



CITY OF DOVER, NEW HAMPSHIRE

FY2015 Proposed Budget

Presented to the City Council
on April 9, 2014

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City Manager



The Municipal Budget

- Policy Document
 - Reflects Priorities
 - Basis for Accountability
 - Establishes Legal Spending Authority
- Financial Plan
 - Establishes Funding Requirements
 - Allocates Available Resources
- Operational Guide
- Communication Tool



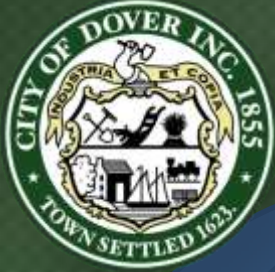
The Budget Document

- ◉ Budget Summaries
- ◉ Budget Analysis
- ◉ Economic & Budget Data
- ◉ Appropriations Detail
- ◉ Debt & CIP Information
- ◉ Organizational Background

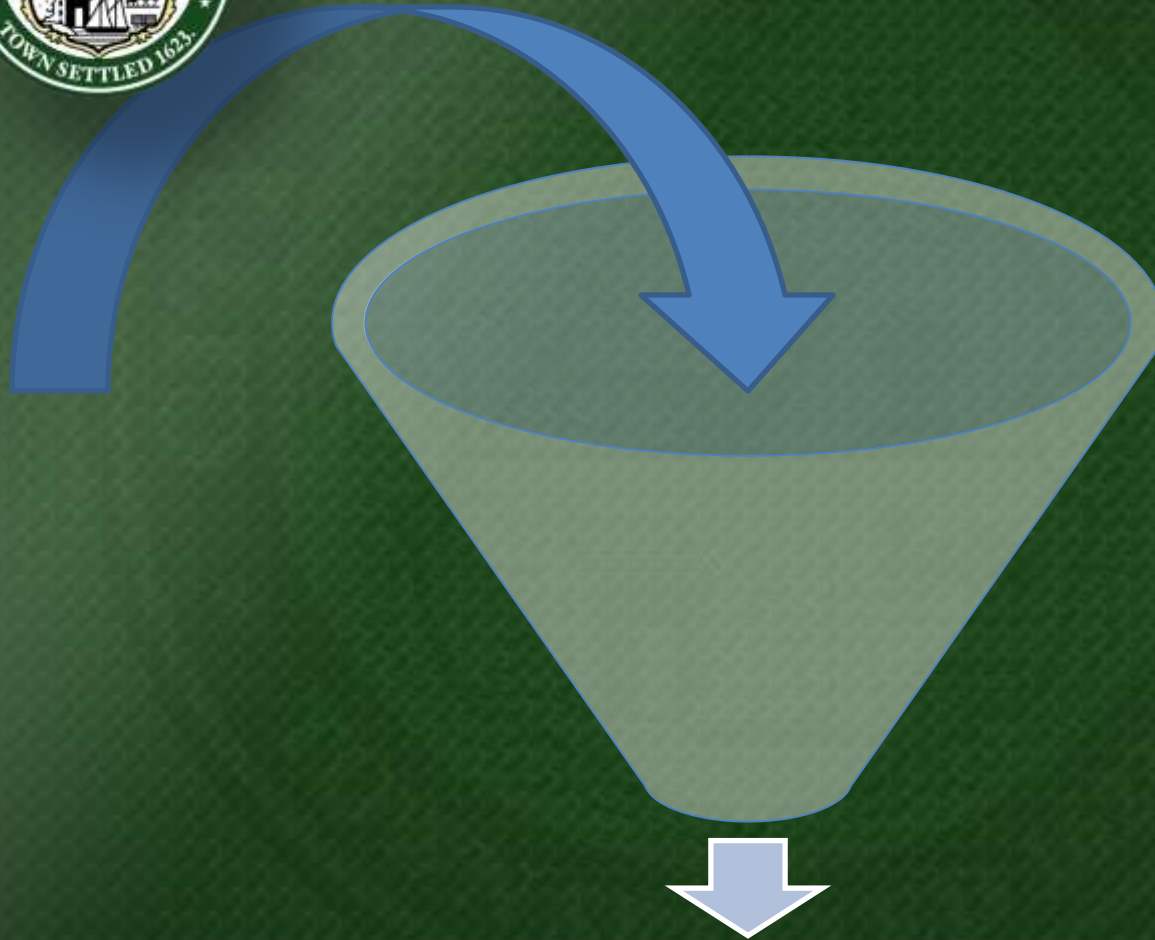


Approach to Budget Development

- ◉ Review all core service deliverables
- ◉ Avoid across-the board cuts
- ◉ Services reflect community priorities
- ◉ Fees support programs w/ individual benefit
- ◉ Budget adjustments are sustainable
- ◉ Recognize services are provided by people



