THE CITY OF FARGO, NORTH DAKOTA

# THE APPROVED 2020 BUDGET

[09.23.2019]

THE CITY OF
Fargo
FAR MORE

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

Members of the Fargo community and Fargo City Commissioners,

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

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

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

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

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

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

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

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

## BALANCING THE NEEDS OF A DEVELOPING CITY

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

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

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

## IMPROVING SERVICES + MAXIMIZING EFFICIENCY

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

**MAJOR INITIATIVES**

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

**ENSURING STREET-LEVEL SERVICE EXCELLENCE INITIATIVES**

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

## SUMMARIZING THE 2020 BUDGET

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

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

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

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

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

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

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

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

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

Sincerely yours,

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

# THE BOARD OF FARGO CITY COMMISSIONERS

**DR. TIM MAHONEY**
**Mayor**

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

**Term Expires:** June 2022

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

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

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

**Elected:** 2008, 2014, 2018

**Term Expires:** June 2022

**Department Liaison:** Engineering

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

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

**TONY GEHRIG**
**Commissioner**

**Elected:** 2015, 2018

**Term Expires:** June 2022

**Department Liaison:** Enterprise/ Utilities, Fire and Information Services

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

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

**TONY GRINDBERG**
**Commissioner**

**Elected:** 2016

**Term Expires:** June 2020

**Department Liaison:** Planning

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

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

**JOHN STRAND**
**Commissioner**

**Elected:** 2016

**Term Expires:** June 2020

**Department Liaison:** Health and Transit

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

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

# PRINCIPAL OFFICIALS FOR THE CITY OF FARGO

## ELECTED OFFICIALS

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

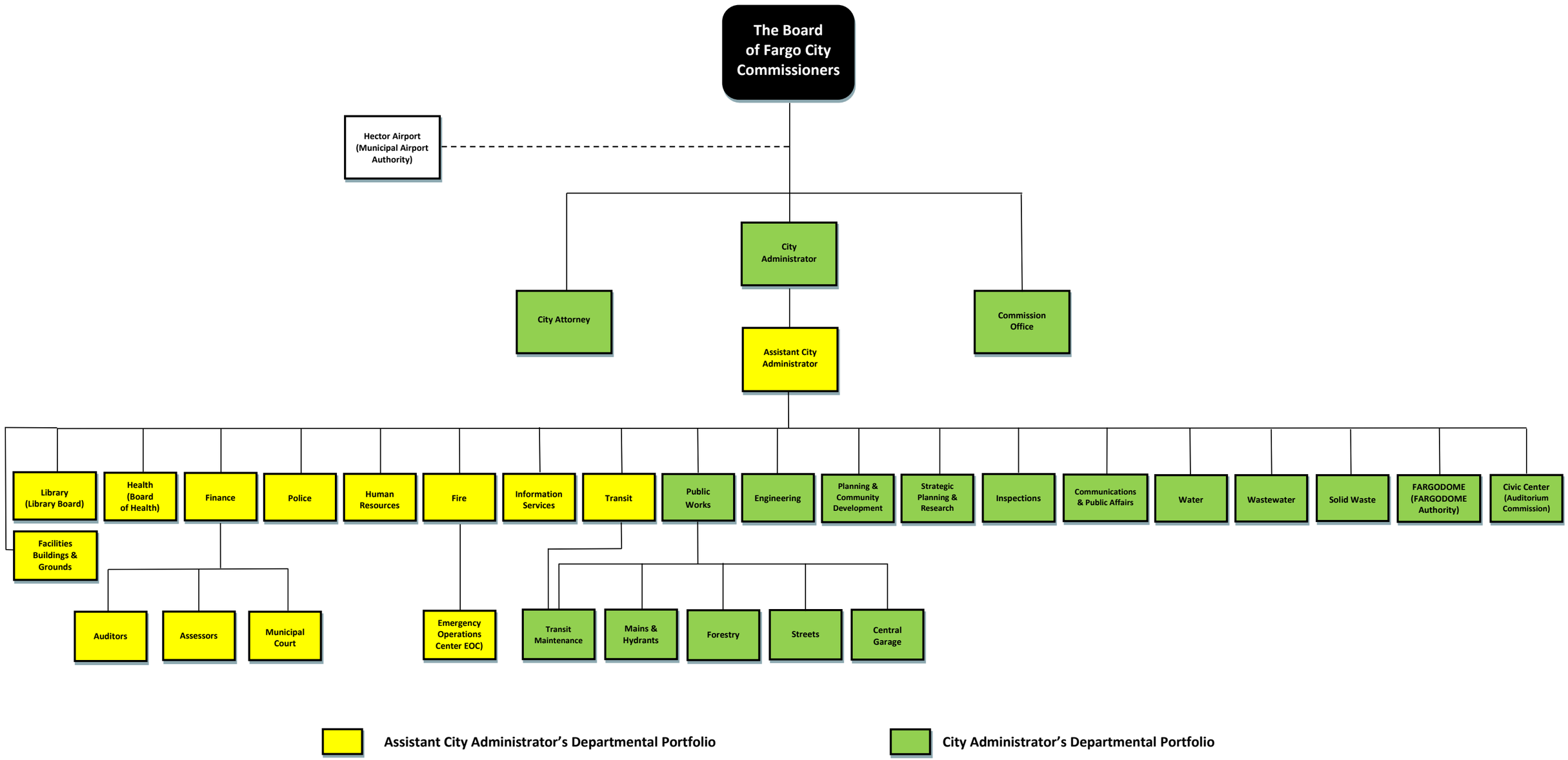
## THE MAYOR'S CABINET

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

## OTHER CITY OFFICIALS

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

# The City of Fargo's Organizational Chart



## City of Fargo Budget Development Process

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

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

**CITY OF FARGO**
**BUDGETED FUNDS STRUCTURE**

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

## Budgeted Funds Information:

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

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

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

## Major Fund Descriptions:

**General Fund:**

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

**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 2020 | Governmental Funds | | | Proprietary Funds | | Fiduciary Funds | |
|---|---|---|---|---|---|---|---|
| | General Fund | Debt Service | Special Revenue | Water Utility | Non Major Utilities | Pension Funds | Consolidated Totals |
| **Revenues & Transfers In** | | | | | | | |
| Property Taxes | $ 28,714,000 | $ 1,881,000 | $ 619,300 | $ - | $ 1,126,000 | $ - | $ 32,340,300 |
| Sales Taxes | - | 12,569,912 | - | - | - | - | 12,569,912 |
| Other Taxes | - | - | 2,331,000 | - | - | - | 2,331,000 |
| Special Assessments | - | 39,381,200 | 450,000 | - | 30,000 | - | 39,861,200 |
| Franchise Fees | 5,400,000 | - | - | - | - | - | 5,400,000 |
| Licenses & Permits | 5,042,250 | - | - | - | - | - | 5,042,250 |
| Federal Intergovernmental | 4,474,260 | - | 1,215,364 | - | 14,400,000 | - | 20,089,624 |
| State/Local Intergovernmental | 20,771,923 | 7,299,915 | 40,999 | - | 290,000 | - | 28,402,837 |
| Charges for Services | 16,217,253 | - | 2,097,000 | - | 13,541,809 | - | 31,856,062 |
| Fines & Forfeits | 2,437,500 | - | 100,000 | - | - | - | 2,537,500 |
| Investment Income | 3,958,200 | 600,000 | - | 33,548 | 2,634,150 | 8,427,500 | 15,653,398 |
| Miscellaneous | 1,848,614 | 727,906 | 323,956 | 15,252 | 395,500 | - | 3,311,228 |
| Transfers In | 14,286,000 | 9,992,524 | 158,545 | 898,275 | 9,799,000 | - | 35,134,344 |
| Public Utility Revenue | - | - | - | 25,082,200 | 39,655,000 | - | 64,737,200 |
| Utility Byproduct Sales | - | - | - | - | 1,605,000 | - | 1,605,000 |
| Pension Contributions | - | - | - | - | - | 7,750,164 | 7,750,164 |
| **Total Revenues & Transfers In** | **103,150,000** | **72,452,457** | **7,336,164** | **26,029,275** | **83,476,459** | **16,177,664** | **308,622,019** |
| **Financial Uses:** | | | | | | | |
| General Government | 19,443,907 | - | - | - | - | - | 19,443,907 |
| Public Safety | 41,216,307 | - | 200,000 | - | - | - | 41,416,307 |
| Public Works | 12,751,518 | - | 127,628 | - | - | - | 12,879,146 |
| Public Health & Welfare | 11,993,613 | - | 22,315 | - | - | - | 12,015,928 |
| Recreation & Culture | 5,302,618 | - | 2,921,000 | - | 6,279,609 | - | 14,503,227 |
| Urban Development | - | - | 1,334,807 | - | - | - | 1,334,807 |
| Public Transportation | 9,161,560 | - | 1,118,689 | - | 8,143,220 | - | 18,423,469 |
| General Support | 1,278,800 | - | - | - | - | - | 1,278,800 |
| Unallocated | (2,115,652) | - | - | - | - | - | (2,115,652) |
| Public Utilities | - | - | - | 14,251,881 | 19,551,074 | - | 33,802,955 |
| Capital Outlay | 639,435 | - | - | 1,023,085 | 27,675,205 | - | 29,337,725 |
| Debt Service Normal Redemption | - | 32,249,000 | - | 2,501,000 | 2,741,631 | - | 37,491,631 |
| Debt Service - Interest & Fees | - | 23,934,728 | - | 2,451,500 | 3,378,488 | - | 29,764,716 |
| Plan Administration | - | - | - | - | - | 519,500 | 519,500 |
| Plan Benefits | - | - | - | - | - | 7,890,000 | 7,890,000 |
| Transfers Out | 3,462,894 | 14,493,912 | 1,284,765 | 7,395,275 | 19,245,000 | - | 45,881,846 |
| **Total Financial Uses** | **103,135,000** | **70,677,640** | **7,009,204** | **27,622,741** | **87,014,227** | **8,409,500** | **303,868,312** |
| **Surplus (Deficit)** | 15,000 | 1,774,817 | 326,960 | (1,593,466) | (3,537,768) | 7,768,164 | 4,753,707 |
| **Fund/Equity Balance, Beginning** | **34,768,457** | **78,804,790** | **365,268** | **220,419,874** | **551,502,709** | **108,054,491** | **993,915,589** |
| **Fund/Equity Balance, Ending** | **$ 34,783,457** | **$ 80,579,607** | **$ 692,228** | **$ 218,826,408** | **$ 547,964,941** | **$ 115,822,655** | **$ 998,669,296** |

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

| City of Fargo, North Dakota<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 | | |
| | 2018 Actual | 2019 Budget | 2020 Budget | 2018 Actual | 2019 Budget | 2020 Budget | 2018 Actual | 2019 Budget | 2020 Budget | 2018 Actual | 2019 Budget | 2020 Budget |
| **Revenues & Transfers In** | | | | | | | | | | | | |
| Property Taxes | $ 24,551.0 | $ 25,792.0 | **$ 28,714.0** | $ 4,180.192 | $ 4,509.0 | **$ 1,881.0** | $ 552.954 | $ 586.0 | **$ 619.3** | $ 29,284.1 | $ 30,887.0 | **$ 31,214.3** |
| Sales Taxes | - | - | **-** | 12,046.492 | 12,394.4 | **12,569.9** | - | - | **-** | 12,046.5 | 12,394.4 | **12,569.9** |
| Other Taxes | - | - | **-** | - | - | **-** | 2,300.097 | 2,292.2 | **2,331.0** | 2,300.1 | 2,292.2 | **2,331.0** |
| Special Assessments | - | - | **-** | 38,177.276 | 38,067.2 | **39,381.2** | 428.076 | 420.0 | **450.0** | 38,605.4 | 38,487.2 | **39,831.2** |
| Franchise Fees | 5,264.6 | 5,431.1 | **5,400.0** | - | - | **-** | - | - | **-** | 5,264.6 | 5,431.1 | **5,400.0** |
| Licenses & Permits | 5,198.7 | 5,259.0 | **5,042.3** | - | - | **-** | - | - | **-** | 5,198.7 | 5,259.0 | **5,042.3** |
| Federal Intergovernmental | 4,729.4 | 5,122.1 | **4,474.3** | - | - | **-** | 604.0 | 1,195.0 | **1,215.4** | 5,333.4 | 6,317.1 | **5,689.6** |
| State/Local Intergovernmental | 19,013.6 | 20,046.1 | **20,771.9** | 7,391.9 | 8,548.5 | **7,299.9** | 53.0 | 41.0 | **41.0** | 26,458.5 | 28,635.5 | **28,112.8** |
| Charges for Services | 17,214.4 | 16,840.4 | **16,217.3** | - | - | **-** | 2,084.0 | 2,142.0 | **2,097.0** | 19,298.4 | 18,982.4 | **18,314.3** |
| Fines & Forfeits | 2,095.5 | 1,963.5 | **2,437.5** | - | - | **-** | 76.6 | 100.0 | **100.0** | 2,172.1 | 2,063.5 | **2,537.5** |
| Investment Income | 4,444.4 | 3,745.0 | **3,958.2** | 1,035.0 | 500.0 | **600.0** | 0.4 | - | **-** | 5,479.8 | 4,245.0 | **4,558.2** |
| Miscellaneous | 978.0 | 1,771.4 | **1,848.6** | 40.2 | - | **727.9** | 329.5 | 316.0 | **324.0** | 1,347.7 | 2,087.4 | **2,900.5** |
| Transfers In | 13,440.6 | 14,494.6 | **14,286.0** | 4,557.2 | 9,979.4 | **9,992.5** | 108.1 | 112.5 | **158.5** | 18,105.8 | 24,586.6 | **24,437.1** |
| Public Utility Revenue | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Utility Byproduct Sales | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Loans/Bonds/Capital Leases Issued | - | - | **-** | 4,372.6 | 978.8 | **-** | - | - | **-** | 4,372.6 | 978.8 | **-** |
| Capital Contributions | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| **Total Revenues & Transfers In** | **96,930.3** | **100,465.2** | **103,150.0** | **71,800.8** | **74,977.3** | **72,452.5** | **6,536.6** | **7,204.7** | **7,336.2** | **175,267.7** | **182,647.1** | **182,938.6** |
| **Financial Uses:** | | | | | | | | | | | | |
| General Government | 17,159.0 | 18,257.6 | **19,443.9** | - | - | **-** | - | - | **-** | 17,159.0 | 18,257.6 | **19,443.9** |
| Public Safety | 37,462.4 | 39,906.1 | **41,216.3** | - | - | **-** | 221.6 | 240.5 | **200.0** | 37,684.0 | 40,146.7 | **41,416.3** |
| Public Works | 11,286.0 | 12,723.6 | **12,751.5** | 540.6 | - | **-** | 430.9 | 455.8 | **127.6** | 12,257.4 | 13,179.3 | **12,879.1** |
| Public Health & Welfare | 11,380.2 | 11,991.7 | **11,993.6** | - | - | **-** | 36.4 | 21.0 | **22.3** | 11,416.6 | 12,012.7 | **12,015.9** |
| Recreation & Culture | 5,297.4 | 5,343.7 | **5,302.6** | - | - | **-** | 2,905.5 | 2,993.4 | **2,921.0** | 8,202.9 | 8,337.1 | **8,223.6** |
| Urban Development | - | - | **-** | 590.6 | - | **-** | 741.8 | 1,216.8 | **1,334.8** | 1,332.4 | 1,216.8 | **1,334.8** |
| Public Transportation | 7,892.0 | 8,512.8 | **9,161.6** | - | - | **-** | 1,314.8 | 1,376.2 | **1,118.7** | 9,206.8 | 9,889.1 | **10,280.2** |
| General Support | 1,192.8 | 1,117.7 | **1,278.8** | - | - | **-** | - | - | **-** | 1,192.8 | 1,117.7 | **1,278.8** |
| Unallocated | - | (1,407.9) | **(2,115.7)** | - | - | **-** | - | - | **-** | - | (1,407.9) | **(2,115.7)** |
| Public Utilities | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Capital Outlay | 1,411.3 | 916.5 | **639.4** | 70.1 | - | **-** | 27.7 | - | **-** | 1,509.1 | 916.5 | **639.4** |
| Debt Service Normal Redemption | 85.1 | - | **-** | 25,424.1 | 31,926.0 | **32,249.0** | - | - | **-** | 25,509.2 | 31,926.0 | **32,249.0** |
| Debt Service Early Redemption & Refinancing | - | - | **-** | 18,910.0 | - | **-** | - | - | **-** | 18,910.0 | - | **-** |
| Debt Service - Interest & Fees | 6.6 | - | **-** | 24,950.6 | 24,457.1 | **23,934.7** | - | - | **-** | 24,957.3 | 24,457.1 | **23,934.7** |
| Non Operating Expenses | - | - | **-** | - | - | **-** | - | - | **-** | - | - | **-** |
| Transfers Out | 5,621.6 | 3,873.9 | **3,462.9** | 7,678.7 | 14,435.6 | **14,493.9** | 1,299.9 | 987.8 | **1,284.8** | 14,600.2 | 19,297.3 | **19,241.6** |
| **Total Financial Uses** | **98,794.5** | **101,235.7** | **103,135.0** | **78,164.6** | **70,818.7** | **70,677.6** | **6,978.5** | **7,291.4** | **7,009.2** | **183,937.7** | **179,345.8** | **180,821.8** |
| **Surplus (Deficit)** | (1,864.3) | (770.6) | **15.0** | (6,363.8) | 4,158.6 | **1,774.8** | (442.0) | (86.8) | **327.0** | (8,670.0) | 3,301.3 | **2,116.8** |
| **Fund/Equity Balance, Beginning** | **37,846.6** | **35,539.0** | **34,768.5** | **81,010.0** | **74,646.2** | **78,804.8** | **894.0** | **452.0** | **365.3** | **119,750.6** | **110,637.3** | **113,938.5** |
| **Intra-fund Transfer** | **(443.3)** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **(443.3)** | **-** | **-** |
| **Fund/Equity Balance, Ending** | **$ 35,539.0** | **$ 34,768.5** | **$ 34,783.5** | **$ 74,646.2** | **$ 78,804.8** | **$ 80,579.6** | **$ 452.0** | **$ 365.3** | **$ 692.2** | **$ 110,637.3** | **$ 113,938.5** | **$ 116,055.3** |

| City of Fargo, North Dakota | PROPRIETARY FUNDS | | | | | | | | | CONSOLIDATED TOTALS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Three Year Summary of All Funds | Water Utility (Major Fund) | | | Non Major Utilities | | | Total Proprietary Funds | | | GOVERNMENTAL & PROPRIETARY FUNDS | | |
| (In Thousands of Dollars) | 2018 Actual | 2019 Budget | 2020 Budget | 2018 Actual | 2019 Budget | 2020 Budget | 2018 Actual | 2019 Budget | 2020 Budget | 2018 Actual | 2019 Budget | 2020 Budget |
| **Revenues & Transfers In** | | | | | | | | | | | | |
| Property Taxes | $ - | $ - | **$ -** | $ 1,009.4 | $ 1,059.0 | **$ 1,126.0** | 1,009.4 | $ 1,059.0 | **$ 1,126.0** | $ 30,293.5 | $ 31,946.0 | **$ 32,340.3** |
| Sales Taxes | - | - | **-** | - | - | **-** | - | - | **-** | 12,046.5 | 12,394.4 | **12,569.9** |
| Other Taxes | - | - | **-** | - | - | **-** | - | - | **-** | 2,300.1 | 2,292.2 | **2,331.0** |
| Special Assessments | - | - | **-** | - | 22.0 | **30.0** | - | 22.0 | **30.0** | 38,605.4 | 38,509.2 | **39,861.2** |
| Franchise Fees | - | - | **-** | - | - | **-** | - | - | **-** | 5,264.6 | 5,431.1 | **5,400.0** |
| Licenses & Permits | - | - | **-** | - | - | **-** | - | - | **-** | 5,198.7 | 5,259.0 | **5,042.3** |
| Federal Intergovernmental | - | - | **-** | 2,121.9 | 4,500.0 | **14,400.0** | 2,121.9 | 4,500.0 | **14,400.0** | 7,455.3 | 10,817.1 | **20,089.6** |
| State/Local Intergovernmental | - | - | **-** | 283.8 | 290.0 | **290.0** | 283.8 | 290.0 | **290.0** | 26,742.2 | 28,925.5 | **28,402.8** |
| Charges for Services | - | - | **-** | 15,082.3 | 12,548.1 | **13,541.8** | 15,082.3 | 12,548.1 | **13,541.8** | 34,380.7 | 31,530.5 | **31,856.1** |
| Fines & Forfeits | - | - | **-** | - | - | **-** | - | - | **-** | 2,172.1 | 2,063.5 | **2,537.5** |
| Investment Income | - | 13.0 | **33.5** | 369.7 | 2,560.7 | **2,634.2** | 369.7 | 2,573.7 | **2,667.7** | 5,849.6 | 6,818.7 | **7,225.9** |
| Miscellaneous | 29.367 | 15.0 | **15.3** | 311.052 | 3,949.0 | **395.5** | 340.4 | 3,964.0 | **410.8** | 1,688.1 | 6,051.4 | **3,311.2** |
| Transfers In | - | 1,148.3 | **898.3** | 1,193.0 | 10,399.0 | **9,799.0** | 1,193.0 | 11,547.3 | **10,697.3** | 19,298.8 | 36,133.9 | **35,134.3** |
| Public Utility Revenue | 23,888.0 | 25,096.2 | **25,082.2** | 32,152.8 | 37,691.6 | **39,655.0** | 56,040.8 | 62,787.8 | **64,737.2** | 56,040.8 | 62,787.8 | **64,737.2** |
| Utility Byproduct Sales | - | - | **-** | 1,393.9 | 1,405.0 | **1,605.0** | 1,393.9 | 1,405.0 | **1,605.0** | 1,393.9 | 1,405.0 | **1,605.0** |
| Loans/Bonds/Capital Leases Issued | - | - | **-** | - | - | **-** | - | - | **-** | 4,372.6 | 978.8 | **-** |
| Capital Contributions | 5,682.2 | - | **-** | 26,594.5 | - | **-** | 32,276.7 | - | **-** | 32,276.7 | - | **-** |
| **Total Revenues & Transfers In** | **29,599.6** | **26,272.5** | **26,029.3** | **80,512.4** | **74,424.3** | **83,476.5** | **110,112.0** | **100,696.8** | **109,505.7** | **285,379.7** | **283,343.9** | **292,444.4** |
| **Financial Uses:** | | | | | | | | | | | | |
| General Government | - | - | **-** | - | - | **-** | - | - | **-** | 17,159.0 | 18,257.6 | **19,443.9** |
| Public Safety | - | - | **-** | - | - | **-** | - | - | **-** | 37,684.0 | 40,146.7 | **41,416.3** |
| Public Works | - | - | **-** | - | - | **-** | - | - | **-** | 12,257.4 | 13,179.3 | **12,879.1** |
| Public Health & Welfare | - | - | **-** | - | - | **-** | - | - | **-** | 11,416.6 | 12,012.7 | **12,015.9** |
| Recreation & Culture | - | - | **-** | - | 5,928.6 | **6,279.6** | - | 5,928.6 | **6,279.6** | 8,202.9 | 14,265.7 | **14,503.2** |
| Urban Development | - | - | **-** | - | - | **-** | - | - | **-** | 1,332.4 | 1,216.8 | **1,334.8** |
| Public Transportation | - | - | **-** | - | 7,654.3 | **8,143.2** | - | 7,654.3 | **8,143.2** | 9,206.8 | 17,543.4 | **18,423.5** |
| General Support | - | - | **-** | - | - | **-** | - | - | **-** | 1,192.8 | 1,117.7 | **1,278.8** |
| Unallocated | - | - | **-** | - | - | **-** | - | - | **-** | - | (1,407.9) | **(2,115.7)** |
| Public Utilities | 14,268.5 | 14,176.2 | **14,251.9** | 31,414.1 | 18,924.0 | **19,551.1** | 45,682.6 | 33,100.2 | **33,803.0** | 45,682.6 | 33,100.2 | **33,803.0** |
| Capital Outlay | - | 5,032.9 | **1,023.1** | - | 30,066.4 | **27,675.2** | - | 35,099.4 | **28,698.3** | 1,509.1 | 36,015.9 | **29,337.7** |
| Debt Service Normal Redemption | - | 1,016.0 | **2,501.0** | - | 2,169.2 | **2,741.6** | - | 3,185.2 | **5,242.6** | 25,509.2 | 35,111.2 | **37,491.6** |
| Debt Service Early Redemption & Refinancing | - | - | **-** | - | - | **-** | - | - | **-** | 18,910.0 | - | **-** |
| Debt Service - Interest & Fees | 1,549.1 | 1,755.3 | **2,451.5** | 1,210.2 | 3,205.8 | **3,378.5** | 2,759.2 | 4,961.0 | **5,830.0** | 27,716.5 | 29,418.2 | **29,764.7** |
| Depreciation | 4,596.4 | - | **-** | 23,112.6 | - | **-** | 27,709.1 | - | **-** | 27,709.1 | - | **-** |
| Non Operating Expenses | 0.2 | - | **-** | 2,248.1 | - | **-** | 2,248.3 | - | **-** | 2,248.3 | - | **-** |
| Transfers Out | 84,558.5 | 9,048.3 | **7,395.3** | 12,981.2 | 22,847.2 | **19,245.0** | 97,539.7 | 31,895.5 | **26,640.3** | 112,139.9 | 51,192.7 | **45,881.8** |
| **Total Financial Uses** | **104,972.7** | **31,028.7** | **27,622.7** | **70,966.2** | **90,795.5** | **87,014.2** | **175,938.9** | **121,824.2** | **114,637.0** | **359,876.5** | **301,170.0** | **295,458.8** |
| **Surplus (Deficit)** | (75,373.1) | (4,756.2) | **(1,593.5)** | 9,546.3 | (16,371.2) | **(3,537.8)** | (65,826.9) | (21,127.4) | **(5,131.2)** | (74,496.9) | (17,826.1) | **(3,014.5)** |
| **Fund/Equity Balance, Beginning** | **300,549.2** | **225,176.0** | **220,419.9** | **558,327.6** | **567,873.9** | **551,502.7** | **858,876.8** | **793,050.0** | **771,922.6** | **978,627.4** | **903,687.2** | **885,861.1** |
| **Intra-fund Transfer** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **(443.3)** | **-** | **-** |
| **Fund/Equity Balance, Ending** | **$ 225,176.0** | **$ 220,419.9** | **$ 218,826.4** | **$ 567,873.9** | **$ 551,502.7** | **$ 547,964.9** | **$ 793,050.0** | **$ 771,922.6** | **$ 766,791.3** | **$ 903,687.2** | **$ 885,861.1** | **$ 882,846.6** |

