

CITY OF PORTSMOUTH

FISCAL YEAR 2017 BUDGET PROCESS

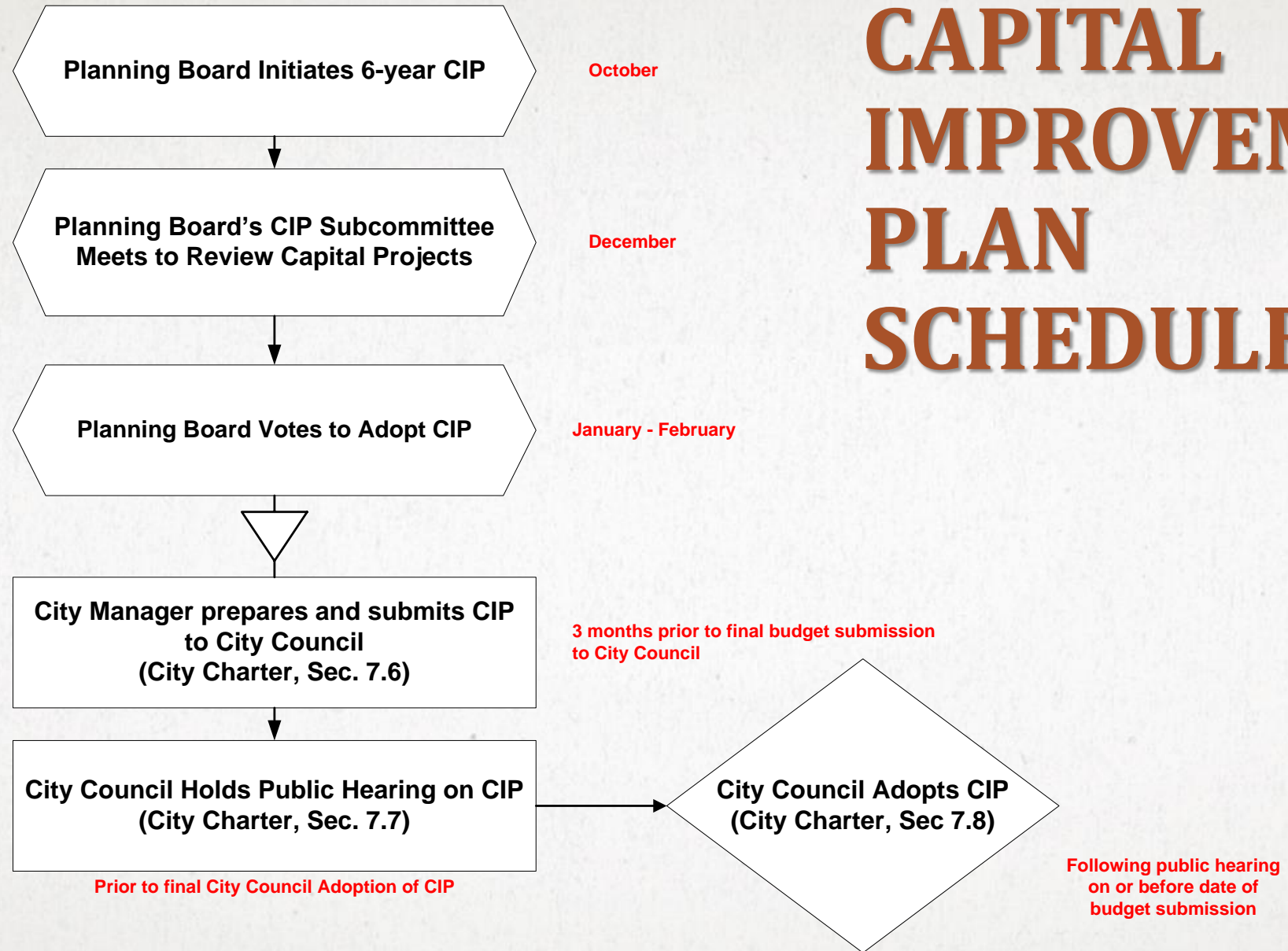
PRELIMINARY PROPOSED BUDGET AND GUIDELINES

JANUARY 11, 2016

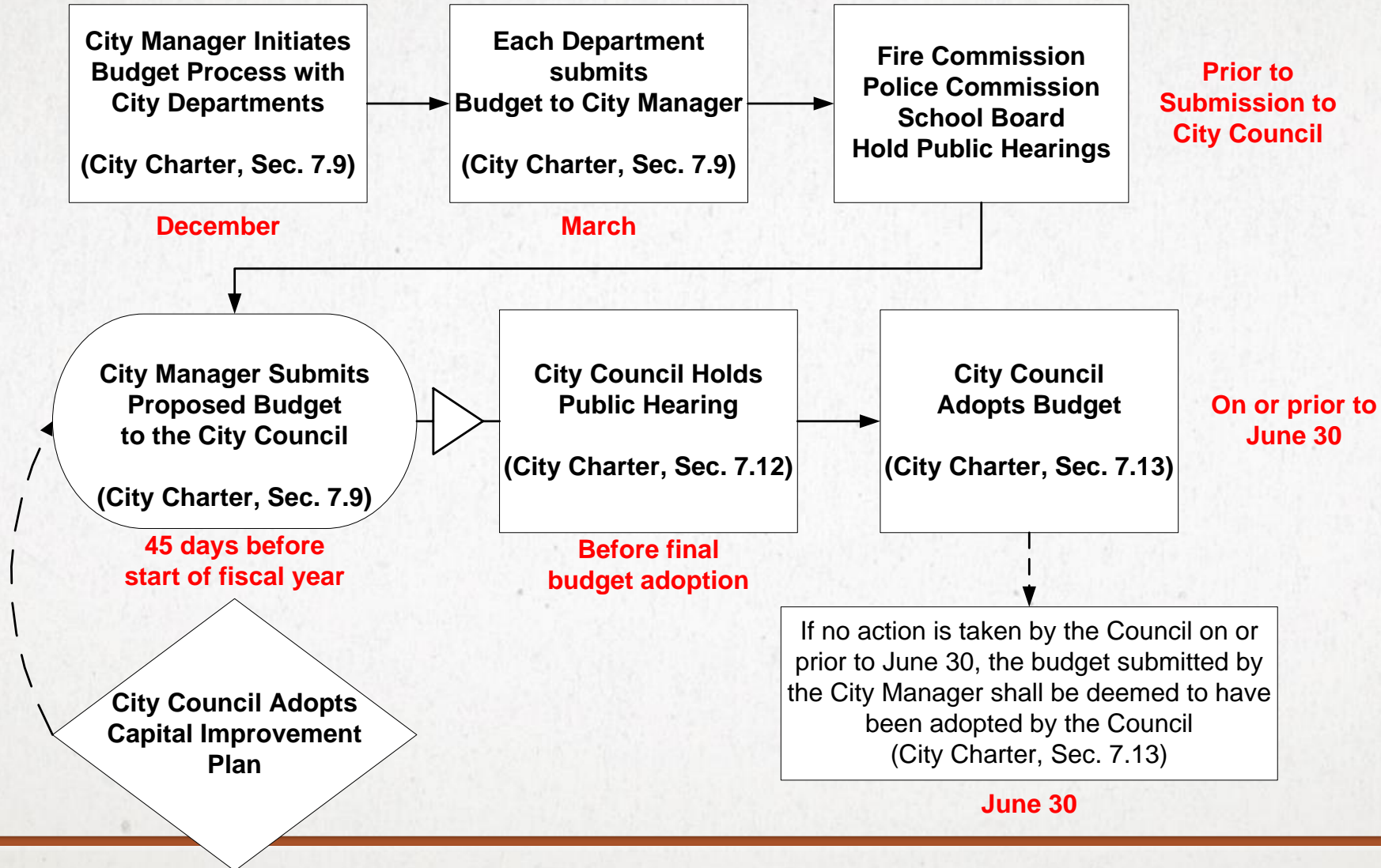
BUDGET

- Charter Requirements / Budget Process
- Preparing the Fiscal Budget
 - FY16 Adopted Budget
 - Long-Term Financial Planning
 - 2017 Key Budgeting Factors
 - JBC Recommendation

