

**CITY OF DOVER, NEW HAMPSHIRE
FY2018 PROPOSED BUDGET**


1,865,887
BUDGET
2 Revealed

Presented to the City Council
On March 22, 2017

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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



2017	2016	2015	2014
17,292,954	16,868,856	20,192,531	21,117,914
2,929,026	3,616,567	3,645,193	4,589,151
31,483,814	35,257,881	33,510,525	40,997,129
6,730,748	7,295,142	7,237,521	7,981,281
8,296,898	10,552,094	10,111,962	8,484,265
1,046,597	1,075,000	1,040,000	11,280,782
17,014,584	19,322,236	19,395,503	21,747,328

The Budget Document

- Budget Analysis
- Economic & Financial Condition
- Budget and Rate Summaries
- Appropriations Detail
- Debt & CIP Information
- Finance & Accounting Policies

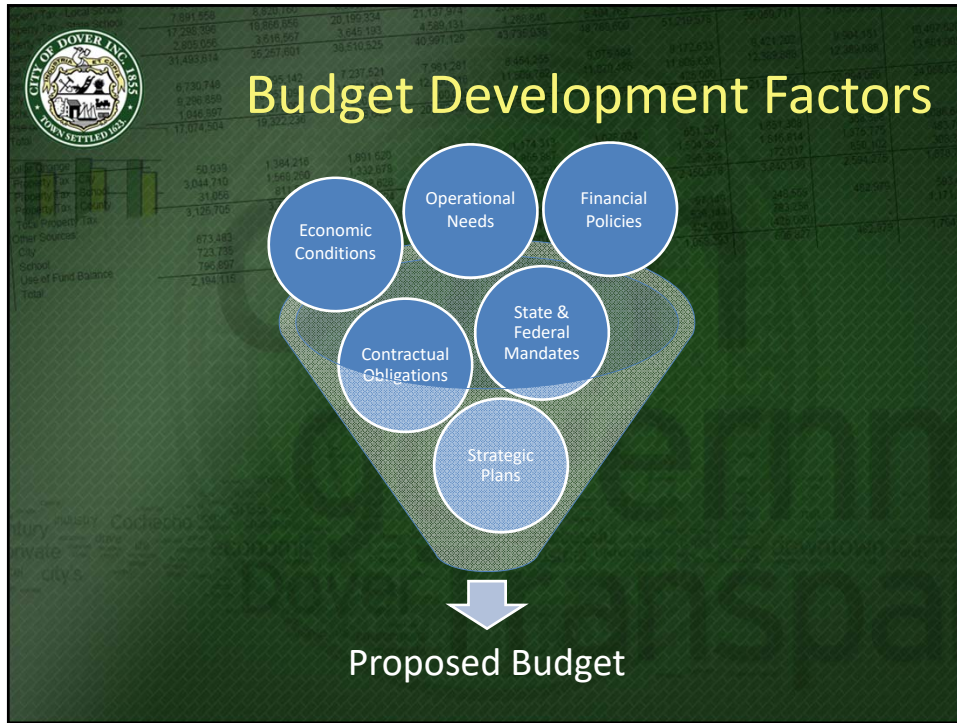


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Budget Development Factors




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



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

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

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



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	Underfate 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

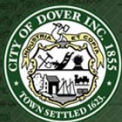
- SAU Office
- High School
- Career Tech
- Alt School
- Middle School
- Garrison
- Horne Street
- Woodman Park

← 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




FY2018 Proposed Budget

All Funds	Proposed	\$ Change	% Change
General Fund	\$111,332,346	\$3,526,981	3.3%
Special Revenue	12,239,777	(624,798)	(4.9%)
Proprietary Funds	15,929,338	665,991	4.4%
Total	\$139,501,461	\$3,568,174	2.6%




FY2018 Budget

- Revenue Considerations
 - Continued non-tax revenue growth
 - Education non-tax revenue decrease
 - Water/Sewer utility rate increase
 - Activity/program fee levels unchanged
 - Tax Cap



