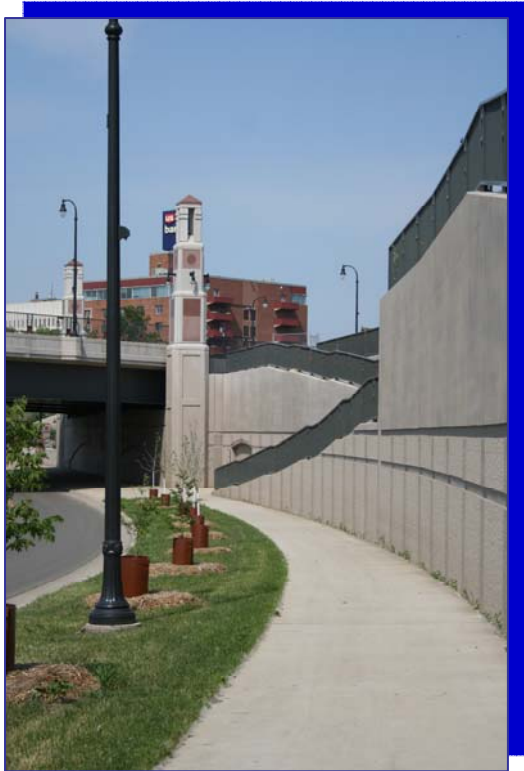


City of Moorhead, Minnesota



2009 Operating & Capital Budget



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Guide for Readers

The Fiscal Year 2009 Operating and Capital Budget for the City of Moorhead, Minnesota is intended to serve four purposes:

The Budget as a Policy Guide

As a policy guide, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget summary details the services the City will provide during the twelve-month period from January 1, 2009 through December 31, 2009. The departmental and division budgets section provides program descriptions, goals and objectives, budget impact items and achievements.

The Budget as a Financial Plan

As a financial plan, the budget details the costs associated with providing municipal services and how the services will be funded. The Consolidated Summary illustrates all revenues and expenditures and fund distribution. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is discussion of the City's accounting structure and budgetary procedures.

The Budget as an Operations Guide

As an operations guide, the budget details how departments and the general fund are organized. The budget informs the reader of all the activities, services and functions carried out by each department. Each departmental budget section includes a description of the department's function, its goals and objectives, authorized positions, budget highlights and the budgetary appropriation.

The Budget as a Communication Device

As a communication device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included in every section to consolidate the information as much as possible. The budget document also includes a detailed table of contents and a glossary of terms to make it easy to locate and understand its contents. Finally, the budget includes the Budget Message, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming fiscal year.



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Presentation to the City of Moorhead for its annual budget for the fiscal year beginning January 1, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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City of Moorhead, Minnesota

INTRODUCTORY SECTION

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Introduction

The City of Moorhead, incorporated in 1881, is situated in the heart of the Red River Valley, 250 miles northwest of Minneapolis. It is the county seat of Clay County and a community rich in history, tradition and diversity. While Moorhead is part of a growing metropolitan region, it is distinct because of its liberal arts based college atmosphere, quality educational system, plentiful parks and strong, diverse neighborhoods. The city is approximately 17.76 square miles and has a population of 32,749 per the 2006 U.S. Census estimate. The 2000 U.S. Census for the City of Moorhead was 32,177.



The City of Moorhead has operated under the council-manager form of government since 1985. Policy-making and legislative authority are vested in a city council consisting of the mayor and eight council members representing four wards. City elections are held in odd numbered years, with all Council members and the Mayor serving four-year terms. Terms are staggered with one representative being elected from each ward every two years.

The City of Moorhead provides a full range of services. The general governmental functions include police and fire protection, emergency medical services, street maintenance, engineering, planning and zoning, environmental health, transit, parks and recreation, economic and community development and general legislative and administrative services. The City also operates as enterprise funds the following services: electric, water, wastewater and storm water collection and treatment, sanitation, sports center, golf courses, pest control, forestry and airport. Vehicles and equipment, radio and information technology services are provided through internal service funds.



The City of Moorhead seeks to ensure that a full range of housing opportunities is available, particularly to first-time homebuyers. The City is involved in partnerships with Minnesota Housing Finance Agency and Greater Minnesota Housing Fund to offer down-payment assistant programs. Homebuyer and tenant education are important components of the housing program offerings as well.

City Officials

ELECTED OFFICIALS

Mayor and City Council



DAN BOHMER
WARD 1
Term expires
12/31/09



NANCY OTTO
WARD 1
Term expires
12/31/11



HONORABLE MAYOR
MARK VOXLAND
Term expires
12/31/09



JOHN ROWELL
WARD 2
Term expires
12/31/09



DIANE WRAY WILLIAMS
WARD 2
Term expires
12/31/11



LAURI WINTERFELDT
WARD 3
Term expires
12/31/09



DAN HUNT
WARD 3
Term expires
12/31/11



MARK HINTERMEYER
WARD 4
Term expires
12/31/09



GREG LEMKE
WARD 4
Term expires
12/31/11

City Administration



MICHAEL REDLINGER
CITY MANAGER

JOEL HEWITT
FIRE CHIEF

CHAD MARTIN
OPERATION DEPARTMENT
DIRECTOR

SCOTT HUTCHINS
COMMUNITY SERVICES
DIRECTOR

DAVID EBINGER
POLICE CHIEF

BRIAN NEUGEBAUER
CITY ATTORNEY

ROBERT ZIMMERMAN
CITY ENGINEER

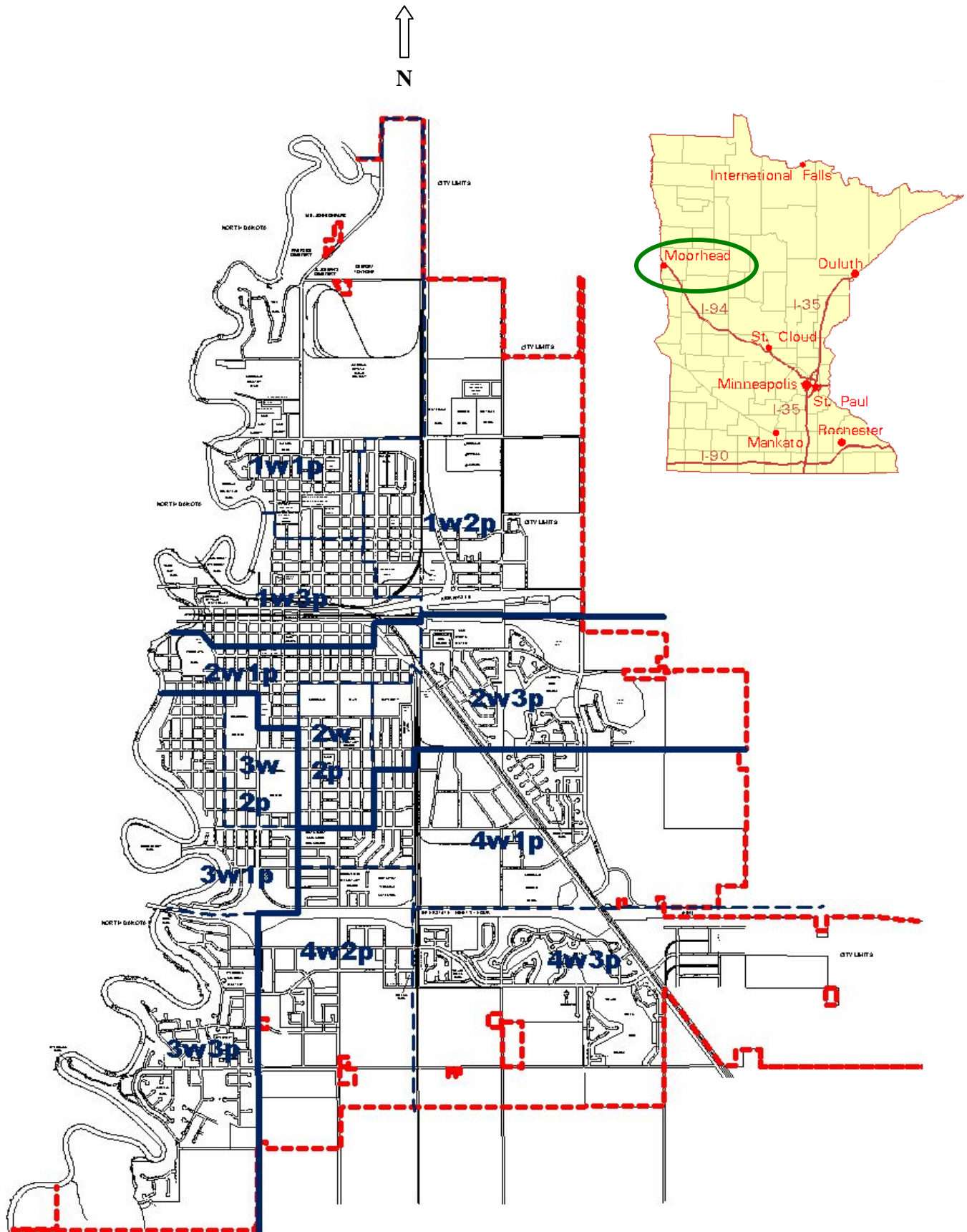
KAYE BUCHHOLZ
CITY CLERK

HARLYN AULT
FINANCE DIRECTOR

JEAN THOMPSON
HUMAN RESOURCES

LES BAKKE
INFORMATION TECHNOLOGY

Map of Moorhead, MN



Organization Chart





City of Moorhead, Minnesota

OVERVIEW & SUMMARY

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Budget Message

November 20, 2008

Honorable Mayor and City Council
Moorhead, Minnesota

Mayor Voxland and Members of the City Council:

In compliance with Section 7.04 of the Charter of the City of Moorhead, I am pleased to submit a balanced 2009 Operating and Capital Budget of \$60,585,574 for the fiscal year commencing on January 1, 2009 and ending on December 31, 2009. This budget format is intended to communicate to the Mayor and City Council and the citizens of Moorhead the overall operations of the City, the services provided, and the funding sources utilized for these programs and activities. Emphasis has been placed on articulating the directives of the Mayor and City Council in the various department and division-level budgets of the City.

The 2009 Operating and Capital Budget was developed following a review of the goals and objectives expressed by the Mayor and City Council in budget discussions and by evaluating anticipated revenue and expenditures for fiscal year 2009. Employing a consensus- and target-based budgeting strategy, the City Manager incorporated the direction and feedback of the elected body on revenue and expenditure issues with a collaborative approach to the development of the budget, including members of the City's Executive Leadership Team and collective bargaining units in the process.

Budget Process

The 2009 budget development process began in the spring of 2008 with a discussion regarding the goals and objectives for the 2009 City Budget by the Mayor and City Council. Following assessment of budget parameters and expectations for 2009, the City Manager convened a working group of management employees as well as the City's collective bargaining unit leaders to discuss strategies and options for the 2009 budget.

The Mayor and City Council's affirmation of the strategic priorities for the organization was followed by aligning these priorities with the projected limited revenue and anticipated expenditures for 2009, resulting in the distribution of budgeting targets and directives to the departments and divisions. Emphasis was placed upon keeping non-personnel operational budgets to one of the following levels: 1) the amount budgeted in 2008; or 2) the actual 2007 expenditure level, whichever amount was determined to be less.

Personnel-related expenses have been budgeted at 3.5%, with the last .5% specifically targeted at reducing health care premium increases for the City workforce. Given the limited nature of projected revenue for fiscal year 2009, the annual supplemental operating budget process was not utilized in this year's budget process. A supplemental capital budget, however, was used in the 2009 process.

Budget Approval Timeline

The tax levy provisions contained within the 2009 City Budget were affirmed by the Mayor and City Council on September 8, 2008 to comply with statutory requirements to certify the preliminary 2009 tax levy by September 15, 2008. Following this action by the Mayor and City Council, the 2009 Operating and Capital Budget will be adopted by the elected body before December 29, 2008.

Budget Message

2009 Budget Summary

Significant emphasis in this year's budget is placed on preserving high-quality services in a resource-constrained environment to the citizens of Moorhead. Despite a pattern of strong growth in the population base of the City over the past decade, limitations on the ability to collect new revenues have been imposed by the State of Minnesota (levy limits). It is against this backdrop of limited growth in local revenues, together with rising service delivery costs (e.g. labor and fuel), that the 2009 City Budget has been developed and forwarded to the Mayor and City Council for consideration.

The City Manager, along with the City's departments and divisions, have worked collaboratively to recommend a balanced, affordable plan of action for 2009, one that is designed to continue the strong tradition of providing a wide array of high-quality municipal services throughout the calendar year. Discussions with the Mayor and City Council during the spring and summer months of 2008 ensure that the 2009 Operating and Capital Budget is aligned with the goals, objectives, and direction of the elected body.

The City's 2009 Budget includes the Governmental Funds budget (General, Special Revenue, Debt Service, and Capital Projects), covering the major operating departments and functions of the City that rely to some extent on property tax revenues (i.e. police, fire, building codes, parks, engineering, street maintenance, economic development and City administrative programs). The 2009 City Budget also includes the City's Enterprise Funds, those funds that are supported by user fees and charges such as Waste Water Treatment, Storm Water, Sanitation, Pest Control, Forestry, Golf Course, Sports Center, and Airport. In addition, the 2009 Budget includes the City's Information Technology, Vehicle, and Radio Internal Service funds.

2009 Revenues & Expenditure

The City of Moorhead's 2009 Operating & Capital Budget totals \$60,585,574, a projected increase of \$2,188,032 (3.75%) over the previous year, primarily due to programmed and anticipated debt service payments resulting from previous public infrastructure improvements. When looking specifically at the General Fund and Special Revenue Funds, the 2009 budget reflects an increase of \$1,325,069 (5.22%) from 2008 levels. Major justification for this increase in both revenues and expenditures are as follows:

Projected Revenues

- A \$135,077 increase in Local Government Aid (LGA) allocation from the State of Minnesota following legislative action in the 2008 session.
- An increase of \$521,607 in the City's General Operating Tax Levy, as well as \$685,143 for coverage of debt service and special assessments associated with infrastructure investments, estimated to result in an overall increase in the effective Tax Rate for taxes payable in 2009.
- Fee increases in Sanitation, Storm Water, Wastewater, Parks and Recreation programs, and Golf Course fees.

Budget Message

Projected Expenditures

- No budgeted increase in general operating expenditures, but significant supplemental support for fuel and employee health care costs as well as Capital Improvement (CI) projects;
- A citywide increase of 3.5% in expenditures for employee wages and health care, as well as increased contributions to the Public Employees Retirement Association (PERA), as mandated by the State of Minnesota;
- \$1,936,497 increase in annual debt service requirements for G.O. Special Assessment Bonds used to provide funding for expanding infrastructure needs repaid via a combination of special assessment collections and tax levy.

Challenges for the 2009 Budget

Preparation for the 2009 Operating and Capital Budget has occurred in a softening regional and national economic environment, with substantial increases in the cost of goods that are utilized in the operation of the City (e.g. energy and construction materials, such as asphalt and concrete). As these costs have continued to increase above standard inflationary levels, the local economy has remained resilient, with steady, consistent growth in the residential and commercial sectors being experienced in Moorhead. Challenges that frame the development of the 2009 Operating and Capital Budget include:

- ❖ **Levy Limits** – The imposition of a new state-mandated levy limit program will contain growth in Moorhead’s General Fund tax levy in 2009, 2010, and 2011. The new program, instated for a 3-year period, will cap growth in the levy in the next three pay years. It is unclear at this time if the current program will be continued beyond 2011, or modified by the Legislature before the expiration of the current program. The implication to Moorhead is a limited capacity to collect new revenue derived from growth in the community.
- ❖ **Limited Local Government Aid Growth** – Despite a modest increase in the Local Government Aid allocation for Moorhead in 2009, the program remains underfunded when indexed to actual local government inflation and expenditures. The City’s 2009 LGA allocation of \$7,833,646 is still less than the 2002 allocation of \$8,241,938. The LGA program will continue to be stressed in the future, as projected state budget shortfalls in 2009 have the potential to diminish the modest increase in allocation that Moorhead received in 2008.
- ❖ **Fuel, Energy, & Health Care Costs** – Increases in expenditures for fuel, energy, and health care will impact the City’s operating budgets in 2009 and beyond. As a fuel- and human resource-intensive organization, the City is impacted somewhat disproportionately compared to other sectors of the economy when the cost of delivering services increases. The 2009 City Budget places special emphasis on adequately funding projected increases in these areas to continue a tradition of delivering high-quality, efficient services to the citizens.

Budget Message

- ❖ **Population Changes & the 2010 US Census** – The Mayor and City Council’s emphasis on growing the population of the community has been successful. Demographic research and analysis from the Office of the State Demographer in Minnesota indicates that the City is growing both in terms of population and in geographical size. Strong residential development, coupled with additional gains in commercial activity, has resulted in population increases in the City and the Fargo-Moorhead metropolitan area. Special emphasis in 2009 will be placed on a staff effort to prepare for the 2010 US Census process.

- ❖ **Employee Salary and Compensation** – Negotiations with three of the City’s collective bargaining units will begin in August/September 2008 for labor agreements that expire on December 31, 2008. For the purposes of the 2009 City Budget, a 3% economic package is projected to address adjustments for cost of living expenditures, as well as continued diversion of an additional 0.5% of employee salaries to cover increases in employee health care premiums. Further, a new Classification and Compensation Study will be completed in late 2008, with potential study recommendations to be implemented in 2009.

The City of Moorhead and its collective bargaining units work collaboratively to discuss issues of importance and to negotiate good faith labor agreements that are consistent with the policies and direction of the Mayor and City Council.

2009 Staffing

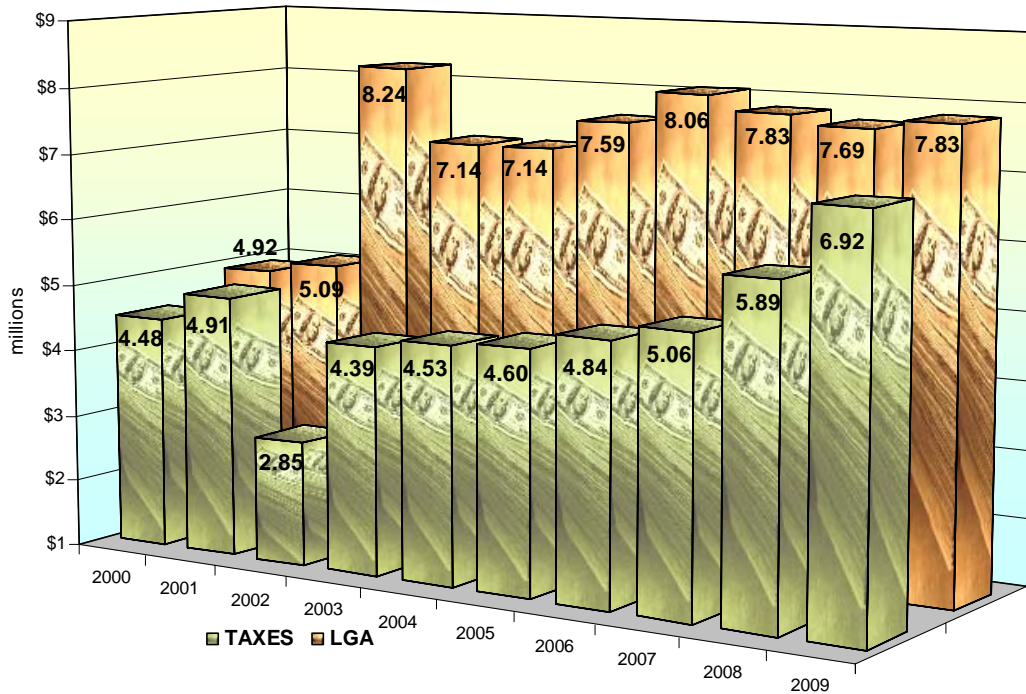
The 2009 City Budget staffing level includes 3 additional firefighters to be hired late in 2008 under the auspices of a Federal SAFER Grant and an increase of .05 FTE for the Finance Office Specialist. This brings the authorized staffing level to 251.505 FTE’s for 2009.

Budget Message

Tax Levy and Local Government Aid

The City Tax Levy to support the 2009 Budget is \$6,918,986, an increase of \$1,027,778 (17.45%) over 2008. The State of Minnesota's Department of Revenue has certified the LGA for the City of Moorhead in the amount of \$7,833,646 which is an increase of \$135,077 (1.75%) from last year.

The following table and graphic summarize the City Property Tax Levy and Local Government Aid for payable years 2000 thru 2009.



	2000*	2001	2002*	2003*	2004*	2005	2006	2007	2008	2009 *
TAXES	4,476,359	4,914,371	2,847,112	4,391,017	4,533,350	4,601,933	4,835,500	5,062,283	5,891,208	6,918,986
LGA	4,916,955	5,087,570	8,241,938	7,140,044	7,140,044	7,585,565	8,059,765	7,832,982	7,698,569	7,833,646
TOTAL	<u>9,393,314</u>	<u>10,001,941</u>	<u>11,089,050</u>	<u>11,531,061</u>	<u>11,673,394</u>	<u>12,187,498</u>	<u>12,895,265</u>	<u>12,895,265</u>	<u>13,589,777</u>	<u>14,752,632</u>
\$ Change		608,627	1,087,109	442,011	142,333	514,104	707,767	0	694,512	1,162,855
% Change		6.48%	10.87%	3.99%	1.23%	4.40%	5.81%	0.00%	5.39%	8.56%

* Years in which the State legislature imposed levy limits.

In 2003, the City received special legislation from the State of Minnesota to levy taxes on 3a & 3b property classifications to compensate for the loss of tax increments that resulted from new legislation restructuring the property classification rates. This levy is dedicated to the retirement of preexisting debt obligations sold before August 1, 2001 within tax increment districts and expires in 2011. In 2009, the 3a & 3b levy for tax increments is \$847,350.

As a separate taxing jurisdiction from the City, State Statutes authorize the EDA to levy taxes under their Housing & Redevelopment Authority powers, but requires City consent by resolution. The City's Economic Development Authority (EDA) has a 2009 Budget of \$333,000, an increase of \$103,000 over 2008 to be funded by the EDA property tax levy of \$283,000 and \$50,000 from reserves. Proceeds of the EDA levy will continue to be used to fund marketing, enhanced economic development activities, land acquisition and debt service.

Budget Message

Property Tax Rate

The total 2008 real and personal property market value for the City as reported by the Clay County Auditor is \$1,927,915,100. Market values increased \$105,457,000 (5.80%) from 2007 to 2008 due to increases of \$62,447,000 (3.44%) in existing market values and \$43,010,000 (2.36%) for new construction. Using the State's property classification rates, the market value is converted to a tax capacity, which amounts to \$22,086,816.

Based upon these figures, the projected property tax rate for taxes payable in 2009 is estimated to be 29.773%, a increase of 15.2% from last year's rate of 25.844%. The amount levied to individual property owners is calculated by multiplying the tax capacity of the property by the tax extension rate, which is determined by dividing the annual tax levy by the total City tax capacity. For example, a residential property with a market value of \$100,000, times the state property classification rate of 1%, equals \$1,000 in tax capacity. The tax capacity times the tax rate of 31.383% results in a gross tax of \$298, which is further reduced by Market Value Homestead Credit of \$67 to a payable net tax of \$231.

The table below compares the City's annual net property taxes for various residential properties payable 2008 and 2009.

Market Value	2008 Net Tax	Estimated 2009 Net Tax	Increase
\$ 100,000	\$ 198	\$ 231	33
\$ 120,000	\$ 254	\$ 295	41
\$ 130,000	\$ 282	\$ 327	45
\$ 150,000	\$ 337	\$ 391	54
\$ 175,000	\$ 406	\$ 470	64
\$ 200,000	\$ 476	\$ 550	74

Property tax rates for the past five years, as well as the estimated 2009 rate are as follows:

Year	Tax Rate
2004	28.731%
2005	26.095%
2006	24.980%
2007	23.169%
2008	25.844%
Est 2009	29.773%

City's Bond Rating

Moody's Investors Service reaffirmed Moorhead's credit rating of "A2" in 2008, stating that the rating reflects the City's stable economy and growing tax base, satisfactory financial operations characterized by conservative management and operating support from the municipal utility system and health fund balances. The high debt burden is reflecting growth-related capital needs for the City, as well as overlapping jurisdictions.

Budget Message

The table below depicts the annual debt service to maturity for all current outstanding bonds and notes.

DEBT TO MATURITY

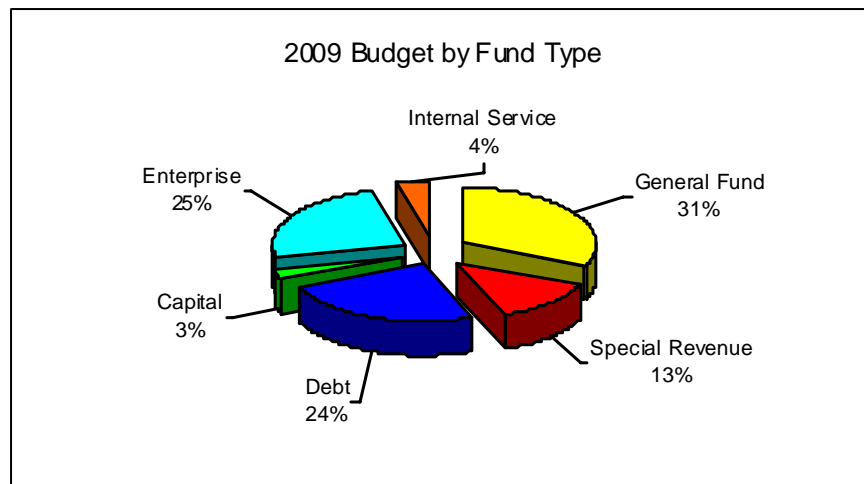
Year ended December 31	Principal	Interest	Total
2008	9,563,461	7,821,224	\$ 17,384,685
2009	10,614,463	7,903,533	18,517,996
2010	10,589,197	7,492,631	18,081,828
2011	10,882,571	7,067,989	17,950,560
2012	10,939,106	6,637,082	17,576,188
2013 - 2017	47,303,338	27,208,075	74,511,413
2018 - 2022	45,106,147	17,517,334	62,623,481
2023 - 2027	42,374,099	7,923,536	50,297,635
2028 - 2032	11,970,000	1,073,423	13,043,423
2033	825,000	20,100	845,100
	<u>\$ 200,167,382</u>	<u>\$ 90,664,927</u>	<u>\$ 290,832,309</u>

2009 Total Budget

The City of Moorhead budgets activity in Governmental Funds (i.e. General, Special Revenue, Debt Service, Capital Projects), self-supporting Enterprise Funds, Internal Service Funds and Agency Funds. The City's total budget for all funds for 2009 is \$60,585,574, an increase of \$2,188,032 (3.747%) over 2008.

A comparison of the 2009 and 2008 budgets by fund type for the City of Moorhead is as follows:

Fund Type	2009	2008	Incr (Decr)	% Chg
General Fund	19,079,056	18,320,034	759,022	4.143%
Special Revenue	7,624,671	7,058,624	566,047	8.019%
Debt Service	14,611,262	14,283,191	328,071	2.297%
Capital Project	1,795,000	1,582,000	213,000	13.464%
Enterprise	15,016,416	14,700,166	316,250	2.151%
Internal Service	2,459,169	2,453,527	5,642	0.230%
Total	60,585,574	58,397,542	2,188,032	3.747%



Budget Message

General Fund

The General Fund is the general operating fund of the City. It is used to account for financial resources except those required to be accounted for in another fund. The General Fund budget of \$19,079,056 reflects an increase of \$759,022 over the previous year. This is due to a combination of increases in wages & benefits of \$430,973 and operations & other charges of \$354,166 along with a reduction in the amount directed to reserves of \$5,740 transfers of \$18,867 and Debt of \$1,510. The increase in operations & other charges is mainly due to the rising costs of fuel and utilities.

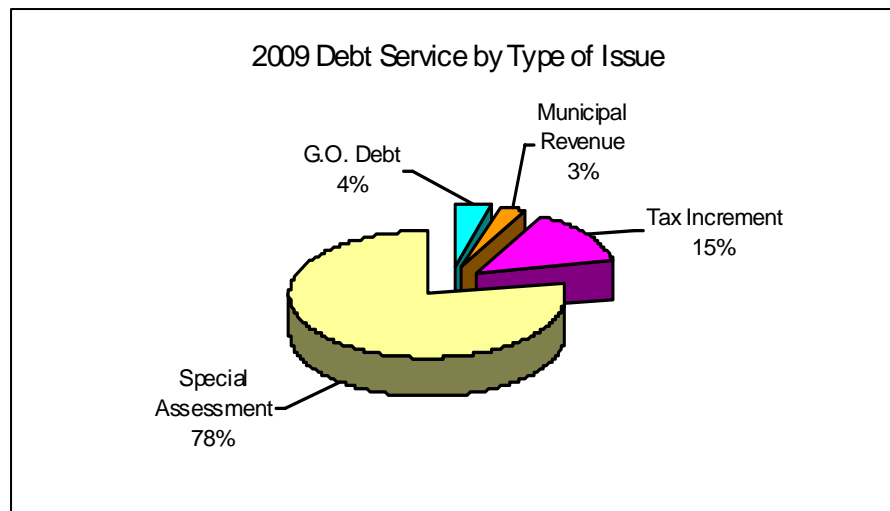
Special Revenue Funds

Special Revenue Funds are used to account for specific revenue sources that are legally restricted to expenditures for particular purposes. The City has nine Special Revenue funds with a combined budget for 2009 of \$7,624,671 a \$566,047 increase over the previous year. This is due to an increase in transfers of \$136,175, capital of \$60,900, other services and charges of \$596,837 and decreases in to reserves of \$202,750, wages of \$5,986 and supplies of \$19,129.

Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources and for the payment of long-term debt principal, interest, and related costs excluding debt retirement provided within the enterprise funds. In 2009, \$12,177,122 is budgeted for the retirement of bond principal and interest, which is a decrease of \$88,292 from 2008. Debt requirements for special assessment bonding increased \$1,936,497 over last year. The overall decrease in debt service is caused by the calling and refunding of G.O. Municipal Revenue bonds in 2008 of \$2,021,374. Below is a comparison of 2009 and 2008 annual principal and interest requirements.

Type of Issue	2009	2008	Increase (Decrease)
G.O. Debt	\$543,750	\$542,800	\$ 950
G.O. Municipal Revenue	381,900	2,370,589	(1,988,689)
G.O. Tax Increment	1,792,150	1,829,200	(37,050)
G.O. Special Assessment	9,459,322	7,522,825	1,936,497
Total	\$12,177,122	\$12,265,414	(\$88,292)



Budget Message

Capital Project Funds

Within the Capital Projects funds, 2009 expenditures are budgeted at \$1,795,000. An itemized list of all projects budgeted within the Capital Improvement Fund may be found on page 41.

The five-year Capital Improvement Plan, which is part of this document, identifies future projects for the City that may be financed with either City funds or alternative financing such as bonding. A detailed description of each project may be found in the Capital Outlay section of this document page 44.

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises.

The 2009 Storm Water Fund budget includes a rate increase of \$.50 per month for all user fees, which will generate approximately \$87,000. The Golf Course fund increased green fees \$.50 per round. In the Wastewater fund, Residential and Industrial fees were increased \$.30/mo which will generate approximately \$64,000. The Sanitation fund increased residential garbage collection rates 18% per month over 2008 which will generate approximately \$410,000.

Internal Service Funds

The Internal Service Funds are used to account for the financing of services to departments or agencies of the City on a cost reimbursement basis for Computers, Radios, and Vehicles. These budgets fluctuate from year-to-year because of the various useful lives assigned to the equipment.

Included in the Radio Fund is \$85,000 to fund the scheduled replacement of radios and other communication systems. There is \$822,580 budgeted in the Vehicle Fund for scheduled replacements. Major scheduled replacements included in the Vehicle fund are a \$150,000 chip spreader, \$140,000 garbage truck, \$150,000 Fire rescue vehicle and \$119,000 for 34 golf carts. The Information Technology fund has \$200,000 budgeted for the scheduled upgrade of the computer network system.

In conclusion, I would like to express a sincere thank you to the Mayor and City Council for its continued strong, positive leadership, direction and support. Truly very few communities reflect as well as Moorhead the spirit, effectiveness and optimism of a healthy, vibrant local representative democracy. I also wish to thank the staff of the City of Moorhead for their continued and tireless dedication and hard work in providing an excellent level of service to our residents and businesses.

Respectfully Submitted,



Michael J. Redlinger
Acting City Manager

Goals and Objectives

Mission Statement

To provide the Citizens of Moorhead with an ethical and representative local government structure which ensures the Community's public safety, health, quality of life, and general welfare, in a manner that is both accountable and meaningful to current and future generations.

Goals and Objectives

The City of Moorhead is committed to advance, through implementation of the 2009 Operating and Capital Budget, the following six community and organizational goals:

- | | | |
|--|---|---|
| <i>Advance Public Safety</i> | <i>Improve Housing and Increase Availability</i> | <i>Improve Transportation & Infrastructure</i> |
| <i>Enhance Community Vitality</i> | <i>Promote Economic Development</i> | <i>Foster Good Government</i> |

The information contained below is a listing of these Goals and an outline of the specific objectives of the City of Moorhead for the 2009 fiscal and calendar year.

ADVANCE PUBLIC SAFETY	
OBJECTIVES	PERFORMANCE CRITERIA
Work with Minnesota State University Moorhead, Concordia, and Minnesota State Community and Technical College in development of emergency campus response.	<ul style="list-style-type: none"> Develop joint protocols with Moorhead Fire Department and campus security for response to Hazmat incidents Help develop a regional pandemic response, and include the colleges. Continue to monitor and update an active shooter response for Moorhead Police officers and Red River Valley Special Weapons and Tactics to all three campuses
Continue to review and Update Police Department Operational Procedures	<ul style="list-style-type: none"> Engage entire Command Staff in review and development Develop Rules and Regulations which will apply to all police personnel Develop General Orders which will serve as general procedure and guidelines for all police personnel Develop Standard Operations Procedures for Patrol, Investigative, and Administration activities
Devise Implementation Strategies From The Fire Department's Strategic Plan & ICMA FIRE STUDY	<ul style="list-style-type: none"> Begin planning for future fire service, based upon findings from Strategic Planning Process & ICMA Fire Study Begin evaluation of key organizational assumptions, such as fire department funding, medical assistance, etc. based upon findings from the Strategic Planning Process.
Computerize Field Incidents and Pre-Plans	<ul style="list-style-type: none"> Increase efficiencies in the field and increase the number of completed pre-plans. To be complete in 08 with acquisition of Mobile Field Software completion expected with the new CAD going on line
Collaborate with Clay County in the design and renovation of the Law Enforcement Center and the Jail.	<ul style="list-style-type: none"> Assist the architects in development of a design that meets the Police Department's needs. Consult with the Sheriff's Department staff in maximizing the amount of shared space to ensure cost effectiveness of the project. Provide regular updates to the City Council and assist in providing information necessary for financing of the project.
Development of the new Computer Aided Dispatch/Records Management System with other agencies in the Red River Regional Dispatch Center.	<ul style="list-style-type: none"> Collaborate with other Red River Regional Dispatch Center (RRRDC) stakeholders in design development of the new system. Focus on reduction of redundant data entry by implementing more effective data transfer and remote reporting. Train Records and Field personnel in use of the new system.
Update the Law Enforcement Mutual Aid Agreement between Moorhead Police Department, Fargo Police Department, Clay County Sheriff's Office, and Cass County Sheriff's Office.	<ul style="list-style-type: none"> Review current agreement for areas in need of updating Develop an agreement that corresponds to both Minnesota and North Dakota Law to meet the needs of all agencies involved by coordinating development with the stakeholders' County and City Attorney Offices.

