THE CITY OF FARGO, NORTH DAKOTA

THE MAYOR'S PRELIMINARY 2020 BUDGET

[08.12.2019]

THE CITY OF
Fargo
FAR MORE

CITY OF FARGO, NORTH DAKOTA
2020 PROPOSED BUDGET
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THE OFFICE OF THE MAYOR, DR. TIMOTHY J. MAHONEY

Members of the Fargo community and Fargo City Commissioners,

The City of Fargo's 2020 Preliminary Budget is being presented for your review and consideration. I would like to express my appreciation to the department heads, division heads, commissioners and the budget team for their excellent work in arriving at a budget plan that will work for Fargo.

During our departmental meetings, many ideas, recommendations and conversations occurred to create the document before you today. Throughout this process, we have all remained devoted to providing the high quality of services our residents have come to expect, while also continuing our commitment to being fiscally mindful with the taxpayers' money.

With the assistance and input of the Fargo City Commission, the budget team feels the Mayor's 2020 Preliminary Budget addresses the needs of a community that has placed itself on the radar as one of the Midwest's most vibrant urban centers.

In just the last few years, Fargo has been nationally recognized with many honors. The following is just a sampling of these rankings:

- #6 Quality of City Services {WalletHub, 2019}
- #6 Happiest Cities List {WalletHub, 2019}
- #7 Best City for Entrepeneurs {Livability, 2016}
- #8 Walkable Neighborhoods {Redfin, 2016}
- #10 Best Run Cities {WalletHub, 2019}

We all should be especially proud of the quality of city services ranking. This comparison placed Fargo in direct competition with the nation's most populous cities, including major metros. Fargo truly is a regional leader and the nation is taking notice.

With growth comes substantial increases in the demand for City of Fargo services. Over the past decade these changes have been profound, as is detailed below:

- 161% increase in Fargo Fire service calls
- 86% increase in Fargo Police service calls
- 56% increase in Fargo Public Works miles of streets
- 33% increase in Fargo daily drinking water consumption
- 26% increase in Fargo Public Library collection usage

BALANCING THE NEEDS OF A DEVELOPING CITY

Our community continues its upward trajectory in several other measureable ways, including population, geographic footprint, infill development activities and stronger neighborhoods. The Fargo community has almost 40 recognized neighborhoods and we need to continually work together to ascertain ways of empowering and energizing residents to become civic leaders within these neighborhoods to truly allow this city to thrive.

As we all know, Fargo continues to realize the necessity of a strong commitment to public safety. Additional investment into public safety compensation and staffing, coupled with our past commitments, are a testament to the value we place on ensuring Fargo is a safe community for every resident and visitor.

Strategic tactics for economic development and workforce training are complimentary to each other and vital for our community's long-term success. While there have been many notable achievements, we are redoubling our efforts in these sectors to ensure we are doing everything possible to lay the groundwork for the next decade and beyond.

IMPROVING SERVICES + MAXIMIZING EFFICIENCY

The budget team has worked with department heads to identify integral priority areas for 2020 as detailed below. Working together, these initiatives will help the City of Fargo improve its services and maximize the efficiencies demanded by our citizens.

MAJOR INITIATIVES

- F-M Area Diversion Project
- Red River Valley Water Supply Project
- Southwest Regional Stormwater Retention & Recreational Pond
- FARGODOME Expansion
- Performing Arts Center
- Fargo Civic Plaza

ENSURING STREET-LEVEL SERVICE EXCELLENCE INITIATIVES

- Fargo Police Strategic Plan and Emerging Issues
- Snow Gate Feasibility Study
- Planning & Community Development Outcomes
- Transit Efficiencies + MAT Paratransit Pilot Project
- Inspection 'Zones'

SUMMARIZING THE 2020 BUDGET

City leaders have formulated a preliminary budget that is balanced and reflective of a growing community. We are funding the commitments made by the City Commission, continuing our steadfast commitment to in-town flood and drought protection projects and investing in

organization-wide capital improvement projects. Staff members have identified short-term and long-term needs to produce better budgets in the future.

The budget team is proposing a two mill property tax increase, which would equate to an additional $21.38 per year for a resident living in home worth $250,000. While any tax increase is always difficult, it is important to remember that Fargo has reduced its City mill levy by 7.25 mills since 2013 and, with this proposed increase, we will still see a net deduction of 5.25 mills over the past nine years. Studies continue to show that Fargo's operating expenditures per resident are lower than our collective regional peers and property taxes, as a percentage of general fund revenues, are lower in Fargo than our peers. Additionally, this year's proposed budget ends our past practice of using reserves to balance the general fund bottom line.

The budget team is also proposing a modest adjustment of $1 per month for residential curbside recycling fees to accurately reflect the costs to operate these services. Increased landfill disposal fees, which were factored into the Solid Waste revenue fee models, are also proposed; this will not affect curbside collection costs.

We are recommending the net addition of 13 new full-time employees (six from the General Fund, six from the Enterprise Fund and one from the Special Revenue Fund) from the 53.95 total positions requested. We employed a six-factor evaluation criteria model in reviewing these personnel requests. Priority operating and capital requests were reviewed and recommended very carefully, as well as a thorough forensic review of all individual budgetary subaccounts.

Our entire City of Fargo team of employees are devoted to providing excellent services at a reasonable cost. Be assured that we are using technologies and efficiencies to improve our services while keeping costs down. Thank you to everyone who played an active role in this process.

LET'S WORK TOGETHER TO ACHIEVE OUR MISSION OF BEING 'FAR MORE'

Undoubtedly, the next several years will bring abundant opportunities, trying challenges and unexpected surprises. However, Fargo remains well positioned to fulfill its goals of being a safe city for everyone, the leader of the region, embracing of smart growth, engaging members of the community and continuing its tradition of being nationally-recognized for service excellence.

Fargo remains the envy of the Upper Midwest. Together, we can take it to even greater heights.

Sincerely yours,

Dr. Timothy J. Mahoney
Mayor of the City of Fargo

THE BOARD OF FARGO CITY COMMISSIONERS

DR. TIM MAHONEY
Mayor

Elected: 2005, 2006, 2010, 2014, 2015, 2018

Term Expires: June 2022

Department Liaison: Police, Operations, City Commission, Finance and Human Resources

Committee Liaison: Greater F-M Economic Development Corporation, Position Evaluation, Vector Control, Ambulance Committee, Community Development, Tax Exempt Review, Lake Agassiz Water Authority, FM Diversion Authority, Cass County Planning, Finance Committee, Public Works Projects Evaluation Committee and Utility Committee

DAVE PIEPKORN
Deputy Mayor & Commissioner

Elected: 2008, 2014, 2018

Term Expires: June 2022

Department Liaison: Engineering

Committee Liaison: Metropolitan Council of Governments, Greater F-M Economic Development Corporation, Liquor Control, Position Evaluation, Renaissance Zone, Tax Exempt Review, Fargodome Finance Committee, FM Diversion Authority, Alternate to the Lake Agassiz Water Authority and Finance Committee

Board Liaison: Fargo Dome Authority, Special Assessment, Auditorium, Parking, Airport Authority, Red River Basin Board and Downtown Community Partnership

TONY GEHRIG
Commissioner

Elected: 2015, 2018

Term Expires: June 2022

Department Liaison: Enterprise/ Utilities, Fire and Information Services

Committee Liaison: Metropolitan Council of Governments, Liquor Control, Alternate to FM Diversion Authority and Utility Committee

Board Liaison: Fargo Youth Initiative, Library and Red River Basin Board

TONY GRINDBERG
Commissioner

Elected: 2016

Term Expires: June 2020

Department Liaison: Planning

Committee Liaison: Metropolitan Council of Governments, Renaissance Zone, FM Diversion Authority and Metro Area Transit Coordinating Board

Board Liaison: Board of Appeals, Board of Adjustment, Civil Service and Housing Authority

JOHN STRAND
Commissioner

Elected: 2016

Term Expires: June 2020

Department Liaison: Health and Transit

Committee Liaison: Metropolitan Council of Governments, Community Development, Alternate to FM Diversion Authority, Metro Area Transit Coordinating Board, Food Systems Advisory Committee and Traffic Technical Advisory Committee

Board Liaison: Board of Health, Historic Preservation, Human Relations, Native American Commission and Arts & Culture

PRINCIPAL OFFICIALS FOR THE CITY OF FARGO

ELECTED OFFICIALS

Dr. Tim Mahoney	*Mayor*	Term Expires in June of 2022
Dave Piepkorn	*Deputy Mayor*	Term Expires in June of 2022
Tony Gehrig	*Commissioner*	Term Expires in June of 2022
Tony Grindberg	*Commissioner*	Term Expires in June of 2020
John Strand	*Commissioner*	Term Expires in June of 2020
Steve Dawson	*Municipal Judge*	Term Expires in June of 2020

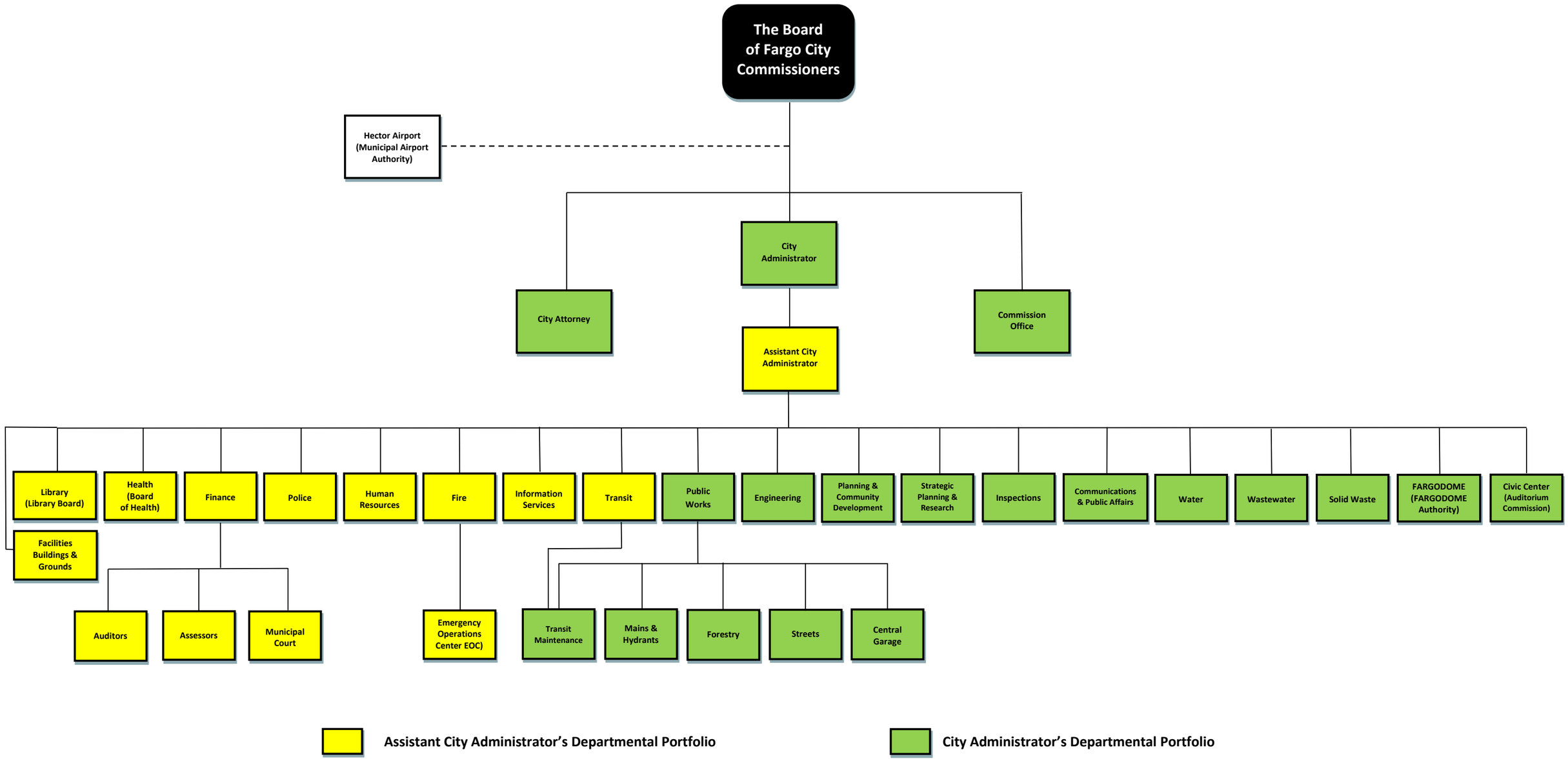
THE MAYOR'S CABINET

Bruce P. Grubb	*City Administrator*
Michael J. Redlinger	*Assistant City Administrator*
Kember Anderson	*Executive Assistant to the Commission*
Julie Bommelman	*Transit Director*
Kent Costin	*Director of Finance*
Nicole Crutchfield	*Director of Planning & Development*
Brenda Derrig	*City Engineer*
Timothy Dirks	*Library Director*
Steve Dirksen	*Fire Chief*
Ben Dow	*Director of Operations (Public Works)*
Desi Fleming	*Director of Fargo Cass Public Health*
James Gilmour	*Director of Strategic Planning & Research*
Ron Gronneberg	*Chief Information Officer*
Troy Hall	*Water Utility Director*
Jim Hausauer	*Waste Water Utility Director*
Terry Ludlum	*Solid Waste Utility Director*
Jill Minette	*Director of Human Resources*
Brock Morrison	*Director of Facilities Management*
Gregg Schildberger	*Manager of Communications & Public Affairs*
Rob Sobolik	*General Manager of the FARGODOME*
Bruce Taralson	*Inspections Administrator*
David Todd	*Chief of Police*

OTHER CITY OFFICIALS

Matt Andvik	*Public Works Services Manager*
Shawn Dobberstein	*Airport Executive Director*
Allan Erickson	*Fleet Services Manager*
Jeremy Gorden	*Traffic Engineer*
Shiloh Hanson	*Clerk of Municipal Court*
Ben Hushka	*City Assessor*
Erik Johnson	*City Attorney*
Scott Liudahl	*City Forester*
Mark Miller	*Waste Water Treatment Plant Superintendent*
Leon Schlafmann	*Emergency Services Coordinator*
Steve Sprague	*City Auditor*
Brian Ward	*Water Treatment Plant Superintendent*

The City of Fargo's Organizational Chart



City of Fargo Budget Development Process

A budget timeline and related budget development tasks are summarized in the chart below

Overview of Budget Process	Jan	Feb	Mar.	April	May	June	July	Aug	Sept.	Oct.	Nov.	Dec.
Reporting Financial Results												
Prepare CAFR and Complete Audit	**********	**********	**********	**********	**********	**********					**********	**********
Present Financial Results to City Commission						**********						
GFOA Certificate of Excellence in Reporting Award						**********						
Publish CAFR and Post to Municipal Disclosure Repository							****					
Ongoing Strategic Planning												
Assessment of Community Needs	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********
Update of Utility Infrastructure Master Plan		**********	**********	**********								
Update of Capital Improvement Plans	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********
Timelines Developed for Long Term Financings	********											
Budget Development Activities												
Monitor Revenues and Expenditures	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********
Assessment of Economic Conditions	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********	**********
Board of Equalization Property Tax Valuations			********									
Finance Department Revenue Projections				**********	**********	**********	**********					
Departmental Budget Instructions / Calendar Set					********							
Departmental Budget Proposals Developed					**********							
Budget Team Meetings with Department Heads						*********						
Preparation of Mayor's Preliminary Budget				**********	**********	**********	**********					
Mayor's Preliminary Budget Message Finalized								******				
Budget Adoption Process												
Mayor's Preliminary Budget Filed with Commission							**					
Commission Adoption of Preliminary Budget								**				
Notice of Budget Hearings Published									**			
Public Hearings on Tax Levies and Preliminary Budget										**		
Approval of Final Budget (October 7th)										**		
Certification of Tax Levies and Final Budget										**		

CITY OF FARGO
BUDGETED FUNDS STRUCTURE

GOVERNMENTAL FUNDS				PROPRIETARY FUNDS		TRUST FUNDS	AGENCY FUNDS
GENERAL (1)	SPECIAL REVENUE (15)	DEBT SERVICE (5)	CAPITAL PROJECTS (10)	MAJOR ENTERPRISE (6)	NON-MAJOR ENTERPRISE (4)	PENSION TRUST (2)	(4)
General (Major Fund)	City Share Assessments	Tax Increment	General Infrastructure (Major Fund)	Water (Major Fund)	SE Cass Sewer	City Employee	Performance Deposits
	Noxious Weed Control	Improvement Bonds (Major Fund)			Vector Control	Police	Park District Special Assmts.
	Convention Bureau		Building Fund	Wastewater	Street Lighting		FM Diversion Authority
	Regional Training Center	Sidewalks	General Capital	Storm Sewer	Forestry		Red River Regional Dispatch
	Court Forfeits	Sales Tax Bonds (Major Fund)	Grant Equipment	Solid Waste			
	Skyway Maintenance		Disaster Recovery	FargoDome			
	Parking Authority	Other Revenue Debt	Street Infrastructure	Municipal Airport			
	Parking Repairs		Water Infrastructure				
	Community Development		Wastewater Infrastructure				
	HUD Home Program		Flood Sales Tax				
	Neighborhood Stabilization		FM Diversion Sales Tax				
	HUD Home Participating Jurisdiction						
	Downtown BID						
	NRI Loans						
	Baseball Stadium						

Budgeted Funds Information:

- North Dakota Century Code (NDCC) 40-40 requires budget approval for General, Special Revenue and Debt Service Funds
- City of Fargo budgets for funds required in NDCC 40-40 plus enterprise funds, and pension trust funds

- Capital project funds are not budgeted as projects are authorized in capital improvement plans or as developed and approved individually
- Agency Funds are not budgeted

- Major funds are identified in the chart above and are categorized based upon being more than 10% of the consolidated budget total as further described on the next page
- All capital project and debt service funds are consolidated in the presentation of our Comprehensive Annual Financial Report (CAFR)

Major Fund Descriptions:

General Fund:

The General Fund accounts for all financial resources not allocated to other funds. Majority of revenues derived from State Intergovernmental revenues, property taxes, and charges for services.

Improvement Bond Fund:

This fund accounts for all refunding improvement bond funds required by bond covenants from individual Refunding Improvement Bond issues. It accounts for all special assessments levied for the payment of bonded indebtedness.

Sales Tax Bonds Fund:

The Sales Tax Bond Fund accounts for all resources and related debt payments associated with sales tax revenue bonds. This fund is structured to comply with various bond covenants associated with individual sales tax backed debt issues. Sales tax resources are voter approved and have been authorized for a twenty to sixty year period. Three authorizations are currently outstanding.

Water Fund:

This fund accounts for the activities (revenues, operating and capital expenses) of the City's water system. The City receives user fee revenues derived from sale of water and other related services to the general public.

City of Fargo, North Dakota Summary of All Budgeted Funds FY 2020	Governmental Funds			Proprietary Funds		Fiduciary Funds	
	General Fund	Debt Service	Special Revenue	Water Utility	Non Major Utilities	Pension Funds	Consolidated Totals
Revenues & Transfers In							
Property Taxes	$ 28,714,000	$ 1,881,000	$ 619,300	$ -	$ 1,126,000	$ -	$ 32,340,300
Sales Taxes	-	12,569,912	-	-	-	-	12,569,912
Other Taxes	-	-	2,331,000	-	-	-	2,331,000
Special Assessments	-	39,381,200	450,000	-	30,000	-	39,861,200
Franchise Fees	5,400,000	-	-	-	-	-	5,400,000
Licenses & Permits	5,042,250	-	-	-	-	-	5,042,250
Federal Intergovernmental	4,474,260	-	1,215,364	-	14,400,000	-	20,089,624
State/Local Intergovernmental	20,771,923	7,299,915	40,999	-	290,000	-	28,402,837
Charges for Services	16,217,253	-	2,097,000	-	13,541,809	-	31,856,062
Fines & Forfeits	2,437,500	-	100,000	-	-	-	2,537,500
Investment Income	3,958,200	600,000	-	33,548	2,634,150	8,427,500	15,653,398
Miscellaneous	1,848,614	727,906	323,956	15,252	395,500	-	3,311,228
Transfers In	14,286,000	9,992,524	158,545	898,275	9,799,000	-	35,134,344
Public Utility Revenue	-	-	-	25,082,200	39,655,000	-	64,737,200
Utility Byproduct Sales	-	-	-	-	1,605,000	-	1,605,000
Loans/Bonds Issued	-	-	-	-	-	-	-
Capital Contributions	-	-	-	-	-	-	-
Pension Contributions	-	-	-	-	-	7,750,164	7,750,164
Total Revenues & Transfers In	**103,150,000**	**72,452,457**	**7,336,164**	**26,029,275**	**83,476,459**	**16,177,664**	**308,622,019**
Financial Uses:							
General Government	19,181,805	-	-	-	-	-	19,181,805
Public Safety	40,473,423	-	200,000	-	-	-	40,673,423
Public Works	12,552,930	-	127,628	-	-	-	12,680,558
Public Health & Welfare	11,776,003	-	22,315	-	-	-	11,798,318
Recreation & Culture	5,225,842	-	2,921,000	-	6,279,609	-	14,426,451
Urban Development	-	-	1,334,807	-	-	-	1,334,807
Public Transportation	9,121,020	-	1,118,689	-	8,143,220	-	18,382,929
General Support	1,278,800	-	-	-	-	-	1,278,800
Unallocated	(577,152)	-	-	-	-	-	(577,152)
Public Utilities	-	-	-	14,251,881	19,551,074	-	33,802,955
Capital Outlay	639,435	-	-	1,023,085	27,675,205	-	29,337,725
Debt Service Normal Redemption	-	32,249,000	-	2,501,000	2,741,631	-	37,491,631
Debt Service Early Redemption	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	23,934,728	-	2,451,500	3,378,488	-	29,764,716
Plan Administration	-	-	-	-	-	519,500	519,500
Plan Benefits	-	-	-	-	-	7,890,000	7,890,000
Non Operating Expenses	-	-	-	-	-	-	-
Transfers Out	3,462,894	14,493,912	1,284,765	7,395,275	19,245,000	-	45,881,846
Total Financial Uses	**103,135,000**	**70,677,640**	**7,009,204**	**27,622,741**	**87,014,227**	**8,409,500**	**303,868,312**
Surplus (Deficit)	15,000	1,774,817	326,960	(1,593,466)	(3,537,768)	7,768,164	4,753,707
Fund/Equity Balance, Beginning	**34,768,457**	**78,804,790**	**365,268**	**220,419,874**	**551,502,709**	**108,054,491**	**993,915,589**
Intra-fund Transfer	-	-	-	-	-	-	-
Fund/Equity Balance, Ending	**$ 34,783,457**	**$ 80,579,607**	**$ 692,228**	**$ 218,826,408**	**$ 547,964,941**	**$ 115,822,655**	**$ 998,669,296**

Notes:
- NDCC 40-40 defines Municipal Budget laws
- Non Major Utility Funds includes Wastewater, Storm Sewer, Solid Waste, Street Lighting, Forestry, Vector Control, SE Cass, Fargodome and Airport Authority. Budget approval required pursuant to City Home Rule Charter
- All Debt Service fund balances are restricted for future debt payments in accordance with bond covenants
- Capital project funds are considered non budgeted funds pursuant to NDCC 40-40
- Proprietary Fund Equity = Total Net Assets

City of Fargo, North Dakota Three Year Summary of All Funds (In Thousands of Dollars)	GOVERNMENTAL FUNDS											
	General Fund (Major Fund)			Debt Service Fund (Major Fund)			Non Major Funds			Total Governmental Funds		
	2018 Actual	2019 Budget	2020 Budget	2018 Actual	2019 Budget	2020 Budget	2018 Actual	2019 Budget	2020 Budget	2018 Actual	2019 Budget	2020 Budget
Revenues & Transfers In												
Property Taxes	$ 24,551.0	$ 25,792.0	**$ 28,714.0**	$ 4,180.192	$ 4,509.0	**$ 1,881.0**	$ 552.954	$ 586.0	**$ 619.3**	$ 29,284.1	$ 30,887.0	**$ 31,214.3**
Sales Taxes	-	-	**-**	12,046.492	12,394.4	**12,569.9**	-	-	**-**	12,046.5	12,394.4	**12,569.9**
Other Taxes	-	-	**-**	-	-	**-**	2,300.097	2,292.2	**2,331.0**	2,300.1	2,292.2	**2,331.0**
Special Assessments	-	-	**-**	38,177.276	38,067.2	**39,381.2**	428.076	420.0	**450.0**	38,605.4	38,487.2	**39,831.2**
Franchise Fees	5,264.6	5,431.1	**5,400.0**	-	-	**-**	-	-	**-**	5,264.6	5,431.1	**5,400.0**
Licenses & Permits	5,198.7	5,259.0	**5,042.3**	-	-	**-**	-	-	**-**	5,198.7	5,259.0	**5,042.3**
Federal Intergovernmental	4,729.4	5,122.1	**4,474.3**	-	-	**-**	604.0	1,195.0	**1,215.4**	5,333.4	6,317.1	**5,689.6**
State/Local Intergovernmental	19,013.6	20,046.1	**20,771.9**	7,391.9	8,548.5	**7,299.9**	53.0	41.0	**41.0**	26,458.5	28,635.5	**28,112.8**
Charges for Services	17,214.4	16,840.4	**16,217.3**	-	-	**-**	2,084.0	2,142.0	**2,097.0**	19,298.4	18,982.4	**18,314.3**
Fines & Forfeits	2,095.5	1,963.5	**2,437.5**	-	-	**-**	76.6	100.0	**100.0**	2,172.1	2,063.5	**2,537.5**
Investment Income	4,444.4	3,745.0	**3,958.2**	1,035.0	500.0	**600.0**	0.4	-	**-**	5,479.8	4,245.0	**4,558.2**
Miscellaneous	978.0	1,771.4	**1,848.6**	40.2	-	**727.9**	329.5	316.0	**324.0**	1,347.7	2,087.4	**2,900.5**
Transfers In	13,440.6	14,494.6	**14,286.0**	4,557.2	9,979.4	**9,992.5**	108.1	112.5	**158.5**	18,105.8	24,586.6	**24,437.1**
Public Utility Revenue	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Utility Byproduct Sales	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Loans/Bonds/Capital Leases Issued	-	-	**-**	4,372.6	978.8	**-**	-	-	**-**	4,372.6	978.8	**-**
Capital Contributions	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Total Revenues & Transfers In	**96,930.3**	**100,465.2**	**103,150.0**	**71,800.8**	**74,977.3**	**72,452.5**	**6,536.6**	**7,204.7**	**7,336.2**	**175,267.7**	**182,647.1**	**182,938.6**
Financial Uses:												
General Government	17,159.0	18,257.6	**19,181.8**	-	-	**-**	-	-	**-**	17,159.0	18,257.6	**19,181.8**
Public Safety	37,462.4	39,906.1	**40,473.4**	-	-	**-**	221.6	240.5	**200.0**	37,684.0	40,146.7	**40,673.4**
Public Works	11,286.0	12,723.6	**12,552.9**	540.6	-	**-**	430.9	455.8	**127.6**	12,257.4	13,179.3	**12,680.6**
Public Health & Welfare	11,380.2	11,991.7	**11,776.0**	-	-	**-**	36.4	21.0	**22.3**	11,416.6	12,012.7	**11,798.3**
Recreation & Culture	5,297.4	5,343.7	**5,225.8**	-	-	**-**	2,905.5	2,993.4	**2,921.0**	8,202.9	8,337.1	**8,146.8**
Urban Development	-	-	**-**	590.6	-	**-**	741.8	1,216.8	**1,334.8**	1,332.4	1,216.8	**1,334.8**
Public Transportation	7,892.0	8,512.8	**9,121.0**	-	-	**-**	1,314.8	1,376.2	**1,118.7**	9,206.8	9,889.1	**10,239.7**
General Support	1,192.8	1,117.7	**1,278.8**	-	-	**-**	-	-	**-**	1,192.8	1,117.7	**1,278.8**
Unallocated	-	(1,407.9)	**(577.2)**	-	-	**-**	-	-	**-**	-	(1,407.9)	**(577.2)**
Public Utilities	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Capital Outlay	1,411.3	916.5	**639.4**	70.1	-	**-**	27.7	-	**-**	1,509.1	916.5	**639.4**
Debt Service Normal Redemption	85.1	-	**-**	25,424.1	31,926.0	**32,249.0**	-	-	**-**	25,509.2	31,926.0	**32,249.0**
Debt Service Early Redemption & Refinancing	-	-	**-**	18,910.0	-	**-**	-	-	**-**	18,910.0	-	**-**
Debt Service - Interest & Fees	6.6	-	**-**	24,950.6	24,457.1	**23,934.7**	-	-	**-**	24,957.3	24,457.1	**23,934.7**
Non Operating Expenses	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Transfers Out	5,621.6	3,873.9	**3,462.9**	7,678.7	14,435.6	**14,493.9**	1,299.9	987.8	**1,284.8**	14,600.2	19,297.3	**19,241.6**
Total Financial Uses	**98,794.5**	**101,235.7**	**103,135.0**	**78,164.6**	**70,818.7**	**70,677.6**	**6,978.5**	**7,291.4**	**7,009.2**	**183,937.7**	**179,345.8**	**180,821.8**
Surplus (Deficit)	(1,864.3)	(770.6)	**15.0**	(6,363.8)	4,158.6	**1,774.8**	(442.0)	(86.8)	**327.0**	(8,670.0)	3,301.3	**2,116.8**
Fund/Equity Balance, Beginning	**37,846.6**	**35,539.0**	**34,768.5**	**81,010.0**	**74,646.2**	**78,804.8**	**894.0**	**452.0**	**365.3**	**119,750.6**	**110,637.3**	**113,938.5**
Intra-fund Transfer	**(443.3)**	-	**-**	-	-	**-**	-	-	**-**	**(443.3)**	-	**-**
Fund/Equity Balance, Ending	**$ 35,539.0**	**$ 34,768.5**	**$ 34,783.5**	**$ 74,646.2**	**$ 78,804.8**	**$ 80,579.6**	**$ 452.0**	**$ 365.3**	**$ 692.2**	**$ 110,637.3**	**$ 113,938.5**	**$ 116,055.3**

City of Fargo, North Dakota	PROPRIETARY FUNDS									CONSOLIDATED TOTALS		
Three Year Summary of All Funds	Water Utility (Major Fund)			Non Major Utilities			Total Proprietary Funds			GOVERNMENTAL & PROPRIETARY FUNDS		
(In Thousands of Dollars)	2018 Actual	2019 Budget	2020 Budget	2018 Actual	2019 Budget	2020 Budget	2018 Actual	2019 Budget	2020 Budget	2018 Actual	2019 Budget	2020 Budget
Revenues & Transfers In												
Property Taxes	$ -	$ -	**$ -**	$ 1,009.4	$ 1,059.0	**$ 1,126.0**	1,009.4	$ 1,059.0	**$ 1,126.0**	$ 30,293.5	$ 31,946.0	**$ 32,340.3**
Sales Taxes	-	-	**-**	-	-	**-**	-	-	**-**	12,046.5	12,394.4	**12,569.9**
Other Taxes	-	-	**-**	-	-	**-**	-	-	**-**	2,300.1	2,292.2	**2,331.0**
Special Assessments	-	-	**-**	-	22.0	**30.0**	-	22.0	**30.0**	38,605.4	38,509.2	**39,861.2**
Franchise Fees	-	-	**-**	-	-	**-**	-	-	**-**	5,264.6	5,431.1	**5,400.0**
Licenses & Permits	-	-	**-**	-	-	**-**	-	-	**-**	5,198.7	5,259.0	**5,042.3**
Federal Intergovernmental	-	-	**-**	2,121.9	4,500.0	**14,400.0**	2,121.9	4,500.0	**14,400.0**	7,455.3	10,817.1	**20,089.6**
State/Local Intergovernmental	-	-	**-**	283.8	290.0	**290.0**	283.8	290.0	**290.0**	26,742.2	28,925.5	**28,402.8**
Charges for Services	-	-	**-**	15,082.3	12,548.1	**13,541.8**	15,082.3	12,548.1	**13,541.8**	34,380.7	31,530.5	**31,856.1**
Fines & Forfeits	-	-	**-**	-	-	**-**	-	-	**-**	2,172.1	2,063.5	**2,537.5**
Investment Income	-	13.0	**33.5**	369.7	2,560.7	**2,634.2**	369.7	2,573.7	**2,667.7**	5,849.6	6,818.7	**7,225.9**
Miscellaneous	29.367	15.0	**15.3**	311.052	3,949.0	**395.5**	340.4	3,964.0	**410.8**	1,688.1	6,051.4	**3,311.2**
Transfers In	-	1,148.3	**898.3**	1,193.0	10,399.0	**9,799.0**	1,193.0	11,547.3	**10,697.3**	19,298.8	36,133.9	**35,134.3**
Public Utility Revenue	23,888.0	25,096.2	**25,082.2**	32,152.8	37,691.6	**39,655.0**	56,040.8	62,787.8	**64,737.2**	56,040.8	62,787.8	**64,737.2**
Utility Byproduct Sales	-	-	**-**	1,393.9	1,405.0	**1,605.0**	1,393.9	1,405.0	**1,605.0**	1,393.9	1,405.0	**1,605.0**
Loans/Bonds/Capital Leases Issued	-	-	**-**	-	-	**-**	-	-	**-**	4,372.6	978.8	**-**
Capital Contributions	5,682.2	-	**-**	26,594.5	-	**-**	32,276.7	-	**-**	32,276.7	-	**-**
Total Revenues & Transfers In	**29,599.6**	**26,272.5**	**26,029.3**	**80,512.4**	**74,424.3**	**83,476.5**	**110,112.0**	**100,696.8**	**109,505.7**	**285,379.7**	**283,343.9**	**292,444.4**
Financial Uses:												
General Government	-	-	**-**	-	-	**-**	-	-	**-**	17,159.0	18,257.6	**19,181.8**
Public Safety	-	-	**-**	-	-	**-**	-	-	**-**	37,684.0	40,146.7	**40,673.4**
Public Works	-	-	**-**	-	-	**-**	-	-	**-**	12,257.4	13,179.3	**12,680.6**
Public Health & Welfare	-	-	**-**	-	-	**-**	-	-	**-**	11,416.6	12,012.7	**11,798.3**
Recreation & Culture	-	-	**-**	-	5,928.6	**6,279.6**	-	5,928.6	**6,279.6**	8,202.9	14,265.7	**14,426.5**
Urban Development	-	-	**-**	-	-	**-**	-	-	**-**	1,332.4	1,216.8	**1,334.8**
Public Transportation	-	-	**-**	-	7,654.3	**8,143.2**	-	7,654.3	**8,143.2**	9,206.8	17,543.4	**18,382.9**
General Support	-	-	**-**	-	-	**-**	-	-	**-**	1,192.8	1,117.7	**1,278.8**
Unallocated	-	-	**-**	-	-	**-**	-	-	**-**	-	(1,407.9)	**(577.2)**
Public Utilities	14,268.5	14,176.2	**14,251.9**	31,414.1	18,924.0	**19,551.1**	45,682.6	33,100.2	**33,803.0**	45,682.6	33,100.2	**33,803.0**
Capital Outlay	-	5,032.9	**1,023.1**	-	30,066.4	**27,675.2**	-	35,099.4	**28,698.3**	1,509.1	36,015.9	**29,337.7**
Debt Service Normal Redemption	-	1,016.0	**2,501.0**	-	2,169.2	**2,741.6**	-	3,185.2	**5,242.6**	25,509.2	35,111.2	**37,491.6**
Debt Service Early Redemption & Refinancing	-	-	**-**	-	-	**-**	-	-	**-**	18,910.0	-	**-**
Debt Service - Interest & Fees	1,549.1	1,755.3	**2,451.5**	1,210.2	3,205.8	**3,378.5**	2,759.2	4,961.0	**5,830.0**	27,716.5	29,418.2	**29,764.7**
Depreciation	4,596.4	-	**-**	23,112.6	-	**-**	27,709.1	-	**-**	27,709.1	-	**-**
Non Operating Expenses	0.2	-	**-**	2,248.1	-	**-**	2,248.3	-	**-**	2,248.3	-	**-**
Transfers Out	84,558.5	9,048.3	**7,395.3**	12,981.2	22,847.2	**19,245.0**	97,539.7	31,895.5	**26,640.3**	112,139.9	51,192.7	**45,881.8**
Total Financial Uses	**104,972.7**	**31,028.7**	**27,622.7**	**70,966.2**	**90,795.5**	**87,014.2**	**175,938.9**	**121,824.2**	**114,637.0**	**359,876.5**	**301,170.0**	**295,458.8**
Surplus (Deficit)	(75,373.1)	(4,756.2)	**(1,593.5)**	9,546.3	(16,371.2)	**(3,537.8)**	(65,826.9)	(21,127.4)	**(5,131.2)**	(74,496.9)	(17,826.1)	**(3,014.5)**
Fund/Equity Balance, Beginning	**300,549.2**	**225,176.0**	**220,419.9**	**558,327.6**	**567,873.9**	**551,502.7**	**858,876.8**	**793,050.0**	**771,922.6**	**978,627.4**	**903,687.2**	**885,861.1**
Intra-fund Transfer	-	-	**-**	-	-	**-**	-	-	**-**	**(443.3)**	-	**-**
Fund/Equity Balance, Ending	**$ 225,176.0**	**$ 220,419.9**	**$ 218,826.4**	**$ 567,873.9**	**$ 551,502.7**	**$ 547,964.9**	**$ 793,050.0**	**$ 771,922.6**	**$ 766,791.3**	**$ 903,687.2**	**$ 885,861.1**	**$ 882,846.6**

Major Revenue Sources Review and Discussion

The Government Finance Officers Association (GFOA) best budget practices guidance recommends a discussion of major revenue source as an integral part of the budget document. A discussion of each major revenue source is provided to assist budget users in understanding where our funding is derived and how it is predicted in the annual budget process. The revenue categories are listed in order by the amount from largest to smallest and this discussion covers 75% of City-wide revenues.

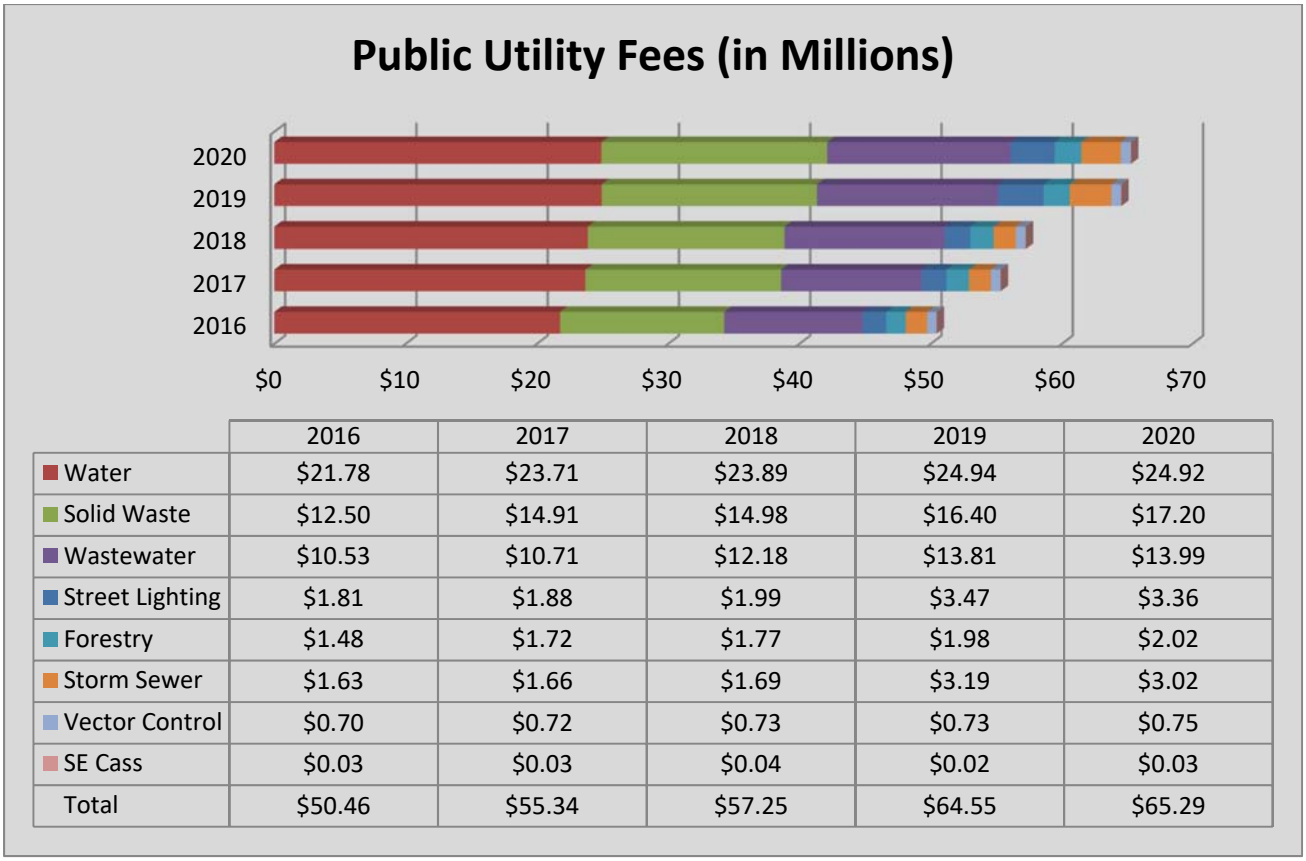
Public Utility Revenue

Utility Fees

The City provides municipal utilities including water, wastewater, solid waste, storm sewer, street lighting, vector control and forestry services. All fees are established by resolution of the City Commission and are set at levels to sustain our utility services. We anticipate collecting $65.29 million in public utility fees in 2020, up from $64.55 in 2019. In 2019, Fargo became a wastewater service provider to the City of West Fargo. Budgeting methodology for public utility fees include historical analysis of growth and demand for new services as new subdivisions develop. The City is a regional water service provider to Cass Rural Water Users District that operates in our southern areas as well as providing water services to smaller cities adjacent to Fargo, including West Fargo.

