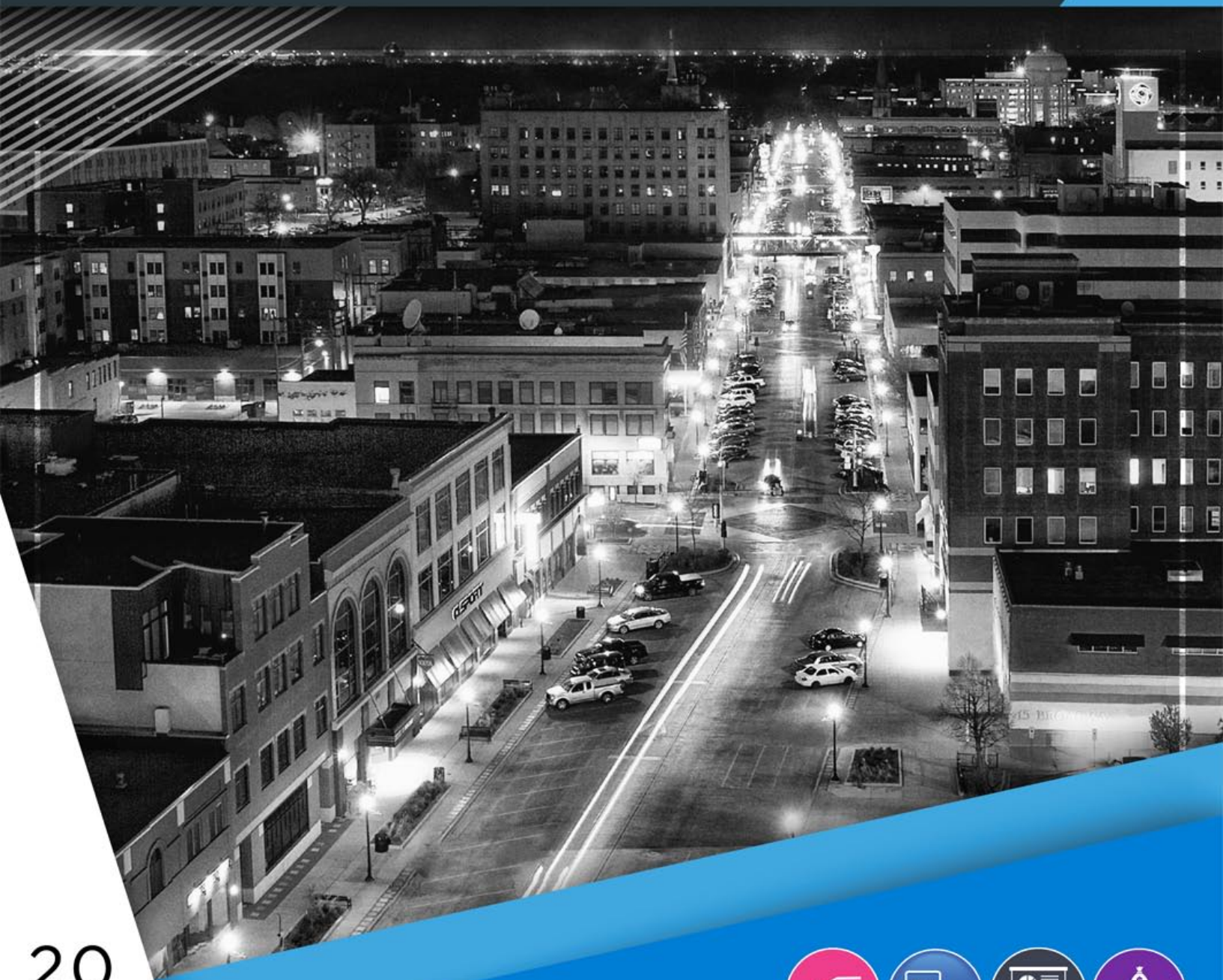
THE CITY OF Fargo FAR MORE

# The Approved 2018 Budget

## The City of Fargo, North Dakota

September 11, 2017



2018

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# CITY OF FARGO, NORTH DAKOTA
# 2018 PRELIMINARY 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 2018 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.

## INTRODUCTION

When we began this process, I had five goals in mind for the 2018 Preliminary Budget, as follows:

1. Limited or no growth in the General Fund budget.
2. A property tax reduction of two mills.
3. Moving a portion of the General Fund capital into a Capital Projects Fund.
4. Utilizing a portion of regionalization revenue to fund City capital projects.
5. Continuing our increased investments into public safety priorities.

We then began the process of meeting with each department, during which 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 that our residents have come to expect, while also continuing our commitment to being fiscally conservative with the people's money.

It goes without saying that we were impacted by the recent challenges surrounding the budget of the State of North Dakota. However, you will see in the 2018 City budget our utility strategies are not only helping other metro communities by providing excellent drinking water and wastewater solutions, they are helping Fargo residents by providing for increased and reliable revenue streams. With the help of the commissioners, the budget team feels the 2018 Preliminary Budget addresses the needs of a city transitioning into one of the Midwest's most vibrant urban areas.

## WEIGHING THE NEEDS OF A GROWING CITY

Our community is continuing its upward trajectory in several measureable ways, including population, geographic footprint, infill development activities and stronger neighborhoods. While there has been substantial progress, there is always more to attain as we strive to implement smart growth strategies. We are constantly seeking new partnerships with the private sector to achieve sustainable and impactful growth. The Fargo community has almost 40 recognized neighborhoods and we need to continually work together to ascertain ways of empowering and energizing residents to become civic leaders within these neighborhoods to truly allow our city to thrive.

Fargo finds itself within a global society that consumes data at an unbelievable rate. We took a huge step forward by launching an entirely new City website at the end of May to improve and expand our digital,

online City Hall. This process allowed for a full site reorganization and the generation of new content for our residents and visitors, all optimized for mobile devices. Relatedly, our staff members serving on the Data Governance Committee are in the process of inventorying the types of data currently held within various print and electronic documents in the City. This will help to determine what could be interesting and useful to make available on an open data portal for public use.

In 2017 and 2018, the City of Fargo is focusing on customer satisfaction and service improvements with the Customer Service Experience Initiative. This study focuses on our current performance while identifying strategies for future incorporation to provide the highest level of service. The Preliminary 2018 Budget continues these efforts and invests in the City of Fargo customer service brand and outcomes. Additionally, we have also included funding within this budget to implement the first steps of the emerging Public Arts Master Plan, which seeks to identify opportunities within our community for the incorporation for art and arts education.

We continue to see the necessity of a strong commitment to public safety within our city. Calls for service are ever increasing, which is the product of urbanization. Our new investments, coupled with our past commitments, are a testament to the value we place on ensuring Fargo is a safe community for everyone. Fargo's actions to promote sustainability are stronger than ever, highlighted by the launch of our new All-In-One recycling program in mid-2017. This program will help reduce the amount of materials being placed into our landfill and contribute to the larger mission of recycling in the nation. The community has embraced the All-In-One program, with nearly 90% of residents opting into the service.

As always, the health of our people is extremely important. The issue of opioid overdoses has devastated our community. The Mayors' Blue Ribbon Commission on Addiction and Fargo Cass Public Health are collaboratively working on this issue and we will continue to strongly support their efforts. Strategic tactics for economic development and workforce training are complimentary to each other and vital for our community's long-term success. While there have been notable achievements, we are redoubling our efforts in these sectors to ensure we are doing everything possible to lay the groundwork for the next decade and beyond.

## PRIORITY AREAS IDENTIFIED FOR 2018

**PUBLIC SAFETY**

- This budget includes five new police officers and their corresponding equipment.
- The purchase of a new pumper truck for the Fire Department.
- Continued support for the Mayors' Blue Ribbon Commission on Addiction.

**EMPLOYEE COMPENSATION**

- Competitive Wage Adjustment of 2% for full-time employees on Jan. 1, 2018.

**ARTS & CULTURE**

- Additional and expanded Arts & Culture opportunities.
- Potential repurposing of the Civic Center.

**BUILDINGS & GROUNDS**

- Completion and fit-up of the new City Hall.
- Police Department lease of Border States Electric warehouse.
- Demolition of the old City Hall and redevelopment of the City Plaza.

**INFRASTRUCTURE**

- Permanent flood protection (FM Diversion and in-town levees).

**TRANSPARENT CAPITAL PROGRAM**

- A portion of General Fund capital has been moved into the Capital Projects Fund.

**OTHER PRIORITIES**

- Growth of regionalized utility services.
- New focus on strategic planning and Gov. Doug Burgum's Main Street Initiative.
- Reorganization of the Department of Planning and Development.
- Reorganization of the Enterprise Utility Departments.

## SUMMARIZING THE 2018 BUDGET

The reduction in aid from the State of North Dakota required us to tighten our belts and we responded accordingly. We have formulated a preliminary budget that is balanced, while also offering our citizens a level of property tax relief through a two-mill reduction in the total mill levy. The City's General Fund budget is proposed to just slightly increase by 0.7%, with a 5.6% decrease in operating expenses. We are proposing the addition of eight new full-time employees (3.5 from the General Fund and 4.5 from the Enterprise Fund).

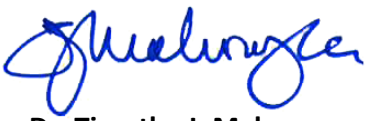
This budget includes a modest increase of utility rates, which haven't been raised for several years. We have conducted rate analyses, which resulted in these recommendations. The proposed increases would raise the average homeowner's water fees by less than $1 per month and wastewater fees by less than $0.50 per month. Fargo's municipal utility rates are at the lower end of the spectrum compared to other North Dakota cities, with our residents continuing to highly rank the quality of Fargo services. These rate adjustments are a slight increase that will pay dividends in maintaining our services and facilities.

**Simply put, this is a smart, strategic and lean budget.** It addresses the ongoing needs of our growing city while minimizing the growth of government. Our entire City of Fargo team of employees are devoted to providing excellent services at a reasonable cost. We are using technologies and efficiencies to improve our services while keeping costs down. Thank you to everyone who played an active role in this process.

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

Undoubtedly, the next several years will bring abundant opportunities, trying challenges and unexpected surprises. However, we have a strong foundation to build on and Fargo remains the envy of many in the region. It is a tremendous honor to be a part of this community and its local government. Fargo truly offers **Far More** than people expect. We can bring this city to even greater heights if we work together to advance the interests of our citizens.

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

**Term Expires:** June 2018

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

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

**DAVE PIEPKORN**
**Deputy Mayor & Commissioner**

**Elected:** 2008, 2014

**Term Expires:** June 2018

**Department Liaison:** Engineering

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

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

**TONY GEHRIG**
**Commissioner**

**Elected:** 2015

**Term Expires:** June 2018

**Department Liaison:** Enterprise/ Utilities, Fire and Transit

**Committee Liaison:** Metropolitan Council of Governments, Metro Area Transit Coordinating Board, Liquor Control, Alternate to Diversion Authority and Utility Committee

**Board Liaison:** Airport Authority, Civil Service and Red River Basin Board

**TONY GRINDBERG**
**Commissioner**

**Elected:** 2016

**Term Expires:** June 2020

**Department Liaison:** Planning and Transit

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

**Board Liaison:** Board of Appeals, Board of Adjustment and Housing Authority

**JOHN STRAND**
**Commissioner**

**Elected:** 2016

**Term Expires:** June 2020

**Department Liaison:** Health and Information Services

**Committee Liaison:** Metropolitan Council of Governments, Community Development, Alternate to Diversion Authority and Food Systems Advisory Committee

**Board Liaison:** Board of Health, Library, Historic Preservation, Human Relations, Native American Commission, Fargo Youth Initiative and Arts & Culture

# PRINCIPAL OFFICIALS FOR THE CITY OF FARGO

## ELECTED OFFICIALS

| | | |
|---|---|---|
| **Dr. Tim Mahoney** | *Mayor* | Term Expires in June of 2018 |
| **Dave Piepkorn** | *Deputy Mayor* | Term Expires in June of 2018 |
| **Tony Gehrig** | *Commissioner* | Term Expires in June of 2018 |
| **Tony Grindberg** | *Commissioner* | Term Expires in June of 2020 |
| **John Strand** | *Commissioner* | Term Expires in June of 2020 |
| **Steve Dawson** | *Municipal Judge* | Term Expires in June of 2020 |

## THE MAYOR'S CABINET

| | |
|---|---|
| **Bruce P. Grubb** | *City Administrator* |
| **Michael J. Redlinger** | *Assistant City Administrator* |
| **Kember Anderson** | *Executive Assistant to the Commission* |
| **Mark Bittner** | *Director of Engineering* |
| **Julie Bommelman** | *Transit Director* |
| **Kent Costin** | *Director of Finance* |
| **Timothy Dirks** | *Library Director* |
| **Steve Dirksen** | *Fire Chief* |
| **Ben Dow** | *Director of Operations (Public Works)* |
| **James Gilmour** | *Director of Planning and Development* |
| **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* |
| **Ruth Roman** | *Director of Fargo Cass Public Health* |
| **Gregg Schildberger** | *Manager of Communications & Public Affairs* |
| **Rob Sobolik** | *General Manager of the FARGODOME* |
| **David Todd** | *Chief of Police* |
| ***Vacant*** | *City Engineer* |

## OTHER CITY OFFICIALS

| | |
|---|---|
| **Shawn Dobberstein** | *Airport Executive Director* |
| **Jeremy Gorden** | *Traffic Engineer* |
| **Ben Hushka** | *City Assessor* |
| **Erik Johnson** | *City Attorney* |
| **Scott Liudahl** | *City Forester* |
| **Harold Pedersen** | *Fleet Services Manager* |
| ***Vacant*** | *Water Treatment Plant Superintendent* |
| **Leon Schlafmann** | *Emergency Services Coordinator* |
| **Steve Sprague** | *City Auditor* |
| **Scott Stenvold** | *Physical Plant Coordinator* |
| **Bruce Taralson** | *Inspections Administrator* |
| **Susan Thompson** | *Clerk of Municipal Court* |
| **Don Tucker** | *Waste Water Treatment Plant Superintendent* |
| **Mark Williams** | *Public Works Services Manager* |

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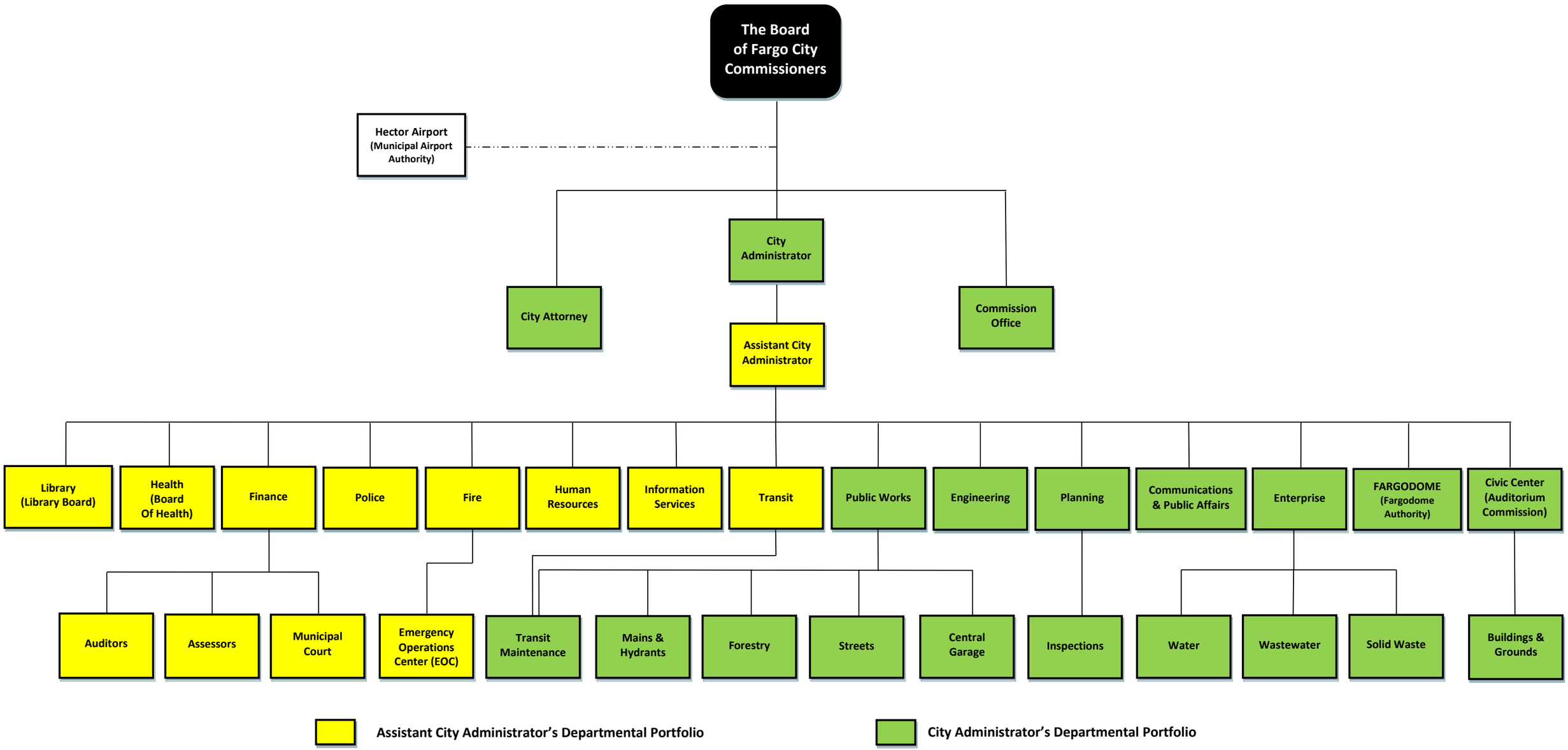
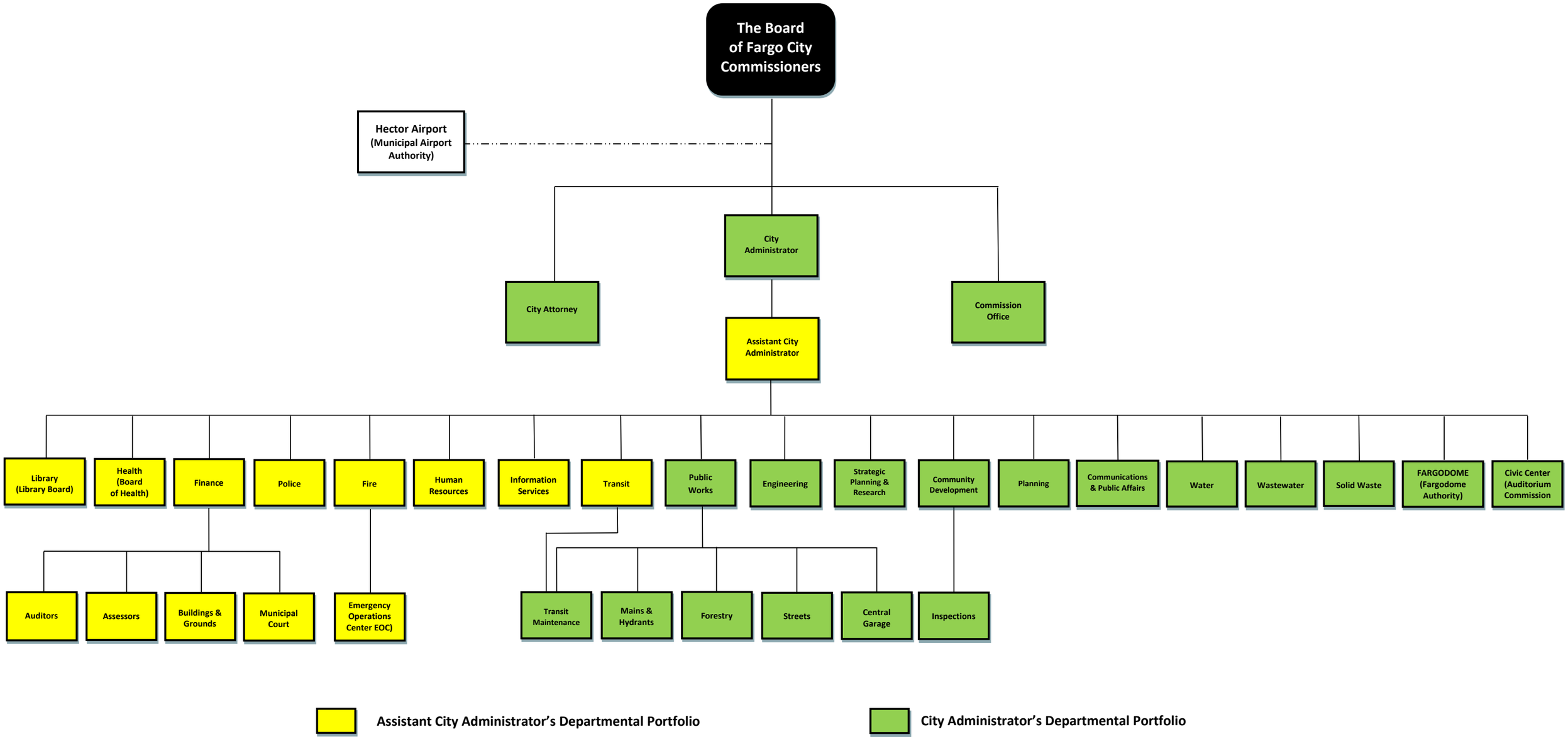
# The City of Fargo's Organizational Chart (Current)



# The City of Fargo's Proposed Organizational Chart



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## 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 |
|---|---|---|---|---|
| **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 | | | | |

| May | June | July | Aug | Sept. | Oct. | Nov. | Dec. |
|---|---|---|---|---|---|---|---|
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**CITY OF FARGO**
**BUDGETED FUNDS STRUCTURE**

| GOVERNMENTAL FUNDS | | | |
|---|---|---|---|
| **GENERAL (1)** | **SPECIAL REVENUE (16)** | **DEBT SERVICE (5)** | **CAPITAL PROJECTS (10)** |
| **General (Major Fund)** | City Share Assessments | Tax Increment | **General Infrastructure (Major Fund)** |
| | Noxious Weed | **Improvement Bonds (Major Fund)** | Building Fund |
| | Convention Bureau | Sidewalks | General Capital |
| | Regional Training Center | **Sales Tax Bonds (Major Fund)** | Grant Equipment |
| | Court Forfeits | Other Revenue Debt | Disaster Recovery |
| | Skyway Maintenance | | Street Infrastructure |
| | Parking Authority | | Water Infrastructure |
| | Parking Repairs | | Wastewater Infrastructure |
| | Parking Surplus | | Flood Sales Tax |
| | Community Development | | FM Diversion Sales Tax |
| | HUD Home Program | | |
| | 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)

| PROPRIETARY FUNDS | | TRUST FUNDS | AGENCY FUNDS |
|---|---|---|---|
| MAJOR ENTERPRISE (6) | NON-MAJOR ENTERPRISE (4) | PENSION TRUST (2) | (4) |
| **Water (Major Fund)** | SE Cass Sewer | City Employee | Performance Deposits |
| Wastewater | Vector Control | Police | Park District Special Assmts. |
| Storm Sewer | Street Lighting | | FM Diversion Authority |
| Solid Waste | Forestry | | Red River Regional Dispatch |
| FargoDome | | | |
| Municipal Airport | | | |

## Major Fund Descriptions:

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

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

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

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

| City of Fargo, North Dakota<br>Summary of All Budgeted Funds<br>FY 2018 | Governmental Funds | | |
|---|---|---|---|
| | General Fund | Debt Service | Special Revenue |
| **Revenues & Transfers In** | | | |
| Property Taxes | $ 24,498,000 | $ 4,469,000 | $ 556,000 |
| Sales Taxes | - | 13,633,714 | - |
| Other Taxes | - | - | 2,315,000 |
| Special Assessments | - | 33,936,840 | 420,000 |
| Franchise Fees | 5,391,500 | - | - |
| Licenses & Permits | 4,790,000 | - | - |
| Federal Intergovernmental | 4,273,838 | - | 1,567,000 |
| State/Local Intergovernmental | 18,502,627 | 7,499,650 | 40,999 |
| Charges for Services | 16,837,863 | - | 2,062,000 |
| Fines & Forfeits | 2,536,500 | - | 100,000 |
| Investment Income | 3,366,000 | 500,000 | - |
| Miscellaneous | 937,672 | - | 267,456 |
| Transfers In | 15,249,000 | 12,656,162 | 533,666 |
| Public Utility Revenue | - | - | - |
| Utility Byproduct Sales | - | - | - |
| Employee/Employer Contributions | - | - | - |
| **Total Revenues & Transfers In** | **96,383,000** | **72,695,366** | **7,862,121** |
| **Financial Uses:** | | | |
| General Government | 17,171,212 | - | - |
| Public Safety | 39,390,974 | - | 240,000 |
| Public Works | 11,923,785 | - | 426,000 |
| Public Health & Welfare | 11,755,199 | - | 20,373 |
| Recreation & Culture | 4,909,457 | - | 3,046,000 |
| Urban Development | - | - | 1,698,514 |
| Public Transportation | 8,442,657 | - | 1,005,121 |
| General Support | 1,282,700 | - | - |
| Unallocated | (2,214,235) | - | - |
| Public Utilities | - | - | - |
| Capital Outlay | 630,100 | - | - |
| Debt Service Normal Redemption | - | 30,098,000 | - |
| Debt Service Early Redemption | - | - | - |
| Debt Service - Interest & Fees | - | 25,268,704 | - |
| Plan Administration | - | - | - |
| Plan Benefits | - | - | - |
| Transfers Out | 3,076,151 | 15,534,914 | 1,400,335 |
| **Total Financial Uses** | **96,368,000** | **70,901,618** | **7,836,343** |
| **Surplus (Deficit)** | 15,000 | 1,793,748 | 25,778 |
| **Fund/Equity Balance, Beginning** | **34,382,177** | **107,611,771** | **1,299,490** |
| **Intra-fund Transfer** | **(1,200,000)** | **-** | **-** |
| **Fund/Equity Balance, Ending** | **$ 33,197,177** | **$ 109,405,519** | **$ 1,325,268** |

**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
- Depreciation of Net Assets is not a budgeted item

| Proprietary Funds | | Fiduciary Funds | |
|---|---|---|---|
| Water Utility | Non Major Utilities | Pension Funds | Consolidated Totals |
| | | | |
| $ - | $ 1,003,000 | $ - | $ 30,526,000 |
| - | - | - | 13,633,714 |
| - | - | - | 2,315,000 |
| - | 22,000 | - | 34,378,840 |
| - | - | - | 5,391,500 |
| - | - | - | 4,790,000 |
| - | 8,000,000 | - | 13,840,838 |
| - | 290,000 | - | 26,333,276 |
| - | 4,365,094 | - | 23,264,957 |
| - | - | - | 2,636,500 |
| - | 2,496,650 | 7,105,000 | 13,467,650 |
| 15,000 | 5,040,800 | - | 6,260,928 |
| - | 10,379,000 | - | 38,817,828 |
| 30,027,000 | 41,027,139 | - | 71,054,139 |
| - | 1,405,000 | - | 1,405,000 |
| - | - | 7,266,000 | 7,266,000 |
| **30,042,000** | **74,028,683** | **14,371,000** | **295,382,170** |
| | | | |
| - | - | - | 17,171,212 |
| - | - | - | 39,630,974 |
| - | - | - | 12,349,785 |
| - | - | - | 11,775,572 |
| - | 6,520,530 | - | 14,475,987 |
| - | - | - | 1,698,514 |
| - | 30,100,916 | - | 39,548,694 |
| - | - | - | 1,282,700 |
| - | - | - | (2,214,235) |
| 21,808,409 | 22,502,587 | - | 44,310,996 |
| - | - | - | 630,100 |
| 16,000 | 2,105,000 | - | 32,219,000 |
| - | - | - | - |
| 32,500 | 402,700 | - | 25,703,904 |
| - | - | 311,500 | 311,500 |
| - | - | 7,000,000 | 7,000,000 |
| 9,604,732 | 14,986,983 | - | 44,603,115 |
| **31,461,641** | **76,618,716** | **7,311,500** | **290,497,818** |
| (1,419,641) | (2,590,033) | 7,059,500 | 4,884,352 |
| **249,006,654** | **535,049,095** | **98,855,830** | **1,026,205,017** |
| **-** | **-** | **-** | **(1,200,000)** |
| **$ 247,587,013** | **$ 532,459,062** | **$ 105,915,330** | **$ 1,029,889,369** |

| City of Fargo, North Dakota<br>Three Year Summary of All Funds<br>(In Thousands of Dollars) | GOVERNMENTAL FUNDS | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | General Fund (Major Fund) | | | Debt Service Fund ( Major Fund) | | | Non Major Funds | | | Total Governmental Funds | | |
| | 2016 Actual | 2017 Budget | 2018 Budget | 2016 Actual | 2017 Budget | 2018 Budget | 2016 Actual | 2017 Budget | 2018 Budget | 2016 Actual | 2017 Budget | 2018 Budget |
| **Revenues & Transfers In** | | | | | | | | | | | | |
| Property Taxes | $ 22,100.8 | $ 23,668.0 | **$ 24,498.0** | $ 3,510.6 | $ 4,022.0 | **$ 4,469.0** | $ 462.4 | $ 517.0 | **$ 556.0** | $ 26,073.8 | $ 28,207.0 | **$ 29,523.0** |
| Sales Taxes | - | - | **-** | 23,189.8 | 20,148.3 | **13,633.7** | - | - | **-** | 23,189.8 | 20,148.3 | **13,633.7** |
| Other Taxes | - | - | **-** | - | - | **-** | 2,339.8 | 1,906.9 | **2,315.0** | 2,339.8 | 1,906.9 | **2,315.0** |
| Special Assessments | - | - | **-** | 36,744.9 | 29,700.0 | **33,936.8** | 231.3 | 294.0 | **420.0** | 36,976.3 | 29,994.0 | **34,356.8** |
| Franchise Fees | 4,839.2 | 5,159.5 | **5,391.5** | - | - | **-** | - | - | **-** | 4,839.2 | 5,159.5 | **5,391.5** |
| Licenses & Permits | 4,832.5 | 4,920.0 | **4,790.0** | - | - | **-** | - | - | **-** | 4,832.5 | 4,920.0 | **4,790.0** |
| Federal Intergovernmental | 4,799.7 | 4,951.1 | **4,273.8** | - | - | **-** | 855.8 | 1,567.0 | **1,567.0** | 5,655.5 | 6,518.1 | **5,840.8** |
| State/Local Intergovernmental | 18,506.5 | 17,733.5 | **18,502.6** | 228.0 | - | **7,499.7** | 49.7 | 41.0 | **41.0** | 18,784.2 | 17,774.5 | **26,043.3** |
| Charges for Services | 22,161.4 | 17,551.3 | **16,837.9** | - | - | **-** | 1,795.0 | 1,931.0 | **2,062.0** | 23,956.4 | 19,482.3 | **18,899.9** |
| Fines & Forfeits | 2,121.6 | 2,536.5 | **2,536.5** | - | - | **-** | 219.7 | 100.0 | **100.0** | 2,341.2 | 2,636.5 | **2,636.5** |
| Investment Income | 2,525.9 | 3,129.0 | **3,366.0** | 767.9 | 300.0 | **500.0** | 0.6 | - | **-** | 3,294.4 | 3,429.0 | **3,866.0** |
| Miscellaneous | 1,030.9 | 955.8 | **937.7** | 12.9 | - | **-** | 771.6 | 760.6 | **267.5** | 1,815.4 | 1,716.4 | **1,205.1** |
| Transfers In | 11,515.0 | 13,466.0 | **15,249.0** | 1,779.8 | 11,138.6 | **12,656.2** | 100.3 | 69.5 | **533.7** | 13,395.1 | 24,674.2 | **28,438.8** |
| Public Utility Revenue | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Utility Byproduct Sales | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Loans/Bonds/Capital Leases Issued | - | - | **-** | 79,856.0 | - | **-** | - | - | **-** | 79,856.0 | - | **-** |
| Capital Contributions | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| **Total Revenues & Transfers In** | **94,433.5** | **94,070.7** | **96,383.0** | **146,089.9** | **65,309.0** | **72,695.4** | **6,826.2** | **7,187.0** | **7,862.1** | **247,349.6** | **166,566.7** | **176,940.5** |
| **Financial Uses:** | | | | | | | | | | | | |
| General Government | 15,850.4 | 17,141.2 | **17,171.2** | - | - | **-** | - | - | **-** | 15,850.4 | 17,141.2 | **17,171.2** |
| Public Safety | 35,804.8 | 37,588.5 | **39,391.0** | - | - | **-** | 258.9 | 240.0 | **240.0** | 36,063.7 | 37,828.5 | **39,631.0** |
| Public Works | 10,662.5 | 11,335.0 | **11,923.8** | 656.9 | - | **-** | 287.5 | 352.0 | **426.0** | 11,606.9 | 11,687.0 | **12,349.8** |
| Public Health & Welfare | 10,762.5 | 10,960.3 | **11,755.2** | - | - | **-** | 34.9 | - | **20.4** | 10,797.3 | 10,960.3 | **11,775.6** |
| Recreation & Culture | 4,770.8 | 5,699.8 | **4,909.5** | - | - | **-** | 2,808.6 | 2,942.0 | **3,046.0** | 7,579.4 | 8,641.8 | **7,955.5** |
| Urban Development | - | - | **-** | 235.40 | - | **-** | 1,442.9 | 1,725.0 | **1,698.5** | 1,678.3 | 1,725.0 | **1,698.5** |
| Public Transportation | 7,093.0 | 7,802.1 | **8,442.7** | - | - | **-** | 869.8 | 1,228.4 | **1,005.1** | 7,962.8 | 9,030.5 | **9,447.8** |
| General Support | 1,057.1 | 1,167.0 | **1,282.7** | - | - | **-** | - | - | **-** | 1,057.1 | 1,167.0 | **1,282.7** |
| Unallocated | - | (74.8) | **(2,214.2)** | - | - | **-** | - | - | **-** | - | (74.8) | **(2,214.2)** |
| Public Utilities | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Capital Outlay | 2,611.8 | 3,981.7 | **630.1** | - | - | **-** | 83.5 | - | **-** | 2,695.3 | 3,981.7 | **630.1** |
| Debt Service Normal Redemption | 68.35 | - | **-** | 23,220.4 | 28,230.0 | **30,098.0** | - | - | **-** | 23,288.8 | 28,230.0 | **30,098.0** |
| Debt Service Early Redemption | - | - | **-** | 76,290.0 | 850.0 | **-** | - | - | **-** | 76,290.0 | 850.0 | **-** |
| Debt Service - Interest & Fees | 9.71 | - | **-** | 21,217.8 | 20,857.5 | **25,268.7** | - | - | **-** | 21,227.5 | 20,857.5 | **25,268.7** |
| Non Operating Expenses | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Transfers Out | 4,822.1 | 2,284.2 | **3,076.2** | 6,520.6 | 16,379.2 | **15,534.9** | 2,036.1 | 943.6 | **1,400.3** | 13,378.8 | 19,607.0 | **20,011.4** |
| **Total Financial Uses** | **93,513.0** | **97,885.0** | **96,368.0** | **128,141.1** | **66,316.7** | **70,901.6** | **7,822.1** | **7,431.0** | **7,836.3** | **229,476.3** | **171,632.7** | **175,106.0** |
| **Surplus (Deficit)** | 920.5 | (3,814.3) | **15.0** | 17,948.8 | (1,007.7) | **1,793.7** | (995.9) | (244.0) | **25.8** | 17,873.3 | (5,066.0) | **1,834.5** |
| **Fund/Equity Balance, Beginning** | **39,176.1** | **39,396.5** | **34,382.2** | **90,670.7** | **108,619.5** | **107,611.8** | **2,539.4** | **1,543.5** | **1,299.5** | **132,386.1** | **150,959.5** | **147,093.4** |
| **Intra-fund Transfer** | **(700.0)** | **(1,200.0)** | **(1,200.0)** | **-** | **-** | **-** | **-** | **-** | **-** | **(700.0)** | **(1,200.0)** | **(1,200.0)** |
| **Fund/Equity Balance, Ending** | **$ 39,396.5** | **$ 34,382.2** | **$ 33,197.2** | **$ 108,619.5** | **$ 107,611.8** | **$ 109,405.5** | **$ 1,543.5** | **$ 1,299.5** | **$ 1,325.3** | **$ 150,959.5** | **$ 147,093.4** | **$ 150,128.0** |

| City of Fargo, North Dakota<br>Three Year Summary of All Funds<br>(In Thousands of Dollars) | PROPRIETARY FUNDS | | | | | | | | | CONSOLIDATED TOTALS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Water Utility (Major Fund) | | | Non Major Utilities | | | Total Proprietary Funds | | | GOVERNMENTAL & PROPRIETARY FUNDS | | |
| | 2016 Actual | 2017 Budget | 2018 Budget | 2016 Actual | 2017 Budget | 2018 Budget | 2016 Actual | 2017 Budget | 2018 Budget | 2016 Actual | 2017 Budget | 2018 Budget |
| **Revenues & Transfers In** | | | | | | | | | | | | |
| Property Taxes | $ - | $ - | **$ -** | $ 840.4 | $ 932.3 | **$ 1,003.0** | 840.4 | $ 932.3 | **$ 1,003.0** | $ 26,914.3 | $ 29,139.3 | **$ 30,526.0** |
| Sales Taxes | - | - | **-** | - | - | **-** | - | - | **-** | 23,189.8 | 20,148.3 | **13,633.7** |
| Other Taxes | - | - | **-** | - | - | **-** | - | - | **-** | 2,339.8 | 1,906.9 | **2,315.0** |
| Special Assessments | - | - | **-** | - | 8.0 | **22.0** | - | 8.0 | **22.0** | 36,976.3 | 30,002.0 | **34,378.8** |
| Franchise Fees | - | - | **-** | - | - | **-** | - | - | **-** | 4,839.2 | 5,159.5 | **5,391.5** |
| Licenses & Permits | - | - | **-** | - | - | **-** | - | - | **-** | 4,832.5 | 4,920.0 | **4,790.0** |
| Federal Intergovernmental | - | - | **-** | 12,781.0 | 6,883.0 | **8,000.0** | 12,781.0 | 6,883.0 | **8,000.0** | 18,436.5 | 13,401.1 | **13,840.8** |
| State/Local Intergovernmental | - | - | **-** | 585.8 | 140.0 | **290.0** | 585.8 | 140.0 | **290.0** | 19,370.1 | 17,914.5 | **26,333.3** |
| Charges for Services | - | - | **-** | 6,578.9 | 4,363.8 | **4,365.1** | 6,578.9 | 4,363.8 | **4,365.1** | 30,535.4 | 23,846.1 | **23,265.0** |
| Fines & Forfeits | - | - | **-** | - | - | **-** | - | - | **-** | 2,341.2 | 2,636.5 | **2,636.5** |
| Investment Income | 191.4 | - | **-** | 3,651.6 | 2,466.7 | **2,496.7** | 3,843.0 | 2,466.7 | **2,496.7** | 7,137.4 | 5,895.7 | **6,362.7** |
| Miscellaneous | 196.9 | 15.0 | **15.00** | 694.3 | 1,543.1 | **5,040.8** | 891.2 | 1,558.1 | **5,055.8** | 2,706.6 | 3,274.5 | **6,260.9** |
| Transfers In | 45.8 | 3,942.6 | **-** | 530.0 | 4,066.5 | **10,379.0** | 575.8 | 8,009.1 | **10,379.0** | 13,970.9 | 32,683.3 | **38,817.8** |
| Public Utility Revenue | 21,779.6 | 24,076.0 | **30,027.0** | 36,981.5 | 37,517.6 | **41,027.1** | 58,761.1 | 61,593.6 | **71,054.1** | 58,761.1 | 61,593.6 | **71,054.1** |
| Byproduct Sales | - | - | **-** | 1,275.4 | 1,185.0 | **1,405.0** | 1,275.4 | 1,185.0 | **1,405.0** | 1,275.4 | 1,185.0 | **1,405.0** |
| Loans/Bonds Issued | - | - | **-** | - | - | **-** | - | - | **-** | 79,856.0 | - | **-** |
| Capital Contributions | 40,497.7 | - | **-** | 26,049.1 | - | **-** | 66,546.9 | - | **-** | 66,546.9 | - | **-** |
| **Total Revenues & Transfers In** | **62,711.461** | **28,033.6** | **30,042.0** | **89,968.1** | **59,105.9** | **74,028.7** | **152,679.6** | **87,139.5** | **104,070.7** | **400,029.2** | **253,706.2** | **281,011.2** |
| **Financial Uses:** | | | | | | | | | | - | - | |
| General Government | - | - | **-** | - | - | **-** | - | - | **-** | 15,850.4 | 17,141.2 | **17,171.2** |
| Public Safety | - | - | **-** | - | - | **-** | - | - | **-** | 36,063.7 | 37,828.5 | **39,631.0** |
| Public Works | - | - | **-** | - | - | **-** | - | - | **-** | 11,606.9 | 11,687.0 | **12,349.8** |
| Public Health & Welfare | - | - | **-** | - | - | **-** | - | - | **-** | 10,797.3 | 10,960.3 | **11,775.6** |
| Recreation & Culture | - | - | **-** | - | 10,412.8 | **6,520.5** | - | 10,412.8 | **6,520.5** | 7,579.4 | 19,054.6 | **14,476.0** |
| Urban Development | - | - | **-** | - | - | **-** | - | - | **-** | 1,678.3 | 1,725.0 | **1,698.5** |
| Public Transportation | - | - | **-** | - | 18,561.0 | **30,100.9** | - | 18,561.0 | **30,100.9** | 7,962.8 | 27,591.5 | **39,548.7** |
| General Support | - | - | **-** | - | - | **-** | - | - | **-** | 1,057.1 | 1,167.0 | **1,282.7** |
| Unallocated | - | - | **-** | - | - | **-** | - | - | **-** | - | (74.8) | **(2,214.2)** |
| Public Utilities | 10,558.5 | 12,876.7 | **21,808.4** | 28,707.5 | 24,001.7 | **22,502.6** | 39,266.0 | 36,878.5 | **44,311.0** | 39,266.0 | 36,878.5 | **44,311.0** |
| Capital Outlay | - | - | **-** | - | - | **-** | - | - | **-** | 2,695.3 | 3,981.7 | **630.1** |
| Debt Service Normal Redemption | - | 3,856.0 | **16.0** | - | 719.5 | **2,105.0** | - | 4,575.5 | **2,121.0** | 23,288.8 | 32,805.5 | **32,219.0** |
| Debt Service Early Redemption | - | - | **-** | - | - | **-** | - | - | **-** | 76,290.0 | 850.0 | **-** |
| Debt Service - Interest & Fees | 232.7 | 135.1 | **32.5** | 1,373.7 | 182.9 | **402.7** | 1,606.4 | 318.0 | **435.2** | 22,833.9 | 21,175.5 | **25,703.9** |
| Depreciation | 4,190.4 | - | **-** | 18,859.4 | - | **-** | 23,049.8 | | | 23,049.8 | - | **-** |
| Non Operating Expenses | 48.8 | - | **-** | 43.7 | - | **-** | 92.6 | - | **-** | 92.6 | - | **-** |
| Transfers Out | 7,020.7 | 11,717.6 | **9,604.7** | 7,323.5 | 6,763.0 | **14,987.0** | 14,344.2 | 18,480.6 | **24,591.7** | 27,723.0 | 38,087.6 | **44,603.1** |
| **Total Financial Uses** | **22,051.1** | **28,585.4** | **31,461.6** | **56,307.8** | **60,640.9** | **76,618.7** | **78,358.9** | **89,226.3** | **108,080.4** | **307,835.2** | **260,859.0** | **283,186.3** |
| **Surplus (Deficit)** | 40,660.4 | (551.8) | **(1,419.6)** | 33,660.2 | (1,534.9) | **(2,590.0)** | 74,320.6 | (2,086.8) | **(4,009.7)** | 92,193.9 | (7,152.8) | **(2,175.1)** |
| **Fund/Equity Balance, Beginning** | **208,898.1** | **249,558.5** | **249,006.7** | **502,923.8** | **536,584.0** | **535,049.1** | **711,821.9** | **786,142.5** | **784,055.7** | **844,208.1** | **937,102.0** | **931,149.2** |
| **Intra-fund Transfer** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **(700.0)** | **(1,200.0)** | **(1,200.0)** |
| **Fund/Equity Balance, Ending** | **$ 249,558.5** | **$ 249,006.7** | **$ 247,587.0** | **$ 536,584.0** | **$ 535,049.1** | **$ 532,459.1** | **$ 786,142.5** | **$ 784,055.7** | **$ 780,046.1** | **$ 937,102.0** | **$ 931,149.2** | **$ 930,174.0** |

## 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 73% of City-wide revenues.

## Public Utility Revenue

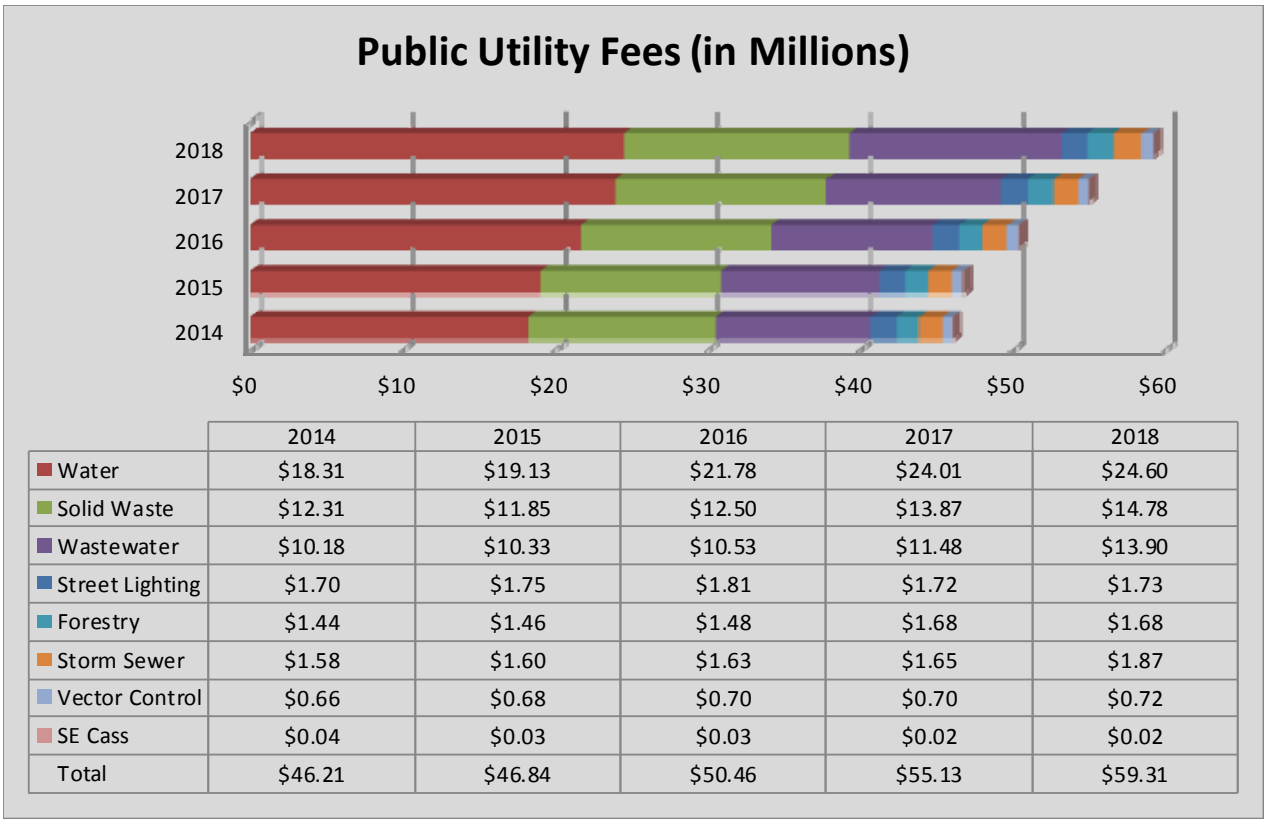
### Utility Fees

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 $59.31 million in public utility fees in 2018, up from $55.13 in 2017. In 2018, Fargo will become a wastewater service provider to the City of West Fargo and the City of Horace. We expect Wastewater Fund revenues to increase by an additional $2.4 million due to the change in our customer base. Rate increases of 3% are recommended in Water and Wastewater and will be recommended in Storm Sewer as a result of a rate study to be completed in 2017.

