CITY OF DOVER, NEW HAMPSHIRE

FY2017 PROPOSED BUDGET

BUDGET Revealed

Presented to the City Council
On March 23, 2016

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City Manager

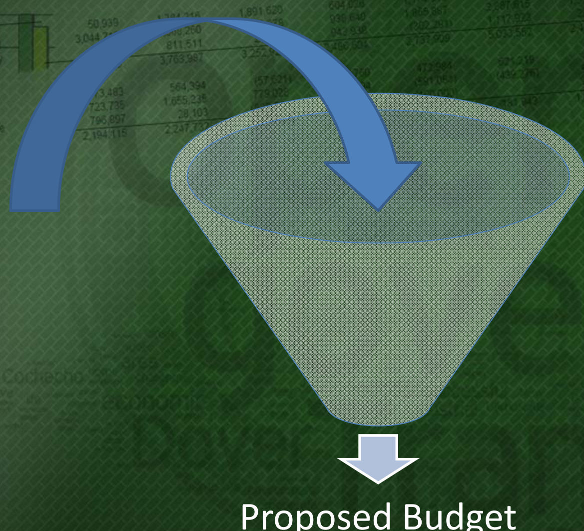
The Municipal Budget

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

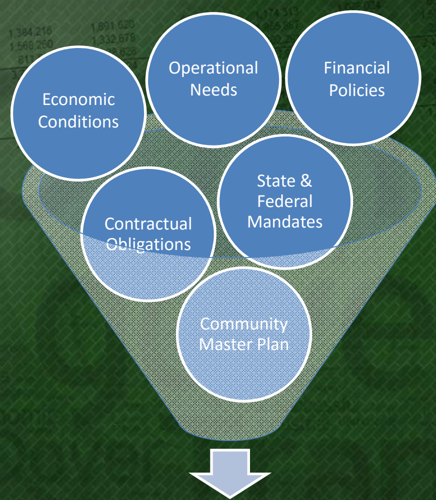
The Budget Document

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

Budget Development Factors



Budget Development Factors



Proposed Budget

Approach to Budget Development

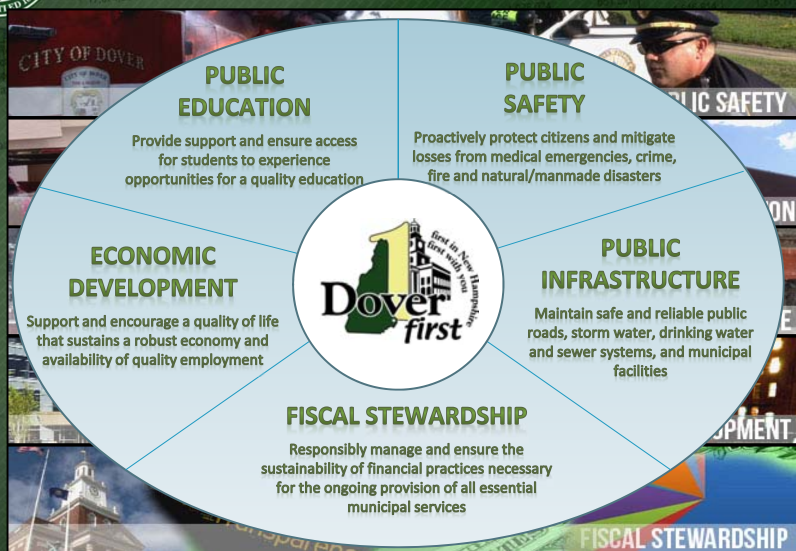
- Priority based budget
- Avoid across-the board cuts
- Services reflect community priorities
- Fees support programs w/ individual benefit
- Budget adjustments are sustainable
- Recognize services are provided by people

Priority Based Budgeting Basic Program Attributes

- Mandated to provide program
- Cost recovery of program/activity
- Change in demand for service
- Reliance on municipal government for service

Our Strategic Priorities

Our Strategic Priorities



Results Map for the City of Dover, NH

Performance Areas	Strategic Focus 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 Municipal 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 Tech
• Alt School
• Middle School
• Garrison
• Horne Street
• Woodman Park
Strategic Priorities Are Integrated Across All Functional Service Areas

Priority Based Budgeting Quartile 1 Grouping

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

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

FY2017 Proposed Budget

All Funds	Proposed	$ Change	% Change
City	$65,287,499	$2,978,711	4.8%
School	62,089,439	6,232,923	11.2%
County	8,643,721	311,809	3.7%
Total	**$136,020,659**	**$9,523,443**	**7.5%**