We are also cognizant of what other cities charge for these utility services and participate in a regional rate study each year that compares several rate structures in other nearby cities as well as using innovative methods to keep our rates as low as possible. Currently, Fargo utility fees for water, wastewater, and storm sewer fees are lower than the average of thirteen other North Dakota cities.

Long term master planning for both operational and capital planning is updated annually. Sales tax resources and utility rate revenues are used to fund expensive infrastructure. Current sales tax authorization for revenue allocated from sales tax expires in 2028.



	2016	2017	2018	2019	2020
Water	$21.78	$23.71	$23.89	$24.94	$24.92
Solid Waste	$12.50	$14.91	$14.98	$16.40	$17.20
Wastewater	$10.53	$10.71	$12.18	$13.81	$13.99
Street Lighting	$1.81	$1.88	$1.99	$3.47	$3.36
Forestry	$1.48	$1.72	$1.77	$1.98	$2.02
Storm Sewer	$1.63	$1.66	$1.69	$3.19	$3.02
Vector Control	$0.70	$0.72	$0.73	$0.73	$0.75
SE Cass	$0.03	$0.03	$0.04	$0.02	$0.03
Total	$50.46	$55.34	$57.25	$64.55	$65.29

Byproduct Revenue

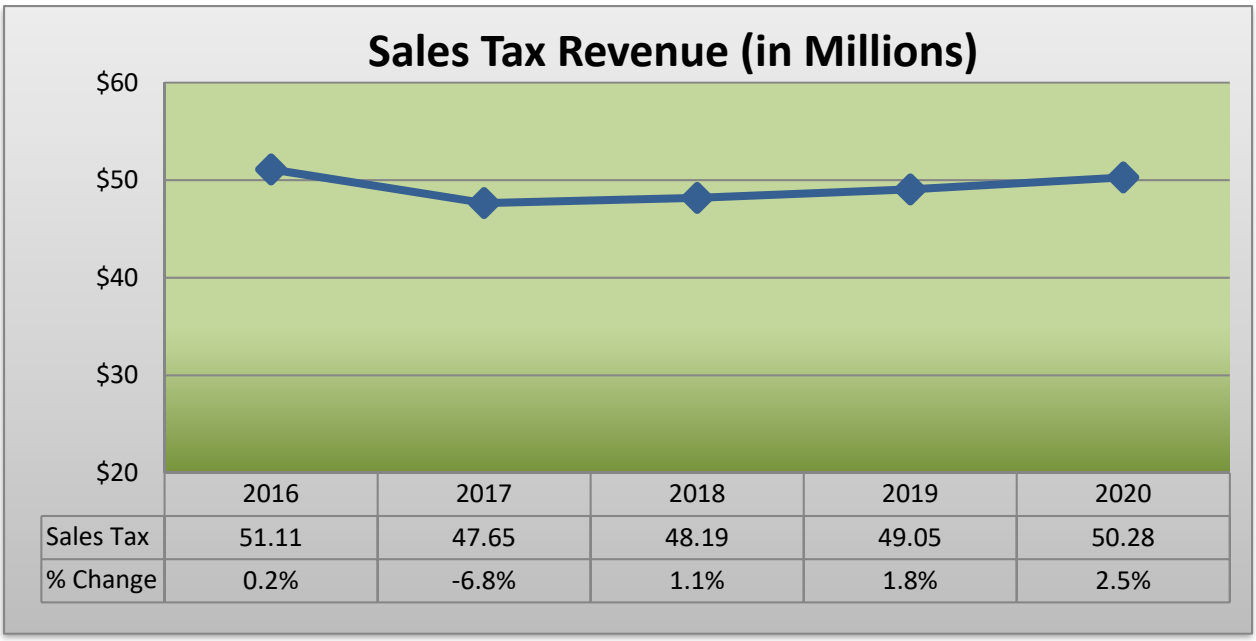
Fargo has been a leader in innovation by leveraging our utility operations to maximum benefit. Innovative projects include converting methane gas from our landfill to electricity, selling surplus methane gas to a local business, and reusing wastewater for ethanol production. All of these initiatives are producing additional revenue as byproducts of our traditional utility operations. Long-term agreements are in place and these operations continued to be a mutual benefit to our citizens and private partners. A total of $1.6 million is being budgeted for 2020.

Sales Taxes

Sales taxes have been voter approved and are managed in accordance with the City's Home Rule Charter sections 3(S), (T) and (U). All sales tax collected are dedicated by Charter for infrastructure projects and financing. Section 3(T) and (U) are dedicated for exclusive use on flood risk mitigation projects while section 3(S) has a broader definition of infrastructure. The combined sales tax rate levied by the City of Fargo is 2%. The State of North Dakota currently levies 5% sales and use tax and Cass County collects another .5% for flood risk mitigation. The State Tax Commission's Office collects local sales tax revenues under contract with the City and is remitted monthly. The City uses historical trending and a local economic assessment process in projecting future sales tax revenues. The City uses the same sales tax exemptions methodology as deployed by the State of North Dakota. We are forecasting revenue of $50.28 million in 2020, a 2.5% increase.

All sales tax resources are dedicated for infrastructure funding. A portion of our sales tax revenue is pledged to long term debt repayment for projects already constructed. Of the total expected sales tax revenue of $50.3 million, $12.6 million is budgeted in the debt service funds and the remaining amount of $37.7 is allocated to the capital project fund. North Dakota State law does not require that capital project funds be included in our annual budget so the portion allocated to this fund group is not shown in our consolidated budget totals.

In November, 2016 the citizens of the City of Fargo voted to extend our sales tax authority for HRC Sections 3(T) and 3(U) until 2084. This will provide a long-term funding source for the FM Area Diversion Project which was approved by the Army Corp of Engineers in July, 2016. The City also dedicated an additional ½ cent sales tax, HRC Section 3(U), for flood control commencing January 1, 2017. The sales tax will be dedicated through the life of the project.

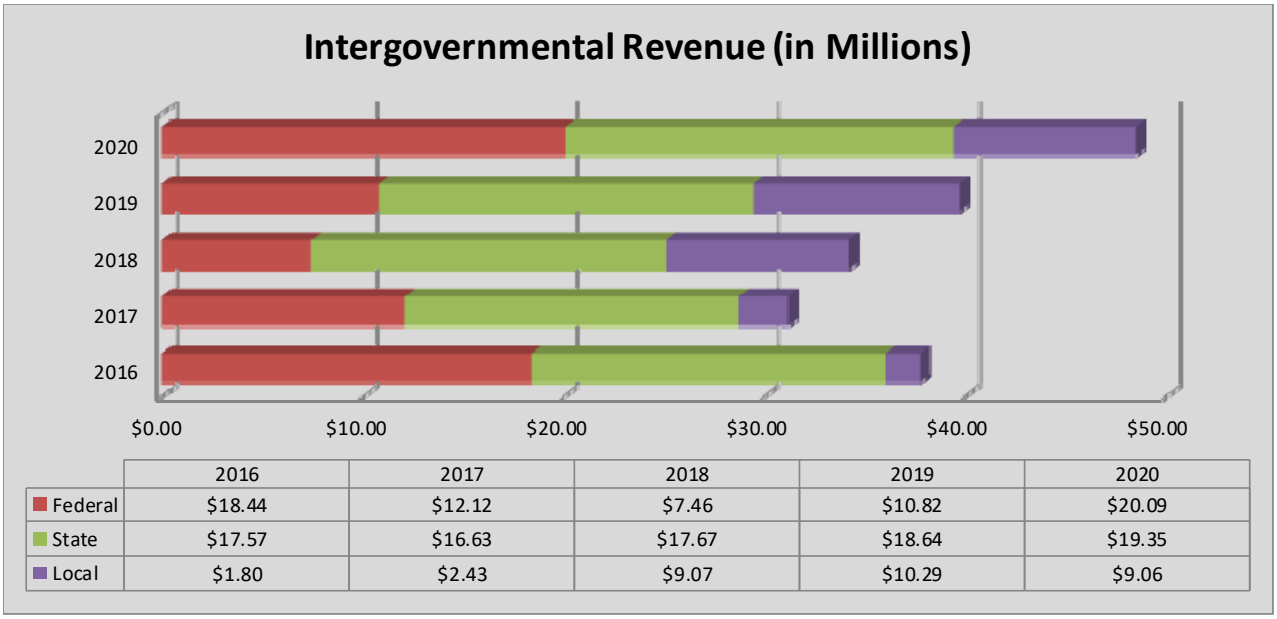


	2016	2017	2018	2019	2020
Sales Tax	51.11	47.65	48.19	49.05	50.28
% Change	0.2%	-6.8%	1.1%	1.8%	2.5%

Intergovernmental Revenues

Intergovernmental revenues come directly from other governmental units. Funding is received from federal, state and local agencies. Revenues are commonly received in the form of grants for specific purposes or may be more general in nature.

In 2016 and 2017, we experienced a significant decline in the State of North Dakota's economic conditions which resulted in a decline to the City's state aid resources. There has been a reversal of this trend in 2018 and 2019 in overall State sales tax collections as reported by the State Tax Commissioner. We are projecting increases in our larger state aid sources for 2020 as the economic activity improved and the impact of internet sales taxation matures.



	2016	2017	2018	2019	2020
Federal	$18.44	$12.12	$7.46	$10.82	$20.09
State	$17.57	$16.63	$17.67	$18.64	$19.35
Local	$1.80	$2.43	$9.07	$10.29	$9.06

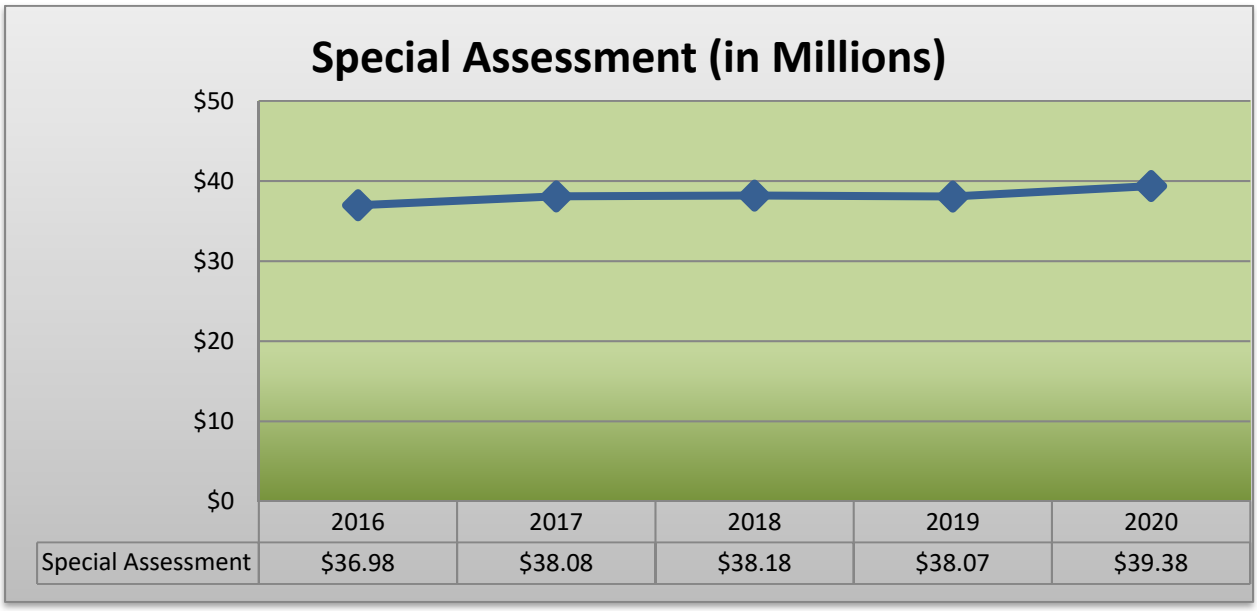
The City budgets for grant revenue based upon approved grant agreements. Budgets are modified during the year as new grants are awarded and approved by the Board of City Commissioners. State intergovernmental revenues are estimated based upon financial statistics reported by the State of North Dakota or other entities, historical trending and an assessment of the statewide economy. We do not use an external economist to predict State revenues sources; however, our existing budget process contains a mid-year revenue revision if needed. The City has an excellent record of accomplishment in overall revenue budgeting results.

Special Assessments

Special assessments are a widely used method of funding infrastructure projects in North Dakota.

Those who benefit from infrastructure projects help pay for these capital improvements. Special assessment benefit districts are established during the project planning phase and final project costs are allocated to property parcels after the projects are completed based upon the benefits they receive. Assessments are accounted for on a project specific basis and therefore we are able to predict our certified assessment revenues with a high degree of certainty. Most assessments are collected over a twenty-five-year period that mirrors the useful life of the infrastructure asset. A property owner may choose to prepay their entire assessment. Accumulated prepaid assessments are restricted within debt service funds for the payment of long-term debt.

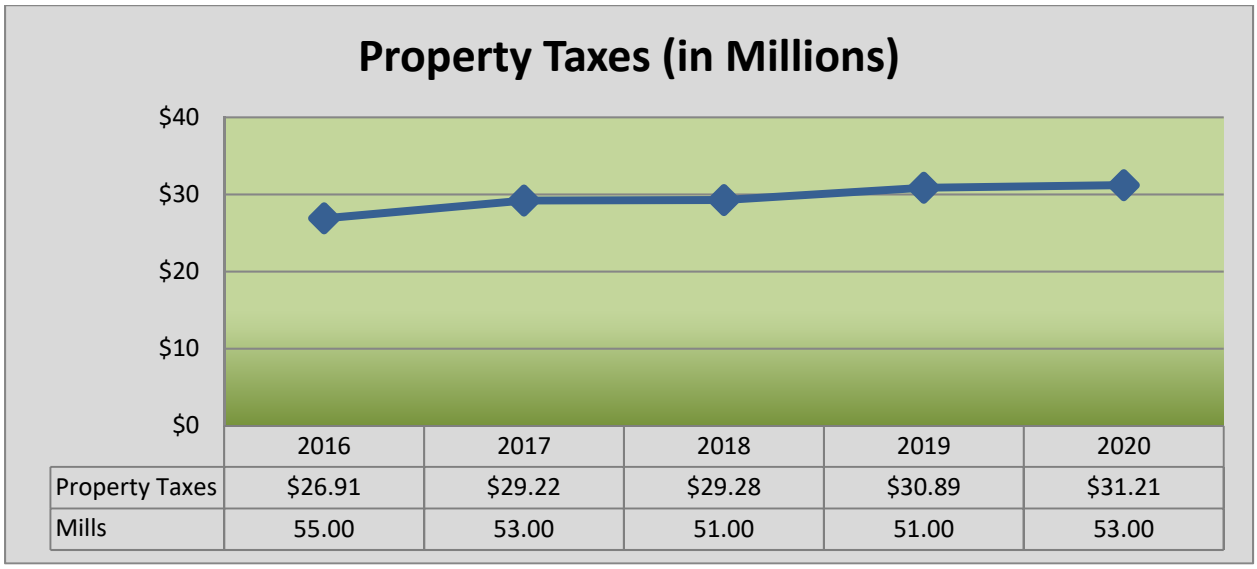
The amount budgeted for special assessment revenue in 2020 of $39 million is based upon projects currently on the assessment rolls and an allowance for assessment prepayments. This revenue source will continue to rise as our community continues to grow. Funds collected from certified assessment collections (annual payments) plus assessment prepayment accumulations are sufficient to cover our annual debt service requirements.



	2016	2017	2018	2019	2020
Special Assessment	$36.98	$38.08	$38.18	$38.07	$39.38

Property Taxes

The City's Home Rule Charter contains a tax mill cap of 64 mills. The 2020 proposed budget recommends a two mill increase. The City Commission reduced the mill levy in 2016, 2017 and 2018 at times when market values increased faster than our normal property tax growth rates. Tax collections are based upon the mill levy established by the Board of City Commissioners which is evaluated as part of our annual budget process. Tax collections are estimated based upon the final property tax rolls and are collected by Cass County and remitted to the City as they become due in February. We are projecting total property tax collections of $31.21 million an increase of 1.1% for all City funds.

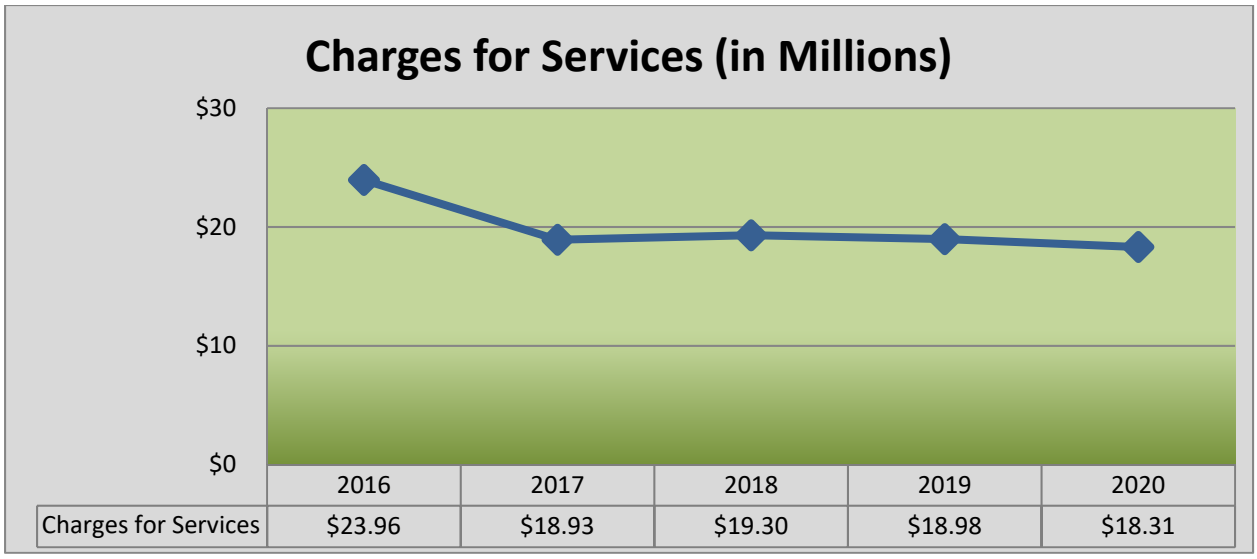


	2016	2017	2018	2019	2020
Property Taxes	$26.91	$29.22	$29.28	$30.89	$31.21
Mills	55.00	53.00	51.00	51.00	53.00

Charge for Services

Charge for Services

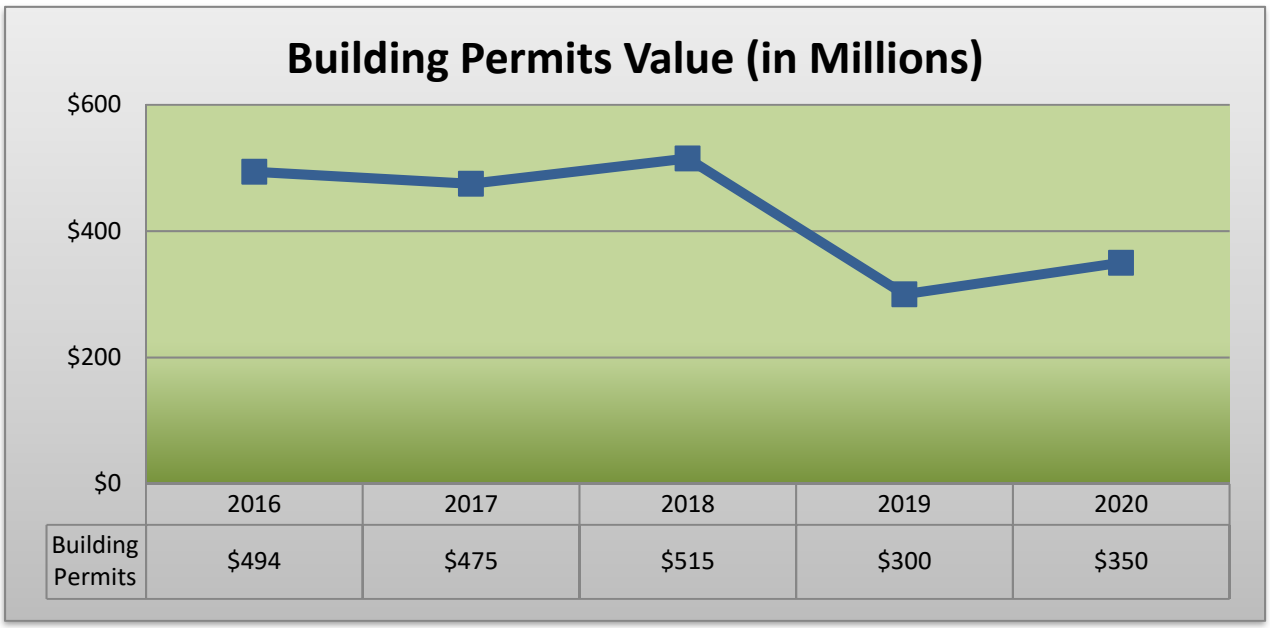
The trend for all charge for services revenue accounts is shown in the following graph. We anticipate overall revenue levels to decrease slightly due to a smaller than normal infrastructure capital improvement plan resulting from a change in our infrastructure funding policy amended in 2018.



	2016	2017	2018	2019	2020
Charges for Services	$23.96	$18.93	$19.30	$18.98	$18.31

Building Permits

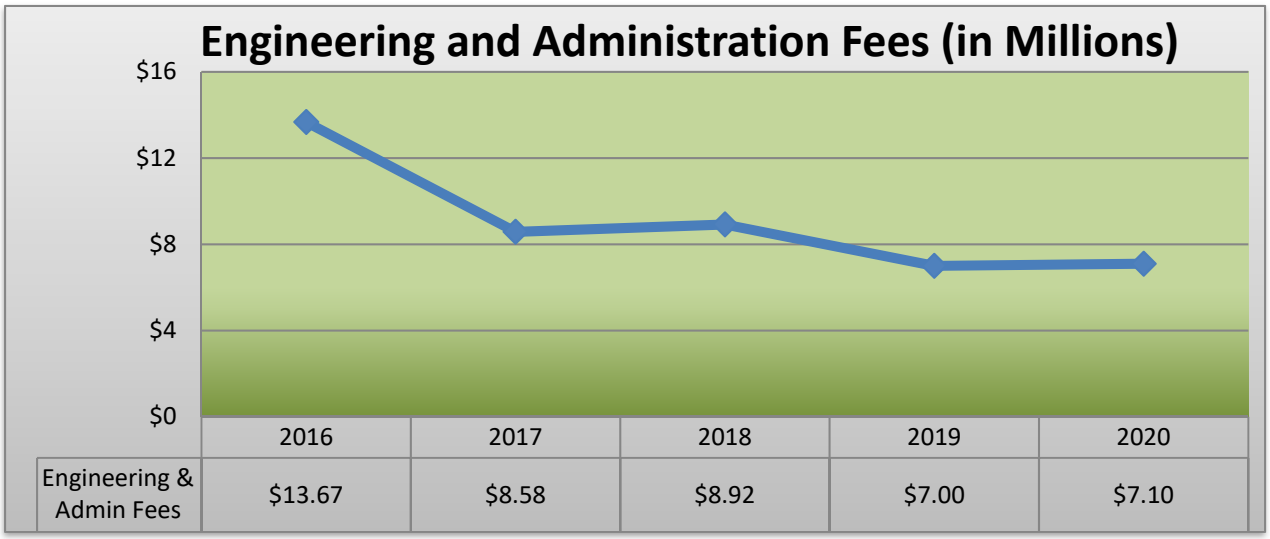
The City charges a variety of fees associated with the delivery of services to our citizens. Building permits are one of the most prominent of our fees. They are an important indicator of our economic strength and the level of construction activity in our local economy. Fees are established by the City Commission and are updated periodically.



	2016	2017	2018	2019	2020
Building Permits	$494	$475	$515	$300	$350

Capital Project Engineering and Administrative Fees

Engineering and administrative fees are charged for the management and delivery of capital projects. These fees are part of our base revenues associated with the design, development, construction and administration of a robust infrastructure deployment program. The table below shows the trend of this revenue source. We expect this revenue source to decrease due to a smaller than normal infrastructure capital improvement plan and amended funding policy.



	2016	2017	2018	2019	2020
Engineering & Admin Fees	$13.67	$8.58	$8.92	$7.00	$7.10

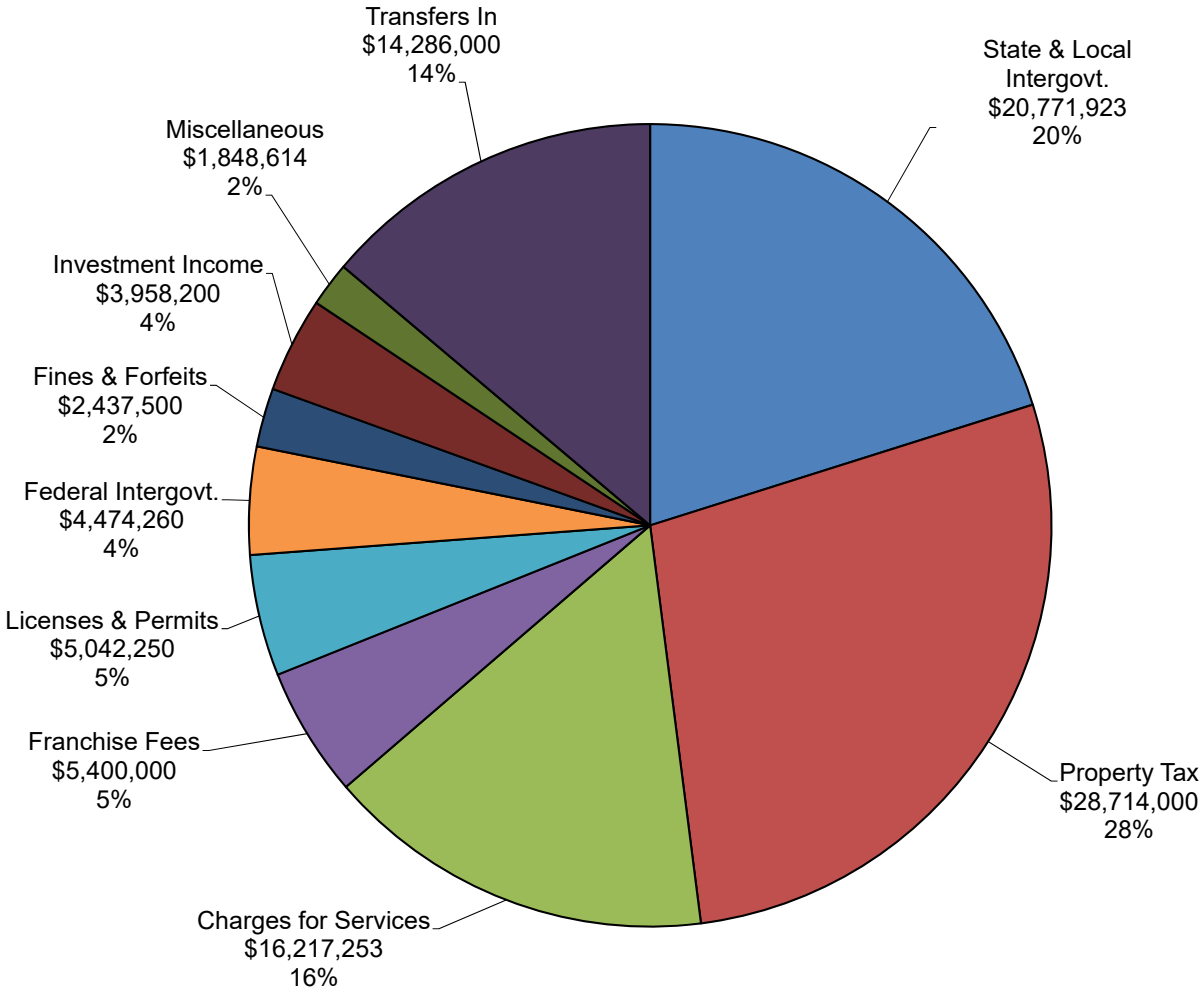
Fund Balance Definitions	Fiscal Trends and Comments
Fund balance is the difference between assets and liabilities and is one of many measurements of an entities overall financial strength. Pursuant to the Governmental Accounting Standards Board standard fund balances are categorized as follows: **Non-spendable** – Cannot be spent as is legally restricted. **Restricted** – Subject to externally imposed restrictions, laws, bond covenants or other means. **Committed** – Constrained by action of the Board of City Commissioners. Cannot be used for other purposes unless approved at the same level of authority. **Assigned** – Intended to be used for a specific purpose. Intent can be expressed by City Commission or someone to whom authority has been delegated. **Unassigned** – Unrestricted and available to appropriate.	• The City maintains reserves in accordance with our fund balance policies. • The Revenue Stabilization Fund is currently $1 million that represents the minimum reserve required by policy. There are no draws upon this fund in the 2020 budget. • There continues to be significant accumulation of resources in our Debt Service funds associated with the prepayment of special assessments. • A schedule of projected changes in governmental fund balances is included in the following pages by fund type. Capital project funds have been excluded since they are not required to be included in the budget pursuant to North Dakota budget law. • The format used to present this section of the budget follows the Government Finance Association's Best Budget Practices and is designed to provide reader a high-level overview of our financial trends over multiple fiscal years.

Schedule of Changes in Governmental Fund Balances

Fund	Year	Fund Balance January 1	Revenues & Transfers In	Expenditures & Transfers Out	Intra-fund Transfer	Fund Balance December 31	Increase / (Decrease)	% Change In Fund Balance
General Fund								
	2016	39,176,052	94,433,477	93,513,025	700,000	39,396,504	220,452	1%
	2017	39,396,504	92,654,237	93,004,167	1,200,000	37,846,574	(1,549,930)	-4%
	2018	37,846,574	96,930,254	98,794,511	443,296	35,539,021	(2,307,553)	-6%
	2019	35,539,021	100,465,178	101,235,742	-	34,768,457	(770,564)	-2%
	2020	34,768,457	103,150,000	103,135,000	-	34,783,457	15,000	0%
Special Revenue Funds								
	2016	2,539,394	6,826,212	7,822,116	-	1,543,490	(995,904)	-39%
	2017	1,543,490	6,776,734	7,426,237	-	893,987	(649,503)	-42%
	2018	893,987	6,536,566	6,978,519	-	452,034	(441,953)	-49%
	2019	452,034	7,204,650	7,291,416	-	365,268	(86,766)	-19%
	2020	365,268	7,336,164	7,009,204	-	692,228	326,960	90%
Debt Service Funds								
	2016	90,670,688	146,089,924	128,141,138	-	108,619,474	17,948,786	20%
	2017	108,619,474	124,594,986	152,204,468	-	81,009,992	(27,609,482)	-25%
	2018	81,009,992	71,800,839	78,164,627	-	74,646,204	(6,363,788)	-8%
	2019	74,646,204	74,977,271	70,818,685	-	78,804,790	4,158,586	6%
	2020	78,804,790	72,452,457	70,677,640	-	80,579,607	1,774,817	2%
Total All Budgeted Governmental Funds								
	2016	132,386,134	247,349,613	229,476,279	700,000	150,259,468	17,873,334	14%
	2017	149,559,468	224,025,957	252,634,872	1,200,000	119,750,553	(29,808,915)	-20%
	2018	119,750,553	175,267,659	183,937,657	443,296	110,637,259	(9,113,294)	-8%
	2019	110,637,259	182,647,099	179,345,843	-	113,938,515	3,301,256	3%
	2020	113,938,515	182,938,621	180,821,844	-	116,055,292	2,116,777	2%

Fund Description	Fiscal Trends
The General Fund accounts for all revenues and expenditures of the City of Fargo which are not accounted for in other funds and is the largest and most important operating fund. Our revenue sources include a diverse blend of taxes, licenses & permits, intergovernmental revenues, charges for services, fines and forfeits, interest and other revenues. Major functional programs include General Governmental Services, Public Safety, Public Works, Public Health and Welfare, Recreation & Culture, Public Transportation, General Support, and Capital Outlay.	• Budget strategy is focused on continuation of providing high quality services and lowering the budget growth and modest use of fund balance. Growth in the 2020 budget is lower than our long term average budget growth. • Property tax values continue to increase as a result of a high level of residential and commercial construction. We expect this trend to continue. • Construction activity and building permit revenues predicted to decline. • There are consistent demands upon our allocable resources for items related to growth such as municipal facilities, staffing and operational costs. • General Fund balance goals will be maintained in accordance with our fund balance policies.

CITY OF FARGO, ND
2020 GENERAL FUND BUDGETED REVENUES



Total Budgeted Revenues = $103,150,000

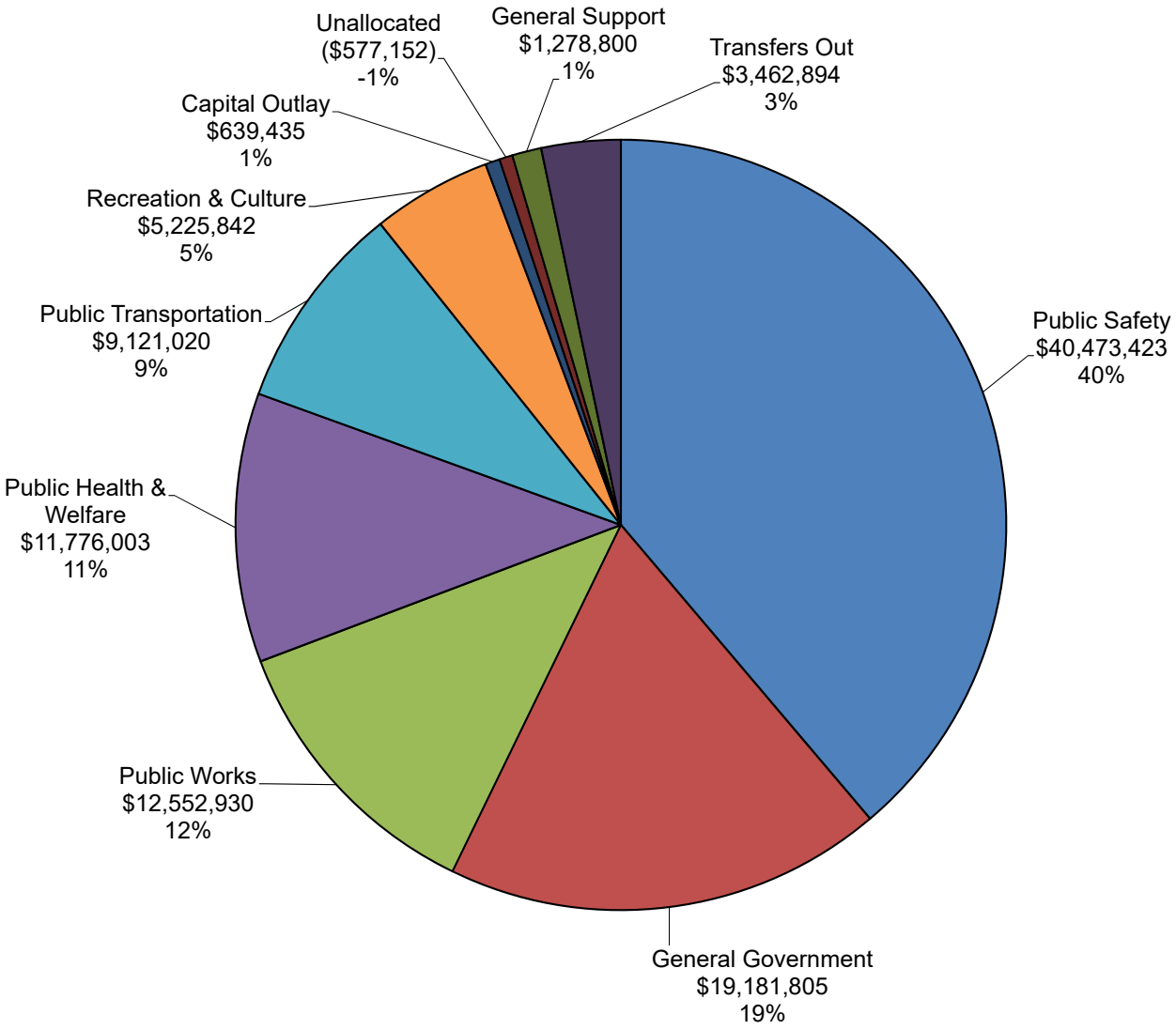
CITY OF FARGO, NORTH DAKOTA
GENERAL FUND REVENUE ANALYSIS
BY SOURCE

Revenue Source	2019 Approved Budget	2020 Proposed Budget	$ Change	% Change
Property Taxes	$ 25,792,000	$ 28,714,000	2,922,000	11.3%
Franchise Fees	5,431,100	5,400,000	(31,100)	-0.6%
Licenses & Permits	5,559,000	5,042,250	(516,750)	-9.3%
Federal Grants	4,184,066	4,474,260	290,194	6.9%
State Share Revenues	18,055,668	19,057,679	1,002,011	5.5%
Local Grant Revenues	1,696,227	1,714,244	18,017	1.1%
Charges for Services	15,837,863	16,217,253	379,390	2.4%
Fines	2,142,500	2,437,500	295,000	13.8%
Interest	3,595,000	3,958,200	363,200	10.1%
Miscellaneous	1,754,976	1,848,614	93,638	5.3%
Transfers In	14,494,600	14,286,000	(208,600)	-1.4%
Totals	**$ 98,543,000**	**$ 103,150,000**	**$ 4,607,000**	**4.7%**

CITY OF FARGO, NORTH DAKOTA
GENERAL FUND RESOURCES TRENDS

REVENUE SOURCES	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 APPROVED BUDGET	2020 PROPOSED BUDGET
Property Tax	$ 22,100,797	$ 23,844,015	$ 24,550,955	$ 25,792,000	$ 28,714,000
	26.8%	**29.4%**	**29.4%**	**30.7%**	**32.4%**
Franchise Fees	4,839,169	5,108,969	5,264,570	5,431,100	5,400,000
	5.8%	**6.3%**	**6.3%**	**6.5%**	**6.1%**
Licenses & Permits	4,832,455	4,628,182	5,198,722	5,559,000	5,042,250
	5.8%	**5.7%**	**6.2%**	**6.6%**	**5.7%**
Federal Intergovt.	4,799,729	5,300,819	4,729,401	4,184,066	4,474,260
	5.8%	**6.6%**	**5.7%**	**5.0%**	**5.0%**
State & Local Intergovt.	18,506,519	17,871,426	19,013,601	19,751,895	20,771,923
	22.3%	**22.1%**	**22.8%**	**23.5%**	**23.4%**
Charges for Services	22,161,433	17,042,076	17,214,422	15,837,863	16,217,253
	26.7%	**21.1%**	**20.6%**	**18.8%**	**18.2%**
Fines & Forfeits	2,121,582	2,104,662	2,095,543	2,142,500	2,437,500
	2.6%	**2.6%**	**2.5%**	**2.5%**	**2.7%**
Investment Income	2,525,865	3,942,045	4,444,435	3,595,000	3,958,200
	3.0%	**4.9%**	**5.3%**	**4.3%**	**4.5%**
Miscellaneous	1,030,899	1,033,911	978,005	1,754,976	1,848,614
	1.2%	**1.3%**	**1.2%**	**2.1%**	**2.1%**
Total Revenues	**$ 82,918,448**	**$ 80,876,105**	**$ 83,489,654**	**$ 84,048,400**	**$ 88,864,000**
	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.1%**
Operating Transfers In	11,515,029	11,778,132	13,440,600	14,494,600	14,286,000
Total Revenues & Transfers In	**$ 94,433,477**	**$ 92,654,237**	**$ 96,930,254**	**$ 98,543,000**	**$ 103,150,000**

CITY OF FARGO, ND
2020 GENERAL FUND BUDGETED EXPENDITURES



Total Budgeted Expenditures = $103,135,000

CITY OF FARGO, NORTH DAKOTA
GENERAL FUND EXPENDITURES
BY OBJECT

Expense Category	2019 Approved Budget	2020 Divisional Requests	2020 Proposed Budget	% of Total	Change from 2019 Approved Budget to 2020 Proposed Budget	
					$	%
Salaries	$ 52,650,892	$ 58,668,145	$ 55,763,840	**54.1%**	$ 3,112,948	**5.9%**
Benefits	17,244,531	18,219,963	18,322,170	**17.8%**	1,077,639	**6.2%**
Other Services	11,211,490	12,326,507	11,560,013	**11.2%**	348,523	**3.1%**
Capital Outlay	636,835	1,827,999	639,435	**0.6%**	2,600	**0.4%**
Transfer for Debt Service	2,418,400	2,895,147	2,920,410	**2.8%**	502,010	**20.8%**
Other Transfers	506,545	3,442,637	542,484	**0.5%**	35,939	**7.1%**
Major Cost Categories	84,668,693	97,380,398	89,748,352	**87.0%**	5,079,659	**6.0%**
Energy	2,829,890	2,922,917	2,745,917	**2.7%**	(83,973)	**-3.0%**
Repairs and Maintenance	3,783,605	3,944,041	3,899,041	**3.8%**	115,436	**3.1%**
General Supplies	2,597,760	2,683,883	2,683,633	**2.6%**	85,873	**3.3%**
Rentals	1,399,946	1,628,121	1,628,121	**1.6%**	228,175	**16.3%**
Major Supplies	676,546	784,046	784,046	**0.8%**	107,500	**15.9%**
Miscellaneous	596,005	612,005	666,005	**0.6%**	70,000	**11.7%**
Travel & Education	860,787	927,412	906,512	**0.9%**	45,725	**5.3%**
Insurance	684,712	738,355	758,355	**0.7%**	73,643	**10.8%**
Communications	444,396	459,628	458,128	**0.4%**	13,732	**3.1%**
Advertising and Printing	278,560	285,510	280,390	**0.3%**	1,830	**0.7%**
Debt Service	17,100	18,000	18,000	**0.0%**	900	**5.3%**
Unallocated	(600,000)	(600,000)	(1,441,500)	**-1.4%**	(841,500)	**140.3%**
Minor Cost Categories	13,569,307	14,403,918	13,386,648	**13.0%**	(182,659)	**-1.3%**
Totals	**$ 98,238,000**	**$ 111,784,316**	**$ 103,135,000**	**100.0%**	**$ 4,897,000**	**5.0%**

CITY OF FARGO, NORTH DAKOTA
GENERAL FUND EXPENDITURES AND TRANSFERS

FUNCTIONAL COST CATEGORY	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 APPROVED BUDGET	2020 DIVISIONAL REQUESTS	2020 PROPOSED BUDGET
General Government	$ 15,850,432	$ 16,709,859	$ 17,159,027	$ 18,617,367	$ 20,263,400	$ 19,181,805
	17.9%	**18.2%**	**18.4%**	**19.5%**	**19.2%**	**19.2%**
Public Safety	35,804,818	36,823,018	37,462,432	39,443,187	41,919,910	40,473,423
	40.4%	**40.3%**	**40.2%**	**41.5%**	**39.8%**	**40.7%**
Public Works	10,662,455	10,710,691	11,285,970	11,958,577	13,404,793	12,552,930
	12.0%	**11.7%**	**12.1%**	**12.5%**	**12.7%**	**12.6%**
Public Health & Welfare	10,762,458	11,533,635	11,380,244	11,753,809	11,904,721	11,776,003
	12.1%	**12.6%**	**12.2%**	**12.3%**	**11.3%**	**11.8%**
Recreation & Culture	4,770,797	4,896,092	5,297,412	5,142,664	5,426,614	5,225,842
	5.4%	**5.4%**	**5.7%**	**5.4%**	**5.1%**	**5.2%**
Unallocated	-	-	-	(1,789,932)	(307,492)	(577,152)
	0.0%	**0.0%**	**0.0%**	**-1.9%**	**-0.3%**	**-0.6%**
Public Transportation	7,092,990	7,374,024	7,892,018	8,312,848	9,761,787	9,121,020
	8.0%	**8.1%**	**8.5%**	**8.7%**	**9.3%**	**9.2%**
General Support	1,057,122	1,151,575	1,192,789	1,237,700	1,244,800	1,278,800
	1.2%	**1.3%**	**1.3%**	**1.3%**	**1.2%**	**1.3%**
Capital Outlay	2,689,823	2,178,422	1,503,034	636,835	1,827,999	639,435
	3.0%	**2.4%**	**1.6%**	**0.7%**	**1.7%**	**0.6%**
	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**
Total Expenditures	**$ 88,690,895**	**$ 91,377,316**	**$ 93,172,926**	**$ 95,313,055**	**$ 105,446,532**	**$ 99,672,106**
Transfers Out to Other Funds	5,522,130	2,826,851	6,064,881	2,924,945	6,337,784	3,462,894
Total Expenditures and Transfers Out	**$ 94,213,025**	**$ 94,204,167**	**$ 99,237,807**	**$ 98,238,000**	**$ 111,784,316**	**$ 103,135,000**

City of Fargo
General Fund Revenue Projection Accuracy (In Millions)
Summary of Last Ten Fiscal Years

Fiscal Year	Original Budget	Revised Budget	Actual	Variance $	Variance %
2018	$ 95.1	$ 95.6	$ 96.8	$ 1.2	1.3%
2017	91.6	92.8	92.6	(0.2)	-0.2%
2016	94.3	94.0	94.4	0.4	0.4%
2015	90.0	92.1	92.5	0.4	0.4%
2014	84.9	88.2	92.9	4.7	5.3%
2013	80.5	89.7	90.1	0.4	0.4%
2012	75.7	80.4	81.7	1.3	1.6%
2011	69.9	77.2	80.7	3.5	4.5%
2010	69.2	72.3	75.3	3.0	4.1%
2009	66.8	72.0	72.3	0.3	0.4%
Ten Year	**$ 818.0**	**$ 854.3**	**$ 869.3**	**$ 15.0**	**1.8%**

Analysis Notes:

Larger variances shown in 2010 and 2011 are a result of rapidly increasing State intergovernmental revenues derived from a very strong North Dakota economy which were unprecedented and very difficult to predict.