Goals and Objectives

Complete transition of the Police Department into the updated command structure	<ul style="list-style-type: none"> • Make final promotions to the rank of Sergeant • Provide additional supervisor training to newly promoted Sergeants • Provide Command Training and career development to personnel at command rank.
Add an additional company officer in Engine 1	<ul style="list-style-type: none"> • Funding has been acquired in 09 budgets to provide first line company supervision in Engine 1. This will assist in providing a well disciplined Incident Command System enhancing the safety of staff on the fire ground • Continue with a review of Rules & regulations / Standard Operating Procedures / Department Policy • Continue with the on going review and rewriting to conform with federal standards, mandates and city policy
Ladder Company	<ul style="list-style-type: none"> • With the addition of staffing, and when the shift has adequate staffing levels the department initial response will include the ladder company to all structure fires

ENHANCE COMMUNITY VITALITY	
OBJECTIVES	PERFORMANCE CRITERIA
Improve Neighborhood Vitality	<ul style="list-style-type: none"> • Continue implementation of Neighborhood Planning Study • Continue hazardous building identification and removal • Seek additional neighborhood investment partnerships (i.e. Neighborhood Impact Program) • Remediate Power Plant and select appropriate use for redevelopment
Continue Residential Recruitment	<ul style="list-style-type: none"> • Market community through public relations (Home Show/Realtor Tours); advertising (image materials, brochures, billboards, housing advertisements); website communication
Enhance Recreation Opportunities	<ul style="list-style-type: none"> • Implement activities identified in the Regional Park Master Plan • Continue improvements within the Southside Regional Park, (Phase 2B) and Horizon Shores Regional Park. • Implement Phase I Master Plan at MB Johnson Park • Continue implementation of Trollwood Performing Arts area plans • Increase walking & biking opportunities through fostering connectivity

IMPROVE TRANSPORTATION & INFRASTRUCTURE	
OBJECTIVES	PERFORMANCE CRITERIA
Implement Rail-related Vehicular Safety Planning and Improvement Projects	<ul style="list-style-type: none"> • Begin construction of the SE Main Ave/20th St/21st St Railroad Grade Separation Project Phase 1 (pending funding availability)
Undertake Key Road/Street Improvement Projects	<ul style="list-style-type: none"> • Continue construction of the 34th St/I-94 Interchange Project (2008-10) • Construct a pedestrian underpass at TH 75 (8th St) & 40th Ave S • Complete rehabilitation/reconstruction of 4.45 miles of existing streets including 20th St (12-24th Ave S)
Continue Key Road/Street Management and Planning Projects	<ul style="list-style-type: none"> • Continue development of the Pavement Management System • Continue evaluation of Center Ave Bridge repair/replacement needs • Evaluate infrastructure needs for the South/East Growth Area and Comprehensive Plan updates • Implement a traffic calming policy • Coordinate improvements for a potential new cable provider
Continue Floodplain Management and Flood Protection Initiatives	<ul style="list-style-type: none"> • Initiate ordinance revisions and develop a public assistance program for the adoption of new floodplain maps (late 2009 or early 2010). • Seek Federal/State funding for voluntary acquisition of repetitive loss, flood-prone properties • Participate in FEMA's Community Rating System Program • Participate in the USACE Fargo-Moorhead Metropolitan Area Feasibility Study • Monitor progress of the Fargo Southside Flood Control Project and the Oakport Flood Control Project

Goals and Objectives

<p>Implement Wastewater Planning and Infrastructure Improvements</p>	<ul style="list-style-type: none"> • Complete construction of the solids improvement project at the Wastewater Treatment Facility (WWTF) • Complete sanitary lift station condition assessment/asset management plan (initiated 2007) • Initiate the process to receive Federal delegation of authority for the City's industrial pretreatment program • Develop a written policy for sewer cleaning • Coordinate with local jurisdictions/regulatory agencies on dissolved oxygen and ammonia Total Maximum Daily Load studies for the Red River • Monitor MPCA Phosphorus Rule implementation & assess impacts • Initiate development of a mercury minimization plan
<p>Implement Storm Water Planning, Regulatory Compliance, and Infrastructure Improvements</p>	<ul style="list-style-type: none"> • Complete storm lift station condition assessment/asset management plan (initiated 2007) • Replace one pump at Storm Lift Station #7 (SE Main Ave & 24th Ave S) and two pumps at Storm Lift Station #3 (Moorhead Senior High School); all 40+ years old • Continue implementation of various Stormwater Pollution Prevention Plan (SWPPP) Best Management Practices (BMPs) and initiate a self-audit of the City's SWPPP • Coordinate with local jurisdictions/regulatory agencies on turbidity and fecal coliform Total Maximum Daily Load studies • Evaluate a service charge credit program to recognize voluntary BMPs on private property • Evaluate storm sewer rehabilitation needs on 24th Ave S (11th to 14th St)

IMPROVE HOUSING AND INCREASE AVAILABILITY	
OBJECTIVES	PERFORMANCE CRITERIA
<p>Promote New Housing Development</p>	<ul style="list-style-type: none"> • Install Infrastructure to service new residential lots • Incorporate Active Living by Design concepts into emerging and existing neighborhoods
<p>Facilitate New Housing Development</p>	<ul style="list-style-type: none"> • Begin analysis of future growth areas beyond current development activity • Complete Alternative Urban Area Review (AUAR) for North Moorhead • Identify and facilitate mixed use redevelopment projects
<p>Facilitate Niche Market Housing Development</p>	<ul style="list-style-type: none"> • Senior housing: recruit additional opportunities for growing market segment • Student housing: seek appropriate alternatives to single family home conversion • High amenity rental housing: expand housing opportunities for seniors and professionals
<p>Facilitate Workforce Housing Development</p>	<ul style="list-style-type: none"> • Continue to work with development partnerships to increase housing finance opportunities for entry level buyers, including private partners, Minnesota Housing Finance Agency, Greater Minnesota Housing Fund
<p>Promote Property Maintenance</p>	<ul style="list-style-type: none"> • Continue code enforcement and rental registration programs • Initiate neighborhood surveys to encourage maintenance improvements to owner-occupied homes

PROMOTE ECONOMIC DEVELOPMENT	
OBJECTIVES	PERFORMANCE CRITERIA
<p>Increase Downtown Activity and Private Investment</p>	<ul style="list-style-type: none"> • Complete strategic corridor (gateway) concept planning and determine implementation opportunities • Complete 4th and final phase of current downtown redevelopment project • Examine straightening of 4th Street at Center Avenue to create new development opportunities and improve linkage to Center Mall • Coordinate Center Avenue improvements with Center Mall improvements • Prioritize recommendations contained in Downtown Master Plan Update and begin implementation

Goals and Objectives

	<ul style="list-style-type: none"> • Finalize architectural design guidelines • Develop parking management strategy
Advance Quality Business Growth	<ul style="list-style-type: none"> • Continue to promote JOBZ and Border City programs and opportunities to potential businesses • Advocate to Legislature for new programs and opportunities to support high-tech metropolitan economy • Expand opportunities for smaller lots for light industrial development • Complete central city corridor environmental testing and study/examine redevelopment opportunities
Continue Partnerships with Greater Fargo Moorhead Economic Development Corporation (GFMEDC)	<ul style="list-style-type: none"> • Market joint assets at regional and national level • Cooperate in efforts to transition to high tech economy • Separate duties and responsibilities between Cities and GFMEDC
Facilitate Redevelopment	<ul style="list-style-type: none"> • Continue code enforcement of blighted or abandoned properties • Maximize grants for environmental testing, clean up and redevelopment • Implement Greyfield assessment practices • Encourage private and public assemblage for redevelopment • Continue to offer a variety of business incentives such as tax exemptions, loans, tax increment financing, and tax credits

FOSTER GOOD GOVERNMENT	
OBJECTIVES	PERFORMANCE CRITERIA
Continue to Improve and Implement Transit Operational Efficiencies	<ul style="list-style-type: none"> • Increase efficiencies and coordination on the Paratransit System by employing a Mobility Manager (joint with Fargo). • Expand revenue through implementation of a fare increase. • Increase ridership and revenue through creation of a Metro Area Transit Marketing Plan (joint with Fargo)
Continue Metro Administration and Policy Coordination	<ul style="list-style-type: none"> • Continue efforts to move Metro Area Transit (MAT) Coordinating Board towards Metro Transit Authority
Improve Internal Business Practices	<ul style="list-style-type: none"> • Continue City Council long range strategic planning effort • Continuing to improve City Clerk functions / records automation and tracking • Further develop and expand utilization of Land Development Office and Assessment Office software, including rental inspections and property maintenance • Continue to refine City Codes and clarify policies for enforcement • Implement new special assessment software and inter-departmental procedures
Enhance Strategic Partnerships	<ul style="list-style-type: none"> • Explore implementation opportunities from Metropolitan Council of Governments' (MetroCOG) Workforce Housing Study • Continue efforts to advance regional cooperation in areas of economic development, public safety and regional facilities / amenities • Fully implement Clay County/City workflow tracking system for subdivision approval process • Explore implementation opportunities and improvements identified in the MetroCOG's Intelligent Transportation System Plan

Budget Overview

Fund Accounting

For financial reporting purposes, the accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts, which comprise its assets, liabilities, fund balance/retained earnings, revenues and expenditures/expenses. The only fund categorized as a major fund is the General Fund. The budgeted funds of the City are grouped into three fund categories as follows:

Governmental Funds - Governmental Funds are used to account for the “governmental-type” activities of the City. The Governmental Funds budgeted by the City are the General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds.

Proprietary Funds - Proprietary Funds are used to account for the “business-type” activities of the City (i.e. activities that receive a significant portion of their funding through user charges). The Proprietary Funds budgeted by the City are the Enterprise Funds and Internal Service Funds. The control, management and operations of the electric and water utility are under the jurisdiction of the Public Service Commission and therefore these Enterprise Funds are not included in the City Budget.

Basis of Accounting and Budgeting

All funds are budgeted on a modified accrual basis. Under this method, revenues are recognized when they are measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recognized when a transaction is expected to draw upon current spendable resources, rather than future resources.

The basis of accounting is the same as the basis of budgeting for all governmental funds. In the Proprietary Funds, the basis of budgeting is modified accrual whereas the basis for financial reporting is accrual, resulting in the following differences:

- Depreciation is not included as an expenditure in the operating budget, but is reflected in the financial report.
- Bond principal is included in the budget as an expenditure, whereas, it is reflected in the financial report as a reduction in long-term liabilities.
- Capital outlay is also included in the budget as an expenditure, and is an addition to fixed assets on the financial report.

Financial Policies

The City follows City Charter and Policy guidelines in the financial operations of the City of Moorhead.

Operating Budget

- Appropriated expenditures may not exceed the estimated revenues and reserves available to fund such expenditures.
- The level which expenditures may not legally exceed appropriations is at the fund level.
- The budget must show proposed expenditures for current operations.

Budget Overview

Capital Budget

- Individual Departments outline their proposed capital expenditures and proposed method of financing
- Capital requests are submitted on a Supplemental Budget Request form and evaluated during the budget review by the City Manager
- The City Manager makes his recommendation to the Mayor and City Council during the budget presentation.
- Final approval is given by the Mayor and City Council along with final approval of the operating budget.

Accounting, Auditing and Financial Reporting

- The City will establish and maintain a high standard of accounting practices.
- The accounting system will be maintained in conformity with generally accepted accounting principles.
- Regular monthly and annual reports will present a summary of financial activity.
- An independent public accounting firm will audit the City records annually and will issue an opinion on the financial statements.

Fund Cash Reserve Requirements

- On June 30th of each year, the General Fund and Park Fund shall each have a cash reserve of 40% of the current year's budget.
- The enterprise funds shall have a 25% cash reserve as of that same date each year.
- In the event such cash reserve is below the required amount, the following year's budget of each such fund shall contain provisions to eliminate the cash reserve deficit.

Investment Policy

- The Investment policy establishes specific guidelines the City will use in the investment of City funds.
- Investment of City funds will be made in a manner that will provide a market-average rate of return while preserving and protecting the capital of the overall portfolio while meeting the daily cash flow demands of the entity and conforming to all State and local statutes governing the investment of public funds.

Long-Term Debt

- The City will confine long-term borrowing to capital improvements or projects that cannot be financed with current revenues.
- When issuing bonds for capital projects, the payback period will not exceed the estimated useful life of the project
- The City will strive to keep the maturity of general obligation bonds to not more than 30 years.
- Whenever possible, the City will use special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
- The City will not use long-term debt for current operations.
- The City will maintain good communications with bond rating agencies regarding its financial condition and follow a policy of full disclosure on every financial report and borrowing prospectus.

Revenue Estimation

Revenue estimation is a key component in preparing the City's annual budget. The general intent is to make conservative and objective projections. The City's approach to estimating revenues is to consider each individual revenue source's history of predictability, stability or volatility. The estimation methods used are a combination of trend analysis and forecasting from department heads.

Budget Overview

Budget Procedure

The annual budget of the City of Moorhead is prepared in accordance with Chapter 7 (Taxation and Finance) of the City Charter. In addition, Minnesota Statutes mandate a “Truth in Taxation” program for local governments. This process requires local governments to give notice to each property owner regarding their intention on budgets and levies. Each taxing jurisdiction is required to hold a public hearing prior to the adoption of its budget and tax levy. City’s are exempt from Truth in Taxation requirements if there is only a nominal increase in the tax levy as determined by a rate set by the state.

The Office of the City Manager and Finance Department are responsible for the development of the annual budget. The city adopts a balanced budget so that the appropriated expenditures do not exceed the estimated revenues and reserves available from prior years. As the budget calendar details, the budget process begins in early April with the distribution of budget request forms to all departments. All departments are responsible for compiling budget figures, which are then reviewed and adjusted by the City Manager during a series of interdepartmental meetings. The budget is reviewed by the City Council beginning in August with final adoption prior to the end of December.

Amending the Budget

Generally, department heads can make amendments from one expenditure line item to another line item within their department budgets by submitting a completed budget adjustment form to the finance department for approval by the Finance Director. All other shifts from one department budget to another, from one fund to another, reallocating of funds for the purchase of capital outlay, and all unbudgeted expenditures must have approval of the City Council by resolution.

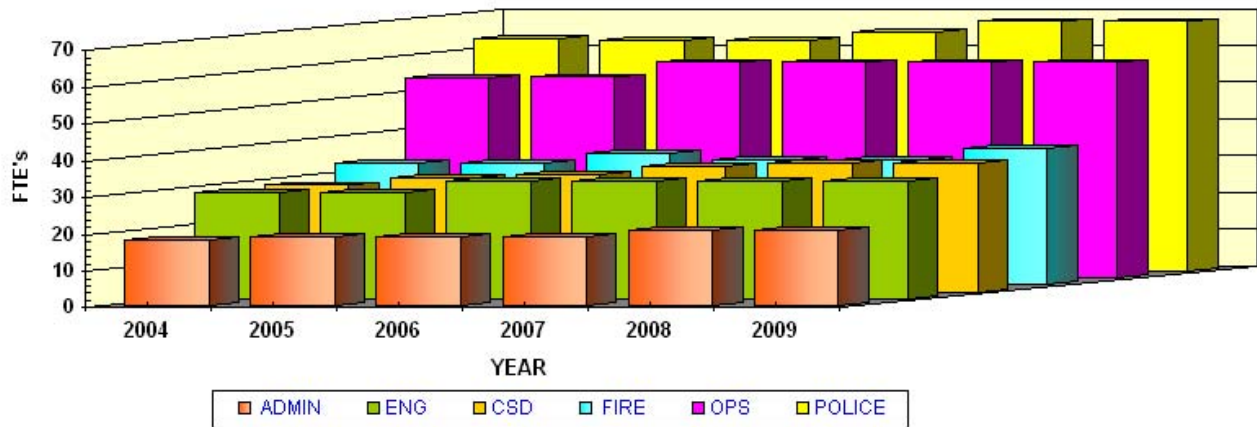
Budget Calendar

The City adheres to the following schedule in establishing budgetary data presented in the budget document in order to comply with State and Charter requirements.

<u>Time Frame</u>	<u>Responsibility</u>	<u>Action</u>
April - May	Finance Department	Budget Forms distributed to Departments.
June	All Department Directors	Department Budget Preparation
July	City Manager All Department Directors	City Manager Departmental Review
August – Sept 1 st	City Manager	Council reviews budget at Committee of Whole meetings and provides input and adjustments. The City Manager submits Proposed Budget to the City Council by Sept 1 st .
On or Before Sept 15 th	City Council	Adopt Proposed Budget, Tax Levy and sets Truth-in-Taxation hearing dates.
October - November	City Manager Finance Department	Prepare budget presentation for Truth-in-Taxation hearings, if required.
Dec 1st & Dec 8th	City Manager City Council	Hold Truth-in-Taxation hearings, if required.
Prior to December 29 th	City Council	Adopt Final Budget and Tax Levy.
Within 90 days after adoption of final budget	City Manager Finance Department	Complete Comprehensive Budget for submission to GFOA for Distinguished Budget Award.

Staffing Level

STAFFING LEVEL HISTORY
FULL TIME EQUIVALENTS (FTE's)



<u>DEPT</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
ADMIN	18.000	19.000	19.000	19.000	20.750	20.800
ENG	29.000	29.000	32.000	32.000	32.000	32.000
CSD	29.080	31.080	32.080	34.080	35.200	35.200
FIRE	33.000	33.000	36.000	34.000	34.000	37.000
OPS	54.380	54.630	58.630	58.630	58.630	58.630
POLICE	63.315	62.815	62.815	64.815	67.875	67.875
Total FTE's	226.775	229.525	240.525	242.525	248.455	251.505

The following staffing level changes occurred from 2008 to 2009:

Fire: - Added three full time Firefighters

Finance - Increase Finance Accounts Receivable Specialist .05 FTE

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2007	2008	2009
CITY WIDE ADMINISTRATION			
<u>City Manager</u>			
City Manager	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
Executive Secretary/Deputy City Clerk	1.00	1.00	1.00
Data Manager	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00
<u>City Clerk</u>			
City Clerk	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00
<u>Finance</u>			
Finance Director	1.00	1.00	1.00
Assistant Finance Director			1.00
Accountant	2.00	2.00	
Accounting Assistant	1.00	1.00	1.00
Accounting Technician			1.00
Accounts Payable Specialist	1.00	1.00	1.00
Accounts Receivable Specialist		0.75	0.80
<u>Human Resources</u>			
Human Resource Director	1.00	1.00	1.00
Human Resource Technician	1.00	1.00	1.00
Payroll Technician	1.00	1.00	1.00
<u>Information Technology</u>			
Information Technology Director	1.00	1.00	1.00
Information Technology Specialist	3.00	4.00	4.00
DEPARTMENT TOTAL	19.00	20.75	20.80
ENGINEERING			
<u>Engineering Services</u>			
City Engineer	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00
Assistant to the City Engineer	1.00	1.00	1.00
Civil Engineering I	2.00	2.00	2.00
Senior Engineering Technician	2.00	2.00	2.00
Engineering Technician	3.00	3.00	3.00
Engineering Inspector	2.00	2.00	2.00
Office Specialist	2.00	2.00	2.00

(Continued)

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2007	2008	2009
<u>Wastewater Treatment</u>			
Environmental and Regulatory Compliance Director	1.00	1.00	1.00
Process Instrumentation Manager	1.00	1.00	1.00
Process Instrumentation Technician	1.00	1.00	1.00
Civil Engineer I	1.00	1.00	1.00
Maintenance Assistant	4.00	4.00	4.00
Maintenance Mechanic/Foreman	1.00	1.00	1.00
Maintenance Mech/Utility Permit Coord.	1.00	1.00	1.00
Maintenance Mechanic	3.00	3.00	3.00
Facility Operator	2.00	2.00	2.00
Bio Solids Recycle Operator	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00
Technical Office Specialist	1.00	1.00	1.00
DEPARTMENT TOTAL	32.00	32.00	32.00
COMMUNITY SERVICES DEPARTMENT			
Director of Community Services	1.00	1.00	1.00
<u>Development Services</u>			
Development Services Manager	1.00	1.00	1.00
Program Assistant		1.00	1.00
<u>Building Codes</u>			
Building Official	1.00	1.00	1.00
Building Official - Limited	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00
Plumbing/Mechanical/Building Inspector	0.50	0.60	0.60
Office Specialist	1.00	1.00	1.00
<u>Planning/Zoning</u>			
Planning & Zoning Administrator	1.00	1.00	1.00
Office Specialist	1.00		
Community Services Planner		1.00	1.00
<u>Assessing/Advisory Services</u>			
Assistant City Assessor	2.00	1.00	1.00
Technical Office Specialist	1.00	1.00	1.00
Real Estate Development Specialist		1.00	1.00
Appraiser		1.00	1.00
Appraiser/Data Collector		0.60	0.60
<u>Business Services</u>			
Business Development Specialist	1.00		
Office Specialist	1.00		

(Continued)

Staffing Level

<u>SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL</u>			
	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>Neighborhood Services</u>			
Neighborhood Service Coordinator	1.00	1.00	1.00
Community Development Planner	1.00		
Office Specialist	1.00	1.00	1.00
Rehab Building Inspector	1.00	1.00	1.00
Neighborhood Services Specialist	1.00	1.00	1.00
<u>Parks and Recreation Services</u>			
Parks and Recreation Services Manager	1.00	1.00	1.00
<u>Recreation Programs</u>			
Golf Course Pro	1.58	2.00	2.00
Recreation Program Supervisor	2.00	2.00	2.00
Volunteer and Promotional Services Coord.	1.00	1.00	1.00
Senior Program Coordinator	1.00	1.00	1.00
<u>Recreation Facilities</u>			
Recreation Facility Specialist	1.00	1.00	1.00
Assistant Recreation Facility Specialist	2.00	2.00	2.00
Custodian	2.00	2.00	2.00
Office Specialist	1.00	1.00	1.00
<u>Environmental Health</u>			
Environmental Health Director	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00
<u>Mass Transit</u>			
Transit Manager	1.00	1.00	1.00
Office Specialist		1.00	1.00
DEPARTMENT TOTAL	<u>34.08</u>	<u>35.20</u>	<u>35.20</u>
FIRE DEPARTMENT			
Fire Chief	1.00	1.00	1.00
Confidential Office Specialist	1.00	1.00	1.00
<u>Suppression</u>			
Assistant Fire Chief	3.00	3.00	3.00
Fire Lieutenant	3.00	3.00	3.00
Fire Fighter	24.00	24.00	27.00
<u>Training</u>			
Assistant Fire Chief/Training Officer	1.00	1.00	1.00
<u>Prevention</u>			
Assistant Fire Chief/Fire Marshall	1.00	1.00	1.00
DEPARTMENT TOTAL	<u>34.00</u>	<u>34.00</u>	<u>37.00</u>

(Continued)

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

OPERATIONS DEPARTMENT			
Director of Operations	1.00	1.00	1.00
Office Specialist	2.00	2.00	2.00
<u>Parks & Forestry</u>			
Division Manager - Park Mtce, Forestry & Golf	1.00	1.00	1.00
Park Technician	6.00	6.00	6.00
<u>Golf Course Maintenance</u>			
Golf Course Superintendent	2.00	2.00	2.00
Park Technician	2.00	2.00	2.00
Mechanic - Golf Course	2.00	2.00	2.00
<u>Park Maintenance</u>			
Park Technician	5.00	5.00	5.00
<u>Pest Control</u>			
Park Technician	1.00	1.00	1.00
<u>Streets & Sanitation</u>			
Division Mgr -Fleet/Street Mtce/Sanitation	1.00	1.00	1.00
<u>Fleet</u>			
Mechanic	2.00	2.00	2.00
Parts Runner	0.63	0.63	0.63
Custodian	1.00	1.00	1.00
<u>Streets</u>			
Equipment Operator	6.00	6.00	6.00
Truck Driver	6.00	6.00	6.00
Sign Maintenance	1.00	1.00	1.00
<u>Sanitation</u>			
Transfer Plant Operator	1.00	1.00	1.00
Maintenance Technician	1.00	1.00	1.00
Semi-Truck Driver	1.00	1.00	1.00
Refuse Truck Driver	10.00	10.00	10.00
Refuse Carrier	5.00	5.00	5.00
Compost Site Manager	1.00	1.00	1.00
DEPARTMENT TOTAL	58.63	58.63	58.63

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Staffing Level

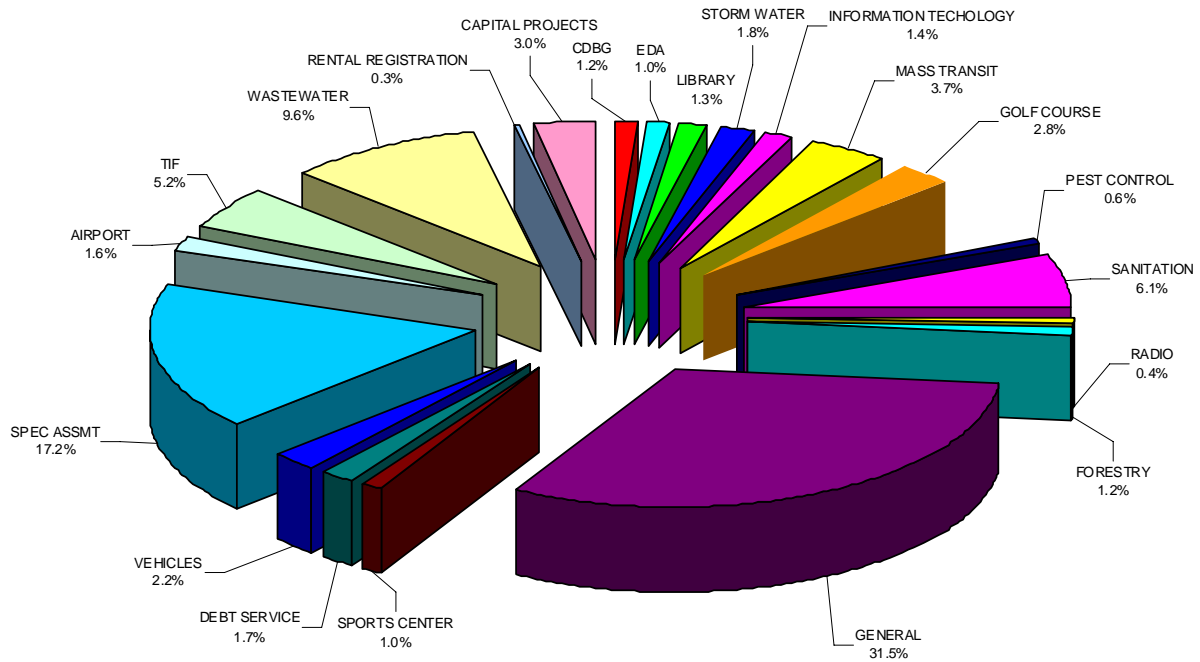
SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2007	2008	2009
POLICE DEPARTMENT			
<u>Administration</u>			
Chief of Police	1.00	1.00	1.00
Deputy Chief of Police	2.00	2.00	1.00
Office Manager	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Office Specialist	7.875	7.875	7.875
<u>Community Police</u>			
Community Service Officer	2.00	2.00	2.00
Crime Prevention Coordinator	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00
Youth Service Coordinator	1.00	1.00	1.00
<u>Patrol</u>			
Police Lieutenant	7.00	7.00	8.00
Police Sergeant			
Police Officer	40.00	43.00	43.00
DEPARTMENT TOTAL	64.875	67.875	67.875
TOTAL FULL TIME EQUIVALENTS	242.585	248.455	251.505

Consolidated Budget Summary

The Consolidated Budget Summary presents all City revenues and other financing sources as well as expenditures and other financing uses by major categories and fund distribution.

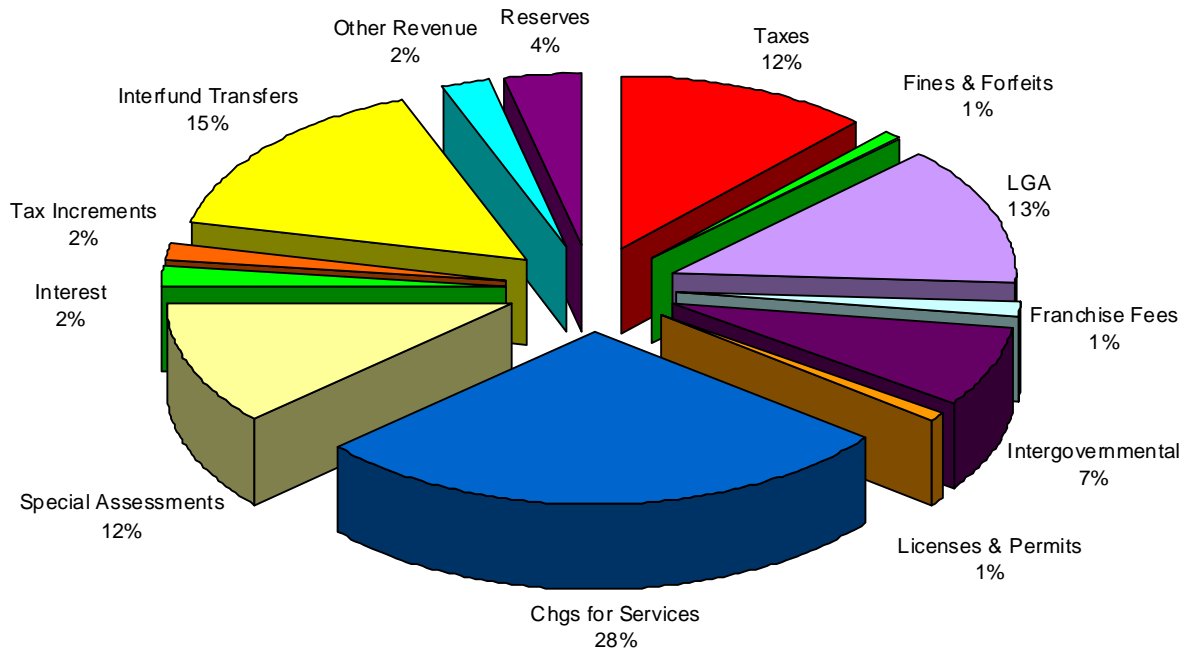
2009 BUDGET BY FUND



Fund	2008	2009	Increase (Decrease)
CDBG	\$ 657,207	\$ 745,618	\$ 88,411
EDA	662,780	591,360	(71,420)
LIBRARY	790,799	772,800	(17,999)
STORM WATER	1,068,458	1,111,551	43,093
INFORMATION TECHNOLOGY	885,272	870,105	(15,167)
MASS TRANSIT	1,836,675	2,269,488	432,813
GOLF COURSE	1,726,797	1,699,579	(27,218)
PARK	2,902,163	3,036,405	134,242
PEST CONTROL	350,629	346,960	(3,669)
SANITATION	3,516,665	3,709,532	192,867
RADIO	273,855	267,818	(6,037)
FORESTRY	737,870	727,089	(10,781)
GENERAL	18,320,034	19,079,056	759,022
SPORTS CENTER	583,776	607,270	23,494
DEBT SERVICE	2,921,339	1,028,690	(1,892,649)
VEHICLES	1,294,400	1,321,246	26,846
SPEC ASSMT	8,027,262	10,429,072	2,401,810
AIRPORT	898,437	989,570	91,133
TIF	3,334,590	3,153,500	(181,090)
WASTEWATER	5,817,534	5,824,865	7,331
RENTAL REGISTRATION	209,000	209,000	-
CAPITAL PROJECTS	1,582,000	1,795,000	213,000
Total	\$ 58,397,542	\$ 60,585,574	\$ 2,188,032

Consolidated Budget Summary

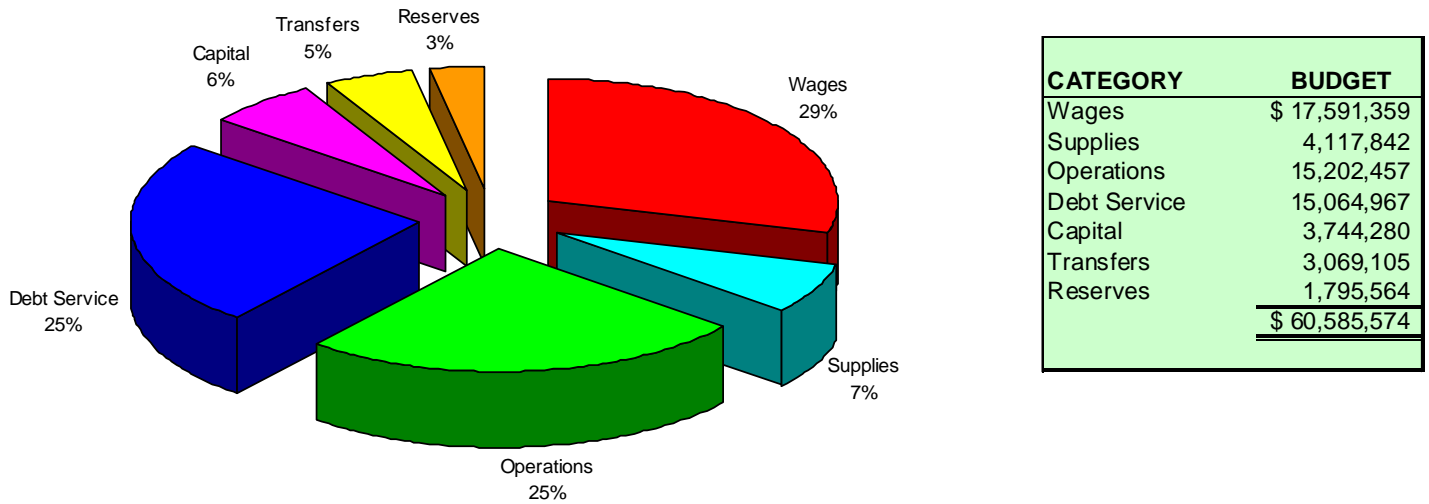
BUDGETED REVENUES – ALL FUNDS BY FUNDING SOURCE



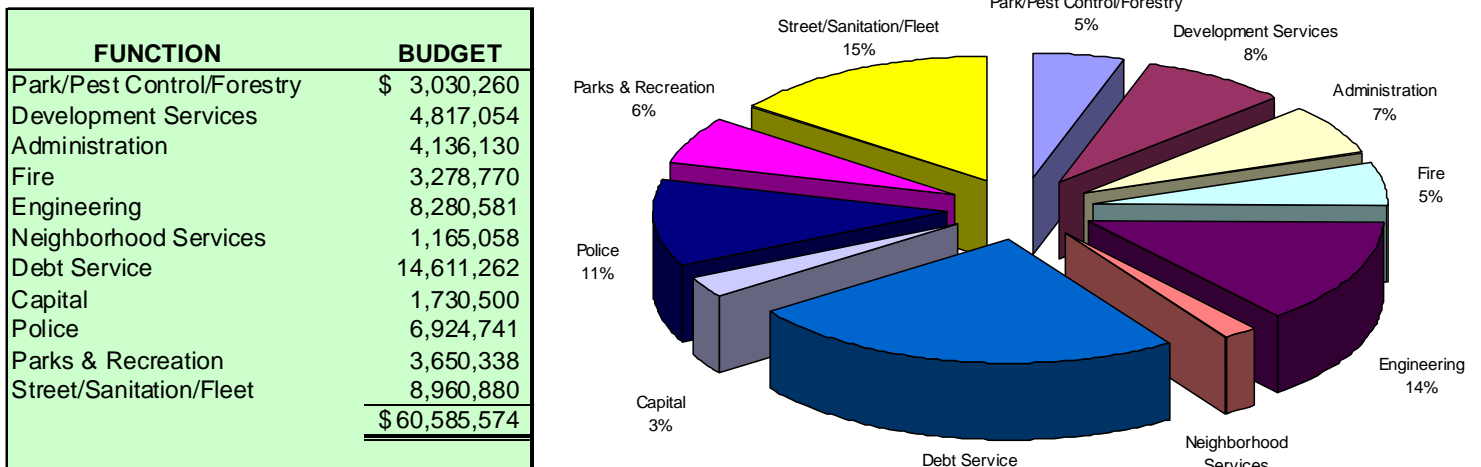
SOURCE	BUDGET
Taxes	\$ 7,201,986
Fines & Forfeits	575,575
LGA	7,833,646
Franchise Fees	860,000
Intergovernmental	4,503,014
Licenses & Permits	547,980
Chgs for Services	16,900,412
Interest	1,097,500
Special Assessments	7,014,847
Tax Increments	1,128,050
Interfund Transfers	9,340,105
Other Revenue	1,395,724
Reserves	2,186,735
	<u>\$ 60,585,574</u>

Consolidated Budget Summary

BUDGETED EXPENDITURES – ALL FUNDS BY CATEGORY



BUDGETED EXPENDITURES – ALL FUNDS BY FUNCTION



Consolidated Budget Summary

2009 BUDGETED REVENUE - ALL FUNDS FUNDING SOURCES AND FUND DISTRIBUTION

TAXES \$7,201,986 11.88%	INTERGOV'TL REVENUE \$4,503,014 7.43%	INTEREST \$1,096,500 1.81%	SPECIAL ASSESSMENTS \$7,014,847 11.58%	FINES & FORFEITS \$575,575 0.95%	INTERFUND TRANSFERS \$9,340,105 15.42%	RESERVES \$2,186,735 3.61%
LGA \$7,833,646 12.93%	CHARGES FOR SERVICES \$16,900,412 27.90%	LICENSES & PERMITS \$547,980 0.90%	TAX INCREMENTS \$1,128,050 1.86%	FRANCHISE FEES \$860,000 1.42%	OTHER REVENUE \$1,396,724 2.31%	

TOTAL SOURCES
\$60,585,574

INTERNAL SERVICE FUNDS

Chgs/Serv	2,312,386
Interest	64,000
Other	30,000
Reserves	52,783
Total	\$ 2,459,169

Computer	817,322
Radio	267,818
Vehicle	1,321,246
Reserves	52,783
Total	\$ 2,459,169

ENTERPRISE FUNDS

Intergov'tl	987,250
Chgs/Serv	11,355,705
Spec Assmts	422,100
Interest	253,500
Lic/Permits	1,800
Interfund Tfr	734,869
Other	634,090
Reserves	627,102
Total	\$ 15,016,416

Storm Water	1,034,082
Wastewater	5,426,642
Sanitation	3,687,032
Golf Course	1,699,579
Sports Center	607,270
Forestry	727,089
Pest Control	305,800
Airport	901,820
Reserves	627,102
Total	\$ 15,016,416

SPECIAL REVENUE FUNDS

Taxes	283,000
LGA	3,286,672
Intergov'tl	2,138,004
Chgs/Serv	647,415
Interest	27,000
Interfund Tfr	392,336
Other	525,244
Reserves	325,000
Total	\$ 7,624,671

CDBG	470,618
Library	772,800
Rental Regis	209,000
Park Fund	2,554,193
HHIC	445,662
Comstock Hse	36,550
Transit	2,269,488
EDA	541,360
Reserves	325,000
Total	\$ 7,624,671

GENERAL FUND

Taxes	4,815,236
LGA	2,596,809
Intergov'tl	1,059,160
Franchise Fees	860,000
Chgs/Serv	2,584,906
Interest	170,000
Lic/Permits	546,180
Fines/Forf	575,575
Interfund Tfr	5,742,700
Other	128,490
Total	\$ 19,079,056

Police	6,589,228
Fire	3,278,770
Streets	2,097,482
Mtce/Gen Bldg	2,107,915
Administration	1,112,138
Acctg/Psnl	746,642
Engineering	1,279,665
CD/Assessing	656,050
Plng/Codes	588,721
Prog/Serv	186,175
Transfers	54,270
Legal	344,000
Self Ins	38,000
Total	\$ 19,079,056

DEBT SERVICE

Taxes	2,103,750
LGA	1,750,165
Intergov'tl	318,600
Increments	1,128,050
Spec Assmts	6,592,747
Interest	537,000
Interfund Tfr	920,200
Other	78,900
Reserves	1,181,850
Total	\$ 14,611,262

Mun Impr	179,200
MYHA Arena	71,700
Pactiv	133,790
34th St Bridge	99,500
Debt Service	410,000
Tax Increment	2,792,400
Spec Assmt	9,742,822
Reserves	1,181,850
Total	\$ 14,611,262

CAPITAL PROJECTS

LGA	200,000
Interest	45,000
Interfund Tfr	1,550,000
Total	\$ 1,795,000

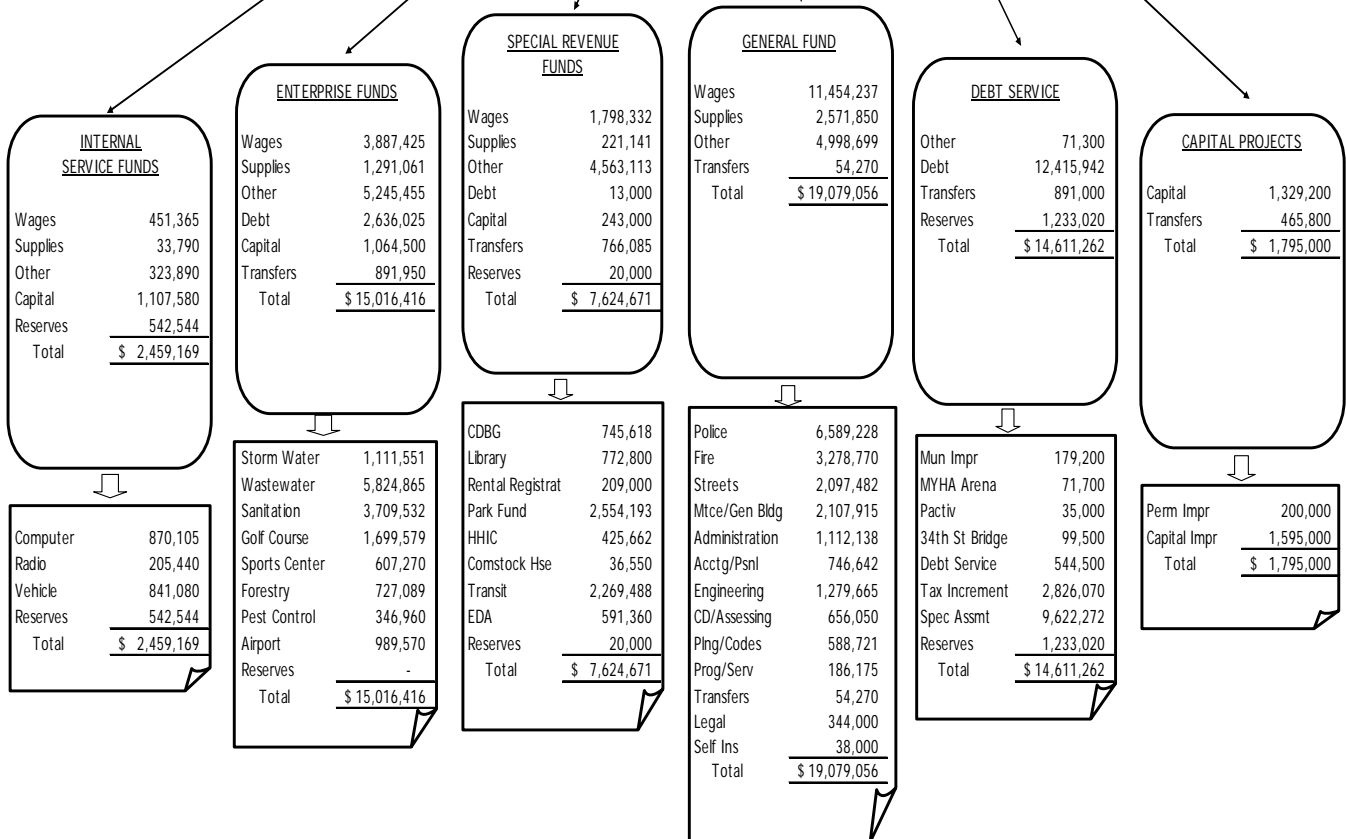
Perm Impr	200,000
Capital Impr	1,595,000
Total	\$ 1,795,000

Consolidated Budget Summary

2009 BUDGETED USES - ALL FUNDS CATEGORY AND FUND DISTRIBUTION

WAGES & BENEFITS \$17,591,359 29.04%	SUPPLIES \$4,117,842 6.80%	DEBT SERVICE \$15,064,967 24.87%	CAPITAL OUTLAY \$3,744,280 6.18%	OTHER \$15,202,457 25.09%	INTERFUND TRANSFERS \$3,069,105 5.07%	RESERVES \$1,795,564 2.96%
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TOTAL USES
\$60,585,574



Consolidated Budget Summary

REVENUES AND OTHER FINANCING SOURCES – ALL FUNDS

	2007 Actual	2008 Budget	2009 Budget
GOVERNMENTAL FUNDS			
General	19,685,299	18,320,034	19,079,056
Special Revenue	7,249,230	7,058,624	7,624,671
Debt Service	15,604,818	14,283,191	14,611,262
Capital Projects	11,777,052	1,582,000	1,795,000
Total Governmental Funds	54,316,399	41,243,849	43,109,989
PROPRIETARY FUNDS			
<u>Enterprise</u>			
Storm Water	955,925	1,068,458	1,111,551
Wastewater Treatment	6,033,194	5,817,534	5,824,865
Sanitation	3,397,420	3,516,665	3,709,532
Golf Courses	2,490,395	1,726,797	1,699,579
Town & Country Golf Course	107,609	-	-
Sports Center	693,812	583,776	607,270
Forestry	603,154	737,870	727,089
Pest Control	315,497	350,629	346,960
Municipal Airport	559,050	898,437	989,570
<u>Internal Service</u>			
Information Technology	792,048	885,272	870,105
Vehicles & Equipment	1,367,342	1,294,400	1,321,246
Radio	290,109	273,855	267,818
Total Proprietary Funds	17,605,556	17,153,693	17,475,585
TOTAL ALL FUNDS	71,921,955	58,397,542	60,585,574

Consolidated Budget Summary

EXPENDITURES AND OTHER FINANCING USES – ALL FUNDS

	2007 Actual	2008 Budget	2009 Budget
GOVERNMENTAL FUNDS			
General	18,040,961	18,320,034	19,079,056
Special Revenue	6,720,496	7,058,624	7,624,671
Debt Service	10,666,089	14,283,191	14,611,262
Capital Projects	13,503,821	1,582,000	1,795,000
Total Governmental Funds	<u>48,931,367</u>	<u>41,243,849</u>	<u>43,109,989</u>
PROPRIETARY FUNDS			
<u>Enterprise</u>			
Storm Water	987,098	1,068,458	1,111,551
Wastewater Treatment	5,261,491	5,817,534	5,824,865
Sanitation	3,484,479	3,516,665	3,709,532
Golf Courses	2,451,804	1,726,797	1,699,579
Town & Country Golf Course	59,546	-	-
Sports Center	843,423	583,776	607,270
Forestry	692,754	737,870	727,089
Pest Control	335,474	350,629	346,960
Municipal Airport	400,181	898,437	989,570
<u>Internal Service</u>			
Information Technology	871,537	885,272	870,105
Vehicles & Equipment	1,103,597	1,294,400	1,321,246
Radio	247,804	273,855	267,818
Total Proprietary Funds	<u>16,739,189</u>	<u>17,153,693</u>	<u>17,475,585</u>
TOTAL ALL FUNDS	<u><u>65,670,556</u></u>	<u><u>58,397,542</u></u>	<u><u>60,585,574</u></u>

Governmental Funds Overview

The City of Moorhead maintains a number of funds for recording fiscal transactions to meet legal accounting requirements. A summary of the 2009 Governmental Funds revenue and expenditures are provided in the following charts and descriptions.