CAPITAL IMPROVEMENT PLAN SCHEDULE



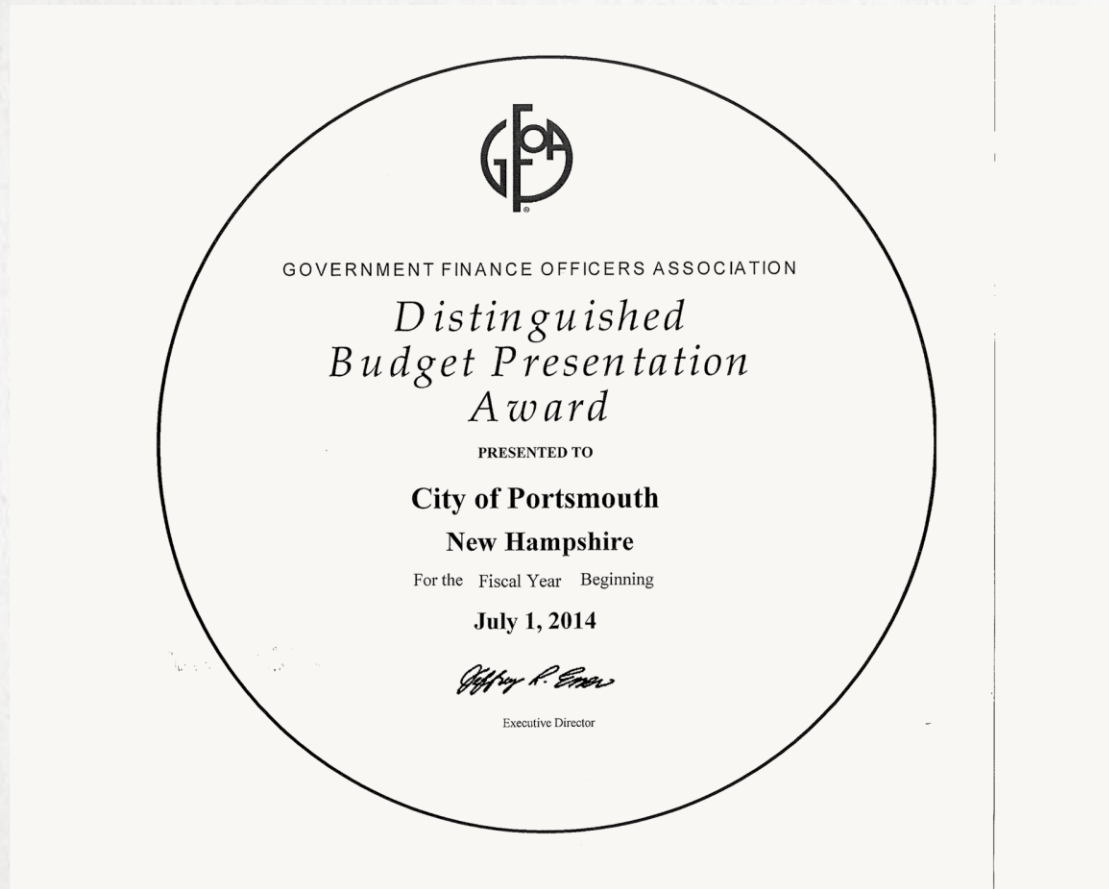
BUDGET SCHEDULE PER CHARTER REQUIREMENTS



2017 BUDGET SCHEDULE

- January: City Council – Establish Budget Guidelines
- February: City Council Work Session
- February: City Council Meeting – CIP Public Hearing
- March: City Council Adoption of the CIP
- April: City Council Receives Proposed Budget Document
- May: City Council Work Sessions on the Proposed Budget
(All day Work Session)
- May: Public Hearing on the City Manager’s Proposed Budget
- May: City Council Work Session Water and Sewer Budget
- June: City Council Adopts Budget

Budget Document GFOA Guidelines



City Received 10 Consecutive Budget Presentation Awards

- **Policy Document**
 - Financial Guidelines and Policies
 - Priorities and Long-Term Planning
 - CIP Summary
 - Rolling Stock Plan
- **Financial Plan**
 - Detailed Debt Service Summary with future outlook
 - Capital Project Summary
 - Consolidated Financial Overview
 - Provide Estimated Tax Rate
- **Operations Guide**
 - Budget Summary by Departments
 - Program and Services by Departments
 - Performance Measures by Department
 - Position Summary Schedules
- **Communications Device**
 - Guide to the Budget Document
 - Budget Schedule
 - Community Profile
 - Account Structure

STANDARD & POOR'S Investment Grade
AAA
AA+
AA
AA-
A+
A
A-
BBB+
BBB
BBB-
BB

STANDARD & POOR'S	
Year	Grade
2014	AAA
2013	AAA
2012	AA+
2011	AA+
2010	AA+
2009	AA+
2008	AA
2007	AA
2006	AA
2005	AA
2004	AA-
2003	AA-
2002	AA-
2001	A+
2000	A+
1999	A
1998	A
1997	A
1996	A
1995	A
1994	A

PORTSMOUTH'S BOND RATING

1. What do the Citizens want for services?
2. What does the City Council want for an outcome?

New Services

Reduced or cut Services

Increase/No increase – Stable Tax Rate

Capital Improvement needs



PREPARING THE FISCAL BUDGET

GENERAL FUND DEPARTMENTS

OPERATING BUDGET

- Fire
- Police
- School
- General Government Departments:
 - Mayor/City Manager
 - City Clerk
 - Human Resources
 - Finance - Information Technology - Accounting - Assessing - Purchasing
 - Legal
 - Public Works
 - Recreation
 - Senior Services
 - Public Health
 - Planning
 - Library
 - Inspection
 - Welfare/Outside Social Services

NON-OPERATING BUDGET

- Debt Service Payment
- Overlay
- Capital Outlay
- County
- Contingency
- Rolling Stock

OPERATING BUDGET

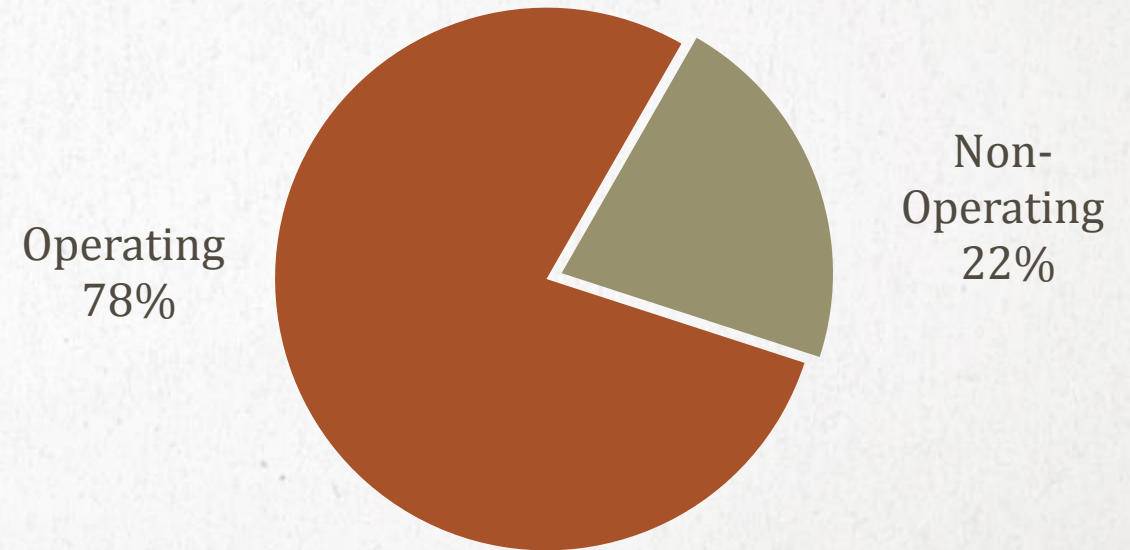
General Government	17,665,762	17.5%
Police	9,617,688	9.5%
Fire	7,995,603	7.9%
School	43,382,210	42.9%
Coll Bargaining Contingency	313,922	0.3%
Transfer to Indoor Pool	150,000	0.1%
Total Operating	79,125,185	78.3%

