



Due to the COVID-2019 State of Emergency, the Finance, Organization and Personnel Committee will be holding its meeting remotely using the web-based program, Zoom. Members of the public will be able to access this public meeting through a variety of options, described below. If you encounter any issues accessing this meeting, please call 603-757-0622 during the meeting. To access the meeting online navigate to Zoom.us and enter the Webinar ID # 867 6589 7036. To listen via telephone call 877-853-5257 and enter the Meeting ID: 867 6589 7036. When the meeting is open for public comment, callers may press *9 if interested in commenting or asking questions.

**FINANCE, ORGANIZATION
AND PERSONNEL COMMITTEE**

AGENDA

Council Chambers B

February 11, 2021

6:30 PM

Thomas F. Powers, Chair
Stephen L. Hooper, Vice Chair
Vacancy
Michael J. Remy
Raleigh C. Ormerod

-
1. Acceptance of Donations - Parks, Recreation and Facilities
 2. Acceptance of Donations - Parks, Recreation and Facilities
 3. Body Worn Cameras - Police Chief
 4. Roxbury Street Sewer Replacement - Funding Request - City Engineer
 5. Continued Discussion - Evaluation Process for Charter Employees

MORE TIME ITEMS:

- A. Councilors Remy, Bosley and Giacomo - Continued Remote Participation

Non Public Session
Adjournment



City of Keene
Transmittal Form

February 5, 2021

TO: Finance, Organization and Personnel Committee

FROM: Andy Bohannon, Parks, Recreation and Facilities Director

THROUGH: Elizabeth A. Dragon, City Manager

ITEM: 1.

SUBJECT: Acceptance of Donations - Parks, Recreation and Facilities

RECOMMENDATION:

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to accept a donation of \$687.98 for the care and maintenance of the Church Street pocket park.

BACKGROUND:

The Friends of Open Space in Keene was responsible for the development of the small parcel on Church Street into a park. Through their efforts together with the Keene Rotary Club, the park is a quiet green space for neighbors to sit and enjoy for many years to come.

The non-profit Friends group has recently dissolved and it was the wish of the Board to donate the remaining funds from their treasury to the City for future improvements or plantings in the Park as needed.



City of Keene
Transmittal Form

February 5, 2021

TO: Finance, Organization and Personnel Committee

FROM: Andy Bohannon, Parks, Recreation and Facilities Director

THROUGH: Elizabeth A. Dragon, City Manager

ITEM: 2.

SUBJECT: Acceptance of Donations - Parks, Recreation and Facilities

RECOMMENDATION:

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to accept a donation of \$10,000.00 for the construction of a pergola in Ashuelot River Park from the Keene High School Interact Club and the Monadnock Regional High School Interact Club, and to award a contract to Bensonwood for the design and materials.

BACKGROUND:

In June 2020, the City Council adopted the Ashuelot River Park Advisory Board's Climate Resiliency Master Plan. During the development of the Master Plan, years prior to the adoption of the Plan, the Advisory Board had many conversations about the future of the gazebo in the park. The new plan highlighted the need to remove the gazebo and replace with a pergola.

As a result, the City has worked to create a Public/Private Partnership with the Keene High School and Monadnock Regional High School Interact Clubs for the installation of a pergola. These clubs are the youth branches of the local Rotary Clubs. Due to the current COVID-19 pandemic, their annual Habitat for Humanity trip to Central America has been cancelled. The groups wanted to continue to give back to a community, and approached the City to see if any service projects might be able to happen in the parks.

Synergy began to form and as discussions continued further, Bensonwood in Walpole, NH was approached to possibly help build the pergola. Bensonwood has agreed, and will support the project through various means of volunteerism and hands-on learning opportunities with the students to promote the trades industry.

The partnership includes a cost sharing between the three organizations to purchase the pergola for \$15,000.00 and split three ways between the City and Interact Clubs. Because of the community partnership, the volunteer efforts through Bensonwood, the City did not have a clear way to bid these services, and providing a hands-on build with the students provides meaningful engagement and learning opportunities.

Funding for the City portion would be coming from the Rachel Marshall Trust Fund and has been approved by the Trustees of Trust Funds.

