



MUNICIPAL SERVICES, FACILITIES AND INFRASTRUCTURE COMMITTEE
Council Chambers, Keene City Hall
March 25, 2026
6:00 PM

A. AGENDA ITEMS

1. Terry Bishop - Concerns With Parking on Marlboro Street and Enforcement Measures
2. Public Art Display Proposal - Temporary Large-Scale Sculpture Installation - Public Works Director
R-2022-18: Council Policy Relating to Acceptance and Placement of Public Art
3. Eversource Access Across City-owned Land in the Town of Swanzey - Transition to License - City Attorney
4. Acceptance of Fire Department Strategic Plan - Fire Chief
5. Presentation - Red Pine Scale - Dinsmoor Woods (Maple Avenue) Harvest - Parks and Recreation Director
6. Presentation - Transfer Station Assessment Report - Solid Waste Superintendent
7. Presentation - Management of Emerald Ash Borer Infested Trees - Highway Operations Manager
8. Councilor Favolise - Request for Presentation Outlining the Role of Contractors and Consultants
City Code of Ordinances - Article IX. Purchasing
9. Relating to Updates to Section 94-321, "Stop Signs" in the City Code Ordinance O-2026-03
10. Downtown Infrastructure Project Update - Public Works Director

B. MORE TIME ITEMS

NON PUBLIC SESSION

ADJOURNMENT

To the Mayor and Council. 26/02/2026

We have a parking issue on Marlboro st or lack of enforcement with in our gateway to our city.

I would like to discuss solutions please.

Thank you

Terry Bishop

A handwritten signature in cursive script that reads "Terry Bishop".

124 Eastern Ave [REDACTED]



CITY OF KEENE NEW HAMPSHIRE

Meeting Date: March 25, 2026

To: Municipal Services, Facilities and Infrastructure Committee

From: Donald Lussier, Public Works Director

Through: Elizabeth Ferland, City Manager

Subject: **Public Art Display Proposal - Temporary Large-Scale Sculpture Installation
- Public Works Director**

Recommendation:

Move that the Municipal Services, Facilities and Infrastructure Committee recommends that the request to install a sculpture entitled "That Place in the Stars" on City property be approved and that the City Manager be authorized to negotiate and execute a one-year renewable lease with the artist.

Attachments:

1. 2026 0313 Art Proposal from Rick MacMillan for That Place in the stars_redacted

Background:

Mr. Fredrick MacMillan of Sculpture NH has submitted a proposal for the temporary installation of a very large sculpture on City property. The proposal identifies four possible sites for the Council's consideration:

1. Roundabout at Key Road / Winchester Street
2. Roundabout at Pearl Street / Island Street / Winchester Street
3. Patricia Russell Park (a.k.a., the former Findings parcel)
4. Ashuelot River Park

Sculpture NH and the artist have expressed a preference for the Key Road Roundabout location. City Staff believe that all four locations are acceptable. The attached proposal appears to meet the requirements of the City Council's Policy relating to the Acceptance and Placement of Public Art (Resolution R-2018-22).

39 Hathersage Ln
Dublin NH 03444
March 13, 2026

Honorable Mayor and City Council
City of Keene
3 Washington Street
Keene, NH 03431

Re: Request to Install a Sculpture on Municipal Property

Dear Mayor and City Councilors:

Last year the City Council approved the installation of the sculpture “Thought Cage” in Ashuelot Park. The artist, Christopher Curtis loaned the sculpture on a one-year renewable lease, in the belief that the installation of a “cornerstone” sculpture would breed interest from the sculpture/art community, which could then bloom into a robust sculpture trail through-out the Monadnock Region. The Grand Monadnock Rotary Foundation provided the financial backing for the certification and installation of this work of art from funds previously raised for sculpture projects in the Monadnock Region. Under its Sculpture NH “project”, it will serve as the sponsor for this endeavor.

Subsequent to that installation in October 2025, Curtis has offered to loan his monumental outdoor sculpture “That Place in the Stars” for installation in our area. A photo of the sculpture is attached. This sculpture is made of stainless steel and anchored to the ground with four two-foot-long bolts. It has recently been on display at The Mount in Lenox, MA.

Due to the size of this work of art (21 ft. tall x 24 ft. wide), appropriate placement is critical to both the aims of the artist and the general public. While other locations in the area have been offered, the artist has felt better sites, affording space, visibility, and traffic would enhance the appeal of this work. **It is important to know that installations such as this, are offered by artists hoping an investor, or institution, will want to purchase the sculpture as an enhancement to their particular venue.**

To this end, I have worked with Don Lussier, Director of Public Works to propose four possible sites for installation. There are pluses and minuses for each location; my hope is that a vibrant discussion will result in the best outcome for both the artist and the City of Keene.

Site #1-Key Road/Winchester St. Rotary

This location offers the greatest visibility, of the potential locations. It is a major intersection with moderate to heavy traffic. Though not allowing close interaction with viewers, properly aligned, it could serve as a visible statement to the public of the commitment of the City to three-dimensional art.

Site #2-WinchesterSt./Island St. Rotary

This location offers visibility, similar to the Key Road rotary, but with lighter traffic. Close interaction with viewers would not be practical, but properly aligned, it could also serve as a visible statement to the public of the commitment of the City to three-dimensional art.

Site #3-Patricia Russel Park

This new City park may hold potential beyond this current project. Though located in a lightly travelled area of the City, it affords the easiest installation, and might serve as a magnet for future sculpture installations. It would also afford close interaction with viewers

Site #4-Ashuelot Park

Ashuelot Park is a centerpiece for outdoor art and recreation in the City. It currently houses two outdoor sculptures and has space for "That Place in the Stars". Visibility is limited to foot traffic, which on the other hand allows close interaction with viewers.

Christopher Curtis is a nationally known sculptor residing in Duxbury, VT. Known for his contemporary work in stone and metal, Curtis has been creating sculpture for more than fifty years. His affection for stone started as a young boy collecting rocks in the woods of Vermont. Over the decades, his fascination expanded from pebbles to cobblestones to large boulders. Curtis claims to have looked at literally millions of stones, collected thousands, and discarded nearly as many, honing his discerning focus on shape as well as material.

