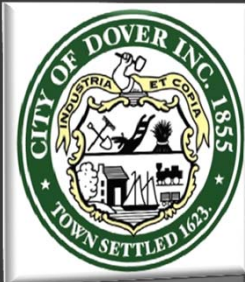


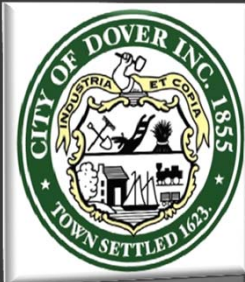
CITY OF DOVER FY2014 PROPOSED BUDGET

Presented to the City Council by
City Manager J. Michael Joyal, Jr.
on April 11, 2013



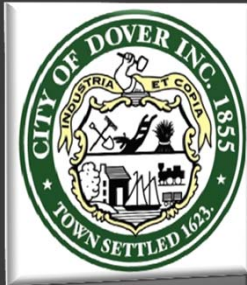
The Municipal Budget

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



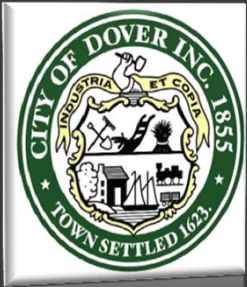
The Budget Document

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

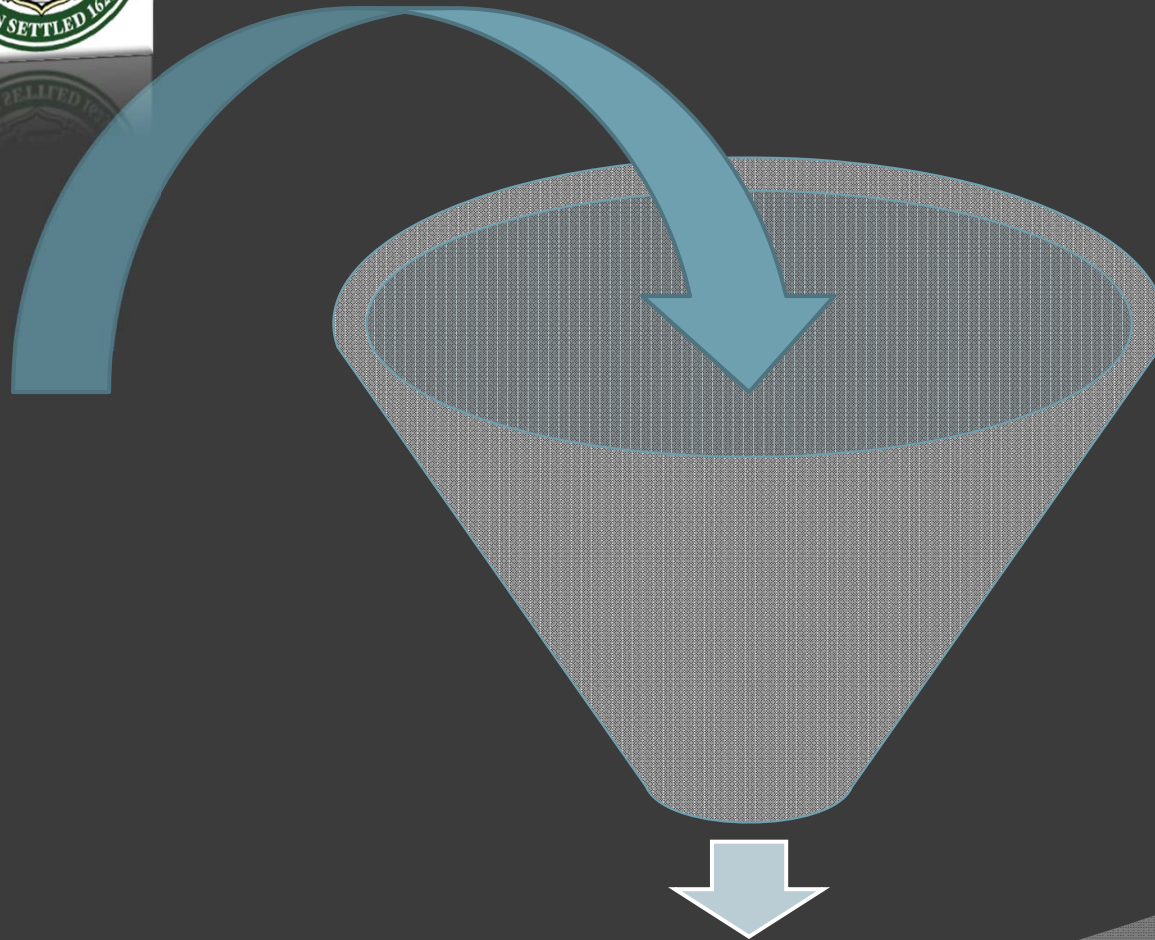


Approach to Budget Development