The two clubs will come together with proper socially distancing measures, and PPE, to lead other projects beyond the pergola around the park. This will be a multi-layered project that when completed, the Ashuelot River Park Advisory Board will see the vision of the Master Plan beginning to become a reality.



City of Keene
Transmittal Form

February 5, 2021

TO: Finance, Organization and Personnel Committee

FROM: Steven Russo, Police Chief

THROUGH: Elizabeth A. Dragon, City Manager

ITEM: 3.

SUBJECT: Body Worn Cameras - Police Chief

RECOMMENDATION:

That the FOP recommend that any decision on this program be delayed until current legislation is voted upon and proposed State or Federal funding sources are identified.

ATTACHMENTS:

Description

BWC Memo

Presentation

BACKGROUND:

Please refer to attached memo dated January 29, 2021.

Police Department
City of Keene, New Hampshire

Date: January 29, 2021

To: Finance, Organizational, and Personnel Committee

Through: Elizabeth Dragon, City Manager 

From: Steven Russo, Police Chief  - 140

Subject: Police Body Cameras

Recommendation:

That the FOP recommend that any decision on this program be delayed until current legislation is voted upon and proposed State or Federal funding sources are identified.

Background:

In June 2020 the City Council tasked the City Manager (CM) to have the Police Department research the implementation of Body Worn Cameras (BWC's). I immediately formed a research group within the Department led by Sergeant Christopher Simonds. The group included members of the KPOA and KPSA, as well as command staff members for input and guidance.

In July 2020 we obtained quotes and Sergeant Simonds organized and led in-house demonstrations by three different vendors of Body Worn Cameras (BWC) and In-Car Video Systems (ICV). By the end of July we had chosen one vendor that we felt best met our needs, BodyWorn by Pileum Corporation.

On August 27, 2020 I went before the Finance, Organization, and Personnel (FOP) committee and presented the chosen vendor as well as initial cost estimates for the program. I also presented cost estimates for training required prior to a Test and Evaluation (T&E) period with the chosen vendor, as well as the cost of a full time position to manage the system and handle Right to Know (RTK) requests. Our intent was to seek full council approval to move forward due to the resource commitment required of the KPD, and the vendor, to hold the T&E. A concern was the overall cost for the first five years and I wished to have some indication from the Council if they wanted to move forward given those initial cost estimates.

On August 27, 2020 the FOP recommended to the council to move forward with the T&E. In September 2020 the Council endorsed that recommendation and Sergeant Simonds began coordination for the T&E. Shortly after this Council decision the City Manager (CM) arranged for a carryover of funds (approximately \$4,600) from last FY to assist with the cost to be

incurred for required training on the system, department interim policy, and relevant NH Statutes.

Research and preparation

Prior to the T&E, from August to November, I contacted and spoke with a variety of stakeholders, to include Keene State College (KSC), School Administrative Unit (SAU) 29, the American Civil Liberties Union (ACLU), the NH Public Defenders Office, and the Cheshire County Attorney. I also reviewed ACLU white papers on their concerns with BWC systems, past NH legislation concerning BWC's, NH Statutes, and other Police Departments policies on BWC systems. I then developed a survey for T&E Officers to complete at the end of each shift to document their use and experience with the system and allow us to collect necessary data for an operational decision and recommendation.

The research group, among other things, visited Manchester PD, who just began use of this system in January 2020, as well as identifying operational and T&E specific goals. Finally, we drafted an interim KPD General Order on BWC's and ICV systems based on all of our research.

We initially wanted to begin the T&E at the end of October, however I decided to delay the T&E due to our operational tempo, the impending elections, and the availability of the vendor's equipment and fixed equipment installation schedule, which required an on-site technician.

