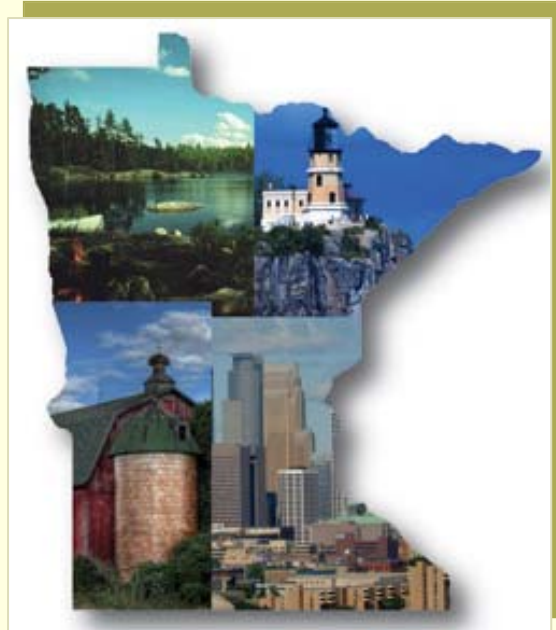


CITY OF MOORHEAD

2011 Operating & Capital Budget



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Guide for Readers

The Fiscal Year 2011 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, 2011 through December 31, 2011. 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, 2010. 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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**INTRODUCTORY
SECTION**

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Introduction

The City of Moorhead, incorporated in 1881, is situated in the heart of the Red River Valley, 250 miles northwest of Minneapolis. It is the county seat of Clay County and a community rich in history, tradition and diversity. While Moorhead is part of a growing metropolitan region, it is distinct because of its liberal arts based college atmosphere, quality educational system, plentiful parks and strong, diverse neighborhoods. The city is approximately 17.76 square miles and has a population of 36,962 per the 2009 State Demographer 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

RICH DUYSEN
INTERIM FIRE
CHIEF

CHAD MARTIN
OPERATION DEPARTMENT
DIRECTOR

SCOTT HUTCHINS
COMMUNITY SERVICES
DIRECTOR

DAVID EBINGER
POLICE CHIEF

BRIAN NEUGEBAUER
CITY ATTORNEY

ROBERT ZIMMERMAN
CITY ENGINEER

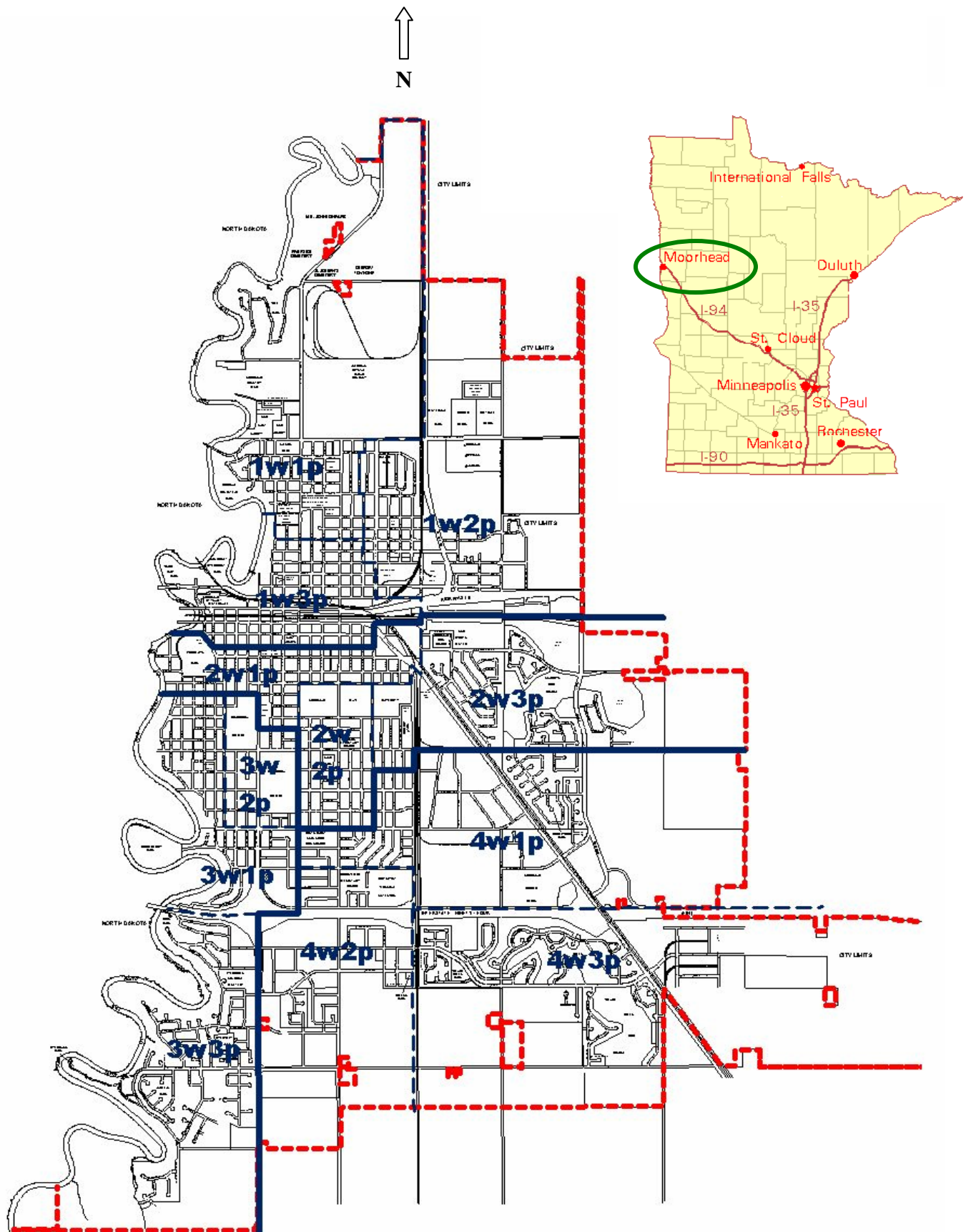
JILL WENGER
CITY CLERK

HARLYN AULT
FINANCE DIRECTOR

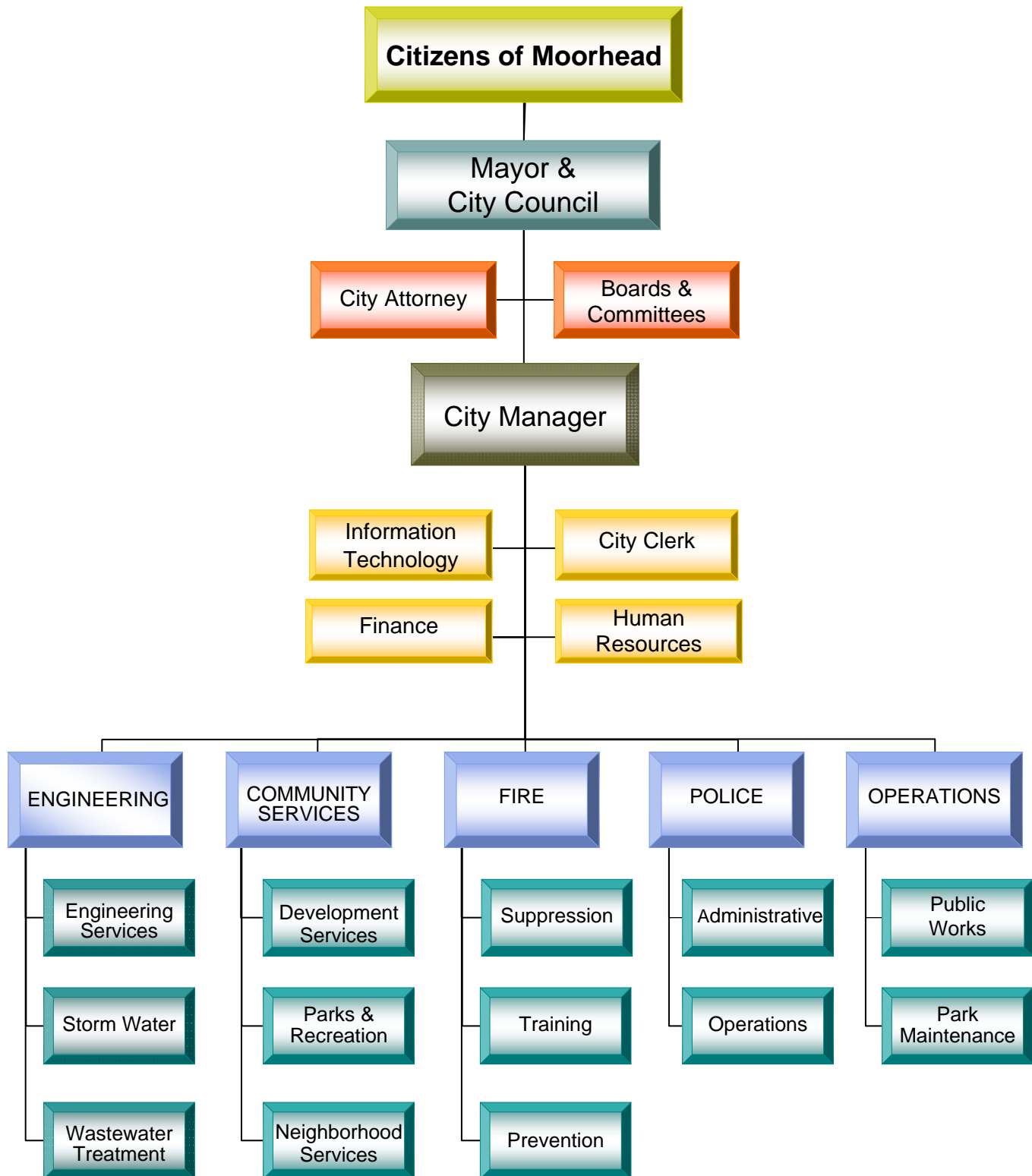
JEAN THOMPSON
HUMAN RESOURCES

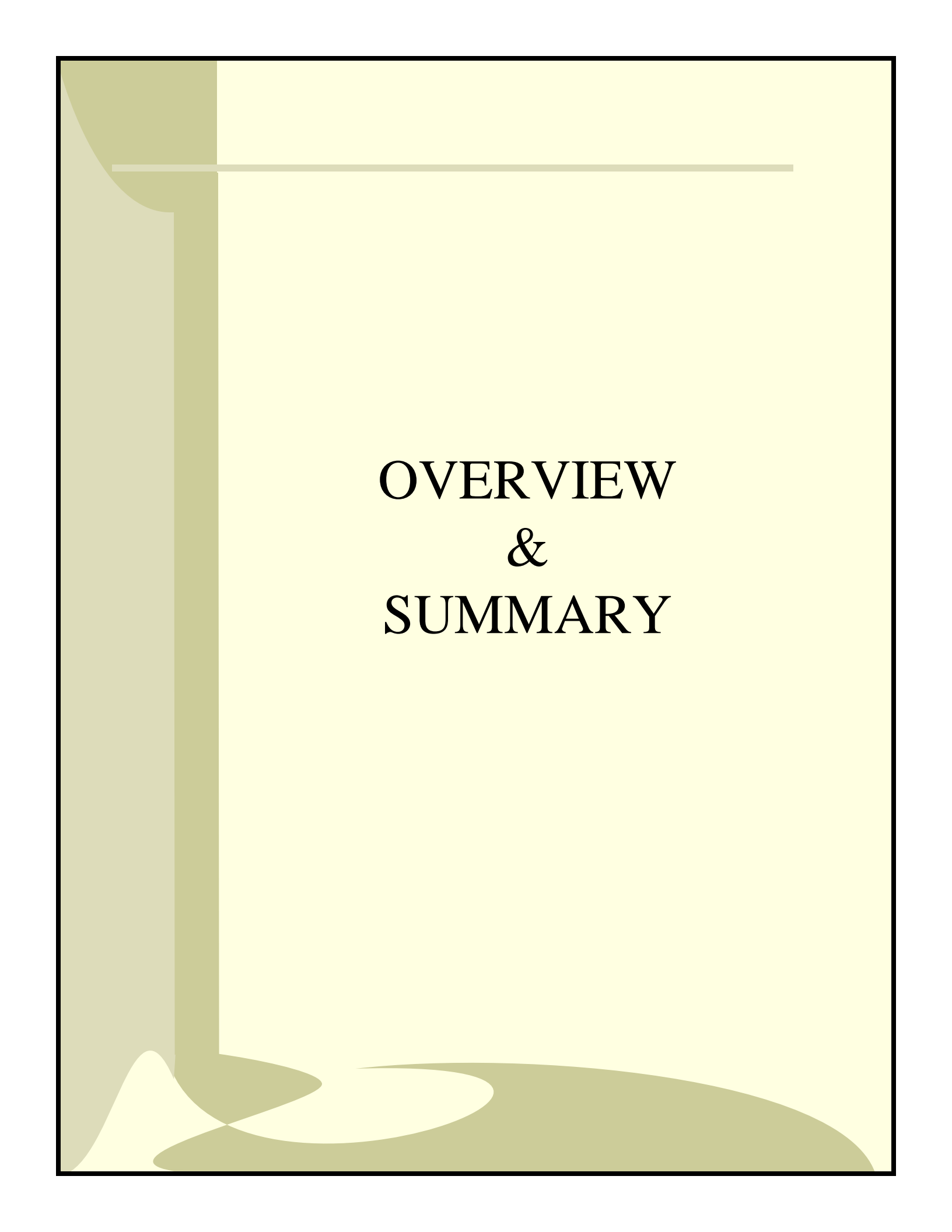
CHRIS RADI
INFORMATION TECHNOLOGY

Map of Moorhead, MN



Organization Chart





**OVERVIEW
&
SUMMARY**

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Budget Message



December 13, 2010

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 2011 Operating and Capital Budget of \$62,340,515 for the fiscal year commencing on January 1, 2011 and ending on December 31, 2011. 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 of Moorhead.

The 2011 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 revenues and expenditures for fiscal year 2011. 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.

Budget Process

The 2011 budget development process began in the spring of 2010 with a discussion regarding the goals and objectives for the 2011 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 projected limited revenue and anticipated expenditures for 2011. Given the limited nature of projected revenue for fiscal year 2011, the annual supplemental operating budget process was not utilized in this year's budget process, as was the case in fiscal year 2010. A supplemental capital budget, however, was utilized in the 2011 process.

Budget Approval Timeline

The tax levy provisions contained within the 2011 City Budget were affirmed by the Mayor and City Council on September 13, 2010 to comply with statutory requirements to certify the preliminary 2010 tax levy by September 15, 2010. Following this action by the Mayor and City Council, the 2011 Operating and Capital Budget must be adopted by the elected body before December 28, 2010.

Budget Message

2011 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 2011 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 2011, 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 2010 ensure that the 2011 Operating and Capital Budget is aligned with the goals, objectives, and direction of the elected body.

The City's 2011 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 2011 City Budget also includes the Enterprise Funds, those funds that are supported by user fees and charges such as Wastewater Treatment, Storm Water, Sanitation, Animal Control, Right of Way Mowing, Mosquito Control, Forestry, Golf Course, Sports Center, and Airport. In addition, the 2011 Budget includes the Information Technology, Vehicle, and Radio Internal Service Funds.

2011 Revenues & Expenditure

The City of Moorhead's 2011 Operating & Capital Budget totals \$62,340,515 a projected increase of \$1,821,842 (3.01%) from the previous year. When looking specifically at the General Fund and Special Revenue Funds, the 2011 budget reflects an increase of \$1,061,276 (4.05%) over 2010 levels. Major justification for both revenues and expenditures are as follows:

Projected Revenues

- Certified 2011 Local Government Aid (LGA) of \$7,618,290 is a \$827,662 (12.2%) increase over the previous year.
- The City Tax Levy is comprised of three areas, Levy Limit, Special Levies, and 3 A/B Levy. The total 2010 Tax Levy for taxes payable in 2011 is \$7,558,522 which is a \$112,277 (1.5%) increase from the previous year. The levy limit set by the Department of Revenue, is \$5,684,276 which is an increase of \$708,911 over the previous year levy limit. The Special Levy for special assessment debt was decreased \$500,933 while the 3 A/B levy decreased \$95,701.
- The Electric utility transfer to the General Fund of \$5,088,750 is at the same level as 2010. Based on Moorhead Public Service 2011 estimates, this will be approximately 15.73% of gross electric utility revenues. Under the City Charter the transfer cannot exceed 20% of gross Electric utility revenues.
- There were minimal rate increases in the following areas: wastewater treatment; right-of-way mowing and selected park facility usage fees.

Budget Message

Projected Expenditures

- Operating budgets for the most part are at the same levels as the 2010 budget except for snow/street maintenance, dispatch services, lobbying, and legal fees which were adjusted to more closely reflect actual costs. Within these areas of the General Fund these items account for a combined increase of \$283,250.
- Employee wages are proposed to increase 1.0% City-wide, totaling \$183,000 along with the implementation of step adjustments totaling \$276,000. Health insurance premiums were increased \$167,000 (10%), as well as a \$34,000 increase in contributions to the Public Employees Retirement Association (PERA), as mandated by the State of Minnesota.
- \$1,714,315 in increased debt service 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.
- There is \$192,160 in operating costs and \$419,000 for additional capital budgeted in order to increase the level of service for snow removal, mowing, and street maintenance operations (Snow/Grass/Street).

Challenges for the 2011 Budget

Preparation for the 2011 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 2011 Operating and Capital Budget include:

- ❖ **Local Government Aid** – 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 in the past decade. There is \$245,194 of uncommitted/unallocated funds included in the 2011 Budget. These funds may be used by the Mayor and Council to offset unanticipated funding needs in 2011, including an unallotment of LGA funding by the State Legislature.
- ❖ **Levy Limits** – The imposition of State-mandated levy limits will contain growth in Moorhead's General Fund tax levy in 2011. It is unclear at this time if the current program will be continued beyond 2011, or modified by the State Legislature before the expiration of the program.

Budget Message

- ❖ **Economy** – One of the challenges facing the City is a sluggish regional and national economy. Taxpayers also feel the effect of a weak economy, yet have become accustomed to the level of service provide by the City. The City of Moorhead prides itself on its ability to maintain most services at a level the taxpayer has come to expect. This has been accomplished by not filling vacant positions and reducing service levels in areas which impact the fewest citizens and incorporating cost saving measures in services provided.

- ❖ **Employee Salary and Compensation** – 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.

2011 Staffing

The 2011 authorized staffing level of 249.03 Full Time Equivalent (FTE's) is a reduction of 1.6 FTE's from 2010. The actual number of filled FTE positions is 241.23 due to 7.8 unfilled vacancies in the organization. These vacancies primarily exist in the civilian employment areas of Administration, Operations, and Community Services.

Unfilled Positions:

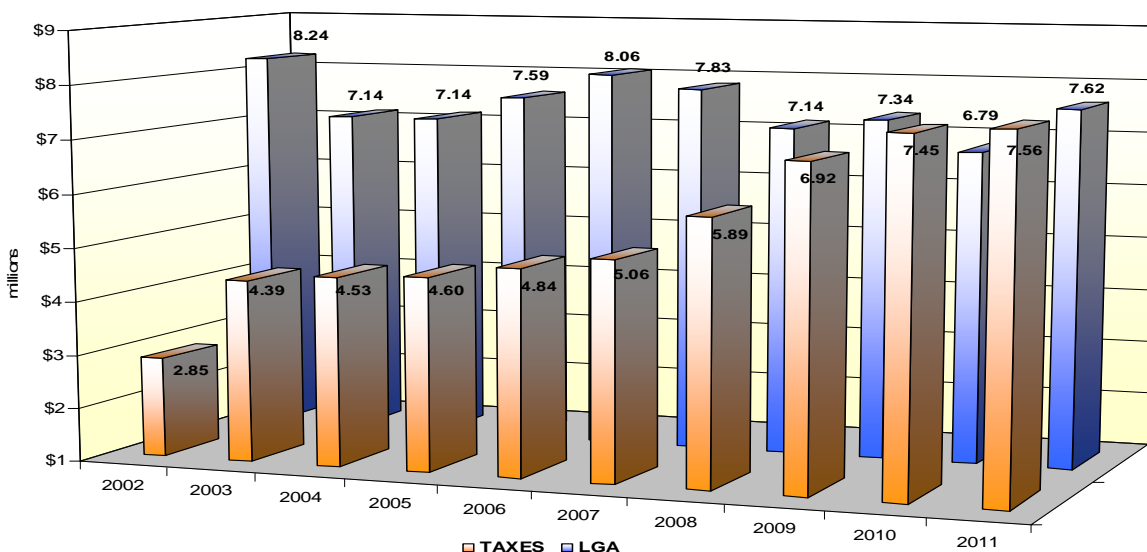
Administration	1.8	Assistant City Manager, Customer Service Coordinator
Community Services	1.0	Community Development Specialist
Police	1.0	Police Officer
Fire	1.0	Captain
Operations	3.0	Truck Drivers: 1 Street - 2 Sanitation
	<u>7.8</u>	

Budget Message

Tax Levy and Local Government Aid

The City tax levy to support the 2011 Budget of \$7,558,552, reflects an increase of \$112,277 (1.5%) over the 2010 levy. The increase is the combination of a \$224,076 operating levy increase and a \$111,799 decrease in the debt service levy. The City's 2011 certified LGA by the Department of Revenue of \$7,618,290 is a \$827,662 (12.2%) increase over the 2010 level of \$6,790,628. In 2008, 2009 and 2010 the Governor reduced the certified LGA \$560,516, \$488,720 and \$1,127,662 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 2002 thru 2011.



	2002*	2003*	2004*	2005	2006	2007	2008	2009*	2010*	2011*
STATE CERTIFIED LGA	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	7,618,290
STATE LGA UNALLOTMENT		(1,196,652)					(560,516)	(488,720)	(1,127,662)	
NET LGA	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	7,618,290
TAX LEVY	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	7,558,522
TOTAL TAX & LGA	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	15,176,812
\$ Change	1,087,109	442,011	142,333	514,104	707,767	0	133,996	1,234,651	(27,039)	939,939.
% Change	10.87%	3.99%	1.23%	4.40%	5.81%	0.00%	1.04%	9.48%	(0.19%)	6.60%

* 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 3 A/B property classifications (commercial & industrial) 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 2011, the 3 A/B levy for tax increments is \$471,036.

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 balanced 2011 Budget of \$245,000 and Tax Levy set at \$245,000, which is \$15,000 over 2010. The EDA levy will continue to be used to fund marketing, enhanced economic development activities and debt service.

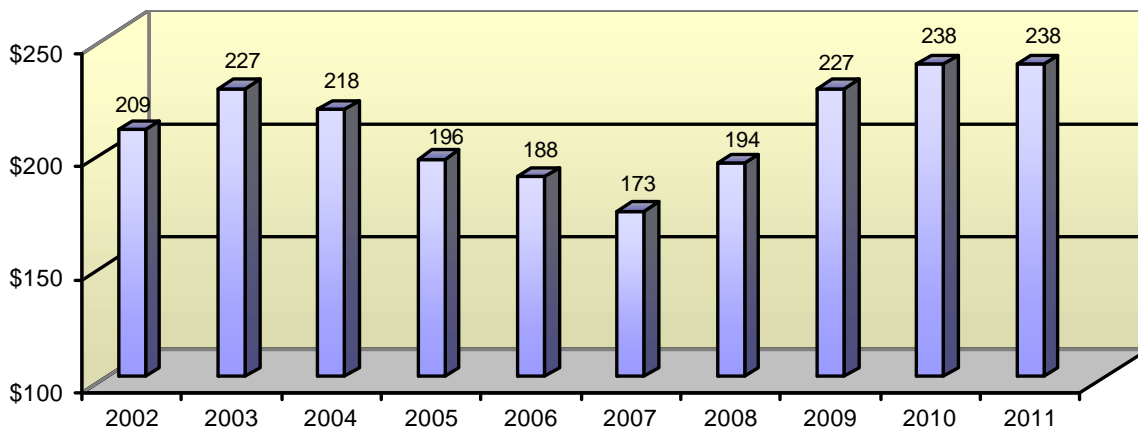
Budget Message

Property Tax Rate

The total 2010 real and personal property market value for the City as reported by the Clay County Auditor is \$2,083,054,200. Market values increased \$62,485,700 (3.1%) from 2009 to 2010 due to increases of \$17,588,400 in existing market values and \$44,897,300 for new construction. Using the State's property classification rates, the market value is converted to a tax capacity amounting to \$24,391,948.

Based on this tax capacity and the 2010 tax levy, the projected property tax rate for taxes payable in 2011 is estimated to be 31.071%, which is a decrease from last year's rate of 31.177%. The amount levied to individual property owners is calculated by multiplying the tax capacity of the property by the tax extension rate, which is determined by dividing the annual tax levy by the total City tax capacity. For example, a residential property with a market value of \$100,000, times the state property classification rate of 1%, equals \$1,000 in tax capacity. The tax capacity times the tax rate of 31.071% results in a gross tax of \$310, which is further reduced by Market Value Homestead Credit of \$72 to a payable net tax of \$238.

The graph below illustrates the property tax on a residential property with a market value of \$100,000 for the past nine years, as well as the estimated 2011 property tax.



The table below compares the City's annual net property taxes for various residential properties for taxes payable in 2010 and 2011.

Market Value	2010 Net Tax	Estimated 2011 Net Tax	Decrease
\$ 100,000	\$ 238	\$ 238	0
\$ 120,000	\$ 305	\$ 304	\$ (1)
\$ 130,000	\$ 338	\$ 337	\$ (1)
\$ 150,000	\$ 406	\$ 404	\$ (2)
\$ 175,000	\$ 490	\$ 488	\$ (2)
\$ 200,000	\$ 574	\$ 571	\$ (3)

City Bond Rating

Moody's Investors Service reaffirmed Moorhead's credit rating of "Aa3" in 2010 stating they expect the city's financial operations to remain healthy, supported by ample General Fund reserves. The high debt burden is reflecting growth-related capital needs for the City supported by special assessments and non-levy sources that mitigate the burden on the city's tax levy. The overlapping debt is primarily driven by the borrowing of the Moorhead School District, general obligation bonds rated Aa3.

Budget Message

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

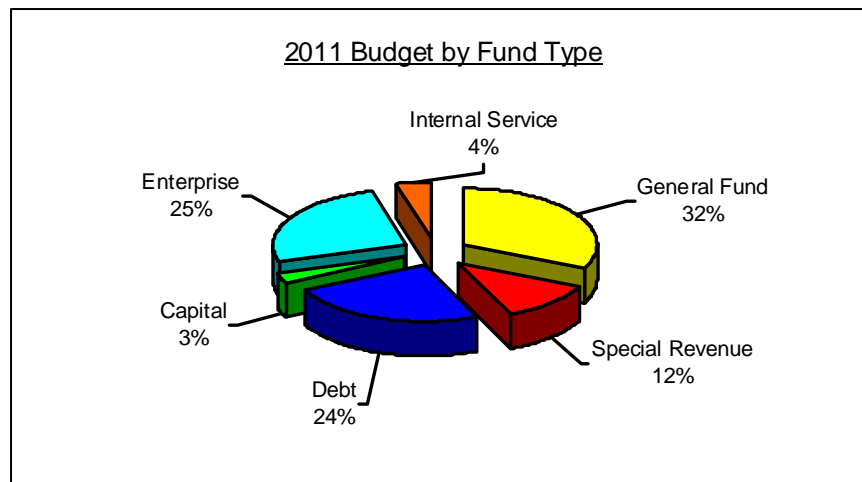
DEBT TO MATURITY			
Year End	Principal	Interest	Total
December 31			
2011	17,088,707	7,209,568	24,298,275
2012	11,988,647	6,688,900	18,677,547
2013	9,755,034	6,306,780	16,061,814
2014	9,986,886	5,977,367	15,964,253
2015	10,164,608	5,623,433	15,788,041
2016 - 2020	49,274,526	22,585,587	71,860,113
2021 - 2025	48,463,099	12,972,473	61,435,572
2026 - 2030	30,179,846	3,726,956	33,906,802
2031 - 2033	3,795,000	248,202	4,043,202
	<u>\$ 190,696,353</u>	<u>\$ 71,339,266</u>	<u>\$ 262,035,619</u>

2011 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 2011 is \$62,340,515, an increase of \$1,821,842 (3.01%) over 2010.

A comparison of the 2011 and 2010 budgets by fund type for the City of Moorhead is as follows:

Fund Type	2011	2010	Incr (Decr)	% Chg
General Fund	19,996,068	19,102,265	893,803	4.679%
Special Revenue	7,266,556	7,099,083	167,473	2.359%
Debt Service	14,815,194	14,414,230	400,964	2.782%
Capital Project	1,805,000	1,945,000	(140,000)	(7.198%)
Enterprise	15,870,592	15,452,982	417,610	2.702%
Internal Service	2,587,105	2,505,113	81,992	3.273%
Total	\$62,340,515	\$60,518,673	\$1,821,842	3.010%



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 \$19,996,068 reflects an increase of \$893,803 (4.68%) over the previous year. This is primarily due to a 1% wage increase, implementation of wage step adjustments, and increases in health insurance premiums, legal fees, lobbying and street maintenance.

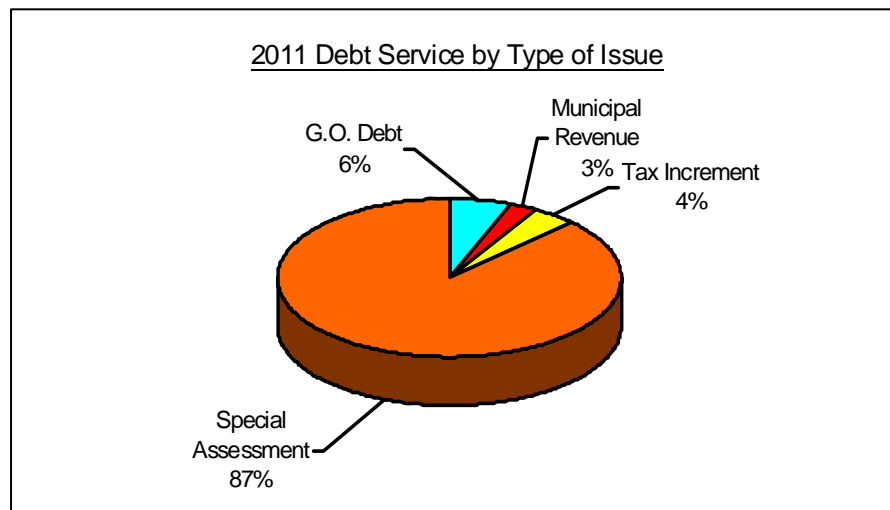
Special Revenue Funds

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 2011 of \$7,266,556 a \$167,473 (2.36%) increase over the previous year. This is primarily due to a 1% wage increase, implementation of wage step adjustments, and increases in health insurance premiums and park maintenance operating costs.

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 2011, \$13,658,087 is budgeted for the retirement of bond principal and interest, which is an increase of \$949,411 from 2010. Below is a comparison of 2011 and 2010 annual principal and interest requirements.

Type of Issue	2011	2010	Increase (Decrease)
G.O. Debt	\$ 784,066	\$ 785,220	\$(1,154)
G.O. Municipal Revenue	353,846	348,750	5,096
G.O. Tax Increment	571,350	1,341,350	(770,000)
G.O. Special Assessment	11,948,825	10,234,510	1,714,315
Total	\$ 13,658,087	\$ 12,709,830	\$ 949,411



Budget Message

Capital Project Funds

Within the Capital Projects funds, 2011 expenditures are budgeted at \$1,705,000. 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 2011 Right of Way Mowing Fund budget includes a rate increase of \$.10 from \$.75 to \$.85 per month for all user fees will generate approximately \$15,000.

Internal Service Funds

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

Included in the Radio Fund is \$85,000 to fund the scheduled replacement of radios and other communication systems. There is \$1,436,000 budgeted in the Vehicle Fund for scheduled replacements. Major scheduled replacements included in the Vehicle fund are \$175,000 power screen trommel screen, \$175,000 compost machine, and \$125,000 garbage truck. The Information Technology fund has \$142,000 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 2011 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 2011 fiscal and calendar year.

