



City of Moorhead, Minnesota
2008 Operating & Capital Budget



Connecting our Community

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Guide for Readers

The Fiscal Year 2008 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, 2008 through December 31, 2008. 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, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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City of Moorhead, Minnesota

INTRODUCTORY SECTION

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Introduction

The City of Moorhead, incorporated in 1881, is situated in the heart of the Red River Valley, 250 miles northwest of Minneapolis. It is the county seat of Clay County and a community rich in history, tradition and diversity. While Moorhead is part of a growing metropolitan region, it is distinct because of its liberal arts based college atmosphere, quality educational system, plentiful parks and strong, diverse neighborhoods. The city is approximately 17.74 square miles and has a population of 32,177 per the 2000 U.S. census.



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

City Council



DAN BOHMER
WARD 1



NANCY OTTO
WARD 1



HONORABLE
MARK VOXLAND
MAYOR



JOHN ROWELL
WARD 2



DIANE WRAY WILLIAMS
WARD 2



LAURI WINTERFELDT-
SHANKS
WARD 3



DAN HUNT
WARD 3

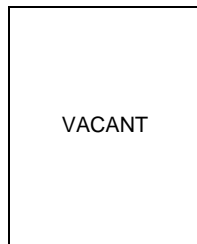


MARK HINTERMEYER
WARD 4



GREG LEMKE
WARD 4

City Administration



VACANT
CITY MANAGER



MICHAEL REDLINGER
ASSISTANT CITY MANAGER

JOEL HEWITT
FIRE CHIEF

CHAD MARTIN
OPERATION DEPARTMENT
DIRECTOR

SCOTT HUTCHINS
COMMUNITY SERVICES
DIRECTOR

DAVID EBINGER
POLICE CHIEF

BRIAN NEUGEBAUER
CITY ATTORNEY

ROBERT ZIMMERMAN
CITY ENGINEER

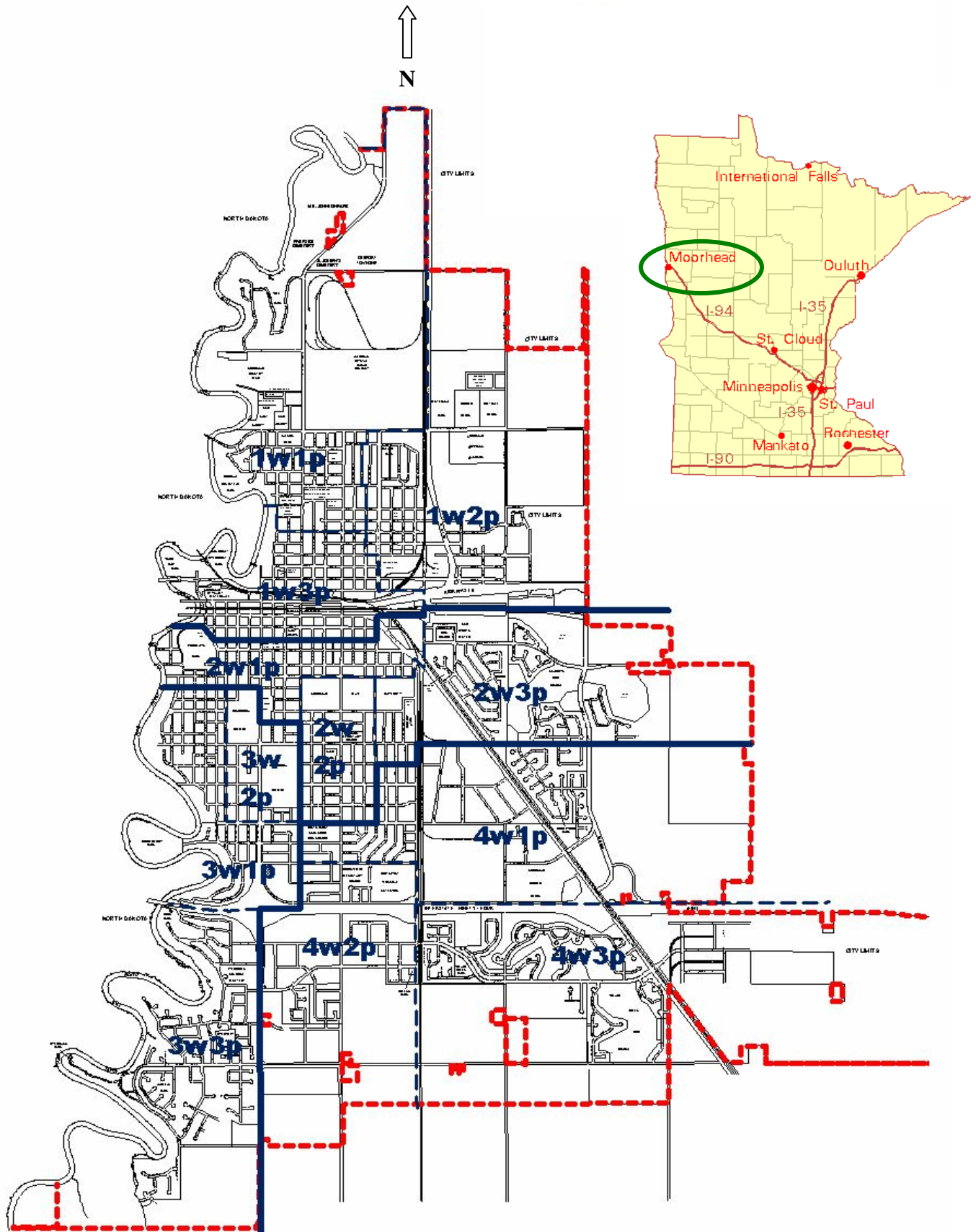
KAYE BUCHHOLZ
CITY CLERK

HARLYN AULT
FINANCE DIRECTOR

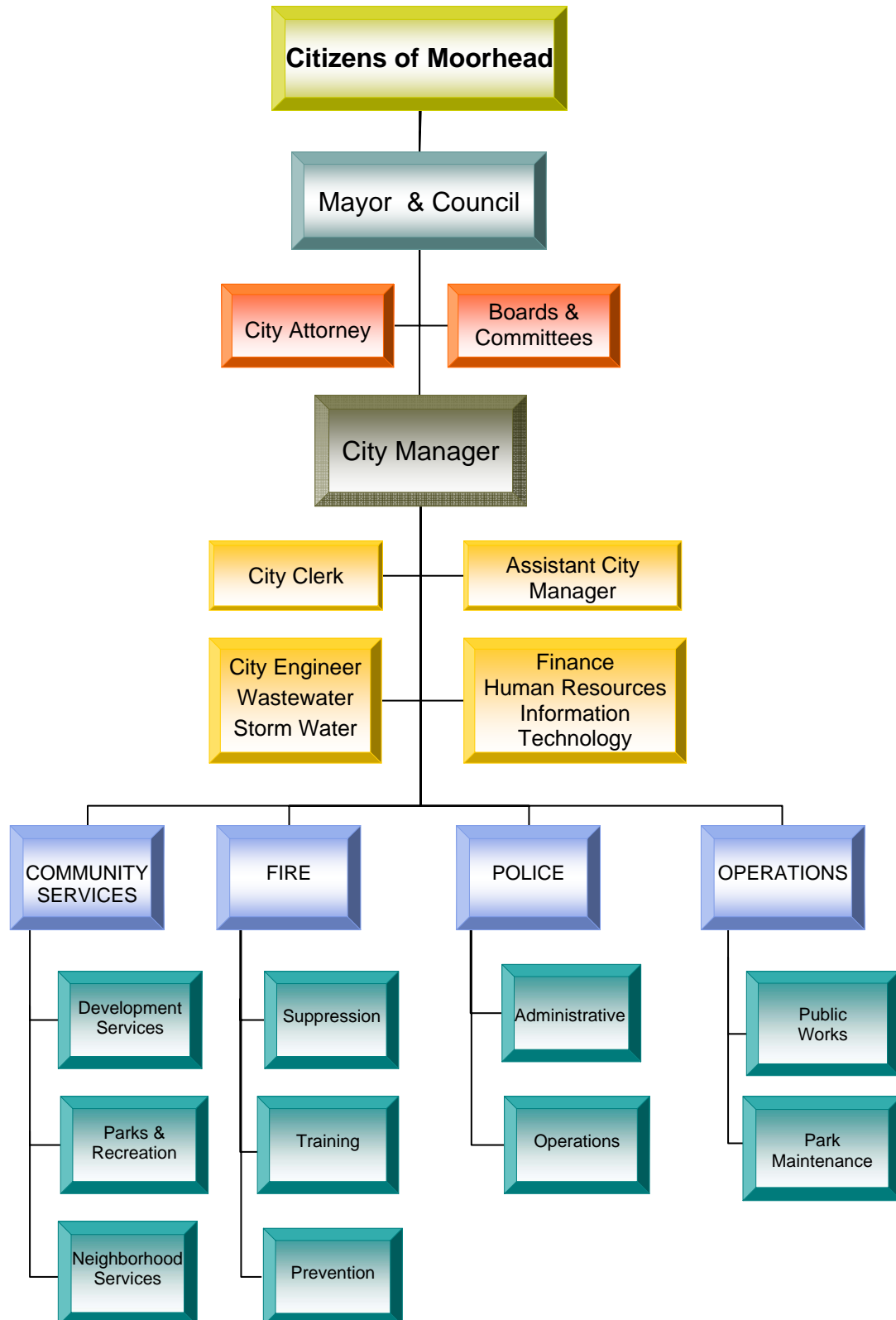
JEAN THOMPSON
HUMAN RESOURCES

DON REDDEN
INFORMATION TECHNOLOGY

Map of Moorhead, MN



Organization Chart





City of Moorhead, Minnesota

OVERVIEW & SUMMARY

Budget Message

December 10, 2007

Honorable Mayor and City Council
Moorhead, Minnesota

Dear Mayor 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 Operating and Capital Budget of \$58,397,542 for the fiscal year commencing on January 1, 2008 and ending on December 31, 2008. This budget format is intended to communicate to the Mayor and City Council and 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 main directives and goals of the different departments and business units of the City.

This year's budgeting theme is one of "**Connecting our Community**," especially as it relates to what the City and citizens of Moorhead hold as important, the relationships and connectedness that makes this a truly quality community. For example, significant emphasis is placed in the 2008 Budget on issues relating to quality of life; from improving public safety activities to investing in key community assets, such as continuing park equipment replacement and new park fit-up to less dramatic but equally important projects to maintain city streets, parks and utility infrastructure.

Significant emphasis is also placed in the 2008 Budget on continued promotion of Moorhead as a quality location in which to reside, raise and educate a family, to work and locate one's business, and to play and enjoy the abundant opportunities afforded throughout the Red River Valley. Despite significant and ongoing reductions in support from our federal and state partners, economic, community and neighborhood development and redevelopment efforts continue to receive strong budgetary support in 2008, with a special focus on planned expansion in municipal activities designed to meet the needs of a diversifying community, not only in terms of population growth and demographic changes, but also in geographic area and services provided.

The City of Moorhead employs a *target-based* budgeting strategy. As such, the 2008 budgeting process was initiated in early 2007 by the City Council's assessment of 2006 accomplishments, review of desired 2007 objectives, and reaffirmation of current strategic priorities for 2008. Under the City's *target-based* budgeting strategy, the budgeting process is comprised of three significant efforts. First, review, modification and ratification by the decision-making body of a *Preliminary Budget*, which was approved September 15th, 2007, and then a *Final Budget*, to be approved by December 31st, 2007. Second, implementation of the approved Budget through utilization of annual Work Plans and including periodic review and adjustment by the Mayor and City Council. Third, subsequent evaluation as to the success and effectiveness of the budgeting effort, including through formal audits and Council assessments.

The Mayor and City Council's affirmation of 2008 strategic priorities was followed by the juxtaposition of these against projected available resources and anticipated expenditures, resulting in the distribution of budgeting targets and directives to business units, designed to guide each entity through the initial budgeting process. Emphasis was placed upon keeping to a 3% increase over the previous year for non-personnel related expenses and 3.5% for personnel-related expenses, with rising health care costs explaining the 0.5% deviation. Policies limiting personnel costs and capital outlay dictated that no additional requests would be included in the base budget, but rather would be prioritized and considered separately, as *supplemental budget requests*, by the City Manager and then the City Council as part of the generation of the 2008 Budget. Of note: These instructions were imposed across the board to all funds, not just to the tax supported funds that have the greatest impact on City residents and businesses.

Budget Message

The City's departments and other business units have worked diligently to recommend a feasible and affordable plan of action for 2008, designed to provide an array of quality municipal services throughout the upcoming year. Periodic discussions with the Mayor and City Council during summer 2007 ensure that the final 2008 Budget is aligned with the collective will and direction of the decision-making body.

The City's 2008 Budget includes the Governmental Funds budget (General, Special Revenue, Debt Service, and Capital Projects), covering the major operating departments and functions of the City that rely to some extent on property tax revenues (i.e. police, fire, building codes, parks, engineering, street maintenance, economic development and City administrative programs). The 2008 Budget also includes the City's Enterprise Funds, those funds that are supported by user fees and charges such as Waste Water Treatment, Storm Water, Sanitation, Pest Control, Forestry, Golf Course, Sports Center, and Airport. In addition, the 2008 Budget includes the City's Information Technology, Vehicle, and Radio Internal Service funds. The 2007 budget was the final budget year for the City's two agency funds, Armory and Moorhead Community Access Television (MCAT).

2008 Budget Summary

The City of Moorhead's 2008 Operating & Capital Budget totals \$58,397,542, a projected increase of \$3,994,007 over the previous year, due in large part to significant debt service and special assessment activity generated by recent public and private infrastructure improvements. When looking specifically at the General Fund and Special Revenue Funds, the 2008 budget reflects an increase of \$1,158,638 (4.7%) from 2007 levels. Major justification for this increase in both revenues and expenditures are as follows:

Projected Revenues

- Anticipated receipt of major state and federal grants for capital expenditures of the City, including for Moorhead Municipal Airport and Moorhead Transit;
- A \$134,413 decrease in Local Government Aid (LGA) allocation from the State of Minnesota;
- An increase of \$234,043 in the City's General Fund Tax Levy, as well as \$571,257 for coverage of debt service and special assessments associated with infrastructure investments, estimated to result in a modest increase in the effective Tax Rate for taxes payable in 2008; and
- Modest fee increases in Forestry, Storm Water, and in some Parks and Recreation programs, including green fees.

Projected Expenditures

- Increased operating expenditures of 3%, plus significant supplemental support for fuel and consumable costs, a citywide 3.5% for employee wages, health care and merit pay, as well as an increased mandated contributions to Public Employees Retirement Association (PERA);
- Full-Time Equivalent (FTE) staffing increases include 3 police officers and a 3/4 time office specialist in the Finance Division, as well as fully funding 3 firefighters which are included in the staffing level but were previously contingent upon award of a SAFER grant; and
- \$3,065,129 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.

Budget Message

Challenges for the 2008 Budget

Preparation of the 2008 Operating and Capital Budget has been significantly impacted by a series of challenges. In preparation of the 2008 Budget, many of the impacts emanating from these challenges remain projected, at best, and in some cases potentially understated if conditions continue to worsen. Among these are the following:

- ❖ **State and Federal Actions** – The recently completed state Legislative Session was not a good one for Minnesota cities and towns, though some individual positive outcomes were also evident. Among the key decisions that will affect the 2008 Fiscal Year:
 - **Transportation Funding** – Despite passage of the Motor Vehicle State Tax Constitution Amendment in November 2006, the Minnesota Legislature failed to enact a comprehensive transportation funding bill, opting instead for a “lights on” bill to continue transportation funding at 2007 levels. Similarly, additional federal funding for transportation remains in effective gridlock as well. As a result, Minnesota cities and counties face increasing pressure to undertake locally those street and road maintenance and improvement projects once funded via state dollars.
 - **Local Government Aid** – Despite significant efforts on both sides of the aisle and in both houses of the legislature, and recognition by everyone that the program is under-funded, the State’s Local Government Aid (LGA) program received no additional LGA for 2008-09. The City’s 2008 LGA allocation of \$7,698,569 is significantly less than its 2002 allocation of \$8,241,938, notwithstanding significant annual inflationary pressures and continued limitations in accessing additional revenues through property tax increases or fee collections.
 - **Economic Development** – The 2007 Legislative Session saw several promising ideas that failed to come to fruition as law. Among these were the Capital Improvements (Bonding) Bill and the Tax Bill, which included re-appropriations for the Border Cities program. The impact of these decisions on Moorhead’s 2008 activities is unclear at this time.
- ❖ **Community Growth and Development** – The 2008 Operating and Capital Budget reflects the City’s plans and efforts to address a continued and heightened demand for municipal services, based in large part upon significant community growth and development, as well as an evolving definition of “essential services.”
 - **Geographic & Population Changes** – Successful economic development activities have resulted in the City continuing its expansion of both geographic service area and population base. With continued equally strong development activity, similar official population increases can be reasonably expected to be confirmed for 2007.
 - **Programmatic Changes** – National economic conditions and local opportunities have converged to present additional challenges to Moorhead’s normal array of municipal services. Among these are increasing interest in more urbanization (via rezoning and more dense developments), increases in new construction and rental housing activity (and resulting permitting/registration, inspections, compliance issues, etc.), and greater need for infrastructure expansion and maintenance. Interest also remains high in increasing the City’s role in the re-definition and provision of affordable housing, addressing private property maintenance and upkeep issues and disputes, and establishing local standards for wages and access to public funds and programs.

Budget Message

- **Demographic Changes** – As Moorhead continues to grow and develop, its per capita income, job creation, and tax base continues to rise concomitantly. However, remaining and resulting challenges exist for certain members of our community not directly experiencing or participating in these improvements; thereby dictating a periodic re-evaluation of available and/or desirable municipal responses and activities. Among the communities experiencing significant challenges are the elderly (especially those on limited incomes), youth in general and younger, economically disadvantaged youth, in particular, and certain distressed populations once served by State and Federal programs that no longer exist or are no longer receiving needed levels of financial or programmatic support.

- ❖ **Employee Salary and Compensation** – Negotiations were completed with the remaining two of the City's six bargaining and negotiating units regarding Labor Agreements for 2006 through 2008 (2007 for one unit). In addition, the City saw 2006 as the first year wherein employees were recognized for continued satisfactory performance and, in some cases, for outstanding performance. For the purposes of the 2008 Budget, a 3% economic package is projected to address adjustments for cost of living and performance pay, as well as continued diversion of an additional 0.5% of employee salaries to cover exploding health care costs. A modest amount of money is set aside in 2008 for continuation of the City's innovative incentive/merit pay program.

- ❖ **Health Care Costs** – The City's employee-driven, five-year effort to not only contain health care costs, but also improve overall coverage, has met with relative success. While some diminishing coverage changes have occurred, the City has been able to increase its support for family and single+ 1 option. However, 12% premium increase for 2007 and a 10% premium increase for 2008 will again force some significant changes to the City's health care plan and its reserve fund.

- ❖ **Fuel & Other Consumable Costs** – Finally, continued higher fuel costs and the resulting cost increases on all consumables remains a significant consideration for the 2008 budgeting process. While these costs do show some signs of stabilizing, few indications exist that these costs will return to previous levels or not continue to rise over the long-term. As such, the City continues to budget for increases in fuel expenditures in 2008.

2008 Staffing

Primary to the 2008 budget is the continued provision of necessary staffing in those areas that have a high priority for maintaining the ongoing functions of the City, as well as to address the needs of a growing and expanding community. The goal is to accomplish this while keeping the tax rate increase for the City at a minimum. The following staffing changes have been included in the 2008 budget:

- Provided funding to replace the Federal Government's Staffing for Adequate Fire and Emergency Response (SAFER) Grant to allow for the hire of three additional firefighters.;

- Three new police officers within the Moorhead Police Department including one investigative position, concentrating on electronic and computer internet crimes. Also of note is the City continues to incorporate General Fund funding for two School Resource Officer positions, previously funded with outside federal grant assistance;

- 0.75 FTE for general Office and Staff support within the Finance Division; and

Budget Message

- An internal reorganization of the Engineering Division, following several key personnel-related changes, including a retirement and recent receipt of an Engineering Certification by a City employee.

The 2008 Budget includes adding 3.75 FTE's to the City. Even when only evaluating the City's FTE total, it should be noted that the 2008 FTE staffing of 248.455 remains less than that of 2002 (253.51).

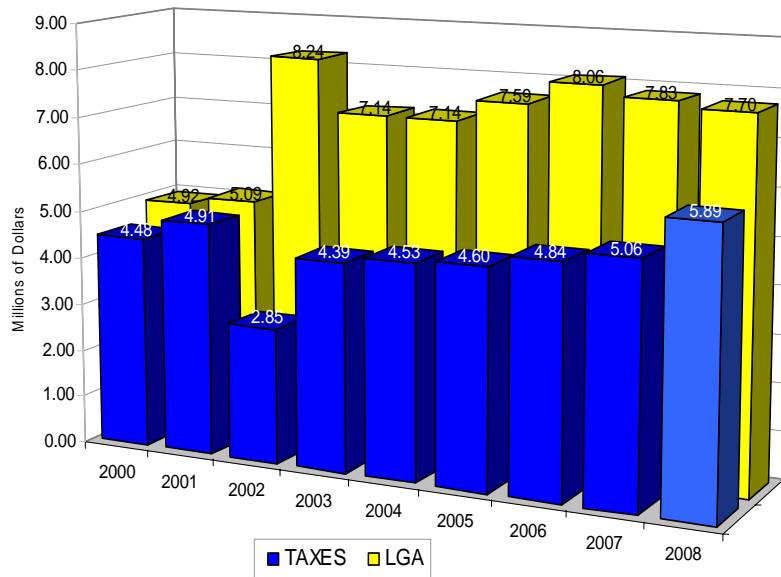
Budget Message

Tax Levy and Local Government Aid

The City Tax Levy to support the 2008 Budget is \$5,891,208, an increase of \$828,925 (16.37%) over 2007. The State of Minnesota’s Department of Revenue has certified the LGA for the City of Moorhead in the amount of \$7,698,569 which is a decrease of \$134,413 (-1.72%) from last year.

The City’s Economic Development Authority (EDA) has a 2008 Budget of \$230,000, which is at the same level as 2007 to be wholly funded by the EDA property tax levy. As a separate taxing jurisdiction, State Statutes authorize the EDA to levy taxes under their Housing & Redevelopment Authority powers, but requires City consent by resolution. Proceeds of the EDA levy will continue to be used to fund marketing and enhanced economic development activities and land acquisition.

The following table and graphic summarize the City Property Tax Levy and Local Government Aid for payable years 2000 thru 2008.



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

* Years in which the State legislature imposed levy limits.

In 2003, the City received special legislation from the State of Minnesota to levy taxes on 3a & 3b property classifications to compensate for the loss of tax increments that resulted from new legislation restructuring the property classification rates. This levy is dedicated to the retirement of debt within tax increment districts and expires in 2011. In 2008, the 3a & 3b levy for tax increments is \$1,089,600.

Budget Message

Property Tax Rate

The 2007 taxable market value for the City reported by the Clay County Auditor is \$1,822,458,100. Using the State's property classification rates, the market value is converted to a tax capacity, which amounts to \$18,154,741. For purposes of projecting the payable 2008 property tax rate, existing market values are estimated to increase about 10% in 2007, resulting in approximately \$1,840,740 in additional tax capacity, which includes a conservative estimate of \$800,000 for tax capacity generated from new construction.

Based upon these figures, the projected tax rate for taxes payable in 2008 is estimated to be 25.789%, a increase of 11.3% from last year's rate of 23.169%. 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 property classification rate of 1%, equals \$1,000 in tax capacity. The tax capacity times the tax rate of 25.789% results in a gross tax of \$258, which is further reduced by Market Value Homestead Credit to a net tax of \$198.

The table below compares the City's annual net property taxes for various residential properties payable 2006 and 2007.

Market Value	2007 Net Tax	Estimated 2008 Net Tax	Increase
\$ 100,000	\$ 178	\$ 198	20
\$ 120,000	\$ 228	\$ 250	22
\$ 130,000	\$ 253	\$ 277	24
\$ 150,000	\$ 303	\$ 332	29
\$ 175,000	\$ 364	\$ 399	35
\$ 200,000	\$ 427	\$ 467	40

Property tax rates for the past five years, as well as the estimated 2008 rate are as follows:

Year	Tax Rate
2003	29.805%
2004	28.731%
2005	26.095%
2006	24.980%
2007	23.169%
Est 2008	25.789%

City's Bond Rating

Moody's Investors Service reaffirmed Moorhead's credit rating of "A2" in 2007, stating that the rating reflects the City's stable economy and growing tax base, healthy financial operations characterized by conservative management and healthy fund balances. The high debt burden is reflecting growth-related capital needs for the City, as well as overlapping jurisdictions.

Budget Message

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

DEBT TO MATURITY

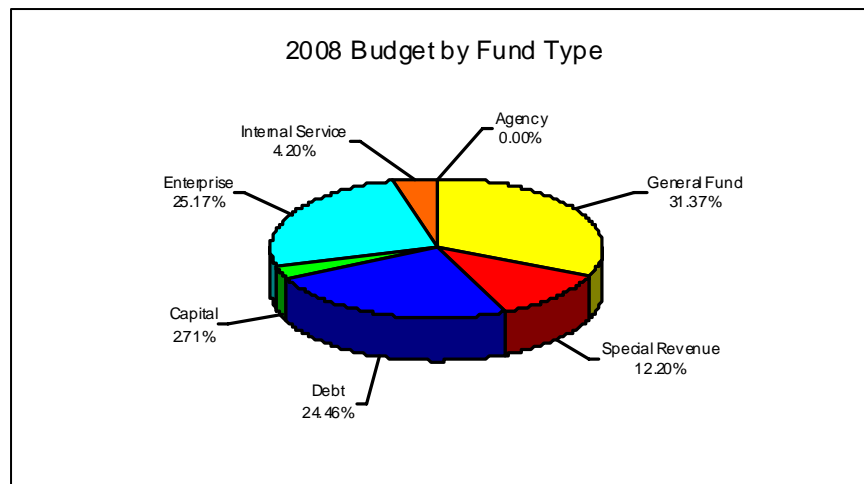
Year ended December 31	Principal	Interest	Total
2007	\$ 6,957,073	\$ 6,857,161	\$ 13,814,234
2008	10,204,005	6,923,563	17,127,568
2009	11,130,867	6,538,602	17,669,469
2010	9,319,196	5,924,048	15,243,244
2011	9,524,707	5,530,392	15,055,099
2012-2016	40,646,400	21,965,339	62,611,739
2017-2021	34,188,301	14,021,339	48,209,640
2022-2026	30,882,584	6,989,768	37,872,352
2027-2031	12,660,000	1,410,583	14,070,583
2032-2033	1,635,000	80,044	1,715,044
	<u>\$167,148,133</u>	<u>\$76,240,838</u>	<u>\$243,388,970</u>

2008 Total Budget

The City of Moorhead budgets activity in Governmental Funds (i.e. General, Special Revenue, Debt Service, Capital Projects), self-supporting Enterprise Funds, Internal Service Funds and Agency Funds. The City's total budget for all funds for 2008 is \$58,397,542, an increase of \$3,994,007 (7.34%) over 2007.

A comparison of the 2008 and 2007 budgets by fund type for the City of Moorhead is as follows:

Fund Type	2007	2008	% Chg
General Fund	17,732,792	18,320,034	3.312%
Special Revenue	6,487,228	7,058,624	8.808%
Debt Service	11,218,062	14,283,191	27.323%
Capital Project	1,600,000	1,582,000	(1.125%)
Enterprise	15,119,431	14,700,166	(2.773%)
Internal Service	2,164,386	2,453,527	13.359%
Agency	81,636	0	(100.000%)
Total	54,403,535	58,397,542	7.341%



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 \$18,320,034 reflects an increase of \$587,242 over the previous year. This is due to a combination of increases in wages & benefits of \$667,793 and operating supplies & other charges of \$274,382 along with a reduction in the amount directed to reserves of \$34,260 transfers of \$268,133 and Capital of \$52,500.

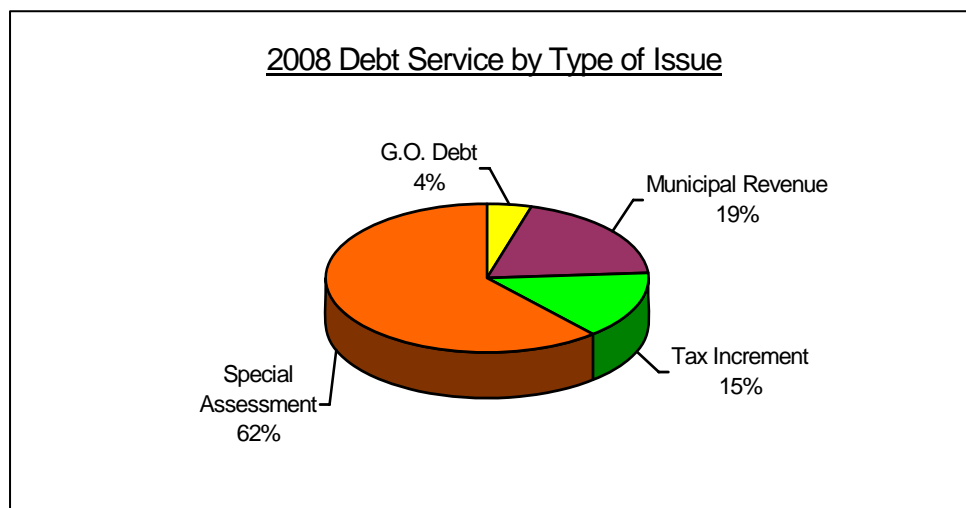
Special Revenue Funds

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 2008 of \$7,058,624 a \$571,396 increase over the previous year. This is due to an increase in transfers of \$114,721, capital of \$47,220 and other services and charges of \$401,664.

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 2008, \$12,265,414 is budgeted for the retirement of bond principal and interest, which is an increase of \$3,830,032 over 2007. Debt requirements for special assessment bonding increased \$2,057,953 over last year. The increasing debt service cost over the past couple of years is primarily due to infrastructure construction for providing services to new developments within the City of Moorhead. Below is a comparison of 2007 and 2008 annual principal and interest requirements.

Type of Issue	2007	2008	Increase (Decrease)
G.O. Debt	\$520,610	\$542,800	\$22,190
G.O. Municipal Revenue	\$672,300	2,370,589	\$1,698,289
G.O. Tax Increment	\$1,777,600	1,829,200	\$51,600
G.O. Special Assessment	\$5,464,872	7,522,825	\$2,057,953
Total	\$8,435,382	\$12,265,414	\$3,830,032



Budget Message

Capital Project Funds

Within the Capital Projects funds, 2008 expenditures are budgeted at \$1,582,000. An itemized list of all projects budgeted in 2008 may be found on page 42.

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 viewed in the Capital Project Fund section of this document found on 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 2008 Storm Water Fund budget includes a rate increase of \$.18 per month for all user fees, which will generate approximately \$50,000. Forestry fees were increased a total of \$.90 per month which will generate \$139,070. This additional revenue will offset the cost of an additional forestry crew and the cost of processing wood grindings. The Golf Course Fund increased green fees \$1.00 per round, which will generate approximately \$35,000.

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 \$123,600 to fund the scheduled replacement of radios other communication system replacements. Major scheduled replacements in the Vehicle fund include \$140,000 for two roughs mower, \$220,000 for two rear-loading garbage trucks and \$135,000 for a street sweeper. The Information Technology fund has \$200,000 budgeted for the scheduled upgrade of the computer network system.

Agency Funds

Agency Funds are comprised of the Moorhead Community Access Television (MCAT) and Armory funds. Beginning in 2008 the City will no longer be reporting the accounting transactions of MCAT as these duties have been turned over to the MCAT agency. The Armory Fund accounted for the collection of taxes for the debt payments on the Armory facility made to the State of Minnesota. The final payment was made in 2007.

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

Respectfully Submitted,



Michael J. Redlinger
Acting City Manager

Goals and Objectives

Mission Statement

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

Goals and Objectives

The City of Moorhead is committed to advance, through implementation of the 2008 Operating and Capital Budget, the following six community and organizational goals:

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

The information contained below is a listing of these Goals and an outline of the specific objectives of the City of Moorhead for the 2008 fiscal and calendar year.

