



Healthy  
Community

Strong Citizenship  
& Proactive  
Leadership

Unique Natural  
Environment



# OPERATING BUDGET



## 2017-2018

*City of Keene, New Hampshire*



Vibrant  
Economy

Creative Learning  
Culture

Quality Built  
Environment





**CITY OF KEENE, NEW HAMPSHIRE  
2017/2018  
PROPOSED OPERATING BUDGET  
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# City of Keene

*New Hampshire*

May 1, 2017

*Mayor Lane and members of the Keene City Council:*

Your City staff and the City Manager are pleased to present the proposed Operating Budget for fiscal year 2018. The budget proposed is the best balancing of ideas and requirements possible. Last year's presentation was tightly prepared as is this year's. This proposed budget is utilized in conjunction with the Capital Improvement Program (which is a six-year planning document). The Capital Improvement Program blueprints projects demanded by the public and which are vital to the economy of the community and balancing debt and projects. The Operating Budget is the delivery of services and when considered in the context of maintaining service levels, reducing debt, carrying out City obligations, following the adopted Fiscal Policy, and striving to meet City Council Goals, this can be quite the challenge.

A close examination of Departmental requests was made and changes to the Capital Improvement Program format allowed for a programmatic review of projects. The Operating Budget includes all costs related to operations and personnel, Police and Fire being the majority of personnel costs. Union contracts negotiated during this past fiscal year have been held to a minimal cost of living adjustment comparable to that provided to non-union personnel. Major cost increases in the General Fund include New Hampshire Retirement System employer rate adjustments (\$228,000), health insurance premiums (\$270,000), and debt service (\$263,000). Other cost increases are detailed in the following section titled "Budgetary Discussion."

Two personnel requests are for one purpose, others are one-time. Personnel increases are needed to implement the goals of City Council and the adopted recommendations of the Economic Development Action Plan. One-time requests include funding for additional contracted inspection services for the anticipated increase in permit activity, in Code (\$5,000 in overtime and \$25,000 in contracted inspection services) and Public Works (\$8,700).

A request for personnel is the addition of minimal staff (a Planning Technician) to the Planning Department. When the work-load of the Planning Department is reviewed, it is clear that advanced planning such as the revision to the Comprehensive Master Plan, writing the Land Development Code, and the Marlboro Street redistricting suffer when there is barely enough staff to work with committees and to try to do current planning. Current planning is those functions that are regulatory such as permit approval, or review for the Planning Board, Historic District or Conservation Commission. To reorganize for economic development, with current department resources, will not be possible. Of main concern is staff turnover. Since 2008 the department has turned over four Planners and one Planner Technician. Tenure ranged from two to six years, with an average length of employment of four years.

Since 2010, staffing in the Planning Department has been reduced from two full-time planners and one full-time Planner Technician to one part-time Planner (34 hrs. per week) and one full-time Planner. The Planner Technician position was established in 2008 to support the adoption of the Historic District Commission. It has not been refilled after it became vacant in 2011 and this work has been assigned to a Planner since that time. In that same timeframe, the long range planning and regulatory workload has not decreased (in fact increased) and the committee support workload has increased. The department currently supports nine of the twenty boards identified in the City Code Organizational Chart and several other ad hoc or special committees. The department should also begin to plan for succession of staff, in addition to making sure that workload does not exceed staff capacity adversely affecting stability of employment with the City and work product.

The other personnel increase to note is the addition of staff hours to the Human Resources Department. The capacity to accomplish projects in this department is impacted by the staff resources available, as well as the high turnover among a small staff. In addition, to the lead in union negotiations and all personnel matters, this department should be focusing on training, succession planning, outreach, and modernization of the evaluation system, as well as review and revision of the personnel procedures and policies.

The total proposed budget including the adopted Capital Budget of \$4,690,268 and debt service of \$4,897,288 generates a proposed tax dollar increase of \$487,521 or 1.99%. The total proposed General Fund Operations Budget for FY2018 is \$32,354,606, which represents an expenditure increase of 3.46%--- when compared to the operations portion of the FY2017 Adopted Budget. When debt service and the use of current revenues to fund capital projects are considered, the change in the General Fund proposed expenditure budget is \$1,161,742 or 3.12% when compared to the FY2016-2017 Adopted Budget. The proposed increase in tax dollars raised is minimal compared to prior years (FY2015- 3.93%, FY2016-3.60%, FY2017- 1.56%).

**Initiatives**

In last year’s budget message a number of initiatives for the City Council and the City Manager related to management of the operations of the City were proposed. We are happy to report progress on them all. These include the creation of goals for City Council (after a workshop and Committee review), the conclusion of the initial work of the Economic Development Committee with the adoption of the Economic Development Action Plan, a fees workshop that fitted to the goals of the Fiscal Policy Workshop, and concluding with departments presenting amended fees. A Citizen’s Budget Guide was created, a concept that has been repeated this year, and the Capital Budget was presented in a Priority Based Budgeting format.

We set a goal last year to reorganize permitting processes, to analyze the structure of each department, what the expectations are and what can be accomplished by each department. To begin consideration, a separate document has been prepared to accompany the budget. This document reviews department roles and opportunities for organizational changes and presented separate from the budget process recognizing that additional discussion and consideration of required code changes will need to take place to advance these concepts forward. It is anticipated this work lead to a comprehensive review of positions and the City’s classification system. Additionally, there is a project in place to review the city code in general which in conjunction with the Land Use Code will create a new city code.

**BUDGETARY DISCUSSION**

**GENERAL FUND FINANCIAL INDICATORS**

The City has developed and adopted several fiscal policies establishing budgetary and fiscal benchmarks for the purpose of monitoring the City’s budgetary and financial stability.

**RATIO OF GENERAL FUND DEBT SERVICE AND CURRENT REVENUE FUNDED CAPITAL OUTLAY TO OPERATING BUDGET FISCAL POLICY**

In the development of the annual capital improvements program and operating budgets, City staff are guided by the following fiscal policy:

“The City of Keene will contain its General Fund debt service and current revenue capital outlay appropriations, on a five (5) year average, at or less than fifteen percent (15%) of the General Fund operating budget”.

The purpose of the fiscal policies is to establish a balance between capital related expenditure and operations expenditure.

The following table illustrates the City’s performance with regard to this benchmark:

<b>Fiscal Year</b>	<b>Annual Benchmark</b>	<b>Five Year Average</b>
2016-2017	15.86%	16.16%
2017-2018	15.53%	15.93%

The City has exceeded this benchmark due to debt service on facilities investments over the last 15 years, including a new fire station, police station, and public works facility. As this debt is retired, progress continues to be made to meet the benchmark.

Projected debt service is scheduled to decrease over the next several years, as outlined in the FY2018-2023 Capital Improvements Program (CIP), which will improve the ratio. As noted in the FY 2018-2023 CIP, projections indicate a reduction in this ratio from 16.16% in FY 2017 to 14.82% in FY 2023, when the City attains compliance with this fiscal policy.

**PROPERTY TAX FISCAL POLICY**

In development of the annual budget, guidance to City staff is provided by the following fiscal policy:

“The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston CPI, (as of June 30<sup>th</sup>) net of expenditures required by law, and debt service payments. The City chooses to utilize the CPI, not because it reflects inflation in the City’s costs, but because it reflects the overall inflation in what citizens purchase. This manages City spending such that increases in a citizen’s tax bill are in line with increases in all of their other expenses. The goal is to have the cost of City services as a percentage of a taxpayer’s total expenses remain constant”.

The following table illustrates the City’s performance with regards to the fiscal policy:

Fiscal Year	Tax Revenue Increase		Tax Increase for Operations	
	per Fiscal Policy		At Tax Rate Setting	
2011-2012	1,313,275	6.30%	531,651	2.46%
2012-2013	701,352	3.30%	624,748	2.92%
2013-2014	826,463	3.76%	471,504	2.15%
2014-2015	314,590	1.40%	881,317	3.93%
2015-2016	987,896	4.23%	840,655	3.60%
2016-2017	145,047	0.60%	377,675	1.56%
2017-2018 (est)	674,598	2.75%	487,521	1.99%

In recent years (with the exception of fiscal years 2014-15 and 2016-2017), the City has outperformed this benchmark, as demonstrated in the above table.

The following table illustrates the calculation of compliance with the fiscal policy:

Property Tax Policy Compliance Calculation		CPI Base Data	
Tax Year 2016	24,552,111	Boston Consumer Price Index*	
Three Year Average CPI Change (Boston - All Urban Consumers)	1.43%	Jul-14	1.90%
<b>Allowance Under CPI Policy</b>	<b>351,914</b>	Jul-15	1.70%
<b>Other Factors:</b>		Jul-16	0.70%
NHRS Retirement Adjustment	227,934	Total	4.30%
Increase in Debt Service	269,573	<b>Property Tax CPI</b>	<b>1.43%</b>
Debt Svc Increase Funded by TIF - Library	(174,823)	<b>3 year average</b>	
<b>Fiscal Policy on Property Tax</b>	<b>674,598</b>	*All Urban Consumers	
<b>Proposed Operating Budget</b>	<b>487,521</b>		
<b>Amount under Fiscal Policy Allowance</b>	<b>187,077</b>		

Please note that the July index has been utilized as the basis of this calculation, as it is more readily available.

## GENERAL FUND UNASSIGNED FUND BALANCE 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 enable the City to avoid the need to issue short term tax anticipation notes to fund ongoing operations

City fiscal policy establishes a target range for unassigned fund balances of 7% to 10% of the total of the City's General Fund budget, local and state education taxes, and the county tax.

In developing this fiscal condition benchmark estimate, we begin with a number from the audited financials for FY2016: the unassigned fund balance or that available for expenditure. An estimate is developed as to the anticipated budgetary savings or unanticipated uses of fund balance during the current fiscal year. Any future assignments of fund balance in the coming fiscal year are included.

<b>ESTIMATED YEAR END 06/30/17 INFORMATION:</b>			
Policy to retain unassigned fund balance at 7% =		\$	5,639,687
Policy to retain unassigned fund balance at 10% =		\$	8,056,696
<u>Estimated Unappropriated Fund Balance For FY2017</u>			
Unassigned Fund Balance @ 06/30/16		\$	7,458,671
Less: estimated addition to (use of) fund balance in FY2018		\$	(815,000)
estimated: carryovers		\$	(200,000)
estimated encumbrances		\$	(175,000)
estimated budgetary savings FY2017		\$	996,229
Net unassigned fund balance at year end FY2017		\$	7,264,900
	Total Budget & Tax Assessments	Policy 7.00%	Target 10.00%
FY2016/2017 city operating budget	\$ 39,136,162	\$ 2,742,926	\$ 3,918,466
2016 local school tax assessment	\$ 30,827,567	\$ 2,157,930	\$ 3,082,757
2016 state education tax assessment	\$ 4,046,103	\$ 283,227	\$ 404,610
2016 county property tax assessment	\$ 6,508,623	\$ 455,604	\$ 650,862
	<b>TOTAL \$ 80,518,455</b>	<b>\$ 5,639,687</b>	<b>\$ 8,056,696</b>
This calculation reveals that the City estimates that it will be retaining fund balance at:		<b>9.02% on June 30, 2017</b>	

As shown, unassigned fund balance at the close of FY2017, which includes estimated uses of fund balance to fund the FY 2018 Budget, as well the use of fund balance to fund carryovers and encumbrance carryforwards in FY 2018, is estimated to be 9.02%, which is in compliance with the fiscal policy target.

## BOND RATING, DEBT SERVICE AND CAPITAL

Larger projects, including those identified in the City's CIP, are typically financed through the sale of bonds. The City's fiscal health was affirmed by Standard and Poor's assignment of an AA/Stable long - term rating when the City went to market with debt in August 2016. The City's fiscal practices, including incorporation of operating budget and capital program projections, relatively rapid amortization of debt and fund stabilization policies are factors viewed favorably by rating agencies. This assessment attracts investors to our bonds and helps keep interest rates relatively low. The August 2016 bonds were issued with a true interest cost of approximately 1.85%, with lives ranging from five to twenty years. The City anticipates issuing debt during autumn 2017 or spring of 2018.

This year's capital budget, as endorsed by the City Council in April, 2017, includes the following projects to be financed through the sale of bonds in FY2017-2018:



				<i>term</i>
R-2017-12	General Fund	Consolidated Infrastructure	\$1,301,500	10
R-2017-13	General Fund	LED Streetlights	\$350,000	5
R-2017-14	General Fund	Flood Management	\$906,000	15
R-2017-15	General Fund	Airport Terminal Improvements	\$200,000	7
		<b>SUBTOTAL - GENERAL FUND</b>	<b>\$2,757,500</b>	
R-2017-16	Solid Waste	Transfer Station Energy Source	\$250,000	10
		<b>SUBTOTAL - WATER FUND</b>	<b>\$250,000</b>	
		<b>TOTAL - ALL FUNDS</b>	<b>\$3,007,500</b>	

In addition to those capital budget projects funded through long-term debt, this year's CIP includes many projects identified as City priorities that are funded through current revenues, capital reserves, grants, and donations.

## PERSONNEL

The City workforce is made up of unionized and non-union employees. The unionized employees fall under one of six collective bargaining agreements (CBAs). Agreements have been negotiated providing wage adjustments in FY2018 as listed below:

<u>Group</u>	<u>Contract Expiration</u>	<u>FY2018 Increase</u>
AFSCME - Public Works	6/30/2019	2.25%
IAAF - Keene Firefighters	6/30/2017	<i>to be negotiated</i>
IAAF - Keene Fire Supervisors	6/30/2017	<i>to be negotiated</i>
NHFT - Keene City Employees	6/30/2019	2.0%
NHFT - Keene Police Officers	6/30/2017	<i>to be negotiated</i>
NHFT - Keene Police Supervisors	6/30/2018	<i>tied to KPO wage</i>

With the exception of the Keene Firefighters, Keene Fire Supervisors, Keene Police Officers, and Keene Police Supervisors, unionized employees were under contract when the City's budget development process began. Funding of wage adjustments for unionized employees under contract is included in the proposed operating budget in the appropriate departments. An allowance for non-union and bargaining units not under contract is included within employee benefits. Continued adjustment of employee contributions toward health care has been a consideration in negotiated agreements.

Bi-annual rate adjustments by the NH Retirement System occur in even numbered fiscal years and are included in the Proposed FY 18 Operating Budget. In recent years, the State of N.H. has taken action to eliminate the State's historical contribution toward the retirement costs of public safety employees.

The employer rate changes and dollar impact, based upon FY 2018 budgeted wages and salaries are as follows:

<u>Employee Group</u>	<u>Financial Impact</u>	<u>FY 2017 Rates</u>	<u>FY 2018 Rates</u>	<u>Percent Change</u>
<b>Fire</b>	98,010	29.16%	31.89%	9.36%
<b>Police</b>	114,116	26.38%	29.43%	11.56%
<b>Group 1</b>	15,808	11.17%	11.38%	1.88%
<b>Total</b>	227,934			

Employee contribution rates vary between groups. The Group 1 employee contribution rate is 7%, while Police and Fire rates are 11.55% and 11.80%, respectively.

## GENERAL FUND – DISCUSSION OF OPERATIONS BUDGET EXPENDITURE CHANGES

The proposed budget consists of three major parts, operations, debt service and capital sections. The capital budget reflects the capital program adopted by the City Council with the approval of the FY 2018-2023 Capital Improvements Program (CIP) in April, 2017. The first year (FY 2018) of the Capital improvements program is the capital portion of the Proposed FY 2018 Budget. The debt service portion of the budget is made up of principal and interest payments on bonds which have been issued in prior years to fund capital projects. The balance of the Proposed Budget is the operations budget and includes payroll and benefits, supplies, utilities, payments to social service agencies, and many other things.

The General Fund Operations Proposed FY 2018 Budget is \$1,081,352, or 3.46% higher than the Adopted FY 2017 Operations Budget.

While every proposed budget contains many increases and decreases in operations costs, the following table highlights specific requested budget changes included in the proposed FY 2018 Operating Budget, as well as three significant operating cost increases :

<u>Description</u>	<u>Amount</u>	<u>Subtotal</u>	<u>%</u>
<b>Payroll Budget Increase</b>	<b>870,656</b>		<b>3.69%</b>
New Hampshire Retirement System Rate Increase	(227,934)		
Health Insurance premiums	(269,573)		
Workers Compensation*	(85,523)	(583,030)	
* Rates have been unchanged since FY 2012-13 due to a premium holiday			
Personnel Changes - net retirement & health insurance (included above)			
Human Resources - p/t position to f/t - retention issue	(2,128)		
Health & Code - p/t contract health inspector	(29,276)		
Planning - new position - Planning Technician	(38,283)		
Parks and Recreation - refilled position - Building Mechanic - library	(11,178)		
Youth Services - transitional funding for grant funded caseworker to new grant	(3,939)		
Code - Overtime for 2017 construction projects (net retirement)	(5,433)		
Public Works - contracted inspection services for 2017 construction projects	(8,752)		
Police - Police incentives contractual increase	(18,482)		
City Manager transition/reorganization/ compression allowance	(70,000)	(187,471)	
<b>Miscellaneous net other changes***</b>	<b>100,156</b>		<b>0.424%</b>
***Cost of living increases (both under contract and included in the COLA allowance), personnel changes, step increases, one less work day, etc			
<b>Operations Budget Increase - Other Than Payroll</b>	<b>210,696</b>		<b>2.75%</b>
Outside Agencies -Samaritans	(2,500)		
Assessing - Utilities Revaluation	(6,800)		
Assessing - Mapping / GIS Maintenance	(8,600)		
Code - Contracted inspections for FY 17 construction season	(25,000)		
IT - systems maintenance and contract software	(12,220)		
Library - recruitment cost increase for volunteers	(900)		
Parks - certification funding, van rental for Adventure Camp, basketball hoops	(7,500)		
Facilities - janitorial contract increase	(2,500)		
Facilities - Library Campus Project Management and Tax Credit Audit Fees	(48,500)		
ALL - Fleet Charges	(68,183)		
ALL - PC Charges	(2,992)		
Library - property taxes per development agreement	(27,991)		
<b>Miscellaneous net other non payroll changes</b>	<b>(2,990)</b>		<b>-0.039%</b>

Some of the cost increases are routine changes which occur ordinarily in the course of business such as utility rate increases, retirements and new hires, changes in benefit enrollment, increases in the cost of other contracted services or supplies, cost of living adjustments in payroll, and so forth. Some of the general increases in the cost of doing business can be significant. For FY 2018, the City is budgeting for significant increases in New Hampshire Retirement System, and budgeted health insurance rates incorporate a 9.89% projected rate increase.

Other increases are the result of operational changes or requirements to meet changing circumstance, as noted in the above table. Following is additional information on several of those items:

- A. Assessing – supplemental funding has been included in the proposed budget for utilities valuation to ensure that utilities are properly valued for taxation purposes. A second request totaling \$8,600 is included which funds online hosting of property maps and information for public access. The request also funds annual maintenance of the maps to ensure ongoing accuracy of the data.
- B. Health and Code – three requests for additional funding are included in the FY 2018 budget proposal. Two of these relate to the 2017 construction season, and are offset by increased budgeted permit fees. The requests are an increase in overtime and a new line item for contracted building inspections. The third request is for the continuation of a contracted health inspector to conduct food establishment inspections.
- C. Public Works – funding has been included in the proposed budget for expanded construction inspection by a contract employee during the 2017 construction season. The added cost will be funded through increased fees charged by the department.
- D. Planning – a new full time position, Planning Technician, has been included in the proposed budget and funded for 9 months (October through June). Had the position been budgeted for a full year, the additional cost would have been approximately \$18,509. The full annual cost has been incorporated into budget projections in future years.
- E. Parks and Recreation – a position formerly budgeted in the Library, Budget Mechanic, has been included in the proposed budget, and funded for 3 months (April – June). The timing of the position has been set around the anticipated construction schedule for the Library Campus Development Project. Had the position been budgeted for a full year, the additional cost would have been approximately \$53,399. The full annual cost has been incorporated into budget projections in future years. Additional funding has also been requested to fund staff certifications, van rental to allow increased enrollment in the summer Adventure Camp, and to replace basketball hoops.
- F. Human Resources – additional funding has been included in the proposed budget to convert a part time administrative assistant position from part time to full time, and funded for 5 months (February – June). Retention has been an issue in the Human Resources department, which has impacts across the organization. The skill set and institutional knowledge to perform effectively requires an extended training period. Had the position conversion been budgeted for a full year, the additional cost would have been approximately \$15,210. The full annual cost has been incorporated into budget projections in future years.
- G. Employee Benefits – an allowance of \$70,000 has been included in the proposed budget to address issues with regards to salary compensation, transition and succession planning, and reorganization of City government which are discussed in a separate document that has been submitted to the City Council for consideration.
- H. Police Incentives – additional funding is included in the proposed budget for police incentives under the bargaining unit contracts. The incentives have not changed. The number of personnel earning the incentives at higher rates has changed over time.

Additional information on these and other budget items will be provided during the course of department budget presentations to the City Council.

## **GENERAL FUND – DISCUSSION OF CHANGES IN REVENUE ESTIMATES**

The Proposed FY 2018 Operating Budget incorporates a current revenue funded expenditure increase of \$1,161,742 (3.12%) when compared to the FY 2017 Adopted Budget. In addition to the \$1,081,352 increase in operations expenditure discussed in the previous section, debt service has increased by \$263,092, and current revenue funded capital outlay has decreased by \$182,702.

As discussed earlier, the proposed budget incorporates a 1.99% or \$487,521 increase in general property taxes to fund City operations. The City share of the tax rate is expected to rise by \$0.27 from \$14.02 per \$1,000 of assessed value to \$14.29.

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

With that being said, the following chart illustrates several of the revenue estimate changes (when compared with the 2017 Adopted Operating Budget) incorporated within the Proposed FY 2018 Operating Budget:

<b>CURRENT REVENUE FUNDED EXPENDITURE BUDGET</b>	
Operating Budget Change	1,081,352
Current Revenue Capital Decrease	(182,702)
Debt Service Increase	263,092
Current Revenue Funded Expenditure Change	1,161,742
<b>CURRENT REVENUE BUDGET</b>	
Property Taxes	487,521
<b>Other Revenue</b>	
Tax Increment District Revenue	401,114
Bond Premium	100,000
Motor Vehicle Fees	39,604
Ambulance	30,000
Payment in Lieu of Taxes	30,000
Building Permits	31,111
Administrative Charge	20,696
Interest Earnings	19,000
Police Detail Charges	16,300
DPW Inspection Fee	10,500
Trust Income Transfer	8,000
Program Fees - Parks and Recreation	6,500
Internal Rents Charged to Other Funds	5,302
Fines and Forfeits	(16,990)
Subtotal - Other Revenue	701,137
Current Revenue Budget Increase	1,188,658

### **GENERAL FUND TAX INCREMENT FINANCING REVENUE**

Tax Increment Financing in the General Fund includes funding from both the Wells Street TIF District and the Black Brook TIF District. In FY 2018, outstanding debt on the Black Brook TIF District will be retired.

The Proposed FY 2018 Operating Budget includes Wells Street TIF District funding for the first time. Related expenditures include debt service on the Library Campus Development bond issue, and property taxes related to the financing arrangement for the Library project, New Market Tax Credit audit fees, and a project management fee to be paid to the Monadnock Economic Development Corporation. In addition, the annual appropriation for the Downtown Infrastructure Capital Reserve has been moved from the Parking Fund to the General Fund for bookkeeping purposes.

The TIF district revenues are equal to the TIF district expenditure. The following table illustrates the uses of TIF district resources budgeted in the General Fund in the proposed budget:

<b>General Fund Tax Increment Financing FY 18</b>	
<b>Description</b>	<b>Amount</b>
Black Brook Development Debt Service	62,156
Library Campus Development Debt Service	174,823
Downtown Infrastructure Capital Reserve	150,000
Library Property Taxes (New Market Credits financing)	27,791
New Market Tax Credit Audit Fee	12,500
MEDC Library Project Management Fee	36,000
<b>Total TIF District Funding - General Fund</b>	<b>463,270</b>
<b>Total Wells Street TIF District Funding - General Fund</b>	<b>401,114</b>
<b>Total Black Brook TIF District Funding</b>	<b>62,156</b>

### ***Discussion of Other Revenues***

Non-tax revenues overall are projected to remain steady again in FY2018, with a few exceptions as noted earlier.

A steady trend of growth in motor vehicle registrations, which began in FY2012, continued in FY2017. This year, the growth trend appears to be slowing down and may be levelling off. A budget increase of \$39,604 is included in the FY 2018 proposed budget. The budgeted number is conservative, and allows for a potential decrease if motor vehicle registrations actually decrease rather than level off.

Ambulance fees remain steady, with a modest increase projected in 2017, and projected to continue in 2018. A budgeted increase of \$30,000 is included in the proposed budget.

Building Permit revenue has been budgeted at \$251,111, or \$31,111 more than in prior years. The increase offsets expenditure budget increases for staff overtime and contracted inspection services due to the expected busy construction season. It is expected that there will be a spike in Building permit revenue either at the end of FY 2017, or at the beginning of FY 2018.

Inspection Fees charged by the Department of Public Works have also been increased. The fee increase will offset increased inspection work anticipated during the 2017 construction season.

The overall Fines and Forfeits revenue budget has been reduced by about \$17,000. This action brings the budget into line with the FY 2017 estimate, as well as prior year revenue amounts.

Intergovernmental revenues factored into this budget include those received from the State government, agencies or institutions, local governments, the school, or county. During prior fiscal cycles, most notably FY2010 and FY2011, these non-tax revenues were reduced due to the elimination of State revenue sharing (resulting in a revenue loss of approximately \$1 million dollars annually) and reductions in highway block grant revenue.

As of this writing, a State of NH House of Representatives proposal to increase state funding to municipalities failed to advance when the House failed to adopt a budget. These initiatives may be advanced through the Senate. Should that be the case, and the additional municipal aid become a reality, the increase will be recognized at the time tax rates are set by the State Department of Revenue Administration, and would result in a reduced tax rate.

State shared revenues, including the highway block grant and the rooms and meals tax sharing, received modest increases in FY2016-2017. Those increases are included in the FY2018 budget proposal.

The Keene School District continues to reimburse the City for 75% of the budget for the School Resource Officer, and a small increase in that budget and reimbursement are included in the proposed budget. Keene State College continues to reimburse the City in the amount of \$10,000 in recognition of the cost impact of the college population on the Keene Police department's prosecutorial load, as well as reimbursing the City for the budget amount of one police officer. The Municipal Services Agreement (2015) with Keene State College funding has been included in the FY2018 budget.

**Conclusion**

The budget process is a complex orchestration of events, goals and finances. City staff, in preparation for the submittal of the Operating Budget, has presented, during a series of meetings, complete information about the budget process as well as multiple breakdowns of the revenue and spending required to complete projects, service debt, and provide the services requested by the public. The Operating Budget and the Capital Budget were put together with the goal of maintaining programs, reducing debt, and providing for physical improvements to the City. The physical condition of the City, the willingness of the citizens to support improvements, and the judicious use of resources, in addition to high level service delivery to citizens are the key components that will allow for the redevelopment of the City. Keene is one community that has, and will continue to enjoy, the highest quality of life of any community in New England.

Thank You for Letting Us Serve You!

Respectfully submitted,



Medard Kopczynski  
City Manager

## **BUDGET DEVELOPMENT**

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance related issues.

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

Each of these funds accounts for a particular type of activity, and is funded through specific designated funding sources, as follows:

1. The General Fund – is the largest fund, and the only fund receiving property tax support. Property taxes have historically provided 66-68%+- of funding. The General Fund includes the Police, Fire, Public Works (Engineering and Highway), Parks, Recreation, Cemeteries, and Facilities, the Library, Planning, Health and Code, the Airport, the City Clerk, and various administrative departments (Finance, Human Resources, Assessing, Information Technology, City Manager, City Attorney).
2. Parking Fund – funded with parking meter fees and reserved parking space rentals. The primary duties of the parking function are to enforce parking regulations to encourage the flow of traffic and to assure the availability of parking in the downtown area, coordinate parking activities with downtown businesses, and to maintain parking areas and facilities.
3. PC Replacement Fund – funded with user fees paid by City departments. The primary purpose of this fund is to replace desktop hardware and software on a routine basis.
4. Solid Waste Fund – funded with the landfill tip fee (paid when refuse is dropped off at the transfer station) and recycling fees received for commodities processed through the recycling operation. Primary duties are the collection of refuse generated within the City of Keene, and either arranging for transfer and disposal of refuse at a licensed landfill, or separating recyclables, and processing them for sale to commodity brokers. Other services include household hazardous waste disposal and recycling of household yard waste.
5. Sewer Fund - funded through user fees. Responsible for the safe and hygienic collection and treatment of wastewater. Includes planning, maintenance, and replacement of the wastewater collection system, pump stations, and wastewater treatment plant.
6. Water Fund – funded through user fees. Responsible for the provision and distribution of clean and safe drinking water. Includes planning, maintenance, and replacement of wellfields, reservoir facilities, water treatment facilities, pump stations, water tanks, and the water distribution system.
7. Equipment Fund – funded through user fees charged to user departments. The primary responsibilities are the maintenance and orderly replacement of large pieces of equipment used by various City departments, including police cruisers, dump trucks, staff cars, backhoes, sidewalk plows, etc.

The 2017 Fiscal Policies, adopted by the City Council on August 4, 2016, are included in the appendix of this document.

### ***BUDGET FORMAT***

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

For each fund, summary and more detailed information is provided that includes:

- Revenue and expense reports incorporating prior years' budget data as well as requested and recommended FY2018 funding levels; estimates of revenue; and budget projections for FY2018/2019 and FY2019/2020. These summary reports also include capital appropriation and debt service reflecting City Council action adopting the City's six (6) year Capital Improvements Program adopted in April, 2017.

- Recommended personnel and operational expenses summarized for each general fund department and the City's other funds with a roll up of staffing included in the FY2017/2018 recommended appropriations.
- Narratives detailing mission, primary services and responsibilities, fiscal year objectives, and metrics along with information about the upcoming year's work plan, accomplishments, and challenges.
- Operating budget detail for General Fund departments, and other funds, with all cost centers summarized.

**New for 2018**

- 1. Cost Center expenditure budget detail by department has been moved to a separate section of the document. Each fund and department will now have a similar presentation at a summary level in the main body of the budget document.**
- 2. A department level for each department revenue report is included for reference.**
- 3. A new cost center has been added as a part of the City Manager Department, Emergency Operations Center. These costs have been incorporated into the department budget of the Emergency Operations Director in past years (Police, Fire, or Public Works). Chapter 30 of the City Code places the function within the executive branch of city government.**

**BUDGET PROCESS**

The cycle prescribed for preparation of the Annual Operating Budget and Capital Improvements Program (CIP) has a focus of the City's fiscal condition and long term objectives. Shortly after adoption of an annual operating budget, staff begins development, review, and deliberation of the CIP considering capital needs over a six year cycle. This planning period facilitates a longer perspective toward operational expenses and supports projecting operational costs over a three year horizon. As City Council initiates review of the CIP, staff begins development of the operating budget. Council action on the CIP provides one component, the capital plan which is integrated into the budget document presented in May. Both the CIP and annual operating budget documents focus City officials and staff on the community's vision and values identified through the Comprehensive Master Plan. While these efforts require investment of staff resources, these efforts provide the City with the ability to anticipate and respond to challenges and opportunities in a thoughtful and deliberate manner.

The table below provides the calendar for the balance of the FY 2018 Budget process. All meetings are to be held in City Hall Council Chambers, at 3 Washington Street, Keene.

DATE(s)	TIME	DESCRIPTION	LOCATION
May 1, 2017		Budget Submission - document distributed to City Council	
May 4, 2017	7:00 PM	Regular Council meeting - budget resolution first reading - referred to FOP Committee	Council Chambers
May 8, 2017	5:30 PM	Special FOP meeting - Budget review - overview, Elected/Appointed, Administrative Services, General Fund Revenues	Council Chambers
May 9, 2017	5:30PM	Special FOP meeting - Budget review - Community Services	Council Chambers
May 15, 2017	5:30 PM	Special FOP meeting - Budget review - Municipal Development Services	Council Chambers
May 16, 2017	5:30 PM	Special FOP meeting - Budget review - Municipal Development Services-IF NEEDED MEETING	Council Chambers
May 18, 2017	7:00 PM	Regular Council Meeting - budget public hearing; introduce bond resolutions; introduce salary ordinance	Council Chambers
May 25, 2017	6:30PM	Regular FOP meeting - make recommendation on budget, salary ordinance, bond resolutions	Council Chambers
June 1, 2017	7:00 PM	Regular Council Meeting - vote on budget, salary ordinance, bond resolutions	Council Chambers

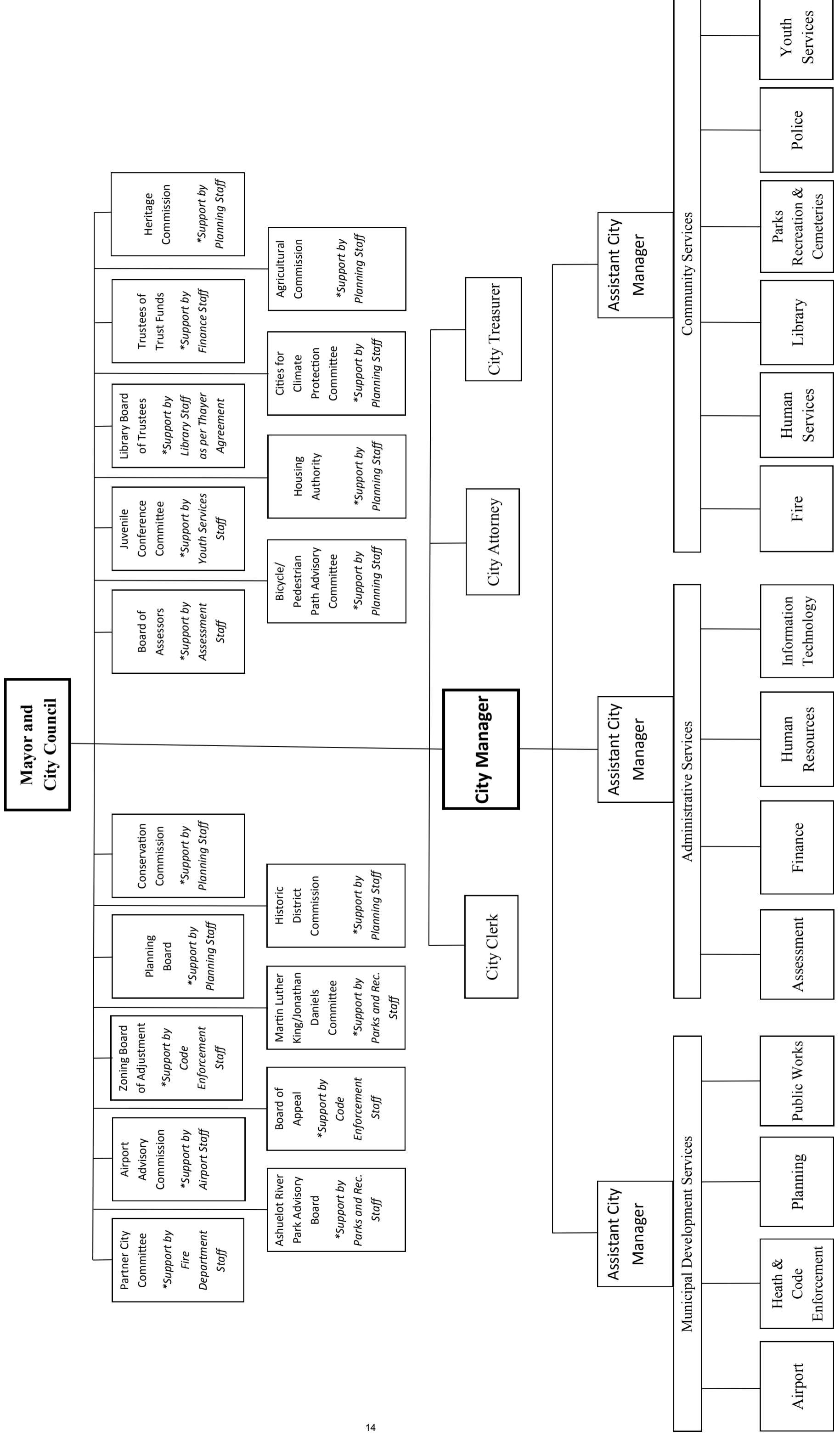


Incorporation of the five goals established for the organization known by the acronym V.O.I.C.E continues as part of Operating Budget narratives. These goals are:

- **V**alue everyone
- **O**btain public input
- **I**nform the public
- **C**ontinually assess facilities and infrastructure
- **E**stablish priorities

Performance measures, as expressed through V.O.I.C.E., maintain at the forefront these values and reinforce the commitment of City employees to outstanding public service. This commitment produces on a daily basis the services and amenities that enhance quality of life for those who live, learn, and work in, as well as enjoy the City of Keene.

# City of Keene Organizational Chart



## **Introduction to the General Fund Proposed FY 2017-2018 Operating Budget**

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

The following eight pages are intended to provide an overview of the General Fund Operating Budget as proposed for FY 2017-2018, and to compare that budget to the FY 2016-2017 Adopted Operating Budget using charts and tables of associated information, along with definitions of terms. The definitions will not be included in this introduction.

### ***Revenue***

The first two report pages, “**Proposed General Fund Revenue by Category – FY 2017-2018 Proposed General Fund Revenue by Category - All Sources**” and “**FY 2017-2018 Proposed General Fund Revenue by Category and Excluding Bonds and Dedicated Capital Project Funding**”, summarize the major funding sources of the General Fund.

The first report includes all sources of funding, and is the proposed revenue budget (\$41,942,162) to fund all activities budgeted for in the General Fund. The reader will note that two categories of revenues (Dedicated Capital Project Funding and Sale of Bonds – Capital Projects) are dedicated to funding specific capital projects and total \$3,503,284, or nearly 8.36% of the total revenue budget. In FY 17 these figures were \$11,027,013 and 23%.

The cost of budgeted capital projects can and does fluctuate dramatically from year to year, depending on projects approved by the City Council and included in the Capital Improvements Program. The fluctuation can make year to year comparisons of both revenue and expenditure budgets complicated.

Capital projects are funded from many sources. These include withdrawals from capital reserve savings accounts (funded in prior years), trusts, donations, use of capital project balances, bonds (long term debt), and grants. These types of funding sources are dedicated funding sources, and nonrecurring in the sense that they are directly tied to specific projects. In FY 2018, projects to be funded by dedicated revenues include bonded projects, projects funded with capital reserves, and the use of project balances from completed projects to fund projects.

The second (and much smaller) category of capital project funding is cash to be generated through property taxes and other regular and recurring revenues such as state revenue sharing, motor vehicle registrations, and various fees and charges during the budget year, in this case FY 2018. In the budget document, these revenue streams are referred to as **current revenue**.

***Current revenues are also the source of funding for all other General fund activity, including operations and debt service.***

One way to clarify year to year comparisons is to utilize the concept of budgets funded through **current revenues**. This impacts the manner in which capital projects funded through bond issues and dedicated revenue streams not funded through the normal and recurring revenues (**current revenues**) of the City are presented. Such projects are excluded from the year to year comparison, as the inclusion of those capital items can give the impression of large increases and decreases in the operating budget overall presentation.

The second report page, “**FY 2017-2018 Proposed General Fund Revenue by Category and Excluding Bonds and Dedicated Capital Project Funding**” of revenue information excludes bond funding and dedicated capital project funding. Excluding the nonrecurring, dedicated revenues allows a meaningful year to year comparison to be made. The focus is on the ongoing and recurring revenues (**current revenue**) to be raised during the year to fund operations and debt service, in addition to capital projects to be funded with cash generated by recurring revenue.

### ***Expenditure***

The last six pages are concerned with expenditure.

The third report page report titled “**FY 2017-2018 Proposed Budget – General Fund Budget Expenditure Analysis**” details and reconciles the total proposed General Fund Budget with the proposed Current Revenue budget, which excludes bond funded capital projects and capital projects funded with dedicated revenue sources. The budget is presented in the categories of Operations, Capital, and Debt Service.

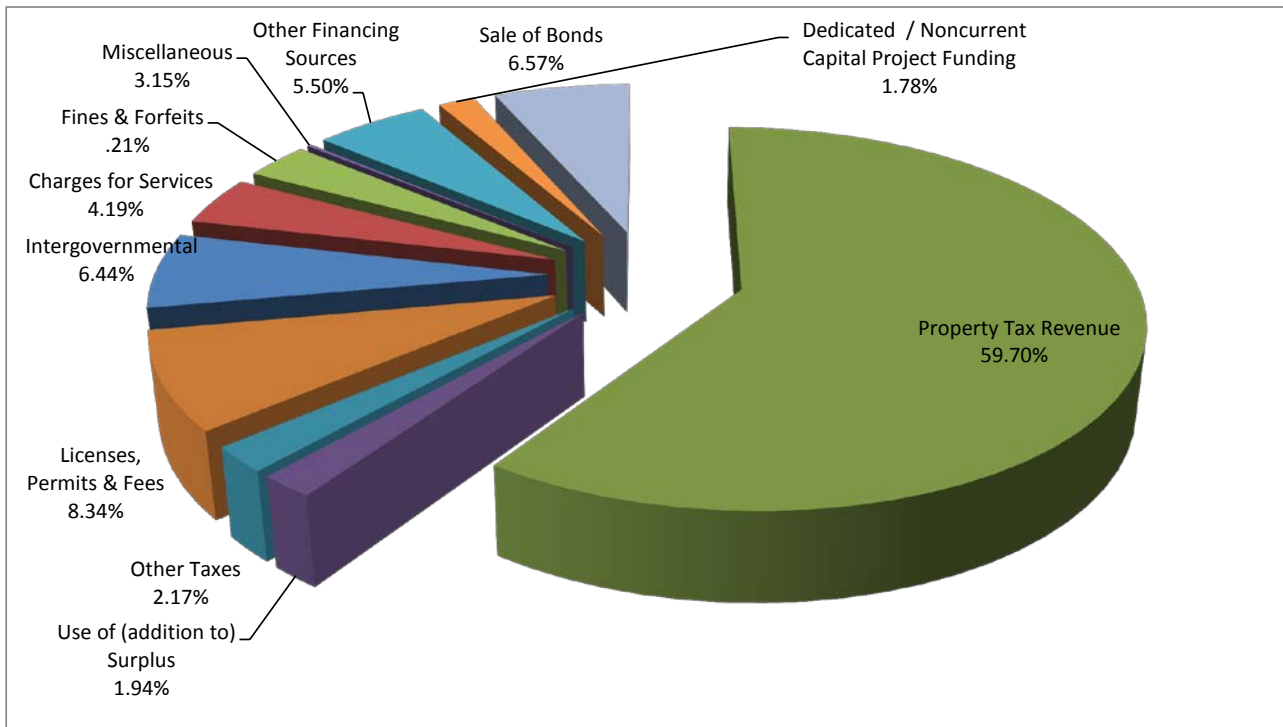
The fourth report page, titled “**FY 2017-2018 Proposed General Fund Operations Budget Analysis**” provides a picture of the composition of the Operations portion of the budget; the fifth report page. “**Analysis of FY 2018 Proposed Operations Budget Net of Payroll**” provides some of the detail behind the non-payroll portion of the Proposed Operations budget.

The sixth report “**Budget Change – FY 2016-2017 Adopted to FY 2017-2018 Proposed**” provides budgetary comparisons between the two budget years, and highlights the changing composition of the budget in the context of activity funded by current revenue.

The seventh report “**FY 2017-2018 Proposed General Fund Operating Budget Allocation % by Department and Activity**” provides a graphic representation of the financial magnitude of the various activities undertaken by the various General Fund Departments.

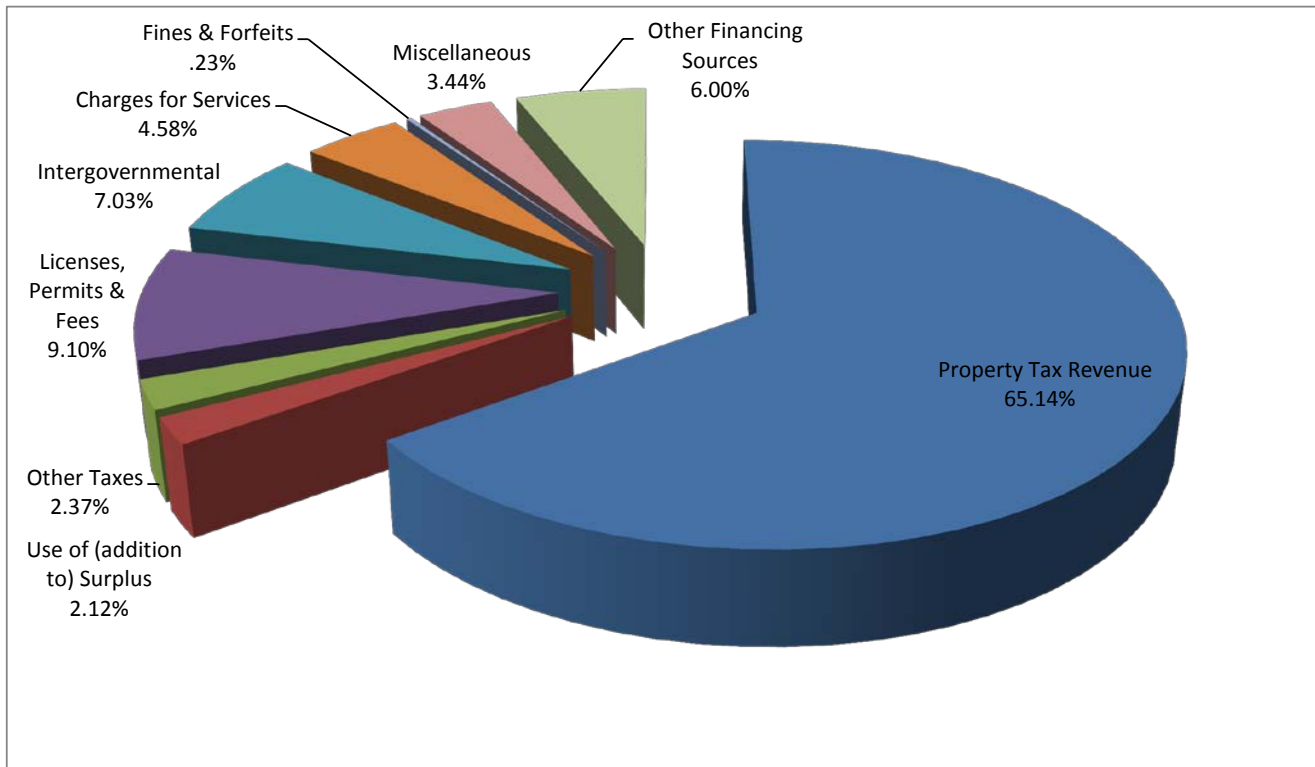
The eighth and final report “**Allocation of Proposed FY 2017-2018 Property Tax to Various City Departments and Activities**” allocates property tax funding to departments and activities based upon the size of the activity budget. It answers the question “Where do the tax dollars go?” Included in this report are estimates of the tax impact by department and in total of proposed municipal property taxes on an assortment of properties of various assessed value, and an analysis of tax dollar and tax rate impacts generated by the proposed budget.

## FY 2017-2018 Proposed General Fund Revenue by Category All Sources



<u>Revenue Source</u>	<u>FY 2018 Proposed Budget</u>	<u>Percent of Total</u>
<b>Property Tax Revenue</b>	25,039,632	59.70%
<b>Use of (addition to) Surplus</b>	815,000	1.94%
<b>Other Taxes</b>	910,270	2.17%
<b>Licenses, Permits &amp; Fees</b>	3,497,363	8.34%
<b>Intergovernmental</b>	2,700,495	6.44%
<b>Charges for Services</b>	1,759,402	4.19%
<b>Miscellaneous</b>	1,322,533	3.15%
<b>Fines &amp; Forfeits</b>	86,746	0.21%
<b>Other Financing Sources</b>	2,307,437	5.50%
<b>Dedicated Capital Project Funding</b>	745,784	1.78%
<b>Sale of Bonds - Capital Projects</b>	2,757,500	6.57%
<b>Totals</b>	<u>41,942,162</u>	<u>100.00%</u>

**FY 2017-2018 Proposed General Fund Current Revenue by Category  
All Sources excluding Bonds and Dedicated Capital Project Funding**

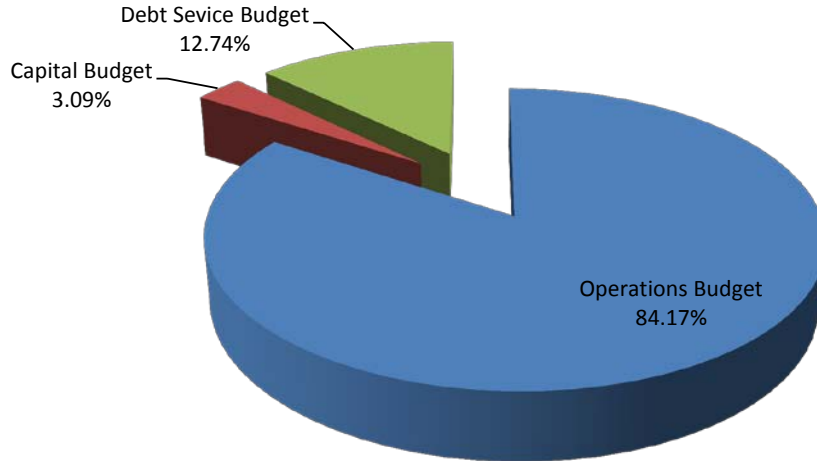


<u>Revenue Source</u>	<u>FY 2018 Proposed Budget</u>	<u>Percent of Total</u>
Property Tax Revenue	25,039,632	65.14%
Use of (addition to) Surplus	815,000	2.12%
Other Taxes	910,270	2.37%
Licenses, Permits & Fees	3,497,363	9.10%
Intergovernmental	2,700,495	7.03%
Charges for Services	1,759,402	4.58%
Fines & Forfeits	86,746	0.23%
Miscellaneous	1,322,533	3.44%
Other Financing Sources	2,307,437	6.00%
<b>Totals</b>	<b><u>38,438,878</u></b>	<b><u>100.00%</u></b>

*This subset of total revenues represents those revenues used to pay for ongoing operations, debt service, and capital projects paid for with cash to be raised in FY 2018 through regular, recurring revenue sources. Excluded are bonds to be issued to pay for capital projects (cash will be raised in future years as debt service is paid), and dedicated capital projects funding sources not derived from regular, recurring revenue sources (capital reserves, donations, project balances).*

## FY 2017-2018 Proposed General Fund Budget Expenditure Analysis

### FY 2017-2018 Proposed Budget - General Fund Operating Budget Current Revenue Funded



	<u>Total Proposed Budget</u>	<u>Less: Noncurrent Revenues</u>	<u>Proposed Budget Current Revenue</u>	<u>Percentage Allocation</u>
<b>Operations Budget</b>	32,354,606		32,354,606	84.17%
<b>Capital Budget</b>	4,690,268	(3,503,284)	1,186,984	3.09%
<b>Debt Service</b>	4,897,288		4,897,288	12.74%
<b>Totals</b>	<u>41,942,162</u>	<u>(3,503,284)</u>	<u>38,438,878</u>	<u>100.00%</u>

#### Noncurrent / Dedicated Revenue Capital Funding

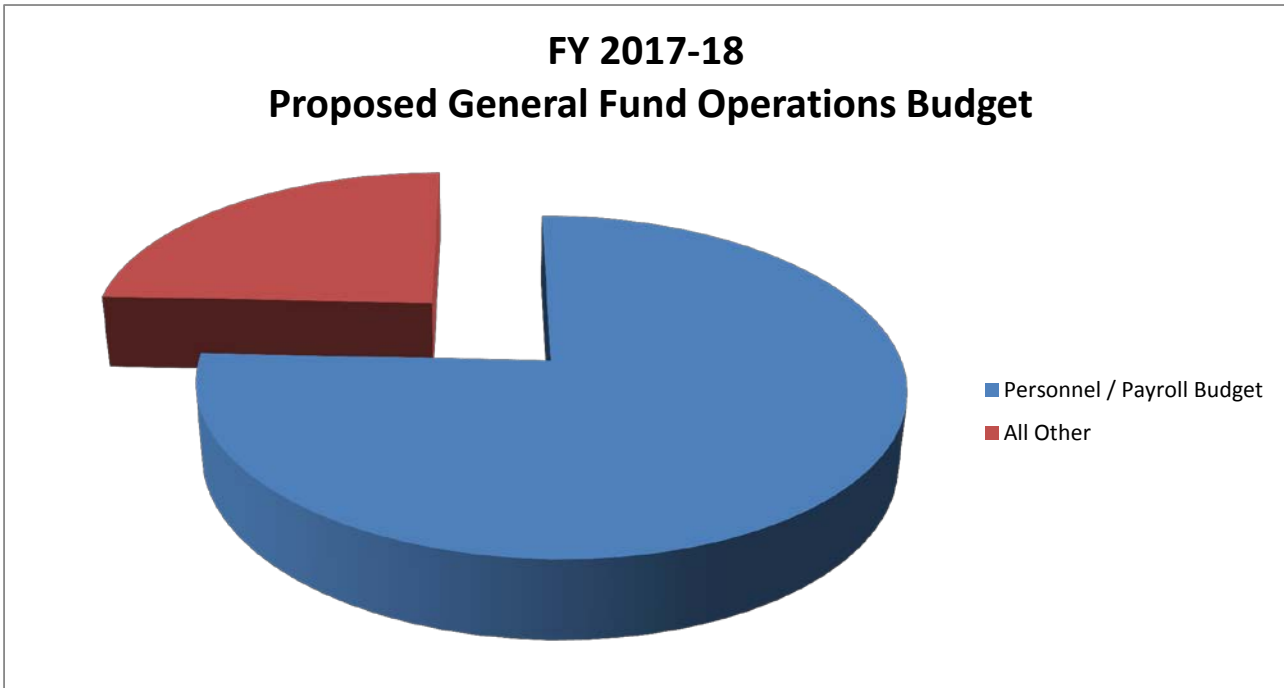
Bonds to be issued -	2,757,500	2,757,500
<b>Other Dedicated Capital Project Funding Sources (Detail FY 2018-2023 CIP p. 33)</b>		
Capital project balances	551,784	
Use of Capital Reserves	184,000	
Senior Center Donation	10,000	745,784
<b>Total</b>	<u>3,503,284</u>	<u>3,503,284</u>

**Current Revenue - property taxes, motor vehicle registrations, ambulance fees, and other charges for services, state revenue sharing, and all other ordinary and recurring annual revenues.**

**Noncurrent Revenues - bonds or other dedicated or one time revenues used to fund capital activity.**

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

**FY 2017-2018 Proposed General Fund Operations Budget  
Analysis**



	<b>Proposed Operations Budget</b>	<b>Percentage Allocation</b>
<b>Personnel / Payroll Budget</b>	24,489,358	75.69%
<b>All Other</b>	7,865,248	24.31%
<b>Total Operations Budget</b>	<u><b>32,354,606</b></u>	<u><b>100.00%</b></u>

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

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

*All Other - general operating costs including utilities, energy, maintenance, vehicles, supplies (such as paper and road salt), uniforms, training, and contracted services (such as street sweeping, line painting, and paving not included in the capital budget). Also includes programs such as community events and agency funding.*



## Analysis of FY 2018 Proposed Operations Budget Net of Payroll

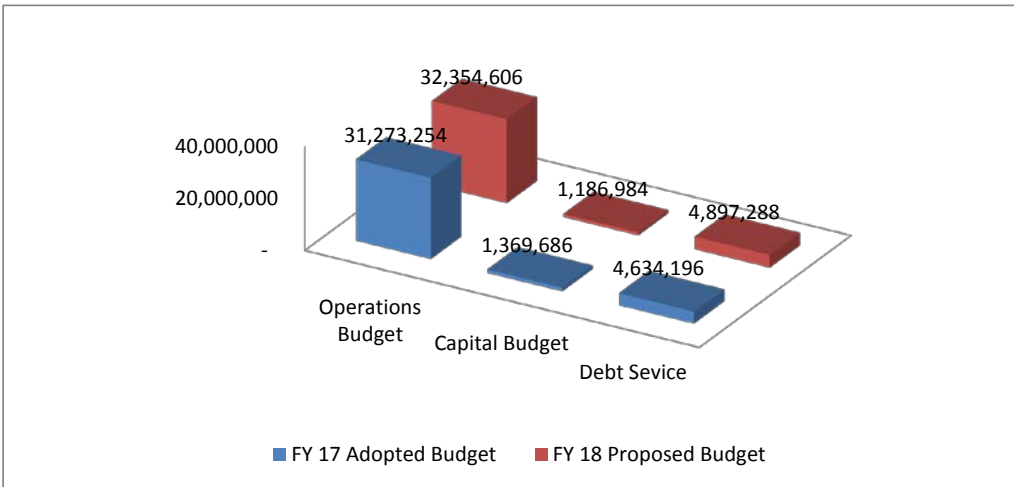
**Total Proposed Budget General Fund Operations (net payroll) 7,865,248**

### ***Contracted, Utility, and Non Operational Cost Detail***

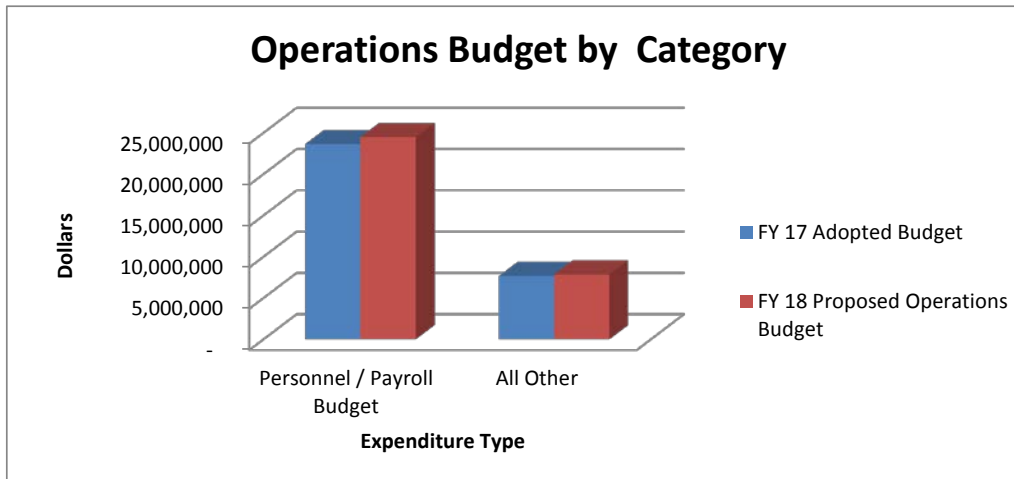
<u>Item</u>	<u>Amount</u>	<u>% of Total</u>
West Keene Fire Station Rent	12,000	0.15%
Financial Audit	44,530	0.57%
Library Campus Development - Management Fee and Tax Credit Audit	48,500	0.62%
Unclassified Cost Center 00003	49,500	0.63%
Mosquito Control	51,000	0.65%
Hazardous Waste Site Monitoring	57,702	0.73%
Ambulance Billing	60,548	0.77%
Public Works - Pavement Marking Contract	66,115	0.84%
PC Replacement Charges	73,620	0.94%
Property Taxes	94,196	1.20%
Police Prosecutor - County Contract	97,752	1.24%
Health & Code Contracted Services (Home Health Care, etc)	177,954	2.26%
Southwest New Hampshire Mutual Aid	216,684	2.75%
Computer / Network Systems Contracted Maintenance and Support - IT	250,090	3.18%
Outside Agencies	253,000	3.22%
Public Works - Road Repairs Contracts and Supplies	294,417	3.74%
Liability Insurance - Cost Center 00082 and Departments	307,048	3.90%
Public Works - Salt, Sand, Road Treatment product	307,146	3.91%
Human Services General Assistance	488,000	6.20%
Utilities (telephone, water , sewer, electric, heat)	978,145	12.44%
Fleet Charges (operation, maintenance, repair, and replacement)	1,723,927	21.92%
<b>Total Contracted, Utility, and Non-Operational Costs</b>	<b>5,651,874</b>	<b>71.86%</b>
<b>All Other General Operations Costs (net payroll)*</b>	<b>2,213,374</b>	<b>28.14%</b>

\*Supplies, repairs and maintenance, equipment and tools, training, library books, uniforms, etc.

**Budget Change - FY 2016-17 Adopted to FY 2017-2018 Proposed**  
 (using Current Revenue Funded Capital Projects)

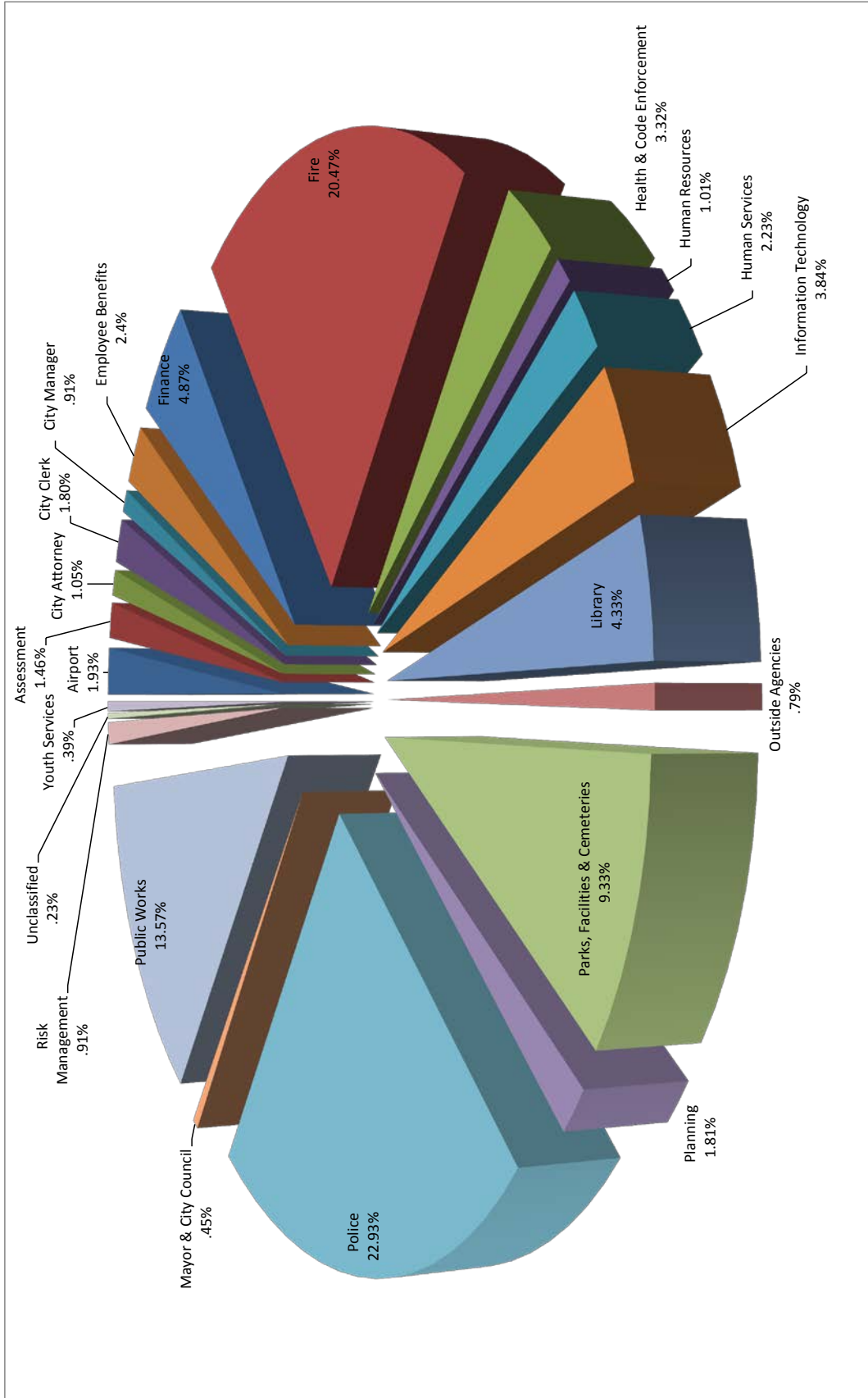


<u>Budget Category</u>	<u>FY 17 Adopted Budget</u>	<u>FY 18 Proposed Budget</u>	<u>Year to Year Change</u>	<u>Percent Change</u>
Operations Budget	31,273,254	32,354,606	1,081,352	3.46%
Capital Budget	1,369,686	1,186,984	(182,702)	-13.34%
Debt Service	4,634,196	4,897,288	263,092	5.68%
<b>Totals</b>	<b><u>37,277,136</u></b>	<b><u>38,438,878</u></b>	<b><u>1,161,742</u></b>	<b><u>3.12%</u></b>



<u>Budget Category</u>	<u>FY 17 Adopted Budget</u>	<u>FY 18 Proposed Operations Budget</u>	<u>Year to Year Change</u>	<u>Percent Change</u>
Personnel / Payroll Budget	23,618,702	24,489,358	870,656	3.69%
All Other	7,654,552	7,865,248	210,696	2.75%
<b>Total Operations Budget</b>	<b><u>31,273,254</u></b>	<b><u>32,354,606</u></b>	<b><u>1,081,352</u></b>	<b><u>3.46%</u></b>

# FY 2017-2018 Proposed General Fund Operations Budget Allocation % by Department and Activity



**Allocation of Proposed FY 2017-2018 Property Tax to Various City Departments and Activities  
Proposed Operations, Debt Service, Current Revenue Funded Capital Projects  
Based Upon Proposed Expenditure Budget**

Proposed City Tax Rate per \$1,000 of Assessed Value      \$      14.29

Department / Activity	Proposed Budget	Percent of Total	Proposed Property tax	Department / Activity Proposed Property Tax Funding By Property Value						
				100,000	150,000	200,000	250,000	300,000	400,000	500,000
Police	7,409,135	19.28%	4,826,416	\$ 275.44	\$ 413.16	\$ 550.88	\$ 688.60	\$ 826.32	\$ 1,101.77	\$ 1,377.21
Fire	6,610,279	17.20%	4,306,030	\$ 245.74	\$ 368.61	\$ 491.49	\$ 614.36	\$ 737.23	\$ 982.97	\$ 1,228.72
Debt Service	4,897,288	12.74%	3,190,163	\$ 182.06	\$ 273.09	\$ 364.12	\$ 455.15	\$ 546.18	\$ 728.24	\$ 910.31
Public Works	4,384,048	11.41%	2,855,831	\$ 162.98	\$ 244.47	\$ 325.96	\$ 407.45	\$ 488.94	\$ 651.92	\$ 814.90
Parks, Rec., Facilities & Cemeteries	3,059,405	7.96%	1,992,940	\$ 113.74	\$ 170.60	\$ 227.47	\$ 284.34	\$ 341.21	\$ 454.94	\$ 568.68
Finance	1,572,765	4.09%	1,024,521	\$ 58.47	\$ 87.70	\$ 116.94	\$ 146.17	\$ 175.41	\$ 233.88	\$ 292.34
Capital Projects - Current Revenue	1,186,984	3.09%	773,218	\$ 44.13	\$ 66.19	\$ 88.25	\$ 110.32	\$ 132.38	\$ 176.51	\$ 220.64
Library	1,396,725	3.63%	909,847	\$ 51.92	\$ 77.89	\$ 103.85	\$ 129.81	\$ 155.77	\$ 207.70	\$ 259.62
Information Technology	1,240,725	3.23%	808,226	\$ 46.13	\$ 69.19	\$ 92.25	\$ 115.31	\$ 138.38	\$ 184.50	\$ 230.63
Health & Code Enforcement	1,071,023	2.79%	697,680	\$ 39.82	\$ 59.72	\$ 79.63	\$ 99.54	\$ 119.45	\$ 159.26	\$ 199.08
Human Services	721,571	1.88%	470,042	\$ 26.83	\$ 40.24	\$ 53.65	\$ 67.06	\$ 80.48	\$ 107.30	\$ 134.13
Employee Benefits	773,721	2.01%	504,013	\$ 28.76	\$ 43.15	\$ 57.53	\$ 71.91	\$ 86.29	\$ 115.06	\$ 143.82
Airport	621,657	1.62%	404,956	\$ 23.11	\$ 34.67	\$ 46.22	\$ 57.78	\$ 69.33	\$ 92.44	\$ 115.55
City Clerk	581,000	1.51%	378,472	\$ 21.60	\$ 32.40	\$ 43.20	\$ 54.00	\$ 64.80	\$ 86.40	\$ 108.00
Planning	583,131	1.52%	379,860	\$ 21.68	\$ 32.52	\$ 43.36	\$ 54.20	\$ 65.04	\$ 86.71	\$ 108.39
Assessment	470,067	1.22%	306,208	\$ 17.48	\$ 26.21	\$ 34.95	\$ 43.69	\$ 52.43	\$ 69.90	\$ 87.38
City Attorney	340,313	0.89%	221,685	\$ 12.65	\$ 18.98	\$ 25.30	\$ 31.63	\$ 37.95	\$ 50.61	\$ 63.26
Human Resources	326,450	0.85%	212,654	\$ 12.14	\$ 18.20	\$ 24.27	\$ 30.34	\$ 36.41	\$ 48.54	\$ 60.68
Risk Management	295,466	0.77%	192,471	\$ 10.98	\$ 16.48	\$ 21.97	\$ 27.46	\$ 32.95	\$ 43.94	\$ 54.92
City Manager	294,822	0.77%	192,051	\$ 10.96	\$ 16.44	\$ 21.92	\$ 27.40	\$ 32.88	\$ 43.84	\$ 54.80
Outside Agencies	255,500	0.66%	166,436	\$ 9.50	\$ 14.25	\$ 19.00	\$ 23.75	\$ 28.50	\$ 37.99	\$ 47.49
Mayor & City Council	144,729	0.38%	94,279	\$ 5.38	\$ 8.07	\$ 10.76	\$ 13.45	\$ 16.14	\$ 21.52	\$ 26.90
Youth Services	127,576	0.33%	83,105	\$ 4.74	\$ 7.11	\$ 9.49	\$ 11.86	\$ 14.23	\$ 18.97	\$ 23.71
Unclassified	74,500	0.19%	48,530	\$ 2.77	\$ 4.15	\$ 5.54	\$ 6.92	\$ 8.31	\$ 11.08	\$ 13.85
<b>Totals</b>	<b>38,438,878</b>	<b>100.00%</b>	<b>25,039,632</b>	<b>\$ 1,429.00</b>	<b>\$ 2,143.50</b>	<b>\$ 2,858.00</b>	<b>\$ 3,572.50</b>	<b>\$ 4,287.00</b>	<b>\$ 5,716.00</b>	<b>\$ 7,145.00</b>

Property Taxes Raised For Operations FY 2016-2017 Budget Year	\$	24,552,111	City of Keene Municipal Tax Rate FY 2016-2017	\$	14.02
Proposed Increase in Property Tax Dollars Raised	\$	487,521	Proposed Increase in Municipal tax Rate	\$	0.27
Percent Increase in Proposed Property Tax Dollars Raised		1.99%	Percent Increase in Proposed Municipal Tax Rate		1.93%

**CITY OF KEENE, NEW HAMPSHIRE**  
**Supplemental Items List - FY17/18 Budget**

Cost Center	Cost Center	Account	Amount	Notes	requested amount	amount included in CM recommendation
<b><u>General Fund</u></b>						
Health and Code	01800	61401	\$ 26,667	Contract Health Inspector	\$ 26,667	\$ 26,667
Health and Code	01800	61704	\$ 1,840	Contract Health Inspector	\$ 1,840	\$ 1,840
Health and Code	01800	61705	\$ 769	Contract Health Inspector	\$ 769	\$ 769
					\$ -	\$ -
Outside Agencies	00002	62133	\$ 5,000	Senior Center	\$ 5,000	\$ -
Outside Agencies	00002	62136	\$ 8,000	Keene Community Kitchen	\$ 8,000	\$ -
Outside Agencies	00002	62142	\$ 1,000	Transporting (bus service)	\$ 1,000	\$ -
Outside Agencies	00002	62155	\$ 2,500	Monadnock Region Child Advocacy Center	\$ 2,500	\$ -
Outside Agencies	00002	62189	\$ 2,500	Samaritans of New Hampshire	\$ 2,500	\$ 2,500
					\$ -	\$ -
Human Resources	00500	61307	\$ 1,655	Administrative Position conversion part to full time 5 months	\$ 1,655	\$ 1,655
Human Resources	00500	61701	\$ 6,714	Administrative Position conversion part to full time 5 months	\$ 6,714	\$ 6,714
Human Resources	00500	61702	\$ 345	Administrative Position conversion part to full time 5 months	\$ 345	\$ 345
Human Resources	00500	61703	\$ 2,024	Administrative Position conversion part to full time 5 months	\$ 2,024	\$ 2,024
Human Resources	00500	61704	\$ 127	Administrative Position conversion part to full time 5 months	\$ 127	\$ 127
Human Resources	00500	61705	\$ 1	Administrative Position conversion part to full time 5 months	\$ 1	\$ 1
Parks, Recreation and Facilities	01328	61304	\$ 9,963	Building Mechanic - Library 3 months	\$ 9,963	\$ 9,963
Parks, Recreation and Facilities	01328	61701	\$ 4,480	Building Mechanic - Library 3 months	\$ 4,480	\$ 4,480
Parks, Recreation and Facilities	01328	61702	\$ 228	Building Mechanic - Library 3 months	\$ 228	\$ 228
Parks, Recreation and Facilities	01328	61703	\$ 1,134	Building Mechanic - Library 3 months	\$ 1,134	\$ 1,134
Parks, Recreation and Facilities	01328	61704	\$ 762	Building Mechanic - Library 3 months	\$ 762	\$ 762
Parks, Recreation and Facilities	01328	61705	\$ 226	Building Mechanic - Library 3 months	\$ 226	\$ 226
Planning	01900	61304	\$ 34,849	Planning Technician 9 months	\$ 34,849	\$ 34,849
Planning	01900	61701	\$ 13,281	Planning Technician 9 months	\$ 13,281	\$ 13,281
Planning	01900	61702	\$ 716	Planning Technician 9 months	\$ 716	\$ 716
Planning	01900	61703	\$ 3,966	Planning Technician 9 months	\$ 3,966	\$ 3,966
Planning	01900	61704	\$ 2,666	Planning Technician 9 months	\$ 2,666	\$ 2,666
Planning	01900	61705	\$ 52	Planning Technician 9 months	\$ 52	\$ 52
<b>TOTAL General Fund Requested</b>			<b>\$ 131,465</b>		<b>TOTAL General Fund Included</b>	<b>\$ 114,965</b>
<b><u>Other Funds - N/A</u></b>						
					\$ -	\$ -
					\$ -	\$ -
<b>TOTAL Other Funds Requested</b>			<b>\$ -</b>		<b>TOTAL Other Funds Included</b>	<b>\$ -</b>
<b>GRAND TOTAL - ALL FUNDS REQUESTED</b>			<b>\$ 131,465</b>		<b>GRAND TOTAL - ALL FUNDS - RECOMMENDED</b>	<b>\$ 114,965</b>

**CITY OF KEENE, NEW HAMPSHIRE  
GENERAL FUND EXPENDITURES  
FY 2018 OPERATING BUDGET**

	Actual 15/16	Revised Budget 16/17	Estimate 16/17	Dept Request Base 17/18	Supplemental	Total	City Manager Recommended	Projection FY 18/19	Projection FY 19/20
<b><u>ELECTED &amp; APPOINTED OFFICIALS</u></b>									
Mayor & City Council	\$ 139,933	\$ 186,851	\$ 166,726	144,729		\$ 144,729	\$ 144,729	\$ 147,189	\$ 149,692
Outside Agencies	\$ 239,000	253,000	253,000	253,000	19,000	272,000	255,500	255,500	255,500
Unclassified	\$ 61,873	68,608	64,960	74,500		74,500	74,500	75,767	77,055
Employee Benefits	\$ 579,046	472,776	488,308	773,721		773,721	773,721	746,108	953,569
Risk Management	\$ 273,319	295,471	295,399	295,466		295,466	295,466	300,489	305,597
City Manager	\$ 234,728	291,840	290,759	294,822		294,822	294,822	299,834	304,931
City Attorney	\$ 283,152	338,983	335,182	340,313		340,313	340,313	346,098	351,982
City Clerk	\$ 551,363	574,953	574,913	581,000		581,000	581,000	590,877	600,922
TOTAL LEGISLATIVE BODY	\$ 2,362,414	\$ 2,482,482	\$ 2,469,247	\$ 2,757,551	\$ 19,000	\$ 2,776,551	\$ 2,760,051	\$ 2,761,862	\$ 2,999,248
<b><u>ADMINISTRATIVE SERVICES</u></b>									
Assessment	\$ 426,060	444,963	438,909	470,067		470,067	470,067	\$ 478,293	\$ 486,663
Finance	\$ 1,493,064	1,573,177	1,545,574	1,572,765		1,572,765	1,572,765	1,600,288	1,628,293
Human Resources	\$ 311,829	326,738	317,567	315,584	10,866	326,450	326,450	348,287	354,382
Information Technology	\$ 1,103,899	1,277,232	1,271,632	1,240,725		1,240,725	1,240,725	1,262,438	1,284,530
Debt Service	\$ 5,139,006	4,634,196	4,547,486	4,897,288		4,897,288	4,897,288	4,582,151	4,842,832
TOTAL ADMIN. SERVICES	\$ 8,473,858	\$ 8,256,306	\$ 8,121,168	\$ 8,496,429	\$ 10,866	\$ 8,507,295	\$ 8,507,295	\$ 8,271,457	\$ 8,596,701
<b><u>COMMUNITY SERVICES</u></b>									
Fire	\$ 6,255,436	6,520,449	6,346,199	6,610,279		6,610,279	6,610,279	\$ 6,792,062	\$ 6,978,843
Human Services	\$ 694,867	716,642	711,041	721,571		721,571	721,571	741,414	761,803
Library	\$ 1,314,055	1,380,274	1,380,124	1,396,725		1,396,725	1,396,725	1,435,135	1,474,601
Parks, Recreation and Facilities	\$ 2,832,663	2,979,236	2,923,908	3,042,612	16,793	3,059,405	3,059,405	3,200,778	3,288,799
Police	\$ 6,831,254	7,243,689	6,512,161	7,409,133		7,409,133	7,409,133	7,612,884	7,822,238
Youth Services	\$ 114,164	122,948	118,562	127,576		127,576	127,576	131,084	134,689
TOTAL COMMUNITY SVCS	\$ 18,042,439	\$ 18,963,238	\$ 17,991,995	\$ 19,307,896	\$ 16,793	\$ 19,324,689	\$ 19,324,689	\$ 19,913,357	\$ 20,460,974
<b><u>MUNICIPAL DEVELOPMENT SVCS</u></b>									
Airport	\$ 579,707	614,298	606,094	621,657		621,657	621,657	\$ 635,955	\$ 650,582
Health & Code Enforcement	\$ 857,605	985,680	913,726	1,041,747	29,276	1,071,023	1,071,023	1,095,657	1,120,857
Planning	\$ 468,346	511,117	508,602	527,601	55,530	583,131	583,131	616,163	630,335
Public Works	\$ 3,734,483	4,294,940	4,078,970	4,384,048		4,384,048	4,384,048	4,404,881	4,506,193
TOTAL MUN. DEV. SVCS	\$ 5,640,141	\$ 6,406,035	\$ 6,107,392	\$ 6,575,053	\$ 84,806	\$ 6,659,859	\$ 6,659,859	\$ 6,752,666	\$ 6,907,967
<b><u>CAPITAL PROJECTS:</u></b>									
Capital Fund	\$ 3,124,402	12,808,500	5,291,129	4,690,268		4,690,268	4,690,268	4,424,093	4,612,881
TOTAL GENERAL FUND	\$ 37,643,254	\$ 48,916,561	\$ 39,980,931	\$ 41,827,197	\$ 131,465	\$ 41,958,662	\$ 41,942,162	\$ 42,123,425	\$ 43,577,770
FUNDED BY LONG TERM DEBT	(1,933,000)	(3,638,000)	(3,638,000)	2,757,500		(2,757,500)	(2,757,500)	(2,763,612)	(3,149,097)
GENERAL FUND OPERATING EXP	\$ 35,710,254	\$ 45,278,561	\$ 36,342,931	\$ 44,584,697	\$ 131,465	\$ 39,201,162	\$ 39,184,662	\$ 39,359,813	\$ 40,428,673

**CITY OF KEENE, NEW HAMPSHIRE**  
**PROPERTY TAX RATE CALCULATION & PROJECTION**  
**FY 2017/18 PROPOSED OPERATING BUDGET**

	Actual 15/16	Revised Budget 16/17	Estimate 16/17	Base	Dept Request Supplemental 17/18	Total	City Manager Recommended	Projection FY 18/19	Projection FY 19/20
<b>PROPERTY TAX CALCULATION:</b>									
Assessed Value (in thousands) for local tax calc.	1,846,896,575	1,788,633,815	1,788,633,815	1,788,633,815	1,788,633,815	1,788,633,815	1,788,633,815	1,788,633,815	1,788,633,815
Assessed Value (in thousands) for state tax calc.	1,797,085,675	1,715,079,215	1,715,079,215	1,715,079,215	1,715,079,215	1,715,079,215	1,715,079,215	1,715,079,215	1,715,079,215
Tax Rate:									
City	\$12.93	\$14.02	\$14.02	\$14.23	\$0.07	\$14.30	\$14.29	\$14.71	\$15.14
<b>Local Education</b>	15.04	\$16.36	16.36	17.24		17.24	17.24	17.58	\$17.93
<b>State Education</b>	2.39	\$2.43	2.43	2.36		2.36	2.36	2.41	\$2.45
County	3.32	\$3.58	3.58	3.64		3.64	3.64	3.71	3.79
<b>TOTAL TAX RATE</b>	\$33.68	\$36.39	\$36.39	\$37.46	\$0.07	\$37.54	\$37.53	\$38.41	\$39.31
<i>Property Tax Rate Increase</i>	2.85%	5.75%		2.95%		3.15%	3.13%	2.34%	2.35%
Total Property Taxes to be raised	\$62,088,433	\$64,909,645	\$64,909,645	\$66,835,665		\$66,967,130	\$66,950,630	\$68,518,781	\$70,127,259
LESS: Local Education	(27,780,699)	(29,254,779)	(29,254,779)	(30,827,567)		(30,827,567)	(30,827,567)	(31,444,118)	(32,073,001)
State Education	(4,300,852)	(4,167,984)	(4,167,984)	(4,046,103)		(4,046,103)	(4,046,103)	(4,127,025)	(4,209,566)
County	(6,129,676)	(6,406,066)	(6,406,066)	(6,508,623)		(6,508,623)	(6,508,623)	(6,638,795)	(6,771,571)
Gross City Property Tax	23,877,026	25,080,816	25,080,816	25,453,372	131,465	25,584,837	25,568,337	26,308,842	27,073,121
LESS: War Service Credits	(243,245)	(229,775)	(229,775)	(229,775)		(229,775)	(229,775)	(229,775)	(229,775)
Tax Overlay	(300,000)	(298,930)	(298,930)	(298,930)		(298,930)	(298,930)	(298,930)	(300,000)
<b>NET PROPERTY TAX RAISED</b>	\$23,333,781	\$24,552,111	\$24,552,111	\$24,924,667	\$131,465	\$25,056,132	\$25,039,632	\$25,780,137	\$26,543,346
<i>Gross City Property Tax change</i>		1.37%		1.49%		2.01%	1.94%	2.90%	2.91%
<i>Net Property Tax change</i>		1.56%		1.52%		2.05%	1.99%	2.96%	2.96%

**CITY OF KEENE, NEW HAMPSHIRE**  
**PROPERTY TAX RATE CALCULATION & PROJECTION**  
**FY 2017/18 PROPOSED OPERATING BUDGET**

	Actual 15/16	Revised Budget 16/17	Estimate	Base	Dept Request Supplemental 17/18	Total	City Manager Recommended	Projection FY 18/19	Projection FY 19/20
<b>General Fund Revenue:</b>									
Property Tax Revenue	\$24,352,010	\$24,552,111	\$24,552,111	372,556	Year to Year Change: \$ 131,465	\$25,056,132	\$487,521	740,505	763,209
Use of (addition to) Surplus		1,437,415		\$24,924,667	\$ 0	\$25,056,132	\$25,039,632	\$25,780,137	\$26,543,346
Other Taxes	\$429,208	425,400	421,500	815,000	0	815,000	815,000	825,000	815,000
Tax Increment Financing	\$66,446	66,109	101,050	447,000	0	447,000	447,000	449,235	451,481
Licenses, Permits & Fees	\$3,601,619	3,423,280	3,438,080	463,270	0	463,270	463,270	398,243	395,354
Intergovernmental	\$2,524,610	2,699,243	2,691,945	3,497,363	0	3,497,363	3,497,363	3,532,337	3,567,660
Charges for Services	\$1,737,477	1,709,395	1,736,077	2,700,495	0	2,700,495	2,700,495	2,713,997	2,727,567
Fines & Forfeits	\$83,044	103,736	85,605	1,759,402	0	1,759,402	1,759,402	1,790,543	1,822,236
Miscellaneous	\$1,254,379	1,376,118	1,291,048	86,746	0	86,746	86,746	87,613	88,490
Other Financing Sources	\$2,075,181	9,485,754	2,202,209	1,322,533	0	1,322,533	1,322,533	1,319,096	1,325,691
Sale of Bonds	\$1,933,000	3,638,000	3,638,000	3,053,221	0	3,053,221	3,053,221	2,463,611	2,691,848
<b>TOTAL GENERAL FUND REVENUE</b>	\$38,056,974	\$48,916,562	\$40,157,625	2,757,500	-	2,757,500	2,757,500	2,763,612	3,149,097
<b>LESS: Sale of Bonds</b>	(1,933,000)	(3,638,000)	(3,638,000)	\$41,827,197	\$131,465	\$41,958,662	\$41,942,162	\$42,123,425	\$43,577,770
<b>TOTAL GF OPERATING REVENUE</b>	\$36,123,974	\$45,278,562	\$36,519,625	(2,757,500)	-	(2,757,500)	(2,757,500)	(2,763,612)	(3,149,097)
<b>TOTAL GENERAL FUND EXPENDITURES</b>	\$ 37,643,254	\$ 48,916,561	\$ 39,980,931	\$39,069,697	\$131,465	\$39,201,162	\$39,184,662	\$39,359,813	\$40,428,673
<b>LESS: Capital Funded by LT Debt</b>	(1,933,000)	(3,638,000)	(3,638,000)	\$41,827,197	\$131,465	\$41,958,662	\$ 41,942,162	\$ 42,123,425	\$ 43,577,770
<b>TOTAL GF OPERATING EXPENDITURES</b>	\$35,710,254	\$45,278,561	\$36,342,931	(2,757,500)	-	(2,757,500)	(2,757,500)	(2,763,612)	(3,149,097)



## TAXES

- 41105-NET PROPERTY TAX:** taxes assessed to property owners based on property valuation
- 41110-IN LIEU OF TAX:** voluntary payments from owners of real estate with real property tax-exempt status
- 41115-TIMBER YIELD TAX:** yield tax assessed on the stumpage value at the time of cutting for the purpose of encouraging forest conservation
- 41116-EXCAVATION TAX:** taxes assessed for the excavation of earth to be removed.
- 41120-LAND USE CHANGE TAX:** taxes assessed on property no longer qualifying for open space assessment
- 41125-TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

## LICENSES/PERMITS/FEEES

- 42105-HEALTH:** fees charged for food licenses
- 42110-CITY CLERK STATE FEES:** State fees collected by the City Clerk for marriage licenses and death, birth and marriage certified copies
- 42115-CITY CLERK LICENSES:** licenses for all amusement machines, periodic events, public amusements, employment offices, lodging houses, raffles, carnivals, sidewalk obstructions, public ways, temporary signs on right of way, charitable and commercial solicitation, hawkers and peddlers
- 42116-HAZ MAT STORAGE PERMITS:** permit fees to store hazardous materials
- 42120-DOG LICENSES:** fees for all dog licenses
- 42201-FIRE ALARM ACCESS APPLICATION FEE:** application fee for first time fire alarm panel access
- 42202-FIRE ALARM ACCESS PERMIT:** permit fee for access to fire alarm panels
- 42205-FIRE PERMITS:** permit fees for suppression, sprinkler, alarm, and detection systems, storage tanks and other miscellaneous inspections
- 42205-BUILDING PERMITS:** fees for new construction and additions, alterations, sign permits and mobile home parks
- 42210-PISTOL PERMITS:** fee for annual permit to carry a concealed weapon in the State of NH
- 42215-MOTOR VEHICLE PERMITS:** City portion of vehicle registration fees
- 42301-NSF CHECK FEES:** fee charged to the customer for returned checks
- 42306-MISC FEES & CHARGES:** money received for financing statements, copies of city code, voter certificates, check lists, zoning maps, ward maps, incorporation papers, general copies, vital record search, publications, notaries, dog registration late fees, replacement dog tags, affidavit of paternity (AOP), vital records amendments (VSX), vital records amendments older than 6 months(VSCR)
- 42315-MAIL-IN & E- REGISTRATION FEES:** fees received for mail-in and E-Reg motor vehicle registrations
- 42316-MUNICIPAL AGENT FEES:** additional fee charged to issue, renew or transfer a motor vehicle registration
- 42218-TRANSPORTATION IMPROVEMENT FUND:** fees charge on registrations for road improvements
- 42330-SITE PLAN APPLICATIONS:** fees received from site plan applications
- 42331-SUBDIVISION APPLICATIONS:** fees received from subdivision applications
- 42332-MINOR AMENDMENTS APPLICATION:** fees received from minor amendments applications
- 42333-VOLUNTARY MERGER:** fees received for voluntary mergers
- 42334-CONDITIONAL USE APPLICATION:** fees received from conditional use applications
- 42335-DRIVEWAY CURB CUT APPLICATIONS:** fees received from driveway curb cut applications
- 42337-ZBA FEES:** fees received for ZBA zoning petition fees

## INTERGOVERNMENTAL

- 43201-FLOOD CONTROL:** State funds distributed to flood-prone communities
- 43202-AERONAUTICAL FUND:** funds from operating budget of State Aeronautic Department plus a quarter of the registration fees of locally-based aircraft

- 43203-HIGHWAY BLOCK GRANT:** State funds for maintenance of highways
- 43204-ROOMS & MEALS:** State funds distributed to municipalities
- 43207-STATE BOND REIMBURSEMENT:** the State's portion of the bond
- 43208-KEENE STATE COLLEGE:** funds to defray cost of extra community police patrol
- 43305-YOUTH SVCS/EARN IT GRANTS:** grant funding to supplement Youth Services and Earn-It operations
- 43401-KEENE SCHOOL DISTRICT:** fees received for police officer on duty at Keene High School
- 43403-OTHER TOWNS:** ambulance stand-by fees paid by contract towns

### **CHARGES FOR SERVICES**

- 44109-DIRECT REIMBURSEMENT:** miscellaneous reimbursements for services provided by various departments
- 44109-DIRECT REIMBURSEMENT (PW Admin):** reimbursement for downtown maintenance from parking fund
- 44111-PRK/REC-PROGRAMS:** fees raised by programs
- 44112-PRK/REC-EQUIPMENT RENTAL:** fees charged for rental of recreation equipment
- 44113-FIRE REPORT FEES:** fire report copies
- 44113-AMBULANCE REPORT FEES:** ambulance report copies
- 44113-POLICE REPORT FEES:** accident and investigative report copies
- 44114-POLICE PHOTOS/VCR FEES:** investigative photos and video copies
- 44115-PW INSPECTION FEE:** charge for job inspection
- 44116-PW PUBLIC WAY IMPEDIMENT FEE:** charge for encumbrances or obstacles placed on roads and sidewalks during construction projects
- 44117-PW EXCAVATION FEES:** charge for excavating in City of Keene
- 44122-CEMETERY INTERMENT:** tomb service and burials
- 44123-AMBULANCE SERVICE BILLINGS:** user charges for ambulance services
- 44124-FIRE MASTER BOX:** false alarm response fees and system hookups
- 44131-REPAIRS:** money received for shrub, rose or lilac permits and repairs caused by vandalism
- 44134-DETAIL CHARGES:** charge for police officer and cruiser details
- 44135-RECORD CENTER CHARGES:** income from outside client use of records facility
- 44138-SSI INTERIM ASSISTANCE:** money received as reimbursement from State of NH for interim assistance provided by the City of Keene
- 44139-MEDICAID REIMBURSEMENTS:** money received as reimbursement from Medicaid for interim assistance provided by the City of Keene
- 44140-PD CRIMINAL RECORDS CHECK:** fees for
- 44141-PD DISCOVERIES:** fees for discoveries
- 44142-PD INSURANCE REQUESTS:** fees for insurance requests
- 44143-PD LOG SEARCH:** fees for Log search
- 44144-PD FINGERPRINT FEES:** fees for fingerprinting
- 44146-PD SPECIAL SEARCH & MISC:** fees for special search & misc
- 44201-LIBRARY FACILITY RENTAL:** meeting room rental
- 44203-PRK/REC-FACILITY RENTAL:** fees for use of Recreation Center and park facilities
- 44301-RECREATION CAMPGROUNDS:** fees for use of campsites
- 44302-PRK/REC-BALLFIELD USER FEES:** fees for field preparations
- 44303-PRK/REC-BALLFIELD LIGHTS:** fees for use of outdoor lighting
- 44304-RECREATION POOLS:** pool admittance fees
- 44401-LIBRARY NON-RESIDENT FEES:** library cards for non-residents

### **CHARGES FOR SERVICES (continued)**

- 44501-AIRPORT GENRL AVIATN LNDNG FEE:** all aircraft over 12,500 pounds assessed \$15 landing fee
- 44504-READY CAR SPACES**
- 44505-AIRPORT RGR FEES:** percentage of recognized gross revenues from privately-owned and operated airport concerns
- 44506-AIRPORT FUELING FEES:** aviation fuels at airport

## **FINES AND FORFEITS**

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

## **MISCELLANEOUS**

- 41605-INTEREST ON TAXES:** interest charged upon all taxes not paid on or before due date (twelve percent on delinquent taxes and eighteen percent on liens)  
**46000-MISCELLANEOUS:** money received not accounted for elsewhere by various departments  
**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments  
**46103- INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old for various departments  
**46301-CITY HALL:** rental income from city hall space leased for retail usage  
**46304-TRANSPORTATION CENTER:** rent & utilities from transportation center & retail space  
**46306-AIRPORT T-HANGAR:** rents paid for use of municipal t-hangar building  
**46107-GRANT MATCH TRANSFER:** return of grant match from special revenue fund  
**46307-AIRPORT BUILDING:** rental of office space in terminal  
**46308-AIRPORT LAND:** rental income from land leased to private concerns  
**46311-FUEL FARM LEASE:** payments made to City by airport FBO for lease of fuel farm  
**46312-AIRPORT WWTP INCOME:** rental of airport property to wastewater treatment plant  
**46317-350 MARLBORO RENTS:** rental income from space leased to private concerns  
**46318-KEENE DISTRICT COURT:** rental income from space leased to the State of NH for the district court  
**46401-CEMETERY TRUST FUND:** income on trust funds for the maintenance of cemetery lots  
**46402-CEMETERY IMPROV TRUST FUND:** reimbursement for miscellaneous cemetery signage  
**46403-CHARITABLE TRUST FUND:** income from various funds distributed for "relief and comfort" in the holiday season  
**46404-DELUGE HOSE TRUST FUND:** income from Milan Jones trust to provide assistance to, or provide flowers on Memorial Day for, members of the Deluge Hose Company

## **MISCELLANEOUS (continued)**

- 46405-DOWNTOWN MEM TREE TRUST FUND:** income to maintain and principal to replace specific trees planted in the downtown area  
**46406-FLOWER TRUST FUND:** income from various funds for the purchase of flowers for cemetery lots on Memorial Day and/or special dates  
**46407- LIBRARY TRUST FUNDS:** income from trusts for maintenance of the Library and the purchase of books and materials  
**46408- PARKS & RECREATION TRUST FUNDS:** income from various trust funds to help offset costs of park maintenance  
**46410-SUMNER KNIGHT CHAPEL TRUST FUND:** money received for rental fees

- 47303-SALE OF SURPLUS EQUIPMENT:** money received from the sale of surplus equipment
- 47304-MAPS, BLUEPRINTS, ETC:** money received from the sale of copies of maps, blueprints, etc
- 47305-COPIES:** City maps, roll paper, tax maps, computer printouts, Chamber of Commerce maps, tax fax

**OTHER FINANCING SOURCES**

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

**PROCEEDS LONG TERM FINANCE**

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

**City of Keene, New Hampshire  
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**GENERAL FUND**

		2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
	<b>Account Title</b>						
41100 - PROPERTY TAXES	41105 - NET PROPERTY TAX	23,352,375	24,352,010	24,552,112	24,552,112	25,056,132	25,039,632
	41110 - IN LIEU OF TAX	390,688	412,492	411,400	402,000	432,000	432,000
	41115 - TIMBER YIELD TAX	20,160	14,696	12,000	19,500	15,000	15,000
	41120 - LAND USE CHANGE TAX	22,380	2,020	2,000	0	0	0
	41125 - TAX INCREMENT FINANCING	71,949	66,446	66,109	101,050	463,270	463,270
	<b>41000 - TAXES</b>	<b>23,857,551</b>	<b>24,847,665</b>	<b>25,043,621</b>	<b>25,074,662</b>	<b>25,966,402</b>	<b>25,949,902</b>
42100 - LICENSES	42105 - HEALTH	51,950	51,595	51,500	51,900	51,900	51,900
	42110 - CLERK - STATE	29,324	31,897	27,500	27,500	28,500	28,500
	42115 - CLERK - CITY	12,640	12,405	9,800	9,800	11,250	11,250
	42116 - HAZ MAT STORAGE PERMITS	17,125	17,400	17,000	17,000	17,000	17,000
	42120 - DOGS	13,121	14,102	12,500	11,600	12,200	12,200
42200 - PERMITS	42202 - FIRE ALARM ACCESS PERMIT	5,010	5,070	5,000	5,000	5,000	5,000
	42205 - PERMITS	284,777	274,043	272,000	267,700	307,111	307,111
	42210 - PISTOL PERMITS	2,300	3,000	2,755	2,931	2,673	2,673
	42215 - MOTOR VEHICLE PERMITS	2,792,019	3,005,853	2,836,500	2,850,000	2,876,504	2,876,504
	42218 - TRANSPORTATION IMP FUND	0	100,097	100,000	100,000	100,000	100,000
42300 - FEES	42301 - NSF CHECK FEE	2,285	2,849	2,400	1,930	2,600	2,600
	42306 - MISC FEES & CHARGES	8,742	8,344	8,800	8,800	8,700	8,700
	42315 - MAIL-IN & E-REG FEES	4,564	4,653	4,800	4,750	4,800	4,800
	42316 - MUNICIPAL AGENT FEES	56,370	56,930	60,000	55,844	56,500	56,500
	42330 - SITE PLAN APPLICATIONS	8,970	5,477	6,500	18,000	6,500	6,500
	42331 - SUBDIVISION APPLICATIONS	1,116	1,902	1,500	1,500	1,500	1,500
	42332 - MINOR AMENDMENTS APPPL.	1,332	1,350	750	1,000	750	750
	42333 - VOLUNTARY MERGER	75	50	75	150	75	75
	42334 - CONDITIONAL USE APPLICAT.	0	0	500	0	500	500
	42335 - DRIVEWAY CURB CUT APPS.	428	550	400	200	300	300
	42337 - ZBA FEES	2,358	4,054	3,000	2,475	3,000	3,000
	<b>42000 - LICENSES/PERMITS/FEES</b>	<b>3,294,505</b>	<b>3,601,619</b>	<b>3,423,280</b>	<b>3,438,080</b>	<b>3,497,363</b>	<b>3,497,363</b>
43200 - STATE	43201 - FLOOD CONTROL	28,859	23,395	21,357	20,438	23,395	23,395
	43202 - AERONAUTICAL	22,389	16,039	24,500	16,200	18,500	18,500
	43203 - HIGHWAY	428,251	485,270	485,482	485,482	485,482	485,482
	43204 - ROOMS & MEALS	1,134,738	1,132,110	1,217,759	1,217,758	1,217,758	1,217,758
	43208 - KEENE STATE COLLEGE	555,841	607,127	622,106	623,929	631,619	631,619
43300 - COUNTY	43305 - EARN IT / CHINS ABIP /JCC	23,100	23,100	23,000	23,100	23,100	23,100
43400 - OTHER LOCAL	43401 - KEENE SCHOOL DISTRICT	81,764	84,658	86,330	86,330	92,098	92,098
	43403 - OTHER TOWNS	137,038	152,910	218,709	218,709	208,542	208,542
	<b>43000 - INTERGOVERNMENTAL</b>	<b>2,411,981</b>	<b>2,524,610</b>	<b>2,699,243</b>	<b>2,691,945</b>	<b>2,700,495</b>	<b>2,700,495</b>
44100 - UNCLASSIFIED CHARGES	44109 - DIRECT REIMBURSEMENT	358,112	352,706	276,676	232,354	244,218	244,218
	44111 - PROGRAMS	101,202	103,039	103,500	105,000	112,500	112,500
	44112 - EQUIPMENT CHARGES	0	300	0	500	0	0
	44113 - REPORTS	1,088	1,287	1,045	1,194	1,105	1,105

**City of Keene, New Hampshire  
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		2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
	Account Title						
44100 - UNCLASSIFIED CHARGES	44114 - PHOTOS/TAPES	140	215	63	522	233	233
	44115 - INSPECTION SERVICES	0	0	0	6,000	10,500	10,500
	44116 - PUBLIC WAY IMPEDIMENT	150	300	200	330	200	200
	44117 - EXCAVATION	1,075	800	1,500	925	1,500	1,500
	44122 - INTERMENTS	33,334	31,028	24,000	25,500	25,500	25,500
	44123 - AMBULANCE SVCS	872,979	931,521	945,000	952,000	975,000	975,000
	44124 - FIRE MASTER BOX	73,848	73,440	75,072	75,072	76,296	76,296
	44131 - REPAIRS	15	145	0	0	0	0
	44134 - DETAIL CHARGES	134,587	63,269	80,252	141,031	96,593	96,593
	44135 - RECORDS CENTER CHARGES	16,993	17,834	22,709	21,643	21,643	21,643
	44138 - SSI INTERIM ASSISTANCE	5,527	8,940	6,500	5,087	6,700	6,700
	44139 - MEDICAID REIMBURSEMENTS	0	884	0	0	0	0
	44140 - PD CRIMINAL RECORDS CHECK	140	100	71	86	99	99
	44141 - PD DISCOVERIES	245	390	295	163	254	254
	44142 - PD ACCIDENT REPORTS	6,015	6,090	6,098	5,949	6,058	6,058
	44143 - PD LOG SEARCH	57	50	33	1	0	0
	44144 - PD FINGERPRINT FEES	6,375	7,485	5,841	5,469	5,805	5,805
	44146 - PD SPECIAL SEARCH & MISC	0	25	0	43	23	23
44200 - FACILITY CHARGES	44201 - LIBRARY	2,535	1,740	2,500	2,316	2,500	2,500
	44203 - RECREATION CENTER	27,598	26,060	28,500	24,500	30,500	30,500
	44205 - SUMNER KNIGHT CHAPEL FEE	85	85	0	0	0	0
44300 - GROUNDS CHARGES	44301 - CAMPGROUNDS	28,573	20,778	25,300	23,850	25,300	25,300
	44302 - BALL FIELDS	10,215	8,238	7,000	6,893	8,200	8,200
	44303 - BALL FIELD LIGHTS	3,352	5,285	5,250	6,500	7,000	7,000
	44304 - POOLS	20,565	20,382	24,000	20,400	24,000	24,000
44400 - NON RESIDENT FEES	44401 - LIBRARY NON RESIDENT FEE	19,260	18,220	20,000	19,300	21,000	21,000
44500 - AIRPORT CHARGES	44501 - LANDING FEES	7,801	4,660	7,500	12,100	12,900	12,900
	44502 - RAMP FEES	0	420	0	0	0	0
	44504 - READY CAR SPACES	600	600	600	350	0	0
	44505 - GROSS REVENUE PERCENTAGE	9,821	7,013	11,890	11,975	12,275	12,275
	44506 - FUELING FEES	31,884	24,149	28,000	29,025	31,500	31,500
<b>44000 - CHARGES FOR SERVICES</b>		<b>1,774,172</b>	<b>1,737,477</b>	<b>1,709,395</b>	<b>1,736,077</b>	<b>1,759,402</b>	<b>1,759,402</b>
45100 - FINES	45103 - GENERAL VIOLATIONS - STG1	10,316	0	0	0	0	0
	45104 - GENERAL VIOLATIONS - STG2	13,900	0	0	0	0	0
	45105 - COURT FINES	81,979	40,294	52,795	39,054	40,100	40,100
	45106 - LIBRARY OVERDUE FINES	26,642	26,167	30,000	27,325	28,000	28,000
	45107 - FALSE ALARM FINES	8,175	7,320	11,011	7,397	8,277	8,277
45200 - CODE VIOLATIONS	45201 - FIRE CODE VIOLATIONS	1,425	270	300	625	300	300
	45202 - BUILDING CODE VIOLATIONS	625	1,190	500	800	500	500
45300 - FORFEITS	45302 - DOG FORFEITURE	2,875	2,750	2,751	5,688	3,016	3,016
	45304 - LOST LIBRARY MATERIALS	3,314	3,665	4,000	3,700	4,000	4,000
	45305 - SALE EVIDENCE/FOUND PROP	6,734	1,387	2,380	1,016	2,554	2,554
<b>45000 - FINES &amp; FORFEITS</b>		<b>155,985</b>	<b>83,044</b>	<b>103,736</b>	<b>85,605</b>	<b>86,746</b>	<b>86,746</b>
46100 - GENERAL	41605 - INTEREST: TAXES	382,995	417,754	410,000	405,000	410,000	410,000
	46101 - INTEREST EARNINGS	109,192	71,117	80,000	110,310	99,000	99,000

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
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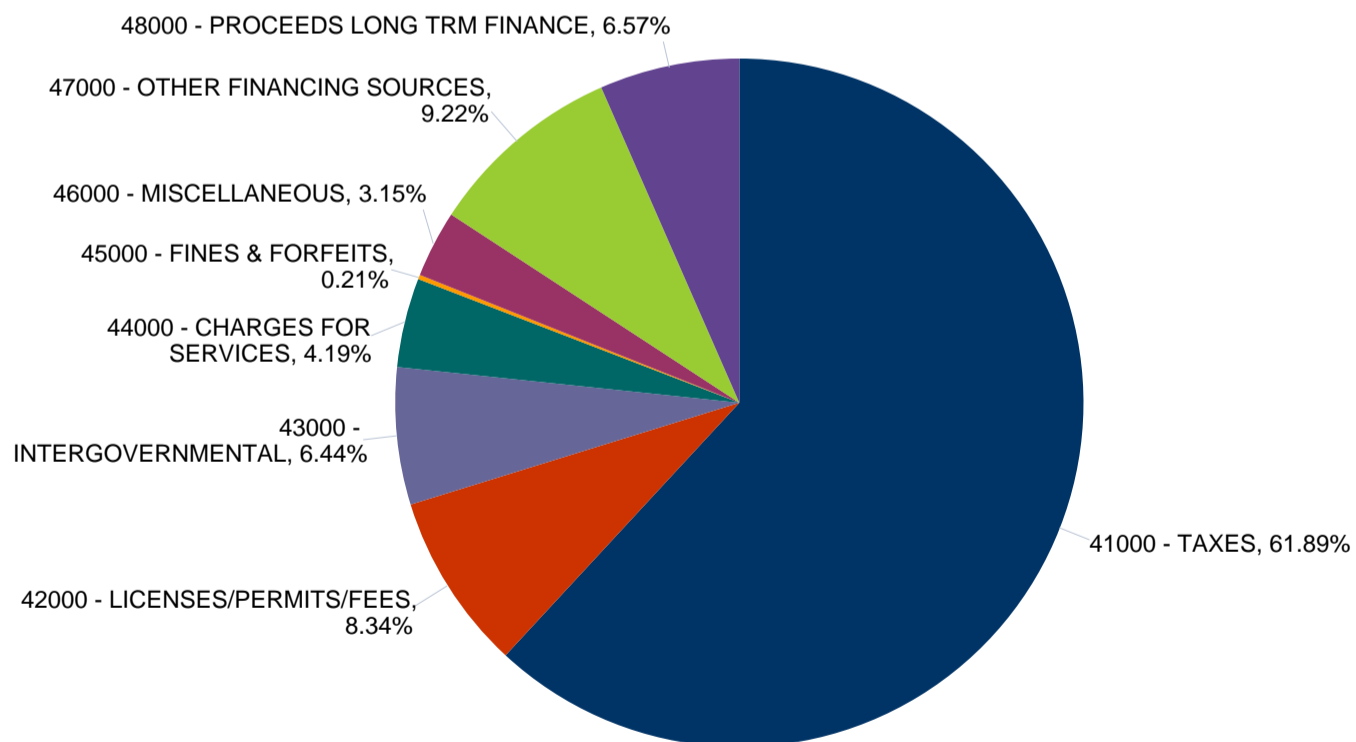
		2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
	Account Title						
46100 - GENERAL	46103 - INTEREST: A/R	957	-839	0	0	0	0
46200 - CONTRIBUTIONS & DONATIONS	46203 - DONATIONS	0	0	100,000	0	10,000	10,000
46300 - RENTS	46301 - CITY HALL	57,645	54,894	56,444	56,400	57,117	57,117
	46304 - TRANSPORTATION CENTER	35,790	36,433	36,393	36,500	36,636	36,636
	46306 - AIRPORT T-HANGAR	88,000	79,809	102,600	89,730	102,600	102,600
	46307 - AIRPORT TERMINAL	0	0	27,167	5,500	9,716	9,716
	46308 - AIRPORT LAND	99,892	95,774	78,345	89,551	98,807	98,807
	46311 - FUEL FARM LEASE	15,000	15,034	15,000	10,464	15,353	15,353
	46312 - AIRPORT WWTP INCOME	144,460	146,772	148,240	148,240	150,315	150,315
	46317 - 350 MARLBORO RENTS	228,949	215,270	220,313	220,917	223,399	223,399
46400 - TRUST FUNDS	46401 - CEMETERY TRUST FUND	73,519	86,174	75,468	81,275	82,244	82,244
	46403 - CHARITABLE TRUST FUND	2,877	3,051	2,787	2,869	2,928	2,928
	46404 - DELUGE HOSE TRUST FUND	230	255	222	240	244	244
	46405 - DOWNTOWN MEM TREE TRST FD	2,274	771	6,581	6,770	6,400	6,400
	46406 - FLOWER TRUST FUND	3,530	3,912	3,419	3,679	3,755	3,755
	46407 - LIBRARY TRUST FUND	7,517	11,394	3,500	0	3,500	3,500
	46408 - PARKS & REC TRUST FUND	3,451	3,825	3,343	3,597	3,671	3,671
	46410 - SUMNER KNIGHT CHPL TST FD	4,464	4,947	4,246	3,528	4,748	4,748
	46412 - LOT SALES	0	0	0	4,850	0	0
47300 - SALES	47302 - SALE OF SURPLUS PROPERTY	1,260	5,150	150	200	200	200
	47303 - SALE OF SURPLUS EQUIPMNT	15	0	0	9,150	0	0
	47304 - MAPS,BLUEPRINTS,ETC	51	6	100	134	100	100
	47305 - COPIES	2,395	1,843	1,000	1,043	1,000	1,000
	46000 - MISCELLANEOUS	965	1,034	800	1,101	800	800
	<b>46000 - MISCELLANEOUS</b>	<b>1,265,428</b>	<b>1,254,379</b>	<b>1,376,118</b>	<b>1,291,048</b>	<b>1,322,533</b>	<b>1,322,533</b>
47000 - OTHER FINANCING SOURCES	47001 - USE( ADDITION) TO SURPLUS	0	0	825,000	0	815,000	815,000
	47003 - CAPITAL RESERVE	0	0	175,000	0	184,000	184,000
	47007 - USE OF SURPLUS: CARRYOVER	0	0	612,415	0	0	0
47100 - OPERATING TRANSFERS IN	47102 - ADMIN CHG - EQUIPMENT	264,290	270,699	284,632	284,632	272,485	272,485
	47104 - ADMIN CHG - PARKING	226,408	247,856	244,095	244,095	245,744	245,744
	47106 - ADMIN CHG - SEWER	658,402	623,776	640,675	640,675	665,472	665,472
	47107 - ADMIN CHG - SOLID WASTE	491,581	457,172	491,982	491,982	476,209	476,209
	47108 - ADMIN CHG - WATER	440,052	460,507	435,357	435,357	457,527	457,527
47200 - INTERFUND APPROPRIATION	47201 - CAPITAL PROJECTS FUND	58,121	15,171	314,013	5,468	551,784	551,784
	47204 - GRANTS FUND	3,496	0	100,000	100,000	200,000	200,000
	47210 - TRUST FUNDS	0	0	6,800,000	0	0	0
	<b>47000 - OTHER FINANCING SOURCES</b>	<b>2,142,351</b>	<b>2,075,181</b>	<b>10,923,169</b>	<b>2,202,209</b>	<b>3,868,221</b>	<b>3,868,221</b>
48100 - LT DEBT PROCEEDS	48101 - SALE OF BONDS	3,580,000	1,933,000	3,638,000	3,638,000	2,757,500	2,757,500
	<b>48000 - PROCEEDS LONG TRM FINANCE</b>	<b>3,580,000</b>	<b>1,933,000</b>	<b>3,638,000</b>	<b>3,638,000</b>	<b>2,757,500</b>	<b>2,757,500</b>
	<b>Revenue Total</b>	<b>38,481,972</b>	<b>38,056,975</b>	<b>48,916,562</b>	<b>40,157,627</b>	<b>41,958,662</b>	<b>41,942,162</b>

# City of Keene, New Hampshire Fiscal Year 2017 - 2018 Summary Revenue Budget

## GENERAL FUND

Revenue Category	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
41000 - TAXES	23,857,551	24,847,665	25,043,621	25,074,662	25,966,402	25,949,902
42000 - LICENSES/PERMITS/FEES	3,294,505	3,601,619	3,423,280	3,438,080	3,497,363	3,497,363
43000 - INTERGOVERNMENTAL	2,411,981	2,524,610	2,699,243	2,691,945	2,700,495	2,700,495
44000 - CHARGES FOR SERVICES	1,774,172	1,737,477	1,709,395	1,736,077	1,759,402	1,759,402
45000 - FINES & FORFEITS	155,985	83,044	103,736	85,605	86,746	86,746
46000 - MISCELLANEOUS	1,265,428	1,254,379	1,376,118	1,291,048	1,322,533	1,322,533
47000 - OTHER FINANCING SOURCES	2,142,351	2,075,181	10,923,169	2,202,209	3,868,221	3,868,221
48000 - PROCEEDS LONG TRM FINANCE	3,580,000	1,933,000	3,638,000	3,638,000	2,757,500	2,757,500
<b>Grand Total</b>	<b>38,481,972</b>	<b>38,056,975</b>	<b>48,916,562</b>	<b>40,157,627</b>	<b>41,958,662</b>	<b>41,942,162</b>

### Fiscal Year 2017-2018 Anticipated Revenue by Category





**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Summary Expenditure Budget by Department**

GENERAL FUND

Department Title	2014-2015 Actual	2015-2016 Actual	Current Year Budget	Current Year Estimate	2017-2018 Department Request	2017-2018 Manager Recommended
65 - MAYOR & CITY COUNCIL	5,436,829	4,417,573	14,085,205	6,559,522	6,250,684	6,234,184
15 - CITY ATTORNEY	270,831	283,152	338,983	335,182	340,313	340,313
20 - CITY CLERK	524,885	551,363	574,953	574,913	581,000	581,000
25 - CITY MANAGER	244,163	234,728	291,840	290,759	294,822	294,822
10 - ASSESSMENT	415,749	426,060	444,963	438,909	470,067	470,067
45 - HUMAN RESOURCES	315,997	311,829	326,738	317,567	326,450	326,450
30 - FINANCE	1,412,723	1,493,064	1,573,177	1,545,574	1,572,765	1,572,765
55 - INFORMATION TECHNOLOGY	1,137,928	1,103,899	1,277,232	1,271,632	1,240,725	1,240,725
35 - FIRE	6,284,340	6,255,436	6,520,449	6,346,199	6,610,279	6,610,279
50 - HUMAN SERVICES	702,695	694,867	716,642	711,041	721,571	721,571
60 - LIBRARY	1,272,802	1,314,055	1,380,274	1,380,124	1,396,725	1,396,725
70 - PARKS, REC AND FACILITIES	2,759,046	2,832,663	2,979,236	2,923,908	3,059,405	3,059,406
80 - POLICE	6,749,469	6,831,254	7,243,689	6,512,161	7,409,133	7,409,133
90 - YOUTH SERVICES	127,251	114,164	122,948	118,562	127,576	127,576
05 - AIRPORT	549,447	579,707	614,298	606,094	621,657	621,657
40 - HEALTH & CODE ENFORCEMENT	920,062	857,605	985,680	913,726	1,071,023	1,071,023
75 - PLANNING	415,597	468,346	511,117	508,602	583,131	583,131
85 - PUBLIC WORKS	4,010,774	3,734,483	4,294,940	4,078,970	4,384,048	4,384,048
95 - DEBT SERVICE	4,569,285	5,139,006	4,634,196	4,547,486	4,897,288	4,897,288
<b>Grand Total</b>	<b>38,119,873</b>	<b>37,643,254</b>	<b>48,916,561</b>	<b>39,980,933</b>	<b>41,958,660</b>	<b>41,942,161</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>DEBT SERVICE</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
65101 - PRINCIPAL	3,620,144	4,207,482	3,616,603	3,616,063	3,853,730	0	3,853,730	3,853,730
65102 - INTEREST ON BONDED DEBT	902,825	888,912	892,517	892,517	922,188	0	922,188	922,188
65200 - NOTES PAYABLE	0	0	86,170	0	86,170	0	86,170	86,170
65202 - INTEREST ON NOTES PAYABLE	46,316	42,611	38,906	38,906	35,200	0	35,200	35,200
<b>62000 - OPERATING EXPENDITURES</b>	<b>4,569,285</b>	<b>5,139,006</b>	<b>4,634,196</b>	<b>4,547,486</b>	<b>4,897,288</b>	<b>0</b>	<b>4,897,288</b>	<b>4,897,288</b>
<b>Department Total</b>	<b>4,569,285</b>	<b>5,139,006</b>	<b>4,634,196</b>	<b>4,547,486</b>	<b>4,897,288</b>	<b>0</b>	<b>4,897,288</b>	<b>4,897,288</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2017/2018 Operating Budget**  
**STATEMENT OF GENERAL FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2017/2018</u>	<u>INTEREST 2017/2018</u>	<u>PRINCIPAL BALANCE 06/30/18</u>
T-Hangar	3/1/2002	3/1/2022	avg 4.57%	\$ 250,000	\$ 12,500	\$ 3,125	\$ 50,000
Bridges	3/1/2002	3/1/2022	avg 4.57%	100,000	5,000	1,250	20,000
Drainage	3/1/2002	3/1/2022	avg 4.57%	655,000	32,750	8,188	131,000
Emergency Services Facility	3/1/2002	3/1/2022	avg 4.57%	890,000	44,500	11,125	178,000
Intersections	3/1/2002	3/1/2022	avg 4.57%	440,098	22,000	5,500	88,000
Emergency Services & PW Facility	3/1/2002	3/1/2023	avg 4.57%	4,715,000	235,750	70,725	1,178,750
Public Improvements 2003 issue	5/15/2003	5/15/2023	avg 3.45%	5,391,161	200,000	47,700	1,000,000
Black Brook Corporate Park - Refunding 1996	12/27/2006	8/15/2017	avg 3.93%	647,844			Refunded 2017
Library Renovation/Expansion - Refunding 1997	12/27/2006	8/15/2027	avg 3.93%	2,359,800			Refunded 2017
Emergency Services Facility - Refunding 1999	12/27/2006	8/15/2019	avg 3.93%	338,001			Refunded 2017
T-Hangar & Equip. Storage Facility - Refunding 1999	12/27/2006	8/15/2019	avg 3.93%	449,293			Refunded 2017
By-Pass - Refunding 1999	12/27/2006	8/15/2019	avg 3.93%	267,466			Refunded 2017
Drainage Improvements	7/15/2007	7/15/2027	avg 4.195%	220,000	10,000	4,410	Refunded 2018
Drainage Improvements	7/15/2007	7/15/2027	avg 4.195%	250,000	15,000	4,510	Refunded 2018
Road Reconstruction	7/15/2007	7/15/2017	avg 4.195%	565,000	55,000	1,100	0
West Street Rehabilitation	7/15/2007	7/15/2017	avg 4.195%	420,000	40,000	800	0
Robin Hood Park Drainage	7/1/2008	7/1/2018	avg 4.0198479%	150,000	15,000	1,125	Refunded 2018
Court Street Culvert Drainage	7/1/2008	7/1/2018	avg 4.0198479%	85,000	8,500	638	Refunded 2018
Road Reconstruction	7/1/2008	7/1/2018	avg 4.0198479%	1,340,000	134,000	10,050	Refunded 2018
Sidewalk Repairs	7/1/2008	7/1/2018	avg 4.0198479%	300,000	30,000	2,250	Refunded 2018
Victoria Street Extension	7/1/2008	7/1/2018	avg 4.0198479%	160,000	16,000	1,200	Refunded 2018
Drainage Program	7/1/2008	7/1/2028	avg 4.0198479%	640,000	32,475	15,817	Refunded 2018
Bridge Program	7/1/2008	7/1/2028	avg 4.0198479%	480,000	24,350	11,865	Refunded 2018
Municipal Complex - roof repair	11/1/2009	11/1/2019	avg 2.3396173%	510,000	25,000	2,094	50,000
Bike Path - North Bridge	11/1/2009	11/1/2019	avg 2.3396173%	655,000	55,000	3,256	70,000
Drainage Program	11/1/2009	11/1/2019	avg 2.3396173%	700,000	50,000	3,513	80,000
Road Reconstruction	11/1/2009	11/1/2019	avg 2.3396173%	1,815,000	165,000	12,806	300,000
Drainage Program	10/15/2010	10/15/2020	avg 2.505277%	920,000	90,000	10,350	270,000
Road Reconstruction	10/15/2010	10/15/2020	avg 2.505277%	1,020,000	100,000	11,500	300,000
Central Fire Station	10/15/2010	10/15/2030	avg 2.505277%	5,000,000	250,000	104,688	3,250,000
Robin Hood Dam Upgrade	10/15/2010	10/15/2030	avg 2.505277%	630,000	30,000	12,563	390,000
Energy Improvements	12/1/2011	12/1/2021	avg 1.627218%	1,897,900	190,000	22,650	755,000
Consolidated Infrastructure	12/1/2011	12/1/2021	avg 1.627218%	2,013,300	200,000	24,000	800,000
Consolidated Infrastructure - 2012	5/2/2013	1/15/2023	2.00%	1,146,200	115,000	13,724	571,200
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	365,100	60,360	2,652,900
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	5,900	948	41,500
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	29,000	4,280	185,000
Tax Parcel Correction	6/12/2015	6/12/2020	avg 2.17%	305,000	60,000	3,000	120,000
Financial Software Upgrade	6/12/2015	6/12/2020	avg 2.17%	190,000	40,000	1,800	70,000
Digital Base Map	6/12/2015	6/12/2020	avg 2.17%	185,000	35,000	1,950	80,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,325,000	130,000	30,900	935,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,330,000	135,000	30,250	925,000
Airport Road Culvert	6/12/2015	6/12/2025	avg 2.17%	135,000	15,000	3,250	100,000
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	35,426	1,105,000
2017 Refunding Series 2016B	11/1/2016	7/1/2028	avg 1.611%	2,358,715	285,905	83,525	2,048,985
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,365,000	140,000	49,000	1,225,000
Boiler Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	103,000	11,000	3,680	92,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	68,000	10,000	2,320	58,000
Flood Management - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	397,000	40,000	14,280	357,000
Consolidated Infrastructure - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	1,454,000	146,000	52,320	1,308,000
Defibrillator Replacement - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	66,000	10,000	2,240	56,000
Goose Pond Dam Design - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	107,000	22,000	3,400	85,000
Library Campus (TIF) Develop. - Series 2016 A	9/15/2016	9/15/2026	avg 1.85%	2,011,000	106,000	68,823	1,905,000

Total Outstanding				53,971,678	3,853,730	874,271	22,831,335
<b>FY 2017-2018 Proposed Bond Issue</b>	<i>est Fall 2017</i>		<i>estimated</i>	<b>2,755,000</b>		<b>47,917</b>	<b>\$ 2,755,000</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>35,200</b>	<b>775,530</b>

**Authorized, Unissued:**

R-2014-14 Maple Ave Bridge Replacement 135,000

**Total Authorized, Unissued** \$ 135,000

**Anticipated, FY17/18:**

R-2017-12 Consolidated Infrastructure 1,301,500

R-2017-13 LED Streetlights 350,000

R-2017-14 Flood Management 906,000

R-2017-15 Airport Terminal Imp. 200,000

\$ 2,757,500

**CALCULATION OF GENERAL FUND DEBT LIMIT AND BORROWING CAPACITY**

Debt Limit on 07/01/17 computed at 3% of 2016 equalized assessed value at \$1,788,633,815 per RSA 33:4-a	\$ 53,659,014
LESS: outstanding principal balance @ 07/01/17	(27,697,140)
LESS: solid waste fund principal balance @ 07/01/17 (s.w. does not have separate limit)	(232,796)
EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	(2,011,000)
advanced refunded debt issued 2013	3,279,400
advanced refunded debt issued 2016	2,358,715
debt issued to fund landfill cleanup (RSA 33:6-d)	N/A
<b>GENERAL FUND BORROWING CAPACITY FOR FY17/18</b>	<b>\$ 29,356,193</b>

# City Government Keene, New Hampshire

## ELECTED OFFICIALS

	Name	Term Expires*	2016 Standing Committee Assignments
Mayor	Kendall W. Lane	2017	N/A
<b>City Council</b>			
Ward One	Janis O. Manwaring	2017	Municipal Services, Facilities & Infrastructure (Chair)
	Stephen L. Hooper	2019	Municipal Services, Facilities & Infrastructure
Ward Two	Mitchell H. Greenwald	2017	Finance, Organization & Personnel (Chair)
	Carl B. Jacobs	2019	Finance, Organization & Personnel (Vice Chair)
Ward Three	Terry M. Clark	2017	Finance, Organization & Personnel
	David C. Richards	2019	Planning, Licenses & Development (Chair)
Ward Four	Robert J. O'Connor	2017	Municipal Services, Facilities & Infrastructure
	Robert B. Sutherland	2019	Planning, Licenses & Development
Ward Five	Philip M. Jones	2017	Planning, Licenses & Development (Vice Chair)
	Thomas F. Powers	2019	Finance, Organization & Personnel
At Large Councilors	Bettina A. Chadbourne	2017	Finance, Organization & Personnel
	Randy Filiault	2017	Municipal Services, Facilities & Infrastructure (Vice Chair)
	George S. Hansel	2017	Planning, Licenses & Development
	Bartlomiej K. Sapeta	2017	Planning, Licenses & Development
	Gary P. Lamoureux	2017	Municipal Services, Facilities & Infrastructure

*\*term expires December 31 of year indicated*

## APPOINTED OFFICIALS

Medard Kopczynski	City Manager
Thomas P. Mullins	City Attorney
Patricia A. Little	City Clerk

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Cost Center Detail

**MAYOR & CITY COUNCIL**

<b>00001 - MAYOR &amp; COUNCIL</b>
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Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Agency Base	2017 - 2018 Agency Additional Request	2017 - 2018 Agency Request	2017 - 2018 Manager Recommended
61101 - MAYOR	3,792	3,375	4,000	4,000	4,000	0	4,000	4,000
61102 - CITY COUNCIL	28,667	25,916	37,500	37,500	37,500	0	37,500	37,500
61307 - PART TIME EMPLOYEES	33,495	45,851	56,818	56,818	53,700	0	53,700	53,700
61704 - SOCIAL SECURITY	5,045	5,748	7,157	7,157	7,283	0	7,283	7,283
61705 - WORKERS COMPENSATION	27	2	90	90	142	0	142	142
61901 - RECRUITMENT	99	183	40,750	24,239	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>71,125</b>	<b>81,075</b>	<b>146,315</b>	<b>129,804</b>	<b>102,625</b>	<b>0</b>	<b>102,625</b>	<b>102,625</b>
62175 - OTHER SERVICES	26,074	19,573	27,585	25,040	27,585	0	27,585	27,585
62205 - PC REPLACEMENT CHARGE	892	1,247	992	992	994	0	994	994
62301 - OFFICE EQUIPMENT MAINT.	3,047	3,622	2,888	4,456	4,000	0	4,000	4,000
62425 - ADVERTISING	903	1,535	1,200	1,200	1,200	0	1,200	1,200
62442 - MAYOR'S OFFICIAL EXPENSE	2,206	3,000	3,000	832	3,000	0	3,000	3,000
62443 - COUNCIL'S OFFICIAL EXP	3,719	4,738	3,846	3,846	4,600	0	4,600	4,600
62510 - TELEPHONE	29	303	225	218	225	0	225	225
62701 - OFFICE SUPPLIES	0	60	800	337	500	0	500	500
63409 - EQUIPMENT ACQUISITION	0	24,780	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>36,870</b>	<b>58,857</b>	<b>40,536</b>	<b>36,922</b>	<b>42,104</b>	<b>0</b>	<b>42,104</b>	<b>42,104</b>
<b>00001 - MAYOR &amp; COUNCIL Total</b>	<b>107,995</b>	<b>139,933</b>	<b>186,851</b>	<b>166,726</b>	<b>144,729</b>	<b>0</b>	<b>144,729</b>	<b>144,729</b>

## OUTSIDE AGENCIES

**Keene Senior Center:** The Center acts as a community focal point for persons aged 50 and over where they may come together as individuals or in groups for educational, wellness and recreational events and activities that enhance life's quality, supports independence, and encourages involvement in and with the community. City funding is for operating expenses.