Larger variance shown in 2014 was the result of a record year for building permits issued. The total value of building permits issued was $1.012 billion which is an all time record for the City. There was also a large increase in charges for services due to a large volume and demand for infrastructure in new housing developments.

Data has been extracted from audited financial statements which are posted online @ www.fargond.gov

City of Fargo
General Fund Expense Projection Accuracy (In Millions)
Summary of Last Ten Fiscal Years

Fiscal Year	Original Budget	Revised Budget	Actual	Variance $	Variance %
2018	$ 96.4	$ 100.3	$ 99.3	$ 1.0	1.0%
2017	95.7	98.6	94.2	4.4	4.5%
2016	94.1	97.8	94.2	3.6	3.7%
2015	89.8	95.0	90.8	4.2	4.4%
2014	84.9	93.5	89.4	4.1	4.4%
2013	80.8	93.9	90.8	3.1	3.3%
2012	75.0	85.4	82.7	2.7	3.2%
2011	69.8	78.2	73.6	4.6	5.9%
2010	68.9	75.2	73.2	2.0	2.7%
2009	66.4	71.6	69.4	2.2	3.1%
Ten Year	**$ 821.8**	**$ 889.5**	**$ 857.6**	**$ 31.9**	**3.6%**

Analysis Notes:

Data has been extracted from audited financial statements which are posted online @ www.fargond.gov

Description of Service Provided	Current or Emerging Issues
The City Administrator's office serves in the lead staff position responsible for policy and overall operations of the City. It also serves as the primary liaison position between Departments and the City Commission. The administrative staff included in this budget consists of the City Administrator, Assistant City Administrator and Strategic Planning Director which are appointed positions. Responsibilities include leadership, direction and ongoing support for City operations including economic development initiatives. In addition, administrative staff represent the City on numerous other Agencies and Authorities including: **External:** FM Diversion Authority Lake Agassiz Water Authority North Dakota Water Coalition Devils Lake Outlet Management Committee Fargodome Building Committee Newman Outdoor Field Management Committee Metropolitan Council of Governments Red River Valley Dispatch Center Local Governmental & Educational Units **Internal:** Mayor's Budget Team Mayor's Cabinet Finance Committee Public Works Projects Evaluation Committee Utility Committee Position Evaluation Committee Tax Exempt Review Committee Renaissance Zone Committee Community Development Committee Parking Commission Other ad hoc committees assigned by the Mayor and City Commissioners.	In early 2019, the North Dakota Legislature began another biennial session in advance of the 2019-2021 biennium. A considerable amount of time was spent by staff and consultants participating in the session, particularly with respect to state funding of infrastructure. **Major goals in 2020 include the following:** • Begin construction of FM Diversion Project • Continue construction of In-City Flood Protection • Begin construction of Red River Valley Water Supply Project • Subcommittee planning for a Performing Arts Venue • Subcommittee Visioning/Planning for the Civic Plaza • New focus on economic development opportunities • Focus and emphasis on neighborhoods • Focus and emphasis on affordable housing • Begin construction of a Wastewater Plant expansion • Begin conversion of landfill gas to compressed natural gas • Continued focus on Public Safety

City Administration

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 515,088	$ 528,416	$ 527,416	$ 533,045
Benefits	106,599	117,294	117,294	121,354
Other Services	20,800	65,200	65,200	140,200
Repairs and Maintenance	-	500	500	500
Rentals	-	-	-	-
Insurance	1,126	730	730	730
Communications	1,230	1,400	1,400	1,400
Advertising and Printing	-	1,900	1,900	1,900
Travel & Education	6,961	20,700	20,700	20,700
Energy	-	-	-	-
General Supplies	1,115	2,600	2,600	2,600
Major Supplies	-	-	-	-
Miscellaneous	2,137	2,500	2,500	2,500
Capital Outlay	1,702	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 656,758	$ 741,240	$ 740,240	$ 824,929

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	3	3	3	3
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	3	3	3	3

Human Resources

Description of Service Provided	Current or Emerging Issues
The Human Resources Department is responsible for the direction of all human resource programs including the following: • Recruiting and Promotional Processes • New Employee Orientation • Compensation • Job Classification • Job Descriptions • Benefit Administration • Policy Development • Performance Management • Employee Relations • Safety and WSI Administration • Training and Development • Compliance with Federal, state and local laws and regulations.	• **Performance Management** The HR Team plans to focus on performance management, reinforcing the importance of on-going feedback in order for employees to be engaged and successful in their positions, ultimately providing the best service possible to our citizens. A Performance Management Platform provides a tool to automate the performance management process, creating efficiencies for managers and a more engaging, impactful experience for employees. • **Employee Engagement** A critical need exists to begin to measure the level of engagement and satisfaction for City of Fargo employees through an employee engagement survey. The survey results would give administration, HR and department heads the data needed to determine focus areas for continuous improvement in the employment experience. • **Mission, Vision, Values** In collaboration with City Administration, the HR Team would like to lead the effort to develop an organizational mission statement, vision and values. This process is a critical component to overall organizational development.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Total Employees	1,937	1,937	1,950
Total Positions Posted	118	135	145
Total Applicants	3,693	4,000	4,050
Employment Actions Processed	926	1,276	1,175

Human Resources

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 588,261	$ 644,985	$ 642,985	$ 661,088
Benefits	142,527	154,263	154,263	163,914
Other Services	199,703	223,550	223,550	228,050
Repairs and Maintenance	-	-	-	-
Rentals	7,588	9,506	9,506	4,500
Insurance	2,599	2,185	2,185	2,185
Communications	3,444	5,810	5,810	4,600
Advertising and Printing	26,974	34,000	34,000	34,450
Travel & Education	46,352	58,325	58,325	59,850
Energy	-	-	-	-
General Supplies	6,884	5,877	5,877	6,400
Major Supplies	-	-	-	-
Miscellaneous	13,436	77,500	77,500	77,500
Capital Outlay	808	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,038,576	$ 1,216,001	$ 1,214,001	$ 1,242,537

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	7	8	8	8
Part Time Benefited	1	-	-	-
Contracted Employees	-	-	-	-
TOTAL	8	8	8	8

Description of Service Provided	Current or Emerging Issues
The Information Services Department provides technology innovations, solutions, services, and support to all City of Fargo Departments and the Red River Regional Dispatch Center. IS also provides the same services to the Family HealthCare. The major services delivered are: • Support end users with the Helpdesk services to all technology needs. • Maintain and support hardware and software systems and lifecycle deployments. • Administer network infrastructure, servers, phone and deliver expansion for growth. • Manage the systems and software of all departments, including off-the-shelf and custom build software, integrations and data. • Manage and support the Public Safety software system used by all law enforcement and fire agencies in Cass and Clay Counties. • Lead and design custom-built software solutions for internal business process and public services. • Provide, maintain and analyze GIS solutions, maps, aerial imagery, and data sets used throughout the city and regional area for city, regional, state, and federal projects. • Support and maintain the H.T.E. Accounting system on the IBM midrange platform. • Plan and support the technology needs for all city departments, the dispatch center, and Family HealthCare.	• Security issues across all devices and platforms. • Managing Tablets and Smart Phones. • Mobility of applications and access to software. • Security for the mobile workplace. • Cloud/Software-as-a-Service (SAAS) services and solutions changing the software being used and solutions being provided. • Increase dependency on GIS information and applications to support workflow processes in the field. • Data Privacy/Transparency. • Increased demands for greater bandwidth (both wireless and wired). • Use of Internet-of-Things (IOT) devices. • Emergence of Artificial Intelligence and Machine Learning. • Use of Data Analytics tools.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Help Desk Tickets*	10,477	10,882	11,287

*Adjusted to reflect change method of recording tickets.

Information Services

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 1,666,183	$ 1,725,928	$ 1,722,928	$ 1,766,350
Benefits	416,489	437,486	437,486	465,673
Other Services	20,195	21,000	21,000	21,000
Repairs and Maintenance	808,083	1,106,392	1,106,392	1,106,392
Rentals	-	1,000	1,000	1,000
Insurance	8,360	5,895	5,895	5,895
Communications	137,442	130,560	130,560	130,560
Advertising and Printing	-	-	-	-
Travel & Education	21,112	36,000	36,000	21,000
Energy	919	1,443	1,443	1,443
General Supplies	12,482	19,000	19,000	19,000
Major Supplies	-	-	-	-
Miscellaneous	1,108	4,550	4,550	4,550
Capital Outlay	52,488	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 3,144,861	$ 3,489,254	$ 3,486,254	$ 3,542,863

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	24	24	24	24
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	24	24	24	24

Description of Service Provided	Current or Emerging Issues
The Department of Communications & Public Affairs provides **proactive administrative and technical assistance** to the Mayor, Commissioners, department heads and the media. The office also plans, coordinates and provides management direction to other departmental public information officers (PIOs) regarding the timely dissemination of information. Communications & Public Affairs oversees **external communications** for the City of Fargo, including media relations, multimedia promotional campaigns, the City websites, overall web presence, social media outlets, branding, citizen engagement platforms, organizational communication policies, printed publications and the operation of government access television channels. The department also manages **internal communications**, including the quarterly employee newsletter, the intranet site, electronic communications and printed publications. It also maintains the City's **crisis communication plan** and directs communications efforts across departments during City emergencies. **Major services delivered include:** • Citizen engagement • Media relations • Employee outreach • Promotional campaigns • City websites • FargoOne mobile app • Social media • Communication policies • Publications • Operation of government access TV channels, including production of 25 monthly meetings • Operating and generating content for City Hall's external and internal public information displays • Creation of educational videos and Public Service Announcements (PSAs) • Oversight of external communications contractors working on behalf of the City	• **With more than 40 social media platforms,** it is vital for the City to consider its unified presence while also encouraging each department or division to share creative content with its citizens. This involves planning, scheduling, engaging, responding and analyzing results. • The restructuring of the department (and the addition of the Creative Services Division) is allowing the department to expand into live streaming of meetings on the web, in addition to public access television networks. It is important for the City to reach its citizens via interactive outlets. • **Brand cohesiveness** continues to be a challenge across the various departments of the City. This department will continually reinforce efforts to solidify the City's commitment to a unified brand presence. • The process for submitting and processing **Freedom of Information Act (FOIA) requests** has been streamlined to improve efficiencies and effectiveness of information distribution internally and externally. **Department goals for 2020:** • **Social media programming** – efforts will be undertaken to curate, plan and evaluate engaging content across the City's platforms to maximize engagement and public comment activations. • **Employee internal communications –** the City's greatest asset is its employees and this department will research and integrate new communication approaches to educate, motivate and activate its team members through information dissemination. • **Communication policies** – the City's internal and external communications policies (including social media, website visitor, privacy and crisis communication policies) are slated for review and modification in the upcoming year.

Operational Measures

Description	2016 Actual	2017 Actual	2018 Actual
Website Hits	2,751,964	2,635,927	2,424,353
Unique Website Users	653,841	565,904	448,066
COF Facebook Followers	3,775	4,182	4,513
COF Twitter Followers	9,734	11,030	11,466

Public Information

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 197,426	$ 259,653	$ 255,653	$ 274,498
Benefits	47,981	69,507	69,507	68,423
Other Services	50,525	79,820	79,820	99,820
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	635	730	730	730
Communications	2,220	2,350	2,350	2,350
Advertising and Printing	1,776	2,500	2,500	3,250
Travel & Education	7,692	7,900	7,900	14,400
Energy	-	-	-	-
General Supplies	1,454	1,000	1,000	1,000
Major Supplies	-	-	-	-
Miscellaneous	13,055	15,000	15,000	15,000
Capital Outlay	19,628	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 342,392	$ 438,460	$ 434,460	$ 479,471

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	2	3	4	4
Part Time Benefited	-	-	-	-
Contracted Employees	1	1	-	-
TOTAL	3	4	4	4

Description of Service Provided	Current or Emerging Issues
General legal services – upon request by all departments and elected officials. **Litigation oversight:** • Coordinate and support legal defense of claims against (and by) the city • NDIRF covers most claims (Serkland) **Additional affiliated or related services:** • FargoDome Authority • FM HRA • FM Diversion Authority • Flood Property Acquisitions • Red River Regional Dispatch Center	• In recent past, handled increasing demand by off-loading work (e.g. Div Auth); however, demand for legal services continues to grow. Departments that generally demand legal services are becoming larger and are handling more complex issues (i.e. Engineering and Planning). • In addition, expected turnaround time is ever-shortening. This requires deeper level of resources to absorb demands for service • In past year, anticipated increase in attention needed in open record requests and code enforcement issues and this was fully realized. • Expected that most of added demand for services by City will be absorbed by Associate(s).

City Attorney

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	803,238	658,000	733,000	758,000
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Claims	-	15,000	15,000	15,000
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 803,238	$ 673,000	$ 748,000	$ 773,000

City Prosecution

Description of Service Provided	Current or Emerging Issues
Prosecution of all violations of city ordinance in Municipal Court and Cass County District Court (occasional appeals to ND Supreme Court) Includes: • Health Department matters (tobacco compliance and alcohol serving compliance) • Limited advising of police officers	• Since 2015, have had single full-time prosecutor and with assistance from contracted lawyers and from City Attorney office. We have needed greater coverage--new associate and new principal prosecutor will help in covering this vulnerability—deeper bench. • Volume is down from past years • Established track record of returning unused budgeted funds.

City Prosecution

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	334,028	365,730	365,730	390,460
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	677	900	900	900
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 334,705	$ 366,630	$ 366,630	$ 391,360

Baseball Stadium

Description of Service Provided	Current or Emerging Issues
The City of Fargo constructed a 4,500-seat baseball stadium located on the campus of North Dakota State University (NDSU). It is the home of the FM-Redhawks baseball team, a member of the Northern League. The stadium is also leased to North Dakota State University for use by their college baseball program. Stadium naming rights and suite rentals pursuant to a lease agreement with Fargo Baseball, LLC, and Newman Outdoor Signs paid for the original cost the stadium ($5.2 million). This recreational and entertainment facility continues to provide top quality events for our citizens to enjoy during the summer season. Committee members include representatives from the City of Fargo, Fargo Baseball, LLC, and North Dakota State University.	• Maintenance costs are trending higher due to the age of the facility that was built in 1995. • A Stadium Management Committee structure is in place to oversee the operations and interaction with Stadium stakeholders. Committee members include representatives from the City of Fargo, Fargo Baseball, LLC, and North Dakota State University. • A long-term capital improvement plan was developed for this facility in 2019 to guide future repair and replacement projects for the next several years. • Capital funding of $180,000 has been included in the 2020 budget for major repairs to the facility.

Operational Measures

Description	2017 Actual	2018 Actual	2019 Expected
Number of Seats	4,172	N/A	N/A
RedHawks Attendance	176,062	N/A	N/A

Baseball Stadium

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	-	30,000	30,000	25,000
Repairs and Maintenance	81,842	59,900	59,900	25,000
Rentals	-	-	-	-
Insurance	6,327	2,000	2,000	6,000
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	2,000	2,000	2,000
Capital Outlay	35,084	-	-	-
Debt Service	3,133	2,100	2,100	3,000
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 126,386	$ 96,000	$ 96,000	$ 61,000

City Auditor

Description of Service Provided	Current or Emerging Issues
The Auditor's Office provides fiscal administration services in support of our governmental functions. It also provides services to the Red River Regional Dispatch Center and the FM Diversion Authority pursuant to fiscal services agreements. The major services delivered include: • General Accounting and Payroll • Budgeting • Capital Financing & Debt Management • Comprehensive Annual Financial Report • Treasury Management • Insurance and Risk Management • Auditing and Financial Reporting • Special Assessments • City Utility Billing • Licenses & Permits • Records Management • Defined Benefit Pension Administration • Financial Policy Development • Fiscal Agent for the FM Diversion • Fiscal agent for the Red River Dispatch Center	• We delivered our Comprehensive Annual Financial Report (CAFR) and related independent audit report with a clean opinion and no audit findings. We expect the same results going forward. Awarded the GFOA Certificate of Excellence in Financial Reporting for the past 20 years. • Our credit card bill payment method business strategy continues to grow producing an estimated rebate of $250,000 in 2019. Life to date rebates received total $1,163,000. • We expect interest rates to rise slightly in FY 2020 providing additional budgetary resources after several years of very low investment returns. • Our automated payment methods in our utility billing services exceed industry averages providing for efficiency in this business process. • The Auditors' Office is planning to replace a legacy utility billing system in 2020 to provide better levels of service to our utility customers.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Vendor Checks Processed	9,500	9,200	8,700
Credit Card Payments	$20 million	$20 million	$25 million
Credit Card Annual Rebate	$257,000	$250,000	$355,000
Number of Bond Issues	3	3	2
Number of Financial Documents Digitized	200,000	210,000	220,000

City Auditor

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 986,497	$ 1,028,057	$ 1,028,057	$ 1,046,612
Benefits	254,254	268,604	268,604	287,150
Other Services	80,689	87,900	87,900	95,400
Repairs and Maintenance	1,180	1,160	1,160	1,300
Rentals	2,377	3,500	3,500	2,700
Insurance	3,235	4,000	4,000	4,000
Communications	940	960	960	480
Advertising and Printing	7,342	8,000	8,000	9,000
Travel & Education	17,065	17,835	17,835	17,335
Energy	-	-	-	-
General Supplies	7,650	11,000	11,000	9,500
Major Supplies	-	-	-	-
Miscellaneous	795	1,000	1,000	1,000
Capital Outlay	2,464	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,364,488	$ 1,432,016	$ 1,432,016	$ 1,474,477

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	12	12	12	12
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	12	12	12	12

Municipal Court

Description of Service Provided	Current or Emerging Issues
The Fargo Municipal Court has jurisdiction over criminal and non-criminal violations of Fargo City Ordinances. These include class B misdemeanors, infractions, and traffic violations (as defined by the Fargo Municipal Code) that occur within the City of Fargo. Municipal Court currently holds 5-6 court sessions per day on Tues, Wed and Thurs, and 1 session per day on Monday and Friday. Courtroom appearances can total over 100 per day. The Clerk's office is responsible for administration of court records according to state and local statute, rules and policies. The major services delivered include: • Court Case Management • Filing of Court Cases and Documents • Management of the Court Calendar • Court Policy Development • Court Sentence Programming • Monitoring of Court Sentences • Payments of Traffic Tickets • Fine Collection • Management of Warrants and Summons • Online access to court cases. Public terminal provides access to scanned court documents.	• Fargo Police Department cut the amount of patrol officers operating in the city of Fargo, causing the amount of traffic tickets issued to decrease. • Fargo Police Department is now enforcing State rules regarding intoxicated individuals who refuse to go to detox. When these individuals refuse detox, they must be housed in the Cass County Jail to ensure their safety, as well as the public's safety. Therefore, the housing bill will dramatically increase. <u>Bills that become effective August 1, 2019</u>: • House Bill 1334 states that the court shall seal an individual's DUI record if they have not been convicted of another criminal offense within 7 years of the first violation. • Senate Bill 2304 states that city ordinances regarding fines of traffic violations or violations of operation or equipment of a motor vehicle may be increased up to, but not more than, 100%. • House Bill 1050 states that possession of marijuana of half an ounce or less and possession of marijuana paraphernalia will now be classified as an infraction and possession of marijuana over half an ounce but not more than 500 grams will be classified as a B misdemeanor.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Warrants Issued	2,474	2,640	2,600
Total collections	$1.4 million	$1.5 million	$1.7 million
Cases filed	15,443	15,582	16,500
# of Documents Filed and Scanned	122,562	120,800	130,000
Hearings Scheduled	15,015	13,500	15,000

Municipal Court

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 473,642	$ 483,167	$ 482,167	$ 494,031
Benefits	136,907	127,821	127,821	135,827
Other Services	251,467	245,010	245,010	224,010
Repairs and Maintenance	3,155	4,400	4,400	4,400
Rentals	-	-	-	-
Insurance	2,117	685	685	685
Communications	-	640	640	640
Advertising and Printing	941	1,500	1,500	1,500
Travel & Education	2,078	4,085	4,085	4,085
Energy	27,196	26,500	26,500	26,500
General Supplies	2,873	4,000	4,000	4,000
Major Supplies	-	-	-	-
Miscellaneous	250	1,200	1,200	1,200
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 900,626	$ 899,008	$ 898,008	$ 896,878

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	7	7	7	7
Part Time Benefited	1	1	1	1
Contracted Employees	-	-	-	-
TOTAL	8	8	8	8

Incarceration

Description of Service Provided	Current or Emerging Issues
Class B misdemeanors are the only offenses under Fargo Municipal Code subject to imprisonment. These carry a maximum imprisonment penalty of 30 days. Most offenses do not carry a minimum mandatory imprisonment. Mandatory sentencing means the Judge does not have the choice to impose a lesser sentence. Offenses requiring mandatory minimum imprisonment include: • Driving Under Suspension – suspension a result of a DUI requires 4 days imprisonment. • DUI – second offense within 7 years requires 10 days imprisonment. Incarceration services are provided by Cass County and Centre Inc. The City funds these costs from General Fund appropriation based upon incarceration service agreements in place. Centre Inc provides minimum security incarceration at a lesser cost to the City than traditional jail. Centre inmates are sometimes assessed court costs if there is an indication that the person has the ability to pay, which further reduces the cost to the City. In-home electronic monitoring is an additional option which is self pay by the defendant.	• Current trends are to sentence first time offenders to incarceration at Centre or electronic monitoring. A majority of these include DUI and DUS sentences. Sentences served on electronic monitoring are generally of a short duration due to being self pay in advance. • The majority of sentences served in the Cass County Jail are repeat offenders and those arrested on warrants for failing to comply with their sentences. • Changes in DUS laws will result in fewer convictions and fewer sentences of incarceration. • Fargo Police Department has cut the amount of patrol officers operating in the city of Fargo, causing the amount of traffic tickets issued to decrease. • Fargo Police Department is now enforcing State rules regarding intoxicated individuals who refuse to go to detox. When these individuals refuse detox, they must be housed in the Cass County Jail to ensure their safety, as well as the public's safety. Therefore, the housing bill will dramatically increase. • The ordinance for selling, consuming, or possessing alcohol in public was reduced to a non-criminal offense leading to less arrests and jail time.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Days served in Cass County Jail	7,626	6,950	7,000
Days served in Centre	2,269	1,600	1,800
Days served on electronic monitoring	1,462	1,200	1,250

Incarceration

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	790,544	870,000	870,000	835,000
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 790,544	$ 870,000	$ 870,000	$ 835,000

City Assessor

Description of Service Provided	Current or Emerging Issues
The City Assessor's Office is responsible for maintenance and circulation of all property ownership and legal description boundary information in the City of Fargo. The Assessor's Office also appraises the value of property in the city as well as administers all property tax exemptions. The major services delivered include: • Assist the public in understanding and utilizing available tax exemptions. • Provide property tax and valuation estimates to developers, real estate professionals, and taxpayers. • Assist and coordinate valuation efforts of proposed projects for future development & private/public financing concerns. • Provide the legislature information on assessment valuation, procedure, and administration matters. • Provide projected valuation information to local taxing jurisdictions for budgeting and levying purposes.	• Work processes are continually being analyzed and modified to create positive, productive, and efficient outcomes. We are currently advancing our efforts in using technology for field data collection and analyzing geographic influences on values. • Recent increases in market valuations appears to be tapering off to more normal levels. • Some commercial property sub-markets are experiencing somewhat of a leveling off in activity, resulting in an increase in valuation appeals. Due to that, we are attempting to attain income & expense information for non-owner occupied commercial properties.

Operational Measures

Description	2017 Actual	2018 Actual	2019 Projected
True & Full Property Valuation	$14,381,438,118	$15,322,721,143	$15,971,960,400
True & Full Exempt Valuation	$2,420,250,588	$2,789,915,613	$2,921,084,300
Taxable Valuation	$527,912,051	$556,125,077	$591,921,153
Estimated Property Taxes Generated	$139,063,600	$146,872,600	$156,326,400
Estimated City Taxes Generated	$25,577,300	$26,944,300	$28,678,600
Number of Parcels	35,978	36,237	36,530

- Due to the fact that property taxes are paid in arrears, the valuations presented are for the assessment year prior to the column headings.
- These amounts will differ somewhat due to timing of value estimates, mill levy calculations, and actual tax payments.
- Current year projected taxes to be generated are based on the previous year certified mill levy.
- Taxable Valuation represents 9% of True & Full Value for residential property and 10% of True & Full for all other property classes.

City Assessor

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 859,367	$ 896,977	$ 892,977	$ 918,366
Benefits	246,248	263,086	263,086	270,590
Other Services	4,621	4,040	4,040	16,040
Repairs and Maintenance	-	2,600	2,600	2,600
Rentals	67,206	3,400	3,400	5,112
Insurance	5,064	4,505	4,505	5,000
Communications	4,321	3,678	3,678	4,320
Advertising and Printing	-	2,040	2,040	2,040
Travel & Education	14,584	25,280	25,280	23,980
Energy	7,433	2,973	2,973	2,000
General Supplies	7,103	15,100	15,100	15,100
Major Supplies	-	-	-	-
Miscellaneous	436	1,100	1,100	600
Capital Outlay	6,409	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,222,792	$ 1,224,779	$ 1,220,779	$ 1,265,748

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	11	11	11	11
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	11	11	11	11

General Support

Description of Service Provided	Current or Emerging Issues
General Support is a divisional cost center that pools costs that have not been allocated to other General Fund departmental budgets. Cost categories include worker's compensation, communications, auditing fees, banking fees, credit card fees, security services, automobile and animal impounding, insurance, investment management fees, office supplies, publishing and other administrative costs. The Finance Department manages this cost center.	• The auditing budget will provide for proactive forensic auditing procedures to be developed and applied to our financial data. This is in addition to our normal financial audit process. • Insurance costs will increase with the addition of new City facilities. • Banking service fees increased because of a change in our banking and investment management programs. • City staff continue to refine our digital records management processes to reduce the cost of records administration. Electronic management of records reduces our administrative and supply costs. • Work continues to make accounting and financial reporting more efficient by investing in state of the art report writing software.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Workers Compensation Premiums	$378,005	$360,000	$460,000
Insurance Costs	213,302	203,000	224,000
Credit Card Fees	22,425	24,000	6,000

General Support

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	378,006	480,000	360,000	460,000
Other Services	463,483	391,800	391,800	371,800
Repairs and Maintenance	21,672	9,000	9,000	9,000
Rentals	-	-	-	-
Insurance	214,041	203,900	203,900	224,000
Communications	(840)	-	-	-
Advertising and Printing	26,311	58,000	58,000	38,000
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	91,254	95,000	95,000	95,000
Major Supplies	-	-	-	-
Miscellaneous	402	-	-	81,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,194,329	$ 1,237,700	$ 1,117,700	$ 1,278,800

Description of Service Provided	Current or Emerging Issues
Buildings & Grounds is in charge of maintaining seven downtown structures, seven "off-campus" facilities, a Public Safety Building, and the Fargo Cass Public Health facility. At these locations staff takes care of the HVAC systems, plumbing, electrical, and mechanical. In addition, inspections, testing, and service for alarm systems, sprinkler systems, emergency generators, fire extinguishers, and elevators are provided. Buildings & Grounds employees oversee grounds keeping, sidewalks, and parking lots through the four seasons. Staff also assists one City bus terminal and seven fire stations with troubleshooting and consultations on maintenance related issues. Buildings & Grounds is available for consultation with all City Departments regarding maintenance, roofs, asbestos, indoor air quality concerns, recommended vendors, etc.	• Director of Facilities Management position approve in 2019. Proactive management of our facility construction and maintenance practices are being developed to avoid unnecessary costs. • City Hall construction was completed in the fall of 2018. City staff are adjusting to this new facility and building maintenance requirements. • Building maintenance functions will be automated and integrated into the City's centralized asset management system as a long term goal for this Division. The new City Hall will be set up in this maintenance tracking system in 2019 so that all building related tasks are tracked. • The old City Hall was demolished last year and now planning as begun on a Civic Plaza area adjacent to City Hall. • Operating budgets are synchronized to our actual post construction energy usage levels for City Hall. Savings are accumulating as a result of modern energy saving building methods.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Number of Buildings Serviced	17	19	19
Building Repairs	$75,000	$83,000	$107,000
Energy	$222,000	$252,000	$315,000

Buildings & Grounds

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 544,795	$ 710,751	$ 608,251	$ 669,178
Benefits	195,013	250,789	225,789	251,985
Other Services	552,304	579,920	579,920	651,978
Repairs and Maintenance	140,417	183,000	183,000	213,000
Rentals	11,349	7,000	7,000	7,000
Insurance	4,981	5,210	5,210	5,210
Communications	3,576	4,200	4,200	4,200
Advertising and Printing	-	-	-	-
Travel & Education	1,303	2,000	2,000	5,200
Energy	226,080	392,000	259,000	322,000
General Supplies	125,777	193,430	193,430	193,430
Major Supplies	-	-	-	-
Miscellaneous	14,550	11,000	11,000	15,000
Capital Outlay	14,822	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,834,967	$ 2,339,300	$ 2,078,800	$ 2,338,181

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	14	14	14	14
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	14	14	14	14

Description of Service Provided	Current or Emerging Issues
The department has completed the first year of implementing a transition plan from two to four divisions: 1) Current planning 2) Long-range planning 3) Community development 4) Urban development. **Long-Range Planning** – Comprehensive planning activities to include the integration of land use and quality of life issues integrating: transportation, utilities, demographic analysis, neighborhood planning, park plans, and area plans. Serves as liaison to governmental entities; such as, school districts and the Fargo Park District, Cass County, and FM MetroCOG and other state and local entities. **Current Planning** – Development Entitlement Review is the primary focus, leading and keeping track of applications for annexations, text amendments, map amendments, conditional use permits, variances, and alternative access plans. Administration includes providing information and customer service to developers, builders, property owners, and enforcement of the code and providing coordination efforts on behalf of other departments as part of the review process. **Community Development Planning** – Responsible for the development of neighborhood plans, housing plans and development for all income levels, land acquisition and non-profit housing development support. Oversees policies related to homeless prevention, supportive housing and non-profit network development. Includes the administration and implementation of housing and community development programs funded by HUD programs. **Urban Development Planning -** Downtown development and redevelopment, Renaissance Zone, incentive programs, DCP coordination, and public ROW design amenities collaboration. Site plan reviews are done to check for compliance with the Land Development Code. Oversees Arts and Culture Commission, Historic Preservation, The Fargo Project and the planning and management of the downtown parking system, including parking ramps, the Ground Transportation Center, and surface lots. **Special Commissions & Boards** – Staff supports 13 boards and commissions: City Commission, Planning Commission, Community Development Committee, Historic Preservation Commission, Human Relations Commission, Native American Commission, Arts and Culture Commission, Fargo Youth Initiative, Downtown Task Force, House Moving Board, Board of Adjustment, Parking Commission and Renaissance Zone Authority.	• To proactively accommodate growth we are working on land use plan updates, a housing market study, and understanding of future land use and market interactions as it relates to both greenfield and infill development patterns. • With the new flood protection plans, we are focusing on Extra-Territorial areas to correlate with efficiency in costs and regionalization of infrastructure as needed. • As development permits slow from the boom, we still see 1,750 new households each year. • Entitlement review continues to be the highest priority of our work as we integrate the new permitting software and streamline procedures. • Development applications remain complex based on utility or peer agency coordination requirements. • Redevelopment and infill projects continue to gain interest as land value increases and availability of greenfields decreases. • Both preservation and higher density require careful context analysis. • The Land Development Code analysis is underway and will conclude by early 2020. We expects recommendations for integrating changes into upcoming work plans. • There is a continued need for neighborhood planning, the Core Neighborhood Plan is kicking off and will be underway by 2020. • Federal resources are changing their priorities, requiring us to be proactive and to have more projects shovel ready. This requires careful curating prior to the federal grant funded year. • Investment in housing for the very low income and supportive housing require focused decisions, higher priority ranking and private partnership. • Partnership in the Community Land Trust, the Fargo Housing and Redevelopment Authority and private developers is a priority of the CD workplan. • Night-time parking management is needed for efficient access to services and maintenance 24 hours. • Implementation of the Public Arts Master Plan requires integration with the City's Capital Improvement Plan as well as coordination with Convention and Business Bureau. • Increased communication and coordination is required to fully support our boards and commissions. We are working on integrating a universal work plan for the entire department.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Planning Commission Cases	98	112	120
Planning Commission Meetings	12	12	12
Planning Commission Brown Bag Meetings	8	5	4
PC Executive Committee Meetings	12	12	12
Native American Commission Meetings	13	11	12
NAC Executive Meetings	12	12	12
Arts & Culture Commission Meetings	11	12	12
ACC Executive Meetings	12	44	52
Board of Adjustment Meetings	2	6	7
Community Development Committee	9	10	10
Historic Preservation Commission Meetings	6	7	7
Human Relations Commission Meetings	9	9	9
Parking Commission Meetings	8	10	10
Renaissance Zone Authority Meetings	2	4	4
Pre-development Meetings	34	35	35
Site Plan Reviews	270	270	270
Parking Spaces in City Facilities	1,802	1,762	1,762

Planning and Development

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 966,545	$ 928,526	$ 915,526	$ 962,749
Benefits	227,907	238,909	238,909	255,050
Other Services	240,669	487,620	487,620	512,620
Repairs and Maintenance	-	-	-	-
Rentals	985	-	-	2,500
Insurance	3,943	3,750	3,750	4,000
Communications	2,534	2,300	2,300	2,300
Advertising and Printing	4,355	5,600	5,600	8,100
Travel & Education	39,731	27,750	31,510	29,750
Energy	-	-	-	-
General Supplies	2,552	2,500	8,500	3,000
Major Supplies	-	-	-	-
Miscellaneous	2,193	2,000	2,000	2,000
Capital Outlay	1,723	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(25,000)
TOTAL	$ 1,493,137	$ 1,698,955	$ 1,695,715	$ 1,757,069

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	14	14	14	14
Part Time Benefited	1	1	1	1
Contracted Employees	-	-	1	1
TOTAL	15	15	16	16

Inspections

Description of Service Provided	Current or Emerging Issues
The Inspections Division provides building inspection, zoning and code enforcement services through review of building plans and the issuance of permits of various types for construction approval. Types of permits issued include building construction, energy, electrical, plumbing, HVAC, and signs. This is a law enforcement function of the City. Services provided: • Review of construction plans • Permit issuance • Construction inspections • Inspections of existing buildings – residential rentals • Inspections for junk and junked vehicle complaints • Interpretations of code requirements • Day care inspections • Complaint response- Junk, vehicle, parking surface, zoning, signs, misc • Zoning Inspections • Certificate of Occupancy issuance • Records retention	• An all-pervasive issue is the scope, diversity, and number of building projects coming into the community as well as the need to maintain the resources to provide the expected service in a manner that satisfies demand effectively and assures the continued safety of our built community. Increasing geographic distance adds to the complexity of providing inspections in the timely and thorough manner to which our customers and citizens are accustomed. • Rental inspections are a priority for the Inspections Department. We are currently looking for new ways to find new rental properties not currently being inspected. Categories of inspections are expected to increase, and Inspections has added a Code Enforcement Inspector this year. • Another current issue is maintenance of the city's stock of existing buildings through enforcement of its minimum standards. Downtown growth and existing and affordable homes continue to be a major issue. • An increasing reliance on digital records requires more connectivity on the parts of our inspectors. New software will allow customers to submit inspection requests on-line and flexible digital tools are needed to offer online permitting and payment. The public is coming to expect this and is currently offered in other cities. This is currently progressing and under consideration for and in the 2020 budget. We are looking for ways to eliminate all paper and function on a digital platform. We currently store paper records but hope to eliminate this altogether including storage expenses. Digital plan review and storage of plans are being implemented now. • The area south of Interstate 94 and west of 45th Street will continue to develop rapidly with a wide variety of hotel, apartment, retail, and service industry projects intended to serve both the new hospital and the large amount of residential development in the southern end of the city.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Plan Reviews	713*	700	710
Permits (all types)	9,937**	9,900	9,950
Inspections (all types)	28,503	28,000	28,500
Day Care Inspections	26	27	28
Apartment Inspections	20,290 units	20,300 units	21,000 units
Vehicle Removals	98	93	90
Vehicles Towed	6	6	6
Code Enforcement Cases	368	360	360
Dangerous Buildings (DB)	7	5	5
Unsafe Structures	6	6	6
Demolition of DB	5	4	3

*Previous to 2018, Inspections did not track Residential Plan Reviews. On this form, 2018 Residential Plan Reviews equal 313, and Commercial Plan Reviews equal 400.

**Previous to 2018, Inspections did not track electrical permits, but was tracked by the State of North Dakota. By the year 2020, LAMA software will track ALL permits.

