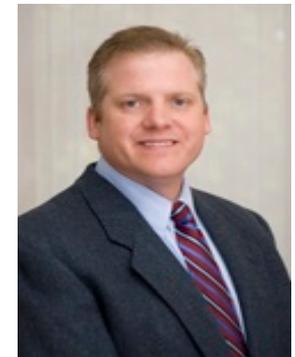


CITY OF DANBURY
Greater Danbury Chamber of Commerce
LEADERSHIP DANBURY
Department of Finance



**Mayor Mark D.
Boughton**



**David St. Hilaire
Director of
Finance**

City of Danbury
LEADERSHIP DANBURY
Presentation Overview



- * City's Mission Statement & priorities
- * Budget Preparation Process
- * Economic Considerations/Challenges
- * Summary of FY 2014/2015 General Fund Budget
- * Questions?



City of Danbury

Mission Statement & Priorities

- Follow the Mission Statement

“to ensure a superior quality of life for its citizens by providing the most cost effective municipal services while preserving the cultural, historical and natural resources of the City.”

- Public Safety, Education, and Quality of Life Initiatives remain the priorities.

- Minimize Property Tax Burden to homeowners and local businesses

- by eliminating duplication and waste, establishing and strengthen new partnerships with other governments, agencies, and businesses.
- “Think outside the box” in cost control and expense reduction measures to maximize efficiency.

**CITY OF DANBURY
MISCELLANEOUS STATISTICS**



Date of Incorporation: 1889
 Form of Government: Mayor/Council
 Area: 44 square miles
 Present Charter Amended: November 2009

Roads		Sewer System		Water System	
Miles of Streets	242	Capacity	15.5 MGD	Reservoirs	9
Number of Street Lights	2,873	Pump Stations	13	Capacity	8.6 MGD

Recreational Areas					
Acres of Designated Parks			1,552		
Bear Mountain Park	140 acres	Joseph Sauer Memorial Park	2 acres	Rogers Park Playground	1 acre
Blind Brook Playground	.5 acre	Kennedy Park	1 acre	Rogers Park Pond	7 acres
Danbury Green	1 acre	Lake Candlewood Park	11 acres	Rowan Street Playground	3 acres
Elmwood Park	2 acres	Lake Kenosia Park	25 acres	Stephen A. Kaplanis Field	5.5 acres
Farrington Open Space	192 acres	Mill Plain Swamp	34 acres	Still River Greenway	35 acres
Hatters Community Park	32 acres	Old Quarry Nature Center	40 acres	Tarrywile Park	722 acres
Highland Playground	8 acres	Richter Park	230 acres	Tom West Park	.5 acre
John Perry Field	3 acres	Rogers Park	56 acres		

Education*	
High Schools (Grades 9-12)	1
Students	2,993
Middle Schools (Grades 6-8)	2
Students	2,504
Elementary Schools (Grades PK-5)	12
Students	5,499
Total Students	<u>10,996</u>
Total Staff	1,029

Police Protection	
Number of Stations	1
Number of Uniformed Officers	155
Nonuniformed Employees	10
Number of Branches	1
Number of Volumes	121,584
Residents with Library Cards	25,844

Fire Protection	
Number of Stations	17
Number of Employees	128
Number of Volunteers	110
Non Uniformed Employees	2
Pieces of Equipment	29

*2014-2015 Projected

City of Danbury Budget Preparation Calendar



- * Late- Nov/December 2014 Annual Budget Kick-off meeting with Department Heads, Contractual Agencies, and cost centers, i.e commissions and authorities.
- * Early January 2014 Deadline for submitting budget requests due to Finance Director.
- * January 2014 Director of Finance reviews budget submissions with departments.
- * January 31-March 14, 2014 Mayor & Finance Director reviews preliminary budget.
- * February 14, 2014 Capital Budget due to Planning Commission for approval.
Deadline for submission of Education Budget from Board of Education.
- * April 1, 2014 Mayor presents Budget to City Council.
- * April 2014 Budget is reviewed in City Council Ad hoc meetings and Public hearings
- * May 5, 2014 Budget submitted to City Council for final approval.
- * July 1, 2014 Adopted Budget available on City's website.

City of Danbury

Summary of Budget Process



- * Departments are provided with the historical details of their expenditures to review in preparation of a zero based budget.
- * The Department of Finance analyzes every revenue and expenditure account, subaccount, category, and classification to ensure that expected contractual obligations, projections and trends have been considered.
- * Departments are required to provide supporting documentation to support their budget requests and to explain how their departmental function contributes to the overall City's goals and objectives.



City of Danbury

Budget Call (Guidelines) Letter

- * The departmental budgets must absorb most of the increasing costs associated with fuel, contract settlements, etc.
- * The economy has improved but continues to be challenging for everyone for the next several years, the FY 2014-2015 Budget demands that a different approach be taken now so that we are well prepared to weather the next storm ahead.
- * The Department Heads are encouraged to present ideas in how to continue to offer quality City services more cost effectively.
- * Every effort was made to minimize the impact to the Danbury taxpayers while keeping property taxes low and utility rates stable.

City of Danbury

Budget Call (Guidelines) Letter



Economic Realities for FY 2014-2015:

- * The 10/1/13 Taxable Grand List grew by 0.94% which helped minimize the required mill rate increase to 2.98%.
- * About **80%** of the City's source of revenues is from Property Taxes.
- * Non-property tax revenues and State/Fed aid will remain about the same however State/Fed aid will shift to areas of less spending flexibility.
- * "Other Revenues" are slowly improving – showing favorable trends. For the first time in many years, outlook is cautiously optimistic and positive.
- * Legacy costs such as the Pension (retiree) annual required contribution (ARC) and other post employment benefits (OPEB) will continue to significantly outpace inflation and stress the budget for many years.



CITY OF DANBURY
ADOPTED OPERATING BUDGET 2014-2015
SUMMARY OF OPERATING BUDGET EXPENDITURES

	ACTUAL 2012-2013	ADOPTED 2013-2014	PROPOSED BY DEPT 2014-2015	ADOPTED BY MAYOR 2014-2015	\$ CHANGE 13-14 VS 14-15
GENERAL GOVERNMENT	9,004,820	9,501,492	10,250,004	9,960,215	458,723
PUBLIC SAFETY	29,656,234	29,377,606	32,212,242	30,182,839	805,233
PUBLIC WORKS	9,139,309	9,608,434	10,642,554	9,829,404	220,970
HEALTH & HUMAN SERVICES	1,265,218	1,323,560	1,326,969	1,314,544	(9,016)
SOCIAL SERVICES	750,602	782,736	800,321	795,451	12,715
EDUCATION	116,003,866	118,503,866	123,412,271	122,003,866	3,500,000
LIBRARIES	1,683,070	1,897,006	2,026,385	1,976,130	79,124
CULTURE & RECREATION	744,331	767,031	797,047	796,338	29,307
RECURRING COSTS	30,220,695	33,013,356	35,188,796	35,188,796	2,175,440
DEBT SERVICE	16,820,198	17,101,110	16,350,000	16,350,000	(751,110)
CAPITAL PROJECTS	2,156,858	3,500,000	5,250,000	5,250,000	1,750,000
TRANSPORTATION	1,245,919	1,251,803	1,226,531	1,277,417	25,614
CONTINGENCY/OP TRANS OUT	463,697	722,000	775,000	775,000	53,000
GRAND TOTAL	<u>219,154,818</u>	<u>227,350,000</u>	<u>240,258,120</u>	<u>235,700,000</u>	<u>8,350,000</u>



2014-2015 ADOPTED BUDGET YOUR TAX DOLLAR AT WORK

Public Safety
13.3%

Board of Education
51.8%



↑
Debt
Service
6.9%

↑
All
Other
13.1%

↑
Recurring Costs
14.9%



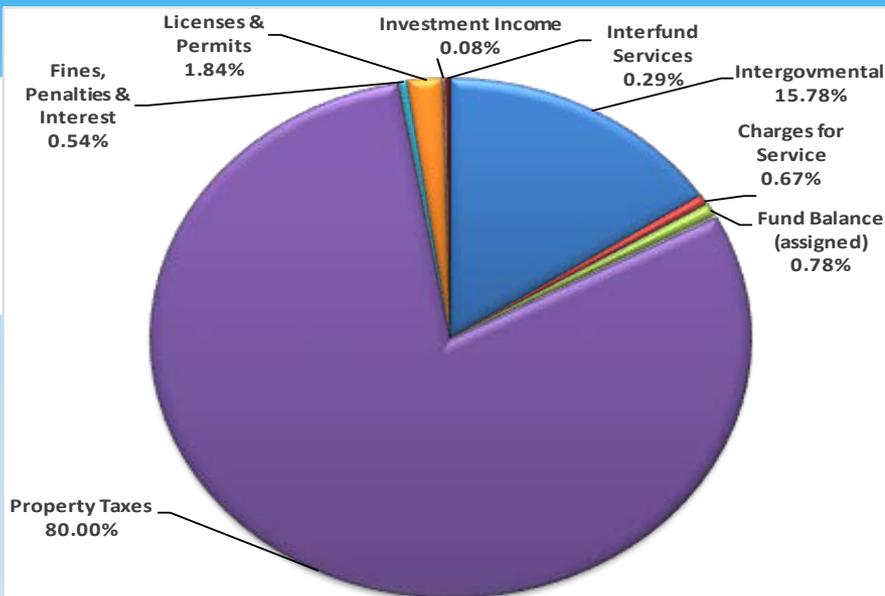
Public Works	4.2%
General Govt.	4.2%
Libraries	0.8%
Health & Human Services	0.9%
Capital	2.2%
Contingency	0.4%
Culture and Recreation	0.4%



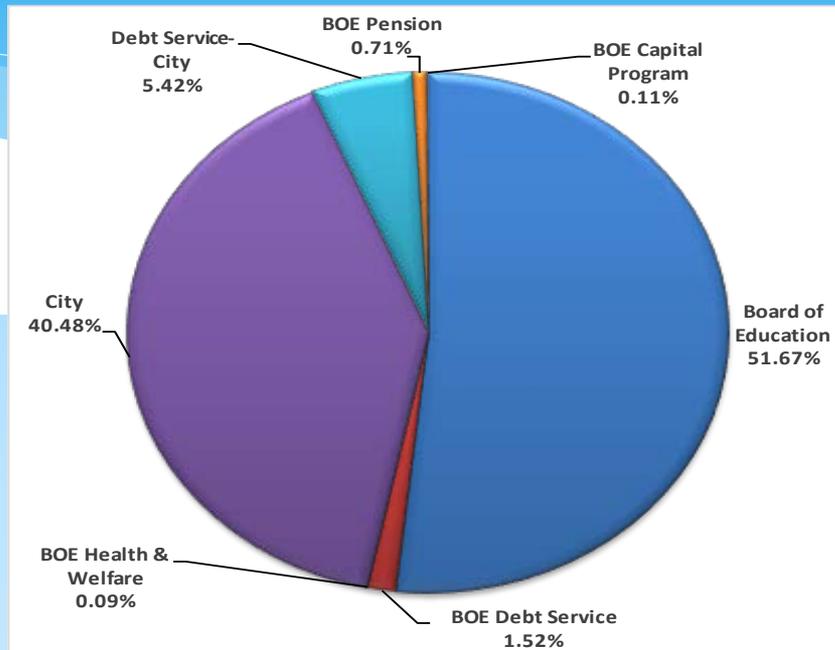
CITY OF DANBURY 2014-2015 ADOPTED BUDGET

TOTAL 235,700,000

REVENUES



EXPENDITURES



Intergovernmental	\$37,201,924
Charges for Service	1,588,857
Fund Balance (assigned)	1,850,000
Property Taxes	188,548,289
Fines, Penalties & Interest	1,282,500
Licenses & Permits	4,347,900
Investment Income	200,000
Interfund Services	680,530
Total	\$235,700,000

Board of Education	\$121,795,291
BOE Debt Service	3,581,000
BOE Health & Welfare	208,575
City	95,416,934
Debt Service- City	12,769,000
BOE Pension	\$1,679,200
BOE Capital Program	\$250,000
Total	\$235,700,000



**CITY OF DANBURY, CONNECTICUT
GENERAL FUND
2014-2015 ADOPTED OPERATING BUDGET SUMMARY**

	<u>PROPOSED</u> <u>BY DEPARTMENTS</u>	<u>ADOPTED</u> <u>BY MAYOR</u>
GENERAL GOVERNMENT	\$10,250,004	\$9,960,215
PUBLIC SAFETY	33,438,773	31,460,256
PUBLIC WORKS	10,642,554	9,829,404
HEALTH AND WELFARE	2,127,290	2,109,995
SCHOOLS, GEN. & HEALTH & WELFARE	123,412,271	122,003,866
LIBRARIES	2,026,385	1,976,130
CULTURE & RECREATION	797,047	796,338
PENSION AND OTHER EMPLOYEE BENEFITS	35,188,796	35,188,796
DEBT SERVICE - GENERAL	12,769,000	12,769,000
DEBT SERVICE - SCHOOLS	3,581,000	3,581,000
CAPITAL PROJECTS	5,250,000	5,250,000
INTERFUND TRANSFER	300,000	300,000
CONTINGENCY ACCOUNT	475,000	475,000
TOTAL	\$240,258,120	\$235,700,000
LESS INDIRECT REVENUE		(45,301,711)
LESS USE OF FUND BALANCE		(\$1,850,000)
PLUS RESERVE FOR UNCOLL.TAXES/TAX APPEALS/LOCAL CREDITS		\$1,650,000
REQUIRED TAXES FROM LEVY		\$190,198,289
MILL RATE	27.60	
NET TAXABLE GRAND LIST	6,891,581,950	

City of Danbury

BUDGET STATISTICS



Fiscal Year	Budget	Increase	Percent Increase	Tax Rate	Increase	Percent Increase/Decrease	Taxable Grand List	Increase	Percent Increase
94-95	119,783,605			19.54			4,389,993,410		
95-96	122,230,056	2,446,451	2.0%	19.13	-0.41	-2.1%	4,444,257,600	54,264,190	1.2%
96-97	125,151,205	2,921,149	2.4%	19.13	0	0.0%	4,518,020,290	73,762,690	1.7%
97-98	131,033,671	5,882,466	4.7%	19.13	0	0.0%	4,558,194,720	40,174,430	0.9%
98-99	131,896,390	862,719	0.7%	19.13	0	0.0%	4,457,282,240	-100,912,480	-2.2%
99-00	134,739,444	2,843,054	2.2%	20.78	1.65	8.6%	4,667,049,310	209,767,070	4.7%
00-01	139,524,338	4,784,894	3.6%	23.19	2.41	11.6%	4,394,762,120	-272,287,190	-5.8%
01-02	139,164,016	-360,322	-0.3%	24.30	1.11	4.8%	4,468,312,290	73,550,170	1.7%
02-03	149,241,033	10,077,017	7.2%	25.24	0.94	3.9%	4,562,023,370	93,711,080	2.1%
03-04	154,260,763	5,019,730	3.4%	24.29	-0.95	-3.8%	4,892,216,450 *	330,193,080	7.2%
04-05	161,229,195	6,968,432	4.5%	24.86	0.57	2.3%	5,200,457,340 *	308,240,890	6.3%
05-06	169,600,122	8,370,927	5.2%	23.03	-1.83	-7.4%	5,635,804,295 *	435,346,955	8.4%
06-07	178,091,982	8,491,860	5.0%	22.05	-0.98	-4.3%	6,103,223,470 *	467,419,175	8.3%
07-08	191,380,329	13,288,347	7.5%	22.20	0.15	0.7%	6,253,665,720	150,442,250	2.5%
08-09	202,295,259	10,914,930	5.7%	21.35	-0.85	-3.8%	7,146,429,508 *	892,763,788	14.3%
09-10	202,270,205	-25,054	0.0%	21.66	0.31	1.5%	7,137,979,613 *	-8,449,895	-0.1%
10-11	209,248,000	6,977,795	3.4%	20.96	-0.7	-3.2%	7,857,688,338 *	719,708,725	10.1%
11-12	215,919,397	6,671,397	3.2%	21.69	0.73	3.5%	7,845,081,982 *	-12,606,356	-0.2%
12-13	220,100,000	4,180,603	1.9%	22.45	0.76	3.5%	7,890,260,887 *	45,178,905	0.6%
13-14	227,350,000	7,250,000	3.3%	26.80	4.35	19.4%	6,827,106,602	-1,063,154,285	-13.5%
14-15	235,700,000	8,350,000	3.7%	27.60	0.80	2.98%	6,891,581,950	64,475,348	0.94%

2001-02 Budget no longer includes State and Federal School Projects.

00-01, 03-04, 08-09, 13-14 are revaluation years

*Reflects phase-in of property revaluation.

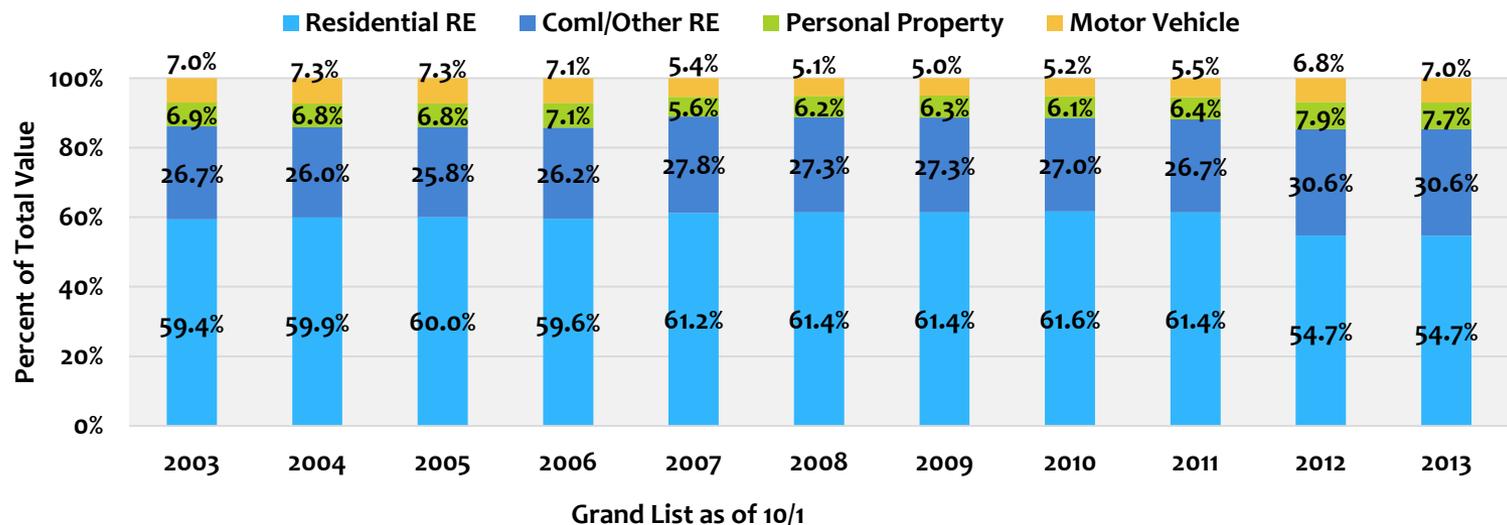


City of Danbury

CHANGES IN NET TAXABLE GRAND LIST AFTER BOARD OF ASSESSMENT APPEALS

	OCTOBER 1, 2010	OCTOBER 1, 2011	OCTOBER 1, 2012	OCTOBER 1, 2013	CHANGE 12 vs 13	% CHANGE
REAL ESTATE	7,017,091,189	7,025,008,579	5,971,833,015	6,017,524,465	45,691,450	0.77%
PERSONAL PROPERTY	374,469,560	386,144,700	374,118,330	375,465,381	1,347,051	0.36%
MOTOR VEHICLES	453,521,233	479,107,608	481,155,257	498,592,104	17,436,847	3.62%
TOTALS	7,845,081,982	7,890,260,887	6,827,106,602	6,891,581,950	64,475,348	0.94%

Comparative Assessed Value (Before Exemptions)





**CITY OF DANBURY
NET TAXABLE GRAND LIST OF OCTOBER 1, 2013
AFTER BOARD OF ASSESSMENT APPEALS**

	OCTOBER 1, 2012	OCTOBER 1, 2013	CHANGE	INCREASE
REAL ESTATE	5,971,833,015	6,017,524,465	45,691,450	0.77%
PERSONAL PROPERTY	374,118,330	375,465,381	1,347,051	0.36%
MOTOR VEHICLES	481,155,257	498,592,104	17,436,847	3.62%
TOTALS	6,827,106,602	6,891,581,950	64,475,348	0.94%

**TEN LARGEST TAXPAYERS
REAL ESTATE, MOTOR VEHICLE AND PERSONAL PROPERTY**

	<u>BUSINESS</u>	<u>TAXABLE VALUATION AS OF 10/1/2013</u>	<u>PERCENT OF NET TAXABLE GRAND LIST</u>
1. Danbury Mall Associates	Shopping Mall	208,901,300	2.96%
2. Boehringer Ingelheim	Research Center	63,424,690	0.90%
3. Connecticut Light & Power	Public Utility	59,730,860	0.85%
4. Avalonbay Communities, Inc.	Land Developer	52,646,780	0.75%
5. Gera Danbury LLC	Real Estate Investor	47,981,600	0.68%
6. Melvyn, Mary & Seymour Powers Danbury Industrial Corp & MMP Realty	Industrial Park	40,388,100	0.57%
7. Hawley, Ervie, Germantown Plaza Associates & Germantown Medical Center	Shopping Center & Land Developer	34,185,350	0.48%
8. Usrcstadt Biddle Properties LLC	Retail	29,347,800	0.42%
9. Bldg 45 Eagle LLC	Retail	29,008,800	0.41%
10. WR XXIII LLC	Land Developer	24,523,400	0.35%
TOTAL		590,138,680	8.36%

City of Danbury



DANBURY PUBLIC SCHOOLS ENROLLMENT HISTORY

<i>Year</i>	<i>Pre-K - 5</i>	<i>6-8</i>	<i>9-12</i>	<i>Other</i>	<i>Total</i>
2004-2005	4,533	2,093	2,936	219	9,781
2005-2006	4,491	2,123	2,994	296	9,904
2006-2007	4,574	2,122	2,966	321	9,983
2007-2008	4,699	2,175	2,931	314	10,119
2008-2009	4,935	2,125	2,926	293	10,279
2009-2010	5,100	2,146	2,944	307	10,497
2010-2011	5,199	2,201	2,981	346	10,727
2011-2012	5,277	2,232	2,981	335	10,825
2012-2013	5,348	2,272	2,944	354	10,918
2013-2014	5,302	2,293	2,960	214	10,769
<i>Projected</i> ²					
2014-2015	5,499	2,504	2,993		10,996
2015-2016	5,560	2,505	3,081		11,146
2016-2017	5,506	2,568	3,176		11,250
2017-2018	5,447	2,560	3,320		11,327
2018-2019	5,365	2,669	3,345		11,379

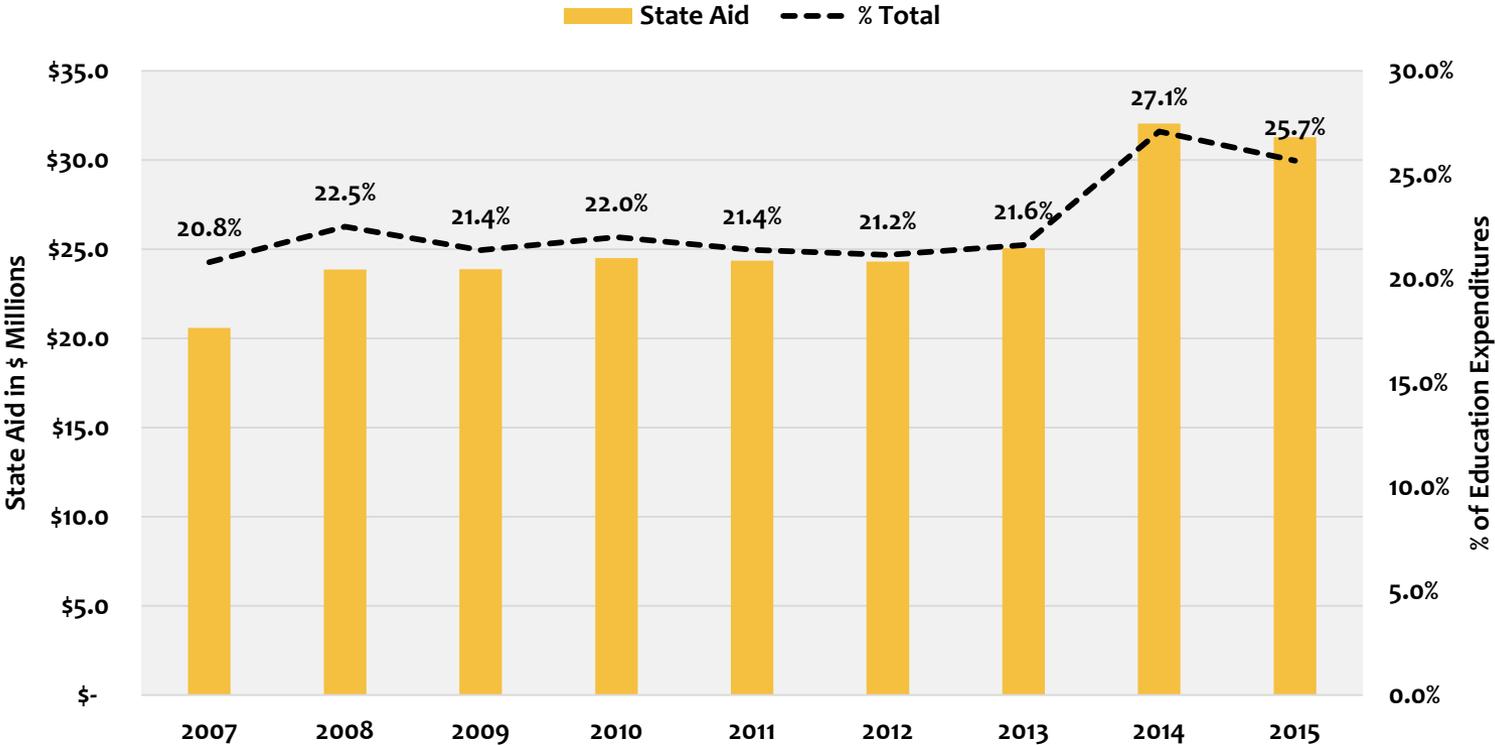
¹ Superintendent's Office

² Connecticut State Department of Education - Enrollment Projections

City of Danbury



State Aid for Education as a % of Education Spending

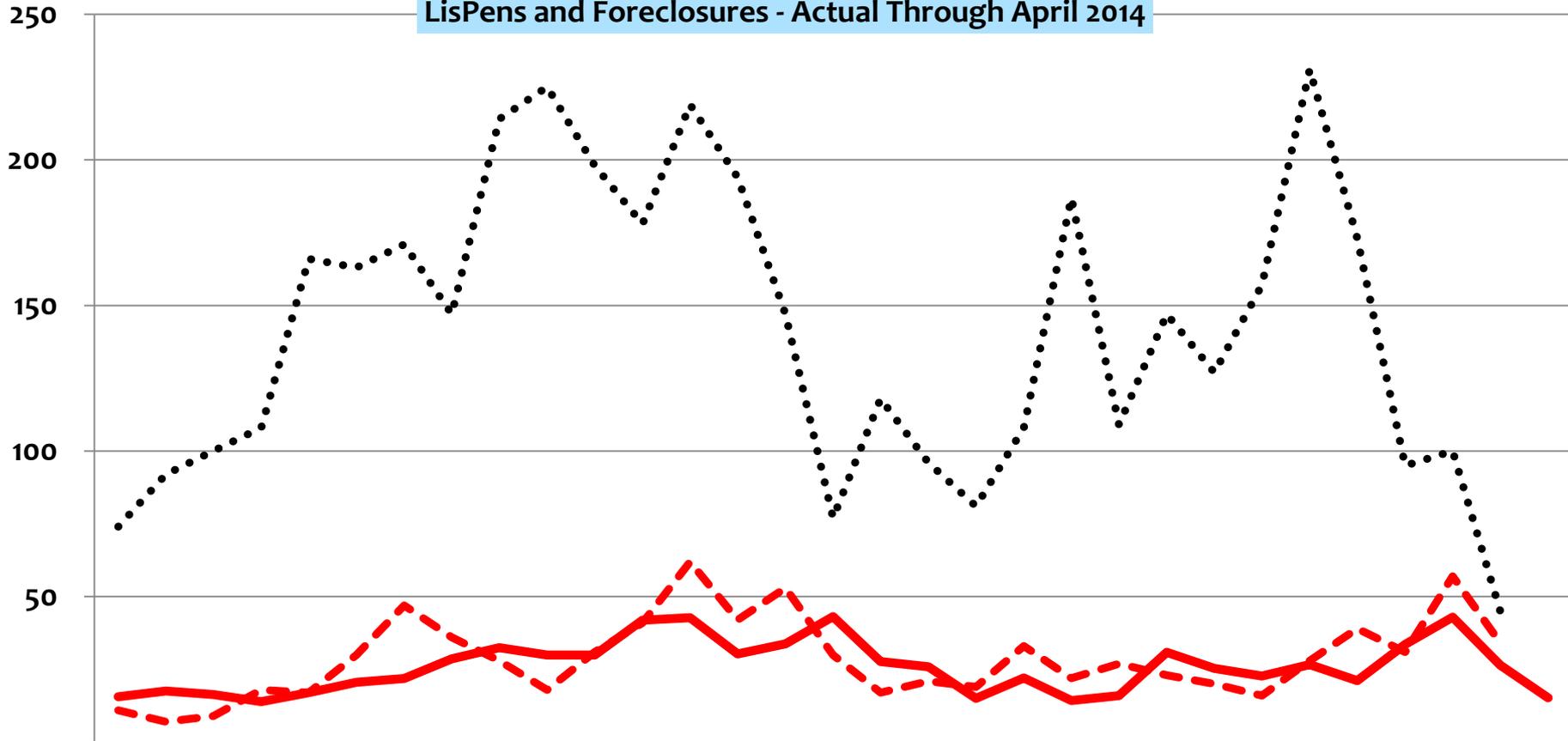


Education Spending Excludes Federal & State Grants for Designated Programs

City of Danbury



CITY OF DANBURY
LisPens and Foreclosures - Actual Through April 2014

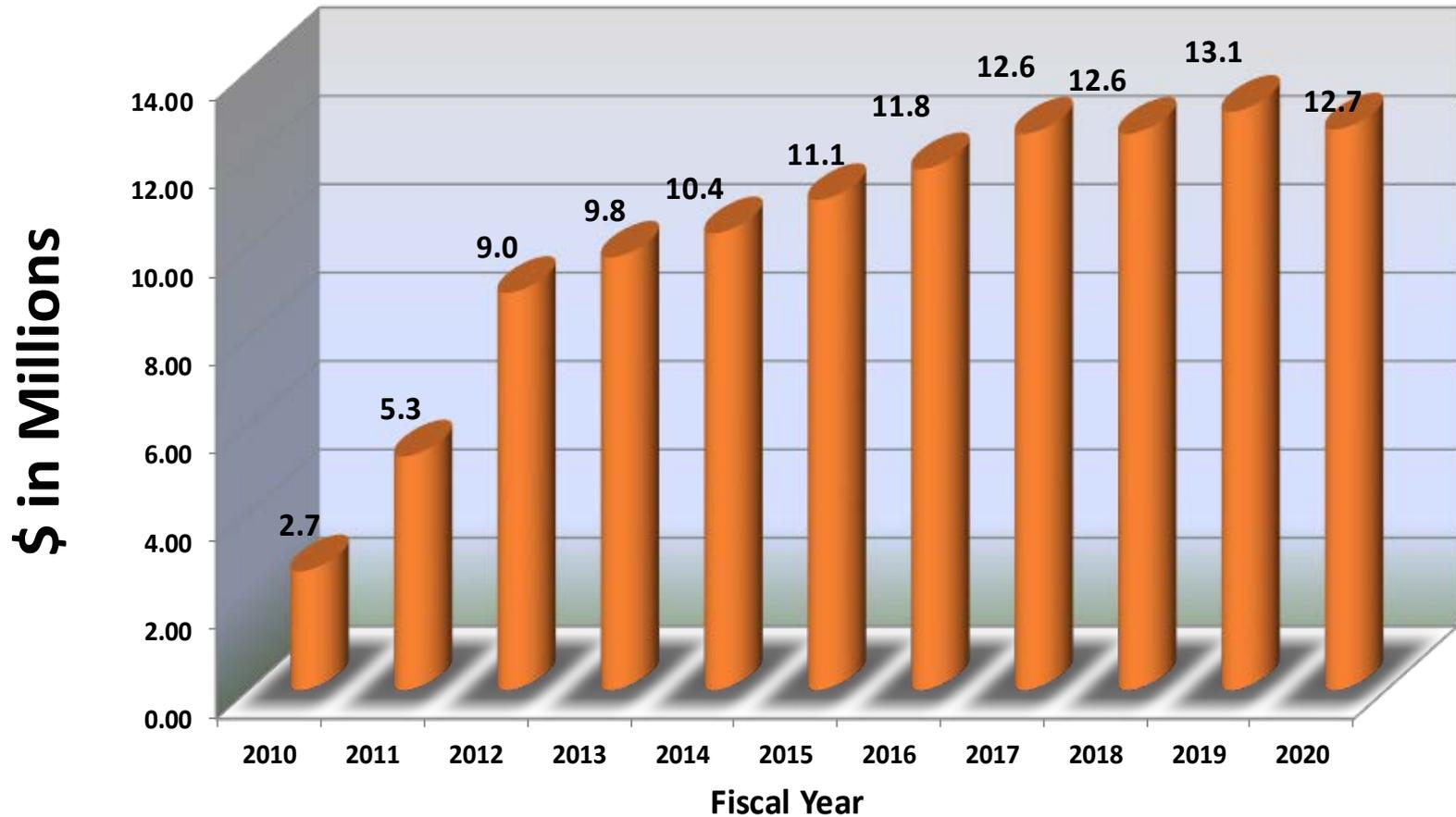


	1Q07	2Q07	3Q07	4Q07	1Q08	2Q08	3Q08	4Q08	1Q09	2Q09	3Q09	4Q09	1Q10	2Q10	3Q10	4Q10	1Q11	2Q11	3Q11	4Q11	1Q12	2Q12	3Q12	4Q12	1Q13	2Q13	3Q13	4Q13	1Q14	2Q14	3Q14
•••• LisPens	74	92	100	108	166	163	171	147	214	225	198	178	219	194	147	77	118	96	81	108	187	109	147	127	157	231	173	95	100	45	
--- FC-Act	11	7	9	18	17	30	47	36	28	18	31	41	62	42	53	30	17	21	19	33	22	27	23	20	16	28	39	31	57	34	
— FC-Est	16	18	16	14	17	21	22	29	33	30	30	42	43	30	34	43	28	26	15	22	14	16	31	25	23	27	21	34	43	26	15

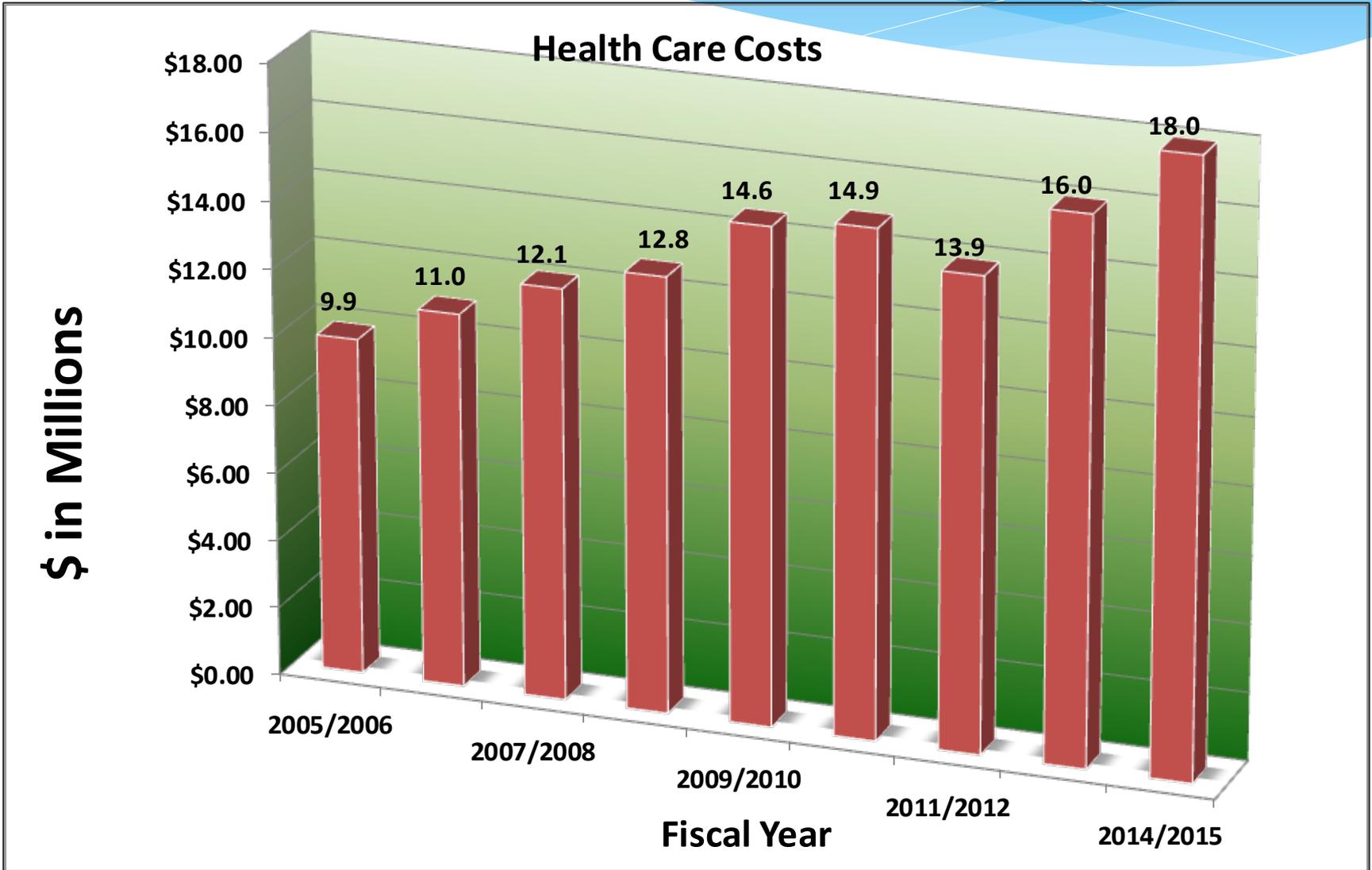
City of Danbury



City's Annual Required Contribution (ARC) to Pension Funds (in Millions)



City of Danbury

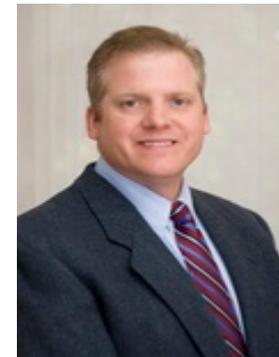
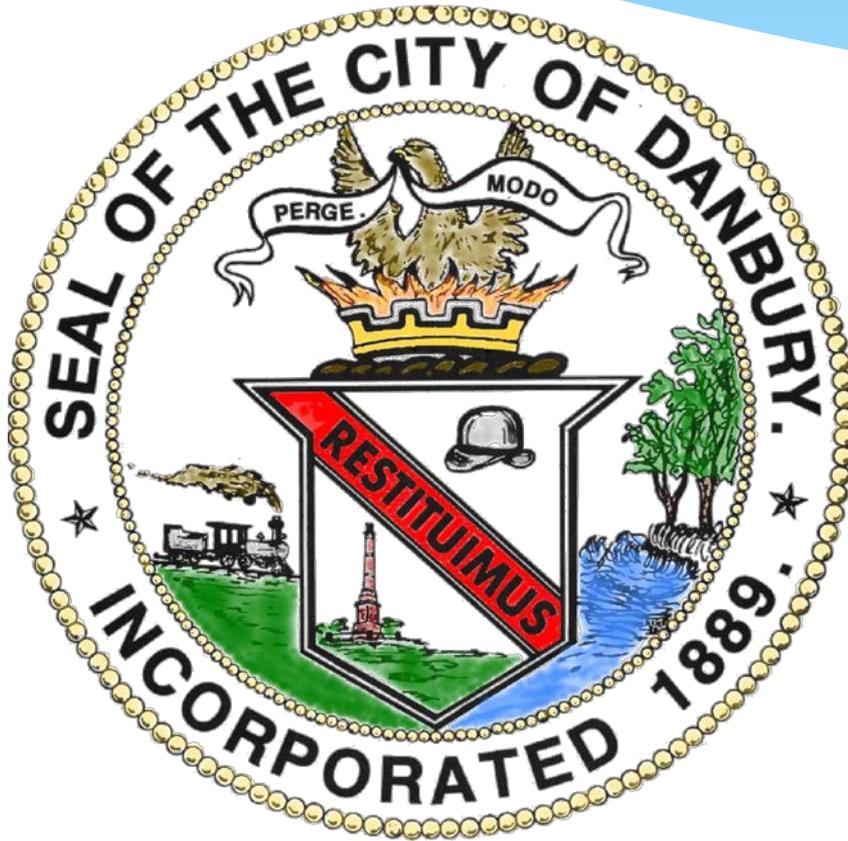


City of Danbury Strategies Moving Forward



- * City/BOE Citywide Business process redesign
- * ERP/CRM Software Project
- * Cooperative contractual agreements
- * Retirement incentive programs
- * Energy Efficiency Projects – Lighting, HVAC, Solar, etc.
- * VOIP – Voice over internet provider
- * Centralized Dispatch Center
- * “Go-Green” initiative – Document Management System - from paper to paperless

City of Danbury
LEADERSHIP DANBURY
Q&A



David St. Hilaire
Director of Finance

CITY OF DANBURY
Greater Danbury Chamber of Commerce
LEADERSHIP DANBURY



Thank You!!!

