>	<b>946,823</b>
<b>34091500 - Water-Trans-Capital &amp; Other</b>						
<b>Operating</b>						
561020 Capitalized Expenditures	(1,409,220)	(937,274)	—	—	—	—
580100 Transfer-Capital Reserve	875,000	750,000	750,000	750,000	—	750,000
580110 Transfer-Cap Project	2,733,793	—	601,183	1,080,300	—	1,080,300
<b>Operating Subtotal</b>	<b>2,199,573</b>	<b>(187,274)</b>	<b>1,351,183</b>	<b>1,830,300</b>	<b>—</b>	<b>1,830,300</b>
<b>34091500 - Water-Trans-Capital &amp; Other Subtotal</b>	<b>2,199,573</b>	<b>(187,274)</b>	<b>1,351,183</b>	<b>1,830,300</b>	<b>—</b>	<b>1,830,300</b>
<b>34140000 - Water-Distribute Services</b>						
<b>Personnel</b>						
513040 Wages-Full Time	132,333	176,162	224,950	236,521	—	202,101
515010 OT-Regular	17,844	30,676	20,676	20,676	—	20,676
515020 OT-Double	—	135	—	—	—	—
517010 Health Insurance	46,988	72,674	97,631	103,641	—	88,003
517020 Dental Insurance	2,793	4,166	5,728	5,407	—	4,767
517030 Retirement Contributions	19,985	28,294	31,321	32,797	—	28,408
517040 Social Security	11,074	15,643	18,259	18,943	—	16,485
517050 Workers Compensation	3,188	4,606	4,902	7,986	—	7,152
<b>Personnel Subtotal</b>	<b>234,204</b>	<b>332,355</b>	<b>403,467</b>	<b>425,971</b>	<b>—</b>	<b>367,592</b>

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>Operating</b>							
522060	PW Fleet Charge	126,491	120,645	121,194	130,832	—	130,832
523310	Maint-Road & Street	18,194	16,861	20,000	50,000	30,000	50,000
524160	Printing	—	—	7,500	7,500	—	7,500
527330	Tools	5,772	10,273	5,500	5,500	—	5,500
527600	Supplies-Operating	45,622	47,653	75,540	85,040	9,500	85,040
<b>Operating Subtotal</b>		<b>196,079</b>	<b>195,433</b>	<b>229,734</b>	<b>278,872</b>	<b>39,500</b>	<b>278,872</b>
<b>34140000 - Water-Distribute Services Subtotal</b>		<b>430,284</b>	<b>527,789</b>	<b>633,201</b>	<b>704,843</b>	<b>39,500</b>	<b>646,464</b>
<b>34140100 - Water-System Maintenance</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	22,203	22,892	23,489	24,195	—	24,195
513040	Wages-Full Time	37,454	51,112	46,344	34,975	—	34,975
515010	OT-Regular	3,257	5,427	3,550	3,550	—	3,550
515020	OT-Double	—	28	—	—	—	—
517010	Health Insurance	18,343	23,717	25,107	17,123	—	17,123
517020	Dental Insurance	1,092	1,301	1,298	855	—	855
517030	Retirement Contributions	8,373	10,941	9,359	7,999	—	7,999
517040	Social Security	4,647	6,079	5,565	4,804	—	4,804
517050	Workers Compensation	886	1,120	899	1,740	—	1,740
<b>Personnel Subtotal</b>		<b>96,256</b>	<b>122,617</b>	<b>115,611</b>	<b>95,241</b>	<b>—</b>	<b>95,241</b>
<b>Operating</b>							
522060	PW Fleet Charge	7,906	7,540	7,575	8,177	—	8,177
523060	Maint-Software	3,825	3,963	4,781	4,781	—	4,781
523110	Maint-Equipment	28,747	29,808	27,832	27,832	—	27,832
523500	Maint-Building	—	640	6,350	6,350	—	6,350
525040	Heating Fuel	1,309	1,893	2,000	2,000	—	2,000
525100	Communications & Phone	543	657	900	900	—	900
527330	Tools	—	684	750	750	—	750
527340	Equipt-Minor	—	—	200	200	—	200
<b>Operating Subtotal</b>		<b>42,330</b>	<b>45,184</b>	<b>50,388</b>	<b>50,990</b>	<b>—</b>	<b>50,990</b>
<b>34140100 - Water-System Maintenance Subtotal</b>		<b>138,585</b>	<b>167,801</b>	<b>165,999</b>	<b>146,231</b>	<b>—</b>	<b>146,231</b>
<b>34240200 - Water-Supply</b>							
<b>Personnel</b>							
513040	Wages-Full Time	12,579	10,162	—	—	—	—
515010	OT-Regular	1,996	3,176	1,617	1,617	—	1,617
517010	Health Insurance	3,487	1,627	—	—	—	—
517020	Dental Insurance	221	289	—	—	—	—

