



CITY OF DOVER, NEW HAMPSHIRE FY2016 PROPOSED BUDGET



Presented to the City Council
on March 25, 2015

J. Michael Joyal, Jr.
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

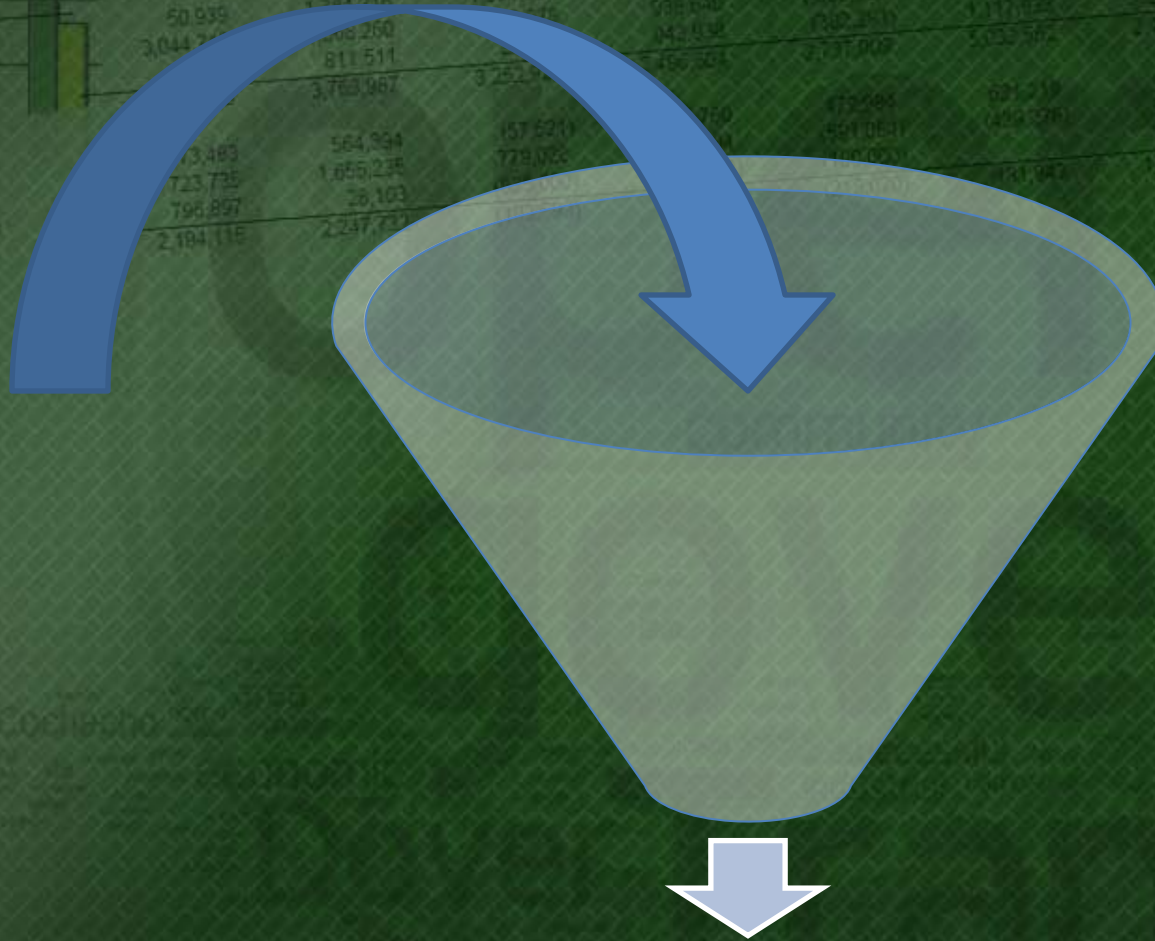


The Budget Document

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



Budget Development Factors



Proposed Budget



Budget Development Factors

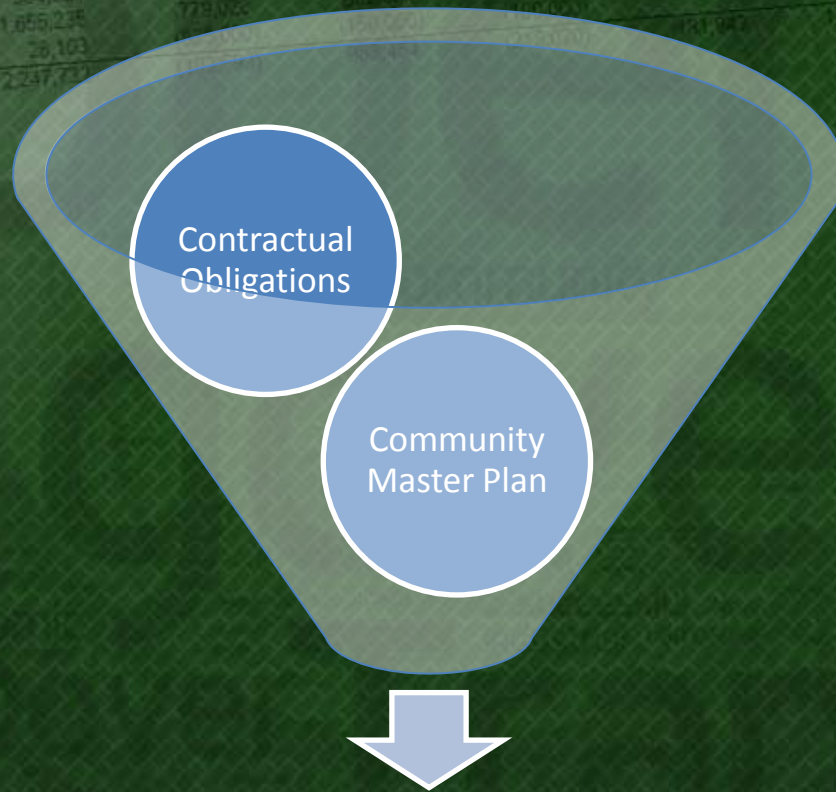


Community
Master Plan

Proposed Budget



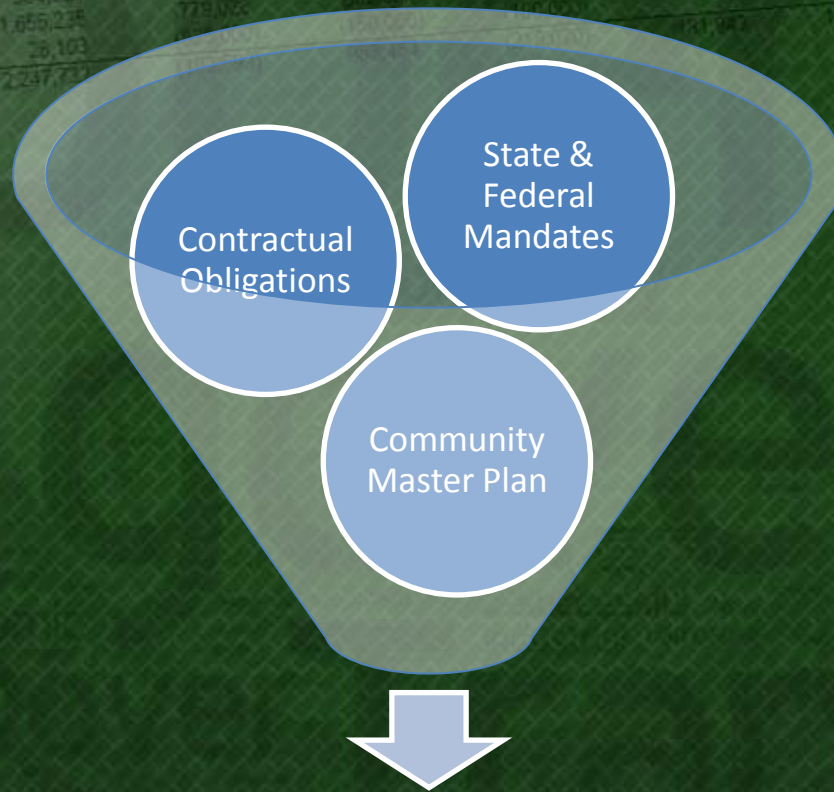
Budget Development Factors



Proposed Budget



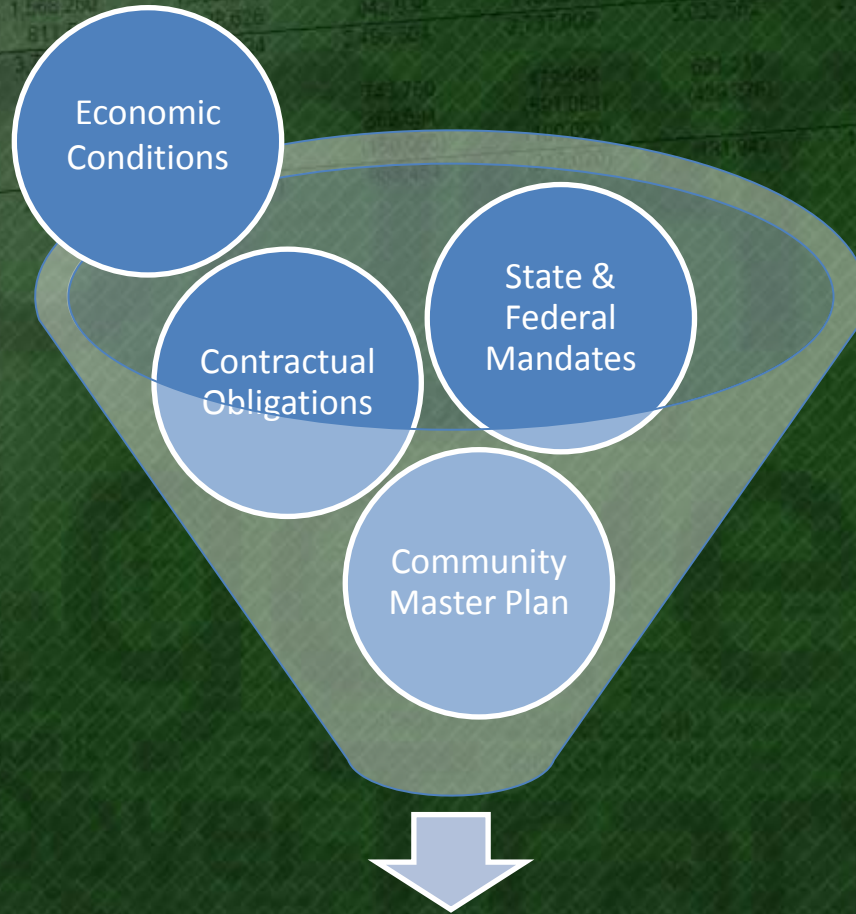
Budget Development Factors



Proposed Budget



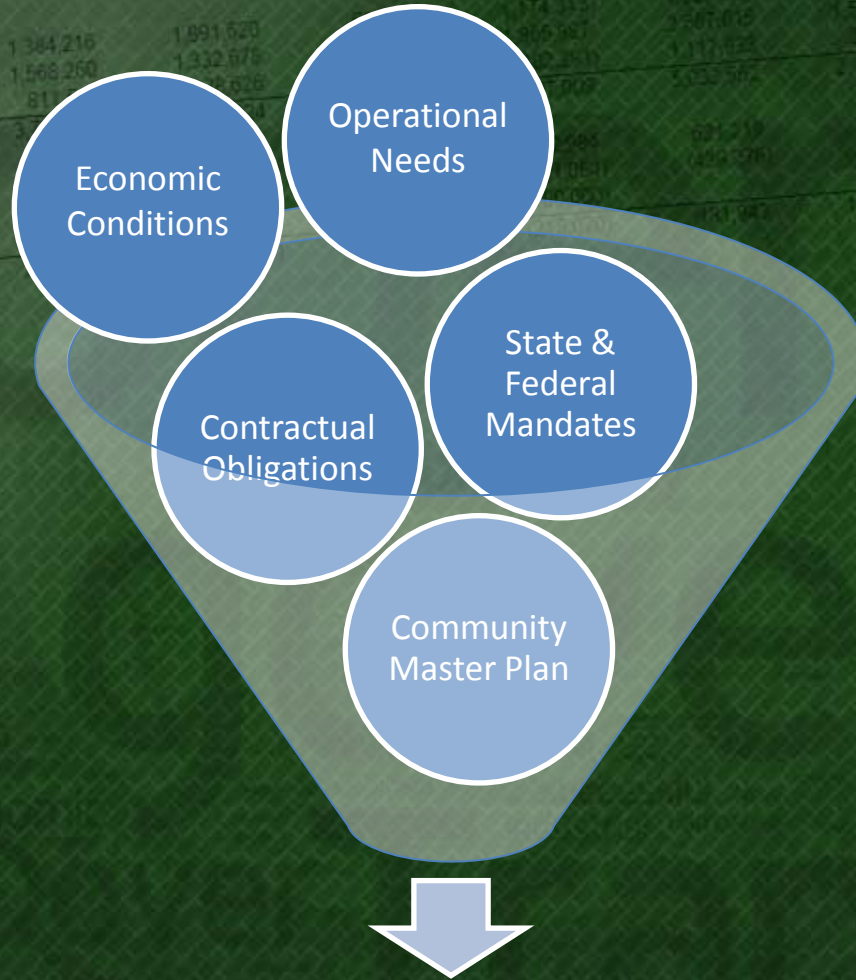
Budget Development Factors