Budget Development Factors



Proposed Budget



Budget Development Factors

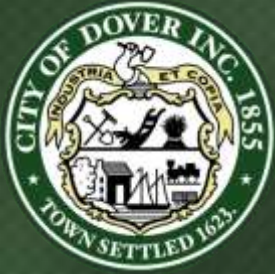


Proposed Budget



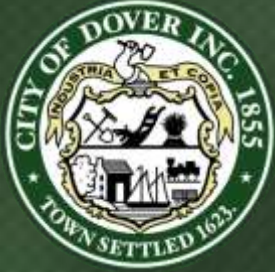
Budget Development Factors



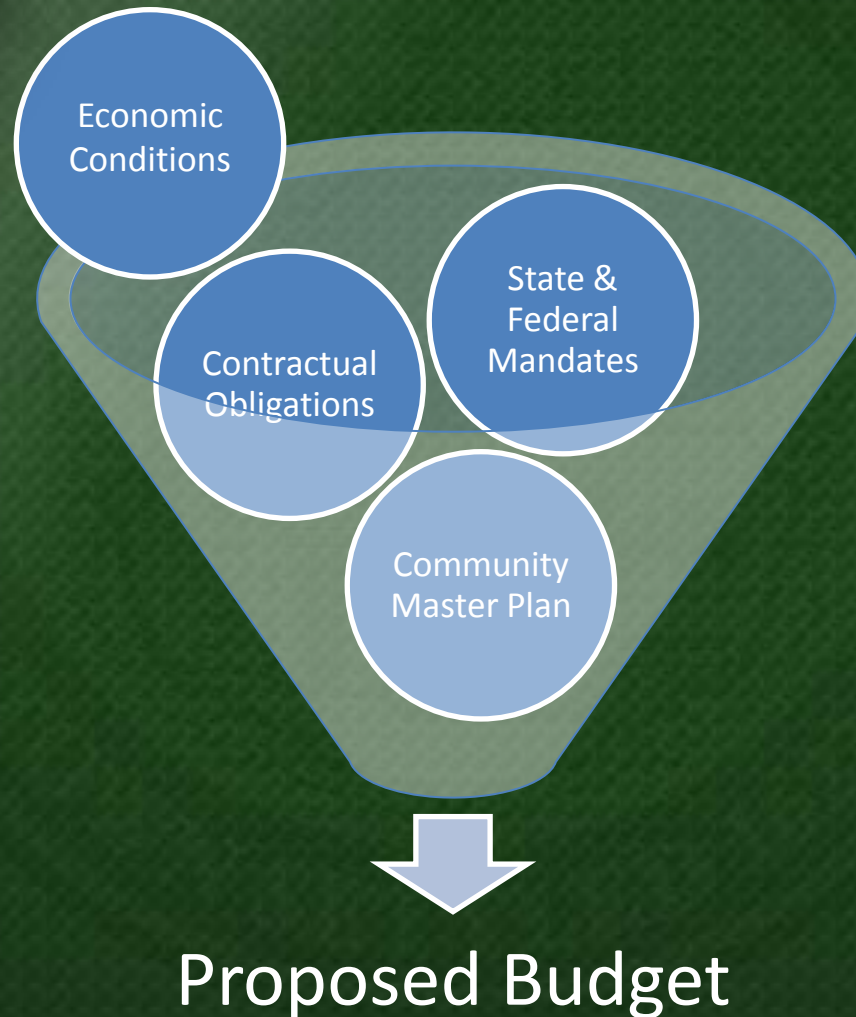


Budget Development Factors



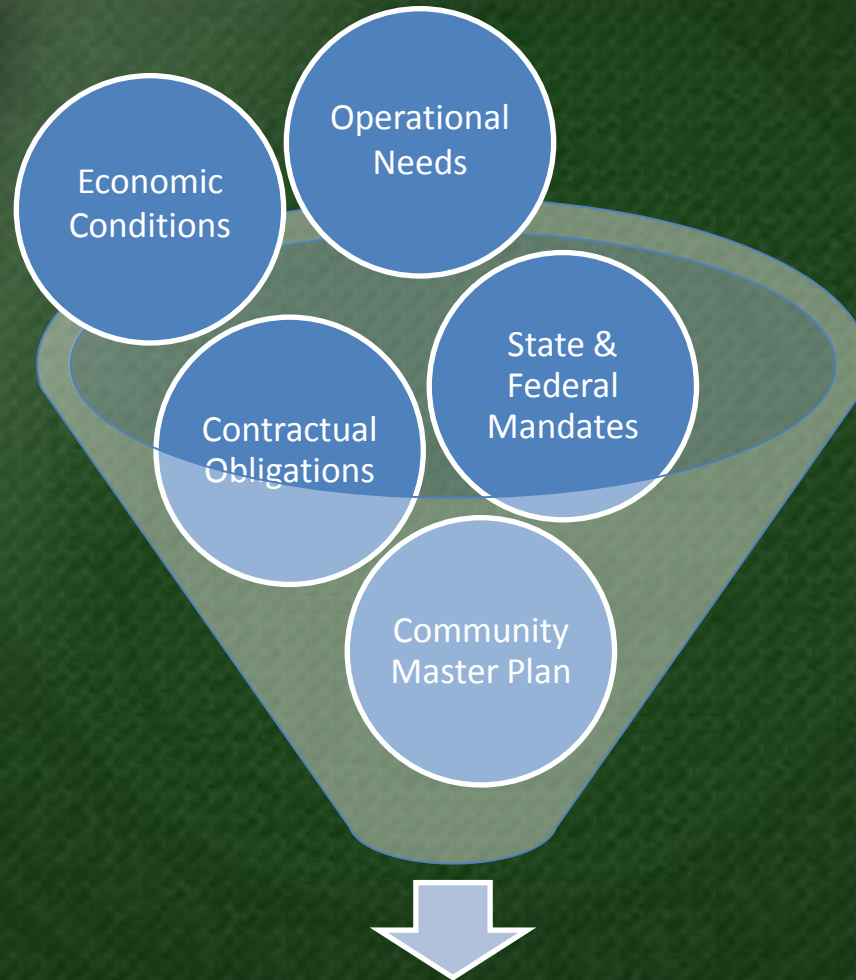


Budget Development Factors





Budget Development Factors



Proposed Budget



Budget Development Factors



Proposed Budget



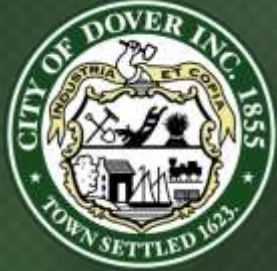
Priority Based Budgeting Philosophy

- ◎ Prioritize services instead of departments
- ◎ Focus deliberations on program value
- ◎ Relate services to achieving strategic results
- ◎ Provide transparency for community priorities
 - How we value our services
 - Why we invest in our priorities
 - How we address varied community needs



Priority Based Budgeting Steps

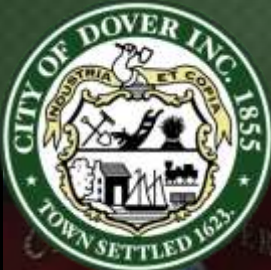
- ◉ Identify strategic priorities
- ◉ Define results of strategic priorities
- ◉ Inventory core service programs/activities
- ◉ Score and group programs/activities
 - Basic program attributes
 - Strategic priority results
 - Community expectations



Priority Based Budgeting Overview

- ◎ 5 overall strategic priorities
- ◎ 5 performance areas
- ◎ 6 distinct core service deliverables
- ◎ 9 organizational units delivering services
- ◎ 24 basic service attribute levels
- ◎ 111 unique programs/activities
- ◎ 4 priority groupings

Our Strategic Priorities



PUBLIC SAFETY



PUBLIC EDUCATION



PUBLIC INFRASTRUCTURE

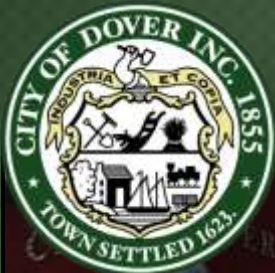


ECONOMIC DEVELOPMENT



FISCAL STEWARDSHIP

Our Strategic Priorities



PUBLIC EDUCATION

Provide support and ensure access for students to experience opportunities for a quality education

PUBLIC SAFETY

Proactively protect citizens and mitigate losses from medical emergencies, crime, fire and natural/manmade disasters

ECONOMIC DEVELOPMENT

Support and encourage a quality of life that sustains a robust economy and availability of quality employment

PUBLIC INFRASTRUCTURE

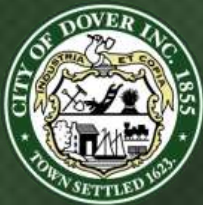
Maintain safe and reliable public roads, storm water, drinking water and sewer systems, and municipal facilities