- 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



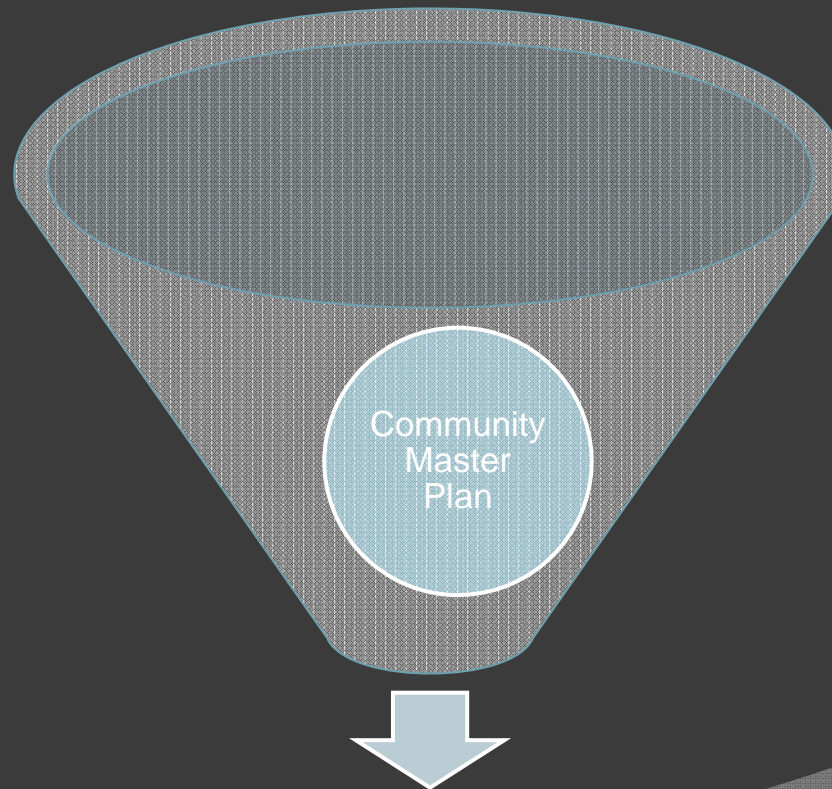
Budget Development Factors



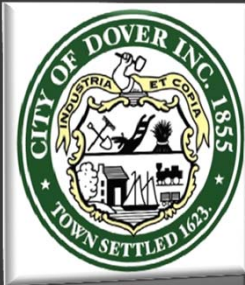
Proposed Budget



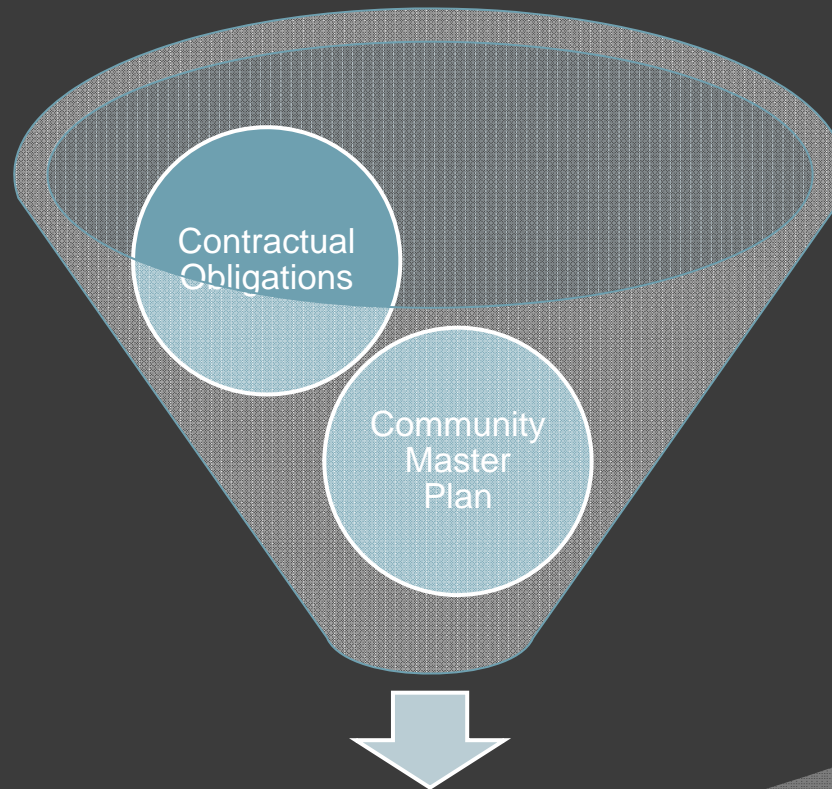
Budget Development Factors



Proposed Budget



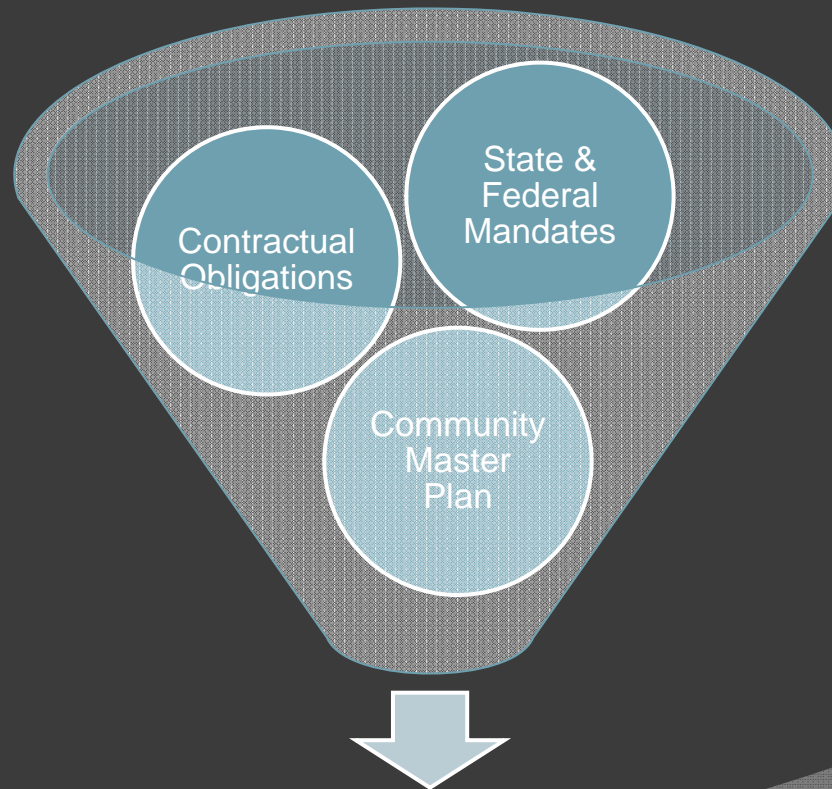
Budget Development Factors



Proposed Budget



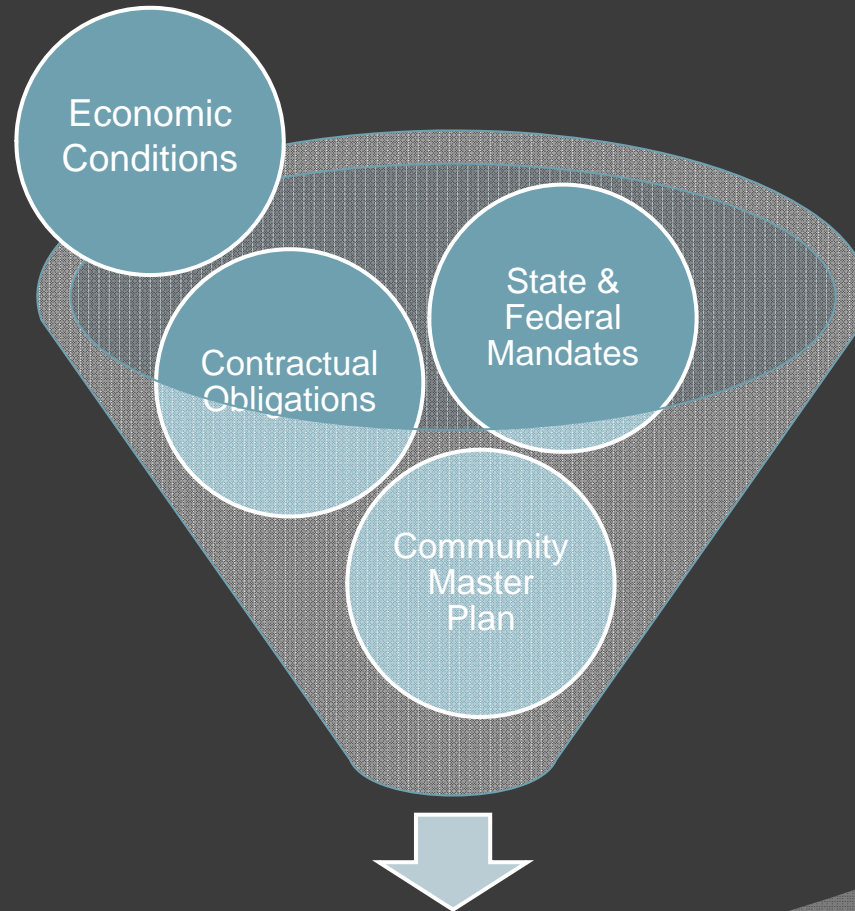
Budget Development Factors



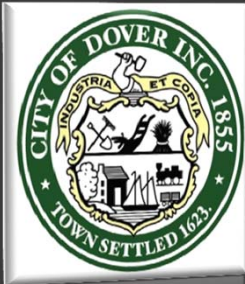
Proposed Budget



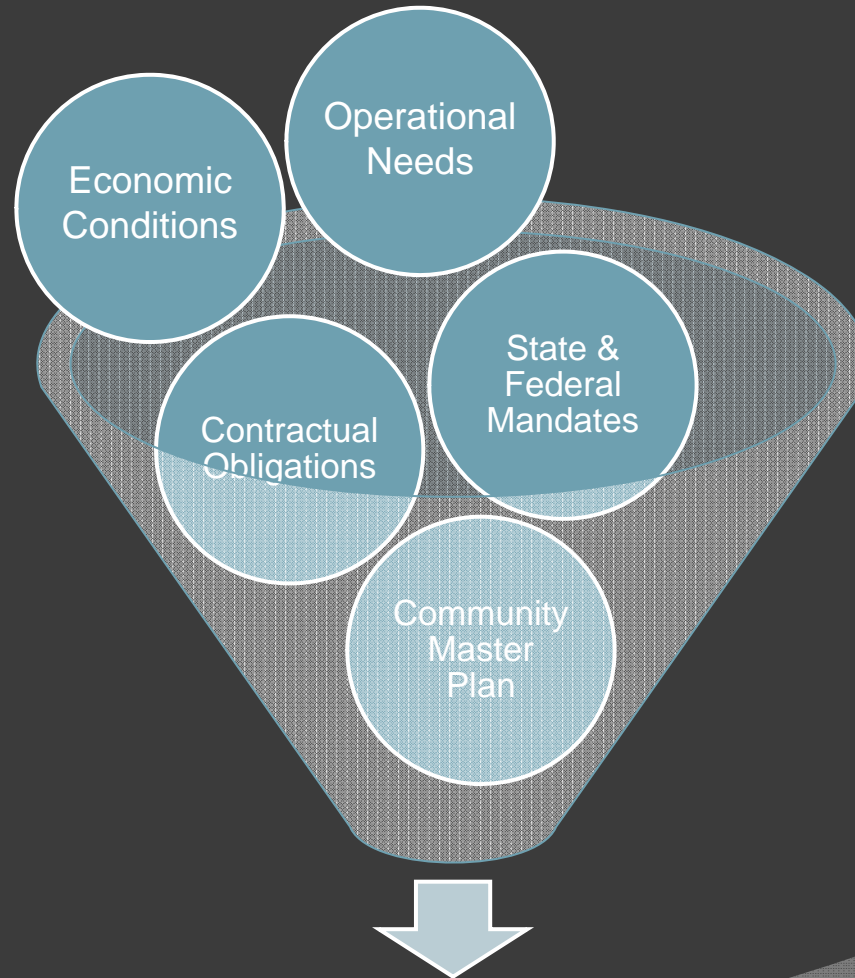