Inspections

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 1,517,706	$ 1,645,361	$ 1,624,361	$ 1,709,987
Benefits	466,167	502,113	502,113	528,335
Other Services	43,744	10,150	10,150	22,150
Repairs and Maintenance	-	500	500	500
Rentals	6,087	2,000	2,000	2,400
Insurance	9,903	8,565	8,565	9,165
Communications	15,543	17,000	17,000	17,000
Advertising and Printing	454	1,750	1,750	3,000
Travel & Education	33,222	32,500	32,500	43,700
Energy	16,600	23,075	23,075	23,075
General Supplies	7,464	8,000	8,000	8,000
Major Supplies	-	-	-	-
Miscellaneous	4,086	8,500	8,500	10,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(14,000)
TOTAL	$ 2,120,976	$ 2,259,514	$ 2,238,514	$ 2,363,312

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	23	24	24	24
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	23	24	24	24

Description of Service Provided	Current or Emerging Issues
Transit provides transportation services on the fixed route bus system and the complementary paratransit system (service for people with disabilities unable to navigate the fixed route system). Over the past four years the Transit Department has gradually emerged into a large department consisting of several dynamic employees with extensive experience, foresight and innovative talent; the Finance Department assists with grant management; the IS Department has been a critical resource. Overall, Transit's responsibilities fall into the following categories: • Provide safe, efficient mass transportation within the community. • Fiscally responsible management of local, state and federal funding. • Market the Transit system to attract choice riders and still serve needs of transit dependent. • Develop and maintain relationships with partners. • Seek out grant opportunities to continually assist in financing the transit system. • Demonstrate the technical capacity to provide grants administration and fiscal cash management. • Participate in program management and coordinated plans within the region and at the state levels. • Ensure adequate oversight of contractors and lessees. • Work closely with Maintenance to ensure proper oversight of federally funded assets. • Develop programs and guidelines to ensure compliance with ADA and Civil Rights (i.e. Title VI and DBE). • Procurement to ensure all local, state and federal requirements and certifications are met. • Satisfactory continuing control of all Transit assets estimated at approximately $40 million. • Ensure public comment processes are followed for service and fare changes, Transit Plans and projects. • Ensure the federal criteria are met for fare structures. • Ensure there is a concerted effort to develop and maintain an environment focused on Safety and Security to the local Transit system. • Develop, adopt and implement a Drug & Alcohol Policy which meets Federal Transit Requirements. This includes being responsible for the program and oversight of any contractors and lessees.	• One of the main concerns remains the changes in funding when the Fargo-Moorhead metro area reaches the 200,000 population. The funding is currently formula for operating, when the population reaches 200,000, funding for operating changes and the City needs to position itself as a form of a Transit Authority to preempt funding changes and impacts. We are proposing to bring on four fixed route dispatchers from the current contractor (at a savings) to improve customer service and increase depth of dispatch and reservationist staffing. • The 5-year Transit Development Plan identified gaps in service and proposed various needs requiring attention. • Pursuing options for micro-mobility opportunities is critical. The current TapRide service at NDSU is an excellent example of an innovative micro-mobility service and an additional service utilizing TapRide will hopefully be piloting by this Fall to get service to the Fargo Industrial Park. • An on-going concern is the lack of adequate administrative staffing to entirely address the needs of the Transit system. Existing staff has been able to *minimally* keep pace with all the requirements of the system. Additional staffing would foster a healthy growth of the Transit system and a more proactive approach. The administrative staff has increased by only 2.5 positions in 12 years. • Capital investments are to catching up. Access to discretionary funding for capital expenses has been drastically reduced, so as opportunities arise, we must be flexible enough to take advantage. • The Metro Transit Garage (MTG) was built in late 2006. At the time, the facility was built 25% larger than the current need identified, now the need exceeds the MTG capacity and will require an expansion in the future. • The Ground Transportation Center (GTC) was built in 1984 and acts as the main hub/transfer center for both Fargo and Moorhead. Moving forward the GTC renovation will finally address the extensive concerns with the state of disrepair the facility is currently in. • Federal funding is now in a transportation bill, but that bill expires this September, leaving an uncertain and unpredictable funding future. • Fargo is a large regional destination for medical care, education and employment. As the population grows and the 'silver tsunami' approaches (baby boomers aging and retiring), transit becomes a viable option for residents and visitors. • The West Acres transit hub relocation is on the horizon for the near future.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Fixed Route Ridership	1,440,766	1,500,000	1,525,000
Paratransit Ridership	52,665	54,735	55,000
Peak number of buses in service in Fargo- West Fargo.	39	39	39

Transit Service Fixed Route

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 270,451	$ 302,089	$ 302,089	$ 302,299
Benefits	69,153	75,132	75,132	78,128
Other Services	2,700,064	2,897,931	3,127,931	3,408,440
Repairs and Maintenance	13,732	6,700	6,700	10,700
Rentals	-	-	-	-
Insurance	158,660	121,782	121,782	183,865
Communications	18,962	18,000	18,000	19,000
Advertising and Printing	12,162	21,300	21,300	21,300
Travel & Education	9,508	18,950	18,950	18,950
Energy	2,423	2,000	2,000	2,000
General Supplies	987	2,600	2,600	2,600
Major Supplies	-	-	-	-
Miscellaneous	332	1,000	1,000	1,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 3,256,434	$ 3,467,484	$ 3,697,484	$ 4,048,282

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	4	4	4	4
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	4	4	4	4

Paratransit

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 107,776	$ 116,001	$ 116,001	$ 117,929
Benefits	30,884	33,637	33,637	35,929
Other Services	780,390	782,000	782,000	798,165
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	17,414	35,425	35,425	20,100
Communications	4,761	9,800	9,800	9,800
Advertising and Printing	-	-	-	-
Travel & Education	501	2,500	2,500	2,500
Energy	91,500	110,000	110,000	110,000
General Supplies	3,461	7,400	7,400	8,700
Major Supplies	-	-	-	-
Miscellaneous	6	500	500	500
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,036,693	$ 1,097,263	$ 1,097,263	$ 1,103,623

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	3	3	3	3
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	3	3	3	3

Ground Transportation Terminal

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	420,487	413,860	413,860	479,780
Repairs and Maintenance	14,887	30,500	30,500	30,500
Rentals	-	-	-	-
Insurance	4,204	3,180	3,180	3,180
Communications	97	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	27,703	27,808	27,808	27,808
General Supplies	31,834	17,000	17,000	19,500
Major Supplies	-	-	-	-
Miscellaneous	653	1,500	1,500	1,500
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(44,000)
TOTAL	$ 499,865	$ 493,848	$ 493,848	$ 518,268

Transit Planning

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 37,013	$ 43,586	$ 43,586	$ 41,782
Benefits	10,483	11,822	11,822	12,222
Other Services	24,800	20,100	20,100	20,100
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 72,296	$ 75,508	$ 75,508	$ 74,104

Transit Maintenance Organization

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 73,521	$ 76,972	$ 76,972	$ 78,882
Benefits	20,847	21,961	21,961	23,649
Other Services	-	1,600	1,600	600
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	307	500	500	500
Advertising and Printing	-	6,000	6,000	6,000
Travel & Education	1,994	4,000	4,000	3,850
Energy	-	-	-	-
General Supplies	144	600	600	600
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 96,813	$ 111,633	$ 111,633	$ 114,081

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	1	1	1	1
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	1	1	1	1

Transit Maintenance Facility

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 828,972	$ 818,476	$ 818,476	$ 897,507
Benefits	229,546	234,280	234,280	276,103
Other Services	44,266	58,100	58,100	66,200
Repairs and Maintenance	841,645	920,204	920,204	932,000
Rentals	-	-	-	-
Insurance	11,142	9,120	9,120	9,120
Communications	10,483	18,500	18,500	15,000
Advertising and Printing	2,625	3,500	3,500	3,500
Travel & Education	15,138	6,700	6,700	12,200
Energy	877,807	928,482	898,482	980,482
General Supplies	52,350	47,500	47,500	47,300
Major Supplies	-	-	-	-
Miscellaneous	24,652	22,250	22,250	23,250
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 2,938,626	$ 3,067,112	$ 3,037,112	$ 3,262,662

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	15	15	15	15
Part Time Benefited	2	2	2	2
Contracted Employees	-	-	-	-
TOTAL	17	17	17	17

Description of Service Provided	Current or Emerging Issues
Engineering Municipal infrastructure inventory and long-range planning Citizen support services including property line, fence, sanitary sewer issues and inquiries, etc. Coordination and management of cross functional agreements with other units of local, state, and federal government Maintains infrastructure records in excess of 100 years old Special Assessments-Benefit Calculations and spreading of those benefits Manage and update Infrastructure Funding Policies	Many miscellaneous areas of requests for information and for assistance. This area is consistent each year. Efforts are ongoing to improve access to digital records. This policy was updated in 2016, but have gone back to the 2013 Policy.
Engineering Services Division Support Platting Process with Technical Analysis of proposed plats Pre Development Support for Developers Site plan reviews Right of Way Acquisition, including permanent and temporary easements Annual Reporting Provides mapping support City-wide Surveying, building, lawn grades, and sidewalk. Right of Way Occupancy and Encroachment Management including the development of appropriate agreement documents Excavation permitting Small Cell Ordinance	Redevelopment requests keep increasing which often mean new plats for existing areas must be reviewed. City services in these areas need to be upgraded to meet the demands of redevelopment. The outlook for 2020 is that the new developments will continue at similar levels with redevelopment staying higher. With a number of plats and numerous infill projects, we have a high level of coordination for pre development meetings and site plan reviews. This has taken staff away from the normal design activities. The size and complexity of site plans has increased the time needed for staff review. City review of elevations and storm water are increasing and require more staff time. Service provided for both new developments and reconstruction projects, including within the downtown area. Needs in this area have been escalating to keep up with the demand. Many duties have been pushed to the City Attorney's office to assist us with agreements. We have been working to provide some redundancy of ability within this area. We have started cross training additional staff to assist with the increased demands.

Mapping Utility locations & Providing field locates for City Owned Utilities Sidewalk construction and reconstruction program IT communication and software support	Survey has been increasingly busy as we continue to support the elevations certificates for the new flood map along with the numerous construction projects and sidewalks, driveways, and rear yard grades. The City continues to provide survey to the impacted properties for elevation certificates that they may need for insurance purposes. More ROW encroachments are being processed as a result of reconstruction projects and redevelopment of zero setback lots. There are more large construction projects that require extensive right of way use agreements with the owner/developer. The number of remodel projects in the core area of Fargo is increasing and requires agreements or permits so the contractor can use the right of way to stage their activities, especially in zero setback areas. Construction activity, redevelopment, along with City growth, have increased our responsibilities in permitting and locating. There has been a continuous demand for Right of Occupancy Requests associated with private utilities. This year we also have an increase of Excavation Permits supporting our Small Cell Permits. With the new Small Cell ordinance, we have an approved attachment agreement with Mobilitie and expect to finalize an agreement with Verizon. Small Cell installations will start in 2019 and we expect the rate of installations will increase in 2020. There is additional staff time required to review pole details and routing fiber and power to the Small Cell. We are also seeing a high number of right of way route requests to support the increase service for cellular companies. Two contract employees are still working on locates and inspection of work in the right of way. There continues to be a large need to keep both contract employees for an additional year as we evaluate the Small Cell roll out along with locating and routing demands. We have not expanded our locating department with permanent staff since the inception of ONE CALL over 15 years ago. We continue to support walkability in our City by adding new sidewalks in areas and rehabilitating sidewalks that do not meet ADA and safety standards. We also continue to support sidewalk construction in redevelopment areas. As the City implements new programs, we need staff that is trained to manage and assist other staff with questions. This is crucial in keeping up with the demand whether it be project related, survey requests, locates, inspections, or resident question support.

Description of Service Provided	Current or Emerging Issues
Design and Construction Division	
Design and construction administration	Responsible for consistency of practices in the design and installation of infrastructure.
Bidding process	Working to implement online bidding.
Construction specifications and standards	Primary responsibility for keeping City construction practices up with industry standards.
Reconstruction and rehabilitation of municipal infrastructure	There is an ever-growing demand for greater communication with the public during the project design and construction phases. Our current process does not allow time for much, if any, input from the public during the design phase. Our project managers not only manage projects, they also assist with the project inspection. This limits their ability to devote the necessary time for communication that our residents desire. This also affects our ability to focus on project design far enough in advance of construction to allow for public input during the design.
New Development –Design and Construction Administration and Construction Inspection	Driven by developer requests for infrastructure. We anticipate bidding $8 Million in new development, but this will be dependent on actual requests. This does not include carry over from 2019. This area continues to be demanding as the areas being developed are established areas that do not have infrastructure or are on the perimeters of our existing infrastructure.
Oversight of Consultants that have been hired to perform Design, Construction Administration, and Construction Inspection	
Pavement Management Program	The overall pavement condition index for the City is good. However, to preserve an acceptable rating, we need to continue to invest in the Pavement Rehabilitation Program.
Oversight and management of a strategy for Water Main Replacement	
Coordination of Sewer Spot Repair projects with Public Works	
Day to day implementation and management of sewer repair policy	

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Excavation Permits	1,829	2,000	2,500
Right of Occupancy Permits	16	20	30
One Call Tickets	16,943	23,000	25,000
Elevation Certificate Surveys	358	225	250
Sidewalk Survey	236	400	425
Approach Survey	341	450	475
Yard Grades	251	250	280
Sidewalk Inspections	372	450	475
Approach Inspections	434	475	500
Encroachment Agreements	8	10	12
ROW Use Agreement	6	12	15

Engineering

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 3,702,863	$ 3,746,843	$ 3,711,843	$ 3,938,417
Benefits	921,432	907,470	907,470	988,633
Other Services	26,763	58,500	58,500	63,500
Repairs and Maintenance	27,958	32,800	32,800	32,800
Rentals	3,522	2,500	2,500	2,500
Insurance	22,187	18,935	18,935	18,935
Communications	31,890	36,100	36,100	37,300
Advertising and Printing	9,751	18,350	18,350	18,350
Travel & Education	62,583	75,737	75,737	70,637
Energy	26,383	42,837	42,837	42,837
General Supplies	32,351	60,750	60,750	60,750
Major Supplies	-	-	-	-
Miscellaneous	5,357	20,100	20,100	20,100
Capital Outlay	3,802	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 4,876,842	$ 5,020,922	$ 4,985,922	$ 5,294,759

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	39	39	39	39
Part Time Benefited	1	1	1	1
Contracted Employees	3	-	2	-
TOTAL	43	40	42	40

Traffic Engineering

Description of Service Provided	Current or Emerging Issues
The Traffic Engineering Department includes the City Transportation Engineer. The Department is jointly operated and managed as part of the City's Engineering Department. The Traffic Engineering Department is responsible for the following activities: • Design, operation, and management of the City's traffic signal & intelligent transportation system • Conducting traffic studies & traffic calming program • Construction administration of traffic signals, pavement markings and traffic safety devices • Coordinate and staff the City's Traffic Technical Advisory Committee • Review traffic related features of site plans, plats and long range plans, most notably access control for driveways and intersections to City roadways. • Coordination & planning with NDDOT & Metro COG Federal Aid transportation improvement projects • Coordination with contractors on lane/road closures, and other entities for special event traffic control • Responsible for shared use path planning and construction • Responsible for management of City bridges • Six full time staff, all located in City Hall.	• Improved intersection traffic controls at intersections, whether it be flashing yellow left turn arrows at traffic signals or it be roundabouts at other intersections, will continue to be recommended for implementation. • The Complete Street design concept, or streets planned and designed for all users, will continue to be recommended for implementation, as recommended in the GO2030 comp plan.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Salaries	$918,429	$585,082	$590,693
Traffic Signal Maintenance	$120,883	$0	$0
Electricity	$66,798	$0	$0
Truck Regulatory Revenues	$369,150	$374,000	$375,000

Traffic Engineering

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 918,429	$ 585,082	$ 585,082	$ 593,097
Benefits	200,097	133,169	133,169	137,282
Other Services	108,838	653,049	653,049	114,300
Repairs and Maintenance	27,533	-	-	-
Rentals	-	-	-	-
Insurance	7,191	3,645	3,645	3,645
Communications	5,772	5,500	5,500	5,500
Advertising and Printing	335	-	-	-
Travel & Education	9,874	13,650	13,650	13,650
Energy	83,722	-	-	5,000
General Supplies	164,625	400	400	400
Major Supplies	-	-	-	-
Miscellaneous	19,004	12,150	12,150	12,150
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,545,420	$ 1,406,645	$ 1,406,645	$ 885,024

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	11	6	6	6
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	11	6	6	6

Street Department

Description of Service Provided	Current or Emerging Issues
The Public Works Street Department strives diligently to preserve and enhance the social and environmental quality of life in the City of Fargo. Through effective, efficient, and quality service, the department not only maintains but also focuses on improving public infrastructure that will assist in safeguarding the health, safety and welfare of all citizens. The Street Department provides a wide range of services essential to the public, which can vary from street and utility repair to fighting major floods and snowstorms. Overall, the department's primary responsibilities can be categorized into the following activities: • Street & Bridge Maintenance: o Asphalt & Concrete Street Repair o Mudjacking o Gravel Street & Alley Maintenance including dust control o Sweeping o Snow Removal & Anti Ice Measures for all Public Streets o Maintenance & Snow Removal of all City Owned Sidewalks • Gravity Sanitary Sewer System Maintenance & Televising • Storm Sewer System Maintenance & Televising • Right-of-Way Grooming • Street Sign Designation Replacement & Repair • Sidewalk Ordinance Enforcement Parking Restriction Enforcement	• Without the needed resources, service levels will continue to drop and "request for service" numbers will continue to rise. • Pricing of essential day-to-day street maintenance products such as deicing salt, asphalt and tack oil are on the rise. Currently we are experiencing price increases ranging from six to twelve percent yearly. With increases of this size, large funding requests are going to be required to maintain current product service levels. • Retention of current staff is a growing concern. Recent market studies show that Fargo salaries for equipment operators is not competitive with other regional cities. On average, our operators make 6% less than what other comparable communities pay. When compared to Grand Forks and Bismarck, pay for our equipment operators is approximately $12,000 and $3,500 lower respectively. In order to retain the excellent people we have, it is necessary for wages to stay competitive.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Miles of Roadway Maintained	501	507	514
Miles of Sanitary Sewer Maintained	432.61	438.41	445.61
Miles of Storm Sewer Maintained	498.85	507.85	523.85
Storm Lifts Stations Maintained	80	82	84
Acres Mowed	872.3	885.17	905.17

Street Department

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 3,364,297	$ 3,427,621	$ 3,774,621	$ 3,559,838
Benefits	936,004	1,010,116	1,010,116	1,079,895
Other Services	307,504	478,200	931,200	572,700
Repairs and Maintenance	40,305	64,600	64,600	64,600
Rentals	260,651	314,956	314,956	527,106
Insurance	63,192	95,925	95,925	62,795
Communications	10,272	8,800	8,800	8,800
Advertising and Printing	840	500	500	500
Travel & Education	12,234	19,700	19,700	19,700
Energy	315,215	467,741	467,741	467,741
General Supplies	341,412	411,750	411,750	420,250
Major Supplies	786,974	615,046	615,046	720,046
Miscellaneous	32,148	22,700	22,700	22,700
Capital Outlay	695	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(268,500)
TOTAL	$ 6,471,743	$ 6,937,655	$ 7,737,655	$ 7,258,171

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	55	55	55	57
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	55	55	55	57

Central Garage

Description of Service Provided	Current or Emerging Issues
Central Garage provides a wide range of services to the City of Fargo by operating a maintenance facility as well as parts storeroom at the Public Works campus. Overall the department's primary responsibilities can be categorized into the following activities: • Vehicle and Equipment Procurement • Developing and managing the vehicle and equipment replacement schedule • Liquidation of assets • Preventative Maintenance Program • Vehicle and Equipment Repairs • Major Repair Outsourcing • Road Service Assistance • Vehicle Title and Licensing • Insurance Claim Processing • Fuel Contract Purchases • Fuel Sales to other Governmental Agencies • Fueling Site Operation and Maintenance at Public Works • Tracking Lifecycle Costs for Vehicles and Equipment • DOT inspections, aerial equipment certification, Fire apparatus pump tests • Parts Storeroom o Perform inventory control procedures o Ensure parts are processed to the work orders o Provide monthly billing reports o Reconcile purchasing documentation	• Developing a fully burdened labor rate for accurate service efficiencies. • The nationwide technician shortage is still in effect. The trend is expected to continue, as the number entering the workforce is not keeping up with the number of technicians retiring. • We are experiencing substantial increases in costs associated with equipment maintenance, especially related to diesel emissions. • Key to overall Fleet condition is to have an adequately funded Vehicle Replacement Fund. A well-managed replacement program will reduce maintenance and fuel costs as well as reducing down time. The General Fund Departments account for over $35,000,000 in vehicles and equipment. Assuming a 15-year life cycle, to maintain this schedule requires a budget of $2,330,000 per year.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Repairs less than 1 day	82%	80%	78%
Repairs 1 to 2 days	7%	8%	8%
Repairs more than 2 days	11%	12%	13%
Fleet Availability	94%	94%	93%
Billable Labor Hours	28,100	22,880	24,960
Number of Work Orders Generated	8,902	9,000	9,000
Fuel Contract Savings	$425,000	$200,000	$320,000

Central Garage

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 1,362,759	$ 1,541,206	$ 1,469,206	$ 1,543,547
Benefits	464,164	506,851	506,851	554,318
Other Services	32,109	29,900	29,900	35,900
Repairs and Maintenance	1,089,513	944,452	944,452	1,039,452
Rentals	13,139	13,393	13,393	13,393
Insurance	13,586	11,150	11,150	11,150
Communications	3,362	4,300	4,300	4,300
Advertising and Printing	586	400	400	400
Travel & Education	15,359	28,300	28,300	28,300
Energy	138,460	197,794	197,794	197,794
General Supplies	39,155	37,950	37,950	42,150
Major Supplies	-	-	-	-
Miscellaneous	23,428	25,000	25,000	26,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(35,000)
TOTAL	$ 3,195,620	$ 3,340,696	$ 3,268,696	$ 3,461,704

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	24	24	24	25
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	24	24	24	25

Fire Department

Description of Service Provided	Current or Emerging Issues
The fire department provides fire prevention, emergency medical response and fire suppression response to the citizens, businesses, and visitors to the City of Fargo. 1. The Fire Marshal oversees the **Fire Prevention** division. Six Fire Inspector/Investigators are assigned the duties of inspections, fire investigations, plan review, and public education. Public education provides fire and life safety programs to area schools and business. 2. An Assistant Fire Chief oversees the **Operations** division. 108 (One hundred eight) personnel assigned to this division perform the duties of emergency medical services, fire suppression, hazardous materials, technical rescue response, and other response activities. The Operations personnel also perform annual commercial building inspections and hydrant flushing for the nearly 7,000 fire hydrants in Fargo. 3. An Assistant Fire Chief oversees the **Support Services** division. Two fire captains and the emergency manager assist in carrying out the duties of training, planning, personnel administration, accreditation, and emergency management.	**2020 Departmental Goals** 1. Respond to all Emergency calls within 8:12 from the time a citizen calls 911. 2. Contain fires to the room of origin 90% of the time. 3. Implement a community risk reduction committee. 4. Study opportunities to improve Emergency Medical Service in an effective yet efficient manner. 5. Determine alternative response models for EMS responses. 6. Develop a plan for hydrant flushing to reduce maintenance and fuel costs. 7. Begin work on Fire Station 8. 8. Develop career development programs for all promotable positions. 9. Conduct a Training Facility Assessment and look at future options. 10. Reinvent the department's communications and information services with an emphasis on social media. **Critical Issues** • Fire Station 2 is in need of an update. It was recommended by the accreditation team that we look to move the station. There is not a suitable area for the station to be moved to. A remodel of the building is needed. • Calls for assistance continue to increase. The increase is most noticeable in the downtown and South Fargo areas. The City will need a station in South Fargo within the next 2 years to meet service demands. The department will need to look for alternative response to medical calls in the City. • Responses to opioid overdoes continue to climb. **Emerging Issues** • The fire burn building located with Station 4 is in need of repairs. The building is over 53 years old and the interior protective coating is starting to fall off. The facility needs to be made usable in the interim but a new facility is needed. • With the community growth we continue to upgrade and add to our warning system. New sirens are needed as well as replacement. • Using new technologies to provide a safer work environment. • Ensure full operational status of the UAS program. • In two years we need to begin replacement of self-contained breathing apparatus because of age. Cost for this will be between $500,000 and $750,000.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Calls for Service	11,014	11,500	12,000
Number of Stations	7	7	7
Number of Apparatus	16	16	16
Property Preserved	$178,218,715	$200,500,000	$201,000,000
Property Lost	$1893,519	$3,500,000	$3,750,000
Call to 1st Unit Arrival at 90th Percentile	8 min 12 sec	8 min 12 sec	8 min 12 sec
Percentage of Time Goal is Met	88.2%	90%	90%
Hydrants Flushed	7,000	7,150	7,150
Suppression Inspections	5,300	5,350	5,500
Bureau Inspections	1,350	1,400	1,425
ISO Rating	1	1	1

Fire Department

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 8,536,523	$ 8,900,092	$ 9,020,365	$ 9,220,855
Benefits	3,450,883	3,661,833	3,682,833	3,764,709
Other Services	118,998	161,500	160,500	171,500
Repairs and Maintenance	140,689	165,000	176,467	175,500
Rentals	13,968	-	11,000	11,000
Insurance	43,746	35,020	35,020	42,200
Communications	15,934	21,500	21,500	22,500
Advertising and Printing	5,334	9,500	9,500	9,500
Travel & Education	79,661	74,000	106,510	79,000
Energy	220,268	232,492	232,492	232,492
General Supplies	132,147	117,100	145,097	121,100
Major Supplies	-	-	-	-
Miscellaneous	107,753	132,000	144,888	138,000
Capital Outlay	37,799	-	30,500	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(10,000)
TOTAL	$ 12,903,703	$ 13,510,037	$ 13,776,672	$ 13,978,356

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	122	123	123	123
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	122	123	123	123

Description of Service Provided	Current or Emerging Issues
The Fargo Police Department provides the community with a wide range of basic, complex and emergency policing services, which includes investigating and resolving crime, enforcing the city's traffic regulations, responding to calls-for-service received from the public and mitigating public-safety concerns coming to our attention. The Fargo Police Department is divided into three operational divisions, each of which is commanded by a deputy chief: **The Field Services Division** consists of Patrol, School Resource Officers, Truck Regulatory, Cultural Liaison Officers and Community Trust Officers. **The Investigations Division** consists of the following teams: Personal Crimes, Property Crimes, Financial Crimes, Intelligence, Narcotics and Street Crimes. **The Administrative Division** oversees training, budgets, grants, H.R., crime prevention, crime free housing, public information officer, media and marketing. The Field Services Division is divided into four patrol districts, each of which is managed by a police lieutenant who is responsible for police operations within their district. Each district is further divided into three patrol beats where the officers assigned each area are supervised by a police sergeant. The department utilizes processes known as "CompStat" and "Intelligence Led Policing". These processes facilitate the use of data and intelligence information to assess when and where department resources are deployed, thus making the most effective and efficient use of those resources.	• As Fargo continues its rapid and vibrant expansion the public-safety issues associated with this growth will continue to increase as well. • In order to maintain a relatively low crime rate throughout the city, the police department will need to add both sworn and non-sworn personnel at a rate that meets the city's growth rate. • In addition to adding personnel to keep up with the city's growth, the department's on-going initiatives to mitigate crime through prevention, public interaction and public awareness will be the best approach in maintaining the existing quality of life status throughout the city. • Opioid overdoses and deaths have become a critical issue locally, regionally and nationally. The police department has dedicated significant resources in personnel to battle this through awareness, education and enforcement efforts. • We are very excited about the acquisition of the Border States Industries building at 105 25th St. N. for a Fargo Police Station. In November of 2017, we moved the Field Services Division into the building and became operational. In February of 2019, we started phase 2 of this renovation project and are aiming for completion at the end of August 2019. We will then move the Administrative and Investigations Divisions into the building to become one complete police station.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Calls-for-Service	89,565	96,282	103,503
Total Offenses	11,775	12,555	13,335
Traffic Crashes	4,243	4,317	4,391

Police Department

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 13,532,063	$ 14,214,782	$ 14,325,980	$ 14,901,711
Benefits	4,346,579	4,749,045	4,765,938	5,011,966
Other Services	214,252	236,850	263,850	248,850
Repairs and Maintenance	131,077	151,531	151,531	151,531
Rentals	537,660	958,200	958,200	958,200
Insurance	85,355	57,610	57,610	85,000
Communications	130,315	133,648	133,648	145,648
Advertising and Printing	33,144	34,500	34,500	34,500
Travel & Education	178,525	171,078	171,078	190,078
Energy	229,487	266,777	266,777	266,777
General Supplies	232,617	239,615	239,615	244,115
Major Supplies	-	-	-	-
Miscellaneous	188,030	183,355	183,355	183,355
Capital Outlay	201,608	-	62,217	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(10,000)
TOTAL	$ 20,040,712	$ 21,396,991	$ 21,614,299	$ 22,411,731

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	203	204	205	209
Part Time Benefited	-	-	-	-
Contracted Employees	1	1	-	-
TOTAL	204	205	205	209

Fargo Cass Public Health

Description of Service Provided	Current or Emerging Issues
Vision: Healthy People in Healthy Communities Mission: To prevent disease and injury, promote wellness, and protect community health Currently there are 152 employees (104 FT, 34 PT, 14 variable) Services provided include: • Environmental Health: Aquatic facilities, Body art, Restaurant inspections, Childcare Centers, Pet stores, Hotels, Tanning facilities, Mobile home parks • PH Emergency Preparedness & Response • WIC Nutritional Supplement Program • Health Promotion: Substance use prevention, Obesity prevention, Tobacco prevention, Worksite Wellness, Breastfeeding education and support • Clinic based services: Family Planning, Immunizations, Women's Way, Ryan White • Nursing: Adult Health, Maternal Child Health, Nurse Family Partnership, School Nursing, Correctional Health • Disease Control: Tuberculosis, Sexually Transmitted Disease, HIV • Employee Health • Harm Reduction: Gladys Ray Shelter, Withdrawal Management, Syringe Services, Veteran's Drop-In Center, Mobile Outreach, Downtown Homeless Outreach • Administration: Grants management, National Accreditation, Quality Improvement, Performance Management	FCPH continues to move forward with National Public Health Accreditation. Once fully accredited, FCPH will be distinguished as a nationally recognized, high quality health department, which can lead to greater funding opportunities. The accreditation process has assisted in the development of a Performance Management Council and a Quality Improvement Committee, increasing engagement and communication across all levels of staff as well as enhancing the efficiency of services of our community. Our Harm Reduction division continues to see the impacts of substance use/abuse within our community. Although we have made strides in decreasing overdose deaths, there is still work to be done with Opioid and Methamphetamine use in the community. In the first quarter of 2019, the Syringe Services Program distributed 672 doses of Narcan, and had 70 reported saves. Mobile Outreach, as a partnership with the ND Department of Human Services, helps provide a lower level of response for individuals out in the community who are under the influence of a substance and in need of assistance, which provides a cost savings to the community. Binge drinking among adults and young adults (27.3% from 2011-2015 data) in Cass County remains high. The Health Promotion division will explore grant opportunities to address this issue. Electronic cigarettes, or vaping, is also a public health issue that is effecting our youth. Data shows 34.8% of teens have tried vaping. FCPH will continue to work legislatively and in our programs to decrease usage and raise awareness. HIV/Hepatitis C along with other sexually transmitted infections, continue to rise in our community. Screening is collaboratively being done within our agency between the FCPH Clinic and the Harm Reduction division to provide increased testing and referral for high-risk individuals. In 2018, Cass County had 20 HIV cases and 278 Gonorrhea cases, which are both increased from previous years. **3-5 Year Needs:** We continue to have space needs and building issues for the Gladys Ray Shelter. Additional space is needed for staff and wrap around support services, as well as drop–in services. The Harm Reduction division would also benefit from an Electronic Record keeping system that interfaces with the HMIS system (Homeless Management Information System).

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Federal Grants	$1,752,991	$1,505,510	$1,475,510
State Grants	$669,509	$686,000	$584,800
State Aid	$547,668	$547,668	$564,261
Self-Pay Revenue	$325,513	$310,500	$276,000
Insurance Revenues	$725,451	$690,000	$655,000
Revenue from Environmental Health Licenses	$413,233	$400,000	$425,000

Fargo Cass Public Health

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 7,631,249	$ 7,651,599	$ 7,943,053	$ 7,649,777
Benefits	1,986,392	2,066,121	2,124,666	2,181,847
Other Services	778,698	801,070	817,070	687,320
Repairs and Maintenance	19,442	18,500	18,500	19,900
Rentals	15,616	18,400	18,400	16,210
Insurance	30,541	25,365	25,365	25,365
Communications	42,644	41,900	41,900	46,480
Advertising and Printing	11,074	16,100	16,100	16,100
Travel & Education	109,010	141,850	153,850	145,600
Energy	101,512	108,304	111,304	108,304
General Supplies	409,069	439,700	445,300	451,700
Major Supplies	33,558	20,500	21,750	23,000
Miscellaneous	765	1,000	1,000	1,000
Capital Outlay	11,885	-	12,000	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 11,181,455	$ 11,350,409	$ 11,750,258	$ 11,372,603

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	96	96	96	96
Part Time Benefited	36	36	37	37
Contracted Employees	-	-	-	-
TOTAL	132	132	133	133

Description of Service Provided	Current or Emerging Issues
Technology Access to include Public Internet, Wireless Internet and Printing: All Library locations provide public Internet stations, wireless access and printing for a small fee. Staff is also available to assist patrons with technology related questions. **Access to Books and AV Materials including non-English language resources:** The library provides both print and audio visual items for all ages to include a world language collection for non-English speaking residents. In 2014 Fargo Public Library circulated over 1 million items to local citizens and had over half a million. **Access to Statewide E-Content:** The library is part of a statewide E-book consortia know as Library 2GO. Our membership allows the citizens of Fargo to have access to E-content from twenty-eight different libraries statewide. **Technology Instruction/Programming:** We provide beginner computer and Internet classes to the public. We also provide beginner mobile device classes that give an overview of the many devices and how to use a mobile device to access E-books. We also provide programs related to emerging technologies such as 3D printing. **Children's Early Literacy Programming:** The library's children's department provides a number of programs designed to promote early literacy skills such as Baby Rhyme Time, **Story time for Preschoolers and Toddlers and Ready to Read workshops for parents and guardians.** **Cultural Events:** The library provides a wide variety of cultural events such as the Fall Jazz Concert series, author visits, story tellers and film series. **Inter-Library Loan Services:** Fargo residents are able to receive materials from other libraries around the country through our Inter-library loans services.	**The implementation of the library's three year strategic plan.** The library's strategic plan has identified over sixty action step goals that will impact all aspects of library services. The organization continues to make progress in the implementation of the goals despite significant economies of time. **Continued growth of the community and user expectations:** The continued growth of the community adds the challenge of expanding programming and collections with limited resources. The citizens of Fargo continue to request additional programming and services. We have expanded our community engagement programming in order to intersect with the diverse and growing population of Fargo. **Continue Growth in the demand for Electronic Content i.e. E-books:** The continued growth of the number of mobile devices in our community has fueled the continued demand for more E-book and E-Audio book offerings from our Library 2Go consortia, Hoopla and RB Digital platforms. Fargo Public Library strives to be leader in providing high demand collections in the many formats available. To be successful in this regard the library will need to continue to expand the breadth and size of its electronic collections. **Continued challenges with serving vulnerable populations.** The library continues to seek proactive solutions to the challenges of serving citizens who suffer from various forms of mental illness and addiction. Along with the increased staffing and security presence, the library will look to partner with community resources to identify solutions.

Access to Electronic Databases: The library provides a wide variety of online resources. The topics include: Auto Repair, Books and Reading, Encyclopedias, Genealogy, Health Resources, Investing, Language Learning, Legal Resources, Library Catalogs, Local History, Magazines and Newspapers, Non Profits, Research, Small Business, Teachers and Educators, Test Preparation and Skill Improvements. **Reference and Readers Advisory Services:** The library provides staff dedicated to assisting patron's informational needs. **Community Gathering Spaces:** Each library location has meeting/program space available for community businesses, organizations and individual citizens. **Recreational and Educational Programming for all Ages:** Along with the cultural programs discussed above, the library continually provides the community a diverse offering of programs for all ages. http://www.cityoffargo.com/CityInfo/Departments/Library/CalendarofEvents **Outreach Services:** The library provides library materials to citizens in over twenty retirement and assistant living facilities to include a number of homebound individuals. **Community Engagement Event Programming:** The library provides access to library materials and programming remotely at Citywide events and gatherings.	

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
E Content Circulation	133,164	160,000	180,000
Items Circulated	893,789	895,050	905,000
Library Visits	512,832	511,800	513,000
Program Attendance	27,607	28,000	28,500

Fargo Public Library

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 2,386,267	$ 2,464,457	$ 2,462,457	$ 2,521,828
Benefits	673,898	720,318	720,318	763,591
Other Services	238,337	145,429	145,429	149,629
Repairs and Maintenance	76,218	68,366	68,366	75,866
Rentals	65,622	63,591	63,591	66,000
Insurance	26,201	21,555	21,555	21,555
Communications	41,406	70,450	70,450	70,450
Advertising and Printing	26,053	27,000	27,000	42,000
Travel & Education	23,421	30,200	30,200	30,200
Energy	147,942	169,664	169,664	169,664
General Supplies	820,202	846,623	846,623	896,423
Major Supplies	-	-	-	-
Miscellaneous	55,532	2,100	2,100	2,100
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	(35,000)
TOTAL	$ 4,581,099	$ 4,629,753	$ 4,627,753	$ 4,774,306

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	30	30	32	32
Part Time Benefited	22	22	22	22
Contracted Employees	-	-	-	-
TOTAL	52	52	54	54

Description of Service Provided	Current or Emerging Issues
The City Commission Office provides administrative services in support of the governing body including the Mayor and City Commissioners as well as the City Administrator, Assistant City Administrator, Manager of Communications and Public Affairs and the Director of Strategic Planning and Research. The Office also serves as the contact between constituents and their elected officials. **The major services delivered include:** • City Commission agenda creation • Compilation of agenda packets to include review of recommended motions to assure appropriate action by Commission • Preparation of on-line agenda packets to link agenda items with background information • Preparation of City Commission minutes • Proper follow-up of City Commission actions taken at meetings • Review of pending legislation prior to and during Legislative sessions and work with Legislators and various Departments • Ensure proper media notification of meetings to conform with open meeting laws • Liaison between City departments and the Commissioners • Liaison between the public and Commissioners • Arrange meetings for the Mayor, City Commissioners, the City Administrator and Assistant City Administrator. • Preparation of Proclamations Preparation of various documents for the Mayor, Commissioners, City Administrator, Assistant City Administrator and Director of Strategic Planning and Research	• In May of 2019, three Information Desk Receptionists were hired to staff the Information Desk at the entrance of the New City Hall. • In June of 2020 our office will be swearing in two City Commissioners. • Conversations will continue in the hopes of adding an Agenda/Meeting Management System, which will integrate with Laserfiche, in the coming year.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Agenda Preparation	26	27	26
Minute Preparation	26	27	26

City Commission

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 333,823	$ 348,186	$ 348,186	$ 353,275
Benefits	109,007	110,447	110,447	121,418
Other Services	8,989	11,000	11,000	11,000
Repairs and Maintenance	745	500	500	500
Rentals	1,385	-	-	6,000
Insurance	1,531	1,945	1,945	1,945
Communications	4,526	5,000	5,000	5,000
Advertising and Printing	26,385	26,000	26,000	27,000
Travel & Education	73,976	111,600	111,600	122,100
Energy	-	-	-	-
General Supplies	3,029	4,350	4,350	4,350
Major Supplies	-	-	-	-
Miscellaneous	51,489	43,000	43,000	20,000
Capital Outlay	2,160	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 617,045	$ 662,028	$ 662,028	$ 672,588

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	3	3	3	3
Part Time Benefited	5	5	5	5
Contracted Employees	-	-	-	-
TOTAL	8	8	8	8

Description of Service Provided	Current or Emerging Issues
The Fargo Civic Center provides multi-purpose event space for concerts, trade shows, sporting events, corporate functions and community/regional events. Event services provided by the Fargo Civic Center includes: • Staffing • Equipment set-up and rental • Ticketing • Concessions	• Centennial Hall was decommissioned in March of 2015. Demolition of Centennial Hall began in July of 2016 to facilitate the construction of a new City Hall. The decommissioning resulted in a loss of 50% of the rentable square footage at the Civic Center. In spite of the loss of Centennial Hall, the Civic Center auditorium continues to schedule and host events. The Civic staff is committed to increasing activity by scheduling more events in the Civic Center in 2020. • On February 26, 2018, the City Commission approved the formation of a task force to consider next steps regarding the potential repurposing of the Civic Center to a performing arts venue. The task force members include both private and public representatives. The task force is considering location, building layout, cost estimates and funding options.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Days occupied	42	90	90

The operational metrics are shown above are subject to change due to potential recommendations from the Performing Arts Task Force and subsequent actions by the City Commission.

Fargo Civic Center

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 197,205	$ 248,519	$ 205,019	$ 211,192
Benefits	70,980	92,457	92,457	84,179
Other Services	52,836	22,500	22,500	20,000
Repairs and Maintenance	4,099	13,000	13,000	3,000
Rentals	162	2,500	2,500	2,500
Insurance	1,056	1,000	1,000	1,000
Communications	3,005	1,500	1,500	-
Advertising and Printing	-	120	120	-
Travel & Education	-	400	400	-
Energy	72,580	80,000	80,000	80,000
General Supplies	4,551	6,915	6,915	6,665
Major Supplies	22,862	41,000	41,000	41,000
Miscellaneous	3,007	3,000	3,000	2,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 432,343	$ 512,911	$ 469,411	$ 451,536

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	4	4	4	3
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	4	4	4	3

Description of Service Provided	Current or Emerging Issues
Historically, the City of Fargo has provided financial assistance to not-for-profit organizations that benefit youth, arts, human services and others. In 2016 Social Services and Arts were separated into their own allocations (line items). The Community Development Committee manages the social service funds and provides recommendations for allocations to the City Commission as part of a regranting program. Funds are typically disbursed in February in conjunction with the Dakota Medical Foundation Giving Hearts Day event. In 2016, the Arts funds were separated into its own line item and are currently administered by the Arts and Culture Commission. Annually, 60% of this fund is allocated to The Arts Partnership (TAP) for the Tri-Cities arts regranting program. Another portion of this money is allocated towards new projects through solicitation of public art ideas. In early 2018 the City Commission adopted the first Public Arts Master Plan. The near future work is to implement this plan. The Community Development Committee and the Arts and Culture Commission serves as an important way to connect with our community and learn from individuals and organizations about actions and needs to enhance our city.	• The Community Development Committee designated a subcommittee to review the Social Service Fund grants. In 2019 the request for social service assistance by our community was over 5 times what was available for allocation. The subcommittee and staff are working to further align this program for a concentrated focus for our most vulnerable. • This year, Planning Department recommended replacing HUD dollars with the social service funds for the special assessment assistance and the snow removal assistance program (for income qualified residents). These programs have been in existence for a long time, but CDBG is no longer determined to be an appropriate funding source. • The Social Service subcommittee and the staff look forward to working on reprogramming the social service funds to be in alignment to support recommendations from the 5 year HUD Consolidated Plan. 2019 will begin the 5 year plan update per HUD's standards. Community listening sessions and community outreach is integrated into this process. • Many of our community partners performing difficult community development work do not have organizational stability. The Planning Department staff becomes the liaisons during these gap of services. We look forward to working with the community at-large to identify the challenges to stability and collaboratively define a strategic plan for local tax dollars and grant work. • One of the current issue continuing to come forward is the identification of barriers and access to work, transportation and housing. The planning department staff supports, facilitates, and collaborates with members of our community to further implement strategies to overcome these barriers.