## Major Revenue Sources Review and Discussion

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

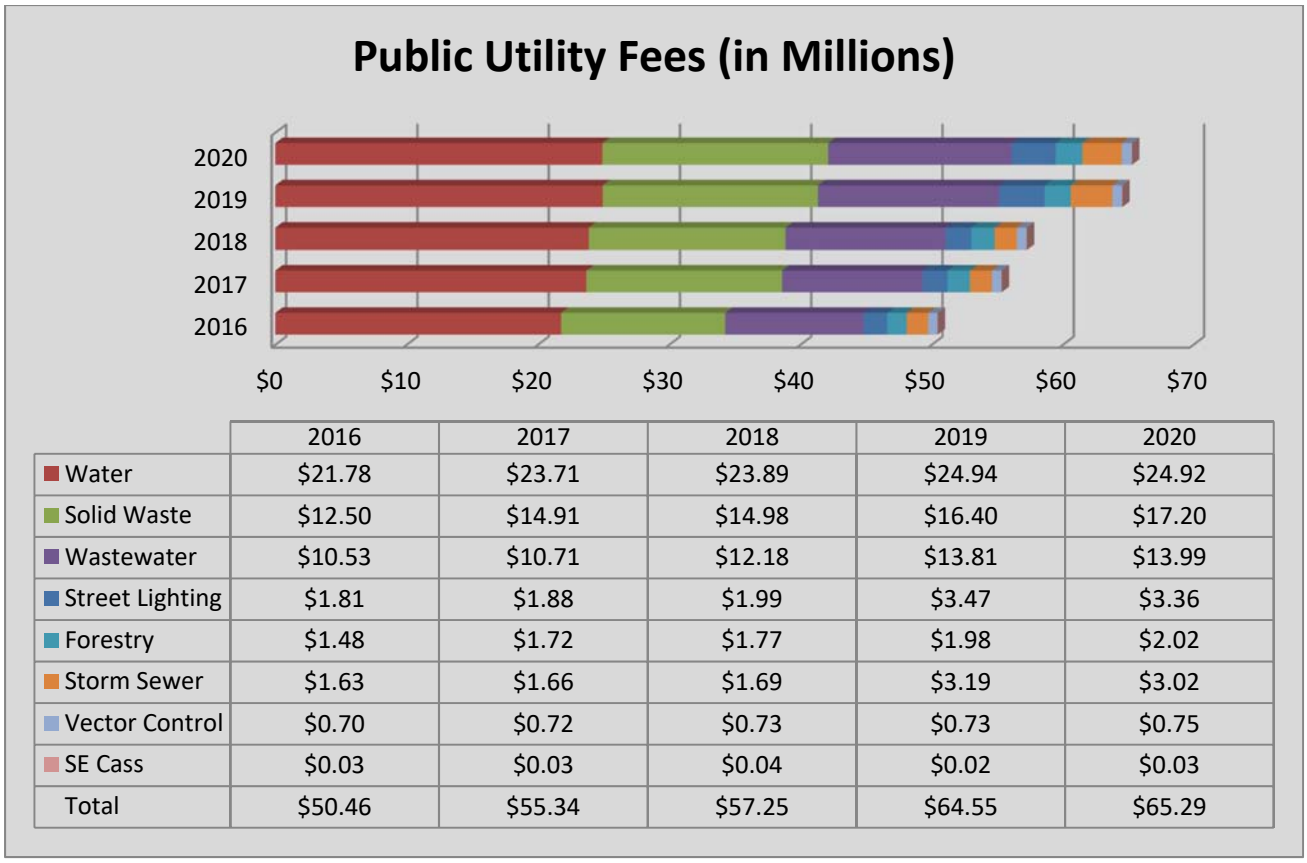
## Public Utility Revenue

### Utility Fees

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

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

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




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

**Byproduct Revenue**

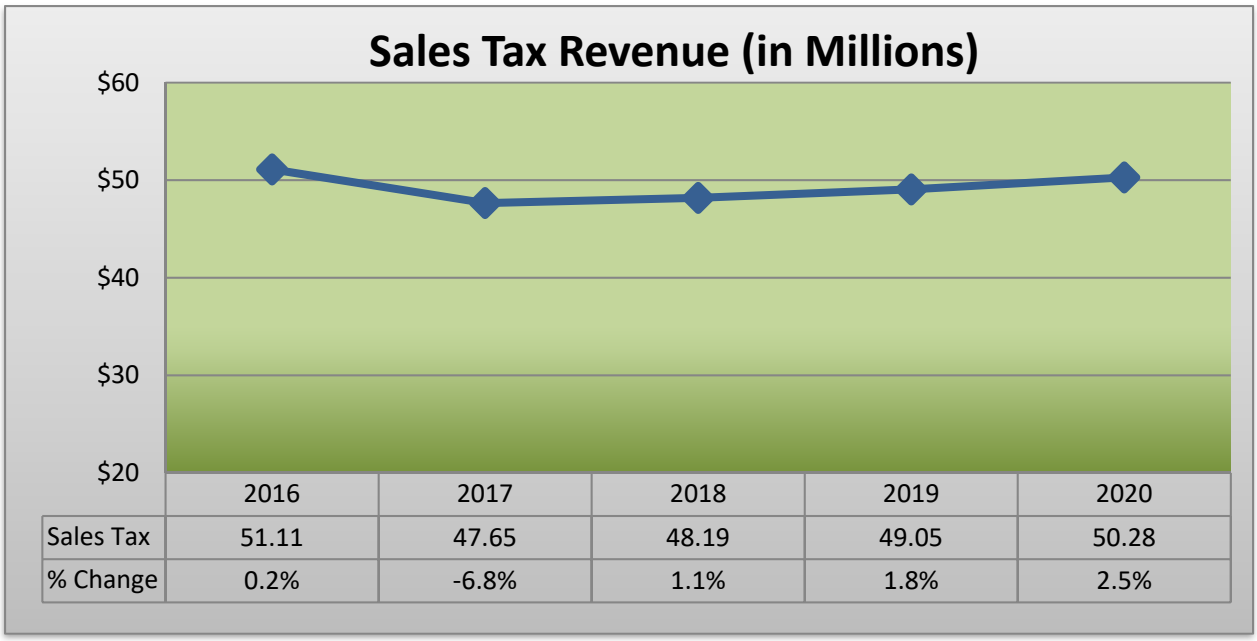
Fargo has been a leader in innovation by leveraging our utility operations to maximum benefit. Innovative projects include converting methane gas from our landfill to electricity, selling surplus methane gas to a local business, and reusing wastewater for ethanol production. All of these initiatives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

## Sales Taxes

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

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

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

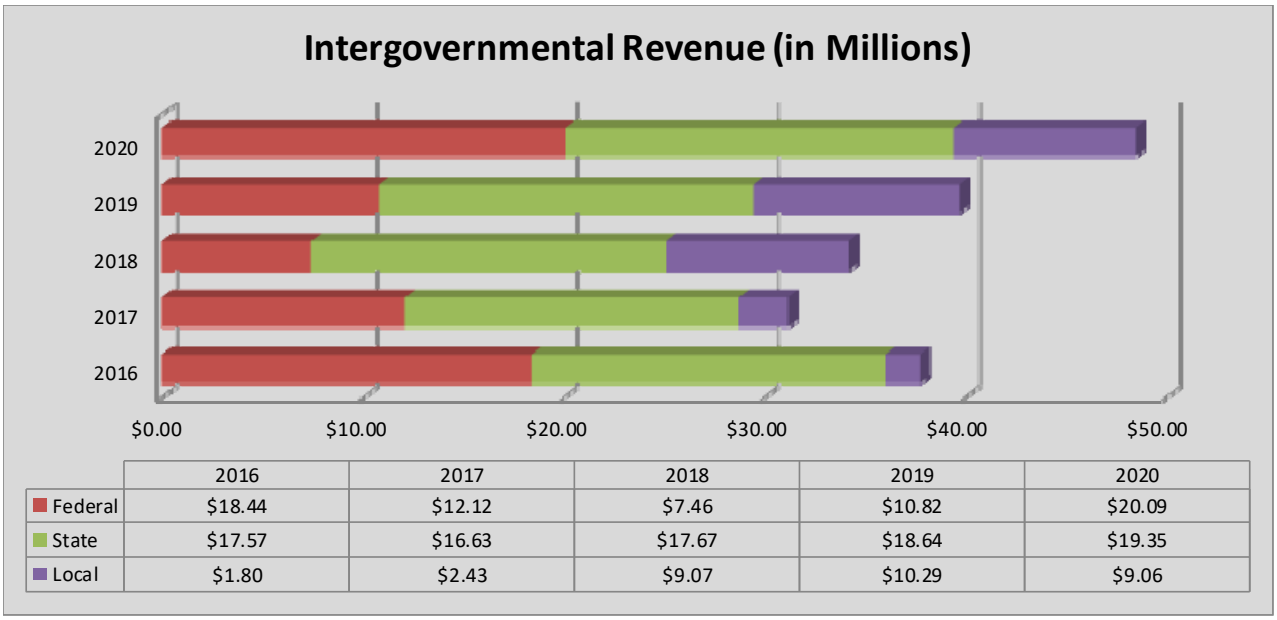



| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|
| Sales Tax | 51.11 | 47.65 | 48.19 | 49.05 | 50.28 |
| % Change | 0.2% | -6.8% | 1.1% | 1.8% | 2.5% |

## Intergovernmental Revenues

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

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




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

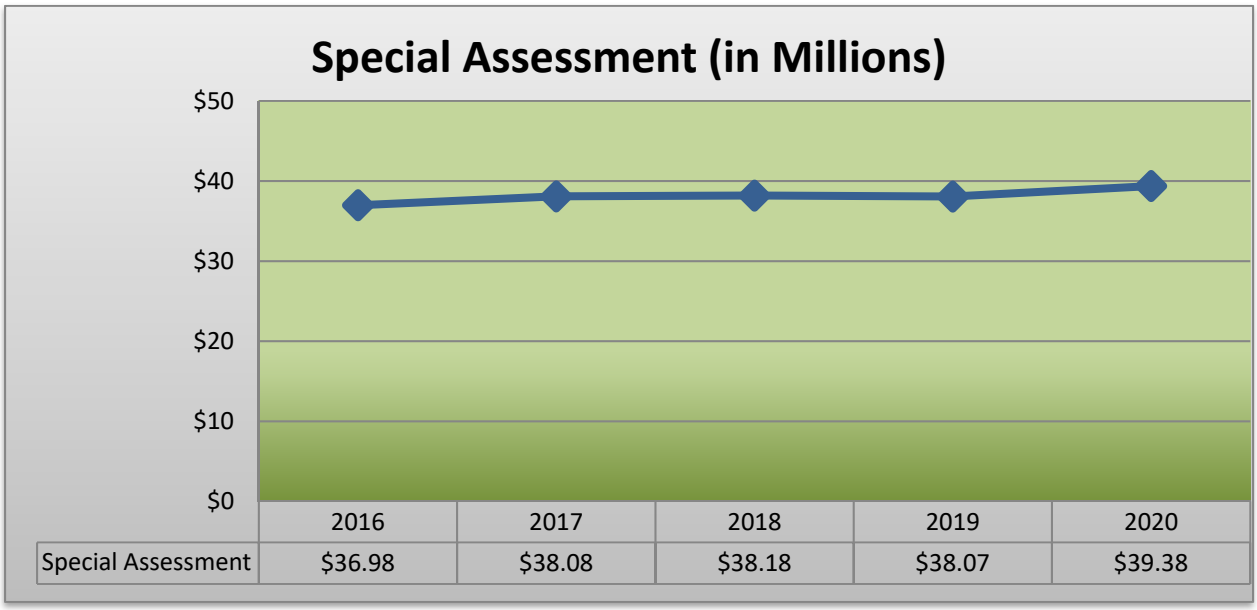
The City budgets for grant revenue based upon approved grant agreements. Budgets are modified during the year as new grants are awarded and approved by the Board of City Commissioners. State intergovernmental revenues are estimated based upon financial statistics reported by the State of North Dakota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

## Special Assessments

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

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

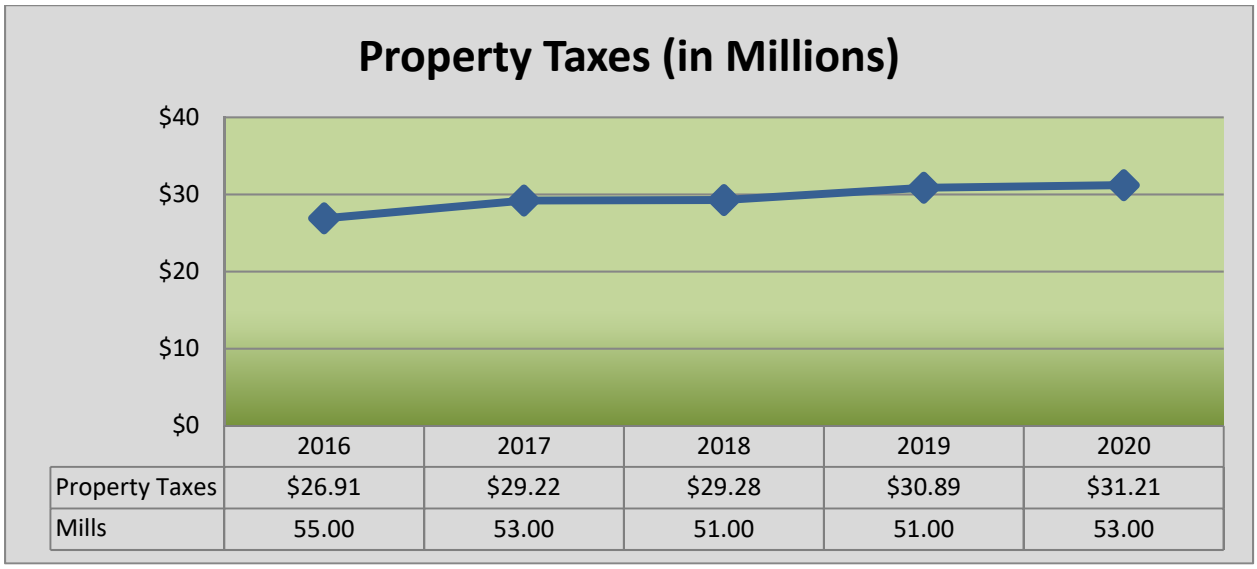
The amount budgeted for special assessment revenue in 2020 of $39 million is based upon projects currently on the assessment rolls and an allowance for assessment prepayments. This revenue source will continue to rise as our community continues to grow. Funds collected from certified assessment collections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




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

## Property Taxes

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

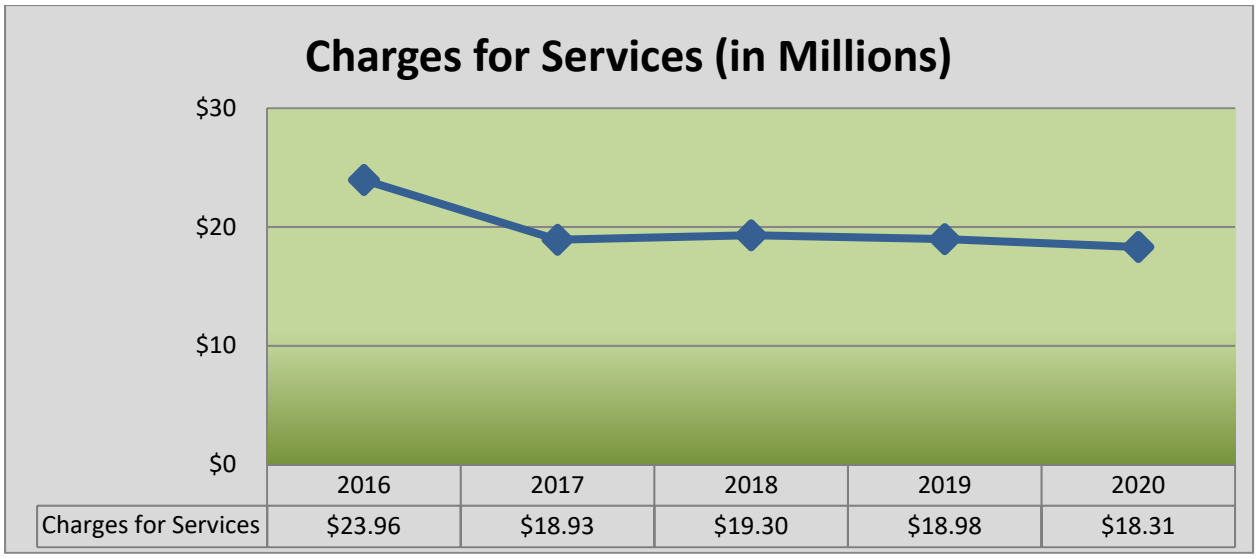



| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|
| Property Taxes | $26.91 | $29.22 | $29.28 | $30.89 | $31.21 |
| Mills | 55.00 | 53.00 | 51.00 | 51.00 | 53.00 |

## Charge for Services

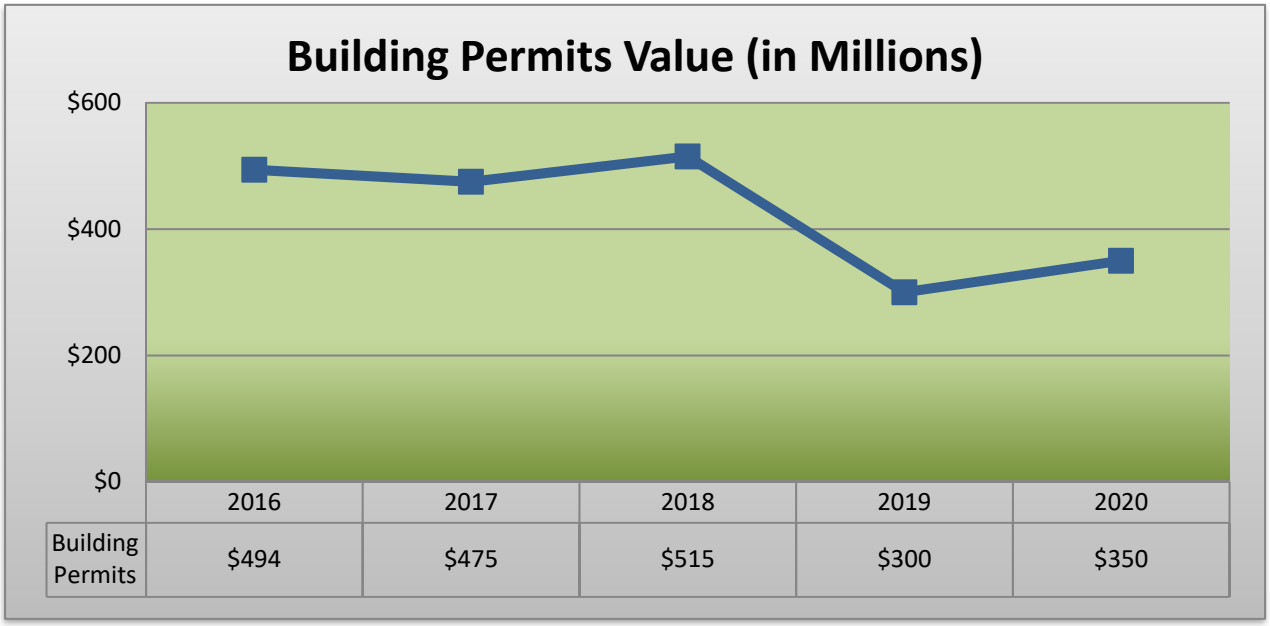
### Charge for Services

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



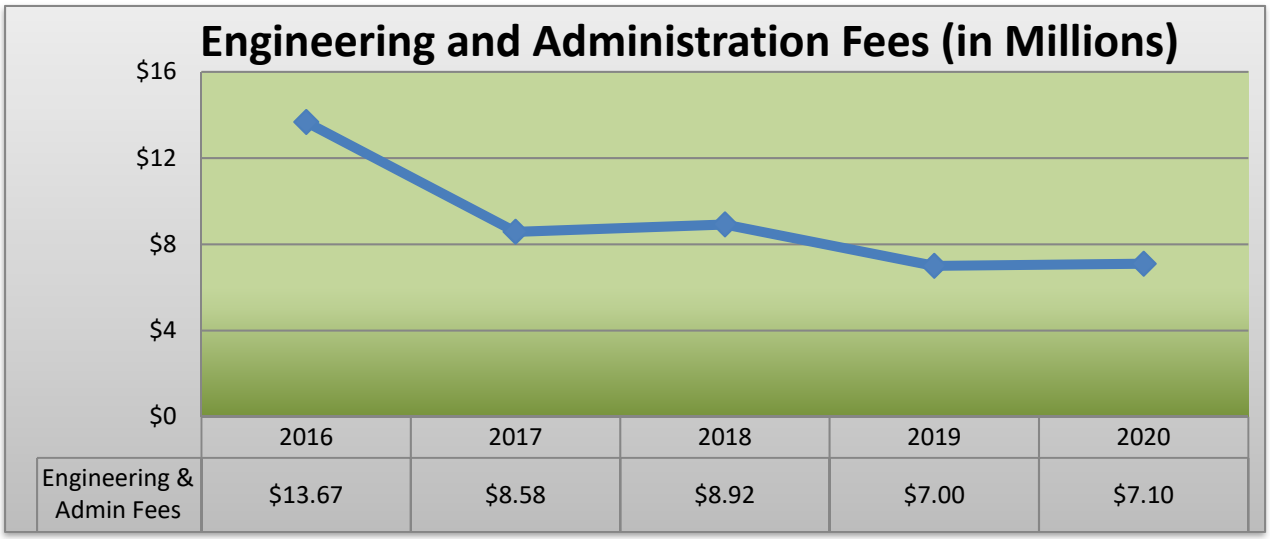

**Building Permits**

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.