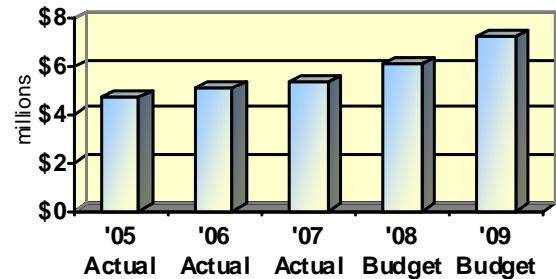
Governmental Fund Revenues

The following charts and descriptions provide a summary of the various Governmental Fund revenues budgeted by the City. The City's revenue estimates are budgeted conservatively to avoid possible shortfalls due to unanticipated changes in the economy. The charts below show a five-year history of Governmental Fund revenues. The 2009 budgeted revenue of \$43,109,989 is an increase of \$ 1,866,140 (4.5%) over 2008.

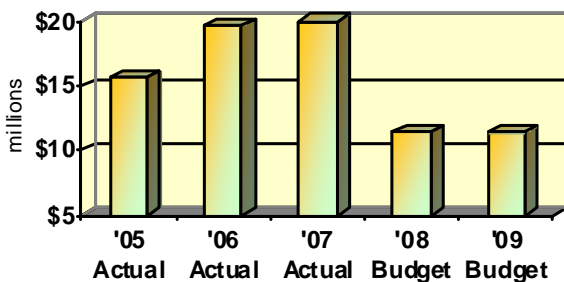
Property Tax Levy

The City relies on property taxes for 16.05% of the total Governmental Funds revenue, supporting such functions as general government, public safety, public works and debt service. The City's 2009 tax levy of \$6,918,986 is an increase of \$1,027,778, a 17.45% over 2008. The increase is a result of additional debt service needs of \$685,143 and an increase in the operating levy of \$521,607 and PERA aid of \$63,278. Also included is a 3a & 3b levy of \$847,350 for tax increment debt, which is decrease of \$242,250 from the previous year. In addition, the Economic Development Authority has a separate levy for 2009 of \$283,000, which is an increase of \$53,000 over the previous year.

Property Tax Levy



Intergovernmental Revenue



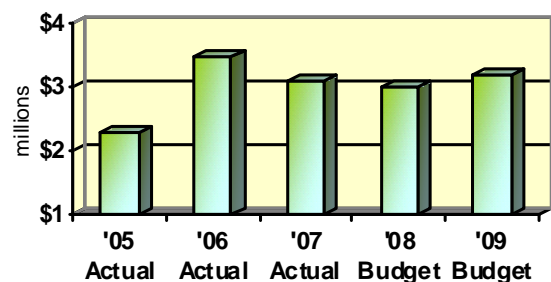
Intergovernmental Revenue

The Intergovernmental Revenue classification consists of grants and aids from Federal, State and other governmental subdivisions. Local Government Aid (LGA) represents the largest portion of funds in this category. LGA represents 18.1% of budgeted revenues in the Governmental Funds. In 2009, the City is scheduled to receive \$7,833,646, which is an increase of \$135,077 from the prior year. The increases in actual 2006 & 2007 were a result of receiving State Department of Transportation aid for street construction.

Charges for Service

This classification includes user charges for Park programs, Transit, and Engineering. Charges for Services are budgeted at \$3,232,321, which is \$165,981 over last year. However, when excluding the increase for fuel revenue paid by other funds to the General Fund, Charges for Services actually decreased \$134,019. The City annually reviews service charges and fees to determine if adjustments are needed due to inflation and other cost increases.

Charges for Service

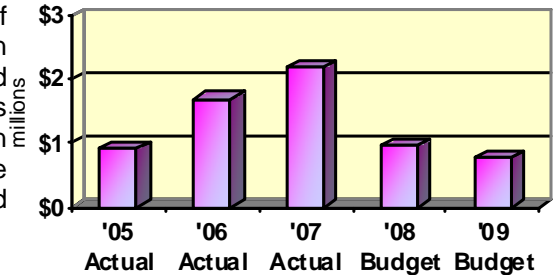


Governmental Funds Overview

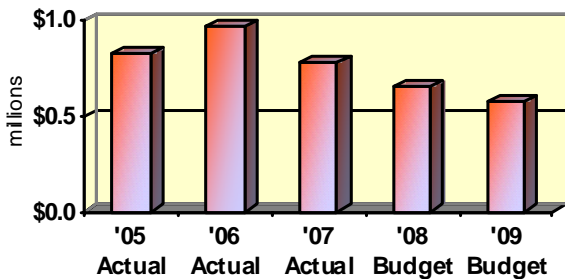
Interest

Interest income is earned on cash and investment balances of the City. All cash and investments, except for those held in segregated accounts used for infrastructure improvements and debt service, are pooled for investment purposes. The increases in 2006 and 2007 are primarily due to earnings on construction bond proceeds in the debt service funds and more favorable interest rates. Interest rates are anticipated to decrease and have been budgeted accordingly for 2009.

Interest



Licenses & Permits



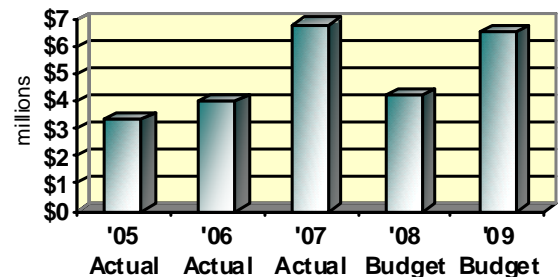
Licenses & Permits

The City is authorized by State statutes and City Charter to charge for regulatory activities by the means of licenses & permits. Liquor licenses, heating, plumbing and building permits are examples of revenue collected by the City for this category. In 2006 building permits, the largest revenue source in this category, accounted for \$518,137. Building permit revenue decreased slightly in 2007 and 2008. However, locally new construction is not experiencing the decline felt by the rest of the nation. This category was reduced \$115,000 in 2009 from the 2008 level of \$450,000.

Special Assessments

A portion of the costs for public improvements is recovered by assessment charges to the benefiting property owners. These collections are used to pay bond principal and interest on the outstanding improvement bonds. The repayment terms of the assessments are over 10, 15 or 20 years depending on the type of improvement. The increase in assessment revenue is due to the new subdivisions being assessed for improvement projects completed in prior years.

Special Assessments

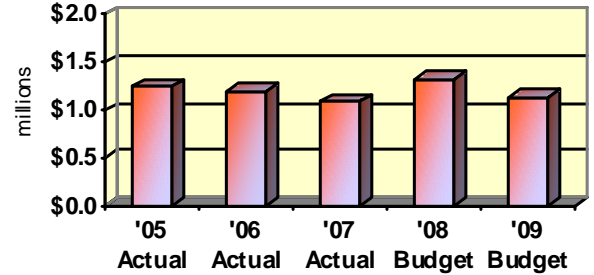


Governmental Funds Overview

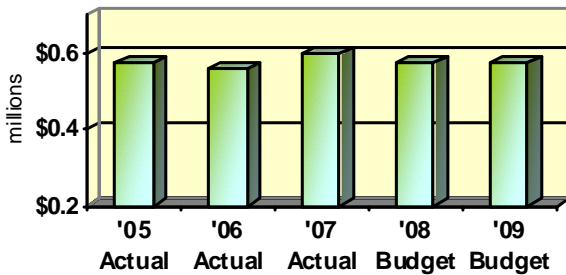
Tax Increments

Tax increments are collected from various tax increment districts for payment of principal and interest on outstanding bonds or to the developer in the case of a pay-as-you-go district. The tax increment is the amount of property tax attributed to the increased market value over the original base market value. Tax increment collections plus the 3a & 3b tax levy is expected to remain stable and be sufficient to meet debt service requirements.

Tax Increments



Fines & Forfeits



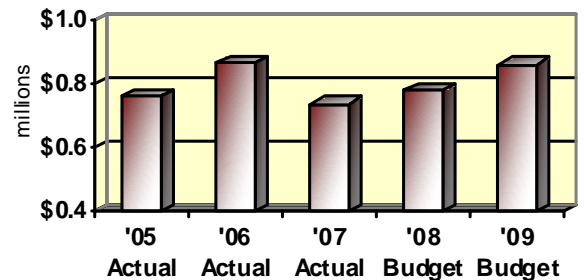
Fines & Forfeits

Court fines and parking violations make up the majority of this category. In 2009, court fines and parking violations are budgeted at \$300,000 and \$270,000 respectively. These revenues are anticipated to be the same as 2008 levels.

Franchise Fees

The City is authorized by ordinance to receive a franchise fee for the use of public right-of-way by a private concern to operate a public utility. The fee is 5% of the utility's gross revenues. Franchise Fees are collected from the cable TV and natural gas providers, which operate within the City's corporate limits. Factors in the increase of Franchise Fees since 2007 are due to increases in residential housing utility rate increases. Market conditions play a major role as to the level of fees that will be received, therefore, revenue projections are conservative.

Franchise Fees

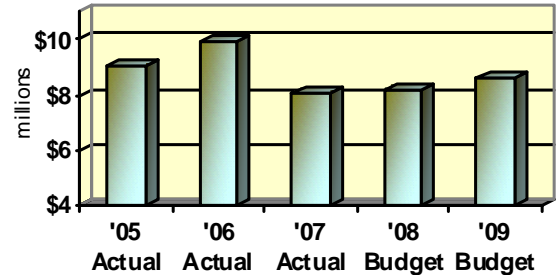


Governmental Funds Overview

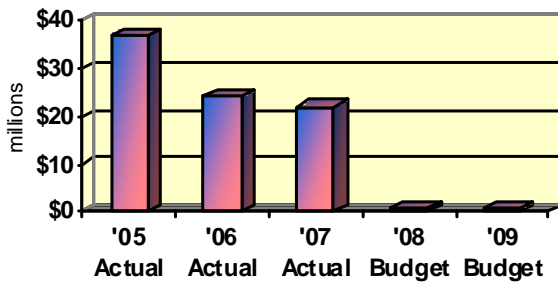
Interfund Transfers

Transfers In is not an outside revenue source, but instead reflects amounts transferred between City Funds. Transfers authorized by City Charter require Enterprise funds to transfer up to 5% of gross revenues to the General Fund except the Electric Utility, which is up to 20%. The Charter also authorizes 5% from the Electric Utility to the Capital Improvement Fund. The largest transfer in this category is the Electric transfer to the General Fund, which will amount to \$4,591,000 in 2009 which is 14.8% of budgeted Electric utility revenues. During 2006, there was an additional \$1.3 transfer to cover the cost of the roof replacement at the Interpretive Center.

Interfund Transfers



Other Revenues



Other Revenues

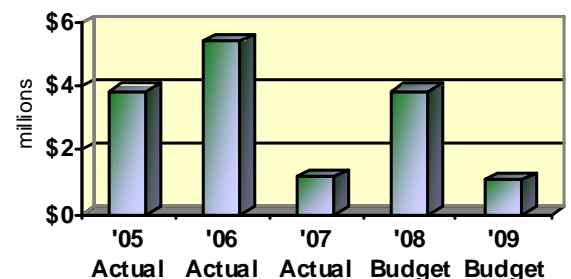
Other revenues include donations, insurance recoveries, commission on phones and sale of maps and publications. In 2009, \$732,000 was budgeted for this category compared to \$1,074,286 in 2008.

Actual figures include bond proceeds for capital projects, which are not included in the budgeted figures. The actual amounts for 2005, 2006 and 2007 include bond proceeds for infrastructure improvements in the amounts of \$37,042,695, \$22,093,215 and \$22,400,000 respectively.

Reserves

Reserves denote the amount projected to be needed to supplement current revenues for capital outlay, debt service or other uses. Actual 2006 includes \$5,259,585 of bond proceeds received in prior years to fund ongoing infrastructure projects. In 2008 \$3,666,529 was budgeted to come from reserves for debt service in the Special Assessment funds and G.O. Municipal Revenue funds of \$1,501,605 and \$2,164,924 respectively. For 2009 \$275,000 was budgeted to come from reserves of the Special Revenue funds and \$820,750 in the Debt Services funds.

Reserves



Governmental Funds Overview

Governmental Funds Expenditures

Expenditure Categories

Wages and benefits include wages, benefits for retirement and insurance costs of employees. In an effort to attract and retained highly qualified employees, the City’s compensation plan provides for a cost of living adjustment (COLA) of 3%.

Supplies include office supplies, motor fuel and vehicle supplies, clothing and protective gear, street repair materials, and small tool purchases. Excluding motor fuel, supply budgets decreased 7.16% while motor fuel increased 35.32% for 2009 over the 2008 budget.

Debt service includes the principal and interest paid on bonds used to finance infrastructure and facility improvement projects. The increase in debt service costs is the result of additional debt payments related to infrastructure improvement bonds.

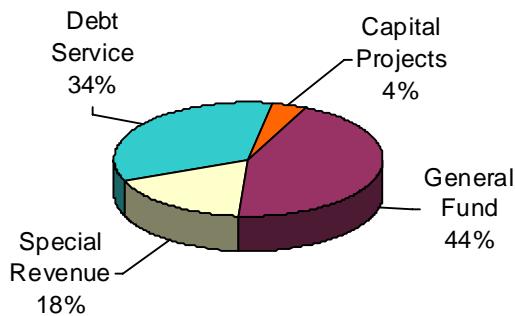
Capital outlay includes purchases of new equipment exceeding \$5,000, facility upgrades and infrastructure improvements. Infrastructure improvements are approved when the projects are bid, which explains the large difference between prior year actual figures and the 2009 budget.

Other charges include professional services, contractual maintenance and repair, utilities, memberships, interfund charges, and training and conferences. The 2009 budget reflects little or no increases over 2008 levels except for dispatch services which increased 2%.

Transfers between funds consist primarily of Enterprise Fund transfers to the General Fund. Under City Charter, all Enterprise Funds transfer 5% of gross revenues except the Electric utility, which may transfer up to 20%.

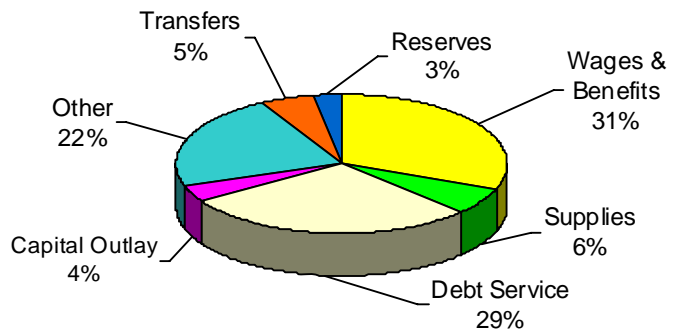
Reserves are used primarily in Debt Service funds where prepayments by property owners are made on assessed projects. These reserve funds are then budgeted along with current revenues to fund annual debt service payments.

Governmental Funds - Expenditures by Fund Type



Fund Type	2009 Budget
General Fund	\$ 19,079,056
Special Revenue	7,624,671
Debt Service	14,611,262
Capital Projects	1,795,000
	<u>\$43,109,989</u>

Governmental Funds - Expenditures by Category



Category	2009 Budget
Wages & Benefits	\$ 13,252,569
Supplies	2,792,991
Debt service	12,428,942
Capital Outlay	1,572,200
Other	9,633,112
Transfers	2,177,155
Reserves	1,253,020
	<u>\$ 43,109,989</u>

Governmental Funds Overview

Governmental Funds Debt

Legal Debt Limit

The State Legal Debt Limit is two percent (2%) of the estimated market value of the City's tax base. Bond issues covered by this limit are those that are financed by property taxes unless at least twenty percent (20%) of the annual debt service costs are financed by special assessments or tax increments. The difference between the Legal Debt Limit and the outstanding bonds subject to the debt limit is referred to as the Legal Debt Margin. The City's debt limit is \$31,492,698 and the legal debt margin is \$29,943,620.

Computation of Legal Debt Margin – Year Ended December 31, 2007

Estimated Market Value - Real and Personal Property		<u>\$ 1,574,634,900</u>
Debt Limit 2% of Estimated Market Value		31,492,698
Amount of Debt Applicable to Debt Limit		
Total Bonded Debt	\$ 193,755,252	
Less:		
Debt Redemption (General		
Obligation Bonds) Fund Assets	\$ 390,922	
Special Assessment Bonds	118,225,000	
Sewage Disposal Plant Bonds	26,415,664	
Sports Center Facility Bond	255,000	
Golf Course Bond	3,490,000	
Taxable Industrial Development Bond	5,565,000	
Electric Utility Bond	10,138,552	
Water Utility Bonds	12,191,448	
Municipal Improvement Revenue Bonds	3,624,588	
Tax Increment Bonds	<u>11,910,000</u>	<u>192,206,174</u>
Total Debt Applicable to Debt Limit		1,549,078
Legal Debt Margin		<u>\$ 29,943,620</u>

Summary of Bond Principal and Interest Included Within the 2009 Budget

Fund Description	Principal	Interest	Total
Municipal Improvement Funds			
Municipal Improvement	\$125,000	\$52,700	177,700
MYHA Ice Arena	50,000	21,200	71,200
Pactiv		34,000	34,000
Municipal Improvement - East Hwy 10	75,000	24,000	99,000
Debt Service Fund	450,530	93,220	543,750
Tax Increment Funds			
Tax Increment - Urban Renewal	180,000	18,600	198,600
Tax Increment - Conference Center	715,000	25,240	740,240
Tax Increment - Brookdale Mall	192,000	47,000	239,000
Tax Increment - Regency/Holiday	230,000	470,210	700,210
Special Assessment Funds	4,355,000	5,018,422	9,373,422
Enterprise Funds			
Wastewater Treatment	976,600	852,245	1,828,845
Golf Course	175,000	194,400	369,400
Sports Center	50,000	8,810	58,810
Totals	<u>\$7,574,130</u>	<u>\$6,860,047</u>	<u>\$14,434,177</u>

Governmental Funds Overview

Fund Balance Summary – Governmental Funds

	Estimated	2009 Budget			Estimated
	12/31/2008	Revenues & Transfers In	Expenditures & Transfers Out	Increase or (Decrease)	12/31/2009
	Ending Fund Balance				Ending Fund Balance
General Fund	14,458,943	19,041,056	19,041,056	-	14,458,943
Special Revenue Funds					
Park Fund	1,325,274	2,554,193	2,554,193	-	1,325,274
HHIC	80,553	445,662	425,662	20,000	100,553
Comstock House	21,553	36,550	36,550	-	21,553
Library	281,077	772,800	772,800	-	281,077
Community Development	283,409	470,618	745,618	(275,000)	8,409
Rental Registration	321,787	209,000	209,000	-	321,787
Mass Transit	262,879	2,269,488	2,269,488	-	262,879
Economic Development	872,217	258,360	258,360	-	872,217
1995 3-2-1 Housing Program	275,500			-	275,500
1996 3-2-1 Housing Program	116,332			-	116,332
Economic Development Authority Levy Contributions	10,217	283,000	333,000	(50,000)	(39,783)
	74,117			-	74,117
Debt Service Funds					
Tax Increment	4,035,363	2,792,400	2,826,070	(33,670)	4,001,693
Special Assessment	15,939,010	9,742,822	9,622,272	120,550	16,059,560
G.O. Bond	247,957	410,000	544,500	(134,500)	113,457
Municipal Improvement	342,160	179,200	179,200	-	342,160
MYHA Ice Arena Bond	62,512	71,700	71,700	-	62,512
Pactiv Bond	3,447,569	133,790	35,000	98,790	3,546,359
34th St Bridge Bond	74,575	99,500	99,500	-	74,575
Capital Projects Funds					
Permanent Improvement	1,671,962	200,000	200,000	-	1,671,962
Special Assessment	6,428,670			-	6,428,670
Capital Improvement	1,679,823	1,595,000	1,595,000	-	1,679,823
Total Governmental Funds	52,313,459	41,565,139	41,818,969	(253,830)	52,059,629

- Community Development – The decrease to fund balance is a result of reprogramming funds that were previously restricted to a revolving loan fund, but for which this restriction has been eliminated.
- Special Assessment – There is an increase to reserves as a result of levying taxes to accumulate funds for bond payments due February 1, 2010.
- G.O. Bond – There is an available cash balance that is being used to finance debt service payments.
- Pactiv Bond – The increase in fund balance is the result of calling and refunding of existing debt.

Capital Outlay

This section provides an overview of Capital Outlay projects for the City of Moorhead. Projects include those within the Capital Improvement Fund, Departmental Operating Budgets and the Capital Improvement Plan.

Capital Improvement Fund

The Capital Improvement Fund is used to account for financial resources used for the acquisition of capital assets and expansion or rehabilitation of infrastructure and facilities. The primary funding source is provided by an annual interfund transfer from the Electric Utility along with any interest earnings within the fund. Pursuant to City Charter the amount of the transfer is 5% of the Electric Utility gross revenues which is budgeted at \$1,550,000 for 2009.

The following table provides a detail of Capital Improvement Projects, by department, funded within the Capital Improvement Fund for fiscal year 2009.

<u>Description</u>	<u>Amount</u>	<u>Description</u>	<u>Amount</u>
<u>Community Services Department</u>		<u>Operations Department</u>	
Shop Truck Transit Garage (city share)	\$ 3,000	Village Green Siding pump houses	\$ 2,000
Sports Center South Bleacher Rehab	5,000	Meadows Trade wire welder unit	2,000
Sports Center Compressor (N Rink)	5,000	Village Green Trees	3,000
Village Green Ball Dispenser	5,000	Meadows Greens cover #9	5,000
Meadows Clubhouse Chairs	9,900	Meadows Irrigation head replacement	6,000
Additional Disc Golf Course Riverfront	12,500	Meadows overlay topdressing pad	8,000
2003 Paratransit Bus 1151 (city share)	13,600	Crosswalk Striping	10,000
HHIC Parking Lot repairs seal coat	14,000	Sign Upgrades (Reflectivity mandate)	10,000
Sports Center Water heater	15,000	Repair Transmission 402 Cat Loader	14,000
Electronic Fare box Sys (city share)	32,000	Municipal pool heater replacement	14,000
Log Cabin Foundation Repair	50,000	Pool bldg painting & door replacements	15,000
Adaptive Baseball/Softball surface	70,000	Village Green - asphalt parking lot	15,000
YMCA Gymnasium 1st Yr Debt Service	225,000	Bike path replacement downtown	60,000
	<u>\$ 460,000</u>	City Wide Furn, Fix & Eq replacement	100,000
		Additional funding for soccer building	200,000
		Park amenities various locations	<u>200,000</u>
			<u>\$ 664,000</u>
<u>Police Department</u>		<u>Administration Department</u>	
Lights & Sirens unmarked vehicles	\$ 9,355	Capital Fund Reserve	149,835
Software License AIMS Parking Ticket	9,600	Transfer to Municipal Imp Fund	179,200
Ballistic Vests (city share)	13,000		<u>\$ 329,035</u>
	<u>\$ 31,955</u>		
<u>Engineering Department</u>		<u>Fire Department</u>	
GPS Hand-held Retro-reflect meter	\$ 11,000	South Station Lawn Tractor	\$ 12,510
Handheld GPS Unit const. software	11,000	Structural Fire Protective Clothing	33,000
Upgrade 7 Licenses for AutoCAD	17,500		<u>\$ 45,510</u>
GIS Web Browser Mapping	25,000		
	<u>\$ 64,500</u>		
		Total Capital Improvement Fund	<u><u>\$ 1,595,000</u></u>

Community Services Department:

Funding in the amount of \$70,000 has been budgeted for adaptive Baseball/Softball surfaces. Additional Disc Golf Course equipment for Riverfront Park is budgeted at \$12,500. There is \$50,000 budgeted for improvements to the foundation of the Log Cabin at Woodlawn Park.

Capital Outlay

Police Department:

Purchase Ballistic Vests utilizing federal grant funds of \$12,000 and City funds of \$13,000. Provide funding in the amount of \$9,600 for Parking Ticket software.

Fire Department:

Includes \$33,000 for firefighter protective clothing turn out gear and \$12,510 for the purchase of a lawn tractor.

Engineering Department:

Includes funding of \$25,000 for Geographic Information Systems (GIS) Web browser mapping application and \$17,500 for Auto Computer Added Drafting (AutoCAD) upgrade

Administration Department

In 2001, the City issued bonds to fund construction of a Joint Public Works Facility and improvements to both the Sports Center and Golf Courses. The debt service for this bond, which matures in 2016, is funded by an annual transfer from the Capital Improvement Fund to the Municipal Improvement Fund.

Operations Department:

In 2004, the Moorhead City Council initiated a directive to appropriate \$100,000 annually for either playground equipment for new parks or replacement of existing equipment for 3 neighborhood parks. The annual amount of funding was increased in 2007 to \$200,000.

Funding of \$100,000 has been budgeted to cover the cost of furniture, fixtures and equipment purchases for all departments. The items requested from each department will be evaluated in order to determine those with the highest priority to be funded.

There is \$200,000 include for the construction of a soccer building at the South Regional Park.

Departmental Operating Budgets

Listed below are the capital outlay items included within the operating budgets of the governmental funds.

Governmental Funds

Mass Transit	
Electronic Registering Fare box System	\$160,000
Shop Truck	\$ 15,000
Paratransit Bus	<u>\$ 68,000</u>
Total	<u>\$243,000</u>

Impact of Capital Outlay on the Operating Budgets of Governmental Funds

Most of the governmental funds capital outlay purchases are routine items that do not significantly impact operating budgets. The capital replacements provided through the internal service funds using predetermined schedules to annually replace the oldest equipment first keeps maintenance and repair costs stable from year to year.

Capital Outlay

Listed below are the capital outlay items included within the operating budgets of the Enterprise Funds.

Enterprise Funds

Storm Water		
Lift Station Pump Replacement	\$	100,000
Wastewater Treatment		
Sludge Tanker Semi-Trailer		50,000
Golf Course		
Uplinks GPS Lease		50,000
Sanitation		
Tandem Dump Trailer		9,500
Airport		
10-Unit T Hangar		600,000
Extend Taxiway for 10-Unit T Hangar		100,000
Runway Pavement Rehab		140,000
Airspace Easement		15,000
Total		<u>\$1,064,500</u>

Impact of Capital Outlay on the Operating Budgets of Enterprise Funds

Most of the enterprise funds capital outlay purchases are routine items that do not significantly impact operating budgets. The capital replacements provided through the internal service funds using predetermined schedules to annually replace the oldest equipment first keeps maintenance and repair costs stable from year to year.

Capital Improvement Plan

The City's Capital Improvement Plan (CIP) projects capital needs for up to five years. These projects are financed by bonds, utility revenues, intergovernmental revenue and property taxes. In the event that a tax levy is required to finance a project, the tax levy available for operating needs of the City may be impacted. Only after incorporation within successive budgets or as approved separately by the City Council will these items be considered funded.

Purchases or projects are included in the CIP if they are somewhat expected to occur and for which cost estimates can be reasonably obtained. Under current budgetary constraints, the annual budget could not absorb all of the purchases noted in the CIP. Each individual purchase or project will be evaluated at a subsequent date, at which time a determination will be made as to whether or not it is financially feasible.

Some of the items contained in the CIP will require on-going operational costs and in some cases produce operational savings. However, given the speculative nature of latter-year purchases, the exact cost cannot be reasonably quantified beyond next year.

Capital Outlay

Below is a summary of projects included in the City's Capital Improvement Plan along with project start year.

YEAR	COST	DESCRIPTION	YEAR	COST	DESCRIPTION
<u>MASS TRANSIT</u>			<u>ENGINEERING</u>		
2010	20,000	Mini-van Replacement	2009	100,000	SE Main Ave/20th St/21st St Grade Separation
2010	20,000	Mini-van Expansion	2009	200,000	TH 75/40th Ave S Pedestrian Underpass
2010	70,700	Mini-bus Expansion	2009	9,956,000	New street const/existing street reconst
2010	340,000	Bus Replacement	2009	11,375,000	34th St/I-94 Interchange
2011	72,800	Mini-bus Replacement	2010	10,000,000	34th St/I-94 Interchange
2012	50,000	Bus related equipment	2010	10,000,000	SE Main Ave/20th St/21st St Grade Separation
2013	43,600	(2) Mini-van Replacements	2010	15,367,000	New street const/existing street reconst
2013	77,200	Mini-bus Replacement	2011	10,000,000	SE Main Ave/20th St/21st St Grade Separation
	<u>694,300</u>		2011	12,970,000	New street const/existing street reconst
<u>HHIC FACILITY</u>			2012	220,000	20th St/40th Ave S Pedestrian Underpass
2009	10,000	Mechanical / Chiller Work	2012	10,000,000	SE Main Ave/20th St/21st St Grade Separation
2010	150,000	Flat roof replacement	2012	15,450,000	New street const/existing street reconst
2010	10,000	Remodel Cabinets in Auditorium	2013	10,856,000	New street const/existing street reconst
	<u>170,000</u>			<u>116,494,000</u>	
<u>PARK FUND</u>			<u>OPERATIONS</u>		
2009	50,000	Riverview Estates Tennis Courts	2009	10,000	Public Works Facility Crosswalk Striping
2009	75,000	Dog Park (south)	2009	10,000	Public Works Facility Reflectivity Sign Upgrades
2009	700,000	M.B. Johnson Phase 1	2010	5,000	City Hall More Lights In North Plaza
2010	50,000	Hansmann Tennis Courts	2010	25,000	Public Works Facility Storage Racking
2010	55,000	Demolish Riverfront Tennis Courts & Shelter	2010	30,000	Public Works Facility Asphalt Milling Machine
2010	152,000	So. Side Regional Park Baseball Building	2010	38,000	Public Works Facility Street One Ton Truck
2010	250,000	Replace NRC at South	2010	50,000	Public Works Facility Asphalt Bulk Storage Area
2011	50,000	Alm Tennis Courts	2010	350,000	Public Works Facility Cold Storage Facility
2011	250,000	Replace NRC Morningside	2011	50,000	Public Works Facility Central Lube System
	<u>1,632,000</u>		2011	50,000	Sanitation Additional Cold Storage
<u>VILLAGE GREEN GOLF COURSE</u>			2013	250,000	Bike Bridge Improvements
2009	3,000	Village Green Plant More Trees	2018	60,000	Library Renovate Roof
2009	5,000	Golf Courses Greens Cover Replacement		<u>928,000</u>	
2009	10,000	Signage on Interstate Hole 16	<u>FIRE</u>		
2010	5,000	Village Green Service Irrigation Pump 1 of 2	2010	3,550,000	Construct Station 3
2010	20,000	Village Green Pump House Software/Controls	2011	4,500,000	new headquarters
2011	5,000	Village Green Service Irrigation Pump 2 of 2	2012	250,000	Renovate Current Headquarters
	<u>48,000</u>			<u>8,300,000</u>	
<u>MEADOWS CLUBHOUSE</u>			<u>POLICE</u>		
2009	10,000	Clubhouse Carpet	2010	6,000,000	Renovation of Law Enforcement Center
2009	6,000	Meadows Irrigation Head Replmt Year 2 of 3		<u>6,000,000</u>	
2009	30,000	Retaining Wall outside	<u>PROJECT YEARS TO BE DETERMINED</u>		
2010	6,000	Meadows Irrigation Head Replmt Year 3 of 3	<u>PARK FUND</u>		
2010	12,000	Meadows Cart Path Repair/Replacement	200,000	Hamptons Park Development	
	<u>64,000</u>		400,000	Splash Park	
<u>SPORTS CENTER</u>			400,000	Allyson Park Renovations	
2010	10,000	Forklift to move hockey glass	500,000	Shepherds Meadows Park Development	
2010	40,000	Ceiling Painting of North Rink	700,000	Riverfront and Davy Renovations	
2010	80,000	2 Roof Top Heating Units Locker Rms 1991	800,000	Johnson Farms Park Development	
2010	200,000	Additional Dehumidification	1,000,000	Woodlawn Park Renovations	
	<u>330,000</u>		1,200,000	Additional Phases M.B. Johnson Park	
			1,500,000	Stonemill Park Development	
			1,750,000	Village Green Sixth Park Development	
			3,350,000	Additional Phases Southside Regional Park	
			4,200,000	Municipal Pool Replacement	
				<u>16,000,000</u>	

Fund Summaries

General Fund

The General Fund provides for the accounting of general governmental functions related to the City's statutory obligations. Those functions include; street maintenance, engineering, human resources, fire services, police services, city council, city administration, finance, community development, neighborhood services and building codes/inspection.

The sources of revenue for the general fund consist of property taxes, intergovernmental revenues, transfers from enterprise funds, fines and forfeits, franchise fees, and charges for services rendered to citizens and to other city functions.

Expenditures for the general fund operations include; wages and benefits, supplies, and other charges, which include utilities, professional services, memberships, and other similar uses of funds. Some capital expenditures may be included.