Proposed Budget



Budget Development Factors



Proposed Budget



Budget Development Factors



Proposed Budget



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



7,891,558	5,000,780	8,430,120	21,137,974	4,265,240
17,298,390	16,868,850	20,189,334	3,645,183	40,997,120
2,805,066	3,516,567	38,510,525		43,738,030
31,493,614	35,287,601			
6,730,748	7,295,142			
6,296,859	10,352,094			
1,046,897	1,075,600			
17,074,504	19,322,236	19,218,643	20,162,097	

Our Strategic Priorities





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

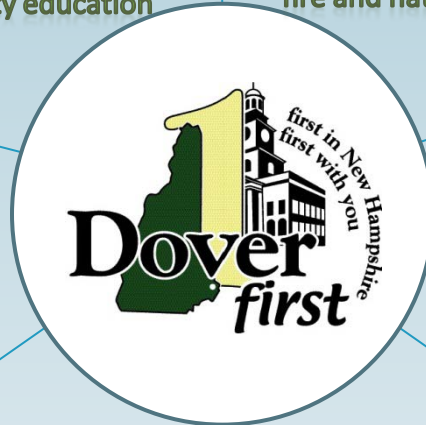
Support and encourage a quality of life that sustains a robust economy and availability of quality employment

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 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

8190 125
7,891,558
16,888,850
20,188,334
3,645,183
38,510,525
21,137,974
4,528,131
4,283,240
40,997,120
43,748,030





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



FY2016 Proposed Budget



All Funds	Proposed	\$ Change	% Change
City	\$62,127,030	\$2,794,396	4.7%
School	57,973,173	4,552,119	8.5%
County	8,266,760	209,195	2.6%
Total	\$128,366,963	\$7,555,710	6.3%



FY2016 Budget

- ◉ Revenue Considerations

- ◉ Non-tax revenues improving

- ◉ Water/Sewer utility rate increase

- ◉ Activity/program fee levels unchanged

- ◉ Risk pool premium refund

- ◉ Tax Cap

- ◉ Adequacy funding (?)