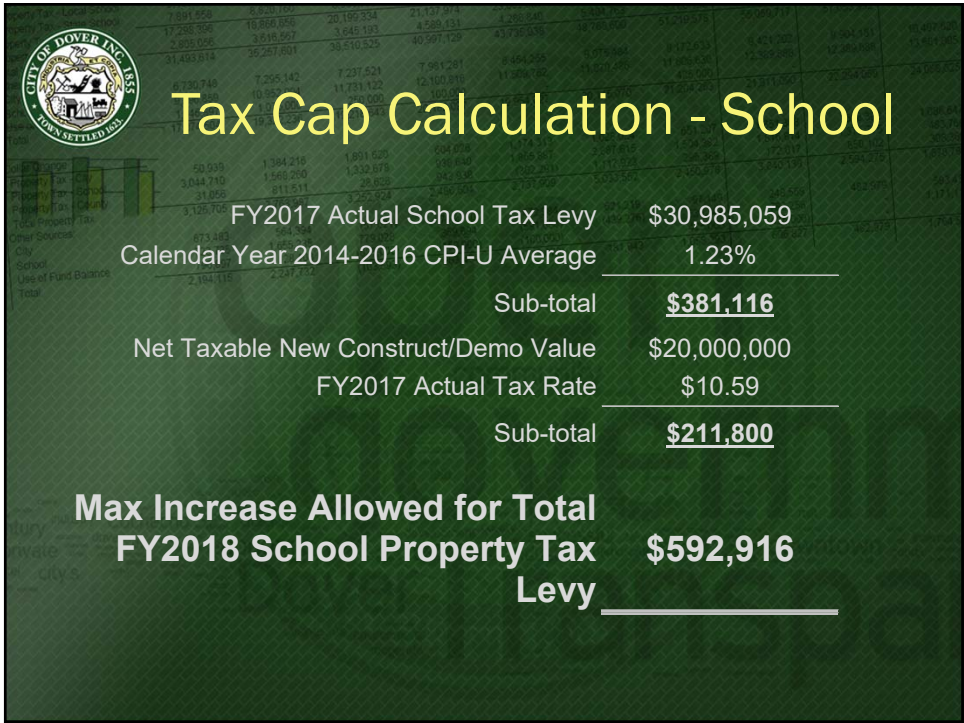
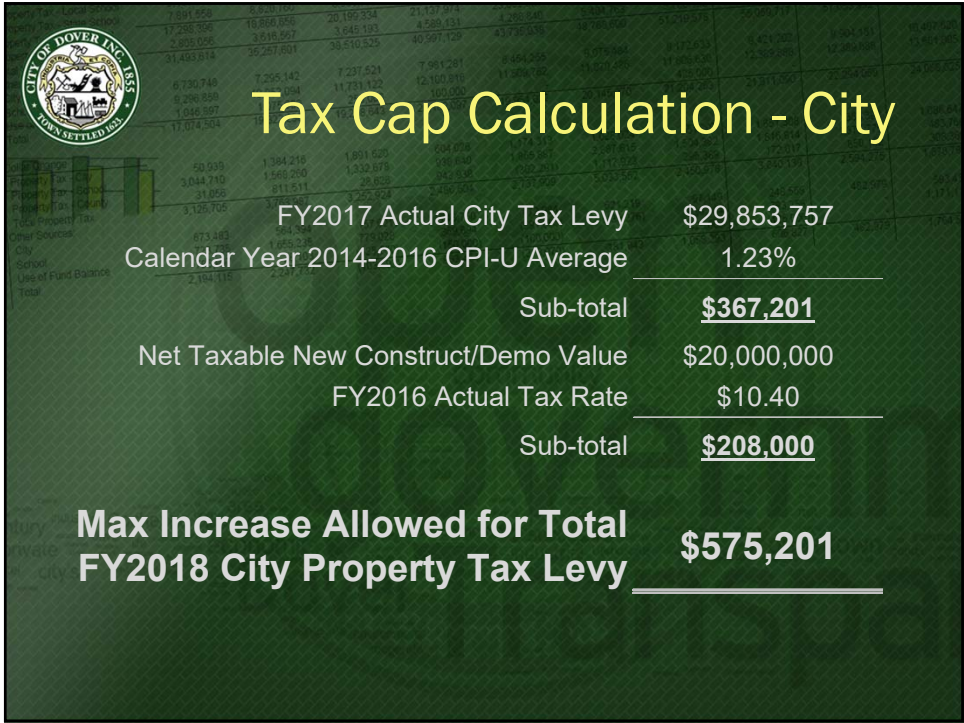
FY2018 Budget Adjustments

