THE MAYOR'S PRELIMINARY 2021 BUDGET

[08.10.2020]

THE CITY OF Fargo FAR MORE

THE CITY OF FARGO, NORTH DAKOTA

PROACTIVE ◆ PRACTICAL ◆ PRUDENT

CITY OF FARGO, NORTH DAKOTA
2021 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 2021 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 taxpayers' money.

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

- #1 Hottest Job Market {ZipRecruiter, 2020}
- #1 Best City to Start a Career {Zippia, 2020}
- #8 Best City for Renters {WalletHub, 2020}
- #10 Best Run Cities {WalletHub, 2019}
- #10 Happiest Places to Live {WalletHub, 2020}

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

It is without question that 2020 has been a year like no other. Throughout the City's response to the COVID-19 virus, our team has continued to provide award-winning services every day to our residents and visitors. In fact, the City remains under an emergency declaration to this day. In crafting this budget, we tackled several fiscal challenges including:

- Expected reductions in municipal highway funds
- Expected reductions in state aid distribution
- An unknown pandemic timeline
- Maintaining a prudent budget while managing growth

However, we also are fortunate to serve a community that continues a strong trajectory of growth and resilience. Even during an unprecedented pandemic, the following are a handful of positive economic indicators for a strong future for Fargo:

- Building permit values are double from the previous year
- Sales tax revenue is outpacing the previous year
- Property tax revenue is remaining steady

In consideration of all of these factors and with the input of the Fargo City Commission, the budget team feels the Preliminary 2021 Budget addresses the needs of a community that has placed itself on the radar as one of the Midwest's most vibrant urban centers while also being financially cognizant of the uncertainty caused by the COVID-19 virus.

A PROACTIVE, PRACTICAL AND PRUDENT BUDGET

The budget team embraced the themes of proactive, practical and prudent for the 2021 budget. We were laser-focused on five overarching themes in our recommendations:

1. Focus on critical needs
2. Maintain high service levels
3. Continue infrastructure investments
4. Maintain replacement and repair schedules
5. Nurture community relationships

These themes were reflective in shaping six major priorities and initiatives for our metro:

1. F-M Area Flood Diversion Project
2. Red River Valley Water Supply Project
3. Wastewater expansion and regionalization
4. Interactive utility billing rollout
5. Planning for the future Fargo Fire Station Number 8
6. Workforce Development

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 allow Fargo to thrive.

We are committed to advancing on the Core Neighborhoods Plan formation, the Land Development Code (LDC) diagnostic analysis, implementing the updated infrastructure funding policy, continuing to expand community relationships and inclusivity efforts, expanding utility regionalization and maintaining our street-level excellence.

SUMMARIZING THE 2021 BUDGET

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 not recommending any increase in tax mills for 2021. The City has had a stable City mill levy history for the past several years; in fact, mills have been reduced by 5.25 since 2013.

The budget team is also proposing a modest increase of $2.50 per month in the residential wastewater rate, which were factored into the Wastewater revenue fee models. Without our successful utility regionalization efforts, this rate increase would have likely been higher. The proposed residential rate in 2021 would be the same as it was in 2013. The Forestry Division is also proposing a modest fee increase of $0.48 per month in 2021. This increase would allow the City to continue offering its very popular curbside brush chipping program. Without this additional revenue, the program have been substantially curtailed.

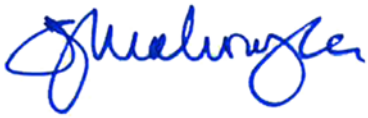
For the General Fund budget, 77% is dedicated to the salaries and benefits of our employees. Simply put, street-level services require people. To provide the excellent services we do, personnel is a critical and very large component of our budget. We are recommending the net addition of 2.25 new full-time employees from the General Fund from the 20.25 positions requested. For the enterprise departments, a total of 13 full-time positions were requested and two were approved. With the two retirements in the Civic Center not being filled, this results in a net zero increase for the enterprise funds. Due to financial uncertainties associated with the COVID-19 virus, the budget team is not recommending any competitive wage adjustments for City employees in 2021.

FARGO: OUR STORY OF SUCCESS

We are incredibly fortunate to serve the citizens of Fargo in our roles as elected leaders. We are incredibly grateful for the vital ingredients that allow us to achieve great things in our community. Among these are a strong tax base fueled by economic activity, steady population growth, robust activity in the construction sector and street level excellence at reasonable rates. When combined, these factors produce a synergy that makes Fargo a community where people choose to live, work and play.

This is Fargo. This is our story of success. We are incredibly proud of our public employees, grateful to our citizens and appreciative of our strong business community. Fargo remains the envy of the Upper Midwest. Together, let's take this community 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: City Commission, City Finance, Human Resources, Public Works and Police

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

DAVE PIEPKORN
Deputy Mayor & Commissioner

Elected: 2008, 2014, 2018

Term Expires: June 2022

Department Liaison: Engineering, FARGODOME, Inspections and Strategic Planning & Research

Committee Liaison: Diversion Authority, Fargo Dome Authority Finance, City Finance, Greater F-M Economic Development Corporation, Alternate to Lake Agassiz Water Authority, Metropolitan Council of Governments, Position Evaluation, Renaissance Zone Authority and Tax Exempt Review

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

TONY GEHRIG
Commissioner

Elected: 2015, 2018

Term Expires: June 2022

Department Liaison: Buildings & Grounds, Enterprise/Utilities, Fire, Information Services and Library

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

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

ARLETTE PRESTON
Commissioner

Elected: 2020

Term Expires: June 2024

Department Liaison: Health and Planning

Committee Liaison: Cass Clay Food Commission, Alternate to Diversion Authority, Metro Area Transit Coordinating Board, Metropolitan Council of Governments and Renaissance Zone Authority

Board Liaison: Adjustments, Appeals, Civil Service, Health and Historic Preservation

JOHN STRAND
Commissioner

Elected: 2016, 2020

Term Expires: June 2024

Department Liaison: Communications & Governmental Affairs and Transit

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

Board Liaison: Airport Authority, Arts & Culture, Civil Service, Housing Authority, Human Relations and Native American

PRINCIPAL OFFICIALS FOR THE CITY OF FARGO

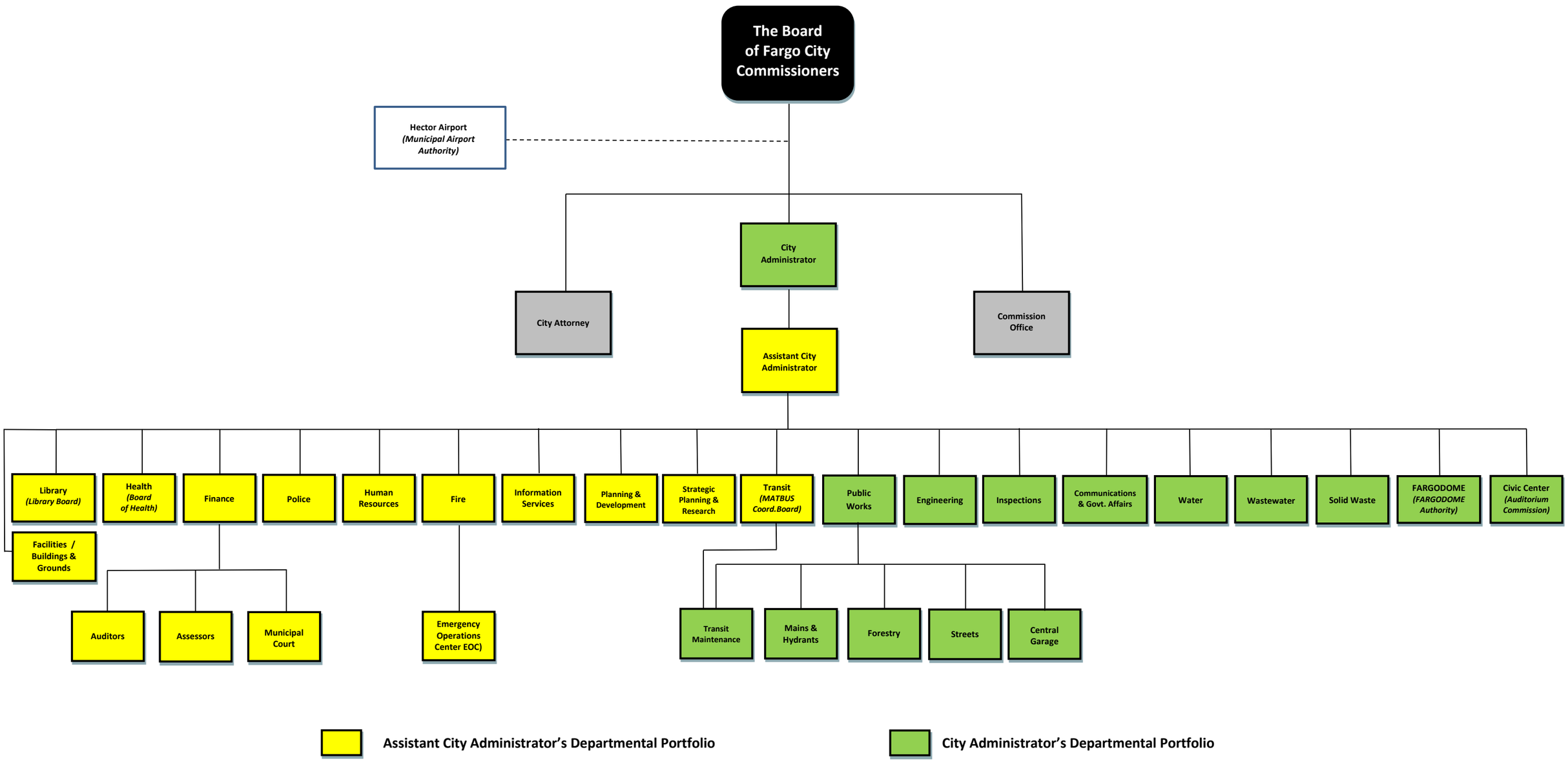
ELECTED OFFICIALS

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
Arlette Preston	*Commissioner*	Term Expires in June of 2024
John Strand	*Commissioner*	Term Expires in June of 2024
Steve Dawson	*Municipal Judge*	Term Expires in June of 2024

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	*Director of Communications & Governmental Affairs*
Rob Sobolik	*General Manager of the FARGODOME*
Bruce Taralson	*Inspections Director*
Vacant	*Chief of Police*

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 (7)**	**NON-MAJOR ENTERPRISE (5)**	**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)**	Building Fund	Wastewater	Vector Control	Police	Park District Special Assmts.
	Convention Bureau	Sidewalks	General Capital	Storm Sewer	Street Lighting		FM Diversion Authority
	Regional Training Center	**Sales Tax Bonds (Major Fund)**	Grant Equipment	Solid Waste	Forestry		Red River Regional Dispatch
	Court Forfeits	Other Revenue Debt	Disaster Recovery	FargoDome	Civic Center		
	Skyway Maintenance		Street Infrastructure	Municipal Airport			
	Parking Authority		Water Infrastructure	Transit			
	Parking Repairs		Wastewater Infrastructure				
	Community Development		Flood Sales Tax				
	HUD Home Program		FM Diversion Sales Tax				
	Neighborhood Stabilization						
	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.

Debt Service:

Improvement Bond Fund:
This sub 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 sub 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

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 2021	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	$ 30,665,000	$ 2,376,000	$ 721,000	$ -	$ 1,188,550	$ -	$ 34,950,550
Sales Taxes	-	12,570,000	-	-	-	-	12,570,000
Other Taxes	-	-	1,265,400	-	-	-	1,265,400
Special Assessments	-	38,586,100	620,000	-	30,000	-	39,236,100
Franchise Fees	5,326,200	-	-	-	-	-	5,326,200
Licenses & Permits	5,724,400	-	-	-	-	-	5,724,400
Federal Intergovernmental	1,666,500	-	1,284,421	-	22,876,356	-	25,827,277
State/Local Intergovernmental	16,798,037	-	40,999	-	1,315,000	-	18,154,036
Charges for Services	15,574,112	-	2,678,200	-	13,298,646	-	31,550,958
Fines & Forfeits	2,267,500	-	100,000	-	60,000	-	2,427,500
Investment Income	3,279,200	708,000	3,600	29,316	2,634,210	8,542,500	15,196,826
Miscellaneous	3,929,650	504,563	686,356	15,252	521,500	-	5,657,321
Transfers In	11,309,401	11,923,983	82,545	946,560	3,017,490	-	27,279,979
Public Utility Revenue	-	-	-	26,417,500	40,902,000	-	67,319,500
Utility Byproduct Sales	-	-	-	-	1,597,000	-	1,597,000
Pension Contributions	-	-	-	-	-	7,674,708	7,674,708
Total Revenues & Transfers In	**96,540,000**	**66,668,646**	**7,482,521**	**27,408,628**	**87,440,752**	**16,217,208**	**301,757,755**
Financial Uses:							
General Government	20,577,080	-	-	-	-	-	20,577,080
Public Safety	42,668,983	-	200,000	-	-	-	42,868,983
Public Works	12,897,955	-	379,504	-	-	-	13,277,459
Public Health & Welfare	12,565,225	-	24,683	-	-	-	12,589,908
Recreation & Culture	4,886,836	-	2,022,400	-	6,844,016	-	13,753,252
Urban Development	-	-	1,299,909	-	-	-	1,299,909
Public Transportation	-	-	1,277,845	-	17,328,629	-	18,606,474
General Support	1,213,009	-	-	-	-	-	1,213,009
Unallocated	(1,154,255)	-	-	-	-	-	(1,154,255)
Public Utilities	-	-	-	14,334,945	20,250,857	-	34,585,802
Capital Outlay	346,090	-	110,000	545,525	17,798,800	-	18,800,415
Debt Service Normal Redemption	-	30,367,538	-	2,932,800	2,371,538	-	35,671,876
Debt Service Early Redemption	-	20,125,000	-	-	-	-	20,125,000
Debt Service - Interest & Fees	-	21,330,687	3,000	2,341,925	2,274,849	-	25,950,461
Plan Administration	-	-	-	-	-	528,000	528,000
Plan Benefits	-	-	-	-	-	7,896,000	7,896,000
Transfers Out	3,440,077	13,655,000	1,933,695	6,222,310	16,029,170	-	41,280,252
Total Financial Uses	**97,441,000**	**85,478,225**	**7,251,036**	**26,377,505**	**82,897,859**	**8,424,000**	**307,869,625**
Surplus (Deficit)	(901,000)	(18,809,579)	231,485	1,031,123	4,542,893	7,793,208	(6,111,870)
Fund/Equity Balance, Beginning	**38,669,229**	**98,137,152**	**603,900**	**214,282,930**	**569,819,732**	**129,122,570**	**1,050,635,513**
Fund/Equity Balance, Ending	**$ 37,768,229**	**$ 79,327,573**	**$ 835,385**	**$ 215,314,053**	**$ 574,362,625**	**$ 136,915,778**	**$ 1,044,523,643**

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		
	2019 Actual (Unaudited)	2020 Budget	2021 Budget	2019 Actual (Unaudited)	2020 Budget	2021 Budget	2019 Actual (Unaudited)	2020 Budget	2021 Budget	2019 Actual (Unaudited)	2020 Budget	2021 Budget
Revenues & Transfers In												
Property Taxes	$ 26,124.5	$ 29,068.0	**$ 30,665.0**	$ 4,636.5	$ 1,881.0	**$ 2,376.0**	$ 584.8	$ 619.3	**$ 721.0**	$ 31,345.8	$ 31,568.3	**$ 33,762.0**
Sales Taxes	-	-	**-**	12,933.2	12,569.9	**12,570.0**	-	-	**-**	12,933.2	12,569.9	**12,570.0**
Other Taxes	-	-	**-**	-	-	**-**	2,353.1	1,502.0	**1,265.4**	2,353.1	1,502.0	**1,265.4**
Special Assessments	-	-	**-**	43,475.5	40,531.2	**38,586.1**	421.7	450.0	**620.0**	43,897.2	40,981.2	**39,206.1**
Franchise Fees	5,074.9	5,324.0	**5,326.2**	-	-	**-**	-	-	**-**	5,074.9	5,324.0	**5,326.2**
Licenses & Permits	4,493.2	5,320.3	**5,724.4**	-	-	**-**	-	-	**-**	4,493.2	5,320.3	**5,724.4**
Federal Intergovernmental	4,983.5	10,299.0	**1,666.5**	-	-	**-**	1,024.7	1,215.4	**1,284.4**	6,008.2	11,514.3	**2,950.9**
State/Local Intergovernmental	20,284.9	24,515.0	**16,798.0**	7,709.2	7,299.9	**-**	53.0	41.0	**41.0**	28,047.1	31,855.9	**16,839.0**
Charges for Services	15,484.0	14,907.7	**15,574.1**	-	-	**-**	2,197.3	1,997.0	**2,678.2**	17,681.3	16,904.7	**18,252.3**
Fines & Forfeits	1,858.2	1,745.5	**2,267.5**	-	-	**-**	92.4	100.0	**100.0**	1,950.6	1,845.5	**2,367.5**
Investment Income	5,821.1	3,480.7	**3,279.2**	1,265.0	600.0	**708.0**	0.3	-	**3.6**	7,086.4	4,080.7	**3,990.8**
Miscellaneous	1,293.4	1,726.6	**3,929.7**	14.3	727.9	**504.6**	169.1	324.0	**686.4**	1,476.8	2,778.5	**5,120.6**
Transfers In	13,555.5	13,808.0	**11,309.4**	2,990.2	9,992.5	**11,924.0**	240.2	158.5	**82.5**	16,785.9	23,959.1	**23,315.9**
Public Utility Revenue	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Utility Byproduct Sales	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Loans/Bonds/Capital Leases Issued	-	-	**-**	14,321.3	-	**-**	-	-	**-**	14,321.3	-	**-**
Capital Contributions	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Total Revenues & Transfers In	**98,973.2**	**110,194.7**	**96,540.0**	**87,345.2**	**73,602.5**	**66,668.6**	**7,136.6**	**6,407.2**	**7,482.5**	**193,455.0**	**190,204.4**	**170,691.2**
Financial Uses:												
General Government	17,981.2	19,819.1	**20,577.1**	-	-	**-**	-	-	**-**	17,981.2	19,819.1	**20,577.1**
Public Safety	38,545.3	41,906.9	**42,669.0**	-	-	**-**	194.6	200.0	**200.0**	38,739.8	42,106.9	**42,869.0**
Public Works	12,998.7	12,751.5	**12,898.0**	1,050.8	-	**-**	671.0	127.6	**379.5**	14,720.5	12,879.1	**13,277.5**
Public Health & Welfare	11,623.8	12,260.4	**12,565.2**	-	-	**-**	32.0	22.3	**24.7**	11,655.8	12,282.7	**12,589.9**
Recreation & Culture	5,505.1	5,513.6	**4,886.8**	-	-	**-**	3,006.9	2,027.0	**2,022.4**	8,512.0	7,540.6	**6,909.2**
Urban Development	-	-	**-**	65.2	-	**-**	1,157.2	1,334.8	**1,299.9**	1,222.4	1,334.8	**1,299.9**
Public Transportation	8,386.0	9,180.5	**-**	-	-	**-**	1,067.6	1,118.7	**1,277.8**	9,453.5	10,299.2	**1,277.8**
General Support	1,069.6	1,248.8	**1,213.0**	-	-	**-**	-	-	**-**	1,069.6	1,248.8	**1,213.0**
Unallocated	-	(2,115.7)	**(1,154.3)**	-	-	**-**	-	-	**-**	-	(2,115.7)	**(1,154.3)**
Public Utilities	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Capital Outlay	488.2	443.9	**346.1**	-	-	**-**	22.6	-	**110.0**	510.8	443.9	**456.1**
Debt Service Normal Redemption	139.2	-	**-**	27,243.9	32,249.0	**30,367.5**	-	-	**-**	27,383.1	32,249.0	**30,367.5**
Debt Service Early Redemption & Refinancing	-	-	**-**	1,335.0	-	**20,125.0**	-	-	**-**	1,335.0	-	**20,125.0**
Debt Service - Interest & Fees	3.4	-	**-**	25,049.0	23,934.7	**21,330.7**	-	-	**3.0**	25,052.4	23,934.7	**21,333.7**
Non Operating Expenses	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Transfers Out	4,395.2	3,892.9	**3,440.1**	12,035.1	14,493.9	**13,655.0**	1,124.9	1,284.8	**1,933.7**	17,555.2	19,671.6	**19,028.8**
Total Financial Uses	**101,135.7**	**104,902.0**	**97,441.0**	**66,779.1**	**70,677.6**	**85,478.2**	**7,276.7**	**6,115.2**	**7,251.0**	**175,191.5**	**181,694.8**	**190,170.3**
Surplus (Deficit)	(2,162.5)	5,292.7	**(901.0)**	20,566.1	2,924.9	**(18,809.6)**	(140.1)	292.0	**231.5**	18,263.5	8,509.5	**(19,479.1)**
Fund/Equity Balance, Beginning	**35,539.0**	**33,376.5**	**38,669.2**	**74,646.2**	**95,212.3**	**98,137.2**	**452.0**	**311.9**	**603.9**	**110,637.3**	**128,900.7**	**137,410.3**
Intra-fund Transfer	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Fund/Equity Balance, Ending	**$ 33,376.5**	**$ 38,669.2**	**$ 37,768.2**	**$ 95,212.3**	**$ 98,137.2**	**$ 79,327.6**	**$ 311.9**	**$ 603.9**	**$ 835.4**	**$ 128,900.7**	**$ 137,410.3**	**$ 117,931.2**

City of Fargo, North Dakota Three Year Summary of All Funds (In Thousands of Dollars)	PROPRIETARY FUNDS									CONSOLIDATED TOTALS		
	Water Utility (Major Fund)			Non Major Utilities			Total Proprietary Funds			GOVERNMENTAL & PROPRIETARY FUNDS		
	2019 Actual (Unaudited)	2020 Budget	2021 Budget	2019 Actual (Unaudited)	2020 Budget	2021 Budget	2019 Actual (Unaudited)	2020 Budget	2021 Budget	2019 Actual (Unaudited)	2020 Budget	2021 Budget
Revenues & Transfers In												
Property Taxes	$ -	$ -	**$ -**	$ 1,065.6	$ 1,126.0	**$ 1,188.6**	1,065.6	$ 1,126.0	**$ 1,188.6**	$ 32,411.3	$ 32,694.3	**$ 34,950.6**
Sales Taxes	-	-	**-**	-	-	**-**	-	-	**-**	12,933.2	12,569.9	**12,570.0**
Other Taxes	-	-	**-**	-	-	**-**	-	-	**-**	2,353.1	1,502.0	**1,265.4**
Special Assessments	-	-	**-**	-	30.0	**30.0**	-	30.0	**30.0**	43,897.2	41,011.2	**39,236.1**
Franchise Fees	-	-	**-**	-	-	**-**	-	-	**-**	5,074.9	5,324.0	**5,326.2**
Licenses & Permits	-	-	**-**	-	-	**-**	-	-	**-**	4,493.2	5,320.3	**5,724.4**
Federal Intergovernmental	-	-	**-**	1,022.0	14,400.0	**22,876.4**	1,022.0	14,400.0	**22,876.4**	7,030.2	25,914.3	**25,827.3**
State/Local Intergovernmental	-	-	**-**	263.3	290.0	**1,315.0**	263.3	290.0	**1,315.0**	28,310.4	32,145.9	**18,154.0**
Charges for Services	-	-	**-**	16,641.1	13,541.8	**13,298.6**	16,641.1	13,541.8	**13,298.6**	34,322.5	30,446.5	**31,551.0**
Fines & Forfeits	-	-	**-**	-	-	**60.0**	-	-	**60.0**	1,950.6	1,845.5	**2,427.5**
Investment Income	12.6	33.5	**29.3**	8,127.3	2,634.2	**2,634.2**	8,139.9	2,667.7	**2,663.5**	15,226.3	6,748.4	**6,654.3**
Miscellaneous	6.868	15.3	**15.3**	247.5	395.5	**521.5**	254.3	410.8	**536.8**	1,731.1	3,189.2	**5,657.3**
Transfers In	-	898.3	**946.6**	150.0	9,799.0	**3,017.5**	150.0	10,697.3	**3,964.1**	16,935.9	34,656.3	**27,280.0**
Public Utility Revenue	22,744.6	25,082.2	**26,417.5**	35,855.5	39,655.0	**40,902.0**	58,600.1	64,737.2	**67,319.5**	58,600.1	64,737.2	**67,319.5**
Utility Byproduct Sales	-	-	**-**	1,220.6	1,605.0	**1,597.0**	1,220.6	1,605.0	**1,597.0**	1,220.6	1,605.0	**1,597.0**
Loans/Bonds/Capital Leases Issued	-	-	**-**	-	-	**-**	-	-	**-**	14,321.3	-	**-**
Capital Contributions	2,866.6	-	**-**	15,348.4	-	**-**	18,215.0	-	**-**	18,215.0	-	**-**
Total Revenues & Transfers In	**25,630.6**	**26,029.3**	**27,408.6**	**79,941.3**	**83,476.5**	**87,440.8**	**105,571.9**	**109,505.7**	**114,849.4**	**299,026.9**	**299,710.1**	**285,540.5**
Financial Uses:												
General Government	-	-	**-**	-	-	**-**	-	-	**-**	17,981.2	19,819.1	**20,577.1**
Public Safety	-	-	**-**	-	-	**-**	-	-	**-**	38,739.8	42,106.9	**42,869.0**
Public Works	-	-	**-**	-	-	**-**	-	-	**-**	14,720.5	12,879.1	**13,277.5**
Public Health & Welfare	-	-	**-**	-	-	**-**	-	-	**-**	11,655.8	12,282.7	**12,589.9**
Recreation & Culture	-	-	**-**	-	6,279.6	**6,844.0**	-	6,279.6	**6,844.0**	8,512.0	13,820.2	**13,753.3**
Urban Development	-	-	**-**	-	-	**-**	-	-	**-**	1,222.4	1,334.8	**1,299.9**
Public Transportation	-	-	**-**	-	8,143.2	**17,328.6**	-	8,143.2	**17,328.6**	9,453.5	18,442.4	**18,606.5**
General Support	-	-	**-**	-	-	**-**	-	-	**-**	1,069.6	1,248.8	**1,213.0**
Unallocated	-	-	**-**	-	-	**-**	-	-	**-**	-	(2,115.7)	**(1,154.3)**
Public Utilities	14,876.1	14,251.9	**14,334.9**	34,996.4	19,551.1	**20,250.9**	49,872.6	33,803.0	**34,585.8**	49,872.6	33,803.0	**34,585.8**
Capital Outlay	-	1,810.6	**545.5**	-	29,091.2	**17,798.8**	-	30,901.8	**18,344.3**	510.8	31,345.7	**18,800.4**
Debt Service Normal Redemption	-	2,501.0	**2,932.8**	-	2,741.6	**2,371.5**	-	5,242.6	**5,304.3**	27,383.1	37,491.6	**35,671.9**
Debt Service Early Redemption & Refinancing	-	-	**-**	-	-	**-**	-	-	**-**	1,335.0	-	**20,125.0**
Debt Service - Interest & Fees	2,410.6	2,451.5	**2,341.9**	1,503.4	3,378.5	**2,274.8**	3,914.0	5,830.0	**4,616.8**	28,966.4	29,764.7	**25,950.5**
Depreciation	6,091.3	-	**-**	23,816.7	-	**-**	29,908.0	-	**-**	29,908.0	-	**-**
Non Operating Expenses	-	-	**-**	264.2	-	**-**	264.2	-	**-**	264.2	-	**-**
Transfers Out	10,764.7	7,395.3	**6,222.3**	12,091.0	19,615.0	**16,029.2**	22,855.7	27,010.3	**22,251.5**	40,410.9	46,681.8	**41,280.3**
Total Financial Uses	**34,142.7**	**28,410.3**	**26,377.5**	**72,671.8**	**88,800.2**	**82,897.9**	**106,814.5**	**117,210.5**	**109,275.4**	**282,006.0**	**298,905.3**	**299,445.6**
Surplus (Deficit)	(8,512.1)	(2,381.0)	**1,031.1**	7,269.5	(5,323.7)	**4,542.9**	(1,242.6)	(7,704.7)	**5,574.0**	17,020.9	804.8	**(13,905.1)**
Fund/Equity Balance, Beginning	**225,176.0**	**216,663.9**	**214,282.9**	**567,873.9**	**575,143.5**	**569,819.7**	**793,050.0**	**791,807.4**	**784,102.7**	**903,687.2**	**920,708.1**	**921,512.9**
Intra-fund Transfer	-	-	**-**	-	-	**-**	-	-	**-**	-	-	**-**
Fund/Equity Balance, Ending	**$ 216,663.9**	**$ 214,282.9**	**$ 215,314.1**	**$ 575,143.5**	**$ 569,819.7**	**$ 574,362.6**	**$ 791,807.4**	**$ 784,102.7**	**$ 789,676.7**	**$ 920,708.1**	**$ 921,512.9**	**$ 907,607.9**

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 76% of City-wide revenues.

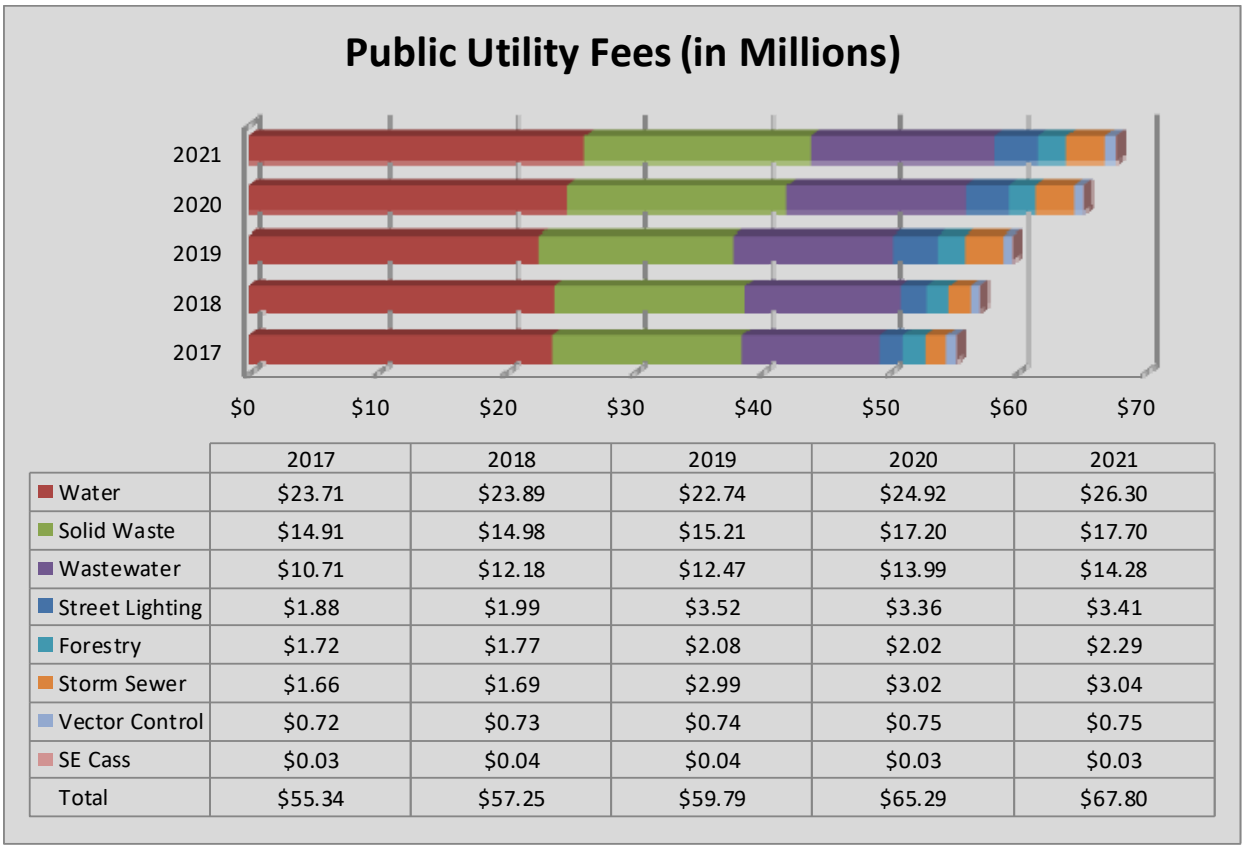
Public Utility Revenue

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 $66.89 million in public utility fees in 2021, up from $65.29 in 2020. 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.

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.



	2017	2018	2019	2020	2021
Water	$23.71	$23.89	$22.74	$24.92	$26.30
Solid Waste	$14.91	$14.98	$15.21	$17.20	$17.70
Wastewater	$10.71	$12.18	$12.47	$13.99	$14.28
Street Lighting	$1.88	$1.99	$3.52	$3.36	$3.41
Forestry	$1.72	$1.77	$2.08	$2.02	$2.29
Storm Sewer	$1.66	$1.69	$2.99	$3.02	$3.04
Vector Control	$0.72	$0.73	$0.74	$0.75	$0.75
SE Cass	$0.03	$0.04	$0.04	$0.03	$0.03
Total	$55.34	$57.25	$59.79	$65.29	$67.80

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 2021.

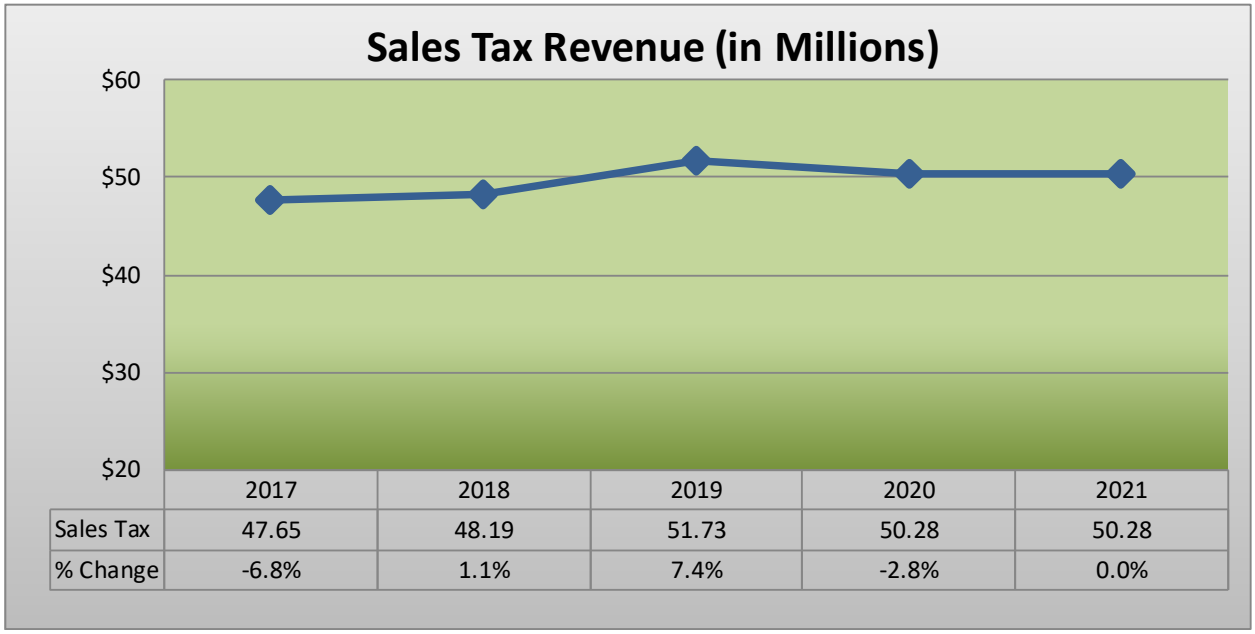
Sales Taxes

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 2021, a 0% increase.

There is significant economic uncertainty with the COVID-19 pandemic and therefore we chose to budget our 2021 collections flat. We are currently experiencing a spike in sales tax collections mid-year of 9% over the 2020 levels.

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 $50.28 million, $12.57 million is budgeted in the debt service funds and the remaining amount of $37.71 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.



	2017	2018	2019	2020	2021
Sales Tax	47.65	48.19	51.73	50.28	50.28
% Change	-6.8%	1.1%	7.4%	-2.8%	0.0%

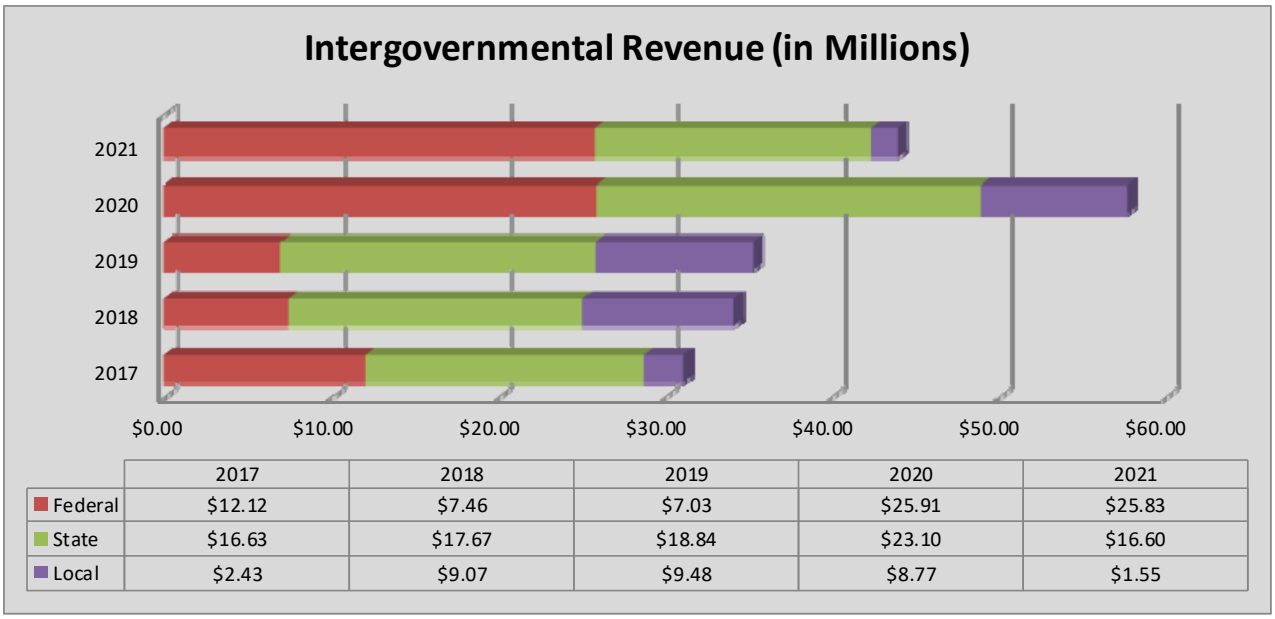
Intergovernmental Revenues

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.

We are currently experiencing a significant decline in State of North Dakota shared revenues resulting from the COVID-19 pandemic impacts and the overall decline of State revenues. State Intergovernmental revenues have been revised to reflect these conditions at mid-year as detailed in the mid-year budget recommendations chart on page 195.

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress with overwhelming, bipartisan support March 27, 2020. A summary of Federal and State grant awards approved to date is provided below. Fargo will continue to apply for funding as it becomes available based upon Federal and State authorization.

Agency	Grant Award Amount	Purpose
Federal Aviation Administration	$21,637,515	100% cost reimbursement of gross operating expenses of the Fargo Municipal Airport through 2023
Federal Transit Administration	$7,936,636	100% reimbursement of any transit operating or capital expenditure
Department of Justice	$195,828	100% reimbursement of overtime related to COVID-19 activities
State of North Dakota – COVID-19 Stimulus Pass-through	$8,687,816	100% reimbursement for Fargo Cass Public Health and the Red River Valley Task Force
State of North Dakota – COVID-19 Stimulus Pass-through	$6,700,000	100% reimbursement of Police department salaries and benefits with no restrictions on spending authority
Department of Health and Human Services	$1,353	Medicare reimbursement
Department of Housing and Urban Development	$ 464,253	Maintain operations, rental assistance, supportive services and other necessary actions
North Dakota Department of Emergency Services	$26,000	Day to day management of the homeless shelter
Federal Emergency Management Agency	n/a	75% cost share of COVID-19 emergency expenditures
Total Awards YTD	$45,649,401	



	2017	2018	2019	2020	2021
Federal	$12.12	$7.46	$7.03	$25.91	$25.83
State	$16.63	$17.67	$18.84	$23.10	$16.60
Local	$2.43	$9.07	$9.48	$8.77	$1.55

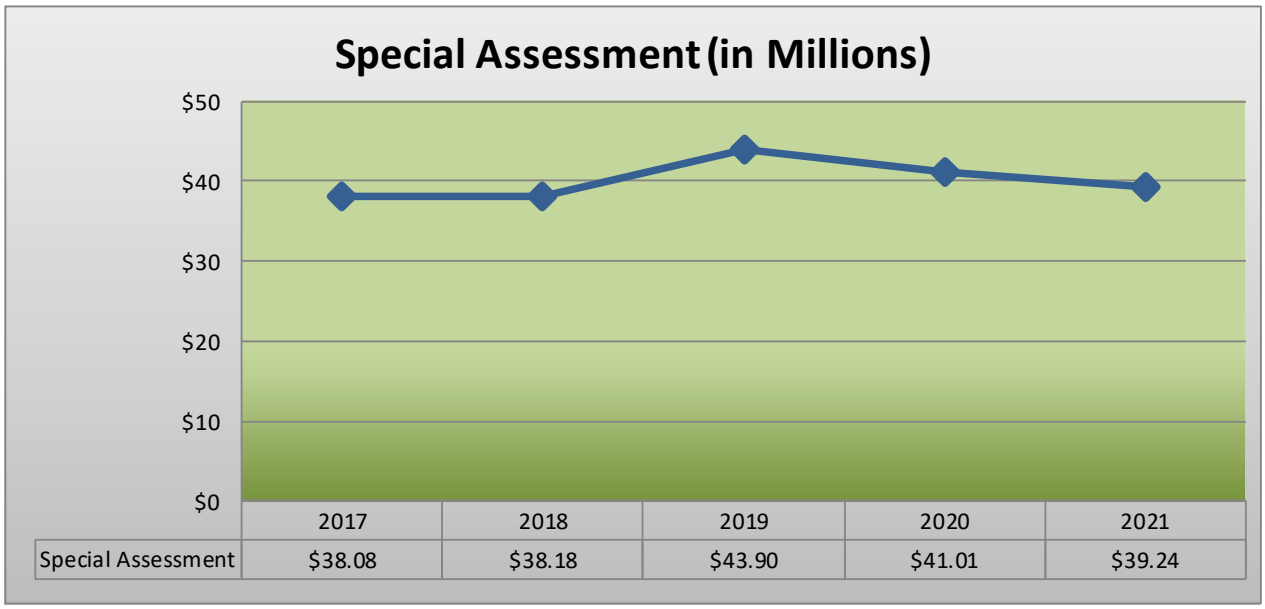
The City budgets for grant revenue based upon approved grant agreements. Budgets are modified during the year as new grants are awarded and approved by the Board of City Commissioners. State intergovernmental revenues are estimated based upon financial statistics reported by the State of North Dakota 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.

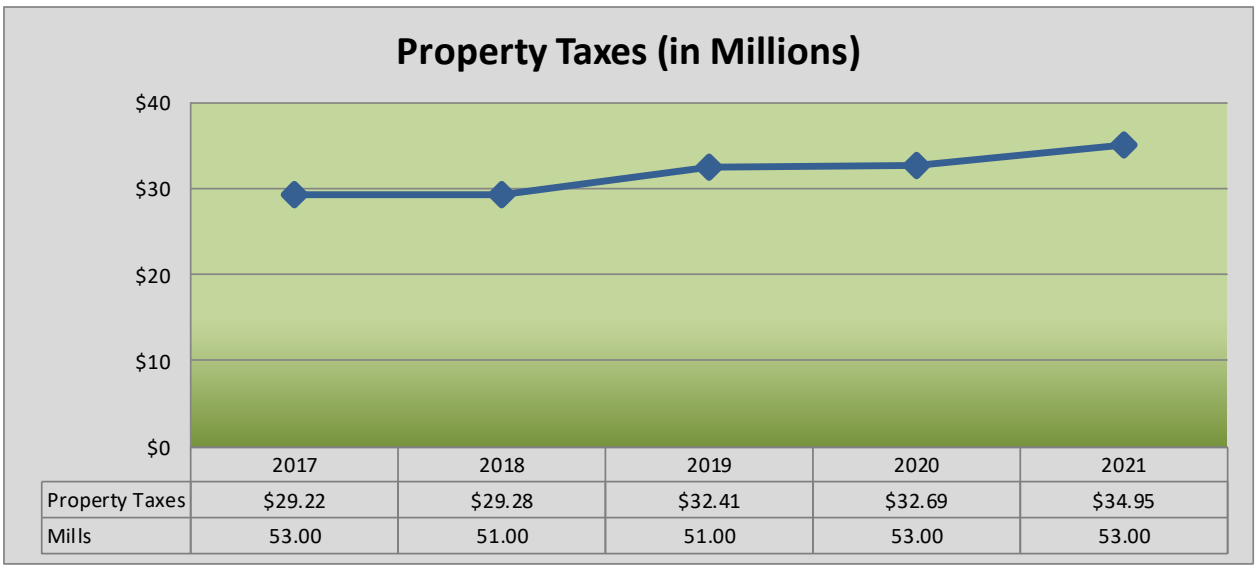
The amount budgeted for special assessment revenue in 2021 of $39.24 million is based upon projects currently on the assessment rolls and an allowance for assessment prepayments. This revenue source will continue to rise as our community continues to grow. Funds collected from certified assessment collections (annual payments) plus assessment prepayment accumulations are sufficient to cover our annual debt service requirements.



	2017	2018	2019	2020	2021
Special Assessment	$38.08	$38.18	$43.90	$41.01	$39.24

Property Taxes

The City's Home Rule Charter contains a tax mill cap of 64 mills. The 2021 approved budget recommends keeping the mill levy the same. 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 $34.95 million an increase of 6.9% for all City funds. There is no change in the tax mill rate recommended for 2021

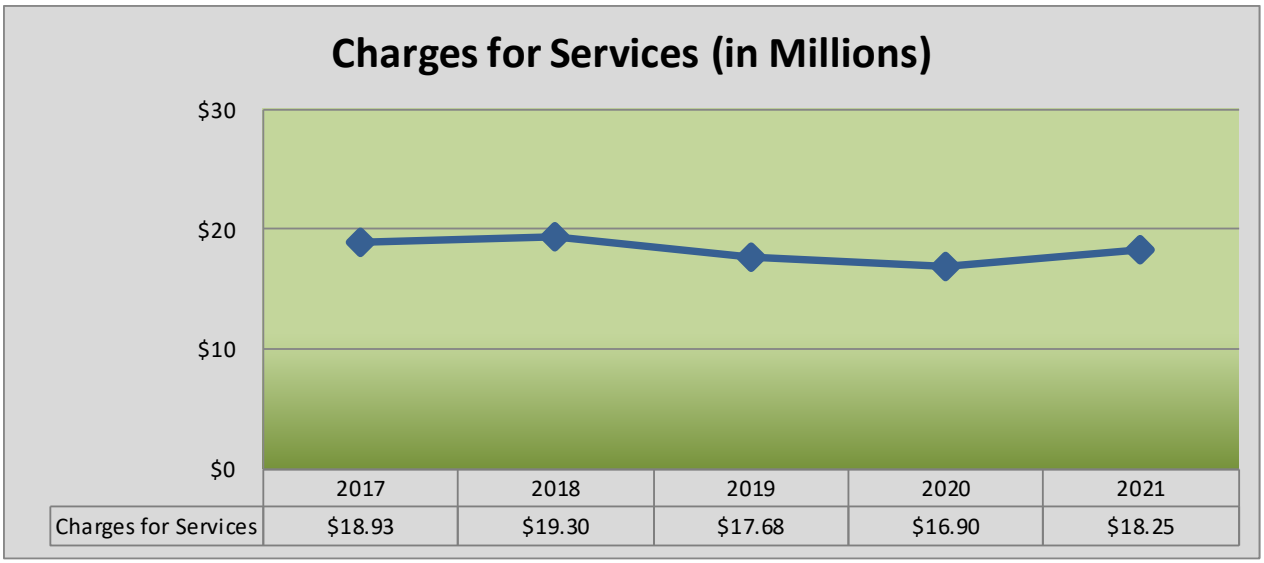


	2017	2018	2019	2020	2021
Property Taxes	$29.22	$29.28	$32.41	$32.69	$34.95
Mills	53.00	51.00	51.00	53.00	53.00

Charge for Services

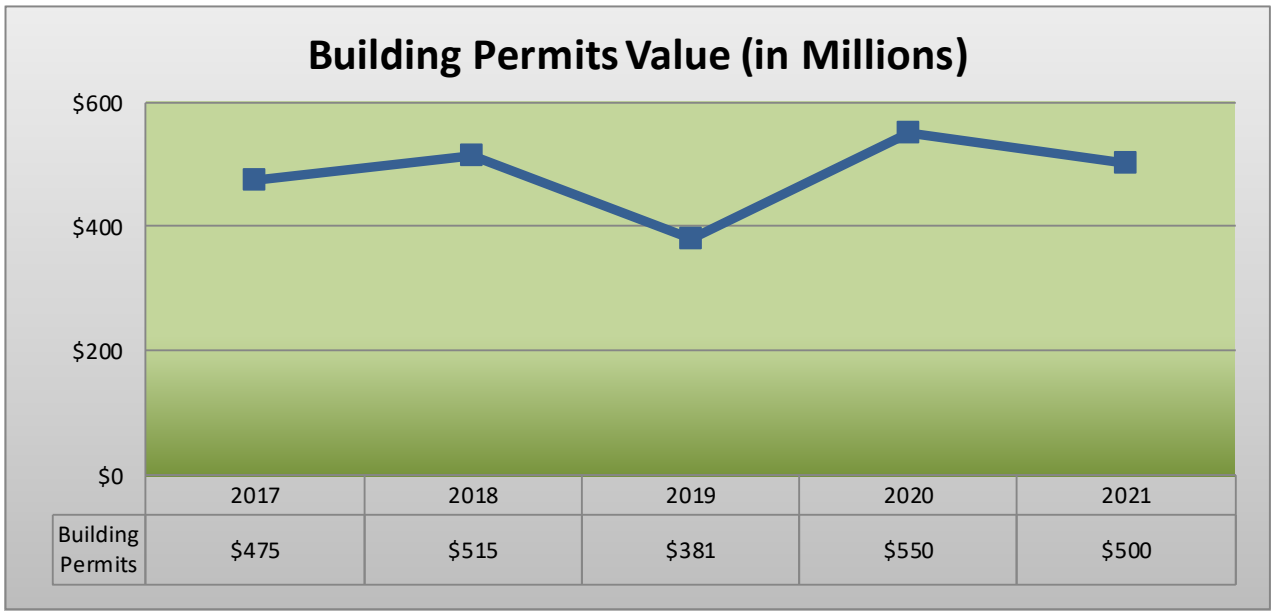
Charge for Services

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 2019.



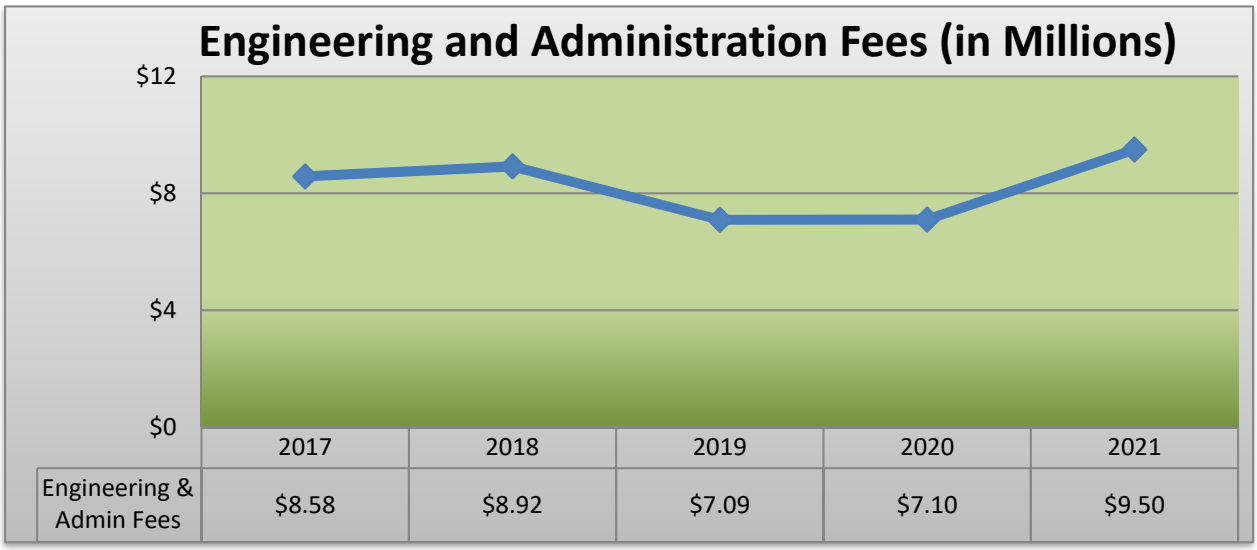
Building Permits

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. The City of Fargo is currently experiencing a very high level of construction activity with some building categories trending 200% higher than 2020 levels.



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 revenue sources to increase in 2021 due to a strong capital improvement program including significant expansion of our utility infrastructure to serve the long term needs of our City.



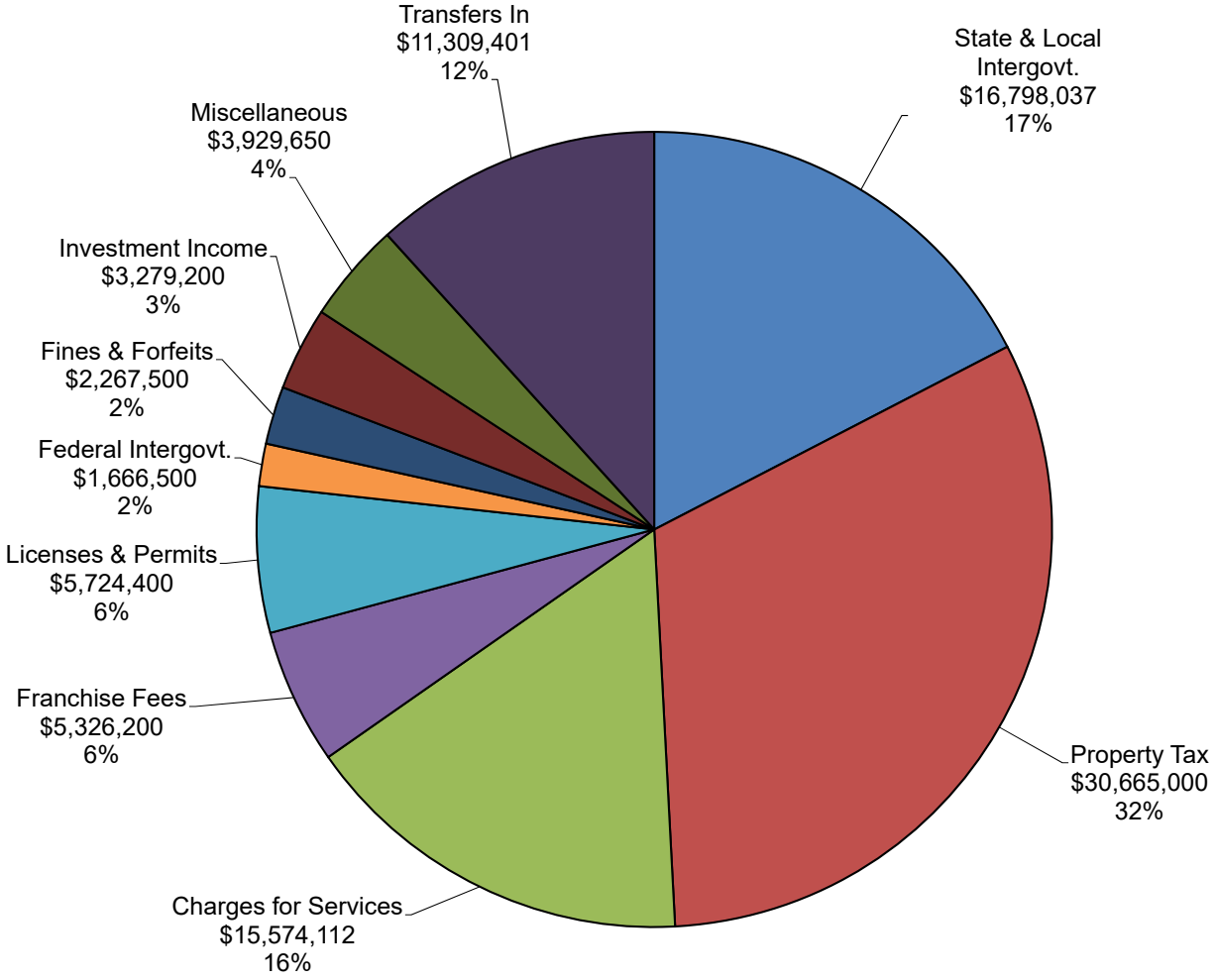
Fund Balance Definitions	Fiscal Trends and Comments
Fund balance is the difference between assets and liabilities and is one of many measurements of an entities overall financial strength. Pursuant to the Governmental Accounting Standards Board standard fund balances are categorized as follows: **Non-spendable** – 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 2021 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								
	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	98,973,163	101,135,674	-	33,376,510	(2,162,511)	-6%
	2020	33,376,510	110,194,739	104,902,020	-	38,669,229	5,292,719	16%
	2021	38,669,229	96,540,000	97,441,000	-	37,768,229	(901,000)	-2%
Special Revenue Funds								
	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	7,136,611	7,276,705	-	311,940	(140,094)	-31%
	2020	311,940	6,407,164	6,115,204	-	603,900	291,960	94%
	2021	603,900	7,482,521	7,251,036	-	835,385	231,485	38%
Debt Service Funds								
	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	87,345,204	66,779,113	-	95,212,295	20,566,091	28%
	2020	95,212,295	73,602,457	70,677,600	-	98,137,152	2,924,857	3%
	2021	98,137,152	66,668,646	85,478,225	-	79,327,573	(18,809,579)	-19%
Total All Budgeted Governmental Funds								
	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	193,454,978	175,191,492	-	128,900,745	18,263,486	17%
	2020	128,900,745	190,204,360	181,694,824	-	137,410,281	8,509,536	7%
	2021	137,410,281	170,691,167	190,170,261	-	117,931,187	(19,479,094)	-14%

Fund Description	Fiscal Trends
The General Fund accounts for all revenues and expenditures of the City of Fargo that 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. • 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 remain stable in our current environment. • There are consistent demands upon our allocable resources for items related to growth such as municipal facilities, staffing and operational costs. • All Transit functions were reclassified out of the General Fund to Enterprise funds in 2021 to provide more transparency for this major function. A majority of funding is provided by Federal Transit Administration operating and capital grants. • Revenues have been weakened by the COVID-19 impact to the economy. The City of Fargo received several COVID-19 Federal and State grants in 2020 that will help bolster our overall operating performance and cover our COVID-19 expenditures. • Mid-year budgeted revenue adjustments are listed on page 197. • General Fund balance goals will be maintained in accordance with our fund balance policies.

CITY OF FARGO, NORTH DAKOTA
2021 GENERAL FUND BUDGETED REVENUES



Total Budgeted Revenues = $96,540,000

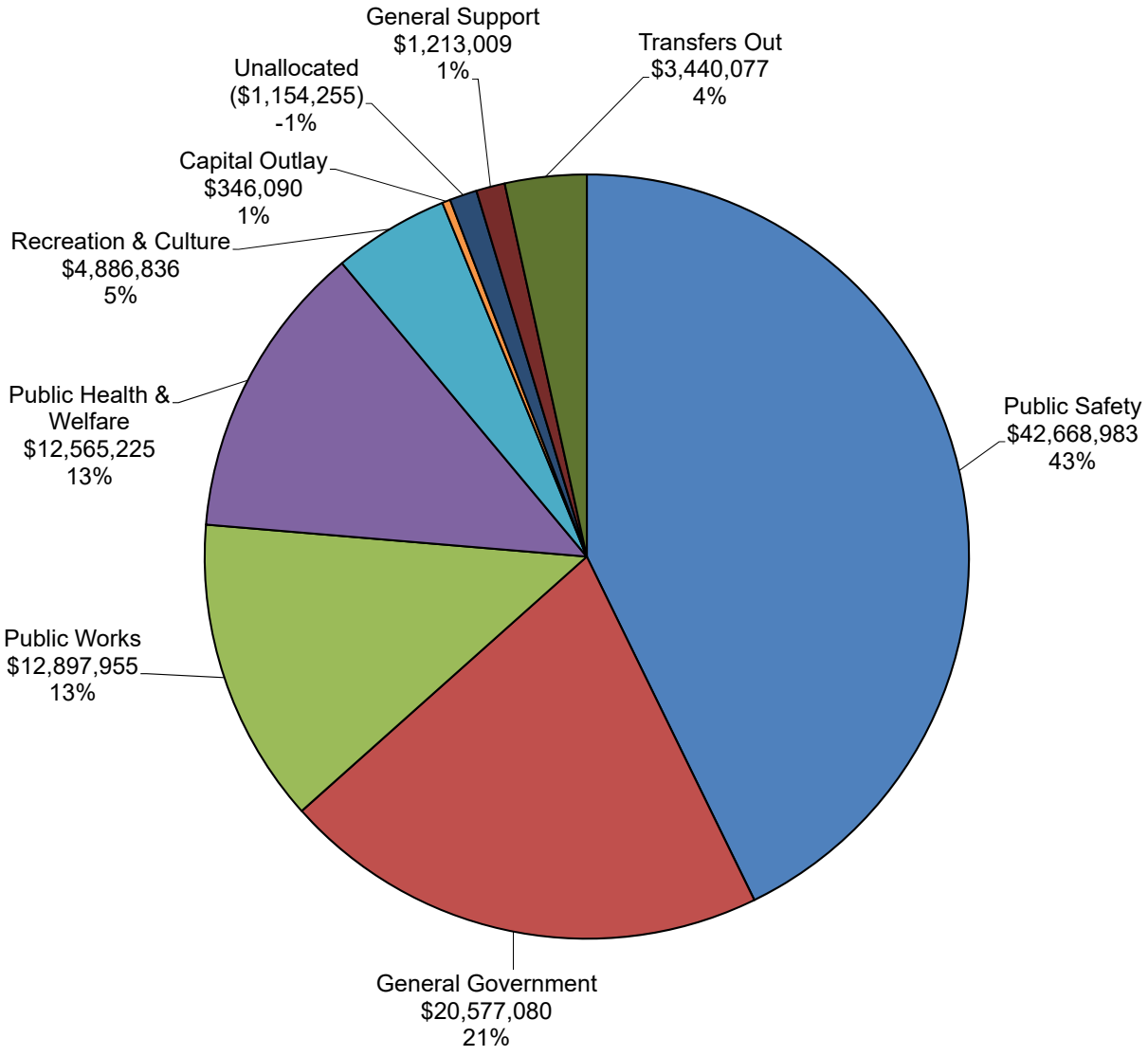
CITY OF FARGO, NORTH DAKOTA
GENERAL FUND REVENUE ANALYSIS
BY SOURCE

Revenue Source	2020 Approved Budget	2021 Proposed Budget	$ Change	% Change
Property Taxes	$ 28,714,000	$ 30,665,000	1,951,000	6.8%
Franchise Fees	5,400,000	5,326,200	(73,800)	-1.4%
Licenses & Permits	5,042,250	5,724,400	682,150	13.5%
Federal Grants	4,474,260	1,666,500	(2,807,760)	-62.8%
State Share Revenues	19,057,679	15,284,761	(3,772,918)	-19.8%
Local Grant Revenues	1,714,244	1,513,276	(200,968)	-11.7%
Charges for Services	16,217,253	15,574,112	(643,141)	-4.0%
Fines	2,437,500	2,267,500	(170,000)	-7.0%
Interest	3,958,200	3,279,200	(679,000)	-17.2%
Miscellaneous	1,848,614	3,929,650	2,081,036	112.6%
Transfers In	14,286,000	11,309,401	(2,976,599)	-20.8%
Totals	**$ 103,150,000**	**$ 96,540,000**	**$ (6,610,000)**	**-6.4%**

CITY OF FARGO, NORTH DAKOTA
GENERAL FUND RESOURCES HISTORY

REVENUE SOURCES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL (UNAUDITED)	2020 APPROVED BUDGET	2021 PROPOSED BUDGET
Property Tax	$ 23,844,015	$ 24,550,955	$ 26,124,467	$ 28,714,000	$ 30,665,000
	29.4%	**29.4%**	**30.7%**	**32.3%**	**36.0%**
Franchise Fees	5,108,969	5,264,570	5,074,869	5,400,000	5,326,200
	6.3%	**6.3%**	**5.9%**	**6.1%**	**6.2%**
Licenses & Permits	4,628,182	5,198,722	4,493,214	5,042,250	5,724,400
	5.7%	**6.2%**	**5.3%**	**5.7%**	**6.7%**
Federal Intergovt.	5,300,819	4,729,401	4,983,530	4,474,260	1,666,500
	6.6%	**5.7%**	**5.8%**	**5.0%**	**2.0%**
State & Local Intergovt.	17,871,426	19,013,601	20,284,886	20,771,923	16,798,037
	22.1%	**22.8%**	**23.7%**	**23.4%**	**19.7%**
Charges for Services	17,042,076	17,214,422	15,484,003	16,217,253	15,574,112
	21.1%	**20.6%**	**18.1%**	**18.2%**	**18.3%**
Fines & Forfeits	2,104,662	2,095,543	1,858,190	2,437,500	2,267,500
	2.6%	**2.5%**	**2.2%**	**2.7%**	**2.7%**
Investment Income	3,942,045	4,444,435	5,821,118	3,958,200	3,279,200
	4.9%	**5.3%**	**6.8%**	**4.5%**	**3.8%**
Miscellaneous	1,033,911	978,005	1,293,434	1,848,614	3,929,650
	1.3%	**1.2%**	**1.5%**	**2.1%**	**4.6%**
Total Revenues	**$ 80,876,105**	**$ 83,489,654**	**$ 85,417,711**	**$ 88,864,000**	**$ 85,230,599**
	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.0%**
Operating Transfers In	11,778,132	13,440,600	13,555,452	14,286,000	11,309,401
Total Revenues & Transfers In	**$ 92,654,237**	**$ 96,930,254**	**$ 98,973,163**	**$ 103,150,000**	**$ 96,540,000**

CITY OF FARGO, NORTH DAKOTA
2021 GENERAL FUND BUDGETED EXPENDITURES



Total Budgeted Expenditures = $97,441,000

CITY OF FARGO, NORTH DAKOTA
GENERAL FUND EXPENDITURES
BY OBJECT

Expense Category	2020 Approved Budget	2021 Proposed Budget	% of Total	Change from 2020 Approved Budget to 2021 Proposed Budget	
				$	%
Salaries	$ 55,510,636	$ 55,723,527	**57.2%**	$ 212,891	**0.4%**
Benefits	18,575,374	19,407,706	**19.9%**	832,332	**4.5%**
Other Services	11,436,383	7,306,866	**7.5%**	(4,129,517)	**-36.1%**
Capital Outlay	639,435	346,090	**0.4%**	(293,345)	**-45.9%**
Transfer For Debt Service	2,920,410	3,363,532	**3.5%**	443,122	**15.2%**
Other Transfers	542,484	76,545	**0.1%**	(465,939)	**-85.9%**
Major Cost Categories	89,624,722	86,224,266	**88.5%**	(3,400,456)	**-3.8%**
Energy	2,745,917	1,852,567	**1.9%**	(893,350)	**-32.5%**
Repairs and Maintenance	3,865,341	3,171,891	**3.3%**	(693,450)	**-17.9%**
General Supplies	2,657,833	2,619,008	**2.7%**	(38,825)	**-1.5%**
Rentals	1,406,721	1,425,281	**1.5%**	18,560	**1.3%**
Major Supplies	764,676	705,676	**0.7%**	(59,000)	**-7.7%**
Miscellaneous	665,005	568,755	**0.6%**	(96,250)	**-14.5%**
Travel & Education	906,512	667,219	**0.7%**	(239,293)	**-26.4%**
Insurance	757,755	570,699	**0.6%**	(187,056)	**-24.7%**
Communications	458,128	415,848	**0.4%**	(42,280)	**-9.2%**
Advertising and Printing	264,390	219,790	**0.2%**	(44,600)	**-16.9%**
Debt Service	18,000	-	**0.0%**	(18,000)	**-100.0%**
Unallocated	(1,000,000)	(1,000,000)	**-1.0%**	-	**0.0%**
Minor Cost Categories	13,510,278	11,216,734	**11.5%**	(2,293,544)	**-17.0%**
Totals	**$ 103,135,000**	**$ 97,441,000**	**100.0%**	**$ (5,694,000)**	**-5.5%**

CITY OF FARGO, NORTH DAKOTA

GENERAL FUND EXPENDITURES AND TRANSFERS HISTORY

FUNCTIONAL COST CATEGORY	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL (UNAUDITED)	2020 APPROVED BUDGET	2021 PROPOSED BUDGET
General Government	$ 16,709,859 **18.2%**	$ 17,159,027 **18.4%**	$ 17,981,222 **18.6%**	$ 19,443,907 **19.5%**	$ 20,577,080 **21.8%**
Public Safety	36,823,018 **40.3%**	37,462,432 **40.2%**	38,545,250 **39.8%**	41,216,307 **41.4%**	42,668,983 **45.4%**
Public Works	10,710,691 **11.7%**	11,285,970 **12.1%**	12,998,730 **13.4%**	12,751,518 **12.8%**	12,897,955 **13.7%**
Public Health & Welfare	11,533,635 **12.6%**	11,380,244 **12.2%**	11,623,812 **12.0%**	11,993,613 **12.0%**	12,565,225 **13.4%**
Recreation & Culture	4,896,092 **5.4%**	5,297,412 **5.7%**	5,505,097 **5.7%**	5,302,618 **5.3%**	4,886,836 **5.2%**
Unallocated	- **0.0%**	- **0.0%**	- **0.0%**	(2,115,652) **-2.1%**	(1,154,255) **-1.2%**
Public Transportation	7,374,024 **8.1%**	7,892,018 **8.5%**	8,385,961 **8.7%**	9,161,560 **9.2%**	- **0.0%**
General Support	1,151,575 **1.3%**	1,192,789 **1.3%**	1,069,637 **1.1%**	1,278,800 **1.3%**	1,213,009 **1.3%**
Capital Outlay	2,178,422 **2.4%**	1,503,034 **1.6%**	630,765 **0.7%**	639,435 **0.6%**	346,090 **0.4%**
Total Expenditures	**100.0%** **$ 91,377,316**	**100.0%** **$ 93,172,926**	**100.0%** **$ 96,740,474**	**100.0%** **$ 99,672,106**	**100.0%** **$ 94,000,923**
Transfers Out to Other Funds	2,826,851	6,064,881	4,395,200	3,462,894	3,440,077
Total Expenditures and Transfers Out	**$ 94,204,167**	**$ 99,237,807**	**$ 101,135,674**	**$ 103,135,000**	**$ 97,441,000**

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 %
2019	98.5	100.6	99.0	(1.6)	-1.6%
2018	95.1	95.6	96.9	1.3	1.4%
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%
Ten Year	**$ 849.7**	**$ 882.9**	**$ 896.1**	**$ 13.2**	**1.2%**

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 %
2019	$ 98.2	$ 101.5	$ 101.1	$ 0.4	0.4%
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%
Ten Year	**$ 853.6**	**$ 919.4**	**$ 889.3**	**$ 30.1**	**3.3%**

Analysis Notes:

Expenditure variances have decreased from 2017 through 2019 due to more conservative budgeting strategies.

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 Local Governmental & Educational Units Metropolitan Council of Governments Fargodome Building Committee Newman Outdoor Field Management Committee Red River Valley Dispatch Center North Dakota Water Coalition Devils Lake Outlet Management Committee **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 2021, the North Dakota Legislature will began another legislative session in advance of the 2021-2023 biennium. A considerable amount of time is anticipated to be spent by staff monitoring bills and participating in the session, particularly with respect to changes in law and state funding. **Major goals in 2021 include the following:** • Continue construction of FM Diversion Project including In-City Flood Protection • Begin early out construction of certain components of the Red River Valley Water Supply Project • Increased focus on public safety and community engagement • Completion and implementation of the Core • Neighborhood Plan • Increased focus on neighborhoods • Increased focus on workforce and affordable housing • Redevelopment planning for the former MidAmerican Steel site • Increased focus on economic development opportunities • Continue construction of a Wastewater Treatment Plant expansion • Utilization of converted landfill gas to natural gas • Etc.

City Administration

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 529,694	$ 542,442	$ 542,442	$ 575,622
Benefits	110,131	127,896	127,896	124,269
Other Services	55,075	140,200	140,200	40,200
Repairs and Maintenance	-	500	500	500
Rentals	-	-	-	-
Insurance	1,145	730	730	730
Communications	1,601	1,400	1,400	1,400
Advertising and Printing	-	1,900	1,900	1,900
Travel & Education	4,869	20,700	20,700	13,775
Energy	-	-	-	-
General Supplies	961	2,600	2,600	2,600
Major Supplies	-	-	-	-
Miscellaneous	1,618	2,500	2,500	2,500
Capital Outlay	3,427	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 708,521	$ 840,868	$ 840,868	$ 763,496

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	3	3	3	3
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	3	3	3	3

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	2019 Actual	2020 Expected	2021 Projected
Total Employees	1,787	1,800	1,850
Total Positions Posted	122	115	125
Total Applicants	2,815	2,900	3,000
Employment Actions Processed	1,178	1,200	1,300

Human Resources

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 637,761	$ 675,157	$ 675,157	$ 687,212
Benefits	155,666	168,913	168,913	177,629
Other Services	188,670	228,050	228,050	254,050
Repairs and Maintenance	-	-	-	-
Rentals	3,487	4,500	4,500	4,500
Insurance	2,479	2,185	2,185	2,185
Communications	3,186	4,600	4,600	4,600
Advertising and Printing	27,181	34,450	34,450	34,450
Travel & Education	43,872	59,850	59,850	49,975
Energy	-	-	-	-
General Supplies	5,553	6,400	6,400	6,400
Major Supplies	-	-	-	-
Miscellaneous	15,442	77,500	77,500	51,500
Capital Outlay	3,164	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,086,461	$ 1,261,605	$ 1,261,605	$ 1,272,501

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	8	8	8	8
Part Time Benefited	-	-	-	-
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: • Security across all our hardware, software & communications technologies. • 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 software 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	2019 Actual	2020 Expected	2021 Projected
Help Desk Tickets	11,679	14,557	17,435

Information Services

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 1,726,511	$ 1,808,459	$ 1,808,459	$ 1,835,127
Benefits	440,513	473,733	473,733	512,457
Other Services	32,772	21,000	21,000	15,000
Repairs and Maintenance	935,341	1,106,392	1,106,392	1,166,392
Rentals	-	1,000	1,000	1,000
Insurance	8,031	5,895	5,895	5,895
Communications	142,721	130,560	130,560	130,560
Advertising and Printing	-	-	-	-
Travel & Education	25,740	21,000	21,000	11,350
Energy	754	1,443	1,443	703
General Supplies	11,564	19,000	19,000	13,000
Major Supplies	-	-	-	-
Miscellaneous	1,745	4,550	4,550	4,550
Capital Outlay	96,519	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 3,422,211	$ 3,593,032	$ 3,593,032	$ 3,696,034

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 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 & Governmental 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 & Governmental 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 2021:** • **Residential Engagement** – A focus will be placed on the cultivation of communications that educate and inspire residents to become involved, engaged and aware of the services and opportunities the City offers. Multimedia capabilities can be utilized to provide citizens with in-depth knowledge of the services which are available to them, but may not be as readily known. • **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.

Operational Measures

Description	2017 Actual	2018 Actual	2019 Actual
Website Hits	2,635,927	2,424,353	2,646,277
Unique Website Users	565,904	448,066	640,287
COF Facebook Followers	4,182	4,513	7,377
COF Twitter Followers	11,030	11,466	12,030

Communications & Governmental Affairs

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 254,551	$ 279,966	$ 279,966	$ 353,062
Benefits	60,313	70,961	70,961	99,133
Other Services	79,945	99,820	99,820	104,820
Repairs and Maintenance	-	-	-	175,000
Rentals	-	-	-	-
Insurance	666	730	730	730
Communications	3,932	2,350	2,350	2,350
Advertising and Printing	1,488	3,250	3,250	3,250
Travel & Education	9,428	14,400	14,400	8,400
Energy	-	-	-	-
General Supplies	861	1,000	1,000	1,000
Major Supplies	-	-	-	-
Miscellaneous	14,113	15,000	15,000	15,000
Capital Outlay	30,236	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 455,533	$ 487,477	$ 487,477	$ 762,745

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	4	4	4	5
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	4	4	4	5

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	Departmental trends/issues/or upcoming initiatives: • Demand for legal services continues to grow • Large projects continue to be a focus • City Attorney Office has responded to significant demand for legal services for Code Enforcement including dangerous buildings, hoarding issues, etc., and for open record assistance • Expected turnaround time is ever-shortening. This requires deeper level of resources to absorb demands for service • COVID-19 legal services (will assist in budget for year 2020 if paid from separate source)

City Attorney

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	850,797	758,000	758,000	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	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 850,797	$ 773,000	$ 773,000	$ 758,000

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. Addition in 2018 of new associate, combined with out-sourced prosecution assistance as needed for coverage provide the necessary bench depth. • Volume is down from past years • Established track record of returning unused budgeted funds.

City Prosecution

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	335,612	390,460	390,460	390,460
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	733	900	900	900
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	1,680	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 338,025	$ 391,360	$ 391,360	$ 391,360

Baseball Stadium

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	
Benefits	-	-	-	
Other Services	-	25,000	25,000	
Repairs and Maintenance	(20,783)	25,000	25,000	
Rentals	-	-	-	
Insurance	6,552	6,000	6,000	
Communications	-	-	-	
Advertising and Printing	237	-	-	
Travel & Education	-	-	-	
Energy	-	-	-	
General Supplies	-	-	-	
Major Supplies	-	-	-	
Miscellaneous	-	2,000	2,000	
Capital Outlay	83,611	-	-	
Debt Service	3,133	3,000	3,000	
Transfers	-	-	-	
Unallocated	-	-	-	
TOTAL	$ 72,750	$ 61,000	$ 61,000	$ -

Reclassification of Baseball Stadium to a Special Revenue Fund in 2021.

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, Hector International Airport, 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 • Fiscal agent for Hector International Airport	• 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. Fargo earned the GFOA Certificate of Excellence in Financial Reporting award for the past 21 years. • Our credit card bill payment method business strategy continues to grow producing a rebate of $235,000 in 2019. Life to date rebates received total $1,467,636. • Investment returns are historically low due to the current economic environment. • We are implementing a new state of the art utility billing system that will go live in the fourth quarter of 2020. Many new customer friendly features are included as a way of improving our customer experience and becoming more efficient managing our utility business functions. • Future software updates include replacement of outdated legacy systems used in defined benefit pension administration and our core financial and budgeting systems.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Vendor Checks Processed	8,000	7,500	7,000
Credit Card Payments	$19 million	$22 million	$25 million
Credit Card Annual Rebate	$235,000	$300,000	$350,000
Number of Bond Issues	2	2	2
Bond Issuance Amounts	$51.2M	$46.5 million	$35 million
Number of Financial Documents Digitized	205,000	210,000	220,000

City Auditor

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 1,031,123	$ 1,071,523	$ 1,071,523	$ 1,084,757
Benefits	270,913	292,470	292,470	306,310
Other Services	79,555	95,400	95,400	88,900
Repairs and Maintenance	1,003	1,300	1,300	1,450
Rentals	2,715	2,700	2,700	2,760
Insurance	3,074	4,000	4,000	3,500
Communications	1,107	480	480	540
Advertising and Printing	2,244	9,000	9,000	10,500
Travel & Education	25,600	17,335	17,335	9,855
Energy	-	-	-	-
General Supplies	11,820	9,500	9,500	10,000
Major Supplies	-	-	-	-
Miscellaneous	891	1,000	1,000	1,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,430,045	$ 1,504,708	$ 1,504,708	$ 1,519,572

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	12	12	12	12
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	12	12	12	12

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.	COVID-19 pandemic has brought up many temporary changes for Municipal Court. From March 19 through May 3, Municipal Court was closed to the public and holding only in-custody court sessions. From May 4 through June 7, Municipal Court was open to the public and holding only in-custody court sessions. Municipal Court began operating at full capacity as allowed by COVID-19 restrictions and city guidelines. Fargo Police Department altered their patrol schedules so that they had a limited amount of officers working traffic control. This decreased the amount of traffic citations. Due to the limited capacity of the Cass County Jail, officers have not been booking individuals into jail on warrants, but rather issuing promise to appear notices with a new appearance date.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Warrants Issued	2,066	1,272	2,000
Total collections	$1.2 million	$1 million	$1.2 million
Cases filed	15,082	10,000	15,500
# of documents filed and scanned	115,780	90,571	120,000
Hearings scheduled	12,954	9,747	13,000

Municipal Court

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 486,147	$ 506,330	$ 506,330	$ 518,118
Benefits	127,923	137,828	137,828	160,254
Other Services	229,855	224,010	224,010	224,010
Repairs and Maintenance	2,588	4,400	4,400	4,400
Rentals	-	-	-	-
Insurance	2,061	685	685	685
Communications	-	640	640	-
Advertising and Printing	1,210	1,500	1,500	1,500
Travel & Education	3,532	4,085	4,085	3,060
Energy	23,154	26,500	26,500	26,500
General Supplies	2,173	4,000	4,000	3,640
Major Supplies	-	-	-	-
Miscellaneous	-	1,200	1,200	1,200
Capital Outlay	862	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 879,505	$ 911,178	$ 911,178	$ 943,367

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	7	7	7	7
Part Time Benefited	1	1	1	1
Contracted Employees	-	-	-	-
TOTAL	8	8	8	8

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 Cass County Jail now offers a GPS program to allow for residents of the jail to serve their sentence electronically as opposed to in-house for those that qualify. This program charges Municipal Court $50 a day compared to $85 a day for those serving in-house. 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. Due to the COVID-19 pandemic, the Cass County Jail has limited space for individuals serving sentences. This has decreased the amount of individuals sentenced to jail time. Centre Inc. temporarily closed its doors to new individuals being sentenced by the court in order to combat the COVID-19 pandemic.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Days served in Cass County Jail	5,141 (plus 563 served in intox and 143 on GPS)	4,833	6,000
Days served in Centre	1,022	774	1,200
Days served on electronic monitoring	1,081	896	1,100

Incarceration

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	545,060	835,000	835,000	760,000
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 545,060	$ 835,000	$ 835,000	$ 760,000

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, remote data access/editing, and developing extended mass appraisal capabilities for commercial property valuation. • Effects of the current pandemic have affected field operations resulting in developing temporary innovative means of collecting needed property data. • Recent and current retirements of long term staff in the department will somewhat affect operations until replacements are in place and proficient in department operations.

Operational Measures

Description	2018 Actual	2019 Actual	2020 Projected
True & Full Property Valuation	$15,103,997,000	$15,746,231,000	$16,360,528,000
Taxable Valuation	$573,107,770	$600,315,296	$627,434,813
Estimated Property Taxes Generated	$153,416,369	$163,569,717	$170,955,248
Estimated City Taxes Generated	$27,766,255	$30,225,012	$31,590,735
Number of Parcels	36,322	36,641	36,848

- 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	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 888,269	$ 939,842	$ 939,842	$ 914,674
Benefits	250,159	274,187	274,187	265,036
Other Services	-	16,040	16,040	23,040
Repairs and Maintenance	-	2,600	2,600	1,200
Rentals	5,584	5,112	5,112	5,112
Insurance	4,236	5,000	5,000	5,000
Communications	4,359	4,320	4,320	4,920
Advertising and Printing	328	2,040	2,040	840
Travel & Education	16,572	23,980	23,980	14,780
Energy	1,169	2,000	2,000	1,200
General Supplies	10,635	15,100	15,100	11,100
Major Supplies	-	-	-	-
Miscellaneous	3	600	600	600
Capital Outlay	5,072	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,186,386	$ 1,290,821	$ 1,290,821	$ 1,247,502

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	11	11	11	11
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	11	11	11	11

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 annual financial audit process. • Insurance costs will increase with the addition of new City facilities and adding and new policies. • 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	2019 Actual	2020 Expected	2021 Projected
Workers Compensation Premiums	$330,429	$375,000	$460,000
Independent Audit	59,742	60,000	62,000
Animal Impounding	146,330	150,000	155,000
Automobile Impounding	35,605	35,000	35,000

General Support

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	330,429	460,000	460,000	430,000
Other Services	416,699	371,800	371,800	369,800
Repairs and Maintenance	5,868	9,000	9,000	9,000
Rentals	-	-	-	-
Insurance	199,037	224,000	224,000	255,209
Communications	(840)	-	-	-
Advertising and Printing	32,999	38,000	38,000	28,000
Travel & Education	500	-	-	-
Energy	-	-	-	-
General Supplies	78,840	95,000	95,000	95,000
Major Supplies	-	-	-	-
Miscellaneous	-	81,000	51,000	26,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,063,532	$ 1,278,800	$ 1,248,800	$ 1,213,009

Description of Service Provided	Current or Emerging Issues
Buildings & Grounds (Facilities Management) oversees all maintenance functions at: • City Hall • Civic Center/Sky Commons & DCP/BID/Diversion/Interstate Offices • Main Library • Carlson Library • Northport Library • Municipal Court • GTC • Police Department HQ • BSE White Building/IT • Fargo Cass Public Health • Gladys Ray Shelter and Harm Reduction • Public Safety Building • Skyway • (2) vacant buildings – PD / Health B&G also assists with troubleshooting, consultations, responds to emergency maintenance issues, and contractor selection at: • (7) fire stations • RoCo, Island Park, Radisson, GTC, and Mercantile ramps • Newman Outdoor Field Maintenance functions include but not limited to: HVAC systems, plumbing, electrical, mechanical, inspections, testing, security, service for alarm systems, sprinkler systems, emergency generators, fire extinguishers, elevators, grounds-keeping, sidewalks, cleaning, and parking lots. We are also available for consultation with all City Departments regarding maintenance, roofs, asbestos, indoor air quality concerns, recommended vendors, etc.	Building maintenance work requests will become automated and integrated into the City's centralized asset management (CityWorks). The Work Order system was developed in-house with IS, Public Works and B&G. This system will kick off in July 2020. The system allows for a work request to be entered electronically and routed to B&G staff via CityWorks. This will allow for proper assignment, prioritization, cost allocation, and provide a historical record. Staff shortage – B&G currently has (5) vacant FTE. Retainage and recruitment were both a challenge in early 2020. Current structure: • Facilities Director – City Hall • (4) Maintenance Attendant III – City Hall • (2) Maintenance Attendant I – City Hall • (1) Maintenance Attendant I – FCPH • (3) Maintenance Attendant I – CH Custodians Vacant FTE Positions • (3) Maintenance Attendant I • (2) Maintenance Attendant II Due to staff shortages, City Hall has contracted cleaning service through October 2020. We are working on a strategy for City Hall along with several other facilities on cleaning contracts. The restoration of (3) FTE positions in 3rd quarter of 2020 would help maintain our baseline services to focus on enhanced cleaning measures/demand now and into 2021. An Office Associate position of some type for PCards, AP, payroll, and other support tasks would help the department immensely.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Number of Buildings Serviced	19	15	15
Building Repairs	$114,000	$107,000	$107,000
Energy	$252,000	$315,000	$315,000

Buildings & Grounds

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 597,930	$ 684,769	$ 736,062	$ 743,486
Benefits	198,922	255,555	275,122	309,424
Other Services	641,329	651,978	651,978	846,978
Repairs and Maintenance	226,594	213,000	213,000	213,000
Rentals	6,080	7,000	7,000	18,000
Insurance	4,531	5,210	5,210	5,210
Communications	4,519	4,200	4,200	4,200
Advertising and Printing	-	-	-	-
Travel & Education	3,762	5,200	5,200	4,200
Energy	199,935	322,000	322,000	282,000
General Supplies	113,913	193,430	193,430	193,430
Major Supplies	-	-	-	-
Miscellaneous	22,130	15,000	15,000	15,000
Capital Outlay	7,408	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 2,027,053	$ 2,357,342	$ 2,428,202	$ 2,634,928

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	14	14	15	15
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	14	14	15	15

Description of Service Provided	Current or Emerging Issues
The department has completed the second year of implementing the transition from two to four divisions: 1) Current planning 2) Long-range planning 3) Community development 4) Urban development. The primary focus is consolidating our planning activities for one department wide strategic work plan to reflect cross-sector work. **Long-Range Planning** – Comprehensive planning activities integrates: 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. **Community Development Planning** –Oversees policies related to homeless prevention, supportive housing and non-profit network development for social services. Includes the administration and implementation of housing and community development programs funded by HUD programs. **Urban Development Planning -** Oversees activities for physical development, such as design standards, incentive programs, ROW amenities, park amenities, site plan review and arts and culture. **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.	• The Land Development Code diagnostic study will be completed Fall 2020. This concludes with suggestions on how much of the current code should be modified and integrated into the 2021-22 work plan. • The Core Neighborhood Plan has an expected completion date of Winter 2020. Recommended implementation strategies will be integrated into the 2021 work plan. A future land use plan is also expected as an outcome. • Regional infrastructure and land use planning in collaboration with the Engineering Department continues into 2021 as we work on each quadrant of the city with different regional studies. These will be integrated into the future land use plan. • Census 2020 complete count committee will finalize their work in Fall. Marketing and data sharing will be integrated into 2021 planning efforts and communication strategies. • Entitlement development will be steady and consistent with focus on more “how-to guides”. • Adoption of the consolidated 5 year plan (2020-2025) is expected Fall 2020. Primary goals will focus on housing and COVID-19 response. • Two new affordable housing projects will break ground and three single or duplex housing projects will break ground with city sponsored HUD activities. • EPA Brownfield grant is expected to be completed end of 2020. Next phase will include the former Mid-America Steel site and grant writing for future clean-up assistance. • Work will continue with the Fargo Housing Authority as the senior high-rise is deaquisitioned. • 2020 built stronger relationships with our federal partners. Continued agency collaboration will continue. • Integration of more technology, especially with digital plan review software and ability to work mobile. • Completed a 5 year Renaissance Zone plan update. Future needs include comprehensive parcel data review. • 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	2019 Actual	2020 Expected	2021 Projected
Planning Commission Cases	62	72	100
Planning Commission Meetings	12	12	12
Planning Commission Brown Bag Meetings	4	3	4
PC Executive Committee Meetings	12	12	12
Native American Commission Meetings	11	7	11
NAC Executive Meetings	12	11	11
Arts & Culture Commission Meetings	10	7	11
ACC Executive Meetings	21	14	12
Board of Adjustment Meetings	7	5	7
Community Development Committee	6	6	8
Historic Preservation Commission Meetings	4	6	7
Human Relations Commission Meetings	9	6	9
Parking Commission Meetings	7	5	7
Renaissance Zone Authority Meetings	5	4	5
Pre-development Meetings	48	35	42
Site Plan Reviews	243	220	230
Parking Spaces in City Facilities	1,762	1,802	2,222

Planning and Development

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 938,584	$ 986,677	$ 986,677	$ 1,029,126
Benefits	225,574	258,994	258,994	282,117
Other Services	352,600	487,620	869,628	424,000
Repairs and Maintenance	-	-	-	-
Rentals	2,364	2,500	2,500	2,500
Insurance	3,616	4,000	4,000	4,000
Communications	1,473	2,300	2,300	2,300
Advertising and Printing	6,202	8,100	8,100	8,100
Travel & Education	32,741	29,750	32,300	17,700
Energy	-	-	-	-
General Supplies	2,413	3,000	9,000	3,500
Major Supplies	-	-	-	-
Miscellaneous	945	2,000	2,000	2,000
Capital Outlay	8,045	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 1,574,557	$ 1,784,941	$ 2,175,499	$ 1,775,343

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	14	14	15	16
Part Time Benefited	1	1	1	-
Contracted Employees	1	1	1	1
TOTAL	16	16	17	17

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 – Building, mechanical, plumbing, electrical, signs, etc. • Construction inspections • Inspections of existing residential rentals of all types • Inspections for junk and junked vehicle complaints • Interpretations of code requirements • Day care inspections • Code enforcement working on complaint response- Junk, vehicle, parking surface, zoning, signs, and misc. • Zoning Inspections • Certificate of Occupancy issuance • Records retention • Working with citizens, architects, engineers and contractors on building code issues, residential zoning issues, fences, detached accessory structures, and building systems issues, etc. • Proctored exams – North Dakota Reciprocal HVAC Journeyman and Master Exams.	• 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 added a Code Enforcement Inspector in 2019. • 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 housing continues to be an issue. • An increasing reliance on digital records requires more connectivity on the part of the Inspections Department. New software has allowed customers to submit permit applications and request inspections on-line. Flexible digital tools are being reviewed to allow for digital plan submittal and digital plan review. The Inspections department continues to move towards implementing new and additional online services to accommodate the Public's growing reliance on online services. As our goals continue to progress, Inspections is considering future upgrades and hopes to become a 100% digital platform, eliminating the use of all paper. Due to digital plan review and storage, paper record retention was reduced by 50% at the end of 2019. All paper records are expected to be digitized and storage expenses eliminated by the end of 2020. • 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	2019 Actual	2020 Expected	2021 Projected
Plan Reviews	792*	800	810
Permits (all types)	8,735**	9,000	9,050
Inspections (all types)	23,000	25,000	26,500
Day Care Inspections	47	50	52
Apartment Inspections	16,200 units ***	18,000 units	19,000 units
Vehicle Removals	36	40	50
Vehicles Towed	6	5	5
Code Enforcement Cases	331	360	360
Dangerous Buildings (DB)	14	12	10
Unsafe Structures (US)	8	6	6
City Demolition of DB	1	1	1
Owner Demolition of DB	7	4	3
Structures Repaired	11	7	6
DB Cases to City Comm.	3	3	3
Current DB & US Cases	12	11	10

*On this form, 2019 Residential Plan Reviews totaled 311, and Commercial Plan Reviews totaled 481.

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

*** In 2019, the Inspections Department focused on performing rental housing inspections in the Core Neighborhoods. Most rentals in the Core Neighborhoods are older homes consisting of 1, 2 and 3 units. The number shown is an estimation due to a few factors. The transition to new LAMA software in April of 2019 and required software training. The transition to LAMA for rental inspections took an additional period of time due to software complications.

Inspections

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 1,610,739	$ 1,749,728	$ 1,749,728	$ 1,761,045
Benefits	482,165	536,713	536,713	563,497
Other Services	56,839	10,150	10,150	10,150
Repairs and Maintenance	723	500	500	500
Rentals	2,910	2,000	2,000	2,000
Insurance	9,067	8,565	8,565	8,565
Communications	14,251	17,000	17,000	17,000
Advertising and Printing	3,205	2,000	2,000	2,000
Travel & Education	36,151	43,700	43,700	26,500
Energy	15,668	23,075	23,075	14,475
General Supplies	6,405	8,000	8,000	8,000
Major Supplies	-	-	-	-
Miscellaneous	3,082	10,000	10,000	6,000
Capital Outlay	1,153	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 2,242,358	$ 2,411,431	$ 2,411,431	$ 2,419,732

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	24	24	25	25
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	24	24	25	25

Transit Service Fixed Route

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 283,478	$ 309,413	$ 309,413	
Benefits	72,144	79,336	79,336	
Other Services	2,920,228	3,408,440	3,427,408	
Repairs and Maintenance	4,689	10,700	10,700	
Rentals	-	-	-	
Insurance	177,875	183,865	183,865	
Communications	18,013	19,000	19,000	
Advertising and Printing	13,181	21,300	21,300	
Travel & Education	7,820	18,950	18,950	
Energy	3,019	2,000	2,000	
General Supplies	1,440	2,600	2,600	
Major Supplies	-	-	-	
Miscellaneous	840	1,000	1,000	
Capital Outlay	-	-	-	
Debt Service	-	-	-	
Transfers	-	-	-	
Unallocated	-	-	-	
TOTAL	$ 3,502,727	$ 4,056,604	$ 4,075,572	$ -

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	4	4	4	
Part Time Benefited	-	-	-	
Contracted Employees	-	-	-	
TOTAL	4	4	4	-

Reclassification of Transit to an Enterprise Fund in 2021.

Paratransit

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 117,101	$ 120,813	$ 120,813	
Benefits	33,687	36,394	36,394	
Other Services	810,006	798,165	798,165	
Repairs and Maintenance	-	-	-	
Rentals	-	-	-	
Insurance	17,281	20,100	20,100	
Communications	8,645	9,800	9,800	
Advertising and Printing	-	-	-	
Travel & Education	1,652	2,500	2,500	
Energy	99,875	110,000	110,000	
General Supplies	7,004	8,700	8,700	
Major Supplies	-	-	-	
Miscellaneous	515	500	500	
Capital Outlay	-	-	-	
Debt Service	-	-	-	
Transfers	-	-	-	
Unallocated	-	-	-	
TOTAL	$ 1,095,766	$ 1,106,972	$ 1,106,972	$ -

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	3	3	3	
Part Time Benefited	-	-	-	
Contracted Employees	-	-	-	
TOTAL	3	3	3	-

Reclassification of Transit to an Enterprise Fund in 2021.

Ground Transportation Terminal

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	
Benefits	-	-	-	
Other Services	440,407	436,780	436,780	
Repairs and Maintenance	5,640	30,500	30,500	
Rentals	-	-	-	
Insurance	4,233	3,180	3,180	
Communications	324	-	-	
Advertising and Printing	-	-	-	
Travel & Education	-	-	-	
Energy	24,499	27,808	27,808	
General Supplies	20,406	18,500	18,500	
Major Supplies	-	-	-	
Miscellaneous	682	1,500	1,500	
Capital Outlay	-	-	-	
Debt Service	-	-	-	
Transfers	-	-	-	
Unallocated	-	-	-	
TOTAL	$ 496,191	$ 518,268	$ 518,268	$ -

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Planning

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 40,771	$ 42,827	$ 42,827	
Benefits	11,384	12,392	12,392	
Other Services	-	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	$ 52,155	$ 75,319	$ 75,319	$ -

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Maintenance Organization

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 77,128	$ 80,844	$ 80,844	
Benefits	22,063	23,966	23,966	
Other Services	-	600	600	
Repairs and Maintenance	-	-	-	
Rentals	-	-	-	
Insurance	-	-	-	
Communications	1,030	500	500	
Advertising and Printing	7,680	6,000	6,000	
Travel & Education	305	3,850	3,850	
Energy	-	-	-	
General Supplies	-	600	600	
Major Supplies	-	-	-	
Miscellaneous	-	-	-	
Capital Outlay	-	-	-	
Debt Service	-	-	-	
Transfers	-	-	-	
Unallocated	-	-	-	
TOTAL	$ 108,206	$ 116,360	$ 116,360	$ -

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	1	1	1	
Part Time Benefited	-	-	-	
Contracted Employees	-	-	-	
TOTAL	1	1	1	-

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Maintenance Facility

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 875,633	$ 913,030	$ 913,030	
Benefits	251,357	285,955	285,955	
Other Services	48,434	66,200	66,200	
Repairs and Maintenance	969,822	932,000	932,000	
Rentals	-	-	-	
Insurance	12,905	9,120	9,120	
Communications	14,380	15,000	15,000	
Advertising and Printing	3,815	3,500	3,500	
Travel & Education	9,364	12,200	12,200	
Energy	863,511	980,482	980,482	
General Supplies	45,395	47,300	47,300	
Major Supplies	-	-	-	
Miscellaneous	25,599	23,250	23,250	
Capital Outlay	1,258	-	-	
Debt Service	-	-	-	
Transfers	-	-	-	
Unallocated	-	-	-	
TOTAL	$ 3,121,473	$ 3,288,037	$ 3,288,037	$ -

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	15	15	15	
Part Time Benefited	2	2	2	
Contracted Employees	-	-	-	
TOTAL	17	17	17	-

Reclassification of Transit to an Enterprise Fund in 2021.

Description of Services Provided	Current or Emerging Issues
• Economic Development initiative have been consolidated into a new cost center in the 2020 budget. This presentation helps to quantify the City's efforts in support of various third party stakeholders. • In the past these appropriations were accounted for in other Divisional budgets.	• The City Commission approved the following major economic development initiatives that overlap multiple fiscal years. • Fueling the Future is a workforce project. The City pledged support of this project of $500,000, payable in annual installments of $100,000 starting in 2020. • The Workforce Academy facility is another workforce enhancement and skills training center. The City is providing a pledge of $1,500,000, payable in annual installments of $300,000 per year starting in 2021. • Other appropriates include funding for Emerging Prairie, North Dakota State School of Science, and the Greater Fargo Moorhead Economic Development Corporation. • Fargo business leaders are expending considerable efforts to enhance our labor force as our business community continues to expand.

Economic Development

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ -
Benefits				-
Other Services				457,500
Repairs and Maintenance				-
Rentals				-
Insurance				-
Communications				-
Advertising and Printing				-
Travel & Education				-
Energy				-
General Supplies				-
Major Supplies				-
Miscellaneous				-
Capital Outlay				-
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 457,500

All Economic Development expenditures have been consolidated in this Division for the 2021 budget to improve transparency for this function.

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 Right of Way Acquisition, including permanent and temporary easements Annual Reporting	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. 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 streamline this process. It is still a very time consuming but we continue to make improvements to the process. Special assessment communications with our taxpayers are being improved due to the changes adopted as a result of the Special Assessment Task Force study efforts that concluded in 2019.
Engineering Services Division Support Platting Process with Technical Analysis of proposed plats Pre Development Support for Developers Site plan reviews 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 means 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. Many of the site plans are redevelopment and additional time is needed for coordination and in many cases use of the right of way requires additional agreements.

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. In some areas, developers are asking for vacation of right of way or modification of existing easements which require new agreements. 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. In July of 2019 we entered into an agreement with Verizon for small cell deployment in our community. Verizon is working on about 15 installations in 2020 with larger numbers forecasted in the future. Small Cell installations started in 2019 and we expect the rate of installations will increase in every year as providers start building their network in cities our size. 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 in 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. In addition, Xcel gas has indicated that they have older gas pipes in the ground that will need to be replaced over the next few years. Xcel power has indicated that they might need to upgrade some of their system to support the growing downtown. 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 New Development –Design and Construction Administration and Construction Inspection Oversight of Consultants that have been hired to perform Design, Construction Administration, and Construction Inspection	There is an ever-growing demand for greater communication with the public during the project design and construction phases. Our current process did not allow time for much, if any, input from the public during the design phase, which we are working to improve. 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.
Pavement Management Program Oversight and management of a strategy for Water Main Replacement Coordination of Sewer Spot Repair projects with Public Works	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 2020. 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.
Day to day implementation and management of sewer repair policy	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.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Excavation Permits	1,997	2,000	2,500
Right of Occupancy Permits	26	30	45
One Call Tickets	15,227	19,000	20,000
Elevation Certificate Surveys	196	500	600
Sidewalk Survey	292	400	425
Approach Survey	272	450	475
Yard Grades	255	250	280
Sidewalk Inspections	372	400	475
Approach Inspections	332	375	400
Encroachment Agreements	8	12	15
ROW Use Agreement	8	15	20

Engineering

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 3,683,931	$ 4,021,284	$ 4,021,284	$ 4,054,781
Benefits	916,287	1,002,549	1,002,549	1,041,325
Other Services	32,700	63,500	63,500	53,500
Repairs and Maintenance	27,899	32,800	32,800	32,800
Rentals	3,367	2,500	2,500	2,500
Insurance	21,161	18,935	18,935	21,935
Communications	29,286	37,300	37,300	37,300
Advertising and Printing	8,922	18,350	18,350	14,850
Travel & Education	43,010	70,637	70,637	39,246
Energy	24,696	42,837	42,837	22,537
General Supplies	26,281	60,750	60,750	56,750
Major Supplies	-	-	-	-
Miscellaneous	1,757	20,100	20,100	12,100
Capital Outlay	4,907	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 4,824,204	$ 5,391,542	$ 5,391,542	$ 5,389,624

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	39	39	39	39
Part Time Benefited	1	1	1	1
Contracted Employees	2	-	2	2
TOTAL	42	40	42	42

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	2019 Actual	2020 Expected	2021 Projected
Traffic Signals on Network	187	186	186
Construction Projects Designed	14	16	10

Traffic Engineering

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 599,125	$ 607,007	$ 607,007	$ 611,875
Benefits	132,040	139,669	139,669	146,047
Other Services	127,503	114,300	114,300	167,168
Repairs and Maintenance	300	-	-	-
Rentals	-	-	-	-
Insurance	6,984	3,645	3,645	3,645
Communications	6,538	5,500	5,500	5,500
Advertising and Printing	321	-	-	-
Travel & Education	4,401	13,650	13,650	7,350
Energy	9,495	5,000	5,000	5,000
General Supplies	2,215	400	400	400
Major Supplies	-	-	-	-
Miscellaneous	3,349	12,150	12,150	12,150
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 892,271	$ 901,321	$ 901,321	$ 959,135

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	6	6	6	6
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	6	6	6	6

Description of Services 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
	• With the continuous expansion of both residential and commercial development, the Street Department has reached a point in which service levels are declining due to lack of employees and equipment. The street department staff are extremely dedicated and always up for a challenge, but we are going to burn them out if we cannot provide relief in the future. Without requested resources, service levels will continue to drop and "request for service" numbers will continue to rise.
	• 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 or the North Dakota Department of Transportation (NDDOT).
	• The Public Works facility has reached a point in which an expansion, remodel or replacement is needed to bring the workspace into ADA compliance, provide facilities for female employees and add needed office space to accommodate staffing. The facility was built in 1968 and has had no improvements made to the office spaces, HVAC, plumbing and electrical since the original construction.
	  o When built, ADA requirements were not a factor so the building was not designed to accommodate handicapped individuals
	  o When the building was built in 1968 the design focus was around an all-male workforce so only male locker room facilities were constructed and we cannot accommodate our female workforce.
	  o In 1968 the amount of office work space constructed was designed and built for staffing levels at that time. Now almost 50 years later we have optimized the space to accommodate as many people as possible.

Operational Measures

Description	2019 Actual	2020 Expected Based on Capital Improvement Projects	2021 Projected
Miles of Roadway Maintained	507	5 miles	7 miles
Miles of Sanitary Sewer Maintained	435.91	2.5 miles	3 miles
Miles of Storm Sewer Maintained	506.46	3.12 miles	4 miles
Storm Lifts Stations Maintained	82	2 lift stations	1 lift station
Acres Mowed	970.43	6.81 acres	10 acres

Street Department

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 3,947,462	$ 3,637,841	$ 3,637,841	$ 3,731,504
Benefits	1,005,169	1,103,697	1,103,697	1,119,289
Other Services	1,298,234	538,070	538,070	605,570
Repairs and Maintenance	37,499	64,600	64,600	64,600
Rentals	325,572	317,106	317,106	317,106
Insurance	65,883	62,795	62,795	65,295
Communications	11,695	8,800	8,800	10,800
Advertising and Printing	169	500	500	500
Travel & Education	14,886	19,700	19,700	11,900
Energy	467,694	467,741	467,741	441,141
General Supplies	378,484	415,750	415,750	412,250
Major Supplies	677,755	700,676	700,676	705,676
Miscellaneous	27,637	22,700	22,700	22,700
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 8,258,139	$ 7,359,976	$ 7,359,976	$ 7,508,331

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	55	57	57	58
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	55	57	57	58

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 $35M in vehicles and equipment. Assuming a 15-year life cycle, to maintain this schedule requires a budget of $2.3M per year.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Repairs less than 1 day	80%	78%	78%
Repairs 1 to 2 days	8%	8%	8%
Repairs more than 2 days	12%	13%	13%
Fleet Availability	94%	93%	93%
Billable Labor Hours	22,880	24,960	24,960
Number of Work Orders Generated	9,000	9,000	9,000
Fuel Contract Savings	$200,000	($80,000)	Unknown

Central Garage

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 1,301,695	$ 1,572,830	$ 1,521,537	$ 1,560,970
Benefits	442,294	567,245	547,678	551,899
Other Services	50,396	35,900	35,900	41,900
Repairs and Maintenance	980,338	1,005,752	1,005,752	1,075,752
Rentals	12,000	13,393	13,393	13,393
Insurance	10,808	11,150	11,150	11,150
Communications	4,024	4,300	4,300	4,300
Advertising and Printing	475	400	400	400
Travel & Education	10,793	28,300	28,300	15,150
Energy	74,701	197,794	197,794	197,794
General Supplies	17,297	41,850	41,850	41,850
Major Supplies	-	-	-	-
Miscellaneous	18,169	25,000	25,000	26,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 2,922,990	$ 3,503,914	$ 3,433,054	$ 3,540,558

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	24	25	24	24
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	24	25	24	24

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 Deputy Fire Marshals 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.	**2021 Departmental Goals** 1. Respond to all Emergency calls within 6:20 from the time a citizen calls 911. 2. Contain fires to the room of origin 90% of the time. 3. Study opportunities to improve Emergency Medical Service in an effective yet efficient manner. 4. Develop a plan for hydrant flushing to reduce maintenance and fuel costs. 5. Begin work on Fire Station 8. 6. Develop career development programs for all promotable positions. 7. Conduct a Training Facility Assessment and look at future options. **Critical Issues** • Fire Station 2 is in need of an update. It was recommended by the accreditation team in 2015 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. • Alternative response models for EMS responses need to be assessed. • All Self Contained Breathing Apparatus (SCBA) that were purchased on a grant in 2007 are reaching the end of life. SCBA have a 15 year life span based on the air bottles and the new technology. We have applied for an Assistance to Firefighters Grant. If we are not successful a major purchase of $700,000 will need to be made in 2022 and 2023. **Emerging Issues** • The fire burn building located with Station 4 is in need of repairs. The building is over 55 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.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Calls for Service	11,563	12,000	12,000
Number of Stations	7	7	7
Number of Apparatus	16	16	16
Property Preserved	$144,425,234	$161,000,000	$169,050,000
Property Lost	$2,409,508	$2,250,000	$2,300,000
Call to 1st Unit Arrival at 90th Percentile	8 min 12 sec	6 min 20 sec (goal)	6 min 20 sec (goal)
Percentage of Time Goal is Met	89.8%	90%	90%
Hydrants Flushed	7,150	7,150	7,150
Suppression Inspections	5,599	5,500	5,500
Bureau Inspections	1,400	1,425	1,425
ISO Rating	1	1	1

Fire Department

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 9,007,125	$ 9,443,151	$ 9,466,951	$ 9,876,243
Benefits	3,519,437	3,800,271	3,800,271	4,059,483
Other Services	96,137	172,500	195,500	172,500
Repairs and Maintenance	170,080	175,500	187,000	175,500
Rentals	8,465	-	11,000	-
Insurance	43,476	42,200	42,200	42,200
Communications	18,072	22,500	21,000	22,500
Advertising and Printing	3,804	9,500	9,500	9,500
Travel & Education	95,180	79,000	79,000	55,250
Energy	218,986	232,492	232,492	200,092
General Supplies	133,768	121,100	154,350	121,100
Major Supplies	-	-	-	-
Miscellaneous	129,478	138,000	138,000	138,000
Capital Outlay	41,027	-	87,500	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 13,485,035	$ 14,236,214	$ 14,424,764	$ 14,872,368

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	123	123	124	124
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	123	123	124	124

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 the three Patrol Shifts, Truck Regulatory Officer, Municipal Court Bailiff, Parks Officer, Airport Officers and Community Service Officers. 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 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, public information officer, media and marketing. This year we moved the following officers over to the Administrative Division and created the Community Engagement Team consisting of the School Resource Officers, Cultural Liaison Officers and Community Trust Officers. 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 (I have included a five year outlook describing the necessary personnel needed for the future). In addition to adding personnel to keep up with the city's growth, the department's on-going initiatives to mitigate crime through engagement/public interaction, prevention education, and public awareness will be the best approach in maintaining the existing quality of life status throughout the city. The first 2 quarters of 2020, we have adopted special operations in order to protect our personnel and the public we serve from the COVID-19 Pandemic. In the two months we have had these operations in place, our statistics have dropped in some areas while rising in others. This pandemic is something we've never experienced before and it is difficult to project future crime statistics because of this being a new experience.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Calls-for-Service	93,590	98,902	104,516
Total Offenses	12,091	12,683	13,304
Traffic Crashes	3,972	3,984	3,997

Police Department

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 14,294,136	$ 15,265,047	$ 15,333,305	$ 15,777,549
Benefits	4,558,923	5,069,240	5,069,240	5,271,015
Other Services	223,935	238,850	254,118	238,850
Repairs and Maintenance	131,893	151,531	151,531	151,531
Rentals	870,710	958,200	958,200	958,200
Insurance	98,830	85,000	85,000	85,000
Communications	149,352	145,648	145,648	145,648
Advertising and Printing	14,245	34,500	34,500	34,500
Travel & Education	147,369	190,078	193,673	179,828
Energy	340,590	266,777	266,777	388,157
General Supplies	202,444	244,115	244,115	244,115
Major Supplies	-	-	-	-
Miscellaneous	142,210	183,355	183,355	183,355
Capital Outlay	173,888	-	414,920	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 21,348,525	$ 22,832,341	$ 23,334,382	$ 23,657,748

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	205	209	209	209
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	205	209	209	209

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	Currently there are 152 employees of Fargo Cass Public Health (105 FT, 33 PT, 14 variable) working across eight division areas. Our programs and services have remained consistent, adapting as needed based on current community needs, utilization, and funding availability. Looking ahead to 2021, our focus areas for the health department, as well as current or emerging issues are as follows: Since March of 2020, Fargo Cass Public Health has been the lead local agency in the COVID 19 pandemic response, functioning under the NDDoH. We would anticipate the distribution of a vaccine for COVID as a collaborative effort with ND Department of Health and local Public Health late 2020 or early 2021. FCPH has completed the application process and submitted a work plan to further address the required metrics for National Public Health Accreditation. We anticipate hearing by July 1, 2020. Our Harm Reduction division continues to see the impacts of substance use/abuse within our community. The Coroner's 2019 overdose death statistics for Cass County had 16 opioid-related overdoses and 17 meth-related overdoses. We had 55 alcohol-related deaths. There was a 72% increase in naloxone/Narcan distribution over the past year. Although we have made strides in decreasing drug overdose deaths, there is still work to be done with Opioid and Methamphetamine use in the community. Binge drinking among adults and young adults in Cass County remains very high. We are hoping to expand some of our substance use grant funding to address alcohol use in our community for the year ahead. Vaping remains a public health issue. HIV/Hepatitis C and sexually transmitted infections continue to rise in our community, especially throughout the pandemic. FCPH has received extra Family Planning funds to increase our client numbers, and have initiated a marketing campaign along with outreach services. **3-5 Year Needs:** We continue to have community partner discussions regarding a downtown drop-in center. Gladys Ray continues to have space needs and building issues. Some renovations will take place this next year with CBDG funds. Due to COVID, the main back lot at FCPH renovation was put on hold. This is an immediate safety concern going forward and needs to be mitigated as soon as feasible.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Federal Grants Managed by FCPH	28	24	25
State Aid Percentage for LPH	5%	5%	5%
Clinic and Nursing encounters	40,515	40,000	43,000
WIC encounters	17,049	16,730	17,000
SSP clients	492	700	875
Environ Licenses	1,890	1,954	1,900

Fargo Cass Public Health

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 7,829,061	$ 7,834,130	$ 8,096,243	$ 8,077,487
Benefits	2,088,599	2,215,104	2,280,002	2,449,382
Other Services	692,973	687,320	753,970	720,440
Repairs and Maintenance	32,330	19,900	19,900	23,900
Rentals	16,253	16,210	16,210	18,210
Insurance	29,604	25,365	25,365	25,365
Communications	35,763	46,480	46,480	46,480
Advertising and Printing	13,492	16,100	16,100	15,500
Travel & Education	102,225	145,600	153,340	80,600
Energy	100,602	108,304	112,304	103,304
General Supplies	448,831	451,700	475,048	509,100
Major Supplies	24,523	23,000	23,000	26,000
Miscellaneous	1,134	1,000	1,000	1,000
Capital Outlay	10,822	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 11,426,212	$ 11,590,213	$ 12,018,962	$ 12,096,768

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	96	96	97	97
Part Time Benefited	37	37	35	35
Contracted Employees	-	-	-	-
TOTAL	133	133	132	132

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:** The library provides collections of current and diverse print and audiovisual items for all ages. **Access to Statewide E-Content:** The library is part of a statewide E-book consortia known as Library 2GO. Our membership allows the citizens of Fargo to have access to E-content from twenty-eight different libraries statewide. City of Fargo residents also have access to the Hoopla. **Community Engagement Programming:** The library staff have aggressively attended numerous community events in order to reach the wider community. We are able to provide remote library services to include card registration, item checkout, and both adult and children's programming. **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 as well as 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.	**Current and ongoing impacts of the COVID 19 pandemic:** The Fargo Public Library is facing significant impacts to its traditional service model due to pandemic. The current reopening plan offers reduced services and programing both onsite and in the community. **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 a 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 to over twenty retirement and assistant living facilities and also to a number of homebound individuals.	

Operational Measures

Description	2019 Actual	2020 Expected*	2021 Projected
E Content Circulation	157,799	198,827	244,557
Items Circulated	889,366	580,000	907,153
Library Visits	491,941	275,000	500,000
Program Attendance	33,518	32,000	35,000

*2020 usage decrease due to the COVID19 Pandemic closing.

Fargo Public Library

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 2,502,337	$ 2,582,067	$ 2,582,067	$ 2,594,912
Benefits	713,162	774,553	774,553	799,637
Other Services	153,890	149,629	149,629	153,529
Repairs and Maintenance	66,645	75,866	75,866	75,866
Rentals	72,067	66,000	66,000	74,000
Insurance	26,551	21,555	21,555	21,555
Communications	48,423	70,450	70,450	70,450
Advertising and Printing	28,927	27,000	27,000	27,000
Travel & Education	25,380	30,200	30,200	16,700
Energy	128,473	169,664	169,664	169,664
General Supplies	863,252	876,423	876,423	881,423
Major Supplies	-	-	-	-
Miscellaneous	5,207	2,100	2,100	2,100
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 4,634,314	$ 4,845,507	$ 4,845,507	$ 4,886,836

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	32	32	32	32
Part Time Benefited	22	22	22	22
Contracted Employees	-	-	-	-
TOTAL	54	54	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 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. • In January 2021, the 67th Assembly of the ND Legislature will commence.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Agenda Preparation	28	26	28
Minute Preparation	28	26	28
Number of Calls	1,651	1,750	1,850

City Commission

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 367,638	$ 361,959	$ 390,563	$ 475,119
Benefits	116,303	122,807	127,857	161,660
Other Services	3,848	11,000	11,000	11,000
Repairs and Maintenance	-	500	500	500
Rentals	4,095	6,000	6,000	6,000
Insurance	1,429	1,945	1,945	1,945
Communications	3,203	5,000	5,000	5,000
Advertising and Printing	25,232	27,000	27,000	27,000
Travel & Education	102,038	122,100	122,100	101,600
Energy	-	-	-	-
General Supplies	2,953	4,350	4,350	4,350
Major Supplies	-	-	-	-
Miscellaneous	27,005	20,000	20,000	20,000
Capital Outlay	116	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 653,860	$ 682,661	$ 716,315	$ 814,174

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	3	3	3	4
Part Time Benefited	5	5	5	5
Contracted Employees	-	-	1	-
TOTAL	8	8	9	9

Fargo Civic Center

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 208,701	$ 216,000	$ 216,000	
Benefits	76,609	84,946	84,946	
Other Services	25,048	20,000	20,000	
Repairs and Maintenance	196,752	3,000	3,000	
Rentals	2,034	2,500	2,500	
Insurance	1,124	1,000	1,000	
Communications	459	-	-	
Advertising and Printing	-	-	-	
Travel & Education	-	-	-	
Energy	110,972	80,000	80,000	
General Supplies	4,392	6,665	6,665	
Major Supplies	23,277	41,000	41,000	
Miscellaneous	970	2,000	2,000	
Capital Outlay	-	-	-	
Debt Service	-	-	-	
Transfers	-	-	-	
Unallocated	-	-	-	
TOTAL	$ 650,338	$ 457,111	$ 457,111	$ -

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	4	3	3	
Part Time Benefited	-	-	-	
Contracted Employees	-	-	-	
TOTAL	4	3	3	-

Reclassification of Civic to an Enterprise Fund in 2021.

Description of Service Provided	Current or Emerging Issues
The City of Fargo Planning and Development Department, through the Community Development Division and Urban Development Division, oversees this fund. This fund 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). Historically these funds were allocated from a percentage of the mill levy. Currently they are a set dollar amount and have been for approximately 5 years. Between 2016-2020, there have been shifts and modernization of the programs. The driving factor is a result of changes in HUD rules and the desire to continue these programs (such as special assessment assistance). In addition, as staff learns about the social service system gaps and regional coordination needs, focus has shifted from a grants allocation program to a system analysis model with the underlying goal of capacity building through social infrastructure for eventual regional scaling. In 2016, the Arts funds were separated into its own line item as "Other Services" and are currently administered by the Arts and Culture Commission. Annually, a percentage of this fund is allocated to The Arts Partnership (TAP) for the City Arts regranting program. In early 2018, the City Commission adopted the first Public Arts Master Plan. The near future work is to implement this plan.	• The Social Service funds grant program was not fully activated in 2020 due to the need for HUD reprioritization and to focus on the HUD allocations due to timeliness warnings. Community members and organizations are also misunderstanding the difference between the HUD programs and the Social Service program revisions. As such, staff needs to develop and administer new grant guidance and community training. • Vital community partners perform very difficult community development work but do not have organizational stability. The Planning Department staff becomes the liaisons during these gaps of services. As we use social service funds to continue to build partnership capacity, we see two key partners to date: The Arts Partnership and Indigenous Association. Both of these organizations function at a regional level with the City of Fargo as one of the jurisdictional partners. • One current issue continuing to come forward is the identification of barriers and access to equity, work, transportation and housing. The Planning Department staff supports, facilitates, and collaborates with members of our community to implement strategies to overcome these barriers; however, resources are limited.

Operational Measures

Description	2018 Actual	2019 Actual	2020 Expected
Social Services			
Amount of Awards	$253,000	$253,000	$253,000
Number of Awards	26	18	5
Arts			
Amount of Awards	$150,000	$150,000	$150,000
Number of Awards	3	5	4

Social Service & Arts

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ 7,214
Benefits	-	-	-	2,843
Other Services	337,369	403,400	403,400	458,400
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	-	-	-
TOTAL	$ 337,369	$ 403,400	$ 403,400	$ 468,457

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	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
City Auditor	$ 90,293	$ 26,000	$ 76,000	$ -
City Assessor	-	-	-	5,250
Buildings & Grounds	-	6,000	6,000	-
Transit	9,444	30,000	-	-
Planning	372	30,000	-	5,000
Inpsections	-	-	-	18,000
Engineering	40,026	36,600	20,750	49,000
Streets & Sewers	58,796	-	-	-
Central Garage	87,437	51,000	5,000	5,000
Fire Department	22,449	32,500	17,500	102,500
Police Department	61,029	15,000	15,000	-
Health Department	1,763	16,500	16,500	10,000
Public Library	21,528	23,000	-	30,000
City Commission	-	-	-	62,000
Human Resources	-	24,000	24,000	-
Municipal Court	-	2,335	2,335	54,340
Civic	5,750	-	-	-
Public Information	9,196	25,000	25,000	-
Street Rehabilitation	8,677	-	-	-
Miscellaneous General Capital	229,016	-	-	-
City Administartion	-	-	-	5,000
Grant Funded Items	71,634	-	-	-
Reimburseable Expense	24,142	-	-	-
IT Capital Pool	300,249	321,500	235,850	-
TOTAL	$ 1,041,801	$ 639,435	$ 443,935	$ 346,090

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 by the Board of City Commissioners.	• 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. This allowance will be lowered in 2021 as we continue to decrease our overall budget appropriations. • The City executes fixed price contracts for most of our overall fuel consumption to eliminate market fluctuation risk. We have saved approximately $1.2 million over the past five years using this cost containment strategy. This process will continue in 2021 and estimated savings are allocated in this cost center. We have presently contracted for the entire 2021 budget year and locked in fixed prices. • The Budget Team estimates the overall General Fund spend level that is lower than individual Departmental budgets during our budget development process. This is incorporated into our final General Fund budget due to a history of spending somewhat less than budgeted each fiscal year.

Unallocated

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ (742,500)	$ (742,500)	$ (546,356)
Benefits	-	200,000	200,000	575,000
Other Services	-	(82,899)	(82,899)	(82,899)
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	(100,000)	(100,000)	(100,000)
Advertising and Printing	-	-	-	-
Travel & Education	-	(70,253)	(70,253)	-
Energy	-	(320,000)	(320,000)	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	6,104	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Unallocated	-	(1,000,000)	(1,000,000)	(1,000,000)
TOTAL	$ 6,104	$ (2,115,652)	$ (2,115,652)	$ (1,154,255)

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 total $2,812,532 to finance the following facilities: City Hall, Osgood Fire Station, Fargo Cass Public Health, and our newly acquired Police Department Headquarters. Pay-go capital funding of $551,000 is budgeted for projects already authorized that will be closed out by 2021. Transfers to Special Revenue Funds total $76,545 to provide resources to the Downtown Business Improvement District and the Police Regional Training Center.

Transfers To Other Funds

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
To Special Revenue Funds	$ 76,545	$ 76,545	$ 76,545	$ 76,545
To Debt Service Funds	2,254,400	2,639,763	2,443,763	2,812,532
To Capital Project Funds	2,064,255	746,586	1,372,586	551,000
TOTAL	$ 4,395,200	$ 3,462,894	$ 3,892,894	$ 3,440,077

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 (ROCO) is providing much needed parking capacity 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. Revenues for this facility are exceeded our budget projections. • The Mercantile ramp project is presently under construction in downtown Fargo. This mixed-use facility will increase our parking capacity to meet the growing needs of businesses in our Downtown. It is expected to open in October, 2020. • Stadium suite rental revenues will recover the stadium fund deficit over a long-term period. • COVID-19 impacted revenue streams linked to our Convention and Visitor's Bureau for lodging taxes and for Newman Outdoor Stadium in 2020. Mid-year revenue budget amendments are recommended to lower our original revenue projections.

CITY OF FARGO, NORTH DAKOTA
SPECIAL REVENUE FUNDS 2021 BUDGET SUMMARY

Fund Name	Fund	1/1/2020 Unaudited Fund Balance	2020 Budgeted Revenues	2020 Mid Year Revenue Adjustments
City Share of Special Assessments	202	$ 531,534	$ 619,300	$ -
Noxious Weed Control	203	8,100	-	-
Convention & Visitors Bureau Operating	206	29,366	2,331,000	(829,000)
Regional Law Enforcement Training Center	208	276,805	100,000	-
Court Forfeits	215	49,765	100,000	-
Skyway Maintenance	219	84,696	120,000	-
Downtown Business Improvement District	221	98,045	373,000	-
NRI Loan Program	230	188,812	157,500	-
Community Development	231	167,330	765,623	-
HUD HOME Program	233	15,102	30,000	-
Neighborhood Stabilization	234	59,000	-	-
Home Participating Jurisdiction	239	242,727	555,741	-
Parking Authority	240	(372,331)	1,948,000	-
Parking Authority Repair & Replacement	241	(72,839)	36,000	-
Baseball Stadium	268	(994,172)	200,000	(100,000)
Total Special Revenue Funds		$ 311,940	$ 7,336,164	$ (929,000)

2020 Budgeted Expenditures	2020 Mid Year Expenditure Adjustments	1/1/2021 Projected Fund Balance	2021 Budgeted Revenues	2021 Budgeted Expenditures	1/1/2022 Projected Fund Balance
$ (586,000)	$ -	$ 564,834	$ 659,000	$ (799,000)	$ 424,834
(8,373)	-	(273)	62,000	(46,750)	14,977
(2,331,000)	829,000	29,366	1,265,400	(1,265,400)	29,366
(100,000)	-	276,805	100,000	(100,000)	276,805
(100,000)	-	49,765	100,000	(100,000)	49,765
(130,000)	-	74,696	120,000	(204,000)	(9,304)
(330,000)	-	141,045	543,000	(500,000)	184,045
(8,650)	-	337,662	41,500	(8,650)	370,512
(822,693)	-	110,260	796,187	(819,752)	86,695
(13,602)	-	31,500	10,000	-	41,500
(71,100)	-	(12,100)	-	-	(12,100)
(442,577)	-	355,891	596,234	(497,690)	454,435
(1,899,209)	-	(323,540)	2,973,200	(2,670,073)	(20,413)
(36,000)	-	(72,839)	-	(33,721)	(106,560)
(130,000)	65,000	(959,172)	216,000	(206,000)	(949,172)
$ (7,009,204)	$ 894,000	$ 603,900	$ 7,482,521	$ (7,251,036)	$ 835,385

2019 - 2021 FM CVB OPERATING BUDGET

	2020 - 2021 Budget	2019 - 2020 Budget	2018 - 2019 Budget
REVENUES			
Fargo Lodging Tax	$ 843,600	$ 1,554,100	$ 1,528,100
In-Kind Contribution	125,000	125,000	125,000
Moorhead Lodging Tax	90,415	169,000	175,050
West Fargo Lodging Tax	108,500	192,200	166,000
Gift Shop Revenue	44,700	76,050	66,000
FMVG Advertising Revenue	12,500	12,500	12,500
Interest Income	10,910	12,008	9,166
Housing Bureau Revenue	271,160	296,145	284,825
Miscellaneous	2,500	2,500	2,500
Spending from Reserves	-	54,400	38,200
Frostival Event Revenue	-	-	15,000
Experiences	7,200	7,200	-
TOTAL REVENUES	**1,516,485**	**2,501,103**	**2,422,341**

EXPENDITURES			
Salaries Expenditures			
Salaries	698,620	701,740	670,000
Temporary Salaries	5,200	101,627	91,632
Overtime	-	4,800	900
Payroll Taxes	53,842	61,458	58,265
Retirement	20,959	21,052	20,100
HSA	12,600	14,232	-
Unemployment	8,365	8,365	8,365
Workers Comp	1,650	1,650	1,650
Health-Dental Ins/Benefits	83,190	90,171	102,408
Total Salaries	**884,426**	**1,005,095**	**953,320**

2019 - 2021 FM CVB OPERATING BUDGET

	2020 - 2021 Budget	2019 - 2020 Budget	2018 - 2019 Budget
Administration Expenditures			
Professional Fees	14,030	14,030	30,480
Accounting Services	21,960	21,960	19,320
Insurance	11,531	11,531	13,547
Postage & Shipping	16,000	18,000	18,000
Utilities	30,450	30,450	31,129
Telecommunications/PR	19,200	33,600	32,180
Office Repairs & Maintenance	-	-	1,800
Office & Clerical Supplies	5,800	8,020	8,920
Other Supplies	-	-	3,075
Maintenance Supplies	5,060	5,460	2,385
VIC Supplies	4,600	7,800	10,000
Airport Info Center	-	6,000	-
Scholarship	2,000	2,000	1,000
Maintenance Contracts - Office & Equipment	1,320	1,320	1,320
Software Leases	8,536	7,040	7,562
Dues & Subscriptions	31,645	30,815	27,874
Miscellaneous	-	1,200	1,200
Gift Shop Merchandise	9,550	40,000	40,000
Bank & Credit Card Fees	1,200	1,200	2,400
Rent	131,000	131,000	125,000
Airfare	7,000	10,300	5,900
Lodging, Meals, Misc.	12,100	13,200	11,200
Tradeshow Expenses	17,350	20,350	15,600
Entertaining	1,700	2,450	2,350
Relationship Building	1,200	1,800	1,800
Donations & Contributions	-	1,200	3,000
Travel - Vehicle	3,540	4,450	3,535
Promotional Products	-	600	600
Registration Fees	5,495	7,065	6,350
Staff Clothing	-	300	800
Promotional Sponsorships	21,050	22,900	29,250
Walk of Fame	-	-	1,050
Total Administration	**383,317**	**456,041**	**458,627**

2019 - 2021 FM CVB OPERATING BUDGET

	2020 - 2021 Budget	2019 - 2020 Budget	2018 - 2019 Budget
Convention Sales Expenditures			
Software Leases & Subscriptions	13,500	13,500	13,500
Dues & Subscriptions	5,429	18,278	25,430
Airfare	1,845	6,600	6,600
Lodging, meals, misc.	3,850	9,350	10,500
Tradeshow Expenses	-	2,050	3,300
Entertaining	240	240	420
Relationship Building	480	540	850
Travel - Vehicle	960	960	1,250
Promotional Products	-	1,000	1,000
Event Assistance	25,050	33,100	30,000
Event Hospitality	-	1,200	1,200
Registration Fees	7,915	22,238	24,202
Continuing Education	-	500	500
Staff Clothing	200	550	200
Fam Tours/Site Inspections	500	1,000	1,500
Promotional Sponsorships	1,500	5,750	7,500
Total Convention Sales	**61,469**	**116,856**	**127,952**

Tourism Sales Expenditures			
Dues & Subscriptions	7,500	4,000	4,000
Airfare	700	700	700
Lodging, Meals, Misc.	560	550	450
Tradeshow Expenses	250	250	250
Entertaining	500	500	500
Promotional Products	250	250	250
FAM Tours/Site Inspections	1,300	2,500	2,500
Promotional Sponsorships	-	250	250
Total Tourism Sales	**11,060**	**9,000**	**8,900**

2019 - 2021 FM CVB OPERATING BUDGET

	2020 - 2021 Budget	2019 - 2020 Budget	2018 - 2019 Budget
Marketing Expenditures			
Marketing Software Leases/Subscriptions	29,472	70,172	43,540
Dues & Subscriptions	830	830	1,050
Miscellaneous	-	-	900
Contract Labor	4,500	11,700	8,350
Airfare	-	4,200	4,300
Lodging, Meals, Miscellaneous	800	7,950	8,600
Entertaining	3,350	5,000	2,500
Relationship Building	-	480	480
Travel-Vehicle	420	900	1,250
Advertising	-	-	4,500
Newspaper	-	2,000	-
Magazine	18,675	38,901	38,074
Convention Program Ads	-	-	330
Photography/Film	199	750	11,800
Internet Advertising	117,675	123,675	96,475
Directories	-	-	4,750
Promotional Products	12,500	18,000	2,000
Brochures & Guides	-	-	8,000
Frostival Annual Event Expense	-	-	13,750
Visitor Guide	45,000	55,000	55,000
Visitor Guide Distribution	3,700	3,700	16,225
City Maps	3,790	3,790	3,600
Website	5,229	11,129	32,221
Agency Fees	-	12,000	19,100
Registration Fees	675	8,570	8,380
Continuing Education	600	900	400
Printing - Gen. & Admin	20,296	25,646	20,450
Special Promotions	4,250	8,710	8,000
Marketing Research	-	600	600
Staff Clothing	-	-	500
Promotional Sponsorships	2,000	2,000	2,500
Event Assistance	42,000	38,500	-
Total Marketing Sales	**315,961**	**455,103**	**417,625**

2019 - 2021 FM CVB OPERATING BUDGET

	2020 - 2021 Budget	2019 - 2020 Budget	2018 - 2019 Budget
Athletic Sales Expenditure			
Dues & Subscriptions	2,670	2,530	2,530
Miscellaneous	-	10	10
Airfare	2,010	7,830	5,500
Lodging, Meals, Misc	4,600	14,700	14,850
Tradeshow Expenses	550	550	550
Entertaining	900	1,200	2,525
Relationship Building	1,100	2,475	1,275
Travel - Vehicle	1,020	1,450	2,050
Promotional Products	3,000	4,800	4,800
Event Assistance	19,250	14,450	18,000
Event Hospitality	15,150	17,850	22,550
Registration Fees	8,390	16,965	13,770
Continuing Education	900	2,400	2,700
Bid Fees	-	2,000	1,000
Staff Clothing	-	800	800
Fam Tours	-	1,000	1,000
Promotional Sponsorships	3,000	3,500	3,000
Total Athletic Sales	**62,540**	**94,510**	**96,910**
Housing Bureau Expenditures			
Housing Bureau/Meeting Max	48,000	49,100	48,450
Housing Bureau Activity	185,860	201,525	191,725
Total Housing Bureau	**233,860**	**250,625**	**240,175**
Event Services Expenditures			
In Town Delivery Service	400	240	360
Dues & Subscriptions	95	140	140
Airfare	-	650	650
Lodging, Meals, Misc	150	1,300	1,300
Relationship Building	-	240	120
Travel - Vehicle	180	180	645
Promotional Products	-	5,000	5,000
Event Hospitality	250	630	8,630
Banners and Supplies	6,000	10,440	12,000
Badges	24,000	25,717	25,200
Registration Fees	300	1,520	1,614
Continuing Education	-	250	500
Event Services In-Town Meals	50	150	200
Staff Clothing	100	275	-
Total Event Services	**31,525**	**46,732**	**56,359**

2019 - 2021 FM CVB OPERATING BUDGET

	2020 - 2021 Budget	2019 - 2020 Budget	2018 - 2019 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	810	1,000	1,000
Annual Events	18,870	19,250	17,400
Event Assistance	11,500	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	**31,180**	**46,505**	**62,315**

TOTAL REVENUES	$ 1,516,485	$ 2,501,103	$ 2,422,341
TOTAL EXPENSES	$ 2,015,338	$ 2,480,467	$ 2,422,183

VARIANCE	**$ (498,853)**	**$ 20,636**	**$ 158**

2019 - 2021 FMCVB CAPITAL BUDGET

REVENUES	2020 - 2021 BUDGET	2019 - 2020 BUDGET	2018 - 2019 BUDGET
REVENUES			
Fargo Lodging Tax *	$ 421,800	$ 777,050	$ 764,050
West Fargo Lodging Tax **	54,250	96,100	83,000
Interest Income	27,300	7,067	7,067
TOTAL REVENUES	**503,350**	**880,217**	**854,117**
EXPENDITURES			
Furnishings - Asset (Unknown)	3,000	3,000	3,000
Technology Purchases - Asset	6,000	6,000	-
Bldg & Grounds Improv. - Asset	-	40,000	-
Vehicle - Asset (trade-in)	-	30,000	-
Capital Grant Program	150,000	430,000	436,250
Insurance (City Policies)	6,350	6,350	7,000
Telecommunications Expense	4,500	9,000	2,450
Technology Maintenance/Upgrades	44,350	47,350	38,002
Building Repair/Maintenance/Upgrades	30,150	32,950	20,750
Office Repair/Maintenance/Upgrades	2,400	3,600	2,900
Grounds Maintenance	35,600	35,600	35,350
Maintenance Contracts - Office & Equip	32,550	32,550	32,000
Depreciation	73,200	73,200	73,200
Real Estate Specials and Drains	1,300	1,300	5,000
Bid Fees/Event Assistance	110,450	87,400	85,000
TOTAL EXPENSES	**499,850**	**838,300**	**740,902**
TOTAL REVENUES	$ 503,350	$ 880,217	$ 854,117
TOTAL EXPENSES	$ 499,850	$ 838,300	$ 740,902
VARIANCE	**$ 3,500**	**$ 41,917**	**$ 113,215**

* 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 Investors Service. Moody's currently assigns an Aa2 rating for Fargo's refunding improvement bonds. 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 2021. 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. • The City will pursue State Revolving Loan Fund financing in 2021 for our reconstruction programs. This program offers low interest loans currently at 2%. This is in lieu of our tradition bond sale process. • Two Capital Financing Bond issues with the State of North Dakota Public Finance Authority and a direct bank loan with Wells Fargo will be defeased in 2020 by the City of Fargo in conjunction with the FM Diversion financing plans. This will lower our overall debt profile significantly. The FM Diversion Authority will be issuing their own debt obligations in late 2020 to refinance the currently outstanding debt held by the City of Fargo and Cass County in support of this flood mitigation project. • The City anticipates the maintenance of our existing bond ratings with our rating agencies based upon the overall strength of our economy. • We have budgeted and intend exercise our call options for Refunding Improvement Bonds Series 2012A and 2015D with special assessment prepayments.

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

Sources & Uses of Funds	Approved Budget 2020	Proposed Budget 2021
Revenues:		
Tax Increment District Property Taxes	$ 1,881,000	$ 2,376,000
Special Assessments Certified	32,906,000	35,126,000
Special Assessment Prepayments	6,475,200	3,460,100
Sales Taxes	12,569,912	12,570,000
Metro Diversion Authority Reimbursement	7,299,915	-
Developer Bond Repayment (Block Nine)	727,906	504,563
Interest on Debt Service Reserves	600,000	708,000
Transfer In From General Fund for GO Debt	2,443,763	2,812,532
Transfer In From Special Revenue	737,765	1,129,974
Transfer in From Debt Service	861,000	2,081,600
Transfer For Sales Tax Bond Payments and Reserves	5,949,996	5,899,877
Total Revenues	**$ 72,452,457**	**$ 66,668,646**
Expenditures & Transfers:		
General Obligation Bond Principal	1,590,000	1,874,000
General Obligation Bond Interest & Fees	1,134,591	1,226,165
Annual Appropriation Bond Principal	-	445,000
Annual Appropriation Bond Interest & Fees	730,906	1,114,547
Non Appropriation Bonds Principal	353,000	357,538
Non Appropriation Bonds Interest and Fees	1,105,737	93,819
Refunding Improvement Bond Principal	20,328,000	20,805,000
Refunding Improvement Bond Early Defeasance	-	20,125,000
Refunding Improvement Bond Interest & Fees	16,725,383	17,376,279
Sales Tax Revenue Bonds and Notes Principal	8,097,000	4,510,000
Sales Tax Revenue Bonds and Notes Interest & Fees	4,151,111	1,389,877
Tax Increment District Development Obligations	1,881,000	2,376,000
Debt Residual Expenditures	87,000	130,000
Transfer Debt Residuals	1,450,000	550,000
Transfer To Debt Service Funds	5,949,996	6,393,477
Transfer Sidewalk and Sewer Assessments to Capital Project Fund	474,000	535,000
Transfer Sales Tax Surplus to Capital Project Funds	6,619,916	6,176,523
Total Expenditures & Transfers	**$ 70,677,640**	**$ 85,478,225**

CITY OF FARGO, NORTH DAKOTA
2021 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	$ 337,000	$ 33,700	$ 17,000	$ -	$ -	$ 387,700
General Sidewalk	379	76,000	-	10,000	-	-	86,000
General Sewer	388	449,000	-	-	-	-	449,000
2000 Storm Sewer SRF	342	64,000	6,400	-	-	-	70,400
2005 RIB Refunding Series (2014D)	355	1,140,000	114,000	70,000	-	-	1,324,000
2016 RIB Series B (Refunding)	362	2,146,000	214,600	21,000	-	-	2,381,600
2010 B RIB (2014 E RIB)	363	1,311,000	131,100	36,000	-	-	1,478,100
2010 RIB Series C	364	378,000	37,800	-	773,000	-	1,188,800
2011 RIB Series A	365	1,144,000	114,400	7,000	-	-	1,265,400
2011 RIB Series C	366	1,001,000	100,100	18,000	-	-	1,119,100
2011 RIB Series B	324	319,000	31,900	-	-	-	350,900
2011 RIB Series D	325	633,000	63,300	-	-	-	696,300
2011 RIB Series E (Refunding)	367	732,000	73,200	46,000	-	-	851,200
2012 RIB Series A (Refunding 03D,04C,04E)	368	2,726,000	272,600	64,000	151,000	-	3,213,600
2013 RIB Series C	369	1,135,000	113,500	26,000	-	-	1,274,500
2014 RIB Series D	370	2,657,000	265,700	18,000	-	-	2,940,700
2014 RIB Series F	371	2,484,000	248,400	12,000	-	-	2,744,400
2014 Taxable RIB Series G	372	504,000	50,400	12,000	-	-	566,400
2014 Taxable RIB Series G	373	1,782,000	178,200	67,000	-	-	2,027,200
2015 RIB A Refunding (2006B & 2007B)	374	1,795,000	179,500	22,000	-	-	1,996,500
2015 RIB Series D	375	2,021,000	202,100	74,000	-	-	2,297,100
2016 RIB Series C	326	2,625,000	262,500	44,000	-	-	2,931,500
2017 RIB Series C	328	2,410,000	241,000	65,000	-	-	2,716,000
2018 RIB Series D	329	2,170,000	217,000	53,000	-	-	2,440,000
2018 RIB Series F (BND)	332	825,000	82,500	4,000	-	-	911,500
2019 RIB Series A	333	1,262,000	126,200	22,000	-	-	1,410,200
2019 Storm Sewer SRF Series C	334	-	-	-	-	21,800	21,800
2019 Storm Sewer SRF Series D	334	-	-	-	-	471,800	471,800
2020 RIB Series B (Future Issue)	336	1,000,000	100,000	-	-	-	1,100,000
TOTAL RIB FUND REVENUES		**$ 35,126,000**	**$ 3,460,100**	**$ 708,000**	**$ 924,000**	**$ 493,600**	**$ 37,707,900**

BOND ISSUES	FUND	ORIGINAL ISSUE	ANNUAL PRINCIPAL	ANNUAL INTEREST	EARLY DEFEASANCE	PAYING AGENT	TRANSFERS OUT	TOTALS
Expenditures & Transfers :								
General Debt Service	310	$ -	$ -	$ -	$ -	$ -	$ 550,000	$ 550,000
General Sidewalk	379	-	-	-	-	-	86,000	86,000
General Sewer	388	-	-	-	-	-	449,000	449,000
2005 RIB Refunding Series (2014D)	355	12,640,000	770,000	360,275	-	1,800	-	1,132,075
2016 RIB Series B (Refunding 2009C)	362	27,485,000	1,595,000	813,663	-	1,800	-	2,410,463
2010 B RIB (2014 E RIB)	363	19,440,000	775,000	528,682	-	1,800	-	1,305,482
2010 RIB Series C	364	8,250,000	580,000	166,900	-	1,800	-	748,700
2011 RIB Series A & B	365	17,485,000	725,000	592,738	13,595,000	2,400	-	14,915,138
2011 RIB Series C	366	19,400,000	595,000	591,963	-	1,800	-	1,188,763
2011 RIB Series E (Refunding)	367	8,385,000	665,000	151,913	-	1,800	-	818,713
2012 RIB Series A (Refunding 03D,04C,04E)	368	34,180,000	2,580,000	673,226	3,820,000	2,400	-	7,075,626
2013 RIB Series C	369	16,705,000	-	557,874	-	1,800	-	559,674
2014 RIB Series D	370	52,400,000	1,325,000	1,393,625	-	1,800	-	2,720,425
2014 RIB Series F	371	40,445,000	1,300,000	1,533,300	-	1,800	-	2,835,100
2014 Taxable RIB Series G	372	8,355,000	275,000	268,200	-	1,800	-	545,000
2015 RIB A Refunding (2006B & 2007B)	373	18,250,000	1,325,000	522,637	-	1,800	-	1,849,437
2015 RIB Series B (Refunding 2008E)	374	15,325,000	1,475,000	494,937	-	1,800	-	1,971,737
2015 RIB Series D	375	34,675,000	1,170,000	1,051,044	2,410,000	2,400	-	4,633,444
2016 RIB Series C	326	41,745,000	1,300,000	1,259,376	-	1,800	-	2,561,176
2017 RIB Series C	328	39,850,000	1,255,000	1,218,000	-	1,800	-	2,474,800
2017 RIB Series D (Refunding 2013C)	369	11,340,000	-	424,782	-	1,800	-	426,582
2018 RIB Series D	329	42,965,000	1,250,000	1,455,268	-	1,800	-	2,707,068
2018 RIB Series F (BND)	332	15,000,000	475,000	298,000	300,000	2,400	-	1,075,400
2019 RIB Series A	333	37,260,000	1,100,000	1,293,000	-	1,800	-	2,394,800
2019 RIB Series B	365	13,940,000	-	339,476	-	1,800	-	341,276
2019 Storm Sewer SRF Series C	334	500,000	10,000	10,000	-	1,800	-	21,800
2019 Storm Sewer SRF Series D	334	10,500,000	260,000	210,000	-	1,800	-	471,800
2020 RIB Series B	336	35,000,000	-	1,120,000	-	1,800	-	1,121,800
TOTAL EXPENDITURES & TRANSFERS			**$ 20,805,000**	**$ 17,328,879**	**$ 20,125,000**	**$ 47,400**	**$ 1,085,000**	**$ 59,391,279**

CITY OF FARGO, NORTH DAKOTA
2021 DEBT SERVICE REVENUES AND EXPENDITURES
SALES TAX REVENUE DEBT SERVICE FUNDS BUDGETS

BOND FUNDS:	FUND	SALES TAX COLLECTIONS	OTHER * SOURCES	TOTALS
REVENUES				
SRF UTILITY WATER PROJECTS BONDS	607	$ 6,285,000	$ -	$ 6,285,000
SRF UTILITY WASTEWATER PROJECTS BONDS	608	6,285,000	-	6,285,000
TOTAL SALES TAX COLLECTIONS		**$ 12,570,000**	**$ -**	**$ 12,570,000**

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		-	-	-	-	$ 5,398,724	$ 5,398,724
SRF UTILITY PROJECTS WASTEWATER BONDS	608		-	-	-	-	777,799	777,799
SRF STORM SEWER RIB REPAYMENT	608		-	-	-	-	493,600	493,600
SRF NOTES: (UTILITY INFRASTRUCTURE)								
SALES TAX REVENUE BONDS, SERIES 2008A	630	45,467,409	3,500,000	889,000	177,800	1,800	-	4,568,600
SALES TAX REVENUE BONDS, SERIES 2008B	610	7,380,422	530,000	153,126	27,150	1,800	-	712,076
SALES TAX REVENUE BONDS, SERIES 2008C	632	1,630,000	95,000	20,750	4,150	1,800	-	121,700
SALES TAX REVENUE BONDS, SERIES 2008D	612	2,270,000	140,000	27,000	5,400	1,800	-	174,200
SALES TAX REVENUE BONDS, SERIES 2010A	634	699,374	40,000	1,875	1,875	1,800	-	45,550
SALES TAX REVENUE BONDS, SERIES 2010D	636	3,486,075	205,000	59,126	11,825	1,800	-	277,751
TOTAL SRF SALES TAX BONDS		**60,933,280**	**4,510,000**	**1,150,877**	**228,200**	**10,800**	**-**	**5,899,877**
TOTAL SALES TAX OBLIGATIONS		**$ 60,933,280**	**$ 4,510,000**	**$ 1,150,877**	**$ 228,200**	**$ 10,800**	**$ 6,176,523**	**$ 12,076,400**

REVENUE BOND DEBT SERVICE COVERAGE RATIOS:		DEBT COVERAGE %
SRF SALES TAX REVENUE WATER (2 issues)	Water	**709%**
SRF SALES TAX REVENUE WASTEWATER (4 issues)	Wastewater	**125%**

REVENUE BOND RESERVE REQUIREMENTS:			FINANCING RESERVE REQUIRED	RESERVE BALANCE 1/1/2021	DEPOSITS	DEPOSIT NO.	RESERVE BALANCE 12/31/2021
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
2021 OTHER GOVERNMENTAL DEBT

Obligations	FUND	OTHER SOURCES	TRANSFER IN	TOTALS
Revenues:				
2009 G.O. Development Bond (Fire Station # 7)	384	$ -	$ 201,587	$ 201,587
2015 G.O. Development Bond, Series E (ROCO Parking)	376	-	738,990	738,990
2016 G.O. Development Bond Series A (City Hall)	396	-	1,783,788	1,783,788
2020 G.O. Development Bond - (City Projects)	3XX	-	375,800	375,800
2018 Annual Appropriations Bonds, Series E (Block 9)	391	504,563	664,000	1,168,563
2020 Taxable Annual Appropriation Bonds, Series A (Mercantile)	335	-	390,984	390,984
2014 US Bank Direct Loan (Public Health Building)	390	-	451,357	451,357
TOTAL REVENUES		**$ 504,563**	**$ 4,606,506**	**$ 5,111,069**

BOND ISSUES	FUND	ORIGINAL ISSUE	PRINCIPAL	INTEREST	PAYING /FISCAL	TRANSFER OUT	TOTALS
General Obligation Bonds							
2009 G.O. Development Bonds (Fire Station # 7)	384	2,875,000	150,000	49,787	1,800	-	201,587
2015 G.O. Development Bond, Series E (ROCO Parking)	376	10,230,000	460,000	277,190	1,800	-	738,990
2016 G.O. Development Bond, Series A (City Hall)	396	25,640,000	1,045,000	736,988	1,800	-	1,783,788
2020 G.O. Development Bond - (City Projects)	3XX	5,375,000	219,000	155,000	1,800	-	375,800
Annual Appropriation Bonds							
2018 Taxable Annual Appropriation Bonds, Series E (Block 9)	391	17,315,000	445,000	721,763	1,800	-	1,168,563
2020 Taxable Annual Appropriation Bonds, Series A (Mercantile)	335	11,525,000	-	389,184	1,800	-	390,984
Non Appropriation Bonds							
2014 US Bank Direct Loan (Public Health Building)	390	6,000,000	357,538	92,019	1,800	-	451,357
TOTAL EXPENDITURES & TRANSFERS		**$ 78,960,000**	**$ 2,676,538**	**$ 2,421,931**	**$ 12,600**	**$ -**	**$ 5,111,069**

CITY OF FARGO, NORTH DAKOTA
2021 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	1,331,000	284,700		15,000
TAX INCREMENT 2002-01 (ND HORSEPARK)	306	12,265,000	86,040	2002	151,000
TAX INCREMENT 2005-01 (FAYLAND)	309	62,546,700	102,000	2005	773,000
TAX INCREMENT 2006-01 (BRISTOL ON BDWY)	311	6,979,000	408,100	2006	86,000
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 2015-03 (ROBERT STREET PARKING RAMP)	307	710,000	236,000	2016	6,000
TAX INCREMENT 2016-01 (BLOCK 9)	327	53,145,100	4,367,089	2019	664,000
TOTAL TAX INCREMENT REVENUES		**$ 196,033,300**	**$ 13,139,773**		**$ 2,376,000**

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	151,000
TAX INCREMENT 2005-01 (FAYLAND)	309	773,000
TAX INCREMENT 2006-01 (BRISTOL ON BDWY)	311	86,000
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 2015-03 (ROBERT STREET PARKING RAMP)	307	6,000
TAX INCREMENT 2016-01 (BLOCK 9)	327	664,000
TOTAL EXPENDITURES & TRANSFERS		**$ 2,376,000**

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" in the last session that will help fund our critical infrastructure. Unfortunately, the State's economic resources have declined and projected funding will not materialize until 2022. There are no Prairie Dog funds included in the 2021 budget. • 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. • 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. • A new downtown mixed use parking facility is presently under construction. We expected this facility to be operational in October, 2020. • The water main replacement program will resume in 2021 after being delayed in 2019 due to ongoing discussion and policy review for our special assessment process. A new special assessment funding policy was adopted in 2019 effective in 2020.

Fund Description	Fiscal Trends and Comments
The City of Fargo operates thirteen Enterprise Funds to provide traditional municipal utility services to our citizens and other business like operations. 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, Transit, Civic Center, 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.	• Fargo became a regional water services provide under contract with the City of West Fargo beginning in June, 2016, and became a wastewater provider for West Fargo 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. Our sales tax authorization for this use run through 2028. • Transit and the Civic Center business functions have been reclassified as enterprise funds in 2021 to create an improved transparency. Previously, they were accounted for in the General Fund. This improves administrative efficiency and a greater ability to monitor operating performance. • A water treatment plant expansion was completed in 2019 that will increase Fargo's treatment and distribution capacity to 45 mgd. • A major wastewater treatment plant expansion is currently under construction and will be financed by State Revolving Fund loans. • 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	2020 Approved Budget	2021 Proposed Budget	$ Change	% Change
Water	$ 25,131,000	$ 26,462,068	$ 1,331,068	5.3%
Water Debt Service Reserve	898,275	946,560	48,285	5.4%
Total Major Utility Funds	**26,029,275**	**27,408,628**	**1,379,353**	**5.3%**
Non Major Utility Funds:				
Airport	33,149,488	22,503,387	(10,646,101)	-32.1%
Solid Waste	17,941,000	18,441,000	500,000	2.8%
Wastewater	14,235,000	15,517,940	1,282,940	9.0%
Transit	-	12,887,363	12,887,363	N/A
Fargodome	8,481,971	7,927,562	(554,409)	-6.5%
Street Lighting	3,508,000	3,582,000	74,000	2.1%
Forestry	2,352,000	2,632,000	280,000	11.9%
Storm Sewer	3,024,000	3,035,000	11,000	0.4%
Vector Control	751,000	754,000	3,000	0.4%
Civic Center	-	126,500	126,500	N/A
Southeast Cass	34,000	34,000	-	0.0%
Total Other Utility Funds	**83,476,459**	**87,440,752**	**3,964,293**	**4.7%**
Total All Utility Funds	**$ 109,505,734**	**$ 114,849,380**	**$ 5,343,646**	**4.9%**

Transit and Civic Center funds have been reclassified as enterprise funds in 2021. They were previously accounted for in the General Fund.

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

Revenue Source	2020 Approved Budget	2021 Proposed Budget	$ Change	% Change
Property Taxes	$ 1,126,000	$ 1,188,550	$ 62,550	5.6%
Special Assessments	30,000	30,000	-	0.0%
Federal Grants	14,400,000	22,876,356	8,476,356	58.9%
State and Local Revenues	290,000	1,315,000	1,025,000	353.4%
Charges for Services	13,541,809	13,298,646	(243,163)	-1.8%
Fines & Forfeits	-	60,000	60,000	N/A
Investment Income	2,667,698	2,663,526	(4,172)	-0.2%
Miscellaneous	410,752	536,752	126,000	30.7%
Transfer In	10,697,275	3,964,050	(6,733,225)	-62.9%
Public Utility Revenue	64,737,200	67,319,500	2,582,300	4.0%
Byproduct Sales	1,605,000	1,597,000	(8,000)	-0.5%
Total	**$ 109,505,734**	**$ 114,849,380**	**$ 5,343,646**	**4.9%**

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

Utility Funds	2020 Approved Budget	2021 Proposed Budget	$ Change	% Change
Major Fund:				
Water	$ 27,622,741	$ 26,377,505	$ (1,245,236)	-4.5%
Water SRF Debt Service Reserve	-	-	-	0.0%
Total Major Utility Fund	**27,622,741**	**26,377,505**	**(1,245,236)**	**-4.5%**
Other Utility Funds:				
Airport	34,660,220	20,447,057	(14,213,163)	-41.0%
Solid Waste	17,098,612	16,671,475	(427,137)	-2.5%
Wastewater	17,746,979	16,000,635	(1,746,344)	-9.8%
Transit	-	12,906,572	12,906,572	N/A
Fargodome	7,620,526	6,968,711	(651,815)	-8.6%
Street Lighting	3,563,200	3,703,291	140,091	3.9%
Forestry	2,524,213	2,590,573	66,360	2.6%
Storm Sewer	3,030,901	2,383,812	(647,089)	-21.3%
Vector Control	711,171	711,971	800	0.1%
Civic Center	-	458,078	458,078	N/A
Southeast Cass	58,405	55,684	(2,721)	-4.7%
Total Other Utility Funds	**87,014,227**	**82,897,859**	**(4,116,368)**	**-4.7%**
Total All Utility Funds	**$ 114,636,968**	**$ 109,275,364**	**$ (5,361,604)**	**-4.7%**

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

Expense Category	2020 Approved Budget	2021 Proposed Budget	$ Change	% Change
Salaries	$ 15,378,555	$ 17,600,505	2,221,950	14.4%
Benefits	4,353,353	5,357,531	1,004,178	23.1%
Other Services	9,691,470	14,318,613	4,627,143	47.7%
Repairs and Maintenance	3,500,591	4,595,595	1,095,004	31.3%
Rentals/ Leases	1,170,080	1,310,966	140,886	12.0%
Insurance	731,093	1,038,239	307,146	42.0%
Communications	108,559	156,629	48,070	44.3%
Advertising / Printing	382,465	388,463	5,998	1.6%
Travel / Education / Dues	307,495	281,177	(26,318)	-8.6%
Energy	6,746,782	7,642,705	895,923	13.3%
General Supplies	1,758,228	1,953,478	195,250	11.1%
Major Supplies	3,846,725	3,822,725	(24,000)	0.0%
Miscellaneous	250,388	291,821	41,433	16.5%
Capital Outlay	28,698,290	18,344,325	(10,353,965)	-36.1%
Debt Service	11,072,619	9,921,112	(1,151,507)	-10.4%
Transfers To Other Funds	26,640,275	22,251,480	(4,388,795)	-16.5%
Totals	**$ 114,636,968**	**$ 109,275,364**	**$ (5,361,604)**	**-4.7%**

CITY OF FARGO, NORTH DAKOTA
MUNICIPAL AIRPORT AUTHORITY
SUMMARY BUDGET

Fund	2020 Approved Budget	2021 Proposed Budget	$ Change	% Change
Operation & Maintenance	$ 5,957,420	$ 6,536,257	$ 578,837	9.7%
Construction	26,702,800	13,210,800	(13,492,000)	-50.5%
Passenger Facility Surcharge	2,000,000	700,000	(1,300,000)	-65.0%
Totals	**$ 34,660,220**	**$ 20,447,057**	**$ (14,213,163)**	**-41.0%**

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 (UF), Reverse Osmosis (RO), and ozone with Granular Activated Carbon (GAC) 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 2019, the City completed construction on a WTP expansion project. The membrane plant is now operational with a Reverse Osmosis (RO) system in service since September 2018. The project involved installation of a parallel membrane treatment plant, which expanded the overall treatment capacity to 45 MGD. The capital expense associated with the WTP expansion was financed with a low-interest State Revolving Fund (SRF) loan. The ND State Water Commission (SWC) 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 Water Utility is realizing water production cost efficiencies using the new WTP expansion. For the 3rd consecutive year, the 2021 WTP operation budget request is an overall reduction compared to the previous year. Over the past few years, the water quality in the Red River has been the poorest on record from a high hardness perspective. The membrane plant with RO has been extremely useful for both water quality and production cost during this period of poor river water quality. There are several regionalization-related capital projects in planning, design, or construction. The Water Utility has been awarded about $44 million in grant funding for capital projects since 2012. In 2020, two grants have been awarded from the SWC and FEMA in the amounts of $2.81 million and $3.57 million, respectively.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Average Day Demand	13,000,000 gallons	13,700,000 gallons	14,200,000 gallons
Peak Day Demand	30,200,000 gallons (2016)	30,000,000 gallons	30,000,000 gallons
Total Water Produced	4,750,000,000 gallons	5,000,000,000 gallons	5,000,000,000 gallons
Consecutive User Demand	1,150,000,000 gallons	1,150,000,000 gallons	1,200,000,000 gallons
Water Meter Count	29,674	29,800	29,925
Ultraviolet System Install	0% Complete	40% Complete	100% Complete
Downtown Water Tower	0% Complete	0% Complete	40% Complete

Water Treatment

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 2,227,438	$ 2,405,710	$ 2,405,710	$ 2,441,102
Benefits	751,385	875,844	875,844	912,092
Other Services	1,799,705	1,368,776	1,368,776	1,435,000
Repairs and Maintenance	457,615	268,000	268,000	398,000
Rentals	8,193	5,000	5,000	5,000
Insurance	114,732	90,000	90,000	133,000
Communications	16,059	16,800	16,800	18,000
Advertising and Printing	16,362	14,000	14,000	19,000
Travel & Education	55,590	54,500	54,500	43,000
Energy	1,351,438	1,887,000	1,887,000	1,522,000
General Supplies	478,457	237,000	237,000	292,000
Major Supplies	2,815,188	3,000,000	3,000,000	2,900,000
Miscellaneous	30,033	23,500	23,500	23,500
Capital Outlay	249,227	231,000	231,000	77,000
Debt Service	264	-	-	-
Transfers	10,428,445	7,395,275	7,395,275	6,222,310
TOTAL	$ 20,800,131	$ 17,872,405	$ 17,872,405	$ 16,441,004

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	33	35	35	35
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	33	35	35	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 attention to detail.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Water Main Breaks	40	45	48
Service Leaks/Frozen/Replaced	63/27/30	96	111
Water Main Valves Repaired	26	24	40
Water Main Taps	51	90	95
Hydrant Repair/Replaced	173	155	160
Water Service Inspections	312	410	450
Water Main Gates Exercised	0	100	100

Water Mains & Hydrants

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 768,268	$ 852,863	$ 852,863	$ 832,383
Benefits	243,597	266,386	266,386	284,322
Other Services	344,659	180,000	180,000	195,000
Repairs and Maintenance	45,989	47,800	47,800	47,800
Rentals	100,000	112,300	112,300	112,300
Insurance	-	-	-	-
Communications	6,831	7,600	7,600	7,600
Advertising and Printing	323	1,175	1,175	1,175
Travel & Education	7,951	16,300	16,300	9,550
Energy	77,660	74,069	74,069	74,069
General Supplies	178,431	172,900	172,900	177,900
Major Supplies	117,356	139,500	139,500	144,500
Miscellaneous	7,042	9,612	9,612	9,612
Capital Outlay	15,146	305,085	592,635	212,525
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 1,913,253	$ 2,185,590	$ 2,473,140	$ 2,108,736

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	12	12	12	12
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	12	12	12	12

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 2019 was as follows: **Meter Size** — **Count** 5/8 — 13,403 3/4 — 12,417 1 — 856 1-1/2 — 1,350 2 — 1,231 3 — 295 4 — 89 6 — 20 8 — 3 10 — 10 **TOTAL** — **29,674**	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 — 18,481 Mobile Read Meters — 11,190 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 migrateable system to allow continued use of the City's existing radio read meters.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
New Meters	205	200	200
Meters Replaced	30	20	20
Registers Replaced	112	180	180
R900's Replaced	134	100	100
Frozen Meters	74/41/33/55/69/79	75	75
Total Meter Count	29,548	29,750	29,950

Water Meters

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 279,814	$ 278,330	$ 278,330	$ 277,630
Benefits	98,995	105,530	105,530	115,288
Other Services	5,862	10,000	10,000	10,000
Repairs and Maintenance	26,887	29,256	29,256	29,800
Rentals	27,600	27,600	27,600	27,600
Insurance	-	-	-	-
Communications	3,087	2,139	2,139	2,149
Advertising and Printing	144	500	500	500
Travel & Education	-	-	-	-
Energy	13,408	15,300	15,300	13,000
General Supplies	6,699	5,550	5,550	5,950
Major Supplies	-	-	-	-
Miscellaneous	1,787	2,400	2,400	2,400
Capital Outlay	150,744	185,000	185,000	256,000
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 615,027	$ 661,605	$ 661,605	$ 740,317

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	4	4	4	4
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	4	4	4	4

153Description 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 34,000 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 will go live with a new state of the art utility billing software system in 2020, providing a higher level of customer service and operational data. • Additional regional customer opportunities exist. The City of West Fargo and the City of Harwood are new water and wastewater customers.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Utility Accounts Active	34,000	36,000	36,500
Total Utility Revenue	$46,641,000	$49,400,000	$50,500,000
Utility Phone Calls	42,000	44,000	45,000
Internet & IVR Payments	138,000	148,000	152,000
Utility ACH & Auto pay	116,000	114,000	116,000
Mail Utility Payments	98,000	96,000	97,000

Utility Billing Services

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 268,815	$ 285,742	$ 285,742	$ 293,278
Benefits	92,238	108,305	108,305	107,877
Other Services	76,945	(93,000)	(93,000)	(123,000)
Repairs and Maintenance	538	36,000	36,000	40,500
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	2,870	2,000	2,000	2,000
Major Supplies	-	-	-	-
Miscellaneous	1,097	2,000	2,000	2,000
Capital Outlay	372	2,000	502,000	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
TOTAL	$ 442,875	$ 343,047	$ 843,047	$ 322,655

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	6	6	6	6
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	6	6	6	6

Water Operating

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	881,955	665,476	665,476	665,476
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	47,410	43,118	43,118	43,118
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	27,599	12,000	12,000	12,000
Capital Outlay	1,840,311	-	-	-
Debt Service	2,410,354	4,952,500	4,952,500	5,274,725
Transfers	-	-	-	-
TOTAL	$ 5,207,629	$ 5,673,094	$ 5,673,094	$ 5,995,319

Infrastructure Projects

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	1,604,560	587,000	587,000	441,100
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	-	-	-	-
General Supplies	-	-	-	-
Major Supplies	-	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	3,223,038	300,000	300,000	-
Debt Service	-	-	-	-
Transfers	1,234,506	-	-	-
TOTAL	$ 6,062,104	$ 887,000	$ 887,000	$ 441,100

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 2019, the average daily flow was 12.28 MGD an increase of 0.40 MGD from 2018. In 2019 the total volume of wastewater treated and discharged from the plant and lagoon system was 6.075 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 the WWTP digesters and buildings. Stabilized biosolids are then dewatered using sand drying beds and belt filter presses. Dewatered biosolids are disposed of in the city's landfill. The total amount of bio-solids disposed of in 2019 was 6,612 Wet Metric Tons. The WWTP also operates and maintains 69 sanitary lift stations throughout Fargo as well as the surrounding area. The SE Cass sewer system, which includes many rural subdivisions and small cities, utilize lift stations and over 52 grinder pumps 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 398.6 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 3.900 billion gallons to Tharaldson Ethanol.	<u>WWTP Phase IIB Expansion</u> The utility is currently 18 months into a 5 year scheduled expansion. In August of 2018 bids were opened to construct the first phase of this expansion. The contract included the following; UV Disinfection, Centrifuge (solids thickening), pipe replacement to set up the next phase of construction. On April 11, 2020 the utility opened bids on a significant contract to construct the new processes set forth in the facility plan from early 2018. This phase will construct the IFAS (Integrated Fixed Film Activated Sludge), two additional Final Clarifiers, new headworks building, and additional sludge dewatering facilities. Essentially this contract will construct a new treatment train within the footprint of the existing plant. The new process will have a capacity of 14 MGD this is in addition to the existing 15 MGD capacity of the existing plant. The contract bid price was $123,950,000. <u>Future Considerations</u> The WWTP Expansion will address the most critical vulnerabilities to adequately and safely treat wastewater well in to the future. Nutrient reduction recommendations for both the existing WWTP and proposed future plant expansion were addressed in the updated facility plan. The facility plan also 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 WWTP historically has operated 24/7 with a 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 18 hours per day. The goal is to reduce staffing even further in the near future. In 2020 the Utility will approach the Budget Team and the Position Evaluation Committee to request 1 FTE position for the primary purpose of specializing in the operation of the new IFAS system of wastewater treatment.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Treated Wastewater	6.075 billion gallons	4.8 billon gallons	4.9 billion gallons
Reclaimed Wastewater	398.6 million gallons	410 million gallons	410 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, West Fargo	Fargo, N. Highland, Reiles Acres, Oxbow, Roundhill, Harwood, Lake Shur, SE Cass, Frontier, N. River, Prairie Rose, Briarwood, West Fargo, **Horace**	Fargo, N. Highland, Reiles Acres, Oxbow, Roundhill, Harwood, Lake Shur, SE Cass, Frontier, N. River, Prairie Rose, Briarwood, West Fargo, Horace

Wastewater Treatment

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 1,551,000	$ 1,651,153	$ 1,651,153	$ 1,757,769
Benefits	453,888	537,448	537,448	597,988
Other Services	9,883,158	947,450	947,450	956,450
Repairs and Maintenance	1,591,738	1,174,500	1,174,500	1,174,500
Rentals	424	95,000	95,000	55,000
Insurance	75,547	66,325	66,325	66,325
Communications	14,617	18,000	18,000	18,000
Advertising and Printing	541	3,750	3,750	3,750
Travel & Education	12,599	14,100	14,100	7,550
Energy	1,153,080	945,568	945,568	1,165,568
General Supplies	48,600	71,200	71,200	71,200
Major Supplies	650,273	562,500	562,500	612,500
Miscellaneous	24,268	13,701	13,701	13,701
Capital Outlay	(1,038,418)	233,700	233,700	245,000
Debt Service	300,601	3,014,584	3,014,584	2,003,604
Transfers	6,426,443	8,398,000	8,398,000	7,251,730
TOTAL	$ 21,148,359	$ 17,746,979	$ 17,746,979	$ 16,000,635

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	20	20.5	20	21
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	20	20.5	20	21

Description of Service Provided	Current or Emerging Issues
The Southeast Cass Sewer District provides wastewater collection and treatment services to the following communities: • Briarwood • Frontier • North River • Prairie Rose • Numerous Rural Sub-divisions 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. Those surcharges generate $47,100 annually.	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. In 2019, the utility started tracking staff hours associated with operating within the District. This metric will continue in the future and will help gauge the true cost of operation the District. 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	2019 Actual	2020 Expected	2021 Projected
Units Served	314	314	305^
Fargo Prevailing Rate $16.50 (same as Fargo residents)	$62,172	$62,172	$60,307
Surcharge $9.35/month (SE Cass O/M)	$35,231	$35,231	$34,174
Capital Repair Fee $3.15/month (Large Capital Repairs)	$11,869	$11,869	$11,513

^assume 3% reduction of users

Southeast Cass Sewer

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 17,371	$ 8,240	$ 8,240	$ 5,985
Benefits	3,657	1,465	1,465	999
Other Services	-	-	-	-
Repairs and Maintenance	6,109	1,500	1,500	1,500
Rentals	-	-	-	-
Insurance	-	-	-	-
Communications	-	-	-	-
Advertising and Printing	-	-	-	-
Travel & Education	-	-	-	-
Energy	29,953	12,863	12,863	12,863
General Supplies	22,625	21,337	21,337	21,337
Major Supplies	-	-	-	-
Miscellaneous	-	13,000	13,000	13,000
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	6,221	-	-	-
TOTAL	$ 85,936	$ 58,405	$ 58,405	$ 55,684

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 proactively 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. Corrective actions for a comprehensive (August 2020) audit. Floodplain Mitigation: • Manage 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 Citywide 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 and flood proofing requirements will need to be evaluated, especially for the 41' inundation area. Review and evaluation constantly required. 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 2022/2023. The 37' flood projects list was created, adding 5 new protection areas to be designed and constructed as buyout are completed. 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. Survey monument installations (2021 thru 2023) will be necessary for the elevation monitoring of the complete levee system. Flood wall painting/staining will also need to be included in the long term maintenance schedule for flood protection infrastructure. With the success of the voluntary buyout program this list is ever 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. 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 contributing to the Drain 27 and Drain 53 drainage areas, 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.

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.	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. Annual storm report completed each year and delivered to the State offices for review and filing. Initial storm fee utility questions about implementation 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. Update fee schedule parameters for impervious area every three year cycle of the Ariel photography.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Stormwater Violations	265	250	250
Stormwater Permits	305	350	350
Setback/Floodplain Violations/Waivers	0	2	2
Floodplain Development Permits	11	15	15
LOMA	32	25	20
LOMR-F	34	30	35
Resident Calls (Drainage, Floodplain, Flood Insurance, etc.)	61	75	70
Total # Buildings in "Current" System	1,172	1,281	1,331
Building Elevation in Post Shot Status	373	421	440
ECs Issued	196	163	170
Number of Storm Lift Stations	82	82	82

Storm Sewer

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 483,623	$ 521,132	$ 521,132	$ 539,364
Benefits	109,492	130,008	130,008	137,342
Other Services	159,283	130,832	130,832	133,832
Repairs and Maintenance	292,925	67,500	67,500	87,500
Rentals	-	-	-	-
Insurance	19,118	19,695	19,695	19,695
Communications	3,444	3,250	3,250	3,250
Advertising and Printing	1,105	4,400	4,400	4,400
Travel & Education	5,542	16,625	16,625	9,975
Energy	185,493	157,752	157,752	157,452
General Supplies	7,253	6,941	6,941	6,941
Major Supplies	-	-	-	-
Miscellaneous	7,415	5,761	5,761	5,761
Capital Outlay	5,020,511	113,005	113,005	73,300
Debt Service	167,290	-	-	-
Transfers	1,432,185	1,854,000	1,854,000	1,205,000
TOTAL	$ 7,894,679	$ 3,030,901	$ 3,030,901	$ 2,383,812

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	5	5.5	5	5
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	5	5.5	5	5

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	2019 Actual	2020 Expected	2021 Projected
Application of Pesticide Cost	$116,456	$121,383	$123,351
Total Vector Control Expenditures	$301,452	$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	8	8
ULV Aerial Applications Per Year	4	4	5

Vector Control

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ -	$ -	$ -	$ -
Benefits	-	-	-	-
Other Services	333,474	406,210	406,210	406,210
Repairs and Maintenance	-	-	-	-
Rentals	-	-	-	-
Insurance	2,535	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	144,725	144,725	144,725
Miscellaneous	31,378	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	147,600	150,000	150,000	150,800
TOTAL	$ 600,682	$ 711,171	$ 711,171	$ 711,971

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.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Salaries	$520,098	$541,643	$547,184
Street Light & Traffic Control Devices Maintenance	$474,721	$1,000,750	$1,100,000
Electricity	$1,115,918	$1,320,800	$1,320,800

Street Lighting

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 520,098	$ 541,643	$ 541,643	$ 549,587
Benefits	121,711	125,215	125,215	154,487
Other Services	105,577	26,917	26,917	43,917
Repairs and Maintenance	194,349	270,750	270,750	270,750
Rentals	-	-	-	-
Insurance	7,828	-	-	-
Communications	1,603	2,000	2,000	2,000
Advertising and Printing	11	50	50	50
Travel & Education	1,409	2,525	2,525	1,400
Energy	1,171,069	1,327,300	1,327,300	1,327,300
General Supplies	280,372	300,000	300,000	300,000
Major Supplies	-	-	-	-
Miscellaneous	(3,406)	800	800	800
Capital Outlay	1,877,658	430,000	430,000	480,000
Debt Service	-	-	-	-
Transfers	479,655	536,000	536,000	573,000
TOTAL	$ 4,757,934	$ 3,563,200	$ 3,563,200	$ 3,703,291

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	7	7	7	7
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	7	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 offered to all single-family residents, Phase II optional service to commercial account including businesses and multi-family dwellings. Reclamation and reuse of the former landfill involves removal of the existing waste and placement in a newly constructed cell at the site. The intent is 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 potential 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. Roll Off activity decreased due to completion of major project (Sanford Hospital) and increased licensed competition. January 1, 2020 landfill tipping fee increase of $3.00/ton or 7%. This was a routine three-year increase and was a result of a regional market study. Funds will be used for necessary landfill capital improvement. The increased landfill tipping fee also increased revenue components of commercial collection services. Commercial services have been flat in 2020 due to Covid19 issues, closed businesses/schools. Implemented a comingled recycling collection program for single-family residences in 2017 and for commercial in 2018. The program is funded by a monthly fee to all users. Effective January 1, 2020, all users had monthly service fees increased by $1.00. This increase was due to the increased price of processing recycled materials.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Residential Accounts	25,567	25,635	25,891
Single Stream Recycling	100% Complete	22,020 accounts	22,240 accounts
Commercial Accounts	1,077	1,000	1,000
Roll Off Activity (Pulls)	4,023	3,500	3,500
Landfill Tonnage	224,861	225,000	225,000
Old Landfill Reclamation	20% Complete	25% Complete	30% Complete
Renewable Energy Expansion (LFG-CNG)	85%	95% Complete	

Solid Waste

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 3,176,079	$ 3,289,513	$ 3,289,513	$ 3,347,481
Benefits	1,143,728	1,167,599	1,167,599	1,289,879
Other Services	1,818,602	1,356,923	1,356,923	1,390,923
Repairs and Maintenance	464,858	759,735	759,735	660,005
Rentals	36,106	892,100	892,100	1,068,908
Insurance	133,377	125,895	125,895	125,895
Communications	11,376	11,270	11,270	11,270
Advertising and Printing	9,487	19,450	19,450	19,450
Travel & Education	5,730	37,770	37,770	24,635
Energy	685,723	924,976	924,976	839,976
General Supplies	454,520	539,600	539,600	554,600
Major Supplies	-	-	-	-
Miscellaneous	166,183	44,876	44,876	44,876
Capital Outlay	2,517,927	2,621,000	3,921,000	2,621,000
Debt Service	604,093	2,078,905	2,078,905	1,612,427
Transfers	2,999,987	3,229,000	3,229,000	3,060,150
TOTAL	$ 14,227,776	$ 17,098,612	$ 18,398,612	$ 16,671,475

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	50	49	49	49
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	50	49	49	49

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 14,484 ash street trees that make up 24.8% of the entire population. • In 2019, Dutch Elm Disease caused the removal of nearly 200 city property elm trees. It is anticipated that 2020 and 2021 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 2019, the Residential Brush Chipping Program cost $252,000. The higher than normal cost was due to three significant weather events.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Trees Pruned	8,878	9,000	12,000
Trees Planted	1,394	0	2,700
Trees Removed	801	1,200	1,500
Service Volunteers	800	850	900

Forestry

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 817,488	$ 899,578	$ 899,578	$ 914,005
Benefits	262,909	313,427	313,427	332,444
Other Services	559,410	495,864	495,864	534,864
Repairs and Maintenance	50,955	51,000	51,000	55,000
Rentals	16,134	16,600	16,600	21,000
Insurance	14,690	11,940	11,940	11,940
Communications	2,447	2,500	2,500	2,500
Advertising and Printing	94	650	650	650
Travel & Education	16,130	18,000	18,000	12,450
Energy	38,989	46,038	46,038	46,038
General Supplies	73,515	59,600	59,600	59,600
Major Supplies	-	-	-	-
Miscellaneous	9,980	8,016	8,016	8,016
Capital Outlay	223,498	162,000	277,950	150,000
Debt Service	-	-	-	3,066
Transfers	400,000	439,000	439,000	439,000
TOTAL	$ 2,486,239	$ 2,524,213	$ 2,640,163	$ 2,590,573

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	11	12	12	12
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	11	12	12	12

Transit

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 to five 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.	• The COVID-19 pandemic significantly impacted Transit – the fear of the virus and a variety of public advisories to stay away from public transportation, contributed to the vast decline in ridership. In addition, the Transit system revenues from fares and pass sales were impacted by the reduction in riders, but we also adopted a 'fare-free' system late March. • The changes in funding when the Fargo-Moorhead metro area reaches the 200,000 population (projected with 2020 census). The funding is currently formula for operating, when the population reaches 200,000 (effective Oct 1, 2021), funding for operating changes and the City needs to position itself as a form of a Transit Authority to preempt funding change 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. • There will be a new 5-year Transit Development Plan at the end of 2020. We anticipate the identification of gaps in service and various needs requiring attention and funding. One main need is Sunday service. • Pursuing options for micro-mobility opportunities is critical. The current TapRide services at NDSU and the Fargo Industrial Park are excellent examples of innovative micro-mobility services. • 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 13 years. • Capital investments are 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 was in. We anticipate the renovation will be complete by late Fall 2020 and assist in offloading some of the pressure on the MTG as far as staff offices. • Current transportation 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	2019 Actual	2020 Expected	2021 Projected
Fixed Route Ridership	1,343,534	950,000	1,000,000
Paratransit Ridership	53,350	48,000	50,000
Peak number of buses in service in Fargo-West Fargo	39	39	40

Transit (consolidated)

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 1,751,543
Benefits				608,338
Other Services				4,665,226
Repairs and Maintenance				966,200
Rentals				-
Insurance				216,265
Communications				49,920
Advertising and Printing				18,800
Travel & Education				22,775
Energy				994,290
General Supplies				81,250
Major Supplies				-
Miscellaneous				27,965
Capital Outlay				2,920,000
Debt Service				-
Transfers				584,000
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 12,906,572

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees				29
Part Time Benefited				1
Contracted Employees				-
TOTAL	-	-	-	30

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Service Fixed Route

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 317,050
Benefits				87,656
Other Services				3,570,231
Repairs and Maintenance				10,700
Rentals				-
Insurance				183,865
Communications				19,000
Advertising and Printing				9,300
Travel & Education				13,200
Energy				2,000
General Supplies				2,600
Major Supplies				-
Miscellaneous				1,500
Capital Outlay				-
Debt Service				-
Transfers				584,000
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 4,801,102

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees				4
Part Time Benefited				-
Contracted Employees				-
TOTAL	-	-	-	4

Reclassification of Transit to an Enterprise Fund in 2021.

Paratransit

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 132,776
Benefits				41,894
Other Services				836,165
Repairs and Maintenance				-
Rentals				-
Insurance				20,100
Communications				10,280
Advertising and Printing				-
Travel & Education				1,250
Energy				110,000
General Supplies				10,750
Major Supplies				-
Miscellaneous				900
Capital Outlay				-
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 1,164,115

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees				3
Part Time Benefited				-
Contracted Employees				-
TOTAL	-	-	-	3

Reclassification of Transit to an Enterprise Fund in 2021.

Ground Transportation Terminal

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 168,002
Benefits				78,799
Other Services				180,530
Repairs and Maintenance				23,500
Rentals				-
Insurance				3,180
Communications				4,680
Advertising and Printing				-
Travel & Education				-
Energy				27,808
General Supplies				20,000
Major Supplies				-
Miscellaneous				2,315
Capital Outlay				-
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 508,814

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees				4
Part Time Benefited				-
Contracted Employees				-
TOTAL	-	-	-	4

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Planning

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 43,961
Benefits				13,966
Other Services				12,100
Repairs and Maintenance				-
Rentals				-
Insurance				-
Communications				-
Advertising and Printing				-
Travel & Education				-
Energy				-
General Supplies				-
Major Supplies				-
Miscellaneous				-
Capital Outlay				-
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 70,027

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Maintenance Organization

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 82,778
Benefits				27,104
Other Services				-
Repairs and Maintenance				-
Rentals				-
Insurance				-
Communications				960
Advertising and Printing				6,000
Travel & Education				1,975
Energy				-
General Supplies				600
Major Supplies				-
Miscellaneous				-
Capital Outlay				-
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 119,417

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees				1
Part Time Benefited				-
Contracted Employees				-
TOTAL	-	-	-	1

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Maintenance Facility

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 1,006,976
Benefits				358,919
Other Services				66,200
Repairs and Maintenance				932,000
Rentals				-
Insurance				9,120
Communications				15,000
Advertising and Printing				3,500
Travel & Education				6,350
Energy				854,482
General Supplies				47,300
Major Supplies				-
Miscellaneous				23,250
Capital Outlay				-
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 3,323,097

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees				17
Part Time Benefited				1
Contracted Employees				-
TOTAL	-	-	-	18

Reclassification of Transit to an Enterprise Fund in 2021.

Transit Capital

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ -
Benefits				-
Other Services				-
Repairs and Maintenance				-
Rentals				-
Insurance				-
Communications				-
Advertising and Printing				-
Travel & Education				-
Energy				-
General Supplies				-
Major Supplies				-
Miscellaneous				-
Capital Outlay				2,920,000
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 2,920,000

Reclassification of Transit to an Enterprise Fund in 2021.

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. During 2020 private fundraising potential will be evaluated to determine financial feasibility. • During this interim period limited event will be programmed and this function will be supervised by FARGODOME staff.

Civic Center

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries				$ 126,134
Benefits				29,404
Other Services				20,000
Repairs and Maintenance				10,000
Rentals				2,500
Insurance				1,000
Communications				540
Advertising and Printing				-
Travel & Education				-
Energy				115,000
General Supplies				5,500
Major Supplies				21,000
Miscellaneous				2,000
Capital Outlay				125,000
Debt Service				-
Transfers				-
Unallocated				-
TOTAL	$ -	$ -	$ -	$ 458,078

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees				1
Part Time Benefited				-
Contracted Employees				-
TOTAL	-	-	-	1

Reclassification of Civic to an Enterprise Fund in 2021.

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 and Supplemental Airport Grants have been received to complete the expansion of a cargo apron to accommodate new United Parcel Service cargo operations and to construct a snow removal equipment building. The Passenger Facility Charge (PFC) cap needs to increase to a level above $4.50 per passenger. Congress is working on a possible solution. • A CARES grant was received as a result of COVID19. • COVID19 has resulted in a significant decrease in passenger boarding for CY2020 and will impact CY2021. Airport revenues from parking, car rentals, landing fees and fuel flowage fees will be significantly less that prior years. Passenger Facility Charge revenue will also be negatively impacted.

Operational Measures

Description	2019 Actual	2020 Expected	2021 Projected
Enplaned Passengers	471,333	180,000	200,000
Aircraft operations	82,501	72,000	72,000

Fargo Airport Authority

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 2,186,617	$ 2,336,144	$ 2,336,144	$ 2,339,810
Benefits	623,868	722,126	722,126	758,697
Other Services	2,210,443	3,264,800	3,264,800	2,900,800
Repairs and Maintenance	824,332	483,000	483,000	545,000
Rentals	611	1,000	1,000	1,500
Insurance	107,455	122,600	122,600	127,600
Communications	1,824	11,000	11,000	11,000
Advertising and Printing	291,923	288,600	288,600	285,600
Travel & Education	46,626	83,500	83,500	82,500
Energy	455,088	524,150	524,150	544,150
General Supplies	298,457	269,800	269,800	288,900
Major Supplies	-	-	-	-
Miscellaneous	26,913	36,500	36,500	40,500
Capital Outlay	3,398,338	23,327,000	23,327,000	10,631,000
Debt Service	129,585	100,000	100,000	100,000
Transfers	2,745,306	3,090,000	3,090,000	1,790,000
TOTAL	$ 13,347,386	$ 34,660,220	$ 34,660,220	$ 20,447,057

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	28	28	28	28
Part Time Benefited	-	-	-	-
Contracted Employees	-	-	-	-
TOTAL	28	28	28	28

FARGODOME

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, 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 the FARGODOME relies on 700+ part-time employees, they are challenged to attract and retain part-time staff in Fargo's low unemployment environment. COVID-19 and the related cancellations and/or postponements of several concerts and other scheduled events will negatively impact 2020's net operating position. Staff actively monitor the ongoing development of industry standards, along with national and regional health and community guidelines to ensure a successful return to event activity. 2021 is conservatively budgeted due to the uncertainty of the duration and lasting ramifications of the pandemic.

Operational Measures

Description	2019 Actual	2020 Budget*	2021 Projected
Net Operating Income	$455,475	280,404	$146,292
Event Attendance	535,224	471,750	462,950
Event Days	109	95	89
Gross Ticket Revenues	$8,945,177	$5,486,625	$6,253,040
Gross Concessions Rev	$2,475,268	$2,149,441	$2,252,071

*** Due to the uncertainty of fall 2020 events as a result of COVID-19, YE20 "expected" is not available. Depending upon the extent of fall cancellations - in addition to numerous concerts postponed until 2021 - the estimated range of YE20 Net Operating Loss is $500,000 to $2 million. The FARGODOME operating shortfall will be covered by FARGODOME operating cash on hand and FARGODOME escrow account.**

FARGODOME

Expenditures	2019 Actual (Unaudited)	2020 Approved Budget	2020 Revised Budget	2021 Proposed Budget
Salaries	$ 2,897,478	$ 2,308,507	$ 2,308,507	$ 2,424,434
Benefits	-	-	-	-
Other Services	266,098	344,222	344,222	342,815
Repairs and Maintenance	513,392	311,550	311,550	309,040
Rentals	14,689	20,480	20,480	17,158
Insurance	244,235	248,500	248,500	290,381
Communications	29,892	34,000	34,000	30,400
Advertising and Printing	918	49,890	49,890	35,088
Travel & Education	57,191	64,175	64,175	67,342
Energy	870,697	824,550	824,550	823,783
General Supplies	108,998	72,300	72,300	86,300
Major Supplies	-	-	-	-
Miscellaneous	845,068	78,222	78,222	85,690
Capital Outlay	4,243,714	788,500	788,500	553,500
Debt Service	301,817	926,630	926,630	927,290
Transfers	2,815,000	1,549,000	1,549,000	975,490
TOTAL	$ 13,209,187	$ 7,620,526	$ 7,620,526	$ 6,968,711

Authorized Positions	2019 Actual	2020 Approved	2020 Revised	2021 Proposed
Full Time Employees	22	24	24	24
Part Time Benefited	1	1	1	1
Contracted Employees	-	-	-	-
TOTAL	23	25	25	25

FARGODOME

2021 APPROVED BUDGET

Operating Revenues	**$**	**4,602,072**
Operating Expenditures		
Labor		2,424,434
Operations		1,395,919
Management Fee		148,645
General and Administrative		457,742
Miscellaneous		29,040
Total Expenditures		**4,455,780**
Net Income	**$**	**146,292**

FARGODOME

2021 CAPITAL BUDGET

Description	Project #	Amount
Architectural services for Football Turf	FD2101	100,000
Chiller overhaul/Eddy current testing	FD2102	40,000
Heating/Cooling system glycol pumps/motor & backup supply	FD2103	28,000
Sound system	FD2104	37,000
Computers/network	FD2105	15,000
Snow blade	FD2106	16,000
Equipment for food service	FD2107	40,000
Rolling stage supports	FD2108	75,000
4K Spotlights	FD2109	150,000
Expo table & pipe/drape replacement	FD2110	17,500
Unallocated capital	FD2111	35,000
		$ 553,500

Fund Description	Fiscal Trends and Comments
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 (City Managed) Police (City Managed) 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 Department. In addition to defined benefit pension plans, voluntary employee elective contributions to Section 457 deferred compensation plans are available. These plans allow employees to save for retirement on a pre-tax basis.	• 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 (ADAC). Funding of our ADAC requirements continues allowing us to improve our overall 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 over a twenty-year period. • The funded status of each plan as of as of the most recent actuarial study (1/1/2020) is: City Employee 88% Police 82% Fire Relief Assn. 71%

CITY OF FARGO, NORTH DAKOTA
PENSION TRUST FUNDS REVENUE ANALYSIS

Plans Administered	2020 Approved Budget	2021 Proposed Budget
City Employees Pension: (Closed Membership)		
Investment Income	$ 4,005,000	$ 4,120,000
City - Employer Normal Contribution	720,000	691,000
Park - Employer Normal Contribution	90,000	85,000
City Supplemental ADC Contribution	1,390,855	1,364,399
Park Supplemental ADC Contribution	160,000	160,000
City Employee Contribution	416,000	394,000
Park Employee Contribution	90,000	85,000
Total City Employee Pension	**6,871,855**	**6,899,399**
Police Pension: (Open Membership)		
Investment Income	4,422,500	4,422,500
Employer Normal Contribution	2,134,000	2,200,000
Employer Supplemental ADC Contribution	1,248,309	1,148,309
Employee Contribution	1,501,000	1,547,000
Total Police Pension	**9,305,809**	**9,317,809**
Total City Administrated Plans	**$ 16,177,664**	**$ 16,217,208**

CITY OF FARGO, NORTH DAKOTA
PENSION TRUST FUNDS EXPENDITURE ANALYSIS

Plans Administered	2020 Approved Budget	2021 Proposed Budget
City Employees Pension:		
Plan Administration	$ 234,000	$ 242,500
Plan Benefits	3,665,000	3,671,000
Total City Employee Pension	**3,899,000**	**3,913,500**
Police Pension:		
Plan Administration	285,500	285,500
Plan Benefits	4,225,000	4,225,000
Total Police Pension	**4,510,500**	**4,510,500**
Total Pension Funds	**$ 8,409,500**	**$ 8,424,000**

CITY OF FARGO, NORTH DAKOTA
2020 MID-YEAR BUDGET ADJUSTMENTS ALL FUND TYPES

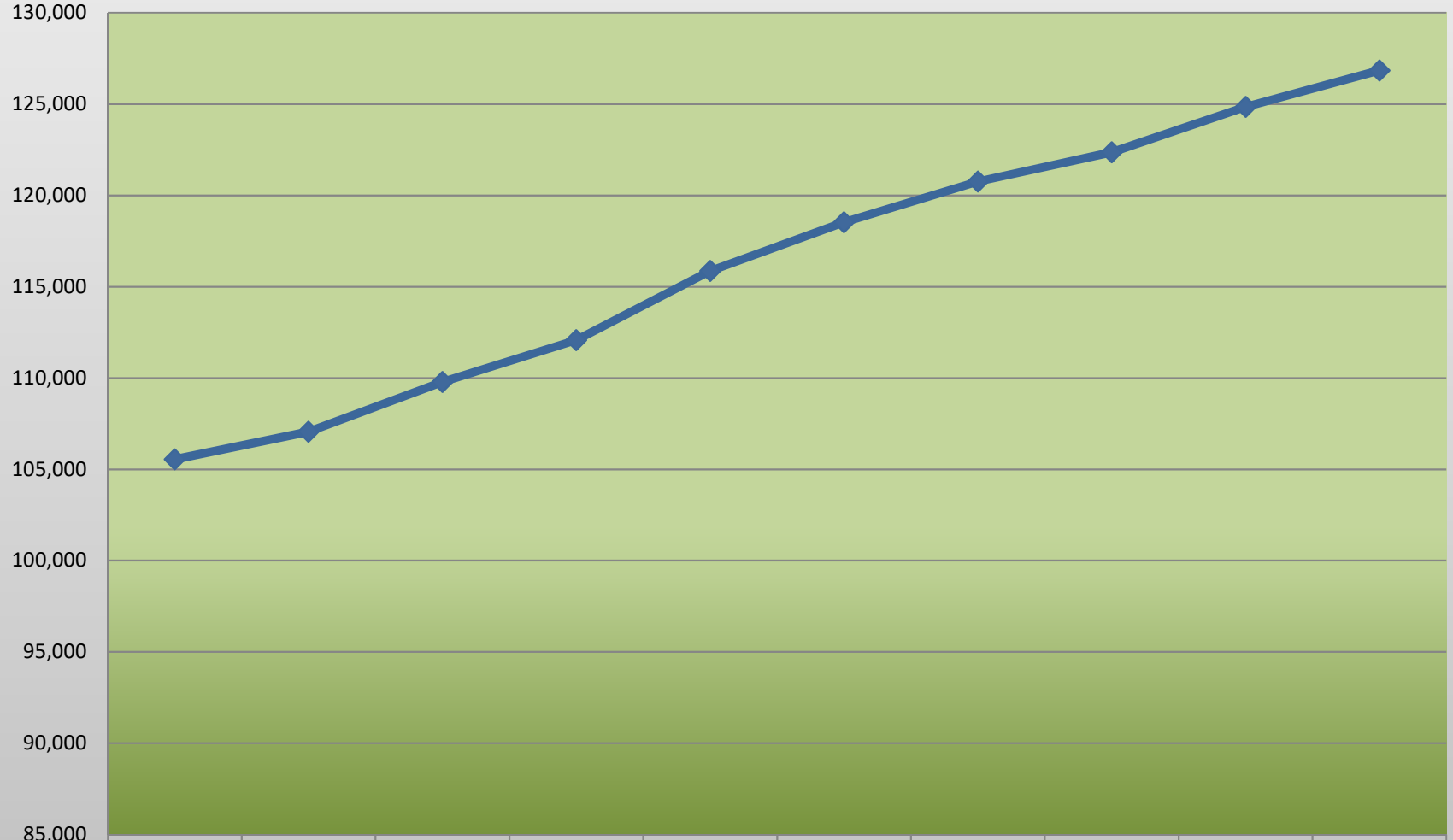
Adjustment Detail	Explanation	Type	Amounts	Reason For Adjustments
Recommended Revenue Adjustments:				
General Fund:				
Taxes	Increase in delinquents	TX	354,000	COVID-19
Franchise Fees	Declining revenues	TX	(76,000)	COVID-19
Charges for Service	Declining revenues	CS	(1,319,000)	COVID-19
Fines & Forfeits	Declining revenues	FN	(692,000)	COVID-19
Federal Intergovernmental	Grants for Health and Transit	IG	4,687,000	COVID-19
State Intergovernmental	State aid and highway funding	IG	(3,149,000)	COVID-19
State Intergovernmental	CARES Aid	IG	6,700,000	COVID-19
Local Intergovernmental	Declining revenues	IG	(124,000)	COVID-19
Licenses & Permits	Strong building permits	LP	278,000	COVID-19
Investment Income	Falling interest rates	INV	(500,000)	COVID-19
Miscellaneous	Declining revenues	MS	(122,000)	COVID-19
Transfers	Declining revenues	TR	(478,000)	COVID-19
Total General Fund Revenues			**$ 5,559,000**	
Special Revenue Funds:				
Baseball Stadium	Declining suite revenue	CS	(100,000)	COVID-19
Convention Bureau	Declining lodging tax 2%	TX	(553,000)	COVID-19
Convention Bureau	Declining lodging tax 1%	TX	(276,000)	COVID-19
Total Special Revenue Funds			**$ (929,000)**	

CITY OF FARGO, NORTH DAKOTA
2020 MID-YEAR BUDGET ADJUSTMENTS ALL FUND TYPES

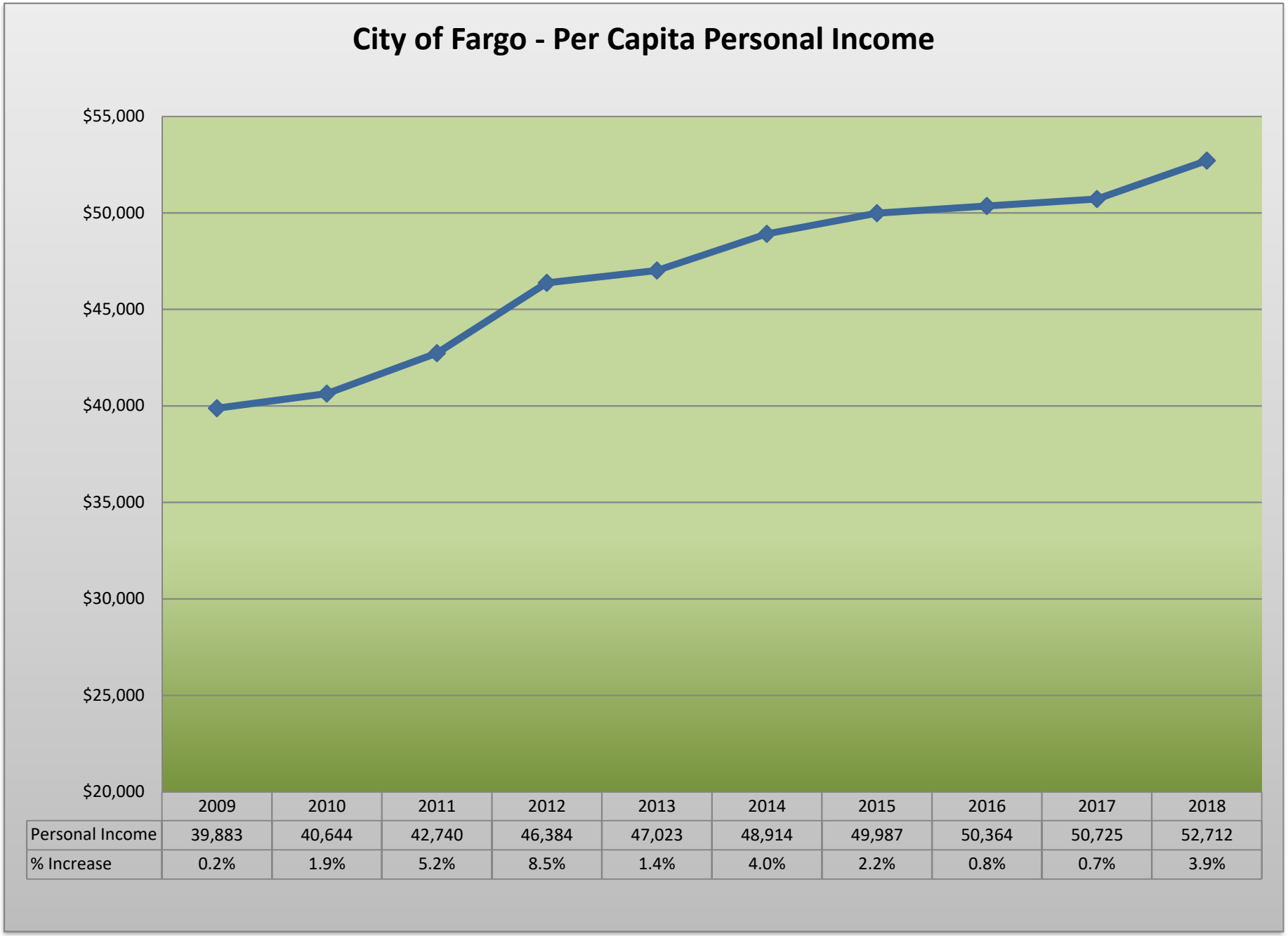
Adjustment Detail	Explanation		Amounts	Reason For Adjustments
Recommended Expenditure Adjustments:				
General Fund:				
Transfer	Public Safety		450,000	Protest costs
Total General Fund Expenditures		**$**	**450,000**	
Special Revenue Funds:				
Baseball Stadium	Operating cost reduction		(65,000)	COVID-19
Convention & Vistors Bureau Operating	Reduction in tourism		(829,000)	COVID-19
Total Special Revenue Funds		**$**	**(894,000)**	

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

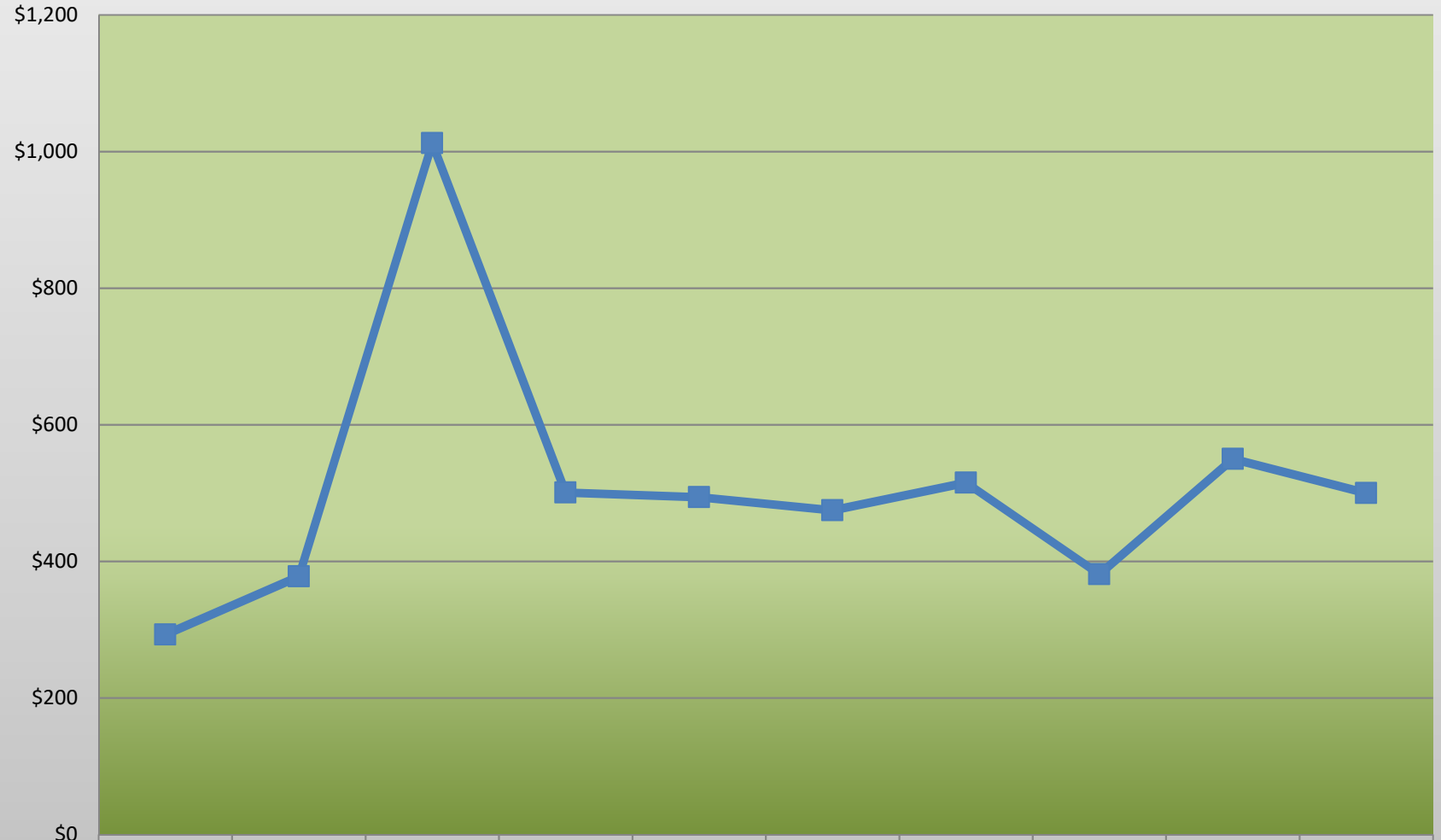


	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Population	105,549	107,054	109,779	112,075	115,863	118,523	120,762	122,359	124,844	126,842
% Increase	2.1%	1.4%	2.5%	2.1%	3.4%	2.3%	1.9%	1.3%	2.0%	1.6%



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Personal Income	39,883	40,644	42,740	46,384	47,023	48,914	49,987	50,364	50,725	52,712
% Increase	0.2%	1.9%	5.2%	8.5%	1.4%	4.0%	2.2%	0.8%	0.7%	3.9%

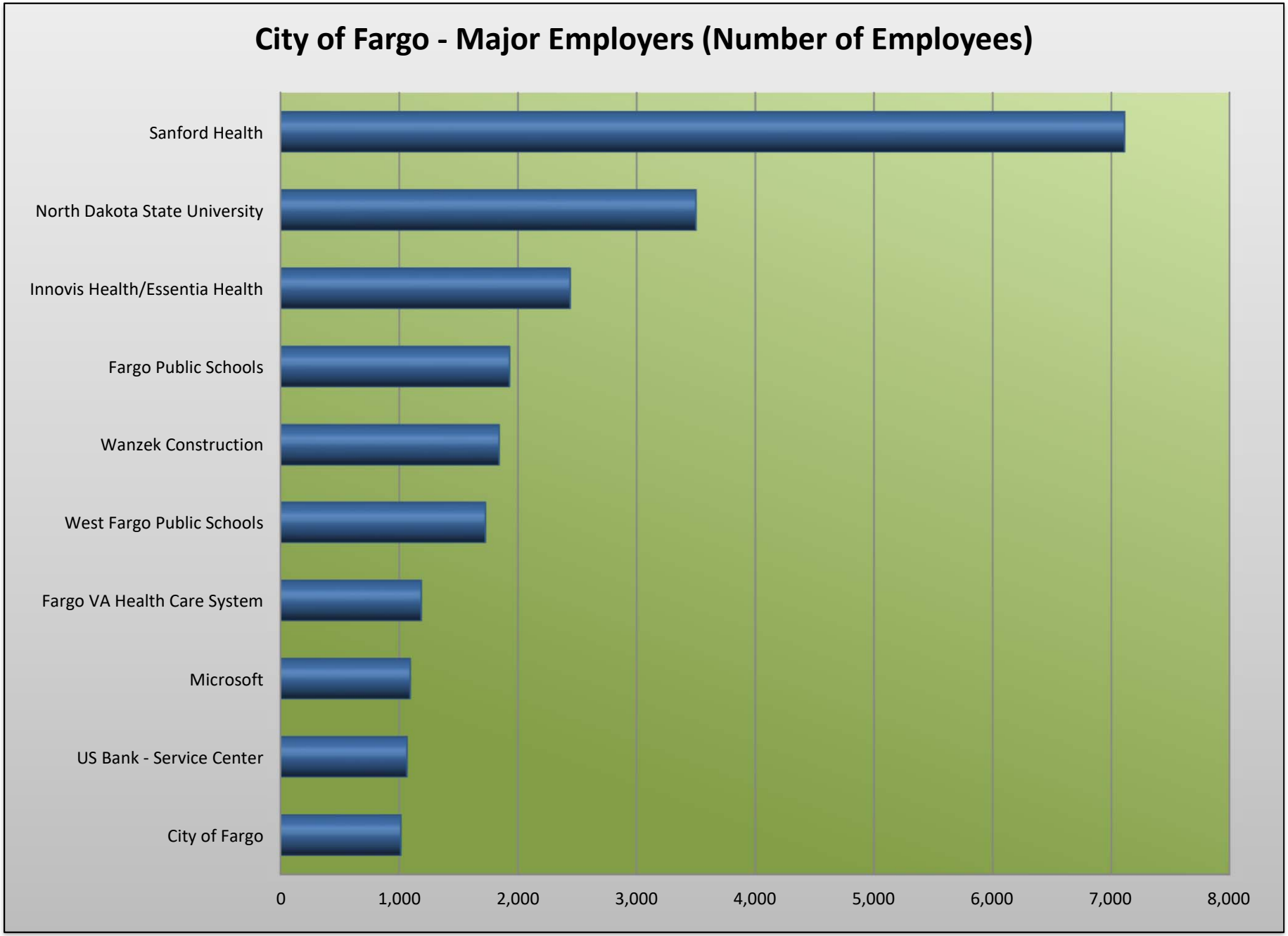
City of Fargo - Building Permit Value (Millions)

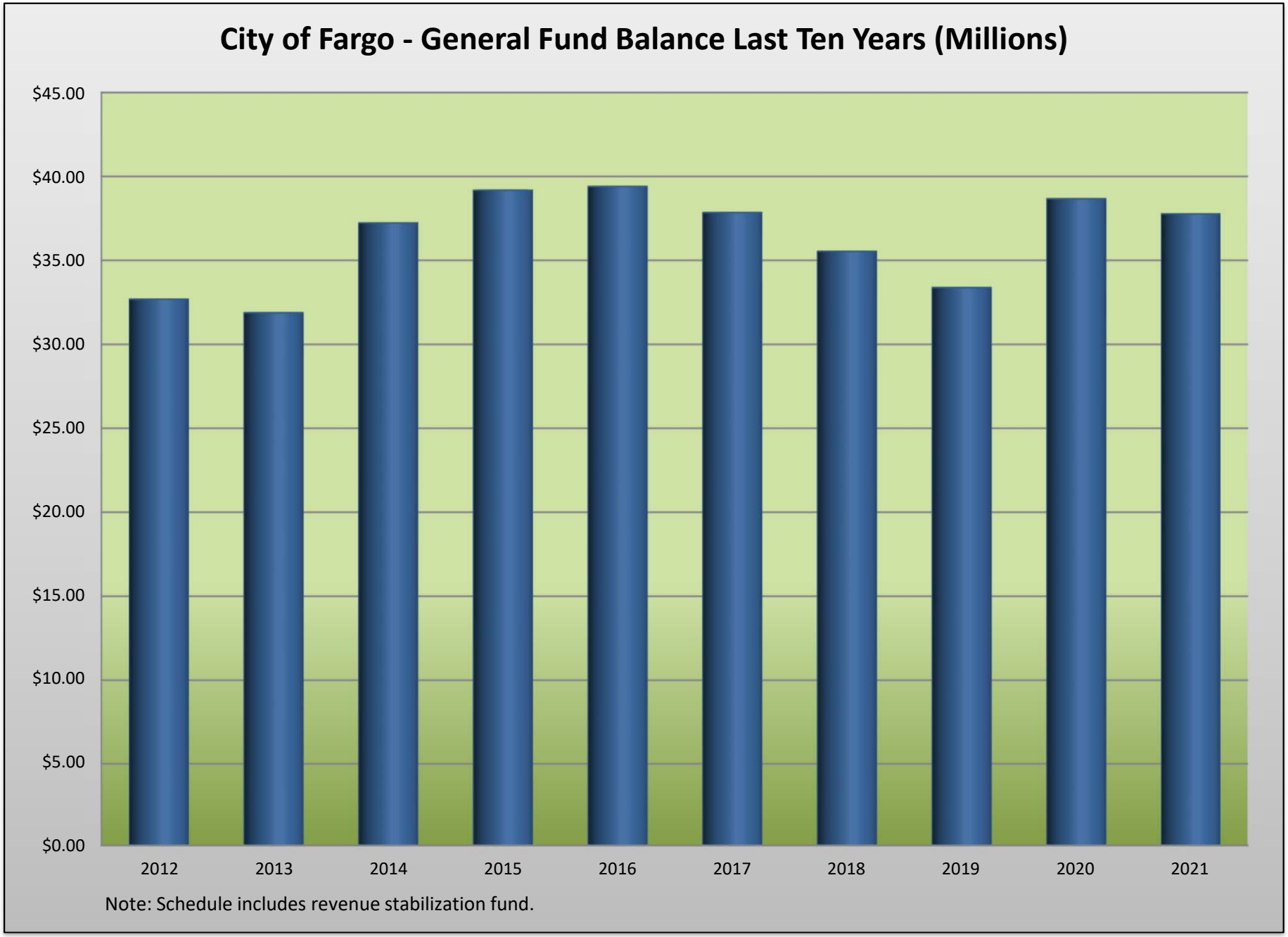


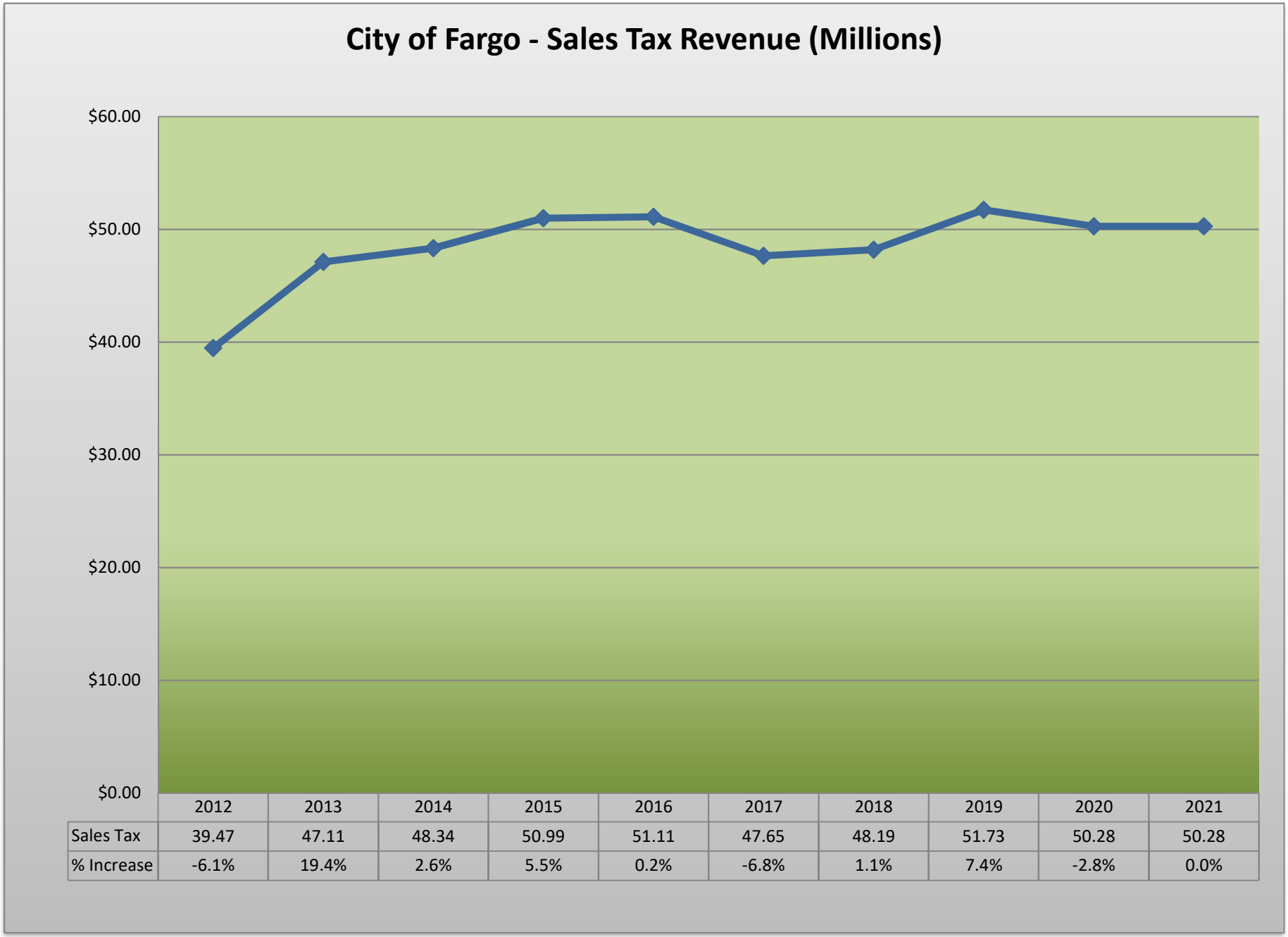
	2012	2013	2014	2015	2016	2017	2018	2019	2020 (Projected)	2021
Bldg Permits	$293	$378	$1,012	$501	$494	$475	$515	$381	$550	$500
% Increase	25.1%	29.1%	167.9%	-50.5%	-1.4%	-3.8%	8.5%	-26.0%	44.3%	-9.1%

City of Fargo - Property Market Value (Billions)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020 (Projected)
Market Value	7.04	7.32	7.60	8.16	9.20	10.30	11.12	11.71	12.51	13.23
% Increase	2.9%	4.1%	3.8%	7.3%	12.7%	12.0%	8.0%	5.4%	6.7%	5.8%

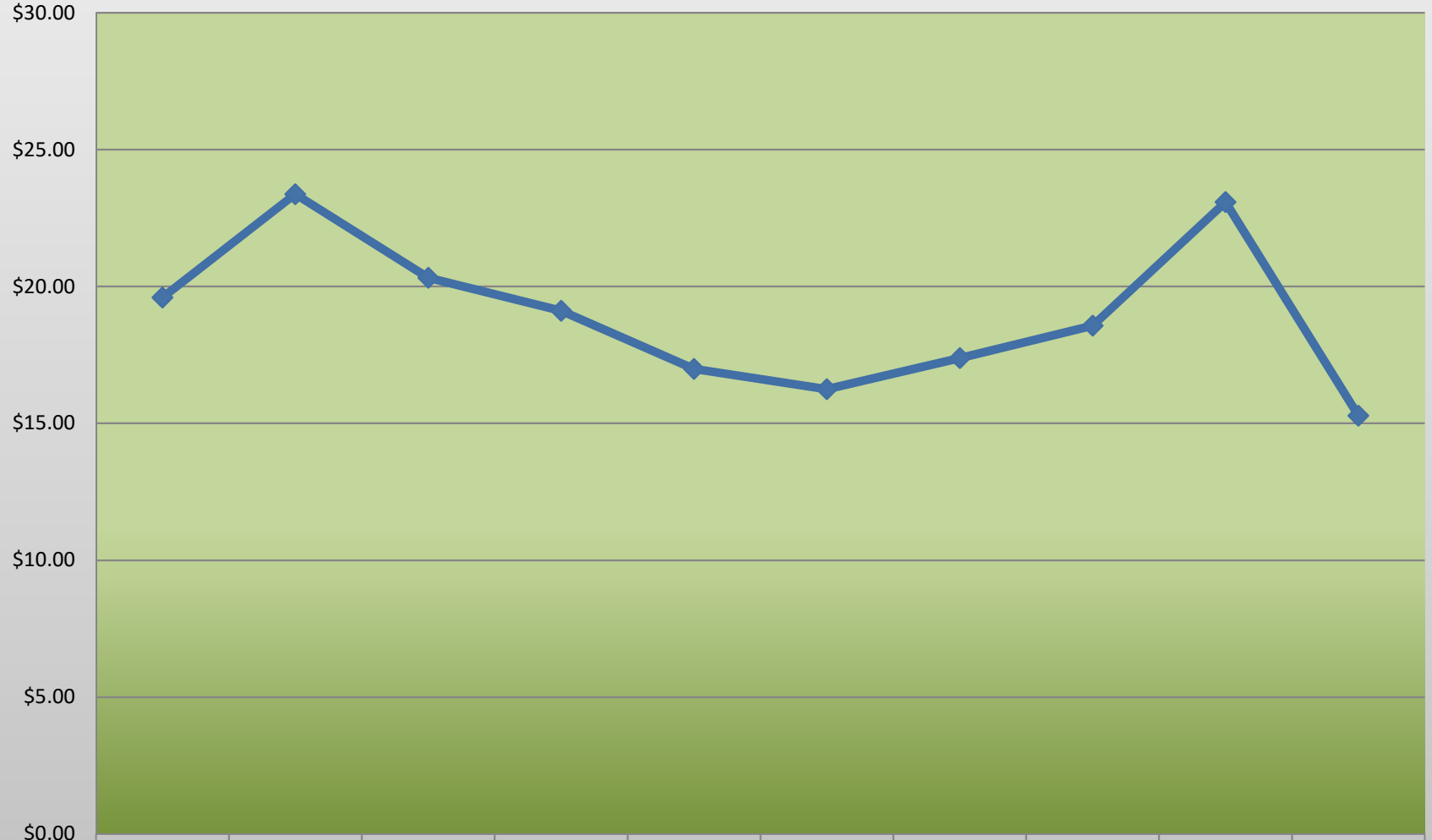

City of Fargo - Major Employers (Number of Employees)
Sanford Health
North Dakota State University
Innovis Health/Essentia Health
Fargo Public Schools
Wanzek Construction
West Fargo Public Schools
Fargo VA Health Care System
Microsoft
US Bank - Service Center
City of Fargo
0
1,000
2,000
3,000
4,000
5,000
6,000
7,000
8,000


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
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
Note: Schedule includes revenue stabilization fund.



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Sales Tax	39.47	47.11	48.34	50.99	51.11	47.65	48.19	51.73	50.28	50.28
% Increase	-6.1%	19.4%	2.6%	5.5%	0.2%	-6.8%	1.1%	7.4%	-2.8%	0.0%

General Fund - State Intergovernmental Revenue (Millions)



	2012	2013	2014	2015	2016	2017	2018	2019	2020 (Revised)	2021
State Revenue	19.60	23.38	20.32	19.11	16.99	16.25	17.39	18.57	23.08	15.28
% Increase	19.9%	19.3%	-13.1%	-5.9%	-11.1%	-4.3%	7.0%	6.8%	24.3%	-33.8%

CITY OF FARGO, NORTH DAKOTA
CAPITAL OUTLAY REQUESTED AND FUNDED FOR 2021

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2021 PROPOSED PROJECT EXPENSE	2021 PROPOSED CASH OBLIGATION
GENERAL FUND						
City Administration	101-8550-510.77-33	Repairs and replacement of furnishings at City Hall & Sky Commons	$ 5,000	$ 5,000	**$ 5,000**	**$ 5,000**
City Assessor	101-8550-510.77-03	Office equipment	500			
	101-8550-510.77-03	Appraisal equipment	750			
	101-8550-510.77-03	Tablet/laptop field PC's	4,000	5,250	**5,250**	**5,250**
Planning	101-8550-510.77-06	Computer and furniture	5,000	5,000	**5,000**	**5,000**
Inspections	101-8550-510.77-07	Copier replacement (2)	18,000	18,000	**18,000**	**18,000**
Engineering	101-8550-510.77-09	One call locator	10,000			
	101-8550-510.77-09	Measuring wheel	450			
	101-8550-510.77-09	Magnetic locators	1,600			
	101-8550-510.77-09	Inspector/survey small tools	3,450			
	101-8550-510.77-09	Survey controller	7,500			
	101-8550-510.77-09	Relocation of base station	5,000			
	101-8550-510.77-09	Software (Adobe Pro, GTM, LAMA, PACE, and Civil 3D, ect)	6,900			
	101-8550-510.77-09	Software and support for survey controllers	9,100			
	101-8550-510.77-09	Record conversion/pallet racking for storage	5,000	49,000	**49,000**	**49,000**
Central Garage	101-8550-510.77-11	Stock room inventory table	5,000	5,000	**5,000**	**5,000**
Fire	101-8550-510.77-13	RRVUAS Equipment	17,500			
	101-8550-510.77-13	Concrete replacement	15,000			
	101-8550-510.77-13	Local share of AFG Grant	70,000	102,500	**102,500**	**102,500**
Health Department	101-8550-510.77-15	Power exam table	5,000			
	101-8550-570.77-15	Autoclave	5,000	10,000	**10,000**	**10,000**
Library	101-8550-510.77-16	Self checkout replacement	30,000	30,000	**30,000**	**30,000**
Commission	101-8550-510.77-17	Commission's share of upgrading the audio/video system in Red River I	12,000			
	101-8550-510.77-17	Agenda Management Software	50,000	62,000	**62,000**	**62,000**
Municipal Court	101-8550-510.77-19	Cubicles and private office	46,320			
	101-8550-510.77-19	Scanners (7)	6,720			
	101-8550-510.77-19	Office chairs	1,300	54,340	**54,340**	**54,340**
TOTAL GENERAL FUND			**$ 346,090**	**$ 346,090**	**$ 346,090**	**$ 346,090**
SPECIAL REVENUE FUNDS						
SKYWAY MAINTENANCE						
	219-1050-461.74-10	Skyway security cameras	30,000			
	219-1050-461.74-10	HVAC (4) at Skyway	40,000			
	219-1050-461.74-10	Replace 1/2 of Skyway carpeting	20,000			
	219-1050-461.74-10	Replace section of roof at Skyway	20,000	110,000	**110,000**	**110,000**
Total Skyway Maintenance			**110,000**	**110,000**	**110,000**	**110,000**
TOTAL SPECIAL REVENUE FUNDS			**$ 110,000**	**$ 110,000**	**$ 110,000**	**$ 110,000**

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2021 PROPOSED PROJECT EXPENSE	2021 PROPOSED CASH OBLIGATION
CAPITAL PROJECT FUNDS						
CAPITAL EQUIPMENT FUND						
City Administration	475-0510-510.71-10	MidAmerica EPA Cost Share	$ 125,000	$ 125,000	**$ 125,000**	**$ 125,000**
IS	475-0520-510-74-12	In-car video project	90,000			
	475-8552-510.76-35	Desktops - standard (178)	115,700			
	475-8552-510.76-35	Desktops - high end (8)	12,000			
	475-8552-510.76-35	Laptops - standard (7)	7,700			
	475-8552-510.76-35	Laptops - mid level (8)	12,000			
	475-8552-510.76-35	Laptops - high end (8)	22,400			
	475-8552-510.76-35	iPads (5)	3,000			
	475-8552-510.76-35	MDCs (4)	20,000			
	475-8552-510.76-35	Training laptops (25)	16,250			
	475-8552-510.76-35	Server/SAN	151,000			
	475-8552-510.76-35	Network	27,000			
	475-8552-510.76-35	UPS	10,000			
	475-8552-510.76-35	NVR	5,000			
	475-8552-510.76-35	Misc. Network	21,000			
	475-8552-510.76-35	Misc requests	140,025	653,075	**542,000**	**542,000**
Communications & Governmental Affairs	475-0525-510.74-10	Broadcast equipment sinking fund	100,000	100,000	**-**	**-**
Buildings and Grounds	475-1050-510.73-20	Mill/overlay and re-stripe south parking lot at City Hall	110,000			
	475-1050-510.73-20	South parking lot lighting at City Hall	40,000			
	475-1050-510.73-20	Landscaping and concrete at City Hall	44,000			
	475-1050-510.73-20	Mill/overlay and re-stripe south parking at Carlson Library	110,000			
	475-1050-510.73-20	Fencing around chiller for privacy and sound deadening	30,000			
	475-1050-510.73-20	Landscaping rock around chiller	12,000			
	475-1050-510.73-20	Paint asphalt surface	8,000	354,000	**354,000**	**354,000**
Street Department	475-3025-510.73-20	Snow Storage Fencing (40th Ave. S.)	52,000			
	475-3025-510.73-20	Storm Sewer and Drainage (40th Ave. S.)	200,000			
	475-3025-510.74-10	Motor grader	285,000			
	475-3025-510.74-10	Hot patch truck insert	20,940			
	475-3025-510.74-10	Snow cat dozer	325,000			
	475-3025-510.74-10	Anti-Ice Roll Off Body Skid	37,000	919,940	**309,940**	**309,940**
Central Garage	475-3030-510.74-10	Vehicle jack (emergency services)	18,500			
	475-3030-510.74-10	4-post Truck lift	44,000			
	475-3030-510.74-10	Waste oil shop heater	11,000			
	475-3030-510.72-20	Wash bay concrete repair	46,000			
	475-3030-510.73-20	BSE IT Fit-up	100,000			
	475-3030-510.77-11	Building sprinkler system update	5,000	224,500	**224,500**	**224,500**
Fire	475-4010-510.74-10	Equipment replacement for new fire truck	100,000			
	475-4010-510.74-10	Station Number 8 building fund	250,000	350,000	**100,000**	**100,000**
Police	475-5010-510.74-20	Police detective car	30,000			
	475-5010-510.74-20	Equipping vehicles	100,000	130,000	**-**	**-**
Outdoor Warning Sirens	475-8550-510.77-27	Replace 2 outdoor warning sirens	70,000	70,000	**70,000**	**70,000**
Street Department Vehicles	475-8551-510.78-06	Track loader (2)	10,000			
	475-8551-510.78-06	Tool cat (3)	15,000			
	475-8551-510.78-06	Street sweeper	250,000			
	475-8551-510.44-20	Motor grader (lease)	59,000			
	475-8551-510.78-06	Riding mower (2)	22,000	356,000	**356,000**	**356,000**
Central Garage Vehicles	475-8551-510.78-07	Sedans (6)	108,000			
	475-8551-510.78-07	Small SUV (4)	100,000			
	475-8551-510.78-07	Parts department pickup	30,000			
	475-8551-510.78-07	Motor pool van (4)	100,000	338,000	**184,000**	**184,000**
Fire Vehicles	475-8551-510.78-08	Fire truck (50% grant funded)	1,264,400	1,264,400	**1,264,400**	**632,000**
Police Vehicles	475-8551-510.78-09	Patrol vehicles	315,000	315,000	**210,000**	**210,000**
Total Capital Equipment Fund			**5,199,915**	**5,199,915**	**3,739,840**	**3,107,440**
CITY BUILDING PROJECTS						
IS						
	402-0520-510.74-11	Municipal court video conference	100,000	100,000	**-**	**-**
Auditors	402-1010-510.74-12	Replace our legacy enterprise wide finance and accounting system	1,500,000	1,500,000	**-**	**-**
Buildings and Grounds	475-1050-510.73-20	Replace roof at Municipal Court	210,000			
	475-1050-510.73-20	HVAC at Municipal Court	20,000	230,000	**-**	**-**
Baseball Stadium	402-1003-510.73-20	Press box window replacement	24,000			
	402-1003-510.73-20	Stadia expansion joints	15,000			
	402-1003-510.73-20	Seal control joints	15,000			
	402-1003-510.73-20	RTU replacement	90,000			
	402-1003-510.73-20	Annual/deferred maintenance	12,000			
	402-1003-510.73-20	Generator and transformer pad repair	4,000	160,000	**-**	**-**
Transit	402-2561-510.74-10	WA shelter A&E - (20% local share)	264,000			
	402-2561-510.74-10	WA shelter building - (20% local share)	2,200,000			
	402-2561-510.74-10	Upgrade MTG storage and parking A&E - (20% local share)	1,440,000			
	402-2561-510.74-10	Upgrade MTG storage and parking building - (20% local share)	12,000,000	15,904,000	**-**	**-**
Fire	402-4010-510.72-20	Fire Station 2 Remodel	350,000			
	402-4010-510.72-20	Fire Station 8 Design	350,000			
	402-4010-510.72-20	Roof repair at Fire Station 3	45,000			
	402-4010-510.72-20	Fire training tower and build renovation and maintenance	250,000			
	402-4010-510.72-20	Replace AV System in EOC and classroom	250,000			
	402-4010-510.72-20	Remodel and expansion of EOC space	120,000	1,365,000	**-**	**-**
Police	402-5010-510.72-10	Body cameras	400,000	400,000	**-**	**-**
Civic	402-8005-510.72-20	Building upgrades	2,000,000			
	402-8005-510.72-20	Civic Plaza	1,500,000	3,500,000	**-**	**-**
Total City Building Projects			**23,159,000**	**23,159,000**	**-**	**-**
GIS DEVELOPMENT FUND						
	403-0520-409.74-12	Continued Application Maintenance and Improvement Costs	20,000			
	403-0520-409.74-12	Improvements for Augmented reality	10,000			
	403-0520-409.74-12	3D building and 3D routing test projects	20,000			
	403-0520-409.74-12	Import Enterprise utilities into new ESRI utility network	40,000			
	403-0520-409.74-12	Training and Conference Costs	10,000	100,000	**50,000**	**50,000**
Total GIS Development Fund			**100,000**	**100,000**	**50,000**	**50,000**

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2021 PROPOSED PROJECT EXPENSE	2021 PROPOSED CASH OBLIGATION
CAPITAL PROJECT FUNDS - CONTINUED						
SALES TAX FUNDS						
Water - Sales Tax	Sales Tax Funded	Water facility R&R	780,000			
	Sales Tax Funded	Fiber optic master plan	104,000			
	Sales Tax Funded	Red River pump station flood protection	626,000			
	Sales Tax Funded	Facility plan phase 2	312,000			
	Sales Tax Funded	Horace service connection	100,000			
	Sales Tax Funded	South regional connection - Phase 1 & 2	1,040,000			
	Sales Tax Funded	New downtown water tower	500,000			
	Sales Tax Funded	Red River Valley Water Supply Project	800,000			
	Sales Tax Funded	Water main replacement	3,418,748	7,680,748	**16,788,000**	**10,734,560**
Wastewater - Sales Tax	Sales Tax Funded	Middle lift station pump rehab	26,000			
	Sales Tax Funded	Effluent reuse infrastructure	160,000			
	Sales Tax Funded	WWTP rehab and replacement	208,000			
	Sales Tax Funded	SE Cass infrastructure	52,000			
	Sales Tax Funded	Lift station rehab and replacement	425,000			
	Sales Tax Funded	West side interceptor improvements/study/funding	676,000			
	Sales Tax Funded	Emergency Interceptor Repairs	156,000			
	Sales Tax Funded	Lift Station #58 Improvements	156,000			
	Sales Tax Funded	ERF Expansion	104,000			
	Sales Tax Funded	Effluent Force Main Improvements - Phase 2	104,000			
	Sales Tax Funded	WWTP Flood Protection	700,000			
	Sales Tax Funded	Regional/SW/Horace Services Planning	728,000			
	Sales Tax Funded	Wastewater System GIS	50,000	3,545,000	**6,575,000**	**2,625,000**
Total Sales Tax Funds			**11,225,748**	**11,225,748**	**23,363,000**	**13,359,560**
TOTAL CAPITAL PROJECTS			**$ 39,684,663**	**$ 39,684,663**	**$ 30,072,840**	**$ 17,101,000**
ENTERPRISE FUNDS						
WATER						
Water Treatment Plant	501-3051-441-74-10	Air compressor (for cleaning river screens)	$ 60,000			
	501-3051-441-74-10	Concrete Repairs - Lime Softening Basin Main Floor	17,000	$ 77,000	**$ 77,000**	**$ 77,000**
Water Mains/Hydrants	501-3052-441-74-10	Articulating loader	165,025			
	501-3052-441-74-11	Computer/iPad/GPS Maintenance and expansion	3,000			
	501-3052-441-74-20	1-ton Truck with utility box	42,500			
	501-3052-441-74-20	1-ton Truck with dump body	42,500			
	501-3052-441-74-30	Furniture replacement for M&H's office personnel	2,000	255,025	**212,525**	**212,525**
Water Meters	501-3053-441-74-10	Meter replacement	170,000			
	501-3053-441-74-20	Vehicle	86,000	256,000	**256,000**	**256,000**
Water Transfers	501-3054-441.90-40	Water distribution GIS	50,000	50,000	**50,000**	**50,000**
Water Infrastructure Projects SRF Financed	501-3055-441-73-62	Lime softening rehab	4,300,000			
	501-3055-441-73-62	High service/low lift pump station improvements	7,500,000	11,800,000	**3,770,000**	**5,351,125**
Water Infrastructure Projects Cash	501-3055-441-33-05	Planning/master plan update	250,000			
	501-3055-441-33-05	Residuals management facility	161,100	411,100	**311,100**	**311,100**
Total Water			**12,849,125**	**12,849,125**	**4,676,625**	**6,257,750**
WASTEWATER						
Wastewater Treatment	521-3061-442-74-10	Mower (lagoons)	15,000			
	521-3061-442.74-10	Rollover box and liner (biosolids)	10,000			
	521-3061-442.44-20	100 HP Hydrostatic tractor with snowblower (lease)	120,000	145,000	**145,000**	**46,000**
Wastewater Transfers	521-3062-442-90-40	Sanitary sewer infrastructure (engineering lead projects)	2,945,079	2,945,079	**2,945,079**	**2,945,079**
Wastewater Infrastructure Projects SRF Financed	521-3065-442-73-63	Phase II Expansion	29,000,000	29,000,000	**29,000,000**	**5,334,580**
Wastewater Infrastructure Projects Cash	521-3065-442-73-63	Lift station wear items	120,000			
	521-3065-442-73-63	Regional service/Harwood lagoons	100,000	220,000	**220,000**	**220,000**
Total Wastewater			**32,310,079**	**32,310,079**	**32,310,079**	**8,545,659**
STORM SEWER						
	524-3064-443.90-40	Capital projects	1,084,025			
	524-3064-443.71-10	Land	3,300			
	524-3064-443.74-50	SCADA Systems on Storm Lift Stations	70,000	1,157,325	**823,300**	**823,300**
Total Storm Sewer			**1,157,325**	**1,157,325**	**823,300**	**823,300**
STREET LIGHTING						
	528-3035-415-73-60	Repair, rehab, and maintenance on street lights	268,170			
	528-3035-415-73-61	Repair, rehab, and maintenance on traffic signs	268,170	536,340	**480,000**	**480,000**
Total Street Lighting			**536,340**	**536,340**	**480,000**	**480,000**

DEPARTMENT	ACCOUNT NUMBER	DESCRIPTION OF REQUEST	AMOUNT REQUESTED	DIVISIONAL TOTALS	2021 PROPOSED PROJECT EXPENSE	2021 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	2021 Automated truck (Lease)	217,000			
	531-3072-432-44-20	2021 Automated truck (Lease)	285,000			
	531-3072-432-74-10	Residential carts	75,000	577,000	**577,000**	**185,988**
Solid Waste - Commercial	531-3073-432-74-10	Rear load containers	40,000			
	531-3073-432-74-10	Route optimization equipment	80,000	120,000	**120,000**	**120,000**
Solid Waste - Landfill	531-3074-433-44-20	2021 Loader (Lease)	204,000			
	531-3074-433-73-10	East landfill excavation	1,000,000			
	531-3074-433-73-10	East landfill improvements	500,000			
	531-3074-433-73-10	Wellfield Expansion - West LF	600,000			
	531-3074-433-80-11	LFG Conversion to CNG (debt financed)	3,500,000			
	531-3074-433-74-10	Skid steer for mowing closed slopes	5,000			
	531-3074-433-74-20	Vehicles for landfill supervisor	30,000	5,839,000	**5,839,000**	**2,480,000**
Solid Waste - Roll Off	531-3075-432-74-10	2019 Roll off truck (Lease)	145,000			
	531-3075-432.74-10	Roll off Containers	30,000	175,000	**175,000**	**61,820**
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			**6,972,000**	**6,972,000**	**6,972,000**	**3,108,808**
FORESTRY	541-3081-440.74-20	3/4-ton Pickups (2)	60,000			
	541-3081-440.74-20	tablets/iPad (4)	10,000			
	541-3081-440.74-52	Reforestation/Trees	80,000	150,000	**150,000**	**150,000**
Total Forestry			**150,000**	**150,000**	**150,000**	**150,000**
TRANSIT	552-2561-510.74-10	35'-40' Bus (4) - (20% local share)	2,500,000			
	552-2561-510.74-10	Para low floor - (20% local share)	420,000	2,920,000	**2,920,000**	**584,000**
Total Transit			**2,920,000**	**2,920,000**	**2,920,000**	**584,000**
CIVIC CENTER	554-8005-461.73-20	Replace roof at Civic (includes south offices and sky commons)	570,000			
	554-8005-461.73-20	Replace boilers at Civic	125,000	695,000	**125,000**	**125,000**
Total Civic Center			**695,000**	**695,000**	**125,000**	**125,000**
FARGODOME BUILDING	570-7003-461.74-10	Architectural services for Football Turf	100,000			
	570-7003-461.74-10	Chiller overhaul/Eddy current testing	40,000			
	570-7003-461.74-10	Heating/Cooling system glycol pumps/motor & backup supply	28,000			
	570-7003-461.74-10	Sound system	37,000			
	570-7003-461.74-10	Computers/network	15,000			
	570-7003-461.74-10	Snow blade	16,000			
	570-7003-461.74-10	Equipment for food service	40,000			
	570-7003-461.74-10	Rolling stage supports	75,000			
	570-7003-461.74-10	4K Spotlights	150,000			
	570-7003-461.74-10	Expo table & pipe/drape replacement	17,500			
	570-7003-461.74-10	Unallocated	35,000	553,500	**553,500**	**553,500**
Total Fargodome			**553,500**	**553,500**	**553,500**	**553,500**
Total Proprietary Fund Capital Requests			**$ 58,143,369**	**$ 58,143,369**	**$ 45,965,504**	**$ 19,919,017**
TOTAL CAPITAL OUTLAY REQUESTS			**$ 98,284,122**	**$ 98,284,122**	**$ 76,494,434**	**$ 37,476,107**

CITY OF FARGO, NORTH DAKOTA
DEPARTMENTAL PERSONNEL REQUESTS FOR 2021

Department	Div. No.	ADDITIONAL PERSONNEL REQUESTS / DESCRIPTION	FTE's	GRADE	Amount	PROPOSED FUNDING	
GENERAL FUND							
IS	101-0520	Service Desk Association	1.00	10	$ 68,143		$ -
	101-0520	Enterprise Application Administrator	1.00	13	82,464		-
	101-0520	Reclass GIS Technician to GIS Analyst		13	5,096		-
Communications & Governmental Affairs	101-0525	Reclass of Public Affairs Coordinator to Public Information Manager		14	6,859		6,859
	101-0525	Community Engagement Manager	1.00	13	82,464	1.00	82,464
	101-0525	Public Information Officer	1.00	12	77,367		-
	101-0525	Multimedia & Web Services Coordinator	1.00	12	77,367		-
Auditor	101-1010	Payroll Supervisor or Grant Accountant	1.00	15	94,056		-
Buildings and Grounds	101-1050	Office Associate III	1.00	09	64,109		-
	101-1050	Maintenance Attendant I	(1.00)	05	(50,512)		-
Planning	101-2010	Office Associate II	0.25	06	21,164	0.25	21,164
Streets and Sewers	101-3025	Public Works Operator III	2.00	10	136,285		-
	101-3025	Public Works Operator II	4.00	9	256,435	1.00	64,108
	101-3025	Public Works Operator I	1.00	7	56,767		-
	101-3025	Overtime			21,530		-
Fire	101-4010	Overtime			124,314		-
Police	101-5010	Police Officers	3.00	P12	231,669		-
Public Health	101-60XX	Temporary/Seasonal			145,112		136,599
	101-6013	Harm Reduction Specialist	1.00	09	64,109		-
	101-6013	Program Coordinator	1.00	11	72,490		-
Library	101-7010	Reference Associate (LA III)	1.00	09	64,109		-
Commission	101-8001	Office Associate III	1.00	09	64,109	1.00	64,109
	101-8001	Contract Information Desk Receptionist	(1.00)	04	(50,727)	(1.00)	(50,727)
	101-8001	Contract Community Outreach Coordinator	1.00	16	88,018		88,018
Total General Fund			**20.25**		**1,802,797**	**2.25**	**412,594**
ENTERPRISE FUNDS							
Water	501-3051	Reclass Production Coordinator to Membrane Treatment Specialist		15	6,038		6,038
	501-3051	Reclass Environmental Scientists (3) to Compliance Coordinator (3)			12,727		12,727
	501-3051	Reclass Residuals Plant Operator		11	4,347		4,347
	501-3051	Reclass Equipment Operator II to Residuals Plant Technician		10	4,034		4,034
Wastewater	521-3061	Process Supervisor	1.00	15	94,056	1.00	94,056
Solid Waste	531-3074	Landfill Equipment Operator II	(1.00)	09	(64,109)	(1.00)	(64,109)
	531-3071	Solid Waste Utility Engineer	1.00	20	130,790	1.00	130,790
Transit	551-2563	In house Dispatch Costs	4.00	07	246,801	4.00	246,801
	551-2563	First Transit Contract Dispatchers			(297,913)	(4.00)	(297,913)
	551-2569	Inventory Purchasing Agent	1.00	09	64,109	1.00	64,109
	551-2569	Fleet Services Attendant Lead	1.00	10	68,143		-
	551-2569	Maintenance Attendant Bus Cleaner	2.00	08	120,587	1.00	60,293
	551-2569	Part-time Maintenance Attendant I	(1.00)	05	(50,512)	(1.00)	(50,512)
	551-2569	Equipment Technician II	1.00	11	72,490		-
	551-2562	Dispatcher (Sunday service)	1.00	07	56,767		-
	551-2569	Equipment Technician II (Sunday Service)	2.00	11	144,979		-
	551-2569	Equipment Technician III (Sunday Service)	1.00	13	82,464		-
	551-2569	Bus Cleaner II (Sunday Service)	2.00	08	120,587		-
Civic	554-8005	Civic Food/Bev Event Manager	(1.00)	10	(68,143)	(1.00)	(68,143)
	554-8005	Civic Ticket Office Manager	(1.00)	11	(72,490)	(1.00)	(72,490)
	554-8005	Maintenance Attendant III	(1.00)	11	(72,490)	(1.00)	(72,490)
	554-8005	Business Manager	1.00	16	100,529	1.00	100,529
	554-8005	Overtime			(6,459)		-
	554-8005	Temporary/Seasonal			57,593		51,134
Airport	561-7004	Overtime			10,765		-
	561-7004	Temporary/Seasonal			29,518		-
	561-7004	Temporary/Seasonal Overtime			861		-
	561-7005	Overtime - Airfield			29,066		-
Total Enterprise Funds			**13.00**		**825,135**	**-**	**149,201**
TOTAL PERSONNEL REQUESTS			**33.25**		**$ 2,627,932**	**2.25**	**$ 561,795**

CITY OF FARGO, NORTH DAKOTA
GENERAL FUND DEPARTMENTAL OPERATING BUDGET FOR 2021

DEPARTMENT	2020 APPROVED BUDGET	2021 PROPOSED BUDGET	$ CHANGE	% CHANGE
City Administrator	$ 170,530	$ 63,605	$ (106,925)	-63%
Human Resources	417,535	407,660	(9,875)	-2%
IS	1,310,840	1,348,450	37,610	3%
Communications & Governmental Affairs	136,550	310,550	174,000	127%
City Attorney	758,000	758,000	-	0%
City Prosecutor	391,360	391,360	-	0%
Auditors	140,715	128,505	(12,210)	-9%
Municipal Court	267,020	264,995	(2,025)	-1%
Incarceration	835,000	760,000	(75,000)	-9%
City Assessor	76,792	67,792	(9,000)	-12%
General Support	818,800	782,800	(36,000)	-4%
Buildings and Grounds	1,417,018	1,582,018	165,000	12%
Planning	539,270	464,100	(75,170)	-14%
Inspections	124,990	95,190	(29,800)	-24%
Economic Development	-	457,500	457,500	N/A
Engineering	291,709	233,018	(58,691)	-20%
Engineering - One Call	76,000	60,500	(15,500)	-20%
Traffic Engineering	154,645	201,213	46,568	30%
Street Department	2,618,438	2,667,538	49,100	2%
Central Garage	1,363,839	1,427,689	63,850	5%
Fire	992,792	936,642	(56,150)	-6%
Police	2,498,054	2,609,184	111,130	4%
Health Department	1,540,979	1,569,899	28,920	2%
Library	1,488,087	1,491,487	3,400	0%
City Commission	197,895	177,395	(20,500)	-10%
Social Services	403,400	458,400	55,000	14%
Unallocated	(573,152)	(182,899)	390,253	-68%
TOTAL GENERAL FUND OPERATING BUDGET	**$ 18,457,106**	**$ 19,532,591**	**$ 1,075,485**	**5.8%**