Fund Summaries

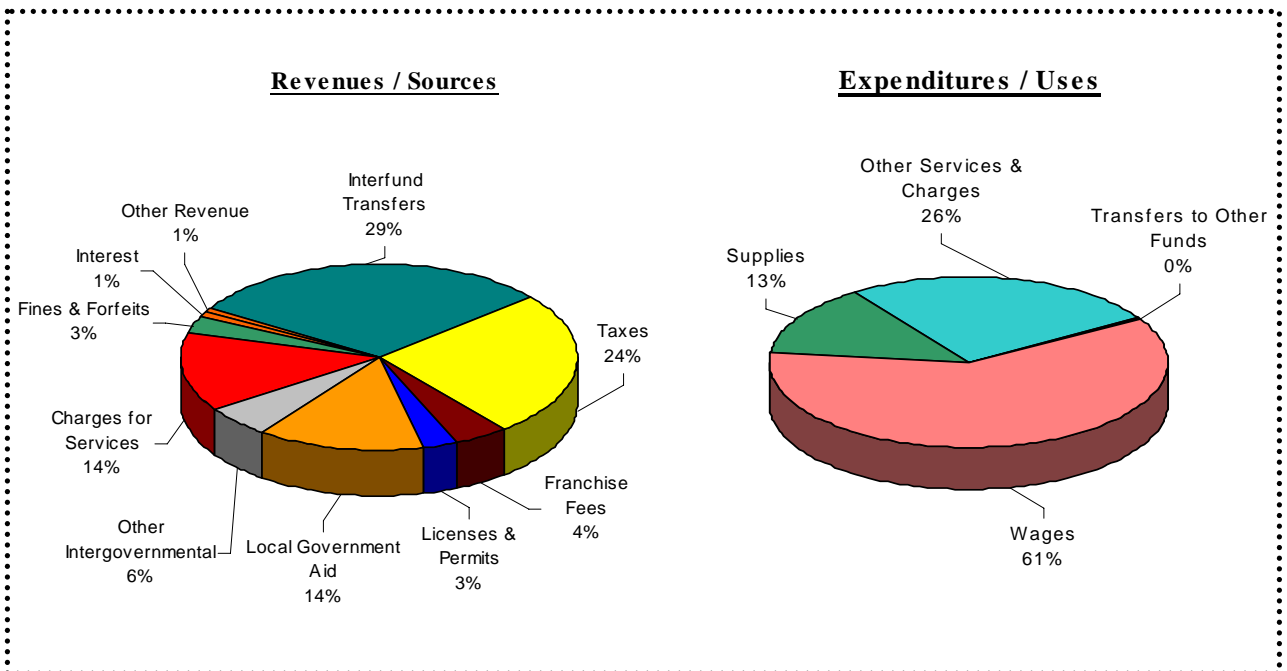
General Fund

Revenues / Sources

Taxes	4,815,236
Franchise Fees	860,000
Licenses & Permits	546,180
Local Government Aid	2,596,809
Other Intergovernmental	1,059,160
Charges for Services	2,584,906
Fines & Forfeits	575,575
Interest	171,000
Other Revenue	127,490
Interfund Transfers	<u>5,742,700</u>
 Total Revenues / Sources	 <u><u>19,079,056</u></u>

Expenditures / Uses

Wages	11,454,237
Supplies	2,571,850
Other Services & Charges	4,998,699
Transfers to Other Funds	<u>54,270</u>
 Total Expenditures / Uses	 <u><u>19,079,056</u></u>



*Fund Summaries***General Fund****General Fund Revenues and Other Financing Sources**

	2007 Actual	2008 Budget	2009 Budget
Taxes			
Property Taxes	3,633,681	4,230,351	4,815,236
Franchise Fees	736,880	776,275	860,000
	<u>4,370,561</u>	<u>5,006,626</u>	<u>5,675,236</u>
Licenses & Permits	<u>779,928</u>	<u>653,465</u>	<u>546,180</u>
Intergovernmental Revenue			
Federal Grants & Aid	41,784		125,850
State - Local Government Aid	3,303,590	2,949,894	2,596,809
State - Other Grants & Aid	1,476,217	835,510	824,510
County Grants & Aid	69,733	70,000	70,000
Other Intergovernmental	38,800	39,790	38,800
	<u>4,930,124</u>	<u>3,895,194</u>	<u>3,655,969</u>
Charges for Services			
General Government	216,093	147,650	141,700
Public Safety	378,239	283,427	263,093
Highways & Streets	1,835,557	2,044,500	2,180,113
	<u>2,429,889</u>	<u>2,475,577</u>	<u>2,584,906</u>
Fines & Forfeits			
Court Fines	367,290	305,575	305,575
Parking Fines	231,161	270,000	270,000
	<u>598,451</u>	<u>575,575</u>	<u>575,575</u>
Miscellaneous			
Interest	434,116	169,785	170,000
Rents	97,283	27,200	47,440
Asset Sales	46,363	37,050	37,050
Other Revenue	111,539	43,000	44,000
	<u>689,300</u>	<u>277,035</u>	<u>298,490</u>
Total Revenues	13,798,253	12,883,472	13,336,356
Transfers from Other Funds			
Electric	3,991,000	4,341,000	4,591,000
Water	281,000	305,000	305,000
Wastewater Treatment	257,022	240,000	250,000
Storm Water	42,723	50,000	51,700
Sanitation	436,166	410,000	440,000
Pest Control	63,274	64,562	65,000
Forestry	30,093	26,000	27,000
Golf Course	785,768		
Capital Improvement			13,000
Total Revenues and Other Financing Sources	<u>19,685,299</u>	<u>18,320,034</u>	<u>19,079,056</u>

*Fund Summaries***General Fund****General Fund Expenditures and Other Financing Uses**

	2007 Actual	2008 Budget	2009 Budget
Elected, Officials & Citywide Administration			
Mayor & Council	427,721	655,610	597,268
Programs, Services, Activities	141,702	190,380	186,175
City Manager	529,164	618,311	388,996
City Clerk	92,799	101,904	101,504
Elections & Voters	12,185	28,865	24,370
Finance	390,210	448,300	447,231
Legal	360,005	344,000	344,000
Human Resources	260,839	287,863	272,711
Labor Relations	32,697	32,600	26,700
Engineering	1,119,619	1,166,979	1,279,665
Unallocated	39,152	38,000	38,000
	<u>3,406,093</u>	<u>3,912,812</u>	<u>3,706,620</u>
Police Department			
Administration	1,780,210	1,648,204	1,652,836
Community Policing	71,652	61,618	70,474
Moorhead Together			15,500
Investigative	755,286	768,672	815,877
Patrol	3,158,136	3,320,964	3,481,393
DARE	74,799	79,253	77,326
Youth Services	67,605	68,002	72,732
Bike Patrol	4,294	5,068	3,015
Tactical Team	12,848	14,934	16,668
K-9	4,679	15,162	4,575
Community Service	150,271	170,694	171,215
Grant Funded Activities	295,825	176,028	207,617
	<u>6,375,605</u>	<u>6,328,599</u>	<u>6,589,228</u>
Fire Department			
Fire Protection	2,534,929	2,654,993	2,757,194
ND HazMat	10,105	10,000	10,000
Fire Training	92,118	101,866	99,120
Fire Prevention	156,010	158,241	162,295
Grant Funded Activities	113,110	45,000	247,296
Civil Defense	2,700	6,000	2,865
	<u>2,908,971</u>	<u>2,976,100</u>	<u>3,278,770</u>

(Continued)

*Fund Summaries***General Fund****General Fund Expenditures and Other Financing Uses - Continued**

	2007 Actual	2008 Budget	2009 Budget
Operations Department			
General Government Building	281,583	271,576	275,295
Street & Alley	1,416,220	1,642,789	1,751,292
Street Cleaning	229,492	107,474	108,390
Snow & Ice	232,178	117,190	115,680
Traffic Signs	128,954	99,268	122,120
Central Maintenance Shop	1,458,193	1,492,479	1,832,620
	<u>3,746,620</u>	<u>3,730,776</u>	<u>4,205,397</u>
Community Services Department			
Assessing	252,388	314,301	280,470
Planning & Zoning	225,953	165,390	172,493
Community Development	82,508	117,041	97,445
Neighborhood Services	207,352	163,534	180,540
Building Codes	405,096	433,217	416,228
Environmental Health	73,406	99,387	97,595
	<u>1,246,702</u>	<u>1,292,870</u>	<u>1,244,771</u>
Total Expenditures	17,683,991	18,241,157	19,024,786
Transfers to Other Funds			
Municipal Airport	87,770	69,637	54,270
Capital Improvement Fund	260,000		
Vehicle Fund	9,200		
Special Assessments		3,500	
To Reserves		<u>5,740</u>	
Total Expenditures and Other Financing Uses	<u>18,040,961</u>	<u>18,320,034</u>	<u>19,079,056</u>

Fund Summaries

Special Revenue Funds

Special Revenue Funds are used to account for specific revenue sources (other than special assessments, or major capital projects) that are legally restricted to expenditures for particular purposes.

Revenues generally consist of property taxes as well as intergovernmental revenues. Other revenues include fees and charges, donations and other miscellaneous revenues sources.

Expenditures include wages and employee benefits, supplies, and other charges. Some capital expenditures may be included

Park - account for recreational programs offered to the citizens of Moorhead as well as maintenance of neighborhood parks and park facilities.

Hjemkomst Center - account for programs offered to the citizens of Moorhead at the Heritage Hjemkomst Interpretive Center.

Comstock House - account for the operations and maintenance of the historic Comstock House.

Library - account for expenditures relating to the maintenance of the Lake Agassiz Regional Library facility, and the City's share of the Regional Library System.

Community Development Block Grant - account for Federal Community Development Block Grant entitlements.

Rental Registration - account for the administration of the City's Rental Registration program.

Mass Transit - account for the operation of the City bus system.

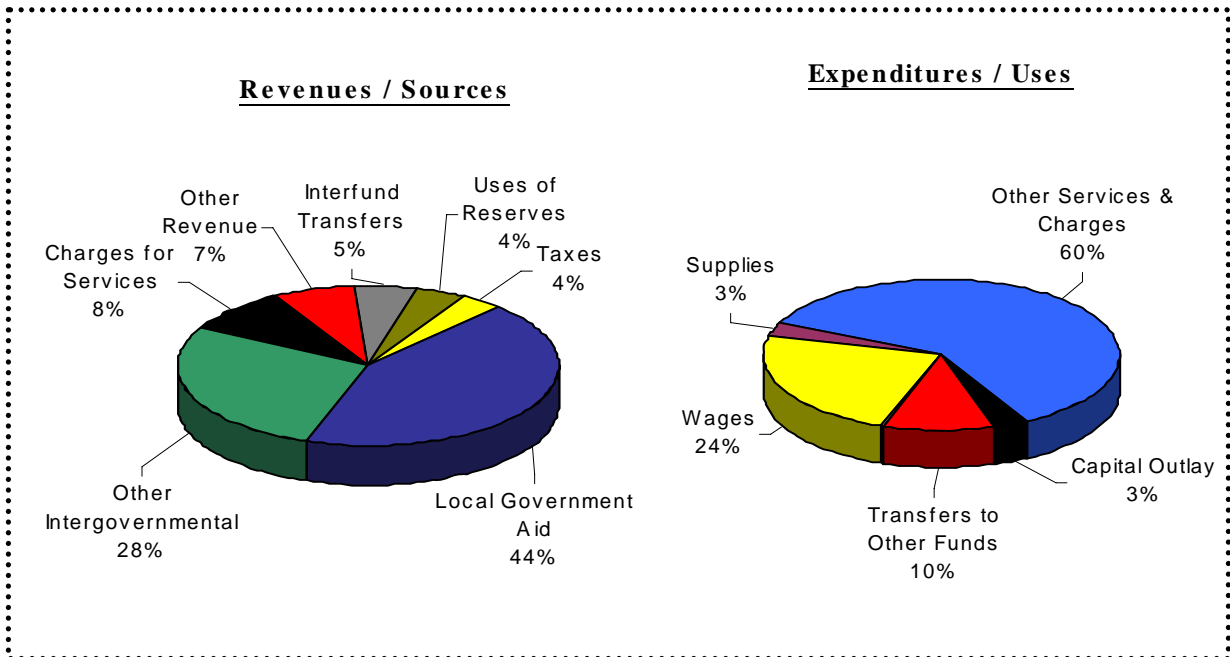
Economic Development - account for marketing and promotional activities relating to commercial and industrial development.

Economic Development Authority Levy – account for commercial marketing land acquisition.

Fund Summaries

Special Revenue Funds

	Park	Hjemkomst Center	Comstock House	Library	Community Development	Rental Registration	Mass Transit	Economic Development	EDA Levy	Total
Revenues / Sources										
Taxes									283,000	283,000
Local Government Aid	2,293,578			771,800			103,184	118,110		3,286,672
Other Intergovernmental			35,000		281,000		1,822,004			2,138,004
Charges for Services	149,065	2,350	1,550			205,000	289,200	250		647,415
Interest	10,000			1,000		4,000		12,000		27,000
Other Revenue	101,550	149,576			189,618		6,500	78,000		525,244
Interfund Transfers		293,736					48,600	50,000		392,336
Uses of Reserves					275,000				50,000	325,000
Total Revenues / Sources	2,554,193	445,662	36,550	772,800	745,618	209,000	2,269,488	258,360	333,000	7,624,671
Expenditures / Uses										
Wages	996,423	141,580	7,050	20,602	133,076	155,255	137,821	206,525		1,798,332
Supplies	173,666	22,940	2,000	5,160	875	10,300	1,150	5,050		221,141
Other Services & Charges	618,019	261,142	27,500	747,038	611,667	43,445	1,887,517	33,785	333,000	4,563,113
Capital Outlay							243,000			243,000
Debt Service								13,000		13,000
Transfers to Other Funds	766,085									766,085
Fund Balance/Equity Reserves		20,000								20,000
Total Expenditures / Uses	2,554,193	445,662	36,550	772,800	745,618	209,000	2,269,488	258,360	333,000	7,624,671



*Fund Summaries***Special Revenue Funds****PARK FUND**

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Taxes	104		
Local Government Aid	1,995,088	2,213,062	2,293,578
Other Intergovernmental	7,454	3,160	
Charges for Services	142,470	134,713	149,065
Interest	30,532	10,000	10,000
Other Revenue	145,376	94,900	101,550
Total Revenues / Sources	2,321,024	2,455,835	2,554,193
<u>Expenditures / Uses</u>			
Wages	944,193	1,025,000	996,423
Supplies	157,550	184,305	173,666
Other Services & Charges	526,950	616,620	618,019
Transfers to Other Funds	610,189	629,910	766,085
Total Expenditures / Uses	2,238,882	2,455,835	2,554,193

HJEMKOMST CENTER

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Charges for Services	2,639	3,100	2,350
Interest	9,509		
Other Revenue	161,215	149,276	149,576
Interfund Transfers	237,504	256,452	293,736
Total Revenues / Sources	410,867	408,828	445,662
<u>Expenditures / Uses</u>			
Wages	127,904	138,279	141,580
Supplies	18,426	22,600	22,940
Other Services & Charges	231,896	227,949	261,142
Debt Service	929		
Fund Balance/Equity Reserves		20,000	20,000
Total Expenditures / Uses	379,155	408,828	445,662

Fund Summaries

Special Revenue Funds

COMSTOCK HOUSE

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	35,000	36,000	35,000
Charges for Services	1,441	1,500	1,550
Interest	721		
Total Revenues / Sources	37,162	37,500	36,550
<u>Expenditures / Uses</u>			
Wages	8,692	7,035	7,050
Supplies	2,905	2,578	2,000
Other Services & Charges	25,599	27,887	27,500
Total Expenditures / Uses	37,195	37,500	36,550

LIBRARY

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Taxes	132		
Local Government Aid	748,488	771,799	771,800
Interest	2,255	1,000	1,000
Other Revenue	335		
Uses of Reserves		18,000	
Total Revenues / Sources	751,210	790,799	772,800
<u>Expenditures / Uses</u>			
Wages	42,078	44,513	20,602
Supplies	3,198	6,560	5,160
Other Services & Charges	699,131	721,726	747,038
Capital Outlay		18,000	
Debt Service	1,394		
Total Expenditures / Uses	745,800	790,799	772,800

Fund Summaries

Special Revenue Funds

COMMUNITY DEVELOPMENT

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	483,420	290,897	281,000
Interest	222	3,000	
Other Revenue	308,537	198,310	189,618
Uses of Reserves		165,000	275,000
Total Revenues / Sources	792,180	657,207	745,618
<u>Expenditures / Uses</u>			
Wages	94,753	134,199	133,076
Supplies	1,764	700	875
Other Services & Charges	672,304	522,308	611,667
Total Expenditures / Uses	768,821	657,207	745,618

RENTAL REGISTRATION

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Charges for Services	222,886	205,000	205,000
Fines & Forfeits	7,400		
Interest	14,013	4,000	4,000
Special Assessments	780		
Total Revenues / Sources	245,079	209,000	209,000
<u>Expenditures / Uses</u>			
Wages	128,107	148,166	155,255
Supplies	2,095	16,430	10,300
Other Services & Charges	14,691	44,404	43,445
Total Expenditures / Uses	144,893	209,000	209,000

*Fund Summaries***Special Revenue Funds****MASS TRANSIT**

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Taxes	34		
Local Government Aid	94,940	103,184	103,184
Other Intergovernmental	1,577,229	1,458,041	1,822,004
Charges for Services	255,353	245,450	289,200
Interest	13,424		
Other Revenue	10,880	5,600	6,500
Interfund Transfers	20,000	24,400	48,600
Total Revenues / Sources	<u>1,971,860</u>	<u>1,836,675</u>	<u>2,269,488</u>
<u>Expenditures / Uses</u>			
Wages	123,669	132,748	137,821
Supplies	1,922	1,100	1,150
Other Services & Charges	1,464,170	1,640,827	1,887,517
Capital Outlay	358,060	62,000	243,000
Total Expenditures / Uses	<u>1,947,820</u>	<u>1,836,675</u>	<u>2,269,488</u>

ECONOMIC DEVELOPMENT

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Local Government Aid	185,270	154,030	118,110
Other Intergovernmental	740		
Charges for Services	250	1,000	250
Interest	53,392	12,000	12,000
Other Revenue	64,122	75,750	78,000
Interfund Transfers	186,000	190,000	50,000
Total Revenues / Sources	<u>489,774</u>	<u>432,780</u>	<u>258,360</u>
<u>Expenditures / Uses</u>			
Wages	157,288	168,378	206,525
Supplies	5,183	5,500	5,050
Other Services & Charges	51,512	43,152	33,785
Debt Service	10,111	13,000	13,000
Fund Balance/Equity Reserves		202,750	
Total Expenditures / Uses	<u>224,095</u>	<u>432,780</u>	<u>258,360</u>

Fund Summaries

Special Revenue Funds

EDA LEVY			
	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Taxes	180,917	230,000	283,000
Tax Increments	27,038		
Other Intergovernmental	22,120		
Uses of Reserves			50,000
Total Revenues / Sources	230,074	230,000	333,000
<u>Expenditures / Uses</u>			
Other Services & Charges	116,353	127,900	333,000
Capital Outlay	117,480	102,100	
Total Expenditures / Uses	233,833	230,000	333,000

*Fund Summaries***Debt Service Funds**

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. In the case of Enterprise Funds, it is anticipated that all amounts required for servicing the debt will be provided from the respective funds' revenues. General Long-Term Debt is financed with revenue from property taxes, special assessments and transfers. The City does not use long-term debt for current operations.

Revenues generally consist of property taxes, tax increments, special assessments and intergovernmental revenues.

Expenditures include bond principal and interest on City bonds as well as fiscal agent fees. The Debt Service Funds in this category do not include debt for Enterprise operations. Enterprise debt is included in the Enterprise Funds budgets.

Tax Increment – account for the accumulation of resources for payment of general obligation bond principal and interest. Tax Increments are received by the City to meet these requirements.

Special Assessment – account for the accumulation of resources for payment of general obligation bond principal and interest. Special assessment collections from benefiting properties and in some instances property taxes are used by the City to meet these requirements.

General Obligation Bond - account for the accumulation of resources for payment of general obligation bond principal and interest. Provisions are made annually within the City's general property tax levy and/or intergovernmental revenue to provide sufficient funds to meet these requirements.

Municipal Improvement - account for the accumulation of resources for payment of municipal improvement bond principal and interest. Transfers are made annually from the Capital Improvement Fund to provide sufficient funds to meet these requirements.

Moorhead Youth Hockey Association (MYHA) Ice Arena – account for the accumulation of resources for payment of general obligation bond principal and interest. Payments from the Moorhead Youth Hockey Association are received by the City to meet these requirements.

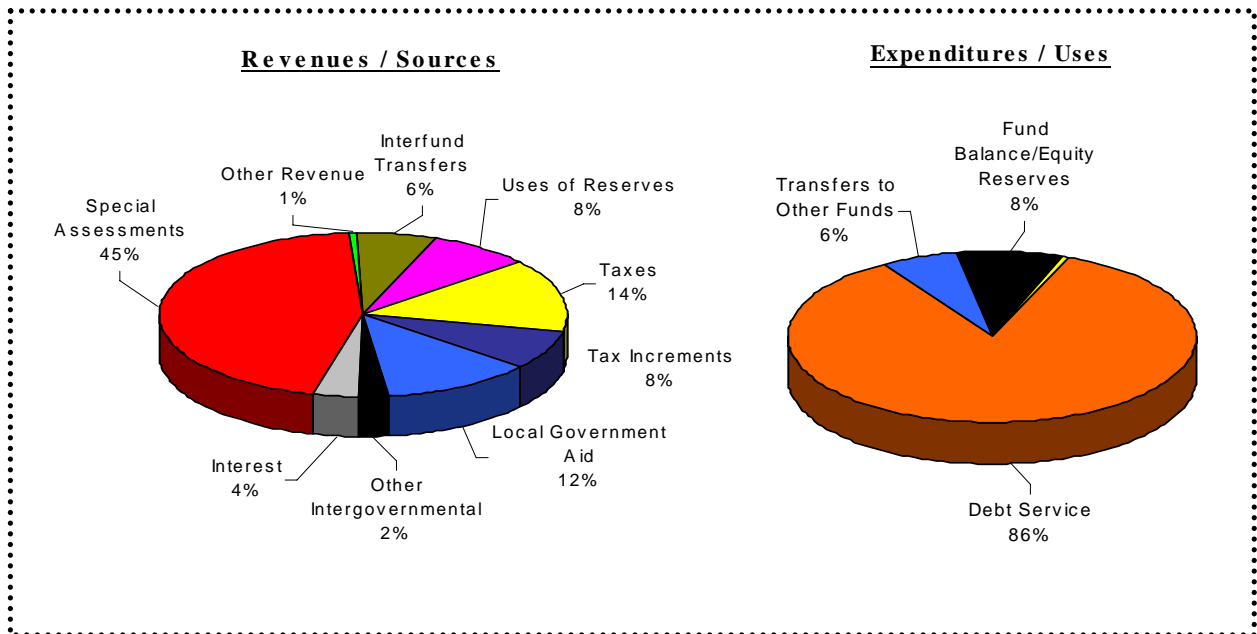
Pactiv - account for the accumulation of resources for payment of general obligation bond principal and interest. Annual debt service is met using existing reserve funds.

34th Street Bridge - account for the accumulation of resources for payment of general obligation bond principal and interest. Payments from the County Road & Bridge Fund are received by the City to meet these requirements.

Fund Summaries

Debt Service Funds

	Tax Increment	Special Assessment	G.O. Bond	Municipal Improvement	MYHA Ice Arena	Pactiv	34th St Bridge	Total
Revenues / Sources								
Taxes	847,350	1,256,400						2,103,750
Tax Increments	1,128,050							1,128,050
Local Government Aid		1,206,375	410,000			133,790		1,750,165
Other Intergovernmental	1,800	217,300					99,500	318,600
Interest	70,000	467,000						537,000
Special Assessments		6,592,747						6,592,747
Other Revenue	4,200	3,000			71,700			78,900
Interfund Transfers	741,000			179,200				920,200
Uses of Reserves	361,100	686,250	134,500					1,181,850
Total Revenues / Sources	3,153,500	10,429,072	544,500	179,200	71,700	133,790	99,500	14,611,262
Expenditures / Uses								
Other Services & Charges	71,300							71,300
Debt Service	2,013,770	9,472,272	544,500	179,200	71,700	35,000	99,500	12,415,942
Transfers to Other Funds	741,000	150,000						891,000
Fund Balance/Equity Reserves	327,430	806,800				98,790		1,233,020
Total Expenditures / Uses	3,153,500	10,429,072	544,500	179,200	71,700	133,790	99,500	14,611,262



*Fund Summaries***Debt Service Funds****TAX INCREMENT**

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Taxes	1,047,691	1,089,600	847,350
Tax Increments	1,102,344	1,319,740	1,128,050
Local Government Aid	44,278	44,000	
Other Intergovernmental	132,362	13,700	1,800
Fines & Forfeits	153,581		
Interest	145,637	70,000	70,000
Special Assessments	51,819	50,350	
Other Revenue	11,227	7,200	4,200
Interfund Transfers	740,000	740,000	741,000
Uses of Reserves			361,100
Total Revenues / Sources	<u>3,428,940</u>	<u>3,334,590</u>	<u>3,153,500</u>
<u>Expenditures / Uses</u>			
Other Services & Charges	531,483	16,310	71,300
Debt Service	1,806,498	1,872,650	2,013,770
Transfers to Other Funds	740,000	740,000	741,000
Fund Balance/Equity Reserves		705,630	327,430
Total Expenditures / Uses	<u>3,077,981</u>	<u>3,334,590</u>	<u>3,153,500</u>

SPECIAL ASSESSMENT

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Taxes	113	521,257	1,256,400
Local Government Aid	911,328	912,600	1,206,375
Other Intergovernmental	739,930		217,300
Charges for Services	1,534		
Interest	1,041,478	683,600	467,000
Special Assessments	6,883,488	4,204,700	6,592,747
Other Revenue	64,464	200,000	3,000
Bond Proceeds	1,528,000		
Interfund Transfers		3,500	
Uses of Reserves		1,501,605	686,250
Total Revenues / Sources	<u>11,170,334</u>	<u>8,027,262</u>	<u>10,429,072</u>
<u>Expenditures / Uses</u>			
Other Services & Charges	9,893		
Capital Outlay	239,636	98,500	
Debt Service	5,937,553	7,542,905	9,472,272
Transfers to Other Funds	204,000	150,000	150,000
Fund Balance/Equity Reserves		235,857	806,800
Total Expenditures / Uses	<u>6,391,082</u>	<u>8,027,262</u>	<u>10,429,072</u>

*Fund Summaries***Debt Service Funds****GENERAL OBLIGATION BOND**

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Taxes	812	50,000	
Local Government Aid	350,000	350,000	410,000
Interest	10,257		
Uses of Reserves		143,550	134,500
Total Revenues / Sources	<u>361,069</u>	<u>543,550</u>	<u>544,500</u>
<u>Expenditures / Uses</u>			
Debt Service	521,498	543,550	544,500
Total Expenditures / Uses	<u>521,498</u>	<u>543,550</u>	<u>544,500</u>

MUNICIPAL IMPROVEMENT

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Interest	23,938		
Interfund Transfers	178,600	179,000	179,200
Total Revenues / Sources	<u>202,538</u>	<u>179,000</u>	<u>179,200</u>
<u>Expenditures / Uses</u>			
Debt Service	178,309	179,000	179,200
Total Expenditures / Uses	<u>178,309</u>	<u>179,000</u>	<u>179,200</u>

MYHA ICE ARENA

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Interest	958		
Other Revenue	73,625	75,000	71,700
Total Revenues / Sources	<u>74,583</u>	<u>75,000</u>	<u>71,700</u>
<u>Expenditures / Uses</u>			
Debt Service	69,184	75,000	71,700
Total Expenditures / Uses	<u>69,184</u>	<u>75,000</u>	<u>71,700</u>

Fund Summaries

Debt Service Funds

PACTIV

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Local Government Aid			133,790
Interest	260,785		
Uses of Reserves		2,021,374	
Total Revenues / Sources	<u>260,785</u>	<u>2,021,374</u>	<u>133,790</u>
<u>Expenditures / Uses</u>			
Debt Service	324,744	2,021,374	35,000
Fund Balance/Equity Reserves			98,790
Total Expenditures / Uses	<u>324,744</u>	<u>2,021,374</u>	<u>133,790</u>

34TH STREET BRIDGE

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	103,540	102,415	99,500
Interest	3,030		
Total Revenues / Sources	<u>106,570</u>	<u>102,415</u>	<u>99,500</u>
<u>Expenditures / Uses</u>			
Debt Service	103,291	102,415	99,500
Total Expenditures / Uses	<u>103,291</u>	<u>102,415</u>	<u>99,500</u>

Fund Summaries

Capital Projects Funds

Capital Projects Funds are used to account for financial resources to acquire capital assets or construction of non-assessed infrastructure not financed by Enterprise Funds or Internal Service Funds.

Revenues generally consist of property taxes, intergovernmental revenue and Enterprise Fund transfers.

Expenditures include equipment purchases, buildings, land, and street improvements.

Permanent Improvement Fund – account for non-assessable infrastructure improvements and land purchases. The City does not adopt annual budgets for major improvements such as street reconstruction. These activities are financed largely with State Construction Aid.

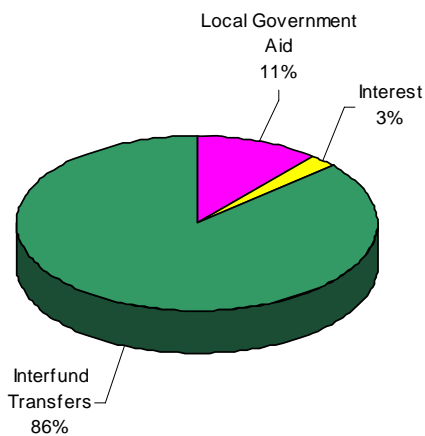
Capital Improvement Fund - account for capital outlay related to City buildings, improvements and equipment.

Fund Summaries

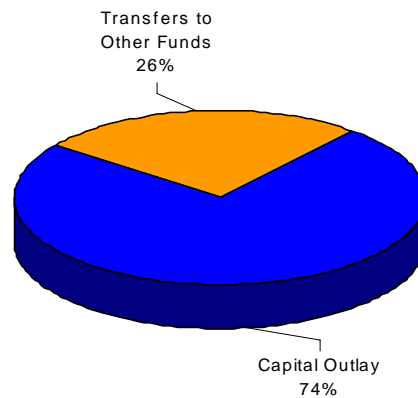
Capital Projects Funds

	<u>Permanent Improvement</u>	<u>Capital Improvement</u>	<u>Total</u>
<u>Revenues / Sources</u>			
Local Government Aid	200,000		200,000
Interest		45,000	45,000
Interfund Transfers		1,550,000	1,550,000
Total Revenues / Sources	200,000	1,595,000	1,795,000
<u>Expenditures / Uses</u>			
Capital Outlay	200,000	1,129,200	1,329,200
Transfers to Other Funds		465,800	465,800
Total Expenditures / Uses	200,000	1,595,000	1,795,000

Revenues / Sources



Expenditures / Uses



Fund Summaries

Capital Projects Funds

PERMANENT IMPROVEMENT

	2007 <u>Actual</u>	2008 <u>Budget</u>	2009 <u>Budget</u>
<u>Revenues / Sources</u>			
Taxes	41		
Local Government Aid	200,000	200,000	200,000
Other Intergovernmental	4,054,431		
Interest	99,130		
Other Revenue	972,460		
Bond Proceeds	4,761,000		
Interfund Transfers	10,000		
Total Revenues / Sources	<u>10,097,062</u>	<u>200,000</u>	<u>200,000</u>
<u>Expenditures / Uses</u>			
Supplies	10,806		
Other Services & Charges	2,658,081		
Capital Outlay	8,791,053	200,000	200,000
Total Expenditures / Uses	<u>11,459,940</u>	<u>200,000</u>	<u>200,000</u>

CAPITAL IMPROVEMENT

	2007 <u>Actual</u>	2008 <u>Budget</u>	2009 <u>Budget</u>
<u>Revenues / Sources</u>			
Other Intergovernmental	34,071		
Interest	48,919		45,000
Interfund Transfers	1,597,000	1,382,000	1,550,000
Total Revenues / Sources	<u>1,679,990</u>	<u>1,382,000</u>	<u>1,595,000</u>
<u>Expenditures / Uses</u>			
Supplies		700	
Capital Outlay	1,731,231	1,136,200	1,129,200
Transfers to Other Funds	312,650	245,100	465,800
Total Expenditures / Uses	<u>2,043,881</u>	<u>1,382,000</u>	<u>1,595,000</u>

Fund Summaries

Enterprise Funds

Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Revenues are derived primarily from service charges.

Expenditures include wages and employee benefits, supplies, other charges and capital outlay.

Storm Water - account for the operation and maintenance of the City's storm water pumping stations, ditches and water retention system.

Wastewater Treatment - account for the operations and maintenance of the City's wastewater treatment facility, lift stations and collection system.

Sanitation - account for the operation and maintenance of the City's solid waste collection system, compost site and recycling.

Golf Courses - account for the operation and maintenance of the City's two 18 hole Golf Courses.

Sports Center - account for the operation and maintenance of the City's recreation and indoor hockey facility.

Forestry - account for the operation of shade tree and diseased tree control activities.

Pest Control - account for the operation of mosquito abatement, animal control and right-of-way maintenance.

Airport - account for the operation and maintenance of the City's airport facility.

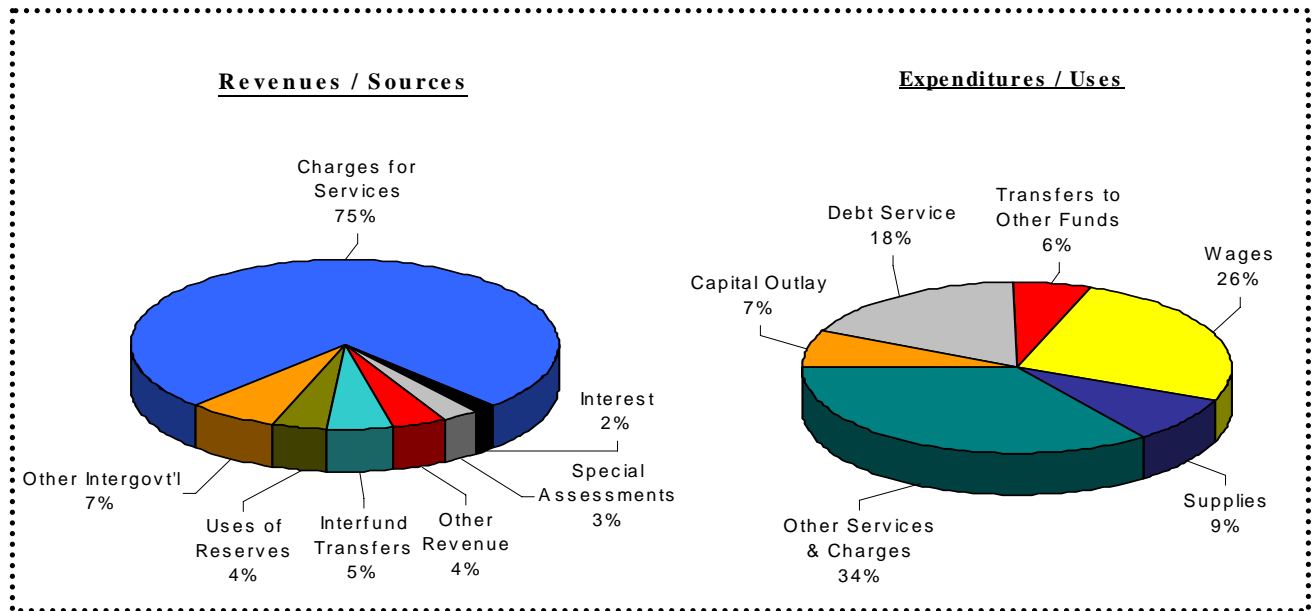
Fund Summaries

Enterprise Funds

	Storm Water	Wastewater Treatment	Sanitation	Golf Courses	Sports Center	Forestry	Pest Control	Airport	Total
Revenues / Sources									
Licenses & Permits							1,800		1,800
Other Intergovt'l	60,000		135,000					792,250	987,250
Charges for Services	964,082	4,830,902	3,436,532	1,020,550	108,250	689,889	300,500	5,000	11,355,705
Interest	10,000	150,000	45,000	15,000	25,000	6,000	2,500		253,500
Special Assessments		419,900				1,200	1,000		422,100
Other Revenue		25,840	70,500	117,500	339,950	30,000		50,300	634,090
Interfund Transfers				546,529	134,070			54,270	734,869
Uses of Reserves	77,469	398,223	22,500				41,160	87,750	627,102
Total Revenues / Sources	1,111,551	5,824,865	3,709,532	1,699,579	607,270	727,089	346,960	989,570	15,016,416

Expenditures / Uses

Wages	161,570	1,085,656	1,227,545	627,301	230,690	393,103	161,560		3,887,425
Supplies	28,190	417,688	440,664	197,357	60,310	85,172	53,470	8,210	1,291,061
Other Services & Charges	711,841	1,815,206	1,591,823	455,021	256,460	221,814	66,930	126,360	5,245,455
Capital Outlay	100,000	50,000	9,500	50,000				855,000	1,064,500
Debt Service		2,206,315		369,900	59,810				2,636,025
Transfers to Other Funds	109,950	250,000	440,000			27,000	65,000		891,950
Total Expenditures / Uses	1,111,551	5,824,865	3,709,532	1,699,579	607,270	727,089	346,960	989,570	15,016,416



*Fund Summaries***Enterprise Funds****STORM WATER**

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	59,982	73,000	60,000
Charges for Services	829,777	875,408	964,082
Interest	25,227	10,000	10,000
Other Revenue	939		
Interfund Transfers	40,000	40,000	
Uses of Reserves		70,050	77,469
Total Revenues / Sources	<u>955,925</u>	<u>1,068,458</u>	<u>1,111,551</u>
<u>Expenditures / Uses</u>			
Wages	183,847	208,589	161,570
Supplies	16,493	24,500	28,190
Other Services & Charges	685,785	687,119	711,841
Capital Outlay		40,000	100,000
Transfers to Other Funds	100,973	108,250	109,950
Total Expenditures / Uses	<u>987,098</u>	<u>1,068,458</u>	<u>1,111,551</u>

WASTEWATER TREATMENT

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	6,483		
Charges for Services	4,697,022	4,720,408	4,830,902
Interest	278,683	150,000	150,000
Special Assessments	866,193	429,360	419,900
Other Revenue	184,814		25,840
Uses of Reserves		517,766	398,223
Total Revenues / Sources	<u>6,033,194</u>	<u>5,817,534</u>	<u>5,824,865</u>
<u>Expenditures / Uses</u>			
Wages	951,500	981,039	1,085,656
Supplies	371,490	391,560	417,688
Other Services & Charges	2,806,861	1,735,110	1,815,206
Capital Outlay		22,000	50,000
Debt Service	834,619	2,407,825	2,206,315
Transfers to Other Funds	297,022	280,000	250,000
Total Expenditures / Uses	<u>5,261,491</u>	<u>5,817,534</u>	<u>5,824,865</u>

*Fund Summaries***Enterprise Funds****SANITATION**

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	137,367	139,790	135,000
Charges for Services	3,084,535	3,025,000	3,436,532
Interest	76,190	45,000	45,000
Other Revenue	99,329	70,500	70,500
Uses of Reserves		236,375	22,500
Total Revenues / Sources	<u>3,397,420</u>	<u>3,516,665</u>	<u>3,709,532</u>
<u>Expenditures / Uses</u>			
Wages	1,190,272	1,184,469	1,227,545
Supplies	309,750	357,467	440,664
Other Services & Charges	1,548,291	1,564,729	1,591,823
Capital Outlay			9,500
Transfers to Other Funds	436,166	410,000	440,000
Total Expenditures / Uses	<u>3,484,479</u>	<u>3,516,665</u>	<u>3,709,532</u>

GOLF COURSES

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	1,420		
Charges for Services	940,696	1,151,315	1,020,550
Interest	18,432	15,000	15,000
Other Revenue	1,117,964	112,150	117,500
Interfund Transfers	411,884	448,332	546,529
Total Revenues / Sources	<u>2,490,395</u>	<u>1,726,797</u>	<u>1,699,579</u>
<u>Expenditures / Uses</u>			
Wages	605,195	611,466	627,301
Supplies	173,610	206,929	197,357
Other Services & Charges	671,777	483,902	455,021
Capital Outlay		50,000	50,000
Debt Service	215,453	374,500	369,900
Transfers to Other Funds	785,768		
Total Expenditures / Uses	<u>2,451,804</u>	<u>1,726,797</u>	<u>1,699,579</u>

*Fund Summaries***Enterprise Funds****SPORTS CENTER**

	2007 Actual	2008 Budget	2009 Budget
Revenues / Sources			
Other Intergovernmental	520		
Charges for Services	117,277	98,100	108,250
Interest	88,934	25,000	25,000
Other Revenue	359,030	327,300	339,950
Interfund Transfers	128,051	133,376	134,070
Total Revenues / Sources	<u>693,812</u>	<u>583,776</u>	<u>607,270</u>
Expenditures / Uses			
Wages	207,735	221,200	230,690
Supplies	63,962	59,210	60,310
Other Services & Charges	556,824	240,616	256,460
Debt Service	14,902	62,750	59,810
Total Expenditures / Uses	<u>843,423</u>	<u>583,776</u>	<u>607,270</u>

FORESTRY

	2007 Actual	2008 Budget	2009 Budget
Revenues / Sources			
Other Intergovernmental	728		
Charges for Services	590,378	700,070	689,889
Interest	7,770	6,000	6,000
Special Assessments	1,068	1,800	1,200
Other Revenue	3,210	30,000	30,000
Total Revenues / Sources	<u>603,154</u>	<u>737,870</u>	<u>727,089</u>
Expenditures / Uses			
Wages	348,502	405,435	393,103
Supplies	95,690	72,341	85,172
Other Services & Charges	218,469	216,244	221,814
Transfers to Other Funds	30,093	26,000	27,000
Fund Balance/Equity Reserves		17,850	
Total Expenditures / Uses	<u>692,754</u>	<u>737,870</u>	<u>727,089</u>

*Fund Summaries***Enterprise Funds****PEST CONTROL**

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Licenses & Permits	1,846	1,800	1,800
Other Intergovernmental	868		
Charges for Services	295,712	300,500	300,500
Interest	13,671	2,500	2,500
Special Assessments	1,863	1,000	1,000
Other Revenue	1,537		
Uses of Reserves		44,829	41,160
Total Revenues / Sources	<u>315,497</u>	<u>350,629</u>	<u>346,960</u>
<u>Expenditures / Uses</u>			
Wages	158,509	143,475	161,560
Supplies	55,990	73,736	53,470
Other Services & Charges	57,702	68,856	66,930
Transfers to Other Funds	63,274	64,562	65,000
Total Expenditures / Uses	<u>335,474</u>	<u>350,629</u>	<u>346,960</u>

AIRPORT

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	305,891	732,300	792,250
Charges for Services	1,999	6,000	5,000
Fines & Forfeits	195		
Other Revenue	49,146	48,800	50,300
Interfund Transfers	201,820	111,337	54,270
Uses of Reserves			87,750
Total Revenues / Sources	<u>559,050</u>	<u>898,437</u>	<u>989,570</u>
<u>Expenditures / Uses</u>			
Supplies	5,420	8,000	8,210
Other Services & Charges	394,760	146,437	126,360
Capital Outlay		744,000	855,000
Total Expenditures / Uses	<u>400,181</u>	<u>898,437</u>	<u>989,570</u>

Fund Summaries

Internal Service Funds

Internal Service Funds are used to account for the financing of services provided to other departments or agencies of the City, on a cost-reimbursement basis.

Revenues consist of equipment rents and service charges collected from other departments.

Expenditures include wages and employee benefits, supplies, other charges and equipment replacement purchases.

Information Technology - account for the accumulation and allocation of costs associated with electronic data processing.