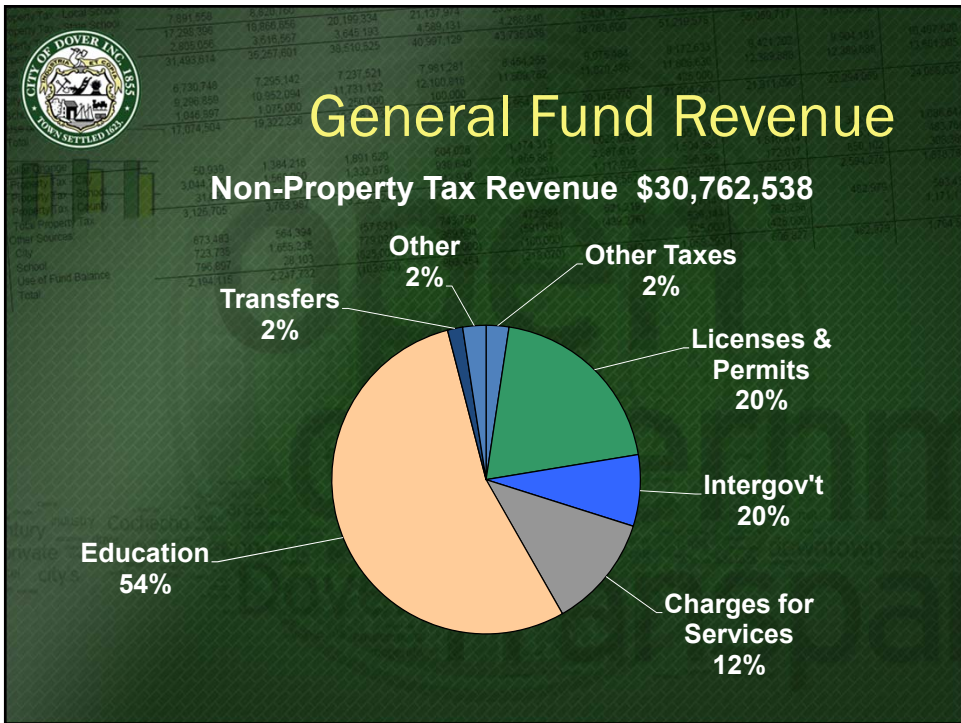
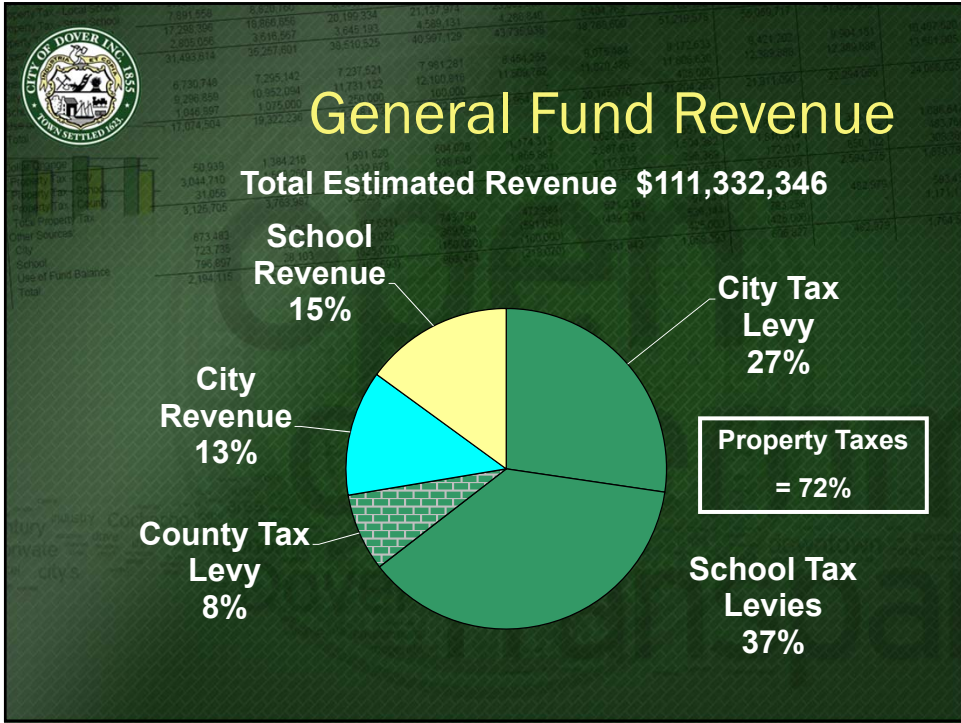
- Public Education
- Economic Development
- Water Quality Improvements
- Community Policing
- Fire and Rescue Accreditation
- Succession Planning
- Public Transit
- Pavement Management