NON-OPERATING BUDGET

Debt Related Exp	275,000	0.3%
Debt Service	11,756,625	11.6%
Overlay	950,000	0.9%
Property & Liability Insurance	321,000	0.3%
County	5,002,383	5.0%
Contingency	250,000	0.2%
Rolling Stock	809,860	0.8%
IT Equipment Replacement	414,700	0.4%
Capital Outlay	1,765,000	1.7%
Other General Non-Operating	376,449	0.4%
Total Non-Operating	21,921,017	21.7%

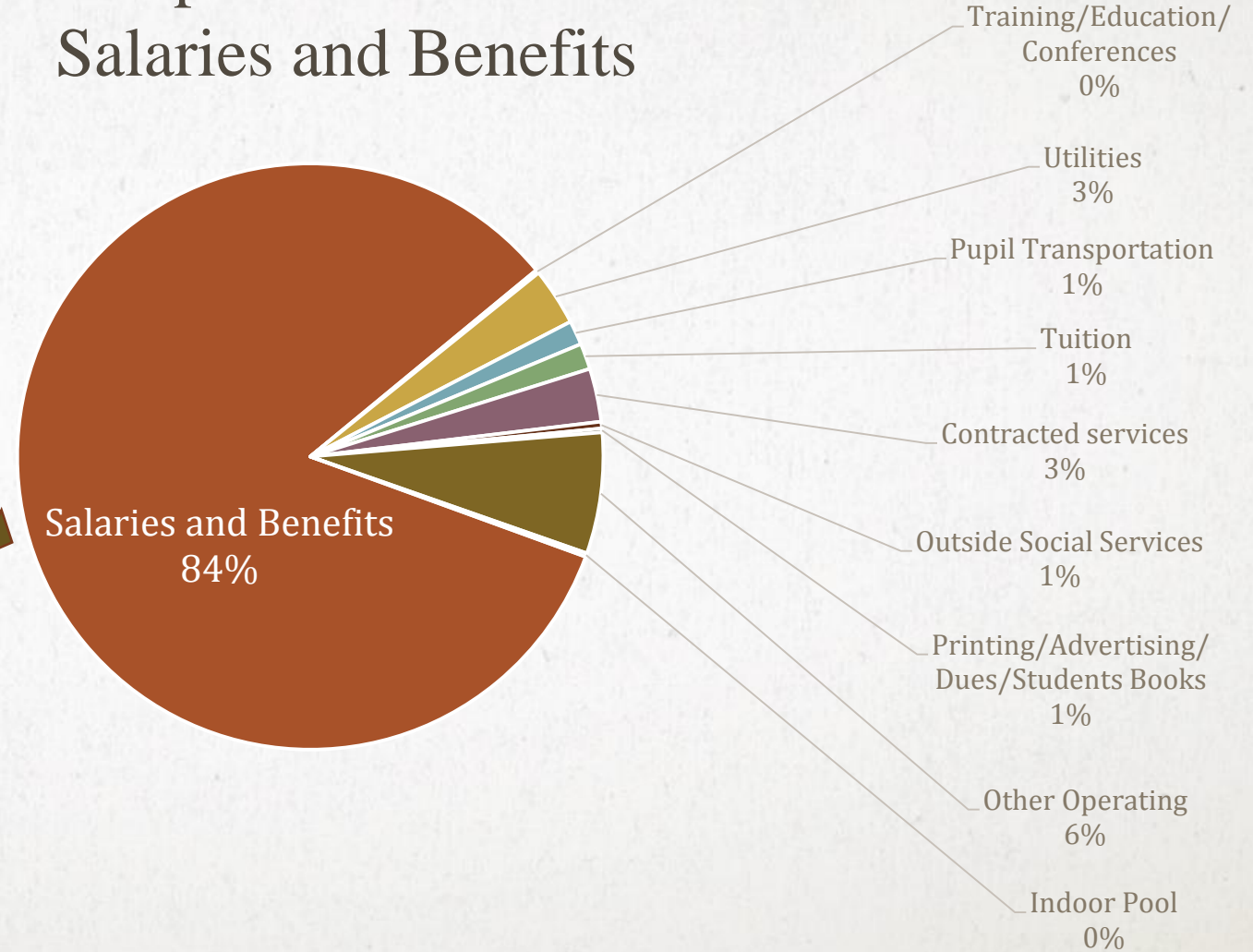
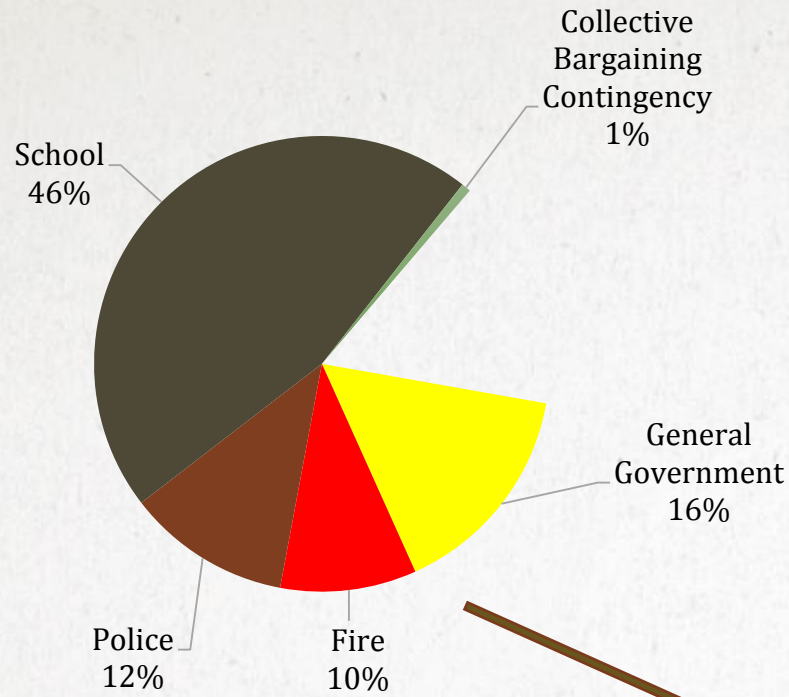
Total	101,046,202
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EXPENDITURES FY16 BUDGET



FY16 Operating Budget \$79M

84% of the Operating Budget comprises of Salaries and Benefits



Salaries and Benefits make up 65% of the Total General Fund Budget. (Both Operating and Non-operating)

EXPENDITURES AND REVENUES

EXPENDITURES:

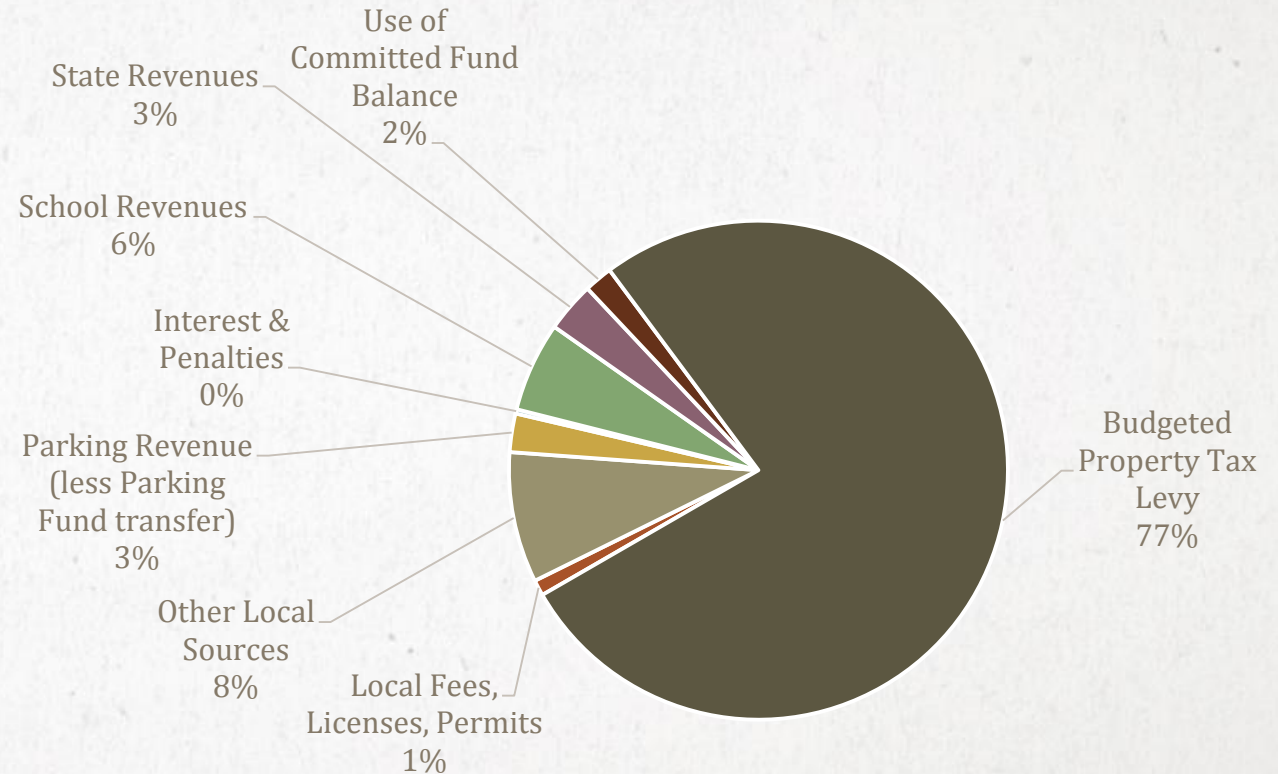
OPERATING	79,125,185
NON-OPERATING	21,921,017
	\$101,046,202

REVENUES:

LOCAL SOURCES	8,512,185
SCHOOL TUITION	5,790,750
STATE REVENUE	3,269,732
NET PARKING REVENUE	2,412,305
INTEREST/PENALTIES	300,000
FEES AND PERMITS	1,055,750
USE OF RESERVES	1,573,500
	\$22,914,222

PROPERTY TAX LEVY **\$78,131,980**

TOTAL REVENUES **\$101,046,202**



KEY FACTORS FOR BUDGETING - EXPENDITURES

OPERATING BUDGET

- COLA – Contract Obligations
- Retirement Costs
- Leave at Termination
- Health Insurance Premium Costs
- Worker’s Compensation

NON-OPERATING BUDGET

- Debt Service
- Capital Outlay
- County Tax Obligation
- Overlay
- Rolling Stock
- Property & Liability

LONG-TERM FINANCIAL PLANNING



LONG-TERM FINANCIAL PLANNING

STABILIZING COSTS

Long-Term planning assists in keeping the annual budget and tax rate stable and predictable from year to year.

NON-OPERATING

➤ Unassigned Fund Balance Ordinance

➤ Debt Service Planning

➤ Rolling Stock Replacement Program

OPERATING

➤ Leave at Termination Stabilization Fund

➤ Health Insurance Stabilization

FUND BALANCE

BALANCE SHEET

Assets:

Cash and Investments
Receivables
Inventory

Liabilities:

Accounts Payable
Current liabilities

Fund Balance:

Non-spendable
Restricted
Committed
Assigned
Unassigned

Fund Balance - the difference between the assets and liabilities reported in a Governmental fund.

Current Financial Resources

No reporting of Capital assets such as Land & Building

No reporting of Long-term liabilities such as debt service

COMMITTED FUND BALANCE

DESIGNATED FOR A SPECIFIC PURPOSE

Reserves and Stabilization Reserves

- Health Insurance Reserve
- Leave at Termination Reserve
- Future Debt Service Reserve

UNASSIGNED FUND BALANCE

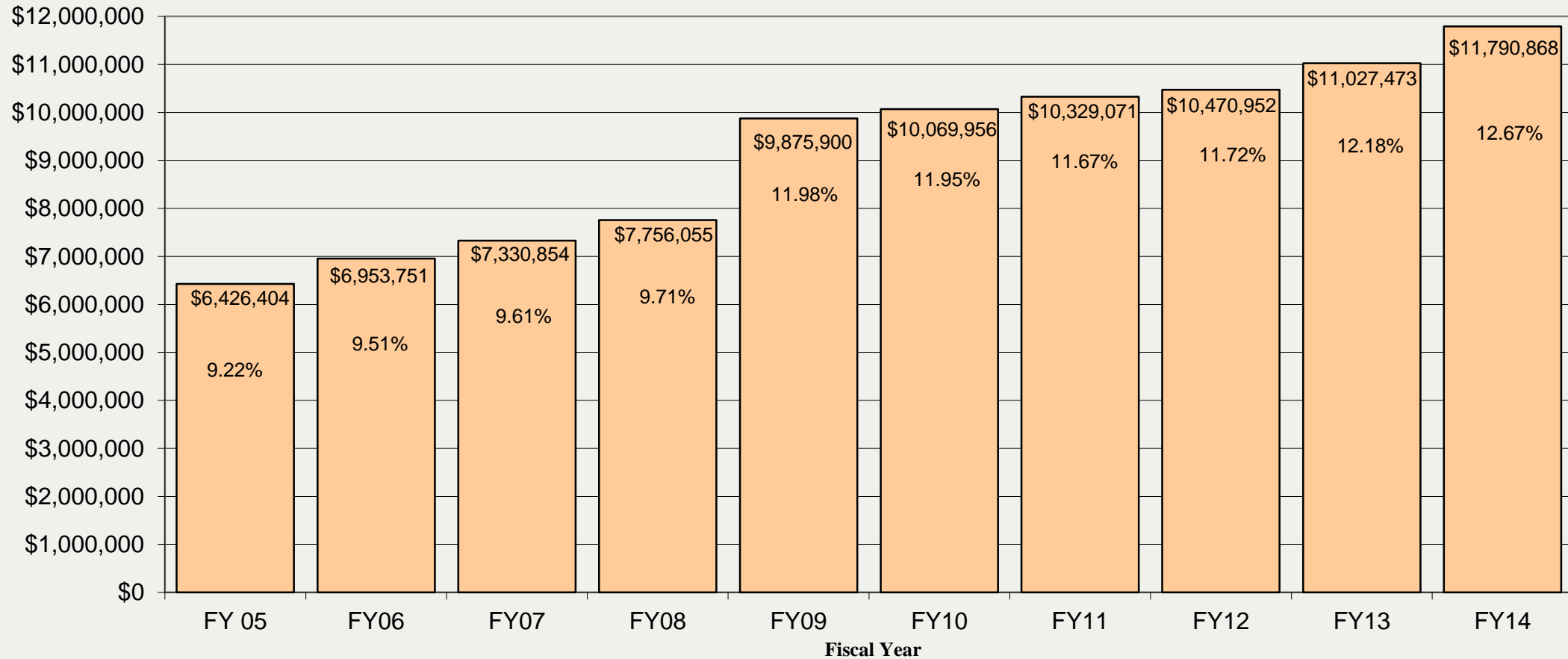
NOT OBLIGATED OR SPECIFICALLY DESIGNATED

