



Special City Council Meeting

Friday, January 23, 2026, at 9:00 AM

City Council Chambers, City Hall (10 3rd Ave SW)

Any person needing special accommodation for the meeting is requested to notify the City Clerk's office at 857-4752.

1. ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. ACTION ITEMS
 - 3.1. CONSIDER THE POUND SERVICES CONTRACT WITH SOURIS VALLEY HUMANE SOCIETY (SVAS)

RECOMMENDED ACTION

It is recommended City Council review and consider the renegotiated contract with Souris Valley Animal Shelter; and, if approved, authorize the Mayor to sign the contract. The City Council can also discuss and confirm a City representative to attend the SVAS Board meetings.

4. MISCELLANEOUS AND DISCUSSION ITEMS
 - 4.1. 2026 BUDGET PROCESS AFTER ACTION REVIEW
 - 4.2. 2027 BUDGET SCHEDULE REVIEW AND DISCUSSION
 - 4.3. DISCUSSION ON OPERATING NORMS
 - 4.4. STRATEGIC PLAN AND CITY ASPIRATIONS DISCUSSION
5. ADJOURNMENT



TO: Mayor and Members of the City Council

FROM: Justin Sundheim, Police Captain

DATE: January 23, 2026

SUBJECT: CONSIDER THE POUND SERVICES CONTRACT WITH SOURIS VALLEY HUMANE SOCIETY (SVAS)

I. RECOMMENDED ACTION

It is recommended City Council review and consider the renegotiated contract with Souris Valley Animal Shelter; and, if approved, authorize the Mayor to sign the contract. The City Council can also discuss and confirm a City representative to attend the SVAS Board meetings.

II. DEPARTMENT CONTACT PERSONS

Dale Plessas, Deputy Police Chief, 701-857-9800
Michael Frye, Chief of Police, 701-857-4700

III. DESCRIPTION

A. Background

The City of Minot approved a contract with Souris Valley Animal Shelter (SVAS) for pound services for FY2025. The City of Minot has historically used a contracted entity to provide pound services for the City. At the January 20, 2026, Regular City Council meeting, City Council directed staff to continue with negotiations and bring the renegotiated contract to the January 23, 2026, Special City Council meeting. SVAS was amiable to the change of terms to the agreement. The new agreement reflects contract terms upon agreement of both parties through June 30, 2027.

B. Proposed Project

Pound services involve animals that are taken into custody for a variety of reasons, including lost pets, aggressive/dangerous animals, feral in nature, or any animal that is deemed unlawful by city ordinance. In addition to a location for animal placement, veterinarian services are also required for situations where emergency care or euthanasia is required. Staff is also needed to accommodate day-to-day care of animals while they are in custody, as well as administrative documentation to include billing, licensing, etc.

Paragraph 3 of the contract discusses a city representative for the SVAS Board meetings. The Council will need to decide how they want to appoint that

representative. They could designate a staff member to serve as the City's representative, or they could open it to the public, solicit applications, and have the Mayor make a recommendation for Council approval. In the renegotiation process, SVAS declined any changes to this portion of the contract.

C. Recommendation Detail

A request for proposals (RFP) was made public in October 2025. A due date for response was Nov 6th, 2025. SVAS was the sole respondent to the RFP.

IV. IMPACT

A. Aspirations

Safe and welcoming

B. Service/Delivery Impact:

The City of Minot will be able to continue to provide pound services to the community.

C. Fiscal Impact

Funding is through FY2026 Police Department Pound Services budget. The budget line is allocated for \$200,000.

Project Costs

Estimated budget costs have a fixed baseline established for such things as kennel reservations and administrative monthly fees per the contract. Other costs are variable, dependent on animal care and needs throughout FY2026. These costs are defined and based in the contract.

Project Funding

1002-21000 44340 \$200,000

VI. ALTERNATIVES

1. Reject the contract agreement between the City of Minot and SVAS. The ability to provide pound services may become interrupted for the City of Minot.
2. Reject the contract agreement between the City of Minot and SVAS and direct staff to renegotiate terms.

Souris Valley Animal Shelter

2025 Board of Directors Annual Summary

January 1, 2025 – December 31, 2025

"More than a shelter."

Mission Statement

The Souris Valley Animal Shelter (SVAS) creates a better world for pets and people by advocating for animals and moving communities forward.

Vision

We envision a North Dakota that practices modern-day care, shows compassion, and provides opportunities for shelter pets and the community.

Core Values

Be Kind · Be a Leader · Be Exceptional

Letter from the Board

February 2026

Dear Friends and Supporters,

As we reflect on 2025, we are proud to share a year marked by meaningful progress, strengthened community partnerships, and major steps toward expanding our impact across the region. While operating an animal shelter and veterinary clinic present daily challenges, our dedication remains unwavering: to provide compassion, care, and second chances to every animal that comes through our doors.

A Transformational Year for Community Services

In 2025, one of the most significant milestones in SVAS history became a reality: the opening of the Severson Ahart Community Clinic. Made possible through the generosity of Clint Severson and Conni Ahart, the clinic opened on schedule and had an extraordinary first year, serving more than 1,200 clients from our community and providing veterinary services for every animal in SVAS care including spay and neuter service for every pet adopted.

New Responsibilities for Lost & Homeless Animals

SVAS expanded its operational role by integrating Minot Animal Pound Services into our shelter. In its first year under SVAS management, 362 lost or homeless pets were assisted with a live release rate of 96.76% and return to owner rates of 48% for dogs and 14% for cats (both numbers well ahead of national averages.)

Adoptions & Community Support Programs

299 animals were adopted into loving homes, 1,100 volunteer hours were logged in-shelter by over 300 individuals, 157 foster homes provided temporary homes to animals waiting for forever homes, and over 120 families were supported by the SVAS Pet Food Pantry. Our newest community support program, the Spay It Forward Discount Certificate Program was launched in the fourth quarter.

SVAS Financial Summary for 2025

Income: \$2,870,303 including two major one-time estate gifts, \$408,845 in clinic revenue, and \$152,379 from the City Pound contract.

Expenses: \$1,172,478.

Cash and Investment Accounts: \$1,740,551.

Debt: \$1,141,698 remain from the 2021 remodel and expansion of our building, down \$162,285 from 2024.

Looking Ahead

SVAS will continue strengthening clinic sustainability, expanding foster and rescue networks, and enhancing reunification rates.

Clinic: We are actively recruiting a second veterinarian to expand community access to affordable veterinary services. To address the long term needs for veterinary services in our community, we are also in the early stages of a partnership with Long Island University Veterinary School to train veterinary students in our clinic. Our goal while the students are in Minot is to connect them with local community resources and veterinary clinics in the hopes that they will consider Minot a top choice to establish their professional careers when they graduate.

Pound: In year two with the pound contract, our number one goal is to expand the network of rescue partners pulling animals from the pound at the conclusion of their mandated hold. This is really the key to increasing the number of animals that can be served through Minot Animal Pound Services. In addition to increasing our outreach efforts, we are offering to cover the cost in our clinic for the following services for any rescue partner pulling from the pound: wellness veterinary check, rabies and first round of core vaccinations, microchip and deworming.

Rescue: To increase our internal capacity, we are realigning some of our staff positions and have added a staff member that is a dedicated adoption and foster coordinator to facilitate quicker responses to adoption applications and grow our foster network. Our rescue and rehoming efforts will continue to focus on the most vulnerable populations in the community with top intake priorities being unclaimed strays from the city pound, non-contracting law enforcement emergencies such as hoarding, neglect, or abuse cases, and any animals that have previously passed through SVAS that need to return to rescue.

Programs: In late 2025, we introduced the Spay It Forward Discount Certificate Program. Spay It Forward is a needs-based program to assist community members who would not otherwise be able to afford spay or neuter services for their cat or dog. In 2026, we look to expand awareness and participation in this program. Increasing the rate of spay & neuter is the most effective means to reduce pet overpopulation in our community.

With sincere thanks,

The SVAS Board of Directors

Zach Krukenberg, President

Nicole Baker, Vice President

Sheila Miller, Secretary

Sarah Roseth, Treasurer

Jeanne Carver, Member

Thank you so much to our 2025 Donors...

To our incredible SVAS community: Thank you for a year of life-saving milestones. In 2025, your contributions allowed us to provide a voice for those who cannot speak for themselves. We are deeply moved by the trust you place in us to care for our region's most vulnerable pets. We are honored to have you by our side as we work toward a future where every pet is wanted, cared for, and loved. Below are the names of the individuals and organizations that supported us financially last year. And to the countless individuals who donated anonymously, even though we don't know your names, we appreciate you just the same!



SERVICES AGREEMENT
City of Minot and Souris Valley Animal Shelter

This services agreement (hereinafter "Agreement") is entered into on this ____ day of _____, 2026 ("Effective Date"), by and between the City of Minot, ND, a municipal corporation (hereinafter "City") and Souris Valley Animal Shelter (SVAS) (hereinafter "SVAS" or "Provider"), referred to individually as "Party" and collectively as "Parties."

WHEREAS, the Provider has agreed to provide services relating to public health; and

WHEREAS, the City desires to hire Provider; and

NOW, THEREFORE, it is hereby agreed by and between the Parties as follows:

1. Term and Option to Extend. The term (Term) of this Agreement shall be from the Effective Date through June 30, 2027. Upon written agreement by both Parties, the Term of this Agreement may be extended one (1) additional year, beginning July 1, 2027.
2. Scope of Services. Provider agrees to provide the services outlined in Exhibits 1 and 2, which are attached and incorporated into this Agreement by reference.
3. SVAS Board Meeting attendance. Provider hereby acknowledges and agrees that the City Council shall have the authority to designate one individual to attend SVAS Board Meetings (hereinafter referred to as the "City Representative"). The nomination and appointment of the City Representative shall be made at the sole discretion of the City Council, and shall be entitled to attend and participate in all regular meetings and deliberations of the SVAS Board. The City Representative shall not be an official member of the Board of Directors that possesses voting rights, and may not attend executive sessions called by the Board of Directors.
4. Reports. By the fifth (5th) business day of each month, Provider shall submit a written report to the City, setting forth the specific activities and deliverables taken to achieve the obligations outlined in Exhibits 1 and 2 of this Agreement.