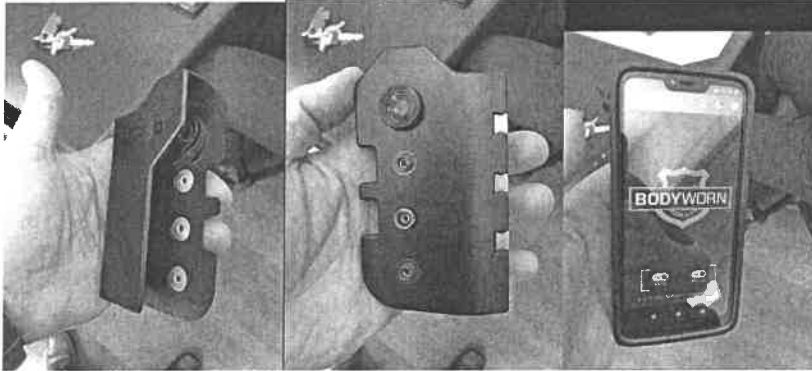
BodyWorn camera systems

Similar to most BWC and ICV systems, Bodyworn provides a BWC (basically a smart phone without sim card), specialized mounts for up to five uniform pieces (basically a \$200 credit per Officer), ICV system with two cameras (front and rear), tablet for system control within the vehicle (extra cost-\$800/each X 16 = \$12,800), and a "rocket" system for each vehicle that is essentially the controller and connectivity device to upload data to the cloud based system for storage and later retrieval. The up-front costs include all of these components, minus the cruiser tablet's, as well as unlimited cloud storage, and a warranty/replacement program for the BWC's for one year.

BodyWorn body cameras, unlike other vendors, is mounted inside uniforms by modifying the outer garment and installing a retaining device (mount) inside uniform shirts, jackets, raincoats, traffic vests, etc. Of the vendors we observed demonstrations with, and from our past experience with BWC demonstrations, we found this mounting system to be the most comfortable and, more importantly, secure for use. However, this comes at a logistical and future (replacement uniform) cost. Initial purchase and set-up of the system includes two uniform shirts and three other uniform items, or an external vest carrier, per Officer with the initial cost (winter jacket, raincoat, and traffic vest). Future costs, outlined later in this memo, include an increase in outer garment replacement costs due to the installation of the mounting system. We believe this mounting system is worth the extra cost as other systems stability on an Officers body is often times questionable, is easily knocked off, and can interfere with the myriad of other equipment a modern Police Officer must carry. There is

also an external vest carrier that is offered, mentioned above, which allows one to place their ballistic panels into this vest and wear it, with the BWC mount, over their traditional uniform shirt. These are also an extra cost unless ordered as one of the initial five allowable uniform pieces at contract inception. Cost is \$100/each X 50 = \$5,000. (See photos further below for vest carrier).

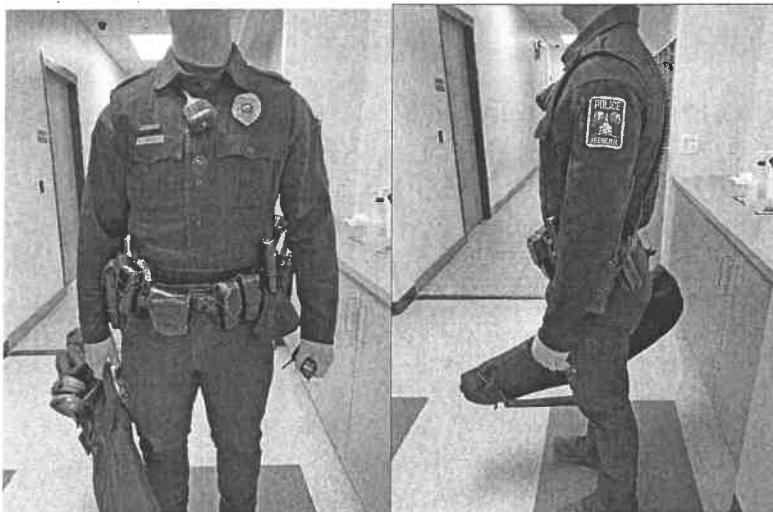
Mount for BWC sewn into garments & BWC



BodyWorn offers what are called "MOLLE attachments" used to attach the mount to external ballistic plate carriers located in each cruiser, as well as specialized ballistic vests used by our detectives and tactical team. These are extra costs that must be considered but allows us to attach the mount to non-traditional duty uniforms that are authorized for wear. An Officer must wear the BWC system when in any uniform or ballistic vest, that identifies them as a Police officer. Cost is \$60/each X 50 = \$3,000.