Unassigned Fund Balance Ordinance

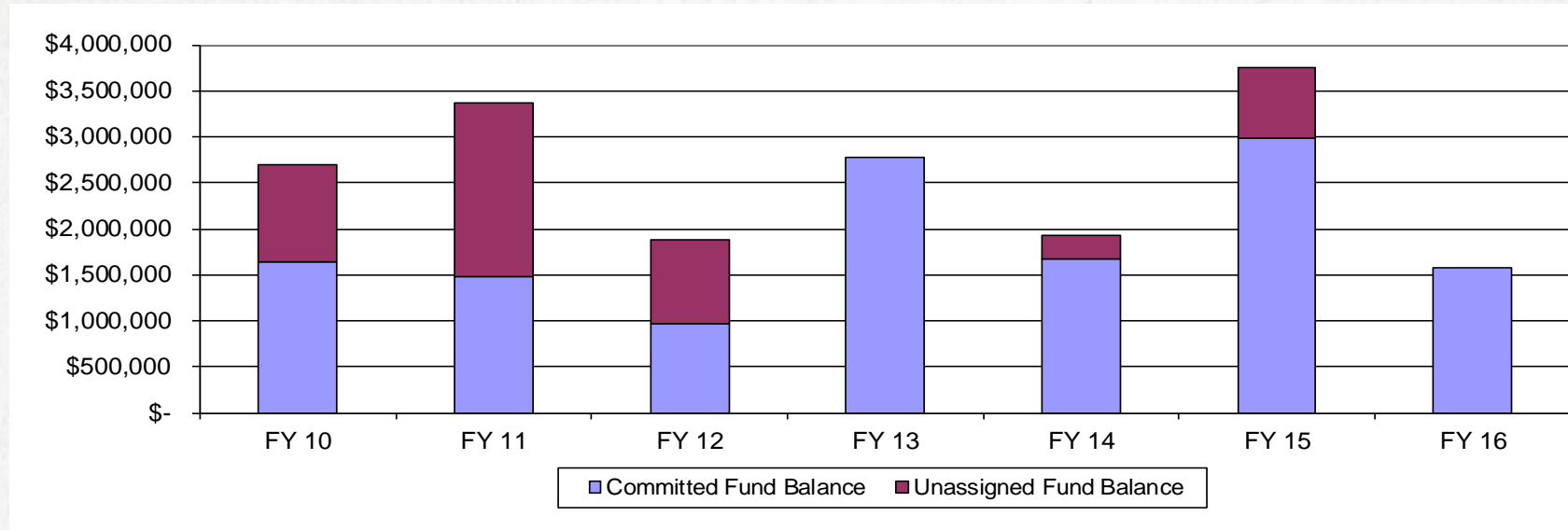
UNASSIGNED FUND BALANCE ORDINANCE AMENDED FEBRUARY 2013

-Shall be maintained at the prescribed amount of not less than 10% of the actual Total General Fund appropriations for the fiscal year.
-It is recognized that the financial management goal of the City of Portsmouth is to annually maintain an Unassigned Fund Balance between 10% and 17% of total General Fund appropriations.
-Whenever the Unassigned Fund Balance of the General fund is less than the prescribed level, the City Council shall be required, within the fiscal year, to formulate and implement a plan to restore such prescribed amount to the General Fund, such plan shall not exceed a two (2) year period.

UNASSIGNED FUND BALANCE HISTORY

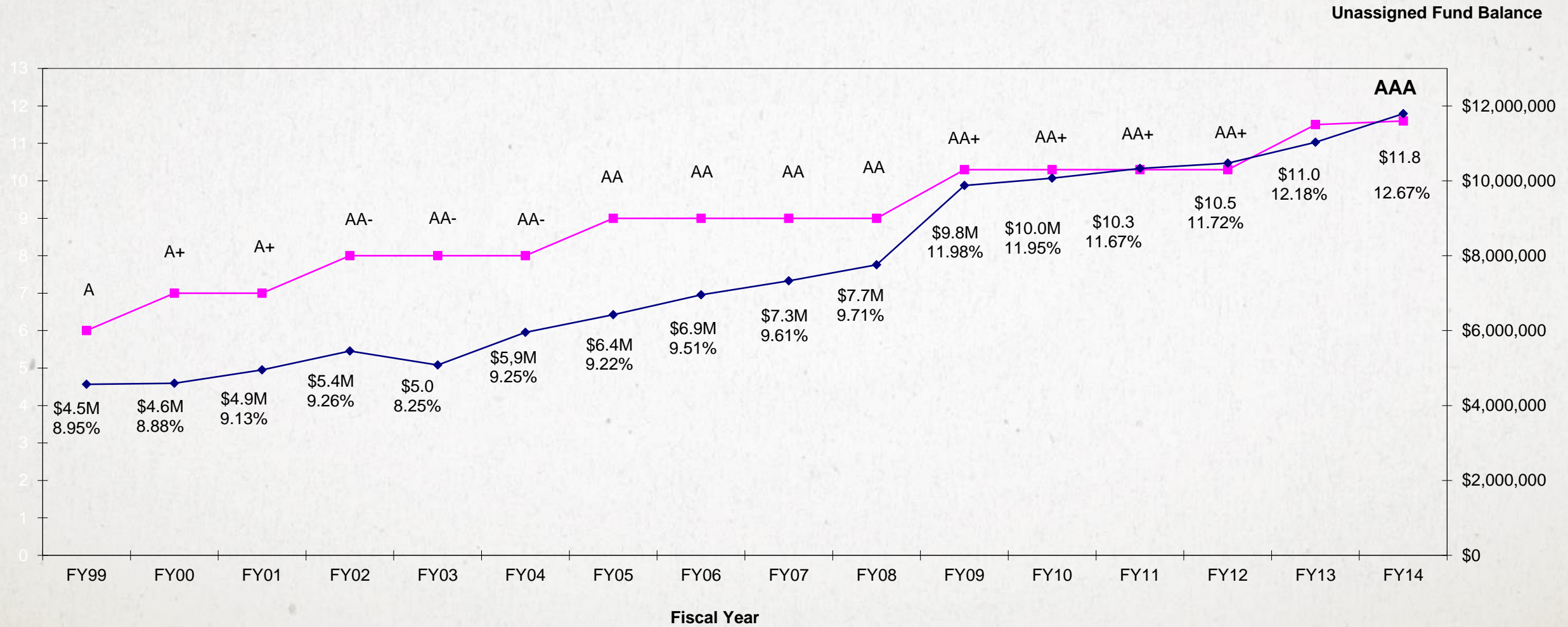


USE OF FUND BALANCE



Use of:	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	Total FY10-FY16
Committed Fund Balance	1,642,344	1,486,201	973,500	2,772,742	1,673,500	2,991,397	1,573,500	13,113,184
Unassigned Fund Balance	1,053,006	1,882,000	900,000	-	247,000	755,500	-	4,837,506
Total Use of Fund Balance	2,695,350	3,368,201	1,873,500	2,772,742	1,920,500	3,746,897	1,573,500	17,950,690

RELATION OF BOND RATING TO UNASSIGNED FUND BALANCE



**FY17
PRELIMINARY
NON-OPERATING
BUDGET**



OBJECTIVE:

TO KEEP THE DEBT BURDEN AND OPERATIONAL DEBT COSTS AT MANAGEABLE LEVELS

State of NH establishes **Legal Debt Margin** by a percentage of the Equalized Assessed Valuation

City policy is to use calculate net debt service as a percentage of General Fund Budget and to use no more than 10% of annual appropriations