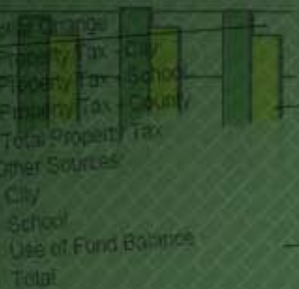


FY2016 Budget Adjustments

- ◉ Restore Middle School Police Officer
- ◉ Staff 2nd Emergency Ambulance
- ◉ Increase Street & Stormwater Funding
- ◉ Restore City Hall/Library Hours
- ◉ Implement TIF funding of Waterfront
- ◉ Operations of Tolend Landfill Remediation
- ◉ Inspection and Info Tech Services
- ◉ High School/CTC Debt Service



FY2016 General Fund



Change	50,935	1,384,216	1,891,620	504,656	174,115	2,867,815	546,365	172,017	2,582,875
Property Tax - City	3,044,710	1,568,260	1,332,675	988,630	1,966,387	1,117,023	246,365	940,133	1,087,000
Property Tax - School	31,056	811,511	28,626	142,439	606,210	3,055,562	1,490,576	249,579	482,978
Total Property Tax	3,126,705	3,763,967	3,252,924	2,456,504	2,572,597	4,172,585	1,736,941	1,189,712	1,570,000
Other Sources	673,483	564,394	(57,521)	743,750	472,294	621,219	97,140	249,579	482,978
City	723,735	1,655,235	728,026	268,591	531,051	(494,361)	534,111	783,156	1,171,111
School	798,897	26,103	(925,000)	(150,000)	100,000	(2,000,000)	205,000	(425,000)	1,000,000
Use of Fund Balance	2,184,119	2,247,712	(103,593)	888,454	(2,000,000)	(1,000,000)	1,058,326	(100,000)	45,278
Total									

Estimated Revenue



Tax Cap Calculation - City

FY2015 Actual City Tax Levy	\$27,046,138
Calendar Year 2012-2014 CPI-U Average	1.6%
Sub-total	<u>\$432,738</u>
Net Taxable New Construct/Demo Value	\$25,000,000
FY2015 Actual Tax Rate	\$10.09
Sub-total	<u>\$252,250</u>
Max Increase Allowed for Total FY2016 City Property Tax Levy	<u><u>\$684,988</u></u>