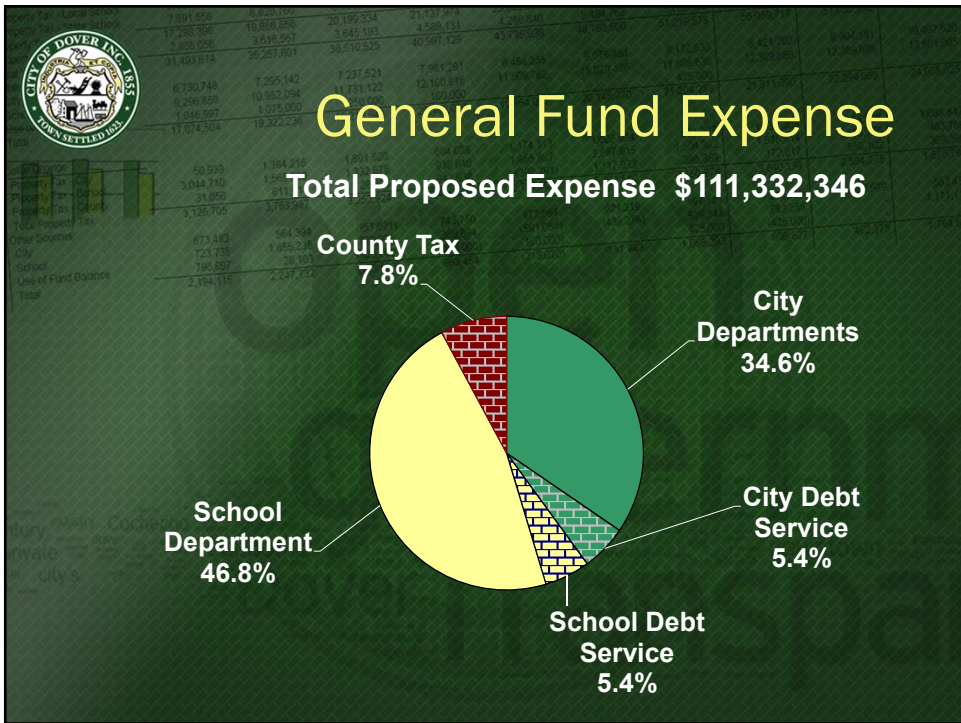
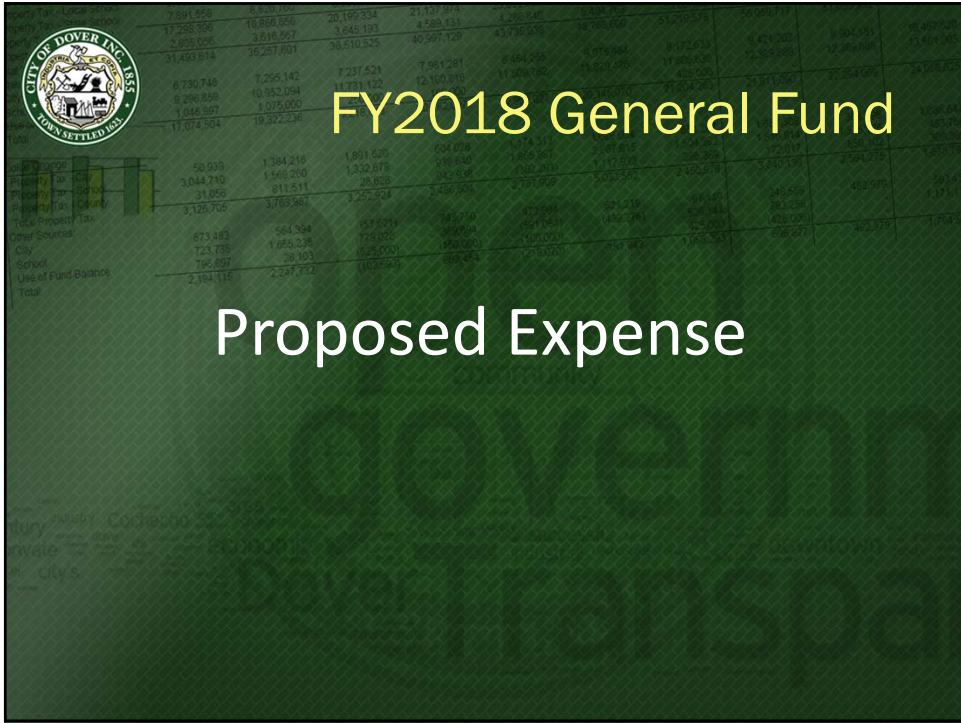