Budget Development Factors



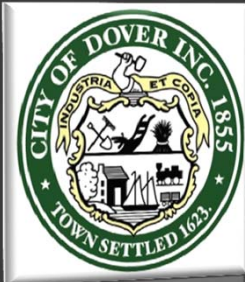
Proposed Budget



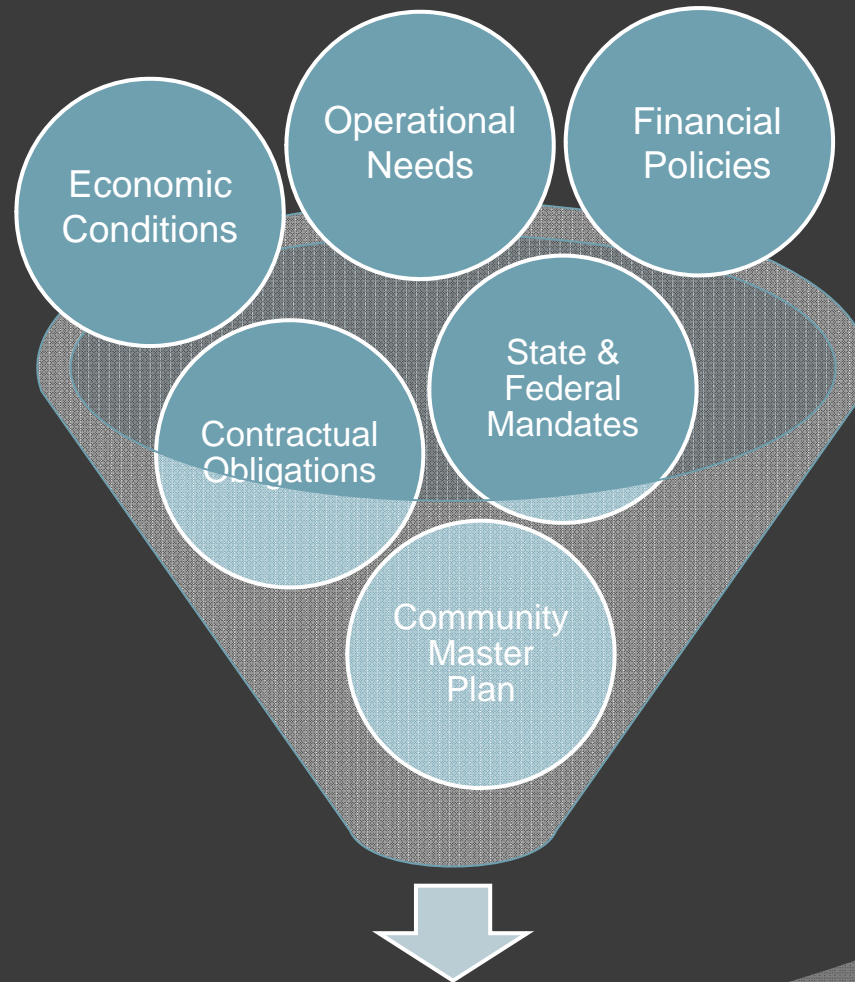
Budget Development Factors



Proposed Budget



Budget Development Factors



Proposed Budget



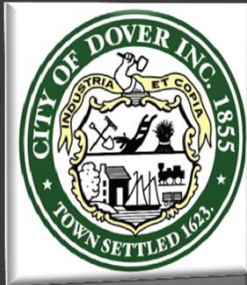
Priority Based Budgeting Philosophy

- 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



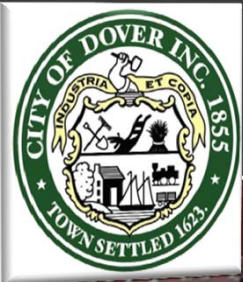
Priority Based Budgeting Steps

- 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

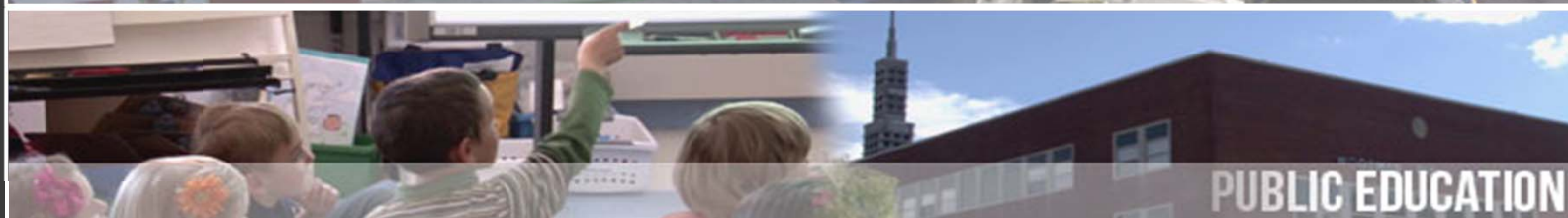