Works by Christopher Curtis are installed in more than 250 public and private places throughout New England and the United States. Among his sculptures on public view are works at the Tulsa Botanic Gardens, Tulsa, OK; the Appleton Museum, Ocala, FL; Lemon Fair Sculpture Park, Shoreham, VT; United States Federal Reserve Bank, Washington, DC; University of Arkansas, Little Rock, AR; and State of Vermont Public Art Collection, Montpelier, VT, and the U.S. Embassy, Copenhagen, Denmark.

Curtis has agreed to loan Sculpture NH "That Place in the Stars", on a one-year renewable Artist Agreement. Such an agreement would include a 20% commission if sold during the lease period due to its display in the City of Keene. Further, Sculpture NH is willing to apportion 50%

of any commissions received, to the City of Keene, subject to the provisions of City of Keene Resolution R-2018-22, a “Council Policy Relating to the Acceptance and Placement of Public Art”.

More information on the artist can be found at @ www.christophercurtis.com. Additional information is at Instagram: [#christophercurtis1](https://www.instagram.com/christophercurtis1). and www.sculpturetour2022.com

Marketing/Advertising – Press Coverage- Promotion of this project is essential to attracting a viewing public. The Sentinel, My Keene Now, The Union Leader, Monadnock-Ledger Transcript, Arts Alive, City of Keene- Social Media, Friends of Public Art social media are among the many avenues of promotion available. In addition, I would hope the City of Keene would use best efforts to feature this sculpture on established City forums.

Sculpture Project Particulars

1. **Description of art** – Stainless Steel 24’ x 21’ x 9’ , secured on a stainless steel base with four anchoring bolts, each two feet in length
2. **Length of the Loan**- 12 months- Contract between The Grand Monadnock Rotary Foundation (Sculpture NH), and Element 3 Inc. EIN 04-3354351 (Artist)
3. **Preferred Location**- Rotary at juncture of Key Road and Winchester Street, Keene
4. **Installation and removal**- Artist will be responsible for delivery, installation, deinstallation and recovery. Installation requires access to site by 18,000 lb. boom truck within 10 feet of site.
5. **Site requirements:** A 30’x 30’ flat, level hardscape. The sculpture, weighing nearly two tons, is held in place by four anchoring ground bolts at each of the two base plates.. No electricity is needed .
6. **Funding**- Installation costs and Insurance would be provided through the Grand Monadnock Rotary Foundation, and other area Rotary Clubs in Keene and Jaffrey (Estimated costs \$6,000)
7. **Maintenance requirements:** No routine maintenance is required other than keeping the site free of detritus.
8. **Value** -Retail price of sculpture is \$200,000.00. Artist will pay sponsoring agency (Grand Monadnock Rotary Foundation: Sculpture NH) 20% commission if sold during the display period
9. **Signage**- Artist will supply signage with QR code directing viewers to his website.

10. **Insurance**- The Sponsor will name the City of Keene as an additional insured and provide a Certificate of Insurance evidencing as such. Lighting at the site would help, but not required. Insured value is 90% of retail or \$180,000.



Sincerely,

A handwritten signature in blue ink that reads "Frederick W. MacMillan".

Frederick W. MacMillan

Sculpture NH

[Redacted]
[Redacted]



CITY OF KEENE

R-2018-22

In the Year of Our Lord Two Thousand and Eighteen.....

A RESOLUTION COUNCIL POLICY: RELATING TO THE ACCEPTANCE AND PLACEMENT OF PUBLIC ART.....

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

WHEREAS: Public Art plays an important role in increasing the understanding and enjoyment of art by the community. Art is more accessible and visible to people when displayed in public areas. A key feature of Public Art is the importance of integrating art into the fabric of the community in order to enrich and enhance the physical attractiveness of the community. Public Art transforms spaces and provides a valuable contribution to the appreciation of the community and the quality of public places; and

WHEREAS: The City of Keene desires to participate in the promotion and display of Public Art to contribute to the unique identity of the City; enhance the City's economic and cultural vitality; and to encourage Public Art that is accessible to the public visually and physically.

NOW, THEREFORE, BE IT RESOLVED: Public Art may be located on public property in areas that are frequently visited, viewed, or accessed by the public. Locations may include public right-of-ways, intersections, City parks, City-owned property, and City-owned buildings, and

BE IT FURTHER RESOLVED: Artists and/or organizations wanting to create, provide, or develop Public Art shall submit a proposal to the Keene City Council that provides sufficient information for consideration of each proposal. When the City Council is considering Public Art, temporary or permanent, to be installed on, or in, property under City ownership or control it may consider:

- Whether the Public Art reflect aspects of the City's history, unique environment, cultural identity, or community at-large;
- Whether the Public Art aesthetically enhances public spaces or environments to which it relates or interacts;
- Whether the Public Art is commensurate in scale with its surroundings;
- Whether the Public Art is technically feasible to produce and to display;
- Whether the Public Art is unique and original and not mass produced or standardized;
- Whether the Public Art is durable, constructed of materials that will survive in the environment in which it will be placed, and reasonable to maintain in terms of time and expense;
- Whether the artist(s) and/or organization(s) submitting a proposal for Public Art can demonstrate that the artist(s) and/or organization(s) is (are) recognized by critics and peers as one who produces works of art;

PASSED

- Whether the Public Art is in a location that allows for necessary maintenance;
- Whether the Public Art is designed to be reasonably protected from environmental degradation, damage, vandalism, or theft;
- Whether the Public Art is affixed to a structure or building and whether the structure or building is expected to remain in good condition for twenty (20) years;
- Whether the Public Art creates a public safety, health, or security concern.

BE IT FURTHER RESOLVED:

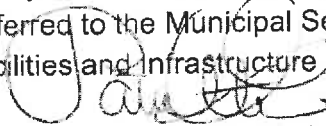
- Temporary Public Art is intended to not be owned by the City, to remain in the care, control, and ownership of the artist(s) and/or organization(s), to be easily installed and removed, to be displayed for a specific period of time or on loan for an undetermined period of time, and as specified in a Memorandum of Understanding between the artist(s) and/or organization(s) and the City Council prior to display.
- Permanent Public Art is intended to be owned by the City, is attached to a structure or property owned by the City, is of a size or type of construction that it cannot be easily removed, and which the artist(s) and/or organization(s) agree to relinquish and transfer all rights of ownership and control to the City of Keene.
- Public Art proposals will be in writing and shall include the following minimum information.
 - A description of the proposed Public Art, including but not limited to, the name of artist(s) and/or organization(s) involved, description of the experience of the artist(s) and/or organization(s) in the production of the type of artwork, and information establishing that the artist(s) and/or organization(s) is recognized by critics and peers as one who produces works of art.
 - Whether the Public Art will be temporary and on loan to the City, or permanent and owned by the City.
 - Identification of the location of the Public Art.
 - A description of the Public Art that includes a proposed design which is commensurate in scale with the intended location, the size to scale, the dimensions of the physical space required, the materials to be used, the intended theme or context, and if temporary, the length of time of the display, and how the Public Art will be accessible to the public for viewing and enjoying.
 - Whether utility hookups are required.
 - How the Public Art is funded.
 - The anticipated maintenance requirements of the Public Art, including recurring expenses.
 - If temporary, identify how the Public Art will be removed and how the space will be restored to its previous condition.