ADVANCE PUBLIC SAFETY	
OBJECTIVES	PERFORMANCE CRITERIA
Work with Minnesota State University Moorhead, Concordia, and Minnesota State Community and Technical College in development of emergency campus response and in providing public safety services.	<ul style="list-style-type: none"> • Continue to work with Clay County officials in developing a regional pandemic response that includes the colleges • Continue to monitor and update an active shooter response for Moorhead Police Officers and the Red River Valley Special Weapons and Tactics Team for all three campuses • Assist in recruiting and hiring process for new Public Safety Director for MSUM. Once a selection is made to assist in orientation • Continue working relationships with public safety and emergency preparedness personnel at the colleges • Complete plan reviews of all campus buildings and enter data into New World Dispatch Software Program
Continue to review and update Police Department Operational Procedures	<ul style="list-style-type: none"> • Engage Command Staff and supervisors in policy review and development • Develop new procedure manual in cooperation with Lexipol's Minnesota project
Complete the implementation of the New World Computer Aided Dispatch/Records Management System with other police and fire agencies in the Red River Regional Dispatch Center.	<ul style="list-style-type: none"> • Continue to update and maintain training of records and field personnel in operation of the new system. • Continue to work with Clay County Courts, the county Attorney's Office and the Sheriff's Department in including an e-ticketing system in the new CAD/RMS. • Prepare for the March "Go Live" date and subsequent system tests.
Update City Ordinances	<ul style="list-style-type: none"> • Prepare an updated Weapons Ordinance to include facsimile weapons and bring requirements into compliance with State Law. • Update the Door to Door Sales and Peddlers Ordinance • Update the Alarm Ordinance
Plan for future Fire Facility building needs	<ul style="list-style-type: none"> • Collaboration between fire and police to determine short/mid/long range needs • Review and update the current strategic plan to incorporate a multi-departmental approach
Enter pre-plans into existing new world software and keep them current	<ul style="list-style-type: none"> • Currently 85% complete. We will continue adding and have them complete by go live (March 2010). • Review at least 25% of the data per year and update data accordingly
Review Clay County Mutual Aid Agreements	<ul style="list-style-type: none"> • Address at Clay Co. Fire Chiefs 2011 Meetings

Goals and Objectives

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

IMPROVE TRANSPORTATION & INFRASTRUCTURE	
OBJECTIVES	PERFORMANCE CRITERIA
Railroad, Vehicular & Pedestrian Safety & Operations Planning and Improvement Projects	<ul style="list-style-type: none"> Begin construction of the SE Main Ave/20th St/21st St Railroad Grade Separation Project: Phase 1 (building demo) & Phase 2 (storm water force main) pending funding availability Construct a bicycle/pedestrian underpass of the BNSF Moorhead Subdivision tracks & future 20th St at 40th Ave S Evaluate improvements to downtown traffic operations affected by railroad pre-emption of traffic signals
Transportation Improvement Project Construction	<ul style="list-style-type: none"> Complete construction of the 34th St/I-94 Interchange Project Complete rehabilitation of approximately 2 miles of existing streets Construct new sidewalk & bicycle/pedestrian paths at various locations
Transportation Planning, Policy & Procedural Initiatives	<ul style="list-style-type: none"> Continue development of the Pavement Management System Continue evaluation of infrastructure needs & update master plans for growth areas Develop a revised traffic control (sign) request policy with traffic calming provisions In conjunction with the Operations Department, develop a program to comply with FHWA sign retro reflectivity standards including a sign inventory & management & maintenance procedures Initiate early public coordination for street improvement projects Formalize Complete Streets concept development of street projects Develop revised procedures & standards for as-built construction plans Develop a construction inspection manual & annual training program Participate in the development of the TH 10 & 75 Corridor Study Coordinate with local jurisdictions to begin implementation of the Metro COG Traffic Operations Action Plan including development of interjurisdictional operations & maintenance agreements & traffic signal system upgrades & interconnection Coordinate with local jurisdictions in the development of the 2011 update to the Metropolitan Bicycle & Pedestrian Plan Evaluate State statute changes regarding spring load restrictions

Goals and Objectives

<p>Floodplain Management & Flood Damage Reduction Initiatives</p>	<ul style="list-style-type: none"> • Complete construction of various interim flood risk reduction infrastructure projects pending funding availability • Complete additional voluntary acquisition of flood-prone properties pending funding availability • Develop a maintenance plan for new flood risk reduction infrastructure • Revise & update the City's Emergency Flood Plan • Initiate ordinance, procedural & policy revisions for the adoption of new NFIP floodplain maps • Continue participation in the USACE Fargo-Moorhead Metropolitan Feasibility Study to identify comprehensive, metro-wide flood risk reduction • Monitor progress of the Oakport Flood Control Project
<p>Wastewater Planning, Regulatory Compliance, & Infrastructure Improvements</p>	<ul style="list-style-type: none"> • Finalize a sanitary lift station condition assessment/asset management plan • Continue development of asset management plans & corresponding long-range budget forecasts for all wastewater assets • Negotiate re-issuance of the MPCA NPDES permit for the WWTF • Initiate development of procedures & documentation to receive Federal delegation of authority for the City's industrial pretreatment program • Initiate an energy audit, benchmarking analysis & energy management program for the WWTF • Develop sewer cleaning, maintenance & repair policy & manual revisions • Monitor various MPCA regulatory initiatives (phosphorus rule, nutrient standards for rivers, anti-degradation, water quality trading, etc)
<p>Stormwater Planning, Regulatory Compliance, & Infrastructure Improvement</p>	<ul style="list-style-type: none"> • Finalize a storm lift station condition assessment/asset management plan • Complete construction of Storm Lift Station #4 (Morningside Addition) improvements • Initiate construction of Storm Lift Station #3 (High School area) improvements • Continue development of asset management plans & corresponding long-range budget forecasts for all storm water assets • Begin development of comprehensive storm water (SWMM) models for various storm sewer service areas • Continue implementation of various Stormwater Pollution Prevention Plan (SWPPP) Best Management Practices (BMPs) in cooperation with other City departments responsible for certain program elements • 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 • Monitor MPCA MS4 NPDES permit reissuance & obtain coverage • Implement regulatory requirements affecting City facilities based on revisions to the MPCA NPDES permit for industrial activity • Review stormwater pond bank stabilization project needs & funding
<p>Geographic Information System (GIS) Applications</p>	<ul style="list-style-type: none"> • Coordinate with local jurisdictions on the 2011 LiDAR & aerial photo collect • Upgrade GIS application to new WebFusion software • Upgrade public GIS applications via the City website • Link the City's Emergency Flood Plan to WebFusion (actions & maps) • Develop new flood survey forms & floodplain management application in WebFusion • Develop a sign maintenance application linked to WebFusion • Link excavation permit data from NovaLIS to WebFusion • Link traffic control (sign) request procedures to WebFusion • Develop drainage complaint tracking application in WebFusion • Develop special assessment tracking application in Web Fusion

Goals and Objectives

IMPROVE HOUSING AND INCREASE AVAILABILITY	
OBJECTIVES	PERFORMANCE CRITERIA
Engineering: Promote New Housing Development	<ul style="list-style-type: none"> Install infrastructure to service new residential lots as needed Review & revise, as appropriate, City infrastructure standards, construction standards & construction specifications in response to developer requests
Promote New Housing Development	<ul style="list-style-type: none"> Work with the development community to analyze Active Living by Design and Complete Street concepts for emerging and existing neighborhoods Market availability of the 2-year state paid property tax abatement available through 2011 (single and multifamily properties)
Facilitate New Housing Development	<ul style="list-style-type: none"> Begin analysis of future growth areas beyond current development activity Analyze and implement 2009 Comprehensive Plan Update "Strategic Initiative" Finalize Alternative Urban Area Wide Review (AUAR) for areas within Growth Area Plan
Facilitate Niche Market Housing Development	<ul style="list-style-type: none"> Senior housing: recruit additional opportunities for growing market segment, including the availability of units affordable to lower income seniors Student housing: seek appropriate alternative to single family home conversion High amenity rental housing: expand housing opportunities for seniors and professionals
Facilitate Workforce Housing Development	<ul style="list-style-type: none"> Continue to work with development and partnerships to increase housing finance opportunities for entry level buyers, including private partners, Minnesota Housing Finance Agency, Greater Minnesota Housing Fund
Promote Property Maintenance	<ul style="list-style-type: none"> Continue code enforcement and rental registration programs Initiate neighborhood surveys to encourage maintenance improvements to owner-occupied homes Market availability of city, state, and private lender home improvement programs available to preserve existing homes

PROMOTE ECONOMIC DEVELOPMENT	
OBJECTIVES	PERFORMANCE CRITERIA
Increase Downtown Activity and Private Investment	<ul style="list-style-type: none"> Implementation of 1st Ave N Gateway Redevelopment strategies Consider restructuring of incentives to encourage infill, redevelopment and multi-family housing in the downtown area Create new Multi-Use-3 (MU) Zoning District to facilitate mixed use development
Advance Quality Business Growth	<ul style="list-style-type: none"> Continue to promote Border City programs and opportunities to potential businesses Advocate to Legislature for new programs and opportunities to support high-tech metropolitan economy
Continue Partnerships with Greater Fargo Moorhead Economic Development Corporation (GFMEDC)	<ul style="list-style-type: none"> Market joint assets at regional and national level Cooperate in efforts to transition to high tech economy
Facilitate Redevelopment	<ul style="list-style-type: none"> Continue code enforcement of blighted or abandoned properties Maximize grants for environmental testing, clean up and redevelopment Implement Greyfield assessment practices Encourage private and public assemblage for redevelopment Continue to offer a variety of business incentives such as tax exemptions, loans, tax increment financing, and tax credits

Goals and Objectives

FOSTER GOOD GOVERNMENT	
OBJECTIVES	PERFORMANCE CRITERIA
Engineering: Improve Internal Business Practices	<ul style="list-style-type: none"> Review & revise special assessment policies & procedures: continue new software implementation, coordinate inter-departmental procedures & enhance public access to special assessment data
Continue to Improve and Implement Transit Operational Efficiencies	<ul style="list-style-type: none"> Conduct analysis of service levels and fare structure through update to five-year transit development plan (joint with Fargo) through MetroCOG Increase ridership through information dissemination with new technology improvements on estimated time of arrival of MAT BUS routes Increase ridership and revenue through implementation of a Metro Area Transit Marketing Plan (joint with Fargo, ND)
Continue Metro Administration and Policy Coordination	<ul style="list-style-type: none"> Continue efforts to move Metro Area Transit (MAT) Coordinating Board toward Metro Transit Authority
	<ul style="list-style-type: none"> Study advantages and disadvantages of contracting driver, fixed route dispatch, and operations management services versus providing the operation of trans services with the City structure or other potential sub-structure.

Budget Overview

Fund Accounting

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

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

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

Basis of Accounting and Budgeting

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

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

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

Financial Policies

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

Operating Budget

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

Budget Overview

Capital Budget

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

Accounting, Auditing and Financial Reporting

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

Fund Cash Reserve Requirements

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

Investment Policy

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

Long-Term Debt

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

Revenue Estimation

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

Budget Overview

Budget Procedure

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

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

Amending the Budget

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

Budget Calendar

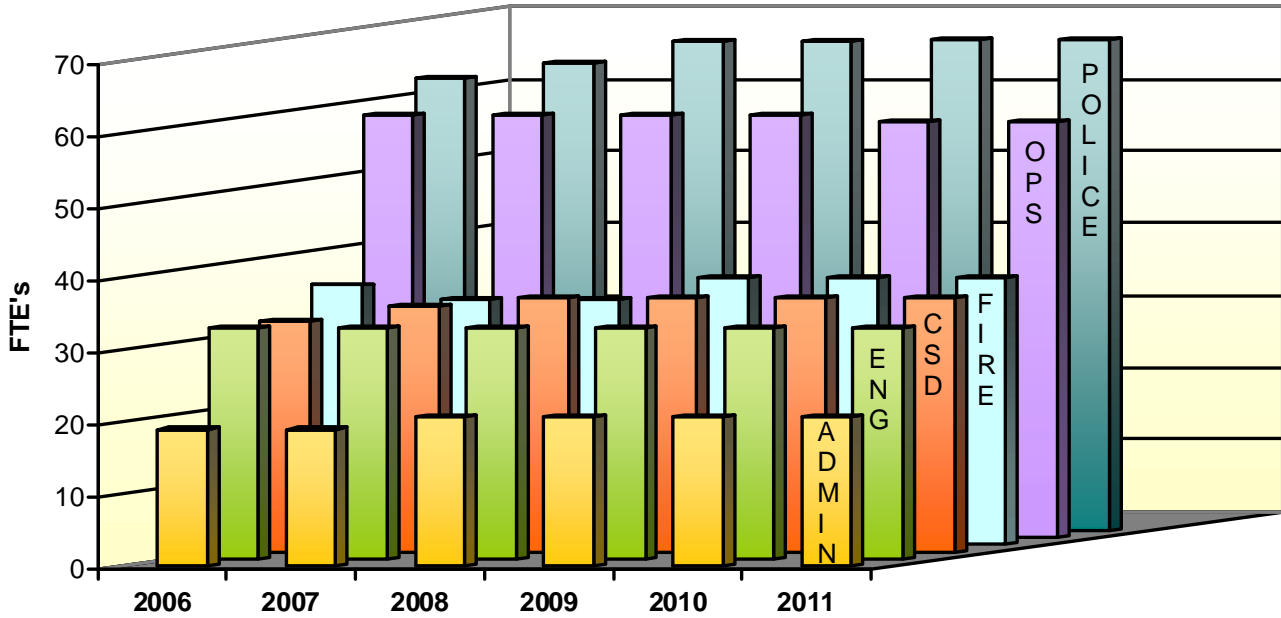
The City adheres to the following schedule in establishing budgetary data presented in the budget document in order to comply with State and Charter requirements.

<u>Time Frame</u>	<u>Responsibility</u>	<u>Action</u>
April - May	Finance Department	Budget Forms distributed to Departments.
June	All Department Directors	Department Budget Preparation
July	City Manager All Department Directors	City Manager Departmental Review
August – Sept 1 st	City Manager	Council reviews budget at Committee of Whole meetings and provides input and adjustments. The City Manager submits Proposed Budget to the City Council by Sept 1 st .
On or Before Sept 15 th	City Council	Adopt Proposed Budget, Tax Levy and sets Truth-in-Taxation hearing dates.
October - November	City Manager Finance Department	Prepare budget presentation for Truth-in-Taxation hearings, if required.
Dec 1st & Dec 8th	City Manager City Council	Hold Truth-in-Taxation hearings, if required.
Prior to December 28 th	City Council	Adopt Final Budget and Tax Levy.
Within 90 days after adoption of final budget	City Manager Finance Department	Complete Comprehensive Budget for submission to GFOA for Distinguished Budget Award.

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Staffing Level

STAFFING LEVEL HISTORY
FULL TIME EQUIVALENTS (FTE's)



DEPT	2006	2007	2008	2009	2010	2011
ADMIN	19.000	19.000	20.750	20.800	20.800	20.800
ENG	32.000	32.000	32.000	32.000	32.000	32.000
CSD	32.080	34.080	35.200	35.200	35.200	33.600
FIRE	36.000	34.000	34.000	37.000	37.000	37.000
OPS	58.630	58.630	58.630	58.630	57.630	57.630
POLICE	62.815	64.815	67.875	67.875	68.000	68.000
TOTAL FTE's	240.525	242.525	248.455	251.505	250.630	249.030

The Community Services Department reduced their FTE's by 1.6 bring the 2011 authorized staffing level to 249.030 FTE's.

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2009	2010	2011
CITY WIDE ADMINISTRATION			
<u>City Manager</u>			
City Manager	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
Executive Secretary/Deputy City Clerk	1.00	1.00	1.00
Customer Service Coordinator	1.00	0.80	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	1.00
Accounting Assistant	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00
Accounts Payable Specialist	1.00	1.00	1.00
Accounts Receivable Specialist	0.80	1.00	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	20.80	20.80	20.80

ENGINEERING			
<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

	2009	2010	2011
<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	32.00	32.00	32.00

COMMUNITY SERVICES DEPARTMENT

Director of Community Services	1.00	1.00	1.00
<u>Development Services</u>			
Development Services Manager	1.00	1.00	1.00
Program Assistant	1.00	1.00	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	
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

	2009	2010	2011
<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	
<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	<u>35.20</u>	<u>35.20</u>	<u>33.60</u>

FIRE DEPARTMENT			
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	27.00	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	<u>37.00</u>	<u>37.00</u>	<u>37.00</u>

(Continued)

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2009	2010	2011
OPERATIONS DEPARTMENT			
Director of Operations	1.00	1.00	1.00
Office Specialist	2.00	2.00	2.00
<u>Parks & Forestry</u>			
Division Manager - Park Mtce, Forestry & Golf	1.00	1.00	1.00
<u>Forestry</u>			
Forester	1.00	1.00	1.00
Crew Chief - Forestry	1.00	1.00	1.00
Forestry Technician	1.00	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	1.00
Park Technician	6.00	6.00	6.00
Park Maintenance / Mechanic	1.00	1.00	1.00
Laborer	1.00	1.00	1.00
<u>Streets & Sanitation</u>			
Division Mgr -Fleet/Street Mtce/Sanitation	1.00	1.00	1.00
<u>Fleet</u>			
Mechanic	2.00	2.00	2.00
Parts Runner	0.63	0.63	0.63
Custodian	1.00		
<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
DEPARTMENT TOTAL	58.63	57.63	57.63

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Staffing Level

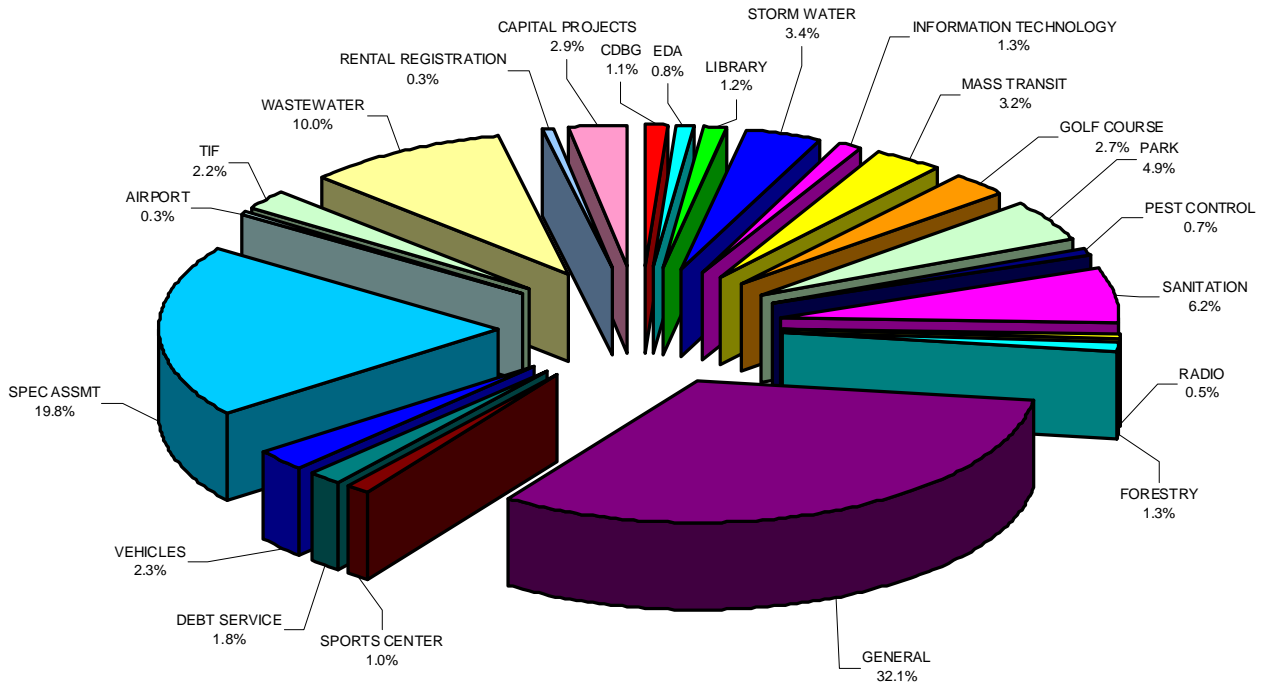
SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2009	2010	2011
POLICE DEPARTMENT			
<u>Administration</u>			
Chief of Police	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00
Executive Secretary	2.00	2.00	2.00
Office Specialist	7.875	8.000	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	5.00	5.00	5.00
Police Sergeant	4.00	4.00	4.00
Police Officer	42.00	42.00	42.00
DEPARTMENT TOTAL	67.875	68.000	68.000
TOTAL FULL TIME EQUIVALENTS	251.505	250.630	249.030

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.

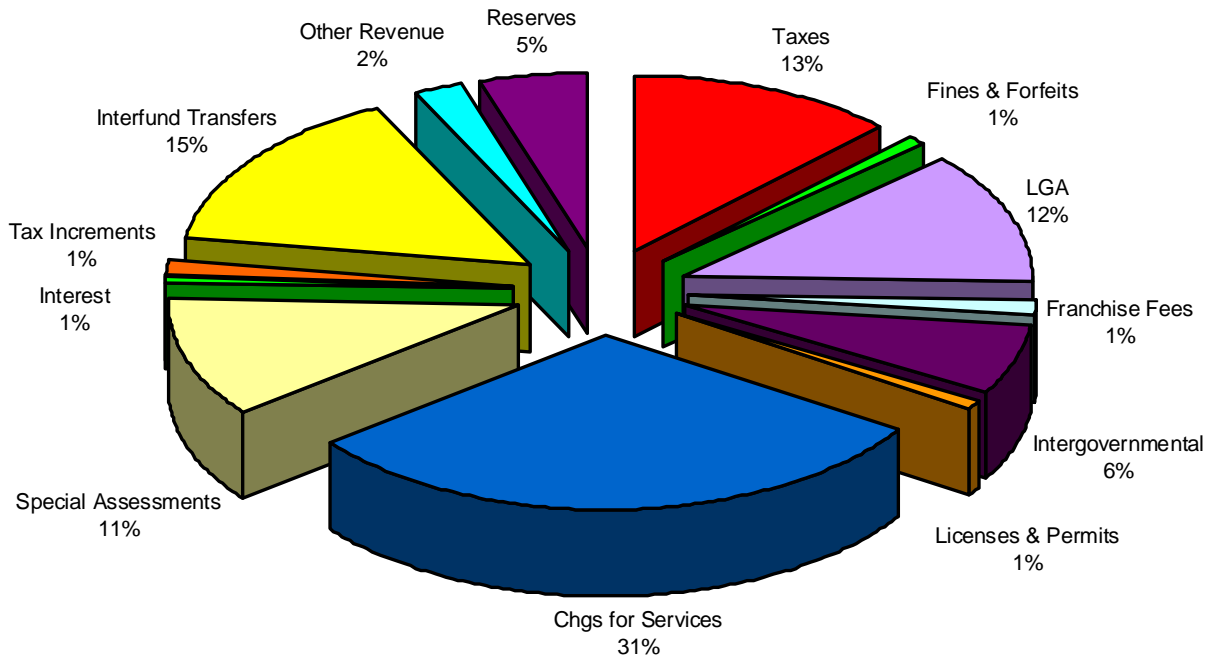
2011 BUDGET BY FUND



Fund	2010	Proposed 2011	Increase (Decrease)
CDBG	\$ 712,834	\$ 713,310	\$ 476
EDA	482,860	492,300	9,440
LIBRARY	771,800	771,800	-
STORM WATER	1,980,759	2,118,426	137,667
INFORMATION TECHNOLOGY	950,452	830,845	(119,607)
MASS TRANSIT	1,917,022	2,022,694	105,672
GOLF COURSE	1,637,628	1,658,460	20,832
PARK	3,008,842	3,060,722	51,880
PEST CONTROL	343,340	409,530	66,190
SANITATION	3,785,855	3,840,180	54,325
RADIO	232,931	301,760	68,829
FORESTRY	784,000	800,000	16,000
GENERAL	19,102,265	19,996,068	893,803
SPORTS CENTER	630,190	649,060	18,870
DEBT SERVICE	1,138,220	1,142,162	3,942
VEHICLES	1,321,730	1,454,500	132,770
SPEC ASSMT	10,948,210	12,323,246	1,375,036
AIRPORT	130,089	188,220	58,131
TIF	2,327,800	1,349,786	(978,014)
WASTEWATER	6,161,121	6,206,716	45,595
RENTAL REGISTRATION	205,725	205,730	5
CAPITAL PROJECTS	1,945,000	1,805,000	(140,000)
Total	\$ 60,518,673	\$ 62,340,515	\$ 1,821,842

Consolidated Budget Summary

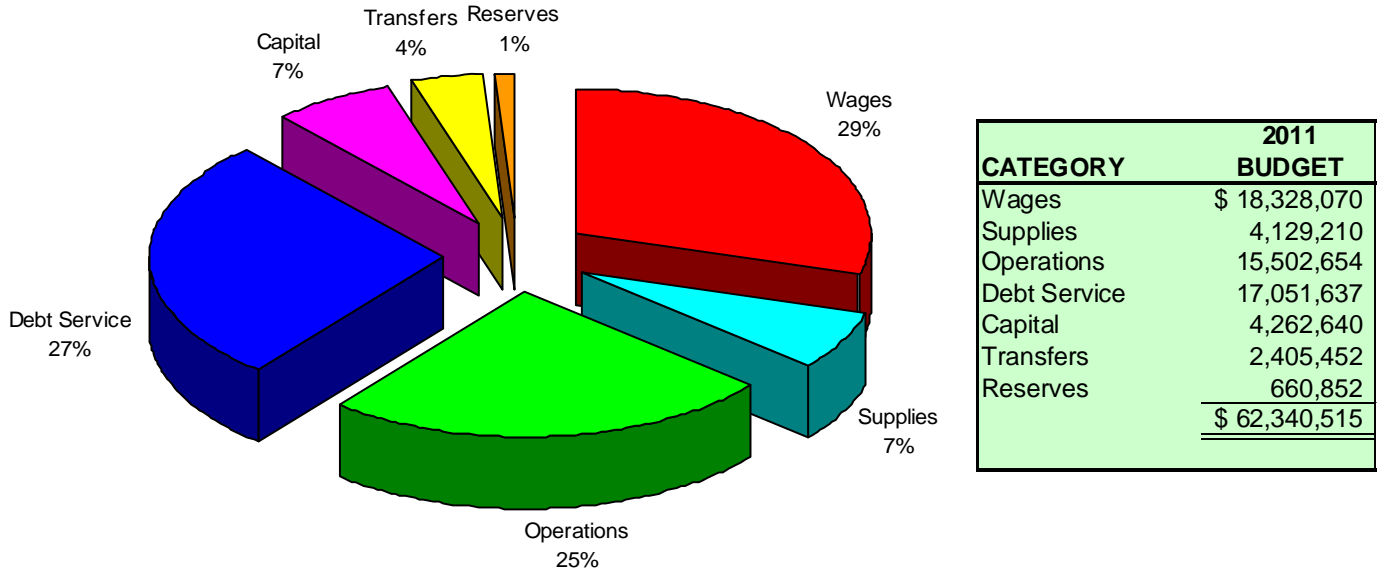
2011 BUDGETED REVENUES – ALL FUNDS BY FUNDING SOURCE



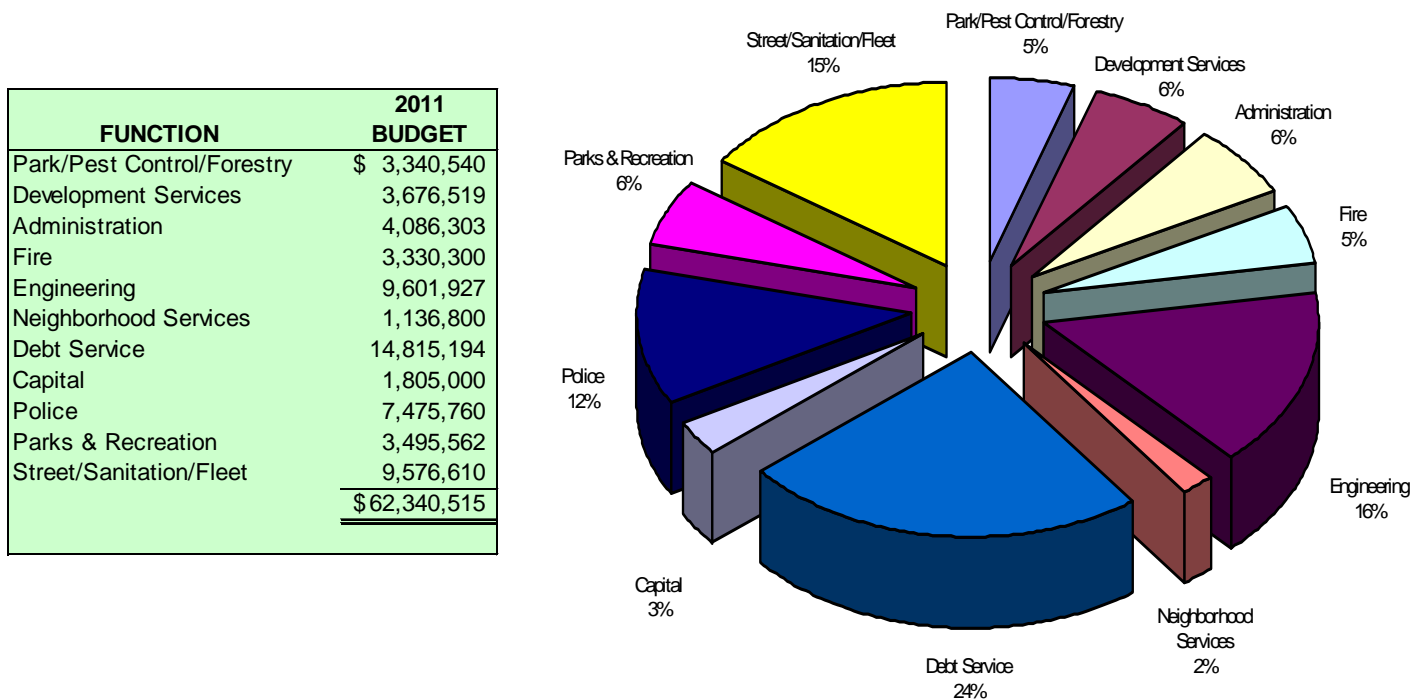
SOURCE	2011 BUDGET
Taxes	\$ 7,803,522
Fines & Forfeits	525,060
LGA	7,618,290
Franchise Fees	875,000
Intergovernmental	3,891,256
Licenses & Permits	549,910
Chgs for Services	18,895,258
Interest	337,261
Special Assessments	7,001,273
Tax Increments	857,750
Interfund Transfers	9,549,202
Other Revenue	1,344,599
Reserves	3,092,134
	<u>\$ 62,340,515</u>

Consolidated Budget Summary

2011 BUDGETED EXPENDITURES – ALL FUNDS BY CATEGORY



2011 BUDGETED EXPENDITURES – ALL FUNDS BY FUNCTION

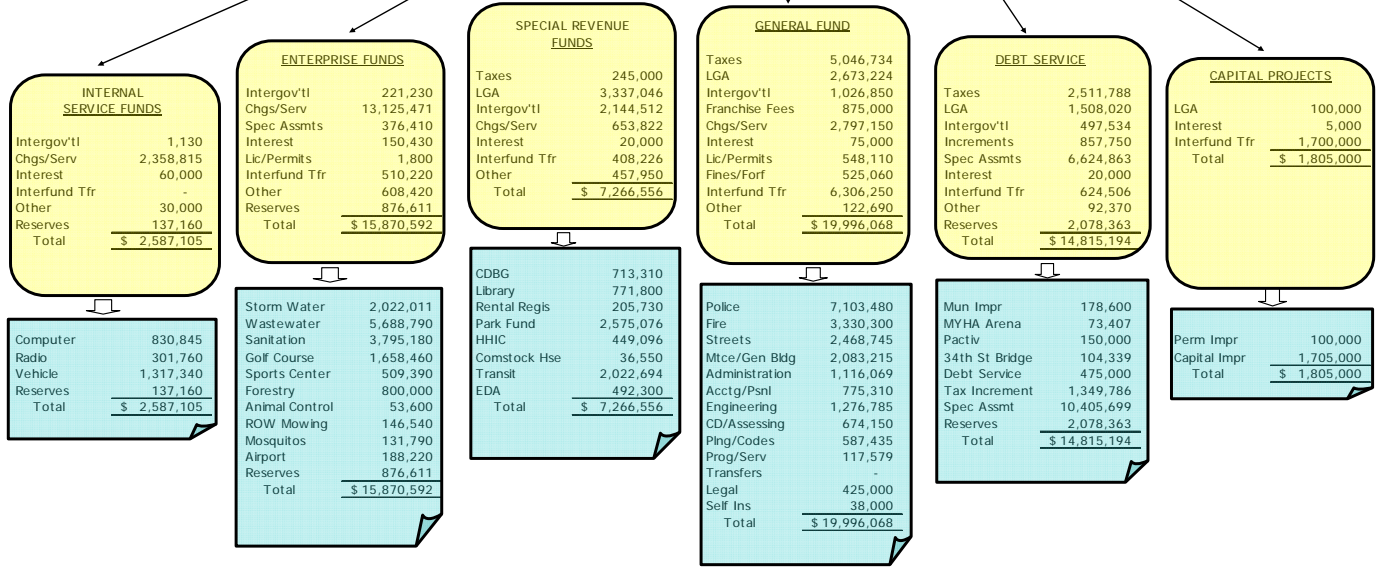


Consolidated Budget Summary

2011 BUDGETED REVENUE - ALL FUNDS FUNDING SOURCES AND FUND DISTRIBUTION

TAXES \$7,803,522 12.51%	INTERGOV'TL REVENUE \$3,891,256 6.24%	INTEREST \$330,430 0.53%	SPECIAL ASSESSMENTS \$7,001,273 11.23%	FINES & FORFEITS \$525,060 0.84%	INTERFUND TRANSFERS \$9,549,202 15.32%	RESERVES \$3,092,134 4.96%
LGA \$7,618,290 12.22%	CHARGES FOR SERVICES \$18,935,258 30.37%	LICENSES & PERMITS \$549,910 0.88%	TAX INCREMENTS \$857,750 1.38%	FRANCHISE FEES \$875,000 1.40%	OTHER REVENUE \$1,311,430 2.10%	