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
517030	Retirement Contributions	1,903	1,502	207	207	—	207
517040	Social Security	1,064	1,047	125	125	—	125
517050	Workers Compensation	270	497	20	40	—	40
<b>Personnel Subtotal</b>		<b>21,520</b>	<b>18,299</b>	<b>1,969</b>	<b>1,989</b>	<b>—</b>	<b>1,989</b>
<b>Operating</b>							
521020	Professional Services	5,355	14,406	—	—	—	—
521210	Monitor & Inspections	3,535	3,000	4,300	4,300	—	4,300
522060	PW Fleet Charge	39,529	37,702	37,873	40,885	—	40,885
523110	Maint-Equipment	6,470	22,540	13,000	38,000	25,000	38,000
523140	Maint-Systems	3,000	3,000	—	—	—	—
523500	Maint-Building	149	—	3,740	3,740	—	3,740
523750	Permits	300	—	—	—	—	—
525030	Electricity	166,152	137,751	147,240	147,240	—	147,240
525040	Heating Fuel	1,223	1,425	2,870	2,870	—	2,870
527600	Supplies-Operating	20,973	(11,535)	7,210	7,210	—	7,210
527620	Licenses & Permits	—	—	3,000	3,000	—	3,000
527640	Supplies-Chemicals	34,993	20,188	30,115	40,115	10,000	40,115
<b>Operating Subtotal</b>		<b>281,679</b>	<b>228,476</b>	<b>249,348</b>	<b>287,360</b>	<b>35,000</b>	<b>287,360</b>
<b>34240200 - Water-Supply Subtotal</b>		<b>303,198</b>	<b>246,775</b>	<b>251,317</b>	<b>289,349</b>	<b>35,000</b>	<b>289,349</b>
<b>34240400 - Water-Meters</b>							
<b>Personnel</b>							
513040	Wages-Full Time	143,511	130,467	172,743	179,119	—	179,119
515010	OT-Regular	8,469	14,259	3,914	3,914	—	3,914
515020	OT-Double	189	—	—	—	—	—
517010	Health Insurance	61,185	62,732	75,849	93,594	—	93,594
517020	Dental Insurance	3,550	3,494	4,042	4,882	—	4,882
517030	Retirement Contributions	20,191	19,951	22,526	23,339	—	23,339
517040	Social Security	11,161	11,074	13,398	14,005	—	14,005
517050	Workers Compensation	2,126	2,182	2,139	6,998	—	6,998
<b>Personnel Subtotal</b>		<b>250,382</b>	<b>244,158</b>	<b>294,611</b>	<b>325,851</b>	<b>—</b>	<b>325,851</b>
<b>Operating</b>							
521200	Laboratory Services	91	15	150	150	—	150
521210	Monitor & Inspections	—	900	5,000	5,000	—	5,000
523060	Maint-Software	3,541	3,678	14,100	14,100	—	14,100
523100	Maint-Safety Program	—	692	—	—	—	—
527330	Tools	10,885	—	450	450	—	450
527550	Supplies-Uniforms	1,517	1,911	2,000	2,000	—	2,000

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527600	Supplies-Operating	131,165	135,393	139,417	169,417	30,000	169,417
<b>Operating Subtotal</b>		<b>147,198</b>	<b>142,588</b>	<b>161,117</b>	<b>191,117</b>	<b>30,000</b>	<b>191,117</b>
<b>34240400 - Water-Meters Subtotal</b>		<b>397,580</b>	<b>386,747</b>	<b>455,728</b>	<b>516,968</b>	<b>30,000</b>	<b>516,968</b>
<b>34300084 - Water-Wtf</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	146,390	171,795	213,249	223,426	—	223,426
513040	Wages-Full Time	81,779	127,068	112,553	149,970	—	149,970
515010	OT-Regular	6,243	9,489	9,929	9,929	—	9,929
516020	Stand-By	15,726	28,934	25,550	25,550	—	25,550
517010	Health Insurance	60,974	84,100	97,841	132,972	—	132,972
517020	Dental Insurance	4,637	5,300	5,241	6,707	—	6,707
517030	Retirement Contributions	32,877	46,092	46,066	52,134	—	52,134
517040	Social Security	18,574	26,014	27,646	30,847	—	30,847
517050	Workers Compensation	3,712	5,737	6,077	12,334	—	12,334
<b>Personnel Subtotal</b>		<b>370,911</b>	<b>504,529</b>	<b>544,152</b>	<b>643,869</b>	<b>—</b>	<b>643,869</b>
<b>Operating</b>							
521020	Professional Services	3,101	729	—	—	—	—
521030	Technical Services	2,503	4,000	11,090	11,090	—	11,090
521200	Laboratory Services	10	27	100	100	—	100
522050	PC Replacement Charge	1,747	2,382	3,195	3,195	—	3,195
522060	PW Fleet Charge	31,623	30,161	30,299	32,709	—	32,709
523050	MF Printer Lease/Copies/Maint	11	11	1,000	1,000	—	1,000
523060	Maint-Software	8,532	13,146	12,289	12,289	—	12,289
523100	Maint-Safety Program	2,511	2,344	1,700	1,700	—	1,700
523110	Maint-Equipment	67,364	119,663	71,505	71,505	—	71,505
523160	Maint-Esco	—	341	—	—	—	—
523500	Maint-Building	6,438	25,560	14,678	14,678	—	14,678
523750	Permits	150	2,254	150	150	—	150
524300	Travel	38	119	200	200	—	200
524350	Training	3,532	4,817	1,577	1,577	—	1,577
524380	Licenses & Certifications	900	565	600	600	—	600
525010	Water	504	574	400	400	—	400
525020	Sewer	107,457	116,395	133,005	133,005	—	133,005
525030	Electricity	37,836	27,760	24,284	34,284	10,000	34,284
525040	Heating Fuel	11,083	11,658	9,299	9,299	—	9,299
525100	Communications & Phone	7,510	6,036	4,500	4,500	—	4,500
525120	Industrial Pre-Treatment	350	323	360	360	—	360