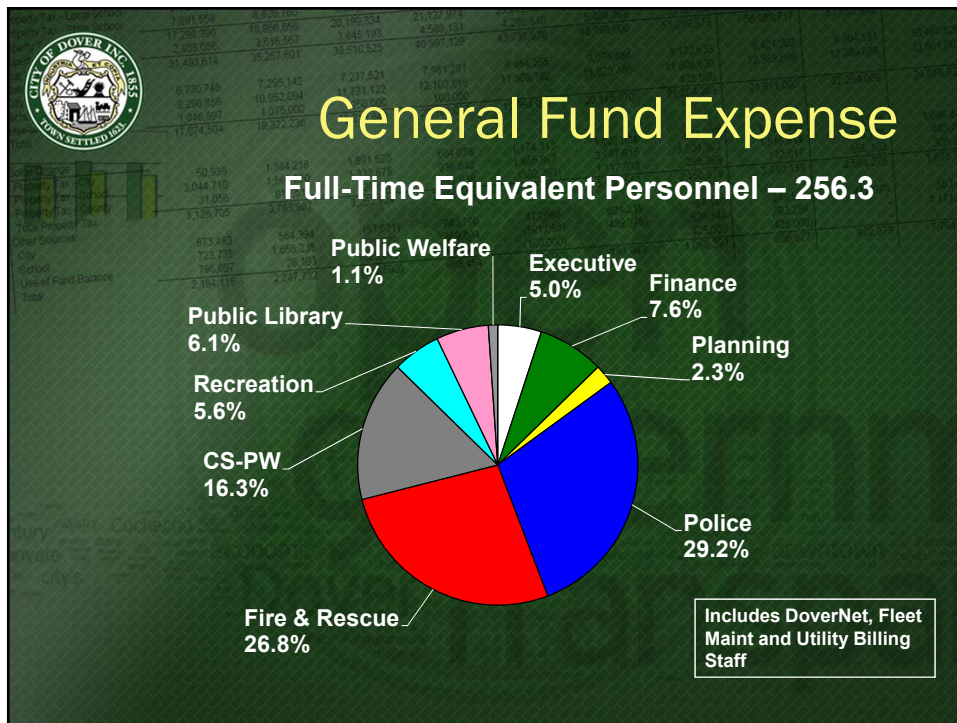
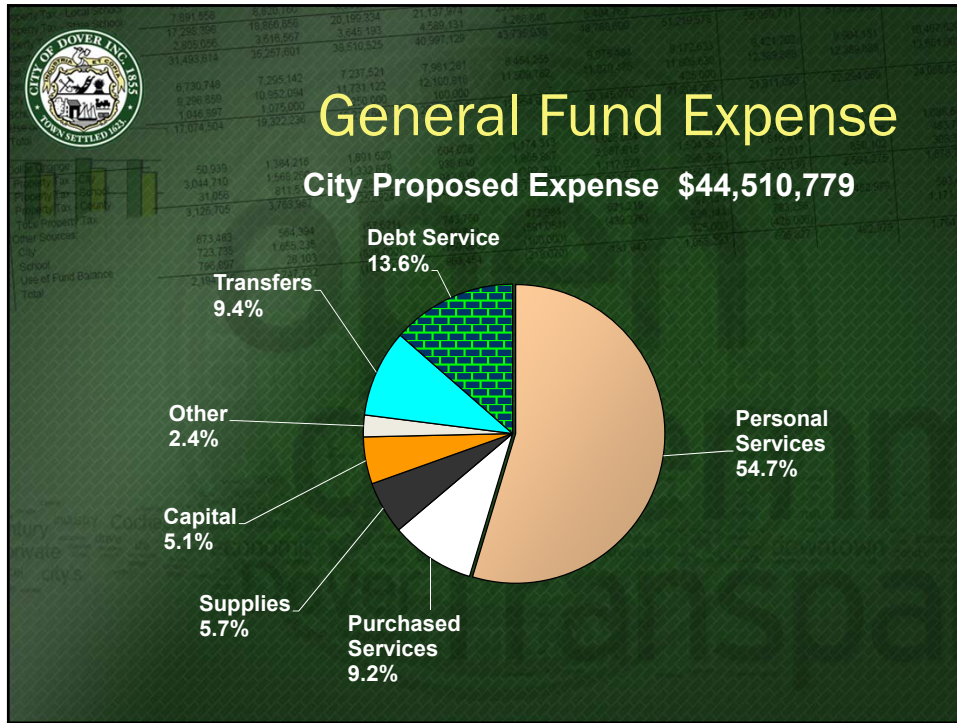
FY2018 General Fund