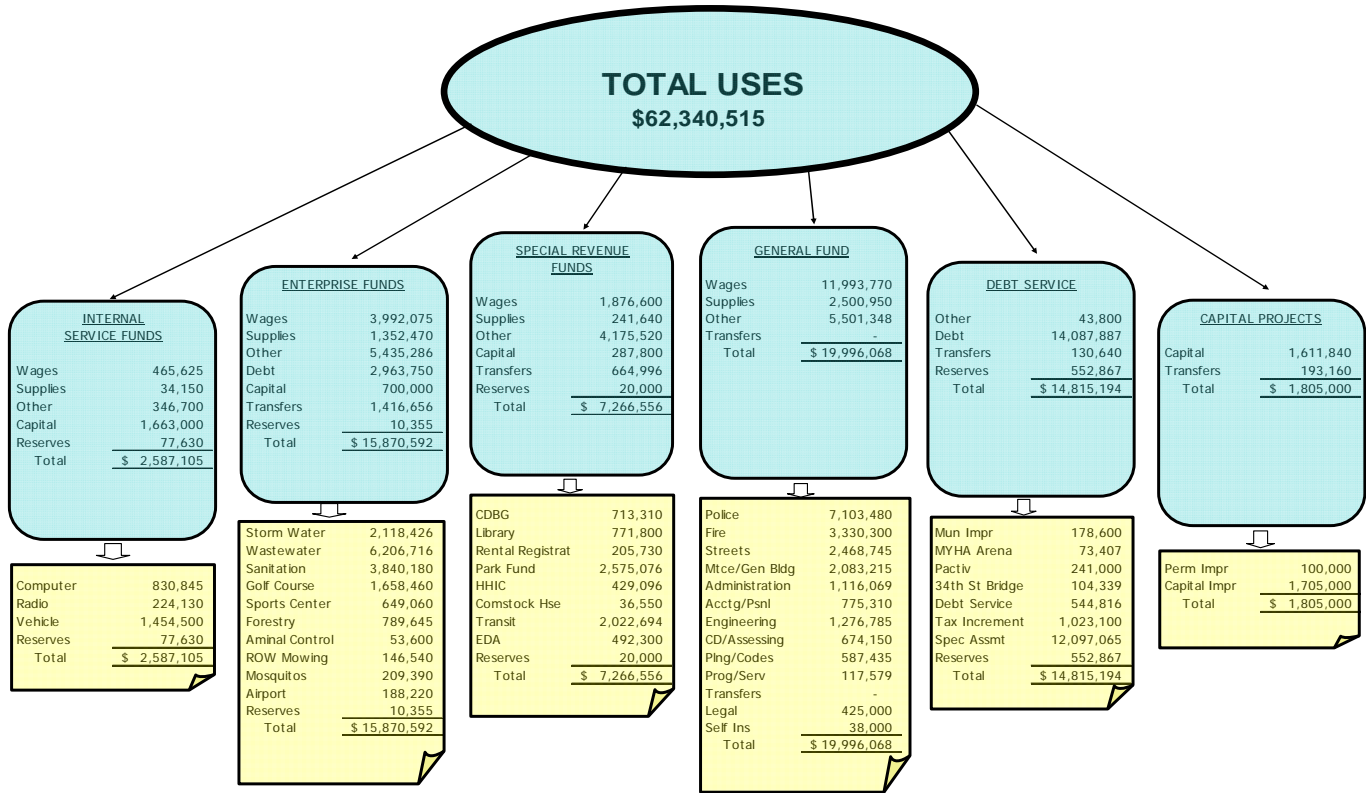
TOTAL SOURCES
\$62,340,515



Consolidated Budget Summary

2011 BUDGETED USES - ALL FUNDS CATEGORY AND FUND DISTRIBUTION

WAGES & BENEFITS	SUPPLIES	DEBT SERVICE	CAPITAL OUTLAY	OTHER	INTERFUND TRANSFERS	RESERVES
\$18,328,070	\$4,129,210	\$17,051,637	\$4,262,640	\$15,502,654	\$2,405,452	\$660,852
29.40%	6.62%	27.35%	6.84%	24.87%	3.86%	1.06%



Consolidated Budget Summary

REVENUES AND OTHER FINANCING SOURCES – ALL FUNDS

	2009 Actual	2010 Budget	2011 Budget
GOVERNMENTAL FUNDS			
General	19,042,541	19,102,265	19,996,068
Special Revenue	7,380,557	7,099,083	7,266,556
Debt Service	22,758,529	14,414,230	14,815,194
Capital Projects	13,552,512	1,945,000	1,805,000
Total Governmental Funds	<u>62,734,140</u>	<u>42,560,578</u>	<u>43,882,818</u>
PROPRIETARY FUNDS			
<u>Enterprise</u>			
Storm Water	1,302,286	1,980,759	2,118,426
Wastewater Treatment	5,611,190	6,161,121	6,206,716
Sanitation	3,786,731	3,785,855	3,840,180
Golf Courses	1,873,457	1,637,628	1,658,460
Sports Center	658,100	630,190	649,060
Forestry	775,927	784,000	800,000
Animal Control	56,499	53,700	53,600
Right-of-Way Mowing	131,497	158,195	146,540
Mosquito Control	130,124	131,445	209,390
Municipal Airport	180,604	130,089	188,220
<u>Internal Service</u>			
Information Technology	843,153	950,452	830,845
Vehicles & Equipment	1,278,064	1,321,730	1,454,500
Radio	303,727	232,931	301,760
Total Proprietary Funds	<u>16,931,359</u>	<u>17,958,095</u>	<u>18,457,697</u>
TOTAL ALL FUNDS	<u><u>79,665,499</u></u>	<u><u>60,518,673</u></u>	<u><u>62,340,515</u></u>

Consolidated Budget Summary

EXPENDITURES AND OTHER FINANCING USES – ALL FUNDS

	2009 Actual	2010 Budget	2011 Budget
GOVERNMENTAL FUNDS			
General	19,286,393	19,102,265	19,996,068
Special Revenue	6,702,808	7,099,083	7,266,556
Debt Service	15,848,155	14,414,230	14,815,194
Capital Projects	11,839,671	1,945,000	1,805,000
Total Governmental Funds	53,677,027	42,560,578	43,882,818
PROPRIETARY FUNDS			
<u>Enterprise</u>			
Storm Water	1,157,116	1,980,759	2,118,426
Wastewater Treatment	6,073,825	6,161,121	6,206,716
Sanitation	3,453,292	3,785,855	3,840,180
Golf Courses	1,699,913	1,637,628	1,658,460
Sports Center	922,886	630,190	649,060
Forestry	616,978	784,000	800,000
Animal Control	52,029	53,700	53,600
Right-of-Way Mowing	88,651	183,300	146,540
Mosquito Control	111,292	106,340	209,390
Municipal Airport	294,032	130,089	188,220
<u>Internal Service</u>			
Information Technology	932,613	950,452	830,845
Vehicles & Equipment	1,060,032	1,321,730	1,454,500
Radio	195,956	232,931	301,760
Total Proprietary Funds	16,658,615	17,958,095	18,457,697
TOTAL ALL FUNDS	70,335,642	60,518,673	62,340,515

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 2011 Governmental Funds revenue and expenditures are provided in the following charts and descriptions.

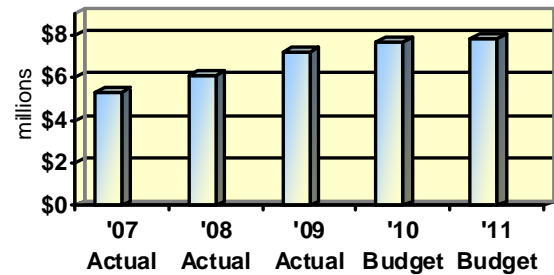
Governmental Fund Revenues

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 2011 budgeted revenue of \$43,882,818 is an increase of \$1,322,240 (3.1%) from 2010.

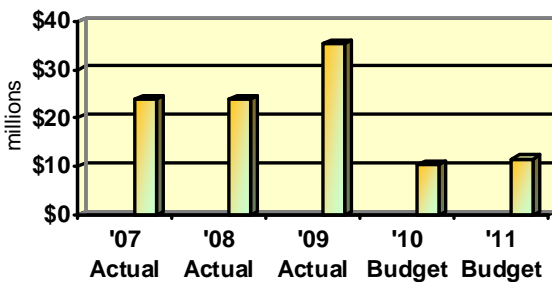
Property Tax Levy

The City relies on property taxes for 21.71% of the total General Fund and Debt Service Fund revenues, to support such functions as general government, public safety, public works and debt service. The City's 2011 tax levy of \$7,558,522 is an increase of \$112,277 (1.5%), over 2010. The increase is a result of a decrease in debt service of \$16,098 and a \$224,076 increase in the operating levy. Also included is a 3a & 3b levy of \$471,036 for tax increment debt, which is a decrease of \$95,701 from the previous year. In addition to the City's Tax Levy, the Economic Development Authority has a separate levy in 2011 of \$245,000, which is a \$15,000 increase from 2010.

Property Tax Levy



Intergovernmental Revenue



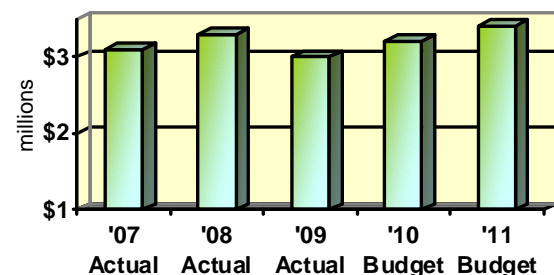
Intergovernmental Revenue

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 17.3% of budgeted revenues in the Governmental Funds. In 2011, the City is scheduled to receive \$7,618,290, which is an increase of \$827,662 from the prior year. The increase in 2009 was the result of receiving reimbursements due to flooding from the Federal Emergency Management Agency. In 2007 and 2008 the city received State Department of Transportation Aid for street construction

Charges for Service

This classification includes user charges for Park programs, Transit, Engineering and Administration. Charges for Services is budgeted at \$3,450,972, which is \$208,311 over last year. The increase is mainly due to Engineering charges related to city infrastructure projects. The City annually reviews service charges and fees to determine if adjustments are needed due to inflation and other cost increases.

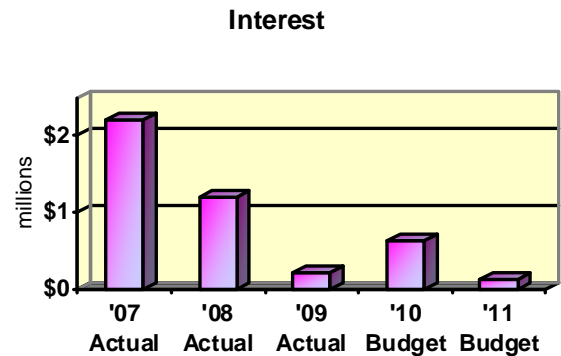
Charges for Service



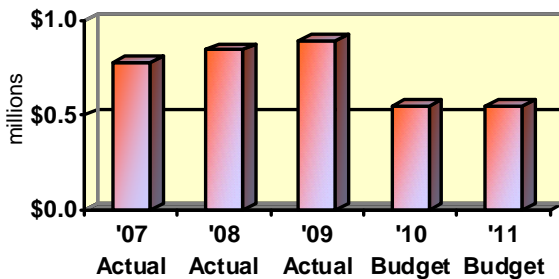
Governmental Funds Overview

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 increase in 2007 & 2008 is 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 2011.



Licenses & Permits



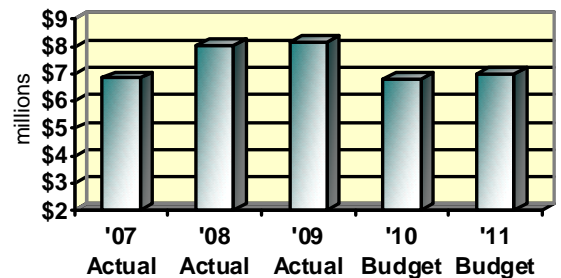
Licenses & Permits

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. Building permits, is the largest revenue source in this category. Building permit revenue has remained stable from 2007 to 2009. Locally new construction is not experiencing as much of a decline felt by the rest of the nation. New residential construction permits in 2009 were 180 compared to 203 in 2008 and 249 in 2007. In 2011 building permit revenue was budgeted at the same level as 2010

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 in 2008 & 2009 is due to the new subdivisions being assessed for improvement projects completed in prior years. Projected 2011 special assessments revenues are expected to be slightly above 2010 collections.

Special Assessments

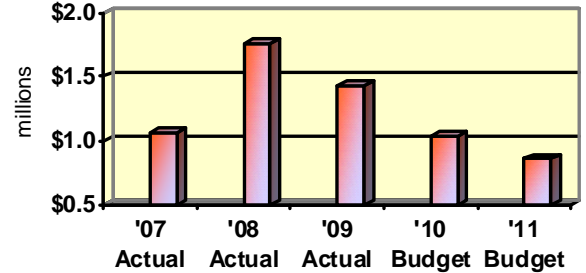


Governmental Funds Overview

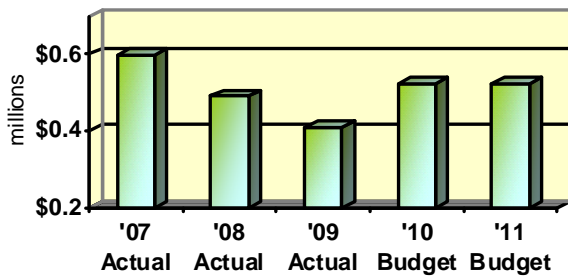
Tax Increments

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. The increase in 2008 was the result of a correction to the 2006 & 2007 increments by the county auditor. Declining increment revenue is due to the decertification of tax increment financing districts. Tax increment collections plus the 3a & 3b tax levy are expected to be sufficient to meet debt service requirements.

Tax Increments



Fines & Forfeits



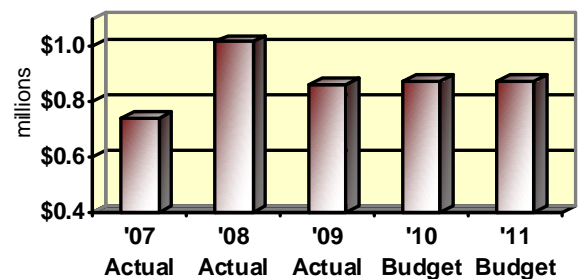
Fines & Forfeits

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 remain at the 2010 level.

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. Market conditions play a major role as to the level of fees that will be received, therefore, revenue projections are conservative.

Franchise Fees

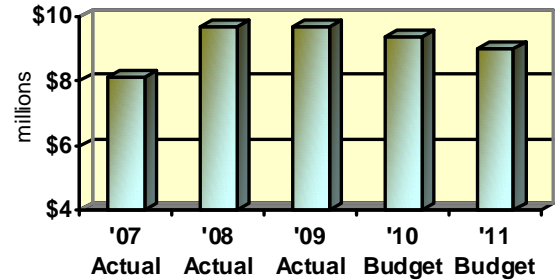


Governmental Funds Overview

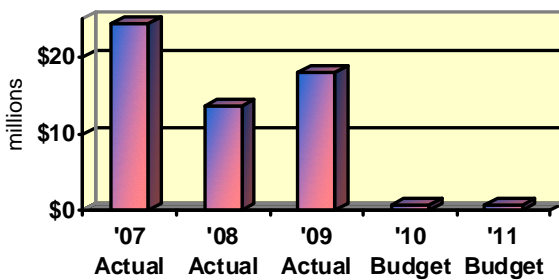
Interfund Transfers

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 2011 the Electric transfer to the General Fund of \$5,088,750 is at the same level as 2010 which will be approximately 15.7% of budgeted 2011 Electric utility revenues.

Interfund Transfers



Other Revenues



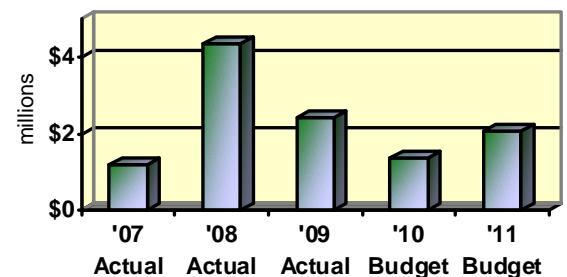
Other Revenues

Other revenues include donations, insurance recoveries, commission on phones and sale of maps and publications. In 2011, \$673,000 was budgeted for this category compared to \$675,000 in 2010. Actual figures include bond proceeds for capital projects, which are not included in the budgeted figures. The actual amounts for 2007, 2008 and 2009 include bond proceeds for infrastructure improvements in the amounts of \$22,400,000, \$12,050,000 and \$16,395,000 respectively.

Reserves

Reserves denote the amount projected to be needed to supplement current revenues for capital outlay, debt service or other uses. In 2008 \$1,501,605 was from reserves for debt service in the Special Assessment funds and \$2,164,924 in G.O. Municipal Revenue funds. In 2009 \$686,250 came from the reserves of the Special Assessment Debt funds, \$495,000 Debt Services funds, \$526,655 Special Revenue Funds and \$718,033 General Fund. In 2010 and 2011 \$1,366,736 and \$2,078,363 respectively were budgeted from reserves for Special Assessment debt.

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.

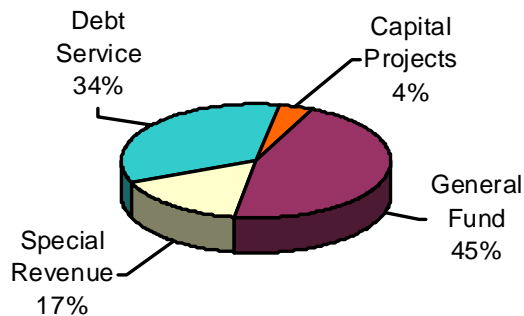
Capital outlay includes purchases of new equipment exceeding \$5,000, facility upgrades and infrastructure improvements. Infrastructure improvements are approved when the projects are bid, which explains the large difference between prior year actual figures and the 2011 budget.

Other charges include professional services, contractual maintenance and repair, utilities, memberships, interfund charges, and training and conferences. The 2011 budget reflect little or no increase over 2010 levels except for legal fees, lobbying and snow removal.

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%.

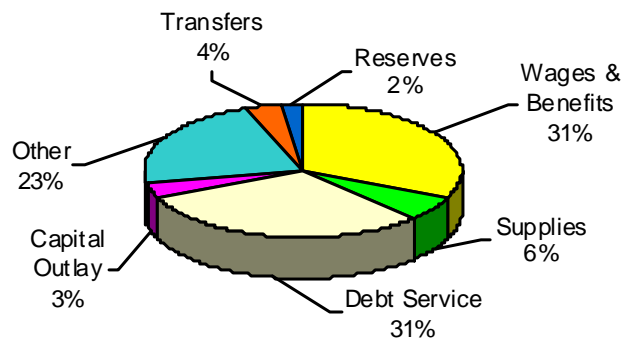
Reserves are used primarily in Debt Service funds where prepayments by property owners are made on assessed projects. These reserve funds are then budgeted along with current revenues to fund annual debt service payments.

Governmental Funds - Expenditures by Fund Type



Fund Type	2011 Budget
General Fund	\$19,996,068
Special Revenue	7,266,556
Debt Service	14,815,194
Capital Projects	1,805,000
	\$43,882,818

Governmental Funds - Expenditures by Category



Category	2011 Budget
Wages	\$13,870,370
Supplies	2,742,590
Operations	9,720,668
Debt	14,087,887
Capital	1,899,640
Transfers	988,796
Reserves	572,867
	\$ 43,882,818

Governmental Funds Overview

Governmental Funds Debt

Legal Debt Limit

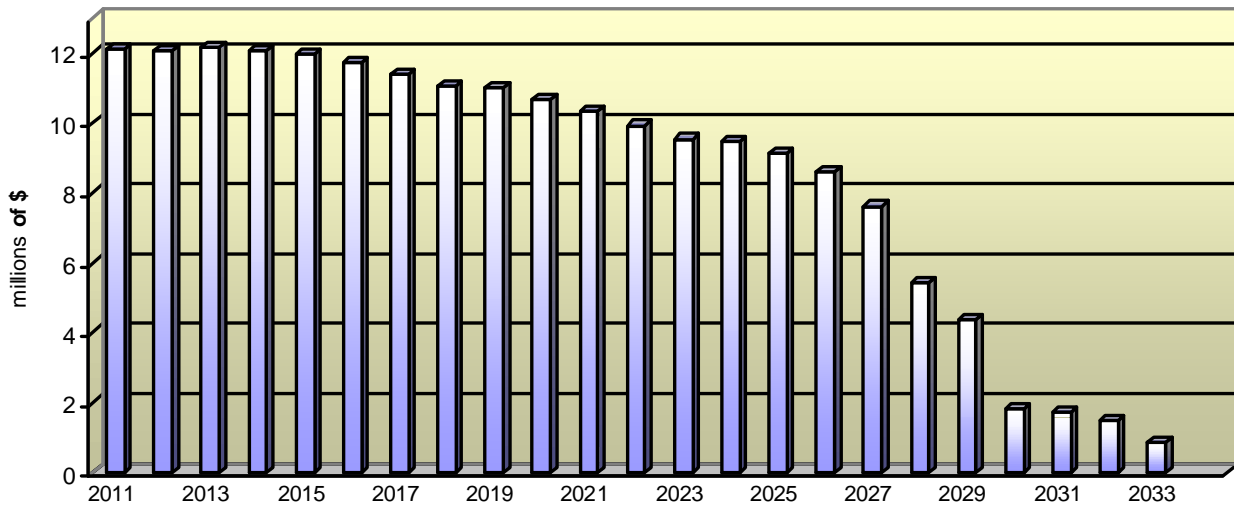
Minnesota State Statutes Section 475.51 limits net debt to no more than three (3%) percent of the estimated market value of the taxable property within the municipality. A number of categories of debt are not included within the net debt calculation. The City's debt limit is calculated as follows:

Computation of Legal Debt Margin – Year Ended December 31, 2009

Estimated Market Value - Real and Personal Property	\$ 2,020,568,500
Debt Limit (3% of Estimated Market Value)	60,617,055
Total Outstanding Debt	149,965,000
Less: Revenue Back Debt	(147,939,631)
Total Net Debt Applicable to Limit	2,025,369
Legal Debt Margin	\$ 58,591,686

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 2011 Budget

Fund Description	Principal	Interest	Total
Municipal Improvement Funds	275,000	78,846	353,846
G.O Bond Fund	701,338	82,728	784,066
Tax Increment Funds	285,000	286,350	571,350
Special Assessment Funds	6,335,000	5,613,825	11,948,825
Enterprise Funds	1,833,710	1,128,090	2,961,800
Totals	\$9,430,048	\$7,189,839	\$16,619,887

Governmental Funds Overview

Fund Balance Summary – Governmental Funds

	Estimated	2011 Budget			Estimated
	12/31/2010 Ending Fund Balance	Revenues & Transfers In	Expenditures & Transfers Out	Increase or (Decrease)	12/31/2011 Ending Fund Balance
General Fund	14,677,678	20,033,399	20,033,399	-	14,677,678
Special Revenue Funds					
Park Fund	1,437,711	2,575,076	2,575,076	-	1,437,711
HHIC	146,655	449,096	429,096	20,000	166,655
Comstock House	24,989	36,550	36,550	-	24,989
Library	296,501	771,800	771,800	-	296,501
Community Development	(1,321)	713,310	713,310	-	(1,321)
Rental Registration	465,432	205,730	205,730	-	465,432
Mass Transit	545,454	2,022,694	2,022,694	-	545,454
Economic Development	972,870	247,300	247,300	-	972,870
Economic Development Authority Levy	336,699	245,000	245,000	-	336,699
Contributions	71,366			-	71,366
Debt Service Funds					
Tax Increment	7,268,334	1,349,786	1,023,100	326,686	7,595,020
Special Assessment	23,256,479	10,405,699	12,097,065	(1,691,366)	21,565,113
G.O. Bond	204,615	475,000	544,816	(69,816)	134,799
Municipal Improvement	224,736	178,600	178,600	-	224,736
MYHA Ice Arena Bond	60,421	73,407	73,407	-	60,421
Pactiv Bond	109,171	150,000	241,000	(91,000)	18,171
34th St Bridge Bond	74,829	104,339	104,339	-	74,829
Capital Projects Funds					
Permanent Improvement	1,573,175	100,000	100,000	-	1,573,175
Special Assessment	6,566,899			-	6,566,899
Capital Improvement	1,777,759	1,705,000	1,705,000	-	1,777,759
Total Governmental Funds	60,090,452	41,841,786	43,347,282	(1,505,496)	58,584,956

- Tax Increment – This is the final year of special legislation for additional tax levy to build cash reserves to meet future debt requirements.
- Special Assessment – There are available cash balances in various special assessment funds to partially fund debt service payments in 2011. In addition, capitalized interest on the 2010 bonds will be used from reserves for 2011 payments.
- G.O. Bond – Available reserves will be used to partially fund 2011 debt service payments.
- Pactiv – 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 2011.

The following table provides a detail of Capital Improvement Projects, by department, funded within the Capital Improvement fund for fiscal year 2011.

Description	Amount	Description	Amount
<u>Community Services Department</u>		<u>Operations Department</u>	
Village Green Golf Course Tree Planting	\$ 3,000	1/2 Ton Pickup/Trailer for Mower Crew	\$ 20,000
Sports Center dry fire system pipe replmt	3,000	Pickup w/ front plow	29,000
Municipal Pool Locker replacement	3,500	City Wide F, F & E Replacements	100,000
Municipal Pool exterior painting	5,000	Reroof Mtce Shop	112,800
Cross Country Ski Groomer	5,000	Snow Blower	130,000
Sports Center water treatment system	5,000	Reroof South Warehouse	156,000
Municipal Pool Basket system	6,000	4 yard Loader with push blade	240,000
Agrilime for neighborhood ball fields	6,000		\$787,800
HHIC Kitchen replacement/ Booster			
Heater for the Dishwasher/ steam table	3,000		
MB Johnson Park Backstop/ball field/volleyball court	7,500		
Sports Center replace glycol north rink	9,500	<u>Administration Department</u>	
Replace 2006 Mini-Bus - 20% City share	14,560	Reupholster 34 Library Chairs, Replace staff kitchen chairs, one office chair	\$ 6,800
Village Green Golf Course Pump House	20,000	Capital Fund Reserve	116,240
Meadows Clubhouse retaining wall	32,000	Transfer to Municipal Imp Fund	178,600
Bike Path Replacement (various areas)	50,000		\$301,640
Riverview Estates Tennis Court Replacement	100,000		
Park Amenities (Woodlawn, Voll & Angela's)	200,000	<u>Fire Department</u>	
	\$473,060	Structural Firefighting Turnout Gear	\$29,000
<u>Engineering Department</u>		<u>Police Department</u>	
Triennial update of LiDAR & aerial photos, including contours, building outlines, pavement edges	\$75,000	Pistol Range Fencing extended South X100' on East Side	\$ 6,000
		New Impound Lot electric gate opener	7,500
		Police Impound Lot Security Alarm	25,000
			\$38,500
		Total Capital Improvement Fund	\$1,705,000

Capital Outlay

Community Services Department:

Funding in the amount of \$32,000 has been budgeted for a retaining wall outside the golf card area at the Meadows Clubhouse. Various upgrades at the municipal pool totaling \$14,500 along with \$5,000 for a cross county ski groomer are included in the park budget.

Police Department:

There is funding of \$25,000 for a Security Alarm System and \$7,500 for an electric gate opener at the police impound lot.

Fire Department:

There is \$29,000 included for the purchase of turnout gear, the 3rd year of a 3-year replacement schedule.

Engineering Department:

Includes funding of \$75,000 for triennial update of Light Detection And Ranging (LiDAR) elevation data for aerial photos including contours, and building outlines.

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. To increase the level of snow removal services, there are funds budgeted to purchase a 4 yard loader - \$240,000, snow blower - \$130,000 and a pickup with a plow attachment - \$29,000.

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 2011 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 governmental funds capital replacements provided through the internal service funds using predetermined schedules to annually replace the oldest equipment first keeps maintenance and repair costs stable from year to year.

Capital Outlay

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

Enterprise Funds

<u>Storm Water -</u>	
Pump/Motor	\$ 60,000
Storm Lift Station #4	500,000
<u>Wastewater Treatment -</u>	
Pump/Motor	50,000
<u>Forestry -</u>	
Stump Grinder	45,000
Total	\$ 655,000

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 enterprise 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. Only after incorporation within successive budgets or as approved separately by the City Council will these items be considered funded. 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. The annual property tax increase on \$140,000 of market value is approximately \$6.00 per \$100,000 of increased tax levy.

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

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

Capital Outlay

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

YEAR	COST	DESCRIPTION	YEAR	COST	DESCRIPTION
<u>MASS TRANSIT</u>			<u>OPERATIONS</u>		
2013	\$ 50,000	Bus related equipment	2012	\$ 20,000	Crosswalk Striping
2013	46,000	(2) Mini-van Replacements	2012	25,000	City Hall Replace automatic Doors
2013	75,000	Mini-bus Replacement	2012	25,000	PWF Storage Racking (Pallets)
2014	158,400	(2) Mini-bus Replacements	2012	50,000	PWF Asphalt Bulk Storage Area
2014	110,000	Vehicle Location System Replacement	2012	50,000	LEC Reroof East Side
	<u>\$ 439,400</u>		2012	50,000	Sanitation Additional Cold Storage
<u>HHIC FACILITY</u>			2013	30,000	PWF Asphalt Milling Machine (Skidsteer Size)
2012	\$ 6,000	Security System	2013	50,000	PWF Central Lube System In Maint Shop
2012	25,000	Drain for rain leader front entrance	2013	350,000	PWF Cold Storage Facility
2013	10,000	Remodel Cabinets in Auditorium	2014	38,000	PWF Street One Ton Truck
2013	20,000	Replace Chairs Auditorium	2018	60,000	Library Renovate Roof
2014	8,000	Stain the Stave Church		<u>\$ 748,000</u>	
	<u>\$ 69,000</u>		<u>VILLAGE GREEN GOLF COURSE</u>		
<u>PARK FUND</u>			2012	\$ 15,000	Asphalt maintenance shop parking lot
2012	\$ 100,000	Ridgewood Park Parking Lot		<u>\$ 15,000</u>	
2012	25,000	Pool Showers	<u>FIRE</u>		
2012	100,000	Additional Parking Lot Village Green Park	2012	\$ 21,600	FCC Mandated Narrow Band Fire Pagers
2012	50,000	Alm Tennis Courts	2012	72,000	FCC Mandated Warning Siren Receiver Upgrades
2013	250,000	Replace NRC Morningside	2012	2,700,000	Construct Station 3
2013	100,000	Dog Park (south)	2013	3,825,000	new headquarters
2013	20,000	Start Replacing Outdoor Rink Boards	2014	250,000	Renovate Current Headquarters
2014	250,000	Replace NRC at South	2014	900,000	2 Fire Engines (Repl 1994 models)
	<u>\$ 895,000</u>			<u>\$ 7,768,600</u>	
<u>SPORTS CENTER</u>			<u>PROJECT YEARS TO BE DETERMINED</u>		
2012	\$ 80,000	Scoreboard Replacement	<u>PARK FUND</u>		
2012	300,000	Additional Dehumidification North Rink	\$ 400,000	Splash Park	
2013	50,000	Dry Wall Replacement North Rink	400,000	Allyson Park Renovations	
2013	80,000	Ceiling Painting of North Rink	500,000	Shepherds Meadows Park Development	
2014	100,000	2 Roof Top Heating Units Locker Rms 1991	700,000	Johnson Farms Park Development	
	<u>\$ 610,000</u>		1,200,000	Additional Phases M.B. Johnson Park	
<u>POLICE</u>			250,000	Stonemill Park Development	
2012	\$ 250,000	Firearms Range Relocation	1,750,000	Village Green Sixth Park Development	
2012	115,000	Dispatch Center Replacement Evercom Gold	1,200,000	Additional Phases Southside Regional Park	
2014	6,000,000	Renovation of Law Enforcement Center	4,200,000	Municipal Pool Replacement	
	<u>\$ 6,365,000</u>			<u>\$ 10,600,000</u>	
<u>ENGINEERING</u>					
2012	\$ 18,750,000	SE Main Ave/20th St/21st St Grade Separation			
2012	16,423,000	New street const/existing street reconst			
2013	13,750,000	SE Main Ave/20th St/21st St Grade Separation			
2013	10,093,600	New street const/existing street reconst			
2014	17,069,600	New street const/existing street reconst			
2015	12,750,000	New street const/existing street reconst			
2016	12,750,000	New street const/existing street reconst			
	<u>\$ 101,586,200</u>				

Fund Summaries

General Fund

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

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

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

Fund Summaries

General Fund

Revenues / Sources

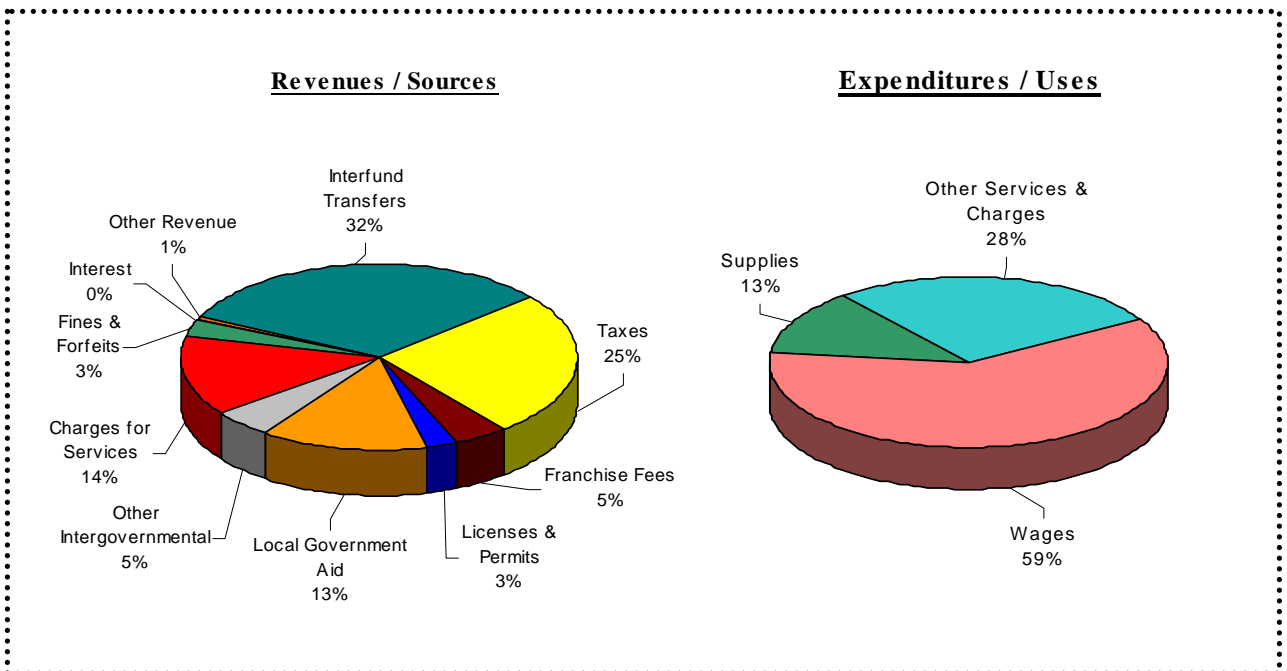
Taxes	5,046,734
Franchise Fees	875,000
Licenses & Permits	548,110
Local Government Aid	2,673,224
Other Intergovernmental	1,026,850
Charges for Services	2,797,150
Fines & Forfeits	525,060
Interest	75,000
Other Revenue	122,690
Interfund Transfers	<u>6,306,250</u>