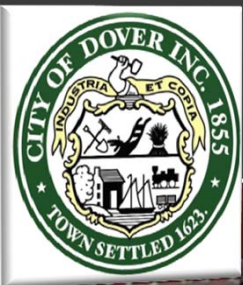
Priority Based Budgeting Overview

- 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

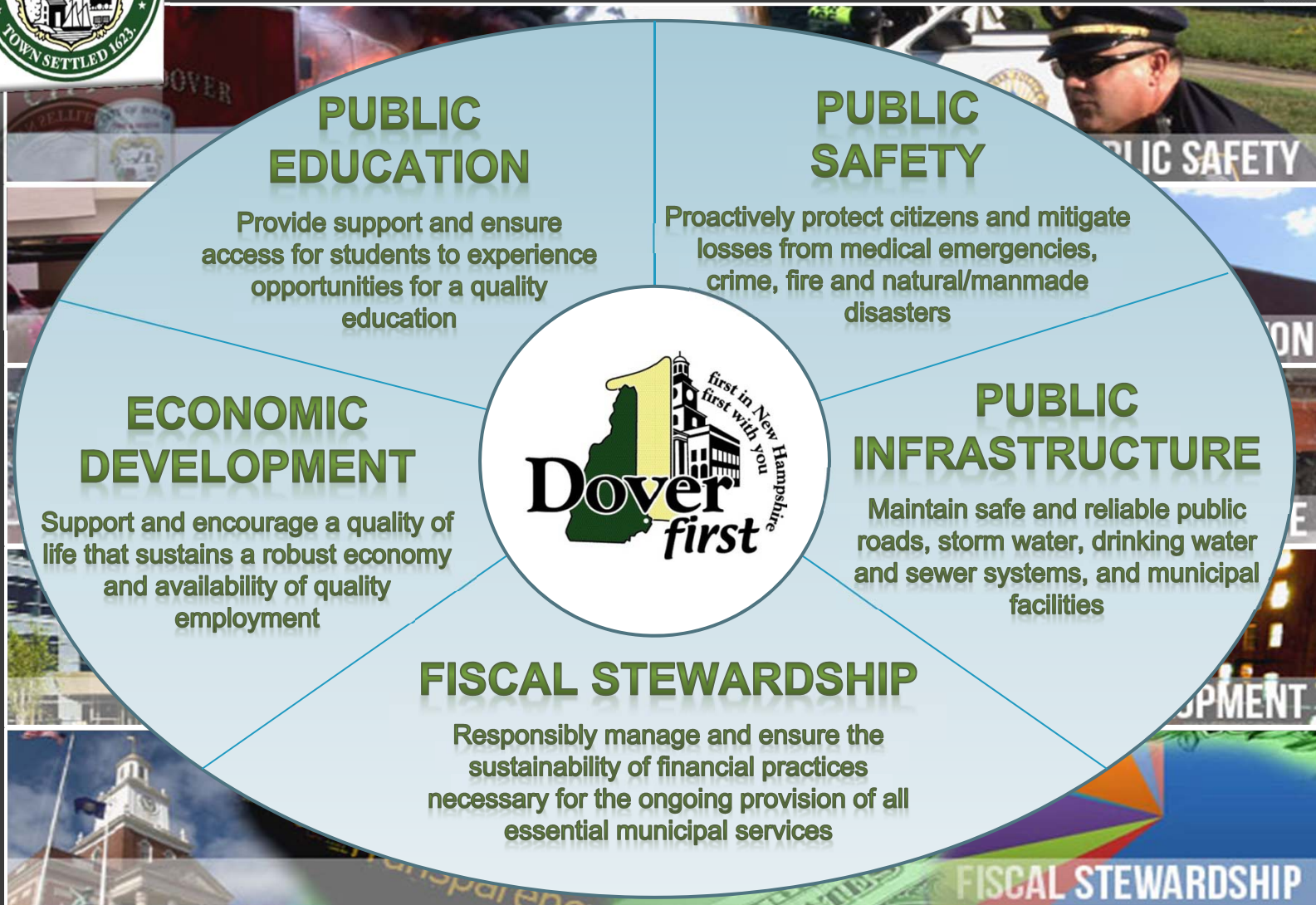


Our Strategic Priorities





Our Strategic Priorities





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

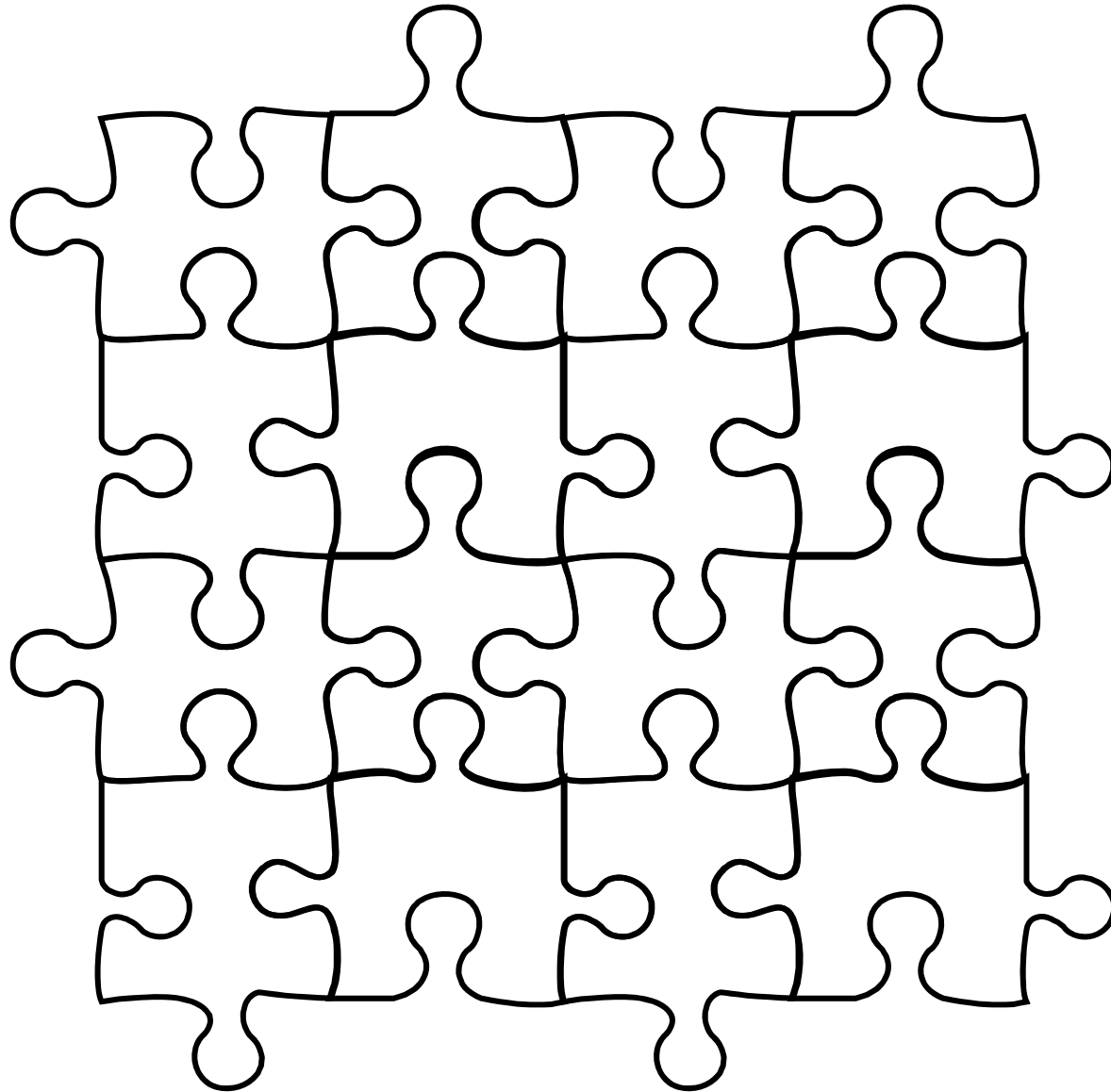


Education

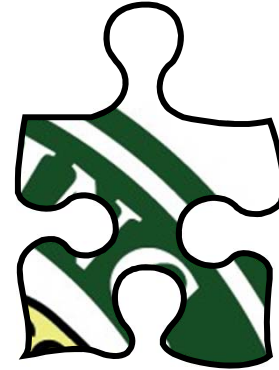
- SAU Office
- High School
- Career Technical
- Alternative School
- Middle School
- Garrison
- Horne Street
- Woodman Park