- How the Public Art will aesthetically enhance public spaces or environments to which it relates or interacts.
 - Provide appropriate certification that the Public Art does not infringe upon any copyright or trademark.
 - Provide documentation as required by the City with respect to construction or installation of the Public Art.
- The artist(s) and/or organization(s) proposing Public Art shall provide appropriate insurance certificates and indemnification to the City during construction/installation, and/or during display, as determined by the City Council, through a license for temporary Public Art or in the construction documents for Permanent Public Art.
 - If the Public Art is not owned by the City, the artist(s) and/or organization(s) proposing the Public Art will be responsible for the expenses of monitoring, operation, maintenance, repair, and removal.
 - The City shall have the right, in its sole discretion, to determine when or if it is necessary that Public Art be removed from public display.
 - The City Council, in its sole discretion, shall determine whether Public Art is accepted for ownership by the City.
 - The City Manager is authorized to develop and administer rules and procedures to determine whether a proposal for Public Art is acceptable and complete for submission to the City Council for consideration; for the management, monitoring, installation, maintenance, repair, operation, and removal of Public Art, and to prepare appropriate and necessary documents for the transfer of the ownership of permanent Public Art to the City; and to adopt City Ordinances as may be necessary and appropriate.
 - The City will establish an expendable trust for expenses associated with commissioning, installation, monitoring, maintenance, repair, operation, and removal of Public Art.
 - For any Public Art intended to be owned by the City, the donor shall contribute to the City a sum equal to one percent (1%) of the construction cost of the Public Art, to be deposited into the expendable trust and used by the City for the monitoring, operation, maintenance, repair, upkeep, relocation, removal, or other requirements related to the Public Art.



 Kendall W. Lane Mayor

In City Council July 5, 2018.
 Referred to the Municipal Services,
 Facilities and Infrastructure Committee.



 City Clerk

A true copy.

Attest:


 Patricia

City Clerk

PASSED July 19, 2018



ITEM #A.3.

CITY OF KEENE NEW HAMPSHIRE

Meeting Date: March 25, 2026
To: Municipal Services, Facilities and Infrastructure Committee
From: Amanda Palmeira, City Attorney
Through:
Subject: **Eversource Access Across City-owned Land in the Town of Swanzey - Transition to License - City Attorney**

Recommendation:

Move that the Municipal Services, Facilities and Infrastructure Committee recommends that Public Service Company of New Hampshire d/b/a Eversource be granted a Revocable License and Indemnification Agreement for the use of City-owned land located near the Dillant-Hopkins Airport in Swanzey for access to its transmission lines.

Attachments:

None

Background:

On December 4, 2025, the City Council recommended that the City Manager be authorized to do all things necessary to negotiate, execute, and record a permanent easement benefiting Public Service Company of New Hampshire d/b/a Eversource Energy for access across City-owned land in Swanzey, New Hampshire. Eversource owns the transmission lines that run adjacent to the Dillant-Hopkins Airport in Swanzey and requires access to its infrastructure for construction, inspection and maintenance. Upon review, it was determined that a license would be the appropriate legal device through which the City can provide Eversource with access, rather than an easement that would encumber the property. A license will still provide to Eversource permission to use the City's property, but does not convey any interest in the property and can be amended or revoked if needed. This request is intended to clarify to the City Council what agreement the City will have with Eversource and ensure the proper authorization is provided to the City Manager.



CITY OF KEENE NEW HAMPSHIRE

ITEM #A.4.

Meeting Date: March 25, 2026
To: Municipal Services, Facilities and Infrastructure Committee
From: Jason Martin, Fire Chief
Through: Elizabeth Ferland, City Manager
Subject: **Acceptance of Fire Department Strategic Plan - Fire Chief**

Recommendation:

Move that the Municipal Services, Facilities and Infrastructure Committee recommends the City Council accept the 2026 Fire Department Strategic Plan as informational.

Attachments:

1. 2026 STRATEGIC PLAN

Background:

The City of Keene Fire Department has undertaken a comprehensive strategic planning process to ensure it remains a responsive, modern, and community-focused public safety organization. This effort reflects the Department's commitment to proactively addressing evolving service demands, workforce challenges, and community expectations while positioning itself for long-term success.

Strategic planning is more than the development of goals—it is the intentional creation of a roadmap that defines direction, aligns resources, and establishes measurable outcomes. As outlined in the Department's Strategic Plan, this process is designed to provide a clear framework for decision-making, strengthen accountability, and guide the organization over the next three to five years.

To ensure a well-rounded and inclusive approach, the Keene Fire Department engaged both external and internal stakeholders in the development of this plan.

On September 29, 2025, an external stakeholder session was held in the City of Keene, bringing together community members, business owners, and organizational leaders. This session provided valuable insight into community expectations, helping define what "good service" looks like from the public's perspective and identifying key priorities such as response effectiveness, professionalism, communication, and community trust.

In parallel, the Department conducted an internal stakeholder process that included representation from all divisions. This effort was facilitated by Emergency Services Consulting International (ESCI) and incorporated nationally recognized best practices in fire service strategic planning. Through

facilitated workshops and a department-wide climate survey, members identified organizational strengths, challenges, and opportunities for growth.

This combined approach—integrating community expectations with internal operational insight—ensured that the Strategic Plan is both externally relevant and internally actionable.

As part of this process, the Department also took a comprehensive, or “global,” approach to organizational alignment. This included updating its mission, vision, and values to reflect current expectations, reinforce organizational culture, and provide a clear foundation for decision-making moving forward.