Total Revenues / Sources 19,996,068

Expenditures / Uses

Wages	11,993,770
Supplies	2,500,950
Other Services & Charges	5,501,348
Transfers to Other Funds	<u> </u>

Total Expenditures / Uses 19,996,068



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

	2009 Actual	2010 Budget	2011 Budget
Taxes			
Property Taxes	4,413,854	4,822,658	5,046,734
Franchise Fees	857,066	875,000	875,000
	<u>5,270,920</u>	<u>5,697,658</u>	<u>5,921,734</u>
Licenses & Permits	<u>893,243</u>	<u>548,100</u>	<u>548,110</u>
Intergovernmental Revenue			
Federal Grants & Aid	220,895	113,190	75,240
State - Local Government Aid	2,108,090	2,117,662	2,673,224
State - Other Grants & Aid	1,580,578	835,510	835,510
County Grants & Aid	158,542	70,000	75,600
Other Intergovernmental	116,901	40,500	40,500
	<u>4,185,006</u>	<u>3,176,862</u>	<u>3,700,074</u>
Charges for Services			
General Government	169,861	134,650	160,440
Public Safety	345,510	256,593	256,600
Highways & Streets	1,796,463	2,180,113	2,380,110
	<u>2,311,834</u>	<u>2,571,356</u>	<u>2,797,150</u>
Fines & Forfeits			
Court Fines	260,868	305,060	305,060
Parking Fines	150,712	220,000	220,000
	<u>411,580</u>	<u>525,060</u>	<u>525,060</u>
Miscellaneous			
Interest	-38,983	154,289	75,000
Rents	82,176	42,640	42,640
Asset Sales	36,808	36,050	36,050
Other Revenue	121,596	44,000	44,000
	<u>201,596</u>	<u>276,979</u>	<u>197,690</u>
Total Revenues	13,274,179	12,796,015	13,689,818
Transfers from Other Funds			
Electric	4,591,000	5,088,750	5,088,750
Water	319,000	305,000	305,000
Wastewater Treatment	249,819	259,300	259,300
Storm Water	56,450	98,900	98,900
Sanitation	436,739	443,800	443,800
Pest Control	63,589	65,000	65,000
Forestry	38,765	45,500	45,500
Capital Improvement	13,000		
Total Revenues and Other Financing Sources	<u>19,042,541</u>	<u>19,102,265</u>	<u>19,996,068</u>

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

	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2011 Budget</u>
Elected Officials &			
Citywide Administration			
Mayor & Council	428,681	368,632	676,492
Programs, Services, Activities	186,131	180,848	117,579
City Manager	314,232	319,509	311,747
City Clerk	115,949	99,586	101,340
Elections & Voters	17,007	26,490	26,490
Finance	427,164	447,709	463,150
Legal	423,660	361,895	425,000
Human Resources	264,442	268,445	286,790
Labor Relations	43,656	25,365	25,370
Engineering	1,663,897	1,254,807	1,276,785
Unallocated	21,122	38,000	38,000
	<u>3,905,941</u>	<u>3,391,286</u>	<u>3,748,743</u>
Police Department			
Administration	1,792,011	1,654,188	1,748,485
Community Policing	74,337	69,393	73,895
Moorhead Together	17,494	15,445	15,670
Investigative	658,782	858,558	874,540
Patrol	3,365,467	3,686,508	3,789,200
DARE	79,765	79,684	83,790
Youth Services	69,273	75,231	86,545
Bike Patrol	2,967	2,864	2,870
Tactical Team	16,462	15,835	15,840
K-9	5,049	4,346	4,350
Community Service	165,048	169,776	174,045
Grant Funded Activities	414,032	224,674	234,250
	<u>6,660,686</u>	<u>6,856,502</u>	<u>7,103,480</u>
Fire Department			
Fire Protection	2,685,220	2,724,447	2,800,460
ND HazMat	9,984	10,000	10,000
Fire Training	91,251	101,127	102,890
Fire Prevention	159,632	160,288	164,920
Grant Funded Activities	298,663	243,487	249,160
Civil Defense	2,367	2,865	2,870
	<u>3,247,116</u>	<u>3,242,214</u>	<u>3,330,300</u>

(Continued)

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

	2009 Actual	2010 Budget	2011 Budget
Operations Department			
General Government Building	305,941	269,061	270,030
Street & Alley	1,718,623	1,921,495	1,985,830
Street Cleaning	161,551	115,624	111,380
Snow & Ice	181,577	123,965	249,575
Traffic Signs	108,069	118,544	121,960
Central Maintenance Shop	1,423,846	1,795,415	1,813,185
	<u>3,899,608</u>	<u>4,344,104</u>	<u>4,551,960</u>
Community Services Department			
Assessing	248,610	275,168	286,275
Planning & Zoning	113,742	159,220	162,305
Community Development	339,685	95,246	99,595
Neighborhood Services	170,065	177,020	185,870
Building Codes	393,420	411,278	425,130
Environmental Health	66,830	95,957	102,410
	<u>1,332,352</u>	<u>1,213,889</u>	<u>1,261,585</u>
Total Expenditures	19,045,703	19,047,995	19,996,068
Transfers to Other Funds			
Municipal Airport	54,270	54,270	
Information Technology	37,000		
Storm Water	72,920		
Wastewater Treatment	76,500		
Total Expenditures and Other Financing Uses	<u>19,286,393</u>	<u>19,102,265</u>	<u>19,996,068</u>

Fund Summaries

Special Revenue Funds

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

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

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

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

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

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

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

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

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

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

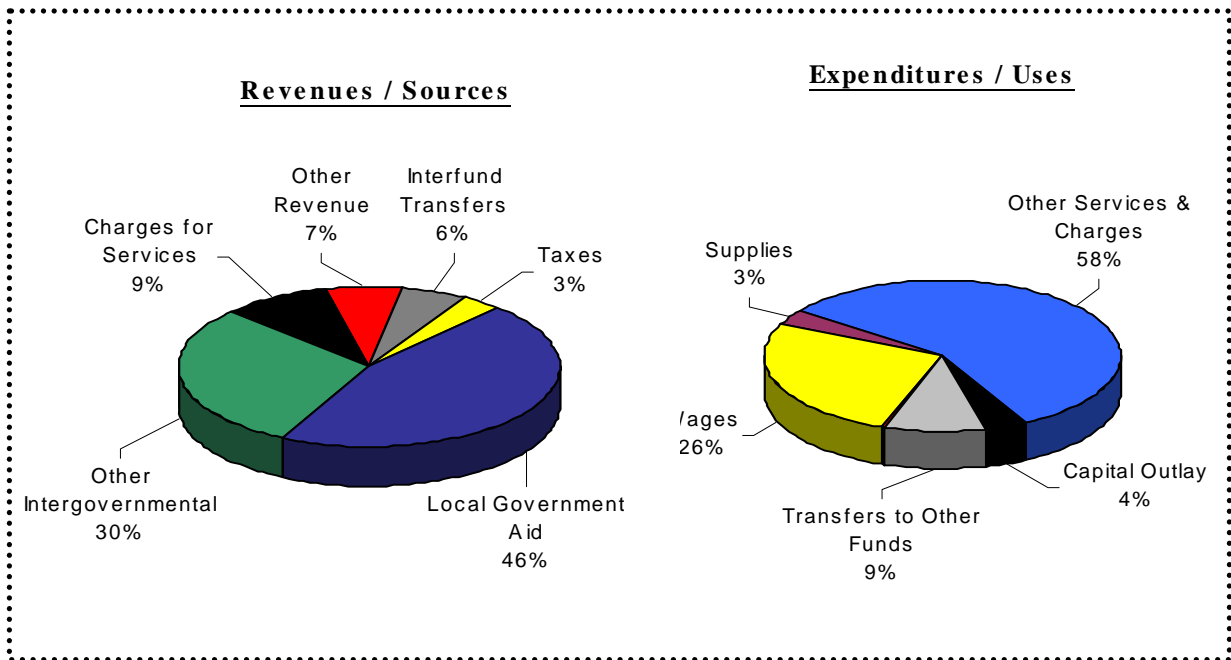
Economic Development - account for marketing and promotional activities relating to commercial and industrial development.

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

Fund Summaries

Special Revenue Funds

	Park	Hjemkomst Center	Comstock House	Library	Community Development	Rental Registration	Mass Transit	Economic Development	EDA Levy	Total
<u>Revenues / Sources</u>										
Taxes									245,000	245,000
Local Government Aid	2,341,756			771,800			103,180	120,310		3,337,046
Other Intergovernmental	3,160		35,000		523,690		1,581,922	740		2,144,512
Charges for Services	131,610	2,150	1,550			201,730	316,532	250		653,822
Interest	10,000					4,000		6,000		20,000
Other Revenue	88,550	103,280			189,620		6,500	70,000		457,950
Interfund Transfers		343,666					14,560	50,000		408,226
Total Revenues / Sources	2,575,076	449,096	36,550	771,800	713,310	205,730	2,022,694	247,300	245,000	7,266,556
<u>Expenditures / Uses</u>										
Wages	1,070,960	148,195	7,095		137,755	161,765	180,290	210,540		1,916,600
Supplies	195,770	21,520	2,000	4,900	840	9,830	1,980	4,800		241,640
Other Services & Charges	643,350	259,381	27,455	766,900	574,715	34,135	1,767,624	31,960	30,000	4,135,520
Capital Outlay							72,800		215,000	287,800
Transfers to Other Funds	664,996									664,996
Fund Balance/Equity Reserves		20,000								20,000
Total Expenditures / Uses	2,575,076	449,096	36,550	771,800	713,310	205,730	2,022,694	247,300	245,000	7,266,556



*Fund Summaries***Special Revenue Funds**

PARK FUND			
	2009	2010	2011
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Revenues / Sources</u>			
Local Government Aid	2,293,578	2,293,578	2,341,756
Other Intergovernmental	8,160	3,160	3,160
Charges for Services	124,821	126,610	131,610
Interest		10,000	10,000
Other Revenue	134,111	100,550	88,550
Total Revenues / Sources	<u>2,560,682</u>	<u>2,533,898</u>	<u>2,575,076</u>
<u>Expenditures / Uses</u>			
Wages	940,637	977,229	1,070,960
Supplies	148,344	171,251	195,770
Other Services & Charges	610,153	592,771	643,350
Capital Outlay	13,968		
Transfers to Other Funds	766,085	792,647	664,996
Total Expenditures / Uses	<u>2,479,187</u>	<u>2,533,898</u>	<u>2,575,076</u>

HJEMKOMST CENTER			
	2009	2010	2011
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Revenues / Sources</u>			
Charges for Services	1,660	2,150	2,150
Interest	286		
Other Revenue	163,509	103,276	103,280
Interfund Transfers	293,736	332,968	343,666
Total Revenues / Sources	<u>459,191</u>	<u>438,394</u>	<u>449,096</u>
<u>Expenditures / Uses</u>			
Wages	130,537	139,030	148,195
Supplies	19,431	21,511	21,520
Other Services & Charges	246,937	257,853	259,381
Fund Balance/Equity Reserves		20,000	20,000
Total Expenditures / Uses	<u>396,905</u>	<u>438,394</u>	<u>449,096</u>

Fund Summaries

Special Revenue Funds

COMSTOCK HOUSE

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	35,000	35,000	35,000
Charges for Services	864	1,550	1,550
Interest	57		
Other Revenue	16		
Total Revenues / Sources	<u>35,937</u>	<u>36,550</u>	<u>36,550</u>
<u>Expenditures / Uses</u>			
Wages	8,780	7,050	7,095
Supplies	4,286	2,000	2,000
Other Services & Charges	23,700	27,500	27,455
Total Expenditures / Uses	<u>36,765</u>	<u>36,550</u>	<u>36,550</u>

LIBRARY

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Taxes	12		
Local Government Aid	771,800	771,800	771,800
Other Revenue	468		
Total Revenues / Sources	<u>772,280</u>	<u>771,800</u>	<u>771,800</u>
<u>Expenditures / Uses</u>			
Wages	1,540		
Supplies	5,023	4,905	4,900
Other Services & Charges	788,865	766,895	766,900
Total Expenditures / Uses	<u>795,428</u>	<u>771,800</u>	<u>771,800</u>

Fund Summaries

Special Revenue Funds

COMMUNITY DEVELOPMENT

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	444,032	523,216	523,690
Interest	126		
Other Revenue	144,245	189,618	189,620
Total Revenues / Sources	588,403	712,834	713,310
<u>Expenditures / Uses</u>			
Wages	93,198	130,917	137,755
Supplies	271	832	840
Other Services & Charges	504,495	581,085	574,715
Total Expenditures / Uses	597,964	712,834	713,310

RENTAL REGISTRATION

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Charges for Services	191,018	201,725	201,730
Fines & Forfeits	2,425		
Interest	840	4,000	4,000
Special Assessments	12,293		
Other Revenue	5,586		
Total Revenues / Sources	212,162	205,725	205,730
<u>Expenditures / Uses</u>			
Wages	126,720	152,560	161,765
Supplies	7,616	9,820	9,830
Other Services & Charges	16,457	43,345	34,135
Capital Outlay	27,788		
Total Expenditures / Uses	178,580	205,725	205,730

*Fund Summaries***Special Revenue Funds**

MASS TRANSIT			
	2009	2010	2011
	Actual	Budget	Budget
<u>Revenues / Sources</u>			
Taxes	4		
Local Government Aid	103,184	103,184	103,180
Other Intergovernmental	1,724,869	1,468,318	1,581,922
Charges for Services	324,422	339,020	316,532
Other Revenue	8,439	6,500	6,500
Interfund Transfers	48,600		14,560
Total Revenues / Sources	2,209,518	1,917,022	2,022,694
<u>Expenditures / Uses</u>			
Wages	130,463	135,511	180,290
Supplies	305	850	1,980
Other Services & Charges	1,503,896	1,780,661	1,767,624
Capital Outlay	343,908		72,800
Total Expenditures / Uses	1,978,572	1,917,022	2,022,694

ECONOMIC DEVELOPMENT			
	2009	2010	2011
	Actual	Budget	Budget
<u>Revenues / Sources</u>			
Local Government Aid	118,110	107,610	120,310
Other Intergovernmental	740		740
Charges for Services	750	250	250
Interest	5,816	12,000	6,000
Other Revenue	85,726	83,000	70,000
Interfund Transfers	50,000	50,000	50,000
Total Revenues / Sources	261,142	252,860	247,300
<u>Expenditures / Uses</u>			
Wages	179,276	202,495	210,540
Supplies	3,971	4,798	4,800
Other Services & Charges	41,731	32,567	31,960
Debt Service	4,895	13,000	
Total Expenditures / Uses	229,873	252,860	247,300

Fund Summaries

Special Revenue Funds

	EDA LEVY		
	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Taxes	226,804	230,000	245,000
Tax Increments	31,577		
Other Intergovernmental	22,574		
Interest	287		
Total Revenues / Sources	<u>281,242</u>	<u>230,000</u>	<u>245,000</u>
<u>Expenditures / Uses</u>			
Other Services & Charges	9,535	103,330	30,000
Capital Outlay			215,000
Debt Service		126,670	
Total Expenditures / Uses	<u>9,535</u>	<u>230,000</u>	<u>245,000</u>

*Fund Summaries***Debt Service Funds**

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

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

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

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

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

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

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

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

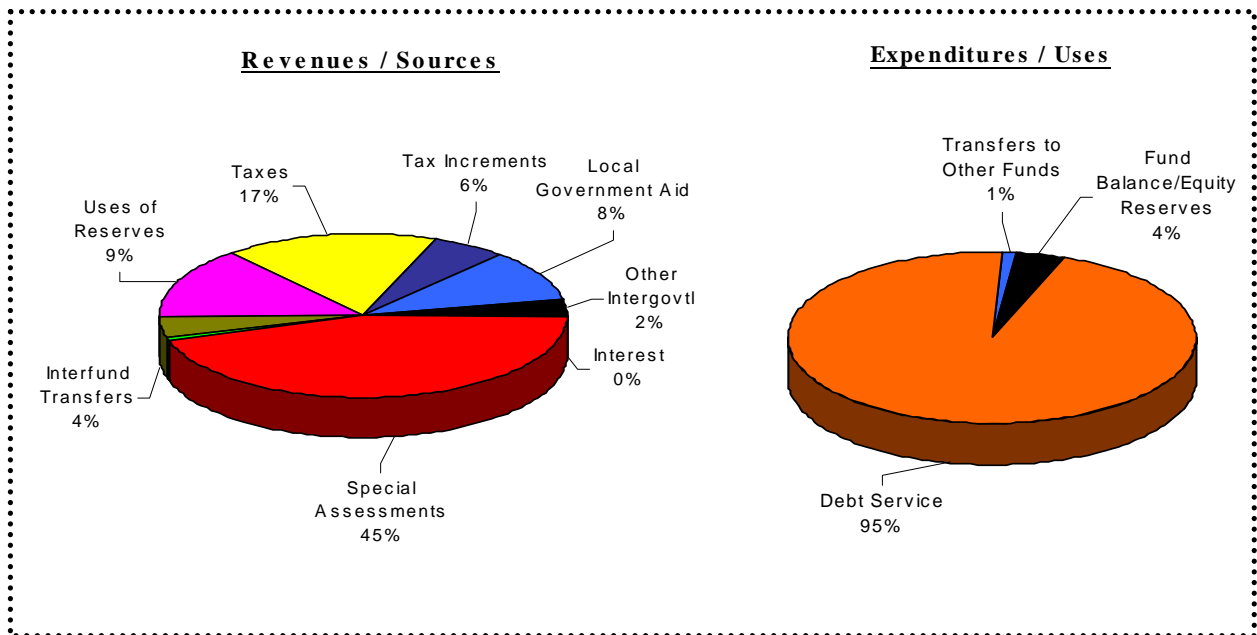
Pactiv - account for the accumulation of resources for payment of general obligation bond principal and interest. Annual debt service is met using existing reserve funds.

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

Fund Summaries

Debt Service Funds

	Tax Increment	Special Assessment	G.O. Bond	Municipal Improvement	MYHA Ice Arena	Pactiv	34th St Bridge	Total
Revenues / Sources								
Taxes	471,036	2,040,752						2,511,788
Tax Increments	857,750							857,750
Local Government Aid		883,020	475,000			150,000		1,508,020
Other Intergovernmental	1,000	392,195					104,339	497,534
Interest	20,000	6,831						26,831
Special Assessments		6,624,863						6,624,863
Other Revenue		12,132			73,407			85,539
Interfund Transfers		445,906		178,600				624,506
Uses of Reserves		1,917,547	69,816			91,000		2,078,363
Total Revenues / Sources	1,349,786	12,323,246	544,816	178,600	73,407	241,000	104,339	14,815,194
Expenditures / Uses								
Other Services & Charges	43,800							43,800
Debt Service	979,300	11,966,425	544,816	178,600	73,407	241,000	104,339	14,087,887
Transfers to Other Funds		130,640						130,640
Fund Balance/Equity Reserves	326,686	226,181						552,867
Total Expenditures / Uses	1,349,786	12,323,246	544,816	178,600	73,407	241,000	104,339	14,815,194



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

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Taxes	395,366	566,737	471,036
Tax Increments	2,079,231	1,032,663	857,750
Local Government Aid	44,000		
Other Intergovernmental	188,737	1,800	1,000
Interest	36,658	21,300	20,000
Special Assessments	48,438		
Other Revenue	51,500		
Bond Proceeds	3,920,314		
Interfund Transfers	741,000	352,650	
Uses of Reserves		352,650	
Total Revenues / Sources	<u>7,505,243</u>	<u>2,327,800</u>	<u>1,349,786</u>
<u>Expenditures / Uses</u>			
Other Services & Charges	605,014	68,800	43,800
Debt Service	3,437,891	1,614,960	979,300
Transfers to Other Funds	741,000	352,650	
Fund Balance/Equity Reserves		291,390	326,686
Total Expenditures / Uses	<u>4,783,905</u>	<u>2,327,800</u>	<u>1,349,786</u>

SPECIAL ASSESSMENT

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Taxes	1,003,009	2,056,850	2,040,752
Local Government Aid	1,162,374	536,794	883,020
Other Intergovernmental	457,638	217,300	392,195
Charges for Services	1,025		
Interest	52,062	373,000	6,831
Special Assessments	8,139,319	6,420,550	6,624,863
Other Revenue	18,458		12,132
Bond Proceeds	1,973,914		
Interfund Transfers	1,550,111	456,600	445,906
Uses of Reserves		887,116	1,917,547
Total Revenues / Sources	<u>14,357,910</u>	<u>10,948,210</u>	<u>12,323,246</u>
<u>Expenditures / Uses</u>			
Wages			
Supplies			
Other Services & Charges	13,545		
Capital Outlay	259,140		
Debt Service	9,711,479	10,250,710	11,966,425
Transfers to Other Funds	150,000	92,000	130,640
Fund Balance/Equity Reserves		605,500	226,181
Total Expenditures / Uses	<u>10,134,164</u>	<u>10,948,210</u>	<u>12,323,246</u>

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

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Taxes	685		
Local Government Aid	410,000	500,000	475,000
Uses of Reserves		45,030	69,816
Total Revenues / Sources	<u>410,685</u>	<u>545,030</u>	<u>544,816</u>
<u>Expenditures / Uses</u>			
Debt Service	<u>546,253</u>	<u>545,030</u>	<u>544,816</u>
Total Expenditures / Uses	<u>546,253</u>	<u>545,030</u>	<u>544,816</u>

MUNICIPAL IMPROVEMENT

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Interest	1,231		
Interfund Transfers	179,200	179,100	178,600
Total Revenues / Sources	<u>180,431</u>	<u>179,100</u>	<u>178,600</u>
<u>Expenditures / Uses</u>			
Debt Service	<u>178,489</u>	<u>179,100</u>	<u>178,600</u>
Total Expenditures / Uses	<u>178,489</u>	<u>179,100</u>	<u>178,600</u>

MYHA ICE ARENA

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Interest	255		
Other Revenue	70,556	70,120	73,407
Total Revenues / Sources	<u>70,811</u>	<u>70,120</u>	<u>73,407</u>
<u>Expenditures / Uses</u>			
Debt Service	<u>71,549</u>	<u>70,120</u>	<u>73,407</u>
Total Expenditures / Uses	<u>71,549</u>	<u>70,120</u>	<u>73,407</u>

*Fund Summaries***Debt Service Funds**

PACTIV			
	2009	2010	2011
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Revenues / Sources</u>			
Local Government Aid	133,790	160,000	150,000
Interest	32		
Uses of Reserves		81,940	91,000
Total Revenues / Sources	<u>133,822</u>	<u>241,940</u>	<u>241,000</u>
<u>Expenditures / Uses</u>			
Debt Service	34,511	241,940	241,000
Total Expenditures / Uses	<u>34,511</u>	<u>241,940</u>	<u>241,000</u>

34TH STREET BRIDGE			
	2009	2010	2011
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Revenues / Sources</u>			
Other Intergovernmental	99,603	102,030	104,339
Interest	24		
Total Revenues / Sources	<u>99,627</u>	<u>102,030</u>	<u>104,339</u>
<u>Expenditures / Uses</u>			
Debt Service	99,284	102,030	104,339
Total Expenditures / Uses	<u>99,284</u>	<u>102,030</u>	<u>104,339</u>

Fund Summaries

Capital Projects Funds

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

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

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

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

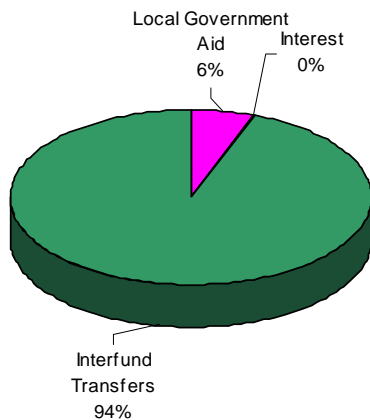
Capital Improvement Fund - account for capital outlay related to City buildings, improvements and equipment.

Fund Summaries

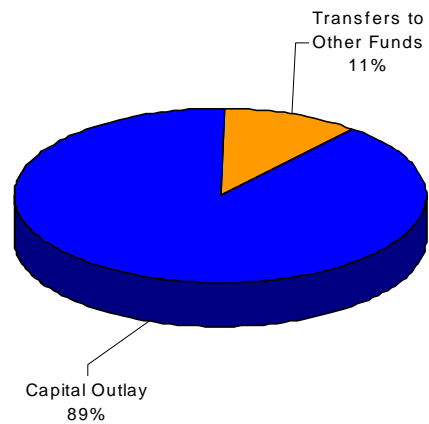
Capital Projects Funds

	<u>Permanent Improvement</u>	<u>Capital Improvement</u>	<u>Total</u>
<u>Revenues / Sources</u>			
Local Government Aid	100,000		100,000
Interest		5,000	5,000
Interfund Transfers		1,700,000	1,700,000
Total Revenues / Sources	100,000	1,705,000	1,805,000
<u>Expenditures / Uses</u>			
Capital Outlay	100,000	1,511,840	1,611,840
Transfers to Other Funds		193,160	193,160
Total Expenditures / Uses	100,000	1,705,000	1,805,000

Revenues / Sources



Expenditures / Uses



Fund Summaries

Capital Projects Funds

PERMANENT IMPROVEMENT

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Taxes	6		
Local Government Aid	200,000	200,000	100,000
Other Intergovernmental	11,153,434		
Other Revenue	693,376		
Total Revenues / Sources	<u>12,046,816</u>	<u>200,000</u>	<u>100,000</u>
<u>Expenditures / Uses</u>			
Other Services & Charges	1,419,391		
Capital Outlay	9,110,976	200,000	100,000
Total Expenditures / Uses	<u>10,530,367</u>	<u>200,000</u>	<u>100,000</u>

CAPITAL IMPROVEMENT

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	25,000		
Interest	6,263	45,000	5,000
Other Revenue	433		
Interfund Transfers	1,474,000	1,700,000	1,700,000
Total Revenues / Sources	<u>1,505,696</u>	<u>1,745,000</u>	<u>1,705,000</u>
<u>Expenditures / Uses</u>			
Capital Outlay	806,004	1,505,900	1,511,840
Transfers to Other Funds	503,300	239,100	193,160
Total Expenditures / Uses	<u>1,309,304</u>	<u>1,745,000</u>	<u>1,705,000</u>

Fund Summaries

Enterprise Funds

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

Revenues are derived primarily from service charges.

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

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

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

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

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

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

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

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

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

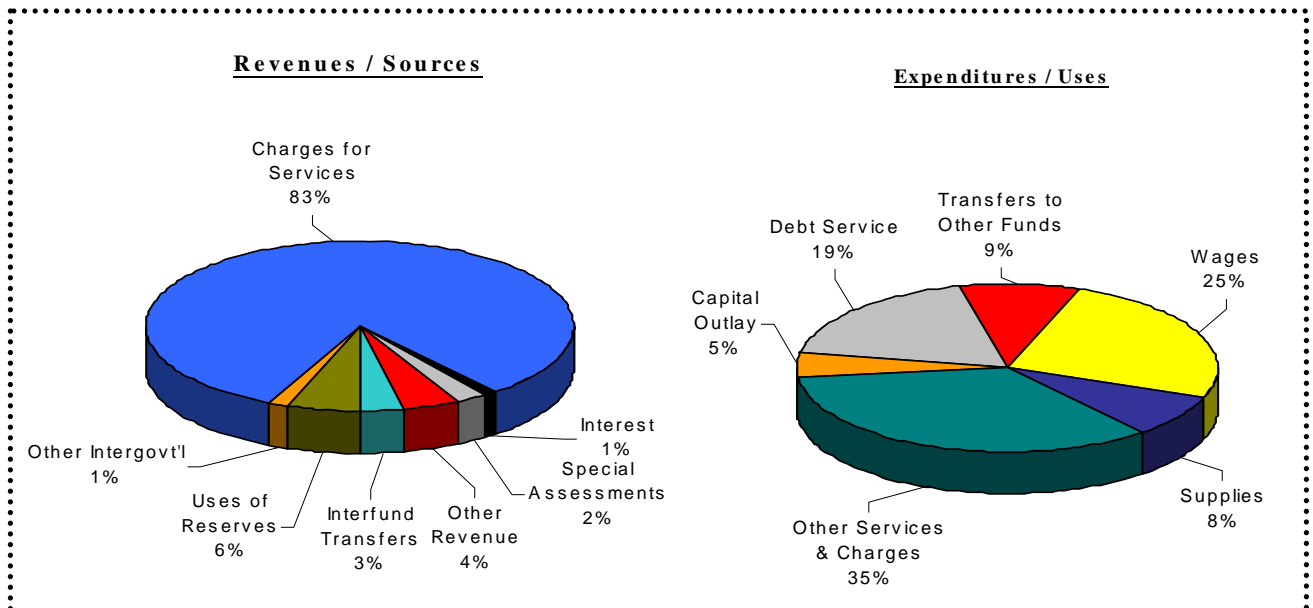
Fund Summaries

Enterprise Funds

	Storm Water	Wastewater Treatment	Sanitation	Golf Courses	Sports Center	Forestry	Pest Control	Airport	Total
Revenues / Sources									
Licenses & Permits							1,800		1,800
Other Intergov'tl	50,000	3,870	139,790	1,420	520	270	690	24,670	221,230
Charges for Services	1,962,011	5,221,310	3,535,890	1,013,700	135,000	775,730	328,030	4,500	12,976,171
Interest	10,000	20,000	45,000	45,020	25,000	4,000	1,410		150,430
Special Assessments		376,410							376,410
Other Revenue		67,200	74,500	88,100	348,870	20,000		46,650	645,320
Interfund Transfers				510,220				32,070	542,290
Uses of Reserves	96,415	517,926	45,000		139,670		77,600		876,611
Total Revenues / Sources	2,118,426	6,206,716	3,840,180	1,658,460	649,060	800,000	409,530	107,890	15,790,262

Expenditures / Uses

Wages	160,640	1,113,125	1,276,420	645,920	248,200	406,115	141,655		3,992,075
Supplies	28,250	407,280	431,240	179,910	68,870	77,700	53,010	6,410	1,252,670
Other Services & Charges	766,480	1,837,411	1,643,720	463,080	277,390	215,330	149,865	101,480	5,454,756
Capital Outlay	560,000	50,000	45,000			45,000			700,000
Debt Service		2,539,600		369,550	54,600				2,963,750
Transfers to Other Funds	603,056	259,300	443,800			45,500	65,000		1,416,656
Fund Balance/Equity Reserves						10,355			10,355
Total Expenditures / Uses	2,118,426	6,206,716	3,840,180	1,658,460	649,060	800,000	409,530	107,890	15,790,262



Fund Summaries

Enterprise Funds

STORM WATER

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	79,485	50,000	50,000
Charges for Services	1,148,750	1,920,759	1,962,011
Interest	634	10,000	10,000
Other Revenue	497		
Interfund Transfers	72,920		
Total Revenues / Sources	<u>1,302,286</u>	<u>1,980,759</u>	<u>2,118,426</u>
<u>Expenditures / Uses</u>			
Wages	123,260	154,143	160,640
Supplies	15,319	28,250	28,250
Other Services & Charges	903,836	1,107,616	766,480
Capital Outlay		77,000	560,000
Transfers to Other Funds	114,700	613,750	603,056
Total Expenditures / Uses	<u>1,157,116</u>	<u>1,980,759</u>	<u>2,118,426</u>

WASTEWATER TREATMENT

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	3,870	3,870	3,870
Charges for Services	4,821,096	5,019,489	5,221,310
Interest	16,219	100,000	20,000
Special Assessments	260,155	404,000	376,410
Other Revenue	125,350	67,200	67,200
Interfund Transfers	384,500		
Uses of Reserves		566,562	517,926
Total Revenues / Sources	<u>5,611,190</u>	<u>6,161,121</u>	<u>6,206,716</u>
<u>Expenditures / Uses</u>			
Wages	989,260	1,066,930	1,113,125
Supplies	324,814	479,516	407,280
Other Services & Charges	3,514,886	1,775,575	1,837,411
Capital Outlay		50,000	50,000
Debt Service	995,046	2,529,800	2,539,600
Transfers to Other Funds	249,819	259,300	259,300
Total Expenditures / Uses	<u>6,073,825</u>	<u>6,161,121</u>	<u>6,206,716</u>

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

	2009 Actual	2010 Budget	2011 Budget
Revenues / Sources			
Other Intergovernmental	150,625	135,000	139,790
Charges for Services	3,546,143	3,500,000	3,535,890
Fines & Forfeits	60		
Interest	5,458	45,000	45,000
Other Revenue	84,445	74,500	74,500
Uses of Reserves		31,355	45,000
Total Revenues / Sources	<u>3,786,731</u>	<u>3,785,855</u>	<u>3,840,180</u>
Expenditures / Uses			
Wages	1,182,211	1,222,149	1,276,420
Supplies	260,172	431,240	431,240
Other Services & Charges	1,574,170	1,688,666	1,643,720
Capital Outlay			45,000
Transfers to Other Funds	436,739	443,800	443,800
Total Expenditures / Uses	<u>3,453,292</u>	<u>3,785,855</u>	<u>3,840,180</u>