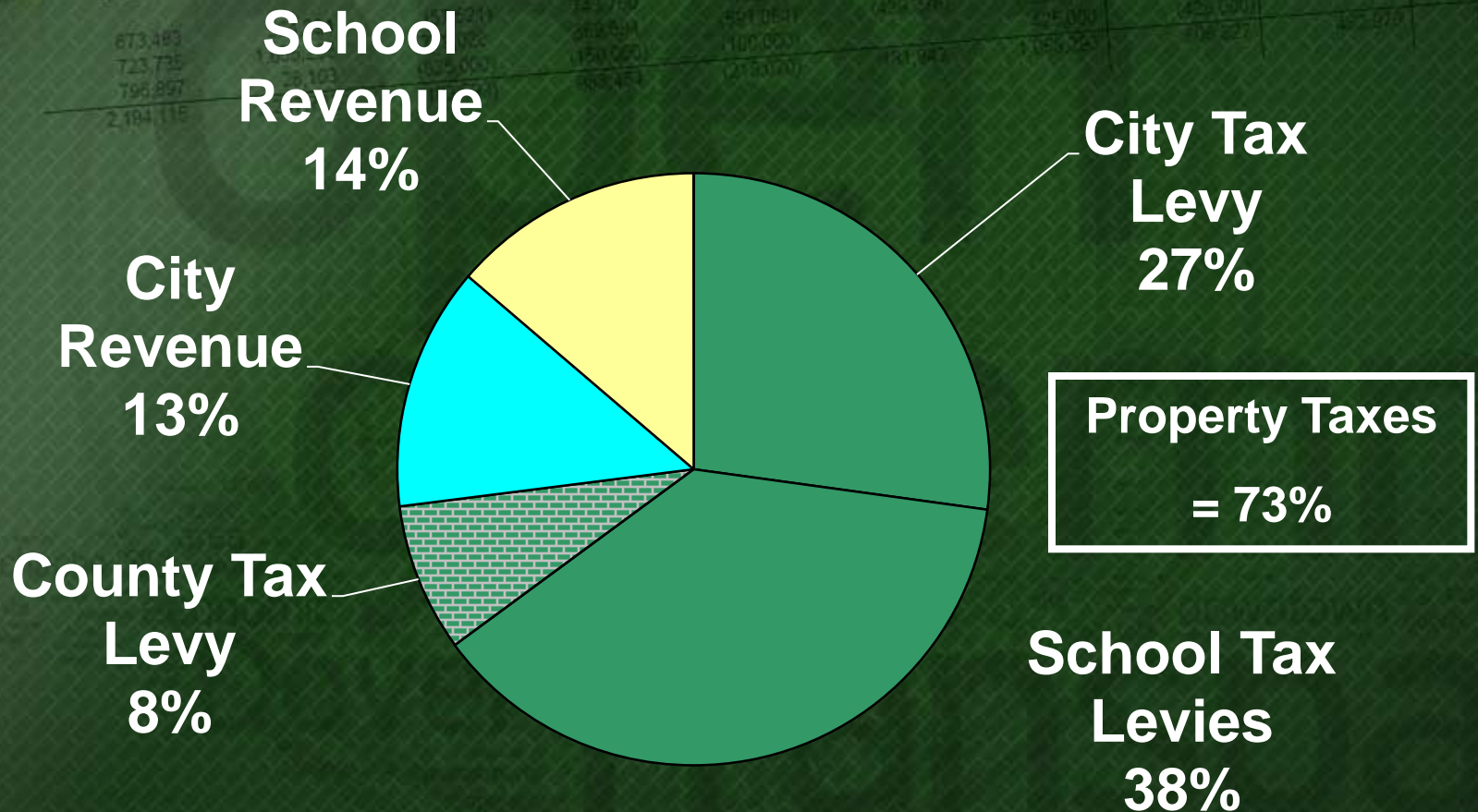
Tax Cap - School

FY2015 Actual School Tax Levy	\$28,833,811
Calendar Year 2012-2014 CPI-U Average	1.6%
Sub-total	<u>\$461,341</u>
Net Taxable New Construct/Demo Value	\$25,000,000
FY2015 Actual Tax Rate	\$10.50
Sub-total	<u>\$262,500</u>
Max Increase Allowed for Total FY2016 School Property Tax Levy	<u><u>\$723,841</u></u>