FISCAL STEWARDSHIP

Responsibly manage and ensure the sustainability of financial practices necessary for the ongoing provision of all essential municipal services



FISCAL STEWARDSHIP



Results Map for the City of Dover, NH

Strategic Focus Areas

Performance Areas	Public Safety	Public Education	Public Infrastructure	Economic Development	Fiscal Stewardship
CUSTOMER-FOCUSED	Maintain positive public perception and reality of personal safety and property security	Assure equal opportunity to receive quality education and related services	Maintain availability of safe, reliable infrastructure needed to support quality of life	Promote opportunities to improve the quality of life	Maintain affordability and provide for continuation of needed local government services
PRODUCT & PROCESS	Deliver public safety services meeting and/or exceeding highest industry standards	Deliver comprehensive K-12 curriculum to meet requirements of diverse student population	Identify, prioritize and maintain community infrastructure to fulfill immediate and future needs	Undertake activities that promote economic well being and improved quality of life	Monitor and adjust products & processes to realize efficiencies
LEADERSHIP & GOVERNANCE	Provide resource allocations necessary to support expected service levels and promote confidence in local government services through overall performance management and communication				
FINANCIAL & BENCHMARK	Monitor resource allocations and adjust to remain within established budgets while meeting service requirements				
WORKFORCE-FOCUSED	Assure recruitment, retention and training of employees and volunteers to fulfill service delivery needs				Maintain competitive compensation levels that are at median labor market levels, neither the highest nor lowest

Core Values

Customer-Focused Service

Integrity

Innovation

Accountability

Stewardship

Our Core Services



General Government

- City Council
- Executive
- Finance
- Planning & Community Development



Public Safety

- Police
- Fire & Rescue



Public Works

- Community Services



Culture and Recreation

- Recreation
- Public Library



Human Services

- Public Welfare

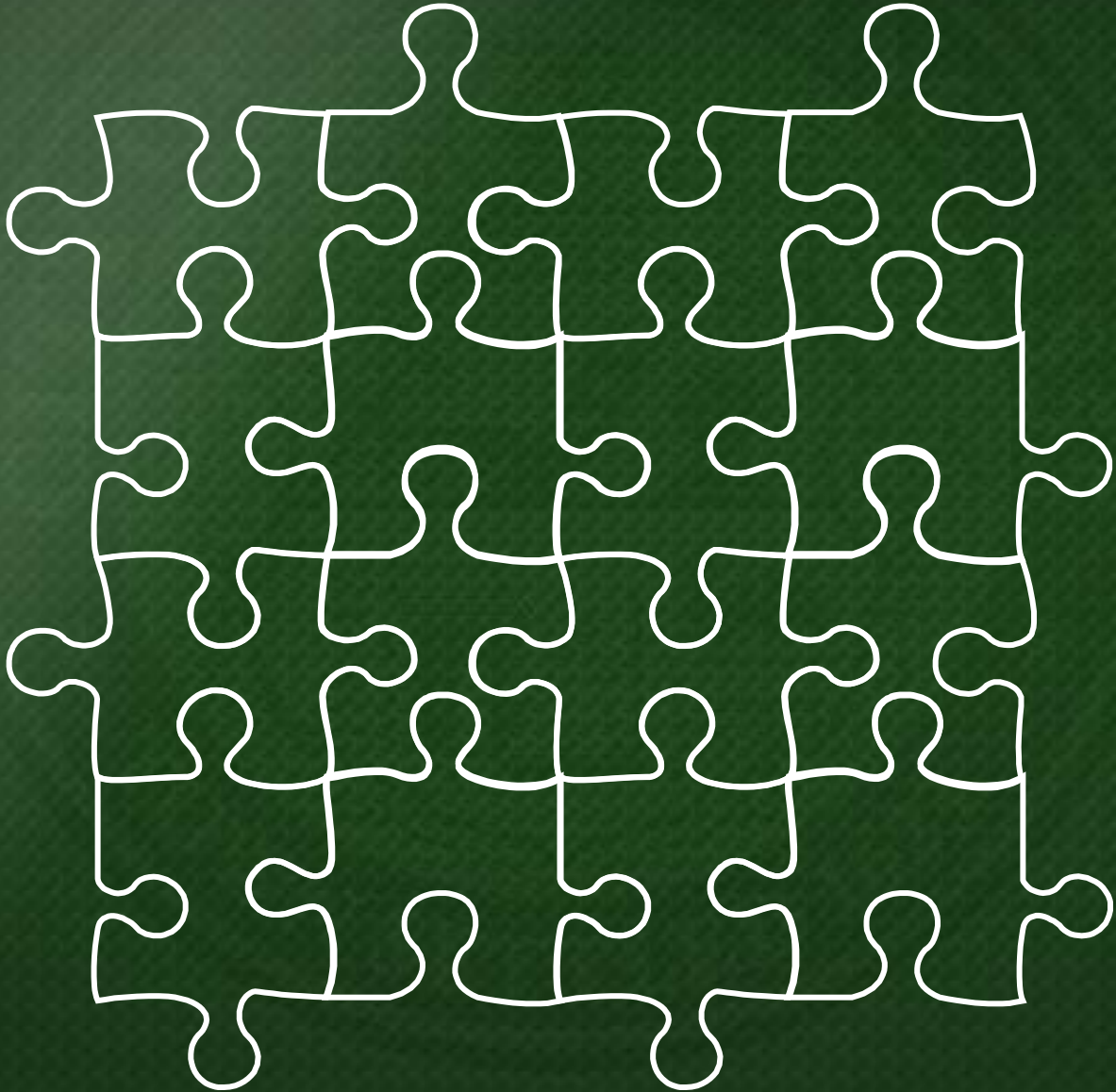


Education

- SAU Office
- High School
- Career Technical
- Alternative School
- Middle School
- Garrison
- Horne Street
- Woodman Park