5. Fees and Compensation. Provider may charge the fees outlined in Exhibit 2. Provider shall remit a monthly invoice for the Administrative Fee and the previous month's services rendered. Payment shall be made on a monthly basis, but only after receipt of a monthly invoice from Provider. In the event of termination of this Agreement, the City's obligation to make payment to Provider as set forth herein shall immediately cease, with payment for the most recent month's services and Administrative Fees prorated to the date of termination.

Authority to Contract. No part of this Agreement shall be construed to grant to Provider any authority to contract for, on behalf of, or incur obligations on behalf of the City.

6. Termination.

- a. Termination by Mutual Agreement. This Agreement may be terminated by mutual consent of both Parties, executed in writing.
- b. Termination Without Cause. This Agreement may be terminated by either Party upon thirty (30) days' written notice to the other Party of the terminating Party's intent to terminate before the expiration of this Agreement.
- c. Termination for Cause. City may terminate this Agreement effective upon delivery of written notice to Provider, or any later date stated in the termination notice:
 - i. If Provider fails to provide Services required by this Agreement within the time specified or any extension agreed to by City; or
 - ii. If Provider fails to perform any of the other provisions of this Agreement, or fails to diligently perform the work in a manner that reasonably ensures completion of this Agreement in accordance with its terms.
 - iii. Notice Requirement: The City shall provide written termination notice to Provider identifying (i) the Services the City alleges Provider has failed to provide and/or (ii) the other provisions of this Agreement the City alleges the Provider has failed to perform. Termination pursuant to this paragraph c shall only be effective if Provider fails to cure the deficiencies identified in the City's notice within fifteen (15) days of Provider's receipt of the City's written notice.

d. The rights and remedies of City provided in this Paragraph 6 are not exclusive and are in addition to any other rights and remedies provided by North Dakota law or under this Agreement.

7. Notice. All notices or other communications required under this Agreement must be given by registered or certified mail or email and are complete on the date postmarked or sent when addressed to the parties at the following addresses:

City:	Provider:
City of Minot	Souris Valley Animal Shelter
c/o Finance Director	c/o Executive Director
P.O. Box 5006	1935 – 20 th Ave SW
Minot, ND 58702	Minot, ND 58701
finance@minotnd.gov	laura@svaspets.com

8. Independent Contractor. It is expressly understood and agreed that all employees, agents, and representatives of SVAS performing SVAS duties under this Agreement shall at all times be considered employees of SVAS and not employees of the City. Nothing in this Agreement shall be construed to create an employment relationship between the City and any employee or agent of SVAS. SVAS shall be solely responsible for the compensation, benefits, insurance, and all employment-related obligations of its personnel.
9. Compliance with Law. Provider agrees to comply with all applicable federal, state, and local laws, rules, and policies, including those relating to nondiscrimination, accessibility, and civil rights. Provider's failure to comply with this section may be deemed a material breach by Provider entitling City to terminate in accordance with Paragraph 6(c) of this Agreement.
10. Retention of Records and Audits. Provider agrees to retain financial and program records in accordance with the State of North Dakota's General Records Retention Schedule. In the event Provider's records are audited by a third party, Provider shall provide the City with the results of the audit within thirty (30) days of receipt.
11. Compliance with Public Records Laws. Provider understands that City must disclose to the public upon request any records it receives from Provider as required by North Dakota's public records law. Provider further understand that

any records obtained or generated by Provider under this Agreement, may, under certain circumstances, be open to the public upon request under the North Dakota public records law. Provider agrees to contact City promptly upon receiving a request for information under the public records law and, at no additional expense to City, comply with City's instructions on how to respond to the request.

12. Indemnification.

- a. The City indemnifies and holds harmless SVAS, its employees, its board of directors, and any other agents or subcontractors of this Agreement for any claims or causes of action arising from any actions City employees take while on SVAS premises.
- b. SVAS indemnifies and holds harmless the City, its employees, its elected officials, and any other agents or subcontractors of this Agreement for any claims or causes of action arising from any actions SVAS employees take while performing and providing services contemplated by this Agreement.

13. Insurance. At its sole cost, Provider shall secure and keep in force during the Term of this Agreement, and any extensions thereof, from insurance companies authorized to do business in the state of North Dakota with an "A-" rating or greater by A.M. Best Company Inc., less than an "A-" rating must be approved by the City, the following insurance coverages:

- a. Commercial general liability, including premises or operations, contractual, and products or completed operations coverages, with minimum liability limits of \$2,000,000 per occurrence; and
- b. Automobile liability, including owned (if any), hired, and non-owned automobiles, with minimum liability limits of \$500,000 per person and \$2,000,000 per occurrence; and
- c. Workers' compensation coverage meeting all statutory requirements. The City, its agents, officers, and employees shall be endorsed on the commercial general liability policy on a primary and noncontributory basis, as an additional insured. Provider shall furnish a certificate of insurance evidencing the required coverages are in effect prior to commencement of this Agreement.

Failure to provide or to maintain insurance as required in this Agreement is a material breach of contract entitling City to terminate this Agreement pursuant to Paragraph 6(c).

- 14.Successors in Interest. The provisions of this Agreement shall be binding upon and shall inure to the benefit of the Parties hereto, and their respective successors and assignees.
- 15.Assignment. Neither Party may assign or otherwise transfer or delegate any right or duty without the other Party's express written consent.
- 16.Force Majeure. Neither Party to this Agreement will be liable to the other Party for delays, or direct and indirect costs resulting from any causes beyond the reasonable control or contemplation for either Party.
- 17.Severability. If any term of this Agreement is declared by a court having jurisdiction to be illegal or unenforceable, the validity of the remaining terms is unaffected and, if possible, the rights and obligations of the Parties are to be construed and enforced as if the Agreement did not contain that term.
- 18.Waiver. The failure of either Party to enforce any provision of this Agreement shall not be construed as a waiver of that provision or of the right to enforce that provision at a later date.
- 19.Attorneys' Fees. In the event a lawsuit is initiated by City to obtain performance due under this Agreement, and City is the prevailing Party, Provider shall, except if specifically prohibited by ND law, pay City's reasonable attorneys' fees and costs in connection with the lawsuit.
- 20.Authority to Execute Agreement. Each Party represents and warrants that this Agreement has been duly authorized, executed and delivered by it; that the undersigned representatives are fully authorized to sign this Agreement on behalf of the Party for whom they are signing and whom they represent; that performance of all the actions contemplated thereby have been duly authorized by all requisite action and that this Agreement constitutes a valid and binding obligation, enforceable against each Party, its successors and assigns in accordance with its terms.
- 21.Governing Law and Venue. This Agreement shall be construed and interpreted both as to the validity and performance of the Parties in accordance with the laws

of the State of North Dakota. In the event of any dispute hereunder the forum shall be in District Court, Ward County, North Dakota. Each Party consents to the exclusive jurisdiction of such court and waives any claim of lack of jurisdiction or forum non conveniens.

22. Entire Agreement and Modification. This Agreement, including the Exhibits, constitutes the entire agreement between the Parties. There are no understandings, agreements, or representations, oral or written, not specified in this Agreement. This Agreement may not be modified, supplemented, or amended, in any manner, except by written agreement signed by both Parties.
23. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed original, and all of which together constitute one and the same instrument. Electronic and scanned signatures shall be valid and binding.
24. Headings. Any headings or subheadings shall be solely for the convenience of reference and shall not constitute a part of this Agreement, nor shall it affect its meaning, construction or effect.
25. Hold Over. If Provider invoices and City pays after this Agreement expires, this Agreement shall be deemed renewed on a month-to-month basis with all other terms and conditions of this Agreement remaining in effect until renewed or terminated, in writing.
26. Effectiveness of Agreement. This Agreement is effective upon being fully executed by both Parties.

CITY OF MINOT, NORTH DAKOTA

Mark Jantzer, Mayor

Date: _____

Mikayla McWilliams, City Clerk

Date: _____

David Lakefield, Finance Director

Date: _____

SOURIS VALLEY ANIMAL SHELTER

Laura Garcia, Executive Director

Date: _____



EXHIBIT 1

SOURIS VALLEY ANIMAL SHELTER (SVAS) SERVICES AGREEMENT

1. Scope of Services. SVAS agrees to provide the following additional services to the City in accordance with this Agreement:
 - a. Boarding Facility: SVAS shall provide a boarding facility for animals impounded by the City.
 - b. Animal Boarding: Boarding fees for all animals impounded by the City include: food, water, bedding, cat litter, cleaning and disinfecting kennels, cleaning and disinfecting supplies, and kennel staff to facilitate boarding services.
 - c. Capacity: SVAS's boarding facilities must have the capacity to house a minimum of seventeen (17) dogs and eighteen (18) cats separately; with one (1) kennel being fully enclosed with a top. Dog kennels shall be a minimum of six (6) feet in height.
 - i. SVAS Kennel Rental: SVAS shall rent to the City a minimum of five (5) kennels to house dogs, and five (5) kennels to house cats at all times this Agreement is in effect, including any extensions or Hold Over agreements between the Parties.
 - ii. Sick Animals: The SVAS facility must have a separate area to hold animals that are injured, sick, or suspected of having the rabies virus or other contagious condition(s).
 - d. Staffing: SVAS shall ensure the provision of such services by maintaining an appropriate number of qualified and competent staff to carry out such services, and shall monitor and evaluate the quality, appropriateness, and safety of such services provided to the City. SVAS staff must be able to handle reptiles, rodents, birds, and all other animals as needed, including medium sized livestock.
 - i. Staffing Minimum: A minimum of one (1) veterinarian or one (1) veterinarian assistant and one (1) kennel support staff, available during normal business hours, Monday through Friday, 8:00am

to 5:00pm, and available on an on-call basis for assistance to the Minot Police Department (MPD), as needed.