The T&E outfitted six Officers with BWC's and three cruisers with ICV systems. Three Officers had their traditional duty uniform shirt altered to install the mount and three used the external vest carrier mentioned above. During the T&E two Officers opted to wear their outer vest with the ballistic panels inside the carrier, the other wore it without ballistic panels, wearing it over his uniform shirt with his ballistic vest worn under his uniform as is normally the case. Thus, for this Officer the external vest was simply a carrier for the BWC mount and camera.

External vest carrier



Test and Evaluation

In November 2020 BodyWorn brought two training personnel and one technician to provide the necessary system and software training to the Officers selected for the T&E as well as dispatchers, supervisors, and command staff personnel. We also used this time to train this group on the interim department General Order and relevant NH Statutes, which is required by NH RSA 105-D:2. The technician also installed the required equipment in three of our cruisers, which included two cameras (front and rear), a tablet to run the system, and a "rocket" that is basically the controller and connectivity device to upload data to the cloud. All of this was provided without cost by the vendor.

The T&E operational period went from November 17th to December 14th, 2020. This time frame was driven by the vendor supplied equipment's availability. The T&E Officers represented the best diverse group we could form relevant to gender, body size, and law enforcement experience.

Test and Evaluation Survey results

The survey's completed daily and weekly by Officers involved in the T&E contained eight questions and provided space for comments for each question and overall comments. The results of their evaluations are depicted below. It should be noted, questions six and seven would not be relevant if we moved to this system, as the functions of classifying video and marking case numbers and Calls for Service (CFS) would be done automatically once the system is connected to our dispatch CAD, which it was not during the T&E. They are included here for full documentation of our T&E process.

Question 1: Wear and comfort, average score 4.13 out of 5.

Question 2: Ease of use, average score 4.17 out of 5.

Question 3, Reliability of features – three components: The scoring on this question was Good or Bad.

- A. Auto on settings: Overall rating of good
- B. Turning off/cancelling system: Overall rating of good
- C. Audio warnings: Overall rating of good

Question 4: Downloading (Uploading to cloud from cruiser), Average score 3.88. BodyWorn reports this would improve with installation of the Wi-fi Access Point (WAP) noted here).

Question 5: Viewing/Playback, Average score of 4.28. It should be noted the Officer ratings in this category do not conform to staff's nor Sergeant Simonds experience with Broadband issues. Interestingly also the scores also do not correlate with the Officers written and verbal comments and concerns about downloading issues for playback within the building (constant buffering).

Question 6: Classifying Video: Average score of 3.96. This is not relevant as the full system will automate this step when connected to our dispatch CAD, which it was not during the T&E. This was measured to get a feel for this process without the CAD link.

Question 7: Marking case numbers and Calls for Service (CFS): Average score of 4.02. Again, this is not relevant as the system will automate this step when connected to our dispatch CAD, which it was not during the T&E. This was measured to get a feel for this process without the CAD link. These two questions were included in this memo for full understanding of our survey and the results.

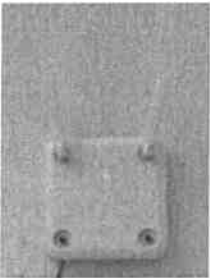
Question 8 was vehicle/fleet issues caused by system: None were recorded/noticed. However, an annual cost to fleet services of approximately \$1,000 was identified due to the rotation of three cruisers per year and the additional cost of rotating the BWC & ICV system equipment. This is an initial estimate and, with many things, other options/methods may exist.

Survey Comments

All comments by participants were investigated and the findings documented. In short, the comments can be broken down into the following areas:

-Automated settings: These can be adjusted by preference as we learn the system more deeply if we move to the system.

-Wi-Fi Access Points (inside): Wi-Fi access points placed inside the PD that would be specific to BWC Wi-Fi use, increasing connectivity. This can be enhanced by additional training to ensure Officers know and understand when Wi-Fi is engaged Cost is approximately \$3,600.



-Wi-Fi Access Points (outside): Needed to upload to cloud. This cost is included in the overall cost of the package.



-Training: Camera not docked in mount properly or failure to operate device, questions on when to use and not to use, etc. (but were covered in training = more training needed).