Strategic Priorities Are Integrated Across All Functional Service Areas

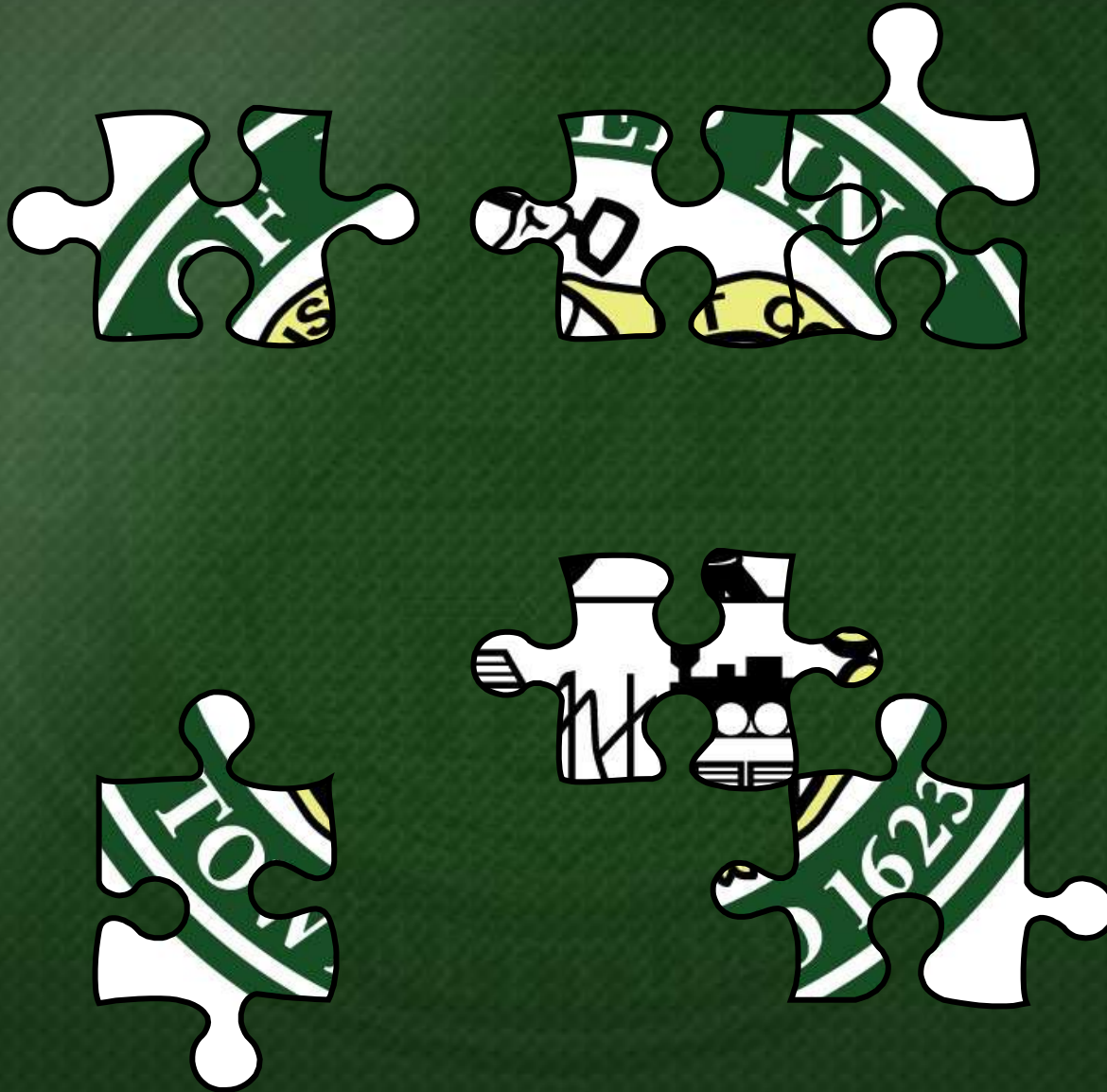
Our Core Services



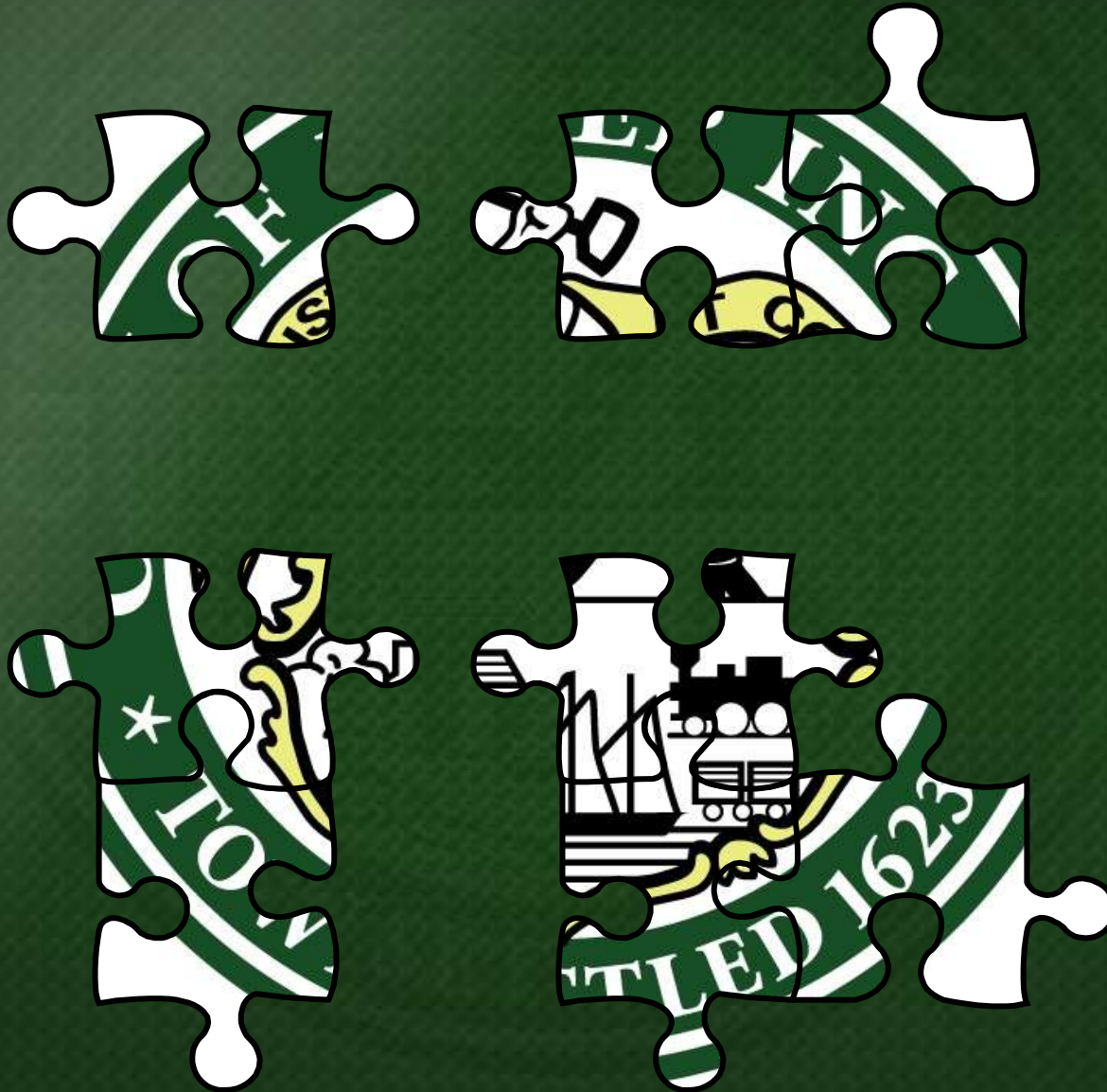
Our Core Services



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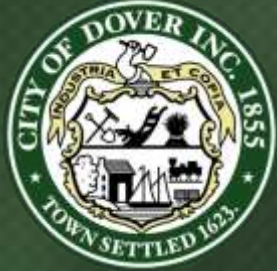
Priority Based Budgeting Basic Program Attributes

