

**POTENTIAL BUDGET ADJUSTMENTS  
PRIORITY BASED BUDGETING ANALYSIS  
FOR PROPOSED FY2014 BUDGET**

1. **Reduce or Close Outdoor pool and related summer recreational activities** The net cost for the operation of the Jenny Thompson Pool is \$42,599. If the facility were to be closed there would be continued costs both for ongoing security and building weatherization. In addition there would be an additional cost due to requirements associated with a federal LWCA grant that funded construction of the pool. Ultimately, there is not an economical way to further reduce the net operating costs of the Outdoor Pool as the existing maintenance costs will be consistent with the amounts budgeted whether the facility remains open or has reduced hours. The only reductions would be for staffing costs based on hours of operations, however, the corresponding loss of revenue from programs and rentals does not make this economically viable. Options such as only being open for only rental times to maximize revenue and reduce costs would require eliminating Public Recreation times and Swimming lessons which will be in conflict with the federal LWCF Grant requirements which funded the construction of the pool and mandate its primary use for Public Recreation. The loss of access to this facility will cripple the Seacoast Swimming Association (SSA) and eliminate 4 major swim meets each season. If the SSA is unable to maintain their program than any discussion of a future Jenny Thompson Aquatics Center in the City would be futile as they cannot feasibly be setting up a new entity to promote fundraising for a facility while they dissolve. All of the City's summer programs use the pool for activity during the weekdays and pay for that use. With the closure or reduction of the availability of the pool other City recreation programs would have to find alternative activities which would increase the costs of those programs to the participants substantially due to transportation and facility fees. The City would also likely lose revenues at the Arena due to hockey camp cancellations. Several camps rent the Arena in part due to the proximity of the Outdoor Pool and its availability to offer as an alternate camp activity. This could amount in the range of \$10,000 in loss to the Arena.
  
2. **Reduce or Close Community Fitness Center / Gymnasium** A reduction or closure of the McConnell Fitness Center will actually increase General Fund expenses by \$36,661. As a prior budget reduction effort, the expense and associated revenue for the Fitness Center operation was moved from the General Fund to the Recreation Special Revenue Fund. The revenues that come in through the Fitness Center operation as well as the gymnasium are used to cover the costs of the programs and to subsidize the General Fund by funding 50% of the Assistant Recreation Directors wages and benefits. Loss of the operation of the McConnell Fitness Center and Gymnasium would shift expenses back into the General Fund.
  
3. **Reduce public computer and Wi-Fi availability.** The availability of public Wi-Fi throughout the downtown is currently funded through a \$25,000 technology grant provided by Comcast. The original equipment installation and configuration was supported by a grant through the State of NH. If public Wi-Fi were discontinued, there is a potential savings of \$25,000 to the General Fund budget provided the current Comcast technology grant is allowed to be redistributed to offset other Comcast related internet services. The public Internet sessions at the Public Library during the prior fiscal year totaled 25,241 (up 11% over the previous year). The Public Library

averages 84 Internet sessions per day on 12 public computers. The very popular, and heavily-used, internet and Wi-Fi service at the public library has no cost to the General Fund because of a free broadband circuit that Comcast offers to public libraries.

4. **Reduce Youth playground and summer camp programs.** There would be a potential General Fund expense reduction of \$10,000 related to the elimination of the hardship subsidy provided for those youth unable to afford the youth playground program registration fee. However, there is also a Both the Summer Playgrounds Program and Camp Kool are funded in the Recreation Special Revenue Fund and are self-supporting by user fees. The Summer Playgrounds Program however is subsidized from revenue generated by other recreation programs within the fund. The only amount received from the General Fund is the Hardship Scholarships that pay for portions of the Playground fees. This assistance is available based on need. Approximately \$10,000 of the available subsidy budgeted in the General Fund is applied to cover the cost this program. The other camp program, Camp Kool, is run through the Arena and is also in the Recreation Special Revenue Fund and covers its cost. Revenue generated by the Camp Kool program also offsets 25% of the Arena Managers salary and benefits) in the General Fund. Closure of this program would result in the increase in costs to the General Fund of \$16,359.
5. **Reduce Recycling center hours.** Potential reductions in this area include eliminating the acceptance of brush at the Recycling Center saving \$23,000 in brush grinding costs. Eliminate Saturday hours at Recycling Center saving \$14,750 in overtime costs. (Add one day during the week to offset Saturday)
6. **Reduce or Close Indoor Pool and related activities.** The Indoor Pool operation has been reduced to the hours that are most efficient and profitable. We have already reduced summer hours when the Jenny Thompson Pool is open so the Indoor Pools is only open for Swimming Lessons and rentals. The further reductions would result in the significant loss of services and revenue. The infrastructure maintenance costs would not be greatly reduced as the pool would need most of the operational expenses to even run at a reduced schedule. The only real savings would be in reduced staff time. Closure would result in the costs to mothball the facility which is in the range of \$20,000 to \$30,000 per year. The net cost for the Indoor Pool in the General Fund is \$260,985.00 There isn't a lot of room to cut that net cost by much as I mentioned by reduction. The side effects of a closure is the loss of swimming lessons which are in the Special Revenue Fund and are self-supporting and also cover 25% of the Aquatics Facility Manager salary and benefits (\$15,244). Another element of a closure would be the impact on the Seacoast Swimming Association program and their efforts to expand aquatics if the Indoor Pool closes and shuts down their program. Also 5 High School Swim teams and the Masters Swimming program would be shut out.
7. **Reduced Library hours of operations Current status.** The daily "visitor count" at the library shows an average of 613 people per day come through our doors. That total was 184,517 in FY'12, or over 15,000 per month. We lend out 968 items per day (291,515 items annually) to borrowers and a similar number are returned. It is important to note that library hours were already reduced by 7 hours in FY'10, eliminating Wednesday nights and Sunday afternoons. Weekly hours went from 63.5 hours/week to 56.5 hours/week, an 11% reduction. Currently, at just 56.5 hours per week, we are open the fewest hours per week among similar-sized libraries

in NH. Additional reductions would further impede citizens' access to library materials, computers, and other patron services. However, as requested, we have developed numbers that seek to estimate the potential cost-savings of closing the Dover Public Library during additional periods each week:

- a. We are currently open on Saturdays from 9-5 from September through May. Then we shorten Saturday hours to 9-1 during the summer months of June, July and August. If we adopted summer Saturday hours (9-1) year-round, this would save approximately \$13,000 in staffing costs.
- b. We are currently open 9-5:30 on Thursdays. If we closed every Thursday, this would save approximately \$38,000 in staffing costs.
- c. We are currently open 9-5:30 on Fridays. If we closed every Friday, this would save approximately \$29,000 in staffing costs.

Naturally, after library hours decreased in FY'10, staffing at the Dover Public Library also followed suit. From a high of 15.79 FTEs in 2007, we are now at 13.91 FTEs, a 12% reduction. Our proposed FY'14 Library Operating Budget is \$191 less than last year's, even with the capital purchase of a new library automation system added in. The library budget has decreased 5 of the last 6 years (with FY'12's increase of \$1,388 being the only anomaly). Since FY'08, the library budget has declined by 7% or \$80,392.

8. **Reduce StreetScape landscaping.** A reduction in this area would involve eliminating bark mulch for downtown and parks, and eliminate flowers at flagpoles saving \$4,800.
9. **Reduce or Close Teen Center.** \$98,239 is the full cost in salary and benefits for the Teen Center Director. Reducing this amount from the budget would eliminate all Teen Center Activities, the Diversion Program and Community Service for Court ordered juveniles.
10. **Reduce or Close DARE operations.** DARE is a 10 week program that is taught by 2 police officers and one civilian. Preparing for and conducting the 10 week lesson plan requires less than 10% of the overall duties of the involved employees. These employees are a detective, the DHA officer, and our Youth to Youth Coordinator (Dana Mitchell). If one or more of those positions were to be cut then in addition to the other responsibilities and functions performed by these positions, it would result in the elimination of the DARE program delivery.
11. **Outreach Bureau Programming.** Other than the Teen Center, the Outreach Bureau consists of three employees. Two Youth to Youth and one Coalition for Youth Director. Two of the positions are funded by the Drug Free Communities Grant (\$125,000) and the STOP Act Grant (\$ 50,000). The position funded by the General Fund is Dana Mitchell, HOWEVER, he provides the match and required programming per the two grant requirements. If we were to cut the position funded by the General Fund we would save approximately \$54,000. However, we would lose the grant funding and be liable for unemployment for all three employees.
12. **Programs assisting victims of crime.** A reduction in this area would involve elimination of a position and would severely impact our prosecution services to the point where our ability to meet statutory requirements for victims of crime would not be met. Prior reductions to the prosecutor from 40 hours to 32, and to the paralegal from 35 hours to 29, have stressed the

operation to the point where the victim advocate is performing many clerical and administrative duties in order to meet workloads. The total cost for the Victim Advocate is 57,099.

13. **Animal Control.** A reduction in this area would involve the the elimination of the animal control officer postion, a 40 hour per week civilian employee. The associated expense is \$54,074. Our current ACO is well trained and considered and expert in many areas of both domestic animals and wildlife. The elimination of this employee will require sworn police officers to answer animal all complaints.