



CITY OF MOORHEAD  
2010 Operating & Capital Budget

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## *Guide for Readers*

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The Fiscal Year 2010 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, 2010 through December 31, 2010. 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, 2009. 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*

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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 36,012 per the 2008 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**



LUTHER STUELAND  
WARD 1  
Term expires  
12/31/13



NANCY OTTO  
WARD 1  
Term expires  
12/31/11



MARK VOXLAND  
MAYOR  
Term expires  
12/31/13



MARK ALTENBURG  
WARD 2  
Term expires  
12/31/13



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



BRENDA ELMER  
WARD 3  
Term expires  
12/31/13



DAN HUNT  
WARD 3  
Term expires  
12/31/11



MARK HINTERMEYER  
WARD 4  
Term expires  
12/31/13



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

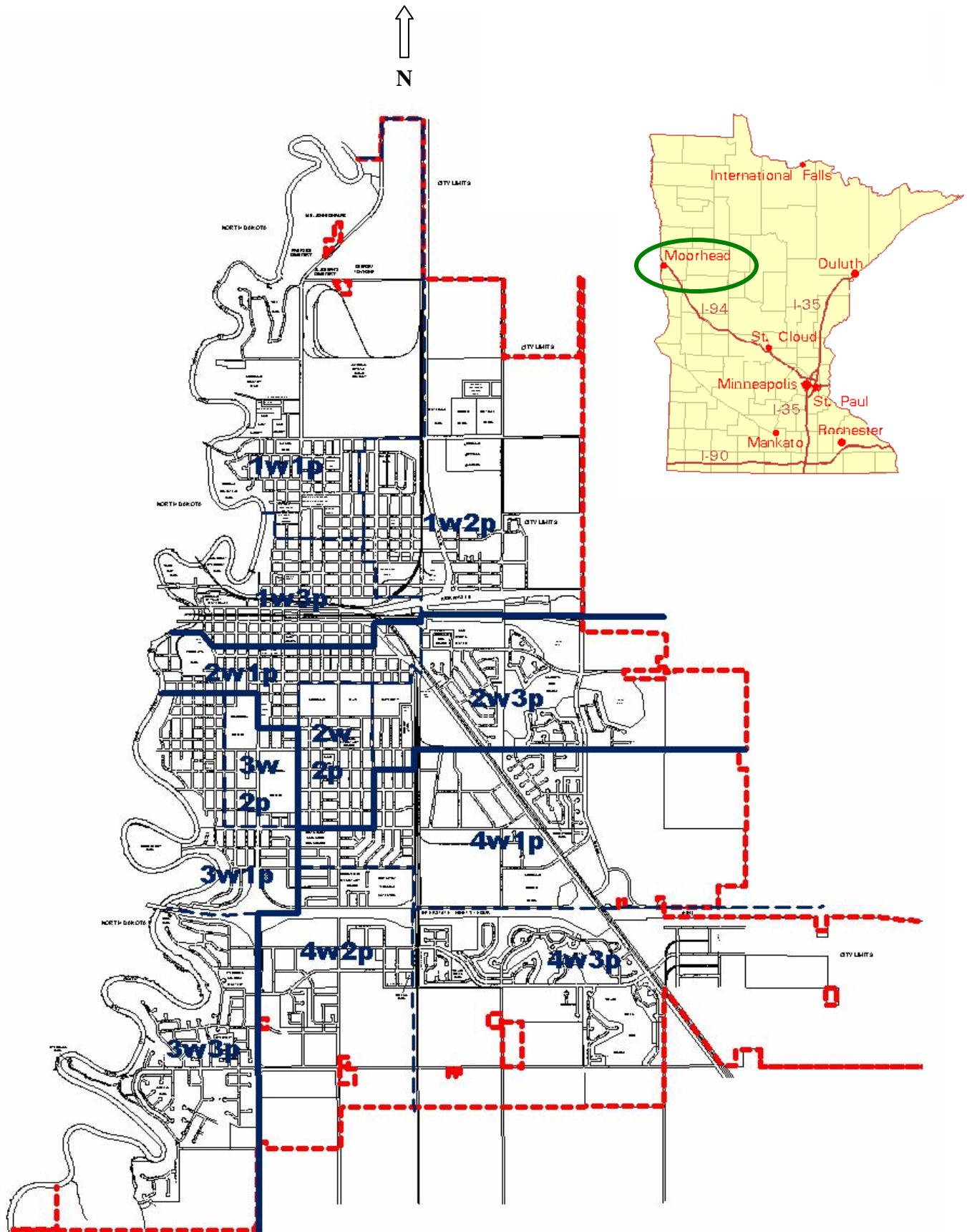
JILL WENGER  
CITY CLERK

HARLYN AULT  
FINANCE DIRECTOR

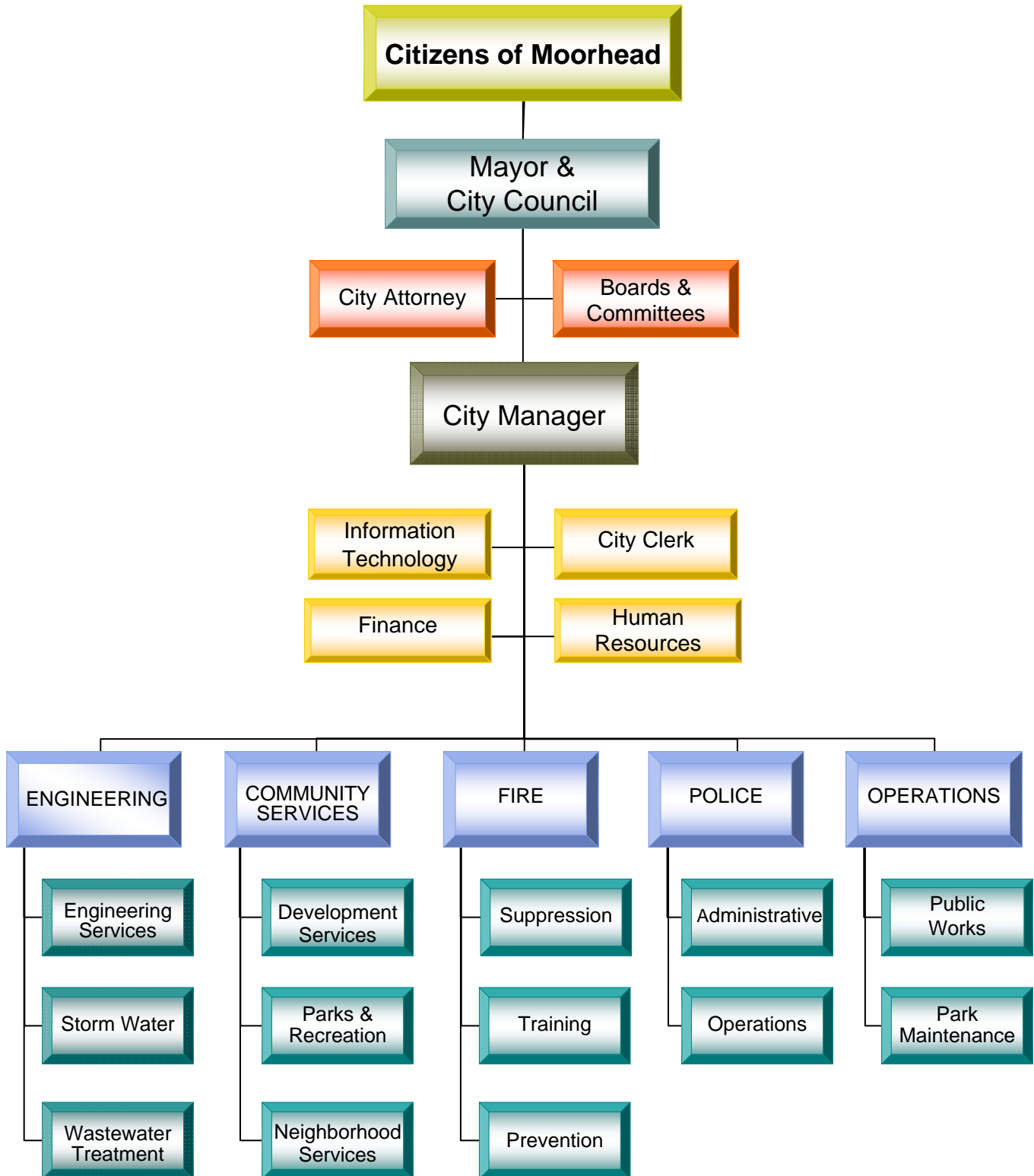
JEAN THOMPSON  
HUMAN RESOURCES

LES BAKKE  
INFORMATION TECHNOLOGY

# Map of Moorhead, MN



# Organization Chart





City of Moorhead, Minnesota

# OVERVIEW & SUMMARY

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## *Budget Message*

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December 7, 2009

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 2010 Operating and Capital Budget of \$60,518,673 for the fiscal year commencing on January 1, 2010 and ending on December 31, 2010. 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 2010 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 2010. 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 2010 budget development process began in the spring of 2009 with a discussion regarding the goals and objectives for the 2010 City Budget by the Mayor and City Council. 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 2010. The following measures were taken in the preparation of the 2010 Budget.

- 1) Personnel wages continued to be frozen at 2008 levels, except for the Police Officers and Police Supervisors bargaining units which received 3% increases in both 2009 and 2010.
- 2) Non-personnel operational budgets were reduced to 95% of 2009 levels with the exception of motor fuels, utilities and liability and auto insurance premiums.
- 3) The City's share of Health Insurance premiums was increased 10%.

Given the limited nature of projected revenue for fiscal year 2010, the annual supplemental operating budget process was not utilized in this year's budget process. A supplemental capital budget, however, was used in the 2010 process.

### **Budget Approval Timeline**

The tax levy provisions contained within the 2010 City Budget were affirmed by the Mayor and City Council on September 14, 2009 to comply with statutory requirements to certify the preliminary 2009 tax levy by September 15, 2009. Following this action by the Mayor and City Council, the 2010 Operating and Capital Budget must be adopted by the elected body before December 28, 2009.

## *Budget Message*

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### **2010 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) at the same time Local Government Aid (LGA) support has diminished. It is against this backdrop of limited growth in local revenues, that the 2010 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 2010, 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 2009 ensure that the 2010 Operating and Capital Budget is aligned with the goals, objectives, and direction of the elected body.

The City's 2010 Budget includes the Governmental Funds (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 administrative programs). The 2010 City Budget also includes the Enterprise Funds, those funds that are supported by user fees and charges such as Wastewater Treatment, Storm Water, Sanitation, Pest Control, Forestry, Golf Course, Sports Center, and Airport. In addition, the 2010 Budget includes the Information Technology, Vehicle, and Radio Internal Service Funds.

### **2010 Revenues & Expenditure**

The City of Moorhead's 2010 Operating & Capital Budget totals \$60,518,673, a projected decrease of \$66,901 (-0.11%) less than the previous year, primarily due to wage freezes and a 5% reduction in operating budgets. When looking specifically at the General Fund and Special Revenue Funds, the 2010 budget reflects a decrease of \$502,379 (-1.88%) from 2009 levels. Major impacts in both revenues and expenditures are as follows:

#### Projected Revenues

- A \$1,127,662 unallotment from certified levels in Local Government Aid (LGA) allocation from the State of Minnesota following legislative action in the 2009 session.
- An increase of \$7,422 in the City's General Operating Tax Levy, as well as \$800,450 for coverage of G.O. Special Assessment debt service associated with infrastructure investments. This is estimated to result in a minimal increase in the effective Tax Rate for taxes payable in 2010.
- The transfer from the Electric utility to the General Fund was increased by \$497,750, to more closely approximate 15% of gross revenues.



## *Budget Message*

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### Projected Expenditures

- A 5% reduction across the board in general operating expenditures from 2009 levels, except for motor fuels, utilities and auto and liability insurance;
- A Citywide freeze of employee wages at 2008 levels except for Police Officers and Police Supervisor bargaining units which previously negotiated a 3% wage increase. Increased health insurance premiums 10%, as well as increased contributions to the Public Employees Retirement Association (PERA), as mandated by the State of Minnesota.
- \$800,450 in increased debt service primarily 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 2010 Budget**

Preparation for the 2010 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). 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 2010 Operating and Capital Budget include:

- ❖ **Reduction in Local Government Aid** – The 2010 LGA allocation of \$6,790,628 is the lowest level of funding since 2001 when the LGA allocation was \$5,087,570. The LGA program will continue to be stressed in the future, as State budget forecasts project limited revenues and additional shortfalls. City staff does not anticipate LGA allocations to return to levels observed earlier in this decade.
- ❖ **Levy Limits** – The imposition of a state-mandated levy limit program will contain growth in Moorhead's General Fund tax levy in 2010, and 2011. It is unclear at this time if the current program will be continued beyond 2011, or be 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.
- ❖ **Operating Budget Reductions** – Further reductions to the City's operating budgets are evident throughout the 2010 Operating and Capital Budget. Since 2007, \$2.92 million have been reduced from operating budgets for the City's departments and divisions to accommodate debt service obligations and revenue reductions.

## *Budget Message*

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- ❖ **Population Changes & the 2010 US Census** – 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 2010 will be placed on a staff effort to prepare for the 2010 US Census process.
  
- ❖ **Employee Salary and Compensation** – Funding is not contained in the 2010 City Budget for employee wage increases. Law Enforcement Labor Services, Inc., the collective bargaining unit representing the City's Police Officers, previously negotiated a 3% increase in wages. This also resulted in a 3% increase being awarded to the Police Supervisors bargaining unit as well. These funds are contained in the 2010 Operating and Capital Budget. The 2010 Budget represents the second consecutive year of wage freezes for all other City employees.

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.

### **2010 Staffing**

The 2010 budget includes a staffing level of 250.63 FTE's which is a reduction of .875 from 2009 levels.

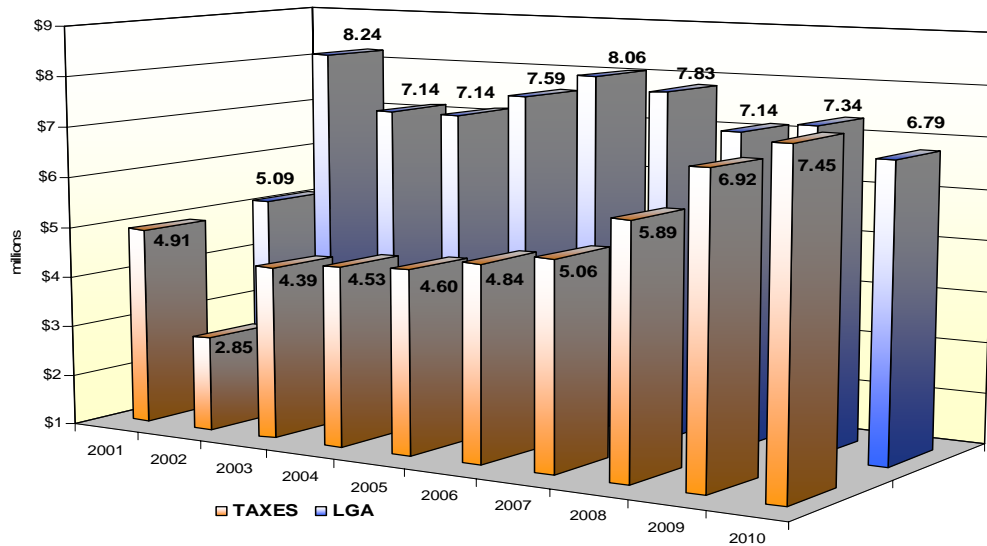
-1.000 Library Custodian  
+ .125 Police Office Specialist

*Budget Message*

**Tax Levy and Local Government Aid**

The City Tax Levy to support the 2010 Budget of \$7,446,245, reflects an increase of \$527,259 (7.62%) from 2009, which is entirely due to debt service. The City of Moorhead's 2010 LGA certified by the Department of Revenue of \$7,918,290 was reduced by the Governor in state wide unallotments to \$6,790,628. This is a \$1,127,662 (-14.2%) reduction from the certified 2010 level of \$7,918,290. In 2008 and 2009 the Governor reduced LGA payments \$560,516 and \$488,720 respectively. Levy limits will also be in effect for 2011.

The following table and graphic summarize the City Property Tax Levy and Local Government Aid for payable years 2001 thru 2010.



	2001	2002*	2003*	2004*	2005	2006	2007	2008	2009 *	2010*
STATE CERTIFIED LGA	5,087,570	8,241,938	8,336,696	7,140,044	7,585,565	8,059,765	7,832,982	7,698,569	7,833,646	7,918,290
STATE LGA UNALLOTMENT			(1,196,652)					(560,516)	(488,720)	(1,127,662)
NET LGA	5,087,570	8,241,938	7,140,044	7,140,044	7,585,565	8,059,765	7,832,982	7,138,053	7,344,926	6,790,628
TAX LEVY	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	7,446,245
TOTAL TAX & LGA	10,001,941	11,089,050	11,531,061	11,673,394	12,187,498	12,895,265	12,895,265	13,029,261	14,263,912	14,236,873
\$ Change		1,087,109	442,011	142,333	514,104	707,767	0	133,996	1,234,651	(27,039)
% Change		10.87%	3.99%	1.23%	4.40%	5.81%	0.00%	1.04%	9.48%	(0.19%)

\* 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 2010, the 3a & 3b levy for tax increments is \$566,737.

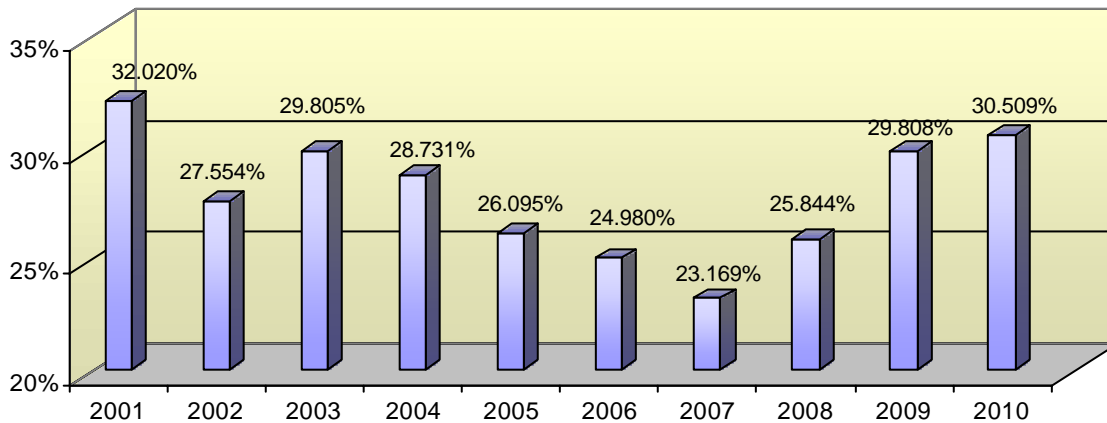
As a separate taxing jurisdiction from the City, State Statutes authorize the Economic Development Authority (EDA) to levy taxes under their Housing & Redevelopment Authority powers, but requires City consent by resolution. The City's EDA has a 2010 Budget of \$230,000, which is a \$53,000 decrease from the 2009 tax levy. The EDA levy will continue to be used to fund marketing, enhanced economic development activities and debt service.

*Budget Message*

**Property Tax Rate**

The total 2009 real and personal property market value for the City as reported by the Clay County Auditor is \$2,020,568,500. Market values increased \$92,653,400 (4.8%) from 2008 to 2009 due to increases of \$40,034,700 (2.1%) in existing market values and \$52,618,700 (2.7%) for new construction. Using the State's property classification rates, the market value is converted to a tax capacity, which amounts to \$23,236,159.

Property tax rates for the past nine years, as well as the estimated 2010 rate are illustrated in the graph below.



Based upon these figures, the projected property tax rate for taxes payable in 2010 is estimated to be 30.509%, a increase of 2.35% from last year's rate of 29.808%. 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 30.509% results in a gross tax of \$305, which is further reduced by Market Value Homestead Credit of \$73 to a payable net tax of \$232.

The table below compares the City's annual net property taxes for various residential properties payable 2009 and 2010.

Market Value	2009 Net Tax	Estimated 2010 Net Tax	Increase
\$ 100,000	\$ 231	\$232	1
\$ 120,000	\$ 295	\$297	2
\$ 130,000	\$ 327	\$331	4
\$ 150,000	\$ 391	\$396	5
\$ 175,000	\$ 471	\$478	7
\$ 200,000	\$ 550	\$560	10

**City's Bond Rating**

Moody's Investors Service reaffirmed Moorhead's credit rating of "A2" in 2009, 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 healthy 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.

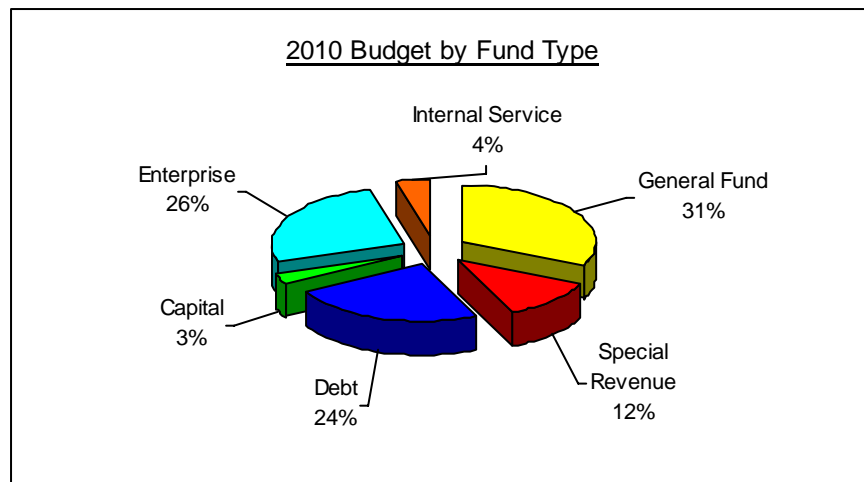
<b>DEBT TO MATURITY</b>			
Year ended	Principal	Interest	Total
December 31			
2010	8,405,134	7,171,955	\$ 15,577,089
2011	9,717,257	7,007,178	16,724,435
2012	9,753,647	6,657,304	16,410,951
2013	9,469,034	6,317,086	15,786,120
2014	9,733,886	5,970,752	15,704,638
2015 - 2019	48,702,132	24,187,498	72,889,630
2020 - 2024	48,125,000	14,461,234	62,586,234
2025 - 2029	37,791,000	4,745,915	42,536,915
2030 - 2033	3,600,000	333,638	3,933,638
	<u>\$ 185,297,090</u>	<u>\$ 76,852,560</u>	<u>\$ 262,149,650</u>

**2010 Total Budget**

The City of Moorhead budgets activity in Governmental Funds (i.e. General, Special Revenue, Debt Service, Capital Projects), self-supporting Enterprise Funds and Internal Service Funds. The City's total budget for all funds for 2010 is \$60,518,673, a decrease of \$66,901 (-0.110%) from 2009.

A comparison of the 2009 and 2010 budgets by fund type for the City of Moorhead is as follows:

<b>Fund Type</b>	<b>2010</b>	<b>2009</b>	<b>Incr (Decr)</b>	<b>% Chg</b>
General Fund	19,102,265	19,079,056	23,209	0.122%
Special Revenue	7,099,083	7,624,671	(525,588)	(6.893%)
Debt Service	14,414,230	14,611,262	(197,032)	(1.348%)
Capital Project	1,945,000	1,795,000	150,000	8.357%
Enterprise	15,452,982	15,016,416	436,566	2.907%
Internal Service	2,505,113	2,459,169	45,944	1.868%
<b>Total</b>	<b>\$60,518,673</b>	<b>\$60,585,574</b>	<b>(\$66,901)</b>	<b>(0.110%)</b>



## *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 \$19,102,265 reflects an increase of \$23,209 over the previous year. This is due to a combination of freezing wages at 2008 levels and a 5% reduction in operations & other charges. There are increases to street lighting and public safety overtime to more closely reflect actual.

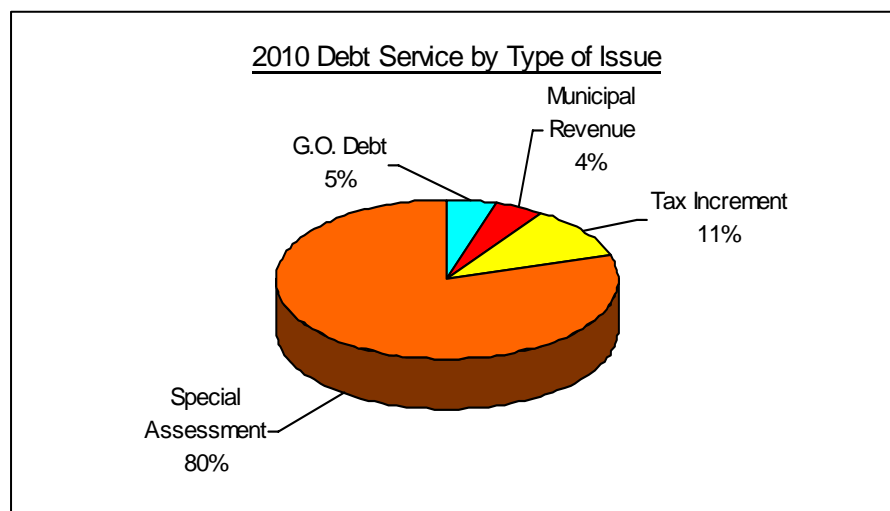
### Special Revenue Funds

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 2010 of \$7,099,083 a \$525,588 decrease from the previous year. This is due to a combination of freezing wages at 2008 levels and a 5% reduction in operations & other charges. In addition there is a reduction of capital expenditures in the Mass Transit fund from the previous year.

### 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 2010, \$12,437,730 is budgeted for the retirement of bond principal and interest, which is an increase of \$260,608 from 2009. Below is a comparison of 2010 and 2009 annual principal and interest requirements.

Type of Issue	2010	2009	Increase (Decrease)
G.O. Debt	\$ 589,690	\$ 543,750	\$ 45,940
G.O. Municipal Revenue	544,280	381,900	162,380
G.O. Tax Increment	1,341,350	1,792,150	(450,800)
G.O. Special Assessment	9,962,410	9,459,322	503,088
<b>Total</b>	<b>\$ 12,437,730</b>	<b>\$ 12,177,122</b>	<b>\$ 260,608</b>



## *Budget Message*

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### **Capital Project Funds**

Within the Capital Projects funds, 2010 expenditures are budgeted at \$1,945,000. 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 2010 Storm Water Fund budget includes a rate increase of \$4.21 from \$5.00 to \$9.21 per month for all user fees. The increase is to fund debt service on the 2009B bonds issued for flood mitigation projects. The Golf Course fund increased all fees between 2% and 3%. In the Wastewater fund, Residential and Industrial fees were increased \$.30 per month.

### **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 \$900,000 budgeted in the Vehicle Fund for scheduled replacements. Major scheduled replacements included in the Vehicle fund are \$375,000 for 3 tandem trucks with plow attachment, \$125,000 garbage truck and \$125,000 compost machine. The Information Technology fund has \$274,000 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 direction and support. 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  
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 2010 Operating and Capital Budget, the following six community and organizational goals: Advance Public Safety, Improve Housing & Increase Availability, Improve Transportation & Infrastructure, Enhance Community Vitality, Promote Economic Development and Foster Good Government.

The information contained below is a listing of these Goals and an outline of the specific objectives of the City of Moorhead for the 2010 fiscal and calendar year.

<b>ADVANCE PUBLIC SAFETY</b>	
<b>OBJECTIVES</b>	<b>PERFORMANCE CRITERIA</b>
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"> <li>• Develop joint protocols with Moorhead Fire Department and campus security for response to Hazmat incidents</li> <li>• Help develop a regional pandemic response, and include the colleges.</li> <li>• 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</li> <li>• Work with MSUM Security as they assume the duties of providing security services to MSCTC</li> </ul>
Continue to review and Update Police Department Operational Procedures	<ul style="list-style-type: none"> <li>• Engage entire Command Staff in review and development</li> <li>• Provide revisions and updates to the newly revised Departmental Rules and Regulations as necessary</li> <li>• Complete development of General Orders which will serve as general procedure and guidelines for all police personnel</li> <li>• Develop Standard Operations Procedures for Patrol, Investigative, and Administration activities</li> </ul>
Devise Implementation Strategies From The Fire Department's Strategic Plan & ICMA Fire Study	<ul style="list-style-type: none"> <li>• Begin planning for future fire service, based upon findings from Strategic Planning Process &amp; ICMA Fire Study</li> <li>• Begin evaluation of key organizational assumptions, such as fire department funding, medical assistance, station location, staffing etc. based upon findings from the ICMA &amp; Strategic Planning Process.</li> </ul>
Computerize Field Incidents and Pre-Plans	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Collaborate with Clay County in the design and renovation of the Law Enforcement Center and the Jail.	<ul style="list-style-type: none"> <li>• Assist the architects in development of a design that meets the Police Department's needs.</li> <li>• Consult with the Sheriff's Department staff in maximizing the amount of shared space to ensure cost effectiveness of the project.</li> <li>• Provide regular updates to the City Council and assist in providing information necessary for financing of the project.</li> </ul>
Development of the new Computer Aided Dispatch/Records Management System with other agencies in the Red River Regional Dispatch Center for both Police & Fire.	<ul style="list-style-type: none"> <li>• Collaborate with other Red River Regional Dispatch Center (RRRDC) stakeholders in design development of the new system.</li> <li>• Focus on reduction of redundant data entry by implementing more effective data transfer and remote reporting.</li> <li>• Train Records and Field personnel in use of the new system.</li> <li>• Include an e-ticket system into new CAD/RMS design in collaboration with Clay County courts, the Sheriff's Office, and the County Attorney.</li> </ul>
Update the Law Enforcement Mutual Aid Agreement between Moorhead Police Department, Fargo Police Department, Clay & Cass County Sheriff's Offices.	<ul style="list-style-type: none"> <li>• Review current agreement for areas in need of updating</li> <li>• 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.</li> </ul>



## *Goals and Objectives*

Complete transition of the Police Department into the updated command structure	<ul style="list-style-type: none"> <li>• Make final promotions to the rank of Sergeant</li> <li>• Provide additional supervisor training to newly promoted Sergeants</li> <li>• Provide Command Training and career development to personnel at command rank.</li> </ul>
Add an additional Company Officer in Engine 1	<ul style="list-style-type: none"> <li>• Funding has been acquired in 2009 budgets to provide first line company supervision in Engine 1 Staff promotions are to take place in 2010. This will assist in providing a well disciplined Incident Command System enhancing the safety of staff on the fire ground</li> <li>• Continue with a review of rules &amp; regulations / standard operating procedures / department policy</li> <li>• Continue with the on going review and rewriting to conform with federal standards, mandates and city policy</li> </ul>
Ladder Company Initial Alarm Response	<ul style="list-style-type: none"> <li>• With the addition of staffing, and when the shift has adequate staffing levels of Nine or more the department initial response will include the ladder company to all structure fires</li> </ul>
Work With Fire Build Team to prepare and Enter Data to go Live With New CAD August 30, 2010	<ul style="list-style-type: none"> <li>• Preplan, Building and Occupancy information has to be formatted prior to be enter into the new CAD software</li> </ul>
Work With Fargo Chiefs Staff on Collaborative	<ul style="list-style-type: none"> <li>• In the 4thQ of 09 began meeting regularly with the Fargo Fire Chiefs to discover Suppression, Investigative and Administrative Collaborative</li> </ul>

<b>ENHANCE COMMUNITY VITALITY</b>	
<b>OBJECTIVES</b>	<b>PERFORMANCE CRITERIA</b>
Improve Neighborhood Vitality	<ul style="list-style-type: none"> <li>• Continue implementation of Neighborhood Planning Study</li> <li>• Continue hazardous building identification and removal, including restoration of flood buyout properties</li> <li>• Seek additional neighborhood investment partnerships (i.e. Neighborhood Impact Program)</li> <li>• Train local lenders in emerging lending products available for homebuyers to reinvest in foreclosed homes</li> </ul>
Continue Residential Recruitment	<ul style="list-style-type: none"> <li>• Market community through public relations (Home Show/Realtor Tours); advertising (image materials, brochures, billboards, housing advertisements); website communication</li> <li>• Develop key messages to address homebuyer confidence in challenging budgetary cycle for state, city, county, and public schools.</li> </ul>
Enhance Recreation Opportunities	<ul style="list-style-type: none"> <li>• Implement activities identified in the Regional Park Master Plan</li> <li>• Develop parks in newly platted neighborhoods Hampton &amp; Village Green 6th.</li> <li>• Continue improvements within the Southside Regional Park, (Phase 3)</li> <li>• Implement Phase I Master Plan at MB Johnson Park</li> <li>• Continue implementation of Trollwood Performing Arts area plans</li> <li>• Increase walking &amp; biking opportunities through fostering connectivity and working towards renovation of the bike and pedestrian bridge.</li> <li>• Renovate or rebuild recreational facilities affected by the flood.</li> </ul>

<b>IMPROVE TRANSPORTATION &amp; INFRASTRUCTURE</b>	
<b>OBJECTIVES</b>	<b>PERFORMANCE CRITERIA</b>
Implement Rail-related Vehicular Safety Planning and Improvement Projects	<ul style="list-style-type: none"> <li>• Begin construction of the SE Main Ave/20<sup>th</sup> St/21<sup>st</sup> St Railroad Grade Separation Project Phase 1 (pending funding availability)</li> </ul>
Undertake Key Road/Street Improvement Projects	<ul style="list-style-type: none"> <li>• Complete construction of the 34<sup>th</sup> St/I-94 Interchange Project</li> <li>• Complete construction pedestrian underpass TH 75 (8<sup>th</sup> St) &amp; 40<sup>th</sup> Ave S</li> <li>• Complete rehabilitation/reconstruction of approximately 7-8 miles of existing streets</li> <li>• Complete rehabilitation of the Center Ave Bridge</li> </ul>
Continue Key Road/Street Management and Planning Projects	<ul style="list-style-type: none"> <li>• Continue development of the Pavement Management System</li> <li>• Evaluate infrastructure needs for the South/East Growth Area and Comprehensive Plan updates</li> <li>• Develop a revised traffic control (sign) request policy with traffic calming</li> </ul>

## *Goals and Objectives*

	<ul style="list-style-type: none"> <li>provisions</li> <li>• Complete improvements for Midcontinent Communications</li> </ul>
Continue Floodplain Management and Flood Protection Initiatives	<ul style="list-style-type: none"> <li>• Complete construction of various interim flood risk reduction infrastructure projects</li> <li>• Initiate ordinance revisions and procedural changes for the adoption of new floodplain maps (summer/fall 2010).</li> <li>• Continue participation in the USACE Fargo-Moorhead Metropolitan Feasibility Study to identify comprehensive, metro-wide flood risk reduction</li> <li>• Monitor progress of the Oakport Flood Control Project</li> </ul>
Implement Wastewater Planning and Infrastructure Improvements	<ul style="list-style-type: none"> <li>• Complete a sanitary lift station condition assessment/asset management plan</li> <li>• Develop a long-term asset management program and corresponding budget forecasts</li> <li>• Submit application for re-issuance of the City's NPDES permit for the WWTF</li> <li>• Initiate the development of procedures and documentation to receive Federal delegation of authority for the City's industrial pretreatment program</li> <li>• Develop a written policy for sewer cleaning</li> <li>• Monitor MPCA Phosphorus Rule implementation and various other regulatory initiatives</li> <li>• Initiate development of a mercury minimization plan</li> </ul>
Implement Storm Water Planning, Regulatory Compliance, and Infrastructure Improvements	<ul style="list-style-type: none"> <li>• Begin implementation of the recommendations of the storm lift station condition assessment/asset management plan with Phase 1 improvements at various locations</li> <li>• Complete design for improvements to Storm Lift Station #4 (Morningside Addition)</li> <li>• Continue implementation of various Stormwater Pollution Prevention Plan (SWPPP) Best Management Practices (BMPs) and complete a self-audit of the City's SWPPP</li> <li>• Coordinate with local jurisdictions/regulatory agencies on turbidity and fecal coli form Total Maximum Daily Load studies</li> <li>• Evaluate storm sewer rehabilitation needs on 24<sup>th</sup> Ave S (11<sup>th</sup> to 14<sup>th</sup> St)</li> <li>• Implement regulatory requirements affecting City facilities based on revisions to the MPCA industrial activity storm water permit</li> </ul>

<b>IMPROVE HOUSING AND INCREASE AVAILABILITY</b>	
<b>OBJECTIVES</b>	<b>PERFORMANCE CRITERIA</b>
Promote New Housing Development	<ul style="list-style-type: none"> <li>• Install Infrastructure to service new residential lots</li> <li>• Work with the development community to analyze Active Living by Design and Complete Street concepts for emerging and existing neighborhoods</li> <li>• Market the availability of the 2-year state paid property tax abatement available through 2010 (single and multifamily properties)</li> </ul>
Facilitate New Housing Development	<ul style="list-style-type: none"> <li>• Begin analysis of future growth areas beyond current development activity</li> <li>• Analyze and implement 2009 Comprehensive Plan Update "Strategic Initiatives"</li> </ul>
Facilitate Niche Market Housing Development	<ul style="list-style-type: none"> <li>• Senior housing: recruit additional opportunities for growing market segment, including the availability of units affordable to lower income seniors</li> <li>• Student housing: seek appropriate alternatives to single family home conversion</li> <li>• High amenity rental housing: expand housing opportunities for seniors and professionals</li> </ul>
Facilitate Workforce Housing Development	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Promote Property Maintenance	<ul style="list-style-type: none"> <li>• Continue code enforcement and rental registration programs</li> <li>• Initiate neighborhood surveys to encourage maintenance improvements to owner-occupied homes</li> <li>• Market the availability of city, state, and private lender home improvement programs available to preserve existing homes</li> </ul>

## *Goals and Objectives*

<b>PROMOTE ECONOMIC DEVELOPMENT</b>	
<b>OBJECTIVES</b>	<b>PERFORMANCE CRITERIA</b>
Increase Downtown Activity and Private Investment	<ul style="list-style-type: none"> <li>• Complete 4<sup>th</sup> and final phase of current downtown redevelopment project</li> <li>• Examine straightening of 4<sup>th</sup> Street at Center Avenue to create new development opportunities and improve linkage to Center Mall</li> <li>• Coordinate Center Avenue improvements with Center Mall improvements</li> <li>• Implementation of 1<sup>st</sup> Avenue North Report</li> </ul>
Advance Quality Business Growth	<ul style="list-style-type: none"> <li>• Continue to promote JOBZ and Border City programs and opportunities to potential businesses</li> <li>• Advocate to Legislature for new programs and opportunities to support high-tech metropolitan economy</li> <li>• Expand opportunities for smaller lots for light industrial development</li> <li>• Complete central city corridor environmental testing and study/examine redevelopment opportunities</li> </ul>
Continue Partnerships with Greater Fargo Moorhead Economic Development Corporation (GFMEDC)	<ul style="list-style-type: none"> <li>• Market joint assets at regional and national level</li> <li>• Cooperate in efforts to transition to high tech economy</li> <li>• Separate duties and responsibilities between Cities and GFMEDC</li> </ul>
Facilitate Redevelopment	<ul style="list-style-type: none"> <li>• Continue code enforcement of blighted or abandoned properties</li> <li>• Maximize grants for environmental testing, clean up and redevelopment</li> <li>• Implement Greyfield assessment practices</li> <li>• Encourage private and public assemblage for redevelopment</li> <li>• Continue to offer a variety of business incentives such as tax exemptions, loans, tax increment financing, and tax credits</li> </ul>

<b>FOSTER GOOD GOVERNMENT</b>	
<b>OBJECTIVES</b>	<b>PERFORMANCE CRITERIA</b>
Continue to Improve and Implement Transit Operational Efficiencies	<ul style="list-style-type: none"> <li>• Increase efficiencies and coordination on the Paratransit System by Implementing a Train and Trainer program, information dissemination, relationship building and outreach.</li> <li>• Implement Transit Operations Analysis to improve on-time performance and fixed route efficiency</li> <li>• Expand revenue through the implementation of the new fare box system and new fare media.</li> <li>• Increase ridership and revenue through creation of a Metro Area Transit Marketing Plan (joint with Fargo)</li> </ul>
Continue Metro Administration and Policy Coordination	<ul style="list-style-type: none"> <li>• Continue efforts to move Metro Area Transit (MAT) Coordinating Board towards Metro Transit Authority</li> <li>• Study advantages and disadvantages of contracting driver, fixed route dispatch, and operations management services versus providing the operation of transit services within the City structure or other potential sub-structure.</li> </ul>
Improve Internal Business Practices	<ul style="list-style-type: none"> <li>• Continue City Council long range strategic planning effort</li> <li>• Continuing to improve City Clerk functions / records automation and tracking</li> <li>• Further develop and expand utilization of Land Development Office and Assessment Office software, including rental inspections and property maintenance</li> <li>• Continue to refine City Codes and clarify policies for enforcement</li> <li>• Implement new special assessment software and inter-departmental procedures</li> </ul>
Enhance Strategic Partnerships	<ul style="list-style-type: none"> <li>• Explore implementation opportunities from Metropolitan Council of Governments' (MetroCOG) Workforce Housing Study</li> <li>• Continue efforts to advance regional cooperation in areas of economic development, public safety and regional facilities / amenities</li> <li>• Fully implement Clay County/City workflow tracking system for subdivision approval process</li> <li>• Explore implementation opportunities and improvements identified in the MetroCOG's Intelligent Transportation System Plan</li> </ul>

## *Budget Overview*

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### 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 department level.
- The budget must show proposed expenditures for current operations.