- ◉ Mandated to provide program (5 levels)
- ◉ Cost recovery of program/activity (5 levels)
- ◉ Change in demand for service (9 levels)
- ◉ Reliance on municipal government for service (5 levels)



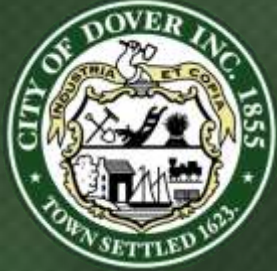
Priority Based Budgeting Quartile 1 Grouping

- ◉ Communication with citizens
- ◉ Municipal financial management
- ◉ Code enforcement and land use regulation
- ◉ Emergency police, fire and ems response
- ◉ Public drinking water & sewer utilities
- ◉ Street maintenance, snow removal
- ◉ Public schools



Priority Based Budgeting Quartile 2 Grouping

- ◉ Economic development related activities
- ◉ Community oriented policing
- ◉ Environmental projects management
- ◉ Traffic control and street lighting
- ◉ Fleet & small equipment maintenance
- ◉ Municipal building and parks maintenance
- ◉ Ice arena



Priority Based Budgeting Quartile 3 Grouping

- ◉ Municipal records archives
- ◉ Municipal utility billing and tax assessment
- ◉ Drug/Alcohol abuse public education
- ◉ Cemetery operation and maintenance
- ◉ Municipal solid waste and recycling
- ◉ Streetscape maintenance and sweeping
- ◉ McConnell Community Center
- ◉ Indoor pool and related year-round activities



Priority Based Budgeting Quartile 4 Grouping

- ◉ Public meeting space for groups
- ◉ Public transportation
- ◉ Recycling Center hours
- ◉ Community events/programs
- ◉ Senior Center and related activities
- ◉ Youth playground programs
- ◉ Community Fitness Center/Gymnasium
- ◉ Outdoor pool and related summer activities



FY2015 Proposed Budget

All Funds	Proposed	\$ Change	% Change
City	\$58,308,801	\$1,977,720	3.5%
School	53,315,654	1,916,725	3.7%
County	7,980,468	208,669	2.7%
Total	\$119,604,923	\$4,103,114	3.6%



FY2015 Budget

- ◉ Revenue Considerations
 - ◉ Sizeable increase in sewer utility rates
 - ◉ Modest increase in School revenue
 - ◉ Expected increase in permit activity
 - ◉ Activity/program fees levels unchanged
 - ◉ Risk pool surplus refund
 - ◉ Tax Cap



FY2015 Budget Adjustments

○ Expense

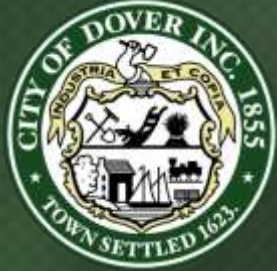
- 2.0% change in personnel costs
- 1.5% change in purchased services
- 0.9% change in supplies/materials
- 6.7% change in other expenses
- 2.4% change in debt service
- 9.6% change in capital outlay



FY2015 Budget Adjustments

◎ Position adjustments

- Add 2 new FT Police Officers
- Increase Plumbing Inspector hrs to FT
- Add PT Library Staff hrs
- Eliminate PT Info Tech Administrator
- Adjust PT Clerk & Secretary hrs
- Increase election worker hrs (x2)
- Adjust PT PEO hrs



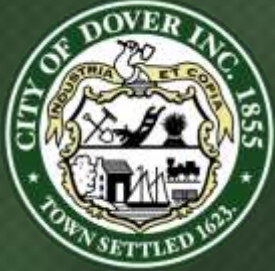
FY2015 Budget Adjustments

- ◉ Maintain limited FasTrans Service
- ◉ Continue TIP Funding for COAST
- ◉ Street maintenance funding below CIP
- ◉ Maintain existing programs and hours
- ◉ Implement TIF funding of Parking Garage
- ◉ Conforms with financial policies*



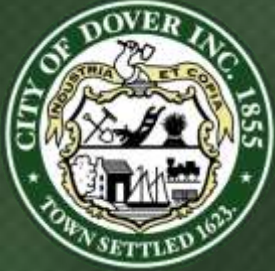
FY2015 General Fund

Estimated Revenue



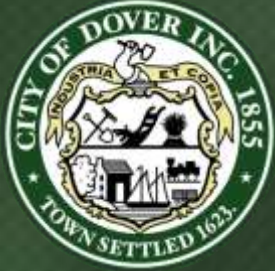
Tax Cap Calculation - City

FY2014 Actual City Tax Levy	\$25,798,503
Calendar Year 2011-2013 CPI-U Average	1.9%
Sub-total	<u>\$490,172</u>
Net Taxable New Construct/Demo Value	\$25,000,000
FY2014 Actual Tax Rate	\$9.99
Sub-total	<u>\$249,750</u>
Max Increase Allowed for Total FY2015 City Property Tax Levy	<u><u>\$739,922</u></u>