Budgeting methodology for public utility fees include historical analysis of growth and demand for new services as new subdivisions develop. The City is a regional water service provider to Cass Rural Water Users District that operates in our southern areas as well as providing water services to smaller cities adjacent to Fargo, including West Fargo.

We are also cognizant of what other cities charge for these utility services and participate in a regional rate study each year that compares several rate structures in other nearby cities as well as using innovative methods to keep our rates as low as possible. Currently, Fargo utility fees for water, wastewater, and storm sewer fees are approximately 16% lower than the average of thirteen other North Dakota cities.

Long term master planning for both operational and capital planning is updated annually. Sales tax resources and utility rate revenues are used to fund expensive infrastructure.




| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Water | $18.31 | $19.13 | $21.78 | $24.01 | $24.60 |
| Solid Waste | $12.31 | $11.85 | $12.50 | $13.87 | $14.78 |
| Wastewater | $10.18 | $10.33 | $10.53 | $11.48 | $13.90 |
| Street Lighting | $1.70 | $1.75 | $1.81 | $1.72 | $1.73 |
| Forestry | $1.44 | $1.46 | $1.48 | $1.68 | $1.68 |
| Storm Sewer | $1.58 | $1.60 | $1.63 | $1.65 | $1.87 |
| Vector Control | $0.66 | $0.68 | $0.70 | $0.70 | $0.72 |
| SE Cass | $0.04 | $0.03 | $0.03 | $0.02 | $0.02 |
| Total | $46.21 | $46.84 | $50.46 | $55.13 | $59.31 |

**Byproduct Revenue**

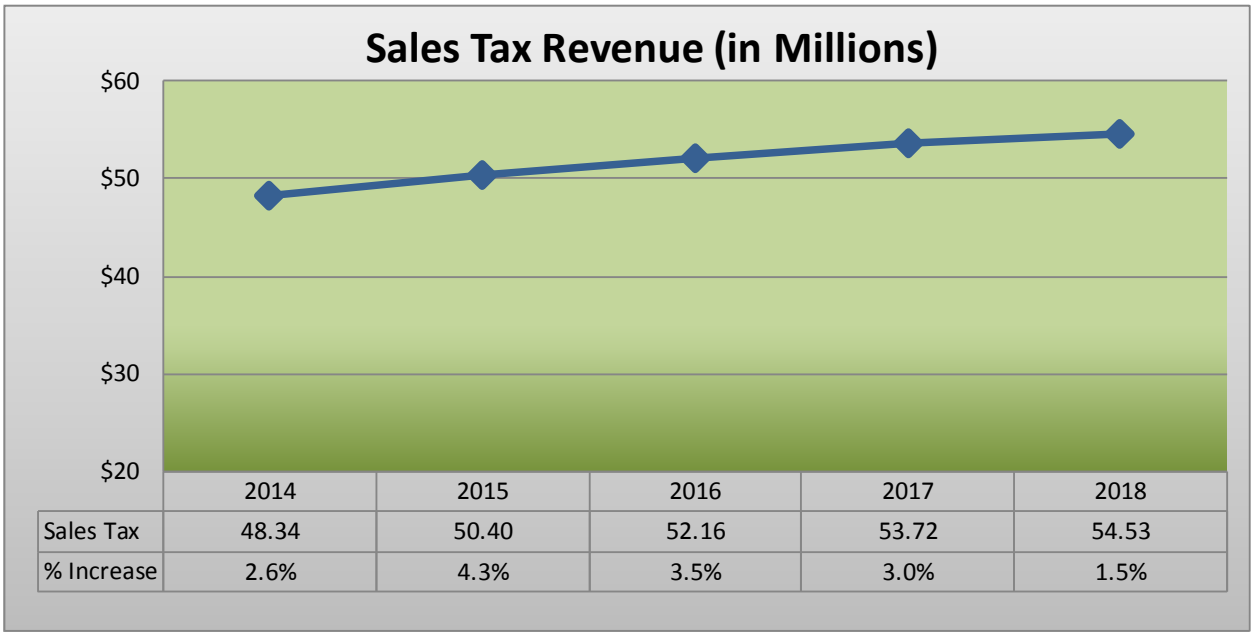
Fargo has been a leader in innovation by leveraging our utility operations to maximum benefit. Innovative projects include converting methane gas from our landfill to electricity, selling surplus methane gas to a local business, and reusing wastewater for ethanol production. All of these initiatives 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 $1.4 million is being budgeted for 2018.

## 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. All collections are administered by the State Tax Commission's Office under contract with the City. Collections are remitted monthly as collected by the State. 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 $54.5 million in 2018. A growth assumption of 1.5% has been applied to the sales tax revenue forecast. This growth assumption was reduced from the prior year assumption due to actual year to date sales tax revenue being down 9.4% compared to the prior year.

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 $54.5 million, $13.6 million is budgeted in the debt service funds and the remaining amount of $40.9 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.

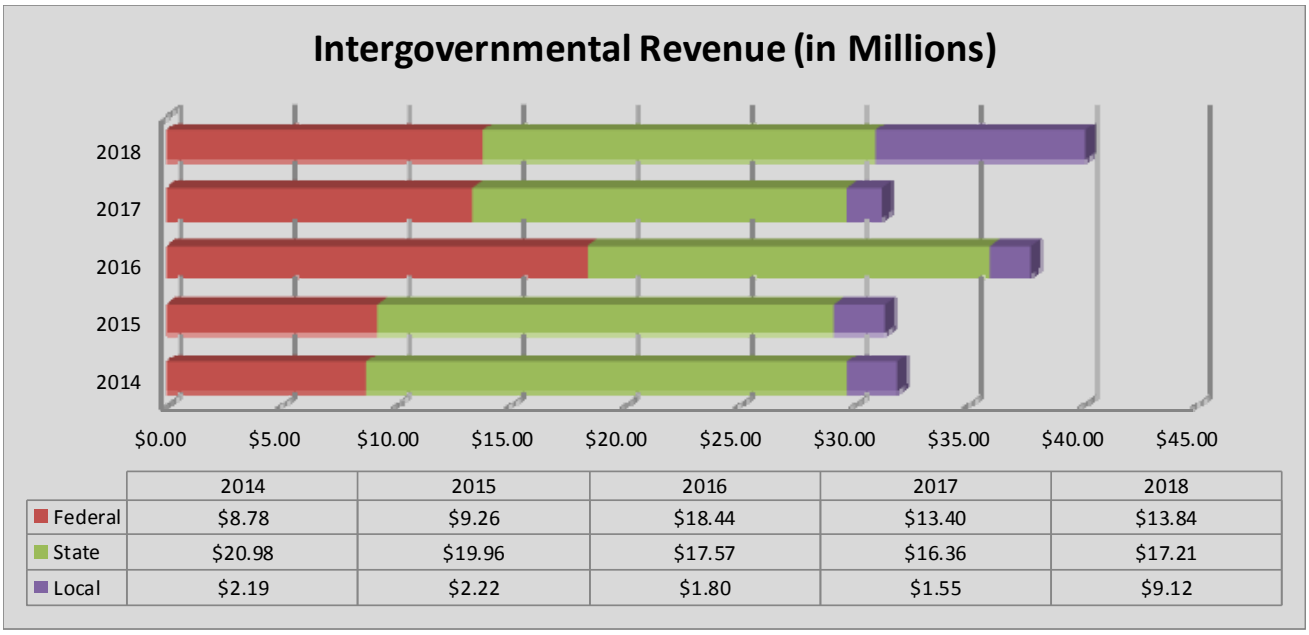



| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Sales Tax | 48.34 | 50.40 | 52.16 | 53.72 | 54.53 |
| % Increase | 2.6% | 4.3% | 3.5% | 3.0% | 1.5% |

## Intergovernmental Revenues

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

In 2016 and 2017, we experienced a significant decline in the State of North Dakota's economic conditions which resulted in a decline to the City's state aid resources. The largest single State intergovernmental revenue source is from state aid that is derived from statewide sales tax collections. We are projecting state aid revenue to be similar to the 2017 budgeted level and are projecting a slight increase in state highway funds of $530,000 due to a rising state economic forecast. Both of these revenues are accounted for in the General Fund. Local intergovernmental revenue shows an increase of $7.5 million. This increase is the result of flood protection related debt being folded into the FM Area Diversion Project financial plan. The debt service payments on this debt will be reimbursed to the City by the Diversion Authority. Historical revenue trends for intergovernmental revenues in governmental funds are shown in the following chart.




| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Federal | $8.78 | $9.26 | $18.44 | $13.40 | $13.84 |
| State | $20.98 | $19.96 | $17.57 | $16.36 | $17.21 |
| Local | $2.19 | $2.22 | $1.80 | $1.55 | $9.12 |

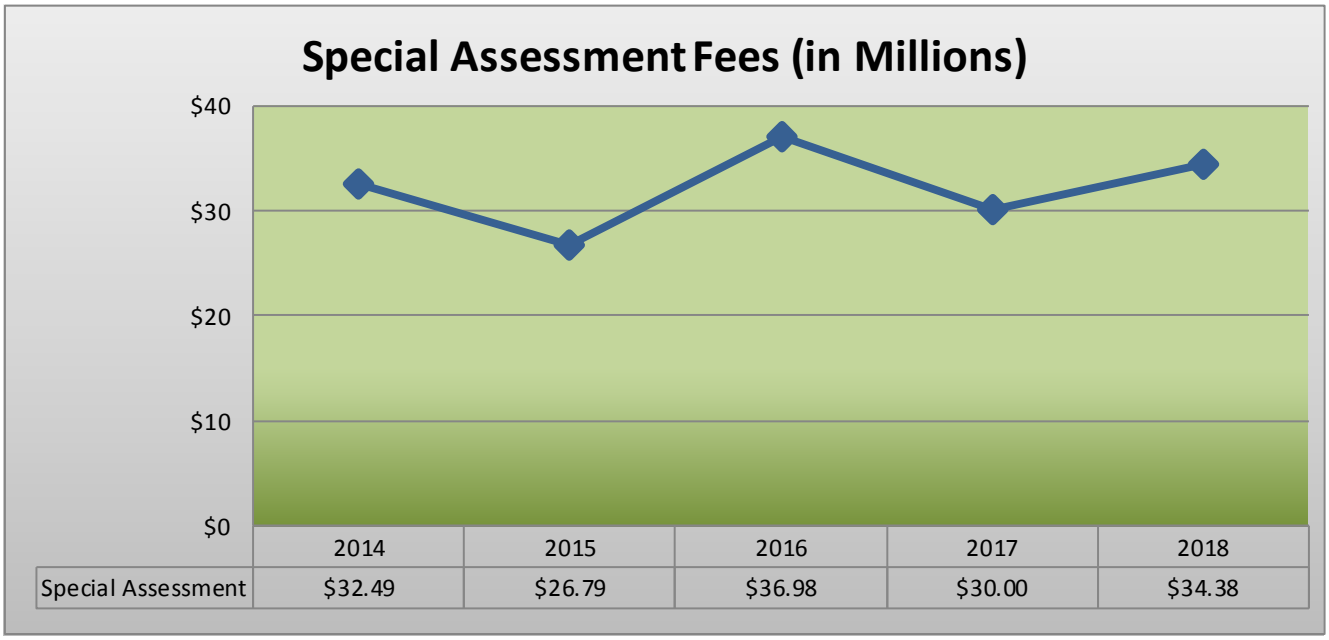
The City budgets for grant revenue based upon approved grant agreements. Budgets are modified during the year as new grants are awarded and approved by the Board of City Commissioners. State intergovernmental revenues are estimated based upon financial statistics reported by the State of North Dakota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

## 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 which 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 2018 of $34 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 plus assessment prepayment accumulations are sufficient to cover our annual debt service requirements.

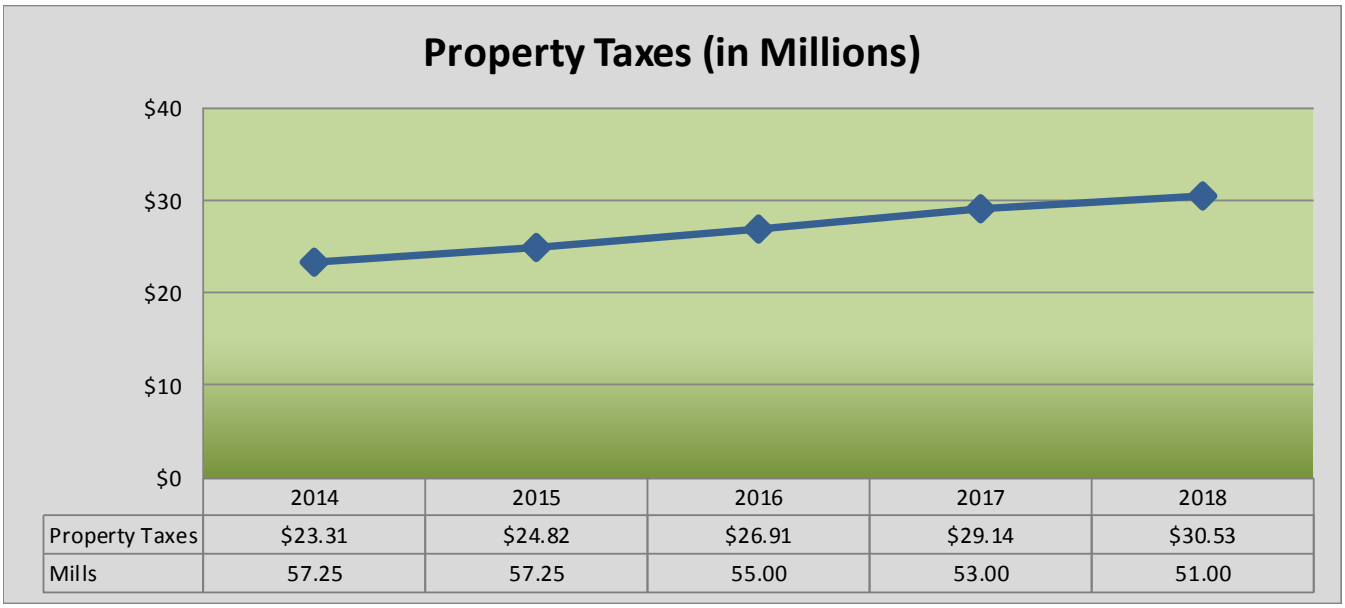



| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Special Assessment | $32.49 | $26.79 | $36.98 | $30.00 | $34.38 |

## Property Taxes

Property taxes provide about 25% of our overall General Fund revenues. The City's Home Rule Charter contains a tax mill cap of 64 mills. The 2018 approved budget recommends a mill levy reduction of two mills to 51 mills. This leaves an unused tax capacity of thirteen mills. 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 $30.53 million an increase of 4.76%.

The City of Fargo reduced our tax mill levy by 2.25 mills during the 2016 budget development process and by 2 mills during the 2017 budget development process due to rising property values.

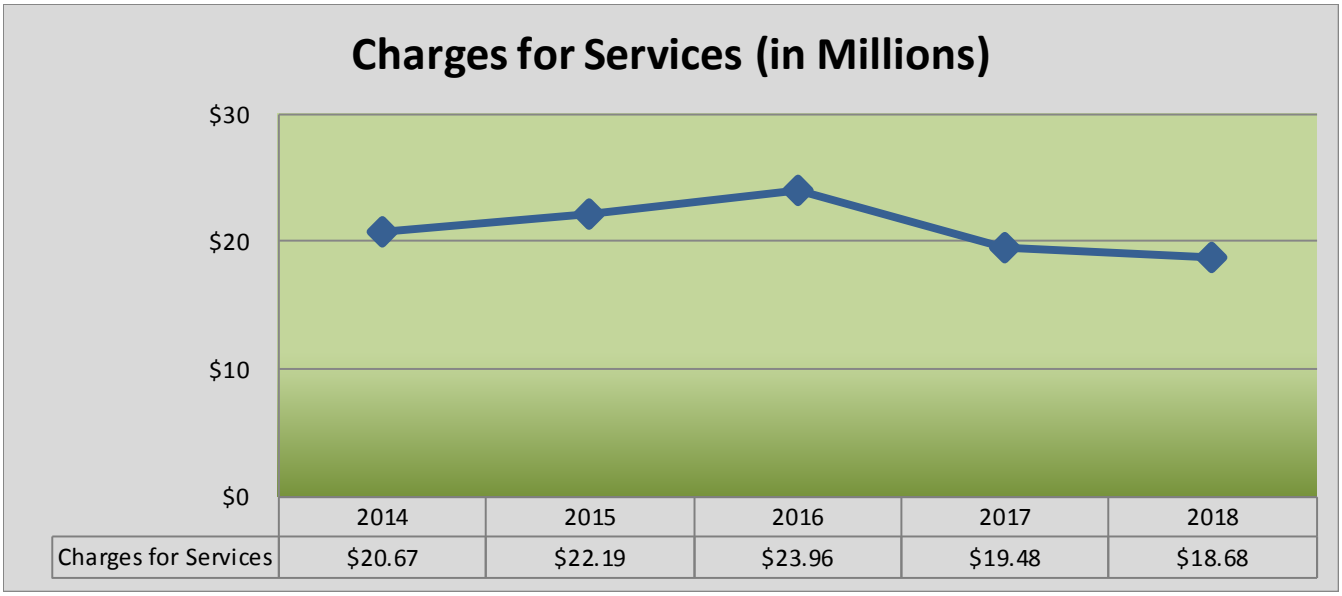



| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Property Taxes | $23.31 | $24.82 | $26.91 | $29.14 | $30.53 |
| Mills | 57.25 | 57.25 | 55.00 | 53.00 | 51.00 |

## Charge for Services

### Charge for Services

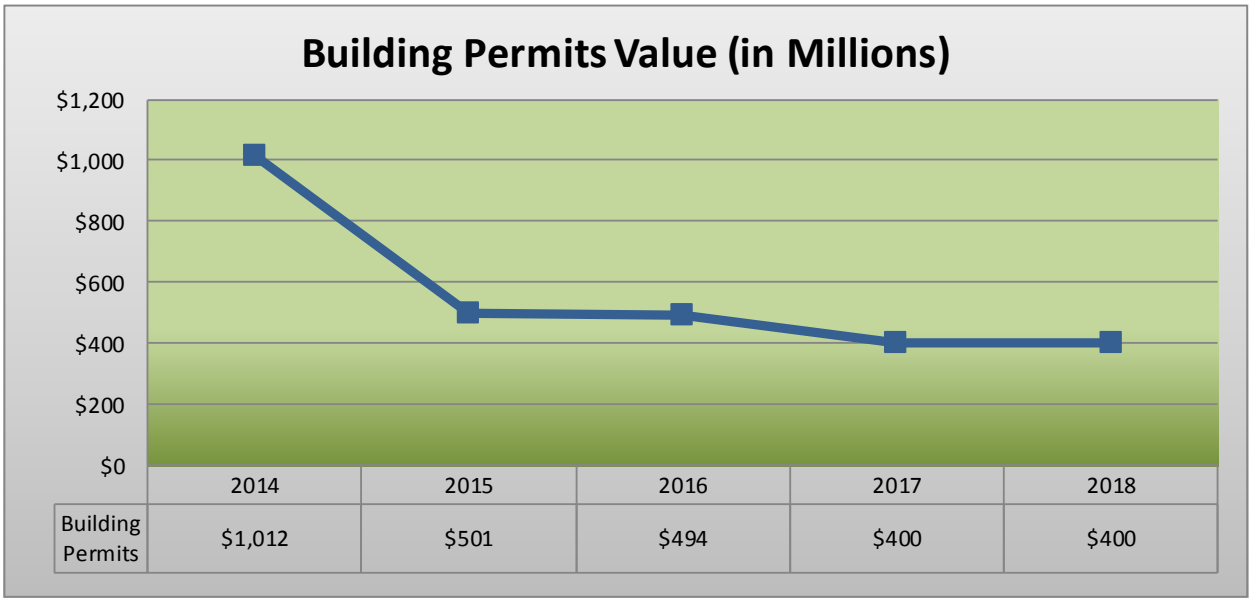
The trend for all charge for services revenue accounts is shown in the following graph. We anticipate overall revenue levels to decrease slightly due to a smaller than normal infrastructure capital improvement plan.




### Building Permits

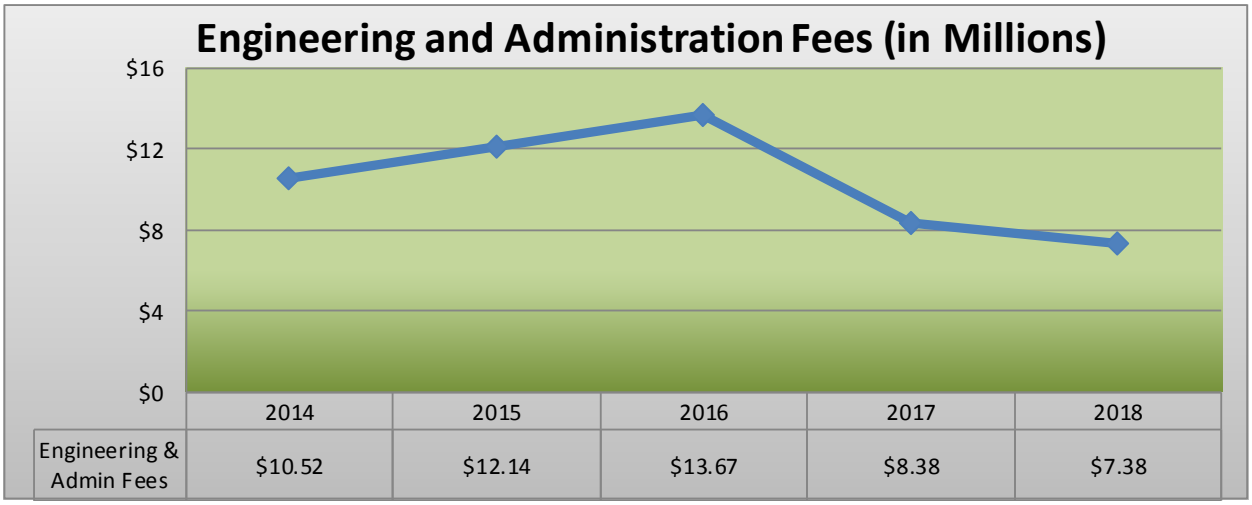
The City charges a variety of fees associated with the delivery of services to our citizens. Building permits are one of the most prominent of our fees. They are an important indicator of our economic strength and the level of construction activity in our local economy. Fees are established by the City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

Fargo set an all-time record level of building activity in 2014 with permit values exceeding $ 1 billion. Significant expansions are occurring in our health services sector with Sanford and Essentia Hospitals building more or expanded capacity to meet the needs of the region. The past two years permit activity reflects continued strong demand for both residential and commercial construction. The revenue projection for permit fees reflects continued confidence in our local economy and are projected at levels similar to the 2017 budget.




**Capital Project Engineering and Administrative Fees**

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



| 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.<br><br>Pursuant to the Governmental Accounting Standards Board standard fund balances should be categorized as follows:<br><br>**Non-spendable** – Cannot be spent as is legally restricted.<br><br>**Restricted** – Subject to externally imposed restrictions, laws, bond covenants or other means.<br><br>**Committed** – Constrained by action of the Board of City Commissioners. Cannot be used for other purposes unless approved at the same level of authority.<br><br>**Assigned** – Intended to be used for a specific purpose. Intent can be expressed by City Commission or someone to whom authority has been delegated.<br><br>**Unassigned** – Unrestricted and available to appropriate. | • General Fund Balances are maintained in this budget in accordance with the City's fund balance policies.<br><br>• There continues to be significant accumulation of resources in our Debt Service funds associated with the prepayment of special assessments.<br><br>• 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. |

# Schedule of Changes in Governmental Fund Balances

| Fund | Year | Fund Balance January 1 | Revenues & Transfers In |
|---|---|---|---|
| **General Fund** | | | |
| | 2014 (Revised) | 33,280,588 | 93,283,503 |
| | 2015 | 37,230,038 | 92,760,292 |
| | 2016 | 39,176,052 | 94,433,477 |
| | 2017 (Revised Budget) | 39,396,504 | 94,070,719 |
| | 2018 | 34,382,177 | 96,383,000 |
| **Special Revenue Funds** | | | |
| | 2014 | 379,949 | 10,904,165 |
| | 2015 | 1,821,148 | 7,002,858 |
| | 2016 | 2,539,394 | 6,826,212 |
| | 2017 | 1,543,490 | 7,187,000 |
| | 2018 | 1,299,490 | 7,862,121 |
| **Debt Service Funds** | | | |
| | 2014 | 102,874,688 | 108,037,441 |
| | 2015 | 61,094,853 | 94,700,412 |
| | 2016 | 90,670,688 | 146,089,924 |
| | 2017 | 108,619,474 | 65,308,982 |
| | 2018 | 107,611,771 | 72,695,366 |
| **Total All Budgeted Governmental Funds** | | | |
| | 2014 | 136,535,225 | 212,225,109 |
| | 2015 | 100,146,039 | 194,463,562 |
| | 2016 | 132,386,134 | 247,349,613 |
| | 2017 | 149,559,468 | 166,566,701 |
| | 2018 | 143,293,438 | 176,940,487 |

| Expenditures & Transfers Out | Intra-fund Transfer | Fund Balance December 31 | Increase / (Decrease) | % Change In Fund Balance |
|---|---|---|---|---|
| 89,334,053 | - | 37,230,038 | 3,949,450 | 12% |
| 90,814,278 | - | 39,176,052 | 1,946,014 | 5% |
| 93,513,025 | 700,000 | 39,396,504 | 220,452 | 1% |
| 97,885,046 | 1,200,000 | 34,382,177 | (5,014,327) | -13% |
| 96,368,000 | 1,200,000 | 33,197,177 | (1,185,000) | -3% |
| | | | | |
| 9,462,966 | - | 1,821,148 | 1,441,199 | 379% |
| 6,284,612 | - | 2,539,394 | 718,246 | 39% |
| 7,822,116 | - | 1,543,490 | (995,904) | -39% |
| 7,431,000 | - | 1,299,490 | (244,000) | -16% |
| 7,836,343 | - | 1,325,268 | 25,778 | 2% |
| | | | | |
| 149,817,276 | - | 61,094,853 | (41,779,835) | -41% |
| 65,124,577 | - | 90,670,688 | 29,575,835 | 48% |
| 128,141,138 | - | 108,619,474 | 17,948,786 | 20% |
| 66,316,685 | - | 107,611,771 | (1,007,703) | -1% |
| 70,901,618 | - | 109,405,519 | 1,793,748 | 2% |
| | | | | |
| 248,614,295 | - | 100,146,039 | (36,389,186) | -27% |
| 162,223,467 | - | 132,386,134 | 32,240,095 | 32% |
| 229,476,279 | - | 150,259,468 | 17,873,334 | 14% |
| 171,632,731 | - | 144,493,438 | (5,066,030) | -3% |
| 175,105,961 | - | 145,127,964 | 1,834,526 | 1% |

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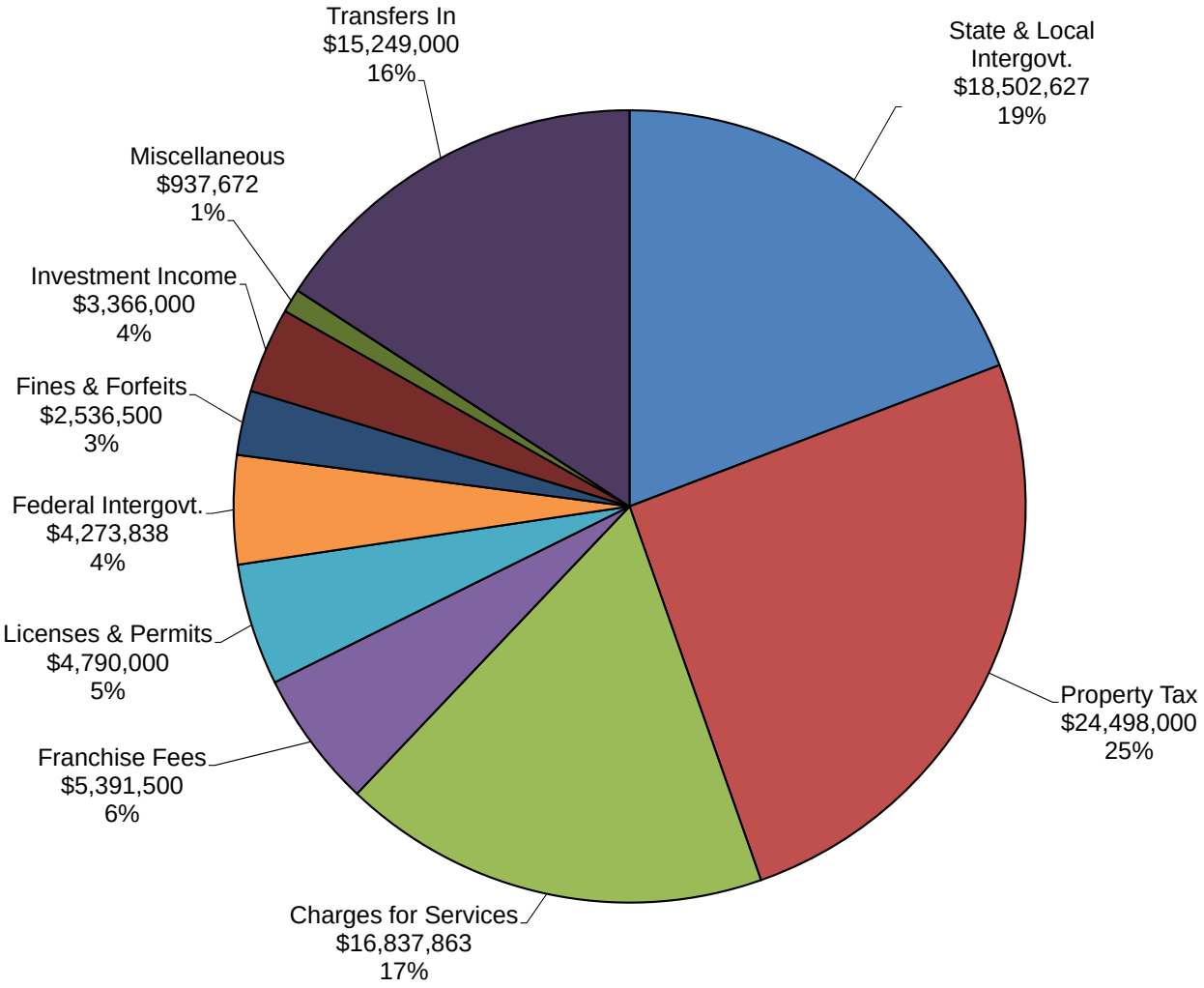
| Fund Description | Fiscal Trends |
| --- | --- |
| The General Fund accounts for all revenues and expenditures of the City of Fargo which are not accounted for in other funds and is the largest and most important operating fund.<br><br>Our revenue sources include a diverse blend of taxes, licenses & permits, intergovernmental revenues, charges for services, fines and forfeits, interest and other revenues.<br><br>Major functional programs include General Governmental Services, Public Safety, Public Works, Public Health and Welfare, Recreation & Culture, Public Transportation, General Support, and Capital Outlay. | • Budget strategy is focused on continuation of providing high quality services and lowering the budget growth and modest use of fund balance. Growth in the 2018 budget is lower than our long term average budget growth.<br><br>• Property tax values continue to increase as a result of a high level of residential and commercial construction. We expect this trend to continue.<br><br>• State revenues have decreased significantly due to the slow-down in the North Dakota's economic conditions. State officials predict an economic recovery in tax collections in late 2017 or 2018.<br><br>• Construction activity and building permit revenues remain strong.<br><br>• There are consistent demands upon our allocable resources for items related to growth such as municipal facilities, staffing and operational costs.<br><br>• General Fund balance goals will be maintained in accordance with our fund balance policies. |

# CITY OF FARGO, ND
# 2018 GENERAL FUND BUDGETED REVENUES




Total Budgeted Revenues = $96,383,000

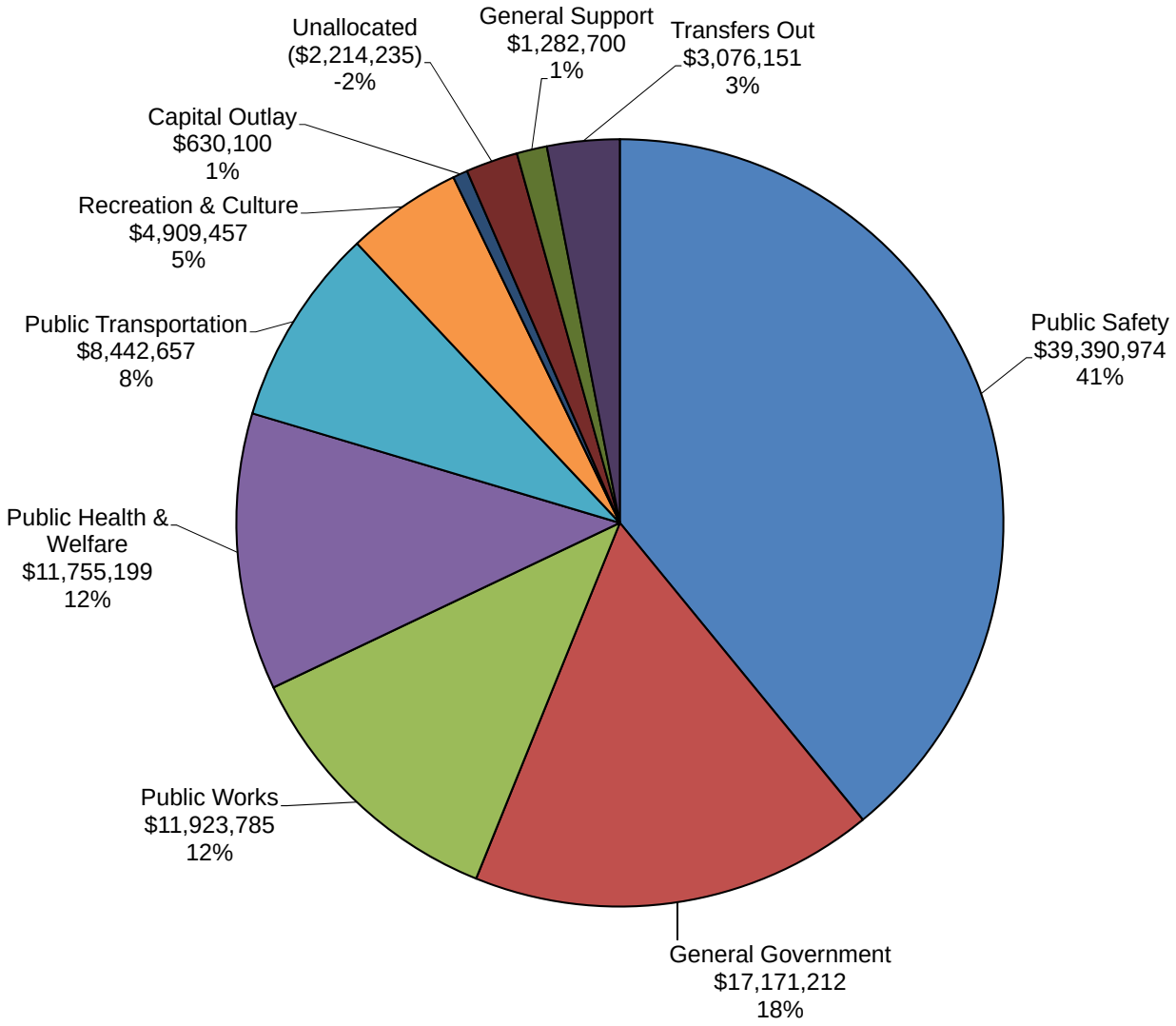
## CITY OF FARGO, NORTH DAKOTA
## GENERAL FUND REVENUE ANALYSIS
## BY SOURCE

| Revenue Source | 2017 Approved Budget | 2018 Approved Budget | $ Change | % Change |
|---|---|---|---|---|
| Property Taxes | $ 23,668,000 | $ 24,498,000 | 830,000 | 3.5% |
| Franchise Fees | 5,391,500 | 5,391,500 | - | 0.0% |
| Licenses & Permits | 4,790,000 | 4,790,000 | - | 0.0% |
| Federal Grants | 4,019,080 | 4,273,838 | 254,758 | 6.3% |
| State Share Revenues | 16,191,317 | 16,921,796 | 730,479 | 4.5% |
| Local Grant Revenues | 1,430,673 | 1,580,831 | 150,158 | 10.5% |
| Charges for Services | 17,637,863 | 16,837,863 | (800,000) | -4.5% |
| Fines | 2,536,500 | 2,536,500 | - | 0.0% |
| Interest | 3,129,000 | 3,366,000 | 237,000 | 7.6% |
| Miscellaneous | 921,067 | 937,672 | 16,605 | 1.8% |
| Transfers In | 13,066,000 | 15,249,000 | 2,183,000 | 16.7% |
| **Totals** | **$ 92,781,000** | **$ 96,383,000** | **$ 3,602,000** | **3.9%** |