- ii. On-call Veterinary Services: SVAS must have a veterinarian or a veterinarian assistant available, on an on-call basis, twenty-four (24) hours a day, seven (7) days a week.

2. Fees: The Parties agree to the Fee Schedule as detailed in Exhibit 2 to this Agreement.
3. Examinations: Animal examinations requested by MPD personnel will be conducted at no charge to the City unless medications or other veterinary supplies are needed and are used.
4. Holding Periods: SVAS agrees or adheres to the following procedures:
 - a. Animals will be held for a minimum of three (3) business days (hereinafter, "Hold Period"). Monday through Friday are considered business days, and the initial impound day, Saturday, and Sunday, are not included in the total number of days. For example: If an animal is impounded on Friday, that animal will be held Saturday, Sunday, Monday, Tuesday, and Wednesday.
 - b. The animals are to be fed twice a day. Water is provided as needed.
 - c. At a minimum, animals are to be checked between the hours of 7:00am to 9:00am, 12:00 (noon) to 1:00pm, and 4:00pm to 5:30pm each day.
 - d. The kennels shall be cleaned and disinfected daily.
5. Injured Animals: A Community Service Officer (CSO) with MPD will determine to what extent an injured animal will be treated. No animal will be treated by a veterinarian without authorization by a CSO.
6. Office Requirements:
 - a. An office space consisting of a dedicated desk, chair, and additional seating as needed for issuing summons, releasing animals, interviewing suspects, and preparing reports. A space for a City-owned storage shed will also be provided for live traps and other animal control-related equipment.
 - b. A separate, dedicated phone line will be provided by SVAS for the City Pound phone number and will be managed by SVAS.
7. Reporting Requirements: SVAS will have a representative available to collect

fees and issue licenses during regular business hours. SVAS will also designate a representative to be responsible for preparing a monthly report to the City outlining the City Animal Pound functions, due no later than the fifth (5th) business day of the following month. This report will include, but is not limited to, the number of animals impounded, euthanized, released to owner, or rescued by SVAS; occupancy rate for rented kennels; fees charged to the City; impound fees paid by an owner reclaiming the animal; impound fees waived by the MPD; as well as the number of licenses issued. SVAS will also designate representatives to be responsible for filing licenses, answering calls to the City Pound, doing research to assist citizens who call the City Pound, and assisting with other requests from the MPD.

8. Facility Access: The facility must be accessible to MPD personnel twenty-four (24) hours per day, seven (7) days per week, three hundred sixty-five (365) days per year.
9. Euthanasia and Disposal: SVAS will be responsible for euthanasia and disposal of the animals in accordance with Exhibit 2 to this Agreement. Before euthanasia or disposal, SVAS shall obtain authorization from MPD to proceed.
10. Food/Water: SVAS is responsible for all necessary food, water, and cleaning supplies that are required to maintain proper care for the animals and pound facilities.
11. Special Care: If an animal with special care needs is impounded, it will be SVAS's responsibility to provide the necessary food, bedding, and whatever items may be needed to properly care for the animal at no additional expense to the City.



EXHIBIT 2

SOURIS VALLEY ANIMAL SHELTER (SVAS) SERVICES AGREEMENT

FEE SCHEDULE

SVAS shall invoice the City on a monthly basis. Each month's invoice shall include the administrative fee for the current month and the previous month's fees for services and kennel rent. Payment will be due on NET 30 terms.

1. BOARDING:

- a. DOG OR CAT: \$36/calendar day/animal for duration of the Hold Period unless the fee of \$46/calendar day/animal applies due to the animal having to be held in a non-rented kennel pursuant to Paragraph 2 below.
- b. RABBIT /SNAKE/REPTILE/RODENT /BIRD (EXCLUDING CHICKENS) UNDER 8 LB: \$15/calendar day/animal for the duration of the Hold Period.
- c. RABBIT/SNAKE/REPTILE/RODENT/BIRD (EXCLUDING CHICKENS) OVER 8 LB: \$20/calendar day/animal for the duration of the Hold Period.
- d. ANY LIVESTOCK INCLUDING CHICKENS: \$95/animal for the entire standard 3 business day Hold Period, which will be subcontracted to Minot Veterinary Clinic.
- e. After hours, weekends or holiday on-call boarding needs requiring kennel support staff to report to SVAS: First hour per occurrence \$50, each additional hour \$35.

2. DESIGNATED/RENTED CAT/DOG KENNELS:

- a. SVAS must designate and rent to City five (5) kennels for dogs and five (5) kennels for cats for a total of ten (10) rented kennels solely for City impound use. Any empty/unused rented kennels will be invoiced at the same \$36/day rate as an occupied/rented kennel. If the City exceeds the number of rented kennels on any given day, SVAS

will make every effort to accommodate the need for additional kennels. Additional kennels beyond what was rented for City impound use will be invoiced at \$46/day instead of the standard \$36/day.

3. ANNUAL FEE INCREASE: Fees for boarding and rented cat/dog kennels and any overages will increase each year this Agreement is in effect by \$1/calendar day/animal or kennel. Any extension of this Agreement or Hold Over agreement will honor the \$1 annual increase.

4. EUTHANIZATION FEE:

- a. DOG: \$150
- b. CAT: \$140
- c. RABBIT /SNAKE/REPTILE/RODENTS/BIRD (EXCLUDING CHICKENS) UNDER 8 LB: \$120
- d. RABBIT/SNAKE/REPTILE/RODENTS/BIRD (EXCLUDING CHICKENS) OVER 8 LB: \$140
- e. LIVESTOCK: To be determined based on weight of animal and will be invoiced based on current office rates at Minot Veterinary Clinic.

5. CREMATION:

- a. Cremation is not required if MPD retrieves the animal and makes alternate arrangements for disposal.
- b. Cremation is required if the animal is euthanized at and will be disposed of by SVAS, except when remains need to be forwarded for further laboratory testing or there is a court order directing otherwise.
- c. \$115/animal (cat, dog or other small animal) up to 40 lbs.
- d. \$140/animal (cat, dog or other animal) 41-150 lbs.

6. RESCUE RECOVERY FEE (IN LIEU OF EUTHANIZATION & CREMATION FEES):

(living, unredeemed animal whose ownership is turned over to SVAS at the end of the mandated Hold Period, as is current practice)

- a. DOG: \$85
- b. CAT: \$85
- c. RABBIT /SNAKE/REPTILE/RODENTS/BIRD (EXCLUDING CHICKENS) UNDER 8 LB: \$50
- d. RABBIT /SNAKE/REPTILE/RODENTS/BIRD (EXCLUDING

CHICKENS) OVER 8 LB: \$60

e. LIVESTOCK (INCLUDING CHICKENS): \$85

7. VETERINARY SERVICES:

- a. After hours, weekend or holiday office call charge for veterinarian if needed to report to SVAS: \$350.
- b. After hours, weekend or holiday on-call needs for veterinary technician to report to SVAS: First hour \$60, each additional hour \$45.
- c. After hours, weekend or holiday on-call needs for kennel staff to report to SVAS: First hour per occurrence \$50, each additional hour \$35.
- d. Basic intake examination during regular business hours when in-house veterinarian is available, if requested by CSO: No charge, unless medication or veterinary supplies are required.
- e. All other veterinary services, medications, and veterinary supplies will be invoiced at the current office rate. All services are required to be approved by MPD prior to any services being rendered.
 - i. SVAS has permission to administer the following medical treatments for any domestic animal long-term holds (longer than the standard three (3) business days): DHPP (Distemper, Hepatitis, Parvovirus, and Parainfluenza), Rabies, and Bordetella vaccinations, except to animals that are under quarantine or isolation due to a rabies concern and/or pending legal case. In these situations, any course of action shall be made in conjunction with MPD personnel.
- f. Any veterinary services that cannot be accommodated by the SVAS in-house clinic will be subcontracted to another area clinic at the approval of MPD. MPD will make transportation arrangements for the animal. Any work performed by a subcontracting clinic will be invoiced by SVAS at the subcontracting clinic's rate with no additional markup from SVAS. While this list is not comprehensive, it would include services such as after-hours calls when in-house veterinarian is on vacation or complex cases beyond the scope of SVAS's practice.

8. ADMINISTRATIVE FEE:

a. \$1,200/month

- i. There shall not be an administrative fee increase throughout the duration of this Agreement, including the option to renew for a third (3rd) year, or any Hold Over agreement.
- ii. Includes: Dedicated City Pound phone line, internet access in the SVAS building for CSOs, Desk for CSO use, use of SVAS boardroom by CSOs for interviews, monthly reports prepared by SVAS, SVAS staff hours to collect fees, issue licenses, answer City Pound phone calls and provide assistance to the caller. Also includes access to restrooms.
- iii. Excludes: Regular use of SVAS computers, printers, or office supplies by City staff.

Admin Fee Breakdown		2025		2026 % Change	2027 % Change	2028 % Change
	Current	\$1000/month	Proposed	\$1,200 20.00%	\$1,200 0.00%	\$1,200 0.00%

This fee covers: Dedicated phone line for the city pound, access to internet service in the SVAS building for CSOs, a desk for the CSOs in communal office area, shared use of the boardroom by CSOs for interviews, required monthly reports prepared by SVAS to Minot PD, SVAS staff hours to collect fees, issue licenses, and answer pound phone calls.