ADVANCE PUBLIC SAFETY	
OBJECTIVES	PERFORMANCE CRITERIA
Work with Minnesota State University Moorhead, Concordia, and Minnesota State Community and Technical College in development of emergency campus response.	<ul style="list-style-type: none"> • Develop joint protocols with Moorhead Fire Department and campus security for response to Hazmat incidents • Help develop a regional pandemic response, which includes the colleges. • Develop an active shooter response for Moorhead Police officers and Red River Valley Special Weapons and Tactics to all three campuses
Continue to review and Update Police Department Operational Procedures	<ul style="list-style-type: none"> • Engage entire Command Staff in review and development • Develop Rules and Regulations which will apply to all police personnel • Develop General Orders which will serve as general procedure and guidelines for all police personnel • Develop Standard Operations Procedures for Patrol, Investigative, and Administration activities
Finalize Animal Control Ordinances	<ul style="list-style-type: none"> • Complete the process of updating Animal Control Ordinances and licensing procedures
Increase Fire Department Staffing	<ul style="list-style-type: none"> • Increasing compliance Occupational Safety and Health Administration (OSHA) standards
Devise Implementation Strategies From The Fire Department's Strategic Plan	<ul style="list-style-type: none"> • Begin planning for future fire service, based upon findings from Strategic Planning Process • Begin evaluation of key organizational assumptions, such as fire department funding, medical assistance, etc. based upon findings from the Strategic Planning Process. Plan completion delayed to July 07.
Implement On-Shift Company Officer Training	<ul style="list-style-type: none"> • Have Company Officer Supervision for each engine, increase staff function with Assistant Chiefs out of the Engine (Delayed in 07 Due to contract negotiations)
Automatic External Defibrillator 's (AED) for Each Fire Department Vehicle	<ul style="list-style-type: none"> • Meet National Fire Protection Association (NFPA) 1710 four-minute response time criteria to deliver and AED to the scene of a heart incident. Done in 07 with Dept receiving Dakota Foundation Grant.
Computerize Field Incidents and Pre-Plans	<ul style="list-style-type: none"> • Increase efficiencies in the field and increase the number of completed pre-plans. To be complete in 08 with acquisition of Mobile Field Software

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 • Seek additional neighborhood investment partnerships (i.e. Neighborhood Impact Program) • Remediate Power Plant and select appropriate use for redevelopment
Continue Residential Recruitment	<ul style="list-style-type: none"> • Market community through public relations (Home Show/Realtor Tours); advertising (image materials, brochures, billboards, housing advertisements); website communication
Enhance Recreation Opportunities	<ul style="list-style-type: none"> • Implement activities identified in the Regional Park Master Plan • Continue improvements within the 120-acre Southside Regional Park, (Phase 2B) and Horizon Shores Regional Park, Horizon Shores and Sports Center • Continue planning and begin to construct Prepare Master Plan for MB Johnson Regional Park • Continue implementation of Trollwood Performing Arts area plans • Increase walking and biking opportunities through fostering connectivity • Relocate River Arts to downtown redevelopment location

IMPROVE TRANSPORTATION & INFRASTRUCTURE	
OBJECTIVES	PERFORMANCE CRITERIA
Implement Rail-related Vehicular Safety Planning and Improvement Projects	<ul style="list-style-type: none"> • Begin construction of the SE Main Ave/20th St/21st St Railroad Grade Separation Project Phase 1 (pending funding availability) • Prepare implementation plan for the 11th St Grade Separation Feasibility Study (phasing, funding)
Undertake Key Road/Street Improvement Projects	<ul style="list-style-type: none"> • Continue construction of the 34th St/I-94 Interchange Project • Complete construction of new minor arterial/collector streets (up to 5.25 miles programmed pending development needs) including 8th Ave N (TH 75 to 34th St) • Complete rehabilitation/reconstruction of 3.1 miles of existing streets • Complete infrastructure improvements to serve Trollwood Performing Arts
Continue Key Road/Street Management and Planning Projects	<ul style="list-style-type: none"> • Continue development of the Pavement Management System • Continue automated pavement condition index ratings (year 3 of 3) • Prepare implementation plan for the TH 75/20th St Corridor Study & Study (project locations, phasing, and funding)
Implement Wastewater Planning and Infrastructure Improvements	<ul style="list-style-type: none"> • Complete construction of the solids improvement project at the Wastewater Treatment Facility (WWTF) • Complete sanitary lift station asset management plan • Monitor MPCA Phosphorus Rule implementation and local impacts
Implement Storm Water Planning, Regulatory Compliance, and Infrastructure Improvements	<ul style="list-style-type: none"> • Implement various best management practices programmed for year 2 of the City's 2006-2011 Stormwater Pollution Prevention Program • Continue implementation of the new rate structure based on impervious surface • Complete storm lift station asset management plan • Continue coordination with regulatory agencies and local jurisdictions on various local and regional Total Maximum Daily Load (TMDL) studies • Develop and implement policy and program changes required by Federal Emergency Management Agency (FEMA) revision and anticipated adoption of a new 100-yr floodplain map • Participate in US Army Corps of Engineers Reconnaissance/Feasibility Studies to evaluate projects to enhance flood protection

Goals and Objectives

IMPROVE HOUSING AND INCREASE AVAILABILITY	
OBJECTIVES	PERFORMANCE CRITERIA
Promote New Housing Development	<ul style="list-style-type: none"> • Install Infrastructure to service new residential lots
Facilitate New Housing Development	<ul style="list-style-type: none"> • Begin analysis of future growth areas beyond current development activity • Complete Alternative Urban Area Review (AUAR) for North Moorhead • Identify and facilitate mixed use redevelopment projects
Facilitate Niche Market Housing Development	<ul style="list-style-type: none"> • Senior housing: recruit additional opportunities for growing market segment • Student housing: seek appropriate alternatives to single family home conversion • High amenity rental housing: expand housing opportunities for seniors and professionals
Facilitate Workforce Housing Development	<ul style="list-style-type: none"> • Continue to work with development partnerships to increase housing 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

PROMOTE ECONOMIC DEVELOPMENT	
OBJECTIVES	PERFORMANCE CRITERIA
Increase Downtown Activity and Private Investment	<ul style="list-style-type: none"> • Complete strategic corridor (gateway) concept planning and determine implementation opportunities • Complete 4th and final phase of current downtown redevelopment project • Examine straightening of 4th Street at Center Avenue to create new development opportunities and improve linkage to Center Mall • Coordinate Center Avenue improvements with Center Mall improvements • Prioritize recommendations contained in Downtown Master Plan Update and begin implementation • Finalize architectural design guidelines • Develop parking management strategy
Advance Quality Business Growth	<ul style="list-style-type: none"> • Implement Bioscience Zone upon completion of guidelines by Minnesota Department of Employment and Economic Development and West Central Minnesota Initiative • Continue to promote JOBZ and Border City programs and opportunities to potential businesses • Advocate to Legislature for new programs and opportunities to support high-tech metropolitan economy • Expand opportunities for smaller lots for light industrial development • Complete central city corridor environmental testing and study/examine redevelopment opportunities
Continue Partnerships with Greater Fargo Moorhead Economic Development Corporation (GFMEDC)	<ul style="list-style-type: none"> • Market joint assets at regional and national level • Cooperate in efforts to transition to high tech economy

Goals and Objectives

FOSTER GOOD GOVERNMENT	
OBJECTIVES	PERFORMANCE CRITERIA
Continue to Improve and Implement Transit Operational Efficiencies	<ul style="list-style-type: none"> • Reduce access to work barriers by increasing Fixed Route Transit Service frequency during the summer • Improve transportation options for senior citizens through the Implementation of a new Metro Senior Ride Service in partnership with the Fargo Senior Commission and City of Dilworth • Increase efficiencies and revenue on the Paratransit System by Implementing the Paratransit Options Analysis recommendations
Continue Metro Administration and Policy Coordination	<ul style="list-style-type: none"> • Complete new Joint Powers Agreement to incorporate existing agreements and cost allocation • Continue efforts to move Metro Area Transit (MAT) Coordinating Board towards Metro Transit Authority
Improve Internal Business Practices	<ul style="list-style-type: none"> • Continue City Council long range strategic planning effort • Continuing to improve City Clerk functions / records automation and tracking • Further develop and expand utilization of Land Development Office and Assessment Office, including rental inspections and property maintenance • Continue to refine City Codes and clarify policies for enforcement
Enhance Strategic Partnerships	<ul style="list-style-type: none"> • Explore implementation opportunities from Metropolitan Council of Governments' (MetroCOG) Workforce Housing Study • Continue efforts to advance regional cooperation in areas of economic development, public safety and regional facilities / amenities • Fully implement Clay County/City workflow tracking system for subdivision approval process

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.

Agency Funds – Agency Funds are used to account for the assets held by the City as a trustee or agent for private organizations or other governments. The Agency Funds formerly budgeted by the City were the Armory Fund and the Moorhead Community Access Television. They were budgeted for record keeping purposes only but beginning in 2008 are no longer agency funds of the City of Moorhead.

Basis of Accounting and Budgeting

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

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

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

Financial Policies

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

Operating Budget

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

Budget Overview

Capital Budget

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

Accounting, Auditing and Financial Reporting

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

Fund Cash Reserve Requirements

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

Investment Policy

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

Long-Term Debt

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

Revenue Estimation

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

Budget Overview

Budget Procedure

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

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

Amending the Budget

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

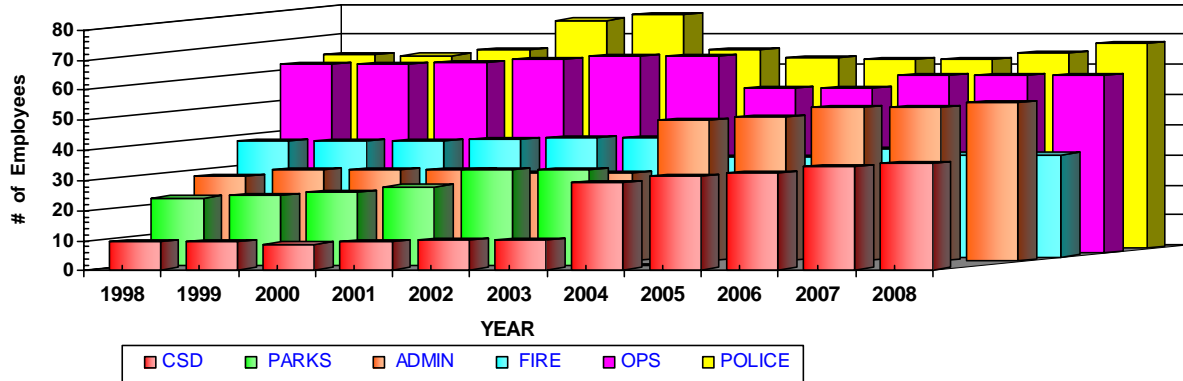
Budget Calendar

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

<u>Time Frame</u>	<u>Responsibility</u>	<u>Action</u>
April - May	Finance Department	Budget Forms distributed to Departments.
June	All Department Directors	Department Budget Preparation
July	City Manager All Department Directors	City Manager Departmental Review
August – Sept 1 st	City Manager	Council reviews budget at Committee of Whole meetings and provides input and adjustments. The City Manager submits Proposed Budget to the City Council by Sept 1 st .
On or Before Sept 15 th	City Council	Adopt Proposed Budget, Tax Levy and sets Truth-in-Taxation hearing dates.
October - November	City Manager Finance Department	Prepare budget presentation for Truth-in-Taxation hearings, if required.
Dec 3rd & Dec 10th	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.

Staffing Level

STAFFING LEVEL HISTORY
FULL TIME EQUIVALENTS (FTE's)



	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
CSD	9.50	9.50	8.50	9.50	10.00	10.00	29.080	31.080	32.080	34.080	35.200
PARKS	22.50	23.50	24.25	26.25	31.83	31.83					
ADMIN	28.25	30.38	30.38	30.38	29.38	29.38	47.000	48.000	51.000	51.000	52.750
FIRE	38.50	38.50	38.50	39.00	39.50	39.50	33.000	33.000	36.000	34.000	34.000
OPERATION	62.75	62.75	63.00	64.00	65.00	65.00	54.380	54.630	58.630	58.630	58.630
POLICE	64.25	64.00	65.75	75.75	77.80	65.80	63.315	62.815	62.815	64.815	67.875
	225.750	228.630	230.380	244.880	253.510	241.510	226.775	229.525	240.525	242.525	248.455

In 2004, the Park Department divisions were reassigned to the Community Services Department (CSD) and the Operations Department (OPS). The Park Recreation division is now a part of CSD and the Park Maintenance functions were assigned to OPS. The following staffing level changes occurred from 2007 to 2008:

Police:

- Added three full time Police Officers

Administration:

- Added 3/4 time Office Specialist
- Added 1 Information Technology Specialist

Community Services:

- Increase part-time Building Inspector from .50 to .60
- Added .60 Appraiser/Data Collector
- Increased Golf Pro from .58 to 1.0

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	<u>2006</u>	<u>2007</u>	<u>2008</u>
<u>CITY WIDE ADMINISTRATION</u>			
<u>City Manager</u>			
City Manager	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
Executive Secretary/Deputy City Clerk	1.00	1.00	1.00
Data Manager	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00
<u>City Clerk</u>			
City Clerk	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00
<u>Finance</u>			
Finance Director	1.00	1.00	1.00
Accountant	2.00	2.00	2.00
Accounting Assistant	1.00	1.00	1.00
Accounts Payable Specialist	1.00	1.00	1.00
Office Specialist			0.75
<u>Human Resources</u>			
Human Resource Director	1.00	1.00	1.00
Human Resource Technician	1.00	1.00	1.00
Payroll Technician	1.00	1.00	1.00
<u>Information Technology</u>			
Information Technology Director	1.00	1.00	1.00
Information Technology Specialist	3.00	3.00	4.00
<u>Engineering</u>			
Director of Public Works			
City Engineer	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00
Assistant to the City Engineer	1.00	1.00	1.00
Civil Engineering I	2.00	2.00	2.00
Senior Engineering Technician	2.00	2.00	2.00
Engineering Technician	3.00	3.00	3.00
Engineering Inspector	2.00	2.00	2.00
Office Specialist	2.00	2.00	2.00

(Continued)

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

	2006	2007	2008
<u>Wastewater Treatment</u>			
Environmental and Regulatory Compliance Director	1.00	1.00	1.00
Process Instrumentation Manager	1.00	1.00	1.00
Process Instrumentation Technician	1.00	1.00	1.00
Civil Engineer I	1.00	1.00	1.00
Maintenance Assistant	4.00	4.00	4.00
Maintenance Mechanic/Foreman	1.00	1.00	1.00
Maintenance Mech/Utility Permit Coord.	1.00	1.00	1.00
Maintenance Mechanic	3.00	3.00	3.00
Facility Operator	2.00	2.00	2.00
Bio Solids Recycle Operator	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00
Technical Office Specialist	1.00	1.00	1.00
 DEPARTMENT TOTAL	 <u>51.00</u>	 <u>51.00</u>	 <u>52.75</u>

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
<u>Building Codes</u>			
Building Official	1.00	1.00	1.00
Building Official - Limited	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00
Plumbing/Mechanical/Building Inspector	0.50	0.50	0.60
Office Specialist	1.00	1.00	1.00
<u>Planning/Zoning</u>			
Planning & Zoning Administrator	1.00	1.00	1.00
Office Specialist	1.00	1.00	
Community Services Planner			1.00
<u>Assessing/Advisory Services</u>			
Assistant City Assessor	2.00	2.00	1.00
Technical Office Specialist	1.00	1.00	1.00
Real Estate Development Specialist			1.00
Appraiser			1.00
Appraiser/Data Collector			0.60
<u>Business Services</u>			
Business Development Specialist	1.00	1.00	
Office Specialist	1.00	1.00	

(Continued)

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

<u>Neighborhood Services</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Neighborhood Service Coordinator	1.00	1.00	1.00
Community Development Planner	1.00	1.00	
Office Specialist	1.00	1.00	1.00
Rehab Building Inspector	1.00	1.00	1.00
Neighborhood Services Specialist	1.00	1.00	1.00
<u>Parks and Recreation Services</u>			
Parks and Recreation Services Manager	1.00	1.00	1.00
<u>Recreation Programs</u>			
Golf Course Pro	1.58	1.58	2.00
Recreation Program Supervisor	2.00	2.00	2.00
Volunteer and Promotional Services Coord.	1.00	1.00	1.00
Senior Program Coordinator	1.00	1.00	1.00
<u>Recreation Facilities</u>			
Recreation Facility Specialist	1.00	1.00	1.00
Assistant Recreation Facility Specialist	2.00	2.00	2.00
Custodian	2.00	2.00	2.00
Office Specialist	1.00	1.00	1.00
<u>Environmental Health</u>			
Environmental Health Director		1.00	1.00
Office Specialist		1.00	1.00
<u>Mass Transit</u>			
Transit Manager	1.00	1.00	1.00
Office Specialist			1.00
DEPARTMENT TOTAL	<u>32.08</u>	<u>34.08</u>	<u>35.20</u>
<u>FIRE DEPARTMENT</u>			
Fire Chief	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
<u>Suppression</u>			
Assistant Fire Chief	3.00	3.00	3.00
Fire Lieutenant	3.00	3.00	3.00
Fire Fighter	24.00	24.00	24.00
<u>Training</u>			
Assistant Fire Chief/Training Officer	1.00	1.00	1.00
<u>Environmental Health</u>			
Environmental Health Director	1.00		
Office Specialist	1.00		
<u>Prevention</u>			
Assistant Fire Chief/Fire Marshall	1.00	1.00	1.00
DEPARTMENT TOTAL	<u>36.00</u>	<u>34.00</u>	<u>34.00</u>

(Continued)

Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

<u>OPERATIONS DEPARTMENT</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Director of Operations	1.00	1.00	1.00
Office Specialist	2.00	2.00	2.00
<u>Parks & Forestry</u>			
Division Manager - Park Mtce, Forestry & Golf	1.00	1.00	1.00
Park Technician	6.00	6.00	6.00
<u>Golf Course Maintenance</u>			
Golf Course Superintendent	2.00	2.00	2.00
Park Technician	2.00	2.00	2.00
Mechanic - Golf Course	2.00	2.00	2.00
<u>Park Maintenance</u>			
Park Technician	5.00	5.00	5.00
<u>Pest Control</u>			
Park Technician	1.00	1.00	1.00
<u>Streets & Sanitation</u>			
Division Mgr -Fleet/Street Mtce/Sanitation	1.00	1.00	1.00
<u>Fleet</u>			
Mechanic	2.00	2.00	2.00
Parts Runner	0.63	0.63	0.63
Custodian	1.00	1.00	1.00
<u>Streets</u>			
Equipment Operator	6.00	6.00	6.00
Truck Driver	6.00	6.00	6.00
Sign Maintenance	1.00	1.00	1.00
<u>Sanitation</u>			
Transfer Plant Operator	1.00	1.00	1.00
Maintenance Technician	1.00	1.00	1.00
Semi-Truck Driver	1.00	1.00	1.00
Refuse Truck Driver	10.00	10.00	10.00
Refuse Carrier	5.00	5.00	5.00
Compost Site Manager	1.00	1.00	1.00
DEPARTMENT TOTAL	58.63	58.63	58.63

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Staffing Level

SUMMARY OF DEPARTMENT FULL TIME EQUIVALENT STAFFING LEVEL

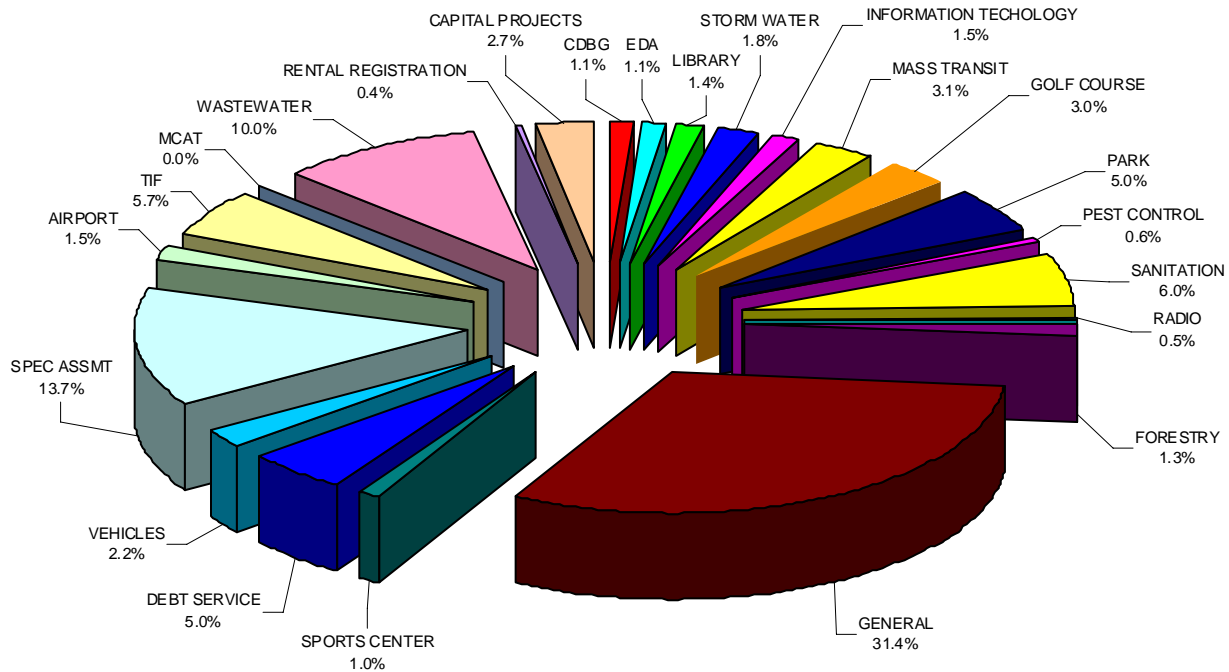
<u>POLICE DEPARTMENT</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<u>Administration</u>			
Chief of Police	1.00	1.00	1.00
Deputy Chief of Police	1.00	2.00	2.00
Office Manager	1.00	1.00	1.00
Administrative Assistant		1.00	1.00
Office Specialist	7.815	7.875	7.875
<u>Community Police</u>			
Community Service Officer	2.00	2.00	2.00
Crime Prevention Coordinator	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00
Youth Service Coordinator	1.00	1.00	1.00
<u>Patrol</u>			
Police Lieutenant	2.00	7.00	7.00
Police Sergeant	7.00		
Police Officer	38.00	40.00	43.00
DEPARTMENT TOTAL	<u>62.815</u>	<u>64.875</u>	<u>67.875</u>
TOTAL FULL TIME EQUIVALENTS	<u>240.525</u>	<u>242.585</u>	<u>248.455</u>

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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.

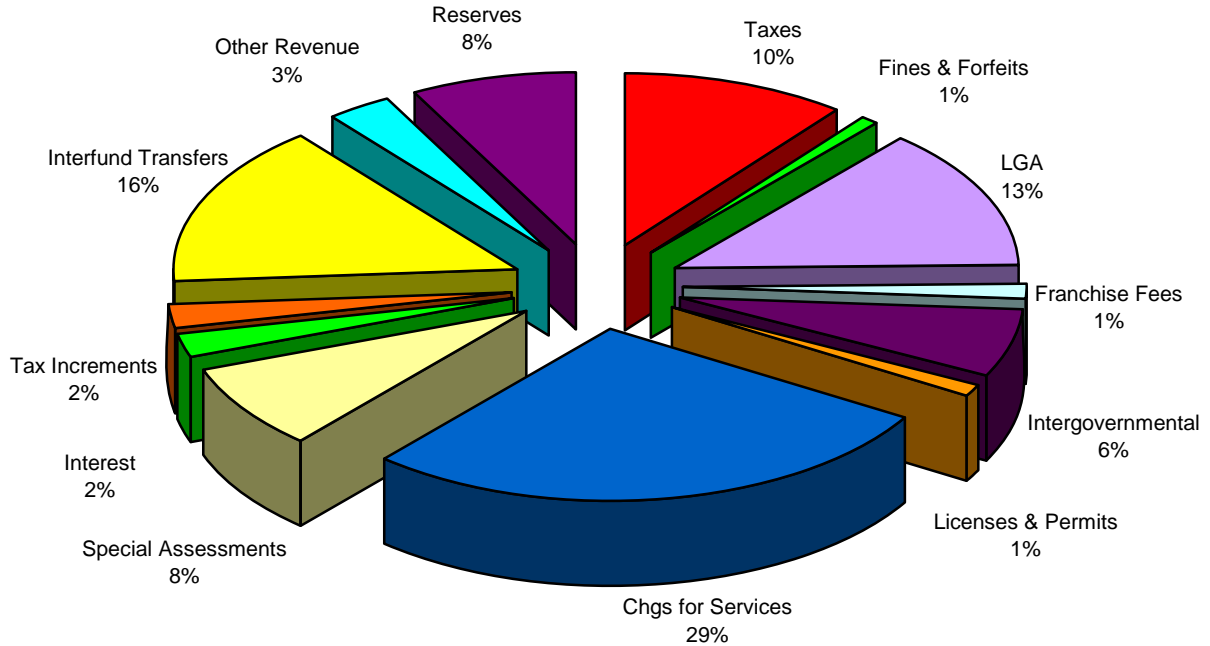
2008 BUDGET BY FUND



Fund	2007 Budget	2008 Budget	Increase (Decrease)
CDBG	\$ 488,310	\$ 657,207	\$ 168,897
EDA	681,019	662,780	(18,239)
LIBRARY	767,487	790,799	23,312
STORM WATER	947,164	1,068,458	121,294
INFORMATION TECHNOLOGY	695,245	885,272	190,027
MASS TRANSIT	1,682,634	1,836,675	154,041
GOLF COURSE	1,673,574	1,726,797	53,223
TOWN & COUNTRY GOLF	91,720	-	(91,720)
PARK	2,655,278	2,902,163	246,885
PEST CONTROL	339,865	350,629	10,764
SANITATION	3,396,157	3,516,665	120,508
RADIO	257,141	273,855	16,714
FORESTRY	611,286	737,870	126,584
GENERAL	17,732,792	18,320,034	587,242
SPORTS CENTER	568,221	583,776	15,555
DEBT SERVICE	1,225,860	2,921,339	1,695,479
VEHICLES	1,212,000	1,294,400	82,400
SPEC ASSMT	6,882,192	8,027,262	1,145,070
AIRPORT	2,060,550	898,437	(1,162,113)
TIF	3,135,010	3,334,590	199,580
MCAT	56,636	-	(56,636)
WASTEWATER	5,430,894	5,817,534	386,640
RENTAL REGISTRATION	212,500	209,000	(3,500)
CAPITAL PROJECTS	1,600,000	1,582,000	(18,000)
Total	\$ 54,403,535	\$ 58,397,542	\$ 3,994,007

Consolidated Budget Summary

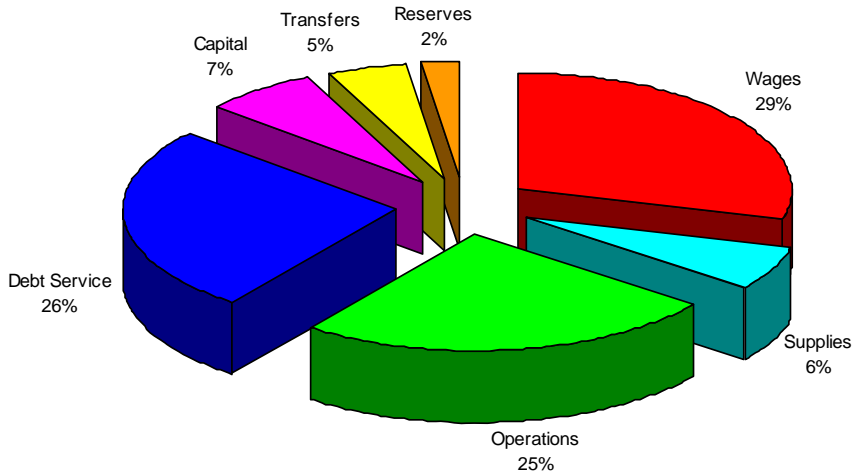
BUDGETED REVENUES – ALL FUNDS BY FUNDING SOURCE



SOURCE	BUDGET
Taxes	\$ 6,121,208
Fines & Forfeits	575,575
LGA	7,698,569
Franchise Fees	776,275
Intergovernmental	3,794,603
Licenses & Permits	655,265
Chgs for Services	16,230,214
Interest	1,272,885
Special Assessments	4,687,210
Tax Increments	1,319,740
Interfund Transfers	8,944,959
Other Revenue	1,699,540
Reserves	4,621,499
	<u>\$58,397,542</u>

Consolidated Budget Summary

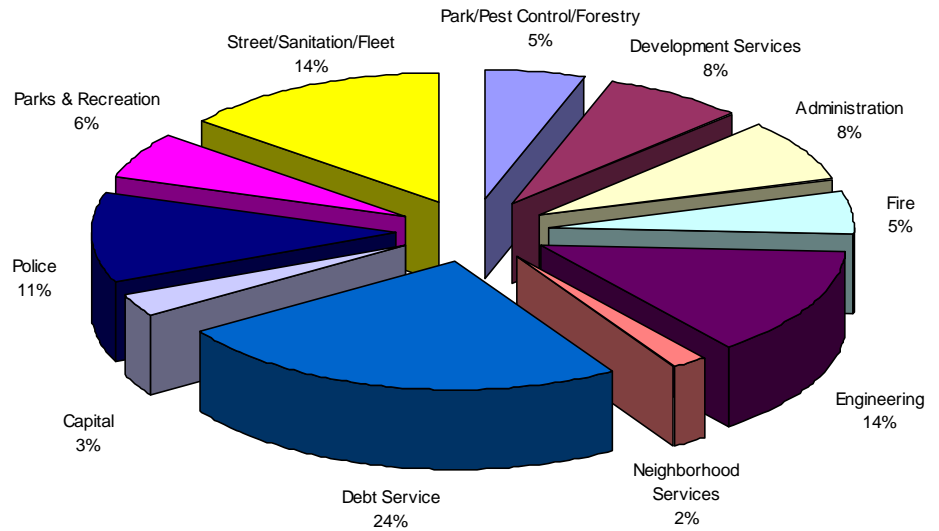
BUDGETED EXPENDITURES – ALL FUNDS BY CATEGORY



CATEGORY	BUDGET
Wages	\$ 16,979,657
Supplies	3,634,189
Operations	14,573,873
Debt Service	15,196,479
Capital	4,022,654
Transfers	2,726,959
Reserves	1,263,731
	<u>\$ 58,397,542</u>

BUDGETED EXPENDITURES – ALL FUNDS BY FUNCTION

FUNCTION	BUDGET
Park/Pest Control/Forestry	\$ 3,103,989
Development Services	4,427,841
Administration	4,511,111
Fire	2,976,100
Engineering	8,052,971
Neighborhood Services	1,068,591
Debt Service	14,283,191
Capital	1,582,000
Police	6,662,991
Parks & Recreation	3,458,492
Street/Sanitation/Fleet	8,270,265
	<u>\$ 58,397,542</u>



Consolidated Budget Summary

2008 BUDGETED REVENUE - ALL FUNDS FUNDING SOURCES AND FUND DISTRIBUTION

TAXES
\$6,122,608
10.47%

INTERGOV'TL REVENUE
\$3,794,603
6.50%

INTEREST
\$1,270,885
2.18%

SPECIAL ASSESSMENTS
\$4,687,210
8.03%

FINES & FORFEITS
\$575,575
0.99%

INTERFUND TRANSFERS
\$8,944,959
15.32%

RESERVES
\$4,621,499
7.91%

LGA
\$7,698,569
13.18%

CHARGES FOR SERVICES
\$16,234,718
27.80%

LICENSES & PERMITS
\$655,265
1.12%

TAX INCREMENTS
\$1,318,340
2.26%

FRANCHISE FEES
\$776,275
1.33%

OTHER REVENUE
\$1,697,036
2.91%



TOTAL SOURCES
\$58,397,542

INTERNAL SERVICE FUNDS	
Chgs/Serv	2,291,577
Interest	64,000
Other	30,000
Reserves	67,950
Total	\$ 2,453,527

ENTERPRISE FUNDS	
Intergov'tl	945,090
Chgs/Serv	10,876,801
Spec Assmts	432,160
Interest	253,500
Lic/Permits	1,800
Interfund Tfr	733,045
Other	588,750
Reserves	869,020
Total	\$ 14,700,166

SPECIAL REVENUE FUNDS	
Taxes	230,000
LGA	3,242,075
Intergov'tl	1,788,098
Chgs/Serv	590,763
Interest	30,000
Interfund Tfr	470,852
Other	688,836
Reserves	18,000
Total	\$ 7,058,624

GENERAL FUND	
Taxes	4,230,351
LGA	2,949,894
Intergov'tl	945,300
Franchise Fees	776,275
Chgs/Serv	2,475,577
Interest	169,785
Lic/Permits	653,465
Fines/Forf	575,575
Interfund Tfr	5,436,562
Other	107,250
Total	\$ 18,320,034

DEBT SERVICE	
Taxes	1,662,257
LGA	1,306,600
Intergov'tl	116,115
Increments	1,318,340
Spec Assmts	4,255,050
Interest	753,600
Interfund Tfr	922,500
Other	282,200
Reserves	3,666,529
Total	\$ 14,283,191

CAPITAL PROJECTS	
LGA	200,000
Interfund Tfr	1,382,000
Total	\$ 1,582,000

TRUST/AGENCY FUNDS	
Interfund Tfr	0
Other	0
Total	\$0

Computer	817,322
Radio	273,855
Vehicle	1,294,400
Reserves	67,950
Total	\$ 2,453,527

Storm Water	998,408
Wastewater	5,299,768
Sanitation	3,280,290
Golf Course	1,726,797
Sports Center	583,776
Forestry	737,870
Pest Control	305,800
Airport	898,437
Reserves	869,020
Total	\$ 14,700,166

CDBG	657,207
Library	772,799
Rental Regis	209,000
Park Fund	2,455,835
HHIC	408,828
Comstock Hse	37,500
Transit	1,836,675
EDA	662,780
Reserves	18,000
Total	\$ 7,058,624

Police	6,328,599
Fire	2,976,100
Streets	1,966,721
Mtce/Gen Bldg	1,764,055
Administration	1,404,690
Acctg/Psnl	774,503
Engineering	1,166,979
CD/Assessing	694,263
Plan/Codes	598,607
Prog/Serv	190,380
Transfers	73,137
Legal	344,000
Self Ins	38,000
Total	\$ 18,320,034

Mun Impr	179,000
MYHA Arena	75,000
34th St Bridge	102,415
Debt Service	400,000
Tax Increment	3,334,590
Spec Assmt	6,525,657
Reserves	3,666,529
Total	\$ 14,283,191

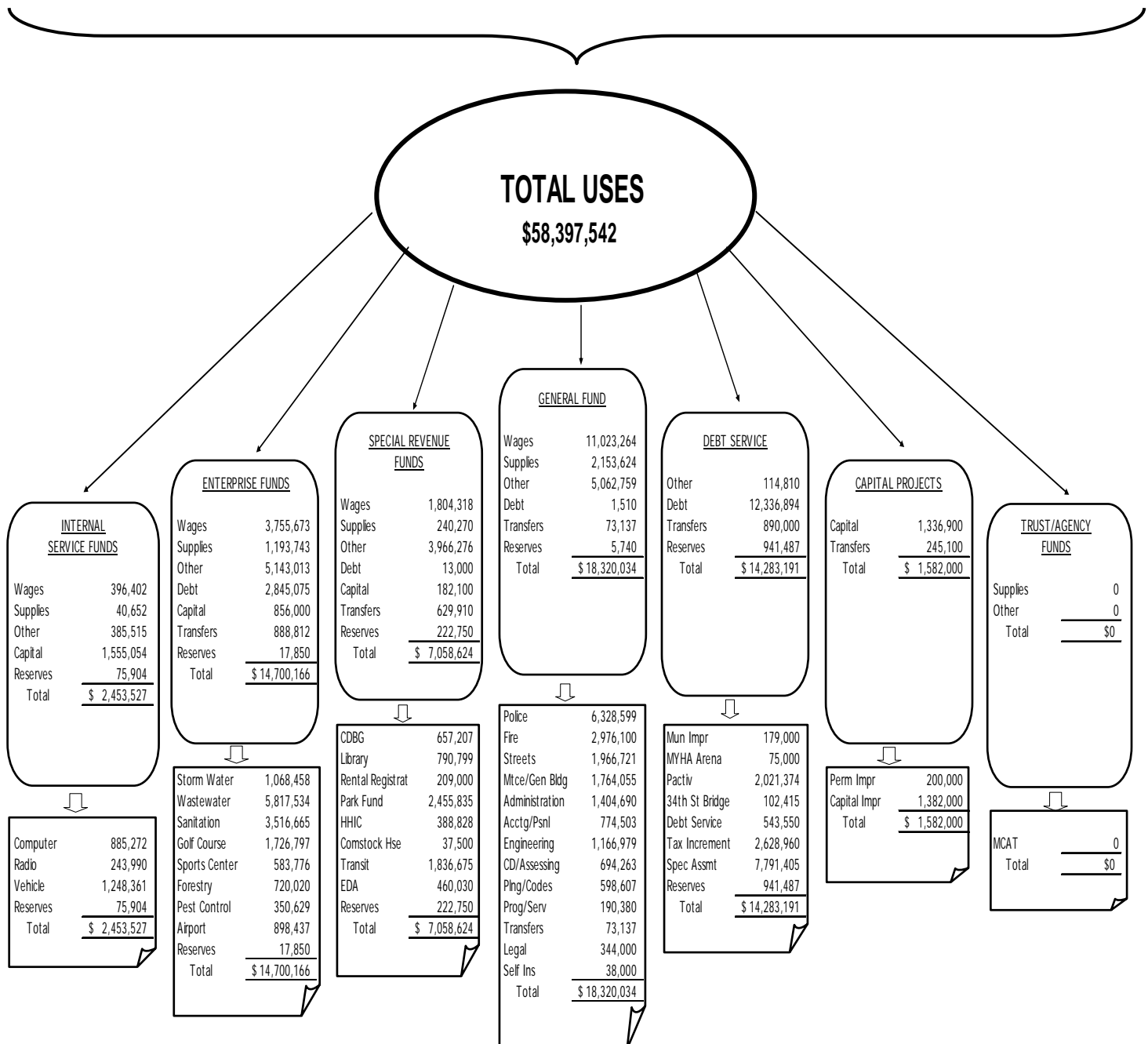
Perm Impr	200,000
Capital Impr	1,382,000
Total	\$ 1,582,000

MCAT	0
Total	\$0

Consolidated Budget Summary

2008 BUDGETED USES - ALL FUNDS CATEGORY AND FUND DISTRIBUTION

WAGES & BENEFITS	SUPPLIES	DEBT SERVICE	CAPITAL OUTLAY	OTHER	INTERFUND TRANSFERS	RESERVES
\$16,979,657	\$3,628,289	\$15,196,479	\$4,028,554	\$14,573,873	\$2,726,959	\$1,263,731
29.08%	6.21%	26.02%	6.90%	24.96%	4.67%	2.16%



Consolidated Budget Summary

REVENUES AND OTHER FINANCING SOURCES – ALL FUNDS

	2006 Actual	2007 Budget	2008 Budget
GOVERNMENTAL FUNDS			
General	19,270,769	17,732,792	18,320,034
Special Revenue	7,846,463	6,487,228	7,058,624
Debt Service	12,267,920	11,218,062	14,283,191
Capital Projects	17,376,209	1,600,000	1,582,000
Total Governmental Funds	56,761,361	37,038,082	41,243,849
PROPRIETARY FUNDS			
<u>Enterprise</u>			
Storm Water	990,409	947,164	1,068,458
Wastewater Treatment	4,983,819	5,430,894	5,817,534
Sanitation	3,200,940	3,396,157	3,516,665
Golf Courses	1,312,105	1,673,574	1,726,797
Town & Country Golf Course	95,465	91,720	-
Sports Center	634,419	568,221	583,776
Forestry	535,923	611,286	737,870
Pest Control	390,126	339,865	350,629
Municipal Airport	430,580	2,060,550	898,437
<u>Internal Service</u>			
Information Technology	835,702	695,245	885,272
Vehicles & Equipment	1,148,320	1,212,000	1,294,400
Radio	219,741	257,141	273,855
Total Proprietary Funds	14,777,548	17,283,817	17,153,693
AGENCY FUNDS	75,955	81,636	-
TOTAL ALL FUNDS	71,614,865	54,403,535	58,397,542

Consolidated Budget Summary

EXPENDITURES AND OTHER FINANCING USES – ALL FUNDS

	2006 Actual	2007 Budget	2008 Budget
GOVERNMENTAL FUNDS			
General	17,919,284	17,732,792	18,320,034
Special Revenue	7,321,269	6,487,228	7,058,624
Debt Service	10,091,642	11,218,062	14,283,191
Capital Projects	11,208,622	1,600,000	1,582,000
Total Governmental Funds	46,540,817	37,038,082	41,243,849
PROPRIETARY FUNDS			
<u>Enterprise</u>			
Storm Water	806,008	947,164	1,068,458
Wastewater Treatment	4,981,933	5,430,894	5,817,534
Sanitation	3,227,618	3,396,157	3,516,665
Golf Courses	1,632,677	1,673,574	1,726,797
Town & Country Golf Course	105,855	91,720	-
Sports Center	730,904	568,221	583,776
Forestry	518,324	611,286	737,870
Pest Control	293,309	339,865	350,629
Municipal Airport	467,646	2,060,550	898,437
<u>Internal Service</u>			
Information Technology	869,764	695,245	885,272
Vehicles & Equipment	959,639	1,212,000	1,294,400
Radio	190,641	257,141	273,855
Total Proprietary Funds	14,784,318	17,283,817	17,153,693
AGENCY FUNDS	72,622	81,636	-
TOTAL ALL FUNDS	61,397,757	54,403,535	58,397,542

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 2008 Governmental Funds revenue and expenditures are provided in the following charts and descriptions.

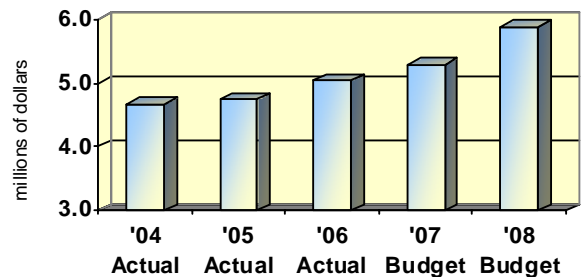
Governmental Fund Revenues

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 2008-budgeted revenue of \$41,243,849 is an increase of \$ 4,237,136 (11.4%) over 2007. The primary reason is the use of \$3,666,529 of reserves for debt retirement in the Debt Service funds.

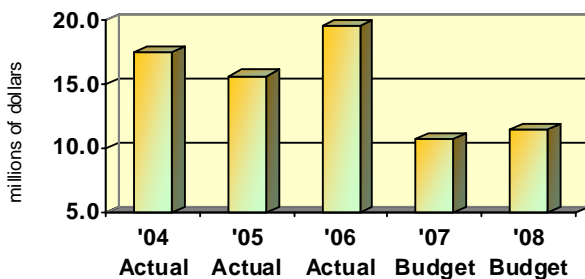
Property Tax Levy

The City relies on property taxes for 14.28% of the total Governmental Funds revenue, supporting such functions as general government, public safety, public works and debt service. The City's 2008 tax levy of \$5,891,208 is an increase of \$828,925, a 16.37% over 2007. The increase is a result of additional debt service needs of \$571,257 and an increase in the operating levy of \$234,043 to offset LGA reductions. Also included is a 3a & 3b levy of \$1,089,600 for tax increment debt, which is \$23,625 over the previous year. In addition, the Economic Development Authority has a separate levy for 2008 of \$230,000, which is the same as the previous year.

Property Tax Levy



Intergovernmental Revenue



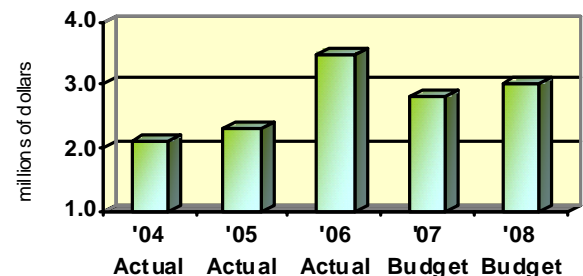
Intergovernmental Revenue

The Intergovernmental Revenue classification consists of grants and aids from Federal and State government. Local Government Aid (LGA) represents the largest portion of funds in this category. LGA represents 18.67% of budgeted revenues in the Governmental Funds. In 2008, the City is scheduled to receive \$7,698,569, which is a decrease of \$133,413 from the prior year. The increase in actual 2006 was a result of receiving State Department of Transportation aid for street construction.

Charges for Service

This classification includes user charges for Park programs, Transit, and Engineering. Charges for Services are budgeted at \$3,066,340, which is \$216,640 over last year. This is primarily due to an increase of \$150,000 for engineering fees on infrastructure projects and \$85,000 for building permits. The City annually reviews service charges and fees to determine if adjustments are needed due to inflation and other cost increases.

Charges for Service

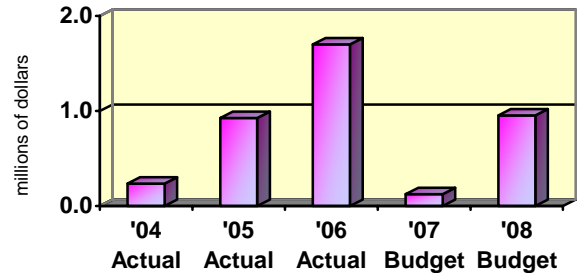


Governmental Funds Overview

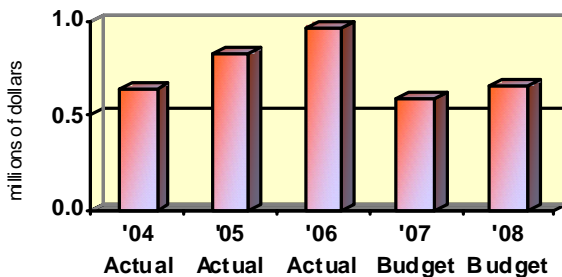
Interest

Interest income is earned on cash and investment balances of the City. All cash and investments, except for those held in segregated accounts used for infrastructure improvements and debt service, are pooled for investment purposes. The increases in 2005 and 2006 are primarily due to earnings on construction bond proceeds in the debt service funds and more favorable interest rates. Interest rates are anticipated to be relatively stable and have been budgeted accordingly for 2008.

Interest



Licenses & Permits



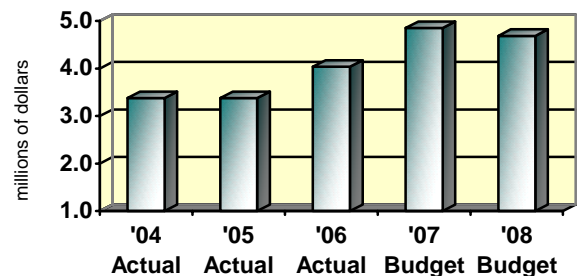
Licenses & Permits

The City is authorized by State statutes and City Charter to charge for regulatory activities by the means of licenses and permits. Liquor licenses, heating, plumbing and building permits are examples of revenue collected by the City for this category. In 2006 building permits, the largest revenue source in this category, accounted for \$518,137. Heating, plumbing and plan review revenues were \$67,500, \$68,747 and \$61,209 respectively. The City's housing market is expected to show continued growth in new construction and existing market values to increase at a rate at least equal to inflation.

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 interest rate on the unpaid assessment balance is approximately 1.5% to 2% above the bond interest rate. The increase in assessment revenue is due to the new subdivisions being assessed for improvement projects completed in prior years.

Special Assessments

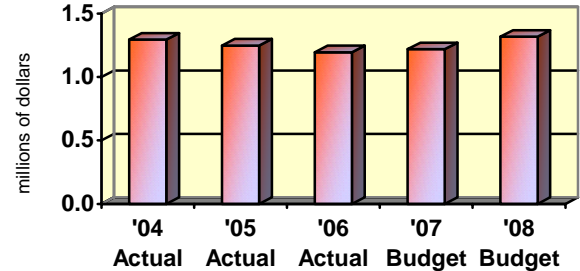


Governmental Funds Overview

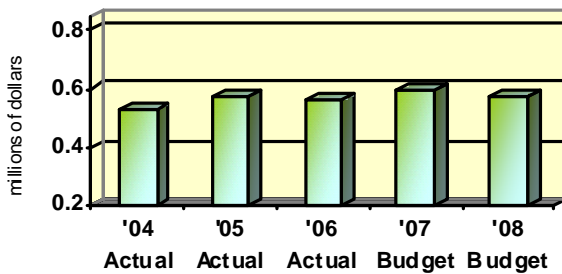
Tax Increments

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

Tax Increments



Fines & Forfeits



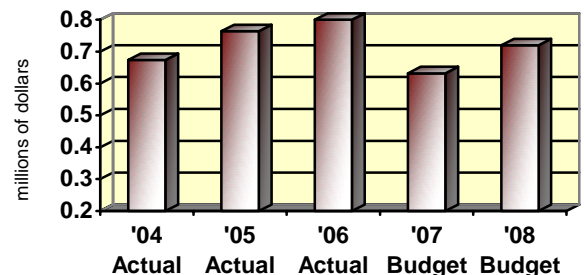
Fines & Forfeits

Court fines and parking violations make up the majority of this category. In 2007, court fines were \$306,339 and \$214,881 for parking violations. No significant changes are anticipated.

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

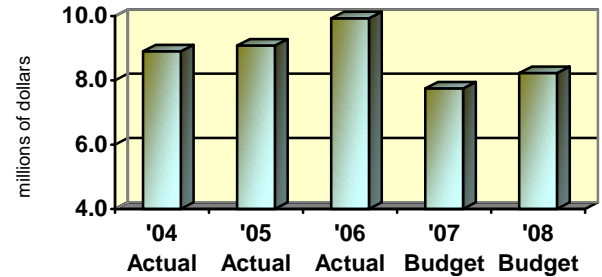


Governmental Funds Overview

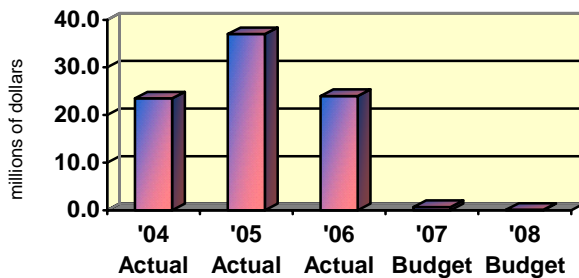
Interfund Transfers

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, which will amount to \$4,341,000 (15%) in 2008. During 2006, there was an additional \$1.3 transfer to cover the cost of the roof replacement at the Interpretive Center.

Interfund Transfers



Other Revenues



Other Revenues

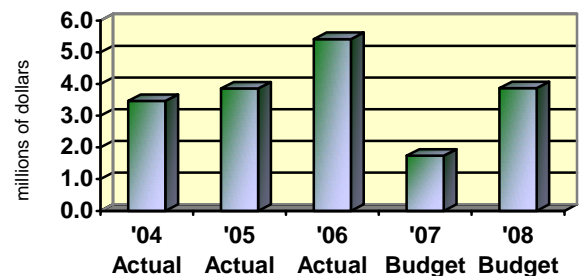
Other revenues include donations, insurance recoveries, commission on phones and sale of maps and publications. In 2008, \$1,074,286 was budgeted for this category compared to \$672,236 in 2007.

Actual figures include bond proceeds for capital projects, which are not included in the budgeted figures. The actual amounts for 2004, 2005 and 2006 include bond proceeds for infrastructure improvements in the amounts of \$19,124,035, \$37,042,695 and \$22,093,215 respectively.

Reserves

Reserves denote the amount projected to be needed to supplement current revenues for capital outlay, debt service or other uses. Actual 2006 includes \$5,259,585 of bond proceeds received in prior years to fund ongoing infrastructure projects. In 2007 \$1,165,382, is budgeted to come from reserves in the G.O. Special Assessment funds for debt retirement. For 2008 there is \$3,666,529 budgeted to come from reserves for debt service in the Special Assessment funds and G.O. Municipal Revenue funds of \$1,501,605 and \$2,164,924 respectively.

Reserves



Governmental Funds Overview

Governmental Funds Expenditures

Expenditure Categories

Wages and benefits include wages, benefits for retirement and insurance costs of employees. In an effort to attract and retained highly qualified employees, the City's compensation plan provides for a cost of living adjustment (COLA) of 2% and a 1% merit increase.

Supplies include office supplies, motor fuel and vehicle supplies, clothing and protective gear, street repair materials, and small tool purchases. An increase of 3% is estimated for 2008 over the 2007 budget.

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

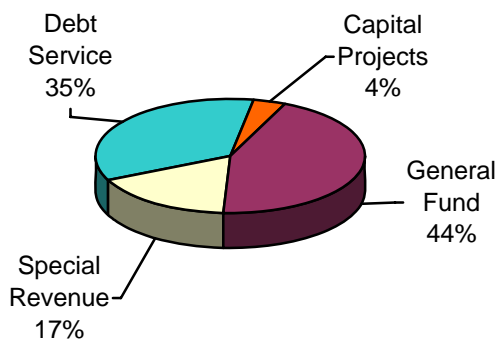
Capital outlay includes purchases of new equipment exceeding \$5,000, facility upgrades and infrastructure improvements. Infrastructure improvements are approved when the projects are bid, which explains the large difference between prior year actual figures and the 2008 budget.

Other charges include professional services, contractual maintenance and repair, utilities, memberships, interfund charges, and training and conferences. A small increase of less than 1% is estimated for 2008.

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%.

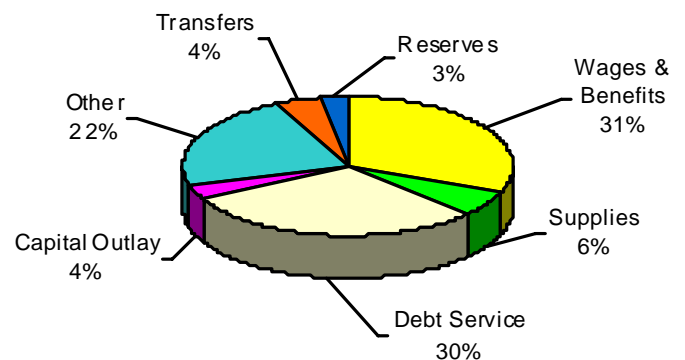
Reserves are used primarily in Debt Service funds where prepayments by property owners are made on assessed projects. These reserve funds are then budgeted along with current revenues to fund annual debt service payments.

Governmental Funds - Expenditures by Fund Type



Fund Type	2008 Budget
General Fund	\$ 18,320,034
Special Revenue	7,058,624
Debt Service	14,283,191
Capital Projects	1,582,000
	<u>\$41,243,849</u>

Governmental Funds - Expenditures by Category



Category	2008 Budget
Wages & Benefits	\$ 12,827,582
Supplies	2,393,894
Debt service	12,351,404
Capital Outlay	1,519,000
Other	9,143,845
Transfers	1,838,147
Reserves	1,169,977
	<u>\$41,243,849</u>

Governmental Funds Overview

Governmental Funds Debt

Legal Debt Limit

The State Legal Debt Limit is two percent (2%) of the estimated market value of the City's tax base. Bond issues covered by this limit are those that are financed by property taxes unless at least twenty percent (20%) of the annual debt service costs are financed by special assessments or tax increments. The difference between the Legal Debt Limit and the outstanding bonds subject to the debt limit is referred to as the Legal Debt Margin. The City's debt limit is \$28,130,306 and the legal debt margin is \$26,412,243.

Computation of Legal Debt Margin – Year Ended December 31, 2006

Estimated Market Value - Real and Personal Property		<u>\$ 1,406,515,300</u>
Debt Limit 2% of Estimated Market Value		28,130,306
Amount of Debt Applicable to Debt Limit		
Total Bonded Debt	\$ 167,148,133	
Less:		
Debt Redemption (General		
Obligation Bonds) Fund Assets	\$ 551,937	
Special Assessment Bonds	97,715,000	
Sewage Disposal Plant Bonds	23,651,753	
Sports Center Facility Bond	300,000	
Golf Course Bond	3,650,000	
Taxable Industrial Development Bond	5,680,000	
Electric Utility Bond	7,480,300	
Water Utility Bonds	9,884,700	
Municipal Improvement Revenue Bonds	3,576,380	
Tax Increment Bonds	<u>12,940,000</u>	<u>165,430,070</u>
Total Debt Applicable to Debt Limit		<u>1,718,063</u>
Legal Debt Margin		<u><u>\$ 26,412,243</u></u>

Summary of Bond Principal and Interest Included Within the 2008 Budget

Fund Description	Principal	Interest	Total
Municipal Improvement Funds			
Municipal Improvement	\$120,000	\$57,500	\$177,500
MYHA Ice Arena	50,000	23,500	73,500
Pactiv	1,502,610	516,064	2,018,674
Municipal Impr - East Highway 10	75,000	25,915	100,915
Debt Service Fund	480,000	62,800	542,800
Tax Increment Funds			
Tax Increment - Urban Renewal	175,000	27,350	202,350
Tax Increment - Conference Center	690,000	47,100	737,100
Tax Increment - Brookdale Mall	195,500	4,450	199,950
Tax Increment - Regency/Holiday	210,000	479,800	689,800
Special Assessment Funds	3,565,000	3,957,825	7,522,825
Enterprise Funds			
Wastewater Treatment	1,341,400	1,062,925	2,404,325
Golf Course	170,000	203,750	373,750
Sports Center	50,000	11,250	61,250
Totals	\$8,624,510	\$6,480,229	\$15,104,739

Governmental Funds Overview

Fund Balance Summary – Governmental Funds

	Estimated	2008 Budget			Estimated
	12/31/2007	Revenues & Transfers In	Expenditures & Transfers Out	Increase or (Decrease)	12/31/2008
	Ending Fund Balance				Ending Fund Balance
General Fund	12,788,263	18,320,034	18,314,294	5,740	12,794,003
Special Revenue Funds					
Park Fund	1,085,206	2,455,835	2,455,835	-	1,085,206
HHIC	206,726	408,828	388,828	20,000	226,726
Comstock House	21,626	37,500	37,500	-	21,626
Library	275,667	772,799	790,799	(18,000)	257,667
Community Development	260,051	657,207	657,207	-	260,051
Rental Registration	221,601	209,000	209,000	-	221,601
Mass Transit	238,837	1,836,675	1,836,675	-	238,837
Economic Development	650,041	432,780	230,030	202,750	852,791
1995 3-2-1 Housing Program	261,766	-	-	-	261,766
1996 3-2-1 Housing Program	110,534	-	-	-	110,534
Economic Development Authority Levy Contributions	(31,046)	230,000	230,000	-	(31,046)
	85,854	-	-	-	85,854
Debt Service Funds					
Tax Increment	3,541,233	3,334,590	2,628,960	705,630	4,246,863
Special Assessment	12,489,973	6,525,657	7,791,405	(1,265,748)	11,224,225
G.O. Bond	380,577	400,000	543,550	(143,550)	237,027
Municipal Improvement	317,930	179,000	179,000	-	317,930
MYHA Ice Arena Bond	57,113	75,000	75,000	-	57,113
Pactiv Bond	5,206,501	-	2,021,374	(2,021,374)	3,185,127
34th St Bridge Bond	71,296	102,415	102,415	-	71,296
Capital Projects Funds					
Permanent Improvement	2,139,365	200,000	200,000	-	2,139,365
Special Assessment	6,575,016	-	-	-	6,575,016
Capital Improvement	2,043,714	1,382,000	1,382,000	-	2,043,714
Total Governmental Funds	48,997,844	37,559,320	40,073,872	(2,514,552)	46,483,292

- Economic Development – The increase to fund balance is to recover the cost of a large land purchase made in 1996. The cost recovery will be complete in 2008.
- Tax Increment – The increase in fund balance is the result of a special tax levy to compensate for a decreased valuation method resulting in a shortfall of tax increment collections for the retirement of debt.
- Special Assessment – There is a use of reserves for the payment of debt service due to the prepayment of special assessments by property owners.
- G.O. Bond – There is an available cash balance that is being used to finance debt service payments.
- Pactiv Bond – A promissory note was paid to the City in 2002 which is being used to make these debt service payments.

Capital Outlay

Capital Improvement Fund

The following table provides a list, by department, of appropriated expenditures for fiscal year 2008 in the Capital Improvement Fund. The primary funding sources is provided by a transfer of \$1,382,000 from the Electric Utility.

<u>Description</u>	<u>Amount</u>	<u>Description</u>	<u>Amount</u>
<u>Community Services Department</u>		<u>Fire Department</u>	
Office chair Appraiser	400	Honor Guard Overcoats (12)	3,180
Signage Highway 52	1,500	HQ Bay Heaters Replacement	4,280
Mighty Light Tables	2,000	Capital Training Room Updates	5,650
Replace Light Cans in Clubhouse	2,000	Turnout Gear Lockers	10,985
Mighty Light Tables	3,000	Relocate 3 Sirens in North Moorhead	12,000
28" vacuum	3,000	Various Fire Equipment	17,360
Patio Fence Painting	5,000		<u>53,455</u>
Airport fuel facility improvements	5,000		
Airport improvements runway	5,000	<u>Administration Department</u>	
Security System replacement	6,000	Computer monitor Data Collector	300
Matson Redevelopment Project	10,000	Refrigerator Conference Room	800
Transfer - Mass Transit	12,000	Smaller format scanner	1,200
Cart staging area	12,000	Scanner	4,000
Transfer - Mass Transit	12,400	Color Printer - 3rd Floor City Hall	5,000
M.B. Johnson Master Planning	15,000	Replace 4 Wheeler (ATV)	6,000
Local Funding - crossway runway	31,700	Replacement Mini cargo-van	7,500
Restroom / Shelter on golf course	60,000	Large scanner	15,000
	<u>186,000</u>	Aerial photos	75,000
		Unallocated capital funds	51,989
<u>Operations Department</u>		Industrial park land	140,000
Greens cover replacement	1,000	Transfer to Municipal Imp Fund	179,000
Move 4th floor lobby west door	2,000		<u>485,789</u>
Pressure washer	3,000	<u>Police Department</u>	
Install gutter on east storage building	4,000	EoTech Holographic Sights	1,140
Irrigation heads (1st of 3 yrs)	6,000	Butane Lighter Digital Recorder	1,195
Large area turf sprayer	8,500	2 Portable Laptop computers	2,000
Used fairway mower	12,000	X26 Tasers	2,000
Frame Lift, Air Operated	13,000	2.4Ghz camera, VCRs	2,300
Fencing meadows 5th Park	14,000	8 Patrol Digital Cameras	2,500
Hydro Hammer Bobcat	15,000	Echo 6 2-watt Agile Repeater	2,950
Asphalt entrance driveway	15,000	Computer Hardware/software	4,000
Milling Machine Pavement Markings	20,000	Rifles for School Resource Officers	4,800
Emulsion Street Patch Trailer	51,000	Mobile Digital Video Storage	5,133
Regional Park equipment	75,000	Investigative Vehicle	18,000
City Wide furniture & fixtures	100,000	Patrol Squad	53,000
Park amenities	200,000	41 Taser Cam Units	18,238
	<u>539,500</u>		<u>117,256</u>
		Total Capital Improvement Fund	<u><u>1,382,000</u></u>

Capital Outlay

Community Services Department:

The construction of a crosswind runway at the Municipal Airport was included in the 2007 at \$1,666,000 has been revised in 2008 to \$2,400,000. It is anticipated that 95% will be funded by the Federal Aviation Administration (FAA). The FAA will also fund 50% for a second fuel tank costing \$25,000 originally budgeted in 2007 at \$15,000. The City's share for these increased project costs of \$41,700 as well as the 2007 City share have been appropriated in the Capital Improvement Fund. Funding in the amount of \$60,000 has been budgeted for construction of a restroom/shelter at the Meadows Golf Course.

Police Department:

Provide additional funding to purchase an unmarked detective vehicle, an additional squad car and equip Tasers with cameras.

Fire Department:

Includes funding for turn out gear lockers and relocate three civil defense sirens to improve coverage in north Moorhead.

Administration Department:

The industrial park land payment is installment 13 of 14 to reimburse the Economic Development Fund for the acquisition of 714.85 acres of industrial park land in 1996. The original purchase price was \$1,823,274 with an outstanding balance on January 1, 2008 of \$311,719.

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 amount of funding was increased to \$200,000 in 2007 and 2008.

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.

An additional \$75,000 for equipment and \$30,000 for operations is being funded in order to maintain additional park acres in newly developed subdivisions.

Capital Outlay

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

Library		
Computer equipment	\$	18,000
Mass Transit		
Bus		62,000
Economic Development Authority		
Land		102,100
		102,100
Total		\$182,100

Impact of Capital Outlay on the Operating Budgets of Governmental Funds

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

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

Enterprise Funds

Storm Water		
Pumps & motor	\$	40,000
Wastewater Treatment		
Pumps		10,000
Vehicle upgrades		12,000
Golf Course		
Uplinks GPS Lease		50,000
Municipal Airport		
Crosswind Runway		744,000
		744,000
Total		\$ 856,000

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 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

Capital Improvement Plan

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

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

Many 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. 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>HHIC FACILITY</u>			<u>ENGINEERING</u>		
2008	48,000	Replace carpet Oak Rm, Auditorium, Lobby	2008	<u>18,000,000</u>	34th St/I-94 Interchange & 34th St 4-lane from 14th Ave S to 30th Ave S
2009	150,000	Flat roof replacement			
2010	10,000	Remodel Cabinets in Auditorium			
	<u>208,000</u>		2008	9,318,000	New street const/existing street reconstructior
<u>PARK FUND</u>			2008	10,000,000	20/21 S.E. Main Eng, Site Acq
2008	15,000	Additional Disc Golf Course	2009	19,044,000	New street const/existing street reconstructior
2008	95,000	Horseshoe roof	2009	10,000,000	20/21 S.E. Main Eng, Site Acq
2009	35,000	Southside Dog Park	2010	14,352,000	New street const/existing street reconstructior
	<u>145,000</u>		2011	13,177,000	New street const/existing street reconstructior
				<u>75,891,000</u>	
<u>VILLAGE GREEN GOLF COURSE</u>			<u>OPERATIONS</u>		
2008	60,000	Restrooms on course/water/shelter	2008	350,000	Public Works Storage Facility
2008	10,000	Signage on Interstate Hole 16	2008	700,000	MB Johnson Park Renovation
2009	12,000	Cart Staging Area	2009	50,000	Riverview Estates Tennis Courts
	<u>82,000</u>		2009	50,000	Central lube system in maint shop
<u>MEADOWS CLUBHOUSE</u>			2009	100,000	Asphalt milling machine
2008	10,000	Clubhouse Carpet	2009	150,000	Dog Park (south)
2008	60,000	Restroom/Shelter on course	2010	25,000	Storage racking (pallats)
2009	6,000	Security System Replacement	2010	50,000	Hansmenn Tennis Courts
	<u>76,000</u>		2010	50,000	Asphalt bulk storage area
<u>MASS TRANSIT</u>			2010	250,000	Bike Bridge improvements
2008	62,000	Mini-bus Replacement	2010	250,000	Replace NRC at South
2009	68,700	Mini-bus Replacement	2011	30,000	Centennial Arena paint and exterior skin
2009	16,900	Mini-van Replacement	2011	50,000	Alm Tennis Courts
2009	300,000	Bus Rplt (move to 2010-11-12 if needed)	2011	50,000	Additional cold storage at Sanitation
2010	70,700	Mini-bus Expansion	2011	250,000	Replace NRC Morningside
2011	72,800	Mini-bus Replacement		<u>2,405,000</u>	
2012	18,400	Mini-van Replacement	<u>POLICE</u>		
	<u>609,500</u>		2008	30,000	Improvements & Repairs to the Firing Range
			2008	200,000	CAD/RMS System
2008	60,000	Preventive Mtce (engines/transmissions)	2009	7,000,000	Renovation of LEC
2009	60,000	Preventive Mtce (engines/transmissions)		<u>7,230,000</u>	
2010	60,000	Preventive Mtce (engines/transmissions)	<u>PROJECT YEARS TO BE DETERMINED</u>		
2011	60,000	Preventive Mtce (engines/transmissions)	<u>FIRE</u>		
	<u>240,000</u>			350,000	2/Mini Rescue Pumpers
				400,000	Renovate Current Headquarters
				6,500,000	Construct New Headquarters
				<u>7,250,000</u>	

Fund Summaries

General Fund

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

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

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

Fund Summaries

General Fund

Revenues / Sources

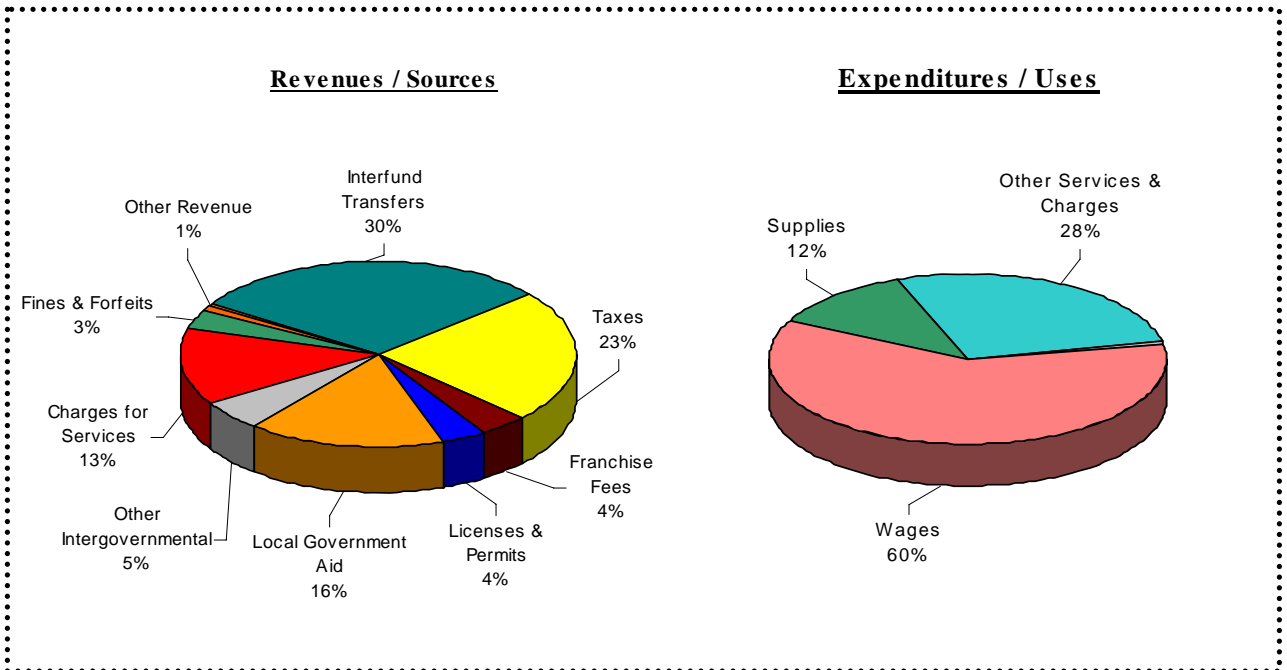
Taxes	4,230,351
Franchise Fees	776,275
Licenses & Permits	653,465
Local Government Aid	2,949,894
Other Intergovernmental	945,300
Charges for Services	2,471,073
Fines & Forfeits	575,575
Interest	171,785
Other Revenue	109,754
Interfund Transfers	<u>5,436,562</u>

Total Revenues / Sources 18,320,034

Expenditures / Uses

Wages	11,023,264
Supplies	2,153,624
Other Services & Charges	5,062,759
Debt Service	1,510
Transfers to Other Funds	73,137
Fund Balance/Equity Reserves	<u>5,740</u>

Total Expenditures / Uses 18,320,034



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

	2006 Actual	2007 Budget	2008 Budget
Taxes			
Property Taxes	3,433,071	3,996,308	4,230,351
Franchise Fees	867,550	631,700	776,275
	<u>4,300,621</u>	<u>4,628,008</u>	<u>5,006,626</u>
Licenses & Permits	<u>969,802</u>	<u>594,210</u>	<u>653,465</u>
Intergovernmental Revenue			
Federal Grants & Aid	118,578	182,753	
State - Local Government Aid	3,838,050	3,303,597	2,949,894
State - Other Grants & Aid	1,457,343	815,060	835,510
County Grants & Aid	69,672	32,000	70,000
Other Intergovernmental	38,800	44,800	39,790
	<u>5,522,442</u>	<u>4,378,210</u>	<u>3,895,194</u>
Charges for Services			
General Government	232,011	141,650	147,650
Public Safety	379,157	267,100	283,427
Highways & Streets	2,143,287	1,868,900	2,044,500
	<u>2,754,454</u>	<u>2,277,650</u>	<u>2,475,577</u>
Fines & Forfeits			
Court Fines	319,132	305,500	305,575
Parking Fines	239,168	290,000	270,000
	<u>558,300</u>	<u>595,500</u>	<u>575,575</u>
Miscellaneous			
Interest	201,272	90,000	169,785
Rents	70,715	26,200	27,200
Asset Sales	47,320	36,000	37,050
Other Revenue	84,575	43,000	43,000
	<u>403,881</u>	<u>195,200</u>	<u>277,035</u>
Total Revenues	14,509,501	12,668,778	12,883,472
Transfers from Other Funds			
Electric	3,693,000	3,991,000	4,341,000
Water	274,000	270,000	305,000
Wastewater Treatment	242,395	230,000	240,000
Storm Water	50,883	40,000	50,000
Sanitation	413,096	380,000	410,000
Pest Control	56,250	64,562	64,562
Forestry	26,494	22,600	26,000
Capital Improvement		5,250	
Park	5,150		
From Reserves		<u>60,602</u>	
Total Revenues and Other Financing Sources	<u>19,270,769</u>	<u>17,732,792</u>	<u>18,320,034</u>

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

	<u>2006 Actual</u>	<u>2007 Budget</u>	<u>2008 Budget</u>
Elected, Officials & Citywide Administration			
Mayor & Council	427,920	736,011	655,610
Programs, Services, Activities	157,324	138,400	190,380
City Manager	551,354	589,158	618,311
City Clerk	106,817	96,163	101,904
Elections & Voters	20,878	23,645	28,865
Finance	388,982	394,427	448,300
Legal	356,269	332,380	344,000
Human Resources	288,439	275,793	287,863
Labor Relations	80,512	31,928	32,600
Engineering	1,187,536	1,161,125	1,166,979
Unallocated	34,421	38,000	38,000
	<u>3,600,451</u>	<u>3,817,030</u>	<u>3,912,812</u>
Police Department			
Administration	1,564,897	1,531,936	1,648,204
Community Policing	75,503	58,114	61,618
Investigative	715,607	693,398	768,672
Patrol	2,717,563	3,039,922	3,320,964
DARE	72,503	77,864	79,253
Youth Services	64,966	65,252	68,002
Bike Patrol	3,751	4,920	5,068
Tactical Team	7,521	13,050	14,934
K-9	19,082	14,720	15,162
Community Service	158,798	161,289	170,694
Grant Funded Activities	392,210	208,131	176,028
	<u>5,792,400</u>	<u>5,868,596</u>	<u>6,328,599</u>
Fire Department			
Fire Protection	2,256,804	2,374,088	2,654,993
ND HazMat	19,649	10,000	10,000
Fire Training	80,995	91,621	101,866
Fire Prevention	141,311	151,255	158,241
Grant Funded Activities	62,957	266,102	45,000
Civil Defense	1,641	6,000	6,000
	<u>2,563,357</u>	<u>2,899,066</u>	<u>2,976,100</u>

(Continued)

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

	2006 Actual	2007 Budget	2008 Budget
Operations Department			
General Government Building	215,874	260,888	271,576
Street & Alley	1,300,202	1,296,283	1,642,789
Street Cleaning	202,604	274,713	107,474
Snow & Ice	185,224	166,861	117,190
Traffic Signs	107,711	90,562	99,268
Central Maintenance Shop	1,254,414	1,494,599	1,492,479
	<u>3,266,029</u>	<u>3,583,906</u>	<u>3,730,776</u>
Community Services Department			
Assessing	265,201	277,512	314,301
Planning & Zoning	204,409	154,718	165,390
Community Development	81,404	90,780	117,041
Neighborhood Services	118,386	161,766	163,534
Building Codes	405,919	401,625	433,217
Environmental Health	86,810	96,523	99,387
	<u>1,162,130</u>	<u>1,182,924</u>	<u>1,292,870</u>
Total Expenditures	16,384,367	17,351,522	18,241,157
Transfers to Other Funds			
Park Fund	1,000		
Municipal Airport	69,217	87,770	69,637
Capital Improvement Fund	324,450	250,000	
Permanent Improvement	1,140,250		
Special Assessments		3,500	3,500
To Reserves		40,000	5,740
Total Expenditures and Other Financing Uses	<u>17,919,284</u>	<u>17,732,792</u>	<u>18,320,034</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.

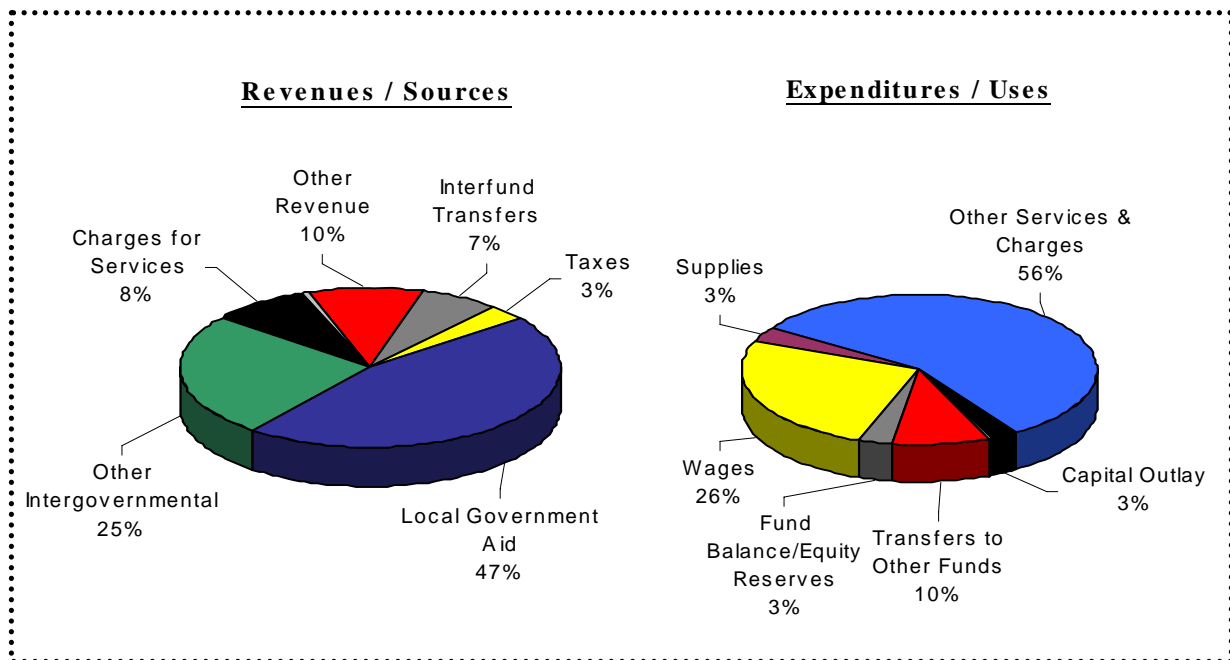
Economic Development - account for marketing and promotional activities relating to commercial and industrial development.

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 Lev	Total
Revenues / Sources										
Taxes									230,000	230,000
Local Government Aid	2,213,062			771,799			103,184	154,030		3,242,075
Other Intergovernmental	3,160		36,000		290,897		1,458,041			1,788,098
Charges for Services	134,713	3,100	1,500			205,000	245,450	1,000		590,763
Interest	10,000			1,000	3,000	4,000		12,000		30,000
Other Revenue	94,900	149,276			363,310		5,600	75,750		688,836
Interfund Transfers		256,452					24,400	190,000		470,852
Uses of Reserves				18,000						18,000
Total Revenues / Sources	2,455,835	408,828	37,500	790,799	657,207	209,000	1,836,675	432,780	230,000	7,058,624
Expenditures / Uses										
Wages	1,025,000	138,279	7,035	44,513	140,199	148,166	132,748	168,378		1,804,318
Supplies	184,305	22,600	2,578	6,560	1,197	16,430	1,100	5,500		240,270
Other Services & Charges	616,620	227,949	27,887	721,726	515,811	44,404	1,640,827	43,152	127,900	3,966,276
Capital Outlay				18,000			62,000		102,100	182,100
Debt Service								13,000		13,000
Transfers to Other Funds	629,910									629,910
Fund Balance/Equity Reserves		20,000						202,750		222,750
Total Expenditures / Uses	2,455,835	408,828	37,500	790,799	657,207	209,000	1,836,675	432,780	230,000	7,058,624



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

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Taxes	214		
Local Government Aid	1,679,890	1,995,088	2,213,062
Other Intergovernmental	25,850	3,160	3,160
Charges for Services	141,520	135,250	134,713
Interest	18,707	10,000	10,000
Other Revenue	192,797	85,900	94,900
Interfund Transfers	1,000		
Total Revenues / Sources	<u>2,059,977</u>	<u>2,229,398</u>	<u>2,455,835</u>
<u>Expenditures / Uses</u>			
Wages	965,757	987,988	1,025,000
Supplies	152,948	178,112	184,305
Other Services & Charges	514,787	548,109	616,620
Transfers to Other Funds	306,868	515,189	629,910
Total Expenditures / Uses	<u>1,940,360</u>	<u>2,229,398</u>	<u>2,455,835</u>

HJEMKOMST CENTER

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Charges for Services	1,755	3,100	3,100
Interest	8,842	500	
Other Revenue	138,352	148,276	149,276
Interfund Transfers	176,960	237,504	256,452
Total Revenues / Sources	<u>325,910</u>	<u>389,380</u>	<u>408,828</u>
<u>Expenditures / Uses</u>			
Wages	123,853	132,717	138,279
Supplies	12,091	21,989	22,600
Other Services & Charges	164,563	214,674	227,949
Debt Service	906		
Fund Balance/Equity Reserves		20,000	20,000
Total Expenditures / Uses	<u>301,413</u>	<u>389,380</u>	<u>408,828</u>

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

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	55,818	35,000	36,000
Charges for Services	1,670	1,500	1,500
Interest	305		
Total Revenues / Sources	57,793	36,500	37,500
<u>Expenditures / Uses</u>			
Wages	7,257	7,005	7,035
Supplies	2,534	2,500	2,578
Other Services & Charges	26,286	26,995	27,887
Total Expenditures / Uses	36,077	36,500	37,500

LIBRARY

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Taxes	251		
Local Government Aid	726,658	748,487	771,799
Interest	1,547	1,000	1,000
Other Revenue	110		
Uses of Reserves		18,000	18,000
Total Revenues / Sources	728,566	767,487	790,799
<u>Expenditures / Uses</u>			
Wages	41,047	42,326	44,513
Supplies	3,593	5,107	6,560
Other Services & Charges	689,659	700,659	721,726
Capital Outlay		18,000	18,000
Debt Service	1,358	1,395	
Total Expenditures / Uses	735,656	767,487	790,799

Fund Summaries

Special Revenue Funds

COMMUNITY DEVELOPMENT

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	437,747	290,000	290,897
Interest	3,052		3,000
Other Revenue	303,183	198,310	363,310
Total Revenues / Sources	743,982	488,310	657,207
<u>Expenditures / Uses</u>			
Wages	94,473	158,419	140,199
Supplies	2,573	300	1,197
Other Services & Charges	650,096	329,591	515,811
Total Expenditures / Uses	747,142	488,310	657,207

RENTAL REGISTRATION

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Charges for Services	413,900	212,500	205,000
Fines & Forfeits	2,835		
Interest	4,583		4,000
Other Revenue	340		
Total Revenues / Sources	421,658	212,500	209,000
<u>Expenditures / Uses</u>			
Wages	181,100	164,083	148,166
Supplies	2,093	14,883	16,430
Other Services & Charges	16,863	33,534	44,404
Total Expenditures / Uses	200,057	212,500	209,000

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

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Taxes	68		
Local Government Aid	73,592	94,940	103,184
Other Intergovernmental	2,289,388	1,367,394	1,458,041
Charges for Services	230,041	218,700	245,450
Interest	3,861		
Other Revenue	15,653	1,600	5,600
Interfund Transfers	276,128		24,400
Total Revenues / Sources	<u>2,888,732</u>	<u>1,682,634</u>	<u>1,836,675</u>
<u>Expenditures / Uses</u>			
Wages	120,732	124,320	132,748
Supplies	259,519	1,450	1,100
Other Services & Charges	1,093,946	1,556,864	1,640,827
Capital Outlay	1,502,464		62,000
Total Expenditures / Uses	<u>2,976,660</u>	<u>1,682,634</u>	<u>1,836,675</u>

ECONOMIC DEVELOPMENT

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Local Government Aid	172,575	185,269	154,030
Other Intergovernmental	740		
Charges for Services	1,250	1,000	1,000
Interest	36,820	12,000	12,000
Other Revenue	57,530	62,750	75,750
Interfund Transfers	190,000	190,000	190,000
Total Revenues / Sources	<u>458,915</u>	<u>451,019</u>	<u>432,780</u>
<u>Expenditures / Uses</u>			
Wages	138,121	191,264	168,378
Supplies	3,418	5,500	5,500
Other Services & Charges	30,269	51,505	43,152
Debt Service	12,531		13,000
Fund Balance/Equity Reserves		202,750	202,750
Total Expenditures / Uses	<u>184,340</u>	<u>451,019</u>	<u>432,780</u>

Fund Summaries

Special Revenue Funds

EDA LEVY			
	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Taxes	160,931	230,000	230,000
Total Revenues / Sources	160,931	230,000	230,000
<u>Expenditures / Uses</u>			
Other Services & Charges	93,563	113,120	127,900
Capital Outlay	106,000	116,880	102,100
Transfers to Other Funds			
Total Expenditures / Uses	199,563	230,000	230,000

*Fund Summaries***Debt Service Funds**

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

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

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

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

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

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

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

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

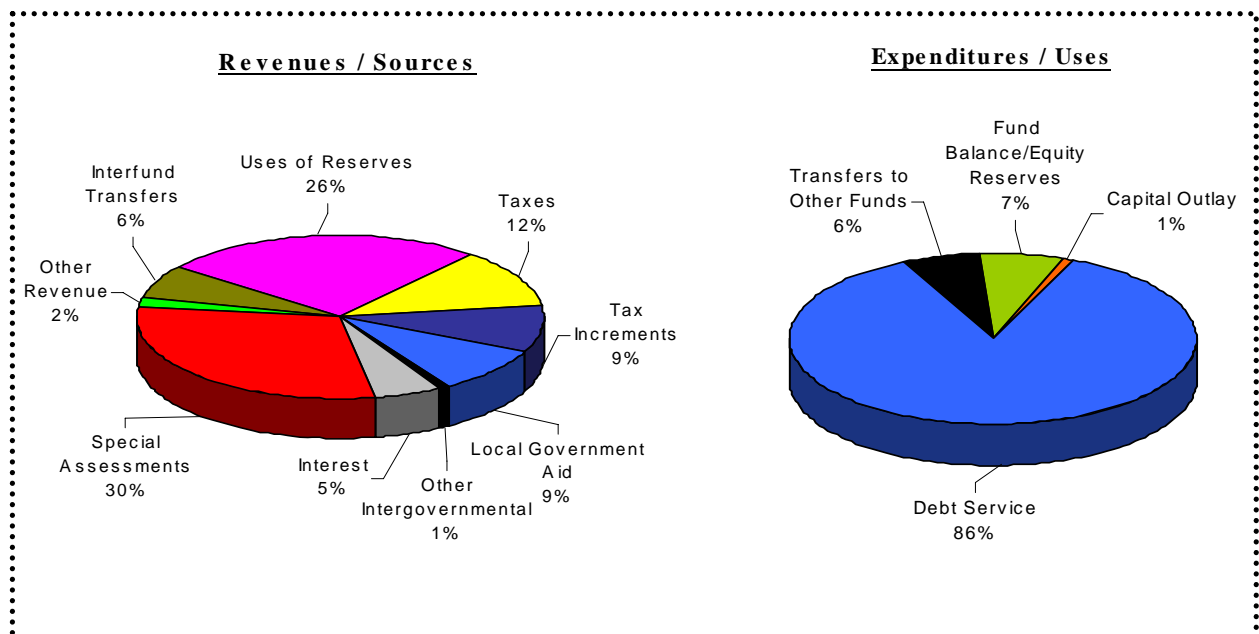
Pactiv - account for the accumulation of resources for payment of general obligation bond principal and interest. Annual debt service is met using existing reserve funds.

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

Fund Summaries

Debt Service Funds

	Tax Increment	Special Assessment	G.O. Bond	Municipal Improvement	MYHA Ice Arena	Pactiv	34th St Bridge	Total
<u>Revenues / Sources</u>								
Taxes	1,089,600	521,257	50,000					1,660,857
Tax Increments	1,319,740							1,319,740
Local Government Aid	44,000	912,600	350,000					1,306,600
Other Intergovernmental	13,700						102,415	116,115
Interest	70,000	683,600						753,600
Special Assessments	50,350	4,204,700						4,255,050
Other Revenue	7,200	200,000			75,000			282,200
Interfund Transfers	740,000	3,500		179,000				922,500
Uses of Reserves		1,501,605	143,550			2,021,374		3,666,529
Total Revenues / Sources	3,334,590	8,027,262	543,550	179,000	75,000	2,021,374	102,415	14,283,191
<u>Expenditures / Uses</u>								
Other Services & Charges	16,310							16,310
Capital Outlay		98,500						98,500
Debt Service	1,872,650	7,542,905	543,550	179,000	75,000	2,021,374	102,415	12,336,894
Transfers to Other Funds	740,000	150,000						890,000
Fund Balance/Equity Reserves	705,630	235,857						941,487
Total Expenditures / Uses	3,334,590	8,027,262	543,550	179,000	75,000	2,021,374	102,415	14,283,191



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

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Taxes	1,281,758	1,065,975	1,089,600
Tax Increments	1,070,097	1,218,360	1,319,740
Local Government Aid	32,800	44,277	44,000
Other Intergovernmental	150,117	13,900	13,700
Interest	83,132		70,000
Special Assessments	54,770	52,498	50,350
Other Revenue	7,200		7,200
Interfund Transfers	890,000	740,000	740,000
Total Revenues / Sources	<u>3,569,873</u>	<u>3,135,010</u>	<u>3,334,590</u>
Expenditures / Uses			
Other Services & Charges	424,988	11,900	16,310
Debt Service	1,800,508	1,820,650	1,872,650
Transfers to Other Funds	890,000	740,000	740,000
Fund Balance/Equity Reserves		562,460	705,630
Total Expenditures / Uses	<u>3,115,497</u>	<u>3,135,010</u>	<u>3,334,590</u>

SPECIAL ASSESSMENT

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Taxes	214		521,257
Local Government Aid	929,000	911,324	912,600
Other Intergovernmental	309		
Charges for Services	2,556		
Interest	1,041,042		683,600
Special Assessments	4,015,107	4,801,986	4,204,700
Other Revenue	142,228		200,000
Bond Proceeds	1,535,162		
Interfund Transfers		3,500	3,500
Uses of Reserves		1,165,382	1,501,605
Total Revenues / Sources	<u>7,665,619</u>	<u>6,882,192</u>	<u>8,027,262</u>
Expenditures / Uses			
Other Services & Charges	15,751		
Capital Outlay	595,427	98,500	98,500
Debt Service	4,986,170	5,482,552	7,542,905
Transfers to Other Funds	180,461	204,000	150,000
Fund Balance/Equity Reserves		1,097,140	235,857
Total Expenditures / Uses	<u>5,777,809</u>	<u>6,882,192</u>	<u>8,027,262</u>

Fund Summaries

Debt Service Funds

GENERAL OBLIGATION BOND

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Taxes	1,198		50,000
Local Government Aid	387,200	350,000	350,000
Interest	11,101		
Other Revenue	7,318		
Uses of Reserves		171,360	143,550
Total Revenues / Sources	<u>406,817</u>	<u>521,360</u>	<u>543,550</u>
<u>Expenditures / Uses</u>			
Debt Service	390,856	521,360	543,550
Total Expenditures / Uses	<u>390,856</u>	<u>521,360</u>	<u>543,550</u>

MUNICIPAL IMPROVEMENT

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Interest	18,621		
Interfund Transfers	178,000	178,600	179,000
Total Revenues / Sources	<u>196,621</u>	<u>178,600</u>	<u>179,000</u>
<u>Expenditures / Uses</u>			
Debt Service	177,371	178,600	179,000
Total Expenditures / Uses	<u>177,371</u>	<u>178,600</u>	<u>179,000</u>

MYHA ICE ARENA

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Interest	16		
Other Revenue	69,647	70,200	75,000
Total Revenues / Sources	<u>69,663</u>	<u>70,200</u>	<u>75,000</u>
<u>Expenditures / Uses</u>			
Debt Service	70,240	70,200	75,000
Total Expenditures / Uses	<u>70,240</u>	<u>70,200</u>	<u>75,000</u>

Fund Summaries

Debt Service Funds

PACTIV

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Interest	256,594		
Uses of Reserves		326,400	2,021,374
Total Revenues / Sources	<u>256,594</u>	<u>326,400</u>	<u>2,021,374</u>
<u>Expenditures / Uses</u>			
Debt Service	324,754	326,400	2,021,374
Total Expenditures / Uses	<u>324,754</u>	<u>326,400</u>	<u>2,021,374</u>

34TH STREET BRIDGE

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	100,228	104,300	102,415
Interest	2,506		
Total Revenues / Sources	<u>102,734</u>	<u>104,300</u>	<u>102,415</u>
<u>Expenditures / Uses</u>			
Debt Service	103,489	104,300	102,415
Total Expenditures / Uses	<u>103,489</u>	<u>104,300</u>	<u>102,415</u>

Fund Summaries

Capital Projects Funds

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

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

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

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

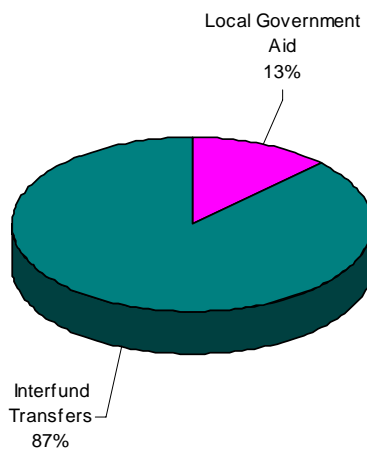
Capital Improvement Fund - account for capital outlay related to City buildings, improvements and equipment.

Fund Summaries

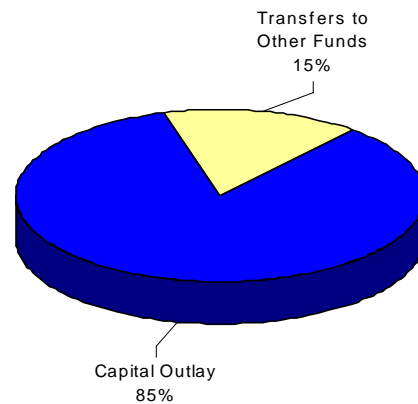
Capital Projects Funds

	<u>Permanent Improvement</u>	<u>Capital Improvement</u>	<u>Total</u>
<u>Revenues / Sources</u>			
Local Government Aid	200,000		200,000
Interfund Transfers		1,382,000	1,382,000
Total Revenues / Sources	200,000	1,382,000	1,582,000
<u>Expenditures / Uses</u>			
Capital Outlay	200,000	1,136,900	1,336,900
Transfers to Other Funds		245,100	245,100
Total Expenditures / Uses	200,000	1,382,000	1,582,000

Revenues / Sources



Expenditures / Uses



Fund Summaries

Capital Projects Funds

PERMANENT IMPROVEMENT

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Taxes	83		
Local Government Aid	200,000	200,000	200,000
Other Intergovernmental	4,748,468		
Interest	59,669		
Other Revenue	6,528,769		
Interfund Transfers	1,140,250		
Total Revenues / Sources	12,677,240	200,000	200,000
<u>Expenditures / Uses</u>			
Supplies	6,382		
Other Services & Charges	1,669,373		
Capital Outlay	5,624,194	200,000	200,000
Total Expenditures / Uses	7,299,949	200,000	200,000

CAPITAL IMPROVEMENT

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	1,025,000		
Interest	26,777	10,000	
Other Revenue	47,742		
Bond Proceeds	705,000		
Interfund Transfers	2,894,450	1,390,000	1,382,000
Total Revenues / Sources	4,698,969	1,400,000	1,382,000
<u>Expenditures / Uses</u>			
Supplies			5,900
Capital Outlay	3,381,598	1,102,100	1,131,000
Transfers to Other Funds	527,075	297,900	245,100
Total Expenditures / Uses	3,908,673	1,400,000	1,382,000

*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.

Town & County Golf - account for the operation and maintenance of the City's 9 hole Golf Course.

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.

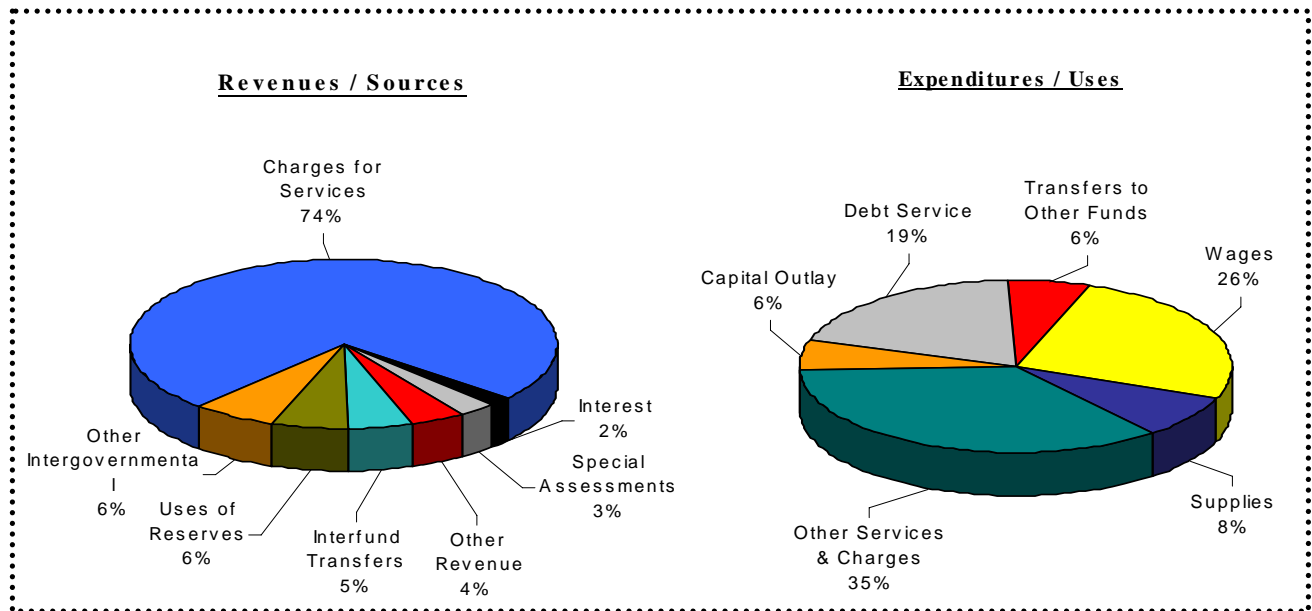
Airport - account for the operation and maintenance of the City's airport facility.

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 Intergovernmental	73,000		139,790					732,300	945,090
Charges for Services	875,408	4,720,408	3,025,000	1,151,315	98,100	700,070	300,500	6,000	10,876,801
Interest	10,000	150,000	45,000	15,000	25,000	6,000	2,500		253,500
Special Assessments		429,360				1,800	1,000		432,160
Other Revenue			70,500	112,150	327,300	30,000		48,800	588,750
Interfund Transfers	40,000			448,332	133,376			111,337	733,045
Uses of Reserves	70,050	517,766	236,375				44,829		869,020
Total Revenues / Sources	1,068,458	5,817,534	3,516,665	1,726,797	583,776	737,870	350,629	898,437	14,700,166

Expenditures / Uses									
Wages	208,589	981,039	1,184,469	611,466	221,200	405,435	143,475		3,755,673
Supplies	24,500	391,560	357,467	206,929	59,210	72,341	73,736	8,000	1,193,743
Other Services & Charges	687,119	1,735,110	1,564,729	483,902	240,616	216,244	68,856	146,437	5,143,013
Capital Outlay	40,000	22,000		50,000				744,000	856,000
Debt Service		2,407,825		374,500	62,750				2,845,075
Transfers to Other Funds	108,250	280,000	410,000			26,000	64,562		888,812
Total Expenditures / Uses	1,068,458	5,817,534	3,516,665	1,726,797	583,776	737,870	350,629	898,437	14,700,166



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

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Other Intergovernmental	85,354	73,000	73,000
Charges for Services	786,317	824,164	875,408
Interest	18,637	10,000	10,000
Other Revenue	100		
Interfund Transfers	100,000	40,000	40,000
Uses of Reserves			70,050
Total Revenues / Sources	<u>990,409</u>	<u>947,164</u>	<u>1,068,458</u>
Expenditures / Uses			
Wages	176,681	199,165	208,589
Supplies	30,265	15,498	24,500
Other Services & Charges	489,929	554,251	687,119
Capital Outlay		80,000	40,000
Transfers to Other Funds	109,133	98,250	108,250
Total Expenditures / Uses	<u>806,008</u>	<u>947,164</u>	<u>1,068,458</u>

WASTEWATER TREATMENT

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Other Intergovernmental	27,259	3,870	
Charges for Services	4,475,942	4,726,375	4,720,408
Interest	205,435	150,000	150,000
Special Assessments	100,240	400,000	429,360
Other Revenue	174,943		
Uses of Reserves		150,649	517,766
Total Revenues / Sources	<u>4,983,819</u>	<u>5,430,894</u>	<u>5,817,534</u>
Expenditures / Uses			
Wages	912,977	945,245	981,039
Supplies	363,238	356,734	391,560
Other Services & Charges	2,501,877	1,947,272	1,735,110
Capital Outlay		10,000	22,000
Debt Service	861,447	1,901,643	2,407,825
Transfers to Other Funds	342,395	270,000	280,000
Total Expenditures / Uses	<u>4,981,933</u>	<u>5,430,894</u>	<u>5,817,534</u>

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

	2006 <u>Actual</u>	2007 <u>Budget</u>	2008 <u>Budget</u>
<u>Revenues / Sources</u>			
Other Intergovernmental	137,367	137,646	139,790
Charges for Services	2,927,871	2,909,392	3,025,000
Interest	53,664	32,772	45,000
Other Revenue	82,038	63,101	70,500
Uses of Reserves		253,246	236,375
Total Revenues / Sources	<u>3,200,940</u>	<u>3,396,157</u>	<u>3,516,665</u>
<u>Expenditures / Uses</u>			
Wages	1,123,040	1,155,483	1,184,469
Supplies	223,779	313,074	357,467
Other Services & Charges	1,467,703	1,487,600	1,564,729
Capital Outlay		60,000	
Transfers to Other Funds	413,096	380,000	410,000
Total Expenditures / Uses	<u>3,227,618</u>	<u>3,396,157</u>	<u>3,516,665</u>

GOLF COURSES

	2006 <u>Actual</u>	2007 <u>Budget</u>	2008 <u>Budget</u>
<u>Revenues / Sources</u>			
Other Intergovernmental	1,420	1,420	
Charges for Services	957,210	1,156,000	1,151,315
Fines & Forfeits	20		
Interest	13,413	15,000	15,000
Other Revenue	100,064	89,270	112,150
Interfund Transfers	239,978	411,884	448,332
Total Revenues / Sources	<u>1,312,105</u>	<u>1,673,574</u>	<u>1,726,797</u>
<u>Expenditures / Uses</u>			
Wages	606,145	603,636	611,466
Supplies	165,340	201,566	206,929
Other Services & Charges	637,783	445,072	483,902
Capital Outlay		50,000	50,000
Debt Service	223,409	373,300	374,500
Total Expenditures / Uses	<u>1,632,677</u>	<u>1,673,574</u>	<u>1,726,797</u>

*Fund Summaries***Enterprise Funds****TOWN & COUNTRY**

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Charges for Services	82,413	79,720	
Interest	913		
Other Revenue	12,139	12,000	
Total Revenues / Sources	<u>95,465</u>	<u>91,720</u>	
<u>Expenditures / Uses</u>			
Wages	59,136	62,747	
Supplies	8,499	13,609	
Other Services & Charges	38,221	15,364	
Total Expenditures / Uses	<u>105,855</u>	<u>91,720</u>	

SPORTS CENTER

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Other Intergovernmental	520	520	
Charges for Services	110,706	94,350	98,100
Interest	55,391	25,000	25,000
Other Revenue	343,044	320,300	327,300
Interfund Transfers	124,758	128,051	133,376
Total Revenues / Sources	<u>634,419</u>	<u>568,221</u>	<u>583,776</u>
<u>Expenditures / Uses</u>			
Wages	203,758	220,616	221,200
Supplies	51,854	58,094	59,210
Other Services & Charges	459,504	229,471	240,616
Debt Service	15,789	60,040	62,750
Total Expenditures / Uses	<u>730,904</u>	<u>568,221</u>	<u>583,776</u>

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

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Other Intergovernmental	5,135	270	
Charges for Services	521,275	540,216	700,070
Fines & Forfeits	20		
Interest	7,598	5,000	6,000
Special Assessments	1,646	1,800	1,800
Other Revenue	250		30,000
Uses of Reserves		64,000	
Total Revenues / Sources	535,923	611,286	737,870
Expenditures / Uses			
Wages	321,619	345,296	405,435
Supplies	63,398	70,234	72,341
Other Services & Charges	106,813	115,156	216,244
Capital Outlay		58,000	
Transfers to Other Funds	26,494	22,600	26,000
Fund Balance/Equity Reserves			17,850
Total Expenditures / Uses	518,324	611,286	737,870

PEST CONTROL

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Licenses & Permits	1,806	1,600	1,800
Other Intergovernmental	1,609	690	
Charges for Services	379,204	297,595	300,500
Interest	7,378	2,500	2,500
Special Assessments		1,000	1,000
Other Revenue	129		
Uses of Reserves		36,480	44,829
Total Revenues / Sources	390,126	339,865	350,629
Expenditures / Uses			
Wages	140,204	136,188	143,475
Supplies	26,494	71,588	73,736
Other Services & Charges	70,361	67,527	68,856
Capital Outlay			
Transfers to Other Funds	56,250	64,562	64,562
Total Expenditures / Uses	293,309	339,865	350,629

Fund Summaries

Enterprise Funds

AIRPORT

	2006 <u>Actual</u>	2007 <u>Budget</u>	2008 <u>Budget</u>
<u>Revenues / Sources</u>			
Other Intergovernmental	245,861	1,806,950	732,300
Charges for Services	4,481	5,000	6,000
Other Revenue	39,341	46,780	48,800
Interfund Transfers	140,897	201,820	111,337
Total Revenues / Sources	<u>430,580</u>	<u>2,060,550</u>	<u>898,437</u>
<u>Expenditures / Uses</u>			
Wages			
Supplies	2,215	7,090	8,000
Other Services & Charges	465,431	157,460	146,437
Capital Outlay		1,896,000	744,000
Total Expenditures / Uses	<u>467,646</u>	<u>2,060,550</u>	<u>898,437</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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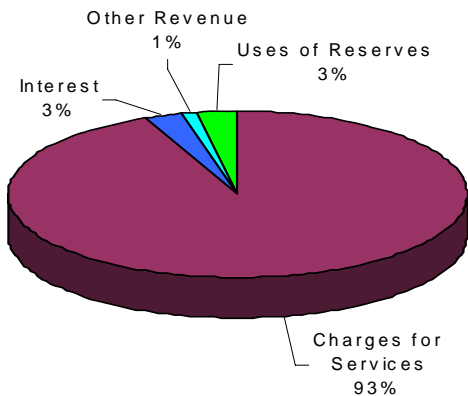
Revenues / Sources

Other Intergovernmental				
Charges for Services	787,322	1,239,400	264,855	2,291,577
Interest	30,000	25,000	9,000	64,000
Other Revenue		30,000		30,000
Uses of Reserves	67,950			67,950
Total Revenues / Sources	885,272	1,294,400	273,855	2,453,527

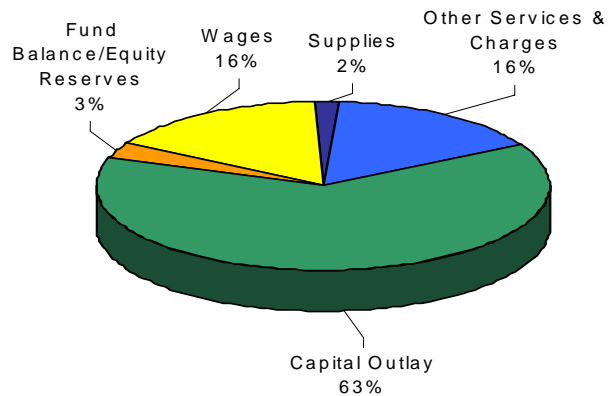
Expenditures / Uses

Wages	396,402			396,402
Supplies	24,250	4,042	12,360	40,652
Other Services & Charges	264,620	12,865	108,030	385,515
Capital Outlay	200,000	1,231,454	123,600	1,555,054
Fund Balance/Equity Reserves		46,039	29,865	75,904
Total Expenditures / Uses	885,272	1,294,400	273,855	2,453,527

Revenues / Sources



Expenditures / Uses



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

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Other Intergovernmental	1,130	1,130	
Charges for Services	777,892	679,115	787,322
Interest	52,076	15,000	30,000
Other Revenue	4,605		
Uses of Reserves			67,950
Total Revenues / Sources	<u>835,702</u>	<u>695,245</u>	<u>885,272</u>
Expenditures / Uses			
Wages	328,713	340,415	396,402
Supplies	29,294	22,800	24,250
Other Services & Charges	254,532	246,030	264,620
Capital Outlay	464,743	86,000	200,000
Total Expenditures / Uses	<u>1,077,282</u>	<u>695,245</u>	<u>885,272</u>

VEHICLES & EQUIPMENT

	2006 Actual	2007 Budget	2008 Budget
Revenues / Sources			
Other Intergovernmental	5,150		
Charges for Services	1,050,500	1,154,000	1,239,400
Interest	46,092	18,000	25,000
Other Revenue	46,578	20,000	30,000
Uses of Reserves		20,000	
Total Revenues / Sources	<u>1,148,320</u>	<u>1,212,000</u>	<u>1,294,400</u>
Expenditures / Uses			
Wages			
Supplies	4,123	3,924	4,042
Other Services & Charges	8,873	12,490	12,865
Capital Outlay	790,532	1,195,586	1,231,454
Fund Balance/Equity Reserves			46,039
Total Expenditures / Uses	<u>803,528</u>	<u>1,212,000</u>	<u>1,294,400</u>

Fund Summaries

Internal Service Funds

RADIO COMMUNICATIONS

	2006 <u>Actual</u>	2007 <u>Budget</u>	2008 <u>Budget</u>
<u>Revenues / Sources</u>			
Charges for Services	208,966	257,141	264,855
Interest	9,827		9,000
Other Revenue	947		
Total Revenues / Sources	<u>219,741</u>	<u>257,141</u>	<u>273,855</u>
<u>Expenditures / Uses</u>			
Wages			
Supplies	7,527	12,000	12,360
Other Services & Charges	31,868	67,475	108,030
Capital Outlay	334,689	120,000	123,600
Fund Balance/Equity Reserves		57,666	29,865
Total Expenditures / Uses	<u>374,085</u>	<u>257,141</u>	<u>273,855</u>

Fund Summaries

Agency Funds

Agency Funds are used to account for assets held by the City in a trustee or as an agent for individuals, private organizations, other governments and/or other funds.

Revenues consist of State Aid, Tax Levy and Franchise Fees.

Expenditures include debt service, professional services, supplies and capital outlay.

Moorhead Community Access Television (MCAT) – account for amounts collected from the cable TV franchise agreement to support the cost of providing the local government access channel.

Armory – account for tax levy collections and debt payments for the Armory facility made on behalf of the State of Minnesota.

Fund Summaries

Agency Funds

MOORHEAD COMMUNITY ACCESS TELEVISION

	2006 Actual	2007 Budget	2008 Budget
<u>Revenues / Sources</u>			
Interest	1,064		
Other Revenue		2,000	
Interfund Transfers	53,045	54,636	
Total Revenues / Sources	54,109	56,636	
<u>Expenditures / Uses</u>			
Supplies	3,325	2,990	
Other Services & Charges	44,297	50,296	
Capital Outlay		3,350	
Total Expenditures / Uses	47,622	56,636	

Fund Summaries

Agency Funds

ARMORY

	2006 <u>Actual</u>	2007 <u>Budget</u>	2008 <u>Budget</u>
<u>Revenues / Sources</u>			
Taxes	44		
Local Government Aid	20,000		
Interest	1,802		
Uses of Reserves		25,000	
Total Revenues / Sources	<u>21,846</u>	<u>25,000</u>	
<u>Expenditures / Uses</u>			
Debt Service	25,000	25,000	
Total Expenditures / Uses	<u>25,000</u>	<u>25,000</u>	

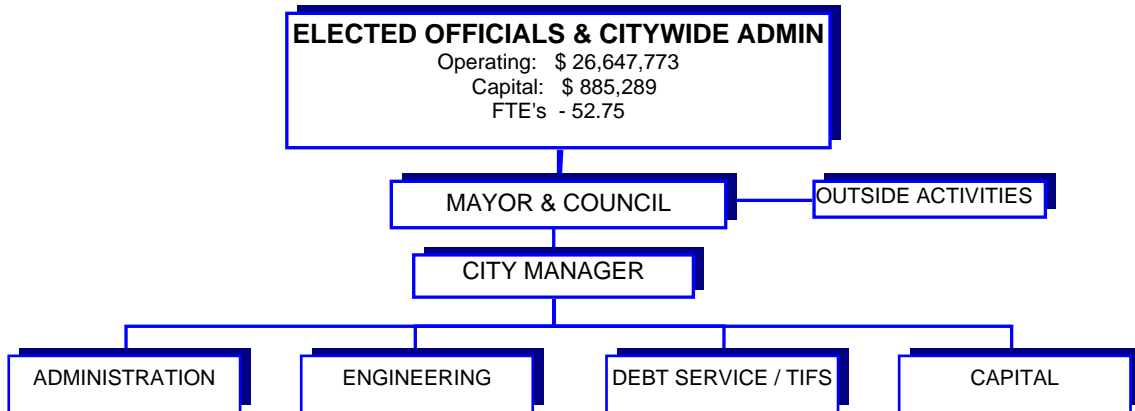


City of Moorhead, Minnesota

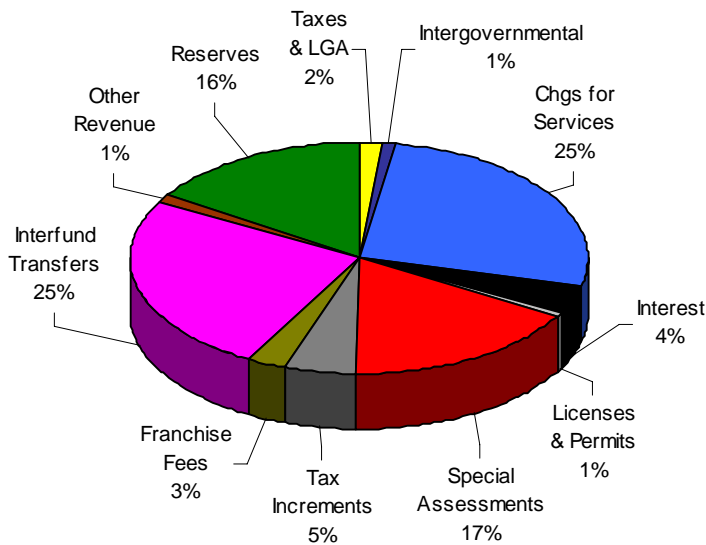
DEPARTMENTAL & DIVISION BUDGETS

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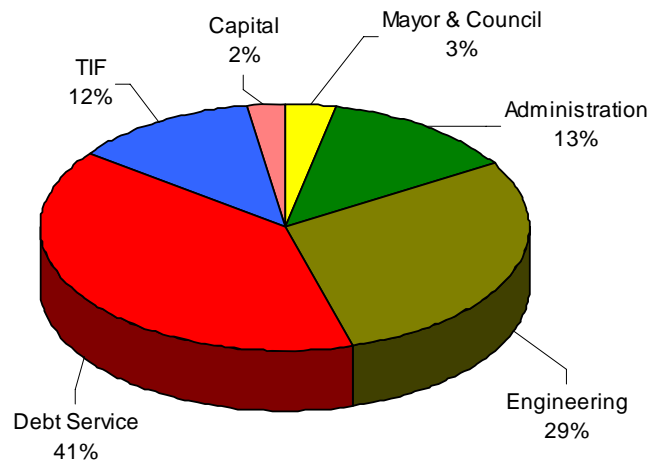
Elected Officials & Citywide Administration



FINANCING PLAN



PROGRAM ALLOCATION



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

Elected Officials & Citywide Administration

HIGHLIGHTS:

The City of Moorhead remains focused on *Connecting our Community*, as outlined in the 2008 Operating & Capital Budget. Strong growth in the residential and commercial sectors continues in the City, with many new residents and businesses choosing Moorhead for their next home or place to do business.



The growth of the community continues against a backdrop of a cooling economy in other metropolitan areas and portions of Minnesota, but a relatively stable and growing local economy in the Fargo-Moorhead metropolitan area. This stability in growth is evidenced by recent City and Homebuilder's Association building permit data reports as well as recent increases in enrollment within the Moorhead Area Public Schools system.

The Elected Officials and Citywide Administrative portion of the budget maintains a commitment to growing the community and expanding the overall tax base of the City, despite declining revenue from traditional sources, such as the State of Minnesota (LGA) and the federal government (CDBG).

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, efficient municipal services to the citizenry in 2008.



Elected Officials & Citywide Administration

Highlights of the 2008 Budget include:

- Continued collaboration with state and federal partners to secure funding for the 34th St. interchange at I-94 and the 20th/21st St. grade separation project
- Implementation and testing of final Comprehensive Rail Safety Program elements, resulting in the quieting of train whistles along the downtown corridor



- Enhancement of communications with citizens via a new customer relationship management (CRM) system on the City's website
- Implementation of the employee incentive program established in 2006 and 2007 collective bargaining agreements
- Continued financial support to valued community agencies and activities supported by the Mayor and City Council

CHALLENGES & OPPORTUNITIES: Funding City operations and meeting the demands of growth will face the Elected Officials and Citywide Administration in the 2008 Operating & Capital Budget and in future budget years. Efforts to invest in infrastructure and assets will continue while planning for long-range growth and major infrastructure projects. A detailed asset inventory and replacement program will be launched in 2008 to establish a more sophisticated analysis of assets and when their replacement should occur.



Elected Officials & Citywide Administration

Major Infrastructure Projects – Major infrastructure projects, including many that were initiated in previous years, will continue in 2008, including:



- Design/construction of the 34th St interchange project
- Implementation and testing of remaining Comprehensive Rail Safety Program measures
- Appropriations requests for the 20th/20st St. underpass project

Economic Development – Commercial growth and development will continue to be a priority for the City in 2008. Business retention and recruitment efforts that are consistent with the Mayor and City Council's interests will continue to guide staff work plans and efforts in 2008. Development of metropolitan-wide marketing and branding themes will also be explored with the Greater Fargo Moorhead Economic Development Corporation, the Moorhead Economic Development Authority, and businesses in the community in 2008.



Elected Officials & Citywide Administration

Retaining Workforce Excellence – As employees in the City workforce age, new challenges and opportunities arise for recruiting talent to serve the organization and the citizens of Moorhead. In conjunction with the arrival of the new City Manager, efforts will be made in 2008 to forecast the future costs of employee benefit payouts and the cost of recruiting new employees into the City workforce. A 2007 goal that will carry forward to 2008 is to prepare the next generation of City employees for increased job responsibilities and opportunities within the organization.



FUTURE ISSUES: Appropriately planning and anticipating for growth will be a leading task for the elected body and City staff in 2008 and beyond. Past efforts to ready the community and the organization have been successful, and plans will continue in the future to do the same. The organization remains progressive, forward-thinking, and ready to respond to the needs of the development community and our citizens.

Elected Officials & Citywide Administration

2007 – 2008 BUDGET COMPARISON

	<u>2007 BUDGET</u>	<u>2008 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Mayor & Council Division:</u>			
Mayor & Council	564,627	569,198	4,571
Unallocated/Council Discretionary	171,384	86,412	(84,972)
Programs, Services, Actv.	226,170	260,017	33,847
	<u>962,181</u>	<u>915,627</u>	<u>(46,554)</u>
<u>Administrative Division:</u>			
City Manager	589,158	618,311	29,153
City Clerk	96,163	101,904	5,741
Elections & Voters	23,645	28,865	5,220
Finance	684,427	454,040	(230,387)
Legal	332,380	344,000	11,620
Human Resources	275,793	287,863	12,070
Labor Relations	31,928	32,600	672
General Government	6,000	13,830	7,830
Library	767,487	790,799	23,312
Information Technology	695,245	885,272	190,027
Self Insurance	38,000	38,000	-
	<u>3,540,226</u>	<u>3,595,484</u>	<u>55,258</u>
<u>Engineering Division:</u>			
Engineering	1,161,125	1,166,979	5,854
Storm Water	947,164	1,068,458	121,294
Wastewater Treatment	5,430,894	5,817,534	386,640
	<u>7,539,183</u>	<u>8,052,971</u>	<u>513,788</u>
<u>Debt Service:</u>			
Debt Service	<u>8,083,052</u>	<u>10,948,601</u>	<u>2,865,549</u>
<u>Tax Increment Districts:</u>			
Tax Increment Districts	<u>3,135,010</u>	<u>3,334,590</u>	<u>199,580</u>
<u>Trust & Agency:</u>			
Armory	25,000	-	(25,000)
MCAT	56,636	-	(56,636)
	<u>81,636</u>	<u>-</u>	<u>(56,636)</u>
<u>Capital: *</u>			
Permanent Improvement	200,000	200,000	-
CI - Administration	419,745	370,989	(48,756)
CI - Library	18,000	-	(18,000)
CI - Engineering	16,000	81,800	65,800
CI - Information Technology		33,000	33,000
	<u>653,745</u>	<u>685,789</u>	<u>32,044</u>
Total Administration Department	<u>23,995,033</u>	<u>27,533,062</u>	<u>3,563,029</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.

2008 Goals and Objectives

- Fully implement the Comprehensive Rail Safety Program
- Begin work on 34th St./I-94 interchange, pending project funding.
- Advocate for additional 20th/21st St. underpass funding.
- Study and implement elements of the 2007 Downtown Framework Plan
- Continue Commercial Corridor planning

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	109,548	112,963	116,198	3,235
Supplies & Materials	1,525	3,600	4,000	400
Other Services & Charges	474,171	757,848	725,792	(32,056)
Transfer to Funds	70,217	87,770	69,637	(18,133)
Total	655,460	962,181	915,627	(46,554)
Per Capita	19.63	28.23	26.35	(1.34)
Per \$1,000,000 Valuation	459.98	592.94	502.41	(25.54)

2008 Budget Impact Items

- No increase in funding to outside agencies
- Nearly 50% reduction in available unallocated/discretionary funds due to budget limitations.

2006/2007 Achievements

- GFOA Distinguished Budget Award, 2007

Elected Officials & Citywide Administration

Administrative Division

City Manager

Program Description

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

2008 Goals and Objectives

- Establish Continuous improvement in the areas of customer service and the provision of high-quality, efficient municipal services.
- Implement a new customer relationship management package (CRM).
- Initiate Labor-Management Relations Committees with collective bargaining units.
- Integrate Citywide performance measurement data into operations.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	436,356	457,550	480,161	22,611
Supplies & Materials	12,693	12,100	12,300	200
Other Services & Charges	102,305	119,508	125,850	6,342
Total	551,354	589,158	618,311	29,153
Per Capita	16.51	17.29	17.79	0.84
Per \$1,000,000 Valuation	386.92	363.07	339.27	16.00

2008 Budget Impact Items

- Establishment of Employee Incentive Program.

2006/2007 Achievements

- Continued service excellence and state recognition of the Wastewater Treatment Facility
- GFOA Distinguished Budget Award, 2007

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.

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	65,659	65,919	69,817	3,898
Supplies & Materials	5,916	5,800	5,800	
Other Services & Charges	35,242	24,444	26,287	1,843
Total	106,817	96,163	101,904	5,741
Per Capita	3.20	2.82	2.93	0.17
Per \$1,000,000 Valuation	74.96	59.26	55.92	3.15

2008 Budget Impact Items

- Continuing educational requirements to maintain clerk certification.
- Codification of ordinances and placement of such on website.
- Acquisition and implementation of an automatic agenda process.

2006/2007 Achievements

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

Elected Officials & Citywide Administration

Administrative Division

Elections & Voters

Program Description

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

2008 Goals and Objectives

- Plan & coordinate with the Clay County Auditor's office steps/actions necessary for the conduct of the 2008 State elections.
- Comply with educational requirements.
- Review polling sites to ensure compliance with accessibility regulations.
- Monitor procedures for Help America Vote Act (HAVA) compliance.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	33			
Supplies & Materials	119	6,000	500	(5,500)
Other Services & Charges	20,725	17,645	28,365	10,720
Total	20,878	23,645	28,865	5,220
Per Capita	0.63	0.69	0.83	0.15
Per \$1,000,000 Valuation	14.65	14.57	15.84	2.86

2008 Budget Impact Items

- Significant increase in the budget to accommodate for the conduct of the State Primary Election in September and the State/Federal General (Presidential) Election in November.
- Increase in costs for poll site workers.
- Increase in supply costs due to utilization of HAVA compliant election equipment.

2006/2007 Achievements

- Successfully administered elections within the City of Moorhead.
- Acquired new election equipment and implemented procedures for such.
- Completed boundary changes due to annexations.

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.

2008 Goals and Objectives

- Ensure all 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	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	329,753	331,500	382,381	50,881
Supplies & Materials	5,164	5,800	7,130	1,330
Other Services & Charges	54,065	57,127	58,789	1,662
Transfer to Funds	1,464,700	250,000		(250,000)
To Reserves		40,000	5,740	(34,260)
Total	1,853,682	684,427	454,040	(230,387)
Per Capita	55.52	20.08	13.07	(6.63)
Per \$1,000,000 Valuation	1,300.86	421.77	249.14	(126.42)

2008 Budget Impact Items

- Added a ¾ time office specialist position

2006/2007 Achievements

- Received the GFOA Award for Excellence in Financial reporting for the 23rd consecutive year
- Received the GFOA Distinguished Budget Presentation Award for the 3rd 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.

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Other Services & Charges	356,269	332,380	344,000	11,620
Total	356,269	332,380	344,000	11,620
Per Capita	10.67	9.75	9.90	0.33
Per \$1,000,000 Valuation	250.02	204.83	188.76	6.38

2008 Budget Impact Items

- 1.5% increase for City legal services provided under a professional service agreement
- 3% rate increase for prosecution services to the County Attorney's office

2006/2007 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.

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	195,759	191,514	200,795	9,281
Supplies & Materials	11,012	9,500	9,500	
Other Services & Charges	81,668	74,779	77,568	2,789
Total	288,439	275,793	287,863	12,070
Per Capita	8.64	8.09	8.28	0.35
Per \$1,000,000 Valuation	202.42	169.96	157.95	6.62

2008 Budget Impact Items

- Personnel costs include 2% cost of living allowance, 1% merit increase and a 1% achievement pay

2006/2007 Achievements

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

Elected Officials & Citywide Administration

Administrative Division

Labor Relations

Program Description

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

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	2,142			
Other Services & Charges	78,369	31,928	32,600	672
Total	80,512	31,928	32,600	672
Per Capita	2.41	0.94	0.94	0.02
Per \$1,000,000 Valuation	56.50	19.68	17.89	0.37

2008 Budget Impact Items

- Maintained 2007 funding levels for 2008

2006/2007 Achievements

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

Elected Officials & Citywide Administration

Administrative Division

Public Library

Program Description

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

2008 Goals and Objectives

- Increase library program offerings to meet changing needs of residents.
- Increase attendance at library programs by 25%
- Offer access to new and emerging technologies for residents

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	41,047	42,326	44,513	2,187
Supplies & Materials	3,593	5,107	6,560	1,453
Other Services & Charges	689,659	700,659	721,726	21,067
Capital Outlay		18,000	18,000	
Debt Service	1,358	1,395		(1,395)
Total	735,656	767,487	790,799	23,312
Per Capita	22.03	22.52	22.76	0.67
Per \$1,000,000 Valuation	516.26	472.96	433.92	12.79

2008 Budget Impact Items

- Rising fuel costs continue to increase heating and cooling costs
- Aging building increases maintenance costs

2006/2007 Achievements

- Popular programs offered again, as well as continuing to add new and different topics, with live entertainment as some events
- Circulation of materials in first half of year up by over 21% from 2006
- Participation in adult programs more than doubled for the first half of 2007 compared to 2006
- Attendance at children's programs doubled in the first half of 2007, with over 1,400 children participating in the Summer Reading Program this year to date
- The Computer Management system installed in December allows customers to sign up directly for computer use and print and pay for printing directly without staff intervention – very positive feedback from users
- Customers are also using Self Check-Out for close to 90% of materials check-out now
- Both systems free staff time to assist customers in locating information and returning materials to the shelves (21% more of these than a year ago!)

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.

2008 Goals and Objectives

- Enhance E-government services
- Internet sales enhancements
- Increase portal development
- Corporate communication planning and reengineering

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	335,213	340,415	396,402	55,987
Supplies & Materials	30,734	22,800	24,250	1,450
Other Services & Charges	503,818	246,030	264,620	18,590
Capital Outlay		86,000	200,000	114,000
Total	869,764	695,245	885,272	190,027
Per Capita	26.05	20.40	25.48	5.47
Per \$1,000,000 Valuation	610.37	428.44	485.76	104.27

2008 Budget Impact Items

- Storage Area Network implementation

2006/2007 Achievements

- Network and fiber infrastructure upgrade
- Voice over internet presence implementation
- Internet sales and payment processing
- Computer Aided Mass Appraisal (CAMA) and Land Development Office (LDO) design and implementation
- Full-time staff addition

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.

2008 Goals and Objectives

- N/A

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Other Services & Charges	32,382	38,000	38,000	
Total	32,382	38,000	38,000	
Per Capita	0.97	1.11	1.09	-
Per \$1,000,000 Valuation	22.72	23.42	20.85	-

2008 Budget Impact Items

- Maintained 2007 funding level

2006/2007 Achievements

- N/A

Elected Officials & Citywide Administration

Engineering Division

Engineering

Program Description

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

2008 Goals and Objectives

- Construct the 34th St/I-94 Interchange Project
- Complete design and right-of-way acquisition; continue to explore funding alternatives for the SE Main Ave/20th St/21st St Railroad Grade Separation Project
- Construct 5.25 miles of new minor arterial/collector streets (development dependent)
- Reconstruct/rehabilitate 3.1 miles of existing streets
- Prepare implementation plans for the TH 75/20th St Corridor Study and 11th St Railroad Grade Separation Feasibility Study (identify project locations, phasing, and funding)
- Implement policy and program changes required by FEMA revision of the 100-yr floodplain

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	849,301	896,858	880,618	(16,240)
Supplies & Materials	29,798	30,400	34,050	3,650
Other Services & Charges	284,156	233,867	252,311	18,444
Capital Outlay	24,281			
Total	1,187,536	1,161,125	1,166,979	5,854
Per Capita	35.57	34.07	33.58	0.17
Per \$1,000,000 Valuation	833.38	715.54	640.33	3.21

2008 Budget Impact Items

- Increased revenue target for engineering fees
- Update aerial photos, Light Detection and Ranging, planimetrics, and building outlines
- Various projects associated with flood protection and floodplain management

2006/2007 Achievements

- Constructed the 40th Ave S ditch extension and developed a parkway plan
- Initiated construction of the 34th St/I-94 Interchange Project
- Design and right-of-way acquisition for the SE Main Ave/20th St/21st St Grade Separation
- Constructed 4.75 miles of new minor arterial/collector streets
- Reconstructed/rehabilitated 3.3 miles of existing streets
- Constructed infrastructure for 95 acres of new development
- Completed the TH 75/20th St Corridor Study and 11th St Grade Separation Feasibility Study
- 120 Acre Southside Regional Park and Horizon Shores Park improvements
- Completed construction/implementation for the Downtown Rail Safety Project (Quiet Zone)
- Installed emergency vehicle preemption on all City traffic signals
- Infrastructure planning for the North Growth Area Plan (GAP) & Trollwood Performing Arts School (TPAS)

Elected Officials & Citywide Administration

Engineering Division

Storm Water

Program Description

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

2008 Goals and Objectives

- Participate in US Army Corps of Engineers reconnaissance and feasibility studies to evaluate projects to enhance flood protection
- Complete storm lift station condition assessment/asset management plan (initiated 2007)
- Replace two (2) 40+ year old pumps at storm lift stations
- Continue implementation of various Storm Water Pollution Prevention Plan Best Management Practices
- Implement new commercial rate structure based on impervious area
- Coordinate with local jurisdictions/regulatory agencies on turbidity and fecal coliform Total Maximum Daily Load (TMDL) studies
- Evaluate storm sewer rehabilitation needs on 24th Ave S (11th to 14th St)

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	176,681	199,165	208,589	9,424
Supplies & Materials	30,265	15,498	24,500	9,002
Other Services & Charges	489,929	554,251	687,119	132,868
Capital Outlay		80,000	40,000	(40,000)
Transfer to Funds	109,133	98,250	108,250	10,000
Total	806,008	947,164	1,068,458	121,294
Per Capita	24.14	27.79	30.75	3.49
Per \$1,000,000 Valuation	565.63	583.68	586.27	66.56

2008 Budget Impact Items

- Base rate increase of \$0.18 per month for all customers (\$4.32 to \$4.50 per month)
- Storm lift station pump replacements
- Significant increase in Buffalo-Red River Watershed District ditch assessments
- Utility and fuel cost increases

2006/2007 Achievements

- Revised the City's Storm Water Pollution Prevention Plan and received coverage under the revised Minnesota Pollution Control Agency (MPCA) National Pollutant Discharge Elimination System (NPDES) MS4 Stormwater Permit
- Purchased second slope mower for major drainage ditches and ponds
- Modified Storm Lift Station #6 to accommodate pump replacement
- Continued catch basin rehabilitation program
- Conducted education for developers, homebuilders, contractors, students, and the public
- Coordinated with local jurisdictions/regulatory agencies on turbidity and fecal coliform TMDL studies
- Implemented focused stormwater compliance and enforcement activities

Elected Officials & Citywide Administration

Engineering Division

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.

2008 Goals and Objectives

- Construct the solids improvement project at the Wastewater Treatment Facility (WWTF)
- Coordinate with local jurisdictions/regulatory agencies on dissolved oxygen and ammonia TMDL studies
- Complete sanitary lift station condition assessment/asset management plan (initiated 2007)
- Monitor MPCA Phosphorus Rule implementation and assess local impacts
- Develop a mercury minimization plan

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	912,977	945,245	981,039	35,794
Supplies & Materials	363,238	356,734	391,560	34,826
Other Services & Charges	2,501,877	1,947,272	1,735,110	(212,162)
Capital Outlay		10,000	22,000	12,000
Debt Service	861,447	1,901,643	2,407,825	506,182
Transfer to Funds	342,395	270,000	280,000	10,000
Total	4,981,933	5,430,894	5,817,534	386,640
Per Capita	149.20	159.35	167.42	11.13
Per \$1,000,000 Valuation	3,496.16	3,346.76	3,192.14	212.15

2008 Budget Impact Items

- 3% programmed rate increase (solids improvement project)
- Programmed draw on reserves in accordance with the long-range facility plan
- Utility and fuel cost increases
- Pump/motor replacement at the WWTF

2006/2007 Achievements

- Received Minnesota Pollution Control Agency (MPCA) Commendation for Operation & Maintenance of the WWTF
- Completed the three-year sanitary sewer interceptor and WWTF headworks improvements
- Completed a long-range facility plan and design of solids improvements for the WWTF
- Negotiated a new/re-issued NPDES permit for the WWTF (no phosphorus limits)
- Infrastructure planning for the North GAP and TPAS areas
- Relocated/reconstructed Sanitary Lift Station #18
- Completed final clarifier rehabilitation at the WWTF
- Kept pace with City growth and sanitary sewer cleaning goals (one-third of the city per year) through equipment upgrades (no new staff)
- Completed rehabilitation of a 30-inch sewer interceptor on 9th St (1st Ave N to 5th Ave N)

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.)

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Other Services & Charges	15,751			
Capital Outlay	703,322	98,500	98,500	
Debt Service	6,052,880	6,683,412	10,464,244	3,780,832
Transfer to Funds	180,461	204,000	150,000	(54,000)
To Reserves		1,097,140	235,857	(861,283)
Total	6,952,414	8,083,052	10,948,601	2,865,549
Per Capita	208.22	237.17	315.08	82.46
Per \$1,000,000 Valuation	4,878.98	4,981.14	6,007.60	1,572.35

2008 Budget Impact Items

- Increase in annual debt service requirements due mainly to the issuance of improvement bond debt
- \$1,325,000 of 1996B Bond Issue mature in 2008 to be satisfied with available cash on hand

2006/2007 Achievements

- Maintained Moody's Investors Service rating of A2

Elected Officials & Citywide Administration

Tax Increment

Tax Increment

Program Description

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

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Other Services & Charges	448,719	11,900	16,310	4,410
Debt Service	1,800,508	1,820,650	1,872,650	52,000
Transfer to Funds	890,000	740,000	740,000	
To Reserves		562,460	705,630	143,170
Total	3,139,228	3,135,010	3,334,590	199,580
Per Capita	94.02	91.99	95.96	5.74
Per \$1,000,000 Valuation	2,203.01	1,931.93	1,829.72	109.51

2008 Budget Impact Items

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

2006/2007 Achievements

- Created the First Avenue North Tax Increment District

Elected Officials & Citywide Administration

Trust & Agency

Armory

Program Description

Accounts for the collection of taxes and the payments remitted to the state of Minnesota for debt service on the Armory facility.

2008 Goals and Objectives

- N/A

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Debt Service	25,000	25,000		(25,000)
Total	25,000	25,000		(25,000)
Per Capita	0.75	0.75	-	(0.75)
Per \$1,000,000 Valuation	17.54	17.54	-	(17.54)

2008 Budget Impact Items

- Final payment to the state of Minnesota was made in 2007.

2006/2007 Achievements

- N/A

Elected Officials & Citywide Administration

Trust & Agency

MCAT

Program Description

Account for the amounts collected from cable TV franchise to support the cost of providing the local community access channel.

2008 Goals and Objectives

- Provide quality programming and public access to residents of the City of Moorhead

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	3,325	2,990		(2,990)
Other Services & Charges	44,297	50,296		(50,296)
Capital Outlay		3,350		(3,350)
Total	47,622	56,636		(56,636)
Per Capita	1.43	1.66	-	(1.63)
Per \$1,000,000 Valuation	33.42	34.90	-	(31.08)

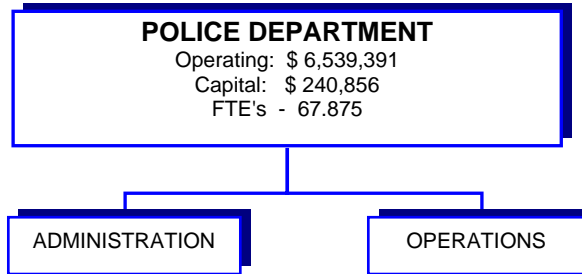
2008 Budget Impact Items

- Beginning in 2008, the City of Moorhead will no longer act as a fiscal agent for Moorhead Cable Access Television.

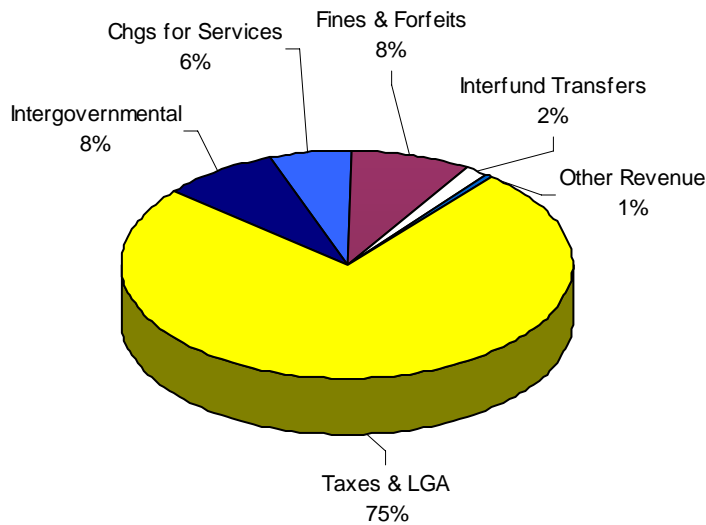
2006/2007 Achievements

- Continue to serve the community needs with the newest video and computer equipment as well as experienced personnel

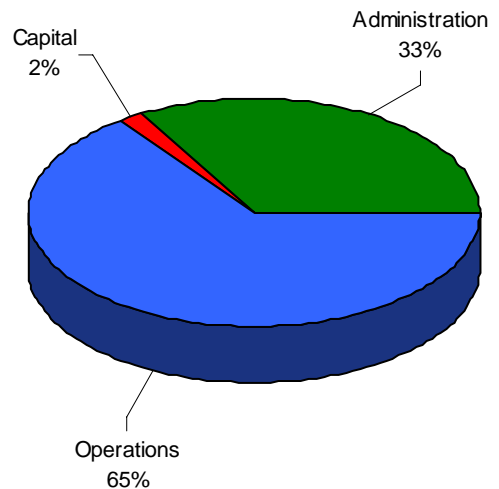
Police Department



FINANCING PLAN



PROGRAM ALLOCATION



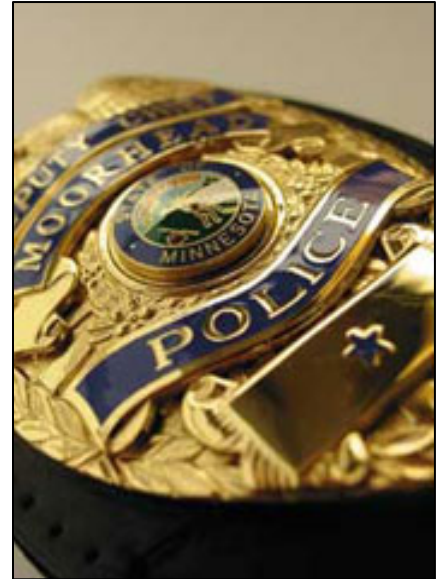
MISSION STATEMENT – The mission of the Moorhead Police Department is to maintain peace and order through the provision of police services that are of the highest quality and responsive to the needs of the community. We will contribute to the safety and security of the community by apprehending those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

Police Department

DEPARTMENT HIGHLIGHTS:

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

- Hired and trained five police officers resulting in full staffing levels
- Staffing level increase of three police officers in 2008
- Lieutenant Monroe completed the FBI National Academy
- Installed enhanced security measures in the Law Enforcement Center lobby
- Installed electronic building access locks in the Law Enforcement Center
- Implemented a secure police identification/access card system
- Reimplementation of the Citizen's Police Academy
- Introduction of the Junior Police Academy
- Parking ticket process brought back in-house
- Hiring and replacement of record staff personnel
- Development of an internet based Patrol Officer Activity Log
- K-9 Handler John Lien & partner Hickok placed 4th at USPCA Region 18 Trials
- As a result of education and enforcement efforts, our citizens attained a new record high seat belt usage rate, 86%, which exceeds the state average.



FUTURE ISSUES:

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

- Maintain prompt response to calls for service from the public
- Maintaining adequate staffing levels to meet demands of community growth and development
- Working with Clay County in jail and law enforcement center building analysis to anticipate department facility and space needs as well as state facility requirements
- Updating the current Computer Aided Dispatch/Records Management System (CAD/RMS)
- Providing investigative personnel with the training, technology and resources for the investigation of computer crimes involving internet predators and computer fraud cases



Police Department

HIGHLIGHTED PROGRAM



In the fall of 2006, the Moorhead Police Department began its first year in a partnership named Moorhead Together. Moorhead Together is a collaboration of Minnesota State University Moorhead (MSUM), Concordia College, and Minnesota State Community and Technical College (MSCTC) to reduce high risk drinking among Moorhead college students in a community wide manner. Funding for the partnership was provided through a grant from the United States Department of Education. Although the grant funding targets many aspects of addressing this serious problem, \$25,000 in funds were specifically targeted for officers of the Patrol Division to address underage alcohol consumption, and the environment, which fosters this activity (large parties). In addition to the initial grant, MSUM funded an additional \$5,000 towards this effort. Having officers on a specialty overtime shift allows them time to focus on only this issue, time that officers on regular shift do not have. Officers from the Patrol Division volunteered for overtime shifts utilizing bikes, unmarked patrol vehicles, and foot patrol to address these issues. The officers are scheduled to target times that are traditionally active in high-risk drinking activity.



In the 2006-2007 academic year, officers assigned to the Moorhead Together Partnership worked a total of 752 hours of overtime, during which time they:

- Issued citations for the following offenses:
 - 265 under-age consumption and possession of alcohol cases
 - 21 narcotic violations.
 - 50 criminal citations for various offenses including; obstructing legal process, fleeing on foot, disorderly conduct, delivery of alcohol to minors, etc.
 - 81 noise citations
- Made 31 criminal arrests.
- Made 5 Driving While Under the Influence arrests
- Issued 199 noise warnings

This partnership was been found to be extremely effective in its first school year and will continue through the second year of grant funding, the 2007 – 2008 academic year.

Police Department

2007 – 2008 BUDGET COMPARISON

	<u>2007</u> <u>BUDGET</u>	<u>2008</u> <u>BUDGET</u>	<u>INCREASE</u> <u>(DECREASE)</u>
<u>Administrative Division:</u>			
Administration	1,531,936	1,648,204	116,268
Community Service	161,289	170,694	9,405
Grant Funded Activities	208,131	176,028	(32,103)
Radio Communications	257,141	273,855	16,714
	<u>2,158,497</u>	<u>2,268,781</u>	<u>110,284</u>
<u>Operations Division:</u>			
Community Policing	115,973	122,155	6,182
Investigative	693,398	768,672	75,274
Patrol	3,039,922	3,320,964	281,042
DARE	77,864	79,253	1,389
Youth Services	65,252	68,002	2,750
Bike Patrol	4,920	5,068	148
Tactical	13,050	14,934	1,884
K-9	14,720	15,162	442
	<u>4,025,099</u>	<u>4,394,210</u>	<u>369,111</u>
<u>Capital: *</u>			
Capital Improvements	<u>67,955</u>	<u>117,256</u>	<u>49,301</u>
Total Police Department	<u>\$ 6,251,551</u>	<u>\$ 6,780,247</u>	<u>\$ 528,696</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.

2008 Goals and Objectives

- Continued policy revision and updating
- Preserve low crime rate
- Complete revision process of departmental policies

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	553,321	561,131	578,701	17,570
Supplies & Materials	92,091	108,810	101,674	(7,136)
Other Services & Charges	919,485	861,995	967,829	105,834
Total	1,564,897	1,531,936	1,648,204	116,268
Per Capita	46.87	44.95	47.43	3.35
Per \$1,000,000 Valuation	1,098.19	944.05	904.39	63.80

2008 Budget Impact Items

- Reimplementation of the Citizen's Police Academy.

2006/2007 Achievements

- Completed Evidence Bar Coding System conversion
- Brought parking ticket process back in-house.
- Installed and implemented security measures and secure police identification/access card system
- Lieutenant Monroe completed FBI National Academy
- Developed and implemented an internet based Patrol Officer Activity Log in conjunction with the Moorhead Information Technology Department
- Quarterly meetings conducted by the Chief with civilian and sworn personnel

Police Department

Administrative Division

Community Service

Program Description

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

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	90,991	89,196	93,058	3,862
Supplies & Materials	9,540	15,940	16,418	478
Other Services & Charges	58,267	56,153	61,218	5,065
Total	158,798	161,289	170,694	9,405
Per Capita	4.76	4.73	4.91	0.27
Per \$1,000,000 Valuation	111.44	99.39	93.66	5.16

2008 Budget Impact Items

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

2006/2007 Achievements

- Mobile Data Communication units placed in Community Service Officer (CSO) trucks, giving the CSO better communication with dispatch and officers, and allowing them to process assigned calls more efficiently.
- Assisted with the Dog Park opening in answering citizen questions.

Police Department

Administrative Division

Grant - Task Force

Program Description

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

2008 Goals and Objectives

- Continue to build the relationship between local drug enforcement officers and the DEA Task Force whereby local cases lead to drug sources in other states and the resources of the federal government can bridge prosecution of local drug dealers to across the country.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	71,907	86,499	71,149	(15,350)
Supplies & Materials	741	3,048		(3,048)
Other Services & Charges	47,340	42,136	39,717	(2,419)
Total	119,988	131,683	110,866	(20,817)
Per Capita	3.59	3.86	3.19	(0.60)
Per \$1,000,000 Valuation	84.20	81.15	60.83	(11.42)

2008 Budget Impact Items

- Possible local funding of the position if Byrne Grant funding ceases upon year-to-year review by congress.

2006/2007 Achievements

- A conspiracy investigation that led to 6 federal indictments for trafficking over 45 pounds of methamphetamine from Bellevue (Seattle-Tacoma), WA into Fargo-Moorhead.
- A conspiracy investigation (continuing) that has currently led to 12 federal indictments for trafficking over 25 pounds of methamphetamine from Indio, CA to Fargo-Moorhead.
- A conspiracy investigation that led to 6 federal indictments for trafficking over 20 pounds of cocaine from Bloomington, MN into Fargo-Moorhead.
- A conspiracy investigation that led to 6 federal indictments for trafficking over 20 pounds of methamphetamine from Indio, CA to Fargo-Moorhead.

Police Department

Administrative Division

Grant - Youth Intervention

Program Description

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

2008 Goals and Objectives

- Establish a successful Junior Police Academy.
- Continue to deliver exceptional youth services.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	1,460			
Supplies & Materials	17,626			
Other Services & Charges	10,373			
Total	29,459			
Per Capita	0.88	-	-	-
Per \$1,000,000 Valuation	20.67	-	-	-

2008 Budget Impact Items

- Expand the Junior Police Academy.

2006/2007 Achievements

- Introduced the Junior Police Academy the summer of 2007.
- 180 children participated in the Moorhead Police Summer Youth Program.
- A Moorhead officer holds a seat on the Minnesota Youth Intervention Programs Association (YIPA) Executive Board.

Police Department

Administrative Division

Grant – Gang Strike Force

Program Description

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

2008 Goals and Objectives

- Fully train new investigator and update GangNet pointer file entries in state database.
- Assimilate gang investigator into local and task force operations to gather data on local gangs for enhanced prosecution.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	60,258	70,073	65,162	(4,911)
Supplies & Materials		3,000		(3,000)
Other Services & Charges	2,325	3,375		(3,375)
Total	62,583	76,448	65,162	(11,286)
Per Capita	1.87	2.24	1.88	(0.32)
Per \$1,000,000 Valuation	43.92	47.11	35.76	(6.19)

2008 Budget Impact Items

- Possible local funding of the position if Byrne Grant funding ceases upon year-to-year review by congress.

2006/2007 Achievements

- Several gangs identified and documented in our area including those with ties to Minneapolis, MN, Chicago, IL and Detroit, MI and are trafficking cocaine and crack cocaine into the area.

Police Department

Administrative Division

Other Grant Funded Activities

Program Description

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

2008 Goals and Objectives

- **Safe & Sober Grant** - Continue in partnership with all law enforcement agencies operating in Clay County to increase traffic safety by using education and enforcement in focused 'WAVES' throughout the year.
- **Safe Communities Grant** - Continue to work cooperatively within the framework of the **Safe Communities Coalition of the Red River Valley** to positively impact incidents of serious injury and death occurring as a result of vehicle traffic on public roadways.
- **HEAT Grant** - Assist the Minnesota State Patrol and other law enforcement agencies in Minnesota to have a direct, identifiable impact on the number of fatal crashes in Minnesota through vigorous enforcement of speed limit laws on I-94.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	23,234			
Supplies & Materials	221			
Other Services & Charges	14,837			
Total	38,293			
Per Capita	1.15	-	-	-
Per \$1,000,000 Valuation	26.87	-	-	-

2008 Budget Impact Items

- In the case of all grants mentioned there is some administrative time spent by department personnel.
- These grants are typically not included within the budget until the grant has been awarded.

2006/2007 Achievements

- As a result of education and enforcement efforts, the citizens attained a new record high seat belt usage rate of 86%, exceeding the statewide average.
- Participated in the reduction of excessive speed on I-94 and the resultant statewide reduction in traffic deaths. In 2006, the State of Minnesota recorded the lowest highway death total since 1945 with 494 traffic fatalities.
- Through education focused on the five high schools in Clay County achieved an average of over 18% increase in seat belt usage for this young age group.

Police Department

Administrative Division

Radio Communications

Program Description

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

2008 Goals and Objectives

- Initial planning for Computer Aided Dispatch/Records Management System (CAD/RMS) software upgrade
- Deployment of high speed data network for police and fire mobile data computers
- Mobile data computer replacement for fire department vehicles
- Finalize deployment of regional inter-operable communications system

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	7,527	12,000	12,360	360
Other Services & Charges	183,114	67,475	108,030	40,555
Capital Outlay		120,000	123,600	3,600
To Reserves		57,666	29,865	(27,801)
Total	190,641	257,141	273,855	16,714
Per Capita	5.71	7.54	7.88	0.48
Per \$1,000,000 Valuation	133.79	158.46	150.27	9.17

2008 Budget Impact Items

- Computer Aided Dispatch/Records Management System software upgrade
- Fire department mobile data computer replacement
- Mobile data computer network upgrade

2007 Achievements

- Replacement of fire apparatus floor radio systems
- Installation of police and fire satellite receivers on the water tower in Oakport Township
- Completion of phase one CAD/RMS analysis and final report

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.

2008 Goals and Objectives

- Expand and improve the Volunteer Program with respect to numbers of volunteers; training; assignments; and recruitment
- Revitalize the Neighborhood Block Club Program with media plan
- Continue to improve the police department website to offer more information and on-line e-service.
- Continue to offer Crime Free Landlord Training twice per year and train at least 60. Establish email listserv for landlords.
- Continue collaborative partnerships with Neighborhood Services and local colleges to address rental property issues in residential neighborhoods and underage alcohol consumption.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	97,709	94,499	99,284	4,785
Supplies & Materials	5,790	8,958	9,227	269
Other Services & Charges	7,478	12,516	13,644	1,128
Total	110,977	115,973	122,155	6,182
Per Capita	3.32	3.40	3.52	0.18
Per \$1,000,000 Valuation	77.88	71.47	67.03	3.39

2008 Budget Impact Items

- No additional budget impact items.

2006/2007 Achievements

- 2,795 hours donated by volunteers to the city; 7,886 tickets valued at \$127,000 and 70 outstanding warrants cleared by volunteer phone calls
- Trained 5 new officers in community policing concepts
- Coordinated National Night Out – 79 neighborhoods participated; 3,950 people
- Collaborated with Neighborhood Services to revoke rental registration on crime-ridden 18-plex in north Moorhead.
- Did complete overhaul of Moorhead Police Department (MPD) website
- Established reporting system and collaborated with MSUM, Concordia and MSCTC to address underage alcohol consumption and rental property issues under the project Moorhead Together

Police Department

Operations Division

Investigative

Program Description

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

2008 Goals and Objectives

- Add a rotational general investigator from patrol to enhance patrol investigative ability and allow the current general investigator to work full-time with growing computer related crimes such as child pornography, on-line child sexual predators, narcotics related communications, and identity theft.
- Fully assimilate our new Gang Investigator into operations and intelligence gathering to establish gang enhancements available by statute for prosecution.
- Continue specialized training of our detectives in further pursuit of computer related forensics and on-line predators.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	615,933	606,859	674,813	67,954
Supplies & Materials	18,255	23,557	26,964	3,407
Other Services & Charges	81,419	62,982	66,895	3,913
Total	715,607	693,398	768,672	75,274
Per Capita	21.43	20.35	22.12	2.17
Per \$1,000,000 Valuation	502.19	427.30	421.78	41.30

2008 Budget Impact Items

- Addition of one investigative position dedicated to computer crimes
- The related costs associated to the addition of rotational general investigator (e.g. vehicle, equipment, training, desktop computer and workstation)

2006/2007 Achievements

- Detectives collected and preserved blood DNA evidence from a robbery scene which resulted in a conviction on that case and which was also used to implicate a defendant in a later crack cocaine case.
- A Moorhead resident and registered predatory offender was investigated, indicted and convicted in federal court for possessing a large amount of child pornography.
- Two individuals were indicted in federal court for selling over \$480,000 in stolen merchandise on Ebay.
- A Moorhead Lt. graduated with honors from the FBI National Academy.
- The Red River Child Advocacy Center was completed.

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.

2008 Goals and Objectives

- Maintain full staffing
- Deter underage alcohol abuse through continued cooperative efforts with Moorhead Together
- Continue with increases in traffic and DWI enforcement
- Re-districting the City for increased efficiency in patrol response
- Continue the MPD Explorer Post; which educates interested youth in the career of law enforcement, and maintain Post membership of 12 to 18 Explorers

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	2,283,953	2,585,287	2,844,504	259,217
Supplies & Materials	115,521	115,150	123,604	8,454
Other Services & Charges	308,089	339,485	352,856	13,371
Capital Outlay	10,000			
Total	2,717,563	3,039,922	3,320,964	281,042
Per Capita	81.39	89.20	95.57	8.09
Per \$1,000,000 Valuation	1,907.10	1,873.34	1,822.24	154.21

2008 Budget Impact Items

- Addition of two patrol officers
- Acquire five new patrol rifles
- Retirement of a Lieutenant and associated replacement costs

2006/2007 Achievements

- 9% increase in traffic enforcement and 8% increase in call response by patrol officers
- Patrol fully trained in Active Shooter Response
- Five new officers hired and passed Field Training Officer program
- Vision Hawk MVR conversion from VHS in-squad units
- Established a department LEA training records management system
- Acquired Firearms Training System (FATS) in partnership with MSCTC
- Citizen Police Academy – Fall 2007
- Moorhead Explorer Post earned top three awards at the 2007 statewide Explorer competition, earning \$900 in scholarship monies for Explorer members and a Moorhead officer was recognized as Minnesota Explorer Sponsor of the Year for 2007
- Moorhead Explorer Post website created.

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.

2008 Goals and Objectives

- Continue leading Minnesota with participation on MN DARE Board and Mentor officer training.
- Introduction of DARE to 4th grade students.
- Deliver DARE curriculum to over 1,300 students.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	63,492	68,475	70,181	1,706
Supplies & Materials	2,370	4,530	4,666	136
Other Services & Charges	6,641	4,859	4,406	(453)
Total	72,503	77,864	79,253	1,389
Per Capita	2.17	2.28	2.28	0.04
Per \$1,000,000 Valuation	50.88	47.98	43.49	0.76

2008 Budget Impact Items

- 2% overall increase

2006/2007 Achievements

- Completed Mentor Officer training with Minnesota Bureau of Criminal Apprehension.
- Two Moorhead officers held seats on the MN DARE Association Executive Board.

Police Department

Operations Division

Youth Services

Program Description

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

2008 Goals and Objectives

- To continue improving security and student services at the Red River Alternative Learning Center.
- Expand teaching Youth Intervention programming at the Horizon Middle School and to high school students at the Red River Alternative Learning Center.
- To continue supervising youth that are court ordered to community service through the Clay County court system, giving youth a positive environment to work in and giving the court ordered time back to the community in a positive way.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	58,692	59,834	62,529	2,695
Supplies & Materials	2,350	1,545	1,591	46
Other Services & Charges	3,924	3,873	3,882	9
Total	64,966	65,252	68,002	2,750
Per Capita	1.95	1.91	1.96	0.08
Per \$1,000,000 Valuation	45.59	40.21	37.31	1.51

2008 Budget Impact Items

- 4% overall increase in the budget

2006/2007 Achievements

- 106 2nd grade students participated in Red Flag Green Flag at Robert Asp Elementary
- 89 cases were referred to the community service program for a total of 2,396 hours. 1,826 of those hours were completed for a 76% completion rate.
- 8 cases were referred to the Juvenile Restitution Offenders program for a total of 439 hours; 326 hours were completed for a 74% completion rate.

Police Department

Operations Division

Bike Patrol

Program Description

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

2008 Goals and Objectives

- Continue to maintain fully staffed bike unit
- Address neighborhood concerns in a more aggressive manner with full staff
- Continue involvement with the Moorhead Together Program
- Complete replacement of older police bikes
- Complete upgrading of bike patrol uniforms
- Compliment MPD commitment to Community Oriented Policing

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	2,729	3,000	3,090	90
Other Services & Charges	1,022	1,920	1,978	58
Total	3,751	4,920	5,068	148
Per Capita	0.11	0.14	0.15	-
Per \$1,000,000 Valuation	2.63	3.03	2.78	0.08

2008 Budget Impact Items

- Requested purchase of 7 replacement police bikes
- Continue replacement and upgrading of current bike patrol uniforms
- Two members attending International Police Mountain Bike Conference, IPMBA
Instructors are mandated to attend to maintain accreditation.

2006/2007 Achievements

- Replacement of 8 of 15 police bikes with Trek full suspension police package bikes
- 15 fully trained bike officers, bringing the unit to full staff
- Maintained an IPMBA Certified Bike Patrol Instructor
- Integral part of the first year of the Moorhead Together Program
- New high visibility uniforms were implemented

Police Department

Operations Division

Tactical Team

Program Description

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

2008 Goals and Objectives

- The SWAT Team will be replacing the Assistant Team Commander

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	1,097			
Other Services & Charges	6,424	13,050	14,934	1,884
Total	7,521	13,050	14,934	1,884
Per Capita	0.23	0.38	0.43	0.05
Per \$1,000,000 Valuation	5.28	8.04	8.19	1.03

2008 Budget Impact Items

- The SWAT Team is establishing a long-term replacement schedule for vehicles, weapons, and equipment and is looking to appropriate financing under the Metropolitan Council of Governments (MetroCOG) formula and Homeland Security grants.
- The Bomb Squad is expanding minimum required training hours per month, as federal requirements require, for units to continue receiving federal aid and training.
- The SWAT Team is seeking the addition of an armored vehicle for special operations.

2006/2007 Achievements

- Red River Valley SWAT Members won the SWAT Competition in 2006 hosted by Otter Tail County.
- The team hosts a Basic SWAT School in May and trained 20 members from other agencies in North Dakota and Minnesota.
- High risk call outs included:
 - Armed barricaded suspect in Emden, ND.
 - Shots fired in Dakota View Estates in South Fargo.

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.

2008 Goals and Objectives

- Continue to be active and creative to best serve the community
- Continue to maintain high training standards
- Continue to participate in Community Policing Events

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	8,632	4,120	4,244	124
Other Services & Charges	10,450	10,600	10,918	318
Total	19,082	14,720	15,162	442
Per Capita	0.57	0.43	0.44	0.01
Per \$1,000,000 Valuation	13.39	9.07	8.32	0.24

2008 Budget Impact Items

- Retraining in St. Paul, Narcotics Recertification, Tracking Recertification, Regional Canine Trials and National Canine Trials for two Canine Teams

2006/2007 Achievements

Officer Lien and partner "Hickok"

- Passed PD1 certification in 2006
- Placed 5th overall, out of 78 teams, at 2006 Region 18 Field trials
- Finished 5th overall in the "obedience" portion of 2006 National Canine Trials
- Placed 20th overall at 2006 National Canine Trials
- Placed 3rd overall, out of 91 teams, at 2007 Region 18 Field Trials

Officer Vogel and partner "Duke":

- Graduated from Narcotics Detection School and became certified in narcotics detection through the USPCA

Both Canine Teams:

- Passed PD1 certification in 2007
- Invited to 2007 National Canine Trials

Police Department

Operations Division

School Resource Officer

Program Description

The School Resource Officers (SRO) work primarily in the Horizon Middle School and Moorhead High School. Duties include handling of investigations and calls for service within the school, acting as an advisor to school administrators on public safety issues, assisting with the teaching of the DARE program and interacting with students to provide a positive police role model. The SRO is a liaison between school families and the law enforcement community.

2008 Goals and Objectives

- Complete coordinated Emergency Response Plans.
- Coordinate Clay County Regional Active Shooter/Response training.
- Strengthen relationships between students and School Resource Officers.
- Establish Internet safety course for middle school students.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	139,510			
Supplies & Materials	16			
Other Services & Charges	2,361			
Total	141,887			
Per Capita	4.25	-	-	-
Per \$1,000,000 Valuation	99.57	-	-	-

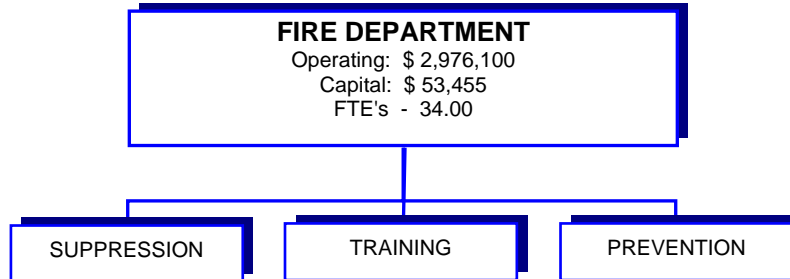
2008 Budget Impact Items

- Patrol rifles with electronic locks and concealment school lockers.
- Preliminary breath test units for each School Resource Officer.
- Due to loss of Federal Funding, this function is now included within the Patrol function

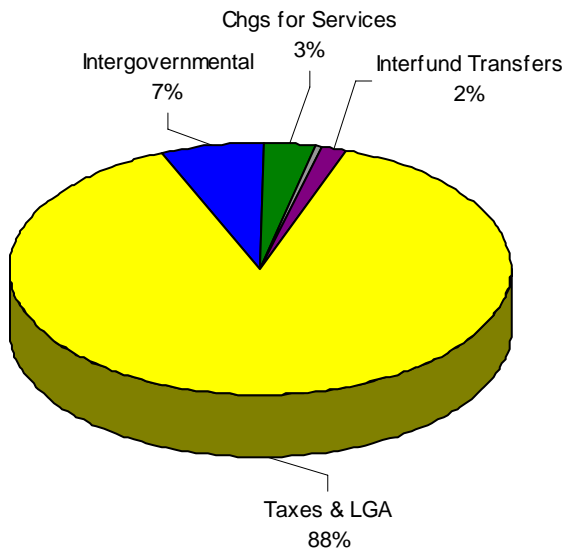
2006/2007 Achievements

- Proposal of introductory emergency response plans.
- Participated in Safe Communities Coalitions High School Seat Belt Challenge.
- Coordinated Active Shooter training at Horizon Middle School between Moorhead Police and Fargo Police.

Fire Department



FINANCING PLAN



PROGRAM ALLOCATION



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

Fire Department

DEPARTMENT HIGHLIGHTS

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

Highlights from FY 2007 include:

- Initiated process to secure mutual aid agreements with various Clay County, Fergus Falls, Detroit Lakes and West Fargo Fire Departments
- Implemented Officer's Training Program for staff aspiring to become officers
- Developed a Cross Training Program with Fargo and Dilworth Fire Departments
- Completed the Strategic Planning Process
- Conducted over 3,000 Rental Housing Inspections
- Submitted application for a new SCBA air filling compressor through the FEMA Firefighters Assistance Grant process (2nd submittal)
- Conducted Personal Leadership Training with nationally recognized instructor (3rd year)



Highlights for FY 2008:

The department leadership will work to discover with the new City Manager their vision for the city and department. In conjunction with the directions provided by the citizens of Moorhead through the fire department strategic planning process providing a proactive path to meet the service expectations of the community.



Fire Department

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

- Providing quality Fire & Safety Services with City growth proactively
- Add staffing to meet deployment standards & staff one additional fire company
- Relocation of the South Station and construction of an additional station house
- Implementation of findings in the Strategic Planning Process
- Reduce Town Class from 4 to 3



*Fire Department***HIGHLIGHTED PROGRAM:
MOORHEAD-FARGO HAZARDOUS MATERIALS TEAM**

The Moorhead Fire Department has worked cooperatively with the Fargo Fire Department since 1995 to provide a joint Hazardous Materials Team. This cooperative effort provides the Moorhead-Fargo Hazardous Materials Team an opportunity to be a State of Minnesota Regional Hazardous Materials Team that covers 11 counties in Northwest Minnesota, City of Fargo and Cass County in North Dakota.

The team has a total of 51 members from the two fire departments on three different shifts to provide coverage 24 hours a day, 7 days a week, 365 days a year. These highly trained members provide local responders with the necessary scene evaluation and they help them develop a plan of action to handle a hazardous materials incident. In addition, the team members provide the necessary abilities and can enter the hazardous area and stop the release. Each team member averages over 60 hours of intense training ranging from plugging drums that leak to college level chemistry.

The high number of trains that go through the center of the city, the main east-west interstate travel, and the industrial parks that provide chemical storage all increase our risk as a community that an incident may occur. The Moorhead-Fargo Hazardous Materials Team provides a great resource for the City of Moorhead, City of Fargo and the region.



*Fire Department***2007 – 2008 BUDGET COMPARISON**

	<u>2007 BUDGET</u>	<u>2008 BUDGET</u>	<u>INCREASE (DECREASE)</u>
<u>Suppression Division:</u>			
Fire Protection	2,374,088	2,654,993	280,905
ND HazMat	10,000	10,000	-
Grant Funded Activities	266,102	45,000	(221,102)
	<u>2,650,190</u>	<u>2,709,993</u>	<u>59,803</u>
<u>Training Division:</u>			
Fire Training	91,621	101,866	10,245
<u>Prevention Division:</u>			
Fire Prevention	151,255	158,241	6,986
Civil Defense	6,000	6,000	-
	<u>157,255</u>	<u>164,241</u>	<u>6,986</u>
<u>Capital: *</u>			
Capital Improvements	75,750	53,455	(22,295)
Total Fire Department Budget	<u>\$ 2,974,816</u>	<u>\$ 3,029,555</u>	<u>\$ 54,739</u>

* See Capital Improvement Fund detail on page 42.

Fire Department

Suppression Division

Fire Protection

Program Description

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

2008 Goals and Objectives

- To raise core line funds to current spending levels

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	1,808,869	1,907,348	2,190,039	282,691
Supplies & Materials	51,677	49,725	44,350	(5,375)
Other Services & Charges	396,258	417,015	420,604	3,589
Total	2,256,804	2,374,088	2,654,993	280,905
Per Capita	67.59	69.66	76.40	8.08
Per \$1,000,000 Valuation	1,583.75	1,463.02	1,456.82	154.14

2008 Budget Impact Items

- Added three firefighters to regular staffing
- Awarded a grant from Dakota Foundation for six of the remaining Auto External Defibrillators (AED) to be funded
- Increased energy costs

2006/2007 Achievements

- Secured Mutual Aid Agreements with various Clay County Fire Departments

Fire Department

Suppression Division

ND HazMat

Program Description

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

2008 Goals and Objectives

- Work on a cooperative relationship with the newly formed Joint Terrorism Task Force

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	4,819	1,500	1,500	
Supplies & Materials	9,070	3,520	3,520	
Other Services & Charges	5,760	4,980	4,980	
Total	19,649	10,000	10,000	
Per Capita	0.59	0.29	0.29	-
Per \$1,000,000 Valuation	13.79	6.16	5.49	-

2008 Budget Impact Items

- None

2006/2007 Achievements

- Worked cooperatively to form a Joint Terrorism Task Force
- Participated in a joint tabletop exercise involving SWAT, Bomb & Haz-Mat teams

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.

2008 Goals and Objectives

- Continue cooperative training effort with local Swat & Bomb Squads
- Confirm new 5-Year Contract with State of Minnesota

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	18,152	16,800	16,800	
Supplies & Materials	1,334	5,953	5,950	(3)
Other Services & Charges	23,410	22,247	22,250	3
Total	42,896	45,000	45,000	
Per Capita	1.28	1.32	1.30	-
Per \$1,000,000 Valuation	30.10	27.73	24.69	-

2008 Budget Impact Items

- Possible deployment to the Republican National Convention in St. Paul MN

2006/2007 Achievements

- 18 team members completed a 14 day chemistry class
- All team members completed 60 plus hours of training
- Team coordinators have a seat on the State of Minnesota Training & Equipment Committees

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.

2008 Goals and Objectives

- To write a successful grant for 2 new firefighter hires

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits		168,602		(168,602)
Total		168,602		(168,602)
Per Capita	-	4.95	-	(4.85)
Per \$1,000,000 Valuation	-	103.90	-	(92.51)

2008 Budget Impact Items

- Funded 3 firefighters 100% in the operating budget – no matching funds included in the 2008 budget for this grant

2006/2007 Achievements

- None

Fire Department

Suppression Division

Other Grant Funded Activities

Program Description

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

2008 Goals and Objectives

- Write Firefighter's Assistance Grant for fire operations

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	933			
Supplies & Materials	18,536			
Other Services & Charges	592			
Capital Outlay		52,500		(52,500)
Total	20,061	52,500		(52,500)
Per Capita	0.60	1.54	-	(1.51)
Per \$1,000,000 Valuation	14.08	32.35	-	(28.81)

2008 Budget Impact Items

- No matching funds included in the 2008 budget

2006/2007 Achievements

- Received \$15,000 Heritage Grant from Fireman's Fund Insurance Company for self contained breathing apparatus (SCBA)

Fire Department

Training Division

Fire Training

Program Description

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

2008 Goals and Objectives

- Obtain State Certification for all members at their current levels of responsibility
- Establish company officer training curriculum
- Expand joint training with mutual aid partners
- Update training reference library

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	73,265	78,173	82,396	4,223
Supplies & Materials	4,205	6,583	7,456	873
Other Services & Charges	3,524	6,865	12,014	5,149
Total	80,995	91,621	101,866	10,245
Per Capita	2.43	2.69	2.93	0.29
Per \$1,000,000 Valuation	56.84	56.46	55.89	5.62

2008 Budget Impact Items

- Improvements to training room
- New state certification requirements
- Replacement of outdated training materials

2006/2007 Achievements

- Established joint training program with Dilworth and Fargo Fire Departments
- Established minimum training standards for drivers and company evolutions
- Established firefighter refresher program

Fire Department

Prevention Division

Fire Prevention

Program Description

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

2008 Goals and Objectives

- Continue collaborating with our citizens by providing and installing smoke detectors to owner occupied homes.
- To obtain software that records information that is useful for fire inspections, fire code compliance, and emergency response.
- Educate a core group of fire suppression employees to handle various fire prevention duties.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	124,692	127,211	133,694	6,483
Supplies & Materials	3,471	7,375	6,025	(1,350)
Other Services & Charges	13,148	16,669	18,522	1,853
Total	141,311	151,255	158,241	6,986
Per Capita	4.23	4.44	4.55	0.20
Per \$1,000,000 Valuation	99.17	93.21	86.83	3.83

2008 Budget Impact Items

- Obtain NFPA (National Fire Protection Association) web based code subscription service, which renews annually.

2006/2007 Achievements

- Reviewed and inspected all newly constructed sprinklered buildings for fire code compliance.
- Conducted all of Clay County's family daycare and fostercare fire inspections.
- Contracted with the City of Sabin to inspect commercial properties.

Fire Department

Prevention Division

Civil Defense

Program Description

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

2008 Goals and Objectives

- Relocate up to three outdoor warning sirens to better cover city

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Other Services & Charges	1,641	6,000	6,000	
Total	1,641	6,000	6,000	
Per Capita	0.05	0.18	0.17	-
Per \$1,000,000 Valuation	1.15	3.70	3.29	-

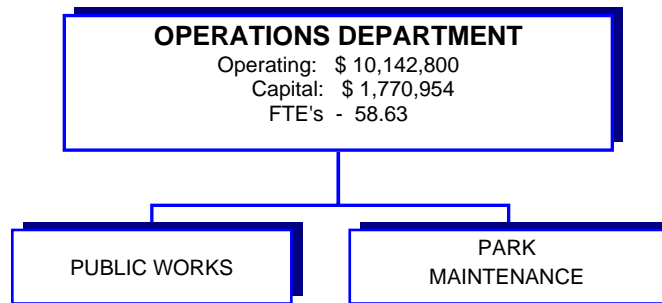
2008 Budget Impact Items

- Relocation costs

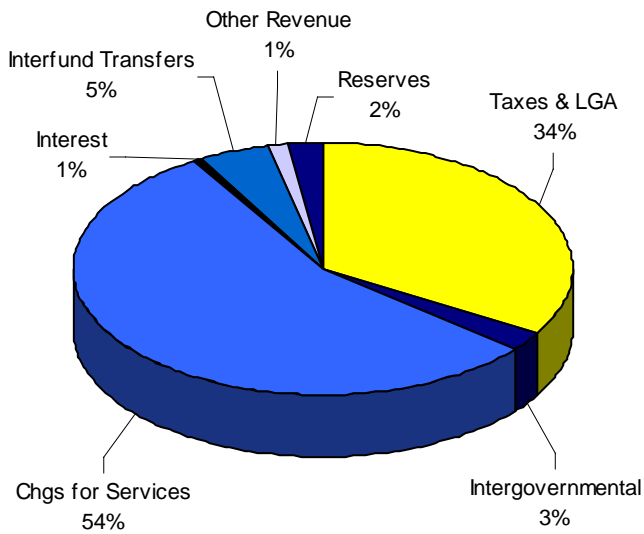
2006/2007 Achievements

- Installed one additional outdoor warning siren in south Moorhead
- Relocated one outdoor warning siren to close gap in sounding coverage

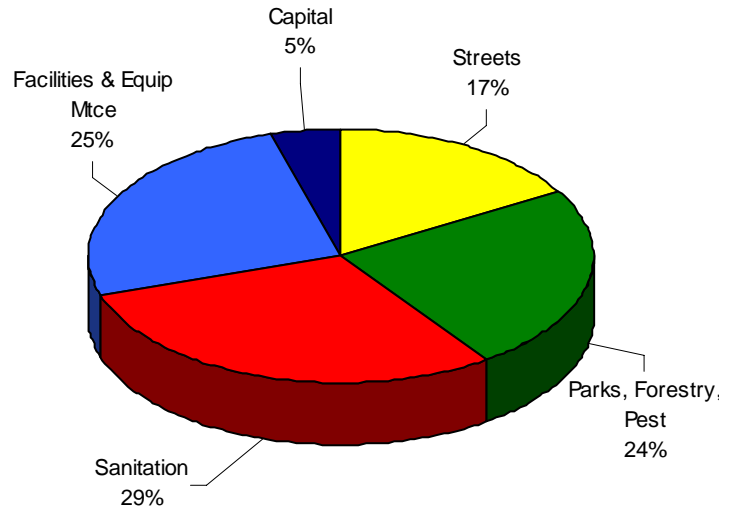
Operations Department



FINANCING PLAN



PROGRAM ALLOCATION



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

Operations Department

DEPARTMENT HIGHLIGHTS: The Operations Department continues to improve community services with moderate growth of budgets. Highlights for FY 2008 include:

- Develop a systematic replacement of citywide fixtures, furniture and equipment (FFE). Implement software that analyzes current FFE and ranks replacement schedules and requirements.
- Purchase emulsion street patch trailer that will enable early spring repairs to potholes. This machine mixes aggregate and heated asphalt oil to create a repair that is immediately drivable and a long-term repair. It will not be pounded out by traffic or continued freeze thaw cycles in the spring.
- Purchase a hydro hammer jackhammer attachment for the existing skid steer loader. This will allow more efficient street repairs.
- Purchase a small milling machine that will grind out small recesses for permanent marking tape for street lanes and markings. To be used on high traffic areas where painted marking fail quickly, this will allow a several year marking to be applied.
- Purchase a portable truck frame lift to allow better maintenance of truck chassis.
- Additional funds for operation and capital money for additional equipment needed to maintain the new regional park.
- Continued scheduled park amenity replacements and additions. 2008 will focus on repairing existing facilities which will include permanent flood gates for bike trails, reroofing Morningside Neighborhood Recreation Center (NRC), continued replacement of small garbage containers, repairing Alm tennis courts and fencing Meadows 5th park.
- Sanitation will continue with scheduled roll off and dumpster replacements and add automated collection containers to keep pace with growth.
- Golf courses will purchase a used fairway mower to maintain additional areas, repair driveway to maintenance shop, and start a three-year irrigation head replacement schedule.



Operations Department

- Forestry will increase monthly fee \$0.50 to meet expenses and an additional \$0.40 to finance the processing of wood chips. Tree burning will be discontinued and wood materials ground up to manageable sizes and marketed as biofuel.

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

- Maintaining existing street signage while growing with the new developments
- Expanding our daily service area to match the City's growth. All of the existing service areas will need to be expanded to allow for a balanced five-day service schedule.
- Installation of new park equipment within the growth area while replacing existing equipment and maintaining over 100 acres of new park areas with existing staff.
- Anticipating rapidly rising supplies, materials and fuel costs
- Replacement of existing parks amenities



*Operations Department***HIGHLIGHTED PROGRAM: MOSQUITO CONTROL**

Mosquito control is the division of the Operations Department that is responsible for the control of mosquitoes. Three (3) seasonal employees are hired during the summer months to combat the mosquito population. These employees are tested and licensed by the Minnesota Department of Agriculture to apply restricted use pesticides. Duties include the daily collection of insects from traps to count adult mosquitoes. This tracks the species numbers and helps to determine exactly when citywide spraying is warranted. Pest control employees also monitor water holding areas such as ditches and apply larvicide to these areas between rains to kill the mosquito larvae before they hatch.



The mosquito control process begins in the spring when water stands and allows the eggs to hatch. Larvicide is applied to these standing water areas in late April/early May depending on the weather. This treatment will last for 30 days if the water remains standing and is not flushed out with rainfall. This initial treatment is done by existing full time staff, as the seasonal help has not been hired at that time. This is also the best time to eliminate mosquito populations as the eggs/larvae are concentrated in the pools of water. The treatment is applied in a granular or briquette form of chemical. The granular is an immediate kill and the briquette dunks are long term (30 day) treatment.

There are a number of areas that collect and hold water in the spring and are monitored / treated as needed and reapplied if the chemicals have been washed out. The mosquito larvae need still, standing water to hatch; moving water is not a good breeding site for the larvae. Most drainage ditches will not contain larvae while the ditches are flowing in the spring. However when the water flows stop, the remaining pools can breed mosquitoes.



Operations Department

Control of adult mosquitoes is accomplished with citywide spraying using pickup mounted foggers to apply Scourge brand resmethrin, which is an organic adulticide. This chemical is very effective against the adult mosquitos but is not harmful to pets or people. Some precautions should be taken to prevent excessive exposure to the fog. Normally just being inside a house will prevent exposure to the



chemicals being applied. If you have concern or just prefer not to be exposed to the chemical, please call (218) 299-5422 and your name will be added to the no spray address listing which means that the foggers will be shut off at your address. Foggers are also turned off while passing pedestrians and pets. The application process takes about 4 hours to cover the city.



The best time to fog is an hour on either side of sundown as the mosquitoes are most active at this time. Application vehicles travel on the streets or avenues depending on the wind direction to allow for the best drift pattern. A small amount of breeze is need to drift the application to get best coverage. With proper wind, the fog will drift up to 300 feet and do an effective job of reducing mosquitoes. This drift is hampered by objects that block air flow, e.g. buildings, fences and extremely thick vegetation and therefore reduce the effectiveness of the application. On the other hand, winds in excess of 10 miles per hour will push the fog too quickly to be as effective as possible. Spraying of

parks, athletic fields, golf courses and special events is done on a daily basis or as needed when adult mosquito populations rise.

The mosquito control department is funded by a \$1.75 monthly charge which is included on your utility bill, however only a portion of this fee is dedicated to mosquito control. This fee is divided among mosquito control (\$0.75), right of way mowing (\$0.75, non-park areas) and animal control (\$0.25)

Operations Department

2007 – 2008 BUDGET COMPARISON

	2007 BUDGET	2008 BUDGET	INCREASE (DECREASE)
<u>Public Works Division:</u>			
Street & Alley	1,296,283	1,642,789	346,506
Street Cleaning	274,713	107,474	(167,239)
Snow & Ice	166,861	117,190	(49,671)
Traffic Signs	90,562	99,268	8,706
Sanitation	3,396,157	3,516,665	120,508
Central Mtce Shop	1,494,599	1,492,479	(2,120)
Vehicles & Equipment	1,212,000	1,294,400	82,400
	<u>7,931,175</u>	<u>8,270,265</u>	<u>339,090</u>
<u>Park Maintenance Division:</u>			
General Govt Bldg	258,388	261,246	2,858
Park Mtce	806,012	879,727	73,715
Centennial Complex	52,318	53,913	1,595
Golf Course Mtce	804,067	820,604	16,537
Town & Country Course Mtce	28,754	-	(28,754)
Forestry	611,286	737,870	126,584
Pest Control	339,865	350,629	10,764
	<u>2,900,690</u>	<u>3,103,989</u>	<u>203,299</u>
<u>Capital: *</u>			
CI - General Govt Bldg	100,000	102,000	2,000
CI - Street & Alley	-	86,000	86,000
CI - Central Mtce Shop	-	13,000	13,000
CI - Park Mtce	443,500	297,500	(146,000)
CI - Pest Control	-	-	-
CI - Meadows Mtce	42,000	31,000	(11,000)
CI - Village Green Mtce	52,000	10,000	(42,000)
	<u>637,500</u>	<u>539,500</u>	<u>(98,000)</u>
Total Operations Department	<u>\$ 11,469,365</u>	<u>\$ 11,913,754</u>	<u>\$ 444,389</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.

2008 Goals and Objectives

- Purchase emulsion street patch trailer that will enable early spring repairs to potholes.
- Purchase a hydro hammer jackhammer attachment for the existing skid steer loader.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	451,183	455,296	731,736	276,440
Supplies & Materials	252,353	270,279	315,185	44,906
Other Services & Charges	596,665	570,708	595,868	25,160
Total	1,300,202	1,296,283	1,642,789	346,506
Per Capita	38.94	38.04	47.28	9.97
Per \$1,000,000 Valuation	912.44	798.83	901.41	190.13

2008 Budget Impact items

- Reallocated regular wages & benefits from the Street Cleaning and Snow & Ice Removal functions to the Street & Alley function
- Fuel and material costs

2006/2007 Achievements

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

Operations Department

Public Works Division

Street Cleaning

Program Description

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

2008 Goals and Objectives

- Replace one street sweeper

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	115,959	172,421		(172,421)
Supplies & Materials	20,955	29,397	30,279	882
Other Services & Charges	65,691	72,895	77,195	4,300
Total	202,604	274,713	107,474	(167,239)
Per Capita	6.07	8.06	3.09	(4.81)
Per \$1,000,000 Valuation	142.18	169.29	58.97	(91.77)

2008 Budget Impact items

- Fuel costs
- Reallocated wages to street and alley function

2006/2007 Achievements

- Lengthened sweeping cycles to reduce operating costs.

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.

2008 Goals and Objectives

- Maintaining growth areas

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	91,316	82,793	15,573	(67,220)
Supplies & Materials	47,040	41,131	57,365	16,234
Other Services & Charges	46,869	42,937	44,252	1,315
Total	185,224	166,861	117,190	(49,671)
Per Capita	5.55	4.90	3.37	(1.43)
Per \$1,000,000 Valuation	129.98	102.83	64.30	(27.25)

2008 Budget Impact items

- Modest increase of ice control supplies
- Reallocate regular wages to street and alley function

2006/2007 Achievements

- Purchased an additional snow plow to keep up with expanding service area

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.

2008 Goals and Objectives

- Implement addition of initial sign costs to development area assessments

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	44,177	50,378	52,811	2,433
Supplies & Materials	50,313	27,269	33,087	5,818
Other Services & Charges	13,220	12,915	13,370	455
Total	107,711	90,562	99,268	8,706
Per Capita	3.23	2.66	2.86	0.25
Per \$1,000,000 Valuation	75.59	55.81	54.47	4.78

2008 Budget Impact items

- Increased steel costs
- Purchase a small milling machine that will grind out small recesses for permanent marking tape for street lanes and markings.

2006/2007 Achievements

- Increase signage and light major intersection signs
- Increase contract for street striping

Operations Department

Public Works Division

Sanitation

Program Description

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

2008 Goals and Objectives

- Holding costs
- Adding more dumpsters and totes

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	1,123,040	1,155,483	1,184,469	28,986
Supplies & Materials	223,779	313,074	357,467	44,393
Other Services & Charges	1,467,703	1,487,600	1,564,729	77,129
Capital Outlay		60,000		(60,000)
Transfer to Funds	413,096	380,000	410,000	30,000
Total	3,227,618	3,396,157	3,516,665	120,508
Per Capita	96.66	99.65	101.20	3.47
Per \$1,000,000 Valuation	2,265.04	2,092.86	1,929.63	66.12

2008 Budget Impact items

- Modest fee increases
- Cost increase for plastic residential refuse containers
- Increased fuel costs

2006/2007 Achievements

- Purchased more residential refuse containers due to growth of the City
- Added an additional auto loading collection truck
- 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.

2008 Goals and Objectives

- Add truck frame jack for increased safety and ease of maintenance

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	151,689	166,052	171,215	5,163
Supplies & Materials	1,007,182	1,241,380	1,228,621	(12,759)
Other Services & Charges	95,544	87,167	92,643	5,476
Total	1,254,414	1,494,599	1,492,479	(2,120)
Per Capita	37.57	43.85	42.95	(0.06)
Per \$1,000,000 Valuation	880.31	921.04	818.94	(1.16)

2008 Budget Impact items

- Central purchasing agent for fuel and parts

2006/2007 Achievements

- N/A

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.

2008 Goals and Objectives

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

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	4,123	3,924	4,042	118
Other Services & Charges	955,515	12,490	12,865	375
Capital Outlay		1,195,586	1,231,454	35,868
To Reserves			46,039	46,039
Total	959,639	1,212,000	1,294,400	82,400
Per Capita	28.74	35.56	37.25	2.37
Per \$1,000,000 Valuation	673.44	746.89	710.25	45.21

2008 Budget Impact items

- Slight increase in capital replacements

2006/2007 Achievements

- Timely equipment replacement results in overall newer and dependable fleet of vehicles and equipment

Operations Department

Park Maintenance Division

General Government Building

Program Description

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

2008 Goals and Objectives

- Develop fixture, furniture and equipment replacement schedule
- Relocate security door on fourth floor City Hall to ease stairwell access to staff

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	7,289	7,311	7,661	350
Supplies & Materials	20,088	17,836	18,830	994
Other Services & Charges	186,988	234,191	243,575	9,384
Debt Service	1,509	1,550	1,510	(40)
Transfer to Funds		3,500	3,500	
Total	215,874	264,388	275,076	10,688
Per Capita	6.47	7.76	7.92	0.31
Per \$1,000,000 Valuation	151.49	162.93	150.94	5.86

2008 Budget Impact items

- Increased utility costs

2006/2007 Achievements

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

Operations Department

Park Maintenance Division

Park Maintenance

Program Description

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

2008 Goals and Objectives

- Continued scheduled park amenity replacements and additions.
- Permanent flood gates for bike trails
- 2008 will focus on repairing existing facilities witch will include;
 - Replace the roof at the Morningside Park Neighborhood Recreation Center
 - Continued replacement of small garbage containers
 - Repair Alm Park tennis courts
 - Install a fence at Meadows 5th Park

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	461,077	474,715	487,457	12,742
Supplies & Materials	72,079	86,961	89,569	2,608
Other Services & Charges	243,059	244,336	302,701	58,365
Total	776,215	806,012	879,727	73,715
Per Capita	23.25	23.65	25.32	2.12
Per \$1,000,000 Valuation	544.72	496.70	482.71	40.45

2008 Budget Impact items

- Increased fuel costs

2006/2007 Achievements

- Refurbished Gooseberry Park restrooms
- Installed new play equipment at Riverview Estates, Five-Nine Park, Hansmann and Ridgewood Parks
- Completed three year reroofing projects; Riverview Estates, Gooseberry, Matson Concessions
- Increase money allocated to annual park amenities
- Purchase additional mowing equipment due to large growth in park areas maintained
- Add three parks shelters; Arbor, Evergreen, Allyson

Operations Department

Park Maintenance Division

Centennial Complex

Program Description

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

2008 Goals and Objectives

- Lighting improvements
- Add irrigation to north side fields
- Install picnic shelters
- Install playground equipment
- Add maintenance building or additional lighting to south side fields

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	11,727	10,063	10,365	302
Other Services & Charges	33,421	42,255	43,548	1,293
Total	45,148	52,318	53,913	1,595
Per Capita	1.35	1.54	1.55	0.05
Per \$1,000,000 Valuation	31.68	32.24	29.58	0.88

2008 Budget Impact items

- Increased utility costs

2006/2007 Achievements

- Pave and expand parking lot

Operations Department

Park Maintenance Division

Golf Course Maintenance

Program Description

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

2008 Goals and Objectives

- Village Green - Purchase a used fairway mower to maintain additional areas
- Village Green - Repair driveway to maintenance shop
- Meadows - Start a three-year irrigation head replacement schedule
- Meadows - Continue greens cover replacement
- Meadows - Purchase pressure washer

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	426,079	438,199	439,625	1,426
Supplies & Materials	143,334	174,956	180,205	5,249
Other Services & Charges	305,758	190,912	200,774	9,862
Total	875,171	804,067	820,604	16,537
Per Capita	26.21	23.59	23.62	0.48
Per \$1,000,000 Valuation	614.17	495.50	450.27	9.07

2008 Budget Impact items

- Increased water costs

2006/2007 Achievements

Village Green

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

Meadows

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

Operations Department

Park Maintenance Division

Town & Country Maintenance

Program Description

Course was closed in 2007 and is being developed into Trollwood Performing Arts Facility

2008 Goals and Objectives

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	20,505	14,517		(14,517)
Supplies & Materials	7,729	10,903		(10,903)
Other Services & Charges	3,126	3,334		(3,334)
Total	31,360	28,754		(28,754)
Per Capita	0.94	0.84	-	(0.83)
Per \$1,000,000 Valuation	22.01	17.72	-	(15.78)

2008 Budget Impact items

- Closed in 2007 to accommodate construction of a new Outdoor Performing Arts Center

2006/2007 Achievements

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.

2008 Goals and Objectives

- Develop program to chip all wood material and burn for biomass fuel – elimination of open burning

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	321,619	345,296	405,435	60,139
Supplies & Materials	63,398	70,234	72,341	2,107
Other Services & Charges	106,813	115,156	216,244	101,088
Capital Outlay		58,000		(58,000)
Transfer to Funds	26,494	22,600	26,000	3,400
To Reserves			17,850	17,850
Total	518,324	611,286	737,870	126,584
Per Capita	15.52	17.94	21.23	3.64
Per \$1,000,000 Valuation	363.74	376.70	404.88	69.46

2008 Budget Impact items

- Fee increase of \$0.50 per month to compensate for increased operating costs
- Additional \$0.40 fee increase to finance the processing of wood grindings
- Increased fuel costs

2006/2007 Achievements

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

Operations Department

Park Maintenance Division

Pest Control

Program Description

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

2008 Goals and Objectives

- Aggressive mosquito larviciding
- Develop three subset budgets to separate costs between mosquito control, right of way mowing and animal control

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	140,204	136,188	143,475	7,287
Supplies & Materials	26,494	71,588	73,736	2,148
Other Services & Charges	70,361	67,527	68,856	1,329
Transfer to Funds	56,250	64,562	64,562	
Total	293,309	339,865	350,629	10,764
Per Capita	8.78	9.97	10.09	0.31
Per \$1,000,000 Valuation	205.83	209.44	192.39	5.91

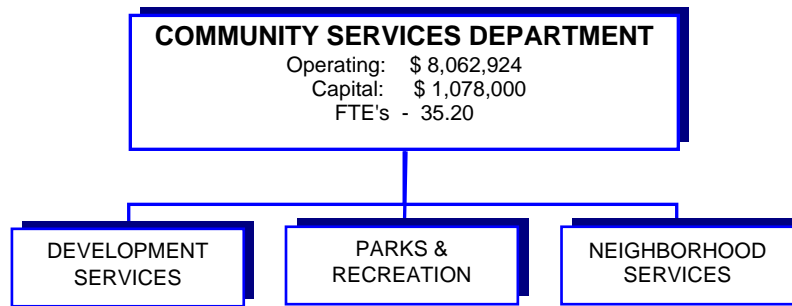
2008 Budget Impact items

- Increased chemical costs

2006/2007 Achievements

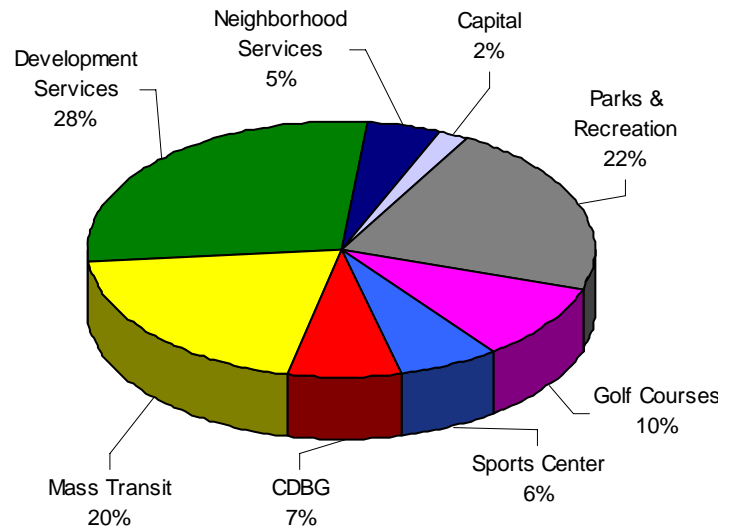
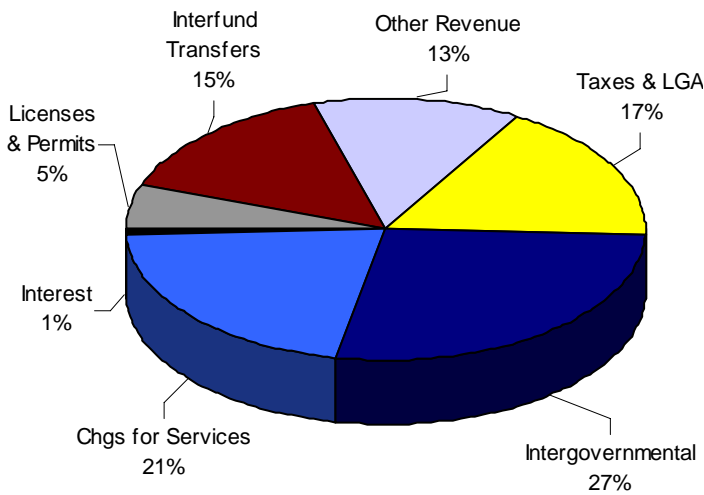
- Dry weather in 2006 resulted in very little demand for mosquito control

Community Services Department



FINANCING PLAN

PROGRAM ALLOCATION



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

Community Services Department

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



DEPARTMENTAL HIGHLIGHTS: 2007 was a productive year for Community Services. Some of the most visible and measurable activities include:

- Construction of a joint Metro Transit Garage with the City of Fargo, ND
- Phase I of the Southside Regional Park and Horizon Shores complete with Phase II projects expected to be under construction throughout 2007
- Inventory of assets in existing regional parks complete
- Hjemkomst Center Roof Replacement completed in early 2007
- 25th Anniversary of the sailing of the Hjemkomst celebrated
- Moorhead Sports Center renovation project completed.
- Planning for improvements to M.B. Johnson Regional Park.
- Use of CDBG funds to acquire, conduct environmental remediation and demolition of blighted structures for redevelopment (eight in 2006).
- Provided acquisition assistance/lot transfer for three Habitat for Humanity homes in 2007 (1 new construction/2 infill lots).
- Neighborhood Impact Program partnership with Gate City Bank investing \$1 million in mature neighborhoods for housing preservation and modernization. \$3 million investment since 2005.
- Second full year of revamped rental registration and inspection program: 100% inspection rate achieved, property owners continue to improve performance, and neighborhood satisfaction is improving.
- Campus Neighborhood Planning Study producing citizen-based recommendations for strategic redevelopment, gateway corridor improvements, parking, and property standards.
- Development Agreement for the third and fourth phase of the downtown redevelopment completed.
- Awarded a Minnesota Department of Employment and Economic Development (DEED) grant for redevelopment of the power plant site

Community Services Department

- Significant population and household growth
- Record year of construction activity and new residential units

FUTURE ISSUES: In 2008, the Community Services Department will continue to play a vital role in positioning Moorhead to achieve continued success. Opportunities for the future include:

- Implementation of a five-year transit plan to improve service
- Continued development of new parks and renovation of existing parks
- Trollwood Performing Arts School broke ground in June 2007 on the construction of their new facility in Moorhead
- Phase II Improvements approved for Horizon Shores Regional Park
- Additional soccer fields added to the plan for the 100 Acre Park soccer complex in an effort to obtain state funds to become the Northwest Regional Soccer Complex.
- Improvements to Centennial Softball Complex underway in anticipation to hosting the 2008 Class C National Softball Tournament
- Community fundraising currently underway for \$650,000 for improvements to Matson Baseball Field.
- M.B. Johnson Regional Park improvements to begin.
- Implementation of Campus Neighborhood Planning Study
- Improving Greenwood/Bennett Park neighborhood.
- Implementation of citywide data management software
- Funding strategic acquisitions, remediations, and redevelopments.



Community Services Department

Highlighted Program: Park Construction Update



Southside Regional Park

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



Features Include:

- 10 acre storm water retention pond
- Bike trails within the park and connecting to surrounding streets
- 9 full size soccer fields convertible into smaller youth fields
- 4 youth baseball/softball diamonds
- Concession stand and office area
- Picnic shelters and playgrounds
- Tennis and basketball courts
- YMCA is considering construction of their first Moorhead facility here

Phase I was completed in fall 2006 and consisted of constructing the soccer fields, baseball fields, and retention pond. Phase II began summer 2007 and includes landscaping, grass seeding, picnic shelter, concession stand and office building construction. Interest has been expressed in adding additional soccer fields in this park giving it a regional appeal.



Horizon Shores Park

Located East of 34th Street S and North of I-94



Features Include:

- Water feature that runs the entire length of the 45 acre park
- Overlooks in three locations on the water
- Tennis and basketball courts
- Community warming house for pond skating in the final phases
- Gazebo, picnic shelter and possibly a future amphitheatre
- Over 2 miles of bike trails surrounding the water feature and connecting to the surrounding street system

This park was designed in three sections with the areas to the north and middle already under construction. Completion of the landscaping and some of the park features on the north and east side of the middle section are expected to be completed summer 2007.

Community Services Department

2007 – 2008 BUDGET COMPARISON

	2007 BUDGET	2008 BUDGET	INCREASE (DECREASE)
<u>Development Services Division:</u>			
Assessing	277,512	314,301	36,789
Planning & Zoning	154,718	165,390	10,672
Community Dev General	90,780	117,041	26,261
Building Codes	401,625	433,217	31,592
Economic Development	451,019	432,780	(18,239)
Economic Development Authority	230,000	230,000	-
Municipal Airport	2,060,550	898,437	(1,162,113)
Mass Transit	1,682,634	1,836,675	154,041
	<u>5,348,838</u>	<u>4,427,841</u>	<u>(920,997)</u>
<u>Parks & Recreation Division:</u>			
Park Fund	1,371,068	1,522,195	151,127
HHIC	389,380	408,828	19,448
Comstock House	36,500	37,500	1,000
Golf Courses-Pro Shops & Debt Srv	869,507	906,193	36,686
Town & Country Operations	62,966	-	(62,966)
Sports Center	568,221	583,776	15,555
	<u>3,297,642</u>	<u>3,458,492</u>	<u>160,850</u>
<u>Neighborhood Services Division:</u>			
Neighborhood Services	161,766	163,534	1,768
CDBG	488,310	657,207	168,897
Rental Reg/Insp	154,641	148,463	(6,178)
Environmental Health	96,523	99,387	2,864
	<u>901,240</u>	<u>1,068,591</u>	<u>167,351</u>
<u>Capital: *</u>			
CI - Assessing	-	400	400
CI - Building Codes	15,500	-	(15,500)
CI - Park Recreation	11,000	27,000	16,000
CI - HHIC	14,500	6,000	(8,500)
CI - Mass Transit	-	24,400	24,400
CI - Village Green Clubhouse	3,000	13,500	10,500
CI - Meadows Clubhouse	7,000	73,000	66,000
CI - Airport	114,050	41,700	(72,350)
	<u>165,050</u>	<u>186,000</u>	<u>20,950</u>
Total Community Services Dept	<u>\$ 9,712,770</u>	<u>\$ 9,140,924</u>	<u>\$ (571,846)</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.

2008 Goals and Objectives

- Sole focus will be on the conversion of residential data into the Assessment Office software. In 2009, attention will be given to commercial, industrial, apartment and exempt data conversion.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	206,034	229,626	262,472	32,846
Supplies & Materials	4,521	7,400	7,300	(100)
Other Services & Charges	54,646	40,486	44,529	4,043
Total	265,201	277,512	314,301	36,789
Per Capita	7.94	8.14	9.04	1.06
Per \$1,000,000 Valuation	186.11	171.02	172.46	20.19

2008 Budget Impact Items

- Additional software and hardware to complete the conversion process to Assessment Office software.

2006/2007 Achievements

- Quality assessment ratios in our three main categories: Residential, Commercial/Industrial, and Apartments
- Mass appraisals of 2,050 parcels, with an additional 500 parcels impacted by revaluing due to platting, and approximately 770 parcels being impacted by completed building permits.
- Prepared for conversion of City CAMA system to Assessment Office. Customized major software to state laws and County tax system. Live with software in April 2007.
- Initial process of working with County and fellow City departments on a workflow product to aid in the parcel split and platting process

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.

2008 Goals and Objectives

- Conduct park master plan.
- Integrate applications and processes to the centralized Land Development Office (LDO) software.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	126,955	111,847	114,926	3,079
Supplies & Materials	18,375	8,550	15,338	6,788
Other Services & Charges	59,079	34,321	35,126	805
Total	204,409	154,718	165,390	10,672
Per Capita	6.12	4.54	4.76	0.31
Per \$1,000,000 Valuation	143.45	95.34	90.75	5.86

2008 Budget Impact Items

- The rate of growth will affect both revenues and expenses in a similar manner.

2006/2007 Achievements

- Complete Growth Area Plan for Oakport Township and North Moorhead
- Undertake neighborhood and planning efforts for Neighborhood Planning Study
- Updated zoning ordinance to finalization
- Record levels of residential growth
- Successful integration between Planning, Engineering, and Building Codes resulting in higher level of orderly growth
- Initial process of working with Clay County and fellow City departments on a workflow product to aid in the parcel split and platting process

Community Services Department

Development Services Division

Community Development

Program Description

Resource for general administration of the Community Services Department.

2008 Goals and Objectives

- Administrative oversight
- Legislative advocacy
- Redevelopment activities

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	40,265	46,397	72,402	26,005
Supplies & Materials	3,269	3,553	4,870	1,317
Other Services & Charges	37,870	40,830	39,769	(1,061)
Total	81,404	90,780	117,041	26,261
Per Capita	2.44	2.66	3.37	0.76
Per \$1,000,000 Valuation	57.13	55.94	64.22	14.41

2008 Budget Impact Items

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

2006/2007 Achievements

- Coordination of the divisions of Community Services Department
- 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.

2008 Goals and Objectives

- Continue to respond to the needs of the building design and construction industry in a timely fashion.
- Continue to assist other City departments/divisions.
- Increase efficiencies through training and new technology.
- Ability to receive, store, and read building prints electronically.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	296,624	303,742	326,918	23,176
Supplies & Materials	8,218	9,155	10,110	955
Other Services & Charges	101,077	88,728	96,189	7,461
Total	405,919	401,625	433,217	31,592
Per Capita	12.16	11.78	12.47	0.91
Per \$1,000,000 Valuation	284.86	247.50	237.71	17.33

2008 Budget Impact Items

- Costs associated with transition to Land Development Office (LDO).

2006/2007 Achievements

- Begin to implement NovaLIS LDO permitting system.
- Adoption of the 2007 Minnesota State Building Code
- Increased electronic technology used in the field.

Community Services Department

Development Services Division

Economic Development

Program Description

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

2008 Goals and Objectives

- Support entrepreneurship.
- Expand local businesses.
- Encourage continued downtown redevelopment and build off recent success of downtown redevelopment.
- Coordinate redevelopment in the site identified in the Neighborhood Planning Study.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	138,121	191,264	168,378	(22,886)
Supplies & Materials	3,418	5,500	5,500	
Other Services & Charges	30,269	51,505	43,152	(8,353)
Debt Service	12,531		13,000	13,000
To Reserves		202,750	202,750	
Total	184,340	451,019	432,780	(18,239)
Per Capita	5.52	13.23	12.45	(0.52)
Per \$1,000,000 Valuation	129.36	277.94	237.47	(10.01)

2008 Budget Impact Items

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

2006/2007 Achievements

- Downtown Redevelopment Phase I (4th and final step) near completion
- Downtown Redevelopment Phase II (3rd phase of South Main and Main Avenue Plaza) near completion
- Power Plant Redevelopment Grant of \$1.4 million and Assessment Grant of \$40,000
- Menard sale complete, platted, and built

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.

2008 Goals and Objectives

- Recruit primary sector industries through Greater Fargo Moorhead Economic Development Corporation.
- Continue marketing efforts to promote industrial development.
- Increase the amount of land available in light industrial zone.
- Strategic property acquisitions.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Other Services & Charges	91,459	113,120	127,900	14,780
Capital Outlay	106,000	116,880	102,100	(14,780)
Total	197,459	230,000	230,000	
Per Capita	5.91	6.75	6.62	-
Per \$1,000,000 Valuation	138.57	141.74	126.20	-

2008 Budget Impact Items

- Local match for grants
- Possible infrastructure cost to service additional light industrial property
- Land lease payment for park land

2006/2007 Achievements

- Assisted in downtown redevelopment
- Established Development Review Board for Moorhead Business Park
- Finalized covenants for MCCARA Third Addition

Community Services Department

Development Services Division

Municipal Airport

Program Description

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

2008 Goals and Objectives

- Move forward with the land acquisition for the crosswind runway.
- Improve the fuel tank facility.
- Construct the new crosswind runway and install lighting and other required fixtures and equipment.
- Relocate the Agricultural Aircraft Facility (crosswind obstruction).
- Create a business/operations plan.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Supplies & Materials	2,215	7,090	8,000	910
Other Services & Charges	465,288	157,460	146,437	(11,023)
Capital Outlay		1,896,000	744,000	(1,152,000)
Total	467,503	2,060,550	898,437	(1,162,113)
Per Capita	14.00	60.46	25.86	(33.44)
Per \$1,000,000 Valuation	328.08	1,269.80	492.98	(637.66)

2008 Budget Impact Items

- Planning and zoning activities required before the crosswind runway is constructed
- Subsoil costs for the construction of the equipment building may affect the construction costs
- Construction of infrastructure may impact revenues such as fuel sales

2006/2007 Achievements

- Construct a new parallel taxiway.
- Preliminary design for the Arrival/Departure building.
- Environmental assessment for the new crosswind runway.
- Airport Layout Plan adopted.

Community Services Department

Development Services Division

Mass Transit

Program Description

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

2008 Goals and Objectives

- Implement Transit Development Plan Recommendations for new Metro Senior Ride service and additional Mid-Day Summer service
- Purchase of two paratransit vehicles: 1 expansion, 1 replacement

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	120,732	124,320	132,748	8,428
Supplies & Materials	259,519	1,450	1,100	(350)
Other Services & Charges	1,093,946	1,556,864	1,640,827	83,963
Capital Outlay	1,502,464		62,000	62,000
Total	2,976,660	1,682,634	1,836,675	154,041
Per Capita	89.15	49.37	52.86	4.43
Per \$1,000,000 Valuation	2,088.93	1,036.91	1,007.80	84.52

2008 Budget Impact Items

- Purchase of two paratransit vehicles
- New Metro Senior Ride Service, additional Mid-Day Summer Service - 50% local share and 50% federal grant revenue
- Capital maintenance of buses
- Contract with Fargo Senior Commission for New Metro Senior Ride Service
- 3% increase in driver services contract
- Additional staff costs resulting from reallocation of 5% of office specialist wages from EDA (Airport) to Transit

2006/2007 Achievements

- Completed Moorhead Expansion and Realignment Study
- Completed construction of New Metro Transit Facility
- Began contract with Laidlaw Transit for operational services
- Began revenue contract for exterior advertising with mobile ads
- Installed security cameras in bus fleet
- Expanded Ground Transportation Center (GTC) hours and added summer evening bus
- Coordination with Fargo on new position of mobility manager, agency rate and Medicaid billings for paratransit service

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.

2008 Goals and Objectives

- Centennial Softball Complex renovated for the 2008 American Softball Association (ASA) Class C National Tournament
- Construction continues on Horizon Shores, Southside Regional Park, and Trollwood Performing Arts Facility
- M.B Johnson Park improvements underway
- Master planning continues for improvements to existing parks and well as future parks
- Obtain state funds for the construction of a Northwest Minnesota Regional Sports Complex

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	504,680	513,273	537,543	24,270
Supplies & Materials	69,143	81,088	84,371	3,283
Other Services & Charges	238,307	261,518	270,371	8,853
Transfer to Funds	306,868	515,189	629,910	114,721
Total	1,118,998	1,371,068	1,522,195	151,127
Per Capita	33.51	40.23	43.81	4.35
Per \$1,000,000 Valuation	785.28	844.91	835.24	82.92

2008 Budget Impact Items

- Funding of capital projects in existing parks

2006/2007 Achievements

- Phase I of both Horizon Shores and Southside Regional Park complete
- Policy and procedure manual complete
- Inventory of amenities in the existing regional parks complete
- Programs to begin at new gym space at Lutheran Church of the Good Shepherd

Community Services Department

Parks & Recreation Division

Hjemkomst Center

Program Description

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

2008 Goals and Objectives

- Increase facility rentals to a pre-construction level
- Maintenance costs remain level

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	123,853	132,717	138,279	5,562
Supplies & Materials	12,091	21,989	22,600	611
Other Services & Charges	164,563	214,674	227,949	13,275
Debt Service	906			
Transfer to Funds	160,000			
To Reserves		20,000	20,000	
Total	461,413	389,380	408,828	19,448
Per Capita	13.82	11.43	11.77	0.56
Per \$1,000,000 Valuation	323.81	239.95	224.33	10.67

2008 Budget Impact Items

- As a result of 2007 improvements, costs for utilities should remain static or decrease
- Room rental sales would exceed 2005 levels

2006/2007 Achievements

- 2.6 million dollar roof replacement complete
- Commemorative events held for the 25th anniversary of the sailing of the Hjemkomst ship to Norway
- Mosaic art piece completed highlighting the entrance to the Hjemkomst Center

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.

2008 Goals and Objectives

- Utilize Minnesota State Historical Society budget allocation to manage the property.
- Explore partnerships with schools and other organizations to improve tour revenue.
- Increase group rentals.
- Maintain the budget to stay within the funds allotted by the State Historical Society.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	7,257	7,005	7,035	30
Supplies & Materials	2,534	2,500	2,578	78
Other Services & Charges	26,286	26,995	27,887	892
Total	36,077	36,500	37,500	1,000
Per Capita	1.08	1.07	1.08	0.03
Per \$1,000,000 Valuation	25.32	22.49	20.58	0.55

2008 Budget Impact Items

- Group tours and event revenue can augment budget.
- Maintain the budget to stay within the funds allotted by the State Historical Society.
- Increase responsibility for staff due to a \$460,000 capital bonding project underway

2006/ 2007 Achievements

- Stayed within the allotted budget so there was no impact on the City Moorhead budget
- Re-organization of the "Friends" group into a fundraising entity
- Capital funding approved for renovations to the Ice House and re-roof the structure
- Ultra violet protection film installed on the windows to protect artifacts
- 2-year extension on the Management Contract entered into in June of 2007.

Community Services Department

Parks & Recreation Division

Golf Course Operations

Program Description

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

2008 Goals and Objectives

- Increase number of green fee rounds to 30,000 annually
- Increase season pass members by 5% from 2007 levels
- Sell advertising on the global positioning system at The Meadows

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	180,066	165,437	171,841	6,404
Supplies & Materials	22,006	26,610	26,724	114
Other Services & Charges	332,025	254,160	283,128	28,968
Capital Outlay		50,000	50,000	
Debt Service	223,409	373,300	374,500	1,200
Total	757,506	869,507	906,193	36,686
Per Capita	22.69	25.51	26.08	1.06
Per \$1,000,000 Valuation	531.59	535.83	497.24	20.13

2008 Budget Impact Items

- Successful operations by the new food and beverage manager
- Advertising sales on global positioning units
- Increase in season pass holders

2006/2007 Achievements

- New food and beverage management team hired and positive comments received to date
- Policy and procedures manual complete and new policies implemented

Community Services Department

Parks & Recreation Division

Town & Country Operations

Program Description

Town & Country Golf Course was purchased by the City of Moorhead in September, 2004. Plans for the course and surrounding property include development of a regional park. This facility was closed on June 17th to accommodate the development of this regional park.

2008 Goals and Objectives

-

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	38,631	48,230		(48,230)
Supplies & Materials	770	2,706		(2,706)
Other Services & Charges	35,095	12,030		(12,030)
Total	74,496	62,966		(62,966)
Per Capita	2.23	1.85	-	(1.81)
Per \$1,000,000 Valuation	52.28	38.80	-	(34.55)

2008 Budget Impact Items

- Closed in 2007 to accommodate construction of a new Outdoor Performing Arts Center

2006/2007 Achievements

-

Community Services Department

Parks & Recreation Division

Sports Center

Program Description

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

2008 Goals and Objectives

- Find additional user groups to generate additional revenue
- Maintain existing contracts
- Increase advertising sales on the zamboni and dasher boards
- Facility manager to serve on State Board of Minnesota Ice Arena Managers Association (MIAMA)

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	203,758	220,616	221,200	584
Supplies & Materials	51,854	58,094	59,210	1,116
Other Services & Charges	459,504	229,471	240,616	11,145
Debt Service	15,789	60,040	62,750	2,710
Total	730,904	568,221	583,776	15,555
Per Capita	21.89	16.67	16.80	0.45
Per \$1,000,000 Valuation	512.93	350.16	320.32	8.54

2008 Budget Impact Items

- Utilities are projected to increase 8% in 2008
- Unknown costs of operation of new mechanical equipment
- Motor fuels increase

2006/2007 Achievements

- Increased advertising sales of dasher boards
- Maintenance schedules, safety manuals and policy manuals completed
- Implemented computerized invoicing
- \$3.2 million renovations underway with expected completion in late 2007.

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.

2008 Goals and Objectives

- Develop Implementation strategy for recommendations of the Neighborhood Planning Study
- Continue emphasis on property maintenance generally and hazardous building clean up and removal specifically
- Increase resource availability for home purchase, remodeling, and maintenance

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	71,509	116,503	118,201	1,698
Supplies & Materials	12,741	1,075	1,660	585
Other Services & Charges	34,136	44,188	43,673	(515)
Total	118,386	161,766	163,534	1,768
Per Capita	3.55	4.75	4.71	0.05
Per \$1,000,000 Valuation	83.08	99.69	89.73	0.97

2008 Budget Impact Items

- Implementation of Neighborhood Planning Study Recommendations

2006/2007 Achievements

- Completed Neighborhood Planning Study of the area near downtown and the residential neighborhood surrounding Concordia College and Minnesota State University Moorhead
- Secured renewal of \$1 million Neighborhood Impact Program home improvement initiative
- Secured affordability gap assistance for homebuyers in Stonemill Ponds mixed income subdivision
- Continued emphasis on hazardous building enforcement and property maintenance; 8 hazardous structures removed in 2006/2007.

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.

2008 Goals and Objectives

- Continue emphasis on affordable housing preservation and creation along with capacity building efforts in housing education for tenants and first-time homebuyers.
- Support efforts to continue CDBG funding from Congress.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	94,473	158,419	140,199	(18,220)
Supplies & Materials	2,573	300	1,197	897
Other Services & Charges	650,096	329,591	515,811	186,220
Total	747,142	488,310	657,207	168,897
Per Capita	22.38	14.33	18.91	4.86
Per \$1,000,000 Valuation	524.32	300.92	360.62	92.68

2008 Budget Impact Items

- Potential reductions to Community Development Block Grant funding by Congress.

2006/2007 Achievements

- Eighteen homes owned by lower income households were rehabilitated in 2006.
- Purchased six properties and conducted testing for environmental hazards with remediation, demolition and site clearance completed in 2007. Lots zoned for residential use will be disposed of through a public Request for Proposal process and/or conveyed to Habitat for Humanity for affordable housing redevelopment.
- Conducted hazardous material abatement, demolition and site clearance at 1316 Main Avenue and 1520 4th Avenue South.
- Over 970 households were provided homebuyer and tenant education in 2006.
- Provided acquisition assistance/lot transfer for three Habitat for Humanity homes in 2007. (One new construction and two infill lots.)

Community Services Department

Neighborhood Services Division

Rental Registration & Inspection

Program Description

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

2008 Goals and Objectives

- 100% inspection rate including physical and/or self-inspection.
- Improve records management procedures through Land Development Office.
- Increase number of well-managed properties receiving discounted registration fees.

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits		116,528	98,524	(18,004)
Supplies & Materials		10,825	12,250	1,425
Other Services & Charges		27,288	37,689	10,401
Total		154,641	148,463	(6,178)
Per Capita	-	4.54	4.27	(0.18)
Per \$1,000,000 Valuation	-	95.30	81.46	(3.39)

2008 Budget Impact Items

- Reduced revenue from re-inspection and penalty fees
- Reduced fee revenue due to continued increase of high performing rental properties

2006/2007 Achievements

- Revised program improving owner responsiveness to property maintenance and tenant conduct.
- Took necessary steps to stop an owner from offering sub-standard housing (18-plex). The property has been sold and rehabilitation is anticipated in 2007-2008.
- On target to achieve 100% inspection rate in 2007 (second year of 100% inspection).

Community Services Department

Neighborhood Services Division

Environmental Health

Program Description

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

2008 Goals and Objectives

- Maintain timely inspection services in fulfillment of the City's contract with Minnesota Department of Health.
- Begin pet shop inspections based on newly passed pet shop regulations

Budget Category	2006 Actual	2007 Budget	2008 Budget	\$ Increase (Decrease)
Wages & Benefits	68,717	82,869	85,211	2,342
Supplies & Materials	3,457	3,740	3,100	(640)
Other Services & Charges	14,636	9,914	11,076	1,162
Total	86,810	96,523	99,387	2,864
Per Capita	2.60	2.83	2.86	0.08
Per \$1,000,000 Valuation	60.92	59.48	54.53	1.57

2008 Budget Impact Items

- Neighborhood Services is now processing quarterly special assessment hearings for nuisance complaints

2006/2007 Achievements

- Timely inspection of all licensed food, beverage, and lodging facilities, pools, and mobile home courts
- Reviewed and approved eight new commercial kitchens and four remodeled kitchens
- Environmental Health Practitioner participated in U. S. Dept. of Homeland Security's Pandemic Influenza Planning and Preparedness training
- Enacted pet shop regulations to provide a basis for required inspections for pet and human health and safety in the pet shop



City of Moorhead, Minnesota

SUPPLEMENTARY INFORMATION

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Demographic Information

Population: Moorhead Population 2000 (U.S. Census)..... 32,177
 Moorhead Population 2006 (*U.S. Census Estimate*).. **34,749**
 Fargo-Moorhead SMSA Population 2000..... 174,367

Age Distribution: (2000 Census)

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

Racial Distribution: (2000 Census)

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

** Not a race, but an ethnic group*

Households: (2000 Census)

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

Gender: (2000 Census)

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

Principal Taxpayers

<u>TAXPAYER</u>	<u>TYPE OF PROPERTY</u>	<u>TAX CAPACITY</u>	<u>PERCENTAGE OF TOTAL TAX CAPACITY OF \$17,625,205</u>
American Crystal Sugar	Sugar Processing	\$ 718,082	4.1%
Anheuser-Busch	Malting Plant	425,774	2.4%
Easten LLC	Shopping Mall	233,830	1.3%
Moorhead Hospitality	Hotel & Conference Center	195,499	1.1%
Moorhead Holiday Associates	Strip Mall	167,661	1.0%
Eventide	Nursing/Retirement Home	133,048	0.8%
Moorhead Center Mall LLP	Shopping Mall	129,708	0.7%
Xcel Energy	Electric Utility	124,950	0.7%
Second Skaff Apts	Apartments	118,064	0.7%
South Moorhead Associates	Retail - Grocery & Mall	<u>116,509</u>	<u>0.7%</u>
Total Tax Capacity of Principal Taxpayers		<u><u>\$ 2,363,125</u></u>	<u><u>13.5%</u></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:

1997	11.93
1998	11.93
1999	12.19
2000	12.19
2001	13.85
2002	14.06
2003	14.41
2004	16.89
2005	16.89
2006	17.74

Miles of City Streets:

1997	159.13
1998	160.36
1999	161.43
2000	161.43
2001	170.35
2002	174.89
2003	175.47
2004	184.60
2005	197.72
2006	203.75

Miles of Sewers:

Storm	113.80
Sanitary	136.73
Force Mains	14.29

Fire Protection:

Number of Stations	2
Number of Firefighters	33

Police Protection:

Number of Stations	1
Number of Sworn Officer	53

Permanent Employees (FTE's) 248.455

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.