FY2017 Budget

- Revenue Considerations
  - Non-tax revenues improving
  - Water/Sewer utility rate increase
  - Activity/program fee levels unchanged
  - Tax Cap
  - Adequacy funding
  - Use of Capital Reserves
  - Application of Bond Premium

FY2017 Budget Adjustments

- Community Policing Grant
- Public Safety Dispatch Coverage
- EMS Quality Assurance/Quality Control
- Fire Apparatus Maintenance
- Facility Maintenance
- Information Technology Administration
- Pavement Management
- High School/CTC Debt Service
- Downtown/Waterfront TIF’s

FY2017 General Fund

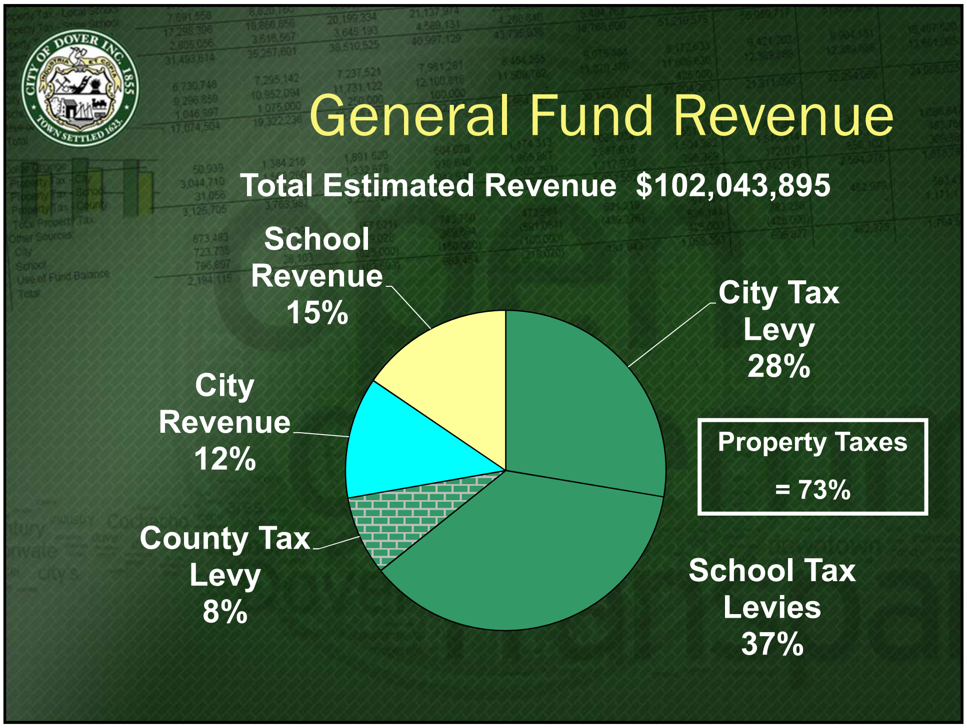
Estimated Revenue

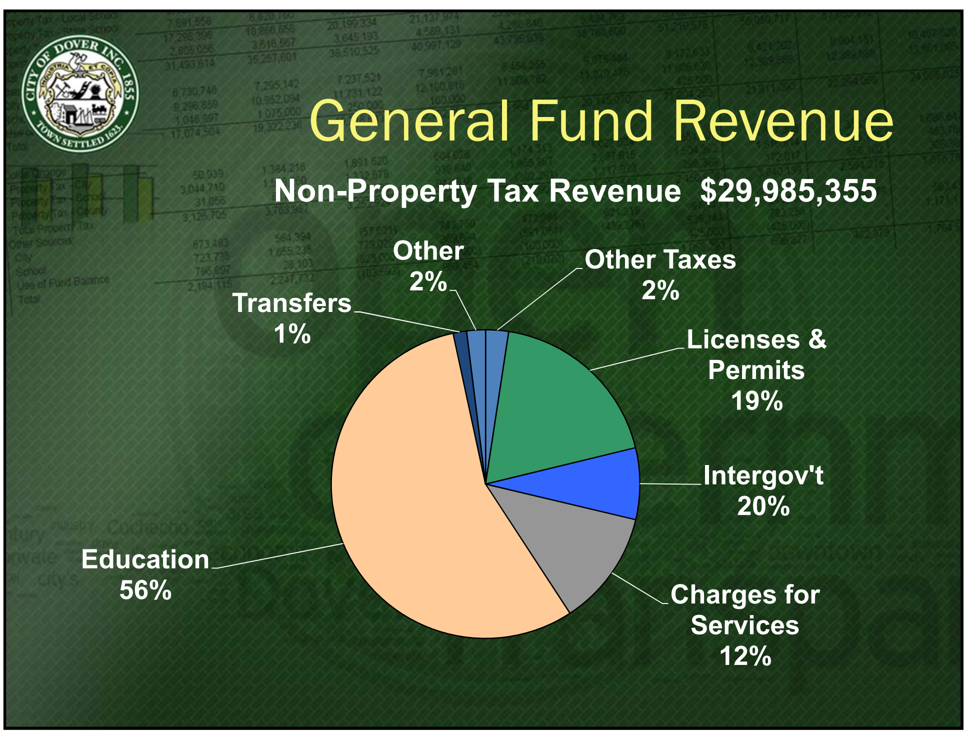
Tax Cap Calculation - City

FY2016 Actual City Tax Levy	$29,096,361
Calendar Year 2013-2015 CPI-U Average	1.2%
Sub-total	**$349,156**
Net Taxable New Construct/Demo Value	$40,000,000