## *Budget Overview*

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### 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 30<sup>th</sup> 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.

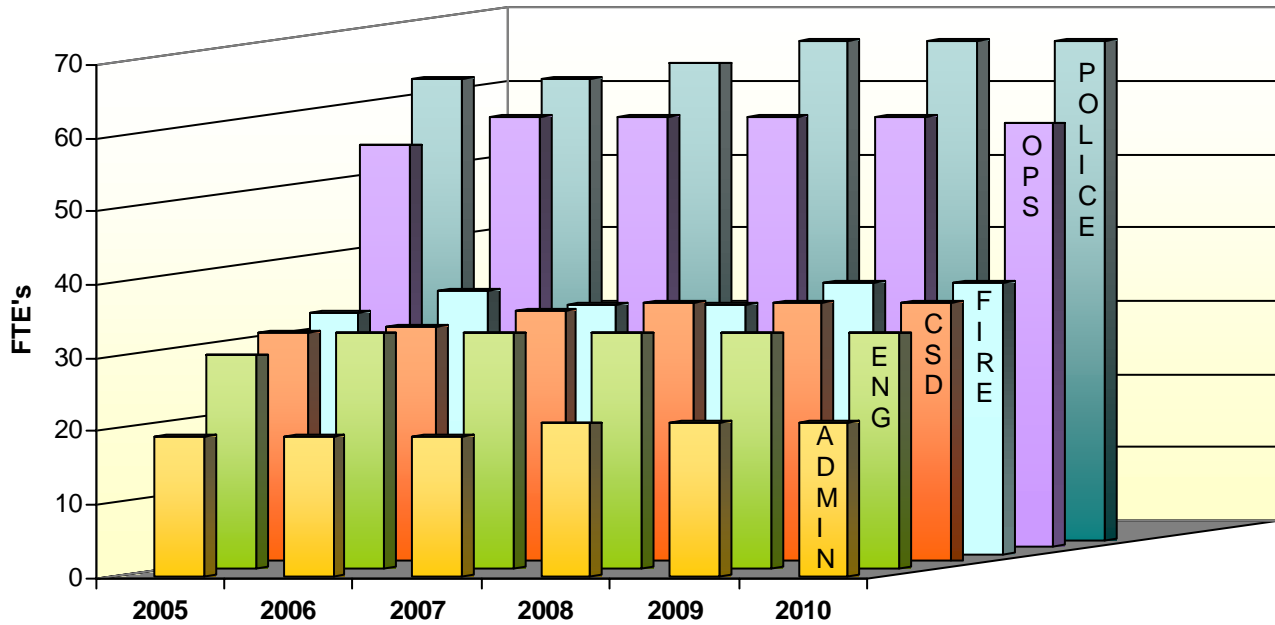
### Budget Calendar

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 <sup>st</sup>	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 <sup>st</sup> .
On or Before Sept 15 <sup>th</sup>	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 28 <sup>th</sup>	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)



DEPT	2005	2006	2007	2008	2009	2010
ADMIN	19.000	19.000	19.000	20.750	20.800	20.800
ENG	29.000	32.000	32.000	32.000	32.000	32.000
CSD	31.080	32.080	34.080	35.200	35.200	35.200
FIRE	33.000	36.000	34.000	34.000	37.000	37.000
OPS	54.630	58.630	58.630	58.630	58.630	57.630
POLICE	62.815	62.815	64.815	67.875	67.875	68.000
<b>TOTAL FTE's</b>	<b>229.525</b>	<b>240.525</b>	<b>242.525</b>	<b>248.455</b>	<b>251.505</b>	<b>250.630</b>

The following staffing level changes occurred from 2009 to 2010:

- Finance - Increase Finance Accounts Receivable Specialist .20 FTE
- Admin - Decreased Customer Service Supervisor (.20) FTE
- Operations - Removed Library Custodian (1.0) FTE
- Police - Increased Office Specialist .125 FTE

*Staffing Level*

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2008	2009	2010
<b>CITY WIDE ADMINISTRATION</b>			
<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
Customer Service Coordinator	1.00	1.00	0.80
<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	1.00
Accountant	2.00		
Accounting Assistant	1.00	1.00	1.00
Accounting Technician		1.00	1.00
Accounts Payable Specialist	1.00	1.00	1.00
Accounts Receivable Specialist	0.75	0.80	1.00
<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
Systems Administrator	1.00	1.00	1.00
Information Technology Specialist	3.00	3.00	3.00
Data Manager	1.00	1.00	1.00
DEPARTMENT TOTAL	20.75	20.80	20.80
<b>ENGINEERING</b>			
<u>Engineering Services</u>			
City Engineer	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00
Construction Manager	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00
Engineer	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00
Engineering Technician	5.00	5.00	5.00
Engineering Inspector	1.00	1.00	1.00
Office Specialist	2.00	2.00	2.00

(Continued)



*Staffing Level*

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2008	2009	2010
<u>Wastewater Treatment</u>			
Assistant Supt of Instrumentation & Maintenance	1.00	1.00	1.00
Utilities Engineer	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00
Process Instrumentation Technician	1.00	1.00	1.00
Bio Solids Manager	1.00	1.00	1.00
Maintenance Mechanic	7.00	7.00	7.00
Lead Operator	1.00	1.00	1.00
Facility Operator	2.00	2.00	2.00
Office Specialist	1.00	1.00	1.00
Compliance Specialist	1.00	1.00	1.00
 DEPARTMENT TOTAL	 <u>32.00</u>	 <u>32.00</u>	 <u>32.00</u>
 <b>COMMUNITY SERVICES DEPARTMENT</b>			
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	1.00
 <u>Building Codes</u>			
Building Official	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00
Plumbing/Mechanical/Building Inspector	0.60	0.60	0.60
Office Specialist	1.00	1.00	1.00
 <u>Planning/Zoning</u>			
City Planner	1.00	1.00	1.00
Community Services Planner	1.00	1.00	1.00
 <u>Assessing/Advisory Services</u>			
City Assessor	1.00	1.00	1.00
Appraiser	1.00	1.00	1.00
Real Estate Development Specialist	1.00	1.00	1.00
Technical Office Specialist	1.00	1.00	1.00
Appraiser/Data Collector	0.60	0.60	0.60

(Continued)

*Staffing Level*

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2008	2009	2010
<u>Environmental Health</u>			
Environmental Health Practitioner	1.00	1.00	1.00
Code Compliance Technician I	1.00	1.00	1.00
<u>Neighborhood Services</u>			
Neighborhood Services Manager	1.00	1.00	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>			
Recreation Division Manager	1.00	1.00	1.00
<u>Recreation Programs</u>			
Golf Course Pro	2.00	2.00	2.00
Recreation Special Program Coordinator	2.00	2.00	2.00
Special Events Coordinator	1.00	1.00	1.00
Senior Program Coordinator	1.00	1.00	1.00
<u>Recreation Facilities</u>			
Recreation Facility Coordinator	1.00	1.00	1.00
Assistant Recreation Facility Coordinator	2.00	2.00	2.00
Custodian	2.00	2.00	2.00
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	1.00
DEPARTMENT TOTAL	35.20	35.20	35.20
<b>FIRE DEPARTMENT</b>			
Fire Chief	1.00	1.00	1.00
Administrative Assistant	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	27.00	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	34.00	37.00	37.00

(Continued)

*Staffing Level*

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2008	2009	2010
<b>OPERATIONS DEPARTMENT</b>			
Director of Operations	1.00	1.00	1.00
Office Specialist	2.00	2.00	2.00
<u>Parks &amp; Forestry</u>			
Division Manager - Park Mtce, Forestry & Golf	1.00	1.00	1.00
<u>Forestry</u>			
Forester		1.00	1.00
Crew Chief - Forestry		1.00	1.00
Forestry Technician	3.00	1.00	1.00
<u>Golf Course Maintenance</u>			
Golf Course Superintendent	2.00	2.00	2.00
Golf Course Technician	2.00	2.00	2.00
Golf Course Mechanic	2.00	2.00	2.00
<u>Park Maintenance</u>			
Crew Chief - Park Maintenance		1.00	1.00
Park Technician	8.00	6.00	6.00
Park Maintenance / Mechanic		1.00	1.00
Laborer	1.00	1.00	1.00
<u>Streets &amp; 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	
<u>Streets</u>			
Crew Chief - Streets	1.00	1.00	1.00
Equipment Operator	5.00	5.00	5.00
Truck Driver	6.00	6.00	6.00
Sign Maintenance	1.00	1.00	1.00
<u>Sanitation</u>			
Transfer Plant Supervisor	1.00	1.00	1.00
Solid Waste Equipment Operator	2.00	2.00	2.00
Truck Driver	16.00	16.00	16.00
<b>DEPARTMENT TOTAL</b>	<b>58.63</b>	<b>58.63</b>	<b>57.63</b>

(Continued)

*Staffing Level*

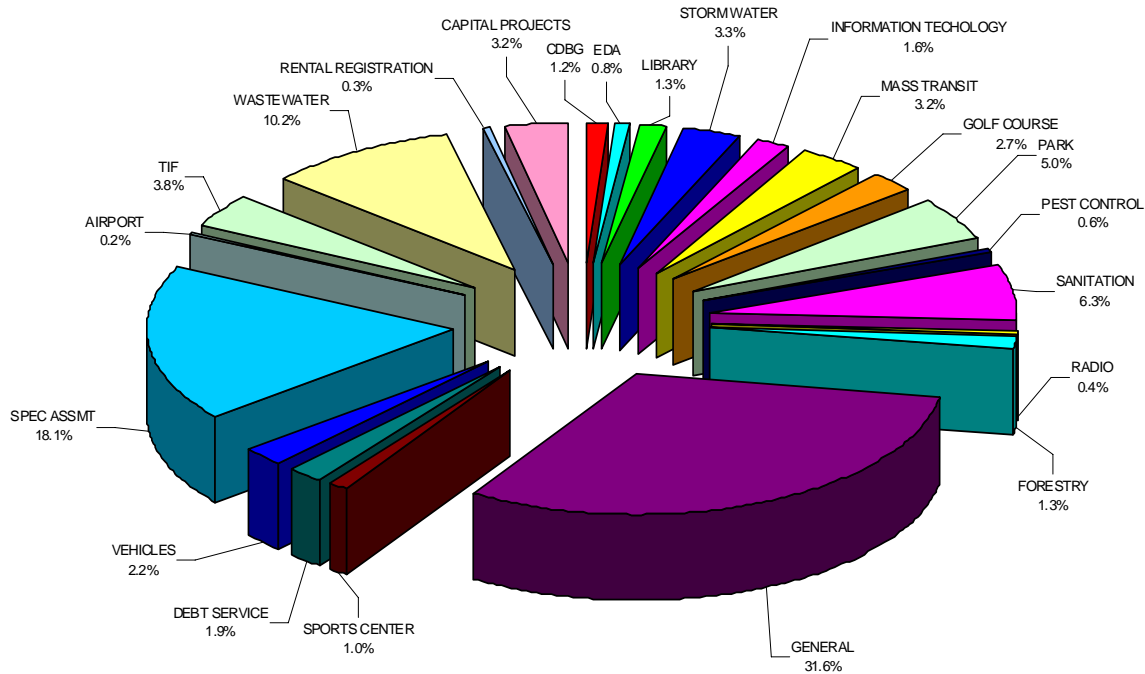
SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2008	2009	2010
<b>POLICE DEPARTMENT</b>			
<u>Administration</u>			
Chief of Police	1.00	1.00	1.00
Deputy Chief of Police	2.00	1.00	1.00
Executive Secretary	2.00	2.00	2.00
Office Specialist	7.875	7.875	8.000
<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	5.00	5.00
Police Sergeant		4.00	4.00
Police Officer	43.00	42.00	42.00
<b>DEPARTMENT TOTAL</b>	<b>67.875</b>	<b>67.875</b>	<b>68.000</b>
<b>TOTAL FULL TIME EQUIVALENTS</b>	<b>248.455</b>	<b>251.505</b>	<b>250.630</b>

## 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.

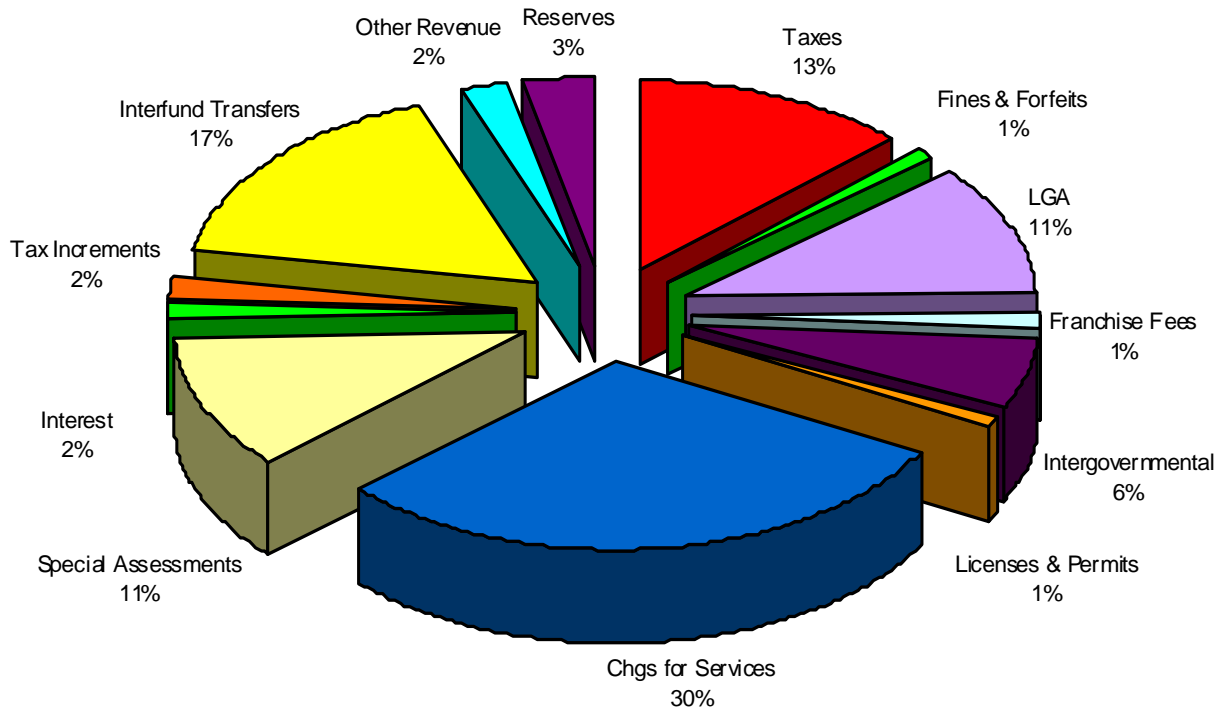
### 2010 BUDGET BY FUND



Fund	2009	2010	Increase (Decrease)
CDBG	\$ 745,618	\$ 712,834	\$ (32,784)
EDA	591,360	482,860	(108,500)
LIBRARY	772,800	771,800	(1,000)
STORM WATER	1,111,551	1,980,759	869,208
INFORMATION TECHNOLOGY	870,105	950,452	80,347
MASS TRANSIT	2,269,488	1,917,022	(352,466)
GOLF COURSE	1,699,579	1,637,628	(61,951)
PARK	3,036,405	3,008,842	(27,563)
PEST CONTROL	346,960	343,340	(3,620)
SANITATION	3,709,532	3,785,855	76,323
RADIO	267,818	232,931	(34,887)
FORESTRY	727,089	784,000	56,911
GENERAL	19,079,056	19,102,265	23,209
SPORTS CENTER	607,270	630,190	22,920
DEBT SERVICE	1,028,690	1,138,220	109,530
VEHICLES	1,321,246	1,321,730	484
SPEC ASSMT	10,429,072	10,948,210	519,138
AIRPORT	989,570	130,089	(859,481)
TIF	3,153,500	2,327,800	(825,700)
WASTEWATER	5,824,865	6,161,121	336,256
RENTAL REGISTRATION	209,000	205,725	(3,275)
CAPITAL PROJECTS	1,795,000	1,945,000	150,000
<b>Total</b>	<b>\$ 60,585,574</b>	<b>\$ 60,518,673</b>	<b>\$ (66,901)</b>

*Consolidated Budget Summary*

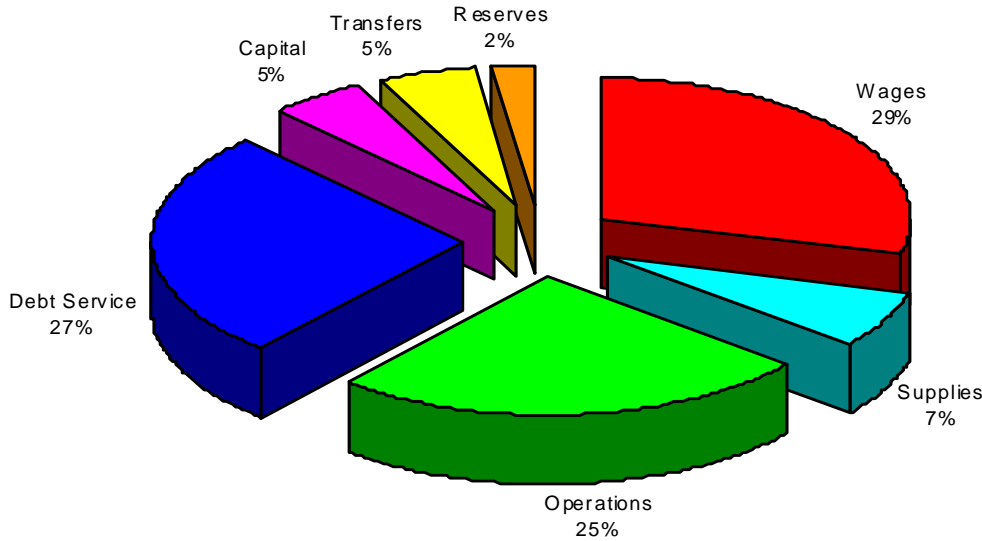
**BUDGETED REVENUES – ALL FUNDS BY FUNDING SOURCE**



SOURCE	BUDGET
Taxes	\$ 7,676,245
Fines & Forfeits	525,060
LGA	6,790,628
Franchise Fees	875,000
Intergovernmental	3,626,803
Licenses & Permits	549,900
Chgs for Services	18,188,592
Interest	911,968
Special Assessments	6,824,550
Tax Increments	1,032,663
Interfund Transfers	10,101,767
Other Revenue	1,350,994
Reserves	2,064,503
	<u>\$ 60,518,673</u>

## Consolidated Budget Summary

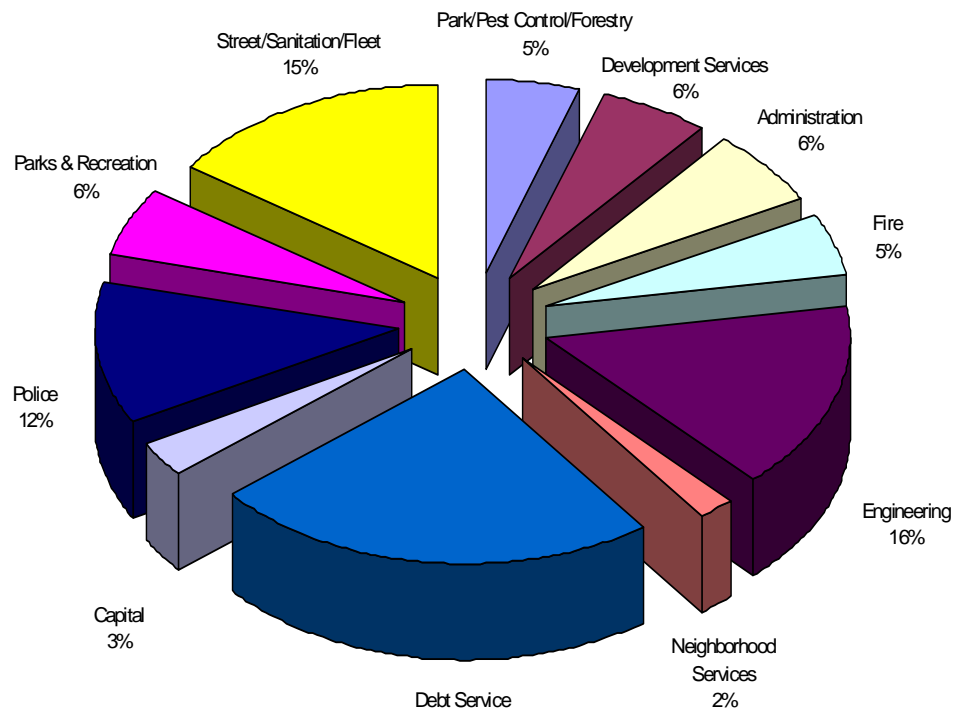
### BUDGETED EXPENDITURES – ALL FUNDS BY CATEGORY



CATEGORY	BUDGET
Wages	\$ 17,620,631
Supplies	4,078,001
Operations	15,292,847
Debt Service	16,100,845
Capital	3,091,900
Transfers	2,958,017
Reserves	1,376,432
	<u>\$ 60,518,673</u>

### BUDGETED EXPENDITURES – ALL FUNDS BY FUNCTION

FUNCTION	BUDGET
Park/Pest Control/Forestry	\$ 3,043,408
Development Services	3,470,883
Administration	3,924,701
Fire	3,242,214
Engineering	9,424,687
Neighborhood Services	1,124,899
Debt Service	14,414,230
Capital	1,917,000
Police	7,156,070
Parks & Recreation	3,617,953
Street/Sanitation/Fleet	9,182,628
	<u>\$ 60,518,673</u>

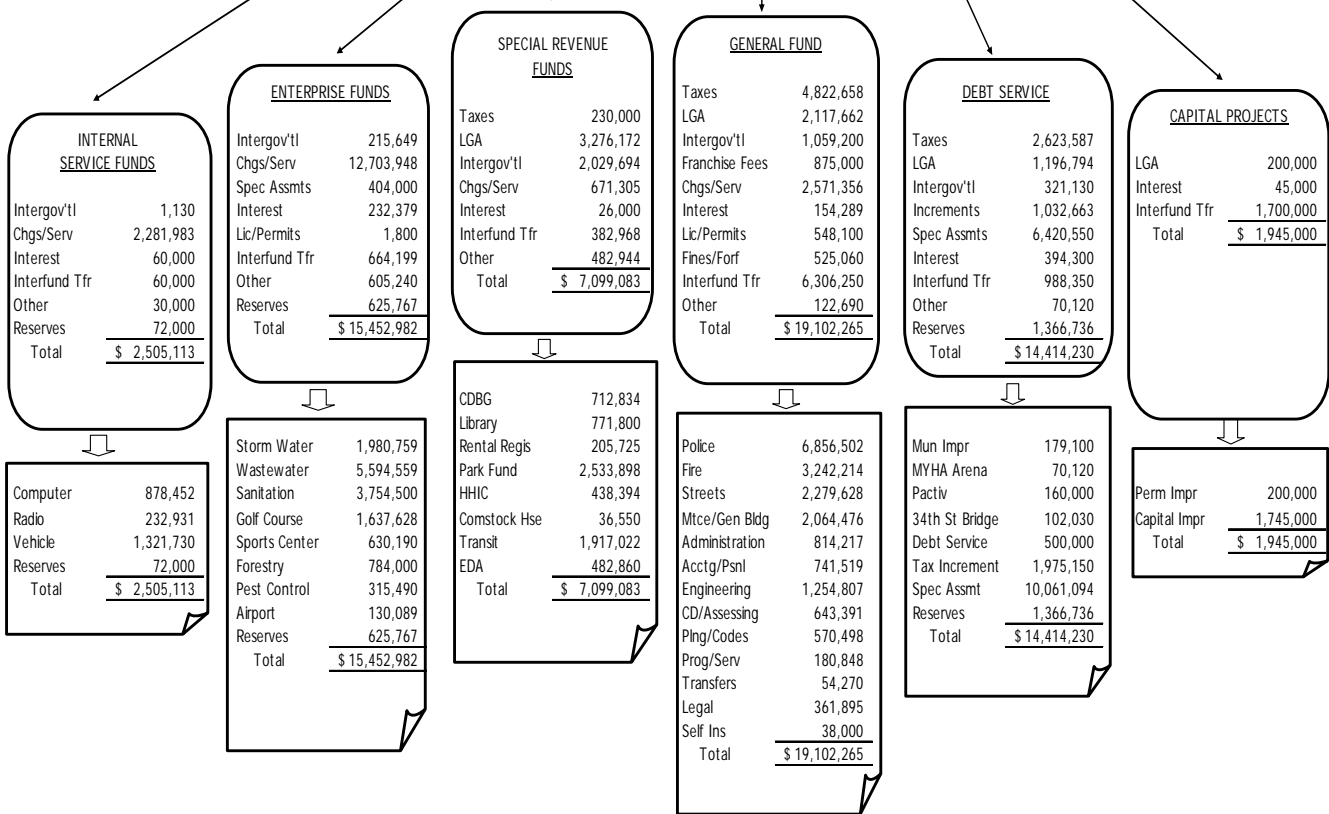


# Consolidated Budget Summary

## 2010 BUDGETED REVENUE - ALL FUNDS FUNDING SOURCES AND FUND DISTRIBUTION

<b>TAXES</b> \$7,676,245 12.67%	<b>INTERGOV'TL REVENUE</b> \$3,626,803 5.99%	<b>INTEREST</b> \$911,968 1.51%	<b>SPECIAL ASSESSMENTS</b> \$6,824,550 11.28%	<b>FINES &amp; FORFEITS</b> \$525,060 0.87%	<b>INTERFUND TRANSFERS</b> \$10,101,767 16.69%	<b>RESERVES</b> \$2,064,503 3.41%
<b>LGA</b> \$6,790,628 11.22%	<b>CHARGES FOR SERVICES</b> \$18,228,592 30.12%	<b>LICENSES &amp; PERMITS</b> \$549,900 0.91%	<b>TAX INCREMENTS</b> \$1,032,663 1.71%	<b>FRANCHISE FEES</b> \$875,000 1.45%	<b>OTHER REVENUE</b> \$1,310,994 2.17%	

**TOTAL SOURCES**  
**\$60,518,673**



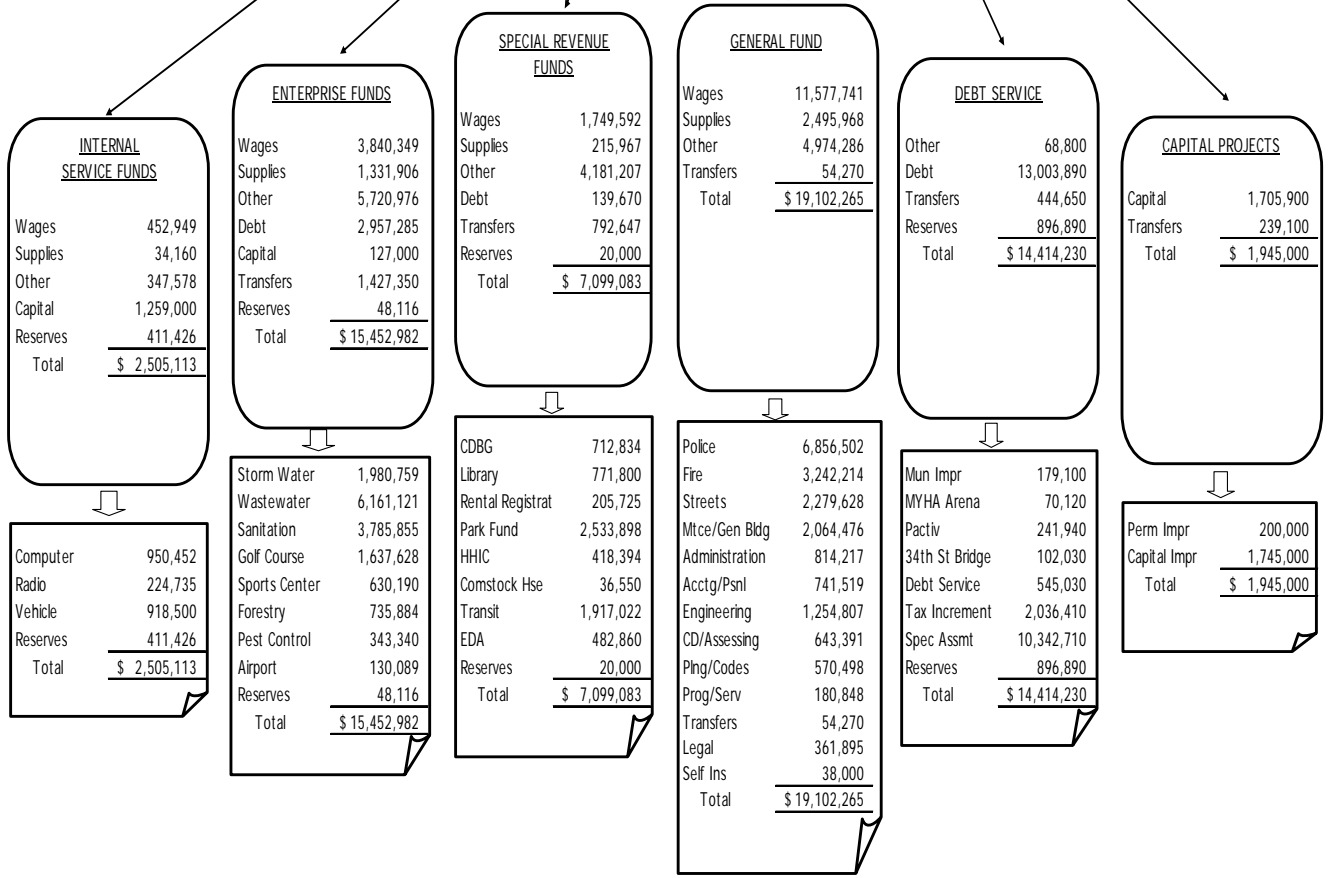


# Consolidated Budget Summary

## 2010 BUDGETED USES - ALL FUNDS CATEGORY AND FUND DISTRIBUTION

<b>WAGES &amp; BENEFITS</b>	<b>SUPPLIES</b>	<b>DEBT SERVICE</b>	<b>CAPITAL OUTLAY</b>	<b>OTHER</b>	<b>INTERFUND TRANSFERS</b>	<b>RESERVES</b>
\$17,620,631 29.12%	\$4,078,001 6.74%	\$16,100,845 26.60%	\$3,091,900 5.11%	\$15,292,847 25.27%	\$2,958,017 4.89%	\$1,376,432 2.27%

**TOTAL USES**  
**\$60,518,673**



## *Consolidated Budget Summary*

### **REVENUES AND OTHER FINANCING SOURCES – ALL FUNDS**

	2008 Actual	2009 Budget	2010 Budget
<b>GOVERNMENTAL FUNDS</b>			
General	19,299,023	19,079,056	19,102,265
Special Revenue	6,946,893	7,624,671	7,099,083
Debt Service	23,153,420	14,611,262	14,414,230
Capital Projects	9,491,329	1,795,000	1,945,000
Total Governmental Funds	58,890,666	43,109,989	42,560,578
<b>PROPRIETARY FUNDS</b>			
<u>Enterprise</u>			
Storm Water	1,027,831	1,111,551	1,980,759
Wastewater Treatment	5,807,432	5,824,865	6,161,121
Sanitation	3,610,657	3,709,532	3,785,855
Golf Courses	1,528,973	1,699,579	1,637,628
Sports Center	727,764	607,270	630,190
Forestry	776,307	727,089	784,000
Pest Control	334,285	346,960	343,340
Municipal Airport	268,644	989,570	130,089
<u>Internal Service</u>			
Information Technology	836,783	870,105	950,452
Vehicles & Equipment	1,380,533	1,321,246	1,321,730
Radio	288,382	267,818	232,931
Total Proprietary Funds	16,587,592	17,475,585	17,958,095
<b>TOTAL ALL FUNDS</b>	75,478,258	60,585,574	60,518,673

## *Consolidated Budget Summary*

### **EXPENDITURES AND OTHER FINANCING USES – ALL FUNDS**

	2008 Actual	2009 Budget	2010 Budget
<b>GOVERNMENTAL FUNDS</b>			
General	18,830,694	19,079,056	19,102,265
Special Revenue	6,675,095	7,624,671	7,099,083
Debt Service	25,180,909	14,611,262	14,414,230
Capital Projects	9,232,545	1,795,000	1,945,000
Total Governmental Funds	<u>59,919,244</u>	<u>43,109,989</u>	<u>42,560,578</u>
<b>PROPRIETARY FUNDS</b>			
<u>Enterprise</u>			
Storm Water	936,853	1,111,551	1,980,759
Wastewater Treatment	5,979,168	5,824,865	6,161,121
Sanitation	3,596,783	3,709,532	3,785,855
Golf Courses	1,734,910	1,699,579	1,637,628
Sports Center	903,985	607,270	630,190
Forestry	702,476	727,089	784,000
Pest Control	306,585	346,960	343,340
Municipal Airport	328,115	989,570	130,089
<u>Internal Service</u>			
Information Technology	1,462,431	870,105	950,452
Vehicles & Equipment	1,200,854	1,321,246	1,321,730
Radio	204,580	267,818	232,931
Total Proprietary Funds	<u>17,356,740</u>	<u>17,475,585</u>	<u>17,958,095</u>
<b>TOTAL ALL FUNDS</b>	<u><u>77,275,984</u></u>	<u><u>60,585,574</u></u>	<u><u>60,518,673</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 2010 Governmental Funds revenue and expenditures are provided in the following charts and descriptions.