**Capital Project Engineering and Administrative Fees**

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




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

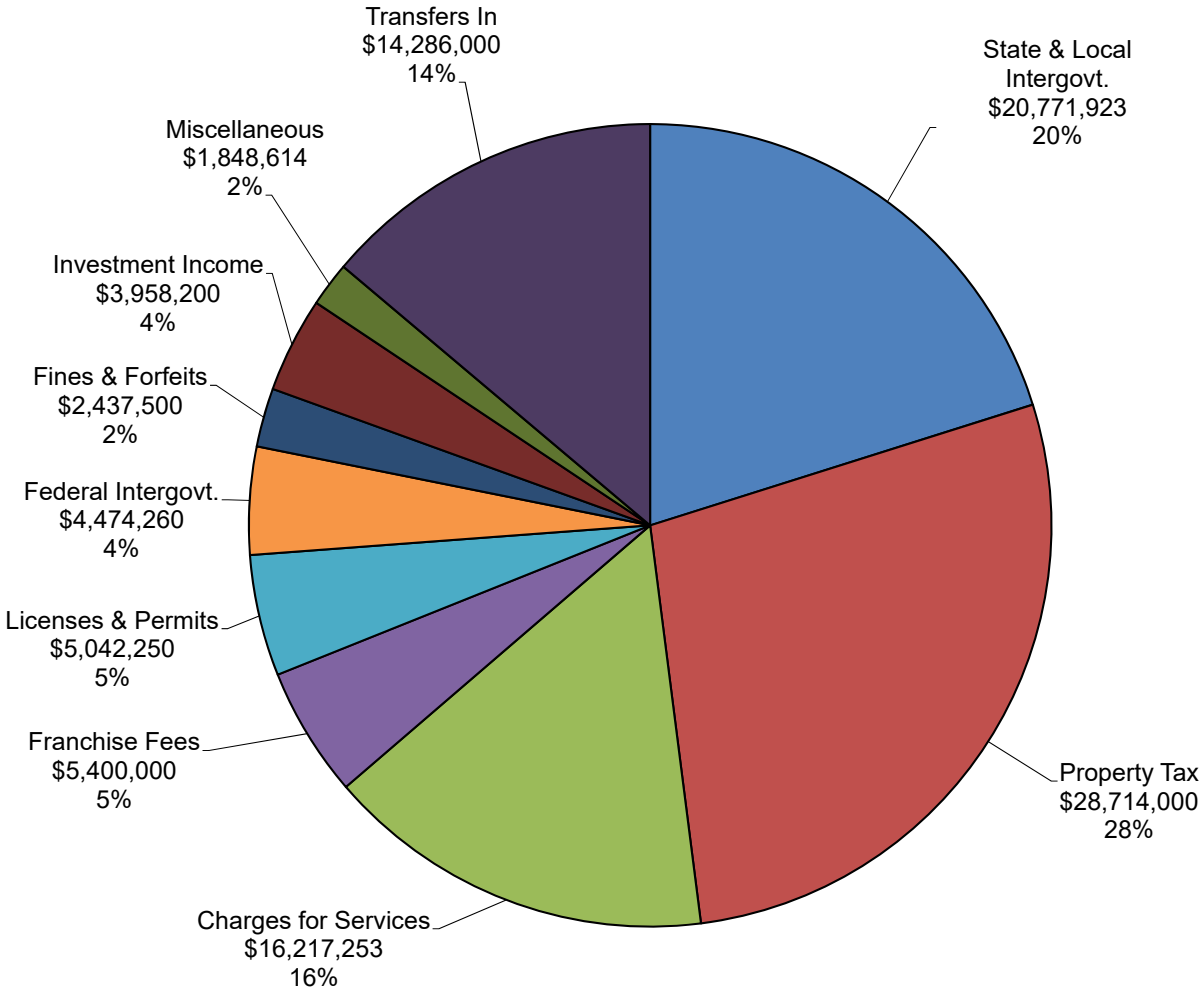
| Fund Balance Definitions | Fiscal Trends and Comments |
|---|---|
| Fund balance is the difference between assets and liabilities and is one of many measurements of an entities overall financial strength.<br><br>Pursuant to the Governmental Accounting Standards Board standard fund balances are categorized 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. | • The City maintains reserves in accordance with our fund balance policies.<br><br>• The Revenue Stabilization Fund is currently $1 million that represents the minimum reserve required by policy. There are no draws upon this fund in the 2020 budget.<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.<br><br>• The format used to present this section of the budget follows the Government Finance Association's Best Budget Practices and is designed to provide reader a high-level overview of our financial trends over multiple fiscal years. |

## Schedule of Changes in Governmental Fund Balances

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

| Fund Description | Fiscal Trends |
| --- | --- |
| The General Fund accounts for all revenues and expenditures of the City of Fargo which are not accounted for in other funds and is the largest and most important operating fund.<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 2020 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>• Construction activity and building permit revenues predicted to decline.<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
# 2020 GENERAL FUND BUDGETED REVENUES




Total Budgeted Revenues = $103,150,000

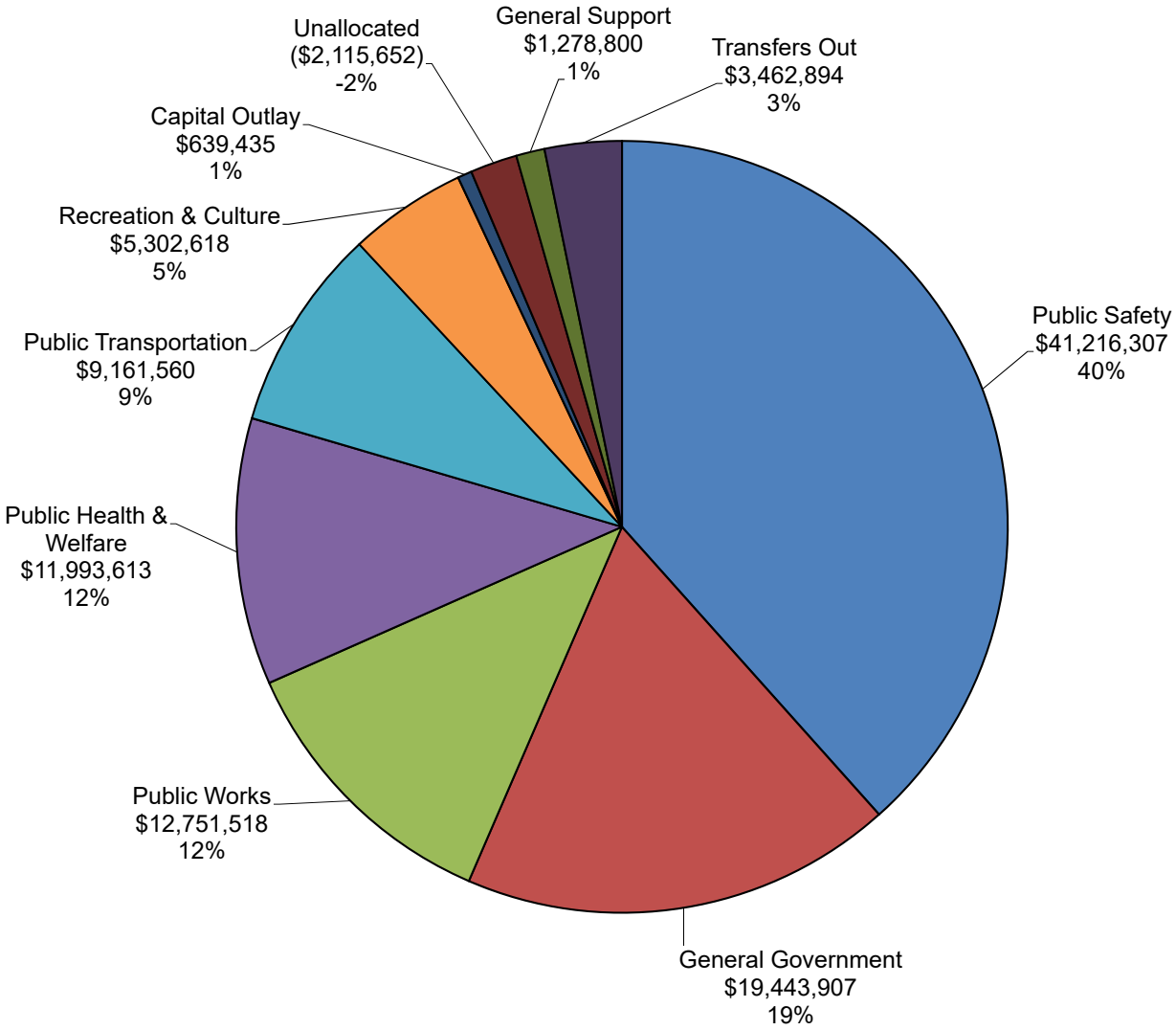
## CITY OF FARGO, NORTH DAKOTA
## GENERAL FUND REVENUE ANALYSIS
## BY SOURCE

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

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

| REVENUE SOURCES | 2016 ACTUAL | 2017 ACTUAL | 2018 ACTUAL | 2019 APPROVED BUDGET | 2020 APPROVED BUDGET |
|---|---|---|---|---|---|
| **Property Tax** | $ 22,100,797 | $ 23,844,015 | $ 24,550,955 | $ 25,792,000 | $ 28,714,000 |
| | **26.8%** | **29.4%** | **29.4%** | **30.7%** | **32.3%** |
| **Franchise Fees** | 4,839,169 | 5,108,969 | 5,264,570 | 5,431,100 | 5,400,000 |
| | **5.8%** | **6.3%** | **6.3%** | **6.5%** | **6.1%** |
| **Licenses & Permits** | 4,832,455 | 4,628,182 | 5,198,722 | 5,559,000 | 5,042,250 |
| | **5.8%** | **5.7%** | **6.2%** | **6.6%** | **5.7%** |
| **Federal Intergovt.** | 4,799,729 | 5,300,819 | 4,729,401 | 4,184,066 | 4,474,260 |
| | **5.8%** | **6.6%** | **5.7%** | **5.0%** | **5.0%** |
| **State & Local Intergovt.** | 18,506,519 | 17,871,426 | 19,013,601 | 19,751,895 | 20,771,923 |
| | **22.3%** | **22.1%** | **22.8%** | **23.5%** | **23.4%** |
| **Charges for Services** | 22,161,433 | 17,042,076 | 17,214,422 | 15,837,863 | 16,217,253 |
| | **26.7%** | **21.1%** | **20.6%** | **18.8%** | **18.2%** |
| **Fines & Forfeits** | 2,121,582 | 2,104,662 | 2,095,543 | 2,142,500 | 2,437,500 |
| | **2.6%** | **2.6%** | **2.5%** | **2.5%** | **2.7%** |
| **Investment Income** | 2,525,865 | 3,942,045 | 4,444,435 | 3,595,000 | 3,958,200 |
| | **3.0%** | **4.9%** | **5.3%** | **4.3%** | **4.5%** |
| **Miscellaneous** | 1,030,899 | 1,033,911 | 978,005 | 1,754,976 | 1,848,614 |
| | **1.2%** | **1.3%** | **1.2%** | **2.1%** | **2.1%** |
| **Total Revenues** | **$ 82,918,448** | **$ 80,876,105** | **$ 83,489,654** | **$ 84,048,400** | **$ 88,864,000** |
| | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** |
| **Operating Transfers In** | 11,515,029 | 11,778,132 | 13,440,600 | 14,494,600 | 14,286,000 |
| **Total Revenues & Transfers In** | **$ 94,433,477** | **$ 92,654,237** | **$ 96,930,254** | **$ 98,543,000** | **$ 103,150,000** |

# CITY OF FARGO, ND
# 2020 GENERAL FUND BUDGETED EXPENDITURES




Total Budgeted Expenditures = $103,135,000

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

| Expense Category | 2019 Approved Budget | 2020 Divisional Requests | 2020 Approved Budget | % of Total | Change from 2019 Approved Budget to 2020 Approved Budget | |
|---|---|---|---|---|---|---|
| | | | | | $ | % |
| Salaries | $ 52,650,892 | $ 58,668,145 | $ 55,510,636 | **53.8%** | $ 2,859,744 | **5.4%** |
| Benefits | 17,244,531 | 18,219,963 | 18,575,374 | **18.0%** | 1,330,843 | **7.7%** |
| Other Services | 11,211,490 | 12,326,507 | 11,436,383 | **11.1%** | 224,893 | **2.0%** |
| Capital Outlay | 636,835 | 1,827,999 | 639,435 | **0.6%** | 2,600 | **0.4%** |
| Transfer for Debt Service | 2,418,400 | 2,895,147 | 2,920,410 | **2.8%** | 502,010 | **20.8%** |
| Other Transfers | 506,545 | 3,442,637 | 542,484 | **0.5%** | 35,939 | **7.1%** |
| Major Cost Categories | 84,668,693 | 97,380,398 | 89,624,722 | **86.9%** | 4,956,029 | **5.9%** |
| Energy | 2,829,890 | 2,922,917 | 2,745,917 | **2.7%** | (83,973) | **-3.0%** |
| Repairs and Maintenance | 3,783,605 | 3,944,041 | 3,865,341 | **3.7%** | 81,736 | **2.2%** |
| General Supplies | 2,597,760 | 2,683,883 | 2,657,833 | **2.6%** | 60,073 | **2.3%** |
| Rentals | 1,399,946 | 1,628,121 | 1,406,721 | **1.4%** | 6,775 | **0.5%** |
| Major Supplies | 676,546 | 784,046 | 764,676 | **0.7%** | 88,130 | **13.0%** |
| Miscellaneous | 596,005 | 612,005 | 665,005 | **0.6%** | 69,000 | **11.6%** |
| Travel & Education | 860,787 | 927,412 | 906,512 | **0.9%** | 45,725 | **5.3%** |
| Insurance | 684,712 | 738,355 | 757,755 | **0.7%** | 73,043 | **10.7%** |
| Communications | 444,396 | 459,628 | 458,128 | **0.4%** | 13,732 | **3.1%** |
| Advertising and Printing | 278,560 | 285,510 | 264,390 | **0.3%** | (14,170) | **-5.1%** |
| Debt Service | 17,100 | 18,000 | 18,000 | **0.0%** | 900 | **5.3%** |
| Unallocated | (600,000) | (600,000) | (1,000,000) | **-1.0%** | (400,000) | **66.7%** |
| Minor Cost Categories | 13,569,307 | 14,403,918 | 13,510,278 | **13.1%** | (59,029) | **-0.4%** |
| **Totals** | **$ 98,238,000** | **$ 111,784,316** | **$ 103,135,000** | **100.0%** | **$ 4,897,000** | **5.0%** |

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

| FUNCTIONAL COST CATEGORY | 2016 ACTUAL | 2017 ACTUAL | 2018 ACTUAL | 2019 APPROVED BUDGET | 2020 DIVISIONAL REQUESTS | 2020 APPROVED BUDGET |
|---|---|---|---|---|---|---|
| **General Government** | $ 15,850,432 | $ 16,709,859 | $ 17,159,027 | $ 18,617,367 | $ 20,263,400 | $ 19,443,907 |
| | **17.9%** | **18.2%** | **18.4%** | **19.5%** | **19.2%** | **19.5%** |
| **Public Safety** | 35,804,818 | 36,823,018 | 37,462,432 | 39,443,187 | 41,919,910 | 41,216,307 |
| | **40.4%** | **40.3%** | **40.2%** | **41.5%** | **39.8%** | **41.4%** |
| **Public Works** | 10,662,455 | 10,710,691 | 11,285,970 | 11,958,577 | 13,404,793 | 12,751,518 |
| | **12.0%** | **11.7%** | **12.1%** | **12.5%** | **12.7%** | **12.8%** |
| **Public Health & Welfare** | 10,762,458 | 11,533,635 | 11,380,244 | 11,753,809 | 11,904,721 | 11,993,613 |
| | **12.1%** | **12.6%** | **12.2%** | **12.3%** | **11.3%** | **12.0%** |
| **Recreation & Culture** | 4,770,797 | 4,896,092 | 5,297,412 | 5,142,664 | 5,426,614 | 5,302,618 |
| | **5.4%** | **5.4%** | **5.7%** | **5.4%** | **5.1%** | **5.3%** |
| **Unallocated** | - | - | - | (1,789,932) | (307,492) | (2,115,652) |
| | **0.0%** | **0.0%** | **0.0%** | **-1.9%** | **-0.3%** | **-2.1%** |
| **Public Transportation** | 7,092,990 | 7,374,024 | 7,892,018 | 8,312,848 | 9,761,787 | 9,161,560 |
| | **8.0%** | **8.1%** | **8.5%** | **8.7%** | **9.3%** | **9.2%** |
| **General Support** | 1,057,122 | 1,151,575 | 1,192,789 | 1,237,700 | 1,244,800 | 1,278,800 |
| | **1.2%** | **1.3%** | **1.3%** | **1.3%** | **1.2%** | **1.3%** |
| **Capital Outlay** | 2,689,823 | 2,178,422 | 1,503,034 | 636,835 | 1,827,999 | 639,435 |
| | **3.0%** | **2.4%** | **1.6%** | **0.7%** | **1.7%** | **0.6%** |
| | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** |
| **Total Expenditures** | **$ 88,690,895** | **$ 91,377,316** | **$ 93,172,926** | **$ 95,313,055** | **$ 105,446,532** | **$ 99,672,106** |
| **Transfers Out to Other Funds** | 5,522,130 | 2,826,851 | 6,064,881 | 2,924,945 | 6,337,784 | 3,462,894 |
| **Total Expenditures and Transfers Out** | **$ 94,213,025** | **$ 94,204,167** | **$ 99,237,807** | **$ 98,238,000** | **$ 111,784,316** | **$ 103,135,000** |

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

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

**Analysis Notes:**

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

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

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

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

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

**Analysis Notes:**

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

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

# City Administration

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 515,088 | $ 528,416 | $ 527,416 | $ 542,442 |
| Benefits | 106,599 | 117,294 | 117,294 | 127,896 |
| Other Services | 20,800 | 65,200 | 65,200 | 140,200 |
| Repairs and Maintenance | - | 500 | 500 | 500 |
| Rentals | - | - | - | - |
| Insurance | 1,126 | 730 | 730 | 730 |
| Communications | 1,230 | 1,400 | 1,400 | 1,400 |
| Advertising and Printing | - | 1,900 | 1,900 | 1,900 |
| Travel & Education | 6,961 | 20,700 | 20,700 | 20,700 |
| Energy | - | - | - | - |
| General Supplies | 1,115 | 2,600 | 2,600 | 2,600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 2,137 | 2,500 | 2,500 | 2,500 |
| Capital Outlay | 1,702 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 656,758 | $ 741,240 | $ 740,240 | $ 840,868 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Human Resources Department is responsible for the direction of all human resource programs including the following:<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. | • **Performance Management**<br>The HR Team plans to focus on performance management, reinforcing the importance of on-going feedback in order for employees to be engaged and successful in their positions, ultimately providing the best service possible to our citizens. A Performance Management Platform provides a tool to automate the performance management process, creating efficiencies for managers and a more engaging, impactful experience for employees.<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>• **Mission, Vision, Values**<br>In collaboration with City Administration, the HR Team would like to lead the effort to develop an organizational mission statement, vision and values. This process is a critical component to overall organizational development. |

**Operational Measures**

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

# Human Resources

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 588,261 | $ 644,985 | $ 642,985 | $ 675,157 |
| Benefits | 142,527 | 154,263 | 154,263 | 168,913 |
| Other Services | 199,703 | 223,550 | 223,550 | 228,050 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | 7,588 | 9,506 | 9,506 | 4,500 |
| Insurance | 2,599 | 2,185 | 2,185 | 2,185 |
| Communications | 3,444 | 5,810 | 5,810 | 4,600 |
| Advertising and Printing | 26,974 | 34,000 | 34,000 | 34,450 |
| Travel & Education | 46,352 | 58,325 | 58,325 | 59,850 |
| Energy | - | - | - | - |
| General Supplies | 6,884 | 5,877 | 5,877 | 6,400 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 13,436 | 77,500 | 77,500 | 77,500 |
| Capital Outlay | 808 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 1,038,576 | $ 1,216,001 | $ 1,214,001 | $ 1,261,605 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Information Services Department provides technology innovations, solutions, services, and support to all City of Fargo Departments and the Red River Regional Dispatch Center. IS also provides the same services to the Family HealthCare.<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. | • Security issues across all devices and platforms.<br><br>• Managing Tablets and Smart Phones.<br><br>• Mobility of applications and access to software.<br><br>• Security for the mobile 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>• Use of Internet-of-Things (IOT) devices.<br><br>• Emergence of Artificial Intelligence and Machine Learning.<br><br>• Use of Data Analytics tools. |

**Operational Measures**

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

*Adjusted to reflect change method of recording tickets.