GOLF COURSES

	2009 Actual	2010 Budget	2011 Budget
Revenues / Sources			
Other Intergovernmental	1,420	1,420	1,420
Charges for Services	1,132,353	1,013,700	1,013,700
Fines & Forfeits	90		
Interest	70,452	45,879	45,020
Other Revenue	122,613	88,100	88,100
Interfund Transfers	546,529	488,529	510,220
Total Revenues / Sources	<u>1,873,457</u>	<u>1,637,628</u>	<u>1,658,460</u>
Expenditures / Uses			
Wages	619,677	623,975	645,920
Supplies	157,288	179,896	179,910
Other Services & Charges	722,837	463,307	463,080
Debt Service	200,110	370,450	369,550
Total Expenditures / Uses	<u>1,699,913</u>	<u>1,637,628</u>	<u>1,658,460</u>

*Fund Summaries***Enterprise Funds****FORESTRY**

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	270		270
Charges for Services	773,342	760,000	775,730
Interest	1,051	4,000	4,000
Other Revenue	852	20,000	20,000
Total Revenues / Sources	<u>775,927</u>	<u>784,000</u>	<u>800,000</u>
<u>Expenditures / Uses</u>			
Wages	377,015	384,884	406,115
Supplies	56,427	77,646	77,700
Other Services & Charges	144,771	227,854	215,330
Capital Outlay			45,000
Transfers to Other Funds	38,765	45,500	45,500
Fund Balance/Equity Reserves		48,116	10,355
Total Expenditures / Uses	<u>616,978</u>	<u>784,000</u>	<u>800,000</u>

ANIMAL CONTROL

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Licenses & Permits	1,735	1,800	1,800
Other Intergovernmental	690		
Charges for Services	52,494	50,500	51,140
Interest	1,157	1,400	660
Other Revenue	424		
Total Revenues / Sources	<u>56,499</u>	<u>53,700</u>	<u>53,600</u>
<u>Expenditures / Uses</u>			
Other Services & Charges	1,543	1,700	1,600
Transfers to Other Funds	50,486	52,000	52,000
Total Expenditures / Uses	<u>52,029</u>	<u>53,700</u>	<u>53,600</u>

*Fund Summaries***Enterprise Funds****RIGHT-OF-WAY MOWING**

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental		345	345
Charges for Services	130,124	130,000	145,945
Interest			250
Other Revenue	1,373		
Uses of Reserves		27,850	
Total Revenues / Sources	<u>131,497</u>	<u>158,195</u>	<u>146,540</u>
<u>Expenditures / Uses</u>			
Wages	50,800	125,607	106,535
Supplies	6,539	20,168	13,100
Other Services & Charges	24,715	31,025	20,405
Transfers to Other Funds	6,597	6,500	6,500
Total Expenditures / Uses	<u>88,651</u>	<u>183,300</u>	<u>146,540</u>

MOSQUITO CONTROL

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental		345	345
Charges for Services	130,124	130,000	130,945
Interest		1,100	500
Uses of Reserves			77,600
Total Revenues / Sources	<u>130,124</u>	<u>131,445</u>	<u>209,390</u>
<u>Expenditures / Uses</u>			
Wages	67,250	32,776	35,120
Supplies	13,491	39,910	39,910
Other Services & Charges	24,045	27,154	127,860
Transfers to Other Funds	6,506	6,500	6,500
Total Expenditures / Uses	<u>111,292</u>	<u>106,340</u>	<u>209,390</u>

Fund Summaries

Internal Service Funds

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

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

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

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

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

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

Fund Summaries

Internal Service Funds

Information Technology	Vehicles & Equipment	Radio Communications	Total
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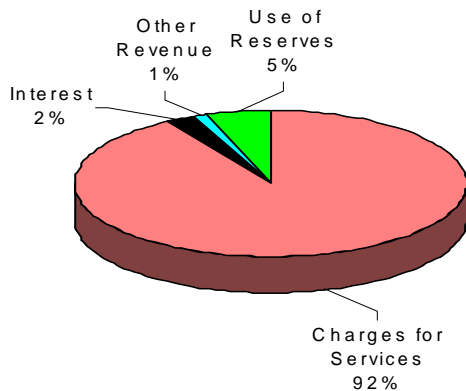
Revenues / Sources

Other Intergovernmental	1,130			1,130
Charges for Services	799,715	1,257,340	301,760	2,358,815
Interest	30,000	30,000		60,000
Other Revenue		30,000		30,000
Use of Reserves		137,160		137,160
Total Revenues / Sources	830,845	1,454,500	301,760	2,587,105

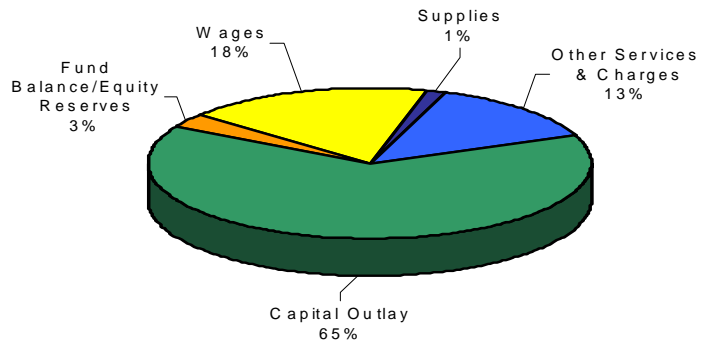
Expenditures / Uses

Wages	465,625			465,625
Supplies	17,800	4,000	12,350	34,150
Other Services & Charges	205,420	14,500	126,780	346,700
Capital Outlay	142,000	1,436,000	85,000	1,663,000
Fund Balance/Equity Reserves			77,630	77,630
Total Expenditures / Uses	830,845	1,454,500	301,760	2,587,105

Revenues / Sources



Expenditures / Uses



Fund Summaries

Internal Service Funds

INFORMATION TECHNOLOGY

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	1,130	1,130	1,130
Charges for Services	801,993	787,322	799,715
Interest	2,404	30,000	30,000
Other Revenue	626		
Interfund Transfers	37,000	60,000	
Uses of Reserves		72,000	
Total Revenues / Sources	<u>843,153</u>	<u>950,452</u>	<u>830,845</u>
<u>Expenditures / Uses</u>			
Wages	454,627	452,949	465,625
Supplies	25,004	17,800	17,800
Other Services & Charges	452,981	205,703	205,420
Capital Outlay		274,000	142,000
Total Expenditures / Uses	<u>932,613</u>	<u>950,452</u>	<u>830,845</u>

VEHICLES & EQUIPMENT

	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Charges for Services	1,235,580	1,261,730	1,257,340
Interest	7,942	30,000	30,000
Other Revenue	34,542	30,000	30,000
Uses of Reserves			137,160
Total Revenues / Sources	<u>1,278,064</u>	<u>1,321,730</u>	<u>1,454,500</u>
<u>Expenditures / Uses</u>			
Supplies	2,381	4,000	4,000
Other Services & Charges	1,057,652	14,500	14,500
Capital Outlay		900,000	1,436,000
Fund Balance/Equity Reserves		403,230	
Total Expenditures / Uses	<u>1,060,032</u>	<u>1,321,730</u>	<u>1,454,500</u>

Fund Summaries

Internal Service Funds

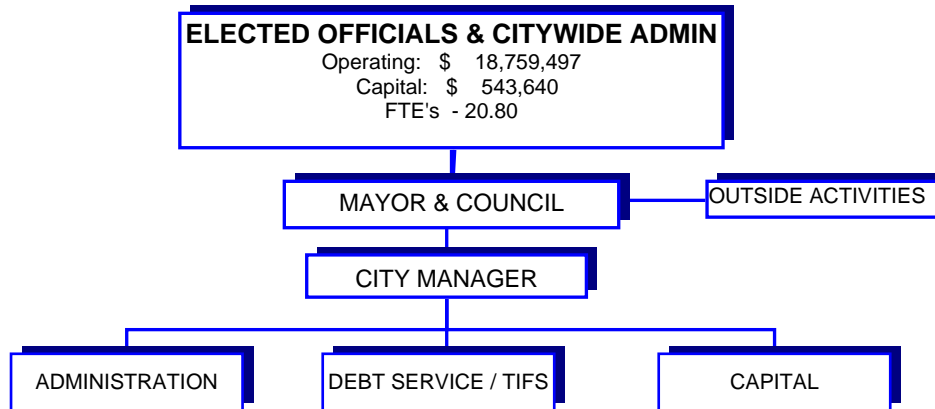
RADIO COMMUNICATIONS			
	2009 Actual	2010 Budget	2011 Budget
<u>Revenues / Sources</u>			
Charges for Services	300,321	232,931	301,760
Interest	3,381		
Other Revenue	25		
Total Revenues / Sources	303,727	232,931	301,760
<u>Expenditures / Uses</u>			
Supplies	5,079	12,360	12,350
Other Services & Charges	190,876	127,375	126,780
Capital Outlay		85,000	85,000
Fund Balance/Equity Reserves		8,196	77,630
Total Expenditures / Uses	195,956	232,931	301,760



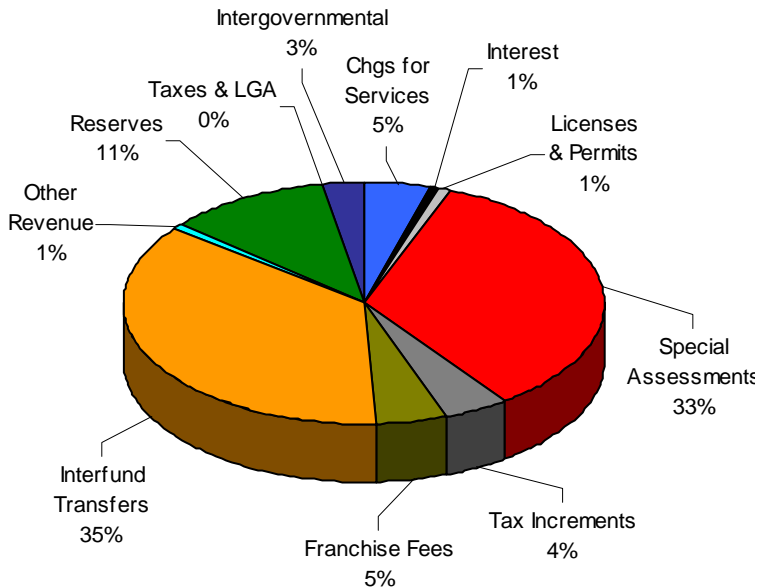
DEPARTMENTAL
&
DIVISION
BUDGETS

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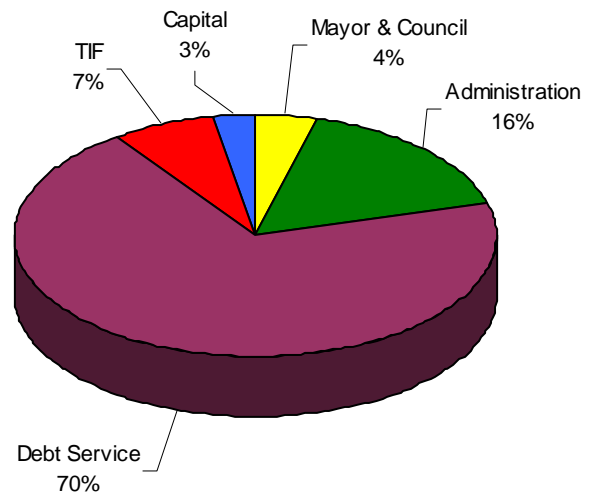
Elected Officials & Citywide Administration



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 2011, 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 modest 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 and the private sector's recent investments in Moorhead.

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 expected future decline in traditional revenue 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 2011.

Elected Officials & Citywide Administration

Highlights of the 2011 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) St. Paul District Office 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.
- Continued collaboration with the Minnesota Department of Natural Resources on various flood mitigation projects throughout the City of Moorhead, including an additional \$12M request in 2011 for infrastructure improvements and property acquisitions.



- Pursue continued funding for infrastructure projects, such as the 20/21st St. Grade Separation Project.
- 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

CHALLENGES & OPPORTUNITIES: Funding City operations and meeting the demands of growth will face the Elected Officials and Citywide Administration in the 2011 Operating & Capital Budget and in future budget years. The cost of goods and services necessary for operating the City have increased and have necessitated the 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 2011 and LGA funding has been consistently reduced over the past three years. Other challenges and opportunities for the City in 2011 include:



Major Infrastructure Projects – Major infrastructure projects, including many that were initiated in previous years, will continue in 2011, including:

- Federal appropriations requests for the 20th/20st St. Grade Separation Project

State Budget Deficit – The State of Minnesota continues to face significant revenue challenges in the State's General Fund. The impact of these continued revenue 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 adequate LGA funding levels in 2011.

Elected Officials & Citywide Administration

FUTURE ISSUES: The City will deliver high-quality, cost-effective, and efficient municipal services in 2011. While significant revenue challenges will face the Elected Officials and Citywide Administration in 2011 and beyond, the organization will continue to respond to the needs of the community through appropriate capital projects, high-quality service delivery, and planning for future projects and efforts.



Elected Officials & Citywide Administration

2010 – 2011 BUDGET COMPARISON

	<u>2010 BUDGET</u>	<u>2011 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Mayor & Council Division:</u>			
Mayor & Council	368,632	431,298	62,666
Unallocated/Council Discretionary Programs, Services, Actv.	-	245,194	245,194
	<u>235,118</u>	<u>117,579</u>	<u>(117,539)</u>
	<u>603,750</u>	<u>794,071</u>	<u>190,321</u>
<u>Administrative Division:</u>			
City Manager	319,509	311,747	(7,762)
City Clerk	99,586	101,340	1,754
Elections & Voters	26,490	26,490	-
Finance	447,709	463,150	15,441
Legal	361,895	425,000	63,105
Human Resources	268,445	286,790	18,345
Labor Relations	25,365	25,370	5
General Government	11,700	11,700	-
Library	771,800	771,800	-
Information Technology	950,452	830,845	(119,607)
Self Insurance	38,000	38,000	-
	<u>3,320,951</u>	<u>3,292,232</u>	<u>(28,719)</u>
<u>Debt Service:</u>			
Debt Service	<u>12,086,430</u>	<u>13,465,408</u>	<u>1,378,978</u>
<u>Tax Increment Districts:</u>			
Tax Increment Districts	<u>2,327,800</u>	<u>1,349,786</u>	<u>(978,014)</u>
<u>Capital: *</u>			
Permanent Improvement	200,000	100,000	(100,000)
CI - Administration	351,930	294,840	(57,090)
CI - Finance	60,000	-	(60,000)
CI - Library	90,000	6,800	(83,200)
	<u>701,930</u>	<u>401,640</u>	<u>(300,290)</u>
 Total Administration Department	 <u>19,040,861</u>	 <u>19,303,137</u>	 <u>262,276</u>

* See the Capital Improvement Fund detail on page 42.

Elected Officials & Citywide Administration

Mayor & Council Division

Mayor & Council

Program Description

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

2011 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 34th St./I-94 interchange, with project completion in the fall of 2010.
- Advocate for additional 20th/21st St. grade separation project funding from Congress.
- Implement 1st Ave. N. Improvements.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	112,572	112,723	113,098	375
Supplies & Materials	1,743	1,425	1,430	5
Other Services & Charges	500,496	435,332	679,543	244,211
Transfer to Funds	54,270	54,270		(54,270)
Total	669,081	603,750	794,071	190,321
Per Capita	18.10	16.33	21.48	5.15
Per \$1,000,000 Valuation	357.44	305.90	388.40	93.09

2011 Budget Impact Items

- Elimination of General Fund Transfer to the Municipal Airport
- Council Unallocated Discretionary account reflects an increase of \$245,000 in anticipation of additional Local Government Aid unallotments in 2011

2009/2010 Achievements

- GFOA Distinguished Budget Award, 2010

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.

2011 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	225,583	229,875	234,787	4,912
Supplies & Materials	3,892	7,695	5,500	(2,195)
Other Services & Charges	84,758	81,939	71,460	(10,479)
Total	314,232	319,509	311,747	(7,762)
Per Capita	8.50	8.64	8.43	(0.21)
Per \$1,000,000 Valuation	167.87	161.89	152.48	(3.80)

2011 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
- 1% wage increase for Management/Professional Employees

2009/2010 Achievements

- Continued service excellence to the citizenry
- GFOA Distinguished Budget Award, 2010

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.

2011 Goals and Objectives

- Coordinate information received from City departments to prepare agendas and materials for City Council meetings.
- Create and maintain accurate City Council meeting minutes.
- Publish City Council agendas, meeting minutes, resolutions, streaming video and other information to the City's website.
- Convert information related to City committees/boards/commissions to a software program that allows better tracking and accessibility.
- Further systemize and centralize City records electronically.
- Identify more efficient and user-friendly systems to process business licenses and permits.
- Ensure the timely and accurate codification of ordinances.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	91,607	71,286	72,990	1,704
Supplies & Materials	4,012	4,370	4,370	
Other Services & Charges	20,330	23,930	23,980	50
Total	115,949	99,586	101,340	1,754
Per Capita	3.14	2.69	2.74	0.05
Per \$1,000,000 Valuation	61.94	50.46	49.57	0.86

2011 Budget Impact Items

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

2009/2010 Achievements

- Published legal notices as required by law.
- Prepared agendas and minutes.
- Administered codification of ordinances.
- Maintained resolution/ordinance indexing system.
- Maintained committee/board/commission membership data.
- Monitored liquor and business license renewal process.
- Continued expanded utilization of electronic record storage.
- Researched laws; provided information & interpretation of ordinances to the general public.

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.

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	131			
Supplies & Materials	4,643	500	500	
Other Services & Charges	12,232	25,990	25,990	
Total	17,007	26,490	26,490	
Per Capita	0.46	0.72	0.72	-
Per \$1,000,000 Valuation	9.09	13.42	12.96	-

2011 Budget Impact Items

- Maintained budget at 2010 level.

2009/2010 Achievements

- Successfully administered elections within the City of Moorhead

Elected Officials & Citywide Administration

Administrative Division

Finance

Program Description

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

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	372,854	384,559	399,740	15,181
Supplies & Materials	5,875	5,605	5,610	5
Other Services & Charges	48,435	57,545	57,800	255
Transfer to Funds	37,000			
Total	464,164	447,709	463,150	15,441
Per Capita	12.56	12.11	12.53	0.42
Per \$1,000,000 Valuation	247.97	226.84	226.54	7.55

2011 Budget Impact Items

- Increase in wages and benefits consisting of a 1% wage increase and implementing steps as part of a 2008 wage study.

2009/2010 Achievements

- Received GFOA Award for Excellence in Financial reporting for the 26th consecutive year
- Received GFOA Distinguished Budget Presentation Award for the 6th consecutive year

Elected Officials & Citywide Administration

Administrative Division

Legal

Program Description

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

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	423,660	361,895	425,000	63,105
Total	423,660	361,895	425,000	63,105
Per Capita	11.46	9.79	11.50	1.71
Per \$1,000,000 Valuation	226.33	183.36	207.88	30.87

2011 Budget Impact Items

- Increase legal services to more closely reflect actual costs.

2009/2010 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.

2011 Goals and Objectives

- Create Pay Equity program for 2011
- In anticipated retirements, recruit & hire 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
- Complete RFP for Life Insurance, Long Term Disability and Long Term Care bids
- Continue to enhance employee intranet on the web for Human Resource related information and on-line forms
- Upgrade Springbrook HR/Payroll software to the new .net version
- Continue to work on health care reform legislation

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	194,000	200,945	219,480	18,535
Supplies & Materials	9,227	8,360	8,360	
Other Services & Charges	61,215	59,140	58,950	(190)
Total	264,442	268,445	286,790	18,345
Per Capita	7.15	7.26	7.76	0.50
Per \$1,000,000 Valuation	141.27	136.01	140.28	8.97

2011 Budget Impact Items

- Upgrading human resource/payroll software

2009/2010 Achievements

- Updated City Policies and Procedures
- Reviewed and updated job descriptions for all positions within the City
- Upgraded Human Resource Administrative web page/and rewriting of portal website.
- Implemented flood vehicle usage entry/reports into time cards for FEMA
- Created a city-wide orientation program for all new employees.
- Created a request for a Early Retirement Reimbursement program for the City of Moorhead and was one of six cities in the State of Minnesota to be accepted.

Elected Officials & Citywide Administration

Administrative Division

Labor Relations

Program Description

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

2011 Goals and Objectives

- Continue ongoing communications with bargaining units
- Negotiate the LELS Police Officer contract for 2011
- Negotiate the Police Supervisors contract
- Develop and negotiate a new Fire Fighters Supervisor bargaining unit contract

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	40			
Other Services & Charges	43,616	25,365	25,370	5
Total	43,656	25,365	25,370	5
Per Capita	1.18	0.69	0.69	-
Per \$1,000,000 Valuation	23.32	12.85	12.41	-

2011 Budget Impact Items

- Maintain level funding

2009/2010 Achievements

- Settled a 3-year labor contract with Fire Fighters bargaining unit, 2009 – 2011
- Settled a 3-year labor contract with AFSCME bargaining unit, 2009 – 2011

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!

2011 Goals and Objectives

- Provide wide variety of library programs to meet continually changing needs of residents.
- Increase understanding across the city of the unique value of a public library
- Offer access to new and emerging technologies for residents
- Explore creating a special teen-friendly area in the library to attract this age group

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	1,540			
Supplies & Materials	5,023	4,905	4,900	(5)
Other Services & Charges	786,987	766,895	766,900	5
Total	793,550	771,800	771,800	
Per Capita	21.47	20.88	20.88	-
Per \$1,000,000 Valuation	423.94	391.05	377.51	-

2011 Budget Impact Items

- Implementation of efficiencies in maintenance, lighting, HVAC and staffing keep costs stable.
- Maintenance contracts are helping keep costs manageable – Review of systems indicate few major essential upgrades.
- Staff numbers remain stable, although modest salary increases are included.

2009/2010 Achievements

- Replacing 1988 era carpet completed interior upgrades for most welcoming ambiance
- Landscaping redone on West and South beds next to building – a major improvement in first impressions
- Repair to basement north wall completed to prevent a repeat of serious basement flooding in the future
- Circulation of materials up 5% from record circulation in 2009 – over 400,000 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.

2011 Goals and Objectives

- Improve and increase e-government services
- Provide additional communications options (web, video, e-mail options)
- Provide software development as needed
- Support inter-governmental cooperation on IT services
- Install, train and maintain New World software for Fire and Police
- Continue to move toward energy efficient hardware
- Planned upgrades to Payroll software and Office software
- Investigate possible replacement for current Financial software

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	454,627	452,949	465,625	12,676
Supplies & Materials	25,004	17,800	17,800	
Other Services & Charges	452,981	205,703	205,420	(283)
Capital Outlay		274,000	142,000	(132,000)
Total	932,613	950,452	830,845	(119,607)
Per Capita	25.23	25.71	22.48	(3.24)
Per \$1,000,000 Valuation	498.23	481.56	406.39	(58.50)

2011 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

2009/2010 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
- Provided technical support during the 2009 and 2010 floods
- 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

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.

2011 Goals and Objectives

- N/A

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	20,837	38,000	38,000	
Total	20,837	38,000	38,000	
Per Capita	0.56	1.03	1.03	-
Per \$1,000,000 Valuation	11.13	19.25	18.59	-

2011 Budget Impact Items

- Maintained 2011 funding level

2009/2010 Achievements

- N/A.

Elected Officials & Citywide Administration

Debt Service

Debt Service

Program Description

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

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	13,545			
Capital Outlay	259,140			
Debt Service	10,639,858	11,388,930	13,108,587	1,719,657
Transfer to Funds	150,000	92,000	130,640	38,640
To Reserves		605,500	226,181	(379,319)
Total	11,062,543	12,086,430	13,465,408	1,378,978
Per Capita	299.30	327.00	364.30	37.31
Per \$1,000,000 Valuation	5,909.92	6,123.82	6,586.31	674.50

2011 Budget Impact Items

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

2009/2010 Achievements

- Maintained Moody's Investors Service rating of A2
- Refunded 2002B GO Improvement Bond for an annual savings of approximately \$85,000

Elected Officials & Citywide Administration

Tax Increment

Tax Increment

Program Description

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

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	605,014	68,800	43,800	(25,000)
Debt Service	3,437,891	1,614,960	979,300	(635,660)
Transfer to Funds	741,000	352,650		(352,650)
To Reserves		291,390	326,686	35,296
Total	4,783,905	2,327,800	1,349,786	(978,014)
Per Capita	129.43	62.98	36.52	(26.46)
Per \$1,000,000 Valuation	2,555.69	1,179.42	660.22	(478.37)

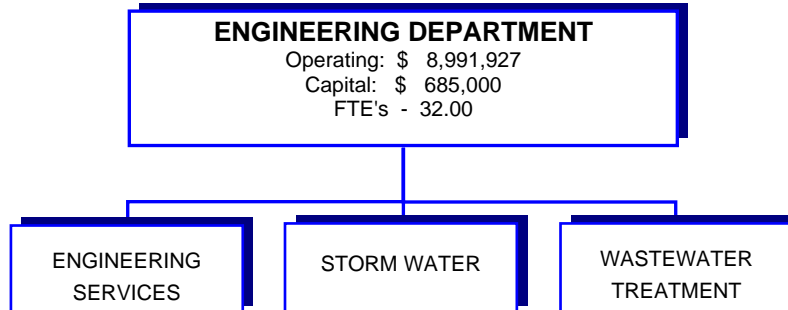
2011 Budget Impact Items

- N/A

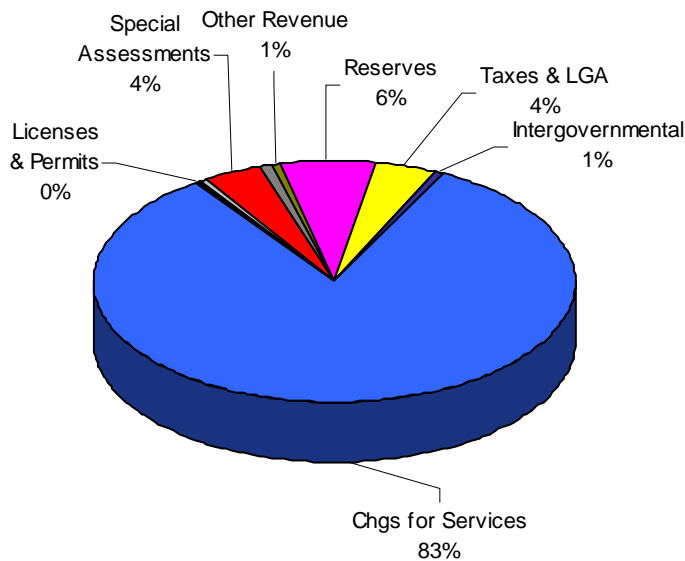
2009/2010 Achievements

- Refunded 2001B G.O. Tax Increment Bonds for an annual debt service savings of \$14,000.
- Downtown Urban Renewal District was decertified thereby increasing the tax capacity for other taxing districts

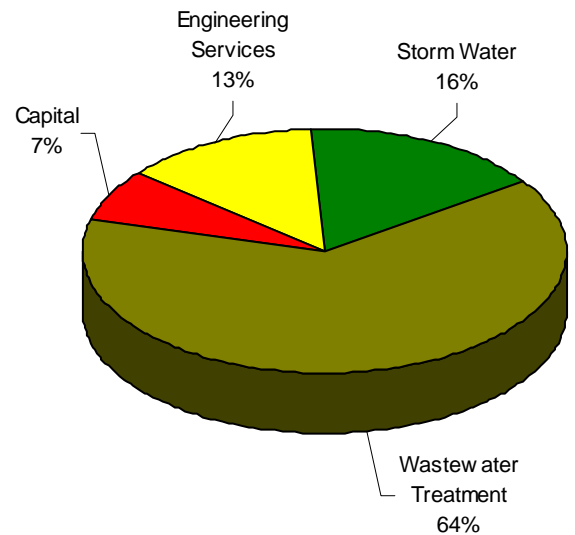
Engineering Department



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 2010

In the Spring of 2010, the City experienced another flood event; the second major flood event in as many years. While the 2010 flood crest was lower than the 2009 flood crest, the City and numerous Federal, State, and local agencies, along with thousands of volunteers, once again mobilized for a successful flood fight. In preparation for the 2010 event, the City developed and employed new procedures including pre-event sandbag production and a new zone concept. Under the zone concept, City staff were assigned to one of eight zones. Staff coordinated directly with residents in each zone to ensure that timely and accurate information was available and that the delivery and placement of sandbags was efficient and effective. The 2010 flood event provided additional focus and support for on-going efforts to construct new, interim flood mitigation projects and acquire flood-prone properties (see Highlighted Program below).



In August 2010, the City received national recognition for past flood fights. The American Public Works Association presented staff with an Exceptional Performance Award-Adversity in recognition of the 2009 flood effort. This was the second award the City received. In 2009, the Minnesota Association of Floodplain Managers presented the City with a Floodplain Manager of the Year Award.

In the midst of a major construction season for flood mitigation projects, the City forged ahead with a large slate of transportation improvements. Construction of the 34th Street/I-94 Interchange Project continued. Although the project was scheduled for completion in 2010, unavoidable delays have pushed the completion date into 2011. Utilizing Federal Transportation Enhancement funds,



Engineering Department

the City completed construction of a pedestrian underpass of TH 75 (8th St) at 40th Avenue South. The underpass will enhance bicycle and pedestrian connectivity between the Bluestem Center for the Arts, Southside Regional Park, S.G. Reinertson Elementary School, and residential neighborhoods in the area.



The City also completed reconstruction of 20th Street from 12th to 24th Avenue South and rehabilitation of the Center/NP Ave Bridge over the Red River. These projects utilized a combination of Federal Surface Transportation Program funds and American Recovery and Reinvestment Act funds.

As identified in the 2010-2014 Pavement Management and Transportation Improvement Plan, 1.8 miles of new street were constructed and 4.7 miles of existing streets were rehabilitated or reconstructed. In addition, infrastructure was installed to serve 11 acres of new development.

The Midcontinent Communications telecommunications installation project, originally scheduled for completion in 2009, was completed in 2010. The Engineering Department permitted and monitored the installation of much of this infrastructure due to its placement within City right-of-way.

In the Stormwater Utility, staff updated the City's Erosion & Sediment Control Standards and continued to provide education for developers, homebuilders, contractors, students, and the public. Approximately 6,540 inspections at active construction sites were conducted to ensure that construction activities minimized impacts to water quality in the Red River. Developers and contractors play a key role in the success of this program. In 2010, over 95% of the inspections conducted identified sites in compliance with the applicable requirements.

Work on infrastructure renewal continued with various minor improvements at Storm Lift Stations 7, 8, 9, 10, 11, 12, 13, 14 and 15. In addition, a draft asset management plan was completed for all stormwater lift stations. This plan will guide future improvements to numerous lift stations over the next two decades. Consistent with that plan, the construction of improvements at Storm Lift Station #4, serving the Morningside area, was initiated with completion scheduled for 2011. These improvements will upgrade the existing lift station originally constructed in 1960.

Engineering Department

In the Wastewater Utility, work on an asset management plan for all sanitary lift stations was initiated through the completion of a condition assessment.

In 2010, the Minnesota Pollution Control Agency recognized the City with a Commendation for Operations & Maintenance of the Wastewater Treatment Facility. This commendation represents the 18th award in the last 20 years. Wastewater rates in the City continue to be affordable. Based on an annual 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 26 out of 64 (with 1 being the lowest and 64 being the highest).

EXPECTATIONS FOR 2011 AND BEYOND

In 2011, priority activities in the Engineering Department will focus on flood risk reduction; both interim and long-term. Pending the availability of funds, the City will continue to construct various flood mitigation infrastructure projects and will continue the voluntary acquisition of flood-prone properties (see Highlighted Program below). The City will continue to participate in a cooperative effort with the U.S.



Army Corps of Engineers and other Federal, State, and local agencies and jurisdictions to complete the Fargo-Moorhead Metropolitan Feasibility Study. The study, originally scheduled for completion in 2010, was delayed in order to fully examine upstream and/or downstream impacts. Completion of this study is critical to providing long-term, comprehensive flood risk reduction to the metro area.

The Engineering Department continues to prepare for the adoption of new National Flood Insurance Program floodplain maps. Originally anticipated in 2010, the new maps are now expected mid-year 2011. Concurrent with adoption of the new maps, the City must adopt revisions to the floodplain management ordinance. In addition, City staff will propose various changes in policies and procedures used for floodplain management. In May, 2010, the City was approved for participation in FEMA's Community Rating System. This



Engineering Department

program recognizes many initiatives the City has undertaken, above and beyond those required by the National Flood Insurance Program, to minimize future flood damage. Under this program, certain property owners are now eligible for a 15% discount in flood insurance premiums. In the future, City staff will initiate additional activities to advance the City beyond its current classification (Class 7) to secure even greater flood insurance premium reductions.

With project design and right-of-way acquisition for the SE Main Avenue/20th/21st Street Railroad Grade Separation Project completed in 2009, the first phase of construction will begin in 2011. This work will involve demolishing buildings on property purchased for the project. With design for the entire project complete, the City is actively pursuing Federal transportation funding to construct the balance of the project. This funding will likely be considered as part of an upcoming reauthorization of the Federal transportation program.