# CITY OF FARGO, NORTH DAKOTA
# GENERAL FUND RESOURCES TRENDS

| REVENUE SOURCES | 2014 ACTUAL | 2015 ACTUAL | 2016 ACTUAL | 2017 APPROVED BUDGET | 2018 APPROVED BUDGET |
|---|---|---|---|---|---|
| **Property Tax** | $ 21,009,268 | $ 20,395,061 | $ 22,100,797 | $ 23,668,000 | $ 24,498,000 |
| | **25.1%** | **24.8%** | **26.7%** | **29.7%** | **30.2%** |
| **Franchise Fees** | 5,177,263 | 4,943,428 | 4,839,169 | 5,391,500 | 5,391,500 |
| | **6.2%** | **6.0%** | **5.8%** | **6.8%** | **6.6%** |
| **Licenses & Permits** | 7,224,633 | 4,990,708 | 4,832,455 | 4,790,000 | 4,790,000 |
| | **8.6%** | **6.1%** | **5.8%** | **6.0%** | **5.9%** |
| **Federal Intergovt.** | 4,603,373 | 4,325,830 | 4,799,729 | 4,019,080 | 4,273,838 |
| | **5.5%** | **5.3%** | **5.8%** | **5.0%** | **5.3%** |
| **State & Local Intergovt.** | 20,221,659 | 21,285,924 | 18,506,519 | 17,621,990 | 18,502,627 |
| | **24.2%** | **25.9%** | **22.3%** | **22.1%** | **22.8%** |
| **Charges for Services** | 19,161,378 | 20,609,014 | 22,161,433 | 17,637,863 | 16,837,863 |
| | **22.9%** | **25.1%** | **26.7%** | **22.1%** | **20.8%** |
| **Fines & Forfeits** | 2,265,238 | 2,443,652 | 2,121,582 | 2,536,500 | 2,536,500 |
| | **2.7%** | **3.0%** | **2.6%** | **3.2%** | **3.1%** |
| **Investment Income** | 2,724,205 | 2,117,194 | 2,525,865 | 3,129,000 | 3,366,000 |
| | **3.3%** | **2.6%** | **3.0%** | **3.9%** | **4.1%** |
| **Miscellaneous** | 1,152,319 | 1,144,199 | 1,030,899 | 921,067 | 937,672 |
| | **1.4%** | **1.4%** | **1.2%** | **1.2%** | **1.2%** |
| **Total Revenues** | **$ 83,539,336** | **$ 82,255,010** | **$ 82,918,448** | **$ 79,715,000** | **$ 81,134,000** |
| | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** |
| **Operating Transfers In** | 9,744,167 | 10,505,282 | 11,515,029 | 13,066,000 | 15,249,000 |
| **Total Revenues & Transfers In** | **$ 93,283,503** | **$ 92,760,292** | **$ 94,433,477** | **$ 92,781,000** | **$ 96,383,000** |

# CITY OF FARGO, ND
# 2018 GENERAL FUND BUDGETED EXPENDITURES




Total Budgeted Expenditures = $96,368,000

## CITY OF FARGO, NORTH DAKOTA
## GENERAL FUND EXPENDITURES
## BY CATEGORY

| Expense Category | 2017 Approved Budget | 2018 Divisional Requests | 2018 Approved Budget | % of Total | Change from 2017 Approved Budget to 2018 Approved Budget | |
|---|---|---|---|---|---|---|
| | | | | | $ | % |
| Salaries | $ 48,830,866 | $ 51,172,102 | $ 51,221,395 | **53.2%** | $ 2,390,529 | **4.9%** |
| Benefits | 17,616,445 | 18,482,622 | 18,784,535 | **19.5%** | 1,168,090 | **6.6%** |
| Other Services | 10,421,095 | 11,433,210 | 10,418,545 | **10.8%** | (2,550) | **0.0%** |
| Capital Outlay | 3,045,300 | 7,660,202 | 630,100 | **0.7%** | (2,415,200) | **-79.3%** |
| Transfers | 2,284,190 | 2,998,670 | 3,076,151 | **3.2%** | 791,961 | **34.7%** |
| Major Cost Categories | 82,197,896 | 91,746,806 | 84,130,726 | **87.3%** | 1,932,830 | **2.4%** |
| Energy | 3,173,495 | 3,227,203 | 2,327,203 | **2.4%** | (846,292) | **-26.7%** |
| Repairs and Maintenance | 3,537,741 | 3,476,800 | 3,476,800 | **3.6%** | (60,941) | **-1.7%** |
| General Supplies | 2,643,861 | 2,727,054 | 2,534,411 | **2.6%** | (109,450) | **-4.1%** |
| Miscellaneous | 1,075,318 | 1,205,556 | 1,068,468 | **1.1%** | (6,850) | **-0.6%** |
| Travel & Education | 831,379 | 862,884 | 822,779 | **0.9%** | (8,600) | **-1.0%** |
| Insurance | 634,527 | 686,762 | 751,762 | **0.8%** | 117,235 | **18.5%** |
| Communications | 495,301 | 510,942 | 488,456 | **0.5%** | (6,845) | **-1.4%** |
| Rentals | 742,222 | 1,006,735 | 1,006,735 | **1.0%** | 264,513 | **35.6%** |
| Advertising and Printing | 291,160 | 340,260 | 282,560 | **0.3%** | (8,600) | **-3.0%** |
| Major Supplies | 61,000 | 73,000 | 61,000 | **0.1%** | - | **0.0%** |
| Debt Service | 22,100 | 17,100 | 17,100 | **0.0%** | (5,000) | **-22.6%** |
| Unallocated | - | - | (600,000) | **-0.6%** | (600,000) | **0.0%** |
| Minor Cost Categories | 13,508,104 | 14,134,296 | 12,237,274 | **12.7%** | (1,270,830) | **-9.4%** |
| **Totals** | **$ 95,706,000** | **$ 105,881,102** | **$ 96,368,000** | **100.0%** | **$ 662,000** | **0.7%** |

# CITY OF FARGO, NORTH DAKOTA
## GENERAL FUND EXPENDITURES AND TRANSFERS

| FUNCTIONAL COST CATEGORY | 2014 ACTUAL | 2015 ACTUAL | 2016 ACTUAL | 2017 APPROVED BUDGET | 2018 DIVISIONAL REQUESTS | 2018 APPROVED BUDGET |
|---|---|---|---|---|---|---|
| **General Government** | $ 14,255,796 | $ 15,087,608 | $ 15,850,432 | $ 16,901,825 | $ 17,592,877 | $ 17,171,212 |
| | **17.6%** | **17.6%** | **17.9%** | **18.1%** | **17.1%** | **18.4%** |
| **Public Safety** | 31,097,859 | 33,326,475 | 35,804,818 | 36,998,992 | 38,774,375 | 39,390,974 |
| | **38.4%** | **38.9%** | **40.4%** | **39.7%** | **37.8%** | **42.2%** |
| **Public Works** | 9,646,066 | 9,716,904 | 10,662,455 | 11,675,588 | 11,860,160 | 11,923,785 |
| | **11.9%** | **11.3%** | **12.0%** | **12.5%** | **11.5%** | **12.8%** |
| **Public Health & Welfare** | 9,647,197 | 10,412,765 | 10,762,458 | 11,224,691 | 11,921,935 | 11,755,199 |
| | **11.9%** | **12.2%** | **12.1%** | **12.0%** | **11.6%** | **12.6%** |
| **Recreation & Culture** | 4,364,445 | 4,390,993 | 4,770,797 | 4,601,818 | 4,851,384 | 4,909,457 |
| | **5.4%** | **5.1%** | **5.4%** | **4.9%** | **4.7%** | **5.3%** |
| **Unallocated** | - | - | - | (519,803) | 540,672 | (2,214,235) |
| | **0.0%** | **0.0%** | **0.0%** | **-0.6%** | **0.5%** | **-2.4%** |
| **Public Transportation** | 7,162,185 | 7,031,084 | 7,092,990 | 8,326,384 | 8,443,127 | 8,442,657 |
| | **8.8%** | **8.2%** | **8.0%** | **8.9%** | **8.2%** | **9.0%** |
| **General Support** | 1,000,608 | 1,200,135 | 1,057,122 | 1,167,015 | 1,237,700 | 1,282,700 |
| | **1.2%** | **1.4%** | **1.2%** | **1.2%** | **1.2%** | **1.4%** |
| **Capital Outlay** | 3,896,102 | 4,504,952 | 2,689,823 | 3,045,300 | 7,660,202 | 630,100 |
| | **4.8%** | **5.3%** | **3.0%** | **3.3%** | **7.4%** | **0.7%** |
| | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** |
| **Total Expenditures** | **$ 81,070,258** | **$ 85,670,916** | **$ 88,690,895** | **$ 93,421,810** | **$ 102,882,432** | **$ 93,291,849** |
| **Transfers Out to Other Funds** | 8,263,795 | 5,143,362 | 5,522,130 | 2,284,190 | 2,998,670 | 3,076,151 |
| **Total Expenditures and Transfers Out** | **$ 89,334,053** | **$ 90,814,278** | **$ 94,213,025** | **$ 95,706,000** | **$ 105,881,102** | **$ 96,368,000** |

**CITY OF FARGO, NORTH DAKOTA**
**2017 GENERAL FUND MID-YEAR BUDGET ADJUSTMENTS**

| Adjustment Detail | Fund/Use | Type | Amounts | Account # | Reason For Adjustments |
|---|---|---|---|---|---|
| **Recommended General Fund Revenue Adjustments:** | | | | | |
| Xcel Energy | General/ Unrestricted | TX | (100,000) | 101-0000-316-10-01 | Seasonal Adjustment |
| Cass County Electric | General/ Unrestricted | TX | (50,000) | 101-0000-316.10-02 | Seasonal Adjustment |
| Cable One Franchise Fees | General/ Unrestricted | TX | (60,000) | 101-0000-316.40-01 | Market Share Adjustment |
| Midcontinent Communciations | General/ Unrestricted | TX | 60,000 | 101-0000-316.40-02 | Market Share Adjustment |
| Right of Way Fees | General/ Unrestricted | TX | (82,000) | 101-0000-316.90-00 | Midcontinent Buildout Complete |
| Weight Restriction Permits | General/ Unrestricted | FN | 80,000 | 101-0000-322.20-00 | Syncronize to Trend |
| Sidewalk and Paving Permits | General/ Unrestricted | CS | 50,000 | 101-0000-322.11-01 | Syncronize to Trend |
| FTA Transit Grants | General/ Transit | IG | (70,000) | 101-0000-331.12-25 | Federal Appropriations Reduced |
| Municipal Highway Funds | General / Street & Engineering | IG | 220,000 | 101-0000-335.10-00 | Revenue Trend Improvement |
| Homested Credit | General / Unrestricted | IG | (50,000) | 101-0000-335.23-00 | Estimated Appropriation |
| Fire Premiums Tax | General / Unrestricted | IG | (90,000) | 101-0000-335.50-00 | Change in Legislative Appropriation |
| Cigarette Tax | General / Unrestricted | IG | (60,000) | 101-0000-335.40-00 | Expected Tax Collections |
| NDSU Transit Services | General / Transit | CS | (70,000) | 101-0000-335.80-10 | Contract Renewal Amendments |
| Transfers In | General / Unrestricted | TR | 400,000 | 101-0000-391-50-01 | Surplus Water Sales |
| **Total General Fund Revenues** | | | **$ 178,000** | | |
| **Recommended General Fund Expenditure Adjustments:** | | | | | |
| Police - Full time Overtime Reimbursed | Police | PS | 150,000 | 101-5010-411.11-04 | Budget Correction |
| **Total General Fund Expenditures** | | | **$ 150,000** | | |
| **Net Change in Budget Status** | | | **$ 28,000** | | |

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

| Fiscal Year | Original Budget | Revised Budget | Final Results | Variance | Variance % |
|---|---|---|---|---|---|
| 2016 | 83.3 | 82.9 | 82.7 | (0.2) | -0.2% |
| 2015 | 80.6 | 81.8 | 82.1 | 0.3 | 0.4% |
| 2014 | 75.9 | 78.8 | 83.2 | 4.4 | 5.6% |
| 2013 | 70.5 | 79.5 | 79.9 | 0.4 | 0.5% |
| 2012 | 66.0 | 71.0 | 72.4 | 1.4 | 2.0% |
| 2011 | 60.3 | 67.4 | 73.1 | 5.7 | 8.5% |
| 2010 | 58.9 | 62.8 | 66.8 | 4.0 | 6.4% |
| 2009 | 56.2 | 62.6 | 63.5 | 0.9 | 1.4% |
| 2008 | 52.1 | 56.1 | 58.7 | 2.6 | 4.6% |
| **Ten Year** | **$ 603.8** | **$ 642.9** | **$ 662.4** | **$ 19.5** | **3.0%** |

**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.cityoffargo.com

# City Administrator

| 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 City Administrator and Assistant City Administrator are appointed position. Responsibilities include leadership, direction and ongoing support for City operations in addition to representing the City on numerous other Agencies and Authorities including:<br><br>**External:**<br>FM Diversion Authority<br>Lake Agassiz Water Authority<br>North Dakota Water Coalition<br>Fargodome Building Committee<br>Metropolitan Council of Governments<br>Red River Valley Dispatch Center<br>Local Governmental & Educational Units<br><br>**Internal:**<br>Budget Team, Public Works Evaluation, Personnel Evaluation, Utilities, CDBG, Building Authority, Emergency Management, Chair of Mayor's Cabinet, and other ad hoc committees assigned by the Mayor and City Commissioners. | In 2016, a reorganization of the City Administrator's Office occurred which added an assistant position as a new FTE. As a result, Michael Redlinger was competitively selected as the City's first Assistant City Administrator. The day-to-day departmental administrative duties have been divided in to portfolio assignments shared between the City Administrator and Assistant City Administrator.<br><br>Major goals in 2018 include the following:<br><br>• Continue construction of FM Diversion Project<br>• Continue construction of In-City Flood Protection<br>• Begin construction of Red River Valley Water Supply Project<br>• Completion of City Hall Construction Project<br>• Begin construction of Civic Plaza<br>• Begin private fund raising effort for Civic Center<br>• Renovation/Replacement<br>• Continue focus on Downtown Parking<br>• New focus on economic development opportunities<br>• Completion of Water Plant Expansion Project<br>• Begin design of Wastewater Plant Expansion Project<br>• Begin conversion of landfill gas to compressed natural gas<br>• Continued focus on Public Safety |

# City Administrator

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 236,940 | $ 317,630 | $ 340,775 | $ 354,133 |
| Benefits | 48,440 | 74,129 | 66,623 | 69,100 |
| Other Services | 11,000 | 50,200 | 88,120 | 25,200 |
| Repairs and Maintenance | - | 500 | 500 | 500 |
| Rentals | - | - | - | - |
| Insurance | 727 | 730 | 730 | 730 |
| Communications | 1,862 | 1,400 | 1,400 | 1,400 |
| Advertising and Printing | - | 1,900 | 1,900 | 1,900 |
| Travel & Education | 4,377 | 15,700 | 15,700 | 15,700 |
| Energy | - | - | - | - |
| General Supplies | 2,408 | 7,600 | 7,600 | 7,600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,540 | 2,500 | 2,500 | 2,500 |
| Capital Outlay | 10,888 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 318,182 | $ 472,289 | $ 525,848 | $ 478,763 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 2 | 2 | 2 | 2 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 2 | 2 | 2 | 2 |

| 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:<br><br>• Recruiting and Promotional Processes<br>• New Employee Orientation<br>• Compensation<br>• Job Classification<br>• Job Descriptions<br>• Benefit Administration<br>• Policy Development<br>• Performance Management<br>• Employee Relations<br>• Safety and WSI Administration<br>• Training and Development<br>• Compliance with Federal, state and local laws and regulations. | • **Benefit and Leave Administration**<br>Based on pension eligibility projections, increased Affordable Care Act (ACA) Compliance requirements and the workload associated with leave of absences, the need for a Benefit and Leave Coordinator has become more evident. The development of a coordinator role would allow the HR Generalists to work more closely with their primary departments on employee engagement, employee relations, recruitment, performance management and succession planning.<br><br>• **Employee Engagement**<br>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.<br><br>• **Training and Development**<br>The implementation of a Target Solutions, a learning management system, will allow an efficient and effective delivery method for essential training. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Total Employees | 1,825 | 1,900 | 1,950 |
| Total Positions Posted | 136 | 145 | 160 |
| Total Applicants | 3,671 | 3,725 | 3,800 |
| Employment Actions Processed | 1,116 | 1,150 | 1,175 |

# Human Resources

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 479,186 | $ 564,369 | $ 557,776 | $ 588,671 |
| Benefits | 144,633 | 168,253 | 165,394 | 162,821 |
| Other Services | 127,394 | 164,010 | 164,010 | 164,010 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | 7,542 | 9,506 | 9,506 | 9,506 |
| Insurance | 2,257 | 2,185 | 2,185 | 2,185 |
| Communications | 1,890 | 5,810 | 5,810 | 5,810 |
| Advertising and Printing | 30,037 | 34,000 | 34,000 | 34,000 |
| Travel & Education | 29,359 | 58,325 | 58,325 | 58,325 |
| Energy | - | - | - | - |
| General Supplies | 5,729 | 5,877 | 5,877 | 5,877 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 23,718 | 77,500 | 77,500 | 77,500 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 851,745 | $ 1,089,835 | $ 1,080,383 | $ 1,108,705 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 7 | 7 | 7 | 7 |
| Part Time Benefited | - | 1 | 1 | 1 |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 7 | 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 provided the same services to the Family HealthCare.<br><br>The major services delivered are:<br><br>• Support end users with the Helpdesk services to all technology needs.<br>• Maintain and support hardware and software systems and lifecycle deployments.<br>• Administer network infrastructure, servers, phone and deliver expansion for growth.<br>• Manage the systems and software of all departments, including off-the-shelf and custom build software, integrations and data.<br>• Manage and support the Public Safety software system used by all law enforcement and fire agencies in Cass and Clay Counties.<br>• Lead and design custom built software solutions for internal business process and public services.<br>• 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.<br>• Support and maintain the H.T.E. Accounting system on the IBM midrange platform.<br>• Plan and support the technology needs for all city departments, the dispatch center, and Family HealthCare. | • Managing Tablets and Smart Phones.<br><br>• Mobility of applications and access to software.<br><br>• Security for the mobile trending workplace.<br><br>• Cloud/Software-as-a-Service (SAAS) services and solutions changing the software being used and solutions being provided.<br><br>• Increase dependency on GIS information and applications to support workflow processes in the field.<br><br>• Data Privacy/Transparency.<br><br>• Increased demands for greater bandwidth (both wireless and wired).<br><br>• Promotion of open data. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Help Desk Tickets | 10,159 | 10,145 | 10,125 |

# Information Services

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,536,088 | $ 1,609,676 | $ 1,593,938 | $ 1,655,133 |
| Benefits | 480,327 | 487,719 | 487,513 | 514,813 |
| Other Services | 15,240 | 21,000 | 21,000 | 21,000 |
| Repairs and Maintenance | 781,746 | 876,392 | 876,392 | 876,392 |
| Rentals | 157 | 1,000 | 1,000 | 1,000 |
| Insurance | 7,647 | 5,895 | 5,895 | 5,895 |
| Communications | 140,102 | 85,560 | 85,560 | 85,560 |
| Advertising and Printing | - | - | - | - |
| Travel & Education | 21,979 | 36,000 | 36,000 | 36,000 |
| Energy | 1,062 | 1,443 | 1,081 | 1,443 |
| General Supplies | 20,539 | 19,000 | 19,000 | 19,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,096 | 4,550 | 4,550 | 4,550 |
| Capital Outlay | 46,169 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 3,052,152 | $ 3,148,235 | $ 3,131,929 | $ 3,220,786 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| 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 Manager of Communications and Public Affairs provides **proactive administrative and technical assistance** to the Mayor, Commissioners, department heads and the media. The office also plans, coordinates and provides management direction to other departmental public information officers (PIOs) regarding the timely dissemination of information.<br><br>Communications and Public Affairs oversees **external communications** for the City of Fargo, including media relations, multimedia promotional campaigns, the City websites, overall web presence, social media outlets, branding, organizational communication policies, printed publications and the operation of government access television channels.<br><br>The office 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.<br><br>**Major services delivered include:**<br><br>• Citizen engagement<br>• Media relations<br>• Employee outreach<br>• Promotional campaigns<br>• City websites<br>• FargoOne mobile app<br>• Social media<br>• Communication policies<br>• Publications<br>• Operation of government access television channels<br>• Creation of educational videos | • After four years of discussions, planning, development and training, **the City of Fargo's new website launched** on May 31, 2017. This process included the introduction of a new content management system (CMS) created by the Information Services Department. The new mobile-responsive site features intuitive information architecture, a unified calendar of public meetings, graphically-appealing layouts, language translation services and adjustable font sizes. The conversion to the new site was the collective work of many individuals within the City organization, including departmental content editors.<br><br>• **Brand cohesiveness** continues to be a challenge across the various departments of the City. The introduction of a brand standards guide in the third quarter of 2017 and continual reinforcement efforts are intended to aid in solidifying the City's commitment to the presentation of a unified brand.<br><br>• The usage of **FargoOne**, the citizen reporting application, continues to increase. Precipitated by the current contract expiring at the end of 2017, a solicitation for interested vendors will be issued during the fourth quarter of 2017 for these services. Following the selection of the vendor, additional training will be conducted across departments to ensure the application is being utilized to its fullest potential. A set of policies will be created to allow for uniform responses across the organization. |

| | |
|---|---|
| | • In 2016, the Engineering Department contracted with an external marketing firm for **Public Information Coordinator (PIC**) services to assist with outreach surrounding several road construction projects in the metro. This contract is still in place and is being jointly overseen by Engineering and Comm./ Public Affairs.<br><br>• There are currently **26 social media platforms** deployed throughout the City's departments, with another 7 planned for implementation in the second half of 2017.<br><br>**Department Goals for 2018:**<br>• **Website optimization** - The value of the City's new website will only be fully realized if an on-going commitment to content assessment, analytic review and improvement is made. An overall goal to review each department's webpages at least once annually with applicable departmental staff to maximize effectiveness.<br>• **Media requests and reporting** – A peer analysis will be conducted of other local municipalities to assess the manner in which media interviews are facilitated, as well as solutions for dissemination of media reports to the applicable staff members within the City.<br>• **Communication policies** – Several policies, including those involving accessibility, privacy and social media (for both customers and employees) will be reviewed and modified in 2018. |

**Operational Measures**

| Description | 2014 Actual | 2015 Actual | 2016 Actual |
|---|---|---|---|
| Website Hits | 1,272,993 | 1,378,527 | 1,239,551 |
| Users | 745,192 | 759,584 | 653,841 |

# Public Information

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 112,053 | $ 149,772 | $ 149,772 | $ 157,484 |
| Benefits | 30,865 | 36,214 | 36,214 | 40,143 |
| Other Services | 41,854 | 52,400 | 52,400 | 52,400 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | 392 | 730 | 730 | 730 |
| Communications | - | 1,250 | 1,250 | 1,250 |
| Advertising and Printing | 307 | 1,200 | 1,200 | 1,200 |
| Travel & Education | 4,066 | 7,720 | 7,720 | 7,720 |
| Energy | - | - | - | - |
| General Supplies | 862 | 1,000 | 1,000 | 1,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 12,265 | 15,000 | 15,000 | 15,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 202,664 | $ 265,286 | $ 265,286 | $ 276,927 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 2 | 2 | 2 | 2 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 2 | 2 | 2 | 2 |

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| Description of Service Provided | Current or Emerging Issues |
|---|---|
| General legal services – upon request by all departments and elected officials.<br><br>**Litigation oversight:**<br>• Coordinate and support legal defense of claims against (and by) the city<br>• NDIRF covers most claims (Serkland)<br><br>**Additional affiliated or related services (billed separately):**<br>• Bond Counsel services (w Paul Tietz)<br>• FargoDome Authority<br>• FM HRA<br>• Diversion Authority<br>• RRRDC | • With respect to City "general" legal services, the past 1+ years have brought a number of large and/or complicated projects which, in turn, has substantially increased the City's demand for City Attorney assistance. This office continues to monitor the pace of that activity and said demand.<br><br>• With respect to City "extra" legal services provided, the transition that occurred (early 2017) on the Diversion Project has been beneficial in allowing this office being capable of meeting the demand for city attorney services at current staff levels.<br><br>• Significant development and growth of the city generates commensurate demand for legal services by city departments and elected officials. |

# City Attorney

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 634,008 | 545,000 | 545,000 | 558,000 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Claims | 7,130 | 20,000 | 20,000 | 15,000 |
| Transfers | - | - | - | - |
| **TOTAL** | $ 641,138 | $ 565,000 | $ 565,000 | $ 573,000 |

# 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)<br><br>Includes:<br><br>• Codes enforcement in Municipal Court<br>• Health Department matters (tobacco compliance and alcohol serving compliance)<br>• Limited advising of police officers | • **ND Legislative change** (remand law) may cause significant increase in demand for prosecutors' time in Cass County District--at least marginally reversing recent practice by Prosecutor Office in optimizing city's share of fines by remanding virtually 100% of cases from District Court back to Municipal Court. (City keeps 100% of fines when paid into Municipal Court and only 20% of fines when paid into District Court.)<br>• **MARCY'S LAW** was approved by voters in 2016, causing, thus far, some impact on our Prosecution Office but thus far we have been able to absorb the additional effort with existing resources. Implementation of the "SAVIN" victim notification system will be helpful in this regard.<br>• In 2015 we replaced loss of all existing lawyers in prosecution office with single full-time prosecutor and with assistance from contracted lawyers and from City Attorney office. Salary and hourly-rate adjustments are needed. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| City Prosecution | $276,500 | $276,900 | $326,630 |

# City Prosecution

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 274,333 | 276,000 | 276,000 | 325,730 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | 791 | 900 | 900 | 900 |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | 1,335 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 276,459 | $ 276,900 | $ 276,900 | $ 326,630 |

# Baseball Stadium

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The City of Fargo constructed a 4,500-seat baseball stadium located on the campus of North Dakota State University (NDSU). It is the home of the FM-Redhawks baseball team, a member of the Northern League.<br><br>The stadium is also leased to North Dakota State University for use by their college baseball program.<br><br>Stadium naming rights and suite rentals pursuant to a lease agreement with Fargo Baseball, LLC, and Newman Outdoor Signs paid for the original cost the stadium ($5.2 million).<br><br>This recreational and entertainment facility continues to provide top quality events for our citizens to enjoy during the summer season. | Maintenance costs are trending higher due to the age of the facility that was built in 1995.<br><br>A Stadium Management Committee structure is in place to oversee the operations and interaction with Stadium stakeholders. |

**Operational Measures**

| Description | 2015 Actual | 2016 Actual | 2017 Expected |
|---|---|---|---|
| Number of Seats | 4,422 | 4,422 | 4,172 |
| RedHawks Attendance | 187,099 | 180,345 | 183,000 |

# Baseball Stadium

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | - | 5,000 | 5,000 | 5,000 |
| Repairs and Maintenance | 84,927 | 59,900 | 59,900 | 59,900 |
| Rentals | - | - | - | - |
| Insurance | 3,758 | 2,000 | 2,000 | 2,000 |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | 50 | 2,000 | 2,000 | 2,000 |
| Capital Outlay | - | 25,000 | 25,000 | 25,000 |
| Debt Service | 2,040 | 2,100 | 2,100 | 2,100 |
| Transfers | - | - | - | - |
| **TOTAL** | $ 90,775 | $ 96,000 | $ 96,000 | $ 96,000 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Auditor's Office provides fiscal administration services in support of our governmental functions. It also provides services to the Red River Regional Dispatch Center and the FM Diversion Authority pursuant to fiscal services agreements.<br><br>The major services delivered include:<br><br>• General Accounting and Payroll<br>• Budgeting<br>• Capital Financing & Debt Management<br>• Comprehensive Annual Financial Report<br>• Treasury Management<br>• Insurance and Risk Management<br>• Auditing and Financial Reporting<br>• Special Assessments<br>• City Utility Billing<br>• Licenses & Permits<br>• Records Management<br>• Defined Benefit Pension Administration<br>• Financial Policy Development<br>• Fiscal Agent for the FM Diversion | • 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. We received the GFOA Certificate of Excellence in Financial Reporting for the past 19 years.<br><br>• Our credit card bill payment method business strategy continues to grow producing an estimated rebate of $280,000 in 2017. Life to date rebates received total $633,000.<br><br>• We expected interest rates to rise in FY 2018 providing additional budgetary resources after several years of very low investment returns.<br><br>• Our automated payment methods in our utility billing services exceed industry averages providing for efficiency in this business process. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Vendor Checks Processed | 9,800 | 9,800 | 9,800 |
| Credit Card Payments | $19 million | $20 million | $21 million |
| Credit Card Annual Rebate | $257,000 | $280,000 | $294,000 |
| Number of Bond Issues | 3 | 4 | 2 |
| Number of Financial Documents Digitized | 195,000 | 195,000 | 195,000 |

# City Auditor

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,036,099 | $ 951,263 | $ 938,610 | $ 981,564 |
| Benefits | 316,360 | 261,600 | 261,394 | 277,348 |
| Other Services | 78,965 | 82,400 | 82,400 | 78,900 |
| Repairs and Maintenance | 832 | 1,500 | 1,500 | 1,400 |
| Rentals | 3,355 | 2,600 | 2,600 | 3,500 |
| Insurance | 3,694 | 3,870 | 3,870 | 3,870 |
| Communications | 1,655 | 1,450 | 1,450 | 1,410 |
| Advertising and Printing | 8,372 | 10,000 | 10,000 | 6,800 |
| Travel & Education | 13,203 | 19,225 | 19,225 | 18,525 |
| Energy | - | - | - | - |
| General Supplies | 11,926 | 19,800 | 19,800 | 15,200 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,276 | 1,000 | 1,000 | 750 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,475,737 | $ 1,354,708 | $ 1,341,849 | $ 1,389,267 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 15 | 12 | 12 | 12 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 15 | 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.<br><br>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.<br><br>The Clerk's office is responsible for administration of court records according to state and local statute, rules and policies.<br><br>The major services delivered include:<br><br>• Court Case Management<br>• Filing of Court Cases and Documents<br>• Management of the Court Calendar<br>• Court Policy Development<br>• Court Sentence Programming<br>• Monitoring of Court Sentences<br>• Payments of Traffic Tickets<br>• Fine Collection<br>• Management of Warrants and Summons<br>• Online access to court cases. Public terminal provides access to scanned court documents. | • Municipal Court recently migrated to the North Dakota Supreme Court's case management program. Ongoing collaboration with the Supreme Court to enhance features, and improve reporting and programming.<br><br>• Continual research and interpretation of city and state laws and pending legislation, court rules, judicial system policies and court operations; determining any changes in operational procedures necessary to comply with law.<br><br>• There is a trend toward alternative non-traditional payment methods. Municipal Court offers phone payments, online web based payments, debit and credit card payments, and traditional mail and window payments. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Warrants Issued | 3,142 | 3,462 | 3,400 |
| Total collections | $1.6 million | $1.6 million | $1.7 million |
| Receipts Issued | 19,074 | 17,700 | 18,700 |
| Cases filed | 19,337 | 18,000 | 19,000 |
| # of Documents Filed and Scanned | 108,849 | 110,000 | 110,000 |
| Hearings Scheduled | 18,115 | 18,226 | 18,000 |

# Municipal Court

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 432,459 | $ 443,851 | $ 443,851 | $ 490,208 |
| Benefits | 149,686 | 154,829 | 154,550 | 174,545 |
| Other Services | 224,872 | 227,450 | 227,450 | 227,450 |
| Repairs and Maintenance | 2,168 | 4,900 | 4,900 | 4,900 |
| Rentals | - | - | - | - |
| Insurance | 2,098 | 2,185 | 2,185 | 2,185 |
| Communications | 681 | 640 | 640 | 640 |
| Advertising and Printing | 1,012 | 1,500 | 1,500 | 1,500 |
| Travel & Education | 1,507 | 4,845 | 4,845 | 4,845 |
| Energy | 26,548 | 32,000 | 32,000 | 30,000 |
| General Supplies | 3,987 | 5,000 | 5,000 | 5,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 225 | 3,100 | 3,100 | 1,500 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 845,243 | $ 880,300 | $ 880,021 | $ 942,773 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| 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.<br><br>Most offenses do not carry a minimum mandatory imprisonment. Mandatory sentencing means the Judge does not have the choice to impose a lesser sentence.<br><br>Offenses requiring mandatory minimum imprisonment include:<br>• Driving Under Suspension – suspension a result of a DUI requires 4 days' imprisonment.<br>• DUI – second offense within 7 years requires 10 days' imprisonment.<br><br>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.<br><br>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.<br><br>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.<br><br>The majority of sentences served in the Cass County Jail are repeat offenders and those arrested on warrants for failing to comply with their sentences.<br><br>Changes in DUS laws will result in fewer convictions and fewer sentences of incarceration. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Days served in Cass County Jail | 7,647 | 9,240 | 9,000 |
| Days served in Centre Inc. | 3,287 | 3,000 | 2,600 |
| Days served on electronic monitoring | 1,243 | 1,532 | 1,500 |

# Incarceration

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 804,953 | 820,000 | 820,000 | 820,000 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 804,953 | $ 820,000 | $ 820,000 | $ 820,000 |

| 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.<br><br>The major services delivered include:<br>• Assist the public in understanding and utilizing available tax exemptions.<br>• Provide property tax and valuation estimates to developers, real estate professionals, and taxpayers.<br>• Assist and coordinate valuation efforts of proposed projects for future development & private/public financing concerns.<br>• Provide the legislature information on assessment valuation, procedure, and administration matters.<br>• Provide projected valuation information to local taxing jurisdictions for budgeting and levying purposes. | • Ongoing legislative action relating to property tax levels and administration continue to evolve. This impacts the ability of our department to deliver services to the public.<br><br>• Functional support is continuing to assist with property acquisitions in City and Diversion flood protection efforts.<br><br>• Work processes are continually being analyzed and modified to create positive, productive, and efficient outcomes.<br><br>• The recent increase in market valuations appears to be tapering off to more normal levels after two consecutive years of high property inflation rates. |

**Operational Measures**

| Description | 2015 Actual | 2016 Actual | 2017 Projected |
|---|---|---|---|
| True & Full Property Valuation | $11,946,935,000 | $13,284,450,300 | $14,381,438,118 |
| True & Full Exempt Valuation | $2,577,248,618 | $2,764,283,000 | $2,918,519,600 |
| Taxable Valuation (% of T&F) | $436,837,979 | $488,909,842 | $527,045,274 |
| Estimated Property Taxes Generated | $128,292,519 | $143,424,362 | $145,486,368 |
| Estimated City Taxes Generated | $22,824,784 | $25,545,539 | $26,5366730 |
| Number of Parcels | 35,194 | 35,477 | 36 072 |

- Due to the fact that property taxes are paid in arrears, the valuations presented are for the assessment year prior to the column headings.
- These amounts will differ somewhat due to timing of value estimates, mill levy calculations, and actual tax payments.
- Current year estimated taxes to be generated are based on the previous year certified mill levy.

# City Assessor

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 792,149 | $ 836,691 | $ 836,691 | $ 877,459 |
| Benefits | 249,428 | 255,327 | 254,650 | 288,788 |
| Other Services | 7,163 | 15,620 | 15,620 | 13,245 |
| Repairs and Maintenance | 710 | 6,700 | 6,700 | 2,600 |
| Rentals | 70,126 | 79,320 | 79,320 | 55,687 |
| Insurance | 3,987 | 4,505 | 4,505 | 4,505 |
| Communications | 148 | 160 | 160 | 160 |
| Advertising and Printing | 680 | 2,040 | 2,040 | 2,040 |
| Travel & Education | 15,106 | 24,480 | 24,480 | 24,480 |
| Energy | 9,562 | 16,893 | 15,926 | 11,093 |
| General Supplies | 15,148 | 18,100 | 18,100 | 13,100 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 50 | 1,100 | 1,100 | 1,100 |
| Capital Outlay | 13,883 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,178,140 | $ 1,260,936 | $ 1,259,292 | $ 1,294,257 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| 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.<br><br>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.<br><br>This cost center is managed by the Finance Department. | • Workers' compensation premiums are increasing by as a result of program changes including raising the base for which premiums are charged.<br><br>• The auditing services budget has been increased to allow for review of PILOT and other tax exemptions pursuant to a proposed change in City tax exemption policies.<br><br>• Insurance costs are expected to increase with the addition of new City facilities<br><br>• City staffs continue to refine our digital records management processes to reduce the cost of records administration. Staffs in the Auditor's Office are seeking records management certifications. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Workers Compensation Premiums | $479,000 | $390,000 | $480,000 |
| Insurance Costs | 178,490 | 151,215 | 205,900 |
| Credit Card Fees | 45,436 | 44,000 | 48,000 |

# General Support

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | 426,349 | 480,000 | 480,000 | 480,000 |
| Other Services | 293,218 | 361,800 | 361,800 | 360,800 |
| Repairs and Maintenance | 9,774 | 16,000 | 16,000 | 13,000 |
| Rentals | - | - | - | - |
| Insurance | 178,490 | 151,215 | 151,215 | 270,900 |
| Communications | (613) | - | - | - |
| Advertising and Printing | 54,522 | 63,000 | 63,000 | 63,000 |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | 77,706 | 95,000 | 95,000 | 95,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 11,815 | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,051,261 | $ 1,167,015 | $ 1,167,015 | $ 1,282,700 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Buildings & Grounds is in charge of maintaining seven downtown structures, five "off-campus" facilities, a Public Safety Building, and the Fargo Cass Public Health facility.<br><br>At these locations staff takes care of the HVAC systems, plumbing, electrical, and mechanical. In addition, inspections, testing, and service for alarm systems, sprinkler systems, emergency generators, fire extinguishers, and elevators are provided.<br><br>Buildings & Grounds employees oversee grounds keeping, sidewalks, and parking lots through the four seasons.<br><br>Staff also assists one City bus terminal and seven fire stations with troubleshooting and consultations on maintenance related issues.<br><br>Buildings & Grounds is available for consultation with all City Departments regarding maintenance, roofs, asbestos, indoor air quality concerns, recommended vendors, etc. | Janitorial services previously provided under contract with Fargo Public Schools were transitioned to our own janitorial staffing in 2016. Staffing was increased in 2017. This transition is going smoothly.<br><br>A new City Hall, currently under construction will become operational in July 2018. The Buildings & Grounds budget has been modified for increases in utilities, maintenance and insurance.<br><br>Building maintenance functions will be automated and integrated into the City's centralized asset management system in 2017 and 2018. This provides a more structured and automated environment to monitor City owned facilities.<br><br>The boilers in the Downtown Fargo Public Library location are scheduled for replacement in 2017. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Expected |
|---|---|---|---|
| Number of Buildings Serviced | 13 | 15 | 17 |
| Building Repairs | $209,000 | $150,000 | $163,000 |
| Energy | $185,000 | $230,000 | $251,500 |

# Buildings & Grounds

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 476,386 | $ 594,079 | $ 582,654 | $ 657,187 |
| Benefits | 187,252 | 258,902 | 249,021 | 250,638 |
| Other Services | 596,396 | 457,040 | 375,000 | 367,000 |
| Repairs and Maintenance | 209,139 | 282,607 | 282,607 | 163,000 |
| Rentals | 5,487 | 10,000 | 10,000 | 7,000 |
| Insurance | 4,450 | 5,065 | 5,065 | 5,210 |
| Communications | 6,567 | 4,500 | 4,500 | 3,720 |
| Advertising and Printing | - | - | - | - |
| Travel & Education | 7,179 | 1,000 | 1,000 | 1,000 |
| Energy | 185,030 | 230,000 | 228,259 | 251,500 |
| General Supplies | 147,035 | 168,330 | 168,330 | 168,330 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 12,742 | 11,000 | 11,000 | 11,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,837,663 | $ 2,022,523 | $ 1,917,436 | $ 1,885,585 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 13 | 13 | 13 | 14 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 13 | 13 | 13 | 14 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| **Land Use Planning** - Responsibilities include comprehensive planning, growth plans, park plans, and special plans, studies, and area plans.<br>**Development Review** – Responsibilities include review of applications for text amendments, map amendments, conditional use permits, variances, alternative access plans, and other applications provided for in the Land Development Code (LDC). Site plan reviews are done to check for compliance with the Land Development Code.<br>**Land Development Code Administration** – Responsibilities include providing information on regulations and procedures to developers, builders, and property owners, and enforcement of the code.<br>**Community Development Planning** – This includes the development of community development plans, housing plans, and neighborhood plans.<br>**Community Development Program Administration** – This is the administration and implementation of housing and community development programs funded by HUD programs.<br>**Downtown Development and Redevelopment** – Responsibilities consist of planning for and encouraging redevelopment. Programs include the Renaissance Zone program, storefront rehab/downtown projects, tax increment financing, and PILOT incentives.<br>**Parking** – This is the planning and management of the downtown parking system, including parking ramps, the Ground Transportation Center, and surface lots.<br>**Special Commissions & Boards** – Staff support is provided to the Planning Commission, Community Development Committee, Historic Preservation Commission, Human Relations Commission, Native American Commission, Arts and Culture Commission, Fargo Youth Initiative, efargo and other special task forces. | • The growth of Fargo will require annexations, land use plans, and utility extensions to allow for future growth in the city.<br>• The larger number of requests for development review may cause delays in their review. The volume of requests also delays land use planning and special studies.<br>• Redevelopment and infill projects continue to gain interest as land value increases and availability of green fields decreases.<br>• There is a continued need for neighborhood planning and code enforcement from older neighborhoods.<br>• Decreasing federal resources makes it more difficult to address community development and housing needs.<br>• There is a growing interest in new buildings in downtown, as many underutilized buildings have been redeveloped. This will require more parking.<br>• All downtown parking facilities are at capacity. One new parking facility opened in 2017, but the downtown will still be short of parking. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Planning Commission Cases | 119 | 100 | 100 |
| Site Plan Reviews | 382 | 350 | 350 |
| Parking Spaces in City Facilities | 1,289 | 1,679 | 1,639 |