**Big Brothers/Big Sisters of Western New Hampshire (BB/BS):** BB/BS provides children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better. They support two mentoring programs: Community Based Mentoring matching adult volunteers with youth; and Site Based Mentoring utilizing schools, after school programs and workplace mentoring programs as the venue. Funding from the City will be used to support these mentoring services. This current fiscal year they are serving 109 children from the City of Keene.

**The Community Kitchen (TCK):** TCK provides a safety net for food insecure residents that is efficient, effective and essential. There are two programs: the healthy and nutritious hot meals served weeknights and a Sunday brunch; and the Pantry Program providing food boxes for low and moderate income individuals and families in the Monadnock Region. Pantry boxes are available for City General Assistance clients as requested by Human Services staff. City funding assists with the costs of the Pantry program.

**Home Health Care Meals on Wheels:** This program provides nutritious meals for elderly and disabled City of Keene residents, particularly those who are in social and economic need and/or homebound due to illness or disability. The service maintained or improved the health and safety of frail residents, and assisted them in maintaining their independence at home. In addition to a nutritious meal, the drivers provided a daily safety check on the well-being of the participants and an opportunity for brief social interaction. City funding helps provide 36,700 meals and a daily safety check to 275 Keene residents.

**Southwestern Community Services (SCS):** SCS strives to empower and provide low income people and families. SCS is a major provider of social and human services to the residents of Keene as well as all of Cheshire and Sullivan Counties. Last fiscal year, SCS provided service to 2,501 City of Keene households totaling \$2,854,330.44 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 transitional housing and emergency shelter programs. Also a local non-profit developer, in 2016 SCS paid \$109,129 to the City of Keene in local property taxes.

**Home Health Care City Express Bus (Transporting):** City funds provide matching funds for the City Express, Keene's public transportation service operating Monday through Friday. In FY16, the service provided 36,769 rides to residents and visitors to Keene. Public transportation services allow people to participate in community life, including jobs, shopping, recreation and medical care.

**Hundred Nights Shelter:** The cold weather shelter is dedicated to providing emergency shelter to anyone in need on the coldest nights of the year from mid- November to mid-April. Shelter participants including Keene residents, persons considering themselves as Keene residents, and persons from other communities and states, receive as many resources as possible to help them stay warm and well during the harsh New England Winters. City funding is used to pay for the shelter program.

**HIV Aids Task Force:** This agency provides full time medical case management to low-income persons living with HIV/AIDS, and supports to link them to medical care, health insurance, and social supports including housing, financial assistance, food and transportation. Administrative and management responsibilities are performed at the Nashua based agency headquarters which assumes the majority of that expense. City of Keene funding will be utilized to support the cost of the medical case management program for Keene residents.

**Monadnock Region Child Advocacy Center (MR-CAC):** The mission of MR-CAC is to provide all victims of child abuse a neutral environment where justice, healing, equity, and prevention are fostered through consistent, high quality and sustaining collaboration of community partners. The Center coordinates child abuse investigations with local law enforcement, DCYF, and prosecution, and conducts forensic interviews for these investigations. With coordination, children are not re-victimized by the system and can achieve long-term positive outcomes that impact a child for life. This program can result in guilty convictions for child abuse offenders. City funding helps support the agencies occupancy costs and staffing expenses. The agency serves 30 Keene children each year.

**Monadnock Family Services:** MFS is the non-profit, community mental health center serving Keene. City funds are helping support treatment for Keene residents dealing with substance abuse issues who are unable to pay the full cost of their care. City funds also help support the mental health treatment for children who live in Keene and whose families are unable to pay the full cost of their care.

**The Samaritans, Inc.:** The goal of Samaritans is to reduce the incidence and impact of suicide. Their services include community education and outreach, anonymous crisis hotline, weekly support groups and volunteer services for students, adults and seniors. They are working to build on relationships with area police, emergency responders and area service providers. Prior to 2010, Samaritans had received funding through the Outside Agency process. Under new leadership, they have submitted an application for funding for FY17/18.



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Cost Center Detail**

**MAYOR & CITY COUNCIL**

**00002 - MYR/CNCL OUTSIDE AGCY**

Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Agency Base	2017 - 2018 Agency Additional Request	2017 - 2018 Agency Request	2017 - 2018 Manager Recommended
62133 - SENIOR CITIZENS CENTER	8,000	15,000	15,000	15,000	15,000	5,000	20,000	15,000
62134 - MONADNOCK SUBSTANCE ABUSE	2,000	5,000	5,000	5,000	5,000	0	5,000	5,000
62135 - BIG BROTHERS/BIG SISTERS	12,000	10,500	10,500	10,500	10,500	0	10,500	10,500
62136 - KEENE COMMUNITY KITCHEN	70,000	75,000	82,000	82,000	82,000	8,000	90,000	82,000
62137 - ELDERLY MEALS ON WHEELS	9,500	9,500	12,000	12,000	12,000	0	12,000	12,000
62138 - SW COMMUNITY SERVICES	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000
62141 - AIDS SVC/MONADNOCK REGION	5,500	0	0	0	0	0	0	0
62142 - TRANSPORTING	87,500	88,500	88,500	88,500	88,500	1,000	89,500	88,500
62149 - 100 NIGHTS SHELTER	15,500	15,500	20,000	20,000	20,000	0	20,000	20,000
62154 - HIV AIDES TASK FORCE	0	5,000	5,000	5,000	5,000	0	5,000	5,000
62155 - MON REG CHILD ADVOCACY	0	5,000	5,000	5,000	5,000	2,500	7,500	5,000
62189 - SAMARITANS OF NH	0	0	0	0	0	2,500	2,500	2,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>220,000</b>	<b>239,000</b>	<b>253,000</b>	<b>253,000</b>	<b>253,000</b>	<b>19,000</b>	<b>272,000</b>	<b>255,500</b>
<b>00002 - MYR/CNCL OUTSIDE AGCY Total</b>	<b>220,000</b>	<b>239,000</b>	<b>253,000</b>	<b>253,000</b>	<b>253,000</b>	<b>19,000</b>	<b>272,000</b>	<b>255,500</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Cost Center Detail**

**MAYOR & CITY COUNCIL**

**00003 - UNCLASSIFIED**

Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Agency Base	2017 - 2018 Agency Additional Request	2017 - 2018 Agency Request	2017 - 2018 Manager Recommended
61316 - COMMUNITY EVENTS WAGES	64,589	9,174	20,608	14,681	25,000	0	25,000	25,000
61703 - RETIREMENT CONTRIBUTIONS	55	27	0	338	0	0	0	0
61704 - SOCIAL SECURITY	110	111	0	351	0	0	0	0
61705 - WORKERS COMPENSATION	25	2	0	137	0	0	0	0
61713 - RET - FIRE	149	149	0	469	0	0	0	0
61714 - RET - POLICE	1,136	1,395	0	1,859	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	3,527	2,000	0	2,000	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>69,590</b>	<b>12,857</b>	<b>20,608</b>	<b>19,835</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>
62173 - REGIONAL PLANNING	13,033	12,945	13,500	12,948	13,200	0	13,200	13,200
62174 - ZONING BOARD	1,899	4,239	2,500	1,516	2,500	0	2,500	2,500
62178 - PLANNING BOARD	90	185	250	130	250	0	250	250
62179 - CONSERVATION COMMISSION	1,153	1,187	1,500	837	1,500	0	1,500	1,500
62180 - HERITAGE COMMISSION	1,200	1,200	1,200	1,200	1,200	0	1,200	1,200
62181 - PARTNER CITY	3,500	5,000	3,500	3,500	5,000	0	5,000	5,000
62183 - HISTORIC DISTRICT CMMSN	250	0	250	100	250	0	250	250
62184 - CITIES FOR CLIMATE PRTCTN	0	800	1,000	600	600	0	600	600
62188 - ARTS ALIVE	500	500	500	500	500	0	500	500
62436 - MEETINGS & DUES	17,536	17,961	18,200	18,479	18,800	0	18,800	18,800
62456 - COMMUNITY EVENTS-OTHER	850	600	1,200	850	1,200	0	1,200	1,200
62457 - VETERAN'S COUNCIL	3,500	3,600	3,600	3,600	3,600	0	3,600	3,600
62461 - KEENE CHAMBER OF COMMERCE	350	299	300	365	400	0	400	400
62462 - ML KING / J DANIELS DAY	500	500	500	500	500	0	500	500
<b>62000 - OPERATING EXPENDITURES</b>	<b>44,361</b>	<b>49,016</b>	<b>48,000</b>	<b>45,125</b>	<b>49,500</b>	<b>0</b>	<b>49,500</b>	<b>49,500</b>
<b>00003 - UNCLASSIFIED Total</b>	<b>113,951</b>	<b>61,873</b>	<b>68,608</b>	<b>64,960</b>	<b>74,500</b>	<b>0</b>	<b>74,500</b>	<b>74,500</b>

**City of Keene, New Hampshire**  
**Fiscal Year 2017 - 2018**  
**Expenditure Budget**  
 Expenditure Budget Cost Center Detail

**MAYOR & CITY COUNCIL**

<b>00004 - CAPITAL APPROPRIATIONS</b>
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Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Agency Base	2017 - 2018 Agency Additional Request	2017 - 2018 Agency Request	2017 - 2018 Manager Recommended
68010 - CAPITAL RESERVE	285,000	435,097	570,000	516,977	650,000	0	650,000	650,000
68011 - CAPITAL PROJECT TRANSFER	4,217,647	2,689,305	12,238,500	4,774,152	4,040,268	0	4,040,268	4,040,268
<b>62000 - OPERATING EXPENDITURES</b>	<b>4,502,647</b>	<b>3,124,402</b>	<b>12,808,500</b>	<b>5,291,129</b>	<b>4,690,268</b>	<b>0</b>	<b>4,690,268</b>	<b>4,690,268</b>
<b>00004 - CAPITAL APPROPRIATIONS Total</b>	<b>4,502,647</b>	<b>3,124,402</b>	<b>12,808,500</b>	<b>5,291,129</b>	<b>4,690,268</b>	<b>0</b>	<b>4,690,268</b>	<b>4,690,268</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY 2017/18 GENERAL FUND CAPITAL APPROPRIATIONS**

<b>Project Description</b>	<b>Capital Project Appropriation FY15</b>	<b>Capital Project Appropriation FY16</b>	<b>Capital Project Appropriation FY 17</b>	<b>Capital Project Appropriation FY 18</b>	<b>Supplemental Requests FY18</b>	<b>City Manager Recommended Net</b>
<b>Capital Reserve Appropriations (00004-68010) General Revenue:</b>						
Ambulance Reserve	\$ 70,000	\$ 70,000	\$ 70,000	\$ 100,000	\$ -	\$ 100,000
Downtown Infrastructure Capital Reserve				150,000		150,000
Fire Equipment Reserve	215,000	265,000	400,000	300,000	-	300,000
Transportation System Improvements Fund		125,000	100,000	100,000		100,000
<b>Total General Revenue Capital Reserve Appropriation</b>	<b>\$ 285,000</b>	<b>\$ 460,000</b>	<b>\$ 570,000</b>	<b>\$ 650,000</b>	<b>\$ -</b>	<b>\$ 650,000</b>
<b>Capital Project Appropriations (00004-68011) General Revenue:</b>						
560 Main Street Site Assessment	65,000	-	-	-	-	\$ -
Airfield Pavement Maintenance	25,000	46,000				-
Airfield Pavement Marking/Repair	12,000	-				-
Airfield Runway 14/32 Reconstruction			14,450	189,250		189,250
Airport Easement Acquisition	30,000	-				-
Airport Master Plan Update	8,750	-				-
Airport Runway 20 Obstruction Removal	-	33,333		50,000		50,000
Airport Snow Removal Equipment		36,100				-
Ambulance Replacement		215,000				-
Apparatus Replacement - Fire		450,000				-
Beaver Brook Hydrological Study				150,000		150,000
Bike Path - Cheshire Branch North Trail (reserve & donatio	20,000	80,000				-
Bridge Replacement (Bridge Capital Reserve)	-	380,000		184,000		184,000
Castle Sreet Rehabilitation (Donation)			100,000			-
Cemetery Road Repaving			36,410	22,137		22,137
City Hall Renovations	25,000	-				-
Climate Adaptation Vulnerability Assessment	-	-		50,000		50,000
Community Center Feasibility Study				35,890		35,890
Conservation	15,000	25,000	25,000	25,000	-	25,000
Database Software			86,000			-
Downtown Revitalization Study			45,000	30,000		30,000
Fire Alarm System Infrastructure			50,000			-
Guardrail Replacement				77,506		77,506
Land Use Code Update	100,000	-				-
Library Campus Development			6,800,000			-
Marlboro Street Corridor Improvements (capital reserve)	-	-	25,000			-
Mobile Radio Replacement - Fire	23,500	23,500	23,000			-
Mobile Shelving			49,000			-
Municipal Buildings Improvements		28,000	46,500	50,000		50,000
Network Equipment Replacement	89,000	-		64,000		64,000
Portable Radio Replacement	-	-	30,000	52,500		52,500
Portable Radio Replacement (Police)	-	-	-	-		-
Revaluation		138,000	107,000			-
Robin Hood Park Tennis Courts			28,390			-
Server Replacement	3,000	25,000	12,000	23,000		23,000
Sidewalk Repair / Replacement				61,720		61,720
Sidewalks - New (capital reserve - \$155,000 FY 17)	-	-	208,927			-
Skate Park (Funded through Donations)	162,500	-				-
Storage Area Network	-	-		40,000		40,000
Stormwater Drainage Maintenance	101,681	104,731	106,506	63,000		63,000
Stormwater System Management	50,000	50,000	51,500	53,045		53,045
StormwaterSpot Repair / General Drainage			30,000	61,720		61,720
Stream Inventory	25,000	-				-
Tennis Court Improvements	24,870	-				-
Three Mile Dam Repairs (Reappropriation from Robin Hood	59,500	-				-
Wheelock Park Improvements (property sale)		374,000	314,013			-
<b>Subtotal General Revenue Capital Project Appropriation</b>	<b>839,801</b>	<b>2,008,664</b>	<b>8,188,696</b>	<b>1,282,768</b>	<b>-</b>	<b>1,282,768</b>
<b>Capital Projects Appropriations (00004-68011) Bond Funded:</b>						
Airport Road Culvert Repair	135,000	-	-	-		-
Airport Terminal Improvements				200,000		200,000
Bridge Program: Maple Ave Bridge match	135,000	-	-	-		-
Castle Street Rehabilitation			115,000			-
City Hall Boiler Replacement and Oil Tank Removal		103,000				-
Curb Installation	50,000	60,000	60,000	62,500		62,500
Defibrillator Replacement		68,000	66,000			-
Digital Base Map	185,000	-	-			-
Ecommunity / Financial System Upgrade	190,000	-	-			-
Flood Management		397,000		906,000		906,000
Goose Pond Dam Improvements			107,000			-
LED Streetlight Replacement				350,000		350,000
Library Campus Development		-	2,011,000			-
Road Overlay	1,180,000	1,185,000	1,189,000	1,239,000		1,239,000
Sidewalks - Replacement/Repair	50,000	60,000	60,000			-
StormwaterSpot Repair / General Drainage	50,000	60,000	30,000			-
Tax Parcel Boundary Correction	305,000	-	-			-
<b>Subtotal Bond Funded Capital Project Appropriation</b>	<b>2,280,000</b>	<b>1,933,000</b>	<b>3,638,000</b>	<b>2,757,500</b>	<b>-</b>	<b>2,757,500</b>
<b>Total Capital Project Appropriation</b>	<b>3,119,801</b>	<b>3,941,664</b>	<b>11,826,696</b>	<b>4,040,268</b>	<b>-</b>	<b>4,040,268</b>
<b>TOTAL CAPITAL RESERVE &amp; PROJECT APPROPRIATIONS</b>	<b>\$ 3,404,801</b>	<b>\$ 4,401,664</b>	<b>\$ 12,396,696</b>	<b>\$ 4,690,268</b>	<b>\$ -</b>	<b>\$ 4,690,268</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Cost Center Detail**

**MAYOR & CITY COUNCIL**

<b>00081 - EMPLOYEE BENEFITS</b>
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Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Agency Base	2017 - 2018 Agency Additional Request	2017 - 2018 Agency Request	2017 - 2018 Manager Recommended
61304 - GENERAL PERSONNEL	5,705	0	157,397	185,748	459,216	0	459,216	459,216
61701 - HEALTH INSURANCE	19,539	29,240	25,000	23,275	25,000	0	25,000	25,000
61706 - UNEMPLOYMENT INSURANCE	25,872	19,413	20,384	14,436	14,797	0	14,797	14,797
61707 - LIFE INSURANCE	34,820	26,864	28,413	28,235	29,833	0	29,833	29,833
61708 - LT DISABILITY INSURANCE	36,540	37,651	39,237	38,992	41,198	0	41,198	41,198
61710 - SAFETY PROGRAM	2,434	4,731	7,977	6,245	5,800	0	5,800	5,800
61711 - WELLNESS PROGRAM	1,939	1,480	3,800	3,468	3,800	0	3,800	3,800
61715 - RETIREMENT BENEFITS	83,929	420,563	125,000	125,000	125,000	0	125,000	125,000
<b>61000 - PERSONNEL SERVICES</b>	<b>210,778</b>	<b>539,942</b>	<b>407,208</b>	<b>425,399</b>	<b>704,644</b>	<b>0</b>	<b>704,644</b>	<b>704,644</b>
62310 - SAFETY PROGRAM MAINT.	1,311	0	6,060	5,560	4,000	0	4,000	4,000
62437 - TUITION ASSISTANCE	4,441	5,684	22,588	20,429	25,037	0	25,037	25,037
62605 - PARKING SPACE RENTAL	33,420	33,420	36,920	36,920	40,040	0	40,040	40,040
62701 - OFFICE SUPPLIES	14	0	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>39,186</b>	<b>39,104</b>	<b>65,568</b>	<b>62,909</b>	<b>69,077</b>	<b>0</b>	<b>69,077</b>	<b>69,077</b>
<b>00081 - EMPLOYEE BENEFITS Total</b>	<b>249,964</b>	<b>579,046</b>	<b>472,776</b>	<b>488,308</b>	<b>773,721</b>	<b>0</b>	<b>773,721</b>	<b>773,721</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Cost Center Detail**

**MAYOR & CITY COUNCIL**

<b>00082 - RISK MANAGEMENT</b>
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<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Actual</b>	<b>2016 -2017 Budget</b>	<b>2016 - 2017 Estimate</b>	<b>2017 - 2018 Agency Base</b>	<b>2017 - 2018 Agency Additional Request</b>	<b>2017 - 2018 Agency Request</b>	<b>2017 - 2018 Manager Recommended</b>
62401 - GENERAL LIABILITY INS	236,464	267,226	289,136	289,136	288,891	0	288,891	288,891
62402 - AIRPORT LIABILITY INS	5,808	6,093	6,335	6,263	6,575	0	6,575	6,575
<b>62000 - OPERATING EXPENDITURES</b>	<b>242,272</b>	<b>273,319</b>	<b>295,471</b>	<b>295,399</b>	<b>295,466</b>	<b>0</b>	<b>295,466</b>	<b>295,466</b>
<b>00082 - RISK MANAGEMENT Total</b>	<b>242,272</b>	<b>273,319</b>	<b>295,471</b>	<b>295,399</b>	<b>295,466</b>	<b>0</b>	<b>295,466</b>	<b>295,466</b>

## **City Manager's Office**

About the City Manager's Office:

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 fifteen department heads.

### **2017 Budget Priorities**

#### **Core Business**

- Provide overall administration of City operations in accordance with State Law, City Charter, City Code and City Council goals and policies
- Supervise Department Heads, agencies and offices to achieve goals with available resources
- Provide oversight in preparation and execution of budget
- Continue to increase the effectiveness of communication with the City Council, employees and citizens
- Ensure organizational expectations are incorporated into daily work processes
- Focus the service delivery of the City to the needs of the citizen

### **2016 Strategic Accomplishments**

- Submitted the Capital Budget in a priority based format
- Fostered the City Council Goals workshop
- Completed negotiations with three bargaining units, began the negotiations with two more
- Began the reorganization of several City departments
- Began the review of the City Code for revisions
- Completed the review of the City Code to create Land Development Code (Phase 1)

### **2017 Strategic Priorities**

- Assist in the transition to a new City Manager
- Submit and complete organizational changes to the City Code, including Development Services
- Develop the Land Development Code revisions (Phase 2)
- Foster economic development efforts in close cooperation with the City Council
- Foster workshops on City operations, road development and debt
- Create a Dig-Once policy and a Broadband plan
- Promote a discussion on regional service delivery
- Develop a succession plan for retiring workforce

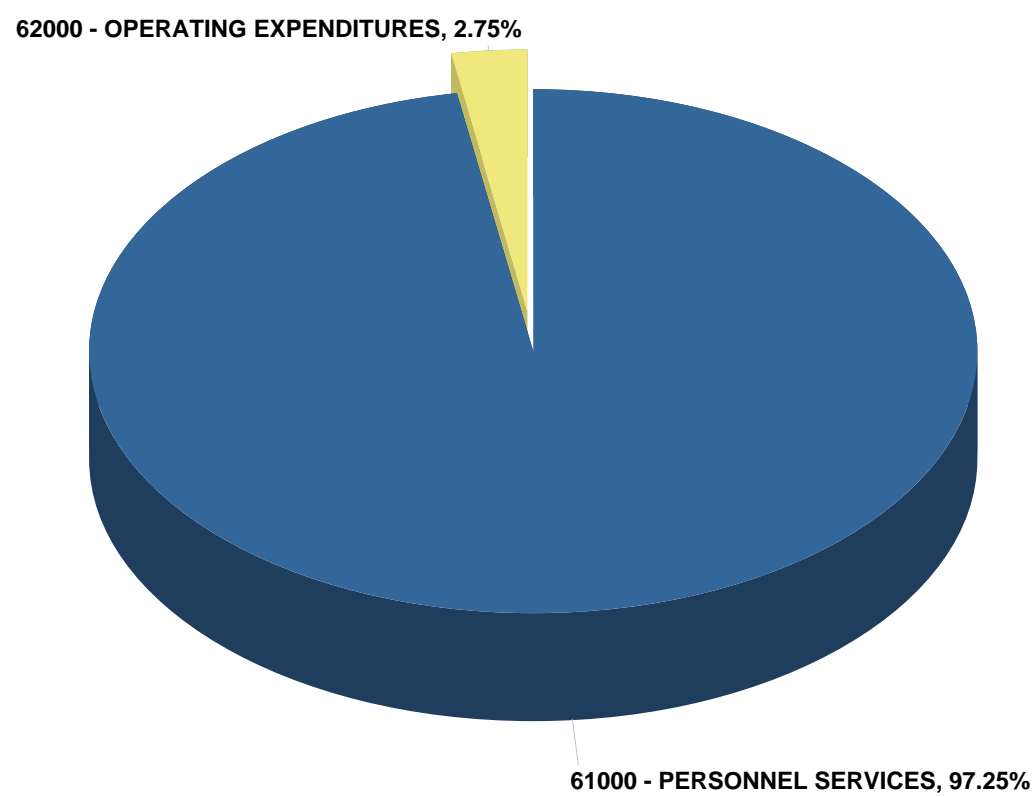
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**CITY MANAGER**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	238,626	229,409	286,434	287,329	286,712	0	286,712	286,712
62000 - OPERATING EXPENDITURES	5,537	5,319	5,406	3,430	8,110	0	8,110	8,110
<b>Department Total</b>	<b>244,163</b>	<b>234,728</b>	<b>291,840</b>	<b>290,759</b>	<b>294,822</b>	<b>0</b>	<b>294,822</b>	<b>294,822</b>

**CITY MANAGER**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00300	61203	CITY MANAGER	1.00	152,497
	61305	EXECUTIVE SECRETARY	1.00	57,903
<b>25 - CITY MANAGER Total</b>			<b>2.00</b>	<b>210,400</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>CITY MANAGER</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61203 - CITY MANAGER	132,833	120,140	152,850	152,300	152,497	0	152,497	152,497
61305 - ADMINISTRATIVE PERSONNEL	55,611	56,970	58,126	57,903	57,903	0	57,903	57,903
61603 - CAR ALLOWANCE	4,200	1,050	0	0	0	0	0	0
61701 - HEALTH INSURANCE	7,701	12,616	16,604	16,600	17,708	0	17,708	17,708
61702 - DENTAL INSURANCE	1,328	1,711	1,910	1,900	1,821	0	1,821	1,821
61703 - RETIREMENT CONTRIBUTIONS	5,995	16,113	23,566	23,985	23,944	0	23,944	23,944
61704 - SOCIAL SECURITY	13,395	13,480	15,047	16,426	14,527	0	14,527	14,527
61705 - WORKERS COMPENSATION	78	7	330	215	313	0	313	313
61712 - DEPT HEAD RETIREMENT	17,485	4,362	18,000	18,000	18,000	0	18,000	18,000
61901 - RECRUITMENT	0	2,960	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>238,626</b>	<b>229,409</b>	<b>286,434</b>	<b>287,329</b>	<b>286,712</b>	<b>0</b>	<b>286,712</b>	<b>286,712</b>
62205 - PC REPLACEMENT CHARGE	290	232	218	218	922	0	922	922
62435 - TRAINING	84	100	100	0	100	0	100	100
62436 - MEETINGS & DUES	3,000	3,326	2,868	1,532	2,868	0	2,868	2,868
62441 - LOCAL MEALS & MEETING EXP	500	188	500	87	500	0	500	500
62510 - TELEPHONE	845	649	645	943	645	0	645	645
62701 - OFFICE SUPPLIES	452	498	600	525	600	0	600	600
62710 - POSTAGE	37	92	125	25	125	0	125	125
62715 - BOOKS AND PERIODICALS	329	234	350	100	350	0	350	350
62760 - OPERATING SUPPLIES	0	0	0	0	2,000	0	2,000	2,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>5,537</b>	<b>5,319</b>	<b>5,406</b>	<b>3,430</b>	<b>8,110</b>	<b>0</b>	<b>8,110</b>	<b>8,110</b>
<b>Department Total</b>	<b>244,163</b>	<b>234,728</b>	<b>291,840</b>	<b>290,759</b>	<b>294,822</b>	<b>0</b>	<b>294,822</b>	<b>294,822</b>

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

For FY18 the highest priority for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City's officials, and board and committee members, relative to their roles and responsibilities, meeting protocols, and public access to governmental records and meetings. The City Attorney is committed to providing professional, efficient, and cost-effective legal services to the City of Keene.

The City Attorney has been working closely with all interested parties regarding the redevelopment and expansion of the Public Library and Annex, which is anticipated to be under construction commencing in the spring of 2017. The City Attorney continues to assist the Planning Department and other City staff in the review and update of the Land Use Code and the Marlborough Street re-zoning initiative. In addition, the City Attorney is working with the City Clerk and staff in providing a legal review of the City's Code of Ordinances, which has not been done since the recodification of the Code over a decade ago. In collaboration with the City Council Goals Committee and the City Council, the City Attorney is providing assistance in the development of City Council goals, including the identification of specific and measurable criteria necessary for goal implementation. The City Attorney is working with the City Council and the City Manager to identify and pursue projects that contribute to economic development and vitality, both on a project specific level, and as a function of regional cooperation. This office will continue to provide legal support and assistance to the City's Code Enforcement Department relative to various compliance issues. The City Attorney will also work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
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 outside development of City properties.			Municipal Governance & Fin Stability	
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
To assist the City's municipal officers, department heads, boards and commissions in understanding and complying with applicable statutes, ordinances, and regulations.			Municipal Governance & Fin Stability	<b>V, E</b>
To engage in litigation only when necessary to bring a disputed matter to an efficient conclusion and at a minimum cost to the taxpayer in a manner that is consistent with the best interests of the City.			Municipal Governance & Fin Stability	<b>V, E</b>
To work with the City Clerk in providing a legal review of the City's Code of Ordinances and recodification.			Municipal Governance & Fin Stability	<b>O, I, E</b>
To assist in the revision of the City's Land Use Code and the impact of proposed revisions on economic development.			Municipal Governance & Fin Stability	<b>V, E</b>
To collaborate with City staff in creating a training program for employees geared toward risk analysis and liability exposure.			Municipal Governance & Fin Stability	<b>V, E</b>
Continue to provide training to the volunteers on the City's boards and commissions with regard to respective board regulations, Rules of Procedure, and the Right-to-Know Law.			Municipal Governance & Fin Stability	<b>V, E</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
<i>Not Applicable</i>				

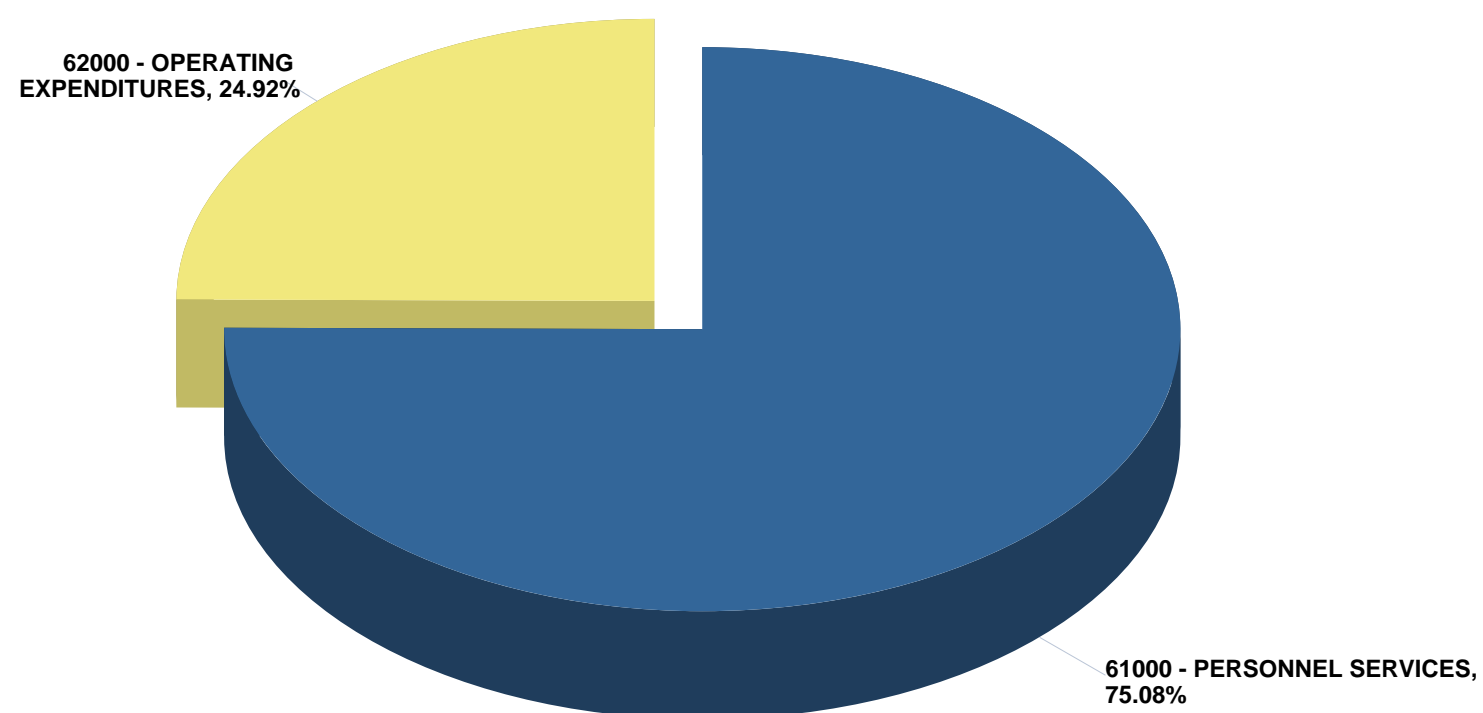
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

CITY ATTORNEY

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	239,655	246,426	251,419	251,418	255,511	0	255,511	255,511
62000 - OPERATING EXPENDITURES	31,175	36,726	87,564	83,764	84,802	0	84,802	84,802
<b>Department Total</b>	<b>270,831</b>	<b>283,152</b>	<b>338,983</b>	<b>335,182</b>	<b>340,313</b>	<b>0</b>	<b>340,313</b>	<b>340,313</b>

CITY ATTORNEY



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00100	61201	CITY ATTORNEY	1.00	127,033
	61305	PARALEGAL	1.00	57,903
<b>15 - CITY ATTORNEY Total</b>			<b>2.00</b>	<b>184,936</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>CITY ATTORNEY</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61201 - CITY ATTORNEY	120,244	123,158	125,691	125,691	127,033	0	127,033	127,033
61305 - ADMINISTRATIVE PERSONNEL	55,611	56,941	58,126	58,126	57,903	0	57,903	57,903
61701 - HEALTH INSURANCE	30,471	31,210	31,600	31,600	33,703	0	33,703	33,703
61702 - DENTAL INSURANCE	1,328	1,483	1,478	1,478	1,388	0	1,388	1,388
61703 - RETIREMENT CONTRIBUTIONS	18,668	20,117	20,532	20,532	21,046	0	21,046	21,046
61704 - SOCIAL SECURITY	13,241	13,511	13,769	13,769	14,148	0	14,148	14,148
61705 - WORKERS COMPENSATION	92	7	222	222	290	0	290	290
<b>61000 - PERSONNEL SERVICES</b>	<b>239,655</b>	<b>246,426</b>	<b>251,419</b>	<b>251,418</b>	<b>255,511</b>	<b>0</b>	<b>255,511</b>	<b>255,511</b>
62160 - COURT & HEARING EXP	1,424	1,421	1,200	1,200	1,200	0	1,200	1,200
62161 - LEGAL SERVICES	19,412	24,038	70,000	70,000	70,000	0	70,000	70,000
62205 - PC REPLACEMENT CHARGE	348	348	327	327	352	0	352	352
62435 - TRAINING	246	509	5,800	2,000	3,000	0	3,000	3,000
62436 - MEETINGS & DUES	1,021	834	1,000	1,000	1,000	0	1,000	1,000
62510 - TELEPHONE	238	371	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	337	742	237	237	250	0	250	250
62710 - POSTAGE	114	197	300	300	300	0	300	300
62715 - BOOKS AND PERIODICALS	8,035	8,267	8,200	8,200	8,200	0	8,200	8,200
<b>62000 - OPERATING EXPENDITURES</b>	<b>31,175</b>	<b>36,726</b>	<b>87,564</b>	<b>83,764</b>	<b>84,802</b>	<b>0</b>	<b>84,802</b>	<b>84,802</b>
<b>Department Total</b>	<b>270,831</b>	<b>283,152</b>	<b>338,983</b>	<b>335,182</b>	<b>340,313</b>	<b>0</b>	<b>340,313</b>	<b>340,313</b>

<b>Department:</b>	<b>City Clerk</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	All 00200 through 00204		
<b>Mission:</b>	To support the function of government by providing an accurate recording of the community's events and the actions of the City Council on the behalf of its citizens.		

For FY17, the Office of the City Clerk continued its efforts at improving the City Council legislative process by implementing an automated agenda solution for the City Council and Standing Committees. The software application allows departments to submit their memorandums electronically for review and approval of the City Manager. This application also facilitates the creation and publication of the agenda packets to the web. In the Department's ongoing review of regulatory ordinances, an amendment to transfer the responsibility for lodging house licenses from the City Code to the Fire Department was introduced. Another initiative for last year was the legal review of the City Code to identify any internal conflicts as well as conflicts with State Law changes. The State Primary and State General Elections were successfully conducted. Discussions are ongoing as to a grassroots campaign that would increase local voter turnout. A RFP for the mobile shelving for the archive room is being developed and will be open for bids in the very near future. New furnishings and fixtures were installed in the Council Chambers and the two other public meeting spaces in City Hall. These new furnishings provide ease of set-up in addition to pleasing aesthetics.

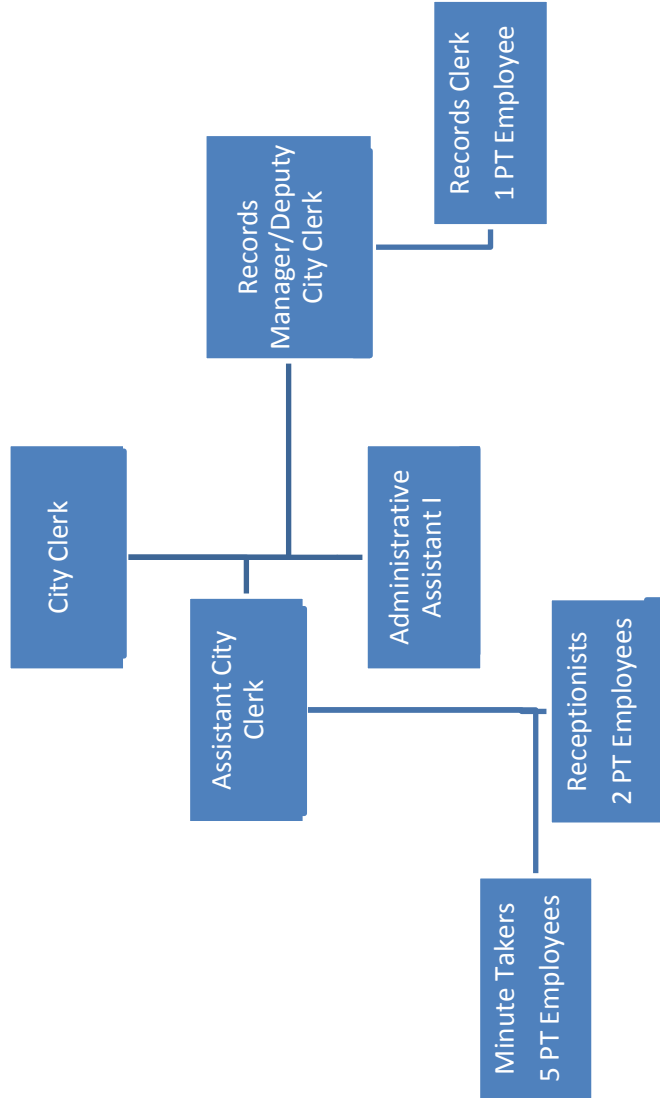
For FY 18, the Office of the City Clerk will meet its statutory obligations of conducting a Municipal Primary and Municipal General Election. Other initiatives in the election realm include securing a new polling location for ward five, replacing the voting booths in ward one, improving the data accuracy of the Keene checklist in terms of former KSC students who have moved away from Keene; and transitioning the custody of the elected Checklist Supervisors' voter registration records to the custody of the City Clerk. A vendor for the mobile compact shelving project will be selected and the contents of the archive room will be removed to allow for the installation of the mobile shelving. Prior to any records being returned to the archive room, the long-term environment requirements for each type of record series will be evaluated. In our continued efforts to improve the video quality of the City Council and Standing Committee meetings, the Office will be investigating the transition from analog cameras to digital cameras. The Office will also continue their investigation of an electronic voting system for Council meetings.

**Background**

The Office of the City Clerk has long maintained a dual focus on behalf of the City and its citizens. Many of our responsibilities include a direct customer service focus while others are more aligned with internal support for the organization. The statutory responsibilities include the registration and certification of vital events, the administration of elections, the issuance of licenses, and the management of electronic and paper-based records. The office manages an off-site records center for governmental records no longer needing immediate access by the department of origin and provides records management services for outside clients. Our responsibilities also include the codification of adopted ordinances and the filing and preservation of all contracts, leases, licenses, deeds, easements, and oaths of office. On behalf of the organization, the Office processes right-to-know requests. Through the minute taking program, the Office provides support services for up to 25 public bodies. The City Clerk is appointed by the City Council and serves as the Clerk to the City Council.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally		Leadership		
Conduct local, state, and federal elections to ensure compliance with statutory requirements		Leadership		
Manage paper-based and electronic records to ensure compliance with statutory requirements		Leadership		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Conduct Municipal Primary and Municipal General Elections		<b>RSA 652</b>		
Investigate a new location for Ward Five voting to accommodate local and national elections		<b>RSA 658</b>		
Implement a Mobile Compact Shelving project in the archive room at the Records Center		<b>RSA 33-A</b>	Leadership	<b>C,E</b>
Promote a grassroots initiative to encourage greater voter participation in local elections			Leadership	<b>V,O,I</b>
Investigate interactive meeting voting systems for City Council meetings			Leadership	<b>I,C</b>
Investigate high definition camera options for the Council Chambers			Leadership	<b>I,C</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Dog licenses issued		2,814	2,778	2,800
Dog owners with unlicensed dogs on warrant		471	350	350
Vital records issued		5,108	4,946	5,100
Hours spent supporting City public bodies (City Council, Boards, Commissions)		3,350	3,350	3,500
Municipal records boxes in custody		4,627	4,926	5,225
Municipal records boxes retrieved and re-filed		866	1,002	1,162
Municipal record boxes purged		158	160	165
Formal Right-to-Know requests received/Number of records series requested		42 / 234	43 / 240	45 / 250

# City Clerk





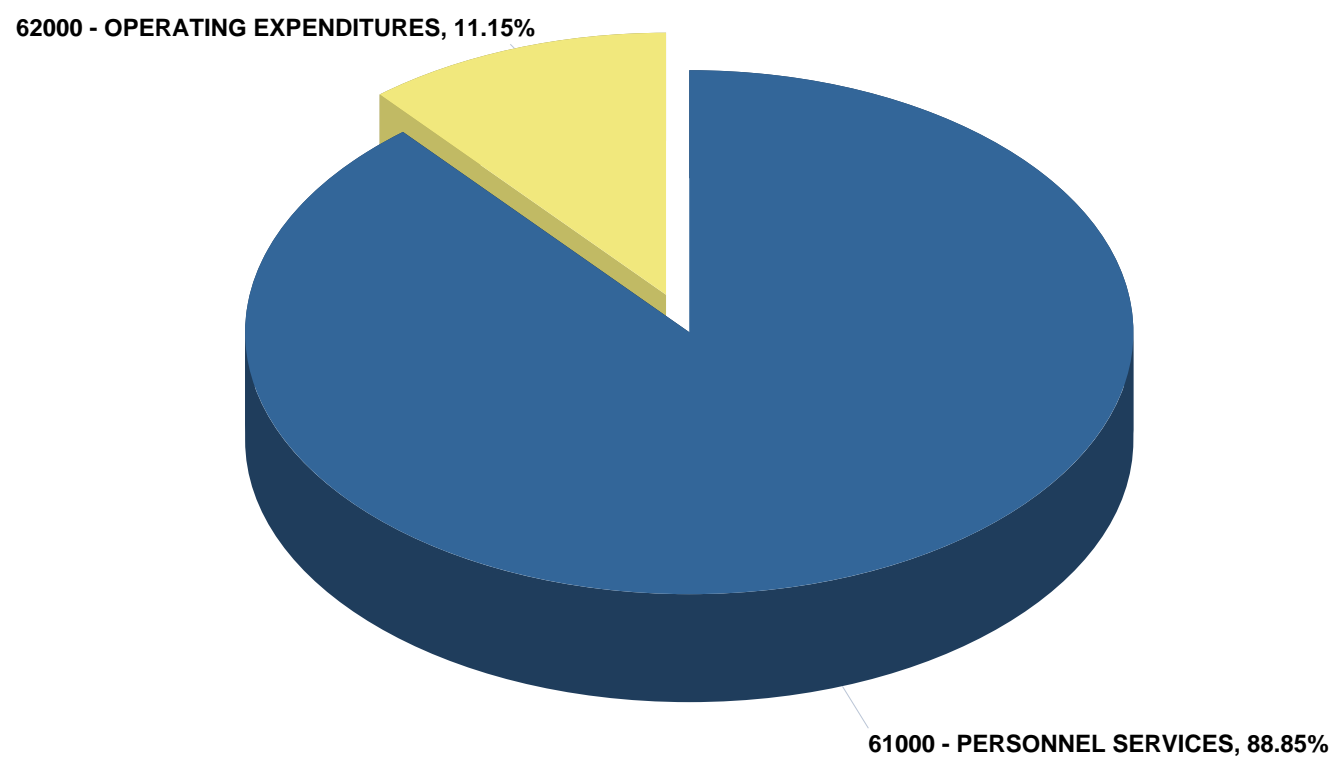
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**CITY CLERK**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	472,576	493,359	512,391	509,438	516,214	0	516,214	516,214
62000 - OPERATING EXPENDITURES	52,309	58,004	62,562	65,475	64,786	0	64,786	64,786
<b>Department Total</b>	<b>524,885</b>	<b>551,363</b>	<b>574,953</b>	<b>574,913</b>	<b>581,000</b>	<b>0</b>	<b>581,000</b>	<b>581,000</b>

**CITY CLERK**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00200	61202	CITY CLERK	1.00	102,619
	61305	ADMINISTRATIVE ASSISTANT	1.00	43,269
		ASSISTANT CITY CLERK	1.00	66,077
	61307	ADMINISTRATIVE ASSISTANT	1.06	48,242
00202	61302	RECORDS MGR / DEP CITY CL	0.90	67,864
00204	61302	RECORDS MGR / DEP CITY CL	0.10	7,540
	61307	RECORDS CLERK	0.53	23,714
<b>20 - CITY CLERK Total</b>			<b>5.59</b>	<b>359,325</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>CITY CLERK</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61202 - CITY CLERK	98,547	100,937	103,012	103,012	102,619	0	102,619	102,619
61302 - ASST DEPARTMENT HEAD	72,419	74,171	75,696	75,696	75,404	0	75,404	75,404
61305 - ADMINISTRATIVE PERSONNEL	99,961	104,058	107,890	107,890	109,346	0	109,346	109,346
61307 - PART TIME EMPLOYEES	64,067	70,169	79,440	76,279	76,657	0	76,657	76,657
61501 - REGULAR OVERTIME	240	264	0	77	0	0	0	0
61530 - OT:STRAIGHT TIME	91	215	0	51	0	0	0	0
61701 - HEALTH INSURANCE	77,947	80,031	81,059	81,059	86,033	0	86,033	86,033
61702 - DENTAL INSURANCE	4,320	5,449	5,431	5,431	5,063	0	5,063	5,063
61703 - RETIREMENT CONTRIBUTIONS	29,244	31,236	32,013	32,013	32,703	0	32,703	32,703
61704 - SOCIAL SECURITY	25,335	26,549	27,500	27,500	27,848	0	27,848	27,848
61705 - WORKERS COMPENSATION	139	10	351	351	541	0	541	541
61901 - RECRUITMENT	263	271	0	80	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>472,576</b>	<b>493,359</b>	<b>512,391</b>	<b>509,438</b>	<b>516,214</b>	<b>0</b>	<b>516,214</b>	<b>516,214</b>
62107 - ELECTIONS	11,456	18,477	15,670	14,526	14,060	0	14,060	14,060
62175 - OTHER SERVICES	800	0	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	1,682	1,712	1,986	1,986	1,987	0	1,987	1,987
62206 - PW FLEET CHARGE	13,337	13,446	13,722	13,722	14,600	0	14,600	14,600
62301 - OFFICE EQUIPMENT MAINT.	2,541	2,815	2,586	2,627	2,700	0	2,700	2,700
62404 - PROPERTY INSURANCE	414	414	448	448	448	0	448	448
62416 - PRINTING	3,411	6,402	3,500	3,294	6,850	0	6,850	6,850
62425 - ADVERTISING	279	566	568	486	980	0	980	980
62435 - TRAINING	5,098	2,374	4,078	3,781	3,915	0	3,915	3,915
62436 - MEETINGS & DUES	1,210	1,168	1,352	1,165	1,390	0	1,390	1,390
62450 - POLLING STATIONS SET UP	260	883	1,370	2,027	310	0	310	310
62498 - USE OF TRUST FUNDS	0	63	200	200	200	0	200	200
62510 - TELEPHONE	2,399	2,261	2,790	2,350	2,610	0	2,610	2,610
62701 - OFFICE SUPPLIES	2,072	2,413	3,042	3,043	2,607	0	2,607	2,607
62710 - POSTAGE	1,545	1,407	2,560	7,412	4,772	0	4,772	4,772
62715 - BOOKS AND PERIODICALS	756	906	275	275	375	0	375	375
62740 - OTHER MAINT. SUPPLIES	739	18	1,000	999	1,000	0	1,000	1,000
62755 - UNIFORMS	100	156	0	0	250	0	250	250
62760 - OPERATING SUPPLIES	3,708	1,959	6,815	6,533	5,132	0	5,132	5,132

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62762 - LICENSES & PERMITS	500	562	600	600	600	0	600	600
<b>62000 - OPERATING EXPENDITURES</b>	<b>52,309</b>	<b>58,004</b>	<b>62,562</b>	<b>65,475</b>	<b>64,786</b>	<b>0</b>	<b>64,786</b>	<b>64,786</b>
<b>Department Total</b>	<b>524,885</b>	<b>551,363</b>	<b>574,953</b>	<b>574,913</b>	<b>581,000</b>	<b>0</b>	<b>581,000</b>	<b>581,000</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

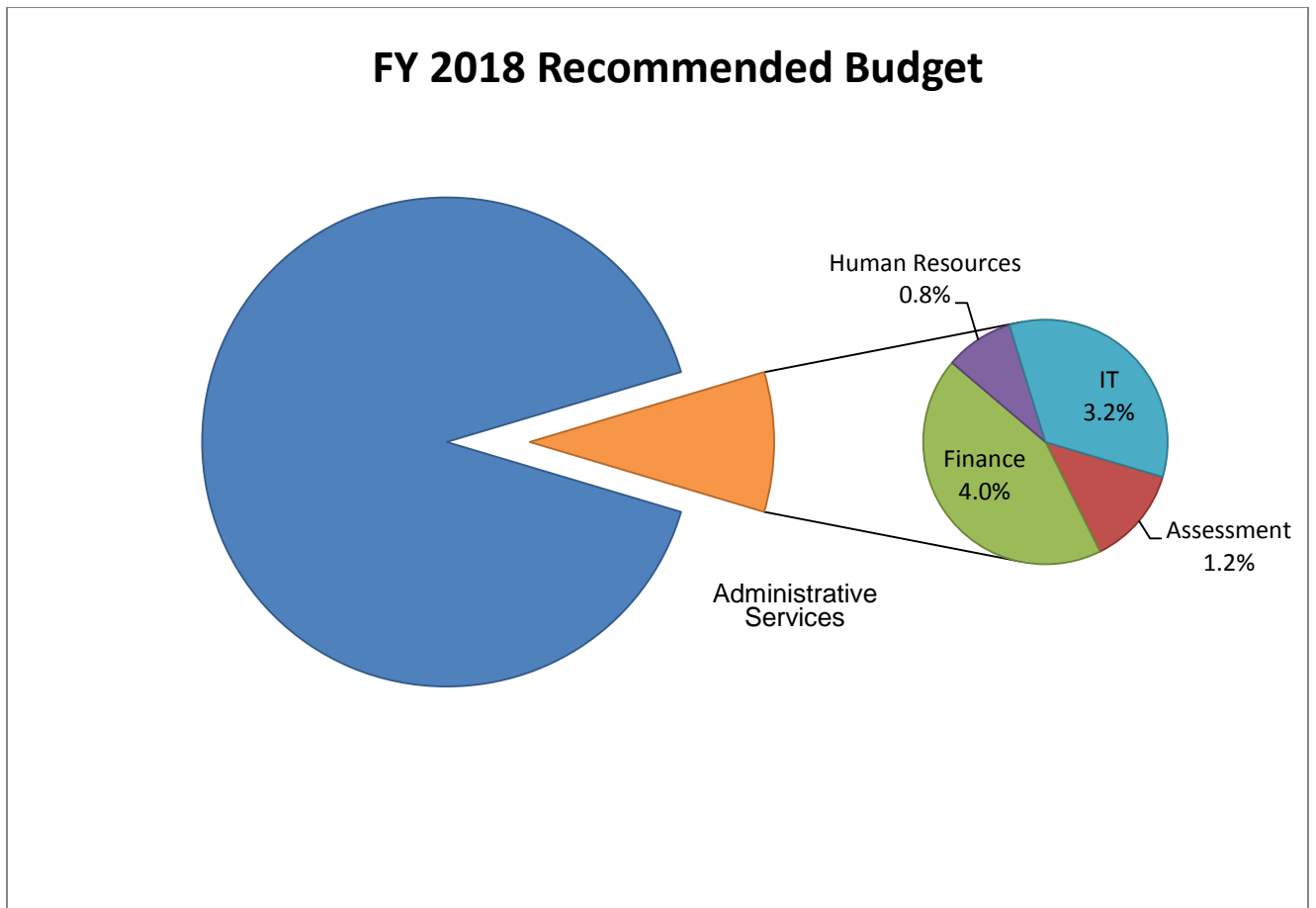
Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
CITY CLERK	42110 - CLERK - STATE	29,324	31,897	27,500	27,500	28,500	28,500
	42115 - CLERK - CITY	12,640	12,405	9,800	9,800	11,250	11,250
	42120 - DOGS	13,121	14,102	12,500	11,600	12,200	12,200
	42306 - MISC FEES & CHARGES	8,742	8,344	8,800	8,800	8,700	8,700
	<b>42000 - LICENSES/PERMITS/FEES</b>	<b>63,826</b>	<b>66,747</b>	<b>58,600</b>	<b>57,700</b>	<b>60,650</b>	<b>60,650</b>
	44109 - DIRECT REIMBURSEMENT	36	0	0	0	0	0
	44135 - RECORDS CENTER CHARGES	16,993	17,834	22,709	21,643	21,643	21,643
	<b>44000 - CHARGES FOR SERVICES</b>	<b>17,030</b>	<b>17,834</b>	<b>22,709</b>	<b>21,643</b>	<b>21,643</b>	<b>21,643</b>
	46103 - INTEREST: A/R	0	49	0	0	0	0
	<b>46000 - MISCELLANEOUS</b>	<b>0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CITY CLERK Total</b>		<b>80,856</b>	<b>84,631</b>	<b>81,309</b>	<b>79,343</b>	<b>82,293</b>	<b>82,293</b>

## Administrative Services Portfolio

The Administrative Services Portfolio is a grouping of City Departments that provides services to other departments as well as the general public.

### Department Heads:

Daniel Langille	City Assessor
Steve Thornton	Finance Director
Elizabeth Fox	Assistant City Manager for Community Services/Human Resources Director
Rebecca Landry	Assistant City Manager for Administrative Services/IT Director



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

In FY18 the Department will be completing the final phase of a three year Parcel Mapping Project. This project was designed to significantly improve the accuracy and availability of the City's parcel maps and is aligned with one of our Departmental objectives; implementing new technology for effective, efficient, and transparent assessing practices. The final phase, Phase III, will focus on completing parcel compilation and creating a public GIS site. Additionally in FY18, as done on an annual basis, the Department will track and make necessary valuation adjustments for changes resulting from building permits, sub-divisions, and discovery. Overall, the FY18 Budget will allow the Department of Assessment to continue to improve its service to the public, while providing the means to meet our statutory obligations.

During FY17 the Department of Assessment completed a city-wide revaluation to value anew all of the City's real property in accordance with RSA 75:8-a. This was a significant project and has successfully met all of the requirements as set forth by the State of New Hampshire. Coinciding with the revaluation, the Department also converted to a new CAMA (computer assisted mass appraisal) database. The conversion process included working with other City Departments to interface our databases.

### Background

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

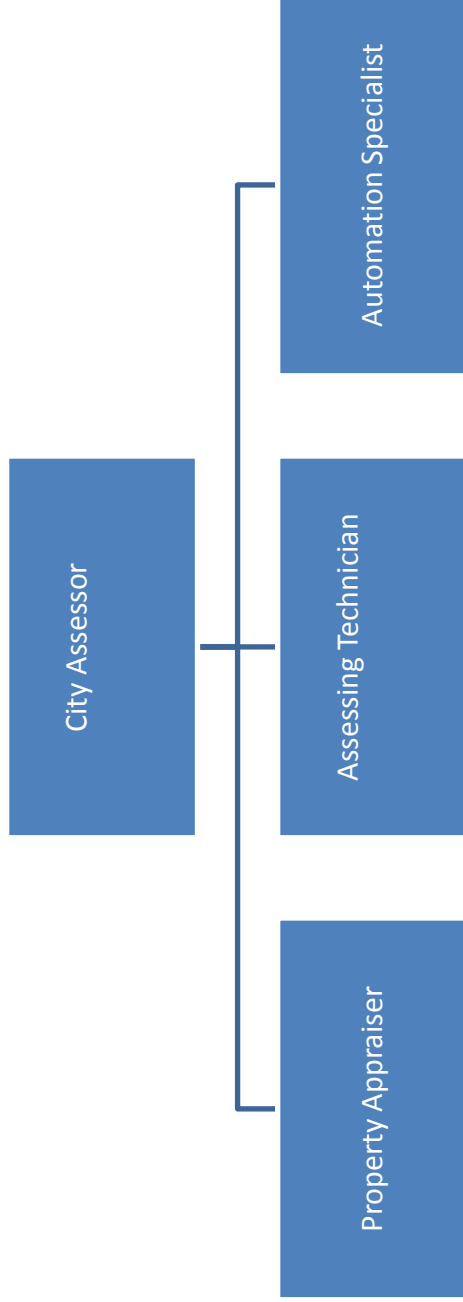
- Valuation of property changes in accordance with RSA 75:8 and caused by building permits, zoning changes, sub-divisions, mergers, variances, and discovery
- Collection and validation of all real estate transactions
- Maintain an accurate and updated property database
- Statistical analysis of sales 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
- Maintaining a certified and professional staff

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

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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Annually analyze the real estate market to ensure equity and fairness in the valuation of real property. This process includes inspecting, listing, and valuing real estate due to building permits, changes in use from rezoning or other actions, monitoring market trends, and uniformly applying those indicators.		Municipal Governance & Fin Stability		
Provide excellent customer service through the following: Offer education and transparency regarding the property valuation process, meet with property owners to review exemption and credit options, provide property information to residents, other City Departments, real estate professionals, appraisers, speculative buyers and/or sellers as well as any other member of the public.		Municipal Governance & Fin Stability		
Meet the Assessing Standards Board standards on data quality and statistics which may include a re-inspection program, requalification of credits and exemptions, and other performance measures. This includes certification every 5 years, making values anew every 5 years, writing applicable Uniform Standards of Professional Appraisal Practice compliance reports, and meeting required professional certification/ designations.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Appraise real property in accordance with State law		RSA 75:1 & 75:8	Municipal Governance & Fin Stability	I
Meet the Standards for Assessing Standards Board (ASB) Certification		RSA 21-J:11-a	Municipal Governance & Fin Stability	I
Implement new technology for effective, efficient, and transparent assessing practices			Municipal Governance & Fin Stability	I, E
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Equalization ratio (expresses relationship between assessment and market; Assessing Standards Board standard is between 90% and 110%)		106.70	106.00	100.00
Total Taxable Assessed Value including Retained Value used for TIF funds		1.885 billion	1.882 billion	1.788 billion
PILOT Agreement Revenue		\$378,800	\$386,700	\$431,200

## Assessment





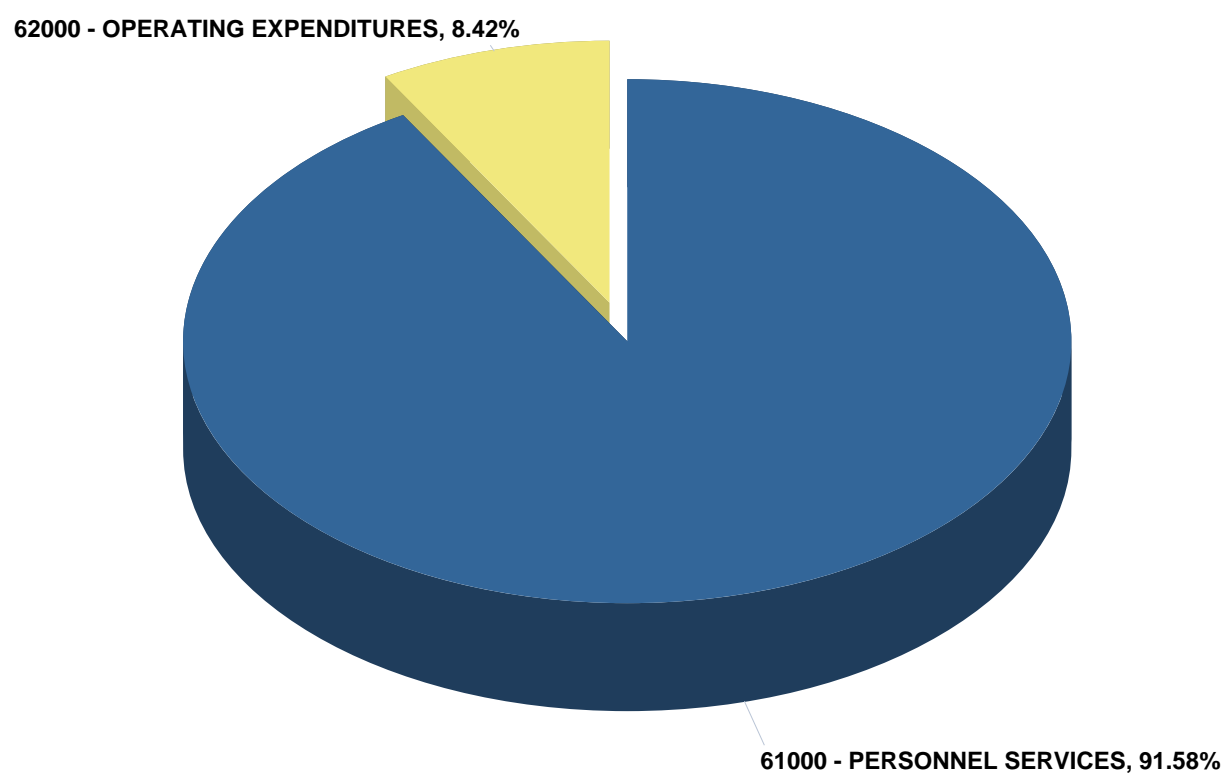
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**ASSESSMENT**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	389,269	402,912	420,843	420,843	430,478	0	430,478	430,478
62000 - OPERATING EXPENDITURES	26,480	23,148	24,120	18,066	39,589	0	39,589	39,589
<b>Department Total</b>	<b>415,749</b>	<b>426,060</b>	<b>444,963</b>	<b>438,909</b>	<b>470,067</b>	<b>0</b>	<b>470,067</b>	<b>470,067</b>

**ASSESSMENT**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00400	61301	CITY ASSESSOR	1.00	107,231
	61304	APPRAISER	1.00	72,157
	61305	ASSESSING TECHNICIAN	1.00	53,958
		AUTOMATION SPECIALIST	1.00	53,958
<b>10 - ASSESSMENT Total</b>			<b>4.00</b>	<b>287,304</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>ASSESSMENT</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	92,147	98,636	105,142	105,142	107,231	0	107,231	107,231
61304 - GENERAL PERSONNEL	69,301	70,433	72,436	72,436	72,157	0	72,157	72,157
61305 - ADMINISTRATIVE PERSONNEL	101,856	104,068	106,207	106,207	107,916	0	107,916	107,916
61701 - HEALTH INSURANCE	71,569	73,814	74,163	74,163	78,253	0	78,253	78,253
61702 - DENTAL INSURANCE	4,157	4,641	4,626	4,626	4,352	0	4,352	4,352
61703 - RETIREMENT CONTRIBUTIONS	28,387	30,510	31,699	31,699	32,695	0	32,695	32,695
61704 - SOCIAL SECURITY	19,917	20,667	21,710	21,710	21,979	0	21,979	21,979
61705 - WORKERS COMPENSATION	1,937	143	4,860	4,860	5,895	0	5,895	5,895
<b>61000 - PERSONNEL SERVICES</b>	<b>389,269</b>	<b>402,912</b>	<b>420,843</b>	<b>420,843</b>	<b>430,478</b>	<b>0</b>	<b>430,478</b>	<b>430,478</b>
62125 - APPRAISAL SERVICES	9,480	3,637	6,000	0	12,800	0	12,800	12,800
62205 - PC REPLACEMENT CHARGE	2,438	2,438	2,453	2,453	2,953	0	2,953	2,953
62206 - PW FLEET CHARGE	7,442	7,483	7,811	7,811	7,381	0	7,381	7,381
62301 - OFFICE EQUIPMENT MAINT.	0	969	300	200	250	0	250	250
62320 - MAPPING / GIS MAINTENANCE	0	0	0	0	8,600	0	8,600	8,600
62435 - TRAINING	1,356	1,658	2,200	2,200	2,200	0	2,200	2,200
62436 - MEETINGS & DUES	1,259	1,149	1,450	1,450	1,450	0	1,450	1,450
62510 - TELEPHONE	608	722	800	800	800	0	800	800
62701 - OFFICE SUPPLIES	2,054	1,497	1,200	1,200	1,200	0	1,200	1,200
62710 - POSTAGE	976	2,546	986	986	990	0	990	990
62715 - BOOKS AND PERIODICALS	867	1,050	920	966	965	0	965	965
<b>62000 - OPERATING EXPENDITURES</b>	<b>26,480</b>	<b>23,148</b>	<b>24,120</b>	<b>18,066</b>	<b>39,589</b>	<b>0</b>	<b>39,589</b>	<b>39,589</b>
<b>Department Total</b>	<b>415,749</b>	<b>426,060</b>	<b>444,963</b>	<b>438,909</b>	<b>470,067</b>	<b>0</b>	<b>470,067</b>	<b>470,067</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
ASSESSMENT	41105 - NET PROPERTY TAX	23,352,375	24,352,010	24,552,112	24,552,112	25,056,132	25,039,632
	41110 - IN LIEU OF TAX	390,688	412,492	411,400	402,000	432,000	432,000
	41115 - TIMBER YIELD TAX	20,160	14,696	12,000	19,500	15,000	15,000
	41120 - LAND USE CHANGE TAX	22,380	2,020	2,000	0	0	0
	41125 - TAX INCREMENT FINANCING	71,949	66,446	66,109	101,050	463,270	463,270
	<b>41000 - TAXES</b>	<b>23,857,551</b>	<b>24,847,665</b>	<b>25,043,621</b>	<b>25,074,662</b>	<b>25,966,402</b>	<b>25,949,902</b>
	47305 - COPIES	2,395	1,843	1,000	1,043	1,000	1,000
	<b>46000 - MISCELLANEOUS</b>	<b>2,395</b>	<b>1,843</b>	<b>1,000</b>	<b>1,043</b>	<b>1,000</b>	<b>1,000</b>
<b>ASSESSMENT Total</b>		<b>23,859,947</b>	<b>24,849,508</b>	<b>25,044,621</b>	<b>25,075,705</b>	<b>25,967,402</b>	<b>25,950,902</b>

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

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

FY 18 initiatives will include:

- Completion of the property tax billing system implementation, including integration with the new assessing software.
- Issuance of a banking services RFP and award of a new contract.
- Selection and implementation of a new contract, purchasing, and vendor management software package.
- Implementation of a new "Employee Access Module" as part of the financial system upgrade to streamline employee time entry and provide employees access to payroll data.
- Continued emphasis on financial planning and communication of financial information to City elected officials, the public, and City staff.

In general terms in FY 18 and beyond, the Department will continue to efficiently and accurately perform the business functions of the City, monitoring fiscal trends and legislative and regulatory activity that could impact the City's operations and fiscal condition. While working to fulfill the primary services and responsibilities of the Department, staff will explore opportunities to use technology to improve performance and investigate succession planning and training that will further advance the Department's mission and efforts to maintain compliance with best practice standards

During FY17 the Finance Department undertook several initiatives, including:

- Working with the IT and Assessment Departments, new tax billing software requiring an interface with the new Vision assessing software was implemented.
- A major upgrade to the financial system (fund accounting, payroll, accounts payable, miscellaneous receivables, utility billing, and cash receipting) was completed.
- Financial system trainings were expanded in the areas of budget preparation, new employee orientation, and trainings on the upgraded financial system.
- The Purchasing Division reorganization was completed.
- The local Joint Purchasing Initiative (JPI) was expanded to include Cheshire County and the Keene Housing Authority.
- The Environmentally Preferred Purchasing program (EP3) was reinvigorated and initiated several educational programs.
- The City purchasing ordinance was updated to include compliance with federal grant purchasing standards as outlined in the Uniform Grant Guidance 2 CFR 200.
- Communication of financial information with City elected officials, staff, and the public were prioritized through the use of Council Workshops and presentations, expanded use of narrative, graphics and summary data in the FY 2017-2022 CIP and FY 2017 Operating Budget, and the reorganization and expanded narrative of the FY 2018-2023 CIP.
- Communication of financial information was enhanced through the development and publishing of the City's first Comprehensive Annual Financial Report (CAFR) based upon the FY 2016 financial audit, replacing the basic financial reports prepared in prior years.

## **Background**

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

### A. Finance / Accounting / Treasurer: 8 FTE

- Accounts Payable – payment for all goods and services necessary for City operations
- Accounts Receivable – billing and collections for all services provided by City departments other than property taxes and water and sewer bills
- Payroll – preparation of payroll and all associated state and federal payroll reporting.
- Trustees of Trust Funds – liaison and staff support to the board charged with the custody of City trust funds and capital reserves
- General ledger accounting - budget monitoring, capital projects accounting, financial reporting, reconciliation of accounts, fixed asset accounting, financial management and reporting for grants, internal control review and development, ongoing and ad hoc financial analysis, managing the annual audit, and other activities necessary to safeguard City assets and the accuracy of financial reporting.
- Operating Budget and Capital Improvements Program development and preparation.
- Long term financial planning.
- Cash management, debt management, and all other treasury functions.

### B. Purchasing : 2 FTE

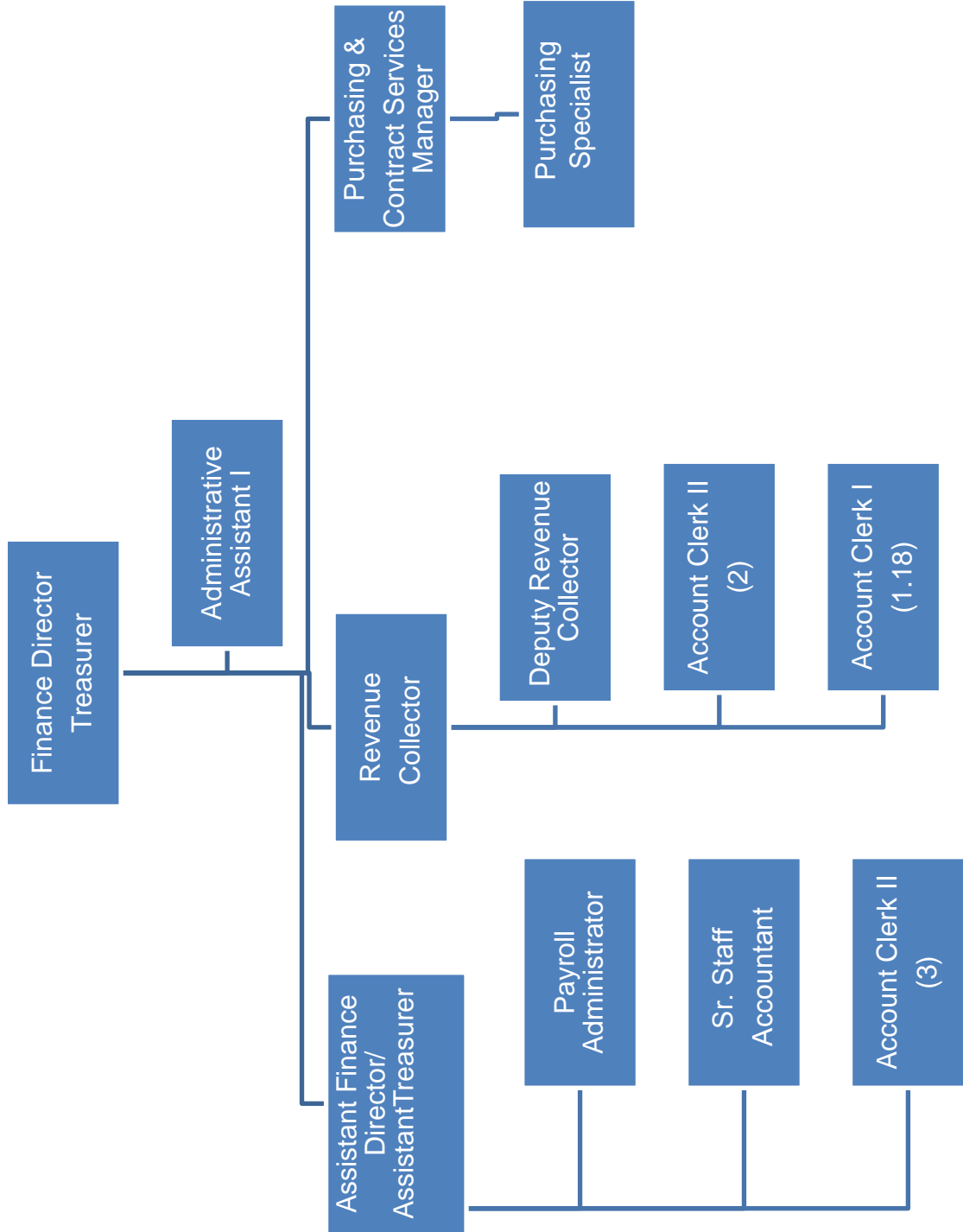
- Ensure that City acquisition of goods and services are conducted as arm's length transactions ethically and in accordance with established ordinances, resolutions and guidelines.
- Establish and maintain procedures and practices to maximize the City's purchasing power.
- Establish and maintain procedures to ensure that purchases comply with state or federal purchasing guidelines when using grant or contract dollars.

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

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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</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		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Present financial data in formats that are informative and user friendly			Municipal Governance & Fin Stability	<b>C,I</b>
Work with the Parking Division to expand accepting credit card payments			Municipal Governance & Fin Stability	<b>C</b>
Finalize tax billing system implementation; implement Purchasing and Payroll software enhancements			Municipal Governance & Fin Stability	<b>C</b>
Finalize documentation of Purchasing policies and procedures			Municipal Governance & Fin Stability	<b>C</b>
Continue department training and cross-training advancing succession planning			Municipal Governance & Fin Stability	<b>C</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Invoices paid within vendor stipulated pay period		96.20%	95.00%	95.00%
Timely issuance of Council Reports		100.00%	100.00%	100.00%
Number of bids, RFP's & contracts issued		200	200	200
Property tax & utility bills issued		40,600	41,531	41,550
Motor vehicle transactions		19,020	20,385	21,000
Parcels going to tax lien		244	245	322(est)
Liens as % of warrant (Tax Year 2015, 2016 and 2017)		1.68%	1.44%	1.95%(est)

Finance



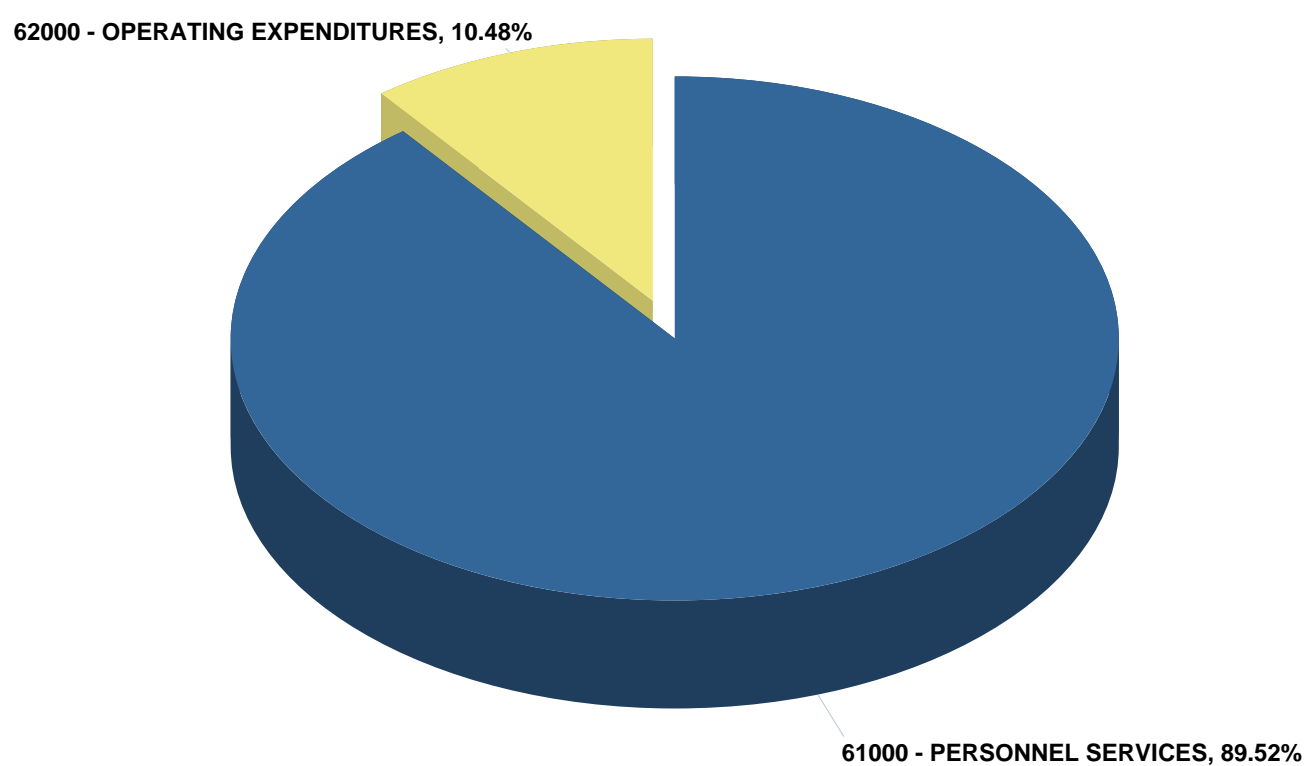
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

FINANCE

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	1,278,152	1,348,791	1,397,889	1,382,134	1,407,945	0	1,407,945	1,407,945
62000 - OPERATING EXPENDITURES	134,571	144,274	175,288	163,440	164,820	0	164,820	164,820
<b>Department Total</b>	<b>1,412,723</b>	<b>1,493,064</b>	<b>1,573,177</b>	<b>1,545,574</b>	<b>1,572,765</b>	<b>0</b>	<b>1,572,765</b>	<b>1,572,765</b>

FINANCE



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00600	61301	FINANCE DIRECTOR/TREASURE	1.00	112,056
	61302	ASST. FINANCE DIR/TREAS	1.00	102,613
	61305	ADMINISTRATIVE ASST I	1.00	46,465
00601	61304	PAYROLL ADMINISTRATOR	1.00	66,077
		SR STAFF ACCOUNTANT	1.00	63,320
	61305	ACCOUNT CLERK II	3.00	141,846
00602	61304	PURCH & CONTR SERV MGR	1.00	82,343
		PURCHASING SPECIALIST	1.00	66,077
00603	61303	REVENUE COLLECTOR	1.00	75,404
	61305	ACCOUNT CLERK II	2.00	94,564
		DEPUTY REVENUE COLLECTOR	1.00	48,601
	61307	ACCOUNT CLERK I	1.18	48,262
<b>30 - FINANCE Total</b>			<b>15.18</b>	<b>947,628</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>FINANCE</b>								
<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
61301 - DEPARTMENT HEAD	106,220	110,224	112,490	112,490	112,056	0	112,056	112,056
61302 - ASST DEPARTMENT HEAD	86,839	92,430	99,187	99,187	102,613	0	102,613	102,613
61303 - SUPERVISORY PERSONNEL	72,419	74,174	75,696	74,850	75,404	0	75,404	75,404
61304 - GENERAL PERSONNEL	257,455	264,781	277,307	272,647	277,817	0	277,817	277,817
61305 - ADMINISTRATIVE PERSONNEL	303,892	316,609	325,082	321,835	331,476	0	331,476	331,476
61307 - PART TIME EMPLOYEES	43,161	43,778	47,498	47,498	48,262	0	48,262	48,262
61501 - REGULAR OVERTIME	6,129	1,586	2,000	2,425	2,000	0	2,000	2,000
61530 - OT:STRAIGHT TIME	73	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	230,251	262,303	267,589	265,939	264,674	0	264,674	264,674
61702 - DENTAL INSURANCE	16,204	19,024	19,008	18,328	17,009	0	17,009	17,009
61703 - RETIREMENT CONTRIBUTIONS	89,150	95,588	99,387	96,864	102,576	0	102,576	102,576
61704 - SOCIAL SECURITY	65,837	67,595	71,700	69,151	72,647	0	72,647	72,647
61705 - WORKERS COMPENSATION	363	28	945	920	1,411	0	1,411	1,411
61901 - RECRUITMENT	160	673	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>1,278,152</b>	<b>1,348,791</b>	<b>1,397,889</b>	<b>1,382,134</b>	<b>1,407,945</b>	<b>0</b>	<b>1,407,945</b>	<b>1,407,945</b>
62103 - TECHNICAL SERVICES	-2,736	9,300	8,900	8,900	8,500	0	8,500	8,500
62129 - AUDIT SERVICES	36,400	41,400	46,530	46,530	44,530	0	44,530	44,530
62175 - OTHER SERVICES	2,552	7,057	6,000	7,057	7,500	0	7,500	7,500
62205 - PC REPLACEMENT CHARGE	3,209	3,325	3,245	3,245	3,370	0	3,370	3,370
62301 - OFFICE EQUIPMENT MAINT.	20,813	13,974	19,700	18,800	19,000	0	19,000	19,000
62416 - PRINTING	4,668	6,049	8,350	8,300	8,300	0	8,300	8,300
62425 - ADVERTISING	2,609	1,648	2,750	2,500	2,500	0	2,500	2,500
62430 - TRAVEL	0	0	750	250	750	0	750	750
62435 - TRAINING	3,114	992	5,000	1,770	5,000	0	5,000	5,000
62436 - MEETINGS & DUES	880	827	1,915	1,215	1,915	0	1,915	1,915
62447 - PUBLIC AWARENESS	959	57	1,200	1,200	1,200	0	1,200	1,200
62510 - TELEPHONE	2,898	3,145	3,140	3,525	3,640	0	3,640	3,640
62701 - OFFICE SUPPLIES	15,481	13,163	14,800	9,200	14,700	0	14,700	14,700
62710 - POSTAGE	39,319	41,846	43,400	41,350	42,350	0	42,350	42,350
62715 - BOOKS AND PERIODICALS	4,403	1,490	1,420	1,410	1,565	0	1,565	1,565
62734 - MINOR EQUIPMENT	0	0	8,188	8,188	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>134,571</b>	<b>144,274</b>	<b>175,288</b>	<b>163,440</b>	<b>164,820</b>	<b>0</b>	<b>164,820</b>	<b>164,820</b>
<b>Department Total</b>	<b>1,412,723</b>	<b>1,493,064</b>	<b>1,573,177</b>	<b>1,545,574</b>	<b>1,572,765</b>	<b>0</b>	<b>1,572,765</b>	<b>1,572,765</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
FINANCE	42215 - MOTOR VEHICLE PERMITS	2,792,019	3,005,853	2,836,500	2,850,000	2,876,504	2,876,504
	42218 - TRANSPORTATION IMP FUND	0	100,097	100,000	100,000	100,000	100,000
	42301 - NSF CHECK FEE	2,285	2,849	2,400	1,930	2,600	2,600
	42315 - MAIL-IN & E-REG FEES	4,564	4,653	4,800	4,750	4,800	4,800
	42316 - MUNICIPAL AGENT FEES	56,370	56,930	60,000	55,844	56,500	56,500
	<b>42000 - LICENSES/PERMITS/FEES</b>	<b>2,855,237</b>	<b>3,170,381</b>	<b>3,003,700</b>	<b>3,012,524</b>	<b>3,040,404</b>	<b>3,040,404</b>
	43204 - ROOMS & MEALS	1,134,738	1,132,110	1,217,759	1,217,758	1,217,758	1,217,758
	<b>43000 - INTERGOVERNMENTAL</b>	<b>1,134,738</b>	<b>1,132,110</b>	<b>1,217,759</b>	<b>1,217,758</b>	<b>1,217,758</b>	<b>1,217,758</b>
	44109 - DIRECT REIMBURSEMENT	51,551	72,826	48,000	20,000	22,000	22,000
	<b>44000 - CHARGES FOR SERVICES</b>	<b>51,551</b>	<b>72,826</b>	<b>48,000</b>	<b>20,000</b>	<b>22,000</b>	<b>22,000</b>
	41605 - INTEREST: TAXES	382,995	417,754	410,000	405,000	410,000	410,000
	46000 - MISCELLANEOUS	404	617	300	206	300	300
	46101 - INTEREST EARNINGS	109,192	71,117	80,000	110,310	99,000	99,000
	46103 - INTEREST: A/R	275	-652	0	0	0	0
	46301 - CITY HALL	57,645	54,894	56,444	56,400	57,117	57,117
	46304 - TRANSPORTATION CENTER	35,790	36,433	36,393	36,500	36,636	36,636
	47302 - SALE OF SURPLUS PROPERTY	1,188	5,150	150	200	200	200
	47303 - SALE OF SURPLUS EQUIPMNT	15	0	0	9,150	0	0
	<b>46000 - MISCELLANEOUS</b>	<b>587,503</b>	<b>585,313</b>	<b>583,287</b>	<b>617,766</b>	<b>603,253</b>	<b>603,253</b>
	47007 - USE OF SURPLUS: CARRYOVER	0	0	612,415	0	0	0
	47102 - ADMIN CHG - EQUIPMENT	264,290	270,699	284,632	284,632	272,485	272,485
	47104 - ADMIN CHG - PARKING	226,408	247,856	244,095	244,095	245,744	245,744
	47106 - ADMIN CHG - SEWER	658,402	623,776	640,675	640,675	665,472	665,472
	47107 - ADMIN CHG - SOLID WASTE	491,581	457,172	491,982	491,982	476,209	476,209
	47108 - ADMIN CHG - WATER	440,052	460,507	435,357	435,357	457,527	457,527
	<b>47000 - OTHER FINANCING SOURCES</b>	<b>2,080,733</b>	<b>2,060,010</b>	<b>2,709,156</b>	<b>2,096,741</b>	<b>2,117,437</b>	<b>2,117,437</b>
	48101 - SALE OF BONDS	3,580,000	1,933,000	3,638,000	3,638,000	2,757,500	2,757,500
	<b>48000 - PROCEEDS LONG TRM FINANCE</b>	<b>3,580,000</b>	<b>1,933,000</b>	<b>3,638,000</b>	<b>3,638,000</b>	<b>2,757,500</b>	<b>2,757,500</b>
	<b>FINANCE Total</b>	<b>10,289,762</b>	<b>8,953,640</b>	<b>11,199,902</b>	<b>10,602,789</b>	<b>9,758,352</b>	<b>9,758,352</b>

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

As a community with its focus toward the future, Human Resources (HR) staff supports an ingredient key to achieving the vision of Keene’s Comprehensive Master Plan to be the best community in America by 2028 – an engaged, talented, and progressive workforce. The coordinated efforts of City personnel, invested in and dedicated to quality programs and public services, contribute to a vibrant, dynamic, beautiful, and functional City. HR teams with and encourages City employees to ensure they are supported and managed fairly, trained well, and assigned duties that accomplish the City’s goals in a cost-effective, efficient, and safe manner. This leads to an empowered workforce, required to continually adapt and respond to community priorities, needs, and emerging issues in an ever-changing environment.

With diverse responsibilities to our five-generation workforce and community, a day in HR is varied and challenging. We must be able to balance delivery of services to customers with organizational priorities and with ever-increasing legislation and regulations. We serve a variety of customers. Our internal customers include full-time employees, part-time employees eligible for some benefits, part-time employees not eligible for benefits, temporary and seasonal employees who come and go, retirees under age 65, retirees over age 65, retirees not continuing insurance benefits, and volunteers who need background checks. External customers, include job applicants – potential future employees – and the public who may be seeking information or access to City services, other community services, or other resources to assist them with day-to-day concerns or significant life challenges.

To HR, the context of each customer contact presents an opportunity to positively impact the culture of our workplace and community. Working with individual and organizational customers, HR provides guidance and expertise and partners with our managers to provide programs and plans supporting change management, organizational development, employee engagement, workforce planning, succession planning, talent management and acquisition, employee communications and labor relations, education and learning, leadership development, personal development, compensation, negotiations, benefits strategy and delivery and administration, performance management, employee assistance program availability, work environment diversity, policy development, legal compliance, drug and alcohol testing, safety programs, security protocols, risk management, community relations, and department administration.

As a small department with fewer than three employees, serving a workforce with expertise that spans a variety of fields, HR must be efficient in its efforts to best support and partner with diverse workgroups that may have very different needs. When personnel transitions within the department team and/or within the departments with whom we partner when responding to day-to-day activities, our capacity to support these diverse responsibilities and satisfy our individual customers and organizational needs is impacted.

Recognizing that the impact of the exiting “baby boomer” generation is looming, organization sustainability requires proactive planning and actions to minimize the impact of those transitions on the knowledge base of the organization. A variety of responses will be required to develop, retain, and attract engaged employees to focus on providing the outstanding public service the community demands. In this effort, we are partners with our leadership team, analyzing and cultivating our talent to develop future leaders who can step in to advance our community’s sustainability into the future.

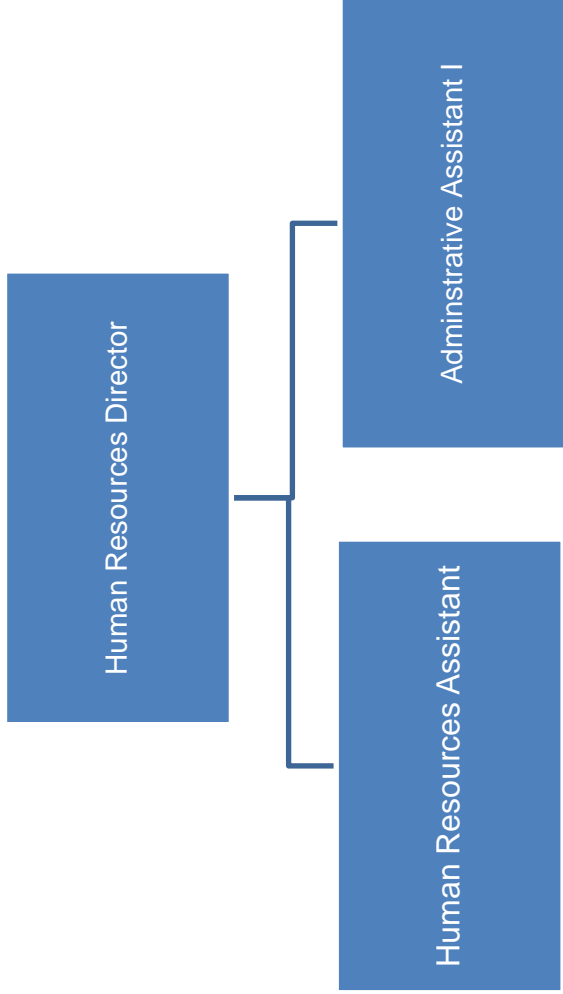
Employee performance, motivation, and success are influenced by the importance the organization places on them. Providing a positive employee culture in which employees are valued, involved and appreciated promotes a strong City government and assures outstanding public service. It takes a team – and that team is supported by HR.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>	<b>Alignment with CMP</b>
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

<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue to develop employee talent to meet quality service, employee safety and succession planning needs providing in house and external training opportunities. Complete and maintain workforce talent inventory	N/A	Municipal Governance & Financial Stability	V, C
Evaluate internal Administrative Directives and work processes relating to human resources streamlining and standardized practices and procedures that cross departmental lines enhancing continuity of operations and customer service	N/A	Municipal Governance & Financial Stability	V, C, E
Develop HR team and processes across the organization focused on quality customer service and support of strategic organizational goals	N/A	Municipal Governance & Financial Stability	V, C, E

<b>METRICS:</b>	<b>FY16</b>	<b>FY17 (est.)</b>	<b>FY18 (est.)</b>
Recruitment (for centralized recruitment processes):			
# External applications for full-time / part-time regular vacancies.	213 / 279	250 / 500	250 / 380
# Full-time / part-time regular external hires.	10 / 21	10 / 15	10 / 17
# Promotions or internal transfers from full-time / part-time from recruitments	8 / 0	10 / 2	14 / 2
Additional background checks for temporary employees and unpaid volunteers	58 / 36	50 / 35	50 / 35
Full-time / part-time / temporary employees that vary with season (shows workforce utilization, as well as services required)	235 / 89 / 106	240 / 90 / 102	243 / 89 / 100
Training: # sessions / # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly)	6 / 128	10 / 200	10 / 200
Risk Management: # worker's compensation claims / # claims incurring \$0 / # claims incurring greater than \$5,000	52 / 29 / 5	50 / 20 / 12	50 / 18 / 10
Employee turnover rate for full-time / part-time regular (maintain turnover for FTEs at under 5% per year)	6.3% / 18.0%	4.50% / 8.0%	5.0% / 10.0%
Regular employees eligible to retire as of fiscal year-end: full-time / part-time	31.2% / 13.3%	30.0% / 13.3%	33.9% / 13.3%
Retirees or spouses not eligible for benefits / eligible for benefits / actually continuing benefits	203 / 148 / 99	203 / 158 / 101	205 / 168 / 108

# Human Resources



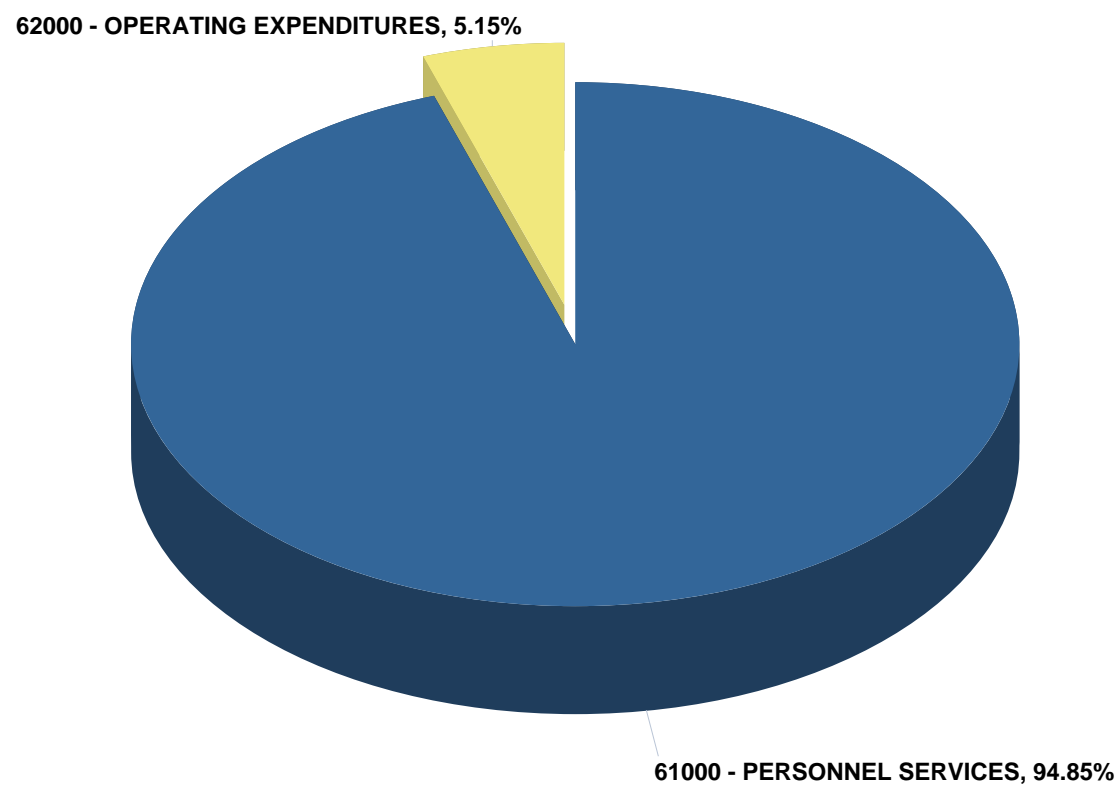
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**HUMAN RESOURCES**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	281,318	286,356	292,920	288,180	298,768	10,866	309,634	309,634
62000 - OPERATING EXPENDITURES	34,679	25,473	33,818	29,387	16,816	0	16,816	16,816
<b>Department Total</b>	<b>315,997</b>	<b>311,829</b>	<b>326,738</b>	<b>317,567</b>	<b>315,584</b>	<b>10,866</b>	<b>326,450</b>	<b>326,450</b>

**HUMAN RESOURCES**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00500	61301	ACM / HR DIRECTOR	1.00	112,056
	61305	HUMAN RESOURCES ASSISTANT	1.00	66,077
	61307	ADMINISTRATIVE ASST I	0.91	38,720
<b>45 - HUMAN RESOURCES Total</b>			<b>2.91</b>	<b>216,853</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>HUMAN RESOURCES</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	107,623	110,224	112,490	112,056	112,056	0	112,056	112,056
61305 - ADMINISTRATIVE PERSONNEL	63,461	64,997	66,333	66,077	66,077	0	66,077	66,077
61307 - PART TIME EMPLOYEES	35,870	30,877	34,638	32,177	38,720	1,655	40,375	40,375
61701 - HEALTH INSURANCE	38,129	39,726	40,233	39,172	42,911	6,714	49,625	49,625
61702 - DENTAL INSURANCE	2,440	2,724	2,715	2,399	1,821	345	2,166	2,166
61703 - RETIREMENT CONTRIBUTIONS	18,444	19,572	19,975	19,897	20,272	2,024	22,296	22,296
61704 - SOCIAL SECURITY	15,524	15,603	16,330	16,089	16,589	127	16,716	16,716
61705 - WORKERS COMPENSATION	86	6	206	313	322	1	323	323
61901 - RECRUITMENT	-260	2,626	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>281,318</b>	<b>286,356</b>	<b>292,920</b>	<b>288,180</b>	<b>298,768</b>	<b>10,866</b>	<b>309,634</b>	<b>309,634</b>
62103 - TECHNICAL SERVICES	11,207	1,080	5,000	885	5,000	0	5,000	5,000
62161 - LEGAL SERVICES	11,558	13,635	12,000	12,000	0	0	0	0
62205 - PC REPLACEMENT CHARGE	1,138	1,047	1,142	1,142	1,142	0	1,142	1,142
62416 - PRINTING	0	0	5,000	5,000	0	0	0	0
62435 - TRAINING	2,960	3,233	3,845	3,545	3,830	0	3,830	3,830
62436 - MEETINGS & DUES	2,099	1,762	1,725	1,710	1,725	0	1,725	1,725
62441 - LOCAL MEALS & MEETING EXP	803	235	300	300	300	0	300	300
62444 - AWARDS	2,890	2,616	2,800	2,800	2,800	0	2,800	2,800
62510 - TELEPHONE	262	432	360	373	384	0	384	384
62701 - OFFICE SUPPLIES	931	677	700	653	650	0	650	650
62710 - POSTAGE	595	494	700	725	725	0	725	725
62715 - BOOKS AND PERIODICALS	236	262	246	254	260	0	260	260
<b>62000 - OPERATING EXPENDITURES</b>	<b>34,679</b>	<b>25,473</b>	<b>33,818</b>	<b>29,387</b>	<b>16,816</b>	<b>0</b>	<b>16,816</b>	<b>16,816</b>
<b>Department Total</b>	<b>315,997</b>	<b>311,829</b>	<b>326,738</b>	<b>317,567</b>	<b>315,584</b>	<b>10,866</b>	<b>326,450</b>	<b>326,450</b>

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

In FY18 IT will conduct a number of important network equipment upgrades including eight switch replacements. The City phone system servers and a storage area network (SAN) are also due for upgrades. The impact on 24/7 emergency services remains a priority in the planning process for these projects. A continuation of the migration from the Oracle database tools to alternative solutions will also remain an important priority to avoid the high costs of multiple database platforms. This will entail a multi-department system inventory and business process review toward the ultimate goal of working existing Oracle database solutions into the SQL environment, sunsetting some applications, and moving to cloud based alternatives.