In 2011, planning and policy initiatives will include updates to infrastructure (transportation, stormwater, and sanitary sewer) master plans to serve the City's growth areas. In addition, a number of transportation-related policy initiatives will be pursued including a revised traffic control (sign) request policy which 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 is also underway.



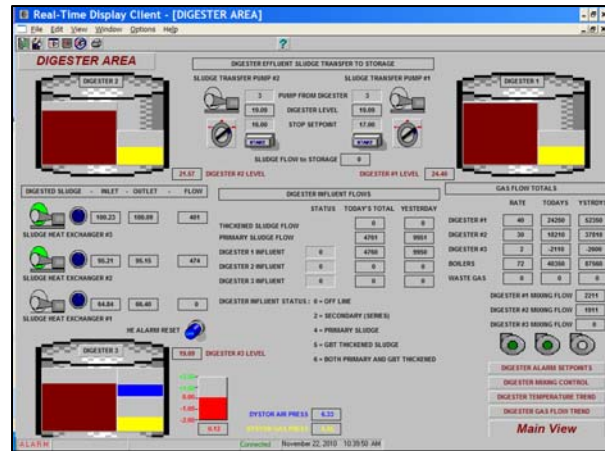
In the Stormwater Utility, a self-audit of the City's Stormwater Pollution Prevention Program will be completed. Infrastructure renewal will continue with the programmed replacement of aging infrastructure at stormwater lift stations identified in the recently completed draft storm lift station asset management plan, expected to be finalized in 2011. In accordance with that plan, improvements will be constructed at Storm Lift Station #3 serving the High School area.

Over the coming years, asset management plans will be completed for all wastewater and stormwater infrastructure. These plans will prioritize investment in City infrastructure based on an established level of service which minimizes the risks associated with failure of that infrastructure. In this context, each element of infrastructure is evaluated to determine the probability of failure (through a condition assessment) and the consequences associated with a failure. Although the City's wastewater and stormwater infrastructure has been very well-maintained, these plans will add value to the City's on-going

Engineering Department

maintenance efforts and aid in establishing long-term budget forecasts that can be used to manage future rate increases.

In 2011, staff will initiate the development of a revised SCADA (Supervisory Control and Data Acquisition) system for the wastewater and stormwater utilities. This system, and associated field monitoring devices, allows continuous monitoring of various pieces of equipment. Alarms provide staff with continuous notification of system malfunctions and automatically collects data used for operation, maintenance, and reporting. The SCADA system minimizes manpower needs, allowing the utilities to be staffed 40 hours per week rather than 24 hours per day.



In 2011, staff will negotiate a reissuance of the MPCA discharge permit for the Wastewater Treatment Facility. This permit governs the quality of treated wastewater returned to the Red River as well as the quality of biosolids (residuals of wastewater treatment) that are beneficially recycled on area farm land. This reissuance occurs on a five-year rotation and is typically the time when new and/or more stringent limitations are placed on the facility. In advance of permit reissuance, staff will begin early development of procedures and documentation to seek Federal delegation of authority for the City's industrial pretreatment program as this has already been identified as a new requirement in the reissued permit.

A number of initiatives related to the City's Geographic Information System will continue in 2011. The City's system will undergo a conversion to new software (WebFusion). As a result of this change, the GIS application available to the public from the City website will be greatly enhanced. Internally, GIS applications will be developed for the City's Flood Emergency Plan, flood surveys and floodplain management, sign maintenance, excavation permit maintenance, tracking of traffic control requests, tracking of drainage complaints, and tracking of special assessment data.

FUTURE CHALLENGES/OPPORTUNITIES

Future challenges and opportunities for the Engineering Department include:

- Funding for the construction for interim and long-term flood risk reduction projects
- Funding for the construction of major transportation projects

Engineering Department

- Funding for transportation, stormwater, and wastewater asset renewal
- Adoption of new National Flood Insurance Program 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:
INTERIM FLOOD RISK REDUCTION**

Recent flooding history indicates that spring floods are occurring more frequently, with greater magnitude, earlier in the spring, and with less advance warning. As river levels were receding following the 2009 flood event, staff conducted a technical assessment of the City's pre-2009 flood plan (which included protective measures to a river stage of approximately 39.5 feet). That assessment, combined with significant public feedback, clearly indicated that the plan was inadequate to address changing flooding conditions which result in a significantly reduced window of opportunity to construct the temporary protective measures that were a key element of the previous plan and/or were devised during the 2009 event.

On April 20, 2009, the City Council considered a vision for future actions needed to improve flood response:

“However, the conditions under which the flood was fought highlight the need for new approaches. Flood protection measures must become more agile (able to be implemented in a shorter time) and less dependent on outside resources (which take time to secure and mobilize).”

Consistent with that vision, two primary objectives were developed to facilitate improvements and practices that would make the City's flood response:

- less dependent on temporary measures (i.e. require less time to implement) by replacing temporary measures with permanent measures, and
- less dependent on outside resources (U.S. Army Corps of Engineers, National Guard, etc).

To achieve these objectives, City staff proposed a comprehensive program including the construction of permanent infrastructure and voluntary acquisition of flood-prone properties. Working closely with the State legislature and the Minnesota Department of Natural Resources, the program is being funded as shown in the table below.

Engineering Department

Sources of Funds				
	Total Project	2009	2010	2011 (Balance to Complete)
DNR Flood Mitigation Grant	\$41.0M	\$8.0M	\$18.0M	\$15.0M
FEMA Hazard Mitigation Grant	\$0.2M	\$0.2M		
City	\$8.2M	\$8.2M		
Total	\$49.4M	\$16.4M	\$18.0M	\$15.0M
Uses of Funds				
Infrastructure Projects	\$24.5M	\$7.3M	\$10.2M	\$7.0M
Sandbag Production/Storage Facility	\$2.0M			\$2.0M
Property Acquisition	\$22.9M	\$9.1M	\$7.8M	\$6.0M
Total	\$49.4M	\$16.4M	\$18.0M	\$15.0M

Overall, the program includes:

- ❑ raising 0.3 miles of existing levees,
- ❑ constructing 6.9 miles of new levees and floodwalls,
- ❑ raising 14 sanitary, storm, and flood control lift stations,
- ❑ constructing 7 new flood control lift stations,
- ❑ installing 43 new control structures with gates on existing storm sewers, and
- ❑ acquisition of approximately 106 flood-prone properties.

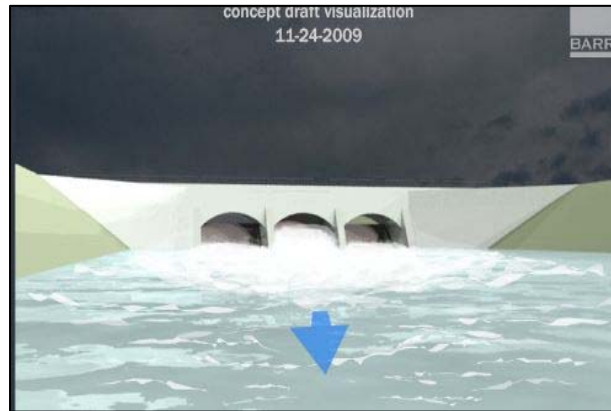


Despite these historic levels of funding allocated to flood risk reduction in 2009 and 2010, requests for State flood damage reduction grant funds far exceed the financial assistance available. In 2009 and 2010, the City secured \$26M, a large allocation given the total statewide demand, as a result of a well-established history of efficiently and effectively utilizing funds allocated for construction of infrastructure and property acquisition. The City remains well-positioned to receive additional funds. However, these funds are dependent on future

Engineering Department

allocations made by the State Legislature. In the interim, staff will continue design of projects to facilitate construction when funds become available.

These interim projects will facilitate more effective flood fights in the future. However, for flood events exceeding a 40 foot river stage, the City's Flood Emergency Plan will continue to rely on numerous temporary measures (e.g. emergency clay levees). While these projects remain a critical element to bridging the gap to comprehensive metro-wide flood risk reduction, they do not negate that need, which could take many years to complete.



Engineering Department

2010 – 2011 BUDGET COMPARISON

	<u>2010 BUDGET</u>	<u>2011 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Engineering Division:</u>			
Engineering Services	1,254,807	1,276,785	21,978
Storm Water	1,980,759	2,118,426	137,667
Wastewater Treatment	6,161,121	6,206,716	45,595
	<u>9,396,687</u>	<u>9,601,927</u>	<u>205,240</u>
<u>Capital: *</u>			
CI - Engineering	28,000	75,000	47,000
	<u>28,000</u>	<u>75,000</u>	<u>47,000</u>
Total Engineering Department	<u>9,424,687</u>	<u>9,676,927</u>	<u>252,240</u>

* See Capital Improvement Fund detail on page 42.

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.

2011 Goals and Objectives

- Begin construction of the SE Main Ave/20th St/21st St Railroad Grade Separation Project
- Construct a bicycle/pedestrian underpass of the BNSF tracks & future 20th St at 40th Ave S
- Evaluate improvements to downtown traffic operations (railroad pre-emption/traffic signals)
- Develop a construction inspection manual & annual training program
- Develop a maintenance plan for new flood risk reduction infrastructure
- Initiate ordinance, procedural & policy revisions for adoption of new NFIP floodplain maps
- Coordinate with the USACE and local jurisdictions to complete the Fargo-Moorhead Metropolitan Feasibility Study to identify comprehensive, metro-wide flood risk reduction
- Develop various new & revised GIS applications
- Review & revise special assessment policies & procedures

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	793,708	921,283	953,490	32,207
Supplies & Materials	31,872	40,355	40,360	5
Other Services & Charges	829,771	293,169	282,935	(10,234)
Capital Outlay	8,547			
Transfer to Funds	149,420			
Total	1,813,317	1,254,807	1,276,785	21,978
Per Capita	49.06	33.95	34.54	0.59
Per \$1,000,000 Valuation	968.72	635.77	624.51	10.75

2011 Budget Impact Items

- Funding for various projects associated with interim and long-term flood risk reduction
- Funding for various transportation projects
- Triennial LiDAR & aerial photo update

2009/2010 Achievements

- Received a national APWA Exceptional Performance-Adversity award in response to the 2009 flood
- Constructed a bicycle/pedestrian underpass of TH 75 (8th St) at 40th Ave S
- Constructed/reconstructed 1.8 miles of new streets & 4.7 miles of existing streets (2010)
- Completed rehabilitation of the Center/NP Ave Bridge
- Constructed infrastructure for 11 acres of new development (2010)
- Constructed improvements at MB Johnson Regional Park
- Coordinated installation of Midcontinent Communications infrastructure
- Achieved Class 7 status in FEMA's Community Rating System Program

Engineering Department

Engineering Department

Stormwater

Program Description

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

2011 Goals and Objectives

- Finalize a storm lift station asset management plan
- Complete construction of Storm Lift Station #4 (Morningside Addition) improvements
- Initiate construction of Storm Lift Station #3 (High School area) improvements
- Begin development of comprehensive stormwater models for various service areas
- Complete a self-audit of the City's Stormwater Pollution Prevention Plan (SWPPP)
- Coordinate with local jurisdictions/regulatory agencies on turbidity and fecal coliform Total Maximum Daily Load studies
- Monitor MPCA MS4 NPDES permit reissuance & obtain coverage
- Implement regulatory requirements affecting City facilities based on revisions to the MPCA NPDES permit for industrial activity
- Review stormwater pond bank stabilization project needs and funding

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	123,260	154,143	160,640	6,497
Supplies & Materials	15,319	28,250	28,250	
Other Services & Charges	903,836	1,107,616	766,480	(341,136)
Capital Outlay		77,000	560,000	483,000
Transfer to Funds	114,700	613,750	603,056	(10,694)
Total	1,157,116	1,980,759	2,118,426	137,667
Per Capita	31.31	53.59	57.31	3.72
Per \$1,000,000 Valuation	618.16	1,003.59	1,036.18	67.34

2011 Budget Impact Items

- Storm lift station improvements per the draft asset management plan
- Pump/motor replacement at stormwater lift stations
- 4% increase in power costs

2009/2010 Achievements

- Completed a draft storm lift station condition assessment/asset management plan
- Initiated construction of improvements at Storm Lift Station #4 (Morningside Addition)
- Replaced aging pumps at Storm Lift Station #6, #7 & #3
- Completed minor improvements at Storm Lift Stations #7, 8, 9, 10, 11, 12, 13, 14 & 15
- Continued catch basin rehabilitation program
- Conducted education for developers, homebuilders, contractors, students, and the public
- Implemented focused stormwater compliance and enforcement activities

Engineering Department

Engineering Department

Wastewater Treatment

Program Description

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

2011 Goals and Objectives

- Finalize a sanitary lift station asset management plan
- Continue development of asset management plans for all wastewater assets
- Negotiate reissuance of the MPCA NPDES discharge permit for the WWTF
- Initiate the development of procedures & documentation to receive Federal delegation of authority for the City's industrial pretreatment program
- Initiate an energy audit, benchmarking analysis & energy management program for WWTF
- Develop sewer cleaning, maintenance & repair policy & manual revisions
- Monitor various MPCA regulatory initiatives (phosphorus rule, nutrient standards for rivers, anti-degradation, water quality trading, etc)
- Update SCADA system graphics & reporting software (Windows 7 compliant)

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	989,260	1,066,930	1,113,125	46,195
Supplies & Materials	324,814	479,516	407,280	(72,236)
Other Services & Charges	3,514,886	1,775,575	1,837,411	61,836
Capital Outlay		50,000	50,000	
Debt Service	995,046	2,529,800	2,539,600	9,800
Transfer to Funds	249,819	259,300	259,300	
Total	6,073,825	6,161,121	6,206,716	45,595
Per Capita	164.33	166.69	167.92	1.23
Per \$1,000,000 Valuation	3,244.81	3,121.65	3,035.88	22.30

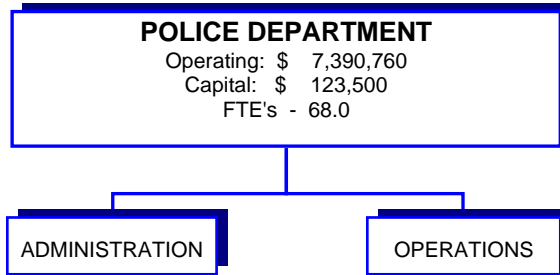
2011 Budget Impact Items

- 3% programmed rate increase
- 4% increase in power costs
- Pump/motor replacement at the WWTF and/or sanitary lift stations
- Funding for sanitary lift station improvements as identified by draft asset management plan

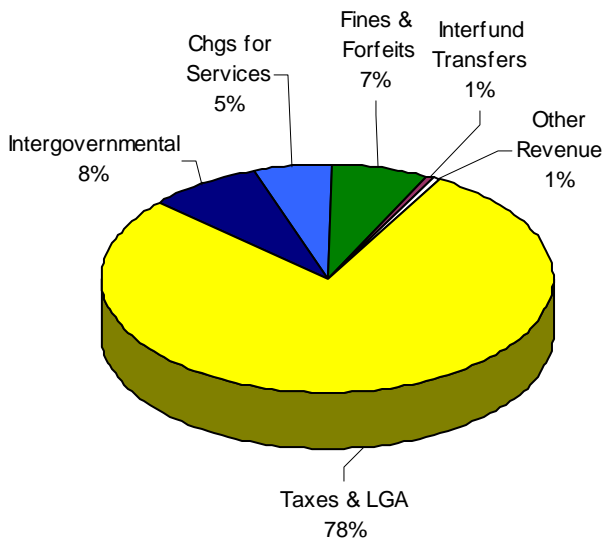
2009/2010 Achievements

- Completed construction of the Solids Improvement Project at the WWTF
- Completed rehabilitation of 2,514 feet of sanitary sewer
- Received MPCA Commendation for Operation & Maintenance of the WWTF (2009 & 2010)

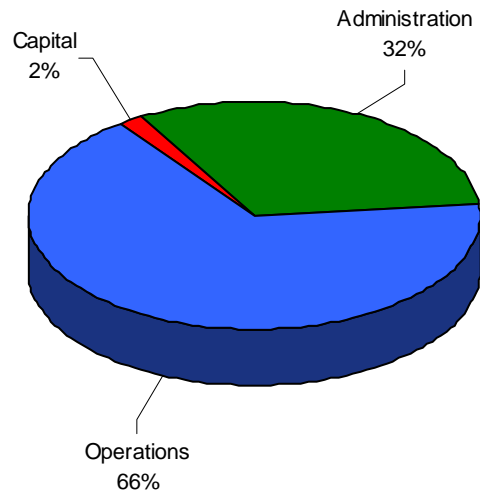
Police Department



FINANCING PLAN



PROGRAM ALLOCATION



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

Police Department

DEPARTMENT HIGHLIGHTS:

The delivery of professional police services by collaborating with community partners in community policing to continue in moving the department into the future. Some 2010 highlights and accomplishments:

- In preparation for the 2010 Flood, the EOC was redesigned and set up at the Clay County Courthouse, 3rd Floor, and funded through grant monies.
- Worked together with other City Departments on the flood plan establishing flood zones and staffing levels for the flood zones.
- Impound lot relocation through flood mitigation funding.
- Upgrade the firing range safety, relocating firing lanes addressing issues from the Safety Committee.
- Recognized as "Organization of the Year" by Safe Communities Coalition of the Red River Valley for our departments involvement in promoting education on child safety, alcohol server training, underage drinking and traffic enforcement campaigns.
- Implementation of E-Charging, a paperless system created by the BCA to improve the criminal complaint process and providing an efficient way to pass information and documents between law enforcement, county attorney, court administration and the State.
- CodeRED Weather Alerts made available to Moorhead residents, to alert affected citizens in the event of severe weather.
- Successful Grand Jury Indictment of Tracy Zornes who is suspected of committing a double homicide and arson.
- Provide 24-hour site security for "Extreme Makeover – Home Edition" project with use of police volunteers and current staffing levels.
- Completion of the command restructuring of the department, with the promotion of two more sergeants to provide supervisor oversight of each shift and division.

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). Emphasis will be placed on maintaining primary services with the potential of elimination of non-essential services.
- Challenge in retaining trained licensed experience employees adequate to meet the expectations of our community during a stagnant economy and government reductions.
- Replacement of Patrol Mobile Video Recorders resulting from the bankruptcy of the current vendor.
- 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.
- Upgrades to 40-year old joint city/county Law Enforcement building and jail to meet state mandates and current/future needs.
- Relocation of the Dispatch Center and replacement of obsolete dispatch consoles.
- Strategies and planning of the Oakport Annexation.

Police Department

HIGHLIGHTED PROGRAM

Summer Youth Program Celebrates 30 Years



Summer Youth Program 1980

On July 16, 1980, Juvenile Officer Dave Anderson, (retired as Deputy Chief in 2003) along with fifteen youth and about a half dozen volunteer mentors began what became the Moorhead Police Summer Youth Program. The program created positive activities for youth ages 8 – 12 over the summer break from school. They met once a week along with Moorhead Police Officers and volunteer mentors for games and other activities.

That was 30 years ago. The Summer Youth Program has grown over the years to provide a lunch, an educational component, prize giveaways, a final trip and a graduation for those who reach 12 years of age. The program grew so big that it has been moved from the Moorhead Law Enforcement Center to the Moorhead Armory.

The program is now limited to the first 200 area youth ages 8-12 that sign up. The program has approximately 25 adult and junior mentor volunteers. We utilize four buses to transport the youth to various locations including parks, museums, amusement parks, bowling, roller skating and area zoos. Final trips have consisted of trips to Sioux Falls, SD., Grand Forks, ND, and Detroit Lakes, MN.

Educational component include anti-theft, bullying, anger management, anti-smoking, boat and atv safety, animal awareness, railroad safety, healthy eating habits and personal safety.

Lunch is usually brought in to the Moorhead Armory by area businesses and eaten before the program gets started. The program is now funded by a grant through the MN Department of Public Safety.



Summer Youth Program 2010

Police Department

2010 – 2011 BUDGET COMPARISON

	<u>2010 BUDGET</u>	<u>2011 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Administrative Division:</u>			
Administration	1,654,188	1,748,485	94,297
Community Service	169,776	174,045	4,269
Grant Funded Activities	224,674	234,250	9,576
Radio Communications	232,931	301,760	68,829
	<u>2,281,569</u>	<u>2,458,540</u>	<u>176,971</u>
<u>Operations Division:</u>			
Community Policing	136,030	144,415	8,385
Tri-College Partnership	15,445	15,670	225
Investigative	858,558	874,540	15,982
Patrol	3,686,508	3,789,200	102,692
DARE	79,684	83,790	4,106
Youth Services	75,231	86,545	11,314
Bike Patrol	2,864	2,870	6
Tactical	15,835	15,840	5
K-9	4,346	4,350	4
	<u>4,874,501</u>	<u>5,017,220</u>	<u>142,719</u>
<u>Capital: *</u>			
Capital Improvements	<u>154,570</u>	<u>38,500</u>	<u>(116,070)</u>
Total Police Department	<u>\$ 7,310,640</u>	<u>\$ 7,514,260</u>	<u>\$ 203,620</u>

* See Capital Improvement Fund detail on page 42.

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.

2011 Goals and Objectives

- Joined with the MN Chiefs of Police Association and MN Sheriffs Association on the Lexipol statewide policy project, to complete the revision of departmental general orders.
- Continue direction of enhanced technology through electronic paperless systems increasing efficiencies with local and state agencies.
- Employee retention.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	674,163	586,160	610,855	24,695
Supplies & Materials	66,649	84,797	84,810	13
Other Services & Charges	1,051,198	983,231	1,052,820	69,589
Total	1,792,011	1,654,188	1,748,485	94,297
Per Capita	48.48	44.75	47.30	2.55
Per \$1,000,000 Valuation	957.34	838.13	855.23	46.12

2011 Budget Impact Items

- Liability insurance coverage enhancements to insure adequate coverage as a result of the SWAT Joint Powers Agreement with North Dakota entities.
- With continuing technology enhancements increases in software licensing and maintenance costs.
- Planning and studies for the Oakport Township annexation.
- Completing the impound lot move to include a security system.
- Costs associated with matching funds, staffing, and licensing for new CAD/RMS system.

2009/2010 Achievements

- Working with other City departments to improve flood plan response.
- Complete the restructuring of the police department chain of command.
- Completed 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.
- Entered into a regional contract for CodeRED to include weather warnings to provide a fiscally responsible and reliable weather alert 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, vehicle unlocks and fleet management/maintenance.

2011 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	95,964	102,493	106,720	4,227
Supplies & Materials	7,280	13,145	13,150	5
Other Services & Charges	61,805	54,138	54,175	37
Total	165,048	169,776	174,045	4,269
Per Capita	4.47	4.59	4.71	0.12
Per \$1,000,000 Valuation	88.17	86.02	85.13	2.09

2011 Budget Impact Items

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

2009/2010 Achievements

- Moved and organized the inventory at the new location of the impound lot.
- Monitoring animal attacks/bites leading to the declaration of dangerous dogs
- Working with neighbor disputes regarding parking and animal complaints.

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.

2011 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 narcotics 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.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	96,441	73,477	73,477	
Supplies & Materials	938	570	570	
Other Services & Charges	41,233	41,093	41,090	(3)
Total	138,612	115,140	115,137	(3)
Per Capita	3.75	3.12	3.12	-
Per \$1,000,000 Valuation	74.05	58.34	56.32	-

2011 Budget Impact Items

- The Department of Public Safety has certified our Narcotics Task Force Grant through 2011 however; funding has only been awarded for the first six months. Funding for the second half of 2011 will depend on the 2011 Legislature. 2010 Legislature also reduced grant funding by 1% for the first six months in 2011.

2009/2010 Achievements

- In April 2010, TFO Stuvland researched and implemented a successful prescription drug disposal program at the Law Enforcement Center. To date we have collected approximately 165 pounds of prescription medications.
- Through research and relationships with various people throughout the state, we were able to collaborate with Representative Morrie Lanning to pass a bill and successfully ban Salvia in the State of MN.
- In June 2010, Task Force Officers worked with local narcotics officers on an investigation resulting in the seizure of approximately 11 ounces of methamphetamine and \$26,000 cash. This investigation continues and has been federally adopted for prosecution.

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, both in and out of school. During summer months, it includes delivering the Junior Police Academy and the popular Moorhead Police Summer Youth Program.

2011 Goals and Objectives

- To continue to secure grant funding for future positive youth programs and activities.
- To provide new curriculum to our youth programs to ensure good attendance.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	3,605			
Supplies & Materials	21,154			
Other Services & Charges	16,431			
Total	41,190			
Per Capita	1.11	-	-	-
Per \$1,000,000 Valuation	22.00	-	-	-

2011 Budget Impact Items

- Continued application of the Summer Youth Program and Junior Police Academy.

2009/2010 Achievements

- Hosted the Junior Police Academy as an extra-curricular activity at Moorhead High School to over 20 students.
- Youth Coordinator and a Moorhead Police Officer are representatives on the Youth Intervention Programs Association (YIPA) board.
- 200 kids participated in the 2010 Summer Youth Program (SYP) that celebrated its 30th year, and has served nearly 3000 youth since inception of the program.
- Continued funding of a grant through MNDPS that provides 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.

2011 Goals and Objectives

- Continued partnership with the Red River Valley Gang and Drug Task Force and the DEA Task Force to gather intelligence and data on local gang members and identify new gangs in the area.
- Continued meetings with area partner to discuss and share information regarding local trends and local gang members.
- Work with community organizations, schools, and other law enforcement partners to increase awareness and understanding of local gangs.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	82,032	74,034	74,034	
Other Services & Charges	1,198			
Total	83,230	74,034	74,034	
Per Capita	2.25	2.00	2.00	-
Per \$1,000,000 Valuation	44.46	37.51	36.21	-

2011 Budget Impact Items

- The Department of Public Safety has certified our Gang Task Force Grant through 2011 however; funding has only been awarded for the first six months. Funding for the second half of 2011 will depend on the 2011 Legislature. 2010 Legislature also reduced grant funding by 1% for the first six months in 2011.

2009/2010 Achievements

- The Gang Officer has been instrumental in organizing and chairing a local gang committee. The group consists of local, state, and federal law enforcement officers, probation officers, school district employees, School Resource Officer's, court personnel, and attorneys.
- A December 2009 Gang Task Force investigation led to the seizure of approximately 12 ounces of cocaine and 2 ounces of methamphetamine. This investigation involved three Sur 13 and Latin King Gang members who were federally indicted.
- An August 2010 Gang Task Force investigation resulted in the seizure of approximately 13 ounces of cocaine and involved three Latin King Gang members from Texas.

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.

2011 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. \$42,000 in funding has been secured for the 2011 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. Officers will work shifts, which will be targeting traditionally high activity dates during the academic year. \$7,000 in funding will again be requested for the 2011 Grant Cycle.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	33,666	35,500	39,479	3,979
Supplies & Materials	39,665		5,600	5,600
Other Services & Charges	22,196			
Total	95,527	35,500	45,079	9,579
Per Capita	2.58	0.96	1.22	0.26
Per \$1,000,000 Valuation	51.03	17.99	22.05	4.69

2011 Budget Impact Items

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

2009/2010 Achievements

- The City of Moorhead had no traffic fatalities in 2009 or as of November 2010.
- There were no serious injuries or fatalities in 2009 or as of November 2010 of college students.
- Incidents of over consumption of alcohol by those underage, large parties, and minor consumption offenses saw a decrease in 2009, and 2010.
- 2010 Officer Kostohryz was recognized statewide for his DUI Enforcement efforts.
- Seatbelt usage rates rose to an all time high of 92% from 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 is responsible for the management, planning and maintenance of the radio communication systems for all City departments. In addition, the management of the police and fire mobile data computers system, automatic vehicle location system, and the mobile video recording systems. These expenditures and replacements are funded through an internal service fund.

2011 Goals and Objectives

- Implement custom-built computer aided dispatch/records management system.
- Implement APS ticket writing software in police cars to allow for immediate submissions to court administration, as well as the police records management system.
- Review all city radio equipment to ensure that 2013 narrowband requirements are satisfied.
- Partner with MNDOT to allow for a state owned 800 mhz radio tower in north Moorhead to enhance interoperable radio communications.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	5,079	12,360	12,350	(10)
Other Services & Charges	190,876	127,375	126,780	(595)
Capital Outlay		85,000	85,000	
To Reserves		8,196	77,630	69,434
Total	195,956	232,931	301,760	68,829
Per Capita	5.30	6.30	8.16	1.86
Per \$1,000,000 Valuation	104.68	118.02	147.60	33.67

2011 Budget Impact Items

- Grant matching requirements to purchase narrowband compliant, interoperable equipment
- Increased software annual maintenances on computer aided dispatch/records management system, mobile computers, video recorders, and ticket writing software

2009/2010 Achievements

- Through a \$40,000 JAG Grant, established a operational Emergency Operations Center on the 3rd floor of the Clay County Courthouse.
- Through an \$83,000 Public Safety Grant, purchased multi-band radios to replace aging VHF radios to maximize interoperability with state agencies.
- Through an \$82,000 Homeland Security Grant, updated radio repeaters with narrowband compliancy for city tornado sirens; as well as establishing a second operational radio channel for police events.
- Through a \$63,000 COPS Grant, purchased radio microwaves to eliminate recurring phone line expenses of \$5,500 per year for the city.
- Created a Tactical Interoperable Communications Plan through the Regional Radio Advisory Committee that consists of the 14 NW counties in Minnesota.
- Implemented a city and countywide Weather Warn CodeRED Solution for severe weather alerts.

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.

2011 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	117,001	120,753	129,125	8,372
Supplies & Materials	3,738	4,423	4,430	7
Other Services & Charges	9,296	10,854	10,860	6
Total	130,035	136,030	144,415	8,385
Per Capita	3.52	3.68	3.91	0.23
Per \$1,000,000 Valuation	69.47	68.92	70.64	4.10

2011 Budget Impact Items

- No additional budget impact items
- Awarded Youth Intervention Program grant in the amount of \$80,226 to fund activities of the Youth and Family Services Team For 2010-2011.

2009/2010 Achievements

- Received a \$40,141 grant for interoperable radios for use during disasters.
- Volunteers issued 5,321 tickets totaling \$81,230 and donated 1,713 hours in 2009 for a total contributed value of \$34,688 using a nationally recognized hourly rate.
- Completed the 16th year of the Minnesota Crime Free Multi-Housing Program. This training has been attended by 650 landlords and property managers and continues to receive positive feedback on class evaluations.
- Collaborated with Centro Cultural, the Parks Department, Youthworks to provide programming four days a week in the Romkey Park neighborhood during the summer of 2010. This is an on-going effort to connect with residents and solidify relationships with neighborhood youth.
- Police Volunteers significantly contributed to the "Extreme Makeover - Home Edition" project by contributing 260 hours working security checkpoints, totaling \$5,265 in labor costs.

Police Department

Operations Division

Tri-College Partnership

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.

2011 Goals and Objectives

- 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 (\$3,650 DUI Seizure Funds).

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	17,494	15,445	15,670	225
Total	17,494	15,445	15,670	225
Per Capita	0.47	0.42	0.42	0.01
Per \$1,000,000 Valuation	9.35	7.83	7.66	0.11

2011 Budget Impact Items

- No additional budget impact items

2009/2010 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.
- Secured \$7500 from the State of Minnesota Operation Nightcap Jr. Program to supplement this program's efforts.

Police Department

Operations Division

Investigative

Program Description

The Investigative Division is responsible for the investigation of felony level 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 the Patrol Division or with other agencies, helping lead to successful prosecution and justice for victims.

2011 Goals and Objectives

- Thorough investigations of crimes against people with the desire to solve or prevent criminal activity.
- To maintain our working relationships and support of all our partnerships that has been built over the years through open communication and teamwork.
- To provide support and closure to crime victims through successful prosecution and restitution.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	563,939	769,616	786,450	16,834
Supplies & Materials	24,674	26,170	26,170	
Other Services & Charges	70,169	62,772	61,920	(852)
Total	658,782	858,558	874,540	15,982
Per Capita	17.82	23.23	23.66	0.43
Per \$1,000,000 Valuation	351.94	435.00	427.76	7.82

2011 Budget Impact Items

- Nine ABA Tactical Outer Carrier Vests to equip all investigative personnel. Utilized for uniformity with several other local Law Enforcement agencies as well as identification purposes where Investigators would assist patrol such as an active shooter event. Total cost is approximately \$1400.00.

2009/2010 Achievements

- Detective Ryan Nelson received an award from the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) for his successful investigative and arrests regarding a 2008 drive by shooting case where several shots were fired at an occupied residence.
- Five suspects identified and convicted of an incident involving an armed robbery and botched drug heist. Two college students were the victims of mistaken identity.
- Successful Grand Jury Indictment of Tracy Zornes who is suspected of committing a double homicide and setting an apartment on fire.
- Assisted the Crow Wing County Sheriff's Office and the MN BCA with the investigation and arrest of an individual suspected of committing a Bank Robbery in Deerwood, MN.

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.

2011 Goals and Objectives

- Maintain staffing levels to accommodate the four patrol beat configuration.
- Provide Street Survival training for sworn personnel.
- Deter underage alcohol abuse through cooperative efforts with Tri College.
- 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.
- Provide training for new sergeants as first line supervisors in patrol.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	2,847,697	3,161,915	3,233,070	71,155
Supplies & Materials	134,474	160,984	160,980	(4)
Other Services & Charges	383,297	363,609	395,150	31,541
Total	3,365,467	3,686,508	3,789,200	102,692
Per Capita	91.05	99.74	102.52	2.78
Per \$1,000,000 Valuation	1,797.93	1,867.84	1,853.41	50.23

2011 Budget Impact Items

- Training and equipping of new officers, field training officers, and new sergeants.
- Replacement of 8 expired ballistic vests.
- Maintaining mandated training with the reduction of MN POST reimbursements.
- Continuing challenges in managing court related overtime for officer mandatory court appearances.