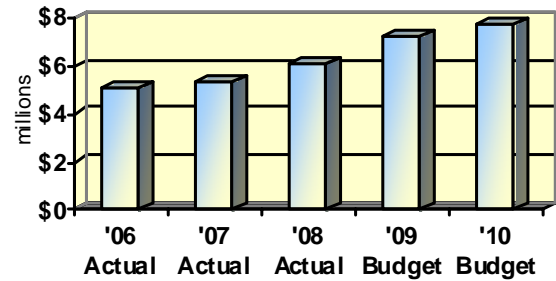
### Governmental Fund Revenues

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 2010 budgeted revenue of \$42,560,578 is a decrease of \$ 549,411 (-1.27%) from 2009.

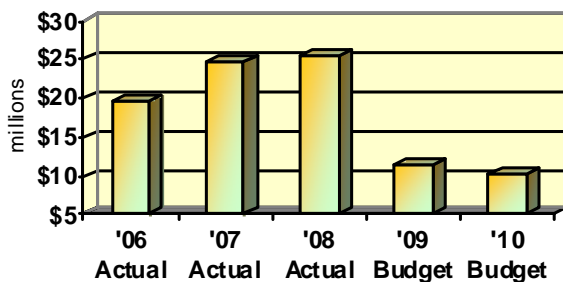
#### Property Tax Levy

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 2010 tax levy of \$7,446,245 is an increase of \$527,259, a 7.62% over 2009. The increase is a result of additional debt service needs of \$800,450, no increase in the operating levy and a \$7,422 increase in PERA aid. Also included is a 3a & 3b levy of \$566,737 for tax increment debt, which is a decrease of \$280,613 from the previous year. In addition, the Economic Development Authority has a separate levy for 2010 of \$230,000, which is a \$53,000 decrease from 2009.

**Property Tax Levy**



**Intergovernmental Revenue**



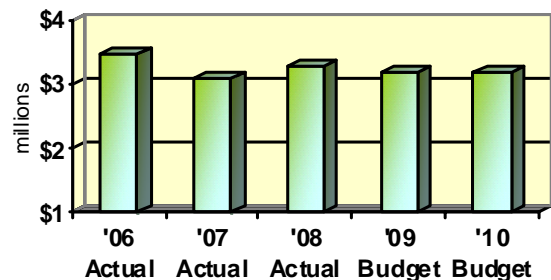
#### Intergovernmental Revenue

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 15.9% of budgeted revenues in the Governmental Funds. In 2010, the City is scheduled to receive \$6,790,628, which is a decrease of \$554,298 from the prior year. The increases in actual 2007 & 2008 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 \$3,242,661, which is \$10,340 over last year. The City annually reviews service charges and fees to determine if adjustments are needed due to inflation and other cost increases.

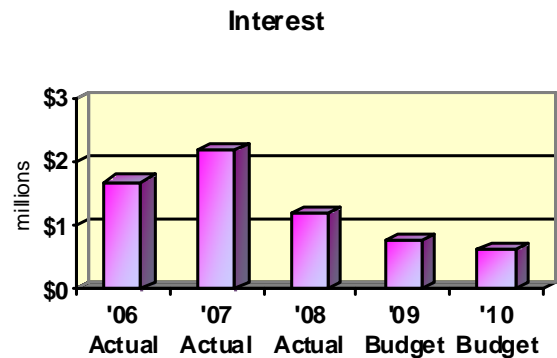
**Charges for Service**



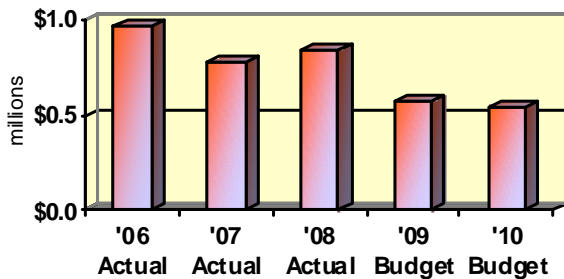
## *Governmental Funds Overview*

### 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 remain low and have been budgeted accordingly for 2010.



### **Licenses & Permits**



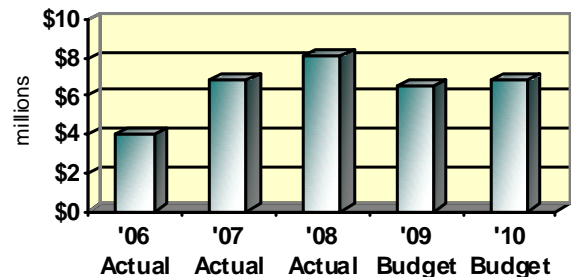
### Licenses & Permits

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 in 2007 and slightly increased in 2008. Locally new construction is not experiencing the decline felt by the rest of the nation. In 2010 building permit revenue was budgeted at the same level as 2009.

### 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. Projected 2010 special assessments revenues are expected remain at 2009 levels.

### **Special Assessments**

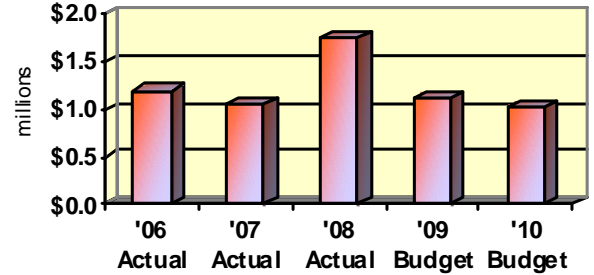


## *Governmental Funds Overview*

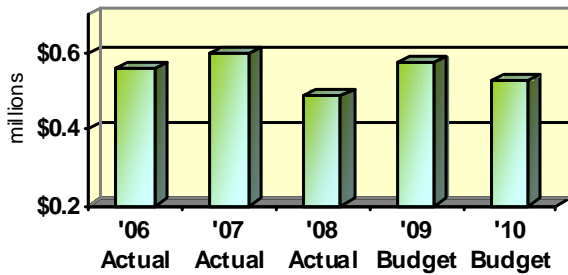
### Tax Increments

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**



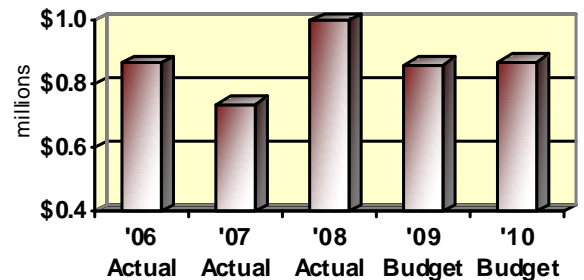
### Fines & Forfeits

Court fines and parking violations make up the majority of this category. In 2010, court fines and parking violations are budgeted at \$300,000 and \$220,000 respectively. These revenues are anticipated to slightly decrease.

### 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**

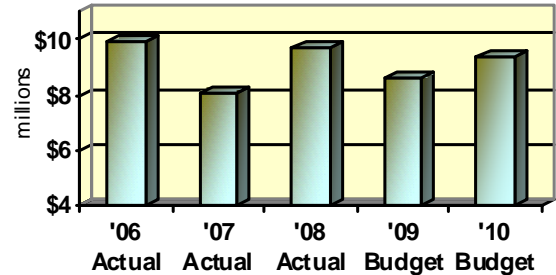


## *Governmental Funds Overview*

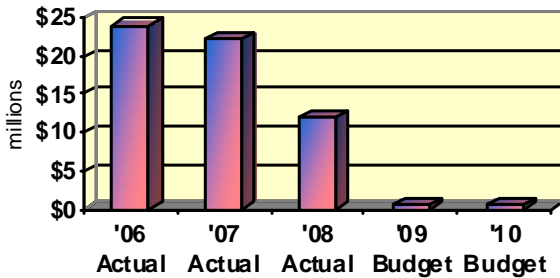
### Interfund Transfers

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. In 2010 the Electric transfer to the General Fund increased \$479,147 to \$5,088,750 which approximately 15% of budgeted Electric utility revenues. During 2006, there was an additional \$1.3 transfer to cover the cost of the roof replacement at the Heritage Hjemkomst Interpretive Center.

**Interfund Transfers**



### **Other Revenues**



### Other Revenues

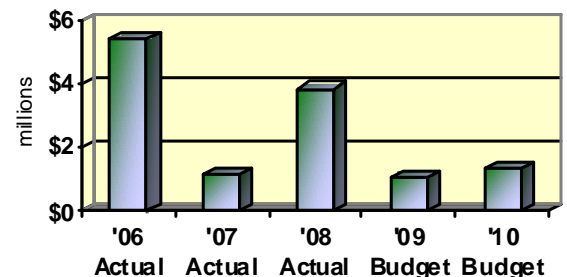
Other revenues include donations, insurance recoveries, commission on phones and sale of maps and publications. In 2010, \$675,000 was budgeted for this category compared to \$732,000 in 2009.

Actual figures include bond proceeds for capital projects, which are not included in the budgeted figures. The actual amounts for 2006, 2007 and 2008 include bond proceeds for infrastructure improvements in the amounts of \$22,093,215, \$22,400,000 and \$12,050,000 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 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 2010 \$887,116 was budgeted to come from reserves of the Special Revenue funds and \$479,620 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.

Supplies include office supplies, motor fuel and vehicle supplies, clothing and protective gear, street repair materials, and small tool purchases.

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.

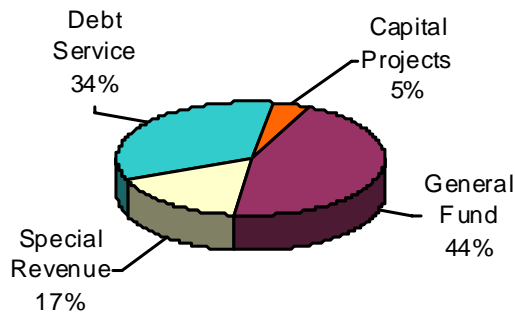
Capital outlay includes purchases of new equipment exceeding \$5,000, facility upgrades and infrastructure improvements. Infrastructure improvements are approved when the projects are bid, which explains the large difference between prior year actual figures and the 2010 budget.

Other charges include professional services, contractual maintenance and repair, utilities, memberships, interfund charges, and training and conferences. The 2010 budget reflects little or no increases over 2009 levels except for motor fuels and utilities.

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%.

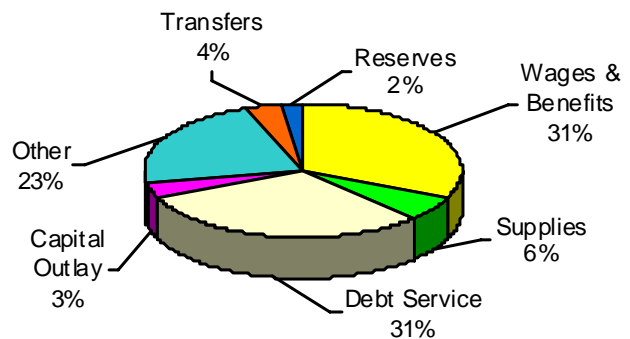
Reserves are used primarily in Debt Service funds where prepayments by property owners are made on assessed projects. These reserve funds are then budgeted along with current revenues to fund annual debt service payments.

**Governmental Funds - Expenditures by Fund Type**



Fund Type	2010 Budget
General Fund	\$ 19,102,265
Special Revenue	7,099,083
Debt Service	14,414,230
Capital Projects	1,945,000
	\$42,560,578

**Governmental Funds - Expenditures by Category**



Category	2010 Budget
Wages	\$ 13,327,333
Supplies	2,711,935
Other	9,646,293
Debt	13,143,560
Capital	1,283,900
Transfers	1,530,667
Reserves	916,890
	\$ 42,560,578



## *Governmental Funds Overview*

### **Governmental Funds Debt**

**Legal Debt Limit**

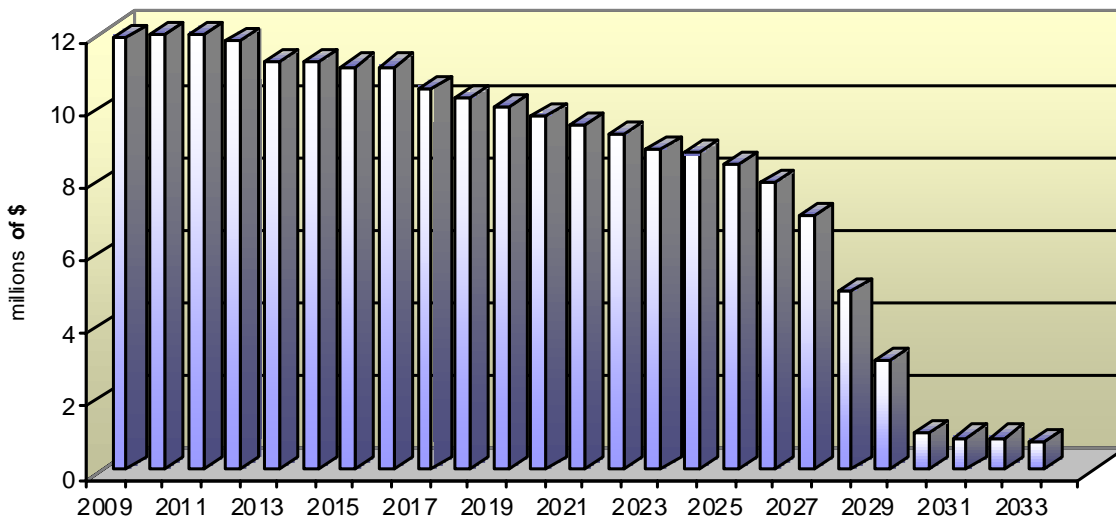
Minnesota State Statutes Section 475.51 limits net debt to no more than three (3%) percent of the estimated market value of the taxable property within the municipality. A number of categories of debt are not included within the net debt calculation. The City's debt limit is calculated as follows:

**Computation of Legal Debt Margin – Year Ended December 31, 2008**

Estimated Market Value - Real and Personal Property	\$ 1,916,377,400
Debt Limit (3% of Estimated Market Value)	57,491,322
Total Outstanding Debt	139,685,000
Less: Revenue Back Debt	(137,265,935)
Total Net Debt Applicable to Limit	2,419,065
Legal Debt Margin	\$ 55,072,257

As the table indicates, the City is well below its allowable debt limit.

### **Annual General Obligation Bonded Debt**



**Summary of Bond Principal and Interest Included Within the 2010 Budget**

Fund Description	Principal	Interest	Total
Municipal Improvement Funds	468,400	75,880	544,280
G.O Bond Fund	470,000	119,690	589,690
Tax Increment Funds	860,000	481,350	1,341,350
Special Assessment Funds	5,000,000	4,962,410	9,962,410
Enterprise Funds	1,771,200	1,181,985	2,953,185
<b>Totals</b>	<b>\$8,569,600</b>	<b>\$6,821,315</b>	<b>\$15,390,915</b>

## *Governmental Funds Overview*

### Fund Balance Summary – Governmental Funds

	Estimated	2010 Budget			Estimated
	12/31/2009	Revenues & Transfers In	Expenditures & Transfers Out	Increase or (Decrease)	12/31/2010
	Ending Fund Balance				Ending Fund Balance
General Fund	14,921,532	19,102,265	19,102,265	-	14,921,532
Special Revenue Funds					
Park Fund	1,356,215	2,533,898	2,533,898	-	1,356,215
HHIC	84,370	438,394	418,394	20,000	104,370
Comstock House	25,817	36,550	36,550	-	25,817
Library	319,649	771,800	771,800	-	319,649
Community Development	(266,760)	712,834	712,834	-	(266,760)
Rental Registration	431,850	205,725	205,725	-	431,850
Mass Transit	314,508	1,917,022	1,917,022	-	314,508
Economic Development	941,499	252,860	252,860	-	941,499
Economic Development Authority Levy	14,991	230,000	230,000	-	14,991
Contributions	75,027			-	75,027
Debt Service Funds					
Tax Increment	4,574,586	1,975,150	2,036,410	(61,260)	4,513,326
Special Assessment	19,487,504	10,061,094	10,342,710	(281,616)	19,205,888
G.O. Bond	116,924	500,000	545,030	(45,030)	71,894
Municipal Improvement	356,583	179,100	179,100	-	356,583
MYHA Ice Arena Bond	61,159	70,120	70,120	-	61,159
Pactiv Bond	190,590	160,000	241,940	(81,940)	108,650
34th St Bridge Bond	74,487	102,030	102,030	-	74,487
Capital Projects Funds					
Permanent Improvement	697,940	200,000	200,000	-	697,940
Special Assessment	3,612,072			-	3,612,072
Capital Improvement	1,581,368	1,745,000	1,745,000	-	1,581,368
<b>Total Governmental Funds</b>	<b>48,971,911</b>	<b>41,193,842</b>	<b>41,643,688</b>	<b>(449,846)</b>	<b>48,522,065</b>

- Special Assessment – There is available cash balances in various special assessment funds to use for debt service payments in 2010.
- Pactiv Bond – There is an available cash balance that is being used to finance debt service payments.

## *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 \$1,700,000 for 2010.

The following table provides a detail of Capital Improvement Projects, by department, funded within the Capital Improvement Fund for fiscal year 2010.

<u>Description</u>	<u>Amount</u>	<u>Description</u>	<u>Amount</u>
<b><u>Community Services Department</u></b>		<b><u>Operations Department</u></b>	
Wind Screens Around Dugouts for Southside Regional Park	3,000	Trees	3,000
Replace Meadows Club House Door	4,000	Basketball Court Townsite Park	5,000
Replace Wind Screen at the Pool	5,000	Pump Repair	5,000
Village Green Clubhouse Air Conditioning upgrade for Kitchen	5,500	Reroof Elevator Penthouse (750 Sq Ft)	6,000
Motor Repair on Bleachers	7,000	Start Replacing Sidewalks - NRCs	9,500
Compressor Overhaul 1991 (Retrofit)	9,000	Utility Cart	10,000
Paint Municipal Pool	10,000	Start Replacing Furnaces - NRCs	12,000
Fencing	12,000	Crosswalk Striping	20,000
Water Heaters (Replacement of Last 2)	12,000	Equipment Garage 100 Acre park	25,000
Replace Locker Room Flooring (North)	25,000	City Wide F, F & E Replacements	100,000
Woodlawn Park Bldg Demolition	30,000	Bike Lift Bridges Engineering Fees	110,000
Play Equipment	60,000		<u>\$305,500</u>
Chiller Replacement	100,000	<b><u>Administration Department</u></b>	
Buy Out of T-Hangar Lease	175,000	Software Replacement	60,000
HHIC Reroof Flat Roof Around Tent	250,000	Library Carpet Replacement	90,000
	<u>\$707,500</u>	Capital Fund Reserve	172,830
		Transfer to Municipal Imp Fund	179,100
			<u>\$501,930</u>
<b><u>Police Department</u></b>		<b><u>Fire Department</u></b>	
K9 Officer Squad Rifles (2)	2,300	Automated Hand Dryers (both stations)	1,500
2 Bullet Proof Body Bunkers for Patrol	4,000	Apparatus Tires	10,000
Crime Lab Renovation	6,000	2nd Year Firefighter Turnout Gear	36,000
23 EOtech Rifle Sites - Squad Rifles	6,900		<u>\$47,500</u>
6 Replacement Bicycles for Bike Patrol	7,000	<b><u>Engineering Department</u></b>	
Pistol Tactical Lights and Holsters (30)	7,800	Trimble Software Upgrade (2 units)	3,000
24 CAD/RMS for Patrol Vehicles	22,020	GIS Application Development	25,000
2 Patrol Vehicles - Fully Equipped	98,550		<u>\$28,000</u>
	<u>\$154,570</u>		
		Total Capital Improvement Fund	<u>\$1,745,000</u>

## *Capital Outlay*

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### Community Services Department:

Funding in the amount of \$100,000 has been budgeted for chiller replacement at the Heritage Hjemkomst Interpretive Center along with an additional \$250,000 for roof repair. \$175,000 will be used to buy out the T-Hanger lease at the Airport.

### Police Department:

There is funding to purchase 2 additional patrol vehicles for \$98,550 and 24 Computer Aided Dispatch/Records Management Systems (CAD/RMS), one for each patrol vehicle.

### Fire Department:

There is \$36,000 included for the purchase of turnout gear, the 2<sup>nd</sup> year of a 3-year replacement schedule.

### Engineering Department:

Includes funding of \$25,000 for Geographic Information Systems (GIS) Web browser mapping application.

### 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.

Some of the items contained in the Capital Improvement 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.

## **Departmental Operating Budgets**

There are no capital outlay items included within the 2010 operating budgets of the governmental funds.

### 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*

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

Enterprise Funds

Storm Water	
Pump/Motor	\$ 60,000
Pole Mounted Inspection Camera	17,000
Wastewater Treatment	
Pump/Motor	50,000
Total	<u><u>\$127,000</u></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
<b><u>MASS TRANSIT</u></b>			<b><u>OPERATIONS</u></b>		
2011	\$ 72,800	Mini-bus Replacement	2011	\$ 10,000	PWF Reflectivity Sign Upgrades (Ongoing)
2012	50,000	Bus related equipment	2011	30,000	PWF Asphalt Milling Machine (Skidsteer Size)
2013	46,000	(2) Mini-van Replacements	2011	38,000	PWF Street One Ton Truck
2013	77,200	Mini-bus Replacement	2011	200,000	PWF Reroof Maint Shop and Warehouse
2014	158,400	(2) Mini-bus Replacements	2012	5,000	City Hall More Lights In North Plaza
2014	110,000	Vehicle Location System Replacement	2012	25,000	PWF Storage Racking (Pallets)
	<u>\$ 514,400</u>		2012	50,000	PWF Asphalt Bulk Storage Area
			2012	50,000	LEC Reroof East Side
			2012	50,000	Sanitation Additional Cold Storage
			2013	350,000	PWF Cold Storage Facility
			2013	50,000	PWF Central Lube System In Maint Shop
			2018	60,000	Library Renovate Roof
				<u>\$ 918,000</u>	
<b><u>HHIC FACILITY</u></b>			<b><u>VILLAGE GREEN GOLF COURSE</u></b>		
2011	\$ 10,000	Remodel Cabinets in Auditorium	2011	\$ 5,000	Village Green Service Irrigation Pump 2 of 2
	<u>\$ 10,000</u>		2011	5,000	Golf Courses Greens Cover Replacement
			2011	10,000	Signage on Interstate Hole 16
				<u>\$ 20,000</u>	
			<b><u>MEADOWS CLUBHOUSE</u></b>		
			2011	12,000	Meadows Cart Path Repair/Replacement
			2011	35,000	Retaining Wall outside
				<u>\$ 47,000</u>	
<b><u>PARK FUND</u></b>			<b><u>FIRE</u></b>		
2011	\$ 50,000	Riverview Estates Tennis Courts	2012	\$ 21,600	FCC Mandated Narrow Band Fire Pagers
2011	100,000	Dog Park (south)	2012	72,000	FCC Mandated Warning Siren Receiver Upgrades
2011	20,000	Paint Municipal Pool	2012	2,700,000	Construct Station 3
2011	50,000	Hansmann Tennis Courts	2013	3,825,000	new headquarters
2011	50,000	Bike Trail Replacement	2014	250,000	Renovate Current Headquarters
2011	200,000	Park Ammenities		<u>\$ 6,868,600</u>	
2012	50,000	Alm Tennis Courts	<b><u>PROJECT YEARS TO BE DETERMINED</u></b>		
2013	250,000	Replace NRC Morningside	<b><u>PARK FUND</u></b>		
2013	20,000	Start Replacing Outdoor Rink Boards	\$ 200,000	Hamptons Park Development	
2014	250,000	Replace NRC at South	400,000	Splash Park	
	<u>\$ 1,040,000</u>		400,000	Allyson Park Renovations	
			500,000	Shepherds Meadows Park Development	
			700,000	Riverfront and Davy Renovations	
			800,000	Johnson Farms Park Development	
			1,000,000	Woodlawn Park Renovations	
			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>	
			<b><u>SPORTS CENTER</u></b>		
2011	\$ 50,000	Ceiling Painting of North Rink			
2011	250,000	Additional Dehumidification			
2012	100,000	2 Roof Top Heating Units Locker Rms 1991			
2012	10,000	Forklift to move hockey glass			
	<u>\$ 410,000</u>				
			<b><u>POLICE</u></b>		
2012	\$ 250,000	Firearms Range Relocation			
2012	115,000	Dispatch Center Replacement Evercom Gold			
2014	6,000,000	Renovation of Law Enforcement Center			
	<u>\$ 6,365,000</u>				
			<b><u>ENGINEERING</u></b>		
2011	\$ 5,000,000	SE Main Ave/20th St/21st St Grade Separation			
2011	680,000	20th St & BNSF ped/bike underpass at 40th Ave S			
2011	14,527,000	New street const/existing street reconst			
2012	14,500,000	SE Main Ave/20th St/21st St Grade Separation			
2012	10,070,000	New street const/existing street reconst			
2013	14,500,000	SE Main Ave/20th St/21st St Grade Separation			
2013	12,196,000	New street const/existing street reconst			
2014	13,654,000	New street const/existing street reconst			
	<u>\$ 85,127,000</u>				

*Fund Summaries*

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**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*

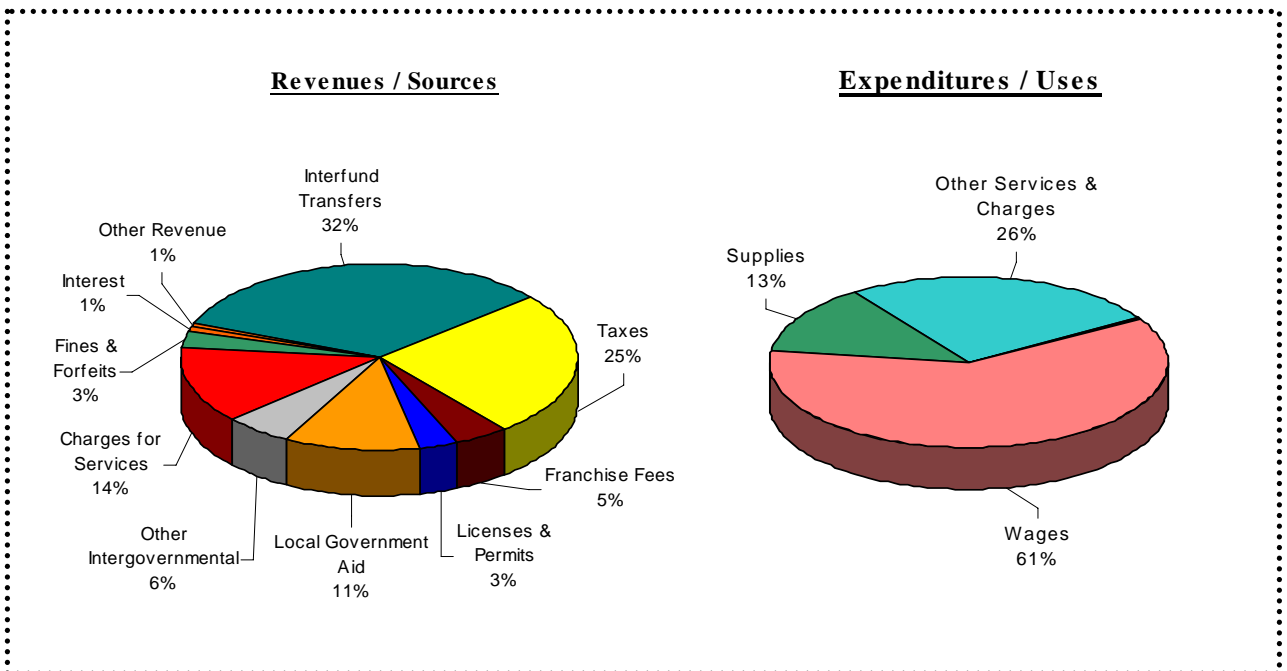
**General Fund**

**Revenues / Sources**

Taxes	4,822,658
Franchise Fees	875,000
Licenses & Permits	548,100
Local Government Aid	2,117,662
Other Intergovernmental	1,059,200
Charges for Services	2,571,356
Fines & Forfeits	525,060
Interest	154,289
Other Revenue	122,690
Interfund Transfers	<u>6,306,250</u>
 Total Revenues / Sources	 <u><u>19,102,265</u></u>

**Expenditures / Uses**

Wages	11,577,741
Supplies	2,495,968
Other Services & Charges	4,974,286
Transfers to Other Funds	<u>54,270</u>
 Total Expenditures / Uses	 <u><u>19,102,265</u></u>





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

	2008 Actual	2009 Budget	2010 Budget
<b>Taxes</b>			
Property Taxes	3,878,374	4,815,236	4,822,658
Franchise Fees	1,016,038	860,000	875,000
	<u>4,894,412</u>	<u>5,675,236</u>	<u>5,697,658</u>
<b>Licenses &amp; Permits</b>	<u>844,394</u>	<u>546,180</u>	<u>548,100</u>
<b>Intergovernmental Revenue</b>			
Federal Grants & Aid	82,921	125,850	113,190
State - Local Government Aid	2,589,117	2,596,809	2,117,662
State - Other Grants & Aid	1,516,842	824,510	835,510
County Grants & Aid	69,733	70,000	70,000
Other Intergovernmental	39,790	38,800	40,500
	<u>4,298,403</u>	<u>3,655,969</u>	<u>3,176,862</u>
<b>Charges for Services</b>			
General Government	171,479	141,700	134,650
Public Safety	447,936	263,093	256,593
Highways & Streets	2,001,856	2,180,113	2,180,113
	<u>2,621,271</u>	<u>2,584,906</u>	<u>2,571,356</u>
<b>Fines &amp; Forfeits</b>			
Court Fines	270,495	305,575	305,060
Parking Fines	220,729	270,000	220,000
	<u>491,224</u>	<u>575,575</u>	<u>525,060</u>
<b>Miscellaneous</b>			
Interest	319,474	170,000	154,289
Rents	79,485	47,440	42,640
Asset Sales	38,782	37,050	36,050
Other Revenue	87,023	44,000	44,000
	<u>524,763</u>	<u>298,490</u>	<u>276,979</u>
<b>Total Revenues</b>	13,674,467	13,336,356	12,796,015
<b>Transfers from Other Funds</b>			
Electric	4,341,000	4,591,000	5,088,750
Water	306,000	305,000	305,000
Wastewater Treatment	259,880	250,000	259,300
Storm Water	46,375	51,700	98,900
Sanitation	411,341	440,000	443,800
Pest Control	64,167	65,000	65,000
Forestry	38,793	27,000	45,500
Capital Improvement	154,000	13,000	
Contributions	3,000		
<b>Total Revenues and Other Financing Sources</b>	<u>19,299,023</u>	<u>19,079,056</u>	<u>19,102,265</u>

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

	<u>2008 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>
<b>Elected Officials &amp;</b>			
<b>Citywide Administration</b>			
Mayor & Council	386,547	597,268	368,632
Programs, Services, Activities	186,361	186,175	180,848
City Manager	347,109	388,996	319,509
City Clerk	98,841	101,504	99,586
Elections & Voters	26,197	24,370	26,490
Finance	435,608	447,231	447,709
Legal	370,047	344,000	361,895
Human Resources	281,004	272,711	268,445
Labor Relations	41,891	26,700	25,365
Engineering	1,242,521	1,279,665	1,254,807
Unallocated	46,449	38,000	38,000
	<u>3,462,574</u>	<u>3,706,620</u>	<u>3,391,286</u>
<b>Police Department</b>			
Administration	1,667,598	1,652,836	1,654,188
Community Policing	68,381	70,474	69,393
Moorhead Together	8,563	15,500	15,445
Investigative	809,072	815,877	858,558
Patrol	3,606,516	3,481,393	3,686,508
DARE	104,168	77,326	79,684
Youth Services	70,978	72,732	75,231
Bike Patrol	4,971	3,015	2,864
Tactical Team	14,728	16,668	15,835
K-9	5,164	4,575	4,346
Community Service	161,440	171,215	169,776
Grant Funded Activities	299,032	207,617	224,674
	<u>6,820,610</u>	<u>6,589,228</u>	<u>6,856,502</u>
<b>Fire Department</b>			
Fire Protection	2,670,512	2,757,194	2,724,447
ND HazMat	8,314	10,000	10,000
Fire Training	100,449	99,120	101,127
Fire Prevention	170,830	162,295	160,288
Grant Funded Activities	151,394	247,296	243,487
Civil Defense	8,270	2,865	2,865
	<u>3,109,769</u>	<u>3,278,770</u>	<u>3,242,214</u>

(Continued)

## *Fund Summaries*

### General Fund

#### General Fund Expenditures and Other Financing Uses - Continued

	2008 Actual	2009 Budget	2010 Budget
<b>Operations Department</b>			
General Government Building	284,499	275,295	269,061
Street & Alley	1,799,280	1,751,292	1,921,495
Street Cleaning	120,987	108,390	115,624
Snow & Ice	152,707	115,680	123,965
Traffic Signs	113,477	122,120	118,544
Central Maintenance Shop	1,654,559	1,832,620	1,795,415
	<u>4,125,510</u>	<u>4,205,397</u>	<u>4,344,104</u>
<b>Community Services Department</b>			
Assessing	266,105	280,470	275,168
Planning & Zoning	154,424	172,493	159,220
Community Development	94,379	97,445	95,246
Neighborhood Services	253,003	180,540	177,020
Building Codes	418,023	416,228	411,278
Environmental Health	48,233	97,595	95,957
	<u>1,234,168</u>	<u>1,244,771</u>	<u>1,213,889</u>
<b>Total Expenditures</b>	18,752,630	19,024,786	19,047,995
<b>Transfers to Other Funds</b>			
Municipal Airport	78,064	54,270	54,270
<b>Total Expenditures and Other Financing Uses</b>	<u>18,830,694</u>	<u>19,079,056</u>	<u>19,102,265</u>

*Fund Summaries*

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**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.

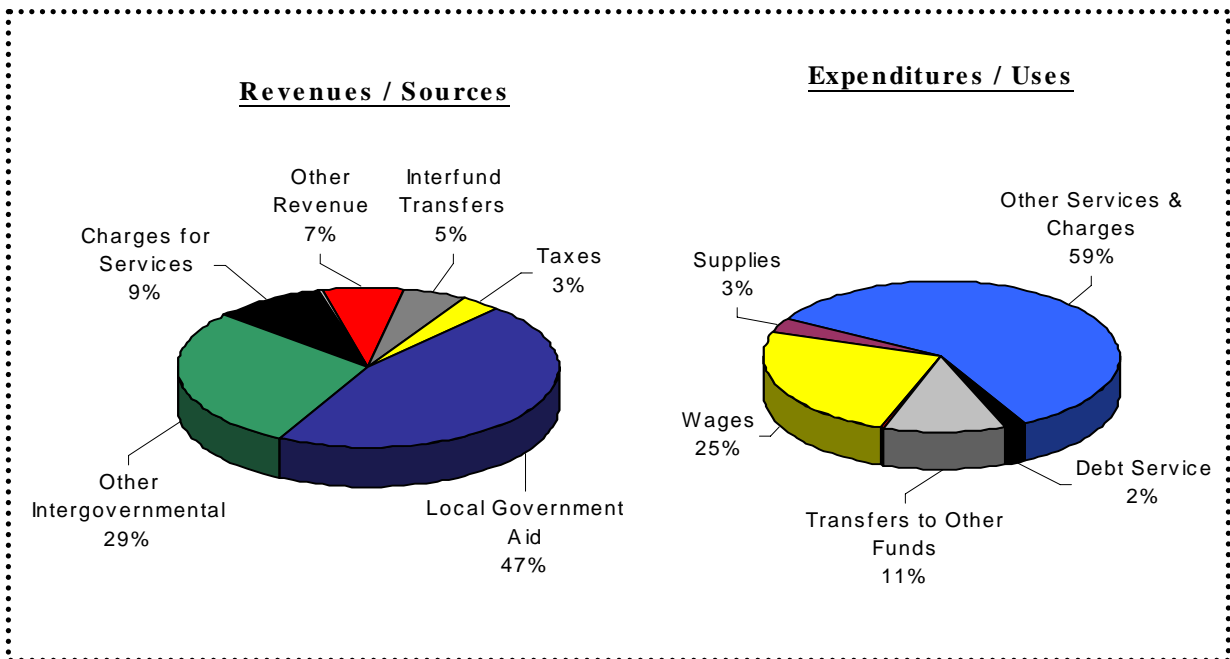
Economic Development - account for marketing and promotional activities relating to commercial and industrial development.