The result is a strategic plan that establishes clear goals, supported by specific objectives and implementation steps, designed to be flexible and adaptable as conditions evolve. The Department has now transitioned from planning to implementation and is actively working to advance the objectives outlined within the plan.

This Strategic Plan represents an investment in the future of the Keene Fire Department and the community it serves—ensuring continued delivery of high-quality emergency services, strengthening public trust, and positioning the organization to meet the challenges of today and tomorrow.



2026 STRATEGIC PLAN

Keene Fire Department

DRAFT

February 17, 2026



Process Overview

Change is inevitable, but growth is intentional. It begins when we set goals. Yet, having goals is not synonymous with success. An organization must craft a comprehensive plan—a roadmap replete with clear objectives, defined timelines, specific roles, and measurable milestones. This strategic planning is pivotal for any organization, public or private, aspiring to reach its full potential.

Such a plan outlines a well-defined direction, takes stock of the operational environment, and devises strategies to progress toward goals. These components position an organization to adeptly serve its community and achieve its overarching vision. In renewing its commitment to professionalism, the organization sets itself on a trajectory toward enduring success.

The strategic implementation planning process culminates in a three-to-five-year work plan, guiding the collective endeavors of the organization towards shared goals and objectives. It is an inclusive method, engaging key stakeholder representatives to ensure that the interests of the entire community are considered throughout the planning stages.

During the planning sessions, the team re-examined the agency's mission, vision, and values. These elements served as the cornerstones for identifying service improvement areas. From these discussions emerged the strategic themes that now underpin the goals of the implementation plan.

The strategic goals, once established, were then broken down into specific objectives. Through robust dialogue and brainstorming, ideas were either adopted or discarded based on group consensus. The resulting goals and objectives were designed to be flexible, allowing for adjustments as needed to align with the agency's broader aspirations.

In summary, the careful formulation of a strategic plan, which involves inclusive participation and flexible goal setting, equips an organization with the agility to adapt and the direction to thrive amidst change.



Community-Centered Strategic Planning Process

ESCI's Community Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs, numerous other national, regional, and state fire service agencies and associations, and hundreds of local fire departments across the United States and Canada. The CCSPP has proven remarkably effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer Fire Rescues and everything in between. This process was utilized in the development of the Birmingham Fire & Rescue strategic planning framework and will include, but not necessarily be limited to:

- Reviewing organizational background.
- Defining services provided to the community.

- Identify aspects of the organization that the community views positively.
- Developing a vision for the future.
- Establishing the organization's guiding principles.
- Identifying performance gaps.
- Establishing the organization's strategic goals.
- Identifying the objectives that support the strategic goals.
- Determining critical implementation tasks for each objective.
- Defining service outcomes in the form of performance measures and targets.

Message from the Chief

The Keene Fire Department (KFD) initiated its Community-Centered Strategic Planning project to remain a responsive and modern public safety agency. Facing changing community needs, service demands, and staffing pressures, KFD recognized the importance of aligning its mission and goals with both its workforce and the citizens it serves.

Partnering with Emergency Services Consulting International (ESCI), KFD adopted a collaborative, data-driven process that combines professional best practices with community input. External stakeholders helped define service expectations, while internal staff workshops identified strengths, challenges, and opportunities for growth.



Chief Martin

Through this initiative, KFD aims to:

- Establish a clear three-to-five-year roadmap.
- Strengthen trust through community and staff involvement.
- Update its mission, vision, and values.
- Ensure effective use of resources.

This project represents an investment in KFD's future, ensuring high-quality service, adaptability, and continued trust within the City of Keene.

Sincerely,

Jason Martin, Fire Chief
Keene Fire Department



External & Internal Feedback

External Stakeholder Feedback

On September 29, 2025, ESCI facilitated a community stakeholder feedback session at the Keene Public Library.

As part of the facilitated discussions, ESCI engaged participants in defining the concept of “good service” as it pertains to the role and responsibilities of a fire department within its community. Through this collaborative process, the group identified the following key components:

1. **Response & Service Delivery:** Focus on how quickly and effectively the department responds to calls and meets community needs.
2. **Skills, Training & Competence:** Emphasis on building and maintaining the right skill sets for all-hazards response.
3. **Professionalism & Leadership:** Behavioral standards, leadership quality, and professionalism in service delivery.
4. **Communication & Collaboration:** Internal and external communication practices and cooperative relationships.
5. **Community Engagement & Public Trust:** Strengthening ties with the public and fostering trust.
6. **Culture & Organizational Foundations:** Shared values, consistency, and the work environment that underpins service delivery.
7. **Safety & Risk Reduction:** Commitment to operational safety for personnel and the community.



Building on the definition of “good service,” the group collaborated to articulate the community’s expectations of the Keene Fire Department, reflecting their collective perspective on desired priorities and outcomes. These expectations provide valuable insight into the community’s service priorities and can help guide the department’s strategic planning and future initiatives. The expectations identified include:

1. **Staffing, Recruitment & Retention:** Needs and strategies to ensure adequate and sustainable personnel resources.
2. **Training, Readiness & Professional Competence:** Focus on maintaining readiness, improving skills, and professional development.
3. **Communication & Engagement:** Internal and external communication and the need for stronger engagement.
4. **Community Connection & Public Trust:** Building relationships and understanding with the community and

key stakeholders.

5. **Service Delivery & Performance:** Commitment to providing timely, effective emergency services and continuous improvement.
6. **Leadership & Culture:** Opportunities to strengthen leadership alignment, accountability practices, and overall organizational culture.



Keene Fire Department Member Survey

Keene Fire Department (KFD) partnered with Emergency Services Consulting International (ESCI) to conduct a climate survey. ESCI, the consulting firm of the International Association of Fire Chiefs, worked closely with KFD stakeholders to create and deploy a member survey that informed the development of the strategic plan.

On September 1, 2025, the Keene Fire Department deployed the ESCI member survey to its members. The survey remained open to responses until 5:00 pm on September 16, 2025. Thirty-seven (37) members participated in the study, representing 56% of the department's personnel.

The survey's participation comprised entirely of full-time staff (100%). The largest group of respondents was those who had been with the department for 0-5 years, representing 64% of the participants. Additionally, 8% reported being with the department for 6-10 years, 28% for 11-25 years, and none (0%) for more than 25 years.

Proposed Mission Statement:

To serve our community with courage and compassion.

Proposed Vision Statement:

To be a premier fire and emergency services organization — resilient in adversity, adaptable to change, with an unwavering commitment to excellence — safeguarding our community while empowering and supporting our members.