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527010	Supplies-Office	8	84	—	—	—	—
527100	Postage	3	15	—	—	—	—
527330	Tools	295	355	400	400	—	400
527340	Equipt-Minor	5,672	16,371	18,926	18,926	—	18,926
527550	Supplies-Uniforms	1,626	3,237	1,850	1,850	—	1,850
527600	Supplies-Operating	—	2,953	—	—	—	—
527640	Supplies-Chemicals	102,107	138,510	103,500	123,500	20,000	123,500
534070	Acq-Computer Equipment	—	1,337	—	—	—	—
<b>Operating Subtotal</b>		<b>402,911</b>	<b>531,725</b>	<b>444,907</b>	<b>477,317</b>	<b>30,000</b>	<b>477,317</b>
<b>34300084 - Water-Wtf Subtotal</b>		<b>773,822</b>	<b>1,036,254</b>	<b>989,059</b>	<b>1,121,186</b>	<b>30,000</b>	<b>1,121,186</b>
<b>34340584 - Water-Wtf-Laboratory</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	44,280	46,712	41,195	44,342	—	44,342
513040	Wages-Full Time	32,715	39,106	35,932	37,661	—	37,661
515010	OT-Regular	3,894	3,146	1,030	1,030	—	1,030
515020	OT-Double	178	17	—	—	—	—
517010	Health Insurance	12,593	18,632	17,459	30,197	—	30,197
517020	Dental Insurance	660	1,136	1,083	1,430	—	1,430
517030	Retirement Contributions	10,804	12,187	9,967	10,588	—	10,588
517040	Social Security	5,968	7,732	5,942	6,355	—	6,355
517050	Workers Compensation	1,267	1,560	1,149	2,012	—	2,012
<b>Personnel Subtotal</b>		<b>112,360</b>	<b>130,229</b>	<b>113,757</b>	<b>133,615</b>	<b>—</b>	<b>133,615</b>
<b>Operating</b>							
521200	Laboratory Services	13,468	19,329	25,000	25,000	—	25,000
521210	Monitor & Inspections	26,561	31,616	30,000	105,000	75,000	105,000
522060	PW Fleet Charge	7,906	7,540	7,575	8,177	—	8,177
523060	Maint-Software	219	219	250	250	—	250
523110	Maint-Equipment	14,060	11,658	14,000	14,000	—	14,000
524350	Training	490	55	500	500	—	500
524380	Licenses & Certifications	200	155	100	100	—	100
524480	Hauling & Disposal	—	1,149	1,700	1,700	—	1,700
527010	Supplies-Office	47	132	300	300	—	300
527340	Equipt-Minor	600	607	—	10,500	10,500	10,500
527600	Supplies-Operating	3,947	8,320	6,400	6,400	—	6,400

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527620	Licenses & Permits	910	1,907	1,500	1,500	—	1,500
527640	Supplies-Chemicals	8,340	13,964	10,500	14,000	3,500	14,000
<b>Operating Subtotal</b>		<b>76,748</b>	<b>96,651</b>	<b>97,825</b>	<b>187,427</b>	<b>89,000</b>	<b>187,427</b>
<b>34340584 - Water-Wtf-Laboratory Subtotal</b>		<b>189,108</b>	<b>226,880</b>	<b>211,582</b>	<b>321,042</b>	<b>89,000</b>	<b>321,042</b>
<b>Total Expenditures</b>		<b>6,489,377</b>	<b>4,525,016</b>	<b>6,428,989</b>	<b>7,198,906</b>	<b>238,500</b>	<b>7,140,527</b>

**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.

Each year, 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 needs.