# Information Services

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,666,183 | $ 1,725,928 | $ 1,722,928 | $ 1,808,459 |
| Benefits | 416,489 | 437,486 | 437,486 | 473,733 |
| Other Services | 20,195 | 21,000 | 21,000 | 21,000 |
| Repairs and Maintenance | 808,083 | 1,106,392 | 1,106,392 | 1,106,392 |
| Rentals | - | 1,000 | 1,000 | 1,000 |
| Insurance | 8,360 | 5,895 | 5,895 | 5,895 |
| Communications | 137,442 | 130,560 | 130,560 | 130,560 |
| Advertising and Printing | - | - | - | - |
| Travel & Education | 21,112 | 36,000 | 36,000 | 21,000 |
| Energy | 919 | 1,443 | 1,443 | 1,443 |
| General Supplies | 12,482 | 19,000 | 19,000 | 19,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,108 | 4,550 | 4,550 | 4,550 |
| Capital Outlay | 52,488 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 3,144,861 | $ 3,489,254 | $ 3,486,254 | $ 3,593,032 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 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 Department of Communications & Public Affairs provides **proactive administrative and technical assistance** to the Mayor, Commissioners, department heads and the media. The office also plans, coordinates and provides management direction to other departmental public information officers (PIOs) regarding the timely dissemination of information.<br><br>Communications & Public Affairs oversees **external communications** for the City of Fargo, including media relations, multimedia promotional campaigns, the City websites, overall web presence, social media outlets, branding, citizen engagement platforms, organizational communication policies, printed publications and the operation of government access television channels.<br><br>The department also manages **internal communications**, including the quarterly employee newsletter, the intranet site, electronic communications and printed publications. It also maintains the City's **crisis communication plan** and directs communications efforts across departments during City emergencies.<br><br>**Major services delivered include:**<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 TV channels, including production of 25 monthly meetings<br>• Operating and generating content for City Hall's external and internal public information displays<br>• Creation of educational videos and Public Service Announcements (PSAs)<br>• Oversight of external communications contractors working on behalf of the City | • **With more than 40 social media platforms,** it is vital for the City to consider its unified presence while also encouraging each department or division to share creative content with its citizens. This involves planning, scheduling, engaging, responding and analyzing results.<br>• The restructuring of the department (and the addition of the Creative Services Division) is allowing the department to expand into live streaming of meetings on the web, in addition to public access television networks. It is important for the City to reach its citizens via interactive outlets.<br>• **Brand cohesiveness** continues to be a challenge across the various departments of the City. This department will continually reinforce efforts to solidify the City's commitment to a unified brand presence.<br>• The process for submitting and processing **Freedom of Information Act (FOIA) requests** has been streamlined to improve efficiencies and effectiveness of information distribution internally and externally.<br><br>**Department goals for 2020:**<br><br>• **Social media programming** – efforts will be undertaken to curate, plan and evaluate engaging content across the City's platforms to maximize engagement and public comment activations.<br>• **Employee internal communications –** the City's greatest asset is its employees and this department will research and integrate new communication approaches to educate, motivate and activate its team members through information dissemination.<br>• **Communication policies** – the City's internal and external communications policies (including social media, website visitor, privacy and crisis communication policies) are slated for review and modification in the upcoming year. |

**Operational Measures**

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

# Public Information

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 197,426 | $ 259,653 | $ 255,653 | $ 279,966 |
| Benefits | 47,981 | 69,507 | 69,507 | 70,961 |
| Other Services | 50,525 | 79,820 | 79,820 | 99,820 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | 635 | 730 | 730 | 730 |
| Communications | 2,220 | 2,350 | 2,350 | 2,350 |
| Advertising and Printing | 1,776 | 2,500 | 2,500 | 3,250 |
| Travel & Education | 7,692 | 7,900 | 7,900 | 14,400 |
| Energy | - | - | - | - |
| General Supplies | 1,454 | 1,000 | 1,000 | 1,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 13,055 | 15,000 | 15,000 | 15,000 |
| Capital Outlay | 19,628 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 342,392 | $ 438,460 | $ 434,460 | $ 487,477 |

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

# City Attorney

| 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:**<br>• FargoDome Authority<br>• FM HRA<br>• FM Diversion Authority<br>• Flood Property Acquisitions<br>• Red River Regional Dispatch Center | • In recent past, handled increasing demand by off-loading work (e.g. Div Auth); however, demand for legal services continues to grow. Departments that generally demand legal services are becoming larger and are handling more complex issues (i.e. Engineering and Planning).<br><br>• In addition, expected turnaround time is ever-shortening. This requires deeper level of resources to absorb demands for service<br><br>• In past year, anticipated increase in attention needed in open record requests and code enforcement issues and this was fully realized.<br><br>• Expected that most of added demand for services by City will be absorbed by Associate(s). |

# City Attorney

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

# City Prosecution

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

# City Prosecution

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

# Baseball Stadium

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The City of Fargo constructed a 4,500-seat baseball stadium located on the campus of North Dakota State University (NDSU). It is the home of the FM-Redhawks baseball team, a member of the Northern League.<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.<br><br>Committee members include representatives from the City of Fargo, Fargo Baseball, LLC, and North Dakota State University. | • Maintenance costs are trending higher due to the age of the facility that was built in 1995.<br><br>• A Stadium Management Committee structure is in place to oversee the operations and interaction with Stadium stakeholders. Committee members include representatives from the City of Fargo, Fargo Baseball, LLC, and North Dakota State University.<br><br>• A long-term capital improvement plan was developed for this facility in 2019 to guide future repair and replacement projects for the next several years.<br><br>• Capital funding of $180,000 has been included in the 2020 budget for major repairs to the facility. |

**Operational Measures**

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

# Baseball Stadium

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

# City Auditor

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Auditor's Office provides fiscal administration services in support of our governmental functions. It also provides services to the Red River Regional Dispatch Center and the FM Diversion Authority pursuant to fiscal services agreements.<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<br>• Fiscal agent for the Red River Dispatch Center | • We delivered our Comprehensive Annual Financial Report (CAFR) and related independent audit report with a clean opinion and no audit findings. We expect the same results going forward. Awarded the GFOA Certificate of Excellence in Financial Reporting for the past 20 years.<br><br>• Our credit card bill payment method business strategy continues to grow producing an estimated rebate of $250,000 in 2019. Life to date rebates received total $1,163,000.<br><br>• We expect interest rates to rise slightly in FY 2020 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.<br><br>• The Auditors' Office is planning to replace a legacy utility billing system in 2020 to provide better levels of service to our utility customers. |

**Operational Measures**

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

# City Auditor

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 986,497 | $ 1,028,057 | $ 1,028,057 | $ 1,071,523 |
| Benefits | 254,254 | 268,604 | 268,604 | 292,470 |
| Other Services | 80,689 | 87,900 | 87,900 | 95,400 |
| Repairs and Maintenance | 1,180 | 1,160 | 1,160 | 1,300 |
| Rentals | 2,377 | 3,500 | 3,500 | 2,700 |
| Insurance | 3,235 | 4,000 | 4,000 | 4,000 |
| Communications | 940 | 960 | 960 | 480 |
| Advertising and Printing | 7,342 | 8,000 | 8,000 | 9,000 |
| Travel & Education | 17,065 | 17,835 | 17,835 | 17,335 |
| Energy | - | - | - | - |
| General Supplies | 7,650 | 11,000 | 11,000 | 9,500 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 795 | 1,000 | 1,000 | 1,000 |
| Capital Outlay | 2,464 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 1,364,488 | $ 1,432,016 | $ 1,432,016 | $ 1,504,708 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 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 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. | • Fargo Police Department cut the amount of patrol officers operating in the city of Fargo, causing the amount of traffic tickets issued to decrease.<br><br>• Fargo Police Department is now enforcing State rules regarding intoxicated individuals who refuse to go to detox. When these individuals refuse detox, they must be housed in the Cass County Jail to ensure their safety, as well as the public's safety. Therefore, the housing bill will dramatically increase.<br><br><u>Bills that become effective August 1, 2019</u>:<br><br>• House Bill 1334 states that the court shall seal an individual's DUI record if they have not been convicted of another criminal offense within 7 years of the first violation.<br><br>• Senate Bill 2304 states that city ordinances regarding fines of traffic violations or violations of operation or equipment of a motor vehicle may be increased up to, but not more than, 100%.<br><br>• House Bill 1050 states that possession of marijuana of half an ounce or less and possession of marijuana paraphernalia will now be classified as an infraction and possession of marijuana over half an ounce but not more than 500 grams will be classified as a B misdemeanor. |

**Operational Measures**

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

# Municipal Court

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 473,642 | $ 483,167 | $ 482,167 | $ 506,330 |
| Benefits | 136,907 | 127,821 | 127,821 | 137,828 |
| Other Services | 251,467 | 245,010 | 245,010 | 224,010 |
| Repairs and Maintenance | 3,155 | 4,400 | 4,400 | 4,400 |
| Rentals | - | - | - | - |
| Insurance | 2,117 | 685 | 685 | 685 |
| Communications | - | 640 | 640 | 640 |
| Advertising and Printing | 941 | 1,500 | 1,500 | 1,500 |
| Travel & Education | 2,078 | 4,085 | 4,085 | 4,085 |
| Energy | 27,196 | 26,500 | 26,500 | 26,500 |
| General Supplies | 2,873 | 4,000 | 4,000 | 4,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 250 | 1,200 | 1,200 | 1,200 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 900,626 | $ 899,008 | $ 898,008 | $ 911,178 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 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>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.<br><br>• Fargo Police Department has cut the amount of patrol officers operating in the city of Fargo, causing the amount of traffic tickets issued to decrease.<br><br>• Fargo Police Department is now enforcing State rules regarding intoxicated individuals who refuse to go to detox. When these individuals refuse detox, they must be housed in the Cass County Jail to ensure their safety, as well as the public's safety. Therefore, the housing bill will dramatically increase.<br><br>• The ordinance for selling, consuming, or possessing alcohol in public was reduced to a non-criminal offense leading to less arrests and jail time. |

**Operational Measures**

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

# Incarceration

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

| 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. | • Work processes are continually being analyzed and modified to create positive, productive, and efficient outcomes. We are currently advancing our efforts in using technology for field data collection and analyzing geographic influences on values.<br><br>• Recent increases in market valuations appears to be tapering off to more normal levels.<br><br>• Some commercial property sub-markets are experiencing somewhat of a leveling off in activity, resulting in an increase in valuation appeals. Due to that, we are attempting to attain income & expense information for non-owner occupied commercial properties. |

**Operational Measures**

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

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

# City Assessor

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 859,367 | $ 896,977 | $ 892,977 | $ 939,842 |
| Benefits | 246,248 | 263,086 | 263,086 | 274,187 |
| Other Services | 4,621 | 4,040 | 4,040 | 16,040 |
| Repairs and Maintenance | - | 2,600 | 2,600 | 2,600 |
| Rentals | 67,206 | 3,400 | 3,400 | 5,112 |
| Insurance | 5,064 | 4,505 | 4,505 | 5,000 |
| Communications | 4,321 | 3,678 | 3,678 | 4,320 |
| Advertising and Printing | - | 2,040 | 2,040 | 2,040 |
| Travel & Education | 14,584 | 25,280 | 25,280 | 23,980 |
| Energy | 7,433 | 2,973 | 2,973 | 2,000 |
| General Supplies | 7,103 | 15,100 | 15,100 | 15,100 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 436 | 1,100 | 1,100 | 600 |
| Capital Outlay | 6,409 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 1,222,792 | $ 1,224,779 | $ 1,220,779 | $ 1,290,821 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 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>The Finance Department manages this cost center. | • The auditing budget will provide for proactive forensic auditing procedures to be developed and applied to our financial data. This is in addition to our normal financial audit process.<br><br>• Insurance costs will increase with the addition of new City facilities.<br><br>• Banking service fees increased because of a change in our banking and investment management programs.<br><br>• City staff continue to refine our digital records management processes to reduce the cost of records administration. Electronic management of records reduces our administrative and supply costs.<br><br>• Work continues to make accounting and financial reporting more efficient by investing in state of the art report writing software. |

**Operational Measures**

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

# General Support

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Buildings & Grounds is in charge of maintaining seven downtown structures, seven "off-campus" facilities, a Public Safety Building, and the Fargo Cass Public Health facility.<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. | • Director of Facilities Management position approve in 2019. Proactive management of our facility construction and maintenance practices are being developed to avoid unnecessary costs.<br><br>• City Hall construction was completed in the fall of 2018. City staff are adjusting to this new facility and building maintenance requirements.<br><br>• Building maintenance functions will be automated and integrated into the City's centralized asset management system as a long term goal for this Division. The new City Hall will be set up in this maintenance tracking system in 2019 so that all building related tasks are tracked.<br><br>• The old City Hall was demolished last year and now planning as begun on a Civic Plaza area adjacent to City Hall.<br><br>• Operating budgets are synchronized to our actual post construction energy usage levels for City Hall. Savings are accumulating as a result of modern energy saving building methods. |

**Operational Measures**

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

# Buildings & Grounds

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 544,795 | $ 710,751 | $ 608,251 | $ 684,769 |
| Benefits | 195,013 | 250,789 | 225,789 | 255,555 |
| Other Services | 552,304 | 579,920 | 579,920 | 651,978 |
| Repairs and Maintenance | 140,417 | 183,000 | 183,000 | 213,000 |
| Rentals | 11,349 | 7,000 | 7,000 | 7,000 |
| Insurance | 4,981 | 5,210 | 5,210 | 5,210 |
| Communications | 3,576 | 4,200 | 4,200 | 4,200 |
| Advertising and Printing | - | - | - | - |
| Travel & Education | 1,303 | 2,000 | 2,000 | 5,200 |
| Energy | 226,080 | 392,000 | 259,000 | 322,000 |
| General Supplies | 125,777 | 193,430 | 193,430 | 193,430 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 14,550 | 11,000 | 11,000 | 15,000 |
| Capital Outlay | 14,822 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 1,834,967 | $ 2,339,300 | $ 2,078,800 | $ 2,357,342 |

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

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

**Operational Measures**

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

# Planning and Development

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 966,545 | $ 928,526 | $ 915,526 | $ 986,677 |
| Benefits | 227,907 | 238,909 | 238,909 | 258,994 |
| Other Services | 240,669 | 487,620 | 487,620 | 487,620 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | 985 | - | - | 2,500 |
| Insurance | 3,943 | 3,750 | 3,750 | 4,000 |
| Communications | 2,534 | 2,300 | 2,300 | 2,300 |
| Advertising and Printing | 4,355 | 5,600 | 5,600 | 8,100 |
| Travel & Education | 39,731 | 27,750 | 31,510 | 29,750 |
| Energy | - | - | - | - |
| General Supplies | 2,552 | 2,500 | 8,500 | 3,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 2,193 | 2,000 | 2,000 | 2,000 |
| Capital Outlay | 1,723 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 1,493,137 | $ 1,698,955 | $ 1,695,715 | $ 1,784,941 |

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

# Inspections

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Inspections Division provides building inspection, zoning and code enforcement services through review of building plans and the issuance of permits of various types for construction approval. Types of permits issued include building construction, energy, electrical, plumbing, HVAC, and signs. This is a law enforcement function of the City.<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- Junk, vehicle, parking surface, zoning, signs, misc<br>• Zoning Inspections<br>• Certificate of Occupancy issuance<br>• Records retention | • An all-pervasive issue is the scope, diversity, and number of building projects coming into the community as well as the need to maintain the resources to provide the expected service in a manner that satisfies demand effectively and assures the continued safety of our built community. Increasing geographic distance adds to the complexity of providing inspections in the timely and thorough manner to which our customers and citizens are accustomed.<br><br>• Rental inspections are a priority for the Inspections Department. We are currently looking for new ways to find new rental properties not currently being inspected. Categories of inspections are expected to increase, and Inspections has added a Code Enforcement Inspector this year.<br><br>• Another current issue is maintenance of the city's stock of existing buildings through enforcement of its minimum standards. Downtown growth and existing and affordable homes continue to be a major issue.<br><br>• An increasing reliance on digital records requires more connectivity on the parts of our inspectors. New software will allow customers to submit inspection requests on-line and flexible digital tools are needed to offer online permitting and payment. The public is coming to expect this and is currently offered in other cities. This is currently progressing and under consideration for and in the 2020 budget. We are looking for ways to eliminate all paper and function on a digital platform. We currently store paper records but hope to eliminate this altogether including storage expenses. Digital plan review and storage of plans are being implemented now.<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 | 2018 Actual | 2019 Expected | 2020 Projected |
|---|---|---|---|
| Plan Reviews | 713* | 700 | 710 |
| Permits (all types) | 9,937** | 9,900 | 9,950 |
| Inspections (all types) | 28,503 | 28,000 | 28,500 |
| Day Care Inspections | 26 | 27 | 28 |
| Apartment Inspections | 20,290 units | 20,300 units | 21,000 units |
| Vehicle Removals | 98 | 93 | 90 |
| Vehicles Towed | 6 | 6 | 6 |
| Code Enforcement Cases | 368 | 360 | 360 |
| Dangerous Buildings (DB) | 7 | 5 | 5 |
| Unsafe Structures | 6 | 6 | 6 |
| Demolition of DB | 5 | 4 | 3 |

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

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

# Inspections

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,517,706 | $ 1,645,361 | $ 1,624,361 | $ 1,749,728 |
| Benefits | 466,167 | 502,113 | 502,113 | 536,713 |
| Other Services | 43,744 | 10,150 | 10,150 | 10,150 |
| Repairs and Maintenance | - | 500 | 500 | 500 |
| Rentals | 6,087 | 2,000 | 2,000 | 2,000 |
| Insurance | 9,903 | 8,565 | 8,565 | 8,565 |
| Communications | 15,543 | 17,000 | 17,000 | 17,000 |
| Advertising and Printing | 454 | 1,750 | 1,750 | 2,000 |
| Travel & Education | 33,222 | 32,500 | 32,500 | 43,700 |
| Energy | 16,600 | 23,075 | 23,075 | 23,075 |
| General Supplies | 7,464 | 8,000 | 8,000 | 8,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 4,086 | 8,500 | 8,500 | 10,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 2,120,976 | $ 2,259,514 | $ 2,238,514 | $ 2,411,431 |

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

Transit

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

**Operational Measures**

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

# Transit Service Fixed Route

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 270,451 | $ 302,089 | $ 302,089 | $ 309,413 |
| Benefits | 69,153 | 75,132 | 75,132 | 79,336 |
| Other Services | 2,700,064 | 2,897,931 | 3,127,931 | 3,408,440 |
| Repairs and Maintenance | 13,732 | 6,700 | 6,700 | 10,700 |
| Rentals | - | - | - | - |
| Insurance | 158,660 | 121,782 | 121,782 | 183,865 |
| Communications | 18,962 | 18,000 | 18,000 | 19,000 |
| Advertising and Printing | 12,162 | 21,300 | 21,300 | 21,300 |
| Travel & Education | 9,508 | 18,950 | 18,950 | 18,950 |
| Energy | 2,423 | 2,000 | 2,000 | 2,000 |
| General Supplies | 987 | 2,600 | 2,600 | 2,600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 332 | 1,000 | 1,000 | 1,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 3,256,434 | $ 3,467,484 | $ 3,697,484 | $ 4,056,604 |

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

# Paratransit

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 107,776 | $ 116,001 | $ 116,001 | $ 120,813 |
| Benefits | 30,884 | 33,637 | 33,637 | 36,394 |
| Other Services | 780,390 | 782,000 | 782,000 | 798,165 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | 17,414 | 35,425 | 35,425 | 20,100 |
| Communications | 4,761 | 9,800 | 9,800 | 9,800 |
| Advertising and Printing | - | - | - | - |
| Travel & Education | 501 | 2,500 | 2,500 | 2,500 |
| Energy | 91,500 | 110,000 | 110,000 | 110,000 |
| General Supplies | 3,461 | 7,400 | 7,400 | 8,700 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 6 | 500 | 500 | 500 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 1,036,693 | $ 1,097,263 | $ 1,097,263 | $ 1,106,972 |

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

# Ground Transportation Terminal

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ - | $ - | $ - |
| Benefits | - | - | - | - |
| Other Services | 420,487 | 413,860 | 413,860 | 436,780 |
| Repairs and Maintenance | 14,887 | 30,500 | 30,500 | 30,500 |
| Rentals | - | - | - | - |
| Insurance | 4,204 | 3,180 | 3,180 | 3,180 |
| Communications | 97 | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | 27,703 | 27,808 | 27,808 | 27,808 |
| General Supplies | 31,834 | 17,000 | 17,000 | 18,500 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 653 | 1,500 | 1,500 | 1,500 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 499,865 | $ 493,848 | $ 493,848 | $ 518,268 |

# Transit Planning

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 37,013 | $ 43,586 | $ 43,586 | $ 42,827 |
| Benefits | 10,483 | 11,822 | 11,822 | 12,392 |
| Other Services | 24,800 | 20,100 | 20,100 | 20,100 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 72,296 | $ 75,508 | $ 75,508 | $ 75,319 |

# Transit Maintenance Organization

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 73,521 | $ 76,972 | $ 76,972 | $ 80,844 |
| Benefits | 20,847 | 21,961 | 21,961 | 23,966 |
| Other Services | - | 1,600 | 1,600 | 600 |
| Repairs and Maintenance | - | - | - | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | 307 | 500 | 500 | 500 |
| Advertising and Printing | - | 6,000 | 6,000 | 6,000 |
| Travel & Education | 1,994 | 4,000 | 4,000 | 3,850 |
| Energy | - | - | - | - |
| General Supplies | 144 | 600 | 600 | 600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 96,813 | $ 111,633 | $ 111,633 | $ 116,360 |

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

# Transit Maintenance Facility

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 828,972 | $ 818,476 | $ 818,476 | $ 913,030 |
| Benefits | 229,546 | 234,280 | 234,280 | 285,955 |
| Other Services | 44,266 | 58,100 | 58,100 | 66,200 |
| Repairs and Maintenance | 841,645 | 920,204 | 920,204 | 932,000 |
| Rentals | - | - | - | - |
| Insurance | 11,142 | 9,120 | 9,120 | 9,120 |
| Communications | 10,483 | 18,500 | 18,500 | 15,000 |
| Advertising and Printing | 2,625 | 3,500 | 3,500 | 3,500 |
| Travel & Education | 15,138 | 6,700 | 6,700 | 12,200 |
| Energy | 877,807 | 928,482 | 898,482 | 980,482 |
| General Supplies | 52,350 | 47,500 | 47,500 | 47,300 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 24,652 | 22,250 | 22,250 | 23,250 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 2,938,626 | $ 3,067,112 | $ 3,037,112 | $ 3,288,037 |

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

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

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

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

**Operational Measures**

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

# Engineering

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 3,702,863 | $ 3,746,843 | $ 3,711,843 | $ 4,021,284 |
| Benefits | 921,432 | 907,470 | 907,470 | 1,002,549 |
| Other Services | 26,763 | 58,500 | 58,500 | 63,500 |
| Repairs and Maintenance | 27,958 | 32,800 | 32,800 | 32,800 |
| Rentals | 3,522 | 2,500 | 2,500 | 2,500 |
| Insurance | 22,187 | 18,935 | 18,935 | 18,935 |
| Communications | 31,890 | 36,100 | 36,100 | 37,300 |
| Advertising and Printing | 9,751 | 18,350 | 18,350 | 18,350 |
| Travel & Education | 62,583 | 75,737 | 75,737 | 70,637 |
| Energy | 26,383 | 42,837 | 42,837 | 42,837 |
| General Supplies | 32,351 | 60,750 | 60,750 | 60,750 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 5,357 | 20,100 | 20,100 | 20,100 |
| Capital Outlay | 3,802 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 4,876,842 | $ 5,020,922 | $ 4,985,922 | $ 5,391,542 |

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

# Traffic Engineering

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Traffic Engineering Department includes the City Transportation Engineer. The Department is jointly operated and managed as part of the City's Engineering Department. The Traffic Engineering Department is responsible for the following activities:<br>• Design, operation, and management of the City's traffic signal & intelligent transportation system<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 improvement 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>• Six full time staff, all located in City Hall. | • Improved intersection traffic controls at intersections, whether it be flashing yellow left turn arrows at traffic signals or it be roundabouts at other intersections, will continue to be recommended for implementation.<br><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 GO2030 comp plan. |