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
<b>Revenues / Sources</b>										
Taxes									230,000	230,000
Local Government Aid	2,293,578			771,800			103,184	107,610		3,276,172
Other Intergovernmental	3,160		35,000		523,216		1,468,318			2,029,694
Charges for Services	126,610	2,150	1,550			201,725	339,020	250		671,305
Interest	10,000					4,000		12,000		26,000
Other Revenue	100,550	103,276			189,618		6,500	83,000		482,944
Interfund Transfers		332,968						50,000		382,968
<b>Total Revenues / Sources</b>	<b>2,533,898</b>	<b>438,394</b>	<b>36,550</b>	<b>771,800</b>	<b>712,834</b>	<b>205,725</b>	<b>1,917,022</b>	<b>252,860</b>	<b>230,000</b>	<b>7,099,083</b>
<b>Expenditures / Uses</b>										
Wages	982,029	139,030	7,050		130,917	152,560	135,511	202,495		1,749,592
Supplies	171,251	21,511	2,000	4,905	832	9,820	850	4,798		215,967
Other Services & Charges	587,971	257,853	27,500	766,895	581,085	43,345	1,780,661	32,567	103,330	4,181,207
Debt Service								13,000	126,670	139,670
Transfers to Other Funds	792,647									792,647
Fund Balance/Equity Reserves		20,000								20,000
<b>Total Expenditures / Uses</b>	<b>2,533,898</b>	<b>438,394</b>	<b>36,550</b>	<b>771,800</b>	<b>712,834</b>	<b>205,725</b>	<b>1,917,022</b>	<b>252,860</b>	<b>230,000</b>	<b>7,099,083</b>



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

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	51		
Local Government Aid	2,113,062	2,293,578	2,293,578
Other Intergovernmental	3,160		3,160
Charges for Services	156,980	149,065	126,610
Interest	23,710	10,000	10,000
Other Revenue	121,556	101,550	100,550
<b>Total Revenues / Sources</b>	<b><u>2,418,519</u></b>	<b><u>2,554,193</u></b>	<b><u>2,533,898</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	974,318	996,423	982,029
Supplies	185,612	173,666	171,251
Other Services & Charges	597,738	618,019	587,971
Transfers to Other Funds	629,910	766,085	792,647
<b>Total Expenditures / Uses</b>	<b><u>2,387,578</u></b>	<b><u>2,554,193</u></b>	<b><u>2,533,898</u></b>

**HJEMKOMST CENTER**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Charges for Services	2,893	2,350	2,150
Interest	6,422		
Other Revenue	167,804	149,576	103,276
Interfund Transfers	256,452	293,736	332,968
<b>Total Revenues / Sources</b>	<b><u>433,571</u></b>	<b><u>445,662</u></b>	<b><u>438,394</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	137,883	141,580	139,030
Supplies	22,167	22,940	21,511
Other Services & Charges	269,704	261,142	257,853
Fund Balance/Equity Reserves		20,000	20,000
<b>Total Expenditures / Uses</b>	<b><u>429,754</u></b>	<b><u>445,662</u></b>	<b><u>438,394</u></b>

*Fund Summaries***Special Revenue Funds****COMSTOCK HOUSE**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	35,000	35,000	35,000
Charges for Services	2,207	1,550	1,550
Interest	799		
Other Revenue	111		
<b>Total Revenues / Sources</b>	<b><u>38,117</u></b>	<b><u>36,550</u></b>	<b><u>36,550</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	8,074	7,050	7,050
Supplies	1,424	2,000	2,000
Other Services & Charges	24,355	27,500	27,500
<b>Total Expenditures / Uses</b>	<b><u>33,853</u></b>	<b><u>36,550</u></b>	<b><u>36,550</u></b>

**LIBRARY**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	59		
Local Government Aid	771,800	771,800	771,800
Interest	4,804	1,000	
Other Revenue	112		
Interfund Transfers	35,100		
<b>Total Revenues / Sources</b>	<b><u>811,875</u></b>	<b><u>772,800</u></b>	<b><u>771,800</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	42,656	20,602	
Supplies	4,931	5,160	4,905
Other Services & Charges	725,717	747,038	766,895
Transfers to Other Funds	18,000		
<b>Total Expenditures / Uses</b>	<b><u>791,304</u></b>	<b><u>772,800</u></b>	<b><u>771,800</u></b>

## *Fund Summaries*

### Special Revenue Funds

#### COMMUNITY DEVELOPMENT

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	28,894	281,000	523,216
Interest	1,176		
Other Revenue	260,953	189,618	189,618
Uses of Reserves		275,000	
<b>Total Revenues / Sources</b>	<b><u>291,023</u></b>	<b><u>745,618</u></b>	<b><u>712,834</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	102,972	133,076	130,917
Supplies	704	875	832
Other Services & Charges	462,516	611,667	581,085
<b>Total Expenditures / Uses</b>	<b><u>566,193</u></b>	<b><u>745,618</u></b>	<b><u>712,834</u></b>

#### RENTAL REGISTRATION

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Charges for Services	237,812	205,000	201,725
Fines & Forfeits	2,235		
Interest	13,937	4,000	4,000
Special Assessments	3,221		
Other Revenue	587		
<b>Total Revenues / Sources</b>	<b><u>257,791</u></b>	<b><u>209,000</u></b>	<b><u>205,725</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	126,268	155,255	152,560
Supplies	4,386	10,300	9,820
Other Services & Charges	17,074	43,445	43,345
<b>Total Expenditures / Uses</b>	<b><u>147,728</u></b>	<b><u>209,000</u></b>	<b><u>205,725</u></b>



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

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	16		
Local Government Aid	95,674	103,184	103,184
Other Intergovernmental	1,502,061	1,822,004	1,468,318
Charges for Services	284,141	289,200	339,020
Interest	12,362		
Other Revenue	28,249	6,500	6,500
Interfund Transfers	24,400	48,600	
<b>Total Revenues / Sources</b>	<b><u>1,946,904</u></b>	<b><u>2,269,488</u></b>	<b><u>1,917,022</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	132,387	137,821	135,511
Supplies	5,434	1,150	850
Other Services & Charges	1,667,633	1,887,517	1,780,661
Capital Outlay	89,820	243,000	
<b>Total Expenditures / Uses</b>	<b><u>1,895,274</u></b>	<b><u>2,269,488</u></b>	<b><u>1,917,022</u></b>

**ECONOMIC DEVELOPMENT**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Local Government Aid	142,810	118,110	107,610
Other Intergovernmental	740		
Charges for Services	250	250	250
Interest	41,683	12,000	12,000
Other Revenue	70,934	78,000	83,000
Interfund Transfers	244,759	50,000	50,000
<b>Total Revenues / Sources</b>	<b><u>501,175</u></b>	<b><u>258,360</u></b>	<b><u>252,860</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages	197,602	206,525	202,495
Supplies	3,552	5,050	4,798
Other Services & Charges	21,546	33,785	32,567
Debt Service	7,568	13,000	13,000
<b>Total Expenditures / Uses</b>	<b><u>230,268</u></b>	<b><u>258,360</u></b>	<b><u>252,860</u></b>

*Fund Summaries***Special Revenue Funds**

<b>EDA LEVY</b>			
	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	184,051	283,000	230,000
Tax Increments	25,955		
Other Intergovernmental	20,346		
Interest	17,564		
<b>Total Revenues / Sources</b>	<b><u>247,917</u></b>	<b><u>283,000</u></b>	<b><u>230,000</u></b>
<b><u>Expenditures / Uses</u></b>			
Wages			
Supplies			
Other Services & Charges	91,085	333,000	103,330
Debt Service	102,057		126,670
<b>Total Expenditures / Uses</b>	<b><u>193,142</u></b>	<b><u>333,000</u></b>	<b><u>230,000</u></b>

*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.

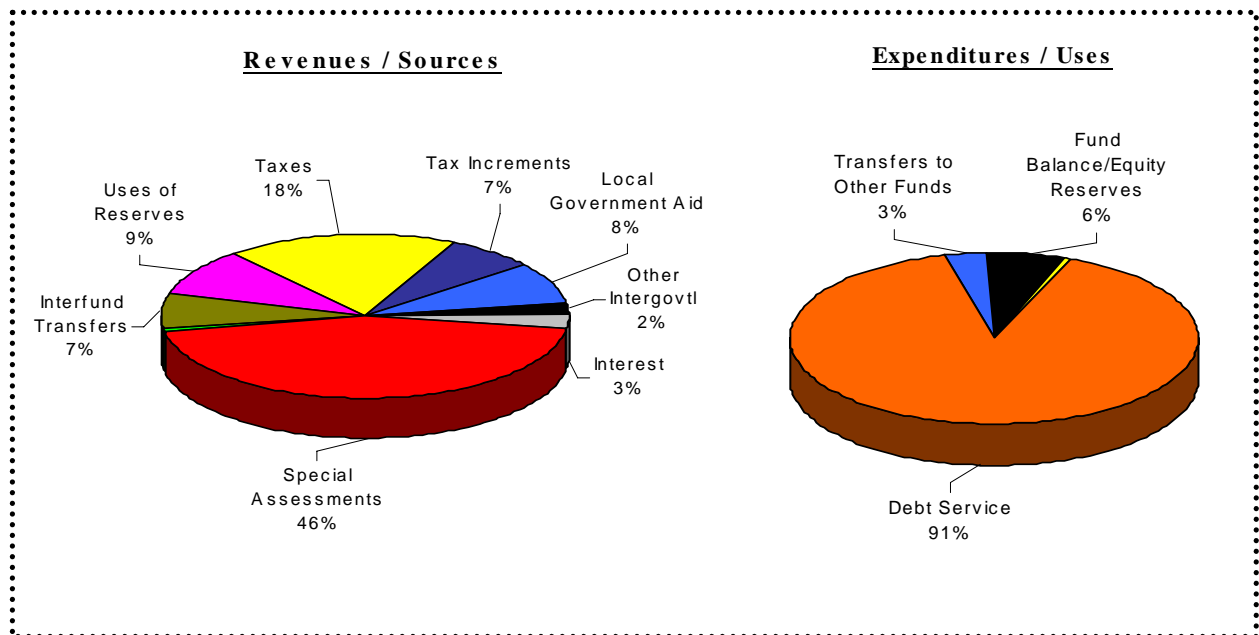
Pactiv - account for the accumulation of resources for payment of general obligation bond principal and interest. Annual debt service is met using existing reserve funds.

34<sup>th</sup> 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
<b>Revenues / Sources</b>								
Taxes	566,737	2,056,850						2,623,587
Tax Increments	1,032,663							1,032,663
Local Government Aid		536,794	500,000			160,000		1,196,794
Other Intergovernmental	1,800	217,300					102,030	321,130
Interest	21,300	373,000						394,300
Special Assessments		6,420,550						6,420,550
Other Revenue					70,120			70,120
Interfund Transfers	352,650	456,600		179,100				988,350
Uses of Reserves	352,650	887,116	45,030			81,940		1,366,736
<b>Total Revenues / Sources</b>	<b>2,327,800</b>	<b>10,948,210</b>	<b>545,030</b>	<b>179,100</b>	<b>70,120</b>	<b>241,940</b>	<b>102,030</b>	<b>14,414,230</b>
<b>Expenditures / Uses</b>								
Other Services & Charges	68,800							68,800
Debt Service	1,614,960	10,250,710	545,030	179,100	70,120	241,940	102,030	13,003,890
Transfers to Other Funds	352,650	92,000						444,650
Fund Balance/Equity Reserves	291,390	605,500						896,890
<b>Total Expenditures / Uses</b>	<b>2,327,800</b>	<b>10,948,210</b>	<b>545,030</b>	<b>179,100</b>	<b>70,120</b>	<b>241,940</b>	<b>102,030</b>	<b>14,414,230</b>



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

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	546,671	847,350	566,737
Tax Increments	2,435,450	1,128,050	1,032,663
Local Government Aid	44,000		
Other Intergovernmental	160,918	1,800	1,800
Interest	168,109	70,000	21,300
Special Assessments	50,993		
Other Revenue	7,800	4,200	
Interfund Transfers	3,497,505	741,000	352,650
Uses of Reserves		361,100	352,650
Total Revenues / Sources	<u>6,911,445</u>	<u>3,153,500</u>	<u>2,327,800</u>
<b><u>Expenditures / Uses</u></b>			
Other Services & Charges	318,752	71,300	68,800
Debt Service	1,816,665	2,013,770	1,614,960
Transfers to Other Funds	3,497,505	741,000	352,650
Fund Balance/Equity Reserves		327,430	291,390
Total Expenditures / Uses	<u>5,632,922</u>	<u>3,153,500</u>	<u>2,327,800</u>

**SPECIAL ASSESSMENT**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	412,511	1,256,400	2,056,850
Local Government Aid	846,150	1,206,375	536,794
Other Intergovernmental	262,752	217,300	217,300
Charges for Services	1,853		
Interest	515,593	467,000	373,000
Special Assessments	8,121,116	6,592,747	6,420,550
Other Revenue	41,886	3,000	
Bond Proceeds	1,810,492		
Interfund Transfers	2,236,297		456,600
Uses of Reserves		686,250	887,116
Total Revenues / Sources	<u>14,248,652</u>	<u>10,429,072</u>	<u>10,948,210</u>
<b><u>Expenditures / Uses</u></b>			
Other Services & Charges	6,516		
Capital Outlay	167,288		
Debt Service	10,416,523	9,472,272	10,250,710
Transfers to Other Funds	1,460,093	150,000	92,000
Fund Balance/Equity Reserves		806,800	605,500
Total Expenditures / Uses	<u>12,050,420</u>	<u>10,429,072</u>	<u>10,948,210</u>

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

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	39,921		
Tax Increments	5,519		
Local Government Aid	350,000	410,000	500,000
Other Intergovernmental	4,324		
Interest	3,808		
Uses of Reserves		134,500	45,030
Total Revenues / Sources	<u>403,572</u>	<u>544,500</u>	<u>545,030</u>
<b><u>Expenditures / Uses</u></b>			
Debt Service	<u>543,655</u>	<u>544,500</u>	<u>545,030</u>
Total Expenditures / Uses	<u>543,655</u>	<u>544,500</u>	<u>545,030</u>

**MUNICIPAL IMPROVEMENT**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Interest	13,713		
Interfund Transfers	179,000	179,200	179,100
Total Revenues / Sources	<u>192,713</u>	<u>179,200</u>	<u>179,100</u>
<b><u>Expenditures / Uses</u></b>			
Debt Service	<u>178,289</u>	<u>179,200</u>	<u>179,100</u>
Total Expenditures / Uses	<u>178,289</u>	<u>179,200</u>	<u>179,100</u>

**MYHA ICE ARENA**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Interest	287		
Other Revenue	71,284	71,700	70,120
Total Revenues / Sources	<u>71,571</u>	<u>71,700</u>	<u>70,120</u>
<b><u>Expenditures / Uses</u></b>			
Debt Service	<u>72,924</u>	<u>71,700</u>	<u>70,120</u>
Total Expenditures / Uses	<u>72,924</u>	<u>71,700</u>	<u>70,120</u>

## *Fund Summaries*

### Debt Service Funds

#### PACTIV

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Local Government Aid		133,790	160,000
Interest	6,776		
Bond Proceeds	1,217,027		
Uses of Reserves			81,940
Total Revenues / Sources	<u>1,223,803</u>	<u>133,790</u>	<u>241,940</u>
<b><u>Expenditures / Uses</u></b>			
Debt Service	6,600,946	35,000	241,940
Fund Balance/Equity Reserves		98,790	
Total Expenditures / Uses	<u>6,600,946</u>	<u>133,790</u>	<u>241,940</u>

#### 34TH STREET BRIDGE

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	101,665	99,500	102,030
Total Revenues / Sources	<u>101,665</u>	<u>99,500</u>	<u>102,030</u>
<b><u>Expenditures / Uses</u></b>			
Other Services & Charges	207		
Debt Service	101,546	99,500	102,030
Total Expenditures / Uses	<u>101,753</u>	<u>99,500</u>	<u>102,030</u>

*Fund Summaries*

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**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.

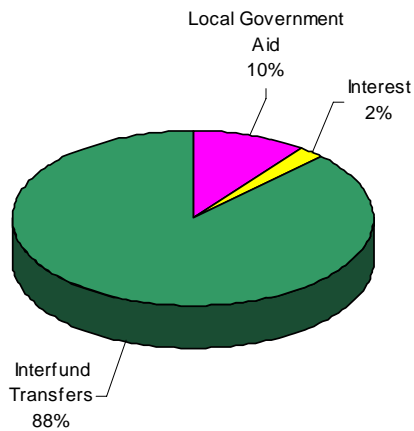


*Fund Summaries*

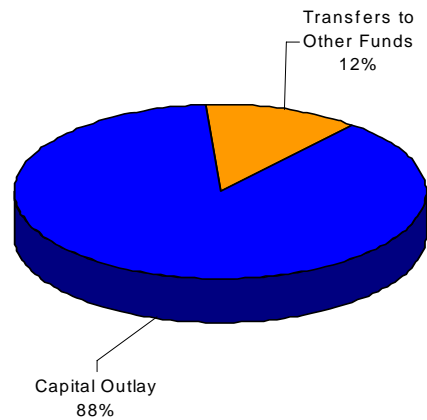
**Capital Projects Funds**

	<u>Permanent Improvement</u>	<u>Capital Improvement</u>	<u>Total</u>
<b><u>Revenues / Sources</u></b>			
Local Government Aid	200,000		200,000
Interest		45,000	45,000
Interfund Transfers		1,700,000	1,700,000
Total Revenues / Sources	200,000	1,745,000	1,945,000
<b><u>Expenditures / Uses</u></b>			
Capital Outlay	200,000	1,505,900	1,705,900
Transfers to Other Funds		239,100	239,100
Total Expenditures / Uses	200,000	1,745,000	1,945,000

**Revenues / Sources**



**Expenditures / Uses**



## *Fund Summaries*

### **Capital Projects Funds**

#### **PERMANENT IMPROVEMENT**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Taxes	23		
Local Government Aid	185,440	200,000	200,000
Other Intergovernmental	5,129,697		
Other Revenue	774,483		
Interfund Transfers	1,899,347		
Total Revenues / Sources	<u>7,988,990</u>	<u>200,000</u>	<u>200,000</u>
<b><u>Expenditures / Uses</u></b>			
Supplies	5,671		
Other Services & Charges	1,787,834		
Capital Outlay	5,838,244	200,000	200,000
Total Expenditures / Uses	<u>7,631,750</u>	<u>200,000</u>	<u>200,000</u>

#### **CAPITAL IMPROVEMENT**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	25,000		
Interest	51,139	45,000	45,000
Interfund Transfers	1,426,200	1,550,000	1,700,000
Total Revenues / Sources	<u>1,502,339</u>	<u>1,595,000</u>	<u>1,745,000</u>
<b><u>Expenditures / Uses</u></b>			
Capital Outlay	1,208,295	1,129,200	1,505,900
Transfers to Other Funds	392,500	465,800	239,100
Total Expenditures / Uses	<u>1,600,795</u>	<u>1,595,000</u>	<u>1,745,000</u>

*Fund Summaries*

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**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.

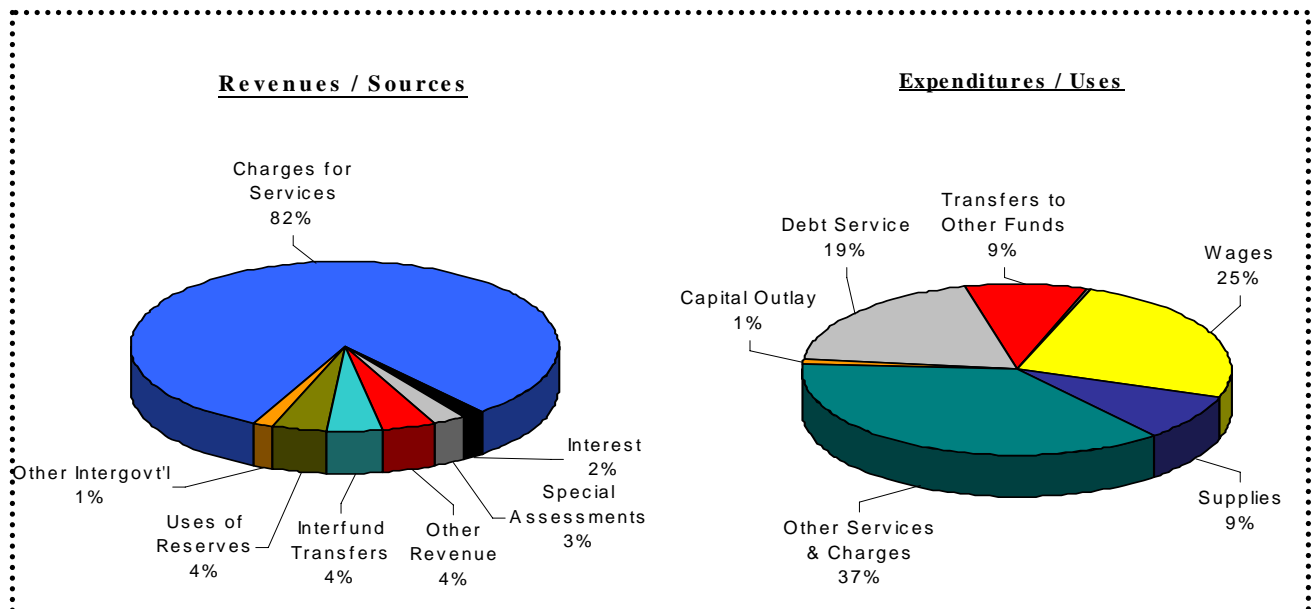
*Fund Summaries*

**Enterprise Funds**

	Storm Water	Wastewater Treatment	Sanitation	Golf Courses	Sports Center	Forestry	Pest Control	Airport	Total
<b>Revenues / Sources</b>									
Licenses & Permits							1,800		1,800
Other Intergov't'l	50,000	3,870	135,000	1,420			690	24,669	215,649
Charges for Services	1,920,759	5,019,489	3,500,000	1,013,700	135,000	760,000	310,500	4,500	12,663,948
Interest	10,000	100,000	45,000	45,879	25,000	4,000	2,500		232,379
Special Assessments		404,000							404,000
Other Revenue		67,200	74,500	88,100	348,790	20,000		46,650	645,240
Interfund Transfers				488,529	121,400			54,270	664,199
Uses of Reserves		566,562	31,355				27,850		625,767
<b>Total Revenues / Sources</b>	<b>1,980,759</b>	<b>6,161,121</b>	<b>3,785,855</b>	<b>1,637,628</b>	<b>630,190</b>	<b>784,000</b>	<b>343,340</b>	<b>130,089</b>	<b>15,452,982</b>

**Expenditures / Uses**

Wages	154,143	1,066,930	1,222,149	623,975	229,885	384,884	158,383		3,840,349
Supplies	28,250	479,516	431,240	179,896	68,870	77,646	60,078	6,410	1,331,906
Other Services & Charges	1,107,616	1,775,575	1,688,666	463,307	274,400	227,854	59,879	123,679	5,720,976
Capital Outlay	77,000	50,000							127,000
Debt Service		2,529,800		370,450	57,035				2,957,285
Transfers to Other Funds	613,750	259,300	443,800				45,500	65,000	1,427,350
Fund Balance/Equity Reserves							48,116		48,116
<b>Total Expenditures / Uses</b>	<b>1,980,759</b>	<b>6,161,121</b>	<b>3,785,855</b>	<b>1,637,628</b>	<b>630,190</b>	<b>784,000</b>	<b>343,340</b>	<b>130,089</b>	<b>15,452,982</b>



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

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	60,200	60,000	50,000
Charges for Services	906,659	964,082	1,920,759
Interest	19,492	10,000	10,000
Other Revenue	1,480		
Interfund Transfers	40,000		
Uses of Reserves		77,469	
Total Revenues / Sources	<u>1,027,831</u>	<u>1,111,551</u>	<u>1,980,759</u>
<b><u>Expenditures / Uses</u></b>			
Wages	144,777	161,570	154,143
Supplies	14,050	28,190	28,250
Other Services & Charges	673,401	711,841	1,107,616
Capital Outlay		100,000	77,000
Transfers to Other Funds	104,625	109,950	613,750
Total Expenditures / Uses	<u>936,853</u>	<u>1,111,551</u>	<u>1,980,759</u>

**WASTEWATER TREATMENT**

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	3,870		3,870
Charges for Services	5,144,643	4,830,902	5,019,489
Interest	199,521	150,000	100,000
Special Assessments	321,174	419,900	404,000
Other Revenue	138,223	25,840	67,200
Uses of Reserves		398,223	566,562
Total Revenues / Sources	<u>5,807,432</u>	<u>5,824,865</u>	<u>6,161,121</u>
<b><u>Expenditures / Uses</u></b>			
Wages	1,017,233	1,085,656	1,066,930
Supplies	539,315	417,688	479,516
Other Services & Charges	3,230,032	1,815,206	1,775,575
Capital Outlay		50,000	50,000
Debt Service	892,707	2,206,315	2,529,800
Transfers to Other Funds	299,880	250,000	259,300
Total Expenditures / Uses	<u>5,979,168</u>	<u>5,824,865</u>	<u>6,161,121</u>

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

	2008 Actual	2009 Budget	2010 Budget
<b>Revenues / Sources</b>			
Other Intergovernmental	147,367	135,000	135,000
Charges for Services	3,307,402	3,436,532	3,500,000
Fines & Forfeits	30		
Interest	44,330	45,000	45,000
Other Revenue	111,529	70,500	74,500
Uses of Reserves		22,500	31,355
Total Revenues / Sources	<u>3,610,657</u>	<u>3,709,532</u>	<u>3,785,855</u>
<b>Expenditures / Uses</b>			
Wages	1,237,926	1,227,545	1,222,149
Supplies	367,586	440,664	431,240
Other Services & Charges	1,579,929	1,591,823	1,688,666
Capital Outlay		9,500	
Transfers to Other Funds	411,341	440,000	443,800
Total Expenditures / Uses	<u>3,596,783</u>	<u>3,709,532</u>	<u>3,785,855</u>

**GOLF COURSES**

	2008 Actual	2009 Budget	2010 Budget
<b>Revenues / Sources</b>			
Other Intergovernmental	1,420		1,420
Charges for Services	941,291	1,020,550	1,013,700
Fines & Forfeits	330		
Interest	42,677	15,000	45,879
Other Revenue	84,924	117,500	88,100
Interfund Transfers	458,332	546,529	488,529
Total Revenues / Sources	<u>1,528,973</u>	<u>1,699,579</u>	<u>1,637,628</u>
<b>Expenditures / Uses</b>			
Wages	617,987	627,301	623,975
Supplies	185,928	197,357	179,896
Other Services & Charges	724,264	455,021	463,307
Capital Outlay		50,000	
Debt Service	206,730	369,900	370,450
Total Expenditures / Uses	<u>1,734,910</u>	<u>1,699,579</u>	<u>1,637,628</u>

## *Fund Summaries*

### Enterprise Funds

#### SPORTS CENTER

	2008 <u>Actual</u>	2009 <u>Budget</u>	2010 <u>Budget</u>
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	520		
Charges for Services	141,398	108,250	135,000
Fines & Forfeits	30		
Interest	66,624	25,000	25,000
Other Revenue	385,816	339,950	348,790
Interfund Transfers	133,376	134,070	121,400
Total Revenues / Sources	<u>727,764</u>	<u>607,270</u>	<u>630,190</u>
<b><u>Expenditures / Uses</u></b>			
Wages	217,353	230,690	229,885
Supplies	63,054	60,310	68,870
Other Services & Charges	612,112	256,460	274,400
Debt Service	11,466	59,810	57,035
Total Expenditures / Uses	<u>903,985</u>	<u>607,270</u>	<u>630,190</u>

#### FORESTRY

	2008 <u>Actual</u>	2009 <u>Budget</u>	2010 <u>Budget</u>
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	270		
Charges for Services	751,278	689,889	760,000
Interest	3,936	6,000	4,000
Special Assessments	733	1,200	
Other Revenue	20,090	30,000	20,000
Total Revenues / Sources	<u>776,307</u>	<u>727,089</u>	<u>784,000</u>
<b><u>Expenditures / Uses</u></b>			
Wages	382,335	393,103	384,884
Supplies	64,487	85,172	77,646
Other Services & Charges	216,861	221,814	227,854
Transfers to Other Funds	38,793	27,000	45,500
Fund Balance/Equity Reserves			48,116
Total Expenditures / Uses	<u>702,476</u>	<u>727,089</u>	<u>784,000</u>

## *Fund Summaries*

### Enterprise Funds

#### PEST CONTROL

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Licenses & Permits	1,855	1,800	1,800
Other Intergovernmental	690		690
Charges for Services	321,887	300,500	310,500
Interest	9,065	2,500	2,500
Special Assessments	682	1,000	
Other Revenue	106		
Uses of Reserves		41,160	27,850
Total Revenues / Sources	334,285	346,960	343,340
<b><u>Expenditures / Uses</u></b>			
Wages	159,659	161,560	158,383
Supplies	19,218	53,470	60,078
Other Services & Charges	63,541	66,930	59,879
Transfers to Other Funds	64,167	65,000	65,000
Total Expenditures / Uses	306,585	346,960	343,340

#### AIRPORT

	2008 Actual	2009 Budget	2010 Budget
<b><u>Revenues / Sources</u></b>			
Other Intergovernmental	141,363	792,250	24,669
Charges for Services	4,192	5,000	4,500
Other Revenue	45,024	50,300	46,650
Interfund Transfers	78,064	54,270	54,270
Uses of Reserves		87,750	
Total Revenues / Sources	268,644	989,570	130,089
<b><u>Expenditures / Uses</u></b>			
Supplies	7,548	8,210	6,410
Other Services & Charges	320,567	126,360	123,679
Capital Outlay		855,000	
Total Expenditures / Uses	328,115	989,570	130,089



*Fund Summaries*

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**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**

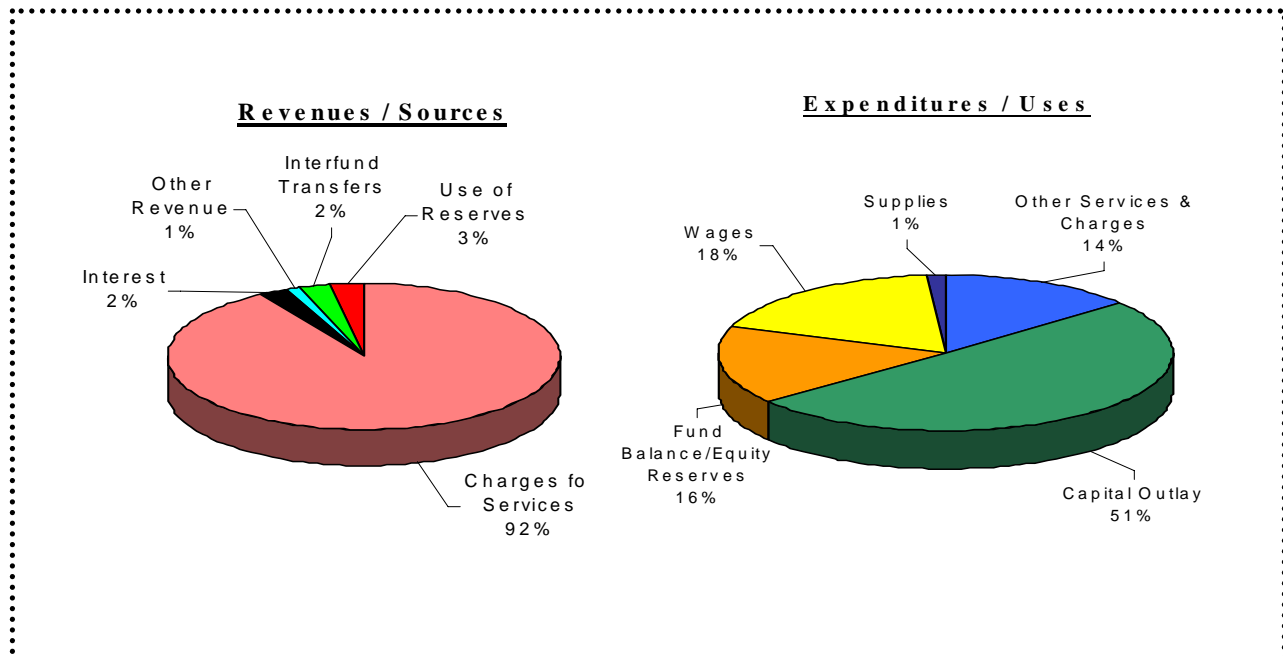
Information Technology	Vehicles & Equipment	Radio Communications	Total
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**Revenues / Sources**

Other Intergovernmental	1,130			1,130
Charges for Services	787,322	1,261,730	232,931	2,281,983
Interest	30,000	30,000		60,000
Other Revenue		30,000		30,000
Interfund Transfers	60,000			60,000
Use of Reserves	72,000			72,000
<b>Total Revenues / Sources</b>	<b>950,452</b>	<b>1,321,730</b>	<b>232,931</b>	<b>2,505,113</b>

**Expenditures / Uses**

Wages	452,949			452,949
Supplies	17,800	4,000	12,360	34,160
Other Services & Charges	205,703	14,500	127,375	347,578
Capital Outlay	274,000	900,000	85,000	1,259,000
Fund Balance/Equity Reserves		403,230	8,196	411,426
<b>Total Expenditures / Uses</b>	<b>950,452</b>	<b>1,321,730</b>	<b>232,931</b>	<b>2,505,113</b>



*Fund Summaries***Internal Service Funds****INFORMATION TECHNOLOGY**

	2008 Actual	2009 Budget	2010 Budget
<b>Revenues / Sources</b>			
Other Intergovernmental	1,130		1,130
Charges for Services	787,651	787,322	787,322
Interest	37,232	30,000	30,000
Other Revenue	10,771		
Interfund Transfers			60,000
Uses of Reserves		52,783	72,000
Total Revenues / Sources	<u>836,783</u>	<u>870,105</u>	<u>950,452</u>
<b>Expenditures / Uses</b>			
Wages	418,335	451,365	452,949
Supplies	23,938	17,430	17,800
Other Services & Charges	439,159	201,310	205,703
Capital Outlay		200,000	274,000
Transfers to Other Funds	581,000		
Total Expenditures / Uses	<u>1,462,431</u>	<u>870,105</u>	<u>950,452</u>

**VEHICLES & EQUIPMENT**

	2008 Actual	2009 Budget	2010 Budget
<b>Revenues / Sources</b>			
Charges for Services	1,238,559	1,266,246	1,261,730
Interest	50,589	25,000	30,000
Other Revenue	72,385	30,000	30,000
Interfund Transfers	19,000		
Total Revenues / Sources	<u>1,380,533</u>	<u>1,321,246</u>	<u>1,321,730</u>
<b>Expenditures / Uses</b>			
Supplies	2,800	4,000	4,000
Other Services & Charges	1,198,054	14,500	14,500
Capital Outlay		822,580	900,000
Fund Balance/Equity Reserves		480,166	403,230
Total Expenditures / Uses	<u>1,200,854</u>	<u>1,321,246</u>	<u>1,321,730</u>

## *Fund Summaries*

### **Internal Service Funds**

#### **RADIO COMMUNICATIONS**

	2008 <u>Actual</u>	2009 <u>Budget</u>	2010 <u>Budget</u>
<b><u>Revenues / Sources</u></b>			
Charges for Services	269,039	258,818	232,931
Interest	19,338	9,000	
Other Revenue	5		
Total Revenues / Sources	<u>288,382</u>	<u>267,818</u>	<u>232,931</u>
<b><u>Expenditures / Uses</u></b>			
Supplies	4,857	12,360	12,360
Other Services & Charges	199,723	108,080	127,375
Capital Outlay		85,000	85,000
Fund Balance/Equity Reserves		62,378	8,196
Total Expenditures / Uses	<u>204,580</u>	<u>267,818</u>	<u>232,931</u>

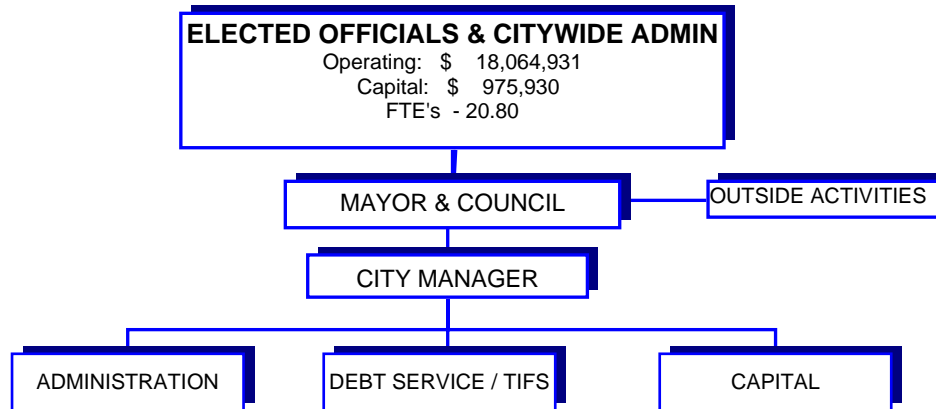


City of Moorhead, Minnesota

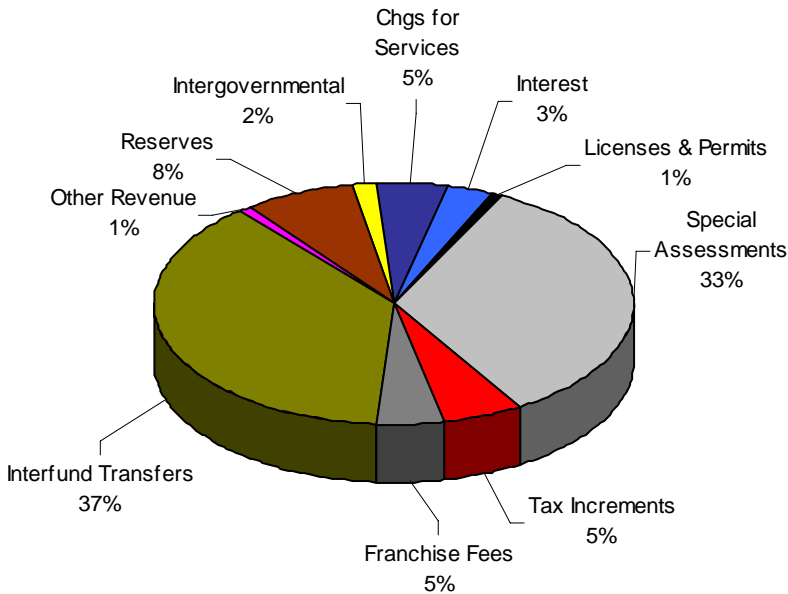
# DEPARTMENTAL & DIVISION BUDGETS

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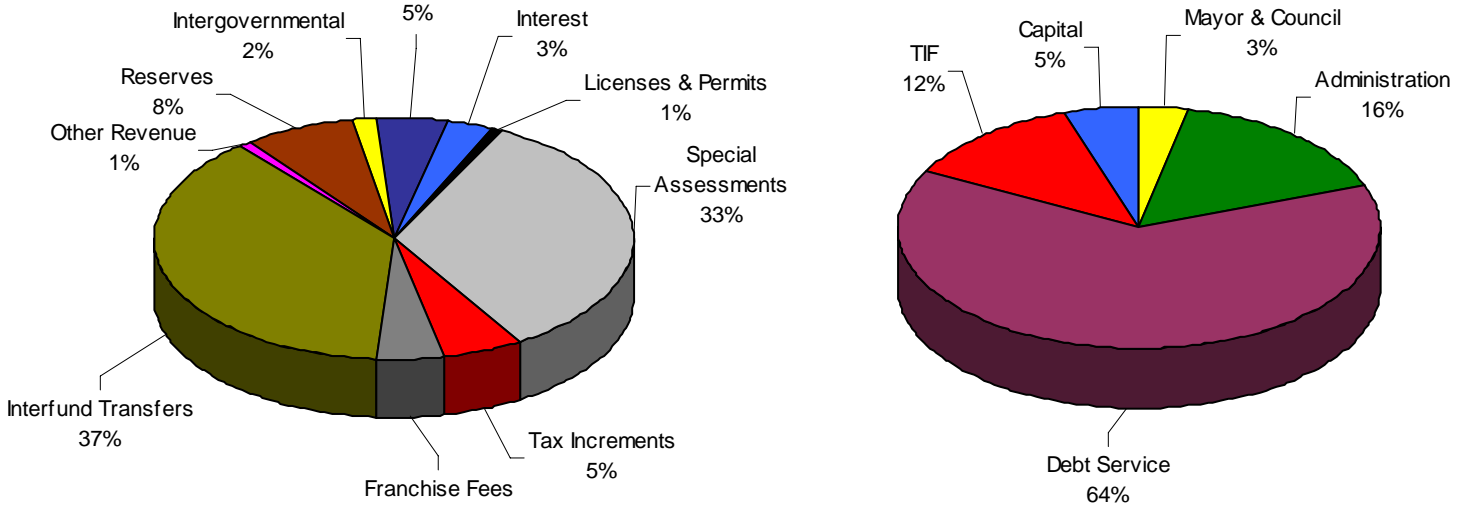
*Elected Officials & Citywide Administration*



**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 2010, 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 conjunction with the City workforce, will remain focused on delivering core services with professionalism, quality, and excellence. While growth in the residential and commercial sectors has slowed in the region, the City expects continued growth to occur, with new residents and businesses choosing Moorhead for their next home or place to do business.