SVAS Costs	Per Month:	2026	2027	2028
Dedicated Phone Line:	\$60	\$60	\$60	\$60
Staff time for reports, answer pound phone, collect fees & issue licenses- 15 hours/week	\$1,435	\$1,478	\$1,523	\$1,568
Average hourly rate	\$22.08	\$22.74	\$23.42	\$24.12
ER Payroll tax match 7.65%	\$110	\$113	\$116	\$120
Benefits 3.5% payroll	\$50	\$52	\$53	\$55
UI/Workers Comp .75%	\$11	\$11	\$11	\$12
CSO use of office, boardroom & internet, office supplies, technology	\$0	0	0	0
UNKNOWN-too difficult to segregate				
TOTAL	\$1,666	\$1,714	\$1,764	\$1,815

Rescue Recovery Fee				2026 % Change	2027 % Change	2028
	Current	\$85	Proposed	\$85 0.00%	\$85 0.00%	\$85

This fee is paid in lieu of euthanasia & cremation fees for unredeemed animals that are turned over to rescue
 This fee covers a portion of the cost to prepare an animal for adoption and is significantly less expensive for the city than euthanasia for disposal

SVAS covers the cost of the following services for any animal being pulled from the pound by ANY RESCUE GROUP

Service	Cost per dog	cat
Intake/Wellness Exam	\$60	60
Microchip	\$40	40
Rabies vaccination	\$20	20
Boratella	\$20	
DAPP 1st round	\$20	
FeRCP 1st round		20
Deworm	2.5	2
Total	\$163	\$142

2026 BUDGET SCHEDULE

APRIL

MONDAY

7

5:30 PM:
City Council approves budget schedule

THURSDAY

17

Capital Improvement Plan (CIP) Council Workshop

APRIL - MAY

Organization Structure Efficacy Study (HR)

MAY

MONDAY

5

5:30 PM:
Approval of the Capital Improvement Plan (CIP)

MONDAY

5

Department tours with Council members

TUESDAY

6

Department tours with Council members

WEDNESDAY

7

Department tours with Council members

THURSDAY

8

Department tours with Council members

2026 BUDGET SCHEDULE

MAY

FRIDAY
9

Department tours with Council members

MONDAY
19

5:30 PM:
Council agenda item to outline budget priorities

JUNE

MONDAY
2

Budget requests due to Finance and City Manager (community contributions also)

MONDAY
2

5:30 PM:
Community contribution applicant presentations to Council

MONDAY
9

Budget request meetings start with Department Heads, City Manager and Finance

TUESDAY
10

Budget request meetings start with Department Heads, City Manager and Finance

WEDNESDAY
11

Budget request meetings start with Department Heads, City Manager and Finance

WEDNESDAY
11

Annual Plan presentation to Civil Service Commission (HR)

2026 BUDGET SCHEDULE

JUNE

THURSDAY

12

Budget request meetings end with Department Heads, City Manager and Finance

FRIDAY

13

Budget request meetings end with Department Heads, City Manager and Finance

MONDAY

16

Annual Pay Plan public meeting (Human Resources)

FRIDAY

20

Department budgets complete

MONDAY

23

City Manager and Finance start work on budget and presentation

JULY

TUESDAY

8

City Manager and Finance complete work on budget and presentation

TBD

14-18

Special Council Meeting proposed Annual Budget and Annual Pay Plan to Council

MONDAY

21

5:30 PM:
Special Council Meeting Q&A and approve preliminary budget

2026 BUDGET SCHEDULE

AUGUST

MONDAY

18

5:30 PM:
President of the Council
message due

SEPTEMBER

MONDAY

15

5:30 PM:
First reading and public
hearing on Budget Ordinance

OCTOBER

MONDAY

6

5:30 PM:
Final adoption of
Budget Ordinance

FRIDAY

10

Final budget due to
Ward County

Special Meeting:

City of Minot

Special City Council Meeting

Friday, January 23, 2026, at 9:00 AM

City Council Chambers, City Hall (10 3rd Ave SW)

Any person needing special accommodation for the meeting is requested to notify the City Clerk's office at 857-4752.

1. ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. ACTION ITEMS
 - 3.1. CONSIDER THE POUND SERVICES CONTRACT WITH SOURIS VALLEY HUMANE SOCIETY (SVAS)

RECOMMENDED ACTION

It is recommended City Council review and consider the renegotiated contract with Souris Valley Animal Shelter; and, if approved, authorize the Mayor to sign the contract. The City Council can also discuss and confirm a City representative to attend the SVAS Board meetings.

4. MISCELLANEOUS AND DISCUSSION ITEMS
 - 4.1. 2026 BUDGET PROCESS AFTER ACTION REVIEW
 - 4.2. 2027 BUDGET SCHEDULE REVIEW AND DISCUSSION
 - 4.3. DISCUSSION ON OPERATING NORMS
 - 4.4. STRATEGIC PLAN AND CITY ASPIRATIONS DISCUSSION
5. ADJOURNMENT

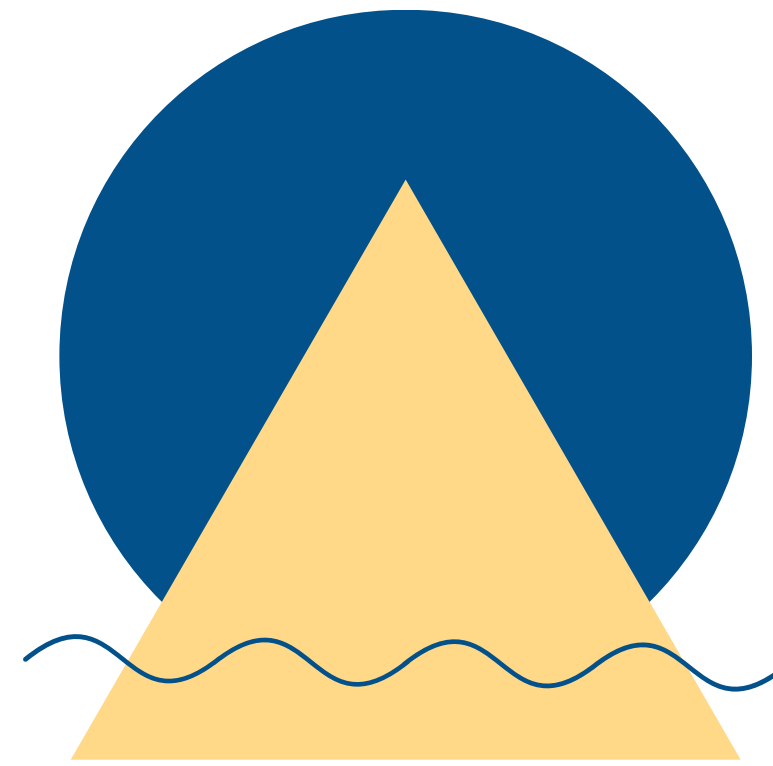


Building excellence with our community.

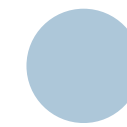
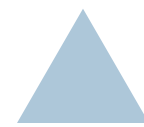
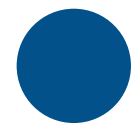
Minot City Manager | TOM JOYCE
701-857-4750 | tom.joyce@minotnd.gov

January 23, 2026

AGENDA



people
process
partnerships
products



2026 BUDGET:

- Preparation after-action

2027 BUDGET:

- Calendar
- Best practices

OPERATING NORMS:

- Functional governance
- Rules of Order

The ideal team is one where all members follow agreed-upon norms.

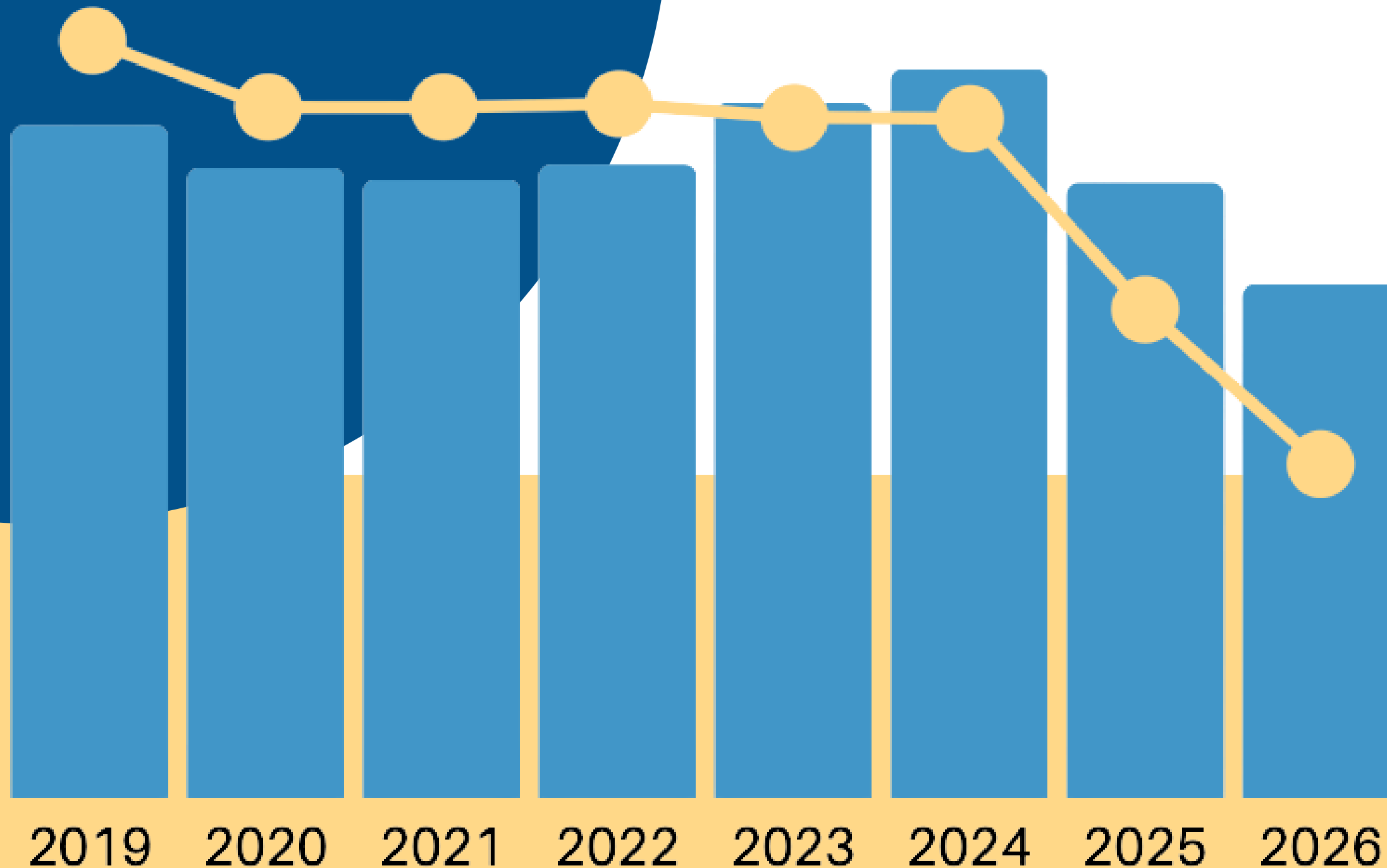
STRATEGIC PLAN:

- City aspirations
 - Shared purpose
 - Common values

Working together for the common good.

*We all have one thing in common:
We want to do our best for the
community we serve.*

2026 BUDGET



- **PROPERTY TAX:**

- **2026:**

\$20,100,754

MILL: 78.61

- **2025:**

\$24,068,032

MILL: 97.11

- **2024:**

\$28,520,411

MILL: 119.93

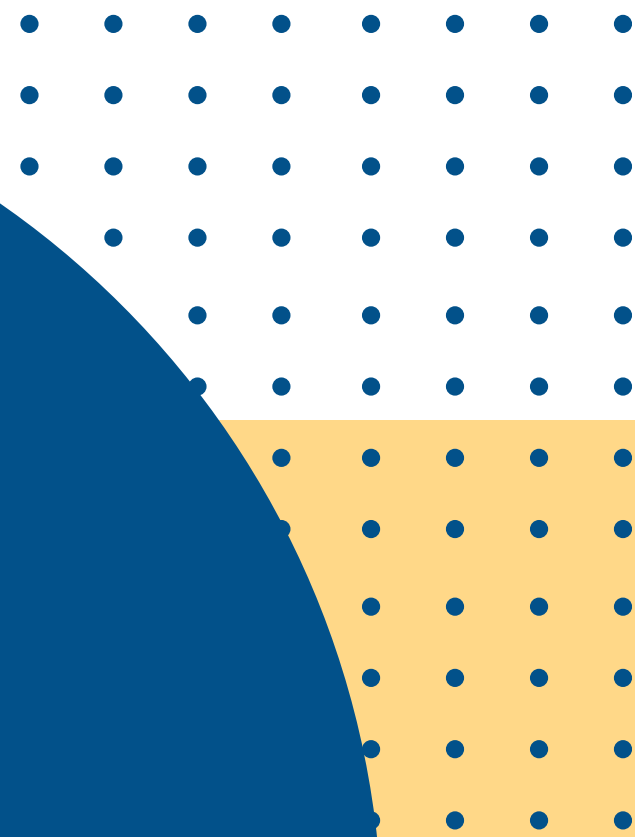
GENERAL FUND CASH RESERVES BUDGETED TO USE:

2024:	2025:	2026:
\$3,000,000	\$3,634,277	\$11,513,448

12/31/2025
GENERAL FUND CASH RESERVES BALANCE:

Expected cash and investments (as of 12/31/2025)	Required 1/12 operating reserve	Ideal operating reserve (2/12)	2026 Budgeted reserves	Remaining earmarked funds for police facility	Remaining available reserves
40,598,342	(5,932,970)	(11,865,939)	(11,513,448)	(10,000,000)	1,285,985

2027 BUDGET



- Schedule draft
 - Early roundtable discussions
 - Structured space
 - Meaningful inquiry
 - Focused discussion
- Identify requirements
 - Federal, state, city
 - Expectations
 - Possible GF target
 - Possible guardrails
 - Must-have services
 - Must-have programs

2027

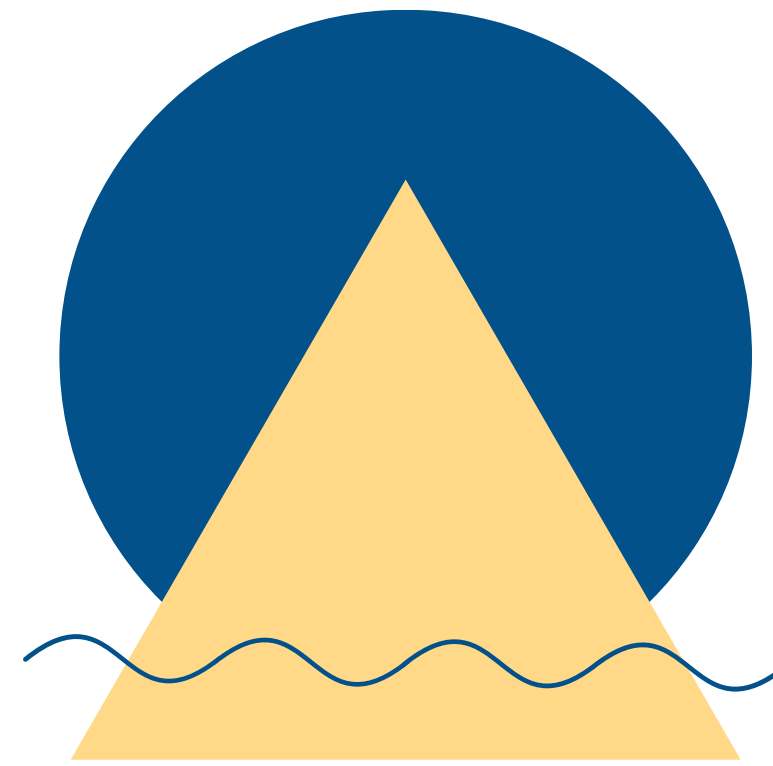
Proposed BUDGET Schedule



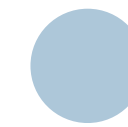
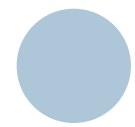
January 23	Special Meeting Council Budget Working Session 9-12
February 17	Special Meeting Council Budget Working Session 4-5:15
March 16	Special Meeting Council Budget Working Session 4-5:15
April 6	City Council approves budget schedule
April 20	Special Meeting Council Budget Working Session 4-5:15
April 20	Capital Improvement Plan (CIP) Council Workshop
April - May	Organization Structure Efficacy Study (Human Resources)
May 4	Adoption of the Capital Improvement Plan (CIP)
May 18	Special Meeting Council Budget Working Session 4-5:15
June 1	Budget requests (including community contribution applications) due to Finance and City Manager
June 1	Community contribution applicant presentations to Council
June 10	Annual Plan presentation to Civil Service Commission (Human Resources)
June 8-12	Meetings with the Department Heads, City Manager, Assistant City Manager and Finance to go over individual budget requests
June 15	Annual Pay Plan Public Meeting (Human Resources)
June 15	Special Meeting Council Budget Working Session 4-5:15
June 19	Department budgets complete
June 22 – July 7	City Manager/Finance - Work on budget and presentation
July 13-17	Special Council Meeting Proposed Annual Budget and Annual Pay Plan to City Council
July 20	Special Meeting Council Budget Working Session 4-5:15
August 3	City Council Meeting Q&A and approve Preliminary Budget
August 17	President of the Council message due
September 14	Special City Council meeting - public hearing on Budget Ordinance and first reading of Budget Ordinance
September 28	Special City Council meeting - Final adoption of budget ordinance

January 23, 2026

AGENDA



people
process
partnerships
products



2026 BUDGET:

- Preparation after-action

2027 BUDGET:

- Calendar
- Best practices

OPERATING NORMS:

- Functional governance
- Rules of Order

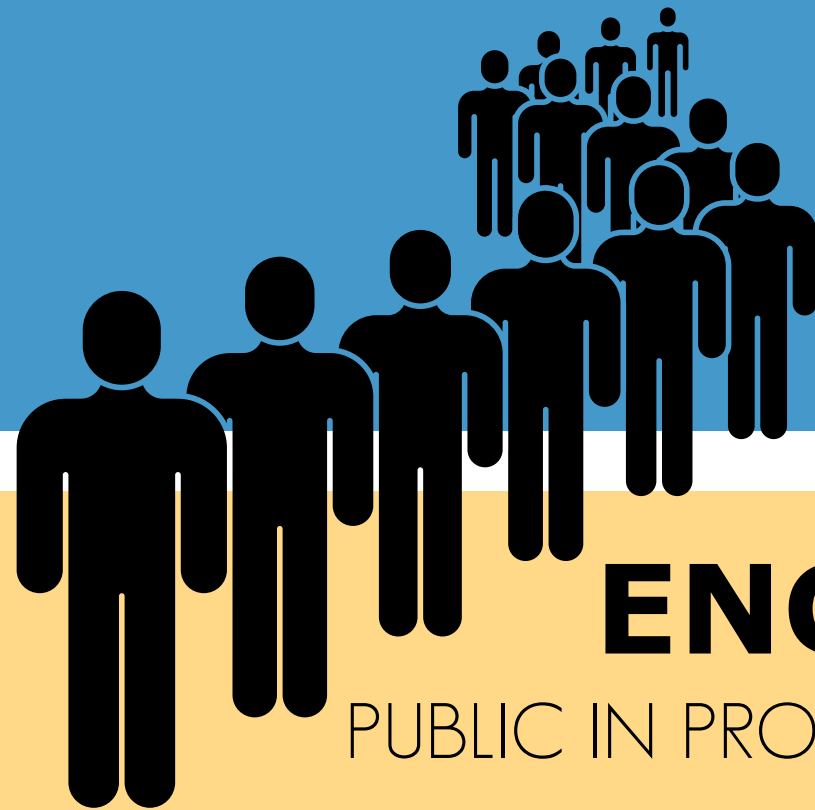
The ideal team is one where all members follow agreed-upon norms.