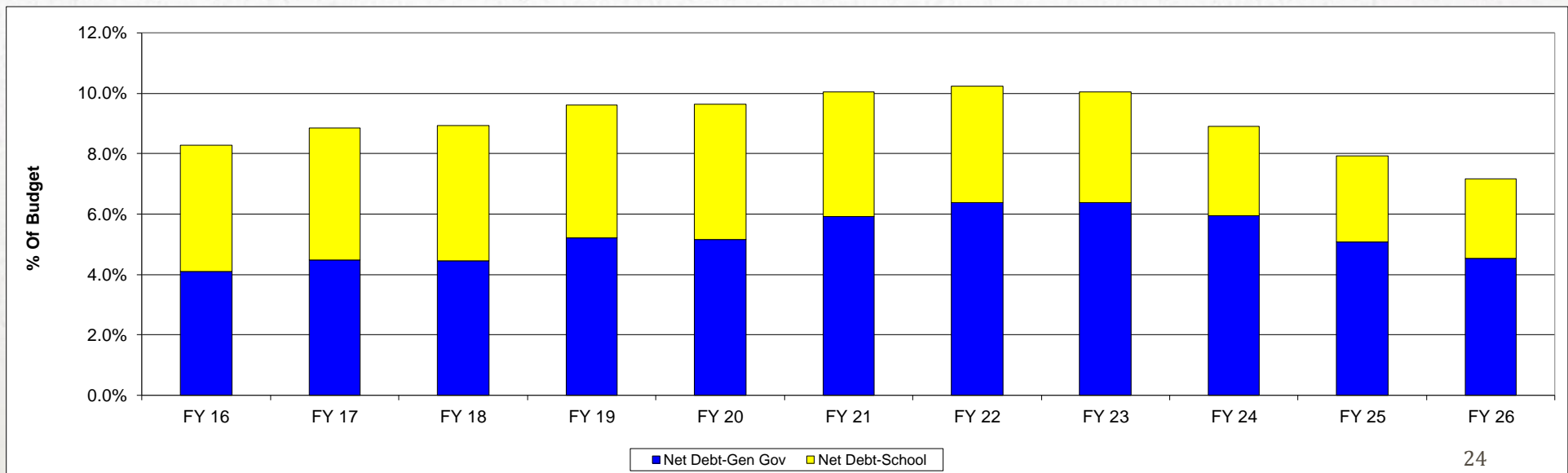
DEBT SERVICE POLICY

NON-OPERATING

LONG-TERM DEBT SERVICE FORECAST MODEL

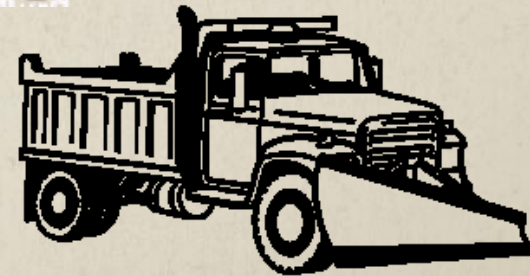
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>	<u>FY 25</u>	<u>FY 26</u>
Total Gen Fund Without Debt Service (increase 2.50% in FY 16 and beyond)	89,289,577	91,521,817	93,809,862	96,155,109	98,558,986	101,022,961	103,548,535	106,137,249	108,790,680	111,510,447	114,298,208
Net Debt-School	4,250,032	4,543,741	4,779,378	4,853,326	5,065,476	4,797,451	4,593,676	4,447,439	3,616,661	3,502,286	3,307,286
Net Debt-Gen Gov	4,130,191	4,676,678	4,754,254	5,734,611	5,809,924	6,866,100	7,597,044	7,773,869	7,259,506	6,287,309	5,689,489
Total Net Debt	8,380,223	9,220,419	9,533,632	10,587,937	10,875,400	11,663,551	12,190,720	12,221,308	10,876,167	9,789,595	8,996,775
Total Projected General Fund Budget	101,046,202	104,117,627	106,717,876	110,116,418	112,770,692	116,022,817	119,075,560	121,694,861	121,986,930	123,620,124	125,615,065
Percentage Net Debt-School of Budget	4.21%	4.36%	4.48%	4.41%	4.49%	4.13%	3.86%	3.65%	2.96%	2.83%	2.63%
Percentage Net Debt-Gen Gov of Budget	4.09%	4.49%	4.45%	5.21%	5.15%	5.92%	6.38%	6.39%	5.95%	5.09%	4.53%
Total Percentage Net Debt Service of Budget:	8.29%	8.86%	8.93%	9.62%	9.64%	10.05%	10.24%	10.04%	8.92%	7.92%	7.16%

Net Debt Service as a Percentage of General Fund Budget



The **Rolling Stock Program** is intended to provide an overall schedule for the expenditures of City Funds on replacement of vehicles and equipment necessary to carry out daily city activities. All City departments with rolling stock requirements participate in the program to include Public Works, Police, Fire, School and Prescott Park. Such a program serves to inform the City Council and the Community that certain expenditures for upgrading the existing equipment are to be expected in the years ahead. Even with this program's schedule, adjustments may be necessary in order to accommodate unforeseen circumstances.

ROLLING STOCK PROGRAM



NON-OPERATING PRELIMINARY 2017 BUDGET

	FY16 BUDGET	\$\$\$ INCREASE	FY17 PROPOSED BUDGET	% Change
DEBT RELATED EXPENSES	275,000	-	275,000	0.0%
DEBT SERVICE	11,756,625	839,185	12,595,810	7.1%
CONTINGENCY	250,000	50,000	300,000	20.0%
OVERLAY	950,000	50,000	1,000,000	5.3%
COUNTY	5,002,383	275,131	5,277,514	5.5%
PROPERTY & LIABILITY	321,000	20,000	341,000	6.2%
ROLLING STOCK	809,860	243,465	1,053,325	30.1%
OTHER NON-OPERATING	791,149	16,000	807,149	2.0%
CAPITAL OUTLAY	1,765,000	235,000	2,000,000	13.3%
TOTAL	21,921,017	1,728,781	23,649,798	7.9%

**FY17
PRELIMINARY
OPERATING
BUDGET**



Operating Budget

Salaries - COLA – Contract Obligations

Retirement Costs

Worker's Compensation

LONG-TERM FINANCIAL PLANNING – STABILIZATION FUNDS

Leave at Termination

Health Insurance Premiums

**KEY
FACTORS**

16 COLLECTIVE BARGAINING UNITS

General Government	Expires
Professional Management Association (PMA)	6/30/2016
Supervisory Management Alliance (SMA)	6/30/2016
AFSCME Local 1386B Library & Clericals	6/30/2017
AFSCME Local 1386 Public Works	6/30/2014

Police	Expires
Ranking Officers Association	6/30/2014
Portsmouth Patrolman Association	6/30/2014
Civilians	6/30/2014

Fire	Expries
Fire Officers Association	6/30/2014
FireFighter Assocation	6/30/2014

School	Expires
Principals/Directors	6/30/2018
Association of Portsmouth's Teachers	6/30/2018
Clerical Employees	6/30/2018
Custodial	6/30/2017
Cafeteria	6/30/2017
Paraprofessionals	6/30/2017
Custodial Supervisors	6/30/2018

8 Unsettled contracts for 7/1/2016

COLA

Collective Bargaining Agreements state the COLA adjustment percentage shall be determined by the rolling ten (10) year average of the November-November Boston-Brockton-Nashua CPI - The November – November index will not be available until mid-December

CONSUMER PRICE INDEX - CPI-U (NOV. TO NOV. BOSTON-BROCKTON-NASHUA)	
FY 08	2.06%
FY 09	3.40%
FY 10	0.72%
FY 11	1.82%
FY 12	0.64%
FY 13	2.90%
FY 14	2.00%
FY 15	0.92%
FY 16	1.60%
FY 17	0.84%
10 Year Average	1.69% FY 2017 salaries use 2%

RETIREMENT NO INCREASE IN RATES FOR FY17

Retirement appropriation will be affected by increase in salaries due to:

- COLA Adjustments
- Step Increases

		FY17 Rates
GROUP I		
Employees		11.17%
Teachers		15.67%
GROUP II		
Police		26.38%
Fire		29.16%

	FY16 BUDGET	\$\$\$ INCREASE	FY17 PROPOSED BUDGET	% Change
GENERAL GOVERNMENT	839,134	14,643	853,777	1.74%
POLICE	1,301,852	26,028	1,327,880	2.00%
FIRE	1,306,762	39,864	1,346,626	3.05%
SCHOOL	3,440,364	139,321	3,579,685	4.05%
TOTAL	6,888,112	219,855	7,107,967	3.19%