The residential housing market remains healthy in Moorhead despite challenges in the 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. Measured growth is expected to continue in 2010.

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's Local Government Aid (LGA) program and federal programs, such as Community Development Block Grants (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 2010.



## *Elected Officials & Citywide Administration*

### Highlights of the 2010 Budget include:

- A commitment to delivering high-quality, cost-effective, and efficient municipal services to a growing community that expects excellence in the delivery of service from its municipal government.
- Collaboration with the City of Fargo and the United States Army Corps of Engineers (USACE) on the Fargo-Moorhead Metropolitan Feasibility Study, a study process that seeks permanent flood protection solutions for the metropolitan area and the Red River Valley.
- Pursue continued funding for infrastructure projects, such as the 20/21<sup>st</sup> St. Grade Separation Project while continuing progress on the new 34<sup>th</sup> St. Interchange at I-94.



- The implementation 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.

*Elected Officials & Citywide Administration*

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**CHALLENGES & OPPORTUNITIES:** Funding City operations and meeting the demands of growth will face the Elected Officials and Citywide Administration in the 2010 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 in 2010 and LGA funding has been reduced.

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 34<sup>th</sup> St Interchange project at I-94, scheduled for completion in the fall of 2010
- Federal appropriations requests for the 20<sup>th</sup>/20st St. Grade Separation Project
- 1<sup>st</sup> Ave. N. Corridor Pavement Rehabilitation & Corridor Study Implementation, including projects scheduled for 2010.



**State Budget Deficit** – The State of Minnesota continues to face significant revenue challenges in the State's General Fund. The impact of these continued revenues challenges has been a significant reduction of LGA to the City. In conjunction with other cities, Moorhead will continue to advocate for the preservation of LGA funding in 2010.

**Levy Limits** – The State of Minnesota's levy limit policy for local units of government will continue to be in effect in 2010, thereby limiting the expansion of property tax revenue for local units of government for an additional budget year.

*Elected Officials & Citywide Administration*

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**Labor Negotiations** – Several of the City’s collective bargaining agreements expired at the end of 2008, and negotiations are expected to continue into early 2010 on labor agreements that are feasible and sustainable over the long term with respect to City finances.



**FUTURE ISSUES:** The City will deliver high-quality, cost-effective, and efficient municipal services in 2010. While significant revenue challenges will face the Elected Officials and Citywide Administration in 2010 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*

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**2009 – 2010 BUDGET COMPARISON**

	<u>2009 BUDGET</u>	<u>2010 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Mayor &amp; Council Division:</u>			
Mayor & Council	341,274	368,632	27,358
Unallocated/Council Discretionary	255,994	-	(255,994)
Programs, Services, Actv.	240,445	235,118	(5,327)
	<u>837,713</u>	<u>603,750</u>	<u>(233,963)</u>
<u>Administrative Division:</u>			
City Manager	388,996	319,509	(69,487)
City Clerk	101,504	99,586	(1,918)
Elections & Voters	24,370	26,490	2,120
Finance	447,231	447,709	478
Legal	344,000	361,895	17,895
Human Resources	272,711	268,445	(4,266)
Labor Relations	26,700	25,365	(1,335)
General Government	12,000	11,700	(300)
Library	772,800	771,800	(1,000)
Information Technology	870,105	950,452	80,347
Self Insurance	38,000	38,000	-
	<u>3,298,417</u>	<u>3,320,951</u>	<u>22,534</u>
<u>Debt Service:</u>			
Debt Service	<u>11,457,762</u>	<u>12,086,430</u>	<u>628,668</u>
<u>Tax Increment Districts:</u>			
Tax Increment Districts	<u>3,153,500</u>	<u>2,327,800</u>	<u>(825,700)</u>
<u>Capital: *</u>			
Permanent Improvement	200,000	200,000	-
CI - Administration	554,035	351,930	(202,105)
CI - Finance		60,000	60,000
CI - Library	-	90,000	90,000
	<u>754,035</u>	<u>701,930</u>	<u>(52,105)</u>
Total Administration Department	<u>19,501,427</u>	<u>19,040,861</u>	<u>(460,566)</u>

\* See the Capital Improvement Fund detail on page 41.

*Elected Officials & Citywide Administration*

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**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.

**2010 Goals and Objectives**

- Continue studies on permanent flood protection options for Moorhead and Fargo as a part of the Fargo-Moorhead Metropolitan Feasibility Study (FMMFS) with the US Army Corps of Engineers (USACE)
- Continue work on the 34<sup>th</sup> St./I-94 interchange, with project completion in the fall of 2010.
- Advocate for additional 20<sup>th</sup>/21<sup>st</sup> St. grade separation project funding from Congress.
- Implement 1<sup>st</sup> Ave. N. Improvements.

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	112,651	116,194	112,723	(3,471)
Supplies & Materials	1,429	1,500	1,425	(75)
Other Services & Charges	458,829	665,749	435,332	(230,417)
Transfer to Funds	78,064	54,270	54,270	
<b>Total</b>	<b>650,972</b>	<b>837,713</b>	<b>603,750</b>	<b>(233,963)</b>
<b>Per Capita</b>	<b>17.97</b>	<b>23.12</b>	<b>16.67</b>	<b>(6.46)</b>
<b>Per \$1,000,000 Valuation</b>	<b>367.68</b>	<b>447.53</b>	<b>305.90</b>	<b>(118.54)</b>

**2010 Budget Impact Items**

- 5% reduction in funding to outside agencies
- Approximate \$700,000 reduction in expenditures for City departments and divisions to balance the 2010 Operating and Capital Budget
- State of Minnesota Levy Limit Policy

**2008/2009 Achievements**

- GFOA Distinguished Budget Award, 2009

## *Elected Officials & Citywide Administration*

### Administrative Division

City Manager

#### Program Description

The City Manager's office assists the Mayor and Council in the formulation of effective 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.

#### 2010 Goals and Objectives

- Develop long-range planning process/objectives with the Mayor and City Council
- Continue studies on permanent flood protection options for Moorhead and Fargo as a part of the Fargo-Moorhead Metropolitan Feasibility Study (FMMFS) with the US Army Corps of Engineers (USACE)

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	212,161	290,586	229,875	(60,711)
Supplies & Materials	4,756	8,100	7,695	(405)
Other Services & Charges	130,191	90,310	81,939	(8,371)
<b>Total</b>	<b>347,109</b>	<b>388,996</b>	<b>319,509</b>	<b>(69,487)</b>
<b>Per Capita</b>	<b>9.58</b>	<b>10.74</b>	<b>8.82</b>	<b>(1.92)</b>
<b>Per \$1,000,000 Valuation</b>	<b>196.05</b>	<b>207.81</b>	<b>161.89</b>	<b>(35.21)</b>

#### 2010 Budget Impact Items

- 2010 Citywide Capital Improvement Projects
- Increases in the cost of goods and services necessary to operate and maintain the organization at a time when revenues have declined
- 2<sup>nd</sup> Year of Management/Professional Employee Wage Freeze and 3<sup>rd</sup> Year of City Manager Wage Freeze

#### 2008/2009 Achievements

- Continued service excellence to the citizenry
- GFOA Distinguished Budget Award, 2009

## *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.

#### 2010 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	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	69,110	72,514	71,286	(1,228)
Supplies & Materials	3,511	4,600	4,370	(230)
Other Services & Charges	26,220	24,390	23,930	(460)
<b>Total</b>	<b>98,841</b>	<b>101,504</b>	<b>99,586</b>	<b>(1,918)</b>
<b>Per Capita</b>	<b>2.73</b>	<b>2.80</b>	<b>2.75</b>	<b>(0.05)</b>
<b>Per \$1,000,000 Valuation</b>	<b>55.83</b>	<b>54.23</b>	<b>50.46</b>	<b>(0.97)</b>

#### 2010 Budget Impact Items

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

#### 2008/2009 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.

#### 2010 Goals and Objectives

- Plan & coordinate with the Clay County Auditor's office steps/actions necessary for the conduct of the 2010 State elections.
- Comply with educational requirements.
- Review polling sites to ensure compliance with accessibility regulations
- Monitor procedures for Help America Vote Act (HAVA) compliance

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	42			
Supplies & Materials	46	12,300	500	(11,800)
Other Services & Charges	26,109	12,070	25,990	13,920
<b>Total</b>	<b>26,197</b>	<b>24,370</b>	<b>26,490</b>	<b>2,120</b>
<b>Per Capita</b>	<b>0.72</b>	<b>0.67</b>	<b>0.73</b>	<b>0.06</b>
<b>Per \$1,000,000 Valuation</b>	<b>14.80</b>	<b>13.02</b>	<b>13.42</b>	<b>1.07</b>

#### 2010 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

#### 2008/2009 Achievements

- Successfully administered elections within the City of Moorhead



*Elected Officials & Citywide Administration*

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**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.

**2010 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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	380,478	383,231	384,559	1,328
Supplies & Materials	7,090	5,900	5,605	(295)
Other Services & Charges	48,041	58,100	57,545	(555)
<b>Total</b>	<b>435,608</b>	<b>447,231</b>	<b>447,709</b>	<b>478</b>
<b>Per Capita</b>	<b>12.02</b>	<b>12.35</b>	<b>12.36</b>	<b>0.01</b>
<b>Per \$1,000,000 Valuation</b>	<b>246.04</b>	<b>238.92</b>	<b>226.84</b>	<b>0.24</b>

**2010 Budget Impact Items**

- Increased Accounts Receivable Specialist position from .80 FTE to 1.0 FTE

**2008/2009 Achievements**

- Received GFOA Award for Excellence in Financial reporting for the 25<sup>th</sup> consecutive year
- Received GFOA Distinguished Budget Presentation Award for the 5<sup>th</sup> consecutive year

*Elected Officials & Citywide Administration*

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**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.

**2010 Goals and Objectives**

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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Other Services & Charges	370,047	344,000	361,895	17,895
<b>Total</b>	<b>370,047</b>	<b>344,000</b>	<b>361,895</b>	<b>17,895</b>
<b>Per Capita</b>	<b>10.21</b>	<b>9.50</b>	<b>9.99</b>	<b>0.49</b>
<b>Per \$1,000,000 Valuation</b>	<b>209.01</b>	<b>183.77</b>	<b>183.36</b>	<b>9.07</b>

**2010 Budget Impact Items**

- 5% increase for City legal services provided under a professional service agreement

**2008/2009 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.

#### 2010 Goals and Objectives

- Create a citywide Pandemic Flu Manual
- Due to anticipated retirements, recruit & hire for key city positions including public safety positions
- Develop, implement and maintain a variety of training programs
- Implement a city-wide orientation program for all new employees
- Continue to enhance employee intranet on the web for Human Resource related information and on-line forms

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	200,716	204,921	200,945	(3,976)
Supplies & Materials	8,823	8,800	8,360	(440)
Other Services & Charges	71,464	58,990	59,140	150
<b>Total</b>	<b>281,004</b>	<b>272,711</b>	<b>268,445</b>	<b>(4,266)</b>
<b>Per Capita</b>	<b>7.76</b>	<b>7.53</b>	<b>7.41</b>	<b>(0.12)</b>
<b>Per \$1,000,000 Valuation</b>	<b>158.71</b>	<b>145.69</b>	<b>136.01</b>	<b>(2.16)</b>

#### 2010 Budget Impact Items

- Upgrading payroll software
- Additional reductions in operating costs

#### 2008/2009 Achievements

- Implemented a citywide Prescription Drug Program through the National League of Cities
- Reviewed and updated job descriptions for all positions within the City
- Established a wellness program to assist in decreasing health insurance costs
- Set up labor management committees with Firefighter and AFSCME negotiating units
- Interviewed and selected a new Employee Assistance provider for city employees
- Completed comprehensive compensation program

*Elected Officials & Citywide Administration*

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**Administrative Division**

Labor Relations

**Program Description**

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

**2010 Goals and Objectives**

- Continue ongoing communications with bargaining units
- Negotiate the Firefighters labor services contract for 2009 - 2010
- Negotiate the AFSCME labor services contract for 2009 - 2010

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Supplies & Materials	423			
Other Services & Charges	41,469	26,700	25,365	(1,335)
<b>Total</b>	<b>41,891</b>	<b>26,700</b>	<b>25,365</b>	<b>(1,335)</b>
<b>Per Capita</b>	<b>1.16</b>	<b>0.74</b>	<b>0.70</b>	<b>(0.04)</b>
<b>Per \$1,000,000 Valuation</b>	<b>23.66</b>	<b>14.26</b>	<b>12.85</b>	<b>(0.68)</b>

**2010 Budget Impact Items**

- Additional reduction in operating costs

**2008/2009 Achievements**

- Settled a 3-year labor contract with LELS (police officers) bargaining unit, 2008 – 2010
- Settled a unit determination regarding a grievance arbitration with AFSCME

## *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. Materials are in multiple formats – book, CD, DVD, Large Print, electronic. There are many ways to find information – in print form, online databases, and ask-the-Librarian!

#### 2010 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
- Complete building upgrade with installation of new carpet tile to replace 1988 carpet

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	42,656	20,602		(20,602)
Supplies & Materials	4,931	5,160	4,905	(255)
Other Services & Charges	725,717	747,038	766,895	19,857
Transfer to Funds	18,000			
<b>Total</b>	<b>791,304</b>	<b>772,800</b>	<b>771,800</b>	<b>(1,000)</b>
<b>Per Capita</b>	<b>21.84</b>	<b>21.33</b>	<b>21.31</b>	<b>(0.03)</b>
<b>Per \$1,000,000 Valuation</b>	<b>446.94</b>	<b>412.85</b>	<b>391.05</b>	<b>(0.51)</b>

#### 2010 Budget Impact Items

- Rising fuel costs continue to increase heating and cooling costs
- Aging building increases maintenance costs – Maintenance contracts are helping keep costs manageable
- In spite of increasing use of materials and attendance at programs, staff numbers remain stable

#### 2008/2009 Achievements

- Library was repainted with warm, welcoming colors
- Staff work space reconfigured for efficiencies, and space for additional 20 public computers
- Additional computers resulted in more satisfied customers and significantly increased use at an average 73% of capacity – over 56,000 hours. Computers were busy, but wait time for an open computer was acceptable to customers.
- Circulation of materials up 3% from record circulation in 2008 – 398,685 items
- Programs for all ages bring over 14,000 visitors to the library who then find books to check out and use other library services
- Customers use Self Check-Out for over 90% of materials borrowed and is a well-received service, freeing staff to help customers at other points in their Library visit.

## *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.

#### 2010 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
- Install, train and maintain New World software for Fire and Police
- Continue to move toward energy efficient hardware

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	418,335	451,365	452,949	1,584
Supplies & Materials	23,938	17,430	17,800	370
Other Services & Charges	439,159	201,310	205,703	4,393
Capital Outlay		200,000	274,000	74,000
Transfer to Funds	581,000			
<b>Total</b>	<b>1,462,431</b>	<b>870,105</b>	<b>950,452</b>	<b>80,347</b>
<b>Per Capita</b>	<b>40.37</b>	<b>24.02</b>	<b>26.24</b>	<b>2.22</b>
<b>Per \$1,000,000 Valuation</b>	<b>826.00</b>	<b>464.83</b>	<b>481.56</b>	<b>40.71</b>

#### 2010 Budget Impact Items

- Exchange 2010 upgrade (hardware, software and licenses)
- Server replacement and redundancy (blades and drives)
- Upgrade Active Directory to 2008 version (server blades and licenses)
- Ongoing replacement of desktops, laptops, copiers and printers
- Improve backup process
- Replace hardware/software maintenance and inventory system

#### 2008/2009 Achievements

- Upgraded the Audio Visual equipment in council chambers
- Agenda management software/hardware upgrade to stream meetings live on the web
- Installed a video web service – [media.cityofmoorhead.com](http://media.cityofmoorhead.com)
- Provided technical support during the 2009 flood
- Served on planning groups for the installation of New World software and hardware for the Red River Regional Dispatch Center
- Migrated from stand alone servers and storage to virtual servers and storage

*Elected Officials & Citywide Administration*

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**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.

**2010 Goals and Objectives**

- N/A

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Other Services & Charges	45,550	38,000	38,000	
<b>Total</b>	<b>45,550</b>	<b>38,000</b>	<b>38,000</b>	
<b>Per Capita</b>	<b>1.26</b>	<b>1.05</b>	<b>1.05</b>	-
<b>Per \$1,000,000 Valuation</b>	<b>25.73</b>	<b>20.30</b>	<b>19.25</b>	-

**2010 Budget Impact Items**

- Maintained 2009 funding level

**2008/2009 Achievements**

- Negotiated a 4-year contract with insurance agent at 2009 rate.

*Elected Officials & Citywide Administration*

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**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.)

**2010 Goals and Objectives**

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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Other Services & Charges	6,516			
Capital Outlay	167,288			
Debt Service	17,913,883	10,402,172	11,388,930	986,758
Transfer to Funds	1,460,093	150,000	92,000	(58,000)
To Reserves		905,590	605,500	(300,090)
<b>Total</b>	<b>19,547,780</b>	<b>11,457,762</b>	<b>12,086,430</b>	<b>628,668</b>
<b>Per Capita</b>	<b>539.61</b>	<b>316.29</b>	<b>333.64</b>	<b>17.35</b>
<b>Per \$1,000,000 Valuation</b>	<b>11,040.82</b>	<b>6,121.05</b>	<b>6,123.82</b>	<b>318.53</b>

**2010 Budget Impact Items**

- Increase in annual debt service requirements due mainly to the issuance of improvement and flood mitigation bonds

**2008/2009 Achievements**

- Maintained Moody's Investors Service rating of A2
- Refunded 2001E GO Improvement Bond for an annual savings of approximately \$10,000



*Elected Officials & Citywide Administration*

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**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.

**2010 Goals and Objectives**

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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Other Services & Charges	318,752	71,300	68,800	(2,500)
Debt Service	1,816,665	2,013,770	1,614,960	(398,810)
Transfer to Funds	3,497,505	741,000	352,650	(388,350)
To Reserves		327,430	291,390	(36,040)
<b>Total</b>	<b>5,632,922</b>	<b>3,153,500</b>	<b>2,327,800</b>	<b>(825,700)</b>
<b>Per Capita</b>	<b>155.49</b>	<b>87.05</b>	<b>64.26</b>	<b>(22.79)</b>
<b>Per \$1,000,000 Valuation</b>	<b>3,181.54</b>	<b>1,684.69</b>	<b>1,179.42</b>	<b>(418.36)</b>

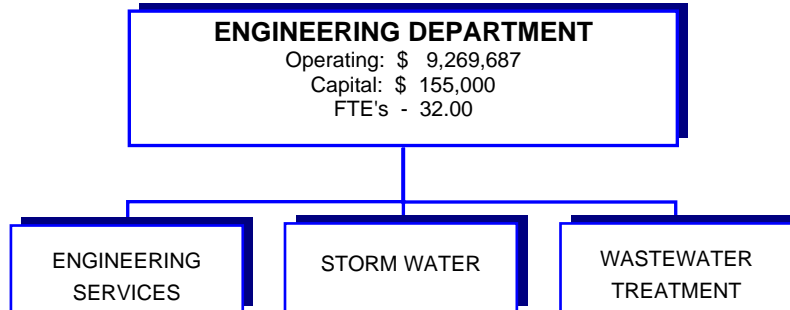
**2010 Budget Impact Items**

- It is anticipated that these funds will be self-supporting from the related tax increment sources
- Decertified the Downtown Urban Renewal district resulting in an overall budget reduction.

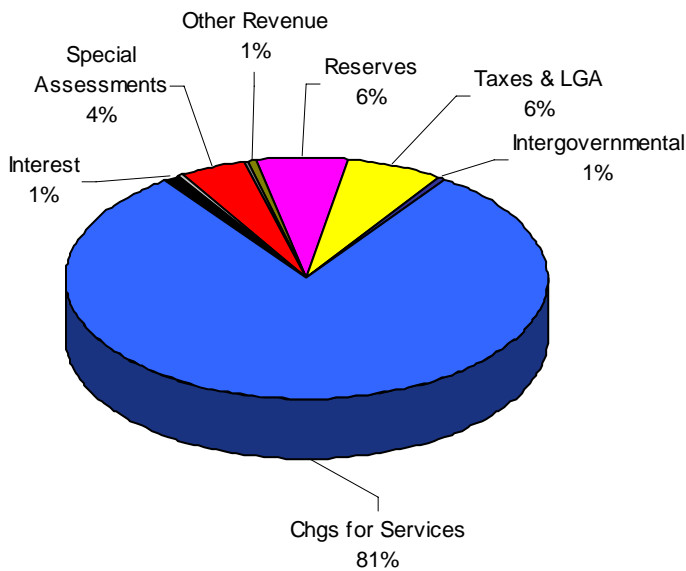
**2008/2009 Achievements**

- Refunded two (2) tax increment bonds within one (1) district allowing for more funds to be reimbursed to the developer of that district

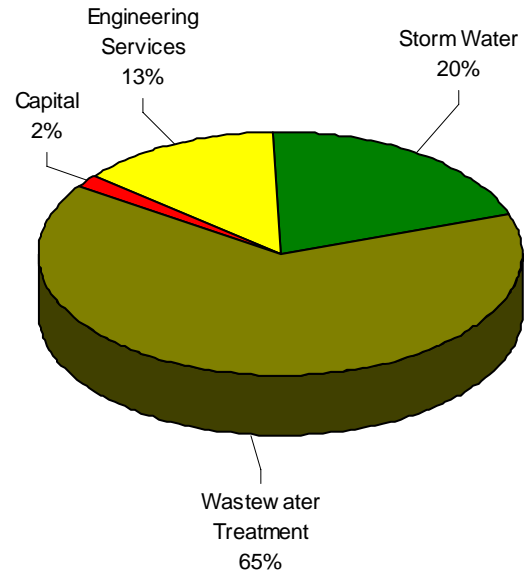
*Engineering Department*



**FINANCING PLAN**



**PROGRAM ALLOCATION**



**MISSION STATEMENT** – The mission of Engineering Department is to provide comprehensive, fiscally responsible management of the City’s transportation, stormwater, 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 2009

While the record-breaking spring flood monopolized much of the Engineering Department's resources in 2009, several important transportation improvements forged ahead. One of the most visible and highly anticipated is the 34<sup>th</sup> Street/I-94 Interchange Project which relocates the SE Main Avenue/I-94 Interchange east and away from the Ottertail Valley Railroad tracks and connects I-94 with 34<sup>th</sup> Street. The project, scheduled to be completed in 2010, will reduce auto-rail conflicts and improve traffic operations in this growing part of the City.



The City was granted Federal Transportation Enhancement funds to construct a pedestrian underpass at TH 75 and 40<sup>th</sup> Avenue South. The underpass will enhance bicycle and pedestrian connectivity between the Trollwood Performing Arts School, Southside Regional Park, S.G. Reinertson Elementary School, and residential neighborhoods in the area. Construction began in 2009 and will be completed in 2010.

Annually, since 2005, the Engineering Department drafts and submits for City Council approval a five-year Pavement Management and Transportation Improvement Plan. This plan guides staff in establishing an annual work program to effectively allocate City resources to construct and maintain a transportation system that is safe and efficient for use by the traveling public. In 2009, streets in two subdivisions



## *Engineering Department*

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south of the I-94 were re-constructed. The City also initiated re-construction of 20<sup>th</sup> Street from 12<sup>th</sup> to 24<sup>th</sup> Avenue South. This project utilized a combination of programmed Federal Surface Transportation Program funds and American Recovery and Reinvestment Act funds. Also utilizing Federal American Recovery and Reinvestment Act funds, repairs to the Center Avenue Bridge were initiated to extend its useful life by approximately 25 years.

In the Stormwater Utility, staff updated the City's Residential Erosion/Sediment Control Standards and continued to provide education for developers, homebuilders, contractors, students, and the public. Approximately 6,000 inspections were conducted at active construction sites with a compliance rate of over 93%. Work on infrastructure renewal continued with the replacement of pumps that had served well beyond their expected useful life (40+ years versus an expected 20 years) at Storm Lift Station #7 (SE Main Ave & 24<sup>th</sup> Ave S) and Storm Lift Station #3 (near the Moorhead Senior High School).

In 2009, construction of the Solids Improvement Project at the Wastewater Treatment Facility (WWTF) was completed. This was the third major infrastructure project at the WWTF in recent years. Investments in the City's wastewater infrastructure since 2002 total more than \$33 million. Altogether, these projects accommodate new growth, rehabilitate treatment processes and equipment that have served well beyond their expected useful life, and serve to maintain regulatory compliance. Wastewater rates continue to be affordable. Based on a survey of cities in Minnesota, North Dakota, South Dakota, Montana, and Wyoming with a population of at least 5,000 and similar treatment systems, the City's wastewater rates ranked number 29 out of 65 (with 1 being the lowest and 65 being the highest).

### **EXPECTATIONS FOR 2010 AND BEYOND**

In 2010, priority activities will include future flood risk reduction; both interim and long-term. The City will utilize approximately \$19 million in funding made available for interim flood risk reduction infrastructure projects. Pictured at the right are the early stages of construction of one of nine storm sewer gate structures with PTO pumps to be installed at various locations along the river. Other projects include relocating control panels for nine existing flood control structures, elevating 10



## *Engineering Department*

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existing flood control structures, gating/redirecting 27 existing storm sewers and outlets, raising/extending the Horn Park and Woodlawn Park levees, the 40<sup>th</sup> Avenue South ditch separation project, and a variety of other storm and sanitary sewer improvements and short segments of levees/floodwalls. These projects will aid in bridging the gap to comprehensive metro-wide flood risk reduction. The Engineering Department will continue a cooperative effort with the U.S. Army Corp of Engineers and other Federal, State, and local agencies and jurisdictions to complete the Fargo-Moorhead Metropolitan Feasibility Study by the end of 2010. Completion of this study is critical to providing long-term, comprehensive flood risk reduction to the metro area. The Engineering Department will also continue joint efforts with the Community Services Department on the acquisition of several flood-prone homes along the river.

The Engineering Department continues to prepare for the adoption of new floodplain maps, which is anticipated late summer or early fall of 2010. The City's 2009 application to FEMA's Community Rating System was successful and beginning in May, citizens will be eligible for a 15% discount in flood insurance premiums.

With project design and right-of-way acquisition for the SE Main Avenue/20<sup>th</sup>/21<sup>st</sup> Street Railroad Grade Separation Project completed in 2009, the first phase of construction can begin pending the availability of Federal funding.

A major telecommunications installation project by Midcontinent Communications, originally slated to be completed in 2009, is now anticipated to be completed in 2010. The Engineering Department permits and monitors the installation of much of this infrastructure due to its placement within City right-of-way.

In 2010, planning and policy initiatives will include updates to infrastructure (transportation, stormwater, and sanitary sewer) master plans based on the Comprehensive Plan Addendum completed in 2009. Originally slated for 2009 but delayed due to the Spring flood, a revised traffic control (sign) request policy will be drafted and will include traffic calming provisions to address neighborhood concerns with traffic volumes, speed, and pedestrian safety. A significant update to the City's special assessment procedures and software will also be completed.

In the Stormwater Utility, a self-audit of the City's Stormwater Pollution Prevention Program will be completed. Infrastructure renewal will continue with the programmed replacement of aging infrastructure at stormwater lift stations based on a recently completed stormwater lift station condition assessment/asset management program. This program will also be used to develop long-term budget forecasts for the utility to ensure financial stability.

## *Engineering Department*

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In the Wastewater Treatment utility, a previously initiated sanitary lift station condition assessment/asset management program will be completed. Utilizing this program, long-term budget forecasts for the utility will be developed. The Engineering Department will also prepare an application for submittal to the MPCA and EPA for the scheduled reissuance of the City's discharge permit for the WWTF. In advance of permit re-issuance (anticipated in 2011), the Engineering Department will begin early development of procedures and documentation to seek Federal delegation of authority for the City's industrial pretreatment program.

### **FUTURE CHALLENGES/OPPORTUNITIES**

Future challenges and opportunities for the Engineering Department include:

- Funding/construction of a comprehensive flood risk reduction project
- Funding for the construction of major transportation initiatives
- Funding for transportation, stormwater, and wastewater asset renewal
- Adoption of new floodplain maps
- 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: BIOSOLIDS – A BENEFICIAL RECYCLING PROGRAM**

Biosolids are an environmentally safe byproduct of the wastewater treatment process. Biosolids recycling in Minnesota began in the early 1940's. Since 1982, the MPCA, through MN Rules Chapter 7048, has trained and certified more than 1,000 Type IV operators and inspectors in procedures for safe and responsible recycling of biosolids for approximately 200 of the State's wastewater treatment facilities. Nationwide, biosolids recycling is the most common form of biosolids management.

The first comprehensive regulation governing the use of biosolids by the EPA (40 CFR Part 257) was adopted on September 21, 1979. The State of Minnesota adopted MN Rules Chapter 7040 governing the management of biosolids on May 18, 1982. Since then, the MPCA has monitored compliance at land spreading sites and facilities, with a focus on treatment processes, biosolids analysis, storage, record-keeping, and land application.

In 1993, the EPA replaced 40 CFR Part 257 with a comprehensive and scientifically supported regulation (40 CFR Part 503). In 1997, the MPCA

## *Engineering Department*

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adopted Minnesota Rules Chapter 7041, which combined all Federal and State regulations and requirements for land application of public and private biosolids to agricultural land.

The Moorhead WWTF receives an average of 4.5 million gallons of wastewater daily. Solids in the wastewater settle in the primary clarifiers and are pumped



directly into one of two high-rate primary anaerobic digesters. A second high-rate anaerobic digester receives waste-activated sludge that has been thickened on a gravity belt thickener. This waste-activated sludge is a byproduct of the removal of dissolved pollutants in wastewater. The solids in the two digesters are treated using a biological process to meet Class B regulatory standards. The treated solids (now called biosolids) flow from the two high-rate anaerobic digesters by

gravity into a third digester. The biosolids are then pumped into a 3.5 million gallon underground storage tank. Final settling of this product results in two layers - an upper layer of supernatant (clear liquid) which is pumped back to the wastewater treatment processes, and a lower layer of biosolids that is ready for recycling.

These treated biosolids are applied to agricultural land. Prior to land application, however, there are a number of regulatory requirements that must be met.

- Site approval: Each site must be approved by the MPCA before any biosolids are applied.
- Site suitability: Not all soil types are conducive to biosolids application. Soil characteristics requiring MPCA approval include texture, permeability, pH, seasonal high water table, phosphorus levels, bedrock depth and soluble salt content. Other considerations for site suitability including restrictions and management practices involving physical features, such as slope, location of surface waters, and designated park and residential areas.
- Permission: Verbal or written permission and cooperation is required from area farmers to apply biosolids to their property where potential sites (40 acres or less) are located.
- Soil samples are taken and sent to an independent lab for analysis. When the analysis results are returned, notification letters are sent to the site's owner, pertinent



## *Engineering Department*

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city or township officials, and to the county official responsible for solid waste management. The soil analysis information and photocopies of all the required notification letters are mailed to the MPCA with an application form requesting site approval.

- After review and a 30 day comment period, the MPCA may deny or approve the site for land application.

To ensure that the quality of biosolids applied meets regulatory requirements for beneficial reuse, the dewatered biosolids in the storage tank are sampled and sent to an independent lab for analysis before they are applied. These analyses are used to determine biosolids quality and to inform users of the product's characteristics, ensuring it will be used in an environmentally sound manner.



With the farmer's cooperation, the biosolids are applied to the approved site at an agronomic rate based on recommended nitrogen requirements for the crop to be planted that year.

Biosolids are a nutrient-rich organic product that release nitrogen slowly, feeding crops throughout the growing season. Because of the biosolids organic

structure, it further aids in maintaining soil tilth and improves water holding capacity. In addition, biosolids reduce runoff and help prevent soil erosion.

On an annual basis, the City of Moorhead treats approximately 1.6 billion gallons of wastewater, generating 3.7 million gallons (710 dry tons) of biosolids, and uses 400 to 600 acres of agricultural land for application. Approximately 30 tons of nitrogen and phosphorus are applied to farmland each year reducing the demand for commercial fertilizers. Moorhead's biosolids recycling program has seen many changes over the years, from new processes to more storage to better handling equipment. As the city continues to grow and improve; so will the biosolids beneficial recycling program.





## *Engineering Department*

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### **2009 – 2010 BUDGET COMPARISON**

	<u>2009</u> <u>BUDGET</u>	<u>2010</u> <u>BUDGET</u>	<u>INCREASE</u> <u>(DECREASE)</u>
<u>Engineering Division:</u>			
Engineering Services	1,279,665	1,254,807	(24,858)
Storm Water	1,111,551	1,980,759	869,208
Wastewater Treatment	5,824,865	6,161,121	336,256
	<u>8,216,081</u>	<u>9,396,687</u>	<u>1,180,606</u>
<u>Capital: *</u>			
CI - Engineering	64,500	28,000	(36,500)
	<u>64,500</u>	<u>28,000</u>	<u>(36,500)</u>
Total Engineering Department	<u>8,280,581</u>	<u>9,424,687</u>	<u>1,144,106</u>

\* See Capital Improvement Fund detail on page 41.