2009/2010 Achievements

- 17 patrol officers have received training through the Minnesota CIT Program to respond to the needs of persons with mental health crisis.
- Created a chain of command review of all uses of force and vehicular pursuit incidents.
- 2 fully equipped SUV 4-wheel drive squads for patrol to help in response time during inclement weather.
- Promotion of 2 sergeants to patrol supervisory staff.
- Implemented the four patrol beat structure to enhance coverage and response time.
- Initiated a class II or partially marked traffic enforcement vehicle.
- Patrol Lieutenant received recognition from the State of Minnesota with the Toward Zero Death for coordination of traffic enforcement.

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.

2011 Goals and Objectives

- Continue with participation on MN DARE Board and Mentor Officer training through the Bureau of Criminal Apprehension.
- Maintain staffing hours in school instructing students and serving as the elementary schools contact for law enforcement.
- Continue to work closely with school staff on school security, investigations in schools, and traffic safety around elementary schools.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	72,838	73,403	75,010	1,607
Supplies & Materials	1,100	2,320	2,320	
Other Services & Charges	5,827	3,961	6,460	2,499
Total	79,765	79,684	83,790	4,106
Per Capita	2.16	2.16	2.27	0.11
Per \$1,000,000 Valuation	42.61	40.37	40.98	2.01

2011 Budget Impact Items

- Continued training and certifications for new DARE Officer.
- Decreased private contributions to DARE fund.
- Maintaining officers in schools at the same levels given the budget situation.

2009/2010 Achievements

- Conducted school safety audits of the three Moorhead Elementary Schools and St. Joseph's Elementary School.
- Attended training through the U.S. Attorney's Office on Search and Seizure of Electronic Devices used to exploit children online.
- Introduction of DARE to 450 4th grade students.
- Deliver DARE core and junior high curriculum to over 900 students.

Police Department

Operations Division

Youth Services

Program Description

The Youth services program works 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 8th grade students and give instructional 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.

2011 Goals and Objectives

- Provide police resources to students at the Red River Alternative Learning Center.
- Teach Youth Intervention Programming at the Horizon Middle School and to the high school students at the Red River Area Learning Center.
- Supervise 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.
- Assist with the Summer Youth Program and the Jr. Police Academy.
- Serve on the Moorhead schools Instruction and Advisory Committee.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	62,798	67,768	79,075	11,307
Supplies & Materials	2,388	3,908	3,910	2
Other Services & Charges	4,087	3,555	3,560	5
Total	69,273	75,231	86,545	11,314
Per Capita	1.87	2.04	2.34	0.31
Per \$1,000,000 Valuation	37.01	38.12	42.33	5.53

2011 Budget Impact Items

- Replacement of the van for this position that is used to transport youth to various job locations that are court ordered to community service.

2009/2010 Achievements

- Immediate graffiti eradication throughout the city that suppresses gang rivalry and turf issues.
- Continued work as one of the only outstate Minnesota departments that work closely with YIPA (Youth Intervention Programs Association) in providing and supporting proven early youth intervention programs that deter youth criminal activity.
- Provided planning and staffing assistance to the Moorhead Police Summer Youth Program, which celebrated its 30th year in providing positive and educational summer activities to 200 area youth annually.
- Recognized for outstanding service to the Red River Area Learning Center.

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.

2011 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
- Replace the current IPMBA Bike Patrol Instructor who is currently assigned to the Investigative Division
- 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 an IPMBA Bike Patrol Basic Course for other agencies. The cost of this project will be offset by charging participants a fee.
- Host an in-service/refresher course for current bike unit members

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	2,917	2,769	2,770	1
Other Services & Charges	50	95	100	5
Total	2,967	2,864	2,870	6
Per Capita	0.08	0.08	0.08	-
Per \$1,000,000 Valuation	1.59	1.45	1.40	-

2011 Budget Impact Items

- Replacement of current IPMBA Certified Bike Patrol Instructor
- Continue replacement and upgrading of current bike patrol uniforms.

2009/2010 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.

2011 Goals and Objectives

- The SWAT Team is seeking replacement video and audio technology located in the SWAT Transport Vehicle.
- Continue to provide 6 Tactical Operators, 1 Bomb Technician, and 2 Negotiators from Moorhead Police Department Staff.
- Upgrades to video and technological resources of the Tactical Unit
- Establish a long-term replacement schedule for vehicles, weapons, and equipment. The truck used by the Bomb Unit will need to be replaced from this fund.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	16,462	15,835	15,840	5
Total	16,462	15,835	15,840	5
Per Capita	0.45	0.43	0.43	-
Per \$1,000,000 Valuation	8.79	8.02	7.75	-

2011 Budget Impact Items

- 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).

2009/2010 Achievements

- Hosted a Basic SWAT School in May and trained 20 members from other agencies.
- Received a 2010 Ford F350 Pickup and ICOR Robot System costing \$100,000 which was funded using North Dakota Homeland Security Funds.
- Acquired a new X Ray System for scanning of suspicious items by the Bomb Unit, which was funded through a Minnesota Homeland Security Grant of \$45,000
- Secured funding from the Minnesota Homeland Security Grant in 2009 and 2010 towards the replacement of the Bomb Truck.
- 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 suspect in Kindred ND reported to be armed and suicidal.
 - Several high risk search warrants, including three related to the home intrusion armed robbery in Moorhead.

Police Department

Operations Division

K-9

Program Description

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

2011 Goals and Objectives

- Canine Hickok is scheduled be retired in March 2011. Hickok is over nine years old
- A new canine team will attend training starting in March 2011 with an expected graduation in late May, 2011
- 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	2,188	2,351	2,350	(1)
Other Services & Charges	2,861	1,995	2,000	5
Total	5,049	4,346	4,350	4
Per Capita	0.14	0.12	0.12	-
Per \$1,000,000 Valuation	2.70	2.20	2.13	-

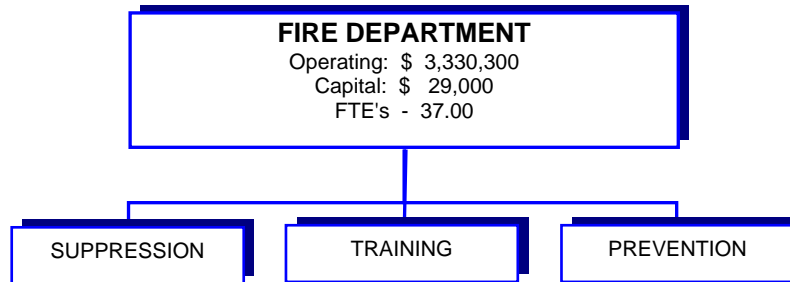
2011 Budget Impact Items

- Tracking School, Decoy School, Narcotics Recertification, and Regional PD1 Canine Trials
- Training of a new canine for approximately twelve weeks in St. Paul, MN
-

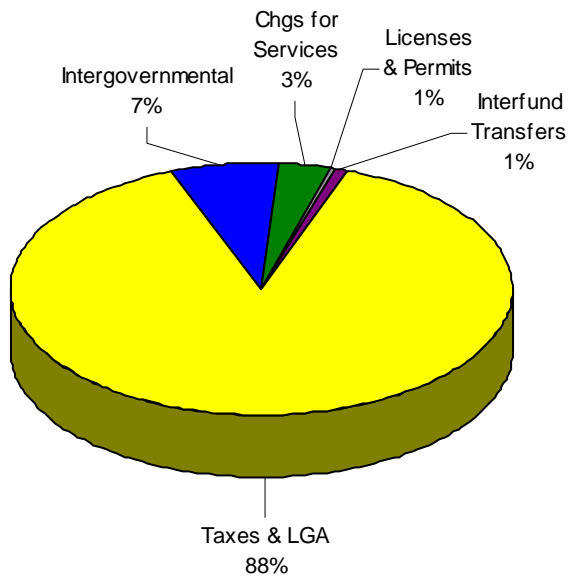
2009/2010 Achievements

- Both canine teams performed well at Regional PD1 Canine Trials held in June 2010. Canine Handler Vogel and his partner Duke qualified to attend the National PD1 Canine Trials
- Canine Handler Vogel and his partner Duke performed in an excellent manner at the National PD1 Canine Trials held in October, in Louisiana

Fire Department



FINANCING PLAN



PROGRAM ALLOCATION



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

Fire Department

DEPARTMENT HIGHLIGHTS

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

Highlights from FY 2010 include:

- Administered a Testing Process To Promote Company Officers To Staff Engine 1 beginning in 2011
- Facilitated a plan to evacuate the vulnerable population in the event of a flood.
- Conducted over 3,200 Rental Housing Inspections
- Over 2,900 emergency responses (this was another increase in requests for our service)

Highlights for FY 2011: The Moorhead Fire Department is filling two of its three vacancies. We will have a representative of our department act as the Incident Commander at the Clay County EOC for the predicted spring flood.



Fire Department

FUTURE ISSUES: The Moorhead Fire Department is preparing for potential future city growth with limited resources.

- Maintain quality fire & safety services
- Going live with the new CAD System (March 6, 2011)
- Station locations
- Plan for the annexation of Oakport Township (future partnerships)
- ISO Study (meetings to discuss potential commercial and residential savings to go from a class 4 to a 3)
- The reduction of response times
- Working with the constraints of a limited budget



*Fire Department***HIGHLIGHTED PROGRAM****Fire Prevention: Mobile Home Detector Program**

The Moorhead Fire Department received a Fire Prevention Grant from the Department of Homeland Security. The funding allowed us to purchase smoke and carbon monoxide detectors in the three mobile home parks within the city. The program provided up to three smoke detectors and a carbon monoxide detector in each living unit.

This program was voluntary for all of the homeowners. Labor was provided to install the smoke and carbon monoxide detectors. This ensured proper and timely installation. Over 400 homes participated in the program.

The smoke detectors have 10-year tamper-proof batteries that help ensure they are functional and operational for their service life. Carbon monoxide detectors are now required in all residences by MN State Statute 299F.50. The program allowed all mobile homes the ability to gain compliance with state law.



*Fire Department***2010 – 2011 BUDGET COMPARISON**

	<u>2010 BUDGET</u>	<u>2011 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Suppression Division:</u>			
Fire Protection	2,724,447	2,800,460	76,013
ND HazMat	10,000	10,000	-
Grant Funded Activities	243,487	249,160	5,673
	<u>2,977,934</u>	<u>3,059,620</u>	<u>81,686</u>
<u>Training Division:</u>			
Fire Training	101,127	102,890	1,763
<u>Prevention Division:</u>			
Fire Prevention	160,288	164,920	4,632
Outdoor Warning Sirens	2,865	2,870	5
	<u>163,153</u>	<u>167,790</u>	<u>4,637</u>
<u>Capital: *</u>			
CI - Fire	47,500	29,000	(18,500)
	<u>47,500</u>	<u>29,000</u>	<u>(18,500)</u>
 Total Fire Department Budget	 <u>\$ 3,289,714</u>	 <u>\$ 3,359,300</u>	 <u>\$ 69,586</u>

* See Capital Improvement Fund detail on page 42.

Fire Department

Suppression Division

Fire Protection

Program Description

The Suppression Division has with 33 personnel divided into three shifts to provide 24-hour continuous coverage. Each shift consists of nine firefighters, two captains 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.

2011 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	2,202,501	2,267,394	2,321,370	53,976
Supplies & Materials	45,963	59,293	59,300	7
Other Services & Charges	436,757	397,760	419,790	22,030
Total	2,685,220	2,724,447	2,800,460	76,013
Per Capita	72.65	73.71	75.77	2.06
Per \$1,000,000 Valuation	1,434.52	1,380.39	1,369.78	37.18

2011 Budget Impact Items

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

2009/2010 Achievements

- Received a \$55,000 Dept. of Homeland Security Hazmat Grant
- Recertified all personnel to Emergency Medical Technician Level
- Participated in the State Training Reimbursement program
- Record attendance for Fire Prevention Open House
- Replaced one third of our turnout gear with new updated gear

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.

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	2,874	3,173	3,170	(3)
Supplies & Materials	2,635	595	600	5
Other Services & Charges	4,475	6,232	6,230	(2)
Total	9,984	10,000	10,000	
Per Capita	0.27	0.27	0.27	-
Per \$1,000,000 Valuation	5.33	5.07	4.89	-

2011 Budget Impact Items

- This will be the last year the team will receive \$10,000 from Cass County. These funds paid for annual medical exams. In 2012, Fargo Fire Department will pay for the medical exams for their employees from their budget. This should absorb most of the lost revenue.

2009/2010 Achievements

- Completed pre-incident planning of over 600 business occupancies
- Entered all pre-plan data into our new response software

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.

2011 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	12,274	18,135	18,120	(15)
Supplies & Materials	8,692	5,698	5,700	2
Other Services & Charges	25,150	21,167	21,180	13
Total	46,116	45,000	45,000	
Per Capita	1.25	1.22	1.22	-
Per \$1,000,000 Valuation	24.64	22.80	22.01	-

2011 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

2009/2010 Achievements

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

Fire Department

Suppression Division

Grant – SAFER

Program Description

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

2011 Goals and Objectives

-

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	168,196	198,487	204,160	5,673
Total	168,196	198,487	204,160	5,673
Per Capita	4.55	5.37	5.52	0.15
Per \$1,000,000 Valuation	89.85	100.57	99.86	2.77

2011 Budget Impact Items

- Third year in grant cycle reduces aid by \$37,950 to a total of \$63,240

2009/2010 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.

2011 Goals and Objectives

- Apply for an Assistance to Firefighters Grant

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	81,351			
Other Services & Charges	3,000			
Total	84,351			
Per Capita	2.28	-	-	-
Per \$1,000,000 Valuation	45.06	-	-	-

2011 Budget Impact Items

- Grant matching funds of ten percent

2009/2010 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's responsibility is to deliver 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.

2011 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
- Implement on-line training

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	77,083	83,467	85,170	1,703
Supplies & Materials	4,656	6,377	5,340	(1,037)
Other Services & Charges	9,512	11,283	12,380	1,097
Total	91,251	101,127	102,890	1,763
Per Capita	2.47	2.74	2.78	0.05
Per \$1,000,000 Valuation	48.75	51.24	50.33	0.86

2011 Budget Impact Items

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

2009/2010 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. 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.

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	138,034	137,298	141,880	4,582
Supplies & Materials	4,435	5,835	5,850	15
Other Services & Charges	17,163	17,155	17,190	35
Total	159,632	160,288	164,920	4,632
Per Capita	4.32	4.34	4.46	0.13
Per \$1,000,000 Valuation	85.28	81.21	80.67	2.27

2011 Budget Impact Items

- None

2009/2010 Achievements

- Fire Marshal Attained National Fire Investigator Certification
- Participated as a member of the Minnesota State Fire Chiefs Association Code Committee
- Successful convictions in two arson cases

Fire Department

Prevention Division

Outdoor Warning Sirens

Program Description

Outdoor Warning Sirens encompass the 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.

2011 Goals and Objectives

- Relocate two sirens to provide improved community coverage

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	2,367	2,865	2,870	5
Total	2,367	2,865	2,870	5
Per Capita	0.06	0.08	0.08	-
Per \$1,000,000 Valuation	1.26	1.45	1.40	-

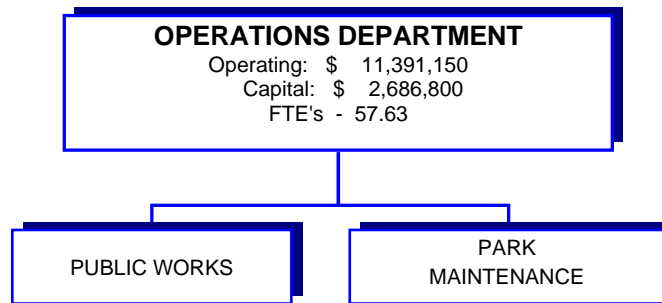
2011 Budget Impact Items

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

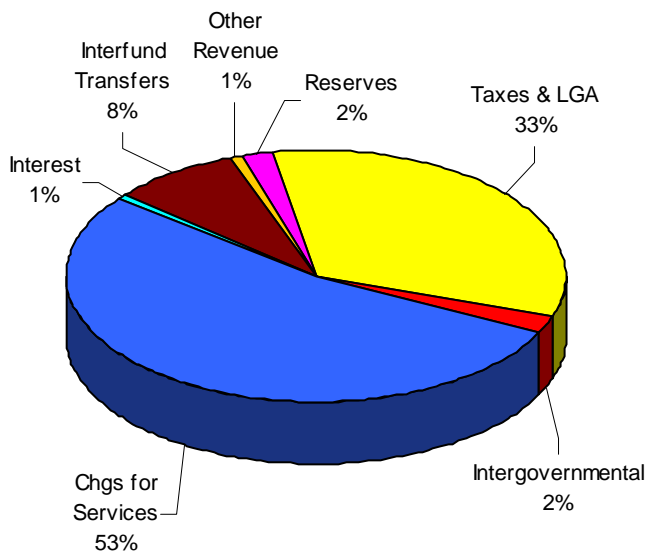
2009/2010 Achievements

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

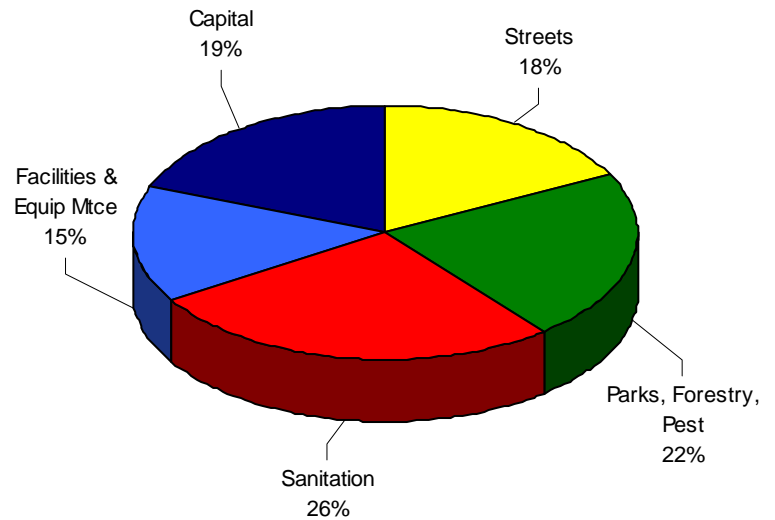
Operations Department



FINANCING PLAN



PROGRAM ALLOCATION



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

Operations Department

DEPARTMENT HIGHLIGHTS: The Operations Department strives to provide quality services with no growth in operating budgets. Highlights for FY 2011 include:

- Maintain 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.
- A Snow/Grass/Street initiative was implemented increasing funding in these areas to improve the level of service. This includes capital purchases totaling \$419,000 and increases in operations of \$192,000.



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 PARK MAINTENANCE

Park maintenance division is responsible for maintaining the city's 51 parks and recreational facilities all year around. This includes parks, golf courses, bike trails, play areas, athletic facilities, picnic shelters and buildings. This division also maintains all city owned green space including traffic islands, medians and highway right of ways. Park duties include mowing, debris removal, garbage collection, irrigation systems, building maintenance, swimming pool maintenance, ball field maintenance, construction, skating rink maintenance, XC ski trail grooming, snow removal from trails, walks and parking lots.

Centennial Dog Park is a 150' x 290 area that is divided into four sections, two for large dogs (greater than 17" at shoulder) and two for small dogs. There is no charge for using the park, which is open daily from dawn to dusk, weather and turf conditions permitting. Litterbags and trashcans are provided in each section and benches and/or picnic tables are also available. This park gives your dog a place to run and socialize off-leash.



Centennial Athletic Complex includes four (4) baseball fields, eight (8) softball fields and five (5) youth football fields with concession and restroom facilities.

On the following pages is a detailed listing of the facilities and amenities maintained by the park department staff.

Operations Department

		Acreage	Ball Field	Basketball Courts	Electricity	Grill	Hockey Rinks	Recreation Center	Picnic Tables	Play Equipment	Pleasure Rinks	Restrooms	Shelter Fee	Soccer Nets	Tennis Courts	Wading Pools	Water
Regional Parks																	
1. Horizon Shores Lake/Park	3701 Ridgewood Blvd	33.91		▪		▪			▪	▪					▪		▪
2. M.B. Johnson Park	3601 11 th St N	109.67							▪	▪				▪			
3. Southside Regional Park	2000 40 th Ave S	121.37	▪		▪				▪					▪			
4. Robert A. Fogel Riparian Forest	50 th Ave S	24.68															

Community Parks																	
5. Davy/Memorial/Riverfront	210 8 th St N	28.86		▪	▪	▪			▪	▪		▪	▪		▪		▪
6. Gooseberry Mound Park	100 22 nd Ave S	43.75			▪	▪			▪	▪		▪	▪				▪
7. Viking Ship Park	202 1 st Ave N	11.77			▪				▪								
8. Woodlawn Park	400 Woodlawn Dr	28.86	▪	▪	▪				▪	▪		▪			▪		▪

Park Facilities																	
9. Centennial/ Athletic Complex/Dog Park	2600 15 th Ave N	104.70	▪		▪	▪			▪			▪					▪
10. Historic Log Cabin	314 4 th St S				▪				▪								
11. Hjemkomst Center/Stave Church	202 1 st Ave N	5.49			▪							▪	▪				▪
12. Matson Memorial Field	1001 13 th Ave N	6.71	▪		▪				▪	▪							▪
13. Moorhead Sports Center	324 24 th St S	2.80	▪		▪							▪	▪				▪
14. Moorhead Municipal Pool	800 19 th St S	2.80	▪		▪				▪			▪	▪			▪	▪
15. The Meadows Public Golf Course	401 34 th St S	178.16			▪				▪			▪					▪
16. Trollwood Performing Arts School	50 th Ave S	42.64															
17. Village Green Public Golf Course	3421 30 th Ave S	163.65			▪				▪			▪					▪



Operations Department



Neighborhood Parks		Acreage	Ball Field	Basketball Courts	Electricity	Grill	Hockey Rinks	Recreation Center	Picnic Tables	Play Equipment	Pleasure Rinks	Restrooms	Shelter Fee	Soccer Nets	Tennis Courts	Wading Pools	Water
18. Allyson Park	4320 3 rd St S	4.07															
19. Alm Park	1300 Elm St S	2.35															
20. Angelas Park	4121 2 nd St S	2.00															
21. Arbor Park	530 30 th St N	2.29															
22. Arrowhead Park	2600 6 th Ave N	0.55															
23. Belsly Park	3500 12 th St S	0.68															
24. Bennett Park	302 17 th St S	1.84															
25. Bridgeview/Org. Homestead Park	1002 7 th St N	14.24															
26. Buland Park	1801 13 th Ave N	1.47															
27. Daily Park	301 3 rd Ave S	0.013															
28. Evergreen Meadows	3801 41 st Ave S	10.61															
29. Five Nine Park	412 9 th St N	0.60															
30. Hampton Park	499 Hampton Dr W	7.40															
31. Hansmann Park	1320 12 th Ave N	4.30															
32. Johnson Farms	1599 Johnson Dr S	17.10															
33. Knapp Park	525 6 th St S	0.55															
34. Lamb Park	1325 14 th Ave S	4.06															
35. Morningside Park	455 Oakway	1.43															
36. Northeast Park	1817 8 th Ave N	2.06															
37. Queens Park	3201 20 th St S	1.16															
38. Ridgewood Park	1818 31 st St S	7.13															
39. River Oaks Park	100 River Oaks Point	11.46															
40. Riverview Estates Park	3801 5 th St S	9.54															
41. Romkey Park	900 19 th St S	7.05															
42. Shepherd Park	4201 31 st St S	5.60															
43. South Park	2102 14 th St S	1.50															
44. Stone Mill Park	1210 45 th Ave S	13.63															
45. Tessa Park	501 Tessa Dr	4.37															
46. The Meadows Park	3303 11 th Ave S	0.41															
47. Townsite Park	311 10 th St S	2.61															
48. Village Green East	3601 Village Green Dr	1.79															
49. Village Green Park	2600 Village Green Blvd	6.96															
50. Village Green Sixth	3050 38 th Ave S	17.39															
51. Voll Park	2600 Fairway Dr N	2.08															

Operations Department

2010 – 2011 BUDGET COMPARISON

	2010 BUDGET	2011 BUDGET	INCREASE (DECREASE)
<u>Public Works Division:</u>			
Street & Alley	1,921,495	1,985,830	64,335
Street Cleaning	115,624	111,380	(4,244)
Snow & Ice	123,965	249,575	125,610
Traffic Signs	118,544	121,960	3,416
Sanitation	3,785,855	3,840,180	54,325
Central Mtce Shop	1,795,415	1,813,185	17,770
Vehicles & Equipment	1,321,730	1,454,500	132,770
	<u>9,182,628</u>	<u>9,576,610</u>	<u>393,982</u>
<u>Park Maintenance Division:</u>			
General Govt Bldg	257,361	258,330	969
Park Mtce	801,441	996,250	194,809
Centennial Complex	61,706	64,290	2,584
Golf Course Mtce	795,560	812,140	16,580
Forestry	784,000	800,000	16,000
Aminal Control	53,700	53,600	(100)
Right-of-Way Mowing	183,300	146,540	(36,760)
Mosquito Control	106,340	209,390	103,050
	<u>3,043,408</u>	<u>3,340,540</u>	<u>297,132</u>
<u>Capital: *</u>			
CI - General Govt Bldg	106,000	100,000	(6,000)
CI - Street & Alley	20,000	667,800	647,800
CI - Park Mtce	161,500	370,000	208,500
CI - Village Green Mtce	8,000	23,000	15,000
CI - Meadows Mtce	10,000	-	(10,000)
	<u>305,500</u>	<u>1,160,800</u>	<u>855,300</u>
Total Operations Department	<u>\$ 12,531,536</u>	<u>\$ 14,077,950</u>	<u>\$ 1,546,414</u>

* See Capital Improvement Fund detail on page 42.

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.

2011 Goals and Objectives

- Implement Snow/Grass/Street (S/G/S) initiative by helping the Parks staff mow grass in the spring.
- Start fixing potholes in spring with new pothole patching machine, which can be used in the early spring to combat frost holes.
- Reinstate crack filling and seal coating due to addition of another summer crew and equipment
- Increase service level due to Citywide Snow/Grass/Street initiative

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	653,095	732,421	781,570	49,149
Supplies & Materials	182,444	310,671	313,180	2,509
Other Services & Charges	883,085	878,403	891,080	12,677
Total	1,718,623	1,921,495	1,985,830	64,335
Per Capita	46.50	51.99	53.73	1.74
Per \$1,000,000 Valuation	918.14	973.56	971.33	31.47

2011 Budget Impact Items

- Maintain services with two vacant FTE positions
- Added a summer crew for filling potholes, crack filling and seal coating
- Purchase additional pickup for crew
- Resume crack filling streets due to S/G/S budget increases
- Resume seal coating due to S/G/S budget increases

2009/2010 Achievements

- Maintained service level with reduced staff

Operations Department

Public Works Division

Street Cleaning

Program Description

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

2011 Goals and Objectives

- Purchase water meter to reduce rental payment for same
- Maintaining growth areas

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	46,742	27,046	27,050	4
Other Services & Charges	114,810	88,578	84,330	(4,248)
Total	161,551	115,624	111,380	(4,244)
Per Capita	4.37	3.13	3.01	(0.11)
Per \$1,000,000 Valuation	86.31	58.58	54.48	(2.08)

2011 Budget Impact Items

- Streets will be swept less frequently due to budget limitations

2009/2010 Achievements

- N/A

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.

2011 Goals and Objectives

- Implement substantial S/G/S money and equipment to improve services to the public
- Maintaining growth areas

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits		18,786	45,490	26,704
Supplies & Materials	100,772	61,891	61,890	(1)
Other Services & Charges	80,805	43,288	142,195	98,907
Total	181,577	123,965	249,575	125,610
Per Capita	4.91	3.35	6.75	3.40
Per \$1,000,000 Valuation	97.00	62.81	122.07	61.44

2011 Budget Impact Items

- Add another night crew to help remove snow and widen driving lanes.
- Contract with independent contractors for snow cleanup in cul-de-sacs after snow events.
- Purchase an additional payloader with snowblower and blade to expedite cleanup after snow events.

2009/2010 Achievements

- Replaced three snow plow trucks

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.

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	49,754	57,639	59,620	1,981
Supplies & Materials	41,529	42,369	42,370	1
Other Services & Charges	16,786	18,536	19,970	1,434
Total	108,069	118,544	121,960	3,416
Per Capita	2.92	3.21	3.30	0.09
Per \$1,000,000 Valuation	57.73	60.06	59.65	1.67

2011 Budget Impact Items

- Increase in materials prices

2009/2010 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.

2011 Goals and Objectives

- Purchasing skid steer to improve materials handling at recycling bunkers
- Maintaining services with no rate increases

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	1,182,211	1,222,149	1,276,420	54,271
Supplies & Materials	260,172	431,240	431,240	
Other Services & Charges	1,574,170	1,688,666	1,643,720	(44,946)
Capital Outlay			45,000	45,000
Transfer to Funds	436,739	443,800	443,800	
Total	3,453,292	3,785,855	3,840,180	54,325
Per Capita	93.43	102.43	103.90	1.47
Per \$1,000,000 Valuation	1,844.84	1,918.18	1,878.34	26.57

2011 Budget Impact Items

- Purchase Bobcat with grappling bucket for recycling storage bunkers
- Reduction in collection and billing costs due to reallocation

2009/2010 Achievements

- Purchased more residential totes due to City's growth
- Replaced rear loading trucks
- Purchased more roll off boxes due to demand

Operations Department

Public Works Division

Central Maintenance Shop

Program Description

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

2011 Goals and Objectives

- Roofing two sections of the PWF building
- Minimizing fleet repairs

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	159,812	170,523	183,965	13,442
Supplies & Materials	1,141,135	1,533,993	1,533,990	(3)
Other Services & Charges	122,900	90,899	95,230	4,331
Total	1,423,846	1,795,415	1,813,185	17,770
Per Capita	38.52	48.57	49.06	0.48
Per \$1,000,000 Valuation	760.66	909.68	886.88	8.69

2011 Budget Impact Items

- Increase in materials cost

2009/2010 Achievements

- Central purchasing agent for fuel and parts

Operations Department

Public Works Division

Vehicles & Equipment

Program Description

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

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	2,381	4,000	4,000	
Other Services & Charges	1,057,652	14,500	14,500	
Capital Outlay		900,000	1,436,000	536,000
To Reserves		403,230		(403,230)
Total	1,060,032	1,321,730	1,454,500	132,770
Per Capita	28.68	35.76	39.35	3.59
Per \$1,000,000 Valuation	566.30	669.68	711.44	64.94

2011 Budget Impact Items

- Increased cost of vehicles

2009/2010 Achievements

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

Operations Department

Park Maintenance Division

General Government Building

Program Description

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

2011 Goals and Objectives

- Continuing with scheduled Furniture Fixtures & Equipment replacements

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	7,269	7,823	9,130	1,307
Supplies & Materials	17,097	23,530	23,530	
Other Services & Charges	281,576	237,708	237,370	(338)
Total	305,941	269,061	270,030	969
Per Capita	8.28	7.28	7.31	0.03
Per \$1,000,000 Valuation	163.44	136.32	132.08	0.47

2011 Budget Impact Items

- Utility costs

2009/2010 Achievements

- Replaced roof on the Rourke Art Museum

Operations Department

Park Maintenance Division

Park Maintenance

Program Description

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

2011 Goals and Objectives

- Implement S/G/S program with mowing double frontage lots
- Mowing earlier in the spring with FTE's with help from Street Department
- Bike Lift Bridges Engineering Fees Moorhead's 1/2
- Park Amenities at Woodlawn, Voll and Angela's parks
- Replace tennis courts at Riverview Estates park
- Ongoing bike path repairs

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	421,688	440,780	496,370	55,590
Supplies & Materials	74,055	96,558	120,570	24,012
Other Services & Charges	296,395	264,103	379,310	115,207
Capital Outlay	13,968			
Total	806,106	801,441	996,250	194,809
Per Capita	21.81	21.68	26.95	5.27
Per \$1,000,000 Valuation	430.64	406.07	487.29	95.29

2011 Budget Impact Items

- Increased funding for seasonal help for mowing
- Purchase additional pickup and trailer for additional staff
- Increased funding for contracted mowing services
- Significant additional utility costs and operating supplies for Southside Regional Park

2009/2010 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.

Operations Department

Park Maintenance Division

Centennial Complex

Program Description

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

2011 Goals and Objectives

- Maintain facilities with reduced staff

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	2,447	3,031	3,040	9
Other Services & Charges	60,857	58,675	61,250	2,575
Total	63,304	61,706	64,290	2,584
Per Capita	1.71	1.67	1.74	0.07
Per \$1,000,000 Valuation	33.82	31.26	31.45	1.26

2011 Budget Impact Items

- Increase in general liability insurance

2009/2010 Achievements

- 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.

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	434,195	442,946	461,900	18,954
Supplies & Materials	141,590	160,306	160,320	14
Other Services & Charges	335,863	192,308	189,920	(2,388)
Total	911,648	795,560	812,140	16,580
Per Capita	24.66	21.52	21.97	0.45
Per \$1,000,000 Valuation	487.03	403.09	397.24	8.11

2011 Budget Impact Items

- Maintained budget at 2010 level

2009/2010 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 34th street underpass
- Purchase groomers for tee mower

Operations Department

Park Maintenance Division

Forestry

Program Description

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

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	377,015	384,884	406,115	21,231
Supplies & Materials	56,427	77,646	77,700	54
Other Services & Charges	144,771	227,854	215,330	(12,524)
Capital Outlay			45,000	45,000
Transfer to Funds	38,765	45,500	45,500	
To Reserves		48,116	10,355	(37,761)
Total	616,978	784,000	800,000	16,000
Per Capita	16.69	21.21	21.64	0.43
Per \$1,000,000 Valuation	329.61	397.23	391.30	7.83

2011 Budget Impact Items

- Significant reduction in internal service fund equipment rental
- Purchase stump grinder

2009/2010 Achievements

-

Operations Department

Park Maintenance Division

Animal Control

Program Description

Animal Control is a function of the Police Department to which this fee is transferred. Animal Control is funded with a portion of the Pest Control monthly fee to residents and is accounted for in an enterprise fund.