General Fund Revenue

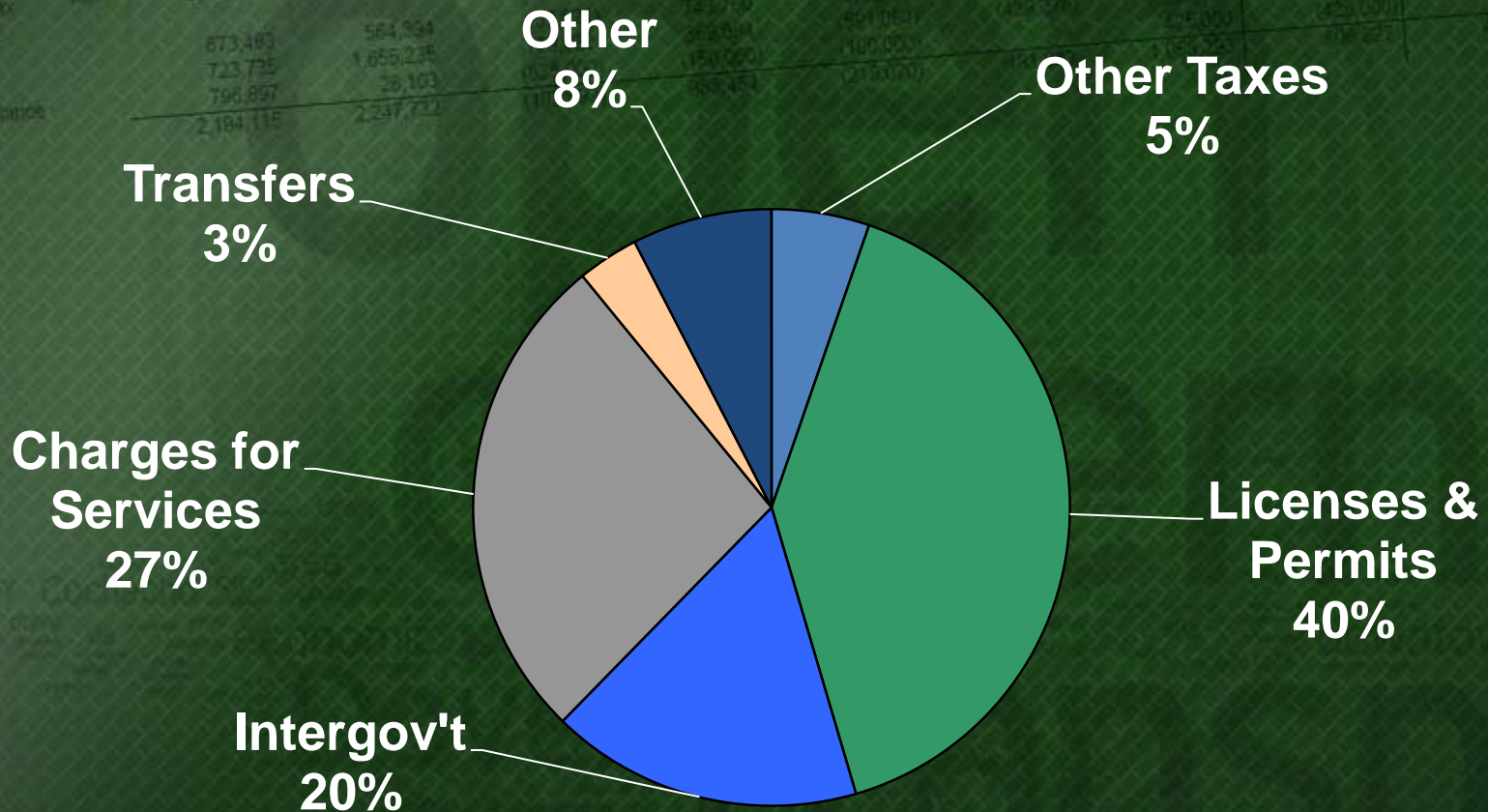
Total Estimated Revenue \$102,043,895





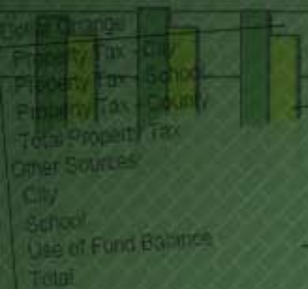
General Fund Revenue

City Non-Property Tax Revenue \$13,549,668





FY2016 General Fund



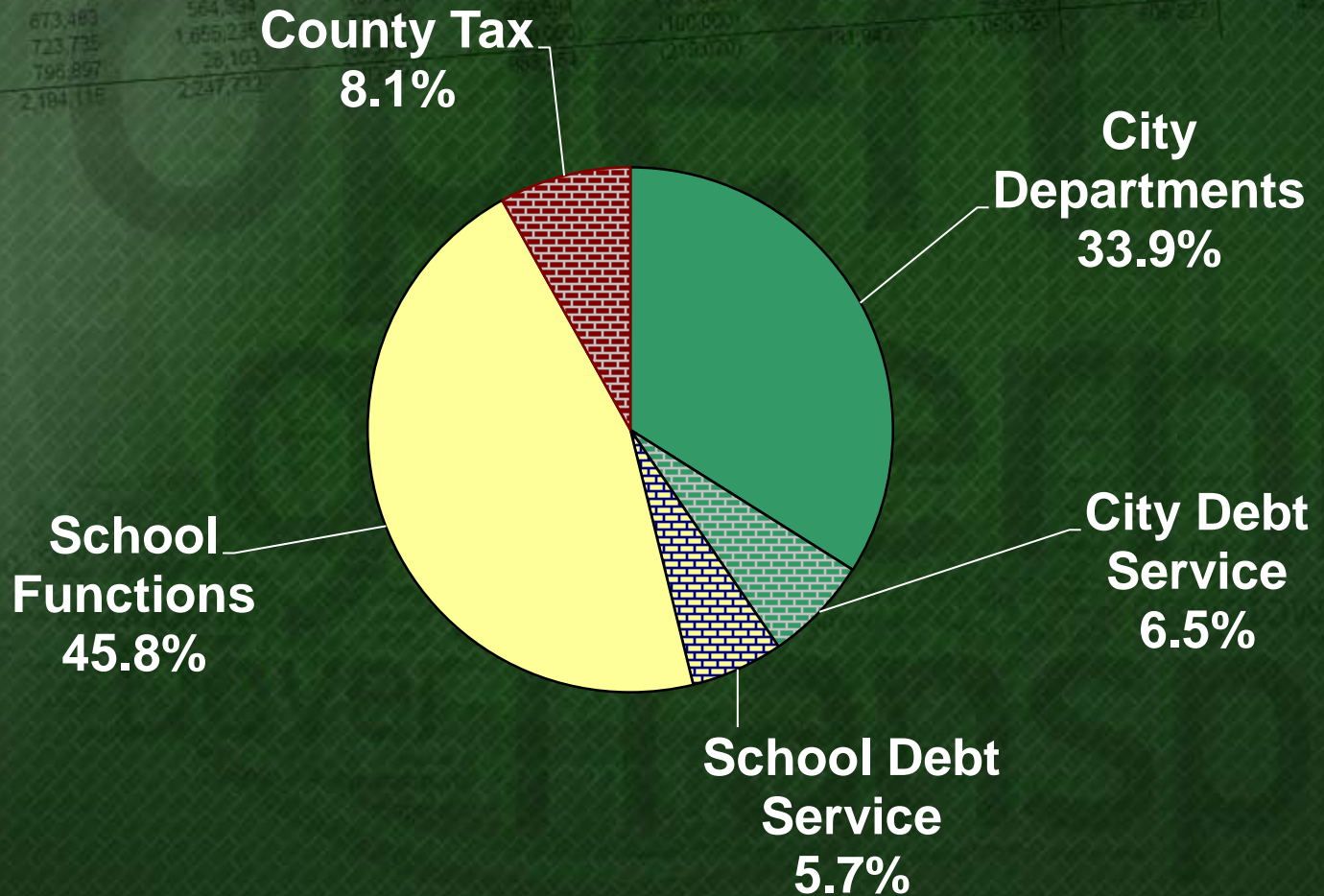
50,935	1,384,216	1,891,620	504,656	1,74,115	2,387,615	54,285	1,72,017
3,044,710	1,568,260	1,332,675	98,636	1,96,387	1,117,023	246,365	940,139
31,056	811,511	28,626	342,439	606,210	3,055,562	2,490,576	2,582,675
3,126,705	3,763,967	3,252,924	2,486,504	2,737,009	3,055,562	2,490,576	2,582,675
673,483	564,394	(57,521)	743,750	472,094	621,219	97,140	249,579
723,735	1,655,235	729,026	268,591	531,051	(494,361)	534,111	783,156
798,897	26,103	(925,000)	(150,000)	100,000	(210,000)	205,000	(425,000)
2,184,119	2,247,712	(103,593)	888,454	(210,000)	(494,361)	1,058,221	1,082,271