## *Engineering Department*

### Engineering Department

Engineering Services

#### Program Description

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

#### 2010 Goals and Objectives

- Complete construction of the 34<sup>th</sup> St/I-94 Interchange Project
- Complete construction of a variety of interim flood risk reduction infrastructure projects
- Coordinate with the USACE and local jurisdictions to complete the Fargo-Moorhead Metropolitan Feasibility Study to identify comprehensive, metro-wide flood risk reduction
- Initiate construction of the SE Main Ave/20<sup>th</sup> St/21<sup>st</sup> St Railroad Grade Separation Project (pending availability of funding)
- Complete construction of the pedestrian underpass at TH 75 (8<sup>th</sup> St) & 40<sup>th</sup> Ave S
- Reconstruct/rehabilitate approximately 7-8 miles of existing streets
- Complete special assessment software and inter-departmental procedures updates
- Evaluate future infrastructure needs based on the recent Comprehensive Plan Addendum
- Adopt a revised traffic control (sign) request policy including traffic calming provisions
- Permit and coordinate improvements for Midcontinent Communications

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	861,684	938,285	921,283	(17,002)
Supplies & Materials	27,510	41,470	40,355	(1,115)
Other Services & Charges	351,127	299,910	293,169	(6,741)
Transfer to Funds	2,200			
<b>Total</b>	<b>1,242,521</b>	<b>1,279,665</b>	<b>1,254,807</b>	<b>(24,858)</b>
<b>Per Capita</b>	<b>34.30</b>	<b>35.32</b>	<b>34.64</b>	<b>(0.69)</b>
<b>Per \$1,000,000 Valuation</b>	<b>701.79</b>	<b>683.63</b>	<b>635.77</b>	<b>(12.59)</b>

#### 2010 Budget Impact Items

- Reduced fee revenue resulting from less demand for infrastructure for new development
- Various projects associated with interim and long-term flood risk reduction

#### 2008/2009 Achievements

- Initiated construction of the 34<sup>th</sup> St/I-94 Interchange Project
- Initiated construction of various interim flood risk reduction infrastructure projects
- Final design/right-of-way acquisition for the SE Main Ave/20<sup>th</sup> St/21<sup>st</sup> St Grade Separation
- Completed the TH 75/20<sup>th</sup> St Corridor Study and 11<sup>th</sup> St Grade Separation Feasibility Study
- Constructed .5 miles of new City streets (2009)
- Reconstructed/rehabilitated 2.80 miles of existing streets (2009)
- Constructed infrastructure for 35 acres of new development (2009)
- Initiated or completed improvements for the Southside, Horizon Shores, and MB Johnson Regional Parks

## *Engineering Department*

### Engineering Department

Storm Water

#### Program Description

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

#### 2010 Goals and Objectives

- Begin implementation of the recommendations of the storm water lift station condition assessment/asset management program with Phase 1 improvements at various lift stations
- Complete design for improvements to Storm Lift Station #4 (Morningside Addition)
- Continue implementation of various Storm water Pollution Prevention Plan (SWPPP) Best Management Practices (BMPs) and complete 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 storm sewer rehabilitation needs on 24<sup>th</sup> Ave S (11<sup>th</sup> to 14<sup>th</sup> St)
- Implement regulatory requirements affecting City facilities based on revisions to the MPCA industrial activity storm water permit

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	144,777	161,570	154,143	(7,427)
Supplies & Materials	14,050	28,190	28,250	60
Other Services & Charges	673,401	711,841	1,107,616	395,775
Capital Outlay		100,000	77,000	(23,000)
Transfer to Funds	104,625	109,950	613,750	503,800
<b>Total</b>	<b>936,853</b>	<b>1,111,551</b>	<b>1,980,759</b>	<b>869,208</b>
<b>Per Capita</b>	<b>25.86</b>	<b>30.68</b>	<b>54.68</b>	<b>23.99</b>
<b>Per \$1,000,000 Valuation</b>	<b>529.15</b>	<b>593.82</b>	<b>1,003.59</b>	<b>440.40</b>

#### 2010 Budget Impact Items

- Base rate increase of \$4.21 per month for all customers (\$5.00 to \$9.21 per month). Funding to be used for flood risk reduction infrastructure projects and various stormwater system improvements.
- Storm lift station improvements per the condition assessment/asset management program
- 30% Increase in collection and billing costs

#### 2008/2009 Achievements

- Completed a storm lift station condition assessment/asset management plan
- Replaced aging pumps at Storm Lift Station #6 (SE Main Ave & 16<sup>th</sup> Ave S)
- Replaced aging pumps at Storm Lift Station #7 (SE Main Ave & 24<sup>th</sup> Ave S)
- Replaced aging pumps at Storm Lift Station #3 (Moorhead Senior High School)
- Continued catch basin rehabilitation program
- Conducted education for developers, homebuilders, contractors, students, and the public
- Implemented focused storm water 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.

#### 2010 Goals and Objectives

- Complete a sanitary lift station condition assessment/asset management plan
- Develop a long-term asset management program and corresponding budget forecasts
- Submit application for re-issuance of the City's NPDES permit for the WWTF
- Initiate the development of procedures and documentation to receive Federal delegation of authority for the City's industrial pretreatment program
- Develop a written policy for sewer cleaning
- Monitor MPCA Phosphorus Rule implementation and various other regulatory initiatives
- Initiate development of a mercury minimization plan

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	1,017,233	1,085,656	1,066,930	(18,726)
Supplies & Materials	539,315	417,688	479,516	61,828
Other Services & Charges	3,230,032	1,815,206	1,775,575	(39,631)
Capital Outlay		50,000	50,000	
Debt Service	892,707	2,206,315	2,529,800	323,485
Transfer to Funds	299,880	250,000	259,300	9,300
<b>Total</b>	<b>5,979,168</b>	<b>5,824,865</b>	<b>6,161,121</b>	<b>336,256</b>
<b>Per Capita</b>	<b>165.05</b>	<b>160.79</b>	<b>170.07</b>	<b>9.28</b>
<b>Per \$1,000,000 Valuation</b>	<b>3,377.11</b>	<b>3,111.80</b>	<b>3,121.65</b>	<b>170.37</b>

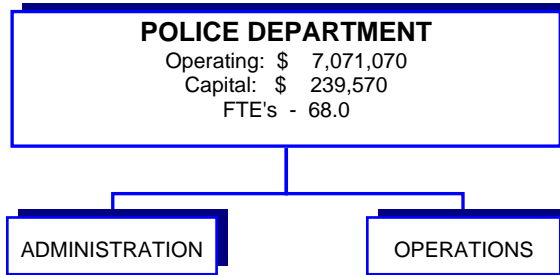
#### 2010 Budget Impact Items

- 3% programmed rate increase
- Utility cost increases
- Pump/motor replacement at the WWTF and/or sanitary lift stations
- 30% Increase in collection and billing costs

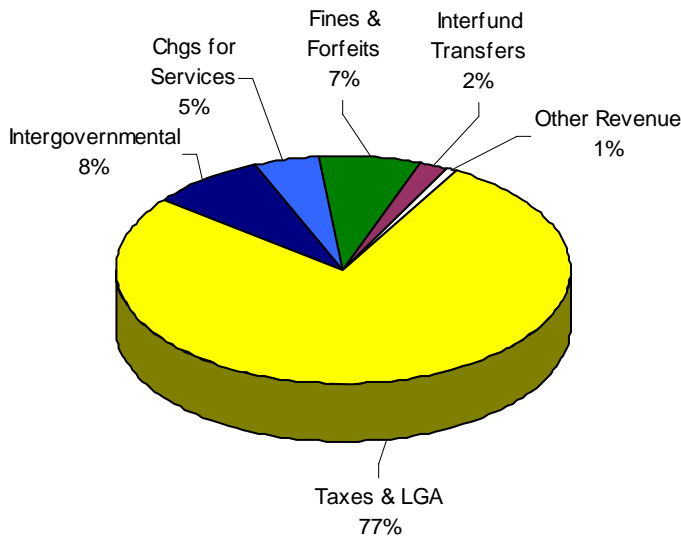
#### 2008/2009 Achievements

- Completed construction of the Solids Improvement Project at the WWTF
- Completed rehabilitation of a 30-inch sewer interceptor on 9<sup>th</sup> St (1<sup>st</sup> Ave N to 5<sup>th</sup> Ave N)
- Received MPCA Commendation for Operation and Maintenance of the WWTF (2009)

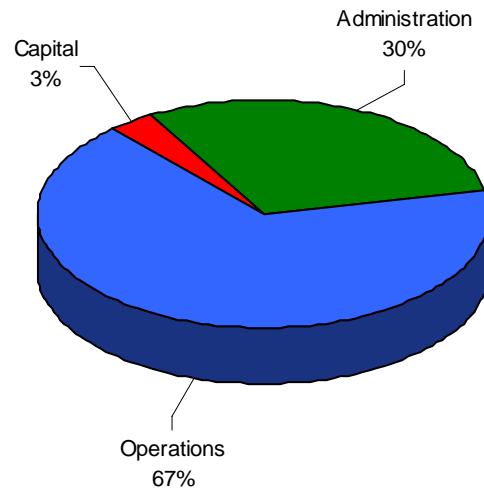
*Police Department*



**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*

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### **DEPARTMENT HIGHLIGHTS:**

The delivery of professional police services by collaborating with community partners in community policing to continue to move the department into the future. Some 2009 highlights and accomplishments:

- Trained two officers to become Drug Recognition Experts (DRE's) to identify and field test drivers that are under the influence of controlled substances. These officers were trained through local Minnesota based training, certification, and Phoenix, AZ based hands-on learning.
- Maintained full-serviced operations while holding four police officer positions open and refrained from promoting remaining two sergeants to complete department command restructuring as planned, in effort to ease the city budget situation.
- Solved 17-year-old cold case homicide of Sharon Stafford who was murdered November 2, 1993 with the arrest of Clarence Michael Burcham on June 11, 2009.
- Improved response to threatening situations at Moorhead colleges and public schools through the completion of department-wide active shooter training.
- Initiated a new process of Administrative Reviews of all use of force situations, police pursuits, and complaints through a complete and documented chain-of-command review and evaluation process to identify training needs, policy adjustments, and potential disciplinary issues.
- Completed the update of department Rules and Regulations.
- Issued five life saving awards in 2009 from two situations both involving residential house fires.
- CAD/RMS vendor New World selected in the first multi-city/county/state joint operation in the Red River Regional Dispatch Center conglomerate.
- Entered cooperative agreement with the Minnesota court system here in the 7<sup>th</sup> Judicial District to begin e-ticketing system of electronic data transfer of citations being data based and processed where the department will receive \$15,000 in state assistance to complete the project.



### **FUTURE ISSUES:**

The Moorhead Police Department continues to prepare and position itself to meet the needs of the growing community. The challenges are many in light of the economy. Highlighted below are a few the issues that the department will face in the future.

- Maintaining prompt response to calls for service from the public with the reduction in funding from the state in local government aid (LGA) to the city which may result in reduced staff levels or a reduction in some services.
- Bring staffing to a level necessary to meet community growth and development in a fiscally responsible manner.
- Completion of the command restructuring of the department to provide supervisor oversight of each shift and division.
- Begin discussions with potential partners in relocation and building of new area outdoor firing range. Current Moorhead range (within city limits) is the only outdoor law enforcement range in the region.
- Complete move of the police impound lot as a result of flood mitigation projects and dike building through existing lot.

## *Police Department*

### HIGHLIGHTED PROGRAM

## 2009 Red River Flood Response

In December of 2008, the Moorhead Police Department began pre-planning and preparing for a role in the City of Moorhead's flood event response. As in 1997 and floods since, the joint City/County Emergency Operations Center, the heart of city/county planning, resource allocation, communications, and emergency management was located in the basement of the Law Enforcement Center. A new challenge in 2009 was having to evacuate and move to the third floor of the courthouse during the peak of flood event when flood waters threatened the LEC facilities.



As rapidly changing river forecasts came with little warning to the point of record levels, the Emergency Operations Center along with the Moorhead Police Department, Clay County Sheriff's Department and jail were forced to evacuate and find new locations to continue operations of both day to day functions and the flood response.

The toll of the 2009 flood included:

- Over 2,000 regularly scheduled police officer hours.
- Nearly 2,200 overtime hours of extra shifts for sandbag escorts, traffic control, and other security needs.
- Assistance from numerous other partners amounting to countless hours.
  - The Red River Regional Dispatch Center
  - State resources including: Minnesota State Patrol, Department of Natural Resources, MN National Guard
  - Other MN Police Departments including: Detroit Lakes, Fergus Falls, and Alexandria
  - Other MN Sheriff's Departments including: Otter Tail County, Hennepin County, Ramsey County, Douglas County, and Mahnomon County.
  - Federal agencies including: Federal Bureau Investigation, Drug Enforcement Administration, and Immigration Customs Enforcement.
  - Other federal resources including: US Coast Guard and the US Army



The Moorhead Police Department and Moorhead Police Volunteers planned, staffed, and operated the volunteer center at Nemzek Field House on the campus of MSUM. Together with our critical partners, MSUM, MSCTC, Concordia, Moorhead Public Schools, Moorhead Public Transit, the Clay County Sheriff's Department and Posse. Over 20,000 volunteers were registered and transported to and from work areas, where they filled and placed over 3 million sandbags to hold back the all-time record of the Red River flooding of 43.5 feet.

*Police Department*

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From the flood experience and post debriefings, our staff has implemented new protocols to better utilize today's technologies. These include a new digital radio system and channel programming to improve communications and maintain regular police service. An improved Code Red public communications system as well as a \$40,000 Byrne/JAG grant that is shared with Clay County. This grant will be used to equip a new emergency operations center and add critical interoperable multi-band radios that function with the state ARMER system.





*Police Department*

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**2009 – 2010 BUDGET COMPARISON**

	2009 BUDGET	2010 BUDGET	INCREASE (DECREASE)
<u>Administrative Division:</u>			
Administration	1,652,836	1,654,188	1,352
Community Service	171,215	169,776	(1,439)
Grant Funded Activities	207,617	224,674	17,057
Radio Communications	267,818	232,931	(34,887)
	<u>2,299,486</u>	<u>2,281,569</u>	<u>(17,917)</u>
<u>Operations Division:</u>			
Community Policing	138,169	136,030	(2,139)
Moorhead Together	15,500	15,445	(55)
Investigative	815,877	858,558	42,681
Patrol	3,481,393	3,686,508	205,115
DARE	77,326	79,684	2,358
Youth Services	72,732	75,231	2,499
Bike Patrol	3,015	2,864	(151)
Tactical	16,668	15,835	(833)
K-9	4,575	4,346	(229)
	<u>4,625,255</u>	<u>4,874,501</u>	<u>249,246</u>
<u>Capital: *</u>			
Capital Improvements	<u>31,955</u>	<u>154,570</u>	<u>122,615</u>
Total Police Department	<u>\$ 6,956,696</u>	<u>\$ 7,310,640</u>	<u>\$ 353,944</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.

#### **2010 Goals and Objectives**

- Implement use of PowerDMS software to assist in dissemination, and documentation of policies and in-service training via mobile internet access.
- Complete revision of department general orders
- Complete the restructuring of the police department chain of command

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	594,749	596,974	586,160	(10,814)
Supplies & Materials	86,182	88,535	84,797	(3,738)
Other Services & Charges	986,668	967,327	983,231	15,904
<b>Total</b>	<b>1,667,598</b>	<b>1,652,836</b>	<b>1,654,188</b>	<b>1,352</b>
<b>Per Capita</b>	<b>46.03</b>	<b>45.63</b>	<b>45.66</b>	<b>0.04</b>
<b>Per \$1,000,000 Valuation</b>	<b>941.88</b>	<b>882.99</b>	<b>838.13</b>	<b>0.69</b>

#### **2010 Budget Impact Items**

- Moving the police impound lot due to flood mitigation projects at the current location.
- Costs associated with matching funds, staffing, and licensing for new CAD/RMS system.

#### **2008/2009 Achievements**

- Completed and updated departmental Rules and Regulations
- Initiated an administrative review process of all use of force, pursuit situations and internal affairs investigations whereby a comprehensive and documented chain-of-command review of these incidents is completed.
- CAD/RMS vendor New World selected for the Red River Regional Dispatch Center system. This is the first conglomerate involving a multi-city, county, state joint system.
- Entered a cooperative agreement with the Minnesota court system to begin an e-ticketing system of electronic data transfer of citations being data based and processed.
- 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.

#### **2010 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.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	97,073	103,807	102,493	(1,314)
Supplies & Materials	8,658	13,220	13,145	(75)
Other Services & Charges	55,709	54,188	54,138	(50)
<b>Total</b>	<b>161,440</b>	<b>171,215</b>	<b>169,776</b>	<b>(1,439)</b>
<b>Per Capita</b>	<b>4.46</b>	<b>4.73</b>	<b>4.69</b>	<b>(0.04)</b>
<b>Per \$1,000,000 Valuation</b>	<b>91.18</b>	<b>91.47</b>	<b>86.02</b>	<b>(0.73)</b>

#### **2010 Budget Impact Items**

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

#### **2008/2009 Achievements**

- Worked with the MSCTC resolving parking issues.
- Accurately tracking reports of animal attacks leading to the declaration of dangerous dogs
- Worked with several neighbor disputes regarding parking and animal issues.

## *Police Department*

### **Administrative Division**

Grant – DEA Task Force

#### **Program Description**

State grant funds are utilized to help cover the salary for local narcotics officers assigned to the Drug Enforcement Agency (DEA) Task Force.

#### **2010 Goals and Objectives**

- Continued efforts to dismantle the organizations responsible for the large scale trafficking and distribution of methamphetamine to the Red River Valley.
- Continued relationships with gang investigators and other law enforcement agencies to help fight the trafficking of cocaine/crack cocaine to the Fargo-Moorhead area by gang members from larger metropolitan cities.
- Continued partnership/relationship between local drug enforcement officers and the DEA Task Force.

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	69,738	70,886	73,477	2,591
Supplies & Materials	1,956	570	570	
Other Services & Charges	32,103	39,737	41,093	1,356
<b>Total</b>	<b>103,797</b>	<b>111,193</b>	<b>115,140</b>	<b>3,947</b>
<b>Per Capita</b>	<b>2.87</b>	<b>3.07</b>	<b>3.18</b>	<b>0.11</b>
<b>Per \$1,000,000 Valuation</b>	<b>58.63</b>	<b>59.40</b>	<b>58.34</b>	<b>2.00</b>

#### **2010 Budget Impact Items**

- The State of Minnesota has continued to fund partially a Narcotics Officer position through the end of 2009. They have announced that there will be funding for 2010. The grant application has been submitted and we are awaiting award notification.

#### **2008/2009 Achievements**

- The Task Force partnership, along with the relationship built with the US Attorney's Office has allowed Task Force Officers to build strong conspiracy cases resulting in more defendants and 35% of all cases being filed federally.
- Average federal sentence for a "cooperating" defendant is 97 months incarceration.
- This Task Force averages 2.04 arrests per \$1000 of grant money while the statewide average is 1.02 arrests.
- There is an ongoing methamphetamine conspiracy case, which is a joint investigation between the local DEA Task Force and the BCI Task Force in Bismarck. To date, the case has resulted in the seizure of ½ pound of methamphetamine, \$63,000 cash, and 16 federal indictments.

## *Police Department*

### Administrative Division

Grant - Youth Intervention

#### Program Description

The Youth Intervention program is designed to provide youth healthy alternatives to criminal activity through prevention programming, youth mentoring and education including in-schools, and delivering the Junior Police Academy and the popular Moorhead Police Summer Youth Program.

#### 2010 Goals and Objectives

- Offer the Junior Police Academy as an extra-curricular activity at Moorhead High School.
- Host the 30<sup>th</sup> annual Moorhead Police Summer Youth Program that has served nearly 3000 kids over the years.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	2,309			
Supplies & Materials	21,286			
Other Services & Charges	18,094			
<b>Total</b>	<b>41,689</b>			
<b>Per Capita</b>	<b>1.15</b>	-	-	-
<b>Per \$1,000,000 Valuation</b>	<b>23.55</b>	-	-	-

#### 2010 Budget Impact Items

- Summer Youth Program
- Junior Police Academy

#### 2008/2009 Achievements

- Youth Coordinator and a Moorhead police officer are representatives on the Youth Intervention Programs Association (YIPA) board.
- Hosted the 2009 YIPA Conference in Moorhead bringing numerous attendees to Moorhead, which helped to stimulate the local economy.
- 154 kids participated in the 2009 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.
- Awarded the last of a two-year Grant through MNDPS to provide much of the funding to carry out youth programming. This grant has been renewed for the last 30 years.

## *Police Department*

### **Administrative Division**

Grant - Gang Investigator

#### **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.

#### **2010 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, schools, and other law enforcement partners to increase awareness and understanding of local gangs.

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	79,714	71,424	74,034	2,610
Supplies & Materials	60			
Other Services & Charges	1,145			
<b>Total</b>	<b>80,919</b>	<b>71,424</b>	<b>74,034</b>	<b>2,610</b>
<b>Per Capita</b>	<b>2.23</b>	<b>1.97</b>	<b>2.04</b>	<b>0.07</b>
<b>Per \$1,000,000 Valuation</b>	<b>45.70</b>	<b>38.16</b>	<b>37.51</b>	<b>1.32</b>

#### **2010 Budget Impact Items**

- The State of Minnesota has continued to fund the Gang Officer position through the end of 2009. They have announced that there will be funding for 2010. The grant application has been submitted and we are awaiting award notification.

#### **2008/2009 Achievements**

- A January 2009 Gang Task Force investigation led to the seizure of 43 bindles of heroin, .75 pounds of marijuana, a handgun and \$1,600 cash. The investigation led to federal convictions of two local Latin King members and a state conviction on a female associate.
- This Gang Investigator helped organize a two-day gang conference in May 2009 that was hosted at the Moorhead Marriot. Approximately 150 law enforcement, corrections, and probation personnel from MN, ND and SD attended the training. The training focused on Native American and Hispanic gangs.
- Throughout the year, the Gang Investigator has been working with other local, state, and federal investigators to track and identify local outlaw motorcycle gang members in the Fargo/Moorhead area.

## *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, Operation Nightcap. These grants help ensure the safety of our officers as well as enhance enforcement activities.

#### 2010 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. \$40,000 in funding has been secured for the 2010 Grant Cycle under this program, 63% of which will be allocated to the city.
- **Operation Nightcap Grant** - Continue to aggressively address the issue of underage alcohol consumption, and binge drinking in our community in partnership with the Minnesota State Patrol and Clay County Sheriffs Office. Officers will work shifts, which will be targeting traditionally high activity dates during the academic year. \$21,000 in funding has been secured for the 2010 Grant Cycle, \$7,000 will go to the city.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	25,035		35,500	35,500
Supplies & Materials	11,758	25,000		(25,000)
Other Services & Charges	35,834			
<b>Total</b>	<b>72,627</b>	<b>25,000</b>	<b>35,500</b>	<b>10,500</b>
<b>Per Capita</b>	<b>2.00</b>	<b>0.69</b>	<b>0.98</b>	<b>0.29</b>
<b>Per \$1,000,000 Valuation</b>	<b>41.02</b>	<b>13.36</b>	<b>17.99</b>	<b>5.32</b>

#### 2010 Budget Impact Items

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

#### 2008/2009 Achievements

- The City of Moorhead had no traffic fatalities in 2008 or as of November 2009.
- There were no serious injuries or fatalities in 2008 or as of November 2009 of college students.
- Incidents of over consumption of alcohol by those underage, large parties, and minor consumption offenses saw a decrease in 2008, and 2009.
- 2009 Officer Anderson was recognized statewide for his DUI Enforcement efforts.
- Seatbelt usage rates rose 6% from 2008 to 2009 surveys conducted in Moorhead.
- Funding was secured to continue alcohol enforcement efforts; Concordia College, MSUM, and MSCTC all pledged 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.

**2010 Goals and Objectives**

- Evaluate federal engineering radio communications assessment report and select best options for radio communication interoperability with the state 800 megahertz system.
- Ensure 2011 federal narrowband requirements are met citywide.
- Custom build CAD/RMS functions utilizing New World System and software.
- Install APS ticket writing software in police cars to comply with court requirements.
- Establish an Emergency Operations Center at the Clay County Courthouse.

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Supplies & Materials	4,857	12,360	12,360	
Other Services & Charges	199,723	108,080	127,375	19,295
Capital Outlay		85,000	85,000	
To Reserves		62,378	8,196	(54,182)
<b>Total</b>	<b>204,580</b>	<b>267,818</b>	<b>232,931</b>	<b>(34,887)</b>
<b>Per Capita</b>	<b>5.65</b>	<b>7.39</b>	<b>6.43</b>	<b>(0.96)</b>
<b>Per \$1,000,000 Valuation</b>	<b>115.55</b>	<b>143.08</b>	<b>118.02</b>	<b>(17.68)</b>

**2010 Budget Impact Items**

- Grant matching requirements to purchase interoperable equipment to communicate with State 800 megahertz system.
- Tornado sirens do not meet 2011 narrow band requirements and will require updating.
- Increased software annual maintenance cost on CAD/RMS, mobile computers, video recorders, and ticket writing software systems as they age.
- Eliminated \$5,500 a year of recurring circuit fees with radio microwave purchase and by relocating receiver to the Dilworth water tower, which was 100% grant funded

**2008/2009 Achievements**

- Implemented Net Motion software to assist with maintaining police and fire vehicle mobile dispatch terminal connections.
- Installed radio microwave on Clay County Courthouse to eliminate lease circuits and monthly reoccurring charges.
- Moved radio receivers for both Police & Fire to the Dilworth water tower to eliminate lease circuits and monthly reoccurring charges with improved coverage.
- Secured a \$40,000 JAG Grant in partnership with Clay County to establish a permanent Emergency Operation Center in the Clay County Courthouse.



## *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.

#### 2010 Goals and Objectives

- Reinvigorate community interest in Neighborhood Block Clubs through media and community events such as Night to Unite.
- Research all possible options for grants, which would enhance our current services.
- Review Youth and Family Services programs and revise if necessary, to provide excellent, cost-effective programming for community youth in line with the goals and objectives of the department.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	115,853	122,445	120,753	(1,692)
Supplies & Materials	4,703	4,650	4,423	(227)
Other Services & Charges	10,581	11,074	10,854	(220)
<b>Total</b>	<b>131,137</b>	<b>138,169</b>	<b>136,030</b>	<b>(2,139)</b>
<b>Per Capita</b>	<b>3.62</b>	<b>3.81</b>	<b>3.76</b>	<b>(0.06)</b>
<b>Per \$1,000,000 Valuation</b>	<b>74.07</b>	<b>73.81</b>	<b>68.92</b>	<b>(1.08)</b>

#### 2010 Budget Impact Items

- No additional budget impact items
- Applied for Youth Intervention Program grant in the amount of \$81,373 to fund activities of the Youth and Family Services Team. Outcome is not known at this time.

#### 2008/2009 Achievements

- Received a \$40,141 grant for interoperable radios for use during disasters.
- Recruited 6 new volunteers to fully staff the Volunteer Program at 22.
- Volunteers issued 6,982 tickets totaling \$38,791 and donated 1,988 hours in 2008 for a total contributed value of \$38,786 using a nationally recognized hourly rate.
- Completed the 15<sup>th</sup> year of the Minnesota Crime Free Multi-Housing Program. This training has been attended by 627 landlords and property managers and continues to receive positive feedback on class evaluations.
- Collaborated with Centro Cultural, the Parks Department, Metro Youth Partnership and Boys & Girls Clubs of America to provide programming five days a week in the Romkey Park neighborhood during the summer of 2009. This was an effort to connect with residents and solidify relationships with neighborhood kids after a young man from the neighborhood was shot and killed when entering a stranger's home.

*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.

**2010 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 (MSCTC) to reduce incidence of underage alcohol consumption, binge drinking, and other quality of life issues in campus areas.
  - Funding for this program is at \$15,445 for the 2009-2010 Academic Year. Comprised of; MSUM (\$5,000), Concordia (\$3500), MSCTC (\$3,500), and Moorhead Police (\$3,445 DUI Seizure Funds).

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	8,563	15,500	15,445	(55)
<b>Total</b>	<b>8,563</b>	<b>15,500</b>	<b>15,445</b>	<b>(55)</b>
<b>Per Capita</b>	<b>0.24</b>	<b>0.43</b>	<b>0.43</b>	<b>-</b>
<b>Per \$1,000,000 Valuation</b>	<b>4.84</b>	<b>8.28</b>	<b>7.83</b>	<b>(0.03)</b>

**2010 Budget Impact Items**

- No additional budget impact items

**2008/2009 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.
- This program has been proven very effective over the past three years, its continued support is essential to quality of life issues in the campus communities.

## *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 investigator is to utilize their specialized training and experience to provide assistance and follow up to cases which generally originate in Patrol helping lead to successful prosecution and justice for victims.

#### 2010 Goals and Objectives

- Maintain department staffing levels to allow back a general investigator rotational position to assist with the number of every day investigations.
- Thoroughly pursue all complaints, follow leads, and bring closure to criminal investigations.
- Continue our relationship with local, state, and federal law enforcement agencies.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	720,414	727,254	769,616	42,362
Supplies & Materials	22,074	26,520	26,170	(350)
Other Services & Charges	66,584	62,103	62,772	669
<b>Total</b>	<b>809,072</b>	<b>815,877</b>	<b>858,558</b>	<b>42,681</b>
<b>Per Capita</b>	<b>22.33</b>	<b>22.52</b>	<b>23.70</b>	<b>1.18</b>
<b>Per \$1,000,000 Valuation</b>	<b>456.97</b>	<b>435.86</b>	<b>435.00</b>	<b>21.63</b>

#### 2010 Budget Impact Items

- Two new investigators were reassigned to the Detective Bureau in late 2008 which will require further specialized training in the areas of General Investigations, Computer Forensics, and Narcotics to provide them with the expertise they need to conduct thorough investigations.

#### 2008/2009 Achievements

- The Sharron Stafford "Cold Case" homicide investigation from 1993 was reopened and investigated by Detective Ryan Nelson. His investigation and efforts led to the arrest of a suspect in June. A grand jury indicted the suspect on both 1st and 2nd degree murder. The suspect is currently awaiting trial.
- An attack and stabbing at the I-94 rest stop led to the arrest and conviction of Harmit Bhangu. The stabbing was unprovoked and the victim survived after being stabbed numerous times.
- To date in 2009, two juvenile investigators have conducted 50 juvenile criminal sexual conduct investigations. 2009 court convictions have resulted in 11 suspects being sentenced to 710 months imprisonment.

## *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.

#### 2010 Goals and Objectives

- Increase the number of patrol officers who receive training through the Minnesota CIT Program to respond to the needs of persons with mental health crisis.
- Maintain staffing levels to accommodate the four patrol beat configuration.
- 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 community partners in developing diversity training for officers.
- Utilize Drug Recognition Experts (DRE's) to better detect and enforce driving under the influence case involving drugs.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	3,122,425	2,955,788	3,161,915	206,127
Supplies & Materials	128,121	162,156	160,984	(1,172)
Other Services & Charges	355,970	363,449	363,609	160
<b>Total</b>	<b>3,606,516</b>	<b>3,481,393</b>	<b>3,686,508</b>	<b>205,115</b>
<b>Per Capita</b>	<b>99.56</b>	<b>96.10</b>	<b>101.76</b>	<b>5.66</b>
<b>Per \$1,000,000 Valuation</b>	<b>2,037.00</b>	<b>1,859.86</b>	<b>1,867.84</b>	<b>103.93</b>

#### 2010 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.

#### 2008/2009 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.
- Two officers trained as Drug Recognition Experts (DRE's) to better detect and enforce driving under the influence case involving drugs.

## *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.

#### 2010 Goals and Objectives

- Continue with participation on MN DARE Board and Mentor Officer training through the Bureau of Criminal Apprehension.
- Introduction of DARE to 450 4<sup>th</sup> grade students.
- Deliver DARE core and junior high curriculum to over 900 students.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	57,722	70,962	73,403	2,441
Supplies & Materials	856	2,320	2,320	
Other Services & Charges	3,460	4,044	3,961	(83)
Capital Outlay	23,130			
Transfer to Funds	19,000			
<b>Total</b>	<b>104,168</b>	<b>77,326</b>	<b>79,684</b>	<b>2,358</b>
<b>Per Capita</b>	<b>2.88</b>	<b>2.13</b>	<b>2.20</b>	<b>0.07</b>
<b>Per \$1,000,000 Valuation</b>	<b>58.84</b>	<b>41.31</b>	<b>40.37</b>	<b>1.19</b>

#### 2010 Budget Impact Items

- Continued training and certifications for new DARE Officer.
- Decreased private contributions to DARE fund.
- Allocation of drug case fine money to be used through DARE in youth prevention and education programming.

#### 2008/2009 Achievements

- Trained and certified a new DARE officer
- Hosted 2009 MN DARE Officers' Association conference which brought numerous attendees to Moorhead and helped stimulate the local economy.
- Completed the re-alignment of the Youth and Family Service Division.
- Conducted school safety audits of the three Moorhead Elementary Schools and St. Joseph's Elementary School.
- Completion of crucial training including: Crisis Intervention Training, Active Shooter Response, and Advanced School Resource Officer (SRO) Training.

## *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 includes supervising youth who are sentenced to community service by the courts, providing presentations to elementary students on the Red Flag Green Flag protection program, teaching the Youth Intervention class to 8<sup>th</sup> grade students and give presentations to both Business Law students and personnel at the high school level. The Youth Services Coordinator also works in the area schools mentoring youth at risk and serving as a liaison between the police department and Red River Alternative Learning Center.

#### 2010 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 the high school students at the Red River Area Learning Center.
- Continue supervising youth that are court ordered to community service giving youth a positive environment to work in and give back to the community in a positive way.
- Continue to assist with the Summer Youth Program and the Jr. Police Academy.
- Continue to serve on the Moorhead schools Instruction and Advisory Committee.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	62,233	65,175	67,768	2,593
Supplies & Materials	2,987	3,944	3,908	(36)
Other Services & Charges	5,758	3,613	3,555	(58)
<b>Total</b>	<b>70,978</b>	<b>72,732</b>	<b>75,231</b>	<b>2,499</b>
<b>Per Capita</b>	<b>1.96</b>	<b>2.01</b>	<b>2.08</b>	<b>0.07</b>
<b>Per \$1,000,000 Valuation</b>	<b>40.09</b>	<b>38.86</b>	<b>38.12</b>	<b>1.27</b>

#### 2010 Budget Impact Items

- Continued training and education for this position.

#### 2008/2009 Achievements

- Completed certification as Crisis Intervention Team Member (CIT).
- There were 95 cases referred to the community service program for a total of 2,412 hours of which 2,295 were completed for a 95% completion rate for 2008.
- There were 5 cases Under the Juvenile Offender Restitution program totaling 258 hours. All 258 hours were completed for a 100% completion rate as well as \$1,548 dollars being paid back to the victims of the juvenile offenders.
- Hosted the regional conference sponsored by Youth Intervention Programs Association (YIPA) titled "Understanding Youth Culture: From Rock to Hip Hop and all of the Drama In-between" positively impacting Moorhead's economy through attendance.
- Initiated a new class at The Red River Alternative Learning Center titled "Law in Your Life" one section for 8th graders and a second for 11th graders.
- Started a Youth Intervention Class for eighth graders at the Horizon Middle school.

## *Police Department*

### Operations Division

Bike Patrol

#### Program Description

Bike Patrol is a unit in which 15 patrol officers have received specialized training and certification through the International Police Mountain Bike Association (IPMBA). Citizens find officers on bikes to be more approachable, and thus interact freely with them enhancing our community partnership. This program continues to be an integral portion of the Moorhead Police Department's (MPD) commitment to community oriented policing.

#### 2010 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 bicycles for bike unit members
- Compliment MPD Commitment to Community Oriented Policing
- Continued 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
- Host a IPMBA Bike Patrol Basic Course for other agencies for fees
- Host an in-service/refresher course for current bike unit members

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Supplies & Materials	3,644	2,915	2,769	(146)
Other Services & Charges	1,327	100	95	(5)
<b>Total</b>	<b>4,971</b>	<b>3,015</b>	<b>2,864</b>	<b>(151)</b>
<b>Per Capita</b>	<b>0.14</b>	<b>0.08</b>	<b>0.08</b>	<b>-</b>
<b>Per \$1,000,000 Valuation</b>	<b>2.81</b>	<b>1.61</b>	<b>1.45</b>	<b>(0.08)</b>

#### 2010 Budget Impact Items

- Continued maintenance of 7 bikes in excess of 11 years old necessitates the replacement of these units.
- Continue replacement and upgrading of current bike patrol uniforms.

#### 2008/2009 Achievements

- 15 fully trained Bike Officers, bringing the unit to full staff for 2009 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 Tri-College Alcohol Enforcement Program
- 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 Sheriff's Department and Moorhead, Fargo and West Fargo Police Departments. The SWAT Command oversees the team, the medics, the negotiators, and the bomb squad.

#### 2010 Goals and Objectives

- The SWAT Team is seeking replacement of rifles which are in excess of 35 years old, advanced hearing protection, new helmets with increased ballistic protection, and SWAT issued handguns.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Other Services & Charges	14,728	16,668	15,835	(833)
<b>Total</b>	<b>14,728</b>	<b>16,668</b>	<b>15,835</b>	<b>(833)</b>
<b>Per Capita</b>	<b>0.41</b>	<b>0.46</b>	<b>0.44</b>	<b>(0.02)</b>
<b>Per \$1,000,000 Valuation</b>	<b>8.32</b>	<b>8.90</b>	<b>8.02</b>	<b>(0.42)</b>

#### 2010 Budget Impact Items

- Establish a long-term replacement schedule for vehicles, weapons, and equipment. In 2010 the truck used by the Bomb Unit will need to be replaced from this fund.
- Ammunition and fuel cost have stabilized
- Total MPD Staff allocations to SWAT include Patrol Lieutenant (Assistant Commander), 5 Patrol Officers (Tactical Operators), 2 Sergeants (Negotiations Unit), and 1 Patrol Officer (Bomb Technician).