# Planning and Development

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 930,178 | $ 919,841 | $ 908,933 | $ 972,778 |
| Benefits | 258,425 | 261,666 | 261,412 | 277,046 |
| Other Services | 610,114 | 442,440 | 1,027,903 | 342,440 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | 495 | - | - | - |
| Insurance | 3,295 | 2,430 | 2,430 | 2,430 |
| Communications | 2,271 | 1,800 | 1,800 | 1,800 |
| Advertising and Printing | 5,993 | 6,600 | 6,600 | 6,600 |
| Travel & Education | 28,596 | 24,250 | 28,081 | 24,250 |
| Energy | - | - | - | - |
| General Supplies | 1,639 | 2,000 | 8,000 | 2,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 7,636 | 2,000 | 2,000 | 2,000 |
| Capital Outlay | 5,092 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,853,734 | $ 1,663,027 | $ 2,247,159 | $ 1,631,344 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 15 | 15 | 15 | 15 |
| Part Time Benefited | 1 | 2 | 2 | 2 |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 16 | 17 | 17 | 17 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Inspections Division provides 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.<br><br>Services provided:<br>• Review of construction plans<br>• Permit issuance<br>• Construction inspections<br>• Inspections of existing buildings – residential rentals<br>• Inspections for junk and junked vehicle complaints<br>• Interpretations of code requirements<br>• Day care inspections<br>• Complaint response<br>• Zoning Inspections<br>• Certificate of Occupancy issuance<br>• Records retention<br>• Sign permits and code enforcement | 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.<br><br>Another current issue is maintenance of the city's stock of existing buildings through enforcement of its minimum standards.<br><br>An increasing reliance on digital records requires more connectivity on the parts of our inspectors. New software allows customers to submit inspection requests on-line but more-flexible digital tools will be needed to offer the utility in permitting and payment that the public is coming to expect. New software may be implemented in 2018-2019.<br><br>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 | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Commercial Plan reviews | 382 | 390 | 395 |
| Permits (all types) | 11,370 | 11,400 | 11,500 |
| Inspections (all types) | 30,454 | 30,700 | 31,000 |
| Day care inspections | 46 | 20 | 32 |
| Apartment inspections | 3,257 units | 3,300 units | 4,000 units |
| Vehicle removals | 58 | 100 | 105 |

# Inspections

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,339,588 | $ 1,501,005 | $ 1,486,895 | $ 1,523,066 |
| Benefits | 470,237 | 513,306 | 512,280 | 528,388 |
| Other Services | 637,727 | 310,150 | 453,605 | 10,150 |
| Repairs and Maintenance | 50 | 500 | 500 | 500 |
| Rentals | 1,683 | 2,000 | 2,000 | 2,000 |
| Insurance | 10,110 | 8,565 | 8,565 | 8,565 |
| Communications | 17,323 | 17,000 | 17,000 | 17,000 |
| Advertising and Printing | 1,668 | 1,750 | 1,750 | 1,750 |
| Travel & Education | 24,434 | 32,500 | 32,500 | 32,500 |
| Energy | 18,707 | 23,075 | 19,227 | 23,075 |
| General Supplies | 6,255 | 8,000 | 8,000 | 8,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 5,246 | 8,500 | 8,500 | 8,500 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 2,533,028 | $ 2,426,351 | $ 2,550,822 | $ 2,163,494 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 22 | 23 | 23 | 23 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 22 | 23 | 23 | 23 |

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). In the past, the Transit Department has worked closely with the Central Garage Department for inventory control, technicians, building maintenance, and bus washers – with the addition of the Transit Fleet Services and Building Maintenance Position, improvements are beginning to emerge; the Finance Department assists with grant management; the IS Department has been a critical resource. Overall, Transit's responsibilities fall into the following categories:<br><br>• Provide safe, efficient mass transportation within the community.<br><br>• Fiscally responsible management of local, state and federal funding.<br><br>• Market the Transit system to attract choice riders and still serve needs of transit dependent.<br><br>• Develop and maintain relationships with partners.<br><br>• Demonstrate the technical capacity to provide grants administration and fiscal cash management.<br><br>• Participate in program management and coordinated plans within the region and at the state levels.<br><br>• Ensure adequate oversight of contractors and lessees.<br><br>• Work closely with Maintenance to ensure proper oversight of federally funded assets. | • The over-arching concern is the changes in funding formula from the Federal Transit Administration should the Fargo-Moorhead metro area reach the 200,000 population in the 2020 census. The funding is currently formula for operating which is 50/50 (federal/local share), should the population reach 200,000, funding for operating changes and the City needs to explore a Transit Authority concept to preempt funding changes and be prepared for funding change impacts.<br><br>• The 5-year Transit Development Plan identified gaps in transit services and proposed various cost ranges of needs/improvements requiring attention.<br><br>• 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 was increased by one position (Planner) in 2016, but had not increased since 2008 when the Mobility Manager position was moved from a half time position to a full time position.<br><br>• Capital investments are struggling to catch up. The fixed route fleet and paratransit fleet status will be discussed in detail by Central Garage representatives. Please note access to discretionary funding for capital expenses has been drastically reduced.<br><br>• The Metro Transit Garage (MTG) was built in late 2006. At the time, the facility was built 25% larger than the current need identified. This number has been exceeded and the MTG will require an expansion in the future. |

| | |
|---|---|
| • Develop programs and guidelines to ensure compliance with ADA and Civil Rights (i.e. Title VI and DBE).<br><br>• Procurement to ensure all local, state and federal requirements and certifications are met.<br><br>• Satisfactory continuing control of all Transit assets.<br><br>• Ensure public comment processes are followed for service and fare changes, Transit Plans and projects.<br><br>• Ensure the federal criteria are met for fare structures.<br><br>• Ensure there is an element of Safety and Security to the local Transit system.<br><br>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 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 will require not only on-going upkeep, but given the state of disrepair of both the exterior and interior, a remodel project will be required to address the concerns.<br><br>• Federal funding is now in a transportation bill, but the current administration has proposed cuts. State funding is diminishing and unpredictable.<br><br>Fargo is a large regional destination for medical care, including the new regional Sanford medical complex opening July 2017. As the population ages, transit becomes a viable option for residents and visitors. That aging population will be the largest generation to require services. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Fixed Route Ridership | 1,443,870 | 1,443,870 | 1,443,870 |
| Paratransit Ridership | 52,033 | 53,074 | 53,074 |
| Peak number of buses in service in Fargo - West Fargo | 39 | 39 | 39 |

# Transit Service Fixed Route

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 213,093 | $ 263,771 | $ 260,417 | $ 277,755 |
| Benefits | 71,135 | 85,341 | 85,341 | 80,471 |
| Other Services | 2,445,890 | 2,752,984 | 2,752,984 | 2,819,112 |
| Repairs and Maintenance | 6,149 | 7,000 | 7,000 | 6,700 |
| Rentals | - | - | - | - |
| Insurance | 155,112 | 121,782 | 121,782 | 121,782 |
| Communications | 17,433 | 18,000 | 18,000 | 18,000 |
| Advertising and Printing | 16,273 | 26,300 | 26,300 | 21,300 |
| Travel & Education | 15,306 | 18,950 | 18,950 | 18,950 |
| Energy | 2,296 | 1,890 | 1,890 | 2,000 |
| General Supplies | 2,034 | 2,800 | 2,800 | 2,600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 168 | 1,000 | 1,000 | 1,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 2,944,889 | $ 3,299,818 | $ 3,296,464 | $ 3,369,670 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 4 | 4 | 4 | 4 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 4 | 4 | 4 | 4 |

# Paratransit

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 114,005 | $ 118,853 | $ 114,199 | $ 110,109 |
| Benefits | 44,899 | 44,425 | 44,425 | 45,165 |
| Other Services | 718,735 | 782,000 | 782,000 | 782,000 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | 20,526 | 35,425 | 35,425 | 35,425 |
| Communications | 7,505 | 9,975 | 9,975 | 9,800 |
| Advertising and Printing | - | - | - | - |
| Travel & Education | 708 | 2,000 | 2,000 | 2,000 |
| Energy | 86,000 | 33,193 | 88,643 | 33,193 |
| General Supplies | 7,487 | 8,800 | 8,800 | 7,400 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 333 | 1,000 | 1,000 | 1,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,000,198 | $ 1,035,671 | $ 1,086,467 | $ 1,026,092 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 3 | 3 | 3 | 3 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 3 | 3 | 3 | 3 |

# Ground Transportation Terminal

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 389,946 | 378,860 | 378,860 | 373,860 |
| Repairs and Maintenance | 19,661 | 31,000 | 31,000 | 30,500 |
| Rentals | - | - | - | - |
| Insurance | 3,774 | 3,180 | 3,180 | 3,180 |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | 23,661 | 24,819 | 24,819 | 27,808 |
| General Supplies | 15,581 | 17,000 | 17,000 | 17,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 620 | 1,500 | 1,500 | 1,500 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 453,243 | $ 456,359 | $ 456,359 | $ 453,848 |

# Transit Planning

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 24,077 | $ 32,427 | $ 32,427 | $ 36,925 |
| Benefits | 8,123 | 11,537 | 11,537 | 12,653 |
| Other Services | - | 20,100 | 20,100 | 20,100 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 32,200 | $ 64,064 | $ 64,064 | $ 69,678 |

# Transit Maintenance Organization

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 48,638 | $ 65,270 | $ 65,270 | $ 73,346 |
| Benefits | 17,449 | 22,765 | 22,765 | 24,974 |
| Other Services | 172 | 2,200 | 2,200 | 1,600 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | 692 | 500 | 500 | 500 |
| Advertising and Printing | 3,518 | 6,000 | 6,000 | 6,000 |
| Travel & Education | 2,235 | 4,000 | 4,000 | 4,000 |
| Energy | - | - | - | - |
| General Supplies | 356 | 600 | 600 | 600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,979 | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 75,039 | $ 101,335 | $ 101,335 | $ 111,020 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 1 | 1 | 1 | 1 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 1 | 1 | 1 | 1 |

# Transit Maintenance Facility

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 724,100 | $ 791,828 | $ 785,050 | $ 825,573 |
| Benefits | 225,167 | 274,953 | 260,782 | 284,420 |
| Other Services | 46,776 | 58,100 | 58,100 | 58,100 |
| Repairs and Maintenance | 814,753 | 920,204 | 920,204 | 920,204 |
| Rentals | - | - | - | - |
| Insurance | 10,932 | 9,120 | 9,120 | 9,120 |
| Communications | 14,053 | 18,500 | 18,500 | 18,500 |
| Advertising and Printing | 4,619 | 3,500 | 3,500 | 3,500 |
| Travel & Education | 4,877 | 6,700 | 6,700 | 6,700 |
| Energy | 598,383 | 1,216,482 | 665,703 | 1,216,482 |
| General Supplies | 38,193 | 47,500 | 47,500 | 47,500 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 16,863 | 22,250 | 22,250 | 22,250 |
| Capital Outlay | 2,096 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 2,500,812 | $ 3,369,137 | $ 2,797,409 | $ 3,412,349 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 13 | 15 | 15 | 15 |
| Part Time Benefited | 2 | 2 | 2 | 2 |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 15 | 17 | 17 | 17 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| **Engineering Services Division**<br><br>Support Platting Process with Technical Analysis of proposed plats<br><br>Pre Development Support for Developers<br><br>Site plan reviews<br><br>Right of Way Acquisition, including permanent and<br>temporary easements<br><br>Annual Reporting<br><br>Provides mapping support city-wide<br><br>Surveying, building, and lawn grades, and sidewalk.<br><br>Row of Way Occupancy and Encroachment Management including the development of appropriate agreement documents<br><br>Excavation permitting<br><br>Small Cell and WiFi Ordinance<br><br>Mapping Utility locations & Providing field locates for City Owned Utilities<br><br>New Development -Design and Construction Administration and Construction Inspection<br><br>Oversight of Consultants that have been hired to perform Design, Construction Administration, and Construction Inspection of New Developments<br><br>IT communication and software support | The number of new development plats has tapered, but there is a considerable amount of plats associated with redevelopment requests. The outlook for 2018 is that the new developments will continue around this level with redevelopment staying higher.<br><br>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.<br><br>Service provided for both new developments and reconstruction projects. Needs in this area have been escalating to keep up with the demand many duties have been pushed to the City Attorney's office.<br><br>We have been working to provide some redundancy of ability within this area. We have started cross training additional staff to assist with the increased demands. 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.<br><br>More of the encroachments are now a result of reconstruction projects and redevelopment of zero setback lots.<br><br>As construction activity and the City grows permitting and locating responsibilities pick up as well. There has been a continuous demand for Right of Occupancy Requests associated with private utilities. This year we received a 20 mile route request for a telecom to support a cellular company.<br><br>With the new small cell and wifi ordinance, we currently are reviewing 18 sites for one provider and 17 sites for a second provider. We are also completing the Wifi requirements with two pending requests. There will also be additional review for routing to the small cell with fiber and power.<br><br>Midcontinent is scheduled to complete their rollout this year. There still will be many areas that will need to be connected as consumers join their service. We are also seeing a high number of right of way route requests to support the increase service for cellular companies. The City hired 3 contract |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| | employees in 2014 to assist us in keeping up with the MidContinent buildout. Although it will be completed this year, there is still a large need to keep the additional staff. We want to keep these employees an additional year as we evaluate the Small Cell roll out along with locating and routing demands. We have not expanded our locating department with permanent staff since the inception of ONE CALL over 15 years ago.<br><br>Driven by developer requests for infrastructure. We anticipate bidding an estimated $24 Million in new development of which $14 Million is the 19th Avenue North construction. This does not include carry over from 2016. 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 utilities.<br><br>As the City implements new programs, we have to have 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, or inspections. |
| **Design and Construction Division**<br><br>Design and construction administration.<br><br>Bidding process.<br><br>Construction specifications and standards.<br><br>New construction, reconstruction, and rehabilitation of municipal infrastructure.<br><br>Oversight and management of a strategy for Watermain Replacement.<br><br>Pavement Management Program.<br><br>Sidewalk construction and reconstruction Program.<br><br>Plan Review (In house- and Consultant designed) for New and Rehabilitation projects.<br><br>Coordination of Sewer Spot Repair projects with Public Works.<br><br>Day to day implementation and management of sewer repair policy. | Responsible for consistency of practices in the design and installation of infrastructure.<br><br>Need for online bidding in near future.<br><br>Primary responsibility for keeping City construction practices up with industry standards.<br><br>Over all City index is good, largely due to new streets that raise the average. However, to continue to maintain an acceptable rating a larger investment needs to be made in the Pavement Rehabilitation Program.<br><br>This is driven completely by public requests and needs. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Excavation Permits | 7,235 | 7,600 | 8,000 |
| Right of Occupancy Permits | 17 | 17 | 17 |
| One Call Tickets | 24,429 | 27,000 | 28,500 |
| Elevation Certificate Surveys | 200 | 100 | 100 |
| Sidewalk Survey | 509 | 550 | 580 |
| Driveway Survey | 471 | 500 | 530 |
| Yard Grades | 442 | 480 | 500 |
| Encroachment Agreements | 9 | 5 | 10 |
| Sidewalk Inspections | 561 | 603 | 644 |
| Driveway Approach Inspections | 530 | 547 | 563 |

- One Call Tickets were $1.10 in 2017.
- Midcontinent is now franchised which will reduce the Right of Occupancy Permits.

# Engineering

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 3,638,842 | $ 3,695,660 | $ 3,668,056 | $ 3,757,914 |
| Benefits | 958,670 | 989,146 | 981,704 | 1,032,010 |
| Other Services | 61,811 | 58,500 | 58,500 | 58,500 |
| Repairs and Maintenance | 25,455 | 32,800 | 32,800 | 32,800 |
| Rentals | 1,586 | 2,500 | 2,500 | 2,500 |
| Insurance | 22,242 | 18,935 | 18,935 | 18,935 |
| Communications | 27,052 | 32,700 | 32,700 | 32,700 |
| Advertising and Printing | 18,303 | 18,350 | 18,350 | 18,350 |
| Travel & Education | 42,332 | 75,737 | 75,737 | 75,737 |
| Energy | 36,053 | 42,837 | 36,582 | 42,837 |
| General Supplies | 25,214 | 54,150 | 54,150 | 54,150 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 2,959 | 20,100 | 20,100 | 20,100 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 4,860,519 | $ 5,041,415 | $ 5,000,114 | $ 5,146,533 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 38 | 38 | 38 | 38 |
| Part Time Benefited | 1 | 1 | 1 | 1 |
| Contracted Employees | 3 | 3 | 3 | 3 |
| **TOTAL** | 42 | 42 | 42 | 42 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Traffic Engineering Department includes the City Transportation Engineer and the Sign and Signal Shop Operations. 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:<br>• Design, operation, management and maintenance of the City's traffic signal & intelligent transportation system<br>• Installation and maintenance of all regulatory, parking and warning signs (approx 25,000)<br>• Conducting traffic studies & traffic calming program<br>• Construction administration of traffic signals, pavement markings and traffic safety devices<br>• Coordinate and staff the City's Traffic Technical Advisory Committee<br>• Review traffic related features of site plans, plats and long range plans, most notably access control for driveways and intersections to city roadways.<br>• Coordination & planning with NDDOT & Metro COG federal Aid transportation improvemen projects<br>• Coordination with contractors on lane/road closures, and other entities for special event traffic control<br>• Responsible for shared use path planning and construction<br>• Responsible for management of city bridges<br>• 11 full time staff- 6 located in City Hall, 5 at Sign & Signal Shop | • 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.<br>• The Complete Street design concept, or streets planned and designed for all users, will continue to be recommended for implementation, as recommended in the G02030 comp plan.<br>• As the City continues to grow and how the traffic signal world becomes more technologically based, there will be a need in the future for a new FTE for a Traffic Signal Electronic Specialist to assist with maintaining the Citywide system. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Salaries | 876,372 | 848,157 | 854,865 |
| Pavement Markings | 517,862 | 350,000 | 500,000 |
| Traffic Signal Maintenance | 118,857 | 151,400 | 151,400 |
| Electricity | 62,556 | 63,000 | 65,000 |
| Truck Regulatory Revenues | 362,219 | 250,000 | 250,000 |

# Traffic Engineering

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 876,372 | $ 848,157 | $ 848,157 | $ 890,382 |
| Benefits | 224,964 | 208,767 | 208,767 | 222,410 |
| Other Services | 574,187 | 642,060 | 642,060 | 642,060 |
| Repairs and Maintenance | 217 | 17,000 | 17,000 | 17,000 |
| Rentals | - | - | - | - |
| Insurance | 6,768 | 6,240 | 6,240 | 3,645 |
| Communications | 6,797 | 6,850 | 6,850 | 5,500 |
| Advertising and Printing | 669 | - | - | - |
| Travel & Education | 6,715 | 13,650 | 13,650 | 13,650 |
| Energy | 76,203 | 78,145 | 77,157 | 65,000 |
| General Supplies | 177,849 | 176,400 | 176,400 | 176,400 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,590 | 12,150 | 12,150 | 12,150 |
| Capital Outlay | 445 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,952,776 | $ 2,009,419 | $ 2,008,431 | $ 2,048,197 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| 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 |
|---|---|
| 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 focuses on improving public infrastructure that will assist in safeguarding the health, safety and welfare of all citizens.<br><br>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 snow storms. Overall the department's primary responsibilities can be categorized into the following activities:<br><br>• Street & Bridge Maintenance:<br>o Asphalt & Concrete Street Repair<br>o Mudjacking<br>o Gravel Street & Alley Maintenance including dust control<br>o Sweeping<br>o Snow Removal & Anti Ice Measures for all Public Streets<br>o Maintenance & Snow Removal of all City Owned Sidewalks<br>• Gravity Sanitary Sewer System Maintenance & Televising<br>• Storm Sewer System Maintenance & Televising<br>• Right-of-Way Grooming<br>• Street Sign Designation Replacement & Repair<br>• Sidewalk Ordinance Enforcement<br>• Parking Restriction Enforcement | • The Public Works facility has reached a point in which an expansion and remodel is needed to bring the workspace into ADA compliance, provide facilities for female employees and add needed office space to accommodate current 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.<br>o When built, ADA requirements were not a factor so the building was not designed to accommodate handicapped individuals. Staff offices and general public areas were constructed on the second floor and no elevator was installed. The facility currently has no ADA restroom within the staff office or general public areas. Door widths and door spacing throughout the facility do not meet the required widths to accommodate wheel chair movement.<br><br>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. We have since diversified our workforce and have several female employees working in our Streets and Forestry Departments. We are not able to offer locker room and restroom facilities to our female employees as we are our male.<br><br>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 which has led us to have two and three employees sharing a work space at one time. Additional space is needed to provide room for current and future staffing. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Lane Miles of Roadway Maintained | 2,069 | 2,076 | 2,088 |
| Miles of Sanitary Sewer Maintained | 427 | 429 | 432 |
| Miles of Storm Sewer Maintained | 473 | 490 | 496 |
| Storm Lifts Stations Maintained | 76 | 76 | 76 |
| Acres Mowed | 880 | 872 | 872 |

# Street Department

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 3,012,062 | $ 3,345,907 | $ 3,292,063 | $ 3,394,312 |
| Benefits | 1,008,818 | 1,083,198 | 1,072,125 | 1,148,022 |
| Other Services | 219,469 | 470,300 | 470,300 | 468,200 |
| Repairs and Maintenance | 28,910 | 35,000 | 35,000 | 64,600 |
| Rentals | 248,135 | 260,256 | 260,256 | 269,956 |
| Insurance | 57,594 | 95,925 | 95,925 | 95,925 |
| Communications | 10,040 | 9,900 | 9,900 | 8,800 |
| Advertising and Printing | 40 | 900 | 900 | 500 |
| Travel & Education | 24,886 | 19,700 | 19,700 | 19,700 |
| Energy | 194,005 | 467,741 | 233,404 | 467,741 |
| General Supplies | 337,924 | 307,600 | 307,600 | 301,750 |
| Major Supplies | 569,585 | 515,046 | 515,046 | 515,046 |
| Miscellaneous | 29,377 | 22,700 | 22,700 | 22,700 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 5,740,845 | $ 6,634,173 | $ 6,334,919 | $ 6,777,252 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 55 | 55 | 55 | 55 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 55 | 55 | 55 | 55 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Along with its two divisions, Emergency Services and Transit, Central Garage provides a wide range of services to the City of Fargo departments. This is achieved by operating a maintenance facility and parts storeroom at both the Public Works building and the Metro Transit Garage. Overall the department's primary responsibilities can be categorized into the following activities:<br>• Vehicle and Equipment Procurement<br>• Developing and managing the vehicle and equipment replacement schedule<br>• Liquidation of assets<br>• Preventative Maintenance Program<br>• Vehicle and Equipment Repairs<br>• Major Repair Outsourcing<br>• Road Service Assistance<br>• Process Licensing Documents<br>• Insurance Claim Processing<br>• Fuel Contract Purchases<br>• Fuel Sales to other Governmental Agencies<br>• Fueling Site Operation and Maintenance at Public Works and Metro Transit Garage<br>• Track Lifecycle Costs for Vehicles and Equipment<br>• DOT inspections, breathing apparatus certification, aerial equipment certification<br>• Parts Storeroom<br>o Perform inventory control procedures<br>o Ensure parts are processed to the work orders<br>o Provide monthly billing reports<br>o Reconcile purchasing documentation | • The Public Works Building is in good overall condition, but there are deficiencies that need to be addressed.<br>o Installing an elevator for ADA compliance<br>o Upgrading the electrical infrastructure<br>o Adding additional office space<br><br>• The nationwide technician shortage is still in effect and is evident when we have an opening. This trend is expected to continue as the number entering the workforce is not keeping up with the number of technicians retiring.<br><br>• We are experiencing substantial increases in costs associated with equipment maintenance, especially related to diesel emissions. These added costs are prompting us to continue to look at other options like CNG fueled engines.<br><br>• Key to overall Fleet condition is to have an adequately funded Vehicle Replacement Fund. Replacing vehicles and equipment on schedule helps keep maintenance costs in check by removing old high maintenance units and also helps reduce fuel costs by bringing in vehicles with increased fuel efficiencies. The General Fund Departments account for over $35,000,000.00 in vehicles and equipment. Assuming a 15 year life cycle, to maintain this schedule requires a budget of $2,330,000.00/year. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Repairs less than 1 day | 82% | 81% | 80% |
| Repairs 1 to 2 days | 7% | 6% | 8% |
| Repairs more than 2 days | 11% | 13% | 12% |
| Fleet Availability | 93.6% | 93.5% | 94% |
| Billable Labor Hours | 28,224 | 28,300 | 28,350 |
| Number of Work Orders Generated | 8898 | 8950 | 9000 |
| Fuel Contract Savings | $402,407 | $380,000 | $350,000 |

# Central Garage

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,201,097 | $ 1,430,524 | $ 1,391,280 | $ 1,479,826 |
| Benefits | 433,660 | 501,236 | 491,678 | 563,244 |
| Other Services | 5,099 | 29,900 | 29,900 | 29,900 |
| Repairs and Maintenance | 795,691 | 884,452 | 884,452 | 909,452 |
| Rentals | - | 12,500 | 12,500 | 13,393 |
| Insurance | 11,329 | 11,150 | 11,150 | 11,150 |
| Communications | 4,907 | 4,300 | 4,300 | 4,300 |
| Advertising and Printing | - | 400 | 400 | 400 |
| Travel & Education | 17,943 | 28,300 | 28,300 | 28,300 |
| Energy | 25,745 | 197,794 | 96,167 | 197,794 |
| General Supplies | 30,863 | 37,950 | 37,950 | 37,950 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 21,352 | 25,000 | 25,000 | 25,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 2,547,686 | $ 3,163,506 | $ 3,013,077 | $ 3,300,709 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 23 | 23 | 23 | 24 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 23 | 23 | 23 | 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.<br><br>• The Fire Marshal oversees the **Fire Prevention** division. Five Fire Inspector/Investigators are assigned the duties of inspections, investigations, plan review, and public education. Public education provides fire and life safety programs to area schools and business.<br><br>• The **Operations** division is overseen by an Assistant Fire Chief. 108 personnel are assigned to this division. These personnel perform the duties of emergency medical services, fire suppression, hazardous materials, and technical rescue response. The Operations personnel also perform annual commercial building inspections and hydrant flushing for the nearly 7,000 fire hydrants in Fargo.<br><br>• The **Administration** division is overseen by an Assistant Fire Chief. Two fire captains and the Emergency Manager assist in carrying out the duties of training, planning, personnel administration, accreditation, and emergency management.<br><br>**2018 Departmental Goals**<br>1. Respond to all emergencies with 8:12<br>2. Develop plan for replacement of current radio system.<br>3. Write new 5-year Strategic Plan to implement in 2020.<br>4. Study opportunities to improve EMS delivery in an effective and efficient manner.<br>5. Implement plan to reduce apparatus responses.<br>Develop plan for hydrant flushing that will reduce vehicle fuel and maintenance costs. | • The current radio system will be unsupported in 2019. This will require a major investment in radio system infrastructure in the next 2 years. This requires a $14.5 million investment for all of Cass County. $3.5 million of that investment will be just to replace the radios for the City of Fargo. $500,000 of the $3.5 million will be needed for replacement of Fire Department radios.<br><br>**Emerging Issues**<br>• 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 3 years to meet service demands.<br><br>• Fire Station 2 is in need of an update. It was recommended by the accreditation team that we look to move the station. There is not a suitable area for the station to be moved to. A remodel of the building is needed.<br><br>• The fire burn building located with Station 4 is in need of repairs. The building is over 40 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.<br><br>• With the community growth we continue to upgrade and add to our warning system. New sirens are needed as well as replacement. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Calls for Service | 10,462 | 10,500 | 11,000 |
| Number of Stations | 7 | 7 | 7 |
| Number of Apparatus | 16 | 16 | 16 |
| Property Preserved | $140,661,645 | $200,000,000 | $200,000,000 |
| Property Lost | $2,719,401 | $3,500,000 | $3,500,000 |
| Call to 1st Unit Arrival at 90th Percentile | 8 min 12 sec | 8 min 12 sec | 8 min 12 sec |
| Percentage of Time Goal is Met | 90.9% | 90% | 90% |
| Hydrants Flushed | 6,980 | 7,000 | 7,000 |
| Suppression Inspections | 5,290 | 5,250 | 5,300 |
| Bureau Inspections | 1,182 | 1,300 | 1,350 |
| ISO Rating | 2 | 2 | 2 |

# Fire Department

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 8,090,839 | $ 8,270,624 | $ 8,281,726 | $ 8,514,583 |
| Benefits | 3,171,392 | 3,361,014 | 3,412,456 | 3,740,460 |
| Other Services | 159,996 | 195,000 | 275,000 | 175,000 |
| Repairs and Maintenance | 105,284 | 134,230 | 134,230 | 137,000 |
| Rentals | - | - | - | - |
| Insurance | 42,717 | 35,020 | 35,020 | 35,020 |
| Communications | 14,643 | 21,500 | 21,500 | 21,500 |
| Advertising and Printing | 2,223 | 9,500 | 9,500 | 9,500 |
| Travel & Education | 48,235 | 74,000 | 120,810 | 74,000 |
| Energy | 190,624 | 232,492 | 200,195 | 232,492 |
| General Supplies | 91,771 | 117,100 | 125,368 | 117,100 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 132,320 | 122,000 | 122,000 | 122,000 |
| Capital Outlay | 620 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 12,050,664 | $ 12,572,480 | $ 12,737,805 | $ 13,178,655 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 122 | 122 | 122 | 122 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 122 | 122 | 122 | 122 |

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| 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.<br><br>The Fargo Police Department is divided into three operational divisions, each of which is commanded by a deputy chief:<br><br>**The Field Services Division** consists of Patrol, SROs, Traffic Safety Unit, Truck Regulatory, Cultural Liaison.<br><br>**The Investigations Division** consists of the following teams: Personal Crimes, Property Crimes, Financial Crimes, Intelligence, Narcotics and Street Crimes.<br><br>**The Administrative Division** oversees training, budgets, grants, H.R., crime prevention, crime free housing, public information officer, media and marketing.<br><br>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.<br><br>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 such growth will continue to increase as well.<br><br>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.<br><br>In addition to adding personnel to keep up with the city's growth, the department's on-going initiatives to mitigate crime through prevention, public interaction and public awareness will be the best approach in maintaining the existing quality of life status throughout the City.<br><br>Opioid overdoses and deaths have become a critical issue locally, regionally and nationally. The police department has dedicated significant resources in personnel to battle this through awareness, education and enforcement efforts.<br><br>We are very excited about the acquisition of the Border States Industries building at 105 25th St. N. for a future Fargo Police Station. We have entered into a sublease and are beginning construction as part of phase 1 of this project to move the Field Services Division into the building. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Calls-for-Service | 78,784 | 84,100 | 89,416 |
| Total Offenses | 10,296 | 10,876 | 11,456 |
| Traffic Crashes | 4,088 | 4,131 | 4,174 |

# Police Department

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 12,496,666 | $ 12,747,138 | $ 12,946,590 | $ 13,880,439 |
| Benefits | 4,227,172 | 4,736,184 | 4,726,179 | 5,390,151 |
| Other Services | 174,335 | 224,100 | 182,850 | 179,100 |
| Repairs and Maintenance | 117,141 | 133,190 | 133,190 | 142,486 |
| Rentals | 18,332 | 292,000 | 431,327 | 561,102 |
| Insurance | 73,698 | 57,610 | 57,610 | 57,610 |
| Communications | 123,228 | 133,456 | 133,456 | 133,456 |
| Advertising and Printing | 17,274 | 34,500 | 34,500 | 34,500 |
| Travel & Education | 168,244 | 160,150 | 201,391 | 157,150 |
| Energy | 228,129 | 265,657 | 237,590 | 266,777 |
| General Supplies | 195,584 | 231,535 | 231,535 | 227,635 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 183,521 | 155,222 | 155,222 | 150,222 |
| Capital Outlay | 197,111 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 18,220,435 | $ 19,170,742 | $ 19,471,440 | $ 21,180,628 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 185 | 196 | 196 | 201 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | 2 | 1 | 1 | 1 |
| **TOTAL** | 187 | 197 | 197 | 202 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Fargo Cass Public Health mission is to assure a healthy community for all people through ongoing assessment, education, advocacy, education, prevention and collaboration. Currently there are 146 employees equating to 124 FTE's.<br><br>The major services delivered include:<br><br>• Environmental Health (food inspections, water quality, nuisance complaints, other)<br>• PH Emergency Preparedness<br>• WIC Nutritional Supplement Program<br>• Health Promotion (obesity prevention, tobacco prevention, worksite wellness)<br>• Clinic based services (family planning, immunizations)<br>• Nursing (home based, school, correctional health)<br>• Disease Control (tuberculosis, sexually transmitted disease, HIV)<br>• Employee Health<br>• Gladys Ray Shelter<br>• Fargo Detox Center<br>• Grants management/ Accreditation/Quality Improvement | Drug abuse and mental health continue to increase and are affecting the entire community as well as several of our program areas. Staff at are active in the Mayor's Blue Ribbon Commission on Addiction and have applied for several grants to fund programs in this area. The safety of FCPH staff at the shelter and detox center is of concern as they work with guests who are often unpredictable and under the influence of unknown substances. Nursing staff who visit individuals in their homes are reporting more clients with significant mental health and substance abuse issues.<br><br>Grant funding at both the federal and state level have increased, reversing a downward trend that had been noted over the past few years. Insurance payments also continue to increase. Some grant funding continues to be awarded on a regional basis rather than per individual county. This trend has increased our need to work collaboratively with other counties in the SE region. I anticipate that this trend will increase as federal and state funding patterns change.<br><br>FCPH continues to move forward with voluntary National Public Health Accreditation. This process will continue through 2017. Doing so will identify FCPH as a nationally recognized, high quality health department. Throughout this process are focusing on continuous quality improvement, performance management, as well as reviewing policies, procedures and programmatic areas.<br><br>**3-5 Year Needs:** the current building at the Gladys Ray Shelter/Detox facility will need to be addressed. While the goal is to have less clients in both of these facilities, we have not seen this trend as of yet. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Federal Grants | $1,583,312 | $1,440,000 | $1,675,000 |
| State Grants | $620,449 | $272,000 | $550,628 |
| State Aid | $581,068 | $572,317 | $560,491 |
| % of Health Records converted to electronic | 100% of identified programs | Add jail | Add detox and shelter |
| Self-Pay Revenue | $510,000 | $413,000 | $378,000 |
| Insurance Revenues | $580,000 | $675,000 | $695,000 |
| Revenue from Environmental Health Licenses | $408,676 | $310,000 | $375,000 |

# Fargo Cass Public Health

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 6,958,817 | $ 7,317,123 | $ 7,311,123 | $ 7,379,630 |
| Benefits | 2,018,341 | 2,139,695 | 2,129,957 | 2,201,480 |
| Other Services | 710,525 | 530,720 | 695,092 | 1,001,020 |
| Repairs and Maintenance | 16,942 | 17,000 | 17,000 | 17,000 |
| Rentals | 14,062 | 9,000 | 9,000 | 15,000 |
| Insurance | 32,286 | 25,365 | 25,365 | 25,365 |
| Communications | 48,218 | 43,100 | 43,900 | 39,700 |
| Advertising and Printing | 14,917 | 16,600 | 23,429 | 16,600 |
| Travel & Education | 117,509 | 142,200 | 154,040 | 137,300 |
| Energy | 93,443 | 82,588 | 77,741 | 108,304 |
| General Supplies | 492,938 | 476,900 | 539,699 | 389,400 |
| Major Supplies | 23,644 | 20,000 | 20,000 | 20,000 |
| Miscellaneous | 1,242 | 1,000 | 1,000 | 1,000 |
| Capital Outlay | 41,820 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 10,584,704 | $ 10,821,291 | $ 11,047,346 | $ 11,351,799 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 95 | 98 | 98 | 94 |
| Part Time Benefited | 39 | 38 | 38 | 38 |
| Contracted Employees | 1 | - | - | - |
| **TOTAL** | 135 | 136 | 136 | 132 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| **Technology Access to include Public Internet, Wireless Internet and Printing:**<br>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.<br><br>**Access to Books and AV Materials including non-English language resources:**<br>The library provides both print and audio visual items for all ages to include a world language collection for non-English speaking residents. In 2014 Fargo Public Library circulated over 1 million items to local citizens and had over half a million.<br><br>**Access to Statewide E-Content:**<br>The library is part of a statewide E-book consortia know as Library 2GO. Our membership allows the citizens of Fargo to have access to E-content from twenty-eight different libraries statewide.<br><br>**Technology Instruction/Programming:**<br>We provide beginner computer and Internet classes to the public. We also provide beginner mobile device classes that give an overview of the many devices and how to use a mobile device to access E-books. We also provide programs related to emerging technologies such as 3D printing.<br><br>**Children's Early Literacy Programming:**<br>The library's children's department provides a number of programs designed to promote early literacy skills such as Baby Rhyme Time, **Story time for Preschoolers and Toddlers and Ready to Read workshops for parents and guardians.**<br><br>**Cultural Events:**<br>The library provides a wide variety of cultural events such as the Fall Jazz Concert series, author visits, story tellers and film series.<br><br>**Inter-Library Loan Services:**<br>Fargo residents are able to receive materials from other libraries around the country through our Inter-library loans services. | **Continued growth of the community and user expectations:**<br>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. The community growth has also necessitated the development of services for vulnerable citizens.<br><br>**Continue Growth in the demand for Electronic Content i.e. E-books:**<br>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. Fargo Public Library strives to be leader in providing high demand collections in the many formats available. To be successful in this regard the library will need to expand the number of content providers we offer to the community.<br><br>**Continued growth in demand for Outreach Services:**<br>With the continued growth in the community of the number of retired citizens, the number of organizations that serve retired citizens has increased. The library anticipates additional requests for Outreach Services. This will challenge the Outreach Services Dept. that is staffed primarily with volunteers. |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| **Access to Electronic Databases:**<br>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.<br><br>**Reference and Readers Advisory Services:**<br>The library provides staff dedicated to assisting patron's informational needs.<br><br>**Community Gathering Spaces:**<br>Each library location has meeting/program space available for community businesses, organizations and individual citizens.<br><br>**Recreational and Educational Programming for all Ages:**<br>Along with the cultural programs discussed above, the library continually provides the community a diverse offering of programs for all ages.<br>http://www.cityoffargo.com/CityInfo/Departments/Library/CalendarofEvents<br><br>**Outreach Services:**<br>The library provides library materials to citizens in over twenty retirement and assistant living facilities to include a number of homebound individuals.<br><br>**Job Seeker Services:**<br>The library has provided classes for resume' building and interview skills. | |

## Operational Measures

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Items Circulated | 987,851 | 990,000 | 1,003,000 |
| Library Visits | 517,154 | 510,800 | 518,000 |
| Program Attendance | 21,197 | 22,900 | 24,500 |

# Fargo Public Library

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 2,136,318 | $ 2,191,387 | $ 2,191,387 | $ 2,326,717 |
| Benefits | 619,161 | 680,862 | 679,127 | 759,731 |
| Other Services | 59,744 | 55,700 | 55,700 | 55,700 |
| Repairs and Maintenance | 73,442 | 63,366 | 63,366 | 63,366 |
| Rentals | 59,221 | 59,040 | 59,040 | 63,591 |
| Insurance | 24,571 | 21,555 | 21,555 | 21,555 |
| Communications | 40,929 | 70,450 | 70,450 | 70,450 |
| Advertising and Printing | 27,132 | 27,000 | 27,000 | 27,000 |
| Travel & Education | 24,230 | 32,200 | 32,200 | 32,200 |
| Energy | 148,031 | 158,864 | 158,573 | 169,664 |
| General Supplies | 883,971 | 807,554 | 807,554 | 807,554 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 3,674 | 2,100 | 2,100 | 2,100 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 4,100,424 | $ 4,170,078 | $ 4,168,052 | $ 4,399,628 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 28 | 29 | 29 | 30 |
| Part Time Benefited | 22 | 22 | 22 | 22 |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 50 | 51 | 51 | 52 |

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| 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. The Office also serves as the contact between constituents and their elected officials.<br><br>The major services delivered include:<br>• City Commission agenda creation<br>• Compilation of agenda packets to include review of recommended motions to assure appropriate action by Commission<br>• Preparation of on-line agenda packets to link agenda items with background information<br>• Preparation of City Commission minutes<br>• Proper follow-up of City Commission actions taken at meetings<br>• Review of pending legislation prior to and during Legislative sessions and work with Legislators and various Departments<br>• Ensure proper media notification of meetings to conform with open meetings laws<br>• Liaison between City departments and the Commissioners<br>• Liaison between the public and Commissioners<br>• Arrange meetings for the Mayor, City Commissioners, the City Administrator and Assistant City Administrator.<br>• Preparation of Proclamations<br>• Preparation of various documents for the Mayor, Commissioners and City Administrator | • The Commission Office in conjunction with the Auditor's Office and the IS Department are going to begin the search for an Agenda/Meeting Management System. We are hoping for implementation still in 2017 or early 2018.<br><br>• In June of 2018 there is the potential for a new Mayor and two new City Commissioners to be elected. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Agenda Preparation | 26 | 26 | 27 |
| Minute Preparation | 26 | 26 | 27 |
| Legislative Bills Review | N/A | 834 | N/A |

# City Commission

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 299,193 | $ 321,812 | $ 321,812 | $ 336,284 |
| Benefits | 104,454 | 130,073 | 111,817 | 118,787 |
| Other Services | 64,504 | 11,000 | 11,000 | 11,000 |
| Repairs and Maintenance | - | 500 | 500 | 500 |
| Rentals | - | - | - | - |
| Insurance | 1,616 | 1,945 | 1,945 | 1,945 |
| Communications | 3,482 | 5,000 | 5,000 | 5,000 |
| Advertising and Printing | 24,376 | 26,000 | 26,000 | 26,000 |
| Travel & Education | 71,937 | 99,600 | 99,600 | 99,600 |
| Energy | - | - | - | - |
| General Supplies | 1,762 | 4,350 | 4,350 | 4,350 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 45,584 | 43,000 | 43,000 | 43,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 616,908 | $ 643,280 | $ 625,024 | $ 646,466 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 3 | 3 | 3 | 3 |
| Part Time Benefited | 5 | 5 | 5 | 5 |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 8 | 8 | 8 | 8 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Fargo Civic Center provides multi-purpose event space for concerts, trade shows, sporting events, corporate functions and community/regional events.<br><br>Event services provided by the Fargo Civic Center includes:<br><br>• Staffing<br>• Equipment set-up and rental<br>• Ticketing<br>• Concessions | Centennial Hall was decommissioned in March of 2015. The decommissioning resulted in a loss of 50% of the rentable square footage. Demolition of Centennial Hall began in July of 2016 to facilitate the construction of a new City Hall.<br><br>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 2018.<br><br>On August 31, 2015, the City Commission received and filed a feasibility study regarding a potential repurposing of the Civic Center to a multi-purpose performance venue. In 2017, staff will revisit the results of the feasibility study and begin working on a potential plan for repurposing the Civic Center and evaluating possible financing scenarios. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Days occupied | 75 | 80 | 90 |