-Broadband: This adversely affected viewing / playback inside the building. Various meetings were held and with the vendor and IT and IT sought solutions such as firewall codes and computer requirements. Same issues were found inside City Hall when logged into system at that location. Concord PD, who conducted a T&E around the same time we did, reported the same broadband type issues with playback inside their PD during their T&E.

Subsequent to a joint PD / IT / vendor meeting on 1/20/21 IT discovered that an internal routing issue was causing this playback problem. IT took steps to correct this routing issue and the broadband issue seems to be solved.

-Uniforms: Logistical issue of sending off uniforms, traffic vests, and winter jackets to be Modified. Not insurmountable but a challenge. Cost concern with purchasing 50 outer carriers but necessary.

Findings

Funding

We have found no current grants that are available to pay for or offset costs of these systems. There is currently HB 253 that began this year as LSR # 49. This Bill intends to *require* law enforcement agencies to implement BWC systems, creates a funding stream from the penalty assessment fund and places those funds into a new non-lapsing public safety enhancement fund. This new fund would then provide grants to agencies that *elect* to implement BWC systems. This wording is confusing as to using both *shall* and *elect* in the same paragraph. That aside, HB 253 currently provides no funding or cost estimate or fiscal notes for this legislation. However, it is known the LEACT Commission (Law Enforcement Accountability, Community and Transparency) recommended all LE agencies employ BWC's, the Governor supports this, has directed the NH State Police to begin implementation, and funding is being evaluated to assist with this for non-State agencies.

On January 27, 2021, I received and reviewed SB 96, an act requiring implicit bias training for judges, establishing a body-worn and dashboard camera fund and making an appropriation therefor; relative to race and ethnicity data on driver's licenses, and relative to juvenile delinquency. This bill establishes a non-lapsing fund within the Department of Safety for the purpose of encouraging local law enforcement agencies to equip officers with BWC and ICV systems. The funds are intended to provide grants to local law enforcement agencies to assist them with the purchase, maintenance, and replacement of BWC and ICV systems and ongoing costs. The bill lists the sum of \$1 to be appropriated for the FY ending in June 2022.

Though neither of these bills currently appear to list funding, it is encouraging that funding sources are being looked at as well as mechanisms to assist local law enforcement agencies in acquiring these high cost systems.

Our current cost estimates, which include previous amounts presented to the Council as well as several new costs after further research and our T&E, are outlined below and will be included in the Power Point presentation to the FOP on February 11, 2021:

- BWC only, includes training, para-legal, & start-up costs: \$781,246 for five years
 - +BWC system alone: \$343,320
 - +Para-legal/RTK: \$437,926
- BWC & ICV systems, includes training, para-legal, & start-up costs: \$852,641 for five years
 - +BWC & ICV system alone: \$414,715
 - +Para-legal/RTK: \$437,926
- Initial supporting equipment costs (vest carriers, computer, WAPS): \$12,600
- Increased annual costs; fleet and PD (cruiser changeovers & uniforms): \$3,250

Privacy concerns and RTK issues

During our current research we found much that was found in our 2015 research, that being benefits from the use of BWC systems exist for both citizens and officers alike. Some citizens would welcome the benefit of having an enhanced mechanism for police accountability and officers would have additional protection against unsubstantiated complaints of wrongdoing. There remains, however, concerns centered on unintended consequences with respect to citizens' rights to privacy. I say this with full knowledge of the successful implementation of these systems throughout our Country. However, the privacy issue is rarely examined concerning these systems.

These concerns could emerge locally or regionally from Right to Know (RTK) requests. Yes, the 2017 legislative changes assisted greatly in somewhat limiting BWC and ICV footage, but what is released still could, and almost certainly will, needlessly infringe on our citizens' privacy, whereby once obtained by the requestor there would be nothing to prevent the wide scale electronic proliferation through social media, and other platforms, of the material. A lingering question in our minds with the 2017 legislative changes to 91-A:5, Exemptions, section X (a) hangs on the first two words and their interpretation; Any detention. This could be interpreted that any contact with a person that resulted in even a short detention to investigate a crime, even if that subject was released as uninvolved minutes later, could be interpreted by some as releasable because it is not exempt under "any detention".