Proposed Values (S.T.R.O.N.G.)

Service

We put the needs of others first — responding with dedication, compassion, and professionalism to protect and support our community.

Teamwork

We work as one team — united across all ranks and roles — trusting, supporting, and relying on each other to achieve our mission. Our members are our strength.

Respect

We treat everyone with dignity, empathy, and fairness, valuing the contributions of our members and the diverse voices of our community.

Ownership

We take personal responsibility for our actions, our equipment, our growth, and the outcomes of our work — holding ourselves and each other accountable.

Neighbors

We stand with our community — approachable, compassionate, and invested in the safety, well-being, and trust of the people we serve.

Grit

We demonstrate courage, determination, and perseverance — standing strong in the

face of adversity and never quitting until
the job is done.



Goal #1 - Grow and Support a Resilient Team

Build and maintain a strong, diverse, and dedicated fire department by enhancing recruitment strategies, supporting career development, and fostering a positive, inclusive work environment focused on attracting qualified candidates while retaining experienced personnel.

OBJECTIVE 1: Evaluate organizational roles and responsibilities to ensure alignment with job expectations and industry standards. Participate in City pay and comp study to determine appropriate compensation for all roles.

OBJECTIVE 2: Strengthen retention efforts by recognizing and rewarding employee contributions through formal recognition programs and offer clear pathways and support for long-term professional goals.

OBJECTIVE 3: Foster a positive and inclusive work environment, regularly assessing workplace culture through feedback surveys and adjust policies as needed.

OBJECTIVE 4: Enhance recruitment strategies through targeted recruitment campaigns and engagement partnerships with educational and professional institutions.

OBJECTIVE 5: Build organizational resiliency to ensure staffing levels and resources meet operational and administrative needs.



Goal #2 - Improving Readiness Through High Quality Training

Strengthen operational readiness through consistent, well-supported training that enhances skills, prepares future leaders, and fosters a culture of accountability, adaptability, and continuous growth.

OBJECTIVE 1: Prioritize training as a core organizational function by dedicating time, resources, and staff support, while proactively securing funding and coordinating schedules to ensure consistent delivery and participation.

OBJECTIVE 2: Strengthen the organization's future leadership by investing in structured leadership development, mentorship, and officer training programs that cultivate capable, confident, and prepared leaders at every level.

OBJECTIVE 3: Broaden workforce skills and perspectives by expanding access to diverse internal and external training opportunities and programs that support professional growth and operational excellence.

OBJECTIVE 4: Strengthen the success of new hires and recruits by investing in structured onboarding and mentorship programs that accelerate integration, build confidence, and support long-term growth within the organization.

OBJECTIVE 5: Standardize core training programs to deliver consistent, high-quality instruction across all shifts and members, ensuring comprehensive coverage of all required disciplines.



Goal #3 - Enhance Organizational Culture and Communication Processes

We will strengthen our culture by building on camaraderie, inclusivity, and mutual support, while improving consistency, communication, and accountability.

OBJECTIVE 1: Reinforce service-oriented values into policy and member recognition by embedding organizational values into department policies, performance evaluations, and recognition programs to strengthen cultural resilience towards a shared mission.

OBJECTIVE 2: Establish transparent feedback channels and accountability processes across all ranks to encourage open dialogue, address issues constructively, and ensure actions align with organizational values.

OBJECTIVE 3: Foster cohesion and inclusivity across all ranks by implementing structured initiatives that promote camaraderie, mutual support, and respect within the paramilitary framework.

OBJECTIVE 4: Standardize communication channels and protocols by implementing consistent communication practices across the chain of command to reduce information gaps, ensure clarity of directives, and maintain accountability at all levels.

OBJECTIVE 5: Foster empowering leadership by implementing a comprehensive program that builds trust, strengthens delegation skills, and promotes growth through targeted training, coaching, and a supportive policy framework.



Goal #4 - Advancing Operational Excellence

Advancing operational excellence through the application of policies, standards, and continual investment in apparatus and equipment to ensure the highest level of service delivery, firefighter safety, and community risk reduction.

OBJECTIVE 1: Advance data-driven decision-making by improving accurate data collection and analysis to guide resource deployment, enhance response efficiency, reduce risk, and strengthen

firefighter safety, while promoting accountability and transparent service to the community.

OBJECTIVE 2: Enhance apparatus and equipment through strategic replacement, acquisition, maintenance, and integration of modern technology to ensure reliability, safety, and operational efficiency.

OBJECTIVE 3: Develop and implement internal policies and procedures that align with current industry standards and best practices to guide operations, enhance safety, and strengthen training.

OBJECTIVE 4: Continuously evaluate and adjust staffing models based on workload, call volume, and risk analysis to ensure adequate crew size, effective shift coverage, and reliable response capabilities.



Goal #5 - Strengthen Community Relations Through Education and Outreach

Foster a more engaged, informed, and connected community by providing accessible educational opportunities and proactive outreach initiatives that aims to deepen relationships, reduce barriers, and supports community resilience and cohesion.

OBJECTIVE 1: Increase community visibility and accessibility by hosting open houses, station tours, and other outreach programs that build trust and foster

personal connections with community members.

OBJECTIVE 2: Strengthen community outreach by building local partnerships and implementing proactive strategies that enhance safety awareness, foster trust, and deepen community engagement.

OBJECTIVE 3: Develop and deliver targeted fire safety and medical education campaigns that measurably increase community knowledge, improve public safety outcomes, and strengthen trust through sustained outreach and engagement.

OBJECTIVE 4: Enhance youth engagement by partnering with local schools to deliver educational programs that promote fire and life safety, build awareness, and inspire future community involvement.



Goal #6 - Building a Resilient Workforce by Advancing Member Health, Wellness, and Sustainability

Build a resilient workforce by advancing member health, wellness, and long-term sustainability through comprehensive programs that promote physical fitness, mental well-being, and a supportive organizational culture, ensuring members are prepared to thrive both on and off duty.

OBJECTIVE 1: Embed wellness into the organization's culture and policies by prioritizing a healthy workforce, modeling

positive practices at all levels, and ensuring accountability through consistent words and actions.

OBJECTIVE 2: Normalize mental health support by fostering a culture that encourages open dialogue, reduces stigma, and provides education and accessible resources at all levels of the organization.