# Fargo Civic Center

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 197,855 | $ 216,199 | $ 213,276 | $ 240,967 |
| Benefits | 66,785 | 56,024 | 73,902 | 96,927 |
| Other Services | 37,973 | 22,500 | 22,500 | 22,500 |
| Repairs and Maintenance | 6,414 | 13,000 | 13,000 | 13,000 |
| Rentals | 498 | 2,500 | 2,500 | 2,500 |
| Insurance | 1,224 | 1,000 | 1,000 | 1,000 |
| Communications | 2,559 | 1,500 | 1,500 | 1,500 |
| Advertising and Printing | - | 120 | 120 | 120 |
| Travel & Education | - | 400 | 400 | 400 |
| Energy | 76,371 | 67,582 | 67,582 | 80,000 |
| General Supplies | 5,598 | 6,915 | 6,915 | 6,915 |
| Major Supplies | 26,737 | 41,000 | 41,000 | 41,000 |
| Miscellaneous | 1,387 | 3,000 | 3,000 | 3,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 423,401 | $ 431,740 | $ 446,695 | $ 509,829 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 3 | 4 | 4 | 4 |
| Part Time Benefited | 1 | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 4 | 4 | 4 | 4 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The City of Fargo provides financial assistance to certain not-for-profit organizations that benefit youth, arts, human services and others.<br><br>Funds are appropriated in the annual budget process.<br><br>This social services grant allocation process is managed by the Community Development Committee and final funding recommendations are approved by the City Commission.<br><br>Funds are typically disbursed in February in conjunction with the Dakota Medical Foundation Giving Hearts Day event. | Our Social Services Grant program is recognized by Dakota Medical Foundation as a community gift. Agencies are now eligible to leverage their grant dollars by using social service funding from the City of Fargo. This designation has increased funding to various non-profit agencies.<br><br>Approximately 60% of grants are made to human service agencies within the community.<br><br>Arts funds have been segregated into its own budget line for 2016 in the amount of $108,600.<br><br>The Arts Partnership is requesting an increase in awards for 2017 to $150,000. |

**Operational Measures**

| Description | 2014 Actual | 2015 Actual | 2016 Actual |
|---|---|---|---|
| Social Services | | | |
| Amount of Awards | $253,000 | $253,000 | $253,000 |
| Number of Awards | 24 | 24 | 29 |
| Arts | | | |
| Amount of Awards | $110,000 | $110,000 | $150,000 |
| Number of Awards | 2 | 2 | 2 |

# Social Service & Arts

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 327,515 | 403,400 | 358,400 | 403,400 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 327,515 | $ 403,400 | $ 358,400 | $ 403,400 |

# 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.<br><br>All General Fund capital outlay requests are accumulated in the 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.<br><br>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.<br><br>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. | Capital outlay funding has been reduced in the 2018 budget by approximately $708,200 million to help offset recent decline of State intergovernmental revenues.<br><br>The construction of a new City Hall is presently underway. This facility is a significant expansion of our governmental headquarters and is expected to be completed by July, 2018.<br><br>Management continues to evaluate equipment replacement schedules to determine optimum useful life strategies. Replacement lives have been extended in the past two budget cycles due to lack of resources.<br><br>A portion of 2018 capital outlay was transferred to capital projects. |

# Capital Outlay

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| City Auditor | $ 27,827 | $ - | $ 110,700 | $ - |
| City Assessor | 15,300 | - | 15,300 | - |
| Buildings & Grounds | 2,778 | 50,000 | 185,262 | - |
| Transit | 103,456 | 118,000 | 155,544 | - |
| Planning | 83,349 | - | 37,151 | - |
| Inpsections | - | 41,300 | 41,300 | - |
| Engineering | 54,162 | 34,000 | 119,758 | 28,000 |
| Streets & Sewers | 158,169 | 42,000 | 42,000 | 2,000 |
| Central Garage | 65,202 | 173,000 | 260,798 | - |
| Fire Department | 304,417 | 62,000 | 206,020 | 10,000 |
| Police Department | 270,693 | 176,000 | 267,692 | 37,600 |
| Health Department | - | 5,000 | 5,000 | 8,000 |
| Public Library | 54,262 | 35,000 | 133,212 | - |
| City Commission | 32,008 | - | - | - |
| Human Resources | 2,891 | 30,000 | 30,000 | 60,500 |
| Municipal Court | 9,613 | 2,000 | 43,187 | - |
| Civic | - | 25,000 | 25,000 | - |
| Street Rehabilitation | 87,826 | - | 12,173 | - |
| Miscellaneous General Capital | 1,192 | - | 13,808 | - |
| Traffic Engineering | 52,330 | 40,000 | 40,670 | - |
| Citywide Initiatives | 21,800 | - | 3,900 | - |
| Outdoor Warning Sirens | 54,526 | 65,000 | 117,120 | - |
| Public Works Sewer Inspect | 4,397 | - | - | - |
| Public Information | - | - | 10,000 | - |
| IT Capital Pool | 281,587 | 440,000 | 694,126 | 484,000 |
| **TOTAL** | $ 1,687,785 | $ 1,338,300 | $ 2,569,721 | $ 630,100 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Fleet Purchasing Department provides a wide range of services essential to all departments by utilizing the City of Fargo Purchasing policy. Overall the department's primary responsibilities can be categorized into the following activities:<br><br>• Product evaluations<br>• Vendor demonstrations<br>• Department Requests<br>• Fleet justifications<br>• Developing equipment specifications<br>• Requesting Proposals<br>• Asset Management<br>• Auction Services<br>• Equipment Liquidation<br><br>Enterprise fund vehicles and equipment are charged directly to the fund that utilizes them and are not included in this Divisional budget.<br><br>This cost center is used to track ongoing end of life unit replacement of our fleet. Significant funding is needed to replace unit on a timely basis. Failure to replace them in an optimal timeline drives up repair costs.<br><br>A Vehicle Replacement Committee meets periodically to monitor replacement recommendations and strategies to get the most value from our investment in these assets. | • Extending life cycles of equipment per budget restraints.<br><br>• Premature replacement of squad cars due to DAPL Support. A 300,000 increase in mileage due to increased travel.<br><br>• Both fleet expansion and staffing increases make equipment requests difficult to fulfill within the given budget.<br><br>• Cost benefit of early cycle trading to keep up with inflation and equipment's useful life.<br><br>• Utilizing a motor pool system with a comprehensive life cycle billing.<br><br>Expected future equipment cost.<br><br>• Street Sweeper $272,000<br>• Fire Truck (Pumper) $550,000<br>• Squad car w/equip $60,000<br>• Snow Plow Truck $190,000<br>• Motor grader $312,000<br><br>• Vehicle replacements have been moved into a capital project fund in the 2018 budget and will be financed with other sources. |

**Operational Measures**

| Equipment Class | Equipment Count | Desired Replacement | Actual Replacement | Average Age by Year |
|---|---|---|---|---|
| Fire / Emergency Equipment | 27 | 12 | 18 | 10 |
| Police Squad | 47 | 3 | 3.5 | 4 |
| Sedans | 70 | 10 | 12 | 6 |
| SUV | 56 | 10 | 14 | 7 |
| Van | 13 | 10 | 15 | 9 |
| Pickup Trucks | 71 | 10 | 15 | 10 |
| 1 Ton | 31 | 12 | 15 | 6 |
| Refuse | 50 | 12 | 16 | 7 |
| Dump / Plow trucks | 54 | 12 | 15 | 11 |
| nstruction / Misc | 66 | 12 | 14 | 7 |

# Vehicle Replacement

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Streets & Sewers | $ 521,876 | $ 801,000 | $ 801,000 | $ - |
| Central Garage | 147,578 | 280,000 | 280,000 | - |
| Fire Department | 587,240 | 295,000 | - | - |
| Police Department | 295,430 | 331,000 | 331,000 | - |
| **TOTAL** | $ 1,552,124 | $ 1,707,000 | $ 1,412,000 | $ - |

# 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.<br><br>This procedure allows for efficient completion of the preliminary budget and integration of our core budget system.<br><br>Reclassification of unallocated items occurs after the final budget has been approved. | • An estimate of $600,000 is included that represents a portion of our typical year-end spending patterns. Departments generally come in under budget by 2% - 3% each year. We believe that this trend will continue as part of our normal operations, and therefore this estimate has been included.<br><br>• The City executes fixed price contracts for a significant portion of our overall fuel consumption to eliminate budget inflation risk. We expect to be able to lower prior budget levels by $900,000 to synchronize to current market prices.<br><br>• Preliminary competitive wage adjustments are placed in this cost center until final approval by the Board of City Commissioners<br><br>• A portion of overall General Fund salary savings within Departmental budgets are reserved here to help offset pension costs in conjunction with the pension funding policy adopted in 2012. |

# Unallocated

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ (713,991) | $ (552,431) | $ (561,050) |
| Benefits | - | 339,280 | 339,280 | - |
| Other Services | - | (74,839) | (74,839) | (82,932) |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | (70,253) | (70,253) | (70,253) |
| Energy | - | - | 839,037 | (900,000) |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | 5,862 | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | (600,000) |
| **TOTAL** | $ 5,862 | $ (519,803) | $ 480,794 | $ (2,214,235) |

# Transfers To Other Funds

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Fund transfers are used to move General Fund resources to other governmental funds for specific purposes as appropriated by the Board of City Commissioners.<br><br>Specific uses include local share of capital grants, debt service, special revenue funding and capital projects.<br><br>Certain budgeted expenditures are reclassified during the Comprehensive Annual Financial Report as transfers to other funds. | Transit equipment grant funding and related local share of grant funding is included for the transit system. Federal and local cost shares are typically 80% federal and 20% local funding. Amount include for local share is $390,000.<br><br>Transfers to other funds increased by $790,000 due to debt service requirements for City Hall, Downtown Fire Station remodeling, and the Fargo Cass Public Health capital projects recently completed or currently under construction. |

# Transfers To Other Funds

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| To Special Revenue Funds | $ 30,845 | $ 69,000 | $ 69,000 | $ 69,000 |
| To Debt Service Funds | 1,415,625 | 1,677,520 | 1,677,520 | 2,617,151 |
| To Capital Project Funds | 175,660 | 537,670 | 537,670 | 390,000 |
| To Street Rehabiliation | 3,900,000 | - | - | - |
| **TOTAL** | $ 5,522,130 | $ 2,284,190 | $ 2,284,190 | $ 3,076,151 |

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| Fund Description | Fiscal Trends and Comments |
| --- | --- |
| There are sixteen Special Revenue Funds maintained by the City of Fargo.<br><br>Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures of a particular purpose. | • Parking Authority fund balances have been expended on the newly opened Robert Street Parking Ramp in Downtown.<br><br>• The Parking Authority will transfer $736,000 to the Robert Street Ramp bond debt service fund to pay for the bonds issued to finance this project.<br><br>• An appropriation from the Parking Authority's Repair & Replacement Fund budget is included in the amount of $420,000 to make repairs on the Civic Ramp.<br><br>• The Downtown Business Improvement District will be expanded in 2018. Revenue and expenditure budgets have been increased in anticipation of this action.<br><br>• There are no other significant changes in the composition or amount of Special Revenue Funds in 2017 other than the items listed above. |

CITY OF FARGO, NORTH DAKOTA

SPECIAL REVENUE FUNDS 2018 BUDGET SUMMARY

| Fund Name | Fund | 1/1/2017 Fund Balance | 2017 Revenues | 2017 Mid Year Revenue Adjustments |
|---|---|---|---|---|
| City Share of Special Assessments | 202 | $ 697,899 | $ 517,000 | $ - |
| Noxious Weed Control | 203 | 89,201 | - | - |
| Convention & Visitors Bureau Operating | 206 | 29,609 | 2,400,000 | - |
| Regional Law Enforcement Training Center | 208 | 180,995 | 100,000 | - |
| Court Forfeits | 215 | 150,986 | 100,000 | - |
| Skyway Maintenance | 219 | 113,119 | 100,000 | - |
| Downtown Business Improvement District | 221 | 69,901 | 194,000 | - |
| NRI Loan Program | 230 | 146,444 | 161,000 | - |
| Community Development | 231 | 253,559 | 723,000 | - |
| HUD HOME Program | 233 | 52,458 | 23,000 | - |
| Neighborhood Stabilization | 234 | 144,911 | 419,000 | - |
| Home Participating Jurisdiction | 239 | 107,421 | 483,000 | - |
| Parking Authority | 240 | (310,111) | 1,711,000 | 100,000 |
| Parking Authority Repair & Replacement | 241 | 258,879 | 36,000 | - |
| Parking Authority Surplus Fund | 242 | 747,592 | - | - |
| Baseball Stadium | 268 | (1,189,373) | 220,000 | - |
| Total Special Revenue Funds | | $ 1,543,490 | $ 7,187,000 | $ 100,000 |

| 2017 Expenditures | 2017 Mid Year Expenditure Adjustments | 1/1/2018 Projected Fund Balance | 2018 Revenues | 2018 Expenditures | 1/1/2019 Projected Fund Balance |
|---|---|---|---|---|---|
| $ (500,000) | $ - | $ 714,899 | $ 556,000 | $ (555,000) | $ 715,899 |
| (50,000) | - | 39,201 | - | (35,000) | 4,201 |
| (2,400,000) | - | 29,609 | 2,315,000 | (2,360,000) | (15,391) |
| (80,000) | - | 200,995 | 100,000 | (90,000) | 210,995 |
| (160,000) | - | 90,986 | 100,000 | (160,000) | 30,986 |
| (102,000) | - | 111,119 | 90,000 | (136,000) | 65,119 |
| (220,000) | - | 43,901 | 330,000 | (330,000) | 43,901 |
| (21,000) | - | 286,444 | 161,000 | (21,409) | 426,035 |
| (722,978) | - | 253,581 | 723,000 | (722,791) | 253,790 |
| (30,000) | - | 45,458 | 23,000 | (30,000) | 38,458 |
| (419,000) | - | 144,911 | 419,000 | (419,308) | 144,603 |
| (519,330) | - | 71,091 | 483,000 | (525,379) | 28,712 |
| (1,589,000) | - | (88,111) | 1,862,000 | (1,811,456) | (37,567) |
| (375,000) | - | (80,121) | 500,121 | (420,000) | - |
| (747,592) | - | - | - | - | - |
| (220,000) | - | (1,189,373) | 200,000 | (220,000) | (1,209,373) |
| $ (8,155,900) | $ - | $ 674,590 | $ 7,862,121 | $ (7,836,343) | $ 700,368 |

**CITY OF FARGO, NORTH DAKOTA**
**2017 SPECIAL REVENUE FUND MID-YEAR BUDGET ADJUSTMENTS**

| Adjustment Detail | Fund/Department | Amounts | Account # | Reason For Adjustments |
|---|---|---|---|---|
| **Revenue Adjustments:** | | | | |
| GTC Underground Ramp | Parking Authority | 30,000 | 240-2101-363-51.04 | Revenue Trend |
| NP Avenue Lot | Parking Authority | 20,000 | 240-2101-363-52.01 | Revenue Trend |
| 3rd Avenue Lot | Parking Authority | 19,000 | 240-2101-363-52-03 | Revenue Trend |
| Other Lots | Parking Authority | (25,000) | 240-2101-363-52-06 | Revenue Trend |
| 4th Street Lot | Parking Authority | 10,000 | 240-2101-363-52-06 | Revenue Trend |
| 2nd Ave Lot | Parking Authority | 46,000 | 240-2101-363-52-07 | Revenue Trend |
| **Total Revenue Adjustments** | | **$ 100,000** | | |

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# 2016 - 2018 FM CVB OPERATING BUDGET

| | 2017 - 2018 Budget | 2016 - 2017 Budget | 2015 - 2016 Budget |
|---|---|---|---|
| **REVENUES** | | | |
| Fargo Lodging Tax | $ 1,543,470 | $ 1,558,755 | $ 1,680,000 |
| In-Kind Contribution | 188,120 | 125,000 | - |
| Moorhead Lodging Tax | 144,916 | 229,220 | 260,961 |
| West Fargo Lodging Tax | 125,000 | 118,930 | 144,000 |
| Grant Income | - | - | - |
| Gift Shop Revenue | 66,000 | 56,000 | 29,850 |
| FMVG Advertising Revenue | 15,000 | 15,000 | 15,000 |
| Interest Income | 9,166 | 7,172 | 10,107 |
| Industry Partner Participation | - | - | - |
| Housing Bureau Revenue | 233,494 | 263,170 | 2,700 |
| Miscellaneous | 2,500 | 2,500 | 2,500 |
| Frostival Event Revenue | 26,850 | 24,000 | - |
| **TOTAL REVENUES** | **2,354,516** | **2,399,747** | **2,145,118** |

| | | | |
|---|---|---|---|
| **EXPENDITURES** | | | |
| **Salaries Expenditures** | | | |
| Salaries | 669,526 | 640,129 | 634,500 |
| Temporary Salaries | 82,656 | 78,315 | 82,019 |
| Overtime | 900 | 3,600 | - |
| Payroll Taxes | 57,542 | 54,961 | 54,814 |
| Retirement | 20,086 | 19,204 | 18,742 |
| Unemployment | 8,365 | 8,285 | 8,285 |
| Workers Comp | 1,650 | 1,650 | 1,650 |
| Health-Dental Ins/Benefits | 90,610 | 84,511 | 72,931 |
| **Total Salaries** | **931,334** | **890,655** | **872,941** |

# 2016 - 2018 FM CVB OPERATING BUDGET

| | 2017 - 2018 Budget | 2016 - 2017 Budget | 2015 - 2016 Budget |
|---|---|---|---|
| **Administration Expenditures** | | | |
| Professional Fees | 10,980 | 8,580 | 8,420 |
| Accounting Services | 20,070 | 17,520 | 19,200 |
| Insurance | 9,500 | 9,500 | 8,700 |
| Postage & Shipping | 18,000 | 22,800 | 23,850 |
| Utilities | 30,940 | 31,986 | 32,714 |
| Telecommunications/PR | 29,220 | 23,976 | 23,976 |
| Office Repairs & Maintenance | 1,800 | 2,000 | 2,000 |
| Office & Clerical Supplies | 9,860 | 9,125 | 9,125 |
| Other Supplies | 4,260 | 4,260 | 4,260 |
| Maintenance Supplies | 2,241 | 2,241 | 2,241 |
| VIC Supplies | 7,100 | 7,185 | 7,185 |
| Airport Info Center | 1,177 | 1,177 | 1,177 |
| Scholarship | 1,000 | 1,000 | 1,000 |
| Maintenance Contracts - Office & Equipment | - | 1,000 | 1,000 |
| Software Leases | 6,912 | 3,192 | 4,164 |
| Dues & Subscriptions | 28,008 | 30,527 | 28,454 |
| Miscellaneous | 1,200 | 2,400 | 2,400 |
| Gift Shop Merchandise | 52,000 | 51,520 | 16,000 |
| Bank & Credit Card Fees | 3,000 | 3,000 | 1,800 |
| Rent | 125,000 | 125,000 | - |
| Airfare | 6,050 | 7,350 | 10,150 |
| Lodging, Meals, Misc. | 9,750 | 13,950 | 24,100 |
| Tradeshow Expenses | 16,100 | 16,140 | 13,000 |
| Entertaining | 2,200 | 2,400 | 2,400 |
| Donations & Contributions | 3,000 | 4,800 | 9,600 |
| Travel - Vehicle | 3,180 | 3,960 | 5,460 |
| Promotional Products | 400 | 400 | 400 |
| Registration Fees | 5,020 | 10,219 | 13,179 |
| Continuing Education | - | - | 450 |
| Staff Clothing | 400 | 400 | - |
| Promotional Sponsorships | 26,750 | 32,050 | 48,050 |
| Walk of Fame | 1,050 | 1,400 | 2,100 |
| **Total Administration** | **436,168** | **451,058** | **326,555** |

# 2016 - 2018 FM CVB OPERATING BUDGET

| | 2017 - 2018 Budget | 2016 - 2017 Budget | 2015 - 2016 Budget |
|---|---|---|---|
| **Convention Sales Expenditures** | | | |
| Software Leases & Subscriptions | 13,500 | 13,500 | 19,500 |
| Dues & Subscriptions | 6,269 | 5,194 | 5,155 |
| Airfare | 7,350 | 4,100 | 6,560 |
| Lodging, meals, misc. | 9,735 | 8,650 | 16,531 |
| Tradeshow Expenses | 8,400 | 8,900 | 15,425 |
| Entertaining | 840 | 1,390 | 1,750 |
| Relationship Building | 1,140 | 1,140 | - |
| Travel - Vehicle | 3,600 | 3,600 | 700 |
| Directories | - | 1,135 | 1,375 |
| Promotional Products | 1,000 | 1,000 | 1,950 |
| Events/Receptions | 15,400 | 10,400 | 14,300 |
| Annual Awards Event | - | 4,500 | 5,000 |
| Event Assistance | 41,500 | 45,000 | 39,800 |
| Event Hospitality | 1,200 | 1,560 | 4,825 |
| Registration Fees | 22,216 | 5,178 | 7,333 |
| Continuing Education | 500 | - | 885 |
| Staff Clothing | 500 | 200 | - |
| Fam Tours/Site Inspections | 5,200 | 1,100 | - |
| Promotional Sponsorships | 7,000 | 11,750 | 10,850 |
| **Total Convention Sales** | **145,350** | **128,297** | **151,939** |

| | | | |
|---|---|---|---|
| **Tourism Sales Expenditures** | | | |
| Dues & Subscriptions | 6,000 | 4,000 | 4,325 |
| Airfare | 750 | - | 800 |
| Lodging, Meals, Misc. | 500 | 350 | 1,050 |
| Tradeshow Expenses | 250 | 250 | 750 |
| Entertaining | 500 | 500 | - |
| Travel - Vehicle | - | 430 | - |
| Advertising | - | 500 | - |
| Promotional Products | 250 | 200 | - |
| Events/Receptions | 500 | 500 | - |
| Registration Fees | - | - | 550 |
| FAM Tours/Site Inspections | 3,000 | 6,500 | 8,450 |
| Promotional Sponsorships | 250 | 5,000 | 270 |
| **Total Tourism Sales** | **12,000** | **18,230** | **16,195** |

# 2016 - 2018 FM CVB OPERATING BUDGET

| | 2017 - 2018 Budget | 2016 - 2017 Budget | 2015 - 2016 Budget |
|---|---|---|---|
| **Marketing Expenditures** | | | |
| Marketing Software Leases/Subscriptions | 40,140 | 31,536 | 29,088 |
| Dues & Subscriptions | 1,050 | 1,745 | 380 |
| Miscellaneous | 900 | 1,200 | 1,200 |
| Contract Labor | 9,050 | 10,150 | 12,900 |
| Airfare | 4,100 | 3,550 | 8,450 |
| Lodging, Meals, Miscellaneous | 6,300 | 7,900 | 15,000 |
| Entertaining | 2,500 | 1,500 | 1,440 |
| Relationship Building | 600 | 600 | 600 |
| Donations & Contributions | 675 | 1,200 | - |
| Travel-Vehicle | 1,750 | 1,950 | 2,000 |
| Advertising | 1,200 | 2,400 | 9,600 |
| Newspaper | - | - | 23,063 |
| Magazine | 41,557 | 55,449 | 79,997 |
| Radio/TV/Cable TV | - | 20,500 | 41,352 |
| Convention Program Ads | 1,235 | 1,235 | 5,590 |
| Photography/Film | 2,300 | 1,675 | 5,770 |
| Internet Advertising | 64,275 | 85,371 | 98,549 |
| Directories | 8,035 | 12,402 | 11,515 |
| Outdoor Advertising | - | - | 10,000 |
| Promotional Products | 2,000 | 3,300 | 3,500 |
| Display Booth | - | 400 | 2,150 |
| Frostival Annual Event Expense | 7,900 | 14,325 | - |
| Visitor Guide | 88,000 | 72,000 | 70,000 |
| Visitor Guide Distribution | 13,275 | 8,525 | 13,950 |
| City Maps | 3,600 | 5,900 | 7,000 |
| Website | 67,470 | 58,705 | 2,350 |
| Agency Fees | 24,000 | 27,000 | 33,000 |
| Registration Fees | 7,085 | 6,010 | 10,220 |
| Continuing Education | 400 | 400 | 1,500 |
| Printing - Gen. & Admin | 18,650 | 21,380 | 27,500 |
| Special Promotions | 10,000 | 10,080 | 20,450 |
| Marketing Research | 600 | 1,425 | 1,725 |
| Staff Clothing | 500 | 600 | 600 |
| Promotional Sponsorships | 2,500 | 2,500 | 6,250 |
| **Total Marketing Sales** | **431,647** | **472,913** | **556,689** |

# 2016 - 2018 FM CVB OPERATING BUDGET

| | 2017 - 2018 Budget | 2016 - 2017 Budget | 2015 - 2016 Budget |
|---|---|---|---|
| **Athletic Sales Expenditure** | | | |
| Dues & Subscriptions | 2,485 | 2,830 | 2,400 |
| Miscellaneous | 10 | 10 | 10 |
| Airfare | 4,380 | 3,320 | 6,550 |
| Lodging, Meals, Misc | 12,800 | 9,175 | 10,700 |
| Tradeshow Expenses | 550 | 500 | 1,350 |
| Entertaining | 1,800 | 1,800 | 2,400 |
| Relationship Building | 3,050 | 780 | - |
| Travel - Vehicle | 2,500 | 2,625 | 2,575 |
| Promotional Products | 5,200 | 5,200 | 13,100 |
| Event Assistance | 19,000 | 41,500 | 80,000 |
| Frostival Annual Event Expense | 45,850 | 46,000 | - |
| Event Hospitality | 13,700 | 14,500 | 15,300 |
| Registration Fees | 17,290 | 10,075 | 15,225 |
| Continuing Education | 3,150 | 1,800 | 2,800 |
| Bid Fees | - | - | 5,000 |
| Staff Clothing | 400 | 400 | - |
| Fam Tours | 1,000 | 600 | 600 |
| Promotional Sponsorships | 3,000 | 3,000 | 3,350 |
| **Total Athletic Sales** | **136,165** | **144,115** | **161,360** |
| **Housing Bureau Expenditures** | | | |
| Housing Bureau/Meeting Max | 38,842 | 42,660 | 3,500 |
| Housing Bureau Activity | 160,860 | 180,850 | 1,550 |
| **Total Housing Bureau** | **199,702** | **223,510** | **5,050** |
| **Event Services Expenditures** | | | |
| In Town Delivery Service | 900 | 900 | 1,550 |
| Dues & Subscriptions | 440 | 365 | 285 |
| Contract Labor | 1,000 | 2,250 | 2,900 |
| Airfare | 650 | 650 | 845 |
| Lodging, Meals, Misc | 1,600 | 1,300 | 1,820 |
| Travel - Vehicle | 840 | 650 | 360 |
| Promotional Products | 8,000 | 7,000 | - |
| Event Hospitality | 8,630 | 8,980 | 6,840 |
| Banners and Supplies | 12,000 | 13,200 | 12,600 |
| Badges | 25,200 | 33,600 | 30,000 |
| Registration Fees | 2,084 | 1,179 | 1,320 |
| Continuing Education | 500 | 500 | 250 |
| Event Services In-Town Meals | 300 | 460 | 375 |
| **Total Event Services** | **62,144** | **71,034** | **59,145** |
| **TOTAL REVENUES** | $ 2,354,516 | $ 2,399,747 | $ 2,145,118 |
| **TOTAL EXPENSES** | $ 2,354,511 | $ 2,399,812 | $ 2,149,873 |
| **VARIANCE** | **$ 6** | **$ (65)** | **$ (4,755)** |

# 2016 - 2018 FMCVB CAPITAL BUDGET

| REVENUES | 2017 - 2018 BUDGET | 2016 - 2017 BUDGET | 2015 - 2016 BUDGET |
|---|---|---|---|
| **REVENUES** | | | |
| Fargo Lodging Tax * | $ 771,737 | $ 774,377 | $ 840,000 |
| West Fargo Lodging Tax ** | 69,546 | 58,370 | 72,000 |
| Interest Income | 7,067 | 7,277 | 7,277 |
| **TOTAL REVENUES** | **848,350** | **840,024** | **919,277** |
| | | | |
| **EXPENDITURES** | | | |
| Furnishings - Asset (Unknown) | 3,000 | 3,000 | 3,000 |
| Technology Purchases - Asset | - | 16,000 | 6,000 |
| Bldg & Grounds Improv. - Asset | - | 2,000 | 2,000 |
| Vehicle - Asset (trade-in) | - | 26,000 | - |
| Capital Grant Program | 435,000 | 437,500 | 537,500 |
| Insurance (City Policies) | 7,000 | 7,000 | 7,000 |
| Telecommunications Expense | 3,000 | 3,000 | 2,800 |
| Technology Maintenance/Upgrades | 41,932 | 105,609 | 182,045 |
| Building Repair/Maintenance/Upgrades | 20,750 | 17,450 | 22,450 |
| Office Repair/Maintenance/Upgrades | 1,200 | 1,200 | 9,200 |
| Grounds Maintenance | 35,350 | 33,350 | 33,350 |
| Equipment Leases | - | - | - |
| Maintenance Contracts - Office & Equip | 32,000 | 32,000 | 31,900 |
| Depreciation | 73,200 | 73,200 | 73,200 |
| Real Estate Specials and Drains | 5,000 | 5,000 | 5,000 |
| Bid Fees/Event Assistance | 119,250 | 102,750 | 20,000 |
| Future Capital Allocation Fund | - | - | 60,000 |
| **TOTAL EXPENSES** | **776,682** | **865,059** | **995,445** |
| | | | |
| **TOTAL REVENUES** | $ 848,350 | $ 840,024 | $ 919,277 |
| **TOTAL EXPENSES** | $ 776,682 | $ 865,059 | $ 995,445 |
| **VARIANCE** | **$ 71,668** | **$ (25,035)** | **$ (76,168)** |

* 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

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| Fund Description | Fiscal Trends and Comments |
|---|---|
| Debt Service Funds are used to accumulate resources for the payment of long-term debt.<br><br>Financial resources are provided from various sources depending upon what type of debt is issued and what revenue streams are pledged for debt repayment.<br><br>The City of Fargo has several different debt types currently outstanding and routinely issues additional bonds for infrastructure capital financing.<br><br>Fargo is highly rated by Moody's and Standard & Poor's Corporation. Moody's assigns an Aa1 rating for Fargo's refunding improvement bonds while Standard & Poor's assigns an AA- rating. Their credit rating reports cite strong economic data and consistently managed financial results. | • Adequate financial resources are available to pay all scheduled debt service payments and maintain the City's bond covenant requirements.<br><br>• A direct bank loan that was executed in 2016 for the FM Diversion project in the amount of $100 million. This note will be paid by sales tax resources that have are currently authorized. Cass County, ND a co-sponsor of this project borrowed an equal amount for this project.<br><br>• Future debt issuance include continuation of Refunding Improvement Bonds for the growth and expansion of City infrastructure in 2018. 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 $25 to $35 million range.<br><br>• The City anticipates the maintenance of our existing bond ratings with Moody's and Standard & Poor's Corporation based upon the overall strength of our economy. |

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

| Sources & Uses of Funds | Approved Budget 2017 | Approved Budget 2018 |
|---|---|---|
| **Revenues:** | | |
| Tax Increment District Property Taxes | $ 4,022,000 | $ 4,469,000 |
| Special Assessments Certified | 24,750,000 | 28,280,700 |
| Special Assessment Prepayments | 4,950,000 | 5,656,140 |
| Sales Taxes | 20,148,345 | 13,633,714 |
| Metro Diversion Authority Reimbursement | - | 7,499,650 |
| Bond Proceeds | - | 683,888 |
| Interest on Debt Service Reserves | 300,000 | 500,000 |
| Transfer In From General Fund for GO Debt | 1,677,520 | 2,617,151 |
| Transfer In From Special Revenue | 735,635 | 736,335 |
| Transfer in From Debt Service | 616,800 | - |
| Transfer For Sales Tax Bond Payments and Reserves | 8,108,682 | 8,618,788 |
| **Total Revenues** | **$ 65,308,982** | **$ 72,695,366** |
| **Expenditures & Transfers:** | | |
| General Obligation Bond Principal | 1,601,000 | 2,040,000 |
| General Obligation Bond Interest & Fees | 1,432,555 | 3,200,974 |
| Refunding Improvement Bond Principal | 14,500,000 | 15,890,000 |
| Refunding Improvement Bond Interest & Fees | 13,412,103 | 15,732,752 |
| Sales Tax Revenue Bonds and Notes Principal | 8,395,000 | 7,624,000 |
| Sales Tax Revenue Bonds and Notes Interest & Fees | 6,012,842 | 6,334,978 |
| Tax Increment District Development Obligations | 4,524,000 | 4,469,000 |
| Debt Residual Expenditures | 60,000 | 75,000 |
| Transfer Debt Residuals | 1,450,000 | 1,450,000 |
| Transfer To Debt Service Funds | 8,725,482 | 8,618,788 |
| Transfer Sidewalk and Sewer Assessments to Capital Project Fund | 463,200 | 451,200 |
| Transfer Sales Tax Surplus to Capital Project Funds | 5,740,503 | 5,014,926 |
| **Total Expenditures & Transfers** | **$ 66,316,685** | **$ 70,901,618** |

**CITY OF FARGO, NORTH DAKOTA**
**2018 DEBT SERVICE BUDGET**
**REFUNDING IMPROVEMENT (SPECIAL ASSESSMENT) BONDS**

| BOND ISSUES | FUND | CERTIFIED SPECIAL ASSMT. | UNCERTIFIED SPECIAL ASSMT. | INTEREST | TRANSFER OTHER FUNDS | OTHER SOURCES | TOTALS |
|---|---|---|---|---|---|---|---|
| **Revenues:** | | | | | | | |
| General Debt Service | 310 | $ 234,000 | $ 46,800 | $ 500,000 | $ - | $ - | $ 780,800 |
| 2000 Storm Sewer SRF | 342 | 67,000 | 13,400 | - | - | - | 80,400 |
| 2005 RIB Refunding Series (2014D) | 355 | 1,189,000 | 237,800 | - | - | - | 1,426,800 |
| 2005 RIB Refunding Series B | 356 | 3,700 | 740 | - | - | - | 4,440 |
| 2007 RIB Series B | 360 | 774,000 | 154,800 | - | - | - | 928,800 |
| 2009 RIB Series A | 318 | 791,000 | 158,200 | - | - | - | 949,200 |
| 2016 RIB Series B (Refunding) | 362 | 2,094,000 | 418,800 | - | - | - | 2,512,800 |
| 2010 B RIB (2014 E RIB) | 363 | 1,339,000 | 267,800 | - | - | - | 1,606,800 |
| 2010 RIB Series C | 364 | 430,000 | 86,000 | - | - | - | 516,000 |
| 2011 RIB Series A | 365 | 1,149,000 | 229,800 | - | - | - | 1,378,800 |
| 2011 RIB Series C | 366 | 998,000 | 199,600 | - | - | - | 1,197,600 |
| 2011 RIB Series B | 324 | 321,000 | 64,200 | - | - | - | 385,200 |
| 2011 RIB Series D | 325 | 655,000 | 131,000 | - | - | - | 786,000 |
| 2011 RIB Series E (Refunding) | 367 | 775,000 | 155,000 | - | - | - | 930,000 |
| 2012 RIB Series A (Refunding) | 368 | 2,807,000 | 561,400 | - | - | - | 3,368,400 |
| 2013 RIB Series C | 369 | 1,220,000 | 244,000 | - | - | - | 1,464,000 |
| 2014 RIB Series D | 370 | 2,540,000 | 508,000 | - | - | - | 3,048,000 |
| 2014 RIB Series F | 371 | 2,612,000 | 522,400 | - | - | - | 3,134,400 |
| 2014 Taxable RIB Series G | 372 | 529,000 | 105,800 | - | - | - | 634,800 |
| 2014 Taxable RIB Series G | 373 | 1,043,000 | 208,600 | - | - | - | 1,251,600 |
| 2015 RIB A Refunding (2006B & 2007B) | 374 | 1,855,000 | 371,000 | - | - | - | 2,226,000 |
| 2015 RIB Series D | 375 | 1,756,000 | 351,200 | - | - | - | 2,107,200 |
| 2016 RIB Series C | 326 | 2,254,000 | 450,800 | - | - | - | 2,704,800 |
| 2017 RIB Series C | 328 | 466,000 | 93,200 | - | - | - | 559,200 |
| **TOTAL RIB FUND REVENUES** | | **$ 27,901,700** | **$ 5,580,340** | **$ 500,000** | **$ -** | **$ -** | **$ 33,982,040** |

| BOND ISSUES | FUND | ORIGINAL ISSUE | PRINCIPAL | INTEREST | PAYING AGENT | TRANSFERS OUT | TOTALS |
|---|---|---|---|---|---|---|---|
| **Expenditures & Transfers :** | | | | | | | |
| General Debt Service | 310 | $ - | $ - | $ - | $ - | $ 1,450,000 | $ 1,450,000 |
| 2000 Storm Sewer SRF | 342 | 1,816,295 | 110,000 | 8,250 | 3,175 | - | 121,425 |
| 2005 RIB Refunding Series (2014D) | 355 | 12,640,000 | 690,000 | 448,025 | 1,800 | - | 1,139,825 |
| 2005 RIB Refunding Series B | 356 | 10,675,000 | 360,000 | 7,650 | 1,800 | - | 369,450 |
| 2007 RIB Series B | 360 | 13,045,000 | 445,000 | 385,808 | 1,800 | - | 832,608 |
| 2008 RIB Series E | 361 | 26,285,000 | 845,000 | 1,081,750 | 1,800 | - | 1,928,550 |
| 2009 RIB Series A | 318 | 13,190,000 | 1,325,000 | 76,188 | 1,800 | - | 1,402,988 |
| 2016 RIB Series B (Refunding) | 362 | 27,485,000 | 700,000 | 950,587 | 1,800 | | 1,652,387 |
| 2010 B RIB (2014 E RIB) | 363 | 19,440,000 | 720,000 | 584,631 | 1,800 | - | 1,306,431 |
| 2010 RIB Series C | 364 | 8,250,000 | 520,000 | 241,150 | 1,800 | - | 762,950 |
| 2011 RIB Series A | 365 | 17,485,000 | 650,000 | 674,438 | 1,800 | - | 1,326,238 |
| 2011 RIB Series C | 366 | 19,400,000 | 555,000 | 655,212 | 1,800 | - | 1,212,012 |
| 2011 RIB Series E (Refunding) | 367 | 8,385,000 | 600,000 | 200,962 | 1,800 | - | 802,762 |
| 2012 RIB Series A (Refunding) | 368 | 34,180,000 | 2,395,000 | 896,200 | 1,800 | - | 3,293,000 |
| 2013 RIB Series C | 369 | 16,705,000 | 515,000 | 603,299 | 1,800 | - | 1,120,099 |
| 2014 RIB Series D | 370 | 39,760,000 | 1,175,000 | 1,544,175 | 1,800 | - | 2,720,975 |
| 2014 RIB Series F | 371 | 40,445,000 | 1,120,000 | 1,695,050 | 1,800 | - | 2,816,850 |
| 2014 Taxable RIB Series G | 372 | 8,355,000 | 245,000 | 291,750 | 1,800 | - | 538,550 |
| 2015 RIB A Refunding (2006B & 2007B) | 373 | 18,250,000 | 1,000,000 | 701,263 | 1,800 | - | 1,703,063 |
| 2015 RIB Series B (Refunding) | 374 | 15,325,000 | - | 600,312 | 1,800 | - | 602,112 |
| 2015 RIB Series D | 375 | 34,675,000 | 1,040,000 | 1,145,544 | 1,800 | - | 2,187,344 |
| 2016 RIB Series C | 326 | 41,745,000 | 880,000 | 1,401,925 | 1,800 | | 2,283,725 |
| 2017 RIB Series C | 328 | 39,850,000 | - | 1,497,608 | 1,800 | - | 1,499,408 |
| **TOTAL EXPENDITURES & TRANSFERS** | | **$ 479,981,295** | **$ 15,890,000** | **$ 15,691,777** | **$ 40,975** | **$ 1,450,000** | **$ 33,072,752** |

**CITY OF FARGO, NORTH DAKOTA**
**2018 DEBT SERVICE REVENUES AND EXPENDITURES**
**SALES TAX REVENUE DEBT SERVICE FUNDS BUDGETS**

| BOND FUNDS: | FUND | SALES TAX COLLECTIONS | OTHER * SOURCES | TOTALS |
|---|---|---|---|---|
| **REVENUES** | | | | |
| CFP FLOOD SALES TAX REVENUE BONDS | 603 | | $ 6,299,650 | $ 6,299,650 |
| SRF UTILITY WATER PROJECTS BONDS | 607 | 6,816,857 | - | 6,816,857 |
| SRF UTILITY WASTEWATER PROJECTS BONDS | 608 | 6,816,857 | - | 6,816,857 |
| **TOTAL SALES TAX COLLECTIONS** | | **$ 13,633,713** | **$ 6,299,650** | **$ 19,933,363** |

| BOND ISSUES OUTSTANDING: | FUND | ORIGINAL ISSUANCE | FY PRINCIPAL | FY INTEREST | STATE ADMIN. FEE | PAYING AGENT | TRANSFER OUT | TOTALS |
|---|---|---|---|---|---|---|---|---|
| **EXPENDITURES & TRANSFERS** | | | | | | | | |
| SRF UTILITY PROJECTS WATER BONDS | 607 | | - | - | - | - | $ 3,304,369 | $ 3,304,369 |
| SRF UTILITY PROJECTS WASTEWATER BONDS | 608 | | - | - | - | - | 1,710,557 | 1,710,557 |
| **CFP SALES TAX REVENUE BONDS:** | | | | | | | | |
| SERIES 2013A | 603 | 51,375,000 | 2,040,000 | 1,675,550 | - | 1,800 | - | 3,717,350 |
| SERIES 2014B | 603 | 32,512,000 | 1,354,000 | 1,226,500 | - | 1,800 | - | 2,582,300 |
| **TOTAL FLOOD CONTROL SALES TAX BONDS** | | **83,887,000** | **3,394,000** | **2,902,050** | **-** | **3,600** | **-** | **6,299,650** |
| **SRF NOTES: (UTILITY INFRASTRUCTURE)** | | | | | | | | |
| SALES TAX REVENUE BONDS, SERIES 2008A | 630 | 63,725,000 | 3,300,000 | 1,138,375 | 219,425 | 1,800 | - | 4,659,600 |
| SALES TAX REVENUE BONDS, SERIES 2008B | 610 | 14,110,422 | 480,000 | 195,003 | 34,575 | 1,800 | - | 711,378 |
| SALES TAX REVENUE BONDS, SERIES 2008C | 632 | 1,630,000 | 85,000 | 27,375 | 5,475 | 1,800 | - | 119,650 |
| SALES TAX REVENUE BONDS, SERIES 2008D | 612 | 2,270,000 | 130,000 | 36,875 | 7,375 | 1,800 | - | 176,050 |
| SALES TAX REVENUE BONDS, SERIES 2010A | 634 | 699,374 | 40,000 | 2,475 | 2,475 | 1,800 | - | 46,750 |
| SALES TAX REVENUE BONDS, SERIES 2010D | 636 | 4,071,140 | 190,000 | 73,750 | 14,750 | 1,800 | - | 280,300 |
| SALES TAX REVENUE BONDS, SERIES 2013B | 614 | 66,352,000 | 5,000 | 1,327,040 | 331,760 | 1,800 | - | 1,665,600 |
| **TOTAL SRF SALES TAX BONDS** | | **152,857,936** | **4,230,000** | **2,800,893** | **615,835** | **12,600** | **-** | **7,659,328** |
| **TOTAL SALES TAX OBLIGATIONS** | | **$ 236,744,936** | **$ 7,624,000** | **$ 5,702,943** | **$ 615,835** | **$ 16,200** | **$ 5,014,925** | **$ 18,973,903** |

| REVENUE BOND DEBT SERVICE COVERAGE RATIOS: | | DEBT COVERAGE % |
|---|---|---|
| CFP SALES TAX REVENUE BONDS (2 issues) | Flood Control | **100%** |
| SRF SALES TAX REVENUE WATER (3 issues) | Water | **267%** |
| SRF SALES TAX REVENUE WASTEWATER (4 issues) | Wastewater | **133%** |

| REVENUE BOND RESERVE REQUIREMENTS: | | | FINANCING RESERVE REQUIRED | RESERVE BALANCE 1/1/2018 | DEPOSITS | DEPOSIT NO. | RESERVE BALANCE 12/31/2018 |
|---|---|---|---|---|---|---|---|
| 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 | 2,094,826 | 2,094,826 | - | 5 of 5 | 2,094,826 |
| 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 |
| SALES TAX REVENUE BONDS, SERIES 2013B | 615 | Water | 4,797,300 | - | 959,460 | 1 of 5 | 959,460 |
| **STATUS OF BOND RESERVE FUNDING** | | | **$ 11,955,420** | **$ 7,158,120** | **$ 959,460** | | **$ 8,117,580** |