IT is also prepared to undertake the design of an independent Economic Development website as outlined in the 2017 Economic Development Action Plan. This effort may also include managing Economic Development outreach and branding projects. IT will also seek the services of a consultant to develop a broadband plan, work with PWD Engineering on underground conduit specifications, standards and policies, and engage in community-wide communications and committees to do all things possible to expand broadband options in Keene.

In FY17 the IT Department partnered with the Finance, Assessing, Public Works, Parks & Recreation and Facilities departments to complete major system transitions. The Pentamation fund accounting software has undergone a significant upgrade, the property assessment solution has been transitioned to a new cloud based software solution, and the Public Works Cartegraph work management system has been upgraded and is expanding to enhance GIS capabilities as well as to welcome new functionality for additional operations for Parks and Facilities. This included migrating numerous databases from the Oracle platform to an SQL environment. Current Cartegraph plans include further implementations to include Airport maintenance and other operations. To have completed upgrades or replacements of the organization's three largest information systems in a single year was no small feat.

The construction of and transition into a new primary datacenter was also a significant accomplishment in FY17. The new center was designed specifically for this purpose, unlike the prior facility. Both Facilities and IT staff managed a full year of design, construction, and relocation work that involved installation of new equipment, major rewiring efforts, and careful planning to minimize downtime for emergency services and other critical systems. IT staff are also migrating the organization to a new email archive system which includes carrying forward and re-indexing three years of email activity, about 3.6 million email messages, as well as finalizing a new City website design that reflects a more user-centered focus in the placement and display of current information and resources.

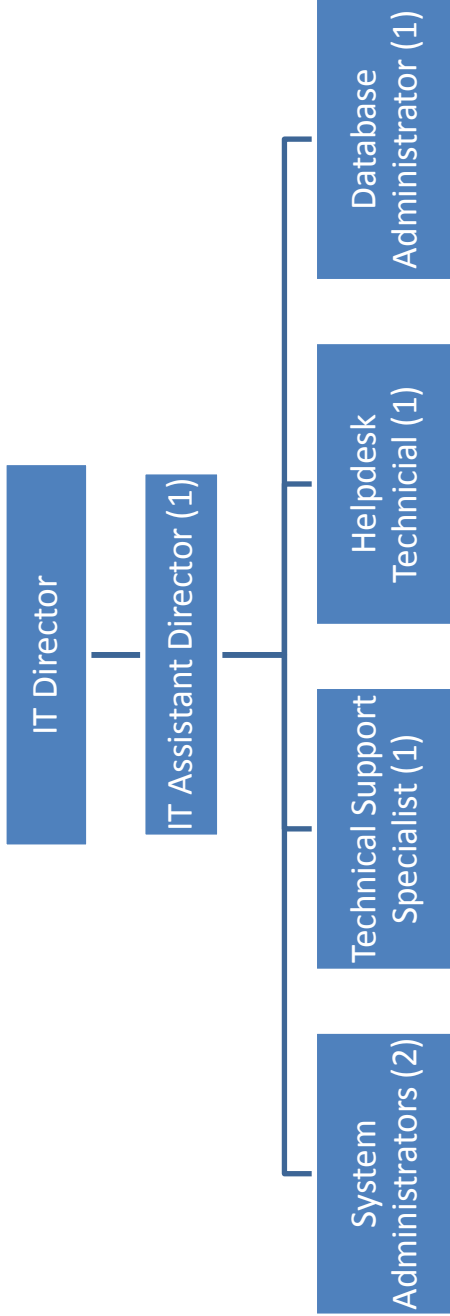
The purpose of the IT Department is to guide and support the information technology needs of all City departments. This includes procurement, maintenance, and support of network and computer hardware as well as an incredibly valuable organizational asset – the information we collect and disburse with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



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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Implement, maintain, and support information technology hardware and software.		Municipal Governance & Fin Stability		
Secure City information system resources.		Municipal Governance & Fin Stability		
Advise and supply City departments with current effective tools to inform and educate the public.		Municipal Governance & Fin Stability		
Train and empower users to take full advantage of information and technology solutions.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Expand use of Cartegraph for work management and GIS functions across multiple departments			Municipal Governance & Fin Stability	<b>V,O,I,C,E</b>
Migrate remaining Oracle databases to new platforms: Cartegraph, SQL, or cloud			Municipal Governance & Fin Stability	<b>O,I,C</b>
Complete network equipment upgrades			Municipal Governance & Fin Stability	<b>C</b>
Upgrade phone system servers			Municipal Governance & Fin Stability	<b>C</b>
Upgrade storage area network (SAN) solution			Municipal Governance & Fin Stability	<b>C</b>
Design and publish Economic Development website			Municipal Governance & Fin Stability	<b>V,O,I</b>
Collaborate with other departments and provide guidance for City outreach and branding initiatives			Municipal Governance & Fin Stability	<b>V,O,I</b>
Develop broadband plan including City underground conduit			Municipal Governance & Fin Stability	<b>C,E</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
End Users		348	330	335
Desktop and Laptop Computers		293	314	320
Servers: Physical/Virtual		8/44	7/50	7/52

Information Technology  
(IT)



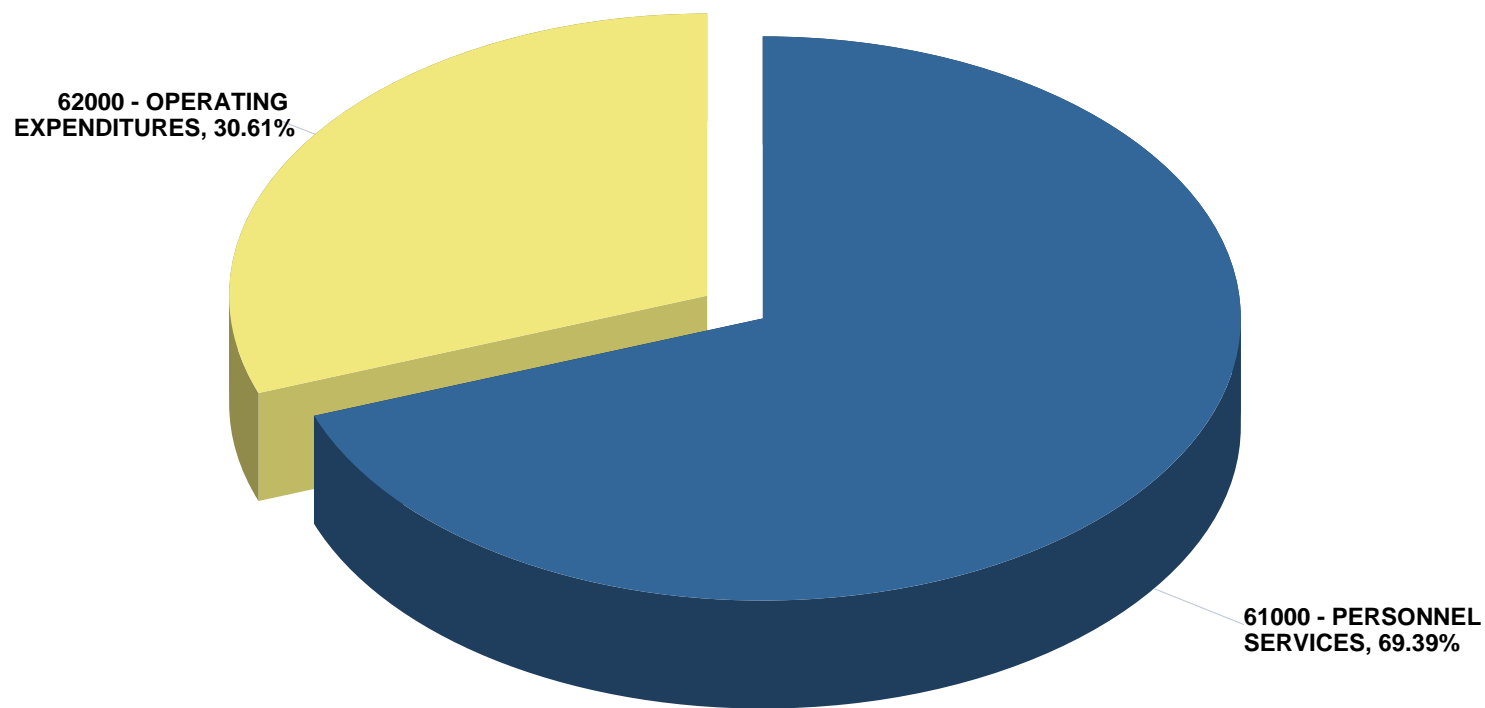
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**INFORMATION TECHNOLOGY**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	830,380	762,341	861,600	857,421	860,944	0	860,944	860,944
62000 - OPERATING EXPENDITURES	307,549	341,558	415,632	414,211	379,781	0	379,781	379,781
<b>Department Total</b>	<b>1,137,928</b>	<b>1,103,899</b>	<b>1,277,232</b>	<b>1,271,632</b>	<b>1,240,725</b>	<b>0</b>	<b>1,240,725</b>	<b>1,240,725</b>

**INFORMATION TECHNOLOGY**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*	
00700	61301	ACM / IMS DIRECTOR	1.00	122,368	
	61302	ASST. IMS DIRECTOR	1.00	98,194	
	61304	HELP DESK TECHNICIAN		1.00	67,242
		TECHNICAL SUPPORT SPECIAL		1.00	66,077
		SYSTEMS ADMINISTRATOR		2.00	155,474
		DATABASE ADMINISTRATOR		1.00	83,526
<b>55 - INFORMATION TECHNOLOGY Total</b>			<b>7.00</b>	<b>592,881</b>	

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>INFORMATION TECHNOLOGY</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	117,159	120,367	122,842	122,368	122,368	0	122,368	122,368
61302 - ASST DEPARTMENT HEAD	94,309	96,589	98,575	98,194	98,194	0	98,194	98,194
61304 - GENERAL PERSONNEL	301,657	311,704	377,319	372,319	372,319	0	372,319	372,319
61307 - PART TIME EMPLOYEES	50,837	0	0	0	0	0	0	0
61401 - TEMPORARY PERSONNEL	31,800	0	0	0	0	0	0	0
61602 - STAND-BY PAY	0	16,093	17,325	16,250	16,350	0	16,350	16,350
61609 - STIPEND	15,526	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	106,174	107,015	120,884	126,521	126,520	0	126,520	126,520
61702 - DENTAL INSURANCE	6,981	7,737	8,237	8,350	8,350	0	8,350	8,350
61703 - RETIREMENT CONTRIBUTIONS	59,178	60,849	68,814	67,470	69,331	0	69,331	69,331
61704 - SOCIAL SECURITY	46,509	41,363	47,009	45,356	46,606	0	46,606	46,606
61705 - WORKERS COMPENSATION	250	16	594	593	906	0	906	906
61901 - RECRUITMENT	0	608	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>830,380</b>	<b>762,341</b>	<b>861,600</b>	<b>857,421</b>	<b>860,944</b>	<b>0</b>	<b>860,944</b>	<b>860,944</b>
62102 - PROFESSIONAL SERVICES	309	6,000	6,000	15,000	6,000	0	6,000	6,000
62103 - TECHNICAL SERVICES	23,762	26,240	76,386	74,108	46,225	0	46,225	46,225
62205 - PC REPLACEMENT CHARGE	3,534	3,769	3,604	3,604	3,682	0	3,682	3,682
62307 - COMPUTER SYS MAINTENANCE	222,087	206,435	242,168	240,216	250,090	0	250,090	250,090
62308 - NETWORK MAINTENANCE	26,040	28,622	49,634	47,416	38,009	0	38,009	38,009
62311 - EQUIPMENT MAINTENANCE	268	146	5,350	5,200	5,200	0	5,200	5,200
62430 - TRAVEL	638	750	1,000	1,000	1,000	0	1,000	1,000
62435 - TRAINING	9,323	983	9,400	8,410	9,400	0	9,400	9,400
62436 - MEETINGS & DUES	942	0	250	0	250	0	250	250
62441 - LOCAL MEALS & MEETING EXP	0	0	250	0	250	0	250	250
62510 - TELEPHONE	4,975	4,052	4,050	3,255	4,050	0	4,050	4,050
62701 - OFFICE SUPPLIES	1,105	1,139	1,000	1,082	1,000	0	1,000	1,000
62710 - POSTAGE	60	250	225	50	225	0	225	225
62744 - MINOR COMPUTER EQUIPMENT	8,297	2,100	5,315	3,110	8,400	0	8,400	8,400
62761 - SOFTWARE	6,209	21,072	11,000	11,760	6,000	0	6,000	6,000
68011 - CAPITAL PROJECT TRANSFER	0	40,000	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>307,549</b>	<b>341,558</b>	<b>415,632</b>	<b>414,211</b>	<b>379,781</b>	<b>0</b>	<b>379,781</b>	<b>379,781</b>
<b>Department Total</b>	<b>1,137,928</b>	<b>1,103,899</b>	<b>1,277,232</b>	<b>1,271,632</b>	<b>1,240,725</b>	<b>0</b>	<b>1,240,725</b>	<b>1,240,725</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
INFORMATION TECHNOLOGY	44109 - DIRECT REIMBURSEMENT	0	0	0	97	0	0
	<b>44000 - CHARGES FOR SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>0</b>	<b>0</b>
<b>INFORMATION TECHNOLOGY Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>0</b>	<b>0</b>

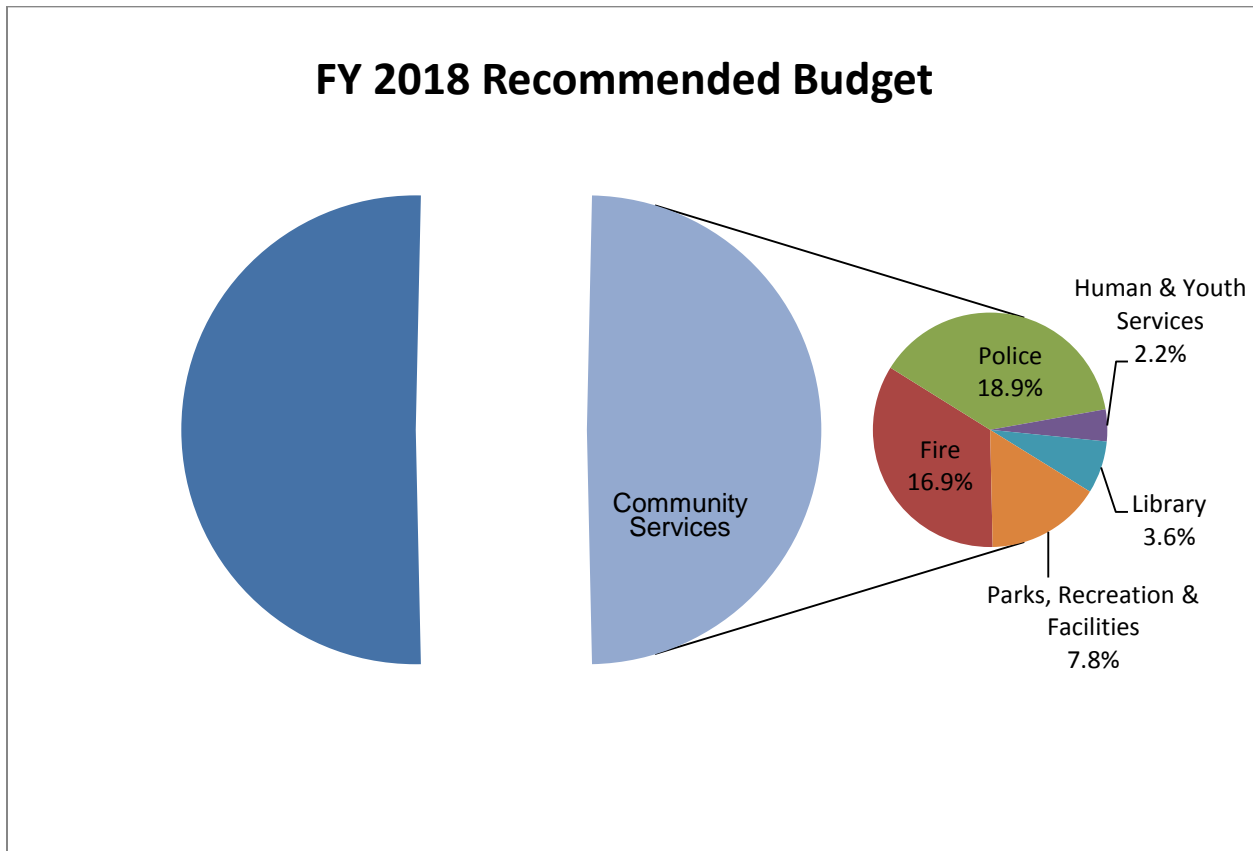
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## Community Services Portfolio

The Community Services portfolio is a grouping of City Departments that provide direct services to the community in the areas of public safety, recreation, cemeteries and facilities, library and human services.

### Department Heads:

Mark F. Howard	Fire Chief
Elizabeth Fox	Assistant City Manager for Community Services/Human & Youth Services Director
Nancy Vincent	Library Director
Andrew Bohannon	Parks, Recreation, Facilities & Cemeteries Director
Steven Russo	Police Chief



<b>Department:</b>	<b>Fire</b>	<b>Fund:</b>	General
<b>Division (s):Cost Center:</b>	All 00800 through 00812		
<b>Mission:</b>	To achieve excellence in emergency response, prevention, education, and community services minimizing loss of life and property damage due to fire, hazardous materials, medical, and other emergencies in a safe, efficient, professional and fiscally responsible manner.		

In FY18 the Department has set objectives to continue to move us forward in the most efficient manner while meeting all of our mission goals. Those objectives include:

- Assessment of staffing to maximize efficiency, safety, and identify needs will be completed by the FD Command Staff.
- Life Safety Inspection Program – year 2, with the roll out of Engine Company level fire safety inspections.
- Apply for all state and federal grants that are available to us.
- Provide public education related to fire safety, CPR, and substance use.
- Complete all required annual testing, certifications, and licensing of personnel, apparatus, and equipment.

In FY18 we expect the following challenges in three specific areas. The first is the recruitment and retention of full time staff and our paid call company staff. Second, is the need for and establishment of a program to be offered to our employees promoting mental-wellness. Finally, what the impact will be on the City due to the current state of the emergency medical ambulance transport services in our region. As demand for services increases and the number of services and personnel decreases there will be a growing demand on the remaining services to answer calls.

To date in FY17 the Fire Department has accomplished a broad range of our objectives for FY17. In August 2016 we started the Life Safety Inspection Program of all multi-family residential and all commercial occupancies. The program is expected to take four years to complete inspections of all occupancies for the first time. Since August we have focused on the larger residential occupancies in the city. We have inspected 60 buildings and over 1200 living units to date.

In FY17 the Department was awarded \$92,220 in grant funds. The 2016 Homeland Security Grant – Haz Mat allocation in the amount of \$24,364 is for the purchase of hazardous materials response related equipment. The Fire Prevention Grant, in the amount of \$67,856, covered overtime costs to train all officers to Fire Inspector I level, instructor costs, class materials, and the purchase of iPads for the inspection program.

The Department has provided public education related to fire safety, cardio pulmonary resuscitation and a juvenile fire starters program. All 2<sup>nd</sup> grade students in the Keene Schools were presented a targeted fire safety program for the age group in the fall of 2016. All 6th grade students at Keene Middle School were also presented an age appropriate juvenile fire starter prevention program. The Department has also provided CPR programs to City employees and the public in FY17. To date the Department has responded to 3,137 incidents. Of those incidents 2,159 are related to care and transport of the sick and injured by ambulance. The remaining 978 incidents are fire, rescue, and hazardous material incident responses.

Our challenges to date in FY17 have included our response to the opiate problem, recruitment of new fulltime personnel, and renewal of ambulance contracts with the six towns that we serve by contract. The department has continued our collaboration with the many agencies related to the opiate response. Our affiliation with the Cheshire County Addiction Assistance Recovery Initiative (ChARRI) and the impact of the services provided to those patients has been positive. The Department has hired four new career members to date in FY17 to replace members that either retired and or resigned. Recruitment and training of great personnel is labor intensive and involves many of our employees to make it successful.

The department has also been working with City staff and the area communities we serve with our ambulance



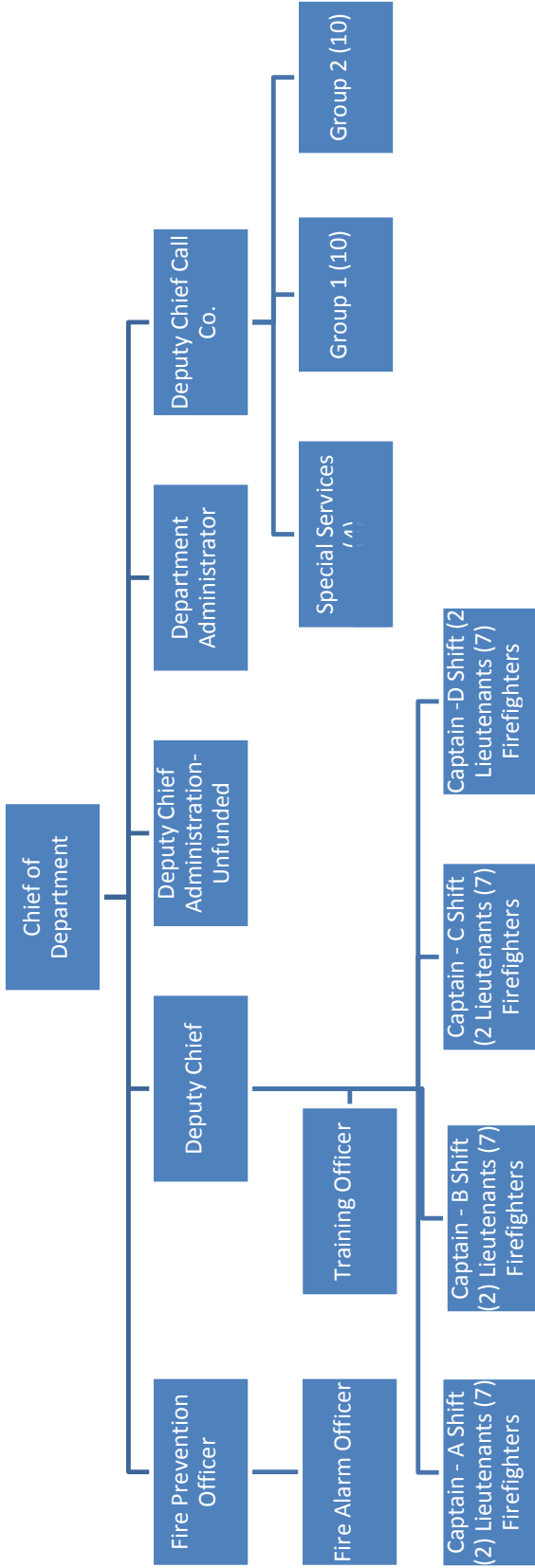
service as the current contracts for that service expire March 31, 2017. A new contract has been proposed to the six towns we serve and we continue to work with them to secure a new three year contract.

In FY16 the Department responded to 4,865 incidents. Of those incidents 1,510 were fire, rescue, and hazardous material response related. The remaining 3,355 incidents were emergency medical responses including motor vehicle accident related calls. In comparison to FY15 the number of incidents rose by 322 incidents in FY16. In FY16 the estimated dollar loss due to fire to property was down from FY15. In FY15 the property loss due to fire was estimated by the Fire Department at \$1,268,225 as compared to a property loss in FY16 estimated at \$719,960 based upon assessed values.

For FY18 as the Department continues to provide emergency response, training, public education, and fire prevention/inspection activities, we will continue to seek efficiencies to maintain our service levels. We will continue to meet the emergency response needs of our residents, businesses, and visitors to our community. The Fire Department's efforts to review and evaluate operations focused toward provision of a cost effective and efficient service while maintaining the safety of responders and the community is our mission.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
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		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue city-wide fire life safety inspection program for all commercial and multi-family residential occupancies. NFPA 1 and NFPA 101 Life Safety Code		RSA-154:2	Safe Community	<b>V,I,E</b>
Complete assessment of staffing to maximize efficiency, safety, and identify needs			Safe Community	<b>V,O,I,E</b>
Continue to pursue State and Federal grant opportunities that are available to the department			Safe Community	<b>C,E</b>
Improve fire response times to incidents - first arriving unit within 4 minutes (per NFPA-1710)			Safe Community	<b>V,E</b>
Complete required training, recertification and licensing of personnel. (NFPA 1500, 1001) (OSHA 1910.12)		RSA-154-A:11	Safe Community	<b>V,E</b>
Complete all required testing, recertification and licensing of apparatus and equipment. (NFPA-1911)			Safe Community	<b>C,E</b>
Provide public education and awareness programs			Safe Community	<b>V,I,E</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17 ** projected</b>	<b>FY18 ** projected</b>
Number of incident responses by fiscal year		4,865	5,020**	5,200**
Arrival of first fire unit under 4 minutes to 90% of Incidents (NFPA 1710)		84.00%	84.20%	90%
Fire Prevention/Fire Alarm Inspections		790	676**	700
Life Safety Inspections Program (Multi Family Residential and Commercial) <b># of Bldgs/ # of Units</b>		N/A	96/1950**	150/1,500
Fire Department Permits		2,114	2,200**	2,200**
Personnel training hours		5,650	6,524**	6,600**

Fire



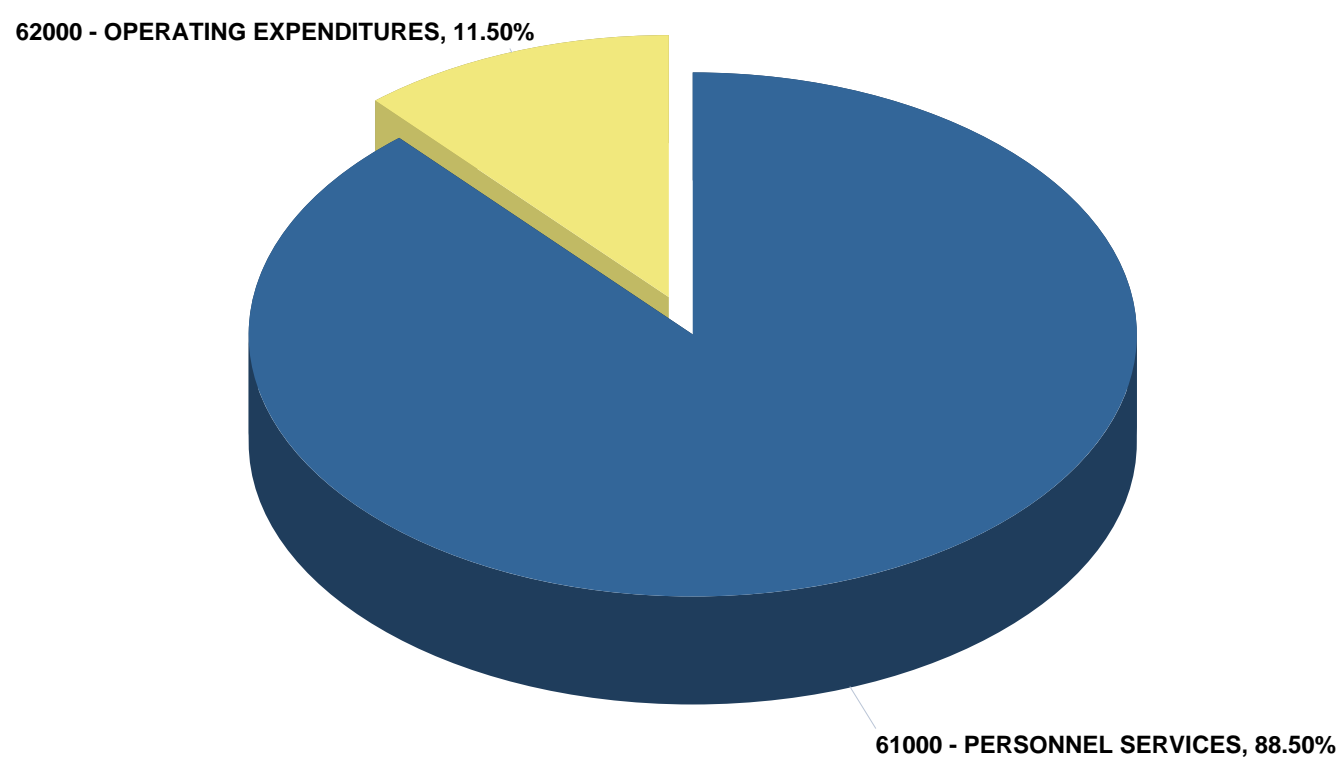
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

FIRE

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	5,597,046	5,553,601	5,775,863	5,602,199	5,850,384	0	5,850,384	5,850,384
62000 - OPERATING EXPENDITURES	687,294	701,835	744,586	744,000	759,895	0	759,895	759,895
<b>Department Total</b>	<b>6,284,340</b>	<b>6,255,436</b>	<b>6,520,449</b>	<b>6,346,199</b>	<b>6,610,279</b>	<b>0</b>	<b>6,610,279</b>	<b>6,610,279</b>

FIRE



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
00800	61301	FIRE CHIEF	1.00	112,056
	61302	DEPUTY CHIEF	1.00	89,607
	61305	FIRE DEPT ADMINISTRATOR	0.50	27,705
00803	61304	FIRE LIEUTENANT	1.00	69,324
00805	61304	FIRE LIEUTENANT	1.00	64,260
00810	61303	FIRE LIEUTENANT	4.00	275,706
		TRAINING OFFICER	0.50	31,742
	61304	FIREFIGHTER/EMT	11.00	580,684
	61305	FIRE DEPT ADMINISTRATOR	0.50	27,705
00811	61303	FIRE LIEUTENANT	3.00	201,195
		TRAINING OFFICER	0.50	31,742
		FIRE CAPTAIN	4.00	312,559
	61304	FIREFIGHTER/EMT	15.00	853,788
00812	61303	FIRE LIEUTENANT	1.00	62,500
	61304	FIREFIGHTER/EMT	2.00	118,609
<b>35 - FIRE Total</b>			<b>46.00</b>	<b>2,859,182</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>FIRE</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	107,473	110,109	112,490	112,490	112,056	0	112,056	112,056
61302 - ASST DEPARTMENT HEAD	82,338	68,014	86,082	86,082	89,607	0	89,607	89,607
61303 - SUPERVISORY PERSONNEL	926,229	879,331	924,962	845,384	915,445	0	915,445	915,445
61304 - GENERAL PERSONNEL	1,650,766	1,579,256	1,746,827	1,521,954	1,686,665	0	1,686,665	1,686,665
61305 - ADMINISTRATIVE PERSONNEL	51,198	54,216	55,623	55,623	55,410	0	55,410	55,410
61307 - PART TIME EMPLOYEES	24,956	29,663	34,000	25,000	34,000	0	34,000	34,000
61317 - CALL PERSONNEL	3,491	0	5,791	5,791	5,791	0	5,791	5,791
61501 - REGULAR OVERTIME	15,234	15,401	14,082	14,528	14,082	0	14,082	14,082
61511 - OT-HAZ MAT TRAINING	0	6,445	10,815	10,815	10,815	0	10,815	10,815
61513 - OT-TRAINING	71,451	73,992	92,400	92,400	92,400	0	92,400	92,400
61520 - OT-VACATION REPLACEMENT	296,743	357,506	218,000	302,536	218,000	0	218,000	218,000
61521 - OT-SICK REPLACEMENT	68,797	38,539	18,500	92,162	18,500	0	18,500	18,500
61522 - OT-PERSONAL DAY REPLACE	49,413	51,034	26,500	56,927	26,500	0	26,500	26,500
61525 - OT-FIRST ALARM	78,230	95,356	40,000	132,736	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	6,001	5,611	5,000	5,000	5,000	0	5,000	5,000
61527 - OT-CALL BACK	27,180	32,115	24,000	38,749	24,000	0	24,000	24,000
61531 - HOLIDAY OVERTIME	0	6,315	13,518	22,250	22,696	0	22,696	22,696
61601 - HOLIDAY PAY	102,227	104,525	108,561	100,987	111,013	0	111,013	111,013
61604 - TRAINING INCENTIVE	79,479	76,938	80,600	80,600	81,900	0	81,900	81,900
61610 - FIRE DEPT INCENTIVES	9,200	12,250	16,390	18,200	17,350	0	17,350	17,350
61701 - HEALTH INSURANCE	794,913	809,779	846,596	734,811	902,090	0	902,090	902,090
61702 - DENTAL INSURANCE	56,324	60,781	64,633	48,115	57,446	0	57,446	57,446
61703 - RETIREMENT CONTRIBUTIONS	5,520	6,079	7,045	7,045	6,306	0	6,306	6,306
61704 - SOCIAL SECURITY	54,184	56,317	59,266	58,034	58,894	0	58,894	58,894
61705 - WORKERS COMPENSATION	40,540	3,126	103,541	104,466	132,723	0	132,723	132,723
61713 - RET - FIRE	994,725	1,020,238	1,060,642	1,028,813	1,111,695	0	1,111,695	1,111,695
61901 - RECRUITMENT	435	665	0	700	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>5,597,046</b>	<b>5,553,601</b>	<b>5,775,863</b>	<b>5,602,199</b>	<b>5,850,384</b>	<b>0</b>	<b>5,850,384</b>	<b>5,850,384</b>
62101 - ADMINISTRATIVE SERVICES	55,907	62,189	54,090	60,000	60,548	0	60,548	60,548
62102 - PROFESSIONAL SERVICES	1,083	1,748	600	500	600	0	600	600
62116 - DISPATCH	204,994	204,419	216,684	216,684	216,684	0	216,684	216,684
62120 - LABORATORY SERVICES	597	0	1,200	1,200	1,200	0	1,200	1,200
62145 - FIRST AID & MEDICAL SVCS	36,593	40,235	36,400	36,400	36,400	0	36,400	36,400
62205 - PC REPLACEMENT CHARGE	14,515	15,773	13,419	13,419	13,329	0	13,329	13,329
62206 - PW FLEET CHARGE	91,921	84,957	85,344	85,344	95,085	0	95,085	95,085

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62301 - OFFICE EQUIPMENT MAINT.	2,571	2,847	3,000	3,000	3,000	0	3,000	3,000
62304 - COMMUNICATIONS EQP MAINT.	4,864	2,054	5,350	5,350	5,350	0	5,350	5,350
62309 - VEHICLE CERTIFICATION	1,902	2,066	2,750	2,089	2,750	0	2,750	2,750
62310 - SAFETY PROGRAM MAINT.	2,801	2,412	4,500	4,500	4,500	0	4,500	4,500
62311 - EQUIPMENT MAINTENANCE	2,248	1,707	8,550	7,800	8,550	0	8,550	8,550
62407 - VEHICLE INSURANCE	10,120	9,735	10,534	10,533	10,534	0	10,534	10,534
62430 - TRAVEL	0	0	500	500	500	0	500	500
62435 - TRAINING	11,950	21,079	24,470	24,000	24,470	0	24,470	24,470
62436 - MEETINGS & DUES	775	1,420	1,280	1,525	1,280	0	1,280	1,280
62438 - LICENSES & CERTIFICATIONS	621	1,017	500	500	500	0	500	500
62439 - PARAMEDIC TUITION	4,200	8,500	8,500	4,000	8,500	0	8,500	8,500
62446 - CLEANING ALLOWANCE	126	34	500	250	500	0	500	500
62447 - PUBLIC AWARENESS	734	0	800	800	800	0	800	800
62498 - USE OF TRUST FUNDS	0	484	250	250	250	0	250	250
62510 - TELEPHONE	13,933	12,340	16,000	16,000	16,000	0	16,000	16,000
62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080
62701 - OFFICE SUPPLIES	1,881	1,612	2,135	2,135	2,135	0	2,135	2,135
62710 - POSTAGE	584	540	600	600	550	0	550	550
62715 - BOOKS AND PERIODICALS	1,679	1,432	1,600	1,580	1,600	0	1,600	1,600
62742 - MINOR COMMUNICATION EQUIP	2,988	7,571	6,000	6,000	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	12,031	13,511	19,000	19,000	19,000	0	19,000	19,000
62755 - UNIFORMS	44,908	34,766	36,350	36,350	36,100	0	36,100	36,100
62756 - PROTECTIVE CLOTHING	20,795	35,213	49,500	49,500	49,500	0	49,500	49,500
62760 - OPERATING SUPPLIES	6,920	11,991	7,500	7,512	7,000	0	7,000	7,000
62763 - VEHICLE SUPPLIES	97,991	80,505	90,600	90,600	90,600	0	90,600	90,600
62765 - OXYGEN	7,233	8,796	6,000	6,000	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	26,749	29,803	29,000	29,000	29,000	0	29,000	29,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>687,294</b>	<b>701,835</b>	<b>744,586</b>	<b>744,000</b>	<b>759,895</b>	<b>0</b>	<b>759,895</b>	<b>759,895</b>
<b>Department Total</b>	<b>6,284,340</b>	<b>6,255,436</b>	<b>6,520,449</b>	<b>6,346,199</b>	<b>6,610,279</b>	<b>0</b>	<b>6,610,279</b>	<b>6,610,279</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended	
FIRE	42116 - HAZ MAT STORAGE PERMITS	17,125	17,400	17,000	17,000	17,000	17,000	
	42202 - FIRE ALARM ACCESS PERMIT	5,010	5,070	5,000	5,000	5,000	5,000	
	42205 - PERMITS	56,070	58,892	52,000	54,000	56,000	56,000	
	<b>42000 - LICENSES/PERMITS/FEES</b>	<b>78,205</b>	<b>81,362</b>	<b>74,000</b>	<b>76,000</b>	<b>78,000</b>	<b>78,000</b>	
	43208 - KEENE STATE COLLEGE	436,822	485,000	497,000	498,822	498,822	498,822	
	43403 - OTHER TOWNS	137,038	152,910	218,709	218,709	208,542	208,542	
	<b>43000 - INTERGOVERNMENTAL</b>	<b>573,860</b>	<b>637,910</b>	<b>715,709</b>	<b>717,531</b>	<b>707,364</b>	<b>707,364</b>	
	44109 - DIRECT REIMBURSEMENT	36,302	9,765	7,500	10	2,000	2,000	
	44113 - REPORTS	460	555	450	565	450	450	
	44123 - AMBULANCE SVCS	872,979	931,521	945,000	952,000	975,000	975,000	
	44124 - FIRE MASTER BOX	73,848	73,440	75,072	75,072	76,296	76,296	
	<b>44000 - CHARGES FOR SERVICES</b>	<b>983,589</b>	<b>1,015,281</b>	<b>1,028,022</b>	<b>1,027,647</b>	<b>1,053,746</b>	<b>1,053,746</b>	
	45107 - FALSE ALARM FINES	0	0	0	300	0	0	
	45201 - FIRE CODE VIOLATIONS	1,425	270	300	625	300	300	
	<b>45000 - FINES &amp; FORFEITS</b>	<b>1,425</b>	<b>270</b>	<b>300</b>	<b>925</b>	<b>300</b>	<b>300</b>	
	46103 - INTEREST: A/R	-141	106	0	0	0	0	
	46404 - DELUGE HOSE TRUST FUND	230	255	222	240	244	244	
	<b>46000 - MISCELLANEOUS</b>	<b>88</b>	<b>361</b>	<b>222</b>	<b>240</b>	<b>244</b>	<b>244</b>	
		<b>FIRE Total</b>	<b>1,637,167</b>	<b>1,735,184</b>	<b>1,818,253</b>	<b>1,822,343</b>	<b>1,839,654</b>	<b>1,839,654</b>

<b>Department:</b>	Human Services	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01000 & 01001		
<b>Mission:</b>	To provide short-term, emergency, and timely assistance to eligible persons in the most economical manner while aiding residents with long-term solutions for returning to a state of financial self-sufficiency.		

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

In FY18 Human Services will focus on working with persons toward financial self-sufficiency thus reducing the burden on City of Keene Taxpayers. Specific components of that work include:

- Assist persons with financial and resource management
- Include skills for finding affordable housing (including costs of utilities) and requirements for maintaining affordable housing into case management
- Expand the Workfare program to give presently unemployed persons a work experience that could lead to permanent employment as well as reimburse the City for assistance received
- Educate persons to increase their understanding of employers' expectations to achieve and retain successful employment
- Collaborate with area service providers to ensure that persons are aware of and applying for all types of assistance for which they may be eligible thus reducing the reliance on City of Keene General Assistance
- Secure additional administrative support

In FY17 Human Services had success with:

- HS staff connected persons with area service providers to meet additional needs and provided comprehensive case management to help persons return to a state of financial self-sufficiency.
- Human Services worked toward achieving greater reimbursements for General Assistance through Social Security, property liens, Medicaid when eligible, and directly from persons when doing so does not cause undue financial hardship. A total of \$30,568 was collected.
- RSA 165 provides the opportunity for "Application of Rents" relating to a property owner's delinquent property taxes and/or water/sewer bills. Through the applied rent process, Human Services was able to apply approved rental assistance toward a property owner's delinquent tax and/or water/sewer bills. In FY16 \$47,842.06 was applied to back taxes and delinquent water/sewer bills. As of this date \$37,727.11 has been applied to FY17 back taxes and delinquent water/sewer bills.
- Human Services saw a significant increase in the numbers of people from the region, as well as the City of Keene, asking for information and referral to area agencies and resources.

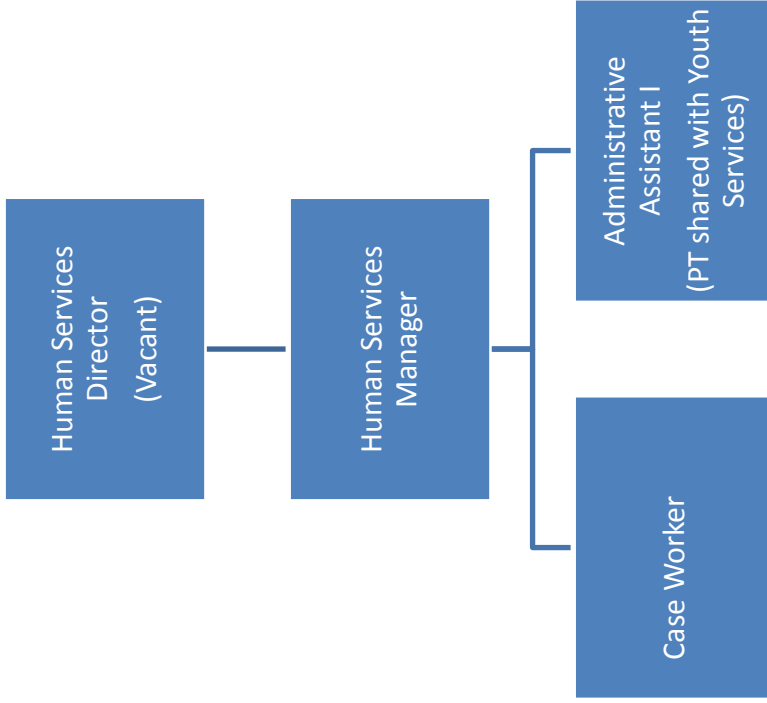
Challenges continue to be:

- Eligibility and case management appointments taking longer because most persons are in a state of crisis with extensive needs. This results in insufficient staff time for follow-up and in helping persons stay on track to achieve financial independence.
- Unfortunately due to Antioch supervision requirements we were unable to secure the intern to provide additional support to those who may be struggling and unable to access, or are ineligible for, other area services, especially mental health services. As more and more persons find themselves in this predicament, it falls on the HS staff to provide more time with information and referral and advocacy.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Administer General Assistance (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		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Provide short-term emergency financial assistance when no other resource is available.		RSA 165	Social Services	V,O,I,C,E
work with GA recipients addressing basic financial literacy, money management and employment readiness, through advocacy and in collaboration with area service providers to reduce the dependence on municipal assistance.		RSA 165	Community Health & Wellness	O,I,E
Continue expansion of the workfare program to include more participants and other City departments.		RSA 165	Social Services	V,C,E
Update GA Guidelines to reflect legislative changes.		RSA 165	Community Health & Wellness	O,I,E
Advocate and help facilitate the process for clients to apply for and secure more affordable housing.		RSA165	Social Services	O,I,E
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Number of Human Services persons receiving General Assistance		3429	4500	5000
Workfare - a work experience that reimburses the City for assistance received. Percentage of participants who achieved permanent employment as a result of this program		60	68	80
Percentage of Workfare participants with permanent disability wanting to reimburse the City for assistance received		20	32	20
Percentage of persons contacting Human Services who receive assistance via Information and Referral, Application, Eligibility appointment, Case Management, Financial assistance		100	100	100
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		47,842	37,727	40,000
Number of Human Services persons participating in holiday, bike and backpack programs			386	400
Medicaid Reimbursements (Changes in expanded Medicaid resulted in less prescription assistance thus fewer opportunities for reimbursement from Medicaid.		\$885	\$467	\$500
SSI Interim Assistance Reimbursements		\$10,375	\$7,000	\$7,000
Other Reimbursements including liens, cash reimbursements		\$19,308	\$8,756	\$12,000



## Human Services



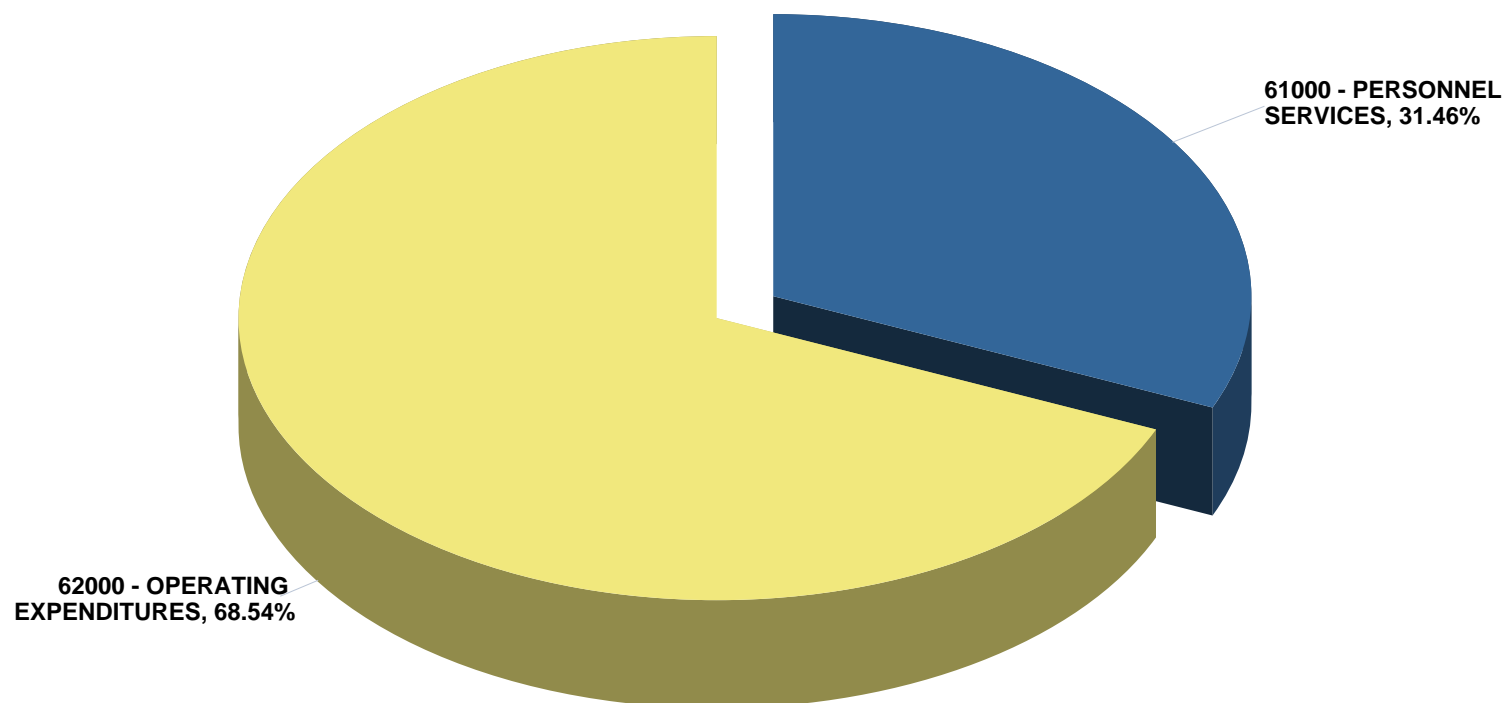
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**HUMAN SERVICES**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	207,747	213,208	223,313	223,313	227,001	0	227,001	227,001
62000 - OPERATING EXPENDITURES	494,948	481,659	493,329	487,728	494,570	0	494,570	494,570
<b>Department Total</b>	<b>702,695</b>	<b>694,867</b>	<b>716,642</b>	<b>711,041</b>	<b>721,571</b>	<b>0</b>	<b>721,571</b>	<b>721,571</b>

**HUMAN SERVICES**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01000	61303	HUMAN SERVICES MANAGER	1.00	75,404
	61304	CASEWORKER	1.00	58,924
	61307	ADMINISTRATIVE ASST I	0.64	27,332
<b>50 - HUMAN SERVICES Total</b>			<b>2.64</b>	<b>161,660</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>HUMAN SERVICES</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61303 - SUPERVISORY PERSONNEL	69,325	74,171	75,696	75,696	75,404	0	75,404	75,404
61304 - GENERAL PERSONNEL	55,561	56,946	57,991	57,991	58,924	0	58,924	58,924
61307 - PART TIME EMPLOYEES	21,895	20,907	26,254	26,254	27,332	0	27,332	27,332
61609 - STIPEND	1,943	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	32,547	33,384	33,802	33,802	35,627	0	35,627	35,627
61702 - DENTAL INSURANCE	1,717	1,917	1,910	1,910	1,821	0	1,821	1,821
61703 - RETIREMENT CONTRIBUTIONS	13,679	14,646	14,933	14,933	15,287	0	15,287	15,287
61704 - SOCIAL SECURITY	10,931	11,049	12,570	12,570	12,367	0	12,367	12,367
61705 - WORKERS COMPENSATION	61	4	158	158	240	0	240	240
61901 - RECRUITMENT	89	184	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>207,747</b>	<b>213,208</b>	<b>223,313</b>	<b>223,313</b>	<b>227,001</b>	<b>0</b>	<b>227,001</b>	<b>227,001</b>
62145 - FIRST AID & MEDICAL SVCS	19,332	4,265	25,000	10,684	12,000	0	12,000	12,000
62148 - DENTAL WORKS	5,000	5,000	7,000	7,000	7,000	0	7,000	7,000
62152 - SCS SHELTER SERVICES	37,500	50,000	50,000	50,000	50,000	0	50,000	50,000
62205 - PC REPLACEMENT CHARGE	752	752	1,006	1,006	1,192	0	1,192	1,192
62416 - PRINTING	200	0	175	150	175	0	175	175
62435 - TRAINING	435	630	350	310	310	0	310	310
62436 - MEETINGS & DUES	80	100	125	110	110	0	110	110
62451 - PERSONAL & HOUSEHOLD	170	635	1,000	1,000	1,000	0	1,000	1,000
62452 - BURIAL, TRANSPORT & MISC.	11,200	10,825	10,000	14,014	14,000	0	14,000	14,000
62453 - HEATING FUEL & UTILITIES	39,147	16,761	33,000	29,386	28,000	0	28,000	28,000
62454 - RENTS	376,370	388,428	361,000	372,500	376,000	0	376,000	376,000
62498 - USE OF TRUST FUNDS	3,018	3,051	3,000	0	3,000	0	3,000	3,000
62510 - TELEPHONE	635	705	675	638	675	0	675	675
62701 - OFFICE SUPPLIES	737	256	700	700	700	0	700	700
62710 - POSTAGE	371	252	250	230	230	0	230	230
62715 - BOOKS AND PERIODICALS	0	0	48	0	178	0	178	178
<b>62000 - OPERATING EXPENDITURES</b>	<b>494,948</b>	<b>481,659</b>	<b>493,329</b>	<b>487,728</b>	<b>494,570</b>	<b>0</b>	<b>494,570</b>	<b>494,570</b>
<b>Department Total</b>	<b>702,695</b>	<b>694,867</b>	<b>716,642</b>	<b>711,041</b>	<b>721,571</b>	<b>0</b>	<b>721,571</b>	<b>721,571</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
HUMAN SERVICES	44109 - DIRECT REIMBURSEMENT	24,079	31,536	14,500	9,000	12,500	12,500
	44138 - SSI INTERIM ASSISTANCE	5,527	8,940	6,500	5,087	6,700	6,700
	44139 - MEDICAID REIMBURSEMENTS	0	884	0	0	0	0
	<b>44000 - CHARGES FOR SERVICES</b>	<b>29,606</b>	<b>41,359</b>	<b>21,000</b>	<b>14,087</b>	<b>19,200</b>	<b>19,200</b>
	46403 - CHARITABLE TRUST FUND	2,877	3,051	2,787	2,869	2,928	2,928
	<b>46000 - MISCELLANEOUS</b>	<b>2,877</b>	<b>3,051</b>	<b>2,787</b>	<b>2,869</b>	<b>2,928</b>	<b>2,928</b>
<b>HUMAN SERVICES Total</b>		<b>32,484</b>	<b>44,410</b>	<b>23,787</b>	<b>16,956</b>	<b>22,128</b>	<b>22,128</b>

<b>Department:</b>	<b>Library</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01100		
<b>Mission:</b>	To provide free, open and convenient access for all Keene Residents to acquire information for growth in their personal knowledge, for life-long learning and enjoyment, for the fulfillment of informational needs, desires and curiosities, and for enhancing quality of life in the community.		

The Keene Public Library is a vital community resource. The Library provides access for all Keene residents who want to read, learn, or connect with the community throughout their lives. The Library is a vibrant institution, bridging the digital divide, making information in electronic and paper form freely available, and providing services and programs to people of all ages and abilities. All Library services coordinate with the Community Master Plan's Educational goals. Arts and Culture, Diversity, and Leadership goals are also supported by the variety of library and community programs.

In FY18, the Library Renovation and Addition project will continue to be the major focus, with construction anticipated to begin in summer 2017. The successful completion of the Library Renovation and Addition Project will ensure that the Library can provide 21<sup>st</sup> Century library services by expanding its capacity to be a center for learning, creativity, fostering community, and giving community members access to tools and technology that are not easily accessible in their homes. In 2014 the Library became a Maker Corps library. Librarians and interns have received training and have offered many programs in very limited space. Included in the plan is a makerspace, a designated area where patrons of varying ages can work together, alone, or with librarians on special projects. The goal is to allow patrons to learn through experimentation. The expansion will substantially increase the Library's capacity to provide this timely programming. In terms of staffing, it is anticipated that present staff members will receive the necessary training to support the expanded library services. It will be important also to adjust any position opening in order to make sure the education and skills requirements are aligned with the changing needs of the Library.

During renovation, some services will need to be adapted to accommodate the construction schedules. Meeting room and programming spaces will be limited as Heberton Hall will not be available during the Library Annex renovation and Cheshire TV will occupy the Kay Fox Meeting Room at the Library.

During FY17, the Keene Library Annex Advisory Committee (KLAAC) worked with Tappé Architects through the design development and construction documents phase of its contract. KLAAC membership includes representation from the Board of Trustees, the Friends of the Library Board and the City. By the Spring 2017, construction and bid documents will be in place in order to be ready for a summer construction date. Funding for the project comes from three sources: The Capital Campaign, the City Capital Improvement Program, and New Market Tax Credits. The Capital Campaign is projected to make its goal in FY17 but will continue to be in place through the 3 year pledge cycle and if necessary will continue its public phase in FY18.

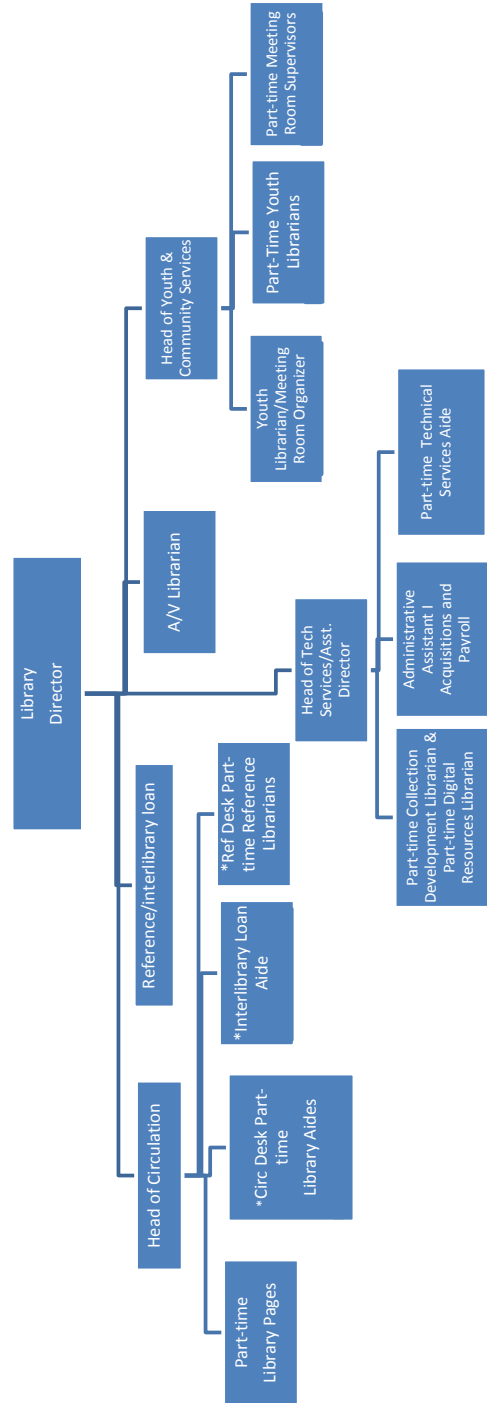
### **Background**

The Library will continue to offer quality services on a daily basis, providing materials in a variety of formats for all age groups. The Library website provides access to Library and local information remotely. We offer public access computers and a wide range of programming for all ages, with an emphasis on the very young and teens. The Library will continue to collaborate with schools and community groups, offering programs, and tours, and visiting schools. Digital resources and the ability to help the members of the community utilize the latest technologies are essential components of library service. For many, the Library serves as their only access to online resources. Knowing that the need for technology in everyday lives will continue to evolve, the Library will plan carefully to incorporate these technologies. Keene-Link, a partnership with Keene State College library, provides a shared catalog (Keene-Link) and offers reciprocal borrowing privileges. Keene-Link uses an Innovative Interfaces software product called Millenium. As this product is no longer being updated, a committee comprised of City and College library staff is reviewing product options for its replacement.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Provide an excellent collection including classic and high-demand materials in print, audio, video, and electronic formats for people of all ages and abilities and backgrounds.			Education	
Assist patrons of all ages with information research and reader advisory services both in-house and remotely through the library website, public access computers, and community meeting space.			Education	
Introduce the youngest members of the community to reading and learning activities through library programs, and encourage digital literacy at all levels throughout the community.			Education	
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Maintain funding for purchasing library materials based on an ongoing evaluation of new formats and the appropriate collection balance, with the target of replacing 5% of library materials yearly including increasing the availability of e-books			Education	I, E
Provide and promote use of electronic information databases with remote access as appropriate			Education	I, E
Maintain and promote a comprehensive series of high-quality library programs that support and empower adults and children to the highest level of community involvement. (These will be limited during the library renovation project)			Education	I, E, O
Provide meeting spaces for community use. (These will be limited during the library renovation project)			Education	I, C
Develop a staffing plan for the newly renovated library, reassigning staff as needed			Historic & Cultural	V, O, C, E
Working with staff from Mason Library at Keene State College, continue to plan for replacement of our current shared Integrated Library System software (Millennium)			Education	I, E
Provide public access to computers and internet and offer assistance and training in evolving technologies			Education	I
Offer staff training to support each staff member's training goals as detailed in the Performance Evaluation			Education	V
Continue the cooperative landscaping project with the Homestead Garden Club and the Keene High School Horticulture Class for beautification of library grounds			Open Space/Greenway Connect	I, C
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Circulation, including downloadable books		278,494	270,000	270,000
Usage of online databases and website visits		41,082	44,000	45,000*
Library programs for adults and children and number of people attending*		725/11,061	725/12,000	600/10,000*
Number of times City/community groups held events in the Library or Library Annex*		992	992	700*
Number of people attending City/community programs*		9,932	9,932	8000*
Number of library card holders (does not include KSC community of approx. 6,000)		18,101	18,500	18,500*
Use of library public access computers		20,348	20,400	21,000*
Number of reference questions answered in-house and via library website		15,236/500	15,500/600	15,500/600*

\* Meeting room space will be limited during renovation. Estimates for meetings and programs have been reduced

# Library



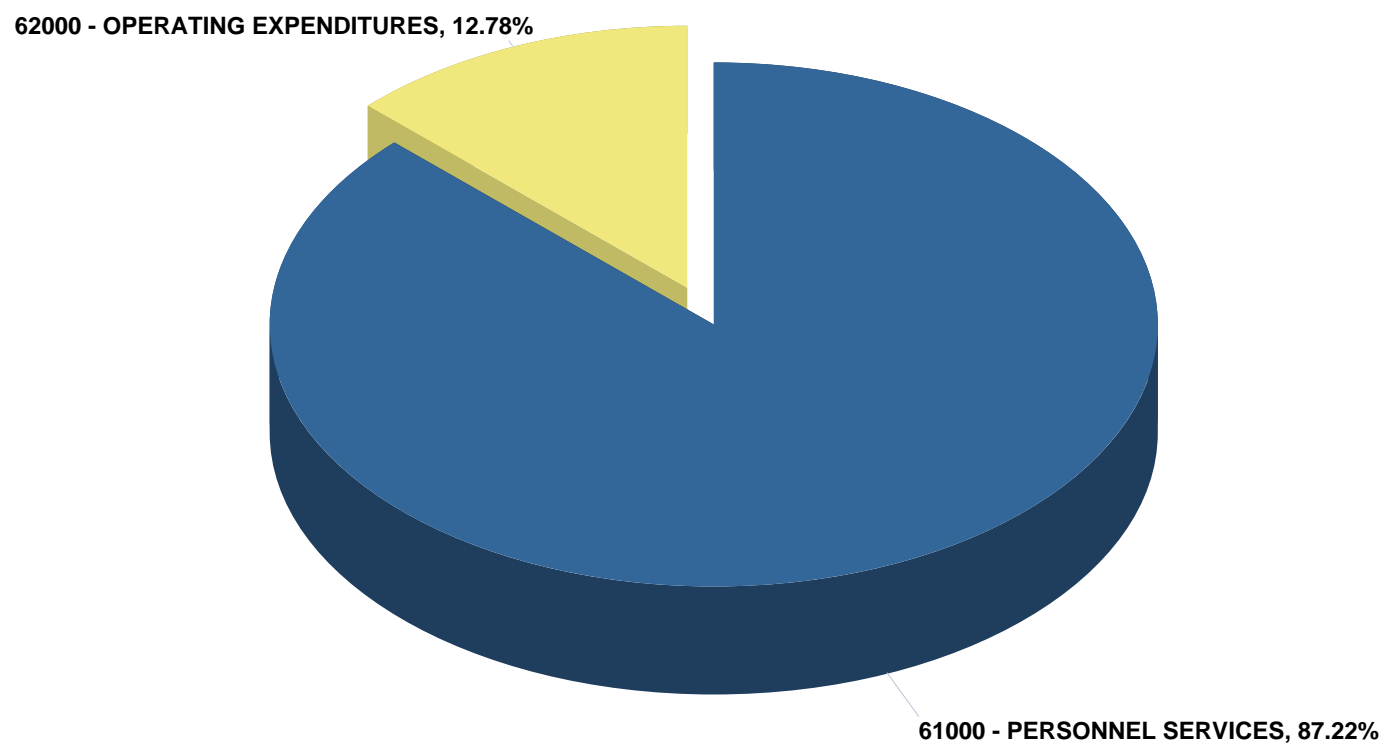
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

LIBRARY

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	1,092,335	1,127,612	1,201,887	1,202,843	1,218,229	0	1,218,229	1,218,229
62000 - OPERATING EXPENDITURES	180,468	186,443	178,387	177,281	178,496	0	178,496	178,496
<b>Department Total</b>	<b>1,272,802</b>	<b>1,314,055</b>	<b>1,380,274</b>	<b>1,380,124</b>	<b>1,396,725</b>	<b>0</b>	<b>1,396,725</b>	<b>1,396,725</b>

LIBRARY



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01100	61301	LIBRARY DIRECTOR	1.00	102,613
	61303	LIBRARIAN 2	2.00	132,154
		LIBRARIAN III	1.00	72,157
	61304	LIBRARIAN I	3.00	173,709
	61305	ADMINISTRATIVE ASSISTANT	1.00	43,785
	61307	LIBRARIAN I	0.80	38,255
		LIBRARIAN 2	1.27	73,334
<b>60 - LIBRARY Total</b>			<b>10.07</b>	<b>636,007</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>LIBRARY</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	98,553	100,936	103,011	103,010	102,613	0	102,613	102,613
61303 - SUPERVISORY PERSONNEL	195,177	202,829	205,102	205,102	204,311	0	204,311	204,311
61304 - GENERAL PERSONNEL	160,930	169,762	174,340	174,399	173,709	0	173,709	173,709
61305 - ADMINISTRATIVE PERSONNEL	36,365	38,684	41,234	41,233	43,785	0	43,785	43,785
61307 - PART TIME EMPLOYEES	354,305	363,299	416,437	416,436	421,982	0	421,982	421,982
61701 - HEALTH INSURANCE	121,462	120,205	121,738	121,738	129,236	0	129,236	129,236
61702 - DENTAL INSURANCE	6,927	8,132	8,106	8,105	7,607	0	7,607	7,607
61703 - RETIREMENT CONTRIBUTIONS	53,156	56,874	58,496	58,496	59,679	0	59,679	59,679
61704 - SOCIAL SECURITY	63,768	66,107	71,919	71,919	72,400	0	72,400	72,400
61705 - WORKERS COMPENSATION	383	27	905	905	1,407	0	1,407	1,407
61901 - RECRUITMENT	1,308	757	600	1,500	1,500	0	1,500	1,500
<b>61000 - PERSONNEL SERVICES</b>	<b>1,092,335</b>	<b>1,127,612</b>	<b>1,201,887</b>	<b>1,202,843</b>	<b>1,218,229</b>	<b>0</b>	<b>1,218,229</b>	<b>1,218,229</b>
62205 - PC REPLACEMENT CHARGE	7,600	7,920	8,381	8,381	8,490	0	8,490	8,490
62301 - OFFICE EQUIPMENT MAINT.	3,007	3,562	3,256	4,500	3,256	0	3,256	3,256
62435 - TRAINING	0	0	250	100	250	0	250	250
62436 - MEETINGS & DUES	30	69	400	200	400	0	400	400
62498 - USE OF TRUST FUNDS	7,517	11,394	3,500	3,500	3,500	0	3,500	3,500
62510 - TELEPHONE	3,397	3,069	4,000	3,500	4,000	0	4,000	4,000
62701 - OFFICE SUPPLIES	6,114	5,373	6,500	6,000	6,500	0	6,500	6,500
62703 - LOST MATERIAL REPLACEMENT	3,179	3,363	4,000	4,000	4,000	0	4,000	4,000
62704 - BOOK MENDING SUPPLIES	1,726	3,346	2,900	2,900	2,900	0	2,900	2,900
62710 - POSTAGE	3,280	3,772	3,000	2,000	3,000	0	3,000	3,000
62715 - BOOKS AND PERIODICALS	141,823	143,882	141,550	141,550	141,550	0	141,550	141,550
62734 - MINOR EQUIPMENT	2,180	102	0	0	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	615	592	650	650	650	0	650	650
<b>62000 - OPERATING EXPENDITURES</b>	<b>180,468</b>	<b>186,443</b>	<b>178,387</b>	<b>177,281</b>	<b>178,496</b>	<b>0</b>	<b>178,496</b>	<b>178,496</b>
<b>Department Total</b>	<b>1,272,802</b>	<b>1,314,055</b>	<b>1,380,274</b>	<b>1,380,124</b>	<b>1,396,725</b>	<b>0</b>	<b>1,396,725</b>	<b>1,396,725</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
LIBRARY	44109 - DIRECT REIMBURSEMENT	0	32	0	103	0	0
	44201 - LIBRARY	2,535	1,740	2,500	2,316	2,500	2,500
	44401 - LIBRARY NON RESIDENT FEE	19,260	18,220	20,000	19,300	21,000	21,000
	<b>44000 - CHARGES FOR SERVICES</b>	<b>21,795</b>	<b>19,992</b>	<b>22,500</b>	<b>21,719</b>	<b>23,500</b>	<b>23,500</b>
	45106 - LIBRARY OVERDUE FINES	26,642	26,167	30,000	27,325	28,000	28,000
	45304 - LOST LIBRARY MATERIALS	3,314	3,665	4,000	3,700	4,000	4,000
	<b>45000 - FINES &amp; FORFEITS</b>	<b>29,956</b>	<b>29,833</b>	<b>34,000</b>	<b>31,025</b>	<b>32,000</b>	<b>32,000</b>
	46407 - LIBRARY TRUST FUND	7,517	11,394	3,500	0	3,500	3,500
	<b>46000 - MISCELLANEOUS</b>	<b>7,517</b>	<b>11,394</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>
	<b>LIBRARY Total</b>	<b>59,268</b>	<b>61,219</b>	<b>60,000</b>	<b>52,744</b>	<b>59,000</b>	<b>59,000</b>

<b>Department:</b>	<b>Parks, Recreation &amp; Facilities</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	Parks, Recreation & Cemeteries 01200 through 01314		
<b>Mission:</b>	To provide community services to the citizens of Keene with a quality park and cemetery system, balanced environmental stewardship and diverse programming that inspires and supports active lifestyles for all ages throughout their lifespan.		

The Parks, Recreation and Facilities Department builds community through a variety of programs and infrastructures. These opportunities provide social equity for all the citizens to enjoy while meeting the mission on a daily basis. In 2016, the Department kicked off many new initiatives to help serve the public more effectively. These included implementing and introducing new software systems to enhance customer service interactions. RecDesk provides opportunities for those looking to register for recreation programs. The administrative software allows the Department to gain valuable data that the Department can use to provide stronger program offerings. Additionally, Cartegraph creates an asset management system for the Parks and Cemeteries divisions that will allow for the collection of strategic data on the day to day work flow. It also allows citizens to report problems through the software app called YourGov that can be downloaded and utilized to any smart phone.

Technology allows the Department to move forward and provide a quality of life that is outlined within the Department's mission statement. Focusing on the four key points that align the mission with the Active and Passive Recreation Management Plan, these concepts drive daily priorities. The community services provided by the Department create social equity, provide health and wellness opportunities, and ensure the conservation lands are being maintained. Being stewards of the City's resources allows the Department to maintain a high level of service to the community.

Providing programs across the life span of the citizens has continued with the collaboration of many diverse organizations. The Capital Improvement Program for Fiscal Year 18 will include a Feasibility Study of an expanded collaboration that includes making renovations to the Recreation Center and expanding program opportunities as many have reached maximum capacity. The idea of creating a multi-generational facility will allow for more diverse programming and active living, embracing the ideals of Healthy Monadnock 2020. The Center will create a sense of place that provides identity to a community.

The services provided in the park system remain a challenge to meet the demand of the current uses. Improvements continue to be made in Wheelock Park with the construction of the new concession stand, ADA compliant restrooms at Durling Field and additional restrooms near the tennis courts. These improvements will service a venue that is heavily used for local, state, and regional tournaments. Assessments will be done to the lighting system within the park to explore the option of utilizing more energy efficient fixtures. Once the assessment is completed, the Department will work over a designated period of time with local leagues to create a capital campaign to fund the replacement of the lights on each of the fields. This program will then be introduced through upcoming fiscal cycles of the Capital Improvement Program.

The trail system will have significant impacts during the upcoming year. The South Bridge, a State of NH funded project, connecting South with Swanzey will open in the spring of 2017. Collaboration with Swanzey to explore a greater presence for marketing the region's premier trail system continues to be explored. The addition of the Cheshire Rail Trail Phase 3 Loop Project will connect Summit Road via the Ami Brown Road to the Cheshire Rail Trail and will enable users to either travel north to Westmoreland or south to City Center, thus creating the loop with the larger trail network.

The introduction of a sponsorship policy has created new opportunities to expand the services offered by the Department and provides the necessary revenue to achieve new programming to meet the dynamic needs of our community. Stronger collaboration between Youth Services and the Recreation divisions will prove to enhance and target specific age demographics not previously reached. Additionally, the city-wide Spirit of Place initiative continues to provide an avenue to collaborate with local community and business leaders to further improve our parks, trails, and community at large.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		Align w/CMP		
Provide community services to assist organizations that focus on the health and well being of all citizens.			Community Health & Wellness	
Coordinate and maintain the safety and quality of trails, ballfields, parks, forested lands, park buildings, play equipment, pools, and other recreational areas.			Community Health & Wellness	
Maintain and improve cemetery grounds, roads, and buildings; provide professional interment services and accurate burial records.			Community Health & Wellness	
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		STATUTE	CMP	VOICE
Continue to follow recommendations in the Master Plan toward increasing our level of service			Leadership	C, E
Continue to collaborate and increase program opportunities focused on health and wellness			Community Health & Wellness	I, C
Continue to grow the after school program by encouraging healthy lifestyles			Community Health & Wellness	C
Enhance community services through expansion of outreach and sponsorship initiatives			Community Health & Wellness	I, C
Continue to maintain and promote the multi-use trail system to increase usage			Open Space/Greenway Connect	C
Implement a Comprehensive Maintenance Management System for operations efficiency			Infrastructure	V,C, E
Continue the development of a turf management program in the parks and cemeteries			Open Space/Greenway Connect	C
Develop new and expand existing City inter-department programs			Leadership	C
<b>METRICS:</b>		FY16	FY17	FY18
Youth program participants: after school and summer programs		280	280	280
Recreation and Park Volunteers		375	375	350
Acres maintained through turf program		90	90	90
Recreation Facility Rentals		142	160	160
Youth and Adult sport league participants - basketball, flag football, indoor soccer, soccer, volleyball, kickball, and middle school PAL		800	850	1,000
Recreation Trip Participation		114	114	150
Swim Lessons		200	200	200
Cemetery Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED		246	202	157
Cemetery Sales		44	45	38
Cemetery Burials		116	115	129

<b>Department:</b>	<b>Parks, Recreation &amp; Facilities</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	Facilities 01325 through 01336		
<b>Mission:</b>	To provide the community and City employees with clean, safe, and efficiently operated municipal buildings.		

The Facilities Division together with other City divisions has moved to an asset management based software system called Cartegraph. This system allows the division to build upon the previous management systems that have been introduced in recent years, including the Building Condition Survey that provided a blue print for the current Capital Improvement Program request. The software will now associate needed data to build a strong budget analysis for future project implementation.

In 2015, a Capital Improvement Program budget was adopted to move forward a more comprehensive preventative maintenance program. The success of this initiative has been demonstrated through various completed projects in all City facilities. The completion of the Information Technologies data center provides an opportunity for internal efficiencies and service within this department. In addition, boiler replacements have occurred at City Hall and the Police Department. New HVAC units have been installed at the Airport for greater efficiencies at the terminal building.

When new systems are commissioned into service for the City, energy efficiencies are calculated and reviewed to reflect savings either in projects or in long term budget line items. The City continues to work with Honeywell Technologies on the ESCO project that introduced the City to long term cost saving initiatives through energy reduction.

Working with the Purchasing Division, the Facilities Division continues to reach out and work in conjunction with the Keene SAU for joint procurement purchases. This outreach has been rewarded with several bulk purchasing programs for daily maintenance operations of City facilities. In addition to local outreach, contracts with state and national organizations have provided stronger purchasing power for the City.

With an increasing need to find more sustainable practices, the Facilities division continues to work with the City's EP3 program. This group of dedicated employees looks to find various innovative ways for the City to find green practices in its day to day work environments. Included in this effort was the division's acceptance to meet the 10% Challenge from the City's Water Department. This included changing toilet fixtures in several buildings and installing several new water fountains in various facilities.

The Department continues to seek opportunities to streamline technologies so that all buildings are running the same systems programs. The Library project has allowed for yet another facility to conform to this standardization. This process has created greater efficiencies for the entire campus rather than one building. This major renovation project will benefit the community as a resource for generations to come.

The division will continue its efforts to engage in contract services for custodial services and grounds maintenance. These contracts have proven to be beneficial to the City and provide a positive appearance of all the facilities maintained by the division. In addition, these efforts will be evaluated to consider the expansion of additional maintenance services to create greater efficiencies.

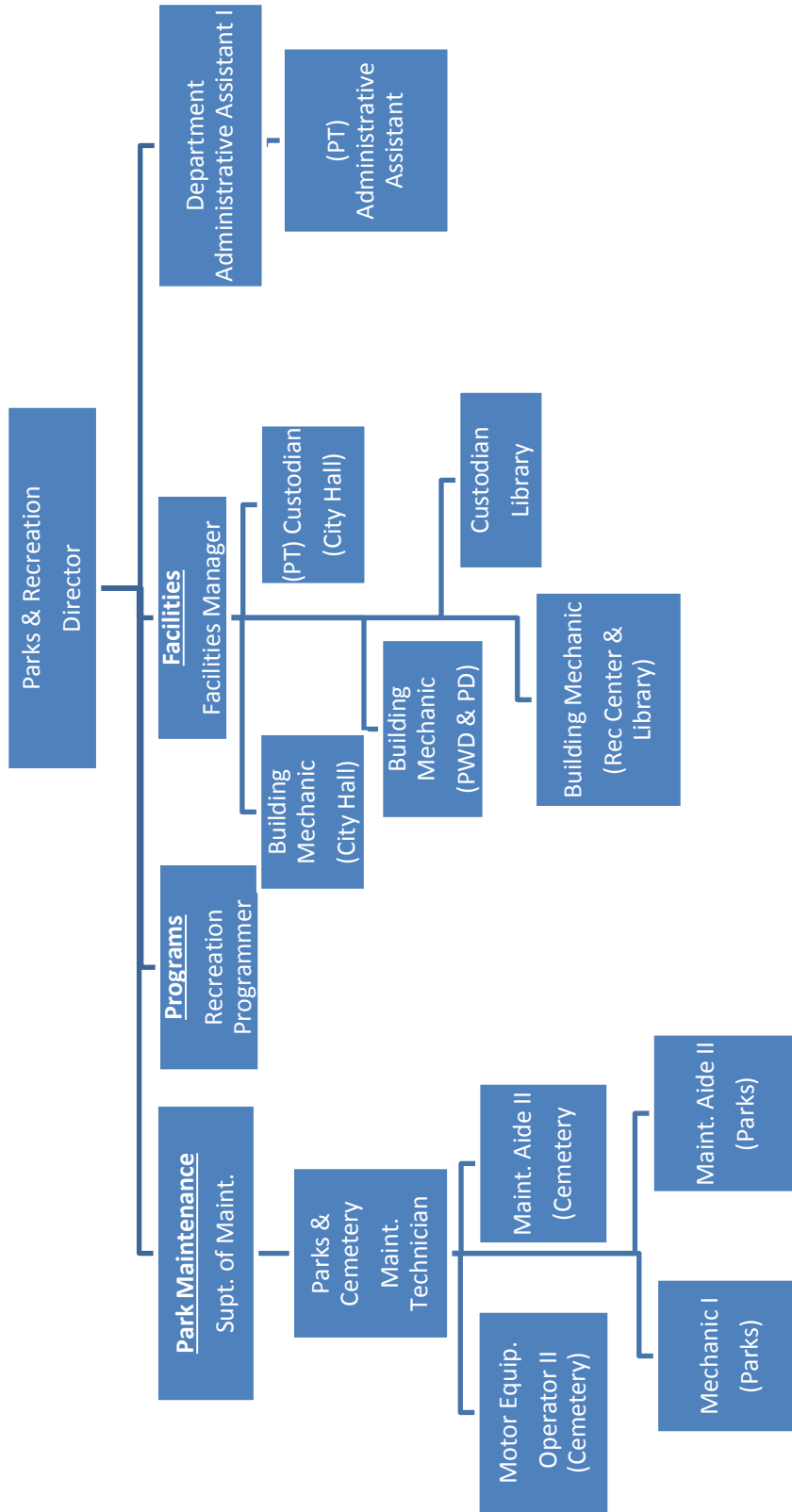
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>	<b>Align w/CMP</b>
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Implement daily cleaning and maintenance of buildings	Infrastructure
Monitor and upgrades building systems for both safety and efficiency	Infrastructure
Assist in identifying and implementing contract repairs, routine cleaning, and maintenance of buildings when appropriate	Infrastructure

<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>	STATUTE	CMP	VOICE
Review and monitor the use of contracted cleaning services		Infrastructure	C, E
Collaborate toward the use of contracted supplies and services with other governmental agencies		Infrastructure	V, C, E
Implement a Comprehensive Maintenance Management System for operations efficiency		Infrastructure	V, C, E
Evaluate opportunities to expand on energy conservation systems		Infrastructure	V, C, E

<b>METRICS:</b>	FY16	FY17	FY18
City staff conforms to adopted custodial Standard Operating Procedures	95%	95%	100%
Contract cleaning service conforms to basic custodial Standard Operating Procedures	95%	100%	100%
Conforms to adopted preventative maintenance Standard Operating Procedures	95%	95%	100%
Work orders submitted	714	748	550
Completed work orders	714	747	550

Parks, Recreation and Facilities



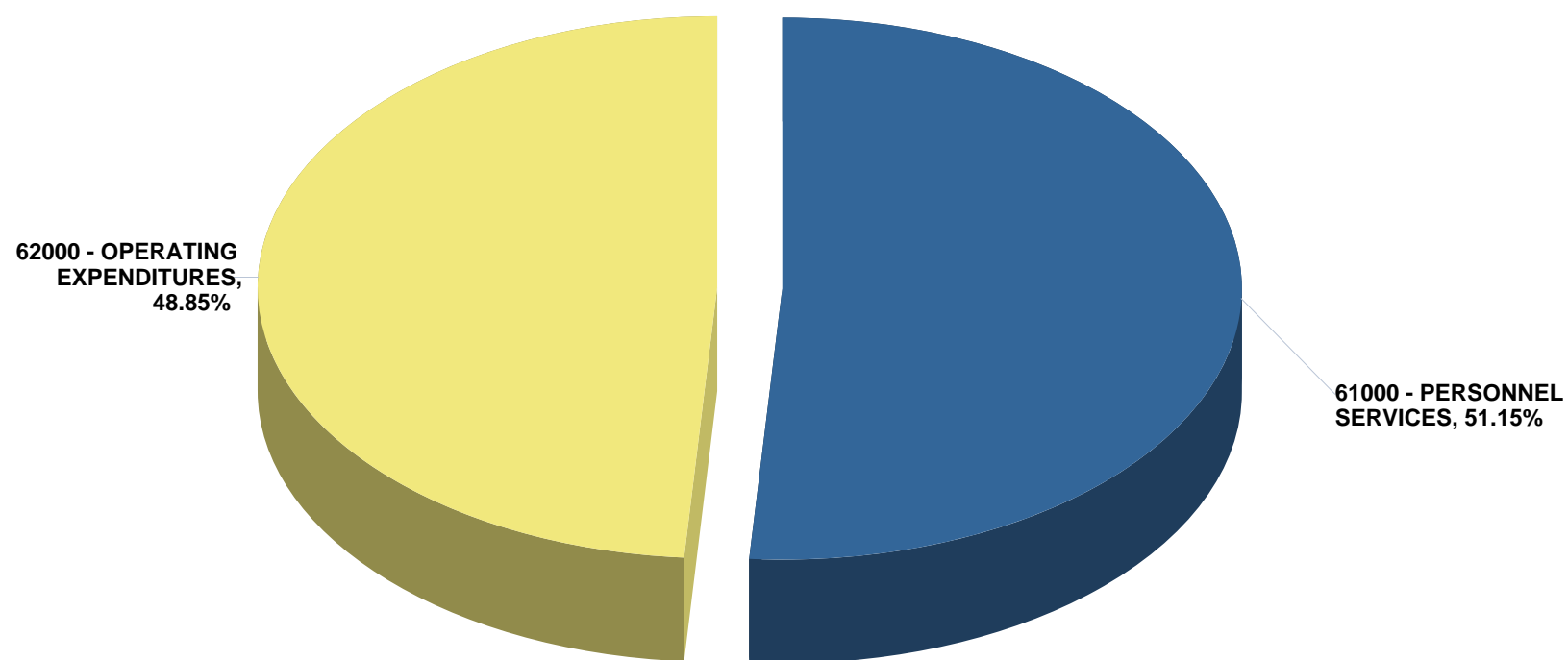
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**PARKS, REC AND FACILITIES**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	1,481,049	1,448,418	1,524,583	1,480,197	1,548,073	16,793	1,564,866	1,564,867
62000 - OPERATING EXPENDITURES	1,277,997	1,384,245	1,454,652	1,443,711	1,494,539	0	1,494,539	1,494,539
<b>Department Total</b>	<b>2,759,046</b>	<b>2,832,663</b>	<b>2,979,236</b>	<b>2,923,908</b>	<b>3,042,612</b>	<b>16,793</b>	<b>3,059,405</b>	<b>3,059,406</b>

PARKS, REC AND FACILITIES



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01200	61301	PARKS, REC & CEMETARY DIR	1.00	102,613
	61305	ADMINISTRATIVE ASST 1 KCE	1.00	39,282
	31307	ADMINISTRATIVE ASSISTANT	0.54	19,779
01201	61303	PARK, REC. SUPT.	0.50	36,079
	61304	MAINTENANCE AIDE II	1.00	43,368
		MECHANIC I	1.00	46,499
		MAINTENANCE TECHNICIAN II	1.00	51,709
01207	61304	RECREATION PROGRAMMER	1.00	69,050
01310	61303	PARK, REC. SUPT.	0.50	36,079
	61304	MAINTENANCE AIDE II	1.00	43,368
		MOTOR EQUIP OPERATOR II	1.00	42,810
01325	61304	MAINTENANCE MANAGER	1.00	74,105
		BUILDING MECHANIC	1.00	47,362
	61307	CUSTODIAN, P/T	0.91	36,015
01328	61304	CUSTODIAN	0.85	31,011
		BUILDING MECHANIC	0.50	20,618
01329	61304	BUILDING MECHANIC	0.50	20,618
01335	61304	BUILDING MECHANIC	1.00	47,362
<b>70 - PARKS, REC AND FACILITIES Total</b>			<b>15.30</b>	<b>807,727</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>PARKS, REC AND FACILITIES</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	98,553	100,936	103,011	103,011	102,613	0	102,613	102,613
61303 - SUPERVISORY PERSONNEL	69,301	71,133	72,436	72,436	72,157	0	72,157	72,157
61304 - GENERAL PERSONNEL	513,934	533,722	548,740	524,119	537,880	9,963	547,843	547,843
61305 - ADMINISTRATIVE PERSONNEL	53,570	50,498	42,458	38,095	39,282	0	39,282	39,282
61307 - PART TIME EMPLOYEES	49,412	50,430	59,188	54,188	55,794	0	55,794	55,794
61308 - SEASONAL HELP	44,743	54,276	75,811	67,110	75,811	0	75,811	75,811
61309 - RECREATION SUPERVISION	54,955	54,772	55,000	53,985	55,000	0	55,000	55,000
61312 - POOL PERSONNEL	38,989	40,653	45,000	44,130	45,000	0	45,000	45,000
61313 - PLAYGROUND PERSONNEL	47,203	45,805	46,000	46,000	46,000	0	46,000	46,000
61314 - CAMP AREA SUPERVISOR	7,310	5,385	7,650	6,975	7,650	0	7,650	7,650
61318 - YOUTH TRAILS PROGRAM	8,569	6,188	7,620	7,620	7,620	0	7,620	7,620
61501 - REGULAR OVERTIME	30,857	21,624	33,300	27,491	33,300	0	33,300	33,300
61609 - STIPEND	9,339	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	224,962	231,534	228,212	230,572	265,479	4,480	269,959	269,959
61702 - DENTAL INSURANCE	12,044	14,393	14,000	12,899	15,466	228	15,694	15,694
61703 - RETIREMENT CONTRIBUTIONS	81,941	86,118	87,942	85,465	84,964	1,134	86,098	86,098
61704 - SOCIAL SECURITY	77,162	77,651	83,365	88,686	82,475	762	83,237	83,238
61705 - WORKERS COMPENSATION	5,077	363	12,649	12,114	19,382	226	19,608	19,608
61901 - RECRUITMENT	3,501	2,937	2,200	2,495	2,200	0	2,200	2,200
61902 - OUTSIDE AGENCY TEMPS	49,628	0	0	2,806	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>1,481,049</b>	<b>1,448,418</b>	<b>1,524,583</b>	<b>1,480,197</b>	<b>1,548,073</b>	<b>16,793</b>	<b>1,564,866</b>	<b>1,564,867</b>
62102 - PROFESSIONAL SERVICES	4,500	34,326	5,582	7,542	41,000	0	41,000	41,000
62103 - TECHNICAL SERVICES	0	1,063	0	0	12,500	0	12,500	12,500
62115 - ARTISTS & PERFORMERS	6,843	7,094	7,550	7,500	7,550	0	7,550	7,550
62120 - LABORATORY SERVICES	486	210	800	650	800	0	800	800
62142 - TRANSPORTING	1,100	870	2,750	2,250	4,250	0	4,250	4,250
62145 - FIRST AID & MEDICAL SVCS	366	438	500	485	500	0	500	500
62175 - OTHER SERVICES	13,123	15,919	14,000	15,051	14,000	0	14,000	14,000
62201 - JANITORIAL	0	56,302	75,461	77,574	70,936	0	70,936	70,936
62205 - PC REPLACEMENT CHARGE	1,475	1,851	2,396	2,091	3,176	0	3,176	3,176
62206 - PW FLEET CHARGE	175,274	185,373	201,269	201,269	207,354	0	207,354	207,354
62208 - TAXES	17,322	17,641	17,279	17,279	45,070	0	45,070	45,070
62209 - RUBBISH PICK-UP	13,809	16,486	20,264	17,164	20,264	0	20,264	20,264
62301 - OFFICE EQUIPMENT MAINT.	1,383	1,522	0	1,089	0	0	0	0
62311 - EQUIPMENT MAINTENANCE	23,852	29,535	41,432	57,560	33,015	0	33,015	33,015

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62316 - ESCO MAINTENANCE	9,123	15,628	16,044	16,512	16,044	0	16,044	16,044
62317 - EQUIPMENT REPAIR	44,711	20,715	26,912	32,597	26,912	0	26,912	26,912
62318 - BUILDING REPAIR	40,011	102,481	36,180	61,908	29,039	0	29,039	29,039
62340 - GROUNDS MAINTENANCE	14,459	19,550	22,564	22,305	22,564	0	22,564	22,564
62341 - PLAYGROUND MAINTENANCE	2,766	4,980	5,000	4,750	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	133	3,048	1,000	1,253	1,000	0	1,000	1,000
62343 - SIGNAGE	1,397	1,151	1,000	975	1,000	0	1,000	1,000
62344 - TRAIL MAINTENANCE	1,949	6,896	2,000	1,955	2,000	0	2,000	2,000
62350 - BUILDING MAINTENANCE	14,723	51,054	58,998	99,749	32,043	0	32,043	32,043
62372 - TREE/FORESTRY MAINTENANCE	8,450	8,476	9,500	9,600	9,500	0	9,500	9,500
62375 - PERMITS	5,273	4,510	4,891	1,990	4,891	0	4,891	4,891
62416 - PRINTING	3,745	2,197	3,000	2,345	3,000	0	3,000	3,000
62425 - ADVERTISING	587	2,227	1,250	1,895	1,250	0	1,250	1,250
62430 - TRAVEL	301	111	800	235	800	0	800	800
62435 - TRAINING	2,088	3,016	3,000	1,700	3,000	0	3,000	3,000
62436 - MEETINGS & DUES	2,604	3,014	3,100	3,077	4,100	0	4,100	4,100
62445 - PHOTOGRAPHY & PROCESSING	47	106	200	112	200	0	200	200
62498 - USE OF TRUST FUNDS	3,530	4,240	0	0	0	0	0	0
62501 - WATER	25,669	28,315	28,168	28,720	28,168	0	28,168	28,168
62502 - SEWER	35,000	33,535	28,290	26,729	28,290	0	28,290	28,290
62503 - ELECTRICITY	320,541	318,960	364,155	319,452	364,422	0	364,422	364,422
62504 - HEATING FUEL	303,538	177,310	283,114	215,551	282,647	0	282,647	282,647
62506 - FIRELINE / HYDRANTS	5,491	8,619	7,129	7,129	7,129	0	7,129	7,129
62510 - TELEPHONE	7,826	8,552	6,550	7,587	6,550	0	6,550	6,550
62602 - OFFICE SPACE RENTAL	12,000	12,000	12,000	12,000	12,000	0	12,000	12,000
62604 - EQUIPMENT RENTAL	33	0	500	930	500	0	500	500
62607 - RENTAL VEHICLES	5,030	6,486	9,000	8,756	9,000	0	9,000	9,000
62701 - OFFICE SUPPLIES	1,069	1,746	1,100	985	1,100	0	1,100	1,100
62710 - POSTAGE	256	151	350	100	350	0	350	350
62733 - TOOLS	1,758	1,051	1,650	2,429	1,650	0	1,650	1,650
62734 - MINOR EQUIPMENT	46,456	41,312	2,400	25,858	2,400	0	2,400	2,400
62735 - BUILDING MAINT. SUPPLIES	12,501	11,319	19,000	15,286	19,200	0	19,200	19,200
62736 - GROUNDS MAINT SUPPLIES	33,877	30,091	47,423	45,342	44,273	0	44,273	44,273
62737 - JANITORIAL SUPPLIES	19,085	20,141	20,568	19,913	20,568	0	20,568	20,568
62740 - OTHER MAINT. SUPPLIES	2,756	2,087	2,300	2,325	2,300	0	2,300	2,300
62755 - UNIFORMS	3,338	4,519	5,700	5,220	5,700	0	5,700	5,700
62756 - PROTECTIVE CLOTHING	1,169	1,420	1,500	1,495	1,500	0	1,500	1,500
62760 - OPERATING SUPPLIES	3,146	3,616	3,500	3,495	3,500	0	3,500	3,500

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62764 - CHEMICALS	4,660	7,478	5,600	3,900	5,600	0	5,600	5,600
62775 - PLAYGROUND MATERIAL	3,809	3,788	4,000	3,925	4,000	0	4,000	4,000
62776 - HANDICPD ATHLETE SUPPLIES	274	1,219	3,034	3,115	0	0	0	0
62778 - ATHLETIC SUPPLIES	5,227	1,953	2,000	1,876	10,034	0	10,034	10,034
62779 - GAME ROOM SUPPLIES	762	650	1,000	985	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	697	695	1,000	813	1,000	0	1,000	1,000
62783 - YOUTH TRAILS PROGRAM SUP.	4	404	300	285	300	0	300	300
62784 - CATCH PROGRAM	1,089	1,106	1,000	698	1,000	0	1,000	1,000
64206 - MINOR IMPROVEMENTS	5,506	8,695	7,600	8,350	7,600	0	7,600	7,600
68011 - CAPITAL PROJECT TRANSFER	0	25,000	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,277,997</b>	<b>1,384,245</b>	<b>1,454,652</b>	<b>1,443,711</b>	<b>1,494,539</b>	<b>0</b>	<b>1,494,539</b>	<b>1,494,539</b>
<b>Department Total</b>	<b>2,759,046</b>	<b>2,832,663</b>	<b>2,979,236</b>	<b>2,923,908</b>	<b>3,042,612</b>	<b>16,793</b>	<b>3,059,405</b>	<b>3,059,406</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
PARKS, REC AND FACILITIES	44109 - DIRECT REIMBURSEMENT	16,587	16,165	10,500	14,602	10,500	10,500
	44111 - PROGRAMS	101,202	103,039	103,500	105,000	112,500	112,500
	44112 - EQUIPMENT CHARGES	0	300	0	500	0	0
	44122 - INTERMENTS	33,334	31,028	24,000	25,500	25,500	25,500
	44131 - REPAIRS	15	145	0	0	0	0
	44203 - RECREATION CENTER	27,598	26,060	28,500	24,500	30,500	30,500
	44205 - SUMNER KNIGHT CHAPEL FEE	85	85	0	0	0	0
	44301 - CAMPGROUNDS	28,573	20,778	25,300	23,850	25,300	25,300
	44302 - BALL FIELDS	10,215	8,238	7,000	6,893	8,200	8,200
	44303 - BALL FIELD LIGHTS	3,352	5,285	5,250	6,500	7,000	7,000
	44304 - POOLS	20,565	20,382	24,000	20,400	24,000	24,000
	<b>44000 - CHARGES FOR SERVICES</b>	<b>241,525</b>	<b>231,505</b>	<b>228,050</b>	<b>227,745</b>	<b>243,500</b>	<b>243,500</b>
	46103 - INTEREST: A/R	714	-382	0	0	0	0
	46317 - 350 MARLBORO RENTS	228,949	215,270	220,313	220,917	223,399	223,399
	46401 - CEMETERY TRUST FUND	73,519	86,174	75,468	81,275	82,244	82,244
	46405 - DOWNTOWN MEM TREE TRST FD	1,527	0	0	0	0	0
	46406 - FLOWER TRUST FUND	3,530	3,912	3,419	3,679	3,755	3,755
	46408 - PARKS & REC TRUST FUND	3,451	3,825	3,343	3,597	3,671	3,671
	46410 - SUMNER KNIGHT CHPL TST FD	4,464	4,947	4,246	3,528	4,748	4,748
	46412 - LOT SALES	0	0	0	4,850	0	0
<b>46000 - MISCELLANEOUS</b>	<b>316,154</b>	<b>313,745</b>	<b>306,789</b>	<b>317,846</b>	<b>317,817</b>	<b>317,817</b>	
<b>PARKS, REC AND FACILITIES Total</b>		<b>557,679</b>	<b>545,250</b>	<b>534,839</b>	<b>545,591</b>	<b>561,317</b>	<b>561,317</b>

<b>Department:</b>	<b>Police</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01400,01401,01402,01403,01405,01407,01408		
<b>Mission:</b>	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.		

The services provided by the Keene Police Department are undertaken to contribute to the safety and security of the community. Protecting life, property, and maintaining order within the City are our top priorities as we work to make Keene safe for its residents, and inviting to those who visit. It is also our mission to treat everyone with respect and fairness.

In 2016, the Department responded to 30,042 calls for service; making 1,637 arrests, completing 501 reportable accident reports, responding to many more that did not require a State accident report, and completing 2,851 offense reports. A total of 3,409 training hours was conducted for personnel; training that is required by statute, policy, and to maintain the level of skill required in carrying out our duties effectively and professionally.

An Accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA), the Keene Police Department continues the practice of self-assessment and improvement based upon best practices in the field of law enforcement. In March of 2016 the Department received its re-accreditation.

The opioid epidemic remains a focal point for the Department and we remain committed to our local, state and federal law-enforcement partnerships aimed at reducing the supply of these dangerous drugs by arresting and prosecuting those who deal in them. Additionally, we continue to maintain our community partnerships that strive to reduce the demand for these substances through meaningful treatment programs. Finally, we collected and safely disposed of 1,914 pounds of unused, expired, or unwanted medication.

Recruitment continues to be a challenge and a focus area for our department. We continue to hold our belief that hiring the right people, with the right temperament, to do these jobs; coupled with providing high quality training and equipment and holding each of the Department members to well established nationally accepted professional standards remains the key to allowing us to complete our mission.

Through collaboration with Keene State College and other city departments such as fire and code we continued to focus on strategies designed to help reduce problematic behavior in off-campus housing areas. We believe 2016 showed yet more progress in this area and we will look to continue to build upon those successes going forward.

We look forward to continuing to serve this community with a high degree of commitment, dedication, and professionalism. We remain committed to the belief that each of our sworn officers are empowered and encouraged to embody community policing principles and practices in the course of their duties.

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

<p><u>Public Safety:</u> Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, and community event planning and security; all of which contribute to the maintenance of public order in fulfillment of the goals outlined in the Keene Comprehensive Master Plan.</p>	<p>Safe Community</p>
<p><u>Law Enforcement:</u> Achieved through enforcement of criminal laws, City Ordinances, and through criminal investigations consistent with the standards of the NH Police Standards and Training Council and CALEA best practices.</p>	<p>Safe Community</p>
<p><u>Prosecution:</u> Achieved through the preparation, participation, and prosecution of criminal cases in the 8th Circuit-District Division-Keene and Cheshire County Superior Courts commensurate with our law enforcement responsibilities.</p>	<p>Safe Community</p>

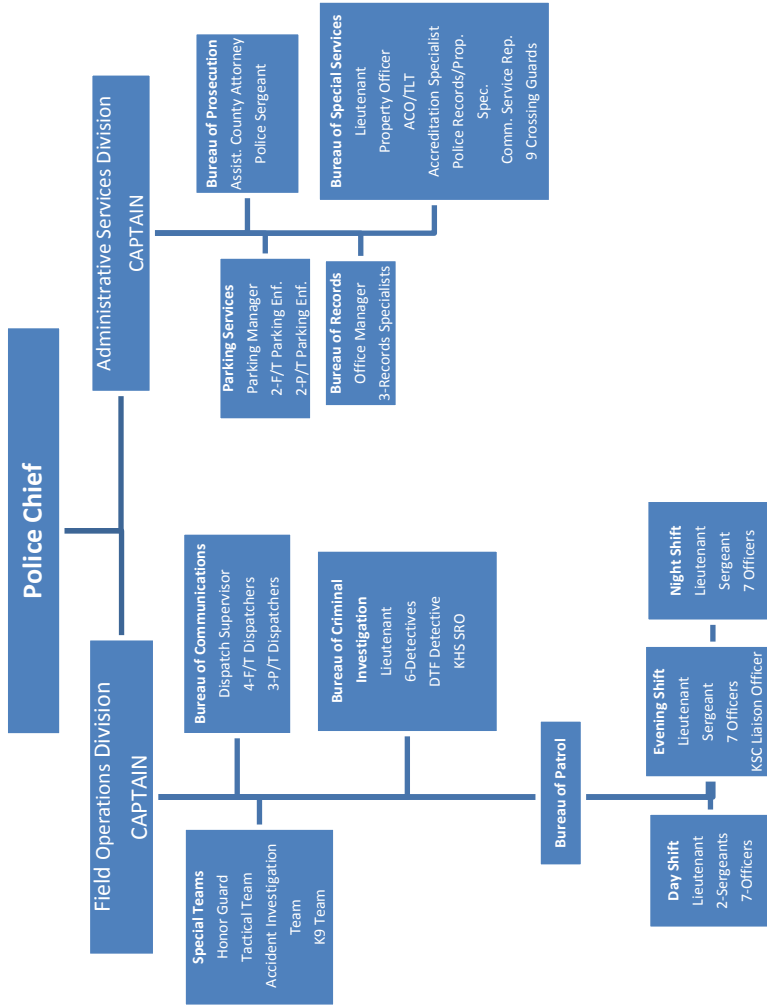
**FISCAL YEAR 2017/2018 OBJECTIVES:**

	STATUTE	CMP	VOICE
Identify efforts through which we can collaborate with the public and other partners to problem-solve issues within the City		Leadership	O,I,E
Identify safety and quality of life issues and develop initiatives to combat them.		Safe Community	O,I,E
Self-assessment and evaluation consistent with maintaining our CALEA Accrediation standards		Leadership	O,I,C,E
Maintain recruiting, hiring, and training efforts.		Leadership	V,E

**METRICS:**

	FY16	FY17	FY18
Calls for Service	29,855	30,042	30,000
Arrests	1,618	1,637	1,625
Offense Reports	2,935	2,851	2,900
Reportable Motor Vehicle Accidents	505	501	500
Training Hours	5,060	3,409	4,200

# Police



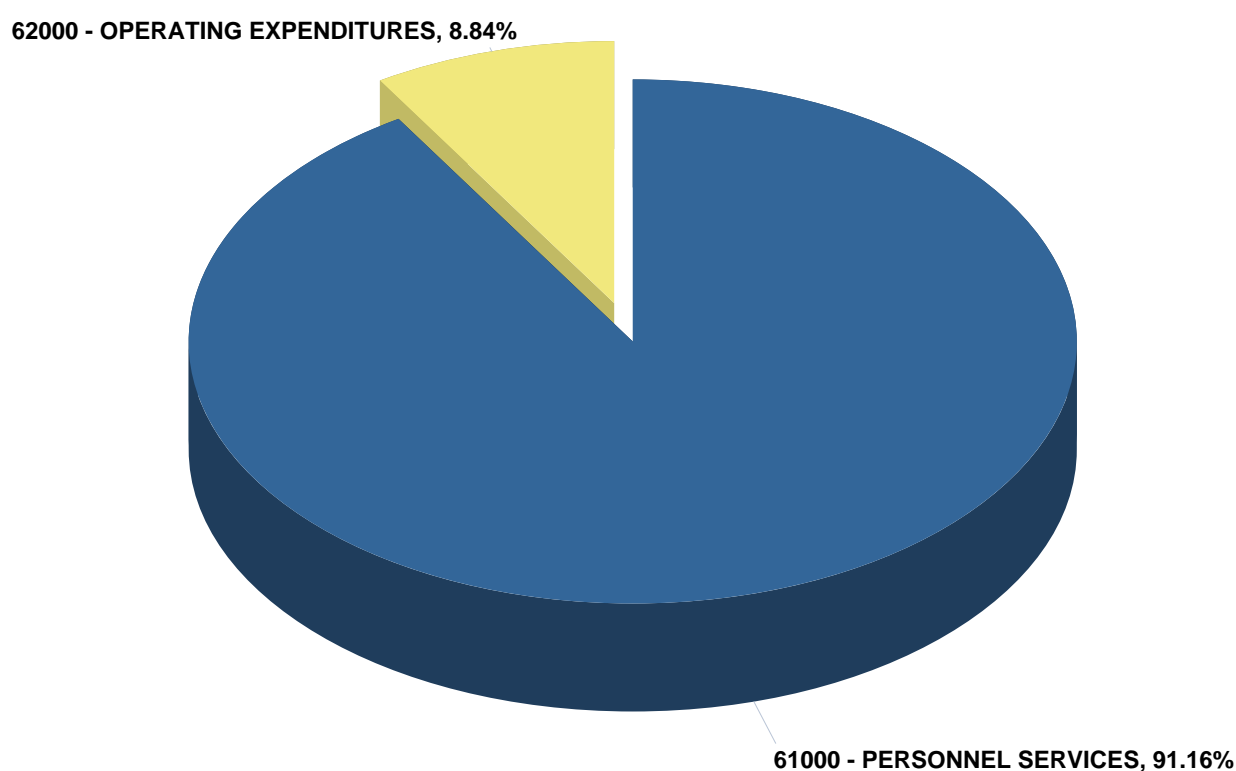
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

POLICE

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	6,110,023	6,169,380	6,583,431	5,920,595	6,753,922	0	6,753,922	6,753,922
62000 - OPERATING EXPENDITURES	639,446	661,873	660,258	591,565	655,210	0	655,210	655,210
<b>Department Total</b>	<b>6,749,469</b>	<b>6,831,254</b>	<b>7,243,689</b>	<b>6,512,161</b>	<b>7,409,133</b>	<b>0</b>	<b>7,409,133</b>	<b>7,409,133</b>

POLICE



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01400	61301	POLICE CHIEF	1.00	112,056
	61303	POLICE CAPTAIN	1.00	98,194
	61305	POLICE RECORDS SPECIALIST OFFICE MANAGER	3.00 1.00	135,738 55,410
01401	61303	DISPATCH SUPERVIOR	1.00	54,437
	61304	POLICE DISPATCHER	1.00	190,127
01403	61303	POLICE SGT	4.00	301,896
		POLICE LT	3.00	260,379
		POLICE CAPTAIN	1.00	98,194
	61304	POLICE OFFICER	23.00	1,399,448
01405	61303	POLICE LT	1.00	86,793
	61304	TRAFFIC SAFTEY SPEC / ANI	1.00	56,386
		POLICE OFFICER	2.00	131,250
	61307	POLICE RECORDS PROPERTY POLICE ADMIN / ACCRED SPE	0.90 0.85	41,181 44,056
01407	61303	POLICE LT	1.00	86,793
	61304	POLICE OFFICER	6.00	393,750
	61305	ADMIN SPEC / CRIMINAL INT	1.00	51,628
01408	61303	POLICE SGT	1.00	75,474
<b>80 - POLICE Total</b>			<b>53.75</b>	<b>3,673,190</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>POLICE</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	145,861	108,884	112,490	108,165	112,056	0	112,056	112,056
61303 - SUPERVISORY PERSONNEL	941,616	956,369	1,054,507	1,002,468	1,062,160	0	1,062,160	1,062,160
61304 - GENERAL PERSONNEL	2,014,461	2,025,086	2,249,789	1,856,230	2,170,961	0	2,170,961	2,170,961
61305 - ADMINISTRATIVE PERSONNEL	268,815	235,751	240,022	227,396	242,776	0	242,776	242,776
61306 - HOURLY PERSONNEL	71,134	71,149	77,685	62,284	77,685	0	77,685	77,685
61307 - PART TIME EMPLOYEES	54,067	100,508	96,382	87,581	97,835	0	97,835	97,835
61501 - REGULAR OVERTIME	86,625	112,420	89,000	77,071	89,000	0	89,000	89,000
61502 - DOUBLE OVERTIME	4,085	4,226	5,300	8,240	5,300	0	5,300	5,300
61506 - REIMBURSABLE DETAIL	82,792	42,262	46,649	95,521	46,649	0	46,649	46,649
61507 - COURT OVERTIME	46,763	51,687	44,000	40,094	44,000	0	44,000	44,000
61509 - OT-WEAPONS TRAINING	26,871	20,862	25,000	16,572	25,000	0	25,000	25,000
61512 - OT-TACTICAL TEAM TRAINING	20,899	16,039	20,000	9,143	20,000	0	20,000	20,000
61513 - OT-TRAINING	42,363	36,405	37,000	25,447	37,000	0	37,000	37,000
61520 - OT-VACATION REPLACEMENT	90,837	83,091	63,100	88,990	68,100	0	68,100	68,100
61521 - OT-SICK REPLACEMENT	29,194	31,615	28,600	25,040	23,600	0	23,600	23,600
61522 - OT-PERSONAL DAY REPLACE	10,881	20,234	12,300	12,921	12,300	0	12,300	12,300
61529 - OT-SHIFT VACANCIES	29,423	48,647	8,000	15,497	8,000	0	8,000	8,000
61531 - HOLIDAY OVERTIME	24,638	25,938	18,724	25,483	25,584	0	25,584	25,584
61601 - HOLIDAY PAY	139,861	144,704	153,029	140,405	151,893	0	151,893	151,893
61608 - POLICE INCENTIVES	31,700	47,057	50,042	50,833	63,450	0	63,450	63,450
61701 - HEALTH INSURANCE	817,728	835,764	896,034	781,352	965,501	0	965,501	965,501
61702 - DENTAL INSURANCE	56,718	60,704	68,031	50,742	64,156	0	64,156	64,156
61703 - RETIREMENT CONTRIBUTIONS	52,914	55,799	68,181	56,548	67,939	0	67,939	67,939
61704 - SOCIAL SECURITY	100,380	100,199	102,684	102,383	110,198	0	110,198	110,198
61705 - WORKERS COMPENSATION	21,421	1,499	54,182	47,669	81,168	0	81,168	81,168
61714 - RET - POLICE	895,884	924,611	962,359	905,032	1,081,612	0	1,081,612	1,081,612
61901 - RECRUITMENT	2,090	7,867	340	1,488	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>6,110,023</b>	<b>6,169,380</b>	<b>6,583,431</b>	<b>5,920,595</b>	<b>6,753,922</b>	<b>0</b>	<b>6,753,922</b>	<b>6,753,922</b>
62100 - PROFESSIONAL/TECH SVCS	6,855	5,871	7,100	7,000	7,100	0	7,100	7,100
62102 - PROFESSIONAL SERVICES	94,514	95,642	97,491	97,491	97,752	0	97,752	97,752
62103 - TECHNICAL SERVICES	8,499	2,900	9,110	7,800	8,800	0	8,800	8,800
62120 - LABORATORY SERVICES	660	0	400	200	400	0	400	400
62145 - FIRST AID & MEDICAL SVCS	80	0	50	86	50	0	50	50
62175 - OTHER SERVICES	0	243	750	375	750	0	750	750
62177 - JUSTICE OF THE PEACE	393	151	375	375	375	0	375	375

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62205 - PC REPLACEMENT CHARGE	21,428	21,383	18,504	15,861	18,822	0	18,822	18,822
62206 - PW FLEET CHARGE	362,840	365,245	358,474	307,263	357,986	0	357,986	357,986
62301 - OFFICE EQUIPMENT MAINT.	4,133	4,519	4,800	4,753	4,800	0	4,800	4,800
62304 - COMMUNICATIONS EQP MAINT.	4,176	4,228	4,400	3,459	4,400	0	4,400	4,400
62308 - NETWORK MAINTENANCE	0	0	0	0	5,282	0	5,282	5,282
62310 - SAFETY PROGRAM MAINT.	3,712	2,186	5,731	4,114	5,941	0	5,941	5,941
62311 - EQUIPMENT MAINTENANCE	1,018	1,049	1,113	2,160	1,113	0	1,113	1,113
62312 - K-9 UNIT SUPPORT	4,664	4,877	4,500	3,700	4,500	0	4,500	4,500
62319 - BEARCAT MAINTENANCE	0	0	400	0	400	0	400	400
62435 - TRAINING	12,286	22,917	24,000	21,625	24,000	0	24,000	24,000
62436 - MEETINGS & DUES	185	585	600	1,050	600	0	600	600
62445 - PHOTOGRAPHY & PROCESSING	420	764	750	500	750	0	750	750
62446 - CLEANING ALLOWANCE	2,100	1,750	2,100	2,100	2,100	0	2,100	2,100
62447 - PUBLIC AWARENESS	10	0	0	0	0	0	0	0
62503 - ELECTRICITY	6,480	7,174	6,600	5,134	6,600	0	6,600	6,600
62510 - TELEPHONE	13,771	13,886	14,200	11,422	14,200	0	14,200	14,200
62700 - SUPPLIES AND MATERIALS	5,261	4,724	5,165	4,383	5,165	0	5,165	5,165
62701 - OFFICE SUPPLIES	5,400	4,217	6,821	4,818	5,000	0	5,000	5,000
62710 - POSTAGE	3,277	2,147	2,010	1,426	1,949	0	1,949	1,949
62715 - BOOKS AND PERIODICALS	998	647	1,000	800	1,000	0	1,000	1,000
62741 - EVIDENCE SECURITY	875	983	800	700	900	0	900	900
62744 - MINOR COMPUTER EQUIPMENT	343	405	500	250	500	0	500	500
62745 - TACTICAL SUPPLIES	9,059	10,171	9,500	5,000	9,500	0	9,500	9,500
62755 - UNIFORMS	29,185	23,139	30,000	29,716	27,500	0	27,500	27,500
62760 - OPERATING SUPPLIES	0	326	0	0	0	0	0	0
62767 - PRISONER CARE	0	0	25	25	25	0	25	25
62773 - WEAPONS TRAINING SUPPLIES	33,595	46,699	39,040	42,258	33,000	0	33,000	33,000
63401 - VEHICLE ACQUISITION	0	10,000	0	0	0	0	0	0
68008 - GRANT MATCH	3,231	3,045	3,950	5,721	3,950	0	3,950	3,950
<b>62000 - OPERATING EXPENDITURES</b>	<b>639,446</b>	<b>661,873</b>	<b>660,258</b>	<b>591,565</b>	<b>655,210</b>	<b>0</b>	<b>655,210</b>	<b>655,210</b>
<b>Department Total</b>	<b>6,749,469</b>	<b>6,831,254</b>	<b>7,243,689</b>	<b>6,512,161</b>	<b>7,409,133</b>	<b>0</b>	<b>7,409,133</b>	<b>7,409,133</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended	
POLICE	42210 - PISTOL PERMITS	2,300	3,000	2,755	2,931	2,673	2,673	
	<b>42000 - LICENSES/PERMITS/FEES</b>	<b>2,300</b>	<b>3,000</b>	<b>2,755</b>	<b>2,931</b>	<b>2,673</b>	<b>2,673</b>	
	43208 - KEENE STATE COLLEGE	119,019	122,127	125,106	125,106	132,797	132,797	
	43401 - KEENE SCHOOL DISTRICT	81,764	84,658	86,330	86,330	92,098	92,098	
	<b>43000 - INTERGOVERNMENTAL</b>	<b>200,783</b>	<b>206,785</b>	<b>211,436</b>	<b>211,436</b>	<b>224,896</b>	<b>224,896</b>	
	44109 - DIRECT REIMBURSEMENT	96,979	101,280	87,873	87,873	98,742	98,742	
	44113 - REPORTS	628	732	595	629	655	655	
	44114 - PHOTOS/TAPES	140	215	63	522	233	233	
	44134 - DETAIL CHARGES	134,587	63,269	80,252	141,031	96,593	96,593	
	44140 - PD CRIMINAL RECORDS CHECK	140	100	71	86	99	99	
	44141 - PD DISCOVERIES	245	390	295	163	254	254	
	44142 - PD ACCIDENT REPORTS	6,015	6,090	6,098	5,949	6,058	6,058	
	44143 - PD LOG SEARCH	57	50	33	1	0	0	
	44144 - PD FINGERPRINT FEES	6,375	7,485	5,841	5,469	5,805	5,805	
	44146 - PD SPECIAL SEARCH & MISC	0	25	0	43	23	23	
	<b>44000 - CHARGES FOR SERVICES</b>	<b>245,166</b>	<b>179,635</b>	<b>181,121</b>	<b>241,765</b>	<b>208,462</b>	<b>208,462</b>	
	45103 - GENERAL VIOLATIONS - STG1	10,316	0	0	0	0	0	
	45104 - GENERAL VIOLATIONS - STG2	13,900	0	0	0	0	0	
	45105 - COURT FINES	81,979	40,294	52,795	39,054	40,100	40,100	
	45107 - FALSE ALARM FINES	8,175	7,320	11,011	7,097	8,277	8,277	
	45302 - DOG FORFEITURE	2,875	2,750	2,751	5,688	3,016	3,016	
	45305 - SALE EVIDENCE/FOUND PROP	6,734	1,387	2,380	1,016	2,554	2,554	
	<b>45000 - FINES &amp; FORFEITS</b>	<b>123,979</b>	<b>51,751</b>	<b>68,936</b>	<b>52,855</b>	<b>53,946</b>	<b>53,946</b>	
	46103 - INTEREST: A/R	113	40	0	0	0	0	
	<b>46000 - MISCELLANEOUS</b>	<b>113</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>POLICE Total</b>		<b>572,341</b>	<b>441,211</b>	<b>464,248</b>	<b>508,987</b>	<b>489,977</b>	<b>489,977</b>

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

FY 18 Objectives and challenges: Our main objective is to offer prevention and intervention programs to assist our youth and families in this community. Youth Services will continue to intervene with youth and family before they enter the systems of juvenile justice, DCYF, or long-term placement, which is a very cost effective system. Youth Services will continue to work collaboratively to enhance prevention/intervention issues with our local coalitions (Cheshire Coalition for Tobacco Free Communities, Monadnock Alcohol & Drug Coalition (MADAC), Monadnock Voices of Prevention, Futures of Prevention, Monadnock Regional System of Care, New Hampshire Juvenile Court Diversion Network) to support community involvement, and provide resources. The Youth Services Manager will collaborate and coordinate with our local coalitions/agencies to create a more efficient way to communicate and support the efforts that are in place so the community will have better access to substance abuse resources and mental health treatment options. Youth Services received NH funding for a part-time caseworker to help work with our youth and families in our accredited juvenile court diversion program.