In FY27, it is expected that average fuel prices (the combined average of unleaded gasoline and diesel fuel) will remain relatively stable, but somewhat higher than in recent years. 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 \$3.47 per gallon in FY26) 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 Assistant Public Works Director / Fleet Manager, a Shop Foreman, 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 \$147.59 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 average approximately \$120 per hour rate, and area shops that service heavy-duty vehicles average approximately \$165 per hour rate. The 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 our 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

	2025	2026	2027
Staff training hours (goal/actual)	150/100	150/150	150
% 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% - 95%	90% - 95%	90%

## Operating Revenue and Expenditures

	2024-2025	2025-2026	2026-2027	2026-2027
	Actual	Adopted Budget	Dept Request	City Manager
<b>REVENUES</b>				
Charges for Services	2,911,314	2,829,146	3,208,316	3,208,316
Miscellaneous	181,493	1,000	6,500	6,500
Use of (Addition to) Surplus	-	599,410	268,181	268,181
Capital Reserve	-	815,892	943,233	943,233
Inter (Same) Fund Appropriation	-			
<b>Total Revenues</b>	3,092,807	4,245,448	4,426,230	4,426,230
<b>EXPENDITURES</b>				
Personnel & Benefits	719,990	789,683	804,784	804,784
Operating Costs	1,579,969	1,664,873	1,730,192	1,730,192
Machinery, Equipment and Vehicles	719,949	525,000	498,021	498,021
Capitalized Assets	(1,018,849)	(500,000)	(500,000)	(500,000)
Capital Reserve Appropriations	950,000	950,000	950,000	950,000
Capital Project Transfer	-	815,892	943,233	943,233
<b>Total Expenditures</b>	2,951,059	4,245,448	4,426,230	4,426,230
<b>Net Revenues (Expenditures)</b>	141,748	-	-	-

## 2027-2033 Capital Improvement Program Summary

Project Name	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	TOTAL
CR Appropriation: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 7,650,000
Equipment Replacement Program	943,233	884,666	924,160	1,171,183	988,864	1,245,527	1,582,508	7,740,141
Fleet Services Building Upgrade Project	-	110,000	900,000	-	-	-	-	1,010,000
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,893,233</b>	<b>\$ 1,944,666</b>	<b>\$ 2,774,160</b>	<b>\$ 2,371,183</b>	<b>\$ 2,188,864</b>	<b>\$ 2,445,527</b>	<b>\$ 2,782,508</b>	<b>\$ 16,400,141</b>
<b>PROJECT FUNDING DETAIL</b>								
<b>Capital Reserve Appropriations</b>								
Capital Reserve: Equipment Replacement	\$ 950,000	\$ 950,000	\$ 950,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 7,650,000
<b>Total: Capital Reserve Appropriations</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 7,650,000</b>
<b>Reserve Funded Projects</b>								
Equipment Replacement Program	\$ 943,233	\$ 884,666	\$ 924,160	\$ 1,171,183	\$ 988,864	\$ 1,245,527	\$ 1,582,508	\$ 7,740,141
Fleet Services Building Upgrade Project	-	110,000	900,000	-	-	-	-	1,010,000
<b>Total: Reserve Funded Projects</b>	<b>\$ 943,233</b>	<b>\$ 994,666</b>	<b>\$ 1,824,160</b>	<b>\$ 1,171,183</b>	<b>\$ 988,864</b>	<b>\$ 1,245,527</b>	<b>\$ 1,582,508</b>	<b>\$ 8,750,141</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>\$ -</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>\$ -</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>\$ -</b>
<b>Subtotal: Uses of Cash</b> (Capital Reserve Appropriations plus Projects Funded with Cash)	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 7,650,000</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 1,893,233</b>	<b>\$ 1,944,666</b>	<b>\$ 2,774,160</b>	<b>\$ 2,371,183</b>	<b>\$ 2,188,864</b>	<b>\$ 2,445,527</b>	<b>\$ 2,782,508</b>	<b>\$ 16,400,141</b>
<b>New Cash Requirement FY 27-33: Reconciliation</b>								
Capital Reserve Appropriation	\$ 950,000	\$ 950,000	\$ 950,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 7,650,000
User of Current Revenues for Projects	-	-	-	-	-	-	-	-
<b>New Funds Needed</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 7,650,000</b>
Use of Fund Balance for Projects	-	-	-	-	-	-	-	-

### Revenue Budget

Account	2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>41023503 - Equipt Flt-Charges For Services</b>						
441090 Direct Reimbursement	124,836	115,351	55,000	55,000	—	55,000
441120 Charges-Equipment	60,892	44,102	57,000	57,000	—	57,000
441280 Charges-Fleet	2,702,835	2,751,861	2,717,146	3,096,316	—	3,096,316
<b>Subtotal</b>	<b>2,888,563</b>	<b>2,911,314</b>	<b>2,829,146</b>	<b>3,208,316</b>	—	<b>3,208,316</b>
<b>41024505 - Equipt Flt-Miscellaneous</b>						
461010 Interest Earnings	112,362	119,700	1,000	6,500	—	6,500
462060 Insurance Payments	22,634	10,893	—	—	—	—
<b>Subtotal</b>	<b>134,996</b>	<b>130,593</b>	<b>1,000</b>	<b>6,500</b>	—	<b>6,500</b>
<b>41025506 - Equipt Flt-Other Fin Sources</b>						
470010 Use (Addition) To Surplus	—	—	599,410	268,181	—	268,181
470030 Capital Reserve	—	—	815,892	943,233	—	943,233
473030 Equipment Surplus Sale	65,631	50,900	—	—	—	—
<b>Subtotal</b>	<b>65,631</b>	<b>50,900</b>	<b>1,415,302</b>	<b>1,211,414</b>	—	<b>1,211,414</b>
<b>Total Revenues</b>	<b>3,089,190</b>	<b>3,092,807</b>	<b>4,245,448</b>	<b>4,426,230</b>	—	<b>4,426,230</b>