**CITY OF FARGO, NORTH DAKOTA**
**OTHER GOVERNMENTAL DEBT**

| Other Obligations | FUND | CERTIFIED SPECIALS | UNCERTIFIED SPECIALS | OTHER SOURCES | TRANSFER IN | TOTALS |
|---|---|---|---|---|---|---|
| **Revenues:** | | | | | | |
| 2006-2015 Sidewalk | 379 | $ 134,000 | $ 26,800 | $ - | $ - | $ 160,800 |
| General Sewer | 388 | 245,000 | 49,000 | - | - | 294,000 |
| 2009 G.O. Development Revenue Bonds (Fire Station # 7) | 384 | - | - | - | 188,813 | 188,813 |
| 2014 US Bank Direct Loan (Public Health Building) | 390 | - | - | - | 641,800 | 641,800 |
| 2015 G.O. Development Bond, Series E (Parking) | 376 | - | - | - | 736,335 | 736,335 |
| 2016 G.O. Development Bond, Series A (City Hall) | 396 | - | - | - | 1,786,538 | 1,786,538 |
| 2017 Wells Fargo Loan, Metro Flood Diversion Financing * | 398 | - | - | 1,200,000 | - | 1,200,000 |
| 2017 Annual Appropriations Bonds, Series B (Block 9) | 391 | | | 683,888 | - | 683,888 |
| **TOTAL REVENUES** | | **$ 379,000** | **$ 75,800** | **$ 1,883,888** | **$ 3,353,486** | **$ 5,692,174** |

| BOND ISSUES | FUND | ORIGINAL ISSUE | PRINCIPAL | INTEREST | PAYING /FISCAL | TRANSFER OUT | TOTALS |
|---|---|---|---|---|---|---|---|
| **Expenditures & Transfers:** | | | | | | | |
| 2006-2015 Sidewalk | 379 | | $ - | $ - | $ 1,800 | $ 159,000 | $ 160,800 |
| General Sewer | 388 | | - | - | 1,800 | 292,200 | 294,000 |
| 2009 G.O. Development Bonds (Fire Station #7) | 384 | 2,875,000 | 125,000 | 62,013 | 1,800 | - | 188,813 |
| 2014 US Bank Direct Loan (Public Health Building) | 390 | 6,000,000 | 575,000 | 65,000 | 1,800 | - | 641,800 |
| 2015 G.O. Development Bond, Series E (Parking) | 376 | 10,230,000 | 435,000 | 299,535 | 1,800 | - | 736,335 |
| 2016 G.O. Development Bond, Series A (City Hall) | 396 | 25,640,000 | 905,000 | 879,738 | 1,800 | - | 1,786,538 |
| 2017 Wells Fargo Loan, Metro Flood Diversion Financing | 398 | 100,000,000 | - | 1,200,000 | - | - | 1,200,000 |
| 2017 Annual Appropriations Bonds, Series B (Block 9) | 391 | 17,260,000 | - | 682,088 | 1,800 | - | 683,888 |
| **TOTAL EXPENDITURES & TRANSFERS** | | **$ 162,005,000** | **$ 2,040,000** | **$ 3,188,374** | **$ 12,600** | **$ 451,200** | **$ 5,692,174** |

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

| TAX INCREMENT DISTRICTS | | CURRENT MARKET VALUE | BASE YEAR MARKET VALUE | YEAR STARTED | PROPERTY TAXES |
|---|---|---|---|---|---|
| **Revenues:** | | | | | |
| C-1 TAX INCREMENT | 301 | $ 21,735,000 | $ 2,846,200 | | $ 267,000 |
| GREAT NORTHERN DEPOT | 303 | 1,338,900 | 298,700 | | 15,000 |
| TAX INCREMENT 2001-01 ( MATRIX) | 305 | 212,466,600 | 347,144 | 2001 | 2,746,000 |
| TAX INCREMENT 2002-01 ( ND HORSEPARK) | 306 | 4,377,000 | 78,040 | 2002 | 54,000 |
| TAX INCREMENT 2005-01 ( FAYLAND) | 309 | 56,028,100 | 102,000 | 2005 | 734,000 |
| TAX INCREMENT 2006-01 (BRISTOL ON BDWY) | 311 | 6,892,500 | 408,100 | 2006 | 87,000 |
| TAX INCREMENT 2006-02 (JPR 19TH AVE NO.) | 313 | 15,375,400 | 1,408,400 | 2006 | 197,000 |
| TAX INCREMENT 2007-01 (FM DEVELOPMENT PHASE I) | 314 | 2,633,000 | 208,080 | 2007 | 34,000 |
| TAX INCREMENT 2007-02 (FEDER 12TH AVE N) | 315 | 2,385,600 | 316,980 | 2007 | 29,000 |
| TAX INCREMENT 2008-01 (FM DEVELOPMENT II) | 320 | 4,254,000 | 334,140 | 2008 | 55,000 |
| TAX INCREMENT 2011-01 (SHOTWELL) | 321 | 6,469,900 | 462,444 | 2011 | 76,000 |
| TAX INCREMENT 2012-01 (914 LLC) | 323 | 2,566,200 | 195,900 | 2012 | 33,000 |
| TAX INCREMENT (710 LOFTS) | 304 | 1,703,000 | 163,400 | 2016 | 22,000 |
| TAX INCREMENT (BUTLER BUSINESS PARK) | 302 | 6,802,000 | 2,117,700 | 2016 | 61,000 |
| TAX INCREMENT (ROBERT STREET PARKING RAMP) | 307 | 4,449,000 | 236,000 | 2016 | 59,000 |
| TAX INCREMENT (BLOCK 9) - Development Pending | 327 | - | - | 2017 | - |
| **TOTAL TAX INCREMENT REVENUES** | | **$ 349,476,200** | **$ 9,523,228** | | **$ 4,469,000** |

| TAX INCREMENT DISTRICTS | | PAYMENT OF OBLIGATIONS |
|---|---|---|
| **Expenditures & Transfers :** | | |
| C-1 TAX INCREMENT | | $ 267,000 |
| GREAT NORTHERN DEPOT | | 15,000 |
| TAX INCREMENT 2001-01 ( MATRIX) | 2001 | 2,746,000 |
| TAX INCREMENT 2002-01 ( ND HORSEPARK) | 2002 | 54,000 |
| TAX INCREMENT 2005-01 ( FAYLAND) | 2005 | 734,000 |
| TAX INCREMENT 2006-01 (BRISTOL ON BDWY) | 2006 | 87,000 |
| TAX INCREMENT 2006-02 (JPR 19TH AVE NO.) | 2006 | 197,000 |
| TAX INCREMENT 2007-01 (FM DEVELOPMENT PHASE I) | 2007 | 34,000 |
| TAX INCREMENT 2007-02 (FEDER 12TH AVE N) | 2007 | 29,000 |
| TAX INCREMENT 2008-01 (FM DEVELOPMENT II) | 2008 | 55,000 |
| TAX INCREMENT 2011-01 (SHOTWELL) | 2011 | 76,000 |
| TAX INCREMENT 2012-01 (914 LLC) | 2012 | 33,000 |
| TAX INCREMENT (710 LOFTS) | 2016 | 22,000 |
| TAX INCREMENT (BUTLER BUSINESS PARK) | 2016 | 61,000 |
| TAX INCREMENT (ROBERT STREET PARKING RAMP) | 2016 | 59,000 |
| TAX INCREMENT (BLOCK 9) | 2016 | - |
| **TOTAL EXPENDITURES & TRANSFERS** | | **$ 4,469,000** |

**CITY OF FARGO, NORTH DAKOTA**
**2017 DEBT SERVICE FUNDS MID-YEAR BUDGET ADJUSTMENT**

| Adjustment Detail | Fund/Department | Amounts | Account # | Reason For Adjustments |
|---|---|---|---|---|
| **Expenditure Adjustments:** | | | | |
| Transfer to Capital Project Fund | C-1 Tax Increment | 274,000 | 301-8502-555.90-40 | Repair beam/wall at GTC |
| **Total Debt Service Fund Expenditures** | | **$ 274,000** | | |

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| 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.<br><br>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. As a result 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.<br><br>A formalized and long term capital improvement plan that spans a twenty-year planning horizon is updated annually for all municipal utility assets to include water and wastewater systems. 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.<br><br>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.<br><br>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. | • Demand for expansion of new housing subdivisions is strong. Single family building permits exceed last year's levels by about 50%.<br><br>• A single largest capital project in process the expansion of our water treatment plant. The expansion will increase our capacity to 45 mgd and will be capable of removing sulphate from Devils Lake discharges into the Sheyenne River. This includes actual plant expansion and work on the Sheyenne River pumping station.<br><br>• Work continues on a multi-year flood control capital improvement plan to raise our flood levees to a higher level and seek a permanent long term solution to protecting ourselves from flooding. Funds will be allocated for home removals and raising protection levels along the Red River Corridor when the Engineering Department's capital improvement plan is approved in December.<br><br>• The FM Diversion project has been approved by the Army Corp. of Engineers. Work will progress on this project later this fall. Voters will be asked to extent sales tax authorization in Fargo and Cass County to fund this project on a long term basis. This is a large flood control project that will take several years to construct. |

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| Fund Description | Fiscal Trends and Comments |
|---|---|
| The City of Fargo operates ten Enterprise Funds to provide traditional municipal utility services to our citizens. There are approximately 41,000 customers serviced in our municipal utility services.<br><br>They include Water, Wastewater, Solid Waste, Forestry, Street Lighting, Storm Sewer, Vector Control, Southeast Cass Sewer, Municipal Airport and the FargoDome.<br><br>The Water fund is the largest municipal utility and is shown as a major fund in this budget document.<br><br>Enterprise funds are operated on a business-like basis and each fund carries all assets within the fund with final measurement of net assets.<br><br>Utility rates are monitored annually and set by resolution of the Board of City Commissioners. | • Rate increases of 3% are recommended for water and wastewater services in 2018 as required by our long-term system adequacy model.<br><br>• Fargo became a regional water services provide under contract with the City of West Fargo beginning in June, 2016, and will become a wastewater provider for West Fargo and Horace in 2018.<br><br>• 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.<br><br>• 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.<br><br>• A twenty-year capital improvement plan and related revenue adequacy model is updated annually to assure that there will be adequate resources to provide high quality utility services. This includes rate revenue as well as sales tax revenue for capital programming.<br><br>• A water treatment plant expansion is currently underway that will increase Fargo's treatment and distribution capacity to 45 mgd.<br><br>• There are two large capital projects budgeted by the Municipal Airport Authority for 2018. These include a cargo apron expansion and an enclosed parking skywalk project. The estimated cost of these projects is $20 million.<br><br>• Water Revenue Bonds Series 1997 were paid in full in 2017<br><br>• The Fargodome long-term capital fund is currently $38.7 million. This is reserved for the long-term care and maintenance of the Dome. |

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

| Utility Funds | 2017 Approved Budget | 2018 Approved Budget | $ Change | % Change |
|---|---|---|---|---|
| **Major Funds:** | | | | |
| Water | $ 24,091,000 | $ 30,042,000 | $ 5,951,000 | 24.7% |
| Water Bond | 3,942,600 | - | (3,942,600) | -100.0% |
| **Total Major Utility Funds** | **28,033,600** | **30,042,000** | **2,008,400** | **7.2%** |
| **Non Major Utility Funds:** | | | | |
| Airport | 17,018,167 | 29,735,589 | 12,717,422 | 74.7% |
| Solid Waste | 15,382,000 | 15,522,000 | 140,000 | 0.9% |
| Wastewater | 11,669,505 | 14,071,000 | 2,401,495 | 20.6% |
| Fargodome | 8,850,246 | 8,264,094 | (586,152) | -6.6% |
| Street Lighting | 1,952,000 | 1,973,000 | 21,000 | 1.1% |
| Forestry | 1,863,000 | 1,853,000 | (10,000) | -0.5% |
| Storm Sewer | 1,650,000 | 1,870,000 | 220,000 | 13.3% |
| Vector Control | 697,000 | 716,000 | 19,000 | 2.7% |
| Southeast Cass | 24,000 | 24,000 | - | 0.0% |
| **Total Other Utility Funds** | **59,105,918** | **74,028,683** | **14,922,765** | **25.25%** |
| **Total All Utility Funds** | **$ 87,139,518** | **$ 104,070,683** | **$ 16,931,165** | **19.4%** |

**Budget Notes:**

West Fargo and Horace wastewater services contracts executed in 2017.

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

| Utility Funds | 2017 Approved Budget | 2018 Approved Budget | $ Change | % Change |
|---|---|---|---|---|
| **Major Fund:** | | | | |
| Water | $ 24,642,832 | $ 31,461,641 | $ 6,818,809 | 27.7% |
| Water Bond | 3,942,600 | - | (3,942,600) | -100.0% |
| **Total Major Utility Fund** | **28,585,432** | **31,461,641** | **2,876,209** | **10.1%** |
| **Other Utility Funds:** | | | | |
| Airport | 18,610,992 | 31,770,916 | 13,159,924 | 70.7% |
| Solid Waste | 16,490,425 | 17,512,100 | 1,021,675 | 6.2% |
| Wastewater | 10,574,440 | 12,864,775 | 2,290,335 | 21.7% |
| Fargodome | 8,461,473 | 7,019,114 | (1,442,359) | -17.0% |
| Street Lighting | 1,962,005 | 2,018,845 | 56,840 | 2.9% |
| Forestry | 2,051,327 | 2,077,266 | 25,939 | 1.3% |
| Storm Sewer | 1,685,005 | 2,201,000 | 515,995 | 30.6% |
| Vector Control | 756,500 | 1,106,000 | 349,500 | 46.2% |
| Southeast Cass | 48,700 | 48,700 | - | 0.0% |
| **Total Other Utility Funds** | **60,640,867** | **76,618,716** | **15,977,849** | **26.3%** |
| **Total All Utility Funds** | **$ 89,226,299** | **$ 108,080,357** | **$ 18,854,058** | **21.1%** |

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

| Expense Category | 2017 Approved Budget | 2018 Approved Budget | Change | % Change |
|---|---|---|---|---|
| Salaries | $ 12,605,129 | $ 13,499,483 | 894,354 | 7.1% |
| Benefits | 3,814,642 | 4,073,050 | 258,408 | 6.8% |
| Other Services | 10,416,218 | 9,966,347 | (449,871) | -4.3% |
| Repairs and Maintenance | 3,008,850 | 3,524,925 | 516,075 | 17.2% |
| Rentals/ Leases | 1,446,008 | 1,284,900 | (161,108) | -11.1% |
| Insurance | 610,853 | 615,368 | 4,515 | 0.7% |
| Communications | 87,475 | 89,375 | 1,900 | 2.2% |
| Advertising / Printing | 332,211 | 338,591 | 6,380 | 1.9% |
| Travel / Education / Dues | 364,370 | 271,449 | (92,921) | -25.5% |
| Energy | 5,852,297 | 6,555,170 | 702,873 | 12.0% |
| General Supplies | 1,507,751 | 1,629,348 | 121,597 | 8.1% |
| Miscellaneous | 3,513,063 | 3,968,377 | 455,314 | 13.0% |
| Capital Outlay | 16,948,010 | 35,016,055 | 18,068,045 | 106.6% |
| Debt Service | 6,451,822 | 2,656,204 | (3,795,618) | -58.8% |
| Transfers To Other Funds | 22,267,600 | 24,591,715 | 2,324,115 | 10.4% |
| **Totals** | **$ 89,226,299** | **$ 108,080,357** | **$ 18,854,058** | **21.1%** |

# CITY OF FARGO, NORTH DAKOTA
# MUNICIPAL AIRPORT AUTHORITY
# SUMMARY BUDGET

| Fund | 2017 Approved Budget | 2018 Approved Budget | $ Change | % Change |
|---|---|---|---|---|
| Operation & Maintenance | $ 5,347,737 | $ 5,535,116 | $ 187,379 | 3.5% |
| Construction | 10,563,255 | 23,605,800 | 13,042,545 | 123.5% |
| Passenger Facility Surcharge | 2,700,000 | 2,630,000 | (70,000) | -2.6% |
| **Totals** | **$ 18,610,992** | **$ 31,770,916** | **$ 13,159,924** | **70.7%** |

**CITY OF FARGO, NORTH DAKOTA**
**2017 ENTERPRISE FUNDS MID YEAR BUDGET ADJUSTMENTS**

| Adjustment Detail | Fund/Department | Type | Amounts | Account # | Reason For Adjustments |
|---|---|---|---|---|---|
| **Enterprise Fund Revenue Adjustments:** | | | | | |
| Water Revenue Contract | Water Fund | CS | (1,000,000) | 501-3050-380.40-20 | West Fargo Syncronize Sales $4.2 to $3.2M |
| West Fargo Contract | Wastewater Fund | CS | 600,000 | 521-3081 | West Fargo Wastewater Services Contract |
| Water Sales | Water Fund | CS | 2,000,000 | 501-3050 | Surplus water sales |
| **Total Enterprise Fund Revenues** | | | **$ 1,600,000** | | |
| **Enterprise Fund Expenditure Adjustments:** | | | | | |
| Transfer to General Fund | Water Fund | | 400,000 | 501-3055 | Transfer surplus water sales |
| **Total Enterprise Fund Expenditures** | | | **$ 400,000** | | |

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| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Water Treatment Plant is responsible for operating and maintaining a state-of-the-art 30 million gallon per day (MGD) surface water treatment plant 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.<br><br>The City's surface water treatment plant 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 including pretreatment, lime and soda ash softening, ozone disinfection and filtration.<br><br>Following treatment, the finished water is pumped through the City's water distribution system to meet the daily and peak demand of consumers. | In 2015, the City began construction on a WTP expansion project. The project involves installation of a parallel membrane treatment system, which will expand the overall treatment capacity to 45 MGD. The new treatment system will include pretreatment, MF/UF (micro/ultra filtration) membranes, RO (reverse osmosis) membranes and disinfection. The capital expense associated with the WTP expansion is being financed with infrastructure sales tax. The ND State Water Commission has provided $30 million in grant funds toward design and construction. The membrane plant is expected to be operational in the Summer of 2018.<br><br>The 2018 budget has been increased to account for membrane operation and moving Environmental Lab Staff to the Water Utility. One of the pretreatment chemicals for membrane plan operation has gone up in cost considerably since design and is reflected in the budget request. However, the additional revenue from West Fargo curbs increases in expenses and will help stabilize water rates to Fargo customers.<br><br>With West Fargo as a customer, there are several regionalization-related capital projects in planning, design, or construction. The Water Utility is anticipating the use of infrastructure sales tax funds to cover these costs and has secured grant funds with the State Water Commission to assist in this effort (60% Cost-Share - construction). |

**Operational Measures**

| Description | 2015 Actual | 2016 Expected | 2017 Projected |
|---|---|---|---|
| Average Day Demand | 12,600,000 gallons | 13,500,000 gallons | 13,500,000 gallons |
| Peak Day Demand | 29,500,000 gallons | 30,000,000 gallons | 30,000,000 gallons |
| Total Water Produced | 4,600,000,000 gallons | 4,900,000,000 gallons | 5,000,000,000 gallons |
| Consecutive User Demand | 760,000,000 gallons | 1,095,000,000 gallons | 1,100,000,000 gallons |
| Water Meter Count | 29,154 | 29,500 | 29,850 |
| WTP Expansion | 50% Complete | 80% Complete | 100% Complete |
| Sheyenne Pump Station | NA | 30% Complete | 100% Complete |

# Water Treatment

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,577,351 | $ 1,767,072 | $ 1,767,072 | $ 2,181,240 |
| Benefits | 590,180 | 709,986 | 708,151 | 868,301 |
| Other Services | 1,392,314 | 1,764,776 | 1,785,376 | 1,540,776 |
| Repairs and Maintenance | 151,304 | 189,500 | 189,500 | 231,000 |
| Rentals | 5,269 | 7,000 | 7,000 | 7,000 |
| Insurance | 80,769 | 61,390 | 61,390 | 61,390 |
| Communications | 13,887 | 13,800 | 13,800 | 15,800 |
| Advertising and Printing | 12,406 | 14,000 | 14,000 | 14,000 |
| Travel & Education | 34,515 | 134,000 | 134,000 | 48,500 |
| Energy | 937,183 | 1,135,500 | 1,108,906 | 1,809,500 |
| General Supplies | 341,876 | 255,000 | 255,000 | 347,000 |
| Major Supplies | 2,205,423 | 2,600,000 | 2,600,000 | 3,050,000 |
| Miscellaneous | 19,626 | 18,500 | 18,500 | 18,500 |
| Capital Outlay | 204,585 | 228,700 | 228,700 | 228,500 |
| Debt Service | - | - | - | - |
| Transfers | 11,011,894 | 11,717,600 | 7,775,000 | 9,604,732 |
| **TOTAL** | $ 18,578,582 | $ 20,616,824 | $ 16,666,395 | $ 20,026,239 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 27 | 29 | 29 | 33 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | 1 | - | - | - |
| **TOTAL** | 28 | 29 | 29 | 33 |

| 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.<br><br>The major services delivered include:<br><br>• Repair of Water Main Failures<br>• Fire Hydrant Maintenance Program<br>• Water Main Valve Exercising Program<br>• Water Main Valve Maintenance<br>• Street Patch Repair<br>• Water Service Inspection<br>• New Construction/Rehab Inspection<br>• Boulevard Restoration and Repair<br>• Water Service Repairs<br>• Water Main & Service Locations<br>• Water Main Tapping Service<br>• Assisting other Departments | • Cityworks has been implemented for over two 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 work flow and uploading detailed photos with notes of assets. The utilization of the new technology has brought learning curves that will be ongoing for a while.<br><br>• 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. These activities require more staff attention.<br><br>• Midcontinent Communications is finishing their city wide project this year. It was anticipated that utility locates would be reduced after the project was completed. However, small cell systems are being planned, Century Link and Cable one are planning on updating their main lines and 702 Communication will be installing 20 miles of fiber for Verizon. These new projects will continue to increase the water main locates within the department. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Water Main Breaks | 38 | 40 | 41 |
| Service Leaks/Frozen/Lowered/replaced | 124 | 125 | 142 |
| Water Main Valves Repaired | 46 | 41 | 35 |
| Water Main Taps | 125 | 123 | 120 |
| Hydrant Repair/Replaced | 140 | 130 | 122 |
| Water Service Inspections | 763 | 707 | 651 |
| Water Main Gates Exercised | 131 | 250 | 275 |

# Water Mains & Hydrants

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 667,594 | $ 758,607 | $ 758,607 | $ 814,550 |
| Benefits | 257,685 | 272,747 | 272,302 | 281,465 |
| Other Services | 102,710 | 146,500 | 146,500 | 156,500 |
| Repairs and Maintenance | 42,456 | 47,800 | 47,800 | 47,800 |
| Rentals | 53,300 | 101,500 | 101,500 | 109,000 |
| Insurance | - | - | - | - |
| Communications | 6,280 | 5,200 | 5,200 | 7,100 |
| Advertising and Printing | 875 | 1,175 | 1,175 | 1,175 |
| Travel & Education | 15,014 | 14,800 | 14,800 | 15,800 |
| Energy | 36,734 | 74,069 | 37,400 | 74,069 |
| General Supplies | 195,348 | 130,900 | 130,900 | 145,900 |
| Major Supplies | 73,087 | 139,500 | 139,500 | 129,500 |
| Miscellaneous | 8,926 | 8,612 | 8,612 | 8,612 |
| Capital Outlay | 206,212 | 214,500 | 220,000 | 278,500 |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,666,221 | $ 1,915,910 | $ 1,884,296 | $ 2,069,971 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| 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. At the request of the Auditor's office, the division assists with gathering monthly meter reading data for billing purposes. The meter count at the end of 2016 was as follows:<br><br>**Meter Size** — **Count**<br>5/8 — 13,514<br>3/4 — 12,036<br>1 — 827<br>1-1/2 — 1,256<br>2 — 1,147<br>3 — 259<br>4 — 83<br>6 — 19<br>8 — 3<br>10 — 10<br>**TOTAL** — **29,154** | 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:<br><br>Manual Read Meters — 3<br>Touch Pad Read Meters — 19,212<br>Mobile Read Meters — 9,939<br><br>The meters division has been researching/evaluating newer technology for obtaining monthly meter data. The newer technology is referred to as a fixed network where all meter data can be obtained from a central location. The division is researching a migrate-able system to allow continued use of the City's existing radio read meters. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| New Meters | 348 | 325 | 325 |
| Meters Replaced | 9 | 10 | 10 |
| Registers Replaced | 120 | 110 | 100 |
| R900's Replaced | 24 | 25 | 25 |
| Frozen Meters | 33 | 35 | 35 |
| Total Meter Count | 29,154 | 29,500 | 29,800 |

# Water Meters

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 364,301 | $ 364,508 | $ 257,870 | $ 261,658 |
| Benefits | 124,911 | 148,585 | 106,569 | 109,610 |
| Other Services | 5,886 | 10,000 | 10,000 | 10,000 |
| Repairs and Maintenance | 24,570 | 26,100 | 26,100 | 26,600 |
| Rentals | 27,600 | 27,600 | 27,600 | 27,600 |
| Insurance | 100 | - | - | - |
| Communications | 1,697 | 1,755 | 1,755 | 1,755 |
| Advertising and Printing | 389 | 550 | 550 | 550 |
| Travel & Education | - | - | - | - |
| Energy | 13,091 | 15,500 | 15,313 | 15,300 |
| General Supplies | 4,545 | 6,050 | 6,050 | 5,250 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,655 | 2,400 | 2,400 | 2,300 |
| Capital Outlay | 171,798 | 180,000 | 180,000 | 180,000 |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 740,543 | $ 783,048 | $ 634,207 | $ 640,623 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 5 | 4 | 4 | 4 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | 2 | - | - | - |
| **TOTAL** | 7 | 4 | 4 | 4 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Utility Billing Services provides administration, analysis, and payment processing services for the city's utility bills.<br><br>• Water Meter Reading & Analysis<br>• Utility Bill Account Assessment and Production<br><br>The City of Fargo is servicing approximately 32,000 utility accounts.<br><br>Customer payment options include EFT debits, credit cards, and online. Automated payment options are available. | • There is significant, steady growth in the use of automatic payments as shown in the operational data table below.<br><br>• Population projections expect continued steady growth in utility billing accounts. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Utility Accounts Active | 31,139 | 32,150 | 33,000 |
| Total Utility Revenue | 37,466,000 | 38,500,000 | 40,500,000 |
| Utility Phone Calls | 36,804 | 36,500 | 37,000 |
| Internet & IVR Payments | 84,891 | 97,500 | 105,000 |
| Utility ACH & Auto pay | 127,260 | 125,000 | 120,000 |
| Mail Utility Payments | 111,526 | 108,000 | 105,000 |

# Utility Billing Services

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ 148,634 | $ 255,272 | $ 264,731 |
| Benefits | - | 57,861 | 99,274 | 94,493 |
| Other Services | - | 346,000 | (7,000) | 31,000 |
| Repairs and Maintenance | - | 1,000 | 1,000 | 1,000 |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | 2,000 | 2,000 | 2,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | 2,000 | 2,000 | 2,000 |
| Capital Outlay | - | 3,000 | 3,000 | 3,000 |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ - | $ 560,495 | $ 355,546 | $ 398,224 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | - | 6 | 6 | 6 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | - | 6 | 6 | 6 |

# Water Operating

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 901,991 | 674,447 | 674,447 | 665,476 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | 38,647 | 31,608 | 31,608 | 31,608 |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | 12,209 | 12,000 | 12,000 | 12,000 |
| Capital Outlay | 3,822,591 | - | - | - |
| Debt Service | 29,577 | 48,500 | 48,500 | 48,500 |
| Transfers | - | - | - | - |
| **TOTAL** | $ 4,805,015 | $ 766,555 | $ 766,555 | $ 757,584 |

# Infrastructure Projects

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | - | - | - | 1,004,000 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | 6,565,000 |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ - | $ - | $ - | $ 7,569,000 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Water revenue bonds were issued to pay for the water treatment plant built in 1992.<br><br>Pursuant to the bond resolution, a bond fund has been established to pay for the long-term debt outstanding.<br><br>Bonds were issued in 1992 and were refinanced in 2007. They have a final maturity date of 1/1/2017.<br><br>All bonds from this series are non-callable bonds and will be paid in accordance with the existing debt service schedule. | Construction of an expanded water treatment facility began in 2015. This project will be funded by North Dakota State Water Commission appropriations and the local share will be financed with the issuance of State Revolving Fund loans repaid with infrastructure sales tax.<br><br>The expanded plant will increase Fargo's water treatment capacity to 45 mgd and sulphate removal equipment will be installed.<br><br>The 2007 revenue bond issues was retired in full in 2017. |

# Water Revenue Bond

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | - | - | - | - |
| Repairs and Maintenance | | | | |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | 221,984 | 3,942,600 | 3,942,600 | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 221,984 | $ 3,942,600 | $ 3,942,600 | $ - |

| 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 17.5 million gallons per day (MGD). In 2016, the ADF was 12.42 MGD resulting in a total of 4,544 billion gallons of treated. The WWTP recorded a one-day peak flow of 17.62 MG.<br><br>The WWTP employs a mechanical and biological process creating a high quality effluent that is discharged to the Red River after meeting strict regulatory standards. Biosolids (solids) accumulated and generated in the wastewater process are treated (stabilized) using a biological process known as anaerobic digestion. One of the beneficial byproducts of the digestion process is methane biogas. This biogas is used to heat WWTP buildings in the winter months. Stabilized biosolids are then dewatered using drying beds and belt filter presses. Dewatered biosolids are disposed of in the city's landfill. The total amount of biosolids delivered to the landfill in 2016 was 2951 dry metric tons.<br><br>The WWTP also operates and maintains 67 sanitary lift stations throughout the City of Fargo as well as the surrounding area. The SE Cass sewer system, which includes many rural subdivisions and small cities, utilize over 52 grinder pumps that are maintained by WWTP staff.<br><br>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.<br><br>The WWTP staff also operates and maintains an Effluent Reuse Facility (ERF). Treated effluent is diverted to the ERF and is further treated to high quality water that is pumped to an ethanol plant in Casselton. The technology used to achieve this high quality includes microfiltration and reverse osmosis. In 2016, the WWTP ERF produced over 368 million gallons of reclaimed water. In May 2017, the ERF had surpassed 2.68 billion gallons produced and sold since 2009. | The WWTP has recently updated the 2010 Facility Plan to reflect significant changes that have occurred since the original document was submitted in October 2010.<br><br>The Facility Plan recommendations are prioritized in a phased approach based on the immediate needs. Phase I recommendations include equipment upgrades to existing components due to age, condition, capacity and safety. These improvements were the most critical from a vulnerability standpoint to adequately and safely treat wastewater. The Phase I improvements were bid and awarded in 2015, with completion in 2017.<br><br>Nutrient reduction recommendations for both the existing WWTP and proposed future plant expansion were addressed in the new document. Potential impacts of becoming a larger regional facility (potential service to West Fargo, Horace & Mapleton) were also included.<br><br>The updated facility plan included applicable technologies and costs to address nutrients in the WWTP effluent, and will provide staff a single document for Commissioners and Funding Agencies to illustrated that the Fargo Wastewater Utility is well prepared if additional effluent limits are implemented in the future.<br><br>The plan also included analysis for plant expansion, an opinion of cost with an implementation schedule. The improvements will be ranked in order of importance to ensure efficient, reliable and trouble free operation of the WWTP well into the future. Some of the new technologies being considered include (but not limited to):<br>• Integrated Fixed Film Activated Sludge (IFAS)<br>• Moving Bed Biofilm Reactor (MBBR)<br>• Membrane Bioreactor (MBR)<br><br>The WWTP historically has operated 24/7 with a minimum of one operator on duty at all times. In January 2015, the WWTP began to automate the processes so as not to have staff 24/7. Currently a call-out alarm system has successfully been implemented along with the installation of a security gate. These changes have allowed the plant to reduce staffing to 20 hours per day. The goal is to reduce staffing even further in the near future. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Sewer Operating | $4,012,828 | $513,158 | $512,158 |
| Wastewater Treatment | $5,008,727 | $5,852,015 | $5,381,347 |
| Wastewater Transfers | $3,070,579 | $3,168,000 | $5,924,883 |
| Sewer Collection | $370,532 | $520,000 | $520,000 |
| Sump Pump | $140,534 | $174,084 | $179,204 |
| Wastewater | $374,495 | $347,183 | $347,183 |
| Total | $12,977,965 | $10,574,440 | $12,864,775 |

# Wastewater Treatment

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,284,768 | $ 1,300,475 | $ 1,300,475 | $ 1,375,150 |
| Benefits | 448,734 | 496,282 | 495,397 | 487,424 |
| Other Services | 1,274,824 | 960,815 | 960,815 | 997,450 |
| Repairs and Maintenance | 970,475 | 1,096,500 | 1,096,500 | 1,121,500 |
| Rentals | 24,530 | 70,000 | 70,000 | 70,000 |
| Insurance | 61,102 | 50,200 | 50,200 | 50,200 |
| Communications | 12,897 | 8,000 | 8,000 | 8,000 |
| Advertising and Printing | 769 | 3,750 | 3,750 | 3,750 |
| Travel & Education | 12,539 | 14,100 | 14,100 | 14,100 |
| Energy | 983,199 | 945,568 | 922,164 | 945,568 |
| General Supplies | 92,161 | 71,200 | 71,200 | 71,200 |
| Major Supplies | 623,171 | 487,500 | 487,500 | 487,500 |
| Miscellaneous | 11,493 | 17,350 | 17,350 | 17,346 |
| Capital Outlay | 4,050,898 | 1,884,700 | 1,884,700 | 1,210,700 |
| Debt Service | 55,556 | - | - | 80,004 |
| Transfers | 3,070,579 | 3,168,000 | 3,168,000 | 5,924,883 |
| **TOTAL** | $ 12,977,695 | $ 10,574,440 | $ 10,550,151 | $ 12,864,775 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 20 | 20 | 20 | 20 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 20 | 20 | 20 | 20 |

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| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Southeast Cass Sewer District provides wastewater collection and treatment services to rural Southeast Cass developments as well as numerous small communities such as Frontier, Prairie Rose, Briarwood and North River.<br><br>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 55 grinder pumps.<br><br>Southeast Cass residents are charged the prevailing rate that City of Fargo residents pay for sewer services as well as a surcharge to provide budgetary resources for their share of maintenance costs provided by the City. | The number of lift stations, grinder pumps, and service connections has decreased since the project was installed, due to flood protection buyouts as well as land annexed by the City of Fargo, resulting in infrastructure being converted to municipal standards. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Units Served | 375 | 370 | 365 |

# Southeast Cass Sewer

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | - | - | - | - |
| Repairs and Maintenance | 6,913 | 1,500 | 1,500 | 1,500 |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | 28,463 | 12,863 | 12,863 | 12,863 |
| General Supplies | 13,969 | 21,337 | 21,337 | 21,337 |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | 13,000 | 13,000 | 13,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 49,345 | $ 48,700 | $ 48,700 | $ 48,700 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Storm Sewer Utility collects, routes and discharges precipitation back into the river throughout the City. To achieve this, a complex series of conveyances including natural features, legal drains, inlets, underground pipes, lift stations and retention ponds are used.<br><br>• Site plan reviews- Floodplain-Stormwater (retention and quality).<br>• Floodplain:<br>o Pre and post construction determinations & verifications of building elevations<br>o Issuance of Elevation Certificates<br>o LOMC administration, GIS & archive<br>o LOMR-F Community Acknowledgement Form review and approval<br>o Regulate and enforce restrictions on use of floodway and river setback ordinance<br>• Establishment of required minimum build elevations for developers.<br>• Review site plans for non-structural development in the floodplain and issue Development Permits for construction activities in the floodplain and river setback areas.<br>• Respond to citizen complaints regarding use of floodway, development of floodplain and/or disturbance within the river setbacks.<br>• Administer the Community Rating System (CRS) program by documenting actions being done to manage floodplain, developing new ways to educate public, and new ways to pro-actively manage the floodplain. The City receives a discount for its citizens required to carry flood insurance by participating in this program. The responsibility for this program is a function of floodplain management.<br>• Floodplain Mitigation:<br>o Mange a list of properties affected by flooding. List information on elevation and river gage levels that affect the homes.<br>o Proactively seek to increase the level of protection and affected residents through the Flood Protection and Incentive Program (FPIP) in areas that are not identified as areas of need for projects under the City-wide comprehensive plan. City provides a cost share for properties increasing their level of protection through elevation of rear yards or floodwalls. | • The site plan submittals have leveled from last year yet still require substantial staff review time.<br>• Administration of the SFHA & 41 WSEIA has moved from a high frequency volume into challenging and complex enforcement issues requiring increasing staff time commitments.<br>• Letter of Map Change administrative tasks have decreased 50% by 1Q 2017 and is anticipated to continue declining throughout the end of 2017.<br>• Variance requests have begun to be submitted for the modification of the City Imposed 41' inundation area requirements.<br>• In 2015, we successfully completed a CRS 5-year cycle audit. Although FEMA experienced staffing changes resulting in a delayed "final review" ultimately we advanced to a Class 5.<br>• This level of designation provides select flood insurance policies (those in high risk areas) a 25% premium reduction. This equates to a future monetary savings estimated at $116,055.<br>• Unfortunately this Class level mandates a 3-year cycle audit which significantly increases the administrative requirements.<br>• Due to the rapid growth south of current edges of the City we are currently in the final process of completing a master planning study for future storm trunk lines, storm sewer lift stations and flood protection options. This master planning will be very beneficial in the future planning of new developments in the southwest quadrant of the City.<br>• 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.<br>• With the success of the voluntary buyout program this list is every changing. This list will continue to be updated as needed so that the City's emergency efforts during a possible flood fight are readily available. |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| o 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.<br>• Stormwater:<br>Create and administer Storm System maintenance programming and corresponding projects.<br>o Maintain Storm Sewer Design Manual and Standards.<br>o Keep record of existing lift stations and the equipment, design capacities and operational features that are unique to each station.<br>o Develop and maintain comprehensive Storm Sewer Lift Station Operations and Maintenance Manual<br>o Provide for scheduled maintenance and upkeep of lift stations<br>o Review and track private connections to the storm sewer system<br>o Review site-plans for minimum storm water retention/quality standards<br>Develop concepts for long term handling of storm water in areas of growth (Master Drainage Plan (MOP).<br>o Size trunk line infrastructure appropriately to handle future contributing drainage areas<br>o Determine future locations where lift stations will be necessary<br>o Develop concepts to relieve stress from existing, aging drain systems that are at or approaching capacity on a regular basis with current development.<br>o Research, develop and gain approval for Storm Sewer Utility Fee to fund the MOP<br>o Address ongoing concerns of the public related to individual local drainage systems and how they function<br>• Administer and update City of Fargo Stormwater Management Plan addressing the six minimum control measures mandated in the state MS4 discharge permit.<br>• Creating projects for maintenance to City's storm sewer system.<br>• Development of a Storm Sewer Utility Fee | • The implementation of the City-wide comprehensive is continuing. This year we have numerous projects under construction as well as continuing to design numerous projects with a goal of completing enough projects to start so~e property removals from the Special Flood Hazard Area by 2018.<br>• 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.<br>• In 2015 NDDOH issued a new NPDES permit that placed more stringent construction BMP requirements, which our staff is administrating along with the new MS4 permit<br>• Current rate structure of the Storm Sewer Utility is out of date and needs updating. Funds generated from the current rate are insufficient for being able to complete required maintenance to the storm sewer system.<br>• Evaluate the existing storm sewer fee setup and determine a more equitable way to collect revenue to allow maintenance and repairs to occur at a higher level of service.<br>• Update fee schedule parameters for impervious area each three year cycle of the Ariel photography project. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Construction Stormwater Violations | 278 | 425 | 375 |
| Setback/Floodplain Violations | 2 | 3 | 5 |
| Stormwater Permits Issued | 510 | 400 | 380 |
| Floodplain Development Permits | 22 | 21 | 20 |
| Resident Calls (Drainage, Floodplain, Flood Insurance, etc.) | 254 | 250 | 200 |
| Building Elevation Requests & Issuance of Elevation Certificates | 200 | 100 | 100 |
| Number of Lift Stations | 75 | 75 | 76 |

# Storm Sewer

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 338,693 | $ 422,081 | $ 422,081 | $ 463,766 |
| Benefits | 79,963 | 99,982 | 99,982 | 113,941 |
| Other Services | 103,737 | 133,722 | 133,722 | 135,832 |
| Repairs and Maintenance | 90,837 | 62,500 | 62,500 | 62,500 |
| Rentals | - | - | - | - |
| Insurance | 14,863 | 12,890 | 12,890 | 12,890 |
| Communications | 2,773 | 3,250 | 3,250 | 3,250 |
| Advertising and Printing | 1,194 | 3,400 | 3,400 | 3,400 |
| Travel & Education | 7,184 | 15,825 | 15,825 | 16,125 |
| Energy | 138,034 | 152,752 | 151,306 | 152,752 |
| General Supplies | 4,707 | 6,400 | 6,400 | 6,441 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 397 | 5,548 | 5,548 | 5,748 |
| Capital Outlay | 4,349,254 | 85,655 | 170,905 | 182,355 |
| Debt Service | 151,533 | - | - | - |
| Transfers | 630,902 | 681,000 | 681,000 | 1,042,000 |
| **TOTAL** | $ 5,914,071 | $ 1,685,005 | $ 1,768,809 | $ 2,201,000 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 5 | 5 | 5 | 5 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 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 pesky bite of our northern mosquito.<br><br>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.<br><br>Without the Vector Control program within the City of Fargo we would see:<br><br>• 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.<br><br>• 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. | • 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.<br><br>• The infectious West Nile Virus is a growing concern as nationwide human infections are on the rise.<br><br>• 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.<br><br>• The Zika Virus is a growing concern as nationwide human infections are on the rise in the southern portion of the United States. |