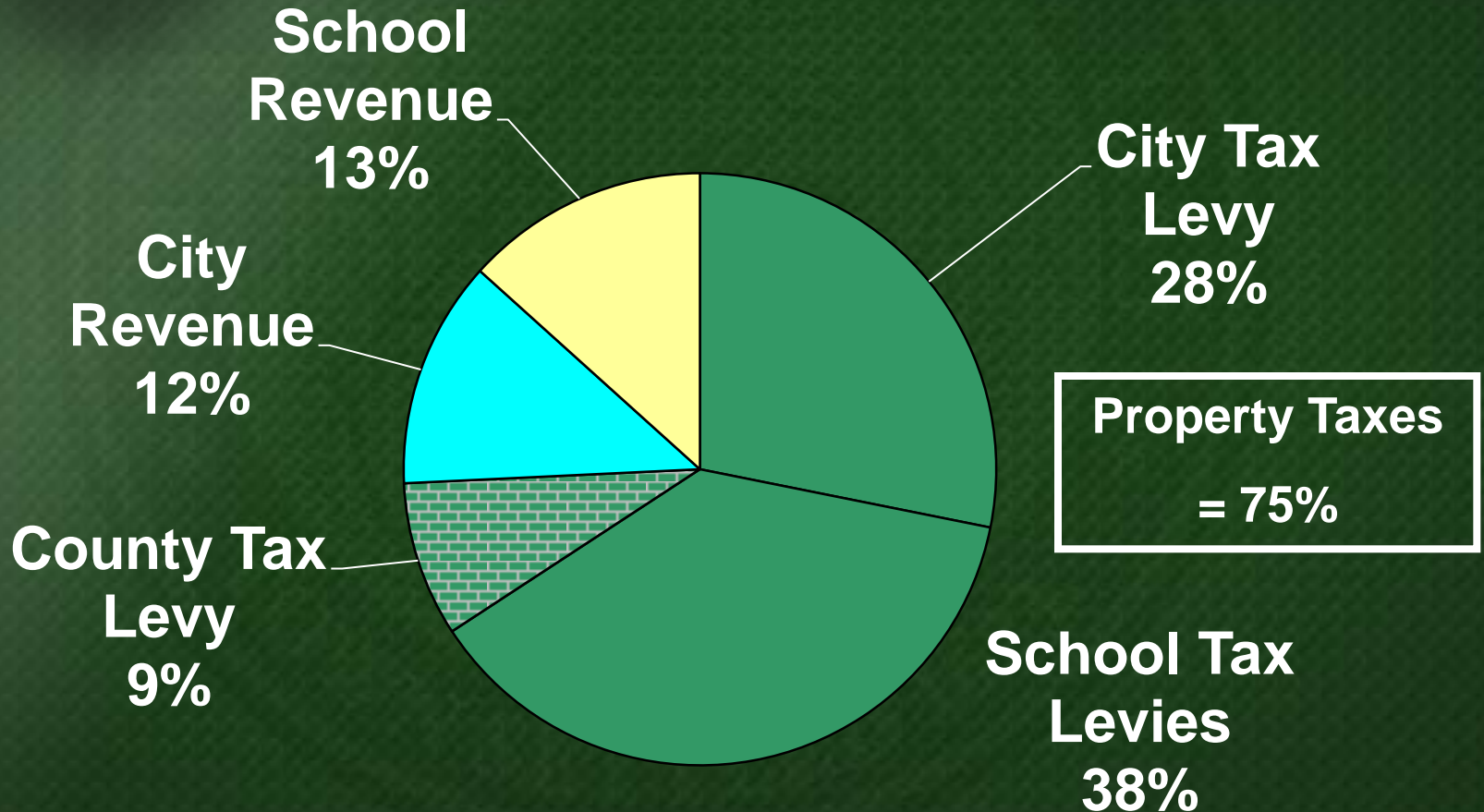
Tax Cap - School

FY2014 Actual City Tax Levy	\$27,934,161
Calendar Year 2011-2013 CPI-U Average	1.9%
Sub-total	<u>\$530,749</u>
Net Taxable New Construct/Demo Value	\$25,000,000
FY2014 Actual Tax Rate	\$10.54
Sub-total	<u>\$263,500</u>
Max Increase Allowed for Total FY2015 School Property Tax Levy	<u>\$794,249</u>



General Fund Revenue

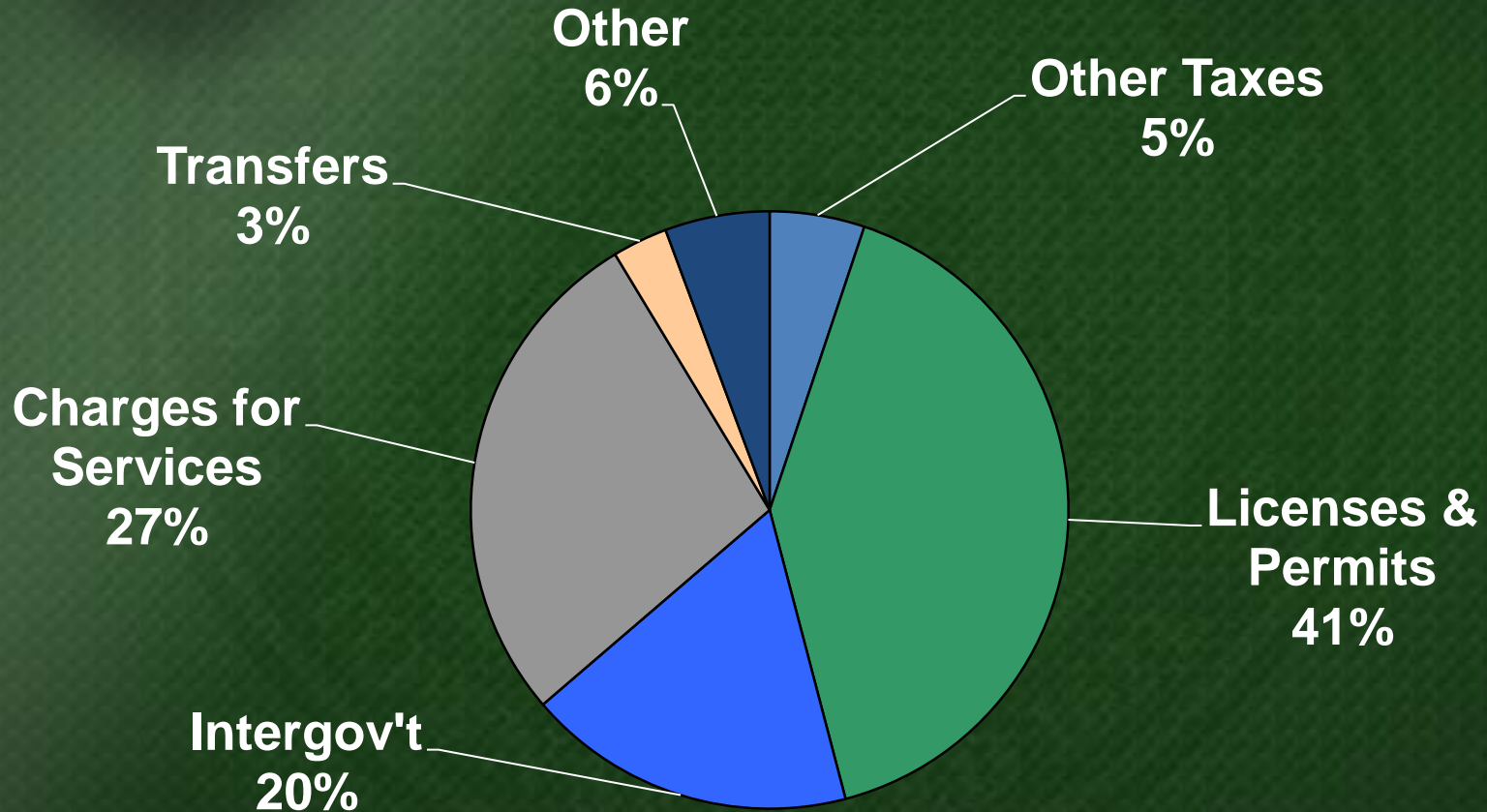
Total Estimated Revenue \$94,264,390





General Fund Revenue

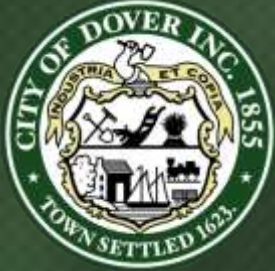
City Non-Property Tax Revenue \$11,721,793