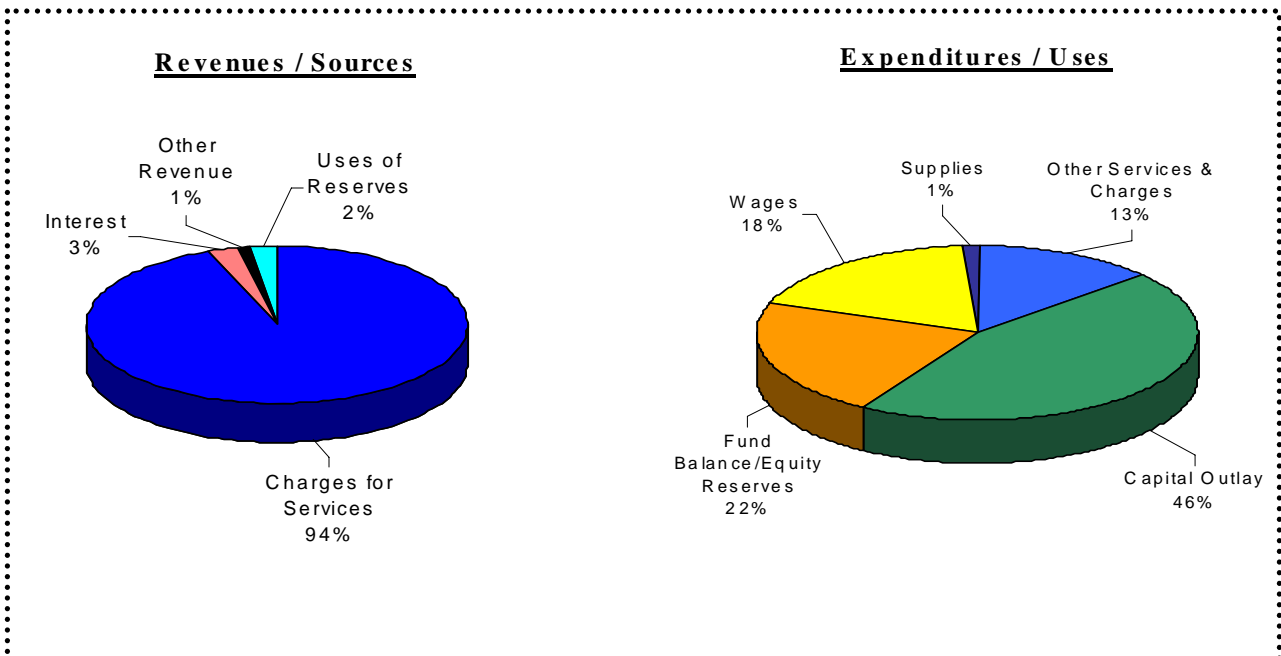
Vehicles & Equipment - account for the rental of motor vehicles and maintenance equipment to other departments.

Radio & Communications - account for the accumulation and allocation of costs associated with mobile communications.

Fund Summaries

Internal Service Funds

	<u>Information Technology</u>	<u>Vehicles & Equipment</u>	<u>Radio Communications</u>	<u>Total</u>
<u>Revenues / Sources</u>				
Charges for Services	787,322	1,266,246	258,818	2,312,386
Interest	30,000	25,000	9,000	64,000
Other Revenue		30,000		30,000
Uses of Reserves	52,783			52,783
Total Revenues / Sources	870,105	1,321,246	267,818	2,459,169
<u>Expenditures / Uses</u>				
Wages	451,365			451,365
Supplies	17,430	4,000	12,360	33,790
Other Services & Charges	201,310	14,500	108,080	323,890
Capital Outlay	200,000	822,580	85,000	1,107,580
Fund Balance/Equity Reserves		480,166	62,378	542,544
Total Expenditures / Uses	870,105	1,321,246	267,818	2,459,169



Fund Summaries

Internal Service Funds

INFORMATION TECHNOLOGY

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	1,130		
Charges for Services	721,398	787,322	787,322
Interest	69,520	30,000	30,000
Uses of Reserves		67,950	52,783
Total Revenues / Sources	<u>792,048</u>	<u>885,272</u>	<u>870,105</u>
<u>Expenditures / Uses</u>			
Wages	354,809	396,402	451,365
Supplies	24,544	24,250	17,430
Other Services & Charges	492,184	264,620	201,310
Capital Outlay		200,000	200,000
Total Expenditures / Uses	<u>871,537</u>	<u>885,272</u>	<u>870,105</u>

VEHICLES & EQUIPMENT

	2007 Actual	2008 Budget	2009 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	998		
Charges for Services	1,165,060	1,239,400	1,266,246
Interest	31,741	25,000	25,000
Other Revenue	160,343	30,000	30,000
Interfund Transfers	9,200		
Total Revenues / Sources	<u>1,367,342</u>	<u>1,294,400</u>	<u>1,321,246</u>
<u>Expenditures / Uses</u>			
Supplies	1,463	4,042	4,000
Other Services & Charges	1,102,134	12,865	14,500
Capital Outlay		1,231,454	822,580
Fund Balance/Equity Reserves		46,039	480,166
Total Expenditures / Uses	<u>1,103,597</u>	<u>1,294,400</u>	<u>1,321,246</u>

Fund Summaries

Internal Service Funds

RADIO COMMUNICATIONS

	2007 <u>Actual</u>	2008 <u>Budget</u>	2009 <u>Budget</u>
<u>Revenues / Sources</u>			
Charges for Services	250,900	264,855	258,818
Interest	18,439	9,000	9,000
Other Revenue	20,770		
Total Revenues / Sources	<u>290,109</u>	<u>273,855</u>	<u>267,818</u>
<u>Expenditures / Uses</u>			
Supplies	3,414	12,360	12,360
Other Services & Charges	244,391	108,030	108,080
Capital Outlay		123,600	85,000
Fund Balance/Equity Reserves		29,865	62,378
Total Expenditures / Uses	<u>247,804</u>	<u>273,855</u>	<u>267,818</u>

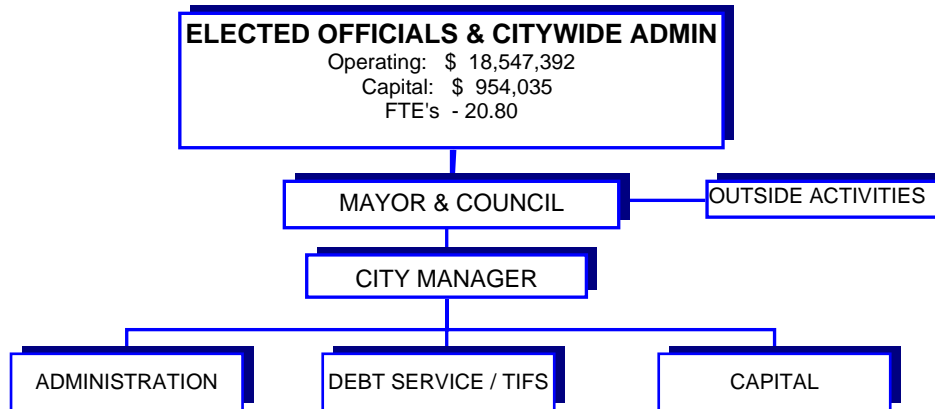


City of Moorhead, Minnesota

DEPARTMENTAL & DIVISION BUDGETS

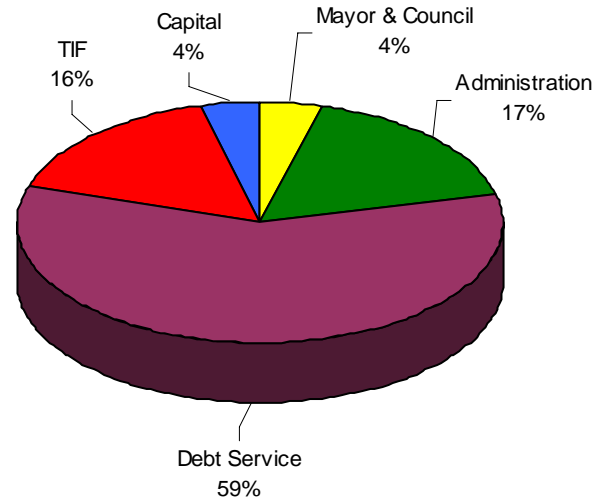
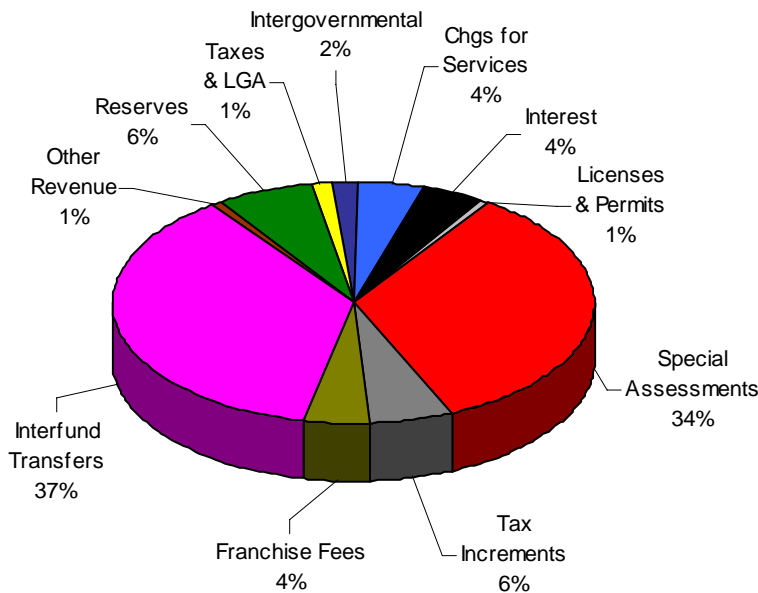
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Elected Officials & Citywide Administration



FINANCING PLAN

PROGRAM ALLOCATION



MISSION STATEMENT – It is the mission of the Elected Officials and Citywide Administration to assist the Mayor & Council in formulation of good public policy, to recommend cost effective alternatives, to implement adopted policies, and to exercise general management, financial accountability and short- and long- range planning, design and construction for the provision of quality municipal services to the citizens, residents and businesses of Moorhead.

Elected Officials & Citywide Administration

HIGHLIGHTS:

In 2009, The City of Moorhead will continue to deliver high-quality municipal services in a cost-effective and efficient manner. The Mayor and City Council, in collaboration with the City workforce, will remain focused on delivering these core services with professionalism and excellence. Continued growth in the residential and commercial sectors of the City is expected to continue, with many new residents and businesses choosing Moorhead for their next home or place to do business.



The residential housing market remains healthy in Moorhead despite a cooling regional and national economy. New construction permits remain strong, with many developers, builders, and home buyers selecting Moorhead for the City's wide array of residential market choices. This stability in growth is evidenced by recent City and Homebuilder's Association (HBA) permit data. Modest growth is expected to continue in 2009.

The Elected Officials and Citywide Administration portion of the budget maintains a commitment to growing the community and expanding the overall tax base of the City, despite flat or declining revenues from traditional sources, such as the State of Minnesota (LGA) and the federal government (CDBG). Residential and commercial tax base growth, therefore, will continue to be a primary goal for growing the community and maintaining high-quality municipal services.



The strategic directions of the Mayor and City Council, as well as the work plans of City staff, will remain focused on providing high-quality, cost-effective, and efficient municipal services to the citizenry in 2009.

Elected Officials & Citywide Administration

Highlights of the 2009 Budget include:

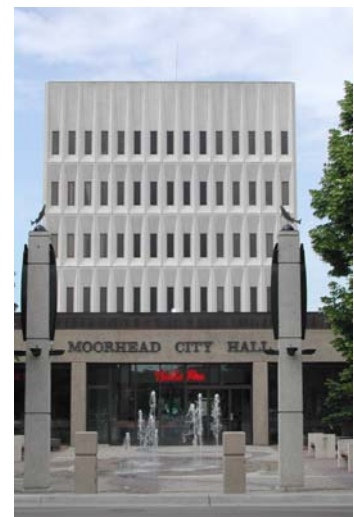
- A commitment to delivering high-quality, cost-effective, and efficient municipal services to a growing community that expects and deserves excellence in the delivery of service from its municipal government.
- Pursue funding for important infrastructure projects, such as the 20/21st St. Grade Separation Project while continuing progress on the new 34th St. Interchange at I-94.
- New technology applications for various operations of the City, including the Mayor and City Council, Engineering Department, Police Department, and Administration.



- The deployment of a new Computer Aided Dispatch (CAD) and Records Management System (RMS) for the Red River Regional Dispatch Center in conjunction with the partner agencies of the RRRDC.
- Implementation of various Capital Improvement projects in all departments and divisions of the City.

- Continued financial support to valued community agencies and activities supported by the Mayor and City Council.

CHALLENGES & OPPORTUNITIES: Funding City operations and meeting the demands of growth will face the Elected Officials and Citywide Administration in the 2009 Operating & Capital Budget and in future budget years. The cost of goods and services necessary for operating the City have increased above standard inflationary levels, thereby necessitating an internal reallocation of funds to maintain high-quality services. This increasing cost of providing service occurs at a time when State-imposed levy limits remain in effect for the City's budget years 2009 and 2010.



Elected Officials & Citywide Administration

Other challenges and opportunities for the City in 2009 include:

Major Infrastructure Projects – Major infrastructure projects, including many that were initiated in previous years, will continue in 2009, including:



- Continued construction of the 34th St Interchange project at I-94
- Appropriations requests for the 20th/20st St. Grade Separation Project
- 1st Ave. N. Corridor Pavement Rehabilitation & Corridor Study Implementation

State Budget Deficit – The State of Minnesota is projected to face a nearly \$4 billion deficit at the beginning of the 2009 Legislative Session in St. Paul. What impact this deficit will have on local units of government is unclear at this time, although cuts to programs such as Local Government Aid (LGA) may be considered as a means to balance the impending budget deficit. The City will continue to advocate for the preservation of LGA funding.

Levy Limits – The State of Minnesota's levy limit policy for local units of government will continue to be in effect in 2009, limiting the expansion of property tax revenue for local units of government for an additional two budget cycles.

Consumable Goods / Health Care – An increase in the cost of goods and health care will place demands on already limited City budgets and revenues. Health care premiums, while projected to be relatively stable in 2009 compared to previous years, will continue to be a significant expenditure for the City and the City's employees.



Labor Negotiations – Several of the City's collective bargaining agreements will expire at the end of 2008, and negotiations are expected to continue into early 2009 on agreements that are feasible and sustainable over the long term with respect to City finances.

Elected Officials & Citywide Administration

Succession / Next Generation Planning – Planning for the future of the City workforce will continue to be a priority in 2009. With several planned retirements over the next decade, the Elected Officials and Citywide Administration will be focused on several areas in Human Resources, including:

- Written succession plans and retirement scenario planning organization-wide.
- Implementation of the 2008 Classification/Compensation Study prepared by Springsted, Inc.
- Cost of Living Adjustment (COLA) Analysis

Opportunities will exist in the future for recruiting new talent to serve the citizens of Moorhead, and efforts will be made in 2009 to better understand the needs of the future City workforce and outline strategies to recruit and retain these individuals in a resource-constrained environment.



FUTURE ISSUES: The City will deliver high-quality, cost-effective, and efficient municipal services in 2009. While significant revenue challenges will face the Elected Officials and Citywide Administration in 2009 and beyond, the organization will continue to respond to the needs of the community through appropriate capital projects, high-quality service delivery, and through planning for future projects and efforts.

Elected Officials & Citywide Administration

2008 – 2009 BUDGET COMPARISON

	<u>2008</u>	<u>2009</u>	<u>INCREASE</u>
	<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
<u>Mayor & Council Division:</u>			
Mayor & Council	569,198	341,274	(227,924)
Unallocated/Council Discretionary	86,412	255,994	169,582
Programs, Services, Actv.	260,017	240,445	(19,572)
	<u>915,627</u>	<u>837,713</u>	<u>(77,914)</u>
<u>Administrative Division:</u>			
City Manager	618,311	388,996	(229,315)
City Clerk	101,904	101,504	(400)
Elections & Voters	28,865	24,370	(4,495)
Finance	454,040	447,231	(6,809)
Legal	344,000	344,000	-
Human Resources	287,863	272,711	(15,152)
Labor Relations	32,600	26,700	(5,900)
General Government	13,830	12,000	(1,830)
Library	790,799	772,800	(17,999)
Information Technology	885,272	870,105	(15,167)
Self Insurance	38,000	38,000	-
	<u>3,595,484</u>	<u>3,298,417</u>	<u>(297,067)</u>
<u>Debt Service:</u>			
Debt Service	<u>10,948,601</u>	<u>11,457,762</u>	<u>509,161</u>
<u>Tax Increment Districts:</u>			
Tax Increment Districts	<u>3,334,590</u>	<u>3,153,500</u>	<u>(181,090)</u>
<u>Capital: *</u>			
Permanent Improvement	200,000	200,000	-
CI - Administration	370,989	554,035	183,046
CI - Information Technology	33,000	-	(33,000)
	<u>603,989</u>	<u>754,035</u>	<u>150,046</u>
 Total Administration Department	 <u>19,398,291</u>	 <u>19,501,427</u>	 <u>103,136</u>

* See the Capital Improvement Fund detail on page 41.

Elected Officials & Citywide Administration

Mayor & Council Division

Mayor & Council

Program Description

Authority is vested with the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and set policy. The Council promotes the health, safety and welfare of the citizens of Moorhead. Council activities are accounted for in the General Fund.

2009 Goals and Objectives

- Continue work on the 34th St./I-94 interchange.
- Advocate for additional 20th/21st St. grade separation project funding.
- Implement recommendations of the 1st Ave. N. Corridor Study.
- Pursue Downtown Corridor Studies for Center & Main Ave.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	112,561	116,198	116,194	(4)
Supplies & Materials	1,389	4,000	1,500	(2,500)
Other Services & Charges	455,473	725,792	665,749	(60,043)
Transfer to Funds	87,770	69,637	54,270	(15,367)
Total	657,193	915,627	837,713	(77,914)
Per Capita	19.68	26.87	24.11	(2.24)
Per \$1,000,000 Valuation	461.20	564.25	459.66	(42.75)

2009 Budget Impact Items

- No increase in funding to outside agencies
- Approximate \$589,000 reduction in expenditures for City departments and divisions to balance the 2009 Operating and Capital Budget
- State of Minnesota Levy Limit Policy

2007/2008 Achievements

- GFOA Distinguished Budget Award, 2008

Elected Officials & Citywide Administration

Administrative Division

City Manager

Program Description

The City Manager's office assists the Mayor and Council in the formulation of good public policy, to implement these policies, to recommend cost effective alternatives, and to exercise general management and financial accountability of City resources for the citizens of Moorhead.

2009 Goals and Objectives

- Develop long-range planning process/objectives with the Mayor and City Council
- Implement new technology applications organization-wide
- Upgrade Audio-Visual in the Council Chambers
- Continue efforts to integrate performance measurement data into Citywide operations

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	402,754	480,161	290,586	(189,575)
Supplies & Materials	9,542	12,300	8,100	(4,200)
Other Services & Charges	116,868	125,850	90,310	(35,540)
Total	529,164	618,311	388,996	(229,315)
Per Capita	15.85	18.14	11.19	(6.60)
Per \$1,000,000 Valuation	371.35	381.03	213.45	(125.83)

2009 Budget Impact Items

- 2009 Citywide Capital Improvement Projects
- Increases in the cost of goods and services necessary to operate and maintain the organization
- Employee wages, benefits, and retirements

2007/2008 Achievements

- Continued service excellence to the citizenry
- GFOA Distinguished Budget Award, 2008

Elected Officials & Citywide Administration

Administrative Division

City Clerk

Program Description

Provides a variety of routine and complex administrative services, inclusive of issuance of licenses, recording of Council meetings, oversee legal publications, codification of ordinances and records management.

2009 Goals and Objectives

- Complete and distribute Council agenda packets inclusive of implementation of an automatic process.
- Continue posting agenda and materials on the City's website.
- Create and maintain accurate minutes.
- Codification of ordinances
- Continue to monitor business license process.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	66,804	69,817	72,514	2,697
Supplies & Materials	4,619	5,800	4,600	(1,200)
Other Services & Charges	21,376	26,287	24,390	(1,897)
Total	92,799	101,904	101,504	(400)
Per Capita	2.78	2.99	2.92	(0.01)
Per \$1,000,000 Valuation	65.12	62.80	55.70	(0.22)

2009 Budget Impact Items

- Continuing educational requirements to maintain clerk certification
- Codification of ordinances and placement of such on website

2007/2008 Achievements

- Published legal notices as required by law
- Administered codification of ordinances
- Prepared agendas and minutes
- Maintained resolution/ordinance indexing system
- Maintained committee/board/commission membership data
- Monitored liquor license renewal process
- Made available on-line business license applications
- Continued expanded utilization of electronic record storage

Elected Officials & Citywide Administration

Administrative Division

Elections & Voters

Program Description

The City Clerk administers all municipal/school elections and assists with the conduct of the State/Federal elections held in the City of Moorhead. Program activities are accounted for in the General Fund.

2009 Goals and Objectives

- Plan & coordinate steps/actions necessary for the conduct of the 2009 City General election
- Comply with educational requirements.
- Review polling sites to ensure compliance with accessibility regulations
- Monitor procedures for Help America Vote Act (HAVA) compliance

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	3,689	500	12,300	11,800
Other Services & Charges	8,496	28,365	12,070	(16,295)
Total	12,185	28,865	24,370	(4,495)
Per Capita	0.36	0.85	0.70	(0.13)
Per \$1,000,000 Valuation	8.55	17.79	13.37	(2.47)

2009 Budget Impact Items

- Additional costs associated with compliance of Federal law relative to programming of assistive voter equipment (AutoMark).
- Increased costs for poll site workers
- Increased supply costs due to utilization of HAVA compliant election equipment

2007/2008 Achievements

- Successfully administered elections within the City of Moorhead

Elected Officials & Citywide Administration

Administrative Division

Finance

Program Description

Finance provides for the financial operations and is responsible for budget preparation, debt management, and risk management. The activity is accounted for in the General Fund.

2009 Goals and Objectives

- Ensure City operations comply with the Financial Policies established by the City Council
- Monitor departmental activity citywide to ensure operations remain within budget parameters

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	337,370	382,381	383,231	850
Supplies & Materials	5,562	7,130	5,900	(1,230)
Other Services & Charges	47,278	58,789	58,100	(689)
Transfer to Funds	260,000			
To Reserves		5,740		(5,740)
Total	650,210	454,040	447,231	(6,809)
Per Capita	19.47	13.32	12.87	(0.20)
Per \$1,000,000 Valuation	456.30	279.80	245.40	(3.74)

2009 Budget Impact Items

- Reduced operating costs \$1,069 from 2008 levels

2007/2008 Achievements

- Received GFOA Award for Excellence in Financial reporting for the 24th consecutive year
- Received GFOA Distinguished Budget Presentation Award for the 4th consecutive year

Elected Officials & Citywide Administration

Administrative Division

Legal

Program Description

The City Attorney provides legal support and opinions to the City Council, City Manager and staff on all legal issues affecting the City. These services are provided under a contractual professional service agreement. Prosecution services are contracted through the County Attorney's office. The City is also insured through the League of Minnesota Insurance Trust, which handles the legal services for insurance related claims.

2009 Goals and Objectives

- Provide quality legal services to the City in order to minimize exposure to litigation

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Other Services & Charges	360,005	344,000	344,000	
Total	360,005	344,000	344,000	
Per Capita	10.78	10.09	9.90	-
Per \$1,000,000 Valuation	252.64	211.99	188.76	-

2009 Budget Impact Items

- 6% increase for City legal services provided under a professional service agreement

2007/2008 Achievements

- N/A

Elected Officials & Citywide Administration

Administrative Division

Human Resources

Program Description

Human Resources is responsible for providing support to other City departments in the areas of job description analysis & compensation and employment recruitment, selection, transfers & promotions, benefit programs, bargaining unit negotiating, education, safety and administers the payroll programs.

2009 Goals and Objectives

- Review and update job descriptions for all positions within the City
- Due to anticipated retirements, recruit & hire for key city positions
- Develop a city-wide wellness program to assist in decreasing health insurance costs
- Establish a city-wide achievement program
- Develop, implement and maintain a variety of training programs
- Implement a city-wide orientation program for all new employees

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	190,323	200,795	204,921	4,126
Supplies & Materials	8,765	9,500	8,800	(700)
Other Services & Charges	61,751	77,568	58,990	(18,578)
Total	260,839	287,863	272,711	(15,152)
Per Capita	7.81	8.45	7.85	(0.44)
Per \$1,000,000 Valuation	183.05	177.39	149.64	(8.31)

2009 Budget Impact Items

- Wages increased 3%
- Other operating cost were reduced 24% from 2008 levels

2007/2008 Achievements

- Installed a human resources software package
- Reviewed and updated city-wide policies and procedures
- Implemented a city-wide intranet on web for City employees for Human Resource related information and on-line forms

Elected Officials & Citywide Administration

Administrative Division

Labor Relations

Program Description

Labor Relations is a function within Human Resources used to account for contract negotiation activities.

2009 Goals and Objectives

- Continue ongoing communications with bargaining units
- Negotiate the Law Enforcement Labor Services (LELS) police contract for 2008

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	174			
Other Services & Charges	32,522	32,600	26,700	(5,900)
Total	32,697	32,600	26,700	(5,900)
Per Capita	0.98	0.96	0.77	(0.17)
Per \$1,000,000 Valuation	22.95	20.09	14.65	(3.24)

2009 Budget Impact Items

- Reduced operating costs 18% from 2008 levels

2007/2008 Achievements

- Settled a 3-year labor contract with International Association of Fire Fighters (IAFF) (firefighters) bargaining unit
- Settled a 2-year labor contract with LELS (police officers) bargaining unit

Elected Officials & Citywide Administration

Administrative Division

Public Library

Program Description

The Library is dedicated to providing a wide range of library services and programs to the residents of Moorhead. The Library offers something for everybody with stories and activities for preschool and school age children, book discussion groups, educational programs and Internet access.

2009 Goals and Objectives

- Provide library programs to meet changing needs of residents.
- Increase attendance at library programs and use of materials by 10%
- Offer access to new and emerging technologies for residents
- Reconfigure present building to improve space utilization for maximum customer service.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	42,078	44,513	20,602	(23,911)
Supplies & Materials	3,198	6,560	5,160	(1,400)
Other Services & Charges	699,131	721,726	747,038	25,312
Capital Outlay		18,000		(18,000)
Debt Service	1,394			
Total	745,800	790,799	772,800	(17,999)
Per Capita	22.34	23.20	22.24	(0.52)
Per \$1,000,000 Valuation	523.38	487.33	424.04	(9.88)

2009 Budget Impact Items

- Rising fuel costs continue to increase heating and cooling costs
- Aging building increases maintenance costs – capital expenditures, for remodeling, carpet replacement, etc. will be necessary if new building is delayed for long

2007/2008 Achievements

- Popular programs offered again, as well as continuing to add new and different topics, with live entertainment as some events
- Circulation of materials in first half of year up another 6% from record circulation in 2007
- Number of programs remained similar to 2007, with 6-8 programs held each week. Programs are limited only by available space and staff to organize
- The Computer Management system is well received by customers and frees staff to help customers solve other questions and concerns
- Customers use Self Check-Out for close to 90% of materials checkout and is a well-received service

Elected Officials & Citywide Administration

Administrative Division

Information Technology

Program Description

Information Technology maintains and repairs all computers and information systems for the City of Moorhead and is responsible for planning, development, installation, and implementation of software packages.

2009 Goals and Objectives

- Improve and increase e-government services
- Provide additional communications options (web, video, e-mail options)
- Provide software development as needed
- Promote inter-governmental cooperation on IT services

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	354,809	396,402	451,365	54,963
Supplies & Materials	24,544	24,250	17,430	(6,820)
Other Services & Charges	491,821	264,620	201,310	(63,310)
Capital Outlay		200,000	200,000	
Total	871,173	885,272	870,105	(15,167)
Per Capita	26.09	25.98	25.04	(0.44)
Per \$1,000,000 Valuation	611.36	545.54	477.43	(8.32)

2009 Budget Impact Items

- Exchange 2007 upgrade (hardware, software and licenses)
- Server replacement and redundancy (blades and drives)
- Office Communicator upgrade (software and license)
- Expansion of SAN storage
- Upgrade Active Directory to 2008 version (server blades and licenses)
- SIRE upgrade for video and web streaming (hardware and software)
- Ongoing desktop and laptop replacements

2007/2008 Achievements

- Storage Area Network implementation
- Laserfiche software upgrade
- SIRE software upgrade
- Virtual Server implementation
- Installation of software to increase productivity of developers by sharing resources

Elected Officials & Citywide Administration

Administrative Division

Self-Insurance

Program Description

The self-insurance fund provides for the aggregate deductible amount for liability claims and the payment of agent fees.

2009 Goals and Objectives

- N/A

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Other Services & Charges	38,552	38,000	38,000	
Total	38,552	38,000	38,000	
Per Capita	1.15	1.11	1.09	-
Per \$1,000,000 Valuation	27.05	23.42	20.85	-

2009 Budget Impact Items

- Maintained 2008 funding level

2007/2008 Achievements

- N/A

Elected Officials & Citywide Administration

Debt Service

Debt Service

Program Description

Debt Service Funds account for the collection of revenues for the retirement of city debt for which interest, principal payments and other related expenses on outstanding debt is paid (excluding debt service provided for in enterprise and internal service funds.)

2009 Goals and Objectives

- Monitor bond issues for potential refunding opportunities to achieve interest cost savings

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Other Services & Charges	9,893			
Capital Outlay	239,636	98,500		(98,500)
Debt Service	7,134,579	10,464,244	10,402,172	(62,072)
Transfer to Funds	204,000	150,000	150,000	
To Reserves		235,857	905,590	669,733
Total	7,588,108	10,948,601	11,457,762	509,161
Per Capita	227.26	321.25	329.73	14.65
Per \$1,000,000 Valuation	5,325.09	6,747.02	6,286.98	279.38

2009 Budget Impact Items

- A slight decrease in annual debt service requirements is mainly due to the refunding of the 1999A & 200A G.O. Improvement Bonds

2007/2008 Achievements

- Maintained Moody's Investors Service rating of A2

Elected Officials & Citywide Administration

Tax Increment

Tax Increment

Program Description

Tax Increment Funds account for the activities of tax increment districts approved by the City Council to finance development costs of particular projects. The debt payments on bonds issued are secured by tax increments generated by the districts benefiting from the development.

2009 Goals and Objectives

- Continue to make Tax Increment Financing available to stimulate development and/or redevelopment of property within the City

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Other Services & Charges	531,483	16,310	71,300	54,990
Debt Service	1,806,498	1,872,650	2,013,770	141,120
Transfer to Funds	740,000	740,000	741,000	1,000
To Reserves		705,630	327,430	(378,200)
Total	3,077,981	3,334,590	3,153,500	(181,090)
Per Capita	92.18	97.84	90.75	(5.21)
Per \$1,000,000 Valuation	2,160.03	2,054.92	1,730.36	(99.37)

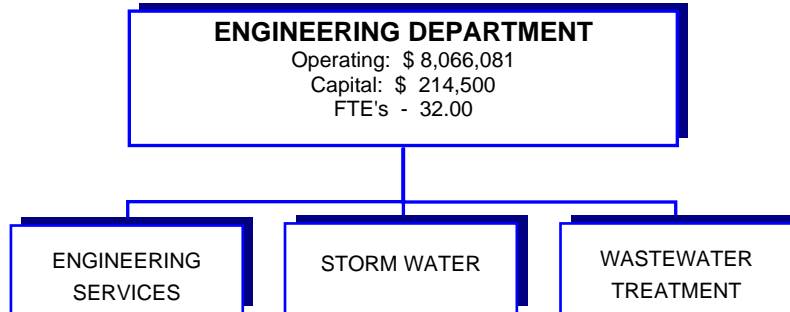
2009 Budget Impact Items

- It is anticipated that these funds will be self-supporting from the related tax increment sources

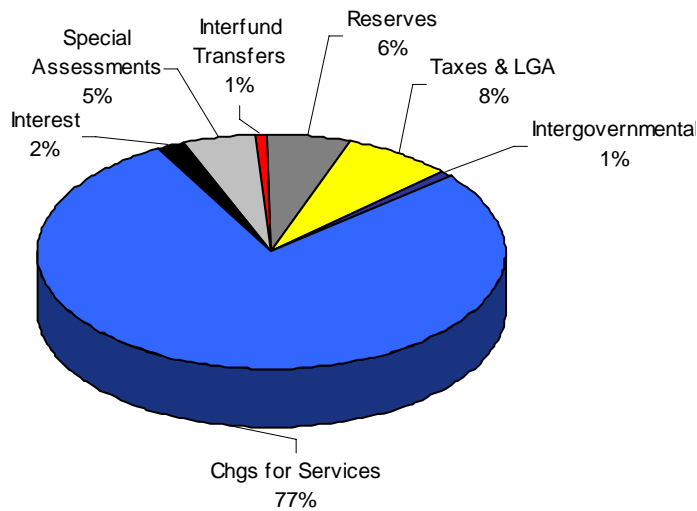
2007/2008 Achievements

- N/A

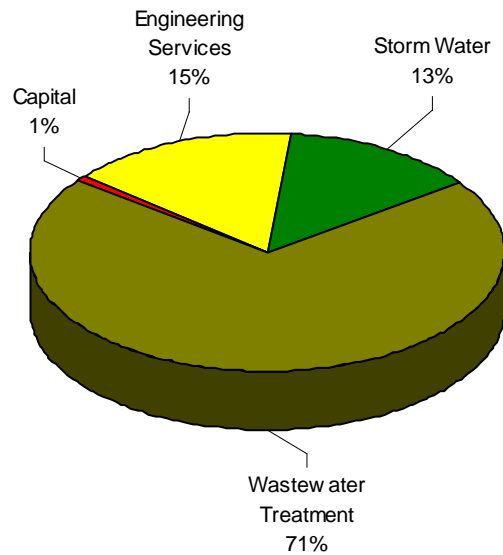
Engineering Department



FINANCING PLAN



PROGRAM ALLOCATION



MISSION STATEMENT – The mission of Engineering Department is to provide comprehensive, fiscally responsible management of the City’s transportation, storm water, wastewater, and flood protection programs and infrastructure to achieve and maintain community-wide mobility and access, protection of the public health and welfare, protection of the environment, and regulatory compliance.

Engineering Department

DEPARTMENT HIGHLIGHTS FOR 2008

In 2008, the Engineering Department experienced a significant decrease in demand for services associated with new development. However, significant progress was achieved on a number of major initiatives.

After many years of planning, design, and construction, the Downtown Rail Safety (Quiet Zone) Project became a reality. Coupled with public education delivered by Engineering Department staff through the *Operation Lifesaver* program, vehicular and pedestrian safety in the downtown area has improved. Construction of the 34th St/I-94 Interchange Project was initiated and design and right-of-way acquisition for the much-anticipated SE Main Ave/20th St/21st St Railroad Grade Separation continued. Consistent with a national focus on bridge infrastructure, the City made significant advances in bridge inspection data management practices. Improvements at the Southside and Horizon Shores Regional Parks were also completed.



The year 2008 included a number of significant infrastructure planning activities. In conjunction with various partners, the City completed the TH 75/20th St Corridor Study and the 11th St Grade Separation Feasibility Study to establish a vision for long-term improvements to these important transportation corridors. In addition, transportation, stormwater, and sanitary sewer master plans were prepared for, and in conjunction with, the North Growth Area Plan.



In the Stormwater Utility, implementation of the City's Stormwater Pollution Prevention Plan continued. Engineering Department staff provided on-going education for developers, homebuilders, contractors, students, and the public. During 2008, particular attention was focused on enforcement with over 12,000 site inspections completed with a compliance rate of over 97%. In order to establish greater equity in stormwater service charges, a new commercial rate structure based on

Engineering Department

impervious area was successfully implemented. Work on infrastructure renewal also continued with the replacement of two 40+ year old pumps at a stormwater lift station.



In 2008, construction of the Solids Improvement Project continued at the Wastewater Treatment Facility. This is the third major infrastructure project (including the Nitrification and Headworks Improvements Projects) at the facility in the last five years. Altogether, these projects accommodate new growth, rehabilitate treatment processes and equipment that have successfully served well beyond their expected useful life, and serve to maintain

regulatory compliance. Renewal of the sanitary collection system continued with the trenchless rehabilitation of a major 30-inch sewer interceptor on 9th St (from 1st to 5th Ave N) which provides service to approximately one-half of the City. Wastewater rates continue to be affordable. Based on a survey of cities in Minnesota, North Dakota, South Dakota, Wyoming, and Montana with a population of at least 5,000, the City's wastewater rates ranked number 28 out of 66 (with 1 being the lowest and 66 being the highest). In 2008, the City received a Minnesota Pollution Control Agency Commendation for Operation and Maintenance of the Wastewater Facility. This recognition represents the 17th award in 18 years.

EXPECTATIONS FOR 2009 AND BEYOND

In 2009, construction of the 34th St/I-94 Interchange Project will continue with an anticipated completion date in late 2010. Construction of the SE Main Ave/20th St/21st St Railroad Grade Separation Project will begin if Federal funding becomes available. A pedestrian underpass will be constructed at TH 75 & 40th Ave S to enhance bicycle and pedestrian connectivity between the Trollwood Performing Arts School, Southside



Engineering Department

Regional Park, S.G. Reinertson Elementary School, and residential neighborhoods in the area. Engineering Department staff will also be actively involved in assisting with the installation of infrastructure for a potential new cable television provider.

Planning and policy initiatives will include the development of infrastructure (transportation, stormwater, and sanitary sewer) master plans for the South and East Growth Area Plan and Comprehensive Plan updates. A traffic calming policy will also be proposed to address neighborhood concerns with traffic volumes, speed, and pedestrian safety. Lastly, the City's special assessment procedures and software will undergo a major overhaul to improve tracking and efficiency.



In 2009 and subsequent years, a variety of floodplain management and flood protection activities will continue (see Highlighted Program).

In the Stormwater Utility, a self-audit of the City's Stormwater Pollution Prevention Program will be initiated. A service charge credit program to recognize best management practices installed on private property will be studied. Infrastructure renewal will continue with the replacement of

three aging pumps at two stormwater lift stations and completion of a comprehensive stormwater lift station condition assessment/asset management program.

In 2009, the Solids Improvement Project at the Wastewater Treatment Facility will be completed and all monitoring and data management procedures will be updated. A sanitary lift station condition assessment/asset management program will be completed. In advance of a new discharge permit requirement anticipated in 2011, Engineering Department staff will begin early implementation of the process to seek Federal delegation of authority for the City's industrial pretreatment program.



Engineering Department

FUTURE CHALLENGES/OPPORTUNITIES

Future challenges and opportunities for the Engineering Department include:

- ❑ Funding for the construction of major transportation initiatives
- ❑ Funding for transportation, stormwater, and wastewater asset renewal
- ❑ Adoption of new floodplain maps and funding for various flood protection projects and activities
- ❑ Adoption of increasingly stringent environmental regulations and Total Maximum Daily Load Studies that may require costly programmatic and infrastructure improvements to address stormwater and wastewater discharges.
- ❑ Finding and retaining qualified technical staff

**HIGHLIGHTED PROGRAM:
FLOOD PROTECTION AND FLOODPLAIN MANAGEMENT**

The Red River has exceeded the National Weather Service flood stage of 17 feet in 50 of the past 106 years, and every year from 1993 through 2008. Based on U.S. Army Corps of Engineers (USACE) estimates, average annual flood damages in the metro area are estimated at more than \$22 million. The Moorhead-Fargo area remains the last and largest, metro area in the U.S. portion of the Red River basin without 100-year flood protection. Although the City has successfully fought many floods utilizing its emergency flood plan, a long-term, comprehensive, metro-wide flood protection plan is needed.

In April of 2008, the USACE completed a reconnaissance study for the Fargo-Moorhead metropolitan area, which concluded that there is sufficient Federal interest to warrant further study of a comprehensive, metro-wide flood control project. As a result of that study, in September of 2008, the City of Moorhead entered into an agreement with the USACE to begin work on Phase 1 of the Fargo-Moorhead Metropolitan Area Feasibility Study which will look at several metro-wide flood protection alternatives.



Engineering Department

Many changes lie ahead for the City's floodplain management activities with the implementation of updated Flood Insurance Rate Maps in late 2009 or early 2010. The updated maps will reflect an increase to the 100-year base flood elevation of approximately one foot, which will impact approximately 900 Moorhead properties.