## Supplemental Requests

Department/Division	ORG	Account	Notes	requested supplemental amount	amount included in CM recommendation
Administration	41000000	525020	Increased sewer expense	750	750
Administration	41000000	525030	Increased electricity expense	3,661	3,661
Administration	41000000	527200	Anticipated materials expense	10,000	10,000
Administration	41000000	527330	Increased mechanics tool replacement expense	3,000	3,000
Administration	41000000	527550	Increased uniforms expense	1,200	1,200
Administration	41000000	527700	Increased oil and lubricants supplies expense	885	885
Administration	41000000	527720	Increased tires expense	1,530	1,530
Administration	41000000	534140	Increased shop equipment expense	1,000	1,000
<b>TOTAL Equipment (Fleet) Fund</b>				<b>22,026</b>	<b>22,026</b>

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
<b>41000000 - Equipt Flt-Administration</b>							
<b>Personnel</b>							
513030	Wages-Supervisory	96,499	99,865	106,503	54,689	—	54,689
513040	Wages-Full Time	319,493	316,809	335,719	405,137	—	405,137
514010	Wages-Temporary	—	3,834	—	—	—	—
515010	OT-Regular	6,292	9,310	25,532	25,532	—	25,532
516020	Stand-By	—	4,223	13,548	13,548	—	13,548
517010	Health Insurance	147,931	174,603	191,638	181,148	—	181,148
517020	Dental Insurance	9,172	9,664	10,189	9,373	—	9,373
517030	Retirement Contributions	56,057	59,215	61,371	63,614	—	63,614
517040	Social Security	31,133	33,038	36,235	37,468	—	37,468
517050	Workers Compensation	9,421	9,429	8,948	14,275	—	14,275
<b>Personnel Subtotal</b>		<b>675,998</b>	<b>719,990</b>	<b>789,683</b>	<b>804,784</b>	<b>—</b>	<b>804,784</b>
<b>Operating</b>							
521200	Laboratory Services	25	554	300	300	—	300
522010	Janitorial	—	—	3,500	3,500	—	3,500
522050	PC Replacement Charge	2,007	2,037	2,037	2,037	—	2,037
522060	PW Fleet Charge	81,310	82,824	83,132	90,615	—	90,615
522070	City Admin Charge	287,892	362,745	376,252	409,062	—	409,062
523040	Maint-Communications Eqp	—	—	2,500	2,500	—	2,500
523100	Maint-Safety Program	1,613	1,734	1,250	1,250	—	1,250
523500	Maint-Building	16,309	27,784	12,000	12,000	—	12,000
523700	Maint-Other Improvements	444	—	1,900	1,900	—	1,900
524070	Insurance-Vehicles	65,895	75,419	75,444	75,444	—	75,444
524300	Travel	578	107	—	—	—	—
524350	Training	10,789	8,641	6,000	6,000	—	6,000
524360	Meetings & Dues	63	—	1,500	1,500	—	1,500
525010	Water	3,280	848	2,750	2,750	—	2,750
525020	Sewer	1,315	1,720	250	1,000	750	1,000
525030	Electricity	15,750	13,554	6,339	10,000	3,661	10,000
525040	Heating Fuel	38,361	40,079	40,079	40,079	—	40,079
525100	Communications & Phone	1,458	1,924	1,200	1,200	—	1,200
526030	Rental-Building	94,494	96,613	96,613	96,613	—	96,613
527010	Supplies-Office	536	420	2,000	2,000	—	2,000
527200	Repair-Parts	387,675	345,385	402,973	412,973	10,000	412,973
527210	Repair-Accident	15,097	10,247	13,390	13,390	—	13,390
527330	Tools	4,333	8,255	4,000	7,000	3,000	7,000