Court diversion is generally seen as the most economical and effective means of dealing with youth in trouble and attempts to address problems before they become unmanageable. Our juvenile court diversion program referral numbers are assisted by the NH RSA169 Delinquent Children-B:10 Juvenile Diversion includes provisions for Police and Courts to refer first-time offenders for diversion services. The law states: Prior to filing a delinquency petition with the court, the arresting agency or prosecutor shall screen the petition for participation in diversion. Diversion Programs that are accredited by the Administrative Judge of the Judicial Branch Family Division have met rigorous Accreditation Standards and demonstrated a high level of proficiency within their programs. JCC has been an accredited program since 2012. Since the 1970's, the Keene Juvenile Conference Committee (JCC) one of the oldest in the State has been supported by the community, court system and juvenile justice systems. Youth Services is seeking financial support from the City of Keene to continue the future of this position. The City Council has been supportive and encouraged Youth Services to pursue funding (County, State, and other grants). Our challenge continues to be preventing adolescent problem behaviors and meet the demand for services.

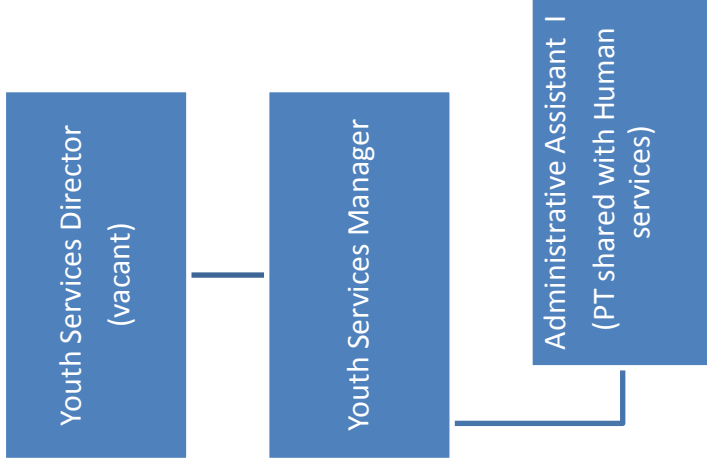
FY 17 Accomplishments and Challenges: This year, 234 youth and families were served in our intervention programs. An average of 98% of youth successfully completed our intervention programs, youth in our diversion program demonstrated 10% or less in recidivism over the last several years. These high rates of success illustrate the effectiveness of intervention with youth/families and sustain a safe, healthy community. Youth Services continues to collaborate with our local agencies/coalitions to assist and be up to date with our severe community mental health and substance crisis. The constant challenge is families that are struggling with severe multiple stressors: mental health, substance abuse issues, jail, prison, long-term treatment, separation, divorce, death, and unstable housing. The current caseload increased with intensity and severity of issues for our intervention programs and is often difficult for one person to be effective in all areas. Staff leverages additional resources by working with college interns, our local agency volunteers, and collaborating with our community coalitions.

### **Background**

Youth Services includes a full-time Manager supported by part-time administrative support. The Manager runs the Juvenile Court Diversion Program, Earn-It Program, Youth Intervention Program (YIP), Summer Youth Program, and Monadnock Teen & Parent Websites. JCC and YIP are partially supported by Cheshire County and the websites are maintained by a website technician and through donations from the Monadnock Alcohol & Drug Abuse Coalition (MADAC). Youth Services has been very successful helping young people and families stay out of the juvenile justice system and continue to provide critical services and programs.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>		
<b>Intervention Programs:</b> Juvenile Court Diversion (JCC) intervention for 1st time offenders 10-18 that is an alternative to formal court proceedings. Earn-It is a victim restitution program for young offenders (12-18) assisting youth to complete community service and restitution for damages youth caused within the community. Youth Intervention program (YIP) an brief intervention program serving ages 7-18 and their families to assist in casemanagement and resources.		Safe Community		
<b>Prevention :</b> <i>Summer Youth Employment (SYE)</i> -a six week summer employment opportunity for approximately 25 Keene youth (age 14-15) who gain first-time work experience through part-time jobs in City of Keene. <a href="http://Monadnockparents.org">Monadnockparents.org</a> and <a href="http://monadnockteens.org">monadnockteens.org</a> websites provides local information, critical resources and healthy activities for youth and families in the Monadnock area.		Safe Community		
<b>Collaboration :</b> Engage community in prevention and early intervention of problematic adolescent behaviors such as drug and alcohol use and abuse, violence, delinquency, and school failure in collaboration with local, regional, and state agencies.		Safe Community		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue early intervention programs that divert youth from the Court system		NH RSA169	Safe Community	V,O,I,
Maintain program completion rates, as well as, recidivism rates: youth who do not reoffend for one year from program completion: JCC-90% & Earn-It -80%			Safe Community	V,C, E
Maintain prevention efforts, teen activities, and Summer Youth Employment that focus on positive youth development, education, and quality services to families			Safe Community	V, E,
Enhance parent education through the city website and the youth/parent websites with a focus on prevention, education, and community feedback			Safe Community	O,I,C,E
Continue collaborating with the local coalitions around prevention/intervention issues in order to create a more effective effort to offer services and resources for the community			Safe Community	O,I,C E
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
The number of JCC Court Diversion & Earn It referrals		44	46	50
Youth complete Juvenile Court Diversion program		90%	92%	94%
The number of Youth and Families served in early intervention programs		190	210	230
Youth complete monetary victim restitution and service work		95%	96%	97%
Summer Youth Employment Program: number of youth employed by the City		31	33	35

## Youth Services



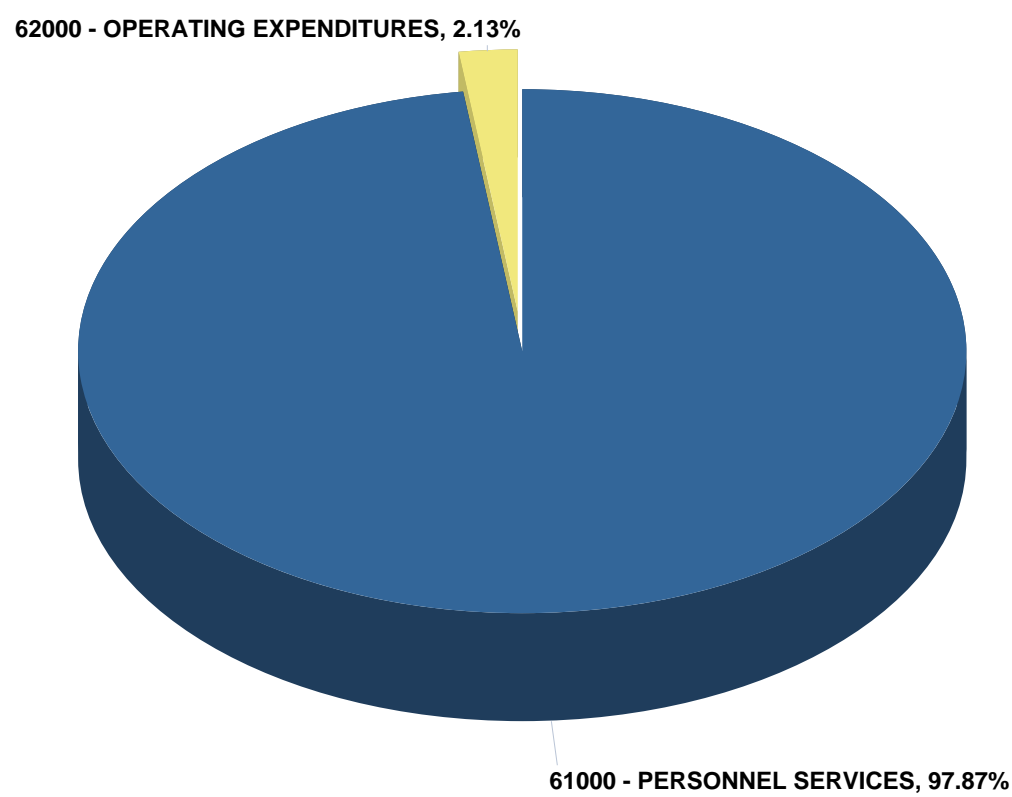
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**YOUTH SERVICES**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	124,427	112,232	120,198	115,734	124,864	0	124,864	124,864
62000 - OPERATING EXPENDITURES	2,824	1,932	2,750	2,828	2,712	0	2,712	2,712
<b>Department Total</b>	<b>127,251</b>	<b>114,164</b>	<b>122,948</b>	<b>118,562</b>	<b>127,576</b>	<b>0</b>	<b>127,576</b>	<b>127,576</b>

**YOUTH SERVICES**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01600	61304	YOUTH SERVICES	1.00	66,077
	61307	ADMINISTRATIVE ASST I	0.27	11,714
<b>90 - YOUTH SERVICES Total</b>			<b>1.27</b>	<b>77,791</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>YOUTH SERVICES</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61304 - GENERAL PERSONNEL	63,461	58,660	66,333	63,345	66,077	0	66,077	66,077
61307 - PART TIME EMPLOYEES	10,316	13,472	11,252	10,957	15,314	0	15,314	15,314
61401 - TEMPORARY PERSONNEL	17,615	17,951	18,800	18,800	18,800	0	18,800	18,800
61609 - STIPEND	1,943	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	15,916	7,989	7,972	7,763	8,499	0	8,499	8,499
61702 - DENTAL INSURANCE	858	530	523	469	478	0	478	478
61703 - RETIREMENT CONTRIBUTIONS	7,051	6,552	7,409	7,076	7,520	0	7,520	7,520
61704 - SOCIAL SECURITY	6,938	6,622	7,373	7,122	7,664	0	7,664	7,664
61705 - WORKERS COMPENSATION	39	3	286	203	512	0	512	512
61901 - RECRUITMENT	290	454	250	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>124,427</b>	<b>112,232</b>	<b>120,198</b>	<b>115,734</b>	<b>124,864</b>	<b>0</b>	<b>124,864</b>	<b>124,864</b>
62102 - PROFESSIONAL SERVICES	224	0	350	340	350	0	350	350
62205 - PC REPLACEMENT CHARGE	550	232	134	134	342	0	342	342
62401 - GENERAL LIABILITY INS	592	592	600	600	600	0	600	600
62416 - PRINTING	150	0	100	143	100	0	100	100
62430 - TRAVEL	351	0	191	191	200	0	200	200
62435 - TRAINING	0	95	500	300	350	0	350	350
62436 - MEETINGS & DUES	258	50	150	150	100	0	100	100
62510 - TELEPHONE	350	726	415	660	360	0	360	360
62701 - OFFICE SUPPLIES	264	202	250	250	250	0	250	250
62710 - POSTAGE	86	35	60	60	60	0	60	60
<b>62000 - OPERATING EXPENDITURES</b>	<b>2,824</b>	<b>1,932</b>	<b>2,750</b>	<b>2,828</b>	<b>2,712</b>	<b>0</b>	<b>2,712</b>	<b>2,712</b>
<b>Department Total</b>	<b>127,251</b>	<b>114,164</b>	<b>122,948</b>	<b>118,562</b>	<b>127,576</b>	<b>0</b>	<b>127,576</b>	<b>127,576</b>



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

<b>Department</b>	<b>Account Title</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Actual</b>	<b>2016 - 2017 Budget</b>	<b>2016 - 2017 Estimate</b>	<b>2017 - 2018 Department Request</b>	<b>2017 - 2018 Manager Recommended</b>
YOUTH SERVICES	43305 - EARN IT / CHINS ABIP /JCC	23,100	23,100	23,000	23,100	23,100	23,100
	<b>43000 - INTERGOVERNMENTAL</b>	<b>23,100</b>	<b>23,100</b>	<b>23,000</b>	<b>23,100</b>	<b>23,100</b>	<b>23,100</b>
<b>YOUTH SERVICES Total</b>		<b>23,100</b>	<b>23,100</b>	<b>23,000</b>	<b>23,100</b>	<b>23,100</b>	<b>23,100</b>

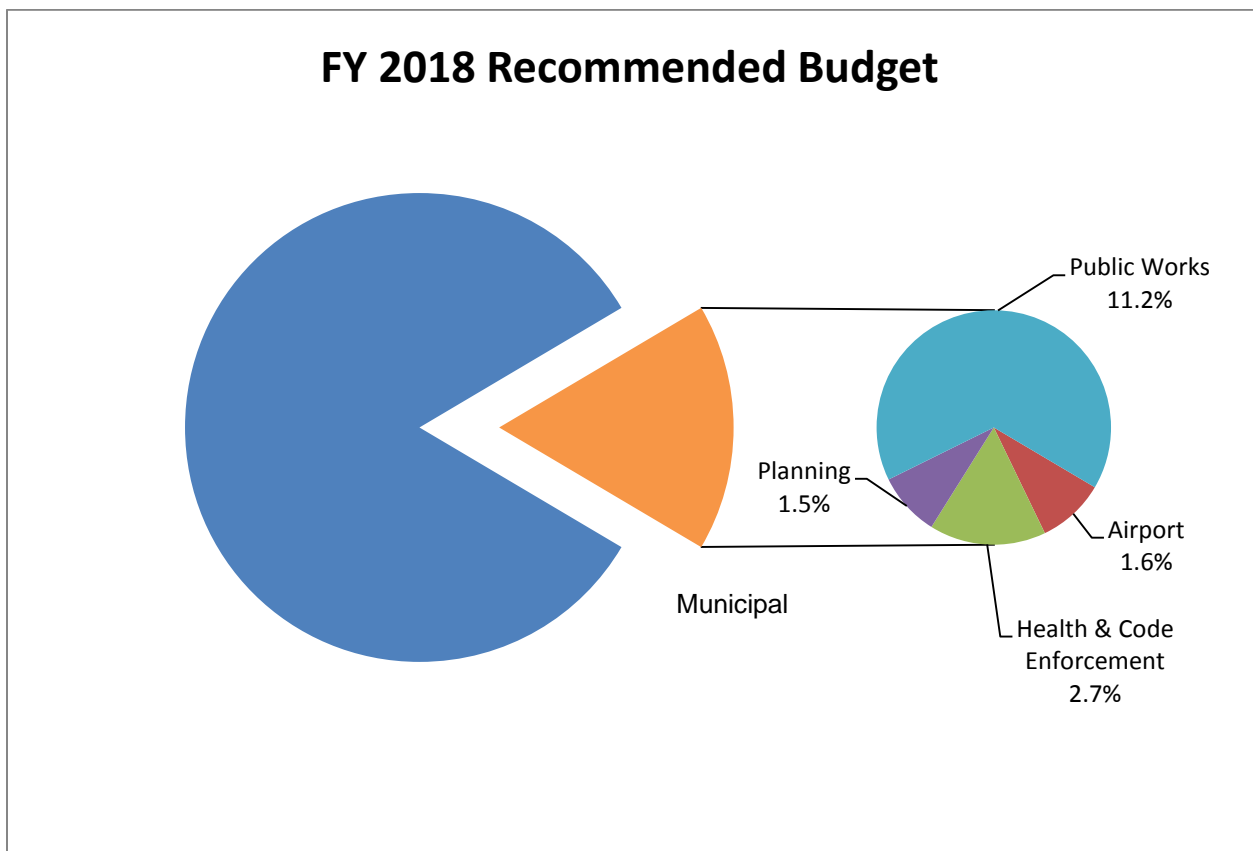
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## Municipal Development Portfolio

The Municipal Development Services portfolio is a grouping of City Departments that provides direct services to the community in the areas of health, code enforcement, planning and all phases of public works.

### Department Heads:

John Wozmak	Airport Manager
John Rogers	Health & Building Safety Director
W. Rhett Lamb	Assistant City Manager for Municipal Development Services/ Planning Director
Kürt Blomquist	Public Works Director & Emergency Management Director



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

The Keene Dillant-Hopkins Airport is a thriving General Aviation airport. Though in transition after the retirement of the Airport Director and City Manager in late 2015, there are an increasing number of positive developments presently underway. After years of vacancy in the terminal restaurant, a restaurateur has leased the space and has opened up The Flight Deck Restaurant. This has provided a much desired service at the airport and has been a major contributor to foot traffic increasing from around 100 people per week to over 1,000 per week. In addition, we lease parking spaces to Thomas Transportation that also brings approximately 100 additional people per week to the airport to wait in the terminal building for pick-up by Thomas Transportation buses and limousines.

The t-hangar lease agreements are being updated to improve administrative efficiency by incorporating automatic renewals with a periodic increase in rent. Calls from prospective tenants are received on a regular basis, which is a good indication of the Keene Airport's popularity with aircraft owners. It is common to have a few t-hangar vacancies as tenants come and go, but occupancy remains high. We offer temporary hangar leases in addition to the more traditional annual lease if demand continues to indicate this need and the space is available. Our pricing has drawn hangar tenants from Nashua, an indication of not only our increased competitiveness but also word spreading that Keene is being developed and marketed.

The so-called "Green Hangar" had some temporary roof repairs and electrical work and has been rented to the current FBO. This hangar, however, will need substantial repairs to siding and will likely need a new roof as the repairs made in 2016 were not intended to be a long-term solution to the leaks.

We anticipate initiating an RFQ process for both engineering services and real estate brokerage as our agent in negotiating land and building lease rates and conditions as well as utilizing a qualified broker to search and cultivate potential development opportunities in concert with the Airport Manager.

### **Background**

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

The Airport facilities are used primarily for the transport of passengers engaged in corporate activities with many charter and corporate jets visiting to conduct commerce, social activities with many charter jets transporting vacationers, snow-birders, and families with children in private schools such as Landmark College and Northfield Mount Herman and finally, recreational activities with charter jet service bringing skiers to regional ski areas in Vermont. While the existence of the Airport has been credited as a major factor in the decision to locate C & S Wholesale Grocers, Inc. headquarters in Keene, it is important to underscore that C&S only represents about 40% of the jet and charter flights that visit Keene.

The Airport also serves as a training ground for future general aviation and commercial pilots and allows for regular recreational flying activities. Fire watch surveillance flights are conducted from the Airport, as well as Medical Mercy Flights, and air ambulance services. The Civil Air Patrol has also been very active in providing community service to the Monadnock Region. Law enforcement agencies as well as the Air National Guard frequently use the Keene Airport to carry out their training missions. These functions ultimately benefit, directly or indirectly, all citizens.

These activities align with the City's Comprehensive Master Plan, which includes providing another access route to the airport (in response to successful development efforts), changing public perception of the airport's proximity to the community, pursuing an economic development strategy for sites surrounding the airport and including it as part of a formal emergency management and preparedness plan.

More specifically, over the next year, work will continue regarding the creation of a regional transportation hub including regional public bus, private bus, and limousine services, car rental, and taxi services all of which will incorporate the downtown shuttle bus services to eliminate the 2-mile gap between downtown and the airport.

Specific development efforts are being launched to recruit companies to the airport including FedEx Express, FedEx Ground, XPO Logistics, Honda Aircraft, Air General, and the Port Authority of New York & New Jersey. Each company has been/will be selected based on an alignment of corporate goals with airport goals. In other words, the companies selected are based on company research and not on mere 'cold-calling'. While efforts at increasing the general aviation use by small planes will continue, meaningful economic development will be realized with significant corporate or charter use in terms of revenue, land leases, and tax base expansion.

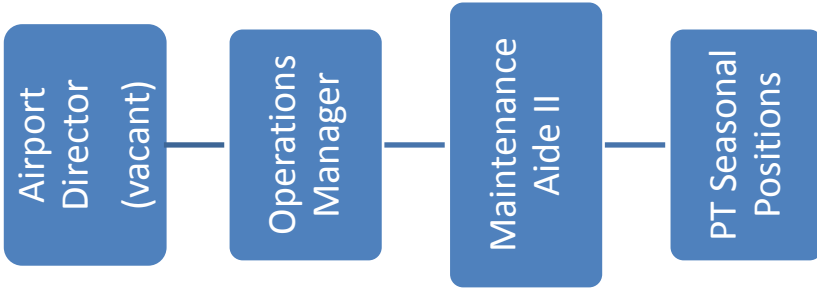
We will be increasing our general advertising to enter into regions where we can compete, such as other airports and other regions where we think opportunity exists to draw activities to the Keene airport away from other regions. This will, again, be a function of research and pointed advertising messages intended to resonate with the audience.

Closer to home, we are engaged in planning efforts with Eversource (formerly PSNH) to establish a power outage operations base at the airport that would provide the logistical area for up to 450 utility trucks and equipment, cafeteria meal service, fuel and related services needed in the event of a significant or prolonged power outage. In addition, we have engaged the Connecticut National Guard and McGuire Air Force Base to conduct periodic training exercises at Keene to strengthen our ability to respond to and receive emergency supplies and disaster assistance if needed for regional disasters.

Several years ago, the Airport lost one full time maintenance position due to budgetary constraints. With the reduction of staff and resources, the City is able to operate the Airport safely and in compliance with federal regulations most of the time but as airport activity continues to grow, staff and additional resources will be required. The airport borrows employees from other City departments in order to carry out its obligations and to keep the runways open in winter. Borrowing staff is not ideal but it is the current reality. In addition, we have outsourced some mowing operations to compensate for the lack of dedicated staff. The use of full-time, part-time, and seasonal employees as well as assistance from the Public Works Department as necessary is critical to the airport's mission; as stated above further development will require additional staff and resources.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Build a modern regional transportation center		Transportation		
Economic development including the use of corporate air transportation, air freight, and aircraft maintenance		Economic Development		
Market and develop the airport in concert with other Keene and regional economic development efforts		Leadership		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Complete the design phase for Runway 14/32 reconstruction project		FAR's	Transportation	O, C
Promote the number of based aircraft		FAR's	Economic Development	O, C
Continue refinements to airfield maintenance programs		FAR's	Infrastructure	O, C, E
Promote facility usage and enhance revenues		FAR's	Economic Development	E
Engage the Airport Advisory Commission on meeting the airport objectives identified in the Comprehensive Master Plan		FAR's	Transportation	C, E
Cultivate an improved working relationship with airport users and neighbors		RSA 423	Economic Development	C
Seek opportunities for new development and redevelopment			Transportation	O, I
Maintain full occupancy in the City's 32 T-hangars		FAR's	Transportation	O
Build community awareness to increase airport activity		FAR's	Economic Development	O, C
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Number of based aircraft		70	80	80
Number of denied landings due to airfield conditions (weather related)		0	0	0
Fuel flowage (gallons)		301,000	345,562	350,000
Total revenue (Budgeted FY 15 and 16)		\$408,535	\$425,557	\$459,949
Revenue/Expense ratio (FY 14 and 15 actual)		70.59%	69.00%	73.00%
T-Hangar occupancy		90.00%	99.00%	98.00%

Airport



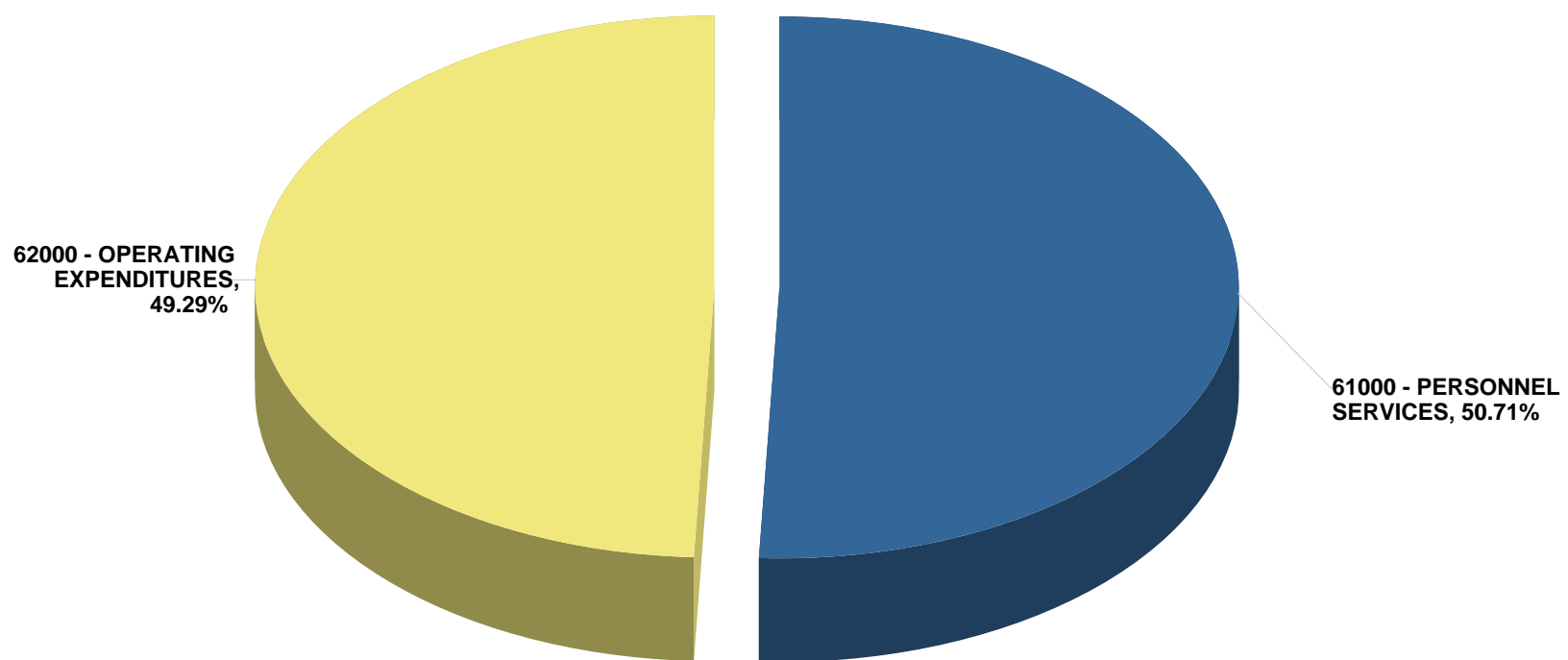
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

AIRPORT

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	290,399	285,150	315,890	308,977	315,256	0	315,256	315,256
62000 - OPERATING EXPENDITURES	259,047	294,557	298,408	297,117	306,401	0	306,401	306,401
<b>Department Total</b>	<b>549,447</b>	<b>579,707</b>	<b>614,298</b>	<b>606,094</b>	<b>621,657</b>	<b>0</b>	<b>621,657</b>	<b>621,657</b>

AIRPORT



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01700	61304	MAINTENANCE AIDE II	1.00	38,692
		AP MAINT & OPERATIONS MGR	1.00	71,631
	61401	AIRPORT MANAGER	0.80	101,868
<b>05 - AIRPORT Total</b>			<b>2.80</b>	<b>212,191</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>AIRPORT</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	94,309	81,327	79,102	0	0	0	0	0
61304 - GENERAL PERSONNEL	63,370	64,997	110,435	112,409	110,323	0	110,323	110,323
61307 - PART TIME EMPLOYEES	26,988	20,125	0	0	0	0	0	0
61308 - SEASONAL HELP	29,005	22,077	23,000	12,624	23,000	0	23,000	23,000
61401 - TEMPORARY PERSONNEL	400	27,977	0	102,583	101,868	0	101,868	101,868
61501 - REGULAR OVERTIME	476	1,566	1,000	9,000	2,000	0	2,000	2,000
61602 - STAND-BY PAY	600	1,080	750	3,660	4,550	0	4,550	4,550
61701 - HEALTH INSURANCE	38,366	30,890	57,430	31,897	33,804	0	33,804	33,804
61702 - DENTAL INSURANCE	2,440	2,200	3,671	1,982	2,099	0	2,099	2,099
61703 - RETIREMENT CONTRIBUTIONS	17,216	16,467	21,172	13,561	13,300	0	13,300	13,300
61704 - SOCIAL SECURITY	15,941	15,624	16,495	18,381	18,493	0	18,493	18,493
61705 - WORKERS COMPENSATION	1,229	77	2,834	2,685	5,819	0	5,819	5,819
61901 - RECRUITMENT	60	744	0	195	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>290,399</b>	<b>285,150</b>	<b>315,890</b>	<b>308,977</b>	<b>315,256</b>	<b>0</b>	<b>315,256</b>	<b>315,256</b>
62102 - PROFESSIONAL SERVICES	0	763	3,516	1,652	1,500	0	1,500	1,500
62120 - LABORATORY SERVICES	315	0	350	320	200	0	200	200
62175 - OTHER SERVICES	0	1,919	1,800	1,925	1,800	0	1,800	1,800
62203 - SNOW PLOWING	10,711	5,588	13,955	755	6,000	0	6,000	6,000
62205 - PC REPLACEMENT CHARGE	727	727	738	738	738	0	738	738
62206 - PW FLEET CHARGE	147,263	155,584	158,648	158,648	170,054	0	170,054	170,054
62208 - TAXES	47,389	47,937	49,126	49,126	49,126	0	49,126	49,126
62301 - OFFICE EQUIPMENT MAINT.	1,127	1,356	1,230	1,269	480	0	480	480
62315 - FUEL SYSTEM MAINTENANCE	2,889	2,370	4,207	2,752	2,200	0	2,200	2,200
62318 - BUILDING REPAIR	0	856	0	0	0	0	0	0
62340 - GROUNDS MAINTENANCE	27,056	46,660	32,363	21,550	20,000	0	20,000	20,000
62350 - BUILDING MAINTENANCE	0	2,709	0	7,500	7,363	0	7,363	7,363
62355 - BRUSH & OBSTR CLEARING	1,416	4,770	9,000	7,550	9,000	0	9,000	9,000
62372 - TREE/FORESTRY MAINTENANCE	0	0	2,000	3,100	0	0	0	0
62416 - PRINTING	0	0	0	0	1,000	0	1,000	1,000
62425 - ADVERTISING	0	0	0	0	11,250	0	11,250	11,250
62430 - TRAVEL	0	0	0	0	4,000	0	4,000	4,000
62435 - TRAINING	40	0	1,025	500	400	0	400	400

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62436 - MEETINGS & DUES	474	334	1,275	450	1,275	0	1,275	1,275
62445 - PHOTOGRAPHY & PROCESSING	0	0	115	0	115	0	115	115
62447 - PUBLIC AWARENESS	155	529	3,000	4,467	1,000	0	1,000	1,000
62505 - BEACON & OBST LIGHTS ELEC	14,011	10,560	9,500	23,621	9,500	0	9,500	9,500
62510 - TELEPHONE	2,065	2,035	1,900	1,631	1,900	0	1,900	1,900
62604 - EQUIPMENT RENTAL	1,235	923	2,000	1,112	4,000	0	4,000	4,000
62701 - OFFICE SUPPLIES	214	681	450	1,100	450	0	450	450
62710 - POSTAGE	91	95	150	45	150	0	150	150
62735 - BUILDING MAINT. SUPPLIES	608	476	500	5,735	500	0	500	500
62737 - JANITORIAL SUPPLIES	197	0	0	319	400	0	400	400
62738 - FURNITURE	0	0	0	0	1,000	0	1,000	1,000
62755 - UNIFORMS	1,065	1,285	1,560	1,252	1,000	0	1,000	1,000
68008 - GRANT MATCH	0	6,400	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>259,047</b>	<b>294,557</b>	<b>298,408</b>	<b>297,117</b>	<b>306,401</b>	<b>0</b>	<b>306,401</b>	<b>306,401</b>
<b>Department Total</b>	<b>549,447</b>	<b>579,707</b>	<b>614,298</b>	<b>606,094</b>	<b>621,657</b>	<b>0</b>	<b>621,657</b>	<b>621,657</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
AIRPORT	43202 - AERONAUTICAL	22,389	16,039	24,500	16,200	18,500	18,500
	<b>43000 - INTERGOVERNMENTAL</b>	<b>22,389</b>	<b>16,039</b>	<b>24,500</b>	<b>16,200</b>	<b>18,500</b>	<b>18,500</b>
	44109 - DIRECT REIMBURSEMENT	0	17,847	15,607	3,500	2,500	2,500
	44501 - LANDING FEES	7,801	4,660	7,500	12,100	12,900	12,900
	44502 - RAMP FEES	0	420	0	0	0	0
	44504 - READY CAR SPACES	600	600	600	350	0	0
	44505 - GROSS REVENUE PERCENTAGE	9,821	7,013	11,890	11,975	12,275	12,275
	44506 - FUELING FEES	31,884	24,149	28,000	29,025	31,500	31,500
	<b>44000 - CHARGES FOR SERVICES</b>	<b>50,106</b>	<b>54,689</b>	<b>63,597</b>	<b>56,950</b>	<b>59,175</b>	<b>59,175</b>
	46000 - MISCELLANEOUS	562	417	500	895	500	500
	46103 - INTEREST: A/R	-4	0	0	0	0	0
	46306 - AIRPORT T-HANGAR	88,000	79,809	102,600	89,730	102,600	102,600
	46307 - AIRPORT TERMINAL	0	0	27,167	5,500	9,716	9,716
	46308 - AIRPORT LAND	99,892	95,774	78,345	89,551	98,807	98,807
	46311 - FUEL FARM LEASE	15,000	15,034	15,000	10,464	15,353	15,353
	46312 - AIRPORT WWTP INCOME	144,460	146,772	148,240	148,240	150,315	150,315
	<b>46000 - MISCELLANEOUS</b>	<b>347,910</b>	<b>337,807</b>	<b>371,852</b>	<b>344,380</b>	<b>377,291</b>	<b>377,291</b>
	<b>AIRPORT Total</b>		<b>420,405</b>	<b>408,535</b>	<b>459,949</b>	<b>417,530</b>	<b>454,966</b>

<b>Department:</b>	<b>Health &amp; Code Enforcement</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01800 through 01802		
<b>Mission:</b>	To maintain the highest level of public safety and customer service in the administration of building construction code enforcement and to promote and protect health and safety.		

In meeting the Department’s mission statement, health and code personnel interact with members of the community in a number of ways such as the permit and inspection process, food licensing and inspections, zoning reviews and housing/property issues. In addition, the department conducts presentations at Keene State College and Monadnock Regional High School. Staff has also organized training opportunities for regional zoning officials and a ServSafe certification for local food employees.

FY17 completed projects include a new car wash on Winchester St, West Mills Senior Housing on Railroad St, the Key Collision building, renovations to the Fairfield’s dealership, Samson Manufacturing relocation to Optical Ave. and the Freihofer’s Bakery addition at 815 Court St. Ongoing and forthcoming large scale projects include 17 Washington St, Moco Arts, Hillside Village, change of use of the Colony Mill building, and the Library.

With the complexity of these and other building projects within the City and the ever progressing codes and standards, department personnel are required to continue the development of their skills and knowledge. This ongoing training is accomplished through attending workshops and seminars, obtaining certifications, while also maintaining memberships with industry associations such as the New Hampshire Building Officials Association (NHBOA), the Eastern States Building Official Federation (ESBOF) and the International Code Council (ICC).

The Acting Health Director is tasked with the responsibility for the department office staff, inspectors, and field work of both health and code related tasks. Though the Code Enforcement and Inspections Manager position is vacant, it remains a budgeted line item. Currently the food establishment inspections are being conducted by a part-time contract employee who is an experienced State Food Protection Inspector.

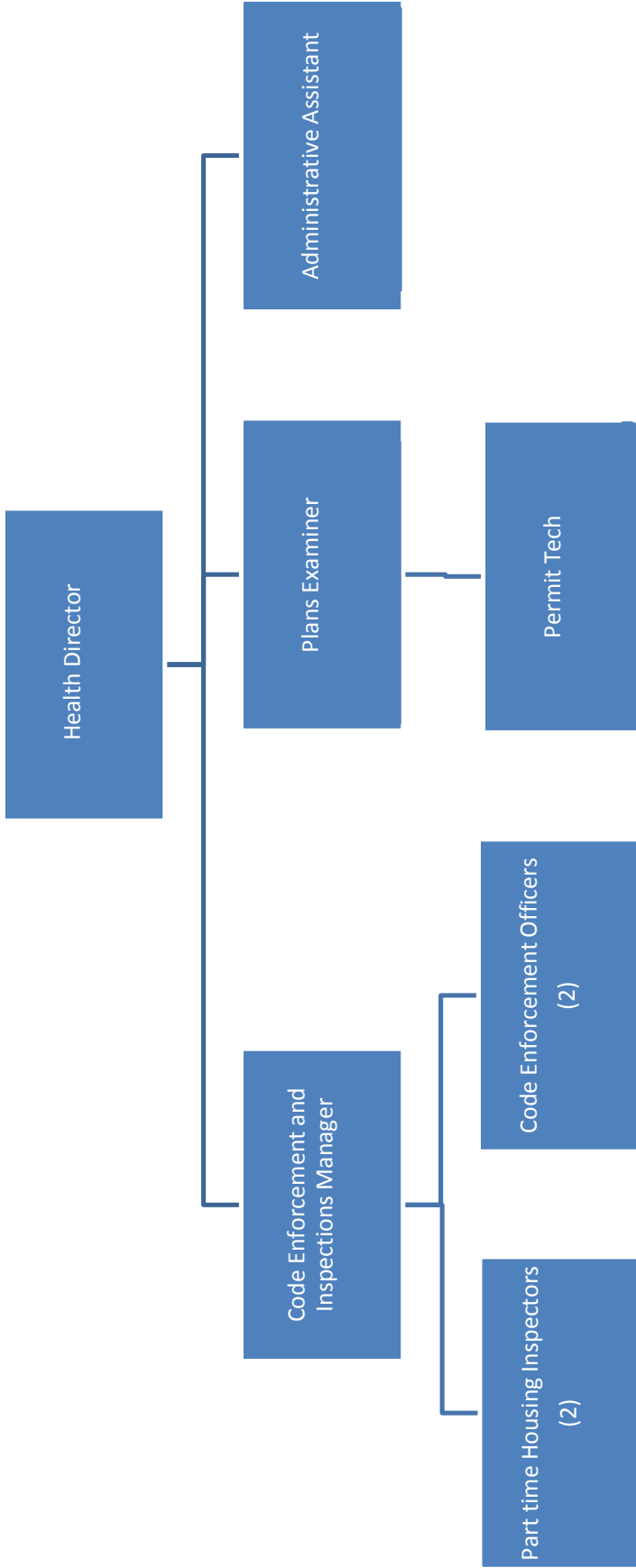
The Department’s two part-time Housing Inspectors work in conjunction with Keene State College’s Coordinator of Student and Community Relations, the Keene Police Department’s College Liaison, and the Keene Fire Department’s Fire Prevention Officer to form the Keene Community Coalition. The Coalition works to identify neighborhood challenges and consider potential actions, to generate ideas and programs designed to build community and facilitate positive interaction between off-campus students, landlords, City officials, and Keene residents while following the Keene State’s Code of Conduct. Along with the Coalition, the Inspectors run a voluntary inspection program for rental housing as well as work on property and housing standard issues though out the City.

**Background**

The Health and Code Enforcement Department, as prescribed by State Statute and City Code, is responsible for the regulation of both new and existing buildings, and their uses. Examples of this codified responsibility include: sign code, zoning code, natural resources protection (floodplain), property standards, housing code, health code, site plan, energy code, electrical code, plumbing code, accessibility code, mechanical code, building code, existing buildings code, and some professional licensing laws. Likewise, the Department manages special projects and agreements with Home Health Care, Hospice and Community Services, and Monadnock Family Services to provide community health, homemaker, and mental health services to the community.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
<b>Code Enforcement- Code Enforcement services meet more than one plan element</b>				
Administer the plan review and inspection program which includes review plans, issue permits, and conduct inspections for compliance to state building, accessibility, and energy code as well as City Zoning and Natural Resources Ordinances (including the sign code). Manage third party plans reviewers and special inspectors.				Economic Development
Respond to citizen concerns and complaints related to permit and construction activity. Provide the public with information on codes and development processes.				Economic Development
Investigate buildings and properties for compliance with the Property and Housing Safety Standards Ordinance, issue citations, and prosecute court cases.				Neighborhoods
<b>Health- Health Department services meet more than one plan element</b>				
Promote and protect public health and safety, provide advice on public health issues, and enforce State and local health laws.				Community Health & Wellness
Conduct an Environmental Sanitation program which includes regulating and inspecting restaurants, food stores, schools, day care centers, foster homes, nursing homes, and private sewerage disposal facilities.				Community Health & Wellness
Maintain Public Health Mosquito Control Program through contracted services which monitors and larvicides 2,200 catch basins and other mosquito breeding locations.				Community Health & Wellness
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>				
	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>	
Implement realignment of Planning, Health, and Code Departments	155/674	Municipal Governance & Fin Stability	<b>V,O,E</b>	
Implement software for inspection and permitting system	155/674	Municipal Governance & Fin Stability	<b>O,C,E</b>	
Increase the present level of review and inspection efficiency	155/674	Safe Community	<b>V,C,E</b>	
Continue training and certification of department staff	155/674	Education	<b>V,C,E</b>	
<b>METRICS:</b>				
	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	
Complete the initial review of new residential permits applications in 7 working days (target 95%)	90%	95%	95%	
Complete the initial plan review on new commercial permit applications in 10 working days (target 95%)	94%	95%	95%	
Complete the initial plan review for minor permit applications at the counter (target 95%)	85%	90%	90%	
Total building permits	418	457	450	
Total building permit inspections	1,455	1,300	1,600	
Housing Standard complaints	65	52	60	
Property Standard complaints	313	307	300	
Maintain and conduct a Voluntary Housing Inspection Program	455	447	450	
Health Licenses	215	210	215	
Food Establishment and Health Code Inspections	350	385	400	

Health and Code



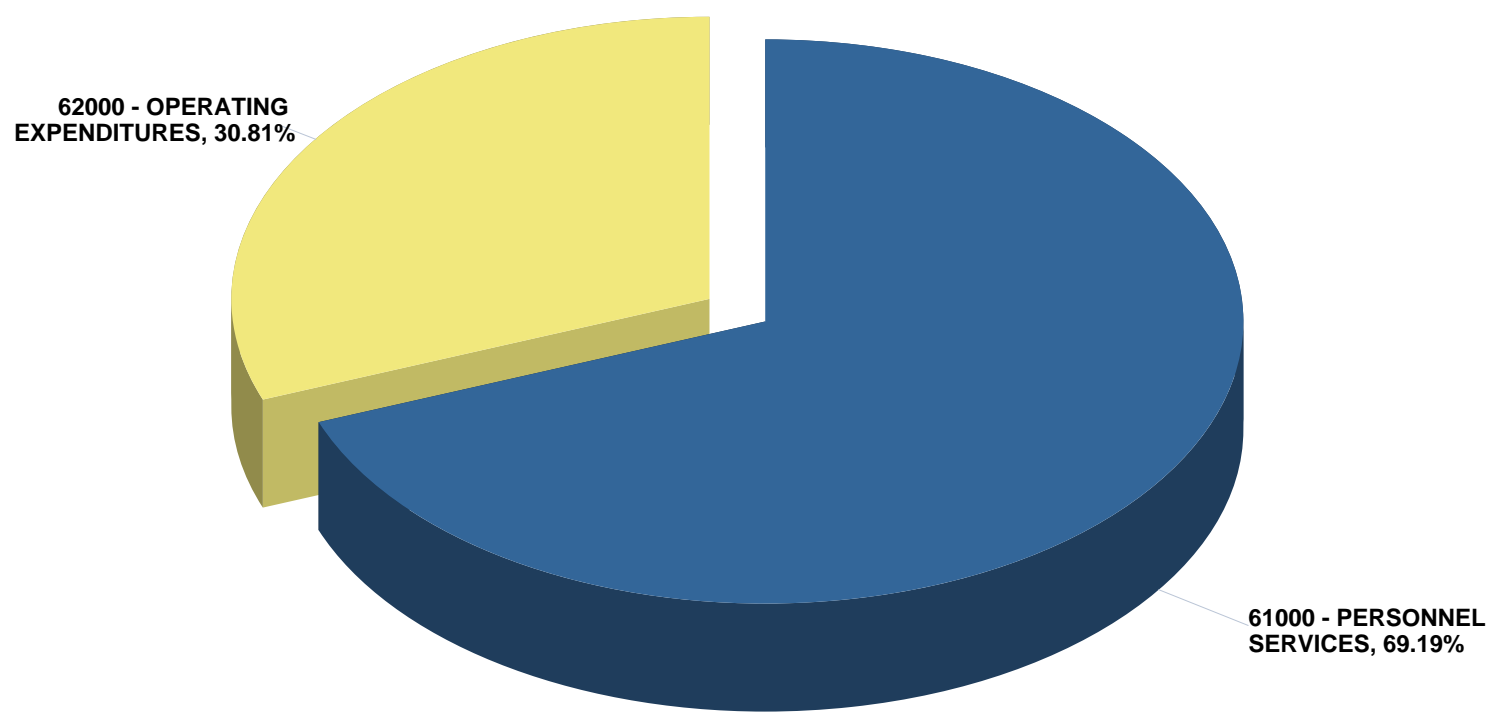
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**HEALTH & CODE ENFORCEMENT**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	640,730	573,326	673,179	601,225	711,770	29,276	741,046	741,046
62000 - OPERATING EXPENDITURES	279,332	284,279	312,501	312,501	329,977	0	329,977	329,977
<b>Department Total</b>	<b>920,062</b>	<b>857,605</b>	<b>985,680</b>	<b>913,726</b>	<b>1,041,747</b>	<b>29,276</b>	<b>1,071,023</b>	<b>1,071,023</b>

HEALTH & CODE ENFORCEMENT



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01800	61301	HEALTH DIRECTOR	0.50	45,948
	61304	CODE ENFORC & INSP MGR	1.00	63,232
	61305	ADMINISTRATIVE ASSISTANT	0.50	22,623
01802	61301	HEALTH DIRECTOR	0.50	45,948
	61304	CODE ENFORCEMENT OFFICER	2.00	128,617
		PLANS EXAMINER	1.00	73,431
	61305	ADMINISTRATIVE ASSISTANT	0.50	22,623
		PERMIT TECHNICIAN	1.00	46,464
61307	HOUSING INSPECTOR	1.33	65,391	
<b>40 - HEALTH &amp; CODE ENFORCEMENT Total</b>			<b>8.33</b>	<b>514,277</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>HEALTH &amp; CODE ENFORCEMENT</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	112,897	82,632	88,422	88,422	91,896	0	91,896	91,896
61304 - GENERAL PERSONNEL	251,182	227,669	259,567	196,091	265,280	0	265,280	265,280
61305 - ADMINISTRATIVE PERSONNEL	25,195	52,063	88,291	88,291	91,710	0	91,710	91,710
61307 - PART TIME EMPLOYEES	93,860	64,306	61,584	62,584	65,391	0	65,391	65,391
61401 - TEMPORARY PERSONNEL	0	2,571	0	18,935	0	26,667	26,667	26,667
61501 - REGULAR OVERTIME	0	0	0	0	5,000	0	5,000	5,000
61701 - HEALTH INSURANCE	69,850	63,603	75,768	60,202	86,842	0	86,842	86,842
61702 - DENTAL INSURANCE	3,944	4,465	5,822	4,897	5,508	0	5,508	5,508
61703 - RETIREMENT CONTRIBUTIONS	43,152	42,779	48,732	42,152	51,652	0	51,652	51,652
61704 - SOCIAL SECURITY	36,342	32,739	38,087	33,384	39,725	1,840	41,565	41,565
61705 - WORKERS COMPENSATION	4,142	196	6,907	6,268	8,765	769	9,534	9,534
61901 - RECRUITMENT	165	303	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>640,730</b>	<b>573,326</b>	<b>673,179</b>	<b>601,225</b>	<b>711,770</b>	<b>29,276</b>	<b>741,046</b>	<b>741,046</b>
62102 - PROFESSIONAL SERVICES	58,434	53,282	56,000	56,000	56,000	0	56,000	56,000
62121 - MONITORING/INSPECTIONS	0	0	0	0	25,000	0	25,000	25,000
62143 - HOME HEALTH CARE	117,360	117,771	124,800	124,800	124,800	0	124,800	124,800
62146 - MENTAL HEALTH SERVICES	21,754	21,754	25,154	25,154	25,154	0	25,154	25,154
62175 - OTHER SERVICES	25,623	33,230	28,000	28,000	28,000	0	28,000	28,000
62205 - PC REPLACEMENT CHARGE	1,890	1,958	1,958	1,958	1,822	0	1,822	1,822
62206 - PW FLEET CHARGE	29,552	32,240	33,660	33,660	33,672	0	33,672	33,672
62301 - OFFICE EQUIPMENT MAINT.	4,637	2,117	1,805	1,805	1,805	0	1,805	1,805
62416 - PRINTING	650	1,026	1,750	1,750	1,750	0	1,750	1,750
62425 - ADVERTISING	0	74	846	846	846	0	846	846
62435 - TRAINING	6,880	7,240	6,433	6,433	6,433	0	6,433	6,433
62436 - MEETINGS & DUES	4,161	3,515	4,500	4,500	4,500	0	4,500	4,500
62510 - TELEPHONE	3,918	3,885	5,000	5,000	5,000	0	5,000	5,000
62700 - SUPPLIES AND MATERIALS	13	76	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	1,312	2,519	3,200	3,200	3,200	0	3,200	3,200
62710 - POSTAGE	657	506	1,850	1,850	1,850	0	1,850	1,850
62715 - BOOKS AND PERIODICALS	1,489	2,955	3,500	3,500	2,500	0	2,500	2,500
62734 - MINOR EQUIPMENT	715	132	1,345	1,345	1,345	0	1,345	1,345
62744 - MINOR COMPUTER EQUIPMENT	286	0	5,800	5,800	800	0	800	800
62761 - SOFTWARE	0	0	6,400	6,400	5,000	0	5,000	5,000



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
<b>62000 - OPERATING EXPENDITURES</b>	<b>279,332</b>	<b>284,279</b>	<b>312,501</b>	<b>312,501</b>	<b>329,977</b>	<b>0</b>	<b>329,977</b>	<b>329,977</b>
<b>Department Total</b>	<b>920,062</b>	<b>857,605</b>	<b>985,680</b>	<b>913,726</b>	<b>1,041,747</b>	<b>29,276</b>	<b>1,071,023</b>	<b>1,071,023</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
HEALTH & CODE ENFORCEMENT	42105 - HEALTH	51,950	51,595	51,500	51,900	51,900	51,900
	42205 - PERMITS	228,707	215,151	220,000	213,700	251,111	251,111
	42337 - ZBA FEES	2,358	4,054	3,000	2,475	3,000	3,000
	<b>42000 - LICENSES/PERMITS/FEES</b>	<b>283,016</b>	<b>270,799</b>	<b>274,500</b>	<b>268,075</b>	<b>306,011</b>	<b>306,011</b>
	44109 - DIRECT REIMBURSEMENT	0	1,360	0	0	0	0
	<b>44000 - CHARGES FOR SERVICES</b>	<b>0</b>	<b>1,360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	45202 - BUILDING CODE VIOLATIONS	625	1,190	500	800	500	500
	<b>45000 - FINES &amp; FORFEITS</b>	<b>625</b>	<b>1,190</b>	<b>500</b>	<b>800</b>	<b>500</b>	<b>500</b>
<b>HEALTH &amp; CODE ENFORCEMENT Total</b>		<b>283,641</b>	<b>273,349</b>	<b>275,000</b>	<b>268,875</b>	<b>306,511</b>	<b>306,511</b>

<b>Department:</b>	<b>Planning</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	01900		
<b>Mission:</b>	Provide professional planning advice and technical expertise to City officials, Boards, Commissions, City departments, and the public as it relates to understanding and addressing key community quality-of-life issues and priorities.		

In FY18 the Department will begin Phase II of the Land Use Code update project. This CIP funded project was the top priority of the 2010 Comprehensive Master Plan (CMP) and will involve substantial staff involvement, coordination with departments, and extensive public involvement. An RFP for consulting assistance will be issued for Phase II, and significant staff effort may require realignment of Planner responsibilities in the Department. The design phase of the Cheshire Rail Trail Phase II bicycle/pedestrian trail improvement will continue in FY18, progressing from preliminary to final design, with construction in calendar year 2018. This work is 80% funded by a \$329,000 grant from the Transportation Alternative Program (TAP) from NHDOT. The east side of Keene continues to be an area of focus. The proposed Zoning Amendments for the Marlboro Street project will be complete in FY17. These changes will promote redevelopment of the area around the former Kingsbury Manufacturing plant and preservation of the neighborhood south of Marlboro Street. The Department will also take a lead role in the design for rebuilding Marlboro Street to incorporate pedestrian, bike and streetscape improvements to encourage new development in this area. Future work will likely also include drafting incentives for private investment through State programs such as RSA 79:E and Economic Revitalization Zone (ERZ).

Also in FY18 the Department will continue to publish the products of the Digital Base Map and aerial photography project. This new data will enhance all aspects of GIS and support the planning and design of land development projects for Keene and others. The Department will also continue to participate in the Tax Parcel Correction project. The 2015 Greenhouse Gas inventory report will be complete in the first half of FY18. This project measures all dimensions of 2015 energy use and compares that result to the greenhouse gas reduction goals in the 2004 Climate Action Plan.

In FY17 the grant-funded \$140,000 Aquatic Resource Mitigation (ARM) project was completed which restored an area of fill in Woodland Cemetery to its former wetlands condition and increased flood storage in the Beaver Brook watershed. Also completed in FY17 is the grant-funded Safe Routes to School “Road Diet” project to install pavement markings to encourage walking and bicycling in the Jonathan Daniels School neighborhood. We are anticipating continued involvement in the College/City Committee as the group begins its work as a formally established commission. In FY17 the Planning Department continued its efforts to gain closer alignment of City budgets with the 2010 CMP. Staff works closely with the Planning Board and City departments to tighten this connection, including the continuation of a program that provides regular presentations to the Joint Planning Board and Planning, Licenses, and Development (PLD) Committee on the activities of outside groups as they work to pursue the goals of the 2010 CMP. This work focused on implementing the priorities established by the Joint Planning Board/PLD Committee. The Conservation Commission will continue its review of the possible changes to wetlands and habitats associated with the West Street Hydro proposal for the West Street Dam, and identify projects that are eligible for future state funding through the ARM Fund. The Complete Streets Policy was adopted in FY17 and will help guide the design of future road projects throughout Keene.

A complete evaluation of the 4<sup>th</sup> floor departments – Code Enforcement, Health, and Planning – is underway to evaluate options to reconfigure these departments into a single “Community Development” Department. These three departments already work together on land use decision making, land development, and construction permitting. There is opportunity to combine these tasks to streamline permitting and to address the Land Use Code update and economic development. Staff assignments in the Planning Department are being looked at to better support core functions including the Land Use Code update, long range planning (including a future update of the 2010 CMP) and regulatory workload.

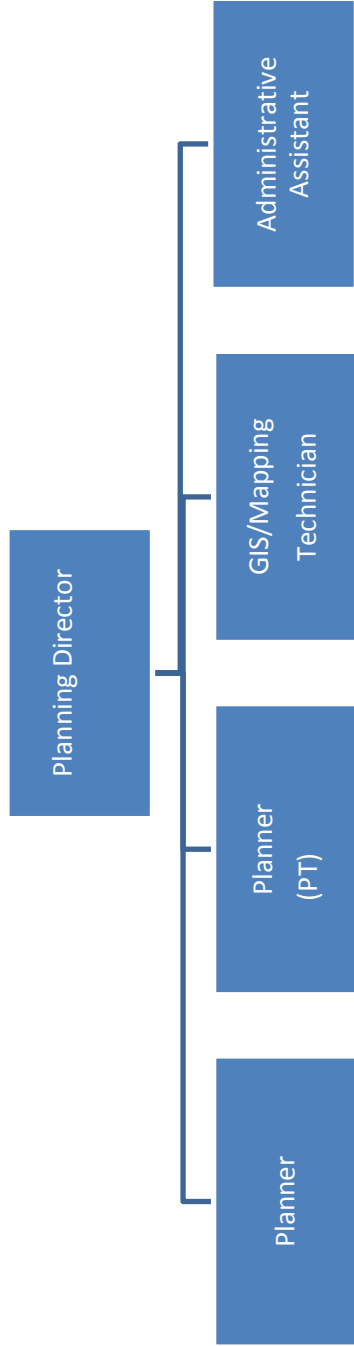
Reduction in Planning staff support to advisory committees is expected. A proposal to combine Code Enforcement, Health, and Planning departments will be submitted as part of the FY18 budget review.

### **Background**

The Planning Department is actively involved in a wide range of issues regarding the growth and development of Keene. The Department provides support and technical expertise to elected and appointed officials, boards, and citizens in understanding key community issues. Implementation of the Community Vision and Comprehensive Master Plan is a high priority. The 2010 CMP sets the Community's vision for the future and lays the groundwork for the policies and programs intended to achieve that vision. The Department plays a key role in implementing the Plan by creating a strong link between the Plan and the City's Capital Improvement Program. Implementation of local sustainability and climate change initiatives are also high priorities. In addition to planning activities, the Department administers the Planning Board's Subdivision and Site Plan Review process, and the Historic District Commission permit process.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Develop the Comprehensive Master Plan and Community Vision and implement that Plan and Vision through specific projects, policies, and programs.		Municipal Governance & Fin Stability		
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		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue Comprehensive Master Plan implementation process with Planning Board and PLD Committee		<b>674:1</b>	Municipal Governance & Fin Stability	<b>O, I, E</b>
Complete Greenhouse Gas Inventory report			Climate Change	<b>O, I, E</b>
Implement the construction phase of Safe Routes to School grant projects for Jonathan Daniels school and Maple Acres			Walkable Community	<b>C, E</b>
Implement Phase II of the Land Use Code Update			Future Land Use & Policy	<b>O, I, E</b>
Complete re-write of the Driveway Code			Future Land Use & Policy	<b>O, I, E</b>
Participate in regional efforts to address air quality issues related to particulate matter			Community Health & Wellness	<b>I</b>
Develop Scope of work and CIP project for 2020 Comprehensive Master Plan Update			Municipal Governance & Fin Stability	<b>O, I, E</b>
Update Bicycle/Pedestrian Master Plan			Transportation	<b>O, I, E</b>
Write grants for funding to support programs/initiatives			Municipal Governance & Fin Stability	<b>I</b>
Give presentations to community groups and professional organizations			Leadership	<b>O, I</b>
Assist in implementing the Tax Parcel Correction Project			Infrastructure	<b>C,E</b>
Continue design phase of the Cheshire Rail Trail Phase II project (TAP Grant)			Transportation	<b>O, I</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Adoption of revisions or updates to the Comprehensive Master Plan the same year they are proposed/identified		1	1	1
Complete 90% of the initial completeness reviews for new subdivision, site plan applications within 5 business days		90%	91%	92%
Complete 95% of minor amendment applications in 10 business days		98%	98%	99%
Complete 95% of all inspection requests within 5 business days		97%	98%	98%
Adoption of revisions to Planning Board Standards and Regulations the same year they are proposed/identified		1	0	0

# Planning



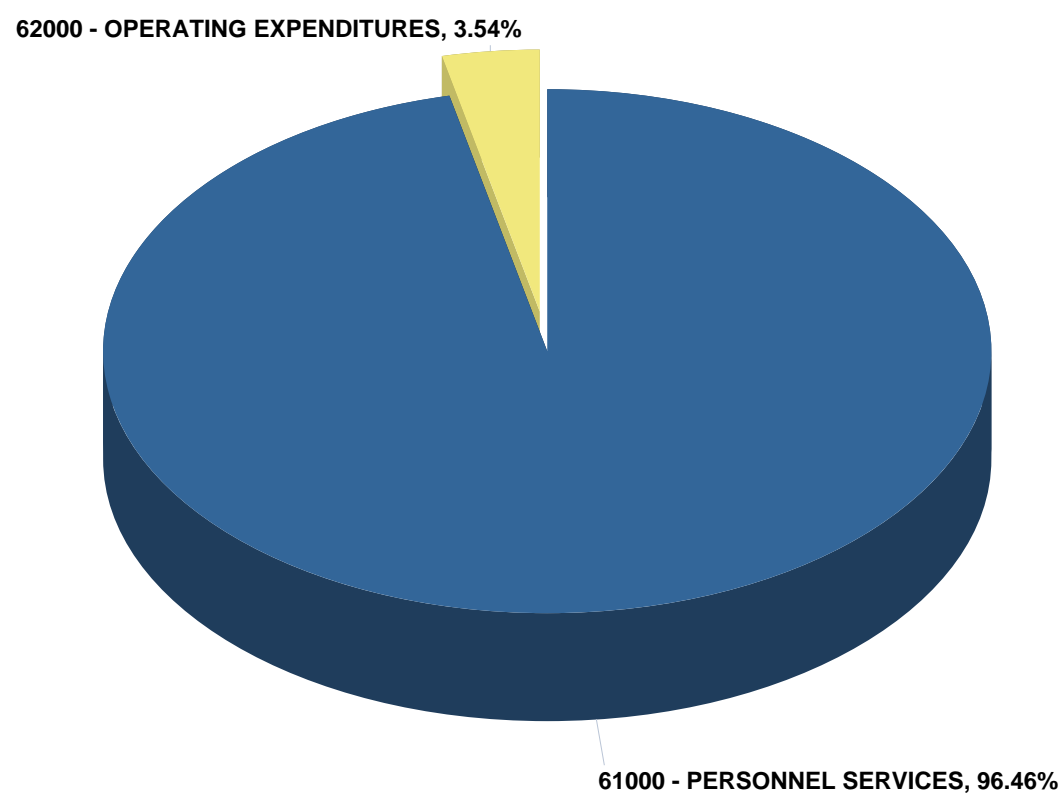
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

PLANNING

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	396,868	450,758	490,494	489,438	506,978	55,530	562,508	562,508
62000 - OPERATING EXPENDITURES	18,729	17,588	20,623	19,164	20,623	0	20,623	20,623
<b>Department Total</b>	<b>415,597</b>	<b>468,346</b>	<b>511,117</b>	<b>508,602</b>	<b>527,601</b>	<b>55,530</b>	<b>583,131</b>	<b>583,131</b>

PLANNING



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01900	61301	PLANNING DIRECTOR	1.00	117,099
	61304	MAPPING TECHNICIAN	1.00	66,077
		PLANNER	1.00	68,833
	61305	ADMINISTRATIVE ASSISTANT	1.00	45,246
	61307	PLANNER	0.91	62,605
<b>75 - PLANNING Total</b>			<b>4.91</b>	<b>359,860</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>PLANNING</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	102,988	110,235	117,553	117,099	117,099	0	117,099	117,099
61304 - GENERAL PERSONNEL	77,408	121,481	132,458	132,425	134,910	34,849	169,759	169,759
61305 - ADMINISTRATIVE PERSONNEL	42,703	43,633	44,529	44,500	45,246	0	45,246	45,246
61307 - PART TIME EMPLOYEES	77,993	58,887	62,848	62,605	62,605	0	62,605	62,605
61401 - TEMPORARY PERSONNEL	5,886	7,298	12,020	3,600	3,600	0	3,600	3,600
61701 - HEALTH INSURANCE	39,974	48,944	56,461	64,715	76,715	13,281	89,996	89,996
61702 - DENTAL INSURANCE	2,621	3,749	3,762	3,752	4,630	716	5,346	5,346
61703 - RETIREMENT CONTRIBUTIONS	24,045	30,757	32,900	32,875	33,828	3,966	37,794	37,794
61704 - SOCIAL SECURITY	23,092	25,695	27,616	27,529	27,805	2,666	30,471	30,471
61705 - WORKERS COMPENSATION	127	12	349	337	540	52	592	592
61901 - RECRUITMENT	31	67	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>396,868</b>	<b>450,758</b>	<b>490,494</b>	<b>489,438</b>	<b>506,978</b>	<b>55,530</b>	<b>562,508</b>	<b>562,508</b>
62103 - TECHNICAL SERVICES	2,100	0	1,859	1,000	1,859	0	1,859	1,859
62205 - PC REPLACEMENT CHARGE	3,782	3,823	3,809	3,809	3,809	0	3,809	3,809
62301 - OFFICE EQUIPMENT MAINT.	810	2,117	1,470	1,470	1,470	0	1,470	1,470
62416 - PRINTING	0	721	1,510	1,510	1,510	0	1,510	1,510
62425 - ADVERTISING	1,023	1,408	1,000	1,000	1,000	0	1,000	1,000
62435 - TRAINING	2,809	2,249	2,500	2,500	2,600	0	2,600	2,600
62436 - MEETINGS & DUES	801	680	800	800	800	0	800	800
62510 - TELEPHONE	308	378	400	350	350	0	350	350
62701 - OFFICE SUPPLIES	1,914	1,263	2,250	2,250	2,250	0	2,250	2,250
62710 - POSTAGE	3,407	3,634	3,275	3,275	3,275	0	3,275	3,275
62715 - BOOKS AND PERIODICALS	60	132	250	200	200	0	200	200
62740 - OTHER MAINT. SUPPLIES	216	18	0	0	0	0	0	0
62760 - OPERATING SUPPLIES	1,500	1,164	1,500	1,000	1,500	0	1,500	1,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>18,729</b>	<b>17,588</b>	<b>20,623</b>	<b>19,164</b>	<b>20,623</b>	<b>0</b>	<b>20,623</b>	<b>20,623</b>
<b>Department Total</b>	<b>415,597</b>	<b>468,346</b>	<b>511,117</b>	<b>508,602</b>	<b>527,601</b>	<b>55,530</b>	<b>583,131</b>	<b>583,131</b>



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
PLANNING	42330 - SITE PLAN APPLICATIONS	8,970	5,477	6,500	18,000	6,500	6,500
	42331 - SUBDIVISION APPLICATIONS	1,116	1,902	1,500	1,500	1,500	1,500
	42332 - MINOR AMENDMENTS APPPL.	1,332	1,350	750	1,000	750	750
	42333 - VOLUNTARY MERGER	75	50	75	150	75	75
	42334 - CONDITIONAL USE APPLICAT.	0	0	500	0	500	500
	42335 - DRIVEWAY CURB CUT APPS.	428	550	400	200	300	300
	<b>42000 - LICENSES/PERMITS/FEES</b>	<b>11,920</b>	<b>9,329</b>	<b>9,725</b>	<b>20,850</b>	<b>9,625</b>	<b>9,625</b>
	44109 - DIRECT REIMBURSEMENT	228	0	0	0	0	0
	<b>44000 - CHARGES FOR SERVICES</b>	<b>228</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	47304 - MAPS,BLUEPRINTS,ETC	51	6	100	134	100	100
	<b>46000 - MISCELLANEOUS</b>	<b>51</b>	<b>6</b>	<b>100</b>	<b>134</b>	<b>100</b>	<b>100</b>
<b>PLANNING Total</b>		<b>12,200</b>	<b>9,335</b>	<b>9,825</b>	<b>20,984</b>	<b>9,725</b>	<b>9,725</b>

<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	General
<b>Division (s): Cost Center:</b>	Administration, Engineering & Highway 02000 through 02029		
<b>Mission:</b>	The City of Keene Public Works Department provides quality management of transportation, water, wastewater, stormwater and solid waste infrastructure for Keene residents and visitors. In addition, the Department provides community education, resource planning, and strives to provide the highest level of efficient, economical, and environmentally sensitive service to the community.		

## Administration and Engineering

In FY18 the Engineering Division will continue to meet the challenges presented by the infrastructure construction program, along with supporting other projects outside the Capital Improvement Program. Major anticipated Projects for the next fiscal year will include:

- Engineering Inspections in support of over \$100 Million in private development projects
- Rehabilitation of 6.2 miles of roadways throughout the city
- Construction phase of the Water Street and Baker Street Rehabilitation Projects
- Design of the Rte. 10/Winchester Street Bridge over Ash Swamp Brook
- Preliminary design and securing of land rights for the \$5.0M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street & the Island Street Bridge
- Construction of the proposed improvements to the Babbidge Reservoir Dam.
- Completing the Emerald Street Sidewalk project.
- Oversight and Administration of the Runway 14/32 Rehabilitation Project.
- Supporting a variety of Airport-related projects with survey, design and consultant management tasks.
- Overseeing the design of upgrades for Woodward and Goose Pond Dams.
- On-call engineering review and inspection services for new site plan and subdivision projects
- Reviewing and updating the Public Works Department's "*Street and Utility Detailed Standards*".
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
  - Safe Routes to School program
  - Wheelock Park improvements
  - Structural Evaluation of City Hall
  - Cartegraph/GIS integration
  - Surface parking lot improvements
  - Library improvements

## Highway Division

The Highway Division will meet the following objectives in FY18:

- Oversee the contractor to coordinate the City's crack seal program to help prevent road deterioration.
- Coordinate a City wide drainage program performing routine maintenance cleaning of catch basins and cleaning drain lines, maintaining the annual average of 1,450 catch basins cleaned and inspect up to 2 miles of drain line in addition to performing camera inspection of areas of concern
- Coordinate spot repair of drain line system with the Engineering Division based on camera inspection of drain lines
- Oversee the contractor performing annual line painting throughout the City of Keene to maintain road safety
- Oversee the contractor performing street sweeping services throughout the City of Keene to help keep the drain system clear and maintain cleanliness throughout the city
- Perform required maintenance at 3 Mile Dam. The ACOE (Army Corp of Engineers) has provided an updated list of repairs needed at this facility. The division will begin these repairs this spring.
- Remove and replace Downtown Memorial trees that have been through a condition assessment recommending their removal.
- Continue with Downtown – Main St. refurbishing, adding additional gardens and pedestrian walks to maintain a vibrant downtown

## **Background**

### **Administration**

The Public Works Administration provides overall management and leadership for the Public Works Department. It is responsible for customer interface, directing all incoming calls and correspondence to the appropriate division, dispatching of public works resources, providing records management, and assisting in public information programs for the various divisions. Administration is composed of the Public Works Director, two Assistant Public Works Directors/Division Heads, an Office Manager, and an Administrative Assistant. During FY16/17, Public Works Administration continued to respond to the public interest and demand for information on department activities, operations, and projects on social media. During FY 16/17 the Department continued to expand its use of social media by publishing information on storm events, projects, road closures, and other Public Works activities. From January 1, 2016 – December 31, 2016 the number of users reached on social media increased again from the previous year, reaching over 194,000 users during this time frame (up from 77,000 last year). In FY17/18 it is anticipated that, along with the traditional media outlets, the use of social media tools will continue and be expanded to better reach our customers with happenings concerning the Public Works Department to keep our customers well informed regarding all things Public Works.

### **Engineering**

The Engineering Division has a staff of 5 employees, the City Engineer, two Civil Engineers, and two Engineering Technicians. In addition, the Division typically uses temporary contract employees to assist with the surge in workload associated with construction management. The Engineering Division provides capital project planning, development, management, and administration for the City infrastructure systems. That effort includes information management of the City's infrastructure systems and property, the maintenance and updating of the City's geographical information system (GIS), the Public Works asset management system, and the geographic position satellite (GPS) survey system. In addition, the Division supports general engineering (planning, surveying, design, construction administration, and inspection services, etc.) and provides technical expertise to City boards, commissions, and other departments; along with performing regulatory reviews of site plans/subdivisions, excavation, encumbrance and sewer permitting, and inspection.

During FY17, the division's accomplishments included:

- Rehabilitation and preservation of over 17.8 lane-miles of roadways throughout the City
- Design and construction/installation of water gate valves (\$160K)
- Completing the design of Runway 14/32 improvements
- Construction of the Silent Way Sewer Interceptor repairs
- Completing Engineering Studies for both the Rte. 10/Winchester Street Bridge Replacement and the Winchester Street reconstruction from the Rte. 101 roundabout to Island Street
- Beginning construction of the Rte. 12/Main Street Bridge replacement project
- Beginning construction of the improvements to the Babbidge Reservoir Dam
- Initiating the design phase for both Woodward and Goose Pond Dam improvements

### **Highway Division**

The Highway Division is staffed with 22 full-time employees and is responsible for the maintenance of the City's transportation infrastructure which includes 52 miles of sidewalks, 32 bridges, 80 miles of drain lines, over 5,000 catch basins, 126 center lane miles of road, 2 parking structures, 5 surface parking lots, and several miles of multi-use trails and bridges. The Division manages several contracts for services including line painting, street sweeping, and crack sealing. The Division's responsibilities include grounds maintenance in the downtown area which runs from Central Square to the Main, Marlboro, and Winchester roundabout; Railroad Square to the east and the Gilbo Avenue and Commercial Street parking areas to the west. The Division is also responsible for city-wide litter collection, leaf collection in areas with drain lines, maintenance of over 4,000 street/traffic signs. In 2018 Federal sign guidelines for reflectivity change, we have completed 90%

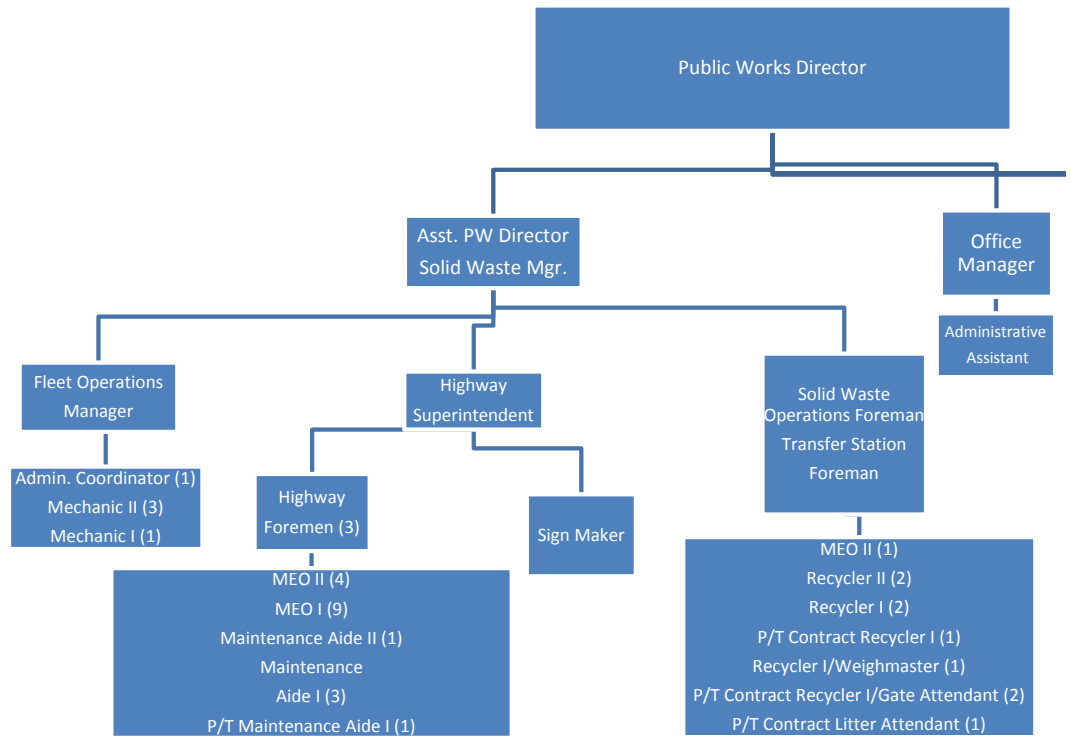
of the upgrades required to our 4,000 signs. The Highway Division also assists other departments with services such as set up of voting booths, preparing for City festivals, and many other City activities.

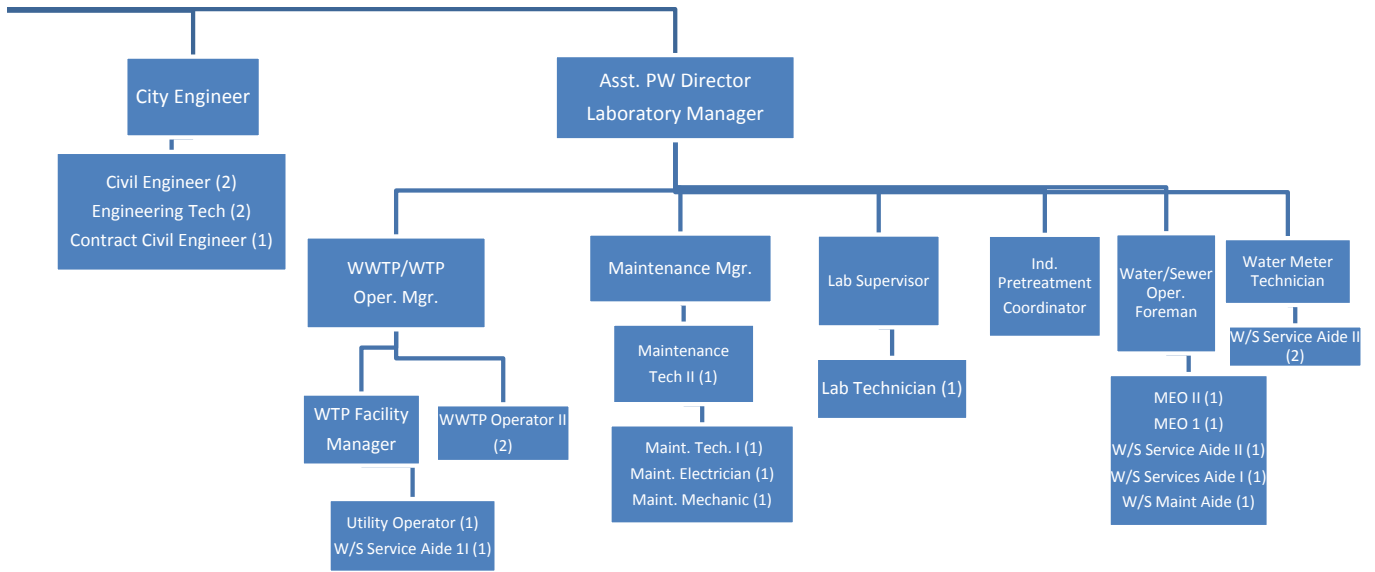
Some of our major accomplishments in FY17 include:

- Hurricane Road – replace 8 inadequate, under size crossover culverts with 18 inch pipe as well as installing a double barrel 18 inch crossover pipe
- Hurricane Road – Grader patch 2.8 miles of roadway
- Hurricane Road – Perform 2 miles of roadside ditching to allow proper drainage prior to road repairs using the Heat in Place method as well as grader patching
- Roxbury Road – Replace 3 undersized crossover pipe with 18 inch piping prior to road repairs
- Roxbury Road – Perform ½ mile roadside drainage repairs and installation of rip- rap as needed

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Provide efficient and effective management of the City's transportation, water, wastewater, stormwater, and solidwaste infrastructure			Infrastructure	
Operate and maintain the City's transportation and stormwater systems			Infrastructure	
Plan, design and implementation of engineering projects supporting the City's water, sewer, drainage, roadway, airport and downtown infrastructure			Infrastructure	
Deliver technical support and engineering services to residents, contractors, developers and other City departments			Infrastructure	
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Plow, salt, and sand roadways and sidewalks at appropriate times following PW standard operating guidelines			Transportation	<b>E</b>
Respond to deficiencies reported to Division through work order system within 72 hours	RSA 230:90-92A		Infrastructure	<b>C, E</b>
Continue city-wide Drain Maintenance Program using data compiled from our ongoing Drain Cleaning and Line Flushing Program			Infrastructure	<b>E</b>
Continue to transition grass belts in downtown by adding pedestrian walkways and perennial/annual gardens			Infrastructure	<b>E</b>
Implement the ACOE requested maintenance this coming spring for 3 Mile Dam			Infrastructure	<b>E</b>
Advance the goals of the February 2017 Economic Development Action Plan by streamlining Department permitting processes			Economic Development	<b>V,I,C</b>
Continuously improve the City's road network by replacing, repairing, and preserving existing streets			Transportation	<b>C, E</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Maintain current trend in our Catch Basin and Drain Line Cleaning Program of cleaning 1250 - 1450 catch basins and up to 10,560 feet of drain line annually. (# CB, # feet DL)		1,260/8,000	1,395/10,250	1,400/10,560
Percent of subdivisions/site plans reviewed with comments forwarded within five (5) business days of receipt				90%
Percent of excavation and encumbrance permits issued within three business days of submission.				75%
Lane-miles of roadway improved		10.6	9.0	6.2
Main Street- Refurbish lawn/grass areas with the Downtown Treatment (perennial gardens, tree replacements walkways and sitting areas)			1090 Sq. Ft.	2000 Sq. Ft.
City Wide Snow and Ice Control Operations Standard Operating Guidelines has been met.(Plowing of City streets, sidewalks, parking lots and parking structures as well as snow removal)			100%	100%

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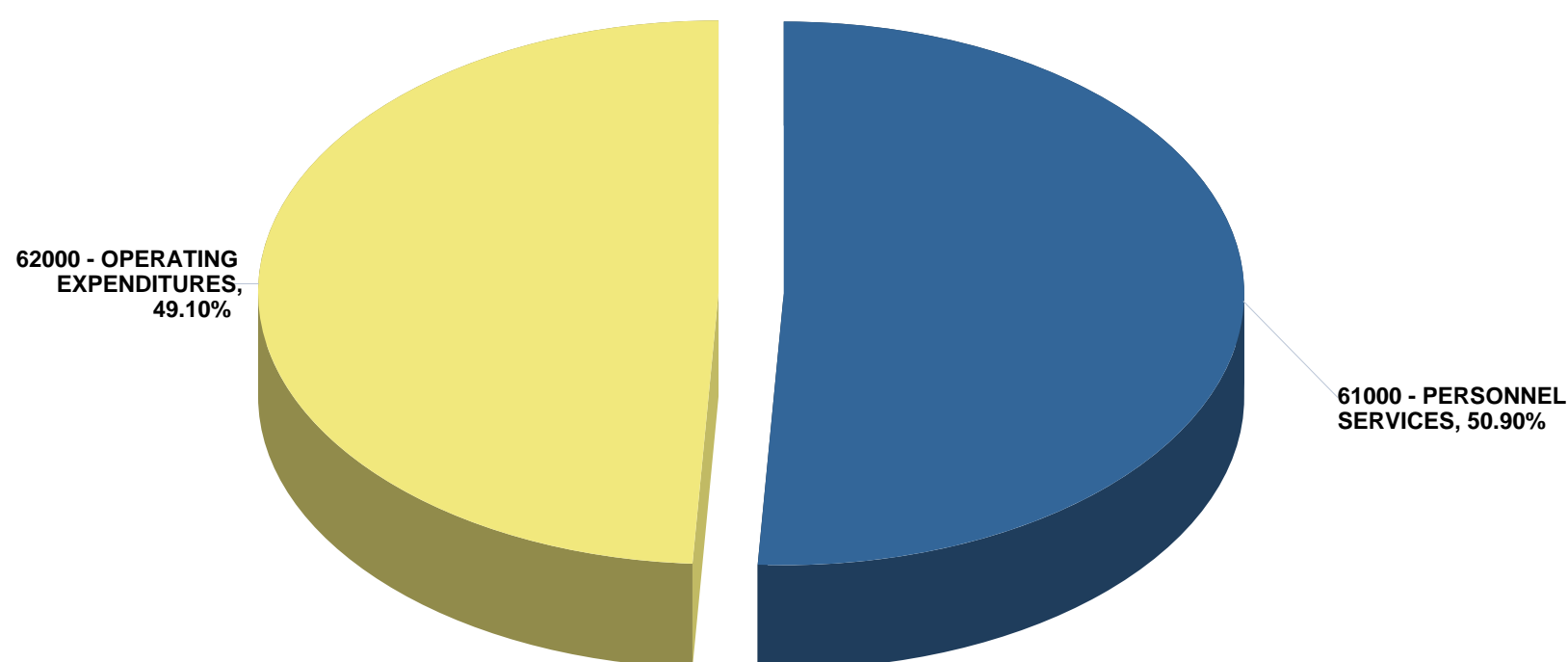
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Department

**PUBLIC WORKS**

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	2,070,888	1,871,755	2,128,605	2,060,801	2,231,575	0	2,231,575	2,231,575
62000 - OPERATING EXPENDITURES	1,939,886	1,862,729	2,166,335	2,018,170	2,152,473	0	2,152,473	2,152,473
<b>Department Total</b>	<b>4,010,774</b>	<b>3,734,483</b>	<b>4,294,940</b>	<b>4,078,970</b>	<b>4,384,048</b>	<b>0</b>	<b>4,384,048</b>	<b>4,384,048</b>

**PUBLIC WORKS**



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
02000	61301	PUBLIC WORKS DIRECTOR	1.00	112,056
	61303	ASST PW DIR / SOL WST MGR	0.23	22,781
		HIGHWAY SUPERINTENDENT	1.00	78,797
	61305	ADMINISTRATIVE ASSISTANT	0.50	20,048
OFFICE MANAGER		1.00	55,410	
02001	61304	CIVIL ENGINEER	1.00	62,771
		CITY ENGINEER	1.00	95,999
02*	61304	PW - AFSCME	20.60	789,269
<b>85 - PUBLIC WORKS Total</b>			<b>26.33</b>	<b>1,237,131</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>PUBLIC WORKS</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61301 - DEPARTMENT HEAD	107,623	114,224	112,490	112,488	116,056	0	116,056	116,056
61303 - SUPERVISORY PERSONNEL	103,928	99,957	101,972	101,972	101,578	0	101,578	101,578
61304 - GENERAL PERSONNEL	898,727	799,276	938,697	859,667	948,221	0	948,221	948,221
61305 - ADMINISTRATIVE PERSONNEL	60,497	67,602	71,575	71,427	75,458	0	75,458	75,458
61401 - TEMPORARY PERSONNEL	305	0	0	8,000	8,000	0	8,000	8,000
61501 - REGULAR OVERTIME	82,805	32,393	66,639	63,713	66,639	0	66,639	66,639
61602 - STAND-BY PAY	12,058	12,782	12,775	12,775	12,775	0	12,775	12,775
61605 - SICK & INJURY	22,039	34,791	31,089	27,651	33,290	0	33,290	33,290
61607 - VACATION	131,710	132,118	122,762	126,000	122,226	0	122,226	122,226
61609 - STIPEND	2,295	0	0	0	0	0	0	0
61611 - OUT OF CLASS PAY	0	0	2,000	0	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	343,643	315,851	353,030	362,286	400,680	0	400,680	400,680
61702 - DENTAL INSURANCE	21,609	21,235	23,519	20,425	23,944	0	23,944	23,944
61703 - RETIREMENT CONTRIBUTIONS	151,345	142,089	156,729	159,190	168,844	0	168,844	168,844
61704 - SOCIAL SECURITY	106,727	97,164	111,012	108,712	114,001	0	114,001	114,001
61705 - WORKERS COMPENSATION	11,499	698	24,315	26,494	37,864	0	37,864	37,864
61901 - RECRUITMENT	873	1,574	0	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	13,205	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>2,070,888</b>	<b>1,871,755</b>	<b>2,128,605</b>	<b>2,060,801</b>	<b>2,231,575</b>	<b>0</b>	<b>2,231,575</b>	<b>2,231,575</b>
62103 - TECHNICAL SERVICES	12,315	8,349	29,729	17,758	16,529	0	16,529	16,529
62120 - LABORATORY SERVICES	3,383	2,113	5,465	5,165	5,465	0	5,465	5,465
62121 - MONITORING/INSPECTIONS	5,788	3,287	43,755	43,755	43,755	0	43,755	43,755
62205 - PC REPLACEMENT CHARGE	5,876	5,877	5,956	3,919	6,498	0	6,498	6,498
62206 - PW FLEET CHARGE	772,884	754,358	796,816	778,412	837,795	0	837,795	837,795
62209 - RUBBISH PICK-UP	334	0	0	0	0	0	0	0
62300 - REPAIR & MAINTENANCE SVCS	28,373	33,099	36,525	31,211	36,525	0	36,525	36,525
62301 - OFFICE EQUIPMENT MAINT.	403	403	500	450	500	0	500	500
62306 - SOFTWARE MAINTENANCE	1,883	1,885	2,000	1,885	2,000	0	2,000	2,000
62310 - SAFETY PROGRAM MAINT.	5,344	4,946	7,150	7,150	7,150	0	7,150	7,150
62331 - ROAD AND STREET MAINT.	217,934	215,987	399,296	220,503	388,157	0	388,157	388,157
62350 - BUILDING MAINTENANCE	0	68	0	0	0	0	0	0
62372 - TREE/FORESTRY MAINTENANCE	22,875	41,875	30,600	30,203	37,000	0	37,000	37,000
62373 - TREE PLANTING	255	4,490	3,000	3,000	3,000	0	3,000	3,000
62374 - STREET LIGHT MAINTENANCE	30,238	21,781	18,000	14,162	6,517	0	6,517	6,517
62430 - TRAVEL	248	150	400	381	400	0	400	400

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62435 - TRAINING	2,666	2,489	3,800	4,065	3,750	0	3,750	3,750
62436 - MEETINGS & DUES	2,288	1,034	1,900	2,192	1,950	0	1,950	1,950
62447 - PUBLIC AWARENESS	530	0	2,000	0	0	0	0	0
62448 - HAULING AND DISPOSAL	1,893	2,150	6,324	6,324	6,324	0	6,324	6,324
62498 - USE OF TRUST FUNDS	1,527	0	0	0	0	0	0	0
62501 - WATER	8,565	11,009	10,000	8,829	10,000	0	10,000	10,000
62503 - ELECTRICITY	187,285	186,722	173,500	169,422	173,500	0	173,500	173,500
62510 - TELEPHONE	6,709	5,909	6,000	6,725	6,000	0	6,000	6,000
62604 - EQUIPMENT RENTAL	7,864	8,535	8,000	26,991	8,000	0	8,000	8,000
62607 - RENTAL VEHICLES	4,534	0	0	8,739	0	0	0	0
62701 - OFFICE SUPPLIES	2,396	2,530	3,000	1,900	3,000	0	3,000	3,000
62734 - MINOR EQUIPMENT	4,649	0	0	0	0	0	0	0
62740 - OTHER MAINT. SUPPLIES	435,628	338,166	435,146	505,665	435,146	0	435,146	435,146
62744 - MINOR COMPUTER EQUIPMENT	88	1,236	461	200	450	0	450	450
62755 - UNIFORMS	9,699	9,572	11,000	10,965	11,000	0	11,000	11,000
62760 - OPERATING SUPPLIES	155,433	134,396	126,013	108,199	102,062	0	102,062	102,062
63409 - EQUIPMENT ACQUISITION	0	15,313	0	0	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	45,000	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,939,886</b>	<b>1,862,729</b>	<b>2,166,335</b>	<b>2,018,170</b>	<b>2,152,473</b>	<b>0</b>	<b>2,152,473</b>	<b>2,152,473</b>
<b>Department Total</b>	<b>4,010,774</b>	<b>3,734,483</b>	<b>4,294,940</b>	<b>4,078,970</b>	<b>4,384,048</b>	<b>0</b>	<b>4,384,048</b>	<b>4,384,048</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Department Summary by Account

GENERAL FUND

Department	Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
PUBLIC WORKS	43201 - FLOOD CONTROL	28,859	23,395	21,357	20,438	23,395	23,395
	43203 - HIGHWAY	428,251	485,270	485,482	485,482	485,482	485,482
	<b>43000 - INTERGOVERNMENTAL</b>	<b>457,111</b>	<b>508,665</b>	<b>506,839</b>	<b>505,920</b>	<b>508,877</b>	<b>508,877</b>
	44109 - DIRECT REIMBURSEMENT	132,349	101,895	92,696	97,169	95,976	95,976
	44115 - INSPECTION SERVICES	0	0	0	6,000	10,500	10,500
	44116 - PUBLIC WAY IMPEDIMENT	150	300	200	330	200	200
	44117 - EXCAVATION	1,075	800	1,500	925	1,500	1,500
	<b>44000 - CHARGES FOR SERVICES</b>	<b>133,574</b>	<b>102,995</b>	<b>94,396</b>	<b>104,424</b>	<b>108,176</b>	<b>108,176</b>
	46405 - DOWNTOWN MEM TREE TRST FD	747	771	6,581	6,770	6,400	6,400
	<b>46000 - MISCELLANEOUS</b>	<b>747</b>	<b>771</b>	<b>6,581</b>	<b>6,770</b>	<b>6,400</b>	<b>6,400</b>
	<b>PUBLIC WORKS Total</b>		<b>591,432</b>	<b>612,432</b>	<b>607,816</b>	<b>617,114</b>	<b>623,453</b>

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<b>Department:</b>	<b>Police</b>	<b>Fund:</b>	Parking
<b>Division (s):</b> <b>Cost Center:</b>	Parking Services & Public Works 01500 through 01503		
<b>Mission:</b>	To provide customer, administrative, enforcement services, and maintenance, and repairs to ensure adequate public parking that is safe and convenient to users, and respond in an efficient manner to concerns in the community pertaining to parking.		

In FY18, Parking Services will continue to focus on incorporating increased technology to expand customer options for services related to parking, for rehabilitation and preventative maintenance at the City's parking venues (on-street parking, lots, and decks), and for maintaining both long and short term parking options necessary to support a vibrant and dynamic downtown. Specific components of the work plan include:

- Annual power washing and sealing of the upper level of City Hall garage
- Replacing sidewalk, curbing, and resurfacing Roxbury Plaza and Wells Street lot
- Replacing single space meters in Wells Street lot and Roxbury Plaza with multi space kiosks
- Continue maintenance of all surface lots to include crack sealing and drain inspections
- Installing new lighting in Commercial Street lot
- Continue to attend monthly meetings and work with the Downtown Group
- Continue to monitor and evaluate downtown parking needs
- Establishing an on line credit card payment option, through collaboration with the Finance and Information Technologies departments
- Incorporate, with approval, smart meter deployment

Accomplishments in FY17 that serve as a platform for these efforts consisted of:

- Eliminated one vehicle from Parking Services to more effectively manage our budget
- Extended two hour parking on Washington Street, west side, two spaces north of Vernon Street
- Updated and eliminated signs on Spring Street, Brook Street and Taylor Street improving aesthetics and leading to better signage
- Removed damaged meters and posts from St James Street
- Replaced or repaired damaged meters
- Monitored and enforced established parking requirements. In order to respond to future development and parking opportunities we collected user data to facilitate the review of the City's downtown parking needs, and parking demand.
- Supported development of long term strategies to ensure that parking services and fund operations remain financially sound and aligned with fiscal policy and Comprehensive Master Plan objectives
- Power washed and sealed the City Hall upper level parking garage
- Attended the Downtown Group Merchants meetings on a regular basis to address concerns and provided assistance with their activities
- Worked with other City Staff to offer on line credit card payment option
- Investigated various smart meter designs for possible future deployment to improve operations and increase customer options

### **Background**

The Parking Services Department provides services to the downtown area. The Parking Service's responsibilities include compliance with the parking ordinances, ensuring that parking is available for customers by enforcing turnover in the two hour spaces, maintaining the parking meters and multi-space meters in good working order, and responding quickly to malfunctioning units. Parking Services also manages the reserved parking to provide employers and employees working in the downtown area, as well as residents living in the downtown area with access to convenient long term parking options. Overall

maintenance of the downtown public spaces, including metered parking areas, lots, and parking garages, and promoting an attractive and welcoming environment are priorities supported by Parking Services. The re-alignment of the Parking Services has shifted the focus of its staff beyond enforcement to long term management of the City's parking resources. In collaboration with IT, Police, Public Works, and Planning departments, Parking Services is developing parking plans and strategies, and maintenance and investment programs necessary to satisfy the mission of Parking Services and the goals of the Comprehensive Master Plan.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>		
<u>Parking Services:</u> Provide consistent enforcement of violations, review and process ticket payments, prepare court complaints when necessary, and mediate parking complaints.		Municipal Governance & Fin Stability		
<u>Parking Management:</u> Ensure proper signage for parking is in place, maintain parking meters in operating condition, collect coinage from meters and administer rental operations for reserved parking customers.		Municipal Governance & Fin Stability		
<u>Assessing Parking Needs:</u> Provide administrative and staff support to study current and projected parking needs, review parking rates and assess new technology/concepts in parking to make the function of parking more efficient in management and to the customer.		Municipal Governance & Fin Stability		
<u>Infrastructure:</u> Oversee the maintenance, repairs, and snow and ice control of the parking structures, surface parking lots, and on street parking spaces		Municipal Governance & Fin Stability		
<u>Downtown Liaison:</u> Collaborate with the Keene Downtown Group to ensure accurate communication and to assist with their parking needs through daily contact and attending monthly meetings.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue to identify and improve public parking needs			Transportation	<b>O,I,C</b>
Implement alternative payment technologies for parking garages, parking lots, and single space meters			Transportation	<b>O,I,C</b>
Implement an on line credit card payment program for parking fines and reserved spaces			Leadership	<b>V,O,I</b>
Resurface Roxbury Plaza and Wells Street surface lot and replace sidewalks and curbing			Infrastructure	<b>C, E</b>
Manage all aspects of parking including enforcement, maintenance, and planning for the future			Transportation	<b>O,I,C</b>
Install new lighting in the Commercial Street lot			Infrastructure	<b>V,C,E</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Number of spaces managed by Parking Services Metered/Leased/Rental		845/51/404	845/51/404	845/51/404
Percent of metered spaces occupied. Collected by weekly random survey		47	39	44
Number of violations issued		22,306	25,668	31,500
Number of single space meters replaced with multi space kiosk (accumulative)		198	226	355
Percent of weekly time completing Enforcement/Collections,Surveys,Repairs		61/39	68/32	65/35

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

	ACTUAL FY 14/15	ACTUAL FY 15/16	BUDGET FY 16/17	ESTIMATE FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>REVENUES</b>								
Taxes	\$1,048,290	\$1,167,250	\$1,146,740	\$1,146,740	\$1,028,163	1,028,163	\$852,110	\$847,707
Meter Collections	359,614	422,129	639,691	515,201	563,722	563,722	683,231	690,063
Fines & Forfeits	226,202	244,201	215,000	264,838	270,610	270,610	273,797	277,026
Miscellaneous & Interest	2,449	2,362	2,800	1,725	1,958	1,958	1,968	1,978
Project Balance: Capital Fund	28,926							
Rentals	178,248	182,624	192,800	184,007	193,646	193,646	232,381	234,648
Court Payment	42,500	42,500	42,500	42,500	42,500	42,500	42,500	42,500
Use of Capital Reserve					25,000	25,000		50,000
Use of (Addition to) Surplus			42,144		72,945	72,945	60,538	(183,660)
<b>TOTAL REVENUES</b>	<b>\$1,886,228</b>	<b>\$2,061,066</b>	<b>\$2,281,675</b>	<b>\$2,155,011</b>	<b>\$2,198,544</b>	<b>\$2,198,544</b>	<b>\$2,146,525</b>	<b>\$1,960,262</b>
<b>EXPENDITURES</b>								
Lots & Meters	\$678,450	\$698,982	\$694,972	\$683,153	\$702,271	\$702,271	\$712,805	\$723,497
Outside Services	215,419	193,286	194,225	193,212	196,523	196,523	203,401	210,520
City Hall Parking Facility	12,956	36,081	31,572	26,469	20,636	20,636	20,791	20,947
Wells Street Parking Facility	19,093	38,254	41,457	29,267	34,743	34,743	34,917	35,091
Courthouse property taxes	250,044	255,463	263,127	247,259	255,913	255,913	263,361	271,182
Capital	179,090	150,000	255,209	255,209	203,708	203,708	310,000	110,000
Debt Service	721,006	809,736	801,113	801,113	784,750	784,750	601,250	589,025
<b>TOTAL EXPENDITURES</b>	<b>\$2,076,059</b>	<b>\$2,181,802</b>	<b>\$2,281,675</b>	<b>\$2,235,682</b>	<b>\$2,198,544</b>	<b>\$2,198,544</b>	<b>\$2,146,525</b>	<b>\$1,960,262</b>
<b>NET REVENUE (EXPENDITURE)</b>	<b>(\$189,830)</b>	<b>(\$120,737)</b>	<b>(\$0)</b>	<b>(\$80,671)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Fund Balance	338,307	257,636	184,691	124,153	307,813
<i>Projected fund balance as a % of operating budget</i>		27.64%	19.36%	12.77%	31.09%
<i>(total - capital and debt service- courthouse taxes)</i>					

Note on Taxes: Wells Street Tax Increment Financing District (TIFD) revenues are raised to pay for the following TIFD expenditures in FY 2018:

Debt Service	\$	784,750	(see Statement of Parking Fund Long Term Debt)
Wells Street Parking Deck Capital Reserve		30,000	
District Courthouse - Property Tax		255,913	
Offset - State of New Hampshire Courthouse rent		(42,500)	
TIFD Taxes to be Raised for Parking Fund	\$	1,028,163	

FY 2019 Meter Collections and Parking Space Rentals reflect a 20% increase in rates late in FY 2018 or early in FY 2019 due to projected FY 17 operating results and the timing of the Gilbo Street East project.