Operational Measures

Description	2017 Actual	2018 Actual	2019 Expected
Social Services			
Amount of Awards	$253,000	$253,000	$253,000
Number of Awards	29	26	26
Arts			
Amount of Awards	$150,000	$150,000	$150,000

Social Service & Arts

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	361,854	403,400	403,950	403,400
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 361,854	$ 403,400	$ 403,950	$ 403,400

General Fund Capital Outlay

Description of Service Provided	Current or Emerging Issues
Capital assets are a key part of providing quality services to our citizens. Resources need to be allocated in amounts sufficient to meet the demands of our growing City. All General Fund capital outlay requests are accumulated in a capital outlay division for ease of budgeting and tracking. There is a detailed schedule of capital outlay requests and related funding in later section of this document. Department Heads are responsible to forecast their need for capital items to include buildings, heavy equipment, vehicles, equipment, software and other items that may be unique to their service delivery. The Budget Team reviews all capital requests and allocates budgetary resources for the highest priority initiatives. In some cases, a fixed dollar amount is allocated and Department Heads can determine which items will be purchased.	General Fund capital outlay is funded at levels commensurate with the 2019 budget. Additional capital funding has been included in our capital project fund. Management continues to evaluate equipment replacement schedules to determine optimum useful life strategies. Replacement lives have been extended in prior budget cycles due to fiscal constraint on our overall budget process.

Capital Outlay

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
City Auditor	$ 30,184	$ 10,000	$ 84,309	$ 26,000
Buildings & Grounds	24,084	38,200	64,761	6,000
Transit	107,186	2,300	2,300	30,000
Planning	(55,000)	5,000	5,000	30,000
Inpsections	-	5,000	5,000	-
Engineering	15,903	29,500	41,597	36,600
Streets & Sewers	29,767	62,000	62,000	-
Central Garage	23,304	78,000	78,000	51,000
Fire Department	19,458	15,000	31,942	32,500
Police Department	184,024	38,500	76,642	15,000
Health Department	6,723	1,000	2,277	16,500
Public Library	89,291	24,000	24,000	23,000
Human Resources	77,289	4,500	4,500	24,000
Municipal Court	-	2,335	2,335	2,335
Civic	-	-	25,000	25,000
Public Information	-	-	10,000	-
Street Rehabilitation	41,354	-	-	-
Miscellaneous General Capital	39,079	-	-	-
Grant Funded Items	-	-	75,363	-
Public Works Sewer Inspect	187,863	-	-	-
Cable Franchises	50,000	-	-	
IT Capital Pool	400,757	321,500	321,500	321,500
TOTAL	$ 1,271,266	$ 636,835	$ 916,526	$ 639,435

Vehicle Replacement

Description of Service Provided	Current or Emerging Issues
The Fleet Purchasing Department provides a wide range of services essential to all departments by utilizing the City of Fargo Purchasing policy. Overall the department's primary responsibilities can be categorized into the following activities: • Product evaluations • Vendor demonstrations • Department Requests • Fleet justifications • Developing equipment specifications • Requesting Proposals • Asset Management • Auction Services • Equipment Liquidation Enterprise fund vehicles and equipment are charged directly to the fund that utilizes them and are not included in this Divisional budget. This cost center is used to track ongoing end of life unit replacement of our fleet. Significant funding is needed to replace unit on a timely basis. Failure to replace them in an optimal timeline drives up repair costs. A Vehicle Replacement Committee meets periodically to monitor replacement recommendations and strategies to get the most value from our investment in these assets.	• Diesel engine emission requirements resulting in higher maintenance costs. • Steel tariffs are causing amplified inflation on equipment. • Both fleet expansion and staffing increases make equipment requests difficult to fulfill within the given budget. • Cost benefit of early cycle trading to keep up with inflation and equipment's useful life. • Utilizing a motor pool system with a comprehensive life cycle billing. Expected future equipment cost. • Front End Loader $232,000 • Snowblower (Loader) $170,000 • Squad car w/equip $60,000 • Snow Plow Truck $192,000 • Motor grader $265,000 • Fire Pumper $550,000 • Fire Ladder Truck $1,200,000

Operational Measures

Equipment Class	Equipment Count	Desired Replacement	Actual Replacement	Average Age by Year
Fire / Emergency Equipment	33	12	18	10
Police Squad	71	3	3.5	3
Sedans	80	10	12	8
SUV	67	10	14	8
Van	19	10	15	7
Pickup Trucks	76	10	15	11
1 Ton	34	12	15	9
Refuse	52	12	16	9
Dump / Plow trucks	55	12	15	12
Construction / Misc.	78	12	14	8

Vehicle Replacement

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Streets & Sewers	$ 307,140	$ -	$ -	$ -
Central Garage	-	-	-	-
Fire Department	1	-	-	-
Police Department	118,721	-	-	-
TOTAL	$ 425,862	$ -	$ -	$ -

Unallocated Costs

Description of Service Provided	Current or Emerging Issues
The Unallocated Division is used during the budget process to posit budgetary resources that will be categorized into Divisional budgets after the budget has been approved. This procedure allows for efficient completion of the preliminary budget and integration of the approved budget into our core budget system. Reclassification of unallocated items occurs after the final budget has been approved.	• Departments generally spend below approved budget levels by 2% - 3% each year. We believe that this trend will continue as part of our normal operations, and therefore this estimate these savings have been accounted for in this cost center. • The City executes fixed price contracts for most of our overall fuel consumption to eliminate market fluctuation risk. We have saved approximately $1 million over the past five years using this cost containment strategy. This process will continue in 2020 and estimated savings are allocated in this cost center. • Preliminary competitive wage adjustments of 2.5% totaling , market pay and staff reclassification adjustments have been included here. Recent increases in Public Safety pay levels were approved in 2019.

Unallocated

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ (686,440)	$ (304,440)	$ 796,000
Benefits	-	-	-	200,000
Other Services	-	(83,239)	(83,239)	(82,899)
Repairs and Maintenance	-	-		-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	(100,000)	(100,000)	(100,000)
Advertising and Printing	-	-	-	-
Travel & Education	-	(70,253)	(70,253)	(70,253)
Energy	-	(250,000)	(250,000)	(320,000)
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	(1,540)	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	(600,000)	(600,000)	(1,000,000)
TOTAL	$ (1,540)	$ (1,789,932)	$ (1,407,932)	$ (577,152)

Transfers To Other Funds

Description of Service Provided	Current or Emerging Issues
Fund transfers move General Fund resources to other governmental funds for specific purposes as appropriated by the Board of City Commissioners. Specific uses include local share of capital grants, debt service obligations, special revenue funding and cost sharing of City capital projects. Certain budgeted expenditures are reclassified during the Comprehensive Annual Financial Report as transfers to other funds.	Transfers for debt service obligations increased by $280,647 to finance new facilities approved in 2019. Transit equipment grant funding and related local share of grant funding is included for the transit system. Federal and local cost shares are typically 80% federal and 20% local funding. The amount include for a portion of the local share funded within the General Fund is $466,000. Debt service requirements will increase as additional facilities are expanded to serve our core municipal functions.

Transfers To Other Funds

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
To Special Revenue Funds	$ 69,000	$ 76,545	$ 76,545	$ 76,545
To Debt Service Funds	2,386,043	2,418,400	2,254,400	2,639,763
To Capital Project Funds	3,609,838	430,000	1,542,949	746,586
TOTAL	$ 6,064,881	$ 2,924,945	$ 3,873,894	$ 3,462,894

Fund Description	Fiscal Trends and Comments
There are fifteen Special Revenue Funds maintained by the City of Fargo. Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures of a particular purpose.	• The Robert Street parking facility is providing much needed parking in the Downtown area. The Parking Authority fund absorbed some of the construction costs incurred in 2018 that created a fund balance deficit. Parking revenues will restore this fund balance in future fiscal years. • Stadium suite rental revenues will recover the stadium fund deficit over a long-term period. • Community Development Block Grants and other housing related programs are funding one new full-time staff position with Planning Department oversight.

CITY OF FARGO, NORTH DAKOTA
SPECIAL REVENUE FUNDS 2020 BUDGET SUMMARY

Fund Name	Fund	1/1/2019 Fund Balance	2019 Budgeted Revenues	2019 Mid Year Revenue Adjustments	2019 Budgeted Expenditures	2019 Mid Year Expenditure Adjustments	1/1/2020 Projected Fund Balance	2020 Budgeted Revenues	2020 Budgeted Expenditures	1/1/2021 Projected Fund Balance
City Share of Special Assessments	202	$ 986,819	$ 586,000	$ -	$ (586,000)	$ -	$ 986,819	$ 619,300	$ (586,000)	$ 1,020,119
Noxious Weed Control	203	33,373	-	-	(25,000)	-	8,373	-	(8,373)	-
Convention & Visitors Bureau Operating	206	32,145	2,292,150	-	(2,267,355)	-	56,940	2,331,000	(2,331,000)	56,940
Regional Law Enforcement Training Center	208	231,415	100,000	-	(80,534)	-	250,881	100,000	(100,000)	250,881
Court Forfeits	215	70,329	100,000	-	(160,000)	-	10,329	100,000	(100,000)	10,329
Skyway Maintenance	219	107,694	90,000	-	(176,000)	-	21,694	120,000	(130,000)	11,694
Downtown Business Improvement District	221	126,487	373,000	-	(330,000)	-	169,487	373,000	(330,000)	212,487
NRI Loan Program	230	191,879	157,500	-	(5,150)	-	344,229	157,500	(8,650)	493,079
Community Development	231	274,067	720,000	-	(665,838)	-	328,229	765,623	(822,693)	271,159
HUD HOME Program	233	5,102	8,500	-	(30,000)	-	(16,398)	30,000	(13,602)	-
Neighborhood Stabilization	234	71,100	-	-	(148,025)	148,025	71,100	-	(71,100)	-
Home Participating Jurisdiction	239	160,944	596,000	-	(536,782)	-	220,162	555,741	(442,577)	333,326
Parking Authority	240	(733,045)	1,895,500	50,000	(1,952,007)	-	(739,552)	1,948,000	(1,899,209)	(690,761)
Parking Authority Repair & Replacement	241	(48,936)	36,000	-	(756,750)	500,000	(269,686)	36,000	(36,000)	(269,686)
Baseball Stadium	268	(1,057,339)	200,000	-	(220,000)	-	(1,077,339)	200,000	(130,000)	(1,007,339)
Total Special Revenue Funds		$ 452,034	$ 7,154,650	$ 50,000	$(7,939,441)	$ 648,025	$ 365,268	$ 7,336,164	$ (7,009,204)	$ 692,228

2018 - 2020 FM CVB OPERATING BUDGET

	2019 - 2020 Budget	2018 - 2019 Budget	2017 - 2018 Budget
REVENUES			
Fargo Lodging Tax	$ 1,554,100	$ 1,528,100	$ 1,543,470
In-Kind Contribution	125,000	125,000	188,120
Moorhead Lodging Tax	169,000	175,050	144,916
West Fargo Lodging Tax	192,200	166,000	125,000
Gift Shop Revenue	76,050	66,000	66,000
FMVG Advertising Revenue	12,500	12,500	15,000
Interest Income	12,008	9,166	9,166
Housing Bureau Revenue	296,145	284,825	233,494
Miscellaneous	2,500	2,500	2,500
Spending from Reserves	54,400	38,200	-
Frostival Event Revenue	7,200	15,000	26,850
TOTAL REVENUES	**2,501,103**	**2,422,341**	**2,354,516**
EXPENDITURES			
Salaries Expenditures			
Salaries	701,740	670,000	669,526
Temporary Salaries	101,627	91,632	82,656
Overtime	4,800	900	900
Payroll Taxes	61,458	58,265	57,542
Retirement	21,052	20,100	20,086
HSA	14,232	-	-
Unemployment	8,365	8,365	8,365
Workers Comp	1,650	1,650	1,650
Health-Dental Ins/Benefits	90,171	102,408	90,610
Total Salaries	**1,005,095**	**953,320**	**931,334**

2018 - 2020 FM CVB OPERATING BUDGET

	2019 - 2020 Budget	2018 - 2019 Budget	2017 - 2018 Budget
Administration Expenditures			
Professional Fees	14,030	30,480	10,980
Accounting Services	21,960	19,320	20,070
Insurance	11,531	13,547	9,500
Postage & Shipping	18,000	18,000	18,000
Utilities	30,450	31,129	30,940
Telecommunications/PR	33,600	32,180	29,220
Office Repairs & Maintenance	-	1,800	1,800
Office & Clerical Supplies	8,020	8,920	9,860
Other Supplies	-	3,075	4,260
Maintenance Supplies	5,460	2,385	2,241
VIC Supplies	7,800	10,000	7,100
Airport Info Center	6,000	-	1,177
Scholarship	2,000	1,000	1,000
Maintenance Contracts - Office & Equipment	1,320	1,320	-
Software Leases	7,040	7,562	6,912
Dues & Subscriptions	30,815	27,874	28,008
Miscellaneous	1,200	1,200	1,200
Gift Shop Merchandise	40,000	40,000	52,000
Bank & Credit Card Fees	1,200	2,400	3,000
Rent	131,000	125,000	125,000
Airfare	10,300	5,900	6,050
Lodging, Meals, Misc.	13,200	11,200	9,750
Tradeshow Expenses	20,350	15,600	16,100
Entertaining	2,450	2,350	2,200
Relationship Building	1,800	1,800	-
Donations & Contributions	1,200	3,000	3,000
Travel - Vehicle	4,450	3,535	3,180
Promotional Products	600	600	400
Registration Fees	7,065	6,350	5,020
Staff Clothing	300	800	400
Promotional Sponsorships	22,900	29,250	26,750
Walk of Fame	-	1,050	1,050
Total Administration	**456,041**	**458,627**	**436,168**

2018 - 2020 FM CVB OPERATING BUDGET

	2019 - 2020 Budget	2018 - 2019 Budget	2017 - 2018 Budget
Convention Sales Expenditures			
Software Leases & Subscriptions	13,500	13,500	13,500
Dues & Subscriptions	18,278	25,430	6,269
Airfare	6,600	6,600	7,350
Lodging, meals, misc.	9,350	10,500	9,735
Tradeshow Expenses	2,050	3,300	8,400
Entertaining	240	420	840
Relationship Building	540	850	1,140
Travel - Vehicle	960	1,250	3,600
Promotional Products	1,000	1,000	1,000
Events/Receptions	-	-	15,400
Event Assistance	33,100	30,000	41,500
Event Hospitality	1,200	1,200	1,200
Registration Fees	22,238	24,202	22,216
Continuing Education	500	500	500
Staff Clothing	550	200	500
Fam Tours/Site Inspections	1,000	1,500	5,200
Promotional Sponsorships	5,750	7,500	7,000
Total Convention Sales	**116,856**	**127,952**	**145,350**
Tourism Sales Expenditures			
Dues & Subscriptions	4,000	4,000	6,000
Airfare	700	700	750
Lodging, Meals, Misc.	550	450	500
Tradeshow Expenses	250	250	250
Entertaining	500	500	500
Promotional Products	250	250	250
Events/Receptions	-	-	500
FAM Tours/Site Inspections	2,500	2,500	3,000
Promotional Sponsorships	250	250	250
Total Tourism Sales	**9,000**	**8,900**	**12,000**

2018 - 2020 FM CVB OPERATING BUDGET

	2019 - 2020 Budget	2018 - 2019 Budget	2017 - 2018 Budget
Marketing Expenditures			
Marketing Software Leases/Subscriptions	70,172	43,540	40,140
Dues & Subscriptions	830	1,050	1,050
Miscellaneous	-	900	900
Contract Labor	11,700	8,350	9,050
Airfare	4,200	4,300	4,100
Lodging, Meals, Miscellaneous	7,950	8,600	6,300
Entertaining	5,000	2,500	2,500
Relationship Building	480	480	600
Donations & Contributions	-	-	675
Travel-Vehicle	900	1,250	1,750
Advertising	-	4,500	1,200
Newspaper	2,000	-	-
Magazine	38,901	38,074	41,557
Convention Program Ads	-	330	1,235
Photography/Film	750	11,800	2,300
Internet Advertising	123,675	96,475	64,275
Directories	-	4,750	8,035
Promotional Products	18,000	2,000	2,000
Brochures & Guides	-	8,000	-
Frostival Annual Event Expense	-	13,750	7,900
Visitor Guide	55,000	55,000	88,000
Visitor Guide Distribution	3,700	16,225	13,275
City Maps	3,790	3,600	3,600
Website	11,129	32,221	67,470
Agency Fees	12,000	19,100	24,000
Registration Fees	8,570	8,380	7,085
Continuing Education	900	400	400
Printing - Gen. & Admin	25,646	20,450	18,650
Special Promotions	8,710	8,000	10,000
Marketing Research	600	600	600
Staff Clothing	-	500	500
Promotional Sponsorships	2,000	2,500	2,500
Event Assistance	38,500	-	-
Total Marketing Sales	**455,103**	**417,625**	**431,647**

2018 - 2020 FM CVB OPERATING BUDGET

	2019 - 2020 Budget	2018 - 2019 Budget	2017 - 2018 Budget
Athletic Sales Expenditure			
Dues & Subscriptions	2,530	2,530	2,485
Miscellaneous	10	10	10
Airfare	7,830	5,500	4,380
Lodging, Meals, Misc	14,700	14,850	12,800
Tradeshow Expenses	550	550	550
Entertaining	1,200	2,525	1,800
Relationship Building	2,475	1,275	3,050
Travel - Vehicle	1,450	2,050	2,500
Promotional Products	4,800	4,800	5,200
Event Assistance	14,450	18,000	19,000
Frostival Annual Event Expense	-	-	45,850
Event Hospitality	17,850	22,550	13,700
Registration Fees	16,965	13,770	17,290
Continuing Education	2,400	2,700	3,150
Bid Fees	2,000	1,000	-
Staff Clothing	800	800	400
Fam Tours	1,000	1,000	1,000
Promotional Sponsorships	3,500	3,000	3,000
Total Athletic Sales	**94,510**	**96,910**	**136,165**
Housing Bureau Expenditures			
Housing Bureau/Meeting Max	49,100	48,450	38,842
Housing Bureau Activity	201,525	191,725	160,860
Total Housing Bureau	**250,625**	**240,175**	**199,702**
Event Services Expenditures			
In Town Delivery Service	240	360	900
Dues & Subscriptions	140	140	440
Contract Labor	-	-	1,000
Airfare	650	650	650
Lodging, Meals, Misc	1,300	1,300	1,600
Relationship Building	240	120	-
Travel - Vehicle	180	645	840
Promotional Products	5,000	5,000	8,000
Event Hospitality	630	8,630	8,630
Banners and Supplies	10,440	12,000	12,000
Badges	25,717	25,200	25,200
Registration Fees	1,520	1,614	2,084
Continuing Education	250	500	500
Event Services In-Town Meals	150	200	300
Staff Clothing	275	-	-
Total Event Services	**46,732**	**56,359**	**62,144**

2018 - 2020 FM CVB OPERATING BUDGET

	2019 - 2020 Budget	2018 - 2019 Budget	2017 - 2018 Budget
Special Events Expenditures			
Dues & Subscriptions	45	45	-
Airfare	600	-	-
Lodging, meals, misc.	1,050	1,500	-
Entertaining	300	420	-
Relationship Building	480	840	-
Vehicle Mileage	540	1,800	-
Promotional Products	1,000	1,000	-
Annual Events	19,250	17,400	-
Event Assistance	21,000	-	-
Event Hospitality	120	1,200	-
Registration Fees	1,595	1,235	-
Continuing Education	250	500	-
Staff Clothing	275	500	-
Frostival Insurance & Permits	-	1,600	-
Frostival Base Camp	-	18,455	-
Frostival Icicle Island	-	1,500	-
Frostival Kids Winter Boot Camp	-	4,500	-
Frostival Frozen Fortress	-	1,600	-
Frostival Volunteers	-	3,420	-
Frostival General Supplies	-	4,800	-
Total Event Services	**46,505**	**62,315**	**-**

TOTAL REVENUES	$ 2,501,103	$ 2,422,341	$ 2,354,516
TOTAL EXPENSES	$ 2,480,467	$ 2,422,183	$ 2,354,511

VARIANCE	**$ 20,636**	**$ 158**	**$ 6**

2018 - 2020 FMCVB CAPITAL BUDGET

REVENUES	2019 - 2020 BUDGET	2018 - 2019 BUDGET	2017 - 2018 BUDGET
REVENUES			
Fargo Lodging Tax *	$ 777,050	$ 764,050	$ 771,737
West Fargo Lodging Tax **	96,100	83,000	69,546
Interest Income	7,067	7,067	7,067
TOTAL REVENUES	**880,217**	**854,117**	**848,350**
EXPENDITURES			
Furnishings - Asset (Unknown)	3,000	3,000	3,000
Technology Purchases - Asset	6,000	-	-
Bldg & Grounds Improv. - Asset	40,000	-	-
Vehicle - Asset (trade-in)	30,000	-	-
Capital Grant Program	430,000	436,250	435,000
Insurance (City Policies)	6,350	7,000	7,000
Telecommunications Expense	9,000	2,450	3,000
Technology Maintenance/Upgrades	47,350	38,002	41,932
Building Repair/Maintenance/Upgrades	32,950	20,750	20,750
Office Repair/Maintenance/Upgrades	3,600	2,900	1,200
Grounds Maintenance	35,600	35,350	35,350
Maintenance Contracts - Office & Equip	32,550	32,000	32,000
Depreciation	73,200	73,200	73,200
Real Estate Specials and Drains	1,300	5,000	5,000
Bid Fees/Event Assistance	87,400	85,000	119,250
TOTAL EXPENSES	**838,300**	**740,902**	**776,682**
TOTAL REVENUES	$ 880,217	$ 854,117	$ 848,350
TOTAL EXPENSES	$ 838,300	$ 740,902	$ 776,682
VARIANCE	**$ 41,917**	**$ 113,215**	**$ 71,668**

* Fargo Lodging Tax based on 1/2 of 2% estimate on operating budget

** West Fargo Lodging Tax based on 1/2 of 2% estimate on operating budget

Fund Description	Fiscal Trends and Comments
Debt Service Funds are used to accumulate resources for the payment of long-term debt. Financial resources are provided from various sources depending upon what type of debt is issued and what revenue streams are pledged for debt repayment. The City of Fargo has several different debt types currently outstanding and routinely issues additional bonds for infrastructure capital financing. Fargo is highly rated by Moody's and Standard & Poor's Corporation. Moody's assigns an Aa1 rating for Fargo's refunding improvement bonds while Standard & Poor's assigns an AA- rating. Their credit rating reports cite strong economic data and consistently managed financial results.	• Adequate financial resources are available to pay all scheduled debt service payments and maintain the City's bond covenant requirements. • Future debt issuance include continuation of Refunding Improvement Bonds for the growth and expansion of City infrastructure in 2020. The amount issued is dependent upon projects authorized by the City Commission and the status of their completion. We typically issue this type of debt in amounts in the $30 to $40 million range. Amounts issued will be reduced by the infusion of State of North Dakota Prairie Dog infrastructure grants first available in 2020 in the amount estimated at $13 million. • The City will pursue State Revolving Loan Fund financing in 2020 for our reconstruction programs. This program offers low interest loans currently at 2%. This is in lieu of our tradition bond sale process. • The City issued a $6 million construction note to finance the Fargo Cass Public Health Expansion and Relocation Project in 2014. The note matured on May 1, 2019 and was refinanced into a long-term obligation. • The City anticipates the maintenance of our existing bond ratings with Moody's and Standard & Poor's Corporation based upon the overall strength of our economy. • If plans are approved, bonds would be issued for the Merchantile Parking Ramp project in the downtown area in 2020.

CITY OF FARGO, NORTH DAKOTA
GOVERNMENTAL DEBT SERVICE FUNDS
SUMMARY BUDGET DATA

Sources & Uses of Funds	Approved Budget 2019	Proposed Budget 2020
Revenues:		
Tax Increment District Property Taxes	$ 4,509,000	$ 1,881,000
Special Assessments Certified	31,398,000	32,906,000
Special Assessment Prepayments	6,669,200	6,475,200
Sales Taxes	12,394,362	12,569,912
Metro Diversion Authority Reimbursement	8,548,465	7,299,915
Bond Proceeds	978,800	-
Developer Bond Repayment (Block Nine)	-	727,906
Interest on Debt Service Reserves	500,000	600,000
Transfer In From General Fund for GO Debt	2,418,400	2,443,763
Transfer In From Special Revenue	735,800	737,765
Transfer in From Debt Service	925,000	861,000
Transfer For Sales Tax Bond Payments and Reserves	5,900,244	5,949,996
Total Revenues	**$ 74,977,271**	**$ 72,452,457**
Expenditures & Transfers:		
General Obligation Bond Principal	1,646,000	1,943,000
General Obligation Bond Interest & Fees	4,574,800	2,971,234
Refunding Improvement Bond Principal	17,915,000	20,328,000
Refunding Improvement Bond Interest & Fees	15,454,414	16,725,383
Sales Tax Revenue Bonds and Notes Principal	7,769,000	8,097,000
Sales Tax Revenue Bonds and Notes Interest & Fees	4,427,909	4,151,111
Tax Increment District Development Obligations	4,509,000	1,881,000
Debt Residual Expenditures	87,000	87,000
Transfer Debt Residuals	1,450,000	1,450,000
Transfer To Debt Service Funds	6,040,244	5,949,996
Transfer Sidewalk and Sewer Assessments to Capital Project Fund	451,200	474,000
Transfer Sales Tax Surplus to Capital Project Funds	6,494,118	6,619,916
Total Expenditures & Transfers	**$ 70,818,685**	**$ 70,677,640**

CITY OF FARGO, NORTH DAKOTA
2020 DEBT SERVICE BUDGET
REFUNDING IMPROVEMENT (SPECIAL ASSESSMENT) BONDS

BOND ISSUES	FUND	CERTIFIED SPECIAL ASSMT.	UNCERTIFIED SPECIAL ASSMT.	INTEREST	OTHER SOURCES	TRANSFER IN	TOTALS
Revenues:							
General Debt Service	310	$ 526,000	$ 105,200	$ 7,000	$ -	$ -	$ 638,200
General Sidewalk	379	98,000	-	8,000	-	-	106,000
General Sewer	388	366,000	-	2,000	-	-	368,000
2000 Storm Sewer SRF	342	66,000	-	-	-	-	66,000
2005 RIB Refunding Series (2014D)	355	1,160,000	232,000	48,000	-	-	1,440,000
2016 RIB Series B (Refunding)	362	2,153,000	430,600	20,000	-	-	2,603,600
2010 B RIB (2014 E RIB)	363	1,331,000	266,200	30,000	-	-	1,627,200
2010 RIB Series C	364	382,000	76,400	-	719,000	-	1,177,400
2011 RIB Series A	365	1,145,000	229,000	8,000	-	-	1,382,000
2011 RIB Series C	366	981,000	196,200	18,000	-	-	1,195,200
2011 RIB Series B	324	320,000	64,000	-	-	-	384,000
2011 RIB Series D	325	638,000	127,600	-	-	-	765,600
2011 RIB Series E (Refunding)	367	744,000	148,800	42,000	-	-	934,800
2012 RIB Series A (Refunding 03D,04C,04E)	368	2,758,000	551,600	63,000	139,000	-	3,511,600
2013 RIB Series C	369	1,148,000	229,600	21,000	-	-	1,398,600
2014 RIB Series D	370	2,654,000	530,800	4,000	-	-	3,188,800
2014 RIB Series F	371	2,499,000	499,800	13,000	-	-	3,011,800
2014 Taxable RIB Series G	372	523,000	104,600	6,000	-	-	633,600
2014 Taxable RIB Series G	373	1,805,000	361,000	60,000	-	-	2,226,000
2015 RIB A Refunding (2006B & 2007B)	374	1,823,000	364,600	19,000	-	-	2,206,600
2015 RIB Series D	375	2,027,000	405,400	66,000	-	-	2,498,400
2016 RIB Series C	326	2,506,000	501,200	38,000	-	-	3,045,200
2017 RIB Series C	328	2,408,000	481,600	58,000	-	-	2,947,600
2018 RIB Series D	329	2,159,000	431,800	53,000	-	-	2,643,800
2018 RIB Series F (BND)	332	686,000	137,200	16,000	-	-	839,200
TOTAL RIB FUND REVENUES		**$ 32,906,000**	**$ 6,475,200**	**$ 600,000**	**$ 858,000**	**$ -**	**$ 40,839,200**

BOND ISSUES	FUND	ORIGINAL ISSUE	ANNUAL PRINCIPAL	ANNUAL INTEREST	PAYING AGENT	TRANSFERS OUT	TOTALS
Expenditures & Transfers :							
General Debt Service	310	$ -	$ -	$ -	$ -	$ 1,450,000	$ 1,450,000
General Sidewalk	379	-	-	-	-	106,000	106,000
General Sewer	388	-	-	-	-	368,000	368,000
2000 Storm Sewer SRF	342	1,816,295	110,000	2,750	3,175	-	115,925
2005 RIB Refunding Series (2014D)	355	12,640,000	735,000	397,900	1,800	-	1,134,700
2016 RIB Series B (Refunding 2009C)	362	27,485,000	1,505,000	891,163	1,800	-	2,397,963
2010 B RIB (2014 E RIB)	363	19,440,000	760,000	544,032	1,800	-	1,305,832
2010 RIB Series C	364	8,250,000	555,000	195,275	1,800	-	752,075
2011 RIB Series A & B	365	17,485,000	695,000	621,138	1,800	-	1,317,938
2011 RIB Series C	366	19,400,000	580,000	612,488	1,800	-	1,194,288
2011 RIB Series E (Refunding)	367	8,385,000	645,000	171,563	1,800	-	818,363
2012 RIB Series A (Refunding 03D,04C,04E)	368	34,180,000	2,500,000	749,426	1,800	-	3,251,226
2013 RIB Series C	369	16,705,000	535,000	581,061	1,800	-	1,117,861
2014 RIB Series D	370	52,400,000	1,265,000	1,458,375	1,800	-	2,725,175
2014 RIB Series F	371	40,445,000	1,235,000	1,537,175	1,800	-	2,773,975
2014 Taxable RIB Series G	372	8,355,000	265,000	276,301	1,800	-	543,101
2015 RIB A Refunding (2006B & 2007B)	373	18,250,000	1,305,000	588,387	1,800	-	1,895,187
2015 RIB Series B (Refunding 2008E)	374	15,325,000	1,400,000	545,812	1,800	-	1,947,612
2015 RIB Series D	375	34,675,000	1,135,000	1,079,769	1,800	-	2,216,569
2016 RIB Series C	326	41,745,000	1,235,000	1,303,251	1,800	-	2,540,051
2017 RIB Series C	328	39,850,000	1,195,000	1,279,375	1,800	-	2,476,175
2017 RIB Series D	369	11,340,000	-	424,782	1,800	-	426,582
2018 RIB Series D	329	42,965,000	1,200,000	1,492,018	1,800	-	2,693,818
2018 RIB Series F (BND)	332	15,000,000	763,000	298,000	1,800	-	1,062,800
2019 RIB Series A	333	36,000,000	710,000	1,634,367	1,800	-	2,346,167
TOTAL EXPENDITURES & TRANSFERS		**$ 522,136,295**	**$ 20,328,000**	**$ 16,684,408**	**$ 40,975**	**$ 1,924,000**	**$ 38,977,383**

CITY OF FARGO, NORTH DAKOTA
2020 DEBT SERVICE REVENUES AND EXPENDITURES
SALES TAX REVENUE DEBT SERVICE FUNDS BUDGETS

BOND FUNDS:	FUND	SALES TAX COLLECTIONS	OTHER * SOURCES	TOTALS
REVENUES				
FM DIVERSION REIMBURSEMENT (CFP BONDS)	603	$ -	$ 6,298,115	$ 6,298,115
SRF UTILITY WATER PROJECTS BONDS	607	6,284,956	-	6,284,956
SRF UTILITY WASTEWATER PROJECTS BONDS	608	6,284,956	-	6,284,956
TOTAL SALES TAX COLLECTIONS		**$ 12,569,912**	**$ 6,298,115**	**$ 18,868,027**

BOND ISSUES OUTSTANDING:	FUND	ORIGINAL ISSUANCE	ANNUAL PRINCIPAL	ANNUAL INTEREST	STATE ADMIN. FEE	PAYING AGENT	TRANSFER OUT	TOTALS
EXPENDITURES & TRANSFERS								
SRF UTILITY PROJECTS WATER BONDS	607		-	-	-	-	$ 5,402,698	$ 5,402,698
SRF UTILITY PROJECTS WASTEWATER BONDS	608		-	-	-	-	1,217,218	1,217,218
CFP SALES TAX REVENUE BONDS:								
SERIES 2013A	603	51,375,000	2,175,000	1,538,825	-	1,800	-	3,715,625
SERIES 2014B	603	32,512,000	1,482,000	1,098,690	-	1,800	-	2,582,490
TOTAL FLOOD CONTROL SALES TAX BONDS		**83,887,000**	**3,657,000**	**2,637,515**	**-**	**3,600**	**-**	**6,298,115**
SRF NOTES: (UTILITY INFRASTRUCTURE)								
SALES TAX REVENUE BONDS, SERIES 2008A	630	63,725,000	3,465,000	971,250	185,588	1,800	-	4,623,638
SALES TAX REVENUE BONDS, SERIES 2008B	610	7,380,422	510,000	167,508	29,700	1,800	-	709,008
SALES TAX REVENUE BONDS, SERIES 2008C	632	1,630,000	90,000	23,000	4,600	1,800	-	119,400
SALES TAX REVENUE BONDS, SERIES 2008D	612	2,270,000	135,000	30,375	6,075	1,800	-	173,250
SALES TAX REVENUE BONDS, SERIES 2010A	634	699,374	40,000	2,075	2,075	1,800	-	45,950
SALES TAX REVENUE BONDS, SERIES 2010D	636	3,486,075	200,000	64,125	12,825	1,800	-	278,750
TOTAL SRF SALES TAX BONDS		**79,190,871**	**4,440,000**	**1,258,333**	**240,863**	**10,800**	**-**	**5,949,996**
TOTAL SALES TAX OBLIGATIONS		**$ 163,077,871**	**$ 8,097,000**	**$ 3,895,848**	**$ 240,863**	**$ 14,400**	**$ 6,619,916**	**$ 18,868,027**

REVENUE BOND DEBT SERVICE COVERAGE RATIOS:		DEBT COVERAGE %
CFP SALES TAX REVENUE BONDS (2 issues)	Flood Control	**100%**
SRF SALES TAX REVENUE WATER (2 issues)	Water	**712%**
SRF SALES TAX REVENUE WASTEWATER (4 issues)	Wastewater	**124%**

REVENUE BOND RESERVE REQUIREMENTS:			FINANCING RESERVE REQUIRED	RESERVE BALANCE 1/1/2019	DEPOSITS	DEPOSIT NO.	RESERVE BALANCE 12/31/2019
SALES TAX REVENUE BONDS, SERIES 2008A	631	Wastewater	$ 4,442,000	$ 4,442,000	-	5 of 5	4,442,000
SALES TAX REVENUE BONDS, SERIES 2008B	611	Water	704,317	704,317	-	5 of 5	704,317
SALES TAX REVENUE BONDS, SERIES 2008C	633	Wastewater	118,375	118,375	-	5 of 5	118,375
SALES TAX REVENUE BONDS, SERIES 2008D	613	Water	173,250	173,250	-	5 of 5	173,250
SALES TAX REVENUE BONDS, SERIES 2010A	635	Wastewater	47,794	47,794	-	5 of 5	47,794
SALES TAX REVENUE BONDS, SERIES 2010D	637	Wastewater	281,875	281,875	-	5 of 5	281,875
STATUS OF BOND RESERVE FUNDING			**$ 5,767,611**	**$ 5,767,611**	**$ -**		**$ 5,767,611**

CITY OF FARGO, NORTH DAKOTA
2020 OTHER GOVERNMENTAL DEBT

Other Obligations	FUND	CERTIFIED SPECIALS	UNCERTIFIED SPECIALS	OTHER SOURCES	TRANSFER IN	TOTALS
Revenues:						
2009 G.O. Development Revenue Bonds (Fire Station # 7)	384	$ -	$ -	$ -	$ 198,038	$ 198,038
2014 US Bank Direct Loan (Public Health Building)	390	-	-	-	456,937	456,937
2015E G.O. Development Bond, Series E (Parking)	376	-	-	-	737,765	737,765
2016A G.O. Development Bond, Series A (City Hall)	396	-	-	-	1,788,788	1,788,788
2019 Wells Fargo Loan, Metro Flood Diversion Financing *	398	-	-	1,001,800	-	1,001,800
2018 Annual Appropriations Bonds, Series E (Block 9)	391	-	-	727,906	3,000	730,906
TOTAL REVENUES		**$ -**	**$ -**	**$ 1,729,706**	**$ 3,184,528**	**$ 4,914,234**

BOND ISSUES	FUND	ORIGINAL ISSUE	PRINCIPAL	INTEREST	PAYING /FISCAL	TRANSFER OUT	TOTALS
Expenditures & Transfers:							
2009 G.O. Development Bonds (Fire Station #7)	384	2,875,000	140,000	56,238	1,800	-	198,038
2014 US Bank Direct Loan (Public Health Building)	390	6,000,000	353,000	102,137	1,800	-	456,937
2015E G.O. Development Bond, Series E (Parking)	376	10,230,000	450,000	285,965	1,800	-	737,765
2016A G.O. Development Bond, Series A (City Hall)	396	25,640,000	1,000,000	786,988	1,800	-	1,788,788
2019 Wells Fargo Loan, Metro Flood Diversion Financing	398	100,000,000	-	1,000,000	1,800	-	1,001,800
2018 Annual Appropriations Bonds, Series E (Block 9)	391	17,315,000	-	729,106	1,800	-	730,906
TOTAL EXPENDITURES & TRANSFERS		**$ 162,060,000**	**$ 1,943,000**	**$ 2,960,434**	**$ 10,800**	**$ -**	**$ 4,914,234**

* The Debt serivce on the Wells Fargo loan is being reimbursed to the City by the Metro Flood Diversion Authority.

CITY OF FARGO, NORTH DAKOTA
2020 TAX INCREMENT FINANCING REVENUE AND DISTRICT OBLIGATIONS

TAX INCREMENT DISTRICTS	FUND	CURRENT MARKET VALUE	BASE YEAR MARKET VALUE	YEAR STARTED	TIF PROPERTY TAXES
Revenues:					
TAX INCREMENT (C-1)	301	$ 22,806,600	$ 2,846,200		$ 274,000
TAX INCREMENT (GREAT NORTHERN DEPOT)	303	1,384,000	298,700		15,000
TAX INCREMENT 2002-01 (ND HORSEPARK)	306	11,275,500	86,040	2002	139,000
TAX INCREMENT 2005-01 (FAYLAND)	309	58,188,700	102,000	2005	719,000
TAX INCREMENT 2006-01 (BRISTOL ON BDWY)	311	7,097,500	408,100	2006	87,000
TAX INCREMENT 2006-02 (JPR 19TH AVE NO.)	313	15,375,400	1,408,400	2006	191,000
TAX INCREMENT 2007-01 (FM DEVELOPMENT PHASE I)	314	2,633,000	208,080	2007	33,000
TAX INCREMENT 2007-02 (FEDER 12TH AVE N)	315	2,385,600	316,980	2007	28,000
TAX INCREMENT 2008-01 (FM DEVELOPMENT II)	320	4,254,000	334,140	2008	54,000
TAX INCREMENT 2011-01 (SHOTWELL)	321	6,664,000	462,444	2011	77,000
TAX INCREMENT 2012-01 (914 LLC)	323	2,639,000	195,900	2012	33,000
TAX INCREMENT 2016-03 (JUNCTION 9)	330	2,446,000	1,011,000	2018	20,000
TAX INCREMENT 2015-01 (710 LOFTS)	304	1,703,000	163,400	2016	21,000
TAX INCREMENT 2014-01 (BUTLER BUSINESS PARK)	302	13,525,300	2,117,700	2016	141,000
TAX INCREMENT 2016-03 (ROBERT STREET PARKING RAMP)	307	3,619,000	236,000	2016	46,000
TAX INCREMENT 2016-01 (BLOCK 9)	327	4,575,100	4,360,100	2019	3,000
TOTAL TAX INCREMENT REVENUES		**$ 160,571,700**	**$ 14,555,184**		**$ 1,881,000**

TAX INCREMENT DISTRICTS	FUND	PAYMENT OF OBLIGATIONS
Expenditures & Transfers :		
TAX INCREMENT (C-1)	301	$ 274,000
TAX INCREMENT (GREAT NORTHERN DEPOT)	303	15,000
TAX INCREMENT 2002-01 (ND HORSEPARK)	306	139,000
TAX INCREMENT 2005-01 (FAYLAND)	309	719,000
TAX INCREMENT 2006-01 (BRISTOL ON BDWY)	311	87,000
TAX INCREMENT 2006-02 (JPR 19TH AVE NO.)	313	191,000
TAX INCREMENT 2007-01 (FM DEVELOPMENT PHASE I)	314	33,000
TAX INCREMENT 2007-02 (FEDER 12TH AVE N)	315	28,000
TAX INCREMENT 2008-01 (FM DEVELOPMENT II)	320	54,000
TAX INCREMENT 2011-01 (SHOTWELL)	321	77,000
TAX INCREMENT 2012-01 (914 LLC)	323	33,000
TAX INCREMENT 2016-03 (JUNCTION 9)	330	20,000
TAX INCREMENT 2015-01 (710 LOFTS)	304	21,000
TAX INCREMENT 2016-01 (BUTLER BUSINESS PARK)	302	141,000
TAX INCREMENT 2016-03 (ROBERT STREET PARKING RAMP)	307	46,000
TAX INCREMENT 2016-01 (BLOCK 9)	327	3,000
TOTAL EXPENDITURES & TRANSFERS		**$ 1,881,000**

Fund Description and Purpose	Fiscal Trends and Comments
Capital Project funds are used to account for ongoing investment in municipal capital assets. Currently, the State of North Dakota's budget law does not require a budget for capital project funds, and therefore none is presented. Fargo is a large regional economic center that requires quality infrastructure. Continued and systematic expansion of the City creates the need for extended collector roadways, local neighborhood streets, bridges, flood control assets, sanitary sewer, storm sewer, and water and wastewater infrastructure. Because of continued need for infrastructure, voters have approved a local sales tax to help fund these expensive projects. Sales taxes are our largest single revenue source. A formalized and long-term capital improvement plan that spans a twenty-year planning horizon is updated annually for all municipal utility water and wastewater systems assets. A master planning effort links the needs of critical infrastructure projects to funding sources. Projects related to the utility master plan are incorporated into the budget approval process, and are listed on the capital request lists in this document. General infrastructure planning for streets & roadways, subdivision underground utilities, pavement management, sidewalk construction, flood control projects, and other non-utility projects are administered by the City Engineering Department. A capital improvement plan is prepared annually at year-end, which provides authorization to proceed with the subsequent year's construction season. This is approved by the Board of City Commission outside of the annual budget process. All assets in excess of $5,000 with an expected life of at least two years are capitalized and reported in the annual financial statements.	• The State Legislature passed a funding bill called "Prairie Dog" that will provide an ongoing grant estimated at about $13 million per year to help pay for essential infrastructure. This will boost our ability to continue with infrastructure rehabilitation and will lower the special assessment burden to our taxpayers. • The Minnesota Department of Natural Resources issued a permit for the construction of the FM Diversion flood control project project in 2018. Work has started in the southern area of this project and officials expect to award a P3 contract in 2020. • Work continues on a multi-year flood control capital improvement plan to raise our flood levees to a higher level and seeking a permanent long-term solution to protecting ourselves from flooding. Additional in-town levee work will be needed resulting from final alignment and river flow decisions reached during the Governor's Task Force meetings held in early 2018. • Voters approved a long-term extension of our sales taxes dedicated to flood control in Fargo and Cass County to fund the FM Diversion project in 2016. Existing tax authorizations were extended until 2084. • The City will continuing planning and design of a civic plaza adjacent to the new City Hall area and are currently reviewing the need to construct another downtown parking ramp. • The water main replacement program will resume in 2020 after being tabled in 2019 due to ongoing discussion and policy review for our special assessment process.