### Expenditure Budget

Account		2023-2024 Actual	2024-2025 Actual	2025-2026 Budget	2026-2027 Dept Req	2026-2027 CM Suppl	2026-2027 City Manager
527550	Supplies-Uniforms	9,254	8,399	5,300	6,500	1,200	6,500
527600	Supplies-Operating	6,321	4,959	14,000	14,000	—	14,000
527610	Supplies-Software	1,795	1,795	4,500	4,500	—	4,500
527690	Supplies-Gasoline & Diesel	407,784	369,323	427,079	427,079	—	427,079
527700	Supplies-Oil & Lubricants	18,446	25,747	21,115	22,000	885	22,000
527720	Supplies-Tires	71,396	82,626	50,470	55,000	1,530	55,000
534090	Acq-Equipment	2,721	—	—	—	—	—
534140	Acq-Shop Equipment	2,134	6,231	7,000	8,000	1,000	8,000
<b>Operating Subtotal</b>		<b>1,549,074</b>	<b>1,579,969</b>	<b>1,664,873</b>	<b>1,730,192</b>	<b>22,026</b>	<b>1,730,192</b>
<b>41000000 - Equip Flt-Administration Subtotal</b>		<b>2,225,073</b>	<b>2,299,959</b>	<b>2,454,556</b>	<b>2,534,976</b>	<b>22,026</b>	<b>2,534,976</b>
<b>41000480 - Equip Flt-Comp Absence</b>							
<b>Personnel</b>							
513040	Wages-Full Time	(8,052)	24,215	—	—	—	—
<b>Personnel Subtotal</b>		<b>(8,052)</b>	<b>24,215</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>41000480 - Equip Flt-Comp Absence Subtotal</b>		<b>(8,052)</b>	<b>24,215</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>41090500 - Equip Flt-Depreciation</b>							
<b>Operating</b>							
562030	Deprec-Mach/Equip	565,825	590,361	525,000	498,021	—	498,021
<b>Operating Subtotal</b>		<b>565,825</b>	<b>590,361</b>	<b>525,000</b>	<b>498,021</b>	<b>—</b>	<b>498,021</b>
<b>41090500 - Equip Flt-Depreciation Subtotal</b>		<b>565,825</b>	<b>590,361</b>	<b>525,000</b>	<b>498,021</b>	<b>—</b>	<b>498,021</b>
<b>41091000 - Equip Flt-Other Noncash Exp</b>							
<b>Operating</b>							
561040	Loss On Fixed Assets	56,693	129,588	—	—	—	—
<b>Operating Subtotal</b>		<b>56,693</b>	<b>129,588</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>41091000 - Equip Flt-Other Noncash Exp Subtotal</b>		<b>56,693</b>	<b>129,588</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>41091500 - Equip Flt-Trans-Cap &amp; Other</b>							
<b>Operating</b>							
561020	Capitalized Expenditures	(957,848)	(1,018,848)	(500,000)	(500,000)	—	(500,000)
580100	Transfer-Capital Reserve	625,000	950,000	950,000	950,000	—	950,000
580110	Transfer-Cap Project	10,000	—	815,892	943,233	—	943,233
<b>Operating Subtotal</b>		<b>(322,848)</b>	<b>(68,848)</b>	<b>1,265,892</b>	<b>1,393,233</b>	<b>—</b>	<b>1,393,233</b>
<b>41091500 - Equip Flt-Trans-Cap &amp; Other Subtotal</b>		<b>(322,848)</b>	<b>(68,848)</b>	<b>1,265,892</b>	<b>1,393,233</b>	<b>—</b>	<b>1,393,233</b>
<b>Total Expenditures</b>		<b>2,516,690</b>	<b>2,975,274</b>	<b>4,245,448</b>	<b>4,426,230</b>	<b>22,026</b>	<b>4,426,230</b>

**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.

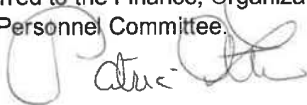
B. Authorized Investments:

- 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, 2025)

<b>Grade</b>	<b>City Clerk</b>	<b>City Attorney</b>	<b>City Manager</b>
CA1	102,583	126,987	152,440
CA2	107,199	132,701	159,300
CA3	112,023	138,673	166,469
CA4	117,064	144,913	173,960
CA5	122,332	151,434	181,788
CA6	127,837	158,249	189,698

**City Code Section 62-194**

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

**Non-Union**

(effective July 1, 2025)

<b>Grade</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>
S 4	40,711	42,543	44,457	46,458	48,549	50,734
S 5	42,543	44,457	46,458	48,549	50,734	53,017
S 6	44,457	46,458	48,549	50,734	53,017	55,403
S 7	46,458	48,549	50,734	53,017	55,403	57,896
S 8	48,549	50,734	53,017	55,403	57,896	66,069
S 9	50,734	53,017	55,403	57,896	60,501	63,224
S 10	53,017	55,403	57,896	60,501	63,224	66,069
S 11	55,403	57,896	60,501	63,224	66,069	69,042
S 12	57,896	60,501	63,224	66,069	69,042	72,149
S 13	60,501	63,224	66,069	69,042	72,149	75,396
S 14	63,224	66,069	69,042	72,149	75,396	78,789
S 15	66,069	69,042	72,149	75,396	78,789	82,335
S 16	69,042	72,149	75,396	78,789	82,335	86,040
S 17	72,149	75,396	78,789	82,335	86,040	89,912
S 18	75,396	78,789	82,335	86,040	89,912	93,958
S 19	78,789	82,335	86,040	89,912	93,958	98,186
S 20	82,335	86,040	89,912	93,958	98,186	102,604
S 21	86,040	89,912	93,958	98,186	102,604	107,221
S 22	89,912	93,958	98,186	102,604	107,221	112,046
S 23	93,958	98,186	102,604	107,221	112,046	117,088
S 24	98,186	102,604	107,221	112,046	117,088	122,357
S 25	102,604	107,221	112,046	117,088	122,357	127,863
S 26	107,221	112,046	117,088	122,357	127,863	133,617
S 27	112,046	117,088	122,357	127,863	133,617	139,630
S 28	117,088	122,357	127,863	133,617	139,630	145,913
S 29	122,357	127,863	133,617	139,630	145,913	152,479
S 30	127,863	133,617	139,630	145,913	152,479	159,341
S 31	133,617	139,630	145,913	152,479	159,341	166,511
S 32	139,630	145,913	152,479	159,341	166,511	174,004