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2017/2018 Operating Budget**  
**STATEMENT OF PARKING FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2017/2018</u>	<u>INTEREST 2017/2018</u>	<u>PRINCIPAL BALANCE 06/30/18</u>
Wells St. Parking Facility-Refunding (1998)	12/27/2006	1/1/2018	avg 3.93%	1,370,000	160,000	8,000	0
Wells St. TIFD Courthouse Project	5/2/2013	5/1/2033	avg 2.46%	1,629,000	85,000	30,700	1,200,000
Wells St. TIFD Infrastructure (R-2011-26)	12/1/2011	12/1/2021	avg 1.627218%	3,653,100	365,000	43,800	1,460,000
Wells St TIFD Infrastructure:(Norway /93rd)	6/12/2015	6/12/2025	avg 2.17%	760,000	75,000	17,250	525,000
				\$ 7,412,100	\$ 685,000	\$ 99,750	\$ 3,185,000
<b>Authorized, Unissued:</b>							
N/A							\$ -
<b>Anticipated, FY17/18:</b>							
N/A							\$ -
<b>Total Anticipated Bond Issue - new</b>							<b>\$0</b>

**CALCULATION OF PARKING FUND DEBT LIMIT AND BORROWING CAPACITY**

Debt Limit on 07/01/17 computed at 0.5% of 2016 equalized assessed value at \$1,788,633,815 per RSA 33:4-a	\$ 8,943,169
LESS: outstanding principal balance @ 07/01/17	(3,870,000)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	3,870,000
<b>PARKING FUND BORROWING CAPACITY FOR FY17/18</b>	<b>\$ 8,943,169</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY 2017/18 PARKING FUND CAPITAL APPROPRIATIONS**

<u>Project Description</u>	<u>Capital Project Appropriation FY 16</u>	<u>Capital Project Appropriation FY 17</u>	<u>Capital Project Appropriation FY 18</u>
<u>Capital Reserve Appropriations:</u>			
City Hall Parking Facility	\$ 25,000	\$ 25,000	\$ 30,000
Wells Street Parking Facility	25,000	25,000	30,000
Downtown Infrastructure & Facility Improvements	100,000	100,000	General Fund
Total General Revenue Capital Reserve Appropriation	\$ 150,000	\$ 150,000	\$ 60,000
<u>Capital Project Appropriations:</u>			
Parking Structure Maintenance	\$ 15,000	\$ -	\$ 25,000
Gilbo Ave East Parking Lot			\$ 118,708
Surface Parking Lot Maintenance		105,209	
Wells Street Parking Deck Rehabilitation	848,000		
Total Capital Project Appropriation	\$ 863,000	\$ 105,209	\$ 143,708
<b>TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS</b>	<b>\$ 1,013,000</b>	<b>\$ 255,209</b>	<b>\$ 203,708</b>

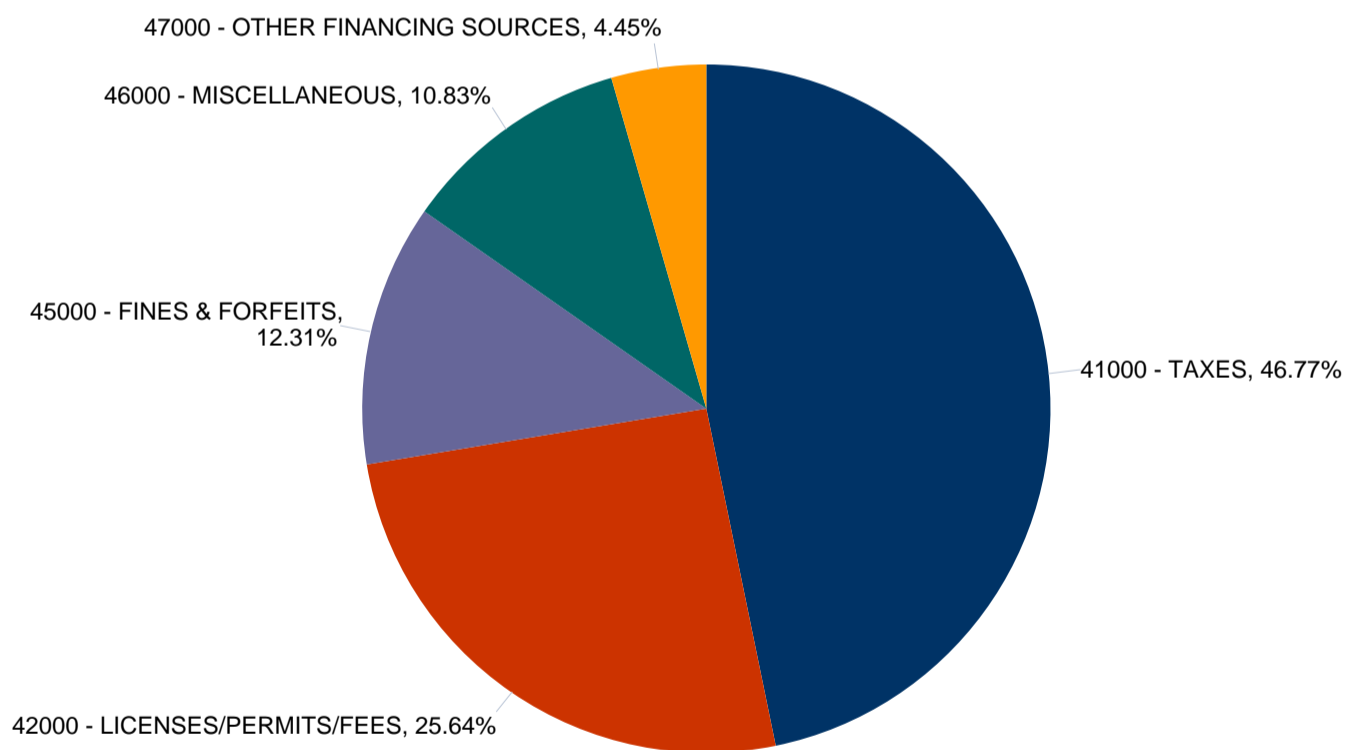


# City of Keene, New Hampshire Fiscal Year 2017 - 2018 Summary Revenue Budget

## PARKING FUND

Revenue Category	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
41000 - TAXES	1,048,290	1,167,250	1,146,740	1,146,740	1,028,163	1,028,163
42000 - LICENSES/PERMITS/FEES	359,614	422,129	639,691	515,201	563,722	563,722
45000 - FINES & FORFEITS	226,202	244,201	215,000	264,838	270,610	270,610
46000 - MISCELLANEOUS	223,197	227,486	238,100	228,232	238,104	238,104
47000 - OTHER FINANCING SOURCES	28,926	0	42,144	0	97,945	97,945
<b>Grand Total</b>	<b>1,886,228</b>	<b>2,061,066</b>	<b>2,281,675</b>	<b>2,155,011</b>	<b>2,198,544</b>	<b>2,198,544</b>

### Fiscal Year 2017-2018 Anticipated Revenue by Category



## PARKING FUND REVENUE

### TAXES

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

### METER COLLECTIONS AND RENTALS

**42307-CITY HALL: UPPER LOT METER:** fees collected from parking meter of upper lot behind city hall

**42308-COMMERCIAL LOT METERS:** fees collected from parking meters at the Commercial St lot

**42309-ELM LOT METERS:** fees collected from parking meters at the Elm St Lot

**42310-GILBO LOT EAST METERS:** fees collected from parking meters at the Gilbo St lot

**42311-LIBRARY ANNEX LOT METERS:** fees collected from parking meters at the Library St annex lot

**42312-WINTER ST METERS:** fees collected from parking meters on Winter St

**42313-ON STREET METERS:** fees collected from parking meters on the streets

**42314-WELLS LOT METERS:** fees collected from parking meters at the Wells St lot

**46318-DISTRICT COURT:** rents returned to the City for District Court bldg debt service

**46305, 46310, 46320-46325: PARKING SPACE & LOTS:** charges for parking lot space permits

**46326-ON STREET RESERVED PARKING:** fee collected for on street reserved parking permit

### FINES AND FORFEITS

**45101-METER VIOLATIONS-STG 1:** initial amount of ticketed fine for a metered parking violation

**45102-METER VIOLATIONS-STG 2:** fines for metered parking violations paid after the grace period

**45105-COURT FINES:** court fines for parking summonses

**45108-TIME PAYMENTS:** payments received for overdue parking tickets

**45109-SMALL CLAIMS COURT PAYMENTS:** court ordered payments for overdue tickets

### MISCELLANEOUS

**46000-MISCELLANEOUS:** money received not accounted for elsewhere

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46103-INTEREST-A/R:** amount charged on Accounts Receivable bills over 30 days old

**46300-RENTS:** money received from the rental of city owned property

### OTHER FINANCING SOURCES

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

**47003- CAPITAL RESERVE:** use of capital reserve to cover current costs.

**47007-USE OF SURPLUS:CARRYOVER-** appropriations extended beyond fiscal year in which they were originally approved.

**47201- CAPITAL PROJECTS FUND:** use of project balance to fund capital projects.

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Fund Summary by Account

PARKING FUND

Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
41125 - TAX INCREMENT FINANCING	1,048,290	1,167,250	1,146,740	1,146,740	1,028,163	1,028,163
<b>41000 - TAXES</b>	<b>1,048,290</b>	<b>1,167,250</b>	<b>1,146,740</b>	<b>1,146,740</b>	<b>1,028,163</b>	<b>1,028,163</b>
42307 - CITY HALL:UPPER LOT METER	1,362	1,507	2,969	1,660	2,261	2,261
42308 - COMMERCIAL LOT METERS	16,144	11,573	22,508	17,848	23,721	23,721
42309 - ELM LOT METERS	7,204	9,635	13,611	12,318	11,424	11,424
42310 - GILBO LOT EAST METERS	37,544	43,562	70,869	55,737	38,235	38,235
42311 - LIBRARY ANNEX LOT METERS	8,387	8,028	11,520	10,735	5,500	5,500
42313 - ON STREET METERS	279,119	337,137	504,196	401,375	464,495	464,495
42314 - WELLS LOT METERS	9,855	10,686	14,019	15,528	18,086	18,086
<b>42000 - LICENSES/PERMITS/FEES</b>	<b>359,614</b>	<b>422,129</b>	<b>639,691</b>	<b>515,201</b>	<b>563,722</b>	<b>563,722</b>
45101 - METER VIOLATIONS - STG 1	85,782	82,333	75,000	97,090	97,090	97,090
45102 - METER VIOLATIONS - STG 2	104,853	105,664	93,000	125,043	125,403	125,403
45103 - GENERAL VIOLATIONS - STG1	0	15,514	13,500	12,300	14,651	14,651
45104 - GENERAL VIOLATIONS - STG2	0	23,122	16,500	15,059	18,099	18,099
45105 - COURT FINES	34,707	17,369	17,000	15,346	15,367	15,367
45108 - TIME PAYMENTS	860	0	0	0	0	0
45109 - SMALL CLAIMS COURT PMNTS	0	200	0	0	0	0
<b>45000 - FINES &amp; FORFEITS</b>	<b>226,202</b>	<b>244,201</b>	<b>215,000</b>	<b>264,838</b>	<b>270,610</b>	<b>270,610</b>
46000 - MISCELLANEOUS	525	0	0	0	0	0
46101 - INTEREST EARNINGS	1,924	2,362	2,800	1,725	1,958	1,958
46300 - RENTS	11,201	11,205	11,200	11,200	11,200	11,200
46305 - PARKING SPACE & LOTS	22,379	23,353	22,500	36,710	30,103	30,103
46310 - PARKING SPACES-EMPLOYEES	32,660	32,660	36,920	36,920	41,845	41,845
46318 - KEENE DISTRICT COURT	42,500	42,500	42,500	42,500	42,500	42,500
46320 - COMMERCIAL LOT RESERVED	9,511	12,183	13,520	13,608	15,322	15,322
46321 - CYPRESS LOT RESERVED	5,828	8,560	5,220	3,937	3,937	3,937
46322 - ELM LOT RESERVED	16,211	19,494	17,840	17,607	18,270	18,270

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

**Revenue Budget Fund Summary by Account**

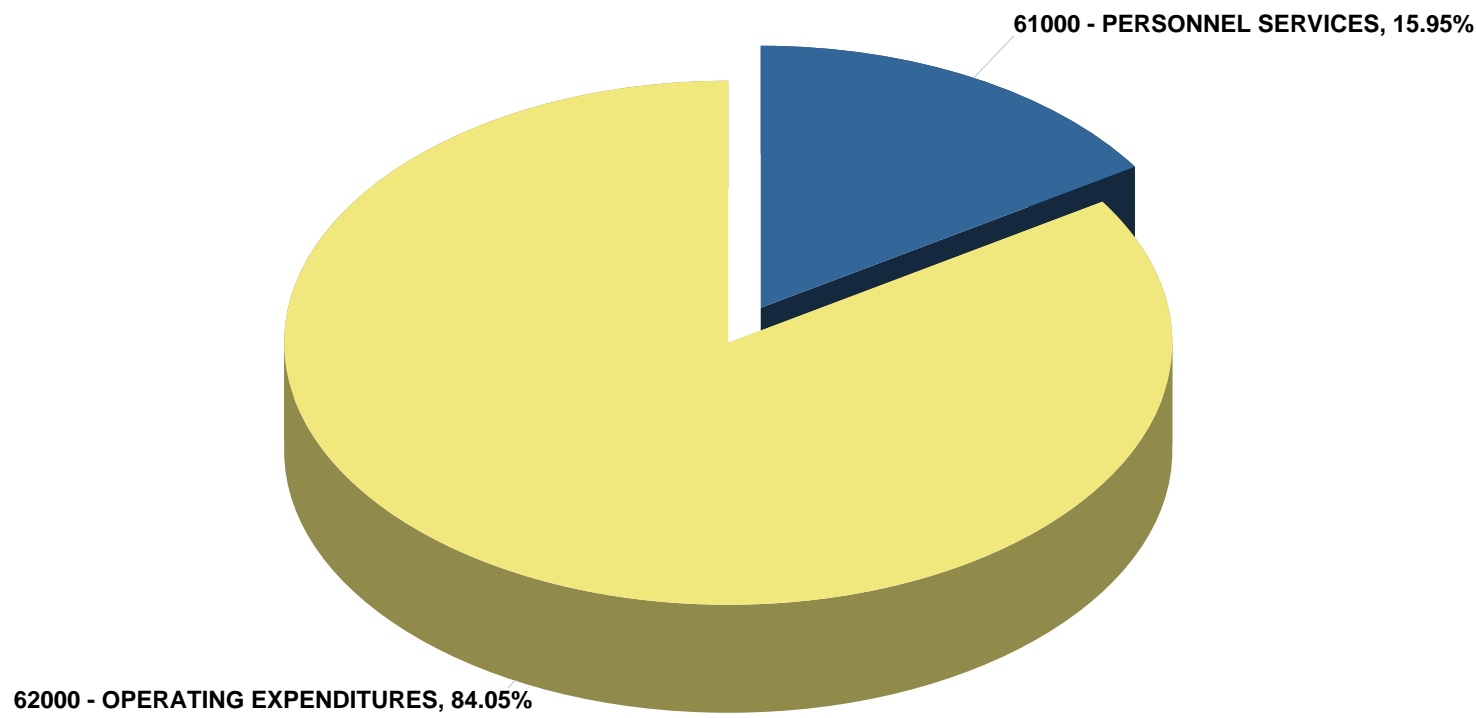
<b>Account Title</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Actual</b>	<b>2016 - 2017 Budget</b>	<b>2016 - 2017 Estimate</b>	<b>2017 - 2018 Department Request</b>	<b>2017 - 2018 Manager Recommended</b>
46323 - GILBO WEST RESERVED	26,289	17,229	23,920	8,725	9,467	9,467
46324 - WELLS LOT RESERVED	41,810	43,785	48,680	43,500	51,739	51,739
46326 - ON STREET RESEVED PARKING	12,360	14,156	13,000	11,800	11,763	11,763
<b>46000 - MISCELLANEOUS</b>	<b>223,197</b>	<b>227,486</b>	<b>238,100</b>	<b>228,232</b>	<b>238,104</b>	<b>238,104</b>
47001 - USE( ADDITION) TO SURPLUS	0	0	0	0	72,945	72,945
47003 - CAPITAL RESERVE	0	0	0	0	25,000	25,000
47007 - USE OF SURPLUS: CARRYOVER	0	0	42,144	0	0	0
47201 - CAPITAL PROJECTS FUND	28,926	0	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>	<b>28,926</b>	<b>0</b>	<b>42,144</b>	<b>0</b>	<b>97,945</b>	<b>97,945</b>
<b>Revenue Total</b>	<b>1,886,228</b>	<b>2,061,066</b>	<b>2,281,675</b>	<b>2,155,011</b>	<b>2,198,544</b>	<b>2,198,544</b>

**City of Keene, New Hampshire**  
**Fiscal Year 2017 - 2018**  
**Expenditure Budget**  
 Expenditure Budget Summary by Fund

PARKING FUND

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	385,860	334,262	359,332	343,596	350,642	0	350,642	350,642
62000 - OPERATING EXPENDITURES	1,690,199	1,847,540	1,922,343	1,892,086	1,847,902	0	1,847,902	1,847,902
<b>Fund Total</b>	<b>2,076,059</b>	<b>2,181,802</b>	<b>2,281,675</b>	<b>2,235,682</b>	<b>2,198,544</b>	<b>0</b>	<b>2,198,544</b>	<b>2,198,544</b>

PARKING FUND



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
01500	61303	PARKING OPERATIONS MGR	1.00	66,077
	61304	ADMINISTRATIVE ASSISTANT	1.00	47,282
		PARKING ENFORCE OFFICER	1.00	47,282
	61307	PARKING ENFORCE OFFICER - PART TIME	1.70	75,347
01501	61304	PW - OUTSIDE SERVICES	0.31	11,750
01502	61304	PW - CITY HALL PARKING FAC	0.04	1,610
01503	61304	PW - WELLS ST PARKING FAC	0.05	2,012
<b>14 - PARKING FUND Total</b>			<b>5.10</b>	<b>251,360</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>PARKING FUND</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61303 - SUPERVISORY PERSONNEL	51,241	64,997	66,333	66,325	66,077	0	66,077	66,077
61304 - GENERAL PERSONNEL	160,471	98,346	120,056	118,105	109,936	0	109,936	109,936
61307 - PART TIME EMPLOYEES	0	35,343	72,440	62,375	75,347	0	75,347	75,347
61401 - TEMPORARY PERSONNEL	52,871	16,156	5,483	7,737	5,483	0	5,483	5,483
61501 - REGULAR OVERTIME	5,790	2,167	7,364	3,447	6,164	0	6,164	6,164
61701 - HEALTH INSURANCE	61,190	59,157	39,477	38,846	40,335	0	40,335	40,335
61702 - DENTAL INSURANCE	2,930	3,207	3,161	3,056	2,158	0	2,158	2,158
61703 - RETIREMENT CONTRIBUTIONS	19,831	18,585	21,577	20,985	20,824	0	20,824	20,824
61704 - SOCIAL SECURITY	20,223	16,140	20,414	19,743	19,763	0	19,763	19,763
61705 - WORKERS COMPENSATION	1,246	66	3,026	2,977	4,555	0	4,555	4,555
61715 - RETIREMENT BENEFITS	10,000	20,000	0	0	0	0	0	0
61901 - RECRUITMENT	69	99	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>385,860</b>	<b>334,262</b>	<b>359,332</b>	<b>343,596</b>	<b>350,642</b>	<b>0</b>	<b>350,642</b>	<b>350,642</b>
62102 - PROFESSIONAL SERVICES	67,373	70,915	71,873	71,873	76,742	0	76,742	76,742
62103 - TECHNICAL SERVICES	702	3,317	4,789	7,150	7,800	0	7,800	7,800
62176 - CITY ADMIN CHARGE	226,408	247,856	244,095	244,095	245,744	0	245,744	245,744
62203 - SNOW PLOWING	50,839	55,858	58,288	58,288	56,113	0	56,113	56,113
62204 - STREET SWEEPING	4,000	7,031	4,000	4,000	4,000	0	4,000	4,000
62205 - PC REPLACEMENT CHARGE	892	722	694	694	585	0	585	585
62206 - PW FLEET CHARGE	26,638	28,193	20,987	20,987	19,057	0	19,057	19,057
62208 - TAXES	255,697	259,355	267,045	251,177	259,936	0	259,936	259,936
62311 - EQUIPMENT MAINTENANCE	4,673	3,821	4,673	4,000	4,673	0	4,673	4,673
62330 - PARKING LOT MAINTENANCE	6,953	4,000	4,000	4,000	4,000	0	4,000	4,000
62340 - GROUNDS MAINTENANCE	89,379	87,470	87,696	87,696	90,976	0	90,976	90,976
62435 - TRAINING	25	299	500	100	500	0	500	500
62446 - CLEANING ALLOWANCE	400	400	600	600	600	0	600	600
62503 - ELECTRICITY	6,098	5,019	7,890	4,342	6,840	0	6,840	6,840
62510 - TELEPHONE	982	1,244	1,950	1,950	1,950	0	1,950	1,950
62602 - OFFICE SPACE RENTAL	9,850	10,008	10,108	10,108	10,294	0	10,294	10,294
62701 - OFFICE SUPPLIES	18,410	8,314	16,640	15,000	12,524	0	12,524	12,524
62710 - POSTAGE	3,634	3,411	3,000	4,070	4,000	0	4,000	4,000
62720 - REPAIR PARTS	3,300	3,121	7,000	7,000	7,000	0	7,000	7,000
62740 - OTHER MAINT. SUPPLIES	4,936	18,707	14,370	14,863	14,370	0	14,370	14,370
62755 - UNIFORMS	987	1,115	3,500	3,500	3,500	0	3,500	3,500

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62760 - OPERATING SUPPLIES	7,928	48,248	32,323	20,272	28,240	0	28,240	28,240
63409 - EQUIPMENT ACQUISITION	0	14,381	0	0	0	0	0	0
65101 - PRINCIPAL	595,000	680,000	685,000	685,000	685,000	0	685,000	685,000
65102 - INTEREST ON BONDED DEBT	126,006	129,736	116,113	116,113	99,750	0	99,750	99,750
68010 - CAPITAL RESERVE	150,000	150,000	150,000	150,000	60,000	0	60,000	60,000
68011 - CAPITAL PROJECT TRANSFER	29,090	5,000	105,209	105,209	143,708	0	143,708	143,708
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,690,199</b>	<b>1,847,540</b>	<b>1,922,343</b>	<b>1,892,086</b>	<b>1,847,902</b>	<b>0</b>	<b>1,847,902</b>	<b>1,847,902</b>
<b>Department Total</b>	<b>2,076,059</b>	<b>2,181,802</b>	<b>2,281,675</b>	<b>2,235,682</b>	<b>2,198,544</b>	<b>0</b>	<b>2,198,544</b>	<b>2,198,544</b>

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

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

Computers, Toughbooks and printers were replaced on schedule in FY17. The Conway Office Solutions Managed Print Services contract was implemented in FY14 and continues to be factored into the PC Replacement Plan (which includes network printers). In previous years replacement, maintenance, and repair costs were calculated for each individual printer and added to departmental fees on an itemized basis. The fees are now based on a standard contract price. That contract includes printer replacement, maintenance, and repair as well as all ink and toner costs. The fees per printer have gone down slightly due to the renegotiation of the Conway contract.

In FY18 the PC Replacement Plan welcomes a new device type – the iPad. The Cartegraph and Firehouse applications support the iPad as the standard mobile device. As a growing number of departments and users engage in these work management applications, the number of iPad devices utilized and supported now justifies inclusion in this replacement plan, thus ensuring replacement funding is available when the devices become obsolete.

Computer equipment costs hold steady this year. The slightly higher fees collected in prior years based on higher replacement costs at that time make it possible to apply a discount to the current fees charged. FY18 continues this past practice with a 30% discount applied to the fees for all PC's and Laptops. This yields sufficient funds for continued replacement of computer equipment on schedule and, in the coming year, a reduction in most departmental PC Replacement budgets.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Replace PC1 computers every 5 years.		Municipal Governance & Fin Stability		
Replace PC2 computers every 3 years.		Municipal Governance & Fin Stability		
Replace laptops every 3 years or as necessary.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Replace 70 computers.			Municipal Governance & Fin Stability	<b>V, C</b>
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.			Municipal Governance & Fin Stability	<b>V, C</b>
Delay replacing monitors at the time of computer replacement unless necessary.			Municipal Governance & Fin Stability	<b>C</b>
Research and test mobile computing devices to use as laptop and/or Toughbook replacements.			Municipal Governance & Fin Stability	<b>V, C</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
PC1 Purchase Cost		\$600	\$600	\$600
PC1 Replacement Schedule		5 years	5 years	5 years
PC2 Purchase Cost		\$900	\$900	\$900
PC2 Replacement Schedule		3 years	3 years	3 years
Tablet Purchase Cost		\$1,400	\$1,400	\$1,400
Tablet Replacement Schedule		3 years	3 years	3 years
iPad Purchase Cost		-	-	\$500
iPad Replacement Schedule		-	-	3 years
Laptop Purchase Cost		\$650	\$650	\$650
Laptop Replacement Schedule		3 years	3 years	3 years
Total Annual Contributions to Fund		\$77,281	\$76,880	\$79,004
Total Computers		293	314	320

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

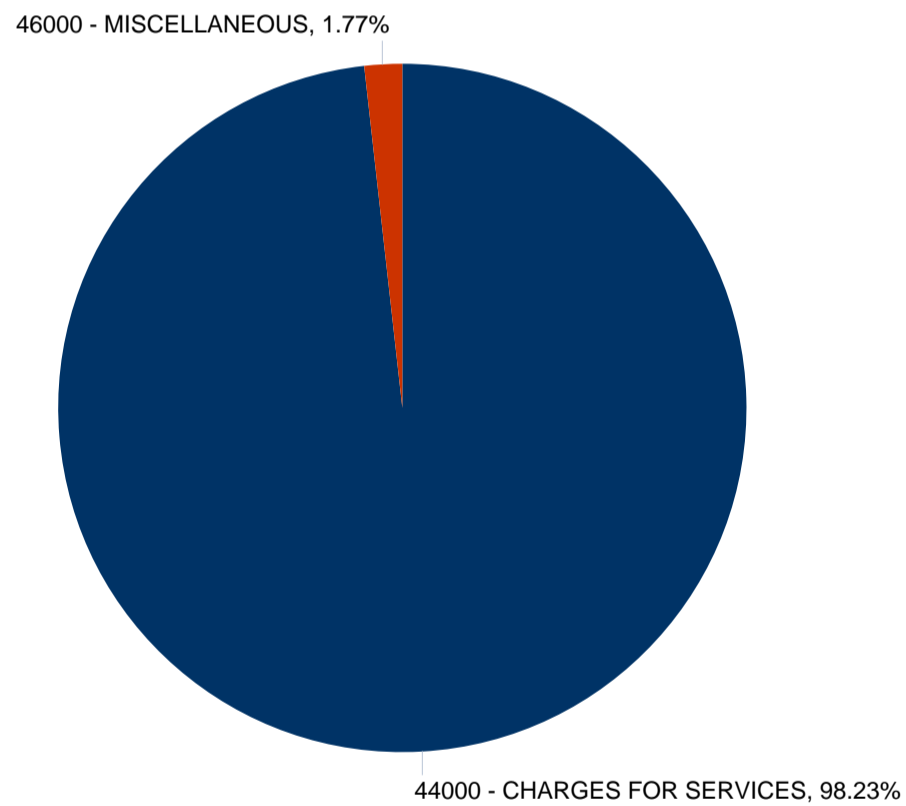
	ACTUAL FY 14/15	ACTUAL FY 15/16	BUDGET FY 16/17	ESTIMATE FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>REVENUES</b>								
Charges for Services	\$79,826	\$81,590	\$76,787	\$76,787	\$83,142	\$83,142	\$83,000	\$83,000
Use of (Addition to) Surplus			108,268		(15,507)	(15,507)	93,285	91,685
Miscellaneous	4,490	5,340	3,500	1,500	1,500	1,500	1,500	1,500
<b>TOTAL REVENUES</b>	\$84,316	\$86,931	\$188,555	\$78,287	\$69,135	\$69,135	\$177,785	\$176,185
<b>EXPENDITURES</b>								
PC Replacement	\$82,150	\$150,709	\$188,555	\$47,535	\$69,135	\$69,135	\$177,785	\$176,185
Capital Project Transfer	3,339	25,000						
<b>TOTAL EXPENDITURES</b>	\$85,489	\$175,709	\$188,555	\$47,535	\$69,135	\$69,135	\$177,785	\$176,185
<b>NET REVENUE (EXPENDITURE)</b>	(\$1,173)	(\$88,778)	\$0	\$30,752	\$0	\$0	\$0	\$0
Projected fund balance at year end		211,809		242,561.00		258,068	164,783	73,098
Projected fund balance as a % of operating budget				510.28%		373.28%	92.69%	41.49%

# City of Keene, New Hampshire Fiscal Year 2017 - 2018 Summary Revenue Budget

## PC REPLACEMENT FUND

Revenue Category	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
44000 - CHARGES FOR SERVICES	79,826	81,590	76,787	76,787	83,142	83,142
46000 - MISCELLANEOUS	4,490	5,340	3,500	1,500	1,500	1,500
47000 - OTHER FINANCING SOURCES	0	0	108,268	0	-15,507	-15,507
<b>Grand Total</b>	<b>84,316</b>	<b>86,931</b>	<b>188,555</b>	<b>78,287</b>	<b>69,135</b>	<b>69,135</b>

### Fiscal Year 2017-2018 Anticipated Revenue by Category



**PC REPLACEMENT FUND REVENUES**

**CHARGES FOR SERVICES**

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

**MISCELLANEOUS**

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**47303- SALE OF SURPLUS EQUIPMENT:** money received from the sale of computers

**OTHER FINANCING SOURCES**

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Fund Summary by Account

PC REPLACEMENT FUND

Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
46109 - USER FEES	79,826	81,590	76,787	76,787	83,142	83,142
<b>44000 - CHARGES FOR SERVICES</b>	<b>79,826</b>	<b>81,590</b>	<b>76,787</b>	<b>76,787</b>	<b>83,142</b>	<b>83,142</b>
46101 - INTEREST EARNINGS	1,043	1,368	1,000	0	0	0
47303 - SALE OF SURPLUS EQUIPMNT	3,447	3,972	2,500	1,500	1,500	1,500
<b>46000 - MISCELLANEOUS</b>	<b>4,490</b>	<b>5,340</b>	<b>3,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
47001 - USE( ADDITION) TO SURPLUS	0	0	107,888	0	-15,507	-15,507
47007 - USE OF SURPLUS: CARRYOVER	0	0	380	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>	<b>0</b>	<b>0</b>	<b>108,268</b>	<b>0</b>	<b>-15,507</b>	<b>-15,507</b>
<b>Revenue Total</b>	<b>84,316</b>	<b>86,931</b>	<b>188,555</b>	<b>78,287</b>	<b>69,135</b>	<b>69,135</b>

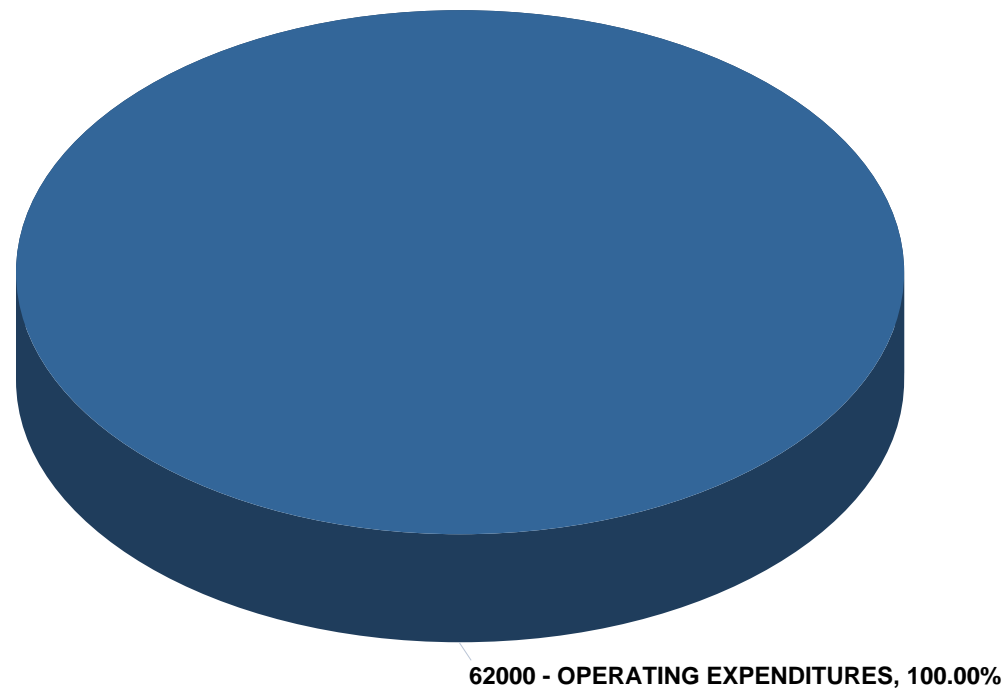
**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Summary by Fund

PC REPLACEMENT FUND

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
62000 - OPERATING EXPENDITURES	85,489	175,709	188,555	47,535	69,135	0	69,135	69,135
<b>Fund Total</b>	<b>85,489</b>	<b>175,709</b>	<b>188,555</b>	<b>47,535</b>	<b>69,135</b>	<b>0</b>	<b>69,135</b>	<b>69,135</b>

PC REPLACEMENT FUND



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>PC REPLACEMENT FUND</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
62301 - OFFICE EQUIPMENT MAINT.	9,500	8,698	9,600	9,600	9,600	0	9,600	9,600
62307 - COMPUTER SYS MAINTENANCE	0	0	5,000	5,000	5,000	0	5,000	5,000
62744 - MINOR COMPUTER EQUIPMENT	72,650	124,891	48,955	32,935	54,535	0	54,535	54,535
62761 - SOFTWARE	3,339	0	125,000	0	0	0	0	0
63407 - COMPUTER EQUIPMENT	0	17,120	0	0	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	25,000	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>85,489</b>	<b>175,709</b>	<b>188,555</b>	<b>47,535</b>	<b>69,135</b>	<b>0</b>	<b>69,135</b>	<b>69,135</b>
<b>Department Total</b>	<b>85,489</b>	<b>175,709</b>	<b>188,555</b>	<b>47,535</b>	<b>69,135</b>	<b>0</b>	<b>69,135</b>	<b>69,135</b>



<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	Solid Waste
<b>Division (s): Cost Center:</b>	Solid Waste 10000 through 10009		
<b>Mission:</b>	The Solid Waste Division manages the community's solid waste in an efficient, economical, and environmentally sensitive manner as well as ensures Keene's ability to use the most appropriate disposal solutions at all times.		

In FY18 the Solid Waste Division will be in the first year of a five (5) year re-negotiated contract for the transport and disposal of approximately 36,000 tons of solid waste from the City Transfer Station with Waste Management of New Hampshire (WMNH). The Recycling Center will meet the challenge of ever changing recycling markets and process approximately 5,000 tons of recyclable materials. The Solid Waste Facility located at 55 Old Summit Road serves as a drop off center where over 17,000 vehicles bring refuse, recycling, compostable material, brush, scrap metal, demolition material, shingles, and textiles. The Solid Waste Division also oversees the closed landfill as part of a required 30 year EPA monitoring program, is managing the transition from a landfill gas to energy system to a new source of power that will provide power to the adjacent recycling center and transfer station, and manages 24 household hazardous collections that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream.

The amount of recycling processed remains stable (approximately 5,000 tons per year) and markets for recycled material have stabilized after a dramatic global commodity price shift in fiscal year 16. Changes in packaging technology continue to have an impact at the Keene Recycling Center. Single use packaging is growing exponentially, and light weighting of packaging requires more processing to achieve critical mass volume (for example, it now requires twice as many water bottles to construct a bale of material because the volume of material in a water bottle sold today is half that of several years ago). As fiber materials continue to decrease and light weighting of containers increases the processing requirements to recycle materials increases because more containers are received requiring more physical handling of the material to separate the material into saleable commodities.

### **Background**

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

The City Council enacted a flow control ordinance in October 2010. Refuse and recycling generated within the City of Keene limits and collected by a private contractor is required to be delivered to the City of Keene Solid Waste Facility. The Solid Waste Division works with private contractors to ensure compliance with the ordinance and a compliance audit was conducted early in FY 17 with a small number of permitted haulers notified about proper compliance. Based on evaluation of six years of data assembled through the City's computerized scale system, the ordinance is fulfilling its objective of providing a more sustainable funding mechanism for the City's solid waste programs. The City has received an average of 20,000 tons of material from within the City of Keene limits, and an overall average of 36,000 tons of material from all sources (including material from outside the City limits). The contract with Waste Management of NH (WMNH) to transport and dispose of refuse and construction debris results in a cost of disposal of \$69.25 per ton (down from \$70 per ton in FY 17). In addition, WMNH is also contractually obligated to bring in 16,000 tons in 2017 from outside the City limits. The revenue from the Transfer Station operation continues to stabilize the solid waste fund.

Solid Waste Division staff are active in the Northeast Resource Recovery Association-a statewide organization that assists communities in marketing recyclable material. Staff continues to research new technologies to determine whether there are alternative disposal options or outlets for diverting materials from disposal. The Division worked with the EPA in FY 17 to repurpose the grant funds that were originally awarded for the Keene Energy and Agriculture Project towards a potential biofuel conversion project which would usher in the end of the landfill gas-to-energy generator as the source of primary power for the

adjacent recycling center and transfer station to a biofuel generator using 99.9% post-consumer vegetable oil. This project, if validated by the engineering firm contracted to evaluate the energy alternatives, would be complete by the end of calendar year 2017.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Provide access for Keene residents to economically discard waste materials according to Federal and State guidelines through an operating permit issued by New Hampshire Department of Environmental Services			Community Health & Wellness	
Operate transfer station to dispose of non-recyclable commercial and household refuse as well as construction debris generated in the City of Keene			Community Health & Wellness	
Recycling operations- Process private contractor collected recyclables at recycling center (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 17,000 vehicles per year with expanded recycling opportunities.				Climate Change
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CPM</b>	<b>VOICE</b>
Maximize weight per trailer at Transfer Station (within legal weight limits)			Municipal Governance & Fin Stability	<b>E</b>
Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material)			Municipal Governance & Fin Stability	<b>E</b>
Promote hazardous waste collections to reduce waste stream toxicity (24 collections per year serving Keene and over a dozen surrounding communities)			Community Health & Wellness	<b>I</b>
Transition to new energy source to power Recycling Center and Transfer Station			Climate Change	<b>C,E</b>
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
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 Waste Management of NH, ensures stability of Solid Waste Fund		\$70	\$71	\$69.25
Recycling Cost (per ton including revenue from sale of material- goal is under \$70 per ton)		\$17	\$37	\$37
Participants in 24 household hazardous waste collections per year (goal +2,500)		2,801	2,844	2,900

# CITY OF KEENE, NEW HAMPSHIRE

## SOLID WASTE FUND OPERATING REVENUES and EXPENDITURES

### HISTORICAL ANALYSIS and BUDGET

	ACTUAL FY 14/15	ACTUAL FY 15/16	BUDGET FY 16/17	ESTIMATE FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>REVENUES</b>								
Charges for Services	\$4,574,238	\$4,691,177	\$4,466,649	\$4,467,044	\$4,366,289	\$4,366,289	\$4,346,859	\$4,363,518
Miscellaneous	110,830	46,819	40,758	49,865	37,053	37,053	33,348	29,642
Use of Capital Reserve							327,224	
Bond Proceeds					250,000	250,000	166,750	
Use of (Addition to) Surplus			(1,224)		137,139	137,139	170,579	219,171
<b>TOTAL REVENUES</b>	<b>\$4,685,069</b>	<b>\$4,737,996</b>	<b>\$4,506,183</b>	<b>\$4,516,909</b>	<b>\$4,790,481</b>	<b>\$4,790,481</b>	<b>\$5,044,760</b>	<b>\$4,612,331</b>
<b>EXPENDITURES</b>								
Administration	\$613,956	\$627,291	\$616,614	\$621,187	\$601,463	\$601,463	\$623,768	\$648,577
Transfer/Recycling Facility	112,724	120,008	149,918	148,420	150,646	150,646	176,097	187,799
Operations	2,989,784	3,012,246	2,766,418	2,751,394	2,786,209	2,786,209	2,794,994	2,803,820
Recycling	499,957	508,517	540,009	533,037	568,115	568,115	585,054	602,498
Household Hazardous Waste	34,072	36,223	107,104	103,236	106,689	106,689	40,000	40,200
Demolition Transfer & Disposal	121,982	139,042	140,755	115,458	142,363	142,363	143,787	145,225
Landfill Monitoring & Maintenance	26,877	10,321	66,364	68,190	60,996	60,996	61,606	62,222
Landfill Gas System	98,805	65,656	74,000	75,157	74,000	74,000	75,480	76,990
Capital Projects Transfers	40,000	45,000	45,000	45,000	300,000	300,000	543,974	45,000
<b>TOTAL EXPENDITURES</b>	<b>\$4,538,158</b>	<b>\$4,564,304</b>	<b>\$4,506,182</b>	<b>\$4,461,079</b>	<b>\$4,790,481</b>	<b>\$4,790,481</b>	<b>\$5,044,760</b>	<b>\$4,612,331</b>
<b>NET REVENUE (EXPENDITURE)</b>	<b>\$146,911</b>	<b>\$173,692</b>	<b>\$0</b>	<b>\$55,830</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Principal Payment for Roundabout loan: a cash flow in, but not a revenue \$ 86,170 \$ 86,170 \$ 86,170 \$ 86,170 \$

Annual change in current resources (net revenue/use (addition) to surplus) plus interfund loan repayment) \$ 142,000 \$ (84,409) \$ (133,001) \$

Projected current resources available at fiscal year end \$ 1,123,687 \$ 1,214,718 \$ 1,130,309 \$ 997,308

Charges for Services includes a projected tip fee increase of \$3 per ton in 2018. The tip fee for municipal was last raised in 2016 by \$1 per ton. Prior to that, the fee was raised by \$10 per ton in 2010. Current rates are \$121 per ton for municipal solid waste, and \$126 per ton for construction and demolition materials.

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2017/2018 Operating Budget**  
**STATEMENT OF SOLID WASTE FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2017/2018</u>	<u>INTEREST 2017/2018</u>	<u>PRINCIPAL BALANCE 06/30/18</u>
Household Haz. Waste Proc. Facil. - Refunding (1997)	12/27/2006	8/15/2017	avg 3.93%	\$ 84,860	\$ 10,296	\$ 209	\$ -
Transfer Station Addition	3/1/2002	3/1/2022	avg 4.57%	520,000	27,500	5,875	90,000
Transfer Station Tip Floor Replacement	9/15/2016	9/15/2026	avg 1.85%	105,000	11,000	3,760	94,000
Transfer Station Energy Source	est FY 2018		est 3.5%	250,000		4,375	250,000
				<b>\$ 959,860</b>	<b>\$ 48,796</b>	<b>\$ 14,219</b>	<b>\$ 434,000</b>

**Authorized, Unissued: N/A**  
**Total Authorized / Unissued**

**Anticipated, FY17/18:**  
Transfer Station Energy Source R-2017-16 \$ 250,000  
**Total Anticipated Bond Issue - new \$250,000**

**Total Anticipated Bond Issue - new \$250,000**

**CALCULATION OF SOLID WASTE FUND DEBT LIMIT AND BORROWING CAPACITY**

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

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY 2017/18 SOLID WASTE FUND CAPITAL APPROPRIATIONS**

<u>Project Description</u>	<u>Capital Project Appropriation FY 16</u>	<u>Capital Project Appropriation FY 17</u>	<u>Capital Project Appropriation FY 18</u>
<u>Capital Reserve Appropriations:</u>			
Recycling Center/Transfer Station Capital Reserve	10050-68010 \$ 45,000	\$ 45,000	\$ 50,000
Total General Revenue Capital Reserve Appropriation	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ 50,000</b>
<u>Capital Project Appropriations:</u>			
Transfer Station Tipping Floor Rehabilitation	10050-68011 \$ 105,000	\$ -	\$ -
Transfer Station Energy Source*	10050-68011		\$ 250,000
Total Capital Project Appropriation	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>
<b>TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS</b>	<b>\$ 150,000</b>	<b>\$ 45,000</b>	<b>\$ 300,000</b>

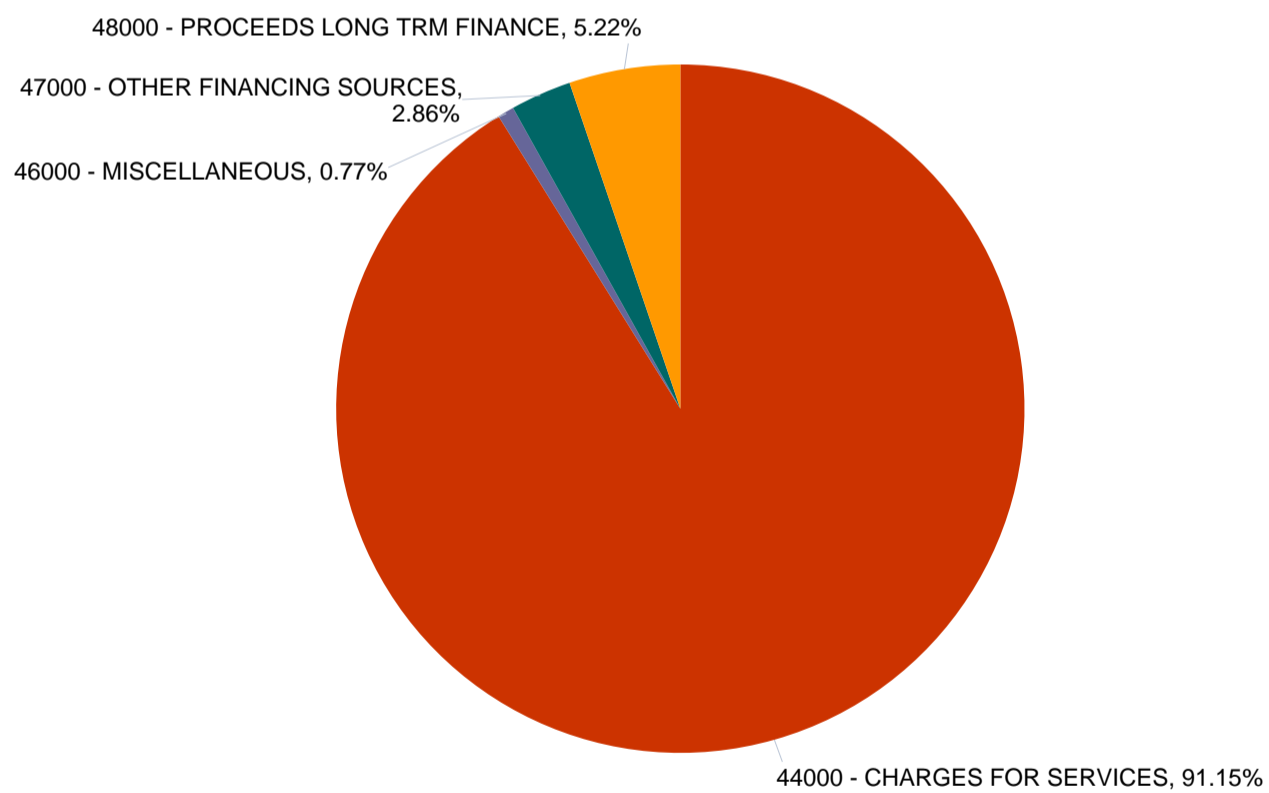
\*Additional grant funding through a previously approved EPA grant in the amount of \$500,000 is available to fund this project, for total project funding and budget amounts of \$750,000.

# City of Keene, New Hampshire Fiscal Year 2017 - 2018 Summary Revenue Budget

## SOLID WASTE

Revenue Category	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
42000 - LICENSES/PERMITS/FEES	195	30	0	0	0	0
44000 - CHARGES FOR SERVICES	4,574,238	4,691,177	4,466,649	4,467,044	4,366,289	4,366,289
46000 - MISCELLANEOUS	57,657	46,789	40,758	41,273	37,053	37,053
47000 - OTHER FINANCING SOURCES	52,978	0	-1,224	8,592	137,139	137,139
48000 - PROCEEDS LONG TRM FINANCE	0	0	0	0	250,000	250,000
<b>Grand Total</b>	<b>4,685,069</b>	<b>4,737,996</b>	<b>4,506,183</b>	<b>4,516,909</b>	<b>4,790,481</b>	<b>4,790,481</b>

### Fiscal Year 2017-2018 Anticipated Revenue by Category



**SOLID WASTE FUND REVENUE**

**LICENSES/PERMITS/FEEES**

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

**CHARGES FOR SERVICES**

**44109-DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44119-TIPPING FEES:** cost for disposal

**44120-RECYCLING CENTER:** revenue from disposal of recyclables

**44145-RECLAMATION TRUST FUND:** fee collected upon registration of vehicles for the disposal of motor vehicle waste.

**MISCELLANEOUS**

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46103- INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

**OTHER FINANCING SOURCES**

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

**47007-USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Fund Summary by Account

SOLID WASTE

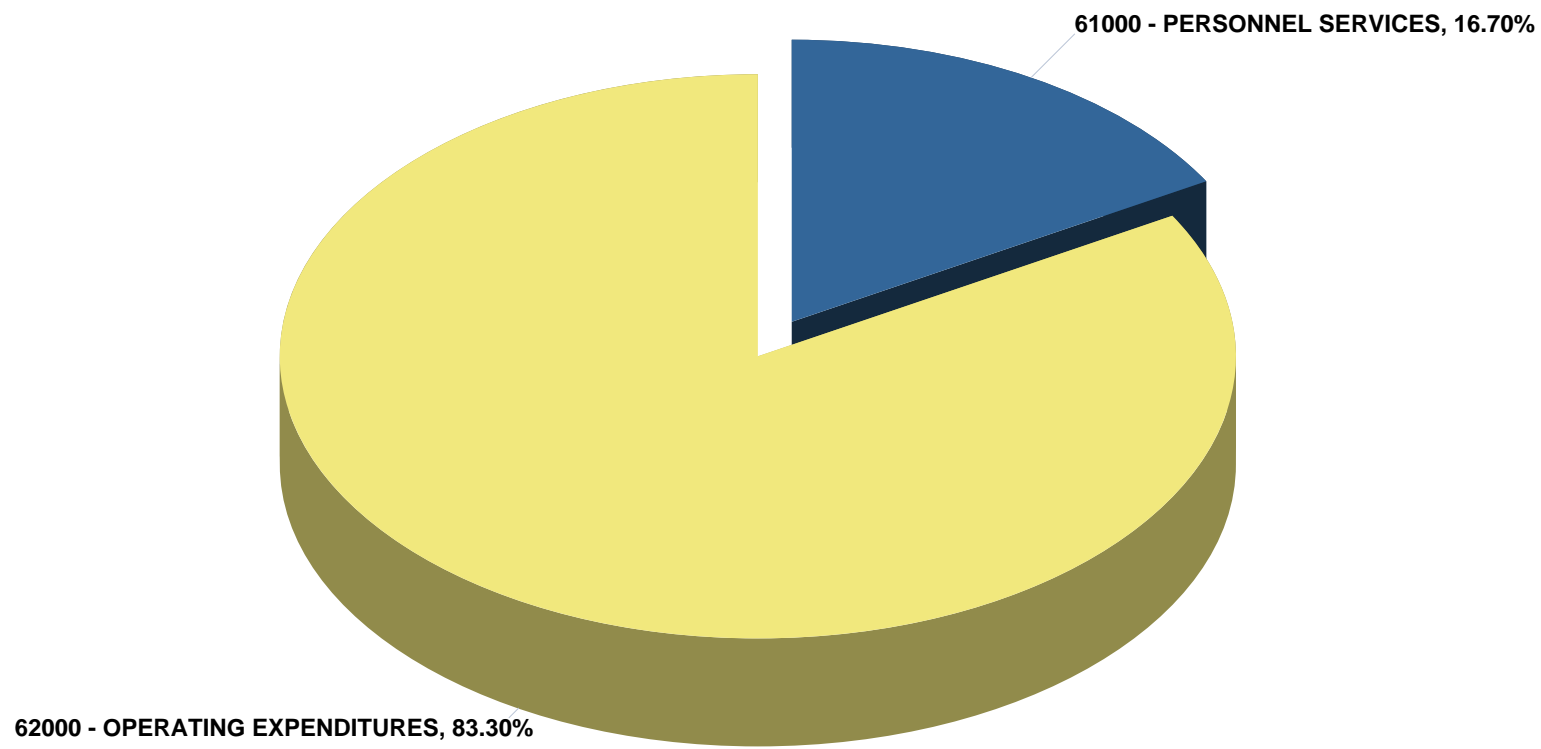
Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
42306 - MISC FEES & CHARGES	195	30	0	0	0	0
<b>42000 - LICENSES/PERMITS/FEES</b>	<b>195</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
44109 - DIRECT REIMBURSEMENT	0	0	0	0	0	0
44119 - TIPPING FEES	4,015,123	4,179,714	4,051,649	4,051,649	3,932,289	3,932,289
44120 - RECYCLING FEES	500,473	452,724	357,000	357,000	376,000	376,000
44145 - RECLAMATION TRUST FUND	58,642	58,740	58,000	58,395	58,000	58,000
<b>44000 - CHARGES FOR SERVICES</b>	<b>4,574,238</b>	<b>4,691,177</b>	<b>4,466,649</b>	<b>4,467,044</b>	<b>4,366,289</b>	<b>4,366,289</b>
46101 - INTEREST EARNINGS	57,657	47,076	40,758	41,273	37,053	37,053
46103 - INTEREST: A/R	0	-287	0	0	0	0
<b>46000 - MISCELLANEOUS</b>	<b>57,657</b>	<b>46,789</b>	<b>40,758</b>	<b>41,273</b>	<b>37,053</b>	<b>37,053</b>
47007 - USE OF SURPLUS: CARRYOVER	0	0	-1,224	0	137,139	137,139
47201 - CAPITAL PROJECTS FUND	52,978	0	0	8,592	0	0
<b>47000 - OTHER FINANCING SOURCES</b>	<b>52,978</b>	<b>0</b>	<b>-1,224</b>	<b>8,592</b>	<b>137,139</b>	<b>137,139</b>
48101 - SALE OF BONDS	0	0	0	0	250,000	250,000
<b>48000 - PROCEEDS LONG TRM FINANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>250,000</b>
<b>Revenue Total</b>	<b>4,685,069</b>	<b>4,737,996</b>	<b>4,506,183</b>	<b>4,516,909</b>	<b>4,790,481</b>	<b>4,790,481</b>

**City of Keene, New Hampshire**  
**Fiscal Year 2017 - 2018**  
**Expenditure Budget**  
 Expenditure Budget Summary by Fund

SOLID WASTE

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	704,196	767,217	779,593	752,105	799,809	0	799,809	799,809
62000 - OPERATING EXPENDITURES	3,833,961	3,797,087	3,726,589	3,708,974	3,990,673	0	3,990,673	3,990,673
<b>Fund Total</b>	<b>4,538,158</b>	<b>4,564,304</b>	<b>4,506,182</b>	<b>4,461,079</b>	<b>4,790,481</b>	<b>0</b>	<b>4,790,481</b>	<b>4,790,481</b>

SOLID WASTE



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
10000	61303	ASST PW DIR / SOL WST MGR	0.77	75,413
10001	61307	RECYCLER I/ATTENDANT	1.20	32,769
10002	61304	AFSCME, MOTOR EQUIP OP II	1.00	49,462
		AFSCME, SOLID WASTE FOREM	1.00	54,018
10003	61304	AFSCME, RECYCLER I	2.00	70,564
		AFSCME, RECYCLER II	2.00	86,604
		AFSCME, SW OPER FOREMAN	1.00	59,030
10006	61307	RECYCLER I/ATTENDANT	1.20	35,626
<b>18 - SOLID WASTE Total</b>			<b>10.17</b>	<b>463,486</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>SOLID WASTE</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61303 - SUPERVISORY PERSONNEL	65,470	74,313	75,706	75,665	75,413	0	75,413	75,413
61304 - GENERAL PERSONNEL	292,445	303,858	313,502	298,252	319,679	0	319,679	319,679
61307 - PART TIME EMPLOYEES	71,957	73,844	88,300	80,939	86,633	0	86,633	86,633
61401 - TEMPORARY PERSONNEL	0	0	0	4,488	0	0	0	0
61501 - REGULAR OVERTIME	52,501	54,038	62,192	65,139	64,057	0	64,057	64,057
61701 - HEALTH INSURANCE	129,848	125,145	129,783	122,832	137,024	0	137,024	137,024
61702 - DENTAL INSURANCE	9,277	10,092	10,394	9,186	10,027	0	10,027	10,027
61703 - RETIREMENT CONTRIBUTIONS	44,070	47,807	50,420	48,883	52,252	0	52,252	52,252
61704 - SOCIAL SECURITY	35,731	37,440	41,288	38,913	41,753	0	41,753	41,753
61705 - WORKERS COMPENSATION	2,771	211	8,009	7,351	12,971	0	12,971	12,971
61715 - RETIREMENT BENEFITS	0	40,000	0	0	0	0	0	0
61901 - RECRUITMENT	126	471	0	457	0	0	0	0
62103 - TECHNICAL SERVICES	22,577	26,118	92,467	86,874	92,467	0	92,467	92,467
62120 - LABORATORY SERVICES	3,325	1,225	16,277	15,362	15,000	0	15,000	15,000
62121 - MONITORING/INSPECTIONS	10,218	6,615	34,086	37,290	29,996	0	29,996	29,996
62176 - CITY ADMIN CHARGE	491,581	457,172	491,982	491,982	476,209	0	476,209	476,209
62201 - JANITORIAL	0	4,481	7,055	7,055	6,500	0	6,500	6,500
62205 - PC REPLACEMENT CHARGE	853	833	832	832	857	0	857	857
62206 - PW FLEET CHARGE	80,321	86,484	90,673	90,673	106,154	0	106,154	106,154
62301 - OFFICE EQUIPMENT MAINT.	553	2,564	2,600	2,925	2,600	0	2,600	2,600
62310 - SAFETY PROGRAM MAINT.	1,050	1,410	2,200	2,100	2,200	0	2,200	2,200
62311 - EQUIPMENT MAINTENANCE	50,036	34,929	25,500	41,344	25,500	0	25,500	25,500
62314 - SYSTEMS MAINTENANCE	94,174	65,292	71,000	72,157	71,000	0	71,000	71,000
62350 - BUILDING MAINTENANCE	21,854	19,168	25,000	23,905	25,000	0	25,000	25,000
62425 - ADVERTISING	12,051	12,632	9,000	11,300	9,000	0	9,000	9,000
62435 - TRAINING	581	1,222	1,500	1,370	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	800	1,664	1,200	1,663	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	14,007	3,519	10,000	8,000	10,000	0	10,000	10,000
62448 - HAULING AND DISPOSAL	2,718,182	2,810,828	2,551,374	2,531,437	2,563,588	0	2,563,588	2,563,588
62455 - CONTRACTED SERVICES	61,901	58,653	54,650	49,210	54,650	0	54,650	54,650
62503 - ELECTRICITY	8,543	5,933	3,600	6,087	3,600	0	3,600	3,600
62510 - TELEPHONE	1,325	1,226	1,200	1,174	1,200	0	1,200	1,200
62604 - EQUIPMENT RENTAL	1,884	550	1,200	1,200	1,200	0	1,200	1,200
62733 - TOOLS	384	362	500	500	500	0	500	500

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62755 - UNIFORMS	3,475	2,780	3,700	3,610	3,700	0	3,700	3,700
62760 - OPERATING SUPPLIES	89,497	36,276	63,800	54,006	63,800	0	63,800	63,800
65101 - PRINCIPAL	35,278	35,278	48,444	48,444	48,796	0	48,796	48,796
65102 - INTEREST ON BONDED DEBT	11,190	9,608	11,512	13,238	14,219	0	14,219	14,219
65301 - LEASE PAYMENTS	58,323	60,266	60,236	60,236	60,236	0	60,236	60,236
68010 - CAPITAL RESERVE	40,000	45,000	45,000	45,000	50,000	0	50,000	50,000
68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	250,000	0	250,000	250,000
<b>Department Total</b>	<b>4,538,158</b>	<b>4,564,304</b>	<b>4,506,182</b>	<b>4,461,079</b>	<b>4,790,481</b>	<b>0</b>	<b>4,790,481</b>	<b>4,790,481</b>

<b>Department:</b>	<b>Public Works</b>	<b>Fund:</b>	Sewer
<b>Division (s):</b> <b>Cost Center:</b>	Sewer 08000 through 08006		
<b>Mission:</b>	To reduce the community's impact on its natural environment through proper maintenance and operation of its collection and treatment infrastructure while continuing to maintain compliance with State and Federal regulations and fiscal responsibility.		

In FY18 the Martell Court Pump Station Emergency Plan will be finalized and the design for the equipment to replace the solids grinders at Martell Court will be complete. Staff will continue its sewer line maintenance program while coordinating with the City Engineer on critical sewer infrastructure projects. FY18 objectives include:

- Complete the design for the Martell Court headworks treatment project
- Continue the rehabilitation program for the WWTP's primary sludge pumps.
- Complete the sewer main improvements on Baker Street.
- Continue video inspection and cleaning of sections of sewer main to identify and repair operational deficiencies and reduce number of sewer overflows.
- Optimize the operation of the WWTP's sludge dewatering equipment to yield the lightest practical weight product for disposal and investigate new disposal options.
- Continue work through the Department of Energy Accelerator program to identify and implement management techniques for energy reduction.

The FY17 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY17 included:

- Completed the WWTP Solids Dewatering Equipment Replacement project.
- Completed additional sewer spot repairs identified through the Priority Inspection Program.
- Cleaned/Flushed 100,000 feet of sewer main and continued to televise the mains that were not inspected during the Priority Cleaning Program.
- Participated in year one of the ongoing Department of Energy Accelerator Program to identify energy saving opportunities at the WWTP and sewer pump stations.
- Received recognition of the City's energy reduction and management efforts from the New England Water Environment Association.

### **Background**

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

- Wastewater collection
- Wastewater Treatment Plant (WWTP)
- 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.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>		
Operate and maintain more than 86 miles of gravity sewer and force mains and treat all wastewater to meet customer expectations and state and federal standards.		Infrastructure		
Maintain reliable operation of wastewater infrastructure and all supporting collection, pumping, and treatment facilities through preventive, predictive, scheduled and emergency maintenance.		Infrastructure		
Create and administer sampling and inspection plans for the wastewater system and industrial pretreatment programs to protect public health and system reliability.		Infrastructure		
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement, and repair, and main and grease trap inspections	CWA-NPDES	Infrastructure	C	
Continue Repair Program of 30-year old sludge pumps at WWTP to defer their replacement date	Env-Wq-808.08b	Infrastructure	C	
Optimize operation of WWTP's new dewatering equipment to produce the driest solids possible to minimize disposal costs	CWA-NPDES	Infrastructure	C	
Replace WWTP's aeration basin air supply pipe to improve aeration efficiency	CWA-NPDES	Infrastructure	C	
Complete the sewer line improvements on Baker Street	CWA-NPDES	Infrastructure	C	
Complete the emergency plan for Martell Court Pump Station	CWA-NPDES	Infrastructure	I, E	
Complete design for Martell Court Pump Station screening project	CWA-NPDES	Infrastructure	C	
<b>METRICS:</b>	<b>FY16</b>	<b>FY17 est</b>	<b>FY18</b>	
Million gallons of wastewater transported and treated	866	811	825	
Number of blockages cleared	27	30	27	
Percent of scheduled sewer main flushed (linear feet) compared to scheduled feet	83	90	100	
Number of grease traps inspected (out of 115)	82	85	90	
Kilowatts of electricity used in sewer fund sites	2,210,916	1,989,824	2,168,908	
Wastewater Treatment Plant discharge permit violations (goal =0)	2	0	0	
Sanitary sewer overflows not related to private sources (goal =0)	5	7	4	

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

	ACTUAL FY 14/15	ACTUAL FY 15/16	BUDGET FY 16/17	ESTIMATE FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>REVENUES</b>								
Taxes	\$41,777	\$38,582	\$38,841	\$38,840	\$36,518	\$36,518		
Intergovernmental	137,450	141,079	118,000	130,000	130,000	130,000	130,975	131,957
Charges for Services	6,186,268	6,268,835	6,608,362	6,505,769	6,147,611	6,147,611	6,298,860	6,450,515
Miscellaneous	27,321	28,993	8,100	8,759	9,500	9,500	9,571	9,643
Donations (Railroad Land Infra.)		1,446,351						
Use of (Addition to) Surplus			(988,060)					
<b>TOTAL REVENUES</b>	<b>\$6,392,816</b>	<b>\$7,923,838</b>	<b>\$5,785,242</b>	<b>\$6,683,368</b>	<b>\$6,323,629</b>	<b>\$6,323,629</b>	<b>\$6,439,406</b>	<b>\$6,592,115</b>
<b>EXPENSES</b>								
Sewer Administration	\$1,443,242	\$1,641,412	\$1,297,999	\$1,236,708	\$1,308,303	\$1,308,303	\$1,276,060	\$1,273,792
Mains & Manholes	278,855	284,347	356,929	329,189	330,921	330,921	334,892	338,576
Services	16,424	(78,126)	10,036	8,823	11,193	11,193	11,327	11,452
Martell Court Pump Station	154,764	217,020	255,863	237,927	230,343	230,343	249,923	268,060
Laboratory	194,775	209,937	221,246	211,503	216,829	216,829	219,431	221,845
Maintenance	97,346	99,772	139,692	154,960	148,867	148,867	150,653	152,311
WWTP	2,929,123	3,176,312	3,503,478	3,391,521	3,413,107	3,413,107	3,434,726	3,454,131
Capital Program expense	166,336	587,251						
<b>TOTAL EXPENSES</b>	<b>\$5,280,865</b>	<b>\$6,137,925</b>	<b>\$5,785,242</b>	<b>\$5,570,631</b>	<b>\$5,659,563</b>	<b>\$5,659,563</b>	<b>\$5,677,012</b>	<b>\$5,720,167</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$1,111,951</b>	<b>\$1,785,913</b>	<b>\$0</b>	<b>\$1,112,737</b>	<b>\$664,066</b>	<b>\$664,066</b>	<b>\$762,394</b>	<b>\$871,948</b>

Note 1: Capital program expense is outlay in capital program cost centers which has not been capitalized.

Note 2: \$1,446,352 of sewer infrastructure paid for through the Wells St TIF District was added to the to Sewer Fund capital assets in FY 15/16 to be depreciated over time. The addition is recognized as revenue.

Note 3: Negative expenditure reflects a year end audit entry adjusting the balance sheet inventory account. The parts inventory at year end was higher than at the end of FY 15.

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

	PROGRAM FY 14/15	PROGRAM FY 15/16	PROGRAM FY 16/17		DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>CAPITAL PROGRAM</b>								
Reserve: Martell Court								
Reserve: Sewer Infrastructure	350,000	450,000	500,000		475,000	475,000	600,000	600,000
Reserve: Wastewater Treatment Plant	400,000	250,000	250,000		150,000	150,000	120,000	120,000
Collection System Infiltration Eval.		48,750						
MC Grinder Rehabilitation / Headworks		200,000					1,142,560	
Martell Court Force Main Emerg. Plan			45,000					
Martell Court Phase 2					10,925	10,925	58,667	
Martell Court Roof Replacement		10,135						
Rose Lane WWTP Closure	798,303							
Sewer Main - Bridge Improvements		45,100			40,000	40,000	43,500	
Sewer Main - State By Pass Project							360,291	
Sewer Main Improvements		906,322	967,741		145,700	145,700	653,101	661,301
Sewer Structural Repairs	154,500	159,135	163,909		108,826	108,826	173,891	179,108
Solids Dewatering Equipment	3,276,000							
WWTP Aeration Gate Replacement		13,080	197,260					
WWTP Generator Replacement							21,131	
WWTP Blower Replacement							68,741	179,360
WWTP Laboratory Equipment		38,575	15,293					
WWTP Non-Potable Water System							65,400	
WWTP NPDES Permitting	31,000	40,500						
WWTP Roof Replacement	198,380							
WWTP Sludge Pump Replacement			52,000					
<b>SUBTOTAL - APPROPRIATION</b>	<b>\$5,208,183</b>	<b>\$2,161,597</b>	<b>\$2,191,203</b>		<b>\$930,451</b>	<b>\$930,451</b>	<b>\$3,307,282</b>	<b>\$1,739,769</b>
<b>USE OF CAPITAL RESERVE</b>	<b>3,198,380</b>	<b>1,213,212</b>	<b>1,277,294</b>		<b>196,625</b>	<b>196,625</b>	<b>1,209,755</b>	<b>840,661</b>
<b>OTHER FUNDING SOURCES</b>	<b>952,803</b>	<b>69,000</b>					<b>1,203,636</b>	
<b>NET CAPITAL PROGRAM</b>	<b>\$1,057,000</b>	<b>\$879,385</b>	<b>\$913,909</b>		<b>\$733,826</b>	<b>\$733,826</b>	<b>\$893,891</b>	<b>\$899,108</b>

# CITY OF KEENE, NEW HAMPSHIRE

## SEWER FUND CAPITAL PROGRAM

### HISTORICAL ANALYSIS and BUDGET

*This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.*

Add Back: Depreciation	\$1,354,750	\$1,354,750	\$1,361,524	\$1,368,331
State Aid Grant Principal Receipts	116,488	116,488	57,078	55,628
Subtract: Debt Svc Principal (see Note 3)	(1,401,478)	(1,401,478)	(1,287,104)	(1,396,799)
Tfrs to Capital Reserve (see Note 3)	(625,000)	(625,000)	(720,000)	(720,000)
Capital Outlays (see Note 3)	(108,826)	(108,826)	(173,891)	(179,108)
<b>Projected Annual Cash Surplus (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue including use of surplus will fund cash requirements for capital outlays, debt principal payments, and capital reserves.

Note 3: In 14, federal grant funding for infrastructure work was received, which inflates Intergovernmental Revenues.

Note 4: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

<i>Projected Annual Change Rate Impact - Residential user, 27 hundred cubic feet consumption per quarter</i>	<b>Combined Bill</b>	<b>\$</b>	<b>(11.24)</b>	<b>\$</b>	<b>20.52</b>	<b>\$</b>	<b>33.48</b>
	<i>(water and sewer)</i>		<b>-0.87%</b>		<b>1.60%</b>		<b>2.57%</b>
	<b>Sewer</b>	<b>\$</b>	<b>(71.40)</b>	<b>\$</b>	<b>11.88</b>	<b>\$</b>	<b>25.92</b>
			<b>-8.49%</b>		<b>1.54%</b>		<b>3.32%</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2017/2018 Operating Budget**  
**STATEMENT OF SEWER FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2017/2018</u>	<u>INTEREST 2017/2018</u>	<u>PRINCIPAL BALANCE 06/30/18</u>
Sewer Main Improvements	7/1/2008	7/1/2028	avg 4.0198479%	1,275,000	64,675	31,518	692,925
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.225	945,000	50,000	16,443	678,400
Martell Court Pump and Motor Controls	5/2/2013	1/15/2023	2.00%	1,184,300	120,000	14,122	134,122
Advance WW Treatment 2005 Adv. Refunding 2013	5/2/2013	1/15/2026	2.00%	212,900	20,000	3,598	159,900
Sewer Main Improvments 2005 Advance Refunding 2013	5/2/2103	1/15/2026	2.00%	713,900	75,000	12,200	535,000
Rose Lane WWTP Closure	6/12/2015	6/12/2025	avg 2.17%	805,000	40,000	21,800	680,000
2016 Refunding Series B	11/1/2016	7/1/2028	avg 1.611%	1,106,285	134,095	39,175	961,015
				\$ 6,242,385	\$ 503,770	\$ 138,856	\$ 3,841,362
<b>ARRA loan through NH-DES - FY 10 Infrastructure</b>	<b>9/1/2013</b>	<b>9/1/2023</b>	<b>1.85%</b>	<b>1,378,114</b>	<b>137,811</b>	<b>17,798</b>	<b>826,869</b>
<b>ARRA loan through NH-DES - FY 09 Infrastructure</b>	<b>12/1/2014</b>	<b>12/1/2024</b>	<b>1.98%</b>	<b>1,129,608</b>	<b>112,961</b>	<b>28,577</b>	<b>677,765</b>
<b>WWTP Advanced Treatment through NH-DES</b>	<b>est 05/2016</b>	<b>est 05/2026</b>	<b>1.94%</b>	<b>6,469,354</b>	<b>646,935</b>	<b>94,129</b>	<b>4,528,548</b>
				<b>Authorized, Unissued:</b>			
				N/A			
<b>Refunded Issues November 2016</b>							
Black Brook Corporate Park - Refunding 1996	35,802						
Sewer Rehab - refunding 1999	37,367						
Sewer Main Improvements	645,000						
Sewer Main Improvements (FY 2018)	692,925						
Total	1,411,094						
				<b>Anticipated, FY17/18:</b>			
				N/A			
				<b>Total Anticipated Bond Issue - new</b>			
				\$ -			
				\$0			

**CALCULATION OF SEWER FUND DEBT LIMIT AND BORROWING CAPACITY**

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

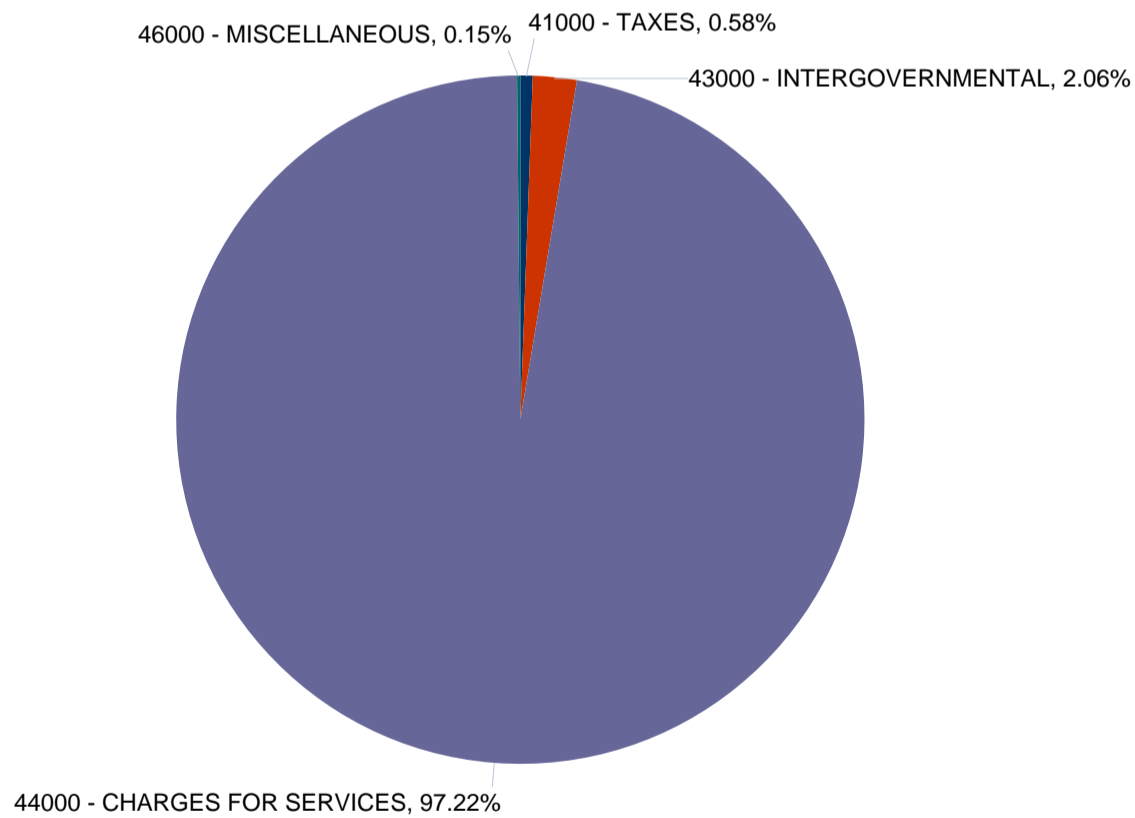


# City of Keene, New Hampshire Fiscal Year 2017 - 2018 Summary Revenue Budget

## SEWER FUND

Revenue Category	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
41000 - TAXES	41,777	38,582	38,841	38,840	36,518	36,518
43000 - INTERGOVERNMENTAL	137,450	141,079	118,000	130,000	130,000	130,000
44000 - CHARGES FOR SERVICES	6,186,268	6,268,835	6,608,362	6,505,769	6,147,611	6,147,611
46000 - MISCELLANEOUS	22,899	1,476,137	8,100	8,759	9,500	9,500
47000 - OTHER FINANCING SOURCES	4,422	-794	-988,060	0	-664,066	-664,066
<b>Grand Total</b>	<b>6,392,816</b>	<b>7,923,838</b>	<b>5,785,243</b>	<b>6,683,368</b>	<b>5,659,563</b>	<b>5,659,563</b>

### Fiscal Year 2017-2018 Anticipated Revenue by Category



## SEWER FUND REVENUE

### TAXES

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

### INTERGOVERNMENTAL

**43207-STATE BOND REIMBURSEMENT:** the State's portion of the bond for the construction of the Waste Water Treatment Plant, Marlboro Interceptor, Ultraviolet Disinfection

**43403-OTHER TOWNS:** charges to surrounding towns for usage of wastewater system

### CHARGES FOR SERVICES

**44105-SEWER CHARGES:** fees paid by the City of Keene wastewater system users

**44106-SEPTIC WASTE:** revenue generated from treating septic tank and holding tank wastes

**44107-SEWER SERVICES:** revenue generated from City forces performing new installation and maintenance activities on private service lines

**44108-INDUSTRIAL PRE-TREATMENT:** charge to industrial sewer users for industrial pretreatment services

**44109- DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44110-TESTING:** pretreatment tests

**44115-INSPECTION SERVICES:** charges for job inspection

### MISCELLANEOUS

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46103-INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

### OTHER FINANCING SOURCES

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

**47007- USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.

**47003 and 47290: CAPITAL RESERVE AND INTERFUND TRANSFERS:** internal charges for the funding of and accounting for capital project activity

### PROCEEDS LONG TERM FINANCE

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Fund Summary by Account

SEWER FUND

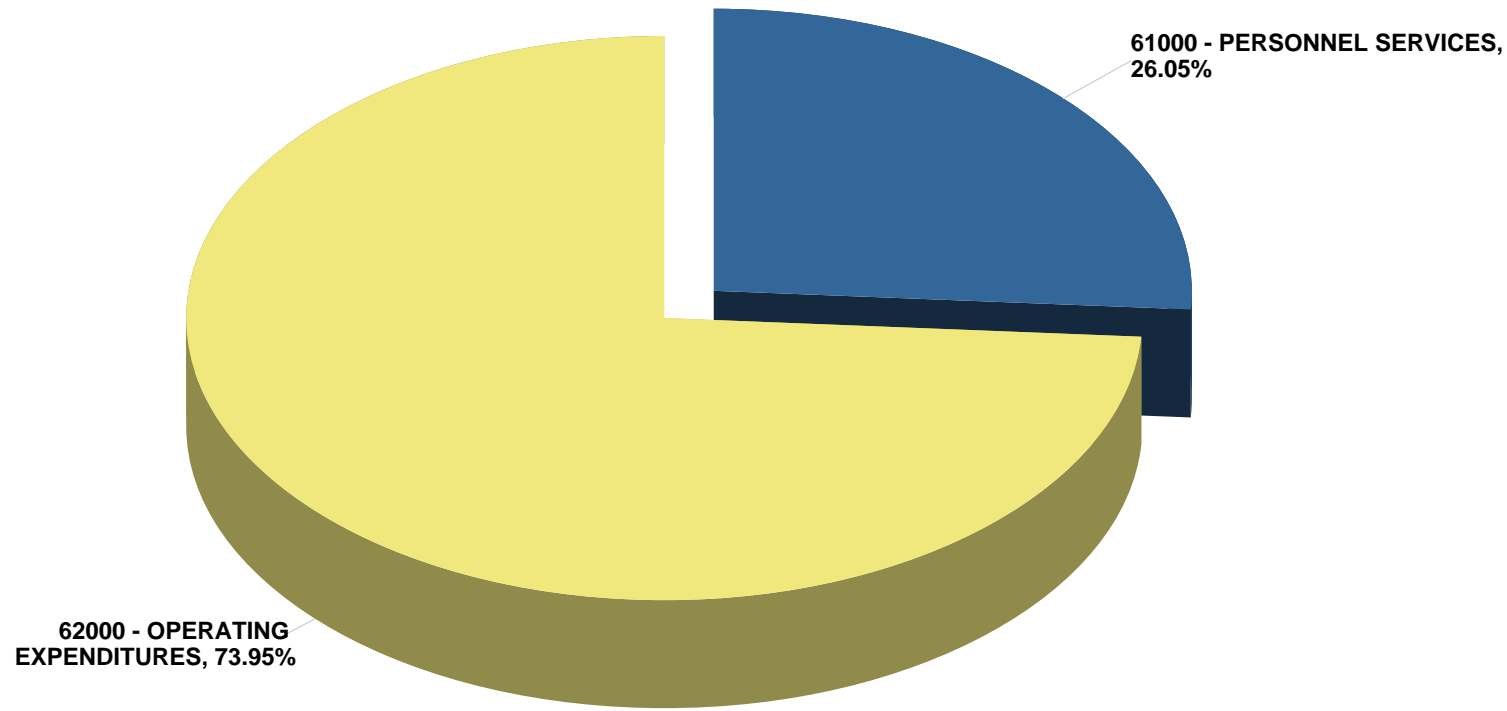
Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
41125 - TAX INCREMENT FINANCING	41,777	38,582	38,841	38,840	36,518	36,518
<b>41000 - TAXES</b>	<b>41,777</b>	<b>38,582</b>	<b>38,841</b>	<b>38,840</b>	<b>36,518</b>	<b>36,518</b>
43207 - STATE BOND REIMBURSEMENT	162	81	0	0	0	0
43403 - OTHER TOWNS	137,288	140,998	118,000	130,000	130,000	130,000
<b>43000 - INTERGOVERNMENTAL</b>	<b>137,450</b>	<b>141,079</b>	<b>118,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>
44105 - SEWER CHARGES	5,727,776	5,830,302	6,235,762	5,945,702	5,733,111	5,733,111
44106 - SEPTIC WASTE	303,168	399,510	335,500	380,000	380,000	380,000
44107 - SEWER SERVICES	2,245	1,996	1,100	1,500	1,500	1,500
44108 - INDUSTRIAL PRE-TREATMENT	35,906	30,755	33,000	32,000	32,000	32,000
44109 - DIRECT REIMBURSEMENT	114,269	4,340	0	145,567	0	0
44110 - TESTING	2,904	1,931	3,000	1,000	1,000	1,000
<b>44000 - CHARGES FOR SERVICES</b>	<b>6,186,268</b>	<b>6,268,835</b>	<b>6,608,362</b>	<b>6,505,769</b>	<b>6,147,611</b>	<b>6,147,611</b>
46000 - MISCELLANEOUS	0	634	0	0	0	0
46101 - INTEREST EARNINGS	21,451	30,511	8,100	8,759	9,500	9,500
46103 - INTEREST: A/R	1,448	-1,359	0	0	0	0
46203 - DONATIONS	0	1,446,351	0	0	0	0
<b>46000 - MISCELLANEOUS</b>	<b>22,899</b>	<b>1,476,137</b>	<b>8,100</b>	<b>8,759</b>	<b>9,500</b>	<b>9,500</b>
47001 - USE( ADDITION) TO SURPLUS	0	0	-1,069,025	0	-664,066	-664,066
47003 - CAPITAL RESERVE	-0	-0	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	4,422	-794	0	0	0	0
47007 - USE OF SURPLUS: CARRYOVER	0	0	80,965	0	0	0
47290 - INTRAFUND APPROPRIATION	-0	0	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>	<b>4,422</b>	<b>-794</b>	<b>-988,060</b>	<b>0</b>	<b>-664,066</b>	<b>-664,066</b>
<b>Revenue Total</b>	<b>6,392,816</b>	<b>7,923,838</b>	<b>5,785,243</b>	<b>6,683,368</b>	<b>5,659,563</b>	<b>5,659,563</b>

**City of Keene, New Hampshire**  
**Fiscal Year 2017 - 2018**  
**Expenditure Budget**  
 Expenditure Budget Summary by Fund

SEWER FUND

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	1,353,279	1,373,109	1,466,783	1,423,408	1,474,470	0	1,474,470	1,474,470
62000 - OPERATING EXPENDITURES	3,761,251	4,177,565	4,318,459	4,147,223	4,185,094	0	4,185,094	4,185,094
<b>Fund Total</b>	<b>5,114,529</b>	<b>5,550,673</b>	<b>5,785,242</b>	<b>5,570,631</b>	<b>5,659,564</b>	<b>0</b>	<b>5,659,564</b>	<b>5,659,564</b>

SEWER FUND



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
08000	61303	ASST PW DIR / LAB MGR	0.12	11,390
	61304	CIVIL ENGINEER	0.50	37,702
		ENGINEERING TECHNICIAN	0.50	26,512
	61305	ADMINISTRATIVE ASSISTANT	0.13	5,212
08004	61303	ASST PW DIR / LAB MGR	0.38	37,707
	61304	LABORATORY TECHNICIAN	0.67	36,152
		LABORATORY SUPV	0.50	34,525
08005	61303	MAINTENANCE MANAGER	0.23	17,343
08006	61303	MAINTENANCE MANAGER	0.54	40,718
		OPERATIONS MANAGER	0.91	72,493
	61304	INDUSTRIAL PRETREATMENT C	1.00	58,924
08***	61304	PW - AFSCME	7.76	495,044
<b>32 - SEWER FUND Total</b>			<b>13.24</b>	<b>873,722</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>SEWER FUND</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61303 - SUPERVISORY PERSONNEL	178,596	178,515	180,347	176,669	179,651	0	179,651	179,651
61304 - GENERAL PERSONNEL	622,853	628,347	699,762	628,352	688,858	0	688,858	688,858
61305 - ADMINISTRATIVE PERSONNEL	2,848	4,605	4,910	4,664	5,212	0	5,212	5,212
61401 - TEMPORARY PERSONNEL	0	0	0	5,871	0	0	0	0
61501 - REGULAR OVERTIME	47,222	46,263	44,265	62,940	45,335	0	45,335	45,335
61502 - DOUBLE OVERTIME	1,165	402	907	0	910	0	910	910
61508 - SUPERVISORY OVERTIME	2,849	2,849	2,849	2,849	2,849	0	2,849	2,849
61602 - STAND-BY PAY	29,086	27,599	28,270	28,220	28,270	0	28,270	28,270
61701 - HEALTH INSURANCE	278,398	262,093	296,122	249,513	307,215	0	307,215	307,215
61702 - DENTAL INSURANCE	18,831	20,457	21,884	91,930	18,717	0	18,717	18,717
61703 - RETIREMENT CONTRIBUTIONS	95,315	98,573	103,253	96,113	106,306	0	106,306	106,306
61704 - SOCIAL SECURITY	66,379	66,408	71,984	65,339	72,758	0	72,758	72,758
61705 - WORKERS COMPENSATION	4,968	334	12,231	10,948	18,388	0	18,388	18,388
61715 - RETIREMENT BENEFITS	4,768	36,204	0	0	0	0	0	0
61901 - RECRUITMENT	0	460	0	0	0	0	0	0
62102 - PROFESSIONAL SERVICES	23,215	2,540	0	0	0	0	0	0
62103 - TECHNICAL SERVICES	2,488	9,539	8,675	8,675	8,675	0	8,675	8,675
62120 - LABORATORY SERVICES	7,095	11,404	14,087	14,000	14,100	0	14,100	14,100
62175 - OTHER SERVICES	679	0	0	0	0	0	0	0
62176 - CITY ADMIN CHARGE	658,402	623,776	640,674	640,674	665,472	0	665,472	665,472
62201 - JANITORIAL	0	4,881	7,055	6,500	6,500	0	6,500	6,500
62205 - PC REPLACEMENT CHARGE	2,173	2,174	1,847	1,847	2,644	0	2,644	2,644
62206 - PW FLEET CHARGE	97,621	99,552	111,665	111,665	117,362	0	117,362	117,362
62306 - SOFTWARE MAINTENANCE	10,704	16,690	16,889	14,159	16,844	0	16,844	16,844
62310 - SAFETY PROGRAM MAINT.	14,241	8,072	12,403	11,609	11,545	0	11,545	11,545
62311 - EQUIPMENT MAINTENANCE	135,756	151,597	211,268	144,261	164,866	0	164,866	164,866
62314 - SYSTEMS MAINTENANCE	1,450	14,057	40,609	26,009	21,950	0	21,950	21,950
62316 - ESCO MAINTENANCE	2,673	5,305	5,526	5,526	5,554	0	5,554	5,554
62331 - ROAD AND STREET MAINT.	945	401	6,500	24,995	6,000	0	6,000	6,000
62350 - BUILDING MAINTENANCE	17,107	20,870	29,583	23,232	23,484	0	23,484	23,484
62370 - OTHER IMPROVEMNTS - MAINT	24,059	0	10,500	11,125	10,500	0	10,500	10,500
62371 - RIVER GAUGE STATION MAINT	7,650	7,790	19,465	11,175	11,175	0	11,175	11,175
62375 - PERMITS	0	39	960	960	720	0	720	720
62430 - TRAVEL	1,342	964	1,272	1,264	1,273	0	1,273	1,273
62435 - TRAINING	2,110	6,053	7,112	7,037	7,212	0	7,212	7,212

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62436 - MEETINGS & DUES	1,060	893	1,555	979	1,335	0	1,335	1,335
62438 - LICENSES & CERTIFICATIONS	178	1,100	450	450	450	0	450	450
62448 - HAULING AND DISPOSAL	534,203	534,420	523,712	499,421	490,307	0	490,307	490,307
62501 - WATER	11,578	10,701	10,121	7,230	10,121	0	10,121	10,121
62502 - SEWER	2,460	0	2,500	2,500	2,500	0	2,500	2,500
62503 - ELECTRICITY	322,666	271,580	294,930	221,964	288,860	0	288,860	288,860
62504 - HEATING FUEL	76,181	46,484	55,083	54,266	55,083	0	55,083	55,083
62510 - TELEPHONE	8,576	8,070	8,211	8,191	8,413	0	8,413	8,413
62512 - INDUSTRIAL PRE-TREATMENT	2,619	2,674	5,401	5,401	5,401	0	5,401	5,401
62601 - LAND RENTAL	144,460	146,772	148,240	148,240	150,315	0	150,315	150,315
62602 - OFFICE SPACE RENTAL	67,337	68,414	69,098	69,098	70,066	0	70,066	70,066
62604 - EQUIPMENT RENTAL	319	0	500	250	500	0	500	500
62606 - OTHER RENTALS	0	0	600	600	600	0	600	600
62701 - OFFICE SUPPLIES	3,705	4,992	3,007	3,676	3,690	0	3,690	3,690
62733 - TOOLS	658	1,018	750	739	750	0	750	750
62734 - MINOR EQUIPMENT	10,965	23,212	4,950	5,079	4,950	0	4,950	4,950
62735 - BUILDING MAINT. SUPPLIES	1,730	1,565	3,798	3,615	3,800	0	3,800	3,800
62736 - GROUNDS MAINT SUPPLIES	0	327	800	771	800	0	800	800
62737 - JANITORIAL SUPPLIES	132	318	350	318	350	0	350	350
62744 - MINOR COMPUTER EQUIPMENT	0	37	0	88	0	0	0	0
62755 - UNIFORMS	6,607	6,408	7,670	6,595	6,970	0	6,970	6,970
62760 - OPERATING SUPPLIES	39,715	-46,550	52,632	37,550	41,195	0	41,195	41,195
62761 - SOFTWARE	0	4,005	0	0	0	0	0	0
62762 - LICENSES & PERMITS	821	654	1,000	850	1,000	0	1,000	1,000
62764 - CHEMICALS	387,062	356,009	297,652	325,280	307,652	0	307,652	307,652
63403 - FURNITURE & FIXTURE ACQ	0	1,613	0	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	179,082	151,975	143,524	143,524	138,856	0	138,856	138,856
65202 - INTEREST ON NOTES PAYABLE	142,570	179,363	157,384	157,384	140,504	0	140,504	140,504
66102 - CAPITALIZED EXPENDITURES	-8,000	7,850	0	0	0	0	0	0
66104 - LOSS ON FIXED ASSETS	0	252,292	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	197,705	289,610	202,200	202,200	301,100	0	301,100	301,100
66202 - DEPRECIATION - OTHER IMPR	477,627	512,466	495,400	495,400	515,150	0	515,150	515,150
66203 - DEPRECIATION - MACH/EQUIP	139,526	348,590	680,851	680,851	538,500	0	538,500	538,500
68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	0	0	0	0
<b>Department Total</b>	<b>5,114,529</b>	<b>5,550,673</b>	<b>5,785,242</b>	<b>5,570,631</b>	<b>5,659,564</b>	<b>0</b>	<b>5,659,564</b>	<b>5,659,564</b>

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

In FY18 the Water Operations and Water/Sewer Divisions will continue their work to improve the treatment and distribution systems with the goal of maintaining economical, high quality drinking water for its customers. The annual work plan includes comprehensive system-wide water main flushing and maintenance of fire hydrants and water main gates. It is supported by weekly sample collection, dam inspections, ongoing equipment maintenance, and vigilance in energy use.

Highlights of the fiscal year include an evaluation of the 3-million gallon water storage tank with the goal of identifying a long-term repair/replacement solution in FY23. Construction for the rehabilitation and flood control improvements to Babbidge Dam is expected to start in the FY18. FY18 will also see the initiation of the design phase for the Woodward Dam improvements, in preparation for FY20 construction, and the operating and management plans for the City’s water sources will be completed.

FY17 Water Fund activities continued the Department’s focus on infrastructure and water quality improvement at the capital and operating budget levels. FY17 accomplishments included:

- Completed the Water Main Asset Management Plan.
- Repaired 15 water main breaks and 20 water service leaks.
- Hosted the 2017 State Water Festival and Science Fair.
- Updated and calibrated the groundwater model for the Court and West Street wellfields.
- Completed the Babbidge Dam improvements design and construction bid documents.
- Consultant selection and data gathering for the Watershed Protection Plan project was completed.
- Monitoring and management of electric use in all water facilities.

**Background**

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

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

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>		
Maintain and ensure 24/7 operation of water mains, valves, fire hydrants, water meters, water service lines to the curb stop, 4 gravel pack wells, the water treatment facility, storage tanks, and monitoring and inspection of the well head and water supply lands.			Infrastructure	
Supply high quality water that meets customer expectations and state and federal regulations while being mindful of fiscal responsibilities.			Infrastructure	
Provide 24 hour/365 days a year preventive, predictive, unscheduled, scheduled, and emergency maintenance services to water infrastructure and all supporting storage, treatment, pumping, and distribution facilities. Emergency response for leaks, equipment malfunction, water quality/volume, and frozen water services.			Infrastructure	
Create and administer the sampling and inspection plans for the drinking water system.			Infrastructure	
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Complete the evaluation of 3 million gallon water storage tank to determine the feasibility of repair or replacement in FY23		SDWA	Infrastructure	I,C,E
Develop watershed resource implementation plan			Infrastructure	I,E
Complete Babbage Dam improvements and finalize plans for Woodward Dam improvements			Infrastructure	C
Develop water supply operating plan and perform modeling evaluation to determine impact of climate change on future water needs			Infrastructure	I,C,E
<b>METRICS:</b>		<b>FY16</b>	<b>FY17 est</b>	<b>FY18</b>
Million gallons of water treated to meet drinking water standards		749	752	765
Number of water main breaks/ service leaks		13 / 21	15 / 20	15 / 20
Number of fire hydrants exercised		532	550	550
Number of water meters changed (out of 9,200 total)		325	300	350
Number of kilowatts of electricity used in water fund sites		615,068	553,562	603,382
Percent of non-metered water		14.6	13	12
Number of water quality/discolored water complaints		34	19	26



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

	ACTUAL FY 14/15	ACTUAL FY 15/16	BUDGET FY 16/17	ESTIMATE FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>REVENUES</b>								
Taxes	\$118,367	\$109,315	\$106,600	\$106,600	\$100,228	\$100,228		
Intergovernmental								
Charges for Services	3,864,510	3,620,085	3,652,375	3,564,605	4,076,173	4,076,173	4,137,173	4,183,721
Miscellaneous	19,304	18,757	9,643	9,521	9,787	9,787	9,861	9,934
Donations (Railroad Land Infra.)		1,549,075	45,841					
Use of (Addition to) Surplus								
<b>TOTAL REVENUES</b>	\$4,002,181	\$5,297,232	\$3,814,459	\$3,680,726	\$4,186,188	\$4,186,188	\$4,147,034	\$4,193,655
<b>EXPENSES</b>								
Water Administration	\$1,534,571	\$1,530,558	\$1,512,869	\$1,448,261	\$1,581,277	\$1,581,277	\$1,597,713	\$1,633,453
Water Main & Trench Repairs	174,701	191,789	229,994	201,614	202,917	\$202,917	\$206,772	\$210,494
Water Supply	145,421	144,852	171,313	195,284	170,316	\$170,316	\$173,552	\$176,676
Hydrants	153,862	89,710	135,167	125,897	115,831	\$115,831	\$118,032	\$120,156
Meters	362,245	388,933	405,599	133,912	381,994	\$381,994	\$389,252	\$396,258
Water Services	54,604	55,013	46,338	52,748	43,745	\$43,745	\$44,576	\$45,379
Water Treatment Facility	836,865	849,666	944,299	677,784	893,411	\$893,411	\$908,442	\$923,048
Laboratory	182,353	202,805	239,970	91,353	230,821	\$230,821	\$235,207	\$239,440
Maintenance	121,059	115,463	128,909	127,775	139,150	\$139,150	\$141,794	\$144,346
Capital Program expense	147,173	290,898						
<b>TOTAL EXPENSES</b>	\$3,712,852	\$3,859,686	\$3,814,459	\$3,054,628	\$3,759,462	\$3,759,462	\$3,815,340	\$3,889,251
<b>NET REVENUE (EXPENSE)</b>	\$289,329	\$1,437,546	\$0	\$626,098	\$426,726	\$426,726	\$331,694	\$304,405

Note 1: Capital program expense is outlay in capital program cost centers which has not been capitalized.

Note 2: \$1,549,075 of water infrastructure paid for through the Wells St TIF District was added to the to Water Fund capital assets in FY 15/16 to be depreciated over time. That addition is recognized as revenue.

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

	PROGRAM FY 14/15	PROGRAM FY 15/16	PROGRAM FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>CAPITAL PROGRAM</b>							
Reserve: Water Treatment Facility	\$50,000	\$100,000	\$100,000	\$150,000	\$150,000	\$115,000	\$85,000
Reserve: Water Infrastructure	375,000	400,000	450,000	650,000	650,000	675,000	675,000
Black Brook Storage Tank							25,000
Bridge Main Improvements				40,000	40,000	38,300	
Chapman Rd Storage Tank						1,127,258	25,000
Water Distribution Improvements	436,206	363,605	146,896				
Chlorine Injection Systems	14,272		1,743,119				
Dam Improvements							1,022,025
Drummer Hill Tank Improvements							25,000
Fox Ave / Glenn Rd Pump Station							42,892
Watershed Management	67,500						
Water Main - Bridge Improvements		40,100					
Water Mains - State By-Pass Project						203,814	
Water Main Lining and Cleaning	212,180		225,102	231,855	231,855	238,810	245,975
Water Tank Mixers	79,568						
Water Valve Replacement	80,594	83,012	85,406	47,872	47,872	90,508	93,223
Wellfield Evaluation							75,000
WTF 1.5 MG Storage Tank				35,000	35,000		90,041
WTF 3 MG Storage Tank							
WTF Instrumentation Upgrade	34,714					49,522	
WTF Laboratory Equipment		38,575					
WTF Filter Media Replacement							191,466
WTF PLC Replacement	62,565						
WTF Pressure Reduction Valve			15,590			86,058	
<b>SUBTOTAL - APPROPRIATION</b>	\$1,412,599	\$1,025,292	\$2,766,113	\$1,154,727	\$1,154,727	\$2,624,270	\$2,595,622
<b>USE OF CAPITAL RESERVE</b>	397,279	378,675	1,012,486	75,000	75,000	877,694	474,399
<b>OTHER FUNDING SOURCES</b>	212,180	37,820	893,119			627,258	1,022,025
<b>NET CAPITAL PROGRAM</b>	\$803,140	\$608,797	\$860,508	\$1,079,727	\$1,079,727	\$1,119,318	\$1,099,198

*This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not*

require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.

Add Back: Depreciation	\$964,000	\$964,000	\$973,640	\$983,376
State Aid Grant Principal Payments	(310,999)	(310,999)	(186,016)	(188,583)
Subtract: Debt Svc Principal (see Note 3)	(800,000)	(800,000)	(790,000)	(760,000)
Tfrs to Capital Reserve (see Note 3)	(279,727)	(279,727)	(329,318)	(339,198)
Capital Outlays (see Note 3)	\$0	\$0	\$0	\$0
Projected Annual Cash Surplus (Deficit)				

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue including use of surplus will fund cash requirements for capital outlays and capital reserves.

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

Projected Annual Change Rate Impact - Residential user, 27 hundred cubic feet consumption per quarter

Combined Bill	\$	(11.24)	\$	20.52	\$	33.48
(water and sewer)		-0.87%		1.60%		2.57%
Water	\$	60.16	\$	8.64	\$	7.56
		13.22%		1.68%		1.44%

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2017/2018 Operating Budget**  
**STATEMENT OF WATER FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2017/2018</u>	<u>INTEREST 2017/2018</u>	<u>PRINCIPAL BALANCE 06/30/18</u>
Black Brook Corporate Park - Refunding 1996	12/27/2006	8/15/2017	avg 3.93%	\$ 1,044,635	\$ 98,261	\$ 1,965	\$ -
Water Distribution Improvements - Refunding 1997	12/27/2006	8/15/2017	avg 3.93%	74,490	5,148	105	
Babbidge Reservoir Dam Repairs	9/15/2016	9/15/1936	avg 1.85%	850,000	45,000	29,200	805,000
				\$ 1,969,125	\$ 148,409	\$ 31,270	\$ 805,000
<b>ARRA loan through NH-DES - FY 10 Infrastructure</b>	<b>9/1/2012</b>	<b>9/1/2021</b>	<b>1.94%</b>	<b>\$666,379</b>	<b>\$69,622</b>	<b>\$7,020</b>	<b>\$292,258</b>
<b>ARRA loan through NH-DES - FY 09 Infrastructure</b>	<b>8/30/2013</b>	<b>11/1/2022</b>	<b>1.70%</b>	<b>655,395</b>	<b>68,872</b>	<b>7,330</b>	<b>362,327</b>
<b>NH-DES SRF Loan - Tank Mixers/Fox Ave</b>	<b>10/17/2013</b>	<b>11/1/2017</b>	<b>0.85%</b>	<b>164,496</b>	<b>24,096</b>	<b>289</b>	

**Authorized, Unissued:**

N/A  
 \$ -  
 \$ -

**Unauthorized, Unissued:**

\$ -  
 \$ -

**Anticipated, FY17/18:**

N/A  
 \$ -  
 \$ -

**Total Anticipated Bond Issue - new**

\$ -

**CALCULATION OF WATER FUND DEBT LIMIT AND BORROWING CAPACITY**

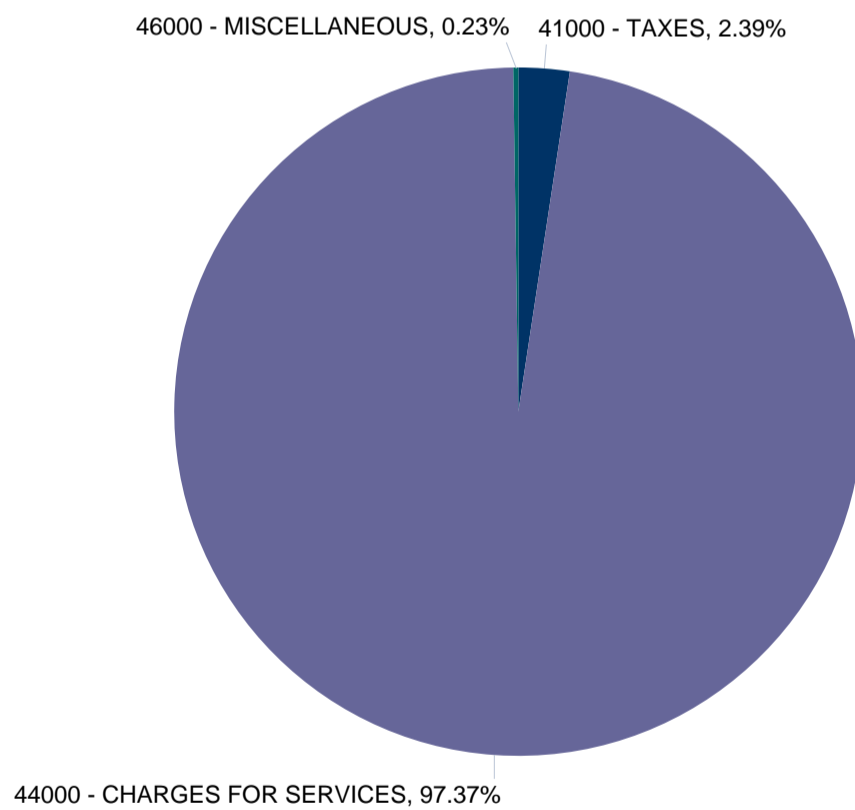
Debt Limit on 07/01/17 computed at 10% of 2016 equalized assessed value at \$1,788,633,815 per RSA 33:4-a	\$ 178,863,382
LESS: outstanding principal balance @ 07/01/17	(1,800,584)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	98,261
<b>WATER FUND BORROWING CAPACITY FOR FY17/18</b>	<b>\$ 177,161,058</b>

# City of Keene, New Hampshire Fiscal Year 2017 - 2018 Summary Revenue Budget

## WATER FUND

Revenue Category	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
41000 - TAXES	118,367	109,315	106,600	106,600	100,228	100,228
43000 - INTERGOVERNMENTAL	0	0	0	0	0	0
44000 - CHARGES FOR SERVICES	3,864,510	3,620,085	3,652,375	3,564,605	4,076,173	4,076,173
46000 - MISCELLANEOUS	17,410	1,568,275	9,643	9,521	9,787	9,787
47000 - OTHER FINANCING SOURCES	1,894	-443	45,841	0	-426,726	-426,726
<b>Grand Total</b>	<b>4,002,181</b>	<b>5,297,232</b>	<b>3,814,459</b>	<b>3,680,726</b>	<b>3,759,462</b>	<b>3,759,462</b>

### Fiscal Year 2017-2018 Anticipated Revenue by Category



## WATER FUND REVENUE

### TAXES

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

### INTERGOVERNMENTAL

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

### CHARGES FOR SERVICES

**44101-WATER SALES:** the sale of water to City of Keene water system users, metered and flat rate, and to the North Swanzey Water and Fire Precinct system

**44102-WATER SERVICES:** the revenue generated from City forces performing new installation and maintenance activities on private service lines

**44103-FIRE PROTECTION:** charges for the fire protection provided by private fire lines to service sprinklers and other fire protection apparatus

**44104-HYDRANT RENTAL:** charges for fire protection provided by private hydrants in Keene and the North Swanzey Water and Fire Precinct

**44109- DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44137-BACKFLOW PREVENTION:** money received for permits to operate a backflow device

### MISCELLANEOUS

**46000-MISCELLANEOUS:** money received not accounted for elsewhere

**46101-INTEREST EARNINGS:** income earned on investment of temporarily idle cash in time deposits and overnight investments

**46103-INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

### OTHER FINANCING SOURCES

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

**47007- USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.

**47003 and 47290: CAPITAL RESERVE AND INTERFUND TRANSFERS:** internal charges for the funding of and accounting for capital project activity

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Fund Summary by Account

WATER FUND

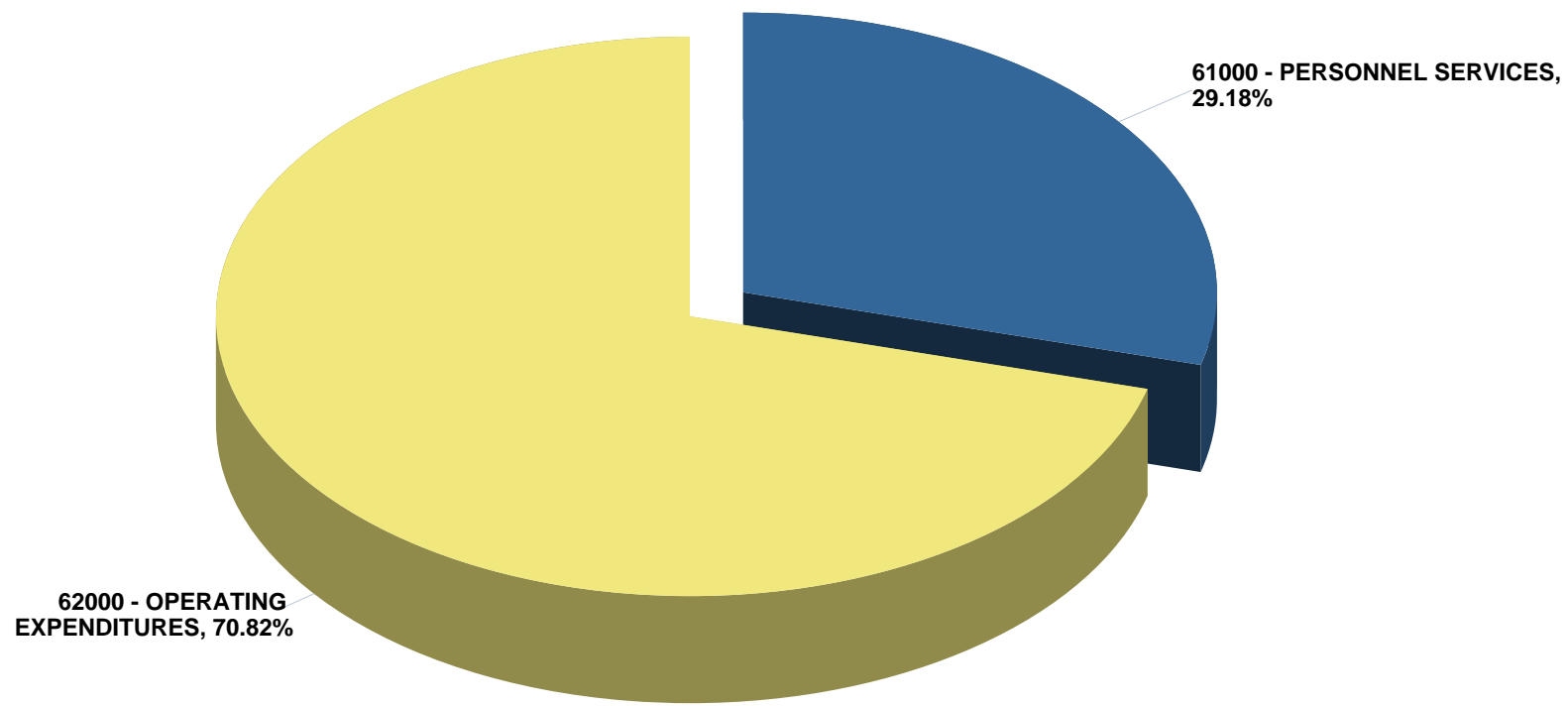
Account Title	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
41125 - TAX INCREMENT FINANCING	118,367	109,315	106,600	106,600	100,228	100,228
<b>41000 - TAXES</b>	<b>118,367</b>	<b>109,315</b>	<b>106,600</b>	<b>106,600</b>	<b>100,228</b>	<b>100,228</b>
44101 - WATER SALES	3,602,386	3,372,851	3,404,145	3,310,299	3,827,503	3,827,503
44102 - WATER SERVICES	13,617	19,004	10,500	10,400	10,605	10,605
44103 - FIRE PROTECTION	161,620	145,424	153,495	161,686	154,300	154,300
44104 - HYDRANT RENTAL	86,887	78,908	84,235	82,220	83,765	83,765
44109 - DIRECT REIMBURSEMENT	0	3,899	0	0	0	0
<b>44000 - CHARGES FOR SERVICES</b>	<b>3,864,510</b>	<b>3,620,085</b>	<b>3,652,375</b>	<b>3,564,605</b>	<b>4,076,173</b>	<b>4,076,173</b>
46000 - MISCELLANEOUS	0	3	0	0	0	0
46101 - INTEREST EARNINGS	17,208	19,306	9,643	9,521	9,787	9,787
46103 - INTEREST: A/R	202	-110	0	0	0	0
46203 - DONATIONS	0	1,549,075	0	0	0	0
<b>46000 - MISCELLANEOUS</b>	<b>17,410</b>	<b>1,568,275</b>	<b>9,643</b>	<b>9,521</b>	<b>9,787</b>	<b>9,787</b>
47001 - USE( ADDITION) TO SURPLUS	0	0	-46,987	0	-426,726	-426,726
47003 - CAPITAL RESERVE	0	-0	0	0	0	0
47006 - UNREALIZED GAIN/LOSS	1,894	-443	0	0	0	0
47007 - USE OF SURPLUS: CARRYOVER	0	0	92,828	0	0	0
47290 - INTRAFUND APPROPRIATION	-0	-0	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>	<b>1,894</b>	<b>-443</b>	<b>45,841</b>	<b>0</b>	<b>-426,726</b>	<b>-426,726</b>
<b>Revenue Total</b>	<b>4,002,181</b>	<b>5,297,232</b>	<b>3,814,459</b>	<b>3,680,726</b>	<b>3,759,462</b>	<b>3,759,462</b>

**City of Keene, New Hampshire**  
**Fiscal Year 2017 - 2018**  
**Expenditure Budget**  
 Expenditure Budget Summary by Fund

WATER FUND

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	1,046,258	958,381	1,110,753	547,676	1,096,964	0	1,096,964	1,096,964
62000 - OPERATING EXPENDITURES	2,519,421	2,610,407	2,703,706	2,506,952	2,662,497	0	2,662,497	2,662,497
<b>Fund Total</b>	<b>3,565,679</b>	<b>3,568,789</b>	<b>3,814,459</b>	<b>3,054,628</b>	<b>3,759,461</b>	<b>0</b>	<b>3,759,461</b>	<b>3,759,461</b>

WATER FUND



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
05000	61303	ASST PW DIR / LAB MGR	0.12	11,390
	61304	CIVIL ENGINEER	0.50	37,702
		ENGINEERING TECHNICIAN	0.50	26,512
	61305	ADMINISTRATIVE ASSISTANT	0.12	4,811
05006	61303	OPERATIONS MANAGER	0.08	6,304
		TREATMENT PLANT MGR WTF	1.00	72,157
05007	61303	ASST PW DIR / LAB MGR	0.38	37,707
	61304	LABORATORY TECHNICIAN	0.33	17,806
		LABORATORY SUPV	0.50	34,525
05008	61303	MAINTENANCE MANAGER	0.23	17,373
05***	61304	PW - AFSCME	8.24	382,951
<b>34 - WATER FUND Total</b>			<b>12.00</b>	<b>649,238</b>

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



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

Expenditure Budget Department Summary by Account

<b>WATER FUND</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61303 - SUPERVISORY PERSONNEL	127,283	135,771	145,462	105,657	144,901	0	144,901	144,901
61304 - GENERAL PERSONNEL	486,506	441,888	514,484	201,368	504,526	0	504,526	504,526
61305 - ADMINISTRATIVE PERSONNEL	2,629	4,251	4,532	4,305	4,811	0	4,811	4,811
61401 - TEMPORARY PERSONNEL	0	0	0	5,871	0	0	0	0
61501 - REGULAR OVERTIME	40,082	32,577	35,243	28,260	34,680	0	34,680	34,680
61508 - SUPERVISORY OVERTIME	851	851	1,850	1,850	1,850	0	1,850	1,850
61602 - STAND-BY PAY	22,140	23,739	23,748	23,748	23,748	0	23,748	23,748
61609 - STIPEND	6,811	4,174	4,160	4,160	4,160	0	4,160	4,160
61701 - HEALTH INSURANCE	202,383	202,663	222,535	89,338	215,951	0	215,951	215,951
61702 - DENTAL INSURANCE	13,073	14,538	15,529	5,556	13,057	0	13,057	13,057
61703 - RETIREMENT CONTRIBUTIONS	73,985	71,699	78,877	43,277	80,183	0	80,183	80,183
61704 - SOCIAL SECURITY	51,212	48,048	55,143	29,729	54,981	0	54,981	54,981
61705 - WORKERS COMPENSATION	3,776	229	9,189	4,557	14,116	0	14,116	14,116
61715 - RETIREMENT BENEFITS	15,527	-22,158	0	0	0	0	0	0
61901 - RECRUITMENT	0	112	0	0	0	0	0	0
62000 - OPERATING EXPENDITURE	0	0	0	1,358	0	0	0	0
62102 - PROFESSIONAL SERVICES	0	3,000	0	0	0	0	0	0
62103 - TECHNICAL SERVICES	9,526	1,714	13,590	18,740	13,590	0	13,590	13,590
62120 - LABORATORY SERVICES	18,158	12,695	30,005	25,315	29,550	0	29,550	29,550
62121 - MONITORING/INSPECTIONS	5,068	25,626	39,950	33,800	34,800	0	34,800	34,800
62176 - CITY ADMIN CHARGE	440,052	460,507	435,357	435,537	457,527	0	457,527	457,527
62205 - PC REPLACEMENT CHARGE	2,999	2,714	2,587	2,587	3,776	0	3,776	3,776
62206 - PW FLEET CHARGE	150,568	157,937	174,615	147,171	183,904	0	183,904	183,904
62208 - TAXES	83,600	75,696	82,369	78,307	79,000	0	79,000	79,000
62305 - COPIER MAINTENANCE	1,184	1,283	1,234	1,286	1,234	0	1,234	1,234
62306 - SOFTWARE MAINTENANCE	13,007	17,960	16,855	16,553	17,438	0	17,438	17,438
62310 - SAFETY PROGRAM MAINT.	3,886	4,231	3,889	3,586	3,586	0	3,586	3,586
62311 - EQUIPMENT MAINTENANCE	85,571	81,064	108,033	79,424	77,299	0	77,299	77,299
62313 - REPAIRS & MAINTENANCE	25	0	0	-1,713	0	0	0	0
62314 - SYSTEMS MAINTENANCE	3,000	2,850	4,990	4,533	4,990	0	4,990	4,990
62316 - ESCO MAINTENANCE	1,883	5,305	5,437	5,437	5,465	0	5,465	5,465
62317 - EQUIPMENT REPAIR	2,523	0	0	0	0	0	0	0
62331 - ROAD AND STREET MAINT.	10,360	4,420	13,742	13,742	10,000	0	10,000	10,000
62350 - BUILDING MAINTENANCE	6,000	12,597	11,224	9,177	11,224	0	11,224	11,224
62375 - PERMITS	250	450	150	150	150	0	150	150

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62430 - TRAVEL	488	875	728	403	497	0	497	497
62435 - TRAINING	2,695	3,402	10,427	8,121	9,327	0	9,327	9,327
62436 - MEETINGS & DUES	3,533	1,575	4,937	3,145	2,990	0	2,990	2,990
62438 - LICENSES & CERTIFICATIONS	235	750	1,000	400	1,550	0	1,550	1,550
62447 - PUBLIC AWARENESS	6,723	14,240	9,852	9,800	6,630	0	6,630	6,630
62448 - HAULING AND DISPOSAL	0	0	600	0	600	0	600	600
62501 - WATER	437	606	695	513	580	0	580	580
62502 - SEWER	137,621	193,692	159,850	110,288	159,850	0	159,850	159,850
62503 - ELECTRICITY	102,235	104,008	90,702	117,876	93,428	0	93,428	93,428
62504 - HEATING FUEL	17,554	8,518	11,458	9,803	11,458	0	11,458	11,458
62510 - TELEPHONE	6,788	6,323	6,439	7,317	7,090	0	7,090	7,090
62512 - INDUSTRIAL PRE-TREATMENT	176	166	360	360	360	0	360	360
62602 - OFFICE SPACE RENTAL	67,337	68,414	69,098	69,098	70,066	0	70,066	70,066
62604 - EQUIPMENT RENTAL	145	99	2,250	2,000	1,000	0	1,000	1,000
62701 - OFFICE SUPPLIES	1,608	2,550	1,425	1,507	1,525	0	1,525	1,525
62710 - POSTAGE	89	0	0	0	0	0	0	0
62733 - TOOLS	4,341	5,117	4,175	4,410	3,775	0	3,775	3,775
62734 - MINOR EQUIPMENT	17,638	17,098	200	3,157	200	0	200	200
62735 - BUILDING MAINT. SUPPLIES	507	591	994	1,075	994	0	994	994
62736 - GROUNDS MAINT SUPPLIES	1,978	0	297	300	300	0	300	300
62737 - JANITORIAL SUPPLIES	0	65	100	100	100	0	100	100
62740 - OTHER MAINT. SUPPLIES	0	0	0	11,654	0	0	0	0
62755 - UNIFORMS	4,362	5,991	4,793	3,869	4,000	0	4,000	4,000
62760 - OPERATING SUPPLIES	223,615	221,038	258,021	235,082	185,025	0	185,025	185,025
62762 - LICENSES & PERMITS	2,390	3,990	5,300	5,000	5,000	0	5,000	5,000
62764 - CHEMICALS	132,058	106,435	183,591	94,297	152,711	0	152,711	152,711
65102 - INTEREST ON BONDED DEBT	20,124	15,062	20,887	20,887	31,269	0	31,269	31,269
65202 - INTEREST ON NOTES PAYABLE	27,073	12,075	17,400	17,400	14,639	0	14,639	14,639
66102 - CAPITALIZED EXPENDITURES	0	-6,248	0	0	0	0	0	0
66104 - LOSS ON FIXED ASSETS	15,216	4,022	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	110,828	115,328	111,100	111,100	117,000	0	117,000	117,000
66202 - DEPRECIATION - OTHER IMPR	579,295	627,327	584,000	584,000	641,000	0	641,000	641,000
66203 - DEPRECIATION - MACH/EQUIP	194,674	202,251	199,000	199,000	206,000	0	206,000	206,000
68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	0	0	0	0
<b>Department Total</b>	<b>3,565,679</b>	<b>3,568,789</b>	<b>3,814,459</b>	<b>3,054,628</b>	<b>3,759,461</b>	<b>0</b>	<b>3,759,461</b>	<b>3,759,461</b>

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

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

As part of an ongoing effort toward sustainable funding for the replacement of the City's equipment and vehicles in FY18, Fleet staff consults with the internal Vehicle Committee comprised of senior City staff, to make recommendations and validate vehicle replacement by seeking vehicles that can perform multiple functions, implement the "new" used vehicles replacement option, and evaluate each piece of equipment and the job it performs to be certain the right piece of equipment is performing the required functions or whether alternatives can be procured.