← Strategic Priorities Are Integrated Across All Functional Service Areas →

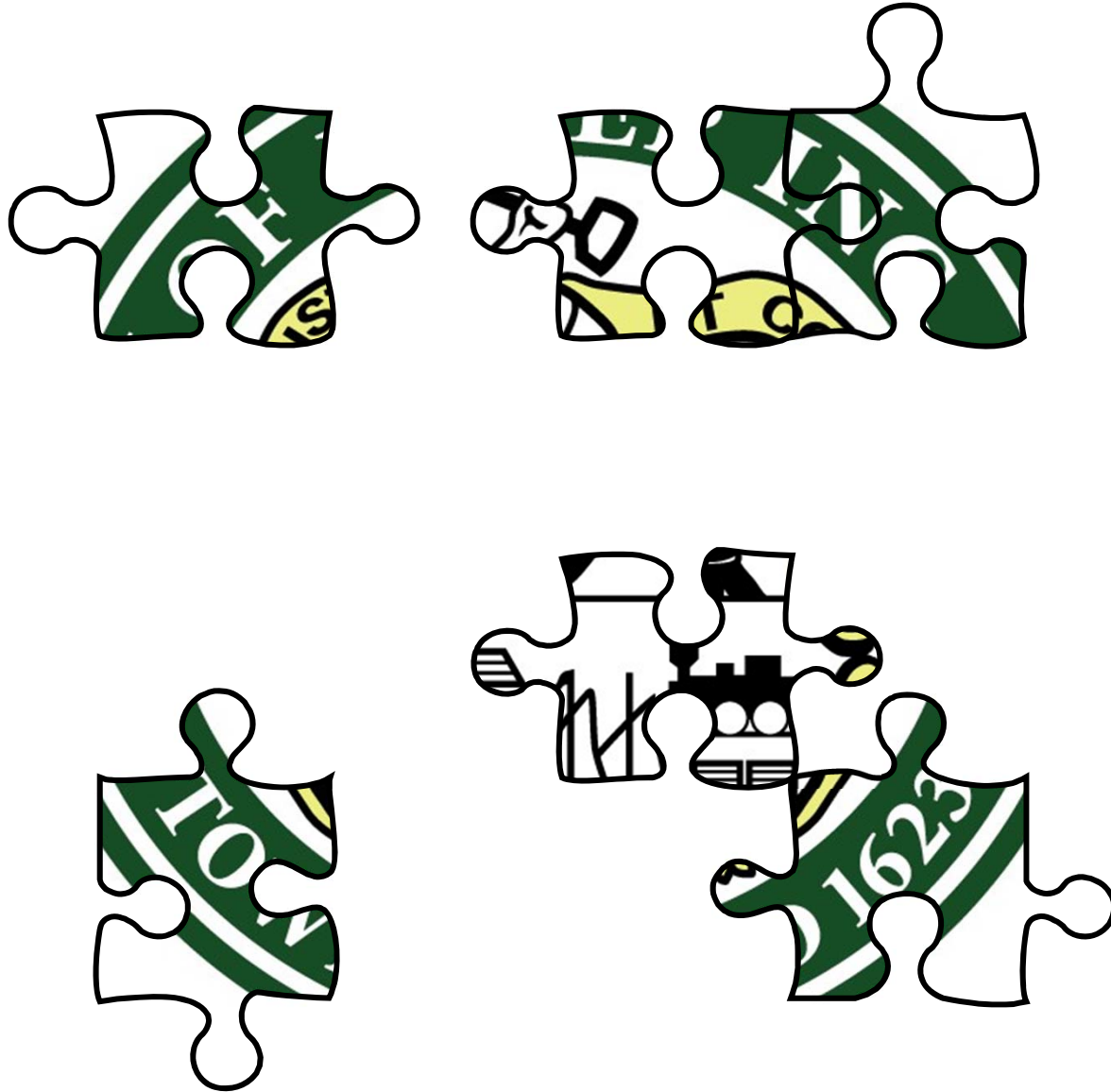
Our Core Services



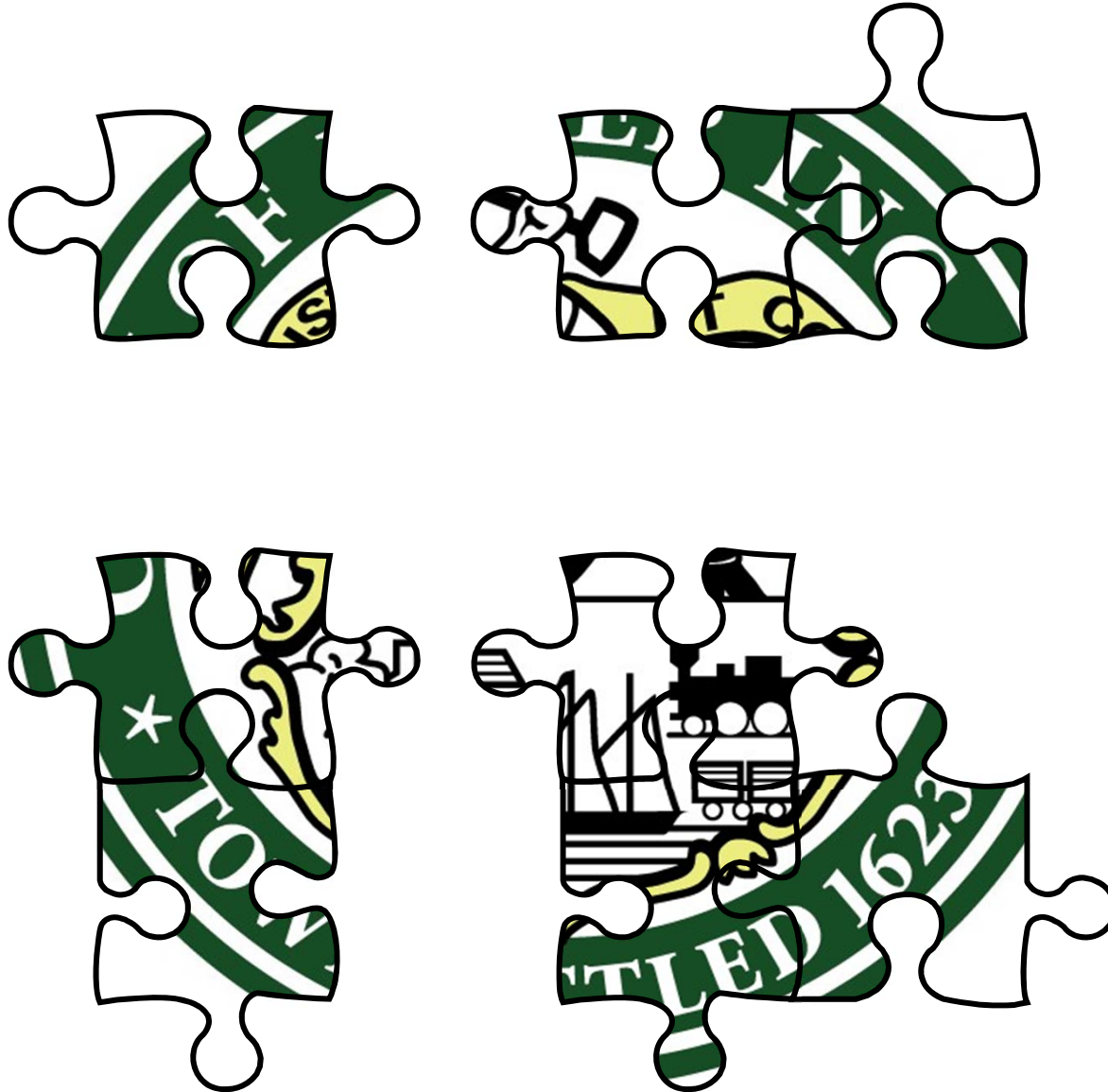
Our Core Services



Our Core Services



Our Core Services



Our Core Services



Our Core Services



Our Core Services



Our Core Services

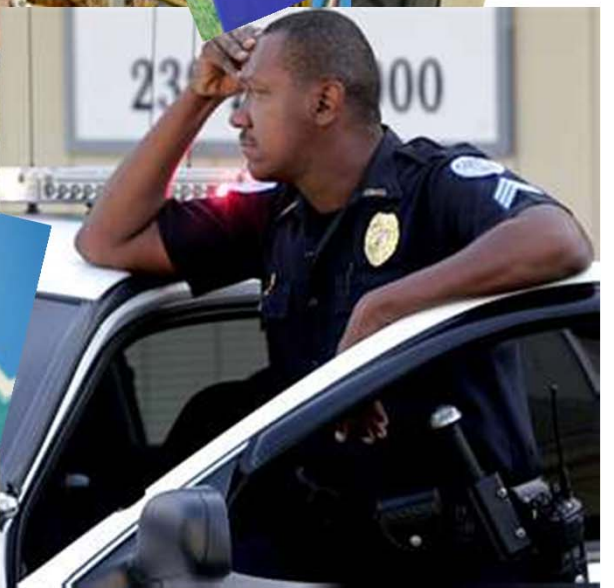


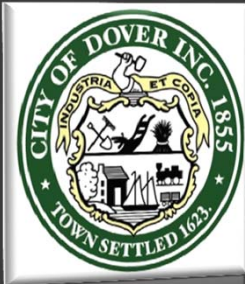
Our Core Services



Our Core Services







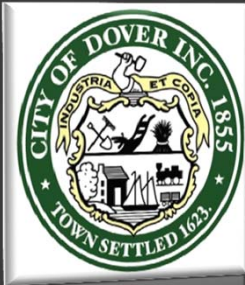
Priority Based Budgeting Basic Program Attributes

- ◉ Mandated to provide program/activity (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



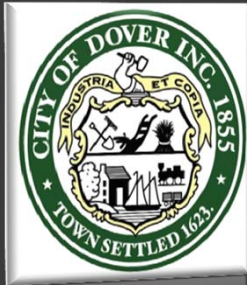
Priority Based Budgeting Quartile 3 Grouping

- ◉ 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



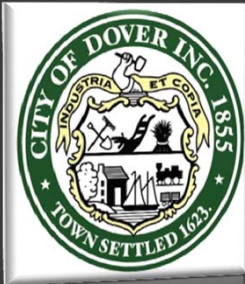
Priority Based Budgeting Quartile 4 Grouping

- 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



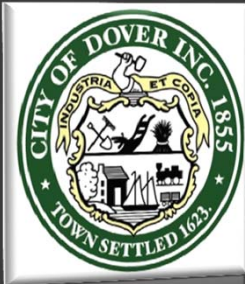
FY2014 Proposed Budget

All Funds	Proposed	\$ Change	% Change
City	\$56,082,170	\$2,427,735	4.5%
School	51,446,750	(66,933)	(0.1%)
County	7,706,474	185,220	2.5%
Total	\$115,235,394	\$2,546,022	2.3%