**City Code Section 62-194**

**ADMINISTRATIVE, OFFICE, TECHNICAL AND MANAGEMENT**

(effective November 20, 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 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 Manger; 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; Building Construction Manager
S 20	Systems Administrator; Purchasing & Contract Services Manager; Assistant City Attorney; Water/Sewer Operations Manager
S 21	NO POSITIONS ASSIGNED
S 22	Assistant City Engineer
S 23	NO POSITIONS ASSIGNED
S 24	City Engineer; Database Administrator; Building/Health Official; Deputy City Attorney
S 25	Assistant Finance Director/Assistant Treasurer; Assistant Public Works Director/Division Head; Airport Director
S 26	City Assessor; Human Resources Director; Library Director; Parks & Recreation Director
S 27	IT Director; Community Development Director; Police Captain; Deputy Fire Chief
S 28	Finance Director/Treasurer
S 29	Public Works Director
S 30	Police Chief; Fire Chief
S 31	Deputy City Manager
S 32	NO POSITIONS ASSIGNED

**AFT-NH Keene City Employees (KCE)**  
**HOURLY WAGE SCHEDULE**  
(effective July 1, 2026)

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
2	19.19	19.98	20.91	21.85	22.83	23.28
3	19.98	20.91	21.85	22.83	23.85	24.33
5	21.91	22.82	23.85	24.93	26.05	26.57
7	23.93	24.93	26.05	27.22	28.44	29.00
8	25.00	26.05	27.22	28.44	29.71	30.30
9	26.12	27.22	28.44	29.71	31.02	31.64
12	29.80	31.02	32.43	33.88	35.39	36.10

**CLASS ALLOCATION**

<u>Grade</u>	
2	Custodian (hired after 12/31/16)
3	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 (KCE)**  
**ANNUAL SALARY SCHEDULE**  
(effective July 1, 2026)

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
6	45,230	47,265	49,397	51,615	53,941	56,367
7	47,256	49,397	51,615	53,941	56,397	58,902
8	49,397	51,615	53,941	56,367	58,902	61,555
9	51,615	53,941	56,367	58,902	61,555	64,327
10	53,941	56,367	58,902	61,555	64,327	67,218
11	56,367	58,902	61,555	64,327	67,218	70,242
12	58,902	61,555	64,327	67,218	70,242	73,405
15	67,218	70,242	73,405	76,706	80,158	83,769
17	73,405	76,706	80,158	83,769	87,538	91,711

**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; Deputy Tax Collector; Fleet Services Administrative Coordinator
11	Animal Control Officer; Housing Inspector
12	Caseworker; Industrial Pretreatment Coordinator
15	Laboratory Technician II; Sanitarian; Building Inspector I; Help Desk Technician; Compliance Inspector
17	Plans Examiner; Building Inspector II

**City Code Section 62-166**

**PROBATIONARY PUBLIC WORKS  
HOURLY WAGE SCHEDULE  
Non Union  
(effective November 20, 2025)**

<u>Grade</u>	<u>Step 1</u>
PPW 2	18.10
PPW 4	19.78
PPW 5	20.66
PPW 7	22.13
PPW 8	23.58
PPW 9	24.64
PPW 10	25.75
PPW 11	26.89
PPW 12	28.13

**CLASS ALLOCATION**

<u>Grade</u>	
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, Water Meter & Backflow Specialist
PPW 9	Mechanic II; Sign Maker; Maintenance Mechanic; Utility Operator
PPW 10	Highway Foreman; Transfer Station Foreman; Maintenance Technician I; Lead Mechanic; Water/Sewer Senior Equipment Operator
PPW 11	Maintenance Electrician
PPW 12	Water & Sewer Foreman; Maintenance Technician II; Shop Manager; Solid Waste Operations Foreman, Senior Utility Operator; Highway Operations Foreman; Water Meter & Backflow Foreman