#### 2008/2009 Achievements

- Completed training week at Camp Ripley, MN training 65 hours in four days.
- Hosted a Basic SWAT School in May and trained 20 members from other agencies in North Dakota and Minnesota.
- Took delivery of a Lenco Bearcat Armored Vehicle in October 2009 which will greatly enhance the overall safety of the members of RRVS This \$265,000 investment was funded with using North Dakota Homeland Security Funds.
- Issued Portable Radios to each member using communications grant funding secured by the Fargo Police Department.
- Added NDSU Police Department to the Red River Valley SWAT Partnership
- High risk call outs included:
  - Armed barricaded suspect in Fargo, ND who discharged rounds
  - Armed barricaded suspect in Mahanomen, MN who shot a Deputy Sheriff
  - Barricaded suicidal subject in Fargo, ND with a shotgun
  - Barricaded armed subject in Fargo, ND with an assault rifle.



## *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.

#### 2010 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	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Supplies & Materials	4,194	2,475	2,351	(124)
Other Services & Charges	970	2,100	1,995	(105)
<b>Total</b>	<b>5,164</b>	<b>4,575</b>	<b>4,346</b>	<b>(229)</b>
<b>Per Capita</b>	<b>0.14</b>	<b>0.13</b>	<b>0.12</b>	<b>(0.01)</b>
<b>Per \$1,000,000 Valuation</b>	<b>2.92</b>	<b>2.44</b>	<b>2.20</b>	<b>(0.12)</b>

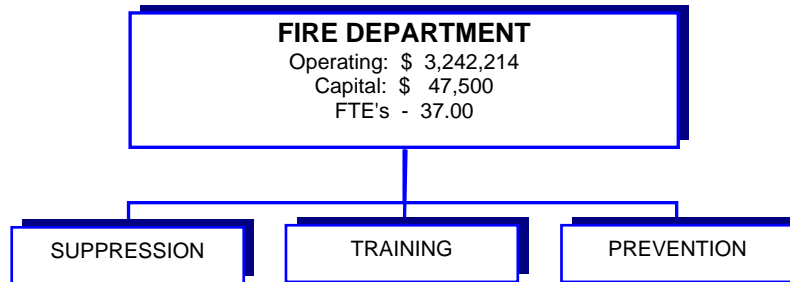
#### 2010 Budget Impact Items

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

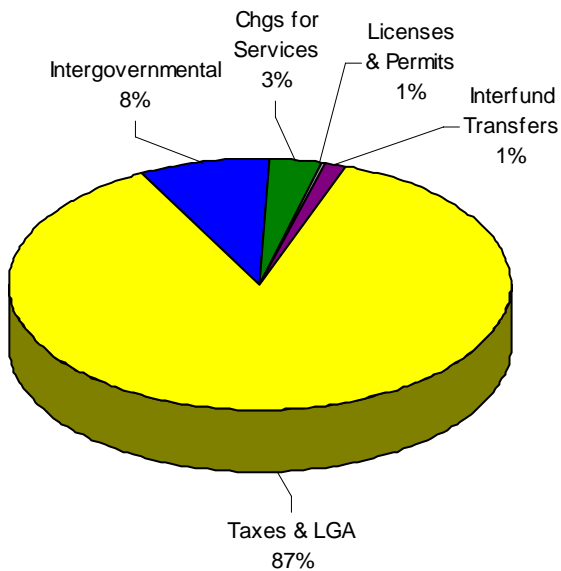
#### 2008/2009 Achievements

- Officer Lien and Hickok placed 3<sup>rd</sup> in the "obedience" and "suspect search" portions at 2009 Regional Trials
- Officer Vogel and Duke placed 3<sup>rd</sup> overall at 2009 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*

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### **DEPARTMENT HIGHLIGHTS**

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

#### **Highlights from FY 2009 include:**

- Administered a Testing Process To Promote Company Officers To Staff Engine 1 beginning in 2010
- Supervised Construction of a Flood Control Dike System Protecting South Moorhead During the Flood Event
- Again Conducted over 3,200 Rental Housing Inspections
- Conducted a Personal Leadership Training Programs with nationally recognized instructors (4th year)



**Highlights for FY 2010:** The department leadership will work with 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 ICMA Fire Services Study. This will provide a proactive path forward to meet the service expectations of the community.



## *Fire Department*

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**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
- Going live with the new CAD System
- Station locations
- Accommodate the annexation of Oakport Township
- Implementation of findings in the Fire Services Study process
- Reduce the ISO Town Class Rating from 4 to 3
- Review the emergency medical services delivery process
- The reduction of response times
- Working with the constraints of a limited budget
- Looking for revenue streams



MFD

*Fire Department***HIGHLIGHTED PROGRAM****Fire Prevention: Fire investigations**

The Fire Prevention Division is responsible for fire education, fire code enforcement, building plan reviews and fire investigations. Here in Moorhead, as in most communities, these responsibilities lie on the shoulders of the fire marshal. The Fire Marshal is one person who executes their duties under the authority of the fire chief.

The highlighted program in the 2010 budget is the duty to perform fire investigations. The Fire chief has the responsibility to investigate the cause of all fires in their community. The fire marshal under the fire chief is directed to assure all fires are investigated to discover the "cause" of each individual fire. In most cases when a small fire is extinguished the Lieutenant and or Assistant Fire chief investigate the fire determining the cause. Upon their return to the station house the information is entered into the Minnesota Fire Incident Reporting System (MFIRS). This report is used in determining statistics, both state and national. When trends in fire causes are found, these statistics become the basis for educational initiatives or used in developing a fire code to eliminate or minimize the cause.



*Fire Department*

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When fires with significant dollar loss or injury occur, the fire marshal conducts the investigation. Three firefighter personnel that have an interest and education in fire investigation may assist the fire marshal. If a fire is intentionally set, "arson", the fire marshal will work with the police department and county prosecutor to bring the responsible party or parties to justice. If a death or life threatening injury occurs during a fire, the Moorhead Fire Marshal by law is assisted by the State of Minnesota's Fire Marshal who has several investigators assigned geographically around the state.

We, here in Moorhead, are fortunate to have a nationally Certified Fire Investigator (CFI) as our fire marshal. He is also a member of the Minnesota State Fire Chief's Association Code Development Committee, thus bringing to the job a high degree of professionalism, skills and abilities, making Moorhead a safer community.

*Fire Department***2009 – 2010 BUDGET COMPARISON**

	<u>2009 BUDGET</u>	<u>2010 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Suppression Division:</u>			
Fire Protection	2,757,194	2,724,447	(32,747)
ND HazMat	10,000	10,000	-
Grant Funded Activities	247,296	243,487	(3,809)
	<u>3,014,490</u>	<u>2,977,934</u>	<u>(36,556)</u>
<u>Training Division:</u>			
Fire Training	99,120	101,127	2,007
<u>Prevention Division:</u>			
Fire Prevention	162,295	160,288	(2,007)
Civil Defense	2,865	2,865	-
	<u>165,160</u>	<u>163,153</u>	<u>(2,007)</u>
<u>Capital: *</u>			
CI - Fire	45,510	47,500	1,990
	<u>45,510</u>	<u>47,500</u>	<u>1,990</u>
 Total Fire Department Budget	 <u>\$ 3,324,280</u>	 <u>\$ 3,289,714</u>	 <u>\$ (34,566)</u>

\* See Capital Improvement Fund detail on page 41.

## *Fire Department*

### Suppression Division

Fire Protection

#### Program Description

The Suppression Division is staffed with 33 personnel divided into three shifts to provide 24-hour continuous coverage. Each shift consists of eight Firefighters, two Lieutenants and an Assistant Chief. The Department is lead by the Fire Chief who is assisted in the administration of the department by one Administrative Assistant. The division responds to approximately 3,000 calls annually for assistance in fire suppression, emergency medical service (EMS), technical rescue, and hazardous materials mitigation.

#### 2010 Goals and Objectives

- Establish first line company officers at headquarters staffing Engine 1
- Implement refined Incident Command System
- Providing pre-plan data for the new CAD
- Working conjointly with Fargo's Chiefs staff on fire suppression initiatives
- Replace turnout gear for the remaining 1/3 of staff

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	2,172,080	2,289,883	2,267,394	(22,489)
Supplies & Materials	58,000	60,550	59,293	(1,257)
Other Services & Charges	440,432	406,761	397,760	(9,001)
<b>Total</b>	<b>2,670,512</b>	<b>2,757,194</b>	<b>2,724,447</b>	<b>(32,747)</b>
<b>Per Capita</b>	<b>73.72</b>	<b>76.11</b>	<b>75.21</b>	<b>(0.90)</b>
<b>Per \$1,000,000 Valuation</b>	<b>1,508.34</b>	<b>1,472.97</b>	<b>1,380.39</b>	<b>(16.59)</b>

#### 2010 Budget Impact Items

- First line company officers
- Implementing the new CAD System
- Turnout gear replacement

#### 2008/2009 Achievements

- Nationally Certified all Firefighters to Fire Instructor I Certification
- Participated in the State Training Reimbursement program
- Worked with Fargo Fire Department, F-M Ambulance and RRRDC Staff to reduce call handling time
- Replaced one third of our turnout gear with new updated gear
- Research Implementation of Continuous Compression Resuscitation



## *Fire Department*

### Suppression Division

ND HazMat

#### Program Description

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

#### 2010 Goals and Objectives

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

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	2,942	3,180	3,173	(7)
Supplies & Materials	206	2,020	595	(1,425)
Other Services & Charges	5,166	4,800	6,232	1,432
<b>Total</b>	<b>8,314</b>	<b>10,000</b>	<b>10,000</b>	
<b>Per Capita</b>	<b>0.23</b>	<b>0.28</b>	<b>0.28</b>	-
<b>Per \$1,000,000 Valuation</b>	<b>4.70</b>	<b>5.34</b>	<b>5.07</b>	-

#### 2010 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.

#### 2008/2009 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.

#### 2010 Goals and Objectives

- Purchase the 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	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	27,797	16,590	18,135	1,545
Supplies & Materials	6,826	5,950	5,698	(252)
Other Services & Charges	45,885	22,460	21,167	(1,293)
<b>Total</b>	<b>80,508</b>	<b>45,000</b>	<b>45,000</b>	
<b>Per Capita</b>	<b>2.22</b>	<b>1.24</b>	<b>1.24</b>	-
<b>Per \$1,000,000 Valuation</b>	<b>45.47</b>	<b>24.04</b>	<b>22.80</b>	-

#### 2010 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

#### 2008/2009 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 30<sup>th</sup> through September 5<sup>th</sup>.

## *Fire Department*

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### 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.

#### 2010 Goals and Objectives

- 

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	14,253	202,296	198,487	(3,809)
<b>Total</b>	<b>14,253</b>	<b>202,296</b>	<b>198,487</b>	<b>(3,809)</b>
Per Capita	<b>0.39</b>	<b>5.58</b>	<b>5.48</b>	<b>(0.11)</b>
Per \$1,000,000 Valuation	<b>8.05</b>	<b>108.07</b>	<b>100.57</b>	<b>(1.93)</b>

#### 2010 Budget Impact Items

- Second year matching funds

#### 2008/2009 Achievements

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

## *Fire Department*

### Suppression Division

Other Grant Funded Activities

#### Program Description

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

#### 2010 Goals and Objectives

- Apply for an Assistance to Firefighters Grant

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	4,438			
Supplies & Materials	7,455			
Other Services & Charges	4,741			
Capital Outlay	40,000			
<b>Total</b>	<b>56,633</b>			
<b>Per Capita</b>	<b>1.56</b>	-	-	-
<b>Per \$1,000,000 Valuation</b>	<b>31.99</b>	-	-	-

#### 2010 Budget Impact Items

- Grant matching funds of ten percent

#### 2008/2009 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.

#### 2010 Goals and Objectives

- Increase participation in State Training Reimbursement Program
- Maintain Quarterly Training Program with Fargo Fire
- Establish coordinated Rapid Intervention Team training jointly with Fargo
- Certify all qualified personnel as Fire Officer I
- Implement on-line training

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	81,423	85,143	83,467	(1,676)
Supplies & Materials	7,384	6,712	6,377	(335)
Other Services & Charges	11,641	7,265	11,283	4,018
<b>Total</b>	<b>100,449</b>	<b>99,120</b>	<b>101,127</b>	<b>2,007</b>
<b>Per Capita</b>	<b>2.77</b>	<b>2.74</b>	<b>2.79</b>	<b>0.06</b>
<b>Per \$1,000,000 Valuation</b>	<b>56.73</b>	<b>52.95</b>	<b>51.24</b>	<b>1.02</b>

#### 2010 Budget Impact Items

- New training initiative through the State of MN training reimbursement process.

#### 2008/2009 Achievements

- The Certification of 95% of Personnel Nationally by International Fire Service Accreditation Congress and by the State of MN Certification Board to Instructor I
- Completed a six week recruit training academy for three new firefighters
- Increased joint training with Fargo Fire to a Quarterly basis
- Established a skills refresher training program delivered through company officers
- Secured \$4,000 in training reimbursement funding through the State of MN

## *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.

#### 2010 Goals and Objectives

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

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	146,837	139,520	137,298	(2,222)
Supplies & Materials	5,008	5,960	5,835	(125)
Other Services & Charges	18,985	16,815	17,155	340
<b>Total</b>	<b>170,830</b>	<b>162,295</b>	<b>160,288</b>	<b>(2,007)</b>
<b>Per Capita</b>	<b>4.72</b>	<b>4.48</b>	<b>4.42</b>	<b>(0.06)</b>
<b>Per \$1,000,000 Valuation</b>	<b>96.49</b>	<b>86.70</b>	<b>81.21</b>	<b>(1.02)</b>

#### 2010 Budget Impact Items

- None

#### 2008/2009 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 current Fire Marshal to Iraq
- Acting Fire Marshal & Fire Chief participated in the International Code Committee Annual hearing in Minneapolis
- Successfully convictions in two arson cases

## *Fire Department*

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### 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.

#### 2010 Goals and Objectives

- Relocate two sirens to provide improved community coverage

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Other Services & Charges	8,270	2,865	2,865	
<b>Total</b>	<b>8,270</b>	<b>2,865</b>	<b>2,865</b>	
<b>Per Capita</b>	<b>0.23</b>	<b>0.08</b>	<b>0.08</b>	-
<b>Per \$1,000,000 Valuation</b>	<b>4.67</b>	<b>1.53</b>	<b>1.45</b>	-

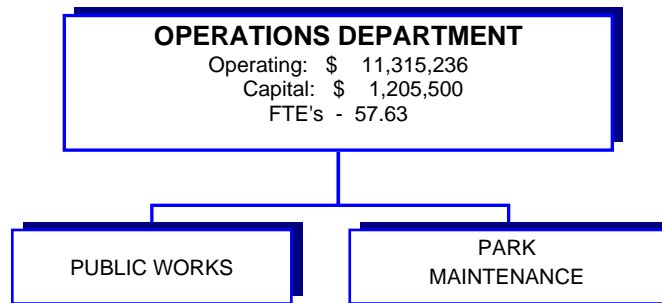
#### 2010 Budget Impact Items

- Relocation costs
- Tornado sirens do not meet 2011 narrow band requirements and will require updating.

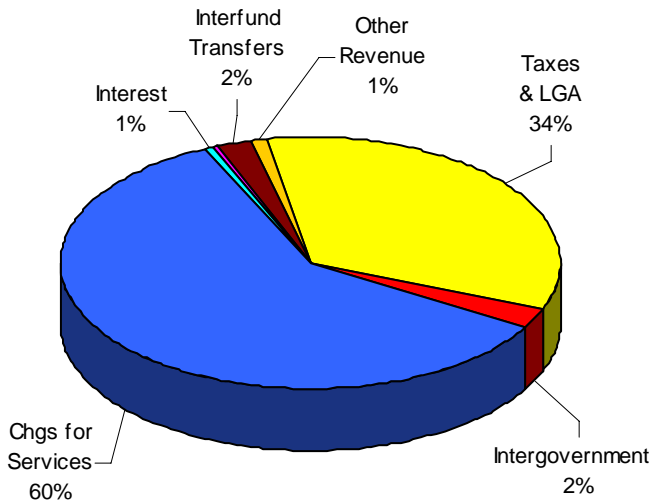
#### 2008/2009 Achievements

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

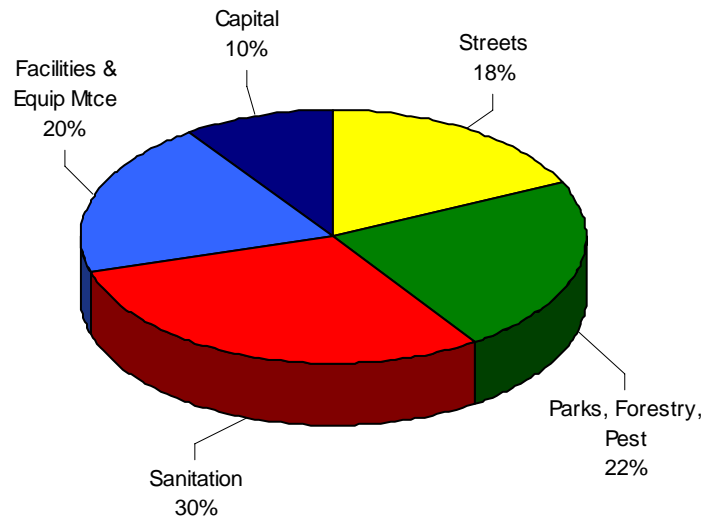
## *Operations Department*



### 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*

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**DEPARTMENT HIGHLIGHTS:** The Operations Department strives to provide quality services with no growth in operating budgets. Highlights for FY 2010 include:

- Maintained funding dedicated for crosswalk striping to develop a rotation for crosswalk repainting.
- Replace the bike path along the Red River (third street by Woodlawn dike to the extent money will allow)
- Village Green Golf Course will plant more trees.
- Meadows Golf Course will complete the third and final year of a three-year irrigation head replacement schedule.

**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 the 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.
- Replacement of existing parks amenities

*Operations Department***HIGHLIGHTED PROGRAM  
CENTRAL GARAGE**

The City operates a central garage, which provides fuel, parts, storage and repairs for the City fleet. This includes underground tanks, which supply fuel for the City, Moorhead Public Service, Clay County and the Moorhead School District. It is the primary fueling site for the City and School District and a secondary site for the County.

There are a number of departments housed in the building including Park Maintenance, Pest Control, Forestry and Street Maintenance.



## Operations Department

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Minor repairs and scheduled maintenance are performed by three (3) full-time mechanics, however, larger repairs are sent out to other vendors (OEM and independent). There is parts storage for the repair shop and various specialty tools so vehicles can be repaired after hours when the need arises. The repair shop is operated on a regular 40-hour workweek but is also available for after hours work. The



mechanics work on various types of equipment ranging from string trimmers to motor graders. They are heavily relied upon to keep the equipment maintained to ensure that it is available when needed. There are approximately 600 units within the fleet having a total replacement value of 17.5 million dollars. This total does not include equipment and vehicles used by Moorhead Public Service Department.



The Public Works Facility supplies warm and cold storage for much of the City fleet. There is 30,000 square feet of heated space and 14,000 square feet of cold storage. Snow-fighting equipment is kept inside and warm so it can reliably respond to storm events. The vehicles that are in warm storage are dependent upon the season.

## *Operations Department*

### **2009 – 2010 BUDGET COMPARISON**

	2009 BUDGET	2010 BUDGET	INCREASE (DECREASE)
<b><u>Public Works Division:</u></b>			
Street & Alley	1,751,292	1,921,495	170,203
Street Cleaning	108,390	115,624	7,234
Snow & Ice	115,680	123,965	8,285
Traffic Signs	122,120	118,544	(3,576)
Sanitation	3,709,532	3,785,855	76,323
Central Mtce Shop	1,832,620	1,795,415	(37,205)
Vehicles & Equipment	1,321,246	1,321,730	484
	<u>8,960,880</u>	<u>9,182,628</u>	<u>221,748</u>
<b><u>Park Maintenance Division:</u></b>			
General Govt Bldg	263,295	257,361	(5,934)
Park Mtce	831,330	801,441	(29,889)
Centennial Complex	44,200	61,706	17,506
Golf Course Mtce	817,386	795,560	(21,826)
Forestry	727,089	784,000	56,911
Pest Control	346,960	343,340	(3,620)
	<u>3,030,260</u>	<u>3,043,408</u>	<u>13,148</u>
<b><u>Capital: *</u></b>			
CI - General Govt Bldg	100,000	106,000	6,000
CI - Street & Alley	24,000	20,000	(4,000)
CI - Traffic Signs	10,000	-	(10,000)
CI - Park Mtce	489,000	161,500	(327,500)
CI - Village Green Mtce	20,000	8,000	(12,000)
CI - Meadows Mtce	21,000	10,000	(11,000)
	<u>664,000</u>	<u>305,500</u>	<u>(358,500)</u>
<b>Total Operations Department</b>	<b><u>\$ 12,655,140</u></b>	<b><u>\$ 12,531,536</u></b>	<b><u>\$ (123,604)</u></b>

\* 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.

#### **2010 Goals and Objectives**

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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	727,107	745,455	732,421	(13,034)
Supplies & Materials	293,230	311,143	310,671	(472)
Other Services & Charges	778,944	694,694	878,403	183,709
<b>Total</b>	<b>1,799,280</b>	<b>1,751,292</b>	<b>1,921,495</b>	<b>170,203</b>
<b>Per Capita</b>	<b>49.67</b>	<b>48.34</b>	<b>53.04</b>	<b>4.70</b>
<b>Per \$1,000,000 Valuation</b>	<b>1,016.25</b>	<b>935.59</b>	<b>973.56</b>	<b>86.24</b>

#### **2010 Budget Impact Items**

- Maintaining services with one FTE position vacant
- Discontinue crack filling streets due to budget reductions
- Discontinue seal coating due to budget reductions
- Significant increase in street lighting costs

#### **2008/2009 Achievements**

- Maintained service level with reduced staff

## *Operations Department*

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### **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.

#### **2010 Goals and Objectives**

- Maintaining growth areas

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Supplies & Materials	34,171	27,355	27,046	(309)
Other Services & Charges	86,816	81,035	88,578	7,543
<b>Total</b>	<b>120,987</b>	<b>108,390</b>	<b>115,624</b>	<b>7,234</b>
<b>Per Capita</b>	<b>3.34</b>	<b>2.99</b>	<b>3.19</b>	<b>0.20</b>
<b>Per \$1,000,000 Valuation</b>	<b>68.34</b>	<b>57.90</b>	<b>58.58</b>	<b>3.67</b>

#### **2010 Budget Impact Items**

- Streets will be swept less frequently due to budget limitations

#### **2008/2009 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.

#### **2010 Goals and Objectives**

- Maintaining growth areas

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits		18,843	18,786	(57)
Supplies & Materials	69,161	53,127	61,891	8,764
Other Services & Charges	83,547	43,710	43,288	(422)
<b>Total</b>	<b>152,707</b>	<b>115,680</b>	<b>123,965</b>	<b>8,285</b>
<b>Per Capita</b>	<b>4.22</b>	<b>3.19</b>	<b>3.42</b>	<b>0.23</b>
<b>Per \$1,000,000 Valuation</b>	<b>86.25</b>	<b>61.80</b>	<b>62.81</b>	<b>4.20</b>

#### **2010 Budget Impact Items**

- Replace three snow plow trucks
- Snow removal will be minimized in order to conserve budget dollars. Snow will not be cleared until there is a 2-inch accumulation and return cleanups in residential streets will not be done where cars were illegally parked.

#### **2008/2009 Achievements**

- 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.

#### **2010 Goals and Objectives**

- Continue scheduled replacement old signs that do not comply with new reflectivity standards
- Increase scheduled painting of crosswalks

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	58,594	58,603	57,639	(964)
Supplies & Materials	46,823	44,279	42,369	(1,910)
Other Services & Charges	8,060	19,238	18,536	(702)
<b>Total</b>	<b>113,477</b>	<b>122,120</b>	<b>118,544</b>	<b>(3,576)</b>
<b>Per Capita</b>	<b>3.13</b>	<b>3.37</b>	<b>3.27</b>	<b>(0.10)</b>
<b>Per \$1,000,000 Valuation</b>	<b>64.09</b>	<b>65.24</b>	<b>60.06</b>	<b>(1.81)</b>

#### **2010 Budget Impact Items**

- Increase in materials prices

#### **2008/2009 Achievements**

- Began a scheduled replacement of old signs that do not comply with new reflectivity standards
- Started a scheduled painting of crosswalks
- Increased signage and light major intersection signs



## *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.

#### **2010 Goals and Objectives**

- Maintaining services with no rate increases

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	1,237,926	1,227,545	1,222,149	(5,396)
Supplies & Materials	367,586	440,664	431,240	(9,424)
Other Services & Charges	1,579,929	1,591,823	1,688,666	96,843
Capital Outlay		9,500		(9,500)
Transfer to Funds	411,341	440,000	443,800	3,800
<b>Total</b>	<b>3,596,783</b>	<b>3,709,532</b>	<b>3,785,855</b>	<b>76,323</b>
<b>Per Capita</b>	<b>99.29</b>	<b>102.40</b>	<b>104.51</b>	<b>2.11</b>
<b>Per \$1,000,000 Valuation</b>	<b>2,031.51</b>	<b>1,981.73</b>	<b>1,918.18</b>	<b>38.67</b>

#### **2010 Budget Impact Items**

- Replace one rear loading truck
- 30% Increase in collection and billing costs
- Increase in machinery & equipment repair & maintenance costs

#### **2008/2009 Achievements**

- Purchased a portable dump trailer for cleanup week miscellaneous items and demolition materials throughout the year
- 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*

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### **Public Works Division**

#### Central Maintenance Shop

#### **Program Description**

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

#### **2010 Goals and Objectives**

- Minimizing fleet repairs

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	160,922	173,610	170,523	(3,087)
Supplies & Materials	1,388,188	1,564,776	1,533,993	(30,783)
Other Services & Charges	105,449	94,234	90,899	(3,335)
<b>Total</b>	<b>1,654,559</b>	<b>1,832,620</b>	<b>1,795,415</b>	<b>(37,205)</b>
<b>Per Capita</b>	<b>45.67</b>	<b>50.59</b>	<b>49.56</b>	<b>(1.03)</b>
<b>Per \$1,000,000 Valuation</b>	<b>934.51</b>	<b>979.04</b>	<b>909.68</b>	<b>(18.85)</b>

#### **2010 Budget Impact Items**

- Increase in materials Cost

#### **2008/2009 Achievements**

- Central purchasing agent for fuel and parts

## *Operations Department*

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### **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.

#### **2010 Goals and Objectives**

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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Supplies & Materials	2,800	4,000	4,000	
Other Services & Charges	1,198,054	14,500	14,500	
Capital Outlay		822,580	900,000	77,420
To Reserves		480,166	403,230	(76,936)
<b>Total</b>	<b>1,200,854</b>	<b>1,321,246</b>	<b>1,321,730</b>	<b>484</b>
<b>Per Capita</b>	<b>33.15</b>	<b>36.47</b>	<b>36.49</b>	<b>0.01</b>
<b>Per \$1,000,000 Valuation</b>	<b>678.26</b>	<b>705.85</b>	<b>669.68</b>	<b>0.25</b>

#### **2010 Budget Impact Items**

- Increased cost of vehicles

#### **2008/2009 Achievements**

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

## *Operations Department*

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### **Park Maintenance Division**

General Government Building

#### **Program Description**

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

#### **2010 Goals and Objectives**

- Continuing with scheduled Furniture Fixtures & Equipment replacements

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	7,643	7,985	7,823	(162)
Supplies & Materials	19,854	24,080	23,530	(550)
Other Services & Charges	257,003	243,230	237,708	(5,522)
<b>Total</b>	<b>284,499</b>	<b>275,295</b>	<b>269,061</b>	<b>(6,234)</b>
<b>Per Capita</b>	<b>7.85</b>	<b>7.60</b>	<b>7.43</b>	<b>(0.17)</b>
<b>Per \$1,000,000 Valuation</b>	<b>160.69</b>	<b>147.07</b>	<b>136.32</b>	<b>(3.16)</b>

#### **2010 Budget Impact Items**

- Utility costs

#### **2008/2009 Achievements**

- Rekeyed all of City Hall to reduce the number of keys needed to access various locations

## *Operations Department*

### **Park Maintenance Division**

Park Maintenance

#### **Program Description**

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

#### **2010 Goals and Objectives**

- Bike Lift Bridges Engineering Fees Moorhead's 1/2

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	437,374	448,900	440,780	(8,120)
Supplies & Materials	97,440	95,100	96,558	1,458
Other Services & Charges	294,419	287,330	264,103	(23,227)
<b>Total</b>	<b>829,232</b>	<b>831,330</b>	<b>801,441</b>	<b>(29,889)</b>
<b>Per Capita</b>	<b>22.89</b>	<b>22.95</b>	<b>22.12</b>	<b>(0.83)</b>
<b>Per \$1,000,000 Valuation</b>	<b>468.36</b>	<b>444.12</b>	<b>406.07</b>	<b>(15.14)</b>

#### **2010 Budget Impact Items**

- Less funding for seasonal help

#### **2008/2009 Achievements**

- Startup of 120 acre park,
- Painted municipal pool and replaced exterior doors
- Added play equipment at Knapp, Belsley and Buland Parks
- Reroof Morningside NRC
- Continued replacement of small garbage containers
- Installed fencing at Meadows 5th Park.
- Permanent flood gates for bike trails installed
- Installed new play equipment at Riverview Estates, Five-Nine Park, Hansmann and Ridgewood Parks

## *Operations Department*

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### **Park Maintenance Division**

Centennial Complex

#### **Program Description**

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

#### **2010 Goals and Objectives**

- Maintain facilities with reduced staff

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Supplies & Materials	14,030	3,190	3,031	(159)
Other Services & Charges	53,654	41,010	58,675	17,665
<b>Total</b>	<b>67,685</b>	<b>44,200</b>	<b>61,706</b>	<b>17,506</b>
<b>Per Capita</b>	<b>1.87</b>	<b>1.22</b>	<b>1.70</b>	<b>0.48</b>
<b>Per \$1,000,000 Valuation</b>	<b>38.23</b>	<b>23.61</b>	<b>31.26</b>	<b>8.87</b>

#### **2010 Budget Impact Items**

- Utility costs

#### **2008/2009 Achievements**

- Pave and expand parking lot
- Installed automatic irrigation on football/baseball fields
- Two new playground sets
- Two picnic shelters
- Eight enclosed dugouts
- Fence repairs
- Moved in storage building for football

## *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.

#### **2010 Goals and Objectives**

- Scheduled replacement of greens covers  
Village Green
  - Install more trees
- Meadows
  - Enlarge and overlay topdressing pad

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	437,301	452,831	442,946	(9,885)
Supplies & Materials	170,392	174,327	160,306	(14,021)
Other Services & Charges	390,672	190,228	192,308	2,080
<b>Total</b>	<b>998,365</b>	<b>817,386</b>	<b>795,560</b>	<b>(21,826)</b>
<b>Per Capita</b>	<b>27.56</b>	<b>22.56</b>	<b>21.96</b>	<b>(0.60)</b>
<b>Per \$1,000,000 Valuation</b>	<b>563.89</b>	<b>436.67</b>	<b>403.09</b>	<b>(11.06)</b>

#### **2010 Budget Impact Items**

- Water costs

#### **2008/2009 Achievements**

##### Village Green

- Side two pump houses
- Asphalt for maintenance building parking lot
- Replace the front nine irrigation heads at Village Green
- Purchase deep tine aerator / tractor for greens
- Replace Ladies Benches
- Enlarge the golf cart staging area
- Install pond aerators for hole 18

##### Meadows

- Replace wire welder
- Complete year two of a three year irrigation head replacement schedule
- Replace the Maintenance Shop roof
- Purchased additional utility cart
- Build security / storage fence under 34<sup>th</sup> street underpass
- Purchase groomers for tee mower

## *Operations Department*

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### **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.

#### **2010 Goals and Objectives**

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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	382,335	393,103	384,884	(8,219)
Supplies & Materials	64,487	85,172	77,646	(7,526)
Other Services & Charges	216,861	221,814	227,854	6,040
Transfer to Funds	38,793	27,000	45,500	18,500
To Reserves			48,116	48,116
<b>Total</b>	<b>702,476</b>	<b>727,089</b>	<b>784,000</b>	<b>56,911</b>
<b>Per Capita</b>	<b>19.39</b>	<b>20.07</b>	<b>21.64</b>	<b>1.57</b>
<b>Per \$1,000,000 Valuation</b>	<b>396.77</b>	<b>388.43</b>	<b>397.23</b>	<b>28.84</b>

#### **2010 Budget Impact Items**

- Increased supplies
- 30% Increase in collection and billing costs

#### **2008/2009 Achievements**

- Upgraded existing Park Technician position to Forester
- Purchased chipper truck
- Replacement of Christmas decorations



## *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.

#### **2010 Goals and Objectives**

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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	159,659	161,560	158,383	(3,177)
Supplies & Materials	19,218	53,470	60,078	6,608
Other Services & Charges	63,541	66,930	59,879	(7,051)
Transfer to Funds	64,167	65,000	65,000	
<b>Total</b>	<b>306,585</b>	<b>346,960</b>	<b>343,340</b>	<b>(3,620)</b>
<b>Per Capita</b>	<b>8.46</b>	<b>9.58</b>	<b>9.48</b>	<b>(0.10)</b>
<b>Per \$1,000,000 Valuation</b>	<b>173.16</b>	<b>185.36</b>	<b>173.96</b>	<b>(1.83)</b>

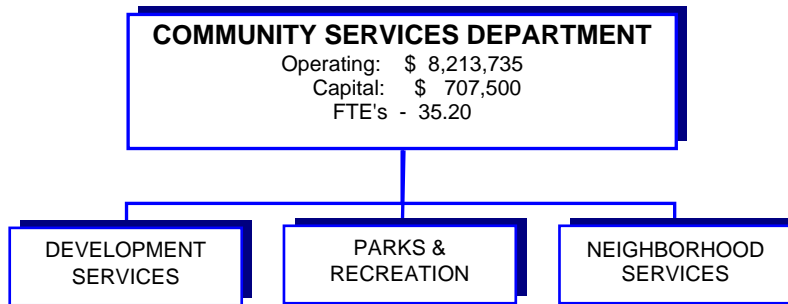
#### **2010 Budget Impact Items**

- Chemical costs
- 30% Increase in collection and billing costs

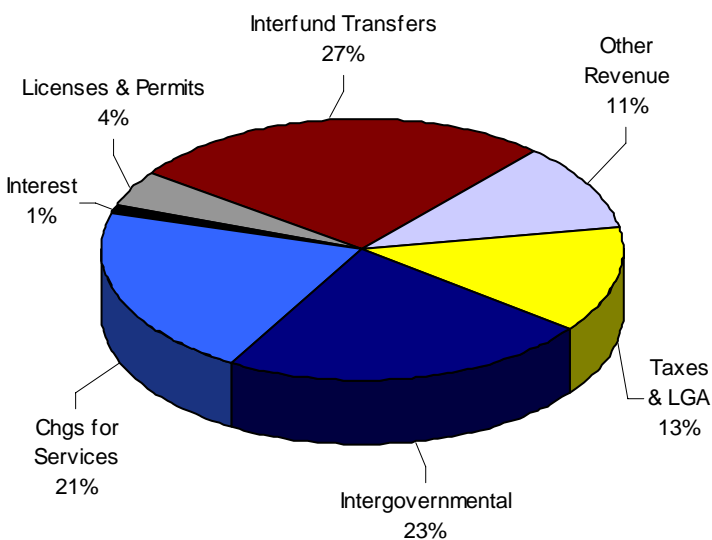
#### **2008/2009 Achievements**

- Aggressive larviciding program

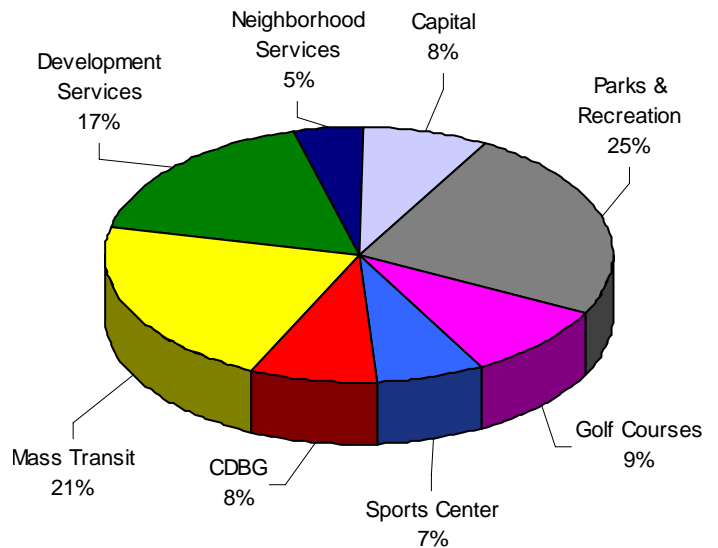
*Community Services Department*



**FINANCING PLAN**



**PROGRAM ALLOCATION**



**MISSION STATEMENT** – Moorhead Community Services works to secure and promote a high quality of life by facilitating economic growth and private investment, employment and housing opportunities in order to sustain the amenities and services that make Moorhead a community of choice.