2011 Goals and Objectives

- Remit fees collected to the General Fund to support Animal Control functions

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	1,543	1,700	1,600	(100)
Transfer to Funds	50,486	52,000	52,000	
Total	52,029	53,700	53,600	(100)
Per Capita	1.41	1.45	1.45	-
Per \$1,000,000 Valuation	27.80	27.21	26.22	(0.05)

2011 Budget Impact Items

- Maintained at 2010 funding level

2009/2010 Achievements

- N/A

Operations Department

Park Maintenance Division

Right-of-Way Mowing

Program Description

The right-of-way mowing function is responsible for mowing roadside ditches, double frontage lot boulevards and other non park land. Right-of-Way Mowing is funded with a portion of the Pest Control monthly fee to residents and is accounted for in an enterprise fund.

2011 Goals and Objectives

- Implement the S/G/S funds and provide service to double frontage lots for grass mowing and snow removal
- Maintain various areas of the City that are not park land

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	50,800	125,607	106,535	(19,072)
Supplies & Materials	6,539	20,168	13,100	(7,068)
Other Services & Charges	24,715	31,025	20,405	(10,620)
Transfer to Funds	6,597	6,500	6,500	
Total	88,651	183,300	146,540	(36,760)
Per Capita	2.40	4.96	3.96	(0.99)
Per \$1,000,000 Valuation	47.36	92.87	71.68	(17.98)

2011 Budget Impact Items

- Able to reduce the budget due to S/G/S initiative assistance from the street department

2009/2010 Achievements

- N/A

Operations Department

Park Maintenance Division

Mosquito Control

Program Description

Mosquito Control is responsible for mosquito control within the City both through aerial spraying and ground fogging. Mosquito Control is funded with a portion of the pest control monthly fee to residents and is accounted for in an enterprise fund.

2011 Goals and Objectives

- Aggressive spraying of adult mosquitoes
- Aggressive mosquito larviciding
- Minimize risks of West Nile

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	67,250	32,776	35,120	2,344
Supplies & Materials	13,491	39,910	39,910	
Other Services & Charges	24,045	27,154	127,860	100,706
Transfer to Funds	6,506	6,500	6,500	
Total	111,292	106,340	209,390	103,050
Per Capita	3.01	2.88	5.67	2.79
Per \$1,000,000 Valuation	59.46	53.88	106.09	52.21

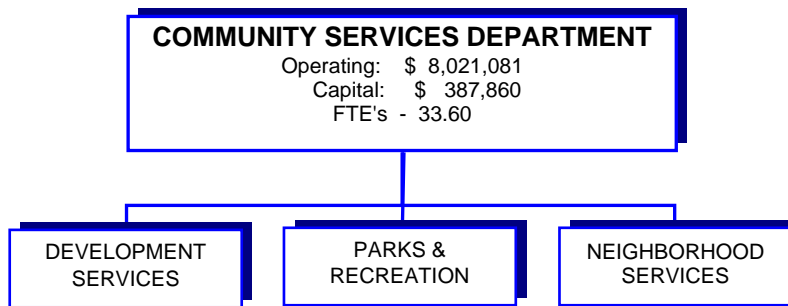
2011 Budget Impact Items

- Significant increase in budgeted funds for aerial spraying

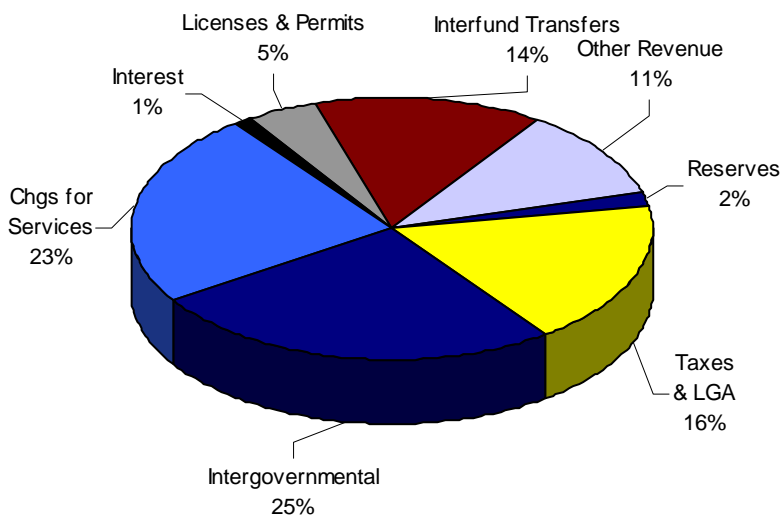
2009/2010 Achievements

- Aggressive larviciding program

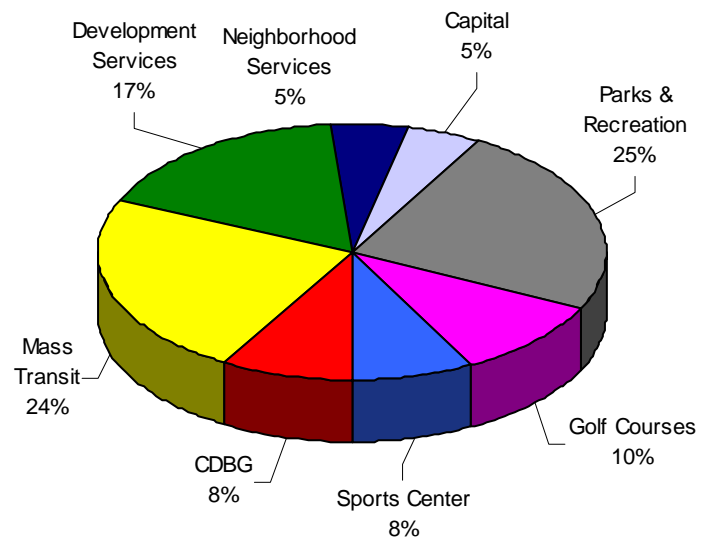
Community Services Department



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: 2010 was a productive year for Community Services. Some of the most visible and measurable activities included:

- Over 60 closed voluntary flood buyouts
- Gateway Gardens – CDBG Recovery Act funds and DEED grant for environmental investigation and cleanup
- Tax Incentive Agreements - A1 Auto, 99 Bottles, and Innovis Health (Essentia)
- Clean up of the Tire Depot
- Downtown – Phase IV Complete (52 apartment units)
- MSU-Moorhead Wetlab– completion in 2011
- Extreme Makeover: Home Edition
- Legislative – two year property tax exemption, coordinate re-allocation of Border City funding
- 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

Community Services Department

- Facilitated the removal of blighted buildings and mobile homes in several areas throughout the community, some funded through CDBG, some privately funded
- Leveraged continued federal transit grant assistance for summer mid-day transit service and mobility management; purchased capital equipment through American Recovery and Reinvestments Act and implemented new fareboxes and fare media.
- Implemented new Paratransit software to improve scheduling efficiencies and created the FM Ridesource Directory and Train the Trainer Program.
- Requested proposals for transit driver services in coordination with the City of Fargo.
- Increased ridership on Metro Senior Ride service resulting in curbed growth on MAT Paratransit
- Bids let and construction begins on the reconstruction of the large shelter at Gooseberry Park damaged in the flood. Work is expected to be complete in the spring of 2011.
- Phase 1 improvements complete at M.B. Johnson Park.
- Flood Protection for the Hjemkomst Center complete fall of 2010.
- Move Log Cabin from the Gooseberry Park location to Memorial Park in an effort to protect it from future flood events. The log cabin will be used to augment River Arts programming.
- Adaptive Play Surface “Miracle Field” Complete.
- American Recovery and Reinvestment Act lighting projects at Hjemkomst and Sports Center are complete. Energy use is being monitored for savings.
- M.B. Johnson Regional Park Phase I improvements were completed in September 2010.



Community Services Department

FUTURE ISSUES: In 2011, 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
- Funding strategic acquisitions, remediation, and redevelopments
- Working with the Moorhead development community on reviewing subdivision standards and special assessments
- Update the five-year transit development plan, including analysis of transit services, fare structure, administrative structure, through the F-M Metropolitan Council of Governments.
- Utilization of the automatic vehicle location system to update kiosks and estimate time of arrival of MATBUS routes at strategic locations, such as the Marriott and Ground Transportation Center transfer sites.
- Community fundraising to resume for the construction of a YMCA in Moorhead as part of the Southside Regional Park
- Renovation of flood damaged park facilities including: Gooseberry Park Shelter, 4th Street Log Cabin, and additional flood protection for the Hjemkomst Center.
- Moorhead will be hosting Hockey Day in Minnesota events, February 2011.
- Purchase of a Cross Country Ski groomer to provide groomed trails throughout the City of Moorhead. Cross Country Skiing is a life long activity that will improve the health and wellness of many Moorhead Citizens.



Community Services Department

Highlighted Program**Flood Response**

The Community Services Department has played a significant roll in the response to recent flood events. During the 2009 and 2010 flood events, CSD staff organized transportation of volunteers, coordinated resources from area businesses to aid in the flood fight, and communicated information to residents and the media. Following the events, CSD staff conducted damage assessments on over 375 flood damaged properties and communicated needs to legislators and various State Departments. CSD staff assisted in securing resources for flood acquisitions and tax abatement for newly constructed residential structures.

In 2009, 49 properties in low-lying riverfront neighborhoods were purchased using \$9.3 million of combined federal, state and local funding. The purchase of flood prone homes has continued through a 2010 state appropriation; a second \$6.2 million phase of 33 buyouts is nearing completion. These additional homes are being acquired specifically for flood mitigation projects. Inspections, appraisals and acquisitions of these properties were completed by CSD staff. Once homes are purchased, they are moved or demolished to make way for flood mitigation projects.

CSD staff conduct a full market appraisal on each property and offers the homeowner fair market value based on recent sales prices of nearby comparable properties adjusted for the specific characteristics of the individual homes. The appraisal protocol is an industry-recognized, standardized approach that is uniform, independent, and consistent. Only open market and arm's-length transactions are allowed as comparable sales. The sales transactions of previous flood buyouts are not considered arm's-length because a government agency was the buyer.

CSD staff have also tracked status of the sellers of the 82 flood buyout properties – 84% of the sellers have continued as residents of Moorhead or Clay County.

Our licensed and qualified staff have been an integral resource during inspections, appraisals, negotiations, closing, environmental abatement, and house moving.

These changes are intended to protect all taxpayers from future flood events and reduce the cost of infrastructure protection, sandbags, temporary dikes, evacuations, and other aid for flood prone areas. This approach to mitigating flood risk will maximize the market value of neighborhoods along the river and reduce the City's overall flood vulnerability.

Community Services Department

2010 – 2011 BUDGET COMPARISON

	2010 BUDGET	2011 BUDGET	INCREASE (DECREASE)
<u>Development Services Division:</u>			
Assessing	275,168	286,275	11,107
Planning & Zoning	159,220	162,305	3,085
Community Dev General	95,246	99,595	4,349
Building Codes	411,278	425,130	13,852
Economic Development	252,860	247,300	(5,560)
Economic Development Authority	230,000	245,000	15,000
Municipal Airport	130,089	188,220	58,131
Mass Transit	1,917,022	2,022,694	105,672
	<u>3,470,883</u>	<u>3,676,519</u>	<u>205,636</u>
<u>Parks & Recreation Division:</u>			
Park Fund	1,670,751	1,514,536	(156,215)
HHIC	438,394	449,096	10,702
Comstock House	36,550	36,550	-
Golf Courses-Pro Shops & Debt Srv	842,068	846,320	4,252
Sports Center	630,190	649,060	18,870
	<u>3,617,953</u>	<u>3,495,562</u>	<u>(122,391)</u>
<u>Neighborhood Services Division:</u>			
Neighborhood Services	177,020	185,870	8,850
CDBG	712,834	713,310	476
Rental Reg/Insp	139,088	135,210	(3,878)
Environmental Health	95,957	102,410	6,453
	<u>1,124,899</u>	<u>1,136,800</u>	<u>11,901</u>
<u>Capital: *</u>			
CI - Park Recreation	120,000	33,000	(87,000)
CI - HHIC	350,000	3,000	(347,000)
CI - Mass Transit	-	14,560	14,560
CI - Village Green Clubhouse	5,500	-	(5,500)
CI - Meadows Clubhouse	4,000	32,000	28,000
CI - Airport	175,000	-	(175,000)
CI - Sports Center	53,000	17,500	(35,500)
	<u>707,500</u>	<u>100,060</u>	<u>(607,440)</u>
 Total Community Services Dept	 <u>\$ 8,921,235</u>	 <u>\$ 8,408,941</u>	 <u>\$ (512,294)</u>

* See Capital Improvement Fund detail on page 42.

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.

2011 Goals and Objectives

- Complete the required quintile of parcels for mass appraisal
- Continue to have quality assessment ratios for residential, commercial, industrial, and apartments
- Continue to work on data entry of commercial/apartment properties into Computer Aided Mass Appraisal (CAMA)
- Implement final year of 2 year tax abatement
- Ongoing flood mitigation property acquisition
- Continued work with acquisitions/resale of properties for flood control within the City

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	204,103	227,127	238,135	11,008
Supplies & Materials	5,557	6,270	6,280	10
Other Services & Charges	38,951	41,771	41,860	89
Total	248,610	275,168	286,275	11,107
Per Capita	6.73	7.44	7.75	0.30
Per \$1,000,000 Valuation	132.81	139.42	140.03	5.43

2011 Budget Impact Items

- Tax court cases
- Staff time spent on flood mitigation acquisitions paid through state and federal funding sources

2009/2010 Achievements

- Quality assessment ratios for residential, commercial, industrial and apartments
- Mass appraisal of 2100 parcels and approximately 500 additional parcels impacted by completed building permits
- Review/revalue Highway 10 and Highway 75 corridors
- Revalue exempt properties for 2010 Exempt Abstract
- Managed and coordinated over \$15 million of flood mitigation property acquisitions
- Completed acquisitions and relocations for the 20/21 Street Grade Separation

Community Services Department

Development Services Division

Planning & Zoning

Program Description

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

2011 Goals and Objectives

- Utilize newly adopted plans to coordinate expansion and development
- Draft a new Mixed Use district for the major east-west corridors (Main, Center and 1st Avenues)
- Facilitate sale and redevelopment of the old Halliday Motel site
- Conclude Alternative Urban Areawide Review for South and East growth areas
- 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
- Zoning Enforcement

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	93,773	107,442	110,485	3,043
Supplies & Materials	8,278	21,862	21,870	8
Other Services & Charges	11,691	29,916	29,950	34
Total	113,742	159,220	162,305	3,085
Per Capita	3.08	4.31	4.39	0.08
Per \$1,000,000 Valuation	60.76	80.67	79.39	1.51

2011 Budget Impact Items

- The role of growth will affect revenues and expenses in a similar manner

2009/2010 Achievements

- Completed 2009 Update to the 2004 Comprehensive Plan
- Old Halliday Motel site open house, survey and Request for Proposals
- Wrapped up 2010 Census efforts
- Active Living by Design, \$30,000 from Blue Cross Blue Shield
- Implement new Minor Subdivision process for Oakport property splits for the Oakport dike project

Community Services Department

Development Services Division

Community Development

Program Description

Resource for general administration of the Community Services Department.

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	43,685	59,221	61,345	2,124
Supplies & Materials	4,366	4,180	4,180	
Other Services & Charges	291,634	31,845	34,070	2,225
Total	339,685	95,246	99,595	4,349
Per Capita	9.19	2.58	2.69	0.12
Per \$1,000,000 Valuation	181.47	48.26	48.71	2.13

2011 Budget Impact Items

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

2009/2010 Achievements

- Coordination of the divisions within the Community Services Department
- Coordination of external professional services
- Coordination of the Community Services Department with other departments

Community Services Department

Development Services Division

Building Codes

Program Description

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

2011 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	310,239	318,871	332,480	13,609
Supplies & Materials	5,849	13,825	13,830	5
Other Services & Charges	77,333	78,582	78,820	238
Total	393,420	411,278	425,130	13,852
Per Capita	10.64	11.13	11.50	0.37
Per \$1,000,000 Valuation	210.18	208.38	207.94	6.78

2011 Budget Impact Items

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

2009/2010 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.

2011 Goals and Objectives

- Support entrepreneurship and expand local businesses.
- Encourage businesses to locate in Moorhead.
- Continue focusing on downtown redevelopment on 1st 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 Halliday Motel site and central city corridor.
- Implementation of the Strategic Entrepreneurial Economic Development (SEED) Initiative for qualified businesses

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	179,276	202,495	210,540	8,045
Supplies & Materials	3,971	4,798	4,800	2
Other Services & Charges	41,731	32,567	31,960	(607)
Debt Service	4,895	13,000		(13,000)
Total	229,873	252,860	247,300	(5,560)
Per Capita	6.22	6.84	6.69	(0.15)
Per \$1,000,000 Valuation	122.80	128.12	120.96	(2.72)

2011 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

2009/2010 Achievements

- Receive DEED cleanup grant (\$157,962) for 904 Center Avenue (Muscatell) for possible redevelopment of multi-family housing
- Property tax exemption approved for Innovis Health / Essentia and 99 Bottles.
- 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 20th Street and Main Avenue. The first phase, consisting of demolition of existing buildings and the expansion of Ray's Marine, is nearly complete.
- 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

Community Services Department

Development Services Division

Economic Development Authority

Program Description

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

2011 Goals and Objectives

- Strategic property acquisition for the purpose of contamination cleanup and redevelopment
- Recruit primary sector industries through local and state incentives.
- Continue to develop relationship with Greater Fargo Moorhead Economic Development Corporation
- Continue marketing efforts to promote industrial development of the Moorhead Business Park

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Other Services & Charges	9,535	103,330	30,000	(73,330)
Capital Outlay			215,000	215,000
Debt Service		126,670		(126,670)
Total	9,535	230,000	245,000	15,000
Per Capita	0.26	6.22	6.63	0.41
Per \$1,000,000 Valuation	5.09	116.53	119.84	7.34

2011 Budget Impact Items

- Local match for grants
- Property acquisition

2009/2010 Achievements

- 1st Ave N Gateway Redevelopment Project - 2010
 - Acquired Hedgemasters (1725 1 Ave N) and Aggregate Industries (1515 1 Ave N)
 - Received MPCA "No Associate Determination". Demolition to begin in Spring 2011.
 - Began process of establishing a tax increment financing (TIF) district
- Phase I of the MSUM Wetlab project funded jointly by EDA Capital and DEED Grant, is near completion
- Partnership with Greater Moorhead Development to jointly fund a Business Liaison Position

Community Services Department

Development Services Division

Municipal Airport

Program Description

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

2011 Goals and Objectives

- Construct a new public t-hangar and related pavement expansion. Request FAA Non-Primary Entitlement funds for the projects
- Explore additional options to reduce budget
- Zoning Ordinance and mapping revisions
- Private construction of two or more private hangars

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Supplies & Materials	4,811	6,410	106,210	99,800
Other Services & Charges	289,221	123,679	82,010	(41,669)
Total	294,032	130,089	188,220	58,131
Per Capita	7.95	3.52	5.09	1.57
Per \$1,000,000 Valuation	157.08	65.91	92.06	28.43

2011 Budget Impact Items

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

2009/2010 Achievements

- Requested and Received FAA Grant Funds to purchase t-hangar lease
- Reduction of general fund transfer to airport operating budget

Community Services Department

Development Services Division

Mass Transit

Program Description

Mass Transit provides public transportation in Moorhead with coordination into Fargo through fixed routes, paratransit service for persons with disabilities and senior ride.

2011 Goals and Objectives

- Update five-year transit development plan (joint with Fargo) through the F-M Metropolitan Council of Governments
- Operate new automatic vehicle locations system at Ground Transportation Center (GTC) and Marriott transfer sites.
- Complete college shelter improvements at MSUM and Concordia.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	130,463	135,511	140,290	4,779
Supplies & Materials	305	850	1,980	1,130
Other Services & Charges	1,503,265	1,780,661	1,807,624	26,963
Capital Outlay	343,908		72,800	72,800
Total	1,977,941	1,917,022	2,022,694	105,672
Per Capita	53.51	51.86	54.72	2.86
Per \$1,000,000 Valuation	1,056.67	971.30	989.36	51.69

2011 Budget Impact Items

- New three-year contract for driver services with First Transit, including 3% increase in wages and improved healthcare benefits.
- Local share match for federal grant to update five-year transit development plan through the F-M Metropolitan Council of Governments
- Purchase of Paratransit replacement bus

2010 Achievements

- Increased passenger fare for Metro Senior Ride
- Continued purchase of capital equipment utilizing Federal ARRA funding (new 35' transit coach, fare boxes, new shelters, shop truck and technology improvements); installed new fareboxes and fare media
- Requested proposals for new driver services contract jointly with the City of Fargo
- Created FM Ridesource Directory and Train and Trainer Program
- Completed Transit Marketing Plan (joint with Fargo) through F-M Metropolitan Council of Governments

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.

2011 Goals and Objectives

- Construction continues on the Gooseberry Park Large Shelter, Log Cabin Folk Arts Center, Woodlawn Park improvements and flood protection at the Hjemkomst Center
- Park improvements at Voll and Angelas Parks
- Maintain and improve existing park facilities and programming

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	518,949	536,449	574,590	38,141
Supplies & Materials	71,842	71,662	72,160	498
Other Services & Charges	250,447	269,993	202,790	(67,203)
Transfer to Funds	766,085	792,647	664,996	(127,651)
Total	1,607,323	1,670,751	1,514,536	(156,215)
Per Capita	43.49	45.20	40.98	(4.23)
Per \$1,000,000 Valuation	858.68	846.52	740.80	(76.41)

2011 Budget Impact Items

- Increased utilities costs
- Funding of capital projects in existing parks
- Moorhead Municipal Pool is aging and a mechanical failure would significantly impact the budget
- Construction projects would come in on budget

2009/2010 Achievements

- Miracle Field construction is complete
- Andrew Nelson Memorial Track is complete
- MB Johnson Park Phase I construction is complete
- Centennial Athletic Complex renovations complete

Community Services Department

Parks & Recreation Division

Hjemkomst Center

Program Description

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

2011 Goals and Objectives

- Maintenance costs remain level
- Rent the gallery space vacated as a result of the Clay County Historical Society (CCHS) and Heritage Hjemkomst Interpretive Center (HHIC)

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	130,537	139,030	148,195	9,165
Supplies & Materials	19,431	21,511	21,520	9
Other Services & Charges	246,937	257,853	259,381	1,528
To Reserves		20,000	20,000	
Total	396,905	438,394	449,096	10,702
Per Capita	10.74	11.86	12.15	0.29
Per \$1,000,000 Valuation	212.04	222.12	219.67	5.23

2011 Budget Impact Items

- Merger of HHIC and CCHS into HCSCC has left vacant space on the lower level available for lease and the Nordic Culture Clubs has rented office space but the gallery remains vacant and available for rent
- 2010 flood protection work is behind schedule and will adversely affect the grounds during the spring and summer of 2011 causing a reduction events and revenues
- Possible equipment failure not covered by full service contracts

2009/2010 Achievements

- Lease negotiated with a newly merged HCSCC formerly known as Clay County Historical Society and Heritage Hjemkomst Interpretive Center
- Held a multitude of cultural events including but not limited to: Pangea, Celtic Festival, Scandinavian Festival and an authentic Nordic Viking Celebration
- Americans Recovery and Reinvestment Act lighting project was completed and energy use is being monitored for savings
- Additional flood protection for the Hjemkomst Center
- 1984 flat roof replaced
- Large air conditioning unit (chiller) was replaced

Community Services Department

Parks & Recreation Division

Comstock House

Program Description

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

2011 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
- Provide grants for busing and admission fees through the Robert Loeffler Fund
- Increase educational opportunities and programs with continued community outreach

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	8,780	7,050	7,095	45
Supplies & Materials	4,286	2,000	2,000	
Other Services & Charges	23,700	27,500	27,455	(45)
Total	36,765	36,550	36,550	
Per Capita	0.99	0.99	0.99	-
Per \$1,000,000 Valuation	19.64	18.52	17.88	-

2011 Budget Impact Items

- Increasing operating costs yet the budget received from the State Historical Society remains flat
- Increase group tours and events (by contract, this revenue stays with the house and can be used to augment budget)
- Maintain the budget to stay within the funds allotted by the State Historical Society and admission revenue.

2009/2010 Achievements

- Re-organization of the Friends Group into an educational and fundraising entity has proved successful
- The renovations to the Ice House and roofing projects of the main structure are completed.
- Donation from Robert Loeffler was set up to provide transportation and admission assistance to school groups.
- Friends Group provided a narrated video tour of the house and the artifacts to assist with community outreach, handicapped accessibility and tours to senior living facilities

Community Services Department

Parks & Recreation Division

Golf Course Operations

Program Description

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

2011 Goals and Objectives

- Target green fee rounds to 28,000 annually at each course
- Retain season pass members gained in 2009 due to the flood affecting Fargo courses
- Pricing must stay competitive in this regional market, so as not to lose patrons to other area courses
- Sell advertising spots on Global Positioning System at The Meadows

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	185,482	181,029	184,020	2,991
Supplies & Materials	15,698	19,590	19,590	
Other Services & Charges	386,974	270,999	273,160	2,161
Debt Service	200,110	370,450	369,550	(900)
Total	788,265	842,068	846,320	4,252
Per Capita	21.33	22.78	22.90	0.12
Per \$1,000,000 Valuation	421.11	426.65	413.96	2.08

2011 Budget Impact Items

- Increased food and beverage sales at both courses
- Advertising sales of Global Positioning Unit
- Increase / maintain season pass membership in this economic climate
- Inclement weather and Fargo flooding significantly impacts revenues

2009/2010 Achievements

- New "on-course" restrooms installed on both Village Green and The Meadows Golf Courses
- Customer Survey responses for all tournaments were received and remain very positive.
- New Yamaha golf cars received and GPS installed on each.

Community Services Department

Parks & Recreation Division

Sports Center

Program Description

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

2011 Goals and Objectives

- Assist Moorhead Youth Hockey in hosting Hockey Day in Minnesota in February
- Maintain existing contracts with tenants
- Increase advertising sales on the Zamboni and dasher boards
- Rework contracts with tenants to limit summer ice on North Arena from July - September

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	226,314	229,885	248,200	18,315
Supplies & Materials	68,340	68,870	68,870	
Other Services & Charges	619,191	274,400	277,390	2,990
Debt Service	9,041	57,035	54,600	(2,435)
Total	922,886	630,190	649,060	18,870
Per Capita	24.97	17.05	17.56	0.51
Per \$1,000,000 Valuation	493.03	319.30	317.47	9.23

2011 Budget Impact Items

- Utilities/motor fuel cost increases
- Scoreboard remains operational
- Receiving full payment for the U18 World Hockey Tournament
- Restructure contracts with summer ice users due to humidity concerns
- Discontinue use of North Arena from July – September
- New regulations being considered for air quality standards within indoor ice arenas, which could result additional equipment to monitor and/or purify air

2009/2010 Achievements

- Increased advertising sales of dasher boards
- Hosted a National Educational Program (S.T.A.R.) on ice maintenance and painting technology
- Installed and monitoring new energy efficient lighting through the Department of Energy/American Recovery and Reinvestment Act grant program.
- Employee on State committee for the Minnesota Department of Health to recommend air quality standards within indoor ice arenas

Community Services Department

Neighborhood Services Division

Neighborhood Services

Program Description

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

2011 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 2011
- 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	121,621	144,339	154,250	9,911
Supplies & Materials	667	2,260	2,270	10
Other Services & Charges	47,776	30,421	29,350	(1,071)
Total	170,065	177,020	185,870	8,850
Per Capita	4.60	4.79	5.03	0.24
Per \$1,000,000 Valuation	90.85	89.69	90.91	4.33

2011 Budget Impact Items

- Financing electronic data system development and purchasing mobile technology.

2009/2010 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 large scale abatement action at Trash Depot (removed more than 4500 tons of tire shreds reused as landfill leachate lining) and several long-term code compliance repair plans with private property owners

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.

2011 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. 2011 is Year Two of Five-Year Consolidated Plan.

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	93,198	130,917	137,755	6,838
Supplies & Materials	271	832	840	8
Other Services & Charges	504,495	581,085	574,715	(6,370)
Total	597,964	712,834	713,310	476
Per Capita	16.18	19.29	19.30	0.01
Per \$1,000,000 Valuation	319.45	361.17	348.90	0.23

2011 Budget Impact Items

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

2009/2010 Achievements

- Nine homes owned by lower income households were renovated in 2009.
- Financed acquisition of a building lot for Habitat for Humanity homes. Construction resources and volunteers will be provided by other funders.
- Provided deferred loan to eligible family receiving home moved from Extreme Makeover: Home Edition. Donated site improvements made lot feasible for affordable housing.
- Provided deferred loan to eligible family to demolish a foreclosed, blighted house to facilitate relocation of a flood-displaced house.
- CDBG ARRA funds of \$76,374 invested in land acquisition for Gateway Gardens, a 24-unit permanent supportive housing project developed by Clay County HRA which opened in October 2010.
- Funded and facilitated homebuyer and tenant education for more than 1,000 households.
- Implemented Opportunities Under Transit, transportation vouchers for job training.

Community Services Department

Neighborhood Services Division

Rental Registration & Inspection

Program Description

This program requires that all rental properties are registered and inspected. Currently, there are 1,323 registered properties containing 5,776 individual units.

2011 Goals and Objectives

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

Budget Category	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	76,801	92,625	97,955	5,330
Supplies & Materials	6,182	8,395	8,400	5
Other Services & Charges	12,111	38,068	28,855	(9,213)
Capital Outlay	27,788			
Total	122,881	139,088	135,210	(3,878)
Per Capita	3.32	3.76	3.66	(0.10)
Per \$1,000,000 Valuation	65.65	70.47	66.14	(1.90)

2011 Budget Impact Items

- Program is fully supported by fee revenue. Rates held steady in 2010 and 2011 after four years of reduced fees/cost of service.

2009/2010 Achievements

- Registered rental property increased by 225 units (4%) over 2009 level.
- Completed conversion of historic inspection records to electronic format and instituted paperless file storage system for current inspection records.
- Created on-line rental registration renewal system allowing property owners to register and pay fees electronically.

Community Services Department

Neighborhood Services Division

Environmental Health

Program Description

Environmental Health compliance is enforced by a registered sanitarian who monitors food safety and state health regulations. These inspections are conducted in all commercial establishments that handle food. This Environmental Health Practitioner 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.

2011 Goals and Objectives

- Hire 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	2009 Actual	2010 Budget	2011 Budget	\$ Increase (Decrease)
Wages & Benefits	56,927	84,295	90,690	6,395
Supplies & Materials	812	1,951	1,960	9
Other Services & Charges	9,090	9,711	9,760	49
Total	66,830	95,957	102,410	6,453
Per Capita	1.81	2.60	2.77	0.17
Per \$1,000,000 Valuation	35.70	48.62	50.09	3.16

2011 Budget Impact Items

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

2009/2010 Achievements

- Updated City Code Title 3 and entered into new Delegated Authority Agreement with Minnesota Department of Health.
- Entered into formal Mutual Aid Agreement with Clay County for emergency and supplemental services.
- Conducted plan reviews resulting in the licensure of eight new commercial kitchens/restaurants. Complete: Dairy Queen South, Thai Orchid, Buffalo Wild Wings, Virgo's Pizza. Anticipated 2011 opening: Island Fusion, The Garage Bar, First Congregational United Church of Christ kitchen, Nick's Pizza.

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**SUPPLEMENTARY
INFORMATION**

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Demographic Information

Population:

Moorhead Population 2000 (U.S. Census).....	32,177
Moorhead Population (2009 MN Census Estimate)....	36,962
Fargo-Moorhead SMSA Population 2000.....	174,367

Age Distribution:
(2000 Census)

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

Racial Distribution:
(2000 Census)

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

** Not a race, but an ethnic group*

Households:
(2000 Census)

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

Gender:
(2000 Census)

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

Principal Taxpayers

TAXPAYER	TYPE OF PROPERTY	TAX CAPACITY	PERCENTAGE OF TAXABLE TAX CAPACITY OF \$22,066,207
American Crystal Sugar	Sugar Processing	623,600	2.83%
Busch Agricultural Resources, Inc.	Malting Plant	385,513	1.75%
Menard Inc.	Retail	318,590	1.44%
Easten LLC	Shopping Mall	222,546	1.01%
Moorhead Hospitality	Hotel & Conference Center	169,250	0.77%
Moorhead Holiday Associates	Strip Mall	154,858	0.70%
Sterling Development Group Four	Commercial	146,197	0.66%
Moorhead Center Mall LLP	Shopping Mall	134,894	0.61%
Proffutt Ltd Partnership	Apartments	134,437	0.61%
Eventide Lutheran Home	Nursing Home	115,202	0.52%
Total Tax Capacity of Principal Taxpayers		<u>\$ 2,405,087</u>	<u>10.38%</u>

Miscellaneous Statistical Information

Date of Incorporation February 24, 1881

First Charter Adopted 1900

Date Present Charter Adopted September 14, 1983

Form of Government Council-Manager

Area in Square Miles:

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
2009	19.74

Miles of City Streets:

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
2009	208.35

Miles of Sewers:

Storm	125.70
Sanitary	154.96
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) 249.03

Acronyms

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
GFMEDC.....	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

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
LiDAR	Light Detection and Ranging
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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

CSD – Community Services Department

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

Glossary

OPS – Operations Department

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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