FY2014 Budget

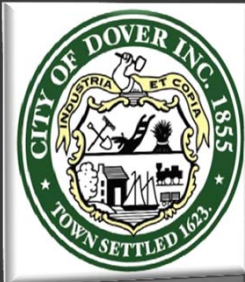
- Revenue Considerations
 - Sizeable increase in utility rates
 - Modest decrease School revenue
 - Modest increase in permit activity
 - Activity/program fees levels unchanged
 - Continuing decline in state/federal aid
 - Risk pool surplus refund
 - Tax Cap



FY2014 Budget Adjustments

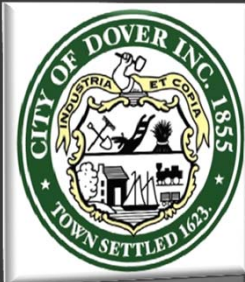
Expense

- 5.9% change in personnel costs
- 0.7% change in purchased services
- (0.9%) change in supplies/materials
- 1.6% change in other expenses
- 1.0% change in debt service
- 12.3% change in capital outlay



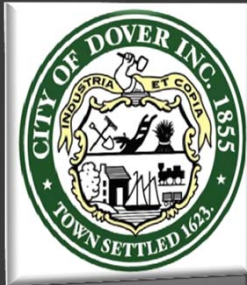
FY2014 Budget Adjustments

- Public safety staffing levels unchanged
- Position adjustments
 - Eliminate 4 department requests
 - Reduced drug task force funding
 - Retirement of utility billing staff
 - Sewer utility maintenance staff
 - Camera operator



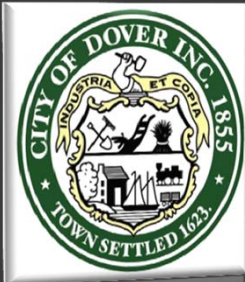
FY2014 Budget Adjustments

- ◉ Eliminate FasTrans Service
- ◉ Utilize TIP Funding for COAST allocation
- ◉ Street maintenance funding below CIP
- ◉ Reduce other CIP projects
- ◉ Maintain other programs and hours
- ◉ Conforms with financial policies***



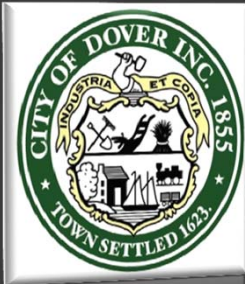
FY2014 General Fund

Estimated Revenue



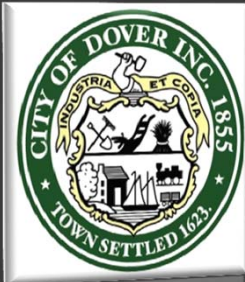
Tax Cap Calculation - City

FY2013 Actual City Tax Levy	\$24,674,390
Calendar Year 2010-2013 CPI-U Average	1.97%
Sub-total	<u>\$486,085</u>
Net Taxable New Construct/Demo Value	\$15,000,000
FY2013 Actual Tax Rate	\$9.71
Sub-total	<u>\$14,650</u>
Max Increase Allowed for Total FY2014 City Property Tax Levy	<u><u>\$631,735</u></u>



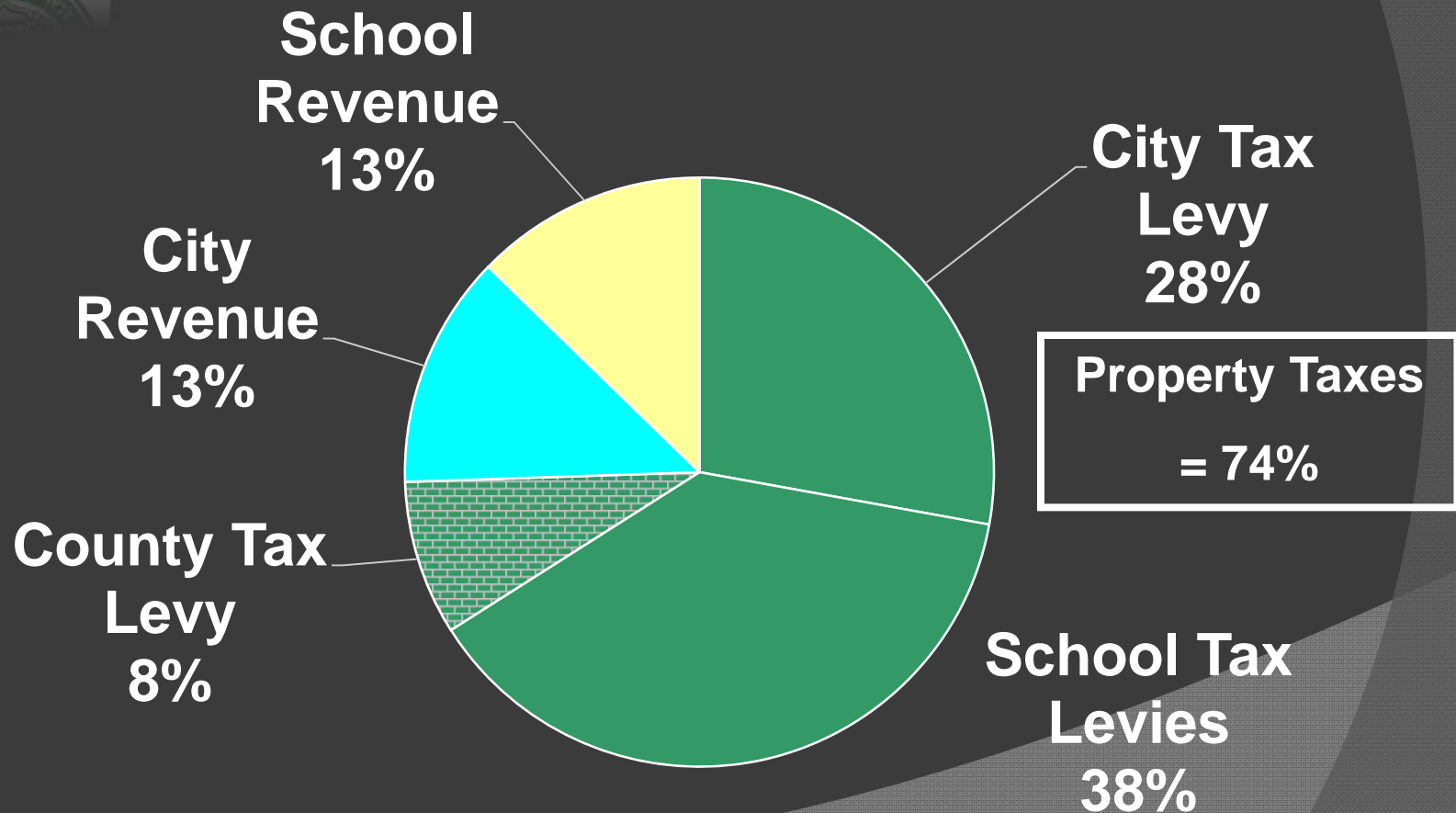
Tax Cap Calculation-School

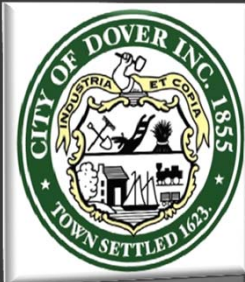
FY2013 Actual City Tax Levy	\$27,124,864
Calendar Year 2010-2013 CPI-U Average	1.97%
Sub-total	<u>\$534,360</u>
Net Taxable New Construct/Demo Value	\$15,000,000
FY2013 Actual Tax Rate	\$10.38
Sub-total	<u>\$155,700</u>
Max Increase Allowed for Total FY2014 School Property Tax Levy	<u>\$690,060</u>