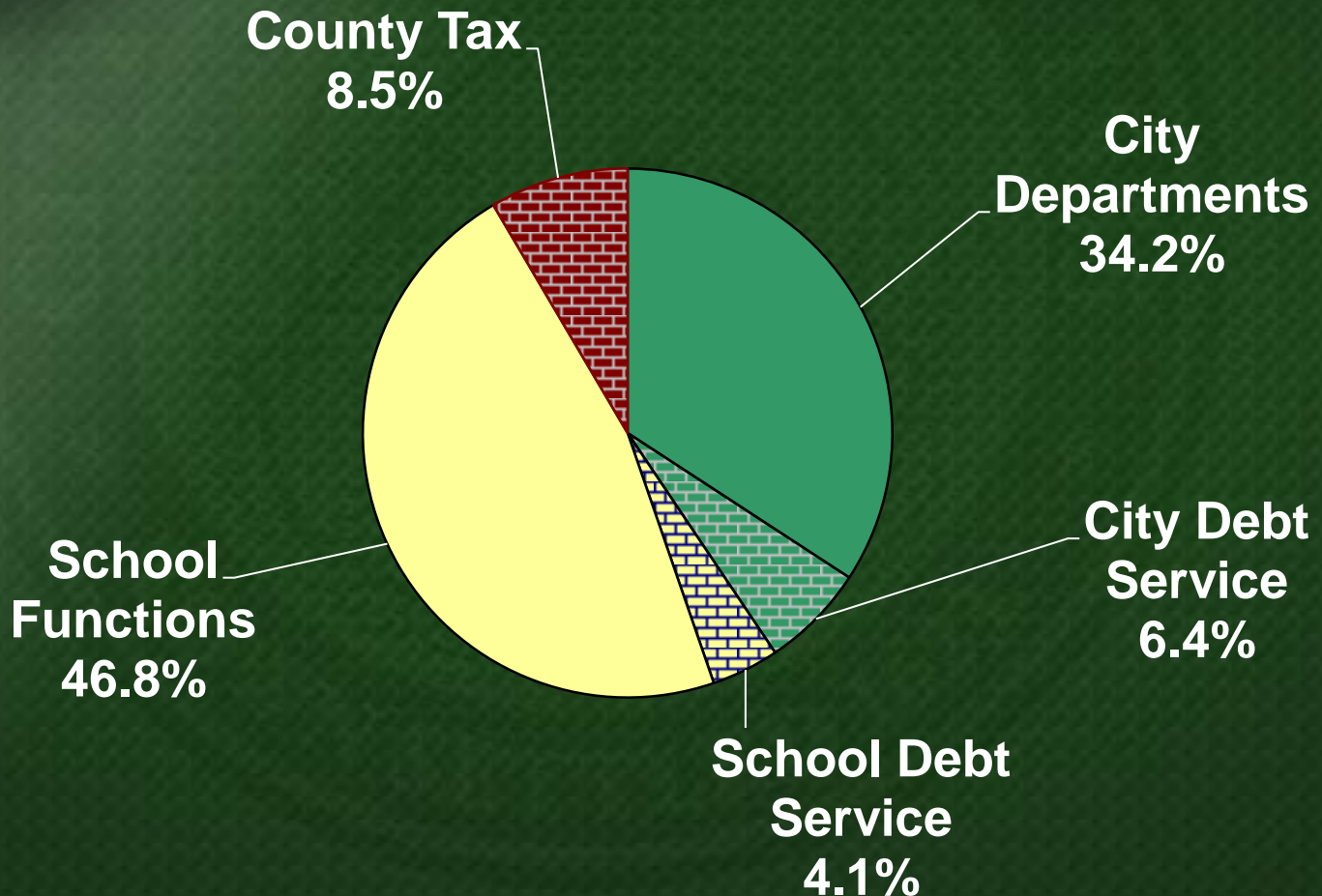
FY2014 General Fund

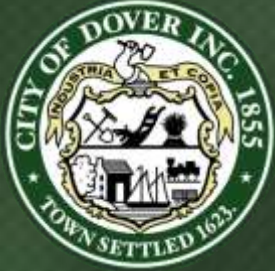
Proposed Expense



General Fund Expense

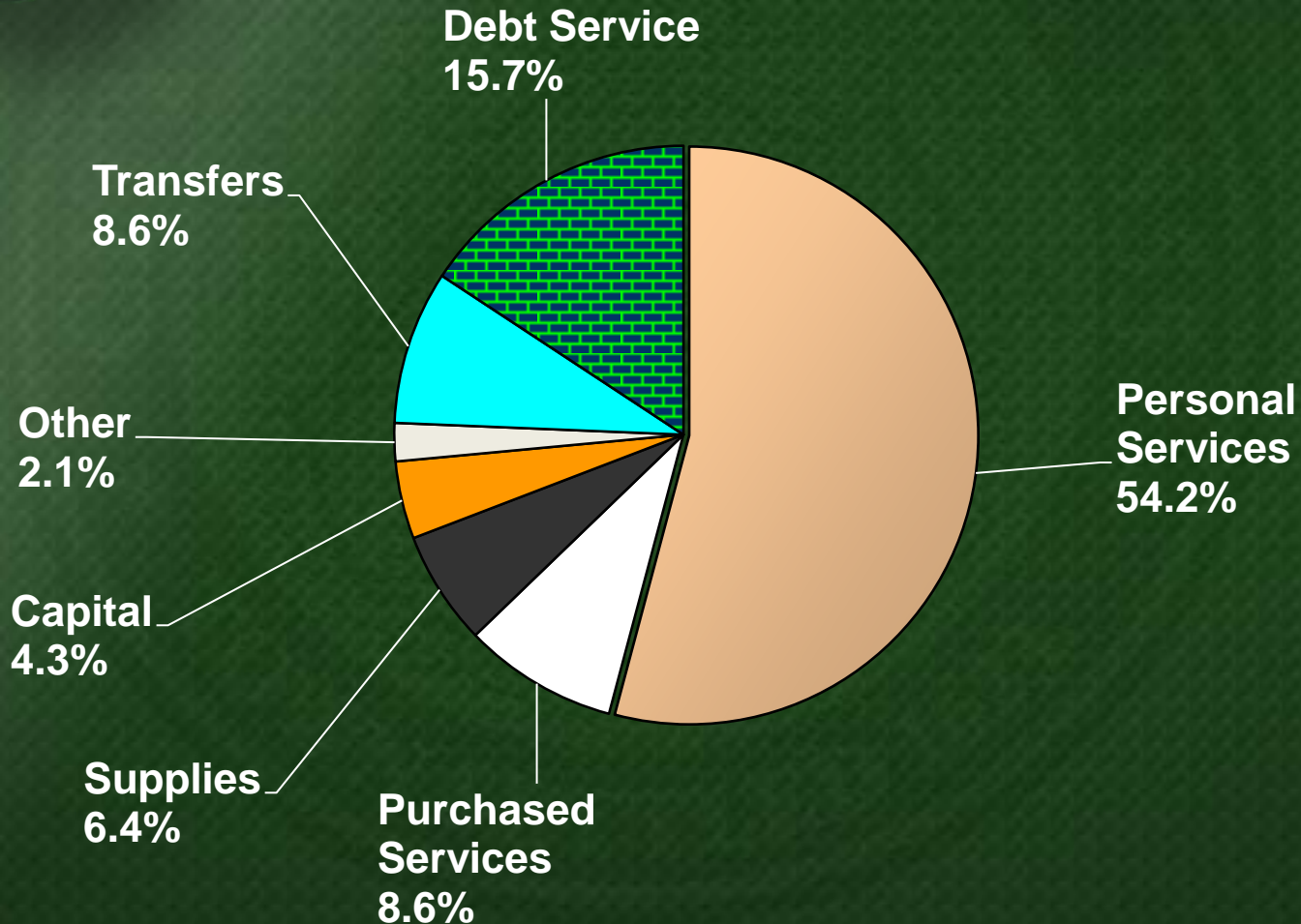
Total Proposed Expense \$94,264,390

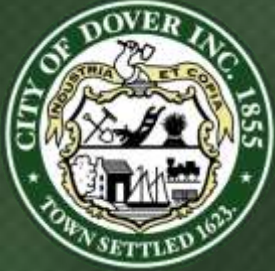




General Fund Expense

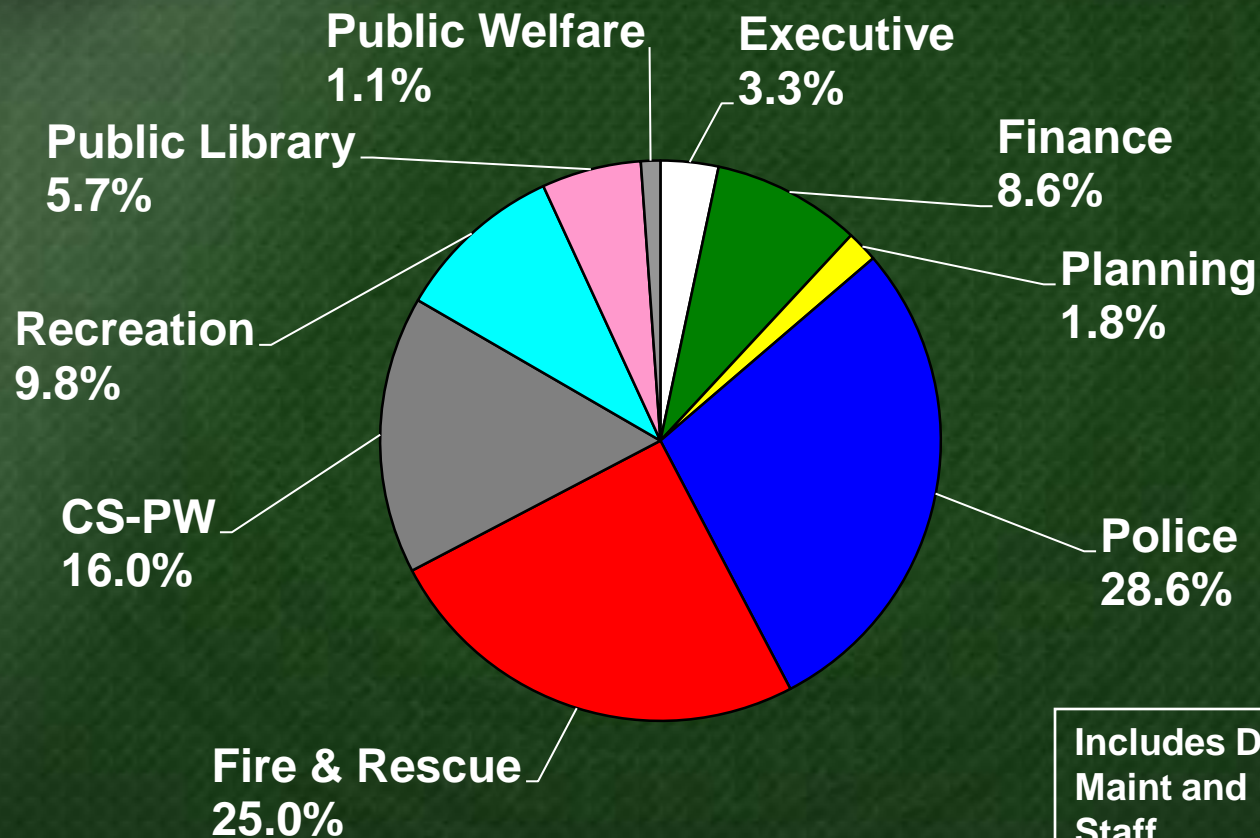
City Proposed Expense \$38,260,218



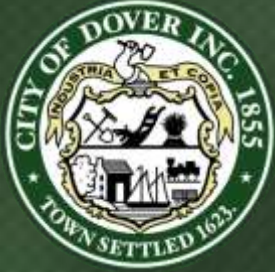


General Fund Expense

Full-Time Equivalent Personnel – 245.9



Includes DoverNet, Fleet Maint and Utility Billing Staff



Property Tax Bill

FY2015

Tax Rate Increase Breakdown

	Rate
City	\$0.18
School - Local	\$0.21
School - State	\$0.04
County	\$0.05
Total	\$0.48



Property Tax Bill

Average Residential Assessment = \$222.093	FY15 Tax	\$ Change	% Change
City	\$2,258	\$40	1.8%
School	\$2,954	\$56	1.9%
County	\$662	\$11	1.7%
Total Property Tax Bill	\$5,874	\$107	1.8%

End of Presentation