## *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:** The historic 2009 spring flood impacted all departments and community resources, CSD was no exception. CSD staff roles included:

- Communicating evacuation and safety information to residents and the media
- Transporting volunteers to sandbag sites and transporting vulnerable evacuees from nursing homes to safety
- Inspecting and monitoring congregate feeding and shelter sites for health requirements
- Coordinating resources from area businesses to aid in the flood fight
- Building dikes and protecting community facilities, including the Heritage Hjemkomst Interpretive Center
- Conducting damage assessments on over 375 flood damaged properties post-flood
- Communicating flood recovery needs with legislators and various State of Minnesota Departments
- Establishing Moorhead Flood Impact Fund to receive donations for residents' and businesses' unmet flood recovery needs
- Conducting damage assessments with FEMA on city owned property in Parks including; Log Cabin, Gooseberry Park Shelter and the Riverfront Park Neighborhood Recreation Center
- Securing resources and implementing phase I of acquisition of 45 flood damaged properties in partnership with FEMA and DNR

## *Community Services Department*

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- Legislation – Two-year tax abatement for newly constructed residential structures located in the flood damaged border cities of Moorhead, Breckenridge, Dilworth and East Grand Forks.

Other major 2009 visible and measurable activities included:

- Phase V – South Main Downtown redevelopment (52 unit apartment) started in 2009 and anticipated completion in 2010
- Trollwood Performing Arts School celebrates first season in Moorhead facility
- Stage II Recommendations developed by the Power Plant Study Group
- Established the MPS Rate Based Incentive for new or expanding primary sector business
- MPS Rate Based Incentive awarded to Pactiv for \$5-7 million pilot project
- Modified JOBZ Zone and granted property tax exemption for ByteSpeed, which will result in an expansion of their current business
- Legislative – two year property tax exemption, statutory change in order to apply for grant funding on the MSU-Moorhead campus for the wetlab facility, establish Border City SEED Capital Investment Credit Fund allocated through state paid credits, coordinate re-allocation of Border City funding
- Phase 2B of the Southside Regional Park complete
- Received funding via DEED Grant and EDA Capital to build a wetlab facility for Minnesota State University – Moorhead
- Bids are let and construction is underway for improvements to M.B. Johnson Regional Park
- Construction completed on 3 building lots sold on deferred no-interest loans to Habitat for Humanity homes in 2009 (one in-fill development and two new subdivision lots). Building resources and volunteers provided by Thrivent Builds, Trinity Lutheran Church, Hope Lutheran Church, Concordia and MSUM College Habitat chapters
- 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
- 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, some funded through CDBG, some



## *Community Services Department*

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privately funded, making way for safe, modern housing and other development

- Completion of USEPA Assessment Grant obtaining several environmental studies of impacted properties and subsequent audit with no findings
- Completed 2010 – 2014 Consolidated Plan for Housing and Community Development
- Continued population, new construction and market value growth, bucking national trends
- Leveraged continued federal transit grant assistance for summer mid-day transit service, night dispatcher coverage and mobility management
- Increased ridership on Metro Senior Ride service resulting in curbed growth on MAT Paratransit

**FUTURE ISSUES:** In 2010, the Community Services Department will play a vital role in positioning Moorhead to achieve continued success. Opportunities for the future include:

- Provide the highest level of service to businesses in order to encourage economic investment and creation and preservation of quality jobs by working with businesses to generate enhanced opportunities for growth
- Coordinating local efforts to ensure a full and complete count of residents during the 2010 Census
- Funding strategic acquisitions, remediation, and redevelopments
- Implementation of Moorhead Transit Operations Analysis to Improve on-time performance and fixed route efficiency
- Construction of new transit passenger shelters
- Continued development of new parks and renovation of existing parks
- Community fundraising currently underway for improvements to Matson Baseball Field
- Community fundraising to resume for the construction of a YMCA in



- Moorhead as part of the Southside Regional Park
- M.B. Johnson Regional Park improvements to be complete in June, 2010.
- Renovation of flood damaged park facilities including; Gooseberry Park Shelter and 4<sup>th</sup> street Log Cabin as well as additional flood protection for the Hjemkomst Center.
- Implementation of citywide data management software

## *Community Services Department*



### Highlighted Programs

#### Southside Regional Park

This park is located north of 40<sup>th</sup> Avenue S and east of 20<sup>th</sup> Street S

Features Include:

- 10 acre storm water retention pond
- Bike trails within the park and connecting to surrounding streets
- 10 full size soccer fields convertible into smaller youth fields
- 4 youth baseball/softball diamonds
- Concession stand and restroom areas at two locations
- 4 picnic shelters
- Future Phases include a championship field with lights and bleachers, additional fields and park amenities such as; tennis court, basketball courts, and a playground.
- YMCA has suspended their fund raising efforts for the construction of their first Moorhead facility but hope to resume in 2010.
- A request was made to the MN Senate Bonding Committee for \$3.5 million to finance Phase 3.



Phase 2B was completed in fall 2009. This phase added the restroom / concession buildings at two locations. Interest has been expressed in adding additional soccer fields in this park giving it greater regional appeal.

#### American Recovery and Reinvestment Act

Received 100% grant funds through the 2009 American Recovery and Reinvestment Act (ARRA):

- **\$1,158,840** for transit capital improvements (buses, vans, fare boxes, shop equipment, snow removal equipment, shelters, shelter concrete rehabilitation, and technology improvements)
- **\$76,374** through the Community Development Block Grant program to support acquisition costs for Gateway Gardens, a 24-unit permanent supportive housing development on 1<sup>st</sup> Avenue North;
- **\$146,000** through the Department of Energy for energy saving lighting upgrades at the Moorhead Sports Center, Hjemkomst Center, and Waste Water Treatment Plant. These lighting upgrades will result in energy and cost savings to the City

## *Community Services Department*

### **2009 – 2010 BUDGET COMPARISON**

	2009 BUDGET	2010 BUDGET	INCREASE (DECREASE)
<b><u>Development Services Division:</u></b>			
Assessing	280,470	275,168	(5,302)
Planning & Zoning	172,493	159,220	(13,273)
Community Dev General	97,445	95,246	(2,199)
Building Codes	416,228	411,278	(4,950)
Economic Development	258,360	252,860	(5,500)
Economic Development Authority	333,000	230,000	(103,000)
Municipal Airport	989,570	130,089	(859,481)
Mass Transit	2,269,488	1,917,022	(352,466)
	<u>4,817,054</u>	<u>3,470,883</u>	<u>(1,346,171)</u>
<b><u>Parks &amp; Recreation Division:</u></b>			
Park Fund	1,678,663	1,670,751	(7,912)
HHIC	445,662	438,394	(7,268)
Comstock House	36,550	36,550	-
Golf Courses-Pro Shops & Debt Srv	882,193	842,068	(40,125)
Sports Center	607,270	630,190	22,920
	<u>3,650,338</u>	<u>3,617,953</u>	<u>(32,385)</u>
<b><u>Neighborhood Services Division:</u></b>			
Neighborhood Services	180,540	177,020	(3,520)
CDBG	745,618	712,834	(32,784)
Rental Reg/Insp	141,305	139,088	(2,217)
Environmental Health	97,595	95,957	(1,638)
	<u>1,165,058</u>	<u>1,124,899</u>	<u>(40,159)</u>
<b><u>Capital: *</u></b>			
CI - Park Recreation	132,500	120,000	(12,500)
CI - HHIC	14,000	350,000	336,000
CI - Mass Transit	48,600	-	(48,600)
CI - Village Green Clubhouse	5,000	5,500	500
CI - Meadows Clubhouse	9,900	4,000	(5,900)
CI - Airport	-	175,000	175,000
CI - Sports Center	25,000	53,000	28,000
	<u>235,000</u>	<u>707,500</u>	<u>472,500</u>
<b>Total Community Services Dept</b>	<b><u>\$ 9,867,450</u></b>	<b><u>\$ 8,921,235</u></b>	<b><u>\$ (946,215)</u></b>

\* 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.

#### 2010 Goals and Objectives

- Complete the required quintile of parcels for mass appraisal.
- Review/revalue Highway 10 and Highway 75 corridors
- Continued work with acquisitions/resale of properties for flood control within the City
- Continue to work on data entry of commercial properties into Computer Aided Mass Appraisal (CAMA)
- Revalue exempt properties for 2010 Exempt Abstract
- Become proficient in the new County Tax program
- Ongoing flood mitigation property acquisition

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	218,282	231,720	227,127	(4,593)
Supplies & Materials	7,225	6,600	6,270	(330)
Other Services & Charges	40,598	42,150	41,771	(379)
<b>Total</b>	<b>266,105</b>	<b>280,470</b>	<b>275,168</b>	<b>(5,302)</b>
<b>Per Capita</b>	<b>7.35</b>	<b>7.74</b>	<b>7.60</b>	<b>(0.15)</b>
<b>Per \$1,000,000 Valuation</b>	<b>150.30</b>	<b>149.83</b>	<b>139.42</b>	<b>(2.69)</b>

#### 2010 Budget Impact Items

- Tax court cases
- Possible software programming/implementation expenses
- Staff time spent on flood mitigation acquisitions paid through state and federal funding sources

#### 2008/2009 Achievements

- Completed the CAMA analysis of residential properties
- Mass appraisal of 1,000 residential parcels and approximately 868 additional parcels impacted by completed building permits.
- Reviewed/revalued 8<sup>th</sup> Street and 30<sup>th</sup> Avenue commercial corridors.
- Inspected over 200 properties and administered disaster tax relief for 150 residential homestead properties damaged during the 2009 flood.
- Completed acquisitions and relocations for the 20/21 Street Grade Separation.
- Managed and coordinated over \$8 million of flood mitigation property acquisitions.
- 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*

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### Development Services Division

Planning & Zoning

#### Program Description

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

#### 2010 Goals and Objectives

- Utilize newly adopted plans to coordinate expansion and development
- Establish electronic program workflow, file creation and storage
- Receive follow up grant funding to implement the Active Living Program
- Work with the development community to analyze "Complete Street" concepts for emerging and existing neighborhoods
- Analyze options to reduce infrastructure development costs
- Coordinating local efforts to ensure a full and complete count of residents during the 2010 Census
- Zoning Enforcement

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	112,372	118,280	107,442	(10,838)
Supplies & Materials	15,631	23,013	21,862	(1,151)
Other Services & Charges	26,421	31,200	29,916	(1,284)
<b>Total</b>	<b>154,424</b>	<b>172,493</b>	<b>159,220</b>	<b>(13,273)</b>
<b>Per Capita</b>	<b>4.26</b>	<b>4.76</b>	<b>4.40</b>	<b>(0.37)</b>
<b>Per \$1,000,000 Valuation</b>	<b>87.22</b>	<b>92.15</b>	<b>80.67</b>	<b>(6.73)</b>

#### 2010 Budget Impact Items

- The role of growth will affect revenues and expenses in a similar manner
- Staff time dedicated to Active Living by Design grant activities will be partially funded from Blue Cross Blue Shield of MN grant

#### 2008/2009 Achievements

- Completed 1<sup>st</sup> Avenue North corridor study
- Completed Comprehensive Plan and Growth Area Plan updates
- 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

## *Community Services Department*

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### Development Services Division

Community Development

#### Program Description

Resource for general administration of the Community Services Department.

#### 2010 Goals and Objectives

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

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	56,917	60,465	59,221	(1,244)
Supplies & Materials	4,258	4,400	4,180	(220)
Other Services & Charges	33,204	32,580	31,845	(735)
<b>Total</b>	<b>94,379</b>	<b>97,445</b>	<b>95,246</b>	<b>(2,199)</b>
<b>Per Capita</b>	<b>2.61</b>	<b>2.69</b>	<b>2.63</b>	<b>(0.06)</b>
<b>Per \$1,000,000 Valuation</b>	<b>53.31</b>	<b>52.06</b>	<b>48.26</b>	<b>(1.11)</b>

#### 2010 Budget Impact Items

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

#### 2008/2009 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.

#### 2010 Goals and Objectives

- Implement red line construction documents for accelerated review and correction to building plans for staff and public use.
- Continue a timely response to the building design and construction industry.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	318,265	324,548	318,871	(5,677)
Supplies & Materials	11,398	14,070	13,825	(245)
Other Services & Charges	88,360	77,610	78,582	972
<b>Total</b>	<b>418,023</b>	<b>416,228</b>	<b>411,278</b>	<b>(4,950)</b>
<b>Per Capita</b>	<b>11.54</b>	<b>11.49</b>	<b>11.35</b>	<b>(0.14)</b>
<b>Per \$1,000,000 Valuation</b>	<b>236.10</b>	<b>222.36</b>	<b>208.38</b>	<b>(2.51)</b>

#### 2010 Budget Impact Items

- If local building and construction activity slows, there will be a reduction in permit fee revenue.

#### 2008/2009 Achievements

- Implement strategies to receive and store construction documents electronically.
- Perform rental inspections as part of the Rental Registration program.
- Coordinate and implement Home Rehabilitation Loan Program (CDBG)
- Building official certifications have been renewed through the State of Minnesota.
- Adoption of the 2009 Minnesota State Energy, Plumbing and Mechanic Code.
- Inspected and evaluated flood damaged homes post-flood.

*Community Services Department*

**Development Services Division**

Economic Development

**Program Description**

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

**2010 Goals and Objectives**

- Support entrepreneurship and expand local businesses.
- Encourage businesses to locate in Moorhead.
- Apply for a DEED Clean-up grant for 904 Center Avenue (Muscatell) for possible redevelopment of multi-family housing.
- Continue focusing on downtown redevelopment on 1<sup>st</sup> Avenue and Center Avenue by utilizing environmental testing, city owned property, assembling properties for redevelopment, tax increment districts and grant funds and incentives
- Coordinate redevelopment of the Haliday Motel site and central city corridor.
- Implementation of the Strategic Entrepreneurial Economic Development (SEED) Initiative for qualified businesses

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	197,602	206,525	202,495	(4,030)
Supplies & Materials	3,552	5,050	4,798	(252)
Other Services & Charges	21,546	33,785	32,567	(1,218)
Debt Service	7,568	13,000	13,000	
<b>Total</b>	<b>230,268</b>	<b>258,360</b>	<b>252,860</b>	<b>(5,500)</b>
<b>Per Capita</b>	<b>6.36</b>	<b>7.13</b>	<b>6.98</b>	<b>(0.15)</b>
<b>Per \$1,000,000 Valuation</b>	<b>130.06</b>	<b>138.02</b>	<b>128.12</b>	<b>(2.79)</b>

**2010 Budget Impact Items**

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

**2008/2009 Achievements**

- Walgreens South and Downtown Phase 4 – South Main Redevelopment near completion
- A-1 Auto relocation complete
- Established the MPS Rate Based Incentive for new or expanding primary sector business and Pactiv was awarded this incentive for their \$5-7 million pilot project
- Property tax exemption awarded to Hardy Family Limited Partnership to construct a business center consisting of over 50,000 square feet of building space at 20<sup>th</sup> Street and Main Avenue. The first phase in 2009 will consist of demolition of existing buildings and the expansion of Ray’s Marine.
- Modified JOBZ Zone and granted property tax exemption to Bytespeed as an incentive to expand their current business resulting in a substantial increase in jobs and tax base
- Received DEED Cleanup Grants
  - Gateway Gardens Site
  - South Main Redevelopment

## *Community Services Department*

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### 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.

#### 2010 Goals and Objectives

- 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	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Other Services & Charges	91,085	333,000	103,330	(229,670)
Debt Service	102,057		126,670	126,670
<b>Total</b>	<b>193,142</b>	<b>333,000</b>	<b>230,000</b>	<b>(103,000)</b>
<b>Per Capita</b>	<b>5.33</b>	<b>9.19</b>	<b>6.35</b>	<b>(2.84)</b>
<b>Per \$1,000,000 Valuation</b>	<b>109.09</b>	<b>177.90</b>	<b>116.53</b>	<b>(52.19)</b>

#### 2010 Budget Impact Items

- Local match for grants
- Property acquisition

#### 2008/2009 Achievements

- Assisted in downtown redevelopment
- Review the structure and contract regarding the partnership with Greater Fargo Moorhead Economic Development Corporation
- Received funding via DEED Grant and EDA Capital to build a wetlab facility for Minnesota State University – Moorhead
- Partnership with Greater Moorhead Development to jointly fund a Business Outreach Position

## *Community Services Department*

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### Development Services Division

Municipal Airport

#### Program Description

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

#### 2010 Goals and Objectives

- Request FAA Non-Primary Entitlement Grant Funds to purchase current t-hangar lease
- Begin cost and development analysis of a new public t-hangar and related pavement expansion. Request FAA Non-Primary Entitlement funds for the projects.
- Zoning Ordinance and mapping revisions.
- Private construction of two or more private hangars

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Supplies & Materials	7,548	8,210	6,410	(1,800)
Other Services & Charges	319,070	126,360	123,679	(2,681)
Capital Outlay		855,000		(855,000)
<b>Total</b>	<b>326,618</b>	<b>989,570</b>	<b>130,089</b>	<b>(859,481)</b>
<b>Per Capita</b>	<b>9.02</b>	<b>27.32</b>	<b>3.59</b>	<b>(23.73)</b>
<b>Per \$1,000,000 Valuation</b>	<b>184.48</b>	<b>528.66</b>	<b>65.91</b>	<b>(435.47)</b>

#### 2010 Budget Impact Items

- Construction of additional private/public hangars may affect revenues such as fuel sales and rental income.

#### 2008/2009 Achievements

- Runway and apron pavement rehabilitation
- Finalize Business and Operations Plan
- Contract with new Airport Engineering Consultant
- New Primary Fixed Based Operator started 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.

#### 2010 Goals and Objectives

- Implement newly installed electronic fare box system (joint with Fargo).
- Improve security at the Ground Transportation Center (GTC).
- Work through MetroCOG to development marketing plan.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	132,387	137,821	135,511	(2,310)
Supplies & Materials	5,434	1,150	850	(300)
Other Services & Charges	1,667,633	1,887,517	1,780,661	(106,856)
Capital Outlay	89,820	243,000		(243,000)
<b>Total</b>	<b>1,895,274</b>	<b>2,269,488</b>	<b>1,917,022</b>	<b>(352,466)</b>
<b>Per Capita</b>	<b>52.32</b>	<b>62.65</b>	<b>52.92</b>	<b>(9.73)</b>
<b>Per \$1,000,000 Valuation</b>	<b>1,070.47</b>	<b>1,212.42</b>	<b>971.30</b>	<b>(178.58)</b>

#### 2010 Budget Impact Items

- Contracted services increase of 3% for drivers and dispatchers in the 4<sup>th</sup> year of First Transit contract.
- Passenger fare increased for Metro Senior Ride.
- Continued purchase of capital equipment utilizing Federal ARRA funding (shop equipment, shelters, shelter concrete rehabilitation, and technology improvements).

#### 2008/2009 Achievements

- Mobility Manager position expanded to full time, shared with Fargo and funded 80% through Federal New Freedom grant.
- Purchased replacement Paratransit mini-bus and shop truck.
- Purchased capital equipment utilizing Federal ARRA funding (buses, vans, fare boxes, snow removal equipment, shelter concrete rehabilitation, and technology improvements)

## *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.

#### **2010 Goals and Objectives**

- Construction continues on the, Southside Regional Park, M.B. Johnson Park and Trollwood Performing Arts School
- Village Green Sixth and Hampton Neighborhood Parks will be seeded and graded. Play equipment will be installed at Hamptons.
- Review demographics of children living in Moorhead in regards to the proximity to parks

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	536,944	547,523	541,249	(6,274)
Supplies & Materials	74,142	75,376	71,662	(3,714)
Other Services & Charges	249,665	289,679	265,193	(24,486)
Transfer to Funds	629,910	766,085	792,647	26,562
<b>Total</b>	<b>1,490,661</b>	<b>1,678,663</b>	<b>1,670,751</b>	<b>(7,912)</b>
<b>Per Capita</b>	<b>41.15</b>	<b>46.34</b>	<b>46.12</b>	<b>(0.22)</b>
<b>Per \$1,000,000 Valuation</b>	<b>841.94</b>	<b>896.79</b>	<b>846.52</b>	<b>(4.01)</b>

#### **2010 Budget Impact Items**

- Increased utilities costs.
- Funding of capital projects in existing parks.
- Funding plan developed to finance the construction of parks in growth area.
- Municipal pool is aging and a mechanical failure would significantly impact the budget.

#### **2008/2009 Achievements**

- Centennial Softball Complex renovations complete.
- Phase 2B of Southside Regional Park complete and ribbon cutting held.
- Procedure manual complete and posted on the web.
- MB Johnson Park construction has begun.



## *Community Services Department*

### Parks & Recreation Division

Hjemkomst Center

#### Program Description

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

#### 2010 Goals and Objectives

- Maintenance costs remain level.
- Rent the vacated space as a result of the CCHS and HHIC merger.
- Reduce costs by the installation of energy efficient lighting. Project sponsored by Department of Energy, Americans Recovery and Reinvestment Act (ARRA).
- Additional flood protection for the grounds at the Hjemkomst Center will be financed through State of MN and FEMA.
- The flat roof at the Hjemkomst has reached its useful life and a new one is to be installed.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	137,883	141,580	139,030	(2,550)
Supplies & Materials	22,167	22,940	21,511	(1,429)
Other Services & Charges	269,704	261,142	257,853	(3,289)
To Reserves		20,000	20,000	
<b>Total</b>	<b>429,754</b>	<b>445,662</b>	<b>438,394</b>	<b>(7,268)</b>
<b>Per Capita</b>	<b>11.86</b>	<b>12.30</b>	<b>12.10</b>	<b>(0.20)</b>
<b>Per \$1,000,000 Valuation</b>	<b>242.73</b>	<b>238.08</b>	<b>222.12</b>	<b>(3.68)</b>

#### 2010 Budget Impact Items

- Merger of HHIC and CCHS into HCSCC has left vacant space on the lower level available for lease.
- If the flood protection plan affects the grounds during the summer, rental sales would be affected reducing revenue.
- Contract for HVAC maintenance is to be renewed. Any equipment failure beyond this contract will negatively affect the budget.

#### 2008/2009 Achievements

- Successfully kept the water out of the building during the record flood of 2009.
- Exercised option on the lease with the Chamber of Commerce.
- Lease negotiated with a newly merged Historical and Cultural Society of Clay County formerly known as Clay County Historical Society and Heritage Hjemkomst Interpretive Center.
- Held a multitude of Cultural Events: Pangea, Celtic Festival, Scandinavian Festival and authentic Nordic Viking Celebration along with many other community events.

## *Community Services Department*

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### 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.

#### 2010 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.

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	8,074	7,050	7,050	
Supplies & Materials	1,424	2,000	2,000	
Other Services & Charges	24,244	27,500	27,500	
<b>Total</b>	<b>33,742</b>	<b>36,550</b>	<b>36,550</b>	
<b>Per Capita</b>	<b>0.93</b>	<b>1.01</b>	<b>1.01</b>	-
<b>Per \$1,000,000 Valuation</b>	<b>19.06</b>	<b>19.53</b>	<b>18.52</b>	-

#### 2010 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.

#### 2008/2009 Achievements

- Re-organization of the "Friends" group into a fundraising entity
- The renovations to the Ice House and roofing projects of the main structure are completed.
- Ultra-violet protective film installed on the windows to protect artifacts.
- Radiator repairs throughout the building are complete.
- Lighting upgrades to the outside and ground fault outlets in the interior of the building have been installed.

## *Community Services Department*

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### **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.

#### **2010 Goals and Objectives**

- Increase number of green fee rounds to 30,000 annually
- Retain season pass members gained in 2009 due to the 2009 flood.
- 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

<b>Budget Category</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase (Decrease)</b>
Wages & Benefits	180,686	174,470	181,029	6,559
Supplies & Materials	15,537	23,030	19,590	(3,440)
Other Services & Charges	333,592	264,793	270,999	6,206
Capital Outlay		50,000		(50,000)
Debt Service	206,730	369,900	370,450	550
<b>Total</b>	<b>736,545</b>	<b>882,193</b>	<b>842,068</b>	<b>(40,125)</b>
<b>Per Capita</b>	<b>20.33</b>	<b>24.35</b>	<b>23.24</b>	<b>(1.11)</b>
<b>Per \$1,000,000 Valuation</b>	<b>416.01</b>	<b>471.29</b>	<b>426.65</b>	<b>(20.33)</b>

#### **2010 Budget Impact Items**

- Increased sales for the food and beverage business at both courses
- Advertising sales of global positioning unit
- Increase / maintain the season pass holders in this economic climate

#### **2008/2009 Achievements**

- New "on-course" restrooms installed on both Village Green and The Meadows Golf Courses
- Customer survey responses were received and addressed.
- Increased play by an average of 18% over 2008

## *Community Services Department*

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### 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, and Red River Skating Club all utilize the Center. These activities are funded through an enterprise fund.

#### 2010 Goals and Objectives

- Maintain existing contracts with tenants
- Increase advertising sales on the Zamboni / Dasher Boards
- Do an analysis of costs associated with having ice in the summer on both rinks.
- Host a National Educational Program (S.T.A.R.) on ice maintenance and painting technology.
- Bid and install new energy efficient lighting through the Department of Energy/American Recovery and Reinvestment Act grant program

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	217,353	230,690	229,885	(805)
Supplies & Materials	63,054	60,310	68,870	8,560
Other Services & Charges	612,112	256,460	274,400	17,940
Debt Service	11,466	59,810	57,035	(2,775)
<b>Total</b>	<b>903,985</b>	<b>607,270</b>	<b>630,190</b>	<b>22,920</b>
<b>Per Capita</b>	<b>24.95</b>	<b>16.76</b>	<b>17.40</b>	<b>0.63</b>
<b>Per \$1,000,000 Valuation</b>	<b>510.58</b>	<b>324.42</b>	<b>319.30</b>	<b>11.61</b>

#### 2010 Budget Impact Items

- Utilities /Motor Fuel costs increase
- Scoreboard remains operational
- Receiving full payment for the U18 World Hockey Tournament
- Analyze the cost effectiveness of summer ice
- New regulations are currently being considered for air quality standards in relation to carbon dioxide in ice rinks. Changes to this could result in the purchase of additional mechanical equipment to purify air.

#### 2008/2009 Achievements

- Increased advertising sales of dasher boards
- Maintenance schedules, safety manuals and policy manuals completed
- \$3.2 million renovations complete.
- Successfully hosted the 2009 World U-18 Hockey Championships

## *Community Services Department*

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### 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.

#### 2010 Goals and Objectives

- Market Moorhead as a residential choice to increase Moorhead's population and home production, including the availability of the state-funded property tax abatement for residential development through 2010
- 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	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	165,204	147,130	144,339	(2,791)
Supplies & Materials	2,370	2,340	2,260	(80)
Other Services & Charges	85,429	31,070	30,421	(649)
<b>Total</b>	<b>253,003</b>	<b>180,540</b>	<b>177,020</b>	<b>(3,520)</b>
<b>Per Capita</b>	<b>6.98</b>	<b>4.98</b>	<b>4.89</b>	<b>(0.10)</b>
<b>Per \$1,000,000 Valuation</b>	<b>142.90</b>	<b>96.45</b>	<b>89.69</b>	<b>(1.78)</b>

#### 2010 Budget Impact Items

- Financing electronic data system development and purchasing mobile technology.

#### 2008/2009 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 and long-term code compliance repair plans with private property owners; some resulting in repair and others in demolition
- Continued implementation of court diversion, administrative penalty system. One appeal in 2009; City's position upheld by the hearing officer.

## *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.

#### 2010 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	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	102,972	133,076	130,917	(2,159)
Supplies & Materials	704	875	832	(43)
Other Services & Charges	462,516	611,667	581,085	(30,582)
<b>Total</b>	<b>566,193</b>	<b>745,618</b>	<b>712,834</b>	<b>(32,784)</b>
<b>Per Capita</b>	<b>15.63</b>	<b>20.58</b>	<b>19.68</b>	<b>(0.90)</b>
<b>Per \$1,000,000 Valuation</b>	<b>319.79</b>	<b>398.33</b>	<b>361.17</b>	<b>(16.61)</b>

#### 2010 Budget Impact Items

- Declining CDBG resources; further fluctuation in CDBG allocation from Congress is possible.

#### 2008/2009 Achievements

- 13 homes owned by lower income households were renovated in 2008.
- Construction completed on 3 building lots sold on deferred no-interest loans to Habitat for Humanity homes in 2009 (one in-fill development and two new subdivision lots). Building resources and volunteers provided by Thrivent Builds, Trinity Lutheran Church, Hope Lutheran Church, Concordia and MSUM College Habitat chapters
- Privately owned dangerous building site cleaned up and cleared using CDBG resources through court order
- Supplemental CDBG funds of \$76,374 received through the American Recovery and Reinvestment Act invested in land acquisition for Gateway Gardens, a 24-unit permanent supportive housing project developed by Clay County HRA.
- Funded and facilitated homebuyer and tenant education for more than 1,000 households.

## *Community Services Department*

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### Neighborhood Services Division

Rental Registration & Inspection

#### Program Description

This program requires that all rental properties are registered and inspected. Currently, there are 1,257 registered properties containing 5,551 individual units.

#### 2010 Goals and Objectives

- Resume 100% annual inspection rate (resources redirected to flood recovery for approximately 6 weeks in 2009)
- Develop functional electronic inspection and records management system that coordinates with other city property information systems

Budget Category	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	69,385	94,400	92,625	(1,775)
Supplies & Materials	3,367	8,800	8,395	(405)
Other Services & Charges	12,129	38,105	38,068	(37)
<b>Total</b>	<b>84,880</b>	<b>141,305</b>	<b>139,088</b>	<b>(2,217)</b>
<b>Per Capita</b>	<b>2.34</b>	<b>3.90</b>	<b>3.84</b>	<b>(0.06)</b>
<b>Per \$1,000,000 Valuation</b>	<b>47.94</b>	<b>75.49</b>	<b>70.47</b>	<b>(1.12)</b>

#### 2010 Budget Impact Items

- Program is fully supported by fee revenue.

#### 2008/2009 Achievements

- Registered rental property increased by 911 units (20%) over 2008 level.
- Reduced cost of service and fees each of the past four years.
- Inspection staff was redirected to flood damage assessments following the 2009 flood.
- Began conversion of historic inspection records to electronic format and instituted paperless files storage system for current inspection records.
- Developed temporary data system to replace phased out AS/400 for use until inspection management system that coordinates with other city information can be developed.

## *Community Services Department*

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### 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 monitors lodging facilities, swimming pools, manufactured home parks, body art establishments, massage enterprises, and pet shop inspections. Hazardous health conditions and nuisance complaints are also part of this work function.

#### 2010 Goals and Objectives

- Complete field training and full certification of new Environmental Health Practitioner
- 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	2008 Actual	2009 Budget	2010 Budget	\$ Increase (Decrease)
Wages & Benefits	34,400	85,895	84,295	(1,600)
Supplies & Materials	3,099	2,000	1,951	(49)
Other Services & Charges	10,735	9,700	9,711	11
<b>Total</b>	<b>48,233</b>	<b>97,595</b>	<b>95,957</b>	<b>(1,638)</b>
<b>Per Capita</b>	<b>1.33</b>	<b>2.69</b>	<b>2.65</b>	<b>(0.05)</b>
<b>Per \$1,000,000 Valuation</b>	<b>27.24</b>	<b>52.14</b>	<b>48.62</b>	<b>(0.83)</b>

#### 2010 Budget Impact Items

- Fee structure adopted is equivalent to Minnesota Department of Health requirements.

#### 2008/2009 Achievements

- Documented the compliance of Moorhead public and private pools with new Minnesota pool drain safety regulations.
- Conducted plan reviews resulting in the licensure of four new commercial kitchens/restaurants, two concession facilities, two boarding facilities.





City of Moorhead, Minnesota

# SUPPLEMENTARY INFORMATION

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*Demographic Information*

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**Population:**

Moorhead Population 2000 (U.S. Census).....	32,177
Moorhead Population 2008 ( <i>U.S. Census Estimate</i> )..	36,012
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
<b>Median Age - 28.7</b>			

**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*

TAXPAYER	TYPE OF PROPERTY	TAX CAPACITY	PERCENTAGE OF TAXABLE TAX CAPACITY OF \$20,942,100
American Crystal Sugar	Sugar Processing	623,203	3.0%
Busch Agricultural Resources, Inc.	Malting Plant	381,645	1.8%
Menard Inc.	Retail	308,586	1.5%
Proffutt Ltd Partnership	Apartments	266,085	1.3%
Easten LLC	Shopping Mall	220,494	1.1%
Moorhead Hospitality	Hotel & Conference Center	169,250	0.8%
Sterling Development Group Four	Commercial	157,343	0.8%
Moorhead Holiday Associates	Strip Mall	142,910	0.7%
Moorhead Center Mall LLP	Shopping Mall	134,894	0.6%
Eventide Lutheran Home	Nursing Home	108,642	0.5%
Total Tax Capacity of Principal Taxpayers		<u>\$ 2,513,052</u>	<u>12.1%</u>

## *Miscellaneous Statistical Information*

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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:

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
2008	19.74

Miles of City Streets:

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
2008	210.35

Miles of Sewers:

Storm	125.35
Sanitary	154.54
Force Mains	20.87

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)    250.63

## *Acronyms*

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AFSCME .....	American Federation of State, County, and Municipal Employees
AO .....	Assessment Office
APS .....	Advanced Public Safety
ARMER .....	Allied Radio Matrix for Emergency Response
ARRA .....	American Recovery and Reinvestment Act
AUAR .....	Alternative Urban Area Review
BCI .....	Bureau of Criminal Investigation
BMP .....	Best Management Practices
CAD.....	Computer Aided Dispatch
CAD/RMS.....	Computer Aided Dispatch / Records Management System
CAMA.....	Computer Aided Mass Appraisal
CCHS .....	Clay County Historical Society
CDBG.....	Community Development Block Grant
CFI .....	Certified Fire Investigator
CIP .....	Capital Improvement Plan
CIT .....	critical incidents team
CSD.....	Community Services Department
CSO .....	Community Service Officer
DARE .....	Drug Abuse Resistance Education
DEA.....	Drug Enforcement Agency
DEED .....	Department of Employment and Economic Development
DNR .....	Department of Natural Resources
DRE.....	Drug Recognition Experts
DUI.....	Driving Under the Influence
EDA.....	Economic Development Authority
EMS .....	Emergency Medical Service
EPA .....	Environmental Protection Agency
FAA .....	Federal Aviation Administration
FEMA .....	Federal Emergency Management Agency
FTE .....	Full-Time Equivalent
G.O.....	General Obligation
GAAP .....	Generally Accepted Accounting Principles
GMEDC.....	Greater Fargo-Moorhead Economic Development Corporation
GFOA.....	Government Finance Officers' Association
GIS.....	Geographic Information Systems
GTC.....	Ground Transportation Center
HAVA .....	Help America Vote Act of 2002
HCSCC .....	Heritage and Cultural Society of Clay County
HHIC .....	Heritage Hjemkomst Interpretive Center
HRA.....	Housing and Redevelopment Authority
HVAC .....	Heating Ventilation Air Conditioning

## *Acronyms*

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ICMA .....	International City Managers' Association
IPMBA .....	International Police Mountain Bike Association
ISO .....	Insurance Services Office
IT .....	Information Technology
JAG .....	Justice Assistance Grant
JOBZ .....	Job Opportunity Building Zone
LELS .....	Law Enforcement Labor Services
LGA .....	Local Government Aid
MAT .....	Metro Area Transit
MetroCOG .....	Metropolitan Council of Governments
MFIRS .....	Minnesota Fire Incident Reporting System
MNDPS .....	Minnesota Department of Public Safety
MPCA .....	Minnesota Pollution Control Agency
MPD .....	Moorhead Police Department
MPS .....	Moorhead Public Service
MSCTC .....	Minnesota State Community and Technical College
MSUM .....	Minnesota State University - Moorhead
NDSU .....	North Dakota State University
NDVMA .....	North Dakota Veterinary Medical Association
NPDES .....	National Pollutant Discharge Elimination System
NRC .....	Neighborhood Recreation Centers
PACT .....	Peer Assistance Crisis Team
PERA .....	Public Employees Retirement Association
RRRDC .....	Red River Regional Dispatch Center
RRVS .....	Red River Valley SWAT
SAFER .....	Staffing for Adequate Fire and Emergency Response
SEED .....	Strategic Entrepreneurial Economic Development
SRO .....	School Resource Officer
STAR .....	Serving the American Rinks
SWAT .....	Special Weapons and Tactics
SWPPP .....	Storm water Pollution Prevention Plan
SYP .....	Summer Youth Program
TFO .....	Task Force Officer
TH .....	Trunk Highway
USACE .....	United States Army Corps of Engineers
USEPA .....	United States Environmental Protection Agency
WMD .....	Weapons of Mass Destruction
WWTF .....	Wastewater Treatment Facility
YIPA .....	Youth Intervention Programs Association
YMCA .....	Young Men's Christian Association

## *Glossary*

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**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.



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**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.

- 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.

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**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 31<sup>st</sup>.

**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.

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- 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.

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**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.

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*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.