**Operational Measures**

| Description | 2015 Actual | 2016 Expected | 2017 Projected |
|---|---|---|---|
| Application of Pesticide Cost | $75,327 | $85,284 | $90,250 |
| Total Vector Control Expenditures | $275,740 | $290,691 | $293,321 |
| ULV Truck Cost Per Application | $3,000 | $3,000 | $3,000 |
| ULV Aerial Cost Per Application | $51,197 | $53,416 | $54,325 |
| ULV Truck Applications Per Year | 8 | 8 | 8 |
| ULV Aerial Applications Per Year | 3 | 4 | 4 |

# Vector Control

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 296,762 | 458,878 | 458,878 | 458,878 |
| Repairs and Maintenance | - | 6,200 | 6,200 | 6,200 |
| Rentals | - | - | - | - |
| Insurance | 2,176 | 3,020 | 3,020 | 3,020 |
| Communications | - | - | - | - |
| Advertising and Printing | - | 2,536 | 2,536 | 2,536 |
| Travel & Education | - | - | - | - |
| Energy | - | 7,716 | - | 7,216 |
| General Supplies | - | 6,000 | 6,000 | 6,000 |
| Major Supplies | 75,327 | 65,000 | 65,000 | 65,000 |
| Miscellaneous | (14) | 150 | 150 | 150 |
| Capital Outlay | 5,309 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | 207,000 | 207,000 | 207,000 | 557,000 |
| **TOTAL** | $ 586,560 | $ 756,500 | $ 748,784 | $ 1,106,000 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Street lighting Department includes two Signals and lighting Operations Technicians. The Department is jointly operated and managed as part of the City's Engineering Department. The Street Lighting Department is responsible for the following activities:<br><br>• Operation and maintenance of the City's street lighting system<br>• Scheduling and coordinating repairs utilizing contractors<br>• Meeting with suppliers on the latest trends in street lighting<br>• 2 full time staff, both located at Public Safety Building<br>• Maintain approximately 10,000 City owned street lights<br>• Coordinate, along with Xcel Energy and Cass County Electric Cooperative, the maintenance of over 1600 utility company owned street lights<br>• Maintain over 425 street light feed points<br>• Maintain over 400 miles of underground wire | • As the City continues to grow, there will be a need in the future for a new FTE for another Maintenance Electrician to assist with maintaining the citywide system.<br><br>• LED technology continues to be the new street light fixture of choice as we continue to design and construct new roadways in town. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Salaries | $150,524 | $151,780 | $160,997 |
| Street Light Maintenance | $359,989 | $255,064 | $255,064 |
| Electricity | $1,082,179 | $1,200,000 | $1,250,000 |

# Street Lighting

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 150,524 | $ 151,780 | $ 151,780 | $ 167,340 |
| Benefits | 41,953 | 40,208 | 40,208 | 43,058 |
| Other Services | 16,585 | 35,922 | 35,922 | 35,917 |
| Repairs and Maintenance | 230,243 | 182,000 | 182,000 | 182,000 |
| Rentals | - | - | - | - |
| Insurance | 7,475 | 6,085 | 6,085 | - |
| Communications | 2,204 | 2,000 | 2,000 | 2,000 |
| Advertising and Printing | 108 | 50 | 50 | 50 |
| Travel & Education | 582 | 2,525 | 2,525 | 2,525 |
| Energy | 1,087,556 | 1,210,571 | 1,205,569 | 1,250,000 |
| General Supplies | 129,746 | 73,064 | 73,064 | 73,155 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 11,509 | 800 | 800 | 800 |
| Capital Outlay | 1,537,930 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | 257,000 | 257,000 | 257,000 | 262,000 |
| **TOTAL** | $ 3,473,415 | $ 1,962,005 | $ 1,957,003 | $ 2,018,845 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 2 | 2 | 2 | 2 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 2 | 2 | 2 | 2 |

| 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).<br><br>Specifically, the Division provides solid waste services in the following areas:<br><br>• Administration<br>• Residential Collection<br>• Commercial Collection<br>• Roll-off Collection<br>• Municipal Solid Waste (MSW) Landfill- to include Renewable Energies<br>• Recycling<br>• Household Hazardous Waste | • Single Stream Recycling -An optional service offered to all single-family residents to replace the existing sorted curbside program. The program implementation included the procurement of approximately 26,000 carts and 3 automated trucks.<br><br>• Reclamation and reuse of the former landfill - located on 150-acres directly east of the current landfill, utilized from 1950-1980. Reclamation would involve removal of the existing waste and placement in a newly constructed cell at the site. The intent would be for additional future landfill capacity and elimination of potential environmental liability due to off-site migration of contaminants.<br><br>• Renewable Energy Expansion - Expand the landfill gas collection system in filled areas of the current landfill. 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 11, which will include utilizing the converted gas as a fuel source for the Solid Waste fleet. In addition, continue to explore other renewable energy markets for the sale of captured and converted landfill gas. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Residential Accounts | 24,565 | 25,302 | 26,060 |
| Single Stream Recycling | 10% Complete | 100% Complete | Completed |
| Commercial Accounts | 966 | 1,020 | 1,036 |
| Roll Off Activity (Pulls) | 3,733 | 3,800 | 3,900 |
| Landfill Tonnage | 210,421 | 214,600 | 219,000 |
| Old Landfill Reclamation | 10% Complete | 15% Complete | 25% Complete |
| Renewable Energy Expansion (LFG-CNG) | 10% Complete | 50% Complete | 75% Complete |

# Solid Waste

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 2,900,601 | $ 3,021,327 | $ 3,021,327 | $ 3,137,203 |
| Benefits | 1,064,666 | 1,109,838 | 1,106,613 | 1,161,394 |
| Other Services | 1,121,318 | 1,142,888 | 1,142,888 | 1,324,923 |
| Repairs and Maintenance | 724,494 | 638,025 | 638,025 | 1,083,025 |
| Rentals | 20,863 | 1,214,108 | 1,214,108 | 1,030,400 |
| Insurance | 116,191 | 94,020 | 94,020 | 94,020 |
| Communications | 12,174 | 11,270 | 11,270 | 11,270 |
| Advertising and Printing | 18,479 | 19,450 | 19,450 | 19,450 |
| Travel & Education | 11,535 | 37,770 | 37,770 | 37,770 |
| Energy | 632,527 | 924,660 | 619,555 | 924,976 |
| General Supplies | 565,966 | 539,600 | 539,600 | 539,600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,394,563 | 44,119 | 44,119 | 44,119 |
| Capital Outlay | 2,130,300 | 4,491,000 | 4,671,000 | 2,721,000 |
| Debt Service | 397,757 | 902,350 | 902,350 | 1,502,850 |
| Transfers | 2,966,029 | 2,300,000 | 2,300,000 | 3,880,100 |
| **TOTAL** | $ 14,077,463 | $ 16,490,425 | $ 16,362,095 | $ 17,512,100 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 50 | 50 | 50 | 50 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 50 | 50 | 50 | 50 |

Forestry

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Forestry Division works aggressively to promote and maintain a safe, healthy, and continuously progressive urban forest for the benefit of all residents.<br><br>• Increased storm resistance due to regular street tree pruning and maintenance<br>• Insect and disease management<br>• Planting: in-house and contracted<br>• Residential Planting Assistance Program<br>• Removals and diversification<br>• Public education, workshops, & presentations<br>• Volunteer coordination for forestry projects<br>• Annual risk assessment<br>• Respond to residential tree health requests<br>• Planting beds and small tree maintenance<br>• Residential Brush Chipping Program<br>• Annual Arbor Day celebration | • Preparation efforts for the arrival of Emerald Ash Borer continues. 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 15,600 ash street trees that make up 27.5% of the entire population.<br><br>• In 2016, Dutch Elm Disease caused the removal of nearly 300 city property elm trees. It is anticipated that 2017 and 2018 will be approximately the same.<br><br>• Land Development Code requires that street trees be planted. Enforcement efforts are on-going in new residential areas.<br><br>• 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. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Trees Pruned | 8,599 | 6,500 | 9,000 |
| Trees Planted | 2,281 | 1,800 | 2,000 |
| Trees Removed | 971 | 800 | 900 |
| Service Volunteers | 400 | 450 | 450 |

# Forestry

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 787,582 | $ 844,061 | $ 844,061 | $ 849,928 |
| Benefits | 258,277 | 271,826 | 271,084 | 268,506 |
| Other Services | 413,053 | 438,872 | 438,872 | 439,364 |
| Repairs and Maintenance | 43,273 | 45,000 | 45,000 | 51,000 |
| Rentals | 2,500 | 16,500 | 16,500 | 17,400 |
| Insurance | 12,684 | 11,940 | 11,940 | 11,940 |
| Communications | 1,949 | 2,500 | 2,500 | 2,500 |
| Advertising and Printing | - | 650 | 650 | 650 |
| Travel & Education | 11,684 | 20,650 | 20,650 | 20,650 |
| Energy | 28,352 | 63,276 | 29,832 | 63,276 |
| General Supplies | 36,458 | 57,200 | 57,200 | 57,200 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 5,708 | 8,852 | 8,852 | 8,852 |
| Capital Outlay | 168,641 | 170,000 | 170,000 | 184,000 |
| Debt Service | - | - | - | - |
| Transfers | 92,000 | 100,000 | 100,000 | 102,000 |
| **TOTAL** | $ 1,862,161 | $ 2,051,327 | $ 2,017,141 | $ 2,077,266 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| 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 |
|---|---|
| The Municipal Airport Authority is a five-member board that was established 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.<br><br>The Municipal Airport Authority normally meets the 2nd and 4th Tuesday of each month in the boardroom at the terminal building.<br><br>Fargo's Hector International Airport provides the following services:<br><br>• Commercial air service to 11 markets, corporate, general and military aviation<br>• 24/7 FAA Air Traffic Control Tower; US Customs & Border Protection clearance; Foreign Trade Zone #267<br>• Fixed Base Operator Services for charter, aircraft fuel and maintenance<br>• Long term auto parking and car rental services | • There are ongoing issues regarding the timely availability of Federal funding via the Airport Improvement Program. These funds are used to pay for eligible airport improvement projects.<br><br>• Mergers in the airline industry have resulted in fewer airline options to provide service.<br><br>• The industry is experiencing a pilot shortage that will have a significant impact on service to small communities unless the federal government reverses recent changes to pilot qualification requirements.<br><br>• There is a need to increase State funding for North Dakota airports during the next biennium. Progress was made during the last session.<br><br>• The Airport Authority is in the process of updating the Airport Master Plan and Airport Layout Plan. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Enplaned Passengers | 395,614 | 405,500 | 414,000 |
| Aircraft operations | 74,276 | 77,000 | 79,000 |

# Fargo Airport Authority

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,669,144 | $ 1,781,110 | $ 1,781,110 | $ 1,847,343 |
| Benefits | 542,859 | 607,327 | 605,617 | 644,858 |
| Other Services | 1,439,254 | 4,000,600 | 4,000,600 | 2,887,800 |
| Repairs and Maintenance | 286,186 | 447,000 | 447,000 | 447,000 |
| Rentals | 232 | 1,000 | 1,000 | 1,000 |
| Insurance | 94,010 | 95,300 | 95,300 | 105,900 |
| Communications | 1,347 | 4,700 | 4,700 | 4,700 |
| Advertising and Printing | 224,423 | 249,150 | 249,150 | 248,650 |
| Travel & Education | 45,097 | 76,200 | 76,200 | 77,500 |
| Energy | 410,228 | 585,150 | 585,150 | 571,650 |
| General Supplies | 182,791 | 231,000 | 231,000 | 243,015 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 39,503 | 32,000 | 32,000 | 32,500 |
| Capital Outlay | 3,253,789 | 8,700,455 | 8,700,455 | 22,889,000 |
| Debt Service | 634,628 | 100,000 | 100,000 | 100,000 |
| Transfers | 2,637,636 | 1,700,000 | 1,700,000 | 1,670,000 |
| **TOTAL** | $ 11,461,127 | $ 18,610,992 | $ 18,609,282 | $ 31,770,916 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 27 | 27 | 27 | 27 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 27 | 27 | 27 | 27 |

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.<br><br>The FARGODOME is a multi-purpose facility. Events generally fall into one of the following categories:<br><br>• Concerts<br>• NDSU Football<br>• Family Shows<br>• Theatre Shows<br>• Trade Shows<br>• Festivals<br>• Amateur Sports<br>• Convention/Miscellaneous<br>• Professional Sports<br>• Motorsports<br>• 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.<br><br>• Throughout its 25-year history, the FARGODOME facility, our staff, and the community have developed a strong reputation within the concert industry. Promoters know that the building will accommodate their exact specifications, staff will be attentive to their show and patron needs, and the region will purchase tickets. That said, entertainment venues are at the mercy of the often cyclical concert touring business: which artists are touring, what genres are being represented, how does the geographical routing line-up, etc.<br><br>• The FARGODOME maintains a solid line-up of recurring events, including primary tenant NDSU football, trade shows, our Gate City Bank Broadway series, Happy Harry's Ribfest, motorsports, and amateur sporting events.<br><br>• Since we rely on 600+ part-time employees, we are challenged to attract and retain part-time staff in Fargo's low unemployment environment. |

**Operational Measures**

| Description | 2016 Actual | 2017 Expected | 2018 Projected |
|---|---|---|---|
| Net Operating Income* | $1,045,387 | $524,313 | $442,441 |
| Event Attendance | 593,489 | 474,192 | 478,200 |
| Event Days | 92 | 95 | 92 |
| Gross Ticket Revenues | $11,268,118 | $4,936,723 | $5,833,875 |
| Gross Concessions Rev | $3,006,210 | $1,865,125 | $1,977,071 |

* Restated for 2017 change in financial statement position

# FARGODOME

| Expenditures | 2016 Actual | 2017 Approved Budget | 2017 Revised Budget | 2018 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 2,938,852 | $ 2,045,474 | $ 2,045,474 | $ 2,136,574 |
| Benefits | - | - | - | - |
| Other Services | 252,902 | 302,798 | 302,798 | 243,431 |
| Repairs and Maintenance | 352,222 | 265,725 | 265,725 | 263,800 |
| Rentals | 11,146 | 8,300 | 8,300 | 22,500 |
| Insurance | 239,948 | 244,400 | 244,400 | 244,400 |
| Communications | - | 35,000 | 35,000 | 33,000 |
| Advertising and Printing | 1,630 | 37,500 | 37,500 | 44,380 |
| Travel & Education | 28,573 | 48,500 | 48,500 | 38,479 |
| Energy | 775,974 | 724,672 | 724,672 | 728,000 |
| General Supplies | 127,245 | 108,000 | 108,000 | 146,250 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 810,417 | 55,736 | 55,736 | 70,450 |
| Capital Outlay | 2,659,236 | 990,000 | 990,000 | 574,000 |
| Debt Service | 134,273 | 1,458,368 | 1,458,368 | 924,850 |
| Transfers | 9,065,131 | 2,137,000 | 2,137,000 | 1,549,000 |
| **TOTAL** | $ 17,397,549 | $ 8,461,473 | $ 8,461,473 | $ 7,019,114 |

| Authorized Positions | 2016 Actual | 2017 Approved | 2017 Revised | 2018 Approved |
|---|---|---|---|---|
| Full Time Employees | 20 | 22 | 22 | 22 |
| Part Time Benefited | 1 | 1 | 1 | 1 |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 21 | 23 | 23 | 23 |

# FARGODOME

## 2018 APPROVED BUDGET

| | | |
|---|---|---|
| Operating Revenues | **$** | **4,365,094** |
| | | |
| Operating Expenditures | | |
| Labor | | 2,136,574 |
| Operations | | 1,134,550 |
| Management Fee | | 131,191 |
| General and Administrative | | 498,499 |
| Miscellaneous | | 21,839 |
| Total Expenditures | | **3,922,653** |
| | | |
| **Net Income** | **$** | **442,441** |

## FARGODOME

## 2018 CAPITAL BUDGET

| Description | Project # | Amount |
|---|---|---|
| Parking Lot/Misc. Concrete Repair | FD1801 | 20,000 |
| Parking Lot Striping | FD1802 | 15,000 |
| Handicap Access Corners | FD1803 | 50,000 |
| Replacement of East Lobby Lockable Doors | FD1804 | 45,000 |
| Chiller Overhaul/Eddy Current Testing | FD1805 | 40,000 |
| Pump Motors | FD1806 | 17,500 |
| Cooling Tower Repair/Maintenance | FD1807 | 75,000 |
| Fire Alarm Panel Updated/Updgrade | FD1808 | 25,000 |
| Switchgear Full Service | FD1809 | 22,500 |
| Building Electrical System Arc Flash Study | FD1810 | 25,000 |
| Wireless Access Points Replacement/Additions | FD1811 | 23,000 |
| SonicWall Replacement | FD1812 | 17,000 |
| Football Turf Winch Ropers | FD1813 | 32,500 |
| Painting: Field Level & Railings | FD1814 | 26,500 |
| Equipment - Food Service | FD1815 | 25,000 |
| Lighting & Audio Items | FD1816 | 25,000 |
| Building Security Camera Additions | FD1817 | 15,000 |
| Building Radio Communications | FD1818 | 25,000 |
| MityLife Tables | FD1819 | 15,000 |
| Unallocated Capital | | 35,000 |
| | | $ 574,000 |

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| Fund Description | Fiscal Trends and Comments |
|---|---|
| A defined benefit pension option is offered to all full-time employees of the City.<br><br>Currently, the City administers two plans and has employee membership in two other plans that are maintained by other agencies.<br><br>The pension plans includes:<br><br>City Employee<br>Police<br>North Dakota Public Employee Retirement System<br>Fire Relief Association<br><br>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.<br><br>City-administered plans are managed by elected Pension Board members who are City employees. Discretion includes asset management and investment policy recommendations. Accounting and financial reporting is handled by the City Finance and Human Resource staff.<br><br>In addition to defined benefit pension plans, voluntary employee elective contributions can be made to Section 457 deferred compensation plans. These plans allow employees to save for retirement on a pre-tax basis. Approximately 44% of eligible employees participate in Section 457 plans.<br><br><u>Active Members:</u><br>City Employee 129<br>Police 181<br>Fire Relief Assn. 118<br>NDPERS 539<br><br><u>Retirees and beneficiaries:</u><br>City Employee 224<br>Police 118<br>Fire Relief Assn. 94<br><br><u>Market Value of Investments held for Pension Benefits:</u><br>City Employee $41,946,924<br>Police $50,520,906<br>Fire Relief Assn. $26,913,051<br><br><u>Net Pension Liability:</u><br>City Employee $14,627,452<br>Police $21,474,770<br>Fire Relief Assn. $18,668,576<br>NDPERS $26,729,038 | • A defined benefit pension funding policy was adopted in 2012 that increased employee and employer contributions to sustainable levels with the goal of fully funding the actuarial determined contribution (ADC) by FY 2018.<br><br>• Investment returns for 2016 have improved and are close to our actuarial investment goal of 7.25%. 2017 mid-year investment results are ahead of expectations.<br><br>• Funding levels are improving as a result of an improved funding policy adopted in 2012.<br><br>• A multi-year amortization period is in place with the goal of achieving a 100% funded status with current contribution levels for City sponsored plans.<br><br>• The funded status of each plan as of as of the most recent actuarial study is:<br><br>City Employee 74.1%<br>Police 70.2%<br>Fire Relief Assn. 59.0% |

## CITY OF FARGO, NORTH DAKOTA
## PENSION TRUST FUNDS REVENUE ANALYSIS

| Plans Administered | 2017 Approved Budget | 2018 Approved Budget |
|---|---|---|
| **City Employees Pension: (Closed Membership)** | | |
| Investment Income | $ 3,045,000 | $ 3,190,000 |
| City - Employer Normal Contribution | 584,000 | 531,000 |
| Park - Employer Normal Contribution | 98,000 | 106,000 |
| City Supplemental ADC Contribution | 1,153,000 | 1,390,000 |
| Park Supplemental ADC Contribution | 71,000 | 149,000 |
| City Employee Contribution | 495,000 | 450,000 |
| Park Employee Contribution | 98,000 | 90,000 |
| **Total City Employee Pension** | **5,544,000** | **5,906,000** |
| **Police Pension: (Open Membership)** | | |
| Investment Income | 3,550,000 | 3,915,000 |
| Employer Normal Contribution | 1,675,000 | 1,816,000 |
| Employer Supplemental ADC Contribution | 1,234,000 | 1,457,000 |
| Employee Contribution | 1,177,000 | 1,277,000 |
| **Total Police Pension** | **7,636,000** | **8,465,000** |
| | | |
| **Total City Administrated Plans** | **$ 13,180,000** | **$ 14,371,000** |

## CITY OF FARGO, NORTH DAKOTA
## PENSION TRUST FUNDS EXPENDITURE ANALYSIS

| Plans Administered | 2017 Approved Budget | 2018 Approved Budget |
|---|---|---|
| **City Employees Pension:** | | |
| Plan Administration | $ 62,000 | $ 66,000 |
| Plan Benefits | 2,785,000 | 3,145,000 |
| **Total City Employee Pension** | **2,847,000** | **3,211,000** |
| **Police Pension:** | | |
| Plan Administration | 245,000 | 245,500 |
| Plan Benefits | 3,700,000 | 3,855,000 |
| **Total Police Pension** | **3,945,000** | **4,100,500** |
| | | |
| **Total Pension Funds** | **$ 6,792,000** | **$ 7,311,500** |

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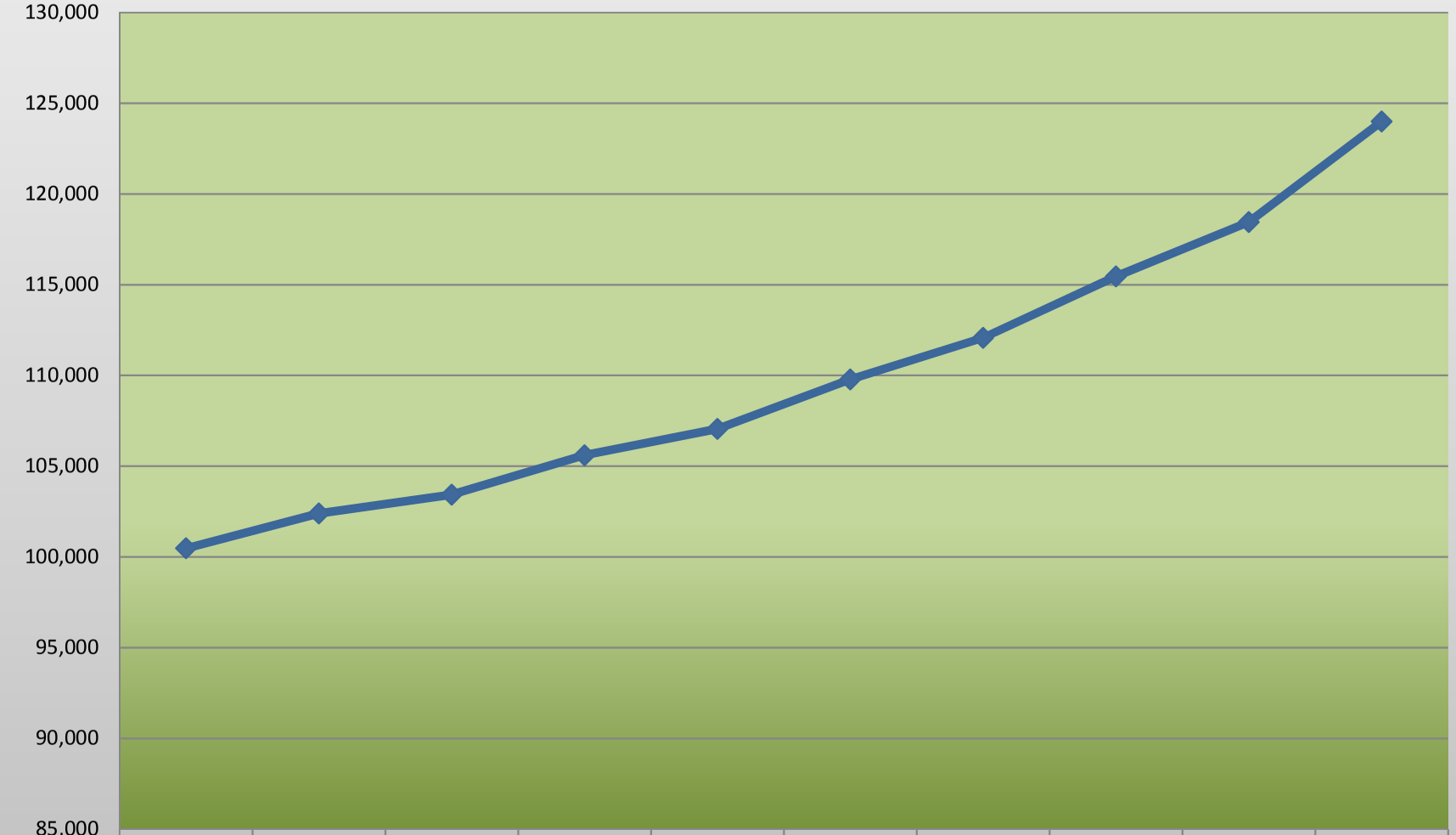
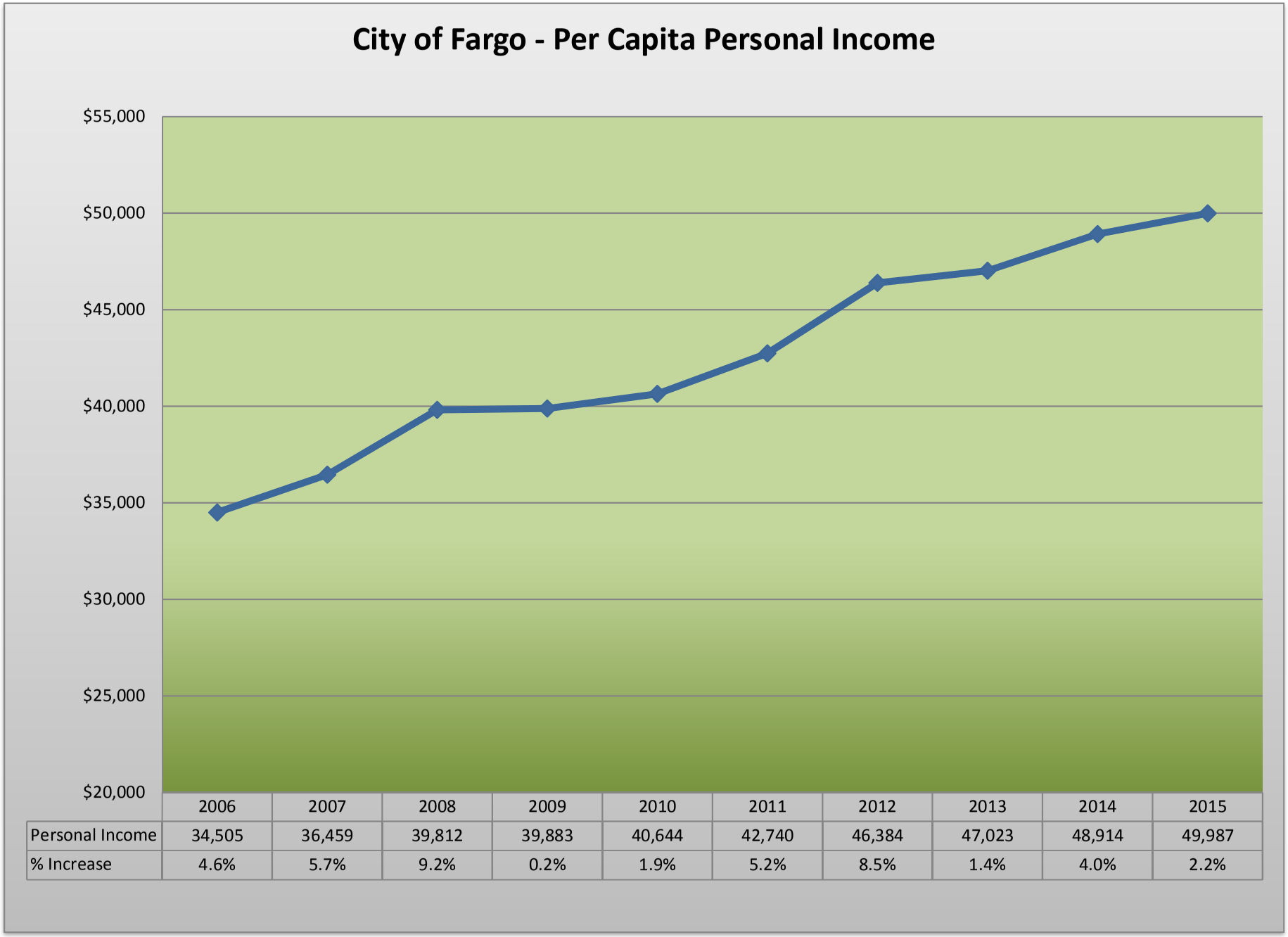
| Description | Fiscal Trends and Comments |
| --- | --- |
| The statistical section of the budget is designed to give budget readers a longer term view of significant financial and economic trends of the City over time. Several long term charts are included for review that helps readers to understand the consistent strength in our economy and the City's financial performance.<br><br>Fargo has a long-standing track record of a consistently growing regional economy with a sound and stable employment base.<br><br>The growth trend is evident and ongoing with population, income and property values.<br><br>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:<br><br>• Population<br>• Per Capita Income<br>• Labor Force<br>• Building Permit Values<br>• Property Value Trends<br>• Major Employers<br>• General Fund Balance Levels<br>• Sales Tax Revenue<br>• State Intergovernmental Revenues |

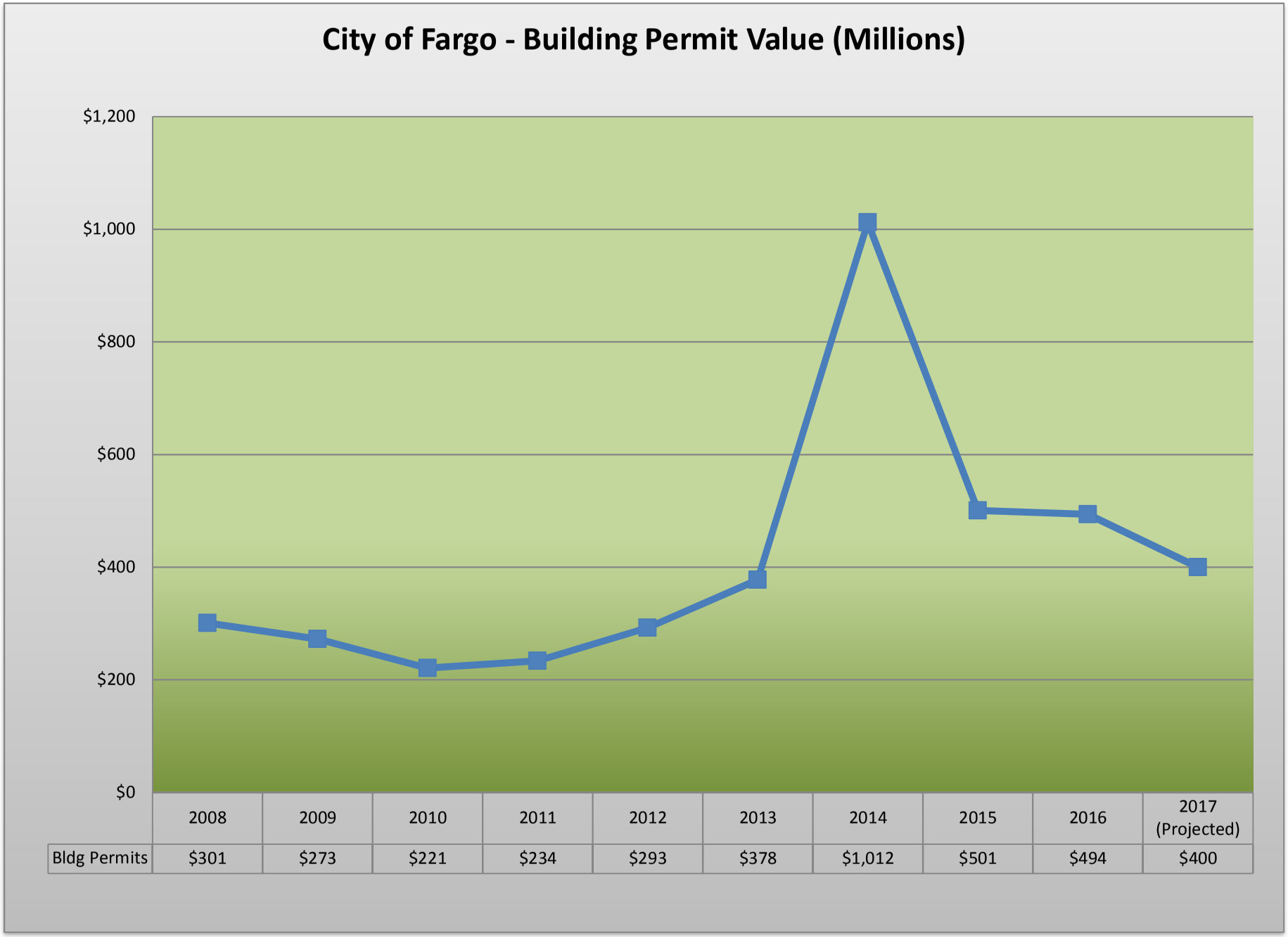
# City of Fargo - Population




| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|---|---|---|---|
| Population | 100,477 | 102,404 | 103,428 | 105,600 | 107,054 | 109,779 | 112,075 | 115,464 | 118,456 | 123,998 |
| % Increase | 1.3% | 1.9% | 1.0% | 2.1% | 1.4% | 2.5% | 2.1% | 3.0% | 2.6% | 4.7% |

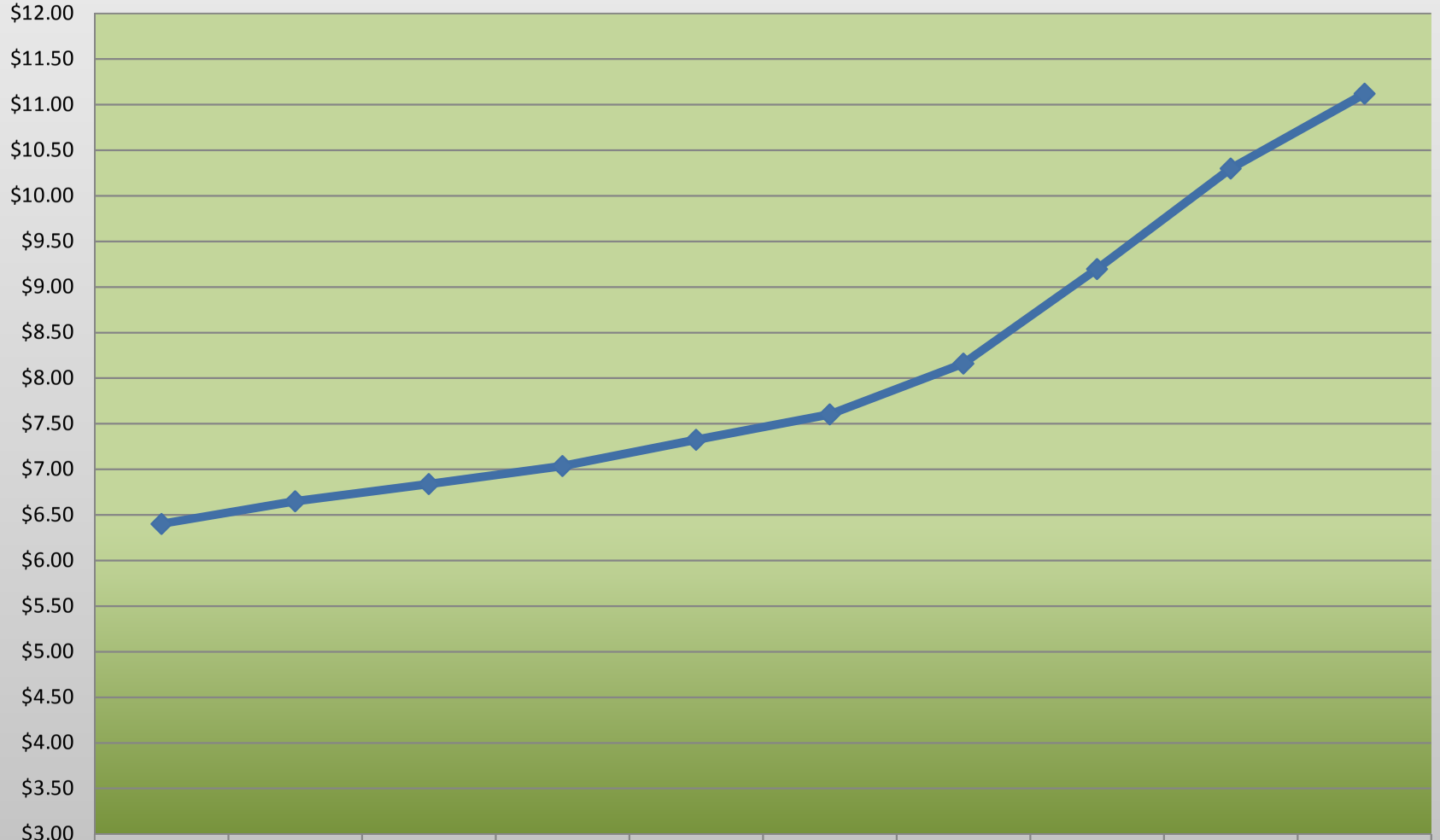



| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personal Income | 34,505 | 36,459 | 39,812 | 39,883 | 40,644 | 42,740 | 46,384 | 47,023 | 48,914 | 49,987 |
| % Increase | 4.6% | 5.7% | 9.2% | 0.2% | 1.9% | 5.2% | 8.5% | 1.4% | 4.0% | 2.2% |

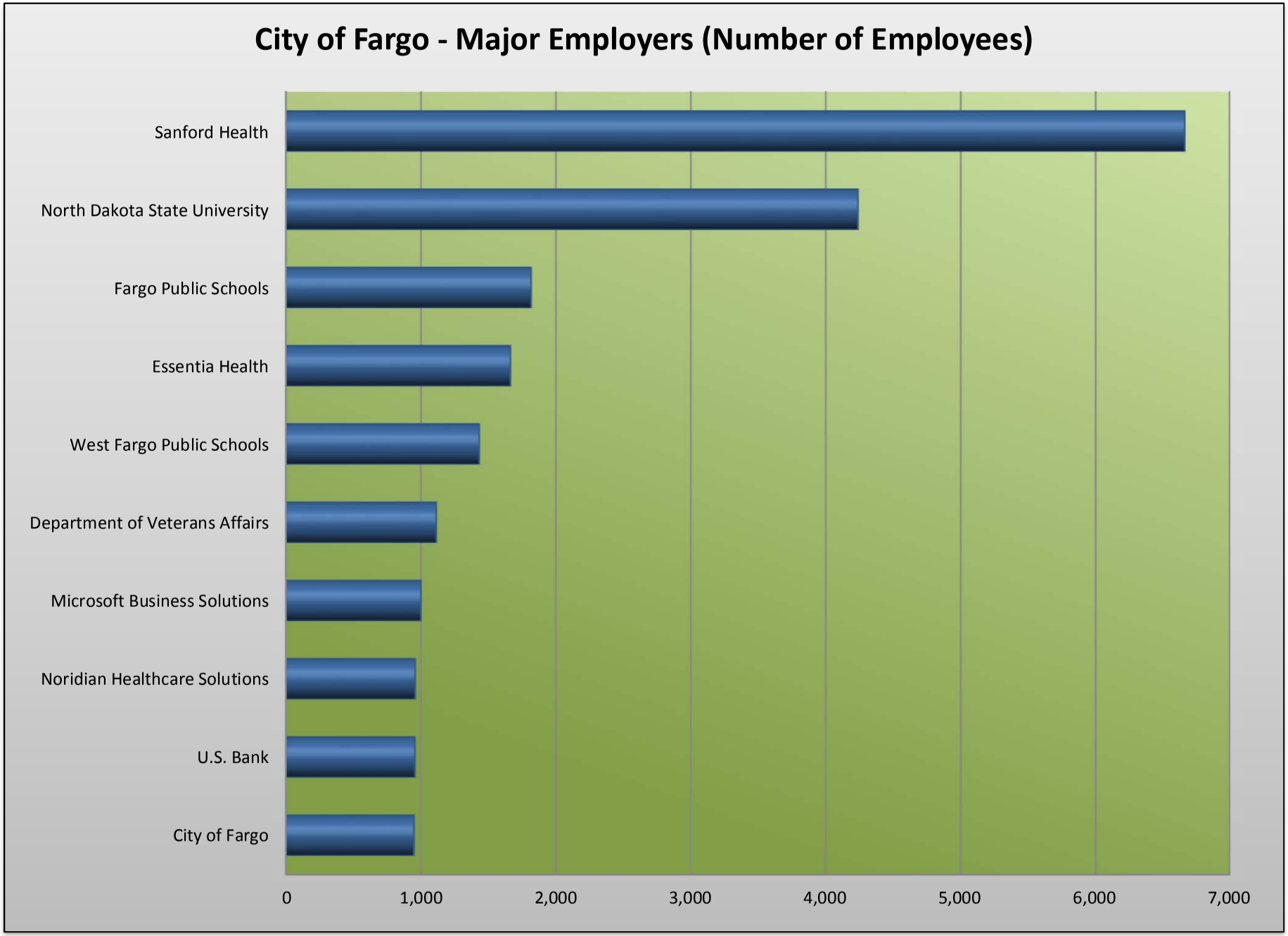


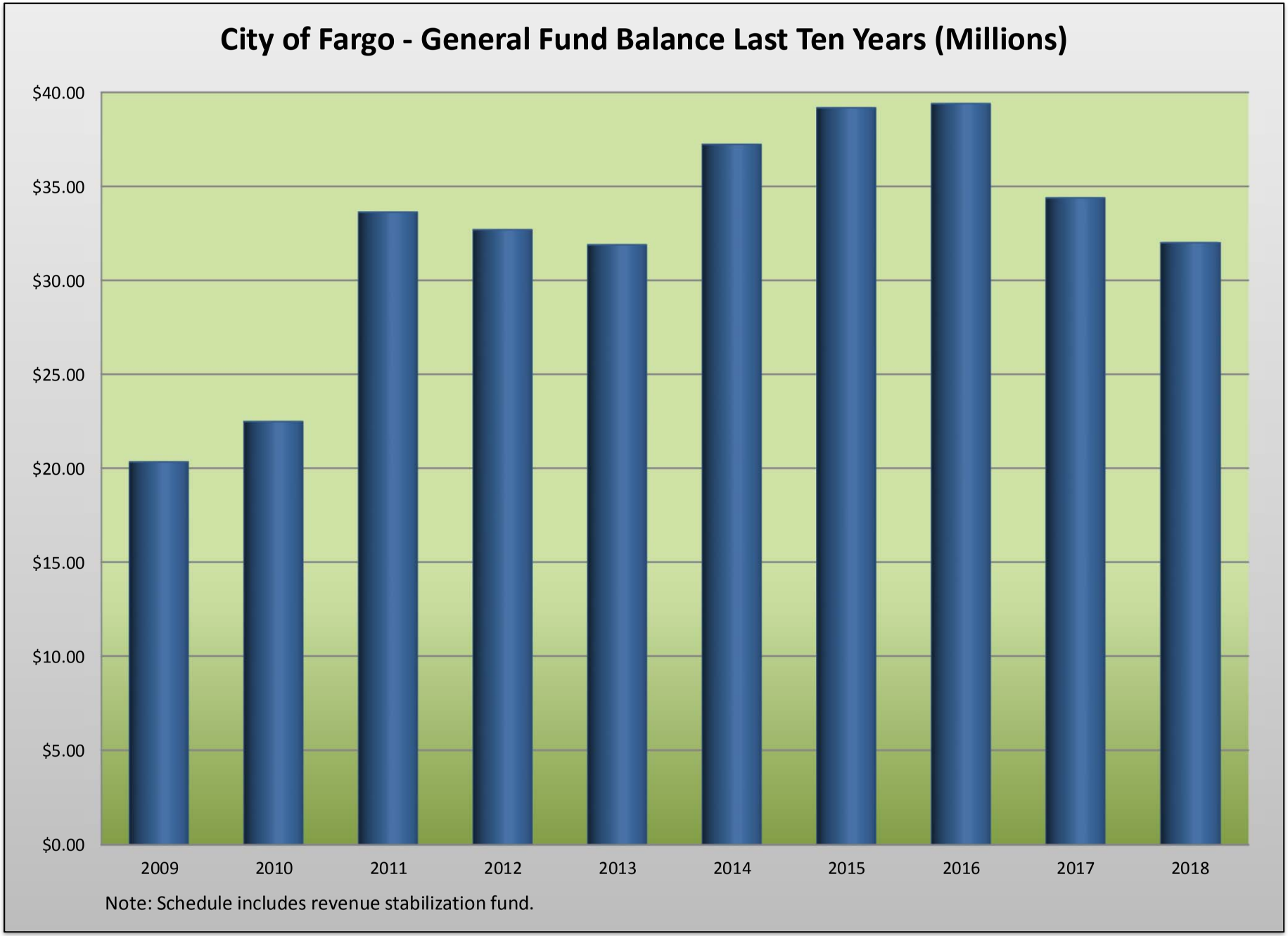

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 (Projected) |
|---|---|---|---|---|---|---|---|---|---|---|
| Bldg Permits | $301 | $273 | $221 | $234 | $293 | $378 | $1,012 | $501 | $494 | $400 |