Fund Description	Fiscal Trends and Comments
The City of Fargo operates ten Enterprise Funds to provide traditional municipal utility services to our citizens. There are approximately 43,000 customers serviced in our municipal utility services. They include Water, Wastewater, Solid Waste, Forestry, Street Lighting, Storm Sewer, Vector Control, Southeast Cass Sewer, Municipal Airport and the FargoDome. The Water fund is the largest municipal utility and is shown as a major fund in this budget document. Enterprise funds are operated on a business-like basis and each fund carries all assets within the fund with final measurement of net assets. The Board of City Commissioners monitor utility rates that are adjusted as needed to sustain our enterprise operations. Revenue adequacy models are prepared for Water and Wastewater funds and are used as a guide for establishing rates.	• Solid Waste landfill and recycling fee increases are proposed for 2020. Market conditions for recycling products have changed significantly and have reverted from a revenue source to and expense. • Fargo became a regional water services provide under contract with the City of West Fargo beginning in June, 2016, and will become a wastewater provider for West Fargo in 2019 and Horace in 2020. Revenues will increase in proportion to this new customer base. • A recent comparison of Fargo's utility bill for an average household for water, wastewater and storm sewer fees showed that Fargo's fees were in the lower quadrant of fees charged by other North Dakota cities. • Local sales tax revenues and utility rate revenues pay for capital projects associated with utility infrastructure and, as a result, Fargo has been able to keep utility rates constant for the past several years. • A twenty-year capital improvement plan and related revenue adequacy model is updated annually to assure that there will be adequate resources to provide high quality utility services. This includes rate revenue as well as sales tax revenue for capital programming. • A water treatment plant expansion was completed in 2019 that will increase Fargo's treatment and distribution capacity to 45 mgd. • The Fargodome long-term capital fund is currently $43 million. This is reserved for the long-term care, expansion and maintenance of the Dome. • Wastewater Treatment Plant expansion is currently underway and will be financed by a State Revolving Loan.

CITY OF FARGO, NORTH DAKOTA
PROPRIETARY FUNDS REVENUE ANALYSIS BY FUND

Utility Funds	2019 Approved Budget	2020 Proposed Budget	$ Change	% Change
Water	$ 25,374,212	$ 25,131,000	$ (243,212)	-1.0%
Water Debt Service Reserve	898,275	898,275	-	0.0%
Total Major Utility Funds	**26,272,487**	**26,029,275**	**(243,212)**	**-0.9%**
Non Major Utility Funds:				
Airport	26,475,274	33,149,488	6,674,214	25.2%
Solid Waste	17,137,000	17,941,000	804,000	4.7%
Wastewater	14,334,420	14,235,000	(99,420)	-0.7%
Fargodome	8,349,511	8,481,971	132,460	1.6%
Street Lighting	3,428,136	3,508,000	79,864	2.3%
Forestry	2,153,000	2,352,000	199,000	9.2%
Storm Sewer	3,190,000	3,024,000	(166,000)	-5.2%
Vector Control	738,000	751,000	13,000	1.8%
Southeast Cass	24,000	34,000	10,000	41.7%
Total Other Utility Funds	**75,829,341**	**83,476,459**	**7,647,118**	**10.1%**
Total All Utility Funds	**$ 102,101,828**	**$ 109,505,734**	**$ 7,403,906**	**7.3%**

CITY OF FARGO, NORTH DAKOTA
PROPRIETARY FUNDS REVENUE ANALYSIS BY SOURCE

Revenue Source	2019 Approved Budget	2020 Proposed Budget	$ Change	% Change
Property Taxes	$ 1,059,000	$ 1,126,000	$ 67,000	6.3%
Special Assessments	22,000	30,000	8,000	36.4%
Federal Grants	4,500,000	14,400,000	9,900,000	220.0%
State and Local Revenues	290,000	290,000	-	0.0%
Charges for Services	12,548,135	13,541,809	993,674	7.9%
Investment Income	2,573,662	2,667,698	94,036	3.7%
Miscellaneous	4,264,000	410,752	(3,853,248)	-90.4%
Transfer In	11,547,275	10,697,275	(850,000)	-7.4%
Public Utility Revenue	63,892,756	64,737,200	844,444	1.3%
Byproduct Sales	1,405,000	1,605,000	200,000	14.2%
Total	**$ 102,101,828**	**$ 109,505,734**	**$ 7,403,906**	**7.3%**

CITY OF FARGO, NORTH DAKOTA
PROPRIETARY FUNDS EXPENDITURE ANALYSIS BY FUND

Utility Funds	2019 Approved Budget	2020 Proposed Budget	$ Change	% Change
Major Fund:				
Water	$ 31,028,661	$ 27,622,741	$ (3,405,920)	-11.0%
Water SRF Debt Service Reserve	-	-	-	0.0%
Total Major Utility Fund	**31,028,661**	**27,622,741**	**(3,405,920)**	**-11.0%**
Other Utility Funds:				
Airport	41,026,349	34,660,220	(6,366,129)	-15.5%
Solid Waste	18,133,318	17,098,612	(1,034,706)	-5.7%
Wastewater	15,994,132	17,746,979	1,752,847	11.0%
Fargodome	7,321,027	7,620,526	299,499	4.1%
Street Lighting	3,147,792	3,563,200	415,408	13.2%
Forestry	2,385,743	2,524,213	138,470	5.8%
Storm Sewer	2,042,877	3,030,901	988,024	48.4%
Vector Control	695,600	711,171	15,571	2.2%
Southeast Cass	48,700	58,405	9,705	19.9%
Total Other Utility Funds	**90,795,538**	**87,014,227**	**(3,781,311)**	**-4.2%**
Total All Utility Funds	**$ 121,824,199**	**$ 114,636,968**	**$ (7,187,231)**	**-5.9%**

CITY OF FARGO, NORTH DAKOTA
PROPRIETARY FUNDS EXPENSE ANALYSIS BY COST CATEGORY (ALL FUNDS)

Expense Category	2019 Approved Budget	2020 Proposed Budget	Change	% Change
Salaries	$ 14,437,242	$ 15,458,148	1,020,906	7.1%
Benefits	3,987,239	4,273,760	286,521	7.2%
Other Services	9,347,263	9,691,470	344,207	3.7%
Repairs and Maintenance	3,355,225	3,500,591	145,366	4.3%
Rentals/ Leases	1,178,470	1,170,080	(8,390)	-0.7%
Insurance	639,968	731,093	91,125	14.2%
Communications	90,575	108,559	17,984	19.9%
Advertising / Printing	337,475	382,465	44,990	13.3%
Travel / Education / Dues	314,670	307,495	(7,175)	-2.3%
Energy	7,207,232	6,746,782	(460,450)	-6.4%
General Supplies	1,783,928	1,758,228	(25,700)	-1.4%
Miscellaneous	4,003,867	4,097,113	93,246	2.3%
Capital Outlay	35,099,350	28,698,290	(6,401,060)	-18.2%
Debt Service	8,146,220	11,072,619	2,926,399	35.9%
Transfers To Other Funds	31,895,475	26,640,275	(5,255,200)	-16.5%
Totals	**$ 121,824,199**	**$ 114,636,968**	**$ (7,187,231)**	**-5.9%**

CITY OF FARGO, NORTH DAKOTA
MUNICIPAL AIRPORT AUTHORITY
SUMMARY BUDGET

Fund	2019 Approved Budget	2020 Proposed Budget	$ Change	% Change
Operation & Maintenance	$ 5,367,549	$ 5,957,420	$ 589,871	11.0%
Construction	34,058,800	26,702,800	(7,356,000)	-21.6%
Passenger Facility Surcharge	1,600,000	2,000,000	400,000	25.0%
Totals	**$ 41,026,349**	**$ 34,660,220**	**$ (6,366,129)**	**-15.5%**

Water Treatment

Description of Service Provided	Current or Emerging Issues
The Water Treatment Plant (WTP) is responsible for operating and maintaining a state-of-the-art 45 million gallon per day (MGD) surface water treatment facility and all reserve storage facilities that supplement the City's water distribution system. The reserve storage facilities include 11 elevated storage tanks and 2 ground storage reservoirs and pumping stations with a total capacity of 20 million gallons. The water treatment plant supplies safe drinking water to the City of Fargo, portions of the Cass Rural Water Users District (consecutive user), and the City of West Fargo as of June 1, 2016. The City's surface water treatment facility utilizes water from the Red and Sheyenne Rivers. River water is piped to the WTP from pumping stations located on both the Red and Sheyenne Rivers. At the WTP, the water goes through a series of treatment processes through two different plants. The lime softening plant including pretreatment, lime and soda ash softening, ozone disinfection and filtration. The membrane plant includes pretreatment, ultrafiltration membranes, reverse osmosis, and ozone with Granular Activated Carbon filters. Following treatment, the finished water is pumped through the City's water distribution system to meet the daily and peak demand of consumers.	• In 2015, the City began construction on a WTP expansion project. The membrane plant is now operational with the reverse osmosis system in service since September 2018. The project involved installation of a parallel membrane treatment system, which will expanded the overall treatment capacity to 45 MGD. The new treatment system includes pretreatment, MF/UF (micro/ultra filtration) membranes, RO (reverse osmosis) membranes and disinfection. The capital expense associated with the WTP expansion was financed with a low interest State Revolving Fund (SRF) loan. The ND State Water Commission provided $30 million in grant funds toward design and construction. The SRF loan payment replaced the paid off lime softening plant loan and is overall budget neutral. • The 2020 budget request is similar to 2019, but accounts for membrane plant operation. In 2017, the water quality in the Red River was the poorest on record from a high hardness perspective. The membrane plant will be extremely useful during periods of poor river water quality in the future. • There are several regionalization-related capital projects in planning, design, or construction. The Water Utility is anticipating the use of rate revenue and infrastructure sales tax funds to cover these costs and has secured grant funds with the State Water Commission to assist in this effort (60% Cost-Share - construction).

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Average Day Demand	14,000,000 gallons	14,200,000 gallons	14,200,000 gallons
Peak Day Demand	30,200,000 gallons	30,000,000 gallons	30,000,000 gallons
Total Water Produced	5,100,000,000 gallons	5,200,000,000 gallons	5,200,000,000 gallons
Consecutive User Demand	1,150,000,000 gallons	1,150,000,000 gallons	1,150,000,000 gallons
Water Meter Count	29,548	29,750	29,950
WTP Facility Plan Phase 2	20% Complete	40% Complete	60% Complete
Downtown Water Tower	0% Complete	5% Complete	60% Complete

Water Treatment

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 2,153,485	$ 2,206,459	$ 2,161,081	$ 2,459,324
Benefits	696,443	775,240	763,306	863,797
Other Services	2,017,084	1,363,776	1,363,776	1,368,776
Repairs and Maintenance	232,278	236,000	236,000	268,000
Rentals	4,774	5,000	5,000	5,000
Insurance	90,326	61,390	61,390	90,000
Communications	16,131	16,800	16,800	16,800
Advertising and Printing	26,390	14,000	14,000	14,000
Travel & Education	42,250	48,500	48,500	54,500
Energy	1,391,966	2,387,000	2,387,000	1,887,000
General Supplies	318,862	292,000	292,000	237,000
Major Supplies	2,825,462	3,000,000	3,000,000	3,000,000
Miscellaneous	23,203	20,500	20,500	23,500
Capital Outlay	326,402	222,000	222,000	231,000
Debt Service	-	-	-	-
Transfers	84,558,529	9,048,275	9,048,275	7,395,275
TOTAL	$ 94,723,585	$ 19,696,940	$ 19,639,628	$ 17,913,972

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	32	33	33	35
Part Time Benefited	1	-	-	-
Contracted Employees	-	-	-	-
TOTAL	33	33	33	35

Description of Service Provided	Current or Emerging Issues
The Mains and Hydrants Department provides a wide range of services essential to the public, which can vary from fire hydrant repair to repair of broken water mains and even assisting with flood/snow events. The major services delivered include: • Repair of Water Main Failures • Fire Hydrant Maintenance Program • Water Main Valve Exercising Program • Water Main Valve Maintenance • Street Patch Repair • Water Service Inspection • New Construction/Rehab Inspection • Boulevard Restoration and Repair • Water Service Repairs • Water Main & Service Locations • Water Main Tapping Service • Water Transmission Line Valve Maintenance • Assisting other Departments	• Cityworks has been implemented for over three years. The data collected has been better than ever and has provided the benefit of detailed analysis of the department's operation. However, the ways in which data has been collected and used have changed. For example, iPads are being utilized in the field for organizing workflow and uploading detailed photos with notes of assets. The utilization of GPS technology has brought a higher level of accuracy to documenting the work in the field. • Mains & Hydrants has become more proactive in day-to-day operations. Water service lines prone to freezing are being lowered and the gate-turning program reduces the overall neighborhood impact in the event of a water main break. In addition, lead service lines that need maintenance are being replaced instead of repaired. The crews will be now working on transmission line valves as well. These activities require more staff attention.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Water Main Breaks	49	53	48
Service Leaks/Frozen/Lowered/replaced	110/2/73/3	111	111
Water Main Valves Repaired	46	45	45
Water Main Taps	108	116	124
Hydrant Repair/Replaced	156	148	148
Water Service Inspections	500	500	510
Water Main Gates Exercised	30	100	100

Water Mains & Hydrants

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 755,882	$ 830,187	$ 830,187	$ 830,607
Benefits	245,246	265,612	265,612	262,552
Other Services	148,237	164,500	164,500	180,000
Repairs and Maintenance	28,464	47,800	47,800	47,800
Rentals	109,588	110,650	110,650	112,300
Insurance	-	-	-	-
Communications	6,467	7,100	7,100	7,600
Advertising and Printing	-	1,175	1,175	1,175
Travel & Education	10,658	16,300	16,300	16,300
Energy	43,988	74,069	74,069	74,069
General Supplies	220,971	155,900	155,900	172,900
Major Supplies	112,047	134,500	134,500	139,500
Miscellaneous	8,911	9,612	9,612	9,612
Capital Outlay	274,501	307,050	307,050	305,085
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 1,964,960	$ 2,124,455	$ 2,124,455	$ 2,159,500

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	12	12	12	12
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	12	12	12	12

Water Meters

Description of Service Provided	Current or Emerging Issues
The Water Meters division is responsible for procuring and installing all public water meters in the City of Fargo ranging in size from 5/8-inches to 10-inches. The division is also responsible for the replacement, calibration and maintenance of all public water meters in the City. At the request of the Auditor's Office, the division conducts all water service shut-off or turn-on activities. In addition, the Auditor's Office also requests the division to assist with gathering monthly meter reading data for billing purposes. The meter count at the end of 2018 was as follows: **Meter Size** — **Count** 5/8 — 13,449 3/4 — 12,312 1 — 850 1-1/2 — 1,329 2 — 1,202 3 — 284 4 — 89 6 — 20 8 — 3 10 — 10 **TOTAL** — **29,548**	• The Water Meters division currently obtains (reads) individual monthly meter data via manual reads, handheld touch pad devices or mobile radio devices. At this time, the meter reading technology distribution is as follows: Manual Read Meters — 3 Touch Pad Read Meters — 18,712 Mobile Read Meters — 10,833 • The meters division has been researching/evaluating newer technology for obtaining monthly meter data. The newer technology is referred to as a fixed network where all meter data can be obtained from a central location. The division is researching a migrate-able system to allow continued use of the City's existing radio read meters.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
New Meters	215	200	200
Meters Replaced	30	20	20
Registers Replaced	184	190	190
R900's Replaced	47	50	50
Frozen Meters	69	70	55
Total Meter Count	29,548	29,750	29,950

Water Meters

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 267,279	$ 269,772	$ 269,772	$ 272,028
Benefits	92,908	99,304	99,304	104,436
Other Services	859	10,000	10,000	10,000
Repairs and Maintenance	27,062	27,100	27,100	29,256
Rentals	27,600	27,600	27,600	27,600
Insurance	-	-	-	-
Communications	1,949	1,755	1,755	2,139
Advertising and Printing	282	550	550	500
Travel & Education	-	-	-	-
Energy	12,778	15,300	15,300	15,300
General Supplies	10,270	5,050	5,050	5,550
Major Supplies	-	-	-	-
Miscellaneous	1,411	2,300	2,300	2,400
Capital Outlay	177,234	155,000	155,000	185,000
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 619,632	$ 613,731	$ 613,731	$ 654,209

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	4	4	4	4
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	4	4	4	4

Utility Billing Services

Description of Service Provided	Current or Emerging Issues
Utility Billing Services provides administration, analysis, and payment processing services for the city's utility bills. • Water Meter Reading & Analysis • Utility Bill Account Assessment and Production The City of Fargo is servicing approximately 43,000 utility accounts. Fargo is a regional provider of water to the City of West Fargo serving 11,000 utility customers. Customer payment options include EFT debits, credit cards, and online. Automated payment options are available. In 2019 Storm Sewer utility started billing based on impervious surface. This resulted in an increase in active utility accounts.	• There is significant, steady growth in the use of automatic payments as shown in the operational data table below. Management strategy is to promote automated payment methods. • Population projections expect continued steady growth in utility billing accounts. • The City is planning to replace our legacy utility billing system in 2020 with state of the art software systems to provide a higher level of customer service and operational data. • Additional regional customer opportunities exist in 2020.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Utility Accounts Active	32,500	35,000	36,000
Total Utility Revenue	42,247,000	49,000,000	50,000,000
Utility Phone Calls	37,000	42,000	44,000
Internet & IVR Payments	118,000	134,000	148,000
Utility ACH & Auto pay	118,000	116,000	114,000
Mail Utility Payments	100,000	98,000	96,000

Utility Billing Services

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 255,360	$ 274,121	$ 274,121	$ 278,781
Benefits	83,251	96,207	96,207	107,185
Other Services	34,441	19,000	19,000	(93,000)
Repairs and Maintenance	1,241	1,000	1,000	36,000
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	2,622	2,000	2,000	2,000
Major Supplies	-	-	-	-
Miscellaneous	14	2,000	2,000	2,000
Capital Outlay	-	502,000	502,000	2,000
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 376,929	$ 896,328	$ 896,328	$ 334,966

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	6	6	6	6
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	6	6	6	6

Water Operating

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	1,177,458	665,476	665,476	665,476
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	44,566	31,608	31,608	43,118
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	28,386	12,000	12,000	12,000
Capital Outlay	(18,269,894)	-	-	-
Debt Service	1,549,058	2,771,250	2,771,250	4,952,500
Transfers	-	-	-	-
TOTAL	$ (15,470,426)	$ 3,480,334	$ 3,480,334	$ 5,673,094

Infrastructure Projects

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	3,186,931	370,000	370,000	587,000
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	19,570,951	3,846,873	3,846,873	300,000
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 22,757,882	$ 4,216,873	$ 4,216,873	$ 887,000

Description of Service Provided	Current or Emerging Issues
The Wastewater Treatment Plant (WWTP) is responsible for the treatment of wastewater before it can be discharged into the Red River. The WWTP has the capacity to treat an average daily flow (ADF) of 15.0 million gallons per day (MGD). In 2018, the average daily flow was 11.78 MGD and the max daily flow was observed at 21.95 MGD. The total volume of wastewater treated was 4.299 billion gallons. The WWTP employs a mechanical and biological process creating a high quality effluent that is discharged to the Red River after meeting strict regulatory standards. Biosolids (solids) accumulated and generated in the wastewater process are treated (stabilized) using a biological process known as anaerobic digestion. One of the beneficial byproducts of the digestion process is methane biogas. This biogas is used to heat WWTP buildings in the winter months. Stabilized biosolids are then dewatered using drying beds and belt filter presses. Dewatered biosolids are disposed of in the city's landfill. The total amount of biosolids delivered to the landfill in 2018 was 2,903 Dry Metric Tons. The WWTP also operates and maintains 69 sanitary lift stations throughout the City of Fargo as well as the surrounding area. The SE Cass sewer system, which includes many rural subdivisions and small cities, utilize over 52 grinder pumps and 6 sanitary lift stations that are maintained by WWTP staff. The Sump Pump Compliance program has been reclassified to a Wastewater Compliance group. This change will allow staff to regulate the sump pump and foundation drain program, but will expand duties to include investigation of fats, oils and grease (FOG) issues, odor complaints, sample collection and provide assistance with the EPA regulated Industrial Pretreatment Program. The WWTF staff also operates and maintains an Effluent Reuse Facility (ERF). Over 1 million gallons per day of treated effluent (wastewater) is diverted to the ERF and further treated to a high quality water that is pumped to the ethanol plant in Casselton, ND for use in their manufacturing process. The technology used to achieve this high quality water is microfiltration and reverse osmosis. In 2018, the ERF produced over 408 million gallons of reclaimed water, which is then sold to Tharaldson Ethanol Plant. Since the beginning of this agreement in 2007, the ERF will have produced, pumped and sold over 3.519 billion gallons to Tharaldson Ethanol.	The WWTP has recently updated the 2010 Facility Plan to reflect significant changes that have occurred since the original document was submitted in October 2010. The Facility Plan recommendations are prioritized in a phased approach based on the immediate needs. Phase I recommendations include equipment upgrades to existing components due to age, condition, capacity and safety. These improvements were the most critical from a vulnerability standpoint to adequately and safely treat wastewater. Nutrient reduction recommendations for both the existing WWTP and proposed future plant expansion were addressed in the new document. Potential impacts of becoming a larger regional facility (service to West Fargo, Horace & Mapleton) were also included. The updated facility plan included applicable technologies and costs to address nutrients in the WWTP effluent, and will provide staff a single document for Commissioners and Funding Agencies to illustrated that the Fargo Wastewater Utility is well prepared if additional effluent limits are implemented in the future. The plan also included analysis for Phase II expansion, an opinion of cost with an implementation schedule. The improvements will be ranked in order of importance to ensure efficient, reliable and trouble free operation of the WWTP well into the future. Some of the new technologies being considered include (but not limited to): • Integrated Fixed Film Activated Sludge (IFAS) • Ultra Violet Disinfection • Centrifuges The WWTP historically has operated 24/7 with a minimum of one operator on duty at all times. In January 2015, the WWTP began to automate the processes so as not to have staff 24/7. Currently a call-out alarm system has successfully been implemented along with the installation of a security gate. These changes have allowed the plant to reduce staffing to 16 hours per day. The goal is to reduce staffing even further in the near future.

Operational Measures

Description	2017 Actual	2018 Actual	2020 Projected
Treated Wastewater	4.31 billion gallons	4.299 billon gallons	4.75 billion gallons
Reclaimed Wastewater	402.2 million gallons	408.7 million gallons	415 million gallons
Communities, subdivisions, and sewer districts served	Fargo, N. Highland, Reiles Acres, Oxbow, Roundhill, Harwood, Lake Shur, SE Cass, Frontier, N. River, Prairie Rose, Briarwood	Fargo, N. Highland, Reiles Acres, Oxbow, Roundhill, Harwood, Lake Shur, SE Cass, Frontier, N. River, Prairie Rose, Briarwood,	Fargo, N. Highland, Reiles Acres, Oxbow, Roundhill, Harwood, Lake Shur, SE Cass, Frontier, N. River, Prairie Rose, Briarwood, West Fargo, Horace, Mapleton

Wastewater Treatment

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 1,427,510	$ 1,471,580	$ 1,516,958	$ 1,660,541
Benefits	418,055	467,799	479,733	528,060
Other Services	4,367,646	980,450	980,450	947,450
Repairs and Maintenance	987,134	1,121,500	1,121,500	1,174,500
Rentals	424	95,000	95,000	95,000
Insurance	71,103	50,200	50,200	66,325
Communications	14,920	8,000	8,000	18,000
Advertising and Printing	2,104	3,750	3,750	3,750
Travel & Education	13,950	14,100	14,100	14,100
Energy	1,019,553	945,568	945,568	945,568
General Supplies	66,664	71,200	71,200	71,200
Major Supplies	610,368	487,500	487,500	562,500
Miscellaneous	29,096	13,701	13,701	13,701
Capital Outlay	1,967,402	788,700	788,700	233,700
Debt Service	65,409	3,014,584	3,014,584	3,014,584
Transfers	6,225,245	6,460,500	6,460,500	8,398,000
TOTAL	$ 17,286,583	$ 15,994,132	$ 16,051,444	$ 17,746,979

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	20	20	20	20.5
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	20	20	20	20.5

Southeast Cass Sewer

Description of Service Provided	Current or Emerging Issues
The Southeast Cass Sewer District provides wastewater collection and treatment services to rural Southeast Cass developments as well as numerous small communities such as Frontier, Prairie Rose, Briarwood and North River. Pursuant to the sewer agreements, operation, maintenance and monitoring of the SE Cass infrastructure is provided by the City of Fargo. The Southeast Cass collection system consists of six lift stations and over 52 grinder pumps. Southeast Cass residents are charged the prevailing rate that City of Fargo residents pay for sewer services as well as a surcharge to provide budgetary resources for their share of maintenance costs provided by the City.	The number of lift stations, grinder pumps, and service connections has decreased since the project was installed, due to flood protection buyouts as well as land annexed by the City of Fargo, resulting in infrastructure being converted to municipal standards. As per the agreement with the City of Fargo and Frontier, Prairie Rose, North River, Briarwood and rural SE Cass, user rates were increased in 2018 to match the prevailing rate of Fargo users, from $16.00 to $16.50 per month. With the increase in electricity, labor and materials, the monthly surcharge was also increased from $8.50 to $9.35 per month to cover costs, as well matching surcharges charged to other outside users. Finally, a $3.15 charge per user/mo. was implemented to establish a Capital Repair Fund to cover the costs of unexpected large capital failures and or repairs. The SE Cass Sewer District was established in 1989 and expectation of large capital repairs with aging infrastructure will become more common.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Units Served	375	370	365
Fargo Prevailing Rate- (Fargo Infrastructure)	$74,250	$73,260	$72,270
Surcharge (SE Cass O/M)	$42,075	$41,514	$40,953
Capital Repair Fee (Large Capital Repairs)	$14,175	$13,986	$13,797

Southeast Cass Sewer

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 31	$ -	$ -	$ 8,342
Benefits	5	-	-	1,363
Other Services	-	-	-	-
Repairs and Maintenance	5,963	1,500	1,500	1,500
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	26,804	12,863	12,863	12,863
General Supplies	26,449	21,337	21,337	21,337
Major Supplies	-	-	-	-
Miscellaneous	-	13,000	13,000	13,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 59,252	$ 48,700	$ 48,700	$ 58,405

Description of Service Provided	Current or Emerging Issues
Site plan reviews – Floodplain-Stormwater (retention & quality). Floodplain: • Pre and post construction determinations & verifications of building elevations • Issuance of Elevation Certificates • LOMC administration, GIS & archive • LOMR-F Community Acknowledgement Form review and approval • Regulate and enforce restrictions on use of floodway and river setback ordinance Establishment of required minimum build elevations for developers. Review site plans for non-structural development in the floodplain and issue Development Permits for construction activities in the floodplain and river set-back areas. Respond to citizen complaints regarding use of floodway, development of floodplain and/or disturbance within the river setbacks. Administer the Community Rating System (CRS) program by documenting actions being done to manage floodplain, developing new ways to educate public, and new ways to pro-actively manage the floodplain. The City receives a discount for its citizens required to carry flood insurance by participating in this program. The responsibility for this program is a function of floodplain management. Preparation for a comprehensive (May 2020) audit will begin in 3Q, 2019. Floodplain Mitigation: • Mange a list of properties affected by flooding. List information on elevation and river gage levels that affect the homes. • Proactively seek to increase the level of protection and affected residents through the Flood Protection and Incentive Program (FPIP) in areas that are not identified as areas of need for projects under the City-wide comprehensive plan. City provides a cost share for properties increasing their level of protection through elevation of rear yards or floodwalls. • Identify areas of greatest risk and work to develop concepts and ultimately construction projects to reduce and/or eliminate risks associated with riverine flooding or flooding from intense storms. This typically requires the City to leverage partnerships with FEMA, USACE, NDSWC, SE Cass WRD, Cass County and other agencies.	The site plan submittals still require substantial staff review time. Review time commitment is greater than one full time employee. Administration of the SFHA & 41 WSEIA continues to present challenging and complex enforcement issues requiring increasing staff time commitments. Variance requests have begun to be submitted for the modification of the City Imposed 41' inundation area requirements. As the Fargo Moorhead Flood Diversion moves forward, elevation requirements will need to be evaluated. Due to the rapid growth south of current edges of the City, we are currently in the final process of completing a master planning study for future storm trunk lines, storm sewer lift stations and flood protection options. Alternative flood protection lines are also being explored to facilitate development until the Fargo Diversion project is completed. This master planning will be very beneficial in the future planning of new developments in the south area of the City. With the recent new development, we have constructed and are in the process of constructing additional lift stations to handle the new infrastructure within these new additions. The additional lift stations will require additional work for scheduled maintenance and up keep, while there is an increasing need for repairs/replacement to existing lift stations that are reaching the end of their useful life. Funds generated from the current rate are being evaluated to enable the required maintenance to the storm sewer system. Current rate structure of the Storm Sewer Utility was updated in January of 2019 during the new budget cycle and the new rate fee will be implemented. The proposed fees are based on storm runoff impacts (impervious area and size of each parcel) versus the current rating criteria. It is anticipated the fee formula will need to be adjusted every three years to keep up with increased rehabilitation costs and inflation. With the success of the voluntary buyout program this list is every changing. This list will continue to be updated as needed so that the City's emergency efforts during a possible flood fight are readily available. The implementation of the revised City-wide comprehensive flood plan is continuing. This year we have a couple projects under construction as well as continuing to design numerous projects with a goal of completing enough projects to start some property removals from the Special Flood Hazard Area by 2021/2022.

Description of Service Provided	Current or Emerging Issues
Stormwater: Create and administer Storm System maintenance programming and corresponding projects. • Maintain Storm Sewer Design Manual and Standards. • Keep record of existing lift stations and the equipment, design capacities and operational features that are unique to each station. • Develop and maintain comprehensive Storm Sewer Lift Station Operations and Maintenance Manual • Provide for scheduled maintenance and upkeep of lift stations • Review and track private connections to the storm sewer system • Review site-plans for minimum storm water retention/quality standards Develop concepts for long term handling of storm water in areas of growth (Master Drainage Plan (MDP). • Size trunk line infrastructure appropriately to handle future contributing drainage areas • Determine future locations where lift stations will be necessary • Develop concepts to relieve stress from existing, aging drain systems that are at or approaching capacity on a regular basis with current development. • Research, develop and gain continual approval for Storm Sewer Utility Fee to fund the MDP • Address ongoing concerns of the public related to individual local drainage systems and how they function Administer and update City of Fargo Stormwater Management Plan addressing the six minimum control measures mandated in the state MS4 discharge permit. Creating projects for maintenance to City's storm sewer system. Implemented a Storm Sewer Utility Fee, which went live in January of 2019 during the new budget cycle.	Future considerations with the implementation of the flood protection measures will be the long term annual inspections and operations and maintenance of the levees. Both items will require additional staff time and cost. Flood wall painting/staining will also need to be included in the long term maintenance schedule for flood protection infrastructure. Initial storm fee utility questions about implementation of the fee generated significate email, phone and office interaction, initial database modifications The newer NDDOH NPDES permit has placed more stringent construction BMP requirements, which our staff is administrating along with the new MS4 permit. 5 year Capital Improvement Plan for Lift Station rehabilitation with area storm sewer system improvements as identified Funds generated from the current rate are being evaluated to enable the required maintenance to the storm sewer system. The proposed fees are based on storm runoff impacts (impervious area and size of each parcel) versus the current rating criteria. It is anticipated the fee formula will need to be adjusted every three years to keep up with increased rehabilitation costs and inflation. Update fee schedule parameters for impervious area each three year cycle of the Ariel photography

Operational Measures

Description	2017 Actual	2018 Actual	2019 Expected
Stormwater Violations	263	246	250
Stormwater Permits	424	389	395
Setback/Floodplain Violations	4	5	5
Floodplain Development Permits	12	19	22
LOMA	64	21	22
LOMR-F	41	20	23
Resident Calls (Drainage, Floodplain, Flood Insurance, etc.)	173	120	105
Total # Building Elevations in System	958	1,058	1,073
Building Elevation in Post Shot Status	164	469	175
ECs Issued	137	134	135
Storm Lift Station #s	75	80	82

Storm Sewer

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 468,977	$ 480,000	$ 480,000	$ 534,246
Benefits	104,652	111,671	111,671	116,894
Other Services	212,970	135,832	135,832	130,832
Repairs and Maintenance	68,669	62,500	62,500	67,500
Rentals	-	-	-	-
Insurance	18,399	12,890	12,890	19,695
Communications	3,113	3,250	3,250	3,250
Advertising and Printing	983	4,400	4,400	4,400
Travel & Education	6,774	16,625	16,625	16,625
Energy	140,097	152,752	152,752	157,752
General Supplies	6,650	6,441	6,441	6,941
Major Supplies	-	-	-	-
Miscellaneous	2,961	5,761	5,761	5,761
Capital Outlay	4,840,375	62,755	62,755	113,005
Debt Service	154,885	-	-	-
Transfers	2,016,704	988,000	988,000	1,854,000
TOTAL	$ 8,046,209	$ 2,042,877	$ 2,042,877	$ 3,030,901

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	5	5	5	5.5
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	5	5	5	5.5

Vector Control

Description of Service Provided	Current or Emerging Issues
The City of Fargo Vector Control program focuses on the widespread prevention of mosquitoes. Through aggressive adulticide management along with the use of both truck and aerial ULV applications, the Vector Control program has been successful in providing the residents of Fargo relief from the annoying bite of our northern mosquito. Integrated mosquito management methods employed by the city's Vector Control program have been specifically tailored to safely counteract each stage of the mosquito life cycle. Larval control through water management and source reduction is a prudent pest management alternative as is the use of the environmentally friendly EPA-registered larvicides. Without the Vector Control program within the City of Fargo we would see: • Parents having to console their child as they attempt to fall asleep with 30 fresh mosquito bites from playing in the backyard for 15 minutes earlier in the evening. • Residents having to stay indoors on glorious, warm, balmy evenings; constantly lathering up with sticky repellents; or wearing long-sleeves and long pants during hot weather.	• The infectious West Nile Virus is a growing concern as nationwide human infections are on the rise. • Through the expansion of neighborhood developments along with the growth of the city's extraterritorial limits the Vector Control program will need increase efforts on standing water pretreatments. • The Zika Virus is a growing concern as nationwide human infections are on the rise in the southern portion of the United States. • With more conscious mosquito efforts taking place by other communities, resources needed for aerial applications have become more difficult to schedule on a moment's notice.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Application of Pesticide Cost	$85,695	$105,283	$109,250
Total Vector Control Expenditures	$304,812	$310,000	$319,000
ULV Truck Cost Per Application	$3,000	$3,000	$3,000
ULV Aerial Cost Per Application	$53,800	$54,000	$54,300
ULV Truck Applications Per Year	8	9	9
ULV Aerial Applications Per Year	4	5	5

Vector Control

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	337,834	397,253	397,253	406,210
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	2,228	3,020	3,020	3,020
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	7,216	7,216	7,216
General Supplies	-			
Major Supplies	85,695	140,511	140,511	144,725
Miscellaneous	791	-	-	-
Capital Outlay	2,655	-	-	-
Debt Service	-	-	-	-
Transfers	557,000	147,600	147,600	150,000
TOTAL	$ 986,203	$ 695,600	$ 695,600	$ 711,171

Description of Service Provided	Current or Emerging Issues
The Street Light & Traffic Control Device System Utility (SLTCDU) includes seven employees. The Department is jointly operated and managed as part of the City's Engineering Department. The SLTCDU is responsible for the following activities: • Operation and maintenance of the City's street lighting system and traffic signal system • Scheduling and coordinating repairs utilizing contractors • Meeting with suppliers on the latest trends in street lighting and traffic signals • 7 full time staff, all located at Public Safety Building • Maintain approximately 12,000 City owned street lights and 156 traffic signals • Coordinate, along with Xcel Energy and Cass County Electric Cooperative, the maintenance of over 1600 utility company owned street lights • Maintain over 425 street light feed points • Maintain over 400 miles of underground wire	• LED technology continues to be the new street light fixture of choice as we continue to design and construct new roadways in town. • Street lights continue to be knocked over by vehicles at an alarming rate. For the past number of years, we have had more than 100 street lights knocked over and destroyed. In 50% of these knockdowns, the responsible vehicle drives off, with the SLTCDU Fund paying for the material and labor to replace the pole and fixture, at an average of $2000 per knockdown to fix. • As the City continues to grow and how the traffic signal world becomes more technologically based, we are requesting a new FTE for an Assistant Signals & Lighting Operations Manager to assist with maintaining the Citywide system.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Salaries	$154,612	$501,026	$525,385
Street Light Maintenance (2018)	$272,143	N/A	N/A
Street Light & Traffic Control Devices Maintenance (2019 & beyond)	N/A	$570,000	$570,000
Electricity	$1,010,448	$1,320,800	$1,320,800

Street Lighting

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 188,985	$ 514,296	$ 514,296	$ 543,723
Benefits	38,788	115,932	115,932	123,135
Other Services	73,393	32,917	32,917	26,917
Repairs and Maintenance	150,142	270,000	270,000	270,750
Rentals	-	-	-	-
Insurance	7,703	-	-	-
Communications	2,252	2,000	2,000	2,000
Advertising and Printing	30	50	50	50
Travel & Education	243	2,525	2,525	2,525
Energy	1,162,073	1,324,800	1,324,800	1,327,300
General Supplies	80,555	300,000	300,000	300,000
Major Supplies	-	-	-	-
Miscellaneous	3,652	800	800	800
Capital Outlay	1,794,339	234,472	234,472	430,000
Debt Service	-	-	-	-
Transfers	285,289	350,000	350,000	536,000
TOTAL	$ 3,787,444	$ 3,147,792	$ 3,147,792	$ 3,563,200

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	2	7	7	7
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	2	7	7	7

Description of Service Provided	Current or Emerging Issues
The Division of Solid Waste is responsible for managing and directing all aspects of waste collection, disposal, and materials recycling which occurs in the City of Fargo (public and private). Specifically, the Division provides solid waste services in the following areas: • Administration • Residential Collection • Commercial Collection • Roll-off Collection • Municipal Solid Waste (MSW) Landfill- to include Renewable Energies • Recycling • Household Hazardous Waste	• Single Stream Recycling – Phase I: An optional service offered to all single-family residents to replace the existing sorted curbside program. Phase II: Began implementing optional service to commercial account including businesses and multi-family dwellings. • Reclamation and reuse of the former landfill – located on 150-acres directly east of the current landfill, utilized from 1950-1980. Reclamation involves removal of the existing waste and placement in a newly constructed cell at the site. The intent would be for additional future landfill capacity and elimination of potential environmental liability due to off-site migration of contaminants. • Renewable Energy Expansion – Complete Phase I of project, which is converting the landfill gas to natural gas quality, which will require less maintenance on the LFG electric generator. Begin Phase II, which will include utilizing the converted gas as a fuel source for the Solid Waste fleet. In addition, continue to explore other renewable energy markets for the sale of captured and converted landfill gas.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Residential Accounts	25,308	25,562	25,817
Single Stream Recycling	90% Complete	95% Complete	Completed
Commercial Accounts	1,039	1,060	1,080
Roll Off Activity (Pulls)	3,606	3,642	3,678
Landfill Tonnage	212,829	215,000	217,000
Old Landfill Reclamation	20% Complete	25% Complete	30% Complete
Renewable Energy Expansion (LFG-CNG)	85%	75% Complete	Completed