**Operational Measures**

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

# Traffic Engineering

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 918,429 | $ 585,082 | $ 585,082 | $ 607,007 |
| Benefits | 200,097 | 133,169 | 133,169 | 139,669 |
| Other Services | 108,838 | 653,049 | 653,049 | 114,300 |
| Repairs and Maintenance | 27,533 | - | - | - |
| Rentals | - | - | - | - |
| Insurance | 7,191 | 3,645 | 3,645 | 3,645 |
| Communications | 5,772 | 5,500 | 5,500 | 5,500 |
| Advertising and Printing | 335 | - | - | - |
| Travel & Education | 9,874 | 13,650 | 13,650 | 13,650 |
| Energy | 83,722 | - | - | 5,000 |
| General Supplies | 164,625 | 400 | 400 | 400 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 19,004 | 12,150 | 12,150 | 12,150 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 1,545,420 | $ 1,406,645 | $ 1,406,645 | $ 901,321 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Public Works Street Department strives diligently to preserve and enhance the social and environmental quality of life in the City of Fargo. Through effective, efficient, and quality service, the department not only maintains but also focuses on improving public infrastructure that will assist in safeguarding the health, safety and welfare of all citizens.<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 snowstorms. Overall, the department's primary responsibilities can be categorized into the following activities:<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 | • Without the needed resources, service levels will continue to drop and "request for service" numbers will continue to rise.<br><br>• Pricing of essential day-to-day street maintenance products such as deicing salt, asphalt and tack oil are on the rise. Currently we are experiencing price increases ranging from six to twelve percent yearly. With increases of this size, large funding requests are going to be required to maintain current product service levels.<br><br>• Retention of current staff is a growing concern. Recent market studies show that Fargo salaries for equipment operators is not competitive with other regional cities. On average, our operators make 6% less than what other comparable communities pay. When compared to Grand Forks and Bismarck, pay for our equipment operators is approximately $12,000 and $3,500 lower respectively. In order to retain the excellent people we have, it is necessary for wages to stay competitive. |

**Operational Measures**

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

# Street Department

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 3,364,297 | $ 3,427,621 | $ 3,774,621 | $ 3,637,841 |
| Benefits | 936,004 | 1,010,116 | 1,010,116 | 1,103,697 |
| Other Services | 307,504 | 478,200 | 931,200 | 538,070 |
| Repairs and Maintenance | 40,305 | 64,600 | 64,600 | 64,600 |
| Rentals | 260,651 | 314,956 | 314,956 | 317,106 |
| Insurance | 63,192 | 95,925 | 95,925 | 62,795 |
| Communications | 10,272 | 8,800 | 8,800 | 8,800 |
| Advertising and Printing | 840 | 500 | 500 | 500 |
| Travel & Education | 12,234 | 19,700 | 19,700 | 19,700 |
| Energy | 315,215 | 467,741 | 467,741 | 467,741 |
| General Supplies | 341,412 | 411,750 | 411,750 | 415,750 |
| Major Supplies | 786,974 | 615,046 | 615,046 | 700,676 |
| Miscellaneous | 32,148 | 22,700 | 22,700 | 22,700 |
| Capital Outlay | 695 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 6,471,743 | $ 6,937,655 | $ 7,737,655 | $ 7,359,976 |

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

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

**Operational Measures**

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

# Central Garage

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,362,759 | $ 1,541,206 | $ 1,469,206 | $ 1,572,830 |
| Benefits | 464,164 | 506,851 | 506,851 | 567,245 |
| Other Services | 32,109 | 29,900 | 29,900 | 35,900 |
| Repairs and Maintenance | 1,089,513 | 944,452 | 944,452 | 1,005,752 |
| Rentals | 13,139 | 13,393 | 13,393 | 13,393 |
| Insurance | 13,586 | 11,150 | 11,150 | 11,150 |
| Communications | 3,362 | 4,300 | 4,300 | 4,300 |
| Advertising and Printing | 586 | 400 | 400 | 400 |
| Travel & Education | 15,359 | 28,300 | 28,300 | 28,300 |
| Energy | 138,460 | 197,794 | 197,794 | 197,794 |
| General Supplies | 39,155 | 37,950 | 37,950 | 41,850 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 23,428 | 25,000 | 25,000 | 25,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 3,195,620 | $ 3,340,696 | $ 3,268,696 | $ 3,503,914 |

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

| 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>1. The Fire Marshal oversees the **Fire Prevention** division. Six Fire Inspector/Investigators are assigned the duties of inspections, fire investigations, plan review, and public education. Public education provides fire and life safety programs to area schools and business.<br>2. An Assistant Fire Chief oversees the **Operations** division. 108 (One hundred eight) personnel assigned to this division perform the duties of emergency medical services, fire suppression, hazardous materials, technical rescue response, and other response activities. The Operations personnel also perform annual commercial building inspections and hydrant flushing for the nearly 7,000 fire hydrants in Fargo.<br>3. An Assistant Fire Chief oversees the **Support Services** division. Two fire captains and the emergency manager assist in carrying out the duties of training, planning, personnel administration, accreditation, and emergency management. | **2020 Departmental Goals**<br>1. Respond to all Emergency calls within 8:12 from the time a citizen calls 911.<br>2. Contain fires to the room of origin 90% of the time.<br>3. Implement a community risk reduction committee.<br>4. Study opportunities to improve Emergency Medical Service in an effective yet efficient manner.<br>5. Determine alternative response models for EMS responses.<br>6. Develop a plan for hydrant flushing to reduce maintenance and fuel costs.<br>7. Begin work on Fire Station 8.<br>8. Develop career development programs for all promotable positions.<br>9. Conduct a Training Facility Assessment and look at future options.<br>10. Reinvent the department's communications and information services with an emphasis on social media.<br><br>**Critical Issues**<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>• Calls for assistance continue to increase. The increase is most noticeable in the downtown and South Fargo areas. The City will need a station in South Fargo within the next 2 years to meet service demands. The department will need to look for alternative response to medical calls in the City.<br>• Responses to opioid overdoes continue to climb.<br><br>**Emerging Issues**<br>• The fire burn building located with Station 4 is in need of repairs. The building is over 53 years old and the interior protective coating is starting to fall off. The facility needs to be made usable in the interim but a new facility is needed.<br>• With the community growth we continue to upgrade and add to our warning system. New sirens are needed as well as replacement.<br>• Using new technologies to provide a safer work environment.<br>• Ensure full operational status of the UAS program.<br>• In two years we need to begin replacement of self-contained breathing apparatus because of age. Cost for this will be between $500,000 and $750,000. |

**Operational Measures**

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

# Fire Department

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 8,536,523 | $ 8,900,092 | $ 9,020,365 | $ 9,443,151 |
| Benefits | 3,450,883 | 3,661,833 | 3,682,833 | 3,800,271 |
| Other Services | 118,998 | 161,500 | 160,500 | 172,500 |
| Repairs and Maintenance | 140,689 | 165,000 | 176,467 | 175,500 |
| Rentals | 13,968 | - | 11,000 | - |
| Insurance | 43,746 | 35,020 | 35,020 | 42,200 |
| Communications | 15,934 | 21,500 | 21,500 | 22,500 |
| Advertising and Printing | 5,334 | 9,500 | 9,500 | 9,500 |
| Travel & Education | 79,661 | 74,000 | 106,510 | 79,000 |
| Energy | 220,268 | 232,492 | 232,492 | 232,492 |
| General Supplies | 132,147 | 117,100 | 145,097 | 121,100 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 107,753 | 132,000 | 144,888 | 138,000 |
| Capital Outlay | 37,799 | - | 30,500 | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 12,903,703 | $ 13,510,037 | $ 13,776,672 | $ 14,236,214 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Fargo Police Department provides the community with a wide range of basic, complex and emergency policing services, which includes investigating and resolving crime, enforcing the city's traffic regulations, responding to calls-for-service received from the public and mitigating public-safety concerns coming to our attention.<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, School Resource Officers, Truck Regulatory, Cultural Liaison Officers and Community Trust Officers.<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 this 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 Fargo Police Station. In November of 2017, we moved the Field Services Division into the building and became operational. In February of 2019, we started phase 2 of this renovation project and are aiming for completion at the end of August 2019. We will then move the Administrative and Investigations Divisions into the building to become one complete police station. |

**Operational Measures**

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

# Police Department

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 13,532,063 | $ 14,214,782 | $ 14,325,980 | $ 15,265,047 |
| Benefits | 4,346,579 | 4,749,045 | 4,765,938 | 5,069,240 |
| Other Services | 214,252 | 236,850 | 263,850 | 238,850 |
| Repairs and Maintenance | 131,077 | 151,531 | 151,531 | 151,531 |
| Rentals | 537,660 | 958,200 | 958,200 | 958,200 |
| Insurance | 85,355 | 57,610 | 57,610 | 85,000 |
| Communications | 130,315 | 133,648 | 133,648 | 145,648 |
| Advertising and Printing | 33,144 | 34,500 | 34,500 | 34,500 |
| Travel & Education | 178,525 | 171,078 | 171,078 | 190,078 |
| Energy | 229,487 | 266,777 | 266,777 | 266,777 |
| General Supplies | 232,617 | 239,615 | 239,615 | 244,115 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 188,030 | 183,355 | 183,355 | 183,355 |
| Capital Outlay | 201,608 | - | 62,217 | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 20,040,712 | $ 21,396,991 | $ 21,614,299 | $ 22,832,341 |

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

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

**Operational Measures**

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

# Fargo Cass Public Health

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 7,631,249 | $ 7,651,599 | $ 7,943,053 | $ 7,834,130 |
| Benefits | 1,986,392 | 2,066,121 | 2,124,666 | 2,215,104 |
| Other Services | 778,698 | 801,070 | 817,070 | 687,320 |
| Repairs and Maintenance | 19,442 | 18,500 | 18,500 | 19,900 |
| Rentals | 15,616 | 18,400 | 18,400 | 16,210 |
| Insurance | 30,541 | 25,365 | 25,365 | 25,365 |
| Communications | 42,644 | 41,900 | 41,900 | 46,480 |
| Advertising and Printing | 11,074 | 16,100 | 16,100 | 16,100 |
| Travel & Education | 109,010 | 141,850 | 153,850 | 145,600 |
| Energy | 101,512 | 108,304 | 111,304 | 108,304 |
| General Supplies | 409,069 | 439,700 | 445,300 | 451,700 |
| Major Supplies | 33,558 | 20,500 | 21,750 | 23,000 |
| Miscellaneous | 765 | 1,000 | 1,000 | 1,000 |
| Capital Outlay | 11,885 | - | 12,000 | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 11,181,455 | $ 11,350,409 | $ 11,750,258 | $ 11,590,213 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| **Technology Access to include Public Internet, Wireless Internet and Printing:**<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. | **The implementation of the library's three year strategic plan.**<br>The library's strategic plan has identified over sixty action step goals that will impact all aspects of library services. The organization continues to make progress in the implementation of the goals despite significant economies of time.<br><br>**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. We have expanded our community engagement programming in order to intersect with the diverse and growing population of Fargo.<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, Hoopla and RB Digital platforms. Fargo Public Library strives to be leader in providing high demand collections in the many formats available. To be successful in this regard the library will need to continue to expand the breadth and size of its electronic collections.<br><br>**Continued challenges with serving vulnerable populations.**<br>The library continues to seek proactive solutions to the challenges of serving citizens who suffer from various forms of mental illness and addiction. Along with the increased staffing and security presence, the library will look to partner with community resources to identify solutions. |

| | |
|---|---|
| **Access to Electronic Databases:**<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>**Community Engagement Event Programming:**<br>The library provides access to library materials and programming remotely at Citywide events and gatherings. | |

## Operational Measures

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

# Fargo Public Library

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 2,386,267 | $ 2,464,457 | $ 2,462,457 | $ 2,582,067 |
| Benefits | 673,898 | 720,318 | 720,318 | 774,553 |
| Other Services | 238,337 | 145,429 | 145,429 | 149,629 |
| Repairs and Maintenance | 76,218 | 68,366 | 68,366 | 75,866 |
| Rentals | 65,622 | 63,591 | 63,591 | 66,000 |
| Insurance | 26,201 | 21,555 | 21,555 | 21,555 |
| Communications | 41,406 | 70,450 | 70,450 | 70,450 |
| Advertising and Printing | 26,053 | 27,000 | 27,000 | 27,000 |
| Travel & Education | 23,421 | 30,200 | 30,200 | 30,200 |
| Energy | 147,942 | 169,664 | 169,664 | 169,664 |
| General Supplies | 820,202 | 846,623 | 846,623 | 876,423 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 55,532 | 2,100 | 2,100 | 2,100 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 4,581,099 | $ 4,629,753 | $ 4,627,753 | $ 4,845,507 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The City Commission Office provides administrative services in support of the governing body including the Mayor and City Commissioners as well as the City Administrator, Assistant City Administrator, Manager of Communications and Public Affairs and the Director of Strategic Planning and Research. The Office also serves as the contact between constituents and their elected officials.<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 meeting 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, City Administrator, Assistant City Administrator and Director of Strategic Planning and Research | • In May of 2019, three Information Desk Receptionists were hired to staff the Information Desk at the entrance of the New City Hall.<br><br>• In June of 2020 our office will be swearing in two City Commissioners.<br><br>• Conversations will continue in the hopes of adding an Agenda/Meeting Management System, which will integrate with Laserfiche, in the coming year. |

**Operational Measures**

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

# City Commission

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 333,823 | $ 348,186 | $ 348,186 | $ 361,959 |
| Benefits | 109,007 | 110,447 | 110,447 | 122,807 |
| Other Services | 8,989 | 11,000 | 11,000 | 11,000 |
| Repairs and Maintenance | 745 | 500 | 500 | 500 |
| Rentals | 1,385 | - | - | 6,000 |
| Insurance | 1,531 | 1,945 | 1,945 | 1,945 |
| Communications | 4,526 | 5,000 | 5,000 | 5,000 |
| Advertising and Printing | 26,385 | 26,000 | 26,000 | 27,000 |
| Travel & Education | 73,976 | 111,600 | 111,600 | 122,100 |
| Energy | - | - | - | - |
| General Supplies | 3,029 | 4,350 | 4,350 | 4,350 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 51,489 | 43,000 | 43,000 | 20,000 |
| Capital Outlay | 2,160 | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 617,045 | $ 662,028 | $ 662,028 | $ 682,661 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 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. Demolition of Centennial Hall began in July of 2016 to facilitate the construction of a new City Hall. The decommissioning resulted in a loss of 50% of the rentable square footage at the Civic Center. In spite of the loss of Centennial Hall, the Civic Center auditorium continues to schedule and host events. The Civic staff is committed to increasing activity by scheduling more events in the Civic Center in 2020.<br><br>• On February 26, 2018, the City Commission approved the formation of a task force to consider next steps regarding the potential repurposing of the Civic Center to a performing arts venue. The task force members include both private and public representatives. The task force is considering location, building layout, cost estimates and funding options. |

**Operational Measures**

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

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

# Fargo Civic Center

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 197,205 | $ 248,519 | $ 205,019 | $ 216,000 |
| Benefits | 70,980 | 92,457 | 92,457 | 84,946 |
| Other Services | 52,836 | 22,500 | 22,500 | 20,000 |
| Repairs and Maintenance | 4,099 | 13,000 | 13,000 | 3,000 |
| Rentals | 162 | 2,500 | 2,500 | 2,500 |
| Insurance | 1,056 | 1,000 | 1,000 | 1,000 |
| Communications | 3,005 | 1,500 | 1,500 | - |
| Advertising and Printing | - | 120 | 120 | - |
| Travel & Education | - | 400 | 400 | - |
| Energy | 72,580 | 80,000 | 80,000 | 80,000 |
| General Supplies | 4,551 | 6,915 | 6,915 | 6,665 |
| Major Supplies | 22,862 | 41,000 | 41,000 | 41,000 |
| Miscellaneous | 3,007 | 3,000 | 3,000 | 2,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | - | - | - |
| **TOTAL** | $ 432,343 | $ 512,911 | $ 469,411 | $ 457,111 |

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

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

**Operational Measures**

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

# Social Service & Arts

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

| 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 a capital outlay division for ease of budgeting and tracking. There is a detailed schedule of capital outlay requests and related funding in later section of this document.<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. | General Fund capital outlay is funded at levels commensurate with the 2019 budget. Additional capital funding has been included in our capital project fund.<br><br>Management continues to evaluate equipment replacement schedules to determine optimum useful life strategies. Replacement lives have been extended in prior budget cycles due to fiscal constraint on our overall budget process. |

# Capital Outlay

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

| 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. | • Diesel engine emission requirements resulting in higher maintenance costs.<br><br>• Steel tariffs are causing amplified inflation on equipment.<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>• Front End Loader $232,000<br>• Snowblower (Loader) $170,000<br>• Squad car w/equip $60,000<br>• Snow Plow Truck $192,000<br>• Motor grader $265,000<br>• Fire Pumper $550,000<br>• Fire Ladder Truck $1,200,000 |

**Operational Measures**

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

# Vehicle Replacement

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

# Unallocated Costs

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

# Unallocated

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ - | $ (686,440) | $ (304,440) | $ (742,500) |
| Benefits | - | - | - | 200,000 |
| Other Services | - | (83,239) | (83,239) | (82,899) |
| Repairs and Maintenance | - | - | | - |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | (100,000) | (100,000) | (100,000) |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | (70,253) | (70,253) | (70,253) |
| Energy | - | (250,000) | (250,000) | (320,000) |
| General Supplies | - | - | - | - |
| Major Supplies | - | - | - | - |
| Miscellaneous | (1,540) | - | - | - |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| Unallocated | - | (600,000) | (600,000) | (1,000,000) |
| **TOTAL** | $ (1,540) | $ (1,789,932) | $ (1,407,932) | $ (2,115,652) |

# Transfers To Other Funds

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

# Transfers To Other Funds

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

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

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

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

# 2018 - 2020 FM CVB OPERATING BUDGET

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

# 2018 - 2020 FM CVB OPERATING BUDGET

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

# 2018 - 2020 FM CVB OPERATING BUDGET

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

| | | | |
|---|---|---|---|
| **Tourism Sales Expenditures** | | | |
| Dues & Subscriptions | 4,000 | 4,000 | 6,000 |
| Airfare | 700 | 700 | 750 |
| Lodging, Meals, Misc. | 550 | 450 | 500 |
| Tradeshow Expenses | 250 | 250 | 250 |
| Entertaining | 500 | 500 | 500 |
| Promotional Products | 250 | 250 | 250 |
| Events/Receptions | - | - | 500 |
| FAM Tours/Site Inspections | 2,500 | 2,500 | 3,000 |
| Promotional Sponsorships | 250 | 250 | 250 |
| **Total Tourism Sales** | **9,000** | **8,900** | **12,000** |

# 2018 - 2020 FM CVB OPERATING BUDGET

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

# 2018 - 2020 FM CVB OPERATING BUDGET

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

# 2018 - 2020 FM CVB OPERATING BUDGET

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

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

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

# 2018 - 2020 FMCVB CAPITAL BUDGET

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

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

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

| Fund Description | Fiscal Trends and Comments |
|---|---|
| Debt Service Funds are used to accumulate resources for the payment of long-term debt.<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>• Future debt issuance include continuation of Refunding Improvement Bonds for the growth and expansion of City infrastructure in 2020. The amount issued is dependent upon projects authorized by the City Commission and the status of their completion. We typically issue this type of debt in amounts in the $30 to $40 million range. Amounts issued will be reduced by the infusion of State of North Dakota Prairie Dog infrastructure grants first available in 2020 in the amount estimated at $13 million.<br><br>• The City will pursue State Revolving Loan Fund financing in 2020 for our reconstruction programs. This program offers low interest loans currently at 2%. This is in lieu of our tradition bond sale process.<br><br>• The City issued a $6 million construction note to finance the Fargo Cass Public Health Expansion and Relocation Project in 2014. The note matured on May 1, 2019 and was refinanced into a long-term obligation.<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.<br><br>• If plans are approved, bonds would be issued for the Merchantile Parking Ramp project in the downtown area in 2020. |

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

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

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

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

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

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

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

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

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

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

**CITY OF FARGO, NORTH DAKOTA**
**2020 OTHER GOVERNMENTAL DEBT**

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

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

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

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

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

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

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

| Fund Description | Fiscal Trends and Comments |
|---|---|
| The City of Fargo operates ten Enterprise Funds to provide traditional municipal utility services to our citizens. There are approximately 43,000 customers serviced in our municipal utility services.<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>The Board of City Commissioners monitor utility rates that are adjusted as needed to sustain our enterprise operations. Revenue adequacy models are prepared for Water and Wastewater funds and are used as a guide for establishing rates. | • Solid Waste landfill and recycling fee increases are proposed for 2020. Market conditions for recycling products have changed significantly and have reverted from a revenue source to and expense.<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 in 2019 and Horace in 2020. Revenues will increase in proportion to this new customer base.<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 was completed in 2019 that will increase Fargo's treatment and distribution capacity to 45 mgd.<br><br>• The Fargodome long-term capital fund is currently $43 million. This is reserved for the long-term care, expansion and maintenance of the Dome.<br><br>• Wastewater Treatment Plant expansion is currently underway and will be financed by a State Revolving Loan. |

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

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

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

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

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

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

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

| Expense Category | 2019 Approved Budget | 2020 Approved Budget | Change | % Change |
|---|---|---|---|---|
| Salaries | $ 14,437,242 | $ 15,378,555 | 941,313 | 6.5% |
| Benefits | 3,987,239 | 4,353,353 | 366,114 | 9.2% |
| Other Services | 9,347,263 | 9,691,470 | 344,207 | 3.7% |
| Repairs and Maintenance | 3,355,225 | 3,500,591 | 145,366 | 4.3% |
| Rentals/ Leases | 1,178,470 | 1,170,080 | (8,390) | -0.7% |
| Insurance | 639,968 | 731,093 | 91,125 | 14.2% |
| Communications | 90,575 | 108,559 | 17,984 | 19.9% |
| Advertising / Printing | 337,475 | 382,465 | 44,990 | 13.3% |
| Travel / Education / Dues | 314,670 | 307,495 | (7,175) | -2.3% |
| Energy | 7,207,232 | 6,746,782 | (460,450) | -6.4% |
| General Supplies | 1,783,928 | 1,758,228 | (25,700) | -1.4% |
| Miscellaneous | 4,003,867 | 4,097,113 | 93,246 | 2.3% |
| Capital Outlay | 35,099,350 | 28,698,290 | (6,401,060) | -18.2% |
| Debt Service | 8,146,220 | 11,072,619 | 2,926,399 | 35.9% |
| Transfers To Other Funds | 31,895,475 | 26,640,275 | (5,255,200) | -16.5% |
| **Totals** | **$ 121,824,199** | **$ 114,636,968** | **$ (7,187,231)** | **-5.9%** |