In FY18, it is expected that fuel prices will remain at current levels. Fleet Services uses data from the U.S. Department of Energy to forecast fuel pricing. The budget is based on an average (diesel and gasoline) of \$2.40 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 the City's Equipment and Vehicle Committee, the City Manager, and Fleet Division customers to manage changing conditions.

### **Background**

The Fleet Division is responsible for the procurement, maintenance, and repair of the City's vehicle and equipment fleet which includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 169 vehicles/equipment of the 266 vehicles/equipment serviced by Fleet Services Division, that are part of the Fleet capital replacement program. The Fleet Division supports the City's internal Vehicle Committee which provides policies, evaluation, recommendations and validation for City's vehicle and equipment replacement program.

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

The Fleet Services Division tracks shop rates from area heavy duty and light duty vehicle shop rates to compare the City's performance against the private sector. The City's shop rate is \$109 per hour. In a repair facility with the diversity of vehicles and equipment that is supported by the Fleet Services Division, it is expected that the shop rate would be in this middle range. As a comparison area shops that service light duty vehicles range in the \$91 per hour rate, and area shops that service heavy duty vehicles range in the \$133 per hour rate. The \$109 City of Keene shop rate is an indicator that rates charged to service vehicles are competitive with the private sector. In addition, the City maintains a parts department which allows Fleet Services to keep the equipment operational and minimize downtime.

Fleet Services manages and maintains a diesel fuel station at 350 Marlboro Street and administers gas and diesel purchases for the City fleet as well as several outside users. Total fuel used (gasoline and diesel) by internal and external users exceeds 107,000 gallons per year.

Vehicle purchases are evaluated by the Fleet Services Division and recommendations are made to the City's Vehicle Committee. Changes to the replacement program continue to be made with the goal of reducing the cost of the vehicle replacement, increasing fuel efficiency, and increasing vehicle and equipment functionality. In the past three years the Fleet Services Division along with the City's Purchasing Agent oversaw a change in the purchasing policies, with City Council approval, to enable Fleet Services to purchase "new" used and "demo" vehicles when appropriate opportunities arise at a much lower price. In FY 17 the Division replaced one vehicle with a demo vehicle (one mini excavator), resulting in considerable savings.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
<u>Public Safety</u> : Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, and community event planning and security; all of which contribute to the maintenance of public order in fulfillment of the goals outlined in the Keene Comprehensive Master Plan.			Safe Community	
<u>Law Enforcement</u> : Achieved through enforcement of criminal laws, City Ordinances, and through criminal investigations consistent with the standards of the NH Police Standards and Training Council and CALEA best practices.			Safe Community	
<u>Prosecution</u> : Achieved through the preparation, participation, and prosecution of criminal cases in the 8th Circuit-District Division-Keene and Cheshire County Superior Courts commensurate with our law enforcement responsibilities.			Safe Community	
<b>FISCAL YEAR 2017/2018 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Identify efforts through which we can collaborate with the public and other partners to problem-solve issues within the City			Leadership	O,I,E
Identify safety and quality of life issues and develop initiatives to combat them.			Safe Community	O,I,E
Self-assessment and evaluation consistent with maintaining our CALEA Accreditation standards			Leadership	O,I,C,E
Maintain recruiting, hiring, and training efforts.			Leadership	V,E
<b>METRICS:</b>		<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Calls for Service		29,855	30,042	30,000
Arrests		1,618	1,637	1,625
Offense Reports		2,935	2,851	2,900
Reportable Motor Vehicle Accidents		505	501	500
Training Hours		5,060	3,409	4,200

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

	ACTUAL FY 14-15	ACTUAL FY 15-16	BUDGET FY 16/17	ESTIMATE FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>REVENUES</b>								
Charges for Services	2,244,641	2,217,249	2,289,587	2,297,838	2,385,093	2,385,093	2,484,025	2,587,114
Miscellaneous	8,891	34,755	10,200	2,195	4,450	4,450	4,495	4,539
Use of (Addition to) Surplus			(66,037)					
<b>TOTAL REVENUES</b>	<b>\$2,253,532</b>	<b>\$2,252,004</b>	<b>\$2,233,750</b>	<b>\$2,300,033</b>	<b>\$2,389,543</b>	<b>\$2,389,543</b>	<b>\$2,488,520</b>	<b>\$2,591,653</b>
<b>EXPENSES</b>								
Fleet Management	\$2,184,308	\$2,021,070	\$2,233,750	\$2,051,133	\$2,255,636	\$2,255,636	\$2,306,488	\$2,347,636
Capital Program expense	\$18,275	\$8,501						
<b>TOTAL EXPENSE</b>	<b>\$2,202,583</b>	<b>\$2,029,571</b>	<b>\$2,233,750</b>	<b>\$2,051,133</b>	<b>\$2,255,636</b>	<b>\$2,255,636</b>	<b>\$2,306,488</b>	<b>\$2,347,636</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$50,949</b>	<b>\$222,433</b>	<b>\$0</b>	<b>\$248,900</b>	<b>\$133,907</b>	<b>\$133,907</b>	<b>\$182,032</b>	<b>\$244,017</b>

Note: Capital program expense is outlay in capital program cost centers which has not been capitalized.

# CITY OF KEENE, NEW HAMPSHIRE

## EQUIPMENT FUND CAPITAL PROGRAM

### HISTORICAL ANALYSIS and BUDGET

	PROGRAM FY 14/15	PROGRAM FY 15/16	PROGRAM FY 16/17	DEPT REQ FY 17/18	CITY MGR FY 17/18	PROJECTED FY 18/19	PROJECTED FY 19/20
<b>CAPITAL PROGRAM</b>							
Reserve: Equipment Replacement	\$450,000	\$450,000	\$575,000	\$645,000	\$645,000	\$665,000	\$665,000
Wash Bay Upgrade						\$155,000	
Lift Replacement	\$34,862						
Equipment Replacement	373,689	422,461	893,451	731,752	731,752	708,302	840,783
<b>SUBTOTAL - APPROPRIATION</b>	<b>\$858,551</b>	<b>\$872,461</b>	<b>\$1,468,451</b>	<b>\$1,376,752</b>	<b>\$1,376,752</b>	<b>\$1,528,302</b>	<b>\$1,505,783</b>
<b>USE OF CAPITAL RESERVE</b>	<b>373,689</b>	<b>422,461</b>	<b>893,451</b>	<b>731,752</b>	<b>731,752</b>	<b>708,302</b>	<b>840,783</b>
<b>NET CAPITAL PROGRAM</b>	<b>\$484,862</b>	<b>\$450,000</b>	<b>\$575,000</b>	<b>\$645,000</b>	<b>\$645,000</b>	<b>\$820,000</b>	<b>\$665,000</b>

*This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.*

Add Back: Depreciation						\$405,000	\$410,000
Subtract: Debt Svc Principal (see Note 3)					\$395,000		
Tfrs to Capital Reserve (see Note 3)					(645,000)	(665,000)	(665,000)
Capital Outlays (see Note 3)					0	(155,000)	0
<b>Projected Annual Cash Surplus (Deficit)</b>					<b>(\$116,093)</b>	<b>(\$232,968)</b>	<b>(\$10,983)</b>
<i>Projected operating cash balance</i>					\$509,067	\$276,099	\$265,116
					4.25%	4.25%	4.25%

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue and use of retained earnings will fund cash requirements for capital outlays and capital reserves in current and future years.

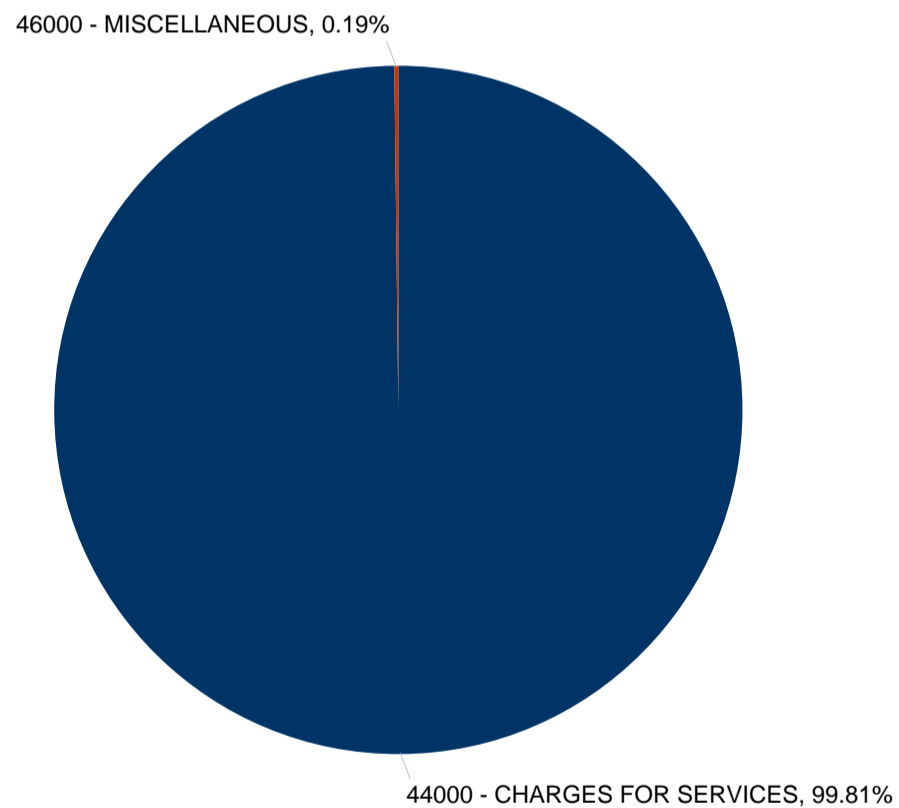
Note 3: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

# City of Keene, New Hampshire Fiscal Year 2017 - 2018 Summary Revenue Budget

## FLEET MANAGEMENT FUND

Revenue Category	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
44000 - CHARGES FOR SERVICES	2,244,641	2,217,249	2,289,587	2,297,838	2,385,093	2,385,093
46000 - MISCELLANEOUS	8,286	34,858	10,200	2,195	4,450	4,450
47000 - OTHER FINANCING SOURCES	605	-103	-66,038	0	-133,907	-133,907
<b>Grand Total</b>	<b>2,253,532</b>	<b>2,252,004</b>	<b>2,233,749</b>	<b>2,300,033</b>	<b>2,255,636</b>	<b>2,255,636</b>

### Fiscal Year 2017-2018 Anticipated Revenue by Category



## **EQUIPMENT FUND REVENUE**

### **CHARGES FOR SERVICES**

**44109-DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44112-EQUIPMENT CHARGES:** fees charged for rental of equipment by other entities

**44128-FLEET CHARGES:** internal charges for vehicles and equipment

### **MISCELLANEOUS**

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46206-INSURANCE PAYMENTS:** payments from insurance companies for damage to city vehicles and equipment

**47303-SALE OF SURPLUS EQUIPMENT:** money received from the sale of vehicles & equipment

### **OTHER FINANCING SOURCES**

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

**47290-INTRAFUND APPROPRIATIONS:** internal charges for the funding of and accounting for capital project activity



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Revenue Budget**

Revenue Budget Fund Summary by Account

**FLEET MANAGEMENT FUND**

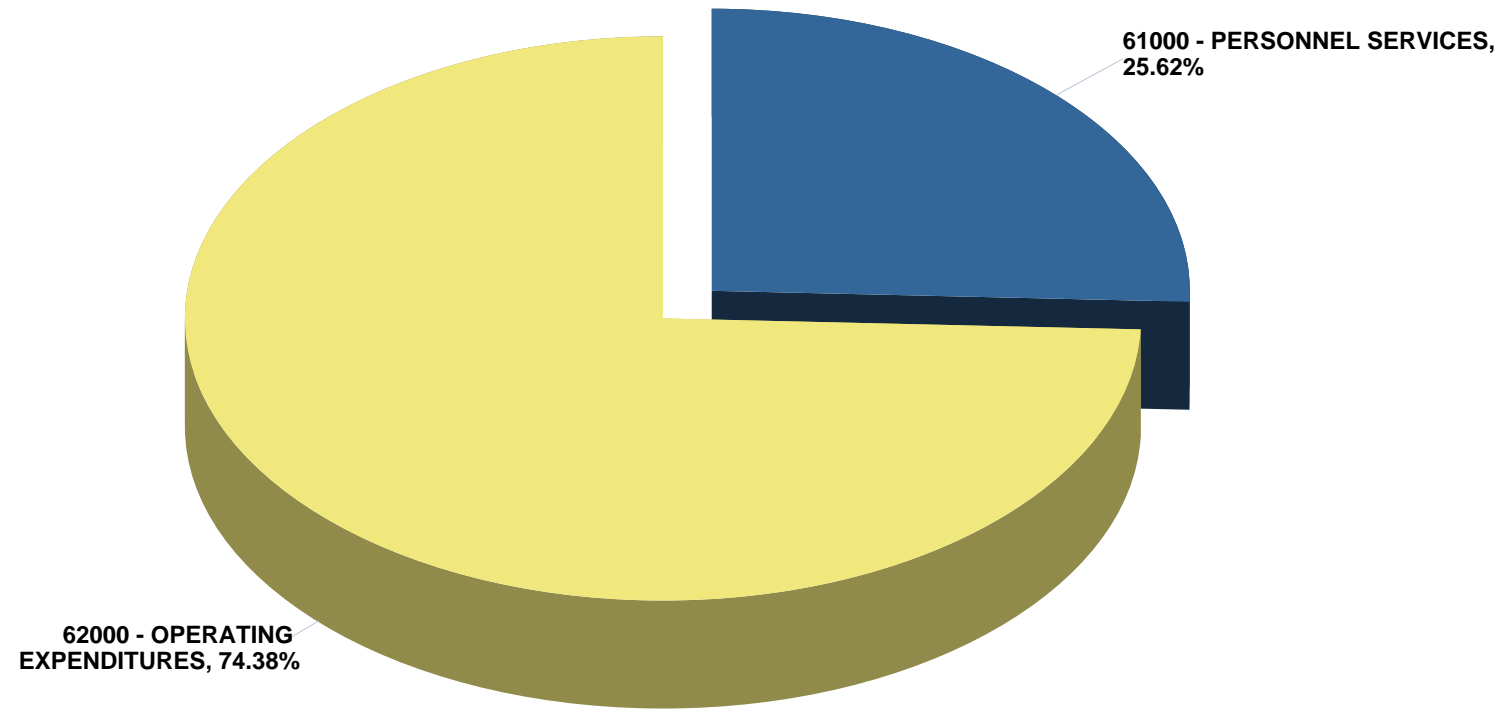
<b>Account Title</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Actual</b>	<b>2016 - 2017 Budget</b>	<b>2016 - 2017 Estimate</b>	<b>2017 - 2018 Department Request</b>	<b>2017 - 2018 Manager Recommended</b>
44109 - DIRECT REIMBURSEMENT	138,207	82,133	61,000	74,365	72,240	72,240
44112 - EQUIPMENT CHARGES	43,019	50,464	40,000	34,886	35,943	35,943
44128 - FLEET CHARGES	2,063,415	2,084,652	2,188,587	2,188,587	2,276,910	2,276,910
<b>44000 - CHARGES FOR SERVICES</b>	<b>2,244,641</b>	<b>2,217,249</b>	<b>2,289,587</b>	<b>2,297,838</b>	<b>2,385,093</b>	<b>2,385,093</b>
46101 - INTEREST EARNINGS	3,167	5,284	1,700	795	950	950
46103 - INTEREST: A/R	-11	0	0	0	0	0
46206 - INSURANCE PAYMENTS	5,130	27,400	5,000	0	0	0
47303 - SALE OF SURPLUS EQUIPMNT	0	2,175	3,500	1,400	3,500	3,500
<b>46000 - MISCELLANEOUS</b>	<b>8,286</b>	<b>34,858</b>	<b>10,200</b>	<b>2,195</b>	<b>4,450</b>	<b>4,450</b>
47001 - USE( ADDITION) TO SURPLUS	0	0	-69,686	0	-133,907	-133,907
47006 - UNREALIZED GAIN/LOSS	605	-103	0	0	0	0
47007 - USE OF SURPLUS: CARRYOVER	0	0	3,648	0	0	0
47290 - INTRAFUND APPROPRIATION	0	0	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>	<b>605</b>	<b>-103</b>	<b>-66,038</b>	<b>0</b>	<b>-133,907</b>	<b>-133,907</b>
<b>Revenue Total</b>	<b>2,253,532</b>	<b>2,252,004</b>	<b>2,233,749</b>	<b>2,300,033</b>	<b>2,255,636</b>	<b>2,255,636</b>

**City of Keene, New Hampshire**  
**Fiscal Year 2017 - 2018**  
**Expenditure Budget**  
 Expenditure Budget Summary by Fund

FLEET MANAGEMENT FUND

Budget Category	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61000 - PERSONNEL SERVICES	520,997	516,975	554,882	498,408	577,834	0	577,834	577,834
62000 - OPERATING EXPENDITURES	1,663,311	1,504,095	1,678,868	1,552,725	1,677,802	0	1,677,802	1,677,802
<b>Fund Total</b>	<b>2,184,308</b>	<b>2,021,070</b>	<b>2,233,750</b>	<b>2,051,133</b>	<b>2,255,636</b>	<b>0</b>	<b>2,255,636</b>	<b>2,255,636</b>

FLEET MANAGEMENT FUND



**Staffing Summary (regular full and part time only):**

Cost Center	Account	Title	FTE	Annualized Wages/Salaries*
11000	61304	FLEET SVS ADMIN COORD	1.00	53,958
		FLEET SVC OPER MGR	1.00	72,157
		PW - AFSCME	4.00	194,371
	61305	ADMINISTRATIVE ASSISTANT	0.25	10,024
<b>41 - FLEET MANAGEMENT FUND Total</b>			<b>6.25</b>	<b>330,510</b>

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

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>FLEET MANAGEMENT FUND</b>
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Account	2014 - 2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Estimate	2017-2018 Department Base	2017-2018 Department Supplemental	2017 - 2018 Department Request	2017-2018 Manager Recommended
61304 - GENERAL PERSONNEL	306,160	317,202	327,879	300,922	320,486	0	320,486	320,486
61305 - ADMINISTRATIVE PERSONNEL	5,476	8,856	9,441	9,377	10,024	0	10,024	10,024
61501 - REGULAR OVERTIME	15,731	10,744	21,592	10,561	22,240	0	22,240	22,240
61602 - STAND-BY PAY	12,691	12,782	15,950	11,716	16,429	0	16,429	16,429
61609 - STIPEND	4,176	4,174	4,160	4,160	4,160	0	4,160	4,160
61701 - HEALTH INSURANCE	92,768	93,469	93,342	89,373	118,507	0	118,507	118,507
61702 - DENTAL INSURANCE	6,935	7,839	7,845	6,258	7,281	0	7,281	7,281
61703 - RETIREMENT CONTRIBUTIONS	37,084	39,514	39,801	36,869	42,486	0	42,486	42,486
61704 - SOCIAL SECURITY	25,222	26,150	29,313	24,401	28,560	0	28,560	28,560
61705 - WORKERS COMPENSATION	2,105	156	5,558	4,771	7,661	0	7,661	7,661
61715 - RETIREMENT BENEFITS	12,649	-3,910	0	0	0	0	0	0
62120 - LABORATORY SERVICES	552	213	300	300	300	0	300	300
62176 - CITY ADMIN CHARGE	264,290	270,699	284,632	284,632	272,485	0	272,485	272,485
62201 - JANITORIAL	0	3,330	6,919	6,317	6,918	0	6,918	6,918
62205 - PC REPLACEMENT CHARGE	783	833	1,551	1,551	1,660	0	1,660	1,660
62206 - PW FLEET CHARGE	56,915	57,942	76,615	76,615	70,393	0	70,393	70,393
62304 - COMMUNICATIONS EQP MAINT.	1,988	738	2,500	2,155	2,500	0	2,500	2,500
62310 - SAFETY PROGRAM MAINT.	770	1,446	1,250	1,285	1,250	0	1,250	1,250
62316 - ESCO MAINTENANCE	1,524	2,652	2,763	2,763	3,000	0	3,000	3,000
62350 - BUILDING MAINTENANCE	18,020	3,718	12,000	12,155	12,000	0	12,000	12,000
62370 - OTHER IMPROVEMNTS - MAINT	855	628	1,900	1,488	1,900	0	1,900	1,900
62407 - VEHICLE INSURANCE	56,481	63,427	68,627	68,627	70,000	0	70,000	70,000
62435 - TRAINING	1,159	1,828	6,000	5,031	6,000	0	6,000	6,000
62436 - MEETINGS & DUES	50	306	1,500	739	1,500	0	1,500	1,500
62501 - WATER	1,184	1,357	1,891	1,412	1,891	0	1,891	1,891
62502 - SEWER	2,263	2,913	1,840	1,560	1,840	0	1,840	1,840
62503 - ELECTRICITY	9,872	9,821	7,700	8,075	7,700	0	7,700	7,700
62504 - HEATING FUEL	26,978	26,028	27,128	27,272	28,484	0	28,484	28,484
62510 - TELEPHONE	1,256	6,573	7,900	2,360	7,500	0	7,500	7,500
62603 - BUILDING RENTAL	80,024	81,304	82,117	82,117	84,581	0	84,581	84,581
62701 - OFFICE SUPPLIES	3,483	1,882	1,955	800	1,955	0	1,955	1,955
62720 - REPAIR PARTS	211,617	235,857	268,919	264,877	287,743	0	287,743	287,743
62721 - ACCIDENT REPAIR	7,191	20,091	13,390	12,000	13,390	0	13,390	13,390
62733 - TOOLS	2,198	4,584	4,000	4,000	4,000	0	4,000	4,000
62755 - UNIFORMS	5,092	5,066	5,300	4,034	5,300	0	5,300	5,300

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget**

**Expenditure Budget Department Summary by Account**

<b>Account</b>	<b>2014 - 2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Budget</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Department Base</b>	<b>2017-2018 Department Supplemental</b>	<b>2017 - 2018 Department Request</b>	<b>2017-2018 Manager Recommended</b>
62760 - OPERATING SUPPLIES	14,644	14,068	14,000	14,025	14,000	0	14,000	14,000
62761 - SOFTWARE	4,585	3,753	4,500	4,500	4,500	0	4,500	4,500
62769 - GASOLINE AND DIESEL FUEL	423,954	248,038	299,865	205,131	293,206	0	293,206	293,206
62770 - OIL AND LUBRICANTS	19,784	11,408	20,806	14,590	20,806	0	20,806	20,806
62772 - TIRES	35,853	45,664	49,000	37,698	49,000	0	49,000	49,000
63414 - SHOP EQUIPMENT	11,641	5,850	7,000	9,616	7,000	0	7,000	7,000
66102 - CAPITALIZED EXPENDITURES	0	-8,000	0	0	0	0	0	0
66104 - LOSS ON FIXED ASSETS	14,350	1,796	0	0	0	0	0	0
66203 - DEPRECIATION - MACH/EQUIP	383,954	373,283	395,000	395,000	395,000	0	395,000	395,000
68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	0	0	0	0
<b>Department Total</b>	<b>2,184,308</b>	<b>2,021,070</b>	<b>2,233,750</b>	<b>2,051,133</b>	<b>2,255,636</b>	<b>0</b>	<b>2,255,636</b>	<b>2,255,636</b>

## Cost Center Detail

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Fire Department	239-242
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**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget  
Department Cost Center Detail**

<b>CITY MANAGER</b>
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Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>00300 - CITY MANAGER</b>	61203 - CITY MANAGER	132,833	120,140	152,850	152,300	152,497	0	152,497	152,497
	61305 - ADMINISTRATIVE PERSONNEL	55,611	56,970	58,126	57,903	57,903	0	57,903	57,903
	61603 - CAR ALLOWANCE	4,200	1,050	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	7,701	12,616	16,604	16,600	17,708	0	17,708	17,708
	61702 - DENTAL INSURANCE	1,328	1,711	1,910	1,900	1,821	0	1,821	1,821
	61703 - RETIREMENT CONTRIBUTIONS	5,995	16,113	23,566	23,985	23,944	0	23,944	23,944
	61704 - SOCIAL SECURITY	13,395	13,480	15,047	16,426	14,527	0	14,527	14,527
	61705 - WORKERS COMPENSATION	78	7	330	215	313	0	313	313
	61712 - DEPT HEAD RETIREMENT	17,485	4,362	18,000	18,000	18,000	0	18,000	18,000
	61901 - RECRUITMENT	0	2,960	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>238,626</b>	<b>229,409</b>	<b>286,434</b>	<b>287,329</b>	<b>286,712</b>	<b>0</b>	<b>286,712</b>	<b>286,712</b>
	62205 - PC REPLACEMENT CHARGE	290	232	218	218	268	0	268	268
	62435 - TRAINING	84	100	100	0	100	0	100	100
	62436 - MEETINGS & DUES	3,000	3,326	2,868	1,532	2,868	0	2,868	2,868
	62441 - LOCAL MEALS & MEETING EXP	500	188	500	87	500	0	500	500
	62510 - TELEPHONE	845	649	645	943	645	0	645	645
	62701 - OFFICE SUPPLIES	452	498	600	525	600	0	600	600
	62710 - POSTAGE	37	92	125	25	125	0	125	125
	62715 - BOOKS AND PERIODICALS	329	234	350	100	350	0	350	350
	<b>62000 - OPERATING EXPENDITURES</b>	<b>5,537</b>	<b>5,319</b>	<b>5,406</b>	<b>3,430</b>	<b>5,456</b>	<b>0</b>	<b>5,456</b>	<b>5,456</b>
	<b>00300 - CITY MANAGER Total</b>	<b>244,163</b>	<b>234,728</b>	<b>291,840</b>	<b>290,759</b>	<b>292,168</b>	<b>0</b>	<b>292,168</b>	<b>292,168</b>
	<b>00310 - EMERGENCY OPERATIONS CTR</b>	62205 - PC REPLACEMENT CHARGE	0	0	0	0	654	0	654
62760 - OPERATING SUPPLIES		0	0	0	0	2,000	0	2,000	2,000
<b>62000 - OPERATING EXPENDITURES</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,654</b>	<b>0</b>	<b>2,654</b>	<b>2,654</b>
<b>00310 - EMERGENCY OPERATIONS CTR Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,654</b>	<b>0</b>	<b>2,654</b>	<b>2,654</b>
<b>CITY MANAGER Total</b>		<b>244,163</b>	<b>234,728</b>	<b>291,840</b>	<b>290,759</b>	<b>294,822</b>	<b>0</b>	<b>294,822</b>	<b>294,822</b>

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget  
Department Cost Center Detail**

**CITY CLERK**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>00200 - CITY CLERK</b>	61202 - CITY CLERK	98,547	100,937	103,012	103,012	102,619	0	102,619	102,619
	61305 - ADMINISTRATIVE PERSONNEL	99,961	104,058	107,890	107,890	109,346	0	109,346	109,346
	61307 - PART TIME EMPLOYEES	38,651	41,715	47,475	47,475	48,242	0	48,242	48,242
	61501 - REGULAR OVERTIME	240	264	0	77	0	0	0	0
	61530 - OT:STRAIGHT TIME	91	215	0	51	0	0	0	0
	61701 - HEALTH INSURANCE	55,177	56,708	57,430	57,430	60,830	0	60,830	60,830
	61702 - DENTAL INSURANCE	2,739	3,683	3,671	3,671	3,442	0	3,442	3,442
	61703 - RETIREMENT CONTRIBUTIONS	21,437	22,951	23,558	23,558	24,122	0	24,122	24,122
	61704 - SOCIAL SECURITY	17,904	18,772	19,378	19,378	19,906	0	19,906	19,906
	61705 - WORKERS COMPENSATION	98	7	249	249	387	0	387	387
	61901 - RECRUITMENT	263	271	0	80	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>335,109</b>	<b>349,581</b>	<b>362,663</b>	<b>362,870</b>	<b>368,894</b>	<b>0</b>	<b>368,894</b>	<b>368,894</b>
	62205 - PC REPLACEMENT CHARGE	1,131	1,131	1,442	1,442	1,443	0	1,443	1,443
	62301 - OFFICE EQUIPMENT MAINT.	0	100	0	41	0	0	0	0
	62425 - ADVERTISING	159	67	156	280	280	0	280	280
	62435 - TRAINING	1,598	1,897	1,646	1,400	1,515	0	1,515	1,515
	62436 - MEETINGS & DUES	595	638	787	600	825	0	825	825
	62498 - USE OF TRUST FUNDS	0	63	200	200	200	0	200	200
	62510 - TELEPHONE	1,528	1,438	1,740	1,300	1,710	0	1,710	1,710
	62701 - OFFICE SUPPLIES	1,407	1,720	2,054	1,973	2,054	0	2,054	2,054
	62710 - POSTAGE	1,309	836	1,699	1,214	1,699	0	1,699	1,699
	62715 - BOOKS AND PERIODICALS	756	906	275	275	275	0	275	275
	62762 - LICENSES & PERMITS	500	562	600	600	600	0	600	600
	<b>62000 - OPERATING EXPENDITURES</b>	<b>8,982</b>	<b>9,359</b>	<b>10,599</b>	<b>9,325</b>	<b>10,601</b>	<b>0</b>	<b>10,601</b>	<b>10,601</b>
	<b>00200 - CITY CLERK Total</b>	<b>344,091</b>	<b>358,940</b>	<b>373,262</b>	<b>372,195</b>	<b>379,495</b>	<b>0</b>	<b>379,495</b>	<b>379,495</b>
	<b>00201 - CITY CLERK ELECTIONS</b>	61307 - PART TIME EMPLOYEES	3,777	5,663	8,161	5,000	4,700	0	4,700
61704 - SOCIAL SECURITY		289	433	510	510	360	0	360	360
61705 - WORKERS COMPENSATION		2	0	6	6	7	0	7	7
<b>61000 - PERSONNEL SERVICES</b>		<b>4,067</b>	<b>6,096</b>	<b>8,677</b>	<b>5,516</b>	<b>5,067</b>	<b>0</b>	<b>5,067</b>	<b>5,067</b>
62107 - ELECTIONS		11,456	18,477	15,670	14,526	14,060	0	14,060	14,060
62175 - OTHER SERVICES		800	0	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE		116	116	109	109	109	0	109	109
62301 - OFFICE EQUIPMENT MAINT.		2,541	2,715	2,586	2,586	2,700	0	2,700	2,700
62416 - PRINTING		3,411	6,402	3,500	3,294	6,850	0	6,850	6,850
62425 - ADVERTISING		120	499	412	206	700	0	700	700
62450 - POLLING STATIONS SET UP		260	883	1,370	2,027	310	0	310	310
62701 - OFFICE SUPPLIES		548	693	905	987	370	0	370	370
62710 - POSTAGE		236	571	861	6,198	3,073	0	3,073	3,073
<b>62000 - OPERATING EXPENDITURES</b>		<b>19,490</b>	<b>30,356</b>	<b>25,413</b>	<b>29,934</b>	<b>28,172</b>	<b>0</b>	<b>28,172</b>	<b>28,172</b>
<b>00201 - CITY CLERK ELECTIONS Total</b>		<b>23,557</b>	<b>36,452</b>	<b>34,090</b>	<b>35,450</b>	<b>33,239</b>	<b>0</b>	<b>33,239</b>	<b>33,239</b>
<b>00202 - CITY CLERK ARCHIVES</b>		61302 - ASST DEPARTMENT HEAD	65,177	66,753	68,126	68,126	67,864	0	67,864
	61701 - HEALTH INSURANCE	20,493	20,991	21,266	21,266	22,683	0	22,683	22,683
	61702 - DENTAL INSURANCE	1,424	1,590	1,584	1,584	1,459	0	1,459	1,459
	61703 - RETIREMENT CONTRIBUTIONS	7,027	7,456	7,610	7,610	7,723	0	7,723	7,723

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget  
Department Cost Center Detail**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>00202 - CITY CLERK ARCHIVES</b>	61704 - SOCIAL SECURITY	4,939	5,040	5,212	5,212	5,192	0	5,192	5,192
	61705 - WORKERS COMPENSATION	27	2	66	66	101	0	101	101
	<b>61000 - PERSONNEL SERVICES</b>	<b>99,087</b>	<b>101,833</b>	<b>103,863</b>	<b>103,863</b>	<b>105,021</b>	<b>0</b>	<b>105,021</b>	<b>105,021</b>
	62404 - PROPERTY INSURANCE	414	414	448	448	448	0	448	448
	62435 - TRAINING	3,501	477	2,432	2,381	2,400	0	2,400	2,400
	62436 - MEETINGS & DUES	615	531	565	565	565	0	565	565
	62701 - OFFICE SUPPLIES	0	0	0	0	100	0	100	100
	62715 - BOOKS AND PERIODICALS	0	0	0	0	100	0	100	100
	62740 - OTHER MAINT. SUPPLIES	739	18	1,000	999	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	2,988	208	5,665	5,660	3,982	0	3,982	3,982
	<b>62000 - OPERATING EXPENDITURES</b>	<b>8,257</b>	<b>1,648</b>	<b>10,110</b>	<b>10,053</b>	<b>8,595</b>	<b>0</b>	<b>8,595</b>	<b>8,595</b>
	<b>00202 - CITY CLERK ARCHIVES Total</b>	<b>107,343</b>	<b>103,481</b>	<b>113,973</b>	<b>113,916</b>	<b>113,616</b>	<b>0</b>	<b>113,616</b>	<b>113,616</b>
	<b>00204 - CLERK RECORDS STORAGE</b>	61302 - ASST DEPARTMENT HEAD	7,242	7,417	7,570	7,570	7,540	0	7,540
61307 - PART TIME EMPLOYEES		21,639	22,791	23,805	23,805	23,714	0	23,714	23,714
61701 - HEALTH INSURANCE		2,277	2,332	2,363	2,363	2,520	0	2,520	2,520
61702 - DENTAL INSURANCE		158	176	176	176	162	0	162	162
61703 - RETIREMENT CONTRIBUTIONS		781	828	846	846	858	0	858	858
61704 - SOCIAL SECURITY		2,204	2,304	2,400	2,400	2,391	0	2,391	2,391
61705 - WORKERS COMPENSATION		12	1	30	30	46	0	46	46
<b>61000 - PERSONNEL SERVICES</b>		<b>34,313</b>	<b>35,850</b>	<b>37,189</b>	<b>37,189</b>	<b>37,233</b>	<b>0</b>	<b>37,233</b>	<b>37,233</b>
62205 - PC REPLACEMENT CHARGE		435	465	435	435	435	0	435	435
62206 - PW FLEET CHARGE		13,337	13,446	13,722	13,722	14,600	0	14,600	14,600
62510 - TELEPHONE		871	823	1,050	1,050	900	0	900	900
62701 - OFFICE SUPPLIES		117	0	83	83	83	0	83	83
62755 - UNIFORMS		100	156	0	0	250	0	250	250
62760 - OPERATING SUPPLIES		720	1,751	1,150	873	1,150	0	1,150	1,150
<b>62000 - OPERATING EXPENDITURES</b>		<b>15,580</b>	<b>16,641</b>	<b>16,440</b>	<b>16,163</b>	<b>17,418</b>	<b>0</b>	<b>17,418</b>	<b>17,418</b>
<b>00204 - CLERK RECORDS STORAGE Total</b>		<b>49,893</b>	<b>52,491</b>	<b>53,629</b>	<b>53,352</b>	<b>54,651</b>	<b>0</b>	<b>54,651</b>	<b>54,651</b>
<b>CITY CLERK Total</b>	<b>524,885</b>	<b>551,363</b>	<b>574,953</b>	<b>574,913</b>	<b>581,000</b>	<b>0</b>	<b>581,000</b>	<b>581,000</b>	



**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget  
Department Cost Center Detail**

<b>FINANCE</b>
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Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended	
<b>00600 - FINANCE ADMIN</b>	61301 - DEPARTMENT HEAD	106,220	110,224	112,490	112,490	112,056	0	112,056	112,056	
	61302 - ASST DEPARTMENT HEAD	86,839	92,430	99,187	99,187	102,613	0	102,613	102,613	
	61305 - ADMINISTRATIVE PERSONNEL	44,625	45,703	46,643	46,643	46,465	0	46,465	46,465	
	61701 - HEALTH INSURANCE	46,290	48,147	47,258	47,258	50,407	0	50,407	50,407	
	61702 - DENTAL INSURANCE	4,745	5,298	5,281	5,281	4,152	0	4,152	4,152	
	61703 - RETIREMENT CONTRIBUTIONS	25,625	27,741	28,854	28,854	29,717	0	29,717	29,717	
	61704 - SOCIAL SECURITY	17,937	18,828	19,761	19,761	19,977	0	19,977	19,977	
	61705 - WORKERS COMPENSATION	98	7	249	249	388	0	388	388	
	<b>61000 - PERSONNEL SERVICES</b>	<b>332,381</b>	<b>348,378</b>	<b>359,723</b>	<b>359,722</b>	<b>365,775</b>	<b>0</b>	<b>365,775</b>	<b>365,775</b>	
	<b>00600 - FINANCE ADMIN Total</b>	<b>332,381</b>	<b>348,378</b>	<b>359,723</b>	<b>359,722</b>	<b>365,775</b>	<b>0</b>	<b>365,775</b>	<b>365,775</b>	
<b>00601 - FINANCE ACCTING</b>	61304 - GENERAL PERSONNEL	126,922	131,101	132,666	132,666	129,397	0	129,397	129,397	
	61305 - ADMINISTRATIVE PERSONNEL	133,874	136,787	139,600	139,600	141,846	0	141,846	141,846	
	61501 - REGULAR OVERTIME	0	335	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	86,392	88,327	90,321	90,321	77,225	0	77,225	77,225	
	61702 - DENTAL INSURANCE	5,015	5,552	5,581	5,581	5,263	0	5,263	5,263	
	61703 - RETIREMENT CONTRIBUTIONS	28,115	29,642	30,412	30,412	30,867	0	30,867	30,867	
	61704 - SOCIAL SECURITY	19,722	20,181	20,828	20,828	20,750	0	20,750	20,750	
	61705 - WORKERS COMPENSATION	108	9	262	262	403	0	403	403	
	61901 - RECRUITMENT	0	673	0	0	0	0	0	0	
	<b>61000 - PERSONNEL SERVICES</b>	<b>400,149</b>	<b>412,606</b>	<b>419,670</b>	<b>419,670</b>	<b>405,752</b>	<b>0</b>	<b>405,752</b>	<b>405,752</b>	
	62103 - TECHNICAL SERVICES	-2,736	9,300	8,900	8,900	8,500	0	8,500	8,500	
	62129 - AUDIT SERVICES	36,400	41,400	46,530	46,530	44,530	0	44,530	44,530	
	62205 - PC REPLACEMENT CHARGE	2,266	2,266	2,126	2,126	2,419	0	2,419	2,419	
	62301 - OFFICE EQUIPMENT MAINT.	14,344	8,831	12,500	12,500	12,500	0	12,500	12,500	
	62416 - PRINTING	4,668	6,019	8,000	8,000	8,000	0	8,000	8,000	
	62430 - TRAVEL	0	0	750	250	750	0	750	750	
	62435 - TRAINING	2,336	236	4,000	1,000	4,000	0	4,000	4,000	
	62436 - MEETINGS & DUES	180	80	650	300	650	0	650	650	
	62510 - TELEPHONE	1,103	685	1,140	1,140	1,140	0	1,140	1,140	
	62701 - OFFICE SUPPLIES	2,774	3,210	3,800	3,800	3,800	0	3,800	3,800	
	62710 - POSTAGE	6,636	6,361	6,000	6,000	6,000	0	6,000	6,000	
	62715 - BOOKS AND PERIODICALS	1,562	825	500	350	500	0	500	500	
	62734 - MINOR EQUIPMENT	0	0	8,188	8,188	0	0	0	0	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>69,533</b>	<b>79,213</b>	<b>103,084</b>	<b>99,084</b>	<b>92,789</b>	<b>0</b>	<b>92,789</b>	<b>92,789</b>	
	<b>00601 - FINANCE ACCTING Total</b>	<b>469,682</b>	<b>491,819</b>	<b>522,754</b>	<b>518,754</b>	<b>498,541</b>	<b>0</b>	<b>498,541</b>	<b>498,541</b>	
	<b>00602 - FINANCE PURCHASING</b>	61304 - GENERAL PERSONNEL	130,532	133,681	144,642	139,982	148,420	0	148,420	148,420
		61701 - HEALTH INSURANCE	37,789	39,726	40,233	40,233	42,911	0	42,911	42,911
		61702 - DENTAL INSURANCE	2,083	2,724	2,715	2,715	2,531	0	2,531	2,531
61703 - RETIREMENT CONTRIBUTIONS		14,073	14,935	16,157	15,636	16,890	0	16,890	16,890	
61704 - SOCIAL SECURITY		9,318	9,633	11,065	10,709	11,354	0	11,354	11,354	
61705 - WORKERS COMPENSATION		54	5	182	179	221	0	221	221	
<b>61000 - PERSONNEL SERVICES</b>		<b>193,849</b>	<b>200,704</b>	<b>214,993</b>	<b>209,453</b>	<b>222,327</b>	<b>0</b>	<b>222,327</b>	<b>222,327</b>	
62205 - PC REPLACEMENT CHARGE		247	363	465	465	297	0	297	297	
62301 - OFFICE EQUIPMENT MAINT.		1,530	956	2,000	2,000	2,000	0	2,000	2,000	
62416 - PRINTING	0	30	350	300	300	0	300	300		

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<b>00602 - FINANCE PURCHASING</b>	62425 - ADVERTISING	2,609	1,648	2,750	2,500	2,500	0	2,500	2,500	
	62435 - TRAINING	287	299	500	300	500	0	500	500	
	62436 - MEETINGS & DUES	590	607	600	250	600	0	600	600	
	62510 - TELEPHONE	515	677	600	600	700	0	700	700	
	62701 - OFFICE SUPPLIES	9,204	6,730	7,500	2,000	7,500	0	7,500	7,500	
	62710 - POSTAGE	30	22	400	350	350	0	350	350	
	62715 - BOOKS AND PERIODICALS	0	0	400	400	400	0	400	400	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>15,012</b>	<b>11,333</b>	<b>15,565</b>	<b>9,165</b>	<b>15,147</b>	<b>0</b>	<b>15,147</b>	<b>15,147</b>	
	<b>00602 - FINANCE PURCHASING Total</b>	<b>208,861</b>	<b>212,037</b>	<b>230,558</b>	<b>218,618</b>	<b>237,474</b>	<b>0</b>	<b>237,474</b>	<b>237,474</b>	
<b>00603 - FINANCE REV COLLECTION</b>	61303 - SUPERVISORY PERSONNEL	72,419	74,174	75,696	74,850	75,404	0	75,404	75,404	
	61305 - ADMINISTRATIVE PERSONNEL	125,392	134,118	138,840	135,592	143,165	0	143,165	143,165	
	61307 - PART TIME EMPLOYEES	43,161	43,778	47,498	47,498	48,262	0	48,262	48,262	
	61501 - REGULAR OVERTIME	6,129	1,251	2,000	2,425	2,000	0	2,000	2,000	
	61530 - OT:STRAIGHT TIME	73	0	0	0	0	0	0	0	
	61701 - HEALTH INSURANCE	59,779	86,102	89,777	88,127	94,131	0	94,131	94,131	
	61702 - DENTAL INSURANCE	4,361	5,449	5,431	4,751	5,063	0	5,063	5,063	
	61703 - RETIREMENT CONTRIBUTIONS	21,337	23,270	23,964	21,962	25,101	0	25,101	25,101	
	61704 - SOCIAL SECURITY	18,860	18,954	20,046	17,853	20,566	0	20,566	20,566	
	61705 - WORKERS COMPENSATION	102	7	252	230	399	0	399	399	
	61901 - RECRUITMENT	160	0	0	0	0	0	0	0	
	<b>61000 - PERSONNEL SERVICES</b>	<b>351,774</b>	<b>387,103</b>	<b>403,502</b>	<b>393,288</b>	<b>414,091</b>	<b>0</b>	<b>414,091</b>	<b>414,091</b>	
	62175 - OTHER SERVICES	2,552	7,057	6,000	7,057	7,500	0	7,500	7,500	
	62205 - PC REPLACEMENT CHARGE	696	696	654	654	654	0	654	654	
	62301 - OFFICE EQUIPMENT MAINT.	4,940	4,188	5,200	4,300	4,500	0	4,500	4,500	
	62435 - TRAINING	491	457	500	470	500	0	500	500	
	62436 - MEETINGS & DUES	110	140	665	665	665	0	665	665	
	62447 - PUBLIC AWARENESS	959	57	1,200	1,200	1,200	0	1,200	1,200	
	62510 - TELEPHONE	1,280	1,782	1,400	1,785	1,800	0	1,800	1,800	
	62701 - OFFICE SUPPLIES	3,503	3,223	3,500	3,400	3,400	0	3,400	3,400	
	62710 - POSTAGE	32,654	35,463	37,000	35,000	36,000	0	36,000	36,000	
	62715 - BOOKS AND PERIODICALS	2,841	665	520	660	665	0	665	665	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>50,025</b>	<b>53,727</b>	<b>56,639</b>	<b>55,191</b>	<b>56,884</b>	<b>0</b>	<b>56,884</b>	<b>56,884</b>	
	<b>00603 - FINANCE REV COLLECTION Total</b>	<b>401,799</b>	<b>440,830</b>	<b>460,141</b>	<b>448,479</b>	<b>470,975</b>	<b>0</b>	<b>470,975</b>	<b>470,975</b>	
	<b>FINANCE Total</b>		<b>1,412,723</b>	<b>1,493,064</b>	<b>1,573,177</b>	<b>1,545,574</b>	<b>1,572,765</b>	<b>0</b>	<b>1,572,765</b>	<b>1,572,765</b>

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**FIRE**

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<b>00800 - FIRE ADMIN</b>	61301 - DEPARTMENT HEAD	107,473	110,109	112,490	112,490	112,056	0	112,056	112,056
	61302 - ASST DEPARTMENT HEAD	82,338	68,014	86,082	86,082	89,607	0	89,607	89,607
	61305 - ADMINISTRATIVE PERSONNEL	51,198	54,216	55,623	55,623	27,705	0	27,705	27,705
	61501 - REGULAR OVERTIME	0	248	0	0	0	0	0	0
	61604 - TRAINING INCENTIVE	28,547	30,047	28,080	28,080	28,080	0	28,080	28,080
	61610 - FIRE DEPT INCENTIVES	9,200	12,250	16,390	18,200	17,350	0	17,350	17,350
	61701 - HEALTH INSURANCE	50,069	50,249	53,435	51,304	44,407	0	44,407	44,407
	61702 - DENTAL INSURANCE	3,944	5,008	5,281	4,512	4,052	0	4,052	4,052
	61703 - RETIREMENT CONTRIBUTIONS	5,520	6,079	7,045	7,045	3,153	0	3,153	3,153
	61704 - SOCIAL SECURITY	5,743	6,912	8,492	8,403	6,223	0	6,223	6,223
	61705 - WORKERS COMPENSATION	1,591	161	7,049	8,684	9,324	0	9,324	9,324
	61713 - RET - FIRE	61,267	63,243	79,230	71,399	78,798	0	78,798	78,798
	61901 - RECRUITMENT	386	665	0	700	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>407,275</b>	<b>407,201</b>	<b>459,196</b>	<b>452,521</b>	<b>420,755</b>	<b>0</b>	<b>420,755</b>	<b>420,755</b>
	62102 - PROFESSIONAL SERVICES	1,083	1,748	600	500	600	0	600	600
	62116 - DISPATCH	204,994	204,419	216,684	216,684	216,684	0	216,684	216,684
	62205 - PC REPLACEMENT CHARGE	9,315	11,083	9,799	9,799	9,709	0	9,709	9,709
	62206 - PW FLEET CHARGE	35,922	37,802	38,817	38,817	42,165	0	42,165	42,165
	62301 - OFFICE EQUIPMENT MAINT.	2,571	2,847	3,000	3,000	3,000	0	3,000	3,000
	62304 - COMMUNICATIONS EQP MAINT.	4,864	2,054	5,350	5,350	5,350	0	5,350	5,350
	62309 - VEHICLE CERTIFICATION	1,902	2,066	2,750	2,089	2,750	0	2,750	2,750
	62310 - SAFETY PROGRAM MAINT.	2,801	2,412	4,500	4,500	4,500	0	4,500	4,500
	62407 - VEHICLE INSURANCE	8,668	8,104	8,769	8,768	8,769	0	8,769	8,769
	62435 - TRAINING	5,101	9,162	10,000	10,000	10,000	0	10,000	10,000
	62436 - MEETINGS & DUES	475	824	950	950	950	0	950	950
	62446 - CLEANING ALLOWANCE	126	34	500	250	500	0	500	500
	62498 - USE OF TRUST FUNDS	0	484	250	250	250	0	250	250
	62510 - TELEPHONE	13,933	12,340	16,000	16,000	16,000	0	16,000	16,000
	62701 - OFFICE SUPPLIES	1,857	1,083	1,785	1,785	1,785	0	1,785	1,785
	62710 - POSTAGE	584	540	600	600	550	0	550	550
	62715 - BOOKS AND PERIODICALS	348	101	100	80	100	0	100	100
	62742 - MINOR COMMUNICATION EQUIP	2,988	7,571	6,000	6,000	6,000	0	6,000	6,000
	62743 - MINOR SAFETY EQUIPMENT	12,031	13,511	19,000	19,000	19,000	0	19,000	19,000
62755 - UNIFORMS	615	3,963	4,000	4,000	4,000	0	4,000	4,000	
62760 - OPERATING SUPPLIES	3,855	7,882	3,500	3,500	3,500	0	3,500	3,500	
62763 - VEHICLE SUPPLIES	97,991	80,505	90,600	90,600	90,600	0	90,600	90,600	
<b>62000 - OPERATING EXPENDITURES</b>	<b>412,025</b>	<b>410,536</b>	<b>443,554</b>	<b>442,522</b>	<b>446,762</b>	<b>0</b>	<b>446,762</b>	<b>446,762</b>	
<b>00800 - FIRE ADMIN Total</b>	<b>819,299</b>	<b>817,736</b>	<b>902,750</b>	<b>895,042</b>	<b>867,517</b>	<b>0</b>	<b>867,517</b>	<b>867,517</b>	
<b>00802 - FIRE HEALTH &amp; SAFETY</b>	62120 - LABORATORY SERVICES	597	0	1,200	1,200	1,200	0	1,200	1,200
	62145 - FIRST AID & MEDICAL SVCS	36,593	40,235	36,400	36,400	36,400	0	36,400	36,400
	62760 - OPERATING SUPPLIES	896	2,091	1,000	1,012	1,000	0	1,000	1,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>38,086</b>	<b>42,326</b>	<b>38,600</b>	<b>38,612</b>	<b>38,600</b>	<b>0</b>	<b>38,600</b>	<b>38,600</b>
	<b>00802 - FIRE HEALTH &amp; SAFETY Total</b>	<b>38,086</b>	<b>42,326</b>	<b>38,600</b>	<b>38,612</b>	<b>38,600</b>	<b>0</b>	<b>38,600</b>	<b>38,600</b>
<b>00803 - FIRE INSPECT &amp; PREVENT</b>	61304 - GENERAL PERSONNEL	61,082	65,716	69,325	68,753	69,325	0	69,325	69,325
	61501 - REGULAR OVERTIME	5,574	5,409	3,000	3,000	3,000	0	3,000	3,000
	61601 - HOLIDAY PAY	3,253	2,796	2,922	2,796	2,980	0	2,980	2,980

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<b>00803 - FIRE INSPECT &amp; PREVENT</b>	61701 - HEALTH INSURANCE	5,431	23,109	23,347	22,419	24,902	0	24,902	24,902
	61702 - DENTAL INSURANCE	1,144	1,751	1,760	1,504	1,621	0	1,621	1,621
	61704 - SOCIAL SECURITY	155	1,033	1,005	1,081	1,005	0	1,005	1,005
	61705 - WORKERS COMPENSATION	891	63	2,176	2,154	2,829	0	2,829	2,829
	61713 - RET - FIRE	19,290	21,560	21,942	21,738	24,015	0	24,015	24,015
	<b>61000 - PERSONNEL SERVICES</b>	<b>96,821</b>	<b>121,437</b>	<b>125,477</b>	<b>123,445</b>	<b>129,676</b>	<b>0</b>	<b>129,676</b>	<b>129,676</b>
	62206 - PW FLEET CHARGE	10,538	12,208	12,939	12,939	14,055	0	14,055	14,055
	62435 - TRAINING	240	2,440	2,000	1,500	2,000	0	2,000	2,000
	62436 - MEETINGS & DUES	118	596	125	350	125	0	125	125
	62447 - PUBLIC AWARENESS	734	0	800	800	800	0	800	800
	62715 - BOOKS AND PERIODICALS	1,331	1,331	1,500	1,500	1,500	0	1,500	1,500
	62755 - UNIFORMS	536	375	750	750	750	0	750	750
	62760 - OPERATING SUPPLIES	180	1,128	1,000	1,000	1,000	0	1,000	1,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>13,675</b>	<b>18,078</b>	<b>19,114</b>	<b>18,839</b>	<b>20,230</b>	<b>0</b>	<b>20,230</b>	<b>20,230</b>
	<b>00803 - FIRE INSPECT &amp; PREVENT Total</b>	<b>110,497</b>	<b>139,515</b>	<b>144,591</b>	<b>142,284</b>	<b>149,906</b>	<b>0</b>	<b>149,906</b>	<b>149,906</b>
	<b>00805 - FIRE ALARMS</b>	61304 - GENERAL PERSONNEL	60,162	46,094	63,715	85,333	64,260	0	64,260
61501 - REGULAR OVERTIME		2,936	1,164	3,000	3,000	3,000	0	3,000	3,000
61601 - HOLIDAY PAY		2,498	2,560	2,675	2,560	2,730	0	2,730	2,730
61701 - HEALTH INSURANCE		22,299	18,766	23,347	32,910	24,902	0	24,902	24,902
61702 - DENTAL INSURANCE		1,588	1,426	1,760	1,622	911	0	911	911
61704 - SOCIAL SECURITY		929	713	1,006	1,318	1,015	0	1,015	1,015
61705 - WORKERS COMPENSATION		809	43	2,006	2,627	2,629	0	2,629	2,629
61713 - RET - FIRE		18,348	14,527	20,234	24,883	22,319	0	22,319	22,319
<b>61000 - PERSONNEL SERVICES</b>		<b>109,569</b>	<b>85,293</b>	<b>117,743</b>	<b>154,252</b>	<b>121,765</b>	<b>0</b>	<b>121,765</b>	<b>121,765</b>
62311 - EQUIPMENT MAINTENANCE		4	627	1,000	250	1,000	0	1,000	1,000
62435 - TRAINING		570	980	470	1,000	470	0	470	470
62436 - MEETINGS & DUES		167	0	80	100	80	0	80	80
62755 - UNIFORMS		668	308	750	750	750	0	750	750
62760 - OPERATING SUPPLIES		756	603	1,000	1,000	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>		<b>2,166</b>	<b>2,518</b>	<b>3,300</b>	<b>3,100</b>	<b>3,300</b>	<b>0</b>	<b>3,300</b>	<b>3,300</b>
<b>00805 - FIRE ALARMS Total</b>		<b>111,735</b>	<b>87,811</b>	<b>121,043</b>	<b>157,352</b>	<b>125,065</b>	<b>0</b>	<b>125,065</b>	<b>125,065</b>
<b>00808 - CALL PERSONNEL</b>	61307 - PART TIME EMPLOYEES	24,956	29,663	34,000	25,000	34,000	0	34,000	34,000
	61317 - CALL PERSONNEL	3,491	0	5,791	5,791	5,791	0	5,791	5,791
	61704 - SOCIAL SECURITY	2,176	2,253	3,044	1,942	3,044	0	3,044	3,044
	61705 - WORKERS COMPENSATION	350	26	1,150	734	1,495	0	1,495	1,495
	61901 - RECRUITMENT	49	0	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>31,022</b>	<b>31,942</b>	<b>43,985</b>	<b>33,468</b>	<b>44,330</b>	<b>0</b>	<b>44,330</b>	<b>44,330</b>
	62435 - TRAINING	996	570	2,000	1,500	2,000	0	2,000	2,000
	62755 - UNIFORMS	1,621	733	1,500	1,500	1,250	0	1,250	1,250
	62756 - PROTECTIVE CLOTHING	1,066	525	9,000	9,000	9,000	0	9,000	9,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>3,684</b>	<b>1,828</b>	<b>12,500</b>	<b>12,000</b>	<b>12,250</b>	<b>0</b>	<b>12,250</b>	<b>12,250</b>
	<b>00808 - CALL PERSONNEL Total</b>	<b>34,706</b>	<b>33,770</b>	<b>56,485</b>	<b>45,468</b>	<b>56,580</b>	<b>0</b>	<b>56,580</b>	<b>56,580</b>
<b>00810 - AMBULANCE</b>	61303 - SUPERVISORY PERSONNEL	320,300	278,708	300,021	287,263	307,448	0	307,448	307,448
	61304 - GENERAL PERSONNEL	423,520	465,345	512,703	466,463	580,684	0	580,684	580,684
	61305 - ADMINISTRATIVE PERSONNEL	0	0	0	0	27,705	0	27,705	27,705
	61501 - REGULAR OVERTIME	0	526	0	446	0	0	0	0
	61513 - OT-TRAINING	24,748	15,292	30,000	30,000	30,000	0	30,000	30,000
	61520 - OT-VACATION REPLACEMENT	79,386	111,440	65,400	92,212	65,400	0	65,400	65,400
	61521 - OT-SICK REPLACEMENT	31,974	10,968	5,550	14,798	5,550	0	5,550	5,550

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Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended	
<b>00810 - AMBULANCE</b>	61522 - OT-PERSONAL DAY REPLACE	12,784	14,644	7,950	11,104	7,950	0	7,950	7,950	
	61525 - OT-FIRST ALARM	644	122	0	61	0	0	0	0	
	61527 - OT-CALL BACK	19,858	23,361	19,000	27,895	19,000	0	19,000	19,000	
	61601 - HOLIDAY PAY	26,576	32,059	33,095	30,545	37,139	0	37,139	37,139	
	61604 - TRAINING INCENTIVE	50,932	46,891	52,520	52,520	53,820	0	53,820	53,820	
	61701 - HEALTH INSURANCE	204,780	232,779	249,087	215,822	290,276	0	290,276	290,276	
	61702 - DENTAL INSURANCE	14,473	16,945	18,844	14,563	18,088	0	18,088	18,088	
	61703 - RETIREMENT CONTRIBUTIONS	0	0	0	0	3,153	0	3,153	3,153	
	61704 - SOCIAL SECURITY	13,135	14,281	14,880	14,693	18,800	0	18,800	18,800	
	61705 - WORKERS COMPENSATION	11,008	790	29,671	29,285	41,629	0	41,629	41,629	
	61713 - RET - FIRE	275,675	287,461	308,459	295,481	353,019	0	353,019	353,019	
	<b>61000 - PERSONNEL SERVICES</b>	<b>1,509,792</b>	<b>1,551,611</b>	<b>1,647,180</b>	<b>1,583,151</b>	<b>1,859,661</b>	<b>0</b>	<b>1,859,661</b>	<b>1,859,661</b>	
	62101 - ADMINISTRATIVE SERVICES	55,907	62,189	54,090	60,000	60,548	0	60,548	60,548	
	62205 - PC REPLACEMENT CHARGE	5,200	4,690	3,620	3,620	3,620	0	3,620	3,620	
	62206 - PW FLEET CHARGE	45,461	34,947	33,588	33,588	38,865	0	38,865	38,865	
	62311 - EQUIPMENT MAINTENANCE	2,244	1,080	7,550	7,550	7,550	0	7,550	7,550	
	62407 - VEHICLE INSURANCE	1,452	1,631	1,765	1,765	1,765	0	1,765	1,765	
	62430 - TRAVEL	0	0	500	500	500	0	500	500	
	62435 - TRAINING	4,993	7,927	10,000	10,000	10,000	0	10,000	10,000	
	62436 - MEETINGS & DUES	15	0	125	125	125	0	125	125	
	62438 - LICENSES & CERTIFICATIONS	621	1,017	500	500	500	0	500	500	
	62439 - PARAMEDIC TUITION	4,200	8,500	8,500	4,000	8,500	0	8,500	8,500	
	62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080	
	62701 - OFFICE SUPPLIES	24	528	350	350	350	0	350	350	
	62755 - UNIFORMS	11,126	8,384	9,675	9,675	11,075	0	11,075	11,075	
	62756 - PROTECTIVE CLOTHING	1,534	1,411	3,000	3,000	3,000	0	3,000	3,000	
	62760 - OPERATING SUPPLIES	542	280	500	500	250	0	250	250	
	62765 - OXYGEN	7,233	8,796	6,000	6,000	6,000	0	6,000	6,000	
	62766 - DISPOSABLE EQUIPMENT	26,749	29,803	29,000	29,000	29,000	0	29,000	29,000	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>168,381</b>	<b>172,264</b>	<b>169,843</b>	<b>171,253</b>	<b>182,728</b>	<b>0</b>	<b>182,728</b>	<b>182,728</b>	
	<b>00810 - AMBULANCE Total</b>	<b>1,678,173</b>	<b>1,723,875</b>	<b>1,817,023</b>	<b>1,754,404</b>	<b>2,042,389</b>	<b>0</b>	<b>2,042,389</b>	<b>2,042,389</b>	
	<b>00811 - FIRE SUPPRESSION</b>	61303 - SUPERVISORY PERSONNEL	536,805	540,474	555,616	505,892	545,497	0	545,497	545,497
		61304 - GENERAL PERSONNEL	927,729	832,440	923,171	775,621	853,788	0	853,788	853,788
61501 - REGULAR OVERTIME		6,724	7,952	8,082	8,082	8,082	0	8,082	8,082	
61511 - OT-HAZ MAT TRAINING		0	6,445	10,815	10,815	10,815	0	10,815	10,815	
61513 - OT-TRAINING		46,704	58,700	62,400	62,400	62,400	0	62,400	62,400	
61520 - OT-VACATION REPLACEMENT		217,356	246,066	152,600	210,323	152,600	0	152,600	152,600	
61521 - OT-SICK REPLACEMENT		36,823	27,571	12,950	77,364	12,950	0	12,950	12,950	
61522 - OT-PERSONAL DAY REPLACE		36,629	36,390	18,550	45,823	18,550	0	18,550	18,550	
61525 - OT-FIRST ALARM		77,586	95,235	40,000	132,675	40,000	0	40,000	40,000	
61526 - OT-SECOND ALARM		6,001	5,611	5,000	5,000	5,000	0	5,000	5,000	
61527 - OT-CALL BACK		199	81	0	74	0	0	0	0	
61531 - HOLIDAY OVERTIME		0	6,315	13,518	22,250	22,696	0	22,696	22,696	
61601 - HOLIDAY PAY		59,734	56,690	59,449	57,034	60,336	0	60,336	60,336	
61701 - HEALTH INSURANCE		422,867	394,026	403,993	349,746	442,898	0	442,898	442,898	
61702 - DENTAL INSURANCE		28,800	29,122	29,947	21,798	27,913	0	27,913	27,913	
61704 - SOCIAL SECURITY		28,211	27,514	27,029	27,743	25,995	0	25,995	25,995	
61705 - WORKERS COMPENSATION		22,617	1,827	53,895	55,294	67,531	0	67,531	67,531	
61713 - RET - FIRE		546,159	559,780	543,453	557,912	571,697	0	571,697	571,697	

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Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>00811 - FIRE SUPPRESSION</b>	<b>61000 - PERSONNEL SERVICES</b>	<b>3,000,943</b>	<b>2,932,238</b>	<b>2,920,468</b>	<b>2,925,846</b>	<b>2,928,747</b>	<b>0</b>	<b>2,928,747</b>	<b>2,928,747</b>
	62435 - TRAINING	50	0	0	0	0	0	0	0
	62755 - UNIFORMS	27,212	18,337	16,825	16,825	16,125	0	16,125	16,125
	62756 - PROTECTIVE CLOTHING	18,194	33,276	37,500	37,500	37,500	0	37,500	37,500
	62760 - OPERATING SUPPLIES	691	6	500	500	250	0	250	250
	<b>62000 - OPERATING EXPENDITURES</b>	<b>46,147</b>	<b>51,620</b>	<b>54,825</b>	<b>54,825</b>	<b>53,875</b>	<b>0</b>	<b>53,875</b>	<b>53,875</b>
	<b>00811 - FIRE SUPPRESSION Total</b>	<b>3,047,091</b>	<b>2,983,857</b>	<b>2,975,293</b>	<b>2,980,671</b>	<b>2,982,622</b>	<b>0</b>	<b>2,982,622</b>	<b>2,982,622</b>
<b>00812 - FIRE SUPPRESSION W KEENE</b>	61303 - SUPERVISORY PERSONNEL	69,124	60,150	69,325	52,229	62,500	0	62,500	62,500
	61304 - GENERAL PERSONNEL	178,273	169,661	177,913	125,783	118,609	0	118,609	118,609
	61501 - REGULAR OVERTIME	0	101	0	0	0	0	0	0
	61527 - OT-CALL BACK	7,123	8,673	5,000	10,780	5,000	0	5,000	5,000
	61601 - HOLIDAY PAY	10,166	10,420	10,420	8,052	7,828	0	7,828	7,828
	61701 - HEALTH INSURANCE	89,468	90,850	93,388	62,611	74,705	0	74,705	74,705
	61702 - DENTAL INSURANCE	6,374	6,530	7,041	4,117	4,863	0	4,863	4,863
	61704 - SOCIAL SECURITY	3,836	3,612	3,809	2,854	2,812	0	2,812	2,812
	61705 - WORKERS COMPENSATION	3,275	217	7,594	5,689	7,286	0	7,286	7,286
	61713 - RET - FIRE	73,985	73,667	87,324	57,400	61,847	0	61,847	61,847
	<b>61000 - PERSONNEL SERVICES</b>	<b>441,624</b>	<b>423,880</b>	<b>461,814</b>	<b>329,516</b>	<b>345,450</b>	<b>0</b>	<b>345,450</b>	<b>345,450</b>
	62755 - UNIFORMS	3,130	2,666	2,850	2,850	2,150	0	2,150	2,150
	<b>62000 - OPERATING EXPENDITURES</b>	<b>3,130</b>	<b>2,666</b>	<b>2,850</b>	<b>2,850</b>	<b>2,150</b>	<b>0</b>	<b>2,150</b>	<b>2,150</b>
	<b>00812 - FIRE SUPPRESSION W KEENE Total</b>	<b>444,754</b>	<b>426,546</b>	<b>464,664</b>	<b>332,366</b>	<b>347,600</b>	<b>0</b>	<b>347,600</b>	<b>347,600</b>
	<b>FIRE Total</b>	<b>6,284,340</b>	<b>6,255,436</b>	<b>6,520,449</b>	<b>6,346,199</b>	<b>6,610,279</b>	<b>0</b>	<b>6,610,279</b>	<b>6,610,279</b>

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**HUMAN SERVICES**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>01000 - HUMAN SERVICES</b>	61303 - SUPERVISORY PERSONNEL	69,325	74,171	75,696	75,696	75,404	0	75,404	75,404
	61304 - GENERAL PERSONNEL	55,561	56,946	57,991	57,991	58,924	0	58,924	58,924
	61307 - PART TIME EMPLOYEES	21,895	20,907	26,254	26,254	27,332	0	27,332	27,332
	61609 - STIPEND	1,943	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	32,547	33,384	33,802	33,802	35,627	0	35,627	35,627
	61702 - DENTAL INSURANCE	1,717	1,917	1,910	1,910	1,821	0	1,821	1,821
	61703 - RETIREMENT CONTRIBUTIONS	13,679	14,646	14,933	14,933	15,287	0	15,287	15,287
	61704 - SOCIAL SECURITY	10,931	11,049	12,570	12,570	12,367	0	12,367	12,367
	61705 - WORKERS COMPENSATION	61	4	158	158	240	0	240	240
	61901 - RECRUITMENT	89	184	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>207,747</b>	<b>213,208</b>	<b>223,313</b>	<b>223,313</b>	<b>227,001</b>	<b>0</b>	<b>227,001</b>	<b>227,001</b>
	62205 - PC REPLACEMENT CHARGE	752	752	1,006	1,006	1,192	0	1,192	1,192
	62416 - PRINTING	200	0	175	150	175	0	175	175
	62435 - TRAINING	435	630	350	310	310	0	310	310
	62436 - MEETINGS & DUES	80	100	125	110	110	0	110	110
	62498 - USE OF TRUST FUNDS	3,018	3,051	3,000	0	3,000	0	3,000	3,000
	62510 - TELEPHONE	635	705	675	638	675	0	675	675
	62701 - OFFICE SUPPLIES	737	256	700	700	700	0	700	700
	62710 - POSTAGE	371	252	250	230	230	0	230	230
	62715 - BOOKS AND PERIODICALS	0	0	48	0	178	0	178	178
	<b>62000 - OPERATING EXPENDITURES</b>	<b>6,229</b>	<b>5,746</b>	<b>6,329</b>	<b>3,144</b>	<b>6,570</b>	<b>0</b>	<b>6,570</b>	<b>6,570</b>
	<b>01000 - HUMAN SERVICES Total</b>	<b>213,976</b>	<b>218,953</b>	<b>229,642</b>	<b>226,458</b>	<b>233,571</b>	<b>0</b>	<b>233,571</b>	<b>233,571</b>
	<b>01001 - HS: GENERAL ASSISTANCE</b>	62145 - FIRST AID & MEDICAL SVCS	19,332	4,265	25,000	10,684	12,000	0	12,000
62148 - DENTAL WORKS		5,000	5,000	7,000	7,000	7,000	0	7,000	7,000
62152 - SCS SHELTER SERVICES		37,500	50,000	50,000	50,000	50,000	0	50,000	50,000
62451 - PERSONAL & HOUSEHOLD		170	635	1,000	1,000	1,000	0	1,000	1,000
62452 - BURIAL, TRANSPORT & MISC.		11,200	10,825	10,000	14,014	14,000	0	14,000	14,000
62453 - HEATING FUEL & UTILITIES		39,147	16,761	33,000	29,386	28,000	0	28,000	28,000
62454 - RENTS		376,370	388,428	361,000	372,500	376,000	0	376,000	376,000
<b>62000 - OPERATING EXPENDITURES</b>		<b>488,719</b>	<b>475,914</b>	<b>487,000</b>	<b>484,584</b>	<b>488,000</b>	<b>0</b>	<b>488,000</b>	<b>488,000</b>
<b>01001 - HS: GENERAL ASSISTANCE Total</b>		<b>488,719</b>	<b>475,914</b>	<b>487,000</b>	<b>484,584</b>	<b>488,000</b>	<b>0</b>	<b>488,000</b>	<b>488,000</b>
<b>HUMAN SERVICES Total</b>	<b>702,695</b>	<b>694,867</b>	<b>716,642</b>	<b>711,041</b>	<b>721,571</b>	<b>0</b>	<b>721,571</b>	<b>721,571</b>	

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<b>LIBRARY</b>
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Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>01100 - LIBRARY</b>	61301 - DEPARTMENT HEAD	98,553	100,936	103,011	103,010	102,613	0	102,613	102,613
	61303 - SUPERVISORY PERSONNEL	195,177	202,829	205,102	205,102	204,311	0	204,311	204,311
	61304 - GENERAL PERSONNEL	160,930	169,762	174,340	174,399	173,709	0	173,709	173,709
	61305 - ADMINISTRATIVE PERSONNEL	36,365	38,684	41,234	41,233	43,785	0	43,785	43,785
	61307 - PART TIME EMPLOYEES	354,305	363,299	416,437	416,436	421,982	0	421,982	421,982
	61701 - HEALTH INSURANCE	121,462	120,205	121,738	121,738	129,236	0	129,236	129,236
	61702 - DENTAL INSURANCE	6,927	8,132	8,106	8,105	7,607	0	7,607	7,607
	61703 - RETIREMENT CONTRIBUTIONS	53,156	56,874	58,496	58,496	59,679	0	59,679	59,679
	61704 - SOCIAL SECURITY	63,768	66,107	71,919	71,919	72,400	0	72,400	72,400
	61705 - WORKERS COMPENSATION	383	27	905	905	1,407	0	1,407	1,407
	61901 - RECRUITMENT	1,308	757	600	1,500	1,500	0	1,500	1,500
	<b>61000 - PERSONNEL SERVICES</b>	<b>1,092,335</b>	<b>1,127,612</b>	<b>1,201,887</b>	<b>1,202,843</b>	<b>1,218,229</b>	<b>0</b>	<b>1,218,229</b>	<b>1,218,229</b>
	62205 - PC REPLACEMENT CHARGE	7,600	7,920	8,381	8,381	8,490	0	8,490	8,490
	62301 - OFFICE EQUIPMENT MAINT.	3,007	3,562	3,256	4,500	3,256	0	3,256	3,256
	62435 - TRAINING	0	0	250	100	250	0	250	250
	62436 - MEETINGS & DUES	30	69	400	200	400	0	400	400
	62510 - TELEPHONE	3,397	3,069	4,000	3,500	4,000	0	4,000	4,000
	62701 - OFFICE SUPPLIES	6,114	5,373	6,500	6,000	6,500	0	6,500	6,500
	62703 - LOST MATERIAL REPLACEMENT	3,179	3,363	4,000	4,000	4,000	0	4,000	4,000
	62704 - BOOK MENDING SUPPLIES	1,726	3,346	2,900	2,900	2,900	0	2,900	2,900
	62710 - POSTAGE	3,280	3,772	3,000	2,000	3,000	0	3,000	3,000
	62715 - BOOKS AND PERIODICALS	141,823	143,882	141,550	141,550	141,550	0	141,550	141,550
	62734 - MINOR EQUIPMENT	2,180	102	0	0	0	0	0	0
	62744 - MINOR COMPUTER EQUIPMENT	615	592	650	650	650	0	650	650
	<b>62000 - OPERATING EXPENDITURES</b>	<b>172,951</b>	<b>175,049</b>	<b>174,887</b>	<b>173,781</b>	<b>174,996</b>	<b>0</b>	<b>174,996</b>	<b>174,996</b>
	<b>01100 - LIBRARY Total</b>	<b>1,265,285</b>	<b>1,302,661</b>	<b>1,376,774</b>	<b>1,376,624</b>	<b>1,393,225</b>	<b>0</b>	<b>1,393,225</b>	<b>1,393,225</b>
<b>01102 - LIBRARY: CITY TRUSTS</b>	62498 - USE OF TRUST FUNDS	7,517	11,394	3,500	3,500	3,500	0	3,500	3,500
	<b>62000 - OPERATING EXPENDITURES</b>	<b>7,517</b>	<b>11,394</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>
	<b>01102 - LIBRARY: CITY TRUSTS Total</b>	<b>7,517</b>	<b>11,394</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>
<b>LIBRARY Total</b>		<b>1,272,802</b>	<b>1,314,055</b>	<b>1,380,274</b>	<b>1,380,124</b>	<b>1,396,725</b>	<b>0</b>	<b>1,396,725</b>	<b>1,396,725</b>



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**PARKS, REC AND FACILITIES**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>01200 - PARKS &amp; FACILITIES ADMIN</b>	61301 - DEPARTMENT HEAD	98,553	100,936	103,011	103,011	102,613	0	102,613	102,613
	61305 - ADMINISTRATIVE PERSONNEL	53,570	39,468	42,458	38,095	39,282	0	39,282	39,282
	61307 - PART TIME EMPLOYEES	23,139	23,769	23,740	18,740	19,779	0	19,779	19,779
	61701 - HEALTH INSURANCE	31,127	31,487	31,885	31,884	50,708	0	50,708	50,708
	61702 - DENTAL INSURANCE	1,961	2,291	2,283	2,283	3,242	0	3,242	3,242
	61703 - RETIREMENT CONTRIBUTIONS	15,860	15,683	16,301	16,300	16,148	0	16,148	16,148
	61704 - SOCIAL SECURITY	12,879	12,018	12,945	19,945	12,368	0	12,368	12,368
	61705 - WORKERS COMPENSATION	508	37	1,220	1,219	1,901	0	1,901	1,901
	61901 - RECRUITMENT	2,888	2,662	2,200	2,495	2,200	0	2,200	2,200
	61902 - OUTSIDE AGENCY TEMPS	0	0	0	2,806	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>240,485</b>	<b>228,350</b>	<b>236,043</b>	<b>236,778</b>	<b>248,241</b>	<b>0</b>	<b>248,241</b>	<b>248,241</b>
	62205 - PC REPLACEMENT CHARGE	631	631	610	305	318	0	318	318
	62206 - PW FLEET CHARGE	13,337	13,446	13,722	13,722	14,600	0	14,600	14,600
	62301 - OFFICE EQUIPMENT MAINT.	1,383	1,522	0	1,089	0	0	0	0
	62435 - TRAINING	200	514	200	175	200	0	200	200
	62436 - MEETINGS & DUES	853	1,156	1,500	1,275	1,500	0	1,500	1,500
	62498 - USE OF TRUST FUNDS	3,530	3,912	0	0	0	0	0	0
	62510 - TELEPHONE	4,740	4,841	3,950	3,950	3,950	0	3,950	3,950
	62701 - OFFICE SUPPLIES	937	1,417	1,100	985	1,100	0	1,100	1,100
	62710 - POSTAGE	256	151	350	100	350	0	350	350
	62734 - MINOR EQUIPMENT	0	976	0	165	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>25,867</b>	<b>28,566</b>	<b>21,432</b>	<b>21,766</b>	<b>22,018</b>	<b>0</b>	<b>22,018</b>	<b>22,018</b>
	<b>01200 - PARKS &amp; FACILITIES ADMIN Total</b>	<b>266,351</b>	<b>256,916</b>	<b>257,475</b>	<b>258,544</b>	<b>270,259</b>	<b>0</b>	<b>270,259</b>	<b>270,259</b>
<b>01201 - PARKS MAINT &amp; DEVELOPMENT</b>	61303 - SUPERVISORY PERSONNEL	34,651	35,566	36,218	36,218	36,079	0	36,079	36,079
	61304 - GENERAL PERSONNEL	135,415	135,961	140,160	140,100	141,576	0	141,576	141,576
	61308 - SEASONAL HELP	19,455	26,451	44,017	42,105	44,017	0	44,017	44,017
	61501 - REGULAR OVERTIME	12,850	7,397	14,000	10,850	14,000	0	14,000	14,000
	61701 - HEALTH INSURANCE	77,930	80,569	81,728	80,935	77,782	0	77,782	77,782
	61702 - DENTAL INSURANCE	3,728	4,162	4,148	4,100	3,897	0	3,897	3,897
	61703 - RETIREMENT CONTRIBUTIONS	19,636	19,945	21,265	21,265	21,810	0	21,810	21,810
	61704 - SOCIAL SECURITY	15,304	15,526	17,931	16,125	18,029	0	18,029	18,029
	61705 - WORKERS COMPENSATION	1,240	89	3,198	3,198	4,552	0	4,552	4,552
	<b>61000 - PERSONNEL SERVICES</b>	<b>320,209</b>	<b>325,666</b>	<b>362,665</b>	<b>354,896</b>	<b>361,741</b>	<b>0</b>	<b>361,741</b>	<b>361,741</b>
	62175 - OTHER SERVICES	13,017	15,919	13,000	15,051	13,000	0	13,000	13,000
	62436 - MEETINGS & DUES	360	175	600	549	600	0	600	600
	<b>62000 - OPERATING EXPENDITURES</b>	<b>13,377</b>	<b>16,094</b>	<b>13,600</b>	<b>15,600</b>	<b>13,600</b>	<b>0</b>	<b>13,600</b>	<b>13,600</b>
	<b>01201 - PARKS MAINT &amp; DEVELOPMENT Total</b>	<b>333,585</b>	<b>341,759</b>	<b>376,265</b>	<b>370,496</b>	<b>375,341</b>	<b>0</b>	<b>375,341</b>	<b>375,341</b>
	<b>01202 - PARKS POOLS</b>	62501 - WATER	2,398	3,175	5,140	5,140	5,140	0	5,140
62734 - MINOR EQUIPMENT		56	154	200	193	200	0	200	200
62735 - BUILDING MAINT. SUPPLIES		949	301	300	300	300	0	300	300
62740 - OTHER MAINT. SUPPLIES		698	294	300	350	300	0	300	300
62764 - CHEMICALS		4,660	7,478	5,600	3,900	5,600	0	5,600	5,600
<b>62000 - OPERATING EXPENDITURES</b>		<b>8,761</b>	<b>11,403</b>	<b>11,540</b>	<b>9,883</b>	<b>11,540</b>	<b>0</b>	<b>11,540</b>	<b>11,540</b>
<b>01202 - PARKS POOLS Total</b>		<b>8,761</b>	<b>11,403</b>	<b>11,540</b>	<b>9,883</b>	<b>11,540</b>	<b>0</b>	<b>11,540</b>	<b>11,540</b>
<b>01203 - CAMPING</b>	62209 - RUBBISH PICK-UP	1,790	2,812	2,200	1,800	2,200	0	2,200	2,200

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<b>01203 - CAMPING AREAS</b>	62425 - ADVERTISING	587	795	250	195	250	0	250	250	
	62740 - OTHER MAINT. SUPPLIES	2,058	1,793	2,000	1,975	2,000	0	2,000	2,000	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>4,435</b>	<b>5,400</b>	<b>4,450</b>	<b>3,970</b>	<b>4,450</b>	<b>0</b>	<b>4,450</b>	<b>4,450</b>	
	<b>01203 - CAMPING AREAS Total</b>	<b>4,435</b>	<b>5,400</b>	<b>4,450</b>	<b>3,970</b>	<b>4,450</b>	<b>0</b>	<b>4,450</b>	<b>4,450</b>	
<b>01205 - PARKS MAINTENANCE</b>	61308 - SEASONAL HELP	19,628	16,296	15,861	15,545	15,861	0	15,861	15,861	
	61501 - REGULAR OVERTIME	413	120	200	237	200	0	200	200	
	61703 - RETIREMENT CONTRIBUTIONS	0	0	22	0	23	0	23	23	
	61704 - SOCIAL SECURITY	1,533	1,256	1,229	1,229	1,229	0	1,229	1,229	
	61705 - WORKERS COMPENSATION	90	6	184	179	284	0	284	284	
	<b>61000 - PERSONNEL SERVICES</b>	<b>21,664</b>	<b>17,677</b>	<b>17,496</b>	<b>17,190</b>	<b>17,597</b>	<b>0</b>	<b>17,597</b>	<b>17,597</b>	
	62120 - LABORATORY SERVICES	486	210	800	650	800	0	800	800	
	62205 - PC REPLACEMENT CHARGE	116	116	109	109	443	0	443	443	
	62206 - PW FLEET CHARGE	92,017	97,359	104,277	104,277	107,263	0	107,263	107,263	
	62340 - GROUNDS MAINTENANCE	5,387	4,208	4,000	3,895	4,000	0	4,000	4,000	
	62341 - PLAYGROUND MAINTENANCE	2,766	4,980	5,000	4,750	5,000	0	5,000	5,000	
	62342 - SKATE PARK MAINTENANCE	133	3,048	1,000	1,253	1,000	0	1,000	1,000	
	62343 - SIGNAGE	1,397	1,151	1,000	975	1,000	0	1,000	1,000	
	62344 - TRAIL MAINTENANCE	1,949	6,896	2,000	1,955	2,000	0	2,000	2,000	
	62350 - BUILDING MAINTENANCE	4,187	4,022	4,000	3,764	4,000	0	4,000	4,000	
	62372 - TREE/FORESTRY MAINTENANCE	2,875	3,526	4,500	4,600	4,500	0	4,500	4,500	
	62501 - WATER	2,634	7,912	3,298	3,298	3,298	0	3,298	3,298	
	62503 - ELECTRICITY	36,031	33,582	36,800	36,800	36,800	0	36,800	36,800	
	62504 - HEATING FUEL	3,517	1,799	2,320	2,320	2,320	0	2,320	2,320	
	62607 - RENTAL VEHICLES	5,030	6,486	9,000	8,756	9,000	0	9,000	9,000	
	62733 - TOOLS	1,380	213	800	698	800	0	800	800	
	62734 - MINOR EQUIPMENT	0	43	0	0	0	0	0	0	
	62735 - BUILDING MAINT. SUPPLIES	2,657	2,322	2,800	2,350	2,800	0	2,800	2,800	
	62736 - GROUNDS MAINT SUPPLIES	25,901	19,095	31,644	31,598	31,644	0	31,644	31,644	
	62755 - UNIFORMS	879	1,587	1,500	1,500	1,500	0	1,500	1,500	
	62756 - PROTECTIVE CLOTHING	1,169	1,420	1,500	1,495	1,500	0	1,500	1,500	
	62760 - OPERATING SUPPLIES	3,146	3,616	3,500	3,495	3,500	0	3,500	3,500	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>193,658</b>	<b>203,590</b>	<b>219,848</b>	<b>218,538</b>	<b>223,168</b>	<b>0</b>	<b>223,168</b>	<b>223,168</b>	
	<b>01205 - PARKS MAINTENANCE Total</b>	<b>215,322</b>	<b>221,267</b>	<b>237,344</b>	<b>235,728</b>	<b>240,765</b>	<b>0</b>	<b>240,765</b>	<b>240,765</b>	
	<b>01207 - PARKS PROGRAMS</b>	61304 - GENERAL PERSONNEL	58,122	62,354	65,785	65,785	69,050	0	69,050	69,050
		61309 - RECREATION SUPERVISION	54,955	54,772	55,000	53,985	55,000	0	55,000	55,000
		61312 - POOL PERSONNEL	38,989	40,653	45,000	44,130	45,000	0	45,000	45,000
61313 - PLAYGROUND PERSONNEL		47,203	45,805	46,000	46,000	46,000	0	46,000	46,000	
61314 - CAMP AREA SUPERVISOR		7,310	5,385	7,650	6,975	7,650	0	7,650	7,650	
61318 - YOUTH TRAILS PROGRAM		8,569	6,188	7,620	7,620	7,620	0	7,620	7,620	
61501 - REGULAR OVERTIME		4,238	6,443	6,600	6,510	6,600	0	6,600	6,600	
61701 - HEALTH INSURANCE		7,701	7,886	7,972	7,970	8,499	0	8,499	8,499	
61702 - DENTAL INSURANCE		202	525	523	523	478	0	478	478	
61703 - RETIREMENT CONTRIBUTIONS		6,266	6,965	7,348	7,348	7,858	0	7,858	7,858	
61704 - SOCIAL SECURITY		16,734	16,902	17,877	17,876	18,124	0	18,124	18,124	
61705 - WORKERS COMPENSATION		1,059	74	2,657	2,468	4,186	0	4,186	4,186	
61901 - RECRUITMENT		435	80	0	0	0	0	0	0	
<b>61000 - PERSONNEL SERVICES</b>		<b>251,785</b>	<b>254,033</b>	<b>270,032</b>	<b>267,190</b>	<b>276,065</b>	<b>0</b>	<b>276,065</b>	<b>276,065</b>	
62102 - PROFESSIONAL SERVICES		0	3,500	0	0	0	0	0	0	
62115 - ARTISTS & PERFORMERS		6,843	7,094	7,550	7,500	7,550	0	7,550	7,550	

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<b>01207 - PARKS PROGRAMS</b>	62142 - TRANSPORTING	1,100	870	2,750	2,250	4,250	0	4,250	4,250
	62145 - FIRST AID & MEDICAL SVCS	366	438	500	485	500	0	500	500
	62205 - PC REPLACEMENT CHARGE	116	141	134	134	478	0	478	478
	62206 - PW FLEET CHARGE	13,337	13,446	13,722	13,722	14,600	0	14,600	14,600
	62311 - EQUIPMENT MAINTENANCE	0	7	200	0	200	0	200	200
	62416 - PRINTING	3,745	2,197	3,000	2,345	3,000	0	3,000	3,000
	62425 - ADVERTISING	0	1,432	1,000	1,700	1,000	0	1,000	1,000
	62430 - TRAVEL	270	111	300	235	300	0	300	300
	62435 - TRAINING	1,093	1,662	1,000	995	1,000	0	1,000	1,000
	62436 - MEETINGS & DUES	1,171	1,243	700	1,153	1,700	0	1,700	1,700
	62445 - PHOTOGRAPHY & PROCESSING	47	106	200	112	200	0	200	200
	62755 - UNIFORMS	1,149	1,738	1,500	1,500	1,500	0	1,500	1,500
	62775 - PLAYGROUND MATERIAL	3,809	3,788	4,000	3,925	4,000	0	4,000	4,000
	62776 - HANDICPD ATHLETE SUPPLIES	274	1,219	3,034	3,115	0	0	0	0
	62778 - ATHLETIC SUPPLIES	5,227	1,953	2,000	1,876	10,034	0	10,034	10,034
	62779 - GAME ROOM SUPPLIES	762	650	1,000	985	1,000	0	1,000	1,000
	62780 - ARTS & CRAFTS	697	695	1,000	813	1,000	0	1,000	1,000
	62783 - YOUTH TRAILS PROGRAM SUP.	4	404	300	285	300	0	300	300
	62784 - CATCH PROGRAM	1,089	1,106	1,000	698	1,000	0	1,000	1,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>41,100</b>	<b>43,800</b>	<b>44,890</b>	<b>43,828</b>	<b>53,612</b>	<b>0</b>	<b>53,612</b>	<b>53,612</b>
<b>01207 - PARKS PROGRAMS Total</b>	<b>292,884</b>	<b>297,833</b>	<b>314,922</b>	<b>311,018</b>	<b>329,677</b>	<b>0</b>	<b>329,677</b>	<b>329,677</b>	
<b>01310 - CEMETERY MAINTENANCE</b>	61303 - SUPERVISORY PERSONNEL	34,650	35,566	36,218	36,218	36,079	0	36,079	36,079
	61304 - GENERAL PERSONNEL	87,850	89,547	91,388	88,544	86,178	0	86,178	86,178
	61308 - SEASONAL HELP	5,660	11,530	15,933	9,460	15,933	0	15,933	15,933
	61501 - REGULAR OVERTIME	5,282	2,748	3,000	3,000	3,000	0	3,000	3,000
	61701 - HEALTH INSURANCE	29,324	25,927	24,814	41,250	59,863	0	59,863	59,863
	61702 - DENTAL INSURANCE	1,369	1,542	1,524	1,523	3,697	0	3,697	3,697
	61703 - RETIREMENT CONTRIBUTIONS	13,776	14,281	14,923	14,924	14,254	0	14,254	14,254
	61704 - SOCIAL SECURITY	9,886	10,402	11,439	10,635	10,801	0	10,801	10,801
	61705 - WORKERS COMPENSATION	753	55	1,897	1,897	2,892	0	2,892	2,892
	<b>61000 - PERSONNEL SERVICES</b>	<b>188,550</b>	<b>191,599</b>	<b>201,137</b>	<b>207,451</b>	<b>232,696</b>	<b>0</b>	<b>232,696</b>	<b>232,696</b>
	62205 - PC REPLACEMENT CHARGE	189	189	182	182	349	0	349	349
	62206 - PW FLEET CHARGE	49,249	52,486	56,624	56,624	58,194	0	58,194	58,194
	62311 - EQUIPMENT MAINTENANCE	2,772	1,374	3,000	2,985	3,000	0	3,000	3,000
	62340 - GROUNDS MAINTENANCE	8,142	14,427	17,564	17,425	17,564	0	17,564	17,564
	62372 - TREE/FORESTRY MAINTENANCE	5,575	4,950	5,000	5,000	5,000	0	5,000	5,000
	62435 - TRAINING	0	0	50	35	50	0	50	50
	62436 - MEETINGS & DUES	220	440	300	100	300	0	300	300
	62498 - USE OF TRUST FUNDS	0	328	0	0	0	0	0	0
	62501 - WATER	272	424	700	700	700	0	700	700
	62734 - MINOR EQUIPMENT	315	319	500	500	500	0	500	500
62755 - UNIFORMS	586	316	600	545	600	0	600	600	
<b>62000 - OPERATING EXPENDITURES</b>	<b>67,320</b>	<b>75,253</b>	<b>84,520</b>	<b>84,096</b>	<b>86,257</b>	<b>0</b>	<b>86,257</b>	<b>86,257</b>	
<b>01310 - CEMETERY MAINTENANCE Total</b>	<b>255,870</b>	<b>266,852</b>	<b>285,657</b>	<b>291,547</b>	<b>318,953</b>	<b>0</b>	<b>318,953</b>	<b>318,953</b>	
<b>01311 - BURIAL</b>	62340 - GROUNDS MAINTENANCE	930	915	1,000	985	1,000	0	1,000	1,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>930</b>	<b>915</b>	<b>1,000</b>	<b>985</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
	<b>01311 - BURIAL Total</b>	<b>930</b>	<b>915</b>	<b>1,000</b>	<b>985</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>01312 - CEMETERIES OPS MAINT</b>	62350 - BUILDING MAINTENANCE	0	85	200	135	200	0	200	200
	62503 - ELECTRICITY	2,558	2,789	1,813	1,813	1,813	0	1,813	1,813

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01312 - CEMETERIES OPS MAINT	62504 - HEATING FUEL	6,002	4,320	2,829	2,692	2,829	0	2,829	2,829
	<b>62000 - OPERATING EXPENDITURES</b>	<b>8,559</b>	<b>7,194</b>	<b>4,842</b>	<b>4,640</b>	<b>4,842</b>	<b>0</b>	<b>4,842</b>	<b>4,842</b>
	<b>01312 - CEMETERIES OPS MAINT Total</b>	<b>8,559</b>	<b>7,194</b>	<b>4,842</b>	<b>4,640</b>	<b>4,842</b>	<b>0</b>	<b>4,842</b>	<b>4,842</b>
01314 - SUMMER KNIGHT CHAPEL	62503 - ELECTRICITY	200	209	0	205	267	0	267	267
	62504 - HEATING FUEL	4,944	3,098	3,000	2,635	3,000	0	3,000	3,000
	62735 - BUILDING MAINT. SUPPLIES	74	221	500	395	500	0	500	500
	<b>62000 - OPERATING EXPENDITURES</b>	<b>5,218</b>	<b>3,528</b>	<b>3,500</b>	<b>3,235</b>	<b>3,767</b>	<b>0</b>	<b>3,767</b>	<b>3,767</b>
	<b>01314 - SUMMER KNIGHT CHAPEL Total</b>	<b>5,218</b>	<b>3,528</b>	<b>3,500</b>	<b>3,235</b>	<b>3,767</b>	<b>0</b>	<b>3,767</b>	<b>3,767</b>
01325 - CITY HALL MAINTENANCE	61304 - GENERAL PERSONNEL	78,958	112,676	117,721	117,721	121,467	0	121,467	121,467
	61305 - ADMINISTRATIVE PERSONNEL	0	11,031	0	0	0	0	0	0
	61307 - PART TIME EMPLOYEES	0	26,661	35,448	35,448	36,015	0	36,015	36,015
	61501 - REGULAR OVERTIME	307	1,017	3,000	835	3,000	0	3,000	3,000
	61609 - STIPEND	9,339	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	24,448	42,512	40,826	40,826	43,123	0	43,123	43,123
	61702 - DENTAL INSURANCE	1,398	2,939	2,715	2,715	2,531	0	2,531	2,531
	61703 - RETIREMENT CONTRIBUTIONS	9,006	13,932	13,149	13,931	14,164	0	14,164	14,164
	61704 - SOCIAL SECURITY	6,520	11,089	11,717	11,717	12,277	0	12,277	12,277
	61705 - WORKERS COMPENSATION	387	49	1,775	1,775	3,061	0	3,061	3,061
	61901 - RECRUITMENT	178	154	0	0	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	11,192	0	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>141,733</b>	<b>222,059</b>	<b>226,353</b>	<b>224,968</b>	<b>235,638</b>	<b>0</b>	<b>235,638</b>	<b>235,638</b>
	62102 - PROFESSIONAL SERVICES	3,600	6,838	582	3,542	0	0	0	0
	62201 - JANITORIAL	0	1,500	0	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	282	633	1,227	1,227	1,454	0	1,454	1,454
	62206 - PW FLEET CHARGE	7,334	8,636	12,924	12,924	12,697	0	12,697	12,697
	62208 - TAXES	8,854	9,017	8,832	8,832	8,832	0	8,832	8,832
	62209 - RUBBISH PICK-UP	3,835	3,840	6,110	3,840	6,110	0	6,110	6,110
	62311 - EQUIPMENT MAINTENANCE	3,868	3,120	10,399	10,398	8,840	0	8,840	8,840
	62316 - ESCO MAINTENANCE	1,524	2,652	2,674	2,674	2,674	0	2,674	2,674
	62317 - EQUIPMENT REPAIR	6,362	2,563	3,000	2,895	3,000	0	3,000	3,000
	62318 - BUILDING REPAIR	7,791	24,079	5,000	5,000	5,000	0	5,000	5,000
	62350 - BUILDING MAINTENANCE	5,492	10,203	14,956	24,955	5,000	0	5,000	5,000
	62375 - PERMITS	733	708	2,000	300	2,000	0	2,000	2,000
	62430 - TRAVEL	31	0	500	0	500	0	500	500
	62435 - TRAINING	0	840	1,750	495	1,750	0	1,750	1,750
	62501 - WATER	4,539	4,639	4,100	4,443	4,100	0	4,100	4,100
	62502 - SEWER	7,820	8,560	7,042	4,221	7,042	0	7,042	7,042
	62503 - ELECTRICITY	41,405	37,837	55,821	43,788	55,821	0	55,821	55,821
	62504 - HEATING FUEL	35,213	36,467	27,481	24,655	27,481	0	27,481	27,481
	62510 - TELEPHONE	1,291	2,187	1,100	1,985	1,100	0	1,100	1,100
	62701 - OFFICE SUPPLIES	133	329	0	0	0	0	0	0
	62733 - TOOLS	95	265	600	600	600	0	600	600
	62734 - MINOR EQUIPMENT	39,898	0	1,200	6,000	1,200	0	1,200	1,200
	62735 - BUILDING MAINT. SUPPLIES	932	1,753	3,000	2,341	3,200	0	3,200	3,200
	62736 - GROUNDS MAINT SUPPLIES	1,049	1,505	3,043	2,508	2,543	0	2,543	2,543
	62737 - JANITORIAL SUPPLIES	1,565	3,338	2,400	2,245	2,400	0	2,400	2,400
	62755 - UNIFORMS	245	308	600	375	600	0	600	600
	64206 - MINOR IMPROVEMENTS	1,957	7,045	5,000	6,250	5,000	0	5,000	5,000
68011 - CAPITAL PROJECT TRANSFER	0	25,000	0	0	0	0	0	0	

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<b>01325 - CITY HALL MAINTENANCE</b>	<b>62000 - OPERATING EXPENDITURES</b>	<b>185,847</b>	<b>203,862</b>	<b>181,341</b>	<b>176,493</b>	<b>168,944</b>	<b>0</b>	<b>168,944</b>	<b>168,944</b>
	<b>01325 - CITY HALL MAINTENANCE Total</b>	<b>327,580</b>	<b>425,921</b>	<b>407,693</b>	<b>401,461</b>	<b>404,582</b>	<b>0</b>	<b>404,582</b>	<b>404,582</b>
<b>01326 - TRANSPORT CTR MAINTENANCE</b>	62208 - TAXES	8,468	8,624	8,447	8,447	8,447	0	8,447	8,447
	62311 - EQUIPMENT MAINTENANCE	265	624	200	200	200	0	200	200
	62317 - EQUIPMENT REPAIR	608	106	1,200	1,200	1,200	0	1,200	1,200
	62318 - BUILDING REPAIR	399	520	2,000	2,000	2,000	0	2,000	2,000
	62350 - BUILDING MAINTENANCE	350	0	800	800	800	0	800	800
	62375 - PERMITS	75	0	0	0	0	0	0	0
	62501 - WATER	2,188	1,606	2,675	2,675	2,675	0	2,675	2,675
	62502 - SEWER	3,770	3,186	4,512	4,512	4,512	0	4,512	4,512
	62503 - ELECTRICITY	12,573	12,331	13,367	13,367	13,367	0	13,367	13,367
	62504 - HEATING FUEL	8,511	4,547	10,309	10,309	10,309	0	10,309	10,309
	62735 - BUILDING MAINT. SUPPLIES	50	10	400	400	400	0	400	400
	62737 - JANITORIAL SUPPLIES	80	407	100	100	100	0	100	100
	64206 - MINOR IMPROVEMENTS	0	0	1,100	1,100	1,100	0	1,100	1,100
	<b>62000 - OPERATING EXPENDITURES</b>	<b>37,336</b>	<b>31,962</b>	<b>45,110</b>	<b>45,110</b>	<b>45,110</b>	<b>0</b>	<b>45,110</b>	<b>45,110</b>
	<b>01326 - TRANSPORT CTR MAINTENANCE Total</b>	<b>37,336</b>	<b>31,962</b>	<b>45,110</b>	<b>45,110</b>	<b>45,110</b>	<b>0</b>	<b>45,110</b>	<b>45,110</b>
	<b>01328 - LIBRARY MAINTENANCE</b>	61304 - GENERAL PERSONNEL	60,021	64,601	64,884	42,000	51,629	9,963	61,592
61501 - REGULAR OVERTIME		0	397	1,000	84	1,000	0	1,000	1,000
61701 - HEALTH INSURANCE		14,733	13,595	12,384	3,224	0	4,480	4,480	4,480
61702 - DENTAL INSURANCE		946	846	785	188	0	228	228	228
61703 - RETIREMENT CONTRIBUTIONS		6,472	7,260	7,247	3,246	2,345	1,134	3,479	3,479
61704 - SOCIAL SECURITY		4,569	4,962	4,964	2,493	4,026	762	4,788	4,789
61705 - WORKERS COMPENSATION		369	29	939	444	1,111	226	1,337	1,337
61902 - OUTSIDE AGENCY TEMPS		18,696	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>		<b>105,806</b>	<b>91,691</b>	<b>92,203</b>	<b>51,679</b>	<b>60,111</b>	<b>16,793</b>	<b>76,904</b>	<b>76,905</b>
62102 - PROFESSIONAL SERVICES		0	23,988	0	0	36,000	0	36,000	36,000
62103 - TECHNICAL SERVICES		0	1,063	0	0	12,500	0	12,500	12,500
62175 - OTHER SERVICES		0	0	1,000	0	1,000	0	1,000	1,000
62201 - JANITORIAL		0	17,602	20,976	30,244	20,258	0	20,258	20,258
62208 - TAXES		0	0	0	0	27,791	0	27,791	27,791
62209 - RUBBISH PICK-UP		530	1,300	2,500	1,970	2,500	0	2,500	2,500
62311 - EQUIPMENT MAINTENANCE		2,279	4,104	5,000	5,000	5,000	0	5,000	5,000
62316 - ESCO MAINTENANCE		1,524	2,366	2,674	2,674	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR		16,927	1,429	5,000	5,000	5,000	0	5,000	5,000
62318 - BUILDING REPAIR		4,858	3,146	4,350	4,350	4,350	0	4,350	4,350
62350 - BUILDING MAINTENANCE		2,354	10,285	9,950	9,950	4,100	0	4,100	4,100
62375 - PERMITS		1,063	1,066	650	650	650	0	650	650
62501 - WATER		1,127	940	1,180	1,180	1,180	0	1,180	1,180
62502 - SEWER		1,862	1,759	1,993	1,993	1,993	0	1,993	1,993
62503 - ELECTRICITY		45,919	51,470	56,392	56,392	56,392	0	56,392	56,392
62504 - HEATING FUEL		41,263	19,786	34,790	34,790	34,790	0	34,790	34,790
62733 - TOOLS		64	56	0	231	0	0	0	0
62734 - MINOR EQUIPMENT		792	0	0	0	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES		2,663	2,039	2,500	2,500	2,500	0	2,500	2,500
62736 - GROUNDS MAINT SUPPLIES		2,511	4,017	6,086	6,086	5,086	0	5,086	5,086
62737 - JANITORIAL SUPPLIES		3,470	4,028	4,500	4,500	4,500	0	4,500	4,500
62755 - UNIFORMS		0	268	600	600	600	0	600	600
64206 - MINOR IMPROVEMENTS		887	0	0	0	0	0	0	0