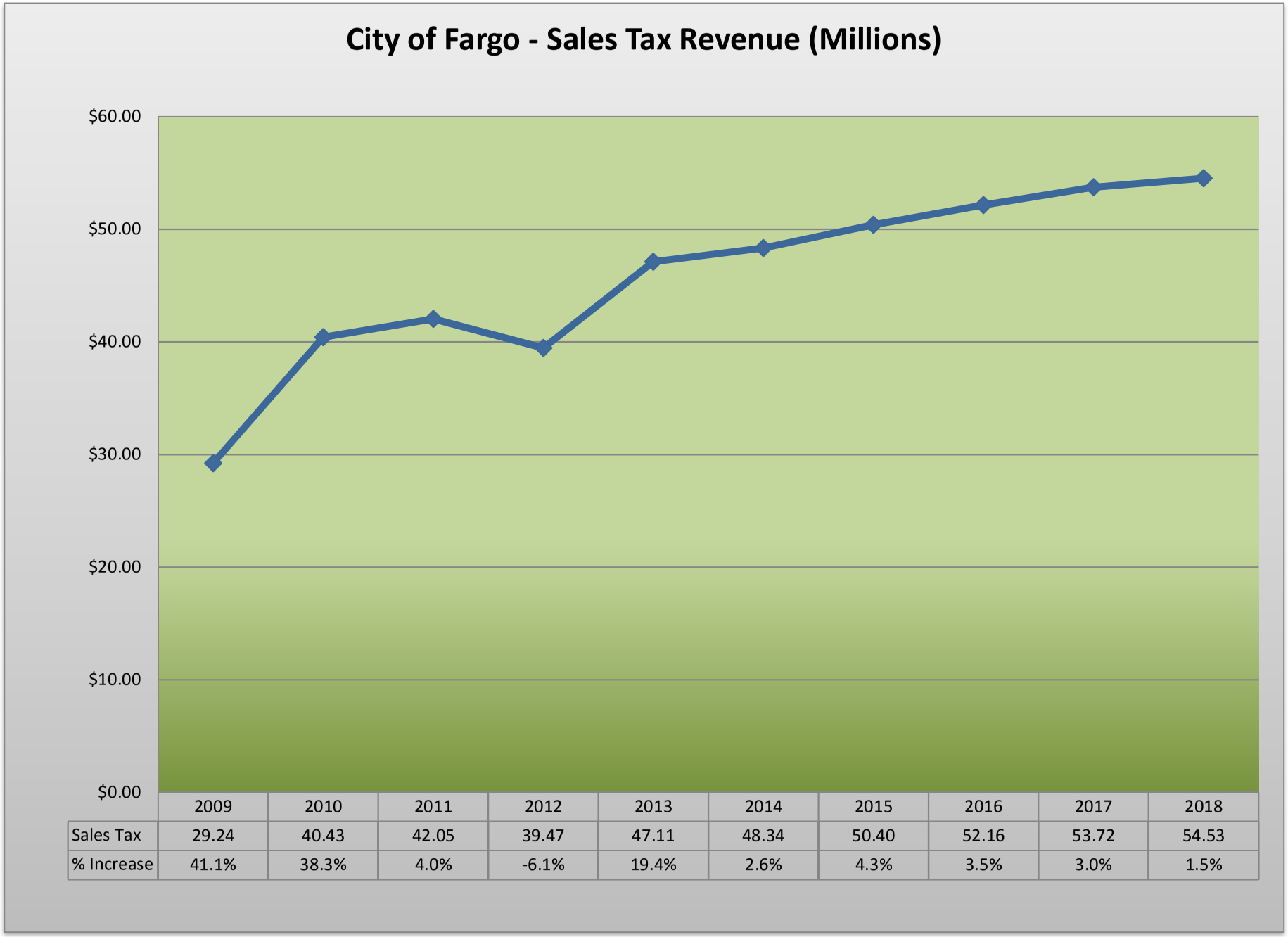
# City of Fargo - Property Market Value (Billions)



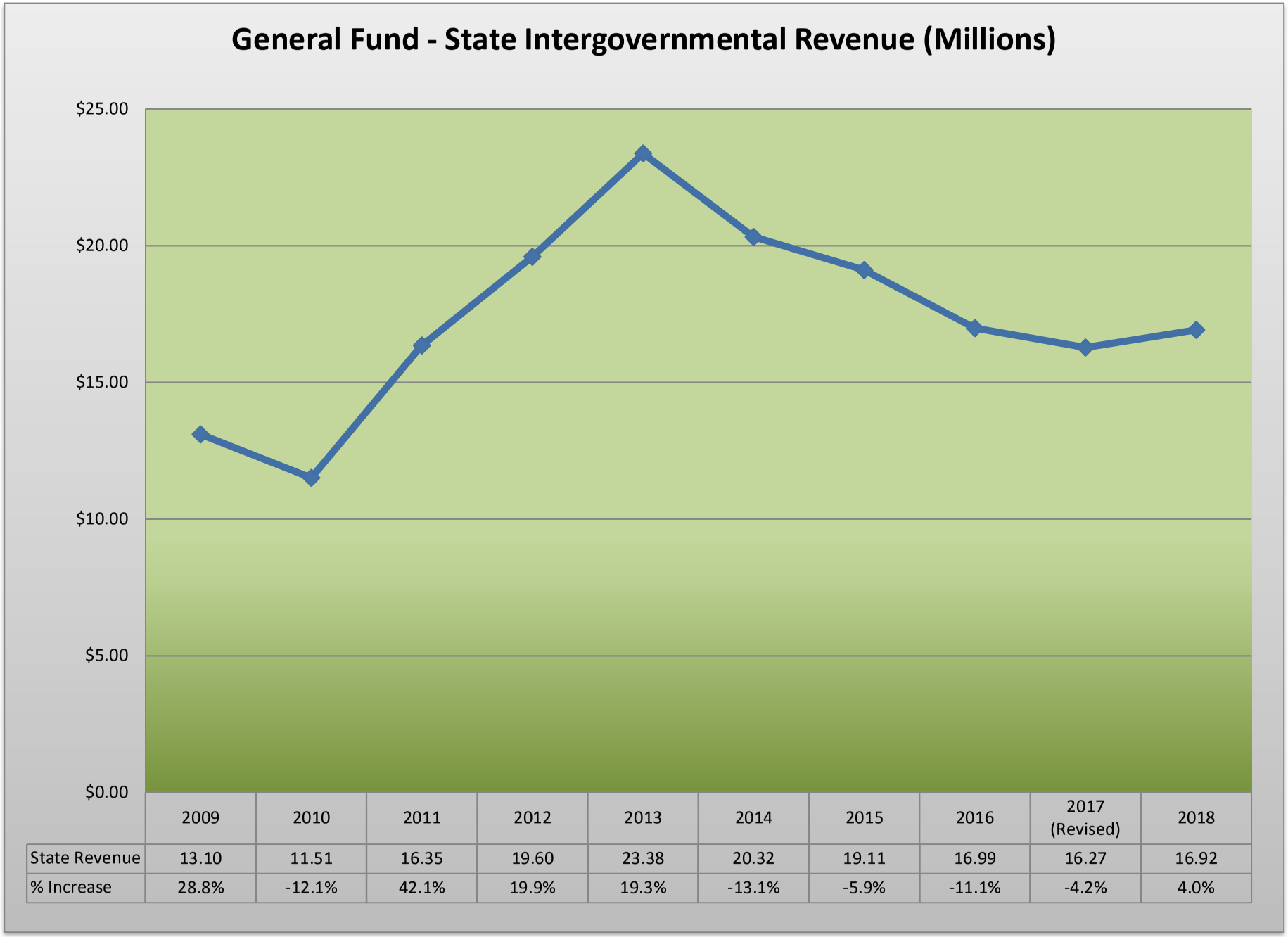

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 (Projected) |
|---|---|---|---|---|---|---|---|---|---|---|
| Market Value | 6.40 | 6.65 | 6.84 | 7.04 | 7.32 | 7.60 | 8.16 | 9.20 | 10.30 | 11.12 |
| % Increase | 3.9% | 3.9% | 2.8% | 2.9% | 4.1% | 3.8% | 7.3% | 12.7% | 12.0% | 8.0% |


City of Fargo - Major Employers (Number of Employees)
Sanford Health
North Dakota State University
Fargo Public Schools
Essentia Health
West Fargo Public Schools
Department of Veterans Affairs
Microsoft Business Solutions
Noridian Healthcare Solutions
U.S. Bank
City of Fargo
0
1,000
2,000
3,000
4,000
5,000
6,000
7,000


City of Fargo - General Fund Balance Last Ten Years (Millions)
$40.00
$35.00
$30.00
$25.00
$20.00
$15.00
$10.00
$5.00
$0.00
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
Note: Schedule includes revenue stabilization fund.




| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Sales Tax | 29.24 | 40.43 | 42.05 | 39.47 | 47.11 | 48.34 | 50.40 | 52.16 | 53.72 | 54.53 |
| % Increase | 41.1% | 38.3% | 4.0% | -6.1% | 19.4% | 2.6% | 4.3% | 3.5% | 3.0% | 1.5% |




| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 (Revised) | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| State Revenue | 13.10 | 11.51 | 16.35 | 19.60 | 23.38 | 20.32 | 19.11 | 16.99 | 16.27 | 16.92 |
| % Increase | 28.8% | -12.1% | 42.1% | 19.9% | 19.3% | -13.1% | -5.9% | -11.1% | -4.2% | 4.0% |

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## CITY OF FARGO, NORTH DAKOTA
## CAPITAL OUTLAY REQUESTED AND FUNDED

| DEPARTMENT | ACCOUNT NUMBER | DESCRIPTION OF REQUEST | AMOUNT REQUESTED | DIVISIONAL TOTALS | 2018 APPROVED FUNDING |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| Human Resources | 101-8550-510.77-18 | Target Solutions - learning management system | $ 56,000 | | |
| | 101-8550-510.77-18 | Benefits enrollment platform | 67,000 | | |
| | 101-8550-510.77-18 | Computer equipment | 4,500 | $ 127,500 | **$ 60,500** |
| Engineering | 101-8550-510-77-09 | Laser levels | 8,400 | | |
| | 101-8550-510-77-09 | Smart phone purchases | 2,100 | | |
| | 101-8550-510-77-09 | Magnetic locators | 1,600 | | |
| | 101-8550-510-77-09 | Survey small tools | 2,650 | | |
| | 101-8550-510-77-09 | Various software needs | 2,000 | | |
| | 101-8550-510-77-09 | Aurigo Masterworks customized reports | 5,000 | | |
| | 101-8550-510-77-09 | Survey controllers and software | 6,500 | 28,250 | **28,000** |
| Street Department | 101-8550-510-77-10 | Ipads (4) | 2,000 | 2,000 | **2,000** |
| Fire | 101-8550-510-77-13 | Radio equipment removal and replace to paint water towers | 10,000 | 10,000 | **10,000** |
| Police | 101-8550-510-77-14 | Narcotics K9 (Dog, kennel, training) | 12,000 | | |
| | 101-8550-510-77-14 | Refurbish water tower radio repeater | 10,000 | | |
| | 101-8550-510-77-14 | Equipment for K9 vehicle | 12,000 | | |
| | 101-8550-510-77-14 | Cellbrite forensic cellphone analyzer | 3,600 | 37,600 | **37,600** |
| Health Department | 101-8550-510-77-15 | Refrigerator | 3,000 | | |
| | 101-8550-510-77-15 | Power exam table | 5,000 | 8,000 | **8,000** |
| IS | 101-8552-510-76-22 | Laserfiche public portal | 40,000 | | |
| | 101-8552-510-76-22 | Desktops - standard (165) | 132,000 | | |
| | 101-8552-510-76-22 | Desktops - high end (8) | 9,600 | | |
| | 101-8552-510-76-22 | Laptops - standard (50) | 60,000 | | |
| | 101-8552-510-76-22 | Laptops - mid level (8) | 12,000 | | |
| | 101-8552-510-76-22 | Ipads (25) | 15,000 | | |
| | 101-8552-510-76-22 | Tablets | 37,200 | | |
| | 101-8552-510-76-22 | Police MDCs | 235,000 | | |
| | 101-8552-510-76-22 | Microsoft Office licenses | 44,275 | | |
| | 101-8552-510-76-22 | Extending Wi-Fi to additional City departments | 10,000 | | |
| | 101-8552-510-76-22 | Spare IVN equipment | 15,000 | | |
| | 101-8552-510-76-22 | Shortel - training | 1,800 | | |
| | 101-8552-510-76-22 | Block of time for POWERS (cityworks support) | 10,000 | | |
| | 101-8552-510-76-22 | Block of time for AVI (commission room support) | 2,000 | | |
| | 101-8552-510-76-22 | SAN - Growth | 48,000 | | |
| | 101-8552-510-76-22 | Phone repairs (25) | 7,500 | | |
| | 101-8552-510-76-22 | Switches | 35,550 | | |
| | 101-8552-510-76-22 | Servers | 47,000 | | |
| | 101-8552-510-76-22 | NAS - lifecycle | 2,400 | | |
| | 101-8552-510-76-22 | SAN - regular storage | 96,000 | | |
| | 101-8552-510-76-22 | Shortel shoregear switch replacements | 42,380 | | |
| | 101-8552-510-76-22 | Firewall | 2,550 | | |
| | 101-8552-510-76-22 | Maintenance for Alienvault | 6,500 | | |
| | 101-8552-510-76-22 | PTP wireless links | 24,000 | | |
| | 101-8552-510-76-22 | 2018 Aerial from pictometry | 40,000 | | |
| | 101-8552-510-76-22 | ArcGIS server geoevent extension | 4,500 | | |
| | 101-8552-510-76-22 | LINKnxg improvements | 50,000 | | |
| | 101-8552-510-76-22 | 3D building and surface creation for downtown area | 40,000 | 1,070,255 | **484,000** |
| **TOTAL GENERAL FUND** | | | **$ 1,283,605** | **$ 1,283,605** | **$ 630,100** |

| DEPARTMENT | ACCOUNT NUMBER | DESCRIPTION OF REQUEST | AMOUNT REQUESTED | DIVISIONAL TOTALS | 2018 APPROVED FUNDING |
|---|---|---|---|---|---|
| **CAPITAL PROJECT FUNDS** | | | | | |
| City Auditor | 475-1010-510 | Mini computer hardware replacement | 75,000 | 75,000 | **75,000** |
| Planning | 475-2010-510 | Repair beam/wall at GTC | 274,000 | | |
| | 475-2010-510 | The Fargo Project | 30,000 | 304,000 | **30,000** |
| Inspections | 475-2040-510 | Inspections & Planning software system | 200,000 | 200,000 | **200,000** |
| Engineering | 475-3015-510 | Wide format scanner/printer | 40,000 | | |
| | 475-3015-510 | Surface books and accessories | 20,000 | 60,000 | **60,000** |
| Traffic Engineering | 475-3020-510 | Traffic signal replacement program | 40,000 | | |
| | 475-3020-510 | Truck regulatory vehicle | 60,000 | | |
| | 475-3020-510 | Public safety building storage yard | 125,000 | | |
| | 475-3020-510 | Roadway message boards (2) | 35,000 | 260,000 | **75,000** |
| Engineering - One Call | 475-3017-510 | Locating dispatch software | 50,000 | | |
| | 475-3017-510 | GPS equipment | 14,000 | 64,000 | **64,000** |
| Street Department | 475-3025-510 | ADA transition, HVAC improvements, and office space | 901,050 | | |
| | 475-3025-510 | Fit-up of Bergseth Facility | 180,000 | 1,081,050 | **800,000** |
| Central Garage | 475-3030-510 | Building remodeling | 901,050 | 901,050 | **-** |
| Street Department Vehicles | 475-3025-510 | Track Loader, cycle trade (2) | 10,000 | | |
| | 475-3025-510 | Tool cat/ cycle trade (2) | 15,000 | | |
| | 475-3025-510 | Tracked paver (2) | 200,000 | | |
| | 475-3025-510 | Tandem trucks (2) | 364,000 | | |
| | 475-3025-510 | Service truck one ton (1) | 42,500 | | |
| | 475-3025-510 | Dump truck (1) | 42,500 | | |
| | 475-3025-510 | Asphalt recycler | 100,000 | | |
| | 475-3025-510 | Riding mower (2) | 22,000 | | |
| | 475-3025-510 | Steamer | 60,000 | 856,000 | **856,000** |
| Central Garage Vehicles | 475-3025-510 | Sedans (6) / (3) | 108,000 | | |
| | 475-3025-510 | Engineering (3) SUV's & trucks (6) / (3) | 150,000 | | |
| | 475-3025-510 | Van motor pool - SUV or truck | 23,000 | | |
| | 475-3025-510 | Motor pool SUV / trucks (4) / (2) | 100,000 | | |
| | 475-3025-510 | Surveyor truck | 35,000 | 416,000 | **237,000** |
| Fire Vehicles | 475-4010-510 | Fire pumper truck | 465,000 | | |
| | 475-4010-510 | 4x4 pickup | 29,000 | 494,000 | **465,000** |
| Police Vehicles | 475-5010-510 | Patrol vehicles (10) / (7) | 296,000 | | |
| | 475-5010-510 | Large patrol vehicle | 35,000 | 331,000 | **242,000** |
| Fire | 475-4010-510 | Roof replacement at station 4 | 40,000 | | |
| | 475-4010-510 | Concrete replacement at stations | 15,000 | | |
| | 475-4010-510 | Equipment replacement for new fire trucks | 100,000 | | |
| | 475-4010-510 | Valve for GTC underground fire suppression | 5,000 | 160,000 | **160,000** |
| Police | 475-5010-510 | Patrol vehicles (4) / (2) | 120,000 | | |
| | 475-5010-510 | Equipment for patrol vehicles (4) / (2) | 120,000 | | |
| | 475-5010-510 | Automated license plate recognition (3) | 57,000 | | |
| | 475-5010-510 | Plain car for Police Information Specialist | 25,000 | | |
| | 475-5010-510 | Utility van for Police Operations Technician | 25,000 | | |
| | 475-5010-510 | Patrol rifle replacement | 25,000 | | |
| | 475-5010-510 | K9 vehicle | 35,000 | 407,000 | **274,600** |
| Civic Center | 475-8005-510 | Site improvements | 25,000 | 25,000 | **25,000** |
| Outdoor Warning Sirens | 475-8550-510 | Replace outdoor warning sirens (3) | 106,242 | 106,242 | **106,000** |
| Public Work Sewer Inspection | 475-3025-510 | Sewer televising camera truck | 230,000 | 230,000 | **-** |
| Public Arts | 475-2010-510 | Public Arts Project | 85,000 | 85,000 | **85,000** |
| Transit | 404-2064-510 | Security cameras at Metro Transit Garage | 80,000 | | |
| | 404-2064-510 | Additional customer service window for downtown GTC | 7,000 | | |
| | 404-2061-510 | Support/Transfer vehicle | 24,000 | | |
| | 404-2061-510 | Replace passenger shelter trash receptacles shelter | 40,000 | | |
| | 404-2061-510 | Hybrid batteries for 2011 busses (2) | 95,000 | | |
| | 404-2061-510 | Additional passenger shelters (10) | 75,000 | | |
| | 404-2061-510 | West Acres Hub architectural/engineering services | 50,000 | | |
| | 404-2061-510 | Mini-van for senior ride program | 24,000 | 395,000 | **321,000** |
| Transit Capital Grant Equipment | 404-2061-510-74-10 | Additional cost of 3 buses approved in 2017 budget - local share | 15,000 | | |
| | 404-2061-510-74-10 | Replacement vehicles - large buses (4) - local share | 400,000 | | |
| | 404-2061-510-74-10 | Bus shelters (4) - local share | 6,000 | | |
| | 404-2061-510-74-10 | Security system at GTC - local share | 20,000 | | |
| | 404-2061-510-74-10 | West Acres hub - local share | 40,000 | 481,000 | **481,000** |
| Water - SRF & Sales Tax | SRF Funded | Water plant expansion | 20,897,896 | | |
| | SRF Funded | Sheyenne pump station | 850,000 | | |
| | SRF Funded | Residuals facility | 250,000 | 21,997,896 | **870,000** |
| | Sales Tax Funded | Water facility R & R | 200,000 | | |
| | Sales Tax Funded | RRVWSP Preliminary design | 850,000 | | |
| | Sales Tax Funded | Drain 27 improvements | 200,000 | 1,250,000 | **1,359,000** |
| WW - SRF & Sales Tax | SRF Funded | 45th St interuptor | 4,437,375 | | |
| | SRF Funded | WWTP Clarifiers | 45,030 | | |
| | SRF Funded | Stabilization ponds | 204,000 | | |
| | SRF Funded | Northside sewer system | 83,750 | 4,770,155 | **4,770,155** |
| | Sales Tax Funded | Wastewater facilities R & R | 337,000 | | |
| | Sales Tax Funded | Wastewater master plan | 1,442,350 | | |
| | Sales Tax Funded | Flood protection | 60,000 | | |
| | Sales Tax Funded | Effluent force main improvements - phase 2 | 350,000 | | |
| | Sales Tax Funded | Broadway force main improvements | 38,599 | | |
| | Sales Tax Funded | Lift station #1 & #2 improvements | 526,500 | | |
| | Sales Tax Funded | Lift station R & R | 408,000 | | |
| | Sales Tax Funded | Future lift stations and forcemains | 304,000 | | |
| | Sales Tax Funded | Sewer cleaning and televising | 146,000 | | |
| | Sales Tax Funded | Wastewater system GIS | 97,000 | | |
| | Sales Tax Funded | Sanitary sewer rehab and replacement | 649,000 | 4,358,449 | **4,313,749** |
| **TOTAL CAPITAL PROJECTS** | | | **$ 39,307,842** | **$ 39,307,842** | **$ 15,869,504** |

| DEPARTMENT | ACCOUNT NUMBER | DESCRIPTION OF REQUEST | AMOUNT REQUESTED | DIVISIONAL TOTALS | 2018 APPROVED FUNDING |
|---|---|---|---|---|---|
| **PROPRIETARY FUNDS** | | | | | |
| **WATER** | | | | | |
| Water Treatment Plant | 501-3051-441-74.10 | Gas chromatographer | 100,000 | | |
| | 501-3051-441-74.10 | Spyder crane | 40,000 | | |
| | 501-3051-441-74.10 | Humidifier replacement | 9,000 | | |
| | 501-3051-441-74.10 | HVAC filtration system | 29,500 | | |
| | 501-3051-441-74.10 | LSWTP SCADA improvements | 42,000 | | |
| | 501-3051-441-74.10 | Floor cleaner | 8,000 | 228,500 | **228,500** |
| Water Mains/Hydrants | 501-3052-441-74-10 | Articulating wheel loader | 249,000 | | |
| | 501-3052-441-74-10 | GPS survey system | 20,000 | | |
| | 501-3052-441-74-11 | Computer maintenance and expansion | 4,000 | | |
| | 501-3052-441-74-30 | Furniture replacements | 5,500 | | |
| | 501-3052-441-72-20 | Portion of public works remodel | 705,822 | | |
| | 501-3054-441-90-40 | Water main replacement | 2,800,000 | | |
| | 501-3054-441-90-40 | Distribution system extension | 157,000 | 3,941,322 | **3,235,500** |
| Water Meters | 501-3053-441-74-10 | Meter replacement | 180,000 | 180,000 | **180,000** |
| Water Infrastructure Projects Financed | 501-3055-441-73-62 | New downtown water tower (New SRF)* | 6,750,000 | | |
| | 501-3055-441-73-62 | Red River PS flood protection (New SRF)* | 5,200,000 | | |
| | 501-3055-441-73-62 | Ozone AOP improvements (New SRF)* | 4,250,000 | 16,200,000 | **5,400,000** |
| Wastewater Infrastructure Projects Cash | 501-3055-441.73-62 | Facility plan phase two | 7,500,000 | | |
| | 501-3055-441.73-62 | Water tower 4 & 9 Valves | 275,000 | | |
| | 501-3055-441.73-62 | Water tower 7 reconditioning | 700,000 | | |
| | 501-3055-441.73-62 | Master plan update | 120,000 | | |
| | 501-3055-441.73-62 | Transmission pipe lining - 10th street project | 300,000 | | |
| | 501-3055-441.74-12 | Water distribution GIS | 101,000 | 8,996,000 | **2,169,000** |
| **Total Water** | | | **29,545,822** | **29,545,822** | **11,213,000** |
| **WASTEWATER** | 521-3061-442-73-63 | Regional connections improvements | 500,000 | | |
| | 521-3061-442-73-63 | Harwood lagoon decommissioning | 500,000 | | |
| | 521-3061-442-73-63 | Lift station #19, 23, 25, 60 wear items | 120,000 | | |
| | 521-3061-442-74-10 | Mower | 12,000 | | |
| | 521-3061-442-74-10 | Middle lift station pump rehab | 25,000 | | |
| | 521-3061-442-74-10 | Mini crawler | 40,000 | 1,197,000 | **1,197,000** |
| **Total Wastewater** | | | **1,197,000** | **1,197,000** | **1,197,000** |
| **STORM SEWER** | | | | | |
| | 524-3064-443.74-50 | SCADA systems on lift station | 40,000 | | |
| | 524-3064-443.74-50 | Variable frequency drive retrofits for lift stations | 40,000 | 80,000 | **80,000** |
| **Total Storm Sewer** | | | **80,000** | **80,000** | **80,000** |
| **STREET LIGHTING** | | | | | |
| | 528-3035-415-74-10 | Storage yard at public safety building | 125,000 | 125,000 | **-** |
| **Total Street Lighting** | | | **125,000** | **125,000** | **-** |
| **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** |
| Solid Waste - Residential | 531-3072-432-74-10 | Residential carts | 75,000 | 75,000 | **-** |
| Solid Waste - Commercial | 531-3073-432-44-20 | 2017 Rear Load - Leased unit | 208,000 | | |
| | 531-3073-432.74-10 | Commercial containers | 40,000 | 248,000 | **248,000** |
| Solid Waste - Landfill | 531-3074-433-44-20 | D7 Dozer - Leased unit | 499,004 | | |
| | 531-3074-433-74-10 | Skid steer | 5,000 | | |
| | 531-3074-433-73-10 | Scale house area excavation - East LF | 1,400,000 | | |
| | 531-3074-433-73-10 | Maintenance building - East LF | 450,000 | | |
| | 531-3074-433-73-10 | Wellfield expansion - West LF | 400,000 | | |
| | 531-3074-433-73-10 | Partial perimeter fencing - East LF | 150,000 | | |
| | 531-3074-433-73-10 | LFG Conversion to CNG ** | 3,000,000 | 5,904,004 | **3,154,004** |
| Solid Waste - Roll Off | 531-3075-432-74-10 | Containers | 30,000 | 30,000 | **60,000** |
| Solid Waste - Recycling | 531-3074-433-44-20 | 2018 Dual Arm ASL - Leased unit | 285,793 | | |
| | 531-3076-432-73-10 | Recycling drop site relocation | 50,000 | | |
| | 531-3076-432-74-10 | Rear load containers | 55,000 | 390,793 | **168,000** |
| Solid Waste - Hazardous Waste | 531-3079-433-72-20 | Building improvements | 5,000 | 5,000 | **5,000** |
| **Total Solid Waste** | | | **6,758,797** | **6,758,797** | **3,741,004** |
| **FORESTRY** | 541-3081-440-74-11 | Laptops or Ipads (2) | 2,000 | | |
| | 541-3081-440.74-20 | Stump grinder | 60,000 | | |
| | 541-3081-440.74-20 | Pick-ups (2) | 60,000 | | |
| | 541-3081-440.74-20 | Drone | 2,000 | | |
| | 541-3081-440.74-52 | Restoration/trees | 60,000 | | |
| | 541-3081-440-72-20 | Portion of public works building remodel | 495,577 | 679,577 | **184,000** |
| **Total Forestry** | | | **679,577** | **679,577** | **184,000** |

| DEPARTMENT | ACCOUNT NUMBER | DESCRIPTION OF REQUEST | AMOUNT REQUESTED | DIVISIONAL TOTALS | 2018 APPROVED FUNDING |
|---|---|---|---|---|---|
| **FARGODOME BUILDING** | 570-7003-461.74-10 | Parking Lot/Misc. Concrete Repair | 20,000 | | |
| | 570-7003-461.74-10 | Parking Lot Striping | 15,000 | | |
| | 570-7003-461.74-10 | Handicap Access Corners | 50,000 | | |
| | 570-7003-461.74-10 | Replacement of East Lobby Lockable Doors | 45,000 | | |
| | 570-7003-461.74-10 | Chiller Overhaul/Eddy Current Testing | 40,000 | | |
| | 570-7003-461.74-10 | Pump Motors | 17,500 | | |
| | 570-7003-461.74-10 | Cooling Tower Repair/Maintenance | 75,000 | | |
| | 570-7003-461.74-10 | Fire Alarm Panel Updated/Upgrade | 25,000 | | |
| | 570-7003-461.74-10 | Switchgear Full Service | 22,500 | | |
| | 570-7003-461.74-10 | Building Electrical System Arc Flash Study | 25,000 | | |
| | 570-7003-461.74-10 | Wireless Access Points Replacement/Additions | 23,000 | | |
| | 570-7003-461.74-10 | SonicWall Replacement | 17,000 | | |
| | 570-7003-461.74-10 | Football Turf Winch Ropers | 32,500 | | |
| | 570-7003-461.74-10 | Painting: Field Level & Railings | 26,500 | | |
| | 570-7003-461.74-10 | Equipment - Food Service | 25,000 | | |
| | 570-7003-461.74-10 | Lighting & Audio Items | 25,000 | | |
| | 570-7003-461.74-10 | Building Security Camera Additions | 15,000 | | |
| | 570-7003-461.74-10 | Building Radio Communications | 25,000 | | |
| | 570-7003-461.74-10 | MityLife Tables | 15,000 | | |
| | 570-7003-461.74-10 | Unallocated capital | 35,000 | 574,000 | **574,000** |
| **Total Fargodome** | | | **574,000** | **574,000** | **574,000** |
| **Total Proprietary Fund Capital Requests** | | | **$ 38,960,196** | **$ 38,960,196** | **$ 16,989,004** |
| **TOTAL CAPITAL OUTLAY REQUESTS** | | | **$ 79,551,643** | **$ 79,551,643** | **$ 33,488,608** |

* SRF Funded projects that will be amortized over 20 years.

** Project will be bonded for in 2018 and amortized over 20 years.

## CITY OF FARGO, NORTH DAKOTA
## DEPARTMENTAL PERSONNEL REQUESTS FOR 2018

| Department | Div. No. | ADDITIONAL PERSONNEL REQUESTS / DESCRIPTION | FTE's | GRADE | Amount | Grant Funding Percent | Estimated Grant Proceeds | APPROVED FUNDING | |
|---|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | | |
| HR | 101-0515 | Benefits and Leave Coordinator | 1.00 | 14 | 84,240 | | | - | - |
| Public Information | 101-0525 | Public Information Coordinator | 1.00 | 12 | 74,239 | | | - | - |
| | 101-0525 | Temporary/Seasonal | | | (18,880) | | | - | - |
| IS | 101-0520 | GIS Analyst | 1.00 | 13 | 79,022 | | | - | - |
| Municipal Court | 101-1025 | Full-time overtime | | | 4,306 | | | - | - |
| Buildings and Grounds | 101-1050 | Maintenance Attendant I | 1.00 | 5 | 49,041 | | | 1.00 | 49,041 |
| | 101-1050 | Maintenance Attendant II | 1.00 | 8 | 58,197 | | | 1.00 | 58,197 |
| | 101-1050 | Maintenance Attendant I (moving to Central Garage) | (1.00) | 5 | (49,041) | | | (1.00) | (49,041) |
| Planning | 101-2010 | Community Development Planner | 1.00 | 14 | 84,240 | | | - | - |
| | 101-2010 | Assistant CD Planner | 1.00 | 12 | 73,054 | 50% HUD | 36,527 | - | - |
| | 101-2010 | Cultural Planner | (0.50) | 14 | (49,869) | | | - | - |
| | 101-2010 | Housing Rehab Specialist | (1.00) | 13 | (98,639) | 100% HUD | (98,639) | - | - |
| Inspectors | 101-2040 | Building Inspector I | (1.00) | 12 | (83,250) | | | (1.00) | (83,250) |
| | 101-2040 | Housing Specialist | 1.00 | 13 | 98,639 | 50% HUD | 49,320 | 1.00 | 98,639 |
| Transit | 101-2061 | In-house Dispatch Costs | 5.00 | | 237,512 | | | - | - |
| | 101-2061 | In-house Road Supervisor Costs | 4.00 | | 198,265 | | | - | - |
| Engineering | 101-3015 | Contract Engineering Technician I | 3.00 | 10 | 197,122 | | | - | - |
| Central Garage | 101-3030 | Maintenance Attendant I (moving from buildings and grounds | 1.00 | 5 | 49,041 | | | 1.00 | 49,041 |
| Police | 101-5010 | Police Officer | 3.00 | 12 | 222,717 | | | 3.00 | 222,717 |
| | 101-5010 | Crime Prevention/Public Information Specialist | 1.00 | 12 | 74,239 | | | 1.00 | 74,239 |
| | 101-5010 | Office Associate III | 1.00 | 9 | 61,773 | | | - | - |
| | 101-5010 | Police Operations Technician | 1.00 | 9 | 61,773 | | | 1.00 | 61,773 |
| Public Health | 101-6050 | Chief Environmental Scientist | (1.00) | 15 | (101,170) | | | (1.00) | (101,170) |
| | 101-6050 | Environmental Scientist | (3.00) | 11 | (204,965) | | | (3.00) | (204,965) |
| Library | 101-7010 | Library Outreach Associate II | 1.00 | 6 | 51,868 | | | 1.00 | 51,868 |
| | 101-7016 | Library Branch Circulation Associate II | 1.00 | 6 | 51,868 | | | - | - |
| Social Service & Arts | 101-8540 | Planner | 0.50 | 14 | 41,760 | | | - | - |
| **TOTAL GENERAL FUND** | | | **22.00** | | **1,247,102** | | **(12,792)** | **4.00** | **227,089** |
| **ENTERPRISE FUNDS** | | | | | | | | | |
| Wastewater | 521-3061 | Full time - Overtime | | | 16,148 | | | - | - |
| Water Treatment | 101-6050 | Chief Environmental Scientist | 1.00 | 15 | 101,170 | | | 1.00 | 101,170 |
| | 101-6050 | Environmental Scientist | 3.00 | 11 | 204,965 | | | 3.00 | 204,965 |
| **TOTAL ENTERPRISE FUNDS** | | | **4.0** | | **322,283** | | **-** | **4.00** | **306,135** |
| **Total Staffing Budget Request** | | | **26.00** | | **1,569,385** | | **(12,792)** | **8.00** | **533,224** |

## CITY OF FARGO, NORTH DAKOTA
## GENERAL FUND DEPARTMENTAL OPERATING REQUESTS FOR 2018

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

| DEPARTMENT | ACCOUNT NUMBER | DESCRIPTION OF REQUEST | INCREASE (DECREASE) REQUESTED | DIVISIONAL TOTALS | 2018 APPROVED FUNDING |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| City Administrator | 101-0510-403.38-68 | Lobbyist | $ (25,000) | | |
| | 101-0510-403.38-99 | Other services | 12,920 | $ (12,080) | $ (25,000) |
| Human Resources | 101-0515-405.33-50 | Doctors - Medical Consultant | 56,340 | 56,340 | - |
| Public Information | 101-0525-403.55-20 | Ifargo newsletter | 57,500 | 57,500 | - |
| City Attorney | 101-0530-403.33-25 | Legal services | 13,000 | 13,000 | 13,000 |
| City Prosecutor | 101-0531-403.33-25 | Legal services | 49,730 | 49,730 | 49,730 |
| Incarceration | 101-1026-413.38-52 | Prisoner care at Centre Inc | 20,000 | | |
| | 101-1026-413.38-53 | Prisoner care at Cass County Jail | 15,000 | 35,000 | - |
| City Assessor | 101-1030-405.44-10 | Land & building rents | (28,300) | (28,300) | (28,300) |
| General Support | 101-1040-505.52-10 | Property insurance | 40,000 | | |
| | 101-1040-505.33-20 | Auditing Services | 10,000 | | |
| | 101-1040-505.52-30 | General Liability | 14,685 | 64,685 | 54,685 |
| Buildings and Grounds | 101-1050-409.34-05 | Electricians | 25,000 | | |
| | 101-1050-409.38-99 | Other services | 14,500 | | |
| | 101-1050-409.42-05 | Custodial services | (82,040) | | |
| | 101-1050-409.42-06 | Cleaning service contract | 382,900 | | |
| | 101-1050-409.42-20 | Snow clearing | 10,000 | | |
| | 101-1050-409.43-10 | Building repairs | (159,800) | | |
| | 101-1050-409.43-50 | Maintenance service contracts | 41,195 | | |
| | 101-1050-409.61-40 | General supplies | 15,000 | | |
| | 101-1050-409.61.45 | Janitorial supplies | 12,170 | | |
| | 101-1050-409.62-50 | Natural gas | 60,000 | | |
| | 101-1050-409.62-51 | Electricity | (30,000) | 288,925 | (170,645) |
| Planning | 101-2010-409.33-15 | Planning services | (97,000) | | |
| | 101-2014-409.68-17 | Acquisition costs | 50,000 | | |
| | 101-2014-409.68-18 | Demolition costs | 50,000 | 3,000 | (97,000) |
| Inspections | 101-2040-414.38-99 | Other services | (300,000) | (300,000) | (300,000) |
| Transit | 101-2061-491.33-86 | Bus driver services for new routes | 67,328 | 67,328 | 67,328 |
| Engineering | 101-3017-422.61-40 | General supplies | 10,000 | 10,000 | - |
| Traffic Engineering | 101-3020-415.38-99 | Other services | 100,000 | 100,000 | - |
| Street Department | 101-3025-423.43-19 | Utility Equipment Repair | 30,000 | | |
| | 101-3025-423.61-92 | Asphalt | 50,000 | | |
| | 101-3025-423.65-50 | Ice Control | 15,060 | 95,060 | 30,000 |
| Central Garage | 101-3030-409.43-30 | Outside mechanic repairs | 25,000 | 25,000 | 25,000 |
| Police | 101-5010-411.33-97 | Parking enforcement | (45,000) | | |
| | 101-5010-411.38-99 | Other services | 26,200 | | |
| | 101-5010-411.44-30 | Operating lease - Border States PD Headquarters | 269,102 | | |
| | 101-5023-411.59-50 | Training | 12,000 | | |
| | 101-5035-411.64-10 | Uniforms | 15,828 | 278,130 | 224,102 |
| Fire | 101-4010-412.38-17 | Employee physicals | (20,000) | (20,000) | (20,000) |
| Health Department | 101-6010-451.62-51 | Electricity | 23,716 | | |
| | 101-6020-451.61-21 | Pharmacy/Drugs | 50,000 | | |
| | 101-6035-451.34-20 | Marketing | 15,000 | | |
| | 101-3065-451.38-11 | Contract services | 332,000 | | |
| | 101-6040-451.33-58 | ND Cares | 143,000 | | |
| | 101-6040-451.61-21 | Pharmacy/Drugs | (15,000) | | |
| | 101-6050-451.61-25 | Laboratory supplies | (67,000) | 481,716 | 416,716 |
| Library | 101-7012-463.61-70 | Books and periodicals | 12,725 | | |
| | 101-7010-463.62-51 | Electricity | 15,000 | 27,725 | 15,000 |
| Civic Center | 101-8005-461.38-99 | Other services | 10,000 | | |
| | 101-8005-461.62-51 | Electricity | 12,418 | | |
| | 101-8005-461.63-10 | Beverages | 10,000 | 32,418 | 12,418 |
| Social Services & Arts | 101-8540-452.38-99 | Social service | 28,600 | | |
| | 101-8540-464.38-99 | Arts services | 67,000 | 95,600 | - |
| **TOTAL GENERAL FUND OPERATING EXPENDITURE REQUESTS** | | | **$ 1,420,777** | **$ 1,420,777** | **$ 267,034** |

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