OBJECTIVE 3: Foster a supportive work environment that promotes open communication and peer-to-peer support networks, building trust and psychological safety so members feel valued, understood, and supported in balancing work demands with personal well-being.

OBJECTIVE 4: Strengthen emotional resilience by implementing regular training in emotional intelligence, stress management, and coping strategies to help members navigate high-stress environments and maintain emotional well-being on and off duty.

OBJECTIVE 5: Prioritize comprehensive wellness by implementing department-wide initiatives that address physical fitness, nutrition, sleep hygiene, stress management, and recovery, ensuring all

members have access to resources that promote long-term health and resilience.

Emergency Services esci.us
Consulting Intl.



CITY OF KEENE NEW HAMPSHIRE

ITEM #A.5.

Meeting Date: March 25, 2026
To: Municipal Services, Facilities and Infrastructure Committee
From: Carrah Fisk-Hennessey, Parks and Recreation Director
Through: Elizabeth Ferland, City Manager
Subject: **Presentation - Red Pine Scale - Dinsmoor Woods (Maple Avenue) Harvest - Parks and Recreation Director**

Recommendation:

Move that the Municipal Services, Facilities and Infrastructure Committee recommends that the City Council accept the Dinsmoor Woods Red Pine Harvest plan and presentation provided by Long View Forest as informational.

Attachments:

1. Dinsmoor Harvest Map - RFPs

Background:

Following the 1938 hurricane, Keene - like many cities and towns in the New England region - established extensive red pine plantations. As a result, these dense, single-species (monoculture) stands are particularly vulnerable to infestation and decline. Conversations surrounding the impact the Red Pine Scale would have on city park monocultures began in earnest in the fall of 2024, propelling a citywide evaluation of red pine plantation forests. In the spring of 2025, the City of Keene was notified by state foresters that the invasive red pine scale insect (*Matsucoccus resinosa*) was evidenced in a red pine tree at Wheelock Park.

With the presence of red pine scale confirmed, the City has determined that a proactive harvest is the most effective course of action to mitigate further spread, reduce safety risks, and avoid more complex and costly management challenges in the future. Long View Forest was hired as a professional consultant to develop the harvest plan for Dinsmoor Woods. This proactive harvest has been supported by the Society for the Protection of New Hampshire Forests as well as state and urban foresters with the University of New Hampshire Cooperative Extension and the New Hampshire Division of Forests and Lands, a branch of the New Hampshire Department of Natural and Cultural Resources.

The Dinsmoor Woods Project proposes the clearcutting of approximately 7.22 acres of red pine plantation, along with the selective removal of red pine across an additional 2.14 acres within mixed-

species stands. This work is necessary to address hazardous red pine stands and to support the long term health and sustainability of Dinsmoor Woods.

The approach is phased and will be actively managed, positioning the forest for natural regeneration of the rich under story, allowing the City to promote native regrowth while implementing targeted invasive species controls. Conditions will be reassessed in the Fall of 2026 with supplemental planting considered where natural regeneration is insufficient, prioritizing native, diverse species. The objective of the Dinsmoor harvest is to remove vulnerable red pine in a timely and efficient manner prior to widespread decline, keeping costs down for the City, while enhancing the safety, health, and diversification of our park forests.

HARVEST MAP



Harvest Planning Map for lands belonging to City of Keene Maple Ave, Keene, NH





CITY OF KEENE NEW HAMPSHIRE

ITEM #A.6.

Meeting Date: March 25, 2026

To: Municipal Services, Facilities and Infrastructure Committee

From: Ben Hoy, Solid Waste Manager
Bryan Ruoff, City Engineer

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

Subject: **Presentation - Transfer Station Assessment Report - Solid Waste Superintendent**

Recommendation:

Move that the Municipal Services, Facilities and Infrastructure Committee recommends that the City Council accept the Transfer Station Assessment Report as informational.

Attachments:

None

Background:

In the fall of 2025, the City requested scope and fee proposals, selected, and hired the consulting engineering firm Weston & Sampson to conduct an inspection and review of existing operations, facilities, and equipment at the Solid Waste Facility. The consultant was tasked with summarizing an assessment and developing recommendations for improvements, scheduled replacements, and rehabilitation of the facility and its associated infrastructure to increase operational efficiency, support equipment maintenance and replacement planning, enhance life safety, and improve overall functionality.

As part of this engineering study, Weston & Sampson reviewed the facility and available information related to the civil/site, mechanical, operational, fire safety, and structural aspects of the facility. Their findings, along with recommended rehabilitation, replacement, and improvement measures for the facility and associated equipment, were documented in a report dated February 12, 2026.

The recommendations identified in the report will serve as the basis for developing future plan updates and capital improvement projects and programs at the Solid Waste Facility.



CITY OF KEENE NEW HAMPSHIRE

ITEM #A.7.

Meeting Date: March 25, 2026
To: Municipal Services, Facilities and Infrastructure Committee
From: Donald Lussier, Public Works Director
Through: Elizabeth Ferland, City Manager
Subject: **Presentation - Management of Emerald Ash Borer Infested Trees - Highway Operations Manager**

Recommendation:

Move that the Municipal Services, Facilities & Infrastructure Committee recommends that the Highway Operations Manager's report be accepted as informational.

Attachments:

None

Background:

In the late winter of 2026, Public Works staff identified three mature Ash trees at the northern end of School Street that were irreversibly compromised by an infestation of Emerald Ash Borer. These trees will be removed and replaced.

The Highway Operations Manager will discuss the Department's approach to managing this invasive pest, including prior experiments with chemical treatment and the management of infested wood.

In addition, a representative from Pleasantscapes, LLC, a local landscaping company and nursery stock supplier, will be on hand to answer questions related to replacement street tree selection and growing practices.

February 12, 2025

City of Keene Clerk's Office

3 Washington Street

Keene, NH 03431

To the Honorable Mayor and City Council:

This communication serves as a formal request that the City Manager prepare a presentation outlining the role of contractors and consultants in completing construction projects within the City. I am submitting this request in response to questions that both myself and my constituents—and, I imagine, some of my colleagues—have identified throughout the Downtown Infrastructure Project process.

We will all benefit from a better understanding of the City's operations, and I intend for this discussion to increase Council and public understanding of City practices and the rationales for them, as well as provide a forum for discussion about whether and how those practices should be maintained or modified moving forward.