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<b>01328 - LIBRARY MAINTENANCE</b>	<b>62000 - OPERATING EXPENDITURES</b>	<b>130,092</b>	<b>150,713</b>	<b>160,141</b>	<b>168,110</b>	<b>228,864</b>	<b>0</b>	<b>228,864</b>	<b>228,864</b>
	<b>01328 - LIBRARY MAINTENANCE Total</b>	<b>235,898</b>	<b>242,404</b>	<b>252,344</b>	<b>219,789</b>	<b>288,975</b>	<b>16,793</b>	<b>305,768</b>	<b>305,769</b>
<b>01329 - RECREATION CTR MAINT</b>	61304 - GENERAL PERSONNEL	46,680	22,680	22,203	22,203	20,618	0	20,618	20,618
	61501 - REGULAR OVERTIME	1,781	496	2,000	285	1,000	0	1,000	1,000
	61701 - HEALTH INSURANCE	16,392	5,410	4,128	0	0	0	0	0
	61702 - DENTAL INSURANCE	858	322	262	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	5,224	2,589	2,480	2,480	2,460	0	2,460	2,460
	61704 - SOCIAL SECURITY	3,697	1,769	1,699	1,577	1,654	0	1,654	1,654
	61705 - WORKERS COMPENSATION	236	8	251	234	408	0	408	408
	61901 - RECRUITMENT	0	41	0	0	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	19,740	0	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>94,608</b>	<b>33,314</b>	<b>33,022</b>	<b>26,779</b>	<b>26,140</b>	<b>0</b>	<b>26,140</b>	<b>26,140</b>
	62201 - JANITORIAL	0	16,080	21,795	17,330	20,678	0	20,678	20,678
	62209 - RUBBISH PICK-UP	2,290	2,520	2,000	2,000	2,000	0	2,000	2,000
	62311 - EQUIPMENT MAINTENANCE	1,929	2,158	3,994	3,992	2,650	0	2,650	2,650
	62316 - ESCO MAINTENANCE	1,504	2,652	2,674	2,791	2,674	0	2,674	2,674
	62317 - EQUIPMENT REPAIR	6,607	580	5,500	5,500	5,500	0	5,500	5,500
	62318 - BUILDING REPAIR	1,281	14,684	13,283	13,283	6,864	0	6,864	6,864
	62350 - BUILDING MAINTENANCE	2,254	16,765	4,922	17,569	3,800	0	3,800	3,800
	62375 - PERMITS	758	196	500	240	500	0	500	500
	62501 - WATER	704	1,618	1,105	1,105	1,105	0	1,105	1,105
	62502 - SEWER	1,769	2,907	2,653	2,653	2,653	0	2,653	2,653
	62503 - ELECTRICITY	18,413	19,169	22,128	22,128	22,128	0	22,128	22,128
	62504 - HEATING FUEL	30,621	17,703	34,787	22,500	34,787	0	34,787	34,787
	62510 - TELEPHONE	768	630	750	750	750	0	750	750
	62604 - EQUIPMENT RENTAL	0	0	500	0	500	0	500	500
	62733 - TOOLS	209	156	250	400	250	0	250	250
	62734 - MINOR EQUIPMENT	525	0	500	5,000	500	0	500	500
	62735 - BUILDING MAINT. SUPPLIES	1,710	790	2,000	2,000	2,000	0	2,000	2,000
	62736 - GROUNDS MAINT SUPPLIES	1,861	2,448	1,850	1,850	1,200	0	1,200	1,200
	62737 - JANITORIAL SUPPLIES	5,156	4,958	3,718	3,718	3,718	0	3,718	3,718
	62755 - UNIFORMS	310	142	300	300	300	0	300	300
	64206 - MINOR IMPROVEMENTS	2,277	0	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>80,946</b>	<b>106,157</b>	<b>125,209</b>	<b>125,109</b>	<b>114,557</b>	<b>0</b>	<b>114,557</b>	<b>114,557</b>
	<b>01329 - RECREATION CTR MAINT Total</b>	<b>175,554</b>	<b>139,471</b>	<b>158,232</b>	<b>151,888</b>	<b>140,697</b>	<b>0</b>	<b>140,697</b>	<b>140,697</b>
<b>01330 - CENTRAL FIRE STATION MAIN</b>	62209 - RUBBISH PICK-UP	1,210	1,422	2,040	2,040	2,040	0	2,040	2,040
	62311 - EQUIPMENT MAINTENANCE	1,894	7,673	1,910	9,600	500	0	500	500
	62317 - EQUIPMENT REPAIR	1,759	1,398	500	4,900	500	0	500	500
	62318 - BUILDING REPAIR	1,706	6,313	500	2,500	500	0	500	500
	62350 - BUILDING MAINTENANCE	0	1,852	482	675	482	0	482	482
	62375 - PERMITS	350	966	250	250	250	0	250	250
	62501 - WATER	1,569	1,537	1,288	1,288	1,288	0	1,288	1,288
	62502 - SEWER	3,532	3,742	2,746	2,746	2,746	0	2,746	2,746
	62503 - ELECTRICITY	27,187	28,243	27,748	24,297	27,748	0	27,748	27,748
	62504 - HEATING FUEL	32,600	16,681	34,516	34,516	34,516	0	34,516	34,516
	62506 - FIRELINE / HYDRANTS	578	578	578	578	578	0	578	578
	62735 - BUILDING MAINT. SUPPLIES	858	33	2,000	1,000	2,000	0	2,000	2,000
	62736 - GROUNDS MAINT SUPPLIES	553	0	1,200	0	1,200	0	1,200	1,200
	62737 - JANITORIAL SUPPLIES	2,090	1,227	3,000	2,500	3,000	0	3,000	3,000

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<b>01330 - CENTRAL FIRE STATION MAIN</b>	<b>62000 - OPERATING EXPENDITURES</b>	75,885	71,666	78,758	86,890	77,348	0	77,348	77,348
	<b>01330 - CENTRAL FIRE STATION MAIN Total</b>	<b>75,885</b>	<b>71,666</b>	<b>78,758</b>	<b>86,890</b>	<b>77,348</b>	<b>0</b>	<b>77,348</b>	<b>77,348</b>
<b>01331 - AP FIRE STATION MAINT</b>	62503 - ELECTRICITY	0	7	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>01331 - AP FIRE STATION MAINT Total</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>01332 - W KEENE FIRE MAINTENANCE</b>	62209 - RUBBISH PICK-UP	600	840	600	700	600	0	600	600
	62311 - EQUIPMENT MAINTENANCE	0	249	0	0	0	0	0	0
	62317 - EQUIPMENT REPAIR	0	0	0	1,500	0	0	0	0
	62350 - BUILDING MAINTENANCE	0	90	686	686	686	0	686	686
	62375 - PERMITS	270	0	0	0	0	0	0	0
	62501 - WATER	584	144	792	750	792	0	792	792
	62502 - SEWER	1,846	679	1,340	2,600	1,340	0	1,340	1,340
	62503 - ELECTRICITY	5,402	5,377	8,119	6,500	8,119	0	8,119	8,119
	62504 - HEATING FUEL	13,039	10,698	20,618	12,000	20,618	0	20,618	20,618
	62602 - OFFICE SPACE RENTAL	12,000	12,000	12,000	12,000	12,000	0	12,000	12,000
	62735 - BUILDING MAINT. SUPPLIES	186	0	1,000	500	1,000	0	1,000	1,000
	64206 - MINOR IMPROVEMENTS	0	0	1,500	1,000	1,500	0	1,500	1,500
	<b>62000 - OPERATING EXPENDITURES</b>	<b>33,927</b>	<b>30,076</b>	<b>46,655</b>	<b>38,236</b>	<b>46,655</b>	<b>0</b>	<b>46,655</b>	<b>46,655</b>
	<b>01332 - W KEENE FIRE MAINTENANCE Total</b>	<b>33,927</b>	<b>30,076</b>	<b>46,655</b>	<b>38,236</b>	<b>46,655</b>	<b>0</b>	<b>46,655</b>	<b>46,655</b>
	<b>01333 - AIRPORT MAINTENANCE</b>	62175 - OTHER SERVICES	100	0	0	0	0	0	0
62311 - EQUIPMENT MAINTENANCE		436	1,011	1,000	1,000	1,000	0	1,000	1,000
62316 - ESCO MAINTENANCE		1,524	2,652	2,674	2,791	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR		1,495	4,143	1,000	1,000	1,000	0	1,000	1,000
62318 - BUILDING REPAIR		0	29,060	2,000	13,500	2,000	0	2,000	2,000
62350 - BUILDING MAINTENANCE		0	1,757	2,000	2,000	2,000	0	2,000	2,000
62375 - PERMITS		408	408	0	0	0	0	0	0
62501 - WATER		1,698	2,585	2,249	2,500	2,249	0	2,249	2,249
62503 - ELECTRICITY		27,610	31,441	29,160	32,600	29,160	0	29,160	29,160
62504 - HEATING FUEL		26,542	13,938	16,939	14,427	16,939	0	16,939	16,939
62604 - EQUIPMENT RENTAL		33	0	0	0	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES		482	769	1,000	1,000	1,000	0	1,000	1,000
62736 - GROUNDS MAINT SUPPLIES		0	246	300	0	300	0	300	300
62737 - JANITORIAL SUPPLIES		472	226	650	650	650	0	650	650
<b>62000 - OPERATING EXPENDITURES</b>		<b>60,800</b>	<b>88,236</b>	<b>58,972</b>	<b>71,468</b>	<b>58,972</b>	<b>0</b>	<b>58,972</b>	<b>58,972</b>
<b>01333 - AIRPORT MAINTENANCE Total</b>	<b>60,800</b>	<b>88,236</b>	<b>58,972</b>	<b>71,468</b>	<b>58,972</b>	<b>0</b>	<b>58,972</b>	<b>58,972</b>	
<b>01335 - 350 MARLBORO STREET</b>	61304 - GENERAL PERSONNEL	46,887	45,903	46,599	47,766	47,362	0	47,362	47,362
	61307 - PART TIME EMPLOYEES	26,273	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	5,985	3,005	3,500	5,689	4,500	0	4,500	4,500
	61701 - HEALTH INSURANCE	23,307	24,149	24,475	24,483	25,504	0	25,504	25,504
	61702 - DENTAL INSURANCE	1,582	1,766	1,760	1,567	1,621	0	1,621	1,621
	61703 - RETIREMENT CONTRIBUTIONS	5,701	5,463	5,205	5,971	5,902	0	5,902	5,902
	61704 - SOCIAL SECURITY	6,040	3,727	3,565	7,089	3,967	0	3,967	3,967
	61705 - WORKERS COMPENSATION	435	17	527	700	987	0	987	987
	<b>61000 - PERSONNEL SERVICES</b>	<b>116,210</b>	<b>84,030</b>	<b>85,632</b>	<b>93,267</b>	<b>89,843</b>	<b>0</b>	<b>89,843</b>	<b>89,843</b>
	62102 - PROFESSIONAL SERVICES	900	0	5,000	4,000	5,000	0	5,000	5,000
	62175 - OTHER SERVICES	6	0	0	0	0	0	0	0
	62201 - JANITORIAL	0	21,120	32,690	30,000	30,000	0	30,000	30,000
	62205 - PC REPLACEMENT CHARGE	141	141	134	134	134	0	134	134
	62209 - RUBBISH PICK-UP	2,754	3,112	3,036	3,036	3,036	0	3,036	3,036

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<b>01335 - 350 MARLBORO STREET</b>	62311 - EQUIPMENT MAINTENANCE	9,518	7,780	14,229	23,385	10,125	0	10,125	10,125
	62316 - ESCO MAINTENANCE	1,524	2,652	2,674	2,791	2,674	0	2,674	2,674
	62317 - EQUIPMENT REPAIR	10,953	10,229	10,602	10,602	10,602	0	10,602	10,602
	62318 - BUILDING REPAIR	23,801	24,527	7,772	20,000	7,050	0	7,050	7,050
	62350 - BUILDING MAINTENANCE	85	5,996	20,027	38,240	10,000	0	10,000	10,000
	62375 - PERMITS	1,058	608	1,033	250	1,033	0	1,033	1,033
	62435 - TRAINING	795	0	0	0	0	0	0	0
	62501 - WATER	7,750	2,665	5,000	5,000	5,000	0	5,000	5,000
	62502 - SEWER	13,996	9,961	6,277	6,277	6,277	0	6,277	6,277
	62503 - ELECTRICITY	100,927	93,208	110,938	79,693	110,938	0	110,938	110,938
	62504 - HEATING FUEL	88,508	40,846	86,056	45,238	85,589	0	85,589	85,589
	62506 - FIRELINE / HYDRANTS	4,913	8,041	6,551	6,551	6,551	0	6,551	6,551
	62510 - TELEPHONE	1,027	894	750	902	750	0	750	750
	62604 - EQUIPMENT RENTAL	0	0	0	930	0	0	0	0
	62733 - TOOLS	10	361	0	500	0	0	0	0
	62734 - MINOR EQUIPMENT	4,870	39,820	0	14,000	0	0	0	0
	62735 - BUILDING MAINT. SUPPLIES	1,932	2,712	3,000	2,000	3,000	0	3,000	3,000
	62736 - GROUNDS MAINT SUPPLIES	2,002	2,780	2,800	2,800	1,800	0	1,800	1,800
	62737 - JANITORIAL SUPPLIES	6,253	5,919	5,700	5,700	5,700	0	5,700	5,700
	62755 - UNIFORMS	170	160	600	400	600	0	600	600
	64206 - MINOR IMPROVEMENTS	385	1,650	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>284,277</b>	<b>285,181</b>	<b>324,869</b>	<b>302,429</b>	<b>305,859</b>	<b>0</b>	<b>305,859</b>	<b>305,859</b>	
<b>01335 - 350 MARLBORO STREET Total</b>	<b>400,486</b>	<b>369,210</b>	<b>410,500</b>	<b>395,696</b>	<b>395,702</b>	<b>0</b>	<b>395,702</b>	<b>395,702</b>	
<b>01336 - PUBLIC LIBRARY ANNEX</b>	62209 - RUBBISH PICK-UP	800	640	1,778	1,778	1,778	0	1,778	1,778
	62311 - EQUIPMENT MAINTENANCE	892	1,435	1,500	1,000	1,500	0	1,500	1,500
	62316 - ESCO MAINTENANCE	1,524	2,652	2,674	2,791	2,674	0	2,674	2,674
	62317 - EQUIPMENT REPAIR	0	266	110	0	110	0	110	110
	62318 - BUILDING REPAIR	176	152	1,275	1,275	1,275	0	1,275	1,275
	62350 - BUILDING MAINTENANCE	0	0	975	975	975	0	975	975
	62375 - PERMITS	558	558	458	300	458	0	458	458
	62501 - WATER	207	1,070	641	641	641	0	641	641
	62502 - SEWER	404	2,741	1,727	1,727	1,727	0	1,727	1,727
	62503 - ELECTRICITY	2,316	3,295	1,869	1,869	1,869	0	1,869	1,869
	62504 - HEATING FUEL	12,778	7,427	9,469	9,469	9,469	0	9,469	9,469
	62735 - BUILDING MAINT. SUPPLIES	8	370	500	500	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	0	0	500	500	500	0	500	500
	62737 - JANITORIAL SUPPLIES	0	36	500	500	500	0	500	500
	<b>62000 - OPERATING EXPENDITURES</b>	<b>19,662</b>	<b>20,644</b>	<b>23,976</b>	<b>23,325</b>	<b>23,976</b>	<b>0</b>	<b>23,976</b>	<b>23,976</b>
	<b>01336 - PUBLIC LIBRARY ANNEX Total</b>	<b>19,662</b>	<b>20,644</b>	<b>23,976</b>	<b>23,325</b>	<b>23,976</b>	<b>0</b>	<b>23,976</b>	<b>23,976</b>
<b>PARKS, REC AND FACILITIES Total</b>	<b>2,759,046</b>	<b>2,832,663</b>	<b>2,979,236</b>	<b>2,923,908</b>	<b>3,042,612</b>	<b>16,793</b>	<b>3,059,405</b>	<b>3,059,406</b>	



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<b>01400 - POLICE ADMIN</b>	61301 - DEPARTMENT HEAD	145,861	108,884	112,490	108,165	112,056	0	112,056	112,056
	61303 - SUPERVISORY PERSONNEL	94,318	96,483	98,575	94,785	98,194	0	98,194	98,194
	61305 - ADMINISTRATIVE PERSONNEL	181,341	185,196	189,211	179,486	191,148	0	191,148	191,148
	61506 - REIMBURSABLE DETAIL	82,792	42,262	46,649	95,521	46,649	0	46,649	46,649
	61608 - POLICE INCENTIVES	6,000	13,857	12,000	12,000	12,000	0	12,000	12,000
	61701 - HEALTH INSURANCE	87,132	89,949	90,547	85,116	95,739	0	95,739	95,739
	61702 - DENTAL INSURANCE	5,099	5,685	5,672	4,917	5,308	0	5,308	5,308
	61703 - RETIREMENT CONTRIBUTIONS	19,553	20,687	22,227	20,049	21,753	0	21,753	21,753
	61704 - SOCIAL SECURITY	18,974	17,844	18,642	18,090	18,521	0	18,521	18,521
	61705 - WORKERS COMPENSATION	1,593	87	3,659	2,857	5,681	0	5,681	5,681
	61714 - RET - POLICE	90,272	68,727	70,059	81,603	79,137	0	79,137	79,137
	61901 - RECRUITMENT	0	13	0	104	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>732,936</b>	<b>649,675</b>	<b>669,731</b>	<b>702,693</b>	<b>686,186</b>	<b>0</b>	<b>686,186</b>	<b>686,186</b>
	62145 - FIRST AID & MEDICAL SVCS	80	0	50	86	50	0	50	50
	62177 - JUSTICE OF THE PEACE	393	151	375	375	375	0	375	375
	62205 - PC REPLACEMENT CHARGE	2,313	2,228	2,085	1,787	2,255	0	2,255	2,255
	62206 - PW FLEET CHARGE	16,679	16,918	18,142	15,550	21,103	0	21,103	21,103
	62301 - OFFICE EQUIPMENT MAINT.	4,133	4,519	4,800	4,753	4,800	0	4,800	4,800
	62436 - MEETINGS & DUES	185	585	600	1,050	600	0	600	600
	62446 - CLEANING ALLOWANCE	2,100	1,750	2,100	2,100	2,100	0	2,100	2,100
	62447 - PUBLIC AWARENESS	10	0	0	0	0	0	0	0
	62701 - OFFICE SUPPLIES	5,377	4,192	6,721	4,768	4,900	0	4,900	4,900
	62710 - POSTAGE	3,277	2,147	2,010	1,426	1,949	0	1,949	1,949
	62715 - BOOKS AND PERIODICALS	425	429	200	300	200	0	200	200
	62755 - UNIFORMS	21,552	15,857	22,200	21,000	19,700	0	19,700	19,700
	62760 - OPERATING SUPPLIES	0	326	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>56,524</b>	<b>49,102</b>	<b>59,283</b>	<b>53,196</b>	<b>58,032</b>	<b>0</b>	<b>58,032</b>	<b>58,032</b>
	<b>01400 - POLICE ADMIN Total</b>	<b>789,461</b>	<b>698,777</b>	<b>729,014</b>	<b>755,888</b>	<b>744,218</b>	<b>0</b>	<b>744,218</b>	<b>744,218</b>
<b>01401 - POLICE DISPATCH</b>	61303 - SUPERVISORY PERSONNEL	0	0	49,101	49,846	54,437	0	54,437	54,437
	61304 - GENERAL PERSONNEL	179,298	177,328	199,671	184,902	190,127	0	190,127	190,127
	61307 - PART TIME EMPLOYEES	12,723	19,412	10,000	7,467	10,000	0	10,000	10,000
	61501 - REGULAR OVERTIME	17,565	35,651	12,000	21,494	12,000	0	12,000	12,000
	61502 - DOUBLE OVERTIME	4,085	4,226	5,300	8,240	5,300	0	5,300	5,300
	61520 - OT-VACATION REPLACEMENT	9,012	6,255	13,000	16,315	18,000	0	18,000	18,000
	61521 - OT-SICK REPLACEMENT	598	8,404	10,000	1,500	5,000	0	5,000	5,000
	61522 - OT-PERSONAL DAY REPLACE	1,384	3,177	2,500	2,896	2,500	0	2,500	2,500
	61601 - HOLIDAY PAY	6,967	8,037	10,482	12,344	10,482	0	10,482	10,482
	61701 - HEALTH INSURANCE	40,157	47,294	65,754	32,068	42,903	0	42,903	42,903
	61702 - DENTAL INSURANCE	3,244	2,703	3,480	1,544	2,389	0	2,389	2,389
	61703 - RETIREMENT CONTRIBUTIONS	22,389	23,279	33,287	25,219	33,894	0	33,894	33,894
	61704 - SOCIAL SECURITY	16,888	18,009	20,664	23,333	23,550	0	23,550	23,550
	61705 - WORKERS COMPENSATION	1,243	96	3,435	3,989	6,179	0	6,179	6,179
	61714 - RET - POLICE	2,730	8,585	0	5,556	0	0	0	0
	61901 - RECRUITMENT	0	365	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>318,285</b>	<b>362,822</b>	<b>438,675</b>	<b>396,713</b>	<b>416,762</b>	<b>0</b>	<b>416,762</b>	<b>416,762</b>
	62103 - TECHNICAL SERVICES	4,500	920	4,800	4,800	4,800	0	4,800	4,800

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<b>01401 - POLICE DISPATCH</b>	62205 - PC REPLACEMENT CHARGE	307	307	402	345	511	0	511	511
	62304 - COMMUNICATIONS EQP MAINT.	4,176	4,228	4,400	3,459	4,400	0	4,400	4,400
	62510 - TELEPHONE	13,771	13,886	14,200	11,422	14,200	0	14,200	14,200
	62700 - SUPPLIES AND MATERIALS	38	191	280	250	280	0	280	280
	62755 - UNIFORMS	2,033	1,478	2,200	3,116	2,200	0	2,200	2,200
	62767 - PRISONER CARE	0	0	25	25	25	0	25	25
	<b>62000 - OPERATING EXPENDITURES</b>	<b>24,824</b>	<b>21,010</b>	<b>26,307</b>	<b>23,417</b>	<b>26,416</b>	<b>0</b>	<b>26,416</b>	<b>26,416</b>
	<b>01401 - POLICE DISPATCH Total</b>	<b>343,109</b>	<b>383,832</b>	<b>464,982</b>	<b>420,130</b>	<b>443,178</b>	<b>0</b>	<b>443,178</b>	<b>443,178</b>
<b>01402 - POLICE TRAINING</b>	61509 - OT-WEAPONS TRAINING	26,871	20,862	25,000	16,572	25,000	0	25,000	25,000
	61512 - OT-TACTICAL TEAM TRAINING	20,899	16,039	20,000	9,143	20,000	0	20,000	20,000
	61513 - OT-TRAINING	42,363	36,405	37,000	25,447	37,000	0	37,000	37,000
	61703 - RETIREMENT CONTRIBUTIONS	4	171	0	83	0	0	0	0
	61704 - SOCIAL SECURITY	1,301	1,128	1,189	777	1,189	0	1,189	1,189
	61705 - WORKERS COMPENSATION	331	19	1,073	446	1,646	0	1,646	1,646
	61714 - RET - POLICE	22,697	18,632	21,632	13,300	24,133	0	24,133	24,133
	<b>61000 - PERSONNEL SERVICES</b>	<b>114,466</b>	<b>93,256</b>	<b>105,894</b>	<b>65,769</b>	<b>108,968</b>	<b>0</b>	<b>108,968</b>	<b>108,968</b>
	62319 - BEARCAT MAINTENANCE	0	0	400	0	400	0	400	400
	62435 - TRAINING	12,286	22,917	24,000	21,625	24,000	0	24,000	24,000
	62700 - SUPPLIES AND MATERIALS	412	1,000	1,000	500	1,000	0	1,000	1,000
	62745 - TACTICAL SUPPLIES	9,059	10,171	9,500	5,000	9,500	0	9,500	9,500
	62773 - WEAPONS TRAINING SUPPLIES	33,595	46,699	39,040	42,258	33,000	0	33,000	33,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>55,352</b>	<b>80,788</b>	<b>73,940</b>	<b>69,383</b>	<b>67,900</b>	<b>0</b>	<b>67,900</b>	<b>67,900</b>
	<b>01402 - POLICE TRAINING Total</b>	<b>169,818</b>	<b>174,044</b>	<b>179,834</b>	<b>135,151</b>	<b>176,868</b>	<b>0</b>	<b>176,868</b>	<b>176,868</b>
	<b>01403 - POLICE PATROL</b>	61303 - SUPERVISORY PERSONNEL	611,393	618,722	658,957	620,160	660,469	0	660,469
61304 - GENERAL PERSONNEL		1,250,838	1,277,289	1,466,630	1,174,768	1,399,448	0	1,399,448	1,399,448
61501 - REGULAR OVERTIME		52,233	55,654	54,000	28,847	54,000	0	54,000	54,000
61507 - COURT OVERTIME		46,763	51,686	44,000	40,094	44,000	0	44,000	44,000
61520 - OT-VACATION REPLACEMENT		81,825	76,836	50,100	72,675	50,100	0	50,100	50,100
61521 - OT-SICK REPLACEMENT		28,596	23,212	18,600	23,540	18,600	0	18,600	18,600
61522 - OT-PERSONAL DAY REPLACE		9,497	17,057	9,800	10,025	9,800	0	9,800	9,800
61529 - OT-SHIFT VACANCIES		29,423	48,647	8,000	15,497	8,000	0	8,000	8,000
61531 - HOLIDAY OVERTIME		24,638	25,938	18,724	25,483	25,584	0	25,584	25,584
61601 - HOLIDAY PAY		98,144	99,496	98,160	87,586	95,578	0	95,578	95,578
61608 - POLICE INCENTIVES		17,350	27,200	24,000	30,000	36,000	0	36,000	36,000
61701 - HEALTH INSURANCE		470,432	487,173	510,657	465,157	617,971	0	617,971	617,971
61702 - DENTAL INSURANCE		33,158	35,922	41,600	31,230	40,902	0	40,902	40,902
61703 - RETIREMENT CONTRIBUTIONS		-37	14	510	0	0	0	0	0
61704 - SOCIAL SECURITY		33,212	33,220	35,659	32,088	34,823	0	34,823	34,823
61705 - WORKERS COMPENSATION		12,089	884	32,035	27,737	48,202	0	48,202	48,202
61714 - RET - POLICE		569,695	610,096	646,056	597,430	706,785	0	706,785	706,785
61901 - RECRUITMENT		2,090	7,488	340	1,384	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>		<b>3,371,339</b>	<b>3,496,534</b>	<b>3,717,828</b>	<b>3,283,701</b>	<b>3,850,261</b>	<b>0</b>	<b>3,850,261</b>	<b>3,850,261</b>
62120 - LABORATORY SERVICES		660	0	400	200	400	0	400	400
62205 - PC REPLACEMENT CHARGE		14,469	14,469	12,033	10,314	12,033	0	12,033	12,033
62206 - PW FLEET CHARGE		234,159	235,382	224,433	192,371	211,276	0	211,276	211,276
62308 - NETWORK MAINTENANCE		0	0	0	0	5,282	0	5,282	5,282
62312 - K-9 UNIT SUPPORT		4,664	4,877	4,500	3,700	4,500	0	4,500	4,500
62700 - SUPPLIES AND MATERIALS		3,635	2,732	3,085	3,133	3,085	0	3,085	3,085
68008 - GRANT MATCH		3,231	3,045	3,950	5,721	3,950	0	3,950	3,950

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<b>01403 - POLICE PATROL</b>	<b>62000 - OPERATING EXPENDITURES</b>	<b>260,818</b>	<b>260,506</b>	<b>248,401</b>	<b>215,439</b>	<b>240,526</b>	<b>0</b>	<b>240,526</b>	<b>240,526</b>	
	<b>01403 - POLICE PATROL Total</b>	<b>3,632,157</b>	<b>3,757,039</b>	<b>3,966,229</b>	<b>3,499,140</b>	<b>4,090,787</b>	<b>0</b>	<b>4,090,787</b>	<b>4,090,787</b>	
<b>01405 - POLICE SPECIAL SERVICES</b>	61303 - SUPERVISORY PERSONNEL	82,773	84,334	86,380	82,977	86,793	0	86,793	86,793	
	61304 - GENERAL PERSONNEL	180,665	181,006	188,656	176,745	187,636	0	187,636	187,636	
	61305 - ADMINISTRATIVE PERSONNEL	38,727	758	0	0	0	0	0	0	
	61306 - HOURLY PERSONNEL	71,134	71,149	77,685	62,284	77,685	0	77,685	77,685	
	61307 - PART TIME EMPLOYEES	41,344	81,097	86,382	80,114	87,835	0	87,835	87,835	
	61601 - HOLIDAY PAY	7,589	11,129	11,621	11,421	12,032	0	12,032	12,032	
	61608 - POLICE INCENTIVES	2,550	1,900	3,600	3,600	500	0	500	500	
	61701 - HEALTH INSURANCE	75,432	76,459	78,190	73,233	66,387	0	66,387	66,387	
	61702 - DENTAL INSURANCE	6,088	6,774	6,758	4,853	5,108	0	5,108	5,108	
	61703 - RETIREMENT CONTRIBUTIONS	5,742	6,086	6,482	5,845	6,417	0	6,417	6,417	
	61704 - SOCIAL SECURITY	18,845	18,895	14,917	18,044	20,319	0	20,319	20,319	
	61705 - WORKERS COMPENSATION	2,338	149	5,127	4,848	6,780	0	6,780	6,780	
	61714 - RET - POLICE	54,846	59,061	61,261	61,233	84,453	0	84,453	84,453	
	<b>61000 - PERSONNEL SERVICES</b>	<b>588,074</b>	<b>598,796</b>	<b>627,059</b>	<b>585,197</b>	<b>641,945</b>	<b>0</b>	<b>641,945</b>	<b>641,945</b>	
	62100 - PROFESSIONAL/TECH SVCS	6,855	5,871	7,100	7,000	7,100	0	7,100	7,100	
	62103 - TECHNICAL SERVICES	340	340	310	0	0	0	0	0	
	62205 - PC REPLACEMENT CHARGE	1,566	1,636	1,479	1,268	1,588	0	1,588	1,588	
	62206 - PW FLEET CHARGE	70,305	70,649	70,543	60,465	72,849	0	72,849	72,849	
	62310 - SAFETY PROGRAM MAINT.	3,712	2,186	5,731	4,114	5,941	0	5,941	5,941	
	62311 - EQUIPMENT MAINTENANCE	1,018	1,049	1,113	2,160	1,113	0	1,113	1,113	
	62503 - ELECTRICITY	6,480	7,174	6,600	5,134	6,600	0	6,600	6,600	
	62741 - EVIDENCE SECURITY	875	983	800	700	900	0	900	900	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>91,151</b>	<b>89,887</b>	<b>93,676</b>	<b>80,842</b>	<b>96,091</b>	<b>0</b>	<b>96,091</b>	<b>96,091</b>	
	<b>01405 - POLICE SPECIAL SERVICES Total</b>	<b>679,225</b>	<b>688,683</b>	<b>720,735</b>	<b>666,039</b>	<b>738,036</b>	<b>0</b>	<b>738,036</b>	<b>738,036</b>	
	<b>01407 - POLICE INVESTIGATION</b>	61303 - SUPERVISORY PERSONNEL	81,649	83,974	86,380	82,977	86,793	0	86,793	86,793
		61304 - GENERAL PERSONNEL	403,660	389,463	394,831	319,815	393,750	0	393,750	393,750
61305 - ADMINISTRATIVE PERSONNEL		48,747	49,797	50,811	47,910	51,628	0	51,628	51,628	
61501 - REGULAR OVERTIME		16,827	21,115	23,000	26,730	23,000	0	23,000	23,000	
61507 - COURT OVERTIME		0	1	0	0	0	0	0	0	
61601 - HOLIDAY PAY		23,401	22,190	28,753	25,100	29,768	0	29,768	29,768	
61608 - POLICE INCENTIVES		4,100	3,700	9,242	4,533	13,250	0	13,250	13,250	
61701 - HEALTH INSURANCE		122,159	112,939	127,539	103,833	117,600	0	117,600	117,600	
61702 - DENTAL INSURANCE		7,555	7,971	8,760	6,725	8,828	0	8,828	8,828	
61703 - RETIREMENT CONTRIBUTIONS		5,263	5,562	5,676	5,352	5,875	0	5,875	5,875	
61704 - SOCIAL SECURITY		10,045	9,991	10,448	8,930	10,616	0	10,616	10,616	
61705 - WORKERS COMPENSATION		3,403	233	7,802	6,765	11,047	0	11,047	11,047	
61714 - RET - POLICE		136,155	139,220	142,161	125,111	160,555	0	160,555	160,555	
<b>61000 - PERSONNEL SERVICES</b>		<b>862,964</b>	<b>846,156</b>	<b>895,403</b>	<b>763,780</b>	<b>912,709</b>	<b>0</b>	<b>912,709</b>	<b>912,709</b>	
62103 - TECHNICAL SERVICES		3,659	1,640	4,000	3,000	4,000	0	4,000	4,000	
62175 - OTHER SERVICES		0	243	750	375	750	0	750	750	
62205 - PC REPLACEMENT CHARGE		2,110	2,080	2,011	1,724	1,941	0	1,941	1,941	
62206 - PW FLEET CHARGE		41,697	42,296	45,356	38,877	52,758	0	52,758	52,758	
62445 - PHOTOGRAPHY & PROCESSING		420	764	750	500	750	0	750	750	
62700 - SUPPLIES AND MATERIALS		1,176	800	800	500	800	0	800	800	
62744 - MINOR COMPUTER EQUIPMENT		343	405	500	250	500	0	500	500	
62755 - UNIFORMS		4,900	5,104	4,900	4,900	4,900	0	4,900	4,900	
63401 - VEHICLE ACQUISITION	0	10,000	0	0	0	0	0	0		

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Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>01407 - POLICE INVESTIGATION</b>	<b>62000 - OPERATING EXPENDITURES</b>	54,305	63,332	59,067	50,125	66,399	0	66,399	66,399
	<b>01407 - POLICE INVESTIGATION Total</b>	<b>917,269</b>	<b>909,488</b>	<b>954,470</b>	<b>813,905</b>	<b>979,108</b>	<b>0</b>	<b>979,108</b>	<b>979,108</b>
<b>01408 - POLICE PROSECUTION</b>	61303 - SUPERVISORY PERSONNEL	71,482	72,857	75,115	71,724	75,474	0	75,474	75,474
	61601 - HOLIDAY PAY	3,759	3,852	4,013	3,953	4,032	0	4,032	4,032
	61608 - POLICE INCENTIVES	1,700	400	1,200	700	1,700	0	1,700	1,700
	61701 - HEALTH INSURANCE	22,416	21,950	23,347	21,946	24,902	0	24,902	24,902
	61702 - DENTAL INSURANCE	1,573	1,650	1,760	1,473	1,621	0	1,621	1,621
	61704 - SOCIAL SECURITY	1,114	1,114	1,165	1,121	1,180	0	1,180	1,180
	61705 - WORKERS COMPENSATION	425	30	1,051	1,027	1,633	0	1,633	1,633
	61714 - RET - POLICE	19,490	20,289	21,190	20,799	26,550	0	26,550	26,550
	<b>61000 - PERSONNEL SERVICES</b>	<b>121,959</b>	<b>122,142</b>	<b>128,841</b>	<b>122,743</b>	<b>137,092</b>	<b>0</b>	<b>137,092</b>	<b>137,092</b>
	62102 - PROFESSIONAL SERVICES	94,514	95,642	97,491	97,491	97,752	0	97,752	97,752
	62205 - PC REPLACEMENT CHARGE	663	663	494	423	494	0	494	494
	62701 - OFFICE SUPPLIES	23	25	100	50	100	0	100	100
	62715 - BOOKS AND PERIODICALS	573	218	800	500	800	0	800	800
	62755 - UNIFORMS	700	700	700	700	700	0	700	700
	<b>62000 - OPERATING EXPENDITURES</b>	<b>96,472</b>	<b>97,248</b>	<b>99,585</b>	<b>99,164</b>	<b>99,846</b>	<b>0</b>	<b>99,846</b>	<b>99,846</b>
	<b>01408 - POLICE PROSECUTION Total</b>	<b>218,431</b>	<b>219,389</b>	<b>228,425</b>	<b>221,908</b>	<b>236,938</b>	<b>0</b>	<b>236,938</b>	<b>236,938</b>
<b>POLICE Total</b>	<b>6,749,469</b>	<b>6,831,254</b>	<b>7,243,689</b>	<b>6,512,161</b>	<b>7,409,133</b>	<b>0</b>	<b>7,409,133</b>	<b>7,409,133</b>	

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**HEALTH & CODE ENFORCEMENT**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>01800 - HEALTH</b>	61301 - DEPARTMENT HEAD	56,449	55,396	44,211	44,211	45,948	0	45,948	45,948
	61304 - GENERAL PERSONNEL	69,255	37,780	63,476	0	63,232	0	63,232	63,232
	61305 - ADMINISTRATIVE PERSONNEL	0	5,515	22,265	22,265	22,623	0	22,623	22,623
	61307 - PART TIME EMPLOYEES	19,860	10,309	0	0	0	0	0	0
	61401 - TEMPORARY PERSONNEL	0	2,571	0	18,935	0	26,667	26,667	26,667
	61701 - HEALTH INSURANCE	30,871	22,024	29,916	14,350	34,714	0	34,714	34,714
	61702 - DENTAL INSURANCE	1,288	1,178	1,910	985	1,821	0	1,821	1,821
	61703 - RETIREMENT CONTRIBUTIONS	14,144	12,175	14,515	7,935	14,999	0	14,999	14,999
	61704 - SOCIAL SECURITY	10,880	8,464	11,198	6,495	10,083	1,840	11,923	11,923
	61705 - WORKERS COMPENSATION	1,483	44	1,764	1,125	2,123	769	2,892	2,892
	61901 - RECRUITMENT	0	168	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>204,230</b>	<b>155,624</b>	<b>189,254</b>	<b>116,301</b>	<b>195,544</b>	<b>29,276</b>	<b>224,820</b>	<b>224,820</b>
	62102 - PROFESSIONAL SERVICES	51,000	51,000	51,000	51,000	51,000	0	51,000	51,000
	62206 - PW FLEET CHARGE	7,442	7,483	7,811	7,811	7,381	0	7,381	7,381
	62301 - OFFICE EQUIPMENT MAINT.	1,449	212	305	305	305	0	305	305
	62416 - PRINTING	365	72	300	300	300	0	300	300
	62425 - ADVERTISING	0	74	500	500	500	0	500	500
	62435 - TRAINING	686	1,426	1,433	1,433	1,433	0	1,433	1,433
	62436 - MEETINGS & DUES	986	35	1,000	1,000	1,000	0	1,000	1,000
	62510 - TELEPHONE	680	572	1,500	1,500	1,500	0	1,500	1,500
	62700 - SUPPLIES AND MATERIALS	13	76	500	500	500	0	500	500
	62701 - OFFICE SUPPLIES	20	165	300	300	300	0	300	300
	62710 - POSTAGE	88	113	450	450	450	0	450	450
	62715 - BOOKS AND PERIODICALS	0	207	500	500	500	0	500	500
	62734 - MINOR EQUIPMENT	8	132	545	545	545	0	545	545
	<b>62000 - OPERATING EXPENDITURES</b>	<b>62,737</b>	<b>61,566</b>	<b>66,144</b>	<b>66,144</b>	<b>65,714</b>	<b>0</b>	<b>65,714</b>	<b>65,714</b>
<b>01800 - HEALTH Total</b>	<b>266,966</b>	<b>217,191</b>	<b>255,398</b>	<b>182,445</b>	<b>261,258</b>	<b>29,276</b>	<b>290,534</b>	<b>290,534</b>	
<b>01801 - HEALTH CONTRACTED SERV</b>	62143 - HOME HEALTH CARE	117,360	117,771	124,800	124,800	124,800	0	124,800	124,800
	62146 - MENTAL HEALTH SERVICES	21,754	21,754	25,154	25,154	25,154	0	25,154	25,154
	62175 - OTHER SERVICES	25,623	33,230	28,000	28,000	28,000	0	28,000	28,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>164,737</b>	<b>172,756</b>	<b>177,954</b>	<b>177,954</b>	<b>177,954</b>	<b>0</b>	<b>177,954</b>	<b>177,954</b>
	<b>01801 - HEALTH CONTRACTED SERV Total</b>	<b>164,737</b>	<b>172,756</b>	<b>177,954</b>	<b>177,954</b>	<b>177,954</b>	<b>0</b>	<b>177,954</b>	<b>177,954</b>
<b>01802 - CODE ENFORCEMENT</b>	61301 - DEPARTMENT HEAD	56,449	27,236	44,211	44,211	45,948	0	45,948	45,948
	61304 - GENERAL PERSONNEL	181,927	189,889	196,091	196,091	202,048	0	202,048	202,048
	61305 - ADMINISTRATIVE PERSONNEL	25,195	46,548	66,027	66,027	69,087	0	69,087	69,087
	61307 - PART TIME EMPLOYEES	74,001	53,997	61,584	62,584	65,391	0	65,391	65,391
	61501 - REGULAR OVERTIME	0	0	0	0	5,000	0	5,000	5,000
	61701 - HEALTH INSURANCE	38,979	41,580	45,852	45,852	52,127	0	52,127	52,127
	61702 - DENTAL INSURANCE	2,656	3,287	3,912	3,912	3,687	0	3,687	3,687
	61703 - RETIREMENT CONTRIBUTIONS	29,008	30,604	34,217	34,217	36,653	0	36,653	36,653
	61704 - SOCIAL SECURITY	25,462	24,275	26,889	26,889	29,642	0	29,642	29,642
	61705 - WORKERS COMPENSATION	2,659	152	5,143	5,143	6,642	0	6,642	6,642
	61901 - RECRUITMENT	165	136	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>436,501</b>	<b>417,702</b>	<b>483,925</b>	<b>484,925</b>	<b>516,226</b>	<b>0</b>	<b>516,226</b>	<b>516,226</b>
	62102 - PROFESSIONAL SERVICES	7,434	2,282	5,000	5,000	5,000	0	5,000	5,000
	62121 - MONITORING/INSPECTIONS	0	0	0	0	25,000	0	25,000	25,000

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<b>01802 - CODE ENFORCEMENT</b>	62205 - PC REPLACEMENT CHARGE	1,890	1,958	1,958	1,958	1,822	0	1,822	1,822
	62206 - PW FLEET CHARGE	22,110	24,757	25,849	25,849	26,291	0	26,291	26,291
	62301 - OFFICE EQUIPMENT MAINT.	3,188	1,905	1,500	1,500	1,500	0	1,500	1,500
	62416 - PRINTING	285	954	1,450	1,450	1,450	0	1,450	1,450
	62425 - ADVERTISING	0	0	346	346	346	0	346	346
	62435 - TRAINING	6,194	5,814	5,000	5,000	5,000	0	5,000	5,000
	62436 - MEETINGS & DUES	3,175	3,480	3,500	3,500	3,500	0	3,500	3,500
	62510 - TELEPHONE	3,238	3,312	3,500	3,500	3,500	0	3,500	3,500
	62701 - OFFICE SUPPLIES	1,293	2,354	2,900	2,900	2,900	0	2,900	2,900
	62710 - POSTAGE	569	392	1,400	1,400	1,400	0	1,400	1,400
	62715 - BOOKS AND PERIODICALS	1,489	2,748	3,000	3,000	2,000	0	2,000	2,000
	62734 - MINOR EQUIPMENT	707	0	800	800	800	0	800	800
	62744 - MINOR COMPUTER EQUIPMENT	286	0	5,800	5,800	800	0	800	800
	62761 - SOFTWARE	0	0	6,400	6,400	5,000	0	5,000	5,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>51,858</b>	<b>49,957</b>	<b>68,403</b>	<b>68,403</b>	<b>86,309</b>	<b>0</b>	<b>86,309</b>	<b>86,309</b>
	<b>01802 - CODE ENFORCEMENT Total</b>	<b>488,359</b>	<b>467,659</b>	<b>552,328</b>	<b>553,328</b>	<b>602,535</b>	<b>0</b>	<b>602,535</b>	<b>602,535</b>
<b>HEALTH &amp; CODE ENFORCEMENT Total</b>		<b>920,062</b>	<b>857,605</b>	<b>985,680</b>	<b>913,726</b>	<b>1,041,747</b>	<b>29,276</b>	<b>1,071,023</b>	<b>1,071,023</b>

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<b>02000 - PW ADMINISTRATION</b>	61301 - DEPARTMENT HEAD	107,623	114,224	112,490	112,488	116,056	0	116,056	116,056
	61303 - SUPERVISORY PERSONNEL	103,928	99,957	101,972	101,972	101,578	0	101,578	101,578
	61304 - GENERAL PERSONNEL	0	0	1,250	0	0	0	0	0
	61305 - ADMINISTRATIVE PERSONNEL	60,497	67,602	71,575	71,427	75,458	0	75,458	75,458
	61401 - TEMPORARY PERSONNEL	305	0	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	164	1,829	0	1,125	0	0	0	0
	61602 - STAND-BY PAY	12,058	12,782	12,775	12,775	12,775	0	12,775	12,775
	61605 - SICK & INJURY	22,039	34,791	31,089	27,651	33,290	0	33,290	33,290
	61607 - VACATION	131,710	132,118	122,762	126,000	122,226	0	122,226	122,226
	61609 - STIPEND	2,295	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	68,167	64,012	63,501	66,147	71,572	0	71,572	71,572
	61702 - DENTAL INSURANCE	5,366	6,014	6,059	5,264	5,693	0	5,693	5,693
	61703 - RETIREMENT CONTRIBUTIONS	47,445	51,742	48,823	53,362	52,505	0	52,505	52,505
	61704 - SOCIAL SECURITY	33,080	34,829	34,041	36,005	35,296	0	35,296	35,296
	61705 - WORKERS COMPENSATION	1,721	169	5,262	5,655	5,670	0	5,670	5,670
	61901 - RECRUITMENT	248	84	0	0	0	0	0	0
	61902 - OUTSIDE AGENCY TEMPS	13,205	0	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>609,851</b>	<b>620,152</b>	<b>611,598</b>	<b>619,871</b>	<b>632,119</b>	<b>0</b>	<b>632,119</b>	<b>632,119</b>
	62103 - TECHNICAL SERVICES	0	3,505	0	0	0	0	0	0
	62120 - LABORATORY SERVICES	1,434	983	1,400	1,100	1,400	0	1,400	1,400
	62205 - PC REPLACEMENT CHARGE	1,903	1,903	1,882	1,882	2,266	0	2,266	2,266
	62206 - PW FLEET CHARGE	7,442	7,483	7,811	7,811	7,381	0	7,381	7,381
	62301 - OFFICE EQUIPMENT MAINT.	403	403	500	450	500	0	500	500
	62310 - SAFETY PROGRAM MAINT.	5,344	4,946	7,150	7,150	7,150	0	7,150	7,150
	62430 - TRAVEL	214	150	400	381	400	0	400	400
	62435 - TRAINING	862	1,558	950	2,150	950	0	950	950
	62436 - MEETINGS & DUES	627	549	750	800	750	0	750	750
	62510 - TELEPHONE	6,709	5,909	6,000	6,725	6,000	0	6,000	6,000
	62701 - OFFICE SUPPLIES	2,396	1,763	2,500	1,850	2,500	0	2,500	2,500
	62734 - MINOR EQUIPMENT	4,649	0	0	0	0	0	0	0
	62755 - UNIFORMS	9,699	9,572	11,000	10,965	11,000	0	11,000	11,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>41,682</b>	<b>38,724</b>	<b>40,343</b>	<b>41,264</b>	<b>40,297</b>	<b>0</b>	<b>40,297</b>	<b>40,297</b>
	<b>02000 - PW ADMINISTRATION Total</b>	<b>651,534</b>	<b>658,877</b>	<b>651,941</b>	<b>661,135</b>	<b>672,416</b>	<b>0</b>	<b>672,416</b>	<b>672,416</b>
<b>02001 - ENGINEERING</b>	61304 - GENERAL PERSONNEL	193,580	47,759	152,971	143,470	158,770	0	158,770	158,770
	61401 - TEMPORARY PERSONNEL	0	0	0	8,000	8,000	0	8,000	8,000
	61501 - REGULAR OVERTIME	160	514	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	36,629	8,200	40,233	40,363	50,407	0	50,407	50,407
	61702 - DENTAL INSURANCE	2,367	20	2,715	557	3,242	0	3,242	3,242
	61703 - RETIREMENT CONTRIBUTIONS	20,773	5,392	17,087	16,919	18,068	0	18,068	18,068
	61704 - SOCIAL SECURITY	14,720	3,571	11,702	11,587	12,642	0	12,642	12,642
	61705 - WORKERS COMPENSATION	2,289	40	4,098	4,211	5,331	0	5,331	5,331
	61901 - RECRUITMENT	625	1,491	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>271,144</b>	<b>66,987</b>	<b>228,807</b>	<b>225,106</b>	<b>256,460</b>	<b>0</b>	<b>256,460</b>	<b>256,460</b>
	62103 - TECHNICAL SERVICES	3,815	4,844	27,700	15,729	14,500	0	14,500	14,500
	62205 - PC REPLACEMENT CHARGE	3,973	3,974	4,074	2,037	4,232	0	4,232	4,232
	62206 - PW FLEET CHARGE	25,572	25,649	26,434	13,217	26,881	0	26,881	26,881
	62306 - SOFTWARE MAINTENANCE	1,883	1,885	2,000	1,885	2,000	0	2,000	2,000
	62435 - TRAINING	1,804	931	2,850	1,500	2,800	0	2,800	2,800

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<b>02001 - ENGINEERING</b>	62436 - MEETINGS & DUES	1,661	485	1,150	1,392	1,200	0	1,200	1,200
	62701 - OFFICE SUPPLIES	0	767	500	50	500	0	500	500
	62744 - MINOR COMPUTER EQUIPMENT	88	1,236	461	200	450	0	450	450
	62760 - OPERATING SUPPLIES	8,907	4,442	4,000	2,000	4,000	0	4,000	4,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>47,702</b>	<b>44,213</b>	<b>69,169</b>	<b>38,010</b>	<b>56,563</b>	<b>0</b>	<b>56,563</b>	<b>56,563</b>
	<b>02001 - ENGINEERING Total</b>	<b>318,846</b>	<b>111,199</b>	<b>297,976</b>	<b>263,116</b>	<b>313,023</b>	<b>0</b>	<b>313,023</b>	<b>313,023</b>
<b>02002 - NON-DEPARTMENTAL</b>	61304 - GENERAL PERSONNEL	46,135	40,213	53,349	37,219	40,925	0	40,925	40,925
	61501 - REGULAR OVERTIME	1,644	3,261	2,317	3,406	2,317	0	2,317	2,317
	61701 - HEALTH INSURANCE	18,867	17,878	17,868	17,312	14,447	0	14,447	14,447
	61702 - DENTAL INSURANCE	1,112	1,170	644	1,056	778	0	778	778
	61703 - RETIREMENT CONTRIBUTIONS	5,038	4,812	6,062	4,448	4,921	0	4,921	4,921
	61704 - SOCIAL SECURITY	3,568	3,267	4,397	3,051	3,308	0	3,308	3,308
	61705 - WORKERS COMPENSATION	979	27	995	817	1,345	0	1,345	1,345
	<b>61000 - PERSONNEL SERVICES</b>	<b>77,342</b>	<b>70,627</b>	<b>85,632</b>	<b>67,309</b>	<b>68,041</b>	<b>0</b>	<b>68,041</b>	<b>68,041</b>
	62206 - PW FLEET CHARGE	15,247	15,056	15,847	15,847	16,555	0	16,555	16,555
	62740 - OTHER MAINT. SUPPLIES	0	122	15,000	15,000	15,000	0	15,000	15,000
	62760 - OPERATING SUPPLIES	7,265	4,825	1,999	10,393	1,999	0	1,999	1,999
	<b>62000 - OPERATING EXPENDITURES</b>	<b>22,512</b>	<b>20,002</b>	<b>32,846</b>	<b>41,240</b>	<b>33,554</b>	<b>0</b>	<b>33,554</b>	<b>33,554</b>
	<b>02002 - NON-DEPARTMENTAL Total</b>	<b>99,853</b>	<b>90,629</b>	<b>118,478</b>	<b>108,549</b>	<b>101,595</b>	<b>0</b>	<b>101,595</b>	<b>101,595</b>
	<b>02003 - STREET PLOWING</b>	61304 - GENERAL PERSONNEL	21,771	11,336	31,706	17,803	19,306	0	19,306
61501 - REGULAR OVERTIME		45,119	8,537	29,240	20,090	29,240	0	29,240	29,240
61611 - OUT OF CLASS PAY		0	0	2,000	0	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE		16,305	15,439	10,619	14,601	6,819	0	6,819	6,819
61702 - DENTAL INSURANCE		961	1,010	644	890	367	0	367	367
61703 - RETIREMENT CONTRIBUTIONS		7,209	2,189	5,616	4,215	5,526	0	5,526	5,526
61704 - SOCIAL SECURITY		5,026	1,498	3,992	2,847	3,715	0	3,715	3,715
61705 - WORKERS COMPENSATION		547	12	965	705	1,511	0	1,511	1,511
<b>61000 - PERSONNEL SERVICES</b>		<b>96,938</b>	<b>40,020</b>	<b>84,782</b>	<b>61,151</b>	<b>68,484</b>	<b>0</b>	<b>68,484</b>	<b>68,484</b>
62206 - PW FLEET CHARGE		66,203	65,375	66,809	66,809	73,452	0	73,452	73,452
62435 - TRAINING		0	0	0	415	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>		<b>66,203</b>	<b>65,375</b>	<b>66,809</b>	<b>67,224</b>	<b>73,452</b>	<b>0</b>	<b>73,452</b>	<b>73,452</b>
<b>02003 - STREET PLOWING Total</b>		<b>163,141</b>	<b>105,396</b>	<b>151,591</b>	<b>128,376</b>	<b>141,936</b>	<b>0</b>	<b>141,936</b>	<b>141,936</b>
<b>02004 - SIDEWALK PLOWING</b>		61304 - GENERAL PERSONNEL	6,244	2,946	9,699	4,993	5,634	0	5,634
	61501 - REGULAR OVERTIME	4,412	2,015	3,840	2,449	3,840	0	3,840	3,840
	61701 - HEALTH INSURANCE	7,097	6,702	3,248	6,345	1,989	0	1,989	1,989
	61702 - DENTAL INSURANCE	420	440	197	387	107	0	107	107
	61703 - RETIREMENT CONTRIBUTIONS	1,007	482	1,423	660	1,078	0	1,078	1,078
	61704 - SOCIAL SECURITY	807	374	1,019	445	725	0	725	725
	61705 - WORKERS COMPENSATION	95	3	240	104	294	0	294	294
	<b>61000 - PERSONNEL SERVICES</b>	<b>20,081</b>	<b>12,963</b>	<b>19,666</b>	<b>15,383</b>	<b>13,667</b>	<b>0</b>	<b>13,667</b>	<b>13,667</b>
	62206 - PW FLEET CHARGE	48,148	47,834	48,543	48,453	48,881	0	48,881	48,881
	<b>62000 - OPERATING EXPENDITURES</b>	<b>48,148</b>	<b>47,834</b>	<b>48,543</b>	<b>48,453</b>	<b>48,881</b>	<b>0</b>	<b>48,881</b>	<b>48,881</b>
	<b>02004 - SIDEWALK PLOWING Total</b>	<b>68,229</b>	<b>60,797</b>	<b>68,209</b>	<b>63,836</b>	<b>62,548</b>	<b>0</b>	<b>62,548</b>	<b>62,548</b>
	<b>02005 - STREET SALTING &amp; SANDING</b>	61304 - GENERAL PERSONNEL	9,984	5,546	22,121	17,920	12,877	0	12,877
61501 - REGULAR OVERTIME		14,989	6,492	19,800	24,350	19,800	0	19,800	19,800
61701 - HEALTH INSURANCE		13,505	12,757	7,409	12,076	4,546	0	4,546	4,546
61702 - DENTAL INSURANCE		797	836	449	736	245	0	245	245
61703 - RETIREMENT CONTRIBUTIONS		2,694	1,336	4,283	4,689	3,718	0	3,718	3,718
61704 - SOCIAL SECURITY		1,878	907	3,035	3,174	2,500	0	2,500	2,500
61705 - WORKERS COMPENSATION		179	7	741	732	1,017	0	1,017	1,017
<b>61000 - PERSONNEL SERVICES</b>		<b>44,028</b>	<b>27,880</b>	<b>57,838</b>	<b>63,677</b>	<b>44,703</b>	<b>0</b>	<b>44,703</b>	<b>44,703</b>
62206 - PW FLEET CHARGE		74,067	72,659	73,983	73,983	79,551	0	79,551	79,551



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<b>02005 - STREET SALTING &amp; SANDING</b>	62430 - TRAVEL	34	0	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>74,101</b>	<b>72,659</b>	<b>73,983</b>	<b>73,983</b>	<b>79,551</b>	<b>0</b>	<b>79,551</b>	<b>79,551</b>
	<b>02005 - STREET SALTING &amp; SANDING Total</b>	<b>118,129</b>	<b>100,539</b>	<b>131,821</b>	<b>137,660</b>	<b>124,254</b>	<b>0</b>	<b>124,254</b>	<b>124,254</b>
<b>02006 - SIDEWALK SALT &amp; SANDING</b>	61304 - GENERAL PERSONNEL	1,103	918	1,805	2,924	1,883	0	1,883	1,883
	61701 - HEALTH INSURANCE	208	237	604	209	665	0	665	665
	61702 - DENTAL INSURANCE	12	15	37	12	36	0	36	36
	61703 - RETIREMENT CONTRIBUTIONS	99	94	196	327	214	0	214	214
	61704 - SOCIAL SECURITY	84	69	143	221	144	0	144	144
	61705 - WORKERS COMPENSATION	10	1	32	61	59	0	59	59
	<b>61000 - PERSONNEL SERVICES</b>	<b>1,515</b>	<b>1,333</b>	<b>2,817</b>	<b>3,754</b>	<b>3,001</b>	<b>0</b>	<b>3,001</b>	<b>3,001</b>
	62206 - PW FLEET CHARGE	18,938	18,769	19,684	20,563	20,563	0	20,563	20,563
	<b>62000 - OPERATING EXPENDITURES</b>	<b>18,938</b>	<b>18,769</b>	<b>19,684</b>	<b>20,563</b>	<b>20,563</b>	<b>0</b>	<b>20,563</b>	<b>20,563</b>
	<b>02006 - SIDEWALK SALT &amp; SANDING Total</b>	<b>20,453</b>	<b>20,102</b>	<b>22,501</b>	<b>24,317</b>	<b>23,564</b>	<b>0</b>	<b>23,564</b>	<b>23,564</b>
	<b>02007 - HAULING SNOW</b>	61304 - GENERAL PERSONNEL	12,457	2,859	14,377	8,836	9,215	0	9,215
61501 - REGULAR OVERTIME		4,464	899	2,406	1,680	2,406	0	2,406	2,406
61701 - HEALTH INSURANCE		7,041	7,268	4,816	6,967	3,253	0	3,253	3,253
61702 - DENTAL INSURANCE		454	511	292	443	175	0	175	175
61703 - RETIREMENT CONTRIBUTIONS		1,801	412	1,833	1,175	1,323	0	1,323	1,323
61704 - SOCIAL SECURITY		1,275	285	1,321	796	889	0	889	889
61705 - WORKERS COMPENSATION		179	3	305	302	362	0	362	362
<b>61000 - PERSONNEL SERVICES</b>		<b>27,672</b>	<b>12,237</b>	<b>25,350</b>	<b>20,199</b>	<b>17,623</b>	<b>0</b>	<b>17,623</b>	<b>17,623</b>
62206 - PW FLEET CHARGE		56,654	54,904	57,884	57,884	57,158	0	57,158	57,158
<b>62000 - OPERATING EXPENDITURES</b>		<b>56,654</b>	<b>54,904</b>	<b>57,884</b>	<b>57,884</b>	<b>57,158</b>	<b>0</b>	<b>57,158</b>	<b>57,158</b>
<b>02007 - HAULING SNOW Total</b>		<b>84,326</b>	<b>67,141</b>	<b>83,234</b>	<b>78,083</b>	<b>74,781</b>	<b>0</b>	<b>74,781</b>	<b>74,781</b>
<b>02008 - SAND STOCK PILING</b>	61304 - GENERAL PERSONNEL	5,051	2,488	3,491	4,025	4,052	0	4,052	4,052
	61701 - HEALTH INSURANCE	97	110	1,169	97	1,431	0	1,431	1,431
	61702 - DENTAL INSURANCE	5	7	71	6	77	0	77	77
	61703 - RETIREMENT CONTRIBUTIONS	533	274	380	449	461	0	461	461
	61704 - SOCIAL SECURITY	369	186	276	303	310	0	310	310
	61705 - WORKERS COMPENSATION	47	2	62	83	126	0	126	126
	<b>61000 - PERSONNEL SERVICES</b>	<b>6,102</b>	<b>3,067</b>	<b>5,449</b>	<b>4,963</b>	<b>6,457</b>	<b>0</b>	<b>6,457</b>	<b>6,457</b>
	62206 - PW FLEET CHARGE	3,932	3,883	5,449	5,449	4,269	0	4,269	4,269
	<b>62000 - OPERATING EXPENDITURES</b>	<b>3,932</b>	<b>3,883</b>	<b>5,449</b>	<b>5,449</b>	<b>4,269</b>	<b>0</b>	<b>4,269</b>	<b>4,269</b>
<b>02008 - SAND STOCK PILING Total</b>	<b>10,034</b>	<b>6,950</b>	<b>10,898</b>	<b>10,412</b>	<b>10,726</b>	<b>0</b>	<b>10,726</b>	<b>10,726</b>	
<b>02009 - OTHER WINTER MAINTENANCE</b>	61304 - GENERAL PERSONNEL	115,426	83,091	95,488	81,271	111,094	0	111,094	111,094
	61501 - REGULAR OVERTIME	1,288	651	1,950	425	1,950	0	1,950	1,950
	61701 - HEALTH INSURANCE	4,408	5,013	19,178	4,435	39,207	0	39,207	39,207
	61702 - DENTAL INSURANCE	239	301	1,233	256	2,111	0	2,111	2,111
	61703 - RETIREMENT CONTRIBUTIONS	12,299	9,219	10,601	9,111	12,861	0	12,861	12,861
	61704 - SOCIAL SECURITY	8,729	6,302	7,701	6,129	8,646	0	8,646	8,646
	61705 - WORKERS COMPENSATION	1,030	52	1,735	1,693	3,516	0	3,516	3,516
	<b>61000 - PERSONNEL SERVICES</b>	<b>143,420</b>	<b>104,630</b>	<b>137,886</b>	<b>103,320</b>	<b>179,385</b>	<b>0</b>	<b>179,385</b>	<b>179,385</b>
	62206 - PW FLEET CHARGE	31,296	30,904	32,028	26,052	26,052	0	26,052	26,052
	62503 - ELECTRICITY	1,586	494	500	474	500	0	500	500
	62604 - EQUIPMENT RENTAL	7,864	8,535	8,000	26,991	8,000	0	8,000	8,000
	62740 - OTHER MAINT. SUPPLIES	306,692	258,192	307,146	307,146	307,146	0	307,146	307,146
	62760 - OPERATING SUPPLIES	9,278	16,450	5,342	15,030	5,342	0	5,342	5,342
	<b>62000 - OPERATING EXPENDITURES</b>	<b>356,716</b>	<b>314,576</b>	<b>353,016</b>	<b>375,693</b>	<b>347,040</b>	<b>0</b>	<b>347,040</b>	<b>347,040</b>
	<b>02009 - OTHER WINTER MAINTENANCE Total</b>	<b>500,136</b>	<b>419,206</b>	<b>490,902</b>	<b>479,013</b>	<b>526,425</b>	<b>0</b>	<b>526,425</b>	<b>526,425</b>
<b>02010 - STREET MAINTENANCE</b>	61304 - GENERAL PERSONNEL	155,847	160,346	171,564	196,000	164,960	0	164,960	164,960

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<b>02010 - STREET MAINTENANCE</b>	61501 - REGULAR OVERTIME	1,911	1,997	1,203	2,735	1,203	0	1,203	1,203
	61701 - HEALTH INSURANCE	87,737	86,852	62,839	90,394	58,243	0	58,243	58,243
	61702 - DENTAL INSURANCE	4,728	5,037	3,810	4,857	3,137	0	3,137	3,137
	61703 - RETIREMENT CONTRIBUTIONS	16,759	17,840	18,882	25,609	18,913	0	18,913	18,913
	61704 - SOCIAL SECURITY	11,821	12,267	13,258	17,860	12,714	0	12,714	12,714
	61705 - WORKERS COMPENSATION	1,422	102	3,077	4,858	5,170	0	5,170	5,170
	<b>61000 - PERSONNEL SERVICES</b>	<b>280,224</b>	<b>284,440</b>	<b>274,633</b>	<b>342,313</b>	<b>264,340</b>	<b>0</b>	<b>264,340</b>	<b>264,340</b>
	62206 - PW FLEET CHARGE	109,937	106,577	115,817	115,817	112,400	0	112,400	112,400
	62331 - ROAD AND STREET MAINT.	50,944	44,176	212,357	20,979	182,417	0	182,417	182,417
	62740 - OTHER MAINT. SUPPLIES	125,334	78,947	112,000	183,000	112,000	0	112,000	112,000
	62760 - OPERATING SUPPLIES	12,404	14,883	3,500	8,619	3,500	0	3,500	3,500
	63409 - EQUIPMENT ACQUISITION	0	15,313	0	0	0	0	0	0
	68011 - CAPITAL PROJECT TRANSFER	0	45,000	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>298,619</b>	<b>304,897</b>	<b>443,674</b>	<b>328,415</b>	<b>410,317</b>	<b>0</b>	<b>410,317</b>	<b>410,317</b>
	<b>02010 - STREET MAINTENANCE Total</b>	<b>578,842</b>	<b>589,337</b>	<b>718,307</b>	<b>670,728</b>	<b>674,657</b>	<b>0</b>	<b>674,657</b>	<b>674,657</b>
<b>02011 - SIDEWALK REPAIRS</b>	61304 - GENERAL PERSONNEL	1,537	15,114	7,056	6,665	10,463	0	10,463	10,463
	61501 - REGULAR OVERTIME	82	0	380	0	380	0	380	380
	61701 - HEALTH INSURANCE	1,378	1,567	2,363	1,473	3,693	0	3,693	3,693
	61702 - DENTAL INSURANCE	75	94	143	86	199	0	199	199
	61703 - RETIREMENT CONTRIBUTIONS	174	1,678	809	745	1,234	0	1,234	1,234
	61704 - SOCIAL SECURITY	122	1,121	587	500	829	0	829	829
	61705 - WORKERS COMPENSATION	17	9	133	138	337	0	337	337
	<b>61000 - PERSONNEL SERVICES</b>	<b>3,385</b>	<b>19,584</b>	<b>11,471</b>	<b>9,607</b>	<b>17,135</b>	<b>0</b>	<b>17,135</b>	<b>17,135</b>
	62206 - PW FLEET CHARGE	53,926	53,251	56,048	56,048	60,034	0	60,034	60,034
	62760 - OPERATING SUPPLIES	1,210	9,418	15,000	15,000	15,000	0	15,000	15,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>55,136</b>	<b>62,669</b>	<b>71,048</b>	<b>71,048</b>	<b>75,034</b>	<b>0</b>	<b>75,034</b>	<b>75,034</b>
	<b>02011 - SIDEWALK REPAIRS Total</b>	<b>58,521</b>	<b>82,253</b>	<b>82,519</b>	<b>80,655</b>	<b>92,169</b>	<b>0</b>	<b>92,169</b>	<b>92,169</b>
<b>02012 - STREET SWEEPING</b>	61304 - GENERAL PERSONNEL	137	0	496	200	204	0	204	204
	61701 - HEALTH INSURANCE	12	0	166	68	72	0	72	72
	61702 - DENTAL INSURANCE	1	0	10	4	4	0	4	4
	61703 - RETIREMENT CONTRIBUTIONS	15	0	54	21	23	0	23	23
	61704 - SOCIAL SECURITY	10	0	39	16	16	0	16	16
	61705 - WORKERS COMPENSATION	1	0	9	5	6	0	6	6
	<b>61000 - PERSONNEL SERVICES</b>	<b>176</b>	<b>0</b>	<b>774</b>	<b>314</b>	<b>325</b>	<b>0</b>	<b>325</b>	<b>325</b>
	62331 - ROAD AND STREET MAINT.	115,143	118,255	132,500	139,125	139,125	0	139,125	139,125
	<b>62000 - OPERATING EXPENDITURES</b>	<b>115,143</b>	<b>118,255</b>	<b>132,500</b>	<b>139,125</b>	<b>139,125</b>	<b>0</b>	<b>139,125</b>	<b>139,125</b>
	<b>02012 - STREET SWEEPING Total</b>	<b>115,319</b>	<b>118,255</b>	<b>133,274</b>	<b>139,439</b>	<b>139,450</b>	<b>0</b>	<b>139,450</b>	<b>139,450</b>
<b>02013 - BRIDGE REPAIRS</b>	61304 - GENERAL PERSONNEL	2,873	418	4,673	3,100	2,464	0	2,464	2,464
	61701 - HEALTH INSURANCE	68	78	1,565	863	881	0	881	881
	61702 - DENTAL INSURANCE	3	4	95	68	47	0	47	47
	61703 - RETIREMENT CONTRIBUTIONS	309	47	508	402	284	0	284	284
	61704 - SOCIAL SECURITY	216	32	370	197	191	0	191	191
	61705 - WORKERS COMPENSATION	25	0	83	59	78	0	78	78
	<b>61000 - PERSONNEL SERVICES</b>	<b>3,494</b>	<b>578</b>	<b>7,294</b>	<b>4,689</b>	<b>3,945</b>	<b>0</b>	<b>3,945</b>	<b>3,945</b>
	62206 - PW FLEET CHARGE	2,006	1,981	2,085	2,085	2,004	0	2,004	2,004
	62760 - OPERATING SUPPLIES	0	51	1,000	650	1,000	0	1,000	1,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>2,006</b>	<b>2,032</b>	<b>3,085</b>	<b>2,735</b>	<b>3,004</b>	<b>0</b>	<b>3,004</b>	<b>3,004</b>
	<b>02013 - BRIDGE REPAIRS Total</b>	<b>5,500</b>	<b>2,611</b>	<b>10,379</b>	<b>7,424</b>	<b>6,949</b>	<b>0</b>	<b>6,949</b>	<b>6,949</b>
<b>02014 - ROAD SIDES &amp; GRAVEL ROADS</b>	61304 - GENERAL PERSONNEL	47,280	67,329	65,574	50,285	61,167	0	61,167	61,167
	61501 - REGULAR OVERTIME	1,158	297	0	185	0	0	0	0
	61701 - HEALTH INSURANCE	29,874	30,850	21,963	30,283	21,592	0	21,592	21,592
	61702 - DENTAL INSURANCE	1,928	2,169	1,332	1,923	1,163	0	1,163	1,163

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<b>02014 - ROAD SIDES &amp; GRAVEL ROADS</b>	61703 - RETIREMENT CONTRIBUTIONS	5,116	7,369	7,133	5,524	6,961	0	6,961	6,961
	61704 - SOCIAL SECURITY	3,580	5,065	5,187	3,799	4,679	0	4,679	4,679
	61705 - WORKERS COMPENSATION	429	42	1,165	1,045	1,903	0	1,903	1,903
	<b>61000 - PERSONNEL SERVICES</b>	<b>89,365</b>	<b>113,121</b>	<b>102,354</b>	<b>93,044</b>	<b>97,465</b>	<b>0</b>	<b>97,465</b>	<b>97,465</b>
	62206 - PW FLEET CHARGE	44,617	44,199	48,041	48,041	48,455	0	48,455	48,455
	62740 - OTHER MAINT. SUPPLIES	0	138	1,000	519	1,000	0	1,000	1,000
	62760 - OPERATING SUPPLIES	10,683	6,557	7,500	4,171	7,500	0	7,500	7,500
	<b>62000 - OPERATING EXPENDITURES</b>	<b>55,300</b>	<b>50,894</b>	<b>56,541</b>	<b>52,731</b>	<b>56,955</b>	<b>0</b>	<b>56,955</b>	<b>56,955</b>
	<b>02014 - ROAD SIDES &amp; GRAVEL ROADS Total</b>	<b>144,664</b>	<b>164,015</b>	<b>158,895</b>	<b>145,775</b>	<b>154,420</b>	<b>0</b>	<b>154,420</b>	<b>154,420</b>
<b>02015 - TRASH PICK-UP</b>	61304 - GENERAL PERSONNEL	2,120	1,739	1,739	1,653	2,037	0	2,037	2,037
	61501 - REGULAR OVERTIME	0	102	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	218	248	583	226	719	0	719	719
	61702 - DENTAL INSURANCE	12	15	35	27	39	0	39	39
	61703 - RETIREMENT CONTRIBUTIONS	215	200	189	173	232	0	232	232
	61704 - SOCIAL SECURITY	158	136	138	119	156	0	156	156
	61705 - WORKERS COMPENSATION	19	1	31	4	63	0	63	63
	<b>61000 - PERSONNEL SERVICES</b>	<b>2,742</b>	<b>2,442</b>	<b>2,715</b>	<b>2,202</b>	<b>3,246</b>	<b>0</b>	<b>3,246</b>	<b>3,246</b>
	62206 - PW FLEET CHARGE	883	872	2,495	2,495	9,671	0	9,671	9,671
	62209 - RUBBISH PICK-UP	334	0	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	18	966	1,000	2,034	1,000	0	1,000	1,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>1,235</b>	<b>1,838</b>	<b>3,495</b>	<b>4,529</b>	<b>10,671</b>	<b>0</b>	<b>10,671</b>	<b>10,671</b>
	<b>02015 - TRASH PICK-UP Total</b>	<b>3,977</b>	<b>4,280</b>	<b>6,210</b>	<b>6,731</b>	<b>13,917</b>	<b>0</b>	<b>13,917</b>	<b>13,917</b>
<b>02016 - SIGN MAINTENANCE</b>	61304 - GENERAL PERSONNEL	40,572	44,122	53,258	42,244	48,280	0	48,280	48,280
	61501 - REGULAR OVERTIME	19	303	0	33	0	0	0	0
	61701 - HEALTH INSURANCE	22,563	23,370	17,838	22,880	17,047	0	17,047	17,047
	61702 - DENTAL INSURANCE	1,449	1,636	1,081	1,448	918	0	918	918
	61703 - RETIREMENT CONTRIBUTIONS	4,380	4,957	5,793	4,725	5,495	0	5,495	5,495
	61704 - SOCIAL SECURITY	3,076	3,349	4,213	3,177	3,694	0	3,694	3,694
	61705 - WORKERS COMPENSATION	360	28	946	876	1,502	0	1,502	1,502
	<b>61000 - PERSONNEL SERVICES</b>	<b>72,419</b>	<b>77,764</b>	<b>83,129</b>	<b>75,383</b>	<b>76,936</b>	<b>0</b>	<b>76,936</b>	<b>76,936</b>
	62206 - PW FLEET CHARGE	12,037	11,715	14,345	14,345	21,783	0	21,783	21,783
	62740 - OTHER MAINT. SUPPLIES	0	571	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	31,474	17,580	51,272	21,000	28,271	0	28,271	28,271
	<b>62000 - OPERATING EXPENDITURES</b>	<b>43,511</b>	<b>29,865</b>	<b>65,617</b>	<b>35,345</b>	<b>50,054</b>	<b>0</b>	<b>50,054</b>	<b>50,054</b>
	<b>02016 - SIGN MAINTENANCE Total</b>	<b>115,930</b>	<b>107,630</b>	<b>148,746</b>	<b>110,728</b>	<b>126,990</b>	<b>0</b>	<b>126,990</b>	<b>126,990</b>
<b>02017 - PAVEMENT MARKINGS</b>	61304 - GENERAL PERSONNEL	1,398	3,717	1,544	11	2,404	0	2,404	2,404
	61501 - REGULAR OVERTIME	0	598	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	379	431	517	492	852	0	852	852
	61702 - DENTAL INSURANCE	20	26	31	24	46	0	46	46
	61703 - RETIREMENT CONTRIBUTIONS	139	466	168	7	275	0	275	275
	61704 - SOCIAL SECURITY	104	324	122	5	185	0	185	185
	61705 - WORKERS COMPENSATION	12	4	27	81	75	0	75	75
	<b>61000 - PERSONNEL SERVICES</b>	<b>2,053</b>	<b>5,565</b>	<b>2,409</b>	<b>620</b>	<b>3,837</b>	<b>0</b>	<b>3,837</b>	<b>3,837</b>
	62206 - PW FLEET CHARGE	3,852	1,855	4,003	4,003	4,182	0	4,182	4,182
	62331 - ROAD AND STREET MAINT.	51,847	53,556	54,439	60,399	66,615	0	66,615	66,615
	62760 - OPERATING SUPPLIES	327	978	2,000	1,370	2,000	0	2,000	2,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>56,026</b>	<b>56,389</b>	<b>60,442</b>	<b>65,772</b>	<b>72,797</b>	<b>0</b>	<b>72,797</b>	<b>72,797</b>
	<b>02017 - PAVEMENT MARKINGS Total</b>	<b>58,079</b>	<b>61,954</b>	<b>62,851</b>	<b>66,392</b>	<b>76,634</b>	<b>0</b>	<b>76,634</b>	<b>76,634</b>
<b>02018 - STREET LIGHTING</b>	62374 - STREET LIGHT MAINTENANCE	19,704	2,674	5,000	12,645	5,000	0	5,000	5,000
	62503 - ELECTRICITY	176,917	175,418	165,000	160,209	165,000	0	165,000	165,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>196,621</b>	<b>178,092</b>	<b>170,000</b>	<b>172,854</b>	<b>170,000</b>	<b>0</b>	<b>170,000</b>	<b>170,000</b>

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<b>02018 - STREET LIGHTING</b>	<b>02018 - STREET LIGHTING Total</b>	<b>196,621</b>	<b>178,092</b>	<b>170,000</b>	<b>172,854</b>	<b>170,000</b>	<b>0</b>	<b>170,000</b>	<b>170,000</b>
<b>02019 - FORESTRY</b>	61304 - GENERAL PERSONNEL	12,024	22,401	19,482	16,097	16,097	0	16,097	16,097
	61501 - REGULAR OVERTIME	352	185	133	327	133	0	133	133
	61701 - HEALTH INSURANCE	13,175	18,071	6,525	21,007	5,682	0	5,682	5,682
	61702 - DENTAL INSURANCE	762	888	396	823	306	0	306	306
	61703 - RETIREMENT CONTRIBUTIONS	1,313	2,521	2,134	1,835	1,847	0	1,847	1,847
	61704 - SOCIAL SECURITY	928	1,690	1,551	1,234	1,241	0	1,241	1,241
	61705 - WORKERS COMPENSATION	109	14	349	338	505	0	505	505
	<b>61000 - PERSONNEL SERVICES</b>	<b>28,663</b>	<b>45,770</b>	<b>30,570</b>	<b>41,660</b>	<b>25,811</b>	<b>0</b>	<b>25,811</b>	<b>25,811</b>
	62206 - PW FLEET CHARGE	4,975	5,395	7,600	7,600	5,402	0	5,402	5,402
	62372 - TREE/FORESTRY MAINTENANCE	22,875	35,875	30,600	30,203	30,600	0	30,600	30,600
	62373 - TREE PLANTING	255	4,490	3,000	3,000	3,000	0	3,000	3,000
	62760 - OPERATING SUPPLIES	2,177	2,296	1,000	4,500	1,000	0	1,000	1,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>30,282</b>	<b>48,056</b>	<b>42,200</b>	<b>45,303</b>	<b>40,002</b>	<b>0</b>	<b>40,002</b>	<b>40,002</b>
	<b>02019 - FORESTRY Total</b>	<b>58,945</b>	<b>93,827</b>	<b>72,770</b>	<b>86,963</b>	<b>65,813</b>	<b>0</b>	<b>65,813</b>	<b>65,813</b>
<b>02020 - DOWNTOWN MEMORIAL TREES</b>	61304 - GENERAL PERSONNEL	0	1	33	0	0	0	0	0
	61701 - HEALTH INSURANCE	47	53	12	0	0	0	0	0
	61702 - DENTAL INSURANCE	2	3	1	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	0	0	4	0	0	0	0	0
	61704 - SOCIAL SECURITY	0	0	3	0	0	0	0	0
	61705 - WORKERS COMPENSATION	0	0	2	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>49</b>	<b>57</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	62206 - PW FLEET CHARGE	722	713	751	751	784	0	784	784
	62372 - TREE/FORESTRY MAINTENANCE	0	6,000	0	0	6,400	0	6,400	6,400
	62498 - USE OF TRUST FUNDS	1,527	0	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	0	0	150	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>2,249</b>	<b>6,713</b>	<b>901</b>	<b>751</b>	<b>7,184</b>	<b>0</b>	<b>7,184</b>	<b>7,184</b>
	<b>02020 - DOWNTOWN MEMORIAL TREES Total</b>	<b>2,298</b>	<b>6,770</b>	<b>956</b>	<b>751</b>	<b>7,184</b>	<b>0</b>	<b>7,184</b>	<b>7,184</b>
<b>02021 - DRAINAGE</b>	61304 - GENERAL PERSONNEL	103,343	126,647	77,320	61,373	110,281	0	110,281	110,281
	61501 - REGULAR OVERTIME	3,867	1,052	1,970	2,068	1,970	0	1,970	1,970
	61701 - HEALTH INSURANCE	4,505	5,123	25,897	4,642	38,923	0	38,923	38,923
	61702 - DENTAL INSURANCE	245	307	1,570	268	2,096	0	2,096	2,096
	61703 - RETIREMENT CONTRIBUTIONS	11,303	14,014	8,630	6,984	12,772	0	12,772	12,772
	61704 - SOCIAL SECURITY	7,953	9,605	6,268	4,776	8,586	0	8,586	8,586
	61705 - WORKERS COMPENSATION	936	80	1,414	1,299	3,491	0	3,491	3,491
	<b>61000 - PERSONNEL SERVICES</b>	<b>132,151</b>	<b>156,827</b>	<b>123,069</b>	<b>81,409</b>	<b>178,119</b>	<b>0</b>	<b>178,119</b>	<b>178,119</b>
	62206 - PW FLEET CHARGE	64,197	59,036	62,137	62,137	67,178	0	67,178	67,178
	62740 - OTHER MAINT. SUPPLIES	3,602	93	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	66,122	47,918	25,000	17,683	25,150	0	25,150	25,150
	<b>62000 - OPERATING EXPENDITURES</b>	<b>133,922</b>	<b>107,047</b>	<b>87,137</b>	<b>79,820</b>	<b>92,328</b>	<b>0</b>	<b>92,328</b>	<b>92,328</b>
	<b>02021 - DRAINAGE Total</b>	<b>266,073</b>	<b>263,874</b>	<b>210,206</b>	<b>161,229</b>	<b>270,447</b>	<b>0</b>	<b>270,447</b>	<b>270,447</b>
<b>02022 - CATCH BASIN CLEANING</b>	61304 - GENERAL PERSONNEL	36,666	41,006	29,461	43,216	37,337	0	37,337	37,337
	61701 - HEALTH INSURANCE	1,904	2,165	9,867	1,961	13,183	0	13,183	13,183
	61702 - DENTAL INSURANCE	104	130	598	114	710	0	710	710
	61703 - RETIREMENT CONTRIBUTIONS	3,943	4,576	3,205	4,827	4,250	0	4,250	4,250
	61704 - SOCIAL SECURITY	2,759	3,085	2,331	3,258	2,857	0	2,857	2,857
	61705 - WORKERS COMPENSATION	325	26	523	895	1,162	0	1,162	1,162
	<b>61000 - PERSONNEL SERVICES</b>	<b>45,701</b>	<b>50,987</b>	<b>45,985</b>	<b>54,270</b>	<b>59,499</b>	<b>0</b>	<b>59,499</b>	<b>59,499</b>
	62206 - PW FLEET CHARGE	56,172	55,019	55,881	55,881	59,075	0	59,075	59,075
	62740 - OTHER MAINT. SUPPLIES	0	102	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>56,172</b>	<b>55,121</b>	<b>55,881</b>	<b>55,881</b>	<b>59,075</b>	<b>0</b>	<b>59,075</b>	<b>59,075</b>

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<b>02022 - CATCH BASIN CLEANING</b>	<b>02022 - CATCH BASIN CLEANING Total</b>	<b>101,873</b>	<b>106,108</b>	<b>101,866</b>	<b>110,151</b>	<b>118,574</b>	<b>0</b>	<b>118,574</b>	<b>118,574</b>
<b>02023 - ASHUELOT RIVER DRAINAGE</b>	61304 - GENERAL PERSONNEL	3,980	841	7,505	651	8,048	0	8,048	8,048
	61701 - HEALTH INSURANCE	236	269	2,514	242	2,841	0	2,841	2,841
	61702 - DENTAL INSURANCE	13	16	152	14	153	0	153	153
	61703 - RETIREMENT CONTRIBUTIONS	429	85	816	73	916	0	916	916
	61704 - SOCIAL SECURITY	296	64	594	49	616	0	616	616
	61705 - WORKERS COMPENSATION	35	1	133	13	250	0	250	250
	<b>61000 - PERSONNEL SERVICES</b>	<b>4,988</b>	<b>1,275</b>	<b>11,714</b>	<b>1,043</b>	<b>12,824</b>	<b>0</b>	<b>12,824</b>	<b>12,824</b>
	62206 - PW FLEET CHARGE	11,876	11,728	12,344	12,344	12,895	0	12,895	12,895
	62760 - OPERATING SUPPLIES	727	706	950	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>12,603</b>	<b>12,434</b>	<b>13,294</b>	<b>12,344</b>	<b>12,895</b>	<b>0</b>	<b>12,895</b>	<b>12,895</b>
	<b>02023 - ASHUELOT RIVER DRAINAGE Total</b>	<b>17,591</b>	<b>13,709</b>	<b>25,008</b>	<b>13,387</b>	<b>25,719</b>	<b>0</b>	<b>25,719</b>	<b>25,719</b>
<b>02024 - ASH SWAMP DRAINAGE</b>	61304 - GENERAL PERSONNEL	5	1,811	5,625	883	8,048	0	8,048	8,048
	61701 - HEALTH INSURANCE	490	558	1,884	504	2,841	0	2,841	2,841
	61702 - DENTAL INSURANCE	27	33	114	29	153	0	153	153
	61703 - RETIREMENT CONTRIBUTIONS	1	201	612	99	916	0	916	916
	61704 - SOCIAL SECURITY	0	137	445	67	616	0	616	616
	61705 - WORKERS COMPENSATION	0	1	100	18	250	0	250	250
	<b>61000 - PERSONNEL SERVICES</b>	<b>523</b>	<b>2,741</b>	<b>8,780</b>	<b>1,599</b>	<b>12,824</b>	<b>0</b>	<b>12,824</b>	<b>12,824</b>
	62206 - PW FLEET CHARGE	5,858	5,785	6,089	6,089	6,360	0	6,360	6,360
	<b>62000 - OPERATING EXPENDITURES</b>	<b>5,858</b>	<b>5,785</b>	<b>6,089</b>	<b>6,089</b>	<b>6,360</b>	<b>0</b>	<b>6,360</b>	<b>6,360</b>
	<b>02024 - ASH SWAMP DRAINAGE Total</b>	<b>6,381</b>	<b>8,526</b>	<b>14,869</b>	<b>7,688</b>	<b>19,184</b>	<b>0</b>	<b>19,184</b>	<b>19,184</b>
<b>02025 - BEAVER BROOK DRAINAGE</b>	61304 - GENERAL PERSONNEL	2,122	2,638	10,610	2,795	11,268	0	11,268	11,268
	61701 - HEALTH INSURANCE	233	265	3,554	239	3,978	0	3,978	3,978
	61702 - DENTAL INSURANCE	13	16	215	14	214	0	214	214
	61703 - RETIREMENT CONTRIBUTIONS	229	289	1,154	37	1,282	0	1,282	1,282
	61704 - SOCIAL SECURITY	159	198	839	25	862	0	862	862
	61705 - WORKERS COMPENSATION	18	2	188	7	351	0	351	351
	<b>61000 - PERSONNEL SERVICES</b>	<b>2,774</b>	<b>3,408</b>	<b>16,560</b>	<b>3,116</b>	<b>17,955</b>	<b>0</b>	<b>17,955</b>	<b>17,955</b>
	62206 - PW FLEET CHARGE	12,759	12,600	13,261	13,261	4,095	0	4,095	4,095
	62760 - OPERATING SUPPLIES	3,020	4,913	3,750	3,727	3,750	0	3,750	3,750
	<b>62000 - OPERATING EXPENDITURES</b>	<b>15,779</b>	<b>17,513</b>	<b>17,011</b>	<b>16,988</b>	<b>7,845</b>	<b>0</b>	<b>7,845</b>	<b>7,845</b>
	<b>02025 - BEAVER BROOK DRAINAGE Total</b>	<b>18,553</b>	<b>20,921</b>	<b>33,571</b>	<b>20,104</b>	<b>25,800</b>	<b>0</b>	<b>25,800</b>	<b>25,800</b>
<b>02026 - DRAINAGE AREA CLEANING</b>	61304 - GENERAL PERSONNEL	1,712	633	7,125	657	2,414	0	2,414	2,414
	61501 - REGULAR OVERTIME	23	8	0	125	0	0	0	0
	61701 - HEALTH INSURANCE	6,960	6,590	2,386	13,544	852	0	852	852
	61702 - DENTAL INSURANCE	409	430	145	826	46	0	46	46
	61703 - RETIREMENT CONTRIBUTIONS	189	71	775	87	275	0	275	275
	61704 - SOCIAL SECURITY	130	48	564	59	185	0	185	185
	61705 - WORKERS COMPENSATION	15	0	127	16	75	0	75	75
	<b>61000 - PERSONNEL SERVICES</b>	<b>9,439</b>	<b>7,780</b>	<b>11,122</b>	<b>15,316</b>	<b>3,847</b>	<b>0</b>	<b>3,847</b>	<b>3,847</b>
	62206 - PW FLEET CHARGE	642	726	667	667	697	0	697	697
	<b>62000 - OPERATING EXPENDITURES</b>	<b>642</b>	<b>726</b>	<b>667</b>	<b>667</b>	<b>697</b>	<b>0</b>	<b>697</b>	<b>697</b>
	<b>02026 - DRAINAGE AREA CLEANING Total</b>	<b>10,081</b>	<b>8,506</b>	<b>11,789</b>	<b>15,983</b>	<b>4,544</b>	<b>0</b>	<b>4,544</b>	<b>4,544</b>
<b>02027 - DOWNTOWN MAINTENANCE</b>	61304 - GENERAL PERSONNEL	49,286	86,246	62,375	86,034	68,410	0	68,410	68,410
	61501 - REGULAR OVERTIME	1,475	426	0	242	0	0	0	0
	61701 - HEALTH INSURANCE	1,540	1,746	15,516	4,916	24,149	0	24,149	24,149
	61702 - DENTAL INSURANCE	85	107	941	294	1,301	0	1,301	1,301
	61703 - RETIREMENT CONTRIBUTIONS	4,985	8,433	6,832	9,044	7,785	0	7,785	7,785
	61704 - SOCIAL SECURITY	3,814	6,488	4,893	6,464	5,233	0	5,233	5,233

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Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>02027 - DOWNTOWN MAINTENANCE</b>	61705 - WORKERS COMPENSATION	456	55	1,128	1,784	2,128	0	2,128	2,128
	<b>61000 - PERSONNEL SERVICES</b>	<b>61,641</b>	<b>103,501</b>	<b>91,685</b>	<b>108,777</b>	<b>109,006</b>	<b>0</b>	<b>109,006</b>	<b>109,006</b>
	62206 - PW FLEET CHARGE	15,568	15,373	16,181	16,181	16,903	0	16,903	16,903
	62300 - REPAIR & MAINTENANCE SVCS	28,373	33,099	36,525	31,211	36,525	0	36,525	36,525
	62350 - BUILDING MAINTENANCE	0	68	0	0	0	0	0	0
	62374 - STREET LIGHT MAINTENANCE	10,533	19,107	13,000	1,517	1,517	0	1,517	1,517
	62501 - WATER	8,565	11,009	10,000	8,829	10,000	0	10,000	10,000
	62503 - ELECTRICITY	8,782	10,810	8,000	8,739	8,000	0	8,000	8,000
	62607 - RENTAL VEHICLES	4,534	0	0	8,739	0	0	0	0
	62760 - OPERATING SUPPLIES	230	258	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>76,585</b>	<b>89,723</b>	<b>83,706</b>	<b>75,215</b>	<b>72,945</b>	<b>0</b>	<b>72,945</b>	<b>72,945</b>
	<b>02027 - DOWNTOWN MAINTENANCE Total</b>	<b>138,226</b>	<b>193,225</b>	<b>175,391</b>	<b>183,993</b>	<b>181,951</b>	<b>0</b>	<b>181,951</b>	<b>181,951</b>
<b>02028 - HAZARDOUS WASTE SITE</b>	62103 - TECHNICAL SERVICES	8,500	0	2,029	2,029	2,029	0	2,029	2,029
	62120 - LABORATORY SERVICES	1,950	1,130	4,065	4,065	4,065	0	4,065	4,065
	62121 - MONITORING/INSPECTIONS	5,788	3,287	43,755	43,755	43,755	0	43,755	43,755
	62448 - HAULING AND DISPOSAL	1,893	2,150	6,324	6,324	6,324	0	6,324	6,324
	62760 - OPERATING SUPPLIES	0	0	1,530	1,530	1,530	0	1,530	1,530
	<b>62000 - OPERATING EXPENDITURES</b>	<b>18,131</b>	<b>6,567</b>	<b>57,703</b>	<b>57,703</b>	<b>57,703</b>	<b>0</b>	<b>57,703</b>	<b>57,703</b>
	<b>02028 - HAZARDOUS WASTE SITE Total</b>	<b>18,131</b>	<b>6,567</b>	<b>57,703</b>	<b>57,703</b>	<b>57,703</b>	<b>0</b>	<b>57,703</b>	<b>57,703</b>
<b>02029 - LEAF PICKUP</b>	61304 - GENERAL PERSONNEL	26,074	27,113	27,000	29,343	30,583	0	30,583	30,583
	61501 - REGULAR OVERTIME	1,679	3,227	3,400	4,473	3,400	0	3,400	3,400
	61701 - HEALTH INSURANCE	0	0	8,397	0	10,796	0	10,796	10,796
	61702 - DENTAL INSURANCE	0	0	509	0	581	0	581	581
	61703 - RETIREMENT CONTRIBUTIONS	2,947	3,389	2,727	3,644	4,709	0	4,709	4,709
	61704 - SOCIAL SECURITY	2,063	2,270	1,983	2,549	3,166	0	3,166	3,166
	61705 - WORKERS COMPENSATION	244	18	445	696	1,287	0	1,287	1,287
	<b>61000 - PERSONNEL SERVICES</b>	<b>33,009</b>	<b>36,018</b>	<b>44,461</b>	<b>40,704</b>	<b>54,522</b>	<b>0</b>	<b>54,522</b>	<b>54,522</b>
	62206 - PW FLEET CHARGE	25,358	25,017	24,599	24,599	45,134	0	45,134	45,134
	62447 - PUBLIC AWARENESS	530	0	2,000	0	0	0	0	0
	62760 - OPERATING SUPPLIES	1,592	2,156	1,020	493	1,020	0	1,020	1,020
	<b>62000 - OPERATING EXPENDITURES</b>	<b>27,480</b>	<b>27,173</b>	<b>27,619</b>	<b>25,092</b>	<b>46,154</b>	<b>0</b>	<b>46,154</b>	<b>46,154</b>
	<b>02029 - LEAF PICKUP Total</b>	<b>60,489</b>	<b>63,190</b>	<b>72,080</b>	<b>65,796</b>	<b>100,676</b>	<b>0</b>	<b>100,676</b>	<b>100,676</b>
<b>PUBLIC WORKS Total</b>	<b>4,010,774</b>	<b>3,734,483</b>	<b>4,294,940</b>	<b>4,078,970</b>	<b>4,384,048</b>	<b>0</b>	<b>4,384,048</b>	<b>4,384,048</b>	

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**PARKING FUND**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>01500 - PARKING LOTS &amp; METERS</b>	61303 - SUPERVISORY PERSONNEL	51,241	64,997	66,333	66,325	66,077	0	66,077	66,077
	61304 - GENERAL PERSONNEL	134,656	90,025	97,617	97,611	94,564	0	94,564	94,564
	61307 - PART TIME EMPLOYEES	0	35,343	72,440	62,375	75,347	0	75,347	75,347
	61401 - TEMPORARY PERSONNEL	45,546	8,648	0	0	0	0	0	0
	61501 - REGULAR OVERTIME	0	0	1,200	0	0	0	0	0
	61701 - HEALTH INSURANCE	40,108	38,456	33,116	32,976	34,909	0	34,909	34,909
	61702 - DENTAL INSURANCE	1,792	2,008	2,001	1,997	1,866	0	1,866	1,866
	61703 - RETIREMENT CONTRIBUTIONS	16,443	17,445	18,447	18,312	18,281	0	18,281	18,281
	61704 - SOCIAL SECURITY	17,284	14,755	18,167	17,313	18,053	0	18,053	18,053
	61705 - WORKERS COMPENSATION	907	59	2,499	2,375	3,858	0	3,858	3,858
	61715 - RETIREMENT BENEFITS	10,000	20,000	0	0	0	0	0	0
	61901 - RECRUITMENT	69	99	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>318,045</b>	<b>291,834</b>	<b>311,821</b>	<b>299,284</b>	<b>312,955</b>	<b>0</b>	<b>312,955</b>	<b>312,955</b>
	62102 - PROFESSIONAL SERVICES	67,373	70,915	71,873	71,873	76,742	0	76,742	76,742
	62103 - TECHNICAL SERVICES	702	3,317	4,789	7,150	7,800	0	7,800	7,800
	62176 - CITY ADMIN CHARGE	226,408	247,856	244,095	244,095	245,744	0	245,744	245,744
	62205 - PC REPLACEMENT CHARGE	892	722	694	694	585	0	585	585
	62206 - PW FLEET CHARGE	14,884	14,967	7,811	7,811	7,381	0	7,381	7,381
	62208 - TAXES	5,653	3,891	3,918	3,918	4,023	0	4,023	4,023
	62311 - EQUIPMENT MAINTENANCE	4,673	3,821	4,673	4,000	4,673	0	4,673	4,673
	62435 - TRAINING	25	299	500	100	500	0	500	500
	62446 - CLEANING ALLOWANCE	400	400	600	600	600	0	600	600
	62510 - TELEPHONE	982	1,244	1,950	1,950	1,950	0	1,950	1,950
	62602 - OFFICE SPACE RENTAL	9,850	10,008	10,108	10,108	10,294	0	10,294	10,294
	62701 - OFFICE SUPPLIES	18,410	8,314	16,640	15,000	12,524	0	12,524	12,524
	62710 - POSTAGE	3,634	3,411	3,000	4,070	4,000	0	4,000	4,000
	62720 - REPAIR PARTS	3,300	3,121	7,000	7,000	7,000	0	7,000	7,000
	62755 - UNIFORMS	987	1,115	3,500	3,500	3,500	0	3,500	3,500
	62760 - OPERATING SUPPLIES	2,233	14,365	2,000	2,000	2,000	0	2,000	2,000
	63409 - EQUIPMENT ACQUISITION	0	14,381	0	0	0	0	0	0
	68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>360,405</b>	<b>407,148</b>	<b>383,151</b>	<b>383,869</b>	<b>389,316</b>	<b>0</b>	<b>389,316</b>	<b>389,316</b>
<b>01500 - PARKING LOTS &amp; METERS Total</b>	<b>678,450</b>	<b>698,982</b>	<b>694,972</b>	<b>683,153</b>	<b>702,271</b>	<b>0</b>	<b>702,271</b>	<b>702,271</b>	
<b>01501 - OUTSIDE SERVICES</b>	61304 - GENERAL PERSONNEL	22,452	5,375	18,686	14,294	11,750	0	11,750	11,750
	61401 - TEMPORARY PERSONNEL	7,325	7,508	5,483	7,737	5,483	0	5,483	5,483
	61501 - REGULAR OVERTIME	4,720	1,815	4,664	2,651	4,664	0	4,664	4,664
	61701 - HEALTH INSURANCE	16,184	15,892	1,550	1,250	4,148	0	4,148	4,148
	61702 - DENTAL INSURANCE	872	920	890	811	223	0	223	223
	61703 - RETIREMENT CONTRIBUTIONS	2,914	774	2,554	1,893	1,961	0	1,961	1,961
	61704 - SOCIAL SECURITY	2,606	1,132	1,835	1,896	1,318	0	1,318	1,318
	61705 - WORKERS COMPENSATION	306	5	429	458	537	0	537	537
	<b>61000 - PERSONNEL SERVICES</b>	<b>57,378</b>	<b>33,422</b>	<b>36,091</b>	<b>30,990</b>	<b>30,084</b>	<b>0</b>	<b>30,084</b>	<b>30,084</b>
	62203 - SNOW PLOWING	50,839	55,858	58,288	58,288	56,113	0	56,113	56,113
	62204 - STREET SWEEPING	4,000	7,031	4,000	4,000	4,000	0	4,000	4,000
	62330 - PARKING LOT MAINTENANCE	6,953	4,000	4,000	4,000	4,000	0	4,000	4,000
	62340 - GROUNDS MAINTENANCE	89,379	87,470	87,696	87,696	90,976	0	90,976	90,976

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<b>01501 - OUTSIDE SERVICES</b>	62503 - ELECTRICITY	797	747	1,900	744	850	0	850	850
	62740 - OTHER MAINT. SUPPLIES	1,129	1,749	2,000	3,194	2,000	0	2,000	2,000
	62760 - OPERATING SUPPLIES	4,944	3,009	250	4,300	8,500	0	8,500	8,500
	<b>62000 - OPERATING EXPENDITURES</b>	<b>158,041</b>	<b>159,864</b>	<b>158,134</b>	<b>162,222</b>	<b>166,439</b>	<b>0</b>	<b>166,439</b>	<b>166,439</b>
	<b>01501 - OUTSIDE SERVICES Total</b>	<b>215,419</b>	<b>193,286</b>	<b>194,225</b>	<b>193,212</b>	<b>196,523</b>	<b>0</b>	<b>196,523</b>	<b>196,523</b>
<b>01502 - CITY HALL PRKNG FACILITY</b>	61304 - GENERAL PERSONNEL	1,302	1,378	2,308	4,122	1,610	0	1,610	1,610
	61501 - REGULAR OVERTIME	708	176	600	529	600	0	600	600
	61701 - HEALTH INSURANCE	3,513	3,448	3,450	3,312	568	0	568	568
	61702 - DENTAL INSURANCE	190	200	193	178	31	0	31	31
	61703 - RETIREMENT CONTRIBUTIONS	217	172	318	520	251	0	251	251
	61704 - SOCIAL SECURITY	152	120	229	356	169	0	169	169
	61705 - WORKERS COMPENSATION	13	1	53	97	69	0	69	69
	<b>61000 - PERSONNEL SERVICES</b>	<b>6,095</b>	<b>5,495</b>	<b>7,151</b>	<b>9,113</b>	<b>3,298</b>	<b>0</b>	<b>3,298</b>	<b>3,298</b>
	62206 - PW FLEET CHARGE	5,877	6,613	6,588	6,588	5,838	0	5,838	5,838
	62740 - OTHER MAINT. SUPPLIES	234	0	500	3,169	500	0	500	500
	62760 - OPERATING SUPPLIES	751	23,973	17,333	7,600	11,000	0	11,000	11,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>6,862</b>	<b>30,586</b>	<b>24,421</b>	<b>17,357</b>	<b>17,338</b>	<b>0</b>	<b>17,338</b>	<b>17,338</b>
	<b>01502 - CITY HALL PRKNG FACILITY Total</b>	<b>12,956</b>	<b>36,081</b>	<b>31,572</b>	<b>26,469</b>	<b>20,636</b>	<b>0</b>	<b>20,636</b>	<b>20,636</b>
	<b>01503 - WELLS ST PRKNG FACILITY</b>	61304 - GENERAL PERSONNEL	2,062	1,568	1,445	2,078	2,012	0	2,012
61501 - REGULAR OVERTIME		362	176	900	267	900	0	900	900
61701 - HEALTH INSURANCE		1,385	1,361	1,361	1,308	710	0	710	710
61702 - DENTAL INSURANCE		75	79	77	70	38	0	38	38
61703 - RETIREMENT CONTRIBUTIONS		257	194	258	261	331	0	331	331
61704 - SOCIAL SECURITY		182	132	183	179	223	0	223	223
61705 - WORKERS COMPENSATION		19	1	45	47	91	0	91	91
<b>61000 - PERSONNEL SERVICES</b>		<b>4,342</b>	<b>3,511</b>	<b>4,269</b>	<b>4,210</b>	<b>4,305</b>	<b>0</b>	<b>4,305</b>	<b>4,305</b>
62206 - PW FLEET CHARGE		5,877	6,613	6,588	6,588	5,838	0	5,838	5,838
62503 - ELECTRICITY		5,301	4,271	5,990	3,598	5,990	0	5,990	5,990
62740 - OTHER MAINT. SUPPLIES		3,573	16,958	11,870	8,500	11,870	0	11,870	11,870
62760 - OPERATING SUPPLIES		0	6,901	12,740	6,372	6,740	0	6,740	6,740
<b>62000 - OPERATING EXPENDITURES</b>		<b>14,751</b>	<b>34,743</b>	<b>37,188</b>	<b>25,057</b>	<b>30,438</b>	<b>0</b>	<b>30,438</b>	<b>30,438</b>
<b>01503 - WELLS ST PRKNG FACILITY Total</b>		<b>19,093</b>	<b>38,254</b>	<b>41,457</b>	<b>29,267</b>	<b>34,743</b>	<b>0</b>	<b>34,743</b>	<b>34,743</b>
<b>01520 - CAPITAL APPROPRIATION</b>	62208 - TAXES	250,044	255,463	263,127	247,259	255,913	0	255,913	255,913
	65101 - PRINCIPAL	595,000	680,000	685,000	685,000	685,000	0	685,000	685,000
	65102 - INTEREST ON BONDED DEBT	126,006	129,736	116,113	116,113	99,750	0	99,750	99,750
	68010 - CAPITAL RESERVE	150,000	150,000	150,000	150,000	60,000	0	60,000	60,000
	68011 - CAPITAL PROJECT TRANSFER	29,090	0	105,209	105,209	143,708	0	143,708	143,708
	<b>62000 - OPERATING EXPENDITURES</b>	<b>1,150,140</b>	<b>1,215,199</b>	<b>1,319,449</b>	<b>1,303,581</b>	<b>1,244,371</b>	<b>0</b>	<b>1,244,371</b>	<b>1,244,371</b>
	<b>01520 - CAPITAL APPROPRIATION Total</b>	<b>1,150,140</b>	<b>1,215,199</b>	<b>1,319,449</b>	<b>1,303,581</b>	<b>1,244,371</b>	<b>0</b>	<b>1,244,371</b>	<b>1,244,371</b>
<b>Total</b>	<b>2,076,059</b>	<b>2,181,802</b>	<b>2,281,675</b>	<b>2,235,682</b>	<b>2,198,544</b>	<b>0</b>	<b>2,198,544</b>	<b>2,198,544</b>	



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**SOLID WASTE**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>10000 - SW ADMINISTRATION</b>	61303 - SUPERVISORY PERSONNEL	65,470	74,313	75,706	75,665	75,413	0	75,413	75,413
	61401 - TEMPORARY PERSONNEL	0	0	0	4,488	0	0	0	0
	61701 - HEALTH INSURANCE	15,630	11,269	11,446	10,929	12,213	0	12,213	12,213
	61702 - DENTAL INSURANCE	1,098	1,356	1,352	1,112	1,245	0	1,245	1,245
	61703 - RETIREMENT CONTRIBUTIONS	7,059	8,301	8,456	8,179	8,582	0	8,582	8,582
	61704 - SOCIAL SECURITY	4,920	5,655	5,791	5,791	5,769	0	5,769	5,769
	61705 - WORKERS COMPENSATION	353	28	932	961	1,082	0	1,082	1,082
	61715 - RETIREMENT BENEFITS	0	40,000	0	0	0	0	0	0
	61901 - RECRUITMENT	57	0	0	85	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>94,587</b>	<b>140,922</b>	<b>103,682</b>	<b>107,210</b>	<b>104,304</b>	<b>0</b>	<b>104,304</b>	<b>104,304</b>
	62120 - LABORATORY SERVICES	350	502	0	362	0	0	0	0
	62176 - CITY ADMIN CHARGE	491,581	457,172	491,982	491,982	476,209	0	476,209	476,209
	62350 - BUILDING MAINTENANCE	0	4,898	0	0	0	0	0	0
	62425 - ADVERTISING	12,051	12,632	9,000	11,300	9,000	0	9,000	9,000
	62435 - TRAINING	581	982	750	670	750	0	750	750
	62436 - MEETINGS & DUES	800	1,664	1,200	1,663	1,200	0	1,200	1,200
	62447 - PUBLIC AWARENESS	14,007	3,519	10,000	8,000	10,000	0	10,000	10,000
	68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>519,369</b>	<b>486,369</b>	<b>512,932</b>	<b>513,977</b>	<b>497,159</b>	<b>0</b>	<b>497,159</b>	<b>497,159</b>
	<b>10000 - SW ADMINISTRATION Total</b>	<b>613,956</b>	<b>627,291</b>	<b>616,614</b>	<b>621,187</b>	<b>601,463</b>	<b>0</b>	<b>601,463</b>	<b>601,463</b>
<b>10001 - TFR/RECYCLING FACILITY</b>	61304 - GENERAL PERSONNEL	2,148	0	0	306	0	0	0	0
	61307 - PART TIME EMPLOYEES	40,250	47,635	52,942	51,998	50,214	0	50,214	50,214
	61501 - REGULAR OVERTIME	8	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	120	3	0	141	0	0	0	0
	61702 - DENTAL INSURANCE	68	0	0	0	0	0	0	0
	61703 - RETIREMENT CONTRIBUTIONS	108	0	0	0	0	0	0	0
	61704 - SOCIAL SECURITY	2,666	3,045	4,050	3,841	3,842	0	3,842	3,842
	61705 - WORKERS COMPENSATION	116	9	752	681	1,323	0	1,323	1,323
	61901 - RECRUITMENT	0	301	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>45,485</b>	<b>50,994</b>	<b>57,744</b>	<b>56,967</b>	<b>55,379</b>	<b>0</b>	<b>55,379</b>	<b>55,379</b>
	62201 - JANITORIAL	0	4,481	7,055	7,055	6,500	0	6,500	6,500
	62205 - PC REPLACEMENT CHARGE	853	833	832	832	857	0	857	857
	62301 - OFFICE EQUIPMENT MAINT.	553	2,564	2,600	2,925	2,600	0	2,600	2,600
	62350 - BUILDING MAINTENANCE	14,036	12,660	25,000	21,755	25,000	0	25,000	25,000
	62503 - ELECTRICITY	8,543	5,933	3,600	6,087	3,600	0	3,600	3,600
	62510 - TELEPHONE	1,325	1,226	1,200	1,174	1,200	0	1,200	1,200
	62760 - OPERATING SUPPLIES	4,539	5,192	3,000	2,738	3,000	0	3,000	3,000
	65101 - PRINCIPAL	27,500	27,500	38,000	38,000	38,500	0	38,500	38,500
	65102 - INTEREST ON BONDED DEBT	9,890	8,625	10,887	10,887	14,010	0	14,010	14,010
	<b>62000 - OPERATING EXPENDITURES</b>	<b>67,239</b>	<b>69,014</b>	<b>92,174</b>	<b>91,453</b>	<b>95,267</b>	<b>0</b>	<b>95,267</b>	<b>95,267</b>
<b>10001 - TFR/RECYCLING FACILITY Total</b>	<b>112,724</b>	<b>120,008</b>	<b>149,918</b>	<b>148,420</b>	<b>150,646</b>	<b>0</b>	<b>150,646</b>	<b>150,646</b>	
<b>10002 - SW OPERATIONS</b>	61304 - GENERAL PERSONNEL	94,075	97,623	100,342	97,212	103,480	0	103,480	103,480
	61501 - REGULAR OVERTIME	25,383	20,585	27,280	22,022	28,098	0	28,098	28,098
	61701 - HEALTH INSURANCE	37,092	37,992	38,532	36,357	40,613	0	40,613	40,613
	61702 - DENTAL INSURANCE	3,163	3,532	3,520	2,898	3,242	0	3,242	3,242
	61703 - RETIREMENT CONTRIBUTIONS	12,863	13,204	14,255	13,317	14,974	0	14,974	14,974
	61704 - SOCIAL SECURITY	9,016	8,877	9,763	8,947	10,066	0	10,066	10,066