The New Hampshire Municipal Association (NHMA), during a RTK seminar on 1/21/21, stated their interpretation of this is that any arrest or short investigatory detention would be releasable under the RTK law. This could or invariably would drastically increase the numbers of audio/videos that would be available through the RTK process with the need to respond to these, which includes time consuming redaction. Thus, the para-legal position, to handle BWC and ICV RTK requests, as well as the current overwhelming number of police specific RTK's, is critical to not only the success of any BWC and ICV program, but managing the current RTK requests prior to the inclusion of any BWC and ICV program.

This RTK issue, as well as ongoing RTK volumes require the addition of either a para-legal at the Police Department, or an Assistant City Attorney under the CA's office, working from the Police Department, to handle both the current RTK volume as well as the increased RTK volume that is anticipated from the addition of these systems. I believe, regardless of whether we implement these systems or not, the RTK issue must still be addressed and a position added, either directly at the PD or through the City Attorney's office, to mitigate an

administrative burden created by RTK requests that is already unmanageable. Forgoing these systems for now, as recommended, would allow some of the costs avoided to be put to a position to address and mitigate the current City wide RTK volume and backlog, while awaiting State or Federal assistance on funding this program.

KPD Body Worn Cameras



- 2/11/21 FOP

City of Keene

Body Worn Camera System (BWC)

- \$321,600 over five years
 - \$160,800 year one
 - \$40,200 annually next four years
- Training: \$9,120 One time cost
- Para-legal
 - \$87,585 Annually + PAB increases
 - \$437,925 over five years
- Start-up costs: \$12,600
- Total Cost Year one: \$270,105
 - System, Training, Para-legal position & start-up costs
 - Each year thereafter: \$127,785; includes para-legal
- **Five year cost: \$781,246**

BWC & In Car Video System (ICV)

- \$392,995 Over five years
 - \$190,099 year one
 - \$47,524 annually over next four years
- Training: Remains same: \$9,120
- Para-legal: Remains Same
 - \$87,585 Annually + PAB increases
 - \$437,925 over five years
- Start-up costs: Remain same \$12,600
- Total Cost Year one: \$299,404
 - System, Training & Para-legal position
 - Each year thereafter: \$135,109
- **Five year cost: \$840,041**
- **Cost difference of \$71,395 bet. BWC & BWC & ICV**

Initial Equipment Required

- \$12,600
 - Computer system
 - WAP's (internal X 3)
 - Molly Clips
 - Vest Carriers
- Total BWC w/initial start-up costs: \$781,246
- Total BWC & ICV w/initial start-up costs:
\$840,041

Re-occurring Annual Costs

- \$3,250
 - Replacement vest carriers
 - Uniform shirt replacement cost increase
 - Annual cruiser turn-over cost increase
- These costs cannot be absorbed into current budget and would need to be added to our budget.

HB 253

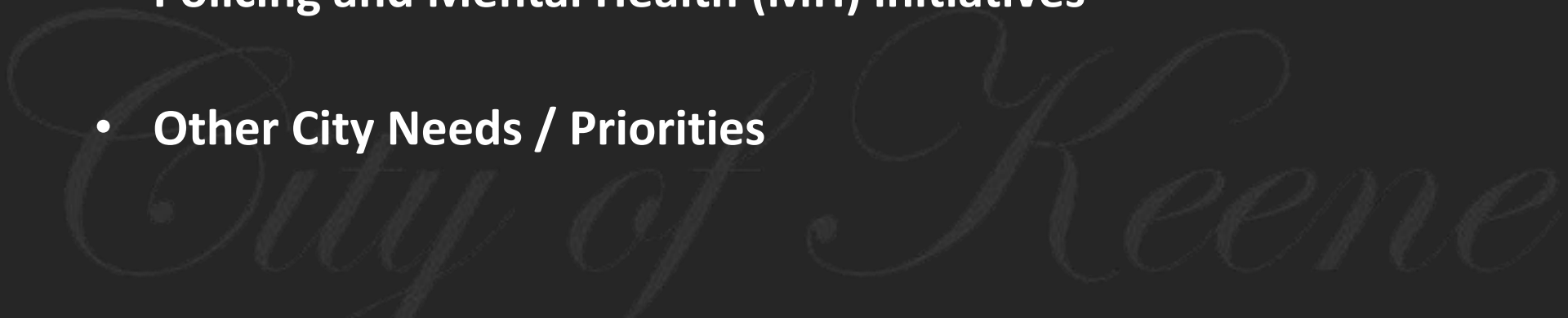
- Only source I know of for possible future funding
 - HB 253 began this year as LSR # 49.
 - This Bill intends to *require* law enforcement agencies to implement BWC systems.
 - Creates a funding stream from the penalty assessment fund and places those funds into a new non-lapsing public safety enhancement fund.
 - This new fund would then provide grants to agencies that *elect* to implement BWC systems. This wording is confusing as to using both *shall* and *elect* in the same paragraph.
 - HB 253 currently provides no funding or cost estimate of this legislation.
 - The LEACT recommended all LE agencies employ BWC's, the Governor supports this, has directed the NH State Police to begin implementation, and funding is being evaluated to assist with this for non-State agencies.