STRATEGIC PLAN:

- City aspirations
 - Shared purpose
 - Common values

Working together for the common good.

*We all have one thing in common:
We want to do our best for the
community we serve.*



RESPECTS COLLEAGUES'
RIGHT TO VOTE
THE WAY THEY CHOOSE.



RESPECTFUL OF STAFF
AND
SUPPORTIVE
OF STAFF IN PUBLIC

ENGAGE THE
PUBLIC IN PRODUCTIVE WAYS

ONCE THE VOTE IS HELD,
ACCEPTS THE OUTCOME.

BELIEVES THAT
ANOTHER HAS THE
BEST INTEREST
OF THE CITY

AT HEART



EXPLAINS
DECISIONS
TO CONSTITUENTS

ABLE TO MAKE



UNPOPULAR BUT
NECESSARY
DECISIONS

DISAGREE
AGREEABLY

TRUSTWORTHY: DOING WHAT YOU
SAY YOU WILL DO
AND DOING IT **TRANSPARENTLY**

VOTES FROM A PRINCIPLED POSITION,
WITHOUT REGARD FOR FRIENDSHIP OR SPECIAL INTERESTS.

AVOIDS
MICROMANAGING
COMMITTEES,
ALLOWING
THEM TO SERVE
IN THEIR
DESIGNATED ROLES.

VALUED
PARTNERSHIP
IN
THE
COUNCIL-MANAGER
FORM OF GOVERNMENT



1 MAINTAIN A CITYWIDE PERSPECTIVE WHILE BEING MINDFUL OF OUR DISTRICTS AND COMMUNICATE WITH OUR COMMUNITY.

2 **WORK TOGETHER AS A BODY, MODELING TEAMWORK AND CIVILITY FOR OUR COMMUNITY.**

3 DISAGREE AGREEABLY AND PROFESSIONALLY

4 **LISTEN TO ONE ANOTHER. COMMUNICATE WITH EACH OTHER. SEEK TO UNDERSTAND.**

5 ASSUME GOOD INTENT.

6 **DEMONSTRATE RESPECT, CONSIDERATION AND COURTESY TO OTHERS.**

7 SHARE INFORMATION AND AVOID SURPRISES.

8 **KEEP CONFIDENTIAL THINGS CONFIDENTIAL.**

9 VALUE THE PARTNERSHIP IN THE COUNCIL-MANAGER FORM OF GOVERNMENT AND THE ROLES OF EACH PARTY.

10 **COMMUNICATE CONCERNS ABOUT STAFF TO THE CITY MANAGER; DO NOT CRITICIZE STAFF IN PUBLIC.**

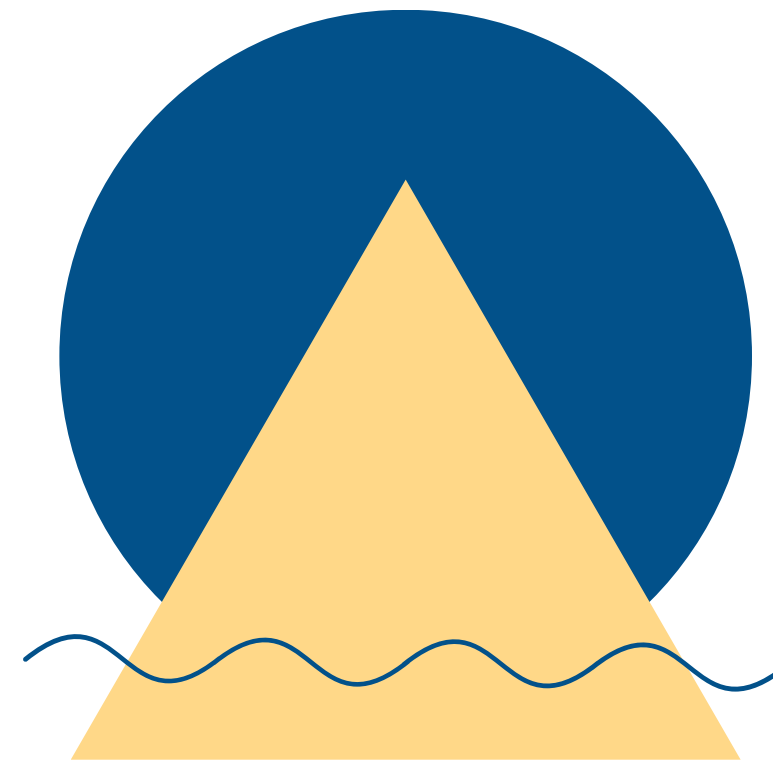


STRATEGIC PLAN PYRAMID

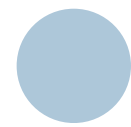


January 23, 2026

AGENDA



people
process
partnerships
products



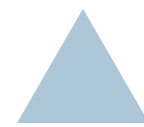
2026 BUDGET:

- Preparation after-action



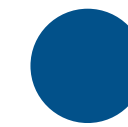
2027 BUDGET:

- Calendar
- Best practices



OPERATING NORMS:

- Functional governance
- Rules of Order



STRATEGIC PLAN:

- City aspirations
 - Shared purpose
 - Common values

*We all have one thing in common:
We want to do our best for the
community we serve.*

*The ideal team
is one where all
members follow
agreed-upon norms.*

*Working together for
the common good.*

MISSION:

BUILDING

EXCELLENCE

WITH OUR COMMUNITY

VISION:

**SERVING OUR NEIGHBORS,
BUILDING OUR COMMUNITY
WITH PRIDE.**

PROFESSIONALISM

Performing your job with skill and expertise, while communicating with empathy, facts, and kindness.

RESPONSIBILITY

Being dependable and accountable for our actions. Keeping our word and honoring our commitments.

INTEGRITY

Doing the right thing even if no one is watching.

DEDICATION

The desire to make your community a better place by going above and beyond your job description.

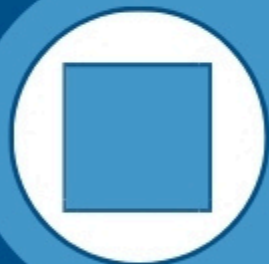
EXCELLENCE

The habit of always striving to do better.

‘BUILDING EXCELLENCE WITH OUR COMMUNITY’

DYNAMIC & FLOURISHING

MINOT IS A THRIVING AND VIBRANT COMMUNITY READY TO COLLABORATE AND ADAPT TO ACHIEVE STRATEGIC GROWTH.



PREPARED & RESILIENT

MINOT IS PREPARED TO TAKE EFFECTIVE ACTION WHEN FACED WITH CHALLENGES AND WORKS WITH THE COMMUNITY’S RESILIENT NATURE TO PERSEVERE.

SAFE & WELCOMING

MINOT IS A WELCOMING COMMUNITY WHERE PEOPLE FEEL SAFE AND ENGAGED, WITH THE FREEDOM TO CELEBRATE THEIR RICH, DIVERSE HISTORIES AND IDENTITIES.



EXCELLENT & CONNECTED

MINOT IS FISCALLY RESPONSIBLE, PROVIDES QUALITY SERVICES, AND ENGAGES WITH COMMUNITY MEMBERS AND STRATEGIC PARTNERS WHO ADDRESS BROADER NEEDS.