WORKER'S COMPENSATION

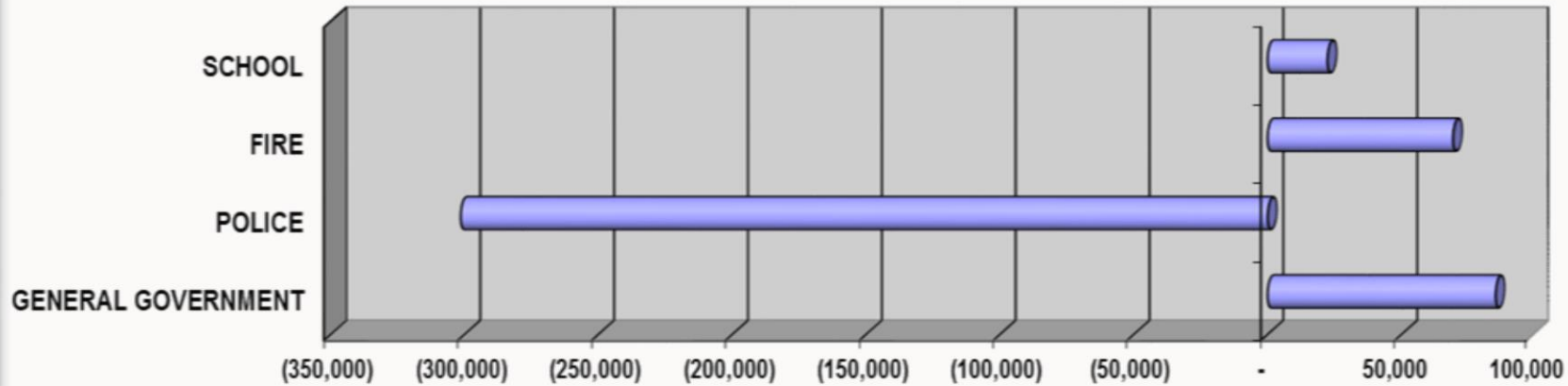
	FY16	FY17	\$ Change	% Change
GENERAL GOVERNMENT	169,870	159,708	(10,162)	-6.0%
POLICE	119,147	187,175	68,028	57.1%
FIRE	199,769	149,607	(50,162)	-25.1%
SCHOOL	95,586	150,963	55,377	57.9%
TOTAL	\$584,372	\$647,453	\$63,081	10.8%

**City established two methods to address:
The Significant growing Liability and
Negative budgetary impacts to the
operating budget**

1. Eliminated Future Growth in this liability by negotiating in all labor agreements that new employees can no longer accumulate unlimited sick leave.
2. The Creation of the Leave at Termination Fund (in 1999) to eliminate spikes which negatively impact the department's operating budget. Each department annually budgets a fixed amount determined by an actuarial study which is transferred into this fund where this liability is paid.

**LEAVE AT
TERMINATION
STABILIZATION
FUND**

**Sick Leave Pay
Owed To
Employees When
They Leave
Municipal Services**



LEAVE AT TERMINATION

(UNAUDITED AS OF JUNE 30, 2015)

	TRANSFER TO FUND FY 99-FY 15	EXPENDED FY 99- FY15	FUND BALANCE June 30, 2015	FISCAL YEAR 2016			ACCUMALATIVE FUND BALANCE
				ANNUAL APPROPRIATION	FY 16 EXPENDED	FY 16 Balance	
GENERAL GOVERNMENT	3,522,868.00	3,676,492.98	(153,624.98)	275,000.00	35,813.21	239,186.79	85,561.81
POLICE	2,549,860.00	2,962,036.19	(412,176.19)	155,203.00	44,410.10	110,792.90	(301,383.29)
FIRE	1,191,428.00	1,162,909.16	28,518.84	70,084.00	29,374.57	40,709.43	69,228.27
SCHOOL	8,974,518.32	9,276,003.49	(301,485.17)	400,000.00	76,186.41	323,813.59	22,328.42
	16,238,674.32	17,077,441.82	(838,767.50)	900,287.00	185,784.29	714,502.71	(124,264.79)

FY14

Eligible for Leave at Termination:

General Gov.	19%	Fire	33%
Police	18%	School	20%

FY15

Eligible for Leave at Termination:

General Gov.	17%	Fire	32%
Police	16%	School	17%

LEAVE AT TERMINATION

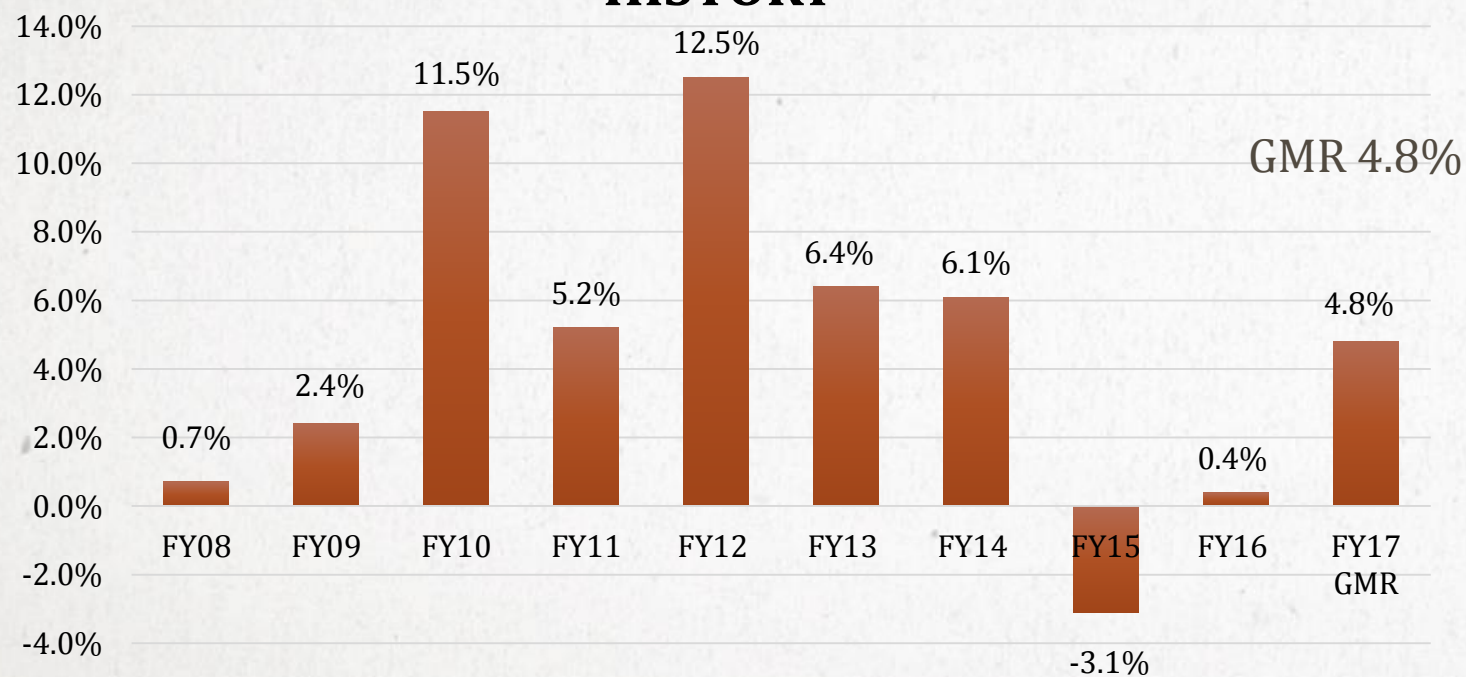
General Government, Police, Fire and School Departments annually budget a fixed amount for each fiscal year which is transferred to the Leave at Termination Stabilization fund where sick leave liability due to employees upon termination is paid.

Recommend to level fund this appropriation for FY17.

	FY17 BUDGET
GENERAL GOVERNMENT	\$300,000
POLICE DEPARTMENT	\$155,203
FIRE DEPARTMENT	\$70,084
SCHOOL DEPARTMENT	\$400,000
	<hr/>
TOTAL	\$925,287

Changes in Health Premium rates has spiked both up and down over the years causing budgetary unpredictability

HEALTH INSURANCE 10 YEAR RATE CHANGE HISTORY



The GMR makes the 10 year average rate increase 4.7%

HEALTH INSURANCE STABILIZATION FUND

Stabilization Reserve was established in 2002 for the General Fund from operating surplus from previous years.

The annual appropriation amount is determined in accordance with the average increase of premium rates over the last 10 years. This rate is then added to the prior fiscal year budgetary appropriation.

HEALTH INSURANCE PROJECTED FY17 PREMIUMS

FY17 Rates Projected Premium	Employee Contribution	City Contribution
\$13,860,970	\$2,028,662	\$11,832,309
	15%	85%

Health Insurance Premium Using 10-year Average increase of 4.7%

HEALTH PREMIUM BUDGET @ 10 YEAR AVG	FY16 Budget	FY17 Budget Increase @ 4.70%	FY17 Budget	Estimated City Cost	Stabilization Fund
General Government	1,730,097	81,315	1,811,412	\$2,046,101	234,689
Police Department	1,490,798	70,068	1,560,866	\$1,579,475	18,610
Fire Department	1,157,270	54,392	1,211,662	\$1,148,835	(62,827)
School	6,154,349	289,254	6,443,603	\$7,057,898	614,295
Total General Fund Budget	10,532,514	495,028	11,027,542	11,832,309	804,767

GENERAL GOVERNMENT

FY16 Budget	\$ 17,665,762	
Salary Adjustments <i>(includes SS & MEDICARE)</i>	154,036	
Retirement	14,643	
Health Insurance	81,315	
Workers' Compensation	(10,162)	
Electricity	24,624	
Natural Gas	5,880	
Gasoline	0	
Other Operating @3%	130,527	
Total Increase	400,862	
FY17 Preliminary Budget	\$ 18,066,624	2.27%
2% Collective Bargaining <i>Includes FICA and Retirement</i>	200,782	
Total	601,644	3.41%

POLICE DEPARTMENT

FY16 Budget	\$	9,617,688	
Salary Adjustments <i>(includes SS & MEDICARE)</i>		115,861	
Retirement		26,028	
Health Insurance		70,068	
Workers' Compensation		68,028	
Gasoline		0	
Other Operating @3%		13,729	
		293,714	
FY17 Preliminary Budget	\$	9,911,402	3.05%
2% Collective Bargaining <i>Includes FICA and Retirement</i>		146,679	
Total		440,393	4.58%

FIRE DEPARTMENT

FY16 Budget	\$ 7,995,603	
Salary Adjustments <i>(includes SS & MEDICARE)</i>	147,211	
Retirement	39,864	
Health Insurance	54,392	
Workers' Compensation	(50,162)	
Other Benefits <i>(insurance reimbursement)</i>	15,912	
Electricity	3,750	
Natural Gas	0	
Gasoline	0	
Other Operating @3%	10,598	
	<u>221,564</u>	
FY17 Preliminary Budget	\$ 8,217,167	2.77%
2% Collective Bargaining <i>Includes FICA and Retirement</i>	112,041	
Total	<u>333,605</u>	4.17%

SCHOOL DEPARTMENT

FY16 Budget	<u>\$ 43,382,210</u>	
Salary Adjustments <i>(includes SS & MEDICARE)</i>	687,149	
Retirement	139,321	
Health Insurance	289,254	
Workers' Compensation	55,377	
Dental Insurance	14,000	
Electricity	0	
Natural Gas	0	
Gasoline	0	
Tuition	41,057	
Transportation	73,039	
Other Operating @4.21%	<u>139,217</u>	
	<u><u>1,438,414</u></u>	
FY17 Preliminary Budget	\$ 44,820,624	3.32%
2% Collective Bargaining <i>Includes FICA and Retirement</i>	0	
Total	<u>1,438,414</u>	3.32%

OPERATING PRELIMINARY BUDGET

FY2017 PRELIMINARY BUDGET WITHOUT COLLECTIVE BARGAINING	FY16 BUDGET	Salary Adjustments	OTHER INCREASE	FY17 BUDGET	% Change
OPERATING BUDGET					
GENERAL GOVERNMENT	17,665,762	168,679	232,184	18,066,624	2.27%
POLICE DEPARTMENT	9,617,688	141,889	151,825	9,911,402	3.05%
FIRE DEPARTMENT	7,995,603	187,075	34,490	8,217,167	2.77%
SCHOOL DEPARTMENT	43,382,210	826,470	611,944	44,820,624	3.32%
COLLECTIVE BARGAINING CONTINGENCY	313,922	-	(313,922)	-	
TRANSFER TO INDOOR POOL	150,000	-	-	150,000	0.00%
PRELIMINARY OPERATING BUDGET	79,125,185	1,324,112	716,520	81,165,818	2.58%

	COLLECTIVE BARGAINING	TOTAL	\$ CHANGE	% CHANGE
GENERAL GOVERNMENT	200,782	18,267,406	601,644	3.41%
POLICE DEPARTMENT	146,679	10,058,081	440,393	4.58%
FIRE DEPARTMENT	112,041	8,329,208	333,605	4.17%
SCHOOL DEPARTMENT	-	44,820,624	1,438,414	3.32%
COLLECTIVE BARGAINING CONTINGENCY	-	-	-	
TRANSFER TO INDOOR POOL	-	150,000	-	0.00%
PRELIMINARY OPERATING BUDGET	459,502	81,625,320	2,500,135	3.16%



FY 2017 TOTAL PRELIMINARY BUDGET

FY2017 PRELIMINARY BUDGET WITHOUT COLLECTIVE BARGAINING	FY16 BUDGET	Salary Adjustments	OTHER INCREASE	FY17 BUDGET	% Change
OPERATING BUDGET					
GENERAL GOVERNMENT	17,665,762	168,679	232,184	18,066,624	2.27%
POLICE DEPARTMENT	9,617,688	141,889	151,825	9,911,402	3.05%
FIRE DEPARTMENT	7,995,603	187,075	34,490	8,217,167	2.77%
SCHOOL DEPARTMENT	43,382,210	826,470	611,944	44,820,624	3.32%
COLLECTIVE BARGAINING CONTINGENCY	313,922	-	(313,922)	-	
TRANSFER TO INDOOR POOL	150,000	-	-	150,000	0.00%
PRELIMINARY OPERATING BUDGET	79,125,185	1,324,112	716,520	81,165,818	2.58%
NON-OPERATING					
DEBT RELATED EXPENSES	275,000	-	-	275,000	0.00%
DEBT SERVICE	11,756,625	-	839,185	12,595,810	7.14%
CONTINGENCY	250,000	-	50,000	300,000	20.00%
OVERLAY	950,000	-	50,000	1,000,000	5.26%
COUNTY	5,002,383	-	275,131	5,277,514	5.50%
PROPERTY & LIABILITY	321,000	-	20,000	341,000	6.23%
ROLLING STOCK	809,860	-	243,465	1,053,325	30.06%
OTHER NON-OPERATING	791,149	-	16,000	807,149	2.02%
CAPITAL OUTLAY	1,765,000	-	235,000	2,000,000	13.31%
PRELIMINARY NON-OPERATING BUDGET	21,921,017	-	1,728,781	23,649,798	7.89%
TOTAL OPERATING & NON-OPERATING	101,046,202	1,324,112	2,445,301	104,815,616	3.73%

COLLECTIVE BARGAINING	TOTAL	\$ CHANGE	% CHANGE	
	200,782	18,267,406	601,644	3.41%
	146,679	10,058,081	440,393	4.58%
	112,041	8,329,208	333,605	4.17%
	-	44,820,624	1,438,414	3.32%
	-	-	(313,922)	
	-	150,000	-	0.00%
	459,502	81,625,320	2,500,135	3.16%
	-	-	-	
	-	275,000	-	0.00%
	-	12,595,810	839,185	7.14%
	-	300,000	50,000	20.00%
	-	1,000,000	50,000	5.26%
	-	5,277,514	275,131	5.50%
	-	341,000	20,000	6.23%
	-	1,053,325	243,465	30.06%
	-	807,149	16,000	2.02%
	-	2,000,000	235,000	13.31%
	-	23,649,798	1,728,781	7.89%
	-	-	-	
	459,502	105,275,118	4,228,916	4.19%

“voted to recommend that the City Council set a goal for the Operating Budget of an increase of no more than a 3%.”

**JOINT BUDGET
COMMITTEE
RECOMMENDATION TO
CITY COUNCIL**

**JBC MEETINGS:
DECEMBER 10, 2015
DECEMBER 17, 2015**

DISCUSSION