FY2016 Actual Tax Rate	$10.47
Sub-total	**$418,800**
Max Increase Allowed for Total FY2017 City Property Tax Levy	**$767,956**

Tax Cap Calculation - School

FY2016 Actual School Tax Levy	$29,582,715
Calendar Year 2013-2015 CPI-U Average	1.2%
Sub-total	**$354,993**
Net Taxable New Construct/Demo Value	$40,000,000
FY2016 Actual Tax Rate	$10.65
Sub-total	**$426,000**
Max Increase Allowed for Total FY2017 School Property Tax Levy	**$780,993**


General Fund Revenue
Total Estimated Revenue $102,043,895
School Revenue 15%
City Tax Levy 28%
City Revenue 12%
Property Taxes = 73%
County Tax Levy 8%
School Tax Levies 37%

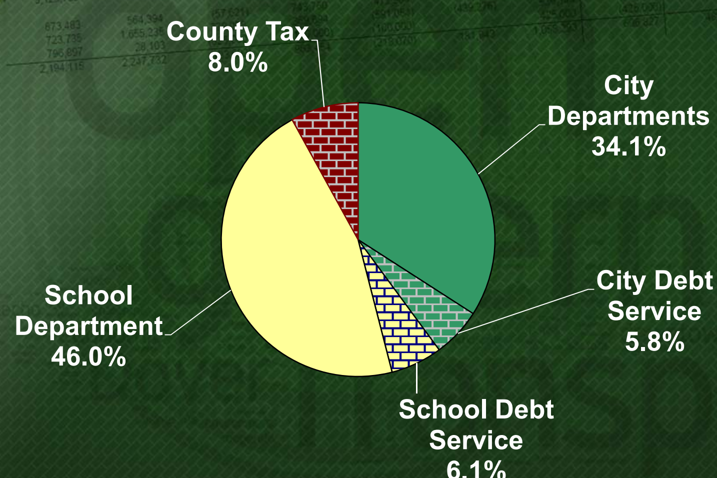

General Fund Revenue
Non-Property Tax Revenue $29,985,355
Other 2%
Other Taxes 2%
Transfers 1%
Licenses & Permits 19%
Intergov't 20%
Education 56%
Charges for Services 12%