1			INCLUDED	LEAD	COMPLETE	DEADLINE	WEIGHT	BLUE	BLUE COUNCIL	GREEN	GREEN COUNCIL	YELLOW	YELLOW COUNCIL	RED	RED COUNCIL	D
2	Dynamic & Flourishing	Collaborate to define a consistent approach to Minot's economic development	ELLIO	Billingsley	50%	2028 0101	STRATEGY	1	0	1	2	0	3	4	0	2
3	Dynamic & Flourishing	Collaborate to define a consistent approach to Minot's economic development	Tactic 1: Convene an economic development plan review committee with community partners to weigh in on the City's economic development direction		100%	2025 0501	Medium									
4	Dynamic & Flourishing	Collaborate to define a consistent approach to Minot's economic development	Tactic 2: Reassess the current state of economic development in Minot (update the IEDC white paper)		0%	2026 0701	Medium	1	0	1	2	0	3	4	0	
5	Dynamic & Flourishing	Support community and cultural organizations to expand activities and events in Minot	x					0	0	0	0	0	0	22	3	
6	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	ELLIO	Billingsley	78%	2028 0101	STRATEGY	5	0	3	0	6	0	0	0	2
7	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 1: Developer Training Program: Purchase Books		100%	2025 0203	High									
8	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 2: Developer Training Program: Monthly Speakers		100%	2025 0930	Medium									
9	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 2: Developer Training Program: Video Training		100%	2025 0930	Medium									
10	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 4: Create an economic development toolkit to support expanded housing in the community		0%	2026 0601	Medium									
11	Dynamic & Flourishing	Update the sidewalk and pathways master plan	x					0	0	0	0	0	0	0	0	2
12	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	ELLIO	Lakefield	39%	2028 0101	STRATEGY	0	0	0	0	1	0	0	0	2
13	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	Tactic 1: Develop a coordinated approach to legislative advocacy at the state level		Progress	2027 0101	Medium									
14	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	Tactic 2: Implement short-term recommendations from Minot's Regional Comprehensive Plan		Progress	2035 0101	Medium									
15	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	Tactic 3: Represent the City to safeguard Minot's transportation network needs		Progress	2099 0101	Medium									
16	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	ELLIO	Kleen	17%	2028 0101	STRATEGY	8	0	3	2	2	0	0	0	2
17	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	Tactic 1: Inventory existing data sources and types of data being gathered within the City		Progress	2025 0701	Medium									
18	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	Tactic 2: Identify meaningful data necessary to tell the City's stories		0%	2025 1001	Medium									
19	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	Tactic 3: Develop and refine platforms for information sharing		0%	2026 0701	Medium									
20	Excellent & Connected	Demonstrate the City's fiscal responsibility	ELLIO	Zellinski	50%	2028 0101	STRATEGY	3	5	11	0	1	1	0	0	2
21	Excellent & Connected	Demonstrate the City's fiscal responsibility	Tactic 1: Identify programs for the consolidated entitlement action plan		Progress	2025 1231	Medium									
22	Excellent & Connected	Demonstrate the City's fiscal responsibility	Tactic 2: Explore feasibility of expanding the City's recycling program		Progress	2026 0101	Medium									
23	Excellent & Connected	Demonstrate the City's fiscal responsibility	Tactic 3: Review and revise key financial policies and identify policy gaps		Progress	2026 0701	Medium									
24	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	ELLIO	Huettl	50%	2025 1231	STRATEGY	0	0	0	0	0	0	0	0	2
25	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 1: Increase public outreach activities through CRS Program (flood risk, flood insurance, map changes)		Progress	2026 0101	Medium									
26	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 2: Quarterly Neighborhood Meetings to allow residents to ask questions or receive updates on projects not only in the city but in their quadrant specifically.		Progress	2026 0101	Medium									
27	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 3: Install additional high watermark signs in city neighborhoods		Progress	2026 0630	Medium									
28	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 4: Complete MI-4 of Milestone 1 (Mouse River Enhanced Flood Protection Plan)		Progress	2029 0101	High									
29	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	ELLIO	Scott	33%	2026 1231	STRATEGY	3	0	5	0	10	0	0	0	
30	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 1: Create 'Why We Serve' video clips and pictures of existing staff to tell very short stories of why we choose to serve the public		Operationalized	2025 0830	High									
31	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 2: Promote job shadowing opportunities		0%	2026 0530	Medium									
32	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 3: Consider referral program to encourage existing employees to recruit applicants with PRIDE values		0%	2026 1201	Medium									
33	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 4: Train supervisors and management on how to conduct effective interviews		0%	2026 1231	Medium									
34	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	ELLIO	Banfill	40%	2028 0101	STRATEGY	5	0	4	0	6	0	0	0	2
35	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	Tactic 1: Formalize a mentorship program to pair new and experienced employees		Progress	2025 0701	Medium									
36	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	Tactic 2: Develop and pilot individualized employee development plans		Progress	2025 1030	Medium									
37	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	Tactic 3: Develop and implement a leadership professional development training program		Progress	2026 0101	Medium									
38	Resilient & Prepared	Maintain and continuously refine a comprehensive, fiscally responsible approach to emergency preparedness	ELLIO	Cofell	50%	2028 0101	STRATEGY	0	1	1	0	3	2	0	0	2
39	Resilient & Prepared	Maintain and continuously refine a comprehensive, fiscally responsible approach to emergency preparedness	Tactic 1: Develop a holistic plan on Emergency Preparedness and identify representatives for Citywide Emergency Management		Progress	2026 0401	Medium									
40	Resilient & Prepared	Maintain and continuously refine a comprehensive, fiscally responsible approach to emergency preparedness	Tactic 2: Ensure consistent community education regarding resiliency programs		Progress	2027 0101	Medium									
41	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure, assets, and equipment	ELLIO	Schmidt	50%	2028 0101	STRATEGY	9	0	2	2	7	0	0	0	2
42	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure, assets, and equipment	Tactic 1: Develop and implement a VERF and Fleet Management Plan		Progress	2025 1231	Medium									
43	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure, assets, and equipment	Tactic 2: Continue and expand water and sewer main replacement programs		Progress	2026 0101	Medium									
44	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure, assets, and equipment	Tactic 3: Continue and expand road maintenance and repair program to improve the City's average pavement condition index		Progress	2026 0101	Medium									
45	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure, assets, and equipment	Tactic 4: Continue and expand infrastructure inspection programs (e.g. hydrants, gate valves)		Progress	2026 0101	Medium									
46	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure, assets, and equipment	Tactic 5: Expand and Communicate IT inventory tracking, maintenance, and replacement		Progress	2026 0101	Medium									
47	Safe & Welcoming	Create opportunities for community partnerships and engaging community leaders	ELLIO	Kronsnabel	45%	2028 0101	STRATEGY	0	0	3	0	1	0	4	1	2
48	Safe & Welcoming	Create opportunities for community partnerships and engaging community leaders	Tactic 1: Increase adoption, functionality, and support for the MyMinot app		Progress	2026 0701	Medium									
49	Safe & Welcoming	Create opportunities for community partnerships and engaging community leaders	Tactic 2: Identify and intentionally engage key partners		Progress	2026 0701	Medium									
50	Safe & Welcoming	Create opportunities for community partnerships and engaging community leaders	Tactic 3: Increase City staff and program visibility in the community		Progress	2026 0701	Medium									
51	Safe & Welcoming	Create opportunities for community partnerships and engaging community leaders	Tactic 4: Increase information accessibility through the City of Minot website		Progress	2027 0101	Medium									
52	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	ELLIO	Kronsnabel	26%	2028 0101	STRATEGY	0	0	2	0	0	0	4	0	
53	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 1: Complete the Code Enforcement FAQ website		100%	2025 0701	Medium									
54	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 2: Double the organization's capacity for code enforcement		Progress	2027 0101	Medium									
55	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 3: Expand resources to ensure that City properties comply with City Code		Progress	2027 0101	Medium									
56	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 4: Review and update land development, public works, engineering, and utility ordinances		Progress	2027 0101	Medium									
57	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 5: Continue to support the efforts of the Problem Properties Unit and interagency collaboration		Progress	2028 0101	Medium									
58	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 6: Develop effective communication method for sharing code enforcement information		0%	2028 0101	Medium									
59	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 7: Develop one system of records for all code enforcement		0%	2028 0101	Medium									
60	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 8: Develop workplan for proactive code enforcement officer		Progress	2028 0101	Medium									
61	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 10: Complete process/flow charting of compliant to legal compliance		Progress	2028 0101	Medium									
62	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 11: Develop a chart of code/authorities for compliant routing		Progress	2028 0101	Medium									
63	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 9: Develop workplan for reactive code enforcement officer		Progress	2028 0101	Medium									
64	Safe & Welcoming	Develop effective strategies for community risk reduction	ELLIO	Kronsnabel	50%	2028 0101	STRATEGY	3	0	2	0	0	0	0	0	
65	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 1: Complete implementation of Care Resources		Progress	2025 1115	High									
66	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 2: Identify opportunities to pool police and fire resources to improve responsiveness and outreach		Progress	2026 0101	Medium									
67	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 3: Increase messaging to employees on the mental health resources available		Progress	2026 0101	High									
68	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 4: Streamline liquor license inspection process (cross training)		0%	2026 0101	High									
69	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 5: Update safety manual for city		0%	2026 0101	Medium									
70	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 6: Complete EAP for city		Progress	2026 0101	Medium									
71	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 7: Expand data-driven policing to ensure efficient use resources		Progress	2026 0701	Medium									
72	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 8: Build partnerships and streamline processes to provide mental health resources		0%	2027 0101	Medium									
73	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 9: Occupational health and safety measures - expand and improve		0%	2027 0101	Medium									
74	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 10: Develop training plans based on industries best practices and WSI guidelines		0%	2028 0601	Medium									

1			INCLUDED	LEAD	COMPLETE	DEADLINE	WEIGHT	BLUE	BLUE COUNCIL	GREEN	GREEN COUNCIL	YELLOW	YELLOW COUNCIL	RED	RED COUNCIL	
2	Dynamic & Flourishing	Collaborate to define a consistent approach to Minot's economic development	ELLIO	Billingsley	50%	2028 0101	STRATEGY	1	0	1	2	0	3	4	0	2
3	Dynamic & Flourishing	Collaborate to define a consistent approach to Minot's economic development	Tactic 1: Convene an economic development plan review committee with community partners to weigh in on the City's economic development direction		100%	2025 0501	Medium									
4	Dynamic & Flourishing	Collaborate to define a consistent approach to Minot's economic development	Tactic 2: Reassess the current state of economic development in Minot and create the IEDCV report			2025 0701	Medium	1	0	1	0	0	3	4	0	0
5	Dynamic & Flourishing	Support community and cultural organizations to host activities and events in Minot	ELLIO	Billingsley	70%	2025 0101	STRATEGY	0	0	0	0	0	0	22	3	0
6	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 1: Develop Training Program: Please Books		100%	2025 0203	High			3	6	0	0	0	0	2
7	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 2: Develop Training Program: Motor Vehicle Inspectors		100%	2025 0301	Medium									
8	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 2: Developer Training Program: Video Training		100%	2025 0930	Medium									
9	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	Tactic 4: Create an economic development toolkit to support expanded housing in the community		0%	2026 0601	Medium									
10	Dynamic & Flourishing	Support infill development and explore the City's role in the expansion of housing in Minot	x					0	0	0	0	0	0	0	0	
11	Dynamic & Flourishing	Update the sidewalk and pathways master plan	ELLIO	Lakefield	39%	2028 0101	STRATEGY	0	0	0	0	1	0	0		
12	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	Tactic 1: Develop a coordinated approach to legislative advocacy at the state level		Progress	2027 0101	Medium									
13	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	Tactic 2: Implement short-term recommendations from Minot's Regional Comprehensive Plan		Progress	2035 0101	Medium									
14	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	Tactic 3: Represent the City to safeguard Minot's transportation network needs		Progress	2099 0101	Medium									
15	Excellent & Connected	Actively participate at the regional and state level to advance City of Minot initiatives	ELLIO	Klee	17%	2028 0101	STRATEGY	8	0	3	2	2	0	0	0	2
16	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	Tactic 1: Inventory existing data and determine what is being gathered within the City		Progress	2025 0101	Medium									
17	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	Tactic 2: Identify and regular data needs to tell the City's story		Progress	2025 0101	Medium									
18	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	Tactic 3: Develop and define platforms for information sharing		Progress	2025 0701	Medium									
19	Excellent & Connected	Build understanding of the value of City services through effective use of data and story telling	ELLIO	Zellinski	0%	2028 0101	STRATEGY	3	5	11	0	1	1	0	0	2
20	Excellent & Connected	Demonstrate the City's fiscal responsibility	Tactic 1: Identify programs for the consolidation of entitlement activities		Progress	2025 1231	Medium									
21	Excellent & Connected	Demonstrate the City's fiscal responsibility	Tactic 2: Evaluate the City's ability of expanding recycling programs		Progress	2026 0101	Medium									
22	Excellent & Connected	Demonstrate the City's fiscal responsibility	Tactic 3: Review and revise key financial policies and identify policy changes		Progress	2026 0701	Medium									
23	Excellent & Connected	Demonstrate the City's fiscal responsibility	ELLIO	Huettl	0%	2025 1231	STRATEGY	0	0	0	0	0	0	0	0	2
24	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 1: Develop public outreach activities with CRS Program to create flood insurance map data		Progress	2026 0101	Medium									
25	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 2: Develop Neighborhood Safety Plans for residents to create safety plans in their quadrants		Progress	2026 0101	Medium									
26	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 3: Develop additional high-risk areas for flood mitigation		Progress	2026 0630	Medium									
27	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	Tactic 4: Complete MI-4 of Milestone 1 (Mouse River Enhanced Flood Protection Plan)		Progress	2029 0101	High									
28	Resilient & Prepared	Create awareness, continue education and develop preparedness for long-term and short-term flood mitigation	ELLIO	Scott	33%	2026 1231	STRATEGY	3	0	5	0	10	0	0	0	
29	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 1: Create 'Why We Serve' video clips and pictures of existing staff to tell very short stories of why we choose to serve the public		Operationalized	2025 0830	High									
30	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 2: Promote job shadowing opportunities		Progress	2026 0530	Medium									
31	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 3: Consider referral program to encourage existing employees to recruit applicants with PRIDE values		Progress	2026 1201	Medium									
32	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	Tactic 4: Train supervisors and management on how to conduct effective interviews		Progress	2026 1231	Medium									
33	Resilient & Prepared	Enhance recruitment efforts to attract staff aligned with the City's PRIDE values	ELLIO	Banfill	40%	2028 0101	STRATEGY	5	0	4	0	6	0	0	0	2
34	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	Tactic 1: Formalize a mentorship program to pair new and experienced employees		Progress	2025 0701	Medium									
35	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	Tactic 2: Develop and pilot individualized employee development plans		Progress	2025 1030	Medium									
36	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	Tactic 3: Develop and implement a leadership professional development training program		Progress	2026 0101	Medium									
37	Resilient & Prepared	Expand training and development efforts to support effective knowledge transfer, succession planning and retention	ELLIO		50%	2025 0101	STRATEGY				0	3	2	0	0	2
38	Resilient & Prepared	Maintain and continuously refine a fiscally responsible approach to emergency preparedness	Tactic 1: Develop a realistic plan to identify representative emergency management scenarios		Progress	2025 0101	Medium									
39	Resilient & Prepared	Maintain and continuously refine a fiscally responsible approach to emergency preparedness	Tactic 2: Develop a consistent communication regarding emergency management		Progress	2025 0101	Medium									
40	Resilient & Prepared	Maintain and continuously refine a fiscally responsible approach to emergency preparedness	ELLIO		50%	2025 0101	STRATEGY		0		2	7	0	0	0	2
41	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure	Tactic 1: Develop and implement a Fleet Management program		Progress	2025 1201	Medium									
42	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure	Tactic 2: Develop and expand water and sewer main replacement programs		Progress	2025 0101	Medium									
43	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure	Tactic 3: Develop and expand maintenance and repair programs to improve asset condition index		Progress	2025 0101	Medium									
44	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure	Tactic 4: Develop and expand maintenance and repair programs to improve asset condition index		Progress	2025 0101	Medium									
45	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure	Tactic 5: Expand and Communitize inventory tracking and maintenance, and repair		Progress	2025 0101	Medium									
46	Resilient & Prepared	Proactively manage, forecast, and invest in the City's infrastructure	ELLIO	Kronschnabel	40%	2028 0101	STRATEGY		0		0	1	0	4	1	2
47	Safe & Welcoming	Create opportunities for community engagement with community leaders	Tactic 1: Increase adoption, function and use of the MyMinot app		Progress	2026 0701	Medium									
48	Safe & Welcoming	Create opportunities for community engagement with community leaders	Tactic 2: Identify and intentionally engage key partners		Progress	2026 0701	Medium									
49	Safe & Welcoming	Create opportunities for community engagement with community leaders	Tactic 3: Increase City staff and program visibility in the community		Progress	2026 0701	Medium									
50	Safe & Welcoming	Create opportunities for community engagement with community leaders	Tactic 4: Increase information accessibility through the City of Minot website		Progress	2027 0101	Medium									
51	Safe & Welcoming	Create opportunities for community engagement with community leaders	ELLIO	Kronschnabel	26%	2028 0101	STRATEGY	0	0	2	0	0	0	4	0	
52	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 1: Complete the Code Enforcement FAQ website		Progress	2025 0701	Medium									
53	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 2: Double the organization's capacity for code enforcement		Progress	2027 0101	Medium									
54	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 3: Expand resources to ensure that City properties comply with City Code		Progress	2027 0101	Medium									
55	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 4: Review and update land development, public works, engineering, and utility ordinances		Progress	2027 0101	Medium									
56	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 5: Continue to support the efforts of the Problem Properties Unit and interagency collaboration		Progress	2028 0101	Medium									
57	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 6: Develop effective communication method for sharing code enforcement information		Progress	2028 0101	Medium									
58	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 7: Develop one method for all code enforcement		Progress	2028 0101	Medium									
59	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 8: Develop one method for all code enforcement		Progress	2028 0101	Medium									
60	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 9: Develop one method for all code enforcement		Progress	2028 0101	Medium									
61	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 10: Develop one method for all code enforcement		Progress	2028 0101	Medium									
62	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 11: Develop one method for all code enforcement		Progress	2028 0101	Medium									
63	Safe & Welcoming	Develop and improve strategies of code enforcement striving for compliance	Tactic 12: Develop one method for all code enforcement		Progress	2028 0101	Medium									
64	Safe & Welcoming	Develop effective strategies for community risk reduction	ELLIO	Kronschnabel	50%	2028 0101	STRATEGY	3	0	2	0	0	0	0	0	
65	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 1: Develop and implement resources to improve response		Progress	2025 1115	High									
66	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 2: Develop and implement resources to improve response		Progress	2026 0101	Medium									
67	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 3: Develop and implement resources to improve response		Progress	2026 0101	High									
68	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 4: Develop and implement resources to improve response		Progress	2026 0101	High									
69	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 5: Develop and implement resources to improve response		Progress	2026 0101	Medium									
70	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 6: Develop and implement resources to improve response		Progress	2026 0101	Medium									
71	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 7: Expand data-driven policing to ensure efficient use resources		Progress	2026 0701	Medium									
72	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 8: Build partnerships and streamline processes to provide mental health resources		Progress	2027 0101	Medium									
73	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 9: Occupational health and safety measures - expand and improve		Progress	2027 0101	Medium									
74	Safe & Welcoming	Develop effective strategies for community risk reduction	Tactic 10: Develop training plans based on industries best practices and WSI guidelines		Progress	2028 0601	Medium									

C
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be Collaborative

be Accountable

be Results-Driven

in the pursuit of

EXCELLENCE

2027 B U D G E T S C H E D U L E

January 23	Special Meeting Council Budget Working Session 9-12
February 17	Special Meeting Council Budget Working Session 4-5:15
March 16	Special Meeting Council Budget Working Session 4-5:15
April 6	City Council approves budget schedule
April 20	Special Meeting Council Budget Working Session 4-5:15
April 20	Capital Improvement Plan (CIP) Council Workshop
April - May	Organization Structure Efficacy Study (Human Resources)
May 4	Adoption of the Capital Improvement Plan (CIP)
May 18	Special Meeting Council Budget Working Session 4-5:15
June 1	Budget requests (including community contribution applications) due to Finance and City Manager
June 1	Community contribution applicant presentations to Council
June 10	Annual Plan presentation to Civil Service Commission (Human Resources)
June 8-12	Meetings with the Department Heads, City Manager, Assistant City Manager and Finance to go over individual budget requests
June 15	Annual Pay Plan Public Meeting (Human Resources)
June 15	Special Meeting Council Budget Working Session 4-5:15
June 19	Department budgets complete
June 22 – July 7	City Manager/Finance - Work on budget and presentation
July 13-17	Special Council Meeting Proposed Annual Budget and Annual Pay Plan to City Council
July 20	Special Meeting Council Budget Working Session 4-5:15
August 3	City Council Meeting Q&A and approve Preliminary Budget
August 17	President of the Council message due
September 14	Special City Council meeting - public hearing on Budget Ordinance and first reading of Budget Ordinance
September 28	Special City Council meeting - Final adoption of budget ordinance