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<b>10002 - SW OPERATIONS</b>	61705 - WORKERS COMPENSATION	826	59	2,166	1,889	2,963	0	2,963	2,963
	<b>61000 - PERSONNEL SERVICES</b>	<b>182,418</b>	<b>181,872</b>	<b>195,858</b>	<b>182,642</b>	<b>203,435</b>	<b>0</b>	<b>203,435</b>	<b>203,435</b>
	62311 - EQUIPMENT MAINTENANCE	34,340	11,399	7,500	7,444	7,500	0	7,500	7,500
	62448 - HAULING AND DISPOSAL	2,618,819	2,694,763	2,442,774	2,442,774	2,454,988	0	2,454,988	2,454,988
	62455 - CONTRACTED SERVICES	34,946	38,513	28,750	26,998	28,750	0	28,750	28,750
	62760 - OPERATING SUPPLIES	60,939	25,432	31,300	31,300	31,300	0	31,300	31,300
	65301 - LEASE PAYMENTS	58,323	60,266	60,236	60,236	60,236	0	60,236	60,236
	<b>62000 - OPERATING EXPENDITURES</b>	<b>2,807,367</b>	<b>2,830,373</b>	<b>2,570,560</b>	<b>2,568,752</b>	<b>2,582,774</b>	<b>0</b>	<b>2,582,774</b>	<b>2,582,774</b>
	<b>10002 - SW OPERATIONS Total</b>	<b>2,989,784</b>	<b>3,012,246</b>	<b>2,766,418</b>	<b>2,751,394</b>	<b>2,786,209</b>	<b>0</b>	<b>2,786,209</b>	<b>2,786,209</b>
<b>10003 - SW RECYCLING</b>	61304 - GENERAL PERSONNEL	196,222	206,234	213,161	200,734	216,199	0	216,199	216,199
	61501 - REGULAR OVERTIME	25,074	32,321	31,947	40,152	32,905	0	32,905	32,905
	61701 - HEALTH INSURANCE	77,006	75,880	79,805	75,405	84,198	0	84,198	84,198
	61702 - DENTAL INSURANCE	4,947	5,203	5,522	5,176	5,541	0	5,541	5,541
	61703 - RETIREMENT CONTRIBUTIONS	23,820	26,176	27,378	27,056	28,348	0	28,348	28,348
	61704 - SOCIAL SECURITY	16,550	17,773	18,751	17,893	19,056	0	19,056	19,056
	61705 - WORKERS COMPENSATION	1,269	102	3,623	3,375	6,565	0	6,565	6,565
	61901 - RECRUITMENT	70	170	0	372	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>344,959</b>	<b>363,859</b>	<b>380,186</b>	<b>370,163</b>	<b>392,811</b>	<b>0</b>	<b>392,811</b>	<b>392,811</b>
	62206 - PW FLEET CHARGE	80,321	86,484	90,673	90,673	106,154	0	106,154	106,154
	62310 - SAFETY PROGRAM MAINT.	1,050	1,410	2,200	2,100	2,200	0	2,200	2,200
	62311 - EQUIPMENT MAINTENANCE	11,064	23,166	15,000	30,900	15,000	0	15,000	15,000
	62350 - BUILDING MAINTENANCE	7,818	1,610	0	2,150	0	0	0	0
	62435 - TRAINING	0	240	750	700	750	0	750	750
	62448 - HAULING AND DISPOSAL	13,595	5,798	7,600	5,961	7,600	0	7,600	7,600
	62455 - CONTRACTED SERVICES	26,955	20,140	25,900	22,212	25,900	0	25,900	25,900
	62733 - TOOLS	384	362	500	500	500	0	500	500
	62755 - UNIFORMS	3,475	2,780	3,700	3,610	3,700	0	3,700	3,700
	62760 - OPERATING SUPPLIES	10,336	2,668	13,500	4,068	13,500	0	13,500	13,500
	<b>62000 - OPERATING EXPENDITURES</b>	<b>154,998</b>	<b>144,658</b>	<b>159,823</b>	<b>162,874</b>	<b>175,304</b>	<b>0</b>	<b>175,304</b>	<b>175,304</b>
	<b>10003 - SW RECYCLING Total</b>	<b>499,957</b>	<b>508,517</b>	<b>540,009</b>	<b>533,037</b>	<b>568,115</b>	<b>0</b>	<b>568,115</b>	<b>568,115</b>
<b>10005 - SW HAZARDOUS WASTE</b>	61501 - REGULAR OVERTIME	2,036	1,132	2,965	2,965	3,054	0	3,054	3,054
	61703 - RETIREMENT CONTRIBUTIONS	219	126	331	331	348	0	348	348
	61704 - SOCIAL SECURITY	154	85	227	227	234	0	234	234
	61705 - WORKERS COMPENSATION	9	0	44	44	80	0	80	80
	<b>61000 - PERSONNEL SERVICES</b>	<b>2,417</b>	<b>1,344</b>	<b>3,567</b>	<b>3,567</b>	<b>3,716</b>	<b>0</b>	<b>3,716</b>	<b>3,716</b>
	62103 - TECHNICAL SERVICES	22,577	26,118	92,467	86,874	92,467	0	92,467	92,467
	65101 - PRINCIPAL	7,778	7,778	10,444	10,444	10,296	0	10,296	10,296
	65102 - INTEREST ON BONDED DEBT	1,300	983	625	2,351	209	0	209	209
	<b>62000 - OPERATING EXPENDITURES</b>	<b>31,655</b>	<b>34,879</b>	<b>103,537</b>	<b>99,669</b>	<b>102,973</b>	<b>0</b>	<b>102,973</b>	<b>102,973</b>
	<b>10005 - SW HAZARDOUS WASTE Total</b>	<b>34,072</b>	<b>36,223</b>	<b>107,104</b>	<b>103,236</b>	<b>106,689</b>	<b>0</b>	<b>106,689</b>	<b>106,689</b>
<b>10006 - SW DEMOLITION TFR/DISP</b>	61307 - PART TIME EMPLOYEES	31,707	26,209	35,358	28,941	36,419	0	36,419	36,419
	61704 - SOCIAL SECURITY	2,426	2,005	2,705	2,214	2,786	0	2,786	2,786
	61705 - WORKERS COMPENSATION	198	12	492	401	958	0	958	958
	<b>61000 - PERSONNEL SERVICES</b>	<b>34,330</b>	<b>28,226</b>	<b>38,555</b>	<b>31,556</b>	<b>40,163</b>	<b>0</b>	<b>40,163</b>	<b>40,163</b>
	62448 - HAULING AND DISPOSAL	85,768	110,267	101,000	82,702	101,000	0	101,000	101,000
	62604 - EQUIPMENT RENTAL	1,884	550	1,200	1,200	1,200	0	1,200	1,200
	<b>62000 - OPERATING EXPENDITURES</b>	<b>87,652</b>	<b>110,817</b>	<b>102,200</b>	<b>83,902</b>	<b>102,200</b>	<b>0</b>	<b>102,200</b>	<b>102,200</b>
<b>10006 - SW DEMOLITION TFR/DISP Total</b>	<b>121,982</b>	<b>139,042</b>	<b>140,755</b>	<b>115,458</b>	<b>142,363</b>	<b>0</b>	<b>142,363</b>	<b>142,363</b>	
<b>10008 - SW LANDFILL MONITORING</b>	62120 - LABORATORY SERVICES	2,975	723	16,277	15,000	15,000	0	15,000	15,000
	62121 - MONITORING/INSPECTIONS	10,218	6,615	34,086	37,290	29,996	0	29,996	29,996

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<b>10008 - SW LANDFILL MONITORING</b>	62760 - OPERATING SUPPLIES	13,683	2,983	16,000	15,900	16,000	0	16,000	16,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>26,877</b>	<b>10,321</b>	<b>66,364</b>	<b>68,190</b>	<b>60,996</b>	<b>0</b>	<b>60,996</b>	<b>60,996</b>
	<b>10008 - SW LANDFILL MONITORING Total</b>	<b>26,877</b>	<b>10,321</b>	<b>66,364</b>	<b>68,190</b>	<b>60,996</b>	<b>0</b>	<b>60,996</b>	<b>60,996</b>
<b>10009 - SW LANDFILL GAS SYSTEM</b>	62311 - EQUIPMENT MAINTENANCE	4,631	365	3,000	3,000	3,000	0	3,000	3,000
	62314 - SYSTEMS MAINTENANCE	94,174	65,292	71,000	72,157	71,000	0	71,000	71,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>98,805</b>	<b>65,656</b>	<b>74,000</b>	<b>75,157</b>	<b>74,000</b>	<b>0</b>	<b>74,000</b>	<b>74,000</b>
	<b>10009 - SW LANDFILL GAS SYSTEM Total</b>	<b>98,805</b>	<b>65,656</b>	<b>74,000</b>	<b>75,157</b>	<b>74,000</b>	<b>0</b>	<b>74,000</b>	<b>74,000</b>
<b>10050 - CAPITAL APPROPRIATIONS</b>	68010 - CAPITAL RESERVE	40,000	45,000	45,000	45,000	50,000	0	50,000	50,000
	68011 - CAPITAL PROJECT TRANSFER	0	0	0	0	250,000	0	250,000	250,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>40,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>300,000</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>
	<b>10050 - CAPITAL APPROPRIATIONS Total</b>	<b>40,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>300,000</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>
<b>Total</b>		<b>4,538,158</b>	<b>4,564,304</b>	<b>4,506,182</b>	<b>4,461,079</b>	<b>4,790,481</b>	<b>0</b>	<b>4,790,481</b>	<b>4,790,481</b>

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**SEWER FUND**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 - 2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>08000 - SEWER ADMINISTRATION</b>	61303 - SUPERVISORY PERSONNEL	10,940	11,204	11,435	11,178	11,391	0	11,391	11,391
	61304 - GENERAL PERSONNEL	133,879	133,256	145,361	101,993	138,184	0	138,184	138,184
	61305 - ADMINISTRATIVE PERSONNEL	2,848	4,605	4,910	4,664	5,212	0	5,212	5,212
	61401 - TEMPORARY PERSONNEL	0	0	0	5,871	0	0	0	0
	61501 - REGULAR OVERTIME	263	349	0	453	0	0	0	0
	61602 - STAND-BY PAY	5,943	5,777	6,388	6,338	6,388	0	6,388	6,388
	61701 - HEALTH INSURANCE	58,540	45,955	47,232	34,455	46,478	0	46,478	46,478
	61702 - DENTAL INSURANCE	4,308	3,864	3,925	2,571	3,199	0	3,199	3,199
	61703 - RETIREMENT CONTRIBUTIONS	16,589	17,311	18,023	13,963	18,312	0	18,312	18,312
	61704 - SOCIAL SECURITY	11,482	11,611	12,370	9,944	12,330	0	12,330	12,330
	61705 - WORKERS COMPENSATION	1,652	111	3,915	3,049	4,576	0	4,576	4,576
	61715 - RETIREMENT BENEFITS	4,768	36,204	0	0	0	0	0	0
	61901 - RECRUITMENT	0	380	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>251,210</b>	<b>270,626</b>	<b>253,559</b>	<b>194,479</b>	<b>246,069</b>	<b>0</b>	<b>246,069</b>	<b>246,069</b>
	62120 - LABORATORY SERVICES	276	682	337	350	350	0	350	350
	62176 - CITY ADMIN CHARGE	332,032	321,347	285,313	285,313	284,663	0	284,663	284,663
	62205 - PC REPLACEMENT CHARGE	368	368	362	362	334	0	334	334
	62306 - SOFTWARE MAINTENANCE	7,864	6,620	9,580	6,850	7,050	0	7,050	7,050
	62310 - SAFETY PROGRAM MAINT.	2,751	2,188	1,500	1,798	1,600	0	1,600	1,600
	62430 - TRAVEL	572	295	589	839	590	0	590	590
	62435 - TRAINING	-435	1,558	1,000	1,000	1,000	0	1,000	1,000
	62436 - MEETINGS & DUES	253	187	470	250	250	0	250	250
	62438 - LICENSES & CERTIFICATIONS	0	850	150	150	150	0	150	150
	62510 - TELEPHONE	2,063	1,903	1,898	2,099	2,100	0	2,100	2,100
	62602 - OFFICE SPACE RENTAL	67,337	68,414	69,098	69,098	70,066	0	70,066	70,066
	62701 - OFFICE SUPPLIES	1,662	2,800	1,237	1,914	1,920	0	1,920	1,920
	62734 - MINOR EQUIPMENT	1,662	11,851	0	0	0	0	0	0
	62755 - UNIFORMS	2,261	2,331	2,850	2,150	2,150	0	2,150	2,150
	65102 - INTEREST ON BONDED DEBT	153,462	129,663	124,252	124,252	121,136	0	121,136	121,136
	65202 - INTEREST ON NOTES PAYABLE	142,570	43,013	50,704	50,704	46,375	0	46,375	46,375
	66102 - CAPITALIZED EXPENDITURES	0	-150	0	0	0	0	0	0
	66104 - LOSS ON FIXED ASSETS	0	252,292	0	0	0	0	0	0
	66201 - DEPRECIATION - BUILDINGS	0	2,775	0	0	3,000	0	3,000	3,000
66202 - DEPRECIATION - OTHER IMPR	477,289	512,297	495,000	495,000	515,000	0	515,000	515,000	
66203 - DEPRECIATION - MACH/EQUIP	47	4,502	100	100	4,500	0	4,500	4,500	
68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	0	0	0	0	
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,192,032</b>	<b>1,370,786</b>	<b>1,044,440</b>	<b>1,042,229</b>	<b>1,062,234</b>	<b>0</b>	<b>1,062,234</b>	<b>1,062,234</b>	
<b>08000 - SEWER ADMINISTRATION Total</b>	<b>1,443,242</b>	<b>1,641,412</b>	<b>1,297,999</b>	<b>1,236,708</b>	<b>1,308,303</b>	<b>0</b>	<b>1,308,303</b>	<b>1,308,303</b>	
<b>08001 - SEWER MAINS &amp; MANHOLES</b>	61304 - GENERAL PERSONNEL	111,426	103,775	114,259	105,903	111,403	0	111,403	111,403
	61501 - REGULAR OVERTIME	10,390	10,432	10,625	12,072	10,625	0	10,625	10,625
	61701 - HEALTH INSURANCE	28,106	29,973	41,068	23,033	35,851	0	35,851	35,851
	61702 - DENTAL INSURANCE	1,899	2,266	2,901	1,166	2,064	0	2,064	2,064
	61703 - RETIREMENT CONTRIBUTIONS	13,132	12,100	12,176	12,489	12,526	0	12,526	12,526
	61704 - SOCIAL SECURITY	9,019	8,373	9,554	8,697	9,335	0	9,335	9,335
	61705 - WORKERS COMPENSATION	744	47	1,816	1,724	2,843	0	2,843	2,843
	<b>61000 - PERSONNEL SERVICES</b>	<b>174,716</b>	<b>166,966</b>	<b>192,398</b>	<b>165,084</b>	<b>184,648</b>	<b>0</b>	<b>184,648</b>	<b>184,648</b>
62120 - LABORATORY SERVICES	0	0	650	650	650	0	650	650	

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<b>08001 - SEWER MAINS &amp; MANHOLES</b>	62206 - PW FLEET CHARGE	66,304	66,644	76,951	76,951	78,528	0	78,528	78,528
	62314 - SYSTEMS MAINTENANCE	0	12,991	38,659	24,059	20,000	0	20,000	20,000
	62331 - ROAD AND STREET MAINT.	945	401	6,500	24,995	6,000	0	6,000	6,000
	62370 - OTHER IMPROVEMNTS - MAINT	24,059	0	10,500	10,500	10,500	0	10,500	10,500
	62430 - TRAVEL	60	37	0	0	0	0	0	0
	62448 - HAULING AND DISPOSAL	8,503	6,551	5,676	5,000	5,000	0	5,000	5,000
	62606 - OTHER RENTALS	0	0	600	600	600	0	600	600
	62760 - OPERATING SUPPLIES	12,268	22,757	24,995	21,350	24,995	0	24,995	24,995
	66102 - CAPITALIZED EXPENDITURES	-8,000	8,000	0	0	0	0	0	0
	<b>62000 - OPERATING EXPENDITURES</b>	<b>104,139</b>	<b>117,381</b>	<b>164,531</b>	<b>164,105</b>	<b>146,273</b>	<b>0</b>	<b>146,273</b>	<b>146,273</b>
	<b>08001 - SEWER MAINS &amp; MANHOLES Total</b>	<b>278,855</b>	<b>284,347</b>	<b>356,929</b>	<b>329,189</b>	<b>330,921</b>	<b>0</b>	<b>330,921</b>	<b>330,921</b>
<b>08002 - SEWER SERVICES</b>	61304 - GENERAL PERSONNEL	622	768	2,642	1,987	2,581	0	2,581	2,581
	61501 - REGULAR OVERTIME	240	6	0	2	1,070	0	1,070	1,070
	61701 - HEALTH INSURANCE	884	707	955	552	841	0	841	841
	61702 - DENTAL INSURANCE	60	53	68	28	49	0	49	49
	61703 - RETIREMENT CONTRIBUTIONS	93	86	256	206	385	0	385	385
	61704 - SOCIAL SECURITY	64	58	202	147	279	0	279	279
	61705 - WORKERS COMPENSATION	5	0	40	27	76	0	76	76
	<b>61000 - PERSONNEL SERVICES</b>	<b>1,969</b>	<b>1,677</b>	<b>4,162</b>	<b>2,949</b>	<b>5,280</b>	<b>0</b>	<b>5,280</b>	<b>5,280</b>
	62206 - PW FLEET CHARGE	1,658	1,666	1,924	1,924	1,963	0	1,963	1,963
	62314 - SYSTEMS MAINTENANCE	1,450	1,066	1,950	1,950	1,950	0	1,950	1,950
	62430 - TRAVEL	63	0	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	11,284	-82,535	2,000	2,000	2,000	0	2,000	2,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>14,455</b>	<b>-79,803</b>	<b>5,874</b>	<b>5,874</b>	<b>5,913</b>	<b>0</b>	<b>5,913</b>	<b>5,913</b>
	<b>08002 - SEWER SERVICES Total</b>	<b>16,424</b>	<b>-78,126</b>	<b>10,036</b>	<b>8,823</b>	<b>11,193</b>	<b>0</b>	<b>11,193</b>	<b>11,193</b>
<b>08003 - MARTEL COURT PUMPING STN</b>	61304 - GENERAL PERSONNEL	17,841	14,627	27,986	27,986	19,920	0	19,920	19,920
	61501 - REGULAR OVERTIME	832	1,036	811	802	811	0	811	811
	61602 - STAND-BY PAY	3	3,346	1,267	1,267	1,267	0	1,267	1,267
	61701 - HEALTH INSURANCE	9,612	10,644	10,697	10,697	8,965	0	8,965	8,965
	61702 - DENTAL INSURANCE	661	850	860	860	584	0	584	584
	61703 - RETIREMENT CONTRIBUTIONS	2,015	2,123	3,126	3,126	2,267	0	2,267	2,267
	61704 - SOCIAL SECURITY	1,419	1,416	2,141	2,141	1,683	0	1,683	1,683
	61705 - WORKERS COMPENSATION	72	5	245	245	354	0	354	354
	<b>61000 - PERSONNEL SERVICES</b>	<b>32,455</b>	<b>34,047</b>	<b>47,133</b>	<b>47,124</b>	<b>35,850</b>	<b>0</b>	<b>35,850</b>	<b>35,850</b>
	62206 - PW FLEET CHARGE	2,552	2,620	2,694	2,694	2,846	0	2,846	2,846
	62310 - SAFETY PROGRAM MAINT.	2,914	1,453	3,210	2,237	2,252	0	2,252	2,252
	62311 - EQUIPMENT MAINTENANCE	17,621	23,369	30,412	25,432	25,552	0	25,552	25,552
	62316 - ESCO MAINTENANCE	1,149	2,652	2,763	2,763	2,791	0	2,791	2,791
	62350 - BUILDING MAINTENANCE	5,967	1,382	2,380	2,296	2,380	0	2,380	2,380
	62370 - OTHER IMPROVEMNTS - MAINT	0	0	0	625	0	0	0	0
	62375 - PERMITS	0	0	240	240	240	0	240	240
	62448 - HAULING AND DISPOSAL	2,922	0	0	0	0	0	0	0
	62501 - WATER	1,466	1,269	1,100	495	1,100	0	1,100	1,100
	62503 - ELECTRICITY	54,236	46,393	54,500	42,500	54,500	0	54,500	54,500
	62504 - HEATING FUEL	1,206	888	810	807	810	0	810	810
	62510 - TELEPHONE	667	301	300	450	300	0	300	300
	62734 - MINOR EQUIPMENT	0	0	100	94	100	0	100	100
	62735 - BUILDING MAINT. SUPPLIES	81	17	98	81	100	0	100	100
	62736 - GROUNDS MAINT SUPPLIES	0	56	200	189	200	0	200	200
	62737 - JANITORIAL SUPPLIES	0	54	100	77	100	0	100	100

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<b>08003 - MARTEL COURT PUMPING STN</b>	65102 - INTEREST ON BONDED DEBT	20,221	17,821	16,522	16,522	14,122	0	14,122	14,122
	66201 - DEPRECIATION - BUILDINGS	3,046	3,046	3,200	3,200	3,100	0	3,100	3,100
	66203 - DEPRECIATION - MACH/EQUIP	8,261	81,651	90,101	90,101	84,000	0	84,000	84,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>122,309</b>	<b>182,973</b>	<b>208,730</b>	<b>190,803</b>	<b>194,493</b>	<b>0</b>	<b>194,493</b>	<b>194,493</b>
	<b>08003 - MARTEL COURT PUMPING STN Total</b>	<b>154,764</b>	<b>217,020</b>	<b>255,863</b>	<b>237,927</b>	<b>230,343</b>	<b>0</b>	<b>230,343</b>	<b>230,343</b>
<b>08004 - LABORATORY - SEWER</b>	61303 - SUPERVISORY PERSONNEL	36,215	37,090	37,853	37,001	37,707	0	37,707	37,707
	61304 - GENERAL PERSONNEL	67,286	68,939	72,610	67,987	70,677	0	70,677	70,677
	61501 - REGULAR OVERTIME	348	409	425	1,051	425	0	425	425
	61701 - HEALTH INSURANCE	27,709	28,491	28,797	27,420	26,910	0	26,910	26,910
	61702 - DENTAL INSURANCE	1,696	1,893	1,887	1,657	1,604	0	1,604	1,604
	61703 - RETIREMENT CONTRIBUTIONS	11,196	11,889	12,386	11,918	12,382	0	12,382	12,382
	61704 - SOCIAL SECURITY	7,683	7,867	8,484	7,925	8,324	0	8,324	8,324
	61705 - WORKERS COMPENSATION	709	48	1,751	1,691	2,163	0	2,163	2,163
	<b>61000 - PERSONNEL SERVICES</b>	<b>152,841</b>	<b>156,627</b>	<b>164,192</b>	<b>156,650</b>	<b>160,191</b>	<b>0</b>	<b>160,191</b>	<b>160,191</b>
	62120 - LABORATORY SERVICES	6,438	10,015	12,600	12,500	12,600	0	12,600	12,600
	62205 - PC REPLACEMENT CHARGE	385	386	321	321	0	0	0	0
	62206 - PW FLEET CHARGE	3,333	3,361	3,432	3,432	3,651	0	3,651	3,651
	62306 - SOFTWARE MAINTENANCE	0	0	0	0	907	0	907	907
	62311 - EQUIPMENT MAINTENANCE	9,125	13,519	13,321	12,000	12,000	0	12,000	12,000
	62435 - TRAINING	248	2,367	2,000	2,100	2,100	0	2,100	2,100
	62438 - LICENSES & CERTIFICATIONS	78	100	100	100	100	0	100	100
	62448 - HAULING AND DISPOSAL	1,341	0	600	0	600	0	600	600
	62701 - OFFICE SUPPLIES	495	603	350	350	350	0	350	350
	62734 - MINOR EQUIPMENT	0	3,150	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	9,297	7,367	12,000	12,000	12,000	0	12,000	12,000
	62762 - LICENSES & PERMITS	814	654	1,000	850	1,000	0	1,000	1,000
	62764 - CHEMICALS	10,381	11,786	11,330	11,200	11,330	0	11,330	11,330
	<b>62000 - OPERATING EXPENDITURES</b>	<b>41,934</b>	<b>53,309</b>	<b>57,054</b>	<b>54,853</b>	<b>56,638</b>	<b>0</b>	<b>56,638</b>	<b>56,638</b>
<b>08004 - LABORATORY - SEWER Total</b>	<b>194,775</b>	<b>209,937</b>	<b>221,246</b>	<b>211,503</b>	<b>216,829</b>	<b>0</b>	<b>216,829</b>	<b>216,829</b>	
<b>08005 - SEWER SYSTEM MAINTENANCE</b>	61303 - SUPERVISORY PERSONNEL	16,657	17,061	17,410	17,069	17,343	0	17,343	17,343
	61304 - GENERAL PERSONNEL	7,676	10,460	29,509	29,509	30,987	0	30,987	30,987
	61501 - REGULAR OVERTIME	754	2,338	2,200	19,960	2,200	0	2,200	2,200
	61508 - SUPERVISORY OVERTIME	851	851	1,850	1,850	1,850	0	1,850	1,850
	61602 - STAND-BY PAY	6,830	3,726	7,840	7,840	7,840	0	7,840	7,840
	61701 - HEALTH INSURANCE	14,218	16,987	17,683	17,683	19,742	0	19,742	19,742
	61702 - DENTAL INSURANCE	973	1,283	1,278	1,278	1,280	0	1,280	1,280
	61703 - RETIREMENT CONTRIBUTIONS	3,532	3,846	5,241	5,203	6,853	0	6,853	6,853
	61704 - SOCIAL SECURITY	2,494	2,588	3,589	3,563	4,607	0	4,607	4,607
	61705 - WORKERS COMPENSATION	133	9	437	436	968	0	968	968
	61901 - RECRUITMENT	0	80	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>54,116</b>	<b>59,229</b>	<b>87,037</b>	<b>104,391</b>	<b>93,670</b>	<b>0</b>	<b>93,670</b>	<b>93,670</b>
	62175 - OTHER SERVICES	679	0	0	0	0	0	0	0
	62205 - PC REPLACEMENT CHARGE	411	411	408	408	1,144	0	1,144	1,144
	62206 - PW FLEET CHARGE	6,218	6,938	7,206	7,206	10,148	0	10,148	10,148
	62306 - SOFTWARE MAINTENANCE	1,783	1,819	1,857	1,857	2,267	0	2,267	2,267
	62310 - SAFETY PROGRAM MAINT.	4,724	1,995	3,668	3,549	3,668	0	3,668	3,668
	62311 - EQUIPMENT MAINTENANCE	17,414	13,384	18,538	16,993	17,214	0	17,214	17,214
	62350 - BUILDING MAINTENANCE	2,136	4,464	7,654	7,597	7,654	0	7,654	7,654
	62375 - PERMITS	0	0	480	480	480	0	480	480
62435 - TRAINING	620	863	2,500	2,325	2,500	0	2,500	2,500	

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<b>08005 - SEWER SYSTEM MAINTENANCE</b>	62436 - MEETINGS & DUES	215	352	200	200	200	0	200	200
	62503 - ELECTRICITY	5,987	5,960	6,359	6,137	6,137	0	6,137	6,137
	62504 - HEATING FUEL	714	1,689	770	763	770	0	770	770
	62510 - TELEPHONE	1,205	1,262	940	1,131	940	0	940	940
	62604 - EQUIPMENT RENTAL	319	0	500	250	500	0	500	500
	62701 - OFFICE SUPPLIES	80	208	425	417	425	0	425	425
	62733 - TOOLS	658	1,018	750	739	750	0	750	750
	62734 - MINOR EQUIPMENT	0	0	100	235	100	0	100	100
	62735 - BUILDING MAINT. SUPPLIES	67	181	200	189	200	0	200	200
	62736 - GROUNDS MAINT SUPPLIES	0	0	100	93	100	0	100	100
	<b>62000 - OPERATING EXPENDITURES</b>	<b>43,230</b>	<b>40,543</b>	<b>52,655</b>	<b>50,569</b>	<b>55,197</b>	<b>0</b>	<b>55,197</b>	<b>55,197</b>
	<b>08005 - SEWER SYSTEM MAINTENANCE Total</b>	<b>97,346</b>	<b>99,772</b>	<b>139,692</b>	<b>154,960</b>	<b>148,867</b>	<b>0</b>	<b>148,867</b>	<b>148,867</b>
<b>08006 - WASTEWATER TREATMENT</b>	61303 - SUPERVISORY PERSONNEL	114,785	113,160	113,650	111,421	113,211	0	113,211	113,211
	61304 - GENERAL PERSONNEL	284,123	296,522	307,395	292,987	315,107	0	315,107	315,107
	61501 - REGULAR OVERTIME	34,395	31,694	30,204	28,600	30,204	0	30,204	30,204
	61502 - DOUBLE OVERTIME	1,165	402	907	0	910	0	910	910
	61508 - SUPERVISORY OVERTIME	1,998	1,998	999	999	999	0	999	999
	61602 - STAND-BY PAY	16,310	14,750	12,775	12,775	12,775	0	12,775	12,775
	61701 - HEALTH INSURANCE	139,329	129,337	149,691	135,673	168,428	0	168,428	168,428
	61702 - DENTAL INSURANCE	9,235	10,248	10,965	84,370	9,937	0	9,937	9,937
	61703 - RETIREMENT CONTRIBUTIONS	48,759	51,218	52,045	49,208	53,581	0	53,581	53,581
	61704 - SOCIAL SECURITY	34,219	34,494	35,643	32,922	36,200	0	36,200	36,200
	61705 - WORKERS COMPENSATION	1,654	112	4,028	3,776	7,408	0	7,408	7,408
	<b>61000 - PERSONNEL SERVICES</b>	<b>685,971</b>	<b>683,936</b>	<b>718,302</b>	<b>752,731</b>	<b>748,761</b>	<b>0</b>	<b>748,761</b>	<b>748,761</b>
	62102 - PROFESSIONAL SERVICES	23,215	2,540	0	0	0	0	0	0
	62103 - TECHNICAL SERVICES	2,488	9,539	8,675	8,675	8,675	0	8,675	8,675
	62120 - LABORATORY SERVICES	381	707	500	500	500	0	500	500
	62176 - CITY ADMIN CHARGE	326,370	302,429	355,361	355,361	380,809	0	380,809	380,809
	62201 - JANITORIAL	0	4,881	7,055	6,500	6,500	0	6,500	6,500
	62205 - PC REPLACEMENT CHARGE	1,009	1,009	756	756	1,166	0	1,166	1,166
	62206 - PW FLEET CHARGE	17,556	18,323	19,458	19,458	20,226	0	20,226	20,226
	62306 - SOFTWARE MAINTENANCE	1,058	8,251	5,452	5,452	6,620	0	6,620	6,620
	62310 - SAFETY PROGRAM MAINT.	3,853	2,436	4,025	4,025	4,025	0	4,025	4,025
	62311 - EQUIPMENT MAINTENANCE	91,596	101,325	148,998	89,836	110,100	0	110,100	110,100
	62316 - ESCO MAINTENANCE	1,524	2,652	2,763	2,763	2,763	0	2,763	2,763
	62350 - BUILDING MAINTENANCE	9,003	15,025	19,549	13,339	13,450	0	13,450	13,450
	62371 - RIVER GAUGE STATION MAINT	7,650	7,790	19,465	11,175	11,175	0	11,175	11,175
	62375 - PERMITS	0	39	240	240	0	0	0	0
	62430 - TRAVEL	647	632	683	425	683	0	683	683
	62435 - TRAINING	1,678	1,265	1,612	1,612	1,612	0	1,612	1,612
	62436 - MEETINGS & DUES	592	354	885	529	885	0	885	885
	62438 - LICENSES & CERTIFICATIONS	100	150	200	200	200	0	200	200
	62448 - HAULING AND DISPOSAL	521,436	527,869	517,436	494,421	484,707	0	484,707	484,707
	62501 - WATER	10,112	9,431	9,021	6,735	9,021	0	9,021	9,021
	62502 - SEWER	2,460	0	2,500	2,500	2,500	0	2,500	2,500
	62503 - ELECTRICITY	262,443	219,226	234,071	173,327	228,223	0	228,223	228,223
	62504 - HEATING FUEL	74,261	43,907	53,503	52,696	53,503	0	53,503	53,503
	62510 - TELEPHONE	4,641	4,604	5,073	4,511	5,073	0	5,073	5,073
62512 - INDUSTRIAL PRE-TREATMENT	2,619	2,674	5,401	5,401	5,401	0	5,401	5,401	
62601 - LAND RENTAL	144,460	146,772	148,240	148,240	150,315	0	150,315	150,315	

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<b>08006 - WASTEWATER TREATMENT</b>	62701 - OFFICE SUPPLIES	1,468	1,381	995	995	995	0	995	995
	62734 - MINOR EQUIPMENT	9,303	8,211	4,750	4,750	4,750	0	4,750	4,750
	62735 - BUILDING MAINT. SUPPLIES	1,582	1,366	3,500	3,345	3,500	0	3,500	3,500
	62736 - GROUNDS MAINT SUPPLIES	0	271	500	489	500	0	500	500
	62737 - JANITORIAL SUPPLIES	132	264	250	241	250	0	250	250
	62744 - MINOR COMPUTER EQUIPMENT	0	37	0	88	0	0	0	0
	62755 - UNIFORMS	4,346	4,077	4,820	4,445	4,820	0	4,820	4,820
	62760 - OPERATING SUPPLIES	6,866	5,860	13,637	2,200	2,200	0	2,200	2,200
	62761 - SOFTWARE	0	4,005	0	0	0	0	0	0
	62762 - LICENSES & PERMITS	8	0	0	0	0	0	0	0
	62764 - CHEMICALS	376,681	344,223	286,322	314,080	296,322	0	296,322	296,322
	63403 - FURNITURE & FIXTURE ACQ	0	1,613	0	0	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	5,399	4,490	2,750	2,750	3,598	0	3,598	3,598
	65202 - INTEREST ON NOTES PAYABLE	0	136,350	106,680	106,680	94,129	0	94,129	94,129
	66201 - DEPRECIATION - BUILDINGS	194,659	283,789	199,000	199,000	295,000	0	295,000	295,000
	66202 - DEPRECIATION - OTHER IMPR	338	169	400	400	150	0	150	150
	66203 - DEPRECIATION - MACH/EQUIP	131,219	262,437	590,650	590,650	450,000	0	450,000	450,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>2,243,151</b>	<b>2,492,375</b>	<b>2,785,176</b>	<b>2,638,790</b>	<b>2,664,346</b>	<b>0</b>	<b>2,664,346</b>	<b>2,664,346</b>
	<b>08006 - WASTEWATER TREATMENT Total</b>	<b>2,929,123</b>	<b>3,176,312</b>	<b>3,503,478</b>	<b>3,391,521</b>	<b>3,413,107</b>	<b>0</b>	<b>3,413,107</b>	<b>3,413,107</b>
	<b>Total</b>	<b>5,114,529</b>	<b>5,550,673</b>	<b>5,785,242</b>	<b>5,570,631</b>	<b>5,659,564</b>	<b>0</b>	<b>5,659,564</b>	<b>5,659,564</b>



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<b>05000 - WATER ADMINISTRATION</b>	61303 - SUPERVISORY PERSONNEL	10,940	11,204	11,435	11,388	11,391	0	11,391	11,391
	61304 - GENERAL PERSONNEL	68,370	64,878	79,028	38,007	72,107	0	72,107	72,107
	61305 - ADMINISTRATIVE PERSONNEL	2,629	4,251	4,532	4,305	4,811	0	4,811	4,811
	61401 - TEMPORARY PERSONNEL	0	0	0	5,871	0	0	0	0
	61501 - REGULAR OVERTIME	275	41	0	100	0	0	0	0
	61602 - STAND-BY PAY	6,636	6,795	6,388	6,388	6,388	0	6,388	6,388
	61609 - STIPEND	4,176	4,174	4,160	4,160	4,160	0	4,160	4,160
	61701 - HEALTH INSURANCE	31,642	23,145	24,273	12,436	21,905	0	21,905	21,905
	61702 - DENTAL INSURANCE	2,411	2,095	2,160	1,083	1,573	0	1,573	1,573
	61703 - RETIREMENT CONTRIBUTIONS	10,029	10,572	12,214	7,063	11,220	0	11,220	11,220
	61704 - SOCIAL SECURITY	6,875	6,970	8,392	5,206	7,563	0	7,563	7,563
	61705 - WORKERS COMPENSATION	901	57	2,244	1,244	2,495	0	2,495	2,495
	61715 - RETIREMENT BENEFITS	15,527	-22,158	0	0	0	0	0	0
	61901 - RECRUITMENT	0	112	0	0	0	0	0	0
	<b>61000 - PERSONNEL SERVICES</b>	<b>160,411</b>	<b>112,135</b>	<b>154,826</b>	<b>97,251</b>	<b>143,614</b>	<b>0</b>	<b>143,614</b>	<b>143,614</b>
	62103 - TECHNICAL SERVICES	47	0	0	0	0	0	0	0
	62120 - LABORATORY SERVICES	210	772	450	200	450	0	450	450
	62176 - CITY ADMIN CHARGE	440,052	460,507	435,357	435,537	457,527	0	457,527	457,527
	62205 - PC REPLACEMENT CHARGE	737	737	608	608	1,488	0	1,488	1,488
	62208 - TAXES	83,600	75,696	82,369	78,307	79,000	0	79,000	79,000
	62306 - SOFTWARE MAINTENANCE	9,102	7,890	9,102	9,100	8,100	0	8,100	8,100
	62310 - SAFETY PROGRAM MAINT.	821	2,645	1,500	1,500	1,500	0	1,500	1,500
	62316 - ESCO MAINTENANCE	1,524	2,652	2,674	2,674	2,674	0	2,674	2,674
	62430 - TRAVEL	312	770	420	340	340	0	340	340
	62435 - TRAINING	1,690	1,027	4,100	3,000	3,000	0	3,000	3,000
	62436 - MEETINGS & DUES	3,398	1,325	4,837	3,045	2,890	0	2,890	2,890
	62438 - LICENSES & CERTIFICATIONS	0	350	450	100	450	0	450	450
	62447 - PUBLIC AWARENESS	6,723	14,240	9,852	9,800	6,630	0	6,630	6,630
	62510 - TELEPHONE	2,923	2,659	2,639	3,290	3,290	0	3,290	3,290
	62602 - OFFICE SPACE RENTAL	67,337	68,414	69,098	69,098	70,066	0	70,066	70,066
	62604 - EQUIPMENT RENTAL	145	0	2,250	2,000	1,000	0	1,000	1,000
	62701 - OFFICE SUPPLIES	812	1,689	875	875	875	0	875	875
	62733 - TOOLS	3,159	3,054	2,325	2,973	2,325	0	2,325	2,325
	62734 - MINOR EQUIPMENT	1,662	0	0	0	0	0	0	0
	62755 - UNIFORMS	2,488	4,328	2,850	2,150	2,150	0	2,150	2,150
	62760 - OPERATING SUPPLIES	200	0	0	126	0	0	0	0
	65102 - INTEREST ON BONDED DEBT	20,124	15,062	20,887	20,887	31,269	0	31,269	31,269
	65202 - INTEREST ON NOTES PAYABLE	27,073	12,075	17,400	17,400	14,639	0	14,639	14,639
	66104 - LOSS ON FIXED ASSETS	15,216	4,022	0	0	0	0	0	0
	66201 - DEPRECIATION - BUILDINGS	26,810	25,760	27,000	27,000	27,000	0	27,000	27,000
	66202 - DEPRECIATION - OTHER IMPR	577,654	627,327	580,000	580,000	640,000	0	640,000	640,000
	66203 - DEPRECIATION - MACH/EQUIP	80,340	80,421	81,000	81,000	81,000	0	81,000	81,000
	68011 - CAPITAL PROJECT TRANSFER	0	5,000	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,374,159</b>	<b>1,418,423</b>	<b>1,358,043</b>	<b>1,351,010</b>	<b>1,437,663</b>	<b>0</b>	<b>1,437,663</b>	<b>1,437,663</b>	
<b>05000 - WATER ADMINISTRATION Total</b>	<b>1,534,571</b>	<b>1,530,558</b>	<b>1,512,869</b>	<b>1,448,261</b>	<b>1,581,277</b>	<b>0</b>	<b>1,581,277</b>	<b>1,581,277</b>	
<b>05001 - WATER MAIN/TRENCH REPAIRS</b>	61304 - GENERAL PERSONNEL	46,696	60,584	63,155	57,321	61,563	0	61,563	61,563
	61501 - REGULAR OVERTIME	11,043	11,938	11,807	13,607	12,276	0	12,276	12,276

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<b>05001 - WATER MAIN/TRENCH REPAIRS</b>	61701 - HEALTH INSURANCE	15,918	16,523	22,684	12,673	19,779	0	19,779	19,779
	61702 - DENTAL INSURANCE	1,076	1,249	1,602	639	1,138	0	1,138	1,138
	61703 - RETIREMENT CONTRIBUTIONS	6,224	7,926	7,388	7,871	7,647	0	7,647	7,647
	61704 - SOCIAL SECURITY	4,270	5,299	5,734	5,217	5,649	0	5,649	5,649
	61705 - WORKERS COMPENSATION	345	28	1,074	995	1,709	0	1,709	1,709
	<b>61000 - PERSONNEL SERVICES</b>	<b>85,573</b>	<b>103,546</b>	<b>113,444</b>	<b>98,323</b>	<b>109,761</b>	<b>0</b>	<b>109,761</b>	<b>109,761</b>
	62206 - PW FLEET CHARGE	38,125	38,322	44,249	44,249	45,156	0	45,156	45,156
	62310 - SAFETY PROGRAM MAINT.	212	0	0	0	0	0	0	0
	62331 - ROAD AND STREET MAINT.	10,360	4,420	13,742	13,742	10,000	0	10,000	10,000
	62733 - TOOLS	0	191	0	0	0	0	0	0
	62760 - OPERATING SUPPLIES	40,431	45,310	58,559	45,300	38,000	0	38,000	38,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>89,128</b>	<b>88,242</b>	<b>116,550</b>	<b>103,291</b>	<b>93,156</b>	<b>0</b>	<b>93,156</b>	<b>93,156</b>
	<b>05001 - WATER MAIN/TRENCH REPAIRS Total</b>	<b>174,701</b>	<b>191,789</b>	<b>229,994</b>	<b>201,614</b>	<b>202,917</b>	<b>0</b>	<b>202,917</b>	<b>202,917</b>
<b>05002 - WATER SUPPLY</b>	61304 - GENERAL PERSONNEL	6,770	1,890	18,495	18,495	18,064	0	18,064	18,064
	61501 - REGULAR OVERTIME	1,570	1,314	1,070	1,102	1,070	0	1,070	1,070
	61701 - HEALTH INSURANCE	6,188	4,953	6,682	3,861	5,887	0	5,887	5,887
	61702 - DENTAL INSURANCE	418	374	473	200	341	0	341	341
	61703 - RETIREMENT CONTRIBUTIONS	901	344	1,910	214	1,966	0	1,966	1,966
	61704 - SOCIAL SECURITY	622	237	1,497	145	1,464	0	1,464	1,464
	61705 - WORKERS COMPENSATION	52	1	287	31	452	0	452	452
	<b>61000 - PERSONNEL SERVICES</b>	<b>16,520</b>	<b>9,113</b>	<b>30,414</b>	<b>24,048</b>	<b>29,244</b>	<b>0</b>	<b>29,244</b>	<b>29,244</b>
	62121 - MONITORING/INSPECTIONS	0	0	4,800	4,800	4,800	0	4,800	4,800
	62206 - PW FLEET CHARGE	19,891	19,993	23,085	23,085	23,558	0	23,558	23,558
	62311 - EQUIPMENT MAINTENANCE	37	0	0	0	0	0	0	0
	62313 - REPAIRS & MAINTENANCE	25	0	0	-1,713	0	0	0	0
	62314 - SYSTEMS MAINTENANCE	3,000	2,850	4,990	4,533	4,990	0	4,990	4,990
	62375 - PERMITS	0	300	0	0	0	0	0	0
	62503 - ELECTRICITY	83,571	89,012	78,102	97,440	78,102	0	78,102	78,102
	62504 - HEATING FUEL	4,318	2,431	2,870	2,956	2,870	0	2,870	2,870
	62760 - OPERATING SUPPLIES	10,066	4,548	7,210	7,944	7,210	0	7,210	7,210
	62762 - LICENSES & PERMITS	300	3,000	3,300	3,000	3,000	0	3,000	3,000
	62764 - CHEMICALS	7,693	13,604	16,542	29,191	16,542	0	16,542	16,542
	<b>62000 - OPERATING EXPENDITURES</b>	<b>128,900</b>	<b>135,739</b>	<b>140,899</b>	<b>171,236</b>	<b>141,072</b>	<b>0</b>	<b>141,072</b>	<b>141,072</b>
<b>05002 - WATER SUPPLY Total</b>	<b>145,421</b>	<b>144,852</b>	<b>171,313</b>	<b>195,284</b>	<b>170,316</b>	<b>0</b>	<b>170,316</b>	<b>170,316</b>	
<b>05003 - WATER HYDRANTS</b>	61304 - GENERAL PERSONNEL	48,128	19,102	37,768	35,764	36,944	0	36,944	36,944
	61501 - REGULAR OVERTIME	9,156	3,896	4,007	2,596	3,560	0	3,560	3,560
	61701 - HEALTH INSURANCE	8,953	10,108	13,489	8,185	11,740	0	11,740	11,740
	61702 - DENTAL INSURANCE	605	765	966	429	686	0	686	686
	61703 - RETIREMENT CONTRIBUTIONS	6,173	2,426	4,076	4,062	4,156	0	4,156	4,156
	61704 - SOCIAL SECURITY	4,203	1,692	2,889	2,833	3,099	0	3,099	3,099
	61705 - WORKERS COMPENSATION	394	13	575	671	959	0	959	959
	<b>61000 - PERSONNEL SERVICES</b>	<b>77,612</b>	<b>38,002</b>	<b>63,770</b>	<b>54,540</b>	<b>61,143</b>	<b>0</b>	<b>61,143</b>	<b>61,143</b>
	62206 - PW FLEET CHARGE	24,864	24,991	28,857	28,857	29,448	0	29,448	29,448
	62760 - OPERATING SUPPLIES	51,386	26,717	42,540	42,500	25,240	0	25,240	25,240
	<b>62000 - OPERATING EXPENDITURES</b>	<b>76,250</b>	<b>51,708</b>	<b>71,397</b>	<b>71,357</b>	<b>54,688</b>	<b>0</b>	<b>54,688</b>	<b>54,688</b>
	<b>05003 - WATER HYDRANTS Total</b>	<b>153,862</b>	<b>89,710</b>	<b>135,167</b>	<b>125,897</b>	<b>115,831</b>	<b>0</b>	<b>115,831</b>	<b>115,831</b>
	<b>05004 - WATER METERS</b>	61304 - GENERAL PERSONNEL	134,119	136,067	142,532	0	145,056	0	145,056
61501 - REGULAR OVERTIME		3,163	5,398	2,998	0	3,275	0	3,275	3,275
61701 - HEALTH INSURANCE		62,110	63,547	64,692	0	68,175	0	68,175	68,175
61702 - DENTAL INSURANCE		4,060	4,529	4,523	0	4,198	0	4,198	4,198

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<b>05004 - WATER METERS</b>	61703 - RETIREMENT CONTRIBUTIONS	14,826	15,857	16,256	0	16,880	0	16,880	16,880
	61704 - SOCIAL SECURITY	10,379	10,648	11,133	0	11,348	0	11,348	11,348
	61705 - WORKERS COMPENSATION	567	37	1,409	0	2,587	0	2,587	2,587
	<b>61000 - PERSONNEL SERVICES</b>	<b>229,225</b>	<b>236,084</b>	<b>243,543</b>	<b>0</b>	<b>251,519</b>	<b>0</b>	<b>251,519</b>	<b>251,519</b>
	62120 - LABORATORY SERVICES	105	0	0	0	0	0	0	0
	62206 - PW FLEET CHARGE	26,689	26,893	27,444	0	29,200	0	29,200	29,200
	62306 - SOFTWARE MAINTENANCE	0	0	750	450	450	0	450	450
	62733 - TOOLS	217	1,060	850	450	450	0	450	450
	62760 - OPERATING SUPPLIES	106,009	124,896	133,012	133,012	100,375	0	100,375	100,375
	<b>62000 - OPERATING EXPENDITURES</b>	<b>133,020</b>	<b>152,850</b>	<b>162,056</b>	<b>133,912</b>	<b>130,475</b>	<b>0</b>	<b>130,475</b>	<b>130,475</b>
	<b>05004 - WATER METERS Total</b>	<b>362,245</b>	<b>388,933</b>	<b>405,599</b>	<b>133,912</b>	<b>381,994</b>	<b>0</b>	<b>381,994</b>	<b>381,994</b>
<b>05005 - WATER SERVICES</b>	61304 - GENERAL PERSONNEL	21,280	19,235	10,313	15,949	9,951	0	9,951	9,951
	61501 - REGULAR OVERTIME	2,220	1,562	2,050	2,486	2,486	0	2,486	2,486
	61701 - HEALTH INSURANCE	1,521	2,371	3,592	1,641	2,960	0	2,960	2,960
	61702 - DENTAL INSURANCE	102	179	250	68	163	0	163	163
	61703 - RETIREMENT CONTRIBUTIONS	2,532	2,101	1,184	2,003	1,264	0	1,264	1,264
	61704 - SOCIAL SECURITY	1,746	1,543	946	1,375	951	0	951	951
	61705 - WORKERS COMPENSATION	134	8	189	258	301	0	301	301
	<b>61000 - PERSONNEL SERVICES</b>	<b>29,535</b>	<b>26,999</b>	<b>18,524</b>	<b>23,780</b>	<b>18,076</b>	<b>0</b>	<b>18,076</b>	<b>18,076</b>
	62206 - PW FLEET CHARGE	14,918	14,995	17,314	17,314	17,669	0	17,669	17,669
	62430 - TRAVEL	11	0	0	0	0	0	0	0
	62740 - OTHER MAINT. SUPPLIES	0	0	0	11,654	0	0	0	0
	62760 - OPERATING SUPPLIES	10,141	13,019	10,500	0	8,000	0	8,000	8,000
	<b>62000 - OPERATING EXPENDITURES</b>	<b>25,069</b>	<b>28,014</b>	<b>27,814</b>	<b>28,968</b>	<b>25,669</b>	<b>0</b>	<b>25,669</b>	<b>25,669</b>
	<b>05005 - WATER SERVICES Total</b>	<b>54,604</b>	<b>55,013</b>	<b>46,338</b>	<b>52,748</b>	<b>43,745</b>	<b>0</b>	<b>43,745</b>	<b>43,745</b>
<b>05006 - WATER TREATMENT FACILITY</b>	61303 - SUPERVISORY PERSONNEL	63,472	70,415	78,765	77,200	78,461	0	78,461	78,461
	61304 - GENERAL PERSONNEL	76,698	69,216	74,009	0	70,883	0	70,883	70,883
	61501 - REGULAR OVERTIME	10,434	7,228	10,741	6,794	9,640	0	9,640	9,640
	61602 - STAND-BY PAY	12,964	13,167	12,775	12,775	12,775	0	12,775	12,775
	61609 - STIPEND	2,635	0	0	0	0	0	0	0
	61701 - HEALTH INSURANCE	37,364	39,751	43,401	30,234	41,470	0	41,470	41,470
	61702 - DENTAL INSURANCE	1,895	2,338	2,529	1,672	2,190	0	2,190	2,190
	61703 - RETIREMENT CONTRIBUTIONS	17,898	17,832	19,692	16,155	19,546	0	19,546	19,546
	61704 - SOCIAL SECURITY	12,462	11,950	13,486	10,906	13,140	0	13,140	13,140
	61705 - WORKERS COMPENSATION	660	41	1,682	1,358	2,970	0	2,970	2,970
	<b>61000 - PERSONNEL SERVICES</b>	<b>236,482</b>	<b>231,937</b>	<b>257,079</b>	<b>157,094</b>	<b>251,074</b>	<b>0</b>	<b>251,074</b>	<b>251,074</b>
	62000 - OPERATING EXPENDITURE	0	0	0	1,358	0	0	0	0
	62102 - PROFESSIONAL SERVICES	0	3,000	0	0	0	0	0	0
	62103 - TECHNICAL SERVICES	9,479	1,714	13,590	18,740	13,590	0	13,590	13,590
	62120 - LABORATORY SERVICES	0	0	100	115	100	0	100	100
	62205 - PC REPLACEMENT CHARGE	1,079	1,179	1,250	1,250	1,236	0	1,236	1,236
	62206 - PW FLEET CHARGE	9,864	15,722	16,164	16,164	17,772	0	17,772	17,772
	62305 - COPIER MAINTENANCE	1,184	1,283	1,234	1,286	1,234	0	1,234	1,234
	62306 - SOFTWARE MAINTENANCE	2,122	8,251	5,148	5,148	5,714	0	5,714	5,714
	62310 - SAFETY PROGRAM MAINT.	2,853	1,585	2,389	2,086	2,086	0	2,086	2,086
	62311 - EQUIPMENT MAINTENANCE	58,681	42,790	80,633	51,898	51,928	0	51,928	51,928
	62316 - ESCO MAINTENANCE	359	2,652	2,763	2,763	2,791	0	2,791	2,791
	62350 - BUILDING MAINTENANCE	4,220	10,902	9,784	7,780	9,784	0	9,784	9,784
	62375 - PERMITS	250	150	150	150	150	0	150	150
	62430 - TRAVEL	166	105	308	63	157	0	157	157

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<b>05006 - WATER TREATMENT FACILITY</b>	62435 - TRAINING	263	487	1,577	1,771	1,577	0	1,577	1,577	
	62438 - LICENSES & CERTIFICATIONS	0	400	100	100	650	0	650	650	
	62501 - WATER	437	606	695	513	580	0	580	580	
	62502 - SEWER	137,621	193,692	159,850	110,288	159,850	0	159,850	159,850	
	62503 - ELECTRICITY	18,664	14,996	12,600	20,436	15,326	0	15,326	15,326	
	62504 - HEATING FUEL	13,236	6,087	8,588	6,847	8,588	0	8,588	8,588	
	62510 - TELEPHONE	3,298	3,048	2,870	3,108	2,870	0	2,870	2,870	
	62512 - INDUSTRIAL PRE-TREATMENT	176	166	360	360	360	0	360	360	
	62604 - EQUIPMENT RENTAL	0	99	0	0	0	0	0	0	
	62701 - OFFICE SUPPLIES	450	663	350	432	350	0	350	350	
	62710 - POSTAGE	89	0	0	0	0	0	0	0	
	62733 - TOOLS	278	163	250	250	250	0	250	250	
	62734 - MINOR EQUIPMENT	15,976	15,522	0	2,975	0	0	0	0	
	62735 - BUILDING MAINT. SUPPLIES	507	591	494	584	494	0	494	494	
	62736 - GROUNDS MAINT SUPPLIES	0	0	200	200	200	0	200	200	
	62737 - JANITORIAL SUPPLIES	0	65	100	100	100	0	100	100	
	62755 - UNIFORMS	1,874	1,663	1,943	1,719	1,850	0	1,850	1,850	
	62764 - CHEMICALS	117,265	84,996	157,630	56,106	126,750	0	126,750	126,750	
	66102 - CAPITALIZED EXPENDITURES	0	-6,248	0	0	0	0	0	0	
	66201 - DEPRECIATION - BUILDINGS	84,018	89,568	84,100	84,100	90,000	0	90,000	90,000	
	66202 - DEPRECIATION - OTHER IMPR	1,641	0	4,000	4,000	1,000	0	1,000	1,000	
	66203 - DEPRECIATION - MACH/EQUIP	114,334	121,830	118,000	118,000	125,000	0	125,000	125,000	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>600,382</b>	<b>617,729</b>	<b>687,220</b>	<b>520,690</b>	<b>642,337</b>	<b>0</b>	<b>642,337</b>	<b>642,337</b>	
<b>05006 - WATER TREATMENT FACILITY Total</b>	<b>836,865</b>	<b>849,666</b>	<b>944,299</b>	<b>677,784</b>	<b>893,411</b>	<b>0</b>	<b>893,411</b>	<b>893,411</b>		
<b>05007 - LABORATORY - WATER</b>	61303 - SUPERVISORY PERSONNEL	36,214	37,090	37,853	0	37,707	0	37,707	37,707	
	61304 - GENERAL PERSONNEL	49,968	51,189	53,351	0	52,331	0	52,331	52,331	
	61501 - REGULAR OVERTIME	171	201	197	0	0	0	0	0	
	61701 - HEALTH INSURANCE	22,546	23,148	23,414	0	21,305	0	21,305	21,305	
	61702 - DENTAL INSURANCE	1,404	1,567	1,562	0	1,294	0	1,294	1,294	
	61703 - RETIREMENT CONTRIBUTIONS	9,310	9,883	10,210	0	10,246	0	10,246	10,246	
	61704 - SOCIAL SECURITY	6,384	6,529	6,992	0	6,888	0	6,888	6,888	
	61705 - WORKERS COMPENSATION	503	33	1,235	0	1,570	0	1,570	1,570	
	<b>61000 - PERSONNEL SERVICES</b>	<b>126,500</b>	<b>129,640</b>	<b>134,814</b>	<b>0</b>	<b>131,342</b>	<b>0</b>	<b>131,342</b>	<b>131,342</b>	
	62120 - LABORATORY SERVICES	17,843	11,924	29,455	25,000	29,000	0	29,000	29,000	
	62121 - MONITORING/INSPECTIONS	5,068	25,626	35,150	29,000	30,000	0	30,000	30,000	
	62205 - PC REPLACEMENT CHARGE	771	386	321	321	1,052	0	1,052	1,052	
	62206 - PW FLEET CHARGE	3,333	3,361	3,432	3,432	3,651	0	3,651	3,651	
	62306 - SOFTWARE MAINTENANCE	0	0	0	0	907	0	907	907	
	62311 - EQUIPMENT MAINTENANCE	13,433	13,256	15,930	13,900	13,900	0	13,900	13,900	
	62435 - TRAINING	253	1,467	2,000	2,100	2,000	0	2,000	2,000	
	62438 - LICENSES & CERTIFICATIONS	235	0	450	200	450	0	450	450	
	62448 - HAULING AND DISPOSAL	0	0	600	0	600	0	600	600	
	62701 - OFFICE SUPPLIES	345	197	200	200	300	0	300	300	
	62734 - MINOR EQUIPMENT	0	1,575	0	0	0	0	0	0	
	62760 - OPERATING SUPPLIES	5,382	6,548	6,200	6,200	6,200	0	6,200	6,200	
	62762 - LICENSES & PERMITS	2,090	990	2,000	2,000	2,000	0	2,000	2,000	
	62764 - CHEMICALS	7,100	7,834	9,419	9,000	9,419	0	9,419	9,419	
	<b>62000 - OPERATING EXPENDITURES</b>	<b>55,853</b>	<b>73,165</b>	<b>105,157</b>	<b>91,353</b>	<b>99,479</b>	<b>0</b>	<b>99,479</b>	<b>99,479</b>	
	<b>05007 - LABORATORY - WATER Total</b>	<b>182,353</b>	<b>202,805</b>	<b>239,970</b>	<b>91,353</b>	<b>230,821</b>	<b>0</b>	<b>230,821</b>	<b>230,821</b>	
	<b>05008 - WATER</b>	61303 - SUPERVISORY PERSONNEL	16,657	17,061	17,410	17,069	17,343	0	17,343	17,343

**City of Keene, New Hampshire  
Fiscal Year 2017 - 2018  
Expenditure Budget  
Fund Cost Center Detail**

Cost Center	Account	2014 - 2015 Actual	2015 - 2016 Actual	2016 -2017 Budget	2016 - 2017 Estimate	2017 - 2018 Department Base	2017 - 2018 Department Supplemental	2017 - 2018 Department Request	2017 - 2018 Manager Recommended
<b>05008 - WATER SYSTEM MAINTENANCE</b>	61304 - GENERAL PERSONNEL	34,478	19,728	35,832	35,832	37,627	0	37,627	37,627
	61501 - REGULAR OVERTIME	2,048	999	2,373	1,575	2,373	0	2,373	2,373
	61508 - SUPERVISORY OVERTIME	851	851	1,850	1,850	1,850	0	1,850	1,850
	61602 - STAND-BY PAY	2,540	3,777	4,585	4,585	4,585	0	4,585	4,585
	61701 - HEALTH INSURANCE	16,141	19,117	20,308	20,308	22,730	0	22,730	22,730
	61702 - DENTAL INSURANCE	1,103	1,442	1,465	1,465	1,475	0	1,475	1,475
	61703 - RETIREMENT CONTRIBUTIONS	6,090	4,758	5,947	5,909	7,258	0	7,258	7,258
	61704 - SOCIAL SECURITY	4,272	3,181	4,073	4,047	4,879	0	4,879	4,879
	61705 - WORKERS COMPENSATION	219	11	495	0	1,073	0	1,073	1,073
	<b>61000 - PERSONNEL SERVICES</b>	<b>84,399</b>	<b>70,925</b>	<b>94,338</b>	<b>92,640</b>	<b>101,192</b>	<b>0</b>	<b>101,192</b>	<b>101,192</b>
	62205 - PC REPLACEMENT CHARGE	412	412	408	408	0	0	0	0
	62206 - PW FLEET CHARGE	12,884	13,660	14,070	14,070	17,450	0	17,450	17,450
	62306 - SOFTWARE MAINTENANCE	1,783	1,819	1,855	1,855	2,267	0	2,267	2,267
	62311 - EQUIPMENT MAINTENANCE	13,421	25,017	11,471	13,626	11,471	0	11,471	11,471
	62317 - EQUIPMENT REPAIR	2,523	0	0	0	0	0	0	0
	62350 - BUILDING MAINTENANCE	1,781	1,695	1,440	1,397	1,440	0	1,440	1,440
	62435 - TRAINING	490	420	2,750	1,250	2,750	0	2,750	2,750
	62436 - MEETINGS & DUES	135	250	100	100	100	0	100	100
	62510 - TELEPHONE	566	616	930	919	930	0	930	930
	62733 - TOOLS	687	649	750	737	750	0	750	750
	62734 - MINOR EQUIPMENT	0	0	200	182	200	0	200	200
	62735 - BUILDING MAINT. SUPPLIES	0	0	500	491	500	0	500	500
	62736 - GROUNDS MAINT SUPPLIES	1,978	0	97	100	100	0	100	100
	<b>62000 - OPERATING EXPENDITURES</b>	<b>36,660</b>	<b>44,538</b>	<b>34,571</b>	<b>35,135</b>	<b>37,958</b>	<b>0</b>	<b>37,958</b>	<b>37,958</b>
	<b>05008 - WATER SYSTEM MAINTENANCE Total</b>	<b>121,059</b>	<b>115,463</b>	<b>128,909</b>	<b>127,775</b>	<b>139,150</b>	<b>0</b>	<b>139,150</b>	<b>139,150</b>
	<b>Total</b>	<b>3,565,679</b>	<b>3,568,789</b>	<b>3,814,459</b>	<b>3,054,628</b>	<b>3,759,461</b>	<b>0</b>	<b>3,759,461</b>	<b>3,759,461</b>

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**FY 2017: Reconciliation of Adopted Budget to Current Budget**

	Budget Book Amount	Budget Book Amount	Budget Process Changes	Budget Process Changes	Budget Process Changes	Budget Detail	Budget Resolution	Encumbrance Adjustment	Carryforward Adjustment	COLA Adjustment	Council Action	Revised Operating Budget	Total Budgeted Pentamontion
<b>Elected &amp; Appointed Officials</b>													
Mayor and City Council	140,286	2,588,346			53,594	181,468	2,641,940			1,110	4,273	186,851	186,851
Outside Agencies	239,000		41,182			253,000						253,000	253,000
Unclassified	62,124		6,484			68,608						68,608	68,608
Employee Benefits	677,354		(7,500)			669,854		4,237		(201,315)		472,776	472,776
Risk Management	295,471					295,471						295,471	295,471
City Manager	270,604		(132)			270,472				21,368		291,840	291,840
City Attorney	334,860		(163)			334,697				4,286		338,983	338,983
City Clerk	568,647		(277)			568,370		2,915		7,941	(4,273)	574,953	574,953
<b>Administrative Services</b>		8,323,182		(178,033)		8,145,149						444,964	444,963
Assessment	438,561		(214)			438,347				6,617		1,573,177	1,573,177
Finance	1,536,834		(1,470)			1,535,364		10,588		27,225		326,738	326,738
Human Resources	316,991		(154)			316,837			5,000	4,901		1,277,232	1,277,232
IMS	1,200,386		20,019			1,220,405		42,867		13,960		4,634,196	4,634,196
Debt Service	4,830,410		(196,214)			4,634,196						6,520,449	6,520,449
<b>Community Services</b>		18,701,235		127,504		18,828,739						716,643	716,642
Fire	6,516,499		(3,173)			6,513,326		800		6,324		1,380,275	1,380,274
Human Services	722,323		(9,352)			712,971				3,672		2,979,236	2,979,236
Library	1,359,929		(662)			1,359,267				21,008		7,243,688	7,243,688
Parks Rec & Facilities	2,908,214		(1,416)			2,906,798		53,269		19,169		122,948	122,948
Police	7,073,047		142,166			7,215,213		7,111		21,365		614,298	614,298
Youth Services	121,223		(59)			121,164				1,784		985,680	985,680
<b>Municipal Development Services</b>		6,294,688		(3,065)		6,291,623						511,117	511,117
Airport	600,980		(293)			600,687		1,316		10,295		4,294,940	4,294,940
Health & Code Enforcement	968,278		(471)			967,807				11,473		9,170,500	9,170,500
Planning	494,743		(241)			494,502				8,420		45,278,562	45,278,561
Public Works	4,230,667		(2,060)			4,228,627		20,689		10,624	401,804	3,638,000	3,638,000
Capital Projects	8,758,696					8,758,696						48,916,562	48,916,561
<b>Subtotal: General Fund (01)</b>	44,666,147	44,666,147	-	-	-	44,666,147	44,666,147	143,791	66,820	(0)	401,804	45,278,562	45,278,561
<b>Plus: Bonded Capital Projects (separate resolution)</b>	3,638,000	3,638,000				3,638,000	3,638,000					3,638,000	3,638,000
<b>Total: General Fund</b>	48,304,147	48,304,147	-	-	-	48,304,147	48,304,147	143,791	66,820	(0)	401,804	48,916,562	48,916,561
<b>Parking Meter Fund (14)</b>	2,276,163					2,276,163	2,276,163			5,512		2,281,675	2,281,675
<b>Water Fund (34)</b>	3,721,631					3,721,631	3,721,631	86,244		6,584		3,814,459	3,814,459
<b>Sewer Fund (32)</b>	5,704,278					5,704,278	5,704,278	71,563		9,402		5,785,242	5,785,242
<b>Equipment Fund (41)</b>	2,230,101					2,230,101	2,230,101	419		3,230		2,233,749	2,233,750
<b>Solid Waste Fund (18)</b>	4,499,245					4,499,245	4,499,245	5,173		1,765		4,506,182	4,506,182
<b>PC Replacement Fund (16)</b>	188,175					188,175	188,175	380				188,555	188,555
<b>Total: All Funds</b>	63,285,740	63,285,740	-	-	-	63,285,740	63,285,740	307,569	66,820	26,492	401,804	67,726,425	67,726,423

**City of Keene, New Hampshire**  
**Tax Increment Financing (TIF) Statement**

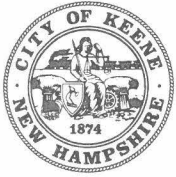
***Black Brook Corporate Park TIF District***

	Actual FY15/16	Actual FY16/17	Budget FY17/18
Assessments in District	34,508,700	34,508,700	32,103,750
LESS: original assessed value	(12,546,600)	(12,546,600)	(12,546,600)
Captured Assessed Value	21,962,100	21,962,100	21,962,100
Property Tax Rate	\$33.68	\$36.39	\$37.54
Tax Revenues Available to Fund District Expenses	<b>\$739,684</b>	<b>\$799,201</b>	<b>\$824,457</b>
District Expenses:			
Principal	\$200,000	\$200,000	\$195,000
Interest	\$18,925	\$11,549	\$3,900
Total District Expenses	<b>\$218,925</b>	<b>\$211,549</b>	<b>\$198,900</b>

***Wells Street Parking Structure & Infrastructure Improvement TIF District***

	Actual FY15/16	Actual FY16/17	Budget FY17/18
Assessments in District	92,748,600	92,748,600	92,973,100
LESS: original assessed value	(47,984,400)	(47,984,400)	(47,984,400)
<b>Captured Assessed Value</b>	44,764,200	44,764,200	44,988,700
Property Tax Rate	\$33.68	\$36.39	\$37.54
Tax Revenues Available to Fund District Expenses	\$1,507,658	\$1,628,969	\$1,688,876
Courthouse Revenues supporting Debt Service	\$42,500	\$42,500	\$42,500
<b>Total District Revenues</b>	<b>\$1,550,158</b>	<b>\$1,671,469</b>	<b>\$1,731,376</b>
District Expenses:			
Principal	\$676,000	\$685,000	\$791,000
Interest	\$130,750	\$116,113	\$168,573
Capital Reserve Appropriations	\$100,000	\$125,000	\$180,000
Library Campus Development management Fee			\$36,000
Library Campus Development NMTC Audit			\$12,500
Property Taxes (Courthouse & Library)	\$255,463	\$263,127	\$283,704
<b>Total District Expenses</b>	<b>\$1,162,213</b>	<b>\$1,189,240</b>	<b>\$1,471,777</b>





# CITY OF KEENE

R-2016-25-B

Sixteen

In the Year of Our Lord Two Thousand and .....

Relating to FISCAL POLICIES

A RESOLUTION .....

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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED that the fiscal policy should be reviewed and adopted by the City Council on an annual basis in the month of July, and

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

## **PART 1 – Budgetary Policies**

### I. Budget

- A. The City shall annually adopt and appropriate budgets for the following funds
  - 1) General Fund
  - 2) Parking Fund
  - 3) PC Replacement Fund
  - 4) Solid Waste Fund
  - 5) Sewer Fund
  - 6) Water Fund
  - 7) Equipment Fund
- B. All appropriated budgets shall be balanced.
- C. All appropriations for annual operating budgets (exclusive of capital projects) shall lapse at fiscal year-end unless encumbered by a City of Keene purchase order that is recorded in the Finance Department computer system on or before June 30<sup>th</sup> 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 August each

PASSED

- year.
- D. The budget document shall provide multi-year projections of revenues and expenditures/expenses including property taxes and utility (water and sewer) rates.
- E. The budget will take into consideration the City's Policies on unassigned Fund Balance at the end of June,
- F. The City of Keene will contain its General Fund debt service and current revenue capital outlay appropriations, on a five (5) year average, at or less than fifteen percent (15%) of the General Fund operating budget.
- G. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- H. Property Taxes.
  - 1) The City shall limit its property tax revenue increases to a rolling three (3) year average of the Boston CPI, (as of June 30<sup>th</sup>) net of expenditures required by law, and debt service payments. The City chooses to utilize the CPI, not because it reflects inflation in the City's costs, but because it reflects the overall inflation in what citizens purchase. This manages City spending such that increases in a citizen's tax bill are in line with increases in all of their other expenses. The goal is to have the cost of City services as a percentage of a taxpayer's total expenses remain constant.
  - 2) Property Tax Credits and Exemptions. All exemptions and credits will be reviewed with the City Council every three (3) years unless there are legislative changes that cause a review to occur on a more frequent basis.
  - 3) The State has chosen to solve its revenue problem by downshifting expenses to the local communities and tapping into the broad based property tax at the local level. Downshifting is an effective strategy for the State; however, it is unsustainable at the local level and would quickly lead to a significant reduction in City services. The City is sensitive to these added expenses to the taxpayers and will attempt to limit the impact; however, as a State expense, the City will pass through the State downshifting to the taxpayers.

II. Capital Improvement Program

- A. The City of Keene shall prepare a capital improvement program (CIP) with a span of six (6) years.
- B. The CIP shall be updated annually.
- C. The CIP will include all projects anticipated to be undertaken in the ensuing six (6) year period that have an estimated cost in excess of \$20,000 and an anticipated useful life of at least five (5) years.
- D. The CIP shall contain revenue projections and rate impacts that support estimated operating costs as well as the proposed capital program.
- E. Each project funding-request shall originate from a City department and shall include the following information:
  - 1) A description of the project.

- 2) A cost estimate.
- 3) A project time line.
- 4) A priority ranking.
- 5) An estimate of the operating budget impact.
- 6) A reference to Community Goals.
- 7) A reference to Master Plans.
- F. The CIP shall be reviewed by the Finance, Organization and Personnel Committee and the Planning Board.
- G. The CIP will be the subject of a public hearing before adoption.
- H. The funding requests in the first year of the adopted CIP will be included in the next annual budget document.
- I. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation unless otherwise directed by the City Council.

**PART 2 - Financial Policies**

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

- ii. Water Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the water treatment and distribution systems.
- 3) Internal Service Funds
  - a) Equipment Fund – shall be used to account for the operations, maintenance, and capital outlay needs of fleet services.

## II. Revenues

- A. One-time revenues. One-time revenues will only be applied toward one-time expenditures; they will not be used to finance on-going programs or services. On-going revenues should be equal to, or greater than, on-going expenditures.
- B. Diversity. The City will diversify its revenues by maximizing the use of non-property tax revenues such as payments in lieu of taxes and user fees and charges.
- C. Designation of Revenues.
  - 1) Each year, the City shall designate and set aside \$25,000 for conservation purposes, funded through the allocation of the Land Use Change Tax (LUCT). If the prior years' LUCT revenues are less than \$25,000, the General Fund will provide the difference from general revenues to ensure an annual contribution of \$25,000. Additionally, in the years when the LUCT revenues exceed \$25,000, fifty percent (50%) of the amount over \$25,000 will be designated for conservation purposes, with the total annual designation not to exceed \$100,000. Expenditure of funds to be made upon approval of the City Council. Balance of said sum not to exceed \$500,000.
  - 2) Direct reimbursements from other entities shall be used to offset the appropriate City expense.
  - 3) Except for the provisions stated above, or as provided otherwise by Federal, State law, or by local Code of Ordinances, no unanticipated revenues shall be designated for a specific purpose(s) unless directed by the City Council.

## III. Fees and Charges

- A. Certain services provided by the City of Keene will be assigned a fee or charge for the users of the service, dependent upon how the community benefits from the provision of those services.
  - 1) In the event that the benefit is community-wide 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
  - 1) Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs (e.g. accounting, human resources,

- data processing, insurance, vehicle maintenance).
- 2) Fees and Charges will 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.
  - 3) 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).
  - 4) 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.”
- C. 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.
- D. 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.
- E. Rate structures should be sensitive to the market price for comparable services in the private sector or other public sector entities.
- F. All fees and charges shall be adopted by the City Council.
- G. Fees and charges shall be reviewed in accordance with a schedule developed by the City Manager that has each fee reviewed biannually. Recommended changes will be reviewed and approved by the City Council.

#### IV. Debt

- A. The City of Keene will periodically incur debt to finance capital projects. All issuances of debt are subject to State of New Hampshire Statutes, RSA 34 and 162-K.

- B. Debt may be issued to fund projects with a public purpose of a lasting nature or as otherwise allowed by State law.
- C. Debt will not be issued to provide for the payment of expenses for current maintenance and operation except as otherwise provided by law.
- D. The City of Keene shall not incur debt that exceeds any limits set by State law.
- E. All bonds shall be authorized by resolution of the City Council and require a two-thirds (2/3) vote.
- F. The City of Keene may use the services of a financial advisor to assist in preparing for, and executing, any sale of bonds. Said services shall be obtained as the result of a Request for Proposals (RFP) process, which shall be conducted at a minimum of every five (5) years.
- G. The City of Keene shall acquire the required services of bond counsel as the result of a Request for Proposals (RFP) process, which shall be conducted at a minimum of every five (5) years.
- H. Form. The City of Keene issues three types of bonds:
  - 1) General Obligation Bonds – repayment is backed by the full taxing power of the City of Keene.
  - 2) Tax Increment Financing Bonds – repayment is first backed by the revenue stream generated by increased revenues created within an established Tax Increment Financing District. To the extent that the increased revenues created within the district are not adequate, the repayment of the bonds would then be backed by the full taxing power of the City of Keene.
  - 3) Refunding Bonds – these bonds are issued to refinance outstanding bonds before their term in order to either remove restrictions on the original bonds and/or to take advantage of lower interest rates.  
Repayment is backed by the full taxing power of the City of Keene.
- I. Competitive sale is the preferred method of sale; however, negotiated sales may occur for a current or advance refunding, or for other appropriate reasons.
- J. Term.
  - 1) Debt will be incurred only for projects with a useful life of at least five (5) years.
  - 2) The term of any debt incurred by the City shall be limited to no greater than the expected useful life of the improvement.
- K. The use of short-term financing, lease, or lease-purchase agreements shall be kept to a minimum.
- L. Other funding sources – to the extent they are available, the City of Keene will actively pursue:
  - 1) Grants that reduce the City’s initial investment in project/improvement.
  - 2) Grants that contribute to the on-going debt service for city project(s).
  - 3) Other financing tools such as tax credits that leverage the City’s initial investment in a project.

V. Capital Assets

- A. Capitalization of equipment, buildings, land and improvements other than buildings (if one or more of the following criteria are met):
  - 1) Cost (if known) or fair market value is greater than or equal to \$5,000 and useful life is greater than one (1) year for new or replacement items.
  - 2) In the case of modifications and upgrades, cost is greater than or equal to \$5,000 for equipment, and \$10,000 for buildings and other improvements and the changes accomplish one or more of the following:
    - a) Prolongs the useful life of the asset
    - b) Adapts the asset to a new or different use
    - c) Substantially increases the value of the asset
    - d) Does not substantially replace a current asset
  - 3) All land acquisitions will be capitalized at cost (if known) or fair market value.
  - 4) The total cost of placing an asset into service condition will be capitalized.
- B. Capitalization of infrastructure
  - 1) Cost greater than or equal to \$10,000, and useful life greater than five (5) years.
  - 2) The depreciation approach will be utilized for the reporting of all infrastructure.
- C. Depreciation: straight-line depreciation will be used to depreciate all depreciable capital assets over the estimated useful life of each asset, as determined by industry standards.
- D. Asset Classification: assets will be recorded within broad asset groups (e.g. land, buildings, etc.).
- E. Budgeting: the budgeting of capital assets will be in a manner that will facilitate the identification and recording of the asset in accordance with this policy.

VI. Fund Balance Classification Policies and Procedures

- A. Fund Balance: Fund balance represents the difference between current assets and liabilities and shall be comprised of non-spendable, restricted, committed, assigned, and unassigned amounts defined as follows:
  - 1) Non-spendable fund balance - includes amounts that are not in spendable form such as inventory or prepaid expenses or are required to be maintained intact such as perpetual care or the principal of an endowment fund.
  - 2) Restricted fund balance - includes amounts that can only be spent for specific purposes stipulated by external resource providers such as grantors or, as in the case of special revenue funds, as established through enabling legislation.
  - 3) Committed fund balance - includes amounts that can be reported and expended as a result of motions passed by the highest decision

- 4) making authority, the City Council.
- 4) Assigned fund balance - includes amounts to be used for specific purposes including encumbrances and authorized carry forwards or fund balance to be used in the subsequent fiscal year.
- 5) Unassigned fund balance - includes amounts that are not obligated or specifically designated and is available in future periods.
- B. Spending Prioritization: when an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned, and unassigned.
- C. Net assets: net assets represent the difference between assets and liabilities. Net assets invested in capital assets, net of related debt, consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction, or improvement of those assets. Net assets are reported as restricted when there are limitations imposed on their use either through enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, laws or regulations, or other governments. All other net assets are reported as unrestricted.

VII. Stabilization Funds

- A. Unassigned Fund Balance.
  - 1) That portion of available funds within each fund that can be used to offset emergency expenditures, a downturn in collection of significant revenues, or other unforeseen events.
    - a) Unassigned fund balance for the General Fund will be maintained at between seven percent (7%) and ten percent (10%) of the sum of the total of the General Fund annual operating budget and the property tax commitment for the school (both local and State) and the county.
    - b) Fund balances in all other budgeted funds should be maintained at between five percent (5%) and fifteen percent (15%) of the annual operating budget for that fund.
- B. Self-funded health insurance.
  - 1) The City shall retain funds for its self-funded health insurance program. The intended purposes for these funds are to provide a measure to smooth rate fluctuations, to accommodate an unforeseen increase in claims, and to provide financial protection from run-out costs in the event the City moves toward a fully insured plan. The amount retained shall not exceed three (3) months of estimated claim costs.
- C. Capital Reserves.
  - 1) Capital Reserves, classified as committed funds, are reserves established under State of New Hampshire law, invested by the Trustees of Trust Funds, for several purposes that include the construction, reconstruction, or acquisition of a specific capital improvement, or the acquisition of a specific item or of specific items



of equipment, or other purposes identified in NH RSA 34, relating to Capital Reserve Funds for Cities.

- 2) The City of Keene has established the following capital reserves:
- a) Fire Equipment Capital Reserve – for the acquisition or significant rehabilitation of fire apparatus.
  - b) Ambulance Capital Reserve – for the acquisition or significant rehabilitation of ambulances
  - c) Intersection Improvements Capital Reserve – for the rehabilitation or reconstruction of existing intersections.
  - d) Hazardous Waste Site Capital Reserve – for the clean-up, mitigation and testing associated with the Old City Landfill located at 580 Main Street.
  - e) Transfer/Recycling Center Capital Reserve – for the repair and replacement of existing infrastructure, systems, and equipment.
  - f) City Hall Parking Deck Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment.
  - g) Wells Street Parking Facility Capital Reserve – for the repair and replacement of existing infrastructure, systems, and equipment.
  - h) Landfill Closure Capital Reserve – for the closure and post-closure costs associated with the City Landfill located at Route 12 North.
  - i) Wastewater Treatment Plant Capital Reserve – for the repair and replacement of major components of plant, including equipment and building.
  - j) Martel Court Pumping Station Capital Reserve – for the repair and replacement of major components of station, including equipment building.
  - k) Sewer Infrastructure Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment including pump stations and the collection system.
  - l) Water Treatment Facility Capital Reserve – for the repair and replacement of major components of facility including pumps, controls, chemical systems, etc., and building components.
  - m) Water Infrastructure Capital Reserve – for the repair and replacement of major components of existing infrastructure, systems and equipment including wells, lift stations, tanks, etc., and the distribution system.
  - n) Fleet Equipment Capital Reserve – for the replacement of vehicles and equipment under the management of Fleet Services.
  - o) Bridge Capital Reserve – for the construction, reconstruction, and rehabilitation of bridges.
  - p) Downtown Infrastructure and Facility Improvement Capital Reserve – for infrastructure and facility improvements in the

downtown.

- q) Transportation Improvements Capital Reserve - to fund, wholly or in part, improvements in the transportation system including roads, bridges, bicycle and pedestrian facilities, and intermodal facilities, except for parking.

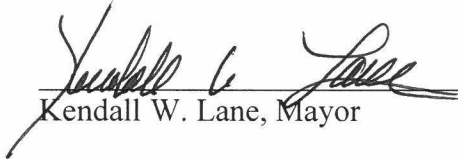
VIII. Deposits of Excess Funds

A. Objectives (in priority order):

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

B. Authorized Investments:

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

  
Kendall W. Lane, Mayor

A true copy;

Attest:

PASSED August 4, 2016

  
City Clerk

City Code Section 2-231

**COUNCIL APPOINTMENTS  
ANNUAL SALARY SCHEDULE**  
(effective July 1, 2016)

<u>SALARY</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
<u>L</u>	82,347	101,938	122,371
<u>E</u>	86,052	106,525	127,878
<u>V</u>	89,925	111,319	133,633
<u>E</u>	93,971	116,328	139,646
<u>L</u>	98,200	121,563	145,930
	102,619	127,033	152,497

**PROBATIONARY PUBLIC WORKS  
HOURLY WAGE SCHEDULE**

**Non Union**  
(effective July 1, 2016)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
H 1	12.52	13.45	14.06	14.68
H 2	13.07	14.06	14.68	15.33
H 3	13.66	14.68	15.33	16.04
H 4	14.25	15.33	16.04	16.74
H 5	14.91	16.04	16.74	17.51
H 6	15.58	16.74	17.51	18.27
H 7	16.26	17.51	18.27	19.10
H 8	17.02	18.27	19.10	19.97
H 9	17.78	19.10	19.97	20.88
H 10	18.54	19.97	20.88	21.81
H 11	19.43	20.88	21.81	22.83
H 12	20.29	21.81	22.83	

CLASS ALLOCATION

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

**City Code Section 62-191**

**PROBATIONARY FIREFIGHTER  
HOURLY WAGE SCHEDULE  
(effective July 1, 2016)**

<u>GRADE</u>		<u>STEP 1</u>
F 1	Level I/EMT B	\$18.84
F 2	Level II/A-EMT	\$19.58
F 3	Level II/Medic	\$20.49

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**City Code Section 62-192**

**PROBATIONARY POLICE OFFICER  
HOURLY WAGE SCHEDULE  
(effective July 1, 2016)**

<u>GRADE</u>		<u>STEP 1</u>
P 1		\$21.57

**ADMINISTRATIVE AND CLERICAL  
ANNUAL SALARY SCHEDULE**

**Non Union**

(effective July 1, 2016)

<u>GRADE</u>	<u>STEPS</u>					
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
S 1	28,633	29,921	31,267	32,674	34,144	35,680
S 2	29,921	31,267	32,674	34,144	35,680	37,286
S 3	31,267	32,674	34,144	35,680	37,286	38,964
S 4	32,674	34,144	35,680	37,286	38,964	40,717
S 5	34,144	35,680	37,286	38,964	40,717	42,549
S 6	35,680	37,286	38,964	40,717	42,549	44,464
S 7	37,286	38,964	40,717	42,549	44,464	46,465
S 8	38,964	40,717	42,549	44,464	46,465	48,556
S 9	40,717	42,549	44,464	46,465	48,556	50,741
S 10	42,549	44,464	46,465	48,556	50,741	53,024
S 11	44,464	46,465	48,556	50,741	53,024	55,410
S 12	46,465	48,556	50,741	53,024	55,410	57,903
S 13	48,556	50,741	53,024	55,410	57,903	60,509
S 14	50,741	53,024	55,410	57,903	60,509	63,232
S 15	53,024	55,410	57,903	60,509	63,232	66,077
S 16	55,410	57,903	60,509	63,232	66,077	69,050
S 17	57,903	60,509	63,232	66,077	69,050	72,157
S 18	60,509	63,232	66,077	69,050	72,157	75,404
S 19	63,232	66,077	69,050	72,157	75,404	78,797
S 20	66,077	69,050	72,157	75,404	78,797	82,343
S 21	69,050	72,157	75,404	78,797	82,343	86,048
S 22	72,157	75,404	78,797	82,343	86,048	89,920
S 23	75,404	78,797	82,343	86,048	89,920	93,966
S 24	78,797	82,343	86,048	89,920	93,966	98,194
S 25	82,343	86,048	89,920	93,966	98,194	102,613
S 26	86,048	89,920	93,966	98,194	102,613	107,231
S 27	89,920	93,966	98,194	102,613	107,231	112,056
S 28	93,966	98,194	102,613	107,231	112,056	117,099
S 29	98,194	102,613	107,231	112,056	117,099	122,368

**City Code Section 62-194****ADMINISTRATIVE AND CLERICAL**

(effective July 1, 2016)

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

**AFSCME**  
**HOURLY WAGE SCHEDULE**  
(effective July 1, 2016)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>(Six Months)</u> <u>2</u>	<u>(18 Months)</u> <u>3</u>	<u>(30 Months)</u> <u>4</u>
H 1	14.58	15.67	16.38	17.09
H 2	15.22	16.38	17.09	17.85
H 3	15.91	17.09	17.85	18.67
H 4	16.59	17.85	18.67	19.49
H 5	17.36	18.67	19.49	20.39
H 6	18.15	19.49	20.39	21.27
H 7	18.94	20.39	21.27	22.25
H 8	19.83	21.27	22.25	23.26
H 9	20.71	22.25	23.26	24.32
H 10	21.60	23.26	24.32	25.40
H 11	22.63	24.32	25.40	26.59
H 12	23.63	25.40	26.59	27.75

CLASS ALLOCATION

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



**AFT-NH Keene City Employees  
HOURLY WAGE SCHEDULE**  
(effective July 1, 2016)

<u>GRADE</u>	<u>STEP</u>				
	<u>1A</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
2	15.06	15.69	16.40	17.15	17.92
5	17.20	17.92	18.73	19.56	20.44
7	18.78	19.56	20.44	21.36	22.32
8	19.62	20.44	21.36	22.32	23.33
9	20.50	21.36	22.32	23.33	24.37
12	23.39	24.37	25.47	26.61	27.80

CLASS ALLOCATION

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

**AFT-NH Keene City Employees  
ANNUAL SALARY SCHEDULE**  
(effective July 1, 2016)

<u>GRADE</u>	<u>STEP</u>					
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
6	35,595	37,197	38,873	40,620	42,449	44,359
7	37,197	38,873	40,620	42,449	44,359	46,355
8	38,873	40,620	42,449	44,359	46,355	48,443
9	40,618	42,445	44,356	46,351	48,437	50,616
10	42,449	44,359	46,355	48,443	50,623	52,900
11	44,359	46,355	48,443	50,623	52,900	55,280
12	46,355	48,443	50,623	52,900	55,280	57,769
15	52,900	55,280	57,769	60,368	63,084	65,924
17	57,769	60,368	63,084	65,924	68,891	72,174

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 Enforcement Officer
8	Police Dispatcher
9	Permit Technician; Administrative Specialist - Bureau of Criminal Investigations; Police Administrative/Accrediation Specialist
10	Laboratory Technician I; Automation Specialist; Assessing Technician; Deputy Tax Collector; Fleet Services Administrative Coordinator
11	Traffic Safety Specialist/Animal Control Officer; Housing Inspector
12	Caseworker; Industrial Pretreatment Coordinator
15	Laboratory Technician II; Sanitarian; Code Enforcement Officer; Help Desk Technician
17	Plans Examiner; Commercial Building Inspector

**FIRE UNIONS  
ANNUAL SALARY SCHEDULE  
(effective July 1, 2015)**

<u>Step</u>	<u>EMT</u>	<u>Lieutenant</u>	<u>Captain</u>
1	N/A	\$53,869.41	\$61,474.32
2	\$48,572.16	\$57,912.23	\$66,079.43
3	\$50,843.52	\$60,517.90	\$69,059.13
4	\$53,027.52	\$63,241.56	\$72,166.87
5	\$55,429.92	\$66,079.43	\$75,415.17
6	\$57,919.68	\$69,059.13	\$78,806.57
7	\$59,077.20	N/A	N/A

**POLICE UNIONS  
HOURLY PAY SCHEDULE  
(effective July 1, 2016)**

<u>Step</u>	<u>Officer</u>	<u>Sergeant</u>	<u>Lieutenant</u>
1	N/A	28.55	32.83
2	25.73	29.89	34.38
3	26.86	31.30	36.00
4	28.10	32.78	37.69
5	29.33	34.32	39.47
6	30.60	35.94	41.33
7	31.25	N/A	N/A

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

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

ACCOUNTING PERIOD: 13/16

\*FUND\* - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11110	CASH	22,153,741.44	
11112	MONEY MARKET	6,713,154.72	
11115	INVEST-TD BANK NORTH	250,109.88	
11116	INVESTMENTS-NHPDIP	307,212.44	
11117	INVESTMENTS-PEOPLE'S BANK	8,229,770.79	
11118	INVEST MATURITY: MASCOMA	2,000,100.00	
11120	PETTY CASH	1,363.00	
11125	ESCROW CASH	561,337.58	
	TOTAL CASH & EQUIVALENTS	40,216,789.85	.00
11201	PROPERTY TAXES	36,756.53	
11205	TAX OVERLAY		
11207	TIMBER YIELD TAX	40.23	
11252	2009 PROPERTY TAX LIENS	131,913.25	
11253	2010 LIENS	138,274.07	
11255	2012 PROPERTY TAX LIENS	4,545.89	
11256	2013 PROPERTY TAX LIENS	164,915.99	
11257	2014 PROP TAX LIENS	529,265.84	
11258	2015 PROP TAX LIENS	852,000.08	
11282	ELDERLY/DISABLED TAX DEF	352,157.00	
	TOTAL TAXES RECEIVABLE	2,209,868.88	1,051,775.23
11301	AIRPORT RECEIVABLES	339.00	
11303	AMBULANCE SVC RECEIVABLE	630,560.78	
11304	CEMETERY RECEIVABLES	12,656.77	
11305	FIRE ALARMS RECEIVABLE	5,440.00	
11306	FIRE MASTER BOX RCVBL	6,936.00	
11309	MISCELLANEOUS RECEIVABLE	2,776.95	
11311	ALARMS RECEIVABLE	28,093.97	
11312	DETAILS RECEIVABLE	15,894.01	
11321	RETIREE HLTH INS RCVBL	6,226.39	
11323	PARKS & REC RECEIVABLE	9,041.95	
11324	RENTS RECEIVABLE	18,276.12	
11398	OTHER RECEIVABLES	2,858.26	
11399	RESERVE FOR UNCOLLECTIBLE		
	TOTAL ACCOUNTS RECEIVABLE	739,100.20	143,567.48
11520	TAX DEEDED PROPERTIES	112,203.79	
	TOTAL INVENTORIES	112,203.79	.00
11602	DUE TO/FROM PARKING FUND		211,826.23
11603	DUE TO/FROM SLD WST FUND		971,043.66
11604	DUE TO/FROM GRANT FUND		1,031,371.98
11605	DUE TO/FROM CPTL PRJ FUND		2,183,627.72
11606	DUE TO/FROM WATER FUND		2,563,181.65
11607	DUE TO/FROM SEWER FUND		2,509,052.58
11608	DUE TO/FROM FLEET MGT FND		490,691.55
11609	DUE TO/FROM PC REP FUND		229,699.49
11634	DUE TO/FRM TRANSPORT. IMP		27,207.00

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

ACCOUNTING PERIOD: 13/16

\*FUND\* - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
TOTAL DUE TO/FROM OTHER FUNDS		.00	10,217,701.86
11901	PREPAID ITEMS	362,095.90	
TOTAL OTHER ASSETS		362,095.90	.00
TOTAL CURRENT ASSETS		43,640,058.62	11,413,044.57
TOTAL ASSETS		43,640,058.62	11,413,044.57
TOTAL ASSETS		43,640,058.62	11,413,044.57
21101	GENERAL ACCOUNTS PAYABLE		373,276.68
21102	BID DEPOSITS & SECURITIES		69,282.12
21104	EMPLOYEES FUND PAYABLE		158.21
21106	FEDERAL WITHHOLDING PYBL		2,849.91
21107	GENERAL RETIREMENT PYBL		159,567.51
21108	POLICE RETIREMENT PYBL		120,337.80
21109	FIRE RETIREMENT PYBL		141,072.33
21120	DENTAL INSURANCE PAYABLE		60,817.12
21121	TAX PAYABLE		42.84
21122	NHFT DUES		653.36
21123	WORKERS COMP PAYABLE		2,834.47
21128	ESCROW SECURITIES		561,337.58
21130	ACCRUED PAYROLL		342,680.60
21133	STATE MV REGISTRATION		2,997.34
21135	ICWA PAYABLE		3,461.35
21137	VALIC PAYABLE		820.81
21139	HRA PAYABLE ACCT		460,722.10
21143	PC LOAN PROGRAM		254.30
21144	HOLIDAY FUND		2,864.25
21150	HEALTH INSURANCE PAYABLE		15,859.71
21152	NHRS ADD'L CONTRIBUTIONS		2,581.20
21157	MISCELLANEOUS DEDUCTION		902.52
21158	GREAT WEST 457		13,362.05
21159	PFOPE 457		911.43
21175	UNAPPLIED TAX CREDITS		39,197.73
21176	PREPAID TAXES		18,787,949.55
21180	OTHER ACCOUNTS PAYABLE		92,714.09
TOTAL ACCOUNTS PAYABLE		.00	21,259,508.96
21211	ESCHEAT PROPERTY PYBL		6,814.71
21212	PAYROLL ESCHEAT PAYABLE		1,442.07
TOTAL DUE TO OTHER GOVERNMENTS		.00	8,256.78
21301	LOT SALES		5,889.00
TOTAL DUE TO TRUSTS		.00	5,889.00
21400	DEFERRED REVENUES		1,101,317.45
21401	COLLECTIONS IN ADVANCE		8,086.06

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genLedgr.fund in ('01','14','16','18','32','34','41')  
 ACCOUNTING PERIOD: 13/16

\*FUND\* - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
TOTAL DEFERRED REVENUES		.00	8,086.06
TOTAL CURRENT LIABILITIES		.00	22,383,058.25
22303 MAIN-MARLBORO LOAN			947,870.00
TOTAL LOANS PAYABLE		.00	947,870.00
TOTAL LONG-TERM LIABILITIES		.00	947,870.00
TOTAL LIABILITIES		.00	23,330,928.25
TOTAL LIABILITIES		.00	23,330,928.25
31000 FUND BALANCE			956,803.57
31100 UNRESERVED & UNDESIGNATED			7,525,561.16
31401 REVENUE BUDGET CONTROL	40,967,422.30		
31402 REVENUE CONTROL			36,123,974.72
31403 EXPENDITURE BUDGET CONTRL	35,710,253.65		40,967,422.57
31404 EXPENDITURE CONTROL			.27
31405 BUDGET FUND BALANCE	76,677,676.22		77,091,397.29
TOTAL CONTROLS			
TOTAL FUND BALANCE		76,677,676.22	84,616,958.45
TOTAL FUND EQUITY		76,677,676.22	85,573,762.02
TOTAL EQUITIES		76,677,676.22	85,573,762.02
TOTAL GENERAL FUND		120,317,734.84	120,317,734.84

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

\*FUND\* - 14 - PARKING FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11310	PARKING LOT RENTAL RCVBL	5,810.51	
11398	OTHER RECEIVABLES	5,639.15	
	TOTAL ACCOUNTS RECEIVABLE	11,449.66	.00
11601	DUE TO/FROM GENERAL FUND	211,826.23	
	TOTAL DUE TO/FROM OTHER FUNDS	211,826.23	.00
11901	PREPAID ITEMS	134,637.89	
	TOTAL OTHER ASSETS	134,637.89	.00
	TOTAL CURRENT ASSETS	357,913.78	.00
	TOTAL ASSETS	357,913.78	.00
	TOTAL ASSETS	357,913.78	.00
21101	GENERAL ACCOUNTS PAYABLE		16,313.38
21130	ACCRUED PAYROLL		3,293.59
	TOTAL ACCOUNTS PAYABLE	.00	19,606.97
	TOTAL CURRENT LIABILITIES	.00	19,606.97
	TOTAL LIABILITIES	.00	19,606.97
	TOTAL LIABILITIES	.00	19,606.97
31000	FUND BALANCE		
31100	UNRESERVED & UNDESIGNATED	378,870.97	
31401	REVENUE BUDGET CONTROL		837,914.49
31402	REVENUE CONTROL	3,131,374.89	
31403	EXPENDITURE BUDGET CONTROL		2,061,065.59
31404	EXPENDITURE CONTROL	2,181,802.30	
31405	BUDGET FUND BALANCE	5,313,177.19	.08
	TOTAL CONTROLS	5,313,177.19	5,192,440.48
	TOTAL FUND BALANCE	5,313,177.19	6,030,354.97
	TOTAL FUND EQUITY	5,692,048.16	6,030,354.97
	TOTAL EQUITIES	5,692,048.16	6,030,354.97
	TOTAL PARKING FUND	6,049,961.94	6,049,961.94

\*FUND\* - 16 - PC REPLACEMENT FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11601	DUE TO/FROM GENERAL FUND	229,699.49	
	TOTAL DUE TO/FROM OTHER FUNDS	229,699.49	.00
	TOTAL CURRENT ASSETS	229,699.49	.00
	TOTAL ASSETS	229,699.49	.00
	TOTAL ASSETS	229,699.49	.00
21101	GENERAL ACCOUNTS PAYABLE		17,283.97
21180	OTHER ACCOUNTS PAYABLE		606.31
	TOTAL ACCOUNTS PAYABLE	.00	17,890.28
	TOTAL CURRENT LIABILITIES	.00	17,890.28
	TOTAL LIABILITIES	.00	17,890.28
	TOTAL LIABILITIES	.00	17,890.28
31000	FUND BALANCE		251,475.65
31100	UNRESERVED & UNDESIGNATED		49,111.59
31401	REVENUE BUDGET CONTROL	184,390.69	
31402	REVENUE CONTROL		86,930.76
31403	EXPENDITURE BUDGET CONTRL	175,708.79	
31404	EXPENDITURE CONTROL	360,099.48	
	TOTAL CONTROLS	360,099.48	271,321.45
	TOTAL FUND BALANCE	360,099.48	320,433.04
	TOTAL FUND EQUITY	360,099.48	571,908.69
	TOTAL EQUITIES	360,099.48	571,908.69
	TOTAL PC REPLACEMENT FUND	589,798.97	589,798.97

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

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

ACCOUNTING PERIOD: 13/16

\*FUND\* - 18 - SOLID WASTE

ACCOUNT	TITLE	DEBITS	CREDITS
11308	LAND FILL TIP FEE RCVBL	524,875.75	
11399	RESERVE FOR UNCOLLECTIBLE		16,368.70
	TOTAL ACCOUNTS RECEIVABLE	524,875.75	16,368.70
11601	DUE TO/FROM GENERAL FUND	971,043.66	
	TOTAL DUE TO/FROM OTHER FUNDS	971,043.66	.00
11802	INTERFUND LOAN RECEIVABLE	947,870.00	
	TOTAL LOANS RECEIVABLE	947,870.00	.00
	TOTAL CURRENT ASSETS	2,443,789.41	16,368.70
	TOTAL ASSETS	2,443,789.41	16,368.70
	TOTAL ASSETS	2,443,789.41	16,368.70
21101	GENERAL ACCOUNTS PAYABLE		282,503.18
21130	ACCRUED PAYROLL		8,398.72
21180	OTHER ACCOUNTS PAYABLE		2,598.64
	TOTAL ACCOUNTS PAYABLE	.00	293,500.54
	TOTAL CURRENT LIABILITIES	.00	293,500.54
	TOTAL LIABILITIES	.00	293,500.54
	TOTAL LIABILITIES	.00	293,500.54
31000	FUND BALANCE		
31100	UNRESERVED & UNDESIGNATED	1,589,146.11	
31401	REVENUE BUDGET CONTROL		3,549,374.65
31402	REVENUE CONTROL	4,711,202.21	
31403	EXPENDITURE BUDGET CONTRL		4,737,996.03
31404	EXPENDITURE CONTROL	4,564,304.40	
31405	BUDGET FUND BALANCE		4,711,202.04
	TOTAL CONTROLS	9,275,506.61	.17
	TOTAL FUND BALANCE	9,275,506.61	9,449,198.24
	TOTAL FUND EQUITY	10,864,652.72	12,998,572.89
	TOTAL EQUITIES	10,864,652.72	12,998,572.89
	TOTAL SOLID WASTE	13,308,442.13	13,308,442.13



CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

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

\*FUND\* - 32 - SEWER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11307	INDUST PRE-TREAT RCVB/L	10,253.12	
11313	SEWER CHARGES RECEIVABLE	2,154,431.36	
11317	SERVICES RECEIVABLES	94,133.29	
11399	RESERVE FOR UNCOLLECTIBLE		6,190.42
	TOTAL ACCOUNTS RECEIVABLE	2,258,817.77	6,190.42
11501	MATERIALS & SUPPLIES	211,984.08	
	TOTAL INVENTORIES	211,984.08	.00
11601	DUE TO/FROM GENERAL FUND	2,509,052.58	
11614	DUR FR TRUST-MARTEL CT CR	717,841.69	
11618	DUE FR TRUST-SEWER INF CR	2,312,331.72	
11619	DUE FR TRUST-WWTP CAP RES	3,480,172.01	
	TOTAL DUE TO/FROM OTHER FUNDS	9,019,398.00	.00
11801	PROMISSORY NOTES REC	1,050,539.00	
	TOTAL LOANS RECEIVABLE	1,050,539.00	.00
11901	PREPAID ITEMS	66,559.79	
11999	DEF:PREM ON BOND RFNANCE	68,564.95	
	TOTAL OTHER ASSETS	135,124.74	.00
	TOTAL CURRENT ASSETS	12,675,863.59	6,190.42
12101	GENERAL LAND	580.00	
	TOTAL LAND	580.00	.00
12209	CONSTRUCTION	13,953,411.50	
	TOTAL CONSTRUCTION	13,953,411.50	.00
12315	LAND IMPROVEMENTS	246,433.01	
12316	INFRASTRUCTURE	26,579,436.17	
	TOTAL OTHER IMPROVEMENTS	26,825,869.18	.00
12418	EQUIPMENT	11,477,201.19	
	TOTAL MACHINERY & EQUIPMENT	11,477,201.19	.00
12501	CONSTRUCTION IN PROGRESS	1,514,902.32	
	TOTAL CONSTRUCTION IN PROGRESS	1,514,902.32	.00
12743	DEP: LAND IMPROVEMENTS		217,873.93
12744	DEP: CONSTRUCTION		6,184,145.26
12745	DEP: INFRASTRUCTURE		9,714,832.47
12746	DEP: EQUIPMENT		5,496,514.93
	TOTAL ACCUMULATED DEPRECIATION	.00	21,613,366.59
	TOTAL FIXED ASSETS	53,771,964.19	21,613,366.59
	TOTAL ASSETS	66,447,827.78	21,619,557.01
	TOTAL ASSETS	66,447,827.78	21,619,557.01

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

ACCOUNTING PERIOD: 13/16

\*FUND\* - 32 - SEWER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
21101	GENERAL ACCOUNTS PAYABLE		875,576.12
21103	COMPENSATED ABSENCE PYBL		165,111.69
21130	ACCRUED PAYROLL		13,995.27
21160	INTEREST PAYABLE		43,261.88
21180	OTHER ACCOUNTS PAYABLE	.00	100,312.83
	TOTAL ACCOUNTS PAYABLE	.00	1,198,257.79
	TOTAL CURRENT LIABILITIES	.00	1,198,257.79
22118	SEWER REHAB99/07 SERIES A		50,422.71
22119	ADV.TREATMENT R-2005-18		199,900.00
22121	SEWER MAIN IMP R-2006-27		705,000.00
22122	SEWER MAIN IMP R-2007-27		822,275.00
22124	ADV TRTMTN R-2008-23		275,000.00
22125	FY 13 SEWER MAIN IMP		778,400.00
22126	FY 13 MARTELL CRT IMP		826,100.00
22127	ROSE LANE CLEANUP 2015		760,000.00
	TOTAL GENERAL OBLIGATION BONDS	.00	4,417,097.71
22201	BLACK BRK 96/07 SERIES A		72,522.00
	TOTAL TAX INCREMENT FINANCING	.00	72,522.00
22220	SEWER MAINS R-2005-20		685,000.00
	TOTAL GENERAL OBLIGATION BONDS	.00	685,000.00
22304	ARRA 09 INFRA		903,686.42
22305	ARRA 2010 INFRA		1,102,491.53
22309	WWTP SRF CONSTRUCT LOAN		5,822,418.60
	TOTAL LOANS PAYABLE	.00	7,828,596.55
	TOTAL LONG-TERM LIABILITIES	.00	13,003,216.26
	TOTAL LIABILITIES	.00	14,201,474.05
	TOTAL LIABILITIES	.00	14,201,474.05
31000	FUND BALANCE		5,287,262.66
31100	UNRESERVED & UNDESIGNATED		23,553,620.70
31401	REVENUE BUDGET CONTROL	5,438,425.37	
31402	REVENUE CONTROL		7,923,838.15
31403	EXPENDITURE BUDGET CONTRL	6,137,924.79	
31404	EXPENDITURE CONTROL	1,454,906.23	
31405	BUDGET FUND BALANCE	13,031,256.39	
	TOTAL CONTROLS		14,817,169.75
	TOTAL FUND BALANCE	13,031,256.39	38,370,790.45
	TOTAL FUND EQUITY	13,031,256.39	43,658,053.11
	TOTAL EQUITIES	13,031,256.39	43,658,053.11

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CITY OF KEENE, NEW HAMPSHIRE  
PRINT BALANCE SHEETS BY FUND

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*FUND* - 32 - SEWER FUND			
ACCOUNT	TITLE	DEBITS	CREDITS
TOTAL SEWER FUND		79,479,084.17	79,479,084.17

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

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

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\*FUND\* - 34 - WATER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11314	WATER CHARGES RECEIVABLE	1,127,426.60	
11315	FIRE LINE RECEIVABLE	60,710.07	
11316	HYDRANT RENTAL RECEIVABLE	34,278.20	
11317	SERVICES RECEIVABLES	56,775.30	
11399	RESERVE FOR UNCOLLECTIBLE		2,263.79
TOTAL	ACCOUNTS RECEIVABLE	1,279,190.17	2,263.79
11501	MATERIALS & SUPPLIES	108,835.22	
TOTAL	INVENTORIES	108,835.22	.00
11601	DUE TO/FROM GENERAL FUND	2,563,181.65	
11615	DUE FR TRUST-WTF CAP RES	606,488.81	
11620	DUE FR TRUST-WATER INF CR	1,997,795.84	
TOTAL	DUE TO/FROM OTHER FUNDS	5,167,466.30	.00
11901	PREPAID ITEMS	1,884.79	
11999	DEF:PREM ON BOND REFNANCE	8,609.37	
TOTAL	OTHER ASSETS	10,494.16	.00
TOTAL	CURRENT ASSETS	6,565,985.85	2,263.79
12101	GENERAL LAND	2,478,155.41	
TOTAL	LAND	2,478,155.41	.00
12209	CONSTRUCTION	6,361,993.13	
TOTAL	CONSTRUCTION	6,361,993.13	.00
12315	LAND IMPROVEMENTS	181,682.39	
12316	INFRASTRUCTURE	34,099,371.80	
TOTAL	OTHER IMPROVEMENTS	34,281,054.19	.00
12418	EQUIPMENT	5,270,350.59	
TOTAL	MACHINERY & EQUIPMENT	5,270,350.59	.00
12501	CONSTRUCTION IN PROGRESS	936,878.16	
TOTAL	CONSTRUCTION IN PROGRESS	936,878.16	.00
12743	DEP: LAND IMPROVEMENTS		181,682.39
12744	DEP: CONSTRUCTION		3,853,112.31
12745	DEP: INFRASTRUCTURE		15,239,374.81
12746	DEP: EQUIPMENT		3,462,997.03
TOTAL	ACCUMULATED DEPRECIATION	.00	22,737,166.54
TOTAL	FIXED ASSETS	49,328,431.48	22,737,166.54
TOTAL	ASSETS	55,894,417.33	22,739,430.33
TOTAL	ASSETS	55,894,417.33	22,739,430.33

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

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

ACCOUNTING PERIOD: 13/16

\*FUND\* - 34 - WATER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
21101	GENERAL ACCOUNTS PAYABLE		54,399.18
21103	COMPENSATED ABSENCE PYBL		104,220.61
21130	ACCRUED PAYROLL		10,743.92
21160	INTEREST PAYABLE		3,030.53
21180	OTHER ACCOUNTS PAYABLE		104,098.69
	TOTAL ACCOUNTS PAYABLE	.00	276,492.93
21401	COLLECTIONS IN ADVANCE		19,344.12
	TOTAL DEFERRED REVENUES	.00	19,344.12
	TOTAL CURRENT LIABILITIES	.00	295,837.05
22107	WATER DIST97/07 SERIES A		10,370.37
	TOTAL GENERAL OBLIGATION BONDS	.00	10,370.37
22201	BLACK BRK 96/07 SERIES A		199,040.50
	TOTAL TAX INCREMENT FINANCING	.00	199,040.50
22304	ARRA 09 INFRA		498,919.98
22305	ARRA 2010 INFRA		430,175.71
22308	FOX AVE/TANK MIXERS SRF		47,655.73
	TOTAL LOANS PAYABLE	.00	976,751.42
	TOTAL LONG-TERM LIABILITIES	.00	1,186,162.29
	TOTAL LIABILITIES	.00	1,481,999.34
	TOTAL LIABILITIES	.00	1,481,999.34
31000	FUND BALANCE		7,605,545.46
31100	UNRESERVED & UNDESIGNATED		22,629,896.40
31401	REVENUE BUDGET CONTROL		
31402	REVENUE CONTROL	3,715,618.01	
31403	EXPENDITURE BUDGET CONTRL		5,297,232.29
31404	EXPENDITURE CONTROL	3,859,686.49	
31405	BUDGET FUND BALANCE	1,007,572.71	
	TOTAL CONTROLS	8,582,877.21	10,020,423.01
	TOTAL FUND BALANCE	8,582,877.21	32,650,319.41
	TOTAL FUND EQUITY	8,582,877.21	40,255,864.87
	TOTAL EQUITIES	8,582,877.21	40,255,864.87
	TOTAL WATER FUND	64,477,294.54	64,477,294.54

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

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\*FUND\* - 41 - FLEET MANAGEMENT FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11317	SERVICES RECEIVABLES	3,248.68	
11399	RESERVE FOR UNCOLLECTIBLE		200.00
TOTAL	ACCOUNTS RECEIVABLE	3,248.68	200.00
11501	MATERIALS & SUPPLIES	255,830.06	
TOTAL	INVENTORIES	255,830.06	.00
11601	DUE TO/FROM GENERAL FUND	490,691.55	
11616	DUE FR TRUST-EQUIP CAP RE	900,253.76	
TOTAL	DUE TO/FROM OTHER FUNDS	1,390,945.31	.00
TOTAL	CURRENT ASSETS	1,650,024.05	200.00
12417	VEHICLES	4,465,123.54	
12418	EQUIPMENT	2,411,347.72	
TOTAL	MACHINERY & EQUIPMENT	6,876,471.26	.00
12746	DEP: EQUIPMENT		2,018,954.51
12747	DEP: LICENSED VEHICLES		2,901,870.29
TOTAL	ACCUMULATED DEPRECIATION	.00	4,920,824.80
TOTAL	FIXED ASSETS	6,876,471.26	4,920,824.80
TOTAL	ASSETS	8,526,495.31	4,921,024.80
TOTAL	ASSETS	8,526,495.31	4,921,024.80
21101	GENERAL ACCOUNTS PAYABLE		23,681.91
21103	COMPENSATED ABSENCE PYBL		41,523.07
21130	ACCRUED PAYROLL		5,804.81
21180	OTHER ACCOUNTS PAYABLE		14,598.97
TOTAL	ACCOUNTS PAYABLE	.00	85,608.76
TOTAL	CURRENT LIABILITIES	.00	85,608.76
22302	LEASES PAYABLE		269,595.56
TOTAL	LOANS PAYABLE	.00	269,595.56
TOTAL	LONG-TERM LIABILITIES	.00	269,595.56
TOTAL	LIABILITIES	.00	355,204.32
TOTAL	LIABILITIES	.00	355,204.32
31000	FUND BALANCE		221,434.54
31100	UNRESERVED & UNDESIGNATED		2,806,398.91
31401	REVENUE BUDGET CONTROL		
31402	REVENUE CONTROL	2,196,050.92	2,252,003.80
31403	EXPENDITURE BUDGET CONTRL		2,196,051.13

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\*FUND\* - 41 - FLEET MANAGEMENT FUND

ACCOUNT	TITLE	DEBITS	CREDITS
31404	EXPENDITURE CONTROL	2,029,571.06	
31405	BUDGET FUND BALANCE	.21	
TOTAL CONTROLS		4,225,622.19	4,448,054.93
TOTAL FUND BALANCE		4,225,622.19	7,254,453.84
TOTAL FUND EQUITY		4,225,622.19	7,475,888.38
TOTAL EQUITIES		4,225,622.19	7,475,888.38
TOTAL FLEET MANAGEMENT FUND		12,752,117.50	12,752,117.50
TOTAL REPORT		296,974,434.09	296,974,434.09