



FINANCE, ORGANIZATION AND PERSONNEL COMMITTEE  
Council Chambers, Keene City Hall  
June 11, 2026  
6:00 PM

**A. AGENDA ITEMS**

1. Public Works Department Benchmarking & Strategic Plan – Consultant Selection - Public Works Director
2. Execution of a Change Order for Engineering Services with McFarland Johnson - City Engineer
3. Authorization to Execute Monadnock T-Hangar Corporation Lease Agreement - Airport Director
4. Informational Update on the status of Public Works' FY26 Operating Budget - Public Works Director
5. Engineering Services – Court Street Well Field Upgrade Project - Assistant Public Works Director

**B. MORE TIME ITEMS**

**NON PUBLIC SESSION**

**ADJOURNMENT**



## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** June 11, 2026  
**To:** Finance, Organization and Personnel Committee  
**From:** Donald Lussier, Public Works Director  
**Through:** Elizabeth Ferland, City Manager  
**Subject:** **Public Works Department Benchmarking & Strategic Plan – Consultant Selection - Public Works Director**

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**Recommendation:**

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to negotiate and execute a professional services agreement with Matrix Consulting Group for the Public Works Department Benchmarking & Strategic Plan Project in an amount not to exceed \$85,000.

**Attachments:**

None

**Background:**

The City is seeking to develop a comprehensive Public Works Department Benchmarking and Strategic Plan. The purpose of this effort is to conduct a department-wide assessment of operations, benchmark the City's practices and performance against comparable municipalities, and develop a long-term strategic plan to guide departmental priorities, workforce planning, service delivery, performance measurement, and organizational development over the next decade.

On April 30, 2026, the City issued Request for Proposals (RFP) No. 02-26-19 seeking qualified consulting firms to complete this work. The City received proposals from five consulting firms. Following an initial review, two firms were not selected for interviews because their proposed costs exceeded the project budget. The remaining three firms invited to participate in interviews were:

- BerryDunn
- DKMT Consulting, LLC
- Matrix Consulting Group

A selection committee consisting of Municipal Services, Facilities and Infrastructure Committee Chair Mitch Greenwald, Deputy City Manager Andy Bohannon, Assistant Public Works Director Jim Mountford, and Public Works Director Don Lussier reviewed the proposals and subsequently interviewed all three firms.

The interview process focused on each firm's understanding of the City's needs, proposed methodology, relevant experience, strategic planning approach, benchmarking capabilities, project team qualifications, and overall ability to deliver a practical and implementable final product.

Following the interviews, committee members independently scored each consultant using a weighted evaluation matrix. The average composite interview scores were as follows:

<b>Firm</b>	<b>Composite Score</b>
Matrix Consulting Group	4.63
BerryDunn	4.40
DKMT Consulting, LLC	1.95

Matrix Consulting Group received the highest overall score and was consistently ranked among the top firms by all evaluators. The selection committee was particularly impressed by Matrix's extensive experience conducting public works operational assessments and strategic planning efforts for municipalities throughout New England and across the country. The proposed project team demonstrated a strong understanding of the challenges facing full-service public works organizations and presented a practical, data-driven approach for developing meaningful benchmarks and actionable recommendations.

The committee also valued the direct public works leadership experience of Matrix's project manager and lead staff, as well as their demonstrated ability to translate organizational assessments into realistic implementation strategies.

The selection committee believes Matrix Consulting Group is best qualified to complete this important initiative and to provide the City with a practical roadmap for guiding Public Works Department operations and investments over the next ten years. Although all 3 firms proposed very similar fees, Matrix also happened to be the lowest cost proposal.

It is therefore recommended that the City Manager be authorized to negotiate and execute a professional services agreement with Matrix Consulting Group for the Public Works Department Benchmarking & Strategic Plan Project, with funding to come from the Public Works operating budget.



# CITY OF KEENE NEW HAMPSHIRE

ITEM #A.2.

**Meeting Date:** June 11, 2026

**To:** Finance, Organization and Personnel Committee

**From:** Bryan Ruoff, City Engineer

**Through:** Elizabeth Ferland, City Manager  
Donald Lussier, Public Works Director

**Subject:** **Execution of a Change Order for Engineering Services with McFarland Johnson - City Engineer**

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**Recommendation:**

Move to recommend that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to execute a contract change order in an amount not to exceed \$1,338,000 for Engineering Services with McFarland Johnson as part of the Lower Winchester Street 40666 Reconstruction Project (75J0026A).

**Attachments:**

None

**Background:**

As part of the Lower Winchester Street Corridor Reconstruction Project, the project scope and associated consultant fee were originally developed and awarded with the understanding that the Right-of-Way (ROW) evaluations and acquisitions would be performed by the New Hampshire Department of Transportation (NHDOT).

In September 2025, NHDOT informed the City that its Right-of-Way Bureau did not have the capacity to complete this work within the project schedule and that the ROW services would need to be performed by the City or its designee. Since that time, the City has worked with its consultant, McFarland Johnson, to develop, review, negotiate, and mutually agree upon a scope of services and associated fee for the additional engineering and property acquisition services required to complete this work in accordance with federal funding requirements. The scope includes additional field survey and property deed research, Title Reports and appraisals for approximately 53 parcels. The consultant will also negotiate just compensation, prepare legal documents, conduct closings and disburse payments, record property transfers with the Cheshire County registry of deeds and perform other related services. If condemnation becomes necessary, those services would be performed under a separate agreement.