**AFSCME  
HOURLY WAGE SCHEDULE**  
(effective July 1, 2026)

<b>Grade</b>	<b>Step 1</b>	(+6 Months) <b>Step 2</b>	(+12 Months) <b>Step 3</b>	(+12 Months) <b>Step 4</b>	(+12 Months) <b>Step 5</b>	(+12 Months) <b>Step 6</b>
PW 1	18.55	19.39	20.26	21.17	22.13	22.57
PW 2	19.39	20.26	21.17	22.13	23.12	23.58
PW 3	20.26	21.17	22.13	23.12	24.16	24.64
PW 4	21.17	22.13	23.12	24.16	25.25	25.75
PW 5	22.13	23.12	24.16	25.25	26.39	26.91
PW 6	23.12	24.16	25.25	26.39	27.58	28.13
PW 7	24.16	25.25	26.39	27.58	28.81	29.39
PW 8	25.25	26.39	27.58	28.81	30.11	30.71
PW 9	26.39	27.58	28.81	30.11	31.47	32.10
PW 10	27.58	28.81	30.11	31.47	32.89	33.55
PW 11	28.81	30.11	31.47	32.89	34.36	35.05
PW 12	30.11	31.47	32.89	34.86	35.91	36.63

**CLASS ALLOCATION**

**Grade**

PW 2	Maintenance Aide I; Recycler I; Recycler I/Attendant
PW 4	Water & Sewer Service Aide I; Household Hazardous Waste Coordinator
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, Water Meter & Backflow Specialist
PW 9	Mechanic II; Sign Maker; Maintenance Mechanic; Utility Operator
PW 10	Highway Foreman; Transfer Station Foreman; Maintenance Technician I; Lead Mechanic; Water/Sewer Senior Equipment Operator
PW 11	Maintenance Electrician
PW 12	Water & Sewer Foreman; Maintenance Technician II; Shop Manager; Solid Waste Operations Foreman, Senior Utility Operator; Highway Operations Foreman; Water Meter & Backflow Foreman

**City Code Section 62-191**

**PROBATIONARY FIREFIGHTER  
HOURLY WAGE SCHEDULE**

**Non-Union**  
(effective July 1, 2025)

Grade		Step 1
F 1	Firefighter/EMT B	\$23.15
F 2	Firefighter/A-EMT	\$24.85
F 3	Firefighter/Medic	\$27.50
F 4	Paramedic Only	\$25.75

**City Code Section 62-192**

**PROBATIONARY POLICE OFFICER  
HOURLY WAGE SCHEDULE**

**Non-Union**  
(effective July 1, 2025)

Grade		Step 1
PP 1	Probationary Police Officer	\$31.30

**KEENE POLICE OFFICERS ASSOCIATION  
HOURLY PAY SCHEDULE  
(effective July 1, 2026)**

<u>Step</u>	<u>Officers</u>	
1	N/A	
2	\$35.94	
3	\$37.43	
4	\$39.04	
5	\$40.46	
6	\$42.30	
7	\$43.15	
8	\$43.96	
9	\$45.18	
10	\$45.83	completed 10 years
11	\$45.93	completed 15 years
12	\$46.36	completed 18 years

**KEENE POLICE DEPARTMENT SUPERVISORS  
HOURLY PAY SCHEDULE  
(effective September 21, 2025)**

<u>Step</u>	<u>Sergeants</u>	<u>Lieutenants</u>
1	\$43.19	\$49.31
2	\$45.13	\$51.54
3	\$47.13	\$53.87
4	\$48.03	\$54.90
5	\$48.94	\$55.96
6	\$49.33	\$56.35
7	\$49.52	\$56.54
8	\$49.66	\$56.68
9	\$50.10	\$57.12

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

Step		F5	F6
		FF / EMT or AEMT	FF / Paramedic
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)**

Step		F8	F9	F11	F12
		Lieut -Ops/EMT or AEMT, FPO, EMS, FAS	Lieut - Ops/ Paramedic	Capt - Ops /EMT or AEMT, FPO or Training Off	Capt - Ops/ Paramedic
1	(12 month)	\$30.51	\$31.94	\$34.82	\$36.24
2	(18 month)	\$32.79	\$34.21	\$37.41	\$38.84
3	(Annual)	\$34.28	\$35.69	\$39.10	\$40.54
4	(Annual)	\$35.82	\$37.25	\$40.87	\$42.29
5	(Annual)	\$37.41	\$38.84	\$42.70	\$44.14
6	(Annual)	\$39.10	\$40.54	\$44.63	\$46.05

**City Code Section 62-141**

**CALL FIREFIGHTER  
HOURLY WAGE SCALE  
Non-Union  
(effective July 1, 2025)**

Grade	Class Allocation	Step 1
CF1	Non-Certified Probationary Firefighter	\$11.94
CF2	Probationary Firefighter (Level 1)	\$15.52
CF3	Probationary Firefighter (Level 2)	\$17.27
CF4	Firefighter (Level 1)	\$17.91
CF5	Firefighter (Level 2)	\$21.50
CF6	Special services (Chaplain, Photographer & Aide)	\$16.71