SB 96

- An act requiring several things, one of which is establishing a body-worn and dashboard camera fund and making an appropriation therefor.
- This bill establishes a non-lapsing fund within the Department of Safety. The bill lists \$1 to be appropriated in FY22.
- The funds are intended to provide grants to local law enforcement agencies to assist them with the purchase, maintenance, and replacement of BWC and ICV systems and ongoing costs.
- Though neither of these bills currently appear to list funding, it is encouraging that funding sources are being looked at as well as mechanisms to assist local law enforcement agencies in acquiring these high cost systems.

BWC Funding and Competing Needs

- **Upcoming cost of LEACT** (Commission on Law Enforcement Accountability, Community and Transparency) decisions on increased training hours for LE agencies. These are real costs and will be in our budget requests beginning FY 23 and, if passed by PS&TC are real costs and not going away
 - FY23: \$56,680 FY24: \$115,328
- **City Right To Know (RTK) issues** and solving those, this also is a real and growing problem that we cannot handle internally
- **Policing and Mental Health (MH) initiatives**
- **Other City Needs / Priorities**



Future of BWC

- I have no doubt at some point in the future we will employ BWC systems, it is the right thing to do for a variety of reasons.
- I support them personally and professionally, and would like to take advantage of any opportunity for funding at the State level when and if it becomes available.
- Therefore, we recommend delaying this initiative until we know the results of pending legislation and competing needs, such as the cost of LEACT requirements and our RTK issue, are addressed.

Thank You, Questions?





City of Keene
Transmittal Form

February 8, 2021

TO: Finance, Organization and Personnel Committee

FROM: Donald R. Lussier, P.E., City Engineer

THROUGH: Elizabeth A. Dragon, City Manager

ITEM: 4.

SUBJECT: Roxbury Street Sewer Replacement - Funding Request - City Engineer

RECOMMENDATION:

Move that the Finance, Organization and Personnel Committee recommend that the City Manager be authorized to do all things necessary to reallocate \$215,000 of unspent project balance from the Sewer Improvements Project (08055) to the Roxbury Street Flood Improvement Project for the replacement of sewer mains on Roxbury Street, between Central Square and Beaver Brook.

BACKGROUND:

The Roxbury Street Flood Improvement Project is in final design. The project is focused primarily on the replacement of the 1891/1899 brick stormwater line from Central Square to Beaver Brook including the upgrading of the 36-inch section to 60-inch that runs from the exit of City Hall parking Facility/MoCo Arts to Beaver Brook. Insufficient capacity in this pipe has led to repetitive localized flooding in the Elm Street / Vernon Street neighborhood. The new drain will be 60 inches in diameter and will add significant capacity to the system. Street and sidewalk repair work is also planned on the east side of Beaver Brook.

While flood management was the driving force behind the project, the City's FY20 and FY21 Capital Improvement Plans also includes funding for other infrastructure within the corridor. The table below provides a summary of total project funding.

CIP Project	Project No.	Amount
Flood Management	90298	\$ 921,700
Roadway Rehabilitation	90018	\$ 272,000
Curb Repair/Replacement	90196	\$ 65,478
Sidewalk Repair/Replacement	90046	\$ 65,478
Water Distribution Improvements	05009	\$ 330,470
Total Project Funding		\$ 1,655,126

Funds for replacement of the sewer lines in Roxbury Street was not included in the CIP. The sewers within the project limits are small diameter vitrified clay pipes (VCP). Although the pipes are between 90 and 120 years old, there has been very little history of maintenance problems. The City's Sewer Main Asset Management Plan identified these mains as a low priority for replacement.

As staff completed the project survey work and preliminary designs, it became clear that the installation of the large diameter drain along with new water mains will disturb most of the roadway width and areas around the sewer mains. Disturbing the bedding around the old mains will increase the chances of failure of the old mains. Given the extent of the utility work planned, it would be prudent to replace these older sewer mains at the same time. Replacing the sewer mains will also simplify the project, since the contractor will not need to work around existing live sewers.

In recent years, two sewer improvement projects (Silent Way and Perham Street) were completed significantly under budget because the City was able to line the existing mains instead of the planned replacement. These savings have resulted in an unspent project balance in the Sewer Improvement Account (08055) of approximately \$672,000. Therefore, it is recommended that \$215,000 of project balance from the Sewer Improvements Project (08055) to the Roxbury Street Flood Improvement Project for the replacement of sewer mains on Roxbury Street, between Central Square and Beaver Brook.

February 8, 2021

The Finance, Organization and Personnel Committee has been assigned the request from Councilor Manwaring to survey the Council members on the preferred method to conduct the performance reviews of the Charter Employees of the City. To assist you in selecting an option, I am including some history on how this process has been handled in the past.

Prior to the mid 90's evaluations were not formally conducted for any of these positions. Sometime in the mid 90's the process was assumed by the Finance Committee. That review may have included a written evaluation after a meeting with the employee, but the process was inconsistent from year to year.

In 2012, the evaluation process for Charter employees shifted to the full City Council. This change was in response to a concern about public notice of a Finance Committee meeting when potentially a majority of the Councilors could be in attendance. That review may have included a written evaluation after a meeting with the employee, but the process was inconsistent from year to year.

In 2016, the City Council decided to adopt a more formal process utilizing an evaluation form that solicited input from each Councilor. The process requested a self-evaluation by the employee. The chairs of the Standing Committees and the Mayor collected the completed forms from each Councilor along with any written comments. An interview was held with the employee. The FOP Chair then summarized the process and provided a copy of the evaluation document to the employee.

The input from individual Councilors has not been consistent over the years. The opportunity to have a useful dialog with the employee and feedback to the City Council does not exist in the current format. Thus a request for a revision to the process has come about.

No matter what process is developed, it needs to be measurable, objective and specific to each of the positions. A good rating form will assist in meeting these objectives, but every Councilor needs to participate by completing the evaluation form. Research is currently being done to develop a more measurable and accurate form to be used. Regardless of the evaluation process that is ultimately chosen, the evaluation form as well as any written comments from the Councilors are provided to the Charter Officer in advance of any meeting.

To assist you as you consider which option to select, of the 13 cities in the state the Keene City Attorney is the only Attorney appointed by the City Council as a City Charter requirement. All other City Attorneys are employees of the Manager or the Mayor. Only Keene and Manchester's City Charter have the City Clerk as an employee of the Council/Alderman. In Nashua, the City Clerk is appointed by the Mayor with the concurrence of the City Council. In Manchester and Nashua, which have strong Mayoral forms of government there is no evaluation process for the Clerk.

Hopefully this history will assist you as you rank order the three possible processes suggested in Councilor Manwaring's communication:

- a. Continue the current practice of the Mayor and Committee Chairs gathering information and then meeting with the Charter Officer.
- b. Have the full Council meets with the employee and then share the evaluation with the Charter Officer.
- c. The FOP Committee meets with the employee and shares the evaluation with each Charter Officer along with the collected evaluation forms from the Councilors.

Another alternative:

- d. Each Charter Officer meets with the City Council and discusses the accomplishments from the prior year, and the objectives for the next year. The Finance Committee to finalize the evaluation by summarizing the comments from the City Council meeting and identifying the agreed upon goals/objectives for the next year.

Please identify your ranking of the options a, b, c, or d

First choice	_____
Second choice	_____
Third choice	_____
Fourth choice	_____

Any additional comments to share _____