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

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

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

**Operational Measures**

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

# Water Treatment

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 2,153,485 | $ 2,206,459 | $ 2,161,081 | $ 2,405,710 |
| Benefits | 696,443 | 775,240 | 763,306 | 875,844 |
| Other Services | 2,017,084 | 1,363,776 | 1,363,776 | 1,368,776 |
| Repairs and Maintenance | 232,278 | 236,000 | 236,000 | 268,000 |
| Rentals | 4,774 | 5,000 | 5,000 | 5,000 |
| Insurance | 90,326 | 61,390 | 61,390 | 90,000 |
| Communications | 16,131 | 16,800 | 16,800 | 16,800 |
| Advertising and Printing | 26,390 | 14,000 | 14,000 | 14,000 |
| Travel & Education | 42,250 | 48,500 | 48,500 | 54,500 |
| Energy | 1,391,966 | 2,387,000 | 2,387,000 | 1,887,000 |
| General Supplies | 318,862 | 292,000 | 292,000 | 237,000 |
| Major Supplies | 2,825,462 | 3,000,000 | 3,000,000 | 3,000,000 |
| Miscellaneous | 23,203 | 20,500 | 20,500 | 23,500 |
| Capital Outlay | 326,402 | 222,000 | 222,000 | 231,000 |
| Debt Service | - | - | - | - |
| Transfers | 84,558,529 | 9,048,275 | 9,048,275 | 7,395,275 |
| **TOTAL** | $ 94,723,585 | $ 19,696,940 | $ 19,639,628 | $ 17,872,405 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Mains and Hydrants Department provides a wide range of services essential to the public, which can vary from fire hydrant repair to repair of broken water mains and even assisting with flood/snow events.<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>• Water Transmission Line Valve Maintenance<br>• Assisting other Departments | • Cityworks has been implemented for over three years. The data collected has been better than ever and has provided the benefit of detailed analysis of the department's operation. However, the ways in which data has been collected and used have changed. For example, iPads are being utilized in the field for organizing workflow and uploading detailed photos with notes of assets. The utilization of GPS technology has brought a higher level of accuracy to documenting the work in the field.<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. The crews will be now working on transmission line valves as well. These activities require more staff attention. |

**Operational Measures**

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

# Water Mains & Hydrants

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 755,882 | $ 830,187 | $ 830,187 | $ 852,863 |
| Benefits | 245,246 | 265,612 | 265,612 | 266,386 |
| Other Services | 148,237 | 164,500 | 164,500 | 180,000 |
| Repairs and Maintenance | 28,464 | 47,800 | 47,800 | 47,800 |
| Rentals | 109,588 | 110,650 | 110,650 | 112,300 |
| Insurance | - | - | - | - |
| Communications | 6,467 | 7,100 | 7,100 | 7,600 |
| Advertising and Printing | - | 1,175 | 1,175 | 1,175 |
| Travel & Education | 10,658 | 16,300 | 16,300 | 16,300 |
| Energy | 43,988 | 74,069 | 74,069 | 74,069 |
| General Supplies | 220,971 | 155,900 | 155,900 | 172,900 |
| Major Supplies | 112,047 | 134,500 | 134,500 | 139,500 |
| Miscellaneous | 8,911 | 9,612 | 9,612 | 9,612 |
| Capital Outlay | 274,501 | 307,050 | 307,050 | 305,085 |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 1,964,960 | $ 2,124,455 | $ 2,124,455 | $ 2,185,590 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 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. In addition, the Auditor's Office also requests the division to assist with gathering monthly meter reading data for billing purposes. The meter count at the end of 2018 was as follows:<br><br>**Meter Size** — **Count**<br>5/8 — 13,449<br>3/4 — 12,312<br>1 — 850<br>1-1/2 — 1,329<br>2 — 1,202<br>3 — 284<br>4 — 89<br>6 — 20<br>8 — 3<br>10 — 10<br>**TOTAL** — **29,548** | • The Water Meters division currently obtains (reads) individual monthly meter data via manual reads, handheld touch pad devices or mobile radio devices. At this time, the meter reading technology distribution is as follows:<br><br>Manual Read Meters — 3<br>Touch Pad Read Meters — 18,712<br>Mobile Read Meters — 10,833<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 | 2018 Actual | 2019 Expected | 2020 Projected |
|---|---|---|---|
| New Meters | 215 | 200 | 200 |
| Meters Replaced | 30 | 20 | 20 |
| Registers Replaced | 184 | 190 | 190 |
| R900's Replaced | 47 | 50 | 50 |
| Frozen Meters | 69 | 70 | 55 |
| Total Meter Count | 29,548 | 29,750 | 29,950 |

# Water Meters

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 267,279 | $ 269,772 | $ 269,772 | $ 278,330 |
| Benefits | 92,908 | 99,304 | 99,304 | 105,530 |
| Other Services | 859 | 10,000 | 10,000 | 10,000 |
| Repairs and Maintenance | 27,062 | 27,100 | 27,100 | 29,256 |
| Rentals | 27,600 | 27,600 | 27,600 | 27,600 |
| Insurance | - | - | - | - |
| Communications | 1,949 | 1,755 | 1,755 | 2,139 |
| Advertising and Printing | 282 | 550 | 550 | 500 |
| Travel & Education | - | - | - | - |
| Energy | 12,778 | 15,300 | 15,300 | 15,300 |
| General Supplies | 10,270 | 5,050 | 5,050 | 5,550 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 1,411 | 2,300 | 2,300 | 2,400 |
| Capital Outlay | 177,234 | 155,000 | 155,000 | 185,000 |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 619,632 | $ 613,731 | $ 613,731 | $ 661,605 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 Approved |
|---|---|---|---|---|
| Full Time Employees | 4 | 4 | 4 | 4 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 4 | 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 43,000 utility accounts. Fargo is a regional provider of water to the City of West Fargo serving 11,000 utility customers.<br><br>Customer payment options include EFT debits, credit cards, and online. Automated payment options are available.<br><br>In 2019 Storm Sewer utility started billing based on impervious surface. This resulted in an increase in active utility accounts. | • There is significant, steady growth in the use of automatic payments as shown in the operational data table below. Management strategy is to promote automated payment methods.<br><br>• Population projections expect continued steady growth in utility billing accounts.<br><br>• The City is planning to replace our legacy utility billing system in 2020 with state of the art software systems to provide a higher level of customer service and operational data.<br><br>• Additional regional customer opportunities exist in 2020. |

**Operational Measures**

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

# Utility Billing Services

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 255,360 | $ 274,121 | $ 274,121 | $ 285,742 |
| Benefits | 83,251 | 96,207 | 96,207 | 108,305 |
| Other Services | 34,441 | 19,000 | 19,000 | (93,000) |
| Repairs and Maintenance | 1,241 | 1,000 | 1,000 | 36,000 |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | - | - | - | - |
| General Supplies | 2,622 | 2,000 | 2,000 | 2,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 14 | 2,000 | 2,000 | 2,000 |
| Capital Outlay | - | 502,000 | 502,000 | 2,000 |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 376,929 | $ 896,328 | $ 896,328 | $ 343,047 |

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

# Water Operating

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

# Infrastructure Projects

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Wastewater Treatment Plant (WWTP) is responsible for the treatment of wastewater before it can be discharged into the Red River. The WWTP has the capacity to treat an average daily flow (ADF) of 15.0 million gallons per day (MGD). In 2018, the average daily flow was 11.78 MGD and the max daily flow was observed at 21.95 MGD. The total volume of wastewater treated was 4.299 billion gallons.<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 2018 was 2,903 Dry Metric Tons.<br><br>The WWTP also operates and maintains 69 sanitary lift stations throughout the City of Fargo as well as the surrounding area. The SE Cass sewer system, which includes many rural subdivisions and small cities, utilize over 52 grinder pumps and 6 sanitary lift stations that are maintained by WWTP staff.<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 WWTF staff also operates and maintains an Effluent Reuse Facility (ERF). Over 1 million gallons per day of treated effluent (wastewater) is diverted to the ERF and further treated to a high quality water that is pumped to the ethanol plant in Casselton, ND for use in their manufacturing process. The technology used to achieve this high quality water is microfiltration and reverse osmosis. In 2018, the ERF produced over 408 million gallons of reclaimed water, which is then sold to Tharaldson Ethanol Plant. Since the beginning of this agreement in 2007, the ERF will have produced, pumped and sold over 3.519 billion gallons to Tharaldson Ethanol. | The WWTP has recently updated the 2010 Facility Plan to reflect significant changes that have occurred since the original document was submitted in October 2010.<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. Nutrient reduction recommendations for both the existing WWTP and proposed future plant expansion were addressed in the new document. Potential impacts of becoming a larger regional facility (service to West Fargo, Horace & Mapleton) were also included.<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 Phase II expansion, an opinion of cost with an implementation schedule. The improvements will be ranked in order of importance to ensure efficient, reliable and trouble free operation of the WWTP well into the future. Some of the new technologies being considered include (but not limited to):<br>Integrated Fixed Film Activated Sludge (IFAS)<br>Ultra Violet Disinfection<br>Centrifuges<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 16 hours per day. The goal is to reduce staffing even further in the near future. |

**Operational Measures**

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

# Wastewater Treatment

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 1,427,510 | $ 1,471,580 | $ 1,516,958 | $ 1,651,153 |
| Benefits | 418,055 | 467,799 | 479,733 | 537,448 |
| Other Services | 4,367,646 | 980,450 | 980,450 | 947,450 |
| Repairs and Maintenance | 987,134 | 1,121,500 | 1,121,500 | 1,174,500 |
| Rentals | 424 | 95,000 | 95,000 | 95,000 |
| Insurance | 71,103 | 50,200 | 50,200 | 66,325 |
| Communications | 14,920 | 8,000 | 8,000 | 18,000 |
| Advertising and Printing | 2,104 | 3,750 | 3,750 | 3,750 |
| Travel & Education | 13,950 | 14,100 | 14,100 | 14,100 |
| Energy | 1,019,553 | 945,568 | 945,568 | 945,568 |
| General Supplies | 66,664 | 71,200 | 71,200 | 71,200 |
| Major Supplies | 610,368 | 487,500 | 487,500 | 562,500 |
| Miscellaneous | 29,096 | 13,701 | 13,701 | 13,701 |
| Capital Outlay | 1,967,402 | 788,700 | 788,700 | 233,700 |
| Debt Service | 65,409 | 3,014,584 | 3,014,584 | 3,014,584 |
| Transfers | 6,225,245 | 6,460,500 | 6,460,500 | 8,398,000 |
| **TOTAL** | $ 17,286,583 | $ 15,994,132 | $ 16,051,444 | $ 17,746,979 |

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

| 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 52 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.<br><br>As per the agreement with the City of Fargo and Frontier, Prairie Rose, North River, Briarwood and rural SE Cass, user rates were increased in 2018 to match the prevailing rate of Fargo users, from $16.00 to $16.50 per month. With the increase in electricity, labor and materials, the monthly surcharge was also increased from $8.50 to $9.35 per month to cover costs, as well matching surcharges charged to other outside users. Finally, a $3.15 charge per user/mo. was implemented to establish a Capital Repair Fund to cover the costs of unexpected large capital failures and or repairs. The SE Cass Sewer District was established in 1989 and expectation of large capital repairs with aging infrastructure will become more common. |

**Operational Measures**

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

# Southeast Cass Sewer

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 31 | $ - | $ - | $ 8,240 |
| Benefits | 5 | - | - | 1,465 |
| Other Services | - | - | - | - |
| Repairs and Maintenance | 5,963 | 1,500 | 1,500 | 1,500 |
| Rentals | - | - | - | - |
| Insurance | - | - | - | - |
| Communications | - | - | - | - |
| Advertising and Printing | - | - | - | - |
| Travel & Education | - | - | - | - |
| Energy | 26,804 | 12,863 | 12,863 | 12,863 |
| General Supplies | 26,449 | 21,337 | 21,337 | 21,337 |
| Major Supplies | - | - | - | - |
| Miscellaneous | - | 13,000 | 13,000 | 13,000 |
| Capital Outlay | - | - | - | - |
| Debt Service | - | - | - | - |
| Transfers | - | - | - | - |
| **TOTAL** | $ 59,252 | $ 48,700 | $ 48,700 | $ 58,405 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| Site plan reviews – Floodplain-Stormwater (retention & quality).<br><br>Floodplain:<br>• Pre and post construction determinations & verifications of building elevations<br>• Issuance of Elevation Certificates<br>• LOMC administration, GIS & archive<br>• LOMR-F Community Acknowledgement Form review and approval<br>• Regulate and enforce restrictions on use of floodway and river setback ordinance<br><br>Establishment of required minimum build elevations for developers.<br><br>Review site plans for non-structural development in the floodplain and issue Development Permits for construction activities in the floodplain and river set-back areas.<br><br>Respond to citizen complaints regarding use of floodway, development of floodplain and/or disturbance within the river setbacks.<br><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. Preparation for a comprehensive (May 2020) audit will begin in 3Q, 2019.<br><br>Floodplain Mitigation:<br>• Mange a list of properties affected by flooding. List information on elevation and river gage levels that affect the homes.<br>• 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.<br>• Identify areas of greatest risk and work to develop concepts and ultimately construction projects to reduce and/or eliminate risks associated with riverine flooding or flooding from intense storms. This typically requires the City to leverage partnerships with FEMA, USACE, NDSWC, SE Cass WRD, Cass County and other agencies. | The site plan submittals still require substantial staff review time. Review time commitment is greater than one full time employee.<br><br>Administration of the SFHA & 41 WSEIA continues to present challenging and complex enforcement issues requiring increasing staff time commitments.<br><br>Variance requests have begun to be submitted for the modification of the City Imposed 41' inundation area requirements.<br><br>As the Fargo Moorhead Flood Diversion moves forward, elevation requirements will need to be evaluated.<br><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. Alternative flood protection lines are also being explored to facilitate development until the Fargo Diversion project is completed. This master planning will be very beneficial in the future planning of new developments in the south area of the City.<br><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><br>Funds generated from the current rate are being evaluated to enable the required maintenance to the storm sewer system. Current rate structure of the Storm Sewer Utility was updated in January of 2019 during the new budget cycle and the new rate fee will be implemented. The proposed fees are based on storm runoff impacts (impervious area and size of each parcel) versus the current rating criteria. It is anticipated the fee formula will need to be adjusted every three years to keep up with increased rehabilitation costs and inflation.<br><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.<br><br>The implementation of the revised City-wide comprehensive flood plan is continuing. This year we have a couple projects under construction as well as continuing to design numerous projects with a goal of completing enough projects to start some property removals from the Special Flood Hazard Area by 2021/2022. |

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

**Operational Measures**

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

# Storm Sewer

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 468,977 | $ 480,000 | $ 480,000 | $ 521,132 |
| Benefits | 104,652 | 111,671 | 111,671 | 130,008 |
| Other Services | 212,970 | 135,832 | 135,832 | 130,832 |
| Repairs and Maintenance | 68,669 | 62,500 | 62,500 | 67,500 |
| Rentals | - | - | - | - |
| Insurance | 18,399 | 12,890 | 12,890 | 19,695 |
| Communications | 3,113 | 3,250 | 3,250 | 3,250 |
| Advertising and Printing | 983 | 4,400 | 4,400 | 4,400 |
| Travel & Education | 6,774 | 16,625 | 16,625 | 16,625 |
| Energy | 140,097 | 152,752 | 152,752 | 157,752 |
| General Supplies | 6,650 | 6,441 | 6,441 | 6,941 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 2,961 | 5,761 | 5,761 | 5,761 |
| Capital Outlay | 4,840,375 | 62,755 | 62,755 | 113,005 |
| Debt Service | 154,885 | - | - | - |
| Transfers | 2,016,704 | 988,000 | 988,000 | 1,854,000 |
| **TOTAL** | $ 8,046,209 | $ 2,042,877 | $ 2,042,877 | $ 3,030,901 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The City of Fargo Vector Control program focuses on the widespread prevention of mosquitoes. Through aggressive adulticide management along with the use of both truck and aerial ULV applications, the Vector Control program has been successful in providing the residents of Fargo relief from the annoying bite of our northern mosquito.<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. | • The infectious West Nile Virus is a growing concern as nationwide human infections are on the rise.<br><br>• 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 Zika Virus is a growing concern as nationwide human infections are on the rise in the southern portion of the United States.<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. |

**Operational Measures**

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

# Vector Control

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

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

**Operational Measures**

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

# Street Lighting

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 188,985 | $ 514,296 | $ 514,296 | $ 541,643 |
| Benefits | 38,788 | 115,932 | 115,932 | 125,215 |
| Other Services | 73,393 | 32,917 | 32,917 | 26,917 |
| Repairs and Maintenance | 150,142 | 270,000 | 270,000 | 270,750 |
| Rentals | - | - | - | - |
| Insurance | 7,703 | - | - | - |
| Communications | 2,252 | 2,000 | 2,000 | 2,000 |
| Advertising and Printing | 30 | 50 | 50 | 50 |
| Travel & Education | 243 | 2,525 | 2,525 | 2,525 |
| Energy | 1,162,073 | 1,324,800 | 1,324,800 | 1,327,300 |
| General Supplies | 80,555 | 300,000 | 300,000 | 300,000 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 3,652 | 800 | 800 | 800 |
| Capital Outlay | 1,794,339 | 234,472 | 234,472 | 430,000 |
| Debt Service | - | - | - | - |
| Transfers | 285,289 | 350,000 | 350,000 | 536,000 |
| **TOTAL** | $ 3,787,444 | $ 3,147,792 | $ 3,147,792 | $ 3,563,200 |

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

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

**Operational Measures**

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

# Solid Waste

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 3,108,736 | $ 3,240,148 | $ 3,240,148 | $ 3,289,513 |
| Benefits | 1,124,690 | 1,123,304 | 1,123,304 | 1,167,599 |
| Other Services | 2,075,161 | 1,319,923 | 1,319,923 | 1,356,923 |
| Repairs and Maintenance | 735,760 | 785,525 | 785,525 | 759,735 |
| Rentals | 25,268 | 900,600 | 900,600 | 892,100 |
| Insurance | 130,547 | 94,020 | 94,020 | 125,895 |
| Communications | 11,249 | 11,270 | 11,270 | 11,270 |
| Advertising and Printing | 8,369 | 19,450 | 19,450 | 19,450 |
| Travel & Education | 8,002 | 37,770 | 37,770 | 37,770 |
| Energy | 731,258 | 924,976 | 924,976 | 924,976 |
| General Supplies | 477,103 | 539,600 | 539,600 | 539,600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 78,304 | 44,876 | 44,876 | 44,876 |
| Capital Outlay | 2,515,574 | 3,496,000 | 3,496,000 | 2,621,000 |
| Debt Service | 576,048 | 1,333,756 | 1,333,756 | 2,078,905 |
| Transfers | 3,694,912 | 4,262,100 | 4,262,100 | 3,229,000 |
| **TOTAL** | $ 15,300,981 | $ 18,133,318 | $ 18,133,318 | $ 17,098,612 |

| Authorized Positions | 2018 Actual | 2019 Approved | 2019 Revised | 2020 Approved |
|---|---|---|---|---|
| Full Time Employees | 50 | 50 | 50 | 49 |
| Part Time Benefited | - | - | - | - |
| Contracted Employees | - | - | - | - |
| **TOTAL** | 50 | 50 | 50 | 49 |

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Forestry Division works aggressively to promote and maintain a safe, healthy, and continuously progressive urban forest for the benefit of all residents.<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 continue. This includes aggressive diversification, in-fill of vacant street tree locations, contractor agreements, public education opportunities, and partnerships with the ND Dept. of Agriculture and the ND Forest Service. Currently there are 14,732 ash street trees that make up 25.7% of the entire population.<br><br>• In 2018, Dutch Elm Disease caused the removal of nearly 200 city property elm trees. It is anticipated that 2019 and 2020 will be approximately the same.<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.<br><br>• In 2018, the Residential Brush Chipping Program cost $174,000. Will begin every other week in 2019. Estimated savings: approximately $44,000. |

**Operational Measures**

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

# Forestry

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 844,114 | $ 871,195 | $ 871,195 | $ 899,578 |
| Benefits | 244,949 | 260,390 | 260,390 | 313,427 |
| Other Services | 533,858 | 454,364 | 454,364 | 495,864 |
| Repairs and Maintenance | 57,639 | 51,000 | 51,000 | 51,000 |
| Rentals | 19,686 | 16,600 | 16,600 | 16,600 |
| Insurance | 14,083 | 11,940 | 11,940 | 11,940 |
| Communications | 2,551 | 2,500 | 2,500 | 2,500 |
| Advertising and Printing | 26 | 650 | 650 | 650 |
| Travel & Education | 16,222 | 17,850 | 17,850 | 18,000 |
| Energy | 38,501 | 54,038 | 54,038 | 46,038 |
| General Supplies | 64,004 | 57,200 | 57,200 | 59,600 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 11,240 | 8,016 | 8,016 | 8,016 |
| Capital Outlay | 213,105 | 180,000 | 180,000 | 162,000 |
| Debt Service | - | - | - | - |
| Transfers | 102,000 | 400,000 | 400,000 | 439,000 |
| **TOTAL** | $ 2,161,978 | $ 2,385,743 | $ 2,385,743 | $ 2,524,213 |

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

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The Municipal Airport Authority is a five-member board that was established in April 1969 to oversee airport activities and implementation of the airport master plan, and has since invested time and money into improvements to provide a safe and efficient airport. The Airport Authority is a political subdivision under the North Dakota Century Code 2-06.<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 10 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 | • Federal funding via the Airport Improvement Program continues to lack the funds necessary to pay for necessary airport improvements. The Passenger Facility Charge (PFC) cap needs to increase to a level above $4.50 per passenger. Congress is working on a possible solution.<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 is having a significant impact on service to small communities.<br><br>• State funding for North Dakota airports increased during the last biennium. Progress was made during the last session to continue the increased funding allocation in future sessions.<br><br>• The Airport Authority completed the Airport Master Plan and Airport Layout Plan. The Airport Authority will be construction a $16.5 million cargo apron expansion, snow removal equipment building expansion and the acquisition of additional airfield equipment. We will also begin the process to expand the passenger terminal. This project might include the proposed skyway that will serve the parking customers. |

**Operational Measures**

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

# Fargo Airport Authority

| Expenditures | 2018 Actual | 2019 Approved Budget | 2019 Revised Budget | 2020 Approved Budget |
|---|---|---|---|---|
| Salaries | $ 2,063,231 | $ 2,149,269 | $ 2,149,269 | $ 2,336,144 |
| Benefits | 608,551 | 671,780 | 671,780 | 722,126 |
| Other Services | 1,434,043 | 3,117,100 | 3,117,100 | 3,264,800 |
| Repairs and Maintenance | 410,884 | 451,000 | 451,000 | 483,000 |
| Rentals | 808 | 1,000 | 1,000 | 1,000 |
| Insurance | 100,742 | 110,900 | 110,900 | 122,600 |
| Communications | 1,436 | 4,900 | 4,900 | 11,000 |
| Advertising and Printing | 309,475 | 258,450 | 258,450 | 288,600 |
| Travel & Education | 51,735 | 83,500 | 83,500 | 83,500 |
| Energy | 456,666 | 524,150 | 524,150 | 524,150 |
| General Supplies | 241,209 | 249,800 | 249,800 | 269,800 |
| Major Supplies | - | - | - | - |
| Miscellaneous | 19,038 | 32,500 | 32,500 | 36,500 |
| Capital Outlay | 4,517,302 | 24,582,000 | 24,582,000 | 23,327,000 |
| Debt Service | 94,022 | 100,000 | 100,000 | 100,000 |
| Transfers | 2,683,202 | 8,690,000 | 8,690,000 | 3,090,000 |
| **TOTAL** | $ 12,992,344 | $ 41,026,349 | $ 41,026,349 | $ 34,660,220 |