Proposed Expense



General Fund Expense

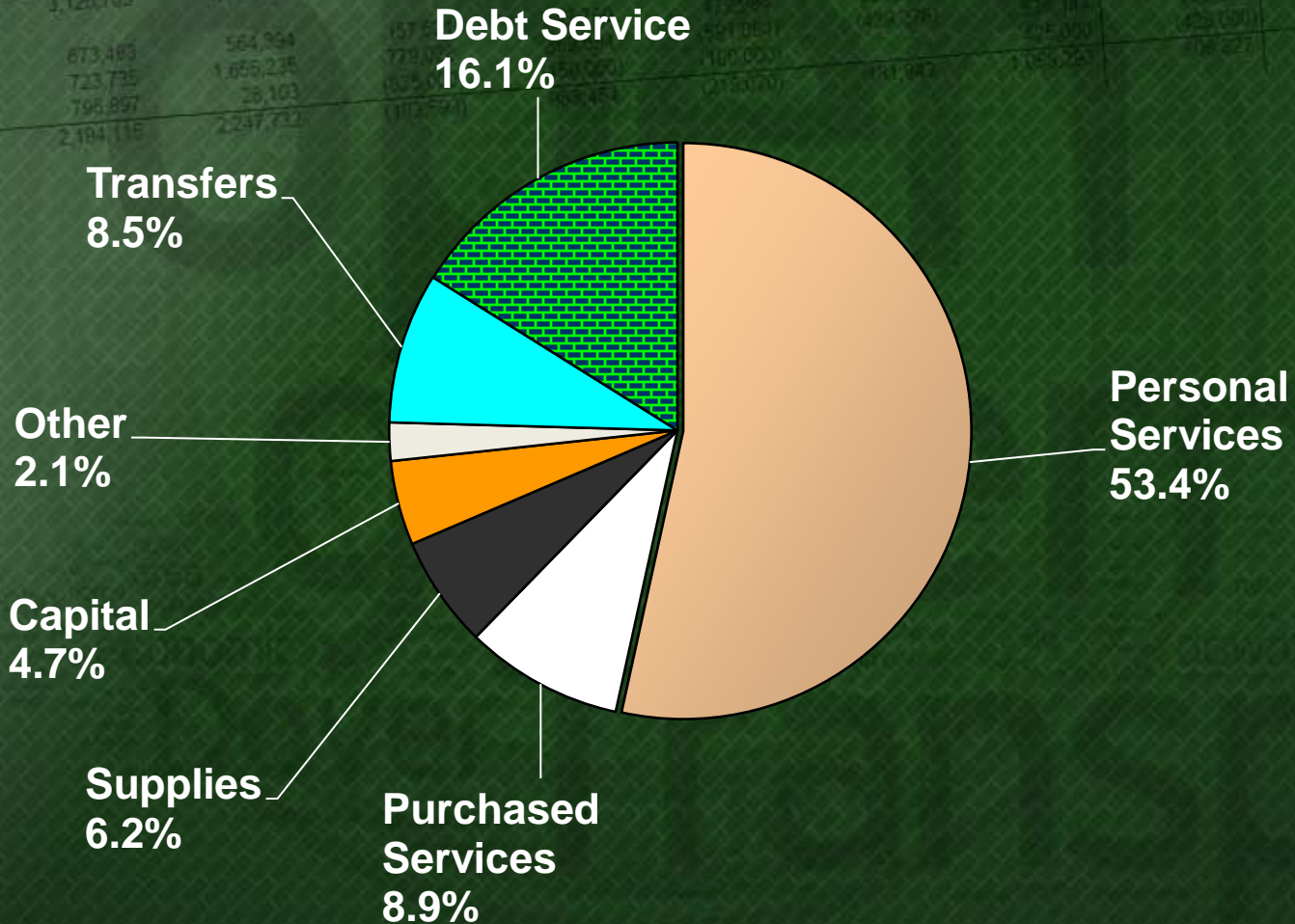
Total Proposed Expense \$102,043,895





General Fund Expense

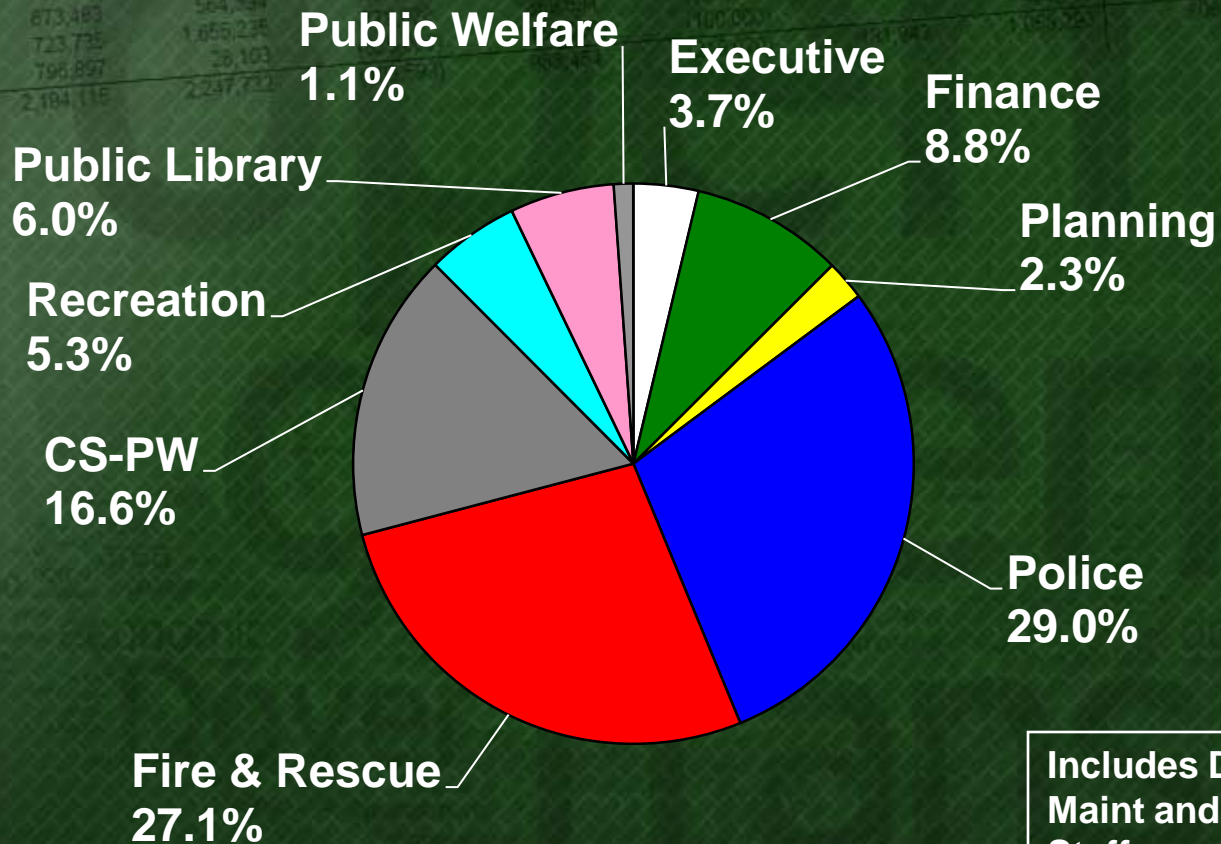
City Proposed Expense \$41,280,794





General Fund Expense

Full-Time Equivalent Personnel – 245.8



Includes DoverNet, Fleet Maint and Utility Billing Staff



Property Tax Bill

FY2016

Tax Rate Increase Breakdown

	Rate
City	\$0.15
School - Local	\$0.94
School - State	\$0.00
County	\$0.05
Total	\$1.14



Property Tax Bill

Average Residential Assessment = \$231,321	FY16 Tax	\$ Change	% Change
City	\$2,369	\$35	1.5%
School	\$3,222	\$217	7.2%
County	\$689	\$12	1.7%
Total Property Tax Bill	\$6,280	\$264	4.4%



Change	50,935	1,384,216	1,991,620	504,656	1,174,343	1,028,024	691,267	1,251,308	558,204	1,090,947
Property Tax - City	3,044,710	1,568,260	1,332,675	988,630	1,906,387	2,387,615	1,574,382	1,655,814	1,376,375	483,100
Property Tax - School	31,056	811,511	28,626	142,939	700,250	1,117,023	296,369	172,017	350,102	305,000
Total Property Tax	3,126,705	3,763,967	3,252,924	2,456,504	2,737,009	3,052,562	2,450,576	3,040,139	2,594,275	1,078,100
Other Sources	673,483	564,394	(57,521)	743,750	472,094	621,219	97,140	248,579	482,978	593,433
City	723,735	1,655,235	(925,000)	(150,000)	(100,000)	(400,000)	225,000	(425,000)	45,000	1,171,111
School	798,897	26,163	(103,593)	898,454	(210,000)	(1,000,000)	(100,000)	(100,000)	45,000	1,754,222
Use of Fund Balance	2,184,119	2,247,712	(103,593)	898,454	(210,000)	(1,000,000)	(100,000)	(100,000)	45,000	1,754,222
Total										

End of Presentation