The proposed scope and fee have been submitted to NHDOT for review and have been determined to be appropriate for the project. The costs associated with this change order will be funded through

2026-286

the project's existing funding structure, consisting of 80 percent federal funding and a 20 percent City match.



## CITY OF KEENE NEW HAMPSHIRE

ITEM #A.3.

**Meeting Date:** June 11, 2026  
**To:** Finance, Organization and Personnel Committee  
**From:** Ryan Cooley, Airport Director  
**Through:** Elizabeth Ferland, City Manager  
**Subject:** **Authorization to Execute Monadnock T-Hangar Corporation Lease Agreement - Airport Director**

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**Recommendation:**

Move that the Finance, Organization, and Personnel Committee recommend that the City Manager be authorized to do all things necessary to execute the Monadnock T-Hangar Lease Agreement between the City of Keene and Monadnock T-Hangar Corporation, the Surrender of the existing lease, the Notice of Lease, and any related documents necessary to complete the lease transaction, subject to review and approval as to form by legal counsel.

**Attachments:**

None

**Background:**

Monadnock T-Hangar Corporation currently leases approximately 26,158 square feet of airport land at Dillant-Hopkins Airport for a 20-unit T-hangar facility used for aircraft storage and private aircraft maintenance.

The proposed Lease Agreement establishes a new twenty-year lease term beginning July 1, 2026 and ending June 30, 2046, with one five-year renewal option. The lease provides for annual land rent of \$10,201.62, payable quarterly in advance, with a 3% annual adjustment.

The agreement also includes provisions addressing permitted aeronautical use, condominium unit ownership, subleases, insurance, safety requirements, FAA grant assurance compliance, and airport operating requirements.

The existing lease, dated February 17, 2010, will be surrendered as part of this transaction. A Notice of Lease will also be recorded pursuant to RSA 477:7-a.

The City Manager has authority to negotiate the lease; however, authorization is required for execution of the agreement and related documents.



# CITY OF KEENE NEW HAMPSHIRE

ITEM #A.4.

**Meeting Date:** June 11, 2026  
**To:** Finance, Organization and Personnel Committee  
**From:** Donald Lussier, Public Works Director  
**Through:** Elizabeth Ferland, City Manager  
**Subject:** **Informational Update on the status of Public Works' FY26 Operating Budget - Public Works Director**

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**Recommendation:**

Move that the Finance, Organization & Personnel Committee recommend that the Public Works Director's report be accepted as informational.

**Attachments:**

None

**Background:**

As the fiscal year draws to a close, Public Works will provide an update to the Committee on the status of the Department's General Fund, Solid Waste Fund, Equipment Fund, Water Fund and Sewer Fund annual operating budgets.



## CITY OF KEENE NEW HAMPSHIRE

**Meeting Date:** June 11, 2026

**To:** Finance, Organization and Personnel Committee

**From:** Aaron Costa, Asst. Public Works Directors/ Operations Mgr.

**Through:** Elizabeth Ferland, City Manager

**Subject:** **Engineering Services – Court Street Well Field Upgrade Project - Assistant Public Works Director**

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**Recommendation:**

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to negotiate and execute a contract with Weston & Sampson Engineers Inc., for engineering services for the Court Street Well Field Upgrade Project for an amount not to exceed \$542,200.00.

**Attachments:**

None

**Background:**

The residents, businesses, and industries in Keene use an average of approximately 2.25 million gallons of clean, potable water every day. To meet this demand, the City has three separate water supplies. The City's surface water supply is supplemented by four groundwater wells, one located off West Street and three off of Court Street.

The Court Street well facilities include three well buildings that were constructed in 1964, 1965 and 1977, and a corrosion control building that was constructed in 1988. The facilities were constructed in an era with fewer treatment requirements and current treatment options for expansion are limited due to the small size of the facilities. Recent evaluations identified many deficiencies that require numerous upgrades to ensure continued reliable operation.

On April 24, 2026, the City advertised a Request for Proposals (RFP) for engineering services for design, bidding and construction services to rehabilitate the wells, upgrade the buildings, infrastructure, electrical, mechanical, chemical feed systems and pumping equipment for the Court Street wells and the corresponding corrosion control facility.

The City received one proposal from Weston & Sampson Engineers, Inc. A review team consisting of Benjamin Crowder, Water & Sewer Operations Manager, Christian Tarr, Utilities Maintenance Manager, Neil Goodell, Maintenance Technician II, and Aaron Costa, Assistant Public Works Director/WWTP Manager, reviewed the proposal and found the proposal meets the requirements as

described in the RFP.

Funding for this work is available in the Well Field Upgrade Capital Improvement Program 34MI008A-340-O-541020. In addition, the City has contracted recently with Weston & Sampson on the following projects and has been pleased with their work.

- Robertson Field Engineering Evaluation — Completed
- Rehabilitation of the 1.5 MG storage tank — Completed
- Rehabilitation of the 3MG storage tank – In progress
- WWTP Tank Repair Program — In progress