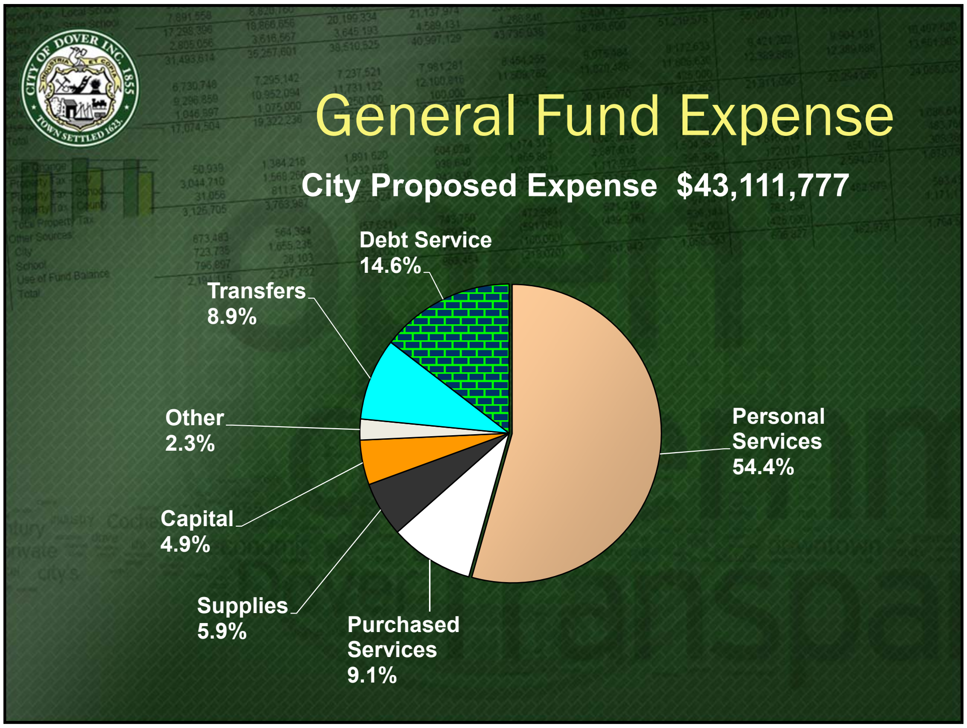
FY2017 General Fund

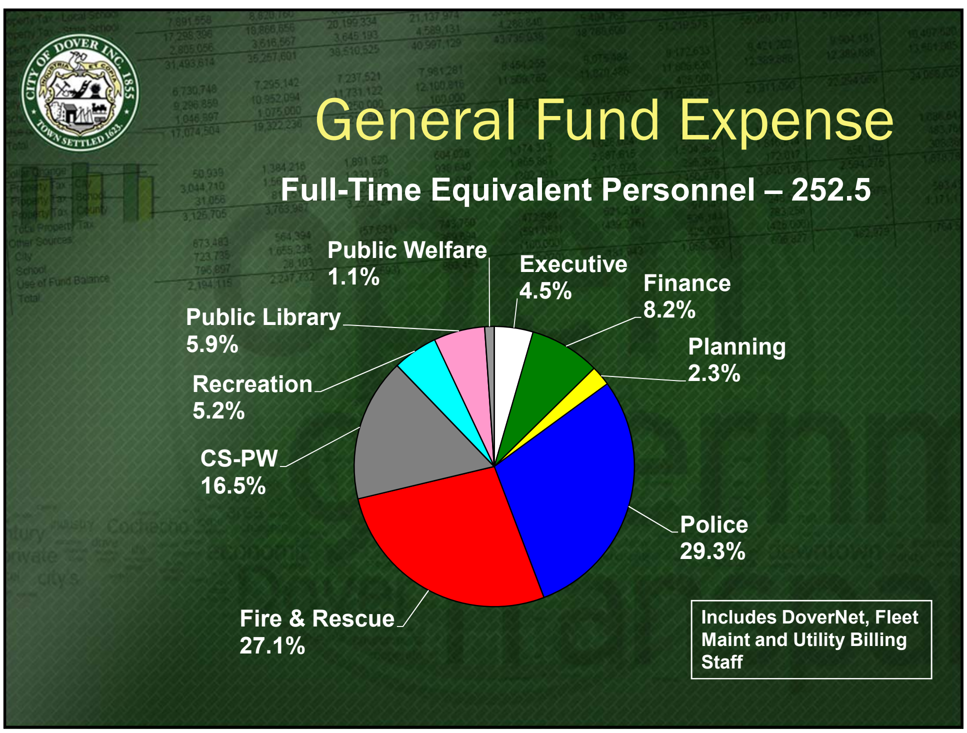
Proposed Expense

General Fund Expense

Total Proposed Expense $108,042,737




General Fund Expense
City Proposed Expense $43,111,777
Debt Service 14.6%
Transfers 8.9%
Other 2.3%
Capital 4.9%
Supplies 5.9%
Purchased Services 9.1%
Personal Services 54.4%


General Fund Expense
Full-Time Equivalent Personnel – 252.5
Public Welfare 1.1%
Executive 4.5%
Finance 8.2%
Planning 2.3%
Public Library 5.9%
Recreation 5.2%
CS-PW 16.5%
Police 29.3%
Fire & Rescue 27.1%
Includes DoverNet, Fleet Maint and Utility Billing Staff

Property Tax Bill

FY2017

Tax Rate Increase Breakdown

	Rate
City	$0.13
School - Local	$0.95
School - State	($0.01)
County	$0.07
Total	**$1.14**

Property Tax Bill

Average Residential Assessment = $232,901	FY17 Tax	$ Change	% Change
City	$2,469	$30	1.2%
School	$3,279	$219	7.2%
County	$715	$16	2.3%
Total Property Tax Bill	**$6,463**	**$265**	**4.3%**