Engineering Department staff continues to work on a variety of proactive flood-related activities including a plan for property owner assistance with the new floodplain maps, voluntary buyouts of homes located in the 100-year floodplain, and participation in FEMA's Community Rating System program, which will save residents money on the cost of premiums for flood insurance.



Engineering Department

2008 – 2009 BUDGET COMPARISON

	2008 BUDGET	2009 BUDGET	INCREASE (DECREASE)
<u>Engineering Division:</u>			
Engineering Services	1,166,979	1,279,665	112,686
Storm Water	1,068,458	1,111,551	43,093
Wastewater Treatment	5,817,534	5,824,865	7,331
	<u>8,052,971</u>	<u>8,216,081</u>	<u>163,110</u>
<u>Capital: *</u>			
CI - Engineering	81,800	64,500	(17,300)
	<u>81,800</u>	<u>64,500</u>	<u>(17,300)</u>
 Total Engineering Department	 <u>8,134,771</u>	 <u>8,280,581</u>	 <u>145,810</u>

* See Capital Improvement Fund detail on page 41.

Engineering Department

Engineering Department

Engineering Services

Program Description

The Engineering Division provides for the administration, coordination, planning, funding, design, and construction of the City's transportation and utility infrastructure for new and existing development. The Division also provides floodplain management. Activities are funded through the General Fund.

2009 Goals and Objectives

- Continue construction of the 34th St/I-94 Interchange Project (2008-2010)
- Complete design and right-of-way acquisition and initiate construction of the SE Main Ave/20th St/21st St Railroad Grade Separation Project (dependent on availability of funding)
- Construct a pedestrian underpass at TH 75 (8th St) & 40th Ave S
- Reconstruct/rehabilitate 4.45 miles of existing streets (including 20th St from 12-24th Ave S)
- Continue work on a variety of flood-related projects (see Highlighted Program)
- Implement new special assessment software and inter-departmental procedures
- Evaluate infrastructure needs for South/East Growth Area and Comprehensive Plan update
- Adopt a traffic calming policy
- Permit and coordinate improvements for a potential new cable television provider

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	864,581	880,618	938,285	57,667
Supplies & Materials	39,595	34,050	41,470	7,420
Other Services & Charges	200,375	252,311	299,910	47,599
Capital Outlay	15,068			
Total	1,119,619	1,166,979	1,279,665	112,686
Per Capita	33.53	34.24	36.83	3.24
Per \$1,000,000 Valuation	785.71	719.14	702.16	61.83

2009 Budget Impact Items

- Reduced fee revenue resulting from less demand for infrastructure for new development
- Various projects associated with flood protection and floodplain management

2007/2008 Achievements

- Implementation of the Downtown Rail Safety (Quiet Zone) Project
- Initiated construction of the 34th St/I-94 Interchange Project
- Design and right-of-way acquisition for the SE Main Ave/20th St/21st St Grade Separation
- Completed the TH 75/20th St Corridor Study and 11th St Grade Separation Feasibility Study
- Constructed 3.44 miles of new minor arterial/collector streets (2008)
- Reconstructed/rehabilitated 3.20 miles of existing streets (2008)
- Constructed infrastructure for 17 acres of new development (2008)
- Constructed improvements for the Southside and Horizon Shores Regional Parks
- Installed emergency vehicle preemption on all City traffic signals
- Infrastructure planning for the North Growth Area Plan and Trollwood Performing Arts School (TPAS) area

Engineering Department

Engineering Department

Storm Water

Program Description

The Stormwater utility provides for the administration, planning, funding, engineering, operation, and maintenance of the stormwater collection and treatment systems; including flood control, pollution prevention, and regulatory compliance. Activities are funded through an enterprise fund.

2009 Goals and Objectives

- Complete storm lift station condition assessment/asset management plan (initiated 2007)
- Replace one pump at Storm Lift Station #7 (SE Main Ave & 24th Ave S) and two pumps at Storm Lift Station #3 (Moorhead Senior High School); all 40+ years old
- Continue implementation of various Stormwater Pollution Prevention Plan (SWPPP) Best Management Practices (BMPs) and initiate a self-audit of the City's SWPPP
- Coordinate with local jurisdictions/regulatory agencies on turbidity and fecal coliform Total Maximum Daily Load studies
- Evaluate a service charge credit program to recognize voluntary BMPs on private property
- Evaluate storm sewer rehabilitation needs on 24th Ave S (11th to 14th St)

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	183,847	208,589	161,570	(47,019)
Supplies & Materials	16,493	24,500	28,190	3,690
Other Services & Charges	685,785	687,119	711,841	24,722
Capital Outlay		40,000	100,000	60,000
Transfer to Funds	100,973	108,250	109,950	1,700
Total	987,098	1,068,458	1,111,551	43,093
Per Capita	29.56	31.35	31.99	1.24
Per \$1,000,000 Valuation	692.71	658.43	609.92	23.65

2009 Budget Impact Items

- Base rate increase of \$0.50 per month for all customers (\$4.50 to \$5.00 per month)
- Storm lift station pump replacements
- Utility and fuel cost increases

2007/2008 Achievements

- Implemented a new commercial rate structure based on impervious area
- Replaced two aging pumps at Storm Lift Station #6 (SE Main Ave & 16th Ave S)
- Continued catch basin rehabilitation program
- Conducted education for developers, homebuilders, contractors, students, and the public
- Implemented focused stormwater compliance and enforcement activities

Engineering Department

Engineering Department

Wastewater Treatment

Program Description

The Wastewater Treatment utility provides for the administration, planning, funding, engineering, operation, and maintenance of the wastewater collection and treatment facilities to protect public health and welfare and maintain regulatory compliance. Activities are funded through an enterprise fund.

2009 Goals and Objectives

- Complete construction of the Solids Improvement Project at the Wastewater Treatment Facility (WWTF) and update data management systems to reflect operational changes
- Complete sanitary lift station condition assessment/asset management plan (initiated 2007)
- Initiate the process to receive Federal delegation of authority for the City's industrial pretreatment program
- Develop a written policy for sewer cleaning
- Coordinate with local jurisdictions/regulatory agencies on dissolved oxygen and ammonia Total Maximum Daily Load studies for the Red River
- Monitor Minnesota Pollution Control Agency (MPCA) Phosphorus Rule implementation and assess local impacts
- Initiate development of a mercury minimization plan

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	951,500	981,039	1,085,656	104,617
Supplies & Materials	371,490	391,560	417,688	26,128
Other Services & Charges	2,806,861	1,735,110	1,815,206	80,096
Capital Outlay		22,000	50,000	28,000
Debt Service	834,619	2,407,825	2,206,315	(201,510)
Transfer to Funds	297,022	280,000	250,000	(30,000)
Total	5,261,491	5,817,534	5,824,865	7,331
Per Capita	157.58	170.70	167.63	0.21
Per \$1,000,000 Valuation	3,692.35	3,585.02	3,196.16	4.02

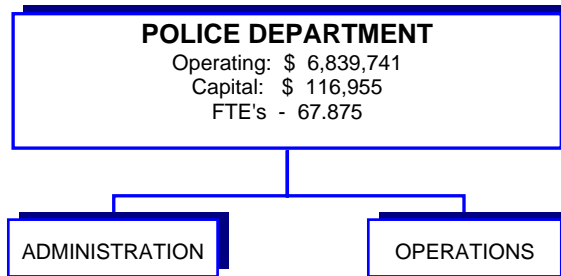
2009 Budget Impact Items

- 3% programmed rate increase
- Utility and fuel cost increases
- Pump/motor replacement at the WWTF and/or sanitary lift stations

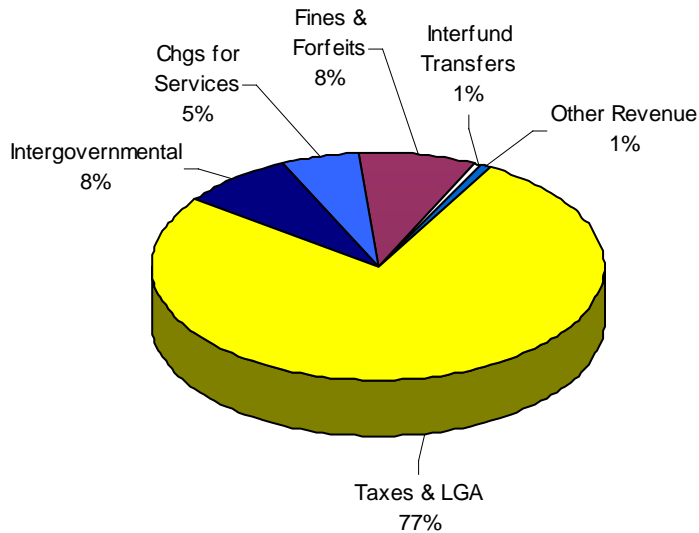
2007/2008 Achievements

- Initiated construction of the solids improvement project at the WWTF
- Completed rehabilitation of a 30-inch sewer interceptor on 9th St (1st Ave N to 5th Ave N)
- Received MPCA Commendation for Operation & Maintenance of the WWTF
- Kept pace with City growth and sanitary sewer cleaning goals (one-third of the city per year) through equipment upgrades (no new staff)

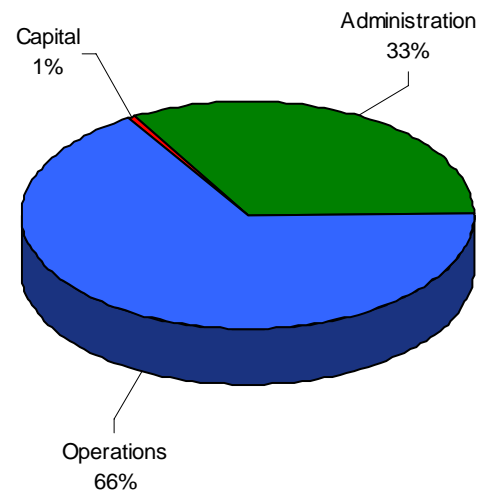
Police Department



FINANCING PLAN



PROGRAM ALLOCATION



MISSION STATEMENT – The mission of the Moorhead Police Department is to maintain peace and order through the provision of police services that are of the highest quality and responsive to the needs of the community. We will contribute to the safety and security of the community by apprehending those who commit criminal acts, by developing partnerships to prevent, reduce or eliminate neighborhood problems, and by providing police services that are fair, unbiased, judicious, and respectful of the dignity of all individuals.

Police Department

DEPARTMENT HIGHLIGHTS:

Community partnerships, community policing together with the delivery of professional police services continue to move the department into the future.

- Hired and trained ten police officers due to attrition and expansion.
- Began the restructuring of police department's chain of command resulting in increased supervision at a lower cost.
 - Tested and prepared promotional list for sergeant rank resulting in four promotions.
 - Conducted interviews for open position of Deputy Chief resulting in the promotion of Shannon Monroe to that rank.
- Initiated computer forensics position in the Detective Bureau.
 - Detective Detloff was one of only 25 in the nation selected by the Secret Service to attend their Basic Computer Evidence Recovery Techniques Course.
- Established the Citizen's Police Academy Alumni Association.
- Worked with the Red River Regional Dispatch Center in the selection and hiring of a Computer Aided Dispatch (CAD) / Records Management System (RMS) Project Manager and Dispatch Director.
- Implemented a four patrol beat configuration from the previous three to enhance coverage and call response times.
- Assisted the St. Paul Police Department with the 2008 Republican National Convention by providing additional staff of six officers and three detectives.
- Performance of Moorhead Police Officers in 2008 resulted in the issuance of three life saving awards, two distinguished service awards, and one commendation award.



FUTURE ISSUES:

The Moorhead Police Department continues to prepare and position itself for the continued growth of the community. The challenges are many. Highlighted below are a few the issues that the department will face in the future.

- Maintain prompt response to calls for service from the public
- Maintain staffing levels necessary to meet community growth and development in a fiscally responsible manner.
- Working with Clay County in jail and Law Enforcement Center building analysis to anticipate department facility and space needs as well as state facility requirements
- Continue work on vender selection for a new Computer Aided Dispatch/Records Management System (CAD/RMS)
- Complete the promotion process and career development of new supervisors and commanders as a part of the department restructuring of the chain of command.

Police Department

HIGHLIGHTED PROGRAM

Citizen's Police Academy

In October 2007, the Moorhead Police Department once again began offering the Citizen Police Academy. This was the 12th group to participate in the program since 1998; however, it had been 5 years since the last graduating class.

Our Citizen Police Academy is a great opportunity to learn more about the many dimensions of the Police Department and law enforcement in general. We embrace the Community Policing philosophy and through this program, we enjoy yet another opportunity to build community partnerships and friendships.



The classes were FREE and held Thursday nights from 6:00 p.m. – 9:00 p.m. Each week different officers and programs were presented to the 22 participants. The classes included hands-on activities, as well as the opportunity to ask questions of the people directly involved and responsible.



The objective of the Citizen Police Academy is to provide individuals with the opportunity to experience certain aspects of the police department and the types of technology used in gathering evidence and clues in criminal cases.

The following are a few of the topics covered:

- Use of Force and Officer Safety Concerns
- Investigative Division
- Computer crimes
- Traffic Stops & Firearms
- Crime Scene Investigation/Evidence collection
- Juvenile crimes
- S.W.A.T.



The individual reasons for class participation vary. It can range from an interest in the many topics to; "Why do they do that?"

This year's class proved to be mutually rewarding for everyone. One participant wrote, "*It really is interesting and informative, especially to those in the community who haven't studied or worked in the criminal justice field.*"

Graduates of the Citizen Police Academy have the opportunity to join the Citizen Police Academy Alumni Association (CPAAA), which was established in 2008 for continued support of the Police Department.

Police Department

2008 – 2009 BUDGET COMPARISON

	2008 BUDGET	2009 BUDGET	INCREASE (DECREASE)
<u>Administrative Division:</u>			
Administration	1,648,204	1,652,836	4,632
Community Service	170,694	171,215	521
Grant Funded Activities	176,028	207,617	31,589
Radio Communications	273,855	267,818	(6,037)
	<u>2,268,781</u>	<u>2,299,486</u>	<u>30,705</u>
<u>Operations Division:</u>			
Community Policing	122,155	138,169	16,014
Moorhead Together		15,500	15,500
Investigative	768,672	815,877	47,205
Patrol	3,320,964	3,481,393	160,429
DARE	79,253	77,326	(1,927)
Youth Services	68,002	72,732	4,730
Bike Patrol	5,068	3,015	(2,053)
Tactical	14,934	16,668	1,734
K-9	15,162	4,575	(10,587)
	<u>4,394,210</u>	<u>4,625,255</u>	<u>231,045</u>
<u>Capital: *</u>			
Capital Improvements	117,256	31,955	(85,301)
Total Police Department	<u>\$ 6,780,247</u>	<u>\$ 6,956,696</u>	<u>\$ 176,449</u>

* See Capital Improvement Fund detail on page 41.

Police Department

Administrative Division

Administration

Program Description

The Administrative Division provides effective overall administration of the Police Department in the management and direction of its employees. It establishes priorities and directs operations toward the preservation of the public peace, prevention of crime, detection and arrest of offenders of the law, protection of personal and property rights, and the enforcement of all Federal and State laws and City ordinances.

2009 Goals and Objectives

- Equipping administrative vehicles for emergency response
- Complete revision of department policies
- Complete the restructuring of the police department chain of command

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	554,104	578,701	596,974	18,273
Supplies & Materials	76,088	101,674	88,535	(13,139)
Other Services & Charges	1,150,018	967,829	967,327	(502)
Total	1,780,210	1,648,204	1,652,836	4,632
Per Capita	53.32	48.36	47.56	0.13
Per \$1,000,000 Valuation	1,249.30	1,015.70	906.93	2.54

2009 Budget Impact Items

- Upgrade to the parking ticket system with new software and equipment.
- Emergency lights, siren, and gun locks for administrative vehicles.

2007/2008 Achievements

- Re-implemented Citizens Police Academy and established Citizens Police Academy Alumni Association.
- Revised department internal complaint process to include a bilingual complaint form available in hard copy and web based forms.
- Assigned Lt. Tory Jacobson to newly established position of Administrative Lieutenant replacing a position formerly filled by a Deputy Chief.
- Quarterly meetings conducted by the Chief with civilian and sworn staff to keep staff informed on department direction.

Police Department

Administrative Division

Community Service

Program Description

Community Service program consists of two civilian employees. They provide animal control services, parking enforcement, stolen/lost/found bike calls for service and assist with fleet management/maintenance.

2009 Goals and Objectives

- Recertify Community Service Officers in animal tranquilization practices.
- Create awareness among citizens and college students on parking restrictions and city ordinances around the campuses and the City of Moorhead.
- Continue to work with a citizen committee to review, revise, and update the city ordinance for animal control.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	91,018	93,058	103,807	10,749
Supplies & Materials	8,897	16,418	13,220	(3,198)
Other Services & Charges	50,356	61,218	54,188	(7,030)
Total	150,271	170,694	171,215	521
Per Capita	4.50	5.01	4.93	0.01
Per \$1,000,000 Valuation	105.46	105.19	93.95	0.29

2009 Budget Impact Items

- Increase of dog/cat board fees by FM Animal Hospital

2007/2008 Achievements

- Worked with the Restorative Justice Program to mediate a neighborhood dispute involving the feeding of deer
- Accurately tracking reports of animal attacks leading to the declaration of dangerous dogs

Police Department

Administrative Division

Grant - Task Force

Program Description

The primary function of the Task Force is drug enforcement and the goals listed are for the entire Drug Enforcement Agency (DEA) task force.

2009 Goals and Objectives

- Continued enhanced enforcement of marijuana, which has made a resurgence in this area as the drug of choice
- Continued partnership/relationship between local drug enforcement officers and the DEA Task Force

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	82,380	71,149	70,886	(263)
Supplies & Materials	384		570	570
Other Services & Charges	36,428	39,717	39,737	20
Total	119,192	110,866	111,193	327
Per Capita	3.57	3.25	3.20	0.01
Per \$1,000,000 Valuation	83.65	68.32	61.01	0.18

2009 Budget Impact Items

- In 2008, Federal Byrne/Jag Grant funding was reallocated away from Drug Task Forces. The State of MN has continued to fund the Drug Task Force through June 2009 and future funding will once again be reviewed at that time.

2007/2008 Achievements

- Conspiracy investigation resulted in four federal indictments for trafficking over 100 pounds of marijuana in the Fargo-Moorhead area. This case resulted in the seizure of \$35,000 cash and two vehicles.
- Marijuana case resulted in the seizure of \$29,000 cash and conspiracy to deliver in excess of 25 pounds of marijuana to the Fargo-Moorhead area. Four subjects charged in state court.
- Methamphetamine conspiracy investigation led to six federal indictments so far and conspiracy to deliver in excess of 15 pounds of methamphetamine to the Fargo-Moorhead area.
- Cocaine trafficking case from New Mexico to the Fargo-Moorhead area resulted in the seizure of 3½ pounds of cocaine, \$30,000 cash, and one federal indictment.
- 2008 has already accounted for the seizure of approximately \$110,000 cash and 107 pounds of marijuana.

Police Department

Administrative Division

Grant - Youth Intervention

Program Description

The Youth Intervention program advocates for youth intervention and prevention programming, as well as educating youth in the Moorhead schools in these areas. Mentoring students with different problems in the schools is also a function of this program. The program develops and delivers the popular Moorhead Police Summer Youth Program.

2009 Goals and Objectives

- Expand the Junior Police Academy.
- Continue to deliver exceptional youth services.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	3,069			
Supplies & Materials	13,524			
Other Services & Charges	7,510			
Total	24,103			
Per Capita	0.72	-	-	-
Per \$1,000,000 Valuation	16.91	-	-	-

2009 Budget Impact Items

- Summer Youth Program
- Junior Police Academy

2007/2008 Achievements

- Officer Dahl and Youth Coordinator Louis Ochoa are representatives on the Youth Intervention Programs Association (YIPA) board
- 154 kids participated in the Summer Youth Program (SYP)
- Co-host with YIPA "*Lessons from Littleton and Virginia Tech: How Kids are Learning to Kill and Learning to Like It*" by Lt. Col. David Grossman
- Former SYP participant, graduate of Junior Police Academy and current Moorhead Police Explorer Autumn Nelson receives YIPA's Minnesota Youth Leadership Award for her service to the community. She was nominated by our Youth Intervention Team.

Police Department

Administrative Division

Grant – Gang Strike Force

Program Description

This grant from the State of Minnesota Office of Justice Programs is to fund a position dedicated to gang and gang related narcotics investigation.

2009 Goals and Objectives

- Continued partnership/membership with the Red River Valley Gang and Narcotics Task Force to gather intelligence and data on local gang members and identify new gangs in the area.
- Work with community organizations and schools to increase awareness and understanding of local gangs.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	71,744	65,162	71,424	6,262
Supplies & Materials	3,416			
Other Services & Charges	2,665			
Total	77,825	65,162	71,424	6,262
Per Capita	2.33	1.91	2.06	0.18
Per \$1,000,000 Valuation	54.62	40.16	39.19	3.44

2009 Budget Impact Items

- The State of MN has continued to fund the Gang Strike Force through June 2009 and future funding will once again be reviewed at that time. Considering the state budget it is unknown if the funding will be available after June 2009.

2007/2008 Achievements

- A December 2007 Gang Strike Force investigation led to the seizure of over 2½ pounds of cocaine, \$33,000 cash, and a 9 mm handgun. Four subjects charged in state court and a fifth suspected gang member was charged and convicted in federal court.
- A January 2008 Gang Strike Force search warrant led to the arrest of a “Tiny Rascal” gang member involved in the distribution of over 50 pounds of marijuana to the F-M area.
- In March 2008, the Gang Strike Force Investigator wrote and assisted on several search warrants involving “Latin King” and Gangster Disciple” gang members. Investigation led the seizure of a large amount of marijuana and cash.

Police Department

Administrative Division

Other Grant Funded Activities

Program Description

This activity encompasses several ongoing grants, including an Edward Byrne Memorial Justice Assistance Grant (JAG), Safe & Sober, Underage Compliance, Safe Communities. These grants help ensure the safety of our officers as well as enhance enforcement activities.

2009 Goals and Objectives

- **Safe & Sober Grant** - Continue partnering with participating law enforcement agencies in Clay County to increase traffic safety by using education and enforcement in focused 'WAVES' throughout the year. \$30,000 in funding has been secured for the 2009 Grant Cycle under this program, 55% of which will be allocated to the city.
- **Safe Communities Grant** - Continue to work cooperatively within the framework of the **Safe Communities Coalition of the Red River Valley (SCCRRV)** to positively impact incidents of serious injury and death occurring as a result of vehicle traffic on public roadways. The **Safe Communities Coalition of the Red River Valley** includes individuals, groups and organizations from Cass (ND) and Clay (MN) Counties. This includes the areas of law enforcement, emergency medical services, public health, engineering and education. \$12,500 has been secured under this grant for the 2009 Grant Cycle, which will be used to fund programs supported by the SCCRRV.
- **Underage Alcohol Enforcement Grant** - Continue to aggressively address the issue of underage alcohol consumption, and binge drinking in our community. Officers will work shifts, which will be targeting traditionally high activity dates during the academic year. \$4,900 in funding has been secured for the 2009 Grant Cycle.
- **Alcohol Compliance Check Grant** - Continue to work with the Safe Communities Coalition of the Red River Valley to conduct monthly alcohol compliance checks at all licensed establishments. \$2,150 in funding has been secured for the 2009 Grant Cycle.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	26,093			
Supplies & Materials	2,704		25,000	25,000
Other Services & Charges	45,908			
Total	74,705		25,000	25,000
Per Capita	2.24	-	0.72	0.72
Per \$1,000,000 Valuation	52.43	-	13.72	13.72

2009 Budget Impact Items

- There are no matching funds requirements for the above grants.
- Grant matching funds for replacement of expired ballistic vests.

2007/2008 Achievements

- The City of Moorhead had no traffic fatalities in 2007 or as of October 2008.
- There were no serious injures or fatalities in 2007 of college students.
- Incidents of over consumption of alcohol by those underage, large parties, and minor consumption offenses saw a decrease in 2007, and 2008
- 2008 Officer Kostohryz was recognized statewide for his DUI Enforcement efforts.
- Funding was secured to continue alcohol enforcement efforts; Concordia College, MSUM, and MnSCTC all pleaded funds towards this project.

Police Department

Administrative Division

Radio Communications

Program Description

The Police Department provides for the planning, design, operation and construction of the communications system for all City departments, the police and fire mobile data computer system, the police and fire automatic vehicle location system and the mobile video recording system. This communication system also services other non-city agencies. Expenses are funded through an internal service fund.

2009 Goals and Objectives

- Complete deployment of regional inter-operable communications system with the Clay County Sheriff's Department.
- Familiarize and prepare for the new State of Minnesota 800-megahertz system and possible inter-operability possibilities.
- Select Computer Aided Dispatch/Records Management System Vendor to begin developing upgraded software package that will be beneficial in many ways to the city.
- Establish eighth Console in dispatch due to increased call loads.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	3,414	12,360	12,360	
Other Services & Charges	244,391	108,030	108,080	50
Capital Outlay		123,600	85,000	(38,600)
To Reserves		29,865	62,378	32,513
Total	247,804	273,855	267,818	(6,037)
Per Capita	7.42	8.04	7.71	(0.17)
Per \$1,000,000 Valuation	173.90	168.76	146.95	(3.31)

2009 Budget Impact Items

- Computer Aided Dispatch/Records Management System software upgrade
- Grant matching funds considerations for State of Minnesota inter-operability.
- Associated software and interfaces for additional eighth Console in dispatch.

2007 Achievements

- Implemented Net Motion software to assist with maintaining police and fire vehicle mobile dispatch terminal connections.
- Deployment of high speed data network through air cards.
- Designed and submitted for public bids an RFP proposal for replacement of the Computer Aided Dispatch/Records Management System.
- Implemented 4 additional and 3 new replacement mobile dispatch computers for fire department vehicles.

Police Department

Operations Division

Community Policing

Program Description

Create or enhance communication and cooperation opportunities between the police department and various sectors of the community to prevent crime and address quality of life issues.

2009 Goals and Objectives

- Encourage referrals by officers to Neighborhood Conferencing to address quality of life crimes in residential neighborhoods.
- Promote the department and increase interest in the MPD as a career choice by developing a recruitment video
- Continue to improve the police department website to offer more information and on-line e-service to citizens.
- Continue to develop landlords as partners through a listserv; landlord training; bi-annual newsletter and daily contacts.
- Support the development of a Citizens' Police Academy Alumni Association.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	99,902	99,284	122,445	23,161
Supplies & Materials	4,452	9,227	4,650	(4,577)
Other Services & Charges	9,195	13,644	11,074	(2,570)
Total	113,548	122,155	138,169	16,014
Per Capita	3.40	3.58	3.98	0.46
Per \$1,000,000 Valuation	79.68	75.28	75.81	8.79

2009 Budget Impact Items

- No additional budget impact items

2007/2008 Achievements

- 3,014 hours donated by volunteers to the city; 8,855 tickets valued at \$139,615 and 57 outstanding warrants cleared by volunteer phone calls
- Enhanced the website to allow application acceptance; crime email sign up; Operation Identification registration; vacation residence checks and video on two pages
- Coordinated National Night Out – 85 neighborhoods participated; 4,250 people
- Co-managed CPA after a long hiatus attended by 22 students and received excellent reviews by participants.
- Worked with Restorative Justice Coordinator to introduce Neighborhood Conferencing as an option to deal with quality of life issues in neighborhoods and held two successful conferences and restorative plans.

Police Department

Operations Division

Moorhead Together

Program Description

Create or enhance communication and cooperation opportunities between the police department and various sectors of the community to prevent crime and address quality of life issues.

2009 Goals and Objectives

- **TriCollege Alcohol Enforcement Fund**
 - Continue to work in a partnership with Moorhead State University Minnesota (MSUM), Concordia College, and Minnesota State Community & Technical College (MnSCTC) to reduce incidence of underage alcohol consumption, binge drinking, and other quality of life issues in campus areas.
 - Funding for this program is at \$15,500 for the 2008-2009 Academic Year. Comprised of; MSUM (\$5,000), Concordia (\$3500), MnSCTC (\$3,500), and Moorhead Police (\$3,500 DUI Seizure Funds).

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits			15,500	15,500
Total			15,500	15,500
Per Capita	-	-	0.45	0.45
Per \$1,000,000 Valuation	-	-	8.50	8.50

2009 Budget Impact Items

- No additional budget impact items

2007/2008 Achievements

- Established reporting system and collaborated with MSUM, Concordia and MSCTC to address underage alcohol consumption and rental property issues under the project Moorhead Together

Police Department

Operations Division

Investigative

Program Description

The Investigative Division is responsible for the investigation of all crimes in the City of Moorhead. The primary focus of the investigators is to provide assistance and follow up to cases which originated in Patrol, who are the first responders to all reported crimes.

2009 Goals and Objectives

- Meet department hiring needs and maintain department staffing levels to allow us to bring back a general investigator rotational position to assist with the number of every day investigations.
- Provide Detective Voxland with the necessary computer forensics training required to continue to pursue suspects of computer related crimes.
- Continue our relationship with local, state and federal law enforcement agencies.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	661,864	674,813	727,254	52,441
Supplies & Materials	25,779	26,964	26,520	(444)
Other Services & Charges	67,642	66,895	62,103	(4,792)
Transfer to Funds	9,200			
Total	764,486	768,672	815,877	47,205
Per Capita	22.90	22.55	23.48	1.36
Per \$1,000,000 Valuation	536.49	473.69	447.68	25.90

2009 Budget Impact Items

- Specialized training for our new investigators in the area of Computer Forensics and Narcotics

2007/2008 Achievements

- Because of his past assistance in federal cases, Sgt. Mike Detloff was nominated and accepted for BCERT (Basic Computer Evidence Recovery Techniques) training. This was sponsored and paid for by the United States Secret Service. Sgt. Detloff was one of 25 students accepted into this course, which also resulted in our agency receiving approximately \$25,000 worth of computer equipment/software.
- After kidnapping a female victim in North Dakota, the suspect came to Moorhead and was involved in a gun battle with officers. He was shot during the exchange of gunfire and there were no other injuries. He subsequently entered a plea agreement resulting in 29 years of incarceration.
- A Criminal Sexual Conduct investigation led to a conviction and 22-year sentence.
- A child pornography investigation discovered more than 17,000 images of suspected child pornography on the suspect's computer. He entered a guilty plea on several counts and is anticipated to be sentenced to several years in prison in the near future.

Police Department

Operations Division

Patrol

Program Description

The Patrol Division is responsible for providing 24-hour quality police service and protection to the citizens of Moorhead by patrolling the community, providing traffic enforcement and responding to calls for emergency service.

2009 Goals and Objectives

- Maintain staffing levels to accommodate the new four patrol beat configuration.
- Deter underage alcohol abuse through cooperative efforts with Moorhead Together.
- Further the mission of the Moorhead Explorer Post in educating interested youth in careers in law enforcement and maintain the post membership of 12-18 Explorers.
- Fully integrate new sergeants as first line supervisors in patrol.
- Initiate a new and efficient chain of command review of all uses of force and vehicular pursuit incidents.
- Liaison with the Human Rights Commission in developing diversity training for officers.
- Selection, assignment, and training of an officer to be assigned to the Red River Valley SWAT Team Regional Bomb Squad.
- Selection, assignment and training of officers as Drug Recognition Experts (DRE's) to better detect and enforce driving under the influence case involving drugs.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	2,716,830	2,844,504	2,955,788	111,284
Supplies & Materials	113,214	123,604	162,156	38,552
Other Services & Charges	328,092	352,856	363,449	10,593
Total	3,158,136	3,320,964	3,481,393	160,429
Per Capita	94.58	97.44	100.19	4.62
Per \$1,000,000 Valuation	2,216.28	2,046.53	1,910.27	88.03

2009 Budget Impact Items

- Training and equipping of new officers, field training officers, and new sergeants.
- Sprint air service fees providing high-speed Internet access to mobile data computers.

2007/2008 Achievements

- Provided high-speed Internet access to all mobile data computers in Patrol and CSO units, allowing necessary CAD/RMS data transfers and state records
- Initiated training of officers in critical incidents team (CIT) response to calls for service involving persons with mental illness
- Initiated training for select officers in Peer Assistance Crisis Team (PACT) to establish a department PACT Team for first responders involved in critical incidents.
- Implemented the four patrol beat structure to enhance coverage and response time.
- Initiated a class II or partially marked traffic enforcement vehicle.
- In conjunction with regional law enforcement agencies, completed mobile field force training to prepare to handle large crowd control situations.
- One officer assigned to Moorhead High School and one to Horizon Middle School. These two officers provide police resources to over 3,300 faculty, students and staff.

Police Department

Operations Division

DARE

Program Description

Teach both Drug Abuse Resistance Education (DARE) core curriculum and DARE Junior High curriculums to Moorhead 4th, 6th, and 8th grade students. Produce a positive relationship with community, school, and business members within Moorhead.

2009 Goals and Objectives

- Continue leading Minnesota with participation on MN DARE Board and Mentor Officer training through the Bureau of Criminal Apprehension.
- Introduction of DARE to 450 4th grade students
- Deliver DARE core and junior high curriculum to over 900 students.
- Introduce Officer Kellen as the new DARE Officer upon completion of certification in 2009.
- Host 2009 MN DARE Officers' Association conference in Moorhead

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	69,317	70,181	70,962	781
Supplies & Materials	1,429	4,666	2,320	(2,346)
Other Services & Charges	4,053	4,406	4,044	(362)
Total	74,799	79,253	77,326	(1,927)
Per Capita	2.24	2.33	2.23	(0.06)
Per \$1,000,000 Valuation	52.49	48.84	42.43	(1.06)

2009 Budget Impact Items

- Two weeks certification training for Officer Kellen

2007/2008 Achievements

- Officer Swenson, former DARE Officer, promoted to the rank of sergeant.
- New DARE squad (2008 Dodge Charger) introduced to community.
- Successful completion of core curriculum and DARE junior high curriculum delivered to over 900 students

Police Department

Operations Division

Youth Services

Program Description

The Youth services program works with youth in the areas of youth intervention and prevention in our community. This position supervises youth who are sentenced to community service by the courts, works in the area schools to deal with problems that arise, as well as, mentor youth with certain problems, serves as a liaison between the police department and Red River Alternative Learning Center, provides presentations to students on the Red Flag Green Flag protection program at the elementary level and provides presentations to Personnel and Business Law students at the high school level. This program also participates in the Summer Youth Program.

2009 Goals and Objectives

- Provide police resources to students at the Red River Alternative Learning Center.
- Continue teaching Youth Intervention programming at the Horizon Middle School and to high school students at the Red River Alternative Learning Center.
- Continue supervising youth that are court ordered to community service through the Clay County court system, giving youth a positive environment to work in and giving the court ordered time back to the community in a positive way.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	59,692	62,529	65,175	2,646
Supplies & Materials	2,530	1,591	3,944	2,353
Other Services & Charges	5,384	3,882	3,613	(269)
Total	67,605	68,002	72,732	4,730
Per Capita	2.02	2.00	2.09	0.14
Per \$1,000,000 Valuation	47.44	41.91	39.91	2.60

2009 Budget Impact Items

- Crisis Intervention Team (CIT) training for Youth Coordinator

2007/2008 Achievements

- 135 2nd grade students participated in Red Flag Green Flag at Robert Asp Elementary
- 66 cases were referred to community service program 58 cases were completed. For a total of 1,519 hours completed. This is a 87% completion rate until the end of September 2008.
- 3 cases were referred to the Juvenile Restitution Offenders program for a total of 117.5 hours, 102.5 were completed for a 87% completion rate until the end of September 2008.

Police Department

Operations Division

Bike Patrol

Program Description

Bike Patrol is a unit of the patrol division in which 16 patrol officers have received specialized training and certification through the International Police Mountain Bike Association (IPMBA). Their patrol activities are performed for the stealth and approachability of a bicycle. The Moorhead Police Bike Patrol Program continues to be an integral portion of the Moorhead Police Department's (MPD) commitment to community oriented policing. Officers patrolling on bikes provide a desired "one on one" contact with the members of our community. Citizens find officers on bikes to be more approachable, and thus interact freely with them enhancing our community partnership.

2009 Goals and Objectives

- Continue to maintain fully staffed Bike Unit
- Address neighborhood concerns in a more aggressive manner with full staff
- Continue involvement with Tri-College Alcohol Enforcement Project
- Complete upgrading of bike patrol uniforms
- Compliment MPD Commitment to Community Oriented Policing
- More aggressive approach to scheduling Bike Unit Officers to aid in fuel use reduction in the Patrol Division
- Increased emphasis on Bike Safety to coincide with increased bike traffic in our City

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	4,128	3,090	2,915	(175)
Other Services & Charges	166	1,978	100	(1,878)
Total	4,294	5,068	3,015	(2,053)
Per Capita	0.13	0.15	0.09	(0.06)
Per \$1,000,000 Valuation	3.01	3.12	1.65	(1.13)

2009 Budget Impact Items

- Continued maintenance of 7 bikes which are in excess of 10 years old
- Continue replacement and upgrading of current bike patrol uniforms
- Equipping and providing uniforms to projected 5 replacement members

2007/2008 Achievements

- Replacement of 8 of 15 Police Bikes with Trek full suspension Police Package Bikes.
- 15 fully trained Bike Officers, bringing the unit to full staff for 2008 year.
- Hosted IPMBA Basic Course in June, training Officers from MPD and other agencies
- Maintained an IPMBA Certified Bike Patrol Instructor.
- Integral part of the first and second years of the Tri-College Alcohol Enforcement Program
- New high visibility uniforms were implemented
- First In-Service Conducted for all Bike Unit Members, as a refresher for riding skills
- Numerous Bike Safety Presentation conducted

Police Department

Operations Division

Tactical Team

Program Description

The Special Weapons and Tactics (SWAT) Team is a designated unit that is specifically trained and equipped to work as a coordinated team to respond to critical incidents. This team includes members from Cass & Clay County Sherriff's Department and Moorhead, Fargo and West Fargo Police Departments. The SWAT Command oversees the team, the medics, the negotiators, and the bomb squad.

2009 Goals and Objectives

- The SWAT Team is seeking the addition of an armored vehicle for special operations.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Other Services & Charges	12,848	14,934	16,668	1,734
Total	12,848	14,934	16,668	1,734
Per Capita	0.38	0.44	0.48	0.05
Per \$1,000,000 Valuation	9.02	9.20	9.15	0.95

2009 Budget Impact Items

- The SWAT Team is establishing a long-term replacement schedule for vehicles, weapons, and equipment and is looking to appropriate financing under the MetroCOG formula and Homeland Security grants.
- The Bomb Squad is expanding minimum required training hours per month, as prescribed by federal requirements, for units to continue receiving federal aid and training.
- MPD Officer will be assigned as a Bomb Technician to SWAT to bring this expertise to MPD.
- Ammunition and fuel continue to be rapidly growing expenses for SWAT.

2007/2008 Achievements

- Red River Valley SWAT Members won the SWAT Competition in 2008 hosted by Otter Tail County.
- Lieutenant J. Scharf completed the transition to Assistant Commander of Red River Valley SWAT to replace Deputy Chief Shannon Monroe.
- SWAT Officer MPD sent to out of state training on Advanced Hostage Rescue.
- The team hosts a Basic SWAT School in May and trained 20 members from other agencies in North Dakota and Minnesota.
- High risk call outs included:
 - Armed barricaded suspect in Laverne, ND
 - Armed barricaded suspect in Richland County, ND
 - Paged to assist with Officer involved shooting in South Moorhead.

Police Department

Operations Division

K-9

Program Description

The K-9 program was established and maintained to augment police services to the community. Because of their superior senses of smell and hearing and their physical capabilities, the trained law enforcement canine is a valuable supplement to police department resources. Highly skilled and trained K-9 teams have evolved from this program and used to supplement police operations.

2009 Goals and Objectives

- Continued partnership with area Hotels and Motels for narcotics interdiction work
- Continue to use the canines to their highest abilities to serve in the best interest of the Moorhead Police Department and the citizens of Moorhead
- Work with other law enforcement partners to obtain all the necessary and updated training tools to continue to maintain high training standards
- Continue our community participation by doing demonstrations to introduce and educate the public on the abilities of the Canine Teams

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	2,475	4,244	2,475	(1,769)
Other Services & Charges	2,203	10,918	2,100	(8,818)
Total	4,679	15,162	4,575	(10,587)
Per Capita	0.14	0.44	0.13	(0.30)
Per \$1,000,000 Valuation	3.28	9.34	2.51	(5.81)

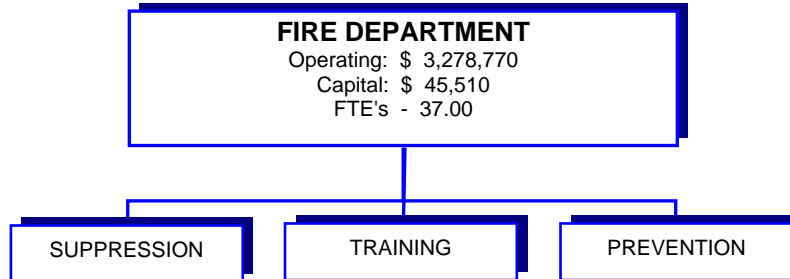
2009 Budget Impact Items

- Tracking School, Decoy School, Narcotics Recertification, Regional Canine Trials and National Canine Trials for two Canine Teams

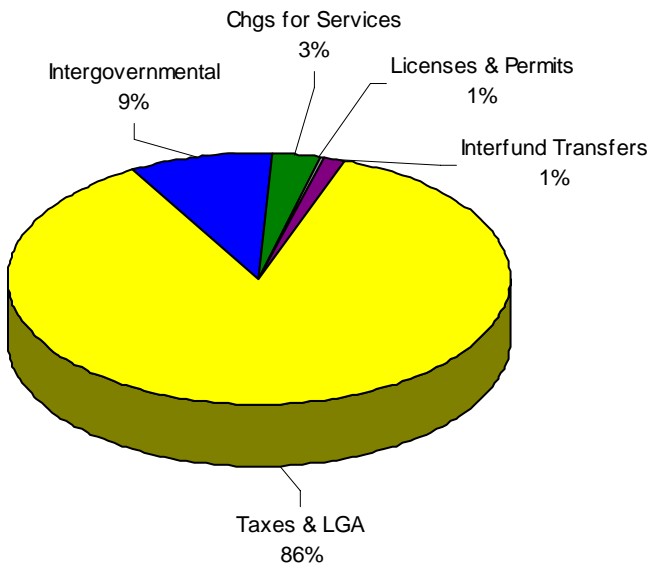
2007/2008 Achievements

- In October 2007, Both Canine Teams attended National Canine Trials in Florida
- Officer Lien and Hickok tied for 1st place in both the "obedience" and "agility" portion at National Trials
- In December 2007, Officer Lien and Hickok passed Narcotics Recertification
- Officer Lien hosted Region 18 Narcotics Recertification in January 2008
- In January 2008, Officer Vogel and Duke passed Narcotics Certification and took "Top Dog" honors
- Both Canine Teams passed PD1 Certification in June 2008 at Regional Field Trials
- Officer Lien and Hickok placed 1st overall, out of 90 teams, in the "obedience" portion at 2008 Regional Trials
- Officer Vogel and Duke placed 2nd overall, out of 90 teams, in the "apprehension" portion at 2008 Regional Trials
- In August 2008, Canine Hickok received the "Professional Pet of the Year Award" given annually by the North Dakota Veterinary Medical Association (NDVMA)

Fire Department



FINANCING PLAN



PROGRAM ALLOCATION



MISSION STATEMENT – The mission of Moorhead Fire & Rescue is to save lives and property from hostile fire, medical emergencies, hazardous material incidents, and natural disasters in the most effective and efficient manner.

Fire Department

DEPARTMENT HIGHLIGHTS

The Moorhead Fire Department continues to improve community and customer services with existing personnel limitations and resourceful budgeting.

Highlights from FY 2008 include:

- Hired three personnel to fill three new firefighter positions funded by the budget process (the first staff increase since 1975)
- Implemented Officer's Training Program for staff aspiring to become officers
- Developed a Cross Training Program with Fargo and Dilworth Fire Departments
- Conducted over 3,200 Rental Housing Inspections
- Received a SAFER Grant to hire three new firefighter positions (\$319,000)
- Received an Assistance to Firefighters Grant for a new Self Contained Breathing Apparatus (SCBA) Compressor and Filling Station (\$40,000)
- Conducted two Personal Leadership Training Programs with nationally recognized instructors (3rd year)



Highlights for FY 2009: The department leadership will work with the new City Manager to discover their vision for the city and department in conjunction with the directions provided by the citizens of Moorhead through the Fire Department Strategic Planning process and Fire Services Study. This will provide a proactive path forward to meet the service needs and expectations of the community.



Fire Department

FUTURE ISSUES: As the City prepares itself for future opportunities and growth, the Moorhead Fire Department is developing long-term strategies to address the resultant operational and programmatic challenges. Highlighted below are just a few of the issues currently facing the Department in the future:

- Proactively maintain quality Fire & Safety Services with City growth
- Relocation of the South Station and construction of an additional third station house
- Increase staffing to accommodate a third station and the annexation of Oakport
- Implementation of findings in the Fire Services Study process
- Reduce the ISO town class rating from 4 to 3
- Review the upgrading of Emergency Medical Services Delivery
- The reduction of response times



MFD

*Fire Department***HIGHLIGHTED PROGRAM:
FIRE SUPPRESSION**

The Moorhead Fire Department began in 1872. Since then, the department has delivered a time-honored tradition of providing fire suppression.

Since those early days, the department service has expanded to include Emergency Medical Response, which is almost 70% of our business, Hazardous Materials Response, Technical Rescue, which includes vehicle extrication, high angle rescue, confined space rescue, and swift water rescue. With all of these services comes the task of maintaining proficiency in all that we do. With that statement however, our middle name is still "FIRE". We spend a large amount of our time training to attain new skills, preplanning, and preparing for our next firefight.

In 2009, the City of Moorhead will see six new staff at the Fire Department. With this added personnel, it will progress us halfway to the staffing level needed to open a third facility in South Moorhead.

With the addition of this third station, the department will reduce the current 8-10 minute response time in South Moorhead and will overall provide the department with the ability to get anywhere across the City within 4 ½ minutes. Having such a reduced response time will have a direct impact on saving lives and decreasing property loss due to fire. We assist in maintaining the high quality of life experienced by our Moorhead residents with providing excellent fire and safety services.



*Fire Department***2008 – 2009 BUDGET COMPARISON**

	2008 BUDGET	2009 BUDGET	INCREASE (DECREASE)
<u>Suppression Division:</u>			
Fire Protection	2,654,993	2,757,194	102,201
ND HazMat	10,000	10,000	-
Grant Funded Activities	45,000	247,296	202,296
	<u>2,709,993</u>	<u>3,014,490</u>	<u>304,497</u>
<u>Training Division:</u>			
Fire Training	101,866	99,120	(2,746)
<u>Prevention Division:</u>			
Fire Prevention	158,241	162,295	4,054
Civil Defense	6,000	2,865	(3,135)
	<u>164,241</u>	<u>165,160</u>	<u>919</u>
<u>Capital: *</u>			
CI - Fire	41,455	45,510	4,055
CI - Civil Defense	12,000	-	(12,000)
	<u>53,455</u>	<u>45,510</u>	<u>(7,945)</u>
 Total Fire Department Budget	 <u>\$ 3,029,555</u>	 <u>\$ 3,324,280</u>	 <u>\$ 294,725</u>

* See Capital Improvement Fund detail on page 41.

Fire Department

Suppression Division

Fire Protection

Program Description

The Suppression Division is staffed with 30 personnel divided into three shifts to provide 24-hour continuous coverage. Each shift consists of seven Firefighters, a Lieutenant and an Assistant Chief. The Department has two additional Assistant Chiefs on staff; one assigned as the Fire Marshal and one assigned as Training Director. The Department is lead by the Fire Chief. There is one Administrative Assistant to assist the Fire Chief. The division responds to approximately 2,500 calls annually for services in suppression, emergency medical services (EMS), rescue, and hazardous materials.

2009 Goals and Objectives

- Establish first line company officers at Headquarters
- Complete recruit training for three personnel funded by the SAFER Grant
- Implement refined Incident Command System

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	2,055,971	2,190,039	2,289,883	99,844
Supplies & Materials	53,150	44,350	60,550	16,200
Other Services & Charges	425,808	420,604	406,761	(13,843)
Total	2,534,929	2,654,993	2,757,194	102,201
Per Capita	75.92	77.90	79.35	2.94
Per \$1,000,000 Valuation	1,778.93	1,636.13	1,512.90	56.08

2009 Budget Impact Items

- SAFER Grant
- First Line Company Officers

2007/2008 Achievements

- SAFER GRANT to fund three Firefighters (\$319,000)
- Assistance to Firefighters Grant to purchase SCBA air compressor and filling station (\$40,000)
- Hired three Firefighters through budget process
- Hired three Firefighters with the SAFER Grant funding
- Nationally Certified all Firefighters to FF I & II

Fire Department

Suppression Division

ND HazMat

Program Description

Moorhead partners with the Fargo Fire Department to staff a Hazardous Materials Team which serves Fargo-Moorhead and Cass County in North Dakota.

2009 Goals and Objectives

- Work cooperatively with area agencies to better prepare for the potential release of ethanol

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	2,685	1,500	3,180	1,680
Supplies & Materials	2,425	3,520	2,020	(1,500)
Other Services & Charges	4,994	4,980	4,800	(180)
Total	10,105	10,000	10,000	
Per Capita	0.30	0.29	0.29	-
Per \$1,000,000 Valuation	7.09	6.16	5.49	-

2009 Budget Impact Items

- The State of North Dakota is in the process of regionalizing hazardous materials response throughout the state. If this is completed, it is anticipated the response contract for Cass County will be terminated.

2007/2008 Achievements

- Worked with area business to increase awareness of the potential hazardous materials in the community by using local facilities to perform simulations of incidents that might occur at their respective facilities and occupancies

Fire Department

Suppression Division

Grant – MN HazMat

Program Description

This program is entirely funded by the State of Minnesota. The team is composed of members from both the Moorhead and Fargo Fire Departments. This team serves a large portion of Western and Northern Minnesota, but response could include any location in the state if called upon.

2009 Goals and Objectives

- Purchase following equipment and provide training through federal pass through grant to increase Team capabilities
 - Air monitoring equipment that can be deployed on the perimeter of the toxic atmosphere and send valuable data back to a computer allowing the capability to better forecast the incident
 - New hazardous materials suits that will not have an expiration date
 - Equipment that will identify unknown airborne products
 - Conduct joint training exercises with other State teams

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	23,408	16,800	16,590	(210)
Supplies & Materials	6,893	5,950	5,950	
Other Services & Charges	37,335	22,250	22,460	210
Total	67,636	45,000	45,000	
Per Capita	2.03	1.32	1.30	-
Per \$1,000,000 Valuation	47.46	27.73	24.69	-

2009 Budget Impact Items

- With State shortfalls the financial implication to the team may result in reduced funding affecting the capabilities of the State Hazardous Materials response program

2007/2008 Achievements

- Deployed to Republican National Convention to cover the vacated response area of the St. Paul Team due to the priority assignment to the Convention venue. The Team was deployed from August 30th through September 5th.

Fire Department

Suppression Division

Grant – SAFER

Program Description

Staffing for Adequate Fire and Emergency Response (SAFER) is a grant of the U.S. Department of Homeland Security for the purpose of increasing the City’s number of full-time firefighters to ensure that there is adequate protection from fire and fire-related hazards.

2009 Goals and Objectives

- Complete training of the three funded Firefighters and assign them to Shift

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits			202,296	202,296
Total			202,296	202,296
Per Capita	-	-	5.82	5.82
Per \$1,000,000 Valuation	-	-	111.00	111.00

2009 Budget Impact Items

- First year matching funds

2007/2008 Achievements

- Submitting an application and receiving the SAFER Grant (3rd Attempt)

Fire Department

Suppression Division

Other Grant Funded Activities

Program Description

This section of the 2008 budget reflects other grants to help ensure the safety of our firefighters as well as enhance public safety activities.

2009 Goals and Objectives

- Apply for an Assistance to Firefighters Grant

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	10,060			
Other Services & Charges	0			
Capital Outlay	35,414			
Total	45,474			
Per Capita	1.36	-	-	-
Per \$1,000,000 Valuation	31.91	-	-	-

2009 Budget Impact Items

- Grant matching funds of ten percent

2007/2008 Achievements

- The award of an Assistance to Firefighters Grant of \$40,000 to acquire a breathing air compressor and filling station

Fire Department

Training Division

Fire Training

Program Description

The Training Division is charged with delivering all aspects of fire, rescue, emergency medical service and hazardous materials instruction, certifications, and recertification. Additionally the Training Division assists with administration and management of the department as directed by the Fire Chief.

2009 Goals and Objectives

- Complete the Training Academy for the new hires funded by the SAFER Grant
- Complete the Incident Command Training for all Department personnel
- Increase shared training with Fargo Fire from Bi-Annually to quarterly
- Certify all qualified personnel as Fire Instructor I

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	78,964	82,396	85,143	2,747
Supplies & Materials	6,636	7,456	6,712	(744)
Other Services & Charges	6,518	12,014	7,265	(4,749)
Total	92,118	101,866	99,120	(2,746)
Per Capita	2.76	2.99	2.85	(0.08)
Per \$1,000,000 Valuation	64.65	62.77	54.39	(1.51)

2009 Budget Impact Items

- The certification process for Fire Instructor I

2007/2008 Achievements

- The Certification of All Personnel Nationally by International Fire Service Accreditation Congress and by the State of MN Certification Board to FF II
- Completed a six week recruit training academy for three new firefighters
- Delivered National Incident Management System training to the Administrative staff of Minnesota State University Moorhead

Fire Department

Prevention Division

Fire Prevention

Program Description

The Fire Prevention Division's mission is to reduce the risk of life and property loss for the well-being of our community. This is accomplished through fire prevention initiatives including public fire education, code development, inspection services, fire investigation and code compliance. The Fire Prevention Division has one staff person serving as the Fire Marshal and is assisted with inspections and investigations by other staff and on-duty personnel on an as needed basis.

2009 Goals and Objectives

- The formation of a Metro Fire Investigation Team
- To research & develop a self inspection program

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	135,645	133,694	139,520	5,826
Supplies & Materials	5,273	6,025	5,960	(65)
Other Services & Charges	15,092	18,522	16,815	(1,707)
Total	156,010	158,241	162,295	4,054
Per Capita	4.67	4.64	4.67	0.12
Per \$1,000,000 Valuation	109.48	97.52	89.05	2.22

2009 Budget Impact Items

- None

2007/2008 Achievements

- Fire Marshal Attained National Fire Investigator Certification
- Participated as a member of the Minnesota State Fire Chiefs Association Code Committee
- Prepared staff person to assume duties of the Fire Marshal during the deployment of Chief Duysen to Iraq
- Acting Fire Marshal & Fire Chief participated in the International Code Committee Annual hearing in Minneapolis
- Successfully convicted two arson cases

Fire Department

Prevention Division

Civil Defense

Program Description

Civil Defense is charged with planning, installation and maintenance of alerting devices to aid in the protection of life and property from man-made and natural disasters and WMD incidents.

2009 Goals and Objectives

- Relocate two sirens to provide improved community coverage

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Other Services & Charges	2,700	6,000	2,865	(3,135)
Total	2,700	6,000	2,865	(3,135)
Per Capita	0.08	0.18	0.08	(0.09)
Per \$1,000,000 Valuation	1.89	3.70	1.57	(1.72)

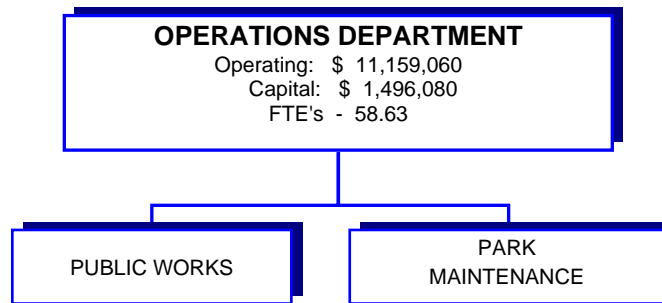
2009 Budget Impact Items

- Relocation costs

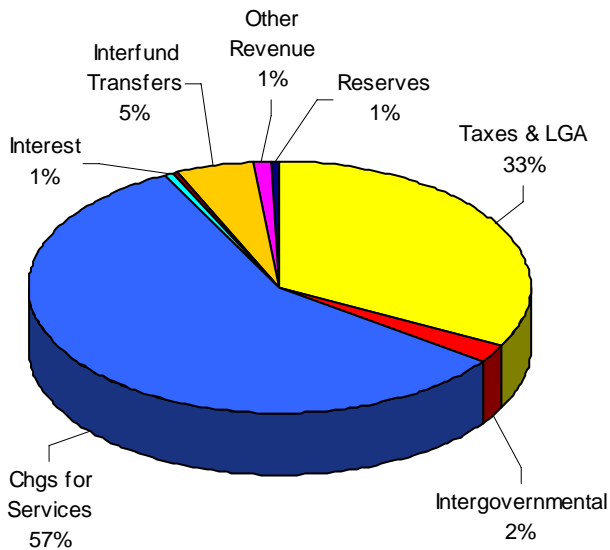
2007/2008 Achievements

- First ever system wide preventative maintenance program performed
- The monthly witnessing of Siren testing by Fire personnel

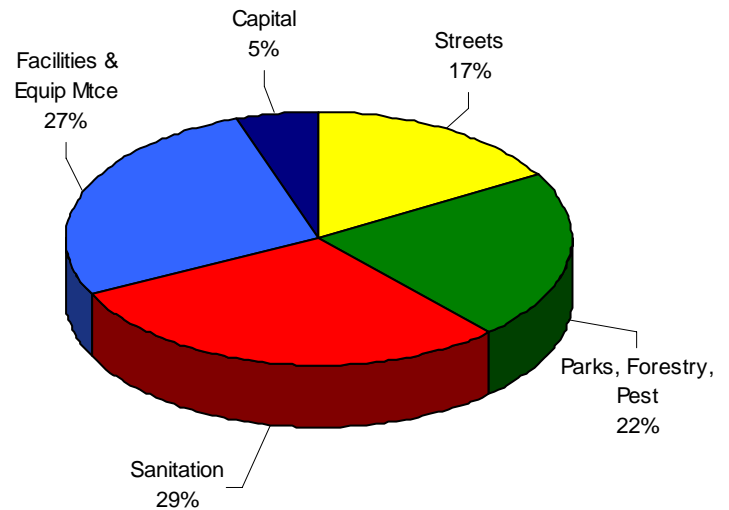
Operations Department



FINANCING PLAN



PROGRAM ALLOCATION



MISSION STATEMENT – The mission of the Operations Department is to provide reliable and professional operations, maintenance, and management of park facilities, City infrastructure, and transportation and sanitation systems in compliance with Federal, State and local regulations, standards, codes and policies.

Operations Department

DEPARTMENT HIGHLIGHTS: The Operations Department continues to improve community services with moderate growth of budgets. Highlights for FY 2009 include:

- Added funding dedicated for crosswalk striping to develop a rotation for crosswalk repainting.
- Added funding to begin a systematic replacement of street signs that are required to meet reflectivity standards
- Funded the replacement of the pool heater at the main swimming pool
- Paint the main pool building and replace the exterior doors.
- Replacing tennis courts at Hansmann and Riverview parks
- Installing play equipment at Knapp and Buland parks
- Replace the bike path along the river (third street by Woodlawn dike to the extent money will allow)
- Village Green Golf Course will plant more trees, side both pump houses and lay asphalt in the parking lot at the maintenance shop
- Meadows Golf Course will do the second year of a three-year irrigation head replacement schedule, replace their wire welder, purchase a greens cover for fairway number 9 and place a pad for the topdressing material storage.

FUTURE ISSUES: The Operations Department is highly visible in the community. We work year around in public areas including parks, golf courses, forestry, mosquito control, sanitation, and street maintenance. We are entrusted to provide responsible services to ensure that facilities and capital investments are maintained properly. Highlighted below are just a few of the issues likely to face the Department in the future:

- Maintaining existing street signage while growing with the new developments
- Expanding our daily service area to match the City's growth. All of the existing service areas will need to be expanded to allow for a balanced five-day service schedule
- Installation of new park equipment within the growth area while replacing existing equipment.
- Anticipating rapidly rising supplies, materials and fuel costs
- Replacement of existing parks amenities

Operations Department

HIGHLIGHTED PROGRAM: GOLF COURSE MAINTENANCE

The City operates two 18-hole golf courses, Village Green (188 acres) and The Meadows (172 acres). Both courses have three full time employees for the day-to-day upkeep and maintenance of the courses. The Golf Course-Supervisor, Technician, and the Mechanic are responsible for the appearance and playability of the courses in addition to maintaining irrigation system and equipment. They work hand in hand with the Golf Pro at both courses to provide the best course condition available for the public to enjoy.



Mowing is a large portion of the daily tasks completed in order to provide area definition and maintain playability. There are numerous heights of cut used to define several areas of the course. These include tees, fairways, greens, roughs and out of bounds. Each height of cut requires dedicated mowers set to that maintained height. These areas are mowed with different frequencies as required by their growth rates. Greens are mowed daily, fairways and tees three times a week and roughs twice a week.

Operations Department

Turf management includes monitoring the course and weather daily and instituting a maintenance plan that may include turf aeration, top dressing, fertilizer/pesticide applications and water monitoring. Soils analysis is done to ensure that nutrients are kept at proper levels and are adjusted with fertilizer to correct levels. Aeration is done to promote soil drainage and increase root growth, and greens are aerated twice a year and once a year for the fairways. Top dressing is done to increase drainage by inducing sand into the top layer of soil and decrease thatch. Fertilizing is done as needed to replace nutrients drawn out of the soil and produce green healthy turf. This helps the turf withstand the heavy use associated with municipal golf course play and cart traffic.



Equipment maintenance is a large part of the operation as each course has approximately 45 pieces of rolling stock, which includes mowers-greens, tees, fairways and roughs. Utility vehicles for personnel movement and heavy-duty vehicles for moving materials, spraying and facilitating repairs on the course. Sand trap groomers, utility tractors, and 50 golf carts at each course that are available for rent. Wintertime is spent rebuilding equipment, ordering supplies and fertilizer/chemicals for the coming year. Planning improvements for the course as funding allows

There are many items of golf course maintenance that occurs in the early mornings and through out the year that the average golfer is unaware of but that the maintenance staff takes ownership of and pride in their work to create a good impression for the City.

Operations Department

2008 – 2009 BUDGET COMPARISON

	2008 BUDGET	2009 BUDGET	INCREASE (DECREASE)
<u>Public Works Division:</u>			
Street & Alley	1,642,789	1,751,292	108,503
Street Cleaning	107,474	108,390	916
Snow & Ice	117,190	115,680	(1,510)
Traffic Signs	99,268	122,120	22,852
Sanitation	3,516,665	3,709,532	192,867
Central Mtce Shop	1,492,479	1,832,620	340,141
Vehicles & Equipment	1,294,400	1,321,246	26,846
	<u>8,270,265</u>	<u>8,960,880</u>	<u>690,615</u>
<u>Park Maintenance Division:</u>			
General Govt Bldg	261,246	263,295	2,049
Park Mtce	879,727	831,330	(48,397)
Centennial Complex	53,913	44,200	(9,713)
Golf Course Mtce	820,604	817,386	(3,218)
Forestry	737,870	727,089	(10,781)
Pest Control	350,629	346,960	(3,669)
	<u>3,103,989</u>	<u>3,030,260</u>	<u>(73,729)</u>
<u>Capital: *</u>			
CI - General Govt Bldg	102,000	100,000	(2,000)
CI - Street & Alley	66,000	24,000	(42,000)
CI - Traffic Signs	20,000	10,000	(10,000)
CI - Central Mtce Shop	13,000	-	(13,000)
CI - Park Mtce	297,500	489,000	191,500
CI - Village Green Mtce	31,000	20,000	(11,000)
CI - Meadows Mtce	10,000	21,000	11,000
	<u>539,500</u>	<u>664,000</u>	<u>124,500</u>
Total Operations Department	<u>\$ 11,913,754</u>	<u>\$ 12,655,140</u>	<u>\$ 741,386</u>

* See Capital Improvement Fund detail on page 41.

Operations Department

Public Works Division

Street & Alley

Program Description

Street and Alley personnel are responsible for the maintenance of City streets. This includes pavement management, seal coating, gravel streets, hot and cold patching of asphalt and adjusting manholes.

2009 Goals and Objectives

- Start fixing potholes in spring with new pothole patching machine. It can be used in the early spring to combat frost holes.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	462,920	731,736	745,455	13,719
Supplies & Materials	263,038	315,185	311,143	(4,042)
Other Services & Charges	674,359	595,868	694,694	98,826
Total	1,400,317	1,642,789	1,751,292	108,503
Per Capita	41.94	48.20	50.40	3.12
Per \$1,000,000 Valuation	982.70	1,012.36	960.95	59.54

2009 Budget Impact items

- Fuel/oil and materials prices

2007/2008 Achievements

- Increased street maintenance including crack sealing and spot surface repairs
- Replaced motor grader
- Increased maintenance with crack filling and spot repairs to asphalt streets.

Operations Department

Public Works Division

Street Cleaning

Program Description

Street Cleaning is responsible for sweeping and flushing all City streets. This includes spring clean up and fall leaves.

2009 Goals and Objectives

- Maintaining growth areas

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	109,683			
Supplies & Materials	24,187	30,279	27,355	(2,924)
Other Services & Charges	95,622	77,195	81,035	3,840
Total	229,492	107,474	108,390	916
Per Capita	6.87	3.15	3.12	0.03
Per \$1,000,000 Valuation	161.05	66.23	59.47	0.50

2009 Budget Impact items

- Streets will be swept less frequently due to budget limitations
- Fuel/oil and materials prices

2007/2008 Achievements

- Replaced two street sweepers

Operations Department

Public Works Division

Snow & Ice

Program Description

Snow and Ice Control is responsible for maintaining and clearing the City streets of snow and ice.

2009 Goals and Objectives

- Maintaining growth areas

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	138,311	15,573	18,843	3,270
Supplies & Materials	45,911	57,365	53,127	(4,238)
Other Services & Charges	47,957	44,252	43,710	(542)
Total	232,178	117,190	115,680	(1,510)
Per Capita	6.95	3.44	3.33	(0.04)
Per \$1,000,000 Valuation	162.94	72.22	63.47	(0.83)

2009 Budget Impact items

- Fuel/oil and materials prices
- Snow removal will be minimized in order to conserve budget dollars. Snow will not be cleared until there is a 2-inch accumulation. Return cleanups in residential streets will not be done where cars were illegally parked.

2007/2008 Achievement

- Replaced two plow trucks and added a third

Operations Department

Public Works Division

Traffic Signs

Program Description

Traffic Signs is responsible for proper signage of the City streets. This includes installing new signs, as well as, maintaining existing signage.

2009 Goals and Objectives

- Beginning a scheduled replacement old signs that have reflectivity standards
- Starting a scheduled painting of crosswalks

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	49,956	52,811	58,603	5,792
Supplies & Materials	74,033	33,087	44,279	11,192
Other Services & Charges	20,868	13,370	19,238	5,868
Total	144,857	99,268	122,120	22,852
Per Capita	4.34	2.91	3.51	0.66
Per \$1,000,000 Valuation	101.66	61.17	67.01	12.54

2009 Budget Impact items

- Fuel/oil and materials prices

2007/2008 Achievements

- Increase signage and light major intersection signs
- Increased amount budgeted for sign repairs and replacement
- Increase contract for street striping

Operations Department

Public Works Division

Sanitation

Program Description

Sanitation is responsible for all garbage services within the City limits, including curbside collection of residential trash, composting and residential recycling. They also collect commercial garbage, demolition materials, commercial cardboard and newsprint recycling. This activity is funded through an enterprise fund.

2009 Goals and Objectives

- Purchase a portable dump trailer for cleanup week misc items and demolition materials during the year

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	1,190,272	1,184,469	1,227,545	43,076
Supplies & Materials	309,750	357,467	440,664	83,197
Other Services & Charges	1,548,291	1,564,729	1,591,823	27,094
Capital Outlay			9,500	9,500
Transfer to Funds	436,166	410,000	440,000	30,000
Total	3,484,479	3,516,665	3,709,532	192,867
Per Capita	104.36	103.19	106.75	5.55
Per \$1,000,000 Valuation	2,445.30	2,167.13	2,035.46	105.83

2009 Budget Impact items

- Fuel/Supplies prices
- Modest fee increase

2007/2008 Achievements

- Purchased more residential totes due to City's growth
- Added additional auto loading truck
- Replaced rear loading trucks
- Replaced two semi tractors
- Replaced two semi trailers
- Purchased more roll off boxes due to demand

Operations Department

Public Works Division

Central Maintenance Shop

Program Description

The Central Maintenance Shop is responsible for the repair of fleet vehicles.

2009 Goals and Objectives

- Minimizing fleet repairs

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	161,294	171,215	173,610	2,395
Supplies & Materials	1,193,775	1,228,621	1,564,776	336,155
Other Services & Charges	103,124	92,643	94,234	1,591
Total	1,458,193	1,492,479	1,832,620	340,141
Per Capita	43.67	43.79	52.74	9.79
Per \$1,000,000 Valuation	1,023.31	919.73	1,005.58	186.64

2009 Budget Impact items

- Fuel Costs

2007/2008 Achievements

- Central purchasing agent for fuel and parts

Operations Department

Public Works Division

Vehicles & Equipment

Program Description

The Vehicles & Equipment Fund is an internal service fund created to allow for the systematic replacement of fleet vehicles and equipment.

2009 Goals and Objectives

- Continued replacement of fleet vehicles
- Maintaining cash flow within the department

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	1,463	4,042	4,000	(42)
Other Services & Charges	1,102,134	12,865	14,500	1,635
Capital Outlay		1,231,454	822,580	(408,874)
To Reserves		46,039	480,166	434,127
Total	1,103,597	1,294,400	1,321,246	26,846
Per Capita	33.05	37.98	38.02	0.77
Per \$1,000,000 Valuation	774.47	797.67	724.98	14.73

2009 Budget Impact items

- Increased cost of vehicles

2007/2008 Achievements

- Provided for the timely replacement of scheduled vehicles within various department

Operations Department

Park Maintenance Division

General Government Building

Program Description

Provides maintenance and supervision of City building operations. Includes project supervision and direction.

2009 Goals and Objectives

- Continuing with scheduled Furniture Fixtures & Equipment replacements

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	7,347	7,661	7,985	324
Supplies & Materials	22,899	18,830	24,080	5,250
Other Services & Charges	249,788	243,575	243,230	(345)
Debt Service	1,548	1,510		(1,510)
Transfer to Funds		3,500		(3,500)
Total	281,583	275,076	275,295	219
Per Capita	8.43	8.07	7.92	0.01
Per \$1,000,000 Valuation	197.61	169.51	151.06	0.12

2009 Budget Impact items

- Utility costs

2007/2008 Achievements

- Replaced grate in sidewalk on south side of Moorhead Center Mall

Operations Department

Park Maintenance Division

Park Maintenance

Program Description

Park Maintenance is responsible for the upkeep of the City parks, pools and grassy areas.

2009 Goals and Objectives

- Startup of 120 acre park,
- Painting municipal pool and replacing exterior doors
- Adding play equipment at Knapp and Buland Parks
- Replacing tennis courts at Hansmann and Riverview parks
- Replacing bike path by the river from Woodlawn Park to HHIC

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	431,052	487,457	448,900	(38,557)
Supplies & Materials	80,332	89,569	95,100	5,531
Other Services & Charges	227,901	302,701	287,330	(15,371)
Transfer to Funds	95,000			
Total	834,285	879,727	831,330	(48,397)
Per Capita	24.99	25.81	23.92	(1.39)
Per \$1,000,000 Valuation	585.47	542.13	456.16	(26.56)

2009 Budget Impact items

- Less funding for seasonal help

2007/2008 Achievements

- Reroof Morningside NRC
- Continued replacement of small garbage containers
- Repaired Alm Park tennis courts
- Installed fencing at Meadows 5th Park.
- Permanent flood gates for bike trails installed
- Refurbish Gooseberry Park restrooms
- Install new play equipment at Riverview Estates, Five-Nine Park, Hansmann and Ridgewood Parks
- Complete three year reroofing projects; Riverview Estates, Gooseberry, Matson Concessions
- Increase annual allocation for park amenities
- Purchase additional mowing equipment due to large growth in park areas maintained
- Add three parks shelters; Arbor, Evergreen, Allyson

Operations Department

Park Maintenance Division

Centennial Complex

Program Description

Provide and maintain athletic fields for youth and adult softball and baseball.

2009 Goals and Objectives

-

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	9,684	10,365	3,190	(7,175)
Other Services & Charges	34,644	43,548	41,010	(2,538)
Total	44,328	53,913	44,200	(9,713)
Per Capita	1.33	1.58	1.27	(0.28)
Per \$1,000,000 Valuation	31.11	33.22	24.25	(5.33)

2009 Budget Impact items

- Utility costs

2007/2008 Achievements

- Pave and expand parking lot

Operations Department

Park Maintenance Division

Golf Course Maintenance

Program Description

Golf Course Maintenance is responsible for the maintenance and grooming of two 18-hole public golf courses. The superintendants are responsible for the turf management and playability of the courses. This activity is funded within the Golf Course enterprise fund.

2009 Goals and Objectives

- Scheduled replacement of greens covers

Village Green

- Install more trees
- Side two pump houses
- Asphalt for maintenance building parking lot

Meadows

- Complete year two of a three year irrigation head replacement schedule
- Enlarge and overlay topdressing pad
- Replace wire welder

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	435,551	439,625	452,831	13,206
Supplies & Materials	155,989	180,205	174,327	(5,878)
Other Services & Charges	338,998	200,774	190,228	(10,546)
Total	930,537	820,604	817,386	(3,218)
Per Capita	27.87	24.08	23.52	(0.09)
Per \$1,000,000 Valuation	653.02	505.69	448.51	(1.77)

2009 Budget Impact items

- Fuel costs
- Water costs

2007/2008 Achievements

Village Green

- Replace the front nine irrigation heads at Village Green
- Purchase deep tine aerator / tractor for greens
- Continued greens cover replacement
- Replace Ladies Benches
- Enlarge the golf cart staging area
- Install pond aerators for hole 18

Meadows

- Replace the Maintenance Shop roof
- Purchased additional utility cart
- Build security / storage fence under 34th street underpass
- Purchase groomers for tee mower

Operations Department

Park Maintenance Division

Forestry

Program Description

The Forestry department is responsible for the upkeep and replacement of trees in the boulevards, parks, golf courses and right of ways. Activities are funded through an enterprise fund.

2009 Goals and Objectives

- Continue developing program to chip all wood material and burn for biomass fuel, no more open burning

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	348,502	405,435	393,103	(12,332)
Supplies & Materials	95,690	72,341	85,172	12,831
Other Services & Charges	218,469	216,244	221,814	5,570
Transfer to Funds	30,093	26,000	27,000	1,000
To Reserves		17,850		(17,850)
Total	692,754	737,870	727,089	(10,781)
Per Capita	20.75	21.65	20.92	(0.31)
Per \$1,000,000 Valuation	486.15	454.71	398.96	(5.92)

2009 Budget Impact items

- Increased fuel /supplies

2007/2008 Achievements

- Upgraded existing Park Technician position to Forester
- Purchased chipper truck
- Replacement of Christmas decorations
- Increased staff by three FTE's
- Added second trimming crew

Operations Department

Park Maintenance Division

Pest Control

Program Description

Pest Control is responsible for mosquito control, animal control and mowing rights of way within the City. Pest Control is funded by a monthly fee to residents and accounted for in an enterprise fund.

2009 Goals and Objectives

- Aggressive mosquito larviciding
- Minimize risks of West Nile
- Maintain various areas of the City that are not park land

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	158,509	143,475	161,560	18,085
Supplies & Materials	55,990	73,736	53,470	(20,266)
Other Services & Charges	57,702	68,856	66,930	(1,926)
Transfer to Funds	63,274	64,562	65,000	438
Total	335,474	350,629	346,960	(3,669)
Per Capita	10.05	10.29	9.98	(0.11)
Per \$1,000,000 Valuation	235.43	216.07	190.38	(2.01)

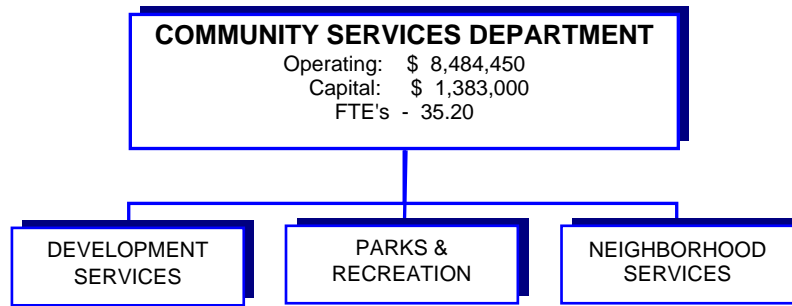
2009 Budget Impact items

- Chemical costs
- Fuel Costs

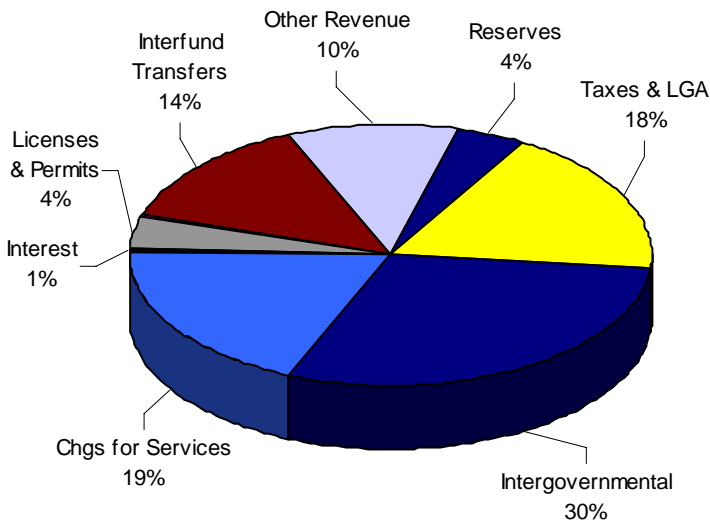
2007/2008 Achievements

- Replacement of all mosquito spraying equipment

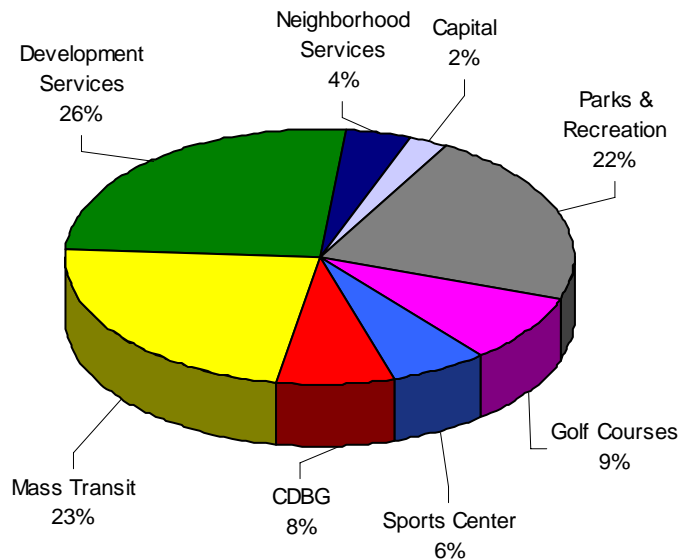
Community Services Department



FINANCING PLAN



PROGRAM ALLOCATION



MISSION STATEMENT – The mission of the Community Services Department is to improve the quality of life for the citizens of Moorhead by providing a comprehensive system of parks, recreation, cultural and human services programs and by assisting residents and businesses in creating a quality living environment through community development and revitalization.

Community Services Department

The Community Services Department (CSD) plays a key role in making Moorhead a community in which people are proud to live, work, invest, learn, and play. CSD programs and projects seek to improve the economic, residential, and aesthetic environment of the community by retaining existing business and attracting new ones, preserving and/or redeveloping aging and blighted areas, ensuring a mix of quality housing choices, supporting and strengthening Moorhead's distinct and diverse neighborhoods and providing exceptional recreational offerings.



DEPARTMENTAL HIGHLIGHTS: 2008 was a productive year for Community Services. Some of the most visible and measurable activities include:

- Downtown redevelopment Phases 3A and 3B complete; 4th Street West Phase near complete.
- Phase II of the Southside Regional Park is complete with bids for Phase II B solicited in early 2009 and construction underway in the spring.
- Completed Master Plan and Budget for the upgrade of seven neighborhood parks
- Town and Country site redeveloped.
- Master Planning is complete and construction drawings are underway for improvements to M.B. Johnson Regional Park.
- Used CDBG funds to acquire, conduct environmental remediation and demolition of a blighted structures for redevelopment
- Provided acquisition assistance/lot transfer for five Habitat for Humanity homes in 2007 (2 new construction/3 infill lots).
- Continued Neighborhood Impact Program partnership with Gate City Bank investing \$1 million in mature neighborhoods for housing preservation and modernization \$3 million investment since 2005
- Continued 100% inspection rate in the registration and inspection program while reducing cost of service and fees. Property owners continue to improve performance and neighborhood satisfaction is improving.
- Leveraged more than \$7 million of affordable housing mortgage and down payment assistance for homeownership
- Facilitated the removal of blighted buildings and mobile homes in several areas throughout the community, making way for safe, modern housing and other development
- Completion of USEPA Assessment Grant obtaining several environmental studies of impacted properties
- Continued population and household growth, bucking national trends
- Successful level of construction activity and new residential units

Community Services Department

FUTURE ISSUES: In 2009, the Community Services Department will play a vital role in positioning Moorhead to achieve continued success. Opportunities for the future include:

- Implementation of a five-year transit plan to improve service
- Continued development of new parks and renovation of existing parks
- Trollwood Performing Arts School broke ground in June 2007 on the construction of their new facility in Moorhead opening in 2009
- Continued development of new parks and renovation of existing parks
- Concession / Restroom facilities currently being bid for the Southside Regional Park that will open for play in the spring of 2009
- Community fundraising currently underway for improvements to Matson Baseball Field
- Community fundraising currently underway for the construction of a YMCA in Moorhead as part of the Southside Regional Park
- M.B. Johnson Regional Park improvements to begin
- Improving Greenwood/Bennett Park neighborhood
- City and YMCA entered into a partnership to construct a \$10 Million YMCA in south Moorhead adjacent to the Southside Regional Park
- Implementation of citywide data management software
- Funding strategic acquisitions, remediation, and redevelopments



Community Services Department

Highlighted Program: Park Construction Update



Southside Regional Park

Currently under construction north of 40th Avenue S and east of 20th Street S

Features Include:

- 10 acre storm water retention pond
- Bike trails within the park and connecting to surrounding streets
- 9 full size soccer fields convertible into smaller youth fields
- 4 youth baseball/softball diamonds
- Concession stand and restroom area being constructed in Spring of 2009
- 4 picnic shelters
- Future Phases include a tennis court, basketball courts, and a playground.
- YMCA is currently raising funds for the construction of their first Moorhead facility.



Phase II was completed in Fall 2008 and consisted of constructing additional soccer fields, landscaping, grass seeding, and picnic shelters. Interest has been expressed in adding additional soccer fields in this park giving it greater regional appeal.

Trollwood Performing Arts School (TPAS)

Located 8th Street South (Highway 75) at 50th Avenue South

- Construction of the new TPAS is proceeding right on target!
- Trollwood's programming and annual main stage musical will base from their new home in South Moorhead beginning in 2009.
- In addition to Trollwood's regular programming, the park will be open for picnics, river recreation, concerts, and corporate retreats.
- Currently, Trollwood offers arts education programs, leadership training, and performance opportunities for students currently in grades one through twelve.
- Trollwood hopes to offer year-round programming for students of all ages – elementary ages through adults and senior citizens.
- Trollwood's dream is to establish a world-class organization with an international reputation, located in our own backyards!



Community Services Department

2008 – 2009 BUDGET COMPARISON

	2008 BUDGET	2009 BUDGET	INCREASE (DECREASE)
<u>Development Services Division:</u>			
Assessing	314,301	280,470	(33,831)
Planning & Zoning	165,390	172,493	7,103
Community Dev General	117,041	97,445	(19,596)
Building Codes	433,217	416,228	(16,989)
Economic Development	432,780	258,360	(174,420)
Economic Development Authority	230,000	333,000	103,000
Municipal Airport	898,437	989,570	91,133
Mass Transit	1,836,675	2,269,488	432,813
	<u>4,427,841</u>	<u>4,817,054</u>	<u>389,213</u>
<u>Parks & Recreation Division:</u>			
Park Fund	1,522,195	1,678,663	156,468
HHIC	408,828	445,662	36,834
Comstock House	37,500	36,550	(950)
Golf Courses-Pro Shops & Debt Srv	906,193	882,193	(24,000)
Sports Center	583,776	607,270	23,494
	<u>3,458,492</u>	<u>3,650,338</u>	<u>191,846</u>
<u>Neighborhood Services Division:</u>			
Neighborhood Services	163,534	180,540	17,006
CDBG	657,207	745,618	88,411
Rental Reg/Insp	148,463	141,305	(7,158)
Environmental Health	99,387	97,595	(1,792)
	<u>1,068,591</u>	<u>1,165,058</u>	<u>96,467</u>
<u>Capital: *</u>			
CI - Assessing	400	-	(400)
CI - Park Recreation	27,000	132,500	105,500
CI - HHIC	6,000	14,000	8,000
CI - Mass Transit	24,400	48,600	24,200
CI - Village Green Clubhouse	13,500	5,000	(8,500)
CI - Meadows Clubhouse	73,000	9,900	(63,100)
CI - Airport	41,700	-	(41,700)
CI - Sports Center	-	25,000	25,000
	<u>186,000</u>	<u>235,000</u>	<u>49,000</u>
 Total Community Services Dept	 <u>\$ 9,140,924</u>	 <u>\$ 9,867,450</u>	 <u>\$ 726,526</u>

* See Capital Improvement Fund detail on page 41.

Community Services Department

Development Services Division

Assessing

Program Description

Assessing is responsible for classifying, valuing and equalizing all taxable and exempt property within City limits.

2009 Goals and Objectives

- Complete the required quintile of parcels for mass appraisal.
- Appraise all new construction
- Review/revalue 8th Street and 30th Avenue corridors
- Complete the Computer Aided Mass Appraisal (CAMA) analysis of residential properties

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	207,872	262,472	231,720	(30,752)
Supplies & Materials	6,681	7,300	6,600	(700)
Other Services & Charges	37,835	44,529	42,150	(2,379)
Total	252,388	314,301	280,470	(33,831)
Per Capita	7.56	9.22	8.07	(0.97)
Per \$1,000,000 Valuation	177.12	193.69	153.90	(18.56)

2009 Budget Impact Items

- Tax court cases
- Possible software programming/implementation expenses

2007/2008 Achievements

- Decision made to stay with the software package, Assessment Office (AO), with simplification of many data category steps.
- Revaluation of SE Main corridor and industrial properties north of Interstate 94
- Mass appraisal of 1,200 residential parcels and approximately 875 additional parcels being impacted by completed building permits.
- Quality assessment ratios for residential, commercial, industrial and apartments
- Continue to work with the County and city departments on a workflow product to aid in the split and platting processes

Community Services Department

Development Services Division

Planning & Zoning

Program Description

Performs long range planning, develops and implements zoning and subdivision ordinance, and reviews development proposals.

2009 Goals and Objectives

- Complete 1st Avenue North corridor study.
- Comprehensive Plan, Growth Area Plan, and AUAR Updates
- Computerized filing system
- Receive follow up grant funding to implement the Active Living Program.
- Monitor and improve the newly implemented planning and splitting program with the County.
- Zoning Enforcement

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	120,742	114,926	118,280	3,354
Supplies & Materials	14,426	15,338	23,013	7,675
Other Services & Charges	90,784	35,126	31,200	(3,926)
Total	225,953	165,390	172,493	7,103
Per Capita	6.77	4.85	4.96	0.20
Per \$1,000,000 Valuation	158.57	101.92	94.65	3.90

2009 Budget Impact Items

- The role of growth will affect revenues and expenses in a similar manner.
- Computerization expenses related to new filing system and possible updates to the new platting and splitting process with the County.

2007/2008 Achievements

- Implement joint City/County platting and parcel splitting process.
- Active Living by Design, \$75,000 from Blue Cross Blue Shield
- North Moorhead/Oakport Growth Area Plan/AUAR wrap-up
- Zoning Ordinance text amendments

Community Services Department

Development Services Division

Community Development

Program Description

Resource for general administration of the Community Services Department.

2009 Goals and Objectives

- Administrative Oversight
- Legislative Advocacy
- Redevelopment Activities
- Assist and direct external professional services

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	50,948	72,402	60,465	(11,937)
Supplies & Materials	3,802	4,870	4,400	(470)
Other Services & Charges	27,759	39,769	32,580	(7,189)
Total	82,508	117,041	97,445	(19,596)
Per Capita	2.47	3.43	2.80	(0.56)
Per \$1,000,000 Valuation	57.90	72.13	53.47	(10.75)

2009 Budget Impact Items

- Distribution of resources to Development, Neighborhood, and Recreation divisions

2007/2008 Achievements

- Coordination of the divisions within the Community Services Department
- Coordination of external professional services
- Coordination of the Community Services Department with other departments
- State appropriation for Border City Program and new Investment Tax Credit

Community Services Department

Development Services Division

Building Codes

Program Description

Regulate and enforce the construction environment for the City of Moorhead.

2009 Goals and Objectives

- Implement red line construction documents for accelerated review and correction to building plans for staff and public use.
- Begin utilization of the 2009 International Building Code.
- Continue a timely response to the building design and construction industry.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	305,243	326,918	324,548	(2,370)
Supplies & Materials	10,153	10,110	14,070	3,960
Other Services & Charges	89,700	96,189	77,610	(18,579)
Total	405,096	433,217	416,228	(16,989)
Per Capita	12.13	12.71	11.98	(0.49)
Per \$1,000,000 Valuation	284.28	266.97	228.39	(9.32)

2009 Budget Impact Items

- Budget to hire an inspector for 2010 due to a retirement. A full time inspector could also assist with zoning inspections.

2007/2008 Achievements

- Implement strategies to receive and store construction documents electronically.
- Building official certifications have been renewed through the State of Minnesota.

Community Services Department

Development Services Division

Economic Development

Program Description

Comprehensive program to enhance the community including building the tax base and creating jobs.

2009 Goals and Objectives

- Support entrepreneurship.
- Expand local businesses.
- Encourage businesses to locate in Moorhead.
- Complete downtown redevelopment.
- Coordinate redevelopment of the Power Plant, Holiday Motel site, and central city corridor.
- Implementation of the Strategic Entrepreneurial Economic Development (SEED) Initiative for qualified businesses

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	157,288	168,378	206,525	38,147
Supplies & Materials	5,183	5,500	5,050	(450)
Other Services & Charges	51,512	43,152	33,785	(9,367)
Debt Service	10,111	13,000	13,000	
To Reserves		202,750		(202,750)
Total	224,095	432,780	258,360	(174,420)
Per Capita	6.71	12.70	7.44	(5.02)
Per \$1,000,000 Valuation	157.26	266.70	141.76	(95.71)

2009 Budget Impact Items

- Acquisition and assemblage for redevelopment is not budgeted but can occur as approved by the City Council
- Local match for grants and revolving loan funds

2007/2008 Achievements

- Minnesota School of Business and Rasmussen Colleges completed
- Walgreens site platted
- Downtown redevelopment Phases 3A and 3B complete; 4th Street West Phase near complete
- Town and Country site redeveloped.
- Completion of USEPA Assessment Grant obtaining several environmental studies of impacted properties
- Apply for DEED Clean up Grants
- Apply for DEED Business Development Public Infrastructure Grant
- Directed appraisals for street relocation projects including the 34th Street overpass and 20/21st Street project

Community Services Department

Development Services Division

Economic Development Authority

Program Description

The Moorhead Economic Development Authority (EDA) has separate taxing powers under MN Statute. This levy funds the EDA's public relations activities to promote industrial development.

2009 Goals and Objectives

- Fund via DEED Grant and EDA Capital a wetlab facility for Minnesota State University – Moorhead
- Partnership with Greater Moorhead Development to jointly fund a Business Outreach Position
- Strategic property acquisition
- Recruit primary sector industries through City staff and Greater Fargo Moorhead Economic Development Corporation
- Continue marketing efforts to promote industrial development

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Other Services & Charges	112,087	127,900	333,000	205,100
Capital Outlay	117,480	102,100		(102,100)
Total	229,567	230,000	333,000	103,000
Per Capita	6.88	6.75	9.58	2.96
Per \$1,000,000 Valuation	161.10	141.74	182.72	56.52

2009 Budget Impact Items

- Local match for grants
- Property acquisition

2007/2008 Achievements

- Assisted in downtown redevelopment
- Review the structure and contract regarding the partnership with Greater Fargo Moorhead Economic Development Corporation

Community Services Department

Development Services Division

Municipal Airport

Program Description

Maintain and operate general aviation airport. Operations are funded through an enterprise fund.

2009 Goals and Objectives

- Pavement rehabilitation
- Zoning Ordinance and mapping revisions.
- Finalize Business and Operations Plan.
- Private construction of two or more private hangars

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Supplies & Materials	5,420	8,000	8,210	210
Other Services & Charges	394,617	146,437	126,360	(20,077)
Capital Outlay		744,000	855,000	111,000
Total	400,038	898,437	989,570	91,133
Per Capita	11.98	26.36	28.48	2.62
Per \$1,000,000 Valuation	280.73	553.66	542.99	50.01

2009 Budget Impact Items

- New Equipment Building may affect utilities budget.
- Construction of additional private hangars may affect revenues such as fuel sales.

2007/2008 Achievements

- Construction of Equipment Building.
- Contract with new Airport Engineering Consultant.
- New Primary Fixed Based Operator starting November 1, 2008.
- Land Lease Agreements approved for construction of two private hangars on newly built hangar taxiway.
- New template agreements, leases and contracts.

Community Services Department

Development Services Division

Mass Transit

Program Description

Mass Transit provides public transportation in Moorhead with coordination into Fargo through fixed routes and paratransit services.

2009 Goals and Objectives

- Replace electronic farebox system (joint with Fargo).
- Improve security at the GTC.
- Work through Metro COG to development marketing plan.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	123,669	132,748	137,821	5,073
Supplies & Materials	1,922	1,100	1,150	50
Other Services & Charges	1,464,170	1,640,827	1,887,517	246,690
Capital Outlay	358,060	62,000	243,000	181,000
Total	1,947,820	1,836,675	2,269,488	432,813
Per Capita	58.34	53.89	65.31	12.46
Per \$1,000,000 Valuation	1,366.92	1,131.84	1,245.29	237.49

2009 Budget Impact Items

- Passenger fare increase for Fixed Routes and Paratransit
- Mobility Manager position expanded to full time, shared with Fargo and funded 80% through Federal New Freedom grant.
- GTC cost increase for additional morning dispatcher (local share of grant only) and increases in security and energy.
- Metro Transit Garage increase for higher fuel costs, parts costs, energy for garage and wage increase
- Contracted services increase of 4% contained in third year of First Transit contract, plus increase of 0.5 FTE supervisor shared with Fargo.
- Marketing increase for printing bus schedules due to higher ridership.
- Purchase replacement Paratransit mini-bus and shop truck.

2007/2008 Achievements

- Implemented new Metro Senior Ride service in Moorhead and Dilworth through Fargo Senior Service
- Added security cameras to Moorhead's paratransit fleet
- Implemented additional summer mid-day service and created transit apartment guide for college students.
- Revised north side bus routes and extended bus service to Dilworth Wal-Mart.
- Increased security at neighborhood shelters through additional lighting

Community Services Department

Parks & Recreation Division

Park Fund

Program Description

Moorhead Parks and Recreation offers the community recreation programs/activities to promote health, fitness and socialization at little or no cost to the public.

2009 Goals and Objectives

- Construction Continues on the, Southside Regional Park, and Trollwood Performing Arts School
- M.B Johnson Park Master Plan is complete and Project will be bid in early 2009.
- Master Planning Continues for Development / Improvements to Existing Parks and well as Future Parks
- Demographics of Children living in Moorhead in regards to the proximity to Parks

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	513,141	537,543	547,523	9,980
Supplies & Materials	67,534	84,371	75,376	(8,995)
Other Services & Charges	264,405	270,371	289,679	19,308
Transfer to Funds	515,189	629,910	766,085	136,175
Total	1,360,270	1,522,195	1,678,663	156,468
Per Capita	40.74	44.66	48.31	4.50
Per \$1,000,000 Valuation	954.59	938.04	921.10	85.86

2009 Budget Impact Items

- Utilities Costs remain static
- Funding of Capital Projects in Existing Parks
- Bids for Southside Regional Park Buildings match the funds that are available
- Funding Plan developed to finance the construction of parks in Growth Area.
- Municipal Pool does not experience mechanical failure.

2007/2008 Achievements

- Centennial Softball Complex Renovated for the 2008 ASA Class C National Tournament
- Phase II of Southside Regional Park complete
- Procedure Manual Complete and Posted on the Web
- Inventory of Amenities in the Existing Regional Parks Complete

Community Services Department

Parks & Recreation Division

Hjemkomst Center

Program Description

The Heritage Hjemkomst Interpretive Center (HHIC) is a City owned and operated unique, multi-use interpretive facility which also houses the Clay County Museum, Clay County Historical Society, and the Fargo-Moorhead Chamber of Commerce.

2009 Goals and Objectives

- Successful negotiation of contracts with tenants, Heritage Hjemkomst Interpretive Center, (HHIC) Clay County Historical Society (CCHS) and Nordic Culture Clubs
- Maintenance costs remain level
- In the event of a HHIC and CCHS merger, rent the vacated space with a paying tenant.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	127,904	138,279	141,580	3,301
Supplies & Materials	18,426	22,600	22,940	340
Other Services & Charges	231,896	227,949	261,142	33,193
Debt Service	929			
To Reserves		20,000	20,000	
Total	379,155	408,828	445,662	36,834
Per Capita	11.36	12.00	12.83	1.06
Per \$1,000,000 Valuation	266.08	251.94	244.54	20.21

2009 Budget Impact Items

- Merger of HHIC and CCHS
- Room rental sales would exceed 2008 levels

2007/2008 Achievements

- Exercised option on the lease with the Chamber of Commerce
- Commemorative events held for the 25th Anniversary of the sailing of the Hjemkomst Ship to Norway
- Held a multitude of Cultural Events; Pangea, Celtic Festival, Scandinavian Festival and Viking Event.

Community Services Department

Parks & Recreation Division

Comstock House

Program Description

The Comstock House is a historic property of significance to Moorhead residents and was in danger of closing when, in July 2004, the City of Moorhead entered into a management agreement with the Minnesota Historical Society to provide management services.

2009 Goals and Objectives

- Utilize Minnesota State Historical Society budget allocation to manage the property.
- Explore partnerships with schools and other organizations to improve tour revenue.
- Increase group rentals.
- Maintain the budget to stay within the funds allotted by the State Historical Society.
- Monitor the completion of the remaining projects in association with the Ice House renovation.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	8,692	7,035	7,050	15
Supplies & Materials	2,905	2,578	2,000	(578)
Other Services & Charges	25,488	27,887	27,500	(387)
Total	37,084	37,500	36,550	(950)
Per Capita	1.11	1.10	1.05	(0.03)
Per \$1,000,000 Valuation	26.02	23.11	20.06	(0.52)

2009 Budget Impact Items

- Increase in utility costs
- Group tours and event revenue can augment budget.
- Maintain the budget to stay within the funds allotted by the State Historical Society.

2007/ 2008 Achievements

- Stayed within the allotted budget so there was no impact on the City of Moorhead budget
- Re-organization of the "Friends" group into a fundraising entity
- The renovations to the Ice House and roofing projects of the main structure are near completion.
- Ultra-violet protective film installed on the windows to protect artifacts.
- Increased admissions by 18% from previous year

Community Services Department

Parks & Recreation Division

Golf Course Operations

Program Description

The City operates two 18-hole, full-service public golf courses, The Meadows and Village Green, hosting an average of 28,000 rounds annually. These activities are funded through an enterprise fund.

2009 Goals and Objectives

- Increase number of green fee rounds to 30,000 annually
- Increase Season Pass Members by 5% from 2008 levels
- Stay competitive in the Regional Market with pricing so as not to decrease revenues in this economic market
- Sell advertising spots on Global Positioning System at The Meadows

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	169,645	171,841	174,470	2,629
Supplies & Materials	17,621	26,724	23,030	(3,694)
Other Services & Charges	332,780	283,128	264,793	(18,335)
Capital Outlay		50,000	50,000	
Debt Service	215,453	374,500	369,900	(4,600)
Transfer to Funds	785,768			
Total	1,521,267	906,193	882,193	(24,000)
Per Capita	45.56	26.59	25.39	(0.69)
Per \$1,000,000 Valuation	1,067.58	558.44	484.07	(13.17)

2009 Budget Impact Items

- Success operations of the Food and Beverage part of the business
- Advertising Sales of Global Positioning Unit
- Increase / maintain the Season Pass Holders in this economic climate

2007/2008 Achievements

- Manual for Procedural Guidelines Complete and Implemented
- All renovation complete at Village Green due to water pipe installation
- New "on-course" restrooms installed on both Village Green and The Meadows Golf Courses
- Customer Survey responses were received and addressed.

Community Services Department

Parks & Recreation Division

Sports Center

Program Description

The Sports Center is an indoor ice and sports facility which also houses Parks and Recreation administrative offices. Moorhead High School, Concordia College, Red River Skating Club and Shanley High School all utilize the Center. These activities are funded through an enterprise fund.

2009 Goals and Objectives

- Successfully host the 2009 World U-18 Hockey Championships
- Find additional user groups to sell ice to
- Maintain existing contracts
- Increase advertising sales on the Zamboni / Dasher Boards
- Facility Manager would serve on State Board of Minnesota Rink Association (MIAMA)
- Do an analysis of costs associated with having ice in the summer on both rinks.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	207,735	221,200	230,690	9,490
Supplies & Materials	63,962	59,210	60,310	1,100
Other Services & Charges	556,824	240,616	256,460	15,844
Debt Service	14,902	62,750	59,810	(2,940)
Total	843,423	583,776	607,270	23,494
Per Capita	25.26	17.13	17.48	0.68
Per \$1,000,000 Valuation	591.89	359.75	333.21	12.89

2009 Budget Impact Items

- Utilities /Motor Fuel costs increase
- Successful U18 World Hockey Tournament
- Summer Ice

2007/2008 Achievements

- Increased advertising sales of Dasher Boards
- Maintenance Schedules, Safety Manuals and Policy Manuals completed
- Computerized Invoicing
- 3.2 million dollar renovations complete.

Community Services Department

Neighborhood Services Division

Neighborhood Services

Program Description

Coordination, planning and community development support for existing and developing neighborhoods, giving neighborhoods the tools they need to succeed.

2009 Goals and Objectives

- Market Moorhead as a residential choice to increase Moorhead's population and home production
- Promote Moorhead businesses to entrepreneurs, investors, and consumers.
- Encourage code compliance throughout the community primarily through voluntary measures and enforcement as necessary.
- Partner with state, federal, and private funding agencies to maximize Moorhead's development and revitalization opportunities

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	130,495	118,201	147,130	28,929
Supplies & Materials	3,345	1,660	2,340	680
Other Services & Charges	73,512	43,673	31,070	(12,603)
Total	207,352	163,534	180,540	17,006
Per Capita	6.21	4.80	5.20	0.49
Per \$1,000,000 Valuation	145.51	100.78	99.06	9.33

2009 Budget Impact Items

- Financing electronic data system development and purchasing mobile technology.

2007/2008 Achievements

- Moorhead recognized for achieving greater in-migration from North Dakota than out-migration to North Dakota, reversing a long-term trend.
- Developed a long-term compliance protocol for major improvements, achieving a high level of success with small investment of staff resources
- Documented history of mortgage foreclosures and began tracking recent foreclosures to monitor magnitude of the problem and the security of the vacant structures.
- Conducted several dangerous building enforcement actions, some resulting in repair and others in demolition

Community Services Department

Neighborhood Services Division

CDBG

Program Description

Community Development Block Grant (CDBG) is a Federal resource received from the US Department of Housing and Urban Development to be used for housing and community development activities.

2009 Goals and Objectives

- Emphasize affordable housing preservation and creation through partnership—with lenders, builders, and realtors, as well as consumers. Neighborhood services will use CDBG to facilitate housing education, land acquisition, clearance for redevelopment, gap financing, and coordination of resources.
- Continue to facilitate non-housing community development activities that meet vital neighborhood needs.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	94,753	134,199	133,076	(1,123)
Supplies & Materials	1,764	700	875	175
Other Services & Charges	672,304	522,308	611,667	89,359
Total	768,821	657,207	745,618	88,411
Per Capita	23.03	19.28	21.46	2.54
Per \$1,000,000 Valuation	539.53	405.00	409.13	48.51

2009 Budget Impact Items

- New 5-year Consolidated Plan for Housing and Community Development for 2010 – 2014 will be prepared for submission to US Department of Housing and Urban Development November 15, 2009.
- Fluctuation in CDBG allocation from Congress is possible. Resources have declined in recent years.

2007/2008 Achievements

- 13 homes owned by lower income households were renovated in 2007.
- Provided a grant to Churches United to repair their elevator for ADA compliance.
- Sold five discounted lots to Habitat for Humanity for affordable home production (no interest deferred mortgages).
- Provided land acquisition/clearance funds for 3 affordable rental housing units fully accessible for persons with disabilities.
- Funded and facilitated homebuyer and tenant education for more than 1,000 households.

Community Services Department

Neighborhood Services Division

Rental Registration & Inspection

Program Description

This program requires that all rental properties are registered and inspected. Currently, there are 1,019 registered properties containing 4,640 individual units.

2009 Goals and Objectives

- Maintain 100% annual inspection rate
- Develop functional electronic inspection and records management system that coordinates with other city property information systems

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits		98,524	94,400	(4,124)
Supplies & Materials		12,250	8,800	(3,450)
Other Services & Charges		37,689	38,105	416
Total		148,463	141,305	(7,158)
Per Capita	-	4.36	4.07	(0.21)
Per \$1,000,000 Valuation	-	91.49	77.54	(3.93)

2009 Budget Impact Items

- Financing electronic data system development and purchasing mobile technology.

2007/2008 Achievements

- Implemented self-inspection program for high performing properties (high performers physically inspected every other year).
- Reduced cost of service and fees each of the past three years.

Community Services Department

Neighborhood Services Division

Environmental Health

Program Description

Environmental Health compliance is enforced by a registered sanitarian who monitors food safety and state health regulations. These inspections are conducted in all commercial establishments that handle food. This Environmental Health Practitioner also monitors lodging facilities, swimming pools, manufactured home parks, body art establishments, massage enterprises, and pet shop inspections. Inspections are also done relating to hazardous health conditions and nuisance complaints.

2009 Goals and Objectives

- Provide education and guidance to new and existing food service, lodging facilities, and other regulated businesses.
- Facilitate continued compliance with Minnesota Department of Health code standards.
- Develop a mutual aid agreement with Clay County for service continuity in times of emergency and/or planned staff absences.

Budget Category	2007 Actual	2008 Budget	2009 Budget	\$ Increase (Decrease)
Wages & Benefits	62,133	85,211	85,895	684
Supplies & Materials	1,844	3,100	2,000	(1,100)
Other Services & Charges	9,428	11,076	9,700	(1,376)
Total	73,406	99,387	97,595	(1,792)
Per Capita	2.20	2.92	2.81	(0.05)
Per \$1,000,000 Valuation	51.51	61.25	53.55	(0.98)

2009 Budget Impact Items

- Recruit and train new Environmental Health Practitioner

2007/2008 Achievements

- Provided education and facilitated implementation of new Minnesota pool drain safety regulations
- Licensed four new commercial kitchens (two new and one relocated restaurants and Trollwood), two boarding facilities, and one new swimming pool



City of Moorhead, Minnesota

SUPPLEMENTARY INFORMATION

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Demographic Information

Population:

Moorhead Population 2000 (U.S. Census).....	32,177
Moorhead Population 2006 (<i>U.S. Census Estimate</i>)..	34,749
Fargo-Moorhead SMSA Population 2000.....	174,367

Age Distribution:
(2000 Census)

<u>Age</u>	<u>Number</u>	<u>Age</u>	<u>Number</u>
0-4	1,870	5-14	4,163
15-19	3,967	20-24	4,737
25-44	7,790	45-54	3,503
55-64	2,043	65-74	1,878
75-84	1,548	85+	678
Median Age - 28.7			

Racial Distribution:
(2000 Census)

White	29,628	92.0%
Black	247	0.8%
American Indian	410	1.3%
Native Hawaiian & Other Pacific Islander	14	0.0%
Other	676	2.1%
2 or more Races	577	1.8%
Hispanic*	1,439	4.5%

** Not a race, but an ethnic group*

Households:
(2000 Census)

Total Family Households.....	7,036
Married Couple Households.....	5,515
Female Headed Households.....	1,148
Persons in Group Quarters.....	3,836
Persons Per Household.....	2.43

Gender:
(2000 Census)

Male.....	15,096
Female.....	17,081

Principal Taxpayers

<u>TAXPAYER</u>	<u>TYPE OF PROPERTY</u>	<u>TAX CAPACITY</u>	<u>PERCENTAGE OF TAXABLE TAX CAPACITY OF \$19,581,413</u>
American Crystal Sugar	Sugar Processing	\$ 622,805	3.2%
Anheuser-Busch	Malting Plant	375,828	1.9%
Proffutt Ltd Partnership	Apartments	234,821	1.2%
Easten LLC	Shopping Mall	217,730	1.1%
Moorhead Hospitality	Hotel & Conference Center	169,250	0.9%
Menard Inc.	Retail	149,232	0.8%
Moorhead Holiday Associates	Strip Mall	145,648	0.7%
Moorhead Center Mall LLP	Shopping Mall	131,580	0.7%
Sterling Development Group Four	Commercial	117,842	0.6%
Xcel Energy	Electric Utility	106,708	0.5%
Total Tax Capacity of Principal Taxpayers		<u>\$ 2,271,444</u>	<u>11.6%</u>

Miscellaneous Statistical Information

Date of Incorporation February 24, 1881

First Charter Adopted 1900

Date Present Charter Adopted September 14, 1983

Form of Government Council-Manager

Area in Square Miles:

1998	11.93
1999	12.19
2000	12.19
2001	13.85
2002	14.06
2003	14.41
2004	16.89
2005	16.89
2006	17.74
2007	17.76

Miles of City Streets:

1998	160.36
1999	161.43
2000	161.43
2001	170.35
2002	174.89
2003	175.47
2004	184.60
2005	197.72
2006	203.75
2007	207.10

Miles of Sewers:

Storm	124.89
Sanitary	145.54
Force Mains	16.09

Fire Protection:

Number of Stations	2
Number of Firefighters	39

Police Protection:

Number of Stations	1
Number of Sworn Officer	56

Permanent Employees (FTE's) 251.505

Glossary

A **Account.** A term used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance.

Accounting System. The total structure of records and procedures which record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, or organizational components.

Accrual Basis of Accounting. The method which records revenues when earned (whether or not cash is then received) and records expenditures when goods or services are received (whether or not cash is disbursed at that time).

Ad Valorem Tax. Property taxes calculated as a percentage of the value of real or personal property.

AFSCME. American Federation of State, County, and Municipal Employees labor union.

Appropriation. The authorization by the governing body to make payments or incur obligations for specific purposes.

Appropriated Fund Balance. The amount of surplus funds available to finance operations of that fund in a subsequent year or years.

Assessed Value. A valuation set upon real estate by the City Assessor as a basis for levying real property taxes (Ad Valorem Tax).

Asset. Resources owned or held by a government, which have monetary value.

B **Balanced Budget.** Occurs when planned expenditures equal anticipated revenues. In Moorhead, it is a requirement that the budget submitted to the City Council be balanced.

Balance Sheet. The basic financial statement, which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

BLOG WebLog - An easy-to-use web site, where you can quickly post thoughts, interact with people, and more.

Bonds. A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specific rate. The payments on bonds are identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Rating. A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued.

Budget (operating). A plan of financial operation embodying an estimate of proposed expenditures for a given fiscal year and the proposed means of financing them (revenue estimates). The term is also used for the officially authorized expenditure ceilings under which a government and its departments operate.

Budgetary Basis. This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Glossary

Budget Message. A general discussion of the proposed budget written by the City Manager to the City Council.

Budget Schedule. The schedule of key dates that a government follows in the preparation and adoption of the budget.

- C** **CAMA – Computer Aided Mass Appraisal.** A powerful, yet easy to use property appraisal system that provides government officials with a comprehensive real estate data base containing extensively detailed information on all real property.

Capital Improvement Plan. A projection of capital (long-lived and significant) expenditures over the coming five years.

Capital Outlay. Fixed assets, which have a value of \$5,000 or more and have a useful economic lifetime of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. Expenditures for the acquisition of capital assets such as vehicles, equipment, land, buildings and major improvements.

Capital Project. Major construction, acquisition, or renovation activities, which add value to a government's physical assets or significantly increase their useful life.

COLA - Cost of Living Adjustment. Used to adjust wages and benefits to compensate for annual inflation.

Comprehensive Plan. A defined land use and zoning plan that is developed and placed into the City of Moorhead's ordinances.

COPS - Community Oriented Policing. Federal grant funds to assist in hiring of additional police officers.

CSD – Community Services Department

- D** **Deficit.** A situation in which liabilities exceed assets, expenditures exceed income or losses exceed profits.

Department. A major administrative division of the City, which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

Depreciation. The systematic allocation of the cost of an asset over its useful life.

- E** **EDA - Economic Development Authority.** A statutory housing and redevelopment authority within the City of Moorhead.

Employee Benefits. Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security, state retirement plan and medical, and life insurance plans.

Encumbrance. Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are correspondingly reduced.

Glossary

Enterprise Fund. A fund that accounts for operations which are financed and operated in a manner similar to private business enterprises. The intent of the governing body is that the costs of providing the goods or services to the general public be financed or recovered primarily through user charges.

Expenditure. The cost of goods delivered or services provided, including operating expenses, capital outlays, and debt service. Includes such things as paying salaries of police, fire and others, purchasing materials, electricity, water and gas and making long-term debt payments.

F **Final Budget.** Term used to describe revenues and expenditures for the calendar year.

Financial Policy. A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments.

Fiscal Year. The 12-month period to which the annual budget applies. The City's fiscal year begins January 1st and ends December 31st.

Fixed Assets. Assets of long-term character that are intended to continue to be held or used, such as land, building, machinery, furniture, and other equipment.

Franchise Fees. Fees levied by the City in return for granting a privilege, which permits the continual use of public property such as right-of ways.

FTE - Full Time Equivalent. A measure of authorized personnel calculated by dividing the number of hours worked per year for a given position by the total number of hours of work per year.

Fund. An independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities.

Fund Balance. The excess of assets over liabilities for a fund. A negative fund balance is sometimes called a deficit.

G **Generally Accepted Accounting Principles (GAAP).** Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

General Fund. The fund that is available for any legal authorized purpose and which is therefore used to account for all revenues and all activities except those required to be accounted for in another fund.

General Obligation Bonds. Bonds for the payment of which the full faith and credit of the issuing government are pledged. In issuing its general obligation bonds, the City of Moorhead pledges to levy whatever property tax is needed to repay the bonds for any particular year. General Obligation Bonds cannot be issued without voter approval and are usually issued with maturities of 10 and 20 years.

Governmental Funds. Refers to the fund group that is used to account for the City's general operations. These operations are normally supported by taxes and intergovernmental revenues.

GFMEDC - Greater Fargo-Moorhead Economic Development Corporation. An independent corporation focusing exclusively on the retention, expansion and attraction of businesses within Cass County of North Dakota and Clay County of Minnesota.

Grant. A contribution by one governmental unit to another. The contribution is usually made to aid in the support of a specified function, but it is sometimes also for general purposes.

Glossary

- H** **HazMat - Hazardous Materials.** State of Minnesota funding to provide equipment and training for the purpose of responding to hazardous material contamination.
- HHIC.** Heritage Hjemkomst Interpretive Center is a multi-use interpretive facility.
- I** **Independent School District #152 (ISD).** Moorhead Public School System.
- Infrastructure.** The physical assets of a government (streets, water, sewer, public buildings and parks).
- Inter-fund Transfer.** Equity transferred from one fund to another.
- Intergovernmental Revenue.** Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
- J** **JOBZ.** Job Opportunity Building Zone is a State program intended to stimulate business activity in Greater Minnesota through various state and local tax incentives.
- L** **Liabilities.** Debts or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.
- Local Government Aid (LGA).** Funds distributed to municipalities by the State of Minnesota.
- M** **Market Value Homestead Credit.** State aid paid to local governmental units to reduce the property taxes on individual homeowners. The monies for the aid derived from state income and sales taxes.
- Merit.** Wage increase based on satisfactory job performance.
- MCAT - Moorhead Community Access Television.** A nonprofit organization providing public cable access partially financed from the use of franchise fees.
- Modified Accrual Accounting.** A basis of accounting in which revenue is recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and expenditures are recognized when the related liability is incurred.
- N** **National Incident Management System (NIMS).** A system mandated by Homeland Security Presidential Directive (HSPD)-5, that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System (ICS); multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.
- O** **Obligations.** Amounts, which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.
- Operating Budget.** The City's financial plan, which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.
- Operating Revenue.** Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earning, and grant revenues. Operating revenues are used to pay for day to day services.

Glossary

OPS – Operations Department

Ordinance. A formal legislative enactment by the City Council of Moorhead.

P **Personal Services**. Expenditures for salaries, wages, and related employee benefits.

Policy. A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

Property Tax. A tax levied on the net tax capacity of real and personal property.

R **Reserve**. An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Revenue. Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Risk Management. The identification and control of risk and liabilities incurred by a local government to conserve resources from accidental loss.

S **SAFER - Staffing for Adequate Fire and Emergency Response**. Federal grant funds to assist in the hiring of additional firefighters.

SMSA. Standard Metropolitan Statistical Area - The general concept of a metropolitan statistical area is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core.

Special Assessment. A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties. All tax-exempt property in the affected area will also have to pay the special assessment.

T **Tax Base**. Total assessed valuation of real property within the City.

Tax Capacity. Value used to determine property taxes. The assessor determines the estimated market value of property; which is then converted to tax capacity by a formula specified in state law.

Tax Capacity Rate. The property tax rate that is based on the taxes levied as a proportion of the property value. A tax rate of 18.751% produces \$18.75 of taxes on each \$100 of tax capacity that a property is valued at.

Tax Increment. The portion of the property taxes collected on commercial and industrial property within a defined Tax Increment District that is generated from the incremental growth value compared to original base value.

Tax Levy. The total amount to be raised by general property taxes for the purpose stated in the resolution certified to the County Auditor.

Truth-in-Taxation (TNT). Minnesota Statutes mandate "Truth in Taxation" for local governments. This requires local governments to give notice to each property owner regarding their intention on budgets and levies. Each taxing jurisdiction is required to hold a public hearing prior to the adoption of its budget and tax levy, unless the jurisdiction meets certain exemption criteria.

Glossary

U **Unallocated/Discretionary Account**. An appropriation of funds set aside in the General Fund for unanticipated expenditures. City Council action is required to re-appropriate these funds.

Unallocated Capital Project. An appropriation of funds set aside in the Capital Improvement Fund for unanticipated expenditures. City Council action is required to re-appropriate these funds

W **Wiki** A piece of server software that allows users to freely create and edit Web page content using any Web browser.