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

FARGODOME

| Description of Service Provided | Current or Emerging Issues |
|---|---|
| The FARGODOME is a City-owned 19,000 seat indoor entertainment arena. The venue is governed by the seven member Fargo Dome Authority (FDA) who are appointed by the Fargo City Commission from nominations from the City of Fargo (2), NDSU (2), the Fargo Park Board (1), the Fargo School Board (1), and the Cass County Commission (1). The FDA contracts with Spectra by Comcast Spectacor to manage FARGODOME Food & Beverage. Other than Spectra's onsite Director of Food & Beverage, FARGODOME full-time and part-time staff are employees of the City of Fargo.<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, the Gate City Bank Theatre series, Happy Harry's Ribfest, motorsports, and amateur sporting events.<br><br>• Since we rely on 700+ part-time employees, we are challenged to attract and retain part-time staff in Fargo's low unemployment environment. |

**Operational Measures**

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

# FARGODOME

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

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

# FARGODOME

## 2020 APPROVED BUDGET

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

## FARGODOME

### 2020 CAPITAL BUDGET

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

| Fund Description | 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 include:<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.<br><br><u>Active Members:</u><br>City Employee 106<br>Police 195<br>Fire Relief Assn. 119<br>NDPERS 592<br><br><u>Retirees and beneficiaries:</u><br>City Employee 237<br>Police 116<br>Fire Relief Assn. 95<br><br><u>Market Value of Investments held for Pension Benefits:</u><br>City Employee $44,439,112<br>Police $55,836,715<br>Fire Relief Assn. $30,663,400<br><br><u>Net Pension Liability:</u><br>City Employee $14,692,265<br>Police $22,238,286<br>Fire Relief Assn. $20,722,013<br>NDPERS $53,264,757 | • The City Commission adopted a defined benefit pension funding policy in 2012 that increased employee and employer contributions to sustainable levels with the goal of fully funding the actuarial determined contribution (ADC). On an aggregate basis we have funded 96% of our ADC requirements over the past five years and are making progress on a stronger funded status.<br><br>• A long-term amortization period is in place with the goal of achieving a 100% funded status with revised contribution levels for City sponsored plans.<br><br>• The funded status of each plan as of as of the most recent actuarial study is:<br><br>City Employee 75.2%<br>Police 71.5%<br>Fire Relief Assn. 59.7% |

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

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

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

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

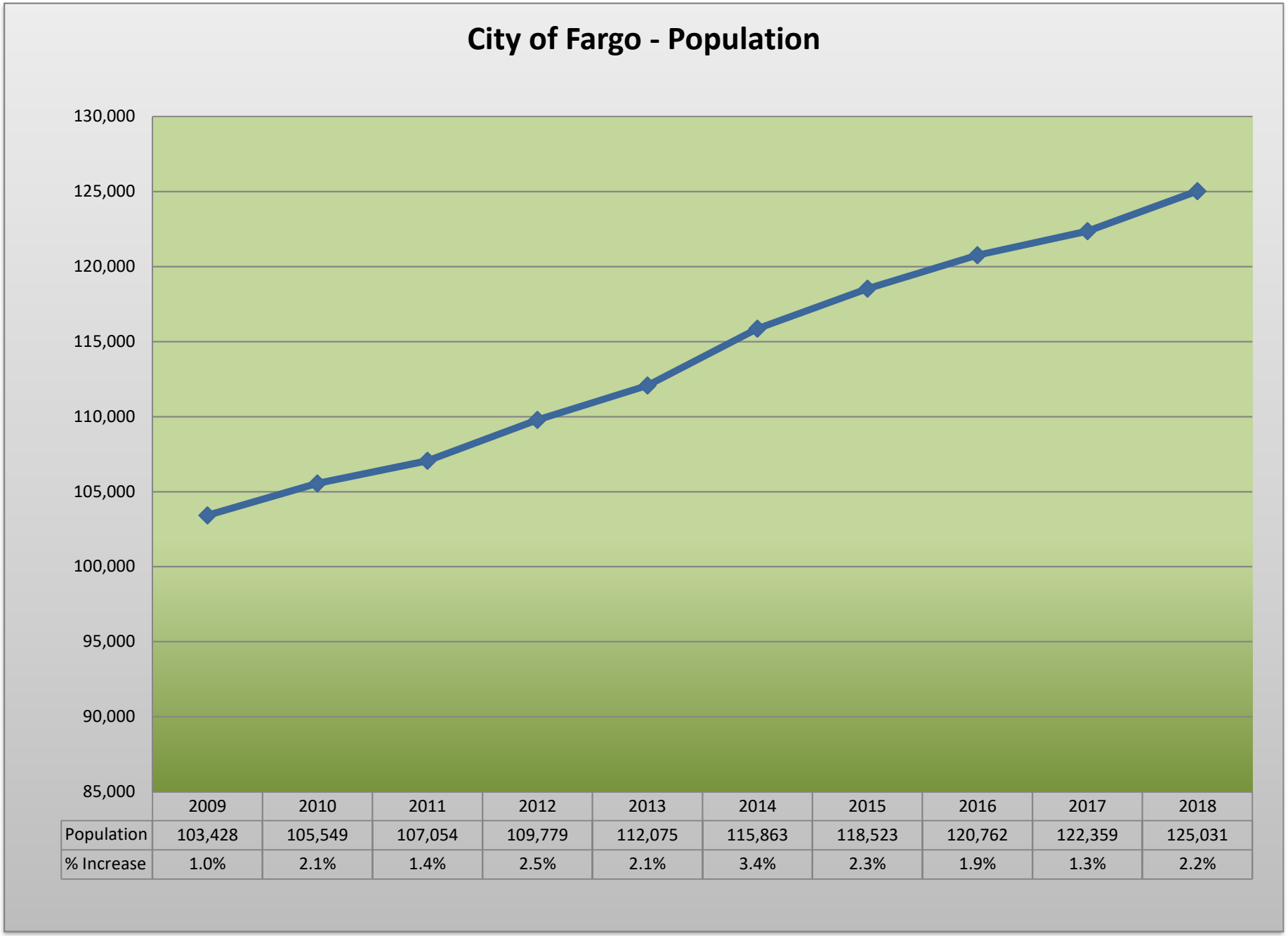
## CITY OF FARGO, NORTH DAKOTA
## 2019 MID-YEAR BUDGET ADJUSTMENTS ALL FUND TYPES

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

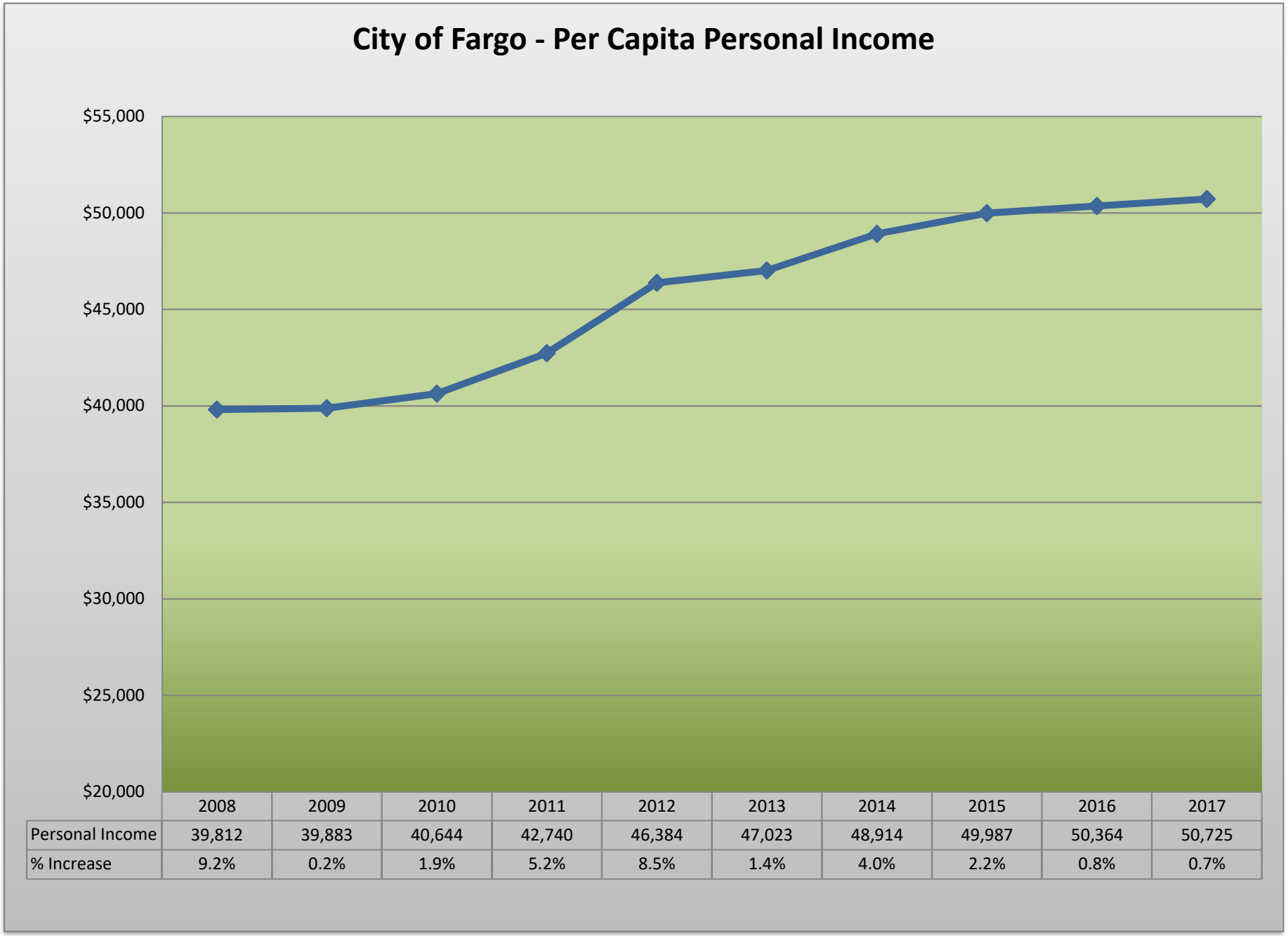
## CITY OF FARGO, NORTH DAKOTA
## 2019 MID-YEAR BUDGET ADJUSTMENTS ALL FUND TYPES

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

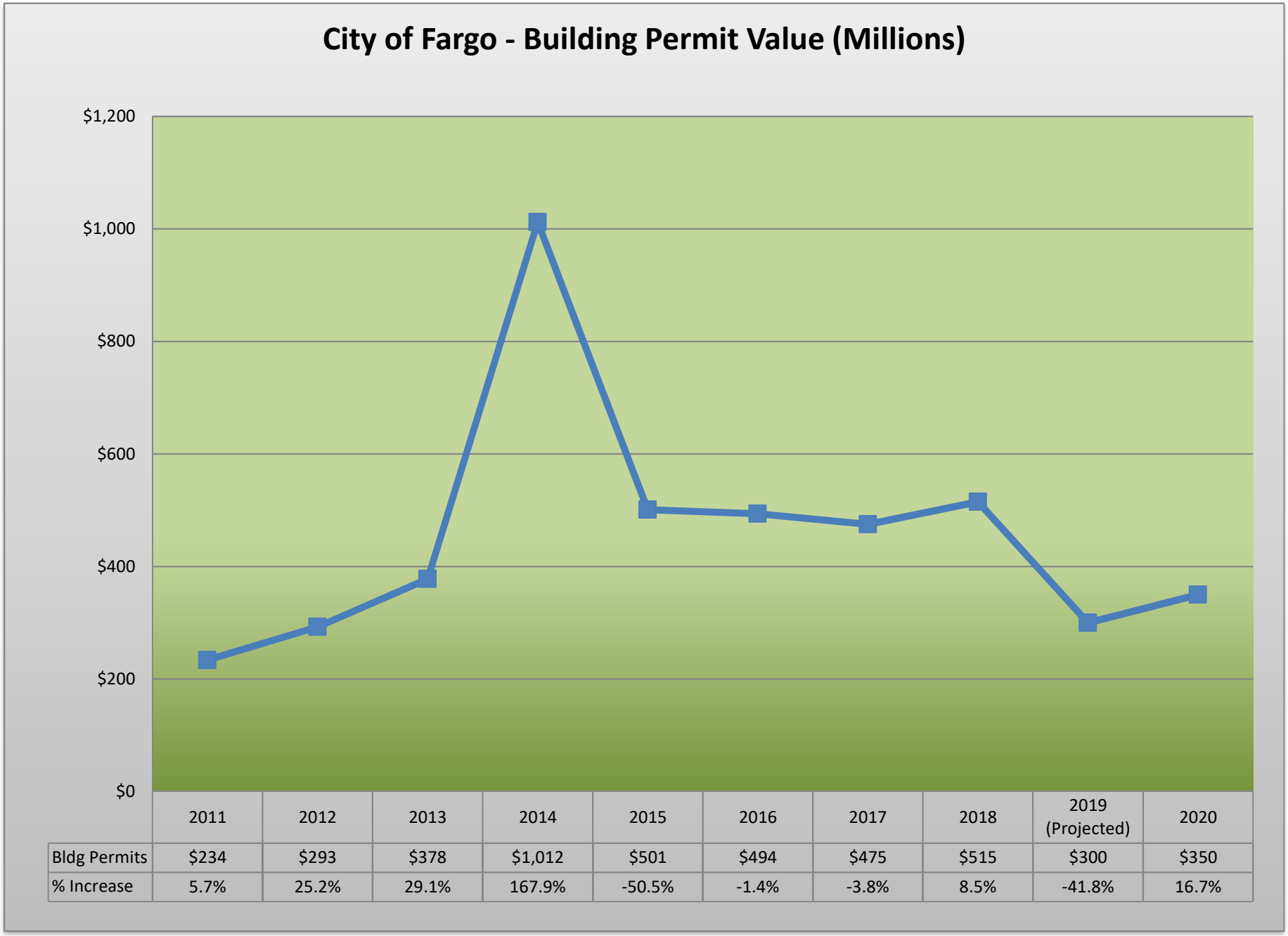
| Description | Fiscal Trends and Comments |
| --- | --- |
| The statistical section of the budget is designed to give budget readers a longer-term view of significant financial and economic trends of the City over time. Several long-term data table and charts are included for review that helps readers to understand the consistent strength in our economy and the City's financial performance.<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><br>• Per Capita Income<br><br>• Labor Force<br><br>• Building Permit Values<br><br>• Property Value Trends<br><br>• Major Employers<br><br>• General Fund Balance Levels<br><br>• Sales Tax Revenue<br><br>• State Intergovernmental Revenues |



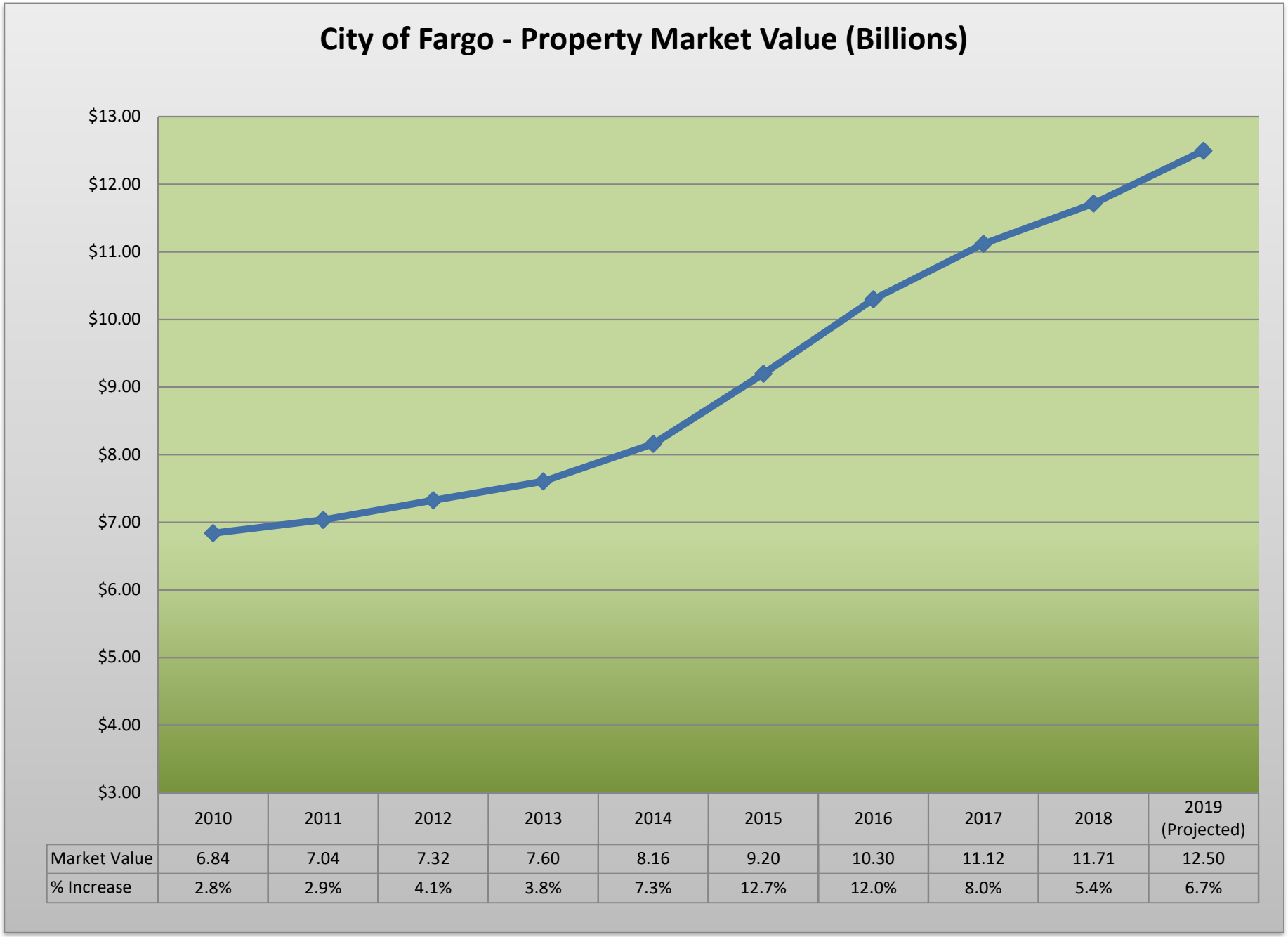

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Population | 103,428 | 105,549 | 107,054 | 109,779 | 112,075 | 115,863 | 118,523 | 120,762 | 122,359 | 125,031 |
| % Increase | 1.0% | 2.1% | 1.4% | 2.5% | 2.1% | 3.4% | 2.3% | 1.9%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



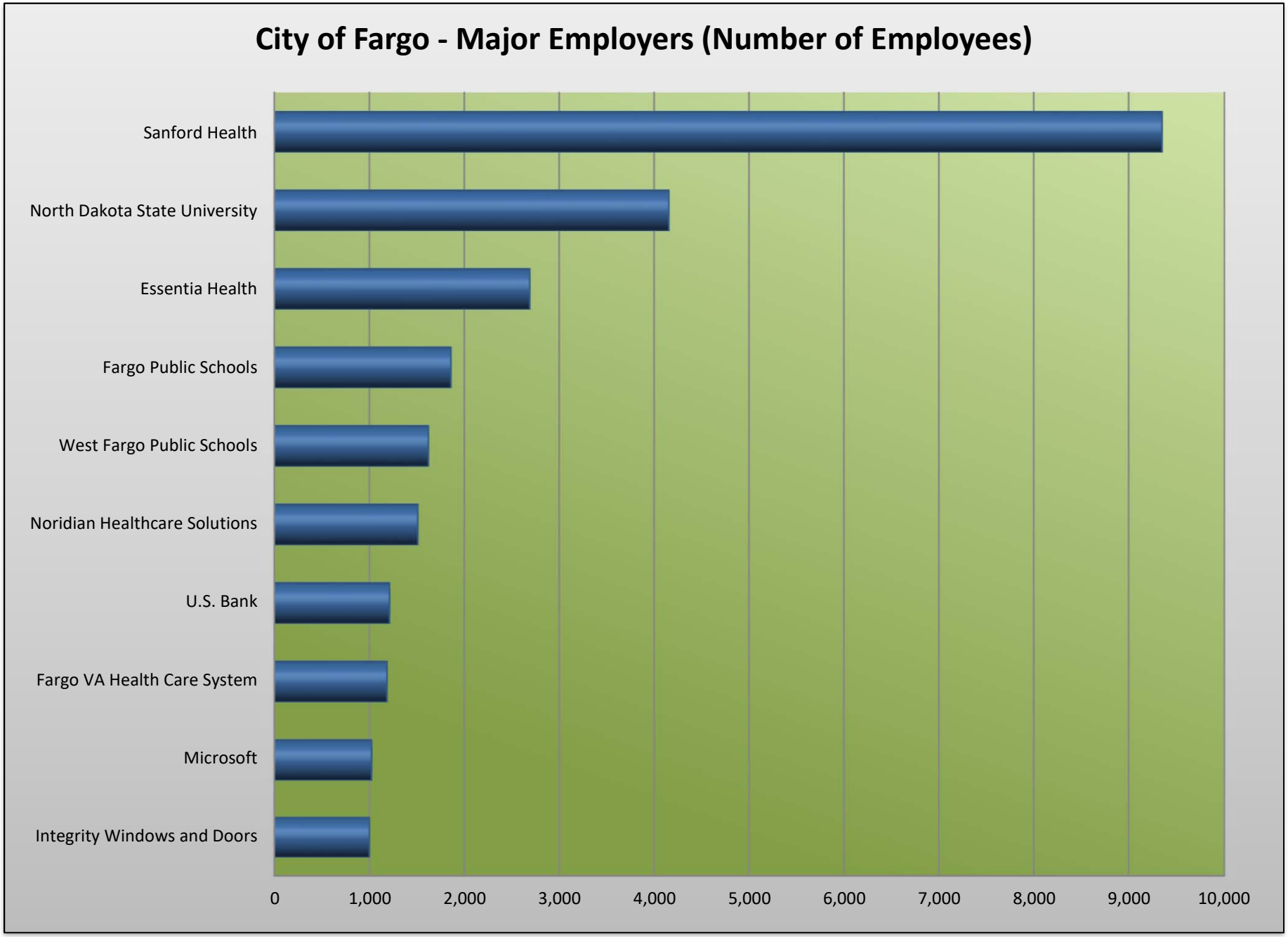

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personal Income | 39,812 | 39,883 | 40,644 | 42,740 | 46,384 | 47,023 | 48,914 | 49,987 | 50,364 | 50,725 |
| % Increase | 9.2% | 0.2% | 1.9% | 5.2% | 8.5% | 1.4% | 4.0% | 2.2% |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

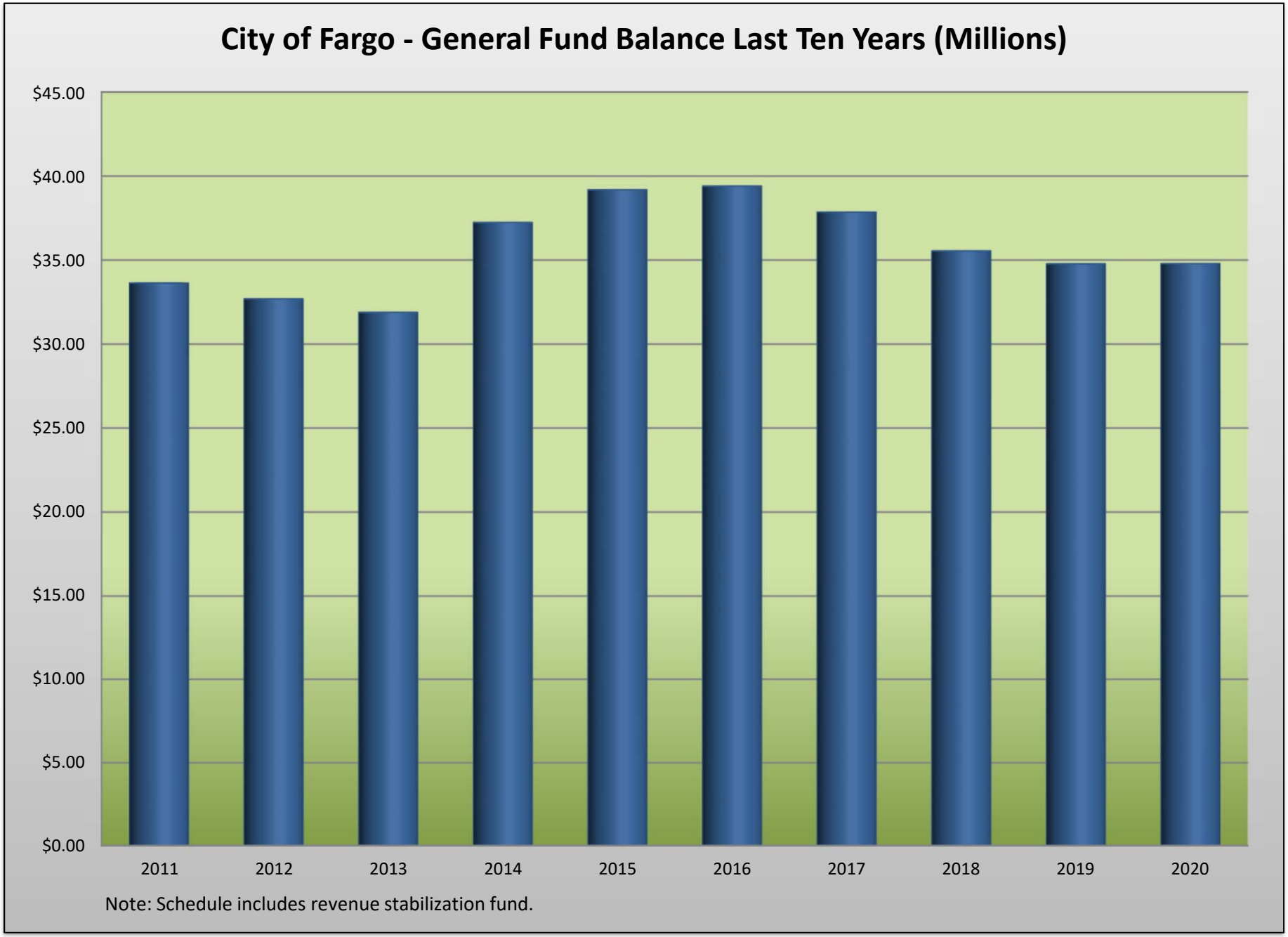


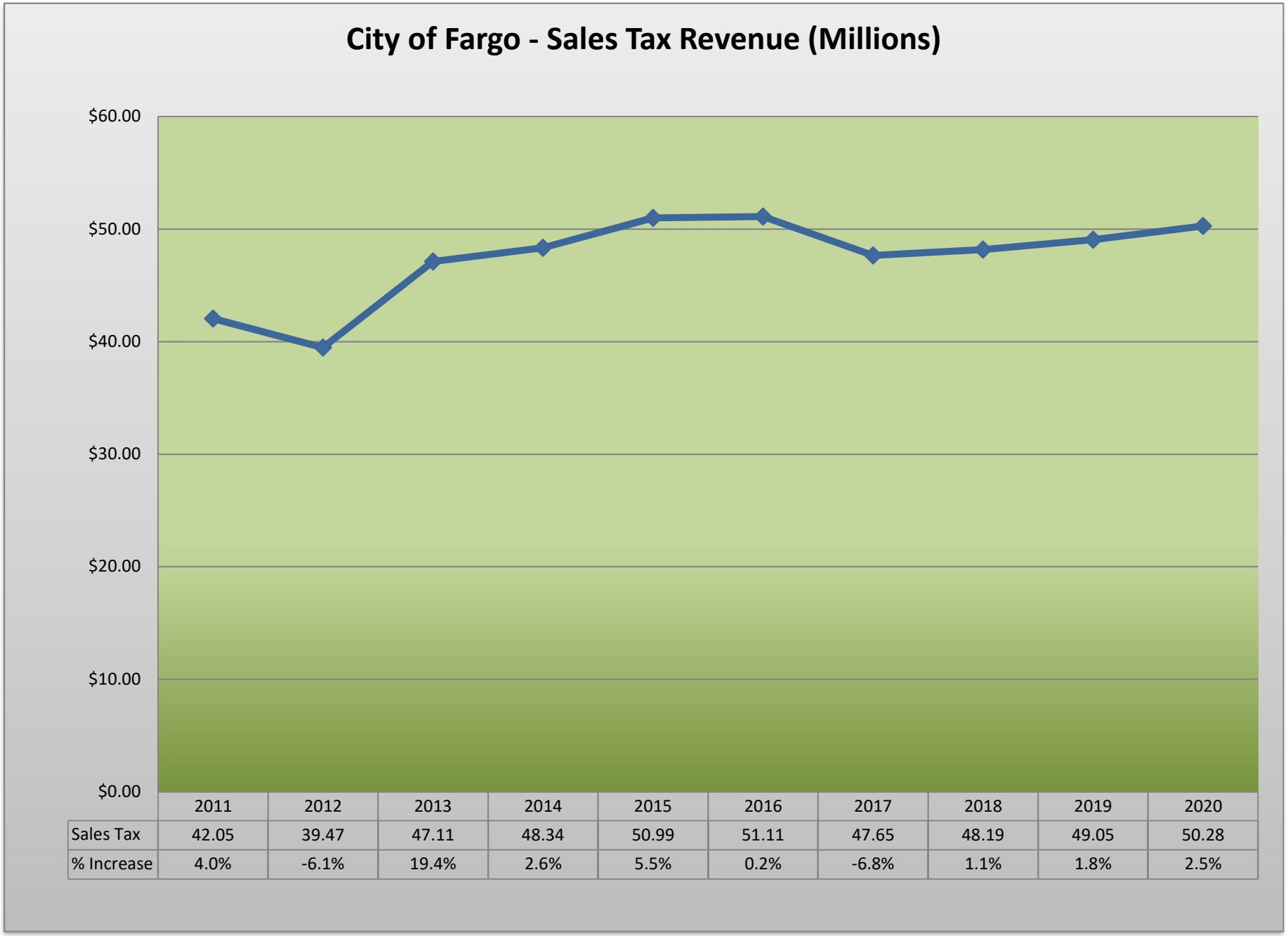

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 (Projected) | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|
| Bldg Permits | $234 | $293 | $378 | $1,012 | $501 | $494 | $475 | $515 | $300 | $350 |
| % Increase | 5.7% | 25.2% | 29.1% | 167.9% | -50.5% | -1.4% | -3.8% | 8.5% | -41.8%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



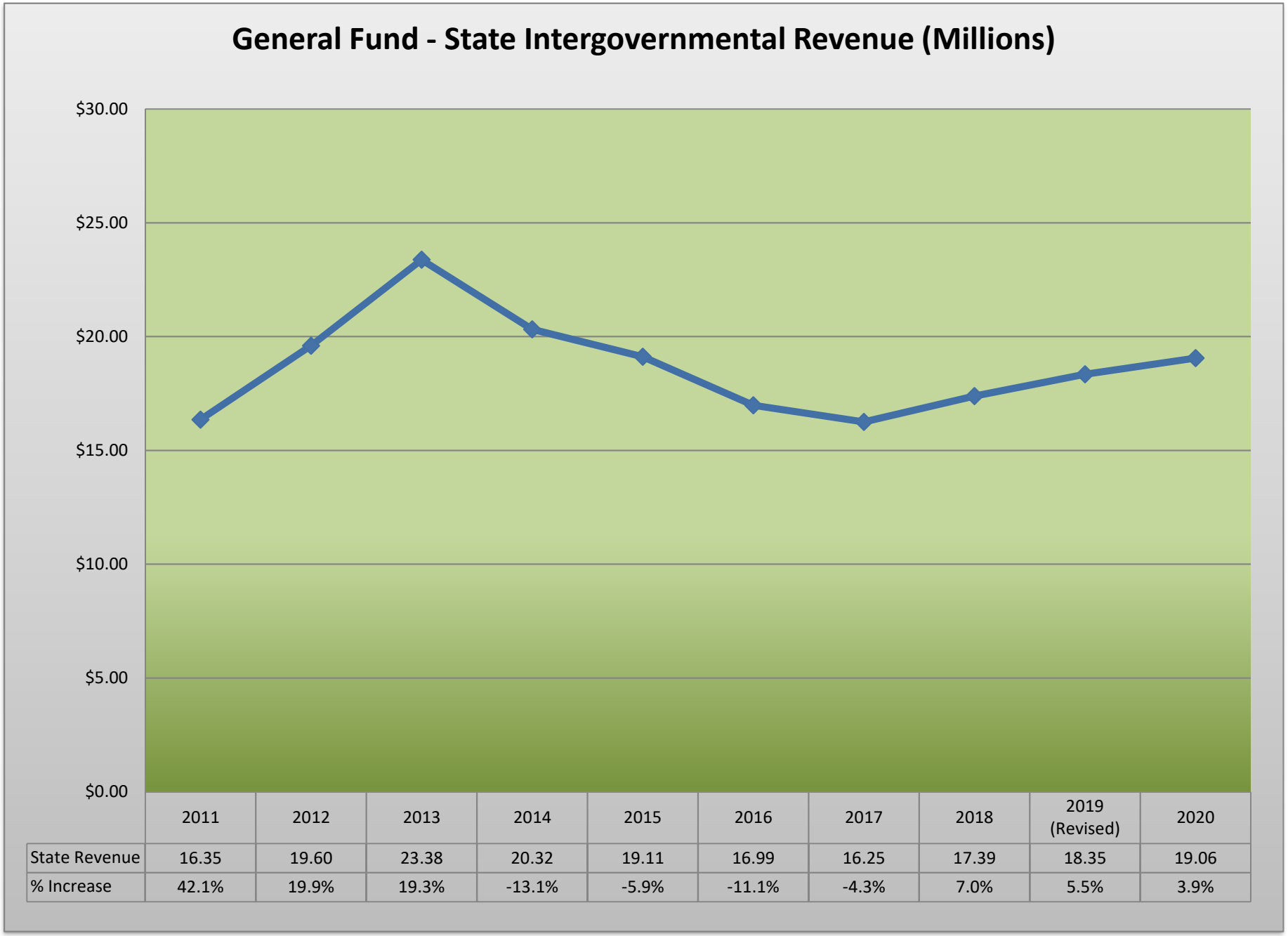

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 (Projected) |
|---|---|---|---|---|---|---|---|---|---|---|
| Market Value | 6.84 | 7.04 | 7.32 | 7.60 | 8.16 | 9.20 | 10.30 | 11.12 | 11.71 | 12.50 |
| % Increase | 2.8% | 2.9% | 4.1% | 3.8% | 7.3% | 12.7% | 12.0% | 8.0% | 5.4%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


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


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




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




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

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

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

| DEPARTMENT | ACCOUNT NUMBER | DESCRIPTION OF REQUEST | AMOUNT REQUESTED | DIVISIONAL TOTALS | 2020 APPROVED PROJECT EXPENSE | 2020 APPROVED CASH OBLIGATION |
|---|---|---|---|---|---|---|
| **CAPITAL PROJECT FUNDS** | | | | | | |
| **CAPITAL EQUIPMENT FUND** | | | | | | |
| City Administration | 475-0510-510-71-10 | Cass-Clay Community Land Trust Affordable Housing Program | $ 50,000 | $ 50,000 | **$ 50,000** | **$ 50,000** |
| IS | 475-0520-510-74-10 | Police in-car-video system | 300,000 | | | |
| | 475-0520-510-74-10 | Replace fire mobile data computers | 90,000 | 390,000 | **390,000** | **390,000** |
| Public Information | 475-0525-510-74-10 | Broadcast equipment sinking fund | 100,000 | | | |
| | 475-0525-510-74-10 | AVI maintenance agreement | 140,000 | 240,000 | **240,000** | **240,000** |
| Buildings and Grounds | 475-1050-510-74-10 | Scrubber/sweeper | 70,000 | 70,000 | **70,000** | **70,000** |
| Planning | 475-2010-510-77.40 | Fargo project | 30,000 | | | |
| | 475-2010-510-77.40 | Main avenue amenities | 30,000 | 60,000 | **60,000** | **60,000** |
| Inspections | 475-2040-510-74-20 | Vehicle replacement | 25,000 | 25,000 | **25,000** | **25,000** |
| Engineering | 475-3015-510-74-11 | Survey controllers (3) | 24,000 | | | |
| | 475-3015-510-74-11 | Computers - Engineering | 2,400 | | | |
| | 475-3015-510-74-11 | Computers - One Call | 11,500 | | | |
| | 475-3015-510-74-20 | Vehicle | 25,000 | 62,900 | **62,900** | **62,900** |
| Street Department | 475-3025-510-74-10 | Loader mounted alley plows (3) | 90,000 | | | |
| | 475-3025-510-74-10 | Anti-ice roll off body skid | 37,000 | | | |
| | 475-3025-510-74-10 | Manhole saw skid steer attachment | 44,000 | | | |
| | 475-3025-510-74-10 | Fleet expansion street sweeper | 275,000 | | | |
| | 475-3025-510-73-20 | Fence installation at snow storage site | 52,000 | | | |
| | 475-3025-510-73-20 | Drain improvements at snow storage site | 200,000 | 698,000 | **698,000** | **698,000** |
| Central Garage | 475-3030-510-74-10 | Floor scrubber for Police Department campus | 65,000 | | | |
| | 475-3030-510-74-10 | Shop lighting replacement to LED | 24,000 | | | |
| | 475-3030-510-74-10 | Waste oil shop heater | 11,000 | 100,000 | **100,000** | **100,000** |
| Fire | 475-4010-510.74-10 | Equipment replacement for new fire truck being ordered | 100,000 | 100,000 | **100,000** | **100,000** |
| Police | 475-5010-510-74-20 | Patrol vehicles (3) | 90,000 | | | |
| | 475-5010-510-74-20 | Equipment for patrol vehicles (3) | 105,000 | | | |
| | 475-5010-510-74-20 | Plain car for Police detective | 24,000 | | | |
| | 475-5010-510-74-10 | K9 squad for bomb dog | 30,000 | | | |
| | 475-5010-510-74-10 | Equipment for K9 squad | 35,000 | | | |
| | 475-5010-510-74-10 | Rifle upgrades (67) | 37,500 | | | |
| | 475-5010-510-74-10 | DJI Drones (2) | 10,000 | 331,500 | **331,500** | **331,500** |
| Library | 475-7010-510-74-30 | Lighting upgrade at Main & Carlson Library | 110,000 | 110,000 | **110,000** | **110,000** |
| Outdoor Warning Sirens | 475-8550-510-74-10 | Replace 3 outdoor warning sirens | 120,000 | 120,000 | **120,000** | **120,000** |
| Street Department Vehicles | 475-8551-510.78-06 | Track loader (2) | 10,000 | | | |
| | 475-8551-510-78-06 | Tool cat (3) | 15,000 | | | |
| | 475-8551-510-78-06 | Front end loader | 232,000 | | | |
| | 475-8551-510-78-06 | Truck (Tandem) | 192,000 | | | |
| | 475-8551-510-78-06 | 1-Ton Service truck | 42,500 | | | |
| | 475-8551-510-78-06 | 1-Ton Dump truck | 42,500 | | | |
| | 475-8551-510-78-06 | Snow blower (loader) | 170,000 | | | |
| | 475-8551-510-78-06 | Riding mower (2) | 22,000 | | | |
| | 475-8551-510-78-06 | Motograder | 265,000 | 991,000 | **986,000** | **986,000** |
| Central Garage Vehicles | 475-8551-510-78-07 | Sedans (2) | 108,000 | | | |
| | 475-8551-510-78-07 | Small SUV (4) | 100,000 | | | |
| | 475-8551-510-78-07 | Motor pool (4) | 100,000 | 308,000 | **129,000** | **129,000** |
| Fire Vehicles | 475-8551-510-78-08 | Fire truck (pumper) | 550,000 | 550,000 | **550,000** | **550,000** |
| Police Vehicles | 475-8551-510-78-09 | Patrol vehicles (10) | 315,000 | | | |
| | 475-8551-510-78-09 | Large patrol vehicle | 35,000 | 350,000 | **350,000** | **350,000** |
| **Total Capital Equipment Fund** | | | **4,556,400** | **4,556,400** | **4,372,400** | **4,372,400** |
| **CITY BUILDING PROJECTS** | | | | | | |
| Buildings and Grounds | 402-1050-510-73-20 | Public safety roof top unit - Trane | 20,000 | | | |
| | 402-1050-510-73-20 | Public safety SWAT lights and (2 )70" ceiling fans | 12,000 | | | |
| | 402-1050-510-73-20 | Municipal Court roof replacement | 200,000 | | | |
| | 402-1050-510-73-20 | Municipal Court roof top unit (AAON) | 20,000 | | | |
| | 402-1050-510 | Mercantile parking ramp | 15,000,000 | 15,252,000 | **252,000** | **-** |
| Baseball Stadium | 402-1003-510.72-20 | Architectural services | 30,000 | | | |
| | 402-1003-510.72-20 | Building repairs | 150,000 | 180,000 | **180,000** | **-** |
| Planning | 402-2010-510 | Civic Plaza | 11,000,000 | 11,000,000 | **-** | **-** |
| Public Works | 402-3030-510-72-20 | BSI IT Fitup | 400,000 | 400,000 | **400,000** | **-** |
| Fire | 402-4010-510-72-20 | Fire Station 2 remodel | 350,000 | | | |
| | 402-4010-510-72-20 | Fire Station 8 design | 500,000 | | | |
| | 402-4010-510-72-20 | Fire training tower and building renovation and maintenance | 250,000 | | | |
| | 402-4010-510-72-20 | Roof repair fire Station 3 | 40,000 | | | |
| | 402-4010-510-72-20 | Remodel and expansion of EOC Space | 120,000 | 1,260,000 | **640,000** | **-** |
| Civic | 475-8005-510-72-20 | East exterior wall | 350,000 | | | |
| | 475-8005-510-72-20 | Miscellaneous | 50,000 | 400,000 | **400,000** | **-** |
| Transit Capital Grant Equipment | 404-2061-510-74-10 | WA shelter - local share | 440,000 | | | |
| | 404-2061-510-74-10 | WA shelter engineering - local share | 52,800 | | | |
| | 404-2061-510-74-10 | Upgrade metro transit garage - local share | 2,400,000 | | | |
| | 404-2061-510-74-10 | Upgrade MTG engineering - local share | 288,000 | 3,180,800 | **492,800** | **-** |
| **Total City Building Projects** | | | **31,672,800** | **31,672,800** | **2,364,800** | **-** |
| **GIS DEVELOPMENT FUND** | | | | | | |
| | 403-0520-409.74-12 | Application maintenance and improvements | 60,000 | | | |
| | 403-0520-409.74-12 | Migrate parcel fabric to new ArcGIS Pro Schema | 20,000 | | | |
| | 403-0520-409.74-12 | 3D Building surface creation | 50,000 | | | |
| | 403-0520-409.74-12 | Training and conference costs | 10,000 | 140,000 | **140,000** | **140,000** |
| **Total GIS Development Fund** | | | **140,000** | **140,000** | **140,000** | **140,000** |
| **TRANSIT** | | | | | | |
| Transit Capital Grant Equipment | 404-2061-510-74-10 | Replace fixed route bus - local share | 105,000 | | | |
| | 404-2061-510-74-10 | Expansion cut-ways for fixed route (2)- local share | 48,000 | | | |
| | 404-2061-510-74-10 | MTG Lighting upgrade - local share | 13,400 | | | |
| | 404-2061-510-74-10 | Diesel particulate filter cleaner - local share | 6,000 | | | |
| | 404-2061-510-74-10 | Misc. support equipment - local share | 39,539 | | | |
| | 404-2061-510-74-10 | Replace farebox system - local share | 200,000 | | | |
| | 404-2061-510-74-10 | Replace paratransit vehicles (3) - local share | 54,000 | 465,939 | **465,939** | **465,939** |
| **Total Transit Fund** | | | **465,939** | **465,939** | **465,939** | **465,939** |

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

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

# CITY OF FARGO, NORTH DAKOTA
# DEPARTMENTAL PERSONNEL REQUESTS FOR 2020

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

| Department | Div. No. | ADDITIONAL PERSONNEL REQUESTS / DESCRIPTION | FTE's | GRADE | Amount | APPROVED FUNDING | |
|---|---|---|---|---|---|---|---|
| **SPECIAL REVENUE FUNDS** | | | | | | | |
| CDBG | 231-2020 | Assistant Planner | 1.00 | 12 | 74,168 | 1.00 | 74,168 |
| **Total Special Revenue Funds** | | | **1.00** | | **74,168** | **1.00** | **74,168** |
| **ENTERPRISE FUNDS** | | | | | | | |
| Water | 501-3052 | PW Utility Locator II | 1.00 | 10 | 65,160 | | - |
| | 501-3051 | Water Utility Engineer | 1.00 | 20 | 126,286 | 1.00 | 126,286 |
| | 501-3051 | Water Plant Operator (Apprentice) | 1.00 | 13 | 79,143 | 1.00 | 79,143 |
| | 501-3051 | Contract Maintenance Attendant II | 1.00 | 11 | 69,411 | | - |
| | 501-305X | Full time overtime | N/A | | 38,754 | | - |
| | 501-305X | PEC Approvals | N/A | | 37,253 | | 37,253 |
| Storm Sewer | 524-3064 | Plumbing Inspector I - 50% Share | 0.50 | 12 | 34,352 | 0.50 | 34,352 |
| | 524-3064 | PEC Approvals | N/A | | 790 | | 790 |
| Wastewater | 521-3061 | Plumbing Inspector I - 50% Share | 0.50 | 12 | 34,352 | 0.50 | 34,352 |
| | 521-3061 | Full time overtime | N/A | | 38,754 | | - |
| | 521-3061 | PEC Approvals | N/A | | 3,496 | | 3,496 |
| Solid Waste | 531-3074 | Equipment Operator II | (1.00) | 10 | (55,890) | (1.00) | (55,890) |
| | 531-3071 | PEC Approvals | N/A | | 7,924 | | 7,924 |
| Street Lights | 528-3035 | Assistant Signals & Lighting Operations Manager | 1.00 | 16 | 96,773 | | - |
| Forestry | 541-3081 | Arborist I | 1.00 | 08 | 57,504 | 1.00 | 57,504 |
| Fargodome | 571-7003 | Engineering III | 1.00 | 10 | 65,160 | 1.00 | 65,160 |
| | 571-7003 | Catering Manager | 1.00 | 09 | 61,224 | 1.00 | 61,224 |
| | 571-7003 | PEC Approvals | N/A | | 2,704 | | 2,704 |
| **Total Enterprise Funds** | | | **8.00** | | **763,150** | **5.00** | **454,298** |
| **TOTAL PERSONNEL REQUESTS** | | | **52.95** | | **$ 4,258,660** | **12.00** | **$ 1,046,125** |

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

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

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