Estimated Revenue












Property Tax Bill

FY2018

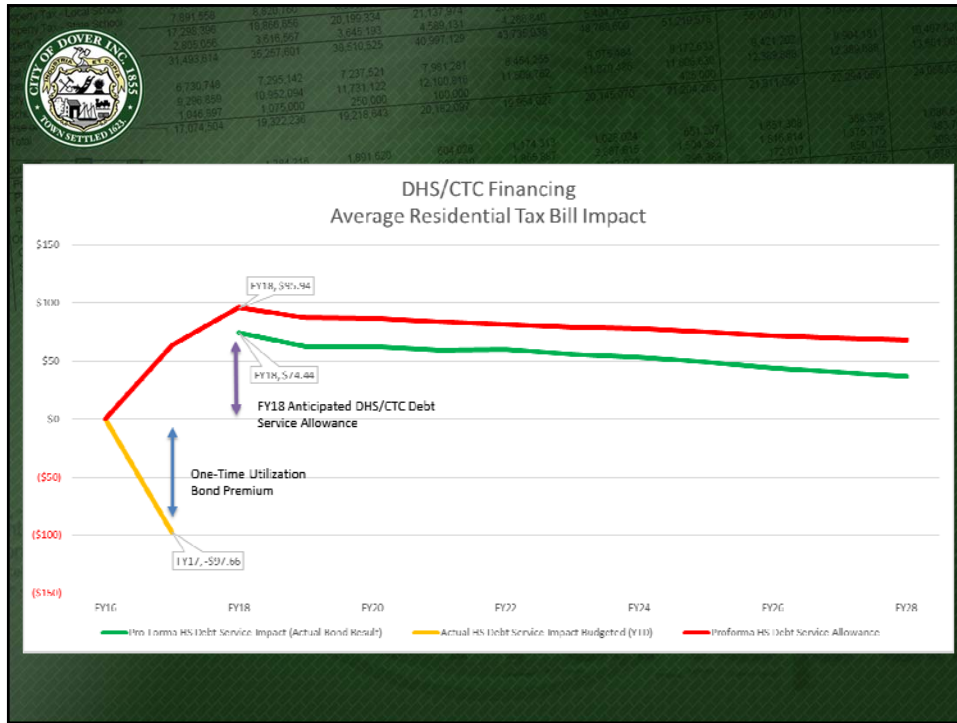
Tax Rate Increase Breakdown

	Rate
City	\$0.13
School - Local	\$1.12
School - State	(\$0.00)
County	\$0.05
Total	\$1.30



Property Tax Bill

Average Residential Assessment = \$243,679	FY18 Tax	\$ Change	% Change
City	\$2,566	\$32	1.3%
School	\$3,436	\$273	8.7%
County	\$721	\$12	1.8%
Total Property Tax Bill	\$6,723	\$317	4.9%



FY2018 Budget Other Considerations

- Federal Downshifting
- Affordable Care Act
- Water Quality Permitting
- State Budget
- Final Insurance Rates (GMR vs. Actual)
- Labor Contract Negotiations