Solid Waste

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 3,108,736	$ 3,240,148	$ 3,240,148	$ 3,285,647
Benefits	1,124,690	1,123,304	1,123,304	1,171,465
Other Services	2,075,161	1,319,923	1,319,923	1,356,923
Repairs and Maintenance	735,760	785,525	785,525	759,735
Rentals	25,268	900,600	900,600	892,100
Insurance	130,547	94,020	94,020	125,895
Communications	11,249	11,270	11,270	11,270
Advertising and Printing	8,369	19,450	19,450	19,450
Travel & Education	8,002	37,770	37,770	37,770
Energy	731,258	924,976	924,976	924,976
General Supplies	477,103	539,600	539,600	539,600
Major Supplies	-	-	-	-
Miscellaneous	78,304	44,876	44,876	44,876
Capital Outlay	2,515,574	3,496,000	3,496,000	2,621,000
Debt Service	576,048	1,333,756	1,333,756	2,078,905
Transfers	3,694,912	4,262,100	4,262,100	3,229,000
TOTAL	$ 15,300,981	$ 18,133,318	$ 18,133,318	$ 17,098,612

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	50	50	50	50
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	50	50	50	50

Forestry

Description of Service Provided	Current or Emerging Issues
The Forestry Division works aggressively to promote and maintain a safe, healthy, and continuously progressive urban forest for the benefit of all residents. • Increased storm resistance due to regular street tree pruning and maintenance • Insect and disease management • Planting: in-house and contracted • Residential Planting Assistance Program • Removals and diversification • Public education, workshops, & presentations • Volunteer coordination for forestry projects • Annual risk assessment • Respond to residential tree health requests • Planting beds and small tree maintenance • Residential Brush Chipping Program • Annual Arbor Day celebration	• Preparation efforts for the arrival of Emerald Ash Borer continue. This includes aggressive diversification, in-fill of vacant street tree locations, contractor agreements, public education opportunities, and partnerships with the ND Dept. of Agriculture and the ND Forest Service. Currently there are 14,732 ash street trees that make up 25.7% of the entire population. • In 2018, Dutch Elm Disease caused the removal of nearly 200 city property elm trees. It is anticipated that 2019 and 2020 will be approximately the same. • Land Development Code requires that street trees be planted. Enforcement efforts are on-going in new residential areas. • Median and enhanced landscaping requests are becoming increasingly common from developers and planning. Additional funds for either in-house or contracted staff will be necessary to keep up with required maintenance of these areas. Examples include 45th St S, 52nd Ave S, South University Dr, and Veterans Boulevard. • In 2018, the Residential Brush Chipping Program cost $174,000. Will begin every other week in 2019. Estimated savings: approximately $44,000.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Trees Pruned	10,922	11,000	12,000
Trees Planted	1,552	2,000	2,200
Trees Removed	1,180	1,200	1,500
Service Volunteers	810	850	900

Forestry

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 844,114	$ 871,195	$ 871,195	$ 920,313
Benefits	244,949	260,390	260,390	292,692
Other Services	533,858	454,364	454,364	495,864
Repairs and Maintenance	57,639	51,000	51,000	51,000
Rentals	19,686	16,600	16,600	16,600
Insurance	14,083	11,940	11,940	11,940
Communications	2,551	2,500	2,500	2,500
Advertising and Printing	26	650	650	650
Travel & Education	16,222	17,850	17,850	18,000
Energy	38,501	54,038	54,038	46,038
General Supplies	64,004	57,200	57,200	59,600
Major Supplies	-	-	-	-
Miscellaneous	11,240	8,016	8,016	8,016
Capital Outlay	213,105	180,000	180,000	162,000
Debt Service	-	-	-	-
Transfers	102,000	400,000	400,000	439,000
TOTAL	$ 2,161,978	$ 2,385,743	$ 2,385,743	$ 2,524,213

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	11	11	11	12
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	11	11	11	12

Description of Service Provided	Current or Emerging Issues
The Municipal Airport Authority is a five-member board that was established in April 1969 to oversee airport activities and implementation of the airport master plan, and has since invested time and money into improvements to provide a safe and efficient airport. The Airport Authority is a political subdivision under the North Dakota Century Code 2-06. The Municipal Airport Authority normally meets the 2nd and 4th Tuesday of each month in the boardroom at the terminal building. Fargo's Hector International Airport provides the following services: • Commercial air service to 10 markets, corporate, general and military aviation • 24/7 FAA Air Traffic Control Tower; US Customs & Border Protection clearance; Foreign Trade Zone #267 • Fixed Base Operator Services for charter, aircraft fuel and maintenance • Long term auto parking and car rental services	• Federal funding via the Airport Improvement Program continues to lack the funds necessary to pay for necessary airport improvements. The Passenger Facility Charge (PFC) cap needs to increase to a level above $4.50 per passenger. Congress is working on a possible solution. • Mergers in the airline industry have resulted in fewer airline options to provide service. • The industry is experiencing a pilot shortage that is having a significant impact on service to small communities. • State funding for North Dakota airports increased during the last biennium. Progress was made during the last session to continue the increased funding allocation in future sessions. • The Airport Authority completed the Airport Master Plan and Airport Layout Plan. The Airport Authority will be construction a $16.5 million cargo apron expansion, snow removal equipment building expansion and the acquisition of additional airfield equipment. We will also begin the process to expand the passenger terminal. This project might include the proposed skyway that will serve the parking customers.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Enplaned Passengers	428,115	462,000	470,000
Aircraft operations	80,206	82,300	82,600

Fargo Airport Authority

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 2,063,231	$ 2,149,269	$ 2,149,269	$ 2,356,089
Benefits	608,551	671,780	671,780	702,181
Other Services	1,434,043	3,117,100	3,117,100	3,264,800
Repairs and Maintenance	410,884	451,000	451,000	483,000
Rentals	808	1,000	1,000	1,000
Insurance	100,742	110,900	110,900	122,600
Communications	1,436	4,900	4,900	11,000
Advertising and Printing	309,475	258,450	258,450	288,600
Travel & Education	51,735	83,500	83,500	83,500
Energy	456,666	524,150	524,150	524,150
General Supplies	241,209	249,800	249,800	269,800
Major Supplies	-	-	-	-
Miscellaneous	19,038	32,500	32,500	36,500
Capital Outlay	4,517,302	24,582,000	24,582,000	23,327,000
Debt Service	94,022	100,000	100,000	100,000
Transfers	2,683,202	8,690,000	8,690,000	3,090,000
TOTAL	$ 12,992,344	$ 41,026,349	$ 41,026,349	$ 34,660,220

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	27	27	28	28
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	27	27	28	28

Description of Service Provided	Current or Emerging Issues
The FARGODOME is a City-owned 19,000 seat indoor entertainment arena. The venue is governed by the seven member Fargo Dome Authority (FDA) who are appointed by the Fargo City Commission from nominations from the City of Fargo (2), NDSU (2), the Fargo Park Board (1), the Fargo School Board (1), and the Cass County Commission (1). The FDA contracts with Spectra by Comcast Spectacor to manage FARGODOME Food & Beverage. Other than Spectra's onsite Director of Food & Beverage, FARGODOME full-time and part-time staff are employees of the City of Fargo. The FARGODOME is a multi-purpose facility. Events generally fall into one of the following categories: • Concerts • NDSU Football • Family Shows • Theatre Shows • Trade Shows • Festivals • Amateur Sports • Convention/Miscellaneous • Professional Sports • Motorsports • Meeting Rooms	• Management and the FDA strive to keep the FARGODOME efficient, modern and relevant through annual capital upgrades funded by the FARGODOME's escrow account. • Throughout its 25-year history, the FARGODOME facility, our staff, and the community have developed a strong reputation within the concert industry. Promoters know that the building will accommodate their exact specifications, staff will be attentive to their show and patron needs, and the region will purchase tickets. That said, entertainment venues are at the mercy of the often cyclical concert touring business: which artists are touring, what genres are being represented, how does the geographical routing line-up, etc. • The FARGODOME maintains a solid line-up of recurring events, including primary tenant NDSU football, trade shows, the Gate City Bank Theatre series, Happy Harry's Ribfest, motorsports, and amateur sporting events. • Since we rely on 700+ part-time employees, we are challenged to attract and retain part-time staff in Fargo's low unemployment environment.

Operational Measures

Description	2018 Actual	2019 Expected	2020 Projected
Net Operating Income	$472,997	$461,192	$280,404
Event Attendance	522,883	492,373	471,750
Event Days	96	98	95
Gross Ticket Revenues	$6,556,820	$7,930,357	$5,486,625
Gross Concessions Rev	$2,189,134	$2,117,616	$2,149,441

FARGODOME

Expenditures	2018 Actual	2019 Approved Budget	2019 Revised Budget	2020 Proposed Budget
Salaries	$ 3,090,604	$ 2,130,215	$ 2,130,215	$ 2,308,507
Benefits	-	-	-	-
Other Services	687,556	316,672	316,672	344,222
Repairs and Maintenance	315,739	300,300	300,300	311,550
Rentals	11,332	22,020	22,020	20,480
Insurance	252,477	264,000	264,000	248,500
Communications	32,098	33,000	33,000	34,000
Advertising and Printing	715	35,000	35,000	49,890
Travel & Education	67,298	77,500	77,500	64,175
Energy	822,963	784,500	784,500	824,550
General Supplies	192,134	83,400	83,400	72,300
Major Supplies		-	-	
Miscellaneous	681,792	76,290	76,290	78,222
Capital Outlay	4,216,224	722,500	722,500	788,500
Debt Service	319,799	926,630	926,630	926,630
Transfers	2,154,905	1,549,000	1,549,000	1,549,000
TOTAL	$ 12,845,636	$ 7,321,027	$ 7,321,027	$ 7,620,526

Authorized Positions	2018 Actual	2019 Approved	2019 Revised	2020 Proposed
Full Time Employees	22	22	22	24
Part Time Benefited	1	1	1	1
Contracted Employees	-	-	-	-
TOTAL	23	23	23	25

FARGODOME

2020 PROPOSED BUDGET

Operating Revenues	**$**	**4,582,971**
Operating Expenditures		
Labor		2,308,507
Operations		1,412,470
Management Fee		141,402
General and Administrative		415,795
Miscellaneous		24,393
Total Expenditures		**4,302,567**
Net Income	**$**	**280,404**

FARGODOME

2020 CAPITAL BUDGET

Description	Project #	Amount
Chiller overhaul/Eddy current testing	FD2001	40,000
Pump motor replacement	FD2002	45,000
Fire alarm system replacement	FD2003	100,000
Wireless access points	FD2004	25,500
Network switch replacements	FD2005	41,000
Building security camera additions/upgrades	FD2006	21,000
Tractor	FD2007	45,000
Snow pusher	FD2008	16,000
Food service equipment	FD2009	25,000
Explosive detection K-9	FD2010	30,000
Meeting room event equipment	FD2011	10,000
Telex communication replacement	FD2012	55,000
Meeting room projector conversion	FD2013	120,000
Suite catering kitchen	FD2014	150,000
Crowd control rope/stancion	FD2015	10,000
Building department uniforms (all departments)	FD2016	20,000
Unallocated capital		35,000
		$ 788,500

Fund Description

A defined benefit pension option is offered to all full-time employees of the City.

Currently, the City administers two plans and has employee membership in two other plans that are maintained by other agencies.

The pension plans include:

City Employee
Police
North Dakota Public Employee Retirement System
Fire Relief Association

The Board of City Commissioners have administrative control over the City Employee and Police pension systems, while the Fire Relief and the NDPERS is maintained by other governmental bodies.

City-administered plans are managed by elected Pension Board members who are City employees. Discretion includes asset management and investment policy recommendations. Accounting and financial reporting is handled by the City Finance and Human Resource staff.

In addition to defined benefit pension plans, voluntary employee elective contributions can be made to Section 457 deferred compensation plans. These plans allow employees to save for retirement on a pre-tax basis.

Active Members:

City Employee	106
Police	195
Fire Relief Assn.	119
NDPERS	592

Retirees and beneficiaries:

City Employee	237
Police	116
Fire Relief Assn.	95

Market Value of Investments held for Pension Benefits:

City Employee	$44,439,112
Police	$55,836,715
Fire Relief Assn.	$30,663,400

Net Pension Liability:

City Employee	$14,692,265
Police	$22,238,286
Fire Relief Assn.	$20,722,013
NDPERS	$53,264,757

Fiscal Trends and Comments

- The City Commission adopted a defined benefit pension funding policy in 2012 that increased employee and employer contributions to sustainable levels with the goal of fully funding the actuarial determined contribution (ADC). On an aggregate basis we have funded 96% of our ADC requirements over the past five years and are making progress on a stronger funded status.

- A long-term amortization period is in place with the goal of achieving a 100% funded status with revised contribution levels for City sponsored plans.

- The funded status of each plan as of as of the most recent actuarial study is:

City Employee	75.2%
Police	71.5%
Fire Relief Assn.	59.7%

CITY OF FARGO, NORTH DAKOTA
PENSION TRUST FUNDS REVENUE ANALYSIS

Plans Administered	2019 Approved Budget	2020 Proposed Budget
City Employees Pension: (Closed Membership)		
Investment Income	$ 3,725,000	$ 4,005,000
City - Employer Normal Contribution	512,000	720,000
Park - Employer Normal Contribution	106,000	90,000
City Supplemental ADC Contribution	1,390,855	1,390,855
Park Supplemental ADC Contribution	138,000	160,000
City Employee Contribution	434,000	416,000
Park Employee Contribution	90,000	90,000
Total City Employee Pension	**6,395,855**	**6,871,855**
Police Pension: (Open Membership)		
Investment Income	4,556,000	4,422,500
Employer Normal Contribution	1,961,000	2,134,000
Employer Supplemental ADC Contribution	1,248,309	1,248,309
Employee Contribution	1,379,000	1,501,000
Total Police Pension	**9,144,309**	**9,305,809**
Total City Administrated Plans	**$ 15,540,164**	**$ 16,177,664**

CITY OF FARGO, NORTH DAKOTA
PENSION TRUST FUNDS EXPENDITURE ANALYSIS

Plans Administered	2019 Approved Budget	2020 Proposed Budget
City Employees Pension:		
Plan Administration	$ 66,000	$ 234,000
Plan Benefits	3,445,000	3,665,000
Total City Employee Pension	**3,511,000**	**3,899,000**
Police Pension:		
Plan Administration	245,500	285,500
Plan Benefits	4,005,000	4,225,000
Total Police Pension	**4,250,500**	**4,510,500**
Total Pension Funds	**$ 7,761,500**	**$ 8,409,500**

CITY OF FARGO, NORTH DAKOTA
2019 MID-YEAR BUDGET ADJUSTMENTS ALL FUND TYPES

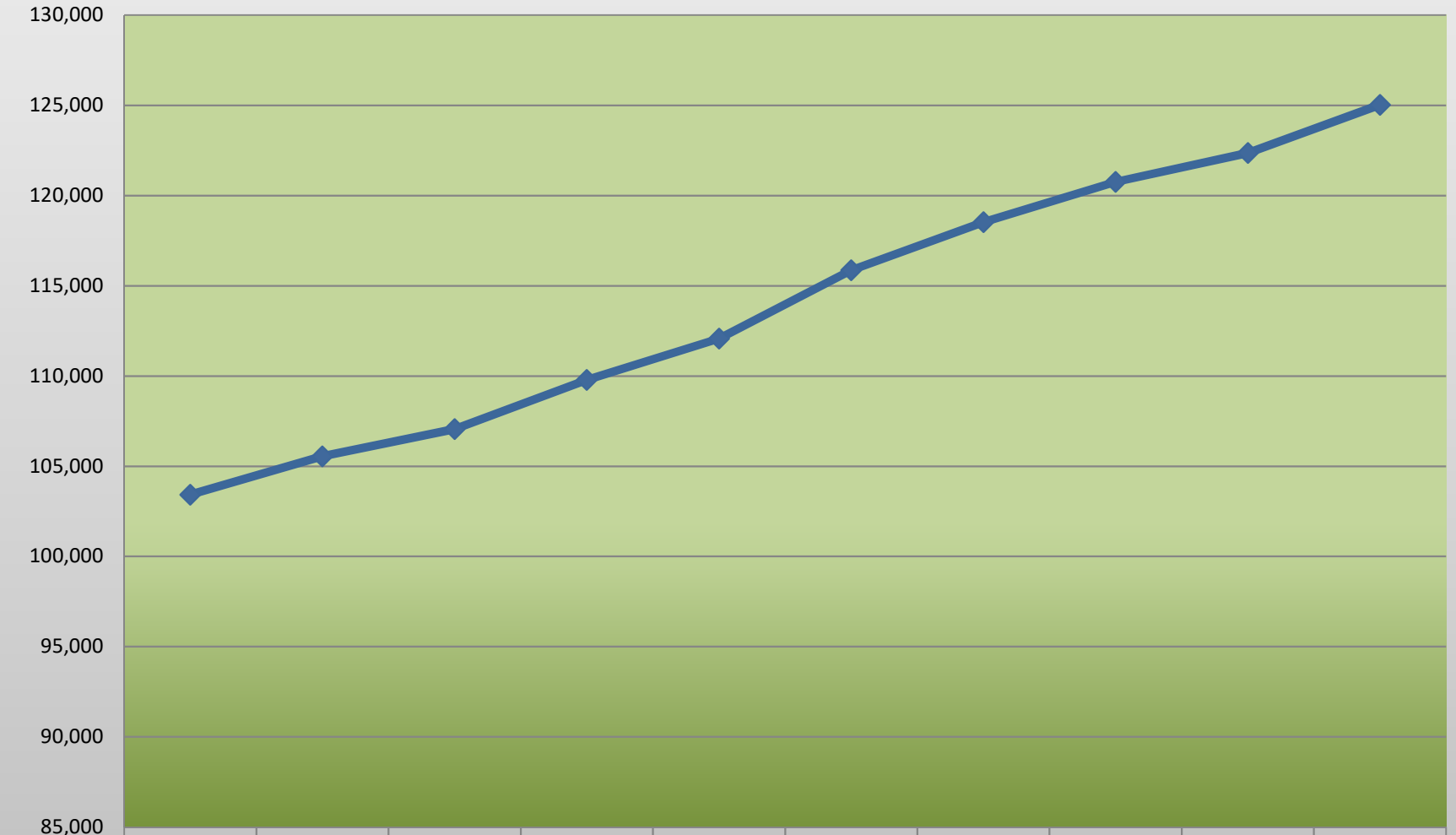
Adjustment Detail	Explanation	Type	Amounts	Accounts	Reason For Adjustments
Recommended Revenue Adjustments:					
General Fund:					
Building Permits	Declining Revenue Trend	PM	(300,000)	322.10-01	Current Year Trending
Municipal Court Fines	Declining Revenue Trend	FN	(100,000)	351.10-01	Changes in Traffic Enforcement
Engineering and Administration	CIP Approved Project Levels	CS	1,000,000	348.05-10	Final CIP Higher
Interest	Earnings on Cash Reserves	MS	150,000	360-10-02	Rising Interest Rates
Total General Fund Revenues			**$ 750,000**		
Special Revenue Funds:					
Parking Ramp Revenue	Island Park Ramp Occupancy	CS	(100,000)	363.51-01	Changes in Monthly Parking Contracts
Parking Ramp Revenue	ROCO Parking Ramp	CS	200,000	363.51-03	Ramp Utilization
Parking Ramp Revenue	GTC Underground Parking	CS	(50,000)	363.51-04	Ramp Repairs
Total Special Revenue Funds			**$ 50,000**		
Utility Funds:					
Wastewater - Other Communities	West Fargo Connection	TX	(685,000)	380.40-20	Regional Wastewater Connection Delayed
Wastewater - Other Communities	Horace Connection	TX	(157,000)	380.40-20	Regional Wastewater Connection Delayed
Wastewater	Sale of Harwood lagoon	MS	(300,000)	362.20-00	No potential buyer
Storm Sewer	Multifamily Residents	CS	(263,000)	380.10-20	Changes made to rate structure
Total Utility Funds			**$ (1,405,000)**		

CITY OF FARGO, NORTH DAKOTA
2019 MID-YEAR BUDGET ADJUSTMENTS ALL FUND TYPES

Adjustment Detail	Explanation		Amounts	Accounts	Reason For Adjustments
Recommended Expenditure Adjustments:					
General Fund:					
City Attorney	Extra Hours		75,000	101-0530	Extra Hours
Buildings and Grounds	Unfilled position		(27,500)	101-1050	Removing Auditorium Director FTE
Civic	Unfilled position		(27,500)	101-8005	Removing Auditorium Director FTE
Transit Services	Wage increases for drivers		230,000	101-2061	Driver Pay Increase August 1, 2019
Transit Services	Local Share		120,000	101-9001	Grant local share
Public Works	Street Department		800,000	101-3025	Record Snowfall
Total General Fund Expenditures		**$**	**1,170,000**		
Special Revenue Funds:					
Neighborhood Stabilization	Grant payments		(148,025)	234-2031	No remaining grant proceeds
Parking Repair and Replacement	GTC Ramp repair costs		(500,000)	241-2101	GTC repair costs funded in other accounts
Total Special Revenue Funds		**$**	**(648,025)**		

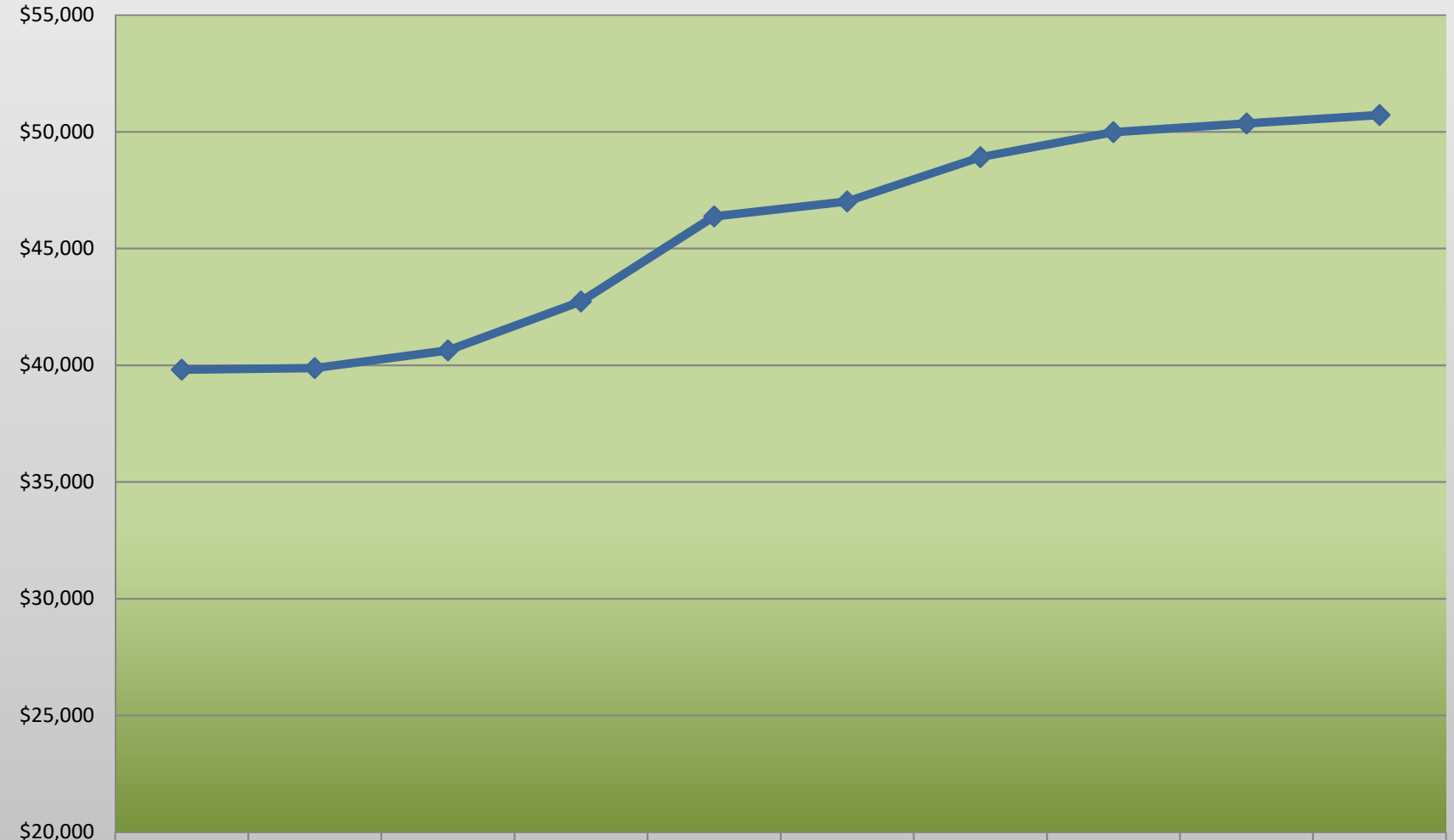
Description	Fiscal Trends and Comments
The statistical section of the budget is designed to give budget readers a longer-term view of significant financial and economic trends of the City over time. Several long-term data table and charts are included for review that helps readers to understand the consistent strength in our economy and the City's financial performance. Fargo has a long-standing track record of a consistently growing regional economy with a sound and stable employment base. The growth trend is evident and ongoing with population, income and property values. A more robust statistical section compiled in conformance with GFOA standards of reporting is included in the City's Comprehensive Annual Financial Report (CAFR) that can be accessed on our City web site at www.cityoffargo.com. Readers are encouraged to visit this section of the report as a compliment to the statistics compiled in this section of the budget.	The statistical section provides long term trend data for the following items: • Population • Per Capita Income • Labor Force • Building Permit Values • Property Value Trends • Major Employers • General Fund Balance Levels • Sales Tax Revenue • State Intergovernmental Revenues

City of Fargo - Population



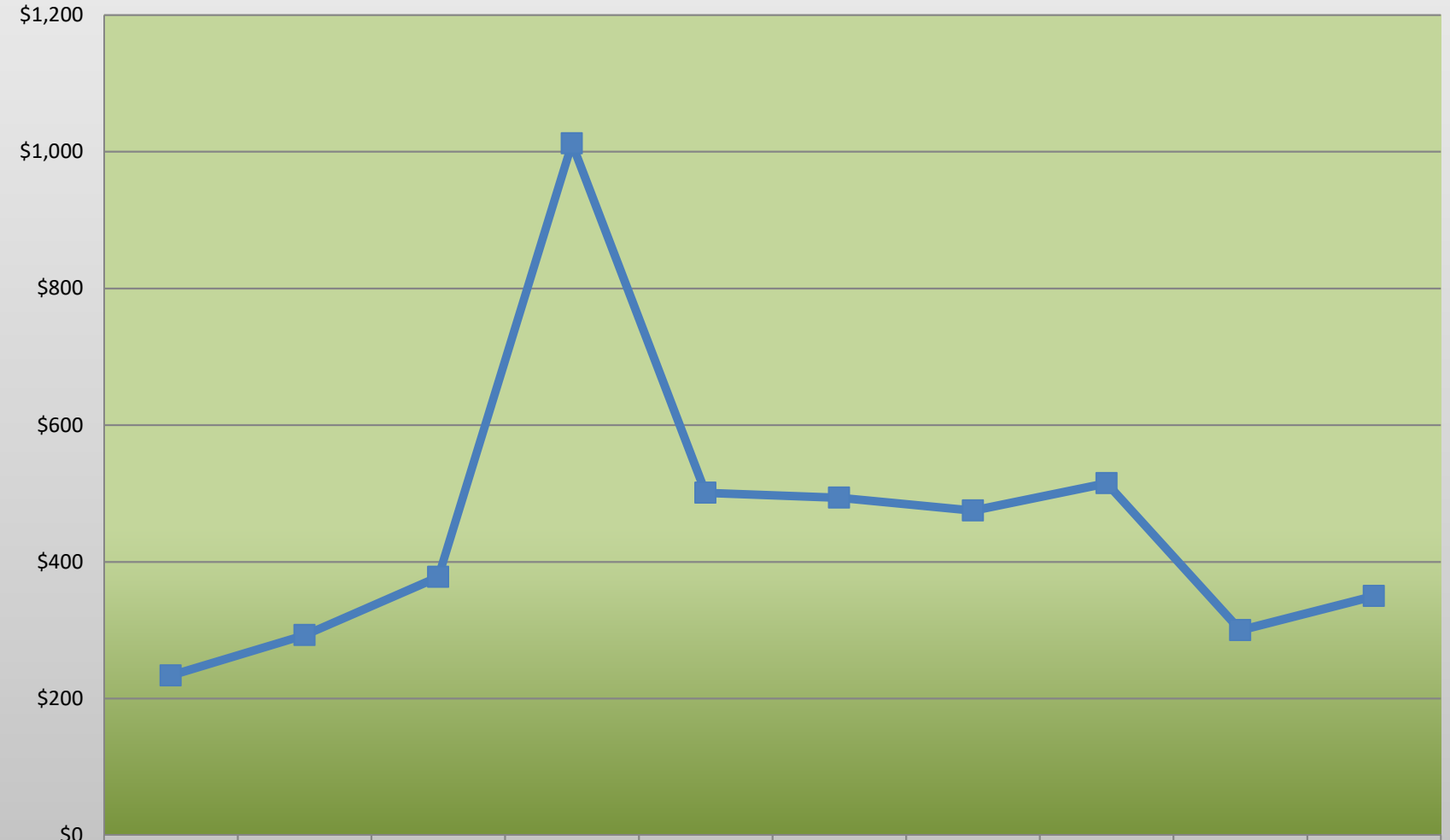
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Population	103,428	105,549	107,054	109,779	112,075	115,863	118,523	120,762	122,359	125,031
% Increase	1.0%	2.1%	1.4%	2.5%	2.1%	3.4%	2.3%	1.9%	1.3%	2.2%

City of Fargo - Per Capita Personal Income



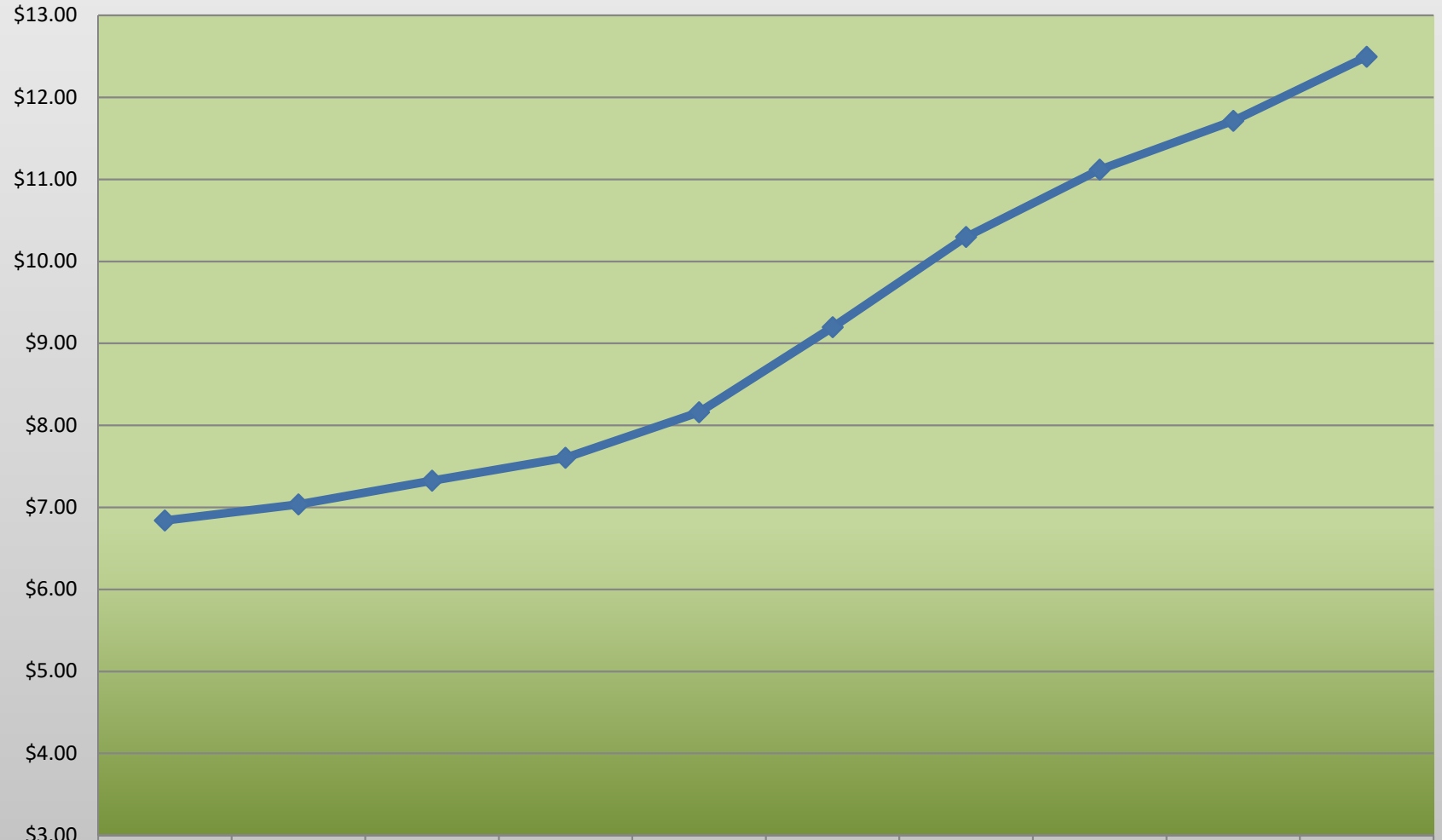
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Personal Income	39,812	39,883	40,644	42,740	46,384	47,023	48,914	49,987	50,364	50,725
% Increase	9.2%	0.2%	1.9%	5.2%	8.5%	1.4%	4.0%	2.2%	0.8%	0.7%

City of Fargo - Building Permit Value (Millions)

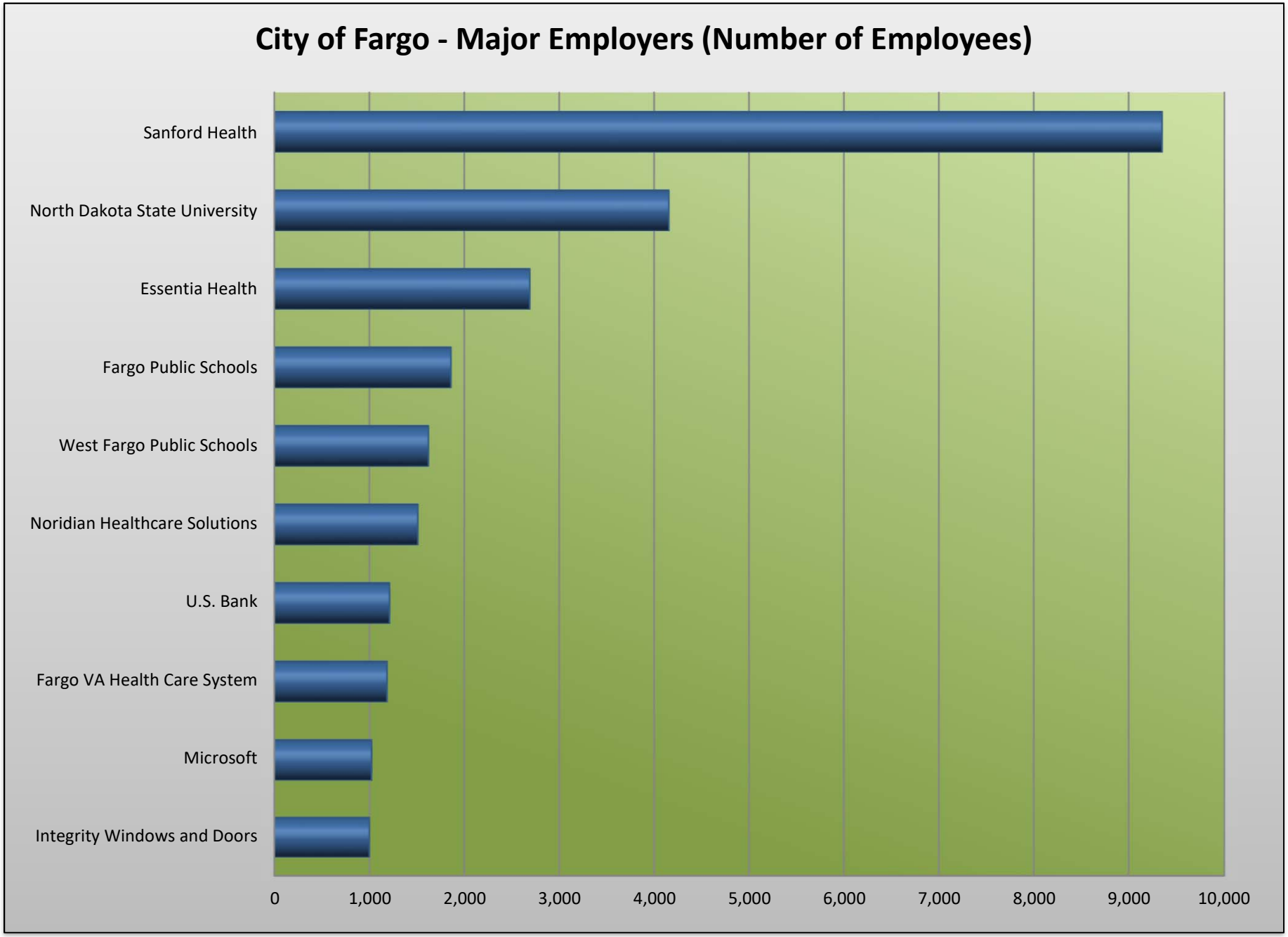


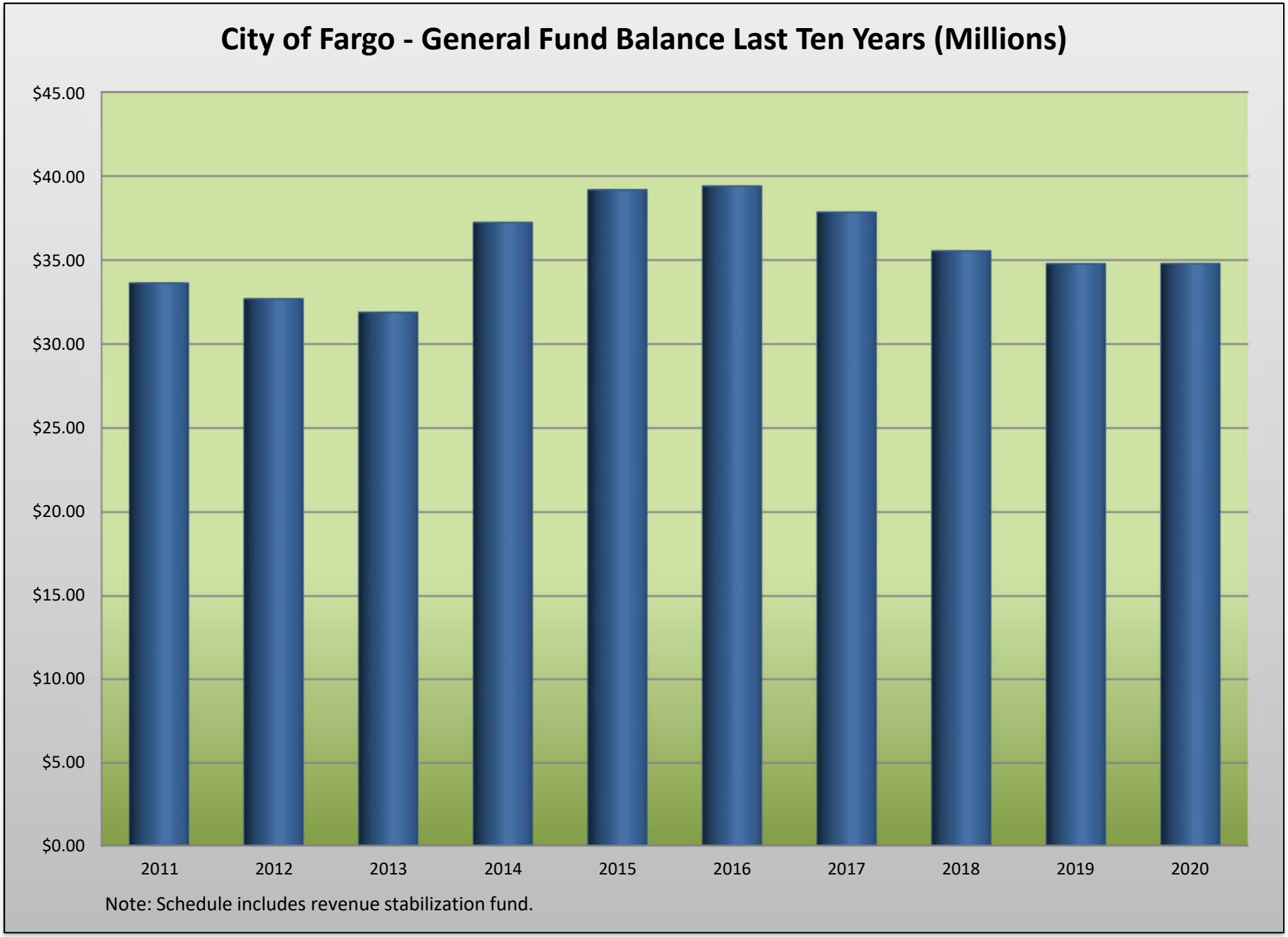
	2011	2012	2013	2014	2015	2016	2017	2018	2019 (Projected)	2020
Bldg Permits	$234	$293	$378	$1,012	$501	$494	$475	$515	$300	$350
% Increase	5.7%	25.2%	29.1%	167.9%	-50.5%	-1.4%	-3.8%	8.5%	-41.8%	16.7%

City of Fargo - Property Market Value (Billions)

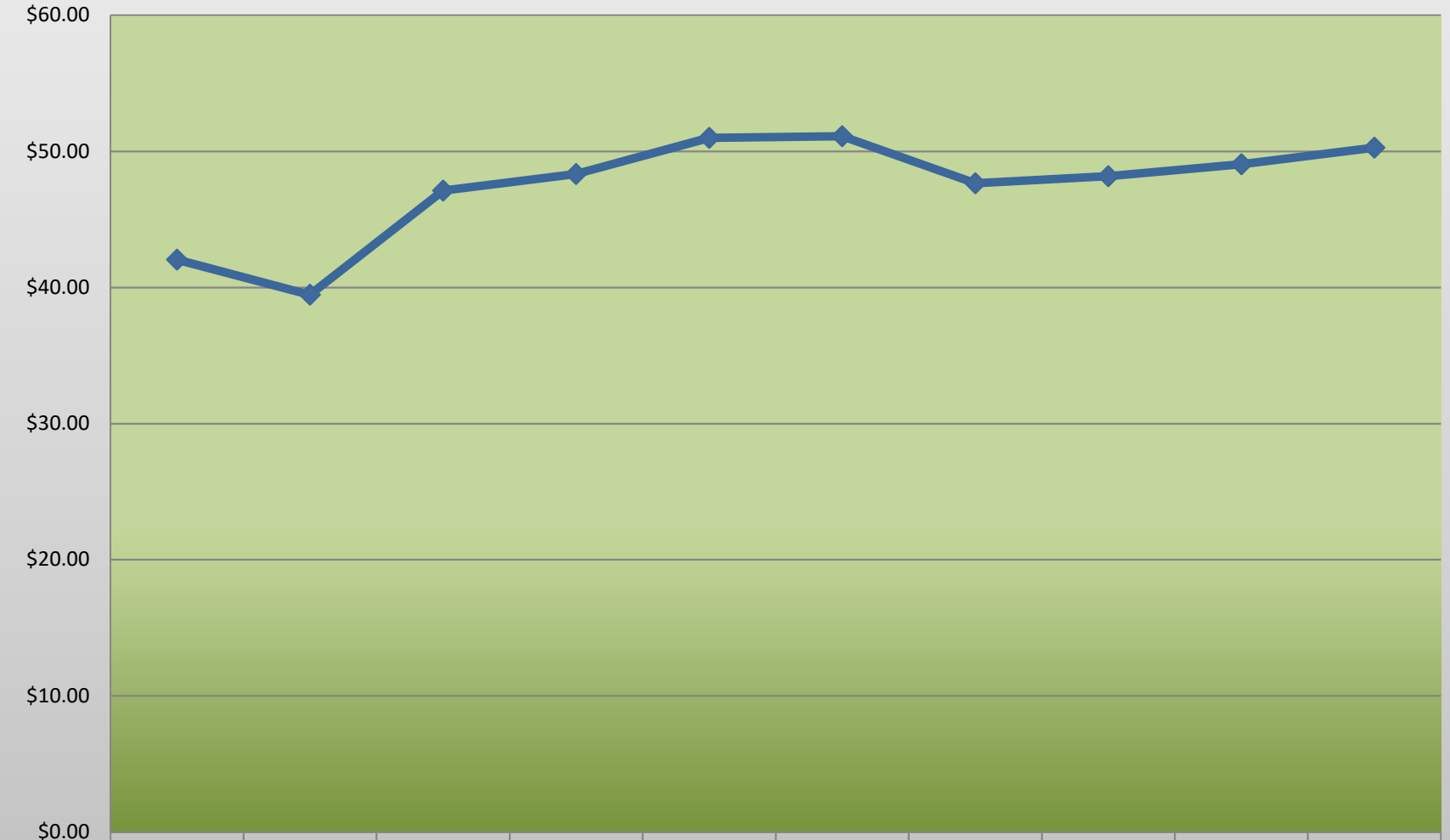


	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 (Projected)
Market Value	6.84	7.04	7.32	7.60	8.16	9.20	10.30	11.12	11.71	12.50
% Increase	2.8%	2.9%	4.1%	3.8%	7.3%	12.7%	12.0%	8.0%	5.4%	6.7%


City of Fargo - Major Employers (Number of Employees)
Sanford Health
North Dakota State University
Essentia Health
Fargo Public Schools
West Fargo Public Schools
Noridian Healthcare Solutions
U.S. Bank
Fargo VA Health Care System
Microsoft
Integrity Windows and Doors
0
1,000
2,000
3,000
4,000
5,000
6,000
7,000
8,000
9,000
10,000

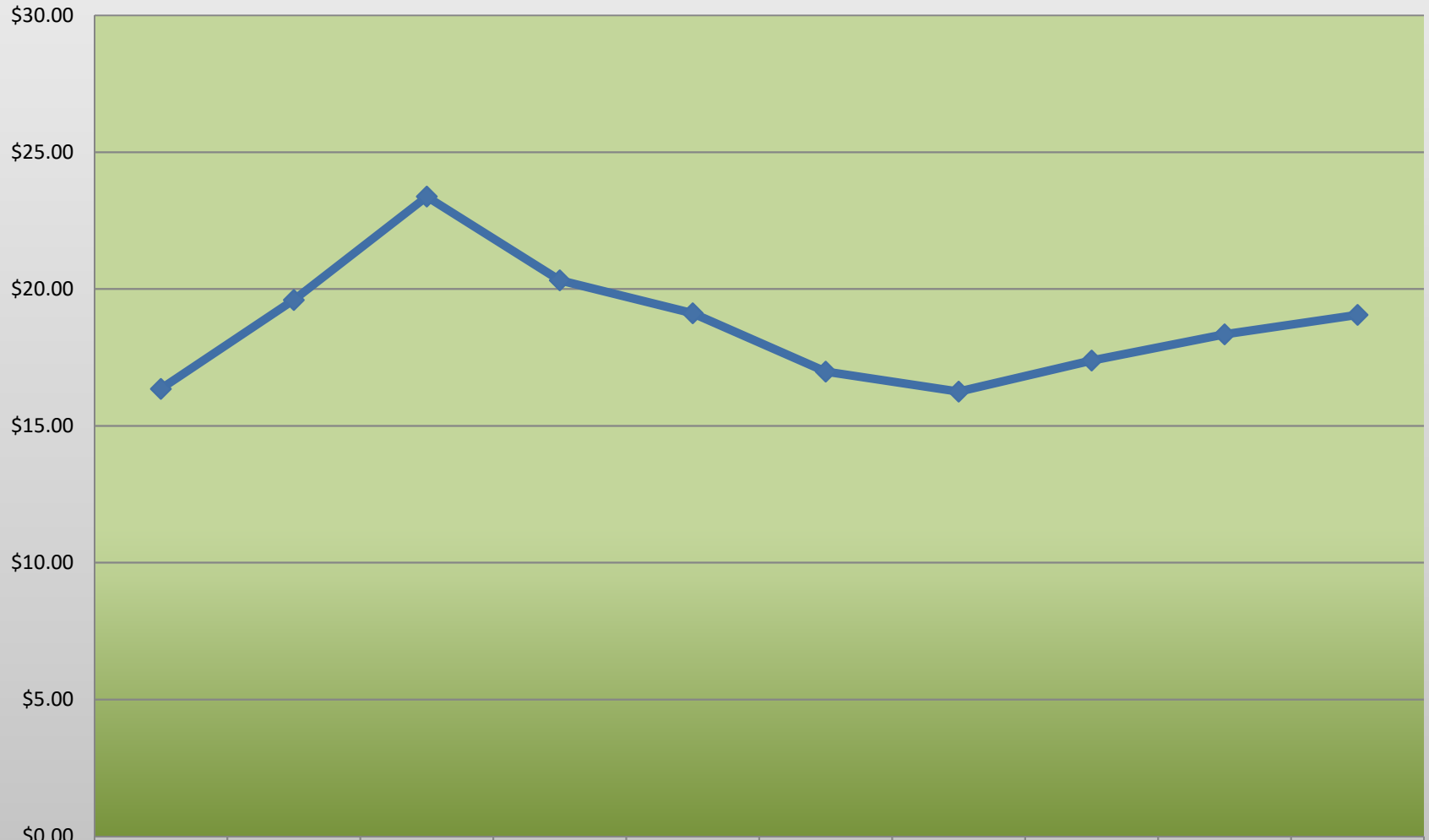

City of Fargo - General Fund Balance Last Ten Years (Millions)
$45.00
$40.00
$35.00
$30.00
$25.00
$20.00
$15.00
$10.00
$5.00
$0.00
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
Note: Schedule includes revenue stabilization fund.

City of Fargo - Sales Tax Revenue (Millions)



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Sales Tax	42.05	39.47	47.11	48.34	50.99	51.11	47.65	48.19	49.05	50.28
% Increase	4.0%	-6.1%	19.4%	2.6%	5.5%	0.2%	-6.8%	1.1%	1.8%	2.5%

General Fund - State Intergovernmental Revenue (Millions)



	2011	2012	2013	2014	2015	2016	2017	2018	2019 (Revised)	2020
State Revenue	16.35	19.60	23.38	20.32	19.11	16.99	16.25	17.39	18.35	19.06
% Increase	42.1%	19.9%	19.3%	-13.1%	-5.9%	-11.1%	-4.3%	7.0%	5.5%	3.9%

CITY OF FARGO, NORTH DAKOTA
CAPITAL OUTLAY REQUESTED AND FUNDED FOR 2020

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2020 PROPOSED PROJECT EXPENSE	2020 PROPOSED CASH OBLIGATION
GENERAL FUND						
Auditors	101-8550-510-77-01	LAMA Business licensing software	$ 26,000			
	101-8550-510-77-01	Long term CIP tracking software	25,000	$ 51,000	**$ 26,000**	**$ 26,000**
Buildings and Grounds	101-8550-510-77-04	Control valves for HVAC at various locations	6,000	6,000	**6,000**	**6,000**
Transit	101-8550-510-77-05	Replacement transfer vehicle	30,000	30,000	**30,000**	**30,000**
Planning	101-8550-510-77-06	Computer and furniture expansion and replacement	5,000			
	101-8550-510-77-06	Arts curating in public buildings	30,000	35,000	**30,000**	**30,000**
Engineering	101-8550-510-77-09	Tablets	8,250			
	101-8550-510-77-09	Measuring wheels	450			
	101-8550-510-77-09	Magnetic locators	1,600			
	101-8550-510-77-09	Small survey and inspection tools	2,700			
	101-8550-510-77-09	Lift cart	3,000			
	101-8550-510-77-09	Support for survey controllers and software	10,200			
	101-8550-510-77-09	Various software licenses	6,800			
	101-8550-510-77-09	Pallet racking for record storage	6,400			
	101-8550-510-77-09	Blackout blinds	1,200	40,600	**36,600**	**36,600**
Central Garage	101-8550-510-77-11	Stock room inventory table	5,000			
	101-8550-510-77-11	Concrete panel repair	46,000	51,000	**51,000**	**51,000**
Fire	101-8550-510-77-13	RRVUAS machinery & equipment	17,500			
	101-8550-510-77-13	New vehicle for QRV Pilot	55,000			
	101-8550-510-77-13	Upgrade of AV System in PSB Classroom and EOC	50,000			
	101-8550-510-77-13	Concrete replacement	15,000	137,500	**32,500**	**32,500**
Police	101-8550-510-77-14	Crime mapping software	15,000	15,000	**15,000**	**15,000**
Health Department	101-8550-510-77-15	Laser printer replacement	3,000			
	101-8550-510-77-15	Spero Software	16,500	19,500	**16,500**	**16,500**
Library	101-8550-510-77-16	Credit card payment technology for public printing	13,000			
	101-8550-510-77-16	Security stands for public PCs	10,000	23,000	**23,000**	**23,000**
Human Resources	101-8550-510-77-18	Performance management platform	33,000			
	101-8550-510-77-18	Onboarding (NEOGOV)	19,500			
	101-8550-510-77-18	Workstation furniture	4,300			
	101-8550-510-77-18	Computer equipment	4,500	61,300	**24,000**	**24,000**
Municipal Court	101-8550-510-77-19	Replace computer monitor	225			
	101-8550-510-77-19	Replace 2 office chairs	1,300			
	101-8550-510-77-19	Replace laser printer for Court room	160			
	101-8550-510-77-19	Replace Courtroom clerk chair	650	2,335	**2,335**	**2,335**
Public Information	101-8550-510-77-31	High-definition camera, lenses, diffusers, tripod, and audio equipmen	25,000	25,000	**25,000**	**25,000**
IS	101-8552-510-76-22	Desktops - standard (92)	59,800			
	101-8552-510-76-22	Desktops - high end (9)	13,500			
	101-8552-510-76-22	Laptops - standard (18)	19,800			
	101-8552-510-76-22	Laptops - mid level (8)	12,000			
	101-8552-510-76-22	Laptops - high end (3)	7,500			
	101-8552-510-76-22	iPads (22)	13,200			
	101-8552-510-76-22	MDCs (18)	90,000			
	101-8552-510-76-22	Office standard (5)	13,250			
	101-8552-510-76-22	Office pro (10)	3,620			
	101-8552-510-76-22	Server/SAN	9,272			
	101-8552-510-76-22	Vmware	65			
	101-8552-510-76-22	Network	92,115			
	101-8552-510-76-22	UPS	4,902			
	101-8552-510-76-22	NVR	26,000			
	101-8552-510-76-22	Misc. Network	11,840			
	101-8552-510-76-22	City hall training room completions	73,000			
	101-8552-510-76-22	City hall river room completions	45,000			
	101-8552-510-76-22	City hall meadowlark room completions	55,000			
	101-8552-510-76-22	Accounting, Payroll, and HR software	750,000	1,299,864	**321,500**	**321,500**
TOTAL GENERAL FUND			**$ 1,797,099**	**$ 1,797,099**	**$ 639,435**	**$ 639,435**
SPECIAL REVENUE FUNDS						
SKYWAY MAINTENANCE						
	219-1050-461-74-10	New roof top units (2)	20,000			
	219-1050-461-74-10	Replacement of section of roof	20,000			
	219-1050-461-74-10	Lighting upgrades	10,000	50,000	**20,000**	**20,000**
Total Skyway Maintenance			**50,000**	**50,000**	**20,000**	**20,000**
CITY SHARE SPECIAL ASSESSMENTS						
	202-1010-520.73-10	City hall relocate utilities	110,000	110,000	**110,000**	**110,000**
Total City Share Special Assessments			**110,000**	**110,000**	**110,000**	**110,000**
TOTAL SPECIAL REVENUE FUNDS			**$ 160,000**	**$ 160,000**	**$ 130,000**	**$ 130,000**

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2020 PROPOSED PROJECT EXPENSE	2020 PROPOSED CASH OBLIGATION
CAPITAL PROJECT FUNDS						
CAPITAL EQUIPMENT FUND						
City Administration	475-0510-510-71-10	Cass-Clay Community Land Trust Affordable Housing Program	$ 50,000	$ 50,000	**$ 50,000**	**$ 50,000**
IS	475-0520-510-74-10	Police in-car-video system	300,000			
	475-0520-510-74-10	Replace fire mobile data computers	90,000	390,000	**390,000**	**390,000**
Public Information	475-0525-510-74-10	Broadcast equipment sinking fund	100,000			
	475-0525-510-74-10	AVI maintenance agreement	140,000	240,000	**240,000**	**240,000**
Buildings and Grounds	475-1050-510-74-10	Scrubber/sweeper	70,000	70,000	**70,000**	**70,000**
Planning	475-2010-510-77.40	Fargo project	30,000			
	475-2010-510-77.40	Main avenue amenities	30,000	60,000	**60,000**	**60,000**
Inspections	475-2040-510-74-20	Vehicle replacement	25,000	25,000	**25,000**	**25,000**
Engineering	475-3015-510-74-11	Survey controllers (3)	24,000			
	475-3015-510-74-11	Computers - Engineering	2,400			
	475-3015-510-74-11	Computers - One Call	11,500			
	475-3015-510-74-20	Vehicle	25,000	62,900	**62,900**	**62,900**
Street Department	475-3025-510-74-10	Loader mounted alley plows (3)	90,000			
	475-3025-510-74-10	Anti-ice roll off body skid	37,000			
	475-3025-510-74-10	Manhole saw skid steer attachment	44,000			
	475-3025-510-74-10	Fleet expansion street sweeper	275,000			
	475-3025-510-73-20	Fence installation at snow storage site	52,000			
	475-3025-510-73-20	Drain improvements at snow storage site	200,000	698,000	**698,000**	**698,000**
Central Garage	475-3030-510-74-10	Floor scrubber for Police Department campus	65,000			
	475-3030-510-74-10	Shop lighting replacement to LED	24,000			
	475-3030-510-74-10	Waste oil shop heater	11,000	100,000	**100,000**	**100,000**
Fire	475-4010-510.74-10	Equipment replacement for new fire truck being ordered	100,000	100,000	**100,000**	**100,000**
Police	475-5010-510-74-20	Patrol vehicles (3)	90,000			
	475-5010-510-74-20	Equipment for patrol vehicles (3)	105,000			
	475-5010-510-74-20	Plain car for Police detective	24,000			
	475-5010-510-74-10	K9 squad for bomb dog	30,000			
	475-5010-510-74-10	Equipment for K9 squad	35,000			
	475-5010-510-74-10	Rifle upgrades (67)	37,500			
	475-5010-510-74-10	DJI Drones (2)	10,000	331,500	**331,500**	**331,500**
Library	475-7010-510-74-30	Lighting upgrade at Main & Carlson Library	110,000	110,000	**110,000**	**110,000**
Outdoor Warning Sirens	475-8550-510-74-10	Replace 3 outdoor warning sirens	120,000	120,000	**120,000**	**120,000**
Street Department Vehicles	475-3025-510-78-06	Track loader (2)	10,000			
	475-3025-510-78-06	Tool cat (3)	15,000			
	475-3025-510-78-06	Front end loader	232,000			
	475-3025-510-78-06	Truck (Tandem)	192,000			
	475-3025-510-78-06	1-Ton Service truck	42,500			
	475-3025-510-78-06	1-Ton Dump truck	42,500			
	475-3025-510-78-06	Snow blower (loader)	170,000			
	475-3025-510-78-06	Riding mower (2)	22,000			
	475-3025-510-78-06	Motograder	265,000	991,000	**986,000**	**986,000**
Central Garage Vehicles	475-3030-510-78-07	Sedans (2)	108,000			
	475-3030-510-78-07	Small SUV (4)	100,000			
	475-3030-510-78-07	Motor pool (4)	100,000	308,000	**129,000**	**129,000**
Fire Vehicles	475-4010-510-78-08	Fire truck (pumper)	550,000	550,000	**550,000**	**550,000**
Police Vehicles	475-5010-510-78-09	Patrol vehicles (10)	315,000			
	475-5010-510-78-09	Large patrol vehicle	35,000	350,000	**350,000**	**350,000**
Total Capital Equipment Fund			**4,556,400**	**4,556,400**	**4,372,400**	**4,372,400**
CITY BUILDING PROJECTS						
Buildings and Grounds	402-1050-510-73-20	Public safety roof top unit - Trane	20,000			
	402-1050-510-73-20	Public safety SWAT lights and (2)70" ceiling fans	12,000			
	402-1050-510-73-20	Municipal Court roof replacement	200,000			
	402-1050-510-73-20	Municipal Court roof top unit (AAON)	20,000			
	402-1050-510	Mercantile parking ramp	15,000,000	15,252,000	**252,000**	**-**
Baseball Stadium	402-1003-510.72-20	Architectural services	30,000			
	402-1003-510.72-20	Building repairs	150,000	180,000	**180,000**	**-**
Planning	402-2010-510	Civic Plaza	11,000,000	11,000,000	**-**	**-**
Public Works	402-3030-510-72-20	BSI IT Fitup	400,000	400,000	**400,000**	**-**
Fire	402-4010-510-72-20	Fire Station 2 remodel	350,000			
	402-4010-510-72-20	Fire Station 8 design	500,000			
	402-4010-510-72-20	Fire training tower and building renovation and maintenance	250,000			
	402-4010-510-72-20	Roof repair fire Station 3	40,000			
	402-4010-510-72-20	Remodel and expansion of EOC Space	120,000	1,260,000	**640,000**	**-**
Civic	475-8005-510-72-20	East exterior wall	350,000			
	475-8005-510-72-20	Miscellaneous	50,000	400,000	**400,000**	**-**
Transit Capital Grant Equipment	404-2061-510-74-10	WA shelter - local share	440,000			
	404-2061-510-74-10	WA shelter engineering - local share	52,800			
	404-2061-510-74-10	Upgrade metro transit garage - local share	2,400,000			
	404-2061-510-74-10	Upgrade MTG engineering - local share	288,000	3,180,800	**492,800**	**-**
Total City Building Projects			**31,672,800**	**31,672,800**	**2,364,800**	**-**
GIS DEVELOPMENT FUND						
	403-0520-409.74-12	Application maintenance and improvements	60,000			
	403-0520-409.74-12	Migrate parcel fabric to new ArcGIS Pro Schema	20,000			
	403-0520-409.74-12	3D Building surface creation	50,000			
	403-0520-409.74-12	Training and conference costs	10,000	140,000	**140,000**	**140,000**
Total GIS Development Fund			**140,000**	**140,000**	**140,000**	**140,000**
TRANSIT						
Transit Capital Grant Equipment	404-2061-510-74-10	Replace fixed route bus - local share	105,000			
	404-2061-510-74-10	Expansion cut-ways for fixed route (2)- local share	48,000			
	404-2061-510-74-10	MTG Lighting upgrade - local share	13,400			
	404-2061-510-74-10	Diesel particulate filter cleaner - local share	6,000			
	404-2061-510-74-10	Misc. support equipment - local share	39,539			
	404-2061-510-74-10	Replace farebox system - local share	200,000			
	404-2061-510-74-10	Replace paratransit vehicles (3) - local share	54,000	465,939	**465,939**	**465,939**
Total Transit Fund			**465,939**	**465,939**	**465,939**	**465,939**

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2020 PROPOSED PROJECT EXPENSE	2020 PROPOSED CASH OBLIGATION
CAPITAL PROJECT FUNDS - CONTINUED						
SALES TAX FUNDS						
Water - Sales Tax	Sales Tax Funded	Water facility R&R	750,000			
	Sales Tax Funded	Fiber optic master plan	250,000			
	Sales Tax Funded	Water tower 4 and 7 reconditions	1,550,000			
	Sales Tax Funded	Red river pump station flood protection	1,800,000			
	Sales Tax Funded	Lime softening GAC filter conversion	200,000			
	Sales Tax Funded	South regional connection and pipeline	750,000			
	Sales Tax Funded	Horace service connection	100,000			
	Sales Tax Funded	New downtown water tower	4,000,000			
	Sales Tax Funded	LAWA/RRVWSP Water service fee	900,000			
	Sales Tax Funded	Water main replacement (engineering lead projects)	4,561,943	14,861,943	**14,861,943**	**13,561,943**
Wastewater - Sales Tax	Sales Tax Funded	WWTF R&R Fund (ERF infrastructure)	364,000			
	Sales Tax Funded	Lift station R&R (Lift stations #23 & 19)	442,000			
	Sales Tax Funded	ERF expansion	100,000			
	Sales Tax Funded	Effluent force main improvements - phase 2	100,000			
	Sales Tax Funded	WWTP flood protections	615,000			
	Sales Tax Funded	Wastewater system GIS	40,000			
	Sales Tax Funded	Sanitary sewer infrastructure (engineering lead projects)	2,237,000	3,898,000	**3,898,000**	**3,898,000**
Total Sales Tax Funds			**18,759,943**	**18,759,943**	**18,759,943**	**17,459,943**
TOTAL CAPITAL PROJECTS			**$ 55,595,082**	**$ 55,595,082**	**$ 26,103,082**	**$ 22,438,282**
PROPRIETARY FUNDS						
WATER						
Water Treatment Plant	501-3051-441-74-10	Total organic carbon analyzer	$ 35,000			
	501-3051-441-74-10	ION Chromatograph	75,000			
	501-3051-441-74-10	Utility tractor and attachments	45,000			
	501-3051-441-74-10	Zero-turn mower	10,000			
	501-3051-441-74-10	Single man lift	16,000			
	501-3051-441-74-10	Pickup or AWD vehicle	25,000			
	501-3051-441-74-10	Ammonia tank rehab	25,000	$ 231,000	**$ 231,000**	**$ 231,000**
Water Mains/Hydrants	501-3052-441-74-10	Hydraulic breaker	20,000			
	501-3052-441-74-10	Skid steer tiller attachment	7,000			
	501-3052-441-74-10	Hydro excavation truck	160,000			
	501-3052-441-74-10	Fence installation at BSE IT building and storage lot	84,500			
	501-3052-441-74-11	Computer/Ipad maintenance and expansion	2,000			
	501-3052-441-74-20	Replacement of service vehicle	28,585			
	501-3052-441-74-30	Furniture replacement for M&H's office personnel	3,000	305,085	**305,085**	**305,085**
Water Meters	501-3053-441-74-10	Meter replacements	185,000	185,000	**185,000**	**185,000**
Water Billing	501-3059-441-74-12	Computer and furniture replacements	2,000	2,000	**2,000**	**2,000**
Water Transfers	501-3054-441.90-40	Water distribution GIS	40,000	40,000	**40,000**	**40,000**
Water Infrastructure Projects SRF Financed	501-3055-441-73-62	Drain 27 improvements	200,000			
	501-3055-441-73-62	Ultraviolet installation	3,000,000			
	501-3055-441-73-62	Ozone improvements - intermediate phase	700,000			
	501-3055-441-73-62	Lime softening pre-treatment rehab	1,500,000	5,400,000	**5,400,000**	**4,904,000**
Water Infrastructure Projects Cash	501-3055-441-33-05	Planning/master plan update	250,000			
	501-3055-441-73-62	Residuals management facility	250,000			
	501-3055-441-73-62	Facility plan phase 2	387,000	887,000	**887,000**	**887,000**
Total Water			**7,050,085**	**7,050,085**	**7,050,085**	**6,554,085**
WASTEWATER						
Sump Pump	521-3083-442-74-11	Computer equipment	500			
	521-3083-442-74-12	Computer software	200	700	**700**	**700**
Wastewater Reuse	521-3084-442-74-10	Machinery and equipment	13,000	13,000	**13,000**	**13,000**
Wastewater Transfers	521-3062-442-90-40	Sanitary sewer infrastructure (engineering lead projects)	2,563,000	2,563,000	**2,563,000**	**2,563,000**
Wastewater Infrastructure Projects SRF Financed	521-3065-442-73-63	Phase II Expansion	35,313,751	35,313,751	**35,313,751**	**2,934,580**
Wastewater Infrastructure Projects Cash	521-3065-442-73-63	Lift station wear items	120,000			
	521-3065-442-73-63	Regional connections/improvements	100,000	220,000	**220,000**	**220,000**
Total Wastewater			**38,110,451**	**38,110,451**	**38,110,451**	**5,731,280**
STORM SEWER						
	524-3064-443.90-40	Capital projects	1,400,000			
	524-3064-443.71-10	Land	3,005			
	524-3064-443.74-50	SCADA Systems on Storm Lift Stations	60,000			
	524-3064-443.74-50	SWMM Modeling	50,000	1,513,005	**1,513,005**	**1,513,005**
Total Storm Sewer			**1,513,005**	**1,513,005**	**1,513,005**	**1,513,005**
STREET LIGHTING						
	528-3035-415-72-20	50' x 80' Standalone garage	300,000			
	528-3035-415-73-60	Repair, rehab, and maintenance on street lights	217,041			
	528-3035-415-73-61	Repair, rehab, and maintenance on traffic signs	217,041	734,082	**430,000**	**430,000**
Total Street Lighting			**734,082**	**734,082**	**430,000**	**430,000**

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2020 PROPOSED PROJECT EXPENSE	2020 PROPOSED CASH OBLIGATION
PROPRIETARY FUNDS - CONTINUED						
SOLID WASTE						
Solid Waste - Admin	531-3071-431-74-30	Office equipment	4,000			
	531-3071-431-74-30	Office chairs	2,000			
	531-3071-431-73-20	Parking lot improvements	50,000			
	531-3071-431-72-20	Building improvements	50,000	106,000	**106,000**	**106,000**
Solid Waste - Residential	531-3072-432-44-20	2020 Automated side-load	249,502			
	531-3072-432-44-20	2020 Automated side-load	249,502			
	531-3072-432-74-10	Residential carts	75,000	574,004	**574,004**	**185,000**
Solid Waste - Commercial	531-3073-432-44-20	2020 Loadmaster	154,238			
	531-3073-432-74-10	Rear load containers	40,000			
	531-3073-432-74-10	Route optimization equipment	80,000	274,238	**274,238**	**154,000**
Solid Waste - Landfill	531-3074-433-73-10	East landfill improvements	1,000,000			
	531-3074-433-73-10	Partial closure - West LF	600,000			
	531-3074-433-73-10	Wellfield Expansion - West LF	500,000			
	531-3074-433-73-10	LFG Conversion to CNG (debt financed)	3,000,000			
	531-3074-433-74-10	Skid steer	5,000			
	531-3074-433-74-20	Pickup - Landfill supervisor	30,000	5,135,000	**5,135,000**	**2,435,000**
Solid Waste - Roll Off	531-3075-432-74-10	Containers	30,000	30,000	**30,000**	**30,000**
Solid Waste - Recycling	531-3076-432-73-10	Maintenance of existing drop sites	50,000			
	531-3076-432-74-10	Rear load containers	55,000			
	531-3076-432-74-10	Front load containers	45,000	150,000	**150,000**	**150,000**
Solid Waste - Hazardous Waste	531-3079-433-72-20	Building improvements	5,000	5,000	**5,000**	**5,000**
Total Solid Waste			**6,274,242**	**6,274,242**	**6,274,242**	**3,065,000**
FORESTRY	541-3081-440.74-20	Log loader	175,000			
	541-3081-440.74-20	F550 with chip box	60,000			
	541-3081-440.74-52	Restoration/Trees	67,000	302,000	**302,000**	**302,000**
Total Forestry			**302,000**	**302,000**	**302,000**	**302,000**
FARGODOME BUILDING	570-7003-461.74-10	Chiller overhaul/Eddy current testing	40,000			
	570-7003-461.74-10	Pump motor replacement	45,000			
	570-7003-461.74-10	Fire alarm system replacement	100,000			
	570-7003-461.74-10	Wireless access points	25,500			
	570-7003-461.74-10	Network switch replacements	41,000			
	570-7003-461.74-10	Building security camera additions/upgrades	21,000			
	570-7003-461.74-10	Tractor	45,000			
	570-7003-461.74-10	Snow pusher	16,000			
	570-7003-461.74-10	Food service equipment	25,000			
	570-7003-461.74-10	Explosive detection K-9	30,000			
	570-7003-461.74-10	Meeting room event equipment	10,000			
	570-7003-461.74-10	Telex communication replacement	55,000			
	570-7003-461.74-10	Meeting room projector conversion	120,000			
	570-7003-461.74-10	Suite catering kitchen	150,000			
	570-7003-461.74-10	Crowd control rope/stancion	10,000			
	570-7003-461.74-10	Building department uniforms (all departments)	20,000			
	570-7003-461.74-10	Unallocated	35,000	788,500	**788,500**	**788,500**
Total Fargodome			**788,500**	**788,500**	**788,500**	**788,500**
Total Proprietary Fund Capital Requests			**$ 54,772,365**	**$ 54,772,365**	**$ 54,468,283**	**$ 18,383,870**
TOTAL CAPITAL OUTLAY REQUESTS			**$ 112,324,546**	**$ 112,324,546**	**$ 81,340,800**	**$ 41,591,587**

CITY OF FARGO, NORTH DAKOTA
DEPARTMENTAL PERSONNEL REQUESTS FOR 2020

Department	Div. No.	ADDITIONAL PERSONNEL REQUESTS / DESCRIPTION	FTE's	GRADE	Amount	PROPSED FUNDING	
GENERAL FUND							
City Admin	101-0510	Temporary/Seasonal Staff	N/A		$ 8,074		$ -
HR	101-0515	Human Resources Assistant	1.00	07	54,075		-
	101-0515	Internship Program	N/A		25,836		-
IS	101-0520	CISO	1.00	19	118,992		-
	101-0520	GIS Analyst	1.00	13	79,143		-
	101-0520	Reclassification of IS Manager	N/A		8,477		-
Public Information	101-0525	Digital Marketing Designer	1.00	12	74,168		-
	101-0525	Temporary/Seasonal Staff	N/A		8,074		-
Auditor	101-1010	Budget/Financial Analyst	1.00	14	84,553		-
City Assessor	101-1030	Appraiser II	2.00	13	158,287		-
Buildings and Grounds	101-1050	Overtime	N/A		15,071		-
	101-1050	Temporary/Seasonal Staff	N/A		(15,450)		(15,450)
Planning	101-2010	Office Associate II	0.25	06	12,249		-
	101-2010	Temporary/Seasonal Staff	N/A		16,148		-
Inspectors	101-2040	Temporary/Seasonal Staff	N/A		16,148		-
Transit	101-2061	Public Outreach Specialist	1.00	12	74,168		-
	101-2069	Inventory Purchasing Agent	1.00	09	61,224		-
	101-2069	Equipment Technician II	1.00	10	65,160		-
	101-2069	Fleet Services Attendant Lead	1.00	10	65,160		-
	101-2069	Part-time benefited Maintenance Attendant I (2)	0.20	05	7,332		-
	101-2061	In-house Dispatch Costs	4.00		215,552		-
Engineering	101-3015	Contract Engineers	2.00	10	138,378		-
Streets and Sewers	101-3025	Public Works Operator I	1.00	07	54,075		-
	101-3025	Public Works Operator II	6.00	09	367,345	2.00	115,522
	101-3025	Public Works Operator III	2.00	10	130,320		-
	101-3025	Full time overtime	N/A		21,530		-
Central Garage	101-3030	Technician II	1.00	10	65,160		-
	101-3030	Maintenance Attendant III	1.00	11	69,411	1.00	69,411
Fire	101-4010	Firefighters	6.00	11X	415,685		-
	101-4010	Promotion of Firefighter to Captain	3.00	14X	45,237		-
	101-4010	Overtime	N/A		19,783		-
Police	101-5010	Police Officers	3.00	12P	222,082	3.00	222,082
	101-5010	Police Officer - Transit/Library	1.00	12P	74,027	1.00	74,027
	101-5010	Police Lieutenant	1.00	17P	103,450		-
	101-5010	Office Associate III	1.00	09	61,224		-
Public Health	101-60XX	Temporary/Seasonal Staff	N/A		144,269		-
Library	101-7010	Reference Associate III	1.00	09	61,224		-
	101-7010	Technology Assistant III	0.50	09	30,612		-
	101-7010	Temporary/Seasonal Staff	N/A		10,765		-
Commission	101-8001	Temporary/Seasonal Staff	N/A		48,443		-
Civic	101-8005	Auditorium Director	(1.00)	18	(110,998)	(1.00)	(110,998)
PEC Approvals	Various		N/A		296,879		163,065
Total General Fund			**43.95**		**3,421,342**	**6.00**	**517,659**

Department	Div. No.	ADDITIONAL PERSONNEL REQUESTS / DESCRIPTION	FTE's	GRADE	Amount	PROPSED FUNDING	
SPECIAL REVENUE FUNDS							
CDBG	231-2020	Assistant Planner	1.00	12	74,168	1.00	74,168
Total Special Revenue Funds			**1.00**		**74,168**	**1.00**	**74,168**
ENTERPRISE FUNDS							
Water	501-3052	PW Utility Locator II	1.00	10	65,160		-
	501-3051	Water Utility Engineer	1.00	20	126,286	1.00	126,286
	501-3051	Water Plant Operator (Apprentice)	1.00	13	79,143	1.00	79,143
	501-3051	Contract Maintenance Attendant II	1.00	11	69,411		-
	501-305X	Full time overtime	N/A		38,754		-
	501-305X	PEC Approvals	N/A		37,253		37,253
Storm Sewer	524-3064	Plumbing Inspector I - 50% Share	0.50	12	34,352	0.50	34,352
	524-3064	PEC Approvals	N/A		790		790
Wastewater	521-3061	Plumbing Inspector I - 50% Share	0.50	12	34,352	0.50	34,352
	521-3061	Full time overtime	N/A		38,754		-
	521-3061	PEC Approvals	N/A		3,496		3,496
Solid Waste	531-3071	PEC Approvals	N/A		(47,966)		(47,966)
Street Lights	528-3035	Assistant Signals & Lighting Operations Manager	1.00	16	96,773		-
Forestry	541-3081	Arborist I	1.00	08	57,504	1.00	57,504
Fargodome	571-7003	Engineering III	1.00	10	65,160	1.00	65,160
	571-7003	Catering Manager	1.00	09	61,224	1.00	61,224
	571-7003	PEC Approvals	N/A		2,704		2,704
Total Enterprise Funds			**9.00**		**763,150**	**6.00**	**454,298**
TOTAL PERSONNEL REQUESTS			**53.95**		**$ 4,258,660**	**13.00**	**$ 1,046,125**

CITY OF FARGO, NORTH DAKOTA
GENERAL FUND DEPARTMENTAL OPERATING REQUESTS FOR 2020

Note: Only requests over $10,000 are detailed below

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	INCREASE (DECREASE) REQUESTED	DIVISIONAL TOTALS	2020 PROPOSED FUNDING
GENERAL FUND					
City Administrator	101-0510-403.38-68	Lobbyist	$ (25,000)		
	101-0510-403.39-99	Other services	100,000	$ 75,000	**$ 75,000**
Human Resources		All other accounts	782	782	**782**
IS		Budget team reduction		-	**(15,000)**
Public Information	101-0525-403.34-15	Computer services	20,000		
		All other accounts	7,250	27,250	**27,250**
City Attorney	101-0530-403.33-25	Legal Services	146,000	146,000	**100,000**
City Prosecutor	101-0531-403.33-25	Legal Services	25,030	25,030	**24,730**
Baseball Stadium	101-1003-464.43-10	Building repairs	(34,900)		
		All other accounts	(100)	(35,000)	**(35,000)**
Auditors		All other accounts	10,360	10,360	**5,360**
Municipal Court		Budget team reduction		-	**(21,000)**
Incarceration		Budget team reduction		-	**(35,000)**
City Assessor	101-1030-405.34-15	Computer services	12,000		
		All other accounts	76	12,076	**12,076**
General Support	101-1040-505.25-00	Workers compensation	(20,000)		
	101-1040-505.34-15	Computer services	12,000		
	101-1040-505-34-36	Credit card fees	(18,000)		
	101-1040-505.43-50	Maintenance service contracts	35,000		
	101-1040-505.52-10	Property insurance	18,000		
	101-1040-505.68-10	Miscellaneous	55,000		
	101-1040-505.68-80	Employee recognition	26,000		
		All other accounts	(19,900)	88,100	**41,100**
Buildings and Grounds	101-1050-409.41-05	Water and sewer	21,500		
	101-1050-409.42-05	Custodial services	(25,000)		
	101-1050-409.42-06	Cleaning service contract	44,458		
	101-1050-409.42-20	Snow clearing	25,000		
	101-1050-409.43-10	Building repairs	30,000		
		All other accounts	13,300	109,258	**39,258**
Planning	101-2010-409.33-97	Parking enforcement	25,000		
		All other accounts	7,750	32,750	**7,750**
Inspections		All other accounts	26,950	26,950	**12,950**
Transit	101-2061-491.33-86	Bus driver services	54,122		
	101-2061-491.33-86	In-house dispatch operating reduction	(219,600)		
	101-2061-491.33-86	Wage increase for bus drivers	486,000		
	101-2061-491.52-10	Property insurance	24,218		
	101-2061-491.52-20	Automobile liability insurance	17,865		
	101-2061	Industrial park service route	168,248		
	101-206X	Sunday service route	618,085		
	101-2061	All other accounts	9,688		
	101-2062-491.33-86	Bus driver services	14,000		
	101-2062-491.52-20	Automobile liability insurance	(15,325)		
	101-2062	All other accounts	3,465		
	101-2063-491.33-80	Security services	35,000		
	101-2063-491.33-88	Dispatch services	12,920		
	101-2063	All other accounts	20,500		
	101-2068	All other accounts	(1,150)		
	101-2069-491.43-10	Building repairs	10,000		
	101-2069-491.62-11	Diesel fuel	85,000		
	101-2069	All other accounts	16,696	1,339,732	**677,698**
Engineering		All other accounts	5,400	5,400	**5,400**
Engineering - One Call		All other accounts	1,200	1,200	**(4,300)**
Traffic Engineering		All other accounts	1,251	1,251	**(533,749)**
Street Department	101-3025-423.38-76	Downtown services	14,000		
	101-3025-423.42-20	Snow clearing	20,000		
	101-3025-423.42-25	Snow removal Police campus	45,000		
	101-3025-423.44-20	Equipment & vehicle rent	210,000		
	101-3025-423.52-30	General liability insurance	(33,130)		
	101-3025-423.65-40	Emulsion oil	40,000		
	101-3025-423.65-50	Ice control	65,000		
		All other accounts	26,150	387,020	**118,520**
Central Garage	101-3030-409.43-10	Building repairs	20,000		
	101-3030-409.43-20	General equipment repair	50,000		
	101-3030-409.43-30	Outside mechanic repairs	25,000		
		All other accounts	11,200	106,200	**71,200**
Fire	101-4010-412-38-99	Other services	10,000		
	101-4010-412.52-30	General liability insurance	7,180		
		All other accounts	37,500	54,680	**44,680**
Police	101-5010-411.38-99	Other services	11,000		
	101-5010-411.52-20	Automobile liability insurance	13,915		
	101-5010-411.52-30	General liability insurance	13,475		
		All other accounts	36,500	74,890	**64,890**
Health Department	101-6010-451.33-50	Doctors	(36,650)		
	101-6013-451.61-20	Medical supplies	21,000		
	101-6013-451.61-21	Pharmacy/Drugs	22,000		
	101-6020-451.33-50	Doctors	(10,500)		
	101-6020-451.61-21	Pharmacy/Drugs	(10,000)		
	101-6035-451.38-11	Contract Services	(43,000)		
	101-6040-451.33-58	Ryan White	(22,000)		
	101-6040-451.61-21	Pharmacy/Drugs	(15,000)		
		All other accounts	2,440	(91,710)	**(91,710)**
Library	101-7010-463.54-11	Marketing	15,000		
	101-7010-463.61-70	Books & periodicals	39,500		
		All other accounts	24,409	78,909	**43,909**
City Commission	101-8001-403-59.10	Dues and membership instate	10,000		
	101-8001-403.68-80	Employee recognition	(23,000)		
		All other accounts	7,500	(5,500)	**(5,500)**
Civic Center		Budget team reduction		-	**(15,770)**
Unallocated	101-8570-570.99-00	Unallocated	(400,000)		
	101-8570-570-62.11	Fuel savings adjustment	(70,000)	(470,000)	**(470,000)**
TOTAL GENERAL FUND OPERATING EXPENDITURE REQUESTS			**$ 2,000,628**	**$ 2,000,628**	**$ 145,524**