General Fund Revenue

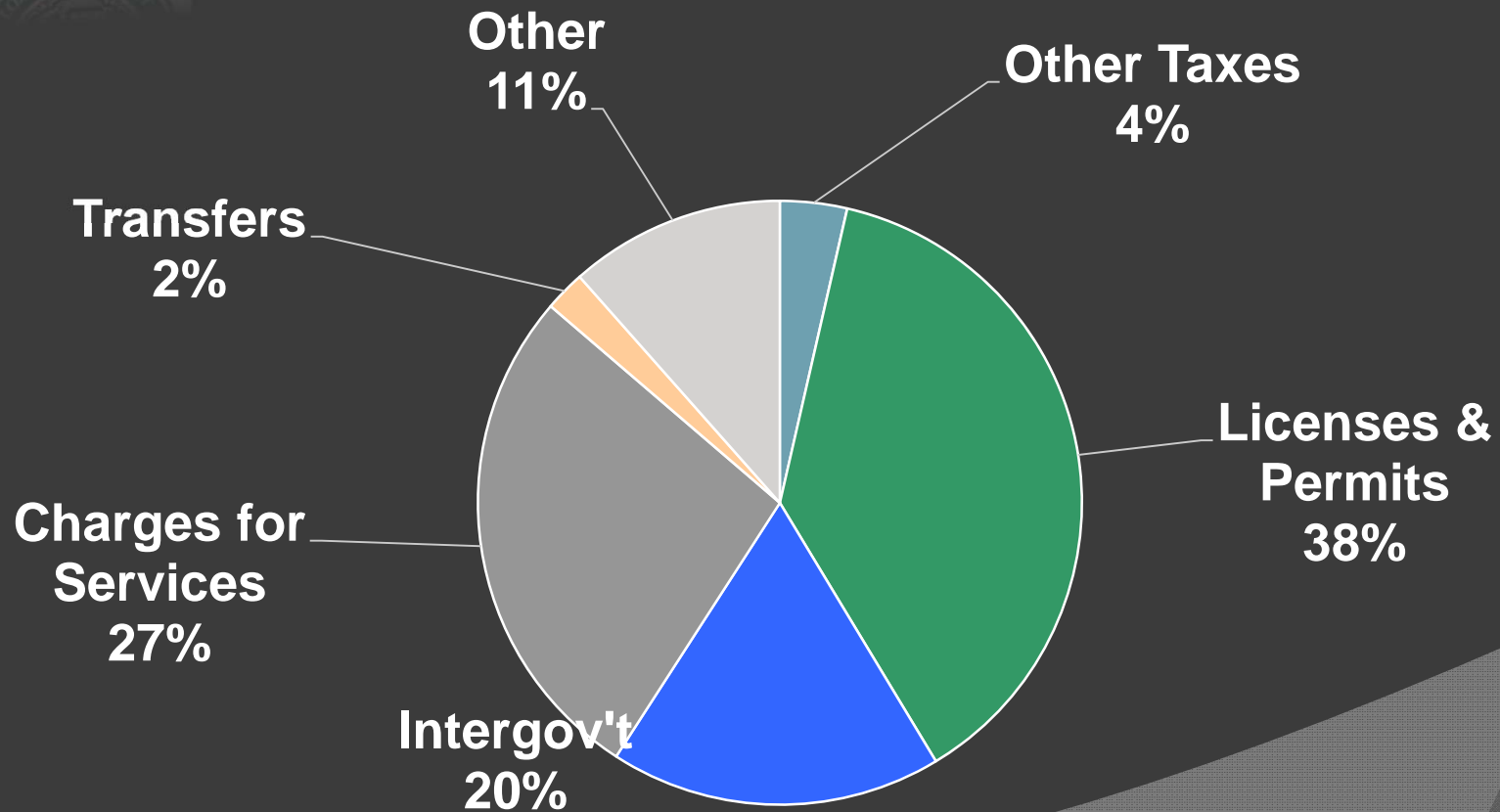
Total Estimated Revenue \$90,866,901

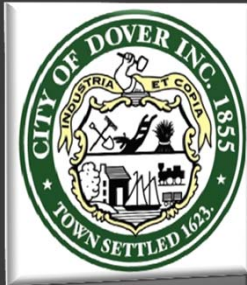




General Fund Revenue

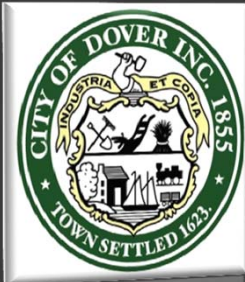
City Non-Property Tax Revenue \$11,628,438





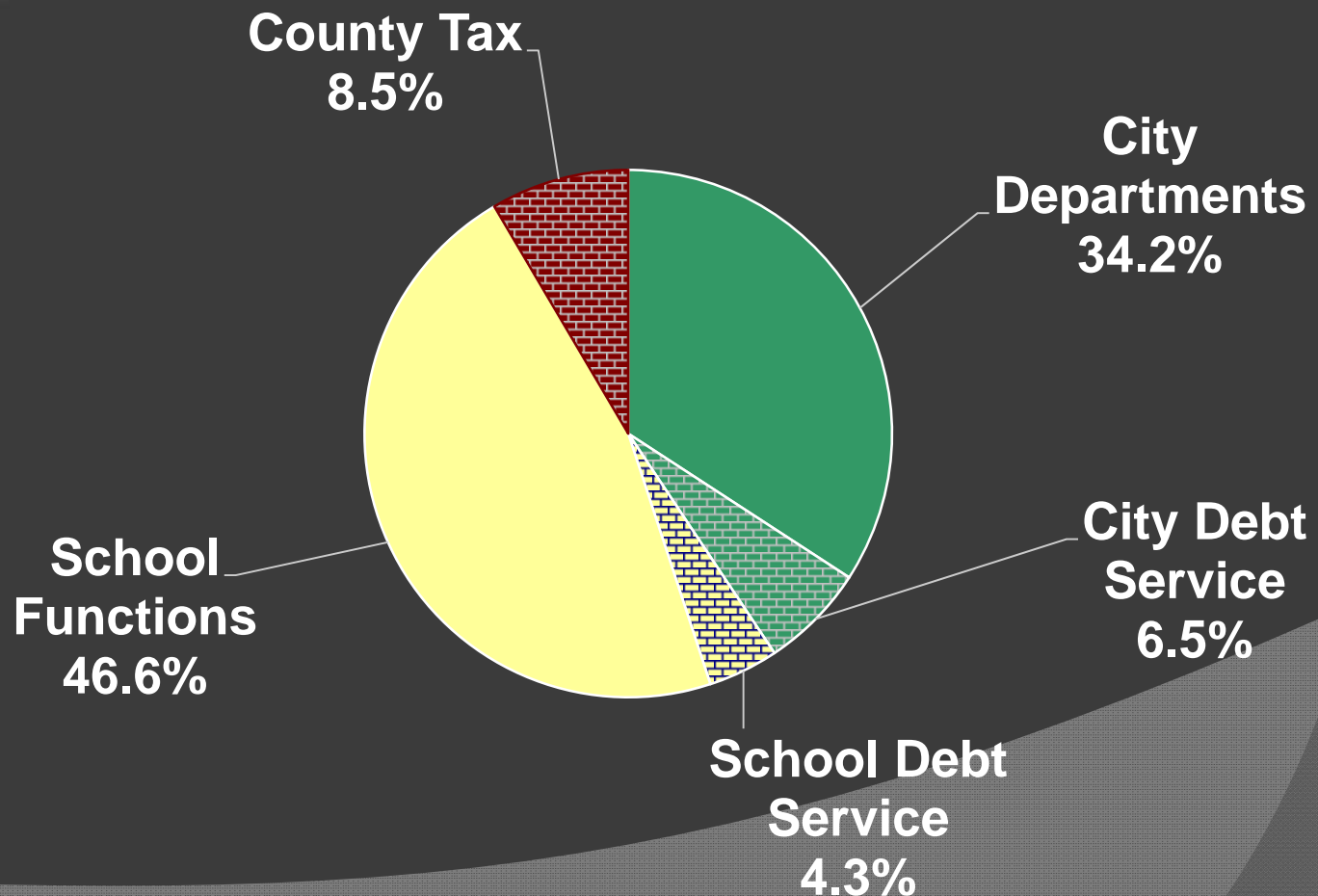
FY2014 General Fund

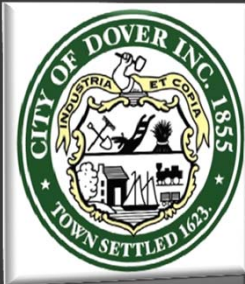
Proposed Expense



General Fund Expense

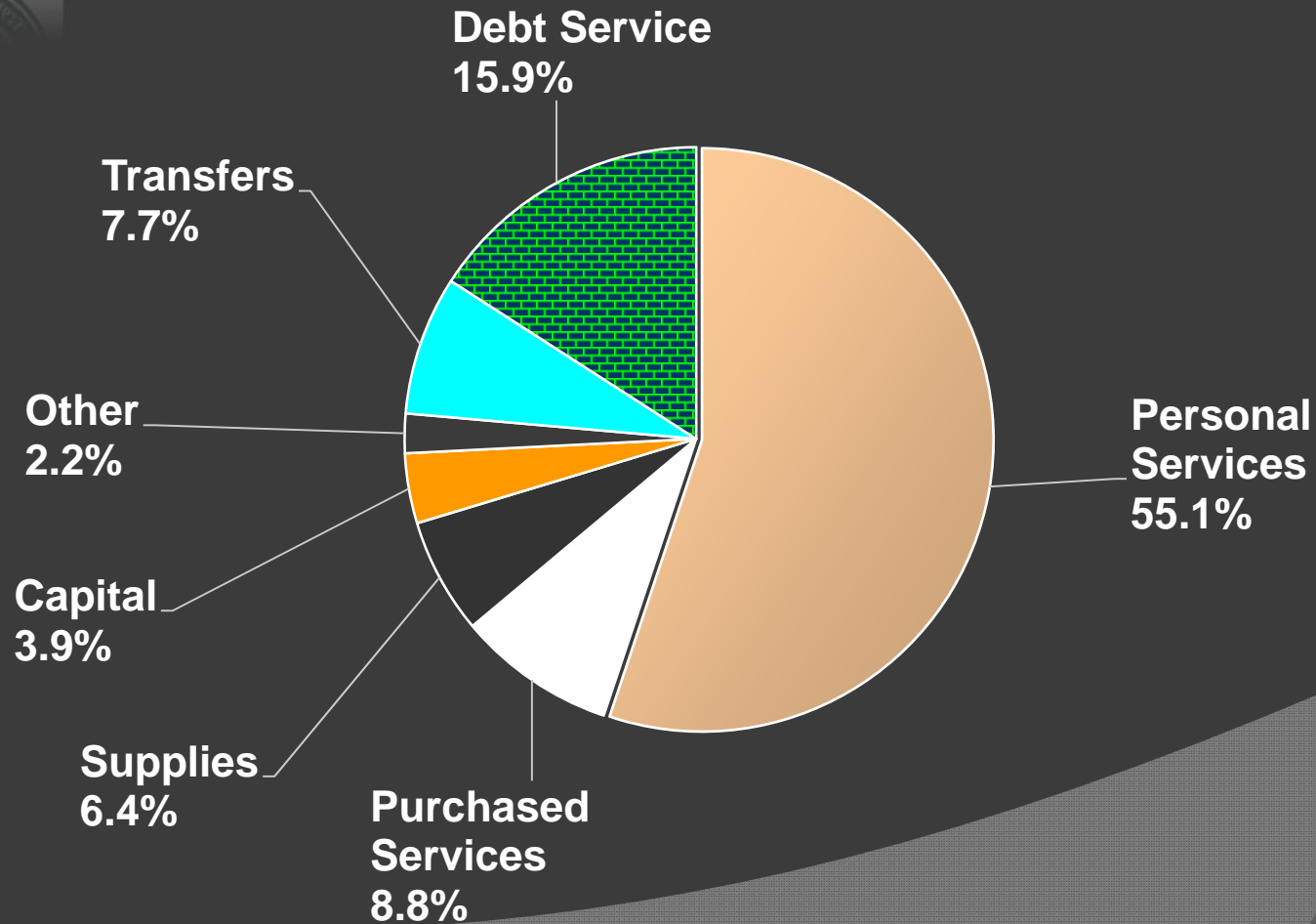
Total Proposed Expense \$90,866,901

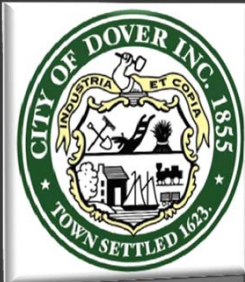




General Fund Expense

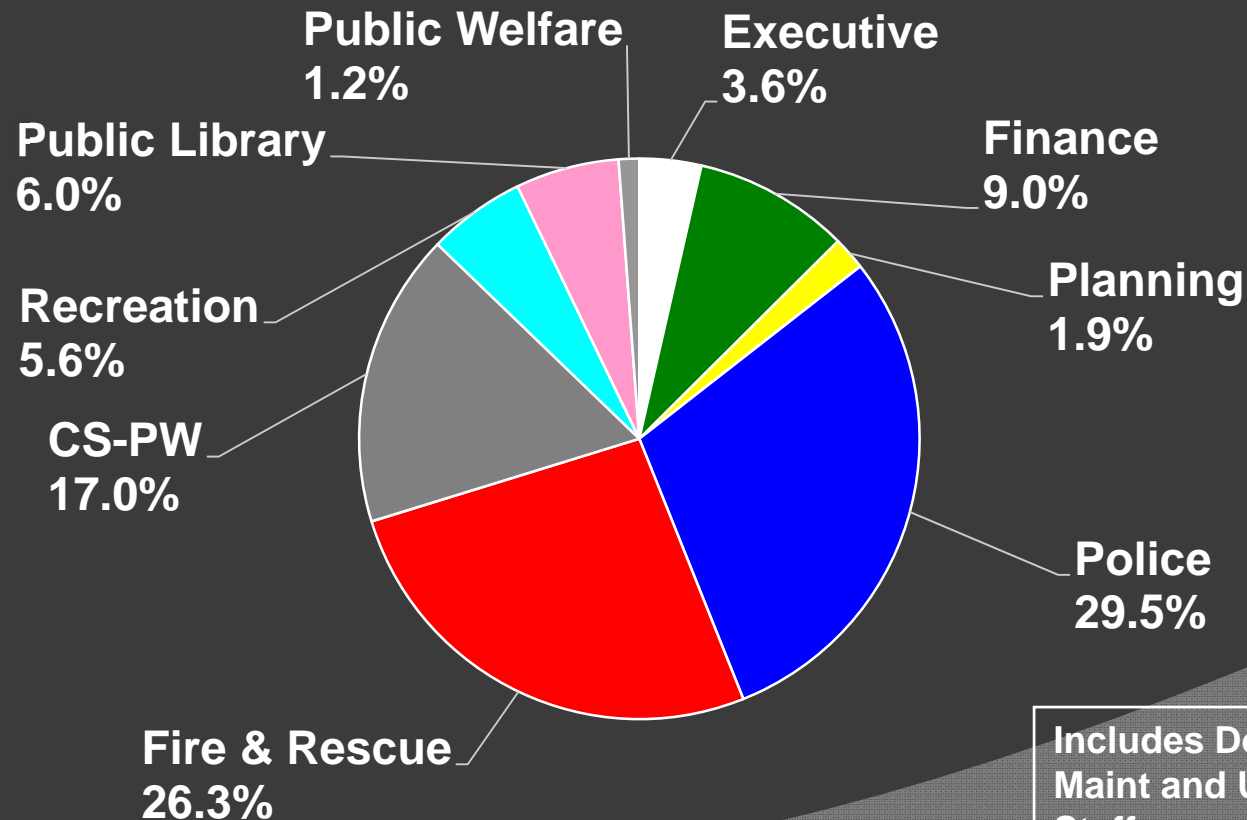
City Proposed Expense \$36,934,563



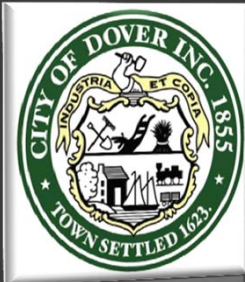


General Fund Expense

Full-Time Equivalent Personnel – 232.8



Includes DoverNet, Fleet Maint and Utility Billing Staff

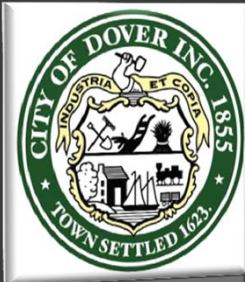


Property Tax Bill

FY2014

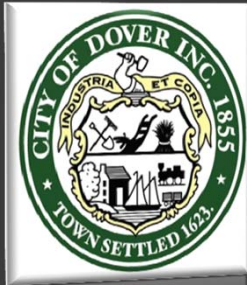
Tax Rate Increase Breakdown

	Rate
City	\$0.18
School - Local	\$0.33
School - State	(\$0.03)
County	\$0.05
Total	\$0.53



Property Tax Bill

Average Residential Assessment = \$221,273	FY14 Tax	\$ Change	% Change
City	\$2,188	\$40	1.9%
School	\$2,927	\$66	2.3%
County	\$648	\$11	1.7%
Total Property Tax Bill	\$5,764	\$117	2.1%



End of Presentation