Respectfully,

Jacob Favolise



Ward 1 Councilor

ARTICLE IX. - PURCHASING

Sec. 2-1331. - Central purchasing established.

The finance director shall constitute central purchasing for the city and shall purchase, control, or contract for all supplies, materials, equipment, and all contractual services required by any city department, except that blanket purchase orders, local purchase orders and petty cash funds established either departmentally or centrally may be used by the finance director either centrally or on a departmental basis under such additional rules as he may establish to facilitate small purchases.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009)

Sec. 2-1332. - Rules for City purchases.

Central purchasing shall have the authority to prescribe the purchasing procedure for all City departments and may from time to time add to the following rules and regulations for City purchases:

- (1) Except as provided in this article, every City purchase or contract greater than \$50,000.00 in amount shall be made only after the receipt by central purchasing of publicly invited sealed competitive bids on uniform specifications. After a recommendation from the department making the purchase and central purchasing, the City Manager shall award the contract to the lowest responsible bidder—quality, delivery, financial responsibility and guarantees of the bidders being equal. The City Manager may, in his discretion, reject any bid deemed insufficient or inadequate, or may reject all bids.
- (2) Except as provided in this article, every City purchase or contract of greater than \$10,000.00 but no more than \$50,000.00 requires a purchase order and shall be made only after receipt by central purchasing of three or more, if reasonably obtainable, competitive formal written responses, received by electronic mail, or regular mail which are based on scope of services as provided by the City.
- (3) Every purchase of \$5,000.01 to \$10,000.00 requires a purchase order before any goods or services are procured. Departments shall submit documentation to support the purchase amount at the time a PO is requested from the Purchasing & Contract Services Division.
- (4) Every purchase of \$5,000.00 or less shall be handled by departments on as competitive a basis as it deems reasonable and prudent, and such purchase does not require a purchase order. However, Departments shall maintain documentation, for review if requested.
- (5) Except as provided in this article, contractors of record shall be established for the renovation, maintenance and repair of City facilities and equipment. Contractors of record shall be selected through a competitive process based on qualifications developed by the

requesting department(s) and shall remain contractors of record for five years. Eligibility to remain a contractor of record shall be based on continued performance acceptable to the City. Where previously competitively bid renovation, maintenance and repair contracts are in place with a contractor of record, the requirement to obtain three or more quotations (see subsection (2) above) is hereby waived. For purchases exceeding \$50,000.00, existing bid provisions (see subsection (1) above) remain in effect.

- (6) Purchases made through existing federal, state of New Hampshire or other state and municipal contracts or Union School District of Keene contracts shall be deemed to meet the requirements of the subsections (1) through (5) of this section.
- (7) Nothing in this section shall be construed to prevent joint bidding and contracting by the City and other public jurisdictions, and, in fact, such is encouraged.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2012-21-A, 2-7-2013; Ord. No. O-2017-11A, 6-15-2017; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1333. - Rules for procurement under a federal financial assistance award

Notwithstanding anything herein to the contrary, when procuring property or services under a federal financial assistance award the City shall follow the procurement methods established in the Code of Federal Regulations, State/Local Procurement Rules (2 C.F.R. Part § 200 - Uniform Grant Guidance). These guidances include contracting with small and minority businesses, women's business enterprises, and labor surplus area firms. Procurement requirements shall be in accordance with the City Code of Ordinances unless federal requirements are more stringent.

- (1) Micro-Purchase Threshold (MPT)

Purchases up to \$10,000.00.

MPT micro-purchase means a purchase of supplies or services where the aggregate amount does not exceed \$10,000.00. To expedite the completion of its lowest-dollar MPT purchase transactions and to minimize the associated administrative burden and cost, the City does not require the use of purchase orders for MPT purchases that fall below \$5,000.00.

- (2) Simplified Acquisition Threshold (SAT)

Purchases between \$10,000.01 and \$250,000.00

SAT purchase procedures are relatively simple and informal procurement methods for securing services, supplies, or other property that cost between \$10,000.01 and \$250,000.00. If SAT procedures are used, price or rate quotations are obtained from an adequate number, preferably three (3) qualified sources.

- (3) Large Purchases Exceed the Simplified Acquisition Threshold

Purchases over \$250,000.00

Procurement by sealed bids/formal advertising or by competitive proposals are required for all purchases over \$250,000.00.

(Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1334. - Default by contractor or supplier.

Sealed, publicly invited competitive bids will not be required for City purchases in any situation where a contractor or supplier has defaulted upon his obligations to the City and there is present a security guaranteeing to the City the performance of the obligation at no additional cost to the City, over and above the original obligation. In such a case, the City Manager, with the approval of the City Council, may renegotiate and award the contract to a qualified contractor provided that the renegotiated substitute contract does not exceed the amount of the original contract. Unless approved by the City Manager, no contract award or purchase shall be made to any contractor or vendor who has failed previously to perform to the satisfaction of the City, in its sole discretion, on a previous contract award or purchase order.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1335. - Contract change orders.

Under this article, contract change orders are authorized to be made where necessary by the City Manager. The City Manager can approve an increase in contract changes up to \$25,000.00 or 20 percent whichever is greater, otherwise, City Council authorization is required. The City Manager shall be authorized to execute a contract decrease change order of any amount.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1336. - Professional services contracts.

Professional services contracts (architecture, engineering, construction management, risk management and other professional services or consulting work) of \$50,000.01 or more may be entered into after receiving proposals or statements of qualifications from various interested firms. Such proposals will be evaluated for anticipated quality of service required and the successful proposal will be recommended to the City Manager for City Council approval. Such services of \$50,000.00 or less may be procured in a manner deemed reasonable and prudent by the City Manager. In any instance, the City Manager will have the authority to execute a contract with the selected firm.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1337. - Waiver of requirements.

The City Council, on recommendation from the City Manager, may waive any of the purchasing requirements in sections 2-1331 through 2-1335 when it is deemed inadvisable to solicit bids because of a single source of supply or because of the need of standardization of the materials, supplies, equipment, or services or for other stated reasons.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1338. - Standardization.

Where it is deemed appropriate to standardize the procurement of materials, supplies, equipment, or services, the City Council shall so indicate by resolution. Central purchasing shall maintain an up-to-date listing of such standardized items or services. The procurement of such standardized items or services will be exempt from the bidding requirements of this article. Central purchasing will, when reasonably possible, attempt to obtain competitive quotes from different suppliers, if any, for the standardized item or service.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1339. - Emergency purchases.

If an accident or emergency occurs, the City Manager may award contracts and make purchases for the purpose of repairing damages caused by the accident or meeting the public emergency without meeting the purchasing requirements of this article. In such cases, the City Manager shall promptly file with the City Council a report that certifies the emergency nature of the incident and itemizes the purchases and their costs.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1340. - Exceptions.

The competitive purchasing requirements contained in this article shall not apply to maintenance contracts with manufacturers of equipment purchased or where the City decides to contract with nonprofit organizations for the provision of health, welfare, social, or recreational services for the City and/or to the general public or in instances where there is a need to "lock in" fuel pricing (including electricity) quickly due to potential for market price fluctuations and where it has been determined that the pricing is below that which would be available under a current competitively bid state contract and the City Manager is authorized to secure these purchases without further authorization from City Council.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2011-19, 10-20-2011; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1341. - Sale of surplus materials and equipment.

The City Manager may authorize the sale of materials and equipment which he determines to be surplus to the needs of the City where a single item or lot does not exceed \$50,000.00 in book value. When such an item or lot exceeds \$50,000.00 in book value, the City Council shall approve the sale of such materials. All such surplus materials shall be disposed of by public auction or competitive quotations.

(Code 1970, § 1301.0; Ord. No. O-2009-10, 5-21-2009; Ord. No. O-2017-11A, 6-15-2017; Ord. No. O-2023-15, 11-16-2023)

Sec. 2-1342. - Environmental preferred purchasing and collaboration.

- (a) *Environmental preferred purchasing.* To the greatest extent possible and within budgetary constraints, the City of Keene will consider lifetime costs and environmental impacts when purchasing goods and services.
 - (1) Practices will be developed, implemented, and adhered to that will reduce waste by increasing product efficiency and effectiveness.
 - (2) Products that minimize environmental impacts, toxins, pollution, and hazards to worker and community safety will be given preference to the greatest extent practicable.
 - (3) To the greatest extent possible and within budgetary constraints, the City of Keene will purchase products that:
 - a. include recycled content,
 - b. are durable and long-lasting,
 - c. conserve energy and water,
 - d. use agricultural fibers and residues,
 - e. reduce greenhouse gas emissions.
 - (4) To the greatest extent possible and within budgetary constraints, the City of Keene will incorporate green building principles and practices into the planning, design, construction, management, renovation, operation, and demolition of all City facilities.
- (b) *Collaboration.* The City will seek collaboration with other interested governmental entities or agencies to consolidate when possible and practicable employees, services, and the purchase of materials, supplies, and other consumables when doing so:
 - (1) reduces duplication of effort,
 - (2) provides for the efficient and effective use of public resources and
 - (3) conforms to budgetary parameters and remains cost-competitive.

(Ord. No. O-2016-17, 9-1-2016; Ord. No. O-2023-15, 11-16-2023)



CITY OF KEENE

In the Year of Our Lord Two Thousand and Twenty Six

AN ORDINANCE Relating to the Updates to Section 94-321, "Stop Signs" in the City Code

Be it ordained by the City Council of the City of Keene, as follows:

That the City Code of the City of Keene, New Hampshire, as amended, is hereby further amended by adding the bolded text and by deleting the crossed-out text to the provisions of Section 94-321, "Stop Signs" in Division 5, "Specific Street Regulations" in Article IV of Chapter 94, entitled "TRAFFIC, PARKING AND PUBLIC WAYS" as follows;

- Airport parking lot ~~north~~ **east** end exit at **Airport Road**
- Airport parking lot ~~south~~ **west** end exit at **Airport Road**
- Castle Street Extension for eastbound traffic ~~from Harper Acres~~ **at Ashuelot Street**
- ~~Center at Keene for southbound traffic at Emerald Street.~~
- Chapman Road for westbound traffic at ~~its intersection with~~ Eastern Avenue
- Chestnut Street for westbound traffic at Forest Street.**
- Dort Street for northbound traffic at ~~its intersection with~~ Pinehurst Avenue
- Edgewood Avenue for southbound traffic at ~~its intersection with~~ Greenwood Avenue
- Gilsum Street for ~~South bound~~ **southbound** traffic at ~~the intersection with~~ Washington ~~St. Street~~
- Greenwood Avenue for eastbound traffic at ~~its intersection with~~ Route 32.
- Jennison Street for northbound traffic at ~~the intersection with~~ Foster Street.
- Kenworth Avenue for northbound traffic at ~~its intersection with~~ Greenwood Avenue.
- Linden Street at ~~Woodburn Street~~ for eastbound traffic **at Woodburn Street**
- Linden Street at ~~Woodburn Street~~ for westbound traffic **at Woodburn Street**
- Lynwood Avenue for westbound traffic at ~~its intersection with~~ Edgewood Avenue
- ~~Main Street, Route 12, for eastbound traffic at Route 32~~
- Martin Street for northbound traffic, ~~and southbound traffic~~ at Tiffin Street.

Martin Street for southbound traffic at Tiffin Street.

Mechanic Street **for westbound traffic** at Court Street

Mechanic Street **for eastbound traffic** at Washington Street

North Lincoln Street for northbound traffic at ~~its intersection with~~ Beaver Street

North Lincoln Street for southbound traffic at ~~its intersection with~~ Beaver Street

Pako Avenue for **north**-eastbound traffic at Pako Avenue ~~at the point where it runs north and south.~~

Summit Road for northbound ~~and southbound~~ traffic at Hastings Avenue/Maple Avenue.

Summit Road for southbound traffic at Hastings Avenue/Maple Avenue.

~~Union Street for southbound traffic on Elm Street~~

Vernon Street ~~and for eastbound traffic at~~ Washington Street ~~for eastbound traffic on~~ Vernon Street.

~~West Hill Base~~ **Hill Road** for northbound traffic ~~on north end of West Hill Base Road, at~~ its ~~intersection with~~ West Street.

West **Hill Road** ~~Street~~ for eastbound traffic at ~~its intersection with~~ West Hill Base **Hill** Road.

~~Wilbur~~ **Wilber** Street for southbound traffic at ~~its intersection with~~ Water Street.

Winter Street for westbound traffic at School Street.

Jay V. Kahn, Mayor

In City Council March 5, 2026.
Referred to the Municipal Services, Facilities and